County of Kern

FY 2009-10
Recommended Budget

Kern County Administrative Office

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RECOMMENDED BUDGET FOR FISCAL YEAR 2009-10

INTRODUCTION

Transmitted herewith are the County Administrative Office's budget recommendations for Fiscal Year 2009-10. The recommended regular County Budget of nearly $1.45 billion is $35 million or 2.34% below last year's budget and includes a $7.5 million, (1.78%) increase in net General Fund cost. Discounting a necessary accounting adjustment related to the Fiscal Stability Fund, the County budget is approximately $100 million, or 6.65%, below last year's budget and the net General Fund cost has decreased by $62.7 million, or 15%, from FY 2008-09, which reflects the estimated declining General Fund revenues.

Property taxes, sales taxes, and vehicle license fees began their current decline in the second quarter of FY 2008-09, requiring your Board to take mid-year actions to reduce the FY 2008-09 budget by $64 million. Following these mid-year budget reductions, the County Administrative Office continued working with departments in developing departmental budget step-down plans. Revenues needed by departments to carry out mandated and discretionary programs will be substantially lower than the amount budgeted in FY 2008-09, requiring departments to make recommendations about where to reduce spending while striving to deliver the services most critically needed by the people of Kern County.

In FY 2009-10, a projected $12.8 million decrease in discretionary revenues from the estimated amount received last year, combined with increased costs of doing business will require a 13% average step-down in most County departments' budgets. The initial budget guidelines provided to departments included these salary and retirement increases as well as reduced revenues, which will significantly limit many departments' ability to meet service goals. Also, efforts to reduce the State Budget deficit, whose proportions exceed even last year's unprecedented shortfall, will cause additional negative impacts on County finances the scope and size of which were not known when the recommended County budget was prepared.

This fiscal environment is not projected to change soon, so it is important for the County to reduce fixed costs. The recommended budget therefore includes employee layoffs in law enforcement, health and human services, parks and libraries, and several internal support services departments. Position additions and deletions by all departments will result in a net loss of 740 positions including 217 potential layoffs, leaving total County employment at 8,751 full-time and 304 part-time positions in the recommended budget. Since discretionary revenues are projected to drop by $12.8 million (4%) below amounts received last fiscal year, the budget also recommends much lower allocations for major maintenance projects, capital projects, and the purchase of new and replacement equipment.

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

BUDGET OVERVIEW

The recommended regular County budget for FY 2009-10 totals nearly $1.45 billion, which is $35 million or 2.3% lower than total appropriations adopted last year.

The $1.45 billion regular County budget does not include special budgets totaling $760 million for special revenue funds; enterprise funds such as Kern Medical Center, Airports, and Waste Management; internal service funds such as Workers' Compensation and Group Health; and grant-funded programs administered by the Employers' Training Resource and the Community and Economic Development Program departments. Special budgets have decreased by $24 million from FY 2008-09.

Program-specific revenues are projected to increase by $25.6 million above the FY 2008-09 level to $1.1 billion. By law, these revenues must be spent for specific, mandated programs or come to the County as direct reimbursements for the cost of providing mandated services. The Board of Supervisors has no discretion in their use. These revenues account for 22.6% 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 decrease this year by $70 million or about 18% below last year's adopted revenue estimates. Discretionary revenues will decline to 22.6% of the budget, and the County must use much of this money to meet local match requirements for mandated State and federal programs. Budget totals are summarized below:

Total Regular County Budget

Last Year	*$1.483 billion*
This Year	*$1.448 billion*
Decrease	*$ 35 million (2.3%)*

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

Last Year	*$784.3 million*
This Year	*$760.2 million*
Decrease	*$ 24.0 million (3.16%)**

Discretionary Funds vs. Program-Specific Funds

Discretionary Funds	*$328.9 million, 22.6% of Total Budget*
Program-Specific Funds	*$1.119 billion, 77.4% of Total Budget*

AVAILABLE RESOURCES

Like the rest of California and much of the nation, Kern County has experienced a sharp drop in real estate prices and assessed valuation. Oil and natural gas properties, which in the past have offset stagnant or falling real estate values, are also projected to lose value, further depressing property tax revenues. Because falling discretionary and program revenues required the County to make substantial mid-year adjustments in departmental budgets and reserves, the estimated net available carryover balance from FY 2008-09 is less than last year's total.

The biggest unanswered question in preparing the recommended budget is the impact that the State Budget shortfall, which was $26 billion when the recommended budget was prepared, will have on County revenues and programs. More than $14 billion in emergency State spending reductions enacted in February 2009 failed to solve the State's cash crisis, so the Legislature and the Governor were negotiating a package of even deeper reductions that could have a severe impact on the County if enacted. Even without likely further reductions ordered by the State Budget, the County will experience a nearly $23 million decrease in the total amount of federal and State

revenues received in FY 2009-10. In addition, State Budget proposals to take local gasoline tax and property tax revenues would further erode discretionary funding if enacted.

ASSESSED VALUATION – PROPERTY TAX VALUES

Based on this year's assessed valuation provided by the Assessor, the Auditor-Controller estimates that current property taxes within both the General Fund and the Fire Fund will fall by a combined $7.7 million in FY 2009-10, a 4.8% reduction from last year, and it is anticipated that assessed valuation and property taxes will continue to decline or stagnate in FY 2010-11.

Crude oil prices are volatile, falling from $120 per barrel to $20 per barrel in the last five months of 2008 and then climbing back above $70 per barrel by June 2009. The Assessor estimates that the net drop in value will generate a $11.7 million decline in property taxes in FY 2009-10. In addition, State budget conferees had approved a 9.9% severance tax on crude oil production during preparation of the recommended budget. If a severance tax is enacted, it could cost the County more than $13 million annually in lost property taxes because the severance tax will depress petroleum property values.

The Assessor forecasts that real estate values will continue at lower levels for at least two more years. Although the national and statewide decline of housing construction and home prices has now hit hard in Kern County as well, Kern's housing affordability should eventually support renewed demand, and rebounding oil prices will limit tax losses from petroleum properties.

PROVISIONS FOR RESERVES, DESIGNATIONS, AND CONTINGENCIES

General Fund reserves and designations were instrumental in enabling the County to absorb $64 million in emergency mid-year budget reductions in FY 2008-09 with minimal service consequences or employee layoffs. Maintaining sufficient reserves will continue to be a goal in the current fiscal environment.

In the current fiscal year, the County Administrative Office recommends the following General Fund identifiable contingencies, reserves, and designations.

Appropriations for Contingencies $5.2 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 reductions that may be required. The overall recommended amount is funded solely from the General Fund and consists of $4 million in General contingencies and $1,018,995 earmarked to complete the biosolids environmental impact report if needed in FY 2009-10.

Budget Savings Incentive Credits Designation $16.5 million: County departments may carry over and accumulate a portion of the savings they achieve by spending less than their designated annual budget. Budget savings incentive (BSI) credits earned in prior years can be applied at a department's discretion to address operating expenses and non-recurring needs within their respective departments, such as the need for replacement equipment or technology upgrades. Shortly following adoption of the budget, the County Administrative Office will return to the Board with recommendations for the appropriation of earned BSI credits to departments.

Environmental Health Program Enhancements Designation $347,000: The designation is recommended to set aside funds collected through fee increases approved July 1, 2008 to enhance food safety inspection with a new risk-based inspection program. Delays in implementing the program have resulted in a surplus of approximately $347,000 for FY 2009-10. In order to ensure that the fees collected are used for their intended purpose, the funds have been set aside in this designation to be accessed by the Environmental Health Services Department as needed.

Payments In-Lieu of Taxes Program/Troubled Assets Relief Program (PILT/TARP) Designation $972,707: This designation is recommended to set aside funds, in the amount of $972,707, allocated from the federal government under the TARP. These funds are set aside to provide additional resources to supplement departments' surcharges and grants to facilitate the completion of programs that promote economic growth throughout the County.

Technology Infrastructure and Innovation Designation $1.5 million: This designation was added in FY 2007-08 in recognition of the need to set aside funds to renew and replace legacy technology systems in order to obtain maximum leverage of County staff, assets, and other resources in delivering services. It is recommended that, due to fiscal constraints, this designation be reduced by one-half to $1.5 million.

Tax Liability Reserve $2.9 million: 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 $2.1 million, and the balance in the Fire Fund is $.8 million. No increases are recommended due to the County's fiscal constraints.

Fiscal Stability Fund $32 million: The Board established this reserve to help moderate wide swings in discretionary revenues from one fiscal year to the next. The intent was to identify and set aside non-recurring revenues, when available, to minimize service reductions in fiscal years in which property taxes or other discretionary revenues decline sharply. The Board has set a goal of maintaining 7.5% to 10% of total General Fund expenditures in this reserve. Following the Board's mid-year action to use $16 million from this reserve to help balance the FY 2008-09 budget, its current balance is $32 million, which equals approximately 7.5% of total budgeted General Fund expenditures in FY 2009-10. The recommended budget proposes to establish this as a separate fund in lieu of a reserve. As a result of the accounting adjustment necessary to change the reserve to a separate fund, the recommended budget is artificially inflated by $64 million. In reality, the County budget is approximately $100 million, or 6.65%, below last year's budget and the net General Fund cost has decreased by $62.7 million, or 15%, from FY 2008-09.

STATE BUDGET

The State of California's finances have been unbalanced for several years. However, the worst economic recession since the Great Depression has now exposed the chronic and expanding gap between spending and revenues by reducing State revenues 27% in a single year. As a result, the State budget deficit has grown to $26 billion, its cash position is tenuous, and it must make drastic budget reductions now. Since State revenues comprise nearly 25% of the County's annual resources, many State budget reductions could have a substantial impact on the County's budget.

In February 2009, emergency actions by the Legislature and Governor solved $36 billion of a projected $42 billion deficit stretching from the middle of FY 2008-09 through the end of FY 2009-10. On May 19, California voters rejected more than $6 billion in borrowing, tax increases, and spending reductions. State revenues continued to decline, and the FY 2009-10 State Budget is now projected to be more than $24 billion out of balance.

The size of the deficit prompted the Legislature and Governor to propose that the State borrow up to 8% of counties' property taxes under Proposition 1A, which requires the State to repay counties with interest within three fiscal years. This action would cost the County nearly $21 million in General Fund revenues and more than $5 million in Fire Fund revenues in FY 2009-10. Although the State Controller and Treasurer both issued repeated strong warnings that potential investors in any State borrowing instruments would view property tax borrowing with disfavor, it remained under consideration as a State deficit reduction strategy when the recommended County budget was prepared.

On July 2, the State Controller began issuing IOUs in lieu of cash to State vendors and local governments because the Legislature and the Governor had not acted to bring the State budget into balance and the State was nearly out

of cash. When the recommended budget was prepared, substantial County revenues remained at risk as the Governor and legislators considered property tax borrowing, as well as proposals to suspend Williamson Act subventions for farmland preservation ($4 million General Fund), take two years of the County's share of gasoline excise taxes and borrow six months of Prop. 42 funding for County roads ($26.5 million Road Fund), and eliminate payments for mandated drug offender treatment and testing ($1.3 million General Fund).

Also on the table was a package of proposals to reduce prison inmate and parole populations. These proposals would involve the early release of substantial numbers of State prison inmates and effectively shifting the incarceration of certain adult offenders from State prisons to county jails, which would seriously overtax local law enforcement capabilities.

In addition to these actions, reductions to State health and human services programs operated by counties were expected to be included in the final version of State budget actions.

KERN MEDICAL CENTER

After many years of operating deficits, Kern Medical Center's finances are improving, but its accumulated debt to the General Fund continues to affect the County's overall financial stability. The hospital's General Fund loan balance on May 31, 2009 was $61.6 million, prompting the Auditor-Controller to write off $15 million of the loan balance in order to comply with government accounting standards. Much of the loan balance is attributable to delayed federal and State Medicaid reimbursement for the hospital's services. As a public hospital that is mandated to provide care to all patients, KMC relies heavily on State and federal Medicaid payments, which have not kept pace with growing caseloads or the rising cost of care.

In FY 2008-09, the recommended net General Fund contribution to KMC will decrease by $2.5 million to $20 million, primarily in recognition of the County's fiscal constraints. The hospital's allocation of $15 million in realignment revenues, necessary to provide basic health care to the County's disproportionately high share of the medically indigent, is slightly below the previous fiscal year due to statewide economic conditions.

PROGRAM IMPACTS

The recommended budget will stretch many departments' ability to fulfill their missions. Major program impacts are summarized below:

Gang Violence Strategic Plan: The Board of Supervisors has made a large investment in the prevention, intervention, and suppression of gang violence. The recommended budget will allow the Sheriff to continue operating the Gang Suppression Unit, but will not contain sufficient resources for the Sheriff to hire added personnel to complete the enhancement of this unit and meet the goals and objectives of Kern County's Gang Strategic Plan. Although the Probation Department must eliminate the Gang Strategic Early Intervention (EIP) and prevention unit, funding for its Gang Strategic Plan units such as the High Risk Adult Supervision and Suppression Component units remains intact.

Roads: The Roads Department has received a $10.5 million increase in federal funding through the American Recovery and Reinvestment Act. This stimulus funding will primarily be used to offset expected losses in State revenues such as Proposition 42 gasoline sales tax and the local share of State gasoline excise taxes.

The recommended budget includes a decrease in General Fund contribution of 24.8% or $2.5 million from FY 2008-09. In recognition of the County's fiscal constraints, the department will continue to delay the replacement of equipment. The recommended budget does allow the department to continue to meet performance measure goals related to road paving and maintenance. Total funding for road construction projects is recommended at $27 million, the same level as FY 2008-09. A total of $5 million has been budgeted for maintenance projects.

It should be noted that the department faces the potential loss of $14 million if emergency State budget adjustments remove an entire year of gasoline excise tax revenues from local road use to service State transportation bond debt. If the State does not replace these revenues, the loss would severely impact County road maintenance. A substantial backlog of road maintenance and improvement needs remain for which long-term solutions to the structural funding deficiency must be identified. The department hopes to make many of these repairs over the next three years using County Certificates of Participation bond funds.

Sheriff: The Sheriff has stated that the recommended budget will not permit him to continue operating the Minimum Security Facility at the Lerdo Detention Facility, requiring the release of 560 prisoners and the layoff of 108 employees, 93 sworn and 15 civilian positions. This will also include a transition of Sheriff's deputies to staff the Central Receiving Facility in lieu of detentions deputies. This recommended budget will also impact staffing levels in areas of patrol, special enforcement, and administrative support.

Budget discussions continue with the Sheriff in an effort to prevent the Lerdo facility closure. At the time of printing the Recommended Budget, the final fund balance available figures were not available; however, it is believed a larger than anticipated balance will be available and could be used to ameliorate some to these reductions.

Fire: The recommended budget includes a General Fund contribution of $15.2 million, which is $6.7 million below FY 2008-09. In addition, an anticipated decline in property tax revenue will reduce Fire Fund discretionary revenues by $9 million. The recommended budget will no longer continue to support a staffing level of three firefighter positions at every station. The department will need to hold numerous positions vacant and unfunded. Fortunately, through the foresight of the department, a firefighter academy scheduled for the spring of 2008 was canceled, allowing staffing reductions to be made without laying off personnel. Budget constraints will also require the department to defer replacement of engines and other vehicles.

Human Services: Population growth and caseload increases are driving up the cost of providing State-mandated social services. While a large percentage of these costs are funded through State and federal sources, State funding for these services has been frozen at 2001 cost levels. Salary and benefit increases for employees occurring since 2001 have therefore required the County to exceed the required local funding match to maintain services. This has resulted in an estimated overmatch in local funds of $17.5 million in FY 2009-10.

Given the County's severe fiscal constraints, the recommended budget reduces County matching funding for increasing State and federal reimbursements by $5 million**,** resulting in the deletion of 40 vacant positions. The reduction will chiefly affect administration of public assistance programs in order to maintain the County's commitment to continue addressing Child Protective Services recommendations resulting from the Child Welfare League of America review. These reductions will have service impacts, including delays in providing assistance to clients and potential increased risk to children's health and safety as reduced funds impact services. Supervised visitation will also be reduced. The department may not be able to meet mandated federal performance requirements, which would result in sanctions and reduced revenues for the County.

Budget discussions continue with the department. At the time of printing the Recommended Budget, the final fund balance available figures were not available; however, it is believed a larger than anticipated balance will be available and could be used to ameliorate some to these potential impacts.

Library: The recommended budget will be more than $1.7 million below last year's level. The recommended budget will reduce overall hours of operation at the main library and branch locations by 41% following a 16% reduction last year. The department will also be forced to reduce bookmobile stops at outlying areas. At $107,000, the Library's book budget will be one-third of last year's level.

The lower recommended budget will require the Library to delete 16 full-time and 27 part-time positions resulting in 27 layoffs.

Parks: The recommended budget is more than $1.7 million below last year's level and more than $3 million below FY 2007-08, and significant reductions in parks maintenance will again be necessary. The department will delete 20 positions and must layoff nine full-time employees as well as eliminate entirely its customary use of 50 to 60 seasonal employees. These staff reductions will reduce turf watering, park maintenance and facility services and will require closing four recreation buildings and one community building, as well reducing hours and days of opening at remaining senior, veterans, community and recreation buildings. The reductions will not impact senior nutrition programs, cooling centers, or veterans programs. However, restroom cleaning, graffiti removal, turf mowing and edging, and repairs to park amenities (i.e. picnic tables, barbecues, picnic shelters, playgrounds) and irrigation systems must be reduced.

Probation: Meeting budget guidelines will require the Probation Department to close 60 of its 120 juvenile treatment beds and to eliminate the Gang Prevention/Early Intervention program, which is aimed at keeping at-risk youth from entering the juvenile justice system. Closing 21% of its juvenile treatment beds will reduce time spent in treatment, increasing the likelihood of recidivism. In addition, it will increase Juvenile Hall ward population as wards will be held longer in custody at Juvenile Hall pending assignment to the Crossroads facility. It will also limit Probation Officers in seeking court action for probation violations, and in making recommendations for wards to be committed to local treatment programs.

Although funding for the Gang Strategic Plan units such as the High-Risk Adult Supervision and Suppression Component units will remain intact, increased caseloads will reduce probationer contact and successful completions of probation. Fewer contacts and decreased supervision of the highest risk individuals will result in increased recidivism.

District Attorney: Budget constraints will require the District Attorney to eliminate the Check Busters, Gang Prevention, and Targeted Gang Units. Layoffs of 14 full-time employees will have consequences for prosecution, resulting in reduced misdemeanor prosecutions.

In the District Attorney's Forensic Sciences Division, the reduction of five criminalist and two forensic technician positions who are fully involved in day-to-day casework will require significant restructure of the way services are provided. Turn around time on current cases will increase and programs involving investigative analysis will be dismantled. Toxicology will also be reduced making it challenging to consistently meet contractual obligations to other governmental agencies. Crime scene call-outs will be limited.

INFRASTRUCTURE: CAPITAL PROJECTS AND MAJOR MAINTENANCE

Almost any public agency or private enterprise relies upon physical infrastructure to deliver service to the public. The County's capital projects and major maintenance investments are prioritized using the following criteria: legally mandated, health and safety concern, preventive maintenance concern, cost reduction impact, and extent of direct use or benefit to the public. Offsetting revenue and special funding are also considered.

The shortfall in County revenues has required virtually every available discretionary dollar to be used to support County services. With the exception of replacement fire stations at Pine Mountain Club and Northwest Bakersfield and the new Information Technology Services facility, for which Certificates of Participation have been issued, no General Fund revenues are recommended for new capital projects in FY 2009-10. The recommended budget must defer infrastructure projects for Animal Control, Probation, and Library facilities that had already been re-budgeted from prior years, as well as hundreds of millions of dollars in other unmet capital needs.

The recommended budget proposes extremely limited expenditures for the most critical major maintenance projects. Major maintenance protects the public's substantial investment in capital projects, extends the life of infrastructure, reduces risks to employees and to public safety, and is economical. For example, leaky roofs can cause other problems that are many times more costly to repair, and heating/ventilation/air conditioning (HVAC) investments are repaid in lower utility and repair bills. In FY 2009-10, new major maintenance projects are budgeted at a net County cost of $2 million, nearly $8 million less than last year.

CONCLUSION

The FY 2009-10 Recommended Budget is a balanced spending plan that meets your Board's stated goal of reducing net General Fund costs in department budgets in a year of reduced revenues, rising costs, and remaining fiscal uncertainties. These budget reductions come on the heels of mid-year FY 2008-09 reductions, and have required County departments to explore alternatives in providing services to the public. Current year estimated revenues exceed current year anticipated expenses, and the recommended budget strikes a balance between capital and service needs and the need to maintain an adequate level of reserves. This year's recommended budget aligns with your Board's stated priorities by targeting budget resources primarily to the County's most critical public safety needs while attempting to make resources available for health care and social service objectives, services for families, children and seniors, and critical major maintenance projects.

The recommended budget will result in 217 employee layoffs and will fund 8,751 full-time and 304 part-time positions. It will require many departments to re-examine service delivery to minimize impacts on the people of Kern County. Besides the reductions already contained in the recommended budget, potential actions to close the State's budget deficit will have additional impacts on all County services if enacted, which would require further County reductions.

At the time the recommended budget was completed, direction by your Board regarding certain departmental budgets, the final carryover balance and State budget actions were not known. Therefore, it is anticipated that revisions will be necessary at Budget Hearings to account more current information on these issues.

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 and is structurally sound.

Sincerely,

John Nilon
County Administrative Officer

COUNTY OF KERN

COUNTY ADMINISTRATIVE OFFICE
RECOMMENDED BUDGET
FY 2009-10

Submitted by
John Nilon
County Administrative Officer

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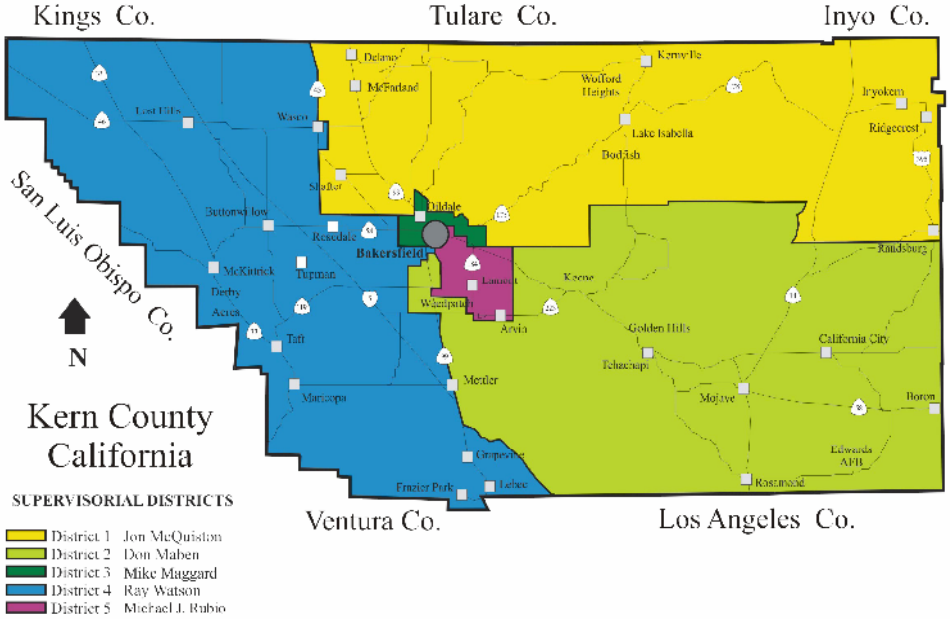
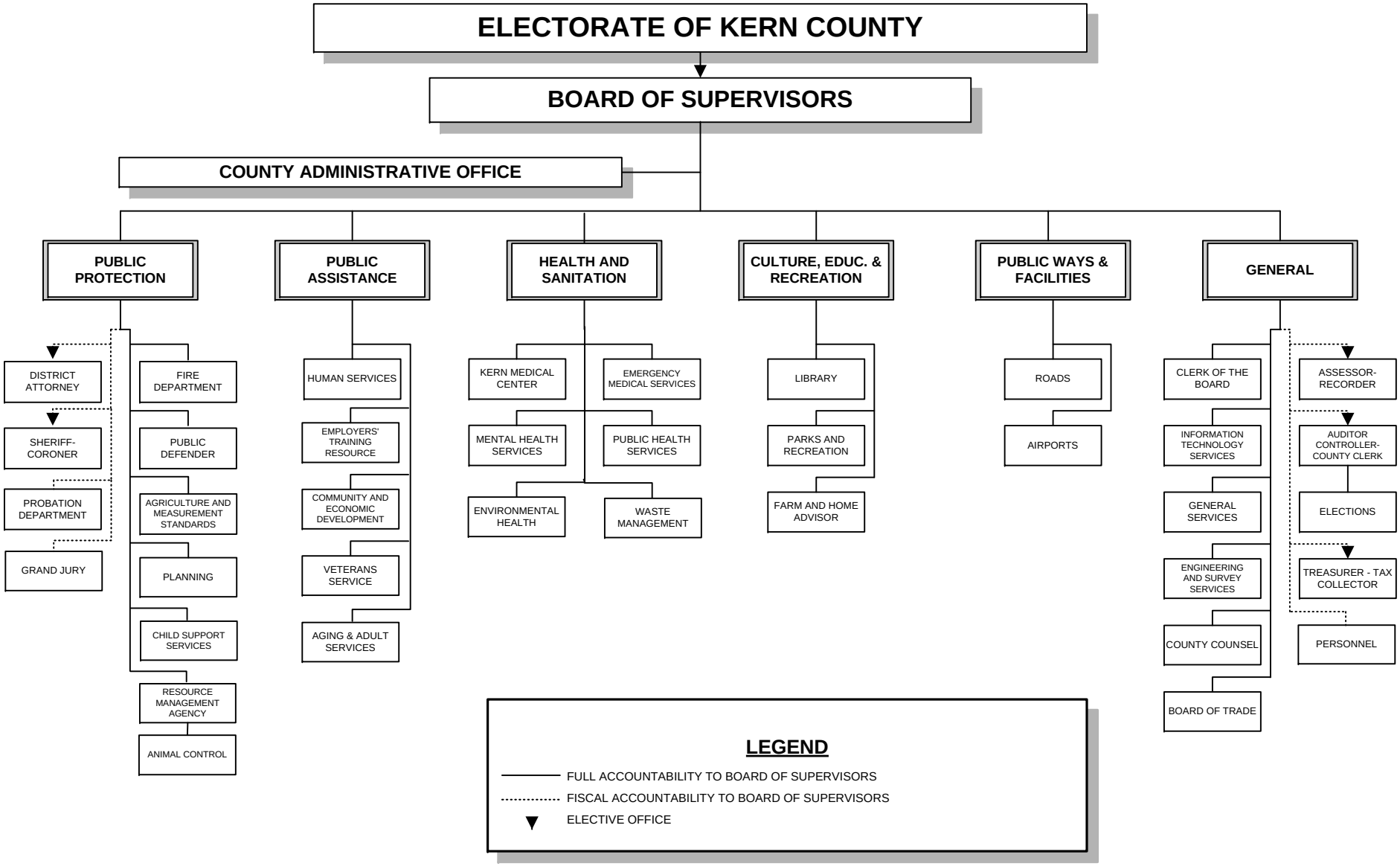


KERN COUNTY
SUPERVISORIAL DISTRICTS



PREPARED BY: COUNTY ADMINISTRATIVE OFFICE, JUNE 2009

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SUMMARY OF FY 2009-10 RECOMMENDED COUNTY BUDGET
Available Financing

County Funds	Estimated Fund Balance June 30, 2009 Unreserved/ Undesignated	Cancellation of Prior Year Reserves/ Designations	Estimated Additional Financing Sources	Total Available Financing
General	$27,481,941	$33,513,333	$646,242,130	$707,237,404
Fiscal Stability Fund	0	0	32,013,333	32,013,333
Aging and Adult Services	0	0	12,444,973	12,444,973
Building Inspection	4,247,246	0	3,965,560	8,212,806
Human Services - Administration	6,118,553	0	171,432,610	177,551,163
Human Services - Direct Financial Aid	(275,865)	0	196,801,633	196,525,768
Child Support Services	0	0	23,008,385	23,008,385
Mental Health Fund	3,111,221	0	110,205,712	113,316,933
Range Improvement Section 3	33,843	0	2,185	36,028
Range Improvement Section 15	21,679	24,276	13,900	59,855
Roads	12,197,558	0	51,094,881	63,292,439
Seventh Standard Road Project	0	0	0	0
Structural Fire	0	0	114,985,385	114,985,385
Regular County Sub-Total	**$52,936,176**	**$33,537,609**	**$1,362,210,687**	**$1,448,684,472**
A-C Farm Advanced Agricultural Research	$7,369	$390,006	$4,000	$401,375
Abatement Cost	(27,960)	227,960	0	200,000
ACO-General	420,573	0	246,406	666,979
ACO-Structural Fire	8,247	0	8,000	16,247
Alcohol Abuse Education/Prevention	0	0	107,000	107,000
Alcoholism Program	87,880	0	104,000	191,880
Animal Care Donations	0	0	2,200	2,200
Automated County Warrant System	13,409	0	67,000	80,409
Automated Fingerprint Fund	(72,000)	0	290,000	218,000
Bakersfield Mitigation	1,018,155	0	82,000	1,100,155
Belle Vista Estates Bond Redemption	12,370	0	0	12,370
Bakersfield Planned Sewer #1	277,689	8,735	13,776	300,200
Bakersfield Planned Sewer #2	178,233	0	63,293	241,526
Bakersfield Planned Sewer #3	2,797	0	92	2,889
Bakersfield Planned Sewer #4	61,031	0	2,010	63,041
Bakersfield Planned Sewer #5	48,744	0	1,882	50,626
Board of Trade-Advertising	6,690	0	30,000	36,690
Cal-MMET - State Asset Forfeiture	2,298	0	130,000	132,298
Child Restraint Loaner Program	0	0	100,000	100,000
County Planned Sewer Area A	5,972	7,298	1,780	15,050
County Planned Sewer Area B	1,352	0	44	1,396
Core Area Metro Bakersfield Improvement Fee	2,464,413	0	196,000	2,660,413
Courthouse Construction Fund	57,083	0	0	57,083
Criminal Justice Facilities Construction	0	0	3,300,000	3,300,000
Criminalistics Laboratories	0	0	170,000	170,000
CSA #71 Septic Abandonment	192,718	342,564	64,718	600,000
District Attorney - Equipment/Automation	0	492,000	8,000	500,000
District Attorney - Federal Forfeiture	5,716	0	4,200	9,916
District Attorney - Local Forfeiture Trust	535,872	334,128	130,000	1,000,000
District Attorney - Family Excess Revenue	368,121	0	11,200	379,321
District Attorney - Court Ordered Penalties	741,991	0	60,000	801,991
DNA Identification	0	0	439,000	439,000
Domestic Violence Program	122,000	0	78,000	200,000
Drug Program Fund	15,000	0	7,000	22,000

SUMMARY OF FY 2009-10 RECOMMENDED COUNTY BUDGET
Available Financing

County Funds	Estimated Fund Balance June 30, 2009 Unreserved/ Undesignated	Cancellation of Prior Year Reserves/ Designations	Estimated Additional Financing Sources	Total Available Financing
Emergency Medical Services Fund	51,308	0	1,668,336	1,719,644
Emergency Medical Srvs Week - Donations	6,195	0	450	6,645
Fire Department Donations	0	0	2,000	2,000
Fire Department - Hazard Reduction	0	0	7,000	7,000
Fire Department - Helicopter Operations	655,000	0	55,000	710,000
Fireworks Violations	0	0	750	750
Fixed Wing Aircraft	33,600	121,700	8,000	163,300
General Plan Administrative Surcharge	1,152,010	0	435,836	1,587,846
Hazardous Waste Settlements	721,031	0	150,000	871,031
Health-Bio Terrorism Grant	0	0	758,704	758,704
Health-Fax Death Certificates	0	0	6,923	6,923
Health-Local Option	34,123	0	20,000	54,123
Health-MAA/TCM	0	0	75,100	75,100
Health-NNFP	0	0	102,289	102,289
Health - State L.U.S.T. Program	67,942	0	200,000	267,942
Informational Kiosk Fund	0	0	40,000	40,000
Inmate Welfare - Sheriff Correction Facility	5,797,500	0	3,000,000	8,797,500
Jamison Children's Center	185,086	0	15,383	200,469
Juvenile Inmate Welfare	9,305	295	40,400	50,000
Kern County Children's Trust	704,380	0	269,257	973,637
Kern County Library Trust Fund	48,588	0	96,500	145,088
Litter Clean Up	0	0	5,200	5,200
Local Public Safety	0	0	53,483,602	53,483,602
Mental Health Services Act	0	0	14,813,332	14,813,332
Metro Bakersfield Transport Impact Fee	7,472,503	0	1,883,075	9,355,578
Mental Health-Prop 36 Sub A & Crime Prev	0	0	1,994,381	1,994,381
Micrographic-Rcd	33,633	0	177,504	211,137
Mobile Fire Kitchen	0	0	0	0
Off-Highway Motor Vehicle License	1	12,999	172,000	185,000
Parcel Map In-Lieu Fees	1	34,999	45,000	80,000
Planned Local Drainage - Breckenridge	1,109	27,574	1,317	30,000
Planned Local Drainage - Brundage	4,057	91,125	4,818	100,000
Planned Local Drainage - Oildale	6,195	65,032	3,773	75,000
Planned Local Drainage - Orangewood	28,617	541,829	29,554	600,000
Planned Local Drainage - Shalamar	341	4,254	405	5,000
Probation Asset Forfeiture	100	200	1,700	2,000
Probation Juv Justice Realignment Fund	747,093	0	3,323,020	4,070,113
Probation Training Fund	55,237	0	258,900	314,137
Public Health Miscellaneous	119,977	0	122,132	242,109
Real Estate Fraud	0	0	118,000	118,000
Recorder`s Modernization	50,709	0	177,504	228,213
Recorder`s Social Security Number Truncation	6,504	94,383	177,504	278,391
Redemption Systems	4,603	317,459	210,000	532,062
Rexland Acres Sewer	4,731	0	178,482	183,213
Rosamond Transportation Improvement Fee	495,239	0	103,000	598,239
Sheriff's Facility Training Fund	10,000	0	215,000	225,000
Sheriff's - Controlled Substance	(930)	0	2,200	1,270
Sheriff's - Judgment Debtors Fee	3,781	0	160,000	163,781
Sheriff's - State Forfeiture	222,567	0	90,000	312,567

SUMMARY OF FY 2009-10 RECOMMENDED COUNTY BUDGET
Available Financing

County Funds	Estimated Fund Balance June 30, 2009 Unreserved/ Undesignated	Cancellation of Prior Year Reserves/ Designations	Estimated Additional Financing Sources	Total Available Financing
Sheriff's - Work Release	105,383	0	356,000	461,383
Sheriff`s - Cal-ID	3,016,616	0	1,135,000	4,151,616
Sheriff`s - Cal-Mmet	0	0	0	0
Sheriff`s - Civil Automated	574,230	0	127,000	701,230
Sheriff's - Communication Resources	(1,032)	0	4,000	2,968
Sheriff`s - Drug Abuse Gang Diversion	0	0	0	0
Sheriff`s - Training	33,500	0	123,000	156,500
Sheriff`s - Volunteer Services Group	85,480	0	72,000	157,480
Sheriff's - Firearms	108	0	1,700	1,808
Solid Waste Enforcement	225,279	0	100,000	325,279
State Fire	0	0	648,430	648,430
Strong Motion Instrumentation	(25,795)	59,376	56,419	90,000
Southwest Shafter Water Project	(3,303)	4,651	10,652	12,000
Tax Loss Reserve	20,531,454	0	6,350,000	26,881,454
Tehachapi Transportation Impact Fee Core	21,268	0	14,250	35,518
Tehachapi Transportation Imp Fee Non-Core	1,219,116	0	357,000	1,576,116
Tehachapi Mountain Forest Park Fund	3,862	0	2,500	6,362
Tobacco Education Control Program	0	0	184,109	184,109
Truck 21 Replacement	0	0	100,000	100,000
Vehicle/Apparatus	0	0	16,000	16,000
Vital & Health Statistics - County Clerk	39	0	1,200	1,239
Vital & Health Statistics - Health Department	0	0	55,000	55,000
Vital & Health Statistics - Recorder	11,659	0	98,900	110,559
Wildlife Resources	1	16,099	6,200	22,300
Wraparound Savings	1,029,239	0	2,720,000	3,749,239
Special Revenue Sub Total	**$52,115,003**	**$3,194,666**	**$102,964,292**	**$158,273,961**
GRAND TOTAL	**$105,051,179**	**$36,732,275**	**$1,465,174,979**	**$1,606,958,433**

SUMMARY OF FY 2009-10 RECOMMENDED COUNTY BUDGET
Financing Requirements

County Funds	Estimated Financing Uses	Provisions for Reserves and/or Designations	Total Financing Requirements
General	$689,417,697	$17,819,707	$707,237,404
Fiscal Stabilty Fund	0	32,013,333	32,013,333
Aging and Adult Services	12,444,973	0	12,444,973
Building Inspection	6,212,806	2,000,000	8,212,806
Human Services-Administration	177,551,163	0	177,551,163
Human Services-Direct Financial Aid	196,525,768	0	196,525,768
Child Support Services	23,008,385	0	23,008,385
Mental Health Fund	113,316,933	0	113,316,933
Range Improvement Section 15	59,855	0	59,855
Range Improvement Section 3	36,028	0	36,028
Roads	63,292,439	0	63,292,439
Seventh Standard Road Project	0	0	0
Structural Fire	114,985,385	0	114,985,385
Regular County Sub-Total	**$1,396,851,432**	**$51,833,040**	**$1,448,684,472**
A-C Farm Advanced Agricultural Research	$401,375	$0	$401,375
Abatement Cost	200,000	0	200,000
ACO-General	0	666,979	666,979
ACO-Structural Fire	0	16,247	16,247
Alcohol Abuse Education/Prevention	78,000	29,000	107,000
Alcoholism Program	191,880	0	191,880
Animal Care Donations	0	2,200	2,200
Automated County Warrant System	67,000	13,409	80,409
Automated Fingerprint Fund	200,000	18,000	218,000
Bakersfield Mitigation	230,000	870,155	1,100,155
Belle Vista Estates Bond Redemption	12,370	0	12,370
Bakersfield Planned Sewer #1	300,200	0	300,200
Bakersfield Planned Sewer #2	200,000	41,526	241,526
Bakersfield Planned Sewer #3	2,500	389	2,889
Bakersfield Planned Sewer #4	60,000	3,041	63,041
Bakersfield Planned Sewer #5	50,000	626	50,626
Board of Trade-Advertising	30,000	6,690	36,690
CAL-MMET State Asset Forfeiture	0	132,298	132,298
Child Restraint Loaner Program	100,000	0	100,000
County Planned Sewer Area A	15,050	0	15,050
County Planned Sewer Area B	1,200	196	1,396
Core Area Metro Bakersfield Improvement Fee	250,000	2,410,413	2,660,413
Courthouse Construction Fund	0	57,083	57,083
Criminal Justice Facilities Construction	3,300,000	0	3,300,000
Criminalistics Laboratories	170,000	0	170,000
CSA #71 Septic Abandonment	600,000	0	600,000
District Attorney-Equipment/Automation	500,000	0	500,000
District Attorney-Federal Forfeiture	0	9,916	9,916
District Attorney-Local Forfeiture Trust	1,000,000	0	1,000,000
District Attorney-Family-Excess Revenue	190,017	189,304	379,321
District Attorney-Court Ordered Penalties	0	801,991	801,991
DNA Identification	439,000	0	439,000
Domestic Violence Program	200,000	0	200,000
Drug Program Fund	22,000	0	22,000

SUMMARY OF FY 2009-10 RECOMMENDED COUNTY BUDGET
Financing Requirements

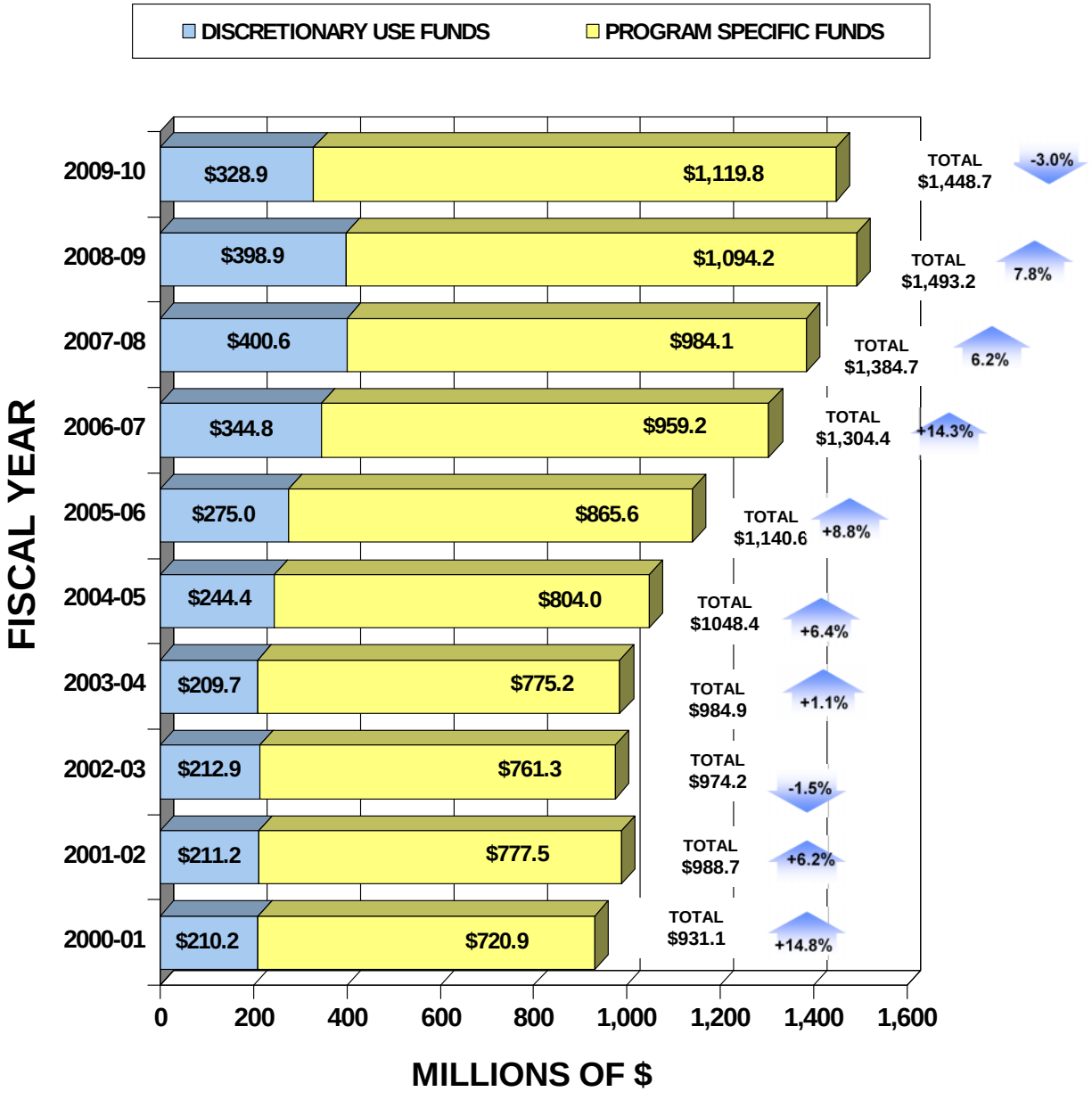
County Funds	Estimated Financing Uses	Provisions for Reserves and/or Designations	Total Financing Requirements
Emergency Medical Services Fund	1,668,336	51,308	1,719,644
Emergency Medical Srvs Week-Donations	0	6,645	6,645
Fire Department Donations	0	2,000	2,000
Fire Department-Hazard Reduction	0	7,000	7,000
Fire Department-Helicopter Operations	540,265	169,735	710,000
Fireworks Violations	0	750	750
Fixed Wing Aircraft	163,300	0	163,300
General Plan Administrative Surcharge	1,027,108	560,738	1,587,846
Hazardous Waste Settlements	150,000	721,031	871,031
Health-Bio Terrorism Grant	758,704	0	758,704
Health-Fax Death Certificates	6,923	0	6,923
Health-Local Option	20,000	34,123	54,123
Health-MAA/TCM	75,100	0	75,100
Health-Nurse Family Partnerhsip Program	102,289	0	102,289
Health-State L.U.S.T. Program	200,000	67,942	267,942
Informational Kiosk Fund	40,000	0	40,000
Inmate Welfare-Sheriff Correction Facility	3,430,300	5367200	8,797,500
Jamison Children's Center	100,000	100,469	200,469
Juvenile Inmate Welfare	50,000	0	50,000
Kern County Children's Trust	410,782	562,855	973,637
Kern County Library Trust Fund	0	145,088	145,088
Litter Clean Up	5,000	200	5,200
Local Public Safety	53,483,602	0	53,483,602
Mental Health Services Act	14,671,916	141,416	14,813,332
Metro Bakersfield Transport Impact Fee	0	9,355,578	9,355,578
Mental Health-Prop 36 Sub A & Crime Prev	1,965,957	28,424	1,994,381
Micrographic-Rcd	195,131	16,006	211,137
Mobile Fire Kitchen	0	0	0
Off-Highway Motor Vehicle License	185,000	0	185,000
Parcel Map In-Lieu Fees	80,000	0	80,000
Planned Local Drainage- Breckenridge	30,000	0	30,000
Planned Local Drainage-Brundage	100,000	0	100,000
Planned Local Drainage-Oildale	75,000	0	75,000
Planned Local Drainage-Orangewood	600,000	0	600,000
Planned Local Drainage-Shalamar	5,000	0	5,000
Probation Asset Forfeiture	2,000	0	2,000
Probation Dept of Juvenile Justice Realignment	3,523,020	547,093	4,070,113
Probation Training Fund	314,000	137	314,137
Public Health Miscellaneous	122,132	119,977	242,109
Real Estate Fraud	118,000	0	118,000
Recorder`s Modernization	184,500	43,713	228,213
Recorders Fee	1,499,794	0	1,499,794
Recorder`s Social Security Number Truncation	278,391	0	278,391
Redemption Systems	532,062	0	532,062
Rexland Acres Sewer	168,000	15,213	183,213
Rosamond Transportation Improvement Fee	0	598,239	598,239
Sheriff's Facility Training Fund	215,000	10,000	225,000
Sheriff's-Controlled Substance	0	1,270	1,270

SUMMARY OF FY 2009-10 RECOMMENDED COUNTY BUDGET
Financing Requirements

County Funds	Estimated Financing Uses	Provisions for Reserves and/or Designations	Total Financing Requirements
Sheriff's-Judgment Debtors Fee	100,000	63,781	163,781
Sheriff's-State Forfeiture	0	312,567	312,567
Sheriff's-Work Release	300,000	161,383	461,383
Sheriff`s-Cal-Id	1,511,100	2,640,516	4,151,616
Sheriff`s-Civil Automated	115,750	585,480	701,230
Sheriff's-Communication Resources	0	2,968	2,968
Sheriff`s-Drug Abuse Gang Diversion	0	0	0
Sheriff`s-Training	76,500	80,000	156,500
Sheriff`s-Volunteer Services Group	80,000	77480	157,480
Sheriff's-Firearms	0	1,808	1,808
Solid Waste Enforcement	100,000	225,279	325,279
State Fire	0	648,430	648,430
Strong Motion Instrumentation	90,000	0	90,000
Southwest Shafter Water Project	12,000	0	12,000
Tax Loss Reserve	0	26,881,454	26,881,454
Tehachapi Transportation Impact Fee Core	0	35,518	35,518
Tehachapi Transportation Imp Fee Non-Core	75,000	1,501,116	1,576,116
Tehachapi Mountain Forest Park Fund	0	6,362	6,362
Tobacco Education Control Program	184,109	0	184,109
Truck 21 Replacement	0	100,000	100,000
Vehicle/Apparatus	0	16,000	16,000
Vital & Health Statistics-County Clerk	1,200	39	1,239
Vital & Health Statistics-Health Department	55,000	0	55,000
Vital & Health Statistics-Recorder	104,255	6,304	110,559
Wildlife Resources	22,300	0	22,300
Wraparound Savings	2,720,000	1,029,239	3,749,239
Special Revenue Sub-Total	**$101,454,418**	**$58,319,337**	**$159,773,755**
GRAND TOTAL	**$1,498,305,850**	**$110,152,377**	**$1,608,458,227**

HISTORY OF COUNTY BUDGET TOTALS

(Regular County Budget - $ Millions)



SUMMARY COMPARISON OF
FY 2009-10 CAO RECOMMENDED BUDGET
WITH FY 2008-09 ADOPTED BUDGET

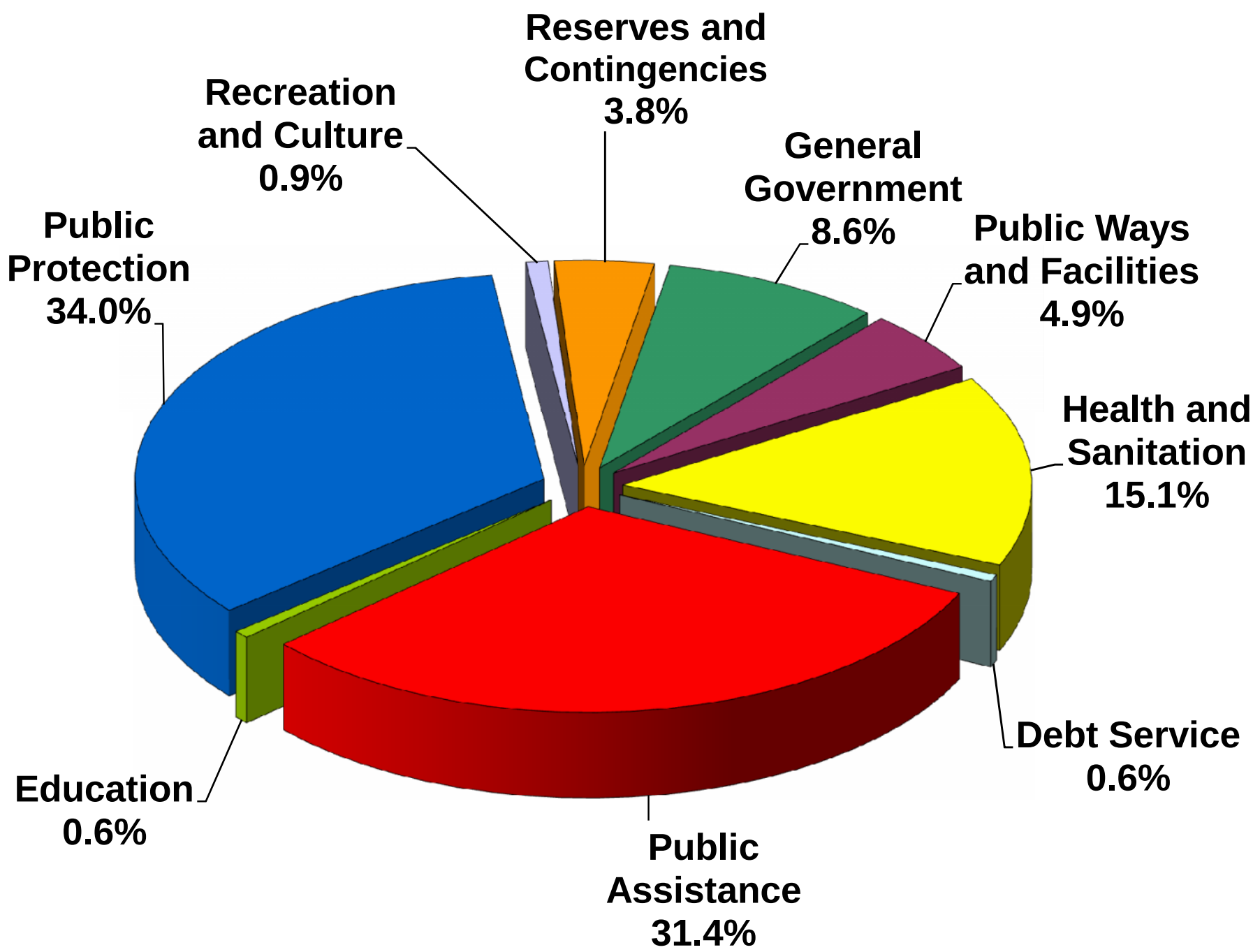
Function	FY 2008-09 Adopted Budget		FY 2009-10 CAO Recommended		Incr / (Decr) From FY 2008-09	Percent Change
General Government	$127,218,169	(1)	$124,849,261		($2,368,908)	-1.86%
Public Protection	$533,623,038	(1)	$492,904,545		($40,718,493)	-7.63%
Public Ways and Facilities	$69,351,389	(1)	$70,915,996		$1,564,607	2.26%
Health and Sanitation	$233,310,104	(1)	$218,460,169		($14,849,935)	-6.36%
Public Assistance	$460,364,923	(1)	$455,178,752		($5,186,171)	-1.13%
Education	$10,260,703	(1)	$8,811,753		($1,448,950)	-14.12%
Recreation and Culture	$14,437,178	(1)	$12,667,870		($1,769,308)	-12.26%
Debt Service	$8,326,905	(1)	$8,044,091		($282,814)	-3.40%
Reserves and Contingencies	$26,717,051	(2)	$56,852,035	(2)	$30,134,984	112.79%
Total Regular County Budget	**$1,483,609,460**		**$1,448,684,472**		**($34,924,988)**	**-2.35%**

(1) Excludes Budget Savings Incentive Funds

(2) Includes Budget Savings Incentive Designation

USE OF FUNDS BY FUNCTION

FY 2009-10 RECOMMENDED COUNTY BUDGET

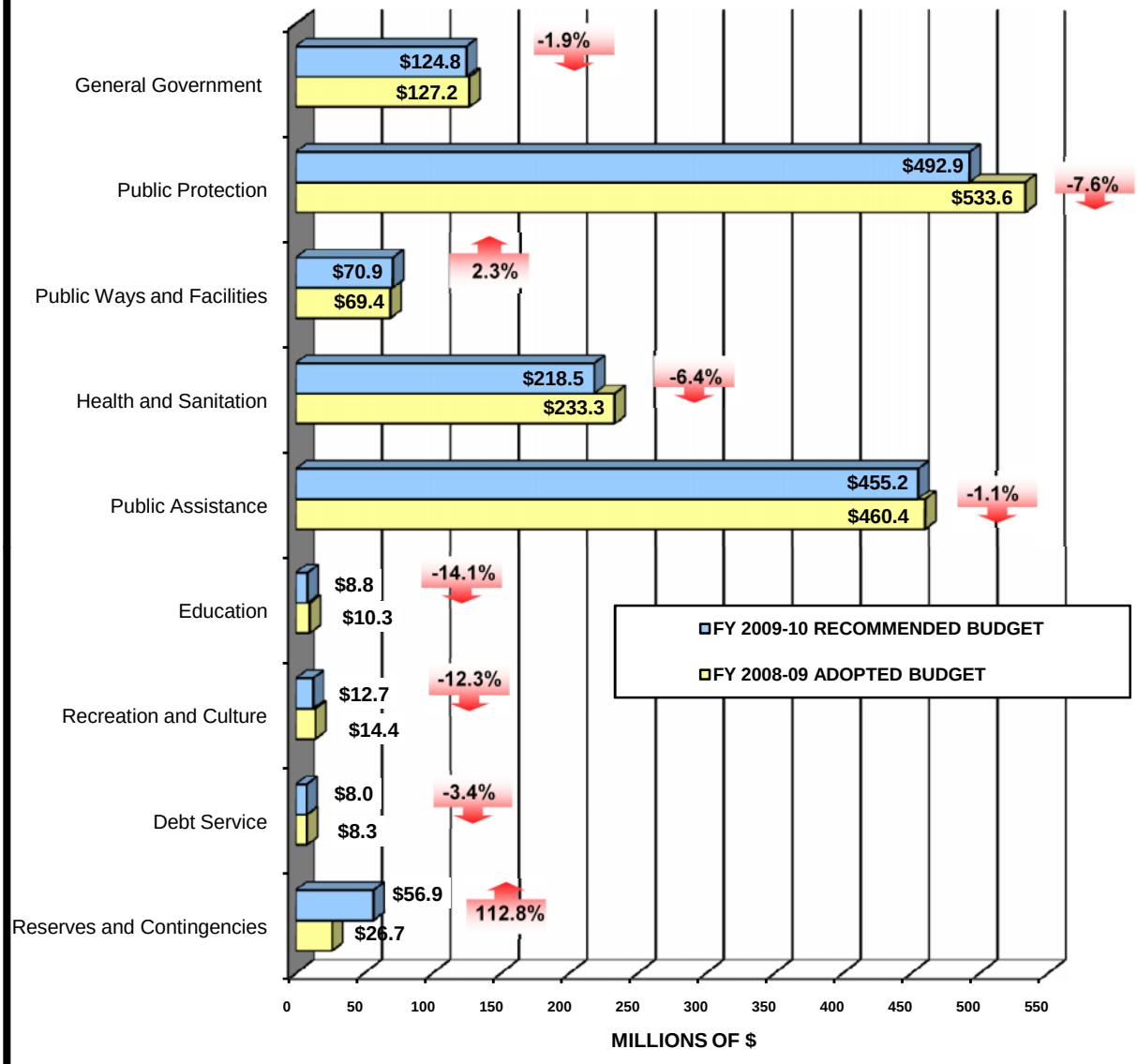


TOTAL REGULAR COUNTY BUDGET

$1,448.7 million

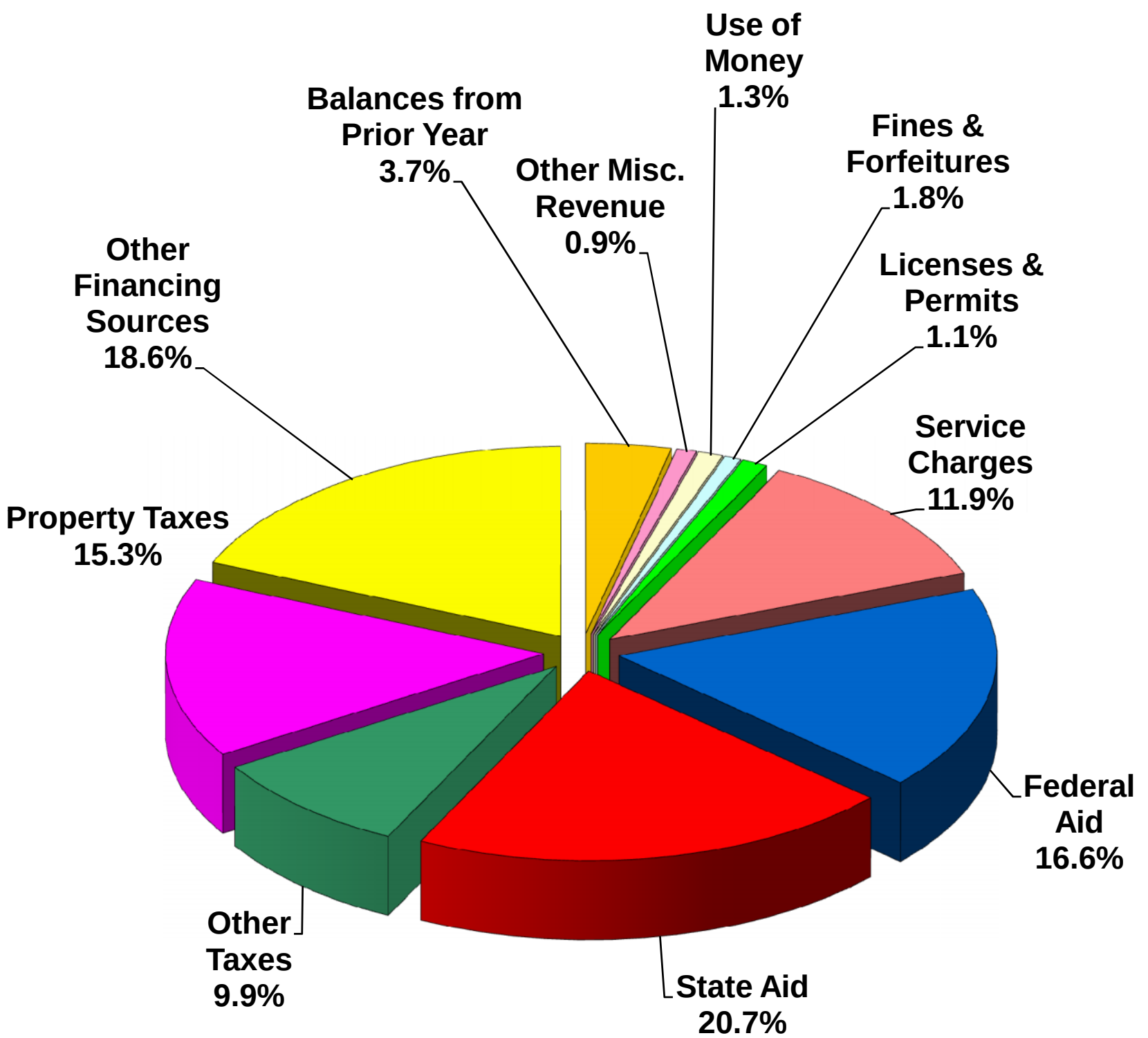
SUMMARY OF BUDGET ALLOCATIONS BY FUNCTION

FY 2008-09 ADOPTED VS. FY 2009-10 RECOMMENDED



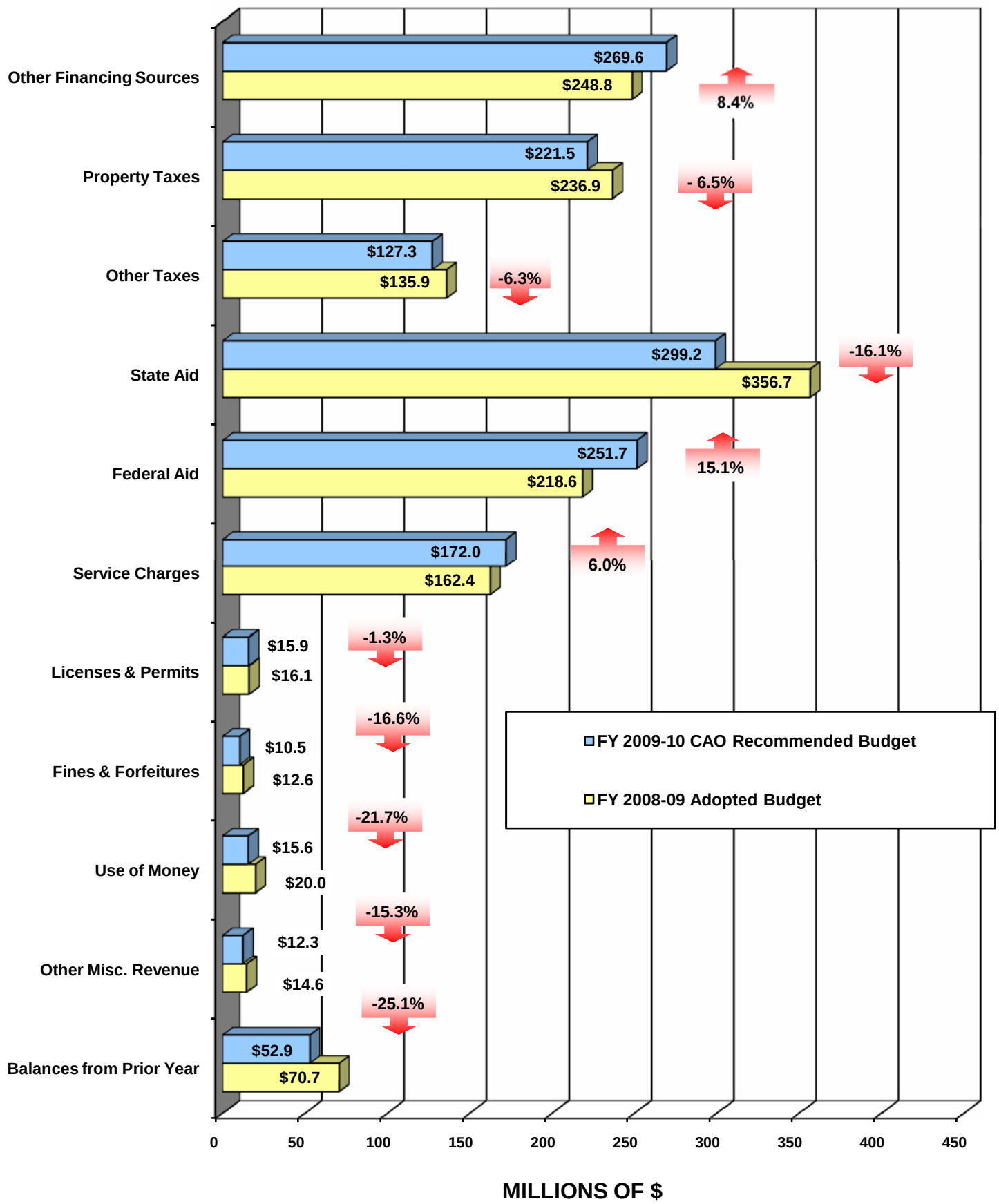
SOURCES OF FINANCING

FY 2009-10 RECOMMENDED COUNTY BUDGET

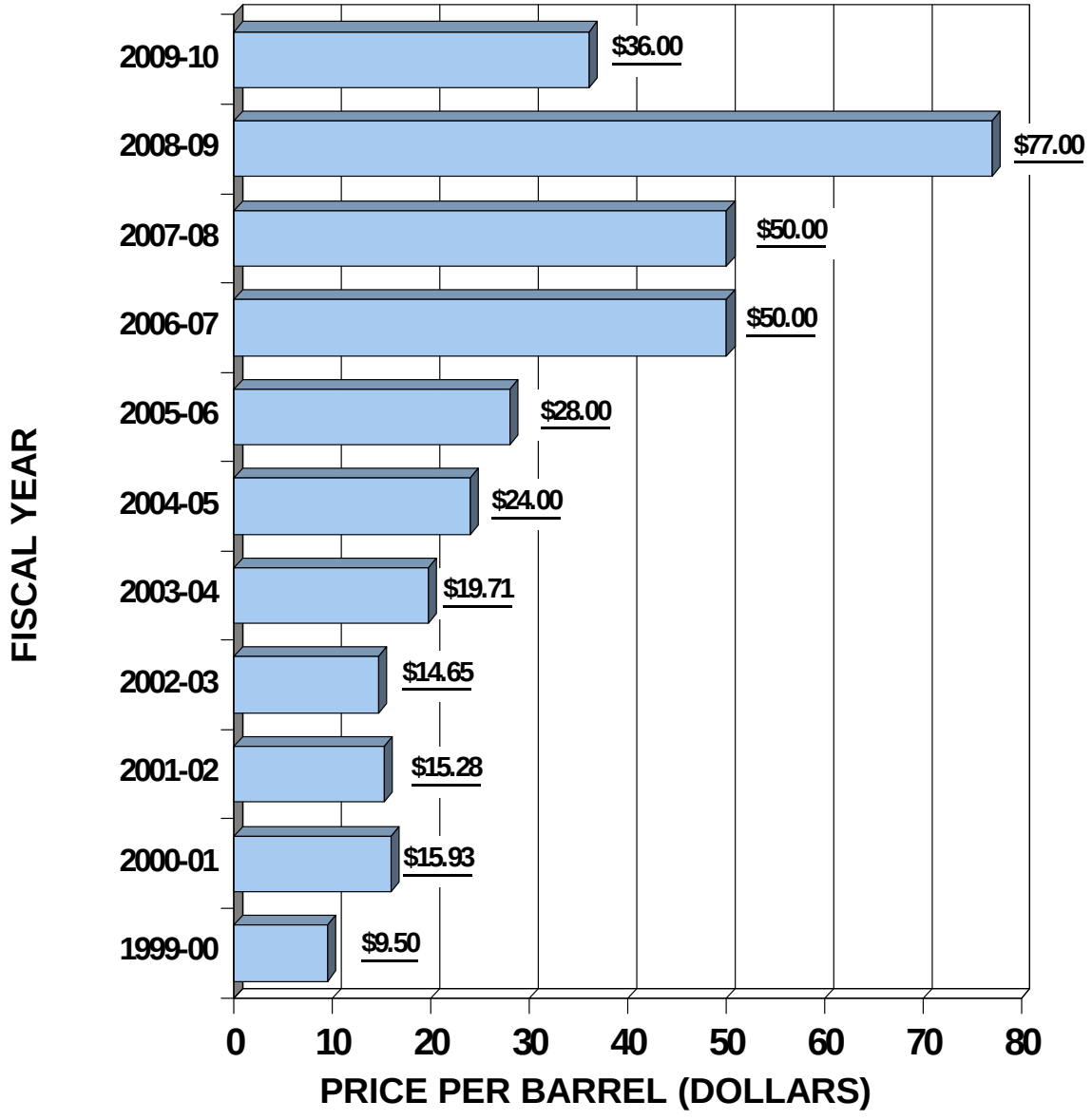


TOTAL REGULAR COUNTY BUDGET
$1,448.7 million

SUMMARY OF FINANCING SOURCES
FY 2009-10 RECOMMENDED COUNTY BUDGET

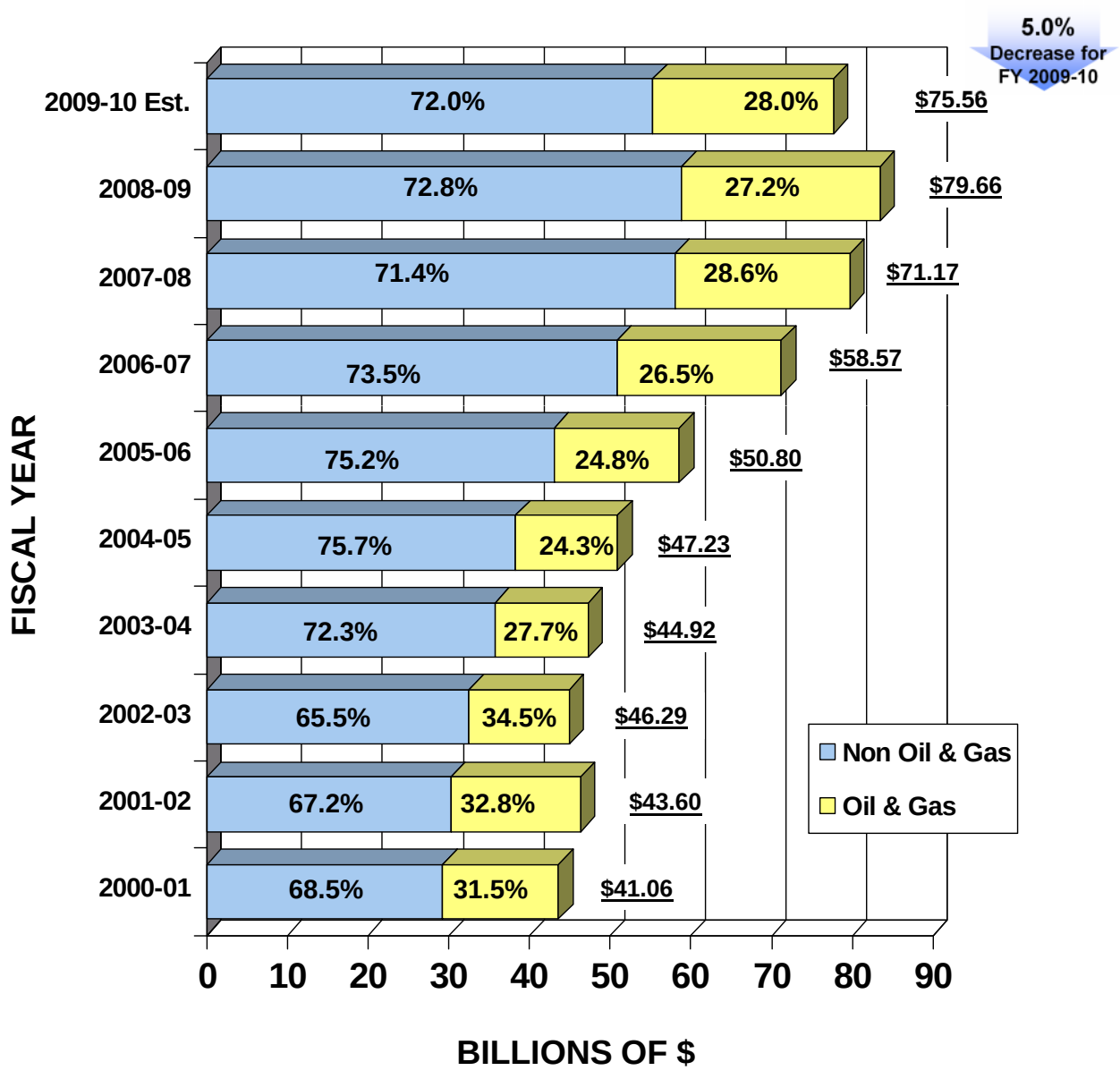


OIL PRICE USED TO VALUE OIL/GAS PROPERTY
(KERN RIVER CRUDE – MARKET VALUE)

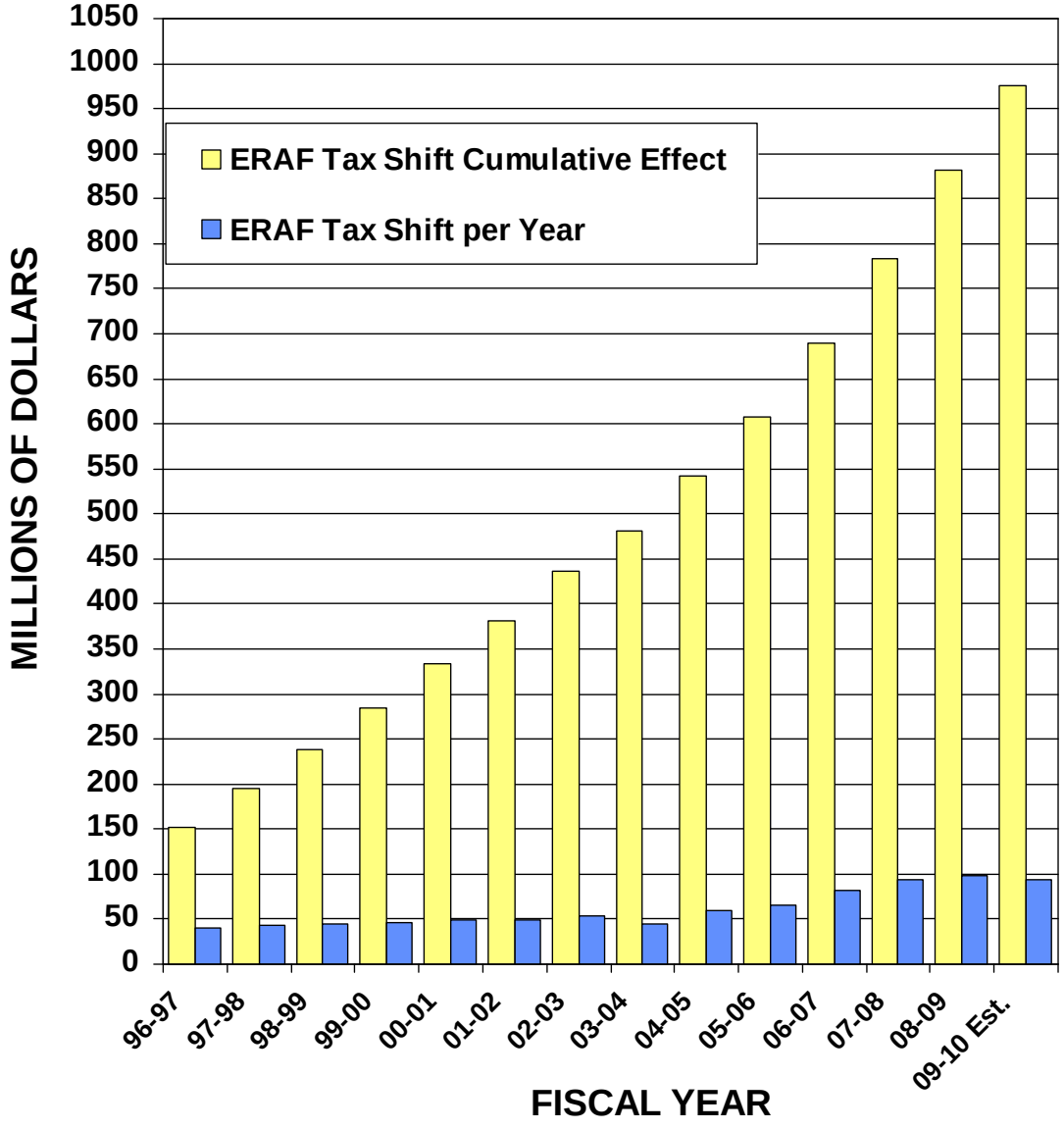


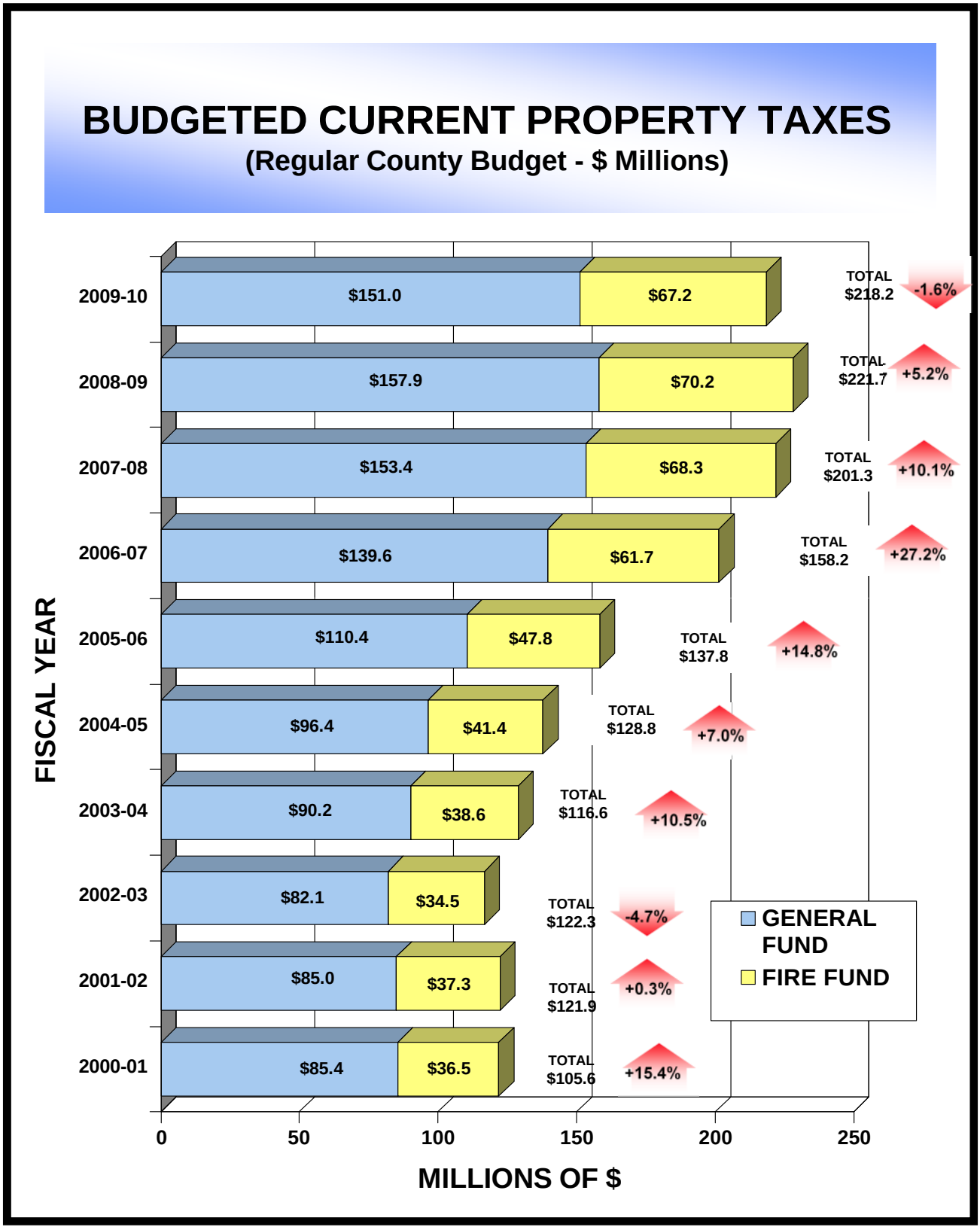
COUNTYWIDE ASSESSED VALUATION

COUNTY OF KERN



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




BUDGETED CURRENT PROPERTY TAXES
(Regular County Budget - $ Millions)
FISCAL YEAR
2009-10
$151.0
$67.2
TOTAL $218.2
-1.6%
2008-09
$157.9
$70.2
TOTAL $221.7
+5.2%
2007-08
$153.4
$68.3
TOTAL $201.3
+10.1%
2006-07
$139.6
$61.7
TOTAL $158.2
+27.2%
2005-06
$110.4
$47.8
TOTAL $137.8
+14.8%
2004-05
$96.4
$41.4
TOTAL $128.8
+7.0%
2003-04
$90.2
$38.6
TOTAL $116.6
+10.5%
2002-03
$82.1
$34.5
TOTAL $122.3
-4.7%
2001-02
$85.0
$37.3
TOTAL $121.9
+0.3%
2000-01
$85.4
$36.5
TOTAL $105.6
+15.4%
GENERAL FUND
FIRE FUND
0
50
100
150
200
250
MILLIONS OF $

FY 2009-10 REVENUE FORECAST OF GENERAL FUND DISCRETIONARY-USE REVENUES

Discretionary-Use Revenue Source	FY 2008-09 Estimated Actual	FY 2009-10 Forecast	Incr/(Decr) From FY 2008-09 Adopted Estimate	
Current Property Taxes - General Fund	$160,970,394	$153,198,079	($7,772,315)	-4.83%
Cancellation of Prior Reserves	$236,243	$100,000	($136,243)	-57.67%
Countywide Cost Allocation Plan Reimb.	$9,615,540	$16,129,176	$6,513,636	67.74%
Federal In-Lieu and Reimbursements	$4,590,472	$2,626,618	($1,963,854)	-42.78%
Franchise Fees	$7,591,005	$7,598,263	$7,258	0.10%
Hazardous Waste Facilities Tax	$584,137	$830,999	$246,862	42.26%
Homeowner Property Tax Relief Subvention	$1,422,579	$1,375,000	($47,579)	-3.34%
Interest on Deposits and Investments	$12,321,615	$11,887,757	($433,858)	-3.52%
Penalties and Interest - Property Taxes	$2,185,624	$2,622,749	$437,125	20.00%
Property Taxes In-Lieu of Sales and Use Taxes	$10,294,852	$9,372,693	($922,159)	-8.96%
Property Taxes In-Lieu of Vehicle License Fees	$91,736,896	$85,315,313	($6,421,583)	-7.00%
Real Property Transfer Tax	$2,269,901	$2,916,330	$646,429	28.48%
Redevelopment Agency Pass-Through Revenue	$2,621,832	$3,022,314	$400,482	15.27%
Sales and Use Tax	$23,827,601	$25,773,441	$1,945,840	8.17%
State Revenue Stabilization Funds	$1,996,000	$1,996,000	$0	0.00%
Transient Occupancy Tax	$1,206,653	$1,256,960	$50,307	4.17%
Williamson Act Open Space Subvention	$4,206,210	$0	($4,206,210)	-100.00%
All Other Discretionary Funds	$4,108,844	$2,916,786	($1,192,058)	-29.01%
Total General Fund Discretionary-Use Funds	**$341,786,398**	**$328,938,478**	**($12,847,920)**	**-3.76%**

SUMMARY OF FY 2009-10 RECOMMENDED APPROPRIATIONS

	Budget Unit and Department	FY 2008-09 Adopted Appropriations	FY 2009-10 Recommended Appropriations	% Change From FY 2008-09
1011	Board of Supervisors-District 1	$590,226	$513,341	-13.03%
1012	Board of Supervisors-District 2	$567,178	$492,376	-13.19%
1013	Board of Supervisors-District 3	$518,736	$472,047	-9.00%
1014	Board of Supervisors-District 4	$559,980	$487,015	-13.03%
1015	Board of Supervisors-District 5	$563,863	$490,593	-12.99%
1020	County Administrative Office	$3,091,007	$2,828,538	-8.49%
1030	Clerk of the Board	$720,623	$582,438	-19.18%
1040	Special Services	$9,012,365	$8,046,407	-10.72%
1110	Auditor-Controller	$4,961,854	$5,271,647	6.24%
1116	Contrib-Fiscal Stability Fund	$0	$32,013,333	N/A
1120	Treasurer-Tax Collector	$4,958,205	$5,546,360	11.86%
1130	Assessor	$9,771,548	$9,782,088	0.11%
1160	Information Technology Service	$10,575,174	$9,834,123	-7.01%
1210	County Counsel	$6,823,189	$7,766,423	13.82%
1310	Personnel	$2,739,439	$2,303,042	-15.93%
1420	Elections	$4,733,408	$4,393,844	-7.17%
1510	Communications-Division of General Services	$1,557,475	$1,425,382	-8.48%
1610	General Services	$12,348,102	$10,115,881	-18.08%
1615	Utility Payments-Division of General Services	$8,901,585	$8,676,274	-2.53%
1640	Construction Serv-Division of General Services	$952,206	$809,612	-14.98%
1650	General Services-Major Maintenance	$9,739,499	$2,729,170	-71.98%
1812	Board of Trade	$885,440	$790,939	-10.67%
1900	Engineering and Survey Services	$6,601,492	$5,239,529	-20.63%
1910	Risk Management	$4,742,740	$4,517,250	-4.75%
1955	Seventh Standard Road Project Fund	$0	$0	N/A
1960	Capital Projects	$21,302,835	$0	-100.00%
General Government Sub-Total		$127,218,169	$125,127,652	-1.64%
2110	Contribution to Trial Court Funding	$14,931,485	$16,334,137	9.39%
2116	County Clerk	$583,475	$559,963	-4.03%
2160	Grand Jury	$241,692	$212,958	-11.89%
2170	Indigent Defense Services	$5,656,146	$5,627,552	-0.51%
2180	District Attorney	$28,927,179	$27,670,260	-4.35%
2183	Child Support Services	$23,982,026	$23,008,385	-4.06%
2190	Public Defender	$14,143,497	$13,736,412	-2.88%
2200	District Attorney-Forensic Sciences	$6,499,010	$5,740,835	-11.67%
2210	Sheriff-Coroner	$184,503,948	$176,586,447	-4.29%
2340	Probation	$64,292,054	$61,020,701	-5.09%
2415	Fire Department	$129,976,701	$114,985,385	-11.53%
2416	Contribution to Fire Fund	$22,007,609	$15,238,888	-30.76%
2610	Agriculture and Measurement Standards	$5,973,871	$5,758,010	-3.61%
2620	Code Compliance	$1,941,378	$1,769,056	-8.88%
2625	Building Inspection	$9,077,497	$6,212,806	-31.56%
2705	Recorder	$3,718,084	$2,665,161	-28.32%
2730	Resource Management Agency	$1,559,837	$1,458,083	-6.52%
2750	Planning	$10,727,241	$9,091,265	-15.25%
2760	Animal Control	$4,843,004	$4,853,967	0.23%
2781	Range Improvement-Section 3	$31,965	$36,028	12.71%
2780	Range Improvement-Section 15	$37,304	$59,855	60.45%
Public Protection Sub-Total		$533,623,038	$492,626,154	-7.64%

SUMMARY OF FY 2009-10 RECOMMENDED APPROPRIATIONS

	Budget Unit and Department	FY 2008-09 Adopted Appropriations	FY 2009-10 Recommended Appropriations	% Change From FY 2008-09
3000	Roads Department	$59,214,889	$63,292,439	6.89%
3001	Contribution to Roads Fund	$10,136,500	$7,623,557	-24.79%
Public Ways and Facilities Sub-Total		$69,351,389	$70,915,996	2.26%
4110	Public Health	$33,069,833	$31,356,416	-5.18%
4113	Environmental Health	$6,765,995	$6,370,670	-5.84%
4120	Mental Health	$101,447,525	$97,030,980	-4.35%
4123	Mental Health-Substance Abuse Program	$15,430,691	$16,285,953	5.54%
4127	Mental Health-County Contribution	$25,980,570	$23,272,917	-10.42%
4200	Emergency Medical Services	$1,364,229	$1,097,818	-19.53%
4202	KMC-County Contribution	$39,493,000	$35,491,049	-10.13%
4203	Ambulance Service Payments	$415,475	$363,525	-12.50%
4300	California Children Services	$9,342,786	$7,190,841	-23.03%
Health and Sanitation Sub-Total		$233,310,104	$218,460,169	-6.37%
5120	Human Services-Administration	$181,062,459	$177,551,163	-1.94%
5121	Human Services-County Contribution	$52,978,886	$39,683,962	-25.09%
5220	Human Services-Direct Financial Aid	$186,338,995	$196,525,768	5.47%
5510	Veterans Service	$794,326	$741,175	-6.69%
5610	Aging and Adult Services Dept	$13,434,852	$12,444,973	-7.37%
5611	Aging and Adult Services-County Contribution	$2,124,760	$1,953,467	-8.06%
5810	IHSS-County Contribution	$9,474,075	$9,264,659	-2.21%
5923	Employers' Training Resource-Administration	$12,197,819	$15,011,135	23.06%
5940	Community Development Program	$1,958,751	$2,002,450	2.23%
Public Assistance Sub-Total		$460,364,923	$455,178,752	-1.13%
6210	Library	$9,678,388	$7,959,711	-17.76%
6310	Farm and Home Advisor	$582,315	$852,042	46.32%
Education Sub-Total		$10,260,703	$8,811,753	-14.12%
7100	Parks and Recreation Department	$14,437,178	$12,667,870	-12.26%
Recreation and Cultural Services Sub-Total		$14,437,178	$12,667,870	-12.26%
8120	Debt Service-General Fund	$8,326,905	$8,044,091	-3.40%
Debt Service Sub-Total		$8,326,905	$8,044,091	-3.40%
1970	Appropriations for Contingencies			
	General Purpose Contingencies	$6,867,113	$5,018,995	-26.91%
	Special Fund Designation-Additions	$4,110,951	$34,013,333	727.38%
	Designation-Savings Incentive Credit	$11,275,016	$16,500,000	46.34%
	Reserve-Tax Litigation	$537,476	$0	-100.00%
	Designation-EH Program Enhancements	$0	$347,000	100.00%
	Designation-PILT/TARP	$0	$972,707	100.00%
	Designation-Strategic Workforce Plan	$3,622,000	$0	-100.00%
	Designation-Sheriff's Aircraft	$304,495	$0	-100.00%
Contingencies & Resrv/Desig Sub-Total		$26,717,051	$56,852,035	112.79%
TOTAL - REGULAR COUNTY BUDGET		**$1,483,609,460**	**$1,448,684,472**	**-2.34%**
OTHER BUDGET GROUP				
1113	Tax Loss Reserve	$802,980	$0	-100.00%

SUMMARY OF FY 2009-10 RECOMMENDED APPROPRIATIONS

	Budget Unit and Department	FY 2008-09 Adopted Appropriations	FY 2009-10 Recommended Appropriations	% Change From FY 2008-09
1121	Redemption Systems Fund	$350,886	$532,062	51.63%
1813	Informational Kiosks	$20,000	$40,000	100.00%
1814	Board of Trade-Advertising Trust	$40,000	$30,000	-25.00%
1950	Bakersfield Planned Sewer #1 Trust	$300,000	$300,200	0.07%
1951	Bakersfield Planned Sewer #2 Trust	$200,000	$200,000	0.00%
1952	Bakersfield Planned Sewer #3 Trust	$5,105	$2,500	-51.03%
1953	Bakersfield Planned Sewer #4 Trust	$64,021	$60,000	-6.28%
1954	Bakersfield Planned Sewer #5 Trust	$51,062	$50,000	-2.08%
1956	County Planned Sewer Area A Trust	$13,213	$15,050	13.90%
1957	County Planned Sewer Area B Trust	$1,408	$1,200	-14.77%
1958	CSA #71 Septic Abandonment Trust	$200,000	$600,000	200.00%
1961	Capital Project-Orangewood PLD	$30,000	$600,000	1900.00%
1962	Planned Local Drainage-Shalimar	$540	$5,000	825.93%
1963	Planned Local Drainage-Brundage	$6,000	$100,000	1566.67%
1964	Planned Local Drainage-Breckenridge	$1,800	$30,000	1566.67%
1965	Capital Project-PLD Oildale	$10,200	$75,000	635.29%
1968	Capital Project-Criminal Justice Facility	$3,957,318	$3,300,000	-16.61%
1969	Rexland Acres Sewer Improvement	$200,000	$0	-100.00%
General Government Sub-Total		$6,254,533	$5,941,012	-5.01%
2111	DNA Identification Fund	$489,400	$439,000	-10.30%
2112	Local Public Safety Fund	$64,327,796	$53,483,602	-16.86%
2113	Automated Co Warrant System	$110,000	$67,000	-39.09%
2114	Domestic Violence Fund	$180,000	$200,000	11.11%
2115	Real Estate Fraud	$100,000	$118,000	18.00%
2181	District Attorney-Local Forfeiture Trust	$534,000	$1,000,000	87.27%
2182	District Attorney-Equipment/Automation	$0	$500,000	100.00%
2184	District Attorney Family-Excess Revenue	$371,019	$190,017	-48.79%
2185	D.A. Criminalistics Laboratories Fund	$180,000	$170,000	-5.56%
2187	District Attorney-Court Ordered Penalties	$0	$0	N/A
2211	Sheriff's Facility Training Fund	$215,000	$215,000	0.00%
2212	Automated Fingerprint Fund	$200,000	$200,000	0.00%
2213	Sheriff's Rural Crime Trust	$0	$0	N/A
2214	Sheriff's Cal-Id Trust Fund	$2,691,599	$1,511,100	-43.86%
2215	Sheriff's Civil Subpoenas	$0	$0	N/A
2216	Sheriff's Drug Abuse Gang Diversion	$0	$0	N/A
2217	Sheriff's Training Trust Fund	$76,500	$76,500	0.00%
2218	Sheriff's Work Release Trust	$0	$300,000	100.00%
2219	Sheriff's State Forfeiture Trust	$0	$0	N/A
2220	Sheriff's Civil Automated Trust	$115,750	$115,750	0.00%
2221	Sheriffs Firearms Trust Fund	$0	$0	N/A
2222	Sheriff's Judgement Debtors Fee	$100,000	$100,000	0.00%
2223	Sheriff's Comm Resources Trust	$35,000	$0	-100.00%
2224	Sheriff's Volunteer Serv Grp	$0	$80,000	100.00%
2225	Sheriff's Controlled Subtance Trust	$0	$0	N/A
2226	Sheriff's Cal-MMET Trust	$0	$0	N/A
2227	HIDTA-State Asset Forfeit Trust	$0	$0	N/A
2228	Cal-MMET-State Asset Foreiture	$0	$0	N/A
2229	High Tech Equipment Trust	$0	$0	N/A
2230	Inmate Welfare Fund	$2,680,800	$3,430,300	27.96%
2341	Probation Training Fund	$262,000	$314,000	19.85%

SUMMARY OF FY 2009-10 RECOMMENDED APPROPRIATIONS

	Budget Unit and Department	FY 2008-09 Adopted Appropriations	FY 2009-10 Recommended Appropriations	% Change From FY 2008-09
2342	Probation Juv Just Realignment Fund	$2,812,995	$3,523,020	25.24%
2343	Probation Asset Forfeiture Trust	$0	$2,000	N/A
2344	Juvenile Inmate Welfare Fund	$20,000	$50,000	150.00%
2418	Fixed Wing Aircraft Trust	$334,000	$163,300	-51.11%
2420	Fireworks Violations Trust	$0	$0	N/A
2422	State Fire Trust Fund	$0	$0	N/A
2423	Fire-Hazard Reduction	$474,700	$0	-100.00%
2425	Fire-Helicopter Operations	$500,000	$540,265	8.05%
2426	Mobile Fire Kitchen Trust Fund	$11,500	$0	-100.00%
2623	Abatement Cost	$200,000	$200,000	0.00%
2626	Strong Motion Instrumentation Trust	$90,000	$90,000	0.00%
2706	Recorder's Fee Fund	$1,987,438	$1,499,794	-24.54%
2707	Micrographics/Recorder Fund	$638,954	$195,131	-69.46%
2708	Recorder's Modernization Trust	$327,112	$184,500	-43.60%
2709	Recorder's SSN Truncation	$0	$278,391	100.00%
2740	Wildlife Resources	$25,000	$22,300	-10.80%
2751	General Plan Administrative Surcharge	$2,434,550	$1,027,108	-57.81%
Public Protection Sub-Total		$82,557,078	$70,286,078	-15.16%
3002	Core Area Metro Bakersfield Impact Fee	$0	$250,000	100.00%
3003	Metro Bakersfield Transport Impact Fee	$3,175,000	$0	-100.00%
3005	Bakersfield Mitigation Funds	$825,000	$230,000	-72.12%
3006	Tehachapi Transportation Impact Fee Core	$0	$0	N/A
3007	Tehachapi Transportation Impact Fee Non-Core	$0	$75,000	100.00%
3008	Wheeler Ridge Overpass Project	$9,700,000	$0	-100.00%
Public Ways and Facilities Sub-Total		$13,700,000	$555,000	-95.95%
4111	Public Health Miscellaneous Trust	$0	$122,132	100.00%
4112	Health-Fax Death Certificates	$0	$6,923	100.00%
4114	Health-Local Option Trust	$20,000	$20,000	0.00%
4115	Health-State L.U.S.T. Program Trust	$65,000	$200,000	207.69%
4116	Hazardous Waste Settlements	$0	$150,000	100.00%
4117	Solid Waste Enforcement Trust	$135,000	$100,000	-25.93%
4118	Vital & Health Statistics-Co. Clerk	$2,730	$1,200	-56.04%
4119	Vital & Health Statistics-Recorder	$83,900	$104,255	24.26%
4124	Alcoholism Program	$142,000	$191,880	35.13%
4125	Alcohol Abuse Education/Prevention	$125,000	$78,000	-37.60%
4126	Drug Program	$9,000	$22,000	144.44%
4128	Mental Health-Prop 36 Sub Abuse/Crime Prev	$2,306,989	$1,965,957	-14.78%
4129	Kern Critical Incident Response Team Trust	$5,636	$0	-100.00%
4130	Mental Health Services Act	$13,545,434	$14,671,916	8.32%
4136	Health-MAA/TCM Trust	$0	$75,100	100.00%
4137	Child Restraint Loaner Program	$0	$100,000	100.00%
4138	Health-Nurse Family Partnership Program	$0	$102,289	100.00%
4139	Health-Bio Terrorism Grant	$791,255	$758,704	-4.11%
4140	Tobacco Education Control Program	$390,579	$184,109	-52.86%
4141	Vital & Health Statistics-Health Department	$0	$55,000	100.00%
4201	Emergency Medical Payments	$1,742,919	$1,668,336	-4.28%
4205	Health EMS Week-Donations Trust	$15,000	$0	-100.00%
Health and Sanitation Sub-Total		$19,380,442	$20,577,801	6.18%
5122	Wraparound Savings Trust Fund	$700,000	$2,720,000	288.57%
5123	Kern County Children's Trust Fund	$118,199	$410,782	247.53%

SUMMARY OF FY 2009-10 RECOMMENDED APPROPRIATIONS

	Budget Unit and Department	FY 2008-09 Adopted Appropriations	FY 2009-10 Recommended Appropriations	% Change From FY 2008-09
5124	Shelter Care	$30,000	$100,000	233.33%
Public Assistance Sub-Total		$848,199	$3,230,782	280.90%
6211	Kern County Library Book Trust	$206,000	$0	-100.00%
6311	A-C Farm Advisor Agricultural Research Trust	$0	$401,375	100.00%
Education Sub-Total		$206,000	$401,375	94.84%
7101	Parks-Tehachapi Mountain	$142,750	$0	-100.00%
7102	Litter Clean Up	$4,000	$5,000	25.00%
7103	Off Highway Motor Vehcile License	$165,000	$185,000	12.12%
7104	Parks-Derby Acres Trust	$0	$0	N/A
7105	Parcel Map In-Lieu Fees Trust	$0	$80,000	100.00%
Recreation and Cultural Services Sub-Total		$311,750	$270,000	-13.39%
8123	Belle Vista Estate Bond Redemption	$33,792	$12,370	-63.39%
8124	SW Shafter Project Bond Redemption	$12,000	$12,000	0.00%
8125	Rexland Acres Bond Redemption	$170,000	$168,000	-1.18%
Debt Service Sub-Total		$215,792	$192,370	-10.85%
	Special Fund Designation-Additions	$55,931,215	$58,319,337	-28.07%
Contingencies & Resrv/Desig Sub-Total		$55,931,215	$58,319,337	-16.16%
TOTAL - OTHER GROUP BUDGET		**$179,405,009**	**$159,773,755**	**-11.08%**
GRAND TOTAL - REGULAR COUNTY AND OTHER		**$1,663,014,469**	**$1,608,458,227**	**-3.28%**

SPECIAL BUDGET UNITS (excluded from Regular County Budget total)

PUBLIC EMPLOYMENT GRANT PROGRAMS				
8907	Employers Trng Resource-WIA	$18,139,735	$32,636,992	79.92%
8916	Emp Trng Resource-Non-WIA	$500,000	$500,000	0.00%
Total Public Employment Grant Program		$18,639,735	$33,136,992	77.78%
COMMUNITY DEVELOPMENT GRANT PROGRAMS				
8920	Community Development Program	$10,853,968	$11,707,840	7.87%
8921	Community Develop.-Economic Development	$422,349	$422,349	0.00%
8925	Industrial Development Authority Program	$19,000	$19,500	2.63%
8932	Community Develop-Emergency Shelter Grant	$483,499	$489,847	1.31%
8936	Community Develop-Home Investment Trust	$11,761,602	$10,589,924	-9.96%
Total Community Development Grant Program		$23,540,418	$23,229,460	-1.32%
INTERNAL SERVICE FUNDS				
8950	General Services-Garage Internal Serv Fund	$4,281,778	$3,939,552	-7.99%
8960	Group Health Self Insurance Program-ISF	$136,492,203	$142,751,146	4.59%
8965	Retiree Group Health Program-ISF	$6,524,672	$7,110,400	8.98%
8970	General Liability Insurance-ISF	$7,374,539	$8,447,530	14.55%
8980	Unemployment Compensation Insurance	$2,787,410	$6,767,000	142.77%
8990	Workers' Compensation Insurance-ISF	$19,019,500	$19,665,816	3.40%
Total Internal Service Funds		$176,480,102	$188,681,444	6.91%
ENTERPRISE FUNDS				
8991	Golf Course Enterprise Fund	$679,614	$792,544	16.62%
8992	Universal Collection Enterprise	$10,128,700	$10,568,000	4.34%
8993	Solid Waste Enterprise-C.P.	$16,413,597	$4,421,230	-73.06%

SUMMARY OF FY 2009-10 RECOMMENDED APPROPRIATIONS

	Budget Unit and Department	FY 2008-09 Adopted Appropriations	FY 2009-10 Recommended Appropriations	% Change From FY 2008-09
8994	Airport Enterprise-Capital Projects	$4,490,444	$2,952,406	-34.25%
8995	Airports Enterprise Fund	$8,489,782	$7,756,445	-8.64%
8996	KMC Enterprise-Capital Project	$3,587,500	$1,585,521	-55.80%
8997	Kern Medical Center Enterprise Fund	$287,466,502	$276,526,972	-3.81%
8998	Public Transportation Enterprise Fund	$8,680,785	$8,971,382	3.35%
8999	Solid Waste Management Enterprise Fund	$46,332,652	$41,899,425	-9.57%
Total Enterprise Funds		$386,269,576	$355,473,925	-7.97%
TOTAL - SPECIAL BUDGET		**$604,929,831**	**$600,521,821**	**-0.73%**

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

	FY 2007-08	FY 2008-09		FY 2009-10	
	Actual	Adopted Realignment	Estimated Actual Realignment	Recommended Realignment	Incr/(Decr)
Health Trust Fund:					
Animal Control	$1,127,139	$929,878	$742,094	$985,194	$55,316
Environmental Health	318,540	308,261	298,296	0	(308,261)
Public Health	7,880,197	8,155,208	7,111,686	6,817,694	(1,337,514)
Kern Medical Center	20,386,579	18,482,097	15,355,087	14,621,478	(3,860,619)
Mental Health Trust Fund:					
Mental Health	25,375,247	24,879,582	22,291,600	22,171,929	(2,707,653)
Aging and Adult Services	29,956	29,242	27,021	25,550	(3,692)
Social Services Trust Fund:					
California Children Services	1,076,044	1,029,039	761,458	778,268	(250,771)
Human Services - Administratio	9,465,198	10,576,233	7,878,193	1,126,770	(9,449,463)
Human Services - Direct Aid	12,753,108	12,196,018	9,024,691	16,145,498	3,949,480
Aging and Adult Services	697,436	666,970	493,537	504,433	(162,537)
In-Home Supportive Services	8,244,685	7,884,535	5,834,322	6,463,116	(1,421,419)
Probation	2,989,010	2,858,442	2,115,162	1,661,855	(1,196,587)
Kern Medical Center	647,619	573,903	423,117	432,571	(141,332)
Special Services	1,594,139	0	0	0	0
Total Realignment Funding	**$92,584,896**	**$88,569,408**	**$72,356,264**	**$71,734,356**	**($16,835,052)**

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

Program Realignment revenues serve as an important source of funding for the categorical programs transferred to counties for funding. Since its inception, adopted funding levels from realignment revenues have increased from $29,912,692 to $88,569,408 (66%) in FY 2008-09. However, the recommended funding level for FY 2009-10 of $70,607,585 reflects an 20.3% decrease over FY 2008-09 estimated actual Realignment revenue due to anticipated declines in sales tax and vehicle license fee revenue as a result of statewide economic conditions.

As a result of the shortfall in FY 2008-09 realignment revenues, the recommended allocation of realignment funding for several budget units is lower than the level included in the FY 2008-09 Adopted Budget. Realignment revenues are a function of sales tax and vehicle license fee collections. As such, due to the downturn in the economy, realignment revenues have not kept pace with the demand for all services funded by this program. An increase in the County's cost of providing public health services exceeds the Health Program Realignment revenues received by the County. Mental Health and Social Services Program Realignment revenues have also decreased with corresponding program cost increases. The greatest demand on County resources has come from the need to provide medical services to the indigent. However, with the overall decrease in all available realignment revenues, there is a $3.8 million decrease in Health Program Realignment funding for Kern Medical Center, and a $2.7 million reduction in the recommended budget for realignment funding for the Mental Health Department.

For FY 2009-10, the recommended budget redirects, where possible, realignment funding for General Fund contribution in those departments eligible for realignment. Although State realignment funds are categorically allocated, provisions allow for limited flexibility by the County to redirect up to 10 percent of a fund into another category. This feature of the realignment program recognizes that often there are competing needs for limited resources and acknowledges that these difficult choices are best addressed at the local level. In order to maximize client outcomes and provide the most cost-effective use of available resources, transfers may be made after a public hearing and upon approval of the Board of Supervisors. No transfers are recommended.

SUMMARY OF FY 2009-10 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 2007-08 and 2008-09, and the recommended allocation for FY 2009-10. 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 2007-08 Actual Allocation	FY 2008-09 Actual Allocation	FY 2009-10 Recommended Allocation
2180	District Attorney	7.27%	$4,240,926	$3,354,615	$3,888,258
2190	Public Defender	6.11%	3,564,244	2,819,353	3,267,848
2200	D.A.-Forensic Sciences	0.27%	157,503	124,586	144,406
2210	Sheriff	60.05%	35,029,928	27,709,031	32,116,902
2340	Probation	16.68%	9,730,212	7,696,695	8,921,065
2415	Fire	9.62%	5,611,789	4,438,981	5,145,123
Total Public Safety Fund Allocation		100.00%	$58,334,602	$46,143,261	$53,483,602

SUMMARY OF FY 2009-10 RECOMMENDED NET GENERAL FUND COST

	Budget Unit and Department	FY 2008-09 Adopted Net General Fund Cost	FY 2009-10 Recommended Net General Fund Cost	Increase / (Decrease) in Net General Fund Cost	% Change From FY 2008-09
1011	Board of Supervisors-District 1	$590,226	$513,341	($76,885)	-14.98%
1012	Board of Supervisors-District 2	$567,178	$492,376	($74,802)	-15.19%
1013	Board of Supervisors-District 3	$518,736	$472,047	($46,689)	-9.89%
1014	Board of Supervisors-District 4	$559,980	$487,015	($72,965)	-14.98%
1015	Board of Supervisors-Districk 5	$563,863	$490,593	($73,270)	-14.93%
1020	County Administrative Office	$2,188,007	$1,934,965	($253,042)	-13.08%
1030	Clerk of the Board	$684,977	$542,236	($142,741)	-26.32%
1040	Special Services	$8,936,610	$7,919,367	($1,017,243)	-12.85%
1110	Auditor-Controller	$4,343,819	$4,381,269	$37,450	0.85%
1116	Contribution to-Fiscal Stability Fund	$0	$32,013,333	$32,013,333	N/A
1120	Treasurer-Tax Collector	$804,886	$664,868	($140,018)	-21.06%
1130	Assessor	$7,066,050	$6,626,712	($439,338)	-6.63%
1160	Information Technology Services	$5,499,892	$4,822,996	($676,896)	-14.03%
1210	County Counsel	$1,803,620	$1,834,608	$30,988	1.69%
1310	Personnel	$2,578,642	$2,257,664	($320,978)	-14.22%
1420	Elections	$4,000,709	$4,102,494	$101,785	2.48%
1510	Communications-Div General Services	$854,366	$766,274	($88,092)	-11.50%
1610	General Services	$10,187,274	$8,839,881	($1,347,393)	-15.24%
1615	Utility Payments-Div General Services	$3,822,766	$3,820,097	($2,669)	-0.07%
1640	Construction Serv-Div Gen Serv	$164,247	$202,166	$37,919	18.76%
1650	General Services-Major Maint	$8,889,859	$2,030,670	($6,859,189)	-337.78%
1812	Board of Trade	$798,140	$690,839	($107,301)	-15.53%
1900	Engineering and Survey Services	$2,337,521	$2,027,085	($310,436)	-15.31%
1910	Risk Management	$782,192	$668,891	($113,301)	-16.94%
1960	Capital Projects	$9,292,930	$0	($9,292,930)	N/A
General Government Sub-Total		$77,836,490	$88,601,787	$10,765,297	13.83%
2110	Contri-Trial Court Funding	$6,101,410	$7,398,462	$1,297,052	21.26%
2116	County Clerk	$69,745	$61,263	($8,482)	-12.16%
2160	Grand Jury	$241,692	$212,958	($28,734)	-11.89%
2170	Indigent Defense Services	$4,356,146	$4,047,552	($308,594)	-7.08%
2180	District Attorney	$17,173,598	$14,817,587	($2,356,011)	-13.72%
2190	Public Defender	$9,228,425	$8,889,774	($338,651)	-3.67%
2200	Forensic Sciences-Div of D.A.	$4,593,469	$4,006,174	($587,295)	-12.79%
2210	Sheriff-Coroner	$109,809,979	$108,200,346	($1,609,633)	-1.47%
2340	Probation	$29,532,882	$25,666,178	($3,866,704)	-13.09%
2416	Contribution to Fire	$22,007,609	$15,238,888	($6,768,721)	-30.76%
2610	Agriculture and Measurements Stds	$1,777,051	$1,511,227	($265,824)	-14.96%
2620	Code Compliance	$1,156,378	$1,004,231	($152,147)	-13.16%
2705	Recorder	($849,246)	($927,657)	($78,411)	9.23%
2730	Resource Management Agency	$712,923	$641,683	($71,240)	-9.99%
2750	Planning	$2,701,212	$1,994,436	($706,776)	-26.17%
2760	Animal Control	$2,561,750	$2,497,473	($64,277)	-2.51%
Public Protection Sub-Total		$211,175,023	$195,260,575	($15,914,448)	-7.53%

SUMMARY OF FY 2009-10 RECOMMENDED NET GENERAL FUND COST

	Budget Unit and Department	FY 2008-09 Adopted Net General Fund Cost	FY 2009-10 Recommended Net General Fund Cost	Increase / (Decrease) in Net General Fund Cost	% Change From FY 2008-09
3001	Contribution to Roads	$10,136,500	$7,623,557	($2,512,943)	-24.79%
Public Ways and Facilities Sub-Total		$10,136,500	$7,623,557	($2,512,943)	-24.79%
4110	Public Health	$6,753,233	$5,635,627	($1,117,606)	-16.55%
4113	Environmental Health	$0	$0	$0	N/A
4127	Contribution to Mental Health	$1,100,988	$1,100,988	$0	0.00%
4200	Emergency Medical Services	$41,810	$58,492	$16,682	39.90%
4202	KMC-County Contribution	$22,581,702	$20,087,000	($2,494,702)	-11.05%
4203	Ambulance Service Payments	$344,147	$292,525	($51,622)	-15.00%
4300	California Children Services	$591,103	$441,785	($149,318)	-25.26%
Health and Sanitation Sub-Total		$31,412,983	$27,616,417	($3,796,566)	-12.08%
5121	Contribution For Human Service	$30,206,635	$22,411,694	($7,794,941)	-25.81%
5510	Veterans Service	$674,326	$616,175	($58,151)	-8.62%
5611	Aging and Adult-County Contrib	$1,428,548	$1,423,484	($5,064)	-0.35%
5810	IHSS-County Contribution	$3,172,806	$2,801,877	($370,929)	-11.69%
5923	Employers' Trng Resource-Adm	$0	$0	$0	N/A
5940	Community Development Prog	$66,000	$54,893	($11,107)	-16.83%
Public Assistance Sub-Total		$35,548,315	$27,308,123	($8,240,192)	-23.18%
6210	Library	$8,964,923	$7,233,674	($1,731,249)	-19.31%
6310	Farm and Home Advisor	$579,525	$446,177	($133,348)	-23.01%
Education Sub-Total		$9,544,448	$7,679,851	($1,864,597)	-19.54%
7100	Parks and Recreation	$11,685,158	$10,143,371	($1,541,787)	-13.19%
Recreation and Cultural Services Sub-Total		$11,685,158	$10,143,371	($1,541,787)	-13.19%
8120	Debt Service-General Fund	$5,096,540	$5,539,769	$443,229	8.70%
Debt Service Sub-Total		$5,096,540	$5,539,769	$443,229	8.70%
1970	Appropriations for Contingencies				
	General Purpose Contingencies	$6,867,113	$5,018,995	($1,848,118)	-26.91%
	Special Fund Designation-Additions	$4,110,951	$34,013,333	$29,902,382	727.38%
	Desig-Savings Incentive Credit	$11,275,016	$16,500,000	$5,224,984	46.34%
	Reserve-Tax Litigation	$537,476	$0	($537,476)	-100.00%
	Desig-Strategic Workforce Plan	$3,622,000	$0	($3,622,000)	-100.00%
	Design-EH Program Enchancements	$0	$347,000	$347,000	N/A
	Design-PILT/TARP	$0	$972,707	$972,707	N/A
	Desig-Sheriff's Aircraft	$304,495	$0	($304,495)	-100.00%
Contingencies & Reserves/Designations Sub-Total		$26,717,051	$56,852,035	$30,134,984	112.79%
TOTAL - REGULAR COUNTY BUDGET		**$419,152,508**	**$426,625,485**	**$7,472,977**	**1.78%**

SUMMARY OF FY 2009-10
RECOMMENDED POSITION ADDITIONS/DELETIONS

Budget Unit # Department	Item No.	Classification	Full-time	Part-time	Position Cost	Total Cost	Effective Date
B.U. #1020							
County Administrative Office	0787	Deputy Employee Relations Officer	(1)		$133,755	($133,755)	7/22/2009
	0788	Sr. Administrative Analyst	(1)		$122,293	($122,293)	7/22/2009
			(2)	0		($256,048)	
B.U. #1130							
Assessor	4113	Senior Auditor-Appraiser	(1)		$96,693	($96,693)	7/11/2009
	4086	Appraiser I	1		$71,445	$71,445	7/11/2009
	1106	Engineering Technician	(1)		$77,792	($77,792)	7/11/2009
	3280	Office Services Assistant	(1)		$49,042	($49,042)	7/11/2009
	2875	Fiscal Support Assistants	(5)		$53,504	($267,520)	7/11/2009
			(7)	0		($419,602)	
B.U. #1160							
Information Technology Services	2454	Systems Analyst II	(2)		$102,876	($205,752)	7/22/2009
	2460	Senior Information Systems Analyst	(1)		$132,938	($132,938)	7/22/2009
			(3)	0		($338,690)	
B.U. #1310							
Personnel	2328	Personnel Analyst II	(2)		$95,378	($190,756)	8/1/2009
	3276	Office Services Technician - Confidential	(1)		$65,272	($65,272)	8/1/2009
	3281	Office Services Assistant-Confidential	(2)		$61,203	($122,406)	8/1/2009
	2330	Personnel Analyst	(1)		$79,491	($79,491)	8/1/2009
	2844	Fiscal Support Specialist - Confidential	(1)		$74,915	($74,915)	8/1/2009
	3070	Personnel Assistant	(1)		$79,500	($79,500)	8/1/2009
			(8)	0		($612,340)	
B.U. #1610							
General Services	4756	Maintenance Electrician	(1)		$82,406	($82,406)	7/3/2009
	4850	Maintenance Painters	(3)		$86,699	($260,097)	7/3/2009
	5647	Building Services Worker I/II/III	(11)		$55,000	($605,000)	7/3/2009
	3280	Office Services Assistant	(1)		$59,000	($59,000)	7/3/2009
	2586	Buyer I/II/III	(1)		$76,410	($76,410)	7/3/2009
	4940	Supervising Security Attendant	(1)		$89,700	($89,700)	7/3/2009
	995	Broadcast Engineer	(1)		$103,061	($103,061)	7/22/2009
	2835	Mail Clerk I	(2)		$56,909	($113,818)	7/22/2009
	4157	Real Property Agent I	(1)		$81,530	($81,530)	7/22/2009
	4918	Maintenance Worker I	(1)		$54,931	($54,931)	7/22/2009
	5635	Senior Building Services Worker	(1)		$64,937	($64,937)	7/22/2009
			(24)	0		($1,525,953)	
B.U. #1812							
Board of Trade	3275	Office Services Technician	(1)		$60,950	($60,950)	8/25/2009
			(1)	0		($60,950)	
B.U. #1900							
Engineering & Survey Services	1063	Engineer	(3)		$120,000	($360,000)	7/22/2009
	1054	Supervising Engineer	(1)		$155,000	($155,000)	7/22/2009
	1112	Drafting Technician	(3)		$84,000	($252,000)	7/22/2009
			(9)	0		($767,000)	
B.U. #1910							
Risk Management	2512	Local Area Network Administrator	(1)		$113,500	($113,500)	7/22/2009
	2474	Information Systems I	1		$92,200	$92,200	7/22/2009
			0	0		($21,300)	
B.U. #2116							
County Clerk	2865	Fiscal Support Technician	(1)		$63,560	($63,560)	7/22/2009
			(1)	0		($63,560)	
B.U. #2180							

SUMMARY OF FY 2009-10
RECOMMENDED POSITION ADDITIONS/DELETIONS

Budget Unit # Department	Item No.	Classification	Full-time	Part-time	Position Cost	Total Cost	Effective Date
District Attorney	4392	D. A. Investigator	(3)		$145,000	($435,000)	8/1/2009
	4390	D. A. Investigator	(1)		$135,000	($135,000)	8/1/2009
	4440	Investigative Aide	(4)		$75,180	($300,720)	8/1/2009
	2392	Director of Collections	(1)		$125,460	($125,460)	8/1/2009
	1235	Deputy District Attorney	(5)		$106,730	($533,650)	8/1/2009
	4420	D.A. Welfare Fraud Investigator	(7)		$116,985	($818,895)	8/1/2009
			(21)	0		($2,348,725)	
B.U. #2183							
Child Support Services	0840	Administrative Coordinator	(1)		$78,400	($78,400)	7/22/2009
	0848	Department Analyst	(1)		$70,600	($70,600)	7/22/2009
	1286	Supervising Child Support Officers	(2)		$82,400	($164,800)	7/22/2009
	1287	Family Support Officer IV	(4)		$75,600	($302,400)	7/22/2009
	1295	Family Support Officer I	(13)		$58,090	($755,170)	7/22/2009
	1299	Supervising Family Support Staff Development Speciali	(1)		$82,400	($82,400)	7/22/2009
	2478	Information Systems Specialist I	(1)		$79,400	($79,400)	7/22/2009
	2830	Fiscal Support Supervisor	(1)		$72,311	($72,311)	7/22/2009
	2865	Fiscal Support Technician	(3)		$57,667	($173,001)	7/22/2009
	3124	Paralegal	(2)		$74,650	($149,300)	7/22/2009
	3265	Senior Offices Services Specialist	(1)		$62,700	($62,700)	7/22/2009
	3270	Office Services Specialist	(4)		$58,300	($233,200)	7/22/2009
	3275	Office Services Technician	(5)		$53,125	($265,625)	7/22/2009
	3280	Office Services Assistant	(4)		$49,050	($196,200)	7/22/2009
	4440	Investigative Aide	(3)		$61,300	($183,900)	7/22/2009
			(46)	0		($1,778,482)	
B.U. #2190							
Public Defender	1260	Deputy Public Defender	(5)		$125,000	($625,000)	8/1/2009
	4442	Public Defender's Investigative Aide	(1)		$80,477	($80,477)	8/1/2009
	3140	Legal Secretary	(1)		$70,000	($70,000)	8/1/2009
	3280	Office Services Assistant	(1)		$54,000	($54,000)	8/1/2009
	3275	Office Services Technician	(1)		$59,000	($59,000)	8/1/2009
			(9)	0		($888,477)	
B.U. #2200							
District Attorney-Forensics	4518	Criminalist II	(1)		$120,000	($121,863)	8/1/2009
	4519	Criminalist I	(4)		$114,000	($121,863)	8/1/2009
	1693	Forensic Technicians	(2)		$31,000	($62,000)	8/1/2009
			(7)	0		($305,726)	
B.U. #2210							
Sheriff	0765	Sheriff's Aide	(1)		$68,104	($68,104)	8/1/2009
	0758	Crime Prevention Specialist	(4)		$74,392	($297,568)	8/1/2009
	3050	Supervising Sheriff Report Technician	(1)		$74,682	($74,682)	8/1/2009
	3164	Sheriff Report Technician	(6)		$66,733	($400,398)	8/1/2009
	3275	Office Services Technician	(22)		$57,877	($1,273,294)	8/1/2009
	4520	Evidence Technician II - Confidential	(6)		$94,360	($566,160)	8/1/2009
	4546	Sheriff's Detention Deputy	(149)		$80,616	($12,011,784)	8/1/2009
			(189)	0		($14,691,990)	
B.U. #2340							
Probation	0449	Assistant Chief Probation Officer	(1)		$215,444	($215,444)	7/11/2009
	3517	Juvenile Correction Officers	(33)		$75,476	($2,490,708)	7/11/2009
	3489	Deputy Probation Officer III	(4)		$101,800	($407,200)	7/11/2009
	3491	Deputy Probation Officer I	(38)		$87,974	($3,343,012)	7/11/2009
			(76)	0		($6,456,364)	
B.U. #2415							
Fire	4590	Fire Captain	(1)		$121,000	($121,000)	7/22/2009
	4580	Fire Battalion Chief	(1)		$182,000	($182,000)	7/22/2009
	5150	Fire Equipment Mechanic	(1)		$80,000	($80,000)	7/22/2009
	4918	Maintenance Worker I	(1)		$50,000	($50,000)	7/22/2009
			(4)	0		($433,000)	
B.U. #2610							
Agriculture and Measurement	3926	Agriculture Biologists Weights and Measures Inspector Trainee	(3)		$68,165	($204,495)	7/22/2009

SUMMARY OF FY 2009-10
RECOMMENDED POSITION ADDITIONS/DELETIONS

Budget Unit # Department	Item No.	Classification	Full-time	Part-time	Position Cost	Total Cost	Effective Date
Standards			(3)	0		($204,495)	
B.U. #2620							
Code Compliance	1175	Principal Building Inspector	(1)		$125,000	($125,000)	7/22/2009
			(1)	0		$125,000	
B.U. #2625							
Building Inspection Division	1054	Supervising Engineer	(1)		$160,000	($160,000)	7/22/2009
	1063	Engineer	(5)		$120,000	($600,000)	7/22/2009
	1183	Supervising Building Inspector	(1)		$99,000	($99,000)	7/22/2009
	1184	Building Inspector	(4)		$89,000	($356,000)	7/22/2009
	1195	Building Plan Technician	(3)		$77,000	($231,000)	7/22/2009
	3280	Office Services Assistant	(2)		$49,000	($98,000)	7/22/2009
			(16)	0		($1,544,000)	
B.U. #2730							
Resource Management Agency	2474	Information Systems Specialist I	(1)		$94,000	($94,000)	7/22/2009
			(1)	0		($94,000)	
B.U. #2750							
Planning	0937	Planner	(1)		$90,000	($90,000)	7/22/2009
	0944	Planning Technician	1		$76,000	$76,000	7/22/2009
			0	0		($14,000)	
B.U. #2760							
Animal Control	2164	Animal Services Division Chief	(1)		$115,000	($115,000)	7/18/2009
	2280	Animal Care Worker	(4)		$55,000	($220,000)	7/18/2009
			(5)	0		($335,000)	
B.U. #4110							
Public Health	3441	Public Health Aide	(8)		$51,800	($414,400)	7/18/2009
	1490	Public Health Program Specialist	(2)		$107,000	($214,000)	7/18/2009
	3631	Medical Social Worker I/II	(1)	(1)	$95,100	($135,100)	7/18/2009
			(11)	(1)		($763,500)	
B.U. #4120							
Mental Health	0463	Deputy Mental Health Director for Admin Services	(1)		$178,000	($178,000)	7/22/2009
	3275	Office Services Technician	(10)		$66,100	($661,000)	7/22/2009
	3280	Office Services Assistant	(5)		$64,600	($323,000)	7/22/2009
	0899	Program Specialist	(1)		$88,000	($88,000)	7/22/2009
	2830	Fiscal Support Supervisor	(5)		$81,000	($405,000)	7/22/2009
	3265	Senior Office Services Specialist	(3)		$70,000	($210,000)	7/22/2009
	3270	Office Services Specialist	(3)		$95,000	($285,000)	7/22/2009
	1567	Substance Abuse Specialist	(2)		$72,000	($144,000)	7/22/2009
	2009	Mental Health Nurse	(5)		$109,250	($546,250)	7/22/2009
	1549	Clinical Psychologist	(6)		$123,170	($739,020)	7/22/2009
	2385	Accountant	(2)		$80,000	($160,000)	7/22/2009
	2066	Pre-licensed Vocational Nurse	(2)		$62,000	($124,000)	7/22/2009
	2150	Pre-licensed Mental Health Technician	(2)		$52,000	($104,000)	7/22/2009
	2060	Staff Nurse	(10)		$100,000	($1,000,000)	7/22/2009
	0848	Department Analyst II	(1)		$79,000	($79,000)	7/22/2009
	0840	Administrative Coordinator	(3)		$87,666	($262,998)	7/22/2009
	1531	Mental Health Managed Care Administrator	(1)		$107,000	($107,000)	7/22/2009
	3710	Mental Health Therapist	(15)		$57,000	($855,000)	7/22/2009
	3717	Mental Health Recovery Specialist	(32)		$75,000	($2,400,000)	7/22/2009
	3715	Mental Health Planning Analyst	(1)		$83,000	($83,000)	7/22/2009
	3733	Mental Health Recovery Specialist Aide	(5)		$80,000	($400,000)	7/22/2009
	2845	Fiscal Support Specialist	(1)		$75,000	($75,000)	7/22/2009
	2830	Fiscal Support Supervisor	(1)		$82,000	($82,000)	7/22/2009
	1870	Occupational Therapy Technician	(1)		$55,000	($55,000)	7/22/2009
	1466	Psychiatrists	(2)		$274,000	($548,000)	7/22/2009

SUMMARY OF FY 2009-10
RECOMMENDED POSITION ADDITIONS/DELETIONS

Budget Unit # Department	Item No.	Classification	Full-time	Part-time	Position Cost	Total Cost	Effective Date
			(120)	0		($9,914,268)	
B.U. #4123							
Mental Health Substance Abuse	2349	Accountant I/II	(1)		$81,000	($81,000)	7/22/2009
	3275	Office Services Technician	(1)		$60,000	($60,000)	7/22/2009
	2865	Fiscal Support Technician	(1)		$65,000	($65,000)	7/22/2009
	3711	Mental Health Therapist	(1)		$45,000	($45,000)	7/22/2009
	3719	Mental Health Recovery Specialist	(2)		$76,500	($153,000)	7/22/2009
	1568	Substance Abuse Specialist	(7)		$73,571	($515,000)	7/22/2009
	1564	Youth Prevention Aide	(1)		$58,000	($58,000)	7/22/2009
			(14)	0		($977,000)	
B.U. #4300							
California Children Services	1840	Physical Therapist	(1)		$133,000	($133,000)	7/22/2009
	1820	Physical Therapy Supervisor	(1)		$146,000	($146,000)	7/22/2009
	1830	Occupational Therapist	(2)		$133,500	($267,000)	7/22/2009
	1422	Public Health Physician	(2)		$176,000	($352,000)	7/22/2009
	1999	Public Health Nurses	(2)		$106,500	($213,000)	7/22/2009
	2060	Staff Nurse	(1)		$102,000	($102,000)	7/22/2009
	0905	Program Technician	(1)		$70,000	($70,000)	7/22/2009
			(10)	0		($1,283,000)	
B.U. #5120						$0	
Human Services	3270	Office Service specialist	(2)		$67,280	($134,560)	8/1/2009
	3275	Office Service Technician	(1)		$61,000	($61,000)	8/1/2009
	3651	Social Service Supervisor I	(2)		$101,154	($202,308)	8/1/2009
	3654	Social Service Worker I-IV	(24)		$72,391	($1,737,384)	8/1/2009
	3695	Human Service Supervisor	(1)		$78,926	($78,926)	8/1/2009
	3751	Human Services Technician	(10)		$57,988	($579,880)	8/1/2009
			(40)	0		($2,794,058)	
B.U. #5610							
Aging & Adult Services	3260	Office Services Coordinator	(1)		$71,000	($71,000)	7/22/2009
	2875	Fiscal Support Assistant	(1)	(1)	$60,000	($90,000)	7/22/2009
	3650	Social Service Supervisor	(1)		$116,000	($116,000)	10/1/2009
	5503	Cook	(1)	(1)	($49,500)	($99,000)	7/22/2009
	5545	Food Service Worker		(3)	$45,300	($135,900)	7/22/2009
	5602	Senior Nutrition Site Supervisor		(2)	$49,000	($98,000)	7/22/2009
	0905	Program Technician	(1)	(1)	$29,000	($29,000)	7/22/2009
	5605	Senior Home Delivery Driver		(1)	$46,000	($46,000)	7/22/2009
	3265	Senior Office Services Specialist	1		$80,000	$80,000	7/22/2009
			(4)	(9)		($604,900)	
B.U. #5923							
Employers' Training Resource	0849	Departmental Analyst I	(2)		$81,443	($162,886)	7/22/2009
	0898	Program Specialist II	(1)		$92,892	($92,892)	7/22/2009
	0899	Program Specialist I	(6)		$82,406	($494,436)	7/22/2009
	0905	Program Technician	(1)		$71,801	($71,801)	7/22/2009
	2349	Accountant I	(1)		$82,406	($82,406)	7/22/2009
	2478	Information Systems Specialist I	(1)		$91,573	($91,573)	7/22/2009
	2820	Graphic Artist	(1)		$70,161	($70,161)	7/22/2009
	2845	Fiscal Support Specialist	(1)		$76,120	($76,120)	7/22/2009
	2865	Fiscal Support Technician	(1)		$66,522	($66,522)	7/22/2009
	3270	Office Services Specialist	(3)		$67,280	($201,840)	7/22/2009
	3280	Office Services Assistant	(3)		$56,626	($169,878)	7/22/2009
	2429	Computer Lab Instructor	1		$79,000	$79,000	7/22/2009
	3275	Office Services Technician	1		$61,000	$61,000	7/22/2009
	4918	Maintenance Worker	1		$60,000	$60,000	7/22/2009
			(18)	0		($1,380,515)	
B.U. #5940							
Community and Economic	2865	Fiscal Support Technician	(1)		$60,000	($60,000)	7/22/2009

SUMMARY OF FY 2009-10
RECOMMENDED POSITION ADDITIONS/DELETIONS

Budget Unit # Department	Item No.	Classification	Full-time	Part-time	Position Cost	Total Cost	Effective Date
	2387	Accountant I	(1)		$80,000	($80,000)	7/22/2009
	0937	Planner	(1)		$88,000	($88,000)	7/22/2009
	0960	Housing Rehabilitation Technician	(1)		$67,000	($67,000)	7/22/2009
			(4)	0		($295,000)	
B.U. #6210							
Library	3275	Office Services Technician	(15)		$47,238	($650,873)	7/31/2009
	3275	Office Services Technician		(9)	$28,144	($253,299)	7/31/2009
	3275	Office Services Technician		3	$4,969	$21,765	7/31/2009
	3280	Office Services Assistant		1	$4,969	$4,969	7/31/2009
	3280	Office Services Assistant	(3)		$54,830	($206,609)	7/31/2009
	3280	Office Services Assistant		(9)	$14,426	($129,832)	7/31/2009
	4180	Library Associate	(3)		$20,201	($60,603)	7/31/2009
	4180	Library Associate		3	$5,051	$15,153	7/31/2009
	4172	Librarian II	(2)		$15,964	($31,928)	7/31/2009
	4172	Librarian II		2	$3,991	$7,982	7/31/2009
	2875	Fiscal Support Assistant	(1)		$49,343	($49,343)	7/31/2009
	4180	Library Associate	(1)		$66,703	($66,703)	7/22/2009
	4210	Departmental Aide		(4)	$8,580	($34,320)	7/22/2009
	4173	Librarian I		(1)	$81,217	($81,217)	7/22/2009
	4172	Librarian II		(1)	$89,479	($89,479)	7/22/2009
			(25)	(15)		($1,604,337)	
B.U. #7100							
Parks and Recreation	3275	Office Services Technician	(2)		$65,184	($130,368)	7/4/2009
	5390	Grounds Keeper I/II	(11)		$63,768	($701,448)	7/4/2009
	4850	Maintenance Painter	(1)		$80,221	($80,221)	7/4/2009
	8223	Maintenance Worker I/II/III/IV	(6)		$66,243	($397,458)	7/4/2009
	0840	Administrative Coordinator	(1)		$95,354	($95,354)	7/22/2009
	4925	Equipment Operator	(3)		$79,254	($237,762)	7/22/2009
	5252	Mower Repair Mechanic	(1)		$79,544	($79,544)	7/22/2009
	3275	Office Services Technician	(1)		$65,184	($65,184)	7/22/2009
	5338	Park Supervisor	(1)		$85,675	($85,675)	7/22/2009
	5635	Senior Building Services Worker	(1)		$68,734	($68,734)	7/22/2009
	5247	Park Ranger I-2 CA	(5)		$118,016	($590,080)	7/22/2009
	5380	Grounds Keeper III	(1)		$74,921	($74,921)	7/22/2009
	5356	Tree Trimmer III	(2)		$78,390	($156,780)	7/22/2009
			(36)	0		($2,763,529)	
B.U. #8995							
Airports	3265	Senior Office Services Specialist	(1)		$67,834	($67,834)	7/4/2009
	5649	Building Service Worker I	(1)		$43,577	($43,577)	8/1/2009
	4916	Maintenance Worker III	(1)		$67,151	($67,151)	8/1/2009
			(3)	0		($178,562)	
B.U. #8999							
Solid Waste Enterprise Fund	4981	Disposal Site Gate Attendant I	1		$51,000	$51,000	7/22/2009
	1215	Waste Management Technician	5		$72,800	$364,000	7/22/2009
	3270	Office Services Specialist	(1)		$65,000	($65,000)	7/22/2009
	2865	Fiscal Support Technician	(1)		$62,000	($62,000)	7/22/2009
	1215	Waste Management Technician	(1)		$61,000	($61,000)	7/22/2009
			3	0		$227,000	
TOTAL			**(715)**	**(25)**		**($54,083,371)**	

SUMMARY OF FY 2009-10
PROPOSED LAYOFFS

Budget Unit # Department	Item No.	Classification	Full-time	Part-time	Position Cost	Total Cost	Effective Date
B.U. #1110							
Auditor-Controller	2387	Accountant I	1		$77,473	$77,473	7/1/2009
			1	0		$77,473	
B.U. #1130							
Assessor	1106	Engineering Technician I	1		$81,057	$81,057	7/11/2009
	2875	Fiscal Support Assistant	3		$62,236	$186,708	7/11/2009
	3242	Appraisal Assistant	1		$65,987	$65,987	7/11/2009
	3280	Office Services Assistant	1		$56,790	$56,790	7/11/2009
	4120	Auditor-Appraiser II	1		$89,213	$89,213	7/11/2009
			7	0		$479,755	
B.U. #1310							
Personnel	2328	Personnel Analyst II	2		$95,378	$190,756	8/1/2009
	3276	Office Services Technician - Confidential	1		$65,272	$65,272	8/1/2009
	3281	Office Services Assistant - Confidential	1		$61,203	$61,203	8/1/2009
	2330	Personnel Analyst	1		$79,491	$79,491	8/1/2009
	2844	Fiscal Support Specialist - Confidential	1		$74,915	$74,915	8/1/2009
			6	0		$471,637	
B.U. #1610							
General Services	4756	Maintenance Electrician	1		$82,406	$82,406	7/3/2009
	4850	Maintenance Painters	3		$86,699	$260,097	7/3/2009
	5647	Building Services Worker I/II/III	5		$55,000	$275,000	7/3/2009
	3280	Office Services Assistant	1		$59,000	$59,000	7/3/2009
	2586	Buyer I/II/III	1		$76,410	$76,410	7/3/2009
	4940	Supervising Security Attendant	1		$89,700	$89,700	7/3/2009
			12	0		$842,613	
B.U. #2180							
District Attorney	4392	D. A. Investigator	3		$145,000	$435,000	8/1/2009
	4390	D. A. Investigator	1		$135,000	$135,000	8/1/2009
	4440	Investigative Aide	3		$75,180	$225,540	8/1/2009
	4420	D.A. Welfare Fraud Investigator	7		$116,985	$818,895	8/1/2009
			14	0		$1,614,435	
B.U. #2190							
Public Defender							
	1260	Deputy Public Defender	1		$125,000	$125,000	8/15/2009
	4442	Public Defender's Investigative Aide	1		$80,477	$80,477	8/15/2009
			2	0		$205,477	
B.U. #2200							
District Attorney-Forensics	4518	Criminalist II	1		$120,000	$120,000	8/1/2009
	4519	Criminalist I	4		$114,000	$456,000	8/1/2009
	4519	Forensic Technician	1		$31,000	$31,000	8/1/2009
			6	0		$607,000	
B.U. #2210							
Sheriff	4546	Sheriff's Detention Deputy	93		$80,616	$7,497,288	8/15/2009
	3275	Office Services Technician	1		$61,758	$61,758	8/15/2009

SUMMARY OF FY 2009-10
PROPOSED LAYOFFS

Budget Unit # Department	Item No.	Classification	Full-time	Part-time	Position Cost	Total Cost	Effective Date
	758	Crime Prevention Specialist	2		$80,498	$160,996	8/15/2009
	765	Sheriff's Aide	1		$68,104	$68,104	8/15/2009
	3050	Supervising Sheriff Report Technician	1		$74,682	$74,682	8/15/2009
	3164	Sheriff Report Technician	4		$66,733	$266,932	8/15/2009
	4520	Evidence Technician II - C	6		$94,360	$566,160	8/15/2009
			108	0		$8,695,920	
B.U. #2340							
Probation	3489	Deputy Probation Officer III	4		$101,800	$407,200	7/11/2009
	3491	Deputy Probation I	10		$87,974	$879,740	7/11/2009
			14	0		$1,286,940	
B.U. #2760							
Animal Control	2164	Animal Services Division Chief	1		$115,000	$115,000	7/18/2009
	2280	Animal Care Worker	1		$55,000	$55,000	7/18/2009
			2	0		$170,000	
B.U. #4110							
Public Health	3441	Public Health Aide	2		$51,800	$103,600	7/18/2009
	1490	Public Health Program Specialist	2		$107,000	$214,000	7/18/2009
	3631	Medical Social Worker I/II	1		$95,100	$95,100	7/18/2009
			5			$412,700	
B.U. #5610							
Aging & Adult Services	3650	Social Service Supervisor	1		$77,929	$77,929	10/1/2009
			1	0		$77,929	
B.U. #6210							
Library	3280	Office Services Assistant	1		$42,119	$42,119	10/1/2009
	3275	Office Services Technician	9		$47,238	$425,141	10/1/2009
	3280P	Office Services Assistant		7	$14,437	$101,058	10/1/2009
	2875	Fiscal Support Assistant	1		$49,343	$49,343	10/1/2009
	3275P	Office Services Technician		9	$28,144	$253,299	10/1/2009
			11	16		$870,960	
B.U. #7100							
Parks and Recreation	3275	Office Services Technician	1		$65,184	$65,184	7/4/2009
	5390	Grounds Keeper II	6		$63,768	$382,608	7/4/2009
	4850	Maintenance Painter	1		$80,221	$80,221	7/4/2009
	8223	Maintenance Worker III	1		$66,243	$66,243	7/4/2009
			9	0		$594,256	
B.U. #8995							
Airports	3265	Senior Office Services Specialist	1		$67,834	$67,834	7/4/2009
	5649	Building Service Worker I	1		$43,577	$43,577	8/15/2009
	4916	Maintenance Worker III	1		$67,151	$67,151	8/15/2009
			3	0		$178,562	
TOTAL			**201**	**16**		**$16,585,657**	

SUMMARY OF FY 2009-10 RECOMMENDED CAPITAL EQUIPMENT PURCHASES/LEASES

Budget Unit# Department	Requested	Recommended	Equipment Description	Type	Quantity	Unit Price	Total
B.U. #1210							
County Counsel	$15,000	$15,000	Servers	P	3	$5,000	$15,000
					3		$15,000
B.U. #1910							
Risk Management	$10,000	$10,000	Servers	P	2	$5,000	$10,000
					2		$10,000
B.U. #2210							
Sheriff-Coroner	$5,750	$5,750	Surveillance Van Upgrades	P	1	$5,750	$5,750
	$55,000	$55,000	TSD Servers	P	4	$13,750	$55,000
	$10,750	$10,750	Battery UPS	P	1	$10,750	$10,750
	$7,000	$7,000	Radio IP Server	P	1	$7,000	$7,000
	$11,800	$11,800	Ground Power Unit-Electric	P	1	$11,800	$11,800
	$7,200	$7,200	Digital Body Wire	P	1	$7,200	$7,200
	$10,000	$10,000	CLETS Redundant Servers	P	2	$5,000	$10,000
	$17,000	$17,000	K-9s	P	2	$8,500	$17,000
	$200,000	$200,000	Reply Livescan System	P	1	$200,000	$200,000
					14		$324,500
B.U. #2340							
Probation	$16,158	$16,158	Drug Dog	P	1	$16,158	$16,158
					1		$16,158
B.U. #2415							
Fire Department	$10,000	$10,000	Ground Power Unit	P	1	$10,000	$10,000
	$8,000	$8,000	Helicopter Maintenance Stand	P	1	$8,000	$8,000
	$45,600	$45,600	Extractor & Dryer	P	2	$22,800	$45,600
	$7,500	$7,500	Polygraph Equipment	P	1	$7,500	$7,500
					5		$71,100
B.U. #2625							
Building Inspection	$45,000	$45,000	Voice Response for Permit	P	1	$45,000	$45,000
	$10,000	$10,000	Permits Plus Server	P	1	$10,000	$10,000
					2		$55,000
B.U. #3000							
Roads Department	$864,000	$864,000	Self-Loading Dump Truck	P	6	$136,000	$816,000
					6		$816,000
B.U. #5120							
Human Services	$14,500	$14,500	ARN Routers	P	2	$7,250	$14,500
Administration	$30,000	$30,000	Cameras	P	4	$7,500	$30,000
	$191,000	$191,000	Storage Area Network	P	1	$191,000	$191,000
					7		$235,500
B.U. #5610							
Aging and Adult	$21,000	$21,000	Vehicle	P	1	$21,000	$21,000
					1		$21,000
B.U. #5923							
Employers' Training	$44,000	$22,000	Vehicle	P	1	$22,000	$22,000
Resource	$14,000	$7,000	Copiers	P	1	$7,000	$7,000
	$21,000	$7,000	Copiers	P	1	$7,000	$7,000
					3		$36,000
B.U. #8950							
G.S. Garage Internal	$90,000	$90,000	Mechanics Service Trk 4WD	P	1	$90,000	$90,000
Service Fund	$20,000	$20,000	Smog Testing Machine 2010	P	1	$20,000	$20,000
	$34,000	$34,000	Sedan Intermediate	P	2	$17,000	$34,000
	$58,000	$58,000	Sedan Intermediate Hybrid	P	2	$29,000	$58,000
	$17,750	$17,750	Van Half Ton Cargo	P	1	$17,750	$17,750

SUMMARY OF FY 2009-10 RECOMMENDED CAPITAL EQUIPMENT PURCHASES/LEASES

Budget Unit# Department	Requested	Recommended	Equipment Description	Type	Quantity	Unit Price	Total
	$31,000	$31,000	Pickups Compact Ext Cab 2	P	2	$15,500	$31,000
	$32,500	$32,500	Pickups Half Ton Reg Cab	P	2	$16,250	$32,500
	$19,500	$19,500	Pickups Half Ton Ext Cab	P	1	$19,500	$19,500
	$23,750	$23,750	Pickups Half Ton Reg Cab	P	1	$23,750	$23,750
	$21,750	$21,750	Pickups Half Ton Ext Cab	P	1	$21,750	$21,750
	$41,000	$41,000	SUV Compact 4-Passenger	P	2	$20,500	$41,000
	$24,500	$24,500	SUV Half Ton 5-Passenger	P	1	$24,500	$24,500
	$66,000	$66,000	Van 1 Ton Box	P	2	$33,000	$66,000
	$37,000	$37,000	Pickups 3/4 Ton Reg Cab	P	2	$18,500	$37,000
	$55,000	$55,000	Pickup 1 Ton Animal Cont	P	1	$55,000	$55,000
	$0	$25,000	SUV Half Ton 5 Passenger	P	1	$25,000	$25,000
	$0	$21,000	Compact SUV 2WD	P	1	$21,000	$21,000
					24		$617,750
B.U. #8997							
Kern Medical Center	$215,000	$215,000	Data Management System	P	1	$215,000	$215,000
Enterprise	$75,059	$75,059	C-Arm Mini Orthopedic	P	1	$75,059	$75,059
	$100,000	$100,000	Radiology Reading Station	P	1	$100,000	$100,000
	$39,000	$39,000	Mammography QA Upgrade	P	1	$39,000	$39,000
	$82,000	$82,000	Physician Contact System	P	1	$82,000	$82,000
	$250,000	$250,000	Radiographic System	P	1	$250,000	$250,000
	$44,000	$44,000	Video Bronchoscope	P	1	$44,000	$44,000
	$65,000	$65,000	Larynscope System	P	1	$65,000	$65,000
	$176,000	$176,000	Ultrasound System	P	1	$176,000	$176,000
	$22,000	$22,000	Centrifuges	P	1	$22,000	$22,000
	$199,200	$199,200	Ventilators w/Co2 Monitors	P	1	$199,200	$199,200
	$11,000	$11,000	Air Compressor	P	1	$11,000	$11,000
	$21,481	$21,481	Noninvasive Ventilation	P	1	$21,481	$21,481
	$530,860	$530,860	HPF Portal Upgrade	P	1	$530,860	$530,860
					14		$1,830,600
B.U. #8998							
Public Transportation	$770,730	$770,730	Diesel Mini-Buses	P	6	$128,455	$770,730
Enterprise	$200,000	$200,000	Shop Facility	P	1	$200,000	$200,000
	$50,000	$50,000	CNG Bus lift	P	1	$50,000	$50,000
	$0	$59,141	Emergency Generator	P	1	$59,141	$59,141
	$110,000	$110,000	Bus Service Enclosure	P	1	$110,000	$110,000
					10		$1,189,871
B.U. #8999							
Solid Waste	$22,000	$22,000	1/2 Ton Ext Can 4WD	P	1	$22,000	$22,000
Mangement	$32,000	$32,000	On-site Storage Boxes	P	4	$8,000	$32,000
	$40,000	$40,000	Low-Boy Roll-Off Container	P	8	$5,000	$40,000
	$5,100	$5,100	HDPE Fusion Welder	P	1	$5,100	$5,100
	$17,500	$17,500	Surface Emissions Analyzer	P	1	$17,500	$17,500
	$12,000	$12,000	Mobile Shed	P	1	$12,000	$12,000
	$0	$35,000	Evaporative Cooler	P	8	$4,375	$35,000
	$0	$20,000	SWF Surveillance System	P	1	$20,000	$20,000
	$0	$20,000	Surveillance System	P	1	$20,000	$20,000
	$0	$25,000	SWF Comm Microwave-Ridge	P	1	$25,000	$25,000
	$21,000	$21,000	Document Image Server	P	1	$21,000	$21,000
	$30,000	$30,000	Replacement Gatehouse	P	4	$7,500	$30,000
					32		$279,600
B.U. #9144							
Kern Sanitation	$11,000	$11,000	Compact Utility Vehicle	P	1	$11,000	$11,000
Authority	$70,000	$70,000	Motor	P	1	$70,000	$70,000

SUMMARY OF FY 2009-10 RECOMMENDED CAPITAL EQUIPMENT PURCHASES/LEASES

Budget Unit# Department	Requested	Recommended	Equipment Description	Type	Quantity	Unit Price	Total
					2		$81,000
GRAND TOTAL					126		$5,599,079

Legend

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.

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

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

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

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

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

CAO REC.
Abbreviation for County Administrative Officer's recommendation.

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

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

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

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

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

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

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

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

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

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

EXPENDITURE
A payment of funds resulting in a decrease in current assets.

EXPENDITURE APPROPRIATION
See Appropriation.

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

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

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

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

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

FISCAL YEAR
The 12 month period for which a budget is prepared and adopted. The fiscal year for Kern County is July 1 to June 30. Throughout the budget document the term fiscal year is abbreviated as FY.

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

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

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

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

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

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

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

GENERAL-PURPOSE FUNDS
This term is used interchangeably with the term "Discretionary Funds".

GENERAL-PURPOSE REVENUES
This term is used interchangeably with the term "Discretionary Revenues".

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

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

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

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

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

MANDATE (Mandated Service)
This term is used to refer to County services which are provided to comply with State or federal laws.

MAJOR MAINTENANCE PROJECT
A repair or improvement to an existing structure or facility.

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

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

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

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

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

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

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

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

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

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

PROPOSITION #36
A state wide ballot initiative measure (known as the Substance Abuse and Crime Prevention Act) enacted by the voters in November 7, 2000, which changed State law to allow first- and second-time non-violent, drug possession offenders the opportunity to receive substance abuse treatment instead of incarceration.

PROPOSITION #63
A state wide ballot initiative measure (known as the Mental Health Services Act) enacted by the voters in November 2, 2004, which provides funds to counties to expand services and develop programs for mentally ill children, adults, and seniors. The proposition imposed an additional 1% tax on taxpayers' taxable personal income above $1million to provide funding for the expansion of mental health services and programs.

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

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

RESERVED RETAINED EARNINGS
Reserved retained earnings are retained earnings that are earmarked for a specific purpose. This is a term that applies to Enterprise Fund departments.

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

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

RESTRICTED-USE FUNDS
Funds which are designated for use for a specific purpose.

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

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.

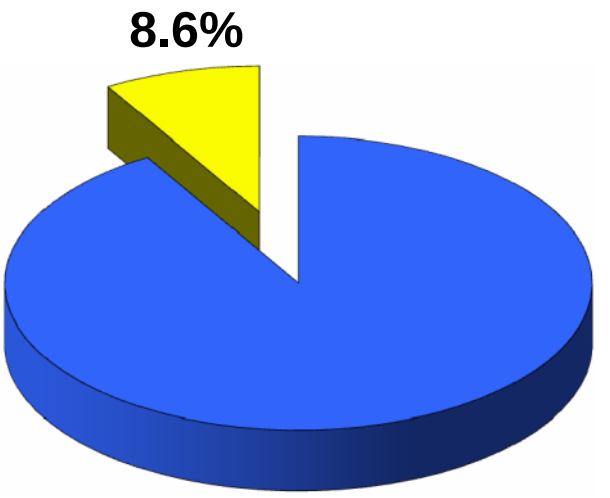
WORK UNIT
A measure of the quantity of work produced, or the quantity of services provided.

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

General Government

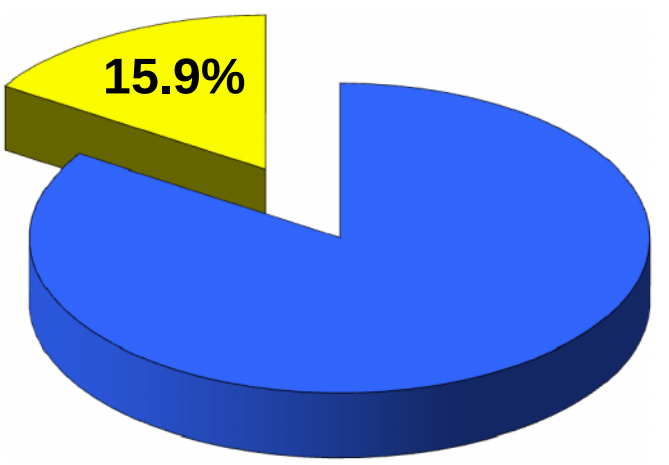
GENERAL GOVERNMENT

Total Recommended Appropriations $124,849,261



Percentage of Total County Budget

Recommended Net General Fund Cost $56,588,454 (Expenditures Less Program Revenues)



Percentage of Total General Purpose (Discretionary-Use) Funds

Board of Supervisors – First District

Budget Unit 1011

Supervisor Jon McQuiston, *Elected*

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2007-08	FY 2008-09		FY 2009-10		
	Actual	Approved Budget	Estimated Actual	Department Requested	CAO Recommended	Incr/(Decr) From Budget
APPROPRIATIONS:						
Salaries and Benefits	$467,493	$535,464	$498,656	$468,301	$464,650	($70,814)
Services and Supplies	52,058	54,762	47,828	48,691	48,691	(6,071)
Fixed Assets	26,034	0	0	0	0	0
TOTAL EXPENDITURES	**$545,585**	**$590,226**	**$546,484**	**$516,992**	**$513,341**	**($76,885)**
REVENUES:						
Miscellaneous	$3,670	$0	$1,135	$0	$0	$0
TOTAL NET REVENUES	**$3,670**	**$0**	**$1,135**	**$0**	**$0**	**$0**
NET GENERAL FUND COST	**$541,915**	**$590,226**	**$545,349**	**$516,992**	**$513,341**	**($76,885)**
Authorized Positions:	5	5	5	5	5	0
Funded Positions:	5	5	5	4	4	0

OPERATIONAL SUMMARY

- *Vision:*

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

- *Mission:*

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

- *Fundamental Functions & Responsibilities:*

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

PROGRAM DISCUSSION

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

The recommended budget requires that one position be held vacant and unfunded, voluntary furloughs be instituted, and all accumulated Budget Savings Incentive credits be used. Services and supplies are budgeted at a minimal level. The recommended budget provides adequate resources to assist the Supervisor in performing the various duties and functions required of the governing body, although this office will be constrained in providing timely response to its constituents due to the reduced funding level. Every effort will be made to minimize the service impacts.

Board of Supervisors – Second District

Budget Unit 1012

Supervisor Don Maben, *Elected*

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2007-08	FY 2008-09		FY 2009-10		
	Actual	Approved Budget	Estimated Actual	Department Requested	CAO Recommended	Incr/(Decr) From Budget
APPROPRIATIONS:						
Salaries and Benefits	$555,641	$535,023	$561,581	$463,349	$458,783	($76,240)
Services and Supplies	33,267	32,155	29,387	33,593	33,593	1,438
TOTAL EXPENDITURES	**$588,908**	**$567,178**	**$590,968**	**$496,942**	**$492,376**	**($74,802)**
REVENUES:						
Miscellaneous	$779	$0	$578	$0	$0	$0
TOTAL NET REVENUES	**$779**	**$0**	**$578**	**$0**	**$0**	**$0**
NET GENERAL FUND COST	**$588,129**	**$567,178**	**$590,390**	**$496,942**	**$492,376**	**($74,802)**
Authorized Positions:	6	6	6	6	6	0
Funded Positions:	5.5	4.5	4.5	3.5	3.5	(1)

OPERATIONAL SUMMARY

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- *Fundamental Functions & Responsibilities:*

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

PROGRAM DISCUSSION

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

The recommended budget requires that the Supervisor reduce his salary to a pre-January 2009 level, one position be held vacant and unfunded, two positions be reduced to a part-time basis, and voluntary furloughs be instituted. Services and supplies are budgeted at a minimal level. The recommended budget provides adequate resources to assist the Supervisor in performing the various duties and functions required of the governing body, although this office will be constrained in providing timely response to its constituents due to the reduced funding level. Every effort will be made to minimize the service impacts.

Board of Supervisors – Third District

Budget Unit 1013

Supervisor Mike Maggard, *Elected*

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2007-08	FY 2008-09		FY 2009-10		
	Actual	Approved Budget	Estimated Actual	Department Requested	CAO Recommended	Incr/(Decr) From Budget
APPROPRIATIONS:						
Salaries and Benefits	$457,009	$489,855	$478,019	$458,377	$454,726	($35,129)
Services and Supplies	19,585	28,881	17,102	20,527	17,321	(11,560)
TOTAL EXPENDITURES	**$476,594**	**$518,736**	**$495,121**	**$478,904**	**$472,047**	**($46,689)**
REVENUES:						
Miscellaneous	$0	$0	$391	$0	$0	$0
TOTAL NET REVENUES	**$0**	**$0**	**$391**	**$0**	**$0**	**$0**
NET GENERAL FUND COST	**$476,594**	**$518,736**	**$494,730**	**$478,904**	**$472,047**	**($46,689)**
Authorized Positions:	5	5	5	5	5	0
Funded Positions:	5	4.5	4.5	4	4	(0.5)

OPERATIONAL SUMMARY

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

PROGRAM DISCUSSION

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

The recommended budget requires that one position be held vacant and unfunded, voluntary furloughs be instituted, and all accumulated Budget Savings Incentive credits be used. Services and supplies are budgeted at a minimal level. The recommended budget provides adequate resources to assist the Supervisor in performing the various duties and functions required of the governing body, although this office will be constrained in providing timely response to its constituents due to the reduced funding level. Every effort will be made to minimize the service impacts.

Board of Supervisors – Fourth District

Budget Unit 1014

Supervisor Raymond A. Watson, *Elected*

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2007-08	FY 2008-09		FY 2009-10		
	Actual	Approved Budget	Estimated Actual	Department Requested	CAO Recommended	Incr/(Decr) From Budget
APPROPRIATIONS:						
Salaries and Benefits	$433,202	$530,633	$534,127	$466,846	$462,280	($68,353)
Services and Supplies	21,826	29,347	32,669	24,735	24,735	(4,612)
TOTAL EXPENDITURES	**$455,028**	**$559,980**	**$566,796**	**$491,581**	**$487,015**	**($72,965)**
REVENUES:						
Miscellaneous	$294	$0	$293	$0	$0	$0
TOTAL NET REVENUES	**$294**	**$0**	**$293**	**$0**	**$0**	**$0**
NET GENERAL FUND COST	**$454,734**	**$559,980**	**$566,503**	**$491,581**	**$487,015**	**($72,965)**
Authorized Positions:	5	5	5	5	5	0
Funded Positions:	5	5	5	5	5	0

OPERATIONAL SUMMARY

- *Vision:*

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- *Fundamental Functions & Responsibilities:*

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- Powers and authority are prescribed in the State Constitution and in State statute
- Enacts legislation governing the County
- Allocates budget resources
- Establishes policy for County operations and the special districts it governs

PROGRAM DISCUSSION

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

The recommended budget requires that voluntary furloughs be instituted and accumulated Budget Savings Incentive credits be used. Services and supplies are budgeted at a minimum level. The recommended budget provides adequate resources to assist the Supervisor in performing the various duties and functions required of the governing body, although this office will be constrained in providing timely response to its constituents due to the reduced funding level. Every effort will be made to minimize the service impacts.

Board of Supervisors – Fifth District

Budget Unit 1015

Supervisor Michael J. Rubio, *Elected*

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2007-08	FY 2008-09		FY 2009-10		
	Actual	Approved Budget	Estimated Actual	Department Requested	CAO Recommended	Incr/(Decr) From Budget
APPROPRIATIONS:						
Salaries and Benefits	$549,630	$534,269	$529,937	$471,463	$467,812	($66,457)
Services and Supplies	28,219	29,594	21,765	22,781	22,781	(6,813)
TOTAL EXPENDITURES	**$577,849**	**$563,863**	**$551,702**	**$494,244**	**$490,593**	**($73,270)**
REVENUES:						
Miscellaneous	$3,771	$0	$7,456	$0	$0	$0
TOTAL NET REVENUES	**$3,771**	**$0**	**$7,456**	**$0**	**$0**	**$0**
NET GENERAL FUND COST	**$574,078**	**$563,863**	**$544,246**	**$494,244**	**$490,593**	**($73,270)**
Authorized Positions:						
Full time	5	5	5	5	5	0
Part time	1	1	1	1	1	0
Total Positions	6	6	6	6	6	0
Funded Positions:						
Full time	5	5	5	4	4	(1)
Part time	1	1	1	1	1	0
Total Positions	6	6	6	5	5	(1)

OPERATIONAL SUMMARY

- *Vision:*

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

- *Mission:*

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

- *Fundamental Functions & Responsibilities:*

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

PROGRAM DISCUSSION

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

The recommended budget requires that one position be held vacant and unfunded, voluntary furloughs be instituted, and all accumulated Budget Savings Incentive credits be used. Services and supplies are budgeted at a minimal level. The recommended budget provides

adequate resources to assist the Supervisor in performing the various duties and functions required of the governing body, although this office will be constrained in providing timely response to its constituents due to the reduced funding level. Every effort will be made to minimize the service impacts.

County Administrative Office

Budget Unit 1020

Department Head: John Nilon, *Appointed*

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2007-08	FY 2008-09		FY 2009-10		
	Actual	Approved Budget	Estimated Actual	Department Requested	CAO Recommended	Incr/(Decr) From Budget
APPROPRIATIONS:						
Salaries and Benefits	$2,955,109	$2,928,546	$2,921,537	$2,728,828	$2,708,265	($220,281)
Services and Supplies	290,261	317,261	236,388	275,073	275,073	(42,188)
TOTAL EXPENDITURES	**$3,245,370**	**$3,245,807**	**$3,157,925**	**$3,003,901**	**$2,983,338**	**($262,469)**
Less Expend. Reimb.	64,412	154,800	57,800	154,800	154,800	0
TOTAL NET EXPENDITURES	**$3,180,958**	**$3,091,007**	**$3,100,125**	**$2,849,101**	**$2,828,538**	**($262,469)**
REVENUES:						
Charges for Services	$950,994	$900,000	$965,000	$890,573	$890,573	($9,427)
Miscellaneous	107	3,000	3,000	3,000	3,000	0
TOTAL NET REVENUES	**$951,101**	**$903,000**	**$968,000**	**$893,573**	**$893,573**	**($9,427)**
NET GENERAL FUND COST	**$2,229,857**	**$2,188,007**	**$2,132,125**	**$1,955,528**	**$1,934,965**	**($253,042)**
Authorized Positions:	27	27	27	25	25	(2)
Funded Positions:	24	23.5	23.5	22	22	(1.5)

OPERATIONAL SUMMARY

- *Mission:*

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

- *Fundamental Functions & Responsibilities:*

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

PROGRAM DISCUSSION

In recognition of the County's fiscal constraints, the recommended budget requires the department to use the remainder of its accumulated Budget Savings Incentive (BSI) credits to meet a 15% reduction in net General Fund cost. At this funding level it will also require the department to delete two vacant and unfunded positions and to hold three positions unfunded for the full fiscal year. A more detailed discussion of positions is provided below.

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

The reduction in the salaries and benefits object is primarily due to a reduction in the health benefit rate, holding positions vacant and unfunded, and an unspecified salary savings of $256,000, to be partially offset with BSI credits. The services and supplies object has been reduced in recognition of the County's fiscal constraints.

POSITIONS DISCUSSION

The recommended budget includes the deletion of two positions, which were vacant and unfunded in FY 2008-09. Positions recommended for deletion are: one Deputy Employee Relations Officer and one Senior Administrative Analyst, for an annual cost savings of $256,000. Additionally two Administrative Analyst positions and one Public Information Officer are unfunded for the full fiscal year, for an annual cost savings of $261,000. The responsibilities of the Deputy Employee Relations Officer will be partially fulfilled through the use of labor relations consultant services. For FY 2009-10, $75,000 is recommended for this purpose. The County Public Information Officer functions have been largely disbursed to individual departments and countywide matters are addressed by the Legislative Analyst, although this activity diverts this position's attention away from legislative matters. The Senior Administrative Analyst position was added to this budget unit to provide focused and detailed attention to Kern Medical Center's fiscal and operational issues. With the addition of key management staff at the hospital, this level of attention by this office is no longer required and the position is now recommended for deletion. Holding two Administrative Analyst positions vacant will affect this office's ability to timely respond to Board member, departmental, and public requests for information, issue analysis, and advice.

DIRECTOR'S DISCUSSION

As discussed above, the recommended budget provides adequate funding for the department to continue to strive to ensure responsible and efficient government by providing proper fiscal planning that meets the needs of the public and County departments. The use of the remainder of its BSI credits allows the department to maintain minimum staffing levels and avoid layoffs. However, the lack of BSI credits for the next fiscal year is anticipated to severely impact the department's staffing levels. The reduction in positions in this fiscal year will reduce the ability of the department to meet the expectations of the Board, departments, and the public, although every effort will be made to minimize this impact.

GOALS AND PERFORMANCE MEASURES

Performance Measure #1:

Ratio of General Fund backed debt service to General Fund expenditures.

FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Adopted Goal	FY 2008-2009 Estimated Actual	FY 2009-2010 Proposed Goal
.76%	.64%	2 to 3%, not to exceed 4.8%	.73%	2 to 3%, not to exceed 4.8%

What:
This ratio serves as an internal indicator of the potential that a disproportionate share of the County's discretionary resources would be utilized for repayment of debt instead of providing vital County services. The Board of Supervisors approved the established benchmark on February 26, 2002.

Why:
This performance measure aids in the analysis of the County's credit rating, fiscal prudence, and credit worthiness. This indicator also measures debt capacity in terms of annual debt service and provides a critical tool for planning countywide financial management and capital projects.

How are we doing?
The proportionate share of County resources used for debt repayment is well below the established benchmark. As debt is retired and projected General Fund expenditures increase, the amount of additional debt service capacity increases. The County has the capacity to incur additional debt within the allowable guideline. The County's bond ratings analysis indicates an underlying credit worthiness that is favorable, within the A to A+ range.

How is this funded?
General Fund debt service is funded with General Fund discretionary resources.

Performance Measure #2:

Percentage of departments rating the quality of employee relations assistance as satisfactory or above.

FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Adopted Goal	FY 2008-2009 Estimated Actual	FY 2009-20010 Proposed Goal
79%	93%	100%	Not Available	100%

What:
The County Administrative Office annually surveys department heads to determine the level of satisfaction departments have with the services provided by the office. This indicator shows the relative quality of the assistance provided through the employee relations division, which provides advice to departments on employment law, hiring and disciplinary matters, and on meet and confer matters with employee unions. However, this year, due to extensive staffing changes in this fiscal year, this survey will be conducted later in the year and results will be available for the annual mid-year update.

Why:
This indicator demonstrates the County's ability to effectively manage and work with its entire labor force. By doing so, recruitment is improved, employee attrition is reduced, customer service improves, and departments are better able to control costs.

How are we doing?
FY 2008-09 results will be available for the FY 2009-10 mid-year update.

How is this funded?
Employee relations activities are funded through the General Fund.

Performance Measure #3:

Percentage of departments rating the County's State and federal legislative programs as satisfactory or above.

FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Adopted Goal	FY 2008-2009 Estimated Actual	FY 2009-2001 Proposed Goal
100%	97%	100%	Not Available	100%

What:
The County Administrative Office annually conducts a 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. However, this year, due to extensive staffing changes in this fiscal year, this survey will be conducted later in the year and results will be available for the annual mid-year update.

The County Administrative Office closely monitors introduced legislation and legislation that is winding its way through the legislative committee process. When potential legislative impacts are identified, the Legislative Analyst works with affected departments to determine the exact cost of the proposal and the impact the proposal will have on the services the department provides. In concert with the County's legislative advocates, strategies for opposing legislation that has a negative impact on the County are implemented; as are strategies for supporting positive legislation. In most instances, proposed legislative actions are at the Board's direction. However, through the use of the Board adopted Legislative Platform the County Administrative Office can quickly note the County's support or opposition to a legislative matter and ensure that the appropriate correspondence is sent and that the County's legislative advocates are aware of the County's position.

It is also noted that the County's federal lobbyist is actively engaged in monitoring federal bills that may provide for an opportunity to receive designated funding, and is working to relate any negative impacts on the County to the County's representatives. The Board has also adopted a Federal Legislative Platform to assist the County Administrative Office in responding to federal legislative activities.

Why:
As a political subdivision of the State, the County is impacted by statutory changes in State law, and federally funded departments such as Employers' Training Resource and Community and Economic Development are significantly impacted by federal funding decisions.

In addition to the funding levels for those departments that are dependent on federal decisions, the Probation Department receives Title IV funding, and Child Support Services Department is dependent on federal funding. Regulatory changes to the Medicaid distribution formula would significantly impact Kern Medical Center's revenue stream. As such, it is important that the County be actively engaged in federal funding and regulatory matters.

How are we doing?
FY 2008-09 results will be available for the FY 2009-10 mid-year update.

How is this funded?
Legislative activities are funded through the General Fund.

Performance Measure #4:

Percentage of departments rating the County Administrative Office's support services as satisfactory or above.

FY 2006-2007 Actual Results	FY 2007-2008 Estimated Actual	FY 2008-2009 Adopted Goal	FY 2008-2009 Estimated Actual	FY 2009-2010 Proposed Goal
Not available	100%	100%	Not Available	100%

What:
The County Administrative Office annually conducts a department head survey program to determine the level of satisfaction departments have with the services provided and the quality of staff support offered to ensure efficient operations throughout the County. However, due to extensive staffing changes in this fiscal year, this survey will be conducted later this year.

The County Administrative Office staff serve as a resource to County departments in interpreting County policies, clarifying procedures, and assisting with budgetary, organizational, and labor relations matters. As such, it is important that these support services being provided are high quality and meet the satisfaction of County departments.

Why:
The information provided by departments allows the Office to continuously improve the quality of its services. Through the survey process, the County Administrative Office can quantify the satisfaction departments have with service quality and can identify areas where staff knowledge and support needs to be strengthened, either through training or mentoring.

How are we doing?
FY 2008-09 results will be available for the FY 2009-10 mid-year update.

How is this funded?
County Administrative Office activities are funded through the General Fund.

Performance Measure #5:

Percentage of Board referrals responded to within 30 days.

FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Adopted Goal	FY 2008-2009 Estimated Actual	FY 2009-2010 Proposed Goal
Not available	Not available	90%	90%	90%

What:
The goal of a 30-day turnaround time for responding to 90% of Board referrals is established to provide a measure of the County Administrative Office's responsiveness to Board directives.

Why:
Although a goal of 100% would be preferable, it is unachievable due to the frequent need for multiple stakeholder involvement, and the complex analytical and legal work that must be performed in order to provide the Board with a quality report on some referrals.

How are we doing?
The County Administrative Office achieved a 90% response rate.

How is this funded?
County Administrative Office activities are funded through the General Fund.

Performance Measure #6:

Percentage of departmental internal and external audit reports reviewed and evaluated.

FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Adopted Goal	FY 2008-2009 Estimated Actual	FY 2009-20010 Proposed Goal
Not available	Not available	100%	100%	100%

What:
Review and evaluation of departmental audit reports is defined as: 1) review of findings and recommendations; 2) discussing the implementation of the findings and recommendations with the department; and 3) reporting to the Board of Supervisors on the extent of the department's implementation of the recommendations.

Why:
The ethical decision making by County departments and the implementation of necessary internal controls are important to assure the Board of Supervisors and the public that taxpayer monies are being properly handled and appropriately spent.

How are we doing?
The County Compliance and Accountability Officer position reviews all external and internal departmental audit reports. In addition, an Ethical Decision Making module has been added to the Leadership Development Program and the Compliance Officer holds seminars for requesting departments.

How is this funded?
County Administrative Office activities are funded through the General Fund.

Performance Measure #7:

Number of work-related injuries resulting in an employee being off work for one full day or longer.

FY 2005-2006 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Adopted Goal	FY 2008-2009 Estimated Actual	FY 2009-2010 Proposed Goal
Not available	Not available	Not available	0	0

What:
This measure shows the County Administrative Office's degree of safety consciousness in the performance of its functions.

Why:
Lack of safety consciousness can result in costly injuries and lost employee productivity.

How are we doing?
The County Administrative Office has achieved its established goal of zero work injuries.

How is this funded?
County Administrative Office activities are funded through the General Fund.

Clerk of the Board of Supervisors

Budget Unit 1030

Department Head: Kathleen Krause, *Appointed*

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2007-08	FY 2008-09		FY 2009-10		
	Actual	Approved Budget	Estimated Actual	Department Requested	CAO Recommended	Incr/(Decr) From Budget
APPROPRIATIONS:						
Salaries and Benefits	$586,980	$512,258	$562,572	$445,972	$455,448	($56,810)
Services and Supplies	176,568	213,365	185,618	196,415	179,195	(34,170)
Fixed Assets	0	40,000	0	0	0	(40,000)
TOTAL EXPENDITURES	**$763,548**	**$765,623**	**$748,190**	**$642,387**	**$634,643**	**($130,980)**
Less Expend. Reimb.	53,791	45,000	49,868	52,205	52,205	(7,205)
TOTAL NET EXPENDITURES	**$709,757**	**$720,623**	**$698,322**	**$590,182**	**$582,438**	**($138,185)**
REVENUES:						
Charges for Services	$36,076	$35,404	$36,980	$40,115	$40,115	$4,711
Miscellaneous	87	242	87	87	87	(155)
TOTAL NET REVENUES	**$36,163**	**$35,646**	**$37,067**	**$40,202**	**$40,202**	**$4,556**
NET GENERAL FUND COST	**$673,594**	**$684,977**	**$661,255**	**$549,980**	**$542,236**	**($142,741)**
Authorized Positions:	8	8	8	7	8	0
Funded Positions:	8	8	8	7	8	0

OPERATIONAL SUMMARY

- *Mission:*

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

Fundamental Functions & Responsibilities:

- Prepare and record official actions of the Board of Supervisors
- Maintain, preserve, and provide accessibility to official County public records and information
- Facilitate a fair and equitable property assessment appeal process
- Maintain records of boards, commissions, and committee appointments by the Board of Supervisors
- Maintain Conflict of Interest Codes and serve as Filing Official for Statements of Economic Interests

PROGRAM DISCUSSION

The Clerk of the Board of Supervisors prepares the Board of Supervisors' agendas, attends Board meetings, records official Board actions, and prepares the Board meeting minutes. The department maintains historical records and indexes, and the Clerk of the Board is the filing officer for conflict of interest codes and statements of economic interests. The department also records the actions of the Assessment Appeals Board and special district governed by the Board of Supervisors.

The recommended budget includes a decrease in salaries and benefits costs of $57,000 due to decreased health benefits rates. To maintain staffing levels, the department will use its remaining Budget Savings Incentive (BSI) credits of $241,000. The reduction of $34,000 in services and supplies reflects the elimination of travel, and a

reduction in memberships and office supplies. The department is deferring the acquisition of an automated agenda system, resulting in reduction of $40,000 in fixed assets. Revenue to the department is estimated to increase slightly due to property tax administration reimbursements.

Due to the local economy and the resultant decline in residential housing values, homeowners are appealing the assessed value of their properties. This assessment appeals process is managed by the department. The increase in the number of appeals is requiring the dedication of staff resources far in excess of prior years. Although the department's staffing has remained level, the department will ensure that the mandated timeframes for assessment appeal hearings will be met.

POSITIONS DISCUSSION

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

DIRECTOR'S DISCUSSION

The recommended budget for Fiscal Year 2009-2010, when offset by department Budget Savings Incentives (BSI), complies with the budget guidelines adopted by the Board of Supervisors. The Clerk of the Board's Office continues to meet all mandated responsibilities and takes pride in the excellent service provided to the Board of Supervisors, Kern County citizens, and County departments.

The Clerk of the Board's department is not a revenue-generating department and is funded almost entirely by the County General Fund. The majority of the department's functions are defined and mandated by various Government statutes, the Revenue and Taxation (R&T) Code, County Ordinances, Board Resolutions, County Rules of Procedure and by the Board of Supervisors' policy. A small amount of revenue is derived from property tax administration services related to assessment appeals functions. This reimbursement is estimated at $23,420 for FY 2009-10, which is an increase of $2,790 over the previous year's actual receipts. However, with the nearly 400% increase in property tax assessment appeals filed during this past filing period, this reimbursement represents less than 25% of the actual departmental cost to perform the mandated functions related to assessment appeal processing and Assessment Appeal Board hearings.

Salaries and benefits for the eight full time positions allocated to the department comprise the vast majority of the department's budget. At this time there are no vacant positions within the department and due to the increased assessment appeal workload, it is vital that all existing positions be maintained to fulfill mandated responsibilities. The department's original budget submission reflected one position deletion in order to meet the required reduction, however, unused BSI credits in FY 2008-09 will allow for full staff funding in the coming year.

In order to fund all allocated positions while meeting the Board of Supervisors request for a 15% reduction in Net County Cost, all accrued BSI credits totaling $241,000 will be used. Additionally, no funding is requested for professional and special services, out-of-county travel, and mileage reimbursement. Substantial reduction in funding is also necessary in office expenses, data processing, communications-telephone, and special departmental expense to allow the department to remain whole. Without the use of BSI credits, the department's salaries and benefits expense alone exceeds the total budget guideline recommended by the County Administrative Office. Additional budget stepdowns, if imposed, would result in the deletion of one filled position at the 25% reduction and two filled positions at the 33.3% stepdown, which equates to a 25% reduction in staffing levels. The impacts of such cuts would severely cripple the department's ability to function effectively and would result in the inability to meet mandated responsibilities.

Due to a concerted effort by the Clerk of the Board to encourage increased use of the Internet for access to Board agendas and summaries, over 700 subscribers currently receive their subscriptions via e-mail notification. This reduction in paper subscriptions continues to save valuable tax dollars in postage, production costs, and staff time to process weekly mailings.

Always looking for ways to do more with less, the department continues to streamline operations and develop efficiencies while ensuring mandated responsibilities are maintained with all performance measures successfully achieved. Although the economic outlook compounded by the State's fiscal meltdown have taken and will continue to take a devastating toll on county resources across the State, department staff remain committed to ensuring a quality work product be provided to all served with the continued support and services expected of the Clerk of the Board's Department.

GOALS AND PERFORMANCE MEASURES

Performance Measure #1:

Percentage of accurate Board agenda item titles.

FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Adopted Goal	FY 2008-2009 Mid-year Results	FY 2009-2010 Proposed Goal
Total Agenda Items: 5,329 Total Corrections: NDA	Total Agenda Items: 5,395 Total Corrections: 38	Total Agenda Items: 5,300 Total Corrections: 60	Total Agenda Items: 2,652 Total Corrections: 21	Total Agenda Items: 5,300 Total Corrections: 50

What:
This measures the Clerk's training to County departments for accuracy in submission of agenda items.

Why:
Assesses the quality of instructing County departments to submit accurate agenda titles and further complies with the Brown Act.

How are we doing?
County departments are making progress with agenda item accuracy; the Clerk of the Board strives for 100% accuracy.

How is this funded?
General Fund.

Performance Measure #2:

Percentage of assessment appeals claims decided or waived within the two year deadline.

FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Adopted Goal	FY 2008-2009 Mid-year Results	FY 2009-2010 Proposed Goal
100%	100%	100%	100%	100%

What:
This is an indicator of success managing caseloads to ensure regulatory actions are taken before legal deadlines.

Why:
This measure assesses if the Clerk's current policies and procedures result in processing all appeals within the statutory deadlines.

How are we doing?
The goal of ensuring required actions are taken before statutory deadlines is being met.

How is this funded?
The assessment appeals process is primarily funded by the General Fund. A minimal reimbursement of expenses is provided through the Property Tax Administration charges based on fees collected from special districts to cover costs associated with property tax administration.

Performance Measure #3:

Percentage of customer service questionnaires submitted with excellent or good ratings.

FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Adopted Goal	FY 2008-2009 Mid-year Results	FY 2009-2010 Proposed Goal
NDA	NDA	NDA	100%	100%

What:
This indicator provides a performance measurement for the department's staff to provide high levels of customer service whether in person, on the telephone, or via e-mail.

Why:
The results assess the Clerk of the Board's success in meeting the needs of its customers in a professional and courteous manner.

How are we doing?
The goal of ensuring complete customer satisfaction with service provided is being met.

How is this funded?
General Fund.

**NDA: No Data Available

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2007-08	FY 2008-09		FY 2009-10		
	Actual	Approved Budget	Estimated Actual	Department Requested	CAO Recommended	Incr/(Decr) From Budget
APPROPRIATIONS:						
Salaries and Benefits	$268,774	$270,840	$210,000	$215,127	$214,577	($56,263)
Services and Supplies	3,426,373	6,804,275	5,628,821	6,614,193	6,614,193	(190,082)
Other Charges	2,442,997	1,737,250	1,719,201	1,474,048	1,217,637	(519,613)
Other Financing Uses	10,000	200,000	0	0	0	(200,000)
TOTAL EXPENDITURES	**$6,148,144**	**$9,012,365**	**$7,558,022**	**$8,303,368**	**$8,046,407**	**($965,958)**
REVENUES:						
Intergovernmental	$1,594,137	$73,715	($7,993)	$0	$0	($73,715)
Charges for Services	2,592	2,040	2,225	2,040	2,040	0
Miscellaneous	0	0	0	125,000	125,000	125,000
TOTAL NET REVENUES	**$1,596,729**	**$75,755**	**($5,768)**	**$127,040**	**$127,040**	**$51,285**
NET GENERAL FUND COST	**$4,551,415**	**$8,936,610**	**$7,563,790**	**$8,176,328**	**$7,919,367**	**($1,017,243)**

PROGRAM DISCUSSION

This budget unit contains appropriations for a variety of services and programs, including Assessment Appeals Board expenses, the contribution for the employee group life insurance premium, expenses for special studies and projects, consulting and professional services expenses, and 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.

Assessment Appeals Board

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

Contributions to Other Agencies

The Special Services budget contains recommended contributions to various private non-profit agencies for performance of cultural or humanitarian services benefiting the public. The following requests for contributions were received from agencies that have received contributions in the past. Due to the fiscal constraints facing the County, it is recommended that contributions to these agencies be reduced by 25% from the FY 2008-09 funding level.

- Kern County Museum Authority: $595,350 requested, $446,512 recommended - a decrease of $148,838 (25%) from FY 2008-09.

- Arts Council of Kern: $104,400 requested, $78,300 recommended - a decrease of $26,100 (25%) from FY 2008-09.
- Bakersfield Museum of Art: $45,000 requested, $33,750 recommended - a decrease of $11,250 (25%) from FY 2008-09.
- Bakersfield Symphony: $139,500 requested, $104,625 recommended - a decrease of $34,875 (25%) from FY 2008-09.
- Court Appointed Special Advocates (CASA): $135,000 requested, $101,250 recommended - a decrease of $33,750 (25%) from FY 2008-09.
- Southwest Defense Alliance: $54,000 requested, $40,500 recommended - a decrease of $13,500 (25%) from FY 2008-09.
- Community Action Partnership of Kern County (CAP): $100,000 requested, $67,500 recommended - a decrease of $22,500 (25%) from FY 2008-09.

Kern Veterans Memorial Foundation

On November 11, 2008, the Kern Veterans Memorial Foundation requested a $150,000 loan from the County in order to proceed with phase II of the veterans memorial project. The loan was not approved at that time, and the Foundation has continued to conduct fundraising events designed to secure the funding necessary to complete its project.

Kern Economic Development Corporation (KEDC)

On June 8, 1999, the County adopted a Kern County Economic Development Strategy and designated the KEDC as the lead agency for economic development activities to assist the County in implementing this Strategy. Annually, KEDC requests financial support to carry out this mission. For FY 2009-10, KEDC has requested funding in the amount of $100,000. Due to budgetary constraints it is recommended that KEDC be appropriated $67,500, a 25% decrease from the FY 2008-09 funding level.

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 $135,000 be allocated for this discretionary program, which is a decrease of $45,000 from the amount allocated FY 2008-09. This decrease is recommended in recognition of the current budget constraints.

Board of Supervisors General Expenses

The Special Services budget includes the general expenses for the Board of Supervisors. The costs anticipated for FY 2009-10 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. For FY 2009-10, $50,000 is recommended for this purpose.

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 $2.15 million in incentives will be awarded during FY 2009-10 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

Company	*Estimated Investment*	*Paid FY 2008-09*	*Est. Impact FY 2009-10*	*Est. Impact FY 2010-11*	*Est. Impact FY 2011-12*	*Est. Impact FY 2012-13*
Auto Parts Wholesale	$8.2 million	$900	$0	$0	$0	$0
Bear Creek	$7.3 million	$4,011	$5,000	$0	$0	$0
Oxy/Elk Hills Power	$225.0 million	$608,156	$677,000	$800,000	$800,000	$0
PG&E/ La Paloma	$620.0 million	$1,160,231	$1,143,000	$0	$0	$0
Rio Bravo Tomato	$35.0 million	$96,694	$106,000	$68,000	$0	$0
KEDC	10% share	$207,778	$215,000	$97,000	$89,000	$0
TOTAL		$2,077,770	$2,146,000	$965,000	$889,000	$0

Notes: 1) Estimated fiscal impacts are based on the net increase in property values due to privately funded capital improvements. Actual impacts may vary due to changes in property value assessments.

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. Incentives based on the County's new incentive program, approved by the Board of Supervisors on December 5, 2000, do not provide for payments to KEDC.

Auditor-Controller

Budget Unit 1110

Department Head: Ann K. Barnett, *Elected*

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2007-08	FY 2008-09		FY 2009-10		
	Actual	Approved Budget	Estimated Actual	Department Requested	CAO Recommended	Incr/(Decr) From Budget
APPROPRIATIONS:						
Salaries and Benefits	$4,612,638	$4,771,529	$5,157,849	$5,401,421	$5,340,867	$569,338
Services and Supplies	562,879	574,325	445,442	425,702	424,173	(150,152)
Fixed Assets	0	42,000	31,270	0	0	(42,000)
TOTAL EXPENDITURES	**$5,175,517**	**$5,387,854**	**$5,634,561**	**$5,827,123**	**$5,765,040**	**$377,186**
Less Expend. Reimb.	(264,032)	(426,000)	(418,900)	(493,393)	(493,393)	(67,393)
TOTAL NET EXPENDITURES	**$4,911,485**	**$4,961,854**	**$5,215,661**	**$5,333,730**	**$5,271,647**	**$309,793**
REVENUES:						
Licenses and Permits	$236,605	$0	$0	$0	$0	$0
Intergovernmental	0	5,800	0	0	0	(5,800)
Charges for Services	938,056	599,235	776,116	882,061	888,398	289,163
Miscellaneous	6,892	13,000	1,980	1,980	1,980	(11,020)
LESS TOTAL REVENUES	**$1,181,553**	**$618,035**	**$778,096**	**$884,041**	**$890,378**	**$272,343**
NET GENERAL FUND COST	**$3,729,932**	**$4,343,819**	**$4,437,565**	**$4,449,689**	**$4,381,269**	**$37,450**
Authorized Positions:	70	63	63	63	63	0
Funded Positions:	55	61	61	53	53	(8)

OPERATIONAL SUMMARY

- *Mission:*

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

- *Fundamental Functions & Responsibilities:*

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

PROGRAM DISCUSSION

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

In recognition of the County's fiscal constraints, the recommended budget requires the department to hold vacant and unfunded ten positions, and use Budget Savings Incentive (BSI) credits. The department has also reduced or eliminated paid overtime, travel and transportation expenditures, and deferred the acquisition of fixed assets.

With the reduction in funding levels, the department may experience difficulty in performing its mandated function to conduct audits of all County departments on a biennial basis as reduced funding levels have impacted staffing levels in the Audit Division. In addition, payments to vendors may be slower because of vacancies in accounts payable. The recommended budget provides sufficient funding to maintain key functions such as maintenance of the County's general ledger, timely processing of payroll, financial reporting, and the calculation and allocation of property tax revenue.

POSITIONS DISCUSSION

The recommended budget provides funding for all authorized positions, except two Senior Accountant positions, two Accountant I positions, one Programmer I position, four Fiscal Support Technician positions, and one Fiscal Support Assistant position. The department will continue to provide adequate services levels given the fiscal constraints and reduced staffing levels.

DIRECTOR'S DISCUSSION

We concur with the FY 2009-10 recommended budget. With ten vacant positions, we are at the absolute minimum staffing level that will allow us to perform our statutory requirements. As such, we anticipate that we will have to reduce the scope of some departmental audits in order to comply with the biennial requirement, especially as we are seeing an increase in fraud/ethics tips that must be investigated. Other areas of this office, such as payroll and property tax processing, cannot experience further reductions in staffing.

We fully understand the County's financial dilemma, and we will do our best with what we have in order to fulfill our responsibilities and serve both County government and the public. We will continue to look for new and innovative means to allow us and other County departments to operate in a more efficient manner, and to provide increased transparency and accountability over County finances, resources and other assets.

GOALS AND PERFORMANCE MEASURES

Performance Measure #1:

Calculate and forward to the Treasurer-Tax Collector unsecured bills by July 31 and secured bills by October 3.

FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Adopted Goal	FY 2008-2009 Mid-year Results	FY 2009-2010 Proposed Goal
July 7 - Unsecured Sept. 11- Secured	July 10 - Unsecured Sept. 10 - Secured	July 31 - Unsecured October 3 - Secured	July 7 - Unsecured September 8 - Secured	July 31 - Unsecured October 3 - Secured

What:
Determines whether the Auditor is more than meeting the statutory requirement for property tax billing and assisting Treasurer in maximizing revenue for the County.

Why
California law requires a 30 day notice to taxpayers. Earlier billing maximizes interest revenue cash for the County.

How are we doing?
Meeting statutory requirement. Providing opportunity for increased interest earnings to County.

How is this funded?
General Fund. Partial funding from property tax administration reimbursement from those taxing entities that receive property tax revenue, of which schools are excluded.

Performance Measure #2:

Payments to vendors/contractors to be mailed within six working days of this office' receipt of an approved claim 80 % of the time.

FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Adopted Goal	FY 2008-2009 Mid-year Results	FY 2009-2010 Proposed Goal
Unknown	6 working days 89 % of the time	6 working days 80 % of the time	6 working days 90 % of the time	6 working days 80 % of the time

What:
Measures length of time for payment of claims to the County's vendors and contractors.

Why:
This indicator demonstrates our ability to process payments timely, which ensures good and fair business practices with outside vendors and contractors.

How are we doing?
We are meeting this goal. However, any further reduction in staffing levels will result in delays in payment to vendors.

How is this funded?
General Fund, along with reimbursements received from special districts and other outside agencies for processing their claims.

Performance Measure #3:

Complete 100% of County departmental audits on a biennial basis.

FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Adopted Goal	FY 2008-2009 Mid-year Results	FY 2009-2010 Proposed Goal
No	In progress	Audit 50% of County depts.	All audits or fieldwork completed by 6/30	Audit 50% of County depts.

What:
Measures whether departments are being audited in a timely fashion.

Why:
Measures our ability to comply with State law and County ordinance and helps to ensure that proper internal controls are in place and functioning as designed, County resources are being properly used, County assets are accounted for, County policies are being adhered to, and to detect, investigate and deter fraud.

How are we doing?
Additional auditor positions were authorized, but not funded, in the previous FY 2007-08. Overall, we were able to fill all but two positions in the Audit Division. There is also a vacant, unfunded Senior Accountant position located in Audit. Because of budget constraints/reductions, we ceased recruitment for these positions and have left them vacant for the remainder of the FY 2008-09. By performing a number of limited scope audits, in combination with regular full-scope audits, and contracting out several others, we expect that every County department will have been audited in the last two years. However, because of the lack of full staffing, some audits may still be in progress (with audit fieldwork completed) at June 30, 2009.

Any further reductions will make it increasingly-difficult to perform departmental audits, as our ability to perform audits of each department on a biennial basis is seriously in doubt, without going to limited-scope audits. The required step-downs, if implemented, will further degrade our ability to audit County departments on a regular basis.

How is this funded?
General Fund and reimbursement from Physician Pension Plan, sanitation districts and County Service Areas for associated audits.

Performance Measure #4:

Operate Fraud and Ethics Hotline/investigate suspected fraud and ethics violations.

FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Adopted Goal	FY 2008-2009 Mid-year Results	FY 2009-2010 Proposed Goal
100%	100%	New	100%	Follow-up and investigate 100% suspected fraud and ethics violations

What:
Measures that there is a properly-functioning mechanism in place that allows individuals to anonymously report suspected fraud and ethics violations, and that all instances of suspected violations will be investigated.

Why:
To assist in assuring, without fear of retaliation to whistleblowers, that County resources are being properly used, County assets are accounted for, County policies are being followed, and to detect, investigate and deter fraud.

How are we doing?
In the four years that we have operated a fraud and ethics hotline, we have followed up and investigated, or cause to be investigated, all instances of suspected violations that were reported.

How is this funded?
General Fund.

Performance Measure #5:

To produce accurate financial reports as evidenced by receipt of GFOA Certificate and State Controller's Award for excellence in financial reporting.

FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Adopted Goal	FY 2008-2009 Mid-year Results	FY 2009-2010 Proposed Goal
Received both awards for FYE June 30, 2006	Received both awards for FYE June 30, 2007	To receive both awards for FYE June 30,2008	Unknown	To receive both awards for FYE June 30, 2008

What:
Measures the quality of our work in financial reporting.

Why:
Accurate financial reporting is essential in order to properly represent the County's financial position to members of the public, the Board of Supervisors, the State of California, and bond rating agencies.

How are we doing?
We are meeting our goal every year. The reporting for the fiscal year ended June 30, 2008 was performed, and the financial reports submitted, in the current fiscal year. The results will not be known until early in FY 2009-10, but we anticipate receiving both awards as in prior years.

How is this funded?
General Fund.

Treasurer-Tax Collector

Budget Unit 1120

Department Head: Jackie Denney, *Elected*

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2007-08	FY 2008-09		FY 2009-10		
	Actual	Approved Budget	Estimated Actual	Department Requested	CAO Recommended	Incr/(Decr) From Budget
APPROPRIATIONS:						
Salaries and Benefits	$2,729,508	$2,978,172	$2,750,021	$3,166,828	$3,091,528	$113,356
Services and Supplies	1,710,978	1,918,978	1,930,372	2,454,832	2,454,832	535,854
Fixed Assets	38,676	61,055	47,714	0	0	(61,055)
TOTAL EXPENDITURES	**$4,479,162**	**$4,958,205**	**$4,728,107**	**$5,621,660**	**$5,546,360**	**$588,155**
REVENUES:						
Fines and Forfeitures	$233,743	$230,000	$230,000	$240,000	$240,000	$10,000
Charges for Services	3,101,165	3,182,433	3,528,536	3,690,290	3,734,430	551,997
Miscellaneous	421,795	390,000	364,127	375,000	375,000	(15,000)
Other Financing Sources:						
Redemption Systems	0	350,886	0	532,062	532,062	181,176
LESS TOTAL REVENUES	**$3,756,703**	**$4,153,319**	**$4,122,663**	**$4,837,352**	**$4,881,492**	**$728,173**
NET GENERAL FUND COST	**$722,459**	**$804,886**	**$605,444**	**$784,308**	**$664,868**	**($140,018)**
Authorized Positions:	34	34	34	34	34	0
Funded Positions:	34	33.5	34	32	32	(1.5)

OPERATIONAL SUMMARY

- *Mission:*

  - To efficiently bill and collect property taxes and manage and safeguard public funds to provide community services to the constituents of Kern County.
  - To administer the Deferred Compensation Plan for all eligible Plan participants by providing quality service, education, and investment programs to enhance retirement benefits.

- *Fundamental Functions & Responsibilities:*

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

PROGRAM DISCUSSION

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

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

The recommended budget will support the department's administration of the County's deferred compensation program, as well as oversight of the investment of the more than $2.4 billion in funds held in the Treasurer's investment pool. The recommended funding level will allow the department to continue maintaining its technology and automation programs at their current levels and implement process improvements to increase efficiency with its existing workforce.

The recommended budget provides an increase of $535,800 in the services and supplies object primarily due to increases in banking and investing costs in accordance with the financial services agreement with Wells Fargo, who acts as the County's primary bank. The current fee structure allows banking costs to be offset with earned income credit from funds left in the main Wells Fargo account. The amount earned on the funds offsets the County's banking fees, and is based on the 3-month Treasury Bill. Historically, the 3-month Treasury Bill has had a comparable interest rate to other short-term investments in the pool. However, because of the recent disruption in the world's credit markets, the interest rate on the 3-month Treasury Bill has hit unprecedented lows thereby hampering the department's ability to offset cost with interest earnings. However, costs are recovered through participation in the pool, and interest earned on investments still remains higher than if the funds had remained in the main Wells Fargo account.

The recommended budget does not allow for continuation of the telephone tax payment system. The department has determined that this system has not been fully utilized by taxpayers and has discontinued its use. Additionally, the department is required to publish notices associated with delinquent taxpayers and tax sale activity. Historically, the department has published notices in most of the countywide newspapers; the recommended budget includes sufficient funding to publish notices only in the Bakersfield Californian, which is the publication of general circulation. In addition, the recommended budget provides an increase in funding for salaries and benefits as a result of negotiated salary increases.

POSITIONS DISCUSSION

There are no position additions or deletions included in the recommended budget. However, to achieve a 24% reduction in net General Fund cost the department will utilize its Budget Savings Incentive (BSI) credits, and hold one Fiscal Support Supervisor position and one Fiscal Support Assistant position vacant. The department will also reduce its use of extra help.

DIRECTOR'S DISCUSSION

We concur with the FY 2009-10 recommended budget; however, the CAO recommended 24% reduction will impact our service to the public and could possibly delay tax collection efforts. Our performance measurement goals for secured tax revenue collection percentage, unsecured tax collection percentage, and average taxpayer telephone wait time may not be attainable with the reductions in staffing. Our budget includes the use of a portion of our Budget Saving Incentive (BSI) credits to maintain staffing at the current level. The current level does still include holding several positions vacant. The use of a portion of our BSI will reduce the flexibility we will have when we need to replace our storage area network (SAN) in FY 2010-11. We will continue to strive to provide quality service to all our customers and hope for their understanding if they must wait in line or be placed on hold longer than expected.

GOALS AND PERFORMANCE MEASURES

Performance Measure #1:

Percentage of secured taxes collected.

FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Adopted Goal	FY 2008-2009 YTD Act. (6/10/09)	FY 2009-2010 Proposed Goal
96.86%	95.43%	100%	95.25%	100%

What
This indicator measures the collection rate of secured lien date tax bills mailed. Secured taxes represent taxes based on the value of all land and improvements secured to the land.

Why:
This indicator demonstrates the effectiveness of all the secured tax collection activities undertaken by the Treasurer-Tax Collector.

How are we doing?
The consistently high collection rate indicates that the secured tax collection activities are effective.

How is this funded?
General Fund with offsetting revenue.

Performance Measure #2:

Percentage of unsecured taxes collected.

FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Adopted Goal	FY 2008-2009 YTD Act. (6/10/09)	FY 2009-2010 Proposed Goal
87.97%	96.98%	100%	97.33%	100%

What:
This indicator measures the collection rate of unsecured lien date tax bills mailed. Unsecured taxes represent taxes based on the assessable property not secured to the land. Examples of unsecured taxes are: mobile homes, boats, planes, and business equipment.

Why:
This indicator demonstrates the effectiveness of the unsecured tax collection activities undertaken by the Treasurer-Tax Collector.

How are we doing?
The consistently high collection rate indicates that the unsecured tax collection activities are effective. The anomaly in FY 2006-07 was a result of the bankruptcy of a utility company with a $3.6 million tax bill. Bankruptcy halts any collection effort.

How is this funded?
General Fund with some offsetting revenue.

Performance Measure #3:

Average wait time for incoming taxpayer telephone calls before speaking to a taxpayer services representative.

FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Adopted Goal	FY 2008-2009 YTD Act. (6/10/09)	FY 2009-2010 Proposed Goal
Not available	52 seconds	60 Seconds	54 Seconds	60 Seconds

What:
This indicator measures the average time a taxpayer waited in our automated call management system, listening to an automated message, before speaking to a taxpayer services representative.

Why:
This indicator measures customer service level.

How are we doing?
The telephone statistical data is stored for only the 13 previous months (February 2007). The proposed FY 2009-10 goal of 60 seconds is reasonable based on the data available. This measurement will help manage our telephone customer service levels during the tax collection cycle.

How is this funded?
General Fund.

Performance Measure #4:

Number of deferred compensation transactions processed per FTE in the Deferred Compensation Division.

FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Adopted Goal	FY 2008-2009 YTD Act. (6/10/09)	FY 2009-2010 Proposed Goal
2,691	2,974	3,191	3,014	2,778

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

Why:
The number of transactions processed increase as the number of County employees increase. Through the implementation of technology and continual process improvements, more transactions are processed with the same number of staff thereby increasing efficiency and reducing the overall cost to the plan participants. It is anticipated that the number of transactions will decrease in FY 2009-10 due to fewer employee hires as a result of fiscal constraints.

How are we doing?
Transactions continue to be processed accurately and timely with the same number of staff.

How is this funded?
100% funded by the participants.

Performance Measure #5:

Percentage of new employees taking advantage of the deferred compensation employer match.

FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Adopted Goal	FY 2008-2009 YTD Act. (6/10/09)	FY 2009-2010 Proposed Goal
	32.9%	100%	40.5%	100%

What:
This indicator measures the percentage of new employees taking advantage of the deferred compensation employer match. Because new SEIU and unrepresented management employees have a much lower defined benefit retirement tier, the deferred compensation plan with the employer match now represents a more critical piece of their overall retirement savings plan.

Why:
This indicator measures the effectiveness of our educational and information dissemination programs to promote saving for retirement and taking advantage of the employer match provision for new SEIU and unrepresented management employees.

How are we doing?
The employer match program began in November 2007 with the adoption of the SEIU MOU. As of June 10, 2009, 40.5% of new employees eligible for the employer match are taking advantage of it with an average percentage of 5.0%. With the recent implementation of this benefit, we are still developing the marketing and education tools to increase participation. Each new employee must attend a presentation and receive informational documentation concerning the deferred compensation plan. It is our goal to provide ongoing education to promote participation.

How is this funded?
100% funded by the participants.

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2007-08	FY 2008-09		FY 2009-10		
	Actual	Approved Budget	Estimated Actual	Department Requested	CAO Recommended	Incr/(Decr) From Budget
APPROPRIATIONS:						
Salaries and Benefits	$8,370,723	$9,004,233	$8,849,361	$8,888,786	$9,234,016	$229,783
Services and Supplies	588,693	1,051,761	837,725	852,366	852,366	(199,395)
TOTAL EXPENDITURES	**$8,959,416**	**$10,055,994**	**$9,687,086**	**$9,741,152**	**$10,086,382**	**$30,388**
Less Expend. Reimb.	300,059	284,446	284,446	304,294	304,294	(19,848)
TOTAL NET EXPENDITURES	**$8,659,357**	**$9,771,548**	**$9,402,640**	**$9,436,858**	**$9,782,088**	**$10,540**
REVENUES:						
Charges for Services	$2,143,750	$2,705,498	$2,508,588	$3,155,376	$3,155,376	$449,878
Miscellaneous	4,776	0	1,977	0	0	0
TOTAL NET REVENUES	**$2,148,526**	**$2,705,498**	**$2,510,565**	**$3,155,376**	**$3,155,376**	**$449,878**
NET GENERAL FUND COST	**$6,510,831**	**$7,066,050**	**$6,892,075**	**$6,281,482**	**$6,626,712**	**($439,338)**
Authorized Positions:	111	111	111	111	104	(7)
Funded Positions:	111	111	111	99	99	(12)

OPERATIONAL SUMMARY

- *Mission:*

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

- *Fundamental Functions & Responsibilities:*

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

PROGRAM DISCUSSION

The above Summary of Expenditures and Revenues reflects the merger of Assessor budget unit 1130 and Assessor Property Tax Administration Program budget unit 1140 in FY 2008-09. The two budget units are combined under budget unit 1130.

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

In addition to ensuring that the values placed on all taxable property are computed accurately, fairly, and in accordance with State appraisal guidelines, the department is responsible for tracking property

ownership changes and responding to requests for title information. With the downturn in the housing market, the values of residential properties have declined significantly increasing the departments' workload to meet its responsibility to address Proposition 8 Reviews for Decline in Value. In FY 2008-09, the department has had over 100,000 residential properties to review for reassessment of property values. However, recognizing the fiscal constraints resulting from a contracted economy and potential State budget impacts, the recommended level of funding does not provide sufficient resources to maintain all authorized positions, as discussed below.

The recommended budget includes the use of $380,500 in accumulated Budget Savings Incentive (BSI) credits while meeting a 10.8% reduction in net General Fund cost.

POSITIONS DISCUSSION

The recommended budget for the Assessor does not provide funding for all positions. In recognition of the County's fiscal constraints, the department has deleted one Senior Auditor-Appraiser position, at an annual savings of $96,700, one Engineering Technician position, resulting in one layoff, at an annual savings of $77,800, five Fiscal Support Technician positions, resulting in three layoffs, at an annual savings of $267,500, and one Office Services Assistant positon, resulting in one layoff, at an annual savings of $49,000. One Appraiser I/II/III position, at an annual cost of $71,500 has been added to assist the department in addressing the Proposition 8 Reviews for Decline in Value. The addition and deletion of positions noted in this discussion were effected prior to the adoption of the recommended budget.

DIRECTOR'S DISCUSSION

The Assessor-Recorder respectfully does not concur with the CAO recommended budget.

I know these are extremely difficult times and tough decisions have to be made, but I do not know why one would want to make extreme cuts to a revenue generating department.

This budget will cost Kern County $7 to $10 million in direct revenue during FY 2009-10. This fact combined with last year's revenue loss of $3 - $5 million due to the shortage of staff in the Assessor's Office will result in a total loss of $10 - $15 million of direct revenues to the County. This budget will also result in the Assessor's inability to be proactive in lowering assessments for deserving residential property owners in Kern County.

The Assessor is facing another very unusual year. The downturn in the real estate market has already placed an additional burden on this office and it is anticipated that next year's workload will continue to increase significantly. Though new construction and transfers will continue to decline, the increase in Proposition 8 revaluations and assessment appeals will increase tremendously. These activities are extremely time consuming.

In order to achieve the required 10.8% reduction in net General Fund cost and minimize the negative impact on staffing levels, the Assessor-Recorder has designed a two-year budget plan for use of the total available BSI credits accumulated by both the Assessor and the Recorder. The plan will exhaust the Assessor's BSI credits remaining at June 30, 2009, and use a large portion of the Recorder's available BSI credits in the FY 2009-10 requested budget. This would leave an estimated available BSI credit balance of $500,000 for use by both the Assessor and Recorder in FY 2010-11 to minimize any further potential required reductions which might occur in that fiscal year.

I am anticipating, with this 10.8% reduction in our budget, in addition to the 15.5% reduction we have already absorbed in FY 2008-09, we will find our staffing levels at a dangerously low level and in the position of not meeting our constitutional duties. This will also place the County in a position of reduced revenues. These budget reductions have reduced our staffing level from 111, positions which was already an understaffed level, to 98 positions for FY 2009-10.

The Assessor has the constitutional duty of enrolling the lesser of an individual property's base value or market value as of the January 1 lien date each year. We lowered more than 50,000 residential property values last year and anticipate lowering more than 100,000 residential property values in the upcoming year. Many commercial and industrial properties will also need to have their values reduced.

This work cannot be deferred to another year. Property owners have the right to pay no more than what is constitutionally correct and they expect that. Property owners also have the right to request a review of their property valuation or to file an assessment appeal when their opinion of value differs with that of the Assessor. The Assessor's assessment appeals workload has more than tripled in the last two years. These work units are the most time consuming tasks the Assessor must perform. Most of our time expended on appeals is related to high-value oil and gas properties. Oil and

gas properties make up approximately 30% of the Assessment Roll.

Currently the Assessor has prior-year oil property and other types of property assessment appeals that have a total at-risk assessment value difference of more than $4 billion. That equates to approximately $16 million in revenue being at risk for the County. The appeals for the current year alone are close to $6 billion of at-risk value. This is approximately $24 million in additional at-risk revenue for the County. We currently have under protest a total of $40 million that is directly related to County revenues. These oil companies have hired very skilled attorneys and expensive expert witnesses to defend their positions. However, we find ourselves in the position of lacking staff, funds for experts, and time to adequately defend these values.

Last year, the Assessor delivered an Assessment Roll of more than $83 billion. This translates to approximately $330 million in property tax revenue to Kern County. This is the discretionary money the County needs to fund many of its General Fund departments. The property tax departments are the County's largest source of direct revenues. Reducing the budgets of departments involved in the property tax administration function only serves to reduce revenues received through reimbursement of property tax administration costs (AB 2557). These revenues are the result of special districts and cities paying their share of the cost of property tax administration. Therefore, lowering the Assessor's budget will directly lower our revenues.

The property tax system is very complicated. We must be able to explain to taxpayers the what, why, and how in determining their assessments. A computer or merely a printed statement is not a sufficient explanation in most cases. It truly requires a person to person explanation. The Assessor's staff spends numerous hours with the public explaining their property assessments and tax bills. Kern County taxpayers deserve this service.

GOALS AND PERFORMANCE MEASURES

Performance Measure # 1:

The number of completed work units per staff member.

FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Adopted Goal	FY 2008-2009 Mid-year Results	FY 2009-2010 Proposed Goal
1,948	1,796	1,900	2,812	3,193

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?
During the last few years, we have seen tremendous growth in the housing market with new construction and transfers. Kern County was acknowledged, at this time, as being one of the fastest growing areas in the entire nation.

Now that the real estate market has collapsed, most of the properties in the County now have to be revalued every year. Assessment appeals have also mushroomed. This is a huge increase in our work load. This the most time consuming duty of the Assessor's Office. This work has tripled in a short period of time. There is a $5 billion difference of opinion between the Assessor and property owners. These are at-risk dollars to the County.

How is this funded?
Approximately one-third of the Assessor's funding comes from Supplemental and Property Tax Administration Fees. The remainder of our funding comes from the County's General Fund.

Performance Measure #2:

Total assessed value per staff member (millions).

FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Adopted Goal	FY 2008-2009 Mid-year Results	FY 2009-2010 Proposed Goal
717	720	720	836	817

What:
This measurement is the total assessed value divided by the number of staff members.

Why:
The Assessment Roll has increased by 80% in a five-year period. Along with more value comes the issue of increased complexity of assessment and appraisal issues. Additional time and resources are expended with an increase in value.

How are we doing?
In 1981, the Assessor had 130 employees and the total assessed value per employee was $167 million. By 1997 the Assessor's staff had shrunk to 114 and the total assessed value per employee was $341 million. Today, the Assessor's staff has been reduced to 92. Since 1981 this performance measurement has increased 489%. This is well in excess of the maximum 2% per year per Proposition 13 inflation increase and reflects the extraordinary growth in workload experienced by the department. Looking at it another way, from 1981 to 2009, the population of Kern County has doubled but the Assessor's staffing levels have actually been reduced by 30%.

How is this funded?
Approximately one-third of the Kern County Assessor's funding comes from Supplemental and Property Tax Administration Fees. The remainder of our funding comes from the County General Fund.

Information Technology Services

Budget Unit 1160

Department Head: John Nilon, *Appointed*

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2007-08	FY 2008-09		FY 2009-10		
	Actual	Approved Budget	Estimated Actual	Department Requested	CAO Recommended	Incr/(Decr) From Budget
APPROPRIATIONS:						
Salaries and Benefits	$6,629,742	$7,202,713	$6,903,027	$6,766,723	$6,698,551	($504,162)
Services and Supplies	5,248,015	5,915,628	5,312,338	5,757,267	5,757,267	(158,361)
Other Charges	60,409	44,570	44,569	0	0	(44,570)
Fixed Assets	78,660	75,000	85,000	0	0	(75,000)
TOTAL EXPENDITURES	**$12,016,826**	**$13,237,911**	**$12,344,934**	**$12,523,990**	**$12,455,818**	**($782,093)**
Less Expend. Reimb.	1,939,952	2,662,737	2,193,000	2,621,695	2,621,695	41,042
TOTAL NET EXPENDITURES	**$10,076,874**	**$10,575,174**	**$10,151,934**	**$9,902,295**	**$9,834,123**	**($741,051)**
REVENUES:						
Charges for Services	$5,065,540	$4,965,171	$4,569,781	$4,944,016	$4,944,016	($21,155)
Miscellaneous	273	111	36,700	111	111	0
Other Financing Sources:						
Automated Co Warrant System	110,000	110,000	70,000	80,000	67,000	(43,000)
Criminal Jus Facilities Const	1,223,600	0	0	0	0	0
TOTAL NET REVENUES	**$6,399,413**	**$5,075,282**	**$4,676,481**	**$5,024,127**	**$5,011,127**	**($64,155)**
NET GENERAL FUND COST	**$3,677,461**	**$5,499,892**	**$5,475,453**	**$4,878,168**	**$4,822,996**	**($676,896)**
Authorized Positions:	62	62	62	62	59	(3)
Funded Positions:	58	62	62	56	56	(6)

OPERATIONAL SUMMARY

- *Mission:*

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

- *Fundamental Functions & Responsibilities:*

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

PROGRAM DISCUSSION

Information and Technology Services will continue its support of the major automation systems for its customer departments to ensure that the County's infrastructure needs are met. Major mainframe systems supported include the Kern Integrated Property System (KIPS), the Criminal Justice Information System (CJIS), the County's payroll system, the Financial Management System (FMS),

the Job Applicant Tracking System, the Trust Fund System, and Database Administration.

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

The reduction in the recommended net General Fund contribution for this budget unit will limit the division's opportunities for acquiring and implementing new technology solutions that would benefit its customer departments. The reduction will also limit its ability to resolve any equipment failures or unexpected events. On-going maintenance and support of Kern Integrated Property System (KIPS) will be continued at its current levels, however, should any additional reductions in net General Fund contribution be made or should any of the existing KIPS maintenance staff leave the department, the KIPS application and user community could experience service disruptions.

The recommended budget provides a decrease in funding for salaries and benefits. Due to the retirement of three individuals in key positions in the KIPS unit in early 2009, the division filled vacancies to provide cross-training to ensure that this critical system remains functional, however, one of these positions has transferred out of the department, leaving one position dedicated to the maintenance and support of the KIPS system.

POSITIONS DISCUSSION

Three unfunded positions are scheduled to be deleted: two Systems Analyst II positions, at an annual savings of $233,600, and one Senior Information Systems Specialist position, at an annual savings of $133,000. Two additional unfunded positions, one Technology Services Supervisor position and one Senior Systems Analyst position, are being retained to assist the department in appropriately restructuring the department as it moves through FY 2009-10.

DIRECTOR'S DISCUSSION

Information Technology Services (ITS) has completed a very challenging, yet successful fiscal year.

ITS faces a challenging 2009-10 fiscal year as costs rise and revenues decline. All while budget reductions in customer departments have them looking at technology as a way to maintain service levels to the public, and to ITS for assistance in implementing that technology. The recommended budget should allow ITS to maintain current service levels to customer departments, but enhancements or expansions of services will be difficult to accomplish. Additionally, the recommended budget does not allow for technology refreshment or new technology initiatives which could impact ITS' ability to service County departments' future needs. ITS looks forward to providing the highest level of service possible to customer departments.

GOALS AND PERFORMANCE MEASURES

Performance Measure #1:

Average number of hits on County web site per resident.

FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Adopted Goal	FY 2008-2009 Mid-year Results	FY 2009-2010 Proposed Goal
5.107	5.229	5.359	5.443	5.40

What:
This indicator measures public use of the County's web site.

Why:
The County's web site offers the public an alternative method of obtaining information and conducting business with the County.

How are we doing?
The increased usage of the County's web site indicates the public is becoming more aware of the County's efforts to share information on its web site.

How is this funded?
General Fund.

Performance Measure #2:

Average number of staff training hours per FTE.

FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Adopted Goal	FY 2008-2009 Mid-year Results	FY 2009-2010 Proposed Goal
10	12	10	11.55	10

What:
This indicator measures our ability to keep our 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. Budget permitting, ITS would recommend a minimum of 10 hours of training per employee.

How is this funded?
General Fund.

Performance Measure #3:

Percentage of time that the County's IT servers are fully operational.

FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Adopted Goal	FY 2008-2009 Mid-year Results	FY 2009-2010 Proposed Goal
99.93%	99.91%	99.90%	99.93%	99.96%

What:
The composite uptime average is based on statistics gathered from five key servers: mainframe, web server, Email server, Internet server, and Internet firewall.

Why:
This indicator demonstrates the division's ability to provide a reliable and effective technology infrastructure to its customers. When servers are down, government cannot be as efficient in its delivery of services to the public.

How are we doing?
The final server uptime average may decrease slightly this year due to increased load on the current Internet firewall. The firewall is nearing end-of-life and will be replaced before the start of the 2009-10 budget year, which should help in achieving the FY 2009-10 goal.

How is this funded?
General Fund.

Performance Measure #4:

Average customer satisfaction score received by ITS.

FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Adopted Goal	FY 2008-2009 Mid-year Results	FY 2009-2010 Proposed Goal
N/A	N/A	3.50 out of 4.00	N/A	3.50 out of 4.00

What:
This indicator measures customer departments' overall satisfaction with the division's services.

Why:
This indicator demonstrates the division's ability to provide timely and effective service to its customers.

How are we doing?
The survey instrument is under review to ensure that measurement questions are quantifiable.

How is this funded?
General Fund.

County Counsel

Budget Unit 1210

Department Head: Theresa Goldner, *Appointed*

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2007-08	FY 2008-09		FY 2009-10		
	Actual	Approved Budget	Estimated Actual	Department Requested	CAO Recommended	Incr/(Decr) From Budget
APPROPRIATIONS:						
Salaries and Benefits	$7,472,856	$6,942,927	$7,936,680	$7,990,293	$7,832,240	$889,313
Services and Supplies	533,221	478,322	342,318	641,894	641,894	163,572
Fixed Assets	0	0	0	15,000	15,000	15,000
TOTAL EXPENDITURES	**$8,006,077**	**$7,421,249**	**$8,278,998**	**$8,647,187**	**$8,489,134**	**$1,067,885**
Less Expend. Reimb.	579,158	598,060	685,990	722,711	722,711	124,651
TOTAL NET EXPENDITURES	**$7,426,919**	**$6,823,189**	**$7,593,008**	**$7,924,476**	**$7,766,423**	**$943,234**
REVENUES:						
Charges for Services	$5,571,748	$5,013,519	$5,793,837	$5,926,765	$5,926,765	$913,246
Miscellaneous	124	6,050	49	5,050	5,050	(1,000)
TOTAL NET REVENUES	**$5,571,872**	**$5,019,569**	**$5,793,886**	**$5,931,815**	**$5,931,815**	**$912,246**
NET GENERAL FUND COST	**$1,855,047**	**$1,803,620**	**$1,799,122**	**$1,992,661**	**$1,834,608**	**$30,988**
Authorized Positions:	48	49	49	49	49	0
Funded Positions:	48	48	48	49	48	0

OPERATIONAL SUMMARY

- *Mission:*

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

- *Fundamental Functions & Responsibilities:*

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

PROGRAM DISCUSSION

The recommended budget includes an increase of $890,000 in salaries and benefits, primarily due to salary increases approved in FY 2008-09, and the use of $134,000 in Budget Saving Incentive (BSI) credits. Services and supplies increased by $160,000 as the result of a planned purchase of a document management system. This system's attributes will assist the department in meeting court and legal deadlines, tracking costs, and managing documents and files. The purchase also includes training, and printers and personal computers necessary for operation of the system. An increase of $15,000 in fixed assets is for replacement servers.

The department is projecting an increase of $912,000 in revenue due to an increase in billable rates, which is directly related to the increase in salary and benefit costs.

The recommended budget includes sufficient resources to provide legal support required to implement Board policy, protect the interests of the County, and represent County departments concerning any legal issues related to the operation and management of the County. The department will be able to maintain the current level of service.

POSITIONS DISCUSSION

The recommended budget includes one unfunded Senior Paralegal position, at an annual cost savings of $82,400.

DIRECTOR'S DISCUSSION

To meet the budget guidelines and step downs required, this office used $134,000 of its BSI credits, restricted all discretionary travel, and left a Senior Litigation Paralegal position unfunded. Nonetheless, it is anticipated that the legal department will be able to carry out its essential services.

Case and document management systems: To maintain experienced and adequate staffing throughout the legal department over the past five budget cycles, it has been necessary to postpone updating and replacing core hardware and software. The case management and document management software are mission critical, and have been out of warranty and not supported by the vendor since 2003. Without upgrades or replacements, the software is failing because it does not integrate with other office and County systems. The software programs were designed to work together. They were cut from the past five budgets to comply with budget guidelines.

Servers: The department's six servers are three to five years old and are out of warranty. In June 2007, two hard drives crashed because of a thermal runway, which caused the department's mission critical server to shut down entirely for two business days. The replacement of these units was cut from the FY 2008-09 budget to comply with budget guidelines.

Computers and monitors: As of December 2008, all computers and monitors in the legal department are out of warranty.

Travel for training: Nearly all discretionary travel has been suspended to meet the budget guidelines and step down requirements.

Senior Litigation Paralegal position: In order to meet the budget and step down requirements, a Senior Litigation Paralegal position is being unfunded, and to the extent necessary, a Senior Deputy County Counsel position will be only partially funded.

GOALS AND PERFORMANCE MEASURES

Performance Measure #1:

Total cost of legal services as a percentage of total County expenditures.

FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Adopted Goal	FY 2008-2009 Estimated Results	FY 2009-2010 Proposed Goal
.58%	.53%	Less than .7%	.45%	Less than .7%

What:
This indicator measures the cost of all legal services to the County in relation to total County expenditures. Included in these costs are the special circumstances when private counsel is retained to handle conflict matters or cases calling for special expertise. Also included are legal expert and related legal services costs.

Why:
This indicator will demonstrate whether the County Counsel's office is operating efficiently and economically from year to year while providing effective legal representation. Also, this measure permits management to focus on reducing the cost of legal services and improving efficiencies. This indicator provides guidance to management in assessing programs to reduce the costs of litigation, experts, discovery and the use of more expensive private counsel.

How are we doing?
The office seeks to maintain and push the costs of legal services below .7% of total County expenditures. The cost of legal services has been rising as salaries for attorneys have increased substantially in recent years. In order to control costs, the office handles and manages all litigation with in-house attorneys and uses private counsel only when necessary. The estimated actual percentage of legal services compared to County expenditures for FY 2008-09 decreased .08%.

How is this funded?
County Counsel is funded by a General Fund contribution and direct charges to certain departments for legal services based on an hourly rate set by the Auditor-Controller. For the FY 2009-10 budget, the General Fund contribution is $1,992,646 to provide services to general fund departments; legal billings to certain subvented departments and proprietary funds are budgeted at $5,924,115. Uninsured litigation is funded in budget unit 1910 from the General Fund in the amount of $668,892 for FY 2009-10.

Performance Measure #2:

The percentage of lawsuits resolved with a payout of less than $10,000 to plaintiffs.

FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Adopted Goal	FY 2008-2009 Estimated Results	FY 2009-2010 Proposed Goal
16 of 24: 67%	19 of 26: 73%	26 of 36: 74%	26 of 36: 72%	26 of 35: 74%

What:
This indicator measures the performance of the office in handling financially significant lawsuits involving general liability and medical malpractice lawsuits. Whether the lawsuit is resolved by a motion for summary judgment, a motion to dismiss, mediation, or jury trial, the dollars paid are always a critical issue for the office, the department that bears the loss, and the Board of Supervisors that authorizes any payouts over $20,000. This measure does not address the lawsuits that do not involve payouts to plaintiffs in damages, such as environmental, discipline, juvenile, and Workers' Compensation matters.

Why:
This indicator demonstrates to some extent the effectiveness of the office in defending the County in lawsuits with significant financial consequences and at the same time alert County department heads and management where corrective action may be necessary to avoid another similar lawsuit.

How are we doing?
While payouts on lawsuits vary considerably from year to year both in number and amounts paid, each payout raises questions of accountability and risk avoidance in the future. These data have been tracked for the past few years and have been used internally to assess the performance of the County's litigation program. As of 3/19/2009, 26 cases of 36 have been resolved for less than $10,000.

How is this funded?
County Counsel is funded by a General Fund contribution and direct charges to certain departments for legal services based on an hourly rate set by the Auditor-Controller. For the FY 2009-10 budget, the General Fund contribution is $1,992,646 to provide services to general fund departments; legal billings to certain subvented departments and proprietary funds are budgeted at $5,924,115. Uninsured litigation is funded in Budget Unit 1910 from the General Fund in the amount of $668,892 for FY 2009-10.

Performance Measure #3:

The percentage of clients rating legal services satisfactory or above.

FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Adopted Goal	FY 2008-2009 Estimated Results	FY 2009-2010 Proposed Goal
92%	93%	95%	95%	95%

What:
This indicator measures how clients assess the effectiveness of the legal services provided by the office. As each attorney's annual performance evaluation is prepared, key clients are requested to complete an assessment of that attorney's performance by a standardized instrument. These assessments are then summarized to determine the office's overall rating.

Why:
This indicator demonstrates that each attorney is addressing the legal needs of assigned departments timely and competently. Also these survey results provide a basis for department management to fine tune service delivery to meet specific client needs.

How are we doing?
Results of surveys have proved valuable in assessing client satisfaction with each assigned attorney and the office's efforts to meet its mission. Over the years the client base surveyed has been expanded and the results collated and incorporated in each attorney's performance evaluation. Those results provide a basis for highlighting outstanding performance as well as taking corrective action if necessary. Client satisfaction is on track to meet expectations according to the FY 2008-09 surveys.

How is this funded?
County Counsel is funded by a General Fund contribution and direct charges to certain departments for legal services based on an hourly rate set by the Auditor-Controller under the County Cost Allocation Program. For the FY 2009-10 budget, the General Fund contribution is $1,992,646 to provide services to general fund departments; legal billings to certain subvented departments and proprietary funds are budgeted at $5,924,115. Uninsured litigation is funded in budget unit 1910 from the General Fund in the amount of $668,892 for FY 2009-10.

Performance Measure #4:

The percentage of contracts reviewed within 10 business days.

FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Adopted Goal	FY 2008-2009 Estimated Results	FY 2009-2010 Proposed Goal
N/A	N/A	N/A	92%	95%

What:
This indicator measures how quickly attorneys at County Counsel review contracts submitted by departments. A contract may be reviewed and returned to the department for additional information, changes, or approved. Each time the contract comes to County Counsel the 10 business day clock starts to run.

Why:
This indicator demonstrates that departmental contracts receive high priority treatment by County Counsel and are reviewed in a timely manner. Timely turnaround of contracts ensures the pace of County business is maintained.

How are we doing?
This indicator is based on more than 1,000 contracts handled so far in the year.

How is this funded?
County Counsel is funded by a General Fund contribution and direct charges to certain departments for legal services based on an hourly rate set by the Auditor-Controller under the County Cost Allocation Program. For the FY 2009-10 budget, the General Fund contribution is $1,992,646 to provide services to general fund departments; legal billings to certain subvented departments and proprietary funds are $5,924,115 as budgeted. Uninsured litigation is funded in budget unit 1910 from the General Fund in the amount of $668,892 for FY 2009-10.

Personnel Department

Budget Unit 1310

Department Head: Mark Quinn, *Appointed by the Civil Service Commission*

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2007-08	FY 2008-09		FY 2009-10		
	Actual	Approved Budget	Estimated Actual	Department Requested	CAO Recommended	Incr/(Decr) From Budget
APPROPRIATIONS:						
Salaries and Benefits	$2,385,254	$2,428,981	$2,423,119	$2,060,675	$2,056,089	($372,892)
Services and Supplies	310,629	341,004	300,534	287,860	287,860	(53,144)
Fixed Assets	0	5,000	5,000	0	0	(5,000)
TOTAL EXPENDITURES	**$2,695,883**	**$2,774,985**	**$2,728,653**	**$2,348,535**	**$2,343,949**	**($431,036)**
Less Expend. Reimb.	31,149	35,546	31,235	40,907	40,907	(5,361)
TOTAL NET EXPENDITURES	**$2,664,734**	**$2,739,439**	**$2,697,418**	**$2,307,628**	**$2,303,042**	**($436,397)**
REVENUES:						
Charges for Services	$133,143	$160,197	$207,273	$44,928	$44,928	($115,269)
Miscellaneous	704	600	471	450	450	(150)
TOTAL NET REVENUES	**$133,847**	**$160,797**	**$207,744**	**$45,378**	**$45,378**	**($115,419)**
NET GENERAL FUND COST	**$2,530,887**	**$2,578,642**	**$2,489,674**	**$2,262,250**	**$2,257,664**	**($320,978)**
Authorized Positions:	27	27	27	20	19	(8)
Funded Positions:	27	27	25	19	18	(9)

OPERATIONAL SUMMARY

- *Mission:*

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

- *Fundamental Functions & Responsibilities:*

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

PROGRAM DISCUSSION

The recommended budget provides funding for the Personnel Department to meet its mission of providing personnel services and support to County departments at a reduced level. This level of funding includes a decrease in salaries and benefits of $373,000, primarily due to the proposed deletion of eight positions, as discussed below. The services and supplies object includes a decrease of $53,000 in recognition of the County's fiscal constraints. Revenue is decreased by $115,000 as Kern Medical Center has rescinded the Memorandum of Understanding to fund one dedicated Personnel Analyst.

With the recommended budget at reduced levels, the internal and external clients of the personnel department will experience slower service and turn around times for hiring, reclassification studies, and creation of qualification lists.

POSITIONS DISCUSSION

The recommended budget includes the deletion of two Personnel Analyst II positions, at an annual savings of $194,000; one Personnel Analyst I position, at an annual savings of $81,000; one Fiscal Support Specialist position, at an annual savings of $74,900; one Personnel Assistant position, at an annual savings of $79,500; one Office Services Technician position, at an annual savings of $65,000; and two Office Services Assistant positions, at a savings of $61,000. The proposed deletions will result in six layoffs. The Civil Service Division Manager position will remain unfunded, at an annual savings of $123,000.

DIRECTOR'S DISCUSSION

The Personnel Department concurs with the methodology for achieving the proposed 15% budget reduction through a decrease in budgeted positions as well as supplies and services.

Your Board's approval of the Personnel Department's budget will assure the department's ability to continue to meet essential County personnel services. However, at such an austere staffing level, our ability to provide timely service to our customers is adversely affected.

The Personnel Department will continue to serve the County well during the current fiscal crisis. Our goal will be to ensure mandated personnel functions are effectively managed.

GOALS AND PERFORMANCE MEASURES

Performance Measure #1:

Median number of days for completion of eligible lists from date of the receipt of a requisition.

FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Adopted Goal	FY 2008-2009 Mid-year Results	FY 2009-2010 Proposed Goal
35	26	26	39	35

What:
This measure captures the median number of days for completion of eligible lists from date of the receipt of a requisition by the Personnel Department. Eligible lists contain the names of candidates meeting minimum criteria for hire. This indicator captures the amount of time required to develop an eligible list. The timeframe includes recruitment elements such as consultation with the department about recruitment strategies, time for advertising, review of applications, administration of test components, and calculation of final scores for each candidate. FY 2006-07 data is used as a comparison index. The median timeframe was 35 days for all recruitments in that year.

Why:
The test and measurement process is the most basic Personnel Department function. This indicator will allow us to track our progress in this fundamental area, which determines the timeframe for identifying candidates to fill vacancies in County departments.

How are we doing?
The mid-year results for FY 2008-2009 are reflective of the uncertainties of the economy, affected by recruitment difficulties, and goal changes by the operating departments.

How is this funded?
General Fund.

Performance Measure #2:

Percentage of certifications made within five days of the availability of an eligible list.

FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Adopted Goal	FY 2008-2009 Mid-year Results	FY 2009-2010 Proposed Goal
84%	91%	91%	94%	91%

What:
This measure indicates the timeliness with which the Personnel Department provides names to departments for hiring consideration. It is the process of providing certified names from the eligible list to departments. Our goal is to have names to departments as soon as possible, but at least within five working days of eligible list completion.

Why:
This indicator will allow us to capture a very specific component of the recruitment process – the time it takes to certify names from an eligible list to the requisitioning department, which will help us refine the process.

How are we doing?
Since this is a new measure, there is comparison data for only two years. However, since FY 2006-2007, the percentage of certifications made within five days of the availability of an eligible list has increased by 10%. There has been a 3% increase through the first half of FY 2008-2009 compared to the prior fiscal year. This can be attributed to additional staffing of the certification desk, which can better respond to certification requests.

How is this funded?
General Fund.

Performance Measure #3:

Percentage of classification actions completed within six months of receipt of request.

FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Adopted Goal	FY 2008-2009 Mid-year Results	FY 2009-2010 Proposed Goal
99%	94%	N/A	97%	100%

What:
This measure indicates the timeliness with which the Personnel Department addresses requests from departments to evaluate and change various components of the classification system. The requested actions include development of new classifications, revision of existing classification specifications, and the review of individual positions to determine whether the incumbents are properly classified. Given the complexity of this process, six months is felt to be a reasonable goal.

Why:
Classification is a key component of personnel administration. This indicator will help us evaluate our processes in managing the County Classification System.

How are we doing?
The Personnel Department has made consistent improvement over the first half of this fiscal compared to last fiscal year. The average number of days to complete classification actions has dropped 11 days and the percentage completed within six months of receipt has increased from 94% to 97%.

How is this funded?
General Fund.

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2007-08	FY 2008-09		FY 2009-10		
	Actual	Approved Budget	Estimated Actual	Department Requested	CAO Recommended	Incr/(Decr) From Budget
APPROPRIATIONS:						
Salaries and Benefits	$1,240,472	$1,531,385	$1,229,565	$1,339,624	$1,327,613	($203,772)
Services and Supplies	3,217,909	2,960,523	3,716,093	3,058,796	3,055,752	95,229
Other Charges	0	0	0	0	10,479	10,479
Fixed Assets	18,917	241,500	42,366	0	0	(241,500)
TOTAL NET EXPENDITURES	**$4,477,298**	**$4,733,408**	**$4,988,024**	**$4,398,420**	**$4,393,844**	**($339,564)**
REVENUES:						
Intergovernmental	$503,120	$288,399	$1,498,410	$48,050	$48,050	($240,349)
Charges for Services	440,623	425,300	754,218	231,300	231,300	(194,000)
Miscellaneous	14,991	19,000	12,000	12,000	12,000	(7,000)
TOTAL NET REVENUES	**$958,734**	**$732,699**	**$2,264,628**	**$291,350**	**$291,350**	**($441,349)**
NET GENERAL FUND COST	**$3,518,564**	**$4,000,709**	**$2,723,396**	**$4,107,070**	**$4,102,494**	**$101,785**
Authorized Positions:	16	16	16	16	16	0
Funded Positions:	16	16	16	14	14	(2)

PROGRAM DISCUSSION

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

The recommended funding level provides for full compliance with all legal requirements for conducting elections. The recommended budget includes sufficient resources to enable the Elections Division to plan, conduct, and certify one major election and five smaller elections in FY 2009-10, as in FY 2008-09.

In recognition of the County's fiscal constraints, the recommended budget does not include funding for purchases of fixed assets. Moreover, the division will hold vacant and unfunded one Elections Program Technician and one Elections Specialist. The division will continue to conduct voter outreach and registration programs, examine and verify signatures on all initiative petitions, and maintain the County's register of voters as required under State and federal laws.

POSITIONS DISCUSSION

No position additions or deletions are recommended at this time.

DIRECTOR'S DISCUSSION

We concur with the recommended FY 2009-10 budget. During the coming fiscal year we will again look for ways to be more cost efficient while continuing to conduct fair and accurate elections.

Communications

Budget Unit 1510

Department Head: John Nilon, *Appointed*

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2007-08	FY 2008-09		FY 2009-10		
	Actual	Approved Budget	Estimated Actual	Department Requested	CAO Recommended	Incr/(Decr) From Budget
APPROPRIATIONS:						
Salaries and Benefits	$1,561,409	$1,588,579	$1,585,596	$1,567,204	$1,646,992	$58,413
Services and Supplies	593,059	664,970	637,638	643,343	568,555	(96,415)
Fixed Assets	0	7,000	0	0	0	(7,000)
TOTAL EXPENDITURES	**$2,154,468**	**$2,260,549**	**$2,223,234**	**$2,210,547**	**$2,215,547**	**($45,002)**
Less Expend. Reimb.	734,520	703,074	762,865	790,165	790,165	(87,091)
TOTAL NET EXPENDITURES	**$1,419,948**	**$1,557,475**	**$1,460,369**	**$1,420,382**	**$1,425,382**	**($132,093)**
REVENUES:						
Charges for Services	$647,464	$702,109	$698,325	$653,508	$658,508	($43,601)
Miscellaneous	899	1,000	7,678	600	600	(400)
TOTAL NET REVENUES	**$648,363**	**$703,109**	**$706,003**	**$654,108**	**$659,108**	**($44,001)**
NET GENERAL FUND COST	**$771,585**	**$854,366**	**$754,366**	**$766,274**	**$766,274**	**($88,092)**
Authorized Positions:	14	14	14	14	14	0
Funded Positions:	14	14	14	14	14	0

OPERATIONAL SUMMARY

- *Mission:*

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

- *Fundamental Functions & Responsibilities:*

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

PROGRAM DISCUSSION

The Communications unit will continue to devote its resources to three core functions in FY 2009-10: radio system operations and maintenance, digital microwave system operations and maintenance, and cable and wiring installation.

The recommended budget includes an increase of $58,000 in salary and benefits costs due to negotiated salary increases, a decrease of $96,000 in services and supplies, and a decrease of anticipated revenue of $44,000 due to a decrease in the ability to provide services. The unit plans to use the skill set of its staff to perform as many special cabling projects as possible and mitigate any additional loss of revenues in FY 2009-10. No fixed assets were requested in this year's recommended budget.

The reduction to services and supplies accounts may impact the unit's ability to address all requested projects. The unit is committed to being responsive to the needs of its customers and to providing the highest quality of service possible, however, at the reduced funding levels, only minor system repairs can be addressed throughout FY 2009-10. If more significant repairs are required during the course of the fiscal year, the unit will be required to seek augmented funding.

POSITIONS DISCUSSION

The recommended budget includes no position additions or deletions.

DIRECTOR'S DISCUSSION

The recommended budget for the Communications unit allows for the continued operation and maintenance of the County's public safety radio and microwave system at the current level. The required 15% reduction from the FY 2008-09 baseline was realized by reductions in the Services and Supplies object and through reduction of the General Services budget unit 1610, as the Communications unit has no vacancies and MOU increases have caused an increase in the Salaries and Benefits object from the prior year.

The General Services Division opted to absorb the necessary total dollar reductions in this manner, rather than reduce the Communications unit budget as this division provides mission-critical support and maintenance for the County's public safety radio and microwave systems with 30 repeater sites across Kern County.

The Communications unit will continue to pursue as many special cabling projects as possible during the coming year to generate revenue to offset operating expenses.

Replacement of critical hardware has been deferred to future years and no fixed assets have been requested.

This dedicated group of staff will continue to provide professional communications systems support and maintenance to County departments and other public safety agencies.

GOALS AND PERFORMANCE MEASURES

Performance Measure #1:

Communications.

FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Adopted Goal	FY 2008-2009 Mid-year Results	FY 2009-2010 Proposed Goal
99.9%	99.9%	99.9%	99.9%	99.9%

What:
Communications measures the percentage of time that public safety agencies and County departments have immediate and full access to the public safety radio system.

Why:
It is critical to provide and maintain the availability of the countywide microwave/radio communications system to the industry standard of 99% operation or an outage of no more than 32 seconds per year.

How are we doing?
Since the completion of the new radio system in the last quarter of FY 2005-06, we have been able to exceed the industry standard with 99% available air time.

How is this funded?
General Fund.

General Services

Budget Unit 1610

Department Head: John Nilon, *Appointed*

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2007-08	FY 2008-09		FY 2009-10		
	Actual	Approved Budget	Estimated Actual	Department Requested	CAO Recommended	Incr/(Decr) From Budget
APPROPRIATIONS:						
Salaries and Benefits	$10,868,715	$10,795,014	$10,704,867	$9,365,080	$9,224,586	($1,570,428)
Services and Supplies	4,059,606	3,374,150	3,522,902	1,600,142	1,600,142	(1,774,008)
Other Charges	12,960	12,771	12,771	8,860	8,860	(3,911)
Fixed Assets	100,974	0	10,537	0	0	0
TOTAL EXPENDITURES	**$15,042,255**	**$14,181,935**	**$14,251,077**	**$10,974,082**	**$10,833,588**	**($3,348,347)**
Less Expend. Reimb.	1,670,964	1,833,833	832,472	653,091	717,707	1,116,126
TOTAL NET EXPENDITURES	**$13,371,291**	**$12,348,102**	**$13,418,605**	**$10,320,991**	**$10,115,881**	**($2,232,221)**
REVENUES:						
Fines and Forfeitures	$210,323	$155,000	$161,165	$162,000	$162,000	$7,000
Intergovernmental	0	0	24,519	0	0	0
Charges for Services	1,794,923	1,915,828	1,616,132	1,059,000	1,059,000	(856,828)
Miscellaneous	42,360	90,000	427,308	55,000	55,000	(35,000)
Other Financing Sources	1,170	0	299	0	0	0
TOTAL NET REVENUES	**$2,048,776**	**$2,160,828**	**$2,229,423**	**$1,276,000**	**$1,276,000**	**($884,828)**
NET GENERAL FUND COST	**$11,322,515**	**$10,187,274**	**$11,189,182**	**$9,044,991**	**$8,839,881**	**($1,347,393)**
Authorized Positions:	154	159	150	138	126	(33)
Funded Positions:	154	148	139	128	116	(32)

OPERATIONAL SUMMARY

- *Mission:*

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

- *Fundamental Functions & Responsibilities:*

- Provide responsive maintenance services to ensure that all County facilities are kept in a safe and fully operational condition
- Provide and maintain a safe, secure and functional environment within the County downtown complex by providing security services
- Provide professional, accurate and timely mail delivery services for the customers we serve
- Provide and maintain timely customer-focused accounting and billing services and information support to County departments and private agencies
- Maintain efficient purchasing services in order to facilitate countywide acquisition of goods and services for our customers in an effective and responsive manner
- Provide experienced support and high quality real estate services to assist departments with innovative solutions for complex facility and land management needs
- Provide effective and responsive custodial services to ensure a clean and safe environment for our customers
- Produce high-quality government programming as a means of public information

PROGRAM DISCUSSION

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

The recommended budget includes decreases to salary and benefits, services and supplies, and fixed assets. The reductions in services and supplies will impact the facilities maintenance and building services areas most, although reductions will also be necessary in the purchasing, administrative, and security functions. The largest reduction in services and supplies of $1 million is the transition of postage expenses to the Utilities budget unit, along with an equal amount of off-setting revenue. Additionally, during FY 2008-09 the Reprographics unit was eliminated from this budget and reprographic services are now being outsourced throughout the County. While reductions in services and supplies affect all of the division's functional areas, and at the recommended funding level the division will have experienced a reduction in staff equivalent to 25% since the beginning of FY 2008-09, the division is committed to being responsive to the needs of its customers and providing the highest quality of service possible.

POSITIONS DISCUSSION

Mid-year organizational changes were approved in this budget unit as of April 1, 2009, including the deletion of the following nine positions: four Reprographics Technicians II/III positions; one Reprographics Supervisor position; one Storekeeper I position; one Office Services Assistant position; and two Security Attendant I/II positions, resulting in nine layoffs.

Additional mid-year organizational changes were approved in this budget unit on June 9, 2009 with an effective date of July 3, 2009, including the deletion of 18 positions resulting in 12 layoffs: one Maintenance Electrician position, at an annual savings of $82,000; three Maintenance Painter positions, at an annual savings of $260,000; eleven Building Services Worker I/II/III positions, at an annual savings of $605,000; one Office Services Assistant position, at an annual savings of $59,000; one Supervising Security Attendant position, at an annual savings of $89,000; and one Buyer I/II/III position, at an annual savings of $76,000.

The recommended budget for FY 2009-10 includes the deletion of six long-term unfunded positions: one Broadcast Engineer position, at an annual savings of $103,000; two Mail Clerk I positions, at an annual savings of $114,000; one Real Property Agent I, at an annual savings of $81,500; one Maintenance Worker I position, at an annual savings of $55,000; and one Senior Building Services Worker position, at an annual savings of $65,000. The division wishes to retain 10 unfunded positions (nine of which have been vacant for less than one year) in order to assist the department in appropriately restructuring as it moves through the fiscal year.

DIRECTOR'S DISCUSSION

In order to achieve the prescribed budget reduction of 15%, from the FY 2008-09 baseline, General Services implemented mid-year and year-end reductions in its work force (layoffs) totaling 23 filled positions and 11 funded but vacant positions. This action was taken as early as practicable to ensure maximum savings in salaries and benefits of more than $1.7 million for the upcoming FY 2009-10.

While reductions in force were all taken at all levels and across the majority of functional units within the division, the layoffs will have the greatest service impacts in the custodial, maintenance and graffiti abatement units. Administration, purchasing, and security for the downtown campus are also impacted by this budget reduction.

The maintenance unit, with a loss of three painters and one electrician, will have a longer response time particularly related to graffiti abatement and certain types of maintenance calls. Custodial services, with a net reduction in staff of seven Building Service Workers over the past year, will be reduced significantly, though attempts will be made to ensure public areas are afforded the greater level of attention, while County department staff areas' custodial services decrease.

In addition, the division reduced its Services and Supplies object by nearly 30%, approximately $700,000 from its approved FY 2008-09 levels. The majority of this decrease will be in the materials necessary to maintain and repair the County's capital assets. The division also reduced expenses by eliminating vehicles, cellular phones, copier leases, travel, and office supplies.

General Services will continue its efforts to provide responsive, customer-focused service to the public and its department customers.

GOALS AND PERFORMANCE MEASURES

Performance Measure #1:

Facilities.

FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Adopted Goal	FY 2008-2009 Mid-year Results	FY 2009-2010 Proposed Goal
14 days	8 days	7 days	4 days	4 days

What:
This performance measure reports the average number of days it takes to respond to non-emergency requests for maintenance and repair services within County facilities.

Why:
We believe that faster response times help maximize the amount of time that County facilities are fully functional and are available for use by County departments and members of the public.

How are we doing?
Implementation of the Preventative Maintenance Program in FY 2006-07 has helped reduce the number of service requests received for unexpected repairs, thereby enabling the division to respond faster to the remaining service requests.

How is this funded?
General Fund.

Performance Measure #2:

Security Services.

FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Adopted Goal	FY 2008-2009 Mid-year Results	FY 2009-2010 Proposed Goal
N/A	New	5 Points	3 Points	5 Points

What:
This measures the average customer satisfaction rating on a 5-point scale.

Why:
Provide and maintain an excellent quality of service in response to requests for information, security services, and proper parking patrol coverage.

How are we doing?
The satisfaction survey administered received only seven responses. A new measurement tool will be implemented in June 2009, in an attempt to gather enough data to accurately reflect results.

How is this funded?
General Fund.

Performance Measure #3

Mail Services.

FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Adopted Goal	FY 2008-2009 Mid-year Results	FY 2009-2010 Proposed Goal
N/A	New	5 Points	4.4	5 Points

What:
This measure gives an average customer satisfaction rating on a 5-point scale, with our goal to provide responsive, customer-focused support.

Why:
It is fundamental to our mission to measure our customer satisfaction in the areas of professionalism and timely mail delivery services.

How are we doing?
A small number of satisfaction surveys were received for this measure. A new measurement tool will be implemented in June 2009 to gather a greater sample for more meaningful data.

How is this funded?
General Fund.

Performance Measure #4:

Graffiti Services.

FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Adopted Goal	FY 2008-2009 Mid-year Results	FY 2009-2010 Proposed Goal
12 working days	10 working days	3 working days	2 working days	2 working days

What:
This measures the turnaround time from the date a graffiti abatement request is received to the date the graffiti was mitigated.

Why:
It is important to maintain healthy, graffiti-free communities throughout the County.

How are we doing?
This performance measure is being implemented in FY 2007-08 and we will continue to track and report our performance.

How is this funded
General Fund.

Performance Measure #5:

Administrative Services.

FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Adopted Goal	FY 2008-2009 Mid-year Results	FY 2009-2010 Proposed Goal
N/A	New	2 days	2 days	2 days

What:
This measures the average number of days it takes to process and finalize a bill for payment to a department or private agency.

Why:
It is important to maintain a high level of fiscal accountability and efficiency in processing various types of billing and ensuring that payments are made in a timely manner. Continuous evaluation of our administrative processes ensures the highest level of efficiencies.

How are we doing?
This performance measure was implemented in FY 2007-08. Continued efforts allow for meeting this two-day goal.

How is this funded?
General Fund.

Performance Measure #6:

Purchasing services.

FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Adopted Goal	FY 2008-2009 Mid-year Results	FY 2009-2010 Proposed Goal
25 days	15 days	11 days	11 days	9 days

What:
This measure delivers the average number of days between the receipt of a purchase requisition and the issuance of a purchase order.

Why:
It is critical to our mission to measure our responsiveness in facilitating the acquisition of goods and services for our customers which provide County services to the public.

How are we doing?
Purchasing has met the established goal of 11 days. At the time performance measures are reviewed in the coming year, we plan to provide separate categories of purchase requisitions and goals for the various types in order to provide more meaningful data when measuring our success.

How is this funded?
General Fund.

Performance Measure #7:

Property management services.

FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Adopted Goal	FY 2008-2009 Mid-year Results	FY 2009-2010 Proposed Goal
N/A	New	5 Points	Unavailable	5 Points

What:
This measures the average customer satisfaction rating on a 5-point scale for property management services.

Why:
It is important to measure our responsiveness and excellent customer service for our customers who provide County services to the public.

How are we doing?
This unit underwent a 75% turnover in staff and management in late 2009. A survey is currently being developed to gather satisfaction data, after six months of experience under new staff.

How is this funded?
General Fund.

Performance Measure #8:

Building services.

FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Adopted Goal	FY 2008-2009 Mid-year Results	FY 2009-2010 Proposed Goal
N/A	N/A	New	3.97 Points	5 Points

What:
This measures the average customer satisfaction rating on a 5-point scale for building services.

Why:
It is important to measure our responsiveness and excellent customer service for our customers who provide County services to the public.

How are we doing?
Building Services did not meet the 5 Point goal as established, however, information received as a result of the customer service surveys provided opportunities for improvement and staff development. We will continue to work toward a goal of 5 points in FY 2009-2010.

How is this funded?
General Fund.

Performance Measure #9:

Kern Government Television.

FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Adopted Goal	FY 2008-2009 Mid-year Results	FY 2009-2010 Proposed Goal
N/A	N/A	60% (89 hrs./week)	71.4% (120 hrs./week)	75% (126 hrs/wk.)

What:
This measures the percentage of KGOV television that is produced government programming.

Why:
Produced television programs are more effective and compelling to our viewers than non-produced programming.

How are we doing?
KGOV was able to exceed its goal during this fiscal year by adding 31 additional hours of produced programming. This performance measure will be increased for the new fiscal year to 126 hours of produced programming per week.

How is this funded?
General Fund.

Utility Payments

Budget Unit 1615

Department Head: John Nilon, *Appointed*

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2007-08	FY 2008-09		FY 2009-10		
	Actual	Approved Budget	Estimated Actual	Department Requested	CAO Recommended	Incr/(Decr) From Budget
APPROPRIATIONS:						
Services and Supplies	$7,976,813	$8,742,105	$8,736,452	$9,934,312	$9,411,794	$669,689
Other Charges	267,311	479,480	479,480	479,480	479,480	0
TOTAL EXPENDITURES	**$8,244,124**	**$9,221,585**	**$9,215,932**	**$10,413,792**	**$9,891,274**	**$669,689**
Less Expend. Reimb.	330,724	320,000	338,427	1,215,000	1,215,000	(895,000)
TOTAL NET EXPENDITURES	**$7,913,400**	**$8,901,585**	**$8,877,505**	**$9,198,792**	**$8,676,274**	**($225,311)**
REVENUES:						
Charges for Services	$1,154,182	$1,121,500	$1,155,222	$1,556,177	$1,556,177	$434,677
Miscellaneous	13,637	0	74,996	0	0	0
Other Financing Sources:						
Criminal Jus Facilities Const	0	3,957,319	3,957,319	3,957,319	3,300,000	(657,319)
TOTAL NET REVENUES	**$1,167,819**	**$5,078,819**	**$5,187,537**	**$5,513,496**	**$4,856,177**	**($222,642)**
NET GENERAL FUND COST	**$6,745,581**	**$3,822,766**	**$3,689,968**	**$3,685,296**	**$3,820,097**	**($2,669)**

PROGRAM DISCUSSION

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.

The General Services Division continues to review and evaluate the acquisition of utility services and commodities to attain the best rates possible. The recommended budget reflects rate increases anticipated in FY 2009-10 for electricity (4% increase) and natural gas (1% increase). One significant change to this budget unit is the transfer of postage expenses from the General Services budget unit 1610, increasing appropriations by $1,111,000 with an offsetting increase in revenues.

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

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

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

Over the last six 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 2009-10.

Construction Services

Budget Unit 1640

Department Head: John Nilon, *Appointed*

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2007-08	FY 2008-09		FY 2009-10		
	Actual	Approved Budget	Estimated Actual	Department Requested	CAO Recommended	Incr/(Decr) From Budget
APPROPRIATIONS:						
Salaries and Benefits	$1,884,120	$2,565,037	$1,871,220	$2,483,259	$2,465,760	($99,277)
Services and Supplies	248,920	552,371	343,011	420,324	420,324	(132,047)
Other Charges	5,278	5,278	5,278	880	880	(4,398)
TOTAL EXPENDITURES	**$2,138,318**	**$3,122,686**	**$2,219,509**	**$2,904,463**	**$2,886,964**	**($235,722)**
Less Expend. Reimb.	1,517,597	2,170,480	1,881,738	2,093,626	2,077,352	76,854
TOTAL NET EXPENDITURES	**$620,721**	**$952,206**	**$337,771**	**$810,837**	**$809,612**	**($142,594)**
REVENUES:						
Intergovernmental	$5,597	$0	$0	$0	$0	$0
Charges for Services	302,956	769,959	448,373	577,247	577,246	(192,713)
Miscellaneous	5,221	18,000	127	200	200	(17,800)
Other Financing Sources	25,778	0	28,344	30,000	30,000	30,000
Non-revenue Receipts	0	0	900	0	0	0
TOTAL NET REVENUES	**$339,552**	**$787,959**	**$477,744**	**$607,447**	**$607,446**	**($180,513)**
NET GENERAL FUND COST	**$281,169**	**$164,247**	**($139,973)**	**$203,390**	**$202,166**	**$37,919**
Authorized Positions:	24	24	24	24	24	0
Funded Positions:	24	24	24	21	21	(3)

OPERATIONAL SUMMARY

- *Mission:*

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

- *Fundamental Functions & Responsibilities:*

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

PROGRAM DISCUSSION

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

The recommended budget includes sufficient resources to provide for project management and inspection services for projects at various parks, and other capital and major maintenance projects. Administration will also be provided for Job Order Contract (JOC) projects throughout the County. The division staff continues to be involved in Community Development Block Grant Program projects and court related projects.

The demand for design support and project management is expected to continue as Construction Services endeavors to accomplish a large number of ongoing

projects, as well as those projects that have been approved for debt financing. County design staff efforts will continue to be augmented through the use of architectural and engineering consultant contracts.

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 will continue to be core activities of the unit.

The recommended budget reflects decreases in services and supplies of $132,000. These decreases are realized from a reduction in County Garage expenses, as a result of moving vehicles to the Modified Plan 1 option, and reductions of professional and special services costs. A decrease in expenditure reimbursements represents fewer anticipated reimbursements from project work performed for General Fund departments.

POSITIONS DISCUSSION

Three unfunded positions: one Engineering Aide I; one Engineer III C; and one Engineer I C, will be retained to assist the department in appropriately staffing for any unanticipated service requests in FY 2009-10. Positions will only be filled if revenues are available to offset the costs of those positions.

DIRECTOR'S DISCUSSION

The Construction Services unit recommended budget allows for the continued design, administration, and inspection of County capital and major maintenance projects approved by your Board. The majority of the staffing, outside professional services, and material costs incurred within this budget unit are directly allocated during the course of the fiscal year to the associated approved projects.

During FY 2009-10, the dedicated professionals within Construction Services will continue to complete the projects currently in process, and get underway with the three new projects recently approved via debt financing.

GOALS AND PERFORMANCE MEASURES

Performance Measure #1:

Construction Services.

FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Adopted Goal	FY 2008-2009 Mid-year Results	FY 2009-2010 Proposed Goal
18%	16%	16%	17.32%	16%

What:
This measures the percentage of costs that are indirect costs in relation to total construction project costs for significant projects over $250,000.

Why:
This indicator reports on County construction projects over $250,000, with an effort to decrease the indirect expenses as a percentage of total construction costs which maximizes the use of taxpayer resources.

How are we doing?
Each year Construction Services becomes progressively more efficient in reducing indirect costs for projects over $250,000.

For the past year, Construction Services has had a 100% vacancy rate in its engineer positions, causing the unit to rely entirely on the use of outside consultants whose rates are higher than the expenses would be if the work were performed internally.

How is this funded?
General Fund.

Major Maintenance Projects

Budget Unit 1650

Department Head: John Nilon, *Appointed*

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2007-08	FY 2008-09		FY 2009-10		
	Actual	Approved Budget	Estimated Actual	Department Requested	CAO Recommended	Incr/(Decr) From Budget
APPROPRIATIONS:						
Services and Supplies	$8,222,050	$10,275,986	$9,488,796	$2,729,170	$2,729,170	($7,546,816)
TOTAL EXPENDITURES	**$8,222,050**	**$10,275,986**	**$9,488,796**	**$2,729,170**	**$2,729,170**	**($7,546,816)**
Less Expend. Reimb.	0	536,487	0	0	0	536,487
TOTAL NET EXPENDITURES	**$8,222,050**	**$9,739,499**	**$9,488,796**	**$2,729,170**	**$2,729,170**	**($8,083,303)**
REVENUES:						
Intergovernmental	$437,686	$0	$0	$0	$0	$0
Charges for Services	545,669	244,000	19,570	0	0	(244,000)
Miscellaneous	81,979	605,640	430,579	698,500	698,500	92,860
Other Financing Sources	215,877	0	0	0	0	0
TOTAL NET REVENUES	**$1,281,211**	**$849,640**	**$450,149**	**$698,500**	**$698,500**	**($151,140)**
NET GENERAL FUND COST	**$6,940,839**	**$8,889,859**	**$9,038,647**	**$2,030,670**	**$2,030,670**	**($7,932,163)**

PROGRAM DISCUSSION

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

The table below contains a list of the recommended projects for FY 2009-10. For each project, the project cost, any offsetting revenue or special purpose funding, and the net General Fund cost are presented. Typical major maintenance projects include replacing and repairing roofs, replacing flooring, demolition projects, and replacing and repairing heating, ventilation, and air conditioning (HVAC) units. The projects listed in the table below include 13 new projects.

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

FY 2009-10 RECOMMENDED MAJOR MAINTENANCE PROJECTS

Project Description	Project Cost	Offsetting Revenue or Special Funds	Net County Cost
New Projects			
Courts Maintenance	$500,000	$500,000	$0
Replace Cooling Tower Trough - 1415 Truxtun	$50,000	$25,000	$25,000
Replace Hot Water Circulation Pumps - 1415 Truxtun	$13,500	$6,000	$7,500
Replace Sub-Floor/Flooring - Probation Central School	$94,000	$0	$94,000
Replace Water Service - 1215 Truxtun	$42,600	$0	$42,600
Replace Cooling Tower - 1115 Truxtun	$652,000	$0	$652,000
Reroof - 1501 L Street	$102,850	$0	$102,850
Emergency Back-up Power - Remote Comm. Sites	$35,000	$0	$35,000
Replace Electrical Switches - 1415, 1215 Truxtun	$305,000	$167,500	$137,500
Reroof - 618 E 18th Street	$466,000	$0	$466,000
Replace Water Tank - Greenhorn Mountain Park	$94,500	$0	$94,500
Replace HVAC - Various Facilities	$125,000	$0	$125,000
Reroof - Coroner/Probation Warehouse	$248,720	$0	$248,720
Total New Projects	**$2,729,170**	**$698,500**	**$2,030,670**

Board of Trade

Budget Unit 1812

Department Head: Rick D. Davis, *Appointed*

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2007-08	FY 2008-09		FY 2009-10		
	Actual	Approved Budget	Estimated Actual	Department Requested	CAO Recommended	Incr/(Decr) From Budget
APPROPRIATIONS:						
Salaries and Benefits	$640,039	$706,432	$663,243	$692,340	$682,692	($23,740)
Services and Supplies	243,416	164,008	142,770	104,547	108,247	(55,761)
Fixed Assets	29,897	15,000	0	0	0	(15,000)
TOTAL EXPENDITURES	**$913,352**	**$885,440**	**$806,013**	**$796,887**	**$790,939**	**($94,501)**
REVENUES:						
Charges for Services	$18,287	$15,000	$10,263	$15,000	$15,000	$0
Miscellaneous	11,336	12,300	12,075	15,100	15,100	2,800
Other Financing Sources:	16,500	0	0	0	0	0
Informational Kiosk Fund	0	20,000	9,000	40,000	40,000	20,000
Board Of Trade-Advertising	0	40,000	26,300	30,000	30,000	(10,000)
TOTAL NET REVENUES	**$46,123**	**$87,300**	**$57,638**	**$100,100**	**$100,100**	**$12,800**
NET GENERAL FUND COST	**$867,229**	**$798,140**	**$748,375**	**$696,787**	**$690,839**	**($107,301)**
Authorized Positions:	8	8	8	7	7	(1)
Funded Positions:	8	8	8	7	7	(1)

OPERATIONAL SUMMARY

- *Mission:*

To contribute to Kern County's economy and quality of life by globally marketing its unique treasures, identifying tourism and filmmaking opportunities, enhancing the image of Kern County as a visitor destination, and creating a unified strategy to meet those goals.

- *Fundamental Functions & Responsibilities:*

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

PROGRAM DISCUSSION

The recommended budget includes the planned use of $15,000 in Budget Savings Incentive (BSI) credits to provide funding for the Board of Trade to maintain a sufficient level of support for marketing, filming, and tourism activities in the County. The recommended budget includes a $24,000 decrease in funding for salaries and benefits as a result of a reduction in health benefit rates, a $55,700 decrease in services and supplies, and a $15,000 decrease in fixed assets as the department does not plan to purchase a kiosk in FY 2009-10. The reduction in services and supplies is due to elimination of memberships in tourism, film and advertising organizations. Revenue of $40,000 for the additional kiosks and $30,000 for yearly advertising is anticipated

from the Informational Kiosk Fund and the Board of Trade Advertising Fund, respectively. The department expects revenues to remain steady primarily due to increased efforts to sell kiosk advertising spots.

The department will continue to administer the Tourism Promotion Grants Program. This program offers funding to local chambers of commerce and other organizations on a competitive basis for the promotion of travel and tourism in the County. Funding in the amount of $135,000 for this program is included in the recommended budget in the Special Services budget unit 1040. The recommended allocation is $65,000 less than in FY 2008-09 in recognition of the County's fiscal constraints.

Through the use of Special Services funds in FY 2008-09, the department continued the Interactive Informational Kiosk Project with the purchase of one kiosk unit, housing, and related software and installation assistance. In FY 2008-09 kiosks were installed at the Tehachapi Chamber of Commerce and the Jawbone Canyon Visitor's Center and a kiosk was installed at the Veterans' Memorial with funds from the Veterans' Memorial construction monies. Advertising sales on the kiosks are slowly improving as the department has now completed the installation of kiosks and efforts are focused to get more community buy-in through localized content which leads to increased advertising support.

POSITIONS DISCUSSION

The recommended budget includes the deletion of one unfunded Office Services Technician position effective September 25, 2009, at an annual savings of $61,000. At the current level of staffing the department will have the ability to meet its revised goals and performance measures.

DIRECTOR'S DISCUSSION

The Board of Trade concurs with the County Administrative Office's recommended budget of $690,839 for FY 2009-10. This amount reflects a 15% reduction in net General Fund cost. This budget allows the department to maintain reduced staffing levels, requires the deletion of one unfunded position, affords minimum operational levels, and provides adequate funding to administer and audit the Tourism Promotion Grant Program. The department wishes to note that the recommended budget uses approximately $15,000 of its Budget Savings Incentives (BSI) to offset budget reductions. This reduction of nearly 42% of the BSI balance will severely reduce the department's "rainy day fund" and its ability to absorb any further budget step downs. Further reductions will severely impact operations, require closure of the Visitor Center, and limit the ability to generate revenue for the County.

The Board of Trade is a revenue generator. As the County's lead tourism and commercial filming marketing and coordinating organization, the department oversees an annual $1.2 billion economic cluster. Tourism benefits the County's overall economy, employs nearly 14,000 workers and generates and/or contributes to various tax streams including, but not limited to, transient occupancy taxes, sales taxes, fuel taxes and business property taxes. According to the 2009 Runyan Report, commissioned by the State of California, tourism activities for the most recent reporting year generated $65.6 million in cash from various taxes for Kern County's local government entities. Given the industry standard that 25% to 33% of tourism generated revenues are attributable to marketing efforts, the department can confidently state its programs are directly responsible for generating over $16 million a year for Kern County local governments. Also of note, this recommended budget, combined with the Tourism Promotion Grant Program, still falls well below the $1.5 million in unincorporated transient occupancy taxes collected annually.

The department concurs with the recommended continuance of the Tourism Promotion Grant Program at a funding level of $135,000, which reflects a reduction of 33% ($65,000). This is budgeted in the Special Services Budget (BU 1040). The grant program is the Board of Trade's only front-line marketing fund as the department does not have a dedicated marketing allocation in this recommended budget. Absent a marketing fund, the department works through grant recipients to market Kern County as a premier visitor destination. A specific marketing budget would allow the department to promote the County as a whole and increase marketing penetration into Southern California and other regions. Realizing the importance of tourism marketing, competitors such as San Diego and Las Vegas have substantially increased marketing budgets to help offset other revenue shortfalls.

Given that the department's mission is to promote Kern County with the goal of increased economic benefit and revenue generation, it seems prudent to increase marketing efforts in "lean times." It is a common business tenet that "when business gets slow, advertise more to maintain your position in the marketplace." Visitor spending is highly competitive and Kern County must maintain a high profile to attract visitors and their contribution to our county economy.

The department is grateful for the support of the County Administrative Office and appreciates the Board's acknowledgement that the Board of Trade generates

revenue far in excess of its net County cost. The department is committed to continue to grow the economic benefits of tourism to the fullest extent allowed by the available funding.

GOALS AND PERFORMANCE MEASURES

Performance Measure # 1:

Dollar contribution to Kern County's economy from tourism spending.

FY 2005-2006 Actual Results	FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Actual Results	FY 2009-2010 Proposed Goal
$989,100,000 CY 2004	$1,080,000,000 CY 2005	$1,153,200,000 CY 2006	$1,199,000,000 CY 2007	$1,235,000,000 (3.0%) CY 2008

What:
This measure is actual dollars spent by visitors in the County as reported by the State Travel and Tourism Commission's report. This report compiles spending activities in various business categories (lodging, food, attractions, etc.) to accurately reflect total dollars spent by visitors. This report is typically issued 16 months after the close of the reportable calendar year and is posted as a performance measure in the year the information is received.

Why:
The department is charged with maximizing the economic benefits of tourism (visitor) spending and this measure quantifies the results of those efforts in actual dollars.

How are we doing?
Numbers released by the Commission in April 2009 revealed that the department met its goal of 4% for calendar year 2007 (reported in 2008).

Performance Measure # 2:

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

FY 2005-2006 Actual Results	FY 2006-2007 Actual results	FY 2007-2008 Actual Results	FY 2008-2009 Actual Results	FY 2009-2010 Proposed Goal
+7.13% County +6.64% State CY 2004	+9.19% County +8.06% State CY 2005	+6.78% County +5.5% State CY 2006	+3.97% County +3.65% State CY 2007	+3.00% County CY 2008

What:
This measures the percent of growth or shrinkage of visitor spending over the previous year for both County and statewide totals as reported by the Commission's report. This information is typically issued 16 months after the close of the reportable calendar year and is posted as a performance measure in the year the information is received.

Why:
It is important to gauge the County's tourism spending against statewide numbers to determine if we are meeting or exceeding State growth. Exceeding the State's growth indicates the County is capturing a larger share of tourism business and confirms that our marketing strategies are effective.

How are we doing?
Kern County's 2007 rate of growth of 4% exceeded the State's growth rate of 3.65% over the previous year.

Performance Measure # 3:

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

FY 2005-2006 Actual Results	FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	Calendar 2008 Actual Results	FY 2009-2010 Proposed Goal
$9,305,445 CY 2005	$10,423,342 CY 2006	$10,906,601 CY 2007	$11,110,300 CY 2008	$11,444,000 (3.0% growth)

What:
This measure shows the actual Transient Occupancy Tax (TOT) dollars generated by visitors who stay at hotels and motels throughout Kern County's unincorporated and incorporated areas.

Why:
This measure accurately indicates overnight visitor stays (hotel/motel) activity throughout the County and can be correlated to out-of-area visitor activity. Where Performance Measure #1 is used as a long-term indicator, this performance measure provides more timely data, which is better suited for guiding short-term marketing efforts.

How are we doing?
Unincorporated County area TOT increased 2.9% in 2008. These numbers indicate that Kern's tourism economy is fairing better than other economic clusters. Countywide TOT revenues, including cities, increased modestly by 1.9%, falling short of the 4% goal. As reported by the Commission, the City of Bakersfield experienced a drop of $204,000 (-2.5%) which reduced the overall countywide total.

Performance Measure # 4:

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

FY 2005-2006 Actual Results	FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Actual Results	FY 2009-2010 Proposed Goal
$13,060,230 CY 2005	$12,856,200 CY 2006	$16,316,500 CY 2007	$ 23,705,000 CY 2008	$19,500,000

What:
This measure is actual dollars generated by commercial filming activities conducted in the County. These values are based on internationally accepted formulas developed by the Association of Film Commissioners International.

Why:
The department is charged with maximizing the economic benefits of commercial filming activities and this measure quantifies the results of those efforts in actual dollars.

How are we doing?
Calendar year 2008 was the best filming year on record for the County, largely due to four major film projects, including Star Trek. It is expected that 2009 filming economic impacts being driven by more historical growth trends.

Performance Measure # 5:

Percent of surveyed tourism stakeholders who are "Satisfied or Highly Satisfied" with the Board of Trade's marketing efforts.

FY 2005-2006 Actual Results	FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Actual Results	FY 2009-2010 Proposed Goal
Not Tracked	Not Tracked	Not Tracked	80%	70%

What:
The department is instituting an annual Tourism Stakeholder Satisfaction Survey, which will ask tourism partners (chambers of commerce, convention and visitors bureaus, attraction operators, etc.) to rate the department's marketing efforts on a 5-point scale from "Poor to Highly Satisfied." The survey will also solicit ratings of the department's overall efforts as the central tourism marketing organization for the County. The number of "Satisfied and Highly Satisfied" scores will be measured as a percentage of the number of overall scores.

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

How are we doing?
The department enlisted the services of an independent agency to conduct this survey. Rated on a scale of "1" to "5" (with "5" being most favorable), 80% of responses were either "4""or "5". Total favorables (3, 4 or 5) totaled 94%. FY 2009-2010 results are expected to stay at or above the 70% level. Unfortunately, projected reductions in marketing staff may be perceived negatively by our tourism stakeholders as service delivery will be impacted.

Engineering and Survey Services

Budget Unit 1900

Agency Director: David Price III, *Appointed*

Department Head: Charles Lackey, *Appointed*

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2007-08	FY 2008-09		FY 2009-10		
	Actual	Approved Budget	Estimated Actual	Department Requested	CAO Recommended	Incr/(Decr) From Budget
APPROPRIATIONS:						
Salaries and Benefits	$4,935,374	$4,715,116	$4,965,764	$4,468,698	$4,435,041	($280,075)
Services and Supplies	1,284,749	1,798,473	976,368	876,679	876,679	(921,794)
Other Charges	7,292	8,580	6,731	3,100	3,100	(5,480)
Fixed Assets	14,411	129,250	4,800	0	0	(129,250)
Other Financing Uses	100,852	101,515	101575	99709	99709	(1,806)
TOTAL EXPENDITURES	**$6,342,678**	**$6,752,934**	**$6,055,238**	**$5,448,186**	**$5,414,529**	**($1,338,405)**
Less Expend. Reimb.	670,872	151,442	132,609	175,000	175,000	(23,558)
TOTAL NET EXPENDITURES	**$5,671,806**	**$6,601,492**	**$5,922,629**	**$5,273,186**	**$5,239,529**	**($1,361,963)**
REVENUES:						
Licenses and Permits	$0	$0	$900	$600	$600	$600
Charges for Services	3,787,077	4,263,011	3,460,809	3,190,404	3,199,844	(1,063,167)
Miscellaneous	41,122	960	1,415	1,440	1,440	480
Other Financing Sources:						
General Plan Admin Surcharge	0	0	42,120	0	10,560	10,560
Community Development Prog Tr	0	0	0	20,000	0	0
TOTAL NET REVENUES	**$3,828,199**	**$4,263,971**	**$3,505,244**	**$3,212,444**	**$3,212,444**	**($1,051,527)**
NET GENERAL FUND COST	**$1,843,607**	**$2,337,521**	**$2,417,385**	**$2,060,742**	**$2,027,085**	**($310,436)**
Authorized Positions:	56	56	55	46	46	(10)
Funded Positions:	56	48	47	45	45	(3)

OPERATIONAL SUMMARY

- *Mission:*

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

- *Fundamental Functions & Responsibilities:*

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

PROGRAM DISCUSSION

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

The recommended budget provides funding at a level that is slightly lower than FY 2008-09 estimated actual levels and significantly lower than what was originally approved for FY 2008-09. The recommended budget includes staff reductions that are discussed below. The department can maintain existing service levels while reducing staff as long as the workload remains light. As the economy experiences improvement, the department may struggle to keep pace. Funding available for sump maintenance has been reduced, possibly resulting in less sanitary conditions, allowing for increased chance of vectorborne illnesses. GIS services will be maintained at existing levels, however, previous plans to expand services will be suspended in FY 2009-10. Floodplain management will be maintained at existing levels. The department will also continue to inspect new subdivisions and parcel maps, with supplemental funding provided by the Roads Department. Prior to FY 2008-09, the Roads Department collected the fees necessary to perform this function. Fees are now paid directly the Engineering and Survey Services Department.

In order to avoid additional decreases in service levels, the department plans to use most of its remaining Budget Savings Incentive (BSI) credits to offset expenditures planned for FY 2009-10.

POSITIONS DISCUSSION

During FY 2008-09, one Office Services Technician position was transferred to another budget unit within the Resource Management Agency, at an annual cost savings of $65,000. The recommended budget includes the deletion of three vacant, unfunded Engineer positions that were also held vacant and unfunded in FY 2008-09; the deletion of one Supervising Engineer position, at an annual cost savings of $155,000; and the deletion of three Drafting Technician positions, at an annual cost savings of $252,000. The department will also hold vacant and unfunded three Engineer positions, at an annual cost savings of $325,000.

DIRECTOR'S DISCUSSION

This budget has been developed with the anticipation that the Board would not approve increases in development processing fees, and revenue from processing fees would remain at approximately the previous year's actual level. Additionally, it is anticipated we would be able to recover $490,000, approximately 40% of the cost over the last two years associated with the subdivision review and inspection, compared to that which has been recovered through billings to the Roads Department, or as a direct General Fund appropriation.

Under a previous fee ordinance, development fees for subdivision improvement plans were paid to the Roads Department and the ESS Department would back charge Roads for the cost of plan check and inspection. Roads would make up any shortfall from their General Fund allocation. During FY 2008-09, the department charged the Roads Department approximately $1.2 million for the work associated with subdivision projects that had previously paid fees. For new projects submitted after September 2008, a new fee ordinance became effective, which was approved to partially fund the process. However, due to the substantial number of developments that have already paid processing fees under the old fee ordinances, and the decrease in new residential developments, the department anticipates recognizing about 5% of the historic annual cost of the section from fee based revenue. Therefore, we are proposing to further decrease staff in this section by eliminating two additional filled engineering positions in the last quarter of FY 2008-09. This would leave two full-time Engineers dedicated to the section. They would have support from other staff for review of flood, drainage and sewer, and water improvements. The department has estimated, to fund this program at this most minimal level, we would need to continue to receive a backfill of an additional $490,000, either through Roads or as a direct General Fund contribution, in addition to the anticipated fee revenue. This is a mandated program and is needed to provide for the public safety and as required by the Subdivision Map Act.

The department has attempted to reduce impacts to the public service by the utilizing all of the remaining stability reserve of accumulated Budget Saving Incentive Credits during the budget year to fund the primary services provided by the department.

The proposed budget, with a 15% General Fund reduction, results in the layoff of the two filled Engineer positions in the subdivision section (done in the last quarter of FY 2008-09) and the use of BSI credits. The impacts of these budget reductions will impact our ability meet our performance goals and the ability to quickly

respond to requests from the development community, as they begin to process new land development projects.

GOALS AND PERFORMANCE MEASURES

Performance Measure #1:

Number of weeks required to review final tract and parcel maps.

FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Adopted Goal	FY 2008-2009 March 31, 2009	FY 2009-2010 Proposed Goal
TRACT MAPS				
16 weeks	8 Weeks	4 Weeks	2 Weeks	4 Weeks
PARCEL MAPS				
24 weeks	12 Weeks	4 Weeks	2 Weeks	4 Weeks

What:
This measures how many weeks it takes to review final tract maps and parcel maps.

Why:
It is important to our customers that we review final tract and parcel maps in a timely manner so they can record their map to complete the land division. Final map review is a critical function of the department.

How are we doing?
Due to the reduced volume of submittals, turnaround times are much faster.

How is this funded?
This activity is funded through fees paid by the developer.

Performance Measure #2:

Percentage of improvement plan reviews completed within 30 days.

FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Adopted Goal	FY 2008-2009 March 31, 2009	FY 2009-2010 Proposed Goal
44%	74%	90%	89%	90%

What:
This measures the percentage of improvement plans for tracts, parcel maps, or precise developments that are reviewed and either approved, or returned to the applicant for corrections, within 30 days.

Why:
It is important to our customers that we review improvement plans in a timely manner so the developer can begin construction. Improvement plan review and inspection is a critical function of the department.

How are we doing?
Due to the reduced volume of submittals, turnaround times are much faster.

How is this funded?
This activity is funded through fees paid by the developer.

Performance Measure #3:

Number of sumps renovated.

FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Adopted Goal	FY 2008-2009 March 31, 2009	FY 2009-2010 Proposed Goal
17	20	24	19	10

What:
This measures the number of drainage sumps we were able to renovate. This includes major renovation and does not include the numerous additional sumps cleaned by the "hand crews." Renovation includes: removal of vegetation to promote mosquito abatement efforts, scarifying the sump bottom to enhance percolation rates and sump performance, and eliminate eyesores by managing the weeds and keeping facilities secured.

Why:
Our goal is to renovate as many sumps as possible with the available funding. Maintenance of drainage facilities is a critical function of this department.

How are we doing?
We will have performed major renovation of 70 sumps by the end of FY 2008-09 which is approximately 25% of the sumps that we maintain. However, reduced funding this year will reduce our performance accordingly.

How is this funded?
Maintenance of sumps within County Service Areas (CSA) is paid for with the CSA fees. Maintenance of County-owned sumps is paid for by the General Fund.

Performance Measure #4:

Condition of Sumps.

FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Adopted Goal	FY 2008-2009 March 31, 2009	FY 2009-2010 Proposed Goal
N/A	A – 26% C – 40% F – 34%	A - 35% C – 40% F – 25%	A - 34% C – 38% F – 28%	A - 35% C – 40% F – 25%

What:
This measures the relative condition of the drainage sumps we maintain.

Level A indicates a sump that needs no maintenance, has recently been renovated, and has very few weeds or standing water, if any.

Level C indicates a sump that needs minor maintenance, has a few weeds, trash, or standing water.

Level F indicates a sump that needs major maintenance. It contains heavy vegetation, trash, or water, and is also likely targeted by the mosquito abatement district(s). Level F also includes sumps that are missing gates, fences, or are otherwise unsecured (4%).

Why:
Our goal is to renovate as many sumps as possible with the available funding and increase all sumps to at least a Level C within 5 years. It is also critical that sumps that regularly contain water are secured.

How are we doing?
We will have performed major renovation of 70 sumps by the end of FY 2008-09 which is approximately 25% of the sumps that we maintain. However, reduced funding will impact our performance. We will continue to place a high priority to secure sumps by replacing all missing gates and/or fences on all sumps that regularly contain water.

How is this funded?
Maintenance of sumps within County Service Areas (CSA) is paid for with the CSA fees. Maintenance of County-owned sumps is paid for by the General Fund.

Performance Measure #5:

Percentage of flood hazard evaluations completed in one day and within one week.

FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Adopted Goal	FY 2008-2009 March 31, 2009	FY 2009-2010 Proposed Goal
75% < 1 day 97% < 1 week	55% < 1 day 89% < 1 week	60% < 1 day 90% < 1 week	47% < 1 day 87% < 1 week	60% < 1 day 90% < 1 week

What:
This measures the percentage of flood hazard evaluations that were performed in one day, and within one week. This includes flood hazard evaluations and evaluation updates.

Why:
Our goal is to determine the flood mitigation requirements in accordance with our Floodplain Management Ordinance and other applicable federal regulations in a timely manner to provide our customers with accurate reviews so they can be made aware of the mitigation requirements and incorporate them into the construction drawings without delaying the building plan review process. Regulation of development within the floodplain is one of the primary functions of the department.

How are we doing?
Accuracy and turnaround times are excellent. Almost 50% of the evaluations and evaluation updates are completed by the end of the next business day.

How is this funded?
This activity is funded by revenue generated from the Flood Hazard Evaluation and Flood Hazard Evaluation Update fee, paid by the applicant.

Performance Measure #6:

Number of public users per day of the County's Geographic Information System (GIS).

FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Adopted Goal	FY 2008-2009 March 31, 2009	FY 2009-2010 Proposed Goal
N/A	900-1500	1,000-2,000	1,100-1,800	1,000-2,000

What:
This measures the number of public GIS users who visit the site on a daily basis using the Internet. This does not include County staff GIS users over the intranet. This also does not reflect the number of different searches, or "refreshed" screens, generated by each user.

Why:
Our goal is to provide reliable information through the Geographic Information System (GIS) and continue to add additional information as data and resources become available. Development and maintenance of the County's GIS is a critical function of the department.

How are we doing?
The number of users has increased steadily since the implementation of GIS as more people become aware of its existence. This measure shows public use only, but in addition, County staff uses GIS extensively for research and data collection, enforcement, permit issuance, etc. The system has proven to be reliable as well, being functional 95.7% of the time in the past 12 months.

How is this funded?
Development and maintenance of GIS is funded by the General Fund.

Risk Management

Budget Unit 1910

Department Head: Theresa Goldner, *Appointed*

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2007-08	FY 2008-09		FY 2009-10		
	Actual	Approved Budget	Estimated Actual	Department Requested	CAO Recommended	Incr/(Decr) From Budget
APPROPRIATIONS:						
Salaries and Benefits	$2,184,643	$2,642,444	$2,354,545	$2,853,735	$2,800,767	$158,323
Services and Supplies	1,203,371	1,743,541	1,118,113	1,447,888	1,447,888	(295,653)
Other Charges	1,142,419	795,655	1,128,756	671,595	671,595	(124,060)
Fixed Assets	0	0	0	10,000	10,000	10,000
TOTAL EXPENDITURES	**$4,530,433**	**$5,181,640**	**$4,601,414**	**$4,983,218**	**$4,930,250**	**($251,390)**
Less Expend. Reimb.	353,297	438,900	373,339	413,000	413,000	25,900
TOTAL NET EXPENDITURES	**$4,177,136**	**$4,742,740**	**$4,228,075**	**$4,570,218**	**$4,517,250**	**($225,490)**
REVENUES:						
Charges for Services	$3,097,269	$3,931,548	$3,223,079	$3,872,327	$3,819,359	($112,189)
Miscellaneous	45,959	29,000	27,000	29,000	29,000	0
TOTAL NET REVENUES	**$3,143,228**	**$3,960,548**	**$3,250,079**	**$3,901,327**	**$3,848,359**	**($112,189)**
NET GENERAL FUND COST	**$1,033,908**	**$782,192**	**$977,996**	**$668,891**	**$668,891**	**($113,301)**
Authorized Positions:	29	29	29	29	29	0
Funded Positions:	29	29	29	29	28	(1)

OPERATIONAL SUMMARY

- *Mission:*

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

- *Fundamental Functions & Responsibilities:*

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

PROGRAM DISCUSSION

The recommended budget provides sufficient resources to allow the division to administer the County's general liability and Workers' Compensation self-insurance programs. Except for uninsured litigation, all costs incurred in this budget are recovered through charges to departments. Uninsured litigation is covered by the General Fund, and is used for legal fees and costs necessary to protect and defend the County in certain civil and administrative matters and to reduce County liability and risk exposure. The recommended budget allows funding of $672,000, a reduction from the prior year's budget of $124,000.

The recommended budget includes an increase in salary and benefit costs of $158,323 due to negotiated salary increases. A decrease in services and supplies of $296,000 is due to decreased malpractice insurance premiums. The increase of $10,000 in fixed assets is for the purchase of a document management system.

POSITIONS DISCUSSION

The recommended budget includes the deletion of one Local Area Network Systems Administrator position, at an annual savings of $113,500, and the addition of one Information Systems Specialist I position, at an annual cost of $92,200.

DIRECTOR'S DISCUSSION

Risk Management has reduced its budget by replacing a Local Area Network Administrator position with a position that has a lower technology classification, i.e., an Information Systems Specialist I position. Although Risk Management has been given approval to fill a vacant Workers' Compensation Claims Adjuster position, it has not done so in order to reduce expenses. Of particular concern is the significant underfunding of uninsured litigation. For the past two years, the actual amount of uninsured litigation exceeded $1 million. For the past three years, the average actual cost of uninsured litigation was $1,111,764. It is projected that the costs of uninsured litigation for the FY 2009-10 will again exceed $1 million; however, the CAO's recommended budget amount for uninsured litigation is $671,595. Continued underfunding of uninsured litigation will adversely affect Risk Management's ability to meet net County costs, and may have unintended consequences on the defense and prosecution of certain civil and administrative cases and matters.

GOALS AND PERFORMANCE MEASURES

Performance Measure #1:

Total actual cost of risk of County operations.

FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Adopted Goal	FY 2008-2009 Estimated Results	FY 2009-2010 Proposed Goal
$35,821,138	$34,362,067	$36,000,000	$35,000,000	$40,000,000

What:
The indicator measures the total cost of risk to the County. The term "risk" includes all exposures, liabilities, damages, insurances, and the costs of managing those risks. It is composed of claims paid and lawsuits handled, uninsured losses, insurance premiums paid, self-insured retention paid, safety and security costs, legal defense costs, administrative costs, and the value of lost workdays. Our risk management consultant has recommended this measure as an industry "best practice" that tells a compelling story.

Why:
The indicator demonstrates whether the County is managing risk effectively from year to year and controlling the costs associated with risk. Also, the significant dollars involved will serve to remind County officers and employees that risk management is essential for achieving government accountability consistent with the public trust.

How are we doing?
In FY 2008-09, the County's total cost of risk is down somewhat from earlier years. Risk Management tracks these data in order to initiate programs to control and shift the exposure in County operations. In FY 2009-10 programs to reduce the County risk will be initiated based on the risk management consultant's recommendations.

How is this funded?
County Risk Management and its programs are funded principally from a pool funded by premiums charged to departments annually according to a formula approved by the State to cover the self-insurance programs for general liability and Workers' Compensation. The uninsured risk of this program is not allocated to departments, but that component is funded by the County General Fund. The actual uninsured cost estimated for FY 2008-09 is $1,126,000.

Performance Measure #2:

General liability costs as a percentage of County expenditures.

FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Adopted Goal	FY 2008-2009 Estimated Results	FY 2009-2010 Proposed Goal
.20%	.19%	.50%	.30%	.55%

What:
This indicator measures the portion of costs the County incurs as a result of general liability claims, lawsuits, and insurances. General liability covers auto, employers', public officials', pollution, premises, and other general liabilities that arise from County operations.

Why:
This indicator demonstrates how effective or ineffective the County is in managing general liability exposures from year to year. Yet some liabilities are beyond the exclusive control of Risk Management and depend on the cooperation and resources available in each County department. This measure does provide a basis for Risk Management to address the significant exposures and claims arising from high risk departments and to focus efforts on reducing such liabilities.

How are we doing?
For FY 2008-09 the indicator is estimated to be less than the adopted goal by .20%. High dollar lawsuits and defense costs can cause this indicator to vary significantly from year to year. Yet this measure serves as a barometer for how the County as an entity is making progress in reducing its general liability risks. Due to large potential losses for FY 2009-10, this indicator is expected to increase.

How is this funded?
The general liability program is funded from a pool based on premiums charged to departments annually based on a formula that is actuarially based and approved by the State. The premiums charged to each department are based on the loss history of the department and the degree of risk inherent in its operations. The first $2 million of a loss is self-insured with excess coverage purchased up to $25 million for FY 2008-09.

Performance Measure #3:

The total payout to resolve lawsuits.

FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Adopted Goal	FY 2008-2009 Estimated Results	FY 2009-2010 Proposed Goal
$497,842	$970,433	$500,000	$1,040,000	$4,500,000

What:
This indicator measures the dollars paid out in a fiscal year to resolve general liability and medical malpractice lawsuits. The measure tracks the monies paid to plaintiffs and the resulting burden on County operations that such payouts represent. Not included in this measure are those lawsuits resolved usually without a payout of dollars, such as environmental, juvenile, discipline, and conservatorship matters. This measure will vary from year to year depending on the severity of the lawsuits in the pipeline and pending in the courts.

Why:
This indicator focuses management's attention on the areas of outstanding liability and exposure and where the need for corrective action may be necessary to prevent future lawsuits. A reduction in this outcome is of paramount importance for County and especially Kern Medical Center operations and planning.

How are we doing?
In recent years both general liability and medical malpractice cases have been resolved without significant payouts. However, there are now pending matters that will require substantial payouts in specific general liability cases in FY 2009-10.

How is this funded?
The first $2 million per incident is self-insured with excess insurance coverage up to $25 million for the significant cases. Medical malpractice is self-insured for the first $5 million per incident and funded in the Kern Medical Center budget. Medical malpractice insurance picks up any claims that require more than the $5 million in defense and indemnification.

Performance Measure #4:

Workers' Compensation costs as a percentage of County expenditures.

FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Adopted Goal	FY 2008-2009 Estimated Results	FY 2009-2010 Proposed Goal
1.37%	1.18%	1.25%	1.04%	1.25%

What:
This indicator measures the percentage of costs the County incurs in total from Workers' Compensation claims, insurance, and administration.

Why:
This indicator demonstrates the burden on County expenditures and operations that result from work-related injuries and the claims filed as a result of those injuries. This measure provides management a critical barometer for assessing the effectiveness of steps taken to reduce Workers' Compensation costs.

How are we doing?
FY 2008-09 estimated Workers' Compensation costs are .14% less than the actual prior fiscal year expenses. This measure indicates that Workers' Compensation costs have decreased because of the reforms initiated in Sacramento and the efforts of the Workers' Compensation staff and others in County government.

How is this funded?
The Workers' Compensation program is funded by a pool based on premiums charged to departments. The departments with the greatest losses bear the burden of the heavier premiums.

Performance Measure #5:

The number of workdays lost per lost-time Workers' Compensation claim on which benefits are paid.

FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Adopted Goal	FY 2008-2009 Estimated Results	FY 2009-2010 Proposed Goal
63	55	100	60	80

What:
This indicator measures how many days employees with work-related injuries are absent from work per Workers' Compensation claim on which temporary disability is paid. Because of 4850 time provided by law for safety employees, the incidence of lost-time days poses significant challenges and will be tracked separately from the lost-time days for general employees.

Why:
In managing Workers' Compensation claims and risk, this indicator is critical for tracking the most costly element of the program. Reducing the number of days lost saves the County disability, medical, and staffing replacement costs. A high incidence of lost workdays may demonstrate the ineffectiveness of the County's Disability Management Program that seeks to return injured employees back to work as soon as possible in light or modified duty jobs.

How are we doing?
For FY 2008-09, lost workdays appear similar per claim compared to the prior fiscal year. Efforts to reduce those days have been effective in some departments where there is a program to help the injured employee to return to the job without delay.

How is this funded?
The Workers' Compensation program is funded by a pool funded by premiums charged to departments. The departments that are subject to the 4850 law have high premiums because of lost workdays.

Performance Measure #6:

Percentage of clients rating Risk Management services satisfactory or above.

FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Adopted Goal	FY 2008-2009 Estimated Results	FY 2009-2010 Proposed Goal
NA	95%, Limited Sample	90%	90%	90%

What:
The indicator measures how departments rate the service of the professional staff of Risk Management, including adjusters, loss prevention and safety personnel, and insurance services personnel. This measure provides management the tool to assess the quality of service that Risk Management delivers to County departments and their employees. As each employee's annual performance evaluation is prepared, key clients are requested to complete an assessment of that employee's performance by a standardized instrument. These assessments are then summarized to determine the office's overall rating.

Why:
Results of these surveys have proved valuable in assessing client satisfaction with each assigned professional and the office's efforts to meet the Risk Management mission. Also, these survey results provide a basis for department management to fine tune service delivery to meet specific client and program needs. Using the feedback from departments in this satisfaction survey, adjuster, safety personnel, and insurance experts will be able to continuously improve their service delivery.

How are we doing?
Surveys have been developed and they are conducted routinely in connection with Employee Performance Reports as they come due. A sampling of clients views also has been gathered. In past years, adjusters were not assigned to specific departments as they are now so that department feedback that is meaningful can be obtained for the first time. Averaging client and department limited survey results yields a score of 90% for FY 2008-09.

How is this funded?
The administration of the Risk Management program is funded by premiums charged to departments.

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2007-08	FY 2008-09		FY 2009-10		
	Actual	Approved Budget	Estimated Actual	Department Requested	CAO Recommended	Incr/(Decr) From Budget
APPROPRIATIONS:						
Fixed Assets	$3,636,953	$21,537,292	$5,879,010	$0	$0	($21,537,292)
TOTAL EXPENDITURES	**$3,636,953**	**$21,537,292**	**$5,879,010**	**$0**	**$0**	**($21,537,292)**
Less Expend. Reimb.	92,667	234,457	251,433	0	0	234,457
TOTAL NET EXPENDITURES	**$3,544,286**	**$21,302,835**	**$5,627,577**	**$0**	**$0**	**($21,302,835)**
REVENUES:						
Intergovernmental	$1,586,989	$9,804,904	$161,965	$0	$0	($9,804,904)
Charges for Services	471,466	2,205,001	107,888	0	0	(2,205,001)
Miscellaneous	0	0	715,768	0	0	0
Other Financing Sources	206,921	0	0	0	0	0
TOTAL NET REVENUES	**$2,265,376**	**$12,009,905**	**$985,621**	**$0**	**$0**	**($12,009,905)**
NET GENERAL FUND COST	**$1,278,910**	**$9,292,930**	**$4,641,956**	**$0**	**$0**	**($9,292,930)**

PROGRAM DISCUSSION

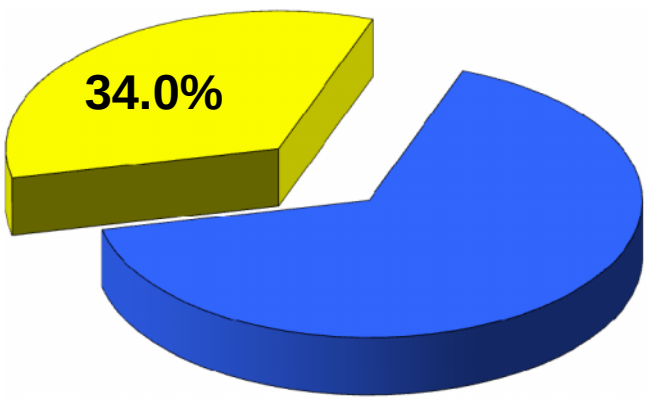
The County Administrative Office annually develops a master list of all major maintenance and capital projects requested by departments. The projects are prioritized using the following criteria: legally mandated, health and safety concern, preventive maintenance concern, cost reduction impact, and extent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

In recognition of the State and local fiscal crisis, requests for capital projects were not solicited for FY 2009-10. Projects identified as potential health or safety risks were identified and are budgeted in Major Maintenance budget unit 1650.

Public Protection

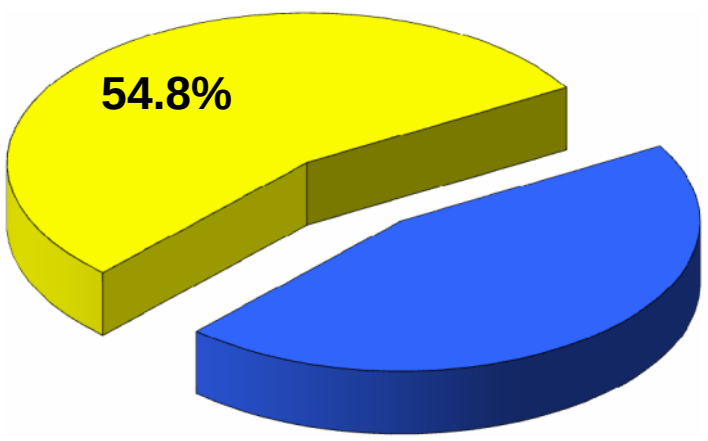
PUBLIC PROTECTION

Total Recommended Appropriations $492,904,545



Percentage of Total County Budget

Recommended Net General Fund Cost $195,260,575 (Expenditures Less Program Revenues)



Percentage of Total General Purpose (Discretionary-Use) Funds

Contributions to Trial Court Funding

Budget Unit 2110

Department Head: John Nilon, *Appointed*

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2007-08	FY 2008-09		FY 2009-10		
	Actual	Approved Budget	Estimated Actual	Department Requested	CAO Recommended	Incr/(Decr) From Budget
APPROPRIATIONS:						
Services and Supplies	$14,664,985	$14,931,485	$14,800,000	$15,213,060	$16,334,137	$1,402,652
TOTAL EXPENDITURES	**$14,664,985**	**$14,931,485**	**$14,800,000**	**$15,213,060**	**$16,334,137**	**$1,402,652**
REVENUES:						
Fines and Forfeitures	$6,028,956	$6,832,000	$6,349,133	$6,260,600	$6,260,600	($571,400)
Charges for Services	4,539,086	4,967,600	4,684,834	4,524,400	4,524,400	(443,200)
Miscellaneous	0	75,075	75,075	75,075	875,075	800,000
TOTAL NET REVENUES	**$10,568,042**	**$11,874,675**	**$11,109,042**	**$10,860,075**	**$11,660,075**	**($214,600)**
NET GENERAL FUND COST	**$4,096,943**	**$3,056,810**	**$3,690,958**	**$4,352,985**	**$4,674,062**	**$1,617,252**

PROGRAM DISCUSSION

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

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

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

A myriad of court generated revenues have been in dispute due to the Trial Court Funding Act being silent on this matter. The final disposition of these revenues was settled in FY 2005-06, and total revenues of $5.2 million are remitted to the State each year.

In addition to the revenue remittance discussed above, the recommended budget includes appropriations of $10.4 million as the statutory MOE obligations and $273,000 as a court-collected undesignated fee component.

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

County Clerk

Budget Unit 2116

Department Head: Ann K. Barnett, *Elected*

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2007-08	FY 2008-09		FY 2009-10		
	Actual	Approved Budget	Estimated Actual	Department Requested	CAO Recommended	Incr/(Decr) From Budget
APPROPRIATIONS:						
Salaries and Benefits	$0	$379,754	$370,568	$344,495	$337,628	($42,126)
Services and Supplies	0	203,721	173,747	223,983	222,335	18,614
TOTAL EXPENDITURES	**$0**	**$583,475**	**$544,315**	**$568,478**	**$559,963**	**($23,512)**
REVENUES:						
Licenses and Permits	$0	$165,000	$148,812	$145,000	$145,000	($20,000)
Charges for Services	0	345,500	293,758	350,000	350,000	4,500
Miscellaneous	0	500	0	0	0	(500)
Other Financing Sources:						
Vital & Health Stat-Co. Clerk	0	2,730	0	1,200	1,200	(1,530)
Community Development Prog Tr	0	0	0	2,500	2,500	2,500
LESS TOTAL REVENUES	**$0**	**$513,730**	**$442,570**	**$498,700**	**$498,700**	**($15,030)**
NET GENERAL FUND COST	**$0**	**$69,745**	**$101,745**	**$69,778**	**$61,263**	**($8,482)**
Authorized Positions:	0	7	6	6	6	(1)
Funded Positions:	0	7	6	5	5	(2)

PROGRAM DISCUSSION

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

The recommended budget provides a level of funding to permit the County Clerk to continue serving the public, although at a reduced level. The department receives substantial supervisory, administrative, and technical support from budget unit 1110 as County Clerk functions fall under the direct supervision of the Special Accounting Division of the Auditor-Controller-County Clerk.

POSITIONS DISCUSSION

During FY 2008-09, one Fiscal Support Technician was transferred to budget unit 1110. As a result, one Fiscal Support Technician position will be deleted, at an annual savings of $63,600. The recommended budget does not include additional position additions or deletions.

DIRECTOR'S DISCUSSION

We concur with the recommended FY 2009-10 budget. However, at this funding level we will be required to close our doors to the public 30 minutes earlier on a daily basis in order to avoid overtime. This budget is the absolute minimum with which we can operate, and allows for no overtime, no extra help, and no travel.

Grand Jury

Budget Unit 2160

Department Head: Michael B. Lewis,
Superior Court Presiding Judge, *Elected*

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2007-08	FY 2008-09		FY 2009-10		
	Actual	Approved Budget	Estimated Actual	Department Requested	CAO Recommended	Incr/(Decr) From Budget
APPROPRIATIONS:						
Salaries and Benefits	$72,843	$36,826	$75,836	$44,344	$49,873	$13,047
Services and Supplies	190,004	204,866	165,330	163,085	163,085	(41,781)
TOTAL EXPENDITURES	**$262,847**	**$241,692**	**$241,166**	**$207,429**	**$212,958**	**($28,734)**
NET GENERAL FUND COST	**$262,847**	**$241,692**	**$241,166**	**$207,429**	**$212,958**	**($28,734)**
Authorized Positions:	1	1	1	1	1	0
Funded Positions:	1	1	1	1	1	0

PROGRAM DISCUSSION

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

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

The recommended budget includes the use of the Grand Jury's accumulated Budget Savings Incentive (BSI) credits in the amount of $29,616, and a decrease of $35,000 to services and supplies. Reductions have been made to travel, training, postage, lodging, and meal reimbursements. Outside training will be limited to new members and a small number of existing members. The Grand Jury will also provide in-house training for the rest its membership. In addition, members will be subject to furloughs during the week of national holidays such as Thanksgiving, Christmas, etc.

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.

Indigent Defense Services

Budget Unit 2170

Department Head: John Nilon, *Appointed*

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2007-08	FY 2008-09		FY 2009-10		
	Actual	Approved Budget	Estimated Actual	Department Requested	CAO Recommended	Incr/(Decr) From Budget
APPROPRIATIONS:						
Services and Supplies	$5,743,256	$5,656,146	$5,887,830	$5,627,552	$5,627,552	($28,594)
TOTAL EXPENDITURES	**$5,743,256**	**$5,656,146**	**$5,887,830**	**$5,627,552**	**$5,627,552**	**($28,594)**
REVENUES:						
Intergovernmental	$1,204,761	$1,225,000	$1,478,000	$1,480,000	$1,480,000	$255,000
Charges for Services	80,193	75,000	97,000	100,000	100,000	25,000
TOTAL NET REVENUES	**$1,284,954**	**$1,300,000**	**$1,575,000**	**$1,580,000**	**$1,580,000**	**$280,000**
NET GENERAL FUND COST	**$4,458,302**	**$4,356,146**	**$4,312,830**	**$4,047,552**	**$4,047,552**	**($308,594)**

PROGRAM DISCUSSION

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

The County contracts with the Kern County Bar Association (KCBA) for the administration of this program. KCBA submitted a budget containing a 5% voluntary rate reduction for most private counsel and investigators for indigent defense cases from Superior Court. The KCBA is also paid an administrative fee from this budget unit. However, in light of current fiscal constraints, KCBA has opted to defer a portion of its administrative fees to a later date.

The recommended level of funding is anticipated to be sufficient to handle the caseload of conflict indigent defense cases projected for FY 2009-10

District Attorney – Criminal Division

Budget Unit 2180

Department Head: Edward R. Jagels, *Elected*

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2007-08	FY 2008-09		FY 2009-10		
	Actual	Approved Budget	Estimated Actual	Department Requested	CAO Recommended	Incr/(Decr) From Budget
APPROPRIATIONS:						
Salaries and Benefits	$24,014,094	$25,967,684	$25,606,244	$24,310,634	$25,033,489	($934,195)
Services and Supplies	2,693,701	2,862,195	2,421,949	2,821,671	2,624,671	(237,524)
Other Charges	67,383	189,300	125,909	129,100	129,100	(60,200)
Fixed Assets	140,675	0	0	0	0	0
TOTAL EXPENDITURES	**$26,915,853**	**$29,019,179**	**$28,154,102**	**$27,261,405**	**$27,787,260**	**($1,231,919)**
Less Expend. Reimb.	110,660	92,000	115,826	117,000	117,000	(25,000)
TOTAL NET EXPENDITURES	**$26,805,193**	**$28,927,179**	**$28,038,276**	**$27,144,405**	**$27,670,260**	**($1,256,919)**
REVENUES:						
Fines and Forfeitures	$151,044	$50,000	$33,018	$35,000	$35,000	($15,000)
Intergovernmental	3,011,147	2,563,850	2,740,323	3,124,574	3,814,574	1,250,724
Charges for Services	3,612,731	3,623,000	3,456,462	3,513,000	3,056,841	(566,159)
Miscellaneous	501,181	440,000	423,144	440,000	440,000	0
Other Financing Sources						
Local Public Safety	4,242,570	4,442,731	4,443,259	4,094,770	3,888,258	(554,473)
Real Estate Fraud	0	100,000	100,000	100,000	118,000	18,000
D.A.-Local Forfeiture Trust	0	534,000	534,000	1,000,000	1,000,000	466,000
D. A. Equipment/Automation	0	0	0	500,000	500,000	500,000
TOTAL NET REVENUES	**$11,518,673**	**$11,753,581**	**$11,730,206**	**$12,807,344**	**$12,852,673**	**$1,099,092**
NET GENERAL FUND COST	**$15,286,520**	**$17,173,598**	**$16,308,070**	**$14,337,061**	**$14,817,587**	**($2,356,011)**
Authorized Positions:	212	216	216	216	200	(16)
Funded Positions:	212	213	213	179	183	(30)

OPERATIONAL SUMMARY

- *Mission:*

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

- *Fundamental Functions & Responsibilities:*

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

PROGRAM DISCUSSION

The recommended budget provides for the operation of the District Attorney Criminal Division. The recommended budget includes a decrease in salaries and benefits due to staff reductions, as discussed below. The recommended budget includes sufficient funding to continue to conduct misdemeanor prosecutions, albeit at a reduced level.

The recommended budget requires functions that were performed by the Bureau of Investigation be eliminated, such as post-complaint investigation, Grand Jury investigations, voter fraud, witness protection and relocation, and oversight to the wiretap room. Services and supplies are decreased by $237,000 due to reductions in contracts, travel, and office supplies.

The recommended budget includes federal Recovery Act Edward Byrne Memorial Justice Assistance Grants in the amount of $418,700. The Recovery Act provides the U.S. Department of Justice with funding for grants to assist state, local, and tribal law enforcement agencies, in combating violence and prosecuting criminal cases. The department will be able to retain three Deputy District Attorney positions with this additional funding.

The recommended budget includes a one-time transfer of $1.5 million from the Asset Forfeiture and Automation funds. In addition, Local Public Safety revenue is recommended at $3.9 million, a $554,000 decrease from the FY 2008-09 adopted estimate due to lower sales tax revenue projections. Further, the Department of Human Services' allocation to the Welfare Fraud Special Investigations Unit has decreased by $916,300 due to fiscal constraints.

POSITIONS DISCUSSION

The recommended budget includes previously approved deletions of 21 positions: four District Attorney Investigator positions, resulting in four layoffs, four Investigative Aide positions, resulting in three layoffs, seven District Attorney Welfare Fraud Investigator positions, resulting in seven layoffs, one Director of Collections position, resulting in one layoff, and five vacant Deputy District Attorney positions for total annual savings of $2.3 million.

DIRECTOR'S DISCUSSION

Service reductions, in light of these layoffs, mean some modification in the number of misdemeanor prosecutions and a reduction of 20% in gang prosecutions. Reductions in the traditionally performed services of the Bureau of Investigation will adversely affect all other law enforcement agencies in the County as well as District Attorney prosecutions. The loss of wiretap oversight will compromise some major cases and place law enforcement officers at greater risk. Some witnesses will not be properly subpoenaed, resulting in cases lost or plea bargained to the detriment of public safety. The overall safety of Kern County's citizens and property will be reduced.

GOALS AND PERFORMANCE MEASURES

Performance Measure #1:

Percentage of felony complaint requests filed as a felony.

FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Adopted	FY 2008-2009 Mid-year Results (2/28/09)	FY 2009-2010 Proposed Goal
49.4%	48.1%	48%	47.2%	39%

What:
This indicator reports the percentage of individuals against whom law enforcement agencies have requested the filing of felony charges and who are actually charged with a felony. Only adult suspects are counted.

Why:
All requests for the filing of felony charges, and most misdemeanors as well, must first be reviewed by the District Attorney's Office. The District Attorney may reject a request because of insufficient evidence. The District Attorney has discretion to file many felony offenses, such as grand theft, either as a misdemeanor or a felony. Measure #1 reports how that discretion is being exercised.

How are we doing?
Through February 28, 2009, the District Attorney's Office has received 11,203 felony complaint requests, and filed felony charges against 5,291 defendants. This is a felony filing percentage of 47.2%. Proposed goal for FY 2009-10 has been updated to reflect projected staffing levels projected with a 15% reduction in net General Fund cost.

How is this funded?
General Fund and State and federal grants.

Performance Measure #2:

Total State prison admissions per 100,000 population.

CY 2006 Actual Results	CY 2007 Actual Results	CY 2008 Adopted Goal	CY 2008 Actual Results	CY 2008 Proposed Goal
309.95	280.67	281	Not Available	240

What:
This measure reports the total number of convicted felons committed to State prison on a per capita basis. Only adult felons are reported.

Why:
The number of State prison commitments from each county can be used to gauge how effectively and aggressively a District Attorney's Office prosecutes felons. Larger counties will have a high number of State prison commitments, however, simply because they have more defendants. By converting prison commitment numbers to a per capita rate, the performance of each county can be fairly and objectively compared.

How are we doing?
The California Department of Corrections and Rehabilitation issues an annual report that gives the total number of inmates admitted to State prison by county of commitment. The information is reported on a calendar year basis. The report for calendar year 2008 is not available.

How is this funded?
General Fund and State and federal grants.

Performance Measure #3:

Number of adult gang defendants and juvenile gang defendants charged as an adult with a gang-related offense.

FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Adopted Goal	FY 2008-2009 Mid-year Results (Through Feb-08)	FY 2009-2010 Proposed Goal
438	635	600	513	480

What:
The measure reports the number of adults, and juveniles charged as an adult, with a gang-related offense.

Why:
Gangs and gang-related crime present the single greatest source of violent crime in Kern County. The Board of Supervisors has made a large investment in the prevention, intervention and suppression of gang violence. The District Attorney's Office is the prosecution arm of the suppression component. Although this performance measure is a workload indicator, it also serves to demonstrate the efforts of this District Attorney's Office in implementing the Board's mandate regarding gang violence.

How are we doing?
Through February 2009 the District Attorney's Office has filed felony charges against 513 adult and juvenile offenders certified for trial as an adult. The DA's Target Gang Unit was formed in January 2008. Beginning in FY 2008-09, totals include combined Gang Unit and Target Gang Unit results and projections. We project that 480 adult defendants will be charged with a gang offense during Fiscal Year 2009-10, reflecting reduced staffing levels.

How is this funded?
General Fund.

Performance Measure #4A:
Number of dispositions of adult gang defendants.

Performance Measure #4B:
Conviction rate of adult gang defendants.

Performance Measure #4C:
Felony conviction rate of adult gang defendants.

FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Adopted Goal	FY 2008-2009 Mid-year Results (through Feb. 09)	FY 2009-2010 Proposed Goal
#4A: 360 #4B: 82.2% #4C: 68.1%	#4A: 526 #4B: 79.5% #4C: 78.9%	#4A: 450 #4B: 75% #4C: 65%	#4A: 460 #4B: 76.9% #4C: 73.2%	#4A: 360 #4B: 75% #4C: 75%

What:
Measure 4A reports the number of dispositions of adult gang defendants. Measure 4B is the percentage of dispositions that resulted in felony or misdemeanor conviction. Measure 4C reports the percentage of dispositions that resulted in a felony conviction. Adult gang defendants include juveniles prosecuted as adults.

Why:
Measure 4A reports the number of dispositions. Measures 4B and 4C are qualitative measures, which reflect the comparative success rate of gang prosecutions compared to past years.

How are we doing?
Through February 2009, dispositions were entered against 460 adult gang defendants. Convictions were obtained against 354 of these defendants (76.9%), and 259 were convicted of a felony (73.2%). Based upon these numbers, we project 690 dispositions against adult gang defendants in Fiscal Year 2008-09, and a total of 531 convictions. We further project 388 of these will be felony convictions. The proposed goal for Fiscal Year 2009-10 has been adjusted to reflect the reduced staffing level after a 15% reduction in net General Fund cost.

How is this funded?
General Fund.

Performance Measure #5A:
Number of adult gang defendants who were sentenced.

Performance Measure #5B:
Number of adult gang defendants who were sentenced to State prison.

Performance Measure #5C:
Percentage of convicted adult gang defendants sentenced to State prison.

FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Adopted Goal	FY 2008-2009 Mid-year Results (Through Feb. 09)	FY 2009-2010 Proposed Goal
#5A: 309 #5B: 206 #5C: 66.7%	#5A: 391 #5B: 200 #5C: 51.2%	#5A: 350 #5B: 210 #5C: 60%	#5A: 320 #5B: 148 #5C: 46.3%	#5A: 280 #5B: 168 #5C: 62.5

What:
Measure 5A reports the number of convicted adult gang defendants who were sentenced, which means the cases were closed. Measure 5B is the number of the defendants in 5A who were sentenced to State prison rather than probation. Measure 5C reports Measure 5B as a percentage of sentenced gang defendants in 5A. Adult gang defendants include juveniles prosecuted as adults.

Why:
To be effective in the prevention and suppression of gang violence and gang related crime, prosecution must result in meaningful punishment. Whether or not a prison sentence deters a gang member from committing further crimes, it will prevent him from committing additional crimes against the public while he is in prison.

How are we doing?
Through February 2009, 320 convicted gang defendants have been sentenced, 148 of them to State prison; this is a prison commitment rate of 46.3%. We project only 40 gang defendants will be sentenced in Fiscal Year 2009-10, 25 of them to State prison. The proposed goal reflects the reduced staffing levels as a result of the 15% reduction in net General Fund cost.

How is this funded?
General Fund.

Child Support Services

Budget Unit 2183

Department Head: Phyllis Nance, *Appointed*

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2007-08	FY 2008-09		FY 2009-10		
	Actual	Approved Budget	Estimated Actual	Department Requested	CAO Recommended	Incr/(Decr) From Budget
APPROPRIATIONS:						
Salaries and Benefits	$18,372,756	$18,785,870	$16,417,476	$18,265,417	$18,201,354	($584,516)
Services and Supplies	4,773,587	4,752,500	4,082,540	4,132,427	4,196,995	(555,505)
Other Charges	118,813	443,656	442,678	610,540	610,036	166,380
TOTAL EXPENDITURES	**$23,265,156**	**$23,982,026**	**$20,942,694**	**$23,008,384**	**$23,008,385**	**($973,641)**
REVENUES:						
Use of Money/Property	$83,996	$16,000	$40,421	$37,464	$37,464	$21,464
Intergovernmental	22,267,240	23,581,543	20,900,634	22,780,803	22,780,804	(800,739)
Miscellaneous	911,280	13,464	1,639	100	100	(13,364)
Other Financing Sources	0	371,019	0	0	0	(371,019)
Da Family - Excess Revenue	0	0	0	190,017	190,017	190,017
TOTAL NET REVENUES	**$23,262,516**	**$23,982,026**	**$20,942,694**	**$23,008,384**	**$23,008,385**	**($973,641)**
NET FUND COST	**$2,640**	**$0**	**$0**	**$0**	**$0**	**($0)**
NET GENERAL FUND COST	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**
Authorized Positions:	291	258	258	258	212	(46)
Funded Positions:	274	258	258	211	211	(47)

OPERATIONAL SUMMARY

- *Mission:*

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

- *Fundamental Functions & Responsibilities:*

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

PROGRAM DISCUSSION

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

As required by the State, the department converted to the California Child Support Automated Systems in 2008. The department was closed for only one day to complete the implementation. This is the second system change for

the department since FY 2004-05. The State funded these system changes.

The recommended budget includes decreases of $584,500 in salary and benefits, and $555,500 in services and supplies as a result of the implementation of the State's new computer system, and also results in reduced revenues of $974,000.

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

In January 2009, the State created a revenue stabilization fund for local child support agencies. If funded in the State budget, the department will be able to fund seven Child Support Officer positions that will focus on early intervention with non-custodial parents.

The recommended budget will allow the department to meet federal and State requirements for child support collection while maintaining its commitment to promoting the health and well-being of children. The department's efforts ensure that absentee parents pay child support in a regular and timely manner.

POSITIONS DISCUSSION

The recommended budget includes the deletion of 46 vacant positions, as follows: one Administrative Coordinator position, at an annual savings of $78,400; one Departmental Analyst position, at an annual savings of $70,600; two Supervising Child Support Officer positions, at an annual savings of $164,800; four Child Support Officer IV positions, at an annual savings of $302,400; 13 Child Support Officer I positions, at an annual savings of $755,200; one Supervising Family Support Staff Development Specialist position, at an annual savings of $82,400; one Information Systems Specialist I position, at an annual savings of $79,400; one Fiscal Support Supervisor position, at an annual savings of $72,311; three Fiscal Support Technician positions, at an annual savings of $173,000; two Paralegal positions, at an annual savings of $149,300; one Senior Office Services Specialist position, at an annual savings of $62,700; four Office Services Specialist positions, at an annual savings of $233,200; five Office Services Technician positions, at an annual savings of $265,600; four Office Service Assistant positions, at an annual savings of $196,200; and three Investigative Aide positions, at an annual savings of $183,900.

DIRECTOR'S DISCUSSION

The Kern County Department of Child Support Services (KCDCSS) is committed to children and making a difference in their lives through the establishment and enforcement of financial and medical support orders. The FY 2009-10 budget will present many challenges to the department's commitment to be a resource to families. Although KCDCSS did not have to participate in the budget step down process due to its zero net General Fund costs, this is the sixth year of flat funding for the department. While flat funding is not considered a budget reduction, the increases in salary and benefits, as well as other costs, has lead the department to reduce staffing levels through attrition in order to operate within the budget allocation. Regular filled positions have decreased almost 36% from an average of 290 in 2003 to 187 in 2009. Despite this reduction in staffing levels, KCDCSS has remained dedicated to the children and families of Kern County.

While the staffing resources have declined over the years, the department's caseload continues to grow as more single parent families request child support services. The distressed economy, loss of jobs and high unemployment rates are contributing factors to the rising caseload and are also obstacles to the collection and enforcement of child and medical support. Understanding the reliance that many single parent families have on child support, and in an effort to enhance the department's ability to establish and collect child support, this year the State Department of Child Support Services' budget includes additional funding to the local child support agencies. If approved in the final State budget, this funding known as the Revenue Stabilization Funding will allow KCDCSS the opportunity to hire additional Child Support Officers to focus on increasing child support collections through an early intervention program.

KCDCSS will continue the proactive approach of seeking ways to be efficient and productive in establishing and enforcing child and medical support. The staff at KCDCSS understands the importance of child support collections to families striving for self sufficiency as well as the impact to the General Fund of the State of California and the County of Kern. The department is committed to meeting the FY 2009-10 challenges and delivering quality service to the community.

The department concurs with the budget recommendation.

GOALS AND PERFORMANCE MEASURES

Performance Measure # 1:

Percentage of children in the caseload who were born out of wedlock and for whom paternity has been established.

FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Adopted Goal	FY 2008-2009 Mid-year Results	FY 2009-2010 Proposed Goal
87.6%	93.5%	100%	93.12%	100%

What:
This indicator measures the total number of children in the caseload for whom paternity has been established or acknowledged during the Federal Fiscal Year (FFY) compared to the total number of children in the caseload at the end of the prior FFY who were born out of wedlock.

Why:
This indicator is a federal fiscal performance measure used to determine the State's funding and measures program success. It demonstrates the County's ability to establish paternity orders. Establishing paternity provides legal rights to a child of unmarried parents and sets the framework to legally document the biological parents, establish a support order if necessary, and facilitate access to a variety of benefits. Increased percentages indicate a greater number of paternity orders established on total cases with children born out of wedlock.

How are we doing?
Last year the department experienced a large increase in performance for this measurement compared to the prior fiscal year. KCDCSS has established partnerships with the local hospitals that process the voluntary paternity acknowledgement forms. KCDCSS is also the recipient of a new Special Improvement Grant "It Happened To Me" directed toward developing expanded outreach to the Teen and Young Adult Parenting population. This new grant project seeks to incorporate the Fatherhood Initiative and partners with the Kern High School District, CAPK Fatherhood Program, Kern County Public Health, and Clinica Sierra Vista to promote positive parenting and increased responsibility among young custodial and non-custodial parents. The product produced will strategically deliver the message regarding the importance and benefits of establishing parentage. The percentage is projected to exceed the previous fiscal year's results and meet the current fiscal year's goal.

How is this funded?
The State provides an annual operating allocation, made up of federal and State funds, against which the department establishes its budget and claims expenses. The department may also seek other program-related grant funding. All department expenditures are reimbursed in this manner. No County general funds are used to administer this program.

Performance Measure # 2:

Percentage of open cases with support orders.

FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Adopted Goal	FY 2008-2009 Mid-year Results	FY 2009-2010 Proposed Goal
83.0%	80.2%	83%	75.70%	83.0%

What:
This indicator measures cases with support orders as a percentage of the total number of open cases. Support orders are broadly defined as all legally enforceable orders, including orders for medical support only.

Why:
This indicator is a federal fiscal performance measure used to determine the State's funding and measures program success. It demonstrates the County's ability to establish child support orders. The prerequisite for collecting child support is establishing an order. Increased percentages indicate increasing success in one of the department's main objectives – establishing support obligations.

How are we doing?
Over the past several years, KCDCSS has established consistent growth in establishing court orders. This success and growth is attributed to a steadfast focus on locating non-custodial parents and establishing appropriate orders based on the non-custodial parent's income and ability to pay as defined by State guidelines. While the percentage is projected to exceed the previous fiscal year's results, the department's transition to a statewide computer system challenges the ability to meet the current fiscal year's goal. Due to the States methodologies used to report performance, a decrease in this performance measurement is demonstrated across the State. As such, the State is currently in the process of developing and expanding program monitoring tools that will enable each county to better monitor and manage its data. In addition, the State is analyzing the methods used to calculate this percentage. To supplement these efforts, Kern County is developing new early intervention strategies aimed at educating participants and encouraging their participation in the establishment of the support order process.

How is this funded?
The State provides an annual operating allocation, made up of federal and State funds, against which the department establishes its budget and claims expenses. The department may also seek other program-related grant funding. All department expenditures are reimbursed in this manner. No County general funds are used to administer the program.

Performance Measure # 3:

Percentage of current support collected.

FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Adopted Goal	FY 2008-2009 Mid-year Results	FY 2009-2010 Proposed Goal
50.2%	51.9%	54.68%	52.57%	54.68%

What:
This indicator measures the amount of current support collected and distributed as a percentage of the total amount of current support charged.

Why:
This indicator is a federal fiscal performance measure used to determine the State's funding and measures program success. It demonstrates the County's ability to collect and distribute child support on current month's support owed. Collections on current support are essential to improving the financial and medical well being of children. Consistent current support allows a family to meet basic needs and reduces the reliance on public assistance. Increased percentages indicate more money reaching families as regular monthly support.

How are we doing?
This February's YTD performance in this measure is the greatest success the department has ever experienced and is reflective of a concentrated effort to ensure that orders are established consistent with the non-custodial parent's ability to pay as well as an enormous effort focusing on increasing monthly payments. The department continues to face many challenges with this measurement in terms of the rising unemployment rate and the difficulty in locating assets on a monthly basis. The department has implemented an operational plan concentrating on specifically increasing this performance measurement. The percentage is projected to exceed the previous fiscal year's results.

How is this funded?
The State provides an annual operating allocation, made up of federal and State funds, against which the department establishes its budget and claims expenses. The department may also seek other program-related grant funding. All department expenditures are reimbursed in this manner. No County general funds are used to administer the program.

Performance Measure # 4 :

Percentage of cases with arrearage collections.

FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Adopted Goal	FY 2008-2009 Mid-year Results	FY 2009-2010 Proposed Goal
56.5%	57.6%	58.46%	44.63%	58.46%

What:
This indicator measures cases with past due child support collections as a percentage of all cases owing past due support.

Why:
This indicator is a federal fiscal performance measure used to determine the State's funding and measures program success. It demonstrates the County's ability to collect child support on accounts with outstanding past due balances. Payment on past due support can provide families with income for basic needs. In welfare cases payment on past due support reimburses taxpayers for the cost of public assistance. Increased percentages indicate both taxpayers and families receiving a greater number of past due child support payments in the fiscal year.

How are we doing? Last year the department experienced an increase in this performance measurement and the percentage attained was an all time high. Early intervention to prevent non-custodial parents from accruing past due support and our commitment to quality data input to maximize automated intercept programs has helped achieve the increased percentages. February's YTD performance is slightly higher than the previous year's percentage for the same month, and by fiscal year end, we anticipate exceeding the previous year's percentage and meeting the current year goal.

How is this funded?
The State provides an annual operating allocation, made up of federal and State funds, against which the department establishes its budget and claims expenses. The department may also seek other program-related grant funding. All department expenditures are reimbursed in this manner. No County general funds are used to administer the program.

Public Defender

Budget Unit 2190

Department Head: Mark Arnold, *Appointed*

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2007-08	FY 2008-09		FY 2009-10		
	Actual	Approved Budget	Estimated Actual	Department Requested	CAO Recommended	Incr/(Decr) From Budget
APPROPRIATIONS:						
Salaries and Benefits	$12,782,483	$13,259,346	$13,300,094	$12,042,649	$12,665,444	($593,902)
Services and Supplies	747,519	884,151	879,238	1,070,368	1,070,368	186,217
Fixed Assets	12,009	0	0	0	0	0
TOTAL EXPENDITURES	**$13,542,011**	**$14,143,497**	**$14,179,332**	**$13,113,017**	**$13,735,812**	**($407,685)**
REVENUES:						
Intergovernmental	$742,039	$684,971	$855,720	$850,090	$1,068,790	$383,819
Charges for Services	520,945	496,252	496,429	510,000	510,000	13,748
Miscellaneous	1,490	0	181	0	0	0
Other Financing Sources						
Local Public Safety Prop. 172	0	3,733,849	3,200,000	3,441,410	3,267,848	(466,001)
TOTAL NET REVENUES	**$1,264,474**	**$4,915,072**	**$4,552,330**	**$4,801,500**	**$4,846,638**	**($68,434)**
NET GENERAL FUND COST	**$12,277,537**	**$9,228,425**	**$9,627,002**	**$8,311,517**	**$8,889,174**	**($339,251)**
Authorized Positions:	101	101	101	101	92	(9)
Funded Positions:	101	99	99	82	90	(9)

OPERATIONAL SUMMARY

- *Mission:*

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

- *Fundamental Functions & Responsibilities:*

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

PROGRAM DISCUSSION

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

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

Defender has been required to handle more cases. These new laws, coupled with an increased number of juvenile cases, increased "Three Strikes" cases, and new review procedures for "Three Strikes" cases, continue to put pressure on the department to handle an increased caseload. The Public Defender also continues to closely monitor its conflict of interest policy, which increases the department's workload and prevents many cases from being assigned to outside counsel from the County's Indigent Defense Program (IDP).

The recommended budget includes a decrease of $593,000 in salaries and benefits due to staff reductions as discussed below. Services and supplies have increased by $186,000 due to an increase in professional services for expert witnesses. In addition, the recommended budget requires the department to use Budget Savings Incentive credits in the amount of $329,000.

As a result of fiscal constraints, the department will carry a higher case workload for remaining attorneys after the deletion of five Deputy Public Defender positions.

The recommended budget includes federal Recovery Act Edward Byrne Memorial Justice Assistance Grants in the amount of $218,700. The Recovery Act provides the U.S. Department of Justice with funding for grants to assist State, local, and tribal law enforcement agencies, in combating violence and prosecuting criminal cases. In addition, Local Public Safety revenue is recommended at $3.2 million, a decrease of $466,000 from the FY 2008-09 adopted amounts due to lower sales tax revenue projections.

POSITIONS DISCUSSION

The recommended budget includes the deletion of the following positions: five Deputy Public Defender positions, resulting in one layoff, for an annual salary savings of $672,000, and one Investigative Aide position, resulting in one layoff, for an annual salary savings of $78,000. In addition, the following positions will be deleted: one Legal Secretary position, at an annual salary savings of $70,000, one Office Services Assistant position, at an annual salary savings of $54,000, and one Office Services Technician position, at an annual salary savings of $59,000.

DIRECTOR'S DISCUSSION

The Public Defender's Office represented over 38,000 cases last year. We currently have 35 open murder cases including five death penalty cases. In addition to the above criminal caseload, we continue to represent all foster children in dependency court, indigent conservatees, juveniles in delinquency proceedings, mental health cases and provide representation in the drug courts. Last fiscal year our average cost per case was $353.

The Public Defender's Office provides services mandated by the State and Federal Constitution and by legislative statute. The State Bar Canons of Legal Ethics impose duties and establish levels of professional responsibility to every client. Attorneys who fail to provide competent and effective representation face State Bar discipline, including disbarment. Under the Rules of Professional Conduct adopted by the American Bar Association and the State Bar of California, as well as decisional case law, the Public Defender must refuse to accept the responsibility of representing a client where excessive caseloads or limited resources cause ineffective representation. (*In re Edward S.* (2009) 171 CA4th 1219).

Penal Code Section 987(a) commands the court to appoint counsel for indigent defendants; there is no discretion. The law states that "the court shall assign counsel to defend him or her." A defendant's right to effective assistance of counsel is not dependent upon "the fiscal condition of the county in which he is being prosecuted." *Serrano v. Priest* (1971) 5 Cal.3d 584; *Corenevsky v. Superior Court* (1984) 36 Cal.3d 307, 320

The cost per case of the Public Defender is less than half that of appointed counsel (IDP). If the Public Defender is unavailable to handle a case, the courts will appoint IDP. If so, every dollar cut from the public defender, will cost two dollars**.** It is unwise to cut a department's budget when it will actually increase expenditures; the goal is a balanced budget.

Recognizing the serious financial detriment to County resources, the 2008-2009 Grand Jury Final Report recommends against further budget cuts to this department.

The Public Defender is unique to County departments. Unlike budget cuts to other departments, every dollar cut from our budget will actually cost the County two dollars. Cutting this department will aggravate, rather than balance, the budget.

GOALS AND PERFORMANCE MEASURES

Performance Measure # 1:

Number of misdemeanor and felony trials not guilty as charged.

FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Adopted Goal	FY 2008-2009 Mid-year Results	FY 2009-2010 Proposed Goal
42%	59.8%	57%	53.77%	56%

What:
This indicator shows that Public Defender clients were vigorously defended.

Why:
While the acquittal rate does not accurately determine the success of a Public Defender's Office, it does reflect to some degree the quality of representation provided to the office's clients. Deputy Public Defenders are provided excellent training and are able to continue developing their trial skills.

How are we doing?
The above measure indicates that our clients receive competent representation.

How is this funded?
The Public Defender's Office is funded by several sources: County General Fund, various State funds, and client generated fees.

Performance Measure # 2:

Average cost per case.

FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Adopted Goal	FY 2008-2009 Mid-year Results	FY 2009-2010 Proposed Goal
$300	$353	$362	$363	$360

What:
This indicator shows the average cost per case.

Why:
This measure reflects the efficient use of resources allocated to the Public Defender's Office.

How are we doing?
Previous estimate at the beginning of the budget year did not account for MOU salary and benefit increases.

How is this funded?
The Public Defender's Office is funded by several sources: County General Fund, various State funds, and client generated fees.

Performance Measure # 3:

Number of dependency cases.

FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Adopted Goal	FY 2008-2009 Mid-year Results	FY 2009-2010 Proposed Goal
3,781	4,431	3,699	3,165	6,330

What:
This indicator shows the number of children the Public Defender's Office represented in dependency and foster care cases. Dependencies are not criminal cases, they are civil cases. Dependency cases intensively involve family unification representation.

Why:
The Public Defender's Office plays an important role in protecting the rights of dependent and foster children in Kern County.

How are we doing?
Our current caseload is higher than originally projected. Our legal representation has assisted in the development of a safe and caring environment for our minor clients.

How is this funded?
Reimbursement through the State.

Performance Measure # 4:

Total number of cases appointed to the Public Defender's Office by the Judicial system.

FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Adopted Goal	FY 2008-2009 Mid-year Results	FY 2009-2010 Proposed Goal
36,084	38,352	38,200	19,946	39,900

What:
The Public Defender's Office is constitutionally mandated to represent indigent defendants. This indicator shows the total number of cases in which the Public Defender's Office has been appointed. These include felonies, misdemeanors, juvenile dependency and delinquency cases, conservatorships, mental health cases, writs of habeas corpus and other appellate matters.

Why:
This measure expresses the volume of cases the Public Defender's Office handles.

How are we doing?
We continue to meet the requirements mandated by the Constitution of the United States. The Public Defender's Office has not declared unavailability in a single case. This large volume of caseload has been handled within budget.

How is this funded?
The Public Defender's Office is funded by several sources: County General Fund, various State funds, and client generated fees.

District Attorney – Forensic Science Division

Budget Unit 2200

Department Head: Edward R. Jagels, *Elected*

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2007-08	FY 2008-09		FY 2009-10		
	Actual	Approved Budget	Estimated Actual	Department Requested	CAO Recommended	Incr/(Decr) From Budget
APPROPRIATIONS:						
Salaries and Benefits	$3,679,519	$4,229,261	$4,056,400	$3,896,561	$3,578,848	($650,413)
Services and Supplies	1,649,933	1,957,876	1,830,631	2,033,987	2,020,987	63,111
Other Charges	220,475	315,873	315,872	241,000	241,000	(74,873)
Fixed Assets	57,713	96,000	146,128	0	0	(96,000)
TOTAL EXPENDITURES	**$5,607,640**	**$6,599,010**	**$6,349,031**	**$6,171,548**	**$5,840,835**	**($758,175)**
Less Expend. Reimb.	161,995	100,000	150,389	100,000	100,000	0
TOTAL NET EXPENDITURES	**$5,445,645**	**$6,499,010**	**$6,198,642**	**$6,071,548**	**$5,740,835**	**($758,175)**
REVENUES:						
Fines and Forfeitures	$0	$140,000	$137,958	$130,000	$130,000	($10,000)
Intergovernmental	392,313	386,743	436,584	202,000	292,000	(94,743)
Charges for Services	997,285	875,000	857,290	840,000	840,000	(35,000)
Miscellaneous	307,066	12,000	7,988	4,800	4,800	(7,200)
Other Financing Sources						
DNA Identification	0	146,800	153,455	153,455	153,455	6,655
Local Public Safety Prop. 172	147,966	164,998	158,343	152,075	144,406	(20,592)
Criminalistics Laboratories	0	180,000	150,000	170,000	170,000	(10,000)
TOTAL NET REVENUES	**$1,844,630**	**$1,905,541**	**$1,901,618**	**$1,652,330**	**$1,734,661**	**($170,880)**
NET GENERAL FUND COST	**$3,601,015**	**$4,593,469**	**$4,297,024**	**$4,419,218**	**$4,006,174**	**$587,295**
Authorized Positions:	40	41	41	41	34	(7)
Funded Positions:	40	37	38	27	31	(6)

OPERATIONAL SUMMARY

- *Mission:*

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

- *Fundamental Functions & Responsibilities:*

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

PROGRAM DISCUSSION

The recommended budget provides for the operation of the District Attorney's Forensic Sciences Division. The recommended budget includes a decrease for salaries and benefits of $650,000 due to staff reductions, as discussed below. Also, included is the use of the division's Budget Savings Incentive (BSI) credits in the amount of $402,000 to reduce the net General Fund cost. Services and

supplies have increased by $63,000 due to maintenance equipment services for forensic DNA contracting.
The reduction of five criminalist and two forensic technician positions who are fully involved in day to day casework production including firearms, forensic biology (DNA), trace, solid dosage, toxicology, and the forensic alcohol program will required a significant restructure of services provided. Service impacts include having the DNA section be reduced in half in the number of analysts, turn-around time on current cases will increase, programs involving investigative analysis will be dismantled, toxicology will also be reduced making it challenging to consistently meet the contractual obligations to other governmental agencies, and crime scene call-outs will be limited.

An allocation of Proposition 69 (DNA Identification) revenue has been recommended in the amount $153,000. Proposition 69 expands the collection of DNA to include all convicted felons and funds are used to pay for activities such as analysis, tracking, and processing of crime scene samples. State Aid revenue is allocated at $292,000, a decrease of $94,000 due to a reduction in State Aid DNA database base and the California Multi-Jurisdictional Methamphetamine Enforcement Team (CAL-MMET). In addition, Proposition 172 Local Public Safety revenue is recommended at $144,000, a decrease of $21,000 from the FY 2008-09 adopted budget due to lower sales tax revenue projections.

POSITIONS DISCUSSION

The recommended budget includes the previously approved deletion of the following positions: five Criminalist positions, resulting in five layoffs, and two Forensic Technician positions, resulting in one layoff, for a total annual savings of $677,000.

Three Laboratory Assistant positions will be held unfunded throughout the fiscal year for an annual savings of $160,000.

DIRECTOR'S DISCUSSION

The recommended budget will impact significantly operations at the District Attorney's Forensic Science Division. A 25% reduction in personnel will mean turn-around time on current DNA cases will inevitably increase to one year or greater and backlogs will increase. Toxicology case turnaround will increase and contractual and court obligations may not be met. DNA Programs involving investigative analysis such as sexual assault, assaults, and homicides will effectively be dismantled. Crime scene call-outs have dramatically increased in Fiscal Year 2008-09. The District Attorney's Forensic Science Division is the sole support for many small law enforcement agencies. Crime scene call-outs will be limited to homicides.

GOALS AND PERFORMANCE MEASURES

Performance Measure # 1:

Decrease the amount of turn-around-time for solid dosage drug cases.

FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2007-2008 Adopted Goal	FY 2008-2009 As of April 2009	FY 2009-2010 Proposed Goal
2.95 days	6.1 days	4.1 days	7.3 days	10 days

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?
FY 2006-07 was used as the baseline for future measurements. This was a suitable baseline because the unit was fully staffed. Targeted turn-around time was a 10% reduction of the projected FY 2006-07 TAT, 4.1 days. Data for the current fiscal year, indicates a current TAT of 7.3 days. The unit has not been fully staffed since May 2008, with one Criminalist out on disability since that time. A second analyst is now being trained as a firearms examiner.

With additional staff cuts anticipated, we cannot meet the turn-around time necessary to have cases ready within the ten day requirement.

The new goal of 10 days reflects the cuts in personnel and the increased complexity of the casework. This goal is optimistic.

How is this funded?
Funding for this program is the General Fund. Some income is derived from the courts under H&S 11372 and grants (CalMMet). The funds from H&S 11372 have not been fully reimbursed.

Performance Measure # 2:

Decrease the number of toxicology cases outsourced.

FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2007-2008 Adopted Goal	FY 2008-2009 As of April 2009	FY 2009-2010 Proposed Goal
584	438	157	541	725

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, prosecutors and the Sheriff-Coroner.

How are we doing?
The process of reduction has been significantly delayed due to the purchasing process required for two instruments that were essential components in meeting the goal. Until these instruments are in house, validated, and in production, any significant reduction in out-sourcing will be impossible. The 725 case goal projected is based upon reductions in staff and delays in procurement of the necessary instruments. As the toxicology unit is presently structured, it is not possible to work these cases in house until late in FY 2009-10.

How is this funded?
Funding is a mixture of fee for service from Kern County Departments of Human Services, Mental Health, and Sheriff-Coroner. The General Fund provides some resources for the program. Samples obtained from H&S violations potentially received funding under H&S 11372.

Performance Measure # 3:

Increase the number of DNA examinations performed per analyst.

FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2007-2008 Adopted Goal	FY 2008-2009 As of April 2009	FY 2009-2010 Proposed Goal
39 cases/analyst Capacity: 78 cases	34 Cases/analyst Capacity: 102 cases	41 Cases/analyst Capacity: 160 cases	34.4 Cases/analyst Data Annualized Capacity: 360 cases	0 Cases/analyst Capacity: 0 cases

What:
This indicator measures the number of examinations performed by analysts.

Why:
The larger the number of examinations performed the greater the access the law enforcement agencies have to scientific tools to assist in apprehending and prosecuting violent offenders.

How are we doing?
FY 2006-07 was used as the baseline for future measurements. This is a suitable baseline because the unit's staffing was a mixture of experienced and novice examiners. The number of DNA analysts was approximately two to three for this time period. The current number of DNA analysts is five. We expected to maintain current output through the use of automation and processing technology purchased with grant funds. However, turnover of DNA staff has significantly impacted the ability to process casework. In September, the office made a strategic decision to outsource the DNA portion of the casework and concentrate on training DNA examiners. We believe that this step, in combination with the new salary structure, has stabilized the unit. As additional examiners are trained and become more experienced, the number of analysis will also increase. The additional capacity will assist local law enforcement in a significant manner particularly as the data in the State increase due to proposition activities. The laboratory has had the resources to some rush cases for law enforcement. Laboratory capacity has also increased: 2007 – 80 examinations, 2008 – 89 examinations, and 2009 – 112 (annualized). This does not include preliminary examination of biology casework which has increased from 160 in 2007 to 360 (annualized) for 2009. The anticipated scientist reduction will reduce the capacity of the unit and will eliminate our ability to provide investigative analysis of biology evidence – no cold hits.

How is this funded?
No General Fund resources are used for DNA examinations.

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2007-08	FY 2008-09		FY 2009-10		
	Actual	Approved Budget	Estimated Actual	Department Requested	CAO Recommended	Incr/(Decr) From Budget
APPROPRIATIONS:						
Salaries and Benefits	$143,454,970	$143,739,748	$140,518,380	$148,449,254	$137,683,353	($6,056,395)
Services and Supplies	25,809,525	30,753,851	29,977,933	31,964,332	31,148,277	394,426
Other Charges	6,030,798	9,009,254	7,812,941	7,430,317	7,430,317	(1,578,937)
Fixed Assets	448,530	1,371,095	1,542,315	324,500	324,500	(1,046,595)
TOTAL EXPENDITURES	**$175,743,823**	**$184,873,948**	**$179,851,569**	**$188,168,403**	**$176,586,447**	**($8,287,501)**
Less Expend. Reimb.	52,217	370,000	300,000	0	0	370,000
TOTAL NET EXPENDITURES	**$175,691,606**	**$184,503,948**	**$179,551,569**	**$188,168,403**	**$176,586,447**	**($7,917,501)**
REVENUES:						
Licenses and Permits	$293,842	$226,760	$392,576	$295,448	$295,448	$68,688
Fines and Forfeitures	38,145	27,800	48,983	63,004	63,004	35,204
Intergovernmental	3,331,442	2,861,201	2,091,920	3,031,435	2,724,499	(136,702)
Charges for Services	21,371,344	25,332,909	17,679,946	24,963,109	25,328,749	(4,160)
Miscellaneous	3,639,535	3,138,014	3,603,218	1,575,424	1,575,424	(1,562,590)
Other Financing Sources:						
DNA Identification	156,000	195,800	156,000	156,000	153,425	(42,375)
Local Public Safety	36,015,810	36,631,836	36,075,810	33,822,700	32,116,902	(4,514,934)
Sher Fac Training	215,000	215,000	215,000	215,000	215,000	0
Automated Fingerprint Fund	200,000	200,000	200,000	200,000	200,000	0
Sheriff`s Cal-Id	0	2,691,599	2,691,599	1,511,100	1,511,100	(1,180,499)
Sheriff`s Training	0	76,500	76,500	76,500	76,500	0
Sheriff-Work Release	0	0	0	300,000	300,000	300,000
Sheriff`s Civil Automated	0	115,750	115,750	115,750	115,750	0
Sheriff-Judgement Debtors Fee	0	100,000	100,000	100,000	100,000	0
Sheriff`s Comm Resources	0	35,000	35,000	0	0	(35,000)
Sheriff`s Volunteer Serv Grp	0	0	0	80,000	80,000	80,000
Inmate Welfare Fund	0	2,680,800	2,680,800	3,430,300	3,430,300	749,500
General - Parks Department	0	165,000	100,000	100,000	100,000	(65,000)
TOTAL NET REVENUES	**$65,261,118**	**$74,693,969**	**$66,263,102**	**$70,035,770**	**$68,386,101**	**($6,307,868)**
NET GENERAL FUND COST	**$110,430,488**	**$109,809,979**	**$113,288,467**	**$118,132,633**	**$108,200,346**	**($1,609,633)**
Authorized Positions:						
Full-time	1,393	1,398	1,391	1,391	1,202	(196)
Part-time	1	1	1	1	1	0
Total Positions	1,394	1,399	1,392	1,392	1,203	(196)
Funded Positions:						
Full-time	1,333	1,338	1,338	1,391	1,086	(252)
Part-time	1	1	1	1	1	0
Total Positions	1,334	1,339	1,339	1,392	1,087	(252)

OPERATIONAL SUMMARY

- *Mission:*

The Kern County Sheriff's Office is committed to work in partnership with our community to enhance the safety, security and quality of life for the residents of Kern County through professional public safety services.

- *Fundamental Functions & Responsibilities:*

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

PROGRAM DISCUSSION

In recognition of the County's fiscal constraints, the recommended budget includes a decrease of $6 million in salary and benefit costs as a result of staffing reductions necessary to meet available funding. The increase in services and supplies of $400,000 represents costs associated with services for which the department has little to no control. The department has reduced costs for services and supplies that can be deferred.

Expenditures for fixed assets are reduced by $1 million from FY 2008-09 as a result of the deferral of acquiring replacement vehicles.

The recommended budget includes the closure of the Minimum Facility at the Lerdo Detention Facility involving approximately 560 inmates. Additionally, the department will transition Sheriff's deputies into the Central Receiving Facility to provide greater flexibility of assignment. Budget discussions continue in an effort to prevent the Lerdo Minimum Facility closure.

The recommended budget includes reductions in projected revenue of $6.3 million for FY 2009-10 as a result of decreases in Public Safety Proposition 172 revenue derived from sales tax receipts due to the downturn in the economy. The demand for contract services provided to other governmental entities has also declined.

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 2009-10 at approximately the same level as in FY 2008-09. The number of total contracted beds, including federal and State prisoners housed in the jail system, is expected to be at an average daily population of 236 in FY 2009-10. The federal and the State governments do not guarantee that this average daily population will be attained. The department is negotiating a higher reimbursement rate to offset County costs.

In FY 2005-06, the State reduced the County's authority to charge cities for booking prisoners into County jail facilities to 50% of actual costs. It is anticipated that the State will not restore this funding for the reimbursement of booking fees to counties.

The recommended budget will allow the same level of service as FY 2008-09 provided by the Coroner and Public Administrator functions.

The Sheriff's Department continues its effort to combat gang violence. In FY 2007-08, the Sheriff's Gang Suppression Unit (GSU) was increased to include 21 sworn and nine civilian positions. However, with diminished resources and proposed State budget actions, it is anticipated that staffing levels solely dedicated to this function will decline.

POSITIONS DISCUSSION

During FY 2008-09, the department deleted seven positions due to the elimination of State funding for the California Multi-jurisdictional Methamphetamine Enforcement Team (CAL-MMET).

The recommended budget includes the deletion of 189 positions resulting in 108 layoffs, 93 sworn and 15 civilian positions. Proposed position deletions are as follows: 149 Sheriff's Detention Deputy/Officer/Trainee positions, at an annual savings of $12,012,000; one Sheriff's Aide position, at an annual savings of $68,100; four Crime Prevention Specialist positions, at an annual savings of $322,000; one Supervising Sheriff's Report Technician position, at an annual savings of $74,700; six Sheriff's Report Technician positions, at an annual savings of $400,000; 22 Office Services Technician positions, at an annual savings of $1,359,000; and six Evidence Technician II-C positions, at an annual savings of $566,000.

In addition to the proposed deletion of positions, the department will hold approximately 115 positions vacant and unfunded to attain $9.8 million in salary savings.

DIRECTOR'S DISCUSSION

The Sheriff's Office worked with the County Administrative Office to develop the proposed budget. Understanding the critical economic climate we are presented with today, the Sheriff's Office will be forced to make dramatic changes to meet the economic demands and still provide adequate law enforcement services.

This proposed budget reflects a .6% Net County Cost (NCC) increase. With a .6% NCC increase, the Sheriff's Office needed to reduce services and supplies and increase salary savings which equates to an 8.9% decrease in the status quo NCC submitted by this office ($118 million to $108 million). The $118 million submittal was submitted after Sheriff's staff implemented mitigation efforts to reduce uncontrollable increases due to revenue shortfalls and M.O.U. adjustments.

The Sheriff's Office is committed to providing adequate services such as patrol and investigations personnel, detentions, and critical support functions. However, this budget will require the layoff of detentions deputies, civilian personnel and the closure of the Minimum

Facility at Lerdo; thus, releasing 560 inmates. This will include a transition of deputy sheriffs to staff the Central Receiving Facility in lieu of detentions deputies. This budget will impact staffing levels in areas of Patrol, Special Enforcement, and Administrative Support to identify just a few.

This budget also has additional areas of concern in limited extra help funding and overtime. However, the Sheriff's Office will work within the allotted budget and the prior mitigation efforts implemented the past year to deal with the limited funding in these areas.

The Sheriff's Office is committed to work with the County Administrative Office and the Board of Supervisors in finding solutions in regard to the economic crisis and providing the citizens of Kern County the professional law enforcement services they deserve.

GOALS AND PERFORMANCE MEASURES

Performance Measure #1:

Number of inmates enrolled in vocational and educational programs.

FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Adopted Goal	FY 2008-2009 Mid-year Results	FY 2009-2010 Proposed Goal
6,027	8,398	7,776	4,199	8,000

What:
Indicates the number of inmates enrolled in vocational and educational programs. All inmates must meet the general eligibility requirements: general population, meet security level, no keep-away status, no serious incidents, and no gang affiliations. The Bakersfield Adult School (via contract) offers seven educational (parenting, substance abuse prevention, family relations, ESL, GED, orientation, and art) and five vocational classes (computer, auto body, food service, cafeteria, and laundry) to eligible male and female inmates housed at the Lerdo Pre-Trial and Minimum Facility five days a week.

Why:
Provides training and employment skills to incarcerated offenders to assist them in the transition process upon release into the community.

How are we doing?
We are on track to meet our FY 2008-09 Adopted Goal. This is a fluid program. We continue to change classes as needed to maximize learning benefits for the inmates and A.D.A. income for the Inmate Services Section. As we continue to release inmates early, we struggle to fill the classes. However, through the Community Partnership program with Bakersfield Adult School (B.A.S.), we are connecting with significant local industry people to help with job placement after inmates are released. Our staff along with B.A.S. will refer those inmates who show desire and ambition in a specific vocation, to a member of the partnership program for possible job placement.

How is this funded?
The General Fund primarily supports this effort along with the Inmate Welfare Fund and State reimbursement based on contract terms.

Performance Measure #2:

Number of inmates released from custody prior to sentence release date.

FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Adopted Goal	FY 2008-2009 Mid-year Results	FY 2009-2010 Proposed Goal
7,128	8,147	8,554	7,849	8,250

What:
Indicates the number of inmates released from custody prior to their sentence release date.

Why:
To relieve overcrowding and ensure a safe and secure facility in compliance with the Corrections Standards Authority inmate capacity guidelines, which essentially is to balance public safety and our constitutional requirements.

How are we doing?
We are still attempting to manage the inmate population, with limited beds, without jeopardizing public safety. It is anticipated that in FY 2008-09 based on the increased staffing in the law enforcement functions in the Sheriff's Office, more arrests will be occurring, therefore causing more inmates to be released early due to no additional jail beds being built.

How is this funded?
N/A – Releasing inmates from custody is not a funded measure.

Performance Measure #3:

Average response time to priority 1 emergency calls.

FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Adopted Goal	FY 2008-2009 Mid-year Results	FY 2009-2010 Proposed Goal
5 min. 13 sec.	4 min. 8 sec.	5 min.	5 min. 57 sec.	5 min.

What:
Indicates the response time to priority 1 (911) emergency calls from the time a call is received to the time a deputy responds on scene. Examples of a priority 1 calls include but are not limited to the following: homicide, violent crimes in progress, bomb threat, kidnapping, shots fired, suicide attempt, subject/traffic pursuit, robbery in progress, and aircraft accident.

Why:
To provide assistance to victims of violent crimes in progress and to prevent further victimization.

How are we doing?
In previous years, the response time was measured from the time dispatched to the time a deputy responded on scene. The current measure was changed this fiscal year from the time the call is received (instead of dispatched) to the time a deputy responds on scene. Although the mid-year stats show an increase, we are on par with past results when considering the new method of measurement.

How is this funded?
Primarily General Funds are used to support this effort.

Performance Measure #4:

Number of convicted misdemeanants enrolled in the work release program**.**

FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Adopted Goal	FY 2008-2009 Mid-year Results	FY 2009-2010 Proposed Goal
4,759	4,902	7,139	2,525	6,052

What:
Indicates the number of convicted misdemeanants enrolled in the work release program.

Why:
Allows convicted misdemeanants the opportunity to remain out of jail in exchange for work time at County departments, essentially freeing up jail bed space and providing a labor force to the County of Kern at no cost.

How are we doing?
The proposed expansion plan was scheduled to be implemented in July 2008; however, the proposal was presented to the Board and approved on October 14. Implementation started November 1. Budget constraints precluded the hiring of additional staff, as proposed in the expansion plan, limiting increases in participation. The current enrollment numbers indicate we will exceed our FY 2007-08 numbers, however due to the delay and limitations in maximizing the expansion proposal, it is likely the department will not meet its FY 2008-09 proposed goal. A pending site relocation to the downtown Court Complex should provide a location accessible to participants by public transportation; increasing access to the program.

How is this funded?
Work release participants pay a one-time administrative fee of $60 and $3 for each day sentenced. The program generates average monthly revenues of $26,000 placed in a trust fund, which is used to support a significant portion of salaries and operating costs.

Performance Measure #5:

Percentage of violent crime investigations cleared**.**

FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Adopted Goal	FY 2008-2009 Mid-year Results	FY 2009-2010 Proposed Goal
18.2%	30.1%	30%	56.5%	35%

What:
The percentage of violent crime investigations cleared by arrest and other means through law enforcement efforts. Violent crimes include homicides, rapes, robberies and aggravated assaults. A clearance is defined as a case in which a known criminal offense has resulted in an arrest, citation, or summons or if the criminal offense has otherwise been resolved by exceptional clearance.

Why:
To ensure that offenders are arrested and held accountable for crimes committed.

How are we doing?
With six months of data for the mid year we are 26.5% above the proposed annual goal of 30%, we are on pace exceeded our expectations for FY 2008-09; however there are six months left in FY 2008-09 and these numbers historically change. This percentage will fluctuate each month as violent crimes are committed and cleared. This is 12.05% above the national average of 44.5% (2007 last completed year as reported by the FBI) of cases cleared. The Uniform Crime Report for California has shown an overall decrease 3.3% in the commission of these reportable crimes for 2008.

During the last fiscal year, the primary effort has been to fill vacant street level enforcement positions consisting of deputies assigned to patrol and gang enforcement deputies. This effort to date appears to have had an impact on the number of cases being cleared by arrests contributing to the increase in case clearance. The continued effort during the remaining fiscal year will be to continue to fill vacancies including those which now exist within investigative positions subsequently resulting in more cases being investigated and cleared. It's anticipated that this investigative unit will clear additional cases. There were a total of 24 homicides in FY 2007-08 and for the first half of FY 2008-09 there have been 14 homicides. The Sheriff's Office has recently implemented an automated reporting system, which is paperless. The system will allow instant access via desktop computers. This will speed the current work flow effectively reducing the need to copy and distribute multiple copies of reports.

How is this funded?
Primarily General Funds along with State reimbursement funds.

Performance Measure #6:

Percentage of stolen property recovered from rural crimes.

FY 2006-007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Adopted Goal	FY 2008-2009 Mid-year Results	FY 2009-2010 Proposed Goal
46.5%	28.6%	48.9%	26.3%	30%

What:
The percentage of stolen rural crime property recovered based on its value through enforcement efforts of the Rural Crime Investigations Unit.

Why:
Rural property is essential to the livelihood of the economy and citizens living in rural communities. Recovery of equipment and resources offer financial relief to victims of crime.

How are we doing?
Although the department fell short of its projected goal, we currently maintain a recovery rate more than double the State average in recovery of stolen property. Several reasons why the department has not met its goal are centered on the recent drop in the economy, technology and new law, specifically AB 844. The recent downturn in the economy has caused a large increase in unemployment. This has made the rural communities a target for theft from suspects not normally associated with rural crime thefts. Technology has also led to the decrease in high dollar loss of tractors and other large farm implements. Global positioning systems (GPS) are now common place and thus the suspects have knowledge of these devices and are afraid to steal these items. AB 844 did not become law until December 1, 2008 and thus metal thefts continued until the new law came into effect. Since December 1, 2008, metal theft in Kern County has decreased significantly.

How is this funded?
A State grant assists with paying a portion of salaries for the Rural Crime Task Force along with the General Fund.

Performance Measure #7:

Number of crime prevention programs presented to schools.

FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Adopted Goal	FY 2008-2009 Mid-year Results	FY 2009-2010 Proposed Goal
57	52	70	26	50

What:
Measures the number of crime prevention presentations provided to schools.

Why:
To promote crime prevention programs by providing information and skills in crime awareness and problem-solving strategies to youths in school.

How are we doing?
Our adopted goal for FY 2008-09 was 70 school contacts; however we are not likely to meet that goal. The Crime Prevention Unit has experienced a 50% decrease in staffing since the beginning of the 2008-2009 fiscal year due to budget constraints. Due to staffing limitations, it is unlikely that the unit will be able to reach the anticipated goals for this fiscal year. Additionally, the proposed goal for FY 2009-10 has been decreased due to ongoing staffing concerns relating to the upcoming budget year.

How is this funded?
General Fund/Sheriff's Community Resources Trust Fund

Performance Measure #8:

Number of gang related incidents.

FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Adopted Goal	FY 2008-2009 Mid-year Results	FY 2009-2010 Proposed Goal
a. 252 b. N/A	a. 438 b. N/A	a. 270 b. N/A	a. 282 b. 2	a. 500 b. 7

What:
(a) Measures the total number of gang related incidents in Kern County.
(b) Measures the number of gang related homicides in Kern County.

Why:
To improve the quality of life for citizens in areas with high incidence of gang activity, by identifying trends and patterns of gang related behavior and utilizing the intelligence to conduct directed patrol projects and enforcement efforts to reduce the overall number of gang related incidents.

How are we doing?
At mid-year, the number of gang related homicides declined compared to the previous year. However, since January 2009, we have had five gang related homicides. The homicides occurred in various parts of the County involving different gangs and different circumstances. The Gang Section has evaluated the homicides but no gang related trends have emerged. The increase is attributed in part to the poor economy and lack of employment. Some of the strategies being implemented are: 1) Developing problem-oriented policing (POP) strategies against gangs/gang members; 2) Monitoring significant gang activity and trends; and 3) Developing intelligence that is directed towards gang suppression. The proposed goal for FY 2009-10 is to continue to work with our community to combat gang violence through intelligence gathering, pro-active enforcement and education.

How is this funded?
The General Fund primarily supports this effort along with grant funds from Cal-Gang Node and the Gang Resistance Education and Training (G.R.E.A.T.) Program.

Probation Department

Budget Unit 2340

Department Head: John R. Roberts, *Appointed by Judges of Superior Court*

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2007-08	FY 2008-09		FY 2009-10		
	Actual	Approved Budget	Estimated Actual	Department Requested	CAO Recommended	Incr/(Decr) From Budget
APPROPRIATIONS:						
Salaries and Benefits	$54,759,718	$54,379,098	$56,434,205	$55,232,948	$53,222,098	($1,157,000)
Services and Supplies	7,344,135	8,845,874	7,967,789	6,939,674	7,078,374	(1,767,500)
Other Charges	527,478	552,832	584,964	708,071	708,071	155,239
Fixed Assets	526,038	519,250	225,683	16,158	16,158	(503,092)
TOTAL EXPENDITURES	**$63,157,369**	**$64,297,054**	**$65,212,641**	**$62,896,851**	**$61,024,701**	**($3,272,353)**
Less Expend. Reimb.	380,741	5,000	3,667	4,000	4,000	(1,000)
TOTAL NET EXPENDITURES	**$62,776,628**	**$64,292,054**	**$65,208,974**	**$62,892,851**	**$61,020,701**	**($3,271,353)**
REVENUES:						
Fines and Forfeitures	$6,627	$9,300	$5,949	$6,410	$6,410	($2,890)
Use of Money/Property	9,422	9,800	9,658	9,800	9,800	0
Intergovernmental	22,515,873	18,826,803	19,945,433	20,917,276	19,993,758	1,166,955
Charges for Services	2,857,273	2,262,548	2,430,090	2,340,980	2,171,650	(90,898)
Miscellaneous	34,715	35,700	26,472	30,700	30,700	(5,000)
Other Financing Sources	246,078	0	0	0	0	0
DNA Identification	100,800	146,800	146,800	132,120	132,120	(14,680)
Local Public Safety	10,004,059	10,318,754	10,193,226	9,394,880	8,921,065	(1,397,689)
Domestic Violence Program	160,000	180,000	180,000	200,000	200,000	20,000
Probation Training Fund	234,000	262,000	262,000	314,000	314,000	52,000
Dept. Juvenile Justice Realignment	12,078	2,687,467	2,012,995	3,384,320	3,523,020	835,553
Probation Asset Forfeiture	0	0	3,632	2,000	2,000	2,000
Juvenile Inmate Welfare	0	20,000	0	50,000	50,000	30,000
TOTAL NET REVENUES	**$36,180,925**	**$34,759,172**	**$35,216,255**	**$36,782,486**	**$35,354,523**	**$595,351**
NET GENERAL FUND COST	**$26,595,703**	**$29,532,882**	**$29,992,719**	**$26,110,365**	**$25,666,178**	**($3,866,704)**
Authorized Positions:						
Full Time	627	629	629	622	549	(80)
Part Time	3	3	3	3	3	0
Total Positions	630	632	632	625	552	(80)
Funded Positions:						
Full Time	627	629	629	622	549	(80)
Part Time	3	3	3	3	3	0
Total Positions	630	632	632	625	552	(80)

OPERATIONAL SUMMARY

- *Mission:*

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

- *Fundamental Functions & Responsibilities:*

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

PROGRAM DISCUSSION

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

In 2007, California Senate Bill 81 established the Youthful Offender Block Grant to provide State funds to enhance the capacity of local communities to implement an effective continuum of response to juvenile crime and delinquency. In FY 2007-08, the department received funding in the amount of $500,000. In FY 2008-09, the department will be receiving $2.5 million, an additional $800,000 in funding is anticipated in FY 2009-10.

In recognition of the County's current fiscal constraints, the recommended budget provides for the following: 1) funding positions with State-funded Youthful Offender Block Grant Program funds in lieu of discretionary resources, which provides a General Fund savings of $700,000; 2) using $500,000 in accumulated Budget Savings Incentive (BSI) credits leaving a balance of $602,000 that can be used at the discretion of the Chief Probation Officer; 3) includes the closure of 40 beds at Kern Crossroads facility leaving 80 beds remaining; 4) includes the closure of 20 beds at Pathways Academy leaving 20 beds remaining; and 5) includes the elimination of the Gang Strategic Early Intervention (EIP) and prevention unit for a savings of $2 million. This will result in a reduced level of service to mitigate at-risk youth from entering the juvenile justice system and future delinquency. Funding for the Gang Strategic Plan units such as the High Risk Adult Supervision and Suppression Component units remain intact.

Service impacts include an increase to caseload sizes, which will result in decreased probationer contact and successful completions of probation. With the recommended budget decreased fewer contacts and decreased supervision of the most high risk individuals will result in an increase in recidivism. Furthermore, the closure of 60 beds at Crossroads facilities and Pathways Academy will create early furlough releases from commitment programs. In addition, it will increase the juvenile hall ward population as wards will be held longer in custody at juvenile hall pending delivery to the Crossroads facility. Probation Officers will also be limited in seeking court action for probation violations, and making recommendations for wards to be committed to local treatment programs.

The recommended budget does provide $3.2 million increase in funding for salaries and benefits as a result of negotiated salary increases. Services and supplies have decrease by $1.7 million due to a decrease in service provider contracts and office expenses.

The recommended budget includes a decrease of $1.39 million in Local Public Safety funds due to decreased sales tax revenue. Social Services Program Realignment revenue is recommended at $1.6 million. Also included is the State allocation decrease of $123,000 due to the elimination of CalMMet unit and includes the revenue loss of $333,000 attributed to the closure of 60 beds at the Crossroads and Pathways facilities. However, revenue has increased by $1.1 million for State Juvenile Probation and Camp Funding and Title IV-E revenue has increased by $848,000 due to higher reimbursable costs for juvenile supervision. Overall, projected funding for the department has increased $595,000.

POSITIONS DISCUSSION

The recommended budget includes the previously approved deletion of the following positions: one Assistant Chief Probation Officer position, four Deputy Probation Officer III positions that resulted in four layoffs, and 38 Deputy Probation Officer II positions that resulted in 10 layoffs, 33 Juvenile Corrections Officers positions, and four Office Service Technician positions, for an annual salary savings of $1.4 million. The layoffs are attributable to losses in Social Services Program Realignment revenue and Local Public Safety sales tax revenue.

DIRECTOR'S DISCUSSION

The Kern County Probation Department submitted a FY 2009-10 budget outlining the organizational and operational impact of a minimum cut of 15%. This is truly the most devastating budget I have seen in my 32 years as a probation officer.

<u>15% minimum cut</u> - The 15% minimum cut includes more than cutting net county cost by 15% or $4.6 million. The cut includes an additional $1.7 million in salary savings carryover from the prior year, absorbing $1.8 million in increased costs, absorbing $2.5 million in lost revenue and deduction of $240,000 in funding for vehicle replacement for a total of $10.84 million. This cut will involve significant cuts to our detention/treatment facilities with the proposed elimination of 40 beds at our Kern Crossroads Facility and 20 beds from our Pathways Academy. Our Juvenile Hall will remain at its full capacity of 158 beds. We will cut $843,000 in contracts, layoff 18 extra-help Deputy Probation Officers (DPO), and eliminate both Early Intervention units and a Prevention unit in the Juvenile Division. We will maintain 79 vacant positions for the entire fiscal year. We will transfer $500,000 in Budget Savings Incentives (BSI) credits and $700,000 in Division of Juvenile Justice

realignment funding to salaries. Eighty home retention vehicles will be recalled and will be securely parked at a closed auto dealership on California Avenue, representing a savings of almost $92,000.

Just recently the County Administrative Office redirected $1.9 million dollars of realignment money from Probation to In-Home Supportive Services. After some lengthy negotiations, we were able to reduce the cut to $500,000. On top of the $500,000 loss, we will need to cover an additional loss of $473,815 of Proposition 172 revenue. These two cuts will require us to layoff 14 peace officers, which will substantially reduce the supervision of juvenile and adult felony offenders on probation.

It is important to note that there are only 34 Adult Probation Officers to supervise 7,400 adult probationers and the average caseload is 218. With the loss of four Deputy Probation Officers the caseloads will go up to 247. There are 41 Juvenile Probation Officers to supervise 4,500 juvenile probationers, which is an average of 110 probationers per officer. With the loss of 10 Juvenile Probation Officers, there will be 31 officers supervising 4,500 juvenile probationers with an average caseload of 145. The staff to probation ratio is extraordinarily disproportionate and increases the risk to our community. This is a serious public safety issue.

GOALS AND PERFORMANCE MEASURES

Performance Measure #1:

Percentage of adult offenders successfully completing probation.

FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Adopted Goal	FY 2008-2009 Mid-year Results	FY 2009-2010 Proposed Goal
15.6%	14%	16%	13%	13%

What:
This indicator measures the number of adult probationers successfully completing their terms of probation.

Why:
It is anticipated decreased probationer contact will result in fewer successful completions of probation, negatively impacting community safety and offender rehabilitation. This would be due to higher caseload numbers and resulting in a decrease in contacts.

How are we doing?

- It is anticipated that with decreased staffing caseload sizes will increase;
- Given the anticipated increases in caseload size for adult probationers, it will likely decrease the number of probationers successfully completing probation;
- The potential elimination of an Adult Supervision Unit would create increase caseload size of remaining units, decrease probationer contacts, and cause an increase in re-offender rates; and
- The continued proactive approach of "joint sweeps" by both juvenile and adult Deputy Probation Officers will be continued whenever possible, as a suppression tool, and to encourage probationer compliance with terms of probation.

How is this funded?
Adult units are funded by County General Fund dollars, State General Fund dollars, and Title IV-E funds 23.9.

Performance Measure #2:

Percentage of juvenile offenders successfully completing probation.

FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Adopted Goal	FY 2008-2009 Mid-year Results	FY 2009-2010 Proposed Goal
23.9%	18%	24%	12%	19%

What:
This indicator measures the number of juveniles on formal probation completing terms of probation.

Why:
The anticipated decrease in Deputy Probation Officers and consequent increase in caseload sizes will result in decreased probationer contact and successful completions. Further, it is anticipated the loss of evidenced-based intervention programs will result in a decrease of successful completions of probation. This will have a negative impact on community safety as well as the minors' rehabilitation.

How are we doing?

- The Gang Intervention and Suppression Team (GIST) and the Aftercare units are anticipated to decrease the number of assigned officers, increasing caseload sizes. This will result in fewer contacts and interaction with the most high risk, gang oriented youth in our communities.
- The potential elimination of a Juvenile Supervision Unit would create increase caseload size of remaining units, decrease probationer contacts, and cause an increase in re-offender rates.
- These units provide critical intervention and suppression services which contribute not only to rehabilitation efforts, but also to public safety.

How is this funded?
These units were originally funded by Juvenile Justice Crime Prevention Act (JJCPA), Title IV-E and the County General Fund.

Performance Measure #3:

Percentages of adult probationers who have new violations (recidivism rate).

FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Adopted Goal	FY 2008-2009 Mid-year Results	FY 2009-2010 Proposed Goal
26%	29%	25%	20%	30%

What:
These numbers represent adult probationers who have violations of probation and new law violations sustained by the court.

Why:
Recidivism reflects continued involvement in the criminal justice system. An increased rate of recidivism can be the result of fewer resources, including a decrease in community supervision due to fewer officers and increased caseload sizes. The higher caseload sizes result in fewer probationer contacts and an increase in new law violations.

How are we doing?

- Due to the uncertainty of continued operations addressing the high-risk offender group of 18 to 25 year-olds, this increases their risk for recidivism. With fewer officers and resources, there will be reduced contact with probationers. As a result it is anticipated there will be an increase in this proposed goal.
- As evidenced-based and best practices programs are reduced, it is anticipated this will negatively impact the recidivism rate. An additional group includes those high-risk individuals age 18 to 21, who have been returned to the County as the result of the Department of Juvenile Justice realignment.

How is this funded?
Allocated Department of Juvenile Justice (DJJ) realignment funding has been received which will be utilized to implement evidence based programs to serve the 18-21 year old offenders, including those Welfare and Intuitions Code non 707(b) offenders returning to our community. Additional adult services are provided through Title IV-E and the County General Fund.

Performance Measure #4:

Percentages of juvenile probationers who have new violations (recidivism rate).

FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Adopted Goal	FY 2008-2009 Mid-year Results	FY 2009-2010 Proposed Goal
31%	37%	32%	26%	39%

What:
These numbers represent juvenile probationers who have violations of probation and new law violations sustained by the court.

Why:
Recidivism reflects continued involvement in the criminal justice system. Reduction in recidivism suggests increased probation compliance and community safety. However, an increased rate of recidivism can be the result of a decrease in resources, fewer officers providing enforcement, increasing caseload sizes, and resources being allocated to mandatory services, such as court investigations.

How are we doing?

- Recidivism rate may increase due to the loss of Deputy Probation Officers and decreased supervision.
- A reduction in available beds in our juvenile treatment programs results in early releases of high risk, criminally sophisticated youth. The Crossroads commitment program has been reduced 33% due to budget constraints. There is a "backlog" of wards due to an overload of bed space in Juvenile Hall. High risk youth must be released early in order to make space for juveniles arrested for new law violations, resulting in shorter commitment times.

How is this funded?
Funding is derived from Title IV-E, State Realignment, Juvenile Justice Crime Prevention Act (JJCPA) and Juvenile Probation and Camps Funding (JPCF).

Performance Measure #5:

Percentages of juvenile commitments that participated in a behavioral program and have new violations.

FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Adopted Goal	FY 2008-2009 Mid-year Results	FY 2009-2010 Proposed Goal
15.9%	11.5%	10%	5.6%	15%

What:
The percentages reflect juveniles who have participated in behavioral programs currently being utilized in our institutions, and since their release have violations of probation and new law violations sustained by the court.

Why:
Evidenced based or best practices programs such as Aggression Replacement Training, provides probationers with a greater ability to successfully transition back into the community. Unfortunately, we are anticipating these programs will be reduced, which will likely lead to increased recidivism.

How are we doing?

- The recidivism rate for these measures is calculated for a 12-month timeframe; however, statistics for our behavioral programs are maintained for 36-months. At this time, our overall recidivism rate is approximately 29%.
- The loss of beds at Crossroads is resulting in earlier release dates and reduced time spent in behavioral programs. These are considered youth at high risk for recidivism, and with shorter training time, it is anticipated the rate will increase.

How is this funded?
Funding is derived from Title IV-E, State Realignment, Juvenile Justice Crime Prevention Act (JJCPA) and Juvenile Probation and Camps Funding (JPCF).

Fire Department

Budget Unit 2415

Department Head: Nick Dunn, *Appointed*

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2007-08	FY 2008-09		FY 2009-10		
	Actual	Approved Budget	Estimated Actual	Department Requested	CAO Recommended	Incr/(Decr) From Budget
APPROPRIATIONS:						
Salaries and Benefits	$102,914,675	$103,689,443	$101,143,273	$93,536,271	$94,470,355	($9,219,088)
Services and Supplies	11,225,261	12,833,223	12,231,779	10,811,569	10,811,569	(2,021,654)
Other Charges	7,157,296	7,822,973	6,512,571	9,632,361	9,632,361	1,809,388
Fixed Assets	4,151,099	5,631,062	2,414,063	71,100	71,100	(5,559,962)
Other Financing Uses	106,692	0	0	0	0	0
TOTAL EXPENDITURES	**$125,555,023**	**$129,976,701**	**$122,301,686**	**$114,051,301**	**$114,985,385**	**($14,991,316)**
REVENUES:						
Licenses and Permits	$266,419	$457,450	$311,000	$311,000	$311,000	($146,450)
Fines and Forfeitures	21,800	22,000	36,918	42,977	42,977	20,977
Use of Money/Property	(254,932)	0	(184,062)	0	0	0
Intergovernmental	2,665,792	209,000	2,651,585	847,000	847,000	638,000
Charges for Services	27,292,044	21,881,916	28,967,265	22,371,777	22,608,054	726,138
Miscellaneous	(56,129)	1,458,500	1,467,694	353,950	353,950	(1,104,550)
Other Financing Sources:						
General Fund Contribution	19,995,476	22,007,609	16,505,706	16,173,060	15,238,888	(6,768,721)
Local Public Safety	3,161,416	5,951,224	3,121,416	5,418,390	5,145,123	(806,101)
Fixed Wing Aircraft	0	334,000	0	163,300	163,300	(170,700)
Fire Hazard Reduction	0	146,049	0	0	0	(146,049)
Fire-Helicopter Operations	0	0	0	540,265	540,265	540,265
PMC County Service Area	0	0	0	0	78,000	78,000
Mobile Fire Kitchen	0	11,500	0	0	0	(11,500)
TOTAL NET REVENUES	**$53,091,886**	**$52,479,248**	**$52,877,522**	**$46,221,719**	**$45,328,557**	**($7,150,691)**
NET FIRE FUND COST	**$72,463,137**	**$77,497,453**	**$69,424,164**	**$67,829,582**	**$69,656,828**	**($7,840,625)**
NET GENEREAL FUND COST	**$19,995,476**	**$22,007,609**	**$16,505,706**	**$16,173,060**	**$15,238,888**	**($6,768,721)**
Authorized Positions:	626	639	639	639	635	(4)
Funded Positions:	626	627	627	564	564	(63)

OPERATIONAL SUMMARY

- *Mission:*

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

- *Fundamental Functions & Responsibilities:*

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

PROGRAM DISCUSSION

The recommended budget includes a General Fund contribution of $15.2 million. This is a decrease of $6.7 million from the funding level approved in FY 2008-09. It is also anticipated that a decline in property tax revenue will result in a decrease of $7.8 million in Fire Fund discretionary revenues.

Reimbursement revenue from other agencies for fire suppression costs is budgeted at $3.9 million. Based on historical reimbursements, the department can anticipate another $4 to $5 million in reimbursement revenues available for additional appropriations in FY 2009-10. These funds have historically been recognized and appropriated mid-year to cover overtime and other costs associated with fire response on behalf of other agencies.

The department currently has agreements, or is negotiating fire protection agreements, with several cities and neighboring counties to facilitate reimbursement of costs of services provided. Estimated revenue of $5 million, a level similar to the prior year, is included in the recommended budget for these agreements.

In recognition of the County's fiscal constraints, the department will continue to delay the replacement of equipment. The recommended budget includes $70,000 for fixed asset purchases.

The recommended budget requires a reduction in staffing levels. The recommended budget will no longer continue to support a staffing level of three firefighter positions per station. The department will need to hold numerous positions vacant and unfunded, and will also delete positions as described below. Fortunately, through the foresight of the department, a firefighter academy scheduled for the spring of 2009 was canceled, allowing these reductions in staffing to be made with no layoffs required.

POSITIONS DISCUSSION

The recommended budget requires the department to hold vacant and unfunded 56 Firefighter positions, 3 Battalion Chief positions, and 12 general administrative positions. The recommended budget also includes the deletion of one Fire Captain position, at an annual cost savings of $121,000; one Fire Battalion Chief position at an annual cost savings of $182,000; one Fire Equipment Mechanic position, at an annual cost savings of $80,000; and one Maintenance Worker position, at an annual cost savings of $50,000.

DIRECTOR'S DISCUSSION

The recommended 19.9% reduction to the Fire Department's Net General Fund Contribution (NGFC) will severely impact the delivery of fire and emergency services throughout the County. In addition to the reduction in NGFC, the department is also required to absorb substantial declines in Fire Fund property tax revenues, sales tax revenues, program revenues, and must also absorb all uncontrollable cost increases. Moreover, this recommended budget does not reflect any potential reduction to the department's contract with the State of California for fire protection services. Depending upon the outcome of the State budget process, the department would be subject to additional funding reductions ranging between $6.9 and $7.4 million.

In anticipation of these substantial reductions, the Fire Department cancelled the scheduled fire academy, held 56 firefighter and 16 general employee positions open, transferred administrative personnel to fire stations, and eliminated the department's scheduled equipment replacements. The department will be required to reduce on-duty staffing at nine fire stations effectively eliminating 56 firefighters. Additionally, the department will be required to hold open the Chief Deputy, Supervising Fire Heavy Equipment Specialist, and Reserve Captain positions.

The department will also reduce constant staffing overtime by approximately 47%. Constant staffing overtime is used to fill vacancies at fire stations to maintain the minimum staffing level. This will require that the department leave temporary vacancies at fire stations unfilled, further reducing on-duty staffing. The National Fire Protection Agency standard stipulates 15 firefighters arrive in the first eight minutes of a fire alarm. Our standard response is three fire engines and a battalion chief for a total of 10 firefighters. This standard is based on operational requirements and also on State and federal mandates such as OSHA's two-in, two-out policy. Any further reduction creates an unsafe working environment while limiting our ability to carry out our mission to protect the life and property of the citizens of Kern County.

We have operated at this level primarily because of the high level of training and experience of our personnel but, due to retirements, our level of experience has been reduced. Currently, half of our on-duty personnel have six years or less experience and two-thirds have no more than nine years. Further staffing reductions will diminish the experience level of on-scene emergency personnel.

Our field supervisors (Battalion Chiefs) are well aware of this problem and regularly rotate crews between stations

to maximize operational effectiveness. Additional reductions of staffing would make this impossible and increases our level of liability. This action will put the employees of the Fire Department and the County of Kern at greater risk. Temporary vacancies force Firefighters to work as Engineers, and newly promoted Engineers to work as Captains. The expectation that individuals make operational decisions without the training, knowledge and experience would be a design for disaster.

The County of Kern has realized an increase in population and development that the Fire Department has not kept pace. The increase in call volumes together with additional State and federal mandated programs further challenge our ability to provide critical emergency services.

Scheduled equipment replacements will again be deferred. There is already an existing backlog of apparatus and equipment replacements that began in FY 2004-05 at $12.5 million and currently totals $15.5 million. This backlog will now rise to $20.5 million. Again, the future acquisition costs of these needed replacements will substantially increase and the department will be required to repair and maintain apparatus and equipment that should otherwise be eliminated from the emergency fleet.

In conclusion, the Fire Department is not in concurrence with the recommended budget and minimum staffing levels must be restored.

GOALS & PERFORMANCE MEASURES

Performance Measure # 1:

Ratio of protected population residing in Kern County per one on-duty firefighter.

FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Adopted Goal	FY 2008-2009 Mid-year Results	FY 2009-2010 Proposed Goal
1 FF/3,633 population	1 FF/3,350 population	1 FF/3,244 population	1 FF/3,244 population	1 FF/3,462 population

What:
This measure describes the number of on-duty firefighters per population residing in the areas of Kern County directly protected by the Kern County Fire Department. It does not include transient populations here for a short time due to recreation, job assignment or travelers on the highways. This is assuming a protected population of 515,895 as of February 2008. The department's stated goal is one on-duty firefighter per 2,500 person population.

Why:
This indicator is a measure of our ability to provide the required at scene personnel to mitigate incidents as well as conducting prevention and other activities. Varying incident types require more or lesser amounts of personnel to address. When personnel are needed for medical aid, fires and other types of emergencies, they are needed rapidly in sufficient numbers to save lives and property.

The Fire Department has a high incidence rate of industrial injuries. Much of this can be attributed to the type of work and the lack of manpower available to perform the required tasks in emergency situations. This includes moving heavy patients in physically awkward situations on rescues and using heavy tools such as large diameter hose lines and other equipment to attack fires.

How are we doing?
With the increases in on-duty staffing we have progressed dramatically in the last several years. Barring any dramatic influx of protected population we will be progressing further in the near future. We hope to see a resultant reduction in job-related injuries due to an increase in staffing reducing the strains and other injuries experienced by our personnel.

How is this funded?
The Kern County Fire Department has a long standing contract with CalFire for wildland fire protection of State Responsibility Areas (SRA) within Kern County. For FY 2006-07, the County's contract with CalFire was increased by approximately $2.3 million. This additional funding allowed the department to add 45 positions, which increased on-duty staffing from two to three positions at 15 fire stations. However, as a result of the declining economic conditions, the department will be required to hold 29 firefighter positions vacant. As a result, the department's on duty staffing will effectively be reduced by approximately 10 positions per shift, reducing the number of on duty firefighters from 159 to 149.

Performance Measure # 2 :

Average response time, in minutes, to all incident types in suburban and rural areas respectively.

FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Adopted Goal	FY 2008-2009 Mid-year Results	FY 2009-2010 Proposed Goal
8:33 / 12:42	8:24 / 13:00	4:00 / 9:00	7:50 /11:27	4:00 / 9:00

What:
This indicator identifies the average response time for first at-scene units. It is an indicator of our ability to provide reasonable response time to all-risk incidents. This indicator is somewhat deceptive in that it takes into account all responses for a specified station, not just their first in area. It also does not weight busier stations versus slower stations. We are in the process of purchasing and implementing a GIS based software that is capable of addressing our issues and assisting us in preparing more valid statistics. The department's stated goal is to reduce average incident response time to four minutes in suburban areas and nine minutes in rural areas.

Why:
Rapid deployment and concentration of resources at the decisive time and place is essential to successful performance of fire and life saving operations. Incident related life and property loss can be reduced through timely incident response. Clinical death occurs in heart attack patients in approximately four to six minutes without intervention. Flashover, which leads to full involvement, occurs in structure fires in approximately six to ten minutes. After this point the chances of rescuing live victims and saving property greatly diminishes.

How are we doing?
Our ability to respond to incidents in a timely fashion is dependent on run volume and station location. Our adopted goals are based upon nationally recognized goals. With the rural nature of much of Kern County, and even suburban stations having larger than normal areas, our response times are impacted by driving time. We are looking into adding a designation of "frontier" area that would address the far outlying areas and assist us in more clearly defining response time data.

How is this funded?
Response times will be significantly impacted as communities within Kern County continue to grow. As a result of population and industry growth, additional fire stations will be required to meet this growing need. The Fire Department has been actively involved in the countywide effort to plan for infrastructure needs through the Capital Improvement Plan and is supportive of the adoption of developer impact fees and use of EIR impact fees to mitigate these costs.

Performance Measure # 3 :

Percentage of wildfires controlled at 10 acres or less.
Note: this measure is reported on a calendar year basis, as the fiscal year would split the summer wildland fire season into two segments.

2006 Actual Results	2007 Actual Results	2008 Adopted Goal	2008 Actual Results	2009 Proposed Goal
95%	87.5%	95%	96.7%	95%

What:
This measure is an indicator of the effectiveness of all pre-incident and incident efforts applied to control the spread of wildfires on State Responsibility Area (SRA) lands, which we protect under contract. Our goal, and the State's mission, is to control 95% of wildfires on State Responsibility Area (SRA) lands at ten acres or less as specified in our CalFire (formerly CDF) / KCFD Operating Plan.

Why:
We protect 1.6 million acres of State wild lands in the County. Wildfires on State Responsibility Area lands have wide ranging negative effects on homes, agriculture, water quality and other elements of quality of life in the County. The negative results can be measured in acres burned, property lost, roadways and rail traffic disrupted, threats to electrical distribution equipment and decrease in air quality directly related to smoke released from wildfires.

How are we doing?
There are six "contract counties" in the State system. Kern is the leader in meeting the State's mission/goal. In 2008 we experienced the largest number of fire starts, with 214 for the reporting period. The total acreage burned for this reporting period was 37,888.

Some of the drivers of the results stated in this measure are: availability of resources both locally and statewide, the amount of rainfall received over the winter affecting fuel moisture and growth, wind, lightning, amount of human activity in wildland areas, the location of fire starts and our ability to cope with multiple fires occurring at the same time.

How is this funded?
Funding to control the spread of wildfires is provided through the County's contract with the State for fire protection services for SRA land within the County. The County's adjusted contract amount for the current fiscal year is approximately $12.4 million. This funding is primarily used to offset staffing costs during fire season at 16 County fire stations.

Performance Measure # 4 :

Number of miles of fire roads, community protection fuel breaks and fire breaks created or maintained.

FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Adopted Goal	FY 2008-2009 Mid-year Results	FY 2009-2010 Proposed Goal
470	580	530	63	580

What:
This indicator measures the miles of fire and fuel breaks created or maintained. The fire breaks have vegetation removed to mineral soil and the fuel breaks break the continuity of the fuel. Fire breaks are placed along roadways and fuel breaks surround communities. Fuel breaks are the starting point of defensive tactics should a wildland fire approach a community. They are used to prevent a fire originating in the community from spreading to the wildland. These types of activities involve the commitment of both hand crew and heavy equipment resources in the department.

Why:
Large wildland fires consume tremendous amounts of personnel and resources to bring under control. The fire resources we use to combat wildland fires are the same ones that we use to combat structure fires and to provide medical aid and rescue services. When resources are committed on a major wildland fire they are not available to perform other life and property saving duties.

Fire/fuel breaks that are strategically located, keep small fires from becoming large and give firefighters a place to stop large fires thereby saving money, property and natural resources. The fire and fuel break system in the County has been instrumental in stopping the spread of numerous fires along major roadways, such as Interstate 5 and State Highways 65 and 33. This has allowed us to control these fires with minimal resources and cost. Fire road maintenance is critical in providing ground resources access to remote areas of the County. The road being smoothed and maintained provides quick access and less required maintenance on vehicles due to damage from holes, rocks, washboard surfaces and downed trees.

How are we doing?
We currently have new projects identified for the hand crews for the next two years, over and above the maintenance of existing projects. Our heavy equipment could open and maintain an additional 100 miles of back roads used to access fires if provided enough resources to do so.

The completion of projects is partially dependent on weather conditions. Too wet and we have to start later and too dry and we run out of time as the ground is too dry and fire season begins sooner, thereby diverting our resources to fire starts.

How is this funded?
Funding for the maintenance of fire breaks is primarily provided through Fire Fund property tax revenues. There is also funding in our CalFire contract which supports heavy equipment.

Performance Measure # 5 :

The number of contacts made by the Kern County Fire Department's public education program.

FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Adopted Goal	FY 2008-2009 Mid-year Results	FY 2009-2010 Proposed Goal
75,000	76,500	80,000	39,000	80,000

What:
This measure is a statement of the number of prevention-oriented public education contacts made by the Fire Prevention unit, fire stations and personnel. The number includes various events, and other activities.

Why:
Once a fire starts, damage is being done, resulting in loss. Should a home be lost, lives may be lost as well as property. Should a business be lost, tax revenues are lost, jobs are lost and there is a possibility the business may not reopen. An increase in fire loss experience raises insurance rates, resulting in an indirect cost to homeowners and businesses.

The best way to stop the loss of life and property is through prevention. Fire and general safety education is an essential part of the prevention and mitigation process. By proactively bringing these issues to the eye of the public and training them to make safe choices and take safe and appropriate corrective measures, we can reduce fire starts and lessen the impacts of fires that do start.

How are we doing?
Our Public Education Program was extremely active. We have previously enjoyed adequate funding, which has enabled our Education Division to participate in individual events including Career Days, Kern County Fair, Fire Prevention Week, Fire Safe Councils, school programs and regional events.

The Public Education program addresses the main types of fires experienced in the County; fires in homes, fires in businesses, fires at jobsites and wildland fires. Note, also, our safety education program extends to other hazardous processes and activities; instructing constituents in other safety-related topics.

As a result of mid-year budget reductions, the department was required to transfer fire prevention personnel to the field to cover station vacancies. With this transfer of personnel, the estimated number of contacts for FY 2009-10 must be dramatically reduced. In the past month we have reduced our coverage by 45%. Should this continue over the balance of FY 2008-09, our annual contact quota will be reduced to 66,000 persons. This translates to 14,000 persons who will not receive the fire and life safety message over the next several months. This is a critical loss, and its consequences must not be overlooked and/or minimized.

How is this funded?
Funding for prevention activities are primarily funded through Fire Fund property tax revenues. The Fire Department also collects program specific revenues for permits and inspections that offset direct expenditures. In addition, the department maintains a special revenue fund as a repository for donations earmarked for prevention activities. A small portion of the CalFire contract is also provided to fund prevention efforts.

Performance Measure # 6:

Number of personnel hours spent supporting and participating in disaster preparedness activities coordinated through the Office of Emergency Services.

FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Adopted Goal	FY 2008-2009 Mid-year Results	FY 2009-2010 Proposed Goal
5,210	5,855	6,500	3,250	7,250

What:
This is a measure of the number of personnel hours expended to develop new emergency plans, administer preparedness grants, develop Operational Area organizations, train personnel and plan, develop and conduct exercises.

Why:
This indicator is a measure of our efforts to provide training and assistance to County departments, special districts and cities in preparing for disasters. With the cyclic nature of our training, planning and exercise activities, this is the best way we have determined to express the amount of effort we are putting forth.

How are we doing?
We have been conducting training, planning and exercises at various locations throughout the County as time, space and funding permit.

Our preparedness and response capabilities are greatly enhanced by the new Emergency Operations Center (EOC). The EOC provides a dedicated location to centralize our activities, support establishment of a sustainable preparedness program, and serve as the primary facility for coordination of disaster response.

Our primary planning focus this year has been development of a Dam Failure Evacuation Plan, which will be completed by June 2009, and procurement and implementation of ReadyKern, the countywide emergency notification telephone system. ReadyKern implementation is complete and a major public information campaign is scheduled to begin mid-April 2009.

We continue to administer grant funds to procure equipment and training on behalf of the first responder agencies throughout the Operational Area.

How is this funded?
Emergency Services are partially funded through the Emergency Management Performance Grant (EMPG), which is allocated through the State Office of Emergency Services. This grant requires a 50% local match, up to the allocated amount.

In the past, Office of Homeland Security grant funds have been allocated to fund planning, training and exercise activities. This has allowed us to produce a more substantial work product than would have been possible with a limited emergency services staff. Future Homeland Security grant funds are not guaranteed to the County. Should grant funding become unavailable, Emergency Services staff will assume sole responsibility for leading future planning, training and Operational Area exercise development and delivery.

Fire Department-County Contribution

Budget Unit 2416

Department Head: Nick Dunn, *Appointed*

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2007-08	FY 2008-09		FY 2009-10		
	Actual	Approved Budget	Estimated Actual	Department Requested	CAO Recommended	Incr/(Decr) From Budget
APPROPRIATIONS:						
Other Financing Uses	$0	$22,007,609	$16,505,706	$16,173,060	$15,238,888	($6,768,721)
TOTAL EXPENDITURES	**$0**	**$22,007,609**	**$16,505,706**	**$16,173,060**	**$15,238,888**	**($6,768,721)**
NET GENERAL FUND COST	**$0**	**$22,007,609**	**$16,505,706**	**$16,173,060**	**$15,238,888**	**($6,768,721)**

PROGRAM DISCUSSION

This budget unit appropriates supplemental funding from the General Fund to the Fire Fund to support Fire Department operations. Primary functions include: fire prevention, protection and suppression services, hazardous materials control and incident response, emergency rescues and medical aid, emergency and disaster preparedness, and arson investigations.

Due to an accounting change implemented by the Auditor-Controller-County Clerk in FY 2007-08, this budget unit has been established to facilitate the appropriation of the General Fund contribution to the Fire Department. Appropriations within this budget unit will be transferred to the Fire Department's operating budget unit 2415 and will be reflected in that budget unit under the revenues category of Other Financing Sources. The contribution recommended for FY 2009-10 is a decrease of $6.8 million from the FY 2008-09 adopted budget as a result of current economic conditions.

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

Agriculture and Measurement Standards

Budget Unit 2610

Department Head: Ruben Arroyo, *Appointed*

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2007-08	FY 2008-09		FY 2009-10		
	Actual	Approved Budget	Estimated Actual	Department Requested	CAO Recommended	Incr/(Decr) From Budget
APPROPRIATIONS:						
Salaries and Benefits	$4,998,297	$4,902,054	$4,839,931	$4,898,329	$4,786,935	($115,119)
Services and Supplies	953,745	1,071,817	1,021,278	971,075	971,075	(100,742)
Fixed Assets	0	0	0	25,000	0	0
TOTAL EXPENDITURES	**$5,952,042**	**$5,973,871**	**$5,861,209**	**$5,894,404**	**$5,758,010**	**($215,861)**
REVENUES:						
Licenses and Permits	$21,015	$19,840	$20,155	$19,325	$19,325	($515)
Fines and Forfeitures	52,900	37,775	49,075	31,300	31,300	(6,475)
Intergovernmental	3,104,393	2,591,071	2,409,894	2,379,682	2,379,682	(211,389)
Charges for Services	1,655,958	1,548,114	1,811,988	1,816,366	1,816,366	268,252
Miscellaneous	2,261	20	213	110	110	90
TOTAL NET REVENUES	**$4,836,527**	**$4,196,820**	**$4,291,325**	**$4,246,783**	**$4,246,783**	**$49,963**
NET GENERAL FUND COST	**$1,115,515**	**$1,777,051**	**$1,569,884**	**$1,647,621**	**$1,511,227**	**($265,824)**
Authorized Positions:	56	56	56	53	53	(3)
Funded Positions:	56	55	55	53	53	(2)

OPERATIONAL SUMMARY

- *Mission:*

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

- *Fundamental Functions & Responsibilities:*

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

PROGRAM DISCUSSION

The Agriculture and Measurement Standards Department promotes and protects the County's agricultural industry and provides agricultural research and information services. The department enforces laws and regulations established by the State Department of Food and Agriculture and the State Department of Pesticide Regulations, and enforces consumer protection laws and regulations.

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

The recommended budget reflects a reduction in salaries and benefits of $115,000, primarily due to the reduction in the use of extra help, which will require the department

to redirect permanent staff to functions previously performed by extra help staff. The department will also use $238,000 in earned Budget Savings Incentive credits to offset expenses. Service and supplies costs are reduced by $101,000 due to budgetary constraints.

The department anticipates that revenues will increase by $50,000, due to increased activity in the phytosanitary program. This program allows local growers the ability to ship commodities to foreign countries.

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

The department may receive a reduced level of Unclaimed Gas Tax revenue in FY 2010-11 as a result of the reduction of net General Fund cost in FY 2009-10. The State calculates this subvention on the amount of County contribution to agricultural program expenses. The previous year's expenses are used to calculate the percentage of the tax revenue each county is to receive.

POSITIONS DISCUSSION

The recommended budget includes the deletion of three Agriculture Biologists/Weights and Measures Inspector Trainee positions, at an annual savings of $204,500.

DIRECTOR'S DISCUSSION

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

The reduction in the recommended budget will result negatively on services performed mainly in part due to the decrease in staffing levels, and will also lend itself to a decrease in net County cost but will in turn decrease subvention funds to the Agricultural and Measurement Standards Department.

The impact of decreasing net County cost will result in a decrease in subvention received from the California Department of Food and Agriculture in the form of Unclaimed Gas Tax. By formulation, the greater the net cost to the County, the greater the portion of Unclaimed Gas Tax will be received by this department. This revenue is based on prior year expenditures and is received in the subsequent fiscal year. This department currently receives approximately $.45 on the dollar of net cost expended by the County. Therefore, any decrease of net cost in FY 2009-2010 will decrease the subvention of Unclaimed Gas Tax revenue received in FY 2010-2011.

GOALS AND PERFORMANCE MEASURES

Performance Measure # 1:

Percentage of inspected pesticide users complying with government pesticide standards.

FY 2006-2007 Actual Results	FY 2007-2008 Proposed Goal	FY 2008-2009 Adopted Goal	FY 2008-2009 Mid Year Result	FY 2009-2010 Proposed Goal
Not Reported	Not Reported	Not Reported	100% Compliance	100% Compliance

What:
The department performs unannounced pesticide use inspections on growers, agricultural pest control businesses and structural pest control businesses. The department also conducts pesticide related record audits on pest control advisors and pesticide dealers. Pesticide use inspections and pesticide related record audits are made to determine compliance with government pesticide standards. Increased compliance will be gained through the department's inspection activity.

Why:
Adherence to government pesticide standards and an increased compliance rate will be gained through the department's inspection activity.

How are we doing?

- The percent of compliance has been increasing from 89% in FY 2007-08 to 93% in mid FY 2008-09;
- Department mid-year results indicate a compliance level of plus 93% for the remainder of FY 2008-09;
- In FY 2009-10 and FY 2010-11, the department will be facing severe budgetary constraints and anticipates a reduction in Environmental and Public Protection Division staff. The proposed goals for the next two fiscal years are to strive for 100% compliance through continued inspection activities with available staff.

How is this funded?
State Pesticide Mill Tax Subvention and County General Fund.

Performance Measure #2:

Number of commodity shipments of agricultural products that are rejected by foreign markets.

FY 2006-2007 Actual Results	FY 2007-2008 Proposed Goal	FY 2008-2009 Adopted Goal	FY 2008-2009 Mid Year Result	FY 2009-2010 Proposed Goal
30 Shipments Rejected 20,595 Total Shipments	27 Shipments Rejected 26,103 Total Shipments	45 Shipments Rejected 25,200 Total Shipments	14 Shipments Rejected 15,001 Total Shipments	0 Shipments Rejected 25,000 Total Shipments

What:
This indicator shows the number of Phytosanitary (pest free) Certificates issued by the department and the number of rejections of certified commodity shipments by importing countries due to unwanted pests found upon arrival in foreign ports.

Why:
This indicator is a measure of the high quality of the department's inspection-certification program services and the department's ability to ensure pest and problem free entry of commodity shipments into foreign countries thereby positively impacting Kern County Agricultural Commerce and Economy.

How are we doing?

- The department's percentage of successful shipments continues to be relatively stable at 99%, from year to year, fluctuating at most only a tenth of a percent or less;
- The number of certificates issued for FY 2008-09 is projected to increase by 13% from the number issued for the 2007-08 fiscal year;
- The department's mid-year report indicates that although we have had 14 rejections at foreign ports, we have maintained a very low shipment rejection rate due to unwanted pests found upon arrival (.1% or less) and we have had 14,987 shipments that arrived in foreign ports with no pest found;
- In FY 2009-10 and FY 2010-11 the department anticipates a decrease in the number of requests for Phytosanitary Certifications due to the world wide economic situation;
- Our dedicated, well-trained staff will continue to strive for excellence in the delivery of our services by facilitating exports of agricultural products through out the world positively impacting Kern County commerce and economy.

How is this funded?
This program is solely funded by grower fees.

Performance Measure #3:

Percentage of consumers who rate the department's responsiveness to Weights and Measures complaints as good or outstanding.

FY 2006-2007 Actual Results	FY 2007-2008 Proposed Goal	FY 2008-2009 Adopted Goal	FY 2008-2009 Mid Year Result	FY 2009-2010 Proposed Goal
96% (77% Outstanding and 19% Good)	100% (80% Outstanding and 20% Good)	93% (73% Outstanding and 20% Good)	90% (80% Outstanding and 20% Good)	90% (80% Outstanding and 20% Good)

What:
This indicator measures the level of service the department is providing in regards to consumer satisfaction in the investigation of consumer complaints. The department receives an average of 200 complaints a year. The indicator is tabulated from the department's Consumer Satisfaction Survey sent to all complainants. Indicator ratings in the Survey range from poor service, fair service, average service, good service, to outstanding customer service.

Why:
This indicator measures overall customer service satisfaction on complaint responses which is one of the major goals of the department. A Consumer Satisfaction Survey provides feedback to the department on how to improve customer service.

How are we doing?

- In FY 2008-09 the Measurement Standards Division experienced a decrease in the number of staff and an increase in the number of complaints received because of gasoline price fluctuations;
- As a result, our response to investigating complaints was not as timely as hoped. Mid FY 2008-09 shows a drop of 3% in overall customer satisfaction from FY 2007-08 (96% to 93%);
- In FY 2009-10 and FY 2010-11, the department will be facing severe budgetary constraints and anticipates further reduction in division staff. The proposed goals for the next two fiscal years are to maintain a 90% or higher overall customer service rating.

How is this funded?
Complaint investigations are supported by the General Fund and from revenue generated from the registration of commercial weighing and measuring devices.

Code Compliance

Budget Unit 2620

Agency Director: David Price III, *Appointed*

Department Head: Charles Lackey, *Appointed*

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2007-08	FY 2008-09		FY 2009-10		
	Actual	Approved Budget	Estimated Actual	Department Requested	CAO Recommend	Incr/(Decr) From Budget
APPROPRIATIONS:						
Salaries and Benefits	$1,151,496	$1,168,903	$1,168,931	$1,025,554	$1,012,673	($156,230)
Services and Supplies	725,989	766,475	581,470	750,133	750,133	(16,342)
Other Charges	0	6,000	0	6,250	6,250	250
TOTAL EXPENDITURES	**$1,877,485**	**$1,941,378**	**$1,750,401**	**$1,781,937**	**$1,769,056**	**($172,322)**
REVENUES:						
Fines and Forfeitures	$16,946	$40,000	$12,747	$24,000	$24,000	($16,000)
Charges for Services	566,617	540,000	405,368	540,000	540,000	0
Miscellaneous	655	5,000	727	825	825	(4,175)
Other Financing Sources:						
Abatement Cost	38,820	200,000	73,788	200,000	200,000	200,000
TOTAL NET REVENUES	**$623,038**	**$785,000**	**$492,630**	**$764,825**	**$764,825**	**($20,175)**
NET GENERAL FUND COST	**$1,254,447**	**$1,156,378**	**$1,257,771**	**$1,017,112**	**$1,004,231**	**($152,147)**
Authorized Positions:	14	14	14	14	13	(1)
Funded Positions:	14	14	14	14	13	(1)

OPERATIONAL SUMMARY

- *Mission:*

The mission of the Code Compliance Division is to work in partnership with the people of Kern County to ensure properties are properly maintained and zoning regulations enforced, as necessary, to protect and promote health, safety and maintain community standards.

- *Fundamental Functions & Responsibilities*

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

PROGRAM DISCUSSION

Code Compliance is a division of the Engineering and Survey Services Department. The recommended budget provides sufficient funding to support the division's functions to enforce and correct violations that threaten public health and safety in County areas, such as public nuisances, weeds, building and housing, solid waste, and abandoned wrecked, inoperative, or dismantled vehicles. One of the division's functions is to provide for enforcement to combat littering and illegal dumping. This recommended budget does continue to support that effort, but at a decreased funding level. The division will also

use its remaining Budget Savings Incentive (BSI) credits, in the amount of $229,079.

In accordance with accounting procedures implemented last year, revenues from the Abatement Cost Fund, previously recorded as fines and forfeitures, are recorded under other financing sources.

POSITIONS DISCUSSION

The recommended budget includes the deletion of one vacant Principal Building Inspector, at an annual cost savings of $125,000. The recommended budget continues to allow two Code Compliance Officers for each Supervisorial District. Full funding for all remaining positions within the division will allow for continued responsiveness and follow-up on code violations. The overall decrease in salaries and employee benefits is the result of the department's use of BSI credits and the deletion of one position.

DIRECTOR'S DISCUSSION

The division consists of fourteen authorized staff positions, which are made up of two Office Services Technicians; ten field officers, representing an equivalent of two Code Compliance Officers in the field for each Supervisorial District; one Supervising Code Compliance Officer; and one Principle Building Inspector. The Principle Building Inspector position was vacant for the majority of this last budget year due to a retirement. The work was picked up by management staff in the Engineering and Survey Services Department.

The proposed budget requires the deletion of the single mid-management position (the Principle Building Inspector) and the use of the remaining ($229,079) credits to prevent the deletion of any Code Compliance Officer positions. Services and supplies have been reduced and may impact the ability to fund County abatement of public nuisances. The elimination of this mid-management position does result in more oversight by management from within the Engineering and Survey Services Department. The Code Compliance program is a small customer service oriented division, which is very labor intensive.

GOALS AND PERFORMANCE MEASURES

Performance Measure #1:

Percentage of building permits reviewed and comments returned, or permit ready for issuance, within 1 day and within 30 days.

FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Adopted Goal	FY 2008-2009 March 31, 2009	FY 2009-2010 Proposed Goal
N/A < 1 day 100%<30 days	N/A < 1 day 100%< 30 days	20% < 1 day 100% < 30 days	20% < 1 day 90% < 30 days	20% < 1 day 100% < 30 days

What:
This measures the percentage of building permits reviewed within 1 day, and within 30 days. A review time of 1 day indicates those permits that were minor in nature.

Why:
The time it takes to issue permits or return correction comments is important to our customers. A customer should have a reasonable expectation of the time required for plan review so they can plan and schedule their project accordingly. The issuance of building permits is one of the primary functions of the department.

How are we doing?
Over the past couple of years, we were able to reduce the time it takes to review building permits.

How is this funded?
This activity is completely self-funded through building permit fees collected from the permit applicants.

Performance Measure #2:

Percentage of building inspection requests responded to within one day.

FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Adopted Goal	FY 2008-2009 March 31, 2009	FY 2009-2010 Proposed Goal
95% in 1-2 days	90	95	95	95

What:
This measures the percentage of building inspection requests we can respond to in one day.

Why:
Our customers need to be able to rely on our ability to provide them this service in a timely manner so they can incorporate this aspect in their project schedule and keep their project moving forward. Performing building inspections is a primary function of the department.

How are we doing?
With the exception of a few remote areas of the County, we are able to perform most building inspections by the next business day. In certain remote locations, with the lack of construction activity in those areas, an inspector may only be in those areas performing inspections once or twice per week. All inspections are completed within one week.

How is this funded?
This activity is completely self-funded through building permit fees collected from the permit applicants.

Building Inspection

Budget Unit 2625

Agency Director: David Price III, *Appointed*

Department Head: Charles Lackey, *Appointed*

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2007-08	FY 2008-09		FY 2009-10		
	Actual	Approved Budget	Estimated Actual	Department Requested	CAO Recommended	Incr/(Decr) From Budget
APPROPRIATIONS:						
Contingencies	$0	$547,012	$0	$550,000	$550,000	$2,988
Salaries and Benefits	3,391,351	4,643,963	2,946,037	3,467,274	3,434,433	(1,209,530)
Services and Supplies	2,408,979	2,858,725	1,654,162	1,884,297	1,917,138	(941,587)
Other Charges	148,056	93,501	92,674	256,235	256,235	162,734
Fixed Assets	0	136,296	91,416	55,000	55,000	(81,296)
Other Financing Uses	0	798,000	0	0	0	(798,000)
TOTAL EXPENDITURES	**$5,948,386**	**$9,077,497**	**$4,784,289**	**$6,212,806**	**$6,212,806**	**($2,864,691)**
REVENUES:						
Licenses and Permits	$4,818,036	$5,504,000	$3,260,013	$3,604,000	$3,604,000	($1,900,000)
Use of Money/Property	402,061	400,000	305,236	360,000	360,000	(40,000)
Charges for Services	0	0	23	0	0	0
Miscellaneous	17,259	9,280	1,532	1,560	1,560	(7,720)
Other Financing Sources	20,712	0	1,076	0	0	0
TOTAL NET REVENUES	**$5,258,068**	**$5,913,280**	**$3,567,880**	**$3,965,560**	**$3,965,560**	**($1,947,720)**
NET BUILDING INSPECTION FUND COST	**$690,318**	**$3,164,217**	**$1,216,409**	**$2,247,246**	**$2,247,246**	**($916,971)**
Authorized Positions:	50	50	50	34	34	(16)
Funded Positions:	50	50	50	34	34	(16)

OPERATIONAL SUMMARY

- *Mission:*

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

- *Fundamental Functions & Responsibilities:*

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

PROGRAM DISCUSSION

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

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

Permit fees continue to decrease as a result of the slowdown in the residential housing market and commercial building construction. The Building Inspection Fund will have an estimated reserve of over $4 million at the start of FY 2009-10. Several long-term projects continue to extend over the next several fiscal years. Such long-term projects require the division to use the fund balance to sustain its operation in order to provide required inspections and other services to those projects.

There is no General Fund contribution to this budget unit.

POSITIONS DISCUSSION

The recommended budget includes the deletion of one Supervising Engineer position at an annual cost savings of $160,000; five Engineer positions at an annual cost savings of $600,000; one Supervising Building Inspector position at an annual cost savings of $99,000; four Building Inspector positions at an annual cost savings of $356,000; three Building Plan Technician positions at an annual cost savings of $231,000; and two Office Services Assistant positions at an annual cost savings of $98,000. These positions are vacant and require no layoffs.

DIRECTOR'S DISCUSSION

In anticipation of decreased building activity, the division has held numerous positions vacant in FY 2008-09, using consultants and extra-help, as necessary. This recommended budget has been developed by deleting sixteen vacant positions within the division and eliminating the remaining extra-help employees. This action allows the division to present a budget that does not recommend layoffs at this time. However, we will be required to continue to monitor permit activity and revenues, which may require further staffing adjustments during the year. During the last half of FY 2008-09, our permit activity has appeared to level off. The number of single family home permits issued this last year is approximately one-third of that issued during FY 1993-94. The actual permit revenue was more than in FY 1993-94 only due to an increase in the commercial/industrial permit activity.

We have had discussions with a number of large wind and solar power projects which could create an increased demand on staffing. Additionally, there are a number of projects in the planning process, which will require we have qualified and experienced staff available to promptly assist them. Therefore, we are proposing to retain three vacant positions within the department which could be filled, if necessary, to ensure we are able to timely respond to development needs. The budget, as proposed, while it continues to deplete reserves, allows the department to postpone immediately having to recommend adjustments to building permit fees.

GOALS AND PERFORMANCE MEASURES

Performance Measure #1:

Percentage of building permits reviewed and comments returned, or permit ready for issuance, within 1 day and within 30 days.

FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Adopted Goal	FY 2008-2009 March 31, 2009	FY 2009-2010 Proposed Goal
N/A < 1 day 100%<30 days	N/A < 1 day 100%< 30 days	20% < 1 day 100% < 30 days	20% < 1 day 90% < 30 days	20% < 1 day 100% < 30 days

What:
This measures the percentage of building permits reviewed within 1 day, and within 30 days. A review time of 1 day indicates those permits that were minor in nature.

Why:
The time it takes to issue permits or return correction comments is important to our customers. A customer should have a reasonable expectation of the time required for plan review so they can plan and schedule their project accordingly. The issuance of building permits is one of the primary functions of the department.

How are we doing?
Over the past couple of years, we were able to reduce the time it takes to review building permits.

How is this funded?
This activity is completely self-funded through building permit fees collected from the permit applicants.

Performance Measure #2:

Percentage of building inspection requests responded to within one day.

FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Adopted Goal	FY 2008-2009 March 31, 2009	FY 2009-2010 Proposed Goal
95% in 1-2 days	90	95	95	95

What:
This measures the percentage of building inspection requests we can respond to in one day.

Why:
Our customers need to be able to rely on our ability to provide them this service in a timely manner so they can incorporate this aspect in their project schedule and keep their project moving forward. Performing building inspections is a primary function of the department.

How are we doing?
With the exception of a few remote areas of the County, we are able to perform most building inspections by the next business day. In certain remote locations, with the lack of construction activity in those areas, an inspector may only be in those areas performing inspections once or twice per week. All inspections are completed within one week.

How is this funded?
This activity is completely self-funded through building permit fees collected from the permit applicants.

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2007-08	FY 2008-09		FY 2009-10		
	Actual	Approved Budget	Estimated Actual	Department Requested	CAO Recommended	Incr/(Decr) From Budget
APPROPRIATIONS:						
Salaries and Benefits	$1,858,878	$1,707,616	$1,703,778	$1,599,606	$1,580,382	($127,234)
Services and Supplies	1,114,220	1,910,468	1,479,599	1,084,779	1,084,779	(825,689)
Fixed Assets	27,447	100,000	0	0	0	(100,000)
TOTAL NET EXPENDITURES	**$3,000,545**	**$3,718,084**	**$3,183,377**	**$2,684,385**	**$2,665,161**	**($1,052,923)**
REVENUES:						
Licenses and Permits	$4,191	$3,900	$3,900	$3,900	$3,900	$0
Charges for Services	2,153,875	1,832,138	1,619,856	1,619,856	1,619,856	(212,282)
Miscellaneous	30,523	1,000	3,097	1,000	1,000	0
Other Financing Sources:						
Recorders Fee-Recorder	1,528,386	1,987,438	1,690,105	1,499,794	1,499,794	(487,644)
Micrographic-Recorder	500,681	638,954	635,585	195,131	195,131	(443,823)
Recorder`s Modernization	19,998	20,000	18,506	34,500	34,500	14,500
Recorder`s SSN Truncation	0	0	0	134,382	134,382	134,382
Vital & Health Statistics-Recorder	0	83,900	58,900	104,255	104,255	20,355
LESS TOTAL NET REVENUES	**$4,237,654**	**$4,567,330**	**$4,029,949**	**$3,592,818**	**$3,592,818**	**($974,512)**
NET GENERAL FUND COST	**($1,237,109)**	**($849,246)**	**($846,572)**	**($908,433)**	**($927,657)**	**($78,411)**
Authorized Positions:	27	26	26	26	26	0
Funded Positions:	27	25	26	24	24	(1)

OPERATIONAL SUMMARY

- Mission:

The mission of the Recorder's Office is to preserve and provide for the public a true and reliable, readily accessible, permanent account of real property and other official records and vital human events, both historic and current, and to do so with commitment, courtesy and excellence.

- Fundamental Functions & Responsibilities:

- Responsible for recording deeds, mortgages, decrees of court, and leases affecting title to real property
- Record subdivision maps
- Maintains uniform commercial code filings
- Record birth and death records
- Registrar of public marriages
- Provide a secure and permanent archive of all County recordings available for research by the public
- Provide plain or certified copies of vital records such as birth, death, and marriage certificates

PROGRAM DISCUSSION

The recommended budget permits the Recorder's Office, a division of the Assessor's Office to maintain services at the level provided in FY 2008-09. The volume of recording activity has continued to decline in this fiscal year. This decline in recordation is due to the protracted downturn in the residential real estate market. While this decline has allowed the division to improve turnaround time in processing documents, and to address legislative mandates and special projects, it has also impacted the division's ability to maintain the same level of revenue as in the previous fiscal year. It is projected that the current level of recordation will continue into FY 2009-10, and this is reflected in the decrease in Charges for Services of $212,000, as well as the decrease in revenue to the Recorder's Fee fund of $488,000.

The division will continue to examine all documents, primarily related to real estate and estate transactions, presented for recording or filing, as to names, signature, proper and complete notarization, legibility requirements, and the completion of any required Documentary Transfer Tax statements.

The division will also be able to fulfill its responsibility for examining, accepting, and recording marriage licenses, birth and death certificates, and assisting members of the public requesting copies of any documents on record with a reduced staffing level as described in the positions discussion below.

POSITIONS DISCUSSION

In recognition of the County's fiscal constraints, two Office Services Technician positions will remain unfunded to achieve necessary budget reductions. This results in a total cost savings of $106,000.

The division will continue to use extra help staffing and overtime to address peak work periods, meet legal recording timeframes, and to fully comply with legislation related to access to marriage, birth, and death certificates.

Eligible costs within the Recorder's Office are reimbursed from five special purpose funds: the Recorder's Fee Fund, Micrographics Recorder Fund, Recorder's Modernization Fund, the Recorder's Social Security Number Truncation Fund, and the Vital Health Statistics – Recorder Fund.

DIRECTOR'S DISCUSSION

The Assessor-Recorder respectfully does not concur with the CAO recommended budget.

I know these are extremely difficult times and tough decisions have to be made, but I do not know why one would want to make cuts to a revenue generating department.

This recommended 15% reduction in the Recorder's net General Fund cost will result in the use of $275,619 in BSI credits, two positions being unfunded for the entire year, not being able to fill one position vacancy anticipated in March 2010 due to retirement, and increasing our revenue contribution from -$849,246 in FY 2008-09 to -$927,657 for FY 2009-10.

The Recorder's Office is a self-supporting office. The Recorder collects fees that are established by law for special purpose activities of the Recorder's Office, in addition to other fees that are for the operation of the Recorder's Office. All of the Recorder's fees are set by State law. The recorder has been a negative net County cost division for many years. In the past, the Recorder has generated far more revenue than was necessary to modernize and operate the office. This was especially true during the real estate boom. In fact, with the offset of modernization funds used for operations and general fees, the office has contributed $10.5 million to the County's General Fund to fund other departments since FY 2002-03. This is not the true intention of these fees. In FY 2009-10 the Recorder will be required to increase its negative net General Fund cost by 15% causing the Recorder to operate with fewer positions and increase its revenue contributions to the County.

Now, we find ourselves exhausting our modernization funds for operations and the Recorder's general fees still going to the County's General Fund. We find this has put us under severe duress to continue our duties and functions as dictated by law. In fact, the County is asking us to operate with less staffing and in turn asking for more money from the recorder. We can no longer afford to do this. I find it disturbing that the County finds it extremely unfair for the State to take County property tax dollars to fund State operations. We, too, find it unfair that in these budget times, the County takes the Recorder's funds to support other County operations.

The Recorder must maintain a level of staffing that will ensure compliance with Government Code Sections 27361.4(b) and (c) which both provide for the timely indexing of all recordings. All documents must be indexed within two business days after the date of recordation. Government Code Section 27361(b) also requires the Recorder to be operational every business day except for legal holidays and those holidays designated as judicial holidays pursuant to Section 135 of the Code of

Civil Procedure. The Recorder's compliance with these Code Sections provides for $355,000 in revenue, annually.

The Recorder is now experiencing a significant reduction in the number of recordations. We anticipate the current level of recordations will be maintained throughout FY 2009-10. FY 2008-09 program revenue received from recordations is approximately 12% less than the adopted projection of $1.2 million. We are projecting revenues will remain the same for FY 2009-10.

GOALS AND PERFORMANCE MEASURES

Performance Measure #1:

Number of official documents recorded.

FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Adopted Goal	FY 2008-2009 Mid-year Results	FY 2009-2010 Proposed Goal
339,822	240,872	204,000	102,317	200,000

What:
The number of official documents processed by the Recorder's Office from a variety of sources including federal, State, and local agencies, title companies, attorneys, private citizens and via the US mail.

Why:
To comply with federal, State and local laws and ordinances which require the recordation of certain documents submitted to the Recorder which are authorized by law to be recorded.

How are we doing?
Kern County experienced unprecedented growth in recording activity. Only recently have we seen a downturn. This downturn has given us the much needed opportunity to address legislative mandates and special projects that will greatly enhance staffs' ability to perform their jobs and will additionally, provide enhanced public access to official records.

- Currently, documents received via mail experience a one week turnaround as compared to six weeks during high volume years.
- A continuation of the upward trend in foreclosures over FY 2008-09 is expected but will not contribute to the number of recordings because of the depressed economy and real estate market.
- Additional attention can now be focused on deferred projects.
- **Conversion Project involves re-creation of existing documents on microfilm to digital image format**
  - *Conversion project completion necessary to comply with AB 1168*
- **AB 1168 requires Recorder to develop SSN Truncation Program**
  - *AB 1168 – legislative effort to avert Identity Theft*
- **Conversion Project and provisions of AB 1168 must be completed without further delay to:**
  - *Reach and maintain highest level of service*
  - *Ability to provide services comparable to those provided in other Counties*
  - *To preserve this Office's standard of service to Kern County's citizens*

COMPARABLE COUNTY STUDY			
	Total # Recorded Documents	Total Staff	Documents Per Staff
Kern	255,373	24	10,641
Ventura	213,628	45	4,747
Fresno	229,480	25	9,179
San Joaquin	218,200	33	6,612
Alameda	436,313	70	6,233
Contra Costa	351,078	50	7,022
Santa Clara	451,223	85	5,309
Stanislaus	157,308	29	5,424

How is this funded?
The Recorder's budget unit has a negative net General Fund cost. The majority of funding for Recorder activities is received through fees the Recorder collects from recording documents and issuing certified copies of births, deaths, and marriage certificates.

Additional funding sources are: Recorder's Fee Fund; Micrographics Fund; Recorder's Modernization Fund; and Vital & Health Statistics Fund.

Performance Measure #2:

Number of births, deaths and marriages processed.

FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Adopted Goal	FY 2008-2009 Mid-year Results	FY 2009-2010 Proposed Goal
27,607	26,194	28,500	12,440	25,500

What:
This is a measure of the total number of Vital Statistics records occurring in Kern County which are processed by the Recorder for public record.

Why:
To comply with state and local laws and ordinances which require the issuance of copies of the records retained by this Office.

How are we doing?
The number of birth certificates recorded continues to increase as our county's population increases. The number of marriage certificates has dropped due to the population being uncertain about their future job security and if they can support and sustain a marriage. In order to maintain the highest level of customer service, we have cross-trained our staff to ensure these documents are kept as current and as accurate as possible, working with the Secretary of State and the Public Health Department as required.

How is this funded?
The Recorder's budget unit has a negative net General Fund cost. The majority of funding for Recorder activities is received through fees the Recorder collects from recording documents and issuing certified copies of birth, death and marriage certificates.

Additional funding sources include: Recorder's Fee Fund; Micrographics Fund; Recorder's Modernization Fund; and Vital & Health Statistics Fund.

Performance Measure #3:

Number of copies of documents issued.

FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Adopted Goal	FY 2008-2009 Mid-year Results	FY 2009-2010 Proposed Goal
64,041	70,144	71,000	35,055	71,500

What:
This is a measure of the total number of copies made of Official Records (deeds, liens, maps, etc.) as well as Vital Statistics records (births, death, marriages) issued by the Recorder in our Office or by mail.

Why:
To comply with State and local laws and ordinances which require the issuance of copies of records retained by this Office. Many members of the public are required to have these documents due to recently passed laws and travel restrictions, school enrollment, insurance and retirement benefits.

How are we doing?
As a result of new passport requirements and other requests, our office had experienced an increase in the number of copies issued for FY 2007-08. For FY 2008-09, the copy orders have stabilized because there has been no recent legislation enacted which affected the public and the additional need for birth certificates.

We are continuously exploring alternatives which would give us the ability to improve customer service and streamline processes within the Recorder's Office. Presently, we use the services of VitalChek which allows our customers to order vital statistics online which saves them from having to come into the office. With the stabilization of the copy order requests, it has allowed our staff to provide a higher level of service to our walk-in customers.

How is this funded?
The Recorder's budget unit has a negative net General Fund cost. The majority of funding for Recorder activities is received through fees the Recorder collects from recording documents and issuing certified copies of birth, death and marriage certificates.

Additional funding sources include: Recorder's Fee Fund; Micrographics Fund; Recorder's Modernization Fund; and Vital & Health Statistics Fund.

Resource Management Agency

Budget Unit 2730

Agency Director: David Price III, *Appointed*

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2007-08	FY 2008-09		FY 2009-10		
	Actual	Approved Budget	Estimated Actual	Department Requested	CAO Recommended	Incr/(Decr) From Budget
APPROPRIATIONS:						
Salaries and Benefits	$1,701,364	$1,728,888	$1,658,666	$1,621,760	$1,601,679	($127,209)
Services and Supplies	102,477	134,360	119,313	93,186	99,186	(35,174)
Other Charges	9,853	9,630	10,100	6,645	6,645	(2,985)
Fixed Assets	35,691	0	0	0	0	0
TOTAL EXPENDITURES	**$1,849,385**	**$1,872,878**	**$1,788,079**	**$1,721,591**	**$1,707,510**	**($165,368)**
Less Expend. Reimb.	197,931	313,041	260,156	249,700	249,700	63,341
TOTAL NET EXPENDITURES	**$1,651,454**	**$1,559,837**	**$1,527,923**	**$1,471,891**	**$1,457,810**	**($102,027)**
REVENUES:						
Charges for Services	$893,177	$846,914	$815,000	$816,400	$816,400	($30,514)
Miscellaneous	980	0	0	0	0	0
TOTAL NET REVENUES	**$894,157**	**$846,914**	**$815,000**	**$816,400**	**$816,400**	**($30,514)**
NET GENERAL FUND COST	**$757,297**	**$712,923**	**$712,923**	**$655,491**	**$641,410**	**($71,513)**
Authorized Positions:	16	16	16	16	15	(1)
Funded Positions:	16	16	16	16	15	(1)

OPERATIONAL SUMMARY

- *Mission:*

To enhance community development, public safety, economic development, and quality of life for the residents of Kern County by providing support, coordination, and delivery of the following services:

- Animal Control
- Community and Economic Development
- Engineering and Survey Services
- Environmental Health Services
- Planning
- Roads

- *Fundamental Functions & Responsibilities:*

- Identify emerging air, land, and water issues and advance policies to effectively address their impacts
- Develop policies and administer services related to animal control
- Pursue continuous improvement of operations within RMA departments
- Coordinate capital improvement planning to accommodate new development
- Provide support to RMA departments including administration, personnel, and information technology

PROGRAM DISCUSSION

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

The recommended budget provides a decreased level of funding for the agency's oversight of the County departments within its purview. The RMA will continue to provide technical and communications support services to the departments in the Public Services Building and outlying service delivery sites. However, service levels to General Fund departments will remain at reduced levels from previous fiscal years. Services to non-General Fund departments will continue at current levels, or increased levels, depending on demand, as the agency is reimbursed for costs incurred related to these activities.

POSITIONS DISCUSSION

The recommended budget includes the deletion of one vacant Information System Specialist position, at an annual cost savings of $94,000.

DIRECTOR'S DISCUSSION

Like many budget units, RMA is reducing its current year budget by 15% as a submittal requirement. This follows the 20% reduction taken in Fiscal Year 2008-09. Due to the relatively small size of our administrative staff, any staff reduction is significant and inevitably impacts our ability to accomplish our mission and to meet performance measurements.

The 15% reduction in FY 2009-10 will eliminate one technology position. Though vacant due to a recent transfer, RMA had hoped to fill the position and assign it to developing web-based programs for land use activities. Some development work may be possible by diverting staff away from other projects, but progress will be slower and the end result significantly scaled back.

As with the layoff of the RMA's Administrative Coordinator position last year, the reduction of this technology position will adversely impact our ability to meet performance standards and service levels for our customers – the components departments – and for your Board. Nonetheless, we appreciate the difficult decisions the Board and the CAO must make to address the continued budget crises facing the County, and we are prepared to do our part.

GOALS AND PERFORMANCE MEASURES

Performance Measure #1:

Number of initiatives undertaken by the Resource Management Agency (RMA) that will enhance the Quality of Life for Kern County residents.

FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Adopted Goal	FY 2008-2009 Mid-year Results	FY 2009-2010 Proposed Goal
New measure/ Not tracked	New measure/ Not tracked	12	9	12

What:
This indicator measures the ability of the RMA Departments to advance policies and programs that respond to current and emerging needs of the residents of Kern County.

Why:
This measures how well the RMA is meeting the objectives of our mission statement, which focuses on improving the lives of Kern County residents through the six RMA Departments.

How are we doing?
This measure had not previously been established and therefore, no data collected until this time.

How is this funded?
This function is funded by a combination of general fund dollars and proportionate charges to RMA departments which have subvented or special funding sources.

Performance Measure #2:

Percentage Performance Measures achieved by the Resource Management Agency (RMA) Departments.

FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Adopted Goal	FY 2008-2009 Mid-year Results	FY 2009-2010 Proposed Goal
New measure/ Not tracked	New measure/ Not tracked	100%	75%	100%

What:
This indicator measures the effectiveness of RMA Departments in meeting their stated goals.

Why:
The RMA departments' goals include a variety of objectives such as streamlining processes, improving service delivery, and enhancing public outreach and education, which are all consistent with the RMA's mission. By measuring the effectiveness with which the departments meet their objectives, the RMA can gauge how well we are achieving our own mission of improving the quality of life for Kern County residents.

How are we doing?
This measure had not previously been established and therefore, no data collected until this time.

How is this funded?
This function is funded by a combination of General Fund dollars and proportionate charges to RMA departments which have subvented or special funding sources.

Performance Measure #3:

Rating received from stakeholders of RMA's effectiveness as a policy coordinator and/or advisor.

FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Adopted Goal	FY 2008-2009 Mid-year Results	FY 2009-2010 Proposed Goal
Meets Expectations	Meets Expectations	Meets Expectations	Meets Expectations	Meets Expectations

What:
This indicator measures how well the Resource Management Agency is meeting the needs of the Board of Supervisors in RMA's role as policy coordinator and advisor. This data is derived from the Board's annual evaluation of RMA and its director.

Why:
As noted in its mission, the RMA promotes public safety, economic vitality and enhanced quality of life for Kern residents. It achieves these objectives through the provision of services in six key organizational areas. RMA is successful in this effort if it is effective in its articulation and implementation of policy initiatives. The ultimate beneficiary of these services provided by RMA management is the Board. The Board is also the final arbiter of the effectiveness of RMA and as a result, the key determinant of how well the priorities and/or goals of the department are appropriate and being achieved.

How are we doing?
We regularly meet with Board members and their staff as well as department heads and staff of both RMA supported and stand alone departments on a variety of issues. Frequent interaction with the public also occurs in various forms to gain valuable public comment and participation in our various programs. By engaging in these activities, we learn of the priorities, policy preferences, technical constraints or opportunities, best practices, and other matters that enable us to work with stakeholders to craft rational, comprehensive answers to the policy issues and problems within our operational areas. Recent history documents that expectations have been met or exceeded.

How is this funded?
This function is funded by a combination of General Fund dollars and by proportionate charges to RMA departments which have subvented or special funding sources.

Wildlife Resources

Budget Unit 2740

Department Head: Robert Lerude, *Appointed*

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2007-08	FY 2008-09		FY 2009-10		
	Actual	Approved Budget	Estimated Actual	Department Requested	CAO Recommended	Incr/(Decr) From Budget
APPROPRIATIONS:						
Services and Supplies	$3,310	$3,500	$3,500	$3,500	$3,500	$0
Other Charges	8,940	21,500	21,500	21,500	18,800	(2,700)
Other Financing Uses	$0	$0	$0	$0	$0	$0
TOTAL EXPENDITURES	**$12,250**	**$25,000**	**$25,000**	**$25,000**	**$22,300**	**($2,700)**
REVENUES:						
Fines and Forfeitures	$0	$12,700	$38,688	$16,000	$6,200	($6,500)
Other Financing Sources	0	0	3,000	3,000	0	0
TOTAL NET REVENUES	**$0**	**$12,700**	**$41,688**	**$19,000**	**$6,200**	**($6,500)**
NET WILDLIFE RESOURCES	**$12,250**	**$12,300**	**($16,688)**	**$6,000**	**$16,100**	**$3,800**
NET GENERAL FUND COST	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

PROGRAM DISCUSSION

Funds for fish and game propagation and conservation and related educational programs are appropriated in this budget unit, which is administered by the Parks and Recreation Department.

The Wildlife Resources budget unit is a non-General Fund program. Funds for this budget unit are derived entirely from the County's share of fines and forfeitures collected for violations of the Fish and Game Code. The revenues that finance this budget unit are collected and deposited to the fund by the Courts. Estimated revenue information received from the Courts indicates that revenues will decline by $6,500 from FY 2008-09.

State law requires these funds to be expended only for support of approved fish and game conservation and propagation programs, as well as youth educational projects. Proposed projects or programs are submitted to the Wildlife Resources Commission for review and recommendation to the Board of Supervisors.

Planning Department

Budget Unit 2750

Agency Director: David Price III, *Appointed*

Department Head: Ted James, *Appointed*

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2007-08	FY 2008-09		FY 2009-10		
	Actual	Approved Budget	Estimated Actual	Department Requested	CAO Recommended	Incr/(Decr) From Budget
APPROPRIATIONS:						
Salaries and Benefits	$3,386,072	$3,798,518	$3,224,310	$4,386,981	$4,157,863	$359,345
Services and Supplies	2,349,533	8,755,649	2,127,323	364,093	4,943,402	(3,812,247)
TOTAL EXPENDITURES	**$5,735,605**	**$12,554,167**	**$5,351,633**	**$4,751,074**	**$9,101,265**	**($3,452,902)**
Less Expend. Reimb.	30,201	1,826,926	61,129	10,000	10,000	1,816,926
TOTAL NET EXPENDITURES	**$5,705,404**	**$10,727,241**	**$5,290,504**	**$4,741,074**	**$9,091,265**	**($1,635,976)**
REVENUES:						
Licenses and Permits	$428,021	$368,840	$505,030	$526,646	$526,646	$157,806
Fines and Forfeitures	25,176	15,000	9,288	9,255	9,255	(5,745)
Intergovernmental	105,885	270,000	0	12,499	99,971	(170,029)
Charges for Services	2,859,130	5,008,716	1,662,611	1,936,105	5,502,479	493,763
Miscellaneous	2,100	1,070	2,806	2,028	2,028	958
Other Financing Sources:						
General Plan Admin Surcharge	0	2,362,403	527,674	30,988	956,450	(1,405,953)
TOTAL NET REVENUES	**$3,420,312**	**$8,026,029**	**$2,707,409**	**$2,517,521**	**$7,096,829**	**($929,200)**
NET GENERAL FUND COST	**$2,285,092**	**$2,701,212**	**$2,583,095**	**$2,223,553**	**$1,994,436**	**($706,776)**
Authorized Positions:	39	43	43	44	43	0
Funded Positions:	39	43	43	44	43	0

OPERATIONAL SUMMARY

- *Mission:*

Administer land use programs in a manner that fosters economic vitality, resource conservation, and responsiveness to public needs. Promote customer service and delivery of programs in a responsive and cost-effective manner.

- *Fundamental Functions & Responsibilities:*

- Prepare, administer and update County General Plan and implement programs to effectuate General Plan goals and policies
- Prepare, administer and update County Zoning and Land Division Ordinances
- Prepare environmental documents pursuant to California Environmental Quality Act
- Process various land use/land division applications
- Respond to applicant, agency and public comments and inquiries regarding land use, environmental and coordinative matters

PROGRAM DISCUSSION

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

Major projects and programs that the department will continue to pursue in FY 2009-10 are:

- Home Rule Program coordination providing monitoring, reviews, and comments on various State and federal activities, involving, but not limited to, endangered species, wetlands, water, air quality, and land use. The review emphasis is placed on impacts on private property owners and industries.

- Developing the Metropolitan Bakersfield General Plan update

- Developing planning programs for the Kern River Valley, the Tehachapi area, the Indian Wells Valley, and the Rosamond/Willow Springs area

- Updates to the Airport Land Use Compatibility Plan

- Resolution of urban growth issues

The department also anticipates having to complete the biosolids environmental impact report (EIR) in FY 2009-10. Should this be necessary, funds have been set aside in Appropriations for Contingencies, budget unit 1970, in the amount of $1,018,995, equal to the estimated cost to complete the document. Furthermore, a designation has been established in the General Fund, in the amount of $972,707, to provide funds to supplement the department's General Plan Surcharge and grants to facilitate the completion of programs that promote economic growth throughout the County. The source of these funds is an additional allocation from the Troubled Assets Relief Program to counties under the Payment In-lieu of Taxes (PILT) program of the U.S. Department of Interior.

In order to avoid any decreases in service levels, the department plans to use $188,000 of its accumulated Budget Savings Incentive credits to offset expenditures planned for FY 2009-10.

POSITIONS DISCUSSION

The recommended budget includes the deletion of one Planner position, at an annual cost savings of $90,000; and the addition of one Planning Technician position at an annual cost of $76,000.

DIRECTOR'S DISCUSSION

The mission of the Planning Department emphasizes the delivery of land use programs in a responsive and cost-effective manner. The provision of land use planning services in California's regulatory environment creates continual challenges as the department deals with air quality, climate change, transportation, endangered species, water quantity, CEQA and other issues. Even though residential projects have slowed down with the economic downturn, the Planning Department continues to be busy with 22 active Environmental Impact Reports (EIRs), with six more being proposed.

As the department continues implementing programs in the coming year, priority will be given to applicant-submitted General Plan Amendments, zoning and land division cases. Staffing is being adjusted to focus on the large amount of EIR cases being processed. Major projects to be worked on in the coming year include:

Biosolids EIR
Metropolitan Bakersfield General Plan and EIR
Greater Tehachapi Area Specific Plan and EIR
South Beltway Specific Plan Line EIR
Programmatic EIR for Dairy Animal Facilities
Indian Wells Valley Specific Plan and EIR

In addition, the Planning Department is faced with demands to develop a Programmatic Wind Energy Area EIR, Military Joint Land Use Study Implementation, Airport Land Use Compatibility Plan Update and Rosamond/Willow Springs Specific Plan Update. The department is also working on proposals for over 1,200 megawatts of wind energy projects and several large commercial solar energy generation projects. The Planning Department is undergoing a process improvement effort with the land division procedures this coming year to enhance service delivery to customers and the public.

The Planning Department intends to utilize its proposed budgeted positions for the coming fiscal year to staff the aforementioned programs as well as address applicant generated projects. Further staffing reductions will affect the department's ability to implement planning programs, and will result in delays in being able to initiate and complete land use projects requested by Board members, communities and individual applicants. The department is concerned that there could be a shortage of funds to complete expensive environmental studies for County initiated projects in the coming year because of reduced revenues generated from the General Plan Surcharge Fee and the complexity of the many programs to be developed. In order to meet this year's budget guideline, it was necessary to use some of the department's Budget Savings Incentive credits which were intended for use in updating permit tracking and file management systems. If additional funding or staff resources are required in the future, the ability of the department to deliver responsive services will be compromised.

GOALS AND PERFORMANCE MEASURES

Performance Measure #1:

Number of days to provide a written response to preliminary reviews of all land use/land division applications.

FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Adopted Goal	FY 2008-2009 Mid-year Results	FY 2009-2010 Proposed Goal
N/A	30 to 40 days	30 day review	19.1 days	30 day review

What:
This indicator provides a time-based performance measurement for department staff to review and reply to an initial land use application. This indicator is measured from the date the staff planner is assigned the case for processing through the date a written response on the completeness of the application is mailed to the applicant.

Why:
This measure provides a time-sensitive performance goal to provide efficient customer service in response to an application request. Timely response to land use applications is a goal of the department.

How are we doing?
This measure of performance is intended to demonstrate responsive time-sensitive review of land use applications by staff. In a related matter, the Board of Supervisors recently authorized the hiring of a consulting firm to evaluate the land division application process including preliminary reviews of land division applications. This effort is expected to result in process improvement and streamlining of procedures.

How is this funded?
Project applicants pay a preliminary review fee to compensate department staff review of the request.

Performance Measure #2:

Number of days to provide a written response to a land use/land division applicant who has corrected and resubmitted an application previously determined to be incomplete.

FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Adopted Goal	FY 2008-2009 Mid-year Results	FY 2009-2010 Proposed Goal
N/A	30 days	15 day review	8.5 days	15 day review

What:
This indicator provides a time-based performance measurement for department staff to review and reply to a resubmitted application following the initial preliminary review by the department. This indicator is measured from the date the staff planner receives the resubmittal application to the date a written response on the completeness is mailed to the applicant.

Why:
This measure provides a time-sensitive performance goal to provide efficient and timely customer service in response to the resubmittal of a land use application. Timely response to resubmitted land use applications allows an applicant to submit a complete application for processing which culminates in a land use decision.

How are we doing?
This measure of performance is intended to demonstrate expedited review of a resubmitted land use application following the department's initial review. In a related matter, the Board of Supervisors recently authorized the hiring of a consulting firm to evaluate the land division application process including preliminary reviews and resubmittals of land division applications. This effort is expected to result in process improvement and streamlining of procedures to help reduce the need to resubmit incomplete applications.

How is this funded?
Project applicants pay a preliminary review fee to compensate department staff review of the request.

Performance Measure #3:

Average wait time of customer seeking service at the public counter.

FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Adopted Goal	FY 2008-2009 Mid-year Results	FY 2009-2010 Proposed Goal
N/A	25 min.	No more than 10 min. wait time	3 min.	No more than 10 min. wait time

What:
This indicator provides a time-based performance measurement for the department's public counter staff to respond to an unscheduled public/applicant request to see a planner. The customer will receive a time-stamped tracking sheet upon a request at the reception center to see a planner. When the customer is called to the counter, the planner will note the customer's wait time duration and log the wait time.

Why:
This measure provides a time-sensitive performance goal to provide responsive customer service to a walk-in customer. Timely response to the public and applicants is a goal of the department.

How are we doing?
This measure of performance is intended to demonstrate responsive service to walk-in customers seeking information or services from the Planning Department. Currently, two planners are assigned to the public counter to provide service to walk-in customers. The planners, working in coordination with the reception center staff will call in any needed back-up planning staff to ensure that the wait time que is not longer than the 10 minute performance goal. The public counter Planning Supervisor will use the wait time information to ensure adequate staffing is available for responsive customer service.

How is this funded?
Since much of the walk-in customer inquiries do not involve applicant-generated requests, the County's General Fund contribution to the department provides for the staff service to the public. Public counter service involving the submittal of a preliminary or complete application is recovered from preliminary review fees.

Animal Control

Budget Unit 2760

Agency Director: David Price III, *Appointed*

Department Head*:* Guy Shaw, *Appointed*

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2007-08	FY 2008-09		FY 2009-10		
	Actual	Approved Budget	Estimated Actual	Department Requested	CAO Recommended	Incr/(Decr) From Budget
APPROPRIATIONS:						
Salaries and Benefits	$3,253,322	$3,173,846	$3,228,021	$3,014,297	$3,194,623	$20,777
Services and Supplies	1,507,120	1,669,158	1,750,265	1,659,344	1,659,344	(9,814)
TOTAL EXPENDITURES	**$4,760,442**	**$4,843,004**	**$4,978,286**	**$4,673,641**	**$4,853,967**	**$10,963**
REVENUES:						
Licenses and Permits	$348,009	$460,000	$379,742	$430,000	$430,000	($30,000)
Fines and Forfeitures	890	6,000	3,500	6,000	6,000	0
Intergovernmental	1,322,551	979,954	1,111,347	902,463	1,185,194	205,240
Charges for Services	518,462	830,050	715,244	810,050	735,050	(95,000)
Miscellaneous	445	5,250	17,146	250	250	(5,000)
TOTAL NET REVENUES	**$2,190,357**	**$2,281,254**	**$2,226,979**	**$2,148,763**	**$2,356,494**	**$75,240**
NET GENERAL FUND COST	**$2,570,085**	**$2,561,750**	**$2,751,307**	**$2,524,878**	**$2,497,473**	**($64,277)**
Authorized Positions:	52	53	53	39	48	(5)
Funded Positions:	52	49	50	39	45	(4)

OPERATIONAL SUMMARY

- *Mission:*

The Mission of Kern County Animal Control is to protect and care for the citizens and animals of Kern County through the promotion, via example and education, of humane, safe and sane treatment of animals; to encourage adoption of the community's homeless animals; and to assist in the reunification of lost animals with their owners.

- *Fundamental Functions & Responsibilities:*

- Licensing dogs
- Redeeming dogs with their owners
- Adopting dogs and cats into new homes
- Providing daily care to impounded animals (food, cleaning, shelter)
- Impounding lost, stray, dangerous, sick, injured, dead dogs and cats
- Issuing citations for violation of animal care regulations
- Investigation and prosecution of animal abuse cases

PROGRAM DISCUSSION

The Animal Control Department provides animal control services in the County unincorporated area and operates animal shelter facilities in Bakersfield, Mojave, and Lake Isabella. The department also contracts for holding kennels in Ridgecrest. The County provides enforcement and shelter services to the City of Tehachapi and shelter services to the cities of Arvin and Bakersfield via contract. Animal Control Officers enforce State laws and County ordinances pertaining to animal licensing, vaccination, and quarantine.

The recommended funding level allows the department to function at a minimum service level. The primary activity of the department is to provide local rabies control in

accordance with the 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 department will also continue to provide low-cost rabies vaccination clinics, investigate animal cruelty and abuse complaints, provide dead animal removal and disposal, conduct public education programs, and conduct low-cost spay and neuter activities.

The recommended budget will require staffing reductions resulting in possible delays to complaints received from the public and a reduction in enforcement activities such as early morning school zone sweeps. Two positions will be deleted as discussed below, and all extra help positions have already been eliminated. The ability to maintain clean and sanitary kennel conditions may also be hampered. A reduction in the number of hours the Bakersfield and Mojave shelters are open to the public is being explored, however a decrease in staffing at the shelters is limited by the fact that animals housed in the shelter need care seven days a week.

POSITIONS DISCUSSION

The recommended budget includes the deletion of one Animal Services Division Chief, at an annual cost savings of $115,000; and four Animal Care Worker positions, at an annual cost savings of $220,000. Two of the position deletions will result in staff layoffs.

DIRECTOR'S DISCUSSION

The department has been very busy in FY 2008-09. While a record number of animals have been brought into the shelters, a record number of animals also have been released from the shelters. Adoptions, transfers, rescues and redemptions have all increased and the euthanasia rate has decreased. The department participated in numerous incentive programs increasing the adoptions of cats and dogs and also partnered with the AngelDog Foundation to bring a mobile spay/neuter van to the Bakersfield shelter one day a week to provide a discounted spay/neuter program. The department also implemented a low-income spay/neuter voucher program. Close to 1,000 spay/neuter vouchers were issued to qualified low-income residents for $20 each. Over 85% of the vouchers were redeemed.

A pilot Public Education and Enforcement Team (PEET) was implemented for a three-month trial period. The team was successful in contacting pet owners with unlicensed dogs and educating them on the legal requirement to license their dogs. While the team was successful in increasing the number of animals licensed, the limited number of staff will not allow for the continuation of the team.

The department was successful in prosecuting three animal hoarders on felony animal cruelty counts. Animal Control Officers also investigated numerous unsanitary and animal cruelty cases that resulted in the saving of many animals' lives.

The department is working on becoming more efficient by utilizing newer technology that is available to the department at no or low cost. The use of this technology will not only decrease labor costs but will increase revenues.

GOALS AND PERFORMANCE MEASURES

Performance Measure #1:

Percent change in the number of impounded species.

FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Adopted Goal	FY 2008-2009 Mid-year Results	FY 2009-2010 Proposed Goal
26,934	9.0% increase 29,296	8.0% increase 31,670	N/A 22,513	<= 8.0% increase 32,848

What:
Impounds are the animals brought into the shelter by Animal Control Officers and the public. Impounds will increase as a result of County population growth. Impounds will also increase as long as residents do not exercise responsible pet ownership or spay/neuter their pets.

Why:
It is inevitable that impounds will increase because of population growth. A decrease in the exponential growth of impounds is a measure of a successful public awareness, education and enforcement program.

How are we doing?
If impounds were to continue "straight line", impounds would be over the desired goal for FY 2008-09. Population growth, housing foreclosures, and the suppressed economy all contribute to owners losing sight of responsible pet ownership. Education programs have continued in the schools and will have a large presence in libraries this summer and a larger presence in schools next year. The Animal Control Commission's activities has sparked an increased awareness in the spay/neuter issue. Rabies clinics and informational canvassing will increase in frequency when staffing is complete. It is anticipated each of these activities will contribute to a decrease in impounds.

How is this funded?
Adoption, redemption, and licensing fees, and the General Fund.

Performance Measure #2:

Percent change in the number of impounded animals that are euthanized.

FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Adopted Goal	FY 2008-2009 Mid-year Results	FY 2009-2010 Proposed Goal
16,545 = 61% of intakes	4% increase 19,105= 65% of intakes	< = 65% intakes 20,585	N/A 13,995 = 62% of intakes	<= 62% intakes

What:
Unadoptable animals are those that are not completely socialized to humans, other animals, or both. Animals that are too sick or injured to be rehabilitated and animals that are too young are also unadoptable.

Why:
Euthanasia is decreased when impounds decrease and/or when there is an increased number of adoptable animals and animals returned home. Through education and enforcement impounds will decrease. Through an increased awareness by the public that shelter animals are adoptable, that lost animals can be located at the shelter, adoptions and redemptions will increase. A foster program, provision of humane care in a home setting, will allow for animals that would have been euthanized to be rehabilitated and ultimately adopted.

How are we doing?
The euthanasia rate is staying constant. The monthly rate has decreased to 50% January 2009 and 49% February 2009 due to an increase in adoptions, rescues and transfers. Impounds continue to increase. Education and awareness continue to be strong and enforcement has increased. The foster program to be introduced in June will hopefully decrease the number of sick, injured and too young animals euthanized. The importance of spay/neuter must be emphasized in the field and in the classroom.

How is this funded?
Adoption, redemption, and licensing fees, and the General Fund.

Performance Measure #3:

Percent change in the number of impounded animals that are returned to owner, adopted, or rescued and transferred.

FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Adopted Goal	FY 2008-2009 Mid-year Results	FY 2009-2010 Proposed Goal
7,102	25% increase 8,342	10% increase 9,176	6,840	8% 9,910

What:
This measures the number of animals released from the shelter alive. The four live release types are adoption, return to owner, rescue, and transfer.

Why:
The ideal outcome for animals impounded is live release. An increase in these numbers indicates a successful public awareness campaign, strong enforcement, and a dedicated foster program.

How are we doing?
Mid-year results shows that we are slightly under goal. Summer months generally see an increase in adoptions. Education activities have included participation in Spay Day USA, several themed press releases on responsible pet ownership, and increased awareness through Commission activities. Enforcement activities have included a full compliment of field staff, and a pilot PEET program was conducted February – April. The foster program was implemented in June.

How is this funded?
Adoption, redemption, and licensing fees, and the General Fund.

Performance Measure #4:

Number of people directly reached through Animal Control's public education and outreach programs.

FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Adopted Goal	FY 2008-2009 Mid-year Results	FY 2009-20010 Proposed Goal
Exact unknown but < 500	2,133	2,000	3,037	2,100

What:
One of the main functions of Animal Control is to make the citizenry aware of the importance of responsible pet ownership. This indicator is a direct measure of our presence in the community through education and outreach programs.

Why:
The more people of all ages we reach and teach the message of responsible pet ownership, the importance of spay/neuter, compliance with animal regulations, and the role of the community's shelter in helping lost and unwanted animals, the fewer animals will arrive to the shelter facing an uncertain future.

How are we doing?
Our education and outreach program conducted 23 presentations between July and December 2008, which has exceeded the adopted goal of participants by 894. Ten presentations are scheduled between March and June 2009 with an anticipated participation of 1,000 persons. FY 2008-09 has been the most visible year for Animal Control in terms of community programs. FY 2009-10 proposed goal is decreased due to anticipated budget cuts that will not allow the department to participate at the Kern County Fair.

How is this funded?
Adoption, redemption, and licensing fees, and the General Fund.

Performance Measure #5:

Number of vaccination and licensing infractions issued.

FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Adopted Goal	FY 2008-2009 Mid-year Results	FY 2009-20010 Proposed Goal
796	770	1,070	613	1,150

What:
This indicator measures the strength of the enforcement of the most basic of all animal control regulations, mandatory rabies vaccination and licensing. It is, therefore, an indicator of our ability to protect the citizens and animals in Kern from a rabies outbreak.

Why:
Rabies vaccination and licensing is mandated in California because of the prevalence of rabies. Protecting the animals and citizens of Kern requires that the rabies and licensing laws be strictly adhered to. Although a citation is no guarantee the animal owner will follow through with vaccination and license, it will increase the likelihood of follow through.

How are we doing?
For FY 2006-07, 796 citations were issued representing approximately 66 citations each for of 12 officers. For the majority of FY 2007-08, there have been 12 officers with an increase to 15 officers in mid-April. The goal for FY 2008-09 is within reach based on mid-year numbers. Officers are responding to more calls, thus there is the opportunity for increased citations to be issued. That occurring, combined with a total of 15 officers for upcoming FY 2009-10, makes the proposed goal achievable.

How is this funded?
Adoption, redemption, and licensing fees, and General Fund.

Performance Measure #6:

Percent change in the number of licensed dogs.

FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Adopted Goal	FY 2008-2009 Mid-year Results	FY 2009-2010 Proposed Goal
Licenses issued 22,982	8.0% decrease Licenses issued 21,215	8.0% increase Licenses issued 22,964	N/A Licenses issued 17,918	5.0% increase Licenses issued 24,112

What:
This is a direct measurement of how many persons are compliant with the law to vaccinate and license their dog(s). It is a measure of the success of Animal Control enforcement in the field and education in the community.

Why:
Animal Control must educate and enforce. The basis of existence of animal control agencies is rabies control. Therefore, vaccination and license education and enforcement are the cruxes of an animal control program. Increased licensure in the Kern community will be a reflection of Animal Control's ability to carry out its primary responsibility.

How are we doing?
The department is on target with the number of licenses sold that expire during this fiscal year. There has been a pilot PEET program, notices in most of the local newspapers, every animal redeemed is vaccinated and licensed, and field staff is continuously distributing clinic fliers in the field. The department anticipates purchasing the on-line licensing portion of its animal control software and that capability will assist in increase licensing.

How is this funded?
Adoption, redemption, and licensing fees, and the General Fund.

Performance Measure #7:

The number of misdemeanor and felony cases related to animal neglect and abuse that are filed with the District Attorney.

FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Adopted Goal	FY 2008-2009 Mid-year Results	FY 2009-2010 Proposed Goal
39	42	87	24	40

What:
This goal measures the department's ability to protect and care of our County's animals. An increased number of cases filed with the District Attorney indicate field staff is more astute and effective in responding to and investigating reports of animal abuse and neglect.

Why:
Animal Control is the primary agency charged with conducting animal abuse and neglect investigations. It is essential that suspected cases be investigated and prosecuted when warranted. Those guilty cannot be allowed to continue or to pass on the unacceptable, illegal behavior. Successful prosecution of abuse/neglect cases means Animal Control is fulfilling its role to protect the animals of Kern County.

How are we doing?
The department is not on track to meet the FY 2008-09 goal. There was an increase in filings in FY 2007-08, at which time officers were not hesitating to file abuse and neglect cases. One felony case filed late FY 2006-07, the biggest felony case since the Shaw horse case, and one felony case filed in FY 2007-08 have been tied up in court. Both cases have cost the department over $220,000. Officers are becoming increasing confident in their investigation and report writing skills and this has benefited our cause with the Courts. While the District Attorney's office and the judges are starting to take animal abuse cases seriously and cases that were often not accepted for filing at the District Attorney or in court "dismissed in the furtherance of justice" are now being set for hearings. The department has opted to work with borderline cases to help limit the number of animals that would have to be seized and to achieve compliance without the extreme costs associated with a court case.

How is this funded?
Adoption, redemption, and licensing fees, and the General Fund.

Performance Measure #8:

Number of dispatched calls with an outcome.

FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Adopted Goal	FY 2008-2009 Mid-year Results	FY 2009-2010 Proposed Goal
18,775	20,988	18,500	17,703	25,100

What:
This indicator measures the ability of Animal Control to respond and resolve the public's calls for assistance.

Why:
Animal Control is to protect the animals and citizens of Kern County. The primary mode of accomplishing this function is through response to and successful resolution of animal-related problems in the community. A consistent rate of dispatched calls with an actual resolution demonstrates Animal Control's ability to protect animals and people.

How are we doing?
A straight line projection would indicate a higher than anticipated dispatch with outcome rate. However, the first half of the fiscal year is only half of the summer. The number of calls decreases during the winter and increases during summer months. Thus, the second half of the fiscal year will probably see a significant increase in dispatched calls with an outcome, which would exceed the total adopted goal.

How is this funded?
Adoption, redemption, and licensing fees, and the General Fund.

Range Improvement (Section 15)

Budget Unit 2780

Department Head: Darlene Liesch, *Appointed by University of California*

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2007-08	FY 2008-09		FY 2009-10		
	Actual	Approved Budget	Estimated Actual	Department Requested	CAO Recommended	Incr/(Decr) From Budget
APPROPRIATIONS:						
Services and Supplies	$5,250	$37,304	$18,207	$59,855	$59,855	$22,551
TOTAL EXPENDITURES	**$5,250**	**$37,304**	**$18,207**	**$59,855**	**$59,855**	**$22,551**
REVENUES:						
Use of Money/Property	$2,345	$1,400	$1,383	$1,400	$1,400	$0
Intergovernmental	9,731	11,000	9,731	12,500	12,500	1,500
TOTAL NET REVENUES	**$12,076**	**$12,400**	**$11,114**	**$13,900**	**$13,900**	**$1,500**
NET RANGE IMP SEC 15 FUND COST	**($6,826)**	**$24,904**	**$7,093**	**$45,955**	**$45,955**	**$21,051**
NET GENERAL FUND COST	$0	$0	$0	$0	$0	$0

PURPOSE

Funds appropriated in this budget unit are received from livestock grazing permits issued by the Bureau of Land Management under the Taylor Grazing Act of 1934. The Act was established to prevent overgrazing and soil deterioration on federal lands. The funds may only be used for constructing fences, wells, reservoirs, and other range improvement projects. The Section 15 Grazing Advisory Board makes recommendations on projects to be funded. The Farm and Home Advisor administers this budget unit.

PROGRAM DISCUSSION

The recommended budget provides adequate funding to continue preventing overgrazing and soil deterioration on federal grazing lands in the County. All expenditures from this budget unit are fully funded from program-specific revenues allocated from the Range Improvement Fund. There is no General Fund cost.

The recommended budget provides a total of $5,750 to support the Predatory Animal Control Program that protects human safety and prevents property damage in the County. It also provides contingency funding in the amount of $54,105 for emergency well, fence and other necessary expenditures.

Range Improvement (Section 3)

Budget Unit 2781

Department Head: Darlene Liesch, *Appointed by University of California*

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2007-08	FY 2008-09		FY 2009-10		
	Actual	Approved Budget	Estimated Actual	Department Requested	CAO Recommended	Incr/(Decr) From Budget
APPROPRIATIONS:						
Services and Supplies	$7,554	$31,965	$7,554	$38,956	$36,028	$4,063
TOTAL EXPENDITURES	**$7,554**	**$31,965**	**$7,554**	**$38,956**	**$36,028**	**$4,063**
REVENUES:						
Use of Money/Property	$1,577	$1,200	$988	$1,000	$988	($212)
Intergovernmental	1,197	2,200	1,197	2,200	1,197	(1,003)
TOTAL NET REVENUES	**$2,774**	**$3,400**	**$2,185**	**$3,200**	**$2,185**	**($1,215)**
NET RANGE IMP SEC 3 FUND	**$4,780**	**$28,565**	**$5,369**	**$35,756**	**$33,843**	**$5,278**
NET GENERAL FUND COST	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

PURPOSE

Funds appropriated in this budget unit are received from livestock grazing permits issued by the Bureau of Land Management under the Taylor Grazing Act of 1934. The Act was established to prevent overgrazing and soil deterioration on federal lands. The funds may only be used for constructing fences, wells, reservoirs, and other range improvement projects. The Section 3 Grazing Advisory Board makes recommendations on projects to be funded. The Farm and Home Advisor administers this budget unit.

PROGRAM DISCUSSION

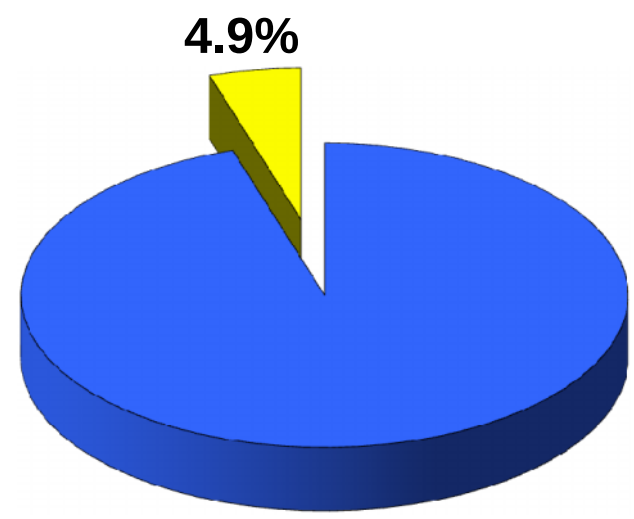
The recommended budget provides sufficient funding for the continuation of range improvement projects on federal grazing land in the County. All expenditures from this budget unit are fully funded from program-specific revenues allocated from the Range Improvement Fund. There is no General Fund cost.

The recommended budget provides a total of $36,028 to fund well improvements at the Butterbredt Well, fix inadequate fencing at Hansen Happy Partners, conduct emergency repairs to the Pinyon Well, and to support the Wildlife Trapping Program, which protects human safety and prevents property damage in the County.

Public Ways

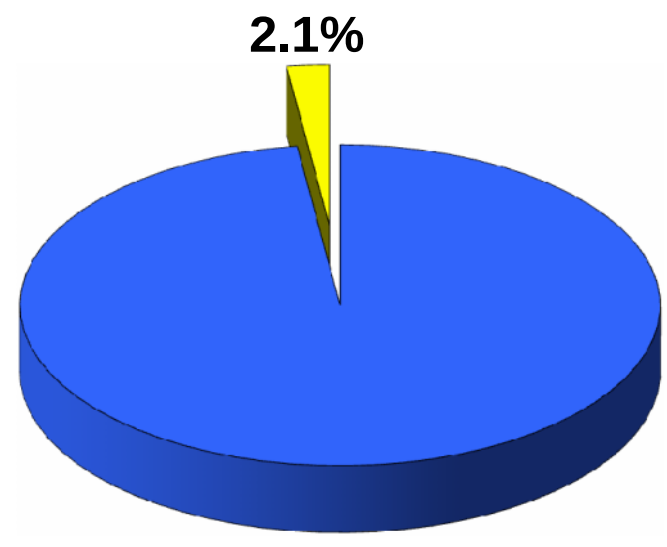
PUBLIC WAYS AND FACILITIES

Total Recommended Appropriations $70,915,996



Percentage of Total County Budget

Recommended Net General Fund Cost $7,623,557 (Expenditures Less Program Revenues)



Percentage of Total General Purpose (Discretionary-Use) Funds

Roads Department

Budget Unit 3000

Agency Director: David Price III, *Appointed*

Department Head: Craig Pope, *Appointed*

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2007-08	FY 2008-09		FY 2009-10		
	Actual	Approved Budget	Estimated Actual	Department Requested	CAO Recommended	Incr/(Decr) From Budget
APPROPRIATIONS:						
Salaries and Benefits	$16,081,874	$18,453,848	$17,566,902	$19,599,335	$18,742,867	$289,019
Services and Supplies	36,993,162	39,407,644	42,380,980	37,357,025	43,158,065	3,750,421
Other Charges	749,012	533,397	528,397	527,507	527,507	(5,890)
Fixed Assets	0	820,000	780,837	1,000,000	864,000	44,000
TOTAL EXPENDITURES	**$53,824,048**	**$59,214,889**	**$61,257,116**	**$58,483,867**	**$63,292,439**	**$4,077,550**
REVENUES:						
Taxes	$3,931,292	$937,258	$3,113,182	$607,410	$607,410	($329,848)
Use of Money/Property	295,846	220,000	346,363	350,000	350,000	130,000
Intergovernmental	35,906,898	27,877,595	35,202,190	32,570,427	38,121,467	10,243,872
Charges for Services	2,590,493	2,683,000	4,817,444	2,888,800	2,888,800	205,800
Miscellaneous	4,751,587	6,500	19,483	6,500	6,500	0
Other Financing Sources:	3,519,045	5,041,509	4,377,908	795,000	795,000	(4,246,509)
General Fund	10,450,000	10,136,500	9,629,675	8,616,025	7,623,557	(2,512,943)
General Plan Admin Surcharge	0	72,147	72,147	72,147	72,147	0
Bakersfield Mitigation	0	825,000	825,001	230,000	230,000	(595,000)
Teh Transp Impact Fee Non-Core	0	0	0	75,000	75,000	75,000
Bkfd Impat Fee Core Area	0	0	0	0	250,000	250,000
Community Development Prog Tr	0	900,000	60,802	75,000	75,000	(825,000)
TOTAL NET REVENUES	**$61,445,161**	**$48,699,509**	**$58,464,195**	**$46,286,309**	**$51,094,881**	**$2,395,372**
NET ROADS FUND COST	**($7,621,113)**	**$10,515,380**	**$2,792,921**	**$12,197,558**	**$12,197,558**	**$1,682,178**
NET GENERAL FUND COST	**$10,450,000**	**$10,136,500**	**$9,629,675**	**$8,616,025**	**$7,623,557**	**($2,512,943)**
Authorized Positions:	203	203	203	203	203	0
Funded Positions:	203	203	203	203	192	(11)

OPERATIONAL SUMMARY

- *Mission:*

To plan, design, construct and maintain the safest, most efficient system of public roadways for the movement of people and goods.

- *Fundamental Functions & Responsibilities:*

- Improve pavement conditions
- Maintain traffic flow
- Maintain safe traffic conditions
- Enhance pedestrian and bike facilities

PROGRAM DISCUSSION

The Roads Department designs, constructs, and maintains public roads, bridges, streets, and traffic control devices in the County unincorporated area, except for State-maintained highways and bridges. The Streets and Highways Code specifies the procedures for preparing plans and specifications, bidding, contracts, and allocating road revenues, and governs the department's functions.

The recommended budget is largely a reflection of State and federal allocated funding. The department will provide engineering design for all transportation projects (and related requests from other departments), including preparation of preliminary studies to determine the project scope and constraints, preparation of detailed construction plans and specifications, and the administration of construction contracts.

The most significant change in revenue for FY 2009-10 is the $10.5 million increase of federal funding. This stimulus funding will primarily be used to offset unpredictable State funding.

The recommended budget includes a General Fund contribution of $7.6 million. This reflects a decrease of 24.8%, or $2.5 million, from the funding level approved in FY 2008-09. In recognition of the County's fiscal constraints, the department will continue to delay the replacement of pickup trucks and heavy equipment. The recommended budget does allow the department to continue to meet performance measure goals related to road paving and maintenance. Total funding for construction projects is recommended at $27 million. A total of $5 million has been budgeted for maintenance projects.

There is still a significant backlog of road maintenance and improvement needs for which long-term solutions to the structural funding deficiency must be identified. The department hopes to make many of these repairs over the next three years using County Certificates of Participation (COP) bond funds. These funds are accounted for in a separate budget unit.

POSITIONS DISCUSSION

The recommended budget includes holding 11 positions vacant and unfunded. Positions include one Engineering Manager position, at an annual cost savings of $165,000; one Engineer position, at an annual cost savings of $104,000; one Fiscal Support Specialist position, at an annual cost savings of $74,000; one Senior Office Services Specialist position, at an annual cost savings of $70,000; six Road Maintenance Worker I positions, at an annual cost savings of $360,000; and one Heavy Equipment Mechanic position, at an annual cost savings of $83,000. Holding these positions unfunded results in an annual savings of over $856,000.

DIRECTOR'S DISCUSSION

This year's recommended budget promises to be the most challenging ever faced. For the third year, the State is planning to take monthly gas tax (HUTA) payments, but instead of deferring these for three to six months as in past years, there is talk now of diverting them permanently to pay off State debt. In addition, Prop 1B and Prop 42 payments are threatened and the General Fund contribution will be cut by $2.5 million. Should HUTA and Prop 42 go away - a loss of over $22 million annually - we believe this and every other roads department in the State would have to completely shut down all maintenance operations, except for emergency response to safety issues. The liability to the County for the roads left unmaintained would be enormous. In addition, development planning and review, traffic safety studies, inspection of new subdivisions, and many other programs would be slashed. Should the State decide only to defer the HUTA payments for 12 months, as was originally intended, it should be possible to weather the deferral until the June 2010 repayment.

In spite of all this, there is still $27 million budgeted this year for construction projects. Over $11 million of this is in federal economic stimulus funding, which will be used to reconstruct and overlay over 36 miles of badly deteriorated roads. Over $20 million in County COP bond projects are also planned for construction over the next three years. These projects have been budgeted in a separate budget unit. The construction of the 7th Standard Road interchange at Highway 99 is more than half way complete and will be under construction with the widening from Highway 99 to Santa Fe Way this summer. Construction of the new Wheeler Ridge overcrossing at Laval Road should be completed by November, and construction of a separation of grade over the railroad tracks at 7th Standard Road and Santa Fe Way should be out to bid by fall.

While there is quite a bit of project money flowing in, gas tax and general fund are our only sources of operating revenue - that which is used to pay salaries, buy patching materials and equipment, and match federal and State project dollars. Project money is just that, reimbursement for what is paid out to contractors on construction projects. Even the temporary loss of these operating revenues, coupled with absorbing significant salary increases, leaves the department without much to work with next year. Other ways will have to be found to cut even deeper into operating costs while trying to keep an unprecedented number of projects moving forward. Should the State make

good on their threat to divert the HUTA permanently, the County's road system would no longer be sustainable without at least $12 million in additional funding from the General Fund.

GOALS AND PERFORMANCE MEASURES

Performance Measure #1:

Number of miles of County-maintained roads that have been resurfaced (overlays, blade seals, and machine seals).

FY 2006-07 Actual Results	FY 2007-08 Actual Results	FY 2008-09 Adopted Goal	FY 2008-09 Mid-year Results	FY 2009-10 Proposed Goal
57.15 Overlays 155 Seals 212.15	41.77 Overlays 97 Seals 138.77	94 Overlays 100 Seals 194	24.8 Overlays 0 Seals 24.8	48.5 Overlays 117 Seals 165.5

What:
This indicator measures how many miles of the existing County-maintained road are resurfaced each year, either by contracting out for reconstruction or machine seals or by blade sealing with County forces using asphalt concrete stockpile.

Why:
Regular resurfacing is necessary to maintain good pavement conditions on our roadways. Good pavement conditions increase the safety of our roads, decrease vehicle wear and tear costs to the public and enhance the traveling conditions for both the public and commercial traffic.

This indicator is very dependent upon funding and staffing levels but is a good year-to-year indicator as to whether we are moving toward or further away from our goal of improving the overall pavement conditions of our road system.

How are we doing?
For the first time in recent memory, in FY 2006-07, sufficient funding was available to allow us to resurface over 200 miles of roadway. An overall improvement of the system was seen, as the percentage of roads ranking Above Average rose from 33% to 36%. In FY 2007-08, 140 miles resulted in the system improving to 40%.

FY 2008-09 has seen reductions to our General Fund, Prop 1B funds, and gas taxes, along with an increase in salaries, combining for impacts of over $5 million. In addition, the State's deferral of several months of gas taxes played havoc with the department's cash flow and paving/sealing projects. No seals have been performed as yet this year, as we were awaiting a decision on the State deferrals. We do plan about 100 miles of seals and an additional 17 miles of overlay this summer and fall.

Note that the FY 2009-10 goal does not include any County COP transportation projects, as a final timeline for those has not yet been determined.

How is this funded?
Resurfacing of functionally classified roads (approximately one-third, or 1,000 miles, of our system is federally functionally classified) can be done with federal funds, such as from the Surface Transportation Program (STP). An 11.47% local match is required on these federal funds. The remaining two-thirds of the system (2,300 miles of what are referred to as local roads) relies primarily on State gas taxes and General Fund for their maintenance. In addition there are sometimes additional one-time or special program funds which can be designated for maintenance, such as the Prop 42 Prop 1B funds, or County bond funds.

Performance Measure #2:

Percentage of miles of County-maintained paved roads that are rated in Above Average condition each year.

FY 2006-07 Actual Results	FY 2007-08 Actual Results	FY 2008-09 Adopted Goal	FY 2008-09 Mid-year Results	FY 2009-10 Proposed Goal
36%	40%	>40%	40%	> 40%

What:
Based on an annual, visual survey (PASER rating) to determine the pavement conditions on all 3,000 miles of County-maintained paved roads, this measure tells us what percentage of those miles are in better than average condition.

Why:
This measure helps us evaluate overall system degradation or improvement. Each road segment is inspected and given a rating of 1 through 10; 10 being a brand new road and 0 indicating a failed road. Our eventual goal is to improve the system to the point that at least 50% of the County system rates Average (5) or better.

We want to improve the pavement conditions because good pavement conditions increase the safety of our roads, decrease vehicle wear and tear costs to the public and enhance the traveling conditions for both the public and commercial traffic.

How are we doing?
For the first time in recent memory, in FY 2006-07, sufficient funding was available to allow us to resurface over 200 miles of roadway. An overall improvement of the system was seen, as the percentage of roads ranking Above Average rose from 33% to 36%. In FY 2007-08, 140 miles resulted in the system improving to 40%. Due to recent staffing turnovers, this year's ratings have not been completed, so no new data is available.

We anticipate further improvement in FY 2009-10, and County bond funds, once scheduled, will result in significant improvement on some of our longest-neglected roadways.

How is this funded?
Resurfacing of functionally classified roads (approximately one-third, or 1,000 miles, of our system is federally functionally classified) can be done with federal funds, such as from the Surface Transportation Program (STP). An 11.47% local match is required on these federal funds. The remaining two-thirds of the system (2,300 miles of what are referred to as local roads) relies primarily on State gas taxes and General Fund for their maintenance. In addition there are sometimes additional one-time or special program funds which can be designated for maintenance, such as the Prop 42, Prop 1B funds, or County bond funds.

Performance Measure #3:

Number of miles of pedestrian paths, bike paths and sidewalk constructed in unincorporated areas of Kern County.

FY 2006-07 Actual Results	FY 2007-08 Actual Results	FY 2008-09 Adopted Goal	FY 2008-09 Mid-year Results	FY 2009-10 Proposed Goal
No data	No data	Not established	15.4 miles	5.8 miles

What:
This indicator measures the miles of pedestrian paths, bike paths and sidewalk constructed in the unincorporated areas of Kern County. This measure does not include sidewalk being constructed as part of new developments or subdivisions, only sidewalk that is being added to existing neighborhoods.

Why:
It is a goal of the County to expand the number of multi-use trails available, specifically bike paths. However, pedestrian paths and sidewalk additions serve to benefit the walking public in the same way that bike paths benefit the cycling public, and hopefully providing alternatives to driving.

How are we doing?
Our previous measure was tied to pursuing funds to build new bike paths. Rather than count the number and dollar amount of grants received, we felt progress in this area would be better demonstrated by miles of paths constructed. Since we have not tracked these projects in this specific way in the past, no data is available on past results.

The FY 2008-09 to-date amounts are large because they include several SR2S-funded projects and a large sidewalk project using funds on loan from the California Infrastructure and Economic Development Bank (I-Bank). FY 2009-10 projections are probably more reflective of a normal year. Once again, bond projects are not included in the goals at this time.

How is this funded?
Bike path funding usually comes from State sales taxes. Federal Transportation Enhancement Act (TEA) grants have also been used for bike paths, as well as for pedestrian paths. Sidewalk projects are often funded by Community Development Block Grant funds, federal Safe Routes to School grants, TEA grants, or transportation impact fees, and currently we are adding sidewalk to several neighborhoods using funds on loan from the California Infrastructure and Economic Development Bank (I-Bank).

Performance Measure #4:

Percentage of key intersections where traffic flows meet the Level of Service (LOS) rating as specified in the General Plan.

FY 2006-07 Actual Results	FY 2007-08 Actual Results	FY 2008-09 Adopted Goal	FY 2008-09 Mid-year Results	FY 2009-10 Proposed Goal
No data	No data	100%	87%	100%

What:
This indicator measures the effectiveness of the department's efforts to keep traffic moving smoothly at key intersections within the County-maintained road system. The department takes steps to keep the traffic moving by identifying and constructing various improvements as congestion increases and if resources allow. By installing such improvements as traffic signals, adding turn lanes, or additional travel lanes, we try to avoid degradation of the Level of Service (LOS).

LOS ratings are used by traffic engineers to rate how well a given intersection is functioning, with an A rating indicating no delays and an F rating indicating gridlock. Regional General Plans specify target LOS ratings for each region. By comparing the levels achieved at designated key intersection each year, progress toward or away from our goal of improved traffic flow could be measured.

Why:
Traffic delays are unpleasant and costly for the public and especially for commercial traffic. A smoothly functioning system with fewer delays benefits everyone. As congestion increases, the number of accidents also increases, and not just due to the higher volume of traffic. Traffic delays are known to dramatically increase the incidents of driver error as they "cut things close" or engage in other risky behaviors to avoid the delays.

How are we doing?
Of the 15 representative intersections, 13 meet or exceed their target LOS. The two remaining intersections - Hageman at Allen/Santa Fe Way and Olive Drive and Knudsen - have projects in the planning stages that will improve their conditions. However, these projects will probably not be completed during FY 2009-10.

How is this funded?
The majority of these improvements are the result of new development and are funded from transportation impact fees collected from the developers. In addition, there is some federal funding available, depending on the functional classification of the intersection. We also partner with the State (Caltrans) to install signals at some State/County intersections. In locations not covered by a regional transportation impact fee, local road fund is also used for improvements. Improvements at Hageman and Allen will be partially funded by State Prop 1B and Section 190 funds.

Performance Measure #5:

Number of miles of County-maintained unpaved road shoulders stabilized and number of miles of County-maintained dirt roads paved.

FY 2006-07 Actual Results	FY 2007-08 Actual Results	FY 2008-09 Adopted Goal	FY 2008-09 Mid-year Results	FY 2009-10 Proposed Goal
7 Shoulders 0 Dirt roads	16.25 Shoulders 3 Dirt roads	25.5 Shoulders 3.7 Dirt roads	4.4 Shoulders 0 Dirt roads	17.3 Shoulders 2.3 Dirt roads

What:
This indicator measures the number of miles of County-maintained unpaved road shoulders that are "stabilized" either by paving them or using other methodology. The indicator also measures the number of County-maintained dirt roads that are paved each year.

Why:
Paving or stabilizing road shoulders and paving dirt roads both are key components of our Air Quality PM-10 reduction efforts by cutting the amount of dust in the air caused by traffic. In addition, paving road shoulders makes the road much safer for the traveling public.

How are we doing?
As funding becomes available, we plan as many of these projects as money allows. Shoulder stabilization projects are based mainly on the amount of traffic carried by the roadway. Paving dirt roads is prioritized based on need and benefit to the community.

How is this funded?
We are currently using the majority of our federal Congestion Mitigation and Air Quality grants to fund these projects. The grants require an 11.47% local match.

Performance Measure #6:

Number of linear feet of curb and gutter installed existing neighborhoods in unincorporated areas of Kern County.

FY 2006-07 Actual Results	FY 2007-08 Actual Results	FY 2008-09 Adopted Goal	FY 2008-09 Mid-year Results	FY 2009-10 Proposed Goal
No data	No data	Not established	6.15 miles	3.4 miles

What:
This indicator measures the linear feet of curb and gutter constructed in the unincorporated areas of Kern County. This measure does not include curb and gutter being constructed as part of new developments or subdivisions, only what is being added to existing neighborhoods.

Why:
In the past, neighborhoods built in the unincorporated areas of the County were not required to included curb and gutter. This has resulted in many neighborhoods experiencing drainage issues. In addition, these drainage problems speed the deterioration of the roadways. This indicator shows the progress we are making to bring older neighborhoods, without curb and gutter, up to current drainage standards.

How are we doing?
For many years, the County did not do any curb and gutter projects. Over the past few years, we have become very active in the construction of curb and gutter. Since we have not tracked this activity in this particular way in the past, no specific numbers are available on past performance.

How is this funded?
These projects are most often funded by Community Development Block Grant funds, and currently we are adding curb and gutter to several neighborhoods using funds on loan from the California Infrastructure and Economic Development Bank (I-Bank). For small, fill-in projects we sometimes use local road fund through our job order contracting process.

Roads Department-County Contribution

Budget Unit 3001

Department Head: Craig Pope, *Appointed*

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2007-08	FY 2008-09		FY 2009-10		
	Actual	Approved Budget	Estimated Actual	Department Requested	CAO Recommended	Incr/(Decr) From Budget
APPROPRIATIONS:						
Other Financing Uses	$0	$10,136,500	$9,629,675	$8,616,025	$7,623,557	($2,512,943)
TOTAL EXPENDITURES	**$0**	**$10,136,500**	**$9,629,675**	**$8,616,025**	**$7,623,557**	**($2,512,943)**
NET GENERAL FUND COST	**$0**	**$10,136,500**	**$9,629,675**	**$8,616,025**	**$7,623,557**	**($2,512,943)**

PROGRAM DISCUSSION

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

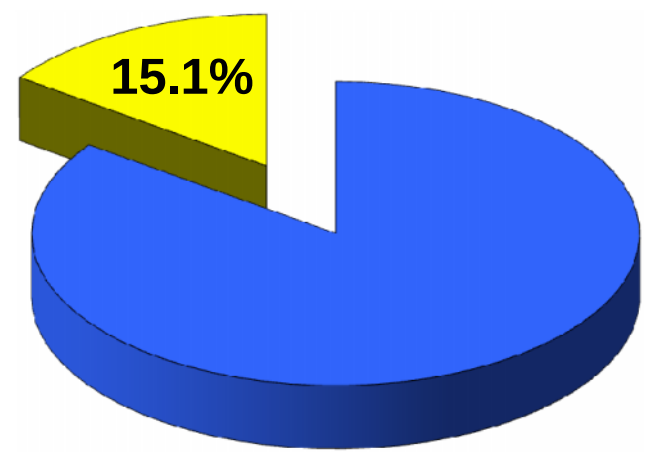
Due to an accounting change implemented by the Auditor-Controller-County Clerk in FY 2007-08, this budget unit was established to facilitate the appropriation of the General Fund contribution to the Roads Department. Appropriations within this budget unit will be transferred to the Roads Department's operating budget unit 3000 and will be reflected in that budget unit under the revenue category Other Financing Sources. The contribution recommended for FY 2009-10 represents a decrease of 24.8%, or $2,512,943 from the FY 2008-09 adopted budget.

Performance measurements for the Roads Department are included in the budget discussion for budget unit 3000.

Health & Sanitation

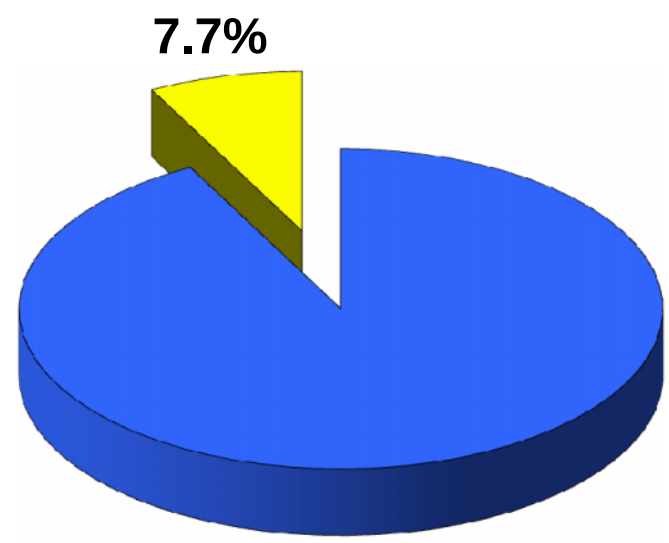
HEALTH AND SANITATION

Total Recommended Appropriations $218,460,169



Percentage of Total County Budget

Recommended Net General Fund Cost $27,616,417 (Expenditures Less Program Revenues)



Percentage of Total General Purpose (Discretionary-Use) Funds

Public Health Services Department

Budget Unit 4110

Public Health Officer: Claudia Jonah, M.D., *Appointed*

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2007-08	FY 2008-09		FY 2009-10		
	Actual	Approved Budget	Estimated Actual	Department Requested	CAO Recommended	Incr/(Decr) From Budget
APPROPRIATIONS:						
Salaries and Benefits	$24,873,992	$28,482,218	$27,855,265	$28,199,842	$26,264,082	($2,218,136)
Services and Supplies	5,941,442	4,383,262	3,855,569	5,224,963	4,665,869	282,607
Other Charges	43,897	681,846	517,774	819,042	819,042	137,196
Fixed Assets	49,478	0	167,697	0	0	00
TOTAL EXPENDITURES	**$30,908,539**	**$33,547,326**	**$32,396,305**	**$34,243,847**	**$31,748,993**	**($1,798,333)**
Less Expend. Reimb.	480,540	477,493	463,467	392,577	392,577	84,916
TOTAL NET EXPENDITURES	**$30,427,999**	**$33,069,833**	**$31,932,838**	**$33,851,270**	**$31,356,416**	**($1,713,417)**
REVENUES:						
Intergovernmental	$21,673,634	$22,305,202	$22,031,083	$23,070,975	$21,377,404	($927,798)
Charges for Services	2,529,419	2,763,661	2,648,329	2,803,309	2,803,309	39,648
Miscellaneous	184,755	65,903	154,137	135,819	135,819	69,916
Other Financing Sources	543,556					
Public Health Miscellaneous	0	207,579	154,693	150,562	150,562	(57,017)
Health-Fax Death Certificates	0	0	0	6,923	6,923	6,923
Health-Maa/Tcm	0	183,000	0	75,100	75,100	(107,900)
Child Restraint Loaner Program	0	0	0	100,000	100,000	100,000
Health-NNFP	0	0	124,346	102,289	102,289	102,289
Health-Bio Terrorism Grant	0	791,255	793,986	730,274	730,274	(60,981)
Tobacco Education Control Prog	0	0	193,422	184,109	184,109	184,109
Vital & Health Stat-Health Dpt	0	0	0	55,000	55,000	55,000
TOTAL NET REVENUES	**$24,931,364**	**$26,316,600**	**$26,099,996**	**$27,414,360**	**$25,720,789**	**($595,811)**
NET GENERAL FUND COST	**$5,496,635**	**$6,753,233**	**$5,832,842**	**$6,436,910**	**$5,635,627**	**($1,117,606)**
Authorized Positions:						
Full Time	328	332	331	331	308	(24)
Part Time	18	18	18	18	17	(1)
Total	344	350	349	349	325	(25)
Funded Positions:						
Full Time	296	332	331	331	295	(37)
Part Time	13	18	18	18	17	(1)
Total	309	350	349	349	312	(38)

OPERATIONAL SUMMARY

- *Mission:*

The Public Health Services Department's mission is to prevent disease, promote healthy lifestyles, and protect the health of all Kern County residents.

- *Fundamental Functions & Responsibilities:*

- Prevent the spread of disease
- Inform, educate and empower people about being and staying healthy, including health insurance
- Protect the health of our citizens during man-made or natural disasters
- Develop core public health functions of assessment and policy development

PROGRAM DISCUSSION

The recommended budget will allow the department to continue to provide communicable disease control, child health and disability prevention, epidemiology and vital statistics, public health nursing and maternal, child, and adolescent health programs through its five divisions.

The recommended budget includes a decrease of $2.2 million in salaries and benefits due to a decrease in staff, as discussed below. Services and supplies have increased by $282,000 due to increases in provider contracts and one time expenditures. Staffing reductions have been made to the administration section and will impact the timely internal controls, and will provide for fewer contract compliance reviews. Further, the recommended budget includes decreases to travel and office supplies, eliminates all extra help positions and foregoes equipment replacement for the Public Health laboratory.

The recommended budget includes the State revenue decrease to the Maternal Child and Adolescent Health (MCAH), Black Infant Health (MBIH) and AIDS/HIV programs. MCAH is a program aimed at promoting the health and well being of women, young children and adolescents. This will result in a decrease in identification and follow-up of pregnant women and their children who are at high risk for poor health outcomes. The MBIH program provides support and facilitates the promotion of better health care services for pregnant and parenting for African-American women, their children up to one year of age, and their families. The loss of funding for this program means reduced funds to target service areas in east Bakersfield. The AIDS/HIV Prevention programs develop and implement focused HIV education and prevention interventions to reduce the transmission of HIV. The purpose of this funding is aimed at changing individual knowledge and attitudes about HIV risk behaviors and to promote the development of risk-reduction skills, and change community norms related to unsafe sexual and drug-taking behaviors. Reductions in the AIDS/HIV program will eliminate the education and prevention components in the community and eliminate early intervention services at the individual patient level.

The recommended budget includes revenues and expenditures associated with the Transitional Case Management services contract that provides services to the general prison population in the amount of $2.5 million. The program requires the department to place Social Workers in designated parole offices from Kern County to the Oregon border. This program has been successful at reducing recidivism.

POSITIONS DISCUSSION

The recommended budget includes previously approved deletions of 12 positions: eight Public Health Aide positions, resulted in two layoffs, two Public Health Program Specialist positions, resulted in two layoffs, one part time Medical Social Worker position, resulted in one layoff and one full time Medical Social Worker I/II position, resulted in one layoff, for a total annual savings of $1.1 million.

The recommended budget also includes the deletion of 13 positions: three Health Educator positions, at an annual savings of $254,000, one Medical Investigator position at an annual savings of $74,000, one Medical Social Worker position, at an annual savings of $95,000, one Office Services Technician position, at an annual savings of $59,000, one Senior Public Health Epidemiologist position, at an annual savings of $131,000, five Public Health Nurse I/II positions, at an annual savings of $531,000, and one Public Health Nutritionist position, at an annual savings of $84,000.

DIRECTOR'S DISCUSSION

With service to the residents as our top priority, Public Health has taken many steps to mitigate the foreseen cuts in General Fund and realignment revenues. Some examples include mid-year layoffs, voluntary furloughs, and keeping funded positions vacant. Focusing on service, the department has reduced management by 37% in just two years.

The Governor's budget has proposed cuts in the AIDS programs and elimination of the Maternal Child and Adolescent Health (MCAH) and Black Infant Health (BIH) programs. Because of the cuts, the department has sent subcontractors cancellation letters and has begun the layoff process for the impacted classifications.

Despite our best efforts, there will be service impacts. Children, pregnant women, and seniors are particularly targeted in the proposed State reductions. Locally funding reductions will mean less preventative care and outreach to avert the contraction and spread of disease. Lastly, the H1N1 flu scare in the spring proved that in the event of a more serious outbreak, Public Health will need additional resources.

The chief highlights of the budget included:

- Fully funding the currently filled Public Health Nurse positions in FY 2009-10.

- Forego travel and delay maintenance in unfunded programs to cut $150,000, resulting in fewer nurse trips to patient's homes.
- Medical supplies will be stocked for a month at a time. Stocked supplies will be available, but in the event of a large outbreak, the department may have a delay between the exhaustion of supplies and reorder deliver. This is particularly concerning in the event of a pandemic flu or other disaster.
- Non-funded outreach programs cut in half. Public outreach for West Nile Virus, Swine Flu, and Chlamydia awareness will be cut in half.
- Continue to offer voluntary furloughs to staff.

GOALS AND PERFORMANCE MEASURES

Performance Measure # 1:

Healthy Community

Percentage of PM 160s reviewed from the three highest volume Child Health and Disability Prevention (CHDP) providers that indicate Body Mass Index (BMI) measurement for all ages over 2 years.

(a) Percentage of children in the fifth grade whose body composition measure is not in the healthy fitness zone (NHFZ).
(b) Percentage of adults who report engaging in no physical activity (PA).
(c) Percentage of adolescents who report the use of tobacco (Tob).

FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Adopted Goal	FY 2008-2009 Mid-year Results	FY 2009-2010 Proposed Goal
N/A	1. Kern Medical Center=61% out of 400 2. Clinica Sierra Vista=33% out of 400 3. National Health Services=86% out of 400	1. Kern Medical Center=53% out of 200 2. Clinica Sierra Vista=64.5% out of 200 3. National Health Services=66% out of 200	TBD	Increase all providers by 5%

What:
This measure is an indicator of community health, impacted by behavior and lifestyle. The risk for the development of chronic disease: heart disease, type 2 diabetes, high blood pressure, stroke, and some cancers increases with overweight.

Why:
One of the key determinants of health is the maintenance of a healthy weight and lifestyle. Behavior and lifestyle modification provide the opportunity to have a substantial impact on preventable health diseases.

How are we doing?
According to the review of PM 160s from the three highest volume CHDP providers, BMI documentation has fluctuated. This is possibly due to variation in provider staff, lack of time to calculate the BMI and/or lack of understanding its importance. CHDP will continue to provide training to providers on the proper documentation of BMI on the PM 160 and its importance during certifications, re-certifications and workshops. Currently, there are some programs available that address nutrition and physical activity education in the maintenance of a healthy lifestyle.

Performance Measure #2:

Healthy Children
(a) Percentage of children 0-18 who are without health insurance.
(b) Percentage of children ages 0-2 who are up-to-date on their required immunizations.
(c) Number of families participating in the Nurse Family Partnership.

FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Adopted Goal	FY 2008-2009 Mid-year Results	FY 2009-2010 Proposed Goal
Uninsured Children: 11.3% Immunized Children: 66% NFP Families: 96	Uninsured Children: 11%est Immunized Children: 60% NFP Families: 98	Uninsured Children: 10.5% Immunized Children: 70% NFP Families: 120	Uninsured Children: UKN Immunized Children: 48% NFP Families: 86	Uninsured Children: 10% Immunized Children: 75% NFP Families: 120

What:
The health of the children in our community is paramount and can be measured by any number of important indices. Specific to this performance measure, the proxy for children's health are:

- The number of children enrolled in health insurance reflected as a percentage of the total number of children ages 0-18.
- The percentage of children up to date on required immunizations by 24 months of age.
- The number of families participating in the Nurse Family Partnership.

Why:
Access to health services - including preventive care, primary care, and tertiary care - is fundamental to the health of children and is often dependent upon whether a person has health insurance. By increasing the number of children who are insured, access and utilization of health care is increased.

When the Childrens Health Initiative started, it was estimated that Kern County had 33,000 uninsured children or 13.1% of our total child population. With the most recent CHI data, we estimate that we now have 19,500 uninsured children, or 7.8% of our total child population.

Reducing or eliminating the indigenous cases of vaccine preventable diseases is foundational to the health of our children. Ensuring that all children complete their primary series of immunizations by 24-35 months of age also ensures that a health care professional has seen these children.

An evidence based, best practice home visitation model, the Nurse Family Partnership provides nurse home visits to low-income, high risk, first-time mothers, many of whom are unmarried teenagers. The nurses visit the women approximately every other week during their pregnancy and throughout the first two years of their children's lives. The nurses teach positive health related behaviors, parenting skills, and maternal personal, and life course development (family planning, educational achievement, and participation in workforce).

How are we doing?
The Children's Health Initiative through Clinica Sierra Vista, Public Health Services and its other partnering agencies has enrolled 9,149 children and were assisted with enrollment or renewals into Medi-Cal, Healthy families and Healthy Kids, bringing the total since July 2004 to 33,408 enrolled or renewed. The dynamics of Kern's population in-migration require continuous efforts to offer enrollment opportunities at every social service touch point.

KCDPH is making progress towards the Healthy People 2010 immunization goal by entering new immunizations into the regional immunization registry. Patients are tracked and recalled when they are due for immunizations.

The Nurse Family Partnership can boast the following outcomes. The program is in the process of completing development of a longitudinal survey tool to begin collecting long-term program results from graduates of the Kern County program.

- 43% reduction in violence during pregnancy and 64% reduction in fear of partner
- 35% reduction in smoking during pregnancy
- 6.5% premature birth rate compared with 13.6% for Kern County general population
- 89% immunization completion rate by 24 months compared with 60% for Kern County

- 93% of mothers breastfeeding
- 84% of mothers completed or working toward completion of their high school diploma or GED, or continuing their education beyond high school

How is this funded?

The Nurse Family Partnership program is 100% funded mainly through First 5 Kern and funding has continued due to positive outcome measurements. This program also received a three-year award from the California Wellness Foundation that funds an additional Nurse for Eastern Kern County. The program will be submitting a First 5 Kern grant for renewal of the program this year.

Immunizations – Immunization outreach and training is paid 95% through funding from the State, 5% through realignment revenue due to the benefit rate being higher then the State will allow.

Health Insurance – Staff that are tasked with enrolling families into health care are 100% covered through the KATCH program funded by First 5 Kern, and Nursing Staff are 50% covered under the Federal Targeted Case Management program.

Performance Measure #3:

(FY 2009-2010 New Performance Measures)

1. Implement molecular testing capability to include at least HIV and HCV.
2. Implement electronic result reporting to providers.
3. Implement laboratory test for screening for history of exposure to tuberculosis.

FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Adopted Goal	FY 2008-2009 Mid-year Results	FY 2009-2010 Proposed Goal
N/A	Cocci: 90% within 72 hrs 90% 24 hrs report TB 95% per cutoff	Cocci: 85% within 72 hrs 85% 24 hrs report TB 80% per cutoff	Cocci: 90% within 72 hrs 90% 24 hrs report TB 95% per cutoff	Implement molecular testing capability to include at least HIV and HCV Implement laboratory test for screening for history of exposure to tuberculosis

What:

FY 2008-09 goals have been substantially met. Timely reporting of results is a high priority of the laboratory. Consequently, processes have been put in place to ensure that test results are prepared, reviewed, and released in a timely way. Recent change to a new laboratory information system will also contribute significantly to maintaining and improving timely services by providing direct electronic access to reports as soon as they are released. New goals for FY 2009-2010 are described.

FY 2009-10: (1) Implement molecular testing capability to include at least HIV and HCV. Infection with Human Immunodeficiency Virus (HIV) and Hepatitis C Virus (HCV) have been and remain a significant public health problem for Kern County. Both are transmissible between people and both have significant morbidity and mortality associated with undiagnosed and/or untreated infections. It is the intent of the KCPHD laboratory to begin providing testing services for these infectious agents to assist in providing effective therapy and infection progression monitoring.

(2) Implement electronic result reporting to providers. Timely reporting of laboratory test results is an essential function which may significantly impact ability of providers to diagnose and treat infectious diseases. The laboratory's FY 2008-2009 Performance Measure goals were to improve the timely reporting of results. These goals have largely been met, but additional improvement will be attained with implementation of a laboratory information management system (LIMS) having the capacity to immediately post released laboratory results on a secure site for immediate access by providers. Such access will result in fewer delays in reporting due to delivery issues, telephone request issues, and distance issues.

(3) Implement laboratory test for screening for history of exposure to tuberculosis. Determining a person's status with respect to infection with tuberculosis is an essential role of the Public Health Department. The skin test method is being replaced with new blood tests which provide improved diagnostic information and do not require two visits to the provider by the person being tested.

Why:

Communicable disease control is a fundamental responsibility of the Public Health Department. The role of the laboratory is to provide essential information to health care providers by processing, analyzing and reporting results for submitted specimens using the best available practices.

How is this funded?

The Public Health laboratory is 95% funded with lab fees and 5% funded with Realignment funds. The department is currently setting up the laboratory to accept private insurance to increase the fee base.

Performance Measure #4:

Disaster Preparedness and Recovery

(a) Number of emergency preparedness seminars, workshops, trainings, drills, and exercises in which DPH has participated in this year.

(b) Number of Kern Medical Reserve Corps professionals that have been both recruited and trained.

(c) Ongoing update of all necessary and appropriate emergency plans

FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Adopted Goal	FY 2008-2009 Mid-year Results	FY 2009-2010 Proposed Goal
N/A	10	10 Exercises completed	10 Exercises	Seminars, Workshops, Trainings, drills, exercises
N/A	N/A	20 professionals recruited and trained	75 additional licensed health care professionals and 15 non-licensed volunteers to be recruited and trained	50 additional licensed health care professionals and 25 non-licensed volunteers to be recruited and trained
N/A	Prepare or revise all necessary and appropriate emergency plans	On Target as of 12/31/07	Prepare or revise all necessary and appropriate emergency plans	Prepare or revise all necessary and appropriate emergency plans

What:

Continue the ongoing process of updating and finalizing all emergency preparedness plans and annually participate and/or facilitate in seminars, workshops, trainings, drills, and exercises to test these plans, in order to train the staff and improve preparedness to respond to a disaster or emergency. Emphasis during FY 2009-10 will be in the areas of Alternate Care Site planning with KCEMS, hospitals, and clinics in Kern County, exercising Point of Dispensing (POD) operations, and further operationalization of the CAHAN alerting and notification system within KCDPH and partner departments and agencies. Continue to recruit volunteers for the Kern Medical Reserve Corps (KMRC) to expand the number of pre-screened, pre-credentialed and pre-trained medical volunteers who are called upon to augment local healthcare system in a disaster or emergency.

Why?

Emergency Preparedness is a fundamental activity of Public Health departments. Planning, training, drills, and exercises can improve the emergency response readiness of public health staff and mitigate the impact on the public's health from natural and man-made disasters. This activity is also mandated for all local public health departments by the U.S. Department of Health & Human Services, Centers for Disease Control and Prevention (CDC), and the California Department of Public Health, as part of the national homeland security efforts to prepare for a possible bioterrorist attack or biological weapon of mass destruction.

How are we doing?

Partnerships with multiple government, healthcare and community stakeholders, continues to participate in coordinated testing of our emergency plans. A dual Road POD operation in conjunction with partners at Bakersfield College and California State University Bakersfield is planned for October 2009 with a goal of flu vaccinating 5,000 community members.

NIMS/ICS training and CAHAN training are being offered to community partner agencies to strengthen emergency response capacity throughout the County.

Development of community emergency preparedness and Red Cross Sheltering locations continues through the ongoing collaboration with the community faith-based group Kern Leadership Alliance.

How is this funded?

The U.S. Department of Health & Human Services, Centers for Disease Control and Prevention (CDC), and the California Department of Public Health, have provided 100% of funding these efforts since 2002. Since FY 2005-06, the base funding of $859,000, has been reduced by over $198,000, to $654,000 in FY 2007-08. The grant FY 2008-09 allocation

remained steady at $672,000. Per a state conference call in January 2009, it was announced that the State anticipates allocation funding will remain status quo for FY 2009-10 but that the CDC commented there could be up to a 3% cut. However, it is too soon to determine if the base funding will continue to decrease due to the current declining economic conditions of both the state and the Federal governments.

Performance Measure #5:

Timely and Accurate Vital Statistics
(a) Produce quarterly health assessment reports by Supervisorial District.
(b) Percentage of birth certificates registered within ten calendar days.
(c) Percentage of death certificates registered within eight calendar days.
(d) Percentage of weekly morbidity reports published within seven calendar days.

FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Adopted Goal	FY 2008-2009 Mid-year Results	FY 2009-2010 Proposed Goal
No Goal Set No Goal Set BCs Registered 1-10 days: 40.6% (5,951/14,654) DCs Registered 1-8 days: 91.3% (4,619/5,060)	No Goal Set No Goal Set BCs Registered 1-10 days: 47.7% (7,146/14970) DCs Registered 1-8 days: 91.1% (4,641/5,095)	Established Necessary Structure and Staffing Percentage of Weekly Morbidity Reports Published 1-7 days TBD BCs Registered 1-10 days: 55.0% DCs Registered 1-8 days: 95%	Established Necessary Structure and Staffing (Director of Health Assessment, Public Health Epidemiologist, two Public Health Project Specialists, and an Office Services Specialist hired) Percentage of Weekly Morbidity Reports Published 1-7 days: 85% (22/26) BCs Registered 1-10 days: 46.2% (3,503/7,587) DCs Registered 1-8 days: 91.6% (2,247/2,453)	Produce Four Quarterly Health Assessment Reports by Supervisorial District Current Percentage of Weekly Morbidity Reports Published on the Internet and Intranet 1-7 days BCs Registered 1-10 days: 70% DCs Registered 1-8 days: 93%

What:
The purpose of collecting timely public health information is:

- To provide factual information from which agencies can appropriately set priorities, plan programs, assess outcomes, and take appropriate action to promote and protect the public's health. Agencies that benefit from this information include, but are not limited to: government agencies, schools, non-profit organizations, health care agencies, and health plans.
- To collect and collate all reportable disease information in a timely and useful report for the control of infection diseases.
- To establish a permanent public record that is legally recognized as prima facie evidence of the facts stated therein for each birth and death occurring in the State. This information is used to prove age, parentage, citizenship, secure passports, apply for Social Security benefits; and other legal needs.

Why:
Health and Safety Code Section 120175 states: "Each health officer knowing or having reason to believe that any case of the diseases made reportable by regulation of the department, or any other contagious, infectious or communicable disease exists, or has recently existed, within the territory under his or her jurisdiction, shall take measures as may be necessary to prevent the spread of the disease or occurrence of additional cases."

Each live birth which occurs within this state must be registered with the local registration district within ten days of the birth (Health and Safety Code, Section 102400).

Each death certificate shall be registered with the local registrar of births and deaths within eight calendar days after death and prior to any disposition of the human remains (Health and Safety Code, Section 102775).

How are we doing?
The Division of Health Assessment and Epidemiology has produced its first quarterly health assessment report by Supervisorial District. This report will be updated and distributed quarterly to each Supervisor. Enhancements to the report for FY 2009-10 will be: a demographic profile of each district with population projections, calculation of standard rates for communicable diseases and selected causes of death, and the calculation of age-adjusted death rates.

It is the goal to complete and disseminate Weekly Morbidity Reports on the Internet and the Health Department's Intranet within seven calendar days from the close of a reporting week. The weekly reports will consist of weekly counts and year-to-date totals.

Progress has been made to increase the number of birth certificates that are registered within ten days of a birth. In FY 2008-09, the number of births registered within ten days will be 55%. Since meeting with the six birthing hospitals in January 2009, the rate has increased to 69%.

Progress has also been made to increase the number of death certificates that are registered within eight days of a death. For the past three FYs, registration of death certificates has exceeded 91%. During the first six months of FY 2008-09, 91.6% of the all deaths have been registered in eight days or less.

How is this funded?
The Vital Statistics section is funded by revenue generated by the sale of Birth, Death, and Fetal Death Certificates, processing amendments to the aforementioned certificates, and issuing Burial Permits. The Health and Safety Code specifies the amount of money that the issuing agency retains from the sale of these documents. The Health Assessment and Epidemiology Division is funded by General Fund and Realignment dollars.

Performance Measure #6:

Outstanding Customer Service

(a) Percentage of surveyed CCS clients who rated program services as satisfactory or above.
(b) Percentage of children referred to the California Children's Services (CCS) whose medical eligibility is determined within five working days of receipt of their medical information.
(c) Percentage of CCS clients for whom services are authorized within 15 working days of their request.

FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Adopted Goal	FY 2008-2009 Mid-year Results	FY 2009-2010 Proposed Goal
N/A	N/A	Rating Satisfactory or above: 85%	Rating Satisfactory or above: 95%	Rating Satisfactory or above: 90%
N/A	98.5%	5 Day Standard: 99.0%	5 Day Standard: 98.7%	5 Day standard: 95%
N/A	N/A	15 Day Standard: 75%	15 Day Standard: 78%	15 Day Standard: 80%

What:
The Public Health Department's role is to provide exceptional services to the public. As such, it is important to measure the public's perception of services and other levels of customer service.

One of the largest programs within the department is California Children's Services (CCS). Customer satisfaction surveys will be implemented and reassessed on an ongoing basis. The goal will be to achieve an increasingly positive response relative to customer satisfaction with clinic services rendered. This will be an increased challenge in the next fiscal year due to decreased budget and staffing.

Why:
Public Health provides critical services through surveillance, preventive services, treatment and contact investigation. To ensure effectiveness in these areas, the community must maintain confidence in the quality of care, the assurance of confidentiality and that they will be treated in a respectful and courteous manner. Public Health can only be successful in its mission to prevent disease, promote healthy lifestyles and protect the health of county residents by engaging customers who seek services and through customer based community outreach and collaboration.

The CCS program is mandated by the State, and medical eligibility is the first step in determining whether a person might be CCS program eligible. The State's timeline in making initial medical eligibility decision is within five working days.

How are we doing?
Customer satisfaction surveys have been developed and field tested previously through collaboration with California State University, Bakersfield master program level students. Surveys will be re-evaluated for ongoing implementation.

In the CCS program at mid-year we are at the 95% and 70% for the five day and seven day standards respectfully. A procedure was developed in November 2007 to improve tracking the information for this measure through the CCS computerized input of narration.

How is this funded?
Clinic staff are funded by patient fees, Medi-Cal, insurance and realignment revenue.

Staff who determines CCS medical eligibility are funded 100% by State and federal appropriations.

Environmental Health Services

Budget Unit 4113

Agency Director: David Price III, *Appointed*

Department Head: Matt Constantine, *Appointed*

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2007-08	FY 2008-09		FY 2009-10		
	Actual	Approved Budget	Estimated Actual	Department Requested	CAO Recommended	Incr/(Decr) From Budget
APPROPRIATIONS:						
Salaries and Benefits	$4,647,861	$5,594,355	$4,963,461	$5,652,415	$4,977,786	($616,569)
Services and Supplies	672,534	1,176,640	1,115,945	1,353,350	1,397,884	221,244
Fixed Assets	29,905	0	7,204	0	0	0
TOTAL EXPENDITURES	**$5,350,300**	**$6,770,995**	**$6,086,610**	**$7,005,765**	**$6,375,670**	**($395,325)**
Less Expend. Reimb.	4,417	5,000	4,417	5,000	5,000	0
TOTAL NET EXPENDITURES	**$5,345,883**	**$6,765,995**	**$6,082,193**	**$7,000,765**	**$6,370,670**	**($395,325)**
REVENUES:						
Licenses and Permits	$2,029,246	$3,223,068	$2,702,762	$2,825,000	$2,825,000	($398,068)
Fines and Forfeitures	223,955	30,000	(7,126)	10,000	10,000	(20,000)
Intergovernmental	318,540	325,000	297,612	282,731	0	(325,000)
Charges for Services	2,481,550	2,967,357	3,227,114	3,065,100	3,065,100	97,743
Miscellaneous	5,570	570	4,865	570	570	0
Other Financing Sources:						
Health-Local Option	0	20,000	20,000	20,000	20,000	0
Hlth-State L.U.S.T. Prog	0	65,000	65,000	200,000	200,000	135,000
Hazardous Waste Settlemnts	0	0	0	250,000	150,000	150,000
Solid Waste Enforcement	0	135,000	135,000	0	100,000	(35,000)
TOTAL NET REVENUES	**$5,058,861**	**$6,765,995**	**$6,445,227**	**$6,653,401**	**$6,370,670**	**($395,325)**
NET GENERAL FUND COST	**$287,022**	**$0**	**($363,034)**	**$347,364**	**$0**	**$0**
Authorized Positions:	53	60	60	60	60	0
Funded Positions:	53	60	60	55	55	(5)

OPERATIONAL SUMMARY

- *Mission:*

We are committed to improving the quality of life by safeguarding our community through education, cooperation, and fair application of health and safety standards. We take pride in our customer service, integrity, professionalism and ability to understand and meet the needs of our community.

- *Fundamental Functions & Responsibilities:*

- Provide inspection services to permitted facilities to ensure compliance with health and safety standards
- Provide training and education to industry and the public to enhance protection of the health of the community and the environment

PROGRAM DISCUSSION

The recommended budget provides a minimum level of service to protect the public and the environment. The department assures that food is safe and wholesome and has been produced under conditions and by practices that are safe and sanitary. Staff review and inspect retail food facilities for the proper food handling practices and personal health and hygiene of the food service employees.

The department reviews new land uses for proposed water supply, sewage disposal methods, and preservation of environmental quality. Staff also evaluates permits to construct and destroy water wells to ensure safe drinking water. A cross-connection program ensures that all backflow prevention assemblies are tested on a routine basis to maintain the safety and integrity of the water supply.

It is anticipated that there will be a slight decrease in revenues due to current economic conditions. License and permit fees reflect a $398,000 decrease. State funding provided to the department will also decrease by $282,000. Increased salary and benefit costs associated with negotiated salary increases in FY 2009-10 resulted in a $340,000 increase. In order to prepare for this anticipated increase the department held five positions vacant and will continue to do so in FY 2009-10, as discussed below. This workforce reduction will require the department to reduce the frequency of inspections at low-risk food facilities and facilities housing low-risk hazardous waste. Some non-mandated functions for which the department cannot be reimbursed may be eliminated all together. Such activities include vectorborne disease investigations and hazardous materials emergency response.

Fee increases approved effective July 1, 2008 allowed the department to increase staffing levels and implement a risk-based inspection program. Delays in implementing the program have resulted in a surplus of approximately $347,000 for FY 2009-10. In order to ensure fees collected are used for the purpose intended, the funds will be placed in a designation that the department can access as needed. This savings to the department is reflected in salaries and benefits as it has been determined that most expenditures related to the fee increase are staff related.

POSITIONS DISCUSSION

The recommended budget contains no position additions or deletions. One Waste Management Technician position will be held vacant and unfunded, at an annual cost savings of $78,700; one Fiscal Support Technician position will be held vacant and unfunded, at an annual cost savings of $64,700; and three Environmental Health Specialist In Training positions will be held vacant and unfunded, at an annual cost savings of $221,400.

DIRECTOR'S DISCUSSION

The department relies on permit and service fees to provide for regulatory oversight, compliance assistance, and enforcement actions, and receives no General Fund contributions. Due to salary increases effective July 1, 2009, and a decrease in regulated business activity, the department is projecting that expenditures will exceed revenues by approximately $800,000. To offset this deficit, the department held several positions vacant in Fiscal Year 2008-09 and will continue to hold them vacant in Fiscal Year 2009-10. This accumulated two year savings will allow the department to maintain a zero net General Fund cost to the County. The department plans to seek fee adjustments in Fiscal Year 2009-10. If adjustments are not made, a significant deficit of approximately $900,000 in Fiscal Year 2010-11 will require the department to reduce current staffing levels.

Holding positions vacant will require the department to modify permitted service levels, and result in significant reductions to services the department can perform. The following services will be reduced, modified, or eliminated.

Food & Consumer Protection Program

Two Environmental Health Specialist positions that are dedicated to food facility, public swimming pool and hotel/motel inspections will remain vacant. This will result in a reduction in the frequency of inspections. Currently, utilizing a risk-based approach, inspection frequency ranges from 1-3 inspections per year. Due to the loss of two positions (17% program staff reduction), inspections for low risk facilities will be conducted on an 18-month cycle.

Response to unpermitted itinerant food vendors will also be eliminated, as this function does not generate funds to support this ongoing activity, and the department is not mandated to maintain this service. In Fiscal Year 2008-09, staff spent approximately 450 hours, predominantly on the weekends and after normal business hours, responding to complaints and monitoring common illegal vending sites.

These reductions in service levels will result in an increased potential for disease outbreaks associated with the consumption of unsafe food in the County. It is important to understand that facilities will continue to pay the same fee but will receive a reduction in service.

Hazardous Materials Program

Two Environmental Health Specialist and two Waste Management Technician positions that are dedicated to hazardous materials inspections and enforcement functions will remain vacant. This will result in a significant reduction in the frequency of inspections. Currently all low-risk hazardous material facilities are inspected at the State mandated frequency of once every three years. Due to the loss of four positions (29% program staff reduction) inspections will be scaled down to once every six years. As this is less than the State mandated frequency, the department will be found to be deficient by the California Environmental Protection Agency and if we are unable to perform at the mandated level, the department may be de-certified and the State would assume regulatory oversight responsibilities.

Based on discovered violations during routine inspections, the data would suggest an increased likelihood of chemical releases, increased health risks to the community, and potential environmental contamination. Again, it is important to understand that facilities will continue paying the same fee but will receive a reduction in service.

Vector Control Program

All responses to vectorborne disease outbreaks (West Nile Virus, Bubonic Plague, Rabies, Tularemia, etc.) will be eliminated, as these functions do not generate funds to support this ongoing activity and the department is not mandated to perform this function. In Fiscal Year 2008-09, staff spent greater than 500 hours providing educational outreach, and responding to complaints regarding vector control issues.

GOALS AND PERFORMANCE MEASURES

Performance Measure #1:

Number of critical risk factor violations associated with foodborne illness and disease outbreaks attributed to food facilities.

FY 2006-2007 Actual Results*	FY 2007-2008 Actual Results*	FY 2008-2009 Adopted Goal*	FY 2008-2009 March 31, 2009*	FY 2009-2010 Proposed Goal
594	876	883	839	1,050

What:
The indicator measures the department's ability to reduce foodborne illnesses and disease outbreaks through the reduction of five commonly associated critical risk factors linked to disease outbreak by the Centers for Disease Control and Prevention (inadequate cold holding, inadequate hot holding, improper cooling, improper cooking and reheating and poor personal hygiene). The department has developed an inspection system to identify, correct and educate operators on the significance of these critical risk factors. The figures represent the number of critical risk factor violations experienced within the time periods.

Why:
The indicator measures the department's effectiveness with permitting, inspecting, educating and enforcement activities as it relates to the reduction of foodborne illnesses and disease outbreaks through the control of critical risk factors. Although the department would expect to observe a reduction in the number of disease outbreaks and foodborne illnesses, it remains difficult to obtain and determine conclusively the cause and the source of the disease. Therefore, an indirect measure (presence of risk factors) is used to determine a likely reduction in foodborne illnesses and disease outbreaks.

How are we doing?
Inspection data is compared to prior periods to review the effect current actions have had on the number of violations. Staff activities, public outreach, and training efforts are reviewed to determine their effectiveness in reducing violations. It is anticipated that critical risk violations will decrease with the implementation of the retail food establishment grading ordinance that became effective on July 1, 2007. Actual results have varied from the proposed goals due to staffing vacancies with the program over the last two years.

How is this funded?
This program, including permitting, inspecting and enforcement activities, is funded through permit and service fees paid by food facility owners.

*Results have been amended to reflect improved data reporting.

Performance Measure #2:

Number of critical risk factor violations of water systems associated with waterborne disease outbreaks.

FY 2006-2007 Actual Results*	FY 2007-2008 Actual Results*	FY 2008-2009 Adopted Goal*	FY 2008-2009 March 31, 2009*	FY 2009-2010 Proposed Goal
8**	18**	53	39	50

What:
The indicator measures the department's ability to reduce waterborne illness outbreaks through permitting, inspection, education, and enforcement actions aimed at reducing violations commonly associated with disease outbreak in water systems. The figures represent the number of failed bacteriological water quality tests of permitted water systems experienced within the time periods. Water systems that fail these tests present a risk of waterborne disease transmission.

Why:
The indicator measures the effectiveness of permitting, inspecting, education, and enforcement activities in reducing violations typically associated with the transmission of waterborne disease in water systems.

How are we doing?
Water test data is compared to prior periods to review the effect current actions have had on the number of violations. Staff activities, public outreach and training efforts are reviewed to determine their effectiveness in reducing violations. Although the department would expect to observe a reduction in the number of disease outbreaks and waterborne illnesses, it remains difficult to obtain and determine conclusively the cause and the source of the disease. Comparative data to other jurisdictions is difficult to measure as each jurisdiction has different methods of managing their programs.

How is this funded?
This program, including permitting, inspecting and enforcement activities, is funded through permit and service fees paid by water system owners.

*Results have been amended to reflect improved data reporting.
**Previous figures reported number of tests not violations.

Performance Measure #3:

Number of critical risk factor violations associated with the handling of hazardous materials which present an immediate or potential threat to the health of the community or the environment.

FY 2006-2007 Actual Results*	FY 2007-2008 Actual Results*	FY 2008-2009 Adopted Goal*	FY 2008-2009 March 31, 2009*	FY 2009-2010 Proposed Goal
513	1,279	1,135	1,472	1,500

What:
The indicator measures the department's efforts to prevent spills or releases of hazardous materials by reducing the number of high risk violations (Class I and Class II) through education, enforcement, inspection, and training activities. The figures represent the number of Class I and Class II violations experienced within the time periods.

Why:
The indicator measures the effectiveness of permitting, inspection, education, and enforcement activities in reducing violations related to actual or threatened hazardous material releases or spills. Class I and Class II violations are designated from the State as violations that present a high (Class I) and moderate (Class II) risk that present an immediate or potential threat to the health of the community or the environment.

How are we doing?
Activities throughout the period are reviewed for their effect on the number of violations that occur and are compared to prior periods. Current increases in violation figures and corresponding goals reflect variations in staffing levels and increased enforcement activities that the department is currently pursuing. Data is being accumulated to allow comparative analysis with both internal and external measures.

How is this funded?
This program, including permitting, inspecting and enforcement activities, is funded through permit and services fees paid by hazardous materials facility owners.

*Results have been amended to reflect improved data reporting.

Performance Measure #4:

Number of critical risk factor violations associated with the handling of solid waste which present an immediate or potential threat to the health of the community or the environment.

FY 2006-2007 Actual Results*	FY 2007-2008 Actual Results*	FY 2008-2009 Adopted Goal*	FY 2008-2009 March 31, 2009*	FY 2009-2010 Proposed Goal
837	946	487	488	610

What:
The indicator measures the department's ability to reduce critical risk factor violations through permitting, inspection, education, and enforcement actions of solid waste facilities. This department is the Local Enforcement Agency (LEA) as designated by California's Integrated Waste Management Board. In the capacity of LEA, the department inspects public and private landfills and other disposal sites and operations. The Kern County Waste Management Department operates many of the landfills that the LEA inspects. The figures represent the number of violations at permitted solid waste facilities within the time periods.

Why:
The indicator measures the effectiveness of permitting, inspecting, education, and enforcement activities in reducing violations which may lead to disease outbreak and have the potential for significant environmental contamination. Regulations for managing and handling of solid waste directly relate to preventing disease outbreaks, promoting on-site facility safety, and preventing environmental contamination.

How are we doing?
Violation data is compared to prior periods to determine the effect current actions and activities have had on the number of violations. Current violation figures are higher due to increased enforcement actions that the department is pursuing stemming from prior period non-compliance. The department is obtaining data from the State which will allow comparative analysis with external measures. Although Kern County has many unique waste facilities that are unmatched anywhere else in the State, some comparative analysis may be possible.

How is this funded?
This program, including permitting, inspecting and enforcement activities, is funded primarily through permit and services fees paid by solid waste facility owners; however, a small annual State grant is also used to offset expenditures.

*Results have been amended to reflect improved data reporting.

Mental Health Services Department

Budget Unit 4120

Department Head: James Waterman, *Appointed*

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2007-08	FY 2008-09		FY 2009-10		
	Actual	Approved Budget	Estimated Actual	Department Requested	CAO Recommended	Incr/(Decr) From Budget
APPROPRIATIONS:						
Contingencies	$0	$5,131,690	$0	$0	$0	($5,131,690)
Salaries and Benefits	45,628,443	45,355,875	43,832,169	45,682,802	45,364,250	8,375
Services and Supplies	36,290,920	43,805,822	39,119,789	40,560,854	40,560,854	(3,244,968)
Other Charges	7,126,683	6,883,585	11,026,012	11,105,876	11,105,876	4,222,291
Fixed Assets	143,913	46,553	0	0	0	(46,553)
Other Financing Uses	176,000	224,000	0	0	0	(224,000)
TOTAL NET EXPENDITURES	**$89,365,959**	**$101,447,525**	**$93,977,970**	**$97,349,532**	**$97,030,980**	**($4,416,545)**
REVENUES:						
Use of Money/Property	$314,361	$300,000	$300,000	$250,000	$250,000	($50,000)
Intergovernmental	62,312,747	20,881,938	19,630,484	19,079,998	19,079,998	(1,801,940)
Charges for Services	39,392,518	34,103,058	33,610,246	36,670,035	36,670,035	2,566,977
Miscellaneous	78,456	294,800	233,400	279,175	279,175	(15,625)
Other Financing Sources	19,853					
County Contribution		771,125	771,125	771,125	771,125	0
Mental Health Program Realignment		24,879,582	23,338,873	22,171,929	22,171,929	(2,707,653)
Mental Health Services Act		13,569,715	16,471,153	14,671,916	14,671,916	1,102,201
TOTAL NET REVENUES	**$102,117,935**	**$94,800,218**	**$94,355,281**	**$93,894,178**	**$93,894,178**	**($906,040)**
MENTAL HEALTH NET FUND	**($12,751,976)**	**$6,647,307**	**($377,311)**	**$3,455,354**	**$3,136,802**	**($3,510,505)**
NET GENERAL FUND COST	**$771,125**	**$771,125**	**$771,125**	**$771,125**	**$771,125**	**$0**
Authorized Positions:						
Full Time	630	634	634	634	514	(120)
Part Time	11	11	12	12	12	0
Total Positions	641	645	646	646	526	(120)
Funded Positions:						
Full Time	481	480	480	480	480	0
Part Time	11	11	11	11	11	0
Total Positions	492	491	491	491	491	0

OPERATIONAL SUMMARY

- *Mission:*

Working together toward hope, recovery and independence.

- *Fundamental Functions & Responsibilities:*

- Countywide managed care specialty mental health provider for Medi-Cal beneficiaries
- Safety net provider for uninsured, seriously mentally ill individuals

PROGRAM DISCUSSION

The Mental Health Services Department is facing a number of challenges including eroding funding, and developing programs related to the Mental Health Services Act. At the highest priority is to maintain capacity to meet the demand for involuntary treatment and referral (5150) evaluations.

Throughout Kern County, persons who are gravely disabled (unable to meet their basic personal needs for food, clothing, or shelter) due to a mental illness or pose a danger to themselves or others due to a mental illness are detained involuntarily by peace officers or designated persons approved by the Board of Supervisors. Until October 2007, Kern Medical Center was the only facility designated for 72-hour evaluation and treatment of adults and minors, age 16 and over, in the County. Individuals arriving at the facility pursuant to Welfare and Institutions Code Section 5150 have been evaluated at the Emergency Psychiatric Assessment Center (EPAC) to determine if they are appropriate for admission for 72-hour treatment and evaluation.

In February 2009, the Mary K. Shell Psychiatric Evaluation Center Crisis Stabilization Unit (PEC-CSU) opened, which eliminated a significant liability for Kern Medical Center and provided the department greater volition in the placement and treatment of individuals in the community who are most at risk to endanger themselves or others. Since its opening, the demand for this evaluation center has exceeded expectation, providing services at a rate of 375 in its first month.

The recommended budget requires the reduction in provider contracts. A significant portion of the operating funds for mental health programs are provided through State Mental Health Program Realignment funding. The amount of realignment funds for mental health programs for FY 2009-10 includes a $22.1 million allocation. This is a decrease of $2.7 million from the amount budgeted in FY 2008-09 due to lower sales tax and vehicle license fee revenue. There is a $4.2 million increase to other charges for psychiatric provider contracts due to a reduction in psychiatric inpatient beds at Kern Medical Center.

The Mental Health Services Department focuses its efforts to ensure access to high quality mental health services throughout the County. Implementation of the Mental Health Services Act has had a significant positive effect on these efforts. In November 2004, the voters approved Proposition 63. This legislation, which came to be known as the Mental Health Services Act (MHSA) established a new dedicated funding source designed to assist county mental health departments in developing, expanding and delivering innovative and integrated services for children, adults, and older adults. MHSA funded programs are augmenting the role of Kern County Mental Health by providing consumer-driven services to previously underserved populations.

POSITIONS DISCUSSION

The recommended budget includes the deletion of 120 vacant positions: one Deputy Mental Health Director for Administrative Services position, at an annual savings of $178,000, ten Office Services Technician positions, at annual savings of $661,000, five Office Services Assistant positions, at an annual savings of $323,000, one full time Program Specialist position, at an annual savings of $88,000, five Fiscal Support Supervisor positions, at an annual salary savings of $405,000, three Senior Office Services Specialist positions, at an annual savings of $210,000, three Office Services Specialist positions, at an annual savings of $195,000, two Substance Abuse Specialist positions, at annual savings of $144,000, five Mental Health Nurse positions, at an annual savings of $546,250, six Clinical Psychologist positions, at an annual savings of $739,000, two Accountant positions, at an annual savings of $160,000, two Pre-licensed Vocational Nurse positions, at an annual savings of $124,000, two Pre-licensed Mental Health Technician positions, at an annual savings of $104,000, ten Staff Nurse positions, at annual savings of $1.0 million, one Department Analyst II position, at an annual savings of $79,000, three Administrative Coordinator positions, at an annual savings of $263,000, one Mental Health Managed Care Administrator position, for an annual savings of $107,000, fifteen Mental Health Therapist positions, at an annual savings of $854,000, 32 Mental Health Recovery Specialist positions, at an annual savings of $2.4 million, one Mental Health Planning Analyst position, at an annual salary savings of $83,000, five Mental Health Recovery Specialist Aide positions, at an annual savings of $400,000, one Fiscal Support Specialist position, at an annual savings of $75,000, one Fiscal Support Supervisor position, at an annual savings of $82,000, one Occupational Therapy Technician position, at an annual savings of $55,000, and two Psychiatrist positions, at an annual savings of $548,000.

DIRECTOR'S DISCUSSION

As the State's lawmakers grapple with economic uncertainties and indecision about dealing with California's budget calamity, each pronouncement coming from Sacramento strikes another blow to Kern's ability to manage its mental health obligations. Initially expecting relatively budget neutral effects of State spending for mental health and substance abuse treatment, Kern County Mental Health now expects that significant elements of the department's funding will disappear. Nearly 10 percent of mental health revenue and almost a third of substance abuse revenue is slated for elimination. Specific funding streams partially or wholly at risk includes EPSDT, Managed Care, Healthy Families, CalWORKs, SACPA, and MediCal.

As a community-based outpatient treatment system of care whose purpose is the diversion of its individuals served from hospitalization to less costly treatment modes and, ultimately, recovery from their illnesses, these funding cuts are devastating to the Department and to the County. Faced with FY 2008-09's dramatic cost increases in the crisis and inpatient arenas coupled with overall reduced revenue streams, the constant change brought about by that year's staff reductions and concomitant caseload increases, the constriction of outlying area clinics, and insufficient support staff, the department approaches FY 2009-10 with trepidation. The grim reality of likely revenue shortfalls from State program cuts demands that the department downsize more quickly than attrition allows. The historic and traditional front line preventative defense of outpatient services from inpatient hospitalization is shifting from a community based prevention and recovery model to a centralized, reactive, and costly emergency-oriented inpatient model.

The challenges for Kern County Mental Health are formidable. Increasing demand for inpatient and emergency services has required redirection of resources away from the community-based treatment model created by the department over the past decade; recent County-wide increases in staff costs coupled with nearly $7 million proposed State and federal revenue reductions have necessitated departmental constriction, restructuring, and consolidation. Department management in concert with the stakeholder's community is addressing these challenges with downsizing plans, site consolidations and eliminations, program reductions, and staff redeployment.

Adult Services: Outpatient resources have been reduced and in some cases eliminated, potentially heightening the risk that inpatient use may be exacerbated. System redesign efforts are being pursued to help mitigate such potentiality. Community-based teams have been consolidated to reduce supervision demands and eliminate office space needs. Access to services for uninsured adults will be more challenging. Less seriously mentally ill adults will be diverted from the treatment system into community resources.

Children's Services: Some constriction has occurred on Children's teams but overall they are less dramatically impacted than are adult teams due to categorical funding that is available for children's services.

Crisis Services: Additional funding has been channeled into inpatient services including the creation of a contracted psychiatric health facility, and a peer-based crisis residential unit is being planned as a collaborative effort between the department and community homeless shelters.

Summary: Out of necessity, we will change the way we serve mentally ill individuals. This represents a difficult but necessary realignment of our system to accommodate the current climate of social services reductions.

GOALS AND PERFORMANCE MEASURES

Performance Measure # 1:

Percent change in the number of days of psychiatric hospitalization of individuals in their first year of mental health treatment compared to the year prior to treatment.

FY 2005-2006 Actual Results	FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-09 Proposed Goal	FY 2008-09 Mid-Year Results	FY 2009-2010 Proposed Goal
75% reduction	70% reduction	77% reduction	75% reduction	77% reduction	77% reduction

What:
This indicator measures the reduction of days of hospitalization comparing the year prior to AB 2034 (currently MHSA AT&T) treatment to the first year of treatment.

Why:
This indicator demonstrates the effectiveness of treatment in reducing psychiatric crises and subsequent reductions in use of high cost services.

How are we doing?

We are exceeding our proposed goal.

How is this funded?
The program providing these services are funded by the Mental Health Services Act (MHSA).

Performance Measure # 2

Percent change in the number of days of incarceration of individuals in their first year of mental health treatment compared to the year prior to treatment.

FY 2005-2006 Actual Results	FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Proposed Goal	FY 2008-2009 Mid-year Results	FY 2009-2010 Proposed Goal
74% reduction	70% reduction	77% reduction	75% reduction	71% reduction	75% reduction

What:
This indicator measures the reduction of days of incarceration compared with the year prior to treatment.

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%).

How is this funded?
Teams providing these services are funded by the Mental Health Services Act (MHSA).

Performance Measure # 3

Percent change in the number of days of homelessness of individuals in their first year of mental health treatment compared to the year prior to treatment.

FY 2005-2006 Actual Results	FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Proposed Goal	FY 2008-2009 Mid-year Results	FY 2009-2010 Proposed Goal
88% reduction	70% reduction	87% reduction	75% reduction	77% reduction	77% reduction

What:
This indicator measures the reduction of days of homelessness compared with the year prior to treatment.

Why:
This indicator demonstrates the effectiveness of treatment in reducing psychiatric crises and subsequent increase of 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%). We are meeting our proposed goal.

How is this funded?
Teams providing these services are funded by the Mental Health Services Act (MHSA).

Performance Measure # 4

Percentage of children in foster care who receive mental health services.

FY 2005-2006 Actual Results	FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Proposed Goal	FY 2008-2009 Mid-year Results	FY 2009-2010 Proposed Goal
32%	31%	31%	35%	35%	40%

What:
This indicator measures the percentage of children age (0-18) in foster care who receive mental health services from the department as compared to Statewide.

Why:
Foster care children are at extremely high risk for criminal justice involvement, educational under-performance, increased substance use or other serious life crises if they do not receive mental health services when the need is identified.

How are we doing?
Large county average rate is 48%. State average rate is 50%. Kern County needs to continue its improvement in the rate at

which we see foster kids.

How is this funded?
Services for foster children are funded with State and federal funds (Medi-Cal).

Performance Measure # 5

Percent difference between levels of mental health service to Hispanic Medi-Cal beneficiaries and Caucasion Medi-Cal beneficiaries, as measured by dollar amounts in Medi-Cal claims.

FY 2005-2006 Actual Results	FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Proposed Goal	FY 2008-2009 Mid Year Results	FY 2009-2010 Proposed Goal
$2,625 in claims per person per year for Hispanic vs. $4,666 for White (77.8% difference)	$3,366 for Hispanic vs. $4638 for White (37.8% difference)	Within 10% of parity	Within 10% of parity	Within 6% of parity	Within 5% of parity

What:
This indicator measures whether two ethnic groups receive comparable levels of service, based on MediCal paid claims. Once a person is in the system, do they get the same amount of services?

Why:
As an indicator of cultural competence and equity, it is expected that different ethnic groups would receive relatively comparable services. This measure focuses on services to the Latino community, which is historically underserved in Kern County.

How are we doing?
The department has focused on percentages of different ethnic groups who get into the system in the past. This is a new focus, namely what happens to those who do get into treatment. This is a vital measure.

How is this funded?
This measure focuses only on MediCal beneficiaries. The services are therefore funded with State and federal funds.

Performance Measure # 6:

Percentage of adult mental health individuals served who are satisfied or very satisfied with Kern County's services.

FY 2005-2006 Actual Results	FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Proposed Goal	FY 2008-2009 Mid Year Results	FY 2009-2010 Proposed Goal
92%	85%	92%	>88%	88%	>88%

What:
This indicator measures the percent of Kern County adult Mental Health beneficiaries who are satisfied or very satisfied on a statewide customer satisfaction survey.

Why:
This indicator demonstrates satisfaction with treatment services.

How are we doing?
The department continues to compare favorably with historical State averages on this measure (88%)

How is this funded?
All adult services are funded with an array of revenues: State and federal Medi-Cal, State categorical and discretionary, grants, private insurance, and patient fees.

Performance Measure # 7:

Percentage of youth mental health individuals served who are satisfied or very satisfied with the County's services.

FY 2005-2006 Actual Results	FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Proposed Goal	FY 2008-2009 Mid-year Results	FY 2009-2010 Proposed Goal
86%	70%	80%	80%	82%	>78%

What:
This indicator measures the percent of Kern County youth Mental Health beneficiaries who are "satisfied" or "very satisfied" on a statewide customer satisfaction survey.

Why:
This indicator demonstrates satisfaction with treatment services.

How are we doing?
The department has historically been lower than the State average (74% to 86%), but has made improvements on this measure. This year's measure exceeds the current State average (78%) for the first time.

How is this funded?
All youth services are funded with an array of revenues: State and federal Medi-Cal, State EPSDT, categorical and discretionary, grants, private insurance, and patient fees.

Performance Measure # 8:

Percentage of families of youth receiving mental health services who are satisfied or very satisfied with the County's services.

FY 2005-2006 Actual Results	FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Proposed Goal	FY 2008-2009 Mid Year Results	FY 2009-2010 Proposed Goal
87%	85%	85%	85%	89%	>86%

What:
This indicator measures the percent of Kern County Mental Health families of youth who are receiving services and who are "satisfied" or "very satisfied" on a statewide customer satisfaction survey.

Why:
This indicator demonstrates satisfaction with treatment services.

How are we doing?
Satisfaction scores of family members whose youth are receiving services continue to remain high, and compare favorably with State averages (73%-86%).

How is this funded?
All youth services are funded with an array of revenues: State and federal Medi-Cal, State EPSDT, categorical and discretionary, grants, private insurance, and patient fees.

Mental Health-Substance Abuse Program

Budget Unit 4123

Department Head: James Waterman, *Appointed*

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2007-08	FY 2008-09		FY 2009-10		
	Actual	Approved Budget	Estimated Actual	Department Requested	CAO Recommended	Incr/(Decr) From Budget
APPROPRIATIONS:						
Salaries and Benefits	$5,065,148	$5,798,976	$5,534,100	$5,605,612	$5,580,031	($218,945)
Services and Supplies	8,389,663	9,479,176	8,505,111	9,407,426	10,130,524	651,348
Other Charges	385,254	152,539	154,489	575,398	575,398	422,859
TOTAL EXPENDITURES	**$13,840,065**	**$15,430,691**	**$14,193,700**	**$15,588,436**	**$16,285,953**	**$855,262**
REVENUES:						
Intergovernmental	$11,312,903	$8,548,418	$8,606,424	$8,792,089	$8,792,089	$243,671
Charges for Services	4,349,361	3,818,058	3,914,535	4,891,745	4,891,745	1,073,687
Miscellaneous	34,699	40,000	40,000	40,000	40,000	0
Other Financing Sources						
General Fund Contribution	0	329,863	329,863	329,863	329,863	0
Alcoholism Prog	0	142,000	191,800	191,880	191,880	49,880
Alcohol Abuse Education/Prev	0	125,000	78,000	78,000	78,000	(47,000)
Drug Program Fund	0	9,000	22,000	22,000	22,000	13,000
Proposition 36	0	2,306,989	1,965,957	1,965,957	1,965,957	(341,032)
TOTAL NET REVENUES	**$15,696,963**	**$15,319,328**	**$15,148,579**	**$16,311,534**	**$16,311,534**	**$992,206**
MENTAL HEALTH NET FUND	**($1,856,898)**	**($111,363)**	**($954,879)**	**($723,098)**	**($25,581)**	**($136,944)**
NET GENERAL FUND COST	**$553,539**	**$329,863**	**$329,863**	**$329,863**	**$329,863**	**$0**
Authorized Positions:	80	80	80	80	66	(14)
Funded Positions:	80	68	68	62	66	(2)

OPERATIONAL SUMMARY

- *Mission:*

Working together toward hope, recovery and independence.

- *Fundamental Functions & Responsibilities:*

- Meets the Health & Safety Code Section 11800 to administer, coordinate and monitor the County alcohol program
- Meets the Health & Safety Code Section 11962 to administer, coordinate and monitor the County drug program
- Function as the lead agency for the implementation of Proposition 36

PROGRAM DISCUSSION

The recommended budget allows the Substance Abuse Division of the Mental Health Services Department to continue a variety of prevention and treatment programs to meet the needs of the community. Primary funding for the programs operated within this budget unit is provided by sources outside the General Fund. However, in order to qualify for much of the funding, a minimum County General Fund contribution is required. The recommended

budget incorporates the maintenance of effort level of funding required of the County and the matching funds for the Offender Treatment Program.

Due to State budget uncertainties, the recommended budget includes a number of positions deletions as discussed below. This reflects a decrease of $218,000 in salaries and benefits. Services and supplies have increased by $650,000 due to increases in provider contracts and one-time expenditures. An increase of $422,000 in other charges is due to an increase in the Countywide Cost Allocation Plan charges.

The recommended budget includes a $1 million increase to Medi-Cal patient reimbursement due to the higher rate of the federal financial participation. The Proposition 36 drug treatment program funding is recommended at $1.9 million, a decrease of $340,000. The recommended budget includes funding for the Adolescent Substance Abuse Residential Treatment program provided in conjunction with the County's Gang Violence Strategic Plan. The recommended contribution to support this program is $218,500.

POSITIONS DISCUSSION

The recommended budget includes the deletion one Accountant I/II position, at an annual savings of $81,000, one Office Services Technician position, at an annual savings of $60,000, one Fiscal Support Technician position, at an annual savings of $65,000, one Mental Health Therapist position, at an annual savings of $45,000, two Mental Health Recovery Specialist positions, at an annual savings of $153,000, seven Substance Abuse Specialist positions, at an annual savings of $515,000, and one Youth Prevention Aide position, at an annual savings of $58,000.

DIRECTOR'S DISCUSSION

Even as prescription and over-the-counter drugs become the drugs of choice among Kern's youth and high school students and demand for novel prevention and treatment strategies increase, nearly one-third of State and federal funding is being eliminated. Of 198 counties throughout the U.S. of similar size to Kern, Kern County ranked number one in the nation with the highest admission rates to a state prison for a drug offense. As prison reform looms, resources for the local delivery of substance abuse treatment are not currently part of the equation. Until additional resources are made available for treatment and recovery, recidivism will continue to thwart efforts to improve the quality of life for affected individuals.

Regional Access to Treatment
The greatest threat to the current system of care will be to maintain some semblance of access to treatment in the outlying areas of the County. It will be impossible to expect individuals to travel to Bakersfield for treatment services. The proposed cuts to State funding represent 58% of outlying clinic budgets.

Screening and Referral
Almost 80% of current treatment capacity is occupied by individuals who are being coerced through the courts systems in some way or another. The collaborative efforts demonstrate that external pressures yield the best outcomes. The department's centralized gate keeping functions are the hub of treatment access and serves to keep the lines of communications open between clients, treatment providers, probation officers, corrections officers or court social workers. However the proposed funding shortfalls represent over 60% of reductions to these functions.

Overall Treatment Capacity
The anticipated changes to the current system will include a reduction in residential beds, outpatient treatment slots, and elimination of specialized services. It will create waiting lists for services.

Summary
Substance abuse is an underlying cause of violence, crime, child abuse, school failure, and poor health outcomes. Yet, drug abuse is preventable and drug addiction is treatable. Continuing to erode substance abuse services only exacerbates these more costly outcomes.

GOALS AND PERFORMANCE MEASURES

Performance Measure # 1:

Percent change in the number of people reporting that they were in jail 30 days prior to completion of Proposition 36 substance abuse treatment compared to when they began treatment.

FY 2005-2006 Actual Results	**FY 2006-2007 Actual Results**	**FY 2007-2008 Actual Results**	**FY 2008-2009 Proposed Goal**	**FY 2008-2009 Mid-Year Results**	**FY 2009-2010 Proposed Goal**
N/A	62.4% decrease	N/A	70% decrease	63.8% decrease	70% decrease

What:
This indicator measures the percentage of people reporting they were in jail 30 days prior to completion of Proposition 36 treatment compared to when they began treatment.

Why:
This indicator demonstrates the effectiveness of treatment by reducing criminal involvement and improving public safety.

How are we doing?
There is a dramatic increase in the number of individuals who stay out of jail as a result of completing substance abuse treatment.

How is this funded?
Proposition 36 (State General Funds).

Performance Measure # 2:

Average number of days individuals spend in outpatient substance abuse treatment.

FY 2005-2006 Actual Results	**FY 2006-2007 Actual Results**	**FY 2007-2008 Actual Results**	**FY 2008-2009 Proposed Goal**	**FY 2008-2009 Mid-Year Results**	**FY 2009-2010 Proposed Goal**
N/A	Unknown	Unknown	90 days	120 days	90 days

What:
This indicator measures the length of stay of individuals successfully completing treatment.

Why:
Research indicates that for most clients, the threshold of significant improvement is reached at about three months in treatment. After this threshold is reached, additional treatment can produce further progress toward recovery.

How are we doing?
For the first quarter in FY 2008-09, the median length of stay of persons successfully completing treatment was 107 days compared to other large counties, which was 84 days.

How is this funded?
Proposition 36 (State General Funds).

Performance Measure # 3:

Percentage of adults participating in substance abuse treatment who report being satisfied with services.

FY 2005-2006 Actual Results	**FY 2006-2007 Actual Results**	**FY 2007-2008 Actual Results**	**FY 2008-2009 Proposed Goal**	**FY 2008-2009 Mid-Year Results**	**FY 2009-2010 Proposed Goal**
N/A	83.5%	83%	85%	88.3%	85%

What:
This indicator measures the level of satisfaction of individuals participating in substance abuse treatment delivered by County-operated and -contracted providers in Kern County.

Why:
From the client perspective, this indicator measures the quality of care and where improvements are needed.

How are we doing?
In FY 2008-09, 88.3% of 1,893 individuals reported satisfaction with the services and 91.3% agreed that staff treated them with respect.

How is this funded?
This effort is funded with the Substance Abuse Prevention and Treatment (SAPT) block grant.

Mental Health Services Department-County Contribution Budget Unit 4127

Department Head: James Waterman, *Appointed*

SUMMARY OF EXPENDITURES AND REVENUES

	FY2007-08	FY 2008-09		FY 2009-10		
	Actual	Approved Budget	Estimated Actual	Department Requested	CAO Recommended	Incr/(Decr) From Budget
APPROPRIATIONS:						
Other Financing Uses	$0	$25,980,570	$24,439,861	$23,272,917	$23,272,917	($2,707,653)
TOTAL EXPENDITURES	**$0**	**$25,980,570**	**$24,439,861**	**$23,272,917**	**$23,272,917**	**($2,707,653)**
REVENUES:						
Intergovernmental	$0	$24,879,582	$23,338,873	$22,171,929	$22,171,929	($2,707,653)
TOTAL NET REVENUES	**$0**	**$24,879,582**	**$23,338,873**	**$22,171,929**	**$22,171,929**	**($2,707,653)**
NET GENERAL FUND COST	**$0**	**$1,100,988**	**$1,100,988**	**$1,100,988**	**$1,100,988**	**$0**

PROGRAM DISCUSSION

This budget unit appropriates supplemental funding from the General Fund to the Mental Health Fund to provide for Mental Health Services Department operations, namely development, expansion and delivery of services for mentally ill children and adults.

Due to an accounting change implemented by the Auditor-Controller-County Clerk in FY 2007-08, this budget unit has been established to facilitate the appropriation of the General Fund contribution to the Mental Health Services Department. Appropriations within this budget unit will be transferred to the Mental Health Services operating budget unit 4120 and Mental Health Services – Substance Abuse operating budget unit 4123, and will be reflected in those budget units under the revenue category Other Financing Sources.

The contribution includes $771,000 in funding for Mental Health Services as required by the State for maintenance of effort for mental health programs. The contribution also includes $111,300 for maintenance of effort and $218,500 for gang suppression enhancement activities for the Mental Health – Substance Abuse programs.

A significant portion of the County contribution is made up of Mental Health Program Realignment revenues. The recommended allocation of these funds is $22.1 million for mental health services, which is a decrease of $2.7 million in funding from FY 2008-09. The reduction in these revenues is a result of decreased sales tax due to statewide economic conditions.

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

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2007-08	FY 2008-09		FY 2009-10		
	Actual	Approved Budget	Estimated Actual	Department Requested	CAO Recommended	Incr/(Decr) From Budget
APPROPRIATIONS:						
Salaries and Benefits	$800,171	$586,582	$747,639	$790,169	$626,083	$39,501
Services and Supplies	329,719	767,647	727,929	337,302	471,735	(295,912)
Fixed Assets	0	10,000	0	0	0	(10,000)
TOTAL EXPENDITURES	**$1,129,890**	**$1,364,229**	**$1,475,568**	**$1,127,471**	**$1,097,818**	**($266,411)**
REVENUES:						
Licenses and Permits	$140,598	$161,960	$144,625	$316,478	$134,284	($27,676)
Use of Money/Property	0	320	0	320	320	0
Intergovernmental	461,718	721,128	851,034	199,967	449,967	(271,161)
Charges for Services	145,433	134,120	134,023	134,120	134,120	0
Miscellaneous	10,619	300	948	400	400	100
Other Financing Sources:						
Emergency Medical Services Fnd	0	304,591	304,591	476,185	320,235	15,644
TOTAL NET REVENUES	**$758,368**	**$1,322,419**	**$1,435,221**	**$1,127,470**	**$1,039,326**	**($283,093)**
NET GENERAL FUND COST	**$371,522**	**$41,810**	**$40,347**	**$1**	**$58,492**	**$16,682**
Authorized Positions:	9	9	9	9	9	0
Funded Positions:	9	9	9	9	9	0

OPERATIONAL SUMMARY

- *Mission:*

Facilitate the delivery of high quality emergency medical services to those people in Kern County facing immediate life-threatening illness or injury in order to decrease instances of death and disability.

- *Fundamental Functions & Responsibilities:*

- Optimal, high quality patient care
- Timely responses to emergencies
- Timely payment of EMS Fund claims
- Maintain preparedness for disaster response

PROGRAM DISCUSSION

The recommended budget provides sufficient funding to support the department's functions at existing service levels. The recommended budget will also allow the department to ensure that patients receive optimal, high quality, and timely emergency medical care to improve survival of sudden injury or illness. The recommended budget includes the planned use of $282,000 in Budget Savings Incentive (BSI) credits and services and supplies expenditures were decreased by $295,912 to enable the department to offset negotiated salary increases of $39,501 and a reduction in revenue of $283,000. The department will continue to manage the Emergency Medical Payments budget unit 4201 and Ambulance Service Payments budget unit 4203.

Associated with the goal of providing quality emergency medical services and response, the department will conduct work in the following major areas in FY 2009-10:

- Ongoing monitoring of ambulance service performance standards to ensure compliance with contract requirements will remain a high priority.

- Ongoing department functions including coordination of multiple committees and task forces; and accrediting and certifying County pre-hospital 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; and 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 additions or deletions.

DIRECTOR'S DISCUSSION

The department is in agreement with the County Administrative Office's recommended budget.

GOALS & PERFORMANCE MEASURES

Performance Measure #1:

Percentage of paramedic compliance with treatment protocols.

FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Adopted Goal	FY 2008-2009 Mid-Year Results	FY 2009-2010 Proposed Goal
96.6%	98.28%	Range of 95 to 100%	96.79%	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 2008-09 actual mid-year results (July-Feb) are on target and within the acceptable range; compliance is being achieved. 218 records were randomly selected and reviewed, with 211 records being fully compliant. The department began tracking this indicator in FY 2006-07.

How is this funded?
It is estimated that the department's cost in work outputs that serve to achieve this goal is an estimated personnel resource allocation of 2.2 FTE. These activities are partially funded by service fees to ambulance companies, hospitals, and EMS personnel, special purpose EMS (Maddy) Fund (a portion of the discretionary segment of the fund), accumulated BSI credits, and a small segment of the General Fund.

Performance Measure #2:

Percentage of Emergency Medical Dispatcher accuracy in following interrogation protocols and giving instructions.

Dispatch Center	FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Mid-Year Results	FY 2009-2010 Adopted Goal
Emergency Communications Center	98.9%	99.06%	98.88%	Range of 97 to 100%
Ambulance Company Dispatch Operations	N/A	96.57%	96.37%	Range of 95 to 100%

What:
This indicator measures the emergency medical dispatcher's overall accuracy rate in following the required caller interrogation protocol, providing appropriate post-dispatch and pre-arrival instructions to callers, and providing appropriate customer service. Random samples of records are audited monthly to determine compliance; the results are reported to the department. The measurement is reported separately for the Emergency Communications Center (ECC) and the aggregate of the individual ambulance dispatch operations. Local statistics on ambulance company dispatch operations were collected for the first time in FY 2007-08.

Why:
Dispatchers send specific types of emergency personnel, resources, and equipment based on the information they extract from the caller regarding the patient's condition. Compliance with emergency medical dispatch protocols ensures appropriate medical care is provided. The measurement is an indication of the department's ability to oversee and monitor the EMS system and ensure compliance with policies and procedures.

How are we doing?
The FY 2008-09 actual mid-year results (July-Dec) are on target and within the acceptable ranges; compliance is being achieved. Both the Emergency Communications Center (ECC) and the aggregated scores for the ambulance dispatch operations are meeting the performance targets. ECC is an Accredited Center of Excellence (ACE), and the national average of all ACEs for the same time period is 97.62%, and ECC is well above the national average.

How is this funded?
It is estimated that the department's cost in work outputs that serve to achieve this goal is an estimated personnel resource allocation of 0.9 FTE. These activities are partially funded by service fees to ambulance companies, hospitals, and EMS personnel, special purpose EMS (Maddy) Fund (a portion of the discretionary segment of the fund), accumulated BSI credits, and a small segment of the General Fund.

Performance Measure #3:

Percent of instances in which ground ambulances arrive on the scene within the required response time of Priority 1, Priority 2, and Priority 3 calls.

FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Adopted Goal	FY 2008-2009 Mid-Year Results	FY 2009-2010 Proposed Goal
96.5%	94.51%	Range of 90 to 100%	96.91%	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 2008-09 actual mid-year results (July-Feb) are 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 3.09 percent of the calls are late; response time compliance is very high.

How is this funded?
It is estimated that the department's cost in work outputs that serve to achieve this goal is an estimated personnel resource allocation of 1.1 FTE. These activities are partially funded by service fees to ambulance companies, hospitals, and EMS personnel, special purpose EMS (Maddy) Fund (a portion of the discretionary segment of the fund), accumulated BSI credits, and a small segment of the General Fund.

Performance Measure #4:

Average number of days after valid EMS Fund claims were made that physicians were paid.

FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Adopted Goal	FY 2008-2009 Mid-Year Results	FY 2009-2010 Proposed Goal
47 days	23 days	Range of 15 to 45 days	17 days	Range of 15 to 45 days

What:
This indicator shows the average number of days for physicians to be reimbursed for emergency medical care they provided to nonpaying patients (i.e., indigent, poor, or uninsured) through the EMS (Maddy) Fund. A total of 180 days has been deducted from the total elapsed time in accordance with State regulations for this program. The measure is showing the timeframe for which the County has discretion.

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. This measure is an indication of the effectiveness of the department at processing claims.

How are we doing?
The FY 2008-09 actual mid-year results (July-Feb) are on target and within the acceptable range; compliance is being achieved. Over the past five 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 the estimated FY 2008-09 volume of some 37,000. The department's workload has doubled; yet the claims are being paid faster each year. FY 2005-06 = 55 days; FY 2006-07 = 47 days; FY 2007-08 = 23 days; and FY 2008-09 = 17 days

How is this funded?
It is estimated that the department's cost in work outputs that serve to achieve this goal is an estimated personnel resource allocation of 1.6 FTE. These activities are partially funded by special purpose EMS (Maddy) Fund (administrative costs reimbursement plus a portion of the discretionary segment of the fund), and accumulated budget savings incentive credits.

Performance Measure #5:

Hours annually devoted to disaster preparedness activities.

FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Adopted Goal	FY 2008-2009 Mid-Year Results	FY 2009-2010 Proposed Goal
N/A	3,563	3,000	Est. 3,545	3,500

What:
The level of disaster preparedness is not something easily measured. In prior performance measures, a narrative was used to describe major preparedness activities for the year. However, a narrative description does not provide the ability to quantify performance, or to measure one year against another. The proposed performance measure is an output measurement; simply the hours devoted to the activity. This allows a side-by-side comparison of one year's level of effort to another.

Why:
Most of the disaster preparedness activities are based on grant funding. The amount of staff time devoted to disaster preparedness activities is largely a result of fulfilling an obligation to implement the grant program. If grant funding for disaster preparedness increases, so will the level of effort. Conversely, as grant funding diminishes it can be anticipated that disaster preparedness activities will, too. Measuring hours rather than measuring grant dollars gives a more accurate assessment of the department's effort inasmuch as most of the grant funds are used to purchase supplies and equipment. Equipment inventory in itself does not give a meaningful measure of preparedness.

How are we doing?
The department began collecting detailed staff time records in October 2006. Consequently, there is not a long history of the data available for this measurement. During the 2007 calendar year, the department devoted 3,949 hours directly on disaster preparedness activities. Grant funding for FY 2008-09 was anticipated being reduced; therefore the target hours was lowered accordingly. In the course of the year, some of the grant funds were unexpectedly replaced, there increasing hours devoted to this activity.

How is this funded?
It is estimated that the department's cost in work outputs that serve to achieve this goal is an estimated personnel resource allocation of 2.5 FTE (including overhead costs). These activities are largely funded by the Regional Disaster Medical Health Specialist grant, bio-terrorism grant through Public Health Department, and four federal HRSA grant programs. A small portion of these activities are funded by special purpose EMS (Maddy) Fund (a portion of the discretionary segment of the fund), accumulated budget savings incentive credits, and a small segment of the General Fund.

Emergency Medical Payments

Budget Unit 4201

Department Head: Ross Elliott, *Appointed*

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2007-08	FY 2008-09		FY 2009-10		
	Actual	Approved Budget	Estimated Actual	Department Requested	CAO Recommended	Incr/(Decr) From Budget
APPROPRIATIONS:						
Services and Supplies	$1,924,366	$1,382,000	$1,438,246	$1,277,101	$1,277,101	($104,899)
Other Financing Uses	0	360,919	0	0	391,235	30,316
TOTAL EXPENDITURES	**$1,924,366**	**$1,742,919**	**$1,438,246**	**$1,277,101**	**$1,668,336**	**($74,583)**
REVENUES:						
Fines and Forfeitures	$0	$1,426,599	$1,589,773	$1,540,000	$1,540,000	$113,401
Use of Money/Property	21,504	9,933	6,579	6,000	6,000	(3,933)
Intergovernmental	493,622	232,000	243,531	121,766	121,766	(110,234)
Miscellaneous	21,652	0	575	570	570	570
TOTAL NET REVENUES	**$536,778**	**$1,668,532**	**$1,840,458**	**$1,668,336**	**$1,668,336**	**($196)**
NET FUND COST	**$1,387,588**	**$74,387**	**($402,212)**	**($391,235)**	**$0**	**($74,387)**
NET GENERAL FUND COST	$0	$0	$0	$0	$0	$0

PROGRAM DISCUSSION

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.

The recommended budget provides funding to support indigent medical care within the County for FY 2009-10. The department continues its efforts ensuring that the average elapsed days to pay valid Emergency Medical Services Fund claims are 30-60 days from the date the claims can be statutorily paid, as tracked in performance measure #5 for budget unit 4200.

The major source of funding for this budget is from the EMS Fund. This fund is generated through revenues consisting of fines and penalties assessed by the courts for specific violations. This program provides partial reimbursement of costs associated with indigent medical services to private physicians and local hospitals providing care to indigents.

Actual payments to physicians and hospitals for medical services in FY 2009-10 are projected to decrease by $105,000, due to anticipated reductions in available revenues from the California Healthcare for Indigents Program (CHIP) Fund, the Emergency Medical Services Fund, and the State Emergency Medical Services Administration Fund.

DIRECTOR'S DISCUSSION

The department is in agreement with the County Administrative Office's recommended budget.

Kern Medical Center-County Contribution

Budget Unit 4202

Department Head: Paul J. Hensler, *Appointed*

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2007-08	FY 2008-09		FY 2009-10		
	Actual	Approved Budget	Estimated Actual	Department Requested	CAO Recommended	Incr/(Decr) From Budget
APPROPRIATIONS:						
Services and Supplies	$200,000	$0	$0	$0	$0	$0
Other Financing Uses	36,990,416	39,493,000	36,493,000	35,491,049	35,491,049	(4,001,951)
TOTAL EXPENDITURES	**$37,190,416**	**$39,493,000**	**$36,493,000**	**$35,491,049**	**$35,491,049**	**($4,001,951)**
REVENUES:						
Intergovernmental	$21,034,196	$16,561,298	$16,561,298	$15,054,049	$15,054,049	($1,507,249)
Charges for Services	386,012	350,000	350,000	350,000	350,000	0
TOTAL NET REVENUES	**$21,420,208**	**$16,911,298**	**$16,911,298**	**$15,404,049**	**$15,404,049**	**($1,507,249)**
NET GENERAL FUND COST	**$15,770,208**	**$22,581,702**	**$19,581,702**	**$20,087,000**	**$20,087,000**	**($2,494,702)**

PROGRAM DISCUSSION

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

The recommended net General Fund cost represents the County's contribution to provide for indigent, inmate, and uninsured care. An allowance for medical care is received by the County for federal inmates and is recognized within this budget unit.

The hospital is partially funded by an allocation from Health and Social Services Program Realignment revenues. The recommended allocation of this revenue is $15 million, which is $4 million less than budgeted in FY 2008-09 and approximately $200,000 less than actually received in FY 2008-09. The reduction in these realignment revenues is a result of decreased sales tax revenue due to statewide economic conditions.

The General Fund contribution of $20 million includes the rebudget of $3 million for the KMC central plant replacement project. It is anticipated this project will be completed during FY 2009-10. The project is budgeted in KMC Enterprise Fund budget unit 8997.

The remaining allocation of General Fund monies in the amount of approximately $17 million is required to meet the hospital's costs associated with providing inmate medical care to the adult and juvenile inmate population. The hospital is again committed to maximize revenues from other sources as well as strive to keep costs in check.

A full discussion of Kern Medical Center's budget, performance measures, and director's comments is provided in the discussion of the KMC Enterprise Fund budget unit.

Ambulance Service Payments

Budget Unit 4203

Department Head: Ross Elliott, *Appointed*

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2007-08	FY 2008-09		FY 2009-10		
	Actual	Approved Budget	Estimated Actual	Department Requested	CAO Recommended	Incr/(Decr) From Budget
APPROPRIATIONS:						
Services and Supplies	$464,213	$415,475	$400,933	$363,525	$363,525	($51,950)
TOTAL EXPENDITURES	**$464,213**	**$415,475**	**$400,933**	**$363,525**	**$363,525**	**($51,950)**
REVENUES:						
Other Financing Sources:	$0	$0	$0	$0	$0	$0
Emergency Medical Services Fnd	77,383	71,328	0	71,000	71,000	($328)
TOTAL NET REVENUES	**$77,383**	**$71,328**	**$0**	**$71,000**	**$71,000**	**($328)**
NET GENERAL FUND COST	**$386,830**	**$344,147**	**$400,933**	**$292,525**	**$292,525**	**($51,622)**

PROGRAM DISCUSSION

The Ambulance Service Payments budget unit is used to pay for contract ambulance services provided for indigent residents. The Emergency Medical Services Department administers this budget unit.

The Emergency Medical Services (EMS) Department will continue to administer contracts and provide payments to authorized ambulance service providers supplying ambulance transportation for County responsible patients. Payments are issued quarterly based upon agreed percentages to five authorized ground ambulance providers and two air ambulance providers.

A portion of the EMS Fund, along with a General Fund contribution, is included in the recommended budget to be used to fund reimbursements to ambulance service providers.

DIRECTOR'S DISCUSSION

The department is in agreement with the County Administrative Office's recommended budget. Payments to ambulance companies are appropriate because of the County's obligation to ensure that indigents have access to emergency medical care. The payments through this budget unit offset a small portion of the actual costs incurred by the private ambulance companies.

The reduction from FY 2007-08 to FY 2009-10 is a 22% decrease, and this reduction is primarily due to lower contributions from the General Fund. As the County's economic situation improves, increases in the General Fund contribution should be considered.

California Children Services

Budget Unit 4300

Public Health Officer: Claudia Jonah M.D., *Appointed*

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2007-08	FY 2008-09		FY 2009-10		
	Actual	Approved Budget	Estimated Actual	Department Requested	CAO Recommended	Incr/(Decr) From Budget
APPROPRIATIONS:						
Salaries and Benefits	$5,386,034	$6,776,237	$5,168,885	$5,199,996	$5,103,683	($1,672,554)
Services and Supplies	2,589,737	2,552,049	1,344,460	2,082,658	2,082,658	(469,391)
Other Charges	0	4,500	4,668	4,500	4,500	0
Fixed Assets	0	10,000	0	0	0	(10,000)
TOTAL EXPENDITURES	**$7,975,771**	**$9,342,786**	**$6,518,013**	**$7,287,154**	**$7,190,841**	**($2,151,945)**
REVENUES:						
Intergovernmental	$6,448,982	$8,663,583	$5,843,518	$6,705,089	$6,660,956	($2,002,627)
Charges for Services	77,480	88,100	83,132	88,100	88,100	0
Miscellaneous	90	0	260	0	0	0
TOTAL NET REVENUES	**$6,526,552**	**$8,751,683**	**$5,926,910**	**$6,793,189**	**$6,749,056**	**($2,002,627)**
NET GENERAL FUND COST	**$1,449,219**	**$591,103**	**$591,103**	**$493,965**	**$441,785**	**($149,318)**
Authorized Positions:						
Full Time	78	75	75	76	64	(12)
Part Time	6	6	6	6	6	0
Total Positions	84	81	81	82	70	(12)
Funded Positions:						
Full Time	78	72	58	60	60	(12)
Part Time	6	6	6	6	6	0
Total Positions	84	78	64	66	66	(12)

PROGRAM DISCUSSION

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 that children realize their maximum physical and social potential. The Public Health Department administers this budget unit.

The recommended budget provides the required funding to support diagnosis and treatment services through the California Children Services programs. Caseload size continues to increase due to the growing client population.

The recommended budget includes a decrease of $1.6 million in salaries and benefits due to a mid-year decrease in the State allocation for the administration of the program in the amount of $1.9 million. Services and supplies have decreased by $469,000 due to a reduction in contracts and relocation of the program from a leased facility to the main Public Health building.

Revenue has decreased from State reimbursements by $2 million due to a lower State allocation for administration of the program. In addition, Social Services realignment revenue has decreased by $250,000 due to lower sales tax and vehicle license fee revenue. This results in a reduction to the treatment fund that pays pharmacy providers to care for medically fragile children of life-saving medical care by providing insulin and other medications.

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

POSITIONS DISCUSSION

During FY 2008-09, the department deleted two positions resulting from a loss of State funding. The recommended budget includes the deletion of the following 10 unfunded positions: One physical Therapist position at an annual savings of $133,000; one Physical Therapy Supervisor position, at an annual savings of $146,000; two Physical/Occupational Therapist positions, at an annual savings of $267,000; two Public Health Physician positions, an annual savings of $352,000; two Public Health Nurse I/II positions, at an annual savings of $213,000; one Staff Nurse position, at an annual savings of $102,000; and one Program Technician position, at an annual savings of $70,000.

DIRECTOR'S DISCUSSION

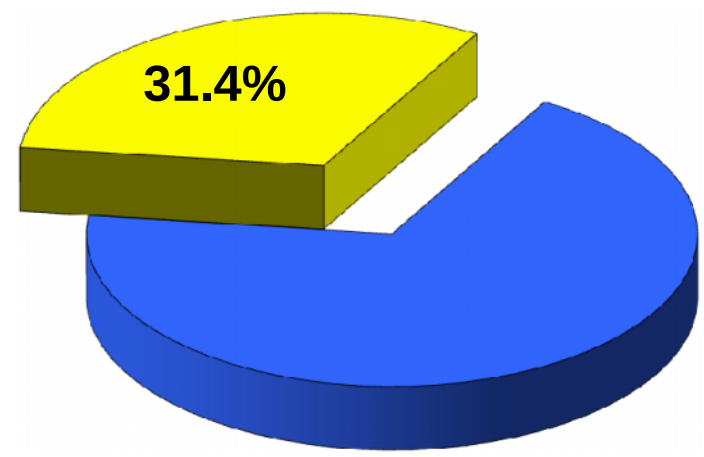
The California Children Services recommended budget reflects a reduction of 24%. Previously, the department was notified of mid-year State funding cuts resulting in seven layoffs. The department has avoided filling any vacancies in order to absorb the General Fund reduction.

CCS provides diagnosis and treatment services, medical case management and physical and occupational therapy services to more than 5,700 medically needy children under age 21 with serious medical conditions, such as cystic fibrosis, hemophilia, cerebral palsy, heart disease, cancer and traumatic injuries.

Public Assistance

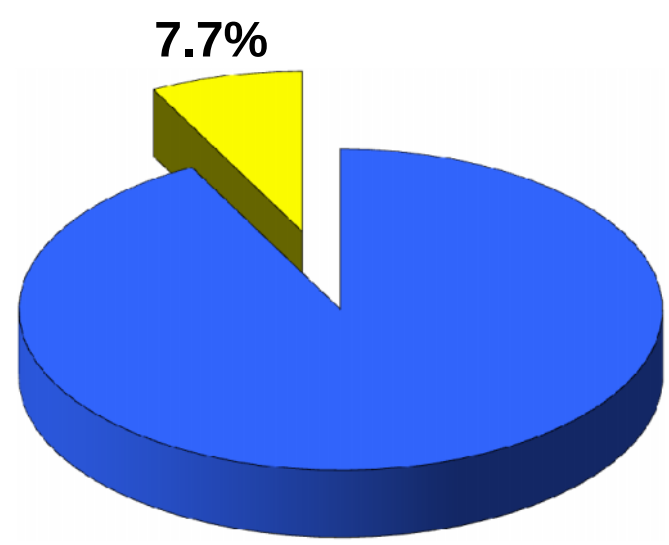
PUBLIC ASSISTANCE

Total Recommended Appropriations $455,178,752



Percentage of Total County Budget

Recommended Net General Fund Cost $27,308,123 (Expenditures Less Program Revenues)



Percentage of Total General Purpose (Discretionary-Use) Funds

Community and Economic Development Department Budget Unit 5940

Agency Director: David Price III, *Appointed* **Department Head: Barry Jung, *Appointed***

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2007-08	FY 2008-09		FY 2009-10		
	Actual	Approved Budget	Estimated Actual	Department Requested	CAO Recommended	Incr/(Decr) From Budget
APPROPRIATIONS:						
Salaries and Benefits	$1,636,069	$1,578,160	$1,578,901	$1,695,639	$1,694,432	$116,272
Services and Supplies	243,839	380,591	307,436	308,018	308,018	(72,573)
TOTAL EXPENDITURES	**$1,879,908**	**$1,958,751**	**$1,886,337**	**$2,003,657**	**$2,002,450**	**$43,699**
REVENUES:						
Intergovernmental	$160,684	$0	$0	$0	$0	$0
Other Financing Sources:						
CD-Program Trust	1,658,774	1,892,751	1,820,337	1,731,987	1,731,987	1,731,987
Emergency Shelter Grant	0	0	0	13,173	13,173	13,173
Home Investment Trust	0	0	0	202,397	202,397	202,397
TOTAL NET REVENUES	**$1,819,458**	**$1,892,751**	**$1,820,337**	**$1,947,557**	**$1,947,557**	**$54,806**
NET GENERAL FUND COST	**$60,450**	**$66,000**	**$66,000**	**$56,100**	**$54,893**	**($11,107)**
Authorized Positions:	20	20	20	20	16	(4)
Funded Positions:	15	15	15	16	16	1

OPERATIONAL SUMMARY

- *Mission:*

The Community and Economic Development Department is dedicated to serving the diverse needs of Kern County residents, primarily those with lower incomes, by improving their economic, environmental, and social quality of life. We achieve this through projects and programs that revitalize neighborhoods by providing safer living environments, decent and affordable housing, public facilities and improvements, and expanded employment opportunities.

- *Fundamental Functions & Responsibilities:*

- Enhance community development through efficient projects and improvements
- Improve public facilities
- Provide decent and affordable housing
- Promote public safety
- Enhance economic growth

PROGRAM DISCUSSION

The recommended budget provides funding to support the department's programs at a similar level to the previous fiscal year. The Community Development Block Grant (CDBG) entitlement is awarded by the U.S. Department of Housing and Urban Development (HUD). Federal funds received from HUD primarily reimburse the cost of the department's operating budget.

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 targeting new infrastructure investments based on industry cluster

needs. These activities are vital in attracting and supporting commercial and industrial businesses.

The recommended General Fund support for FY 2009-10 is reduced; however, the amount is sufficient to continue the department's economic development activities that are not eligible for federal funding.

POSITIONS DISCUSSION

The recommended budget includes the deletion of one Fiscal Support Technician position, at an annual cost savings of $60,000; one Accountant I position, at an annual cost savings of $80,000; one Planner I position, at an annual cost savings of $88,000; and one Housing and Rehabilitation Technician position, at an annual cost savings of $67,000, resulting in no staffing reductions, as these positions were unfunded in FY 2008-09.

DIRECTOR'S DISCUSSION

The County's FY 2009-10 CDBG grant is $5,057,283. The increase over the FY 2008-09 grant of $4,999,821 affords a slight increase in the department's planning and administrative budget for FY 2009-10. However, the County is still far from recovering the grant reduction of $1.5 million that has occurred over the last six consecutive years. The department's staffing level remains unchanged except for one new Planner hired to specifically to work on federal stimulus programs. The department's top priority will be to efficiently expedite the implementation of CDBG funded projects to maintain compliance with HUD's timeliness requirement for the drawdown of funds. Other work items will be completed as time and resources permit.

The department received $66,000 in County general funds in FY 2008-09 to implement economic development activities not eligible for CDBG funding. These activities included working with the Edwards Community Alliance, the California Defense Alliance and other activities associated with base realignment and closure issues; the County's Economic Development website; administration of the County's Economic Incentive Policy; the Kern Economic Development Corporation and the County's Economic Development Strategy; preparation and implementation of the County's Comprehensive Economic Development Strategy; and East Kern enterprise zone development, redevelopment/community development planning for Oildale and South Taft.

For FY 2009-10 the department's general fund contribution is expected to be reduced to $54,893 and possibly reduced even further. With the reduced funding, the department will be more selective in taking on assignments not related to implementing CDBG projects and for which no funding is provided.

GOALS AND PERFORMANCE MEASURES

Performance Measure #1:

HUD's timeliness requirement ratio: The sum of CDBG program income on hand and the line of credit fund balance relative to the current year grant amount.

FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Adopted Goal	FY 2008-2009 Results at 3/31/2009	FY 2009-2010 Proposed Goal
1.46	1.29	≤ 1.5	1.53	≤ 1.5

What:
This measures the grantee's ability and capacity to implement the expenditure of CDBG funds in a timely manner. A grantee is considered to be failing to carry out CDBG funded activities in a timely manner if, 60-days prior to the end of the current program year (for Kern County this date is April 30th), the amount of funds (including program income) in the CDBG line of credit exceeds 1.5 times the annual grant for the current year.

Why:
Failure to meet the 1.5 program year standard will result in HUD imposing an administrative sanction on the grantee. The grantee must then prepare a plan for achieving the 1.5 over the next 12 months and must provide quarterly progress reports to HUD. Failure to meet the 1.5 standard during a sanction may result in the grantee receiving less CDBG funds for the next program year.

How are we doing?
CEDD has consistently achieved this benchmark for the last several consecutive years. We rely on the cooperation of our subrecipients and of the County departments who implement the CDBG projects to assure expedited implementation of the projects and timely utilization of the funds.

How is this funded?
Funding is exclusively from the HUD CDBG entitlement grant and related program income.

Performance Measure #2:

Assistance to low/moderate income (LMI) residents:

a) Percentage of grant funds expended on activities that benefit residents having low/moderate income; and
b) Dollar amount of grant funds expended on activities that benefit residents having low/moderate income.

FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Adopted Goal	FY 2008-2009 Results at 3/31/09	FY 2009-2010 Proposed Goal
a) 85.98% b) $4,459,103	a) 83.90% b) $5,346,465	a) ≥ 70% b) ≥ $3,499,874	a) 53% b) $2,649,803	a) ≥ 70% b) ≥ $3,500,000(est)

What:
The measurement shows that no less than 70% of the CDBG funds received in a program year by the grantee is allocated and expended for projects that principally benefit persons having low and moderate incomes. This measurement is consistent with certifications provided by the County to HUD in accordance with CDBG Program regulations.

Why:
The primary objective of the CDBG Program is the development of viable communities principally for persons of low and moderate income. To meet the objective, HUD requires a grantee to certify that no less than 70% of CDBG funds are expended for activities that principally benefit this population group.

How are we doing?
CEDD has consistently achieved or surpassed the minimum percentage of funds required by HUD to be expended for activities which benefit low and moderate income persons. It is anticipated that the County will continue to comply with the low and moderate income benefit expenditure rate for the current fiscal year and in the future.

How is this funded?
Funding is exclusively from the HUD CDBG entitlement grant and related program income.

Performance Measure #3:

Housing rehabilitation and accessibility assistance:

a) Number of units rehabilitated or reconstructed through use of HUD's grant funds; and
b) Number of units made accessible to residents with physical disabilities through use of HUD's grant funds.

FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Adopted Goal	FY 2008-2009 Results at 3/31/09	FY 2009-2010 Proposed Goal
a) 10 b) 56	a) 17 b) 99	a) 16 b) 90	a) 12 b) 65	a) 8 b) 80

What:
This represents the number of families and individuals who have received loans and grants to rehabilitate and/or improve the accessibility of their dwelling.

Why:
Decent, safe, sanitary, and affordable housing through housing rehabilitation or reconstruction and accessibility improvements is another objective of the HUD programs.

How are we doing?
We continue to serve the needs of as many eligible County residents as our resources will allow.

How is this funded?
Funding is exclusively from HUD's HOME and CDBG grants.

Performance Measure #4:

Economic development activities: Number of businesses assisted through economic development activities.

FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Adopted Goal	FY 2008-2009 Results at 3/31/09	FY 2009-2010 Proposed Goal
65	790	75	392	77

What:
This represents the number of businesses that receive assistance from CEDD through the County Economic Development Revolving Loan Program and the Kern Micro-enterprise Opportunity Program. In addition, the department provides technical assistance and counseling to businesses through its involvement with the Kern Economic Development Corporation in implementing the County's Economic Development Strategy, the County's Economic Development Incentive Program, the Comprehensive Economic Development Strategy, and the Debt Advisory Committee.

Why:
Programs and resources support business start-ups and expansions that result in job creation/retention, wealth creation/preservation, and capital investment pursuant to HUD National Objectives and the Board adopted County of Kern Economic Development Strategy.

How are we doing?
As indicated by the actual results for 2006 and 2007, the number of businesses assisted has increased each year, and in 2008 the adopted goal was exceeded. With completion of the Bakersfield and Kern County Energy Watch activity and the activity's subsequent transfer to Kern Council of Governments/Kern Economic Development Corporation as the Kern County Energy Watch program, the number of businesses assisted will be more modest for 2009. Technical assistance and responding to inquiries about what federal, State, and local programs might be available to help businesses is a major part of this measurement.

How is this funded?
Economic development activities eligible under HUD regulations are funded through the Economic Development Revolving Loan Fund Program and the Kern Micro-enterprise Opportunity Program. Both of these programs are CDBG funded. Economic development activities not eligible under HUD regulations are funded with a limited allocation of County General Funds.

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2007-08	FY 2008-09		FY 2009-10		
	Actual	Approved Budget	Estimated Actual	Department Requested	CAO Recommended	Incr/(Decr) From Budget
APPROPRIATIONS:						
Salaries and Benefits	$117,152,888	$120,061,666	$118,875,450	$125,573,267	$117,910,824	($2,150,842)
Services and Supplies	51,688,039	58,394,154	58,703,909	57,886,037	55,930,814	(2,463,340)
Other Charges	1,977,533	2,194,382	2,235,673	3,474,025	3,474,025	1,279,643
Fixed Assets	76,946	412,257	412,257	235,500	235,500	(176,757)
TOTAL EXPENDITURES	**$170,895,406**	**$181,062,459**	**$180,227,289**	**$187,168,829**	**$177,551,163**	**($3,511,296)**
REVENUES:						
Use of Money/Property	$231,134	$275,275	$230,287	$230,287	$230,287	($44,988)
Intergovernmental	153,447,022	152,684,937	155,021,565	158,929,234	155,171,894	2,486,957
Charges for Services	184,393	163,675	212,977	212,977	212,977	49,302
Miscellaneous	139,315	179,933	186,390	159,087	159,087	(20,846)
Other Financing Sources:						
General Fund	14,660,752	25,640,804	21,276,836	21,941,278	15,658,365	(9,982,439)
Kern Co Children`s	53,533	118,199	94516	269,257	0	(118,199)
TOTAL NET REVENUES	**$168,716,149**	**$179,062,823**	**$177,022,571**	**$181,742,120**	**$171,432,610**	**($7,630,213)**
NET HUMAN SERVICES - ADMINISTRATION FUND COST	**$2,179,257**	**$1,999,636**	**$3,204,718**	**$5,426,709**	**$6,118,553**	**$4,118,917**
NET GENERAL FUND COST	**$14,660,752**	**$15,064,571**	**$15,064,571**	**$15,019,694**	**$14,531,595**	**($532,976)**
Authorized Positions:	1,525	1,526	1,526	1,526	1,486	(40)
Funded Positions:	1,525	1,526	1,526	1,525	1,486	(40)

OPERATIONAL SUMMARY

- *Mission:*

The Department of Human Services partners with children, individuals, families and the community to ensure safe, protected and permanent homes for children and we actively assist individuals as they prepare for employment.

- *Fundamental Functions & Responsibilities:*

- Promote and support child safety and well being through prevention, intervention and protective services
- Promote stability and permanency in child welfare placements
- Promote and provide services that encourage family self-sufficiency
- Provide access to mandated safety-net services such as medical care, food and other assistance

PROGRAM DISCUSSION

The Human Services Department administers programs that provide financial assistance and social services to eligible persons. The vision of the department is to build healthy, self-sufficient families and individuals. Most public assistance programs administered by the department are controlled by federal or State laws, and are regulated and supervised by the State Department of Social Services (CDSS). The department continues to direct its efforts to a family-focused service delivery system. This includes initiatives such as Family-to-Family, Linkages, Differential Response, and California Permanency for Youth Project. The CalWORKs program is the cornerstone in implementing welfare programs in California. Through CalWORKs, welfare recipients are required to participate in activities leading to employment and self-sufficiency.

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. The department is responsible for determining continuing eligibility for program applicants.

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.

Population growth and caseload increases continue to drive up the cost of providing mandated services. While a large percentage of these costs are funded through State and federal sources, increases in County resources are also required if service levels are to require the same.

The recommended budget includes a decrease in salary and benefits of $2.2 million due to reduced usage of extra help employees and a reduction in the health benefits rate. Services and supplies have decreased by $2.5 million, primarily due to a reduction or elimination of many of the department's contracted services. The recommended budget also includes a $1.2 million increase in Other Charges, primarily due to an increase in the Countywide Cost Allocation Plan charges. The amount budgeted for fixed assets includes one storage area network, two routers, and four cameras.

An overall net decrease in revenue of $7.6 million is a result of decreased Social Services Program Realignment revenue of $9.5 million, and a decrease in the net General Fund contribution of $532,976, which is offset by increases in federal and State funding. The reduction in realignment revenues is due to a shift of all non-gang Social Services Realignment allocation from the Human Services – Administration budget unit 5120 to the Human Services Direct Financial Aid budget unit 5220.

Counties are legislatively mandated to administer numerous human services programs. State funding for these services has been frozen at 2001 cost levels. Failing to fund actual County cost of doing business increases for eight years has led to a growing funding gap. The department has maximized the claiming of available federal and State funds.

The department's FY 2009-10 recommended budget includes an overmatch in local funds in the amount of $6.8 million for child welfare programs and $3.4 million for public assistance programs, for a total overmatch of $10.1 million.

The state of the economy is affecting the department in many ways. The department is braced for reductions that may come from the State and is looking for ways to mitigate these reductions by leveraging additional funding that may become available through the Federal Temporary Aid to Needy Families Economic Stimulus package. The department has reported the that its client base is growing and changing. The department is serving many more first time clients as the economic downturn continues to affect people's jobs, investments, and overall financial well being.

POSITIONS DISCUSSION

The recommended budget includes the deletion of 40 vacant positions: two Office Service Specialist positions, at an annual savings of $127,000; one Office Service Technician position, at an annual savings of $58,000; two Social Service Supervisor I positions, at an annual savings of $202,000; 24 Social Service Worker I-IV positions, at an annual savings of $1,817,000; one Human Service Supervisor position, at an annual savings of $79,000; ten Human Services Technician I positions, at an annual savings of $580,000.

DIRECTOR'S DISCUSSION

The recommended budget reflects a reduction to County contribution and realignment totaling $9.5 million. This is a 57% reduction to the submitted status quo (current fiscal year 2008-09) adjusted baseline budget. To achieve the recommended budget, adjustments must be made to contracts, reduction in overtime use, travel, lease cost, fixed assets and staffing. Human Services administers 17 mandated public assistance and child welfare service

programs to our community. With the continued economic decline and rising unemployment rates exceeding 16%, social service programs are needed more than ever. The submitted budget requested no new positions or services. There are 40 full time positions being deleted that were attained through the initiation of an internal hiring freeze to mitigate the layoff of permanent staff. Additionally, the department terminated the employment of 122 extra-help staff effective June 30, 2009. As of July 1, 2009 the department is operating with a total of 252 less staff compared to FY 2008-09. Staff reductions of this magnitude will jeopardize the agency's ability to sufficiently meet the fundamental functions and responsibilities outlined in the agency mission.

The CAO recommended budget will impact caseload sizes, program service delivery and contracted services. Caseload growth exceeding 30% in several programs over the past year, coupled with the loss of 252 staff effective July 1, 2009 will create unmanageable caseloads for the remaining staff. The department currently provides on-going eligibility case management services to more than 211,548 individuals, which represent more than a quarter of Kern's population. Children represent more than 82% of the CalWORKs caseload. Intake for benefits has increased significantly with more than 10,000 applications monthly. Caseload sizes are already over target requiring ongoing protected and overtime to meet processing performance standards. The recommended budget will increase caseloads by 50% in the CalWORKs program and 150% in the Food Stamp Program. As caseload growth continues, community members may experience delays in service as the department will be challenged to meet processing timelines and other performance measure outcomes resulting in risk for fiscal sanctions and ultimately increasing risks to the safety, health and well-being of children as well as those families who need safety-net and self-sufficiency services resulting in costs shifts to other agencies.

In the child welfare service programs, caseloads remain above the Child Welfare League of America (CWLA) recommended levels. The Board approved the addition of 38 staff in February 2007 to address the recommendations resulting from the CWLA review. All 22 CWLA recommendations, including the addition of evidenced-based services such as Differential Response, Family to Family, and the Chronic Neglect programs have been implemented. Additionally, the organizational infrastructure for ongoing monitoring, accountability and continued progress is in place. The Board and the department have invested many resources to make internal changes to policy, culture and practice to improve services to children in families. The continued investment is critical to maintaining the service delivery models and partnerships established that provide family-centered prevention and intervention services that result in positive outcomes for abused and neglected children and assist the department to meet required State, federal and of which, County performance outcomes. The reduction of 99 staff in Child Welfare Services will result in staffing levels that pre-date the CWLA review. Caseloads will be more than doubled in the Family Maintenance and Family Reunification programs. They will exceed CWLA recommendations by 200% in the Permanent Placement Division and the Independent Living program which serves our foster teens and emancipating youth will increase by 80%. The unmanageable caseloads will cause significant risk to child safety and well-being as staff will be unable to meet mandated requirements for responding to referrals of neglect and abuse, filing timely court reports and providing monthly visitation.

The recommended budget resulted in the need to reduce eight contracts and eliminate two others that support mandated programs. This reduction impacts needed services provided by other County departments, and non-profit community- and faith-based organizations such as Mentoring for Adults and Foster Youth, In Home Nurse Visitation, Early Fraud Prevention and Differential Response. The reductions and elimination of these contracts will impact service delivery to 1,500 children and families and result in staff layoff in some of these organizations.

While client services remain a priority, the department will need to consider options for down-sizing the presence in some outlying communities or initiating office closures and relocation of staff out of the Southeast Career Service Center in order to consolidate services for more efficiency. Clients may be impacted by necessitating travel to another location particularly for those with a transportation barrier. The department has initiated a number of strategies to improve client services while downsizing. We are currently exploring opportunities to leverage federal stimulus dollars that will provide 80% for programs that serve CalWORKs and other needy families related to supported work, one-time non reoccurring benefits such as eviction avoidance and utility shut off notices. A 20% match must be found at the local level through use of private, non-profit, County General Fund and CalWORKs single allocation funding. CDSS is working to develop instructions for local counties to access this funding.

The department remains sensitive to and recognizes that balancing the budget will be extremely challenging this year. However, I am concerned with the gravity of the impacts the recommended budget will create and request that consideration is given to our communities' poorest and most vulnerable families including our foster children

who have been abused or neglected. Lack of services to this segment of the population will compound long-term issues.

GOALS AND PERFORMANCE MEASURES

Performance Measure # 1A

Reduce the recurrence of maltreatment to children through prevention and intervention:

Percentage of children who did *not* experience recurring maltreatment while in the care of parent/guardian within six months after an initial incident.

FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Adopted Goal	FY 2008-2009 Mid-year Results	FY 2009-2010 Proposed Goal
91.7%	90.1%	94.6%	Data Pending State Release	94.6%

What:
This safety measure reflects the percentage of children who were victims of a substantiated or inconclusive child maltreatment allegation within the first 6 months of a specified time period for whom there was no additional substantiated maltreatment allegation during the subsequent six months. This measure is for those children living in the home of their parent or guardian.

Why:
The safety and well-being of children is our premier priority. While our ultimate goal is that 100% of children receive no recurrence of maltreatment, this would be impossible to reach without having a social worker in each and every home 24 hours a day. The Federal Government has recognized this and set a National performance goal at 94.6%. When maltreatment, abuse and/or neglect, is reduced or eliminated, children are safe.

How are we doing?
While our improvement is holding steady during the most recent results periods, we have made a significant improvement from our baseline of 86.1%. Our improvement efforts include deploying social workers to community sites around the County; increasing involvement with the Differential Response programs through Kern County Network for Children-Family Resource Centers; and enhancing our voluntary family services program to include the Engage Assess Service Empower (EASE) unit which provides intense case management services to our clients who have chronic neglect issues.

How is this funded?
Federal, State and County funds. However, Differential Response, a critical component, remains unfunded in the child welfare services allocation.

FY 2007-08 Actual Results is actually the Mid-year Results since it is the latest data available from July-December 2007. The final FY 2007-08 Actual Results will include data for July-June 2008 when it becomes available.

Performance Measure # 1B

Reduce the recurrence of maltreatment to children through prevention and intervention:

Percentage of children who were *not* victims of substantiated maltreatment by a foster parent or facility staff while in out-of-home care

FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Adopted Goal	FY 2008-2009 Mid-year Results	FY 2009-2010 Proposed Goal
99.95%	99.66%	100%	Data Pending State Release	100%

What:
This safety measure reflects the percentage of children who were not victims of a substantiated maltreatment report by a foster parent or facility staff while in out-of-home care, which includes foster family homes, group homes (GH), foster family agencies, relatives, non-related extended family member (NREFM) care givers.

Why:
The Department takes seriously its role as temporary caretaker while parents are working to resolve barriers and issues. Our role is to monitor the safety and well-being of children living away from their parents.

How are we doing?
DHS is on target for reaching this goal. The department's training, monitoring and support of our out of home care caretakers are effectively safeguarding our dependent children. These services have been enhanced through our Family to Family initiative: resource, development and support of resource families and our recently awarded Kinship Support Services program grant. The department continues to provide orientation and training to our caretakers through our PRIDE foster parent training provided by Bakersfield College. The department provides Wraparound, Team Decision Making Meetings and is beginning to encourage Ice Breakers to support resource and biological parents while children are in out of home care.

How is this funded?
Federal, State and County funding. Team Decision Meeting staff are not funded with the child welfare services allocation.

FY 2007-08 Actual Results is the latest data available from July 2007-June 2008.

Performance Measure # 1C

Reduce the recurrence of maltreatment to children through prevention and intervention:

Percentage of investigations of an allegation of child abuse or neglect in which Human Services staff utilize a risk assessment tool timely and correctly.

FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Adopted Goal	FY 2008-2009 Mid-year Results	FY 2009-2010 Proposed Goal
Unavailable as QA Unit not yet established	Timely 87.3% Correctly 91.2%	Timely 100% Correctly 100%	Timely 86% Correctly 92.85%	Timely 100% Correctly 100%

What:
This measures staff use of the structured decision making risk assessment tool with every family referred for investigation of an allegation of child abuse or neglect. A timely Structure Decision Making (SDM) risk assessment is one that is completed no more than 30 days after the first face-to-face contact, after the worker has reached a conclusion regarding the allegation AND prior to the referral being closed or promoted to a case. This is measured by Safe Measures for timeliness, and the Quality Assurance Unit reviews case records for accuracy or correctness. While our proposed goal continues to be 100%, staff performance will be measured at a 95% tolerance rate.
Correctness is based on two criteria:

A) Does the documentation support the worker's safety decision?
B) Does the case record support the final risk level assigned?

Why:
Families for whom risk is assessed correctly and timely are able to receive the appropriate services at the time they need them. Use of the tool timely and correctly provides a consistent mechanism to evaluate risk and identify needed services.

How are we doing?
Overall, we continue to move towards our goal. Staff, supervisors and managers have attended training and an on-site visit from the Children's Research Center, creators of the SDM tools. We continue to monitor and train to improve performance.

How is this funded?
Emergency Response is funded through Federal, State and County funds.

FY 2008-09 Mid-year Results for Timeliness is an average based on the six-month period of July-December 2008.
Correctness is an average of the QA reviews completed for the sample months of September and October 2008.

Performance Measure # 2

Decrease the rate of Foster Care re-entry:

Percentage of children reentering foster care within 12 months of being discharged for reunification with their families.

FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Adopted Goal	FY 2008-2009 Mid-year Results	FY 2009-2010 Proposed Goal
14.5%	Data Pending State Release	10.5%	Data Pending State Release	10.2%

What:
This measure computes the percentage of children reentering foster care within 12 months of a reunification discharge.

Why:
This indicator allows us to assess the effectiveness of our services to families. It can also highlight the need for increased service availability in geographic locations. This measure addresses permanency and stability as is one of the key outcomes identified in the California Child Welfare oversight and accountability system. The concept is that we will know if children have more stable and permanent homes if fewer children re-enter foster care.

How are we doing?
We believe we have the right services available and are directing families to the most appropriate services that meet identified issues. Services include directing families to specific court approved services such as parenting classes, substance abuse, failure to protect, domestic violence, anger manager, etc. We are partnering with many community- based service providers, such as Haven, Garden Pathways, Ebony Counseling Center, Clinica Sierra Vista and Kern County Mental Health to name a few, in order to meet the needs of our families.

Although Kern County has adopted a FY 2009-10 goal of 10.2%, the national goal is 9.9%.

At this particular time, we believe the poor economy has had a direct impact on our children and families as poverty is a risk factor leading to abuse and/or neglect. (A nine-tenths percent variance is statistically insignificant.)

How is this funded?
Reunification services are funded through federal, State and County dollars.

FY 0206-07 Actual Results is the latest data available from July 2006-June 2007.

Performance Measure # 3A

Increase placement stability of children in Foster Care in a 12 month period:

Percentage of children who have less than 3 placement changes in foster homes.

FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Adopted Goal	FY 2008-2009 Mid-year Results	FY 2009-2010 Proposed Goal
72.1%	69.4%	86%	Data Pending State Release	86%

What:
This measure computes the percentage of children with less than three changes while in foster care for more than one week and less than one year. Time in care is based on the latest date of removal from the home.

Why:
Stability of children in care leads to well-being and permanency as relationships develop. When children can grow up in a stable family, it increases the likelihood of their success in school, emotional stability and strength of personal relationships.

How are we doing?
Currently, we have a variety of service options available to work with our caretakers and children to promote stability in placements. Some of these services are: Specialized Placement Program (SPP), Team Decision Meetings (TDM), WRAP (SB196), Multi Agency Integrated Service Team (MIST), Multi Dimensional Treatment Foster Care (MTFC), counseling, enhanced educational services and intensive behavioral support services. All of these work together to promote stable living situations.

Many variables contribute to placement stability, such as staff turn-over, caseloads above desired targets, and care taker households. Placement stability is a selected area of focus along with reunification in our County Self-Assessment and System Improvement Plan.

How is this funded?
Funded through federal, State and County dollars.

FY 2007-08 Actual Results is the latest data available from July 2007-June 2008.

Performance Measure # 3B:

Increase placement stability of children in Foster Care in the first 12 months:

Percentage of children who are placed in foster care with their siblings.

FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Adopted Goal	FY 2008-2009 Mid-year Results	FY 2009-2010 Proposed Goal
65.3%	66.5%	70%	67.4%	70%

What:
These reports provide the number of sibling groups placed together in the same foster home, relative or non-related extended family member home, foster family agency home or group home. Our goal is to place siblings together whenever possible.

Why:
When siblings are placed together, family relationships are maintained resulting in child well-being. As it has been said, "It is with our brothers and sisters that we learn to love, share, negotiate, start and end fights, hurt others, and save face. The basis of healthy (or unhealthy) connections in adulthood is cast during childhood". *Jane Mersky Leder (20th century), U.S. magazine writer, author. Brothers and Sisters, ch. 3 (1991)*

How are we doing?
We are on track to meet adopted goal with the next report period. Placing siblings together as often as possible is a high priority. The same services used to stabilize placements are useful in maintaining siblings together. Efforts are made to keep siblings with the same caretaker. When it is not possible to do so, efforts are made to schedule regular, ongoing sibling visitation. The availability of foster homes is critical to this performance measures. We make every effort to recruit resource and adoptive families that will be flexible to taking in sibling groups.

How is this funded?
Funded through federal, State and County dollars.

FY 2008-09 Mid-year Results is the latest data available from 7/1/08.

Performance Measure #4

Increase the reunification of eligible families within 12 months:

Percentage of children who are reunited with their families within 12 months of their removal.

FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Adopted Goal	FY 2008-2009 Mid-year Results	FY 2009-2010 Proposed Goal
63.1%	66.3%	75.2%	Data Pending State Release	75%

What:
This measure computes the percentage of children discharged to reunification within 12 months of removal.

Why:
Returning children to their parent/guardian as soon as risks are minimized is better for children and families and addresses agency mission goals.

How are we doing?
We continue to be on track to meet the adopted goal and are moving in the right direction to meet our national target. Our first choice is to work with families to keep them in their homes. When it is not possible to do so, then efforts to resolve issues are initiated as soon as possible to minimize the disruption of the family. We partner with several community providers, including the Kern County Network for Children (KCNC), our faith based community and private service providers as well as other county agencies so services are appropriate and timely.

How is this funded?
Funded through federal, State and County dollars.

FY 2007-08 Actual Results is the latest data available from July 2007-June 2008.

Performance Measure # 5

Ensure regular contact with children in child welfare services programs:

Percentage of children in child welfare services programs that receive regular face-to-face visits by social workers.

FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Adopted Goal	FY 2008-2009 Mid-year Results	FY 2009-2010 Proposed Goal
89.9%	93.3%	100%	Data Pending State Release	100%

What:
This measures the percentage of children in child welfare services programs that receive regular face-to-face visits from a social worker within required timeframes. Depending on how long a child has been in a home, this face-to-face contact may be made on a monthly, quarterly, semi-annual or annual basis.

Why:
Regular contact is required by state regulations and leads to safety and well-being of children. By seeing children regularly, the social workers can monitor their safety and growth to ensure their appropriate care and well-being.

How are we doing?
We are increasing our performance level and are striving to improve our percentage as we move towards our goal of 100%. Social workers see their assigned children in their schools, at visits, and in their homes in order to make a more complete assessment of each child's progress, safety and adjustment. Higher than desired caseloads impact this performance outcome.

How is this funded?
Funded through federal, State and County dollars.

FY 2007-08 Actual Results is the latest data available from July 2007-June 2008.

Performance Measure # 6:

Ensure timely adoptions:

Percentage of children that are adopted within 24 months of removal from their families

FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Adopted Goal	FY 2008-2009 Mid-year Results	FY 2009-2010 Proposed Goal
48.6%	45.2%	50%	Data Pending State Release	50%

What:
This measure computes the percentage of children adopted within 24 months of removal.

Why:
Adoption is the most permanent outcome for children in the foster care system. The Federal Government holds states accountable for the number of children adopted within 24 months. The state also uses this measurement to assess our performance as a county.

How are we doing?
We continue to exceed the national target, but are cognizant of our need to provide permanency for our children. During this past year, we began two initiatives aimed at increasing adoptions for "hard-to-place" children and older children and youth. The Heart Gallery has been well received by Kern County. The Older Youth Adoptions grant provides funding for focused adoption services for youth.

How is this funded?
Funded through federal and State dollars.

FY 2007-08 Actual Results is the latest data available from July 2007-June 2008.

Performance Measure # 7

Increase work participation rates of families involved in welfare-to-work programs:
(a) Percentage of all welfare-to-work families participating in work-related activities.
(b) Percentage of two-parent welfare-to-work families participating in work-related activities.

FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Adopted Goal	FY 2008-2009 Mid-year Results	FY 2009-2010 Proposed Goal
A- 23.8% B- 30.9%	Data Pending From CDSS	3% Increase over FY 06-07	Data Pending From CDSS	3% Increase over FY 06-07

What:
The percentage of families participating in Welfare-to-Work activities. The federal Welfare-to-Work Participation Rate (WPR) mandates that 50% of "all families" and 90% of 'two-parent families" participate in work related activities 32-35 hours per week to move families towards self-sufficiency and reduce dependency on cash assistance. These activities include, but are not limited to, paid employment, job search, non-paid work experience, on-the-job training, continued education and skill development.

Why:
The overall priorities of the agency include protecting families and individuals, and providing them with tools and opportunities to become self-sufficient. By increasing the Work Participation Rate for our Welfare-to-Work employable individuals, we take a big step in the direction of self-sufficiency. Our mission also includes engaging our clients in work participation activities that include employment, which will reduce the need for public assistance. Counties may face fiscal penalties passed down through the State for failure to meet Federal WPRs.

How are we doing?
Data for Federal Fiscal Year 2007 shows Kern at 23.8% for All Families and 30.9% for Two Parent Families. With the downturn of the economy, Kern has continued to struggle with WPRs. However, we are above the state averages in both categories. The state average for Federal Fiscal Year 2007 is 22.3% for All Families and 27.6% for Two Parents.

** After 05/06 - Calculations to measure WPR changed. Kern County was one of the few counties who met this goal at the time. WPR now includes those parents who have reached their 60-month time limit, who are WTW sanctioned, and/or who are drug felons. Essentially, the non-recipient parent who is living with a child that receives assistance is now counted. Additionally, 2-parent family participation is counted whereas before, these individuals were excluded as they were funded through state-only resources so were not considered in Federal participation rates.*

How is this funded?
After County Maintenance of Effort is met, funding comes from federal/State dollars up to allocation.

FY 2006-07 Actual Year is the latest data available from October 2006-September 2007.

Performance Measure # 8

Ensure payment accuracy to eligible families and adults in the Food Stamp Program:

Percentage of Food Stamp benefits accurately administered.

FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Adopted Goal	FY 2008-2009 Mid-year Results	FY 2009-2010 Proposed Goal
93.92%	95.74%	95%	97.86%	95%

What:
Percentage of Food Stamp benefits accurately administered to eligible families and adults.

Why:
By maintaining high accuracy rates in the payment of Food Stamp benefits, we ensure efficiency and build public trust as we administer public funds to eligible and needy adults and families who need Food Stamp assistance. This measure is extremely important and one of the highest priorities for the department. By providing accurate and timely services for qualified families and individuals, we aim to ensure families have access to food nutrition needed for healthy development. Additionally, fiscal sanctions are levied on any State and County that does not maintain a Food Stamp error rate below the National Tolerance Level which changes yearly.

How are we doing?
Kern County has maintained a low Food Stamp error rate and has avoided fiscal sanctions since 2003. Federal Fiscal Year ending September 30, 2007 shows a performance rate of 93.92%. We continue to implement strategies to improve our accuracy rates such as the pride competition, implementing E-Learning training, and continuing the corrective action committee that reviews error trends and identifies additional training needs.

How is this funded?
Funded 50% federal, 35% State and 15% County up to the State allocation.

CDSS official FS Error Rate for FY 2007-08 not released yet. FY 2008-09 Mid-year Results is the latest data available from October 2008.

Performance Measure # 9

Ensure access to medical care for eligible children, adults and families:

Percentage of Medi-Cal intake cases that are processed within the State mandated 45 days

FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Adopted Goal	FY 2008-2009 Mid-year Results	FY 2009-2010 Proposed Goal
Not Required By DHCS	93.96%	90% (per State mandate)	Not Required by DHCS	90% (per State mandate)

What:

- Percentage of Medi-Cal Intake cases completed and processed with the mandatory State requirements of 45 days
- Per State mandate 90% of all Medi-Cal Intake cases without applicant error must be processed within 45 days

Why:
Processing Medi-Cal Intake cases timely will assure the community and the State that eligible adults and children are provided with access to medical care as quickly as possible. Additionally by providing medical assess to children we assists in promoting the healthy child development and growth of Kern County's children. In turn these and many other prevention efforts lead to our children becoming healthy adults. Also, by meeting this performance standard that avoid any future fiscal penalties and sanctions which are levied at 2% of the department's administrative budget.

How are we doing?
Kern continues to exceed performance outcomes in this area. The state requires that this review is completed every two years. However, Kern County is currently pursuing methods to collect and track this data on a quarterly basis.

How is this funded?
Funded 50% federal and 50% State.

FY 2007-08 Actual Results is the latest data available from sample month of September 2007.

Performance Measure # 10A

Promote employment and job retention among recipients of cash assistance:

Percentage of adults who are working in paid employment that receives CalWORKs cash assistance.

FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Adopted Goal	FY 2008-2009 Mid-year Results	FY 2009-2010 Proposed Goal
Data Not Available	Data Not Available	27%	27.79%*	28%

What:
Measures the percentage of adults who are working in paid employment that receive CalWORKs cash assistance. These are families who earn less than the poverty threshold. It is our goal to increase employment for adult recipients of CalWORKs.

Why:
The overall priorities of the agency include protecting families and individuals, and providing them with tools and opportunities to become self-sufficient. By increasing the percentage of CalWORKs cases with earning for our Welfare-to-Work employable individuals, we take a big step in the direction of self-sufficiency. By meeting Pay for Performance measures, counties are eligible to receive additional incentives dollars for our programs.

How are we doing?
For State Fiscal Year 2005/06, CDSS reported that our cases with EDD earnings, after adjustments, were 76.1% of CalWORKs families. This ranked us #2 statewide. However, due to state budget revisions and the elimination of Pay for Performance, the ability to obtain earnings statistics from EDD is no longer available. As a result DHS has had to rely upon only internal data tracking to obtain earnings results. CalWORKs budgeting uses a different criteria then EDD for determining countable income. This has made it necessary to reset our baseline using only CalWORKs reportable earnings in identifying the number of adults in paid employment, and as a result our adopted and proposed goals have been adjusted accordingly.

How is this funded?
After County Maintenance of Effort is met funding comes from federal and State dollars up to allocation.

Performance Measure # 10B

Promote employment and job retention among recipients of cash assistance:
Percentage of adults who are still working three months after their CalWORKs Cash Aid is discontinued.

FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Adopted Goal	FY 2008-2009 Mid-year Results	FY 2009-2010 Proposed Goal
Data Not Available	83.84%	75%	Data Not Available	77%

What:
Measures the number of adults who are still working, and not receiving CalWORKs cash assistance three months after discontinuing their case. It is our goal to increase retention rates for adults who have received CalWORKs benefits.

Why:
The overall priorities of the agency include protecting families and individuals, and providing them with tools and opportunities to become self-sufficient. By increasing the number of CalWORKs cases of earned income after 3 months of discontinuance of cash aid, we take a big step in the direction of self-sufficiency. By meeting pay for performance measures, counties are eligible to receive additional incentives dollars for our programs.

How are we doing?
CDSS reported that for State fiscal year 2005-06, Kern ranked 15th in the State with a 60.1% of exists with earnings. The statewide average for all counties for that same time frame was 57%. However, due to State budget revisions and the elimination of Pay for Performance, the ability to obtain earnings statistics from EDD is no longer available. As a result DHS has had revise how we collect this data. We are currently measuring results by identifying all individuals that go off cash assistance with earnings recorded, and comparing them 3 months later to earnings reported in the Income and Eligibility Verification System (IEVS) database. As a result of narrowing our data sample, we have seen an increase in our baseline numbers. We have adjusted our adopted and proposed goals to reflect this change in reporting.

How is this funded?
After County Maintenance of Effort is met, Funding comes from federal and State dollars up to allocation.

FY 2007-08 Actual Results is from data collected from ISAWS and IEVS based on the two month average for the months of January and April 2008.

Human Services - County Contribution

Budget Unit 5121

Department Head: Pat Cheadle, *Appointed*

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2007-08	FY 2008-09		FY 2009-10		
	Actual	Approved Budget	Estimated Actual	Department Requested	CAO Recommended	Incr/(Decr) From Budget
APPROPRIATIONS:						
Other Financing Uses	$0	$52,978,886	$38,814,245	$45,966,875	$39,683,962	($13,294,924)
TOTAL EXPENDITURES	**$0**	**$52,978,886**	**$38,814,245**	**$45,966,875**	**$39,683,962**	**($13,294,924)**
REVENUES:						
Intergovernmental	$0	$22,772,251	$12,420,903	$16,145,498	$17,272,268	($5,499,983)
TOTAL NET REVENUES	**$0**	**$22,772,251**	**$12,420,903**	**$16,145,498**	**$17,272,268**	**($5,499,983)**
NET GENERAL FUND COST	**$0**	**$30,206,635**	**$26,393,342**	**$29,821,377**	**$22,411,694**	**($7,794,941)**

PROGRAM DISCUSSION

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

Due to an accounting change implemented by the Auditor-Controller-County Clerk in FY 2007-08, this budget unit was established to facilitate the appropriation of the General Fund contribution to the Human Services Department. Appropriations within this budget unit will be transferred to the Human Services – Administration operating budget unit 5120 and Human Services – Direct Aid operating budget unit 5220, and is reflected in those budget units under the revenue category of Other Financing Sources.

A portion of the County contribution is made up of Social Services Program Realignment revenues. The recommended total allocation of $17.2 million of Social Services Program Realignment funds is a reduction of $5.5 million from FY 2008-09. The total recommended appropriation reflects a $7.8 million reduction in net General Fund cost.

Performance measures for the department are included in the budget discussion for budget unit 5120.

Human Services-Direct Financial Aid

Budget Unit 5220

Department Head: Pat Cheadle, *Appointed*

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2007-08	FY 2008-09		FY 2009-10		
	Actual	Approved Budget	Estimated Actual	Department Requested	CAO Recommended	Incr/(Decr) From Budget
APPROPRIATIONS:						
Other Charges	$183,765,639	$185,638,995	$187,752,780	$193,805,768	$193,805,768	$8,166,773
Other Financing Uses	0	700,000	700,000	2,720,000	2,720,000	2,020,000
TOTAL EXPENDITURES	**$183,765,639**	**$186,338,995**	**$188,452,780**	**$196,525,768**	**$196,525,768**	**$10,186,773**
REVENUES:						
Intergovernmental	$167,588,093	$157,413,416	$160,234,330	$167,783,908	$167,783,908	$10,370,492
Miscellaneous	2,238,407	2,394,314	2,370,984	2,272,128	2,272,128	(122,186)
Other Financing Sources:						
General Fund	9,059,787	27,338,082	25,968,222	24,025,597	24,025,597	(3,312,485)
Wraparound Savings	0	700,000	0	2,720,000	2,720,000	2,020,000
TOTAL NET REVENUES	**$169,826,500**	**$187,845,812**	**$188,573,536**	**$196,801,633**	**$196,801,633**	**$8,955,821**
NET HUMAN SERVICES - DIRECT FINANCIAL AID FUND COST	**$13,939,139**	**($1,506,817)**	**($120,756)**	**($275,865)**	**($275,865)**	**$1,230,952**
NET GENERAL FUND COST	**$9,059,787**	**$15,142,064**	**$15,142,064**	**$14,801,683**	**$7,880,099**	**($7,261,965)**

PROGRAM DISCUSSION

This budget unit provides funds for direct financial assistance payments to eligible recipients. The largest component of this budget is the direct aid payments to needy families under the Temporary Assistance for Needy Families (TANF) Program.

Expenditures from this budget unit and the County's share of costs are dictated exclusively by State and federal laws and regulations, which virtually eliminate any local control over expenditures. Cost estimates are based on the department's caseload projections and payment rates prescribed by State regulations.

This budget unit provides financial assistance payments to CalWORKs participants and needy families. It also provides funding for foster care services and child adoption services and supports the department's goals and performance measures. As required by State law, this budget unit also provides funding for general assistance payments to indigent adults.

Families who adopt children through the County are eligible for additional assistance payments. This budget unit provides for this funding, as well as for the foster care payments made on behalf of children placed in a County foster family home, a foster family agency or a group home after becoming a ward of the court.

The recommended budget reflects an increase of $8.2 million of expenditures related to the increased cost of providing assistance, and is primarily related to the CalWORKS and Foster Care programs. The department's trend analysis of program participation indicates a greater need for services in FY 2009-10 than in FY 2008-09. The department continues to see an increase in the numbers of those seeking aid.

The recommended allocation of Social Services Program Realignment revenue is $16.1 million; $6.9 million of this revenue is the result of redirecting funds from the Human Services-Administration budget unit 5120 to this budget unit. This results in a net General Fund cost of $7.9 million, a decrease of $7.3 million from the FY 2008-09 adopted budget. The recommended budget includes only those expenditures and General Fund contribution as required by State statute. There is no over-match in the Direct Financial Aid Budget as these are entitlement programs and must be provided to all eligible applicants.

Veterans Service Department

Budget Unit 5510

Department Head: Charles Bikakis, *Appointed*

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2007-08	FY 2008-09		FY 2009-10		
	Actual	Approved Budget	Estimated Actual	Department Requested	CAO Recommended	Incr/(Decr) From Budget
APPROPRIATIONS:						
Salaries and Benefits	$683,541	$727,117	$746,818	$662,966	$681,052	($46,065)
Services and Supplies	59,477	67,209	47,508	60,123	60,123	(7,086)
TOTAL EXPENDITURES	**$743,018**	**$794,326**	**$794,326**	**$723,089**	**$741,175**	**($53,151)**
REVENUES:						
Intergovernmental	$111,005	$120,000	$119,871	$125,000	$125,000	$5,000
Miscellaneous	5	0	129	0	0	0
TOTAL NET REVENUES	**$111,010**	**$120,000**	**$120,000**	**$125,000**	**$125,000**	**$5,000**
NET GENERAL FUND COST	**$632,008**	**$674,326**	**$674,326**	**$598,089**	**$616,175**	**($58,151)**
Authorized Positions:	8	9	9	9	9	0
Funded Positions:	8	9	9	8	8	(1)

OPERATIONAL SUMMARY

- *Mission:*

The Veterans Service Department promotes veterans' rights, veterans' issues, and access to services and benefits. It works with community organizations, and local, State, and federal agencies to identify and obtain benefits for all veterans and their families.

- *Fundamental Functions & Responsibilities:*

- Claims Assistance: Provide benefits counseling, claim preparation, and development of probative evidence. Monitor claim adjudication and resolve issues or questions in favor of the veteran.
- Information and referral to other programs: Make referrals to other County departments, area homeless providers, emergency services providers, and State and federal agencies.
- Advocacy: Individual advocacy, policy and legislative advocacy providing elected officials with technical assistance regarding veterans' legislation.
- Outreach: Conduct outreach throughout the County for the purpose of informing the community of veterans' benefits and services.

PROGRAM DISCUSSION

The recommended budget includes funding for the Veterans Service Department to continue providing outreach services to the veteran population throughout the County. In order to ensure that all veterans have the resources available to achieve long-term self-sufficiency and independence, the department coordinates housing, nutrition, health, job training, and job recruiting services for veterans, and assists their families in applying for any federal or State entitlement they may be qualified to receive.

The recommended budget reflects a decrease of $46,000 in salaries and benefits costs, primarily due to the reduction in the health benefits rate. The $7,000 decrease in services and supplies is due to reductions in office supplies, data communication charges, and travel related expenses. To meet the recommended budget the department will hold one position vacant and use $60,000 of its earned Budget Savings Incentive credits.

The department will be able to serve the veterans at the same rate as previous years; however, due to holding one Office Services Assistant position vacant, the fiscal staff will have additional responsibilities that may cause delays.

POSITIONS DISCUSSION

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

DIRECTOR'S DISCUSSION

I have reviewed the recommended FY 2009-10 Budget for the Veterans Service Department and endorse these proposals. The department has been authorized nine full time employees. This budget proposal includes retaining a staff of eight employees with one vacant Office Services Assistant position (OSA). At a time when the department's numbers and workload are increasing, the impact of not having that OSA position will adversely affect services to our veteran clients.

The Kern County Veterans Service Department is a revenue producing department, whose services have a far reaching and long-lasting impact on our veterans, their personal income, and the economy of the County. This budget represents our best estimate of how to properly utilize funds entrusted to us to serve our veteran population and to perform the department's mission. Unfortunately, staffing and funding limitations have occurred at a time when we are meeting with more veterans than was anticipated at the time we prepared the FY 2009-10 Goals and Performance Measures estimates. This budget proposal will allow us to maintain reasonable services from our Bakersfield location and to continue services to veterans in the outlying communities of Ridgecrest, Mojave, Delano, Frazier Park, Taft and Lake Isabella.

We will continue outreach activities to implement or improve services to our homeless veterans, as well as for our elderly veterans and their spouses and for those residing in convalescent homes and long term care facilities. Any further personnel or funding reductions will impact the timeliness of services and level of our outreach activities.

GOALS AND PERFORMANCE MEASURES

Performance Measure #1:

Number of client contacts.

FY 2007-2008 Adopted Goal	FY 2007-2008 Actual Results	FY 2008-2009 Proposed Goal	FY 2008-2009 Mid-year Results	FY 2009-2010 Proposed Goal
9,000	13,100	9,500	7,223	11,000

What:
This indicator will measure the department's total number of contacts with clients, including office visits, contacts made with veterans residing in under-served communities, as well as contacts made through community services outreach and field visits to nursing homes, convalescent facilities, and prisons.

Why:
An active veterans' information outreach program is important due to the high number of veterans throughout the County who are unaware of their eligibility for personal benefits, entitlements and services.

How are we doing?
Our measurements during the first half of this year indicate that veteran traffic using the department's services has increased, justifying increased optimism that this trend will continue.

How is this funded?
The Veterans Service Department is a General Fund department, but we do receive revenue from the California Department of Veterans Affairs (CDVA). Revenue is based on work load units derived through veterans claims submission. Semiannually, CDVA determines the value of a work load unit and the funds retained for each funding source are sent to each participating county. Recently, our revenue has equated to approximately 20% of the department's annual budget.

Performance Measure #2:

Percentage of Veterans Service staff that satisfy continuing education requirements to maintain federal accreditation.

FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Adopted Goal	FY 2008-2009 Mid-year Results	FY 2009-2010 Proposed Goal
N/A	N/A	95%	99%	95%

What:
A key element to providing excellent customer service is the technical proficiency of staff. We participate in a six-county training consortium which meets quarterly to share in training and the exchange of ideas and information. It is the department's goal that all staff attend each quarterly training session. Some department staff is also attending State-sanctioned training. This is a more comprehensive syllabus that is offered three times per year. By meeting these continuing education requirements, staff maintains accreditation from the United States Department of Veteran Affairs (USDVA).

Why:
Veterans Representative staff is required to be tested and accredited through CDVA in order to maintain their USDVA accreditation. The accreditation is necessary in order to represent and advocate for veterans' State and federal benefits and entitlements. Annual training provides the continuing education units necessary for a representative to maintain a current accreditation.

How are we doing?
Veterans Representatives are regularly attending regional training and we had the funding flexibility to offer this training at regional conferences to at least one Veterans Representative through the past year. We have strived to keep this number at or near 100%.

How is this funded?
The Veterans Service Department is a General Fund department, but we do receive revenue from the California Department of Veterans Affairs (CDVA). Revenue is based on work load units derived through veterans claims submission. Semiannually, CDVA determines the value of a work load unit and the funds retained for each funding source are sent to each participating county. Recently, our revenue has equated to approximately 20% of the department's annual budget.

Performance Measure #3:

Percentage of surveyed customers that are satisfied with Veterans Service's assistance.

FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Adopted Goal	FY 2008-2009 Mid-year Results	FY 2009-2010 Proposed Goal
N/A	N/A	90%	95%	95%

What:
In order to emphasize higher standards of customer satisfaction, the department will implement two survey mediums. These surveys will measure client responses and satisfaction.

Why:
The department recognizes that client perception of our service is critical. The quality of our customer service, beginning with their first contact in the reception area through the interview with our Veterans Representatives, will reflect back on our staff and the County in general. Customer feedback from the survey will stress the importance of providing services of the highest caliber.

How are we doing?
The comments received from veterans and dependents through the customer satisfaction survey have been very complimentary. The survey indicates that the department and services are very much appreciated by a vast majority of the veterans using the department's services.

How is this funded?
The Veterans Service Department is a General Fund department, but we do receive revenue from the California Department of Veterans Affairs (CDVA). Revenue is based on work load units derived through veterans claims submission. Semiannually, CDVA determines the value of a work load unit and the funds retained for each funding source are sent to each participating county. Recently, our revenue has equated to approximately 20% of the department's annual budget.

Aging and Adult Services Department

Budget Unit 5610

Department Head: Kris Grasty, *Appointed*

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2007-08	FY 2008-09		FY 2009-10		
	Actual	Approved Budget	Estimated Actual	Department Requested	CAO Recommended	Incr/(Decr) From Budget
APPROPRIATIONS:						
Contingencies	$0	$109,549	$0	$0	$0	($109,549)
Salaries and Benefits	8,272,069	8,937,767	8,388,260	8,345,108	8,287,641	(650,126)
Services and Supplies	4,175,312	3,794,564	3,878,571	3,601,466	3,604,466	(190,098)
Other Charges	439,994	541,476	504,276	531,866	531,866	(9,610)
Fixed Assets	61,209	51,496	7,621	21,000	21,000	(30,496)
TOTAL EXPENDITURES	**$12,948,584**	**$13,434,852**	**$12,778,728**	**$12,499,440**	**$12,444,973**	**($989,879)**
REVENUES:						
Use of Money/Property	$30,062	$20,000	$12,000	$153,700	$153,700	$133,700
Intergovernmental	10,291,757	9,664,938	9,308,799	8,836,188	8,805,751	(859,187)
Charges for Services	1,004,753	911,895	1,321,946	1,301,313	1,293,055	381,160
Miscellaneous	250,757	222,443	229,088	236,000	239,000	16,557
Other Financing Sources	10,000					
General Fund Contribution	1,257,307	1,354,293	1,354,293	1,442,256	1,423,484	69,191
Mental Health Realignment	0	29,242	26,895	23,394	23,394	(5,848)
Social Services Realignment	0	666,970	530,982	506,589	506,589	(160,381)
TOTAL NET REVENUES	**$12,844,636**	**$12,869,781**	**$12,784,003**	**$12,499,440**	**$12,444,973**	**($424,808)**
AGING & ADULT NET FUND COST	**$103,948**	**$565,071**	**($5,275)**	**$0**	**$0**	**($565,071)**
NET GENERAL FUND COST	**$1,257,307**	**$1,354,293**	**$1,354,293**	**$1,442,256**	**$1,423,484**	**$69,191**
Authorized Positions:						
Full Time	103	102	102	99	99	(3)
Part Time	19	17	17	8	8	(9)
Total Positions	122	119	118	107	107	(12)
Funded Positions:						
Full Time	101	98	98	99	99	1
Part Time	12	4	4	8	8	4
Total Positions	113	102	102	107	107	5

OPERATIONAL SUMMARY

- *Mission:*

The Mission of Aging and Adult Services Department is to improve the quality of life, promote independence, and preserve the dignity of older adults and persons with disabilities through supportive leadership and coordinated community based partnerships.

- *Fundamental Functions & Responsibilities:*

- Support seniors and disabled adults with the opportunity to remain self-sufficient and independent in their homes for as long as possible through contracted and direct services
- Assist seniors and disabled adults by providing the opportunity for optimal health through contracted and direct services in the provision of homemaker services, senior nutrition services, health promotion activities, information and assistance, and the health insurance counseling and advocacy program
- Provide seniors and disabled adults with a safe environment through successful intervention of Adult Protective Services

PROGRAM DISCUSSION

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

The recommended budget includes a decrease of $650,000 in salaries and benefits due to reductions in staff. Services and supplies have decreased by $190,000 due to a decrease in contracts.

During FY 2008-09, the Multipurpose Senior Services Program (MSSP) was discontinued for a revenue decrease of $600,000. MSSP is a Medi-Cal and community-based service program focusing on maintaining elderly residents in community settings, thus delaying nursing home facility placement. The department will be issuing a request for proposals to continue to provide MSSP services to the elderly through contract services, thus providing a lower cost option for the delivery of services. The County will be reimbursed by the State for these services.

The recommended budget includes an additional $118,000 in funding from the federal American Reinvestment Recovery Act to provide funds for the senior nutrition program. However, the State decreased its contribution to this program by $75,000. This does not impact the provision of these services.

The recommended allocation of Program Realignment funds is $520,000, which is a decrease of $166,000 from FY 2008-09.

The Adult Protection Services program responds to reports of elder abuse. The department will remain within the State mandated requirement to investigate reports of self neglect and/or abuse (physical and financial) against elder or dependent adults. However, the department may not be able to meet its performance measure to respond to a referral within the average of seven to eight days (earlier than the 10 day mandate).

In accordance with State law, the County established the In-Home Supportive Services (IHSS) Public Authority as the employer of record for the IHSS service providers on January 1, 2003. Under contract, department employees administer the IHSS Public Authority. The recommended budget includes reimbursements from the Public Authority for providing payroll service to IHSS providers.

The recommended budget includes vacant positions that will result in a higher volume of complaints as customers will experience longer waits to receive services.

POSITIONS DISCUSSION

The recommended budget includes the deletion of one Office Service Coordinator position, and the addition of one Senior Office Service Specialist position, at an annual net salary savings of $8,000. The recommended budget for the IHSS program includes the deletion of one Social Service Supervisor position, resulting in one layoff, at an annual savings of $116,000.

Further, one Office Service Technician position at an annual savings of $60,000, one part-time Fiscal Support Assistant position, at an annual savings $60,000, and one Program Director position, at an annual savings of $154,000, and three vacant Social Service Worker positions will be left unfunded for an annual cost savings of $227,000.

The recommended budget for the Nutrition Program includes the deletion of one part-time and one full time Fiscal Support Assistant positions, at an annual savings of $86,000, one Office Services Coordinator position, at an annual savings of $78,000, one part-time and one full time Cook positions, at an annual savings of $99,000, three part-time Food Service Workers positions, at an annual savings of $136,000, two part-time Senior Nutrition Site Supervisor positions, for an annual savings of $98,000, one part-time and one full time Program Technician positions, at an annual savings of $58,000 and one part-time Senior Home Delivery Driver position, at an annual savings of $46,000. The Adult Protective Services program will maintain three positions vacant: one Social Worker Supervisor position, one Social Service Worker position, and one Program Technician position.

DIRECTOR'S DISCUSSION

This is in response to the proposed reductions in Aging and Adult Services, Budget Unit 5610. Due to the governor's previous 10% reduction for Adult Protective Services (APS), there does not appear to be any other alternative then to reduce service levels without receiving additional County dollars that were received in FY 2008-09. There will be two positions unfunded in this State mandated program: one Social Service Supervisor I and one Social Service Worker III. The department has made a conscience decision to delete a supervisor position instead of additional case carrying social workers in order to minimize the impacts to our at-risk seniors and

disabled adults. This will allow APS to remain within the State mandated time constraints although most likely unable to meet the performance measure the Board has set for the department in response time.
Another State mandated program, In Home Supportive Services (IHSS), will also have three social worker positions vacant. This program has received five additional social worker positions in the last two budget years that have helped to decrease caseloads. However, the department has also faced higher staff turnover in the past two years and has now overall less experienced staff than in the past. The vacant positions in IHSS will result in additional customer service complaints as customers will have to wait longer to receive necessary assessments to receive services.

The department is also not replacing one Program Director position who is retiring in October. Although this will place extra work on the other two managers, this again allows the department to maintain case carrying workers and be responsive to our customers.

On March 17, 2009, the Board of Supervisors approved the termination of the Multi Purpose Senior Services Program (MSSP) effective September 19, 2009. When this program is terminated, the department will not be able to absorb two of the five positions. This will result in the lay off of one Social Service Supervisor II. It would have also resulted in laying off one Public Health Nurse; however, this person has recently filed for retirement benefits. Other County departments have been contacted regarding the possible transfer of the Social Service Supervisor II. It is hopeful this will occur in the next several months.

If the department is asked to reduce net County costs up to 25%, the department will use its fund balance carry forward from FY 2008-09 and there will be no further reductions. The department has been fiscally prudent the last six months in light of the impending State and County fiscal crisis. Staff has voluntarily furloughed, extra help staff was laid off, travel and supplies costs were reduced, and positions were left vacant. This has equated to a fund balance that the department will be able to use to maintain the senior nutrition programs at its current level.

If the department's fund balance carry forward is not adequate to cover the 25% cut, or if it must reduce net County costs beyond 25%, the planned reductions will be in the senior nutrition program as all other programs will be within their required match levels. This will equate to fewer meals and fewer seniors being served. It will mean that some sites may not be able to remain open five days per week. The waiting lists for home delivered meals will be longer which will place seniors at risk of remaining in their homes. Many seniors depend on this one meal per day. These seniors may ultimately be placed in skilled nursing facilities.

GOALS AND PERFORMANCE MEASURES

Performance Measure # 1:

Percentage of urgent Adult Protective Services (APS) Referrals responded to within 18 hours.

FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Adopted Goal	FY 2008-2009 Mid-year Results	FY 2009-2010 Proposed Goal
100%	90%	100%	100%	100%

What:
This measure tracks our percentage of compliance in responding to urgent APS referrals within 24 hours. These types of referrals are generated as a result of a client being in an immediate, life-threatening situation, imminent danger, or at the request of law enforcement.

Why:
Adult Protective Services (APS) provides emergency intervention within a 24-hour period for suspected abuse cases that involves any type of physical assault and/or sexual abuse inflicted upon on an elder (65 years old or older) or dependent adult (18 years of age to 64 years of age). Indicators may include bruising, cuts, burns, or any injury visually seen or suspected. In addition, APS will respond immediately at the request of law enforcement due to a suspected abuse case at any given time within a 24-hour period. The social worker must make face-to-face contact within 24 hours to determine if abuse has occurred.

How are we doing?
In FY 2008-09, additional County dollars were provided to the department to maintain staffing levels at 12 social workers. The State allocation had been reduced by 10%. This equates to two social workers. Maintaining 12 social worker staff enabled APS to respond within the 18 hour goal set by the Board of Supervisors (the State mandate is 24 hours). The department anticipates that this performance standard will not be maintained for FY 2009-10 due to the planned reduction in County dollars thus reducing social worker staff by two.

How is this funded?
This program is funded with federal, State, County, County Social Services Realignment funds and Client Estate Fees: 53% of State funds from the California Department of Social Services; 29% of federal funds; 4% County General Fund; 5% County Social Service Realignment Funds and 9% Client Estate Fees.

Performance Measure # 2:

Percentage of Adult Protective Services (APS) referrals responded to within the Sate mandate of 10 days.

FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Adopted Goal	FY 2008-2009 Mid-year Results	FY 2009-2010 Proposed Goal
98%	99%	98%	98%	100%

What:
Based on the State's mandate, this measure tracks our percentage of compliance in terms of APS referrals responded to within ten days.

Why:
Adult Protective Services (APS) will respond to a referral that is not suspected physical or sexual abuse within a 10-day mandated period or earlier if possible. This type of abuse is generally considered financial, abandonment, isolation, neglect and/or self-neglect inflicted upon another or upon self. The social worker must make a face-to-face contact within ten days to begin their investigation and to provide other services as needed (case management) upon assessment.

How are we doing?
APS meets the 10-day mandate of responding to a suspected abuse referral 98% of the time. The time that the mandate is not met is generally due an inability to make contact with client as the social worker is unable to locate the client or the client does not make themselves available. Our goal is to meet the mandate 100% of the time and earlier if possible. At the present, we are responding to referrals within an average of seven-eight days (earlier than the 10-day mandate). However, with anticipated reduction in FY 2009-10, we anticipate that our response time may suffer due to lack of staff to respond.

How is this funded?
This program is funded with federal, State, County, County Social Services Realignment funds and Client Estate Fees: 53% of State funds from the California Department of Social Services; 29% of federal funds; 4% County General Fund; 5% County Social Service Realignment Funds and 9% Client Estate Fees.

Performance Measure # 3:

Adult Protective Services referrals investigated.

FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Adopted Goal	FY 2008-2009 Mid-year Results	FY 2009-2010 Proposed Goal
2,526	2,648	2,750	1,551	2,600

Type of Referral	FY 2007-08 Actual Results in Disposition	FY 2008-09 Mid Year Results of Disposition
Confirmed – Based on an investigation accompanied with credible evidence, a decision is made that abuse occurred or most likely occurred	574	348
Inconclusive – APS has investigated and there is insufficient evidence to determine that abuse occurred, but the report is not unfounded	1,438	906
Unfounded – APS has investigated and concluded abuse did not occur	115	66
Evaluated out – Criteria: intervention from another agency, protection issue resolved, report not credible, previously investigated and same type of referral, client died, client does not meet definition of elder or dependent adult, and no jurisdiction	278	276

What:
This indicator measures the number of Adult Protective Services (APS) referrals investigated by social workers and the dispositions of those referrals.

Why:
This indicator demonstrates the department's successful intervention in keeping seniors and disabled adults safe in their homes.

How are we doing?
The APS referrals decreased in FY 2007-08 from the projected amount. Even though the referrals were lower, the complexity of the cases has notably increased taking more time to adequately investigate properly. The number of cases with inconclusive results may seem high comparatively, but in most cases the client's need is identified and services are provided regardless of any confirmed abuse. The projected increase was based on new legislation that mandated financial institutions to report possible financial abuse of elders and disabled adults. However, many financial institutions remain reluctant. The department continues to provide training and outreach to these entities which will increase referrals.

How is this funded?
This program is funded with federal, State, County, County Social Services Realignment funds and Client Estate Fees. 53% of State funds from the California Department of Social Services; 29% of federal funds; 4% County General Fund; 5% County Social Service Realignment Funds and 9% Client Estate Fees.

Performance Measure #4:

Number of Information and Assistance (I & A) contacts.

FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Adopted Goal	FY 2008-2009 Mid-year Results	FY 2009-2010 Proposed Goal
26,546	23,878	25,200	11,839	25,000

What:
This indicator measures the number of contacts that I&A staff makes with seniors and disabled adults. These contacts result in seniors receiving information and/or services related to health, transportation, housing, food, and financial assistance.

Why:
This indicator demonstrates the activity of I & A staff through counting the number of contacts via telephone, office visits, web site hits, and outreach, which includes the participation in various health fairs and community events throughout the County. Through these contacts, I&A staff connect customers to various services in the community that assist with housing, transportation, and food. They also identify and assist customers in obtaining financial assistance through application assistance for benefits they are entitled to, but were unaware of. These contacts provide seniors and their families with various types of information related to healthy living, disease prevention, community services, and other upcoming changes that could impact the senior such as the economic stimulus tax rebate and the digital television broadcast legislation. Educating seniors helps improve the senior's quality of life, and promotes health and well-being. It also assists the senior in remaining independent and in their home.

How are we doing?
The number of contacts was considerably higher in FY 2006-07 because of the implementation of the new federal legislation related to Medicare Part D. The Baby Boomer population will have a substantial impact on the increase in the number of information and assistance contacts we will see in the years to come. Kern County has an estimated 108,223 seniors over 60 years of age. By 2020, this population is projected to increase by 65%. In FY 2008-09 budget, the number of staff for this program was reduced to 2 ½ FTEs, which limited the outreach effort for Information and Assistance and as a result reduced the number of contacts.

How is this funded?
This program is funded with federal, State, and County funds: 34% is County funds; 65% federalfFunds and less than 1% of State funds from the California Department of Aging.

Performance Measure # 5:

Number of senior meals served

FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Adopted Goal	FY 2008-2009 Mid-year Results	FY 2009-2010 Proposed Goal
438,976	450,775	464,000	222,906	464,000

What:
This indicator measures the number of congregate and home delivered senior meals served.

Why:
This indicator demonstrates how many seniors are receiving services through the senior nutrition program. Further, home delivered meals allow frail seniors to remain in their homes and maintain their independence. This program provides 33 % of the daily nutrition for seniors and is available to all seniors regardless of their income. Included in this program is nutrition education for seniors.

How are we doing?
In FY 2008-09, the department assumed responsibility for the Meals on Wheels Program previously provided by Bakersfield Senior Center. Although we continue to see a downward trend in number of seniors who use the congregate meals, there continues to be an increase need for home delivered meals. Kern County has a higher average of disabled seniors than the State, which explains the growing need for the Meals on Wheels program. Our FY 2009-10 Goal remains the same as FY 2008-09 due to staffing limitations and continued increase in costs of running the program. Staffing reductions has made it difficult to expand the program in areas of Bakersfield and Kern County, especially to the newly developed housing areas.

How is this funded?
This program is funded with federal, State, County Funds, County Social Service Realignment dollars and private donations: 17% County General Fund; 5% County Social Service Realignment dollars; 2% State of California Department of Aging funds; 54% of federal CDA funds; 15% from contracted providers and 7% from private donations.

Performance Measure #6:

Dollars saved for clients of the Health Insurance Counseling and Advocacy Program (HICAP).

FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY2008-2009 Adopted Goal	FY 2008-2009 Mid-year Results	FY 2009-2010 Proposed Goal
$561,028	$963,454	$590,555	$510,783	$750,000

What:
This measure illustrates the amount of money we are able to save seniors through our HICAP counselors' efforts. These efforts include, but are not limited to, identifying the correct health insurance and/or prescription plan for the senior, and working with providers and drug companies to identify potential programs aimed at providing financial relief in the form of reducing the cost of prescription medications. These efforts also include reviewing medical bills to ensure accuracy and to identify who are the responsible parties.

Why:
Most seniors live on fixed incomes, which makes it increasingly difficult to manage the rising cost of health care coupled with the day-to-day cost of living. The HICAP counselors, through diligent research and familiarity with health and drug plans, help seniors identify the appropriate plans that will meet their health needs while trying to reduce their overall cost. Additionally, the federal government mandates this statistic.

How are we doing?
Through continued HICAP outreach efforts, the department has seen an increase in the savings we are able to obtain for the senior. The dollars saved varies from individual to individual, which makes it difficult to determine what the actual savings will be from year to year. It is anticipated that the amount saved will continue to increase as the Baby Boomer seniors begin to reach the Medicare eligible age of 65. This program is also dependent on volunteers with only one full-time staff. Medicare reform is on the horizon, which could impact this performance measure.

How is this funded?
This program is funded with federal and State funds: 75% State funds from the California Department of Aging; 25% Federal funds from CDA.

Performance Measure # 7:

Average number of days to complete an assessment (grant or denial) for In-Home Supportive Services (IHSS)

FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Adopted Goal	FY 2008-2009 Mid-year Results	FY 2009-2010 Proposed Goal
--	31%-60 days 49%-over 60 days	60 days	80%-60 days 20%-over 60 days	60 days

What:
This indicator measures the amount of time a social worker takes to receive a referral for IHSS, make a home call to take an application, write up an assessment along with required forms, and submit the case to their supervisor to grant or deny the application.

Why:
IHSS allows the elderly or people with disabilities to remain safely in their homes through the provision of domestic and personal care. Such individuals are at risk of out-of-home placement without IHSS, consequently, the timely provision of an assessment is important.

How are we doing?
Maintaining 27 social worker positions was key to approaching the performance measure of conducting assessments within 60 days of the applicant's initial contact with the department. In six months, there has been a notable improvement of 7.5%. For the second year, a target of 90% is anticipated if staffing is stable and maintained at the current level.

How is this funded?
This program is funded with federal, State, County funds, and County Social Service Realignment funds: 4% County General Funds; 12% County Social Service Realignment dollars; 35% of State funds from the California Department of Social Services; 49% from federal CDSS funds.

Aging & Adult Services-County Contribution

Budget Unit 5611

Department Head: Kris Grasty, *Appointed*

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2007-08	FY 2008-09		FY 2009-10		
	Actual	Approved Budget	Estimated Actual	Department Requested	CAO Recommended	Incr/(Decr) From Budget
APPROPRIATIONS:						
Other Financing Uses	$0	$2,124,760	$1,354,293	$1,972,239	$1,953,467	($171,293)
TOTAL EXPENDITURES	**$0**	**$2,124,760**	**$1,354,293**	**$1,972,239**	**$1,953,467**	**($171,293)**
REVENUES:						
Intergovernmental	$0	$696,212	$304,793	$529,983	$529,983	($166,229)
TOTAL NET REVENUES	**$0**	**$696,212**	**$304,793**	**$529,983**	**$529,983**	**($166,229)**
NET GENERAL FUND COST	**$0**	**$1,428,548**	**$1,049,500**	**$1,442,256**	**$1,423,484**	**($5,064)**

PURPOSE

This budget unit appropriates supplemental funding from the General Fund to the Aging and Adult Services Fund to provide for Aging and Adult Services Department operations, namely providing abuse prevention, insurance counseling, nutrition and other services to elderly and disabled adults.

PROGRAM DISCUSSION

Due to an accounting change implemented by the Auditor-Controller-County Clerk in FY 2007-08, this budget unit has been established to facilitate the appropriation of the General Fund contribution to the Aging and Adult Services Department. Appropriations within this budget unit will be transferred to the Aging and Adult Services Department operating budget unit 5610 and will be reflected in that budget unit under the revenue category Other Financing Sources.

The contribution includes an allocation of local discretionary revenue of $1.42 million in funding as required by State and federal regulatory requirements for County match for specific programs.

In addition, a portion of the County contribution is made up of Social Services Program and Mental Health Program Realignment revenues. The recommended allocation of Program Realignment funds is $530,000 which is a decrease of approximately $166,000. This reduction in realignment revenues is a result of decreased sales tax due to statewide economic conditions.

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

Performance measurements for the Aging and Adult Services Department are included in the discussion for budget unit 5610.

In-Home Supportive Services-County Contribution Budget Unit 5810

Department Head: Kris Grasty, *Appointed*

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2007-08	FY 2008-09		FY 2009-10		
	Actual	Approved Budget	Estimated Actual	Department Requested	CAO Recommended	Incr/(Decr) From Budget
APPROPRIATIONS:						
Other Financing Uses	$8,417,871	$9,474,075	$8,758,797	$9,447,993	$9,264,659	($209,416)
TOTAL EXPENDITURES	**$8,417,871**	**$9,474,075**	**$8,758,797**	**$9,447,993**	**$9,264,659**	($209,416)
REVENUES:						
Intergovernmental	$8,244,686	$6,301,269	$6,276,964	$5,963,116	$6,462,782	$161,513
Other Financing Sources:	-	-	-	-	-	-
TOTAL NET REVENUES	**$8,244,686**	**$6,301,269**	**$6,276,964**	**$5,963,116**	**$6,462,782**	**$161,513**
NET GENERAL FUND COST	**$173,185**	**$3,172,806**	**$2,481,833**	**$3,484,877**	**$2,801,877**	**($370,929)**

PROGRAM DISCUSSION

State law mandates that the County provide services to qualified aged and blind persons and persons with disabilities so that they can remain in their homes and avoid institutionalization. These services are offered through the In-Home Supportive Services (IHSS) program. The IHSS program is funded with federal, State, and County contributions and is administered by the Aging and Adult Services Department.

The recommended budget contains approximately $9.2 million for IHSS service providers' salaries and the County's share of administrative costs of the IHSS Public Authority. The County's local match requirement for the IHSS program is partially offset through the allocation of $6.4 million in Social Services Program Realignment funds.

Employers' Training Resource Department

Budget Unit 5923

Department Head: Verna Lewis, *Appointed*

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2007-08	FY 2008-09		FY 2009-10		
	Actual	Approved Budget	Estimated Actual	Department Requested	CAO Recommended	Incr/(Decr) From Budget
APPROPRIATIONS:						
Salaries and Benefits	$8,208,889	$9,368,896	$8,378,156	$10,527,020	$10,904,233	$1,535,337
Services and Supplies	2,587,370	2,930,723	2,913,785	3,724,480	4,250,902	1,320,179
Fixed Assets	0	130,200	244,778	129,500	36,000	(94,200)
TOTAL EXPENDITURES	**$10,796,259**	**$12,429,819**	**$11,536,719**	**$14,381,000**	**$15,191,135**	**$2,761,316**
Less Expend. Reimb.	172,764	232,000	170,000	180,000	180,000	52,000
TOTAL NET EXPENDITURES	**$10,623,495**	**$12,197,819**	**$11,366,719**	**$14,201,000**	**$15,011,135**	**$2,813,316**
REVENUES:						
Intergovernmental	($105,674)	$0	$0	$0	$0	$0
Miscellaneous	2,004	0	00	1,000	1,000	1,000
Other Financing Sources						
Employers Trng Resource-Wia	10,549,984	12,197,819	11,365,719	14,199,000	15,009,135	2,811,316
Emp Trng Resource-Non-Wia	0	0	1000	1,000	1,000	1,000
TOTAL NET REVENUES	**$10,446,314**	**$12,197,819**	**$11,366,719**	**$14,201,000**	**$15,011,135**	**$2,813,316**
NET GENERAL FUND COST	**$177,181**	**$0**	**$0**	**$0**	**$0**	**$0**
Authorized Positions:	139	131	131	113	113	(18)
Funded Positions:	139	106	106	113	113	7

OPERATIONAL SUMMARY

- *Mission:*

To implement a workforce development system that prepares individuals for current and future jobs that meet employers' needs and improves the economic conditions of Kern County.

- *Fundamental Functions & Responsibilities:*

- Linking employers and individuals to education, employment and training activities to build a better workforce
- Assessing and referring qualified candidates for job openings to meet employers' workforce needs
- Providing access to career information, skills assessment and training to ensure competitiveness in today's labor market and to promote long-term employability and increased income of individuals
- Providing job placement assistance for CalWORKs recipients to help them toward self-sufficiency through the CalWORKs program
- Providing labor market and career information, and employment and training activities to prepare youth for employment and career options
- Ensuring accountability of federal, State and local funds and meeting or exceeding State performance standards

PROGRAM DISCUSSION

The Employers' Training Resource (ETR) Department coordinates and implements the County's workforce development system, and provides employment and training services. ETR's services are funded primarily through the federal Workforce Investment Act (WIA). ETR also receives funding from the State Employment Development Department, the federal Department of Labor, and the County Department of Human Services (DHS). In addition, ETR administers the federal WIA funding for Inyo and Mono counties, although each of these counties operates its own employment and training programs and services.

ETR provides services directly to customers and also contracts for training and services to provide a variety of occupational training, computer literacy skills, and supportive services.

This year the department has increased its planned expenses and revenues based on its normal funding formula and American Recovery and Reinvestment Act (ARRA) stimulus funds. The recommended budget reflects these additional funds by increases in salaries and benefits cost of $1.5 million, service and supplies of $1.3 million, and a decrease in fixed assets of $94,000. The department used additional funding to purchase fixed assets in the prior year.

The department has been able to expand its function into outlying areas where the unemployment rate is growing. The department has an active in role in getting the citizens of Kern County back into the workforce. The recommended budget will allow the department to continue its functions and fulfill its mission.

POSITIONS DISCUSSION

The recommended budget includes the deletion of 21 vacant positions: two Departmental Analyst I positions, one Program Specialist II position, six Program Specialist I positions, one Program Technician position, one Accountant I position, one Information Systems Specialist I – Desktop Technician position, one Graphic Artist position, one Fiscal Support Specialist position, one Fiscal Support Technician position, three Office Services Specialist positions, and three Office Services Assistant positions, for a total annual savings of $1.6 million.

Three position additions are requested for FY 2009-10: one Computer Lab Instructor position, at an annual cost of $79,000; one Office Services Technician position, at an annual cost of $61,000; and one Maintenance Worker position, at an annual cost of $60,000.

DIRECTOR'S DISCUSSION

It is the mission of Employers' Training Resource (ETR) to provide leadership and expertise, to ensure that the workforce development system prepares people for current and future jobs that improve the economic conditions of Kern County. Self-sufficiency of our citizens is a key component to the economic prosperity of our County. To achieve this goal, ETR has provided a comprehensive array of employment and training services to job seekers, as well as employers. Although successful, as a federally funded department that receives no General Fund dollars, this has been a challenge over the last eight years due to declining funding. However, this fiscal year, with the American Recovery and Reinvestment Act (ARRA) signed into law, ETR has received a significant increase in funding to assist in stimulating the local economy. As a result of the ARRA funding, it will allow ETR enhance the capacity and accessibility of programs and services.

ETR has experienced an increase in customers through the Career Services Centers (CSC), affiliate sites and Back to Work Center over the past year. To address the increased need in services, ETR plans to add another Back to Work Center and increase the number of staff on a temporary basis.

ETR continues to provide personalized services to assist those in need of gainful employment, such as access to job search information, resume writing, job readiness training, vocational skills training, on-the-job training, or referrals to job listings. In addition to increased training opportunities, ETR will be providing workshops on job loss coping skills and consumer credit counseling, due to the economic downturn.

ETR also works closely with local business and industry in order to provide job match services for those looking for qualified individuals for their available jobs. The seven industry clusters contained in the Kern County Economic Development Strategy are also the targeted focus for many of our activities. We will continue to identify and meet employer needs while addressing the labor surplus caused by recent business closures and high unemployment. The Rapid Response program provides employers with a variety of services designed to help businesses in the event of a plant layoff or closure.

ETR will continue to work with local and regional partners to provide the best possible workforce development services. Long standing partnerships will be strengthened and new ones sought to foster enhanced services to the job seekers and employers of Kern County.

GOALS AND PERFORMANCE MEASURES

Performance Measure #1:

Percentage of adults enrolled in Workforce Investment Act (WIA) programs who have entered employment upon program exit.

FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Adopted Goal	FY 2008-2009 Mid-year Results	FY 2009-2010 Proposed Goal
81%	81%	78%	77%	75%

What:
Most of the participants are unemployed when they request services from Employers' Training Resource (ETR). Therefore, the employment rate when these individuals begin with ETR is close to zero percent. This data represents adults who have become employed, as a percentage of the total number of adults who received ETR services, after the first quarter of program exit.

Why:
This goal encompasses the primary objective in serving adults who enroll in WIA programs, and aligns with the County objective for job placements and to improve the livelihood and quality of life for Kern County residents.

How are we doing?
Currently, we are striving to meet our goal. However, due to the current economy, it is much harder to find work than it has been in past years. For February 2008, the unemployment rate was 10%. The preliminary February 2009 rate is 14.7%, with Arvin City at 36.4% and Delano at 35.6%. With the additional Recovery Act funds, ETR will be able to serve more clients, but entered employment numbers will remain low until there is an upturn in the local economy. Job orders and job openings have significantly decreased.

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

Performance Measure #2:

Percentage of CalWORKs recipients who have entered employment upon leaving the program.

FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Adopted Goal	FY 2008-2009 Mid-year Results	FY 2009-2010 Proposed Goal
47%	34%	50%	30%	40%

What:
ETR staff provide job placement services for CalWORKs participants referred by the Department of Human Services (DHS). This goal measures the number who obtained employment through the department's efforts over the total number of recipients who completed an activity or are in an activity more than 30 days.

Why:
This goal measures ETR's success in placing CalWORKs recipients who are referred to ETR by DHS staff, and aligns with the County Strategic Plan objective for job placements, to improve the self-sufficiency and quality of life for CalWORKs recipients and to reduce welfare dependency within the County.

How are we doing?
Currently, we are not meeting the goal due to several factors such as a slowing economy, increased unemployment, and increased competition for fewer jobs. DHS has cut funds for the program. For February 2008, the unemployment rate for Kern County was 10%, for February 2009, the preliminary rate is 14.7%.

How is this funded?
This goal is funded by the Department of Human Services.

Performance Measure #3:

Average annual income of Workforce Investment Act clients after becoming employed.

FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Adopted Goal	FY 2008-2009 Mid-year Results	FY 2009-2010 Proposed Goal
$24,066	$24,364	$25,000-$26,000	$23,378	$23,000-$24,000

What:
We obtain this data from State base wage files and client surveys. It is collected on a regular basis by the State and the data is annualized by ETR.

Why:
This goal addresses many purposes of WIA services by improving the earnings of clients, which are then circulated through the economic system of Kern County in a multiplier effect.

How are we doing?
ETR is striving to meet this goal. However, businesses in the local area are closing and the unemployment rate for the County continues to climb. For February 2007, the unemployment rate for Kern County was 9.1%, for February 2008 the rate was 10% and the current February 2009 rate is 14.7%. In this environment, it is more difficult to meet our goal.

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

Performance Measure #4:

Percentage of youths enrolled in Workforce Investment Act programs who have entered employment or have enrolled in post-secondary education upon program exit.

FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Adopted Goal	FY 2008-2009 Mid-year Results	FY 2009-2010 Proposed Goal
67%	52%	69%	53%	60%

What:
Most of the participants are unemployed when they request services from Employers' Training Resource (ETR). Therefore, the employment rate when these individuals begin with ETR is close to zero percent. This data represents youths who have become employed, or have enrolled in post-secondary education, as a percentage of the total youths who received ETR services, after the first quarter of program exit.

Why:
This goal encompasses the primary objective in serving youths who enroll in WIA programs, and aligns with the County objective for preparing youths for the workforce and/or higher education to improve their quality of life and create a more educated workforce.

How are we doing?
Currently, we are not meeting this goal and it continues to be difficult to achieve. Due to slowing of the economy, it continues to be more difficult for youths with little or no job experience to find a job. The goal includes youths 14 to 18 year old, who have a harder time finding employment due to child labor laws and insurance requirements for employers. Also, adults are now accepting jobs that in the past were filled by youth.

How is this funded?
This goal is funded by WIA youth funds.

Performance Measure #5:

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

FY 2006-2007 Actual Results FY	FY 2007-2008 Actual Results	FY 2008-2009 Adopted Goal	FY 2008-2009 Mid-year Results	FY 2009-2010 Proposed Goal
97%	97%	95-99%	98%	95-99%

What:
This data reflects a positive answer to the following question, "Would you use CSC (Career Services Center) services again?" in surveys of employers conducted annually. The CSC and ETR take job orders from 1,150 employers annually and work on matching job openings with job seekers who use CSC services.

Why:
This is a barometer of how well employers perceive the services they receive in the CSCs. This, in turn, will help CSC staff determine ways to improve services.

How are we doing?
The survey was sent out in September 2008 and the results were very positive.

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

Performance Measure #6:

Percent of surveyed Workforce Investment Act (WIA) program participants that are satisfied or highly satisfied with the services they received.

FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Adopted Goal	FY 2008-2009 Mid-year Results	FY 2009-2010 Proposed Goal
N/A	N/A	75-80%	97%	90-98%

What:
ETR annually surveys clients enrolled in their programs to assess client satisfaction with the services they received. This is a new measure for Fiscal Year 2008-2009.

Why:
This will help determine how favorably clients rate the services they are receiving. This, in turn, will help ETR staff determine ways to improve services.

How are we doing?
ETR is meeting its goal. The surveys were completed in September 2008 at all of the Career Services Centers. The rating used for our result above is the total of the "Excellent "and "Good" percentages.

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

Performance Measure #7:

Total annualized earnings of participants who have entered employment upon program exit for both participants enrolled into WIA programs and customers accessing the CSCs.

FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Adopted Goal	FY 2008-2009 Mid-year Results	FY 2009-2010 Proposed Goal
ETR $22,712,640 CSC $131,521,936	ETR $21,415,552 CSC $118,525,680	ETR $20,000,000 CSC $155,000,000	ETR $15,382,724 CSC Not Available	ETR $16,000,000 CSC $120,000,000

What:
This goal calculates the number of CSC customers who obtained employment multiplied by the average hourly earnings and then annualized. The ETR customers' earnings are calculated based on total actual earnings in a six-month period and then annualized. This is a new measure for FY 2008-2009.

Why:
At the end of PY 2007-08, some of the data needed to report the CSC information was unavailable for this standard. The assessment and acquisition of this information should again be available starting 4th quarter of PY 2008-09. Only showing the outcomes from WIA enrolled participants portrays too narrow of a picture of the services actually provided and the volume of customers served. Annualized wages for ETR enrolled participants have declined. The number of people entering employment during this period also declined.

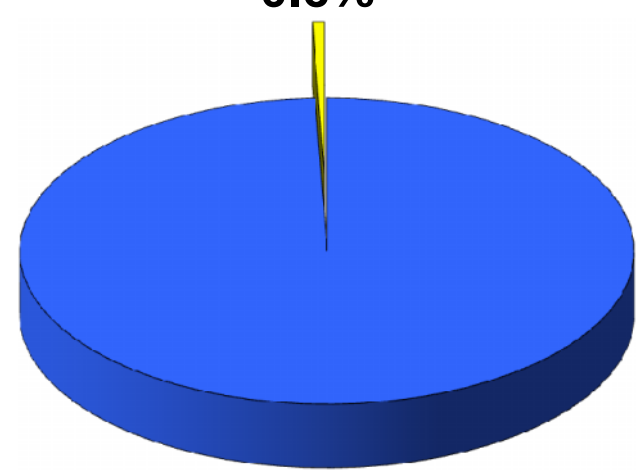
How are we doing?
Although CSC clients are continuing to enter employment and are on track to exceed last year, ETR enrolled clients are not faring as well. The minimum wage has increased, which impacts the work experience programs and on-the-job training ETR can provide. Clients who have more barriers and who need more intensive services and training are the ones typically enrolled into ETR-funded programs.

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

Education

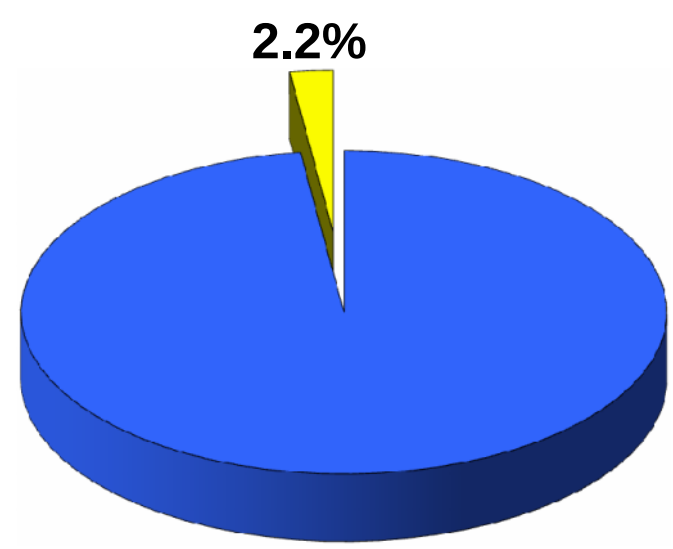
EDUCATION

Total Recommended Appropriations $8,811,753



Percentage of Total County Budget

Recommended Net General Fund Cost $7,679,851 (Expenditures Less Program Revenues)



Percentage of Total General Purpose (Discretionary-Use) Funds

Farm and Home Advisor

Budget Unit 6310

Department Head: Darlene Liesch, *Appointed by University of California*

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2007-08	FY 2008-09		FY 2009-10		
	Actual	Approved Budget	Estimated Actual	Department Requested	CAO Recommended	Incr/(Decr) From Budget
APPROPRIATIONS:						
Salaries and Benefits	$406,323	$409,867	$447,866	$430,541	$330,197	($79,670)
Services and Supplies	215,221	172,448	190,711	120,470	521,845	349,397
Fixed Assets	5,823	0	0	0	0	0
TOTAL EXPENDITURES	**$627,367**	**$582,315**	**$638,577**	**$551,011**	**$852,042**	**$269,727**
REVENUES:						
Charges for Services	$2,150	$2,700	$2,150	$2,500	$2,500	($200)
Miscellaneous	63,685	90	63,685	95,990	1,990	1,900
Other Financing Sources						
A-C Farm Adv Agri Research	0	0	1,516	0	401,375	401,375
TOTAL NET REVENUES	**$65,835**	**$2,790**	**$67,351**	**$98,490**	**$405,865**	**$403,075**
NET GENERAL FUND COST	**$561,532**	**$579,525**	**$571,226**	**$452,521**	**$446,177**	**($133,348)**
Authorized Positions:	6	6	6	6	6	0
Funded Positions:	6	6	6	6	6	0

OPERATIONAL SUMMARY

- *Mission:*

To create, develop and apply knowledge in agricultural, natural and human resources to improve agricultural productivity and the health and well-being of the citizens of Kern County.

- *Fundamental Functions & Responsibilities:*

- Improve agricultural productivity and efficiency
- Improve the diet and health of low income children and families
- Engage youth in reaching their fullest potential
- Increase in the number of community members who are aware of appropriate practices for landscape design, pruning, plant care and growing food at home

PROGRAM DISCUSSION

The recommended budget will allow the department to continue to perform agricultural research, and disseminate research-based information locally and to the University of California, Cooperative Extension. The department will continue to provide educational activities benefiting County growers and the community as a whole, including Adult and Youth Expanded Family Nutrition Education and 4-H youth programs.

This year, using research funding, the department was able to construct a research laboratory. The equipment for the laboratory was purchased with earned Budget Savings Incentives (BSI) credits.

The recommended budget reflects a reduction of $80,000 in salaries and benefits costs, primarily due to the use of BSI and the reduction in the health benefits rate. The increase of $349,000 in services and supplies costs

reflects the net reduction of $52,000 in the County's contribution and the increase of $401,000 for completing the research laboratory. The increase in revenue of $403,000 is for the transfer of funds from the special revenue fund to the department's operating fund. This funding can only be used for research activities.

The department's 4-H outreach program will be scaled back due to funding constraints. This program targets youth in under-served, low-income areas of the County. Other programs will be provided at existing service levels, including the Master Gardner program, and the train-the-trainer sessions on pesticide safety in English and Spanish. The department will also continue to work with growers and water districts on optimum irrigation practices, and its research on almond trees and other crop commodities. However, the department will be required to reduce its plot research in outlying areas due to a limited travel budget.

POSITIONS DISCUSSION

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

DIRECTOR'S DISCUSSION

This department, Farm and Home Advisors, is also titled University of California Cooperative Extension. It takes many funding cooperators (federal, State and County) to provide the unique and valuable service that the department gives to the community – the community of growers, gardeners, youth and families, in both rural and urban areas. The County is the key cooperator.

Over the years, the Farm and Home Advisors' Department has delivered programs essential to the health of the agricultural industry and is continuing to address the current needs and concerns as well as those of our youth and families. While the University funds the advisors who perform the research work and provide programs, it is the County-funded expenditures that enable the results of that research and those programs to reach and benefit the community. Sufficient County financial support is essential to fulfilling the department's mission. The cost to operate this department is $3.32 million. This includes both direct and indirect support from State, federal, and County entities. (This does not include the valuable in-kind contributions of our clientele or specific funding for research through the grant process.) Of this $3.32 million the County provides approximately 20%. The 5:1 leveraging of funding from the County definitely demonstrates the wisdom of cooperation as it relates to services for our Kern County community.

This department has already taken reductions and absorbed increases in several areas of the FY 2009-10 budget after a 4% mid-year reduction. The only areas left to cut without reducing County staff (the department has only 6) is within the 4-H Outreach program addressing gang prevention. In order to reach the 15% step-down budget, funding for the Farm and Home Advisors FY 2009-010 budget was taken from half of the 4-H Outreach Program and half of the BSI funds. BSI funds represent 10 years of saving by the department. This year, funding for equipment for the completed laboratory was purchased with BSI funds. The laboratory itself was built through outside research funding.

If the department is expected to take further step-downs, additional BSI funds will be depleted. In addition, if the reductions are at 10%, the department will be forced to eliminate the remaining funding for the 4-H Outreach Program. This is the loss of a positive program for youth and the loss of a 4-H Program Representative position that is funded through the County.

The department cannot continue to finance its budget by depleting savings which have taken years to build up. In fact, all of the remaining BSI funds will be used next year if further reductions at these levels are needed. In a small department with a "no frills" budget, savings through BSI is the only way to accumulate funding for vital upgrades that the normal budget process would not support. The department itself is at risk when savings funds are depleted and the department loses budget funding for the basic infrastructure to fulfill its mission.

The Farm and Home Advisors Department provides an abundance of programs, research and service to the citizens of Kern County. The agricultural research enables Kern County growers to produce an abundance of nutritious foods for Kern County citizens. This helps our growers and our local economy. Our nutrition programs educate children and families on better food choices for a healthier future. Our 4-H program reaches children in all parts of the County providing them with opportunities to learn life skills, leadership and citizenship. It is critical for this department to have the County support necessary to continue the important programs, research and service that it provides for the people of Kern County.

GOALS AND PERFORMANCE MEASURES

Performance Measure #1:

Percentage of participants that report a gain in useful knowledge from agricultural trainings.

FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Adopted Goal	FY 2008-2009 Actual Results	FY 2009-2010 Proposed Goal
100%	99%	97%	98%	97%

What:
This indicator provides the percentage of attendees that gained knowledge from the trainings provided by the farm advisors. The percentages were derived from data gathered by surveys given randomly at meetings sponsored by the department.

Farm Advisors present the results of research addressing solutions to new problems, pest management, crop production, soil and water, and new plant varieties for Kern County growers.

Why:
The mission of the University of California Cooperative Extension is based on education and research, and the extension of that research to clientele. The 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. We are getting responses from those who attend our meetings that indicate they are not only gaining knowledge, they are also making changes in practices due to our research and extension.

How is this funded?
University of California – Provides the salaries and benefits of the advisors who perform the research and present the information.
USDA – Provides part of the funding for advisors' salaries and funding for mailing newsletters and business correspondence.
Grants – Various granting agencies (commodity boards) provide funding to do the research – field and lab staff (salary and benefits), mileage for that staff, any specific needs to complete the project (seeds, sprays, fertilizer etc.)
In-Kind – Hundreds of acres of farm land donated by Kern County growers for research test plots.
County – General Fund - County vehicle or private mileage for advisors to get to the research site and support from County paid personnel: Field Equipment Specialist, Fiscal Support Technicians (for re-imbursements and purchases), and Office Services Technician (for newsletters, meeting announcements, and press releases). The County also supplies office supplies for the newsletters preparation etc.

Performance Measure #2:

Percentage of surveyed participants that report a gain in useful knowledge from nutrition education sessions.

FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Adopted Goal	FY 2008-2009 Actual Results	FY 2009-2010 Proposed Goal
100%	100%	100%	100%	100%

What:
This indicator provides the percentage of attendees that gained knowledge from the department's nutrition education sessions. The data was derived from pre-and post-tests given to participants.

Our educational sessions provide 8 hours of nutrition education to low income families with children that include the subjects of physical activity, healthy eating, and food safety. In addition to the class curriculum, a cooking demonstration and taste experience is provided with each class.

Why: Healthy eating reduces the risk of chronic diseases and improves quality of life. Low income minority families suffer from a significantly higher rate of chronic diseases such as diabetes, heart disease and cancer. 71% participants in the adult nutrition classes are Hispanic.

How are we doing?
612 participated in the Expanded Nutrition Education Program classes. Each participant attended 8 hours of nutrition education. In addition, 13 agency staff were trained to extend nutrition education to outlying areas.

How is this funded?
University of California – Provides the salary and benefits of the Nutrition, Family and Consumer Science Advisor who administers this program.
USDA - Provides part of the funding for advisor's salary and funding for mailing newsletters and business correspondence.
Grants – USDA grant for the Expanded Nutrition Education Program which pays for one program manager and two part time nutrition program assistants as well as all program supplies and mileage.
In-Kind – Some teachers and agency personnel are trained by our staff and then teach their clientele in the Train-the-Trainer part of this program
County – General fund - Support from County paid personnel: Fiscal Support Technician (for re-imbursements and purchases), and Office Services Technician (program handouts and certificates)

Performance Measure #3:

a. Percentage of first year 4-H members that re-enroll.
b. Percentage of first year 4-H volunteers that re-enroll.

FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Adopted Goal	FY 2008-2009 Actual Results	FY 2009-2010 Proposed Goal
49% 82%	46% 66%	50% 65%	Accurate Count Not Available	50% 65%

What:
These percentages represent the number of children participants and adult volunteers that re-enroll in our 4-H Youth Development Club Program. Re-enrolling indicates that they are satisfied enough with the experience to return for another year.

Why:
A main goal of the program is leadership, citizenship and life-skills development. The longer the youth participate in 4-H, the more likely they are to experience the opportunities for growth that this program offers.

How are we doing?
Our current enrollment for members in the traditional 4-H Youth Development Club program is estimated at 1,000. This year a new internet system was implemented by the State 4-H Office for club members and leaders to individually enroll and re-enroll online. Unfortunately, due to some new system errors and families who have enrolled more than once, we currently do not have an accurate count. We have been working with the club leaders to correct their club records. More than half of the 40 clubs do have accurate counts and their numbers are comparable to last year. Therefore, we are estimating our count. One additional program that we were able to set up in conjunction with the Edwards Air Force Base was Freedom Fighters 4-H. This ten-week summer 4-H program at the base involved dependent military youth in 4-H projects. The program also trained the base staff in how to manage a 4-H club so they can continue involving military youth in 4-H educational opportunities.

How is this funded?
University of California – Provides the salary and benefits of the 4-H Youth Development Advisor and the 60% 4-H Program Representative
USDA - Provides part of the funding for advisor's salary and funding for mailing newsletters and business correspondence.
In-Kind – Approximately 332 adult volunteers give their time to teach projects, chair events, and administer local club programs. This amounts to approximately 20 hours per volunteer per project or event.
County – General fund - County vehicle and support from County paid personnel: Fiscal Support Technician (re-imbursements and purchases), Office Services Technician (enrollment process, program handouts and certificates, monthly newsletter, general program questions from clientele)

Performance Measure #4:

Percentage of surveyed participants that report a gain in useful knowledge in Master Gardener classes.

FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Adopted Goal	FY 2008-2009 Actual Results	FY 2009-2010 Proposed Goal
100%	100%	100%	100%	95%

What:
This indicator provides the percentage of attendees that gained knowledge from the departments' master gardener classes. The data was derived from surveys given to participants upon completion of the program. In these classes, we provide practical research-based information to improve the urban environment and enable Kern residents to make informed decisions and to care for landscapes, orchards, and gardens.

Why:
Plants contribute to air quality, to energy conservation, to CO2 uptake, as well as providing aesthetic benefits and food. Participants who gain useful knowledge can maintain and enhance landscapes (private or public) as well as make informed choices that affect energy conservation and contribute to air quality.

How are we doing?
This program continues to flourish. This year, in addition to offering a beginning MG I class (52 attendees); we also added a MG IV class (28 attendees). Participants, through a survey, not only indicated that they learned new practices; they also indicated that they changed behaviors or practices in their garden planning/maintenance.

How is this funded?
University of California – Provides the salary and benefits of the advisor who provides this program. Class registration fee to the University – Provides for written materials, handouts, and audio-visual support.
USDA - Provides part of the funding for advisor's salary and funding for mailing newsletters and business correspondence.
County – General fund - Support from County paid personnel: Fiscal Support Technicians (for re-imbursements and purchases), and Office Services Technician (for newsletters, meeting announcements, and press releases.)

Performance Measure # 5:

Percentage of surveyed youth that report gain in knowledge in areas of citizenship, leadership, and life skills through participation in the 4-H Outreach program.

FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Adopted Goal	FY 2008-2009 Actual Results	FY 2009-2010 Proposed Goal
This is a new program	NA	75%	68%	75%

What:
This indicator measures the percent of youth who gained knowledge as a result of this program. In February 2008, the 4-H Outreach Program Representative started a 16 week program with children between 10-14 years of age. Data for this measure was collected in the form of a survey given to the youth after each session.

Why:
This program was funded as a prevention program for youth because of the concern of the growing gang problem in Kern County. Surveys given to the youth after each session will show if they have gained knowledge in the areas being addressed: citizenship, leadership, and life skills. The successful assimilation of gained skills will provide a positive alternative when making life choices.

How are we doing? Over 55 children were enrolled in the 4-H Youth Development Outreach Club Program for the 2008-09 year. They belong to one of three 4-H after school sites where they participated in a 16-week program ending in a camp retreat. The Growing in Life & Business Program challenged the youth to look outside the box. During the summer months the outreach program also served almost 40 youth in educational and engaging activities. Currently the members are planning community service projects. Also, they are in the process of planning their major project for the 2009 year, a 4-H Soap Box Derby & Family Day. We have learned through participant evaluations and observations from parents and site managers that the program has made significant impact on the youth outlook on family, community, citizenship, and leadership. In addition, specific opportunities have been provided to improve life skills.

How is this funded?
University – Provides training for the Program Representative.
USDA – Provides funding for business correspondence
County – General fund - Provides funding for the salary, benefits, mileage, and program supplies. The County also provides support to the position from the Fiscal Support Technician and the Office Services Technician.

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2007-08	FY 2008-09		FY 2009-10		
	Actual	Approved Budget	Estimated Actual	Department Requested	CAO Recommended	Incr/(Decr) From Budget
APPROPRIATIONS:						
Salaries and Benefits	$7,367,675	$7,836,494	$7,260,067	$7,084,438	$6,445,363	($1,391,131)
Services and Supplies	2,233,588	1,841,894	2,137,174	1,566,103	1,514,348	(327,546)
TOTAL EXPENDITURES	**$9,601,263**	**$9,678,388**	**$9,397,241**	**$8,650,541**	**$7,959,711**	**($1,718,677)**
REVENUES:						
Use of Money/Property	$134,299	$108,000	$125,000	$118,000	$118,000	$10,000
Intergovernmental	312,944	0	323,352	275,352	275,352	275,352
Charges for Services	387,765	350,943	350,941	344,580	256,685	(94,258)
Miscellaneous	340,606	48,522	88,000	76,000	76,000	27,478
Other Financing Sources	0	0	0	0	0	0
Kern Co Library Book Trust	0	206,000	150,000	0	0	(206,000)
TOTAL NET REVENUES	**$1,175,614**	**$713,465**	**$1,037,293**	**$813,932**	**$726,037**	**$12,572**
NET GENERAL FUND COST	**$8,425,649**	**$8,964,923**	**$8,359,948**	**$7,836,609**	**$7,233,674**	**($1,731,249)**
Authorized Positions:						
Full Time	87	87	87	80	62	(25)
Part Time	77	77	77	67	62	(15)
Total Positions	164	164	164	147	124	(40)
Funded Positions:						
Full Time	87	87	87	74	60	(27)
Part Time	77	77	77	56	62	(15)
Total Positions	164	164	164	130	122	(42)

OPERATIONAL SUMMARY

- *Mission:*

To make the world of knowledge and ideas accessible to the public in an efficient and effective manner that provides for their educational, informational, cultural, and recreational needs.

- *Fundamental Functions & Responsibilities:*

- Provide convenient and sufficient hours of opening to the public
- To develop collections in appropriate languages and formats for all ages to meet community life long learning needs and in accordance with demographic variables
- Provide enrichment and motivational programs to enhance the quality of life for citizens of all ages
- Improve the quality of life and economic status for citizens by providing equal access to resources
- Protect the public's constitutional right to know and their privacy under federal and state law, respectively
- To bridge the digital divide by providing access to the world-wide web and on-line library via a network of computers with high speed broadband

PROGRAM DISCUSSION

The recommended budget will reduce the overall hours of operation at the main library, and the branch locations by 41.2%, including both bookmobiles. A reduction in programs for all ages is anticipated as hours of operation and staffing are reduced.

Each year the department must meet maintenance of effort standards in order to qualify for State Public Library Funds (PLF). At the recommended funding level, the department will be eligible to apply for aid from the State totaling $275,000 in PLF. Reductions were made to services and supplies, including a reduction in the book, periodical, and other library materials budgets. The book budget will be reduced from $341,000 for FY 2008-09 to $108,000 in FY 2009-10. Although the recommended budget includes an increase in revenues of $10,000 from Use of Money and Property and $27,478 in Miscellaneous Revenues, Charges for Services revenue of $94,000 from video rentals, copying, and printing fees will be lost due to the reductions in library hours, staff, and services and supplies. The department has not budgeted to make their annual contribution of $97,000 to the computer technology Joint Powers Agency, San Joaquin Valley Library System for the replacement of library computers every four years, and will delay the replacement of computers for one year. Prior year grant monies from the Bill and Melinda Gates Foundation for the replacement of public access computers make this one year delay possible without incurring any severe repercussions.

No fixed assets have been requested in the recommended budget.

POSITIONS DISCUSSION

The recommended budget includes the deletion 25 full time and 24 part time positions resulting in 27 lay-offs, as follows: one Fiscal Support Assistant position, at an annual savings of $49,000; one Office Services Assistant position, at an annual savings of $42,000; nine Office Services Technician positions, at an annual savings of $425,000; seven part time Office Services Assistant positions, at an annual savings of $101,058; nine part time Office Services Technician positions, at an annual savings of $253,000; one Library Associate position, at an annual savings of $67,000; two Office Services Assistant positions, at an annual savings of $110,000; two Office Services Technician positions, at an annual savings of $119,000 two part time Office Services Assistant positions, at an annual savings of $29,000; four part time Departmental Aide positions, at an annual savings of $34,000, one part time Librarian I position, at an annual savings of $81,000; and one part-time Librarian II position, at an annual savings of $89,000. Nine of the full time positions to be deleted will be replaced by the addition of nine part time positions of the same classifications to decrease costs by a total of $136,000 as follows: one Office Services Assistant position, three Office Services Technicians positions, three Library Associate positions, and two Librarian II positions. Two unfunded positions, one Librarian I position and one Librarian III position, will be retained to assist the department in appropriately restructuring as it moves through the 2009-10 fiscal year.

DIRECTOR'S DISCUSSION

- **BUDGET REDUCTION**

The Library concurs with the County Administrative Office's recommendation for a 21.5% reduction in net County cost funding for FY 2009-10 in an effort to help do its part to meet the County budget gap. With a budget reduction of nearly $2 million, Kern County Library and the public will face a difficult and challenging year in FY 2009-10 due to the economic downturn and its impact on funding levels. As such, to maintain existing levels of service is not possible as reductions were made in staff, hours of opening, services and supplies to include the book budget, memberships, travel and training, security at two branches, and program offerings. Currently, the Kern County Library serves 820,000 county residents including service to 11 cities. It currently has 46,072 hours of opening at 27 locations including the central library in Bakersfield, 24 branches and two bookmobiles with 11 stops. These hours of opening are made possible by 164 authorized positions, equivalent to 129 FTEs.

- **PROGRAM DISCUSSION**

Major Public Service Impacts:

Staffing: Staff will be reduced from 164 to 119 funded positions, a loss of 45 full and part time funded positions and from 129 to 90 equivalent FTEs, a loss of 31% of our staff. Thirty three positions are proposed to be deleted including 27 layoffs and another 13 staff will have reduced hours. The Library will have a ratio of population served to full time staff equivalent of 9,225:1, compared to a State average of 3,103:1, three times less than comparable public library systems. Based upon the latest *California Library Statistics for FY 2007-08*, Kern County Library will rank in the bottom 2% of 178 public library systems in having the lowest staffing levels statewide to manage 27 facilities including two bookmobiles. Additional extra help (EH) losses in various classifications are significant and equal to staff losses of another 30 staff or 8 FTEs. EH funding has been reduced by $215,122 or 66% from $325,122 to $110,000. As a consequence, the library may experience intermittent closures to the public. Existing staff will be further

burdened with handling excessive workloads in compressed timeframes.

Hours of Opening: Due to staff reductions, the annual hours of opening to the public will be reduced by 41% at 25 facilities from current levels of 46,072 to 27,092 hours of opening thus causing longer wait times and lines for all services. This will prevent timely access to public library resources and services. All branches will have reduced hours of opening as follows: Beale Memorial Library 56 to 40 hours weekly from six days to five days; Southwest branch 56 to 32 hours weekly from six days to four days; 40 to 24 hours weekly from five days to three days at Arvin, California City, Delano, Kern River Valley, Lamont, Northeast, Rathbun, Ridgecrest, Rosamond, Taft, Tehachapi, and Wilson branches; 32 to 16 hours weekly from five days to two days at the Frazier Park Branch and from four days to two days at the Shafter and Wasco branches; 24 to 16 hours weekly from three days to two days at McFarland Branch; 24 to 12 hours weekly from three days to two days at Boron and Mojave branches; 24 to 8 hours and from three days to one day at Baker; from 24 to 7 hours weekly from three days to one day at Buttonwillow; 16 to 8 hours weekly from three days to one day at the Holloway-Gonzales and Wofford Heights branches; and 12 to 7 hours weekly from two days to one day at Kernville.

Book Budget: This expense is reduced 83% from last FY 2008-09 adjusted appropriation of $619,352 to $107,745. This amount will be inadequate to keep collections current and to purchase the number of multiple copies of books/media/periodicals/databases and other materials acquisitions needed for the masses to meet current demand. About 5,000 new books and other materials will be purchased compared to an average of over 100,000 for libraries of Kern's size in California causing waiting lists for years for the most popular titles. Comparatively, in 2007-08, California public libraries spent an average of $3.36 per person or 26 times more than our requested book budget for next year of $.13 per capita. Over $2.65 million would be needed annually to bring the collections up to par with other California libraries. The proposed level of funding will be insufficient to serve Kern's children, young adults, adults, and seniors during such trying times economically and when the library usage is at an all time high due in part to less disposable income, poverty, and high unemployment.

Outreach Programs: Programs offered will be reduced 72% from last year's 2,151 programs offered to 600 programs in FY 2009-10 due to lack of staff to prepare and implement them. Program attendance is also expected to decline by 73% from 58,275 to 16,000 attendees. Without program offerings such as the annual summer reading programs for all ages, early literacy for families programs, outreach to the underserved including seniors, the quality of life in Kern County will continue to diminish and literacy levels may continue to decline.

Summary: The proposed reduction in funding will limit optimal public services and at a time when overall library use is more in demand than ever, locally, as evidenced by increased usage last fiscal year over the previous year including 10% in checkouts, 12% in computer use, 58% in interlibrary loans to others, 47% in interlibrary loans received, 11% in library card registrations, 8% in program attendance, and with a population increase of only 2%. We expect usage to continue to increase due to the downturn in the economy, high unemployment, and poverty.

GOALS AND PERFORMANCE MEASURES

Performance Measure #1:

Total hours open to the public.

FY 2005-2006 Actual Results	FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Adopted Goal	FY 2009-2010 Proposed Goal
46,024 (65% of ideal schedule)	46,309 (63% of ideal schedule)	45,449 (63% of ideal schedule)	45,000 (61%of ideal schedule)	27,092 (37% of ideal schedule)

What:
This indicator measures the Library's availability to serve the patrons of Kern County. This statistics includes the total sum of hours open to the public from 27 stationary and mobile facilities including the main library.

Why:
According to two countywide user surveys conducted in 1996 and 2007 to measure satisfaction with library services and resources and to ascertain the priorities of the public, this indicator is one of the two most important measures to the public that is fundamental to the mission of the library and for optimal user satisfaction. The public has twice prioritized more hours of opening as one of two of the highest priorities it desires.

It is critical to the public that the library increase its hours of opening to the public to maximize convenient access to its books, audiovisual items, magazines and newspapers, subscription databases, reference materials, local history, computers, programs, and other resources and services of the library to gain a competitive edge in the world marketplace on an equal basis.

How are we doing?
We would like to be doing better. In 1987, County Library served nearly 500,000 citizens with 68,000 hours of opening and it now serves over 827,000 people with 27,092, hours of opening, just 40% of the hours it was open two decades ago. Comparatively, California and nationwide hours of opening to the public in FY 2007-08 was 67,000; it is now 73,580 hours nationwide. Due to the mandated budget guidelines of 21.5% reduction for FY 2009-10, the total hours open to the public continues to be limited as the library absorbs additional cost increases beyond its control. This 21.5% reduction also stretches its staff resources to unacceptable limits as resources are insufficient to maintain hours of opening at last year's level. Our real goal is to restore the 40,908 lost hours of opening to the public to the 1987 level of 68,000. This loss was due to many factors including increased costs of operation for five new branches and a main library, increases in salaries and benefits, absorbing the purchase and maintenance costs for new technology, including computer mainframes, 450 computers, printers, and peripheral equipment, broadband telecommunications, added computer services staff, and State cost shifts from Equal Revenue Augmentation Funds (ERAF) in the early 1990s forcing reductions in force.

How are we funded?
General Fund, fees, State Public Library Fund (PLF).

Performance Measure #2:

Average attendance per hour of operation.

FY 2005-2006 Actual Results	FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Adopted Goal	FY 2009-2010 Proposed Goal
2,300,000/46,024 = 50	2,300,000/46,024= 50	1,700,000/45,449= 38	1,700,000/45,000 = 38	1,250,000/27,092 = 46

What:
This indicator measures average attendance per hour of operation. It is determined by dividing the number of estimated attendance in the library by the number of hours open to the public. Due to increased population growth, the current recession, and the location of Amtrak behind the main library, and the decrease in hours of opening at the 21.5% reduction, we expect an increase in attendance per hour next fiscal year.

Why:
Our mission is to provide access to our resources. Attendance is one factor which indicates use. This can include the many people who use library resources in house, but to not check them out due to constraints by caregivers who worry about late fees; those that visit from out of town and want to check us out; those that just want to look up something in a book, but do not need to check it out; those who come to use our computers; those that just need to rest a bit in an air conditioned facility; those that need to use our restrooms; those that attend public programs; those that need assistance with finding answers to their questions; those that want to stimulate their imagination; those that want to tour our fine art collection; those that want to check their email; and those that want to do research, type a research papers, etc. This indicator demonstrates how many people use the library in a fiscal year and on an hourly basis.

How are we doing?
The use of the library is very good with 38 to 39 persons per hour visiting our libraries. If the hours of opening were increased, this number would increase as well given the demand for more hours of operation by the public in two recent surveys in 1996 and 2007. We know that the more hours we add, the more books we add, the more people will come and the more they will use our checkout services, computers, databases, reference service, computer classes, and resources in house.

How is this funded?
General Fund, fees, State Public Library Fund (PLF).

Performance Measure #3:

(a) Number of registered users.
(b) Registered users as a percent of Kern County population.

FY 2005-2006 Actual Results	FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Proposed Goal	FY 2009-2010 Proposed Goal
261,000 33%	288,799 36%	319,797 39%	320,000 39%	320,000 39%

What:
This indicator measures the total number of registered users and/or borrowers of the library and the registered users as a percent of the County population. These individuals have registered for their own library cards.

Why:
This measure provides a sense of the trend in registered use of the library, as well as the library's "penetration" in the community. This measure does not include attendance at the library, nor is it able to measure how many families or caregivers use one card to better track their resources checked out and to monitor their children's use.

It is important for the library to know how many people take advantage of the resources of their public library to better their lives and how many they still need to reach out to with outreach services such as literature based or information based programs and/or an overview of the library.

How are we doing?
Kern County Library is on par nationwide with the percentage of registered users and with libraries in the San Joaquin Valley Library System, and Los Angeles and San Diego Public Libraries. Historically, there is a direct correlation with educational attainment and library registrations and use. We do not anticipate a reduction in the number of registered users during the next fiscal year.

How is this funded?
General Fund, fees, State Public Library Fund (PLF).

Performance Measure # 4:

(a) Number of library programs offered.
(b) Number of individuals participating in library programs.

FY 2005-2006 Actual Results	FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Adopted Goal	FY 2009-2010 Proposed Goal
2,489 50,083	2,180 53,863	2,151 58,275	2,100 57,000	600 16,000

What:
This indicator measures the number of enrichment programs planned and implemented by the library for all ages and the number of individuals attending and/or participating in programs at the library.

Why:
The mission of the library is to provide access to all types of resources. Enrichment programs are one way to reach out to our public to introduce them to the world of lifelong learning at the library. One popular type of program is storytelling through literature based programs to stimulate reading and love of books for all ages and to promote critical thinking and listening skills. Other subject based programs to promote library resources include dance, music, etiquette, citizenship, career opportunities, job hunting skills, resume preparation, parenting skills, consumer research, financial planning, investment and finance, and medical and legal programs to name a few, to help open the doors to the world to promote knowledge, understanding and respect for others, and to help improve the quality of life and economic status for citizens.

About 80% of library programming is geared for youth and 20% for adults. Author visits, guest storytellers, puppet theatre, storytelling, computer classes, information literacy classes, origami, are but a few of the offerings.

How are we doing?
Very good given the limited hours of open to the public, limited funding for performers and authors, and limited staffing to plan and implement programs for the public. We would love to plan and implement more programming given the generally low demographic variables in Kern County such as low educational levels and income, to name a couple. However, given budget constraints for next fiscal year and anticipated reductions in force and in hours of opening to the public, we expect a major reduction in the number of programs offered and in the attendance overall.

How is this funded?
General fund, fees, State Public Library Fund (PLF).

Performance Measure #5:

Number of annual users of library computers.

FY 2005-2006 Actual Results	FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Adopted Goal	FY 2009-2010 Proposed Goal
365,392	337,030	377,496	370,000	275,000

What:
This indicator measures the number of annual users of computers including online catalog use, internet access to the world-wide web, subscription database access, and Microsoft office functions.

Why:
One mission critical function of the library is to provide convenient and timely access to the resources of the library. This includes access to its online catalog, the internet for access to the world wide web, library subscription databases, and to office functions. Since 2000, our goal has been to close the digital divide. Without sufficient numbers of computers, hours of opening to the public, staff to help the public with multi-functional use, computer support staff to maintain computers and printers, sufficient broadband for quick access, the library cannot begin to fulfill its mission.

How are we doing?
We could use 1,000 computers to better assist the public given waiting lines of up to three to four hours in some of our facilities throughout the County. Many other branches have wait times of over two hours. As such, this is an unacceptable situation and is very frustrating for both staff and users, and particularly poor users, who must depend upon the library for their computer and Internet access as they have little choice.

Given the 238 public computers at 25 locations (excluding bookmobiles) translating into .29 computers for 1000 population, the usage is at its maximum with 377,496 users annually. The average number of computers in California public libraries that serve over 500,000 people is 527 and the average number of computers per 1000 people is .48 from FY 2007-08 statistics from California Library Statistics, 2009. The number of computer users is constrained, however, in Kern County even more, because of our limited hours of opening, lack of space, lack of infrastructure to handle more bandwidth including adding wireless access countywide, lack of funds for computer workstations and furnishings, lack of cabling, intermittent closures for maintenance such as new flooring, power outages, down time due to troubleshooting problems, snow days, lack of computer services staff to troubleshoot in a timely manner as we only have 2 FTE specialized computer staff to manage 450 public and staff computers and our telecommunications infrastructure compared to over 60 computer staff in another department to manage similar multi-function networks for multiple facilities and over 10 FTE in similar libraries of comparison. Historically, there is a direct correlation of higher usage with more hours of opening to the public, more staff and more public computers.

With two Gates Foundation grants in 2000 and 2005-08, we have made some headway as 123 public access computers were funded for Internet access and multi-function use and 113 of these computers were replaced in the previous three years to continue this effort in Kern County. However, the computers are not islands unto themselves. As noted above, significant increases in specialized computer staff support is needed for troubleshooting, teaching, training, and for short and long term planning for technology.

How is this funded?
General fund, fees, State Public Library Fund (PLF), grant Gates Foundation.

Performance Measure #6:

Average population served per staff FTE.

FY 2005-2006 Actual Results	FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Adopted Goal	FY 2009-2010 Proposed Goal
6,088 (196% of CA Avg. 3,103)	5,135 (165% of CA Avg. 3,103)	6,337 (204% of CA Avg. 3,103)	7,140 (230% of CA Avg. 3,103)	9,225 (297% of CA Avg. 3,103)

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

Why:
This measure provides some indication of the Library's ability to provide services to its users. Users' ability to access needed materials is often heavily dependent on help from Library staff.

How are we doing?
Average population served per FTE remains fairly stable over time. However, the proposed staffing is more than three times lower than California public libraries of comparison, 3,103:1, respectively. This translates into lower service levels and assistance to the public.

How is this funded?
General Fund, fees, State Public Library Fund (PLF).

Performance Measure #7:

Total number of books, audiovisual and other items held.

FY 2005-2006 Actual Results	FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2007-2008 Adopted Goal	FY 2009-2010 Proposed Goal
1,004,997 (33% of Nat'l Avg. of >3M)	1,099,563 (34% of Nat'l Avg. of >3M)	952,569 (32% of Nat'l Avg. of >3M)	950,000 (32% of Nat'l Avg. of >3M)	875,000 (29% of Nat'l Avg. of >3M)

What:
This indicator measures Library's materials (books, audio-visual media, serials, databases, government documents, periodicals, etc.) available to the public. While our goal is to have an inventory of 1.6M items or a minimum of two items per capita given our library service area population of 827,173 at present, the 21.5% budget reduction for FY 2009-10 preclude this possibility.

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

How are we doing?
We have a long way to go to catch up to other libraries of comparison in California and nationwide. In FY 2007-08, California books per capita measured 1.99 items; this same year Kern County measured 1.09 and today it measures 1.2 items per capita, far below your Board approved minimum standard of two items per capita in our Facilities Master Plan to the Year 2020 in 2002 and the most recent nationwide comparisons that measure 2.66. Net items held, considering both new acquisitions and on-going weeding of old and damaged items, is expected to decrease by approximately 75,000 items for FY 2009-10 due to the lack of increased resources for new materials to sustain growth. Our book inventory held now ranks among the lowest 13 public libraries in the State out of 180 from California Library Statistics, 2009 based upon data from FY 2007-08.

Historically, there is a direct correlation between a higher number of both hours open to the public and new books and a higher level of materials checked out. The converse correlation is also true.

How is this funded?
General Fund, fees, State Public Library Fund (PLF).

Performance Measure # 8:

Average wait time for a new book.

FY 2005-2006 Actual Results	FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Proposed Goal	FY 2009-2010 Proposed Goal
3 months to 1 year	3 months	9 months to 1 year	9 months to 1 year	9 months to 2 years

What:
This indicator represents how long a library user must wait to receive a new book or other item once an item is placed on hold. The proposed goal is a result of FY 2009-10 budget guidelines which force cost absorptions in operational costs thus reducing our book budget per capita which results in longer wait times for new materials due to low volume count and high demand for scarce resources.

Why:
The major mission of the library is to provide equal access to up-to-date educational, recreational, cultural, and informational resources. In customer satisfaction surveys in 1996 and 2007, the highest priority by the public was to add more current resources next to adding more hours of opening to the public.

Without sufficient new materials each year to keep collections current, the public cannot fulfill their mission in life whether it be for work, school or personal needs. Without a sufficient budget to purchase new materials, the public is forced to wait for an average of three months currently for new materials on hold and will be forced to wait up to two years for each book on reserve next year due to the mandated 15% budget reduction guidelines.

How are we doing?
We aim to fill holds within a month. However, the reality is that the public must wait inordinate periods of time to receive a new book whether it is for school, career or personal choices.

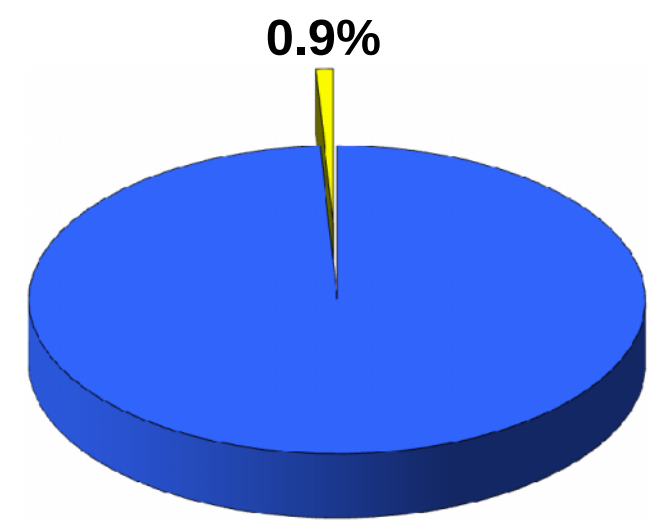
We need to do better to meet public need and demands. Constriction of the Library's book budget, coupled with increasing County population, has forced per capita library materials expenditures to fall from current FY 2008-09 level of $.76 to projected level of $.13 for FY 2009-10. This is 34 times lower than public libraries of comparison nationwide and twenty-six times lower than the average California public library at $3.36 per capita (FY 2007-08). This resulted in a current drop in new volumes and titles added. Last fiscal year (FY 2007-08) the library purchased over 82,000 new books; this year (FY 2008-09) we estimate purchasing 70,000 new books and next fiscal year, only 14,000 new items are expected to be added. This results in long waits of new materials of up to two years.

How is this funded?
General Fund, fees, State Public Library Fund (PLF).

Recreation & Culture

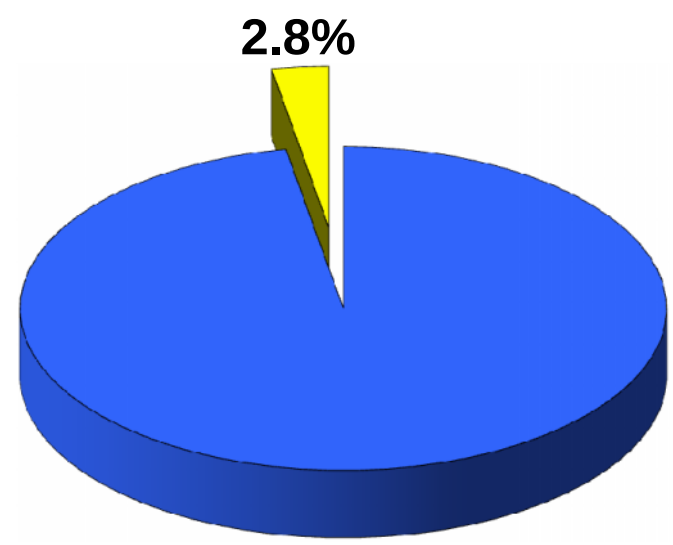
RECREATION AND CULTURE

Total Recommended Appropriations $12,667,870



Percentage of Total County Budget

Recommended Net General Fund Cost $10,143,371 (Expenditures Less Program Revenues)



Percentage of Total General Purpose (Discretionary-Use) Funds

Parks and Recreation Department

Budget Unit 7100

Department Head: Robert Lerude, *Appointed*

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2007-08	FY 2008-09		FY 2009-10		
	Actual	Approved Budget	Estimated Actual	Department Requested	CAO Recommended	Incr/(Decr) From Budget
APPROPRIATIONS:						
Salaries and Benefits	$10,570,945	$10,555,600	$10,422,842	$9,095,986	$8,754,476	($1,801,124)
Services and Supplies	4,386,543	3,754,578	4,498,673	3,636,563	3,820,414	65,836
Other Charges	114,839	122,000	111,449	117,980	117,980	(4,020)
Fixed Assets	525,399	30,000	0	0	0	(30,000)
TOTAL EXPENDITURES	**$15,597,726**	**$14,462,178**	**$15,032,964**	**$12,850,529**	**$12,692,870**	**($1,769,308)**
Less Expend. Reimb.	25,100	25,000	100	25,000	25,000	0
TOTAL NET EXPENDITURES	**$15,572,626**	**$14,437,178**	**$15,032,864**	**$12,825,529**	**$12,667,870**	**($1,769,308)**
REVENUES:						
Fines and Forfeitures	$13,828	$15,000	$22,000	$22,000	$22,000	$7,000
Use of Money/Property	154,605	183,000	163,000	183,000	166,000	(17,000)
Intergovernmental	0	00	91,473	0	0	
Charges for Services	2,168,843	2,201,149	2,198,975	2,204,986	2,047,378	(153,771)
Miscellaneous	36,873	32,121	32,127	10,121	10,121	(22,000)
Other Financing Sources I/F	8,948	9,000	9,000	9,000	9,000	0
Other Financing Sources:						
Wildlife Resources	0	0	3,000	3,000	0	0
Tehachapi Mt Forest Park	0	142,750	115,000	0	0	(142,750)
Litter Clean Up	0	4,000	4,000	0	5,000	1,000
Off Hwy Mv Lic	0	165,000	216,000	170,000	185,000	20,000
Parcel Map In-Lieu Fees (Quimby)	0	0	00	0	80,000	80,000
TOTAL NET REVENUES	**$2,383,097**	**$2,752,020**	**$2,854,575**	**$2,602,107**	**$2,524,499**	**($227,521)**
NET GENERAL FUND COST	**$13,189,529**	**$11,685,158**	**$12,178,289**	**$10,223,422**	**$10,143,371**	**($1,541,787)**
Authorized Positions:						
Full Time	141	139	139	130	104	(35)
Part Time	1	1	1	0	0	(1)
	142	140	140	130	104	
Funded Positions:						
Full Time	141	122	139	112	104	(18)
Part Time	1	1	1	0	0	(1)
	142	123	140	112	104	

OPERATIONAL SUMMARY

- *Mission:*

The Kern County Parks and Recreation Department develops and maintains a safe, accessible, high-quality regional system of parks, open spaces, landscapes and recreational facilities to support and enhance the quality of life for our residents and visitors.

- *Fundamental Functions & Responsibilities:*

  - Park maintenance and development
  - Maintenance and development of landscapes and streetscapes
  - Operation of veterans, seniors, community and recreation buildings
  - Public safety in parks and on lakes within parks
  - Provide outdoor recreational venues including campgrounds, sports facilities, and picnic and festival areas

PROGRAM DISCUSSION

The Parks and Recreation Department is responsible for the maintenance and operation of seven regional parks, 40 neighborhood parks, two streetscapes, and landscape areas around 87 County-owned and/or occupied buildings. Security and public safety services are provided by boat patrols on the lakes, and by roving patrols in some regional park facilities. The department is also responsible for the operation of the County's 27 veterans, seniors, community, and recreation buildings. Additionally, this department provides administrative support for the Golf Course Enterprise Fund budget unit 8991, the Wildlife Resources Commission budget unit 2740, the Parks and Recreation Commission, and the Heritage Commission.

The recommended budget includes a decrease of $1,801,124 in the salaries and benefits object that is the result of deletion of positions due to the department's efforts to meet the reduced net General Fund guideline.

While reductions were made to the services and supplies object, the total expenditures show an increase of $65,836, primarily due to the increase in fixed utilities costs within this budget unit. Additional measures that have been taken to reduce costs are the closures of five community and recreation buildings: one community building (Ed Oakley Building) in Twin Oaks, one recreation building in Boron, one recreation building in Rosamond, one recreation building in Mojave, and one recreation building in Arvin (DiGiorgio Building). These facilities were chosen due to low usage or because other similar facilities were available nearby. All remaining buildings will be open at reduced hours. This reduction in hours will not affect the senior nutrition program, the cooling center program or the veterans programs. However, it will impact non-profit groups as the facilities will not be available. A planned reduction in turf watering, park maintenance, and facility services, to offset the expected decline in revenue, will result in brown turf in the parks, and a possible increase in graffiti and vandalism.

In recognition of the County's fiscal constraints, the recommended budget includes a decrease of $524,000 in fixed assets.

The recommended budget also includes funding for Off Highway Motor Vehicles (OHV) fees, which are estimated to be $185,000. 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.

In FY 2009-10 utilities costs for three out of six water well pumps at the Buena Vista Aquatic Recreation Area are now included in the Utilities budget unit. The three water well pumps were repaired and brought online in FY 2008-09 and are now pumping enough water that water replenishment for the lakes will not need to be purchased. It is important to note that the department has experienced over a 90% increase in water costs for irrigation on the west side of the County.

The Parks Master Plan, which has been in process since FY 2007-08 will be finalized in FY 2009-10. The development and maintenance fees and in-lieu fees, included in the Parcel Map in Lieu of Fees Fund 25102 (Quimby) will be adjusted and/or new fees will be implemented, as necessary, for rehabilitation of existing parks and facilities, development of new parks and facilities, implementation of landscape and lighting districts, community services areas, or recreation and park districts, through the County planning process.

POSITIONS DISCUSSION

A mid-year organizational change was approved in the current year. One part time Building Services Worker position was deleted, at an annual savings of $64,000; and one full time Building Services Worker position was added, at an annual cost of $66,000. The overall effect of this change was a reduction in extra help use, at an annual savings of $12,000. The full time Building Services Worker position can be used to service more than one facility.

The recommended budget includes mid-year organizational changes approved on June 9, 2009 with an effective date of July 4, 2009, including the deletion of 20 authorized positions, resulting in nine layoffs: two Office Services Technician positions, at an annual savings of $130,000; one Maintenance Painter position, at an annual savings of $80,000; six Maintenance Worker I/II/II/IV positions, at an annual savings of $398,000; and 11 Groundskeeper I/II positions, at an annual savings of $701,500.

The recommended budget also includes the deletion of 16 positions: one Administrative Coordinator position, at an annual savings of $95,000; three Equipment Operator positions, at an annual savings of $238,000; one Mower Repair Mechanic position, at an annual savings of $79,500; one Office Services Technician position, at an annual savings of $65,000; one Park Supervisor position, at an annual savings of $86,000; one Senior Building Services Worker, at an annual savings of $69,000; five Park Ranger I/II CA positions, at an annual savings of $590,000; one Groundskeeper III position, at an annual savings of $75,000; and two Tree Trimmer III positions, at an annual savings of $157,000.

During the peak season, the department will use extra help to staff security for parks. Funding for other extra help positions that are typically hired for peak season is not included in the recommended budget.

DIRECTOR'S DISCUSSION

This department has worked with the County Administrative Office to implement the initial requested 15% step-down for the 2009-10 fiscal year resulting in a layoff of nine people and the deletion of 20 positions. In addition, this 15% step-down has resulted in the layoff and/or not hiring of all extra help in the field and at our buildings. Only extra help park ranger/security positions are not scheduled for layoff in the 15% step-down due to the need for law enforcement and collection of revenue at our regional parks. Traditionally, this department has used 50 to 60 extra help for the parks, buildings and park ranger/security program each year. This impact will result in the closure of the four recreation buildings and one community building, the reduction in hours and days of all other senior, veterans, community and recreation buildings to five days a week and eight hours a day which will affect many non-profit groups who use these facilities. This will not impact the senior nutrition programs, cooling centers or the veterans programs as our remaining permanent building service workers will staff the facilities for the five days a week and eight hours a day during these senior and veteran programs. However, the elimination of extra help and elimination and layoff of permanent positions and people respectively in the field operations will result in significantly reduced groundskeeping and maintenance in our parks such as cleaning of restrooms, removal of graffiti, mowing/edging of turf, repair of park amenities (i.e. picnic tables, barbecues, picnic shelters, playgrounds) and repair of irrigation systems.

The department continues to work efficiently through reduction in cell phones, home retention vehicles, use of work release, community service, Cal-works, SER program, summer youth jobs program and many volunteer groups and individuals (gratuitous service agreements) performing maintenance tasks throughout our park system. Again, the department will look for "bargains" to replace vehicles through grants from the Kern Air Pollution District and through obtaining vehicles from other County departments whose vehicles are going to auction. The department will continue collaborating with other County departments to provide services during these difficult fiscal times (i.e. use of equipment between General Services and Parks, cooling center operations between Aging and Adult Services and Parks). In addition, the department will continue to work with the County Administrative Office and other public jurisdictions to transfer parks and facilities where appropriate to local jurisdictions already providing the same park and recreation services in their communities.

GOALS AND PERFORMANCE MEASURES

Performance Measure #1:

Number of reported accidents/incidents within parks staffed by Park Rangers, including Kern River County Park, Lake Woollomes, Lake Isabella and Buena Vista Aquatic Recreation Area (BVARA).

FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Adopted Goal	FY 2008-2009 Mid-year Results	FY 2009-2010 Proposed Goal
N/A	N/A	N/A	16,239	15,600

What:
This measure reflects the number of reported accidents/incidents within parks staffed by Park Rangers.

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, vehicle code and parking regulations. Better tracking has allowed Parks to improve report accuracy.

How are we doing?
This new measure which began in FY 2007-08, shows some improvement.

How is this funded?
User fees and the General Fund.

Performance Measure #2:

Number of public contacts by Park Rangers.

FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Adopted Goal	FY 2008-2009 Mid-year Results	FY 2009-2010 Proposed Goal
N/A	9,600	10,000	43,734	80,000

What:
This measure reflects Park Rangers' ability to keep accidents and incidents to a minimum, within parks. Park Rangers attempt to minimize accidents by patrolling on water and on land within County regional parks, assisting visitors, performing alcohol- and visitor-related interventions, and enforcing local laws and ordinances. Better tracking has allowed Parks to improve report accuracy.

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 vehicle code and parking regulations.

How are we doing?
Results for the period of July 1, 2007 through June 30, 2008 reveal that the department has multiplied its goal about 15 fold. New data for FY 2008-09 shows increased Ranger activities. Future plans will include Rangers handling BVARA gate fee collections. Their presence will also enhance customer service.

How is this funded?
User fees and General Fund.

Performance Measure #3:

Percentages of surveyed user groups that report that Parks Department facilities (sports and camping) are highly accessible.

FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Adopted Goal	FY 2008-2009 Mid-year Results	FY 2009-2010 Proposed Goal
N/A	Sports Facilities – N/A Camping – 74%	Sports Facilities – 82% Camping – 82%	Sports Facilities – 82% Camping – 82%	Sports Facilities – 80% Camping – 80%

What:
This measure indicates the extent to which recreational organizations have access to park facilities when desired, or whether demand far facilities exceeds supply.

Why:
One of Parks' main functions, or goals, is to ensure access to park space and facilities. Outdoor activities foster physical and mental health, provide for healthy family and community relationships, discourage delinquency, and promote physical health.

How are we doing?
The department did not administer a survey tool to park sport facility users in FY 2008-09, but has met with CSUB to conduct one as soon as they can fund it. During FY 2007-08, however, Parks surveyed visitors at BVARA, and a new survey will be conducted during early summer 2009.

How is this funded?
User fees and the General Fund.

Performance Measure #4:

a) Average number of workdays to remove graffiti on parks property.
b) Average number of workdays to remove vandalism on parks property.

FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Adopted Goal	FY 2008-2009 Mid-year Results	FY 2009-2010 Proposed Goal
3 N/A	Graffiti – 3.45 Vandalism – 13.54	Graffiti – 3.00 Vandalism – 13.00	Graffiti – 3.21 Vandalism – 13.00	Graffiti – 3.45 Vandalism – 13.00

What:
This is a measure of how quickly Parks is able to restore property subsequent to graffiti and vandalism.

Why:
Timely removal of graffiti, particularly "tagging" discourages additional or retaliatory tagging. Areas with graffiti left unaddressed encourage rival taggers. Vandalism of parks and facilities creates unsafe environments and lends itself to further damages or vandalism.

How are we doing?
Results for the period of July 1, 2007 through June 30, 2008 show that the department has experienced about 3.5 work days on average, for removal of graffiti. New data for FY 2008-09 shows that there will be some improvement. Vandalism threshold is higher due to the need to order and receive replacement parts (sinks, valves, etc.)

How is this funded?
User fees and the General Fund.

Performance Measure #5:

Ratio of trees planted to trees removed across the County by Parks Department.

FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Adopted Goal	FY 2008-2009 Mid-year Results	FY 2009-2010 Proposed Goal
Planted – 512 Removed – 116	Planted – 267 Removed – 183	Planted – 213 Removed – 150	Planted – 213 Removed – 113	Planted – 250 Removed – 100

What:
This measure reflects Parks' goal to plant an equal or greater number of trees than are being removed.

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

How are we doing?
A timber harvest program within Tehachapi Mountain Parks was initiated in FY 2007-08 to remediate a significant forest health issue and wildfire risk which would significantly skew the data, therefore the numbers of trees taken from that park is not reported here. The department hopes to meet its goal this year.

How is this funded?
User fees and the General Fund.

Performance Measure #6:

Number of campers and participants at events held in parks.

FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Adopted Goal	FY 2008-2009 Mid-year Results	FY 2009-2010 Proposed Goal
Camping – 93,152 Outdoors Events – 70,13 Senior Nutrition – 1,494	Camping – 95,000 Outdoors Events – 75,000 Senior Nutrition – N/A	Camping – 95,000 Outdoors Events – 75,000 Senior Nutrition – 1,500	Camping – 97,000 Outdoors Events – 75,000 Senior Nutrition – 41,000	Camping – 100,000 Outdoors Events – 75,000 Senior Nutrition – 50,000

What:
This measure demonstrates the participation levels in park activities, specifically camping, outdoor community events, and senior nutrition programs held in County buildings.

Why:
Camping, community events, and senior nutrition programs held at County facilities provide opportunities to foster family and community relationships, rest, relaxation and renewal.

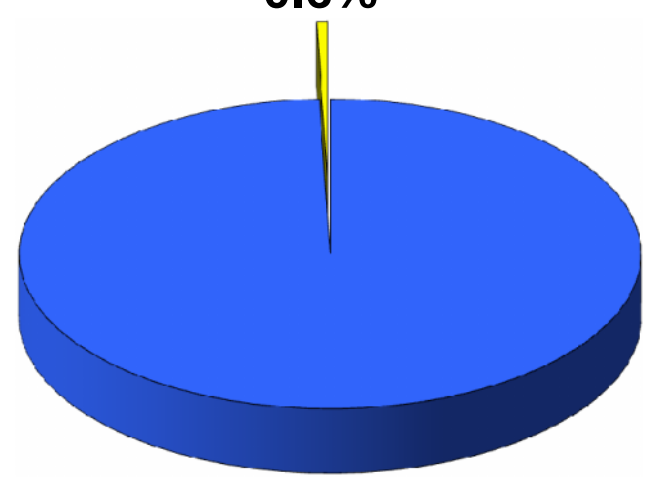
How are we doing?
The department hopes to meet its goal of park utilization this fiscal year. New data collection methods allow for greater accuracy of reporting attendance.

How is this funded?
User fees and the General Fund.

Debt Service

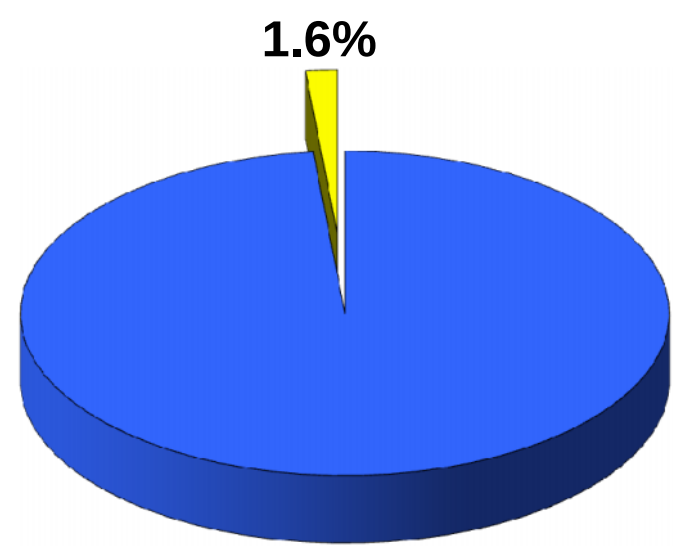
DEBT SERVICE

Total Recommended Appropriations $8,044,091



Percentage of Total County Budget

Recommended Net General Fund Cost $5,539,769 (Expenditures Less Program Revenues)



Percentage of Total General Purpose (Discretionary-Use) Funds

Debt Service

Budget Unit 8120

Department Head: John Nilon, *Appointed*

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2007-08	FY 2008-09		FY 2009-10		
	Actual	Approved Budget	Estimated Actual	Department Requested	CAO Recommended	Incr/(Decr) From Budget
APPROPRIATIONS:						
Services and Supplies	$408,824	$856,099	$357,357	$360,734	$360,734	($495,365)
Other Charges	9,025,503	7,470,806	7,388,117	7,683,357	7,683,357	212,551
TOTAL EXPENDITURES	**$9,434,327**	**$8,326,905**	**$7,745,474**	**$8,044,091**	**$8,044,091**	**($282,814)**
REVENUES:						
Use of Money/Property	$1,266,000	$2,125,050	$2,125,050	$1,500,000	$1,500,000	($625,050)
Other Financing Sources:						
Community Development Prog	609,649	1,105,315	0	950,000	1,004,322	(100,993)
TOTAL NET REVENUES	**$1,875,649**	**$3,230,365**	**$2,125,050**	**$2,450,000**	**$2,504,322**	**($726,043)**
NET GENERAL FUND COST	**$7,558,678**	**$5,096,540**	**$5,620,424**	**$5,594,091**	**$5,539,769**	**$443,229**

PROGRAM DISCUSSION

This budget unit is used to make annual debt service payments for County projects and equipment financed on a long-term basis, and to pay interest on the County's short-term cash flow borrowing. The County Administrative Office administers this budget unit.

Short-Term Financing

Annually, the County issues tax and revenue anticipation notes (TRAN) to meet the County's cash flow needs. The amount to be issued each year is based on the cash flow analysis prepared by the County Administrative Office. The interest cost and cost of issuance associated with this financing are less than the interest earnings generated on the additional cash.

In June 2009, the County sized the FY 2009-10 TRAN for a par amount of $180 million, at an estimated 0.589% net interest cost. The recommended budget includes sufficient appropriations to fund the net interest cost of $2,375,000. It is anticipated that borrowing in the market will result in interest savings of approximately 1% to 3% below available reinvestment rates.

Long-Term Financing

This budget funds the annual lease payments for the Certificates of Participation (COPs) and other capital leases that are paid from the General Fund to finance the County's major capital improvement, construction, and acquisition projects. Since 1990, the County has entered into eight General Fund paid COPs and capital lease obligations. Four of these issuances are still outstanding:

- 1994 Rosamond Library COP: $1.94 million was issued at an interest rate of 6.29% to finance the County's portion of the construction of the Rosamond Library. The balance of the construction cost was funded through a State library construction grant.

- 1999 Capital Improvement Projects COP: $20.47 million was issued at an interest rate of 5.33% to finance the acquisition of a countywide microwave communications system and construction of three hospital-related projects. The portion of the debt service payment associated with the communications system is paid from this budget unit, while the balance of the annual debt service is paid from the Kern Medical Center Enterprise Fund.

- 1999 HUD Section 108 Loan: $10 million was issued to finance the construction of the Public Health Facility. Revenue from the Community and Economic Development Department offsets a portion of the loan repayment costs. The loan will be retired this year upon final payment in August 2009.

- 2007 California Infrastructure and Economic Development Bank Loan: $7.2 million was issued to finance curb, gutter and drainage improvements in the Fifth Supervisorial District. Revenue from the Community and Economic Development Department offsets the loan repayment costs.

The County has three 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.

The debt service related to the County Pension Obligation Bonds is not paid out of this budget unit.

In FY 2008-09, the County issued COPs to finance various transportation and facility projects, including the 7th Standard Road project, a new Information Technology Services facility, a new Fire Station 65 facility and a new Pine Mountain fire station. The COPs were issued at a par amount of $95,415,000, through a negotiated sale. The COPs successfully sold at a true interest cost of 5.686%, affording the County a favorable borrowing rate given the current environment in the financial markets to accomplish these critical infrastructure projects.

Performance measures associated with this budget are included in the discussion of the County Administrative Office budget unit 1020.

COUNTY OF KERN
TOTAL OUTSTANDING DEBT
As of June 30, 2009

Description of Issue	Source of Payment[1]	Principal Outstanding	Final Maturity	2009-10 Payment Obligation
1994 Certificates of Participation (Rosamond Library Project)	General Fund	$850,000	October 1, 2014	$176,528
1995 Taxable Pension Obligation Bonds	Various Funds[2]	$179,583,439	August 15, 2021	$22,977,658
1997 Certificates of Participation (Fire Department Projects)	General Fund	$5,225,000	May 1, 2017	$818,498
1999 Certificates of Participation (Public Improvement Projects)	General Fund/ Kern Medical Center Enterprise Fund	$15,420,000	November 1, 2019	$1,866,309
2002 Certificates of Participation (Solid Waste System Improvements)	Solid Waste Enterprise Fund	$14,165,000	August 1, 2016	$775,410
2003 Taxable Pension Obligation Bonds	Various Funds[2]	$236,027,067	August 15, 2027	$11,841,096
2003 Certificates of Participation (Airport Terminal & Improvements)	Airport Enterprise Fund	$11,160,000	August 1, 2023	$1,022,405
2009 Certificates of Participation (Capital Improvement Projects)	General Fund	$95,410,000	August 1, 2035	$3,729,584
2008 Taxable Pension Obligation Bonds	Various Funds [2,3]	$50,000,000	August 15, 2027	$1,320,500
FY 2009-10 Tax and Revenue Anticipation Notes	General Fund	$180,000,000	June 30, 2010	$184,500,000

[1] Except for the 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 such issue from the sources indicated.

[2] The debt service payments for the 1995, 2003, and 2008 Pension Obligation Bonds are made on a pro rata basis between various County funds proportional to the amount of salary costs incurred in those funds.

[3] The interest rate, with respect to these certificates, is calculated based on the one month LIBOR plus 0.75%. Therefore, the actual payment obligation is expected to be lower then the amount specified.

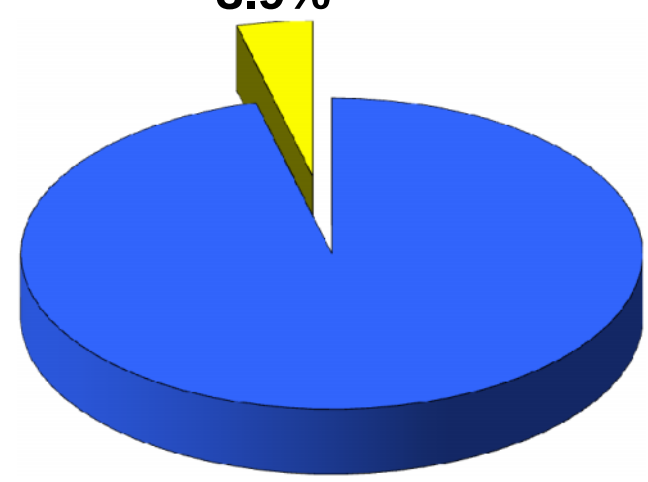
SUMMARY OF PROVISIONS FOR OPERATING FUNDS LOANS/ADVANCES
Fiscal Year 2009-10

Description	Estimated Receivables/ Payables Balance as of June 30, 2009	Decreases (Repayment of Principal)	Increase (Additions Loans/ Advances	Total Receivables/ Payables for Budget Year
Receivables				
ACO-General Fund (Fund #00004): Airport Enterprise Fund - International Terminal	$8,080,559	$0	$1,094,961	$9,175,520
ACO-General Fund (Fund #00004): Airport Enterprise Fund - Parking Lot Expansion	610,900	0	0	610,900
KMC Enterprise Fund (Fund #35030): KMC COP Fund	500,000	0	0	500,000
Total Receivables	**$9,191,459**	**$0**	**$1,094,961**	**$10,286,420**
Payables				
Airport Enterprise Fund (Fund #35005) to ACO General Fund	$8,691,459	0	$1,094,961	$9,786,420
KMC COP Fund (Fund #00210) to KMC Enterprise Fund	500,000	0	0	500,000
Total Payables	**$9,191,459**	**$0**	**$1,094,961**	**$10,286,420**

Reserves & Contingencies

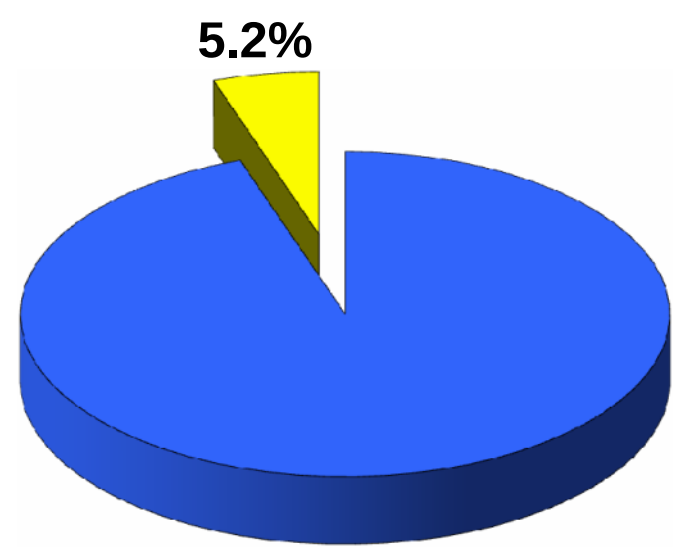
RESERVES AND CONTINGENCIES

Total Recommended Appropriations $56,852,035



Percentage of Total County Budget

Recommended Net General Fund Cost $18,679,995 (Expenditures Less Program Revenues)



Percentage of Total General Purpose (Discretionary-Use) Funds

Appropriations for Contingencies

Budget Unit 1970

Department Head: John Nilon, *Appointed*

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2007-08	FY 2008-09		FY 2009-10		
	Actual	Approved Budget	Estimated Actual	Department Requested	CAO Recommended	Incr/(Decr) From Budget
APPROPRIATIONS:						
Appropriations for Contingencies-General	$0	$6,391,113	$0	$4,000,000	$4,000,000	($2,391,113)
Appropriations for Contingencies-AB 900	0	351,000	0	0	0	(351,000)
Appropriations for Contingencies-Unemployment Insurance	0	125,000	0	0	0	(125,000)
Appropriations for Contingencies-Salaries Cost	0	0	0	0	0	0
Appropriations for Contingencies-Biosolids EIR	0	0	0	1,018,995	1,018,995	1,018,995
TOTAL NET APPROPRIATIONS	**$0**	**$6,867,113**	**$0**	**$5,018,995**	**$5,018,995**	**($1,848,118)**

PROGRAM DISCUSSION

The recommended amount for general purpose contingencies of $5.02 million represents a $1.8 million net decrease from the level budgeted in FY 2008-09. Included in general purpose contingencies is $1,018,995 that is set aside to provide funding to complete the biosolids environmental impact report, if needed in FY 2009-10.

The summary shown above indicates no prior year or current year actual expenditures since funds from Appropriations for Contingencies are transferred to other budget units as required, and are shown as expenditures in the recipient department's budget unit.

The recommended funding level for contingencies is considered to be the minimum required provision to address possible emergency needs that may arise through out the fiscal year for all of Kern County government.

PURPOSE

The purpose of establishing a reserve is to earmark a portion of a fund for future use for a specified purpose. The purpose of a designation is to segregate a portion of an unreserved fund balance to indicate tentative plans for use in a future period. The 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 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 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 maintain a balance in this designation of between 7.5% and 10% of total General Fund expenditures. The adopted budget for FY 2008-09 maintained a balance of $48,020,000 in the Fiscal Stability Reserve, this balance represented 6.4% of total General Fund expenditures.

  In February 2009, the Board of Supervisors declared a fiscal emergency as a result of State budget actions and deficits in discretionary revenue resulting from the downturn in the economy and prolonged recession. The Board then approved a series of actions to reduce appropriations within General Fund departments, the transfer of available funding, and provided for the cancellation of one-third of the balance of the Fiscal Stability Reserve to backfill for the shortfall in discretionary revenue. The balance remaining totals $32,013,333.

  During the mid-year actions to adjust budgets, the Board expressed the desire to set aside the Fiscal Stability Reserve in a separate fund. As such, the recommended budget includes the establishment of the Fiscal Stability Fund, the cancellation of the Fiscal Stability Reserve in the General Fund, in the amount of $32,013,333, and the establishment of a designation in the Fiscal Stability Fund, in the amount of $32,013,333. It is recommended that the balance remain at its current level until the economy improves, and discretionary resources become available to increase the Fiscal Stability Fund.

- The purpose of the Tax Litigation Reserve is to earmark funds for the potential loss of County property tax proceeds due to: 1) Assessment Appeals Board decisions in favor of the taxpayer; 2) tax roll adjustments by the Assessor; or 3) resolution of court cases related to disputed property assessments. It is recommended that the current balance of $2,079,614 in the General Fund, and that the current balance of $831,846 in the Fire Fund, remain at their current levels. The proposed amount of funding in the Tax Litigation Reserve for the General Fund and Fire Fund is considered adequate to meet the potential loss of County property tax proceeds due to property tax disputes.

- The Sheriff has established a designation for long-term maintenance and periodic replacement of aircraft components, including propellers and engines, as required by Federal Aviation Administration regulations. The current balance in this designation is $1,136,881. In the past, the Sheriff has allocated a portion of his budget to increase this designation during the fiscal year if sufficient funds are available. However, due to a change in accounting policy, increases can now be made only at budget adoption. Based on aircraft usage in FY 2007-08 and FY 2008-09 and projected future costs, it is recommended that this designation remain at the current level of $1,136,881.

- The Budget Savings Incentive Credits (BSI) designation has, in the past, been allocated to specific departmental budgets at budget hearings. The designation of $16,500,000 for the BSI credits represents the estimated amount of credits that may be available to departments in FY 2009-10. The final calculation of BSI credits will by computed, taking into consideration, but not limited to, unrealized revenue versus revenue estimates, re-budgeted appropriations, one-time capital expenditures, and unencumbered appropriation balances. The final

FY 2009-10 RECOMMENDED COUNTY BUDGET
Provision for Reserves/Designations

Fund Description	Estimated Available Reserves/ Designations Balance as of June 30, 2009	Amount Made Available for Financing by Cancellation	Increase in Reserves/ Designations to be Provided in FY 2009-10	Total Reserves/ Designations for FY 2009-10
General				
Reserve-Fiscal Stability	$32,013,333	$32,013,333	$0	$0
Reserve-Tax Litigation	2,079,614	0	0	2,079,614
Designation Savings Incentive Credit	0	0	16,500,000	16,500,000
Designation Infrastructure Replacement	3,000,000	1,500,000	0	1,500,000
Designation EH Program Enhancements	0	0	347,000	347,000
Designation PILT/TARP	0	0	972,707	972,707
Designation Litigation	164,918	0	0	164,918
Designation Sheriff's Aircraft	1,136,881	0	0	1,136,881
Total General Fund	**$38,394,746**	**$33,513,333**	**$17,819,707**	**$22,701,120**
Fiscal Stability Fund				
Designation-Fiscal Stability Fund	**$0**	**$0**	$32,013,333	$32,013,333
ACO-General				
Designation Infrastructure Replacement	$14,166,647	$0	$0	$14,166,647
Designation General	641,827	0	666,979	1,308,806
Total ACO-General Fund	**$14,808,474**	**$0**	**$666,979**	**$15,475,453**
Structural Fire				
Reserve-Tax Litigation	$831,846	$0	$0	$831,846
ACO-Structural Fire				
Reserve-Tax Litigation	$9,171	$0	$0	$9,171
Designation General	244,365	0	16,247	260,612
Total ACO-Structural Fire Fund	**$253,536**	**$0**	**$16,247**	**$269,783**
Building Inspection				
Reserve-General	$1,436,779	$0	$0	$1,436,779
Designation General	3,178,793	0	2,000,000	5,178,793
Total Building Inspection Fund	**$4,615,572**	**$0**	**$2,000,000**	**$6,615,572**
Wildlife Resources				
Designation General	$28,016	$16,099	$0	$11,917
Tehachapi Mountain Forest Park				
Designation General	$697	$0	$6,362	$7,059
Probation DJJ Realignment Fund				
Designation General	$595,459	$0	$547,093	$1,142,552
Real Estate Fraud				
Designation General	$53,435	$0	$0	$53,435
Litter Clean Up				
Designation General	$400	$0	$200	$600
Off-Hwy Motor vehicle License				
Designation General	$233,952	$12,999	$0	$220,953
Planned Local Drainage-Shalamar				
Designation General	$10,125	$4,254	$0	$5,871
Planned Local Drainage-Brundage				
Reserve-General	$51,869	$22,550	$0	$29,319
Designation General	68,575	68,575	0	0
Total Planned Local Drainage-Brundage	**$120,444**	**$91,125**	**$0**	**$29,319**
Planned Local Drainage-Orangewood				
Reserve-General	$56,319	$0	$0	$56,319
Designation General	716,913	541,829	0	175,084
Total Planned Local Drainage-Orangewood	**$773,232**	**$541,829**	**$0**	**$231,403**
Planned Local Drainage-Breckenridge				
Reserve-General	$8,817	$3,465	$0	$5,352
Designation General	24,109	24,109	0	0

Fund Description	Estimated Available Reserves/ Designations Balance as of June 30, 2009	Amount Made Available for Financing by Cancellation	Increase in Reserves/ Designations to be Provided in FY 2009-10	Total Reserves/ Designations for FY 2009-10
Total Planned Local Drainage-Breckenridge	**$32,926**	**$27,574**	**$0**	**$5,352**
Range Improvement Section 15				
Designation General	$28,292	$24,276	$0	$4,016
Planned Local Drainage-Oildale				
Reserve-General	$2,331	$0	$0	$2,331
Designation General	92,005	65,032	0	26,973
Total Planned Local Drainage-Oildale	**$94,336**	**$65,032**	**$0**	**$29,304**
Informational Kiosk Fund				
Designation General	$19,573	$0	$0	$19,573
Probation Training Fund				
Designation General	$24,374	$0	$137	$24,511
DNA Identification				
Designation General	$181,600	$0	$0	$181,600
Sheriff's Facility Training Fund				
Designation General	$0	$0	$10,000	$10,000
Child Support Services Department				
Designation General	$455,490	$0	$0	$455,490
Automated Fingerprint Fund				
Designation General	$0	$0	$18,000	$18,000
Juvenile Justice Facility Temp Const				
Designation General	$6,227	$0	$0	$6,227
Emergency Medical Services Fund				
Designation General	$377,795	$0	$51,308	$429,103
Automated Co Warrant System				
Designation General	$0	$0	$13,409	$13,409
Domestic Violance Program				
Designation General	$220,542	$0	$0	$220,542
Criminal Justice Facility Construction				
Designation General	$299,900	$0	$0	$299,900
Courthouse Construction Fund				
Designation General	$269,272	$0	$57,083	$326,355
Recorder's SSN Truncation				
Designation General	$168,000	$94,383	$0	$73,617
Alcoholism Program				
Designation General	$312,745	$0	$0	$312,745
Alcohol Abuse Education/Prevention				
Designation General	$10,000	$0	$29,000	$39,000
Drug Program Fund				
Designation General	$267,871	$0	$0	$267,871
Recorder's Fee				
Designation General	$2,343,782	$505,267	$0	$1,838,515
Micrographic Fee				
Designation General	$0	$0	$16,006	$16,006
Tax Loss Reserve				
Reserve-1% Teeter Plan	$18,394,410	$0	$0	$18,394,410
Designation General	0	0	26,881,454	26,881,454
Total Tax Loss Reserve Fund	**$18,394,410**	**$0**	**$26,881,454**	**$45,275,864**
Redemption Systems				
Designation General	$2,316,962	$317,459	$0	$1,999,503
Abatement Cost				
Reserve-General	$176,081	$0	$0	$176,081
Designation General	384,381	227,960	0	156,421
Total Abatement Cost Fund	**$560,462**	**$227,960**	**$0**	**$332,502**
A-C Farm Adv Agriculture Research				

Fund Description	Estimated Available Reserves/ Designations Balance as of June 30, 2009	Amount Made Available for Financing by Cancellation	Increase in Reserves/ Designations to be Provided in FY 2009-10	Total Reserves/ Designations for FY 2009-10
Designation General	$401,375	$390,006	$0	$11,369
Animal Care Donations				
Designation General	$4,288	$0	$2,200	$6,488
Animal Care				
Designation General	$57,906	$0	$0	$57,906
Animal Control-Feline Carcasses				
Designation General	$35,028	$0	$0	$35,028
Board of Trade-Advertising				
Designation General	$23,062	$0	$6,690	$29,752
General Plan Administration Surcharge				
Designation General	$56,950	$0	$560,738	$617,688
Countywide Crime Prevention P.C.1202.5				
Designation General	$5,054	$0	$0	$5,054
D.A.-Local Forfeiture Trust				
Designation General	$701,117	$334,128	$0	$366,989
Health-Local Option				
Designation General	$27,147	$0	$34,123	$61,270
Health-State L.U.S.T. Program				
Designation General	$3,742	$0	$67,942	$71,684
Public Health Miscellaneous				
Designation General	$68,883	$0	$119,977	$188,860
Health-Fax Death Certificates				
Designation General	$6,752	$0	$0	$6,752
Child Restraint Loaner Program				
Designation General	$83,143	$0	$0	$83,143
D. A. Equipment/Automation				
Designation General	$627,968	$492,000	$0	$135,968
MH-Prop 36 Sub Abuse and Crime Prev				
Designation General	$995,342	$0	$28,424	$1,023,766
Kern Critical Incident Response Team				
Designation General	$4,961	$0	$0	$4,961
Mental Health Services Act				
Designation General	$2,411,428	$0	$141,416	$2,552,844
Probation Asset Forfeiture				
Designation General	$45,485	$200	$0	$45,285
Health-Nurse Family Partnership Program				
Designation General	$11,581	$0	$0	$11,581
Truck 21 Replacement-Fire				
Designation General	$697,856	$0	$100,000	$797,856
Fixed Wing Aircraft-Fire				
Designation General	$127,871	$121,700	$0	$6,171
Vehicle/Apparatus-Fire				
Designation General	$560,103	$0	$16,000	$576,103
Hazardous Waste Settlemnts				
Designation General	$392,020	$0	$721,031	$1,113,051
Sheriff`s CAL-ID				
Designation General	$0	$0	$2,640,516	$2,640,516
Sheriff`s Training				
Designation General	$0	$0	$80,000	$80,000
Sheriff`s Work Release				
Designation General	$0	$0	$161,383	$161,383
Sheriff-State Forfeiture				
Designation General	$0	$0	$312,567	$312,567
Sheriff's-Civil Automated				

Fund Description	Estimated Available Reserves/ Designations Balance as of June 30, 2009	Amount Made Available for Financing by Cancellation	Increase in Reserves/ Designations to be Provided in FY 2009-10	Total Reserves/ Designations for FY 2009-10
Designation General	$0	$0	$585,480	$585,480
Sheriff's Firearms				
Designation General	$0	$0	$1,808	$1,808
Sheriff-Judgement Debtors Fee				
Designation General	$0	$0	$63,781	$63,781
Sheriff`s Communicatin Resources				
Designation General	$0	$0	$2,968	$2,968
Sheriff's Volunteer Serv Grp				
Designation General	$0	$0	$77,480	$77,480
Sheriff`s Controlled Subtance				
Designation General	$0	$0	$1,270	$1,270
Bakersfield Planned Sewer #1				
Designation General	$1,509,417	$8,735	$0	$1,500,682
Bakersfield Planned Sewer # 2				
Designation General	$121,069	$0	$41,526	$162,595
CAL-MMET-State Asset Forfeit				
Designation General	$0	$0	$132,298	$132,298
Bakersfield Planned Sewer # 3				
Designation General	$31	$0	$389	$420
Bakersfield Planned Sewer # 4				
Designation General	$651	$0	$3,041	$3,692
Bakersfield Planned Sewer # 5				
Designation General	$9,026	$0	$626	$9,652
Coonty Planned Sewer Area A				
Designation General	$21,642	$7,298	$0	$14,344
Health-Biological Terrorism Grant				
Designation General	$83,046	$0	$0	$83,046
County Planned Sewer Area B				
Designation General	$8	$0	$196	$204
CSA #71 Septic Abandonment				
Designation General	$661,671	$342,564	$0	$319,107
Wraparound Savings				
Designation General	$1,029,239	$0	$1,029,239	$2,058,478
Recorder`s Modernization				
Designation General	$126,894	$0	$43,713	$170,607
Fireworks Violations				
Designation General	$9,459	$0	$750	$10,209
D.A. Family-Excess Revenue				
Designation General	$0	$0	$189,304	$189,304
D.A.-Federal Forfeiture				
Designation General	$75,908	$0	$9,916	$85,824
D.A.-Court Ordered Penalties				
Designation General	$511,157	$0	$801,991	$1,313,148
EMS Week-Donations				
Designation General	$19,179	$0	$6,645	$25,824
Fire Dept Donations				
Designation General	$62,407	$0	$2,000	$64,407
State Fire				
Designation General	$1,697,190	$0	$648,430	$2,345,620
Fire-Hazard Reduction				
Designation General	$232,497	$0	$7,000	$239,497
Fire-Helicopter Operations				
Designation General	$739,734	$0	$169,735	$909,469
Mobile Fire Kitchen				

Fund Description	Estimated Available Reserves/ Designations Balance as of June 30, 2009	Amount Made Available for Financing by Cancellation	Increase in Reserves/ Designations to be Provided in FY 2009-10	Total Reserves/ Designations for FY 2009-10
Designation General	$2,213	$0	$0	$2,213
Inmate Welfare Fund				
Designation General	$0	$0	$5,367,200	$5,367,200
Juvenile Inmate Welfare				
Designation General	$206,382	$295	$0	$206,087
Kern County Children's Trust				
Designation General	$461,440	$0	$562,855	$1,024,295
Kern County Library Book				
Designation General	$307,761	$0	$145,088	$452,849
Core Area Metro Bkrsfld Improvement Fee				
Designation General	$2,867,801	$0	$2,410,413	$5,278,214
Metro Bkrsfld Transport Impovement Fee				
Designation General	$4,504,392	$0	$9,355,578	$13,859,970
Rosamond Transport Improvement Fee				
Designation General	$738,294	$0	$598,239	$1,336,533
Solid Waste Enforcement				
Designation General	$13,550	$0	$225,279	$238,829
Bakersfield Mitigation				
Designation General	$1,402,032	$0	$870,155	$2,272,187
Tehachapi Transport Impact Fee Core				
Designation General	$7,001	$0	$35,518	$42,519
Tehachapi Transp Impact Fee Non-Core				
Designation General	$1,232,227	$0	$1,501,116	$2,733,343
Jamison Center				
Designation General	$241,040	$0	$100,469	$341,509
Strong Motion Instrumentation				
Designation General	$69,723	$59,376	$0	$10,347
Tobacco Education Control Program				
Designation General	$2,603	$0	$0	$2,603
Vital Health Stat-Health Department				
Designation General	$82,084	$0	$0	$82,084
Vital Health Stat-Recorder				
Designation General	$365,945	$0	$6,304	$372,249
Vital Health Stat-County Clerk				
Designation General	$365	$0	$39	$404
Parcel Map In-Lieu Fees				
Designation General	$824,751	$34,999	$0	$789,752
Southwest Shafter Water Project				
Designation General	$20,239	$4,651	$0	$15,588
Rexland Acres Sewer				
Designation General	$103,961	$0	$15,213	$119,174
GRAND TOTAL	**$114,817,584**	**$37,237,542**	**$110,152,377**	**$187,732,419**

Public Employment Grant Programs

Employers' Training Resource

Budget Unit 8907

Workforce Investment Act (WIA) Program

Department Head: Verna Lewis, *Appointed*

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2007-08	FY 2008-09		FY 2009-10		
	Actual	Approved Budget	Estimated Actual	Department Requested	CAO Recommended	Incr/(Decr) From Budget
APPROPRIATIONS:						
Services and Supplies	$447,246	$974,668	$520,160	$1,575,500	$2,028,121	$1,053,453
Other Charges	4,316,927	4,968,248	4,517,118	15,575,500	15,599,736	10,631,488
Other Financing Uses	10,145,835	12,196,819	11,237,220	14,199,000	15,009,135	2,812,316
TOTAL EXPENDITURES	**$14,910,008**	**$18,139,735**	**$16,274,498**	**$31,350,000**	**$32,636,992**	**$14,497,257**
REVENUES:						
Use of Money/Property	$8,451	$7,000	$5,000	$7,000	$7,000	$0
Intergovernmental	12,976,344	16,495,758	14,779,527	30,081,866	31,368,858	14,873,100
Charges for Services	2,287,568	1,544,284	1,442,000	1,260,134	1,260,134	(284,150)
Miscellaneous	(2,146)	76,550	47,971	1,000	1,000	(75,550)
TOTAL NET REVENUES	**$15,270,217**	**$18,123,592**	**$16,274,498**	**$31,350,000**	**$32,636,992**	**$14,513,400**
NET EMPLOYERS' TRAINING WIA FUND COST	**($360,209)**	**$16,143**	**$0**	**$0**	**$0**	**$16,143**
NET GENERAL FUND COST	$0	$0	$0	$0	$0	$0

PROGRAM DISCUSSION

The Employers' Training Resource Department (ETR) administers the federal Workforce Investment Act (WIA) and Welfare-to-Work funds received through the U.S. Department of Labor, State Employment Development Department, 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.

The services provided by the ETR are funded primarily through the federal WIA. The department provides services directly to customers and procures subcontracts for training. Some of the numerous outcomes include: 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.

The recommended budget will allow the department to continue to administer the federal WIA funds and provide the required services. In FY 2009-10, the department will provide job training and post-employment/follow-up services to qualified clients. The recommended budget reflects an increase in appropriations of $14.5 million and a corresponding increase in revenue, which includes formula funding as well as the American Reinvestment and Recovery Act (ARRA) funding to reduce unemployment. The department has begun to increase expenses to maximize the funding it may receive.

The department's staff and overhead costs incurred for administering WIA and other programs are budgeted in the department's operating budget unit 5923. Based on federal and State guidelines, all revenue received under the WIA must be accounted for in a single budget unit. Performance measures are also presented in budget unit 5923.

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2007-08	FY 2008-09		FY 2009-10		
	Actual	Approved Budget	Estimated Actual	Department Requested	CAO Recommended	Incr/(Decr) From Budget
APPROPRIATIONS:						
Services and Supplies	$0	$449,000	$2,886	$449,000	$449,000	$0
Other Charges	0	50,000	0	50,000	50,000	0
Other Financing Uses	31,699	1,000	1,000	1,000	1,000	0
TOTAL EXPENDITURES	**$31,699**	**$500,000**	**$3,886**	**$500,000**	**$500,000**	**$0**
REVENUES:						
Use of Money/Property	$21,469	$12,000	$10,000	$15,000	$15,000	$3,000
Intergovernmental	61,189	0	0	0	0	0
Miscellaneous	(17,155)	30,000	100	30,000	30,000	0
Other Financing Sources	1,949	1,000	100	1,000	1,000	0
TOTAL NET REVENUES	**$67,452**	**$43,000**	**$10,200**	**$46,000**	**$46,000**	**$3,000**
NET EMPLOYERS' TRAINING RESOURCE NON - WIA FUND	**($35,753)**	**$457,000**	**($6,314)**	**$454,000**	**$454,000**	**($3,000)**
NET GENERAL FUND COST	$0	$0	$0	$0	$0	$0

PROGRAM DISCUSSION

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.

There is no General Fund cost associated with this budget unit. The recommended budget provides sufficient funding to administer and operate the non-WIA programs in the County. Operating transfers reimburse expenses incurred in the department's operating budget unit 5923 for which federal funding is not available.

The recommended budget reflects status quo in expenses and an increase in interest earnings of $3,000. Performance measures related to this budget unit are included in the discussion of the Employers' Training Resource budget unit 5923.

CD Grant Programs

Community and Economic Development

Home Program Trust Fund **Budget Unit 8936**

Agency Director: David Price III, *Appointed* **Department Head: Barry Jung, *Appointed***

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2007-08	FY 2008-09		FY 2009-10		
	Actual	Approved Budget	Estimated Actual	Department Requested	CAO Recommended	Incr/(Decr) From Budget
APPROPRIATIONS:						
Contingencies	$0	$993,002	$0	$1,311,063	$1,311,063	$318,061
Services and Supplies	2,181,767	10,558,705	3,286,395	9,069,464	9,069,464	(1,489,241)
Other Financing Uses	248,488	209,895	209,895	209,397	209,397	(498)
TOTAL EXPENDITURES	**$2,430,255**	**$11,761,602**	**$3,496,290**	**$10,589,924**	**$10,589,924**	**($1,171,678)**
REVENUES:						
Intergovernmental	$2,026,089	$11,207,726	$3,076,290	$10,139,924	$10,139,924	($1,067,802)
Miscellaneous	404,761	550,000	420,000	450,000	450,000	(100,000)
TOTAL NET REVENUES	**$2,430,850**	**$11,757,726**	**$3,496,290**	**$10,589,924**	**$10,589,924**	**($1,167,802)**
CD - HOME INVESTMENT FUND COST	**($595)**	**$3,876**	**$0**	**$0**	**$0**	**($3,876)**
NET GENERAL FUND COST	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

PROGRAM DISCUSSION

As a designated participating jurisdiction, the County is eligible to receive an annual allocation of federal funds for the HOME Investment Partnerships Program. The funds must be used to benefit households at or less than 80% of the County median income level. For rental units, 90% of the monies must benefit households at or below 60% of the median income. The Community and Economic Development Department administers this budget unit.

The recommended budget provides adequate funding to support the functions of the Home Program Trust Fund. The primary function of the program is to provide 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. Other program functions include strengthening the ability of local communities to design and implement strategies for achieving adequate supplies of decent, affordable housing and extending and strengthening partnerships among all levels of overnment and the private sector, including for-profit and nonprofit organizations, in the production and operation of affordable housing. This budget unit also provides reimbursement to budget unit 5940 for staff support of community development projects.

Performance measures related to this budget unit are included in the discussion of the Community and Economic Development budget unit 5940.

Community and Economic Development

Community Development Program **Budget Unit 8920**

Agency Director: David Price III, *Appointed* **Department Head: Barry Jung, *Appointed***

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2007-08	FY 2008-09		FY 2009-10		
	Actual	Approved Budget	Estimated Actual	Department Requested	CAO Recommended	Incr/(Decr) From Budget
APPROPRIATIONS:						
Contingencies	$0	$2,138,573	$0	$1,446,996	$1,439,996	($698,577)
Services and Supplies	3,227,148	5,041,969	1,768,917	7,454,035	7,454,035	2,412,066
Other Financing Uses	2,772,254	3,673,426	2,626,419	2,806,809	2,813,809	(859,617)
TOTAL NET EXPENDITURES	**$5,999,402**	**$10,853,968**	**$4,395,336**	**$11,707,840**	**$11,707,840**	**$853,872**
REVENUES:						
Intergovernmental	$5,912,018	$10,737,346	$4,190,336	$11,540,840	$11,540,840	$803,494
Miscellaneous	111,704	85,000	200,000	160,000	160,000	75,000
Other Financing Sources:						
CD-Home Investment Trust	1,745	5,000	5,000	7,000	7,000	2,000
TOTAL NET REVENUES	**$6,025,467**	**$10,827,346**	**$4,395,336**	**$11,707,840**	**$11,707,840**	**$880,494**
NET COMMUNITY DEVELOP. PROGRAM FUND COST	**($26,065)**	**$26,622**	**$0**	**$0**	**$0**	**($26,622)**
NET GENERAL FUND COST	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

PROGRAM DISCUSSION

The federally funded Community Development Block Grant (CDBG) Program provides funds for community improvement projects (such as curbs and gutters, water systems, and recreation facilities), various housing programs, and certain local economic development activities. Projects and activities must help people with low- to moderate-incomes, eliminate physical blight, or meet other qualifying criteria. The Community and Economic Development Department administers this budget unit.

The recommended budget is a reflection of available allocations and provides adequate funding to support the Community Development Program pursuant to the Housing and Community Development Act. The program will continue to promote the development of viable urban communities, ensure that decent housing and suitable living environments are available to the public, and pursue expansion of economic opportunities. These activities are provided principally for persons of low- and moderate-income. Examples of projects that represent these activities within defined areas of benefit are curb and gutter improvements, drainage improvements, public facility improvements, park improvements, low-income housing rehabilitation and accessibility improvements, and business development assistance.

Projects proposed for approval by both the Board of Supervisors and the U. S. Department of Housing and Urban Development (HUD) for FY 2009-10 are:

- Oildale Community Improvements
- La Loma Sidewalk Improvements
- City of Arvin Street Improvements (Phase VIII)
- City of Ridgecrest - Leroy Jackson Park Improvements (Phase III)
- City of Ridgecrest – Senior Services of Indian Wells Valley Facility Improvements
- City of Ridgecrest – Street Reconstruction (Phase II)
- City of Shafter - Walker Street Drainage Improvements
- South Taft Sewer Improvements (Phase I)
- City of Tehachapi “H” Street Linear Park Enhancements
- East Mojave Park Spray Park Improvements
- CDBG Housing Rehabilitation Program
- Home Access Program

- Architectural Barrier Removal Program
- Fair Housing Services Program

This budget also provides reimbursements to the Community and Economic Development Department budget unit 5940 for staff support of community development projects. Performance measures related to this budget unit are in the discussion of the Community and Economic Development Department budget unit 5940.

Community and Economic Development

Economic Development - Revolving Loan Program **Budget Unit 8921**

Agency Director: David Price III, *Appointed* **Department Head: Barry Jung, *Appointed***

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2007-08	FY 2008-09		FY 2009-10		
	Actual	Approved Budget	Estimated Actual	Department Requested	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/Property	($5,025)	$0	$0	$0	$0	$0
TOTAL NET REVENUES	**($5,025)**	**$0**	**$0**	**$0**	**$0**	**$0**
NET CD - REVOLVING LOAN PROGRAM FUND COST	**$5,025**	**$422,349**	**$0**	**$422,349**	**$422,349**	**$0**
NET GENERAL FUND COST	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

PROGRAM DISCUSSION

The federally-funded Economic Development Revolving Loan Fund is used to fund loans for eligible economic development projects, and to deposit income from loan repayments. The Community and Economic Development Department administers this budget unit.

The recommended budget provides adequate funding to support the Economic Development Revolving Loan Fund Program. Program income is derived from loan repayments and is the source of funds for loans to other eligible economic development projects.

Projects include loans to for-profit businesses for qualifying business purposes. To be eligible for the loans, businesses must 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 **Budget Unit 8925**

Agency Director: David Price III, *Appointed* **Department Head: Barry Jung, *Appointed***

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2007-08	FY 2008-09		FY 2009-10		
	Actual	Approved Budget	Estimated Actual	Department Requested	CAO Recommended	Incr/(Decr) From Budget
APPROPRIATIONS:						
Services and Supplies	$0	$19,000	$0	$19,500	$19,500	$500
Other Financing Uses	15,130	0	0	0	0	0
TOTAL EXPENDITURES	**$15,130**	**$19,000**	**$0**	**$19,500**	**$19,500**	**$500**
TOTAL NET EXPENDITURES	**$15,130**	**$19,000**	**$0**	**$19,500**	**$19,500**	**$500**
REVENUES:						
Use of Money/Property	$0	$1,760	$0	$1,500	$1,500	($260)
TOTAL NET REVENUES	**$0**	**$1,760**	**$0**	**$1,500**	**$1,500**	**($260)**
NET CED - INDUSTRIAL DEV AUTHORITY PROGRAM FUND	**$15,130**	**$17,240**	**$0**	**$18,000**	**$18,000**	**$760**
NET GENERAL FUND COST	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

PROGRAM DISCUSSION

The user-funded County of Kern Industrial Development Authority Program provides assistance to for-profit companies for the acquisition of qualified manufacturing/processing facilities and equipment through the issuance of tax-exempt bonds. Additionally, this fund is a depository of proceeds received as part of a judgment against a bond trustee involving a since-closed housing assistance bond. The Community and Economic Development Department administers this budget unit.

The recommended budget provides adequate funding to support the County of Kern Industrial Development Authority's issuance of tax-exempt industrial development bonds. Bonds are issued for the benefit of for-profit businesses seeking below market interest rates for the acquisition of qualified capital assets. Services provided through this fund are based upon demand, 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 **Budget Unit 8932**

Agency Director: David Price III, *Appointed* **Department Head: Barry Jung, *Appointed***

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2007-08	FY 2008-09		FY 2009-10		
	Actual	Approved Budget	Estimated Actual	Department Requested	CAO Recommended	Incr/(Decr) From Budget
APPROPRIATIONS:						
Services and Supplies	$204,825	$446,238	$205,324	$476,674	$476,674	$30,436
Other Financing Uses	29,258	37,261	10,936	13,173	13,173	(24,088)
TOTAL EXPENDITURES	**$234,083**	**$483,499**	**$216,260**	**$489,847**	**$489,847**	**$6,348**
REVENUES:						
Intergovernmental	$234,085	$483,499	$216,260	$489,847	$489,847	$6,348
TOTAL NET REVENUES	**$234,085**	**$483,499**	**$216,260**	**$489,847**	**$489,847**	**$6,348**
NET CD - EMERGENCY SHELTER GRANT FUND COST	**($2)**	**$0**	**$0**	**$0**	**$0**	**$0**
NET GENERAL FUND COST	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

PROGRAM DISCUSSION

Federal funds granted to the County under the Stewart B. McKinney Homeless Act are used to provide emergency shelter services or facilities for homeless people. The Community and Economic Development Department administers this budget unit.

The recommended budget provides adequate funding to support the Emergency Shelter Grants (ESG) Program. The program will continue to provide emergency shelter and transitional housing assistance to the homeless through eligible activities: renovation, major rehabilitation, or conversion of buildings for use as shelters for the homeless; provision of essential services to the homeless; payment of operations, maintenance, rent, repair, security, fuel, equipment, insurance, utilities, and furnishings for the homeless; and homelessness prevention activities.

ESG funding will enable service providers to improve the quality and availability of emergency shelter capacity, and to broaden the range of services available to prevent homelessness. This budget unit also provides reimbursement to the Community and Economic Development budget unit 5940 for staff support of community development projects.

Performance measures related to this budget unit are in budget unit 5940, Community and Economic Development.

Internal Service Funds

General Services Garage – Internal Service Fund

Budget Unit 8950

Department Head: John Nilon, *Appointed*

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2007-08	FY 2008-09		FY 2009-10		
	Actual	Approved Budget	Estimated Actual	Department Requested	CAO Recommended	Incr/(Decr) From Budget
APPROPRIATIONS:						
Contingencies	$0	$0	$0	$30,000	$30,000	$30,000
Salaries and Benefits	909,420	1,096,390	1,060,751	1,204,548	1,193,082	96,692
Services and Supplies	956,992	1,103,333	1,273,451	1,185,440	1,185,440	82,107
Other Charges	801,527	856,425	131,425	913,326	913,280	56,855
Fixed Assets	477,082	1,225,630	92,299	571,750	617,750	(607,880)
TOTAL EXPENDITURES	**$3,145,021**	**$4,281,778**	**$2,557,926**	**$3,905,064**	**$3,939,552**	**($342,226)**
REVENUES:						
Use of Money/Property	$115,569	$88,099	$60,031	$88,099	$88,099	$0
Charges for Services	2,681,798	3,285,085	2,496,629	2,608,564	2,703,420	(585,665)
Miscellaneous	41,878	12,500	102,315	27,500	27,500	15,000
Other Financing Sources	60,440	50,000	32,780	30,000	30,000	(20,000)
Non-revenue Receipts	0	725,000	216	725,001	725,001	1
TOTAL NET REVENUES	**$2,899,685**	**$4,160,684**	**$2,691,971**	**$3,479,164**	**$3,574,020**	**($590,664)**
(INCR.)/DECR. IN RETAINED EARNINGS	**$245,336**	**$121,094**	**($134,045)**	**$425,900**	**$365,532**	**$244,438**
Authorized Positions:	12	12	12	12	12	0
Funded Positions:	12	12	12	12	12	0

OPERATIONAL SUMMARY

- *Mission:*

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

- *Fundamental Functions & Responsibilities:*

- Provide Fleet Services to maximize availability of the County fleet by reducing downtime.

PROGRAM DISCUSSION

The recommended budget provides sufficient resources to allow the Garage to continue its efforts in providing high quality fleet services to customers in FY 2009-10.

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. Due to the current fiscal crisis, the Garage has taken a proactive and supportive approach to departments experiencing mid-year budget reductions. By creating a Modified Plan 1 option that allows for the deferral of the purchase of replacement vehicles under the traditional Plan 1 option, an immediate cost savings opportunity is created. In order to create the Modified Plan 1 option, Garage management researched vehicles that would be due for replacement in FY 2009-10, and determined which vehicle purchases could be delayed without undue increases in repair costs to the existing vehicles. Recommendations were then made to departments as to what cars would be likely candidates

for the Modified Plan 1 option. The Modified Plan 1 option has decreased the purchase of replacement equipment, through deferral, by 50% for FY 2009-10.

The Garage has created a rolling seven-year vehicle replacement plan to forecast future vehicle replacement costs. The portion of the Plan 1 revenue that is associated with vehicle replacement costs is held in retained earnings (vehicle replacement designation) within the Garage Internal Service Fund to address those long-term vehicle replacement needs.

The Garage has a total of 12 authorized positions with no current vacancies. Negotiated salary increases, along with higher retirement costs have increased salaries and benefits in the amount of $108,158 for FY 2009-10.

It is anticipated that the Garage will reduce its retained earnings by $376,998 to offset FY 2009-10 vehicle replacement costs. The FY 2009-10 year-end balance, after this reduction, is estimated to be approximately $1,040,005.

DIRECTOR'S DISCUSSION

The FY 2009-10 proposed budget of this Internal Service Fund is adequate to sustain the current level of automotive services for the Fleet Services function of General Services.

During the past fiscal year, Fleet Services implemented a GPS fleet tracking system both internally and with a number of departments whose fleets it manages. The implementation of this system allows for ongoing monitoring of vehicle locations, miles traveled, dispatch of repair personnel, as well as other valuable data to optimize fleet efficiency. The implementation of this system has allowed for a reduction in fuel consumption of 14.3%, equating to more than 10,000 gallons among the participating departments in the first twelve months of use.

Additionally, the Fleet Services unit, in an effort to provide mid-year budget relief to departments during FY 2008-09 and FY 2009-10, implemented a modified Plan 1 option for vehicle maintenance and replacement which defers replacement of identified vehicles for an additional year in order to reduce the monthly expense to the department. Numerous departments have taken advantage of this option in order to assist them in meeting mid-year budget reductions.

The Fleet Services function of the General Services Department is committed to its mission and will continue to provide the highest possible level of services to its customers.

GOALS AND PERFORMANCE MEASURES

Performance Measure #1:

Fleet services.

FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Adopted Goal	FY 2008-2009 Mid-year Results	FY 2009-2010 Proposed Goal
98.9	95.7	95%	80.9%	95%

What:
This measures the overall efficiency of fleet operations to ensure that a minimum standard of 95% of the fleet is available.

Why:
This indicator demonstrates Fleet Services effectiveness in increasing availability of County vehicles for our customers use.

How are we doing?
The Garage acquired the fleets of Waste Management heavy equipment and Parks general fleet which increased "down time" to performing complete vehicle and equipment inspections for these 200 vehicles. There was additionally an increase in vehicle accidents during the year which contributed to decreased resources.

The availability measure is improving as the initial inspection process is complete and we are able to take proactive measures to schedule preventive maintenance.

How is this funded?
Internal Service Fund

Group Health and Dental Self-Insurance Program
Internal Service Fund

Budget Unit 8960

Department Head: John Nilon, *Appointed*

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2007-08	FY 2008-09		FY 2009-10		
	Actual	Approved Budget	Estimated Actual	Department Requested	CAO Recommended	Incr/(Decr) From Budget
APPROPRIATIONS:						
Contingencies	$0	$1,000,000	$0	$1,000,000	$1,000,000	$0
Services and Supplies	8,193,656	8,530,500	8,146,551	9,203,500	9,203,500	673,000
Other Charges	116,107,580	126,961,703	106,471,254	132,547,646	132,547,646	5,585,943
TOTAL EXPENDITURES	**$124,301,236**	**$136,492,203**	**$114,617,805**	**$142,751,146**	**$142,751,146**	**$6,258,943**
REVENUES:						
Use of Money/Property	$157,717	$100,000	$436,553	$300,000	$300,000	$200,000
Charges for Services	137,527,765	140,106,825	134,669,097	120,931,612	120,931,612	(19,175,213)
Miscellaneous	27,753	5,000	7,630	5,000	5,000	0
Other Financing Sources:	0	0	0	0	0	0
LESS TOTAL REVENUES	**$137,713,235**	**$140,211,825**	**$135,113,280**	**$121,236,612**	**$121,236,612**	**($18,975,213)**
(INCR.)/DECR. IN RETAINED EARNINGS	**($13,411,999)**	**($3,719,622)**	**($20,495,475)**	**$21,514,534**	**$21,514,534**	**$25,234,156**

PROGRAM DISCUSSION

The Group Health Self-Insurance Program is used to fund the County's medical, dental, and vision benefit plan programs. This budget unit is used to pay self-funded medical claims, HMO plan premiums, 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.

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 2009-10. In FY 2009-10 claims and administrative expenditures are expected to increase from FY 2008-09 expenditures, mainly due to medical cost trends of approximately 5-6%. Expected upward trends are due to innovations in the treatment of diseases and advancements in prescription drugs. However, actual expenditures in FY 2008-09 were less than budgeted so charges to departments are being reduced in FY 2009-10.

Reserves are maintained primarily for the Incurred But Not Reported (IBNR) liability. The budgeted reserve is being decreased in FY 2009-10 due to the County's fiscal constraints, with projections of ending unrestricted retained earnings balance at June 30, 2010 estimated at approximately $9.9 million. This estimated ending balance is considered adequate for the IBNR liability.

Retiree Group Health-Internal Service Fund

Budget Unit 8965

Department Head: John Nilon, *Appointed*

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2007-08	FY 2008-09		FY 2009-10		
	Actual	Approved Budget	Estimated Actual	Department Requested	CAO Recommended	Incr/(Decr) From Budget
APPROPRIATIONS:						
Contingencies	$0	$200,000	$0	$200,000	$200,000	$0
Salaries and Benefits	5,282,417	5,923,000	5,720,111	6,512,100	6,512,100	589,100
Services and Supplies	281,690	302,600	258,800	298,300	298,300	(4,300)
Other Charges	79,223	99,072	98,812	100,000	100,000	928
TOTAL EXPENDITURES	**$5,643,330**	**$6,524,672**	**$6,077,723**	**$7,110,400**	**$7,110,400**	**$585,728**
REVENUES:						
Use of Money/Property	$1,029,856	$800,000	$750,000	$800,000	$800,000	$0
Charges for Services	12,346,189	13,471,778	12,311,635	11,653,685	11,653,685	(1,818,093)
Other Financing Sources:	0	0	0	0	0	0
LESS TOTAL REVENUES	**$13,376,045**	**$14,271,778**	**$13,061,635**	**$12,453,685**	**$12,453,685**	**($1,818,093)**
(INCR.)/DECR. IN RETAINED EARNINGS	**($7,732,715)**	**($7,747,106)**	**($6,983,912)**	**($5,343,285)**	**($5,343,285)**	**$2,403,821**

PROGRAM DISCUSSION

The Retiree Group Health Program budget unit is used to pay the County's contributions to the Retiree Health Insurance Stipend and Retiree Health Premium Supplement Programs, and for administration costs. The Stipend Program provides a monthly stipend to all County retirees, which helps to offset the premium cost of medical benefits purchased by retirees through a County administered retiree health plan. The Retiree Health Premium Supplement Program (RHPSP) originated as a negotiated item for all employee unions. It was designed to further assist retirees under the age of 65 in paying for their medical benefits purchased through a County administered retiree health plan. The County Administrative Office administers this budget unit.

The recommended budget provides for continued funding of the Retiree Health Insurance Stipend Program at existing levels for current participants. The Stipend Program is funded by County contributions in the form of department charges, as a fixed amount based on actual participation.

The recommended budget also provides for funding of the Retiree Health Premium Supplement Program as provided by the memoranda of understanding with employee unions. The RHPSP is funded by employee contributions and County contributions in the form of charges to departments, both of which are determined by negotiations with employee unions.

The recommended budget also provides for administration of retiree health insurance programs at existing levels. This component is funded entirely by retiree contributions.

The retained earnings balance at June 30, 2009 is projected at approximately $34.2 million. This balance is comprised mostly of reserves for the RHPSP and Stipend Program, which are required to fund future benefits under these programs as determined by actuarial study. The recommended budget increases retained earnings by approximately $5.3 million, primarily related to funding of the RHPSP.

GASB 45 requires that actuarial valuations be performed biennially. Based on the actuarial valuation as of June 30, 2008, the unfunded liability on the RHPSP was estimated to be between $67 and $120 million. The valuation indicated current funding levels would allow for the unfunded liability to be amortized over approximately 28 years.

General Liability Self-Insurance Program

Budget Unit 8970

Department Head: Theresa Goldner, *Appointed*

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2007-08	FY 2008-09		FY 2009-10		
	Actual	Approved Budget	Estimated Actual	Department Requested	CAO Recommended	Incr/(Decr) From Budget
APPROPRIATIONS:						
Services and Supplies	$3,152,700	$4,407,539	$4,197,223	$5,275,020	$5,275,020	$867,481
Other Charges	1,034,466	2,967,000	938,577	4,172,574	3,172,510	205,510
TOTAL EXPENDITURES	**$4,187,166**	**$7,374,539**	**$5,135,800**	**$9,447,594**	**$8,447,530**	**$1,072,991**
REVENUES:						
Use of Money/Property	$246,908	$108,000	$125,000	$50,000	$50,000	($58,000)
Charges for Services	4,553,998	5,497,000	5,947,000	6,031,064	6,031,064	534,064
Miscellaneous	21,881	16,000	22,000	16,000	16,000	0
LESS TOTAL REVENUES	**$4,822,787**	**$5,621,000**	**$6,094,000**	**$6,097,064**	**$6,097,064**	**$476,064**
(INCR.) DECR. IN RETAINED EARNING	**($635,621)**	**$1,753,539**	**($958,200)**	**$3,350,530**	**$2,350,466**	**$596,927**

PROGRAM DISCUSSION

This budget is used to administer the general liability self-insured system and to meet the County's legal liability for damages to individuals and/or property arising out of the County's general and automotive activities. County Counsel's Risk Management Division administers this budget unit.

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 recommended budget includes an increase in charges of $534,000 due to funding the increase in excess insurance premiums, potential losses related to pending lawsuits, and to maintain reserves at an adequate level.

Services and supplies are estimated to increase due to the anticipated increase in excess insurance premiums of $300,000 and an increase in professional services of $1,168,000 due to internal legal billings, claims related to legal costs, and increased reimbursements to the Risk Management Division budget associated with increases in salary and benefit costs.

The department anticipates decreasing retained earnings by $2,350,000 due to actual expenses exceeding revenues. This budget anticipates an estimated retained earnings balance of $2.65 million at FY 2009-10 year-end.

Performance measures related to this budget are included in the budget discussion on the Risk Management budget unit 1910.

Unemployment Compensation Insurance Program- Internal Service Fund

Budget Unit 8980

Department Head: John Nilon, *Appointed*

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2007-08	FY 2008-09		FY 2009-10		
	Actual	Approved Budget	Estimated Actual	Department Requested	CAO Recommended	Incr/(Decr) From Budget
APPROPRIATIONS:						
Services and Supplies	$14,020	$15,000	$12,900	$15,000	$15,000	$0
Other Charges	2,601,150	2,772,410	3,387,045	6,752,000	6,752,000	3,979,590
TOTAL EXPENDITURES	**$2,615,170**	**$2,787,410**	**$3,399,945**	**$6,767,000**	**$6,767,000**	**$3,979,590**
REVENUES:						
Use of Money/Property	$94,415	$90,000	$41,500	$60,000	$60,000	($30,000)
Charges for Services	2,469,857	2,753,739	2,753,741	7,265,234	7,265,234	4,511,495
Other Financing Sources:	0	0	0	0	0	0
LESS TOTAL REVENUES	**$2,564,272**	**$2,843,739**	**$2,795,241**	**$7,325,234**	**$7,325,234**	**$4,481,495**
(INCR.)/DECR. IN RETAINED EARNINGS	**$50,898**	**($56,329)**	**$604,704**	**($558,234)**	**($558,234)**	**($501,905)**

PROGRAM DISCUSSION

This budget unit is used to pay the cost of administering and operating the County's unemployment benefit program for eligible former employees. The County funds unemployment claims under the cost reimbursement option, reimbursing the State Employment Development Department quarterly for actual claims paid. The County Administrative Office coordinates this program and oversees the contract for cost review and program oversight.

Future unemployment costs are not easily estimated. Because unemployment costs are based upon wages earned in a base period that is up to 18 months prior to the date of the claim, claim costs against the County can lag by up to 18 months. The availability of other employment in the community has an effect on the County's claims. The maximum first year unemployment claim is $11,700, based on the claimant drawing the maximum weekly benefit of $450 for the first 26 weeks of unemployment. The following 33 weeks of unemployment benefits are then funded by the federal government. The recently enacted American Recovery and Reinvestment Act of 2009 extended benefits another 20 weeks, which are funded by the County. The impact of these additional 20 weeks is not known at this time. Additionally, the final number of layoffs will not be known until the impact of the State budget has been determined, and this could dramatically impact unemployment claim costs for the County.

Revenues in this budget unit are primarily comprised of charges to County departments based on the departments' actual unemployment experience and claims. The recommended budget is an estimate of the cost of payment of the County's unemployment claims and administration. Even though budgeted claims are higher than prior year, it is possible that claims will still exceed appropriations because of the factors noted above. Should this happen during FY 2009-10, it is possible that the Unemployment Internal Service Fund would need to borrow funds from either the Group Health Internal Service Fund or the Retiree Group Health Internal Service Fund.

The recommended budget anticipates a minimal ending fund balance.

Workers' Compensation Self-Insurance Program

Budget Unit 8990

Department Head: Theresa Goldner, *Appointed*

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2007-08	FY 2008-09		FY 2009-10		
	Actual	Approved Budget	Estimated Actual	Department Requested	CAO Recommended	Incr/(Decr) From Budget
APPROPRIATIONS:						
Services and Supplies	$4,325,981	$4,907,500	$4,185,969	$4,770,000	$4,770,000	($137,500)
Other Charges	12,963,309	14,112,000	13,602,994	14,896,524	14,895,816	783,816
TOTAL EXPENDITURES	**$17,289,290**	**$19,019,500**	**$17,788,963**	**$19,666,524**	**$19,665,816**	**$646,316**
REVENUES:						
Use of Money/Property	$342,644	$250,000	$200,000	$200,000	$200,000	($50,000)
Intergovernmental	19,083	0	0	0	0	0
Charges for Services	19,560,000	17,561,000	17,561,000	18,662,390	16,662,390	(898,610)
Miscellaneous	866,974	265,000	575,000	270,000	270,000	5,000
LESS TOTAL REVENUES	**$20,788,701**	**$18,076,000**	**$18,336,000**	**$19,132,390**	**$17,132,390**	**($943,610)**
(INCR.)/DECR. IN RETAINED EARNINGS	**($3,499,411)**	**$943,500**	**($547,037)**	**$534,134**	**$2,533,426**	**$1,589,926**

PROGRAM DISCUSSION

The Workers' Compensation Self-Insurance Program is administered by the Risk Management Division of the Office of County Counsel. The program meets the County's statutory obligation to compensate its employees for work related injuries.

The Workers' Compensation program is regulated by the State Labor Code and compensates employees for work related injuries and illnesses. The County continues to offer injury prevention and safety education courses to its personnel.

The recommended budget will provide a level of funding sufficient to cover projected Workers' Compensation claims and administrative costs. The County self-insures and self-administers the Workers' Compensation program and finances the program through direct charges to County departments. Each department's operating budget reflects the cost of the program.

Charges to departments have decreased by $899,000 due to a decrease in retained earnings. The department anticipates using $2.5 million in retained earnings to offset additional increases in charges to departments. This budget anticipates an estimated retained earnings balance of $4.9 million at FY 2009-10 year-end.

Performances measures related to this budget are included in the budget discussion in the Risk Management budget unit 1910.

Enterprise Funds

Golf Course Enterprise Fund

Budget Unit 8991

Department Head: Robert Lerude, *Appointed*

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2007-08	FY 2008-09		FY 2009-10		
	Actual	Approved Budget	Estimated Actual	Department Requested	CAO Recommended	Incr/(Decr) From Budget
APPROPRIATIONS:						
Contingencies	$15,000	$0	$0	$0	$0	$0
Services and Supplies	3,794,592	265,000	210,000	390,000	390,000	125,000
Other Charges	2,396,345	414,614	412,079	406,152	402,544	(12,070)
TOTAL EXPENDITURES	**$6,205,937**	**$679,614**	**$622,079**	**$796,152**	**$792,544**	**$112,930**
REVENUES:						
Use of Money/Property	$75,616	$5,000	$40,000	$35,000	$35,000	$30,000
Charges for Services	4,863,259	620,710	435,000	470,000	470,000	(150,710)
Non-revenue Receipts	0	144,000	144,000	144,000	144,000	0
TOTAL NET REVENUES	**$4,938,875**	**$769,710**	**$619,000**	**$649,000**	**$649,000**	**($120,710)**
(INCR.)/DECR. IN RETAINED EARNINGS	**$1,267,062**	**($90,096)**	**$3,079**	**$147,152**	**$143,544**	**$233,640**
NET GENERAL FUND COST	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

PROGRAM DISCUSSION

The Golf Course Enterprise Fund is used for operating the three County-owned golf courses. Private contractors operate the golf courses under land lease agreements. The Parks and Recreation Department administers this budget unit and the management agreements.

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. New land lease agreements for all three courses were negotiated and began on July 1, 2008. All revenues generated from the land lease agreements are deposited into the Golf Course Enterprise Fund where they are used for completion of necessary capital and infrastructure maintenance projects at the golf courses. The Parks Department provides administrative support and charges actual costs to this budget unit.

Increases in expenses of $125,000 in services and supplies are due to increased maintenance and water costs for the courses. Decreased revenues of $120,710 are due to the economic downturn.

On March 25, 2008, the Board approved a loan to the Golf Course Enterprise Fund from the Accumulated Capital Outlay (ACO) Fund in the amount of $1,438,807 to redeem outstanding Certificates of Participation so that the Golf Course management agreements could be converted to land lease agreements. The land lease agreements are expected to provide approximately $470,000 in revenue to the Golf Course Enterprise Fund during FY 2009-10. A portion of this revenue funds the loan payment in the amount of $246,406.

The balance in retained earnings on June 30, 2010 is estimated to be $564,048.

Universal Collection – Enterprise Fund

Budget Unit 8992

Department Head: Doug Landon, *Appointed*

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2007-08	FY 2008-09		FY 2009-10		
	Actual	Approved Budget	Estimated Actual	Department Requested	CAO Recommended	Incr/(Decr) From Budget
APPROPRIATIONS:						
Services and Supplies	$9,192,718	$9,978,700	$9,728,093	$10,443,000	$10,443,000	$464,300
Other Charges	113,132	150,000	115,602	125,000	125,000	(25,000)
TOTAL EXPENDITURES	**$9,305,850**	**$10,128,700**	**$9,843,695**	**$10,568,000**	**$10,568,000**	**$439,300**
REVENUES:						
Taxes	$9,117,357	$9,554,800	$9,894,297	$10,129,500	$10,129,500	$574,700
Fines and Forfeitures	105,416	89,150	140,375	110,000	110,000	20,850
Use of Money/Property	139,432	137,800	111,416	116,000	116,000	(21,800)
Charges for Services	(8,039)	(9,150)	(8,201)	(9,300)	(9,300)	(150)
TOTAL NET REVENUES	**$9,354,166**	**$9,772,600**	**$10,137,887**	**$10,346,200**	**$10,346,200**	**$573,600**
(INCR.)/DECR. IN RETAINED EARNINGS	**($48,316)**	**$356,100**	**($294,192)**	**$221,800**	**$221,800**	**($134,300)**

PROGRAM DISCUSSION

The Universal Collection Enterprise Fund is used to account for the revenues and expenses connected with refuse collection in the Universal Collection Areas. These areas cover the more densely populated, unincorporated portion of metropolitan Bakersfield and other portions of the County. All improved properties within the Universal Collection Areas are required to obtain services from a franchise garbage hauler. The Waste Management Department administers this budget unit.

The Board of Supervisors approved universal refuse collection within the unincorporated metropolitan Bakersfield area effective January 1, 2001. In subsequent years, the program has been expanded to include other areas of the County, such as unincorporated Taft, Lost Hills, eastern Kern County, and south Shafter, in order to improve waste collection and disposal methods. Funding for the program is provided solely by a charge on the annual tax bill for the affected properties.

Universal collection is maintained cooperatively with other solid waste collection programs in order to comply with mandated waste diversion goals.

The Waste Management Department provides ongoing support, and administers contracts for waste pick-up and disposal services to businesses and residents in the area. The department is responsible for monitoring the waste haulers for compliance with contractual service and quality requirements, and adherence with all applicable health, safety, and labor laws. The purpose of the Universal Collection Enterprise Fund is to collect the franchise hauler's garbage hauling fee on the County's annual property tax bill and to pay the franchise haulers their monthly garbage hauling fee for service provided in the Universal Collection Areas.

During the initial startup phase of this fund, a cash advance in the amount of $2,500,000 was needed from the Solid Waste Enterprise Fund in order to pay the franchise haulers for their service before the revenue was collected on the annual property tax bill. It is anticipated that the loan from the Solid Waste Enterprise Fund will not be repaid until an adequate reserve has accrued.

A rate increase was approved effective July 1, 2009. This rate increase is directly passed through to the franchise haulers for their service. The rate increases do not, however, address the building of extra reserves necessary to repay the loan to the Solid Waste Enterprise Fund. Interest earned on reserves may be used to repay the loan over time.

The balance in retained earnings as of June 30, 2009, is projected to be $1,345,457. The recommended budget estimates a decrease in retained earnings of approximately $221,800.

Airports Department Enterprise Fund

Budget Unit 8995

Department Head: Jack Gotcher, *Appointed*

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2007-2008	FY 2008-2009		FY 2009-2010		
	Actual	Approved Budget	Estimated Actual	Department Requested	CAO Recommended	Incr/(Decr) From Budget
APPROPRIATIONS:						
Salaries and Benefits	$2,278,885	$2,361,348	$2,326,010	$2,142,218	$1,952,780	($408,568)
Services and Supplies	3,423,508	2,607,934	2,827,939	2,024,853	1,931,953	(675,981)
Other Charges	1,999,215	3,520,500	5,426,981	4,270,786	3,871,712	351,212
Fixed Assets	1,879,802	4,490,444	4,387,250	2,953,836	2,952,406	(1,538,038)
TOTAL EXPENDITURES	**$9,581,410**	**$12,980,226**	**$14,968,180**	**$11,391,693**	**$10,708,851**	**($2,271,375)**
REVENUES:						
Taxes	$696,557	$642,000	$869,920	$655,000	$655,000	$13,000
Fines and Forfeitures	2,589	2,000	2,589	1,400	1,400	(600)
Use of Money/Property	3,257,457	3,103,218	2,995,812	2,646,357	2,658,357	(444,861)
Intergovernmental	2,889,764	4,304,559	5,901,833	2,647,571	3,440,885	(863,674)
Charges for Services	213,633	228,080	175,010	157,630	157,630	(70,450)
Miscellaneous	264,458	44,959	309,892	195,579	195,579	150,620
Non-revenue Receipts	(280)	3,259,200	2,986,034	4,000,000	3,600,000	340,800
TOTAL NET REVENUES	**$7,324,178**	**$11,584,016**	**$13,241,090**	**$10,303,537**	**$10,708,851**	**($875,165)**
NET FUND COST	**$2,257,232**	**$1,396,210**	**$1,727,090**	**$1,088,156**	**$0**	**($1,396,210)**
Authorized Positions:	26	26	26	26	23	(3)
Funded Positions:	26	26	26	26	18	(8)

OPERATIONAL SUMMARY

- *Mission:*

Build a World Class, Quality Airport System that:
- Focuses on the Customer
- Complements Kern County Economy
- Promotes Efficient Operations
- Promotes Safe Operations

- *Fundamental Functions & Responsibilities:*

- Maintain safe and secure airfields in compliance with federal and State regulations
- Provide services and facilities that meet the needs of general aviation
- Provide passenger services and facilities that meet the needs of the traveling public

PROGRAM DISCUSSION

The department will continue its development, analysis, and management of its Capital Improvement Program; maintenance and development of the structures and improvements in the seven airports in the system; promotion of aviation and non-aviation services; communication with federal and State aviation agencies and compliance with their programs; provide for the safety and security of passengers and tenants; and review of all proposed development for impact on any of the airports with regard to compatibility with federal, State, and local noise and obstruction standards.

The recommended budget includes decreases in salaries and benefits and services and supplies as a result of reduced revenue tied to the economic downturn.

The recommended budget includes a reduction in its projected costs for Customs and Border Protection (CBP) services. The Airports Department renegotiated the Memorandum of Agreement with CBP and reduced CBP's staffing to one agent to provide Foreign Trade Zone services for IKEA.

The department has negotiated a land lease with one air cargo developer and is continuing to negotiate with a second international air cargo developer for a 100 acre land lease. Air cargo will allow for port of entry status opening the potential for economic growth in the region.

The aviation industry has had major challenges this year, first the fuel crises and now overall economic conditions. As a result, the department has seen overall declines this year. Despite these challenges, the department continues to attract and support business (commercial and industrial) by providing appropriate infrastructure and promoting tourism opportunities.

As of June 25, 2009, after adjustments for long-term debt, the Airports Enterprise Fund has a negative retained earnings balance of $10.7 million. This is the result of borrowing funds to address the tremendous growth in the last few years, including the construction of the International Terminal. Financial projections indicate that the borrowing will be repaid within seven years.

POSITIONS DISCUSSION

The recommended budget includes the deletion of the following three positions: one Senior Office Services Specialist, at an annual savings of $67,800, previously approved, one Building Service Worker I-III, at an annual savings of $43,600, and one Maintenance Worker I-III, with an annual savings of $67,200. Three layoffs will result from these position deletions.

The department will also hold five positions unfunded for the year to meet its budget constraints.

DIRECTOR'S DISCUSSION

A primary objective of the Airports Department is to support Kern County's economy by providing and improving commercial air service and general aviation services. These service levels are affected by many outside influences such as the fuel crises last summer which forced Mexicana Airlines, Express Jet Airlines and Delta Airlines to discontinue service at Meadows Field Airport. The departure of these airlines resulted in the loss of 13 daily flights and 230 daily departure seats.

Due to airline service reductions at Meadows Field Airport, the Airports Department estimates a 25% reduction in enplaned passengers for 2009, from 2008. This decrease in enplanements will negatively affect most of the revenue sources the department relies on to operate. The expected loss of income from auto rentals, parking, passenger facility charges, and other miscellaneous revenue is estimated by the department at almost $700,000. Although the department has reduced expenditures, the decrease is not enough to offset reductions in revenue since the department must maintain all of the airport facilities despite fewer passengers. It is not expected that carriers will add new service at Meadows Field Airport until there is a recovery from the current recession.

The department is continuing its efforts to develop air cargo operations at Meadows Field Airport. The first air cargo lease will begin to pay land rent in October. To support this activity the department is in the process of becoming a Foreign Trade Zone (FTZ) grantee and has maintained a limited Customs and Border Protection operation presence to support both cargo and FTZ activity.

The department is continuing its efforts to recruit new businesses, leases, and the reduction of expenditures through operating efficiency at all seven airports in the airport system. New business will create more stable revenue streams to support department operations. Costs saving measures at all seven airports include implementation of the Energy Watch program to reduce energy costs. The Meadows Field solar facility is scheduled for completion in September and is expected to reduce energy costs at the William M. Thomas Terminal by 15% per year.

GOALS AND PERFORMANCE MEASURES

Performance Measure # 1A:

Number of seats offered by airlines. #1B Percent change in number of seats offered by airlines.

FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Adopted Goal	FY 2008-2009 March 31, 2009	FY 2009-2010 Proposed Goal
255,260 2%	291,665 14%	186,150 -36%	186,400 -36%	186,400 0%

What:
This performance measure documents the growth in airline capacity.

Why:
The number of seats available is directly related to the ability to promote tourism and to provide access for commercial and industrial growth, which in turn fuels the County's economy. Given a stable economy, this measure provides valuable information about the growth of air service at Meadows Field.

How are we doing?
Meadows Field Airport had consistent growth in the number of seats available. However, a spike in fuel prices in the spring of 2008 and now a recession have caused a contraction in the overall airline industry causing a decline in seats at almost all commercial airports in the United States. In May 2008, five commercial air carriers: Delta, ExpressJet, Mexicana, US Airways and SkyWest/United operated 34 flights per day from Meadows Field (BFL) Airport. As of September 2008, Delta, ExpressJet and Mexicana have discontinued all service to and from Meadows Field eliminating 13 daily flights and 230 departure seats daily. How long the decline in available seats will last depends on the severity of the recession and the ability of the airlines to maintain profitability on routes served from Bakersfield based on Revenue per Air Seat Mile (RASM) and Cost per Air Seat Mile (CASM). Fuel prices are also a concern. Fuel is a large cost component for airlines and could create further service reductions should prices spike again.

How is this funded?
This is funded through the Airports Enterprise Fund. The Airports Enterprise Fund is comprised of Airport Improvement Program funds (federal grants), Passenger Facility Charge (ticket fee), Caltrans state grants, and income from airport operations.

Performance Measure # 2A:

Percent change in passenger boardings. # 2B Number of passenger boardings.

FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Adopted Goal	FY 2008-2009 March 31, 2009	FY 2009-2010 Proposed Goal
19% 201,486	-2.8% 164,571	10% 188,406	-27.48% 96,439	-19.5% 96,032

What:
This performance measure documents growth in passenger boardings commonly called enplanements.

Why:
Changes in enplanements are related to a number of factors. Enplanements can be affected by economic changes such as recession or rapid growth in the economy. Given a stable economy, enplanements are a good measure of how well an airport is meeting the needs of the local population. Enplanements should grow with added capacity and new destinations. This is important because it measures overall access to the national transportation system.

How are we doing?
The year-to-date above is through March 31, 2009, we believe that enplanements will be around 120,000 for FY 2008-09. The spike in fuel prices had a devastating effect on the aviation industry. All of the major US carriers reduced capacity in response to the increase in fuel prices. As of September, ExpressJet ceased all branded flying. Also, as of September there was a 47% reduction in the number of seats available at Meadows Field and a reduction of 38% in the number of flights available. Although the cost of fuel is now down to levels seen prior to the fuel crises, the current recession has kept airlines from expanding service because passenger demand is down. I f the current recession continues through the end of the year as currently predicted we expect further declines in enplanements through FY 2009-10.

How is this funded:
This is funded through the Airport Enterprise Fund. The Airports Enterprise Fund is comprised of Airport Improvement Program funds (federal grants), Passenger Facility Charge (ticket fee), Caltrans state grants, and income from airport operations.

Performance Measure #3:

Federal and State notice of safety violations from the Federal Aviation Administration or CalTrans.

FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Adopted Goal	FY 2008-2009 March 31, 2009	FY 2009-2010 Proposed Goal
0	0	0	0	0

What:
This measures the number of federal and State notice of safety violations. The Airports Department is responsible for the safe operation of seven airports within Kern County. All seven airports receive annual inspections from Caltrans to ensure airfield compliance with State safety requirements. As a commercial service airport, Meadows Field is also inspected by the Federal Aviation Administration for compliance with federal safety requirements.

Why:
As a department, our primary focus is the provision of a safe environment for aircraft to operate. We believe tracking notices of safety violations will help us identify potential problems before they occur.

How are we doing?
Kern County Airports has not received any notices of violation. Department personnel are very conscientious about correcting any discrepancies noted during annual inspections of the airfields so that they do not become hazards to aviation.

How is this funded?
This is funded through the Airports Enterprise Fund. The Airports Enterprise Fund is comprised of Airport Improvement Program funds (federal grants), Passenger Facility Charge (ticket fee), Caltrans state grants, and income from airport operations.

Performance Measure #4:

Notice of security violation from Transportation Security Administration (TSA).

FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Adopted Goal	FY 2008-2009 March 31, 2009	FY 2009-2010 Proposed Goal
0	1	1	1	0

What:
This measures the number of security violation notices received from the Transportation Security Administration (TSA). Airports are required to meet the security requirements established by the TSA, a federal agency.

Why:
Airport security has become a focus for national security since 9/11. Tracking notices of security violations is essential to providing a secure environment at airports.

How are we doing?
For current year, Kern County Airports has received one violation and associated civil penalty. Airport staff continues to work with a security consultant and TSA headquarters to mediate between Meadows Field and local TSA. Along with safety, security is our number one priority and rapidly changing security requirements are implemented as quickly and as cost effectively as possible to keep any security breaches/violations from occurring.

How is this funded?
Security is partially funded through a reimbursable agreement with the Transportation Security Administration. The balance is funded through the Airports Enterprise Fund. The Airport Enterprise Fund is comprised of Airport Improvement Program funds (federal grants), Passenger Facility Charge (ticket fee), Caltrans state grants, and income from airport operations.

Performance Measure #5:

Job related injuries.

FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Adopted Goal	FY 2008-2009 March 31, 2009	FY 2009-2010 Proposed Goal
0	6	3	2	0

What:
This measures job related injuries.

Why:
We believe promotion of a safe work place is beneficial to all employees and should be a department priority.

How are we doing?
We are seeing improvement in this area. Our goal is an accident free environment. We hope to achieve this through weekly staff meetings and by making safety a priority in the workplace.

How is this funded?
This is funded through the Airports Enterprise Fund. The Airports Enterprise Fund is comprised of Airport Improvement Program funds (federal grants), Passenger Facility Charge (ticket fee), Caltrans state grants, and income from airport operations.

Kern Medical Center Enterprise Fund

Budget Unit 8997

Department Head: Paul J. Hensler, *Appointed*

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2007-08	FY 2008-09		FY 2009-10		
	Actual	Approved Budget	Estimated Actual	Department Requested	CAO Recommended	Incr/(Decr) From Budget
APPROPRIATIONS:						
Salaries and Benefits	$164,067,225	$160,389,613	$164,067,224	$164,621,860	$164,621,860	$4,232,247
Services and Supplies	93,689,344	84,066,536	93,063,657	74,555,022	74,555,022	(9,511,514)
Other Charges	20,935,371	37,890,353	25,551,471	35,519,490	35,519,490	(2,370,863)
Fixed Assets	442,849	8,707,500	6,533,404	3,416,121	3,416,121	(5,291,379)
TOTAL EXPENDITURES	**$279,134,789**	**$291,054,002**	**$289,215,756**	**$278,112,493**	**$278,112,493**	**($12,941,509)**
REVENUES:						
Patient Revenue (Net)	$522,244,927	$558,093,131	$608,640,625	$612,087,309	$612,087,309	$53,994,178
Deductions From Revenue	(410,681,368)	(424,742,941)	(493,181,298)	(498,972,030)	(498,972,030)	(74,229,089)
Fines and Forfeitures	10,573	14,577	9,093	2,831	2,831	(11,746)
Use of Money/Property	159,095	160,134	99,895	22,393	22,393	(137,741)
Intergovernmental	84,749,725	76,200,868	102,812,506	99,535,000	99,535,000	23,334,132
Charges for Services	4,641,412	4,366,493	4,250,303	1,877,891	1,877,891	(2,488,602)
Miscellaneous	18,794,734	32,468,740	32,468,740	30,587,169	30,587,169	(1,881,571)
Other Financing Sources	36,158,530	39,493,000	35,553,739	38,648,049	38,648,049	(844,951)
Non-revenue Receipts	5,400,315	5,000,000	3,800,000	5,000,000	5,000,000	0
TOTAL NET REVENUES	**$261,477,943**	**$291,054,002**	**$294,453,603**	**$288,788,612**	**$288,788,612**	**($2,265,390)**
NET FUND COST	**$17,656,846**	**$0**	**($5,237,847)**	**($10,676,119)**	**($10,676,119)**	**($10,676,119)**
Authorized Positions:						
Full Time	1,461	1,577	1,634	1,634	1,634	57
Part Time	198	179	178	178	178	1
Total Positions	1,659	1,756	1,812	1,812	1,812	58
Funded Positions:						
Full Time	1,461	1,577	1,634	1,634	1,634	57
Part Time	198	179	178	178	178	1
Total Positions	1,659	1,756	1,812	1,812	1,812	58

OPERATIONAL SUMMARY

- *Mission:*

The mission of Kern Medical Center is to advance the health status of Kern County residents through access to comprehensive outpatient and inpatient care provided in the most dignified and cost effective manner possible, the training of medical professionals, the advancement of medical knowledge and collaboration with others who seek to improve the health status of the community.

- *Fundamental Functions & Responsibilities:*

- A safety net provider to improving access to healthcare for our residents
- Critical functions include:
  - Intensive care services
  - Trauma and emergency services
  - Maternal and child health services
  - Health care to the medically indigent population

PROGRAM DISCUSSION

Kern Medical Center (KMC) provides comprehensive inpatient, outpatient, and ancillary services. It is the largest provider of health care services and the only hospital with physician residency programs in the County. There are seven residency programs: Emergency Medicine, Family Practice, Internal Medicine, Obstetrics/Gynecology, Surgery, Psychiatry, and Transitional Year.

KMC's net income/loss during FY 2009-10 is projected to be a gain of approximately $10.6 million. The outstanding General Fund loan to the hospital enterprise fund to meet cash flow needs is projected to be approximately $39.3 million as of June 30, 2009. This amount is $1.9 million less than the FY 2007-08 year-end balance. During FY 2008-09, the General Fund loan balance reached a high of $69.5 million due to State delays in Medi-Cal payments, and also delays in receiving the Disproportionate Share Hospital payments from the State. During FY 2008-09, the Auditor-Controller-County Clerk reviewed the status of the outstanding loan and determined that $15 million should be written off for fiscal year ending June 30, 2009. These loan write-off amounts result in increased General Fund contributions to the operations of the hospital.

State and federal programs designed to reimburse KMC for the cost of treating low-income and indigent patients incorporate many complicated payment formulas. In FY 2009-10, KMC will be entering into year five of the five-year federal-State agreement for Medicaid payments, the Medi-Cal Hospital Waiver and redesign demonstration project, signed in 2005. The waiver/redesign program represents sweeping changes in federal and State financing of public hospitals that threaten to severely limit KMC's largest revenue source, Medicaid and Medicare payments, as the hospital's caseload and its operating costs rise. The waiver shifts the non-federal cost burden to counties while holding the State nearly harmless from paying any share of public hospitals' Medicaid costs.

The recommended budget allows KMC to provide the citizens of Kern County with acute and primary health care services. KMC is pursuing cost saving measures and evaluating administrative processes to identify process improvements that will result in reduced cost and improved revenue collection.

Changes that are positively affecting the net income for the hospital include continued and ongoing improvement in the registration, eligibility, billing, and collection processes. These efforts are anticipated to improve net revenue collections due to aggressive screening and scheduling activities. Net patient revenues are also positively impacted by implemented rate increases for the hospital's insured inpatient population and improved contract rates with some insurance providers.

Patient volumes are expected to remain comparable to FY 2008-09 levels for both inpatient and outpatient services. Medi-Cal fee-for-service patients account for 34.2% of gross patient charges, Medi-Cal Managed Care patients account for 11.3%, and Medicare patients account for 8.6%. Third party patients account for 18.4%. Indigent patients are estimated to comprise 22.9% of the hospital's total charges and these patients are continuing to be screened to identify correct eligibility and payor status. These efforts have proven beneficial in resulting in more patients being covered by Medi-Cal and the indigent payor mix population declining by 11.9% from previous years.

Gross patient services revenue is budgeted at $612.1 million, slightly higher than estimated actual for FY 2008-09 due to increases in hospital charges. Inpatient census is budgeted at a slightly reduced level from that budgeted in FY 2008-09. Budgeted write-offs from charges and contractual allowances are approximately 81% of gross charges.

KMC has been granted a 23% increase in the daily per-diem reimbursement for providing Medi-Cal services, which will increase revenue receipts by $5.0 million. KMC has also participated in a plan to draw additional DSH funding associated with rate increases for Medi-Cal managed care services, which will net $8.1 million in additional revenue in FY 2009-10.

The FY 2009-10 recommended allocation of Health Program Realignment revenue, which was established to help defray the cost of providing care to the indigents, is $14.6 million, which is $3.9 million less than budgeted in FY 2008-09 and approximately $700,000 less than the amount actually received in FY 2008-09. The hospital also receives an allocation from Social Services Program Realignment funds to assist in funding the Elder Care Program. The recommended allocation for FY 2009-10 from this source is $433,000, which is less than was budgeted and projected to be received in FY 2008-09. The reduction in these realignment revenues is a result of decreased sales tax and vehicle license fees due to statewide economic conditions.

Operating expenses are projected to decrease by $12.9 million from the FY 2008-09 adopted budget. This decrease is primarily attributed to a decrease in supply costs due to the supply chain project and significant reductions in the use of agency nursing staff, extra help, and overtime. These decreases are partially offset by increases due to negotiated salary increases and retirement rates. The recommended budget includes $1.9

million to purchase replacement equipment and $1.5 million to complete the Central Plant project.

KMC is responsible to provide medical care to inmates incarcerated by the County and for juvenile detainees. The County General Fund contribution is used, in part, to offset these costs. Substantial cost containment is necessary to combat the rising volume of requested services by inmates and KMC will continue to explore innovative processes to bring down the costs for inmate medical care while meeting the County's legal requirements.

The following initiatives are currently underway to reduce operational costs or enhance revenue streams to allow the hospital to submit a profitable budget for FY 2009-10, and to position the hospital for profitable years in the future.

- Improved Insurance Contract Rates, Revenue Cycle Improvements and Contract Compliance by Payors. KMC has engaged the services of a revenue cycle consultant to assist with improving processes to increase cash receipts. The hospital has negotiated improved reimbursement rates with several major third-party insurance companies and provided more aggressive follow-up to ensure payments from managed care payors are at contracted levels. These efforts should increase revenues by $5.85 million.

- Benchmarking and Supply Chain Improvement. Through the use of the hospital's new productivity management system and benchmarking staffing levels for all departments within the hospital, it is anticipated that a reduction in the use of non-permanent staff in many areas of the hospital will result in an estimated savings of $10.5 million. A contract for management of the hospital's supply chain process to increase efficiencies and provide significant reductions in inventory levels and the cost of supplies, coupled with the recent conversion of the group purchasing agreement, is anticipated to result in savings of $3 million.

- Improve Physician and Mid-level Billing and Renegotiate Outside Medical Service Arrangements. The hospital is strengthening its processing for billing of professional fees for non-core physicians, physician assistants and nurse practitioners services. The hospital is also negotiating new rates for outside medical services (those services not available at KMC). These efforts should result in a net savings of approximately $2 million.

- Self-Pay/Uninsured Restrictions and Improvements. A significant portion of KMC's patients are classified as self-pay. Efforts have been undertaken to improve revenue collection, enforce stricter compliance with co-payment requirements before non-emergency service is provided, and improve preauthorization processes. These efforts are expected to result in a net savings of $2.0 million.

KMC remains dedicated to providing the best possible service to the community. The recommended budget will allow KMC to continue to provide quality medical services to the people of Kern County while operating in a fiscally responsible manner.

POSITIONS DISCUSSION

During FY 2008-09, the Board approved the addition of 25 full time and two part time positions and the deletion of 14 full time and three part time positions. The position changes resulted from the department's comprehensive staffing plan developed in FY 2008-09. Also in FY 2008-09, the department added 46 Nurse I/II positions to reduce the need for contract staff.

DIRECTOR'S DISCUSSION

The Recommended Budget presented by the County Administrative Office will allow Kern Medical Center to continue to provide quality acute and primary healthcare services to the citizens of Kern County. As a result of the adjustments made by the County Administrative Office to the department's requested budget and developments since the submission of the requested budget, we have the following concerns we feel the Board of Supervisors should be aware of:

- With the reduction of $3.9 million in realignment revenue from the amount budgeted in FY 2008-09 and a reduction of $6.2 million from the amount budgeted in FY 2007-08, which is the primary source of funding to meet the County's obligation for the cost of indigent health care, KMC will be required to seek out additional cost savings measures and revenue sources to make up for this reduction. KMC administration will aggressively work to bridge this significant revenue reduction.

- KMC will continue working with the Department of Mental Health and CAO to improve the payment process so that appropriate and sufficient funding is transferred to KMC from Mental Health to support the inpatient psychiatric services for indigent and self-pay patients. KMC also continues to work with the Department of Mental Health to improve the operational efficiency of this unit to reduce the losses incurred in the program.

- With the significant decline of economic conditions, KMC has experienced an increase in the number of uninsured patients seeking service from the hospital. This situation creates a major challenge for KMC to remain in a profitable status while facing a decline in the number of insured patients. KMC administration will continually monitor this situation and keep your Board apprised of the situation throughout the fiscal year.

- Over the course of the last two fiscal years, KMC has reduced the number of FTEs used for operation of the hospital by 306, resulting in an annual reduction in the operating cost for the hospital of approximately $21.4 million. This has been accomplished through the use of industry benchmark standards for staffing of the various units within the hospital, with resulting decreases in the use of registry staff, extra help, overtime, reduction in hours worked for flexible positions, and holding regular positions vacant until absolutely needed to maintain service levels.

- While KMC has received some revenue increases that could be short-term in nature (increase in DSH funding, Coverage Initiative Program, and increased Medi-Cal per-diem rates), we have implemented many operational changes and identified other revenue enhancements that will be sustainable into the future. These sustainable benefits include: supply chain improvements, productivity management of staffing levels, improved revenue cycle operations, drawdown of increased reimbursement for Medi-Cal managed care patients, and improved inpatient psychiatric program efficiencies. The net impact to KMC profitability of these sustainable efforts less the short-term revenue enhancements is $8.4 million annually.

Overall, KMC administration is committed to improve the fiscal stability of the hospital and to prevent any reliance on County General Fund resources to fund the operation of our department, exclusive of inmate medical care. We will continue to work with the Board of Supervisors and the County Administrative Office toward this goal.

GOALS AND PERFORMANCE MEASURES

Performance Measure #1:

Academic – percentage of residency programs receiving a three year or greater accreditation from Accreditation Council for Graduate Medical Education (ACGME).

FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Adopted Goal	FY 2008-2009 Mid-Year Results	FY 2009-2010 Proposed Goal
Actual 3.4 years National Standard 3.0 years	Actual 4.0 years National Standard 3.0 years	100% of residency programs will meet or exceed 3 year accreditation	100%	100% of residency programs will meet or exceed 3 year accreditation

What:
An accredited program is in substantial compliance with standards set by ACGME.

Why:
A three year accreditation by ACGME is a national standard of performance that demonstrates compliance with rigorous educational objectives and demonstrates a residency program's commitment to quality medical education and training.

How are we doing?
100% (8/8) of Kern Medical Center residency programs received a favorable accreditation of three years or greater for FY 2007-08.

How is this funded?
A portion of the cost for the residency training programs is offset by enhanced reimbursement through Medicare; this enhanced reimbursement totals $1.5 million annually.

Performance Measure #2:

Academic – 90% of graduating residents who continue to reside in Bakersfield after completion of residency training will pass their specialty board certification on the first attempt.

FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Adopted Goal	FY 2008-2009 Mid-Year Results	FY 2009-2010 Proposed Goal
Actual 93.0% National Standard 90.0%	Actual 100.0% National Standard 90.0%	92.0%	Not Reported	Meet or exceed national standards

What:
Successful completion of specialty board certification demonstrates that the physician meets national standards set by American Board of Medical Specialties, that the physician is adequately trained to practice medicine, and the physician is prepared to practice medicine.

Why:
Board certified physicians are dedicated to providing exceptional patient care through a rigorous, voluntary commitment to lifelong learning. Successful completion of a written specialty board and/or oral board examination indicates the physician has participated in an extensive process of preparation for practice in his or her chosen area of specialty and is competent to practice.

How are we doing?
Oral and written examinations developed by each department along with mentor support have increased the rigor of the residency programs -

- The number of applicants for residency training has increased as opportunities for quality learning have evolved
- The FY 2007-08 graduating class increased from 30 to 31 residents.
- 19% (6/31) of new graduating physicians stay in the Kern County area. Of the six who stayed, two did not take the specialty board certification. The remaining four passed it on their first attempt.
- Some physicians return to Kern County to provide state-of-the-art medical care to residents in the community after receiving additional fellowship or specialty training.

How is this funded?
The cost for all residency programs is partially offset through grants and matching funds from:

- Medicare enhanced reimbursement rate
- Mental Health reimbursement
- State family medicine grant
- Veterans Administration reimbursement

The true value to Kern County is the specialty board certified physicians who graduate stay in the community.

Performance Measure #3:

Innovation – 20% of the time or greater, the language line is used for translation between non-English speaking patients and healthcare providers.

FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Adopted Goal	FY 2008-2009 Mid-Year Results	FY 2009-2010 Proposed Goal
Actual 6 months 17.1%	20.0%	17.1%	20.0%	20.9%

What:
Health Care Interpreter Network (HCIN) is a collaborative of hospitals that share interpreter services using portable audio-video equipment. Patients and health care providers can communicate in real time through a certified interpreter using a high speed internet connection. The percentage level of use is based on the number of contacts made with HCIN divided by non-English speaking patients cared for per quarter.

Why:
A variety of languages, including sign language, is available through the language line. Patients have a need to understand the risks and benefits associated with their care in order to make better informed decisions. State law mandates the use of assistive devices and interpreters to improve communication among patients and care givers to prevent medical mishaps and errors.

How are we doing?
The HCIN language line was initiated in October 2007, since then it has been utilized as follows:

- 2nd Quarter FY 2007-08 = 13.4%
- 3rd Quarter FY 2007-08 = 20.8%

3rd Quarter FY 2008-09 = 20.9%

How is this funded?
The language line was initiated through a combination of grants, which included cash, equipment and consultation staff. A yearly fee of $40,000 is charged to maintain the high speed telephone lines. An opportunity to decrease costs is available through "shared" services. Two full time interpreters have been hired to staff the language line, increasing the potential not only for internal use, but for revenue from calls received from other HCIN partners.

Performance Measure #4:

Innovation- 90% of eligible clinical staff will use the Simulation Lab.

FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Adopted Goal	FY 2008-2009 Mid-Year Results	FY 2009-2010 Proposed Goal
N/A	263	90%	210	90%

What:
This measures participation in SimLab by Residents, Medical Students, Nurses and Respiratory Therapists. Stations include: Airway management, Rhythm recognition, Chest X-ray workshop, Vascular access, Thoracentesis, Bronchoscopy, Arterial Line and Suture workshop, ACLS and Mega-code.

Why:
A SimLab improves performance in the clinical setting while protecting patient safety.

How are we doing?
The simulation lab is a recent addition to Kern Medical Center - fully operational in August, 2007.
Total number of individual uses of SimLab by residents over the 2007-08 academic year was ***263*** times. In less than a year, we have double the SimLab use numbers.

How is this funded?
The SimLab is funded from payments from various medical school contracts.

Performance Measure #5:

People – employee turnover rate will be equal to or less than the State/regional turnover rate.

FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Adopted Goal	FY 2008-2009 Mid-Year Results	FY 2009-2010 Proposed Goal
Actual 11.2% State/Regional 22.2%	Actual 13.3% State/Regional 22.2%	Actual 12.2% State/Regional 22.2%	14.1%	Maintain turnover rates less than State/regional average

What:
Measure staff turnover rate. The average turnover rate is defined as the number of separations in a given year divided by the number of authorized full time equivalent (FTE) positions for the same year.

Why:
Turnover levels represent substantial recruiting, training and orientation costs:

- Estimates of actual costs to train staff as a result of turnover vary widely, but even a conservative estimate of $10,000 per employee would suggest a considerable annual cost.
- Many hospitals report turnover rates of 10% to 30% of total staff every year.
- Hospitals with 350+ staffed beds have an average turnover rate of 17.1%.
- Retiring employees will contribute substantially to the turnover rate in the near future.

How are we doing?
State and regional data indicate a 22.2% turnover rate with a large proportion of exiting employees being RNs in the 50-59 year-old age bracket.
Turnover rates for Kern Medical Center has varied from:

- 11.2% in FY 2005-06
- 13.3% in FY 2006-07
- 12.2 % in FY 2007-08

Based on an average of 1,640 employees, a 1.1% decrease in turnover from previous year has resulted in 18.0 positions that do not need to be trained and filled.

How is this funded?
Funding for this indicator is cost avoidance. Over the last year there have been 18.0 fewer positions to train and fill resulting a saving to the organization of 180,000.00 dollars ($10,000.00 X18.0). The turnover rate of 12.2% is significantly less then the state/regional average of 22.2%.

Performance Measure #6:

People – employee vacancy rate will be equal to or less than the State/regional vacancy rate.

FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Adopted Goal	FY 2008-2009 Mid-Year Results	FY 2009-2010 Proposed Goal
Actual 19.2% State/Regional 12.2%	Actual 17.3% State/Regional 12.2%	Actual 14.7% State/Regional 12.2%	17.3%	12.2% or less

What:

Measurement of employee vacancy rate:

- The organization's ability to maintain a stable workforce
- The number of vacant positions versus the number of filled positions
- Costs associated with vacancy rates

Why:

Healthcare vacancy rates are benchmarked separately from other industries. The average vacancy rate in healthcare in the Western United States is 12.2% of budgeted positions. Due to the national nursing shortage, the majority of the vacant budgeted positions are in the department of nursing. Vacant budgeted positions in clinical areas must be staffed using more expensive labor - travelers and overtime.

How are we doing?

- The vacancy rate at Kern Medical Center has dropped from
  - 19.2% in FY 2005-06 to
  - 17.3% in FY 2006-07, and
  - 14.7% in FY 2007-08
- The successful recruitment and retention of permanent fulltime employees has:
  - Decreased the need for travelers
  - Decreased overtime coverage
  - Resulted in more organizational stability
- The vacancy rate is close to the state/regional average of 12.2%

How is this funded?

Funding for this indicator is cost avoidance. Based on an average of 1,640 employees, a 2.6% decrease in vacancy rate from the previous fiscal year has resulted in 42.6 positions being converted to permanent staff. An average additional cost of $10 per hour for overtime pay or traveler differential results in a cost avoidance to Kern Medical Center of $869,040 dollars per year ($10.00x2040x42.6).

Performance Measure #7:

Quality – compliance with national standards for community acquired pneumonia.

FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Adopted Goal	FY 2008-2009 Mid-Year Results	FY 2009-2010 Proposed Goal
Actual 28.0% National Standard 76.4%	Actual 54.2% National Standard 76.5%	60.0%	54.2% National Standard 76.5%	Meet or exceed national standard

What:
Kern Medical Center standards are benchmarked against national standards to find opportunities for improvement. Indicators are evaluated individually and aggregated into an overall performance standard. Eleven indicators have been identified that contribute to mortality associated with community acquired pneumonia.

Why:
An estimated 175,000 patients are hospitalized with pneumococcal pneumonia each year in the United States. Rates are highest among the elderly with mortality ranging from 20% to 60% based on location and risk factors. The pneumococcal vaccination is 97% effective against vaccine serotypes.

How are we doing?
The third quarter 2008 performance declined due to a decrease in two areas:

- Pneumococcal screening and/or vaccination, and
- A delay in identification and administration of antibiotics within six hours of first contact in the Emergency Department.

The Emergency Department has agreed to champion this quality indicator.

How is this funded?
Funding for this indicator is cost avoidance. Community acquired pneumonia can be treated effectively in an outpatient setting when identified early; early identification decreases workload on emergency services. Compliance with Centers for Medicare and Medicaid Services (CMS) data submission requirements prevents penalties, which could result in a 2% revenue reduction.

Performance Measure #8:

Quality – compliance with national standards for heart failure.

FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Adopted Goal	FY 2008-2009 Mid-Year Results	FY 2009-2010 Proposed Goal
Actual 10.9 % National Standard 75.7%	Actual 48.5% National Standard 81.9%	58.0%	48.5% National Standard 81.9%	Meet or exceed national standard

What:
Kern Medical Center standards are benchmarked against national standards to find opportunities for improvement. Indicators are evaluated individually and aggregated into an overall performance standard. Four indicators have been identified that contribute to mortality associated with heart failure.

Why:
Approximately five million people in the United States have heart failure. There are approximately 550,000 new cases diagnosed each year. More than 287,000 people in the United States die each year from heart failure. Hospitalizations for heart failure have increased substantially; admissions rose from 402,000 in 1979 to 1.1 million in 2004. Heart failure is the most common reason for hospitalization among people on Medicare.

How are we doing?
Compliance with this indicator decreased in the 3rd quarter due to a decrease in documented discharge instructions and discharge medication information.

- A correction has been developed to improve documentation in this area.
- The acute care committee has agreed to champion this core measure.

How is this funded?
Funding for this indicator is cost avoidance. Early identification and management of patients with heart failure reduces costs and improves care. Compliance with CMS data submission requirements prevents penalties, which could result in a 2% revenue reduction.

Performance Measure #9:

Quality – compliance with national standards for acute myocardial infarction.

FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Adopted Goal	FY 2008-2009 Mid-Year Results	FY 2009-2010 Proposed Goal
Actual 60.8% National Standard 87.4%	Actual 76.8% National Standard 91.0%	84.4%	76.8%	Meet or exceed national standard

What:
Kern Medical Center standards are benchmarked against national standards to find opportunities for improvement. Indicators are evaluated individually and aggregated into an overall performance standard. Nine indicators have been identified that contribute to mortality associated with acute myocardial infarction.

Why:
Despite improved clinical care, coronary heart disease (CHD) remains the leading cause of death in the United States, and the decline in rates from CHD that began during the 1960s slowed during the 1990s. Each year, approximately 220,000 fatal CHD events occur suddenly among non-hospitalized persons.

How are we doing?
Compliance with this indicator decreased in the third quarter due to a decrease in aspirin being prescribed on discharge and beta blockers being prescribed on admission.

- Standardized order forms have been developed to improve compliance.
- The acute care committee has agreed to champion this indicator.

How is this funded?
Funding for this indicator is cost containment. Early identification and treatment of patients with a diagnosis of acute myocardial infarction decrease hospitalization and resulting costs. Compliance with CMS data submission requirements prevents penalties, which could result in a 2% revenue reduction.

Performance Measure #10:

Quality – compliance with national standards for antibiotics administration within one hour of surgical incision.

FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Adopted Goal	FY 2008-2009 Mid-Year Results	FY 2009-2010 Proposed Goal
Not Reported	Not Reported National Standard 68.2%	75.0%	76.8% National Standard 92.0%	Meet or exceed national standard

What:
Kern Medical Center standards are benchmarked against national standards to find opportunities for improvement. Indicators are evaluated individually and aggregated into an overall performance standard. Nine core processes have been identified that contribute to mortality associated with antibiotic administration.

Why:
Postoperative surgical site infections remain a major source of illness, although a less frequent cause of death, in the surgical patient.

- Surgical infections account for approximately one quarter of the estimated two million nosocomial infections in the United States each year.
- Infections average approximately 500,000 per year, among an estimated 27 million surgical procedures.
- Infections result in longer hospitalization and higher costs.

How are we doing?
There was a decrease in compliance in the 3rd quarter identified with colorectal surgeries and hysterectomies. The problem with colorectal surgeries has been corrected; hysterectomy surgery reviews are still in progress. The OR committee has agreed to champion this indicator for quality improvement.

How is this funded?
Funding for this indicator is cost containment. Early intervention of antibiotics reduces complications in surgical cases; reduced complications reduce cost to the organization. Compliance with CMS data submission requirements prevents penalties, which could result in a 2% revenue reduction.

Performance Measure #11:

Resources - average number of days an unpaid patient bill remains in accounts receivable.

FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Adopted Goal	FY 2008-2009 Mid-Year Results	FY 2009-2010 Proposed Goal
Actual 100.8 days National Standard 50.0 days	Actual 111.5 days National Standard 50.0 days	50.0 days	Actual 111.8 days	Meet or exceed national standard of 50.0 days

What:

Measure collection efficiency. Collection efficiency of the billing department is measured by the days an account is in accounts receivable.

- Factors that influence the billing cycle include
  - processing time for the claim
  - five month approval process for mental health claims
  - two-three month approval process for Medicare/Medi-Cal
  - indigent charges/county write-off processes
  - State slow downs in payment during budget crisis

Why:

Prompt submission and payment of claims is essential for timely cash flow. Elements of collection are monitored to optimize the cash flow cycle.

How are we doing?

In September 2007 revenue cycle consultant Superior/ACS was terminated and new billing staff was trained. The change in claims administrator from MIDAS to DSG, a company well versed in government health care programs will reduce the number of denied claims and resubmissions, thereby reducing rework of the accounts, which will result in more timely payment of claims and fewer rejected claims.

How is this funded?

Funding for this indicator is cost avoidance. More rapid claim submission improves claim payment and decreases account aging. Improved cash flow reduces the interest expense incurred for cash loans from the County General Fund.

Performance Measure #12:

Resources – the number of full time staff per adjusted occupied bed (AOB).

FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Adopted Goal	FY 2008-2009 Mid-Year Results	FY 2009-2010 Proposed Goal
Actual 6.3 National Standard 5.5	Actual 6.5 National Standard 5.5	6.0 FTE/AOB	Actual 6.3 FTE/AOB	6.0 FTE/AOB

What:
The total of all staff working at Kern Medical Center divided by the average number of patients served each month. The total includes direct care staff such as nursing, physical therapy, dietary, etc., and indirect care staff such as administration and clerical support.

Why:
One of the broadest measures of facility productivity is the ratio of full time staff to facility volume, or adjusted occupied beds:

- Staffing costs account for 50% to 60% of an organization's expenses
- Factors that affect FTE/AOB include:
  - mandatory staffing ratios
  - staffing for patient acuity
  - observation care in the form of sitters for high risk patients

How are we doing?

- Progress made to reduce vacancies and turnover rate has been offset by mandated nurse-patient staffing ratios
  - medical/surgical units – from 1 nurse/6 patients to 1 nurse/5 patients
  - specialty units – from 1 nurse/4 patients to 1 nurse/3 patients
- Productivity management tools have been implemented to evaluate staffing needs and control staffing costs

How is this funded?
Funding for this indicator is cost avoidance. Controlling staffing costs helps an organization maintain viability.

Kern Regional Transit Enterprise Fund

Budget Unit 8998

Agency Director: David Price III, *Appointed*

Department Head: Craig Pope, *Appointed*

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2007-08	FY 2008-09		FY 2009-10		
	Actual	Approved Budget	Estimated Actual	Department Requested	CAO Recommended	Incr/(Decr) From Budget
APPROPRIATIONS:						
Salaries and Benefits	$320,294	$331,916	$323,778	$341,929	$341,929	$10,013
Services and Supplies	5,601,955	5,871,753	5,767,501	6,678,550	6,678,550	806,797
Other Charges	817,653	704,666	704,666	761,032	761,032	56,366
Non-Operating Expenses	9,691	0	0	0	0	0
Fixed Assets	0	1,772,450	1,188,864	1,130,730	1,190,144	(582,306)
TOTAL EXPENDITURES	**$6,749,593**	**$8,680,785**	**$7,984,809**	**$8,912,241**	**$8,971,655**	**$290,870**
REVENUES:						
Taxes	$4,196,210	$4,412,318	$4,912,319	$5,384,705	$5,384,705	$972,387
Use of Money/Property	101,275	59,120	70,522	59,120	59,120	0
Intergovernmental	2,933,817	2,547,784	1,423,271	1,592,977	1,652,118	(895,666)
Charges for Services	756,544	640,000	704,447	692,000	692,000	52,000
Miscellaneous	0	145,142	148,732	0	0	(145,142)
Other Financing Sources	0	1,000	0	1,000	1,000	0
Non-revenue Receipts	778,773	676,762	676,762	731,994	731,994	55,232
TOTAL NET REVENUES	**$8,766,619**	**$8,482,126**	**$7,936,053**	**$8,461,796**	**$8,520,937**	**$38,811**
(INCR.)/DECR. IN RETAINED EARNINGS	**($2,017,026)**	**$198,659**	**$48,756**	**$450,445**	**$450,445**	**$251,786**
NET GENERAL FUND COST	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**
Authorized Positions:	3	3	3	3	3	0
Funded Positions:	3	3	3	3	3	0

OPERATIONAL SUMMARY

- *Mission:*

To be the most efficient, customer-oriented transit agency possible, providing superior service to individual clients, as well as viable transportation solutions for the residents of Kern County.

- *Fundamental Functions & Responsibilities:*

- Provide a system of bus services to meet the regional transit needs of County residents

PROGRAM DISCUSSION

The Roads Department Transit Division develops and operates public transportation systems. The division studies and makes recommendations on public transportation needs and administers contracts with public and private transit service providers.

The recommended budget provides adequate support to fund the division's functions at its current level of service.

The division will continue to plan, coordinate and administer the public transit system, Kern Regional Transit, within the County's unincorporated areas. The division will also continue to provide a combination of demand-response, fixed-route and inter-city transit service.

The division's retained earnings fluctuate depending on timing of expenditures and reimbursements. A delay in reimbursement from State and federal agencies requires the division to rely on its retained earnings to meet its mission.

POSITIONS DISCUSSION

The recommended budget includes no position additions or deletions.

DIRECTOR'S DISCUSSION

The Transit budget for fiscal year 2009-2010 is consistent with past years' budgets, and no reductions in services are planned. Kern Regional Transit is funded by State Transportation Development Act funds and some federal Congestion Mitigation Air Quality grants.

GOALS AND PERFORMANCE MEASURES

Performance Measure #1:

Number of requests for additional service.

FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Adopted Goal	FY 2008-2009 Mid-year Results	FY 2009-2010 Proposed Goal
13	No data	25	16	25

What:
This indicator is the number of requests made by the public through the annual Unmet Transit Needs Study for expanded or additional services to be provided.

Why:
Requests for additional or expanded services indicate an unmet need of the public that can then be evaluated for cost effectiveness, projected ridership and potential funding sources. If the requested service can be reasonably provided, it would then be integrated into the overall transit system. A reduction in the number of requests would indicate that needs are being provided appropriately.

How are we doing?
Requests for additional services have been evaluated on a year-to-year basis annually for some time. Often the same service expansion is requested in succeeding years. Each time it is requested, an evaluation is made to determine if the circumstances involved have changed and if service should now be increased.

Currently, the East Kern Express route is experiencing numbers of riders having to stand for lack of available seating. Larger buses are being considered for request through the Federal CMAQ capital grant program. These buses will carry 37% more passengers than the largest buses available for this route at this time. In the meantime, more runs per day are being added to this route as the ridership warrants it.

All other current requests have been evaluated and either incorporated into the system or found to not be financially feasible, primarily due to extremely low projected ridership.

How is this funded?
Bus purchases are primarily funded through Federal CMAQ grants, 88.53% of total cost. The application and approval process is about one year long, followed by up to one year of construction time from the date an order is placed. The remainder of the costs has come from sales tax revenue, distributed by TDA, 11.47%. These funds have been significantly reduced this year, so Proposition 1B funding is being substituted. In addition, American Recovery and Reinvestment Act (federal stimulus) grant funds are being sought to fund bus purchases.

Performance Measure #2:

Number of passengers.

FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Adopted Goal	FY 2008-2009 Mid-year Results	FY 2009-2010 Proposed Goal
430,060	475,000	480,000	358,870	500,000

What:
This indicator measures the total number of passengers carried per year.

Why:
This indicator provides an empirical basis for justification and/or explanation of increases or decreases in services provided.

How are we doing?
Dramatic increases in fuel costs for consumers and the continuing economic crisis have resulted in increased ridership during the year. The services provided are becoming continuously more essential to the senior and low-income members of our community and as a component of improved air quality in the region.

How is this funded?
The transit system is funded through a combination of Federal grants, State sales tax, State bond proceeds and consumer fares. No General Fund money goes toward this program.

Performance Measure #3:

Average cost per passenger per mile.

FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Adopted Goal	FY 2008-2009 Mid-year Results	FY 2009-2010 Proposed Goal
$.63	$.72	$.60	$.76	$.74

What:
This indicator is the average total cost per mile per person carried per year.

Why:
Average cost per passenger per mile is a direct reflection of how efficiently the transit system is working, as compared with previous years and other means of transportation.

How are we doing?
Dramatic fuel cost increases during the first half of 2008 have been reflected in the CNG and Diesel prices paid during the last half of the year. This, along with an aging fleet of buses and increased employee salaries, resulted in greater costs of operation than expected. Ridership for the system was up this year, due to the cost of fuel and declining economy, but not enough to offset the increased costs. It is expected that as we continue to replace our older buses and the lower costs of fuel is reflected in our costs that the cost per passenger per mile will also be lower in the next year.

How is this funded?
The transit system is funded through a combination of Federal grants, State sales tax, State bond proceeds and consumer fares. No General Fund money goes toward this program.

Solid Waste Enterprise Fund

Budget Unit 8999

Department Head: Douglas E. Landon, *Appointed*

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2007-08	FY 2008-09		FY 2009-10		
	Actual	Approved Budget	Estimated Actual	Department Requested	CAO Recommended	Incr/(Decr) From Budget
APPROPRIATIONS:						
Salaries and Benefits	$10,784,234	$12,926,361	$11,350,299	$12,558,026	$12,450,974	($368,335)
Services and Supplies	17,700,157	22,540,341	17,725,514	19,821,801	19,831,801	(2,708,540)
Other Charges	7,899,667	10,117,450	8,168,139	9,337,050	9,337,050	(780,400)
Fixed Assets	1,268,991	17,162,097	6,330,870	4,600,830	4,700,830	(12,461,267)
TOTAL EXPENDITURES	**$37,653,049**	**$62,746,249**	**$43,574,822**	**$46,317,707**	**$46,320,655**	**($16,425,594)**
REVENUES:						
Taxes	$17,374,929	$18,659,600	$18,419,302	$18,826,600	$18,826,600	$167,000
Fines and Forfeitures	178,513	250,500	230,295	230,000	230,000	(20,500)
Use of Money/Property	2,601,955	2,615,261	1,950,930	1,445,200	1,445,200	(1,170,061)
Intergovernmental	291,785	399,200	198,067	499,200	499,200	100,000
Charges for Services	16,158,857	17,560,614	14,070,645	13,096,208	13,096,208	(4,464,406)
Miscellaneous	810,385	732,080	632,420	612,470	612,470	(119,610)
Other Financing Sources	435,000	0	0	0	0	0
Non-revenue Receipts	2,457,619	4,528,000	4,528,000	4,828,000	4,828,000	300,000
TOTAL NET REVENUES	**$40,309,043**	**$44,745,255**	**$40,029,659**	**$39,537,678**	**$39,537,678**	**($5,207,577)**
(INCR.)/DECR. IN RETAINED EARNINGS	**($2,655,994)**	**$18,000,994**	**$3,545,163**	**$6,780,029**	**$6,782,977**	**($11,218,017)**
NET GENERAL FUND COST	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**
Authorized Positions:						
Full Tme	123	129	128	130	130	1
Part Time	13	12	13	14	14	2
Total Positions	126	141	141	144	144	3
Funded Positions:						
Full Tme	123	129	128	122	122	(7)
Part Time	13	12	13	14	14	2
Total Positions	126	141	141	136	136	(5)

OPERATIONAL SUMMARY

- *Mission:*

The mission of the Waste Management Department is to protect the health and safety of the public, and enhance the quality of life by providing environmentally safe management of liquid and solid waste.

- *Fundamental Functions & Responsibilities:*

- Recycle to prevent disposal
- Prevent acceptance of hazardous and other unapproved waste at landfills
- Transfer waste to sanitary landfills from outlying collection facilities
- Dispose of non-hazardous solid waste in sanitary landfills
- Maintain burn dumps and closed sanitary landfills
- Operate safely and in compliance with applicable permits, laws, rules and regulations

PROGRAM DISCUSSION

The County's solid waste disposal facilities and transfer stations are operated and maintained through the Solid Waste Enterprise Fund. This budget unit finances the management and contract operations of seven active landfills, nine transfer stations, and three special waste facilities. It also provides for the continuing maintenance of eight inactive or closed landfills and 43 closed burn dumps. The Waste Management Department administers this budget unit.

The recommended budget provides sufficient funding to allow the operation of the department's various programs. It also allows for recycling activities that assist in complying with mandated waste diversion goals. The department will continue to provide the public with environmentally safe management of wastewater and solid waste services without impact on the County General Fund.

Significant changes to the budget include the decrease in revenue attributable to the economic slow down. Even with a 3.5% fee increase based on the Consumer Price Index, projected revenues decreased over $5 million from FY 2008-09. Expenditures were decreased primarily as the result of deferring or deleting capital projects.

The greatest challenge in delivering solid waste services in FY 2009-10 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 and cleaner air mandates.

The complexity of solid waste management from both environmental and financial standpoints continues to increase. The department will exceed the 50% diversion requirement of the Integrated Waste Management Act of 1989, which mandates a reduction of waste being disposed, and to use new technology in methods of waste management. The department faces challenges in providing for long-term remediation of potential groundwater contamination while continuing to comply with increasingly complex air monitoring requirements. The department continues to utilize cross-functional teams to solve complex problems and manage projects.

In recent years, increased emphasis has been placed on the proper disposal of hazardous waste. The Special Waste Facilities in Bakersfield and Mojave provide for safe disposal of household hazardous waste and hazardous waste generated by small businesses. The recommended budget continues to support this program.

The problem of illegal dumping continues throughout the County. This challenge continues to be addressed by a team consisting of staff from several County departments working together to better educate the public and to provide some relief in the way of cleanup. The recommended budget again allocates funds for Code Compliance to be used towards these efforts.

As of June 30, 2009, after adjustments for long-term debt, it is estimated that retained earnings within the Solid Waste Enterprise Fund will total $35 million. The recommended budget reduces the retained earnings by approximately $6.8 million.

POSITIONS DISCUSSION

The recommended budget includes the addition of one Disposal Site Gate Attendant position, at an annual cost of $51,000; and five Waste Management Technician I/II positions, at an annual cost of $364,000. The recommended budget also includes the deletion of one Office Services Specialist position, at an annual savings of $65,000; one Fiscal Support Technician position, at an annual savings of $62,000; and one Waste Management Aide position, at an annual savings of $61,000. An additional five Waste Management Aide positions will be deleted later in the year, as the positions become vacant, for an annual cost savings of $305,000. The department also will hold 11 positions vacant and unfunded. These positions will be retained in order to position the department to respond to customer demands at the landfills as the economy improves.

DIRECTOR'S DISCUSSION

This department has updated the Board several times during the past fiscal year regarding the negative impact of the economy on the Solid Waste Enterprise Fund. The fiscal impact is a direct result of reduced fee revenues, rather than General Fund contributions. As described during the public hearing for the 3.5% rate increase, the department has cut back to the point where further cuts will result in facility closures or program suspensions. Although the department is submitting a budget that provides for the continued operation of existing facilities and programs, the effectiveness and level of customer service of the programs will suffer due to reduced resources.

The department has deleted several positions and is holding several additional positions vacant as long as necessary to make it through the economic downturn. This includes management positions. The department has held two of six management positions vacant through the

last half of FY 2008-09 and will continue to hold one of the management positions vacant through FY 2009-10.

In summation, the department recognizes the economy has not yet stabilized and there is still potential for further decline in projected revenue. The department is developing a contingency plan to deal with this possibility and continues to track actual revenue verses projected revenue on a monthly basis. The department will respond quickly to any additional declines in revenue.

GOALS AND PERFORMANCE MEASURES

Performance Measure #1:

Percentage of disposal reduced by department recycling programs.

FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Adopted Goal	FY 2008-2009 Mid-year Results	FY 2009-2010 Proposed Goal
20%	18%	Not Applicable	17%	16% - 18%

What:
Measures how much recyclable material was diverted from disposal by department funded programs. Programs include those operated entirely by the department and programs operated by others with funding from the department. The percentage is derived by dividing the tons of material recycled by the tons of waste disposed.

Why:
Cost effectively diverting waste from disposal conserves commodity and land resources, which is an important aspect of environmentally safe management of solid waste. It is important to meet the AB 939 Recycling Mandate because the State can levy fines up to $10,000 per day for non-compliance.

How are we doing?
We are currently in compliance with the AB 939 recycling mandates. The amount of material recycled is down over the last couple of years for most programs primarily because of less waste coming to the facilities as the economy slowed down. However, the percentage of recycling to disposal is down slightly primarily because material recycled through the inert recycling program and the City of Bakersfield Composting Facility has dropped more than the drop in disposal.

How is this funded?
The majority of the funding for diversion comes from waste disposal fees – Land Use Fees, Bin Fees and basic Gate Fees. Some funding comes from program user fees and grants.

Performance Measure #2:

Cost of operating department recycling programs per ton recycled.

FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Adopted Goal	FY 2008-2009 Mid-year Results	FY 2009-2010 Proposed Goal
$23.30 [A]	$35.39	$20 - $25	$30.04	$29 - $33

What:
Measures how effectively the department operates its recycling programs. Programs include those operated entirely by the Department and programs operated by others with funding from the department. The amounts recycled are measured directly. Costs include all direct and indirect operating costs. The cost is a net of expenses minus commodity and user fee revenues.

Why:
Cost effectively diverting waste from disposal conserves commodity and land resources which is an important aspect of environmentally safe management of solid waste. Measuring the cost per ton recycled provides the opportunity to track cost efficiency.

How are we doing?
The big jump in cost per recycled ton from FY 06-07 to FY 07-08 was primarily due to lower inbound tonnages and capital expenditures by the department and Bakersfield Composting Facility. The cost per recycled ton reduced somewhat in FY 08-09 primarily because of reduced departmental expenses. However, inbound waste continued to decline and revenue from recycled materials dropped more than expected. We don't expect inbound waste or commodity prices to rise until the economy recovers, which is not expected in FY 09-10. Therefore, our goal for FY 09-10 is to maintain the current cost per recycled ton.

How is this funded?
The majority of the funding for diversion comes from waste disposal fees – Land Use Fees, Bin Fees and basic Gate Fees. Some funding comes from program user fees and grants.

A Net Diversion Costs changed from $23.15 to $23.30 due to excluding the Eastin Fund payment records from the active and closed landfill distributions.

Performance Measure #3:

Hazardous waste diverted from County landfills through Special Waste Facilities.

FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Adopted Goal	FY 2008-2009 Mid-year Results	FY 2009-2010 Proposed Goal
367 Tons	381 Tons	380 Tons – 400 Tons	190 Tons	380 Tons – 400 Tons

What:
Measures how much hazardous waste generated by residents and businesses is being diverted from disposal in County landfills through our Special Waste Facilities.

Why:
Diverting hazardous waste from being disposed of in our landfills is an important aspect of environmentally safe management of solid waste. This measure provides an indication of the effectiveness of our Special Waste Facilities.

How are we doing?
Each of the last four years the amount of hazardous waste handled through the Special Waste Facilities has increased at a greater rate than the amount of waste disposed in the landfills. The increase in hazardous waste handled can be attributed to continually improving public awareness, adding an additional facility and more waste materials being banned from disposal in department landfills. In addition, approximately 75% of the hazardous waste handled through the Special Waste Facilities is recycled.

How is this funded?
The majority of the funding comes from waste disposal fees – Land Use Fees, Bin Fees and basic Gate Fees. Some funding comes from program user fees and grants.

Performance Measure #4:

Cost of operating landfills per ton of waste handled.

FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Adopted Goal	FY 2008-2009 Mid-year Results	FY 2009-2010 Proposed Goal
$15.81 [A]	$19.28	$15.20 - $16.20	$15.84	$16 - $19

What:
Measures how effectively the landfills are operated. This measure is a system-wide average of all seven active landfills. The amounts disposed are measured directly. Costs include all direct and indirect operating costs. This measure does not include transfer stations, recycling or capital projects.

Why:
Landfill disposal is an important aspect of environmentally safe management of solid waste. Measuring the cost per ton of disposed waste provides the opportunity to track cost efficiency.

How are we doing?
The cost per ton went up from FY 06-07 to FY 07-08 due to a large, unanticipated project at the Tehachapi Landfill, decreased disposal, and higher expenses for general services and supplies. It appears the cost per ton will decrease for FY 08-09 due to lower expenses for general services and supplies. However, disposal continues to decrease which keeps the cost per ton up. It should also be noted that the final year end result may be higher than mid-year because of routine expenses that do not occur until the end of the fiscal year and major maintenance projects that will be completed by June.

How is this funded?
The majority of the funding for the landfills comes from waste disposal fees – Land Use Fees, Bin Fees and basic Gate Fees. Some funding comes from grants.

[A] The landfill operating cost per ton decreased from $17.14 to $15.81 due to excluding the Eastin Fund payment records from the performance indicator report on 9/18/08.

Performance Measure #5:

Number of work-related injuries resulting in employee being off work one full day or longer.

FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Adopted Goal	FY 2008-2009 Mid-year Results	FY 2009-2010 Proposed Goal
0	6	0	0	0

What:
Measures injuries that significantly impact productivity. OSHA categorizes this type of injury as a “lost-time” injury.

Why:
Measures the Department’s commitment to employee safety. Worker safety cannot be overlooked in our zeal to achieve the other priority functions of the Department. Besides the intrinsic benefits of a healthy work force, avoiding accidents and injuries makes our operations more cost effective in the long run and makes employment with the Department more attractive to prospective employees.

How are we doing?
The number of lost-time injuries has remained low despite a steady increase in field positions over the last few years. Department employees work a total of approximately 200,000 hours annually and approximately half of those hours are in field conditions that present greater potential hazards than the office setting.

How is this funded?
Worker safety programs are funded by the waste disposal fees – Land Use Fees, Bin Fees and basic Gate Fees.

Performance Measure #6:

Regulatory compliance rate for active landfills and transfer stations.

FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Adopted Goal	FY 2008-2009 Mid-year Results	FY 2009-2010 Proposed Goal
99.86%	99.99%	100%	99.98%	100%

What: *(Describe exactly what this specific indicator measures)*
Measures how compliant our landfill and transfer station operations are according to Local Enforcement Agency inspections. The percentage is derived from total number of regulatory check points in a year and the actual number of violations received.

Why:
Protecting public health and the environment is the essence of this Department's function. Also, regulatory compliance is essential to maintaining valid permits to operate.

How are we doing? *)*
We receive very few violations and never had a penalty imposed. We had one violation in FY 07-08 and one violation so far in FY 08-09.

How is this funded?
Regulatory compliance is achieved through proper operations which are funded by the waste disposal fees – Land Use Fees, Bin Fees and basic Gate Fees.

Performance Measure # 7:

Percentage of customers satisfied with service (under development).

FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Adopted Goal	FY 2008-2009 Mid-year Results	FY 2009-2010 Proposed Goal
Not Applicable	Not Applicable	100%	97%	100%

What:
Measures general satisfaction among customers with all services offered by the Department.

Why:
It is important to know if we are meeting the needs of the public. The Department will need to consider program modifications where survey results indicate dissatisfaction.

How are we doing?
Survey findings indicate that the 97% of the public is very satisfied or somewhat satisfied with the waste disposal services and programs provided by the Department. Nearly three quarters (71%) of residents who visited a County facility reported they were very satisfied with the services provided and 26% reported they were somewhat satisfied.

How is this funded?
Waste disposal fees – Land Use Fees, Bin Fees and basic Gate Fees.

Special Districts

Kern Sanitation Authority

Budget Unit 9144

Department Head: Doug Landon, *Appointed*

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2007-08	FY 2008-09		FY 2009-10		
	Actual	Approved Budget	Estimated Actual	Department Requested	CAO Recommend	Incr/(Decr) From Budget
APPROPRIATIONS:						
Salaries and Benefits	$1,430,504	$1,948,549	$1,759,873	$1,866,349	$1,849,628	($98,921)
Services and Supplies	1,046,993	1,469,951	1,165,631	1,469,311	1,469,311	(640)
Other Charges	359,426	511,950	510,696	468,300	468,300	(43,650)
Fixed Assets	408,042	43,600	839,027	81,000	81,000	37,400
TOTAL EXPENDITURES	**$3,244,965**	**$3,974,050**	**$4,275,227**	**$3,884,960**	**$3,868,239**	**($105,811)**
REVENUES:						
Taxes	$2,307,683	$2,380,800	$2,270,200	$2,340,000	$2,340,000	($40,800)
Licenses and Permits	11,370	17,000	0	0	0	(17,000)
Fines and Forfeitures	33,102	65,400	55,800	55,800	55,800	(9,600)
Use of Money/Property	210,496	224,500	201,500	181,800	181,800	(42,700)
Charges for Services	708,390	767,300	813,447	907,830	907,830	140,530
Miscellaneous	12,459	29,500	22,425	22,300	22,300	(7,200)
Non-revenue Receipts	321,158	457,000	457,000	400,000	400,000	(57,000)
TOTAL NET REVENUES	**$3,604,658**	**$3,941,500**	**$3,820,372**	**$3,907,730**	**$3,907,730**	**($33,770)**
(INCR.)/DECR. IN RETAINED EARNINGS	**($359,693)**	**$32,550**	**$454,855**	**($22,770)**	**($39,491)**	**($72,041)**
Authorized Positions:	19	19	19	19	19	0
Funded Positions:	19	19	19	17	17	(2)

OPERATIONAL SUMMARY

- *Mission:*

To receive, treat and reuse wastewater from customers in the service area in order to ensure a safe environment and protect public health.

- *Fundamental Functions & Responsibilities:*

- Collection, treatment and reuse of wastewater for Kern Sanitation Authority customers.

PROGRAM DISCUSSION

The recommended budget provides adequate support to fund the Authority's functions. The Authority is a special district established to provide sanitary sewer system service for the residents of the district, and is administered by the Waste Management Department. The Authority will continue to maintain its current level of service through maintaining its wastewater collection system, sewage treatment plant, and treated water disposal system. Disposal and collection system maintenance consists of cleaning, inspection, vector control, and line segment replacement. Plant maintenance also includes repair and replacement of major treatment facility components.

In addition to providing service within the area served by the Authority, the budget unit also contains the appropriations for staffing and services to the Ford City-

Taft Heights Sanitation District and other entities under the control of the Board of Supervisors.

Revenues for FY 2009-10 remain stable. A 3.5% fee increase was approved effective July 1, 2009. However, an annexation by the City of Bakersfield reduced the District's revenue base. An overall decrease in expenditures is the result of holding two positions vacant and unfunded to offset negotiated salary increases anticipated for FY 2009-10.

It is estimated that on June 30, 2009, the retained earnings balance will be approximately $351,927. In FY 2009-10, it is estimated that the district will increase its retained earnings by approximately $39,000.

POSITIONS DISCUSSION

The recommended budget includes no position additions or deletions. One Waste Water Treatment Plant Operator position will be held vacant and unfunded, at an annual cost savings of $78,000; and one Waste Water Treatment Plant Operator Trainee position will be held vacant and unfunded, at an annual cost savings of $72,000.

GOALS AND PERFORMANCE MEASURES

Performance Measure #1:

Number of sewer system overflows onto private property.

FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Adopted Goal	FY 2008-2009 Mid-year Results	FY 2009-2010 Proposed Goal
0	2	0	0	0

What:
This measures the number of times the wastewater collection system overflows onto private property.

Why:
This information demonstrates the effectiveness of the Kern Sanitation Authority collection system maintenance and line cleaning program in protecting the health and safety of the public by preventing wastewater overflows onto private property.

How are we doing?
In addition to cleaning some portion of the sewer collection system on a daily basis, staff identified problem areas where most system overflows occurred. These "hot spots" are cleaned separately several times a year, in addition to the routine system cleaning schedule. This special attention has reduced system overflows. Vandalism is an increasing problem. Break-ins into manholes with branches and other material being thrown into the sewer lines, cause backups or overflows.

How is this funded?
The funds for this program are obtained from the annual sewer service charges paid by customers of Kern Sanitation Authority.

Performance Measure #2:

Percentage of times responded in less than one hour when notification of a sewer system overflow was received.

FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Adopted Goal	FY 2008-2009 Mid-year Results	FY 2009-2010 Proposed Goal
100%	100%	100%	100%	100%

What:
This measures the percentage of responses to sewer system overflows that were made in less than one hour.

Why:
This indicator demonstrates the effectiveness of Kern Sanitation Authority procedures to protect the health and safety of the public by promptly responding to notification of a sewer system overflow.

How are we doing?
Kern Sanitation Authority's emergency response program continues to provide fast response to system overflow calls. Although the overflow is almost always due to a blockage in the caller's private line and not a stoppage in the Kern Sanitation Authority line, staff quickly responds to customer calls 24 hours a day.

How is this funded?
The funds for this program are obtained from the annual sewer service charge paid by customers of Kern Sanitation Authority.

Performance Measure #3:

Number of months each year of safe operation of the wastewater system with no Notices of Violation of Waste Discharge Requirements.

FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Adopted Goal	FY 2008-2009 Mid-year Results	FY 2009-2010 Proposed Goal
12	12	12	6	12

What:
This measures the number of months (annually) that Kern Sanitation Authority has operated its facilities safely without any Notices of Violation of its governing Waste Discharge Requirements.

Why:
This indicator demonstrates Kern Sanitation Authority's ability to protect the health and safety of the public by operating its treatment plant safely within regulatory guidelines.

How are we doing?
Kern Sanitation Authority continues to operate its treatment facility safely, within regulatory guidelines, without any Notices of Violations of its governing Waste Discharge Requirements.

How is this funded?
The funds for these operations are obtained from the annual sewer service charges paid by customers of Kern Sanitation Authority.

Performance Measure #4:

Annual charge for sewer service for a single family residence.

FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Adopted Goal	FY 2008-2009 Mid-year Results	FY 2009-2010 Proposed Goal
$135.85	$141.69	$146.37	$146.37	$151.49

What:
This measures the annual charge for sewer service paid by a single family residence or equivalent property.

Why:
This indicator demonstrates whether Kern Sanitation Authority is providing cost effective sewer service to its customers for a reasonable charge.

How are we doing?
Despite substantial increases in maintenance and labor costs, Kern Sanitation Authority has continued to provide cost effective service to its customers. Annual service charges have risen an average of just over 4% a year for the last three years and still remain among the lowest annual charges for comparable districts in the area.

How is this funded?
The funds for these operations are obtained from the annual sewer service charges paid by customers of Kern Sanitation Authority.

Ford City-Taft Heights Sanitation District

Budget Unit 9146

Department Head: Doug Landon, *Appointed*

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2007-08	FY 2008-09		FY 2009-10		
	Actual	Approved Budget	Estimated Actual	Department Requested	CAO Recommended	Incr/(Decr) From Budget
APPROPRIATIONS:						
Services and Supplies	$647,942	$742,470	$537,678	$560,410	$560,410	($182,060)
Other Charges	59,981	82,170	81,948	86,700	86,700	4,530
Fixed Assets	0	40,000	40,000	0	0	(40,000)
TOTAL EXPENDITURES	**$707,923**	**$864,640**	**$659,626**	**$647,110**	**$647,110**	**($217,530)**
REVENUES:						
Taxes	$412,393	$414,500	$430,100	$419,400	$419,400	$4,900
Fines and Forfeitures	10,731	14,900	14,000	14,000	14,000	(900)
Use of Money/Property	46,047	60,900	56,200	40,900	40,900	(20,000)
Charges for Services	11,915	11,400	10,141	11,540	11,540	140
Miscellaneous	12,578	15,200	11,800	13,100	13,100	(2,100)
Non-revenue Receipts	48,045	70,000	70,000	60,000	60,000	(10,000)
TOTAL NET REVENUES	**$541,709**	**$586,900**	**$592,241**	**$558,940**	**$558,940**	**($27,960)**
(INCR.)/DECR. IN RETAINED EARNINGS	**$166,214**	**$277,740**	**$67,385**	**$88,170**	**$88,170**	**($189,570)**
NET GENERAL FUND COST	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

OPERATIONAL SUMMARY

- *Mission:*

To receive, treat and reuse wastewater from customers in the service area in order to ensure a safe environment and protect public health.

- *Fundamental Functions & Responsibilities:*

- Collection, treatment and reuse of wastewater for Ford City-Taft Heights Sanitation District customers.

PROGRAM DISCUSSION

The recommended budget provides adequate support to fund the district's functions including the design, maintenance, construction, and operation of the Ford City-Taft Heights Sanitation district facilities. The district provides sanitary sewer system service for the residents of the district. Services are provided through a sewage treatment plant jointly owned with the City of Taft. The district will continue to maintain its current level of service through maintaining its wastewater collection system consisting of 90,190 feet of sewer lines.

The Waste Management Department administers this special district.

It is anticipated that revenue will decrease approximately 5% primarily due to decreased interest earnings. The district will not replace any sewer line this year in an attempt to bring expenditures in line with revenue projections.

It is estimated that on June 30, 2009, the retained earnings balance will be $202,888. In FY 2009-10, it is estimated

that the Ford City-Taft Heights Sanitation District will reduce its retained earning by approximately $88,000.

The management expenses and employees of the Ford City-Taft Heights Sanitation District are included in the Kern Sanitation Authority budget unit.

GOALS & PERFORMANCE MEASURES

Performance Measure #1:

Number of sewer system overflows onto private property.

FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Adopted Goal	FY 2008-2009 Mid-year Results	FY 2009-2010 Proposed Goal
3	2	0	0	0

What:
This measures the number of times the wastewater collection system overflows onto private property.

Why:
This information demonstrates the effectiveness of the Ford City-Taft Heights collection system maintenance and line cleaning program in protecting the health and safety of the public by preventing wastewater overflows onto private property.

How are we doing?
Staff identified problem areas where most system overflows occurred. These "hot spots" are cleaned separately several times a year, in addition to the routine system cleaning schedule. This special attention is reducing system overflows. Vandals breaking into manholes and throwing material into the sewer lines, causing backups or overflows, are an increasing problem.

How is this funded?
The funds for this program are obtained from the annual sewer service charge paid by customers of the Ford City-Taft Heights Sanitation District.

Performance Measure #2:

Percentage of times responded in less than one hour when notification of a sewer system overflow was received.

FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Adopted Goal	FY 2008-2009 Mid-year Results	FY 2009-2010 Proposed Goal
100%	100%	100%	100%	100%

What:
This measures the percentage of responses to sewer system overflows that were made in less than one hour.

Why:
This indicator demonstrates the effectiveness of Ford City-Taft Heights Sanitation District procedures to protect the health and safety of the public by promptly responding to notification of a sewer system overflow.

How are we doing?
Ford City-Taft Heights Sanitation District's emergency response program continues to provide fast response to system overflow calls. Although the overflow is almost always due to a blockage in the caller's private line and not a stoppage in the Ford City-Taft Heights District's line, a quick response to customer calls is provided 24 hours a day.

How is this funded?
The funds for this program are obtained from the annual sewer service charge paid by customers of the Ford City-Taft Heights Sanitation District.

Performance Measure #3:

Annual charge for sewer service for a single family residence.

FY 2006-2007 Actual Results	FY 2007-2008 Actual Results	FY 2008-2009 Adopted Goal	FY 2008-2009 Mid-year Results	FY 2009-2010 Proposed Goal
$178	$178	$178	$178	$178

What:
This measures the annual charge for sewer service paid by a single family residence or equivalent property.

Why:
This indicator demonstrates whether Ford City-Taft Heights Sanitation District is providing cost effective sewer service to its customers for a reasonable charge.

How are we doing?
Ford City-Taft Heights Sanitation District has been able to keep annual service charges unchanged for over a decade and has continued to provide cost effective service to its customers. However, it is anticipated that increases in line maintenance costs and the annual charges paid to the City of Taft for treating wastewater from the Ford City-Taft Heights area will require an increase in annual charges in the future.

How is this funded?
The funds for this program are obtained from the annual sewer service charge paid by customers of the Ford City-Taft Heights Sanitation District.

In-Home Supportive Services Public Authority

Budget Unit 9147

Department Head: Kris Gratsy, *Appointed*

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2007-08	FY 2008-09		FY 2009-10		
	Actual	Approved Budget	Estimated Actual	Department Requested	CAO Recommended	Incr/(Decr) From Budget
APPROPRIATIONS:						
Services and Supplies	$236,071	$840,722	$712,121	$556,892	$556,892	($283,830)
Other Charges	10,796,291	11,790,896	10,091,394	11,661,518	11,432,859	(358,037)
TOTAL EXPENDITURES	**$11,032,362**	**$12,631,618**	**$10,803,515**	**$12,218,410**	**$11,989,751**	**($641,867)**
REVENUES:						
Use of Money/Property	$31,956	$20,000	$30,000	$20,000	$20,000	$0
Intergovernmental	2,665,813	3,137,543	2,578,219	2,750,417	2,705,092	(432,451)
Other Financing Sources	8,417,871	9,074,075	0	0	0	(9,074,075)
County Contribution	0	0	8,195,296	9,447,993	9,264,659	9,264,659
TOTAL NET REVENUES	**$11,115,640**	**$12,231,618**	**$10,803,515**	**$12,218,410**	**$11,989,751**	**($241,867)**
(INCR.)/DECR. IN RETAINED EARNINGS	**($83,278)**	**$400,000**	**$0**	**$0**	**$0**	**($400,000)**

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 purpose of collective bargaining for individuals that provide services to eligible aged and blind persons and persons with disabilities, in order to allow those persons to remain in their homes and avoid institutionalization.

The IHSS Public Authority is required to perform the following duties, as specified by State law:

- Serve as employer of record for IHSS service providers for the purpose of collective bargaining;
- Assist recipients in finding IHSS service providers;
- Investigate and review the qualifications and background of potential providers;
- Administer a referral system for service providers and recipients; and
- Coordinate training for providers and recipients.

PROGRAM DISCUSSION

The recommended budget provides sufficient funding for the Public Authority to perform its required functions.

The 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 a decrease in appropriations of $641,000 for charges and services to the Aging and Adult Services Department. The Public Authority contracts with Aging and Adult Services Department for staffing. Thus, personnel costs for the Public Authority are found in budget unit 5610.

The recommended budget estimates the County's financial responsibility for the cost of IHSS services at $9.2 million. The County's contribution is recommended in budget unit 5810, and is included in this budget as revenue.

The remaining recommended revenue is the federal and State share of costs for the IHSS service providers,

medical insurance, operations of the Public Authority, and interest earned on bank deposits.

It is estimated that on June 30, 2009, the ending fund balance will be zero, and no balance is anticipated at the end of FY 2009-10.

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County Service Areas

County Service Areas

Agency Director: David Price III, *Appointed* **Department Head: Charles Lackey, *Appointed***

PROGRAM DISCUSSION

The 121 active County Service Areas (CSAs) were established to provide such services as landscape maintenance, street sweeping, sewer service, and street lighting services. In order to form a CSA, property owners must initiate the process. The formation request is voted on by affected property owners who are asked to approve the CSA and agree to pay for the services provided. At least 50% of the returned ballots must approve the CSA and associated charges in order for the action to be completed. The Engineering and Survey Services Department administers all of the County Service Areas.

All assessments and fees charged to property owners are limited to covering the cost of providing a special benefit to the property being charged. California law does not permit the fees collected through CSAs to be used to benefit the general public residing outside a CSA. As a result of this limitation, the cost for services benefiting the general public, such as general fire protection provided by fire hydrants and street lighting for non-area motorists, total $99,700 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 2008-09 Adopted Appropriation	FY 2009-10 CAO Recommended	Total Revenue	Increase/ (Decrease) In Fund Balance
3	9103	Edmonston Acres	$3,000	$2,325	$1,268	($1,057)
4	9104	Northwest Ranchos	$8,800	$7,950	$5,342	($2,608)
5	9105	Casa Loma Acres	$7,000	$7,040	$4,431	($2,609)
6	9106	Highland Knolls	$19,750	$16,930	$8,488	($8,442)
7	9107	Standard 14-C, Taft	$900	$745	$394	($351)
8	9108	La Cresta	$21,500	$19,700	$13,640	($6,060)
9	9109	Hillcrest	$32,500	$19,700	$24,098	$4,398
10	9110	Sabaloni	$30,000	$26,410	$15,199	($11,211)
10.6	9300	Sabaloni	$6,000	$6,640	$6,015	($625)
11	9111	Lakeview	$44,000	$40,580	$26,067	($14,513)
11.4	9129	Rexland	$125,100	$163,626	$129,875	($33,751)
11.5	9130	Lakeview	$2,000	$1,900	$3,209	$1,309
12.1.1	9128	Alta Vista	$3,685	$3,550	$122	($3,428)
12.2	9113	Panama/Buena Vista	$2,603	$2,410	$84	($2,326)
12.6	9117	Taft	$8,807	$8,570	$281	($8,289)
12.9	9120	Mojave	$8,205	$8,060	$211	($7,849)
12.13	9126	Tehachapi	$5,275	$0	$0	$0
13	9150	Bodfish	$2,500	$1,850	$714	($1,136)
14	9151	Wofford Heights	$26,300	$36,590	$4,640	($31,950)
15	9152	Oakhaven	$30,000	$27,290	$23,480	($3,810)
15.4	9161	Oakhaven	$2,365	$2,250	$1,517	($733)
15.5	9163	Oakhaven	$500	$490	$454	($36)
16	9153	Mojave	$44,500	$38,870	$30,925	($7,945)
17	9154	Orangewood Park	$58,000	$50,500	$49,000	($1,500)

CSA	Budget Unit	District	FY 2008-09 Adopted Appropriation	FY 2009-10 CAO Recommended	Total Revenue	Increase/ (Decrease) In Fund Balance
17.1	9156	Orangewood Park	$22,760	$22,950	$23,001	$51
17.2	9162	Orangewood Park	$98,600	$97,490	$95,093	($2,397)
17.3	9165	Orangewood Park	$9,850	$11,540	$15,053	$3,513
18	9155	Virginia Colony	$82,500	$68,910	$46,903	($22,007)
18.5	9264	Virginia Colony	$5,900	$5,500	$3,294	($2,206)
18.6	9266	Virginia Colony	$5,000	$5,200	$7,892	$2,692
18.7	9267	Virginia Colony	$22,000	$18,700	$30,453	$11,753
20	9157	College Avenue	$57,400	$55,160	$44,824	($10,336)
21	9158	Kern Citrus	$4,130	$3,800	$2,749	($1,051)
22	9159	La Loma	$59,000	$51,430	$26,607	($24,823)
23	9160	Mexican Colony	$41,000	$37,000	$27,243	($9,757)
23.1	9164	Mexican Colony	$3,300	$3,090	$2,856	($234)
24	9185	Fairfax	$2,600	$2,480	$1,821	($659)
25	9186	Ashe Tract	$5,533	$5,200	$189	($5,011)
26	9187	Ford City	$25,500	$20,210	$13,872	($6,338)
27	9188	Greenfield	$53,400	$45,400	$36,103	($9,297)
27.2	9189	Greenfield	$6,000	$6,500	$8,038	$1,538
29	9230	West Hi Ranchos	$2,200	$1,800	$1,275	($525)
30	9231	Greenacres	$77,000	$63,000	$47,107	($15,893)
30.2	9274	Greenacres	$4,050	$4,400	$1,218	($3,182)
30.6	9303	Greenacres	$9,500	$9,660	$4,555	($5,105)
31	9232	Amador	$3,800	$3,400	$3,061	($339)
32	9233	Harris School	$2,000	$1,800	$1,371	($429)
34	9235	Descanso Park	$33,000	$29,000	$18,307	($10,693)
36	9237	Pioneer Drive	$75,000	$70,000	$58,747	($11,253)
37	9238	Bel Aire Estates	$35,000	$33,000	$25,015	($7,985)
38	9239	Country Side	$7,250	$6,100	$4,162	($1,938)
38.2	9258	Country Side	$2,400	$4,000	$2,989	($1,011)
39	9240	Kern Valley	$8,742	$0	$291	$291
39.1	9297	Kern Valley	$19,614	$14,990	$44,245	$29,255
39.2	9255	Kern Valley	$4,300	$5,000	$1,773	($3,227)
39.4	9313	Kern Valley	$8,700	$9,100	$1,343	($7,757)
39.5	9314	Kern Valley	$65	$75	$60	($15)
39.8	9256	Kern Valley	$257,282	$269,430	$217,277	($52,153)
40	9241	Pine Mt. Club	$48,150	$76,000	$35,076	($40,924)
40.1	9242	Pine Mt. Club	$0	$97,000	$536,156	$439,156
42	9243	Alpine Forest Park	$6,600	$6,800	$8,452	$1,652
43	9244	Loch Lomond	$47,000	$43,500	$39,138	($4,362)
44	9245	Keith Addition	$24,000	$23,690	$19,908	($3,782)
45	9246	Panama Mobile	$3,500	$3,300	$2,219	($1,081)
47	9249	Highland Terrace	$14,000	$13,680	$11,269	($2,411)
51	9253	O'Neil Canyon	$8,900	$8,930	$1,326	($7,604)
52	9259	Cedarcrest	$34,450	$30,170	$14,930	($15,240)
53	9262	Southgate	$2,212	$0	$0	$0

CSA	Budget Unit	District	FY 2008-09 Adopted Appropriation	FY 2009-10 CAO Recommended	Total Revenue	Increase/ (Decrease) In Fund Balance
53.1	9265	Southgate	$0	$5,920	$9,444	$3,524
54	9263	O'Grady	$17,500	$17,580	$10,584	($6,996)
55	9272	Harvest Moon Ranch	$4,680	$3,700	$2,931	($769)
56	9273	Mustang Ranch	$10,000	$9,000	$2,612	($6,388)
58	9289	Stockdale Ranchos	$14,000	$14,000	$5,040	($8,960)
60	9277	Oildale	$235,750	$214,930	$212,075	($2,855)
60.1	9278	Oildale	$20,000	$60	$18,819	$18,759
60.2	9276	North Meadows	$28,000	$30,530	$90,216	$59,686
61.1	9279	Taft Heights	$12,960	$12,250	$13,535	$1,285
61.2	9280	McKittrick	$2,550	$61	$1,730	$1,669
61.3	9281	Buttonwillow	$11,300	$11,440	$8,683	($2,757)
61.4	9282	Fellows	$3,825	$3,830	$3,023	($807)
62	9283	Randsburg	$0	$10,500	$17,376	$6,876
63	9284	Rosamond	$0	$23,480	$58,484	$35,004
63.1	9290	Rosamond	$111,000	$114,870	$303,508	$188,638
63.2	9291	Rosamond	$16,000	$16,130	$1,964	($14,166)
63.3	9292	Rosamond	$39,150	$36,760	$36,550	($210)
63.4	9293	Rosamond	$0	$102,410	$215,195	$112,785
63.5	9294	Rsmd. Westpark	$0	$97,136	$287,239	$190,103
63.6	9295	Rsmd. Westpark	$0	$71,790	$148,881	$77,091
65	9286	South Taft	$169,520	$173,320	$17,428	($155,892)
65.1	9298	South Taft	$10,000	$5,570	$4,266	($1,304)
66	9287	Lazy Acres	$6,500	$5,920	$5,664	($256)
66.2	9299	Lazy Acres	$2,475	$2,520	$1,961	($559)
66.3	9301	Lazy Acres	$3,900	$3,930	$3,358	($572)
66.4	9302	Lazy Acres	$1,130	$1,100	$960	($140)
67	9288	Pumpkin Center	$4,200	$4,240	$3,917	($323)
67.1	9305	Pumpkin Center	$1,870	$1,860	$2,025	$165
69	9307	San Joaquin	$10,200	$10,360	$902	($9,458)
71	9309	West Bakersfield	$0	$231,770	$416,882	$185,112
71.1	9316	Lewis Ranch	$64,531	$59,817	$30,619	($29,198)
71.2	9317	Laborde Ranchos	$86,450	$82,774	$55,885	($26,889)
71.3	9319	West Bakersfield	$568,000	$576,900	$407,392	($169,508)
71.5	9321	West Bakersfield	$0	$102,620	$174,571	$71,951
71.6	9322	West Bakersfield	$1,400	$1,200	$900	($300)
71.7	9323	West Bakersfield	$194,625	$225,000	$170,118	($54,882)
71.8	9324	West Bakersfield	$308,620	$340,240	$261,791	($78,449)
71.9	9328	West Bakersfield	$27,500	$26,690	$9,160	($17,530)
71.10	9344	Multi-Use Trail	$67,000	$0	$78,730	$78,730
72	9318	Rancho Algadon	$2,800	$2,350	$1,063	($1,287)
81	9331	Knudson Drive	$6,700	$6,495	$3,772	($2,723)
85	9333	Oswell Street	$0	$29,870	$68,168	$38,298
87	9337	Habecker	$5,600	$7,570	$2,294	($5,276)

CSA	Budget Unit	District	FY 2008-09 Adopted Appropriation	FY 2009-10 CAO Recommended	Total Revenue	Increase/ (Decrease) In Fund Balance
89	9339	Coremark Court	$8,000	$8,510	$3,342	($5,168)
91	9340	Lost Hills	$4,950	$2,300	$1,668	($632)
92	9341	South Union	$11,000	$5,110	$2,826	($2,284)
92.1	9342	South Union	$18,040	$17,800	$13,698	($4,102)
92.2	9343	South Union	$1,800	$1,910	$874	($1,036)
94	9347	Buena Vista	$300	$350	$426	$76
94.1	9348	Buena Vista	$3,600	$3,700	$1,758	($1,942)
95	9345	Lebec Landfill Rd. Const.	$12,950	$12,890	$8,497	($4,393)
97	9352	Erro Ranch	$2,550	$2,550	$3,376	$826
97.2	9350	Erro Ranch	$3,900	$3,880	$5,024	$1,144

Special Purpose Funds

Special Revenue Funds

PROGRAM DISCUSSION

There are 122 active special revenue funds in the County, which were established to account for proceeds of specific revenue sources that are legally restricted to expenditures for specific purposes.

In an effort to eliminate the overuse of "trust funds" that bypass budgeting consideration in governments, the Governmental Accounting Standards Board (GASB) authored two pronouncements, GASB 33 and 34 that redefined the use of fiduciary type trust funds for governmental entities. This also significantly modified the reporting structure for the County's financial statements. A trust fund is now defined exclusively as funds held on behalf of individuals or other agencies and the County cannot, in any way, own the funds.

According to GASB definitions, funds identified as "trust" were reclassified as County governmental funds. Action taken by the Board of Supervisors on April 15, 2008, reclassified funds as Special Revenue Funds beginning FY 2008-09. These funds are required to be budgeted in accordance with GASB 33 and 34, the State Controller's Accounting Guidelines, and the County Budget Act. Accordingly, the Auditor-Controller and County Administrative Office have worked closely with departments to budget these funds for the FY 2009-10 Recommended Budget.

Special Revenue Funds are transferred to a variety of County departments to fund specific activities. Funds are transferred into departments as an operating transfer in and are detailed in the Summaries of Revenues and Expenditures for each department as other financing sources. Appropriations recommended below will be transferred into operating budgets in other County funds.

SUMMARY OF APPROPRIATIONS AND REVENUE

Fund Number	Budget Unit	Description	FY 2008-09 Adopted Appropriation	FY 2009-10 CAO Recommended Appropriation	Total Estimated Revenue	Increase (Decrease) in Reserve/Desig
00004	*8121*	*ACO-General*	*0*	*0*	*246,406*	*666,979*
00012	*8122*	*ACO-Structural Fire*	*0*	*0*	*8,000*	*16,247*
00156	*3008*	*Wheeler Ridge Overpass*	*9,700,000*	*0*	*0*	*0*
00161	*7101*	*Tehachapi Mountain Forest Park Fund*	*2,812,995*	*0*	*2,500*	*6,362*
00163	*2342*	*Probation Juv Justice Realignment Fund*	*100,000*	*3,523,020*	*3,323,020*	*547,093*
00164	*2115*	*Real Estate Fraud*	*4,000*	*118,000*	*118,000*	*0*
00165	*7102*	*Litter Clean Up*	*165,000*	*5,000*	*5,200*	*200*
00170	*7103*	*Off-Highway Motor Vehicle License*	*540*	*185,000*	*172,000*	*(12,999)*
00171	*1962*	*Planned Local Drainage - Shalamar*	*6,000*	*5,000*	*405*	*(4,254)*
00172	*1963*	*Planned Local Drainage - Brundage*	*30,000*	*100,000*	*4,818*	*(91,125)*
00173	*1961*	*Planned Local Drainage - Orangewood*	*1,800*	*600,000*	*29,554*	*(541,829)*
00174	*1964*	*Planned Local Drainage - Breckenridge*	*10,200*	*30,000*	*1,317*	*(27,574)*
00176	*1965*	*Planned Local Drainage - Oildale*	*20,000*	*75,000*	*3,773*	*(65,032)*
00178	*1813*	*Informational Kiosk Fund*	*489,400*	*40,000*	*40,000*	*0*
00179	*2341*	*Probation Training Fund*	*664,327,796*	*314,000*	*258,900*	*137*
00180	*2111*	*DNA Identification*	*215,000*	*439,000*	*439,000*	*0*
00181	*2112*	*Local Public Safety*	*200,000*	*53,483,602*	*53,483,602*	*0*
00182	*2211*	*Sheriff's Facility Training Fund*	*0*	*215,000*	*215,000*	*10,000*
00184	*2212*	*Automated Fingerprint Fund*	*110,000*	*200,000*	*290,000*	*18,000*

Fund Number	Budget Unit	Description	FY 2008-09 Adopted Appropriation	FY 2009-10 CAO Recommended Appropriation	Total Estimated Revenue	Increase (Decrease) in Reserve/Desig
00186	1967	Juvenile Justice Fac Temp Construction	180,000	0	0	0
00188	2113	Automated County Warrant System	0	67,000	67,000	13,409
00190	2114	Domestic Violence Program	0	200,000	78,000	0
00191	1968	Criminal Justice Facilities Construction	142,000	3,300,000	3,300,000	0
00193	1959	Courthouse Construction Fund	125,000	0	0	57,083
00194	2807	Recorder's Social Security Number Truncation	9,000	0	0	0
00195	4124	Alcoholism Program	1,987,438	191,880	104,000	0
00196	4125	Alcohol Abuse Education/Prevention	638,954	78,000	107,000	29,000
00197	4126	Drug Program Fund	0	22,000	7,000	0
00198	2706	Recorders Fee-Rcd	0	1,499,794	756,466	(505,267)
00199	2707	Micrographic-Rcd	0	195,131	177,504	16,006
00264	1113	Tax Loss Reserve	0	1,054,440	7,404,440	26,881,454
00266	1121	Redemption Systems	0	532,062	210,000	(317,459)
00270	2623	Abatement Cost	0	200,000	0	(227,960)
22020	6311	A-C Farm Advanced Agricultural Research	0	401,375	4,000	(390,006)
22021	2761	Animal Care Donations	0	0	2,200	2,200
22023	2762	Animal Care	40,000	0	0	0
22024	2763	Animal Control-Feline Carcasses	2,434,550	0	0	0
22036	1814	Board of Trade-Advertising	534,000	30,000	30,000	6,690
22042	2751	General Plan Administrative Surcharge	20,000	1,027,108	435,836	560,738
22045	2117	County-Wide Crime Prevention PC.1202.5	65,000	0	0	0
22064	2181	District Attorney - Local Forfeiture Trust	0	1,000,000	130,000	(334,128)
22067	4114	Health-Local Option	0	20,000	20,000	34,123
22068	4115	Health-State L.U.S.T. Program	0	200,000	200,000	67,942
22069	4111	Public Health Miscellaneous	0	122,132	122,132	119,977
22072	4112	Health-Fax Death Certificates	0	6,923	6,923	0
22073	4136	Health-MAA/TCM	2,306,989	75,100	75,100	0
22076	4137	Child Restraint Loaner Program	5,636	100,000	100,000	0
22079	2182	District Attorney Equipment/Automation	13,545,434	500,000	8,000	(492,000)
22081	4128	Mental Health-Prop 36 Sub A & Crime Prev	0	1,965,957	1,994,381	28,424
22082	4129	KCIRT	180,000	0	0	0
22085	4130	Mental Health Services Act	0	14,671,916	14,813,332	141,416
22087	2185	Criminalistics Laboratories	0	170,000	170,000	0
22098	2343	Probation Asset Forfeiture	0	2,000	1,700	(200)
22107	7104	Parks-Derby Acres	334,000	0	0	0
22116	4138	Health-NNFP	0	102,289	102,289	0
22121	2417	Truck 21 Replacement	0	0	100,000	100,000
22122	2418	Fixed Wing Aircraft	0	163,300	8,000	(121,700)
22123	2419	Vehicle/Apparatus	2,691,599	0	16,000	16,000
22125	4116	Hazardous Waste Settlements	0	150,000	150,000	721,031
22127	2214	Sheriff`s Cal-Id	76,500	1,511,100	1,135,000	2,640,516
22132	2217	Sheriff`s Training	115,750	76,500	123,000	80,000
22133	2218	Sheriff's Work Release	0	300,000	356,000	161,383
22137	2219	Sheriff's State Forfeiture	100,000	0	90,000	312,567
22138	2220	Sheriff`s Civil Automated	35,000	115,750	127,000	585,480
22140	2221	Sheriff's Firearms	0	0	1,700	1,808

Fund Number	Budget Unit	Description	FY 2008-09 Adopted Appropriation	FY 2009-10 CAO Recommended Appropriation	Total Estimated Revenue	Increase (Decrease) in Reserve/Desig
22141	2222	Sheriff's Judgment Debtors Fee	0	100,000	160,000	63,781
22142	2223	Sheriff's Communication Resources	300,000	0	4,000	2,968
22143	2224	Sheriff`s Volunteer Services Group	200,000	80,000	72,000	77,480
22144	2225	Sheriff's Controlled Substance	0	0	2,200	1,270
22153	1950	Bakersfield Planned Sewer #1	0	300,200	13,776	(8,735)
22158	1951	Bakersfield Planned Sewer #2	0	200,000	63,293	41,526
22160	2226	Sheriff`s Cal-MMET	0	0	0	0
22161	2227	HIDTA-State Asset Forfeit	5,105	0	0	0
22162	2228	Cal-MMET-State Asset Forfeiture	64,021	0	130,000	132,298
22163	2229	High Tech Equipment	51,062	0	0	0
22164	1952	Bakersfield Planned Sewer #3	13,213	2,500	92	389
22166	1953	Bakersfield Planned Sewer #4	791,255	60,000	2,010	3,041
22167	1954	Bakersfield Planned Sewer #5	1,408	50,000	1,882	626
22173	1956	County Planned Sewer Area A	200,000	15,050	1,780	(7,298)
22176	4139	Health-Bio Terrorism Grant	700,000	758,704	758,704	0
22177	1957	County Planned Sewer Area B	327,112	1,200	44	196
22184	1958	CSA #71 Septic Abandonment	0	600,000	64,718	(342,564)
22185	5122	Wraparound Savings	371,019	2,720,000	2,720,000	1,029,239
22187	2708	Recorders Modernization	0	184,500	177,504	43,713
22188	2420	Fireworks Violations	0	0	750	750
24024	2184	District Attorney Family - Excess Revenue	15,000	190,017	11,200	189,304
24028	2186	District Attorney Federal Forfeiture	0	0	4,200	9,916
24038	2187	District Attorney Court Ordered Penalties	0	0	60,000	801,991
24041	4204	Emergency Medical Srvs Week Donations	474,700	0	450	6,645
24042	2421	Fire Department Donations	0	0	2,000	2,000
24043	2422	State Fire	500,000	0	648,430	648,430
24044	2423	Fire Department Hazard Reduction	11,500	0	7,000	7,000
24047	2425	Fire Department Helicopter Operations	20,000	540,265	55,000	169,735
24050	2426	Mobile Fire Kitchen	118,199	0	0	0
24057	2230	Inmate Welfare Fund	206,000	3,430,300	3,000,000	5,367,200
24060	2344	Juvenile Inmate Welfare	0	50,000	40,400	(295)
24066	5123	Kern County Children's Trust	0	410,782	269,257	562,855
24067	6211	Kern County Library Trust Fund	0	0	96,500	145,088
24088	3002	Core Area Metro Bakersfield Improvement Fee	135,000	250,000	196,000	2,410,413
24089	3003	Metro Bakersfield Transport Impact Fee	825,000	0	1,883,075	9,355,578
24091	3004	Rosamond Transportation Improvement Fee	0	0	103,000	598,239
24094	4117	Solid Waste Enforcement	0	100,000	100,000	225,279
24095	3005	Bakersfield Mitigation	30,000	230,000	82,000	870,155
24096	3006	Tehachapi Transportation Impact Fee Core	90,000	0	14,250	35,518
24097	3007	Tehachapi Transportation Imp Fee Non-Core	390,579	75,000	357,000	1,501,116
24105	5124	Jamison Children's Center	0	100,000	15,383	100,469
24125	2626	Strong Motion Instrumentation	83,900	90,000	56,419	(59,376)
24126	4140	Tobacco Education Control Program	2,730	184,109	184,109	0
24137	4141	Vital & Health Statistics-Health Department	0	55,000	55,000	0
24138	4119	Vital & Health Statistics-Recorder	0	104,255	98,900	6,304
24139	4118	Vital & Health Statistics -County Clerk	0	1,200	1,200	39
25120	7105	Parcel Map In-Lieu Fees	0	80,000	45,000	(34,999)