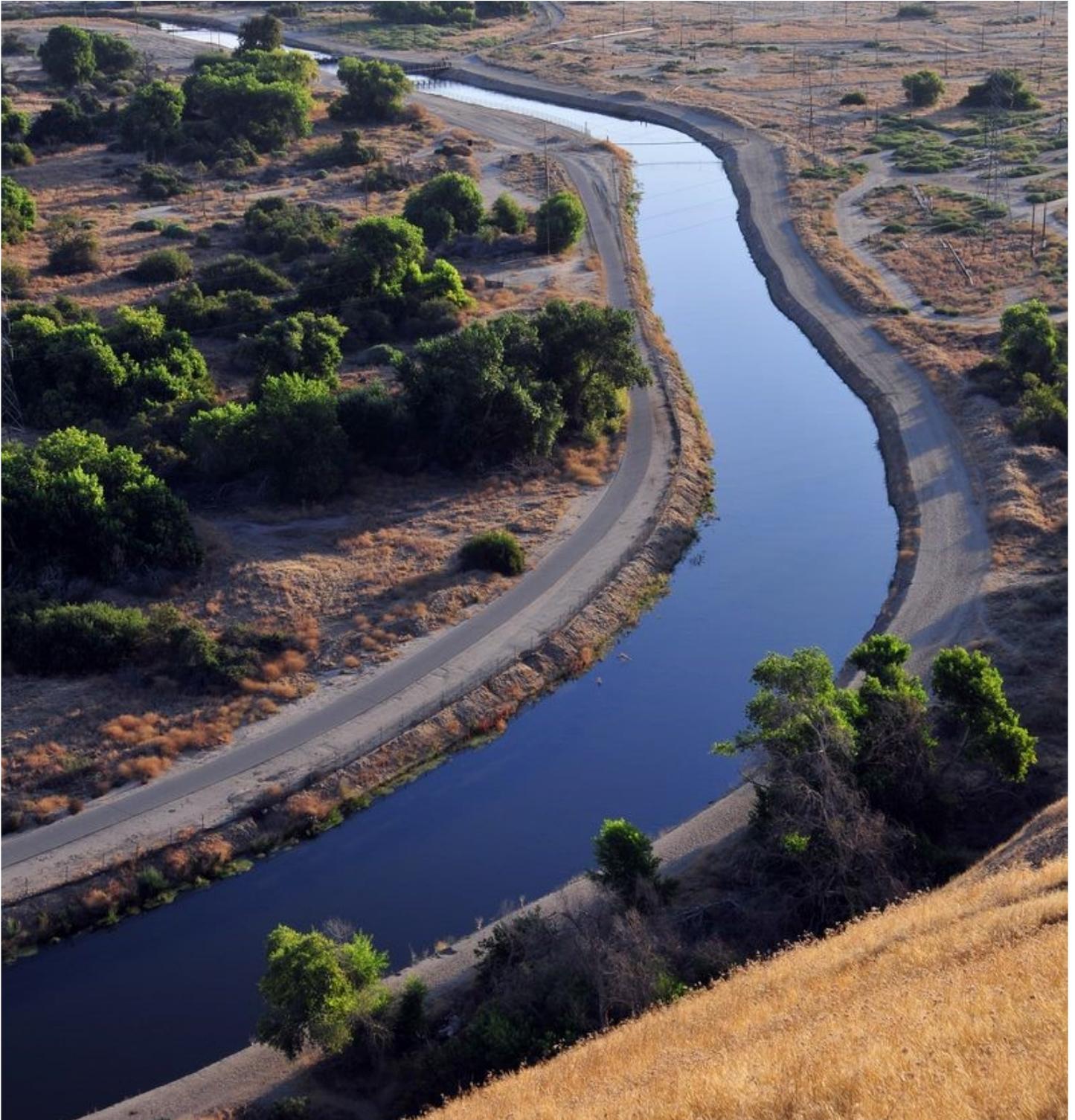


# KERN COUNTY

GROUNDED  BOUNDLESS

## Recommended Budget Fiscal Year 2020-21



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**Table of Contents**

**County of Kern**

Message from the Chief Administrative Officer ..... 1

Budget Executive Summary ..... 3

County Profile ..... 15

County Budget Overview ..... 31

County Budget Summary ..... 43

Discretionary General Funding ..... 75

County Fiscal Plan ..... 111

Long-Term Debt ..... 119

Summary of Related Laws, Policies, and Procedures ..... 125

**General Government**

Board of Supervisors – First District ..... 141

Board of Supervisors – Second District ..... 145

Board of Supervisors – Third District ..... 149

Board of Supervisors – Fourth District ..... 153

Board of Supervisors – Fifth District ..... 157

County Administrative Office ..... 161

Clerk of the Board ..... 167

Special Services ..... 173

Auditor-Controller ..... 177

Treasurer-Tax Collector ..... 183

Assessor ..... 189

Information Technology Services ..... 195

County Counsel ..... 201

Human Resources ..... 207

Elections ..... 213

General Services ..... 217

Utilities ..... 225

Construction Services ..... 227

Major Maintenance ..... 233

Countywide Communications ..... 235

Development Services ..... 241

Risk Management ..... 243

Capital Projects ..... 249

**Public Protection**

Trial Court Funding .....251  
County Clerk.....253  
Local Emergency Relief .....257  
Grand Jury.....259  
Indigent Defense Program .....263  
District Attorney-Criminal Division.....265  
Child Support Services .....271  
Public Defender .....277  
District Attorney-Forensic Science.....283  
Sheriff-Coroner .....289  
Probation .....299  
Fire .....309  
County Contribution – Fire.....319  
Agriculture and Measurement Standards.....321  
Code Compliance: Abatement .....327  
Building Inspection.....329  
Recorder .....331  
County Contribution-Recorder .....337  
Planning and Natural Resources .....339  
Animal Services .....345

**Public Ways and Facilities**

Roads Division.....351  
County Contribution – Public Works .....355  
County Contribution – Airports .....357

**Health and Sanitation**

Public Health Services .....359  
Behavioral Health and Recovery Services.....367  
Environmental Health Services.....381  
County Contribution – Behavioral Health and Recovery Services .....387  
County Contribution – Environmental Health Services .....389  
County Contribution – Kern Medical Center.....391  
California Children's Services .....393

**Public Assistance**

Human Services – Administration .....397  
County Contribution – Human Services Administration.....405  
County Contribution – Human Services Direct Aid.....407  
Human Services – Direct Financial Aid .....409  
Veterans' Service.....413  
Aging and Adult Services .....419  
County Contribution – Aging and Adult Services.....427  
County Contribution – In-Home Supportive Services.....429  
Employers' Training Resource.....431  
Community Development.....439

**Education**

Library.....445  
 Farm and Home Advisor.....453

**Debt Service**

Debt Service.....459  
 Outstanding Debt .....461

**Contingencies and Reserves**

Appropriations for Contingencies.....463  
 Reserves and Designations .....465

**Employment Grant Programs**

Employers' Training Resource – WIOA.....481  
 Employers' Training Resource – Non-WIOA.....483

**Community Development Grant Programs**

Community Development Block Grant Program .....485  
 Economic Development – Revolving Loan Program .....487  
 Neighborhood Stabilization Program 3 .....489  
 Emergency Solutions Grant Program .....491  
 Neighborhood Stabilization Program .....493  
 Community Development Home Investment Trust.....495  
 Emergency Solutions Program .....497

**Internal Service Funds**

Garage.....499  
 Public Works.....505  
 Group Health and Dental Self-Insurance Program .....511  
 Retiree Group Health .....513  
 General Liability Self-Insurance Program .....515  
 Unemployment Compensation Insurance Program .....517  
 Workers' Compensation Self-Insurance Program.....519

**Enterprise Funds**

Airports Enterprise Fund.....521  
 Golf Course Enterprise Fund .....527  
 Universal Collection Enterprise Fund.....529  
 Kern Regional Transit Enterprise Fund .....531  
 Waste Management Department.....535

**Special Districts**

Kern Sanitation Authority .....539  
Ford City – Taft Heights Sanitation District.....543  
In-Home Supportive Services Public Authority .....547

**Other Special Revenue Funds**.....549

**Other Capital Projects**.....553

**County Service Areas** .....555

**Appendices**

Appendix A – Summary of Capital Equipment Purchases/Leases .....559  
Appendix B – Summary of Position Additions/Deletions .....563  
Appendix C – Summary of Available Financing – Governmental Funds .....565  
Appendix D – Summary of Financing Requirements – Governmental Funds .....569  
Appendix E – Summary of Recommended Net General Fund Cost .....573  
Appendix F – Summary of Recommended Appropriations .....575  
Appendix G – Glossary.....581  
Appendix H – Change in Fund Balance .....587  
Appendix I – Strategic Framework Matrix .....589



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**County of Kern  
California**

For the Fiscal Year Beginning

**July 1, 2019**

*Christopher P. Morill*

Executive Director

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August 14, 2020  
Public Distribution

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

## **FISCAL YEAR 2020-21 RECOMMENDED BUDGET**

It is undeniable that COVID-19 has, and will continue to have, a profound effect on our County. In addition to the medical, mental, and emotional toll it has taken on our residents, it will continue to cause long-term and dramatic implications on our budget. The proposed Fiscal Year (FY) 2020-21 Recommended Budget before you is a representation of your Board's unwavering belief in fiscal responsibility, departments' knowledge and expertise, and commitment to serving our residents in a manner that demonstrates our ability to respond to a global crisis while never losing focus on their individual needs. This recommended budget has been thoughtfully developed with a focus on your Board's priorities and the critical needs of the residents, especially public safety services.

While we continue to struggle with nearly non-existent year-over-year growth in property tax and sales tax revenue, the County's two primary revenue sources, the cost associated with providing essential services continues to increase, primarily driven by the cost of labor. This foundational fiscal challenge is compounded this year by the extraordinary economic impacts of COVID-19 and the prolonged contraction in oil production and related services, which results in revenue losses to the County. Both the COVID-19 pandemic and the downturn in the oil economy locally will present significant fiscal issues for the County going forward, depending on their duration.

Our recommended budget for FY 2020-21 is \$3,095,264,725. The General Fund resources total \$883,134,832 and other funds total \$2,212,129,893, including \$145,817,679 for the Fire Fund. Using a conservative estimate of future revenues, this budget ensures Kern County will be well-positioned to manage and recover from the financial and economic impacts of the pandemic.

Despite unprecedented revenue shortfalls, the recommended budget provides funding for our mandated and essential services, funding to meet debt service obligations, maintain a minimum level of infrastructure, and adhere to the Board's financial management policies. As your Board maintained throughout the previous financial crisis and deficit mitigation plan, this budget places an absolute priority on critical public safety budgets, including a focus on recruitment and retention issues. It maintains the Sheriff's Office operations with no reductions in discretionary funding, fully funds another Sheriff's Training Academy, critical staffing and equipment needs.

Additionally, this budget recognizes the community need for spay/neuter programs and library services and secures the operations of our public libraries, avoiding permanent closures. The recommended budget before you today is balanced through the responsible reduction of costs and cautious use of one-time fund balances and reserves.

As mentioned earlier, this budget demonstrates your Board's commitment to our public safety departments, primarily the Fire Department, with a permanent transfer of property tax base revenue from the General Fund to the Fire Fund. This change will bring some needed fiscal stability to the Fire Department that has yet to be achieved through other cost management measures. The Fire Department continues to have a \$60 million backlog of equipment needs; however, the recommended budget includes \$10 million of funding for new fire related equipment purchases through a \$5 million transfer to the Fire Fund and a lease financing of additional \$5 million in equipment. This action ensures the safety of our first responders and protects the lives and land of our community.

The Fire Chief and I have developed a short-term plan to eliminate any service level impacts. This will require the use of one-time available resources, which may be unsustainable in future years. Any future property tax revenue reductions or pension cost increases would cause severe instability in the Fire Fund that may be difficult to mitigate, as savings are being eliminated and without additional revenue sources being identified. While we have avoided any immediate service level impacts, it is likely we will have to address this issue again in future budgets given the concerning economic forecasts for FY 2021-22, continued shortfalls in revenue collected for fire services provided to contract cities, and the need to sustain service levels in other General Fund dependent County departments.

Our County budget team members have partnered with every department to collect and analyze data, forecast revenues and expenditures, and present a budget that mitigates major service levels impacts. The collaborative efforts of departments, reallocation of realignment resources from health to social services and some use of fund balance and reserves allow us to present a balanced budget. My team will continue its keen focus on revenue resources to identify potential problems early and will be positioned to take corrective actions that will limit any future financial instability.

The pandemic has changed how the County delivers public services. We will continue to evolve, examining new ideas that have resulted from our adaptation to the Stay-at-Home order. However, the County's core function and mission remains the same – to serve our residents.

At the Budget Hearings that begin August 25, 2020, members of the public are welcomed and encouraged to participate in the discussions and decisions that affect the County's spending priorities. The County Administrative Office will continue to work closely with your Board and County departments to enact a budget that meets the County's legal obligations and the needs of the residents of Kern County.

This document was prepared in accordance with statutory requirements of the County Budget Act and demonstrates a commitment to the Countywide Vision and Strategic Initiatives set by the Board of Supervisors. The FY 2020-21 Recommended Budget includes budgets for the County, Board Governed Special Districts and Other Agencies governed by the Board of Supervisors. County departments have provided performance measures based on goals and objectives identified in the County's Strategic Plan.

Sincerely,



Ryan J. Alsop  
Chief Administrative Officer

**FISCAL YEAR 2020-21 RECOMMENDED BUDGET EXECUTIVE SUMMARY**

The FY 2020-21 Recommended Budget includes budgets for the County, Board Governed Special Districts, and Other Agencies governed by the Board of Supervisors.

**THE BUDGET IN BRIEF**

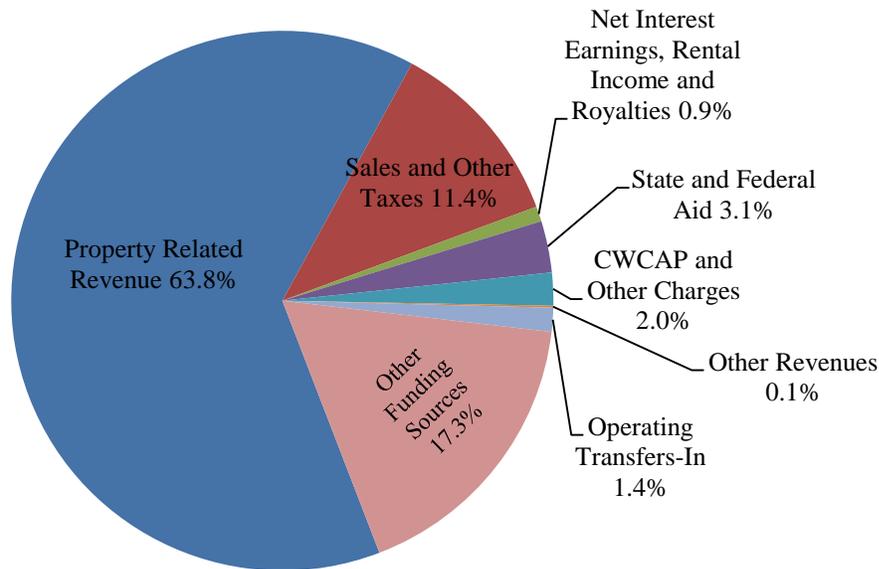
<b>All Funds</b>	<b>2019-20</b>	<b>2020-21</b>	<b>Change From</b>
<b>(\$ millions)</b>	<b>Adjusted Budget</b>	<b>Recommended</b>	<b>FY 2019-20</b>
General Fund	\$ 959.6	\$ 883.1	\$ (76.5)
Special Revenue Funds	1,802.9	1,678.4	(124.50)
Capital Project Funds	0.5	0.5	-
Enterprise Funds	139.9	139.9	-
Internal Service	287.3	294.6	7.30
Special District Funds	30.2	35.8	5.60
Employment Grant Programs	46.9	40.3	(6.60)
Community Development Programs	21.8	22.6	0.80
Total All Funds	\$ 3,289.1	\$ 3,095.2	\$ (193.9)
Authorized Staffing	8,080	8,084	4

The FY 2020-21 Recommended Budget for all funds totals \$3 billion, a decrease of \$193.9 million, or 5.9%, from the FY 2019-20 Adjusted Budget. The General Fund, which funds many County operations, totals \$883.1 million, a decrease of \$76.5 million, or 7.97%. The budget in total supports a workforce of 8,084 authorized positions and reflects a net increase of 4 positions. A majority of the change in the overall budget of \$193.9 million from last fiscal year is related to a decrease in the CARES funds available in FY 2020-21 to continue addressing the public health pandemic as well as reductions in several revenue sources impacted by decreased consumer spending, including Realignment Sales Taxes.

The recommended budget includes funding to provide mandated and essential services, meet debt service obligations, maintain a minimum level of infrastructure and capital funding, and adhere to the Board's financial management policies.

COUNTYWIDE DISCRETIONARY RESOURCES

**FY 2020-21 Recommended Budget Discretionary Sources by Category**



Countywide discretionary revenue for the General Fund is budgeted at \$370.5 million, which is \$3.3 million, or .89%, less than the FY 2019-20 Adjusted Budget. A significant portion of discretionary revenue is comprised of property taxes and sales and use taxes.

Total property tax assessments increased by 2.9% from FY 2019-20 contributing to modest increase in property related revenue of \$1.7 million. The increase is the result of a greater assessed value of for residential, commercial, and agricultural properties and decreases in assessed value oil and gas properties, as well as the transfer of property tax base to the Fire Fund to provide an additional ongoing, permanent funding of approximately \$4 million annually to the Fire Department. Sales and use tax base revenue estimates for FY 2020-21 total \$39.6 million, which is \$1.6 million less than the FY 2019-20 Adjusted Budget. Fuel and service stations, business and industry, and automobile sales continued to produce strong base receipts for the County in FY 2019-20, offsetting some of the reductions related to consumer spending as a result of the Stay-at-Home order. Sales and Use Tax has been impacted by the financial and economic impacts of COVID-19. Budgeted revenue for FY 2020-21 reflect the impact of reduced consumer spending.

The COVID-19 pandemic has negatively affected travel. The FY 2020-21 Recommended Budget includes a reduction of Transient Occupancy Taxes (Hotel Taxes) as the hotel industry is among the hardest hit.

The General Fund’s unassigned fund balance carry-forward available from the fiscal year ending June 30, 2020 was \$67.4 million. The remaining balance available for the budget, after Budget Savings Incentive credits (BSI) were allocated to departments, is \$51.8 million. The fund balance

carry-forward is a one-time source that is typically recommended for one-time projects and specific purpose designations. However, nearly \$11.7 million of this resource was allocated to operations to minimize service level impacts in FY 2020-21.

### **STATE AND FEDERAL BUDGET IMPACTS**

The State budget for the 2020-21 fiscal year closed a gap of \$54.3 billion caused primarily by the global economic crisis as a result of COVID-19. In a normal year, the Governor's May Revision includes relatively minor revisions to the January budget proposal, but this is not a normal year, and the May Revision reflected an entirely different proposal than what we saw in January. The enacted budget provided \$1 billion of Realignment backfill for safety net services that counties administer on behalf of the State. Of this total, \$750 million is provided directly from State General Fund and \$250 million is contingent upon the state receiving additional federal COVID-19 relief funds which will be determined by October 15, 2020. The recommended budget includes the \$16.7 million allocated to the County from the State General Fund. Budget adjustments will be necessary if additional COVID-19 relief funds are approved by the federal government. The state backfill is critical to continue the delivery of vital public health, behavioral health, social services, and public safety services. However, the County Administrative Office is cautiously optimistic as the total Realignment revenue estimate is lower than previous years at the same time the demand for services is increasing.

The State budget also includes \$1.3 billion in funding for counties to assist with costs incurred responding to the public health emergency. The funds are provided by the Coronavirus Aid, Relief and Economic Security Act (CARES Act) and must be utilized in compliance with U.S. Department of the Treasury guidance, the State's Stay-at-Home order, Executive Orders, and Department of Public Health orders and guidance issued in response to the COVID-19 Pandemic. It is anticipated that the County will receive approximately \$20 million from this funding.

While the proposal to realign responsibility for youth offenders to county probation departments was not approved as part of the State budget, discussions continue at the State level.

Federal Stimulus negotiations are ongoing. In May, the House passed its version a relief package (the Health and Economic Recovery Omnibus Emergency Solutions (HEROES) Act) which would provide a \$3 trillion stimulus package to combat the coronavirus impacts, including \$915 billion in direct aid to state and local governments. On July 27, 2020, U.S. Senate Majority Leader Mitch McConnell unveiled the details of the Senate's version of the next coronavirus relief package (the Health Economic Assistance, Liability Protection and Schools (the HEALS Act). The HEALS Act's \$1 trillion package does not allocate additional state and local aid beyond what was already allocated under the CARES Act's Coronavirus Relief Fund but does provide some flexibility for previously allocated CARES Act funding. It loosens restrictions on the period over which funds can be used to cover pandemic expenditures and allows for 25% of received relief funds to be used for revenue shortfalls.

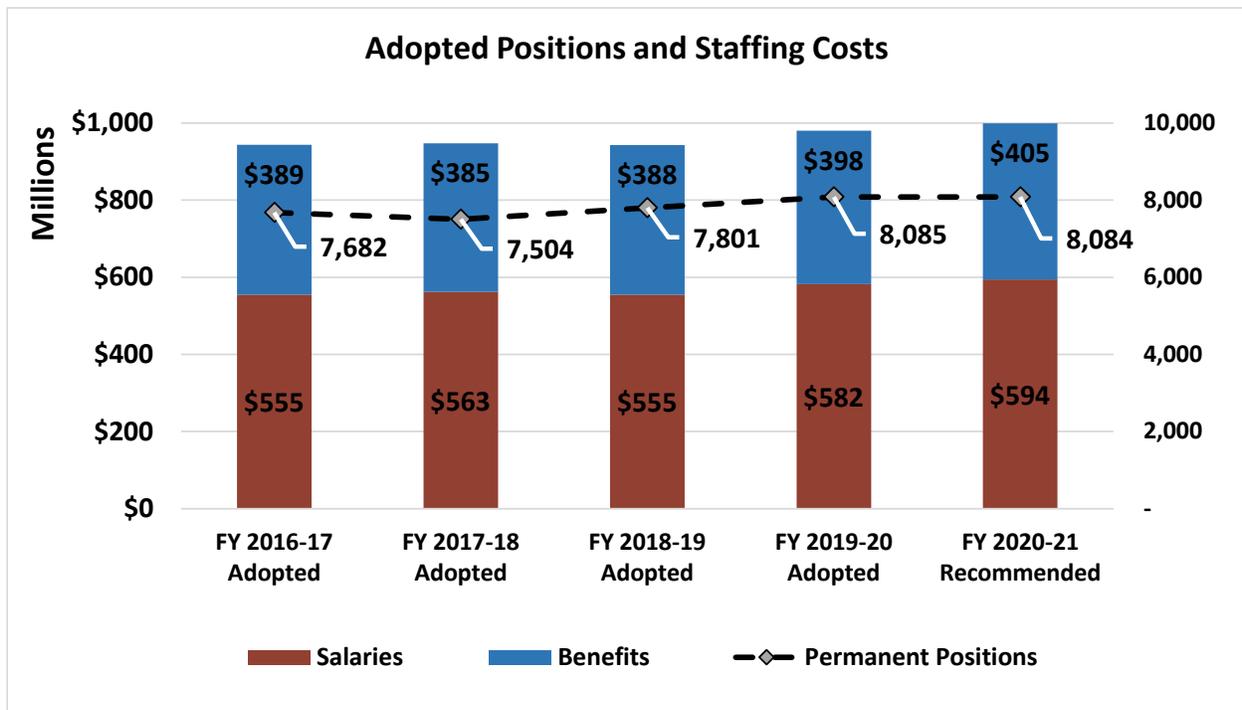
### **COUNTY FISCAL PLAN**

The General Fund's spending flexibility is hindered by limited resources at the same time when significant costs must be incurred. Difficult adjustments were made in response to revenue

reductions and cost increases to allow the County to continue to provide services and respond to the effects of COVID-19. County challenges are exacerbated as department budgets were already reduced as a result of the four-year strategy to resolve deficits stemming from property tax declines since FY 2016-17. The General Fund lost nearly \$45 million in property tax revenue in FY 2016-17 related to the drop in the price of oil. Net County Cost allocations to departments were reduced by \$34.2 million, or 11.7%, during this four-year period. Although not originally planned, reductions to Net County Cost allocations are again needed to maintain critical safety net, public safety, and other mandated services and to absorb the significant revenue losses resulting from the economic downturn related to COVID-19. Looking ahead, there is a great deal of uncertainty. It is too early to adequately forecast impacts from COVID-19 in future years. However, the County is prepared to mitigate the impacts through the use of reserves and/or operational reductions if needed.

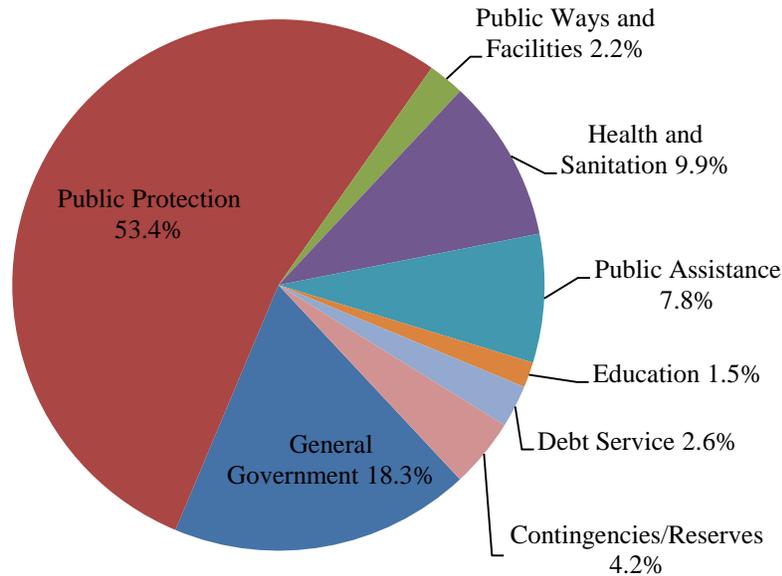
**WORKFORCE CHANGES AND EMPLOYEE COSTS**

Budgeted staffing recommended for FY 2020-21 is 8,084 positions, a net increase of 4 positions from the FY 2019-20 Adjusted Budget. Thirteen positions are associated to non-General Fund departments funded by State and federal programs, with the most positions for Behavioral Health and Recovery Services Department (3 positions) and Aging and Adult Services (6 positions). General Fund staffing is decreasing by 9 positions, a majority of which are related to the Assessor-Recorder. The County’s overall cost for employees’ salaries and benefits are projected to be \$970 million, a decrease of approximately \$14 million from the FY 2019-20 Adjusted Budget, reflected in each department’s budget.



## NET COUNTY COST

### FY 2020-21 Recommended Budget Net County Cost by Function



When the FY 2020-21 Budget Development Guideline was prepared in February 2020, it was anticipated that the FY 2020-21 budget would include status quo funding levels for most County operations. The guideline was developed with deliberate consideration for the fact that discretionary revenue growth was not enough to keep pace with the soaring costs of labor and social service programs and the demand for greater investment in law enforcement services, homelessness, and economic development. The approved guideline prioritized the County's commitment to careful planning and critical public safety programs.

Although not originally planned, reductions to Net County Cost allocations are again needed. For FY 2020-21, Net County Cost allocations include a reduction of 2.1%. The net adjustments to department allocations generated \$8 million in savings that helped balance the budget. Public Protection continues to receive the greatest allocation of General Fund Net County Cost at 53.4%

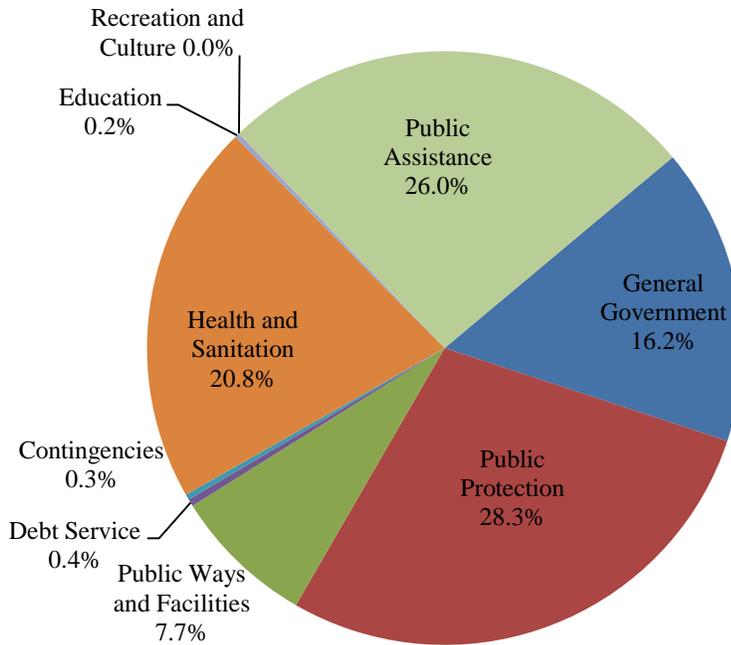
Reserves, designations and contingencies are a vital component of Net County Cost that mitigates future known and unknown liabilities and capital needs. The recommended budget for the General Fund isolates approximately \$9 million in the Appropriation for Contingencies budget unit to earmark funds against unexpected future costs or costs that are identified after the County budget is adopted. In addition, \$19.6 million in contributions to reserves and designations and uses of \$10.2 million bring General Fund reserve balances to \$175.8 million.

The most significant contribution to designations is \$18.7 million for the Designation for Infrastructure Replacement to set aside funds for the replacement of the Countywide Public Safety Communications System. Additionally, \$10.2 million will be used to offset pension costs for Public Safety departments and to replace water tanks that provide the adult detention facility with water for sanitization, consumption, and fire suppression.

**MAJOR PROGRAM HIGHLIGHTS**

The recommended budget categorizes departments into functional areas by the services that they perform. Most departments are funded through direct program revenues such as State and federal aid or fees and/or an allocation of Net County Cost (NCC). Countywide discretionary resources, comprised mainly of property taxes and sales and use taxes, fund NCC. As NCC is a limited resource, it is helpful to put into perspective the budget for these functional areas as compared to the County’s total budget of \$3 billion and the General Fund budget of \$833.1 million.

**FY 2020-21 Recommended Budget Requirements by Function (County Funds)**



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

**General Government**

Budgets for general government departments total \$484 million, or 16.2% of the County’s total budget and receive 18.3% of the total Net County Cost allocation. Within the General Fund, appropriations for general government departments total \$134.1 million, or 18.8% of the General

Fund budget. Staffing for these departments totals 645 positions, a net decrease of ten positions from FY 2019-20.

General government departments handle the administration of the government and include departments such as the Board of Supervisors, County Administrative Office, Information Technology Services, Clerk of the Board, Human Resources, Auditor-Controller-County Clerk, Treasurer-Tax Collector, Assessor-Recorder, and General Services which includes the Parks Division.

### **Public Protection**

Protecting public safety remains the top priority of the recommended budget for the County. Budgets for public protection departments total \$846.8 million and are budgeted to receive 53.4% of the total Net County Cost allocation. Within the General Fund, appropriations for public protection departments total \$459.7 million, or 63.4% of the General Fund budget. Staffing for these departments totals 3,469 positions, a net decrease of 1 position from FY 2019-20. The Sheriff's Office is adding four positions while the District Attorney is reducing four positions. The Agriculture and Measurement Standards Department is also reducing one position.

The Sheriff's Office recommended budget of \$242 million is the largest in the General Fund. The Sheriff's Office NCC is \$133 million, which is an increase of \$5 million from last fiscal year. In order to maintain current service levels, mitigate impacts to public services, enhance oversight in patrol areas, replace critical equipment, and better position the department to recruit and retain qualified deputy sheriffs, the department was allocated additional NCC. Funding a Sheriff Deputy Academy is included in the budget under Appropriation for Contingencies budget unit that will reimburse the Sheriff's Office as costs are incurred.

The Probation Department is the third largest budget within the General Fund at \$92.5 million. The NCC for this department is \$33.9 million. The department will receive additional NCC in FY 2020-21 for pension escalation. The department will unfund vacant positions and reduce the capacity of the Day Reporting Center from 200 to 50 participants in order to absorb reductions associated with 2011 Realignment. The department will continue to deal with large caseloads, especially in areas that are funded by General Fund dollars.

The District Attorney – Criminal Division budget is recommended at \$37 million. The NCC for this department is \$17 million. The department is not recommended to take an NCC reduction, like most General Fund departments, because reductions beyond a status quo funding level would result in service level impacts due to reductions to filled positions. The recommended budget includes funding to fill up to five Deputy District Attorney Positions to ensure the office can vigorously pursue the administration of justice in the County. We will continue to evaluate the funding of positions with the department as need arises and as ongoing and reliable funding sources allow.

The Fire Department's will maintain status quo operations. To bring fiscal stability to the Fire Department, the recommended budget includes a permanent transfer of property tax base revenue from the General Fund to the Fire Fund. To address a portion of the \$60 million backlog of equipment needs in the Fire Department, the recommended budget includes \$10 million of funding for new fire related equipment purchases through a \$5 million transfer to the Fire Fund and a lease

financing of additional \$5 million in equipment. A short-term plan was developed for mitigating the need for any service level impacts. Efforts to maintain current service levels will require the use of one-time available resource.

### **Public Ways and Facilities**

Budgets for public ways and facilities departments total \$ 232.1 million, or 7.75% of the County's total budget. The departments receive \$9.6 million, or 2.2% of the total NCC allocation. Staffing for these departments totals 553 positions, a net increase of 5 positions from FY 2019-20. The additional positions are funded with combination of land use and gate fees and other State and Federal revenues.

The recommended budget for Public Works is \$82.1 million, of which \$6.7 million is contributed from the General Fund. The Roads Department budget totals \$90 million. The Road Fund is estimated to receive \$18.5 million in Senate Bill 1 funding for maintenance, rehabilitation and safety improvements of streets and roads in the unincorporated area of the County. The recommended budget for the Airport Enterprise Fund is \$21.9 million and includes capital projects of \$11.6 million for improvements including the Taxiway A rehabilitation project, which is 100% federally reimbursed.

### **Health and Sanitation**

Budgets for health and sanitation departments total \$623.7 million, or 20.8% of the County's total budget, and receive 9.9% of the total Net County Cost allocation. Within the General Fund, appropriations for health and sanitation departments total \$80.9 million, or 9.1% of the General Fund budget. Staffing for these departments totals 1,283 positions, a net increase of 2 positions from FY 2019-20.

The Behavioral Health and Recovery Services recommended budget is decreasing by \$26.9 million from the FY 2019-20 Adopted Budget. To absorb the Realignment and Mental Health Services Act (MHSA) revenue reductions, the department is reducing funded staffing as well as service contracts. Public Health is playing a vital role during the public health pandemic. The department's FY 2020-21 will be severely impacted in the efforts to contain and combat the spread of COVID-19. The department is responsible for developing and implementing plans across the County's network of business and health care providers to combat the virus's spread. The department continues COVID-19 contact tracing, public education, surveillance of guideline compliance, and preparations for a 250 patient alternative care site. As the department incurs costs, reimbursement from the CARES Act funding will be processed.

### **Public Assistance**

Budgets for public assistance departments total \$779.4 million, or 26% of the County's total budget, and receive 7.8% of the total NCC allocation. Within the General Fund, appropriations for public assistance departments total \$150.9 million, or 17% of the General Fund budget. Staffing for these departments totals 2,013 positions, a net increase of 8 positions from the 2019-20 FY adjusted budget. The increase of six positions in Aging and Adult Services' budget and two positions in Employers' Training Resources' budget will be funded by State and federal sources in the 2020-21 fiscal year.

The Department of Human Services (DHS) comprises the largest budget for the public assistance functional area at \$229.5 million for Administration and \$283 million for Direct Aid. The General Fund is contributing \$31.5 million to these budget units, an increase of \$7.2 million, or 29.5%. COVID-19 has a significant impact on the revenues that support social safety net programs, while at the same time, demand for services is increasing in many entitlement programs. The recommended budget for Direct Aid includes a reduction in realignment funding even after the State realignment backfill. To cover the revenue shortfall and increase in mandated costs, the recommended budget includes the use of reserves, reallocation from Behavioral Health Recovery Services, and an increase in General Fund Contribution.

The recommended budget for Administration includes a \$10.6 million increase in expenditures over FY 2019-20 primarily due the department's continued efforts to fill current vacant positions in programs funded with State and federal revenue, increases in CALWORKs Home Visitation Initiatives, Stage One Child Care Services, and Housing Supporting programs. The budget for DHS - Administration continues to include funding for expanded Differential Response services provided by the Kern County Network for Children in the amount of \$504,000, the same amount allocated in FY 2019-20.

### **Education and Community Programs**

The Library System has been operating with overall reduced hours of operations in previous years primarily as a result of the decline in property tax revenue, the main funding source for the libraries. In March 2020, the libraries physical locations closed and transitioned to the increased use and access of digital content and online resources. Beginning on June 2020, the libraries began a phased reopening and launched curbside services at several locations. While the Library's recommended budget does not propose permanent closure of any location, the department will be tasked with reinventing how customer interaction will occur in light of the public health emergency.

Several contributions to community programs are included in the recommended budget. Due to the budgetary constraints affecting the County, allocations are recommended with a reduction of 7.5% from the previous fiscal year. The Special Services' budget provides funding totaling \$269,355 to organizations such as the Volunteer Center of Kern County, Alzheimer's disease Association of Kern County, Arts Council of Kern, Bakersfield Museum of Art, Bakersfield Symphony, Community Action Partnership of Kern County (CAPK), Court Appointed Special Advocates (CASA), Valley Fever Vaccine Project, and Kern Adult Literacy Council.

### **RENEWING INFRASTRUCTURE IN AN ERA OF FISCAL CONSTRAINT**

Equipment and infrastructure are essential to the long-term quality of services to the people of Kern County. The County prioritizes requests for capital projects and equipment in the following order: legally mandated, health and safety, preventive maintenance, cost reduction, and extent of direct public use or benefit. Fiscal constraints over the past several years have forced the County to defer many pressing capital and maintenance needs for roads, parks, fire protection, and other important services to the public.

As part of the County's long-term fiscal plan, the use of one-time sources such as fund balance carry-forward is typically isolated to capital and major maintenance projects and reserves or designations. In FY 2020-21, \$18.7 million is set aside for the replacement of the County's public safety countywide communications system. Additionally, the recommended budget does include the allocation of General Fund balance carry-forward towards several deferred major maintenance projects.

The recommended budget includes 20 major maintenance projects totaling \$10.9 million. Projects include parks improvements, legally mandated upgrades, energy cost savings projects, utility and major systems repairs and replacements, and preventative maintenance such as various painting, paving, and roofing projects that were determined to be most critical to maintain. Several projects have revenue sources or are funded with reserves resulting in a Net County Cost of only \$2.7 million for all projects.

#### **MITIGATING FUTURE CHALLENGES**

The past several years have challenged the County's ability to achieve fiscal sustainability and meet the increasing demand for public services. In addition to limited countywide discretionary revenue, the County is facing retirement cost increases and fiscal uncertainty related to economic challenges. In the coming years, the County faces the challenge of continuing to provide quality services to its residents while managing the impacts of expected revenue growth not keeping pace with increased costs. Accordingly, the County Administrative Office seeks to avoid one-time funding solutions and steer a course that keeps the County within expected ongoing revenues that adequately fund needed services while setting aside reserves to address pension escalation, parks improvements, infrastructure replacement, future economic downturns, and other unexpected costs.

#### ***Retirement Costs***

Retirement costs are increasing for FY 2020-21. Kern County Employees' Retirement Association (KCERA) contribution rates will increase approximately 0.63% for general members and 4.61% for safety members. After including the anticipated cost for Pension Obligation Bonds of \$75.4 million, the County's total retirement cost is approximately \$296 million. Overall retirement rates are increasing for general members by 1.58% and 4.84% for safety members. Retirement costs have been increasing since FY 2015-16, primarily as a result of actuarial changes in the assumed rate of return. FY 2020-21 will phase-in the final cost of the changes made in the last Actuarial Experience study.

A new Actuarial Experience study has been completed, and while the study does not recommend lowering the rate of return used for valuation of assets, other changes will likely impact retirement rates in FY 2021-22 for general members. In addition, as investors navigate the concerns over the economic fallout from COVID-19, it is not yet known if declines in the financial markets will result in increases in retirement contribution rates higher than originally anticipated.

***Sales Tax Volatility***

Historically, counties relied on relatively stable property taxes for the provision of services; however, with the realignment of many State services, counties have become increasingly dependent on sales tax revenue. When combining 1991 and 2011 Realignment revenues, which are primarily funded with sales tax (\$290.4 million), with County sales and use taxes (\$39.6 million) and Proposition 172 half-cent sales taxes (\$74.6 million), the portion of budget requirements funded primarily with sales tax revenue represents 13% of the County budget. This revenue sources tend to be more volatile and more responsive to economic changes, as evident during the public health emergency. With the uncertainty with this type of revenue, it may be necessary to modify the FY 2020-21 Adopted Budget mid-year. The County will continue to analyze monthly revenue resources to identify potential problems early and take corrective actions to mitigate future financial instability.

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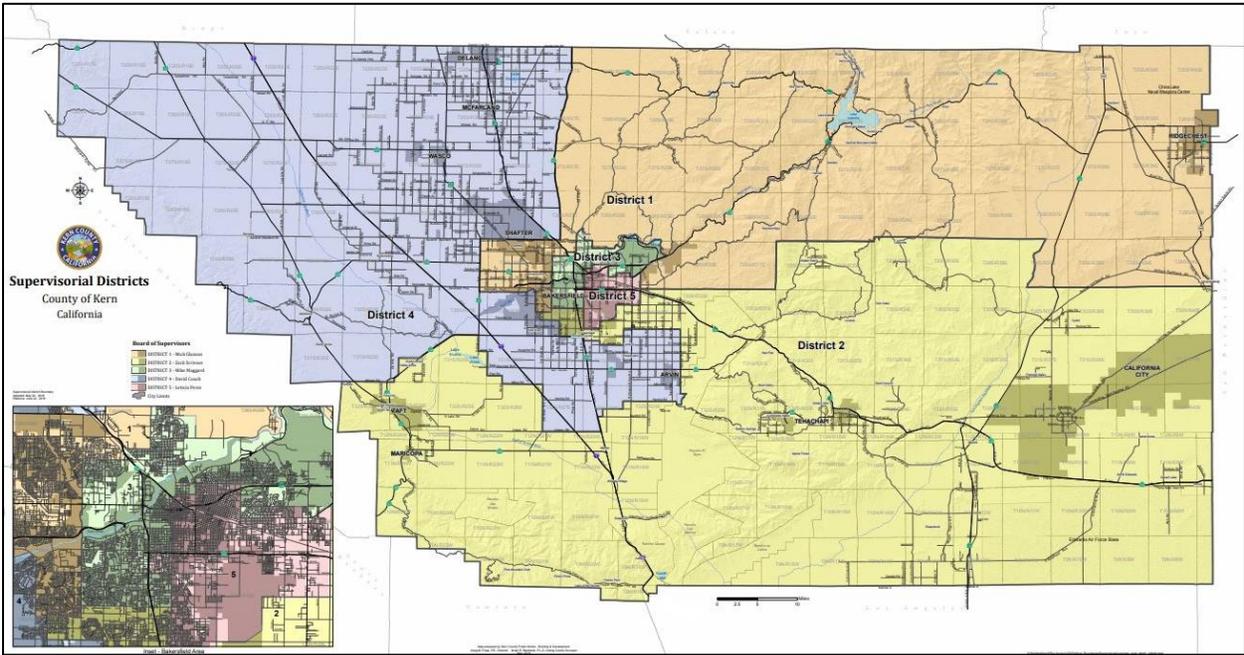




County of Kern  
 County Administrative Office  
 FY 2020-21 Recommended Budget  
 Submitted by Ryan J. Alsop, Chief Administrative Officer

**Board of Supervisors**

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



**COUNTY OF KERN  
COUNTYWIDE FACTS AND FIGURES**

**Structure**

General Law County formed in 1866; five districts based on population. Board members serve four-year terms.

**Size**

8,132 Square Miles

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

**Elevation**

Lowest Elevation, NW of Delano	206 feet above sea level
Bakersfield Mean Elevation	400 feet above sea level
Highest Elevation, Sawmill Mountain	8,755 feet above sea level

**Incorporated Cities**

11

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

**Population by City**

<b>City</b>	<b>Population 2019</b>	<b>Population 2020</b>	<b>% Change from 2019</b>
Bakersfield	387,236	392,756	1.4 %
Delano	52,422	53,032	1.2 %
Ridgecrest	29,067	29,350	1.0 %
Wasco	27,548	28,884	4.8 %
Arvin	21,314	21,677	1.7 %
Shafter	19,849	20,441	3.0 %
McFarland	14,984	14,388	-4.0 %
California City	14,423	14,161	-1.8 %
Tehachapi	13,054	12,758	-2.3 %
Taft	9,417	8,680	-7.8 %
Maricopa	1,122	1,127	0.4 %
<b>Total Incorporated</b>	<b>590,436</b>	<b>597,254</b>	<b>1.2 %</b>
<b>Total Unincorporated</b>	<b>317,969</b>	<b>320,299</b>	<b>0.7 %</b>
<b>Total County of Kern</b>	<b>908,405</b>	<b>917,553</b>	<b>1.0 %</b>

*Source: State of California, Department of Finance E-1 Population Estimate with Annual percentage Change January, 1 2019, 2020*

**Race/Ethnicity**

Hispanic or Latino	52.8 %
White	34.8 %
Black	5.1 %
Asian	4.6 %
Multi-Race	2.1 %
American Indian	0.5 %
Pacific Islander	0.1 %
Other	0.1 %

*Source: US Census Bureau, 2014-18 American Community Survey 5-year*

**Median Age**

31.5

*Source: US Census Bureau, 2014-18 American Community Survey 5-year*

**Death Rate per 100,000**

<b>County</b>	<b>Age Adjusted Death Rate</b>
Ventura	596.9
Santa Barbara	596.9
Sonoma	605.1
San Luis Obispo	609.9
Sacramento	730.6
Fresno	730.6
Tulare	744.0
Kern	793.6
Stanislaus	807.2
<b>California Average</b>	<b>668.1</b>

Source: California Department of Public Health, County Health Status Profiles 2019, Deaths due to all causes 2015-2017

**Largest Hospitals by Bed Count**

Bakersfield Memorial Hospital	421
Adventist Health Bakersfield	254
Mercy Hospitals of Bakersfield	226
Kern Medical	222
Bakersfield Behavioral Healthcare Hospital	90
Encompass Health Rehabilitation Hospital	86
Good Samaritan Hospital North	64
Bakersfield Heart Hospital	47

American Hospital Directory, Hospital Search date: 02/28/2020

**Educational Attainment (Population Aged 25 Years and Older)**

Less than 9th grade	13.6 %
9th to 12th grade, no diploma	12.6 %
High school graduate (includes equivalency)	27.7 %
Some college, no degree	22.8 %
Associate's degree	7.2 %
Bachelor's degree	10.7 %
Graduate or professional degree	5.4 %

Source: US Census Bureau, 2014-18 American Community Survey 5-year

**Universities/Community Colleges****Four Year Universities**

California State University, Bakersfield

**Community Colleges**

Bakersfield College

Taft College

Cero Coso College

**Employment by Industry**

<b>Industry</b>	<b>Employees</b>
Government	65,200
Farming/Agriculture	44,000
Trade, Transportation, Utilities	45,600
Educational & Health Services	35,700
Mining, Logging, Construction	24,500
Professional & Business Services	25,900
Leisure & Hospitality	15,500
Manufacturing	11,900
Financial Activities	7,400
Other Services	6,100
Information	1,600

Source: State of California Employment Development Department Kern County Industry Employment & Labor Force – May 2020

**Major Employers**

<b>Employer</b>	<b>Employees</b>
Edwards Air Force Base	9,353
County of Kern	9,300
China Lake Naval Weapons Center	7,000
Grimmway	3,700
Dignity Health	3,296
Adventist Health Bakersfield	2,300
Bolthouse Farms	2,250
Kern Medical	1,600
City of Bakersfield	1,600
Chevron	1,000

Source: Kern Economic Development Corporation Kern County Market Overview & Member Directory – 2019-20

**2018-19 Top 10 Taxpayers per Billing**

	<b>Net Assessed Value</b>	<b>Total Tax</b>
Chevron USA, Inc.	\$ 5,620,407,203	\$ 64,305,362
California Resources Elk Hills LLC	3,142,345,971	36,142,984
Aera Energy LLC	2,519,308,610	27,265,767
Pacific Gas & Electric	1,137,355,296	18,342,935
Southern California Edison Co.	1,060,334,567	17,085,097
California Resources Petroleum Corp.	1,301,901,412	15,103,402
Sentinel Peak Resources Cal LLC	937,002,219	10,097,575
US Borax, Inc.	804,998,397	9,286,136
Berry Petroleum Company LLC	796,955,163	9,008,449
Paramount Farms International LLC	540,134,135	6,028,045

Source: Kern County Tax Rates & Assessed Valuations, 2019-20

**Unemployment**

18.3%

Source: State of California Employment Development Department, Report 400C Monthly Labor Force for Counties May 2020 - Preliminary

**Poverty Level**

22.0%

Source: US Census Bureau, 2014-18 American Community Survey 5-year

**Median Family Income**

\$57,015

*Source: US Census Bureau, 2014-18 American Community Survey 5-year***Per Capita Income**

\$22,553

*Source: US Census Bureau, 2014-18 American Community Survey 5-year***Per Capita Income by Race and Hispanic or Latino Origin**

White	\$ 34,119
Asian	29,577
American Indian	17,859
Other	17,289
Black	16,832
Multi-Race	15,929
Pacific Islander	15,356
Hispanic or Latino	15,011

*Source: US Census Bureau, 2014-18 American Community Survey 5-year***Median Home Price**

\$270,000

*Source: CA Association of Realtors Current Sales & Price Statistics May 2020***Net Assessed Valuations (2019-20)**

\$98.7 billion

*Source: County of Kern Tax Rates & Assessed Valuations 2019-20***Airports**

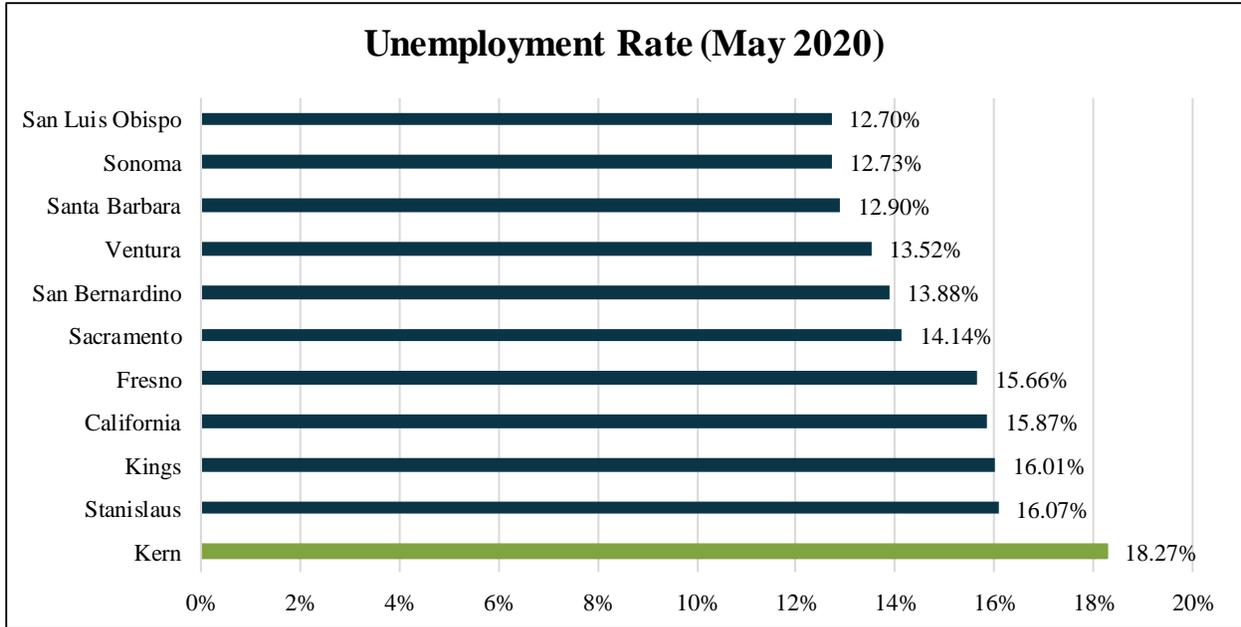
Meadows Field Airport	Shafter Minter Field Airport
Mojave Air and Space Port	Delano Airport
Inyokern Airport	Famoso/Poso Airport
Tehachapi Airport	Taft Airport
Kern Valley Airport	Wasco Airport
Buttonwillow Airport	Bakersfield Airpark

**Regional Parkland**

Buena Vista Aquatic Recreational Area	Eastern Kern County Onyx Ranch SVRA
Kern River County Park and Campground	Fort Tejon State Historic Park
Tehachapi Mountain Park	Red Rock Canyon State Park
Greenhorn Mountain Park	Tomo-Kahni State Historic Park
Camp Okihi	Tule Elk State Natural Preserve
Camp Condor	Cesar E. Chavez National Monument
Lake Wollomes	Los Padres National Forest
Leroy Jackson Regional Park	Sequoia National Forest
Metropolitan Rec. Center/Stramler Park	Wind Wolves Preserve

*Sources: County of Kern, Parks and Recreation; Office of Countywide Communications, Tourism Bureau***Tourist Attractions**

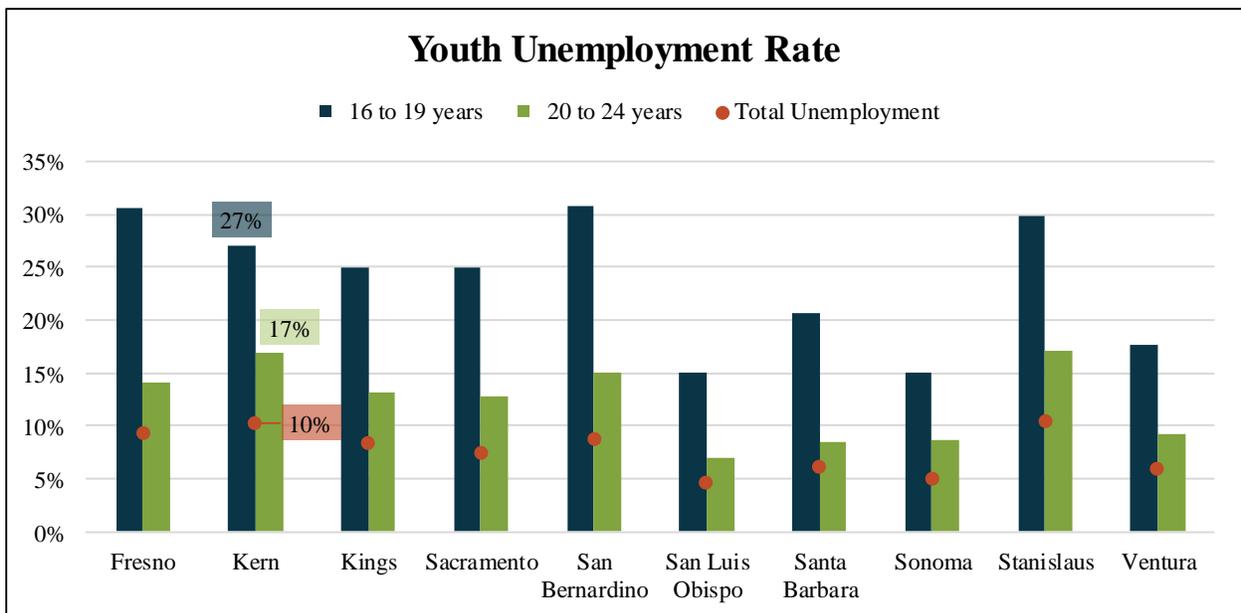
Kern River	Kern County Raceway	Red Rock Canyon
Lake Isabella	Crystal Palace	Jaw Bone Canyon
Buena Vista Aquatic Area	Kern County Museum	Famoso Raceway
Lake Ming	California Living Museum	Buena Vista Museum



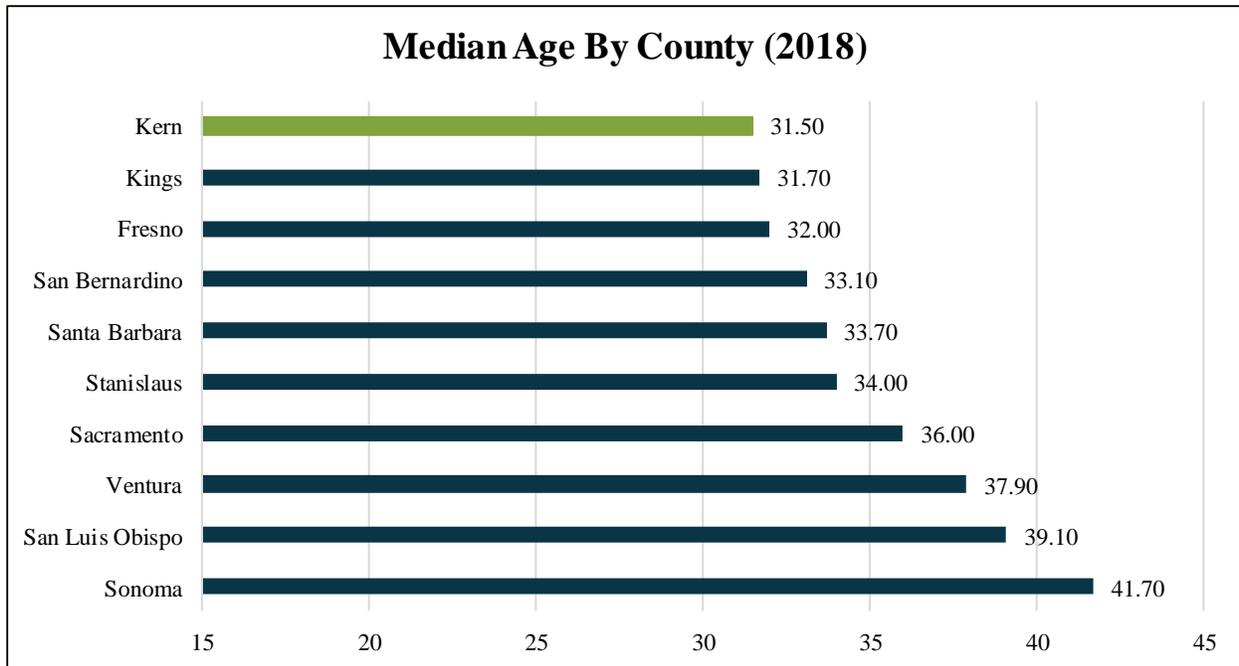
Source: State of California Employment Development Department, Report 400C Monthly Labor Force for Counties May 2020 - Preliminary

The unemployment rate in Kern County is 11.12% higher than it was in May of 2019 and is estimated to be 18.27% in May of 2020, 2.37% higher than the California estimated unemployment rate of 15.9%. The significant rise in unemployment is due to the macroeconomic impacts of the Novel Coronavirus. Youth unemployment for those 16-24 years of age remains high and is exacerbating the unemployment rate due to Kern’s higher portion of young people compared to other counties in the state.

Rising unemployment has been felt acutely in Kern County due to economic reliance on commodities like oil & gas and value-added agricultural products. Kern County’s unemployment is prone to greater vulnerability due to seasonal and market volatility in oil and agricultural industries. Demand for fuel products have been negatively impacted by the Novel Coronavirus while market supply has been saturated as a result of the degradation of global trade alliances and agreements for the production of oil and gas.



Source: US Census Bureau, 2014-18 American Community Survey 5-year



Source: US Census Bureau, 2014-18 American Community Survey 5-year

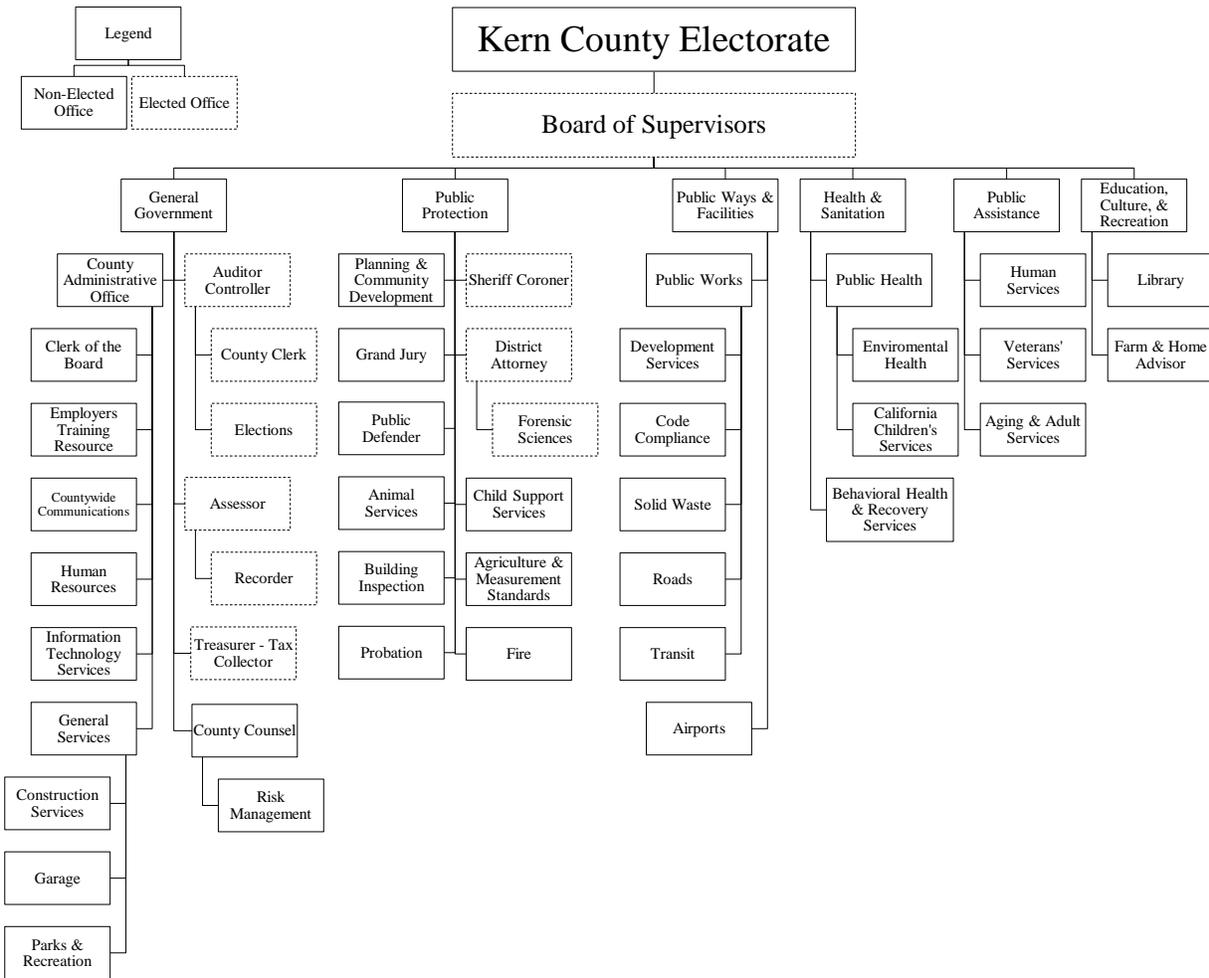
Kern County is one of the youngest counties in California and has a median age of about 31.5 years of age. That is nearly 5 years younger than the median age for California, which stands at 36.6 years of age. The area is experiencing healthy growth and expansion of young families. Kern County also continues to see strong increases in the overall population on an annual basis. The county experienced a 27% increase in population from 2000 to 2010. The current population, according to the State of California Department of Finance, is roughly 917,550. The region is expected to grow by almost 10% in total population from 2015 to 2020 according to the California Department of Finance Projections.

The chart above suggests the population in Kern County is relatively young and primed for potential economic growth. Regions with younger populations typically experience a growing market for manufactured goods, services, education, and are more capable of sustaining a strong and stable tax base.

Located at the southern end of the San Joaquin Valley, Kern County’s 8,132 square miles of unique geography embraces portions of the Mojave Desert, the Sierra Nevada and Coast Ranges, and the valley. Half of Kern County’s 916,000 residents live in the City of Bakersfield, the county seat. Agriculture and petroleum are economic mainstays, as well as aerospace and military research and development conducted at Edwards Air Force Base and Naval Air Weapons Station China Lake. Kern is one of the largest onshore producers of oil in the nation (USDA County-level Oil and Gas Production in the U.S. 2011), has North America’s largest ice cream plant, and boasts history’s first human-powered flight, first solar-powered flight, and first private space flight.

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

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

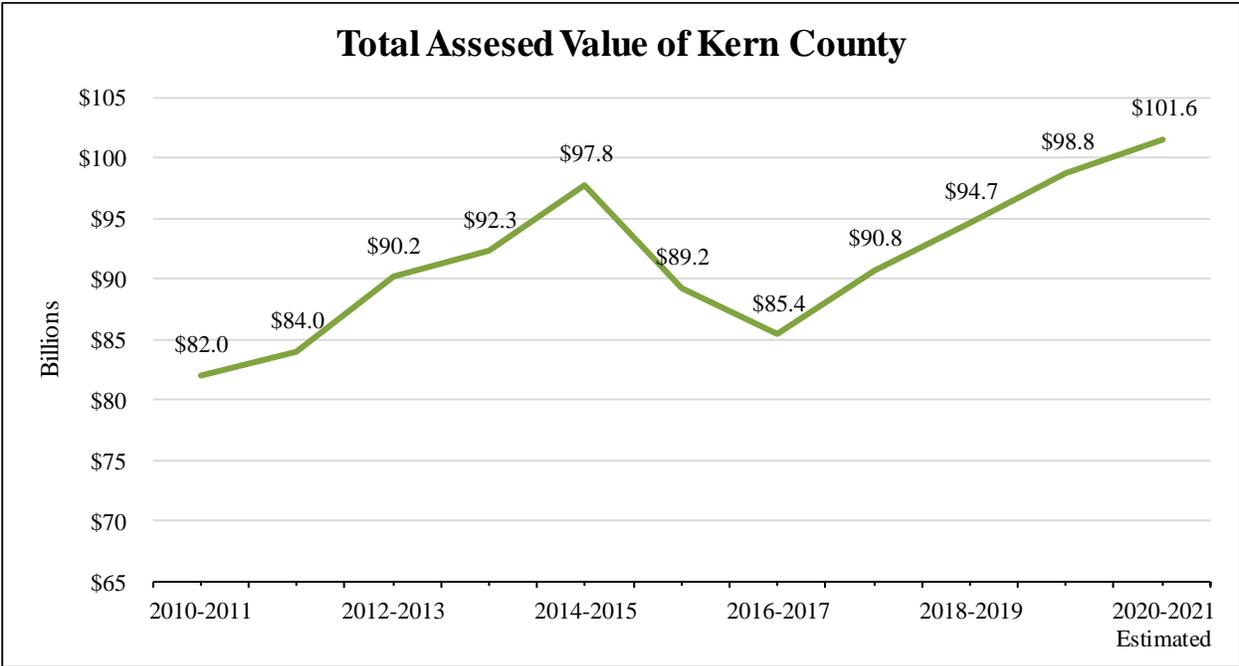


**Economic Indicators**

The County’s FY 2020-21 estimated total net assessed value is \$101.6 billion, an increase of \$2.77 billion, or 2.9% from FY 2019-20. Property related revenue accounts for over 63.8% of countywide discretionary revenues and other financing sources. These revenues are affected by the housing market and oil and gas property valuations in the County. Major properties contributing to the increase include the 2.6 million square foot Amazon Fulfillment Center and 1 million square foot Walmart cold storage facility, both estimated for completion in January 2021.

The January 1, 2020 lien date valuation of \$62 per barrel of oil reflects a noteworthy increase from the eleven-year low of \$35 in 2016; however, declining reserves and production have lowered oil and gas property assessed valuations by 7.7%, or \$1.3 billion, from FY 2019-20.

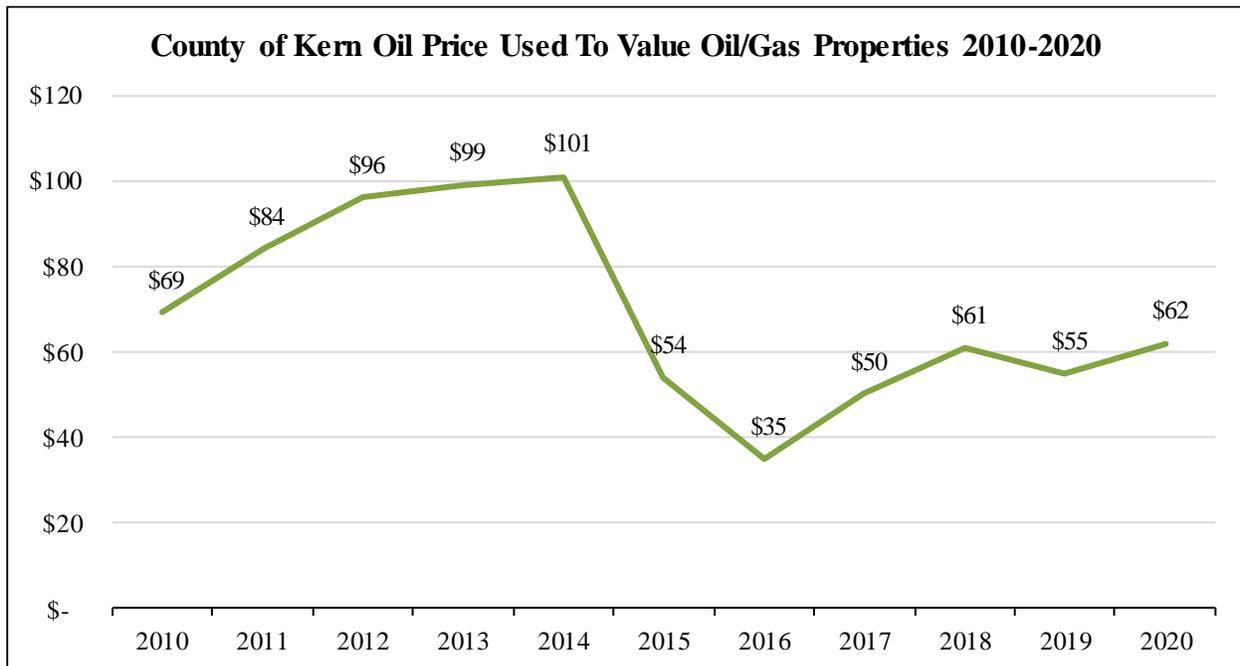
The housing market has become increasingly stable, and rising home prices are leading to value being added back to the assessment roll for valuations. The 2.5%, \$1.8 billion, increase in commercial, residential, and agricultural property value represents the most significant increase to the County’s assessed value.



Source: Kern County Assessor’s Office

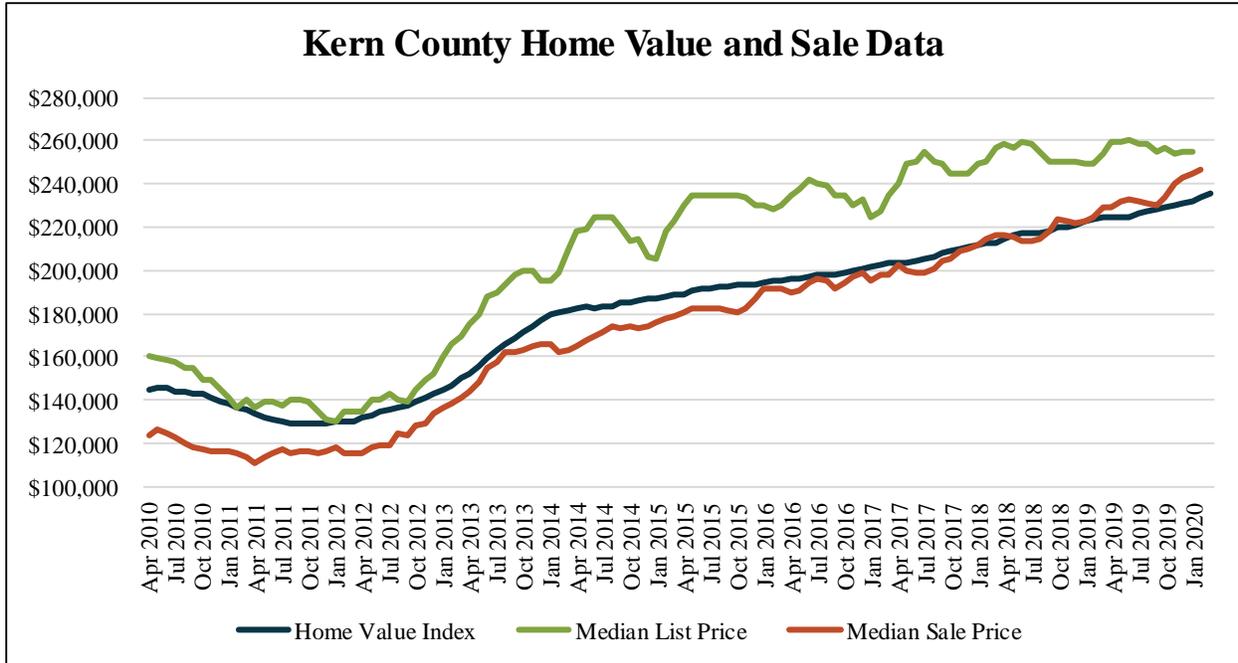
The most notable change in the County’s assessed value over the past five fiscal years is the increasing economic diversification. In FY 2014-15, oil and gas property assessments made up 32% of the assessment roll, while in FY 2020-21, the oil and gas property assessments account for 15% of the roll. Economic diversity is a positive indicator of sustained economic health, as a stronger and more diversified economy will mitigate unsystematic market risks, reduce volatility, and avail the County to more opportunities for economic growth.

The FY 2020-21 assessment shows steady recovery from economic troubles a decade past, but time and value lost as a result of market declines in 2008 and 2015 have been a hindrance to the County budget and operations. Not contained within the FY 2020-21 assessed value are the economic impacts of the Novel Coronavirus (COVID-19) pandemic and global economic forces. The comprehensive impacts of the pandemic upon the County's assessed value will not be known until the January 2021 assessment, but are expected to impact the County in a similar, lasting manner as previous economic declines.

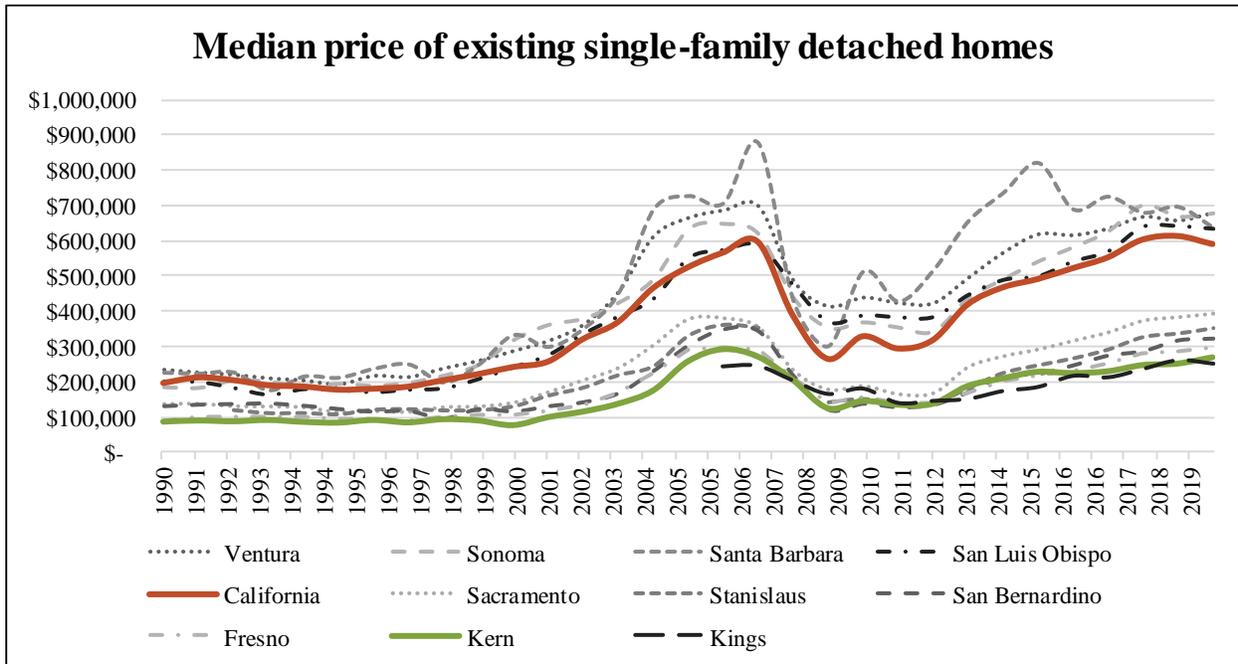


Source: Kern County Assessor's Office

Pictured above is the price per barrel of oil at January 1 of each year. A lien date value for each oil and gas producing property in Kern County is determined by the County Assessor, using the price per barrel of oil as a primary component in each property's discounted cash flow analysis. Since nearly 15% of all property valuations countywide are derived from the oil and gas properties, the County's discretionary revenue is heavily dependent on this industry. From 2012-2014 the price of oil remained strong. From 2015-2016, oil prices decreased sharply to \$35 per barrel which led to a slowing in the sector and the overall local economy. The lien date price per barrel of oil for 2020 is \$62, a \$7 increase from 2019.

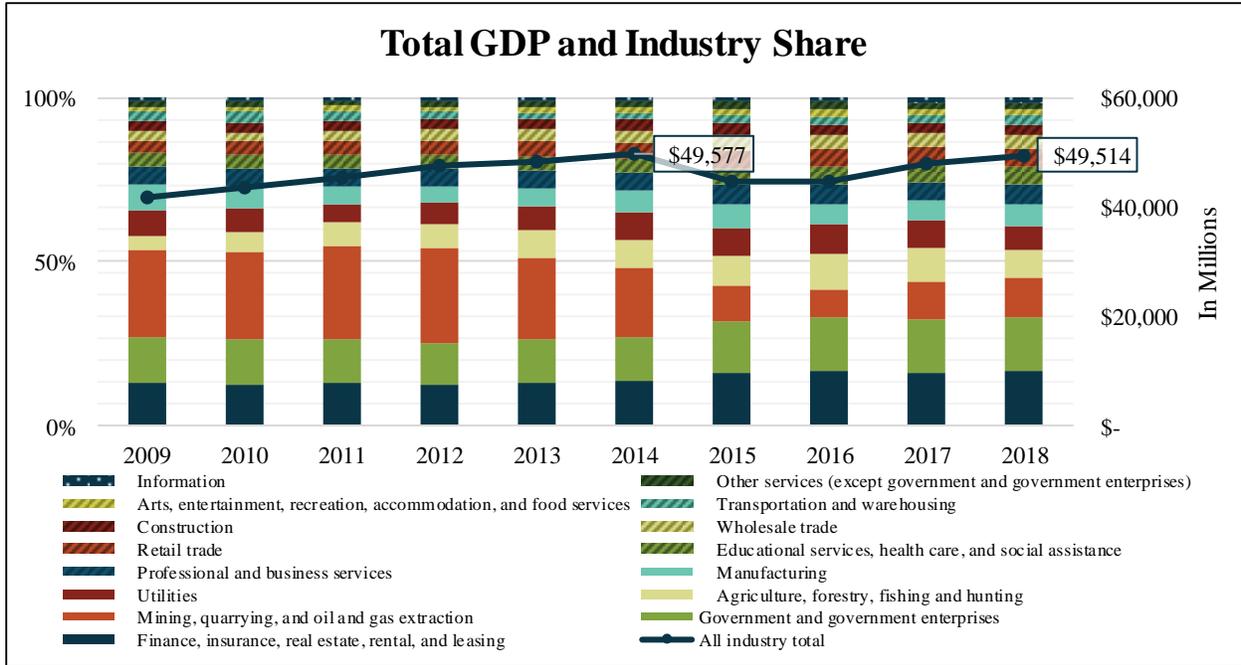


Source: Zillow Home Value Data 2020

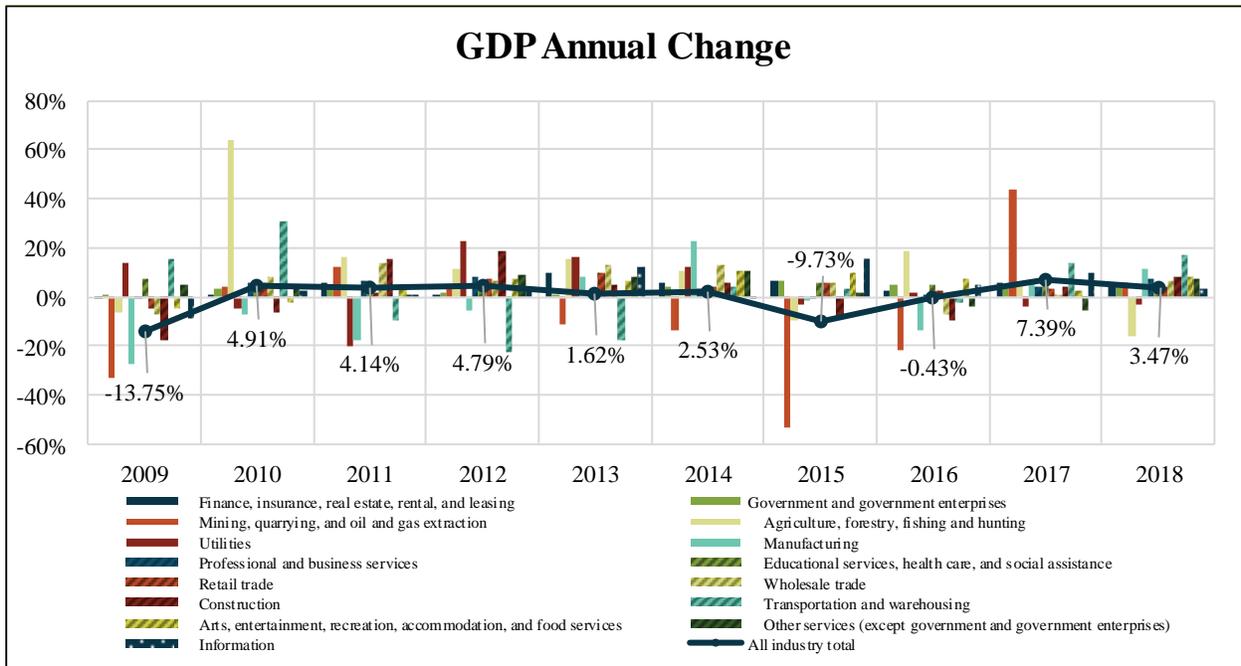


Source: California Association of Realtors Median Price (existing single-family detached homes only)

The median home value in Kern County for March 2020 was \$325,700. Kern County home values have gone up/down 4.94% over the 12-month period ending March 2020 and Zillow predicts they will decline 0.6% over the next 12 months based on their Home Value Index.



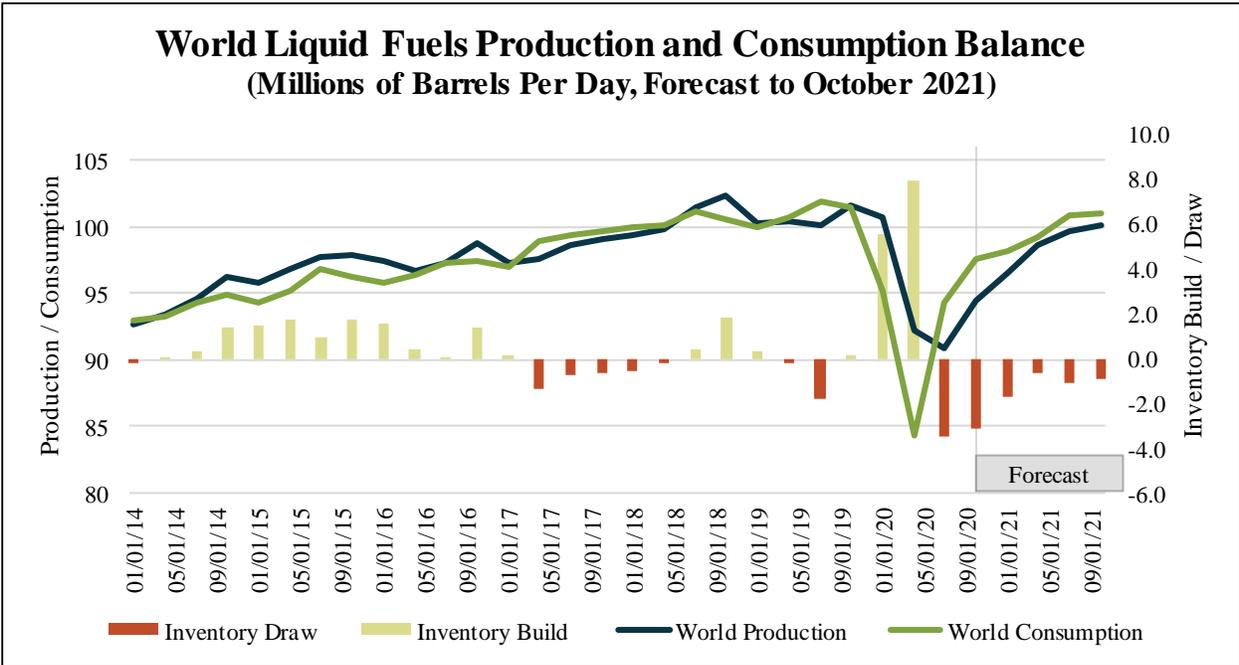
Source: Bureau of Economic Analysis CAGDP2 Gross domestic product (GDP) by county and metropolitan area



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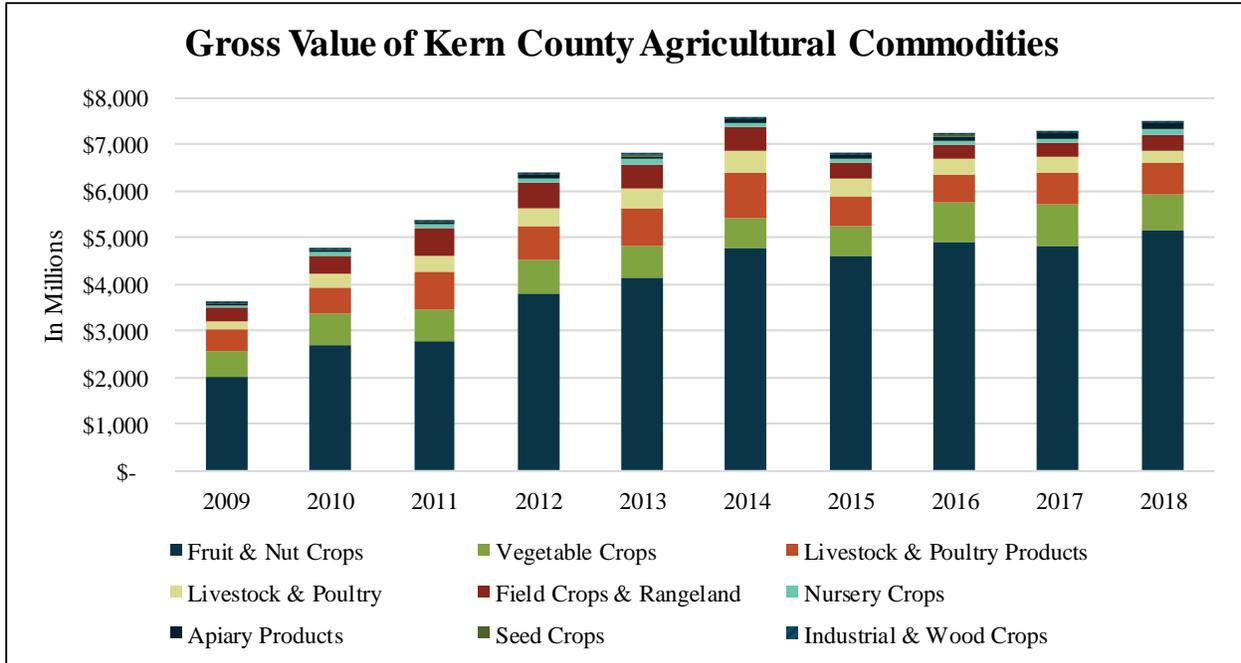
The Kern County gross domestic product (“GDP”) is the measurement of the market value of all final goods and services produced in the County. Mining, quarrying, and oil & gas extraction has accounted for 8.66% to 28.80% of total County GDP from 2009-2018, and in 2018 accounted for 11.87% of GDP. Agriculture, forestry, fishing, and hunting accounted for 3.87% to 10.60% of the County’s total GDP from 2009-2018, and in 2018 accounted for 8.43% of GDP. These two industries are major drivers of all economic conditions due to their inherent volatility, cyclical nature, size, and interwoven relationship with other County industries.

Since the 2014 GDP high of \$49.6 billion, County GDP has declined and has recovered to a 2018 industry total GDP of \$49.5 billion. The 2015 decline in the County’s GDP is largely the result of a downturn in the mining, quarrying, and oil and gas extraction industry as a result of excess production over demand in both the United States and World oil and gas industry. The 2018 GDP for the mining, quarrying, and oil and gas extraction industry totaled \$5.9 billion, a 5.62% increase from 2017.



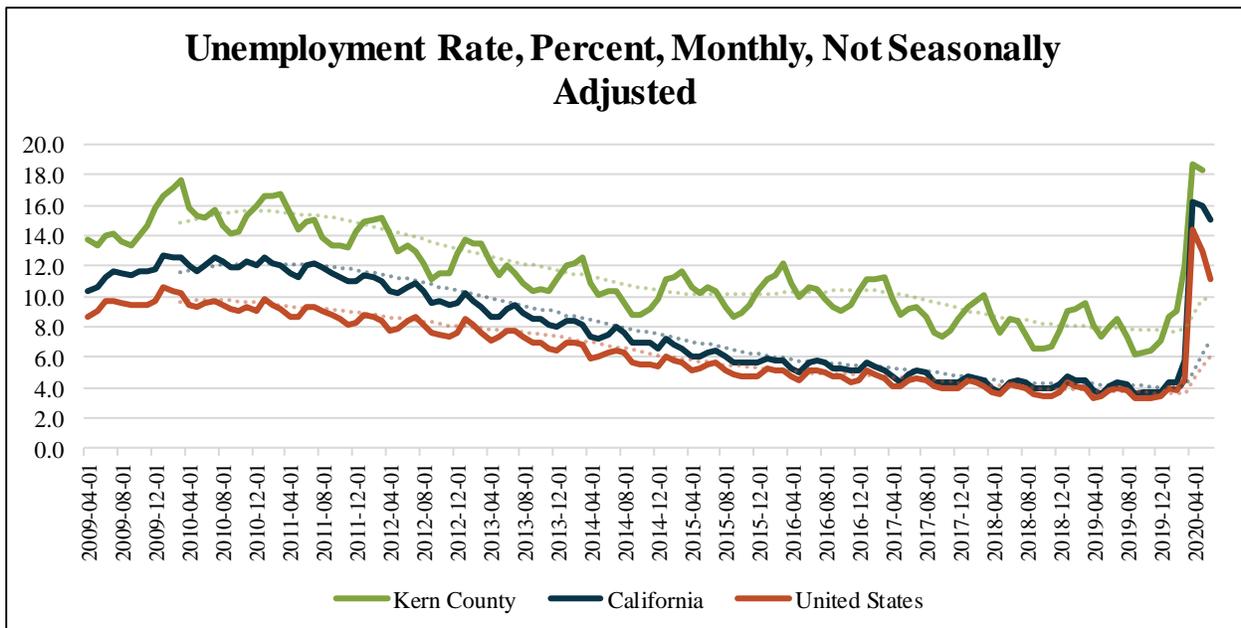
Source: EIA Short Term Energy Outlook, July 2019

In early March of 2020 member countries of the Organization of the Petroleum Exporting Countries (OPEC) and major non-OPEC providers failed to reach agreements on oil production due to lower than expected demand for liquid fuel as a result of the COVID-19 pandemic. Failure to set production caps sparked record inventory builds and dramatic price fluctuations within the sector. Though the lien date price per barrel of oil for the County of Kern is set on January 1<sup>st</sup> of each year, avoiding significant impacts to assessed values of property taxes, the County remains cognizant that impacts to the economy have been significant and that oil prices may not sustain at the current level through January 1, 2021 depending on fuel demand and ongoing international negotiations.

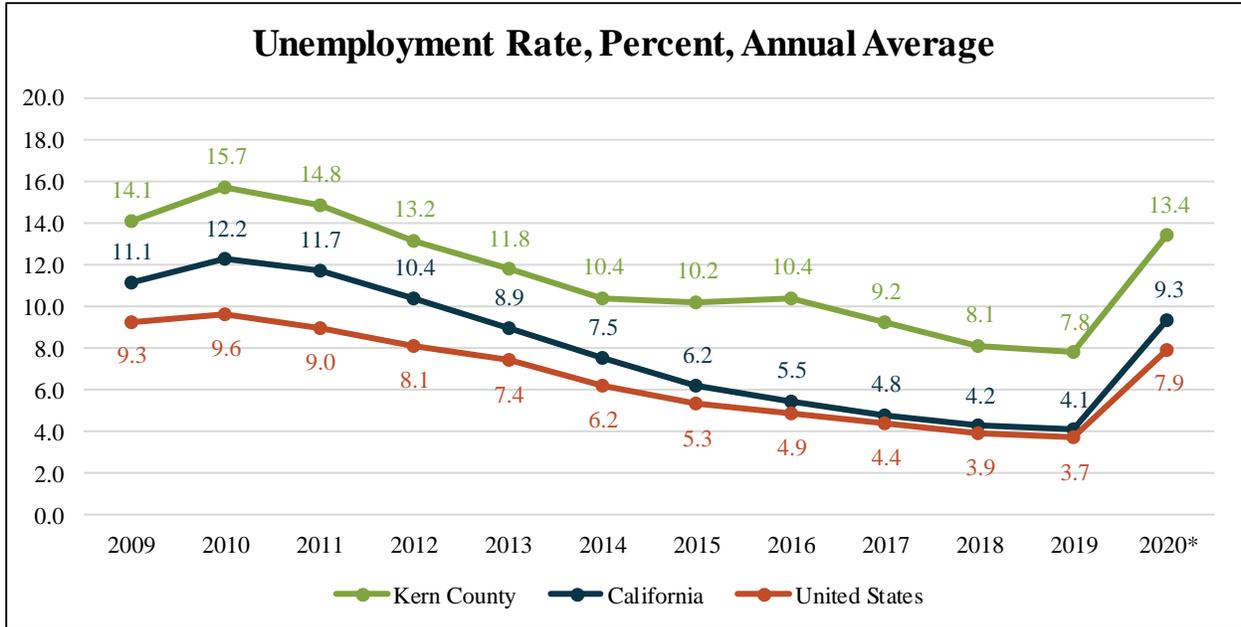


Source: County of Kern Agriculture and Measurement Standards, Agricultural Crop Report years 2009-2018

Agricultural commodities experienced a \$750 billion decline (-9.9%) in 2015 due in large part to the 2012-2016 drought. Since that period, the industry has regained \$664 million for a total gross valuation of \$7.47 billion in 2018. Although the gross value of agricultural commodities in Kern County has grown every year since 2015, the 2018 GDP for the agriculture, forestry, fishing, and hunting industry in Kern County totaled \$4.17 billion, a 15.83% decline from 2017.



Source: Federal Reserve Bank of St. Louis, Economic Research Division



\*Through June, 2020; Sources: Federal Reserve Bank of St. Louis, Economic Research Division

As illustrated in the graphs above, the unemployment rate was trending down for four consecutive years (2010–2014). However, beginning in 2014, the trend plateaued due to a sharp decrease in oil prices, resulting in a loss of jobs in that industry. Historically, the county’s unemployment rate is roughly 3-5% higher than the state average and is prone to greater variability as many jobs within the county are in agriculture and the oil and gas industry, both of which tend to ebb and flow based on seasonality and market volatility. In 2019, the County saw a decline in unemployment resulting from continued improvements in economic health across the County and State. Data through May of 2020 illustrates a sharp increase in unemployment due to macroeconomic impacts of Coronavirus and aspects impacting the oil & gas sector.

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## **County of Kern**

The County of Kern's FY 2020-21 Recommended Budget covers the period from July 1, 2020 through June 30, 2021. The County budget consists of the General Fund, special revenue funds, capital project funds, internal service funds, enterprise funds and other agency funds. Each department is responsible for operating within their budget and has authority to spend up to the approved budget.

When developing budgets, each department considers the County vision, mission and goals and objectives of the County, approved by the Board of Supervisors.

### **Mission Statement**

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

The mission statement communicates what Kern County government is committed to doing for the community. It defines why our government exists.

### **Vision Statement**

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

The vision statement communicates that Kern County government is committed to the people we serve and can be a model of effective local government. Six key commitments are outlined below which must be fulfilled to fully implement our Vision:

1. A commitment to maintain and communicate a strategic vision focused on excellence and innovation.
2. A commitment to be effective *as defined by the customer*.
3. A commitment to respect all employees as vital, effective team members.
4. A commitment to collectively and continuously improve work.
5. A commitment to measure performance and to manage by fact.
6. A commitment to recognize individual and team performance based upon how well we meet organizational goals.

### **Strategic Plan**

The process used in 2005 to create the original Kern County Strategic Plan was inclusive and comprehensive. Every effort was made to solicit participation of key internal and external stakeholders, including members of the public, County department heads and employees. The proposed goals, strategies and outcomes identified in the strategic plan are a result of input from the public and efforts by seven working groups that developed and refined the information gathered.

The County's citizenry requires a range of services covering a broad spectrum of health, public safety, transportation, social, recreational and environmental services. In today's environment the biggest challenge faced by the Kern County Board of Supervisors is fulfilling the demand for these services with limited resources. The strategic goals serve as a tool to use when policy decisions must be made to allocate financial resources during each budget year. During the budget process, information is provided to the Board that outlines efforts by departments to reach goals, and what opportunities are available to address the Board's priorities and establish an overall direction for allocation of the County's limited financial resources to meet long-term needs and service demands of the County's citizenry.

### **County Strategic Goals and Objectives**

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

The FY 2020-21 Recommended Budget book includes prior year accomplishments, and departmental goals in accordance with the strategic plan. The FY 2020-21 Strategic Goals and Objectives are consistent with the original strategic plan approved by the Board.

#### **Enhance Quality of Life for Kern County Residents**

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

#### **Be a model of Excellence in Managing our Business and People**

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

#### **Foster a Culture of Innovation**

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

## **Budget Planning Calendar**

### **Ongoing**

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

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

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

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

### **December through February**

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

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

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

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

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

### **March and April**

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

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

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

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

### **May and June**

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

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

### **July**

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

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

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

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

Third Budget Discussion – The County Administrative Office presents an updated budget status with year-end closing numbers and department identified issues to the Board of Supervisors in mid-July. This is the third of four public sessions regarding the County’s budget.

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

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

**Calendar for the FY 2020-21 Budget**

Mid-December	Capital and Major Maintenance Requests
February 25, 2020	Adoption of FY 2020-21 Net General Fund Guideline
February 27, 2020	Budget Kick-off with Departments/Budget Preparation System Opening
February 28, 2020	Budget Preparation System Training
April 10, 2020	Departments Submit Requested Budgets
June 30, 2020	Presentation of the Preliminary Recommended Budget and First Public Budget Discussion with Program Prioritization Plans
August 3, 2020	Special Evening Meeting to Receive Public Comments
August 4, 2020	Second Public Budget Discussion with year-end closing numbers
August 25, 2020	Budget Hearing and Adoption of FY 2020-21 Budget

**General Fund Budget Process**

The County Administrative Office has the responsibility of developing the County fiscal plan for all General Fund departments. This plan begins with a five-year fiscal forecast and is used to highlight anticipated costs to be incurred and revenue projections in the upcoming fiscal years. The County uses this forecast to build the fiscal plan for five years beginning with FY 2020-21.

The County fiscal plan also focuses on three restricted funding sources, Proposition 172, and 1991 and 2011 Realignment. Proposition 172 revenue assists in funding the Sheriff-Coroner, District Attorney, Public Defender, Fire and Probation departments. 1991 and 2011 Realignment assists in funding various departments that provide safety, public assistance and health services.

For some departments, budgets are also built utilizing revenues generated from fees. A public hearing before the Board of Supervisors is required for all fee increases and must be approved prior to implementation. The majority of approved fees were effective July 1, 2020.

The County Administrative Office develops a five-year fiscal plan focused on addressing the cumulative structural budget. For FY 2020-21 the budget is balanced with the inclusion of a 7.5% reduction of Net General Fund Cost for most General Fund departments to resolve a deficit associated with a significant reduction in sales tax revenue, property tax revenue, and cost increases. This is further discussed in the County Fiscal Plan section of this book.

On June 30, 2020, the County Administrative Office presented the FY 2020-21 Preliminary Recommended budget to comply with the State's County Budget Act, which requires the County to approve a budget on or before June 30 (Government Code section 29064). An evening session specifically for public input was scheduled for August 3, 2020. A third budget discussion was held on August 4, 2020, concluding with the final budget adoption on August 25, 2020.

### **Other Funds Budget Process**

In addition to the General Fund, the County of Kern has special revenue funds, capital project funds, county service area funds, enterprise funds and internal service funds. All of these funds are restricted to the revenue sources they receive. Each department having these types of funds is responsible for developing its budget based on the revenue (sources) available to them. These sources include projected revenue to be collected in FY 2020-21 and any revenue not spent and carried forward from prior year (for example fund balance for special revenue funds and retained earnings for enterprise funds). These budgets are also discussed during the Budget Hearings.

### **Amending the Adopted Budget**

The County Budget Act authorizes counties to amend the adopted budget through a budget revision process. For County departments, amendments may be requested by placing the item on the Board of Supervisors meeting agenda as required by Kern County Administrative Policies and Procedures Manual Section 904. Budget adjustments require a 4/5 vote of the Board of Supervisors to pass and may be included on the agenda for consideration at any regularly scheduled Board meeting.

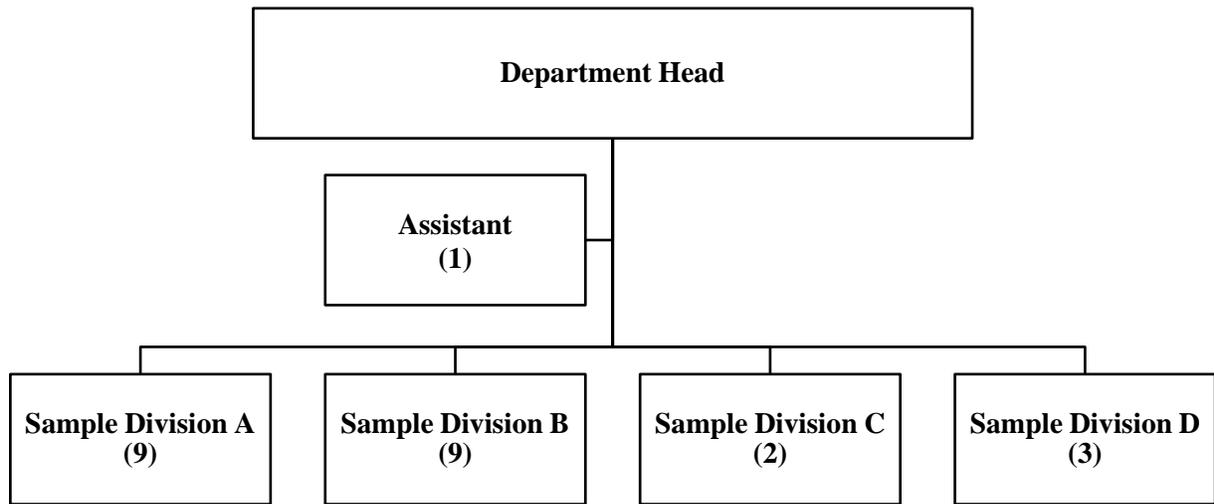
### **Budget Book Format**

Budget units presented in this book are displayed at a fund/department level. Although some departments incorporate additional organizational levels when developing their budgets, the fund/department level of presentation was selected to provide consistency between all budget units. A sample of the departmental budget format is included in this overview.

### **Mission Statement**

*(Department Mission Statement)*

### **Organizational Chart**



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

### **Fiscal Year 2018-19 and 2019-20 Accomplishments**

← Significant departmental accomplishments during the last two fiscal years.

Section Name

**Department Name**

Department Head: Name  
Fund:  
Budget Unit:

Function:  
Activity:



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

**Description of Major Services**



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

**Summary of Expenditures and Revenue**

	FY 2018-19	FY 2019-20		FY 2020-21		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
<b>APPROPRIATIONS:</b>						
Salaries and Benefits	\$256,783	\$478,564	\$278,753	\$480,389	\$480,389	\$480,389
Services and Supplies	1,841,953	3,636,850	2,420,878	5,563,161	5,563,161	5,563,161
Other Charges	770,126	846,000	826,670	924,355	924,355	924,355
<b>TOTAL EXPENDITURES</b>	<b>\$2,868,862</b>	<b>\$4,961,414</b>	<b>\$3,526,301</b>	<b>\$6,967,905</b>	<b>\$6,967,905</b>	<b>\$6,967,905</b>
<b>REVENUE:</b>						
Intergovernmental	\$0	\$0	\$1,951,479	\$2,054,472	\$2,054,472	\$2,054,472
Charges for Services	8,190	5,000	58,388	5,000	5,000	5,000
Miscellaneous	922	0	120,906	0	0	0
<b>TOTAL REVENUE</b>	<b>\$9,112</b>	<b>\$5,000</b>	<b>\$2,130,773</b>	<b>\$2,059,472</b>	<b>\$2,059,472</b>	<b>\$2,059,472</b>
<b>NET GENERAL FUND COST</b>	<b>\$2,859,750</b>	<b>\$4,956,414</b>	<b>\$1,395,528</b>	<b>\$4,908,433</b>	<b>\$4,908,433</b>	<b>\$4,908,433</b>



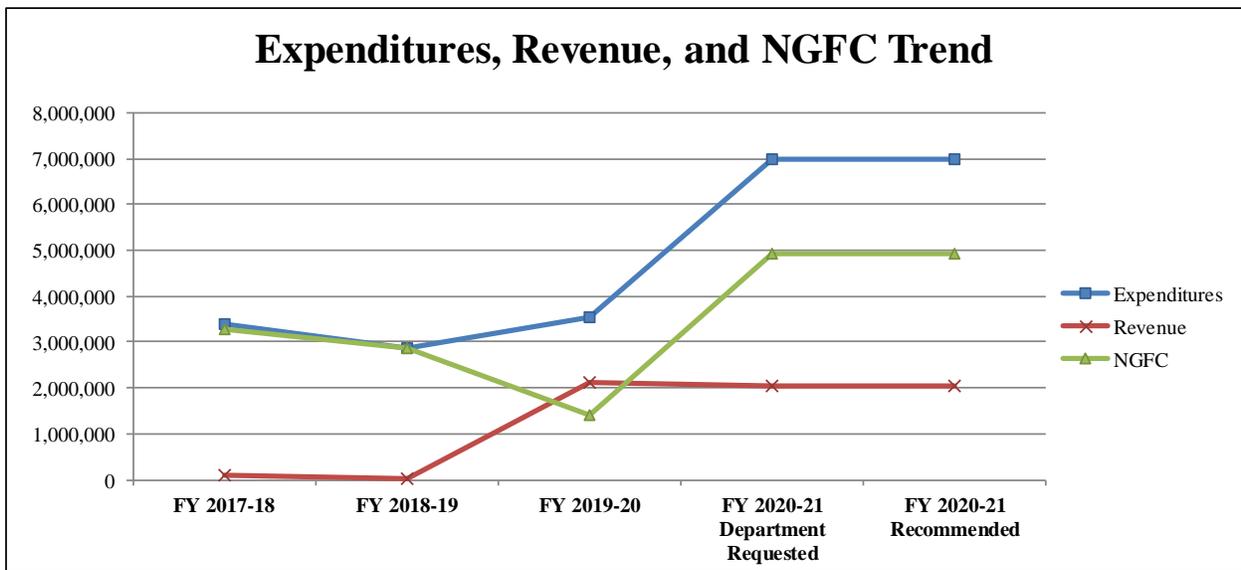
The above schedule displays the budget unit's current requested and recommended expenditures, revenue and two prior fiscal years and depending on fund type; net county cost, net fund cost or retained earnings.

### Major Expenditures and Revenue in FY 2020-21 Recommended Budget

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

### Budget Changes and Operational Impact

← This narrative section briefly describes any major budget unit program impacts, and highlights the FY 2020-21 budget, including significant changes in requirements and sources from the prior year adopted budget.

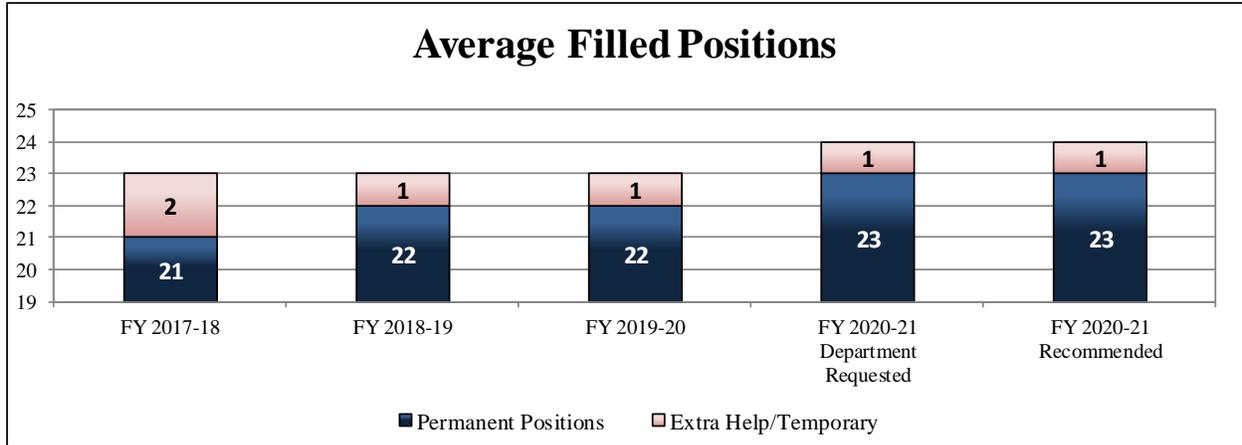


↑ The above graph displays the trend of expenditures, revenue and net general fund contribution for current year requested and recommended and the prior three fiscal years.

### Staffing Changes and Operational Impact

← This narrative section briefly highlights budgeted staffing changes and operational impacts for FY 2020-21, including significant changes from the prior year budgeted staffing.

Section Name



The graph above displays a visual picture of the budget unit’s five-year budgeted staffing trend for the current year and prior three years.

### 4-Year Staffing Trend

	Actual			Department	
	FY 2017-18	FY 2018-19	FY 2019-20	Requested	Recommended
<b>AVERAGE FILLED POSITIONS</b>					
Permanent Positions	21	22	22	23	23
Extra Help/Temporary	2	1	1	1	1
<b>Total Positions</b>	<b>23</b>	<b>23</b>	<b>23</b>	<b>24</b>	<b>24</b>
<b>ACTUAL FULL-TIME EQUIVALENTS</b>					
Permanent Positions (FTE)	21	22	22	N/A	N/A
Extra Help/Temporary (FTE)	2	1	1	N/A	N/A
<b>Total Positions</b>	<b>23</b>	<b>23</b>	<b>23</b>	<b>N/A</b>	<b>N/A</b>
<b>SALARIES &amp; BENEFITS</b>	<b>\$429,416</b>	<b>\$256,783</b>	<b>\$278,753</b>	<b>\$480,389</b>	<b>\$480,389</b>

The graph above displays the budget unit’s current staffing trend, including regular and limited term positions and associated staffing expenses for the current and three prior fiscal years.

## Summary of Authorized Positions

← This narrative section briefly highlights the budget unit’s authorized permanent positions and positions budgeted for current fiscal year.

The Summary of Authorized Positions graphs below displays authorized positions by division within the budget unit; including details regarding if the positions are filled, vacant, or new. It also provides classification and position counts for FY 2020-21 budgeted staffing.

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

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

Section Name

### Fiscal Year 2020-21 Goals, Objectives, and Performance Measures

**Goal:** Goal text.

*Objective: County facilities are well maintained and fully operational enabling the effective delivery of County services.*

Measurement	2017-18 Actual	2018-19 Actual	2019-20 Adopted	2019-20 Actual	2020-21 Goal
Performance Measure 1	6	9	6	13	10
Performance Measure 2	N/A	N/A	3	3	3
Performance Measure 3	N/A	N/A	100	101	90
Performance Measure 4	N/A	N/A	30	41	30

Narrative on the goal, objective and performance measures.

The above table lists the Goal and Objectives, department strategies and performance measures for the 2020-21 fiscal year, including any prior history or status updates if applicable.

**Summary of Requirements and Sources**

	<b>FY 2018-19 Adjusted Budget</b>	<b>FY 2019-20 Adopted Budget</b>	<b>FY 2019-20 Adjusted Budget</b>	<b>FY 2020-21 Recommended Budget</b>
<b><u>Requirements</u></b>				
Staffing Expenses	\$947,297,809	\$980,217,349	\$984,692,012	\$970,092,258
Operating Expenses	1,190,034,572	1,227,112,716	\$1,446,633,899	1,355,857,120
Capital Expenditures	92,530,250	48,084,442	93,622,707	60,597,103
Reimbursements	(10,261,167)	(13,683,074)	(13,791,433)	(13,586,760)
Contingencies	28,281,270	37,036,610	38,698,839	38,436,277
<b>Subtotal Appropriation</b>	<b>\$2,247,882,734</b>	<b>\$2,278,768,043</b>	<b>\$2,549,856,024</b>	<b>\$2,411,395,998</b>
Operating Transfers-Out	\$578,827,791	\$570,405,573	651,741,494	\$569,012,614
Contributions to Reserves	65,117,309	82,120,794	86,508,399	114,856,113
<b>Total Requirements</b>	<b>\$2,891,827,834</b>	<b>\$2,931,294,410</b>	<b>\$3,288,105,917</b>	<b>\$3,095,264,725</b>
<b><u>Sources</u></b>				
Taxes	\$489,614,879	\$503,559,296	\$503,559,296	\$510,476,797
1991 Realignment	115,365,621	127,847,476	127,847,476	123,899,012
2011 Realignment	176,150,979	176,504,635	181,040,026	166,518,336
State, Federal, or Government Aid	635,671,022	671,689,717	877,823,907	710,740,548
Fee/Rate	508,312,391	520,681,057	528,648,213	523,760,998
Other Revenue	65,430,760	75,190,814	99,460,959	72,423,518
Operating Transfers In	556,023,009	559,292,726	579,266,687	571,520,033
Fund Balance/Use of Unrestricted Net Assets	245,311,036	182,768,095	231,143,895	283,109,490
General Fund Unassigned Fund Balance	45,666,683	61,646,395	61,646,395	67,411,120
Use of Reserves	54,281,454	52,114,199	97,669,063	65,404,873
<b>Total Sources</b>	<b>\$2,891,827,834</b>	<b>\$2,931,294,410</b>	<b>\$3,288,105,917</b>	<b>\$3,095,264,725</b>
<b>Budgeted Staffing</b>	<b>7,936</b>	<b>8,085</b>	<b>8,080</b>	<b>8,084</b>

The schedule above represents the entire County Budget from the FY 2018-19 Adjusted Budget through the FY 2020-21 Recommended Budget and includes special districts, employment grant programs, and community development grant programs under the authority of the County Board of Supervisors. The Adjusted Budget figures include the carry-forward of prior year appropriation associated with encumbrances or outstanding contractual obligations of the County. The FY 2019-20 Adjusted Budget requirements of \$3.2 billion includes \$182 million of prior year appropriations. The FY 2020-21 Recommended Budget for the County includes \$3 billion in budgeted requirements and sources and 8,084 positions in budgeted staffing. Further detail of the County's requirements, sources, and budgeted staffing for the upcoming fiscal year is provided in the following pages.

## Appropriation Summary

The FY 2020-21 Recommended Budget includes appropriation of \$2.4 billion, which is a net decrease of \$138.4 million, or 5.4%, over the FY 2019-20 Adjusted Budget. The schedule below lists appropriation, however, it does not include operating transfers-out, which provides a mechanism to transfer funding between budget units. This schedule shows the change from the prior year adjusted budget.

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

	FY 2018-19 Actual	FY 2019-20 Adopted Budget	FY 2019-20 Adjusted Budget	FY 2020-21 Recommended Budget	Change Between 2019-20 Adjusted & 2020-21 Recommended	Percentage Change
County Operations						
General Government	\$115,942,921	\$139,689,076	\$178,904,970	\$134,133,741	(\$44,771,229)	-25.0%
Public Protection	417,412,798	449,303,435	456,375,498	451,841,222	(4,534,276)	-1.0%
Public Ways and Facilities	0	0	0	0	0	0.0%
Health and Sanitation	67,738,694	77,764,293	112,409,473	75,944,449	(36,465,024)	-32.4%
Public Assistance	16,125,765	20,415,572	21,628,596	22,989,002	1,360,406	6.3%
Education	7,192,953	7,806,589	7,843,589	7,067,943	(775,646)	-9.9%
Recreation and Cultural Services	0	0	0	0	0	0.0%
Debt Service	7,684,207	10,734,172	10,734,172	11,826,177	1,092,005	10.2%
Contingencies	0	6,140,451	4,276,621	9,063,884	4,787,263	111.9%
<b>Total General Fund</b>	<b>\$632,097,338</b>	<b>\$711,853,588</b>	<b>\$792,172,919</b>	<b>\$712,866,418</b>	<b>(\$79,306,501)</b>	<b>-10.0%</b>
Special Revenue Funds	\$897,978,431	\$1,101,918,302	\$1,268,169,956	\$1,198,269,243	(\$69,900,713)	-5.5%
Capital Project Funds	0	0	0	0	0	0.0%
Enterprise Funds	108,670,848	119,125,790	135,504,300	139,555,089	4,050,789	3.0%
Internal Service Funds	230,876,126	278,335,299	280,926,314	286,230,769	5,304,455	1.9%
<b>Total County Operations</b>	<b>\$1,869,622,743</b>	<b>\$2,211,232,979</b>	<b>\$2,476,773,489</b>	<b>\$2,336,921,519</b>	<b>(\$139,851,970)</b>	<b>-5.6%</b>
Special Districts	\$20,633,722	\$26,985,962	\$29,386,355	\$34,602,318	\$5,215,963	17.7%
Employment Grant Programs	12,343,124	22,408,893	24,732,237	20,221,218	(4,511,019)	-18.2%
Community Development Programs	4,600,314	18,140,209	18,963,941	19,650,943	687,002	3.6%
<b>Total All Funds</b>	<b>\$1,907,199,903</b>	<b>\$2,278,768,043</b>	<b>\$2,549,856,022</b>	<b>\$2,411,395,998</b>	<b>(\$138,460,024)</b>	<b>-5.4%</b>

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

Below are explanations of the major expenditures that are included in the \$2.4 billion of appropriation for the FY 2020-21 Recommended Budget. The following pages provide explanations of notable appropriation changes from the FY 2019-20 Adjusted Budget to the FY 2020-21 Recommended Budget.

### Countywide Operations (General Fund)

The County General Fund contains the following functional groups, which have a total budgeted appropriation of \$712.8 million for FY 2020-21:

**General Government** has appropriation of \$134.1 million and contains County departments that provide administration, general services, and fiscal services to departments and County residents. In addition to maintaining and operating all parks. The administration departments provide leadership and support to departments that provide direct public services to County residents. Leadership departments include the Board of Supervisors (\$2.4 million), which is the governing body of County government, and the County Administrative Office (\$4.4 million), which directs and coordinates departmental activities according to the law and strategic goals set by the Board

of Supervisors. Various support departments include civil legal services provided by County Counsel (\$12.5 million); employment and employee related services provided by Human Resources (\$4.5 million); purchasing, property management, construction services, and park services and operations provided by General Services (\$19.2 million); fiscal services such as payroll, claims payments, auditing by the Auditor-Controller (\$5.2 million); tax collection and treasury oversight by the Treasurer Tax Collector (\$6.6 million); and information technology support provided by the Information Technology Services Department (\$22 million).

**Public Protection** has appropriation of \$451.8 million and provides public safety services to County residents. The Sheriff/Coroner/Public Administrator (\$242.6 million) provides law enforcement services for the unincorporated areas of the County. Primary functions of the department include providing countywide services for general operations as well as providing detention facilities for all of the County presentenced inmates including sentenced inmates no longer required to go to State prison as a result of the realignment by the State of adult offenders (2011 Realignment). The department also provides law enforcement services through contractual agreements. The Probation Department (\$92.5 million) provides supervision of adult and juvenile probationers throughout the County as well as for recently realigned State parolees (2011 Realignment). In addition, the department operates and maintains the County's juvenile detention facilities. The District Attorney's Criminal Division (\$37.1 million) is responsible for prosecuting crimes committed within the County and the Public Defender (\$18.6 million) provides legal counsel for the indigent defendants within the County.

**Health and Sanitation** has appropriation of \$75.8 million and provides health and medical service programs to County residents through a number of County Departments. Health services are provided by Public Health (\$32 million). A contribution to the Kern County Hospital Authority (\$35.1) provides funding for medical services for County inmates and medically indigent residents.

**Public Assistance** has appropriation of \$22.9 million and administers veteran social service and job assistance programs to County residents. Veterans' Services (\$1.4 million) advocates on behalf of local veterans, provides assistance with claim preparation and benefits counseling, refers veterans to other County, State, and federal agencies for whose programs they may be eligible for, and providing outreach throughout the County in order to inform residents of benefits and services available to veterans. Employers' Training Resource (\$19.7 million) administers federal and State grant funds to provide employment assistance programs.

**Education** has appropriation of \$7 million and provides educational information and services to enhance the quality of life for residents of all ages. The Library (\$6.6 million) provides services such as book lending, inter-library loans, reference, audiovisual, computer and other literacy information.

**Debt Service** is administered out of one budget unit which has appropriation of \$11.8 million and makes annual debt service payments for County projects and equipment financed on a long-term basis.

**Contingencies** of \$9 million include \$4 million for unforeseen operational changes and legislative impacts, \$500,000 for uncertainties, \$1.3 for potential cost associated with a Sheriff's Academy,

\$1.5 million to fund mandated staffing at the Probation department and \$1.7 million to transfer to the General Liability Self-Insurance program if needed to fund settlements.

### Special Revenue Funds

Special Revenue Funds have appropriation totaling \$1.2 billion. These funds account for the proceeds of specific sources that are legally restricted to expenditures for specific purposes and are primarily used to fund the following functions within the County:

**General Government** has appropriation of \$108.2 million and provides special purpose funding for Development Services special revenue fund, in addition to \$106.6 million in CARES Act, Coronavirus Relief fund (CRF) carryforward funds that will be utilized to continue addressing the public health pandemic.

**Public Protection** has appropriation of \$195.5 million and provides fire safety services as well as special purpose funding for the District Attorney, Sheriff-Coroner, Probation Department, Agriculture and Measurement Standards, Planning and Community Development, Child Support Services and Animal Services operating departments in the General Fund. The Fire Department (\$145.8 million) responds to emergency fire, rescue, and medical aid requests. Building Inspection (\$10.1 million) enforces building regulations and administers parcel map and zoning requirements for land use throughout the County. Code Compliance (\$1.6 million) enforces and corrects violations that threaten public safety in County areas, including public nuisances, weeds, building and housing, solid waste and abandoned wrecked, inoperative, or dismantled vehicles.

**Public Ways and Facilities** has appropriation of \$90 million in the Roads Department which plans, designs, constructs, and maintains public roads, bridges, streets, and traffic-control devices in the County.

**Health and Sanitation** has appropriation of \$266.8 million and provides behavioral health and substance use disorder services to County residents primarily through the Behavioral Health and Recovery Services Department (\$254.8 million). Environmental Health Services (\$10.4 million) provides State-mandated regulatory oversight, compliance assistance, and enforcement actions for community businesses and activities.

**Public Assistance** has appropriation of \$537.5 million and provides social service programs to County residents. One of the largest special revenue funds in the County is Human Services - Administration (\$229.5 million) which provides child protective services as well as administers major public assistance programs including CalWORKs, CalFresh, and Medi-Cal. Human Services – Direct Financial Aid (\$286 million) provides direct assistance payments to qualifying County residents for the public assistance programs named above as well as non-major programs such as General Assistance. Aging and Adult Services (\$21 million) provides services such as abuse prevention, nutrition, homemaker, conservator, disease prevention and health promotion, insurance counseling, information and referral assistance, as well as the In-Home Supportive Services program.

**Recreation and Cultural Services** has appropriation of \$41,000 and provides special purpose funding for Parks and Recreation within the General Services Division of the General Fund.

### **Capital Project Funds**

The FY 2020-21 recommended budget does not include new projects funded in Capital Project Funds. For further detail on upcoming major capital projects, see the 'Countywide Capital Projects' section.

### **Enterprise Funds**

Enterprise funds have appropriation of \$139.5 million. These proprietary funds are used to account for operations that are financed and operated in a manner similar to private business enterprises where the intent of the governing body is that the costs of providing goods or services to the public be financed or recovered primarily through user charges. There are two major enterprise funds within the County, as follows:

**Solid Waste Management** has appropriation of \$81.6 million and is responsible for the operation and management of the County solid waste disposal system, which consists of seven active landfills, seven recycling/transfer stations, and three special waste facilities, eight inactive or closed landfills, and 43 closed burn dump sites.

**Airports** has appropriation of \$21.9 million which provides for the management, development, maintenance, and operation of seven airports and airfields within Kern County. Meadows Field Airport provides airline services to commercial aviation and the traveling public.

### **Internal Service Funds**

Internal Service Funds have appropriation of \$286.2 million. These proprietary funds are used to account for the funding of goods or services provided by one department or agency to other departments or agencies of the governmental unit on a cost reimbursement basis. The Internal Service Funds of the County are as follows:

**General Liability** has appropriation of \$19.6 million and administers the operation of a self-insured system to meet the County's legal liability for damages to persons and/or property arising out of the County's general and automotive activities.

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

**Group Health** has appropriation of \$153.6 million and administers the operation of the County employees' health and dental insurance plans.

**Retiree Group Health** has appropriation of \$9.5 million to provide for the County's contributions to the Retired Employees Health Insurance and Retiree Premium Support Program.

**Unemployment Compensation** has appropriation of \$2.2 million to administer and operate the Unemployment Compensation Program to meet the County's obligation of providing unemployment benefits to former employees eligible under State Law.

**Workers' Compensation** has appropriation of \$21.5 million to provide for the administration and operation of the self-insured system to meet the County's statutory obligation to compensate its employees for work related injuries and illnesses.

**Public Works** has appropriation of \$75.7 million to provide labor and support for all its divisions including Roads, Development Services, and Waste Management.

### **Special Districts**

**Special Districts** have appropriation of \$34.6 million and provide services including landscape maintenance, street sweeping, sewer service, and street lighting services. County Service Areas (\$5 million) are administered by the County's Public Works Department and provide the above mentioned services to areas throughout the County. The Kern Sanitation Authority (\$16.5 million) and Ford-City Taft Heights Sanitation District (\$1.5 million) which provide wastewater treatment services to specific areas in East Bakersfield and the area of Ford City and Taft Heights are also managed by the Public Works Department. In addition, the In-Home Supportive Services Public Authority (\$11.6 million) is administered by the Aging and Adult Services Department and is the employer of record for individuals providing services to eligible aged, blind or disabled individuals, in order to allow those persons to remain in their homes and avoid institutionalization.

### **Employment Grant Programs**

**Employment Grant Programs** have appropriation of \$20.2 million and provides job assistance programs to County residents. Employers' Training Resource – Workforce Innovation and Opportunity Act (\$19.9 million) provides employment assistance programs primarily funded by the Department of Labor Workforce Innovation and Opportunity Act and includes on-the-job training, job placement, and training programs.

### **Community Development Grant Programs**

**Community Development Programs** have appropriation of \$19.6 million and improve the economic environment and quality of life for County residents, primarily those with lower incomes, through projects and programs that revitalize neighborhoods, improve public facilities and provide decent and affordable housing. The Community Development Block Grant Program (\$8.9 million), the Emergency Solutions Grant Program (\$633,306), and the Community Development Home Investment Trust (\$8.8 million) are funded primarily by federal Community Development Block Grant funds.

## **Appropriation Changes and Operational Impacts**

### **General Fund**

Countywide operations in the General Fund show an overall decrease in appropriation of \$79.3 million, or 10% under the prior year adjusted budget. The large decrease in General Government, Health and Sanitation and Education is offset by increases in Public Assistance, Debt Service, and Contingencies. In order to mitigate the fiscal impacts associated with the Coronavirus, most county departments are reducing appropriations.

General Government is decreasing budgeted appropriation by \$44.8 million which is primarily due to prior year appropriations included in the FY 2019-20 Adjusted Budget for various major preventative maintenance projects in the amount of \$7.8 million and various capital projects, capital assets in the amount of \$14.5 million. In addition, grants related to implementation of an strategic plan for economic diversification in east Kern as well as communication and outreach strategy to ensure hard-to-count populations throughout the County are counted in the 2020 Census were received and encumbered in the prior fiscal year. The County is also reducing the number of Major Maintenance and Capital Projects included in the FY 2020-21 Recommended Budget to mitigate revenue reductions.

Public Protection appropriation is decreasing by \$4.5 million. Public Safety departments are reducing spending to absorb the reductions in revenue sources impacted by decreased consumer spending as a result of the Stay-at-Home order. This decrease is offset by additional allocations to the Sheriff's department in order to maintain current service levels, mitigate impacts to public services, enhance oversight in patrol areas, and replace critical equipment. In addition the Public Protection appropriations include additional funding for public safety departments to offset the increased FY 2020-21 pension costs for safety members.

Health and Sanitation is decreasing budgeted appropriations by \$36.5 million primarily due to one-time payments made during FY 2019-20 to the State of California Department of Health Care Services for Medi-Cal Hospital Uninsured Care in the amount in the amount of \$35.4 million and a decrease in appropriations to offset reductions in 2011 Realignment revenue for health services.

Public Assistance appropriations remain flat with a small increase of \$1.3 primarily for the County's employment grant programs administered by Employer's Training Resource.

Debt Service is increasing by \$1 for debt service on an upcoming equipment lease. It is anticipated that \$4.6 million will be financed to acquire and outfit vehicles for the Sheriff's Office and \$5 million for the Fire Department to replace critical Fire apparatus and equipment.

Contingencies appropriation was reestablished at \$9 million for FY 2019-20. See further discussion in section titled "Contingencies".

## Other County Funds

The total net decrease in appropriation for other County funds is \$60.5 million, which is a 3.6% net decrease. Changes are described below:

Special Revenue Funds are decreasing by \$69.9 million primarily due to the net effect of the following:

- \$8 million decrease in the Road Fund associated with lower discretionary road maintenance and agreements for road construction;
- Net decrease of \$5 million in Structural Fire resulting primarily from an increase of \$1 million for increases in safety pension costs and a decrease of \$4 million in Emergency Over-time that is not included in the recommended budget each year, but instead requires budget adjustments throughout the year based on need;
- An increase of \$19.9 million in Human Services – Direct Financial Aid for grant increases primarily for the CalWORKs programs;
- An increase of \$10.6 million in Human Services – Administration primarily related to the department’s efforts to fill current vacant positions in programs primarily funded with State and federal revenue, increases in the following CalWORKs programs: Home Visiting Initiative, Stage One Child Care Services, Housing Support and increases in charges related to the countywide cost allocation plan;
- \$15 million decrease in the Behavioral Health and Recovery Services. The department is making reductions to offset the 2011 Realignment and Mental Health Services Act revenue reductions; and
- In FY 2019-20 the county received \$157 million from the U.S. Treasury to battle the Novel Coronavirus. FY 2020-21 recommended budget includes appropriations of \$106.6 million in remainder funds to continue addressing the public health pandemic, a reduction of \$50.4 million from the FY 2019-20 Adjusted Budget.

Enterprise Funds appropriation increase of \$4 million is due primarily to capital projects included for the Airport Enterprise Fund and the Solid Waste Management System.

Internal Service Funds appropriation is increasing by \$5 million due primarily to an increase of \$5 million in the Public Works Internal Service Fund due to increased staffing associated with implementation of solid waste programs as well as increases in anticipated legal settlements and claims in the General Liability and Worker’s Compensation, respectively.

## Special Districts and Grant Programs

Special Districts are increasing by a net 17.7 %, or \$5.2 million, as the result of the Kern Sanitation Authority capital project related to the demolition and construction phase for the backup digester and gas purifier.

Employment Grant Programs are decreasing by \$4.5 million due to prior year grants included in the FY 2019-20 Adjusted Budget.

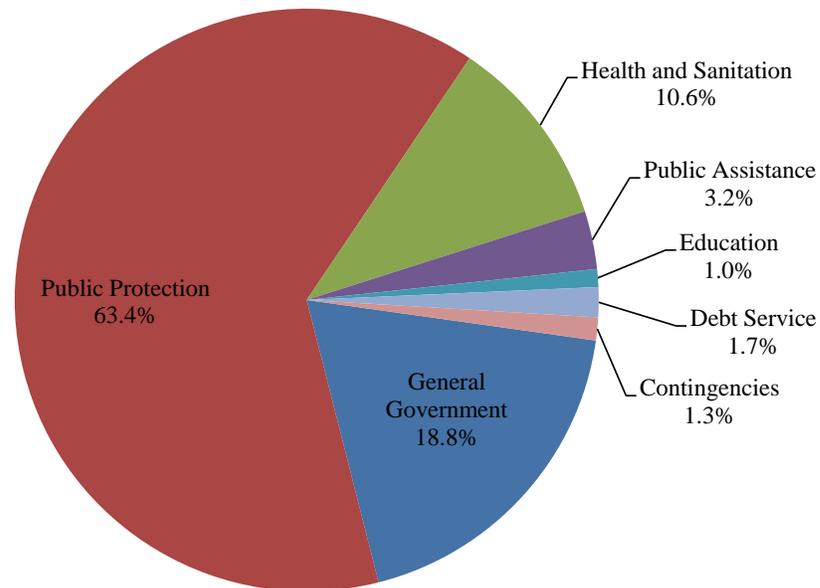
Community Development Programs are increasing by \$687,002 due to an increase in grant funds available for projects.

## General Fund Spending Authority Breakdown

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

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

### **FY 2020-21 Recommended Budget General Fund Spending Authority**



## Requirements Summary

Total requirements include appropriation adopted by the Board of Supervisors plus operating transfers-out and contributions for reserves. Operating transfers-out provide a mechanism to transfer funding between budget units and are not appropriation to spend. Contributions for reserves are set-asides of resources for future use.

### Summary of Requirements - All Funds

	<b>FY 2018-19 Adjusted Budget</b>	<b>FY 2019-20 Adopted Budget</b>	<b>FY 2019-20 Adjusted Budget</b>	<b>FY 2020-21 Recommended Budget</b>
<b><u>Requirements</u></b>				
Staffing Expenses	\$947,297,809	\$980,217,349	\$984,692,012	\$970,092,258
Operating Expenses	1,190,034,572	1,227,112,716	1,446,633,899	1,355,857,120
Capital Expenditures	92,530,250	48,084,442	93,622,707	60,597,103
Reimbursements	(10,261,167)	(13,683,074)	(13,791,433)	(13,586,760)
Contingencies	28,281,270	37,036,610	38,698,839	38,436,277
<b>Total Appropriations</b>	<b>\$2,247,882,734</b>	<b>\$2,278,768,043</b>	<b>\$2,549,856,024</b>	<b>\$2,411,395,998</b>
Operating Transfers-Out	\$578,827,791	\$570,405,573	\$651,741,494	\$569,012,614
Contributions to Reserves	65,117,309	82,120,794	86,508,399	114,856,113
<b>Total Requirements</b>	<b>\$2,891,827,834</b>	<b>\$2,931,294,410</b>	<b>\$3,288,105,917</b>	<b>\$3,095,264,725</b>

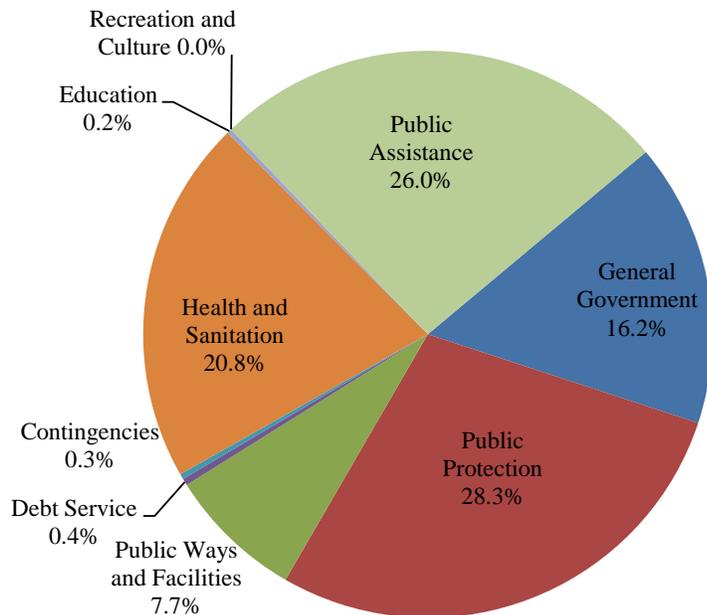
**Requirements by Function**

The chart below lists requirements by function.

**Summary of Requirements by Function - All Funds**

	<b>FY 2018-19 Adjusted Budget</b>	<b>FY 2019-20 Adopted Budget</b>	<b>FY 2019-20 Adjusted Budget</b>	<b>FY 2020-21 Recommended Budget</b>
General Government	\$398,810,570	\$366,074,755	\$569,975,136	\$484,830,422
Public Protection	875,580,523	859,632,729	899,292,734	846,894,728
Public Ways and Facilities	207,517,412	225,771,236	243,567,657	232,162,523
Health and Sanitation	608,737,741	623,899,667	698,612,365	623,759,424
Public Assistance	695,597,449	736,890,823	753,136,413	779,470,450
Education	8,184,452	7,919,145	7,956,145	7,158,339
Recreation and Culture	1,303,200	1,950,073	1,640,165	1,390,377
Debt Service	9,763,889	10,734,172	10,734,172	11,826,177
Contingencies	5,604,117	6,140,451	4,276,621	9,063,884
<b>Total County Funds</b>	<b>\$2,811,099,353</b>	<b>\$2,839,013,051</b>	<b>\$3,189,191,408</b>	<b>\$2,996,556,324</b>
Special Districts	\$28,337,618	\$27,842,057	\$30,242,450	\$35,780,752
Employment Grant Programs	33,130,425	43,491,721	46,899,745	40,289,016
Community Development Programs	19,260,437	20,947,581	21,772,313	22,638,633
<b>Total All Funds</b>	<b>\$2,891,827,833</b>	<b>\$2,931,294,410</b>	<b>\$3,288,105,916</b>	<b>\$3,095,264,725</b>
Budgeted Staffing	7,936	8,085	8,080	8,084

**FY 2020-21 Recommended Budget  
Requirements by Function (County Funds)**



**Requirements by Fund Type**

	<b>FY 2018-19 Adjusted Budget</b>	<b>FY 2019-20 Adopted Budget</b>	<b>FY 2019-20 Adjusted Budget</b>	<b>FY 2020-21 Recommended Budget</b>
Major Fund				
General Fund	\$894,350,116	\$872,823,212	\$959,617,977	\$883,134,832
Total Major Fund	894,350,116	872,823,212	959,617,977	883,134,832
Non-Major Funds				
Special Revenue Funds	1,495,262,766	1,561,855,076	1,802,885,266	1,678,428,650
Capital Project Funds	2,138,765	452,459	452,459	460,045
Enterprise Funds	148,238,671	119,125,790	139,888,176	139,961,557
Internal Service Funds	271,109,035	284,756,514	287,347,530	294,571,240
Total Non-Major Funds	1,916,749,237	1,966,189,839	2,230,573,431	2,113,421,492
<b>Total County Funds</b>	<b>\$2,811,099,353</b>	<b>\$2,839,013,051</b>	<b>\$3,190,191,408</b>	<b>\$2,996,556,324</b>
Special Districts	\$28,337,618	\$27,842,057	\$30,242,450	\$35,780,752
Employment Grant Programs	33,130,425	43,491,721	46,899,746	40,289,016
Community Development Programs	19,260,437	20,947,581	21,772,313	22,638,633
<b>Total All Funds</b>	<b>\$2,891,827,833</b>	<b>\$2,931,294,410</b>	<b>\$3,289,105,917</b>	<b>\$3,095,264,725</b>
Budgeted Staffing	7,936	8,085	8,080	8,084

The County has one major fund. The County's General Fund is the only fund that exceeds 10% of the FY 2020-21 overall revenue estimate or appropriation.

**Governmental Fund Types**

**General Fund:** The General Fund is used to account for resources traditionally associated with government, which are not required legally or by sound financial management to be accounted for in another fund. The General Fund is the County's primary operating fund.

**Special Revenue Funds:** Special Revenue Funds account for the proceeds of specific revenue sources that are legally restricted to expenditures for specified purposes (other than for major capital projects).

**Capital Project Funds:** Capital Project Funds account for financial resources designated for the acquisition or construction of major capital facilities other than those funded by Enterprise and Internal Service Funds.

**Proprietary Fund Types**

**Enterprise Funds:** Enterprise Funds account for operations that are funded and operated in a manner similar to private business enterprises, where the intent of the governing body is that the costs (expenses, including depreciation) of providing goods or services to the general public on a continuing basis, be funded or recovered primarily through user charges.

**Internal Service Funds:** Internal Service Funds account for the funding of goods or services provided by one department or agency to other departments or agencies of the governmental unit on a cost reimbursement basis.

The matrix below lists the functions as depicted in the organizational chart of the County. For each function listed, the various fund types utilized are shown, with their total requirements (including Operating Transfers-Out and Contributions to Reserves) for FY 2020-21.

	General Fund	Special Revenue Funds	Capital Project Funds	Enterprise Funds	Internal Service Funds	Total
<b>General Government</b>						
Board of Supervisors	\$2,404,151					\$2,404,151
County Administrative Office	4,471,277	106,653,874				111,125,151
Clerk of the Board	888,299					888,299
Information Technology Services	22,046,003					22,046,003
General Services	19,242,396					19,242,396
County Counsel	12,511,650					12,511,650
Countywide Communications	1,332,207	208,000				1,540,207
Assessor	10,655,381					10,655,381
Auditor-Controller-County Clerk	5,256,186	6,000,000				11,256,186
Elections	4,527,314					4,527,314
Treasurer-Tax Collector	6,625,897	488,066				7,113,963
Human Resources	4,503,282					4,503,282
Other General Government	58,951,231	7,052,916	455,531		210,556,761	277,016,439
<b>Public Protection</b>						
District Attorney	37,177,893	1,252,235				38,430,128
Sheriff-Coroner	242,614,487	10,410,381				253,024,868
Probation Department	92,531,650	8,443,091				100,974,741
Grand Jury	172,424					172,424
Fire Department	7,354,208	161,122,292	4,514			168,481,014
Public Defender	18,690,300					18,690,300
Agriculture and Measurement Standards	7,996,427					7,996,427
Planning and Natural Resources	12,557,786	4,746,555				17,304,341
Child Support Services		26,346,823				26,346,823
Animal Services	7,288,660	46,652				7,335,312
Recorder	516,608	4,839,581				5,356,189
Other Public Protection	32,811,595	167,955,190				200,766,785
<b>Public Ways &amp; Facilities</b>						
Public Works	9,283,530				84,014,479	93,298,009
Roads	400,000	98,496,819		17,621,927		116,518,746
Airports	394,830	134,445		21,950,938		22,480,213
<b>Health and Sanitation</b>						
Behavioral Health and Recovery Services	3,046,874	414,961,971				418,008,845
Waste Management				99,471,050		99,471,050
Public Health Services	32,013,900	3,144,936				35,158,836
Environmental Health	87,830	12,069,985				12,157,815
Emergency Medical Services		610,456				610,456
Other Health and Sanitation	45,830,549	7,682,565				53,513,114
<b>Public Assistance</b>						
Human Services	115,293,547	539,832,592				655,126,139
Employers' Training Resource	19,782,216					19,782,216
Veterans Service	1,394,389	143,896				1,538,285
Aging and Adult Services	1,450,190	22,571,840				24,022,030
Other Public Assistance	13,071,661	65,930,119				79,001,780
<b>Education</b>						
Library	6,601,138	90,396				6,691,534
Farm and Home Advisor	466,805	442,294				909,099
<b>Recreation and Cultural Services</b>						
Parks and Recreation		30,441		917,642		948,083
<b>Debt Service</b>						
Debt Service	11,826,177					11,826,177
<b>Contingencies</b>						
Contingencies	9,063,884	6,720,239				15,784,123
<b>Total:</b>	<b>\$883,134,832</b>	<b>\$1,678,428,650</b>	<b>\$460,045</b>	<b>\$139,961,557</b>	<b>\$294,571,240</b>	<b>\$2,996,556,324</b>
					Special Districts	35,780,752
					Employment Grant Programs	40,289,016
					Community Development Programs	22,638,633
					<b>Grand Total</b>	<b>\$3,095,264,725</b>

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## Revenue Summary

The FY 2020-21 Recommended Budget is funded from several sources, including revenue, operating transfers-in, fund balance, and reserves and designations. The table below does not include fund balance carried over from the prior fiscal year or the use of reserves and designations. The table also excludes operating transfers-in as they provide a mechanism to transfer funding from one budget unit to another within the County. This table shows the change from the prior year adjusted budget.

### Summary of Revenue - All County Funds (Excludes Operating Transfers-in and Use of Reserves)

	FY 2018-19 Actual	FY 2019-20 Adopted Budget	FY 2019-20 Adjusted Budget	FY 2020-21 Recommended Budget	Change Between FY 2019-20 & FY 2020-21	Percentage Change
<b>Taxes</b>						
Property Related Revenue	389,747,112	\$398,490,865	\$393,322,565	\$400,708,865	\$7,386,300	1.88%
Other Taxes	68,048,598	55,906,528	61,074,828	56,550,480	(4,524,348)	-7.41%
1991 Realignment	120,100,009	127,847,476	127,847,476	123,899,012	(3,948,464)	-3.09%
2011 Realignment	182,786,377	176,504,635	181,040,026	166,518,336	(14,521,690)	-8.02%
State, Federal or Government Aid	676,591,305	664,270,789	869,357,306	693,777,100	(175,580,206)	-20.20%
Fee/Rate	220,366,030	252,713,637	260,655,793	246,704,741	(13,951,052)	-5.35%
Other Revenue	61,377,635	54,434,613	78,629,758	50,321,079	(28,308,679)	-36.00%
<b>Subtotal</b>	<b>\$1,719,017,066</b>	<b>\$1,730,168,543</b>	<b>\$1,971,927,752</b>	<b>\$1,738,479,613</b>	<b>(\$233,448,139)</b>	<b>-11.84%</b>
Enterprise Funds	\$97,173,521	\$94,444,808	\$95,492,481	\$110,722,505	\$15,230,024	15.95%
Internal Service Funds	252,485,542	250,859,644	250,959,644	258,617,091	7,657,447	3.05%
<b>Subtotal</b>	<b>\$349,659,063</b>	<b>\$345,304,452</b>	<b>\$346,452,125</b>	<b>\$369,339,596</b>	<b>\$22,887,471</b>	<b>6.61%</b>
<b>Total County Budget</b>	<b>\$2,068,676,129</b>	<b>\$2,075,472,995</b>	<b>\$2,318,379,877</b>	<b>\$2,107,819,209</b>	<b>(\$210,560,668)</b>	<b>-9.08%</b>

## Property Related Revenue

Property related revenue of \$400 million primarily consists of funding from property taxes and is projected to increase by \$7.4 million, or 1.88% from the FY 2019-20 Adjusted Budget. This is primarily due to an anticipated increase in the assessed valuation of properties within the County. For more detail, refer to the section titled 'Countywide Discretionary Revenue' found in the Discretionary General Funding section of this book.

## Other Taxes

Other taxes of \$56.5 million primarily consist of sales and use tax, transient occupancy tax, franchise fees, and hazardous waste facility tax. Other taxes are anticipated to decrease by \$4.5 million, or 7.41% from the FY 2019-20 Adjusted Budget. For more detail, refer to the section titled 'Countywide Discretionary Revenue' found in the Discretionary General Funding section of this book.

### **1991 Realignment**

1991 Realignment departmental revenue of \$123.9 million is relatively flat compared to the prior year adjusted budget. For more detail, refer to the ‘Discretionary General Funding’ section of this book.

### **2011 Realignment**

2011 Realignment departmental revenue of \$166.5 million is 8.02% lower than the prior year adjusted budget. For more detail, refer to the ‘Discretionary General Funding’ section of this book.

### **State, Federal or Government Aid**

The County is estimated to receive funding from State, federal, and other government aid totaling \$693.8 million, which reflects a \$175.6 million, or 20.20% decrease from the FY 2019-20 Adjusted Budget. The primary cause of the decline is the one-time receipt of \$157.1 million of CARES Act funding in FY 2019-20. This funding was received from the federal government to assist with the County’s response to the coronavirus pandemic.

### **Fee/Rate**

The revenue category of fee/rate includes the following types of revenue: licenses, permits, fines, fees, rates, and other charges for services. Total revenue of \$246.7 million is anticipated, which is \$13.9 million, or 5.35% less than the FY 2019-20 Adjusted Budget.

### **Other Revenue**

Other revenue of \$50.3 million primarily includes interest earnings, fines, penalties, and other miscellaneous revenue. This revenue source is anticipated to decrease by \$28.3 million, or 36% from the FY 2019-20 Adjusted Budget. The primary cause of this decrease is the FY 2019-20 Adjusted Budget including prior year waiver liabilities related to obligations from the former County hospital. For more detail, please refer to the ‘County Contribution – Kern Medical Center’ section of this book.

### **Enterprise Funds**

Enterprise Funds revenue totaling \$110.7 million are anticipated to increase by \$15.2 million. This increase is primarily the result of the anticipated receipt of federal reimbursement aid for airport construction projects.

### **Internal Service Funds**

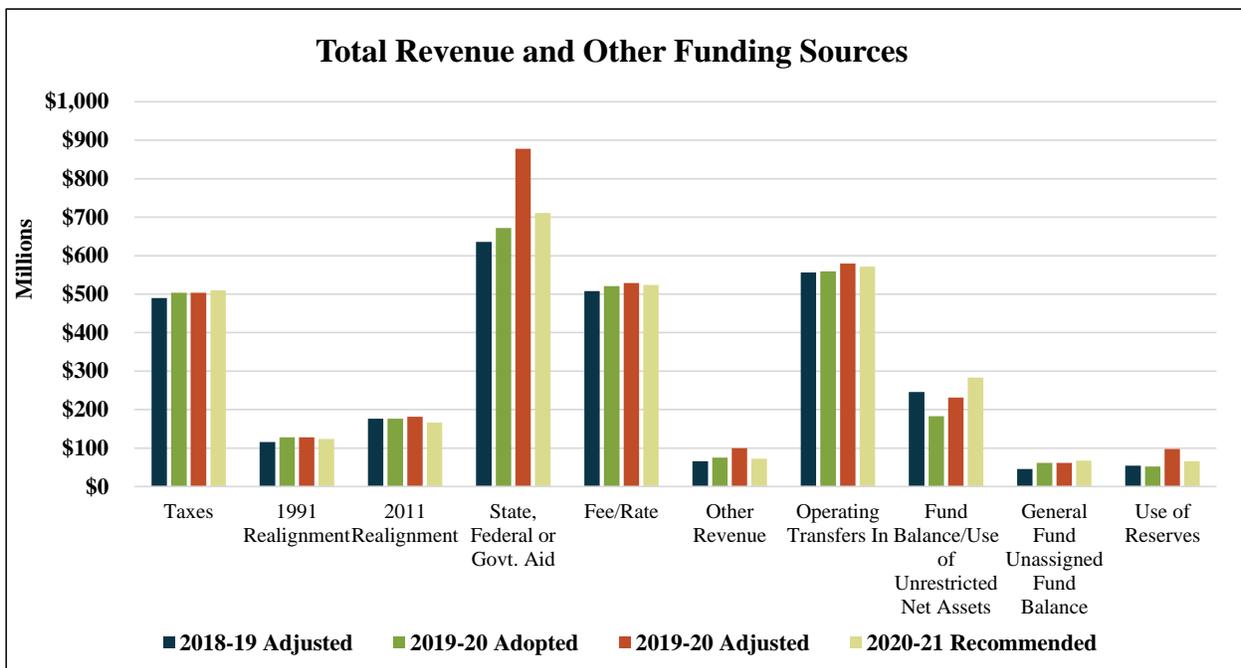
Internal Service Funds totaling \$258.6 million are anticipated to increase by \$7.6 million, or 3.05% from the prior year adjusted budget. These funds charge other County departments for specific services, such as fleet, employee and retiree health and dental programs, general liability and worker’s compensation insurance, and unemployment benefits.

**Total Revenue and Other Funding Sources**

**Summary of Revenue and Other Funding Sources - All Funds**

	FY 2018-19 Adjusted Budget	FY 2019-20 Adopted Budget	FY 2019-20 Adjusted Budget	FY 2020-21 Recommended Budget
<b>Revenue</b>				
Taxes	\$489,614,879	\$503,559,296	\$503,559,296	\$510,476,797
1991 Realignment	115,365,620	127,847,476	127,847,476	123,899,012
2011 Realignment	176,150,979	176,504,635	181,040,026	166,518,336
State, Federal or Government Aid	635,671,022	671,689,717	877,823,907	710,740,548
Fee/Rate	508,312,391	520,681,057	528,648,213	523,760,998
Other Revenue	65,430,760	75,190,814	99,460,959	72,423,518
<b>Total Revenue</b>	<b>\$1,990,545,651</b>	<b>\$2,075,472,995</b>	<b>\$2,318,379,877</b>	<b>\$2,107,819,209</b>
<b>Other Funding Sources</b>				
Operating Transfers In	\$556,023,009	\$559,292,726	\$579,266,687	\$571,520,033
Fund Balance/Use of Unrestricted Net Assets	245,311,036	182,768,095	231,143,895	283,109,490
General Fund Unassigned Fund Balance	45,666,683	61,646,395	61,646,395	67,411,120
Use of Reserves	54,281,454	52,114,199	97,669,063	65,404,873
<b>Total Other Funding Sources</b>	<b>\$901,282,182</b>	<b>\$855,821,415</b>	<b>\$969,726,040</b>	<b>\$987,445,516</b>
<b>Total Revenue and Other Funding Sources</b>	<b>\$2,891,827,833</b>	<b>\$2,931,294,410</b>	<b>\$3,288,105,917</b>	<b>\$3,095,264,725</b>

The revenue and other funding sources schedule above includes all County funds. This schedule includes operating transfers-in, which provide a mechanism to transfer funding from one budget unit to another within the County. Additionally, this schedule summary provides the fund balance/use of unrestricted net assets for all non-general funds, the General Fund’s available unassigned fund balance, as well as the use of reserves.



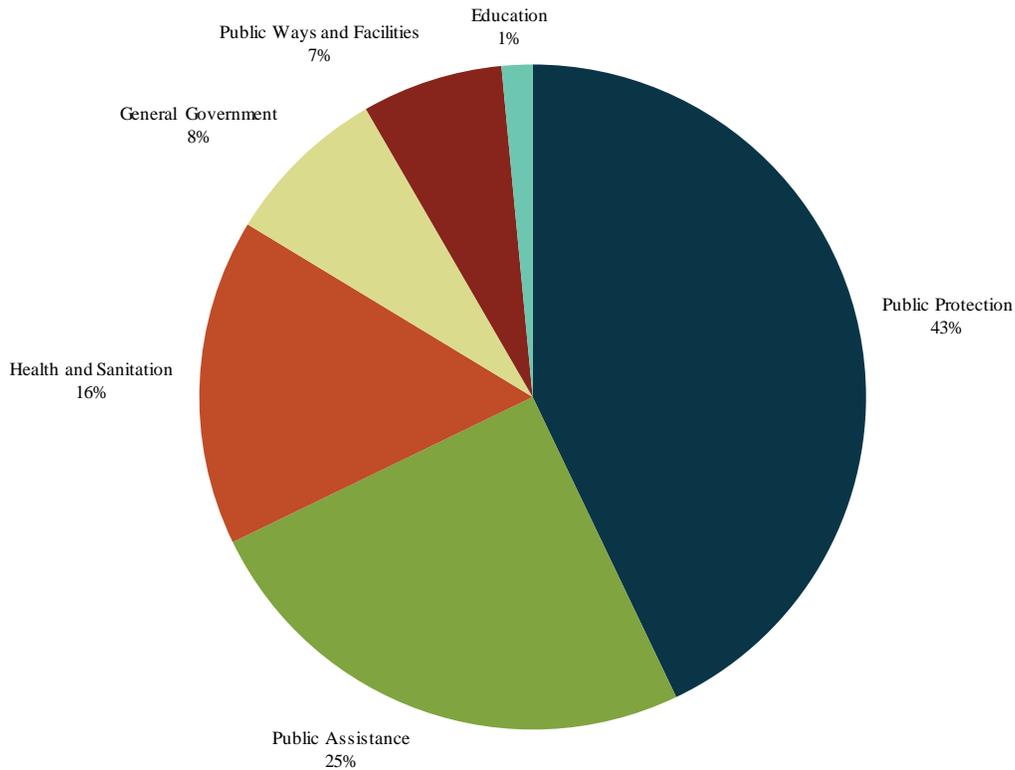
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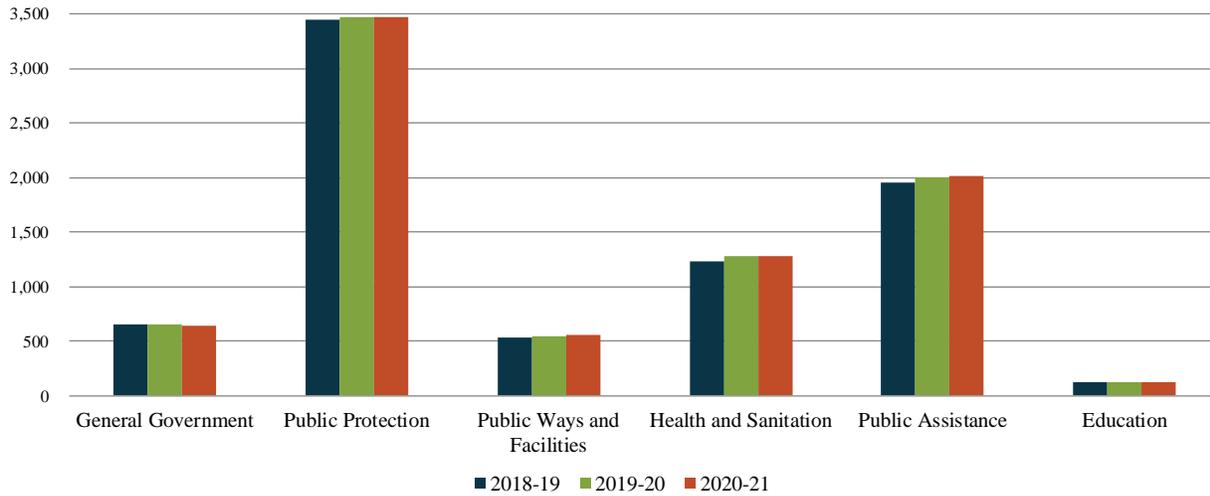
**Authorized Staffing Summary**

Authorized staffing is accounted for using a list maintained by the Human Resources Division of authorized positions approved by the Board of Supervisors; each position, whether full-time or part-time, is counted as one. The pie chart below depicts the budgeted staffing by function for FY 2020-21. The bar graph on the following page illustrates the budgeted staffing for FY 2020-21 as well as the two prior fiscal years.

**FY 2020-21 Recommended Budget  
Authorized Staffing Summary**



### Authorized Staffing by Function FY 2018-19 Through FY 2020-21



### Summary of Authorized Positions

	Year-End		Recommended	Change Between
	FY 2018-19	FY 2019-20	FY 2020-21	2019-20 and 2020-21
<b>General Fund</b>	3,729	3,756	3,747	(9)
<b>Other Funds</b>	4,207	4,324	4,337	13
<b>Total Authorized Positions</b>	<b>7,936</b>	<b>8,080</b>	<b>8,084</b>	<b>4</b>

Overall staffing is recommended to increase slightly in FY 2020-21 with changes outlined by fund and function below.

#### County – General Fund

- **General Government** will decrease by 10 positions from FY 2019-20 to FY 2020-21. The Assessor's office will delete 10 positions resulting in a decrease in salaries and benefits costs of \$881,000 annually.
- **Public Protection** has a net decrease of one position. The District Attorney criminal division will delete four positions. The Sheriff will add four positions. The Probation department will delete two part time positions while subsequently adding two full time positions. The department of Agriculture and Measurement Standards will delete two positions while adding one for a net decrease of one position. In total, the position changes for the Public Protection departments amount to a decrease of one position resulting in an increase in salaries and benefits totaling \$569,000.
- **Health and Sanitation** will have no additions or deletions in FY 2020-21.
- **Public Assistance** will increase staffing by two positions. Employers' Training Resource will add four positions while deleting two resulting in a net change of two. The net annual cost increase of these position changes is \$138,000.

**County – Other Funds**

- **Public Ways and Facilities** has an increase of five positions in FY 2020-21. The Public Works Department will add 15 positions while subsequently deleting 10 positions. Airports will add one position and delete one position. These position changes will result in a net increase in positions of five at an increase of approximately \$205,000.
- **Health and Sanitation** which includes Behavioral Health and Recovery Services and Environmental Health Services will add a net increase of two positions. Behavioral Health and Recovery Services will add eight positions while deleting five for a net increase of three. Environmental Health Services will add three positions while subsequently deleting four for a decrease of one position. Position changes in FY 2020-21 will result in a net cost increase of \$452,000.
- **Public Protection** has no additions or deletions in FY 2020-21.
- **Public Assistance** has a net increase of nine full-time positions and a decrease of three part-time positions. The Department of Human Services will add one position and delete one position. Aging and Adult Services will add nine positions while deleting three part-time positions. The proposed changes will result in a net cost increase of approximately \$646,000.

Overall, County costs associated to salaries and benefits will increase by approximately \$1.1 million. The majority of the cost increase will be funded with State and federal program revenue. Countywide staffing changes by County department function and activity are outlined in the Position Summary Schedule on the next page. In addition, a summary of detailed position changes by department can be found in Appendix B - Summary of Position Additions/Deletions.

## Position Summary Schedule

Department	Year-End		Recommended 2020-21	Change Between 2019-20 and 2020-21
	2018-19	2019-20		
<b>General Government</b>				
<b>Legislative and Administrative</b>				
<b>General Fund</b>				
Board of Supervisors – District 1	5	5	5	0
Board of Supervisors – District 2	5	5	5	0
Board of Supervisors – District 3	4	4	4	0
Board of Supervisors – District 4	6	6	6	0
Board of Supervisors – District 5	4	4	4	0
Administrative Office	16	17	17	0
Clerk of Board of Supervisors	7	7	7	0
<b>Total Legislative and Administrative</b>	<b>47</b>	<b>48</b>	<b>48</b>	<b>0</b>
<b>Finance</b>				
<b>General Fund</b>				
Auditor-Controller	39	40	40	0
Treasurer-Tax Collector	31	31	31	0
Assessor	95	95	85	(10)
<b>Total Finance</b>	<b>165</b>	<b>166</b>	<b>156</b>	<b>(10)</b>
<b>Other General</b>				
<b>General Fund</b>				
Information Technology Service	85	89	89	0
Risk Management	28	29	29	0
Subtotal General Fund	113	118	118	0
<b>Other Funds</b>				
Garage	14	14	14	0
Subtotal Other Funds	14	14	14	0
<b>Total Other General</b>	<b>127</b>	<b>132</b>	<b>132</b>	<b>0</b>
<b>Counsel</b>				
<b>General Fund</b>				
County Counsel	49	48	48	0
<b>Total Counsel</b>	<b>49</b>	<b>48</b>	<b>48</b>	<b>0</b>
<b>Human Resources</b>				
<b>General Fund</b>				
Human Resources	36	33	33	0
<b>Total Human Resources</b>	<b>36</b>	<b>33</b>	<b>33</b>	<b>0</b>
<b>Elections</b>				
<b>General Fund</b>				
Elections	18	19	19	0
<b>Total Elections</b>	<b>18</b>	<b>19</b>	<b>19</b>	<b>0</b>
<b>Property Management</b>				
<b>General Fund</b>				
General Services	180	180	180	0
Construction Services	24	23	23	0
<b>Total Property Management</b>	<b>204</b>	<b>203</b>	<b>203</b>	<b>0</b>
<b>Promotion</b>				
<b>General Fund</b>				
Countywide Communications	7	6	6	0
<b>Total Promotion</b>	<b>7</b>	<b>6</b>	<b>6</b>	<b>0</b>
<b>Total General Government</b>	<b>653</b>	<b>655</b>	<b>645</b>	<b>(10)</b>

**Position Summary Schedule**

Department	Year-End		Recommended 2020-21	Change Between 2019-20 and 2020-21
	2018-19	2019-20		
<b>Public Protection</b>				
<b>Judicial</b>				
<b>General Fund</b>				
County Clerk	7	7	7	0
Grand Jury	0	0	0	0
District Attorney	232	231	227	(4)
Public Defender	101	101	101	0
Subtotal General Fund	340	339	335	(4)
<b>Other Funds</b>				
Child Support Services	257	264	264	0
Subtotal Other Funds	257	264	264	0
<b>Total Judicial</b>	<b>597</b>	<b>603</b>	<b>599</b>	<b>(4)</b>
<b>Police Protection</b>				
<b>General Fund</b>				
Forensic Sciences Division of District Attorney	36	35	35	0
Sheriff	1,389	1,392	1,396	4
<b>Total Police Protection</b>	<b>1,425</b>	<b>1,427</b>	<b>1,431</b>	<b>4</b>
<b>Detention and Correction</b>				
<b>General Fund</b>				
Probation	609	620	620	0
<b>Total Detention and Correction</b>	<b>609</b>	<b>620</b>	<b>620</b>	<b>0</b>
<b>Fire Protection</b>				
<b>Other Funds</b>				
Fire Department	619	621	621	0
<b>Total Fire Protection</b>	<b>619</b>	<b>621</b>	<b>621</b>	<b>0</b>
<b>Protective Inspection</b>				
<b>General Fund</b>				
Agriculture and Measurement Standards	48	48	47	(1)
Code Compliance	0	0	0	0
Subtotal General Fund	48	48	47	(1)
<b>Other Funds</b>				
Building Inspection	0	0	0	0
Subtotal Other Funds	0	0	0	0
<b>Total Protective Inspection</b>	<b>48</b>	<b>48</b>	<b>47</b>	<b>(1)</b>
<b>Other Protection</b>				
<b>General Fund</b>				
Animal Services	65	66	66	0
Planning	55	59	59	0
Subtotal General Fund	120	125	125	0
<b>Other Funds</b>				
Recorder	27	26	26	0
Subtotal Other Funds	27	26	26	0
<b>Total Other Protection</b>	<b>147</b>	<b>151</b>	<b>151</b>	<b>0</b>
<b>Total Public Protection</b>	<b>3,445</b>	<b>3,470</b>	<b>3,469</b>	<b>(1)</b>
<b>Public Ways and Facilities</b>				
<b>Public Works</b>				
<b>Other Funds</b>				
Public Works	505	521	526	5
<b>Total Public Works</b>	<b>505</b>	<b>521</b>	<b>526</b>	<b>5</b>
<b>Transportation Terminals</b>				
<b>Other Funds</b>				
Airports	25	27	27	0
<b>Total Transportation Terminals</b>	<b>25</b>	<b>27</b>	<b>27</b>	<b>0</b>
<b>Total Public Ways and Facilities</b>	<b>530</b>	<b>548</b>	<b>553</b>	<b>5</b>

## Position Summary Schedule

Department	Year-End		Recommended 2020-21	Change Between 2019-20 and 2020-21
	2018-19	2019-20		
<b>Health and Sanitation</b>				
<b>Health</b>				
<b>General Fund</b>				
Public Health	224	231	231	0
Subtotal General Fund	224	231	231	0
<b>Other Funds</b>				
Behavioral Health	902	950	953	3
Environmental Health	56	56	55	(1)
Subtotal Other Funds	958	1,006	1,008	2
<b>Total Health</b>	<b>1,182</b>	<b>1,237</b>	<b>1,239</b>	<b>2</b>
<b>California Children Services</b>				
<b>General Fund</b>				
California Children Services	53	44	44	0
<b>Total California Children Services</b>	<b>53</b>	<b>44</b>	<b>44</b>	<b>0</b>
<b>Total Health and Sanitation</b>	<b>1,235</b>	<b>1,281</b>	<b>1,283</b>	<b>2</b>
<b>Public Assistance</b>				
<b>Administration</b>				
<b>Other Funds</b>				
Human Services	1,669	1,701	1,701	0
<b>Total Administration</b>	<b>1,669</b>	<b>1,701</b>	<b>1,701</b>	<b>0</b>
<b>Veterans Service</b>				
<b>General Fund</b>				
Veterans Service	10	12	12	0
<b>Total Veterans Service</b>	<b>10</b>	<b>12</b>	<b>12</b>	<b>0</b>
<b>Other Assistance</b>				
<b>General Fund</b>				
Employers' Training Resource	128	136	138	2
Community Development	12	12	12	0
Subtotal General Fund	140	148	150	2
<b>Other Funds</b>				
Aging and Adult Services	133	144	150	6
Subtotal Other Funds	133	144	150	6
<b>Total Other Assistance</b>	<b>273</b>	<b>292</b>	<b>300</b>	<b>8</b>
<b>Total Public Assistance</b>	<b>1,952</b>	<b>2,005</b>	<b>2,013</b>	<b>8</b>
<b>Education</b>				
<b>Education</b>				
<b>General Fund</b>				
Library	117	117	117	0
Farm and Home Advisor	4	4	4	0
<b>Total Education</b>	<b>121</b>	<b>121</b>	<b>121</b>	<b>0</b>
<b>Total Education</b>	<b>121</b>	<b>121</b>	<b>121</b>	<b>0</b>
<b>Total County Department - General Fund</b>	<b>3,729</b>	<b>3,756</b>	<b>3,747</b>	<b>(9)</b>
<b>Total County Departments - Other Funds</b>	<b>4,207</b>	<b>4,324</b>	<b>4,337</b>	<b>13</b>
<b>County Departments - Grand Total</b>	<b>7,936</b>	<b>8,080</b>	<b>8,084</b>	<b>4</b>

## Countywide Capital Projects

### Summary of Capital Projects by Asset Type

	New Projects	Carryover Projects	Total
<b>General Services - General Fund Projects</b>			
Land	\$0	\$32,142	\$32,142
Improvements to Land	0	378,372	378,372
Structures and Improvements	0	4,383,035	4,383,035
<b>Total</b>	<b>\$0</b>	<b>\$4,793,550</b>	<b>\$4,793,550</b>
<b>Waste Management Division of Public Works</b>			
Land	\$0	\$0	\$0
Improvements to Land	8,523,700	3,640,760	12,164,460
Structures and Improvements	6,208,000	1,203,497	7,411,497
<b>Total</b>	<b>\$14,731,700</b>	<b>\$4,844,257</b>	<b>\$19,575,957</b>
<b>Airports</b>			
Improvements to Land	\$10,974,936	\$0	\$10,974,936
<b>Total</b>	<b>\$10,974,936</b>	<b>\$0</b>	<b>\$10,974,936</b>
<b>Total</b>	<b>\$25,706,636</b>	<b>\$9,637,807</b>	<b>\$35,344,443</b>

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

### Capital Budget Policy

An important part of the annual budget development cycle is the identification and prioritization of the County's capital and infrastructure maintenance needs. That process begins with developing a comprehensive capital and major maintenance project list with recommended priorities, based primarily on requests and supporting justification submitted by County departments. The list, however, does not represent all capital and infrastructure maintenance needs of the County. Project needs associated with some enterprise funds and the Roads Department are not included in the list due to the different funding processes inherent in enterprise funds and the Roads Department. The projects included on the list are presented in priority order, as recommended by the County Administrative Office, based on the following evaluation criteria:

- *Legal Mandates.* Projects in this category are those that are required to meet some type of statutory, regulatory, or other legal mandate (such as court orders).
- *Health and Safety Concerns.* Projects in this category are those that mitigate potential health or safety threats to the public or County employees.
- *Preventive Maintenance.* Preventive maintenance projects are often given priority in order to maintain the structural integrity of the County's existing facilities. The three most critical preventive maintenance project categories are: roof replacement/repair projects; heating, ventilation, and air conditioning (HVAC) replacement projects, and parking lot repaving

projects. Roof replacements are critical because as the condition of the roof deteriorates, structural damage and damage to other building components can occur as a result of leakage. HVAC replacements are critical because as the existing systems age, they become more expensive to maintain on an emergency basis. Parking lot repaving projects completed prior to damage occurring to the substructure of the parking lot are critical as it is much more expensive to replace parking lots rather than simply repaving them.

- *Cost Reduction Impact.* Cost reduction is included as an evaluation criteria in an effort to identify and prioritize those projects which are expected to result in reduced expenditures on an ongoing basis. The majority of the projects that have cost reduction implications are HVAC replacement projects.
- *Ongoing Staffing/Operating Costs.* The cost to operate and maintain new or replacement facilities on a continuing basis (including related staffing costs) is also an important consideration in the evaluation and prioritization of project proposals.
- *Direct Public Benefit and Usage.* Each project, or facility where a project is located, is evaluated to determine the level of direct public benefit gained as a result of the completion of the project. All other categories being equal, priority is given to projects that have a high public usage and/or public benefit, such as County roads and sumps, senior centers and veterans' halls, libraries, and multi-departmental use County buildings. Additionally, the evaluation process for each project also includes consideration of the project's consistency with and relative merit in facilitating the achievement of the County's Strategic Goals as adopted by the Board of Supervisors.
- *Subventions and Special Funding.* Several County departments are considered "subvented" because the costs of their operations, including capital needs, are primarily reimbursed with State and Federal funding. Special funding from sources other than the General Fund ease typical budgetary deliberations, particularly when external funds are earmarked specifically for capital projects and equipment replacement.

To the extent possible and under current policy, the County uses one-time funding or fund balance to fund one-time expenses such as capital projects in order to mitigate impacts to operations. The amount of discretionary General Fund resources for Capital Projects varies annually based on available one-time funding. As a result of limited resources, the County has prioritized major maintenance of existing structures and improvements over new capital projects. The 20 major maintenance projects funded in FY 2020-21 totaling \$10.9 million are listed in the General Government Section under Major Maintenance Projects.

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

The FY 2020-21 Recommended Budget includes a total of \$25.7 million in new projects.

**Waste Management Division of Public Works:**

- *Landfill Projects*

The Waste Management Division of Public Works operates seven Class II landfills, three large volume transfer stations and six small volume transfer stations; all strategically located throughout the County. The Division has included \$14,731,700 for new projects. Included in the projects is \$3.3 million for improvements at the Bena Landfill, which consists of construction of a diversion area, gatehouse, fencing and other road projects. Construction and improvements at the Shafter landfill in the amount of \$7.5 million, include a composting facility, gatehouse and drainage and road improvements. \$1.8 million for improvements at other landfills, and \$1.9 million for small projects including the replacement of wells and road repairs are also included. The projects are funded with a portion of the land use fee collected for residential properties and a tipping fee for non-residential waste and do not impact the Division's operating budget.

**Airports:**

- *Meadows Field's Taxiway A*

This project is funded by the U.S. Department of Transportation's Federal Aviation Administration (FAA) Improvement Program. The grant will provide \$10,974,936 in FAA discretionary funds and formula funding as well as \$1 million in CARES Act funds, which covers the local match portion that is generally required to secure these types of grants. The project will rehabilitate Taxiway A, which connects the airport's two runways to the William M. Thomas Terminal, fixed base operator services, private hangars and aircraft parking aprons. As part of the improvements, some taxiway connectors will be removed, the infield will be graded, taxiway lighting electrical will be upgraded and the aprons will get minor repairs. This will improve airport efficiency and safety.

The FY 2020-21 Recommended Budget also includes projects approved in prior years but not yet completed (Carryover Projects) totaling \$9.6 million. These major multi-year projects include the following:

**General Services – General Fund Projects:**

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

\$359,921 is included for the land acquisition and final design phase cost associated with the Lake Isabella and Hart Flat Fire Station Replacements. Construction cost for these facilities is not included in the FY 2020-21 Recommended Budget as the Structural Fire Fund continues to be a challenge with cost increases and limited revenue. While the design cost does not have an operating impact on the FY 2020-21 budget as the funds were set aside in FY 2015-16, the construction phase of the projects will be evaluated during FY 2021-22 for debt financing along with other priority projects for the County.

- *Behavioral Health and Recovery Services Expansion*

The Behavioral Health and Recovery Services Department continues to be challenged in meeting the increased demand for services. \$1,743,092 in funding for the final phase of the improvements at the emergency psychiatric unit and design cost for a psychiatric health

facility is included through the prudent use of Mental Health Services Act (MHSA) and Realignment funds and will not affect or redirect funds from services.

- *Juvenile Detention Facilities Improvements*  
\$980,198 is included for the installation of cameras throughout the James G. Bowles Juvenile Hall complex and the Crossroads – Larry J. Rhoades Facility in order to provide additional safety. These projects are funded with discretionary resources.
- *Animal Services Facility Design and Off Highway Vehicle (OHV) Site Planning*  
\$442,062 has been included for the design of a new Animal Services Facility. The existing facility is too small to maintain needed services. The design of an OHV site has been included. The county attracts over 800,000 visitors a year, the goal of the project is to design a site that provides a safe and secure environment.
- *Low Barrier Navigation Homeless Center*  
\$1,268,274 has been included to finalize payments for this project. Final construction of the project was complete in May 2020. The facility consists of two buildings: one for housing with about 150 beds for men and women and the other for various services and administration. This location will provide housing for residents who are homeless or at risk of homelessness while waiting to move into permanent housing. The project is funded with a combination of grants and discretionary funds.

#### **Waste Management Division of Public Works:**

- *Landfill Projects*  
The Division has included \$4,844,257 in funding for landfill drainage improvements, closure costs. The projects are funded with a portion of the land use fees collected for residential properties and a tipping fee for non-residential waste.

### Summary of Capital Projects by Funding Source

	<b>Discretionary General Funding</b>	<b>Other Funding</b>	<b>Total</b>
<b>Projects Administered By:</b>			
<b>General Services - General Fund Projects</b>			
Carryover Projects	\$1,124,361	\$3,669,189	\$4,793,550
Total Projects Administered by General Services	\$1,124,361	\$3,669,189	\$4,793,550
<b>Waste Management Division of Public Works</b>			
New Projects	\$0	\$14,731,700	\$14,731,700
Carryover Projects	0	4,844,257	4,844,257
Total Projects Administered by Solid Waste Management	\$0	\$19,575,957	\$19,575,957
<b>Airports</b>			
New Projects	\$0	\$10,974,936	\$10,974,936
Total Projects Administered by Airports	\$0	\$10,974,936	\$10,974,936
<b>Total</b>	<b>\$1,124,361</b>	<b>\$34,220,082</b>	<b>\$35,344,443</b>

Further details for the General Services – General Fund Projects is included in the General Government section of this budget under Capital Projects. The projects for the Waste Management Division and Airports are included in the Enterprise section of this budget.

### Impact of Capital Projects on the Operating Budget

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

### Unmet Capital Needs

The County has numerous facilities and grounds that are in need of repair or replacement. Due to limited resources available, many projects have been delayed or postponed. The critical projects below will need to be funded in the next two to five years. Some projects were evaluated during FY 2019-20 for cost and funding through debt financing along with other priority projects for the County, or use of General Fund reserves. Funds in the amount of \$18,749,314 are set aside for the Countywide Public Safety Communication System. Funds will be used to cover a portion of the costs not eligible for financing.

## Summary of Unmet Capital Needs

<b>Project Name</b>	<b><u>Estimated Costs</u></b>	<b><u>Funded in FY 2020-21</u></b>
Countywide Public Safety Communication System	\$60,573,000	\$18,749,314
Coroner/Crime Lab Facility	Unknown	0
Animal Services Facility	Unknown	0
<b>Total Known Costs</b>	<b><u>\$60,573,000</u></b>	<b><u>\$18,749,314</u></b>

## **Discretionary General Funding**

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

- **Departmental program revenue** includes fees, service charges, and state and federal support for programs such as welfare, health care, and behavioral health.
- **Proposition 172 revenue** is a permanent extension of a half-cent Local Public Safety Sales Tax approved by California voters on November 2, 1993. Proceeds of this sales tax must be dedicated to public safety. Proposition 172 revenue is restricted and is used solely for funding the Sheriff/Coroner/Public Administrator, District Attorney Criminal and Forensic Sciences Divisions, Public Defender, Probation, and Fire departments.
- **1991 Realignment revenue** provides health and welfare funding. In FY 1991-92, the State approved the Health and Welfare Realignment Program that involves a shift of program responsibilities from the State to the County. This shift is funded through a corresponding shift of dedicated sales tax and vehicle license fee revenue. Realignment revenue is restricted and used in funding mental health, social services and health programs within the County.
- **2011 Realignment revenue** provides public safety, health, and welfare funding. In FY 2011-12, the State approved what has become known as AB 109 Public Safety Realignment. As part of this realignment, the State addressed prison over-crowding by shifting custodial responsibility of non-violent, non-sex, and non-serious ('Triple-Nons') offenders to local jails. In addition, the parole function of the State was delegated to county probation departments. In conjunction with Public Safety Realignment, the State also shifted full financial burden of many social service and mental health programs. The County was responsible for delivery of these programs before realignment but with the shift the State would no longer participate in the share of cost. While the State no longer shares in the cost it has dedicated a portion of the State sales tax (1.0625%) revenue along with a portion of vehicle license fees for these realigned programs.
- **Countywide discretionary revenue** includes a variety of revenue sources that are not legally designated for a specific purpose or program. The majority of discretionary revenue is property related revenue, primarily property tax. Other revenue sources in this category include: sales and other taxes, net interest earnings, Countywide Cost Allocation Plan (CWCAP) revenue which is a reimbursement for overhead/indirect costs incurred by the General Fund, other State and federal aid, and other revenue. Additionally, the General Fund's available fund balance, use of reserves and operating transfers-in, are other funding sources that can be allocated to General Fund departments in the same manner as countywide discretionary revenue.

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

The County maintains an appropriated contingency budget unit within the General Fund to accommodate unanticipated operational changes, legislative impacts or other economic events affecting the County's operations, which could not have reasonably been anticipated at the time the budget was prepared. The contingency amount includes at least 1% of locally funded appropriations, or \$4 million for FY 2020-21. In addition, the County also maintains two additional contingencies, one for uncertainties such as emergency maintenance or other unforeseen circumstance, and a specific purpose contingency for situations that are not certain at the time of budget hearings; these funds total \$500,000 and \$4,563,884 respectively.

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

The following sections provide details of:

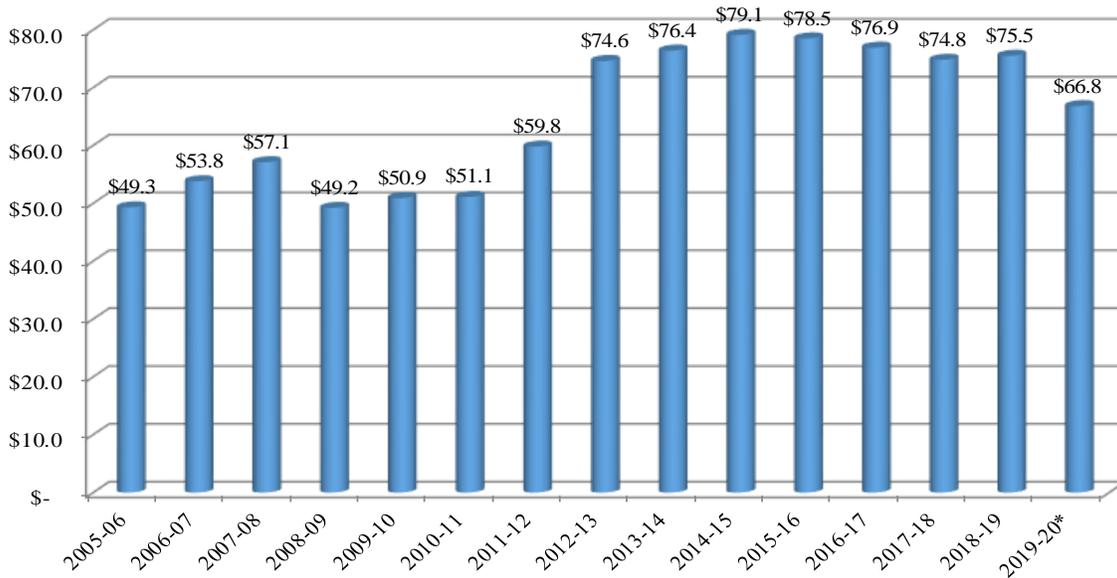
- The economic indicators that are factored into the County's fiscal plan.
- How these indicators and other factors affect Proposition 172 revenue, Realignment revenue, and countywide discretionary revenue.
- How Discretionary General Funding (Net County Cost) has been allocated for the fiscal year.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

**Proposition 172**

Proposition 172 (Prop 172), which became effective January 1, 1994, placed a one-half percent sales tax rate in the State's Constitution and required that revenue from the additional one-half percent sales tax be used only for local public safety activities, which include but are not limited to sheriff, police, fire protection, county district attorney, and county corrections. Funding from Prop 172 enabled counties and cities to substantially offset the public safety impacts of property tax losses resulting from the State property tax shift to the Educational Revenue Augmentation Fund (ERAF).

The one-half percent sales tax imposed by Prop 172 is collected by the state and apportioned to each county based on its proportionate share of statewide taxable sales. In accordance with Government Code 30055, of the total Prop 172 revenue allocated to Kern County, 5% is distributed to cities affected by the property tax shift and 95% remains with the County. The following chart reflects the annual amount of Prop 172 revenues received by Kern County, excluding the cities' distributions, for the past 15 years.

**Prop 172 Revenue  
Kern County  
(In Millions)**



\*Estimated

Source: State Controller's Office, Division of Accounting and Reporting

The allocation percentage for each department has remained consistent with the allocation percentage approved by the Board of Supervisors in FY 1994-95, which to date has been as follows:

❖ District Attorney	7.27%
❖ Public Defender	6.11%
❖ D.A.-Forensic Sciences	0.27%
❖ Sheriff	60.05%
❖ Probation	16.68%
❖ Fire	9.62%

As part of the budget development process, Prop 172 projections are estimated based on staff analysis of revenue trends and forecasts provided by a sales tax consultant. Due to the financial and economic impacts of COVID-19, Proposition 172 Public Safety Sales tax revenue declined in FY 2019-20. The recommended budget includes \$6.2 million that was deferred during 1<sup>st</sup> and 2<sup>nd</sup> quarters of 2020 as a result of the Governor's COVID-19 Sales Tax Deferral Program. While this revenue is to be collected in FY 2020-21, the net decline over the two-year period is estimated at \$6.6 million. Due to the uncertainty and magnitude that COVID-19 pandemic will continue to have on the economy, general designation of \$4.1 million was not budgeted and will be used to offset future shortfalls in revenue.

The charts below summarize fund balance and the actual allocation of the Local Public Safety Fund for FY 2018-19, the final and actual allocations for FY 2019-20, and the recommended allocation for FY 2020-21, which reflects a reduction of approximately \$466,231 from the adopted FY 2019-20 budget.

<b>Breakdown of Departmental Usage of Proposition 172</b>				
<b>Budget Unit and Department</b>	<b>Actual</b>	<b>Final Budget</b>	<b>Actual</b>	<b>Recommended</b>
	<b>FY 2018-19</b>	<b>FY 2019-20</b>	<b>FY 2019-20</b>	<b>FY 2020-21</b>
2180 District Attorney	\$5,575,274	\$5,463,768	\$5,016,119	\$5,429,873
2190 Public Defender	4,685,684	4,591,970	4,215,748	4,563,484
2200 D.A.-Forensic Sciences	207,060	202,918	186,293	201,660
2210 Sheriff	46,051,609	45,130,577	41,433,008	44,850,605
2340 Probation	12,791,688	12,535,854	11,508,785	12,458,086
2415 Fire	7,377,460	7,229,911	6,637,561	7,185,059
<b>Total Allocated to Departments</b>	<b>\$76,688,775</b>	<b>\$75,154,998</b>	<b>\$68,997,514</b>	<b>\$74,688,767</b>

<b>Proposition 172</b>				
	<b>Actual</b>	<b>Final Budget</b>	<b>Actual</b>	<b>Recommended</b>
	<b>FY 2018-19</b>	<b>FY 2019-20</b>	<b>FY 2019-20</b>	<b>FY 2020-21</b>
Beginning Fund Balance	\$8,073,022	6,886,098	6,886,098	\$4,672,080
Revenue	75,501,851	72,365,501	66,783,496	74,688,767
Departmental Usage	76,688,775	75,154,998	68,997,514	74,688,767
Ending Fund Balance	6,886,098	4,096,601	4,672,080	4,672,080
Change in Fund Balance	(\$1,186,924)	(\$2,789,497)	(\$2,214,018)	\$0

## **Realignment Funding**

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

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

With the realignment of many State services, counties have become increasingly dependent on sales tax and vehicle license fee revenue for these programs, putting counties at the mercy of the business cycle as funding rises and falls in direct correlation to the State's economy. Due to the impacts of COVID-19, Sales and Use Tax revenue is expected to sharply decline and continue to reduce 1991 Realignment funding.

### **1991 Realignment**

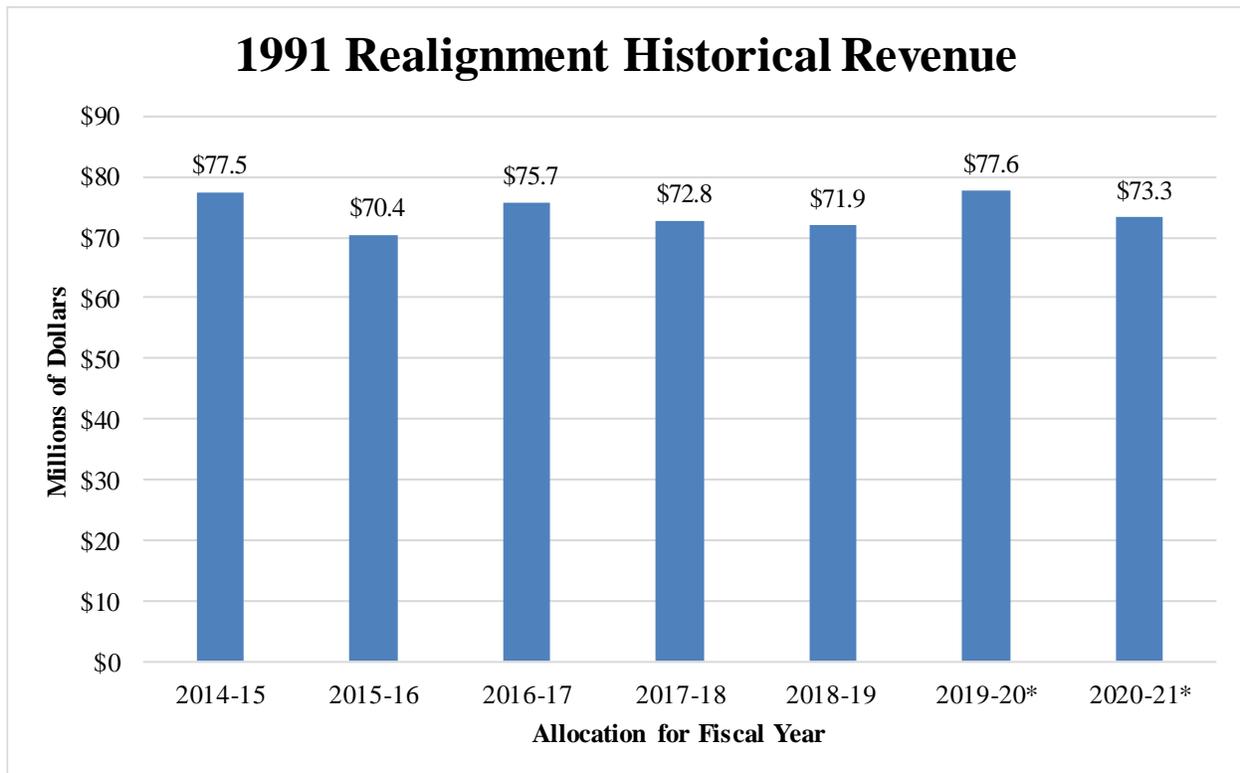
In 1991, the State shifted responsibility for a number of mental health, social services, and health programs to counties. This shift, known as 1991 Realignment, resulted in the creation of two dedicated funding streams to pay for the shifted services; a ½ cent Sales Tax and 24.33% of Vehicle License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

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

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

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

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



\*Estimated

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

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

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

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

Revenue for FY 2018-19 came in as expected and reflects a slight decrease from the FY 2017-18 level. Again, for FY 2018-19, the maximum amount of Health Realignment was redirected.

Revenue for FY 2019-20 includes a one-time \$5.8 million payment from FY 2018-19 but received in FY 2019-20. The base revenue for FY 2019-20 decreased due to impacts of COVID-19 on the economy. Again, for FY 2019-20, the maximum amount of Health Realignment was redirected.

The recommended funding for FY 2020-21 of \$73.3 million reflects a 5.5% decrease from prior year actual realignment revenue due to the impacts of COVID-19 on sales tax.

<b>SUMMARY OF 1991 PROGRAM REALIGNMENT REVENUE</b>					
	<b>Actual</b>	<b>Final Budget</b>	<b>Actual</b>	<b>Recommended</b>	<b>Increase/</b>
	<b>FY 2018-19</b>	<b>FY 2019-20</b>	<b>FY 2019-20</b>	<b>FY 2020-21</b>	<b>(Decrease)</b>
Health Trust Fund	\$8,393,255	\$8,121,074	\$7,612,558	\$8,106,642	\$494,084
Mental Health Trust Fund	25,899,737	25,724,169	24,974,474	24,724,123	(250,351)
Social Services Trust Fund	37,662,657	43,275,335	45,033,929	40,492,190	(4,541,739)
	<u>\$71,955,649</u>	<u>\$77,120,578</u>	<u>\$77,620,962</u>	<u>\$73,322,955</u>	<u>(\$4,298,007)</u>

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

The 1991 Realignment legislation allows for some flexibility in usage of funds at the County level. Upon action by the Board of Supervisors, a County can transfer 10% of a given year's revenue from one fund to another if it is found that the transfer is the most cost-effective use of available resources to maximize client outcomes. An additional 10% can be transferred from the County's Health Realignment specifically to help meet caseload needs in excess of the revenue growth in the social services account. Kern County has utilized this provision as needed to help support either the health or social services programs. The most recent transfers were approved by the Board of Supervisors on June 16, 2020 and allowed for the transfer of up to 10% from mental health to social services programs.

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

<b>Health</b>				
	<b>Actual</b>	<b>Final Budget</b>	<b>Actual</b>	<b>Recommended</b>
	<b>FY 2018-19</b>	<b>FY 2019-20</b>	<b>FY 2019-20</b>	<b>FY 2020-21</b>
Beginning Fund Balance	\$1,724,620	\$964,822	\$964,822	\$1,294,156
Revenue	8,393,255	8,121,074	7,612,558	8,106,642
Departmental Usage	9,153,053	8,371,074	7,283,224	8,106,642
Ending Fund Balance	964,822	714,822	1,294,156	1,294,156
Change in Fund Balance	<u>(\$759,798)</u>	<u>(\$250,000)</u>	<u>\$329,334</u>	<u>\$0</u>

<b>Breakdown of Departmental Usage of Health 1991 Realignment</b>				
	<b>Actual</b>	<b>Final Budget</b>	<b>Actual</b>	<b>Recommended</b>
	<b>FY 2018-19</b>	<b>FY 2019-20</b>	<b>FY 2019-20</b>	<b>FY 2020-21</b>
Animal Services	\$1,354,924	\$1,356,874	\$992,703	\$1,262,695
Environmental Health	99,727	100,509	90,312	96,941
Public Health	7,146,017	6,913,691	6,200,209	6,747,006
<b>Total Departmental Usage</b>	<b>\$9,153,053</b>	<b>\$8,371,074</b>	<b>\$7,283,224</b>	<b>\$8,106,642</b>

Health 1991 Realignment is budgeted to maintain fund balance at \$1,294,156 in FY 2020-21. The recommended budget includes an additional \$1.6 million of realignment backfill from the State for realignment reductions due to COVID-19. In FY 2016-17, the State reduced the County's Health Realignment by \$14.9 million and in FY 2018-19 and FY 2019-20, the State redirected all of the County's Health Realignment for indigent care under AB 85. In FY 2020-21, the State will again redirect all of the County's Health Realignment for indigent care. The recommended budget includes sufficient resources to carry out mandated health programs and services for County residents.

<b>Mental Health</b>				
	<b>Actual</b>	<b>Final Budget</b>	<b>Actual</b>	<b>Recommended</b>
	<b>FY 2018-19</b>	<b>FY 2019-20</b>	<b>FY 2018-19</b>	<b>FY 2020-21</b>
Beginning Fund Balance	\$1,263,278	1,438,847	\$1,438,847	\$0
Revenue	25,899,737	25,724,169	24,974,474	24,724,123
Departmental Usage	25,724,168	25,724,169	24,837,362	24,724,123
Transfer to Social Services	0	0	1,575,959	0
Ending Fund Balance	1,438,847	1,438,847	0	0
Change in Fund Balance	\$175,569	\$0	(\$1,438,847)	\$0

<b>Breakdown of Departmental Usage of Mental Health 1991 Realignment</b>				
	<b>Actual</b>	<b>Final Budget</b>	<b>Actual</b>	<b>Recommended</b>
	<b>FY 2017-18</b>	<b>FY 2018-19</b>	<b>FY 2018-19</b>	<b>FY 2020-21</b>
Behavioral Health and Recovery Svcs.	\$25,724,168	\$25,724,168	24,837,362	\$25,724,169
<b>Total Departmental Usage</b>	<b>\$25,724,168</b>	<b>\$25,724,168</b>	<b>\$24,837,362</b>	<b>\$25,724,169</b>

The Mental Health fund revenue is projected to slightly decline and departmental usage is projected to remain similar to prior year. Although sales tax is projected to decrease statewide, \$22.7 million of the allocation provided to the 1991 Mental Health Realignment account at the State level is a fixed amount. The recommended budget includes sufficient resources to carry out mental health programs and services for County residents.

<b>Social Services</b>				
	<b>Actual FY 2018-19</b>	<b>Final Budget FY 2019-20</b>	<b>Actual FY 2019-20</b>	<b>Recommended FY 2020-21</b>
Beginning Fund Balance	\$4,858,234	5,077,580	5,077,580	\$5,970,890
Revenue	37,662,657	43,275,335	45,033,929	39,295,362
Departmental Usage	37,443,311	45,271,334	45,716,579	40,492,190
Transfer from Mental Health	0	0	1,575,959	0
Ending Fund Balance	5,077,580	3,081,581	5,970,890	4,774,062
Change in Fund Balance	\$219,346	(\$1,995,999)	\$893,310	(\$1,196,828)

<b>Breakdown of Departmental Usage of Social Services 1991 Realignment</b>				
	<b>Actual FY 2018-19</b>	<b>Final Budget FY 2019-20</b>	<b>Actual FY 2019-20</b>	<b>Recommended FY 2020-21</b>
California Children Services	\$1,176,416	\$1,320,272	\$1,384,701	\$1,259,238
Human Services - Administration	1,533,717	1,631,892	1,631,893	1,556,452
Human Services - Direct Aid	20,598,607	27,800,788	28,255,332	22,562,050
Aging and Adult Services	748,674	827,807	857,139	789,539
In-Home Supportive Services	9,222,460	9,257,703	9,154,643	10,004,693
Probation	2,167,437	2,436,872	2,436,872	2,324,218
General Fund	1,996,000	1,996,000	1,996,000	1,996,000
Total Departmental Usage	\$37,443,311	\$45,271,334	\$45,716,579	\$40,492,190

Social Services realignment revenue is composed primarily of sales tax. The split is currently 96% sales tax and 4% vehicle license fees. Due to the impacts of COVID-19, Sales and Use Tax revenue is expected to sharply decline and reduce 1991 Realignment funding. For FY 2020-21, budgeted expense and ongoing revenue are expected to result in usage of fund balance of \$1.2 million. Due to the uncertainty and magnitude that COVID-19 pandemic will continue to have on the economy, general designation of \$4.7 million was not budgeted and will be used to offset future shortfalls in revenue.

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## **2011 Realignment**

In 2011, the State addressed prison over-crowding by shifting custodial responsibility of non-serious, non-sexual, and non-violent ('Triple-Nons') offenders to local jails. In addition, the parole function of the state was delegated to county Probation departments; parole revocation hearings were shifted to the local jurisdictions and cases assigned to the District Attorney and Public Defender. The State also realigned Juvenile Re-Entry and Trial Court Security by shifting 100% of the financial burden of these programs to the County. The justification for the Public Safety Realignment is that it gives the county flexibility to better provide mental health and social services to the recently incarcerated in the hopes of reducing recidivism and having the net effect of lowering both jail and prison population.

In conjunction with Public Safety Realignment (AB 109), the State also shifted full financial burden of many social service and mental health programs to the County, including: Adult Protective Services, Foster Care, Child Welfare Services, Child Abuse Prevention and Intervention, Drug Court, and Medi-Cal substance abuse treatment programs. The County was responsible for the delivery of these programs before realignment, but with the shift, the State would no longer participate in the share of cost.

While the State no longer shares in the cost, it has dedicated a portion of the State sales tax (1.0625%) revenue, along with a portion of vehicle license fees for these realigned programs. However, realignment of sales tax and vehicle license fees also puts the County at the mercy of the business cycle, as funding will rise and fall in direct correlation to the State's economy. Exacerbating the potential problem, as with 1991 Realignment, when the economy is doing well demand for services goes down but when the economy begins to slump, demand for services rises while revenues decrease. This relationship has been partially mitigated in the past due to the State's share of cost. Since that is no longer applicable, the County is more vulnerable to fluctuations in the economy.

Further complicating matters is the State's decision to direct funding from 1991 Realignment for Mental Health Services to the CalWORKs MOE portion of 2011 Realignment. Sales tax and vehicle license fee revenue that used to be directed to the fund for Mental Health matching funds is now going to the CalWORKs MOE fund. Mental Health funding now comes in the form of a defined monthly amount taken off the top of 2011 Realignment revenues. Government Code establishes a statewide amount of \$1.121 billion per year directed to the Mental Health Fund with future growth in the CalWORKs MOE fund to be directed to Mental Health as well.

In November 2012, California voters passed Proposition 30 which increased both sales and income tax. The measure also dedicated a funding stream for 2011 Realignment in the State Constitution. That process has mitigated the revenue stream doubts that existed with the onset of 2011 Realignment, but funding will now, as mentioned earlier, be directly dependent on the health of the economy.

The 2011 Realignment budget units mirror 1991 Realignment in that they do not directly spend or provide services. They are strictly funding budget units with the actual expenditures occurring within the operating budget units of the departments that receive 2011 Realignment revenue.

As with the 1991 Realignment, the three service areas of 2011 Realignment (Law Enforcement Services, CalWORKs MOE, and Support Services) have each been assigned their own account. The Law Enforcement Services account has four sub-accounts for Trial Court Security, Community Corrections, the District Attorney and Public Defender, and Juvenile Justice. Human Services transfers funding from the CalWORKs MOE account to the fund used to pay benefits to CalWORKs clients. The Support Services account has two sub-accounts for Behavioral Health and Protective Services. Behavioral Health and Recovery Services allocates the Behavioral Health sub-account funding to the Drug Court and the Medi-Cal substance abuse treatment programs while Human Services allocates the Protective Services sub-account to the appropriate social service programs. COVID-19 has had a significant impact on 2011 realignment revenue, which are funded by statewide sales tax and vehicle license fees. The preliminary recommended budget reflected a reduction of approximately 13%, or at least 26.1 million in 2011 Realignment base revenue. After the preliminary recommended budget was approved, the State passed a budget that backfilled a portion of realignment reductions. The State budget includes a realignment backfill of \$750 million, with another \$250 million contingent upon receipt of federal funds in October 2020. The recommended budget includes approximately \$16.8 million in realignment backfill.

The following information provides more detail of the three service areas of 2011 Realignment.

### 2011 Realignment Budget Units for FY 2020-21

Historical information on 2011 Realignment funding is included in the table below, and detailed information on the three service areas are included on the following pages.

#### BUDGET HISTORY FOR ALL 2011 REALIGNMENT BUDGET UNITS

	<b>Actual FY 2018-19</b>	<b>Final Budget FY 2019-20</b>	<b>Actual FY 2019-20</b>	<b>Recommended FY 2020-21</b>
Beginning Fund Balance	\$38,819,250	\$46,215,873	\$46,215,873	\$43,437,462
Revenue	210,348,790	199,162,533	199,245,004	189,176,235
Departmental Usage	202,952,167	204,710,092	202,023,415	196,945,091
Ending Fund Balance	46,215,873	40,668,314	43,437,462	35,668,606
Change in Fund Balance	\$7,396,623	(\$5,547,559)	(\$2,778,411)	(\$7,768,856)

Total departmental usage of \$196.9 million for FY 2020-21 is reflected in the table below. Expenditure levels will be monitored by departments receiving this revenue should the State implement reporting requirements for 2011 Realignment revenues.

#### SUMMARY OF 2011 REALIGNMENT BUDGET UNITS FOR FY 2020-21

	Law Enforcement	Support Services		Total
		Protective Services	Behavioral Health	
Beginning Fund Balance	\$24,511,870	\$4,002,915	\$14,922,677	\$43,437,462
Revenue	72,204,822	63,053,792	53,917,620	189,176,234
Departmental Usage	76,372,444	65,930,119	54,642,528	196,945,091
Ending Fund Balance	20,344,248	1,126,588	14,197,769	35,668,605
Change in Fund Balance	(\$4,167,622)	(\$2,876,327)	(\$724,908)	(\$7,768,857)

## Law Enforcement Services

The Law Enforcement Services account has four (4) sub-accounts: Trial Court Security (administered by the Sheriff/Coroner/Public Administrator); District Attorney and Public Defender (which share the funds equally); Juvenile Justice (administered by Probation); and Community Corrections. The Community Corrections sub-account is administered by the Local Community Corrections Partnership, which consists of a membership defined by Penal Code Section 1230 (including the Chief Probation Officer, the Sheriff/Coroner/Public Administrator, the District Attorney, the Public Defender, and other Social Services Executives). The Local Community Corrections Partnership determines how to allocate funding for the Community Corrections sub-account in response to proposals submitted by various departments to fund positions and/or programs beneficial to the implementation of Public Safety Realignment. Departments that receive funding may vary from year to year and funding levels can differ depending on needs and available resources.

2011 Realignment requires each county to develop an annual spending plan approved by the Local Community Corrections Partnership and the Board of Supervisors. The FY 2017-18 plan included a significant number of additional positions and an appropriation savings occurred because hiring new staff continues to be a lengthy process. As a result, a fund balance of \$18.9 million existed in the Law Enforcement account at the beginning of FY 2018-19. The fund balance increased by \$1.2 million in FY 2019-20 as growth funds were carried forward for use in the FY 2020-21 Recommended Budget. Fund balance consists of funds for various law enforcement services resulting from existing and potential carry forward balances as of June 30, 2020. As the potential carry forward funds are realized, appropriations in the corresponding law enforcement departments will be adjusted as needed. The recommended budget includes the use of nearly \$4.1 million of fund balance. Detail of the fund balance for Law Enforcement Services is reflected in the following table:

<b>LAW ENFORCEMENT SERVICES</b>				
	<b>Actual</b>	<b>Final Budget</b>	<b>Actual</b>	<b>Recommended</b>
	<b>FY 2018-19</b>	<b>FY 2019-20</b>	<b>FY 2019-20</b>	<b>FY 2020-21</b>
Beginning Fund Balance	\$18,894,081	\$23,282,371	\$23,282,371	\$24,511,870
Revenue	85,169,238	74,573,790	78,430,347	72,204,822
Departmental Usage	80,780,948	80,121,349	77,200,848	76,372,444
Ending Fund Balance	23,282,371	17,734,812	24,511,870	20,344,247.75
Change in Fund Balance	\$4,388,290	(\$5,547,559)	\$1,229,499	(\$4,167,622)

In accordance with Government Code Section 30029.07(b), beginning in FY 2015-16, each County shall establish a Local Innovation Account and transfer 10% of the moneys received during a fiscal year from each of the Trial Court Security, Community Corrections, District Attorney and Public Defender, and Juvenile Justice Special Growth Accounts. Funds in the Local Innovation Account can be appropriated by the Board of Supervisors for use consistent with any of the Law Enforcement sub-accounts. The balance in the Local Innovation Account totaled \$1,200,564 as of June 30, 2020. Due to the impacts of COVID-19 on the sales tax, no growth allocations for FY 2019-20 are anticipated at this time and therefore, not included in the recommended budget.

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

<b>BREAKDOWN OF LAW ENFORCEMENT DEPARTMENTAL USAGE</b>				
	<b>Actual FY 2018-19</b>	<b>Final Budget FY 2019-20</b>	<b>Actual FY 2019-20</b>	<b>Recommended FY 2020-21</b>
<i>Law Enforcement Activities</i>				
Community Corrections:				
Sheriff	\$17,216,535	\$16,823,963	\$15,988,329	\$16,114,148
Probation	16,077,756	15,920,436	15,094,331	14,591,778
Mental Health	5,606,506	5,813,158	5,221,945	5,564,244
Employers' Training Resource	937,500	589,865	607,437	566,273
District Attorney	2,226,168	1,641,362	1,542,376	1,575,715
Public Defender	1,057,707	918,992	858,600	878,133
District Attorney - Forensic Sciences	190,151	200,896	174,824	180,551
Community Based Organizations	1,789,872	1,171,180	1,628,977	1,120,235
Sheriff Projects	200,562	982,172	727,798	0
Veteran Services	120,000	115,408	108,328	110,792
Trial Court Security (Sheriff)	10,951,520	11,138,590	10,080,632	10,276,162
District Attorney/Public Defender:				
District Attorney	503,163	572,669	561,187	590,609
Public Defender	503,163	572,669	561,187	590,609
Juvenile Justice:				
Youthful Offender Block Grant (Probation)	3,869,004	4,107,175	3,853,025	3,981,148
Reentry (Probation)	406,363	431,379	220,969	273,992
<i>Enhancing Law Enforcement Activities</i>				
Supplemental Law Enforcement:				
Sheriff	883,055	730,183	735,154	735,154
Probation	3,624,114	3,635,441	3,635,441	2,458,299
District Attorney	372,783	250,998	253,205	253,205
Other Jurisdictions	2,658,920	1,787,929	2,752,089	1,789,862
Camp Funds (Probation)	4,936,998	6,067,776	6,067,776	4,972,427
Juvenile Probation Activities (Probation)	4,300,314	4,300,314	4,300,314	7,400,314
Booking Fees (Sheriff)	732,680	732,680	610,567	732,680
Rural Crime:				
Sheriff	340,251	340,251	340,411	340,251
District Attorney	168,422	168,422	168,501	168,422
CalMMET:				
Sheriff	872,663	872,663	872,666	872,663
District Attorney	117,389	117,389	117,389	117,389
Probation	117,389	117,389	117,389	117,389
<b>Total Departmental Usage</b>	<b>\$80,780,948</b>	<b>\$80,121,349</b>	<b>\$77,200,848</b>	<b>\$76,372,444</b>

## Support Services

The Support Services account has two sub-accounts: Behavioral Health and Protective Services. The Behavioral Health subaccount funds Drug Court, Drug and Non-drug Medical, Early and Periodic Screening, Diagnostic, Treatment (EPSDT), and Mental Health Managed Care. The Protective Services sub-account funds Adult Protective Services, Foster Care Administration, Foster Care Assistance, Child Welfare Services, Child Abuse Prevention, Adoptions Assistance, and Adoptions Administration. Fund balance available at June 30, 2020, in the amount of \$18.9 million was due to FY 2017-18 and FY 2018-19 Behavioral Health Services growth funds that were received in FY 2018-19 and FY 2019-20 and not transferred to the Behavioral Health and Recovery Services budget unit as well as FY 2018-19 Protective Services carryforward funds. To mitigate the precipitous drop in overall realignment revenue, the recommended budget includes the use of nearly \$3.6 million of fund balance in FY 2020-21.

The 2011 Realignment legislation allows for transfers between the two sub-accounts (Behavioral Health and Protective Services) in the Support Services account. Ten-percent (10%) of the amount deposited to the sub-account with the lowest balance can be transferred in from the other sub-account. The recommended budget does not include any transfers between the sub-accounts in the Supportive Services account. The Board of Supervisors also has the discretion to establish a Support Services Reserve sub-account up to five-percent (5%) from each sub-account's previous year's deposits. The FY 2019-20 Recommended Budget does not include the establishment of a Support Services Reserve. Additional historical detail of the Support Services account is included in the tables below:

<b>SUPPORT SERVICES</b>				
	<b>Actual FY 2018-19</b>	<b>Final Budget FY 2019-20</b>	<b>Actual FY 2019-20</b>	<b>Recommended FY 2020-21</b>
Beginning Fund Balance	\$19,925,169	\$22,933,502	\$22,933,502	\$18,925,592
Revenue	125,179,552	124,588,743	120,814,657	116,971,413
Departmental Usage	122,171,219	124,588,743	124,822,567	120,572,647
Ending Fund Balance	22,933,502	22,933,502	18,925,592	15,324,358
Change in Fund Balance	\$3,008,333	\$0	(\$4,007,910)	(\$3,601,234)

<b>BREAKDOWN OF SUPPORT SERVICES DEPARTMENTAL USAGE</b>				
	<b>Actual FY 2018-19</b>	<b>Final Budget FY 2019-20</b>	<b>Actual FY 2019-20</b>	<b>Recommended FY 2020-21</b>
Behavioral Health				
Mental Health*	\$52,386,210	\$54,320,991	\$53,333,600	\$54,642,528
Protective Services				
Aging and Adult Services	1,645,747	1,714,533	1,508,741	1,538,513
Human Services Admin	26,380,041	27,112,075	24,055,952	24,649,010
Human Services Aid	41,206,464	40,858,941	45,358,258	39,220,164
Mental Health	336,018	353,939	344,077	317,602
Probation	216,739	228,264	221,939	204,830
Total Departmental Usage	\$122,171,219	\$124,588,743	\$124,822,567	\$120,572,647

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

**CalWORKs MOE**

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

<b>CalWORKs MOE</b>				
	<b>Actual</b>	<b>Final Budget</b>	<b>Actual</b>	<b>Recommended</b>
	<b>FY 2018-19</b>	<b>FY 2019-20</b>	<b>FY 2019-20</b>	<b>FY 2020-21</b>
Beginning Fund Balance	\$0	\$0	\$0	\$0
Revenue	46,139,326	47,660,474	49,778,907	47,540,467
Departmental Usage	46,139,326	47,660,474	49,778,907	47,540,467
Ending Fund Balance	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Change in Fund Balance	\$0	\$0	\$0	\$0

<b>Breakdown of CalWORKs MOE Usage</b>				
	<b>Actual</b>	<b>Final Budget</b>	<b>Actual</b>	<b>Recommended</b>
	<b>FY 2018-19</b>	<b>FY 2019-20</b>	<b>FY 2018-19</b>	<b>FY 2020-21</b>
Human Services - Direct Aid	<u>\$46,139,326</u>	<u>\$47,660,474</u>	<u>\$49,778,907</u>	<u>\$47,540,467</u>
Total Departmental Usage	\$46,139,326	\$47,660,474	\$49,778,907	\$47,540,467

## Family Support

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

Detail on the Family Support fund is as follows:

<b>Family Support</b>				
	<b>Actual FY 2018-19</b>	<b>Final Budget FY 2019-20</b>	<b>Actual FY 2019-20</b>	<b>Recommended FY 2020-21</b>
Beginning Fund Balance	\$0	\$0	\$0	\$0
Revenue	50,178,804	31,009,872	44,513,005	43,289,124
Departmental Usage	50,178,804	31,009,872	44,513,005	43,289,124
Ending Fund Balance	0	0	0	0
Change in Fund Balance	\$0	\$0	\$0	\$0

<b>Breakdown of Family Support Usage</b>				
	<b>Actual FY 2018-19</b>	<b>Final Budget FY 2019-20</b>	<b>Actual FY 2019-20</b>	<b>Recommended FY 2020-21</b>
Human Services - Direct Aid	\$50,178,804	\$31,009,872	\$44,513,005	\$43,289,124
Total Departmental Usage	\$50,178,804	\$31,009,872	\$44,513,005	\$43,289,124

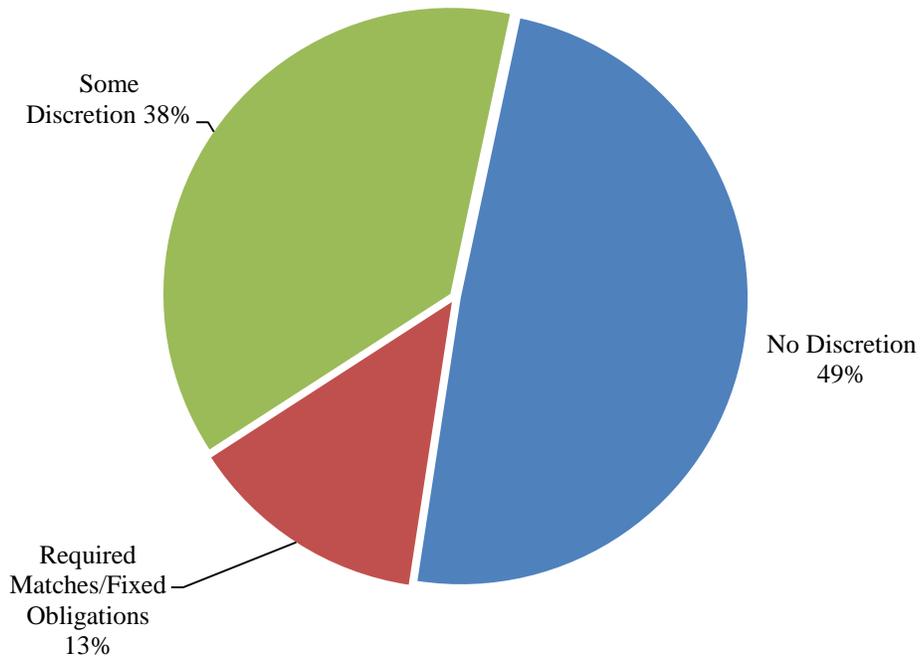
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**Countywide Discretionary Revenue**

The entire General Fund budget including operating transfers-in is \$883 million; however, only \$331 million, or 38% is truly discretionary as seen in this pie chart.

**FY 2020-21 Recommended Budget  
General Fund Spending**

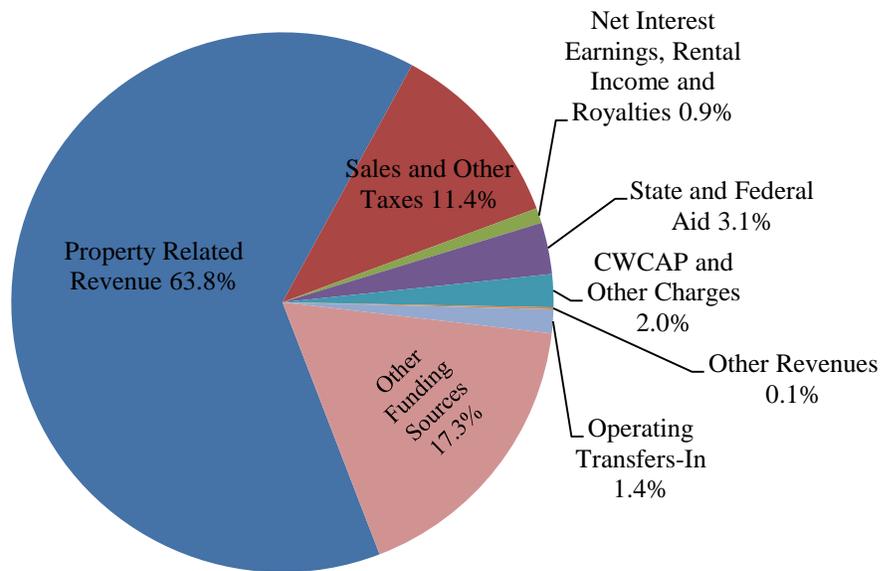


Required Matches /Fixed Obligations	\$118,715,322
No Discretion Other program costs funded through user fees, federal and State Aid	\$433,391,147
Some Discretion Includes contributions to reserves and contingencies and program costs funded by local revenue	\$331,028,363
<b>Total General Fund Budget:</b>	<b>\$883,134,832</b>

Countywide discretionary sources (including fund balance available and uses of reserves) total \$448,193,685 and are first obligated to pay for the required health and welfare mandated maintenance of effort contributions and other fixed obligations, which total \$118,715,322. The remaining amount of \$329,478,363 is available to fund departmental budgets' Net County Cost or other expenditures.

Shown below are the sources of the countywide discretionary sources of \$448,193,685 for the FY 2020-21 Recommended Budget:

**FY 2020-21 Recommended Budget Discretionary Sources by Category**



## COUNTYWIDE DISCRETIONARY SOURCES THAT PAY FOR NET COUNTY COST

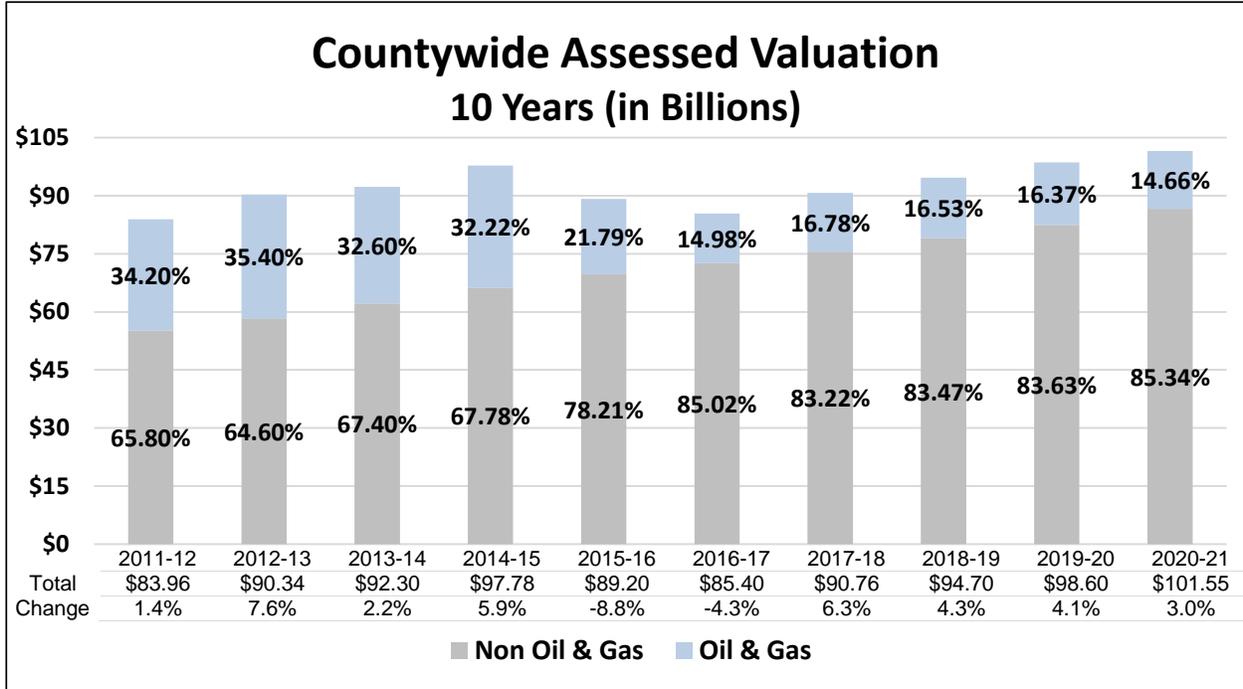
	FY 2019-20 Adopted Budget	FY 2019-20 Adjusted Budget	FY 2019-20 Actual	FY 2020-21 Recommended Budget
<b>Countywide Discretionary Revenue</b>				
Property Related Revenue:				
Current Secured, Unsecured, Unitary	\$169,072,172	\$169,072,172	\$166,879,891	\$169,280,495
VLF/Property Tax Swap	106,072,613	106,072,613	107,421,448	108,192,289
Supplemental Property Tax	2,300,000	2,300,000	3,433,959	2,300,000
Property Transfer Tax	4,500,000	4,500,000	4,109,827	4,000,000
Penalty on Current Taxes	1,945,000	1,945,000	1,512,316	1,600,000
Prior Property Taxes, Penalties and Interest	205,000	205,000	756,507	405,000
Total Property Tax Related Revenue	\$284,094,785	\$284,094,785	\$284,113,948	\$285,777,784
Sales and Other Taxes:				
Sales and Use Taxes	\$41,281,641	\$41,281,641	\$42,621,371	\$39,595,480
Transient Occupancy Motel Tax	2,500,000	2,500,000	2,861,405	1,000,000
Hazardous Waste Facilities Tax	1,500,000	1,500,000	1,236,969	1,200,000
Franchise Fees	9,200,000	9,200,000	10,097,050	9,200,000
Other Taxes	201,200	201,200	176,419	150,000
Total Sales and Other Taxes	\$54,682,841	\$54,682,841	\$56,993,214	\$51,145,480
Net Interest Earnings, Rental Income and Royalties	\$3,960,000	\$3,960,000	\$8,598,927	\$4,030,000
Countywide Cost Allocation Plan (CWCAP)	9,902,363	9,902,363	9,837,526	8,836,083
State and Federal Aid	13,926,000	13,926,000	18,562,128	13,840,218
Other Revenue	630,000	630,000	790,488	520,000
Operating Transfers-In	6,700,000	6,700,000	6,300,000	6,400,000
Total Other Revenue	\$35,118,363	\$35,118,363	\$44,089,069	\$33,626,301
<b>Total Countywide Discretionary Revenue</b>	<b>\$373,895,989</b>	<b>\$373,895,989</b>	<b>\$385,196,231</b>	<b>\$370,549,565</b>
<b>Other Funding Sources</b>				
Available Fund Balance	\$61,646,395	\$61,646,395	\$61,646,395	\$67,411,120
Use of Reserves/Designations	-	-	16,356,112	10,233,000
Total Other Funding Sources	<b>\$61,646,395</b>	<b>\$61,646,395</b>	<b>\$78,002,507</b>	<b>\$77,644,120</b>
<b>Total Countywide Discretionary Revenue and Other Funding Sources</b>	<b>\$435,542,384</b>	<b>\$435,542,384</b>	<b>\$463,198,738</b>	<b>\$448,193,685</b>

The FY 2020-21 discretionary general funding of \$448,193,685 includes Countywide Discretionary Revenue of \$370.5 million and Other Funding Sources of \$77.6 million.

### Countywide Discretionary Revenue

Property Related Revenue accounts for approximately 63.8% of countywide discretionary revenue and other funding sources. These revenues are affected by the housing market in the County. The median price of a home in the County has been rising since 2012 and the volume of home sales remains relatively stable. Commercial and agricultural property values are increasing as well and contributing to a more diversified collection of property related revenue. Approximately 15% of the County's total assessed valuation is comprised of oil and gas properties. Oil and gas properties saw a significant decline in assessed value in FY 2016-17 as a result of a lower market price per barrel of oil. Assessed value for oil and gas property has again declined by 7.7% from FY 2019-20. Oil and gas property tax revenue equates to approximately \$26 million, or 7.2% of the County's countywide discretionary revenue. The FY 2020-21 Recommended Budget anticipates a

2.9% increase in the assessed valuation of properties within the County. The cumulative increase in assessed value since FY 2016-17 has contributed to the recovery of property tax revenues. Most of the assessed value growth is related to residential, commercial and agricultural properties, which increased for FY 2020-21 by 5% or \$4.1 billion in value compared to FY 2019-20.



Elimination of Redevelopment Agencies

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

The Teeter Plan

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

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

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

As a participant in the Teeter Plan, the County General Fund receives its entire share of the Teeter Secured Levy, regardless of delinquencies. The County's Tax Loss Reserve Fund receives all participating agencies share of the penalties and interest associated with the delinquent taxes advanced under the Teeter Plan once they are paid. The interest and penalties, accounted for as an operating transfer-in from the Tax Loss Reserve Fund in countywide discretionary revenue, are projected to be \$6 million, which is slightly less than the amount transferred in FY 2019-20.

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

#### **Current Secured, Unsecured, Unitary**

Secured Property Tax Revenue makes up approximately \$156 million of the \$169 million in the FY 2020-21 "Current Secured, Unsecured, Unitary" budgeted revenue number, approximately the same as the FY 2019-20 Adjusted Budget. This reflects a projected increase in assessed valuation of 2.9% and a property tax base transfer to the Fire Fund. The County has not budgeted any additional property tax revenue that might result from the dissolution of Redevelopment Agencies pursuant to ABx1 26, but does continue to budget for pass-through payments consistent with ABx1 26 (see 'Elimination of Redevelopment Agencies' on the previous page).

#### **VLF/Property Tax Swap**

Historically, approximately three-fourths of Vehicle License Fee (VLF) revenue was allocated to cities and counties as general purpose funding. Beginning in FY 1998-99, the State reduced the VLF payment required from vehicle owners. However, the State made up the revenue impact of the VLF rate reductions with State general fund revenue (the 'VLF Backfill').

The VLF Backfill was eliminated in the FY 2004-05 State Budget. In that year, the VLF Backfill to cities and counties was permanently replaced with an equivalent increase in property tax revenues (VLF/Property Tax Swap revenues). This increase was funded by decreases in property tax revenues allocated to schools and community colleges.

For FY 2004-05, the State established the base amount of the VLF/Property Tax Swap. The base is equal to the amount of VLF backfill that the counties and cities would have received in FY 2004-05, calculated using actual VLF receipt amounts for FY 2004-05. For years beginning in FY 2005-06, the VLF/Property Tax Swap amount is calculated using the prior year VLF/Property Tax Swap amount adjusted by the percent change in assessed valuation. This percent change includes both secured and unsecured assessed valuation, but excludes the change in unitary valuations. The FY

2020-21 revenue estimate is \$770,841 more than the FY 2019-20 Adjusted Budget as a result of the projected increase in assessed valuation of 2.9%.

### **Supplemental Property Tax**

Supplemental Property Tax payments are required from property owners when there is a change in the assessed valuation of their property after the property tax bill for that year has been issued. Generally, there are two types of events that will require a supplemental property tax payment: a change in ownership or the completion of new construction. As a result, when property values have been increasing and sales activity is high, there will be an increase in the number and dollar amount of supplemental property tax bills, which will result in increased supplemental property tax revenue to the County. Conversely, when home values are decreasing, refunds may be due to homeowners, and supplemental property tax revenues will decrease. Because the collection of these revenues may not occur for one to two years after the sale of the property, supplemental property tax revenue will generally lag the reality in the housing market by at least a year.

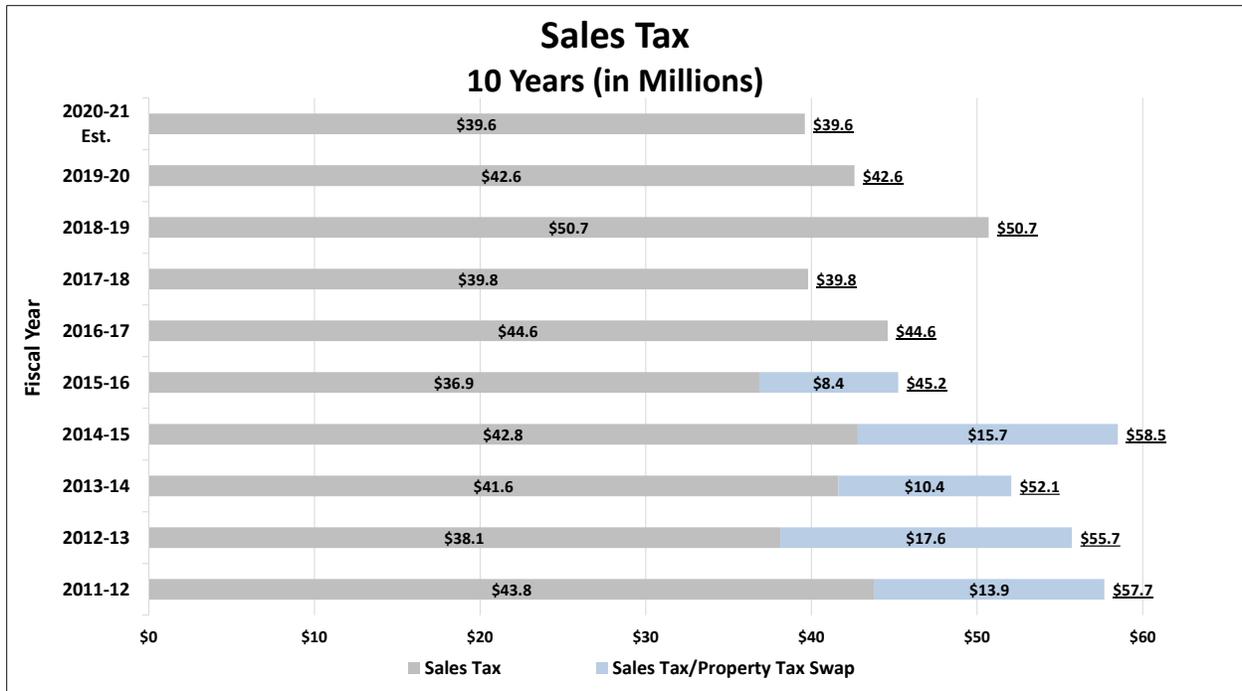
### **Property Transfer Tax**

The Property Transfer Tax is collected when any lands, tenements, or other realty sold within the County is granted, assigned, transferred, or otherwise conveyed to or vested in the purchaser. The tax is imposed when the value of the property exceeds \$100. The tax rate is \$0.55 for each \$500 of property value. For sales in the unincorporated areas of the County, the County receives 100% of the tax. For sales in those cities that have adopted the transfer tax, the County receives 50%. The County anticipates that property transfer tax will total \$4 million in FY 2020-21, which is slightly less than FY 2019-20 actual revenue.

### **Sales and Use Tax**

Countywide discretionary revenue includes 1.0% of the 7.50% sales tax rate charged on purchases made in the unincorporated areas of the County. When preparing the annual budget, the County projects future sales tax revenue based on data provided the County's sales tax consultant. For FY 2020-21, Sales and Use Tax revenue is budgeted at \$1.6 million less than FY 2019-20. Sales and Use Tax has been impacted by the financial and economic impacts of COVID-19. Budgeted revenue reflect the impact of reduced consumer spending. Actual collections in FY 2019-20 totaled \$42.6 million, which was \$1.3 million more than anticipated. The additional collections were primarily related to one-time use tax receipts for construction, prior year allocation corrections and economic activity. Projects are sporadic and difficult to predict; therefore the budget assumes the base anticipated collection.

FY 2020-21 ongoing sales tax revenue in the unincorporated area is projected to total \$39.6 million as shown on the table on the next page.



**Net Interest Earnings**

Net interest earnings for FY 2020-21 are projected at \$4.03 million. This is \$70,000 more than the FY 2019-20 Adjusted Budget amount.

**CWCAP (Countywide Cost Allocation Plan) Revenue**

The budgeted CWCAP Revenue amount reflects the recovered allowable costs included in the FY 2020-21 Countywide Cost Allocation Plan (CWCAP) published by the Auditor-Controller. CWCAP revenue is reimbursement for overhead/indirect costs incurred by the General Fund. Reimbursements are received from various state and federal grant programs (that permit such reimbursement) and fee supported General Fund departments and taxing entities such as Board-governed Special Districts. The County anticipates a decrease in CWCAP revenue in an amount of \$1 million from these departments and agencies in FY 2020-21.

**State and Federal Aid**

State and federal aid consists of a payment from the welfare realignment trust fund, which replaced the state revenue stabilization program and excess Vehicle License Fee (VLF) revenue. It also includes revenues received from the federal government’s Payment in Lieu of Taxes (PILT) program. The County receives revenue from the federal government’s Payment in Lieu of Taxes (PILT) program. PILT program eligibility is reserved to local governments that contain non-taxable federal lands and provide vital services, such as public safety, housing, social services and transportation. Using a formula provided by statute, the annual PILT payments to local governments are computed based on the number of acres of federal entitlement land within each county or jurisdiction and the population of that county or jurisdiction. The funding for this program is considered each year within the federal budget. The County has received about \$2.5 million each year from this program since 2008. The County expects to receive \$2.5 million in FY 2020-21, which is slightly less than what was received in FY 2019-20.

**Other Revenue**

Other revenue includes voided warrants issued by the County, projected transfers of unclaimed property tax refunds to the General Fund, the county share of vehicle code violation revenue, and other miscellaneous revenues. The revenue estimate for FY 2020-21 is slightly less than last fiscal year.

**Operating Transfers-In**

The budget includes two ongoing transfers-in from other governmental funds of the County; \$6 million from the Tax Loss Reserve Fund (Teeter Plan) and \$400,000 in interest earned on funds held in the County's Tobacco Endowment Fund for a total of \$6.4 million.

**Other Funding Sources****Fund Balance and Reimbursements**

The FY 2019-20 year-end fund balance for the General Fund is \$67.4 million. This reflects fund balance that is available for appropriation. Fund balance is typically the result of unspent General Fund contingencies, departmental cost savings, and additional revenue. Fund balance carry-forward is considered one-time funding resources and are typically allocated to projects or set aside for future use in accordance with County policy. Approximately \$11.1 million of the fund balance is being used towards operations in the FY 2020-21 recommended budget.

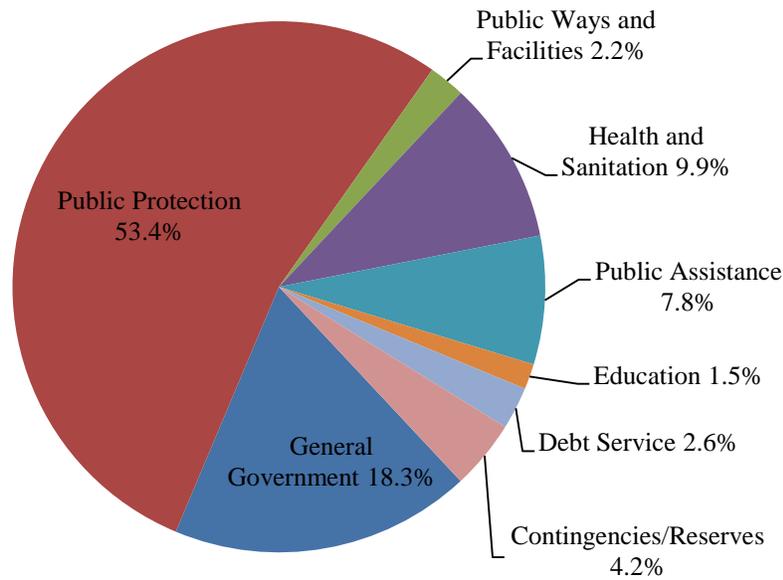
**Use of Reserves and Designations**

The FY 2020-21 Recommended Budget anticipates the use of \$6.5 million from the Retirement designation for costs associated with the County's strategic plan to cover anticipated retirement cost escalation for public safety employees and \$3.7 million from the Jail operations to fund the replacement of the water tanks that provide the adult detention facility with water for fire suppression, sanitization and consumption. Generally, the funds released from these designations, along with other one-time funds of the County, are recommended to be used to fund one-time capital projects and other one-time expenditures or to increase contingencies. However, as indicated, the use of designation for retirement operational costs is needed on a temporary basis as part of the County's strategic plan.

**Net County Cost**

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

**FY 2020-21 Recommended Budget  
Net County Cost by Function**



The schedule on the following page shows a comparison of FY 2019-20 adjusted Net County Cost and FY 2020-21 recommended Net County Cost by department. This schedule also includes requirements and sources, including operating transfers, which are mechanisms to move funding between the various county budget units. Operating transfers are presented in the following chart because the intended purpose is to provide a complete picture of the department’s requirements and sources. Operating transfers are excluded from the countywide appropriation and revenue summaries presented in the County Budget Summary section of the FY 2020-21 Recommended Budget book, as their inclusion would overstate countywide appropriation and revenue on a consolidated basis.

For FY 2020-21, departments were requested to submit budgets requests at approximately the same level of Net County Cost allocation as FY 2019-20. However, as a result of the fiscal and economic impacts of COVID-19 and the revenue sources impacted by decrease consumer spending, the FY 2020-21 recommended Net Allocation Cost requests were adjusted for most departments.

Net County Cost Allocations by Department

		2019-20 Recommended Budget			2020-21 Recommended Budget			Change from 2019-20 Adjusted Budget to 2020-21 Recommended Budget		
Budget Unit	Department Title	Requirements	Sources	Net County Cost	Requirements	Sources	Net County Cost	Requirements	Sources	Net County Cost
1011	Board of Supervisors-Dist 1	\$554,456	\$0	\$554,456	\$516,748	\$0	\$516,748	(\$37,708)	\$0	(\$37,708)
1012	Board of Supervisors-Dist 2	477,688	-	477,688	440,107	-	440,107	(37,581)	-	(37,581)
1013	Board of Supervisors-Dist 3	520,899	-	520,899	485,222	-	485,222	(35,677)	-	(35,677)
1014	Board of Supervisors-Dist 4	529,587	-	529,587	493,758	-	493,758	(35,829)	-	(35,829)
1015	Board of Supervisors-Dist 5	503,845	-	503,845	468,316	-	468,316	(35,529)	-	(35,529)
1020	Administrative Office	5,552,422	1,529,718	4,022,704	4,471,277	661,956	3,809,321	(1,081,145)	(867,762)	(213,383)
1030	Clerk of The Board	926,156	57,400	868,756	888,299	75,400	812,899	(37,857)	18,000	(55,857)
1040	Special Services	4,961,414	5,000	4,956,414	8,406,501	2,059,472	6,347,029	3,445,087	2,054,472	1,390,615
1110	Auditor-Controller	5,445,580	1,192,260	4,253,320	5,256,186	1,240,890	4,015,296	(189,394)	48,630	(238,024)
1120	Treasurer-Tax Collector	6,744,874	5,407,353	1,337,521	6,625,897	5,428,544	1,197,353	(118,977)	21,191	(140,168)
1130	Assessor	10,894,550	2,720,247	8,174,303	10,655,381	3,008,947	7,646,434	(239,169)	288,700	(527,869)
1160	Information Technology Service	23,387,718	9,369,112	14,018,606	22,046,003	11,694,847	10,351,156	(1,341,715)	2,325,735	(3,667,450)
1210	County Counsel	12,725,770	7,427,115	5,298,655	12,511,650	7,533,231	4,978,419	(214,120)	106,116	(320,236)
1310	Human Resources	4,752,314	1,947,057	2,805,257	4,503,282	2,026,570	2,476,712	(249,032)	79,513	(328,545)
1420	Elections	4,767,107	1,543,806	3,223,301	4,527,314	1,545,760	2,981,554	(239,793)	1,954	(241,747)
1610	General Services	20,375,553	4,860,400	15,515,153	19,242,396	5,468,280	13,774,116	(1,133,157)	607,880	(1,741,037)
1615	Utility Payments-Div Gen Serv	15,350,625	3,862,564	11,488,061	15,619,232	4,131,171	11,488,061	268,607	268,607	-
1640	Construction Serv-Div Gen Serv	554,627	69,065	485,562	610,029	160,884	449,145	55,402	91,819	(36,417)
1650	General Svcs-Major Maint	13,773,265	3,769,783	10,003,482	10,906,694	4,435,341	6,471,353	(2,866,571)	665,558	(3,532,129)
1812	Countywide Communications	1,337,912	145,500	1,192,412	1,332,207	225,000	1,107,207	(5,705)	79,500	(85,205)
1910	Risk Management	4,132,714	4,132,714	-	4,127,242	4,127,242	-	(5,472)	(5,472)	-
1960	Capital Projects	1,420,000	920,000	500,000	-	-	-	(1,420,000)	(920,000)	(500,000)
	General Government Subtotal:	\$139,689,076	\$48,959,094	\$90,729,982	\$134,133,741	\$53,823,535	\$80,310,206	(\$5,555,335)	\$4,864,441	(\$10,419,776)
2110	Contri-Trial Court Funding	\$16,764,007	\$7,387,201	\$9,376,806	\$18,882,400	\$6,700,000	\$12,182,400	\$2,118,393	(\$687,201)	\$2,805,594
2120	Local Emergency Relief	100,000	-	100,000	290,160	-	290,160	190,160	-	190,160
2160	Grand Jury	172,424	-	172,424	172,424	-	172,424	-	-	-
2170	Indigent Defense Services	6,820,000	1,600,000	5,220,000	6,205,000	985,000	5,220,000	(615,000)	(615,000)	-
2180	District Attorney	38,028,037	21,147,951	16,880,086	37,177,893	20,075,259	17,102,634	(850,144)	(1,072,692)	222,548
2190	Public Defender	19,258,109	8,931,571	10,326,538	18,690,300	9,034,960	9,655,340	(567,809)	103,389	(671,198)
2200	Forensic Sciences-Div of D.A.	7,248,254	1,698,296	5,549,958	7,434,035	1,801,084	5,632,951	185,781	185,781	82,993
2210	Sheriff-Coroner	239,354,703	110,986,602	128,368,101	242,614,487	109,182,619	133,431,868	3,259,784	(1,803,983)	5,063,767
2340	Probation	91,586,619	59,285,275	32,301,344	92,531,650	58,621,003	33,910,647	945,031	(664,272)	1,609,303
2416	Contribution to Fire Fund	9,003,279	-	9,003,279	7,354,208	-	7,354,208	(1,649,071)	-	(1,649,071)
2610	Ag and Measure Standards	7,730,680	5,662,728	2,067,952	7,996,427	6,139,226	1,857,201	265,747	476,498	(210,751)
2705	Contribution to Recorder	450,000	450,000	-	516,608	475,000	41,608	66,608	25,000	41,608
2750	Planning and Natural Resources	14,554,152	11,256,158	3,297,994	12,557,786	9,635,125	2,922,661	(1,996,366)	(1,621,033)	(375,333)
2760	Animal Services	7,686,450	2,466,828	5,219,622	7,288,660	2,206,475	5,082,185	(397,790)	(260,353)	(137,437)
	Public Protection Subtotal:	\$458,756,714	\$230,872,610	\$227,884,104	\$459,712,038	\$224,855,751	\$234,856,287	\$955,324	(\$6,016,859)	\$6,972,183
3016	Contribution to Public Works	\$9,491,289	\$0	\$9,491,289	\$9,283,530	\$0	\$9,283,530	-\$207,759	\$0	(\$207,759)
3201	Contribution to Airports	422,950	-	422,950	394,830	-	394,830	(28,120)	-	(28,120)
	Public Ways and Facilities Subtotal:	\$9,914,239	\$0	\$9,914,239	\$9,678,360	\$0	\$9,678,360	(\$235,879)	\$0	(\$235,879)
4110	Public Health	\$32,131,787	\$26,003,111	\$6,128,676	\$32,013,900	\$26,519,311	\$5,494,589	(\$117,887)	\$516,200	(\$634,087)
4127	Contribution to Mental Health	4,046,920	3,066,271	980,649	3,046,874	2,066,225	980,649	(1,000,046)	(1,000,046)	-
4134	Contrib. to Environmental	100,509	100,509	-	87,830	-	87,830	(12,679)	(12,679)	-
4202	KMC-County Contribution	38,430,975	360,000	38,070,975	37,089,298	360,000	36,729,298	(1,341,677)	-	(1,341,677)
4300	California Children Services	9,101,531	8,660,990	440,541	8,741,251	8,300,710	440,541	(360,280)	(360,280)	-
	Health and Sanitation Subtotal:	\$83,811,722	\$38,190,881	\$45,620,841	\$80,979,153	\$37,334,076	\$43,645,077	(\$2,832,569)	(\$856,805)	(\$1,975,764)
5121	Contribution for Human Services	\$17,892,960	\$1,631,892	\$16,261,068	\$16,858,491	\$1,556,451	\$15,302,040	(\$1,034,469)	(\$75,441)	(\$959,028)
5125	Contrib. for Human Services Aid	93,366,258	85,312,252	8,054,006	98,435,056	82,251,708	16,183,348	5,068,798	(3,060,544)	8,129,342
5510	Veterans' Service	1,475,483	425,242	1,050,241	1,394,389	408,211	986,178	(81,094)	(17,031)	(64,063)
5611	Contribution for Aging and	1,542,025	827,807	714,218	1,450,190	789,538	660,652	(91,835)	(38,269)	(53,566)
5810	IHSS-County Contribution	11,187,300	9,257,703	1,929,597	11,259,264	10,004,694	1,254,570	71,964	746,991	(675,027)
5923	Employers Trng Resource-Adm	17,352,937	17,352,937	-	19,782,216	19,782,216	-	2,429,279	2,429,279	-
5940	Community Development Prog.	1,587,152	1,587,152	-	1,812,397	1,812,397	-	225,245	225,245	-
	Public Assistance Subtotal:	\$144,404,115	\$116,394,985	\$28,009,130	\$150,992,003	\$116,605,215	\$34,386,788	\$6,587,888	\$210,230	\$6,377,658
6210	Library	\$7,339,854	\$530,700	\$6,809,154	\$6,601,138	\$284,163	\$6,316,975	(\$738,716)	(\$246,537)	(\$492,179)
6310	Farm & Home Advisor	466,735	80	466,655	466,805	150	466,655	70	70	-
	Education Subtotal:	\$7,806,589	\$530,780	\$7,275,809	\$7,067,943	\$284,313	\$6,783,630	(\$738,646)	(\$246,467)	(\$492,179)
8120	Debt Service - General Fund	\$10,734,172	\$489,575	\$10,244,597	\$11,826,177	\$488,257	\$11,337,920	\$1,092,005	(\$1,318)	\$1,093,323
	Debt Service Subtotal:	\$10,734,172	\$489,575	\$10,244,597	\$11,826,177	\$488,257	\$11,337,920	\$1,092,005	(\$1,318)	\$1,093,323
	<b>DEPARTMENT SUBTOTAL</b>	<b>\$855,116,627</b>	<b>\$435,437,925</b>	<b>\$419,678,702</b>	<b>\$854,389,415</b>	<b>\$433,391,147</b>	<b>\$420,998,268</b>	<b>(\$727,212)</b>	<b>(\$2,046,778)</b>	<b>\$1,319,566</b>

Net County Cost Allocations by Department – Continued

Budget Unit	Department Title	2019-20 Recommended Budget			2020-21 Recommended Budget			Change from 2019-20 Adjusted Budget to 2020-21 Recommended Budget		
		Requirements	Sources	Net County Cost	Requirements	Sources	Net County Cost	Requirements	Sources	Net County Cost
1970	Appropriations for Contingencies	\$6,140,451		\$6,140,451	\$9,063,884		\$9,063,884	\$2,923,433	\$0	\$2,923,433
	Desig-Renewbiz	582,650		582,650			-	(582,650)	-	(582,650)
	Desig-Blight Remediation	500,000		500,000			-	(500,000)	-	(500,000)
	Desig-Retirement			-		6,521,000	(6,521,000)		6,521,000	(6,521,000)
	Desig-Infrastructure Replacmnt	4,273,252		4,273,252	18,749,314		18,749,314	14,476,062	-	14,476,062
	Design- Road Improvements	400,000		400,000	400,000		400,000	-	-	-
	Desig-Info Technology Projects	426,811		426,811	532,219		532,219	105,408	-	105,408
	Desig- Jail Operations			-		3,712,000	(3,712,000)	-	3,712,000	(3,712,000)
	Desig- Parks Capital Improvements	370,000		370,000			-	(370,000)	-	(370,000)
	Desig-Westarz EOA	359,299		359,299			-	(359,299)	-	(359,299)
	Desig-Oildale EOA	273,439		273,439			-	(273,439)	-	(273,439)
	Desig-Lost Hills EOA	358,873		358,873			-	(358,873)	-	(358,873)
	Desig-Arvin Lamont EOA	21,810		21,810			-	(21,810)	-	(21,810)
	Desig-First Responder	2,000,000		2,000,000			-	(2,000,000)	-	(2,000,000)
	Desig-Homelessness/Low Barrier Housing	2,000,000		2,000,000			-	(2,000,000)	-	(2,000,000)
	Contingencies and Reserves Subtotal:	\$17,706,585	\$0	\$17,706,585	\$28,745,417	\$10,233,000	\$18,512,417	\$11,038,832	\$10,233,000	\$805,832
<b>TOTAL COUNTYWIDE COSTS:</b>		<b>\$872,823,212</b>	<b>\$435,437,925</b>	<b>\$437,385,287</b>	<b>\$883,134,832</b>	<b>\$443,624,147</b>	<b>\$439,510,685</b>	<b>\$10,311,620</b>	<b>\$8,186,222</b>	<b>\$2,125,398</b>

The Department subtotal from the previous page shows an increase in Net County Cost of \$1.3 million. The increase is primarily the result of greater discretionary revenue allocated to the Sheriff’s department for operations and vehicles, an increase in contribution to the Fire Department for equipment purchases, and one-time fund balance carry-forward allocated to major maintenance for deferred maintenance.

The Total Countywide Costs line shown above reflects a Net County Cost increase overall of \$2.1 million. This amount includes the allocation of one-time year-end fund balance carryforward to appropriations for contingencies and reserves and designations for various priorities of the Board of Supervisors, including infrastructure replacements.

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## Contingencies

The County Contingencies includes the following elements that are itemized in the budget presentation for budget unit 1970 Appropriations for Contingencies:

### 1% Locally Funded Appropriation for Contingencies

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

### Uncertainties Contingencies

The County maintains an amount appropriated for other general uncertainties that departments may encounter such as emergency maintenance projects and other unforeseen circumstances.

### Other Specific Purpose Contingencies

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

Contingencies	FY 2019-20		FY 2019-20 Approved		FY 2020-21	
	Adopted	Budget	Contributions/(Uses)	Adjusted	Budget	Recommended Budget
Mandatory Contingency (1% of Locally Funded Appropriations)		\$4,000,000		(\$642,463)	\$4,000,000	\$4,000,000
Uncertainties Contingencies		500,000			500,000	500,000
Other Specific Purpose Contingencies		1,640,451		(1,221,367)		4,563,884
<b>Total Contingencies</b>		<b>\$6,140,451</b>		<b>(\$1,863,830)</b>	<b>\$4,500,000</b>	<b>\$9,063,884</b>

### FY 2020-21 1% Locally Funded Appropriation for Contingencies

The minimum base allocation to the 1% Locally Funded Appropriation for Contingencies is \$3,705,000, based on projected locally funded appropriation of \$370 million. The amount budgeted for FY 2020-21 is \$4,000,000.

### FY 2020-21 Uncertainties Contingencies

The recommend budget includes \$500,000 for uncertainties contingencies that may arise throughout the fiscal year for emergency maintenance projects and other unforeseen circumstances departments may encounter.

FY 2020-21 Other Specific Purpose Contingencies

In addition to the standard general purpose contingencies identified above, the recommended budget includes \$4,563,884 in the following specific set asides:

- \$1,325,000 for Sheriff Academy costs for FY 2020-21.
- \$1,497,563 has been included for staffing at the Probation Department. During FY 2019-20, eight safety positions were added and seven additional positions were funded as a result of a settlement negotiation, which necessitated enhanced staffing for improved programming for juvenile facilities, additional training and facility and technology improvements. No additional resources were provided to the department for the positions due to historical low staffing levels relative to funded positions. Funds will be transferred, as the department makes progress toward filling the mandated positions.
- \$1,741,321 has been included to meet reserve retention limits in the General Liability Program. A change in the self-insurance retention limit from \$3 million to \$7.5 million necessitates an increase in the reserve to meet the self- retention limit. Funds will be transferred to the General Liability Internal Service Fund if needed.

## Reserves and Designations

The County has a number of reserves and designations that have been established over the years. Some are for specific purposes, such as to meet future known obligations or for capital projects. The general purpose reserve are funds held to protect the County from unforeseen increases in expenditures or reductions in revenues, or other extraordinary events, which would harm the fiscal health of the County. The Board of Supervisors approved a reserve policy that includes a County General Purpose reserve target of 10% of locally funded appropriation and a Tax Litigation reserve target of 10% of the General Fund's contingent liability of property tax assessment appeals. The Board of Supervisors has also established specific purpose designations to help meet future needs.

Account	6/30/2019	Approved FY 2019-20		6/30/2020	Recommended FY 2020-21		6/30/2021
	Ending Balance	Contributions	Uses	Ending Balance	Contributions	Uses	Estimated Balance
2134	\$ 40,000,000			\$ 40,000,000			\$ 40,000,000
2136	5,765,274			5,765,274			5,765,274
2150	26,452,848			26,452,848			26,452,848
2152	1,312,522	582,650		1,895,172			1,895,172
2153	300,000	500,000	(416,000)	384,000			384,000
2155	33,054,641	-		33,054,641		(6,521,000)	26,533,641
2156	6,974,042	4,273,251		11,247,293	18,749,314		29,996,607
2157	-	2,000,000		2,000,000			2,000,000
2158	-	2,000,000	(1,943,249)	56,751			56,751
2159	-	21,811		21,811			21,811
2166	355,000			355,000			355,000
2170	1,600,000	400,000		2,000,000	400,000		2,400,000
2174	400,889	273,439		674,328			674,328
2175	1,101,783	358,873		1,460,656			1,460,656
2178	38,823,070		(12,946,863)	25,876,207			25,876,207
2179	5,268,995	426,811	(1,050,000)	4,645,806	532,219		5,178,025
2180	1,338,690	-		1,338,690			1,338,690
2181	790,753	359,299		1,150,052			1,150,052
2182	4,674,803			4,674,803		(3,712,000)	962,803
2189	3,000,000	370,000		3,370,000			3,370,000
	\$ 171,213,310	\$ 11,566,134	\$ (16,356,112)	\$ 166,423,332	\$ 19,681,533	\$ (10,233,000)	\$ 175,871,865

### FY 2019-20 Contributions

The County's reserve policy requires a General Purpose reserve targeted at 10% of locally funded appropriation. For FY 2019-20, the balance in the General Purpose reserve was 10.4% of locally funded appropriation. As the target was met, no contributions to this account were recommended. The Tax Litigation reserve balance of \$5.8 million at June 30, 2020 was 17.3% of the contingent liability of property tax assessment appeals, meeting the target goal of 10%.

Other contributions made to designations were as follows:

- \$582,650 contribution of property tax increment revenue to the East Kern Revitalization Area designation for grant allocations for approved RENEWBIZ projects.
- \$500,000 contribution to the Blight Remediation designation for clean-up projects initiated by Code Compliance - Abatement Fund.
- \$4.3 million contribution to the Infrastructure Replacement designation to fund a portion of the Public Safety Countywide Communications System.

- \$2 million to the Public Safety Recruitment/Retention designation to assist first responder departments with hiring efforts.
- \$2 million to the Homeless – Low Barrier Housing designation to fund projects of priority to the Board of Supervisors related to homelessness initiatives.
- \$21,811 contribution of property tax increment to the Oildale Economic Opportunity Area.
- \$400,000 contribution for the Road Improvements designation for road improvement funding per the mitigation agreement with Clean Harbors, Inc.
- \$273,439 contribution of property tax increment to the Oildale Economic Opportunity Area.
- \$358,873 contribution of property tax increment to the Lost Hills Economic Opportunity Area.
- \$426,811 contribution to the Information Technology Projects designation for future replacement of the County’s Storage Area Network (SAN).
- \$359,299 contribution of property tax increment to the WESTARZ Economic Opportunity Area.
- \$370,000 contribution to the Parks Capital Improvements designation for improvements at Buena Vista Regional Park.

#### FY 2019-20 Uses

- \$416,000 use of the Blight Remediation designation for abatement activities during FY 2019-20.
- \$1,943,249 use for the construction of the Homeless – Low Barrier Navigation Center to house up to 150 individuals and provide programs and other homelessness initiatives.
- \$12,946,863 use of the Kern Medical Working Capital designation to pay prior year Medicare and 1115 Waiver liabilities associated with cost reports settlements.
- \$1,050,000 use to upgrade Information Technology security to prevent cyberattacks.

#### FY 2020-21 Recommended Contributions and Uses

For FY 2020-21, the balance of the General Purpose reserve is \$40,000,000, or 10.7% of locally funded appropriation of \$370,549,565. No contribution to the General Purpose reserve is recommended. The recommended budget also includes:

- \$18,749,314 contribution to the Infrastructure Replacement designation. The county has numerous facilities that are in need of replacement. The County will need to replace the countywide public safety communication system in the next year. The designation will be used to cover a portion of the costs not eligible for financing.
- \$400,000 contribution for the Road Improvements designation for road improvement funding per the mitigation agreement with Clean Harbors, Inc.
- \$532,219 contribution to the Information Technology Projects designation for replacement of the County’s HR, Payroll and Financial Management Systems.
- \$6,521,000 use of the Retirement designation to offset pension costs for Public Safety departments.

- \$3,712,000 use of the Jail Operations designation for the replacement of the water tanks that provide the adult detention facility with water for fire suppression, sanitization and consumption.

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

Account	Year-end Actual Balances							Recommended	
	2013-14	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	
Reserve - General Purpose	2134	\$ 40,000,000	\$ 40,000,000	\$ 40,000,000	\$ 40,000,000	\$ 40,000,000	\$ 40,000,000	\$ 40,000,000	
Reserve - Tax Litigation	2136	5,579,614	5,579,614	6,624,760	5,624,760	8,855,227	5,765,274	5,765,274	
Designation - Human Services	2150	15,454,000	16,452,848	20,452,848	26,452,848	26,452,848	26,452,848	26,452,848	
Designation - East Kern Revitalization Area	2152	751,307	352,289	1,413,196	743,196	543,196	1,312,522	1,895,172	
Designation - Countywide Blight Remediation	2153		872,000	710,000	490,000		300,000	384,000	
Designation - Retirement	2155	8,087,478	18,868,598	17,613,330	12,757,876	29,841,535	33,054,641	33,054,641	
Designation - Infrastructure Replacement (Wind)	2156	4,977,208	13,922,895	14,943,715	9,182,931	6,974,042	6,974,042	11,247,293	
Designation - Environmental Health Enhancement	Closed	260,664	92,322	91,403					
Designation - Public Safety Recruitment/Retention	2157						2,000,000	2,000,000	
Designation - Homelessness - Low Barrier Housing	2158						56,751	56,751	
Designation - Arvin/Lamont (EOA)	2159						21,811	21,811	
Designation - Environment Health Displaced Tenants	2160			20,000					
Designation - Fire Station 64 Replacement	2166		625,000	355,000	355,000	355,000	355,000	355,000	
Designation - Road Improvements (Laidlaw)	2170			400,000	800,000	1,200,000	1,600,000	2,400,000	
Designation - KC Museum Capital Project	Closed	750,000	750,000						
Designation - Oildale (EOA)	2174					400,889	674,328	674,328	
Designation - Lost Hills (EOA)	2175			125,000	125,000	125,000	1,101,783	1,460,656	
Designation - KMC Working Capital	2178	695,484	30,206,012	44,823,070	38,823,070	38,823,070	25,876,207	25,876,207	
Designation - Information Technology Projects	2179	366,319		192,657	76,057	268,995	5,268,995	4,645,806	
Designation - Sheriff's Aircraft	2180	836,966	1,193,375	1,193,375	1,353,164	1,181,644	1,338,690	1,338,690	
Designation - WESTARZ (EOA)	2181		46,000	147,705	147,705	790,753	1,150,052	1,150,052	
Designation - Jail Operations	2182		1,500,000	7,500,000	4,674,803	4,674,803	4,674,803	962,803	
Designation - Parks Capital Projects	2189					2,000,000	3,000,000	3,370,000	
<b>TOTAL</b>		<b>\$ 77,759,040</b>	<b>\$ 130,460,953</b>	<b>\$ 156,606,059</b>	<b>\$ 141,606,410</b>	<b>\$ 161,443,065</b>	<b>\$ 171,213,310</b>	<b>\$ 166,423,332</b>	<b>\$ 175,871,865</b>

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## **Long-term Financial Planning**

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

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

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

### **Significant Issues Impacting the General Fund**

The General Fund's spending flexibility is hindered by limited resources at a time when impending significant costs must be incurred. Difficult adjustments were made in response to revenue reductions and cost increases to allow the County to continue to provide services and respond to the effects of COVID-19. The County's challenges are exacerbated as department budgets were already reduced as a result of the four-year strategy to resolve deficits stemming from property tax declines since FY 2016-17. The General Fund lost nearly \$45 million in property tax revenue in FY 2016-17 related to the decline in oil and gas market prices and property value. Net County Cost allocations to departments were reduced by \$34.2 million or 11.7% during this four-year period. Although not originally planned, reductions to Net County Cost allocations are again needed to maintain critical safety net, public safety and other mandated services and to absorb the significant revenue losses resulting from the economic downturn related to COVID-19.

The County's Structural Fire Fund has recovered from a significant loss of property tax revenue related to oil and gas declines but continues to contend with operational cost increases primarily related to pension costs. A permanent transfer of property tax base revenue from the General Fund to the Fire Fund was approved to preserve service levels, transferring \$4 million in property taxes. To address a backlog of equipment purchases, \$5 million for direct purchase of equipment for the department has been included, which is in addition to \$578,996 in anticipated lease payments. The combined funding will purchase \$10 million in equipment for the Fire Department in FY 2020-21. The limited term contribution for equipment will be supported through the use of fund balance carry-forward or reserves of the General Fund.

General Fund departments continue to be impacted by pension cost increases that began in FY 2015-16, as a result of actuarial assumption changes including the reduction of the assumed rate of return from 7.75% to 7.5%, which contributed to a \$13 million retirement cost increase. Since then, the Kern County Employees' Retirement Board phased in another .25% reduction in the assumed rate of return down to 7.25%. Debt service payments for the County's Pension Obligation Bonds are scheduled to escalate through FY 2021-22, at which time one of the Pension Obligation Bonds issuances will be fully paid. The increase, impacting the cost for public safety employees by \$1.7 million, is being covered by the use fund balance carry-forward in FY 2020-21. Additionally, the County established a Retirement designation to set aside funds to pay for the budgetary annual increases, thereby minimizing service level impacts.

The State shifted In-Home Supportive Services (IHSS) costs to counties in FY 2017-18. FY 2020-21 includes the negotiated four percent inflation factor for the Maintenance of Effort.

Ongoing cost increases for vehicle leases for the Sheriff's Office, additional funding for the Sheriff's Office and the District Attorney for critical staffing needs, increases in the Sheriff's Office General Liability, and other operations costs are also included in the budget.

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

## Mitigating Future Challenges

**TABLE 1**  
**FIVE-YEAR FINANCIAL FORECAST**  
**CHANGE IN GENERAL FUND ONGOING REVENUE AND COSTS**  
**FISCAL YEARS 2020-21 THROUGH 2024-25**

	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25
<u>Ongoing Revenue Sources:</u>					
Discretionary Revenue	(\$3,346,425)	\$885,233	\$4,640,526	\$4,718,611	\$4,798,138
<b>Total Revenue Change</b>	<b>(\$3,346,425)</b>	<b>\$885,233</b>	<b>\$4,640,526</b>	<b>\$4,718,611</b>	<b>\$4,798,138</b>
<u>Ongoing Cost Changes:</u>					
Retirement with Pension Obligation Bonds	(\$1,680,225)	(\$5,056,767)	\$8,228,124	(\$3,773,843)	(\$1,758,357)
Strategic Pension Plan Backfill - Safety	(6,521,000)				
Sheriff and District Attorney Critical Staff	(1,477,590)				
Sheriff Vehicles and Fire Department Equipment Leases	(1,570,996)				
Sheriff Increases in General Liability and Operational Costs	(2,877,185)				
Coroner Facility Cost Increases	(328,019)				
DHS - Direct Aid	(6,500,000)				
Increase Contribution to IHSS	(454,315)	(500,000)			
Information Technology Salary Adjustments and Other Costs	(249,000)				
Court Maintenance of Effort	(1,277,570)				
<b>Total Change in Costs</b>	<b>(\$22,935,900)</b>	<b>(\$5,556,767)</b>	<b>\$8,228,124</b>	<b>(\$3,773,843)</b>	<b>(\$1,758,357)</b>
<b>Annual (Deficit)/Surplus</b>	<b>(\$26,282,325)</b>	<b>(\$4,671,534)</b>	<b>\$12,868,650</b>	<b>\$944,768</b>	<b>\$3,039,781</b>
<u>Balancing Mitigation:</u>					
Fund Balance Carry-forward for operations	\$ 11,706,809				
Use of Reserves/Designations for operations	6,521,000				
Net Department Adjustments	8,054,516				
Percent of Net County Cost Reduction	2.1%				
<b>Estimated Net Annual (Deficit)/Surplus</b>	<b>\$ (0)</b>	<b>\$ (4,671,534)</b>	<b>\$ 12,868,650</b>	<b>\$ 944,768</b>	<b>\$ 3,039,781</b>

Table 1 summarizes the County's five-year forecast as it relates to ongoing expenditures funded with ongoing discretionary revenue in the County's General Fund. The forecast reflects that revenues are increasing. While tax related revenue is increasing slightly each year, primarily from anticipated growth in residential, commercial, and agricultural property values, potential reductions in oil and gas properties could result in additional reductions in future years. Ongoing cost changes reflect the cost to maintain current service levels and new significant ongoing costs identified that would need to be funded in the respective fiscal year. After accounting for these changes, the Annual (Deficit)/Surplus is projected to be negative for the next two fiscal years. This deficit will have to be mitigated in the respective years in order to produce a balanced budget.

For FY 2020-21, the Annual (Deficit) of \$26.2 million is resolved through the use of fund balance carry forward at June 30, 2020, use of the Retirement designation, and a net department NGFC adjustment of \$8 million, or 2.1%. It is anticipated this reduction in allocation of Net County Cost to departments will be ongoing. This generates an estimated Net Annual (Deficit)/Surplus of \$0.

The General Fund is expected to meet its obligations for FY 2020-21. Looking ahead, there is a great deal of uncertainty. The five-year forecast does not include future impacts from COVID-19 since it is too early to adequately forecast future years until more information is known. It is anticipated that there will be reductions in property tax revenue. Changes in property tax values will lag behind other revenue indicators largely because taxable value is determined under Proposition 13, which requires assessed values to be set on the lien date (January 1) each year. If

the price of oil reflects a significant reduction from \$62 per barrel as January 1, 2021, once again, the County would face significant reductions in oil and gas related property taxes for FY 2021-22.

### **County Identified Needs**

The County fiscal plan (five-year fiscal forecast) primarily focuses on identifying increases in costs to maintain current services and how much discretionary revenue is available to fund these costs and/or what mitigations are needed. The County Administrative Office also identifies needs within the County that are recommended to be funded, although the funding would require ongoing or one-time sources into the future.

### **ONGOING NEEDS**

The FY 2020-21 Recommended Budget funds \$22.9 million in increased significant ongoing costs that are included in the County fiscal plan.

#### **Significant Ongoing Costs Identified to be Funded**

	<u>Ongoing Costs</u>
Pension Costs	\$8,201,225
Sheriff's Office and District Attorney Critical Staff	1,477,590
Sheriff's Vehicle and Fire Department Equipment Leases	1,570,996
Sheriff's General Liability and Operational Increases	2,877,185
Coroner Facility Cost Increases	328,019
Direct Aid Increases at Department of Human Services	6,500,000
In-Home Supportive Services (IHSS) MOE Increase	454,315
Information Technology Salary Adjustments and Other Costs	249,000
Court Maintenance of Effort Cost Increases	<u>1,277,570</u>
<b>Significant Ongoing Costs in FY 2020-21 Recommended Budget</b>	<b>\$22,935,900</b>

#### **\$8.2 million for Cumulative Pension Escalation**

Public safety departments, such as Sheriff and Probation, were impacted by retirement rate increases related to actuarial assumption changes.

#### **\$1.5 million for Sheriff's Office and District Attorney critical staff**

The budget includes costs for the addition of four Sergeants positions in outlying areas to enhance the supervision of frontline deputies. The additional allocation to the District Attorney's Office will allow the department to hire up to five additional Deputy District Attorney positions to ensure the office can vigorously pursue the administration of justice in the County.

#### **\$1.6 million for Sheriff's Office Vehicle and Fire Department Equipment Leases**

The budget includes the replacement of 65 Sheriff patrol vehicles through inclusion of a new lease payment. To address a backlog of equipment needs in the Fire Department, the recommended budget also includes appropriations for a lease payment to acquire \$5 million of equipment.

#### **\$2.9 million for Sheriff General Liability and other operational Increases**

General liability costs continue to increase as a result of anticipated claims and settlements.

\$328,019 Coroner Facility Cost Increases

Increased costs, associated with the volume of mandated transportation, necessitates additional on-going funding.

\$6.5 million for Direct Aid Increases at Department of Human Services

Increased costs for Foster Care, Adoptions, and General Assistance programs and the reduction in realignment funding require an additional contribution to meet statutory obligations to recipients.

\$454,315 for IHSS MOE Increase

While the State's budget for FY 2019-20 increased State support to the program and reduced the inflation factor from seven percent to four percent beginning in Fiscal Year 2020-21, it is anticipated that the overall cost will continue to increase.

\$249,000 for Information Technology Salary Adjustments and Other Costs

The County approved a reclassification of Information Technology positions in order to hire more staff to achieve better service. In addition, the implementation of the new Financial/Payroll/Human Resource solution requires additional costs related to security.

\$1.3 million for Court Maintenance of Effort Cost Increases

The County is required to make payments associated with the maintenance and operations of the Courts. Additional maintenance projects and reductions in court revenue have resulted in ongoing costs increases.

### ONE-TIME NEEDS

The FY 2020-21 Recommended Budget funds \$25.1 million in one-time costs. Significant one-time costs are primarily funded through one-time sources such as fund balance carry-forward or the use of reserves or designations.

#### Significant One-time Costs Identified to be Funded

	One-time Costs
Major Maintenance Projects	\$2,759,353
Deficit Mitigation Plan Use of Fund Balance Carry-forward	11,706,809
Cannabis Enforcement Operations	300,000
Sheriff's Office and District Attorney Equipment	867,225
Fire Department Equipment Direct Purchase	5,000,000
Other Specific Purpose Contingencies	4,563,884
<b>Significant One-time Costs in FY 2020-21 Recommended Budget</b>	<b>\$25,197,271</b>

\$2.7 million for Major Maintenance Projects

The FY 2020-21 Recommended Budget funds \$10.9 million in major maintenance projects, including the replacement of the water tank that provides the Lerdo adult detention facility with water for sanitization, consumption, and fire suppression. Some of the projects are funded by other revenue and the use of reserves, leaving a Net County Cost of \$2.7 million. The remaining Net County Cost is funded by the use of fund balance carry-forward.

\$11.7 million Use of Fund Balance Carry-forward for Deficit Mitigation

The Four-Year Deficit Mitigation Plan for the General Fund requires the use of one-time fund balance carry-forward to balance the FY 2020-21 budget.

\$300,000 Cannabis Enforcement Operations

Additional funding has been added to the Sheriff's Office to cover the overtime cost related to cannabis enforcement operations.

\$867,225 Sheriff's Office and District Attorney Equipment

Additional funding has been added to the Sheriff's Office and District Attorney for the purchase of toxicology, GPS, and Rapid DNA equipment.

\$5 million for Fire Department Equipment Direct Purchase

The Sheriff's Office requested \$7.1 million in vehicle replacements. \$1.5 million will be used to purchase some vehicles. The remaining vehicles will be acquired by lease.

\$4.5 million for Other Specific Purpose Contingencies

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

- \$1,325,000 for a new FY 2020-21 Sheriff Deputy Academy.
- \$1,497,563 for mandated staffing at the Probation Department.
- \$1,741,321 to meet reserve retention limits in the General Liability program.

### FUTURE ONE-TIME NEEDS

In addition to one-time needs allocated for use in FY 2020-21, there are additional one-time needs that are recommended to be set aside for the future within County specific reserves and designations. Detail of these needs are described on the next page.

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

	One-time
Designation - Infrastructure Replacement	\$18,749,314
Designation - Road Improvements	400,000
Designation - Information Technology Projects	532,219
<b>Additional One-time Set Aside in FY 2020-21 Recommended Budget</b>	<b>\$19,681,533</b>

\$18.7 million one-time for Infrastructure Replacement

This contribution is helping to fund the replacement of the Public Safety Countywide Communications System.

\$400,000 one-time for Road Improvements

This designation was established to set-aside funds for road improvements as part of a mitigation agreement with Clean Harbors, Inc. It requires that \$400,000 of Hazardous Waste taxes that are paid by the company be used for road improvements in a specific area until the improvements are made.

\$532,219 one-time for Information Technology Projects

This designation was established to set-aside funds for information technology projects that are necessary to maintain countywide services. The amount of \$532,219 is specifically set aside for partial costs related to replacement of the County's Storage Area Network.

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### **County Debt Policy**

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

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

More specifically, the policies include the following elements:

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

### **Projects Funded with General Fund Discretionary Resources**

As detailed above, the County's policies require prudent management of liabilities and, whenever possible, alternative sources of funding in order to minimize the level of debt. The FY 2019-20 Adopted Budget included \$10 million of discretionary General Fund resources for Major Maintenance projects. The FY 2020-21 Recommended Budget includes \$6.5 million of discretionary General Fund resources for the same purpose. Due to ongoing fiscal challenges, the County has prioritized maintenance over new capital projects. The FY 2020-21 Recommended Budget does not include any discretionary General Fund resources for new capital projects.

### **Significant FY 2019-20 Debt Related Actions**

In December of 2019 the Kern Public Services Financing Authority entered into a private placement financing to refinance the 2010 Refunding Bonds. More information on the Authority and the financing is contained in the Other Long-Term Debt section below. The financing agreement has a principal amount of \$6,885,000, with a term ending on March 1, 2031.

In April of 2020 the County entered into an equipment lease/purchase agreement to finance the acquisition and outfitting of law enforcement patrol vehicles. The financing agreement has a principal amount of \$4,635,000, with a term ending on March 10, 2024.

**Anticipated FY 2020-21 Debt Related Actions**

The County is in the process of evaluating proposals for the replacement of the physical infrastructure that supports the emergency communications system. Due to the significant estimated cost of the project the County anticipates the issuance of debt instruments for project financing.

The County is also evaluating financing the construction of a new psychiatric health complex. The complex would include a juvenile facility and an adult facility. Payment of the debt service on the financing would come from the resources of the Behavioral Health Department, and should not require General Fund resources.

The FY 2020-21 Recommended Budget includes appropriations in the Debt Service budget unit to pay the anticipated debt service payments for new equipment lease agreements for the acquisition and outfitting of public safety vehicles, apparatus, and related equipment for the Sheriff's Office and the Fire Department. The budgeted debt service payments included for these agreement in the FY 2020-21 Recommended Budget is \$1.6 million.

**County Long-Term Debt**

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

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

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

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

As of June 30, 2020, the County's long-term obligations include debt issued to finance or partially finance the following projects:

- Construction of County roads and facilities.
- Construction of a new terminal at the Meadows Field Airport.
- Refinancing of a portion of the County's Unfunded Accrued Actuarial Liability in the years 1995 and 2003.

A summary of long-term debt issuances of the County is shown on the following page.

County of Kern  
Summary of Long-Term Debt Issuances

Fiscal Year Ending June 30	Pension Obligation Bonds (Governmental)		Certificates of Participation (Governmental)		Outstanding Debt (Governmental)	Private Placement Obligation (Enterprise)		Total Outstanding Debt	Fiscal Year Ending June 30
	Principal	Interest	Principal	Interest	Subtotal	Principal	Interest		
2021	\$29,399,774	\$46,023,348	\$3,405,000	\$2,846,950	\$81,675,072	\$542,958	\$89,773	\$82,307,803	2021
2022	28,599,601	28,793,557	3,580,000	2,672,325	63,645,483	555,408	77,323	64,278,214	2022
2023	27,245,000	3,391,678	3,765,000	2,488,700	36,890,378	568,144	64,587	37,523,109	2023
2024	18,468,431	13,316,269	3,965,000	2,295,450	38,045,150	581,172	51,560	38,677,882	2024
2025	9,848,899	23,573,601	4,160,000	2,092,325	39,674,825	594,497	38,234	40,307,556	2025
2026	9,810,901	25,311,599	4,380,000	1,878,825	41,381,325	608,129	24,602	42,014,056	2026
2027	18,373,836	18,425,919	4,600,000	1,654,325	43,054,080	622,074	10,658	43,686,812	2027
2028	38,115,000	265,852	4,785,000	1,467,550	44,633,402			44,633,402	2028
2029			4,935,000	1,318,666	6,253,666			6,253,666	2029
2030			5,095,000	1,158,763	6,253,763			6,253,763	2030
2031			5,275,000	983,656	6,258,656			6,258,656	2031
2032			5,465,000	792,291	6,257,291			6,257,291	2032
2033			5,665,000	587,019	6,252,019			6,252,019	2033
2034			5,890,000	363,000	6,253,000			6,253,000	2034
2035			6,130,000	122,600	6,252,600			6,252,600	2035
Totals	\$179,861,442	\$159,101,824	\$71,095,000	\$22,722,444	\$432,780,709	\$4,072,382	\$356,737	\$437,209,828	Totals

Debt Service Budget Information

The 1995, 2003 and 2008 Pension Obligation Bonds are budgeted in individual department budgets as a portion of salary and benefit expense. Approximately 51.4% of the pension obligation bonds debt service is allocated to General Fund departments.

County of Kern  
Outstanding Pension Obligation Bonds

Fiscal Year Ending June 30	1995 Pension Obligation Bonds		2003 Pension Obligation Bonds		2008 Pension Obligation Bonds		Total Outstanding Pension Obligation Bonds	Fiscal Year Ending June 30
	Principal	Interest	Principal	Interest	Principal	Interest		
2021	\$7,544,774	\$40,240,226	\$21,855,000	\$3,690,622		\$2,092,500	\$75,423,122	2021
2022	4,144,601	24,140,399	24,455,000	2,560,658		2,092,500	57,393,158	2022
2023			27,245,000	1,299,178		2,092,500	30,636,678	2023
2024			18,468,431	11,223,769		2,092,500	31,784,700	2024
2025			9,848,899	21,481,101		2,092,500	33,422,500	2025
2026			9,810,901	23,219,099		2,092,500	35,122,500	2026
2027			6,488,836	16,747,909	11,885,000	1,678,011	36,799,755	2027
2028					38,115,000	265,852	38,380,852	2028
Totals	\$11,689,375	\$64,380,625	\$118,172,067	\$80,222,336	\$50,000,000	\$14,498,863	\$338,963,265	Totals

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

**County of Kern**  
**Outstanding Certificates of Participation**

Fiscal Year Ending June 30	2016 Certificates of Participation		Total Outstanding Certificates of Participation	Fiscal Year Ending June 30
	Principal	Interest		
2021	\$3,405,000	\$2,846,950	\$6,251,950	2021
2022	3,580,000	2,672,325	6,252,325	2022
2023	3,765,000	2,488,700	6,253,700	2023
2024	3,965,000	2,295,450	6,260,450	2024
2025	4,160,000	2,092,325	6,252,325	2025
2026	4,380,000	1,878,825	6,258,825	2026
2027	4,600,000	1,654,325	6,254,325	2027
2028	4,785,000	1,467,550	6,252,550	2028
2029	4,935,000	1,318,666	6,253,666	2029
2030	5,095,000	1,158,763	6,253,763	2030
2031	5,275,000	983,656	6,258,656	2031
2032	5,465,000	792,291	6,257,291	2032
2033	5,665,000	587,019	6,252,019	2033
2034	5,890,000	363,000	6,253,000	2034
2035	6,130,000	122,600	6,252,600	2035
<b>Totals</b>	<b>\$71,095,000</b>	<b>\$22,722,444</b>	<b>\$93,817,444</b>	<b>Totals</b>

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

**County of Kern**  
**Outstanding Enterprise Fund Debt**

Fiscal Year Ending June 30	Private Placement Obligation		Total Outstanding Enterprise Fund Debt	Fiscal Year Ending June 30
	2017 Airport Terminal Refunding			
	Principal	Interest		
2021	\$542,958	\$89,773	\$632,731	2021
2022	\$555,408	\$77,323	\$632,731	2022
2023	\$568,144	\$64,587	\$632,731	2023
2024	\$581,172	\$51,560	\$632,732	2024
2025	\$594,497	\$38,234	\$632,731	2025
2026	\$608,129	\$24,602	\$632,731	2026
2027	\$622,074	\$10,658	\$632,732	2027
<b>Totals</b>	<b>\$4,072,382</b>	<b>\$356,737</b>	<b>\$4,429,119</b>	<b>Totals</b>

### Other Long-Term Debt

The County has an outstanding principal amount of \$1,970,154 of a lease/purchase agreement in connection with a project consisting of the acquisition of solar panels and related equipment. The project qualifies as a “qualified conservation purpose,” and the County received an allocation for subsidized financing pursuant to the American Recovery and Reinvestment Act. The debt service is budgeted in the Debt Service Section of this budget book in the Debt Service budget. Annual debt service on this obligation is approximately \$423,412 in FY 2020-21. Final payment is expected in FY 2025-26.

The County has a note with the California Infrastructure and Economic Development Bank for funds borrowed to finance the construction of curbs and gutters in the fifth supervisorial district. This note is backed by the full faith and credit of the General Fund; however it is paid using Community Development grant funds; the debt service is budgeted in the Debt Service Section of this budget book in the Debt Service budget. The outstanding principal amount of this note as of June 30, 2020 was \$3,057,296. Annual debt service on this obligation is \$488,257 in FY 2020-21 with final maturity in FY 2026-27.

In 2002, the County entered into a joint powers authority agreement with the Board of Education and formed the Kern Public Services Financing Authority. In FY 2019-20 the Authority refunded all outstanding bonds using the proceeds of a private placement loan. As of June 30, 2020 the outstanding principal on the loan was \$6,380,000. The budgeted payment for FY 2020-21 is \$654,722, with the final payment due on March 1, 2031. The majority of the debt service is paid by the authority from rental payments received from County departments. The expense is reflected under the services and supplies expense category in the individual budget units.

As of June 30, 2020, the County had seven outstanding lease obligations for equipment. The outstanding principal balance as of June 30, 2020 of those lease obligations was \$21,149,864. The debt service payments for the equipment leases are made from the budget units owning the equipment and are reflected under other charges expense category. Total outstanding debt is reflected in the Debt Service Section of this budget book, in the total outstanding debt schedule.

### **Effects of Existing Debt Levels on Current and Future Operations**

As part of the County’s Fiscal Plan and in order to mitigate impacts on operations, the County is budgeting to release \$6.5 million of the General Fund retirement designation to strategically offset the increase in the debt service for the pension obligation bonds. The County intends to continue this strategy through FY 2021-22 when the 1995 Pension Obligation Bonds will be paid-off.

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

**Legal Debt Limit**

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

<u>Fiscal Year</u>	<u>Assessed Valuation</u>	<u>Legal Debt Limit</u>	<u>Bonded Debt</u>	<u>Legal Debt Margin</u>
2019-20	\$98,740,388	\$4,937,019	\$0	\$4,937,019

Source: Auditor-Controller

## California Government Code

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

## County Code

Title 2. Chapter 2.12 – County Administrative Officer:

### *Section 2.12.010 – Position created – Appointment.*

The position of county administrative officer is created. The county administrative officer shall be appointed by and serve at the pleasure of the board of supervisors.

### *Section 2.12.020 – Duties.*

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

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

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

*Section 2.38.220 – Division established.*

The division of general services is established as a division of the county administrative office and shall exercise the duties and powers enumerated in Sections 2.38.040, 2.38.050, 2.38.090, 2.38.100, and 2.38.220

*Section 2.12.030 – Cooperation and assistance of county officers and employees.*

It shall be the duty of all employees of the county, and the head of every department, institution, service, board or commission of the county to cooperate with the county administrative officer and to assist the county administrative officer in the performance of his or her duties and responsibilities, as said duties and responsibilities are set forth in this chapter. It shall also be the duty of the employees of the county and the head of every department, service, institution, board or commission of the county to make available to the county administrative officer any and all records in their possession or control which the county administrative officer may determine necessary to enable performance of his or her duties and responsibilities. However, nothing in this chapter shall be construed to require any officer or employee of the county to make available to the county administrative officer any record or document which is confidential and not open to inspection by the county administrative officer under the laws of the state of California.

*Section 2.12.040 – Limit of authority.*

No provisions of this chapter shall be deemed or construed to grant any authority or to impose any duty upon the county administrative officer which is by law or ordinance vested in or imposed upon any other officer, board, commission, employee or department, nor to delegate to said county administrative officer any duty or authority required by law to be performed or exercised by the board of supervisors, it being the intention of the board to establish the position of an employee to assist the board of supervisors in the performance of its duties, responsibilities and lawful functions, and to assign to the county administrative officer only such duties and responsibilities as may be lawfully delegated. The county administrative officer shall have no power to bind, obligate or commit the board of supervisors or the county of Kern in any matter except as set forth in this chapter or as may be lawfully directed by the board of supervisors of the county.

## **Basis of Accounting**

Governmental funds are accounted for using the modified accrual basis of accounting. Under this method, revenues are recognized when measurable and available. Property tax revenue is recognized in the fiscal year the taxes are levied. Revenue from donations, entitlements, and grants are recognized in the fiscal year in which all eligible requirements have been fulfilled. Property and sales taxes are considered available if collected within 60 days after the end of the accounting period. Interest and charges for services are accrued when their receipt occurs within 90 days after the end of the accounting period. The County considers voluntary non-exchange transactions, such as certain federal and State grants, available if received within 9 months after the end of the accounting period.

Under the accrual basis of accounting, expenditures are recorded when a liability is incurred. However, debt service expenditures, expenditures related to claims and judgments, and compensated absences are only recorded when payment is due. In governmental funds, general capital asset acquisitions are reported as expenditures. Proceeds from general long-term debt and capital leases are reported as other financing sources.

Proprietary funds are accounted for on the accrual basis of accounting. Revenue is recognized in the period earned and expenses are recognized in the period incurred.

## Basis of Budgeting

### Governmental Funds:

An operating budget is adopted each fiscal year for the governmental funds in accordance with provisions of the County Budget Act. The County's financial statement, the Comprehensive Annual Financial Report (CAFR), is prepared using generally accepted accounting principles (GAAP). Budgets for the governmental funds are adopted with the following differences from GAAP:

Encumbrance accounting is employed in governmental funds. For budget purposes, outstanding encumbrances (which represent the unspent amounts of purchase orders and contracts funded in the fiscal year), are not treated as expenditures in that fiscal year; therefore, they are not included in the "actual" data that appears in the budget book. For GAAP purposes, the governmental fund financial statements of the CAFR include encumbrances outstanding at year-end which are reported within the assigned fund balance for their specific purposes. Appropriation for these encumbrances commitments survives the expiration of the fiscal year. Encumbrances cancelled subsequent to the end of the fiscal year also cancel the underlying appropriation.

On a budgetary basis, unrealized gains and losses on the fair value of investments are not recognized. For GAAP purposes, such gains or losses are recognized.

### Proprietary Funds:

The Board of Supervisors approves an annual spending plan for proprietary funds. Adopted expense estimates are appropriated and these County funds have budgetary controls the same as those for the governmental fund types. Because these funds generally collect fees and revenue to cover the cost of the goods and services they provide, their accounting and budgeting bases are closer to commercial models. Budgeting, like accounting, is done on the accrual basis and generally according to GAAP.

## County Policies

When building the FY 2020-21 budget, the following County policies were considered:

### Budgeting Policy

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

guidelines create a standardized methodology for departments to follow when preparing budget plans for the Board of Supervisors' approval.

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

### Budget Cycle

#### *Mid April*

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

#### *Mid May*

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

#### *Mid June*

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

#### *Late June*

Assessor files assessment roll.

#### *Early July*

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

#### *Early July*

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

#### *Early July*

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

#### *Mid July*

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

*Early August*

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

*Mid/Late August*

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

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

Justification of Budget Requests

- The annual budget request for each department and affiliated budget unit(s) must justify the cost to County taxpayers in juxtaposition to the level of service provided to the general public and/or other governmental entities. Staffing, funds, and facilities deemed necessary to provide an appropriate level of service must be provided by each department. The financial data required to justify each budget request, the forms by which to assemble and present it, and the "letter of justification" by which to explain and transmit the data are described in the following subsections:
- *Net General Fund Cost.* Departments must identify the portion of total expenses of a budget unit or work program that must be paid by the County's countywide discretionary funds (i.e., revenue and fund balances that may be used for any legal purpose the Board of Supervisors deems appropriate). The net general fund cost of any budget unit or work program is determined by subtracting any program revenue and/or special-purpose fund balances, which are received for that budget unit or work program, from the net total expenditures for that budget unit or work group. Departments are required to submit a budget at the approved Net General Fund Cost (NGFC) guideline.
- *Supplemental Budget Request.* When a supplemental budget request is submitted, the justification for the request and alternative source of funding for the request must be included in a department's budget request.
- *Level of Service.* Departments must provide the quantity and quality of services provided within the fiscal year. As a rule, specific justification is required for increases in expenditure appropriations that will result in an increase over the current level of service.
- *Letter of Justification.* Each departmental budget request must be transmitted to the County Administrative Officer by a signed letter of justification. Budget requests without a justification letter will not be accepted by the County Administrative Office. The department head is expected to accurately summarize any significant budget changes,

noting the reasons for proposed increases or decreases in current levels of service and/or initiation of a new work program. Federal, state, or other directives should be cited when applicable. In addition, the letter must provide descriptive information as to the impact that the requested budget will have on work programs and levels of service. The letter of justification should also address increases in existing fees or any new approved fees to be charged. If the budget request includes increases in staffing, justification and the funding source(s) for those new positions must be included.

- *Step-down Plans.* Depending on the fiscal constraints facing the County, departments may be required to submit a step-down plan along with their budget. If required, departments must detail how they intend to incrementally reduce their Net General Fund Cost by a given percentage determined in advance by the County Administrative Office. Departments will need to identify what the impact of each incremental step-down will be, including potential reductions in staffing levels, performance measure ramifications, and impacts to service levels.
- *Program Prioritization Plans.* Departments are required to produce a program prioritization plan that provides the costs associated with and resources available for programs and functions the department performs. The plan is compiled in a prescribed format that allows the department to maintain current information and produce periodic reports as requested by the Board of Supervisors.
- *Performance Measures.* Departments have been tasked with establishing meaningful criteria for assessing the quality and effectiveness of services to the public. To be developed and revised in coordination with the County Administrative Office, these performance measures are monitored throughout the year with annual changes reported as part of the budget process. Departments should identify any significant improvements or declines in performance, explaining the reason for change and providing reasonable goals for the upcoming fiscal year. Departments are required to submit performance measures for fiscal year-end data to be included in the recommended budget book.
- *Organization Chart/List of Department Positions.* Departments are expected to maintain charts of their current organizational structure, showing all regular positions currently assigned to each organizational unit. Each department or budget unit organizational chart shall be accompanied by a list of currently authorized positions and a functional statement briefly describing the operational tasks performed by each organizational unit, and how they relate to performance of the budget unit's work programs. For submission with annual budget requests, the organizational chart, position listing and functional statement must be amended to show any proposed increases or decreases in positions and related functional assignments, and will be used by the County Administrative Office in evaluating staffing requirements, and by the Human Resources Division in classifying positions.
- *Fee for Service Review.* Changes in the department's fee structure require approval by the Board of Supervisors. In preparing the revenue estimate, departments should pay particular attention to revenue generated through charging fees for services (user fees). Since revenue

is an important part of the budget planning process, it is appropriate that a review of revenue be made prior to departmental planning for expenditures.

#### Appropriation Changes

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

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

#### Transferring Existing Appropriations

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

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

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

#### Encumbrances

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

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

#### Use of One-Time Funding Sources

The appropriation of carry-over fund balances and other one-time funding sources must be managed with care. These sources are most appropriately used to fund one-time expenses such as

capital expenditures, start-up costs for new programs, or to supplement the general purpose reserve. A goal is to invest one-time monies in a way that increases ongoing revenue and/or reduces ongoing expenses.

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

#### Budget Monitoring

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

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

#### Grant Funding

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

#### **Contingencies**

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

#### 1% Locally Funded Appropriation for Contingencies

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

### Uncertainties Contingencies

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

### Other Specific Purpose Contingencies

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

## **Fund Balance and Reserves Policy**

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

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

1. Nonspendable fund balance – amounts that cannot be spent because they are either (a) not in spendable form or (b) legally or contractually required to be maintained intact. Due to the nature or form of these resources, they generally cannot be expected to be converted into cash or a spendable form. These fund balance amounts are recorded each year by the Auditor-Controller to reflect the amount of fund balance determined to be nonspendable. No Board action is required to change these amounts.
2. Restricted fund balance – amounts are restricted by external parties, i.e., creditors, grantors, contributors, or laws/regulations of other governments or restricted by law through constitutional provisions of enabling legislation. Restrictions may be changed or lifted only with the consent of the resource provider.
3. Committed fund balance – amounts that can only be used for specific purposes pursuant to constraints imposed by formal action of the government’s highest level of decision-making authority (the Board of Supervisors). The formal action must occur prior to the end of the reporting period, however, the amount may be determined in the subsequent period. These are self-imposed limitations on available resources. These committed amounts cannot be used for any other purpose unless the government removes or changes the specified use by taking the same action it employed to previously commit those amounts. These committed amounts would be approved and adopted by formal action of the Board of Supervisors.
4. Assigned fund balance – amounts that are constrained by the County’s intent to be used for specific purposes, but are neither restricted nor committed. Intent can only be expressed

by the Board of Supervisors through the signing and approving of contracts and agreements.

5. Unassigned fund balance – The General Fund, as the principal operating fund, often will have net resources in excess of what can properly be classified in one of the four categories described above. Therefore, unassigned fund balance equals total fund balance less nonspendable, restricted, committed, and assigned. This amount is available for any purpose and may be appropriated or contributed to the General Purpose Reserve or a specific purpose designation until allocated for a specific purpose by the Board by a four-fifths vote. In other funds, the unassigned classification is used only if expenditures incurred for specific purposes exceed the amounts restricted, committed, or assigned to those purposes.

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

#### Unassigned Fund Balance – General Purpose Reserve

The General Purpose Reserve has no identified contingent liability or specific future use. It is intended for unanticipated major emergencies; to allow a transition period when key economic indicators point to recession likely to substantially reduce county revenue and increase public assistance expenditures; and to ensure the County's ability to make debt service payments in periods of declining general purpose revenues. The County shall maintain an unassigned fund balance designated as General Purpose Reserve for the General Fund targeted at a minimum of 10% of locally funded appropriation based on the adopted budget. Locally funded appropriation are those funded by countywide discretionary revenue, such as unrestricted property tax, sales tax, interest income, and other revenues not linked to specific programs, and by ongoing operating transfers in. The unassigned fund balance designated as General Purpose Reserve shall be built up with one-time sources until the established minimum target is achieved. In the event the locally funded appropriation declines from the previous year, the General Purpose Reserve shall have no downward adjustments. Increases to the General Purpose Reserve generally are only made once at the beginning of the fiscal year through the budget process.

#### Fund Balance Spend Down

Use of fund balance will be limited to nonrecurring expenditures, debt reduction, one-time capital costs or emergency situations (such as economic conditions or natural disasters). The County generally will use the specific purpose designations (Assigned) first, then the Tax Liability Reserve (Assigned) and finally the General Purpose Reserve (Unassigned) when using fund balance.

Within a five year planning cycle, should unforeseen events cause the use of fund balance to be used for ongoing operational needs, the following budget balancing strategies will be invoked to determine corrective actions:

- a. Seek other revenue opportunities, including new service fees or increase existing fees.
- b. Reduce expenditures through improved productivity

- c. Reduce or eliminate services.
- d. Manage staffing costs.

After evaluating and implementing where possible the above budget balancing strategies, the unassigned fund balance may be used as a temporary fix to address an ongoing budget gap if incorporated in a multi-year plan to balance ongoing revenues and expenses. A planned draw down of unassigned fund balance for ongoing operational needs generally should not exceed 3% of local funded appropriation in a given fiscal year.

#### Unassigned Fund Balance Replenish Procedures

Before the unassigned fund balance can be withdrawn below the General Purpose Reserve target, a replenishment plan must be adopted by the Board of Supervisors. The unassigned fund balance shall be built up with one-time sources until the established target is achieved/replenished. One-time sources will be used to replenish reserves before using for one-time, nonemergency expenses.

#### **Debt**

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

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

#### **Capital Budget Policy**

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

The County Administrative Policy and Procedures Manual requires the General Services Division to annually distribute a capital project submission and processing timeline. The timeline is accompanied by a list of projects previously requested by departments. Each department receiving a list of its prior year requests is required to (1) delete any projects no longer deemed necessary; (2) add any new project requests; (3) indicate if a project is being revised, and (4) establish the

department's prioritization of the projects. The General Services Division performs an initial screening of all projects to establish a preliminary priority. For those projects that are given preliminary priority, as well as for revised projects, cost estimates are generated. The list of prioritized projects is provided to the County Administrative Office for budgetary consideration. The list, however, does not represent all capital and infrastructure maintenance needs of the County. Project needs associated with enterprise funds and the Roads Department are not included in the list due to the different funding processes inherent in enterprise funds and the Roads Department. The projects included on the list are presented in priority order, as recommended by the County Administrative Office, based on the following evaluation criteria:

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

- *Subventions and Special Funding.* Several County departments are considered “subvented” because the costs of their operations, including capital needs, are primarily reimbursed with state and Federal funding. Special funding from sources other than the General Fund ease typical budgetary deliberations, particularly when external funds are earmarked specifically for capital projects and equipment replacement.

### **Investment Policy**

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

The policy applies to all investments held within the County Treasurer’s Pool and made on behalf of the County and member agencies of the Pool with the exception of certain bond funds for which the Board of Supervisors may specifically authorize other allowable investments, consistent with State law. Also exempt from the policy are retirement funds and other post employment benefit (OPEB) funds managed through an external trust. The Treasurer and Treasurer’s staff are responsible for the full-time, active management of the Pool. All investments and activities of the Treasurer and staff are conducted with the understanding that the Treasurer holds a public trust with the citizens of the County, which cannot be compromised.

It is the policy of the Treasurer to invest public funds in a manner that preserves the safety and liquidity of all investments within the County investment pool while obtaining a reasonable return within established investment guidelines. The portfolio is actively managed in a manner that is responsive to the public trust and consistent with State law. Accordingly, the County Treasurer’s Pool is guided by the following principles, in order of importance:

1. The primary objective of the Treasurer’s investment of public funds is to safeguard investment principal;
2. The secondary objective is to maintain sufficient liquidity to insure that funds are available to meet daily cash flow requirements;
3. The third and last consideration is to achieve a reasonable rate of return or yield consistent with these objectives.

To provide sufficient liquidity to meet daily expenditure requirements, the portfolio will maintain at least 35% of its total book value in securities having a maturity of one (1) year or less. Investments shall be restricted to those authorized in the CGC and as further restricted by this policy statement, with the exception of certain bond funds in which the Board of Supervisors has specifically authorized other allowable investments. All investments shall be further governed by the restrictions in Schedule I of the policy which defines the type of investments authorized, maturity limitations, portfolio diversification (maximum percent of portfolio), credit quality standards, and purchase restrictions that apply. Whenever a maximum allowable percentage of the

portfolio is stipulated for any type of security or structural maturity range, the limit or maximum allowable is determined by the portfolio size at the close of the date on which the security is settled. Repurchase agreements are restricted to primary dealers of the Federal Reserve Bank of New York. All counterparties must sign a PSA Master Repurchase Agreement and for tri-party repurchase agreements a Tri-Party Repurchase Agreement as well before engaging in any repurchase agreement transactions. Collateral for repurchase agreements shall have a market value of at least 102% of the amount invested and must be marked to market by staff or by an independent third-party or custodial bank acting under contract to the County. Collateral for term repurchase agreements should be marked to market on a regular basis. Repurchase agreements are required to be collateralized by securities authorized under Section 53601 et. seq. of the California Government Code.

The total of Reverse Repurchase Agreement transactions shall not exceed 10 percent of the base value of the portfolio. The term of such agreements shall not exceed 92 calendar days, unless the agreement includes a written codicil guaranteeing a minimum earning or spread for the entire period between the sale of a security using such an agreement and the final maturity date of the same security.

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**Board of Supervisor – First District**

Supervisor: Mick Gleason, Elected

Fund: General

Budget Unit: 1011

Function: General Government

Activity: Legislative and Administrative

**Description of Major Services**

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

<b>Summary of Expenditures and Revenue</b>						
	<b>FY 2018-19</b>	<b>FY 2019-20</b>		<b>FY 2020-21</b>		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
<b>APPROPRIATIONS:</b>						
Salaries and Benefits	\$447,630	\$452,423	\$448,624	\$417,639	\$417,639	\$417,639
Services and Supplies	25,947	23,687	22,261	22,763	22,763	22,763
Other Financing Uses	0	78,346	0	0	0	76,346
<b>TOTAL EXPENDITURES</b>	<b>\$473,577</b>	<b>\$554,456</b>	<b>\$470,885</b>	<b>\$440,402</b>	<b>\$440,402</b>	<b>\$516,748</b>
<b>REVENUE:</b>						
Miscellaneous	\$295	\$0	\$99	\$0	\$0	\$0
Other Financing Sources:						
CARES Act	0	0	40,364	0	0	0
<b>TOTAL REVENUE</b>	<b>\$295</b>	<b>\$0</b>	<b>\$40,463</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
Less Available BSI *	\$0	(\$78,346)	\$0	\$0	\$0	(\$76,346)
<b>NET GENERAL FUND COST</b>	<b>\$473,282</b>	<b>\$476,110</b>	<b>\$430,422</b>	<b>\$440,402</b>	<b>\$440,402</b>	<b>\$440,402</b>
BSI Ending Balance *	\$76,979	N/A	\$76,346	N/A	N/A	N/A

\* BSI = Budget Savings Incentives

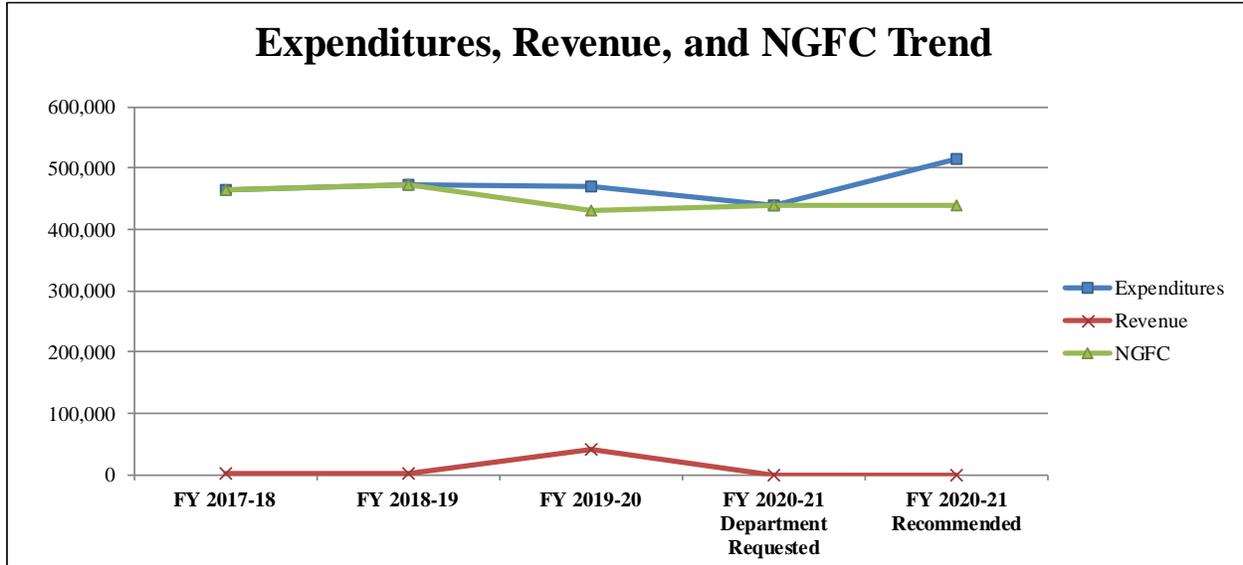
**Major Expenditures and Revenue in FY 2020-21 Recommended Budget**

A majority of the expenditures for this budget unit are associated with salaries and benefits. This budget unit is primarily funded by general purpose revenues of the General Fund through an allocation of Net General Fund Cost.

**Budget Changes and Operational Impacts**

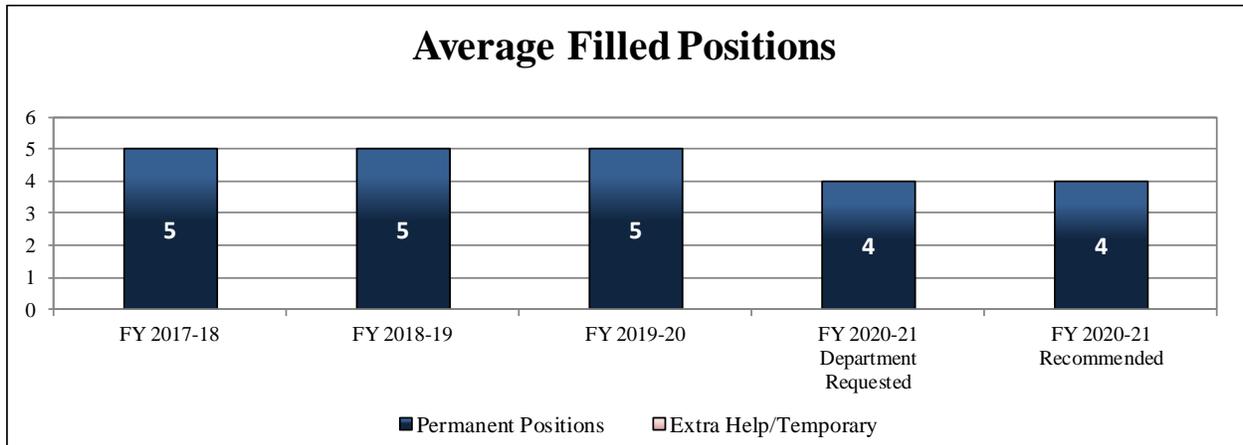
The recommended budget provides adequate resources to assist the Supervisor in performing the various duties and functions required of the governing body. The department is currently authorized five permanent positions. The recommended budget provides the department funding for three full-time positions and one part-time position. The department is eliminating the use of two part-time positions to absorb the reduction in Net General Fund Cost.

FY 2019-20 actual revenue includes reimbursement from the CARES Act funding to address the Novel Coronavirus pandemic



### Staffing Changes and Operational Impacts

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



4-Year Staffing Trend	Actual			Department	
	FY 2017-18	FY 2018-19	FY 2019-20	Requested	Recommended
<b>AVERAGE FILLED POSITIONS</b>				FY 2020-21	
Permanent Positions	5	5	5	4	4
Extra Help/Temporary	0	0	0	0	0
<b>Total Positions</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>4</b>	<b>4</b>
<b>ACTUAL FULL-TIME EQUIVALENTS</b>					
Permanent Positions (FTE)	4	4	5	N/A	N/A
Extra Help/Temporary (FTE)	0	0	0	N/A	N/A
<b>Total Positions</b>	<b>4</b>	<b>4</b>	<b>5</b>	<b>N/A</b>	<b>N/A</b>
<b>SALARIES &amp; BENEFITS</b>	<b>\$438,360</b>	<b>\$447,630</b>	<b>\$448,624</b>	<b>\$417,639</b>	<b>\$417,639</b>

### Summary of Authorized Positions

The department has five authorized permanent positions, of which three full-time and one part-time positions have been budgeted to be filled during FY 2020-21 as indicated below.

Division	Authorized	Additions	Deletions	Requested	Filled	Vacant	Total
				Total			
Administration	5	0	0	5	4	1	5
<b>Total</b>	<b>5</b>	<b>0</b>	<b>0</b>	<b>5</b>	<b>4</b>	<b>1</b>	<b>5</b>

#### Administration

##### Classification

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

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## Board of Supervisors – Second District

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

Function: General Government  
 Activity: Legislative and Administrative

### Description of Major Services

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

Summary of Expenditures and Revenue						
	FY 2018-19	FY 2019-20		FY 2020-21		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
<b>APPROPRIATIONS:</b>						
Salaries and Benefits	\$462,024	\$459,956	\$418,474	\$421,714	\$421,714	\$421,714
Services and Supplies	15,593	14,454	15,373	17,115	17,115	17,115
Other Financing Uses	0	3,278	0	0	0	1,278
<b>TOTAL EXPENDITURES</b>	<b>\$477,617</b>	<b>\$477,688</b>	<b>\$433,847</b>	<b>\$438,829</b>	<b>\$438,829</b>	<b>\$440,107</b>
<b>REVENUE:</b>						
Other Financing Sources:						
CARES Act	\$0	\$0	\$2,072	\$0	\$0	\$0
<b>TOTAL REVENUE</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,072</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
Less Available BSI *	\$0	(\$3,278)	\$0	\$0	\$0	(\$1,278)
<b>NET GENERAL FUND COST</b>	<b>\$477,617</b>	<b>\$474,410</b>	<b>\$431,775</b>	<b>\$438,829</b>	<b>\$438,829</b>	<b>\$438,829</b>
BSI Ending Balance *	\$2,043	N/A	\$1,278	N/A	N/A	N/A

\* BSI = Budget Savings Incentives

### Major Expenditures and Revenue in FY 2020-21 Recommended Budget

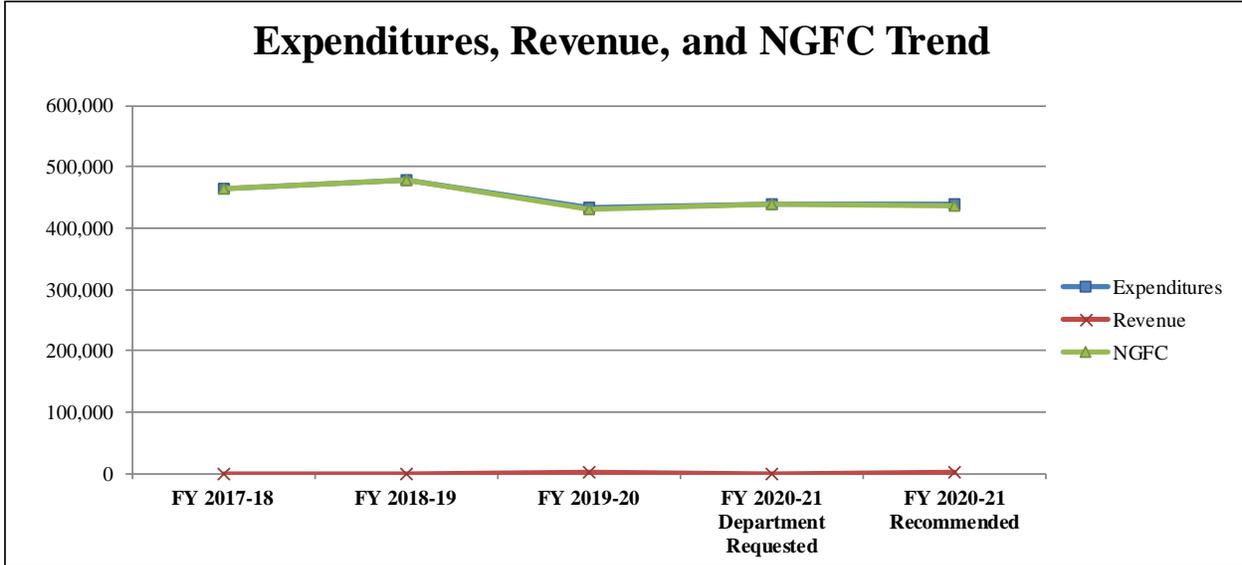
A majority of the expenditures for this budget unit are associated with salaries and benefits. This budget unit is primarily funded by general purpose revenues of the General Fund through an allocation of Net General Fund Cost.

### Budget Changes and Operational Impacts

The recommended budget provides adequate resources to assist the Supervisor in performing the various duties and functions required of the governing body. The department is currently authorized five permanent positions. The recommended budget provides the department funding for two full-time positions and three part-time positions, of which one is extra help. The department

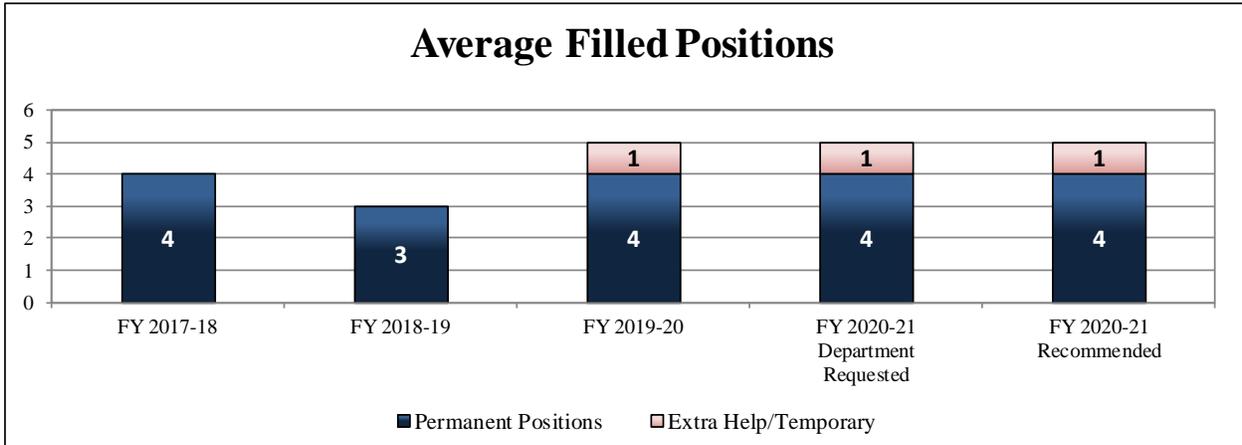
will leave one permanent position vacant and utilize an extra help position in order to absorb the reduction in Net General Fund Cost.

FY 2019-20 actual revenue includes reimbursement from the CARES Act funding to address the Novel Coronavirus pandemic.



### Staffing Changes and Operational Impacts

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



4-Year Staffing Trend	Actual			Department	
	FY 2017-18	FY 2018-19	FY 2019-20	Requested	Recommended
<b>AVERAGE FILLED POSITIONS</b>				<b>FY 2020-21</b>	
Permanent Positions	4	3	4	4	4
Extra Help/Temporary	0	0	1	1	1
<b>Total Positions</b>	<b>4</b>	<b>3</b>	<b>5</b>	<b>5</b>	<b>5</b>
<b>ACTUAL FULL-TIME EQUIVALENTS</b>					
Permanent Positions (FTE)	4	3	4	N/A	N/A
Extra Help/Temporary (FTE)	0	0	1	N/A	N/A
<b>Total Positions</b>	<b>4</b>	<b>3</b>	<b>5</b>	<b>N/A</b>	<b>N/A</b>
<b>SALARIES &amp; BENEFITS</b>	<b>\$451,609</b>	<b>\$462,024</b>	<b>\$418,474</b>	<b>\$421,714</b>	<b>\$421,714</b>

### Summary of Authorized Positions

The department has five authorized permanent positions, of which two full-time and two part-time positions have been budgeted to be filled during FY 2020-21 as indicated below. The department will utilize one extra help position.

Division	Authorized	Additions	Deletions	Requested	Filled	Vacant	Total
				Total			
Administration	5	0	0	5	4	1	5
<b>Total</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>5</b>	<b>4</b>	<b>1</b>	<b>5</b>

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

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## Board of Supervisors – Third District

Supervisor: Mike Maggard, Elected

Function: General Government

Fund: General

Activity: Legislative and Administrative

Budget Unit: 1013

### Description of Major Services

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

Summary of Expenditures and Revenue						
	FY 2018-19	FY 2019-20		FY 2020-21		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
<b>APPROPRIATIONS:</b>						
Salaries and Benefits	\$442,333	\$460,416	\$383,221	\$421,759	\$421,759	\$421,759
Services and Supplies	14,555	15,283	12,598	18,263	18,263	18,263
Other Financing Uses	0	45,200	0	0	0	45,200
<b>TOTAL EXPENDITURES</b>	<b>\$456,888</b>	<b>\$520,899</b>	<b>\$395,819</b>	<b>\$440,022</b>	<b>\$440,022</b>	<b>\$485,222</b>
<b>REVENUE:</b>						
Other Financing Sources:						
CARES Act	\$0	\$0	\$3,941	\$0	\$0	\$0
<b>TOTAL REVENUE</b>	<b>\$0</b>	<b>\$0</b>	<b>\$3,941</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
Less Available BSI *	\$0	(\$45,200)	\$0	\$0	\$0	(\$45,200)
<b>NET GENERAL FUND COST</b>	<b>\$456,888</b>	<b>\$475,699</b>	<b>\$391,878</b>	<b>\$440,022</b>	<b>\$440,022</b>	<b>\$440,022</b>
BSI Ending Balance *	\$43,248	N/A	\$45,200	N/A	N/A	N/A

\* BSI = Budget Savings Incentives

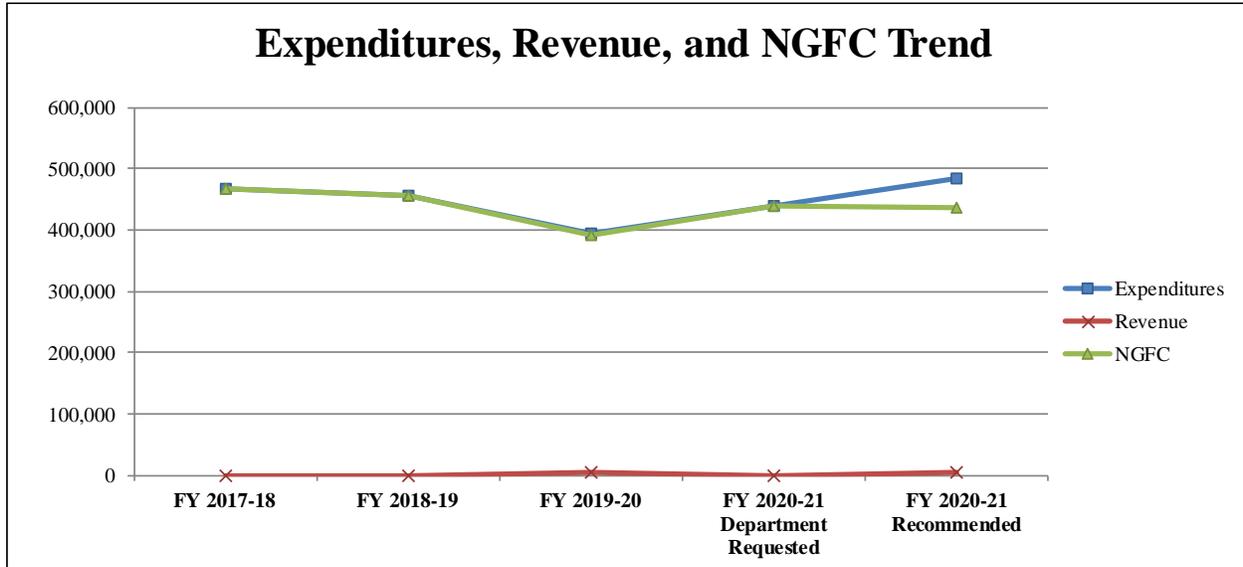
### Major Expenditures and Revenue in FY 2020-21 Recommended Budget

A majority of the expenditures for this budget unit are associated with salaries and benefits. This budget unit is primarily funded by general purpose revenues of the General Fund through an allocation of Net General Fund Cost.

### Budget Changes and Operational Impacts

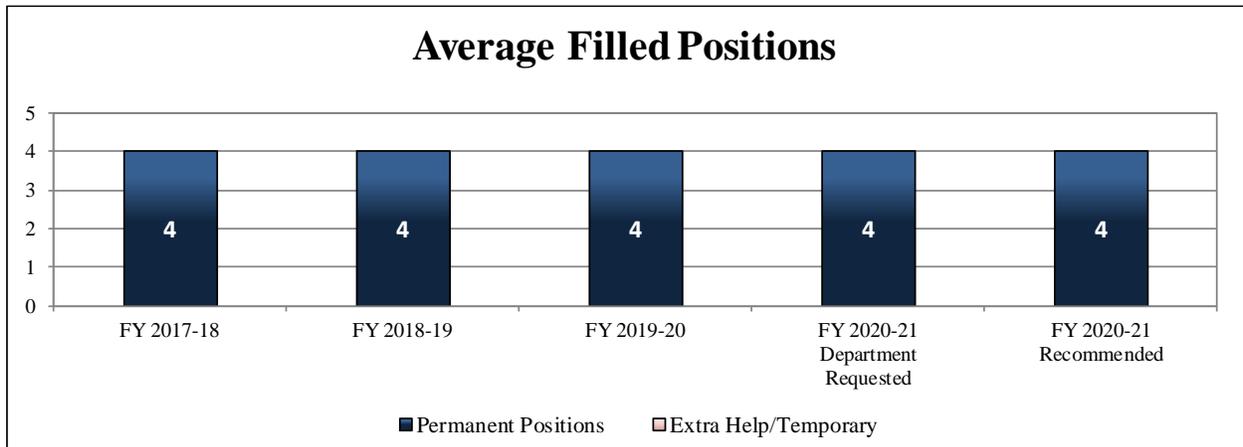
The recommended budget provides adequate resources to assist the Supervisor in performing the various duties and functions required of the governing body. The department is currently authorized four permanent positions. The recommended budget provides the department funding for two-full time and two part-time positions. The department is able to absorb the Net General Fund Cost reduction through conservative fiscal management.

FY 2019-20 actual revenue includes reimbursement from the CARES Act funding to address the Novel Coronavirus pandemic.



### Staffing Changes and Operational Impacts

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



	Actual			Department	
	FY 2017-18	FY 2018-19	FY 2019-20	Requested	Recommended
<b>4-Year Staffing Trend</b>					
<b>AVERAGE FILLED POSITIONS</b>				FY 2020-21	
Permanent Positions	4	4	4	4	4
Extra Help/Temporary	0	0	0	0	0
<b>Total Positions</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>
<b>ACTUAL FULL-TIME EQUIVALENTS</b>					
Permanent Positions (FTE)	4	4	4	N/A	N/A
Extra Help/Temporary (FTE)	0	0	0	N/A	N/A
<b>Total Positions</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>N/A</b>	<b>N/A</b>
<b>SALARIES &amp; BENEFITS</b>	<b>\$453,929</b>	<b>\$442,333</b>	<b>\$383,221</b>	<b>\$421,759</b>	<b>\$421,759</b>

### Summary of Authorized Positions

The department has four authorized permanent positions, of which two full-time and two part-time positions have been budgeted to be filled during FY 2020-21 as indicated below.

Division	Authorized	Additions	Deletions	Requested	Filled	Vacant	Total
				Total			
Administration	4	0	0	4	4	0	4
<b>Total</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>	<b>4</b>	<b>0</b>	<b>4</b>

#### Administration

##### Classification

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

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## Board of Supervisors – Fourth District

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

Function: General Government  
 Activity: Legislative and Administrative

### Description of Major Services

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

Summary of Expenditures and Revenue						
	FY 2018-19	FY 2019-20		FY 2020-21		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
<b>APPROPRIATIONS:</b>						
Salaries and Benefits	\$436,018	\$458,003	\$435,522	\$423,284	\$423,284	\$423,284
Services and Supplies	18,738	19,733	18,447	18,623	18,623	18,623
Other Financing Uses	0	51,851	0	0	0	51,851
<b>TOTAL EXPENDITURES</b>	<b>\$454,756</b>	<b>\$529,587</b>	<b>\$453,969</b>	<b>\$441,907</b>	<b>\$441,907</b>	<b>\$493,758</b>
<b>REVENUE:</b>						
Miscellaneous	\$0	\$0	\$8,000	\$0	\$0	\$0
Other Financing Sources:						
CARES Act	0	0	12,661	0	0	0
<b>TOTAL REVENUE</b>	<b>\$0</b>	<b>\$0</b>	<b>\$20,661</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
Less Available BSI *	\$0	(\$51,851)	\$0	\$0	\$0	(\$51,851)
<b>NET GENERAL FUND COST</b>	<b>\$454,756</b>	<b>\$477,736</b>	<b>\$433,308</b>	<b>\$441,907</b>	<b>\$441,907</b>	<b>\$441,907</b>
BSI Ending Balance *	\$50,234	N/A	\$51,851	N/A	N/A	N/A

\* BSI = Budget Savings Incentives

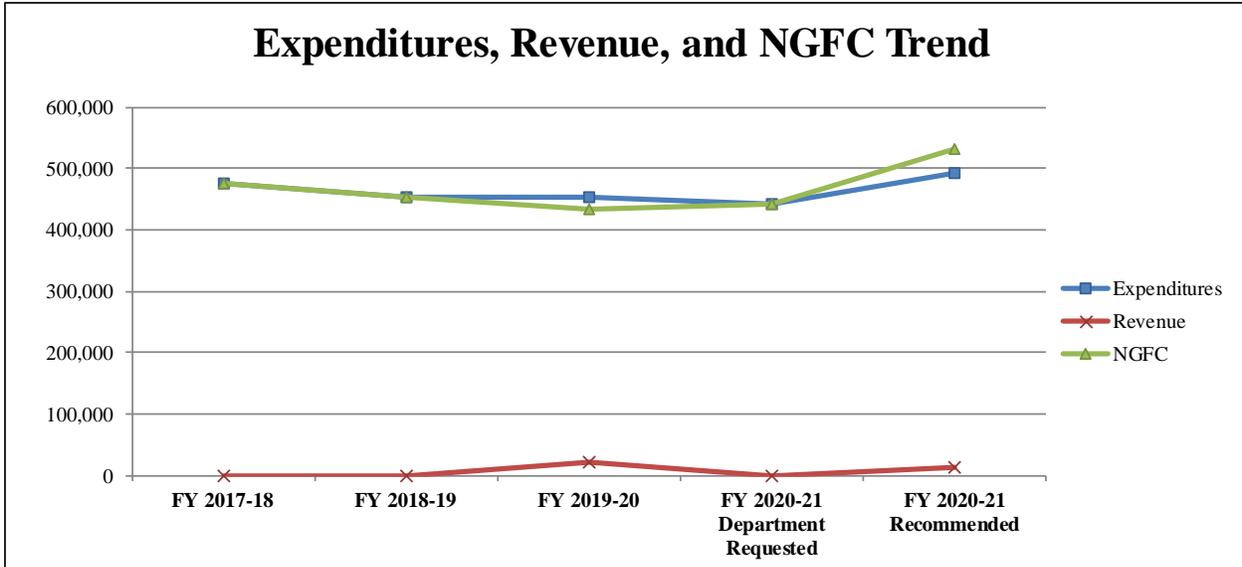
### Major Expenditures and Revenue in 2020-21 Recommended Budget

A majority of the expenditures for this budget unit are associated with salaries and benefits. This budget unit is primarily funded by general purpose revenues of the General Fund through the allocation of Net General Fund Cost.

### Budget Changes and Operational Impacts

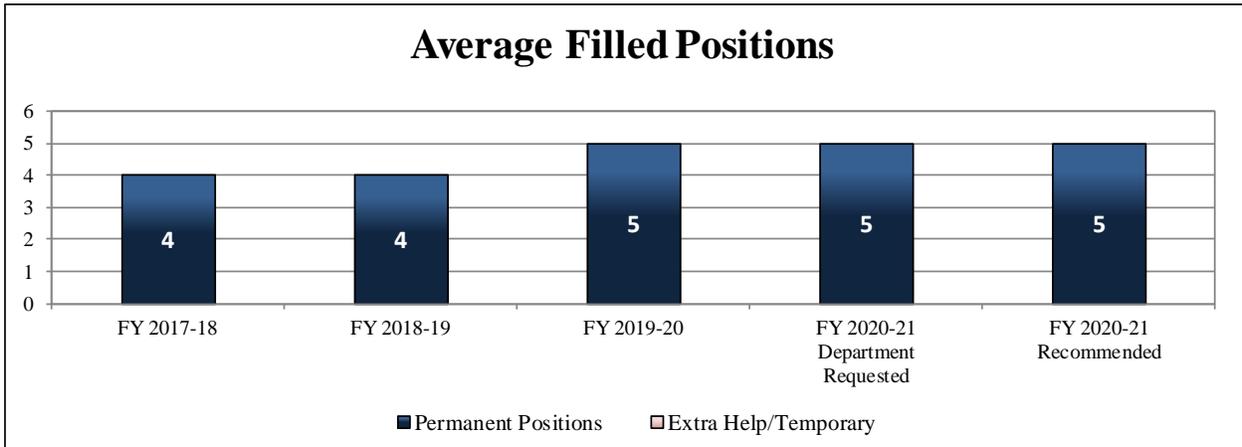
The recommended budget provides adequate resources to assist the Supervisor in performing the various duties and functions required of the governing body. The budget provides the department with funding for five authorized positions, of which four are part-time positions. The department is able to absorb the reduction in Net General Fund Cost with no service level impacts.

FY 2019-20 actual revenue includes reimbursement from the CARES Act funding to address the Novel Coronavirus pandemic. In addition, a donation from the Kern County Foundation in the amount of \$8,000 was received to sponsor recreational activities including movies in the park in the supervisorial district.



### Staffing Changes and Operational Impacts

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



4-Year Staffing Trend	Actual			Department	
	FY 2017-18	FY 2018-19	FY 2019-20	Requested	Recommended
<b>AVERAGE FILLED POSITIONS</b>				FY 2020-21	
Permanent Positions	4	4	5	5	5
Extra Help/Temporary	0	0	0	0	0
<b>Total Positions</b>	<b>4</b>	<b>4</b>	<b>5</b>	<b>5</b>	<b>5</b>
<b>ACTUAL FULL-TIME EQUIVALENTS</b>					
Permanent Positions (FTE)	4	4	4	N/A	N/A
Extra Help/Temporary (FTE)	0	0	0	N/A	N/A
<b>Total Positions</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>N/A</b>	<b>N/A</b>
<b>SALARIES &amp; BENEFITS</b>	<b>\$460,252</b>	<b>\$436,018</b>	<b>\$435,522</b>	<b>\$423,284</b>	<b>\$423,284</b>

### Summary of Authorized Positions

The department currently has five authorized permanent positions, of which all have been budgeted to be filled during FY 2020-21 as indicated below. Four permanent authorized positions are part-time.

Division	Authorized	Additions	Deletions	Requested	Filled	Vacant	Total
				Total			
Administration	5	0	0	5	5	0	5
<b>Total</b>	<b>5</b>	<b>0</b>	<b>0</b>	<b>5</b>	<b>5</b>	<b>0</b>	<b>5</b>

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

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## Board of Supervisors – Fifth District

Supervisor: Leticia Perez, Elected

Function: General Government

Fund: General

Activity: Legislative and Administrative

Budget Unit: 1015

### Description of Major Services

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

	Summary of Expenditures and Revenue					
	FY 2018-19	FY 2019-20		FY 2020-21		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
<b>APPROPRIATIONS:</b>						
Salaries and Benefits	\$450,805	\$456,906	\$454,386	\$421,397	\$421,397	\$421,397
Services and Supplies	17,550	16,833	14,180	16,813	16,813	16,813
Other Financing Uses	0	30,106	0	0	0	30,106
<b>TOTAL EXPENDITURES</b>	<b>\$468,355</b>	<b>\$503,845</b>	<b>\$468,566</b>	<b>\$438,210</b>	<b>\$438,210</b>	<b>\$468,316</b>
<b>REVENUE:</b>						
Other Financing Sources:						
CARES Act	\$0	\$0	\$4,939	\$0	\$0	\$0
<b>TOTAL REVENUE</b>	<b>\$0</b>	<b>\$0</b>	<b>\$4,939</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
Less Available BSI *	\$0	(\$30,106)	\$0	\$0	\$0	(\$30,106)
<b>NET GENERAL FUND COST</b>	<b>\$468,355</b>	<b>\$473,739</b>	<b>\$463,627</b>	<b>\$438,210</b>	<b>\$438,210</b>	<b>\$438,210</b>
BSI Ending Balance *	\$26,906	N/A	\$30,106	N/A	N/A	N/A

\* BSI = Budget Savings Incentives

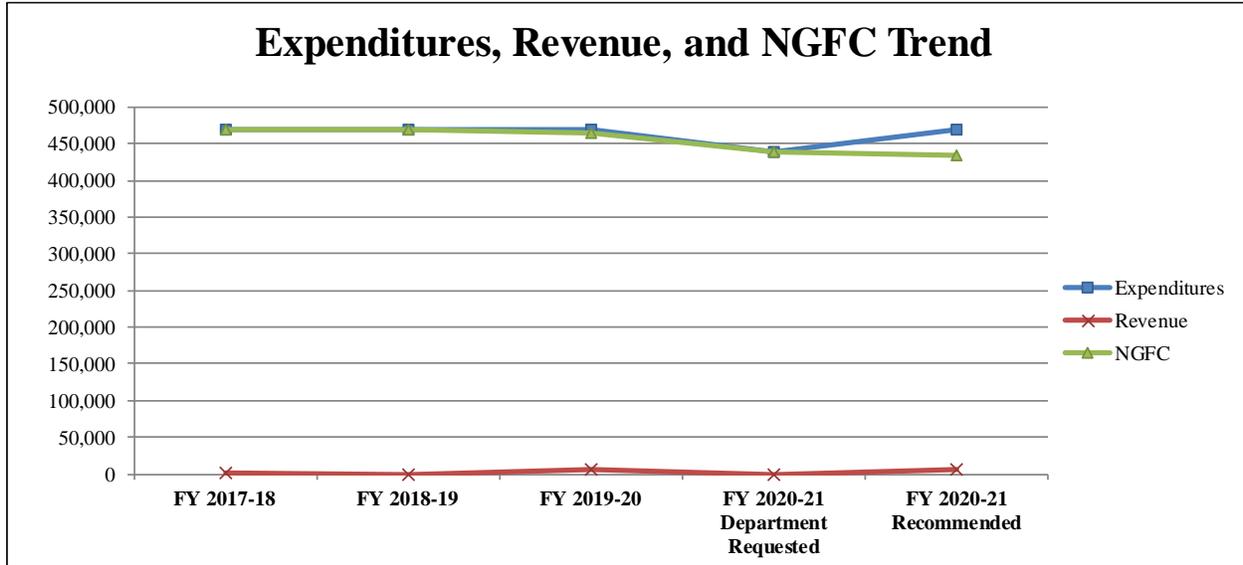
### Major Expenditures and Revenue in FY 2020-21 Recommended Budget

A majority of the expenditures for this budget unit are associated with salaries and benefits. This budget unit is primarily funded by general purpose revenues of the General Fund through an allocation of Net General Fund Cost.

### Budget Changes and Operational Impacts

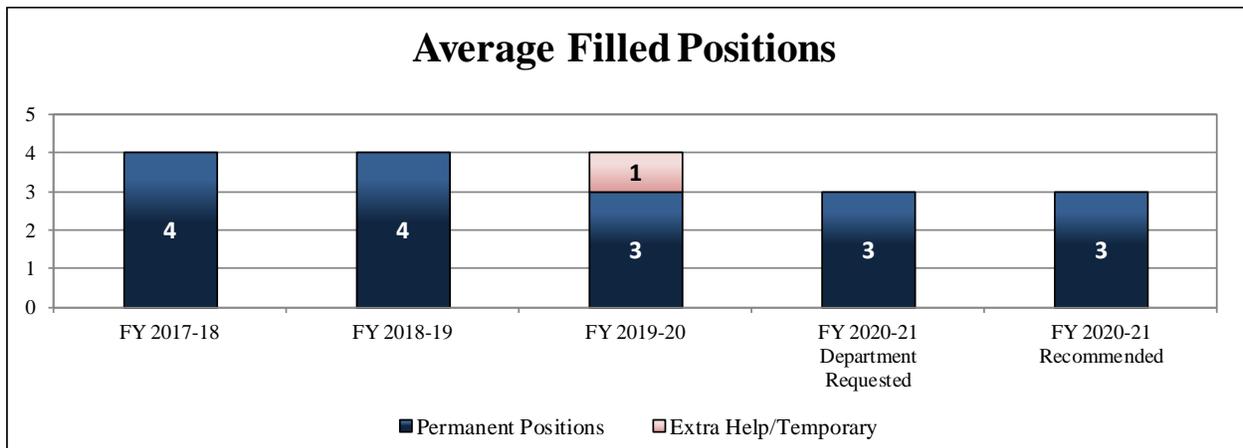
The recommended budget provides adequate resources to assist the Supervisor in performing the various duties and functions required of the governing body. The budget provides funding for three permanent authorized positions. The department is eliminating the use of extra-help to absorb the reduction in Net General Fund Cost.

FY 2019-20 actual revenue includes reimbursement from the CARES Act funding to address the Novel Coronavirus pandemic.



### Staffing Changes and Operational Impacts

No position additions or deletions are included in the recommended budget. The department will hold one Supervisor Field Representative Aide vacant and unfunded.



	Actual			Department	
	FY 2017-18	FY 2018-19	FY 2019-20	Requested	Recommended
<b>4-Year Staffing Trend</b>					
<b>AVERAGE FILLED POSITIONS</b>				FY 2020-21	
Permanent Positions	4	4	3	3	3
Extra Help/Temporary	0	0	1	0	0
<b>Total Positions</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>3</b>	<b>3</b>
<b>ACTUAL FULL-TIME EQUIVALENTS</b>					
Permanent Positions (FTE)	4	4	3	N/A	N/A
Extra Help/Temporary (FTE)	0	0	1	N/A	N/A
<b>Total Positions</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>N/A</b>	<b>N/A</b>
<b>SALARIES &amp; BENEFITS</b>	<b>\$454,822</b>	<b>\$450,805</b>	<b>\$454,386</b>	<b>\$421,397</b>	<b>\$421,397</b>

## Summary of Authorized Positions

The department has four authorized permanent positions, of which three have been budgeted to be filled during FY 2020-21 as indicated below.

Division	Authorized	Additions	Deletions	Requested	Filled	Vacant	Total
				Total			
Administration	4	0	0	4	3	1	4
<b>Total</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>	<b>3</b>	<b>1</b>	<b>4</b>

### Administration

#### Classification

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

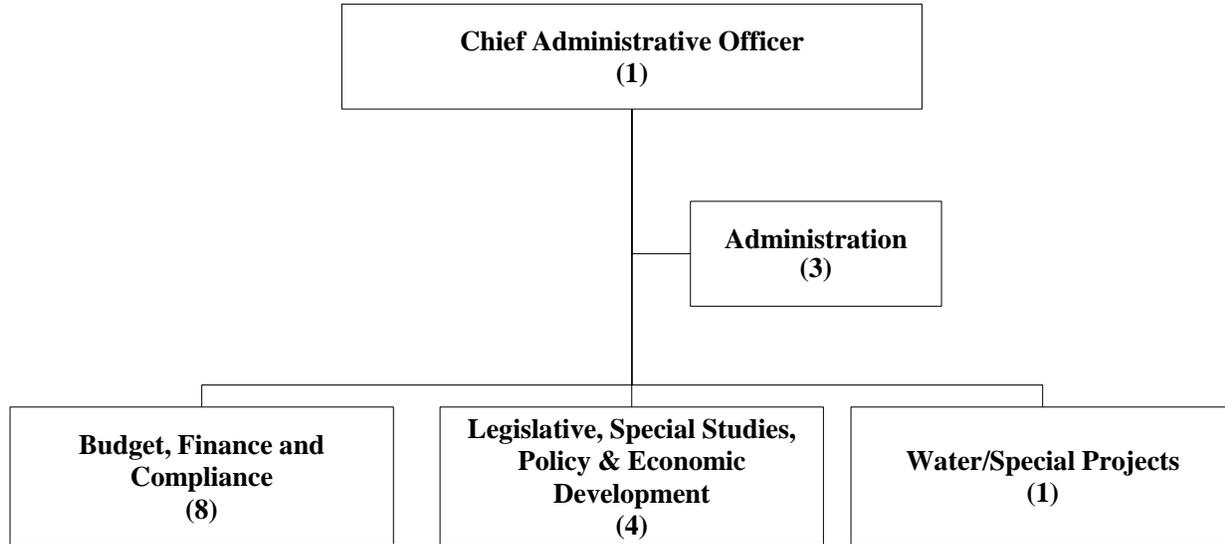
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**Mission Statement**

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

**Organizational Chart**



**Fiscal Year 2018-19 and 2019-20 Accomplishments**

- Received the Distinguished Budget Presentation Award and Certificate of Recognition of Budget Preparation from the Government Finance Officers Association for FY 2018-19 and FY 2019-20.
- Signed property tax rebate agreements in FY 2018-19 with L’Oreal and Amazon under AdvanceKern that will create 1,155 new jobs for Kern residents. In FY 2019-20 an incentive agreement was signed with Taft Ammonia Co. that will create 18 additional jobs. AdvanceKern is a program to assist, grow and diversify the County’s economic base and to enhance the County’s statewide and national competitiveness in economic development.
- Received funding from the Coronavirus Aid Relief, and Economic Security Act – Corona Virus Relief Fund and implemented small business and vulnerable population support programs valued at \$35 million to address the impacts of the Novel Coronavirus.
- Continued to address homelessness through the construction and operation of the County’s Low Barrier Navigation Center and secured over \$13 million in grant funding to support the homeless population over the next five years.

## County Administrative Office

Department Head: Ryan J. Alsop

Fund: General

Budget Unit: 1020

Function: General Government

Activity: Legislative and Administrative

### Description of Major Services

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

#### Summary of Expenditures and Revenue

	FY 2018-19	FY 2019-20		FY 2020-21		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
<b>APPROPRIATIONS:</b>						
Salaries and Benefits	\$2,965,436	\$3,424,702	\$3,090,456	\$3,180,943	\$3,180,943	\$3,180,943
Services and Supplies	79,939	1,200,106	533,492	437,814	437,814	437,814
Other Financing Uses	0	1,177,614	0	0	0	1,177,614
<b>TOTAL EXPENDITURES</b>	<b>\$3,045,375</b>	<b>\$5,802,422</b>	<b>\$3,623,948</b>	<b>\$3,618,757</b>	<b>\$3,618,757</b>	<b>\$4,796,371</b>
Expend. Reimb.	(\$197,358)	(\$250,000)	(\$193,344)	(\$325,094)	(\$325,094)	(\$325,094)
<b>TOTAL NET EXPENDITURES</b>	<b>\$2,848,017</b>	<b>\$5,552,422</b>	<b>\$3,430,604</b>	<b>\$3,293,663</b>	<b>\$3,293,663</b>	<b>\$4,471,277</b>
<b>REVENUE:</b>						
Licenses and Permits	\$8,500	\$8,500	\$8,500	\$8,500	\$8,500	\$8,500
Intergovernmental	54,853	1,421,218	1,230,660	459,067	459,067	459,067
Charges for Services	140,160	100,000	153,780	30,000	30,000	30,000
Miscellaneous	3,371	0	0	0	0	0
Other Financing Sources:						
CARES Act	0	0	45,418	164,389	164,389	164,389
<b>TOTAL REVENUE</b>	<b>\$206,884</b>	<b>\$1,529,718</b>	<b>\$1,438,358</b>	<b>\$661,956</b>	<b>\$661,956</b>	<b>\$661,956</b>
Less Available BSI *	\$0	(\$1,177,614)	\$0	\$0	\$0	(\$1,177,614)
<b>NET GENERAL FUND COST</b>	<b>\$2,641,133</b>	<b>\$2,845,090</b>	<b>\$1,992,246</b>	<b>\$2,631,707</b>	<b>\$2,631,707</b>	<b>\$2,631,707</b>
BSI Ending Balance *	\$1,159,918	N/A	\$1,177,614	N/A	N/A	N/A

\* BSI = Budget Savings Incentives

### Major Expenditures and Revenue in FY 2020-21 Recommended Budget

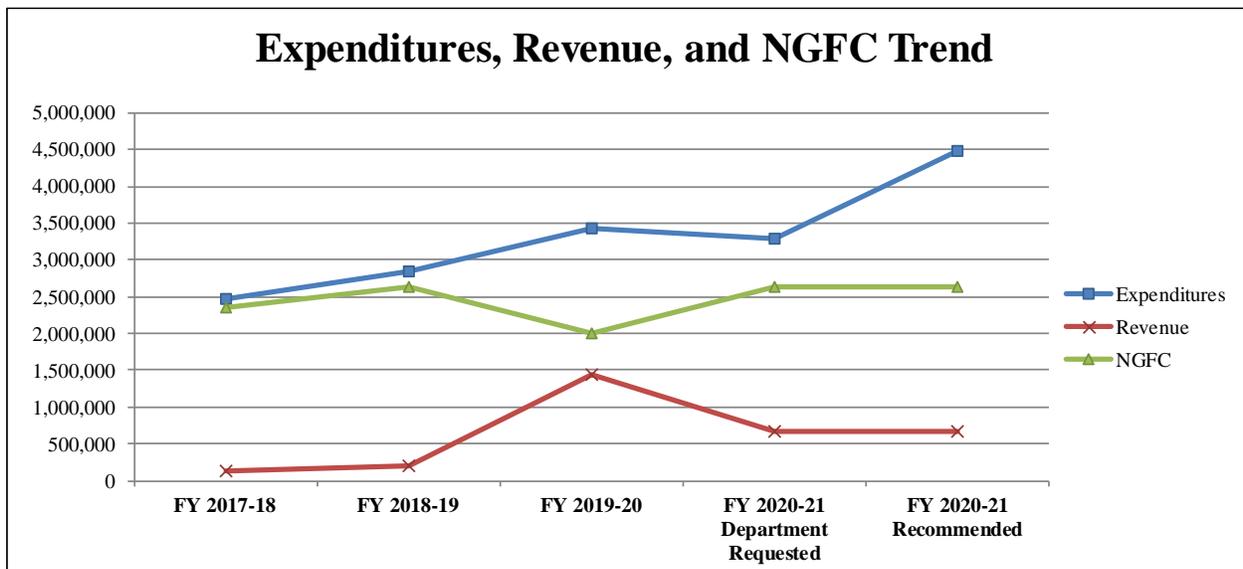
The majority of expenditures for the department are associated with staff costs and supplies necessary to perform the functions of the office. The budget unit is funded primarily by an allocation of Net General Fund Cost. Additionally, the department receives reimbursement of staff costs for eligible administrative and debt management activities. These reimbursements account for the majority of charges for services and expenditure transfers transactions.

## Budget Changes and Operational Impacts

The department is in the final phase of implementing a strategic plan for economic diversification in east Kern as well as the communication and outreach strategy to ensure hard-to-count populations throughout the County are counted in the 2020 Census. Both activities are funded through December 31, 2020. Intergovernmental revenue of \$459,067 is anticipated in FY 2020-21 and reflects six months of funding compared to the full year of funding in FY 2019-20. Costs associated with the grants are reflected in the recommended budget under Salaries and Benefits to cover contract staff and Services and Supplies.

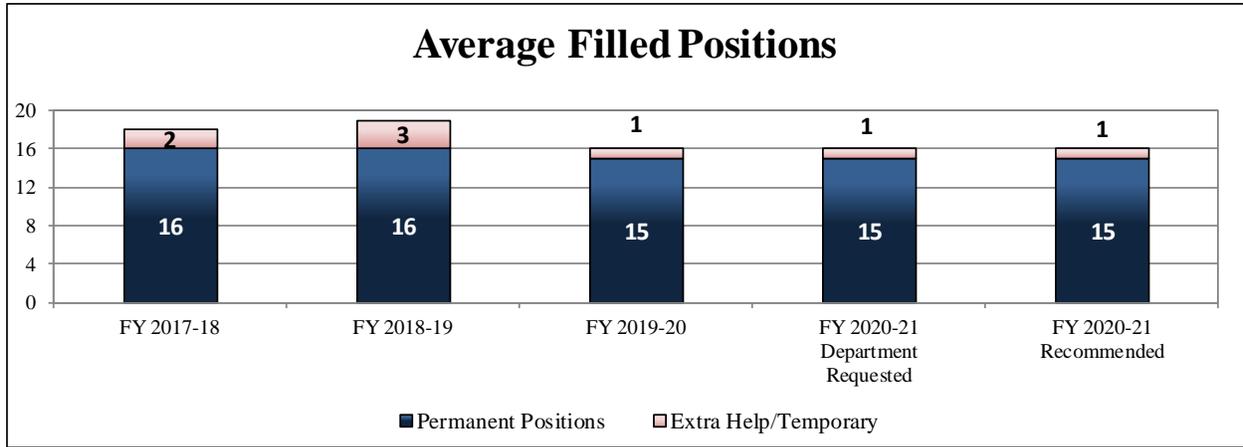
The department is also charged with administering the Coronavirus Aid, Relief, and Economic Security Act –Corona Virus Relief Fund (CARES). In FY 2019-20 the County received \$157 million from the U.S. Treasury to battle the Novel Coronavirus and its economic effects, including cash relief for small businesses. The recommended budget includes reimbursement from CARES for staff engaged in the implementation of programs supported by this funding.

The department will absorb the 7.5% reduction in NGFC by leaving two positions vacant and unfunded as noted below.



## Staffing Changes and Operational Impacts

The recommended budget provides the department with funding for 15 authorized positions. The department will hold one (1) Fiscal Support Technician position and one (1) Fiscal and Policy Analyst I/II/III position vacant and unfunded at an estimated annual savings of \$171,000.



### 4-Year Staffing Trend

	Actual			Department	
	FY 2017-18	FY 2018-19	FY 2019-20	Requested	Recommended
<b>AVERAGE FILLED POSITIONS</b>				<b>FY 2020-21</b>	
Permanent Positions	16	16	15	15	15
Extra Help/Temporary	2	3	1	1	1
<b>Total Positions</b>	<b>18</b>	<b>19</b>	<b>16</b>	<b>16</b>	<b>16</b>
<b>ACTUAL FULL-TIME EQUIVALENTS</b>					
Permanent Positions (FTE)	5	5	15	N/A	N/A
Extra Help/Temporary (FTE)	5	5	1	N/A	N/A
<b>Total Positions</b>	<b>10</b>	<b>10</b>	<b>16</b>	<b>N/A</b>	<b>N/A</b>
<b>SALARIES &amp; BENEFITS</b>	<b>\$2,775,151</b>	<b>\$2,965,436</b>	<b>\$3,090,456</b>	<b>\$3,180,943</b>	<b>\$3,180,943</b>

## Summary of Authorized Positions

The department has requested 17 authorized permanent positions, of which 15 have been budgeted to be filled during FY 2020-21 as indicated below.

Division	Authorized	Additions	Deletions	Requested		Filled	Vacant	Total
					Total			
Administration	4	0	0	4	4	3	1	4
Budget, Finance and Compliance	8	0	0	8	8	7	1	8
Legislative, Special Studies, Policy & Economic Development	4	0	0	4	4	4	0	4
Water/Special Projects	1	0	0	1	1	1	0	1
<b>Total</b>	<b>17</b>	<b>0</b>	<b>0</b>	<b>17</b>	<b>17</b>	<b>15</b>	<b>2</b>	<b>17</b>

Legislative, Special Studies, Policy and Economic Development		
Budget, Finance and Compliance		Administration
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 Sr. CAO Manager	1 CAO Manager	1 Chief Administrative Officer
1 Compliance & Acct. Officer	2 Sr. Fiscal & Policy Analyst	1 Chief Operations Officer
2 Sr. Fiscal & Policy Analyst	1 Fiscal & Policy Analyst	1 Fiscal Support Supervisor - Confidential
4 Fiscal & Policy Analyst I/II/III	4 <b>Requested Total</b>	1 Fiscal Support Technician -Confidential
8 <b>Requested Total</b>		4 <b>Requested Total</b>
<b>Water/Special Projects</b>		
1 CAO Manager		
1 <b>Requested Total</b>		

### Fiscal Year 2020-21 Goals, Objectives, and Performance Measures

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

*Objective: Ensure proper fiscal planning that meets the needs of the public and County departments.*

Measurement	2017-18 Actual	2018-19 Actual	2019-20 Adopted	2019-20 Actual	2020-21 Goal
Ratio of General Fund backed debt service to General Fund expenditures.	1.3%	.93%	2 to 3% not to exceed 4.5%	.91%	2 to 3% not to exceed 4.5%

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

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

Measurement	2017-18 Actual	2018-19 Actual	2019-20 Adopted	2019-20 Actual	2020-21 Goal
Percentage of departmental internal and external audit reports reviewed and evaluated.	100%	100%	100%	100%	100%

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

#### Goal 2: Maintain a safe and healthy work environment.

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

Measurement	2017-18 Actual	2018-19 Actual	2019-20 Adopted	2019-20 Actual	2020-21 Goal
Number of work-related injuries resulting in an employee being off work for one full day or longer.	0	0	0	0	0

This indicator measures the County Administrative Office’s degree of health and safety consciousness in the performance of its functions. The County Administrative Office has achieved its established goal of zero time-off due to work related illness and injury and will take all measures to achieve the goal of zero for FY 2020-21.

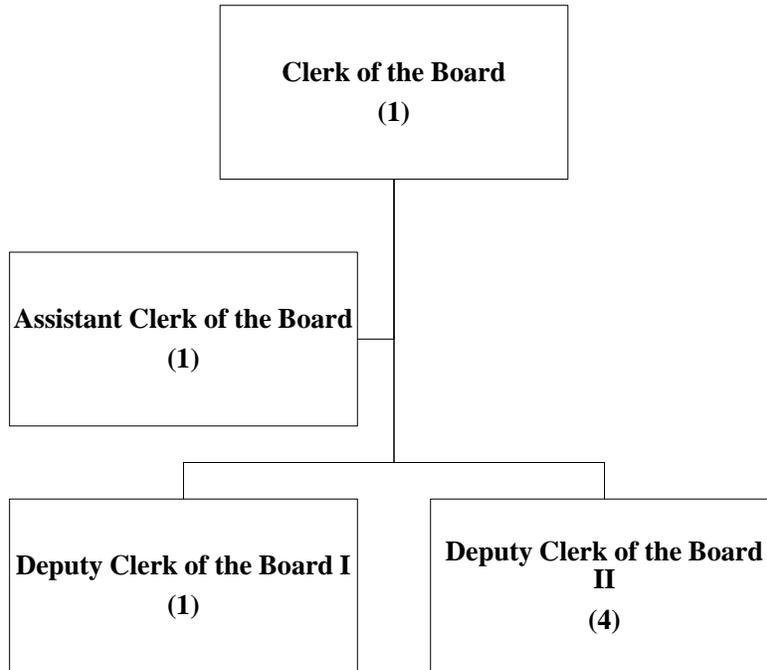
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**Mission Statement**

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

**Organizational Chart**



**Fiscal Year 2018-19 and 2019-20 Accomplishments**

- Implemented electronic submission process for receiving applications from the public interested in serving on any of the 65 Boards, Commissions and Committees under appointing authority by the Board of Supervisors.
- Conducted agenda training as needed with County departments to improve agenda item submission in compliance with the Ralph M. Brown Act.
- Ongoing staff development to maintain high standards of performance, exceptional customer service, and to achieve efficiencies through identified streamlining of procedures, process improvement and continuous re-evaluation.
- Careful stewardship of public funds insured that all County departments were charged proper billing rates for newspaper publications.
- Reached disposition or obtained two-year waiver for all 1,679 property tax assessment appeal applications filed in 2017, which met the November 30, 2019, statutory deadline

## Clerk of the Board

Department Head: Kathleen Krause  
Fund: General  
Budget Unit: 1030

Function: General Government  
Activity: Legislative and Administrative

### Description of Major Services

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

<b>Summary of Expenditures and Revenue</b>						
	<b>FY 2018-19</b>	<b>FY 2019-20</b>		<b>FY 2020-21</b>		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
<b>APPROPRIATIONS:</b>						
Salaries and Benefits	\$652,634	\$692,829	\$615,250	\$707,035	\$651,179	\$651,179
Services and Supplies	176,031	203,827	184,455	207,620	207,620	207,620
Other Financing Uses	0	124,000	0	0	0	124,000
<b>TOTAL EXPENDITURES</b>	<b>\$828,665</b>	<b>\$1,020,656</b>	<b>\$799,705</b>	<b>\$914,655</b>	<b>\$858,799</b>	<b>\$982,799</b>
Expend. Reimb.	(\$47,554)	(\$94,500)	(\$22,858)	(\$94,500)	(\$94,500)	(\$94,500)
<b>TOTAL NET EXPENDITURES</b>	<b>\$781,111</b>	<b>\$926,156</b>	<b>\$776,847</b>	<b>\$820,155</b>	<b>\$764,299</b>	<b>\$888,299</b>
<b>REVENUE:</b>						
Charges for Services	\$94,447	\$57,400	\$140,644	\$75,400	\$75,400	\$75,400
Other Financing Sources:						
CARES Act	0	0	905	0	0	0
<b>TOTAL REVENUE</b>	<b>\$94,447</b>	<b>\$57,400</b>	<b>\$141,549</b>	<b>\$75,400</b>	<b>\$75,400</b>	<b>\$75,400</b>
Less Available BSI *	\$0	(\$124,000)	\$0	\$0	\$0	(\$124,000)
<b>NET GENERAL FUND COST</b>	<b>\$686,664</b>	<b>\$744,756</b>	<b>\$635,298</b>	<b>\$744,755</b>	<b>\$688,899</b>	<b>\$688,899</b>
BSI Ending Balance *	\$118,623	N/A	\$124,000	N/A	N/A	N/A

\* BSI = Budget Savings Incentives

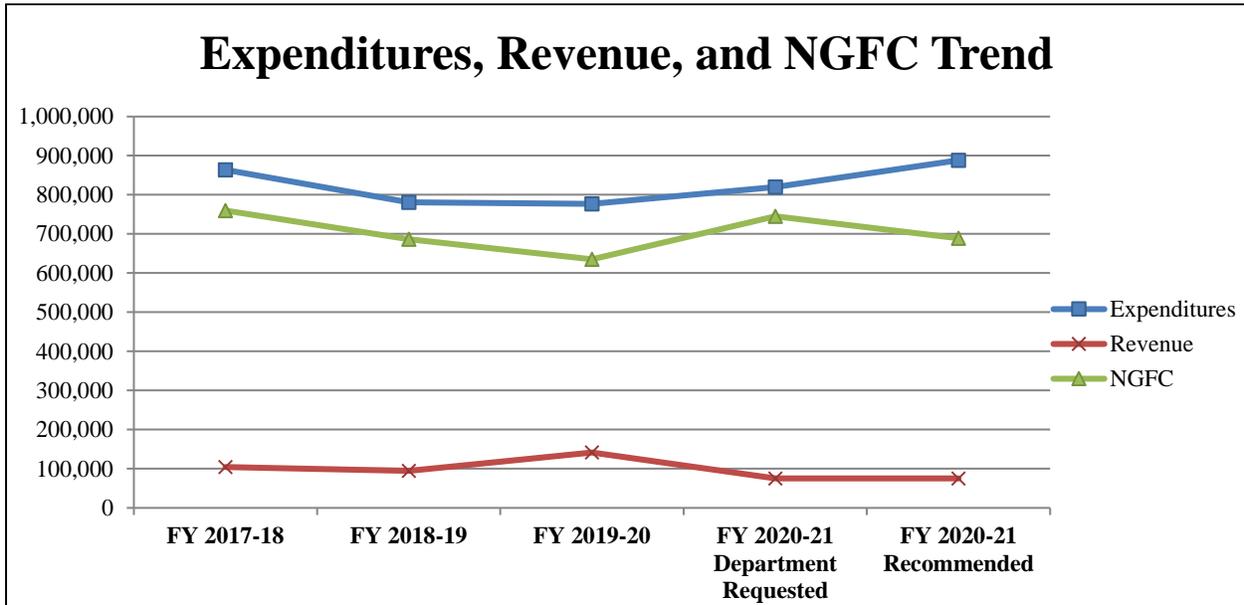
### Major Expenditures and Revenue in FY 2020-21 Recommended Budget

The majority of the Clerk of the Board expenditures are associated with salaries and benefits for staff to support the functions of the Board of Supervisors and assessment appeals processing. Services and supplies expenses include office supplies, application maintenance and assessment appeals costs. The department is primarily funded by an allocation of Net General Fund Cost (NGFC). Charges for services represent reimbursements for processing assessment appeals applications.

FY 2019-20 actual revenue includes reimbursement from the CARES Act funding to address the Novel Coronavirus pandemic.

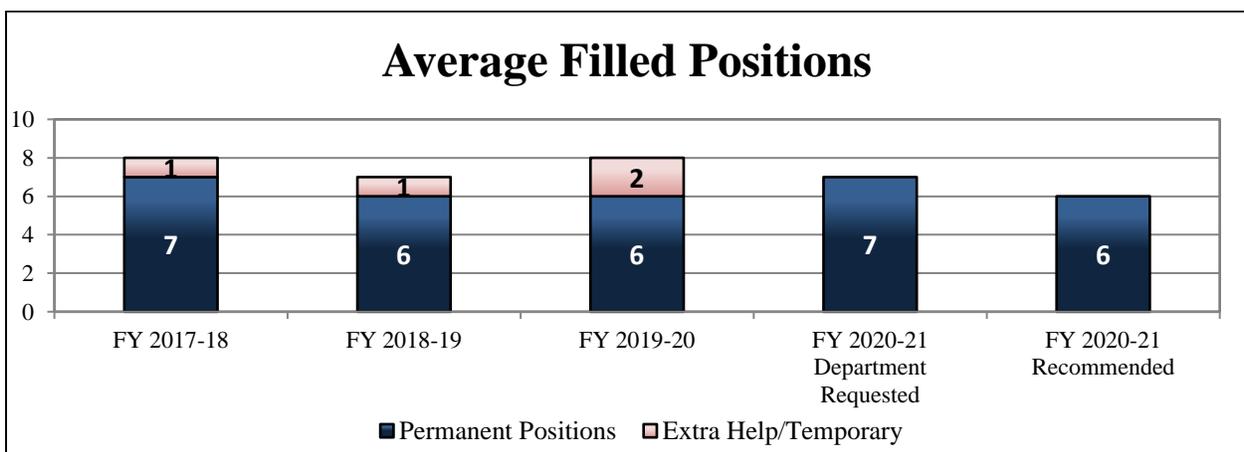
### Budget Changes and Operational Impacts

The recommended budget, includes a 7.5% reduction in NGFC compared to FY 2019-20. This budget includes holding one position vacant. The recommended budget allows adequate funding for the department to perform its core duties and services, however, this position vacancy may impact the timeliness of department mandated responsibilities.



### Staffing Changes and Operational Impacts

The recommended budget includes holding one (1) Deputy Clerk of the Board II position vacant and unfunded, for an annual cost savings of approximately \$77,095.



	Actual			Department	
	FY 2017-18	FY 2018-19	FY 2019-20	Requested	Recommended
<b>4-Year Staffing Trend</b>					
<b>AVERAGE FILLED POSITIONS</b>				<b>FY 2020-21</b>	
Permanent Positions	7	6	6	7	6
Extra Help/Temporary	1	1	2	0	0
<b>Total Positions</b>	<b>8</b>	<b>7</b>	<b>8</b>	<b>7</b>	<b>6</b>
<b>ACTUAL FULL-TIME EQUIVALENTS</b>					
Permanent Positions (FTE)	8	6	6	N/A	N/A
Extra Help/Temporary (FTE)	1	1	1	N/A	N/A
<b>Total Positions</b>	<b>9</b>	<b>7</b>	<b>7</b>	<b>N/A</b>	<b>N/A</b>
<b>SALARIES &amp; BENEFITS</b>	<b>\$755,963</b>	<b>\$652,634</b>	<b>\$615,250</b>	<b>\$707,035</b>	<b>\$651,179</b>

### Summary of Authorized Positions

The department has seven (7) authorized permanent positions, six (6) of which have been budgeted to be filled in the recommended budget as indicated below.

Division	Authorized	Additions	Deletions	Requested		Total
				Filled	Vacant	
Administration	7	0	0	6	1	7
<b>Total</b>	<b>7</b>	<b>0</b>	<b>0</b>	<b>6</b>	<b>1</b>	<b>7</b>

#### Administration

##### Classification

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

**Fiscal Year 2020-21 Goals, Objectives, and Performance Measures**

<b>Goal 1: Promote responsible and efficient government</b>					
<i>Objective 1: Improve customer service and promote citizen participation and transparency in County government decision-making.</i>					
Measurement	2017-18 Actual	2018-19 Actual	2019-20 Adopted	2019-20 Actual	2020-21 Goal
Percentage of customer service surveys submitted with excellent or good overall ratings	99%	99%	100%	99%	100%
Number of changes or corrections to Board of Supervisors meeting agenda after distribution	4,082 items/12 corrections	3,805 items/8 corrections	3,900 items/10 corrections	3,545 items/12 corrections	3,500 items/10 corrections
Percentage of property assessment appeals claims that reached disposition or waiver filed within two-year statutory deadline	100%	100%	100%	100%	100%
Number of electronic subscriptions to online Board meeting agendas/summaries	2,880	3,156	3,500	3,583	4,000
Total number of views to Board meeting video/agenda/summary website page	47,407	49,552	50,000	56,589	60,000
<p>The department’s primary objective is to improve customer service and promote citizen participation and transparency in local government decision-making is tracked by measuring customer satisfaction. Customer satisfaction remains high as indicated through customer service surveys. As a cost-saving measure, the department is in the process of re-configuring the online survey tool to eliminate paying subscription fees for the survey service. The Clerk of the Board continually strives for accuracy in submission of Board agenda item titles and compliance with the Ralph M. Brown Act. In tracking the number of Board agenda changes or corrections, the Clerk can assess the quality of instruction to County departments to submit accurate agenda item titles. A fundamental function of the Department is to facilitate a fair and equitable property assessment appeal process. Assessment appeal applications must be processed timely and this measurement indicates successful caseload management to ensure all appeals reached disposition or two-year waiver filed within statutory deadlines.</p> <p>It is the department’s goal to implement technology upgrades to improve access to information and promote citizen participation and transparency in the County government decision-making process. Tracking the use of technology enhancements not only improves transparency, but provides valuable information in determining what future enhancements should be considered.</p>					

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## Special Services

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

Function: General Government  
Activity: Legislative and Administrative

### Description of Major Services

This budget unit contains appropriations for a variety of services and programs including the contribution for the employee group life insurance premium, expenses for special studies and projects, consulting and professional services expenses, and Board of Supervisors' general and discretionary expenses not allocated to individual supervisorial districts. The County's contributions to private non-profit agencies and the Local Agency Formation Commission are also included in this budget unit.

The Special Services budget includes funding to support the activities of the Assessment Appeals Board (AAB). AAB activities include professional and specialized services agreements to assist in the preparation and defense of major assessment appeal cases, per diem payments for meeting attendance and travel expenses for AAB members, reimbursement of County Counsel's staff costs related to handling AAB matters, office expenses, and postage. The County Administrative Office administers this budget unit.

Beginning in FY 2019-20, the operating cost of the Low Barrier Navigation Center is also being included in this budget unit.

Summary of Expenditures and Revenue						
	FY 2018-19	FY 2019-20		FY 2020-21		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
<b>APPROPRIATIONS:</b>						
Salaries and Benefits	\$256,783	\$478,564	\$278,753	\$480,389	\$480,389	\$480,389
Services and Supplies	1,841,953	3,636,850	2,420,878	5,563,161	5,563,161	7,001,757
Other Charges	770,126	846,000	826,670	924,355	924,355	924,355
<b>TOTAL EXPENDITURES</b>	<b>\$2,868,862</b>	<b>\$4,961,414</b>	<b>\$3,526,301</b>	<b>\$6,967,905</b>	<b>\$6,967,905</b>	<b>\$8,406,501</b>
<b>REVENUE:</b>						
Intergovernmental	\$0	\$0	\$1,951,479	\$2,054,472	\$2,054,472	\$2,054,472
Charges for Services	8,190	5,000	58,388	5,000	5,000	5,000
Miscellaneous	922	0	120,906	0	0	0
<b>TOTAL REVENUE</b>	<b>\$9,112</b>	<b>\$5,000</b>	<b>\$2,130,773</b>	<b>\$2,059,472</b>	<b>\$2,059,472</b>	<b>\$2,059,472</b>
<b>NET GENERAL FUND COST</b>	<b>\$2,859,750</b>	<b>\$4,956,414</b>	<b>\$1,395,528</b>	<b>\$4,908,433</b>	<b>\$4,908,433</b>	<b>\$6,347,029</b>

### Major Expenditures and Revenue in FY 2020-21 Recommended Budget

A majority of the expenditures for this budget unit are associated with special projects activities, such as costs for the County's single audit contract, contributions to other agencies and consulting services for the AAB, legislative review and updates and sales tax analysis. Salaries and benefits include the countywide payments for group life insurance premiums and the replacement benefits offered by the County pursuant to Section 31899.4 of the Government Code and the Kern County

Replacement Benefits plan. The budget unit is primarily funded by an allocation of Net General Fund Cost.

### Contributions to Other Agencies

The Special Services budget contains recommended contributions totaling \$269,355 to various non-profit agencies for performance of cultural or humanitarian services benefiting the public. Due to the budgetary constraints affecting the County General Fund, allocations are recommended with a reduction of 7.5% from the previous fiscal year. The following contributions are included in the recommended budget:

- Alzheimer’s Disease Association of Kern County: \$27,750
- Arts Council of Kern: \$41,700
- Bakersfield Museum of Art: \$21,230
- Bakersfield Symphony: \$41,700
- Community Action Partnership of Kern County (CAP): \$41,700
- Court Appointed Special Advocates (CASA): \$60,125
- Kern Literacy Council: \$9,250
- Valley Fever Vaccine Project: \$21,275
- Volunteer Center of Kern County: \$4,625

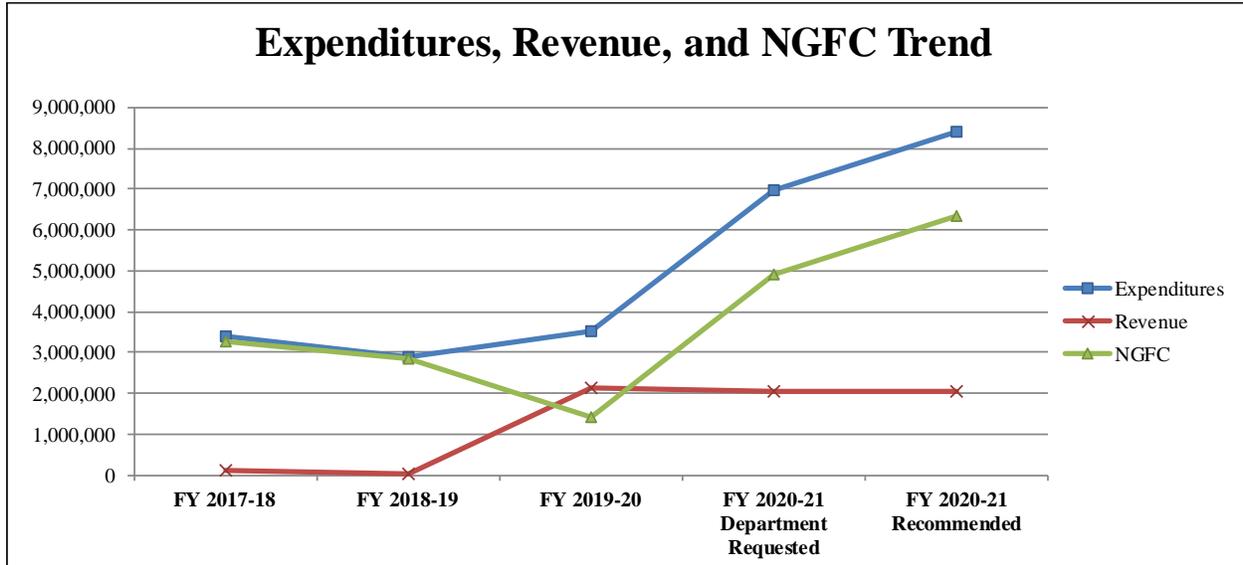
### **Budget Changes and Operational Impacts**

The recommended budget includes an allocation of \$50,000 for each District Supervisor to support activities within their respective areas. In addition, approximately \$1 million of Supervisorial carry forward discretionary funds is budgeted under Services and Supplies. The recommended budget includes contributions to the Local Agency Formation Commission and the Kern County Museum.

The recommended budget includes \$954,000 in consultant fees for legislative reviews, sales tax, Sustainable Groundwater Management Act requirements and expert fees necessary for assessment appeals litigation. Additionally, travel costs for the Board of Supervisors are accounted for in this budget unit to accommodate the geographic variances in district size.

On October 29, 2019, the County began construction of a Low Barrier Navigation Center (LBNC) to add capacity to transitional housing for the homeless population. Construction was completed in May of 2020. The County selected Community Action Partnership of Kern as the LBNC operator. Included under Services and Supplies is \$2,054,472 to cover the operating costs. For the next five years, the County will receive approximately the same amount in Permanent Local Housing Allocation from the California Department of Housing and Community Development. The FY 2020-21 allocation is included under Intergovernmental revenue. Services and Supplies have been adjusted in the recommended budget to include \$1,438,596 in Homeless Housing, Assistance and Prevention grant funds and the remaining funds from the City of Bakersfield contribution toward operations of the LBNC provided in FY 2019-20. Funds will be used to continue the coordinated and expanded services to the homeless population.

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



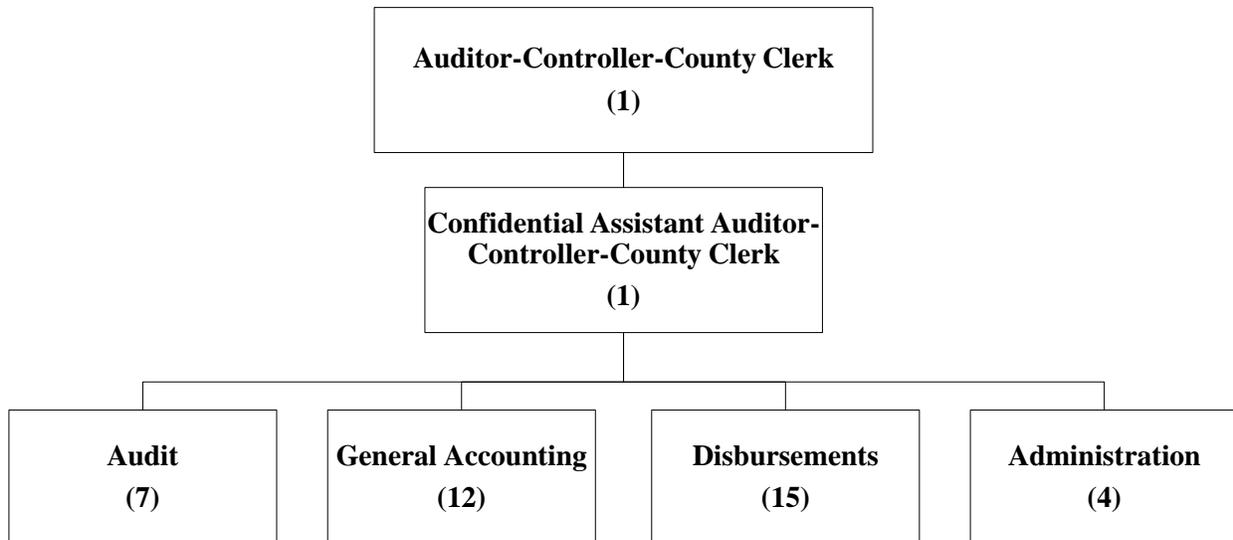
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**Mission Statement**

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

**Organizational Chart**



**Fiscal Year 2018-19 and 2019-20 Accomplishments**

- Issued the Adopted County Budget book and the Tax Rate book.
- Earned the GFOA award for the County’s Comprehensive Annual Financial Statement (CAFR).
- Earned the reporting award on the State Controller’s Report submission.
- Continued to educate departments on Kern County Policies and Procedures and conducted audit finding follow-up engagements, resulting in better compliance and fewer audit findings over time.
- Collaborated with Information Technology Services, Human Resources, and the County Administrative Office to begin implementation on the County’s new fully integrated Enterprise Resource Planning and Human Capital Management cloud solution.

## Auditor-Controller

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

Function: General  
Activity: Finance

### Description of Major Services

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

Summary of Expenditures and Revenue						
	FY 2018-19	FY 2019-20		FY 2020-21		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
<b>APPROPRIATIONS:</b>						
Salaries and Benefits	\$5,671,416	\$4,112,844	\$4,368,431	\$4,316,188	\$4,078,165	\$4,078,165
Services and Supplies	487,796	559,034	365,377	486,646	486,646	486,646
Other Charges	12,447	64,032	22,063	0	0	0
Capital Assets	128,213	0	0	0	0	0
Other Financing Uses	0	1,079,670	0	0	0	1,079,670
<b>TOTAL EXPENDITURES</b>	<b>\$6,299,872</b>	<b>\$5,815,580</b>	<b>\$4,755,871</b>	<b>\$4,802,834</b>	<b>\$4,564,811</b>	<b>\$5,644,481</b>
Expend. Reimb.	(\$623,293)	(\$370,000)	(\$405,838)	(\$388,295)	(\$388,295)	(\$388,295)
<b>TOTAL NET EXPENDITURES</b>	<b>\$5,676,579</b>	<b>\$5,445,580</b>	<b>\$4,350,033</b>	<b>\$4,414,539</b>	<b>\$4,176,516</b>	<b>\$5,256,186</b>
<b>REVENUE:</b>						
Use of Money/Property	\$27	\$29	\$0	\$29	\$30	\$30
Intergovernmental	0	1	0	1	0	0
Charges for Services	1,247,927	1,160,227	1,188,770	1,203,859	1,203,859	1,203,859
Miscellaneous	39,733	32,002	28,739	37,000	37,000	37,000
Other Financing Sources:						
CARES Act	0	0	207,319	0	0	0
<b>TOTAL REVENUE</b>	<b>\$1,287,687</b>	<b>\$1,192,259</b>	<b>\$1,424,828</b>	<b>\$1,240,889</b>	<b>\$1,240,889</b>	<b>\$1,240,889</b>
Less Available BSI *	\$0	(\$1,079,670)	\$0	\$0	\$0	(\$1,079,670)
<b>NET GENERAL FUND COST</b>	<b>\$4,388,892</b>	<b>\$3,173,651</b>	<b>\$2,925,205</b>	<b>\$3,173,650</b>	<b>\$2,935,627</b>	<b>\$2,935,627</b>
BSI Ending Balance *	\$1,028,796	N/A	\$1,079,670	N/A	N/A	N/A

\* BSI = Budget Savings Incentives

### Major Expenditures and Revenue in FY 2020-21 Recommended Budget

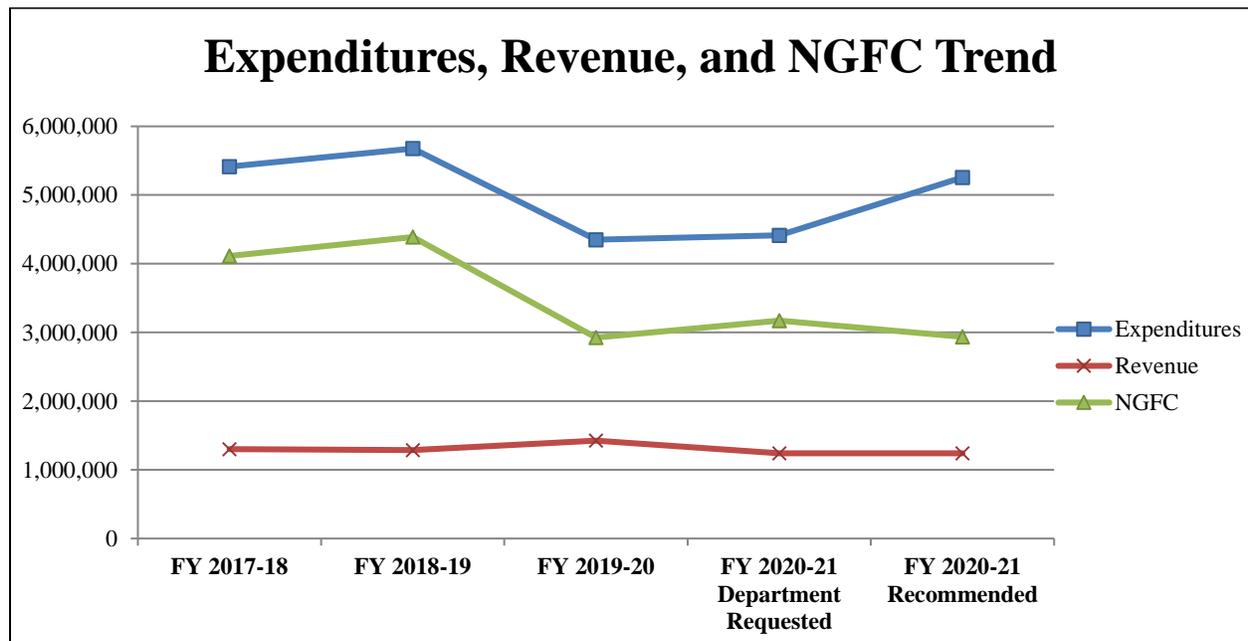
The majority of the expenditures for this budget unit are associated with staffing costs for positions required to perform the financial functions of the County. The department receives some reimbursement for services but is primarily funded by general purpose revenues of the General Fund through the allocation of Net General Fund Cost.

FY 2019-20 actual revenue includes reimbursement from the CARES Act funding to address the Novel Coronavirus pandemic.

### Budget Changes and Operational Impacts

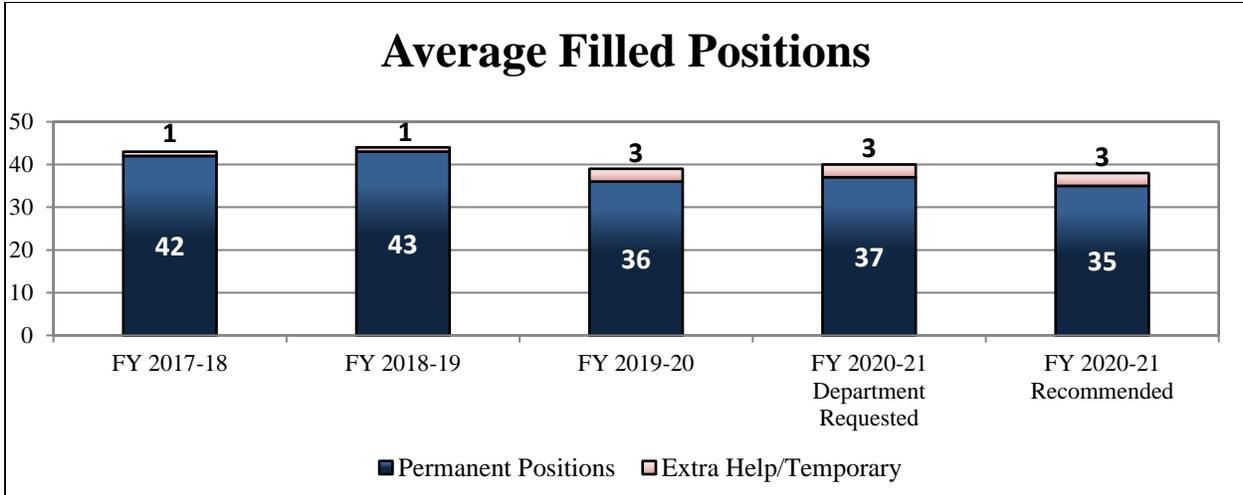
The recommended budget includes a reduction in NGFC which is met by holding positions vacant and unfunded. In order to offset the remaining reduction, the department will utilize \$2,538 of its available Budget Savings Incentive (BSI). No service level impacts are anticipated.

Other budget changes in the recommended budgets include expenses for Other Charges expected to be zero, compared to other years due to the department no longer having to reimburse County Clerk for Accountant duties, as this will now be done by Auditor staff. The department continues to assist with the implementation of the County’s new enterprise resource planning (ERP) system for human resources and general ledger.



### Staffing Changes and Operational Impacts

The recommended budget includes holding five (5) positions vacant: one (1) Business Manager, two (2) Senior Accountants, one (1) Accountant and one (1) Fiscal Support Specialist. This accounts for an annual savings of approximately \$614,000.



### 4-Year Staffing Trend

	Actual			Department	
	FY 2017-18	FY 2018-19	FY 2019-20	Requested	Recommended
<b>AVERAGE FILLED POSITIONS</b>					
Permanent Positions	42	43	36	37	35
Extra Help/Temporary	1	1	3	3	3
<b>Total Positions</b>	<b>43</b>	<b>44</b>	<b>39</b>	<b>40</b>	<b>38</b>
<b>ACTUAL FULL-TIME EQUIVALENTS</b>					
Permanent Positions (FTE)	42	44	35	N/A	N/A
Extra Help/Temporary (FTE)	1	1	2	N/A	N/A
<b>Total Positions</b>	<b>43</b>	<b>45</b>	<b>37</b>	<b>N/A</b>	<b>N/A</b>
<b>SALARIES &amp; BENEFITS</b>	<b>\$5,497,454</b>	<b>\$5,671,416</b>	<b>\$4,368,431</b>	<b>\$4,316,188</b>	<b>\$4,078,165</b>

### Summary of Authorized Positions

The recommended budget includes 40 authorized permanent positions, 35 of which have been budgeted to be filled during FY 2020-21 as indicated below.

Division	Authorized	Additions	Deletions	Requested	Filled	Vacant	Total
				Total			
Administration	6	0	0	6	5	1	6
Audit	7	0	0	7	6	1	7
Special Accounting	15	0	0	15	13	2	15
General Accounting	12	0	0	12	11	1	12
<b>Total</b>	<b>40</b>	<b>0</b>	<b>0</b>	<b>40</b>	<b>35</b>	<b>5</b>	<b>40</b>

Administration	Audit	Special Accounting
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 Auditor-Controller-County Clerk	1 Auditor-Controller Division Chief	1 Auditor-Controller Division Chief
1 Confidential Asst. Auditor	1 Senior Accountant	2 Senior Accountant
1 Business Manager	5 Accountant I/II/III	2 Accountant I/II/III
1 Senior Accountant	7 <b>Requested Total</b>	3 Fiscal Support Specialist
1 Fiscal Support Specialist		5 Fiscal Support Technician
1 Confidential Admin. Assistant		2 Fiscal Support Supervisor
<hr/> 6 <b>Requested Total</b>		<hr/> 15 <b>Requested Total</b>
 <b>General Accounting</b>  		
<u>Classification</u>		
1 Auditor-Controller Division Chief		
2 Senior Accountant		
5 Accountant I/II/III		
3 Fiscal Support Specialist		
1 Accountant I/II/III PT		
<hr/> 12 <b>Requested Total</b>		

## Fiscal Year 2020-21 Goals, Objectives, and Performance Measures

### Goal 1: Improve County government operations.

*Objective: Monitor and evaluate operations and implement strategies to continually improve efficiency and effectiveness.*

Measurement	2017-18 Actual	2018-19 Actual	2019-20 Adopted	2019-20 Actual	2020-21 Goal
Payments to vendors mailed within seven working days of receipt of an approved claim	99% in 7 days	99% in 7 days	95% in 7 days	99% in 7 days	95% in 7 days
Calculate and deliver to the Treasurer-Tax Collector the unsecured bills by July 31 <sup>st</sup>	July 6th	July 5th	July 31st	July 3rd	July 31st
Calculate and deliver to the Tax Collector the secured bills by Oct 3 <sup>rd</sup>	September 11th	August 21st	October 3rd	September 9th	October 3rd
Produce accurate and timely financial reports	Received GFOA award for FYE 6/30/17	Received GFOA award for FYE 6/30/18	To receive GFOA award	Submitted for GFOA award for FY 6/30/2019	To receive GFOA award

Timely payment of claims increases the efficiency of departmental operations by avoiding additional review and follow up by County staff. Additionally, it decreases the possibility of late payment fees. For property taxes, California law requires a 30-day notice to taxpayers. Timely delivery of the tax bill data to the Treasurer-Tax Collector allows for timely mailing of tax bills and the possibility of increased interest earnings when tax payments are received earlier. The County's Comprehensive Annual Financial Report was submitted to GFOA on March 31, 2020. The department anticipates receiving the award, however, due to the late submission, the award has not been received as of the date of publication of the FY 2020-21 Recommended Budget.

### Goal 2: Promote integrity and fiscal responsibility in operations.

*Objective: Utilize resources more efficiently and effectively.*

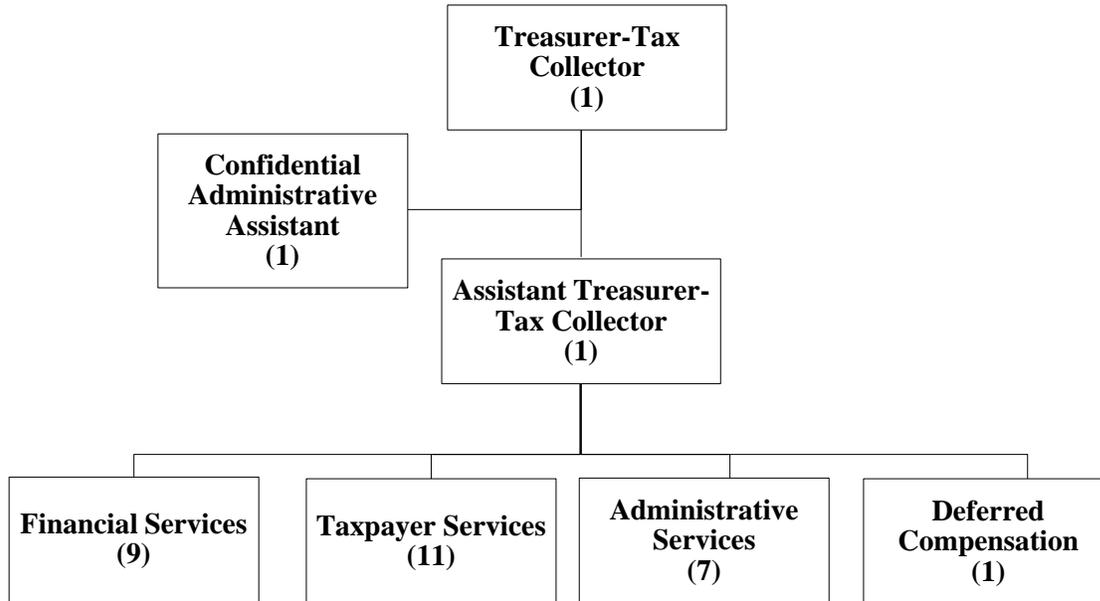
Measurement	2017-18 Actual	2018-19 Actual	2019-20 Adopted	2019-20 Actual	2020-21 Goal
Complete audits as prioritized in approved audit plan	65% of field work completed by June 30th	64% of field work completed by June 30 <sup>th</sup>	Complete audits per audit plan by June 30 <sup>th</sup>	66% of fieldwork completed	Complete audits per audit plan by June 30 <sup>th</sup>

This performance measure indicates whether departments are being audited timely in conformance with State law and County ordinance. The audit division educates departments on internal controls and helps familiarize departments with County policies. The division also helps ensure internal controls are in place, County resources are being properly utilized, County assets are accounted for, and policies are being followed. Additionally, audits help deter and detect fraud. The department was able to complete slightly more audits than in FY 2018-19 as staffing is still limited. Work conditions related to COVID-19 also contributed to more audits not being completed.

**Mission Statement**

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

**Organizational Chart**



**Fiscal Year 2018-19 and 2019-20 Accomplishments**

- Collected over \$1.2 billion in secured property taxes in FY 2018-19 at a collection rate of 98.1% and collected over \$96 million in unsecured property taxes in FY 2018-19 at a collection rate of 97.6%.
- Increased the number of on-line payments from 75,495 to 78,952 in FY 2018-19, and projecting to increase another 14.5% in FY 2019-20. On-line payments now account for approximately 17% of all bills paid.
- Completed three public auctions of tax defaulted property that included a total of 2,471 parcels.
- Managed Treasury Investment Pool with assets of over \$3.42 billion at the end of FY 2018-19, providing liquidity for over 200 public agency pool participants and earning over \$62 million in net interest revenue for all Treasury Pool participants.
- As of June 30, 2019, managed over 14,451 participant accounts in the Deferred Compensation Plan 1 and Plan 2 programs with assets of over \$557 million.

## Treasurer-Tax Collector

Department Head: Jordan Kaufman, Elected

Function: General Government

Fund: General

Activity: Finance

Budget Unit: 1120

### Description of Major Services

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

#### Summary of Expenditures and Revenue

	FY 2018-19	FY 2019-20		FY 2020-21		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
<b>APPROPRIATIONS:</b>						
Salaries and Benefits	\$3,300,323	\$3,476,350	\$3,314,322	\$3,494,174	\$3,436,459	\$3,436,459
Services and Supplies	2,545,497	2,615,549	2,284,063	2,643,917	2,643,917	2,643,917
Capital Assets	29,308	85,001	27,850	60,000	60,000	60,000
Other Financing Uses	0	567,974	0	0	0	485,521
<b>TOTAL EXPENDITURES</b>	<b>\$5,875,128</b>	<b>\$6,744,874</b>	<b>\$5,626,235</b>	<b>\$6,198,091</b>	<b>\$6,140,376</b>	<b>\$6,625,897</b>
<b>REVENUE:</b>						
Fines and Forfeitures	\$250,395	\$240,000	\$217,374	\$285,000	\$285,000	\$285,000
Charges for Services	4,188,227	4,212,727	3,662,342	3,972,478	3,972,478	3,972,478
Miscellaneous	691,294	626,790	745,523	683,000	683,000	683,000
Other Financing Sources:						
Redemption Systems	0	327,836	0	488,066	488,066	488,066
CARES Act	0	0	284,033	0	0	0
<b>TOTAL REVENUE</b>	<b>\$5,129,916</b>	<b>\$5,407,353</b>	<b>\$4,909,272</b>	<b>\$5,428,544</b>	<b>\$5,428,544</b>	<b>\$5,428,544</b>
Less Available BSI *	\$0	(\$567,974)	\$0	\$0	\$0	(\$485,521)
<b>NET GENERAL FUND COST</b>	<b>\$745,212</b>	<b>\$769,547</b>	<b>\$716,963</b>	<b>\$769,547</b>	<b>\$711,832</b>	<b>\$711,832</b>
BSI Ending Balance *	\$543,123	N/A	\$485,521	N/A	N/A	N/A

\* BSI = Budget Savings Incentives

### Major Expenditures and Revenue in FY 2020-21 Recommended Budget

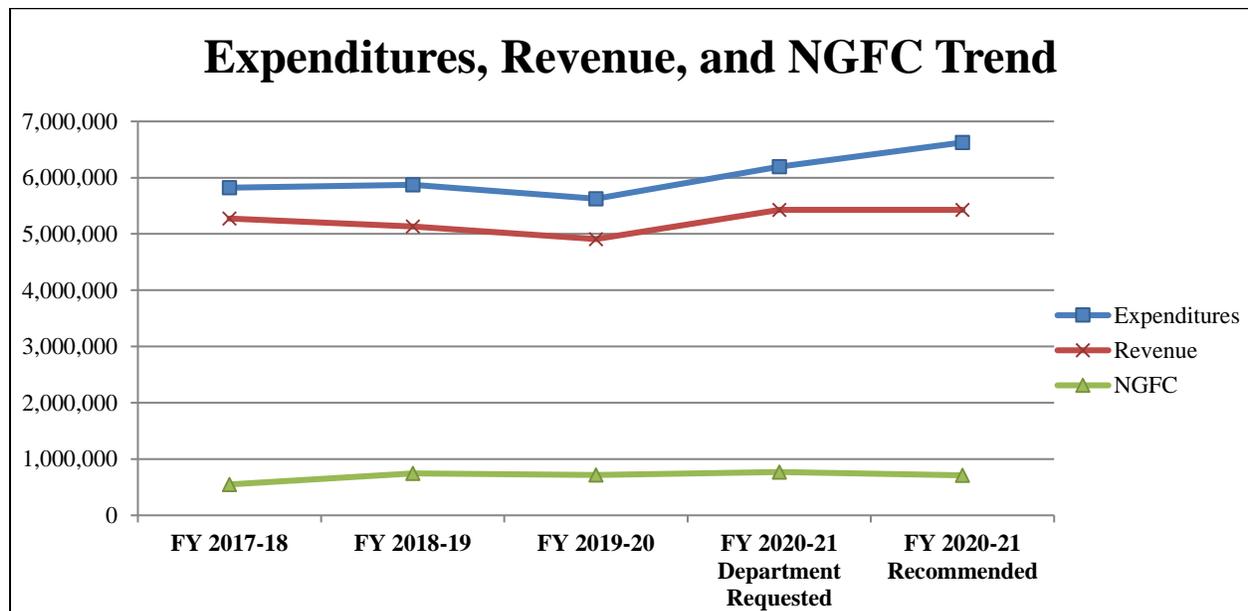
The majority of the expenditures for this budget unit are associated with staffing costs for positions required to perform the banking and property tax collection functions of the County. The services and supplies expenditures originate from banking fees, costs related to printing and mailing tax bills, and equipment upgrades. The department is primarily funded through charges to participants in the treasury pool for banking and investment services, various property tax delinquency charges, and an allocation of Net General Fund Cost (NGFC).

FY 2019-20 actual revenue includes reimbursement from the CARES Act funding to address the Novel Coronavirus pandemic.

### Budget Changes and Operational Impacts

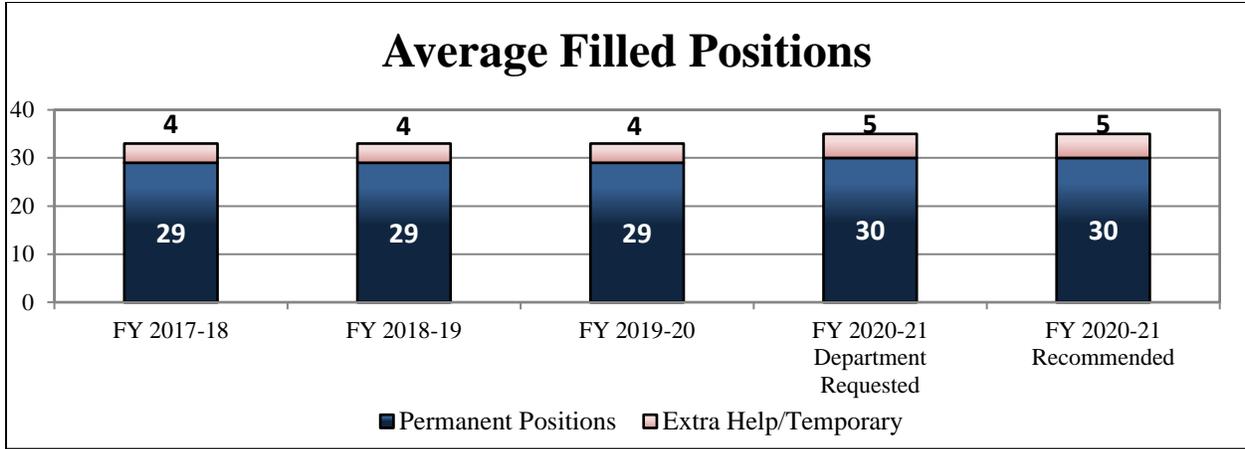
The recommended budget includes funding for 30 authorized positions. The department will hold one position vacant and unfunded and delay filling one other position until the second quarter of the fiscal year in order to meet the anticipated reduction in NGFC. The department will utilize \$37,005 of its available Budget Savings Incentive (BSI) to offset the remaining reduction. No service level impacts are anticipated. In addition, BSI will be used to cover the one-time purchase of four network servers and salaries of extra-help employees.

The department has budgeted an increased transfer from Redemption System fund to offset the anticipated cost of collecting and processing of redemption payments. Reduction in this activity or additional tax sale revenue generated from the sale of delinquent properties may reduce the funds needed to be transferred during the fiscal year.



### Staffing Changes and Operational Impacts

The recommended budget does not include any addition or deletion of positions. In order to meet NGFC, the department will hold one (1) Fiscal Support Technician position vacant and unfunded for an annual savings of approximately \$71,858.



### 4-Year Staffing Trend

	Actual			Department	
	FY 2017-18	FY 2018-19	FY 2019-20	Requested	Recommended
<b>AVERAGE FILLED POSITIONS</b>					
Permanent Positions	29	29	29	30	30
Extra Help/Temporary	4	4	4	5	5
<b>Total Positions</b>	<b>33</b>	<b>33</b>	<b>33</b>	<b>35</b>	<b>35</b>
<b>ACTUAL FULL-TIME EQUIVALENTS</b>					
Permanent Positions (FTE)	28	28	28	N/A	N/A
Extra Help/Temporary (FTE)	3	3	3	N/A	N/A
<b>Total Positions</b>	<b>31</b>	<b>31</b>	<b>31</b>	<b>N/A</b>	<b>N/A</b>
<b>SALARIES &amp; BENEFITS</b>	<b>\$3,334,789</b>	<b>\$3,300,323</b>	<b>\$3,314,322</b>	<b>\$3,494,174</b>	<b>\$3,436,459</b>

### Summary of Authorized Positions

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

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

<b>Administration</b>	<b>Taxpayer Services</b>	<b>Financial Services</b>
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 Treasurer-Tax Collector	1 Fiscal Support Supervisor	2 Fiscal Support Specialist
1 Asst. Treasurer-Tax Collector	2 Fiscal Support Specialist	1 Principal Treasury Investment Officer
3 Accountant I/II/III	7 Fiscal Support Technician	<u>6</u> Fiscal Support Technician
1 Confidential Administrative Asst.	<u>1</u> Tax Collection Investigator II	<b>9 Requested Total</b>
1 Technology Services Manager	<b>11 Requested Total</b>	
1 Local Area Network Administrator		
1 Systems Analyst I/II	<b>Deferred Compensation</b>	
<u>1</u> Programmer I/II	<u>Classification</u>	
<b>10 Requested Total</b>	<u>1</u> Fiscal Support Technician	
	<b>1 Requested Total</b>	

## Fiscal Year 2019-20 Goals, Objectives, and Performance Measures

### Goal 1: Collection of property taxes in the most efficient manner.

*Objective 1: Maximize the collection of property taxes.*

Measurement	2017-18 Actual	2018-19 Actual	2019-20 Adopted	2019-20 Actual	2020-21 Goal
Percentage of secured taxes collected	97.89%	97.94%	100%	95.17%	100%
Percentage of unsecured taxes collected	98.17%	97.05%	100%	98.56%	100%

These indicators measure the collection rate of the secured and unsecured lien date tax bills. The high percentages demonstrate the effectiveness of all collection activities undertaken by the Treasurer-Tax Collector. Due to the COVID-19 pandemic and the related Governor's Executive Order providing tax penalty relief through May 6, 2021, the department saw a significant decline in the percentage of secured property taxes collected and anticipate a similar decline next year. Unsecured tax collection remained high since the due date for unsecured taxes was before the pandemic started. However, the department anticipates seeing a similar decline in the percentage of unsecured taxes collected in FY 2020-21.

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

Measurement	2017-18 Actual	2018-19 Actual	2019-20 Adopted	2019-20 Actual	2020-21 Goal
Average wait time for incoming taxpayer telephone calls	30 sec.	34 sec.	Under 35 sec.	56 sec.	50 sec.

This indicator measures the average time a taxpayer waits in the automated call management system, listening to an automated message before speaking to a taxpayer services representative. This is an indication of the customer service level provided by the Treasurer-Tax Collector. For budgetary purposes, the department held one Fiscal Support Technician position vacant in FY 2019-20 and had several additional vacancies throughout the year. The department's average wait time increased significantly this year due to the COVID-19 pandemic. Prior to the pandemic, the department's average wait time was 29 seconds, but the pandemic resulted in a number of issues that impacted the ability to answer calls at the same service level. The department rotated half the staff in the office at one time while the other half worked from home, leaving significantly fewer employees available to answer phones on any given day. The department also saw a 50% increase in the number of calls in June 2020 compared to June 2019. These calls took significantly longer than normal due to questions regarding tax penalty relief. FY 2020-21 goal reflects the anticipation of a significant increase in call volume around the December and April deadline, as well as in May when the Governor's Executive Order extension expires.

### Goal 2: Operate the deferred compensation plan in the most efficient manner.

*Objective 1: Maximize employee participation in the deferred compensation plan.*

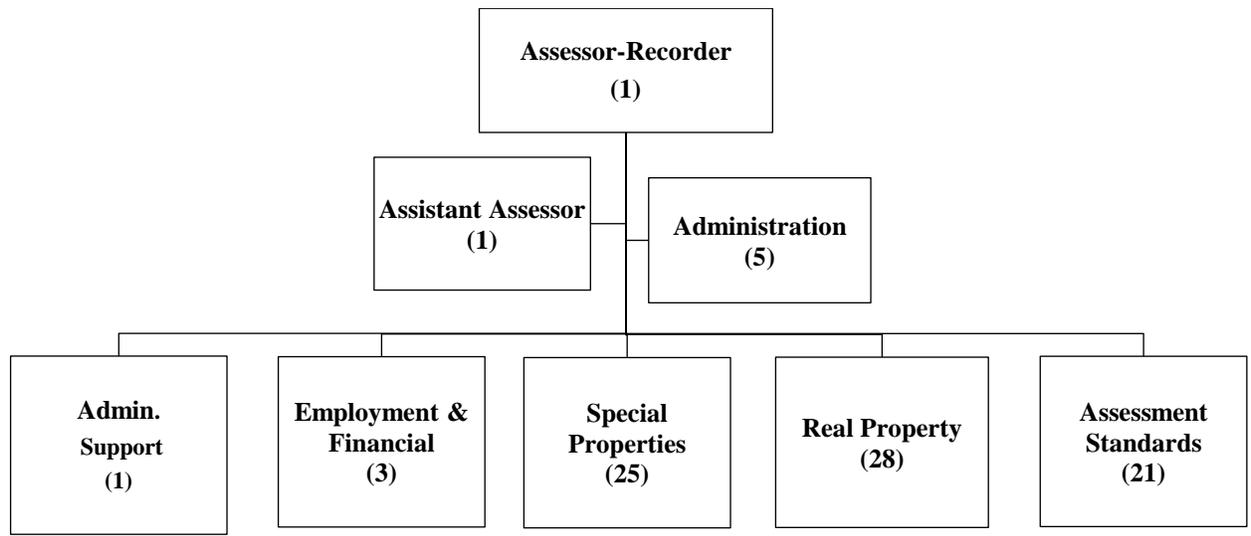
Measurement	2017-18 Actual	2018-19 Actual	2019-20 Adopted	2019-20 Actual	2020-21 Goal
Number of deferred compensation participants in Plan 1	9,962	10,402	10,700	11,010	11,000
Number of deferred compensation participants in Plan 2 (PTST)	3,676	4,259	4,400	4,327	4,400
Percentage of new employees taking advantage of the deferred compensation employer match	59.2%	56.2%	100%	56.4%	100%

These indicators measure the total number of participants participating in the County's Deferred Compensation Plan 1 and Plan 2, and the percentage of new employees taking advantage of the deferred compensation employer match. Because new Service Employees International Union (SEIU) and unrepresented management employees have a much lower defined benefit retirement tier, the deferred compensation plan with the employer match now represents a more critical piece of their overall retirement savings plan. The employer match program began in November of 2007 with the adoption of the SEIU Memorandum of Understanding. Due to the hiring freeze put in place for FY 2020-21, the Department is not expecting an increase in the number of participants. The average match percentage amount remains at 5.1%.

### Mission Statement

*The Kern County Assessor-Recorder's Office will continue to provide professional and courteous public service as well as maintain a high morale and positive working conditions for all employees. This Office will fulfill the functions of Assessor-Recorder as mandated by law. The Assessor-Recorder will emphasize training for all new employees and improve employee performance and develop job satisfaction. The Assessor-Recorder will be dedicated to automating systems and procedures.*

### Organizational Chart



### Fiscal Year 2018-19 and 2019-20 Accomplishments

- Continued the process of supplemental assessment of oil and gas fixtures.
- Reviewed approximately 30,000 residential properties in section 51 status as a result of changes in the real estate market.
- Completed the 2018 assessment roll by the end of June 2019 and on track to timely complete the 2019 assessment roll within the budgetary requirements.
- Adjusted agricultural rents for Williamson Act properties and established a review policy to keep these rents current.
- Resolved numerous assessment appeals and had approximately 1,290 assessment appeals filed to date for the 2019 assessment year.
- In the process of assessing the new Amazon distribution center building and the new Walmart cold storage facility.
- Resolved several issues with the Oil and Gas Pricing project with member counties, thus streamlining the assessments for this year's roll close.

**Assessor**

Department Head: Jon Lifquist, Elected  
 Fund: General  
 Budget Unit: 1130

Function: General Government  
 Activity: Finance

**Description of Major Services**

Under California law, the Assessor establishes a valuation for all locally taxable property including residential, commercial, business and personal property. The Assessor locates all taxable property in the County, identifies the owners, and describes the property. Additionally, the department applies all legal exemptions and exclusions, when applicable. The Assessor completes an assessment roll presenting the assessed values for all property and must maintain a record of those assessments.

<b>Summary of Expenditures and Revenue</b>						
	<b>FY 2018-19</b>	<b>FY 2019-20</b>		<b>FY 2020-21</b>		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
<b>APPROPRIATIONS:</b>						
Salaries and Benefits	\$9,816,345	\$9,207,627	\$9,424,912	\$9,289,731	\$8,981,863	\$8,981,863
Services and Supplies	462,435	550,867	464,871	552,462	537,462	537,462
Capital Assets	10,155	0	0	45,000	0	0
Other Financing Uses	0	1,136,056	0	0	0	1,136,056
<b>TOTAL EXPENDITURES</b>	<b>\$10,288,935</b>	<b>\$10,894,550</b>	<b>\$9,889,783</b>	<b>\$9,887,193</b>	<b>\$9,519,325</b>	<b>\$10,655,381</b>
<b>REVENUE:</b>						
Use of Money/Property	\$28,503	\$25,000	\$29,104	\$28,000	\$28,000	\$28,000
Charges for Services	2,870,077	2,695,200	3,044,264	2,830,900	2,980,900	2,980,900
Miscellaneous	1,110	47	111	47	47	47
Other Financing Sources:						
CARES Act	0	0	247,679	0	0	0
<b>TOTAL REVENUE</b>	<b>\$2,899,690</b>	<b>\$2,720,247</b>	<b>\$3,321,158</b>	<b>\$2,858,947</b>	<b>\$3,008,947</b>	<b>\$3,008,947</b>
Less Available BSI *	\$0	(\$1,136,056)	\$0	\$0	\$0	(\$1,136,056)
<b>NET GENERAL FUND COST</b>	<b>\$7,389,245</b>	<b>\$7,038,247</b>	<b>\$6,568,625</b>	<b>\$7,028,246</b>	<b>\$6,510,378</b>	<b>\$6,510,378</b>
BSI Ending Balance *	\$1,001,845	N/A	\$1,136,056	N/A	N/A	N/A

\* BSI = Budget Savings Incentives

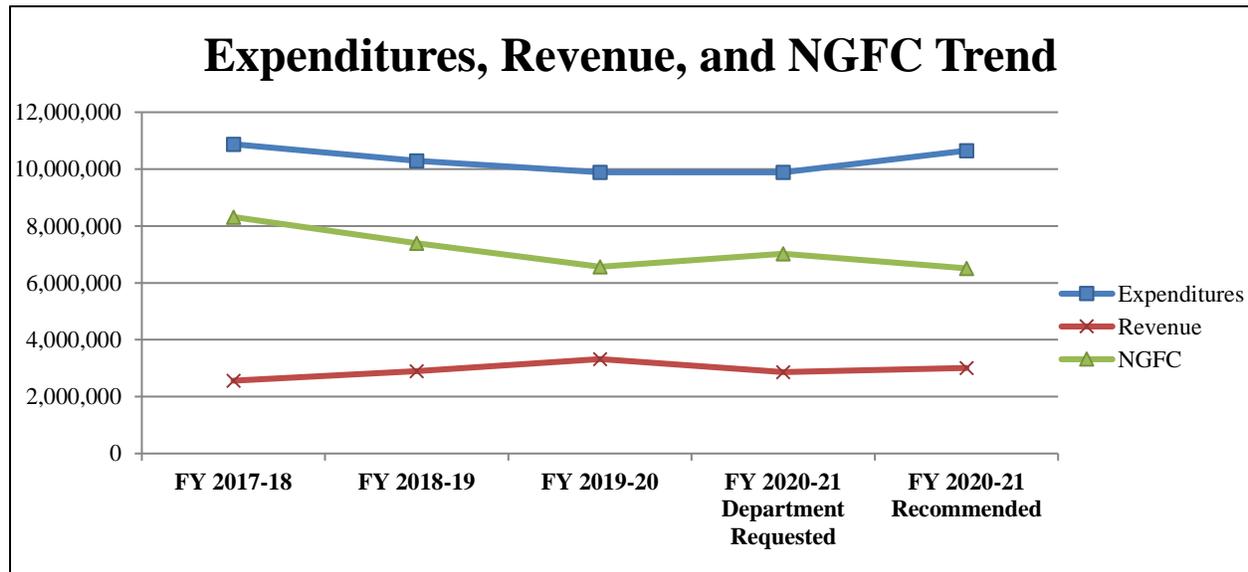
**Major Expenditures and Revenue in FY 2020-21 Recommended Budget**

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

FY 2019-20 actual revenue includes reimbursement from the CARES Act funding to address the Novel Coronavirus pandemic.

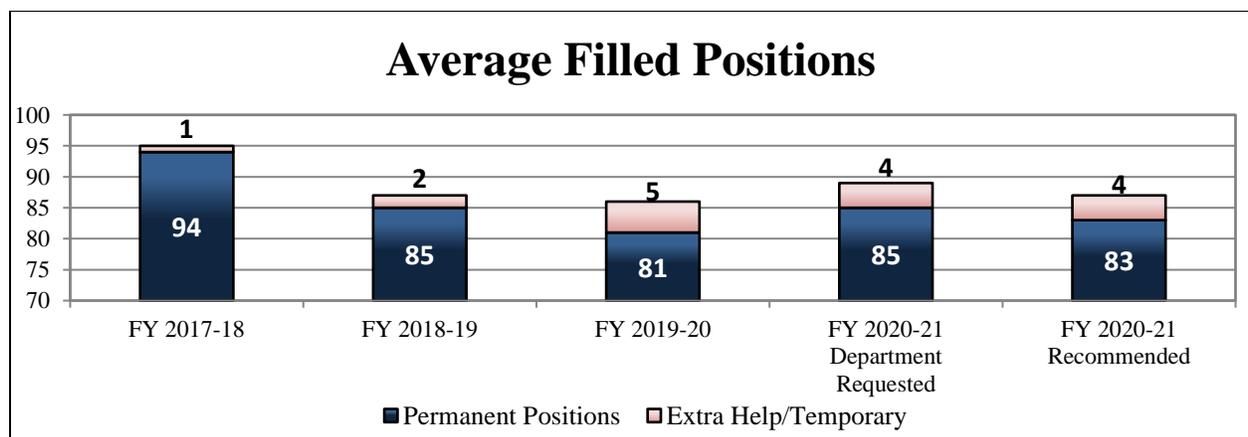
### Budget Changes and Operational Impacts

The recommended budget includes a reduction in NGFC by 7.5% or \$527,868. The department plans to meet this guideline by no longer planning to purchase capital assets this fiscal year, reducing services and supplies and holding positions vacant and unfunded. In addition the department plans to the use \$470,260 in BSI in order to maintain services and meet guideline.



### Staffing Changes and Operational Impacts

The recommended budget includes the deletion of ten (10) positions that have been vacant and unfunded for several years. The positions to be deleted include: one (1) Auditor Appraiser I/II/III; five (5) Assessment Technician; one (1) Senior Appraiser; and one (3) Fiscal Support Technician. After these deletions the department will have 85 authorized positions, of which 83 are budgeted to be filled. The recommended budget includes holding one (1) Chief Appraiser, and one (1) Assessment Technician vacant and unfunded, for an annual cost savings of approximately \$255,099.



	Actual			Department	
	FY 2017-18	FY 2018-19	FY 2019-20	Requested	Recommended
				FY 2020-21	
<b>AVERAGE FILLED POSITIONS</b>					
Permanent Positions	94	85	81	85	83
Extra Help/Temporary	1	2	5	4	4
<b>Total Positions</b>	<b>95</b>	<b>87</b>	<b>86</b>	<b>89</b>	<b>87</b>
<b>ACTUAL FULL-TIME EQUIVALENTS</b>					
Permanent Positions (FTE)	92	84	81	N/A	N/A
Extra Help/Temporary (FTE)	2	6	4	N/A	N/A
<b>Total Positions</b>	<b>94</b>	<b>90</b>	<b>85</b>	<b>N/A</b>	<b>N/A</b>
<b>SALARIES &amp; BENEFITS</b>	<b>\$10,389,795</b>	<b>\$9,816,345</b>	<b>\$9,424,912</b>	<b>\$9,289,731</b>	<b>\$8,981,863</b>

## Summary of Authorized Positions

The recommended budget includes 85 authorized positions, of which 83 are budgeted to be filled, as indicated below

Division	Authorized	Additions	Deletions	Requested	Filled	Vacant	Total
				Total			
Administration	7	0	0	7	7	0	7
Employment & Financial	3	0	0	3	3	0	3
Special Properties	26	0	(2)	24	24	0	24
Assessment Standards	17	0	(4)	13	13	0	13
Real Property	41	0	(4)	37	35	2	37
Administration Support	1	0	0	1	1	0	1
<b>Total</b>	<b>95</b>	<b>0</b>	<b>(10)</b>	<b>85</b>	<b>83</b>	<b>2</b>	<b>85</b>

Administration	Employment & Financial	Real Property
<p><b><u>Classification</u></b></p> <p>1 Assessor-Recorder</p> <p>1 Assistant Assessor</p> <p>1 Business Manager</p> <p>3 Chief Appraiser</p> <p>1 Confidential Administrative Asst</p> <hr/> <p>7 <b>Requested Total</b></p>	<p><b><u>Classification</u></b></p> <p>1 Administrative Coordinator</p> <hr/> <p>2 Fiscal Support Specialist</p> <p>3 <b>Requested Total</b></p>	<p><b><u>Classification</u></b></p> <p>7 Assessment Technician</p> <p>14 Appraiser I/II/III</p> <p>1 Fiscal Support Specialist</p> <p>1 Fiscal Support Supervisor</p> <p>3 Fiscal Support Technician</p> <p>4 Senior Appraiser</p> <hr/> <p>2 Supervising Appraiser</p> <p>32 <b>Current Total</b></p> <p><b>Additions/Deletions</b></p> <p>(2) Fiscal Support Technician</p> <hr/> <p>(2) Assessment Technician</p> <p>28 <b>Requested Total</b></p>
<p style="text-align: center;"><b>Special Properties</b></p> <p><b><u>Classification</u></b></p> <p>5 Assessment Technician</p> <p>3 Appraiser I/II/III</p> <p>9 Auditor Appraiser I/II/III</p> <p>1 Fiscal Support Specialist</p> <p>1 Fiscal Support Supervisor</p> <p>1 Fiscal Support Technician</p> <p>2 Senior Appraiser</p> <p>3 Senior Auditor-Appraiser</p> <p>1 Supervising Auditor-Appraiser</p> <hr/> <p>1 Supervising Appraiser</p> <p>27 <b>Current Total</b></p> <p><b>Additions/Deletions</b></p> <p>(1) Auditor Appraiser I/II/III</p> <hr/> <p>(1) Assessment Technician</p> <p>25 <b>Requested Total</b></p>	<p style="text-align: center;"><b>Assessment Standards</b></p> <p><b><u>Classification</u></b></p> <p>7 Assessment Technician</p> <p>4 Draft Tech./Eng. Tech. I/II/III</p> <p>2 Fiscal Support Specialist</p> <p>1 Fiscal Support Supervisor</p> <p>3 Fiscal Support Technician</p> <p>4 Appraiser</p> <p>1 Supervising Appraiser</p> <hr/> <p>3 Senior Appraiser</p> <p>25 <b>Current Total</b></p> <p><b>Additions/Deletions</b></p> <p>(1) Senior Appraiser</p> <p>(1) Fiscal Support Technician</p> <hr/> <p>(2) Assessment Technician</p> <p>21 <b>Requested Total</b></p>	<p style="text-align: center;"><b>Administration Support</b></p> <p><b><u>Classification</u></b></p> <hr/> <p>1 Assessment Technician</p> <p>1 <b>Requested Total</b></p>

**Fiscal Year 2020-21 Goals, Objectives, and Performance Measures**

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

*Objective 1: Establish a value for appraisable events by the close of the roll year to optimize tax revenue.*

Measurement	2017-18 Actual	2018-19 Actual	2019-20 Adopted	2019-20 Actual	2020-21 Goal
Percentage of appraisable events completed prior to roll close	99.59%	99.9%	99.9%	99.7%	100%

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

*Objective 2: Process paperwork timely to optimize revenue.*

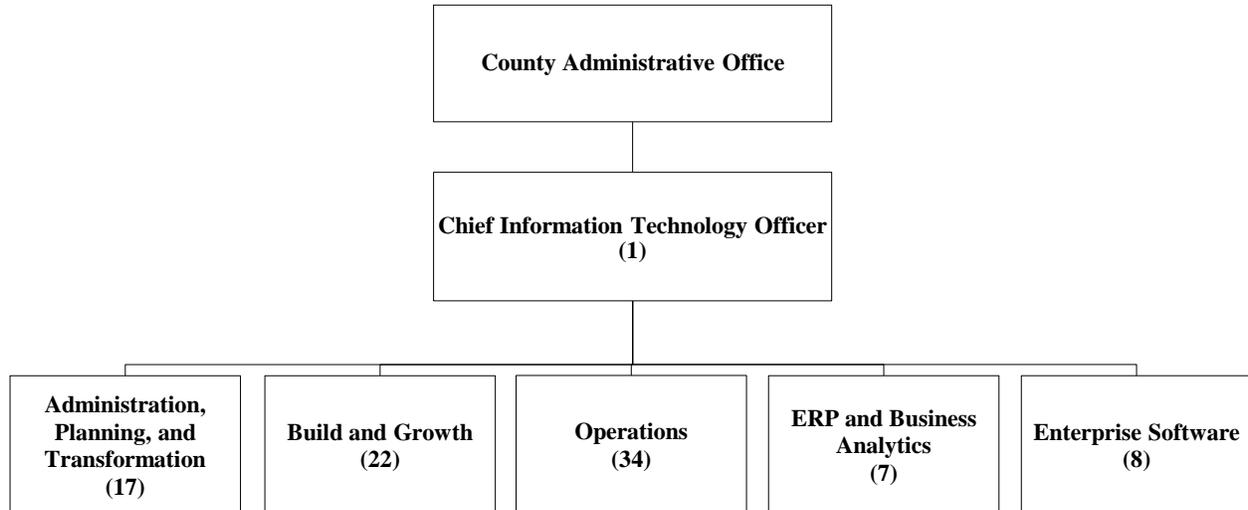
Measurement	2017-18 Actual	2018-19 Actual	2019-20 Adopted	2019-20 Actual	2020-21 Goal
Percentage of Business and Natural Resources Property Statements processed prior to roll close.	100%	100%	100%	100%	100%

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

## Mission Statement

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

## Organizational Chart



## Fiscal Year 2018-19 and 2019-20 Accomplishments

- The division designed and installed network and video equipment for the Fire Department that will allow for better mitigation and response to wildfires.
- The division consolidated Microsoft Enterprise licensing countywide, which will improve standardization efforts and reduce redundancies.
- The division developed a secure GIS application that was utilized for the annual point in time homelessness study.
- The division deployed a new customer service request solution that improves incident reporting and tracking, which allows for enhanced service delivery to customer departments.
- The division conducted anti-phishing and social engineering simulations countywide. The results of the simulation will allow the division to better train County employees and implement tailored security solutions.
- The division developed and published the OpenKern transparency portal using Microsoft PowerBI analytics.
- The division is managing the implementation of a new enterprise resource planning (ERP) system that will replace the current human resources, financial, and payroll systems.

## Information Technology Services

Department Head: Ryan J. Alsop

Function: General Government

Fund: General

Activity: Other General

Budget Unit: 1160

### Description of Major Services

The Information Technology Services Division of the County Administrative Office provides a variety of professional information technology and telecommunications services to all County departments. The division is responsible for 24 hours-a-day, seven days-a-week computer operations and systems support. The division administers and supports the County enterprise server, telephone systems, wide and local area networks, as well as the County e-mail system. The division also provides support for Kern Integrated Property Management System, Criminal Justice Information System (CJIS), County's Payroll System, Financial Management System, and Database Administration.

#### Summary of Expenditures and Revenue

	FY 2018-19	FY 2019-20		FY 2020-21		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
<b>APPROPRIATIONS:</b>						
Salaries and Benefits	\$8,446,664	\$11,115,339	\$10,385,116	\$11,649,763	\$11,153,668	\$11,134,666
Services and Supplies	5,653,822	10,304,926	12,402,395	13,709,347	13,617,502	13,657,502
Other Charges	30,570	33,700	31,331	15,815	15,815	15,815
Capital Assets	166,233	6,052,330	3,480,205	2,000,000	2,000,000	2,370,363
Other Financing Uses	0	891,953	0	0	0	654,522
<b>TOTAL EXPENDITURES</b>	<b>\$14,297,289</b>	<b>\$28,398,248</b>	<b>\$26,299,047</b>	<b>\$27,374,925</b>	<b>\$26,786,985</b>	<b>\$27,832,868</b>
Expend. Reimb.	(\$3,076,822)	(\$5,010,530)	(\$4,844,808)	(\$5,861,865)	(\$5,861,865)	(\$5,786,865)
<b>TOTAL NET EXPENDITURES</b>	<b>\$11,220,467</b>	<b>\$23,387,718</b>	<b>\$21,454,239</b>	<b>\$21,513,060</b>	<b>\$20,925,120</b>	<b>\$22,046,003</b>
<b>REVENUE:</b>						
Intergovernmental	\$0	\$0	\$9,686	\$0	\$0	\$0
Charges for Services	7,427,293	9,340,112	9,801,460	11,544,847	11,544,847	11,544,847
Miscellaneous	1,460	0	93	100,000	100,000	100,000
Other Financing Sources:						
DIVCA	962	0	0	0	0	0
General Plan Admin Surcharge	0	0	59,485	0	0	0
Automated County Warrant System	71,000	29,000	0	29,000	29,000	50,000
CARES Act	0	0	138,381	0	0	0
<b>TOTAL REVENUE</b>	<b>\$7,500,715</b>	<b>\$9,369,112</b>	<b>\$10,009,105</b>	<b>\$11,673,847</b>	<b>\$11,673,847</b>	<b>\$11,694,847</b>
Less Available BSI *	\$0	(\$891,953)	\$0	\$0	\$0	(\$654,522)
<b>NET GENERAL FUND COST</b>	<b>\$3,719,752</b>	<b>\$13,126,653</b>	<b>\$11,445,134</b>	<b>\$9,839,213</b>	<b>\$9,251,273</b>	<b>\$9,696,634</b>
BSI Ending Balance *	\$412,363	N/A	\$654,522	N/A	N/A	N/A

\* BSI = Budget Savings Incentives

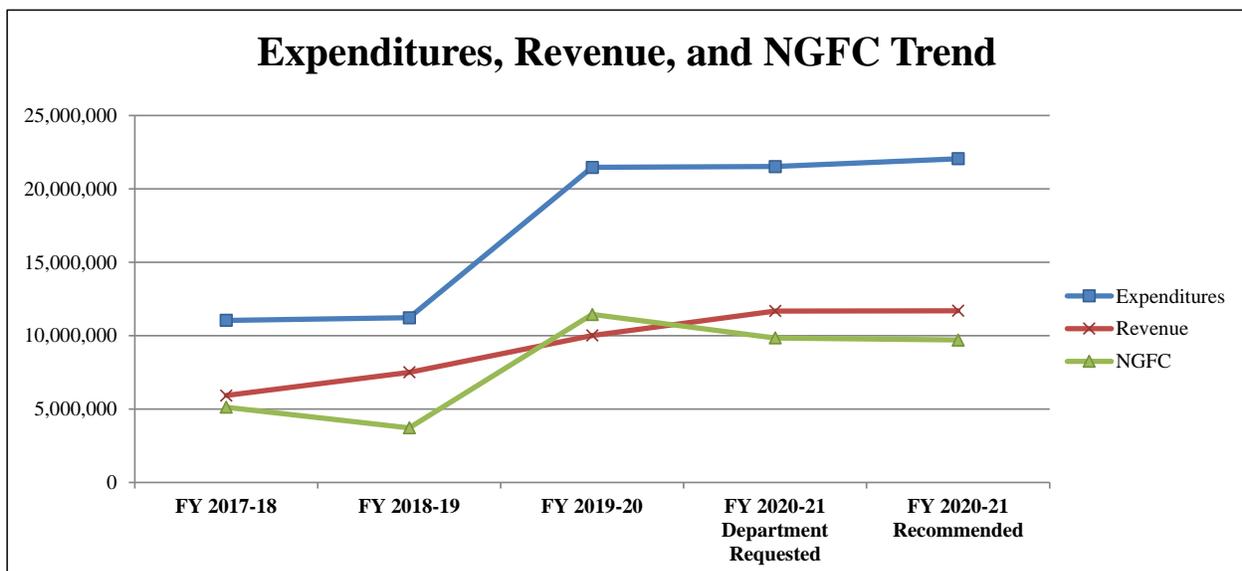
### Major Expenditures and Revenue in FY 2020-21 Recommended Budget

The majority of expenditures for this budget unit are associated with supplies and staffing costs for positions required to establish and support the information technology platform for the County. The division pays for internet, storage, phone, and IT maintenance and is reimbursed by charging departments for the cost. In addition, the division receives an allocation of Net General Fund Cost.

### Budget Changes and Operational Impacts

The budget for salaries and benefits expenditures for FY 2020-21 includes the transfer of four information technology positions from the District Attorney. Services and supplies expenditures, expenditure reimbursements, and charges for service revenue are budgeted to significantly increase primarily due to the acquisition and billing of new information technology and service products. The division received \$138,381 from the CARES Act fund for costs associated with the coronavirus pandemic.

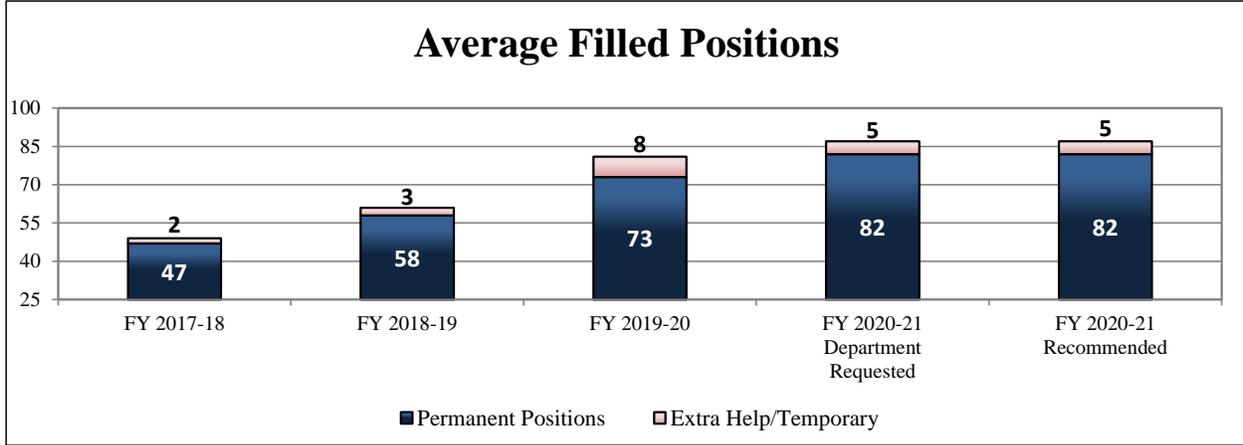
The budget for capital assets expenditures reflects the allocation of an additional \$2.4 million toward the ongoing implementation of the new ERP system, which will replace the legacy human resources, payroll, budgeting, and financial systems. The division will absorb the reduction in Net General Fund Cost by unfunding previously funded, but vacant, positions. The recommended budget will allow the division to maintain current service levels.



### Staffing Changes and Operational Impacts

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

The recommended budget holds one (1) Senior CAO Manager position, one (1) Network Systems Administrator position, one (1) Programmer I/II-Systems Analyst I/II position, three (3) Technical Support Specialist I/II/III positions, and one (1) Database Analyst I/II position vacant and unfunded, at an annual savings of approximately \$1.1 million.



### 4-Year Staffing Trend

	Actual			Department	
	FY 2017-18	FY 2018-19	FY 2019-20	Requested	Recommended
<b>AVERAGE FILLED POSITIONS</b>					
Permanent Positions	47	58	73	82	82
Extra Help/Temporary	2	3	8	5	5
<b>Total Positions</b>	<b>49</b>	<b>61</b>	<b>81</b>	<b>87</b>	<b>87</b>
<b>ACTUAL FULL-TIME EQUIVALENTS</b>					
Permanent Positions (FTE)	48	60	73	N/A	N/A
Extra Help/Temporary (FTE)	8	5	6	N/A	N/A
<b>Total Positions</b>	<b>56</b>	<b>65</b>	<b>79</b>	<b>N/A</b>	<b>N/A</b>
<b>SALARIES &amp; BENEFITS</b>	<b>\$7,042,819</b>	<b>\$8,446,664</b>	<b>\$10,385,116</b>	<b>\$11,649,763</b>	<b>\$11,134,666</b>

## Summary of Authorized Positions

The recommended budget includes 89 authorized permanent positions, of which 82 are budgeted to be filled during FY 2020-21 as indicated below.

Division	Authorized	Additions	Deletions	Requested	Filled	Vacant	Total
				Total			
Admin, Planning, and Transformation	18	0	0	18	17	1	18
Build & Growth	22	0	0	22	20	2	22
Operations	34	0	0	34	31	3	34
ERP & Business Analytics	7	0	0	7	7	0	7
Enterprise Software	8	0	0	8	7	1	8
<b>Total</b>	<b>89</b>	<b>0</b>	<b>0</b>	<b>89</b>	<b>82</b>	<b>7</b>	<b>89</b>

<b>Administration, Planning, and Transformation</b>	<b>Build and Growth</b>	<b>Operations</b>
<u><b>Classification</b></u>	<u><b>Classification</b></u>	<u><b>Classification</b></u>
1 Chief Information Tech Officer	3 Telecom Network Administrator	1 GIS Manager
1 Senior CAO Manager	1 Technology Services Supervisor	1 GIS Programmer/Analyst
1 Information Security Officer	1 Technology Services Manager	2 Technology Services Supervisor
1 Business Manager	4 LAN Systems Administrator	1 Technology Services Manager
2 Technology Services Supervisor	2 System Programmer I/II	2 LAN Systems Administrator
1 Technology Services Manager	3 Network System Administrator	6 Tech. Support Engineer I/II
1 LAN Systems Administrator	1 Tech. Support Engineer I/II	13 Tech. Support Specialist I/II/III
4 Tech. Support Engineer I/II	2 Tech. Support Specialist I/II/III	<u>8</u> Programmer I/II-Sys Analyst I/II
2 Programmer I/II-Sys Analyst I/II	2 Senior Systems Analyst	34 <b>Requested Total</b>
1 Fiscal Support Supervisor	<u>3</u> Programmer I/II-Sys Analyst I/II	
1 Fiscal Support Specialist	22 <b>Requested Total</b>	
1 Office Services Technician		
<u>1</u> Sr. Office Services Specialist		
18 <b>Requested Total</b>		
 <b>Enterprise Software</b>	 <b>ERP and Business Analytics</b>	
<u><b>Classification</b></u>	<u><b>Classification</b></u>	
1 Technology Services Supervisor	1 Technology Services Supervisor	
1 Technology Services Manager	1 Technology Services Manager	
1 Senior Systems Analyst	<u>5</u> Programmer I/II-Sys Analyst I/II	
3 Programmer I/II-Sys Analyst I/II	7 <b>Requested Total</b>	
<u>2</u> Database Analyst I/II		
8 <b>Requested Total</b>		

## Fiscal Year 2020-21 Goals, Objectives, and Performance Measures

### Goal 1: To promote and improve the efficiency and responsibility of Kern County government.

#### *Objective 1: Make the County government accessible to citizens.*

Measurement	2017-18 Actual	2018-19 Actual	2019-20 Adopted	2019-20 Actual	2020-21 Goal
Average number of hits on County website per resident	10.5	14.5	12.5	17.3	18.5

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

#### *Objective 2: Deliver Quality Service to our customers*

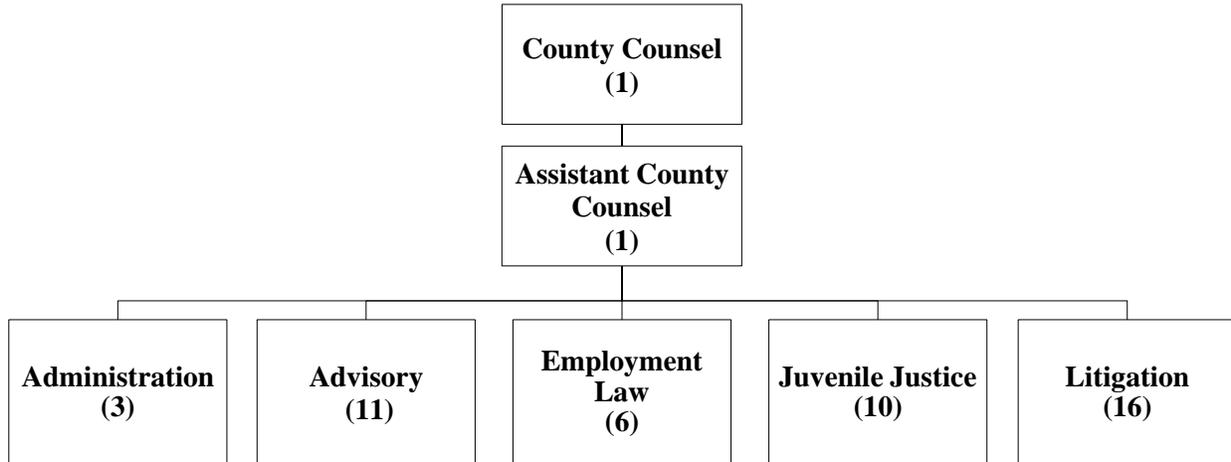
Measurement	2017-18 Actual	2018-19 Actual	2019-20 Adopted	2019-20 Actual	2020-21 Goal
Percentage of time that the County's IT servers are fully operational	99.97%	99.98%	99.98%	99.98%	99.98%
Average number of staff training hours per full time equivalent	15	37	20	23	25

This measure demonstrates the division's ability to provide timely and effective service to customers. The division continues to search for innovative ways to provide effective support to the customer departments within budget constraints. In FY 2018-19 the division made employee training a higher priority. Increases to the FY 2019-20 actual and the 2020-21 goal reflect this change.

**Mission Statement**

*To advise, assist and represent our clients as efficiently and economically as possible, in accordance with the highest professional and ethical standards.*

**Organizational Chart**



**Fiscal Year 2018-19 and 2019-20 Accomplishments**

- The Juvenile Dependency section managed 1,642 open cases on juvenile dependency matters, made over 13,000 court appearances, and filed or responded to over 1,200 new petitions.
- The Employment Law section handled 333 new and distinct employment matters, of which 301 were disciplinary or performance related matters, 12 were Department of Fair Employment and Housing and Equal Employment Opportunity Commission complaints, 14 were workplace violence related matters, and six were Rule 1800 discrimination hearings. The section also managed 540 litigated workers’ compensation claims, and provided mandated training to various County employees.
- The Litigation section conducted over 70 trials, received and reviewed nearly 100 new complaints, and resolved 94 cases at no cost to the County.
- The Advisory section completed 253 Ordinances and 606 Resolutions, and reviewed 2,312 contracts. The section also completed 140 Pitchess motions and responded to over 100 Public Records Act requests.
- For the Lean Six Initiative, employees continued to search for and implement quick wins. The department also completed a project to simplify the method of obtaining required signatures for contracts, and is in the process of completing a project to streamline the authorization and distribution of workers’ compensation benefits.

## County Council

Department Head: Margo Raison

Fund: General

Budget Unit: 1210

Function: General Government

Activity: Counsel

### Description of Major Services

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

#### Summary of Expenditures and Revenue

	FY 2018-19	FY 2019-20		FY 2020-21		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
<b>APPROPRIATIONS:</b>						
Salaries and Benefits	\$8,120,790	\$8,753,111	\$7,951,402	\$8,696,486	\$8,431,629	\$8,431,629
Services and Supplies	635,788	1,269,654	857,868	1,437,094	1,437,094	1,437,094
Other Charges	252,966	1,148,591	687,409	1,148,591	1,148,591	1,148,591
Other Financing Uses	0	1,767,230	0	0	0	1,711,851
<b>TOTAL EXPENDITURES</b>	<b>\$9,009,544</b>	<b>\$12,938,586</b>	<b>\$9,496,679</b>	<b>\$11,282,171</b>	<b>\$11,017,314</b>	<b>\$12,729,165</b>
Expend. Reimb.	(\$168,308)	(\$212,816)	(\$133,672)	(\$217,515)	(\$217,515)	(\$217,515)
<b>TOTAL NET EXPENDITURES</b>	<b>\$8,841,236</b>	<b>\$12,725,770</b>	<b>\$9,363,007</b>	<b>\$11,064,656</b>	<b>\$10,799,799</b>	<b>\$12,511,650</b>
<b>REVENUE:</b>						
Charges for Services	\$6,658,987	\$7,412,115	\$7,385,664	\$7,518,231	\$7,518,231	\$7,518,231
Miscellaneous	27,232	15,000	3,515	15,000	15,000	15,000
Other Financing Sources:						
General Plan Admin Surcharge	0	0	557	0	0	0
CARES Act	0	0	190,190	0	0	0
<b>TOTAL REVENUE</b>	<b>\$6,686,219</b>	<b>\$7,427,115</b>	<b>\$7,579,926</b>	<b>\$7,533,231</b>	<b>\$7,533,231</b>	<b>\$7,533,231</b>
Less Available BSI *	\$0	(\$1,767,230)	\$0	\$0	\$0	(\$1,711,851)
<b>NET GENERAL FUND COST</b>	<b>\$2,155,017</b>	<b>\$3,531,425</b>	<b>\$1,783,081</b>	<b>\$3,531,425</b>	<b>\$3,266,568</b>	<b>\$3,266,568</b>
BSI Ending Balance *	\$1,688,630	N/A	\$1,711,851	N/A	N/A	N/A

\* BSI = Budget Savings Incentives

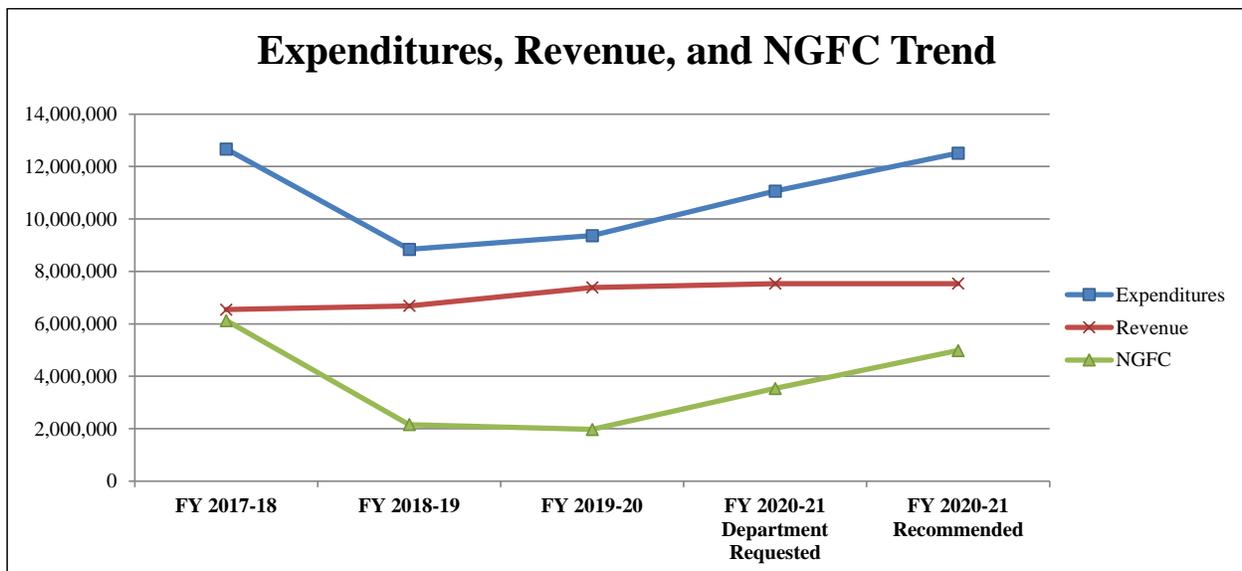
### Major Expenditures and Revenue in FY 2020-21 Recommended Budget

The department is primarily funded through charges for services to other departments and an allocation of Net General Fund Cost (NGFC). The majority of the expenditures for this budget unit are associated with staffing costs for positions required to perform the legal functions of the County. The expenses in the other charges category cover the costs of uninsured litigation, exclusive of associated in-house attorney and paralegal costs. Other charges include \$1.14 million for uninsured litigation, or legal matters requiring litigation not covered under the County's General Liability or Workers' Compensation self-insurance programs.

The department has accrued Budget Savings Incentive (BSI) credits in the amount of \$1,711,851. The recommended budget includes the use of \$264,857 in BSI credits to absorb the reduction in Net General Fund Cost.

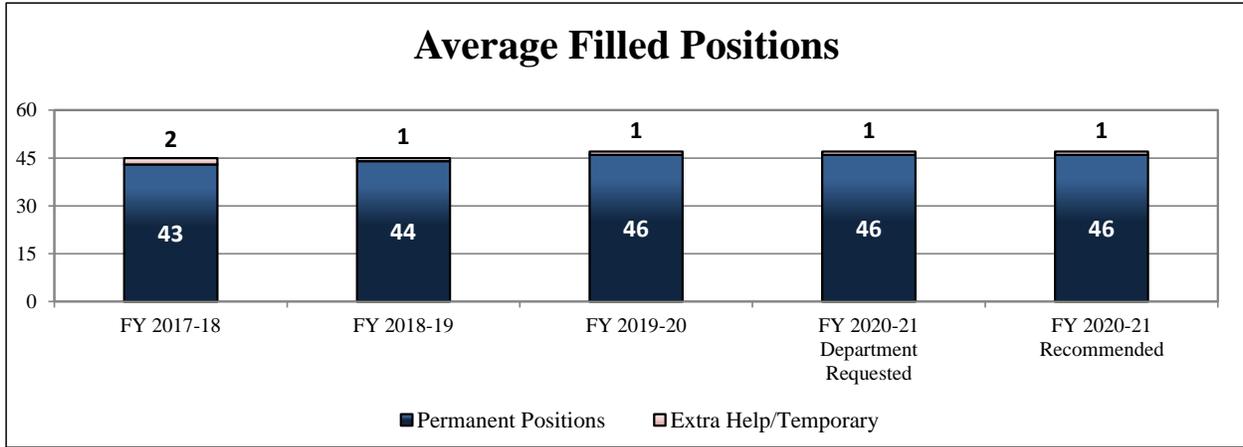
### Budget Changes and Operational Impacts

Salaries and benefits expenditures are budgeted to increase from FY 2019-20 Actual to reflect the funding of one (1) Assistant County Counsel management position that is currently vacant. Services and supplies are increasing due to equipment and facility upgrades that were budgeted to occur during FY 2019-20, but were deferred, and anticipated outside legal contracts. Uninsured litigation funding has been included in other charges at historical levels. The department received \$190,190 from the CARES Act fund for costs associated with the coronavirus pandemic.



### Staffing Changes and Operational Impacts

No position additions or deletions are included in the recommended budget. The recommended budget holds two (2) Deputy County Counsel I/II/III/IV/V positions vacant and unfunded, at an annual savings of approximately \$475,000.



### 4-Year Staffing Trend

	Actual			Department	
	FY 2017-18	FY 2018-19	FY 2019-20	Requested	Recommended
<b>AVERAGE FILLED POSITIONS</b>					
Permanent Positions	43	44	46	46	46
Extra Help/Temporary	2	1	1	1	1
<b>Total Positions</b>	<b>45</b>	<b>45</b>	<b>47</b>	<b>47</b>	<b>47</b>
<b>ACTUAL FULL-TIME EQUIVALENTS</b>					
Permanent Positions (FTE)	43	45	44	N/A	N/A
Extra Help/Temporary (FTE)	2	1	1	N/A	N/A
<b>Total Positions</b>	<b>45</b>	<b>46</b>	<b>45</b>	<b>N/A</b>	<b>N/A</b>
<b>SALARIES &amp; BENEFITS</b>	<b>\$7,775,126</b>	<b>\$8,120,790</b>	<b>\$7,951,402</b>	<b>\$8,696,486</b>	<b>\$8,431,629</b>

### Summary of Authorized Positions

The recommended budget includes 48 authorized positions, of which 46 have been budgeted to be filled during FY 2020-21 as indicated below.

Division	Authorized	Additions	Deletions	Requested		Filled	Vacant	Total
					Total			
Administration	5	0	0		5	5	0	5
Advisory	11	0	0		11	11	0	11
Employment Law	6	0	0		6	6	0	6
Juvenile Justice	10	0	0		10	10	0	10
Litigation	16	0	0		16	14	2	16
<b>Total</b>	<b>48</b>	<b>0</b>	<b>0</b>		<b>48</b>	<b>46</b>	<b>2</b>	<b>48</b>

<b>Administration</b>	<b>Advisory</b>	<b>Employment Law</b>
<u><b>Classification</b></u>	<u><b>Classification</b></u>	<u><b>Classification</b></u>
1 County Counsel	1 Chief Deputy County Counsel	1 Chief Deputy County Counsel
1 Assistant County Counsel	7 Deputy County Counsel I/II/III/IV/V	3 Deputy County Counsel I/II/III/IV/V
1 Administrative Coordinator	2 Paralegal I/Sr.	1 Paralegal I/Sr.
1 Info Systems Specialist I/II/III/Sr	1 Legal Secretary	1 Office Services Technician
1 Senior Office Services Specialist	11 <b>Requested Total</b>	6 <b>Requested Total</b>
<hr/> 5 <b>Requested Total</b>		
 <b>Juvenile Justice</b>	 <b>Litigation</b>	
<u><b>Classification</b></u>	<u><b>Classification</b></u>	
1 Chief Deputy County Counsel	1 Chief Deputy County Counsel	
5 Deputy County Counsel I/II/III/IV/V	9 Deputy County Counsel I/II/III/IV/V	
2 Paralegal I/Sr.	3 Paralegal I/Sr.	
1 Office Services Technician	3 Legal Secretary	
1 Office Services Assistant	16 <b>Requested Total</b>	
<hr/> 10 <b>Requested Total</b>		

## Fiscal Year 2020-21 Goals, Objectives, and Performance Measures

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

#### *Objective 1: Provide cost effective litigation services to protect County interests.*

Measurement	2017-18 Actual	2018-19 Actual	2019-20 Adopted	2019-20 Actual	2020-21 Goal
Total cost of legal services as a percentage of total County expenditures.	0.56%	0.63%	0.59%	0.43%	0.43%
Percent of lawsuits resolved with a payout to plaintiffs of \$10,000 or less.	27 of 43 or 63%	23 of 39 or 59%	25 of 40 or 63%	49 of 61 or 80%	50 of 61 or 82%

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

#### *Objective 2: Provide effective services to County departments.*

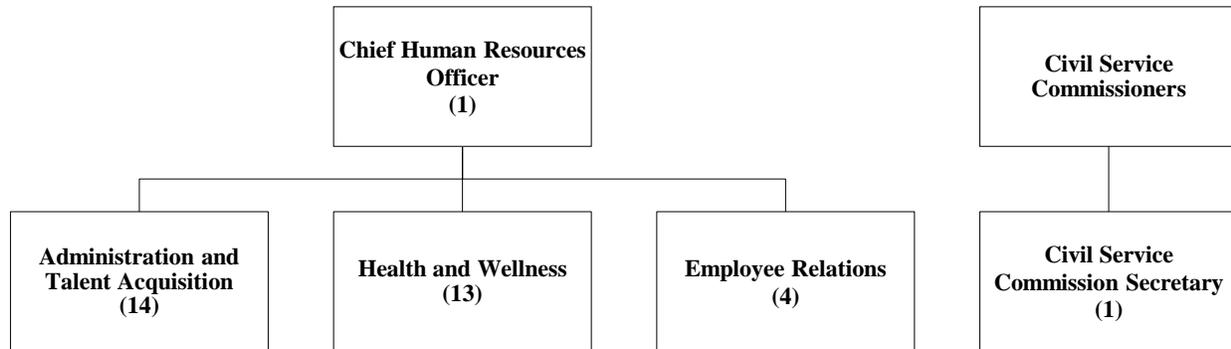
Measurement	2017-18 Actual	2018-19 Actual	2019-20 Adopted	2019-20 Actual	2020-21 Goal
The percentage of clients rating legal services as effective.	92%	96%	98%	94%	100%
The percentage of contracts reviewed within ten business days.	97%	95%	100%	99%	100%

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

**Mission Statement**

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

**Organizational Chart**



**Fiscal Year 2018-19 and 2019-20 Accomplishments**

- The Human Resources Division re-branded the in-house health care products under the Kern Legacy brand and eliminated the only non-Kern Legacy self-funded plan.
- The division renegotiated the pharmacy benefit contract, resulting in an estimated savings of \$5 million over the next three years.
- The division expanded employee access to the LinkedIn Learning online education platform, increasing the opportunity for employee enrichment.
- The division revised the Supervisor Academy training program which provides education on County policies and workforce management.
- The division has been collaborating with the Information Technology Services Division to implement the new Enterprise Resource Planning platform, which will replace the current human resources, payroll, and financial systems.

## Human Resources Division

Department Head: Ryan J. Alsop

Fund: General

Budget Unit: 1310

Function: General Government

Activity: Human Resources

### Description of Major Services

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

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

Summary of Expenditures and Revenue						
	FY 2018-19	FY 2019-20		FY 2020-21		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
<b>APPROPRIATIONS:</b>						
Salaries and Benefits	\$3,590,875	\$3,958,689	\$3,881,695	\$3,987,350	\$3,888,006	\$3,953,006
Services and Supplies	462,000	475,775	459,600	454,363	368,820	368,820
Other Financing Uses	0	340,115	0	0	0	196,456
<b>TOTAL EXPENDITURES</b>	<b>\$4,052,875</b>	<b>\$4,774,579</b>	<b>\$4,341,295</b>	<b>\$4,441,713</b>	<b>\$4,256,826</b>	<b>\$4,518,282</b>
Expend. Reimb.	(\$21,097)	(\$22,265)	(\$9,875)	(\$15,000)	(\$15,000)	(\$15,000)
<b>TOTAL NET EXPENDITURES</b>	<b>\$4,031,778</b>	<b>\$4,752,314</b>	<b>\$4,331,420</b>	<b>\$4,426,713</b>	<b>\$4,241,826</b>	<b>\$4,503,282</b>
<b>REVENUE:</b>						
Charges for Services	\$1,746,131	\$1,943,537	\$1,886,706	\$1,958,050	\$1,958,050	\$2,023,050
Miscellaneous	508	3,520	439	3,520	3,520	3,520
Other Financing Sources:						
CARES Act	0	0	98,924	0	0	0
<b>TOTAL REVENUE</b>	<b>\$1,746,639</b>	<b>\$1,947,057</b>	<b>\$1,986,069</b>	<b>\$1,961,570</b>	<b>\$1,961,570</b>	<b>\$2,026,570</b>
Less Available BSI *	\$0	(\$340,115)	\$0	\$0	\$0	(\$196,456)
<b>NET GENERAL FUND COST</b>	<b>\$2,285,139</b>	<b>\$2,465,142</b>	<b>\$2,345,351</b>	<b>\$2,465,143</b>	<b>\$2,280,256</b>	<b>\$2,280,256</b>
BSI Ending Balance *	\$316,001	N/A	\$196,456	N/A	N/A	N/A

\* BSI = Budget Savings Incentives

### Major Expenditures and Revenue in FY 2020-21 Recommended Budget

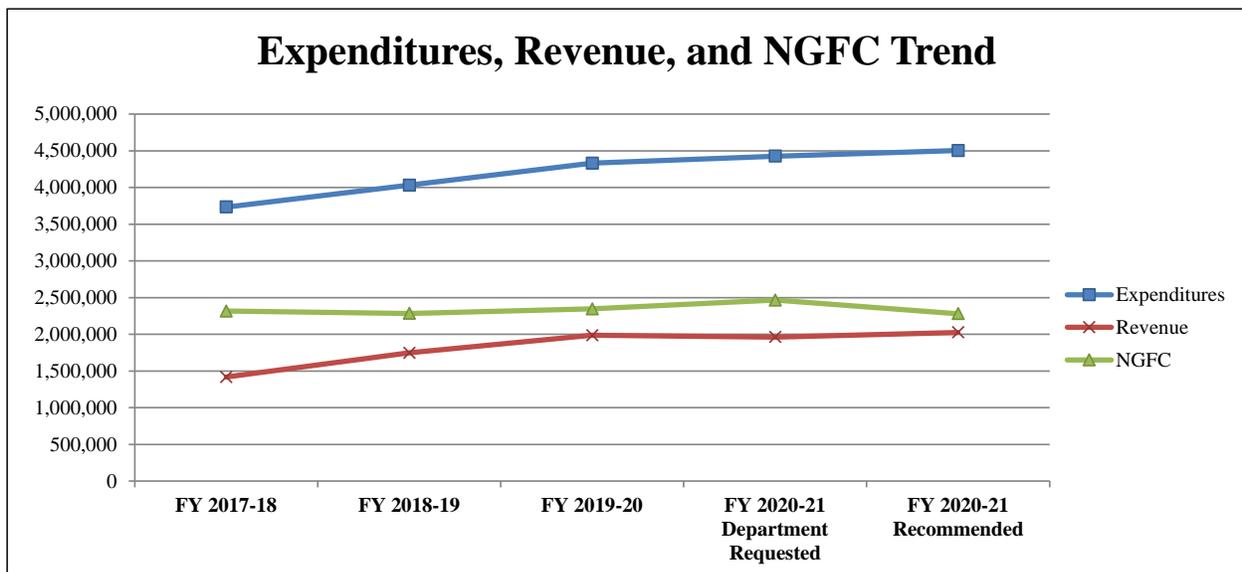
The majority of expenditures for this budget unit are associated with staffing costs for positions required to perform the functions of the division. The division is primarily funded by an

allocation of Net General Fund Cost, and the reimbursement of staff costs for administration of the County’s health benefits programs.

The Civil Service Commission portion of this budget, totaling \$202,000, provides resources for Commission meeting expenses in the amount of \$27,000, hearing officer service fees in the amount of \$20,000, travel expenses in the amount of \$3,000, supplies in the amount of \$8,000, and salaries and benefits for the Civil Service Commission Secretary in the amount of \$149,000. The Civil Service Commission approved this budget in accordance with County Ordinance 3.04.040.

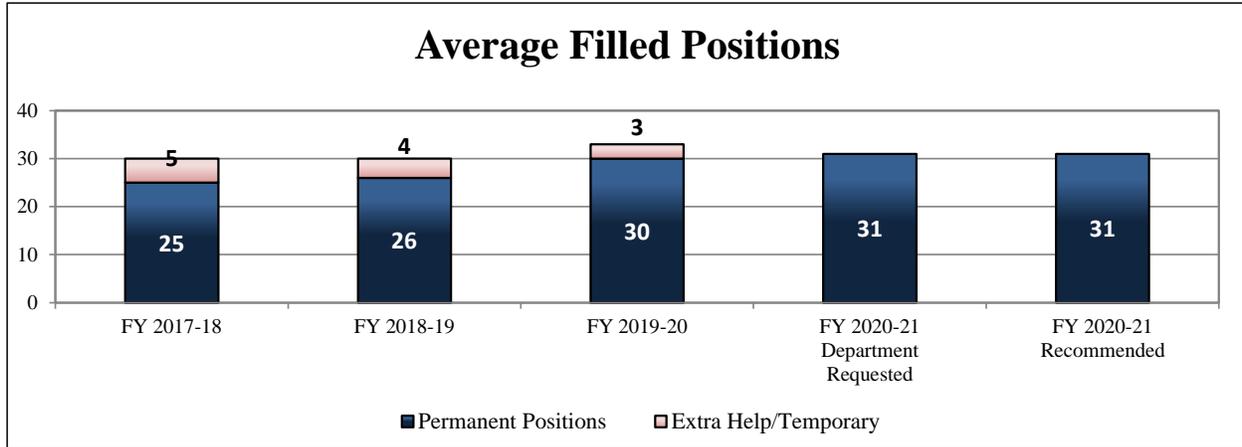
### Budget Changes and Operational Impacts

The division will partially absorb the reduction in Net General Fund Cost by eliminating all non-essential travel, training, and procurement. The budgeted reduction in services and supplies expenditures reflects these adjustments. The division will absorb the remaining reduction in Net General Fund Cost primarily through the removal all temporary positions. The recommended budget will allow the division to operate at service levels comparable to those of FY 2019-20. The division received \$98,924 from the CARES Act fund for costs associated with the coronavirus pandemic.



### Staffing Changes and Operational Impacts

The recommended budget does not include any position additions or deletions. The recommended budget holds one (1) Senior Health Plan Services Specialist position and one (1) Senior Human Resources Analyst position vacant and unfunded, at an annual savings of approximately \$276,000.



**4-Year Staffing Trend**

	Actual			Department	
	FY 2017-18	FY 2018-19	FY 2019-20	Requested	Recommended
<b>AVERAGE FILLED POSITIONS</b>					
Permanent Positions	25	26	30	31	31
Extra Help/Temporary	5	4	3	0	0
<b>Total Positions</b>	<b>30</b>	<b>30</b>	<b>33</b>	<b>31</b>	<b>31</b>
<b>ACTUAL FULL-TIME EQUIVALENTS</b>					
Permanent Positions (FTE)	25	27	30	N/A	N/A
Extra Help/Temporary (FTE)	10	3	3	N/A	N/A
<b>Total Positions</b>	<b>35</b>	<b>30</b>	<b>33</b>	<b>N/A</b>	<b>N/A</b>
<b>SALARIES &amp; BENEFITS</b>	<b>\$3,380,654</b>	<b>\$3,590,875</b>	<b>\$3,881,695</b>	<b>\$3,987,350</b>	<b>\$3,953,006</b>

### Summary of Authorized Positions

The recommended budget includes 33 authorized positions, of which 31 have been budgeted to be filled during FY 2020-21 as indicated below.

Division	Authorized	Additions	Deletions	Requested		Filled	Vacant	Total
					Total			
Admin and Talent Req.	15	0	0	15	15	14	1	15
Health and Wellness	13	0	0	13	13	12	1	13
Employee Relations	4	0	0	4	4	4	0	4
Civil Service								
Commission	1	0	0	1	1	1	0	1
<b>Total</b>	<b>33</b>	<b>0</b>	<b>0</b>	<b>33</b>	<b>33</b>	<b>31</b>	<b>2</b>	<b>33</b>

<b>Administration and Talent Acquisition</b>	<b>Health and Wellness</b>	<b>Civil Service Commission</b>
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 Chief Human Resources Officer	1 Deputy Chief HR Officer	1 Civil Service Comm Secretary
1 Deputy Chief HR Officer	2 Health Plan Services Coordinator	1 <b>Requested Total</b>
1 Principal HR Analyst	6 Health Plan Services Sp I/II	
2 Sr. Human Resources Analyst	4 Sr. Health Plan Services Specialist	
1 Human Resources Analyst	13 <b>Requested Total</b>	
3 Sr. Human Resources Specialist		
5 Human Resources Specialist I/II		
1 Health Plan Services Sp I/II		
15 <b>Requested Total</b>		
<b>Employee Relations</b>		
1 Deputy Chief HR Officer		
2 Principal HR Analyst		
1 Human Resources Specialist I/II		
4 <b>Requested Total</b>		

General Government

## Fiscal Year 2020-21 Goals, Objectives, and Performance Measures

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

#### *Objective 1 Monitor recruitment and promotion processes to ensure optimal responsiveness*

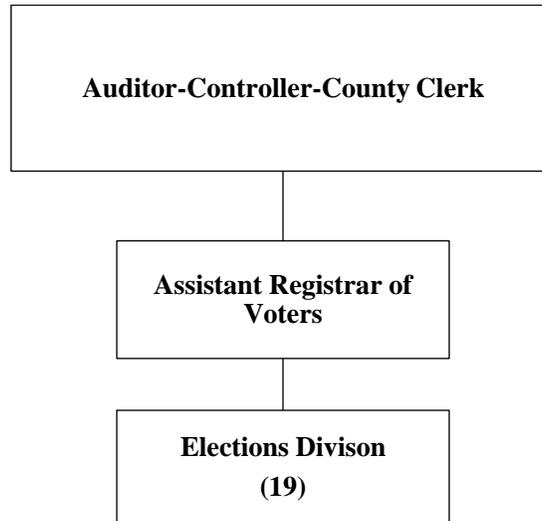
Measurement	2017-18 Actual	2018-19 Actual	2019-20 Adopted	2019-20 Actual	2020-21 Goal
Percentage of certifications made within two days of the availability of an eligible list and valid requisition.	97%	97%	100%	98%	100%
Average number of days for completion of eligible lists from date of the receipt of a requisition	45	45	40	16	40
Percentage of classification actions completed within three months of receipt of request	95%	60%	85%	45%	80%

The recruitment process is the most basic division function. This measure allows the division to track progress in this fundamental area, which determines the time frame for advertising, accepting and receiving applications, and identifying and certifying eligible candidates to departments in order to fill vacancies. It should be noted that the testing components for some classifications may be minimal and will therefore result in a relatively smaller number of days for completion of an eligible list, while others may include multiple testing components (i.e. written, performance, and/or an oral examination) and will take longer to establish an eligible list. In FY 2018-19, the division instituted additional study of classification change requests to better align the subject specifications with best practices and industry standards, resulting in additional lead time. Employee unions have also shown an increased interest in meeting to discuss classification changes. Those factors, combined with disruptions from the COVID-19 pandemic have resulted in a greater number of requests exceeding the previous three month goal. The division will continue to evaluate this goal and seek to improve overall service to customer departments.

## Mission Statement

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

## Organizational Chart



## Fiscal Year 2018-19 and 2019-20 Accomplishments

- Implemented Remote Accessible Vote-By-Mail.
- Continued with training of employees to mitigate impacts of retirements of experienced staff.
- Successfully conducted the 2020 Presidential Primary on March 3, 2020.
- Prepared videos to educate voters on the election process.

## Elections

Department Head: Mary B. Bedard, Elected  
 Fund: General  
 Budget Unit: 1420

Function: General Government  
 Activity: Elections

### Description of Major Services

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

Summary of Expenditures and Revenue						
	FY 2018-19	FY 2019-20		FY 2020-21		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
<b>APPROPRIATIONS:</b>						
Salaries and Benefits	\$1,636,624	\$1,721,973	\$1,690,112	\$1,758,914	\$1,477,836	\$1,477,836
Services and Supplies	2,989,673	2,536,328	2,875,728	2,916,038	2,886,478	3,044,478
Other Charges	0	5,000	4,534	5,000	5,000	5,000
Capital Assets	0	503,806	503,079	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>\$4,626,297</b>	<b>\$4,767,107</b>	<b>\$5,073,453</b>	<b>\$4,679,952</b>	<b>\$4,369,314</b>	<b>\$4,527,314</b>
<b>REVENUE:</b>						
Intergovernmental	\$27,388	\$528,906	\$608,885	\$48,000	\$48,000	\$48,000
Charges for Services	1,160,449	1,008,200	480,344	1,402,450	1,083,560	1,083,560
Miscellaneous	6,572	6,700	5,901	6,200	6,200	6,200
Other Financing Sources:						
CARES Act	0	0	146,944	0	250,000	408,000
<b>TOTAL REVENUE</b>	<b>\$1,194,409</b>	<b>\$1,543,806</b>	<b>\$1,242,074</b>	<b>\$1,456,650</b>	<b>\$1,387,760</b>	<b>\$1,545,760</b>
<b>NET GENERAL FUND COST</b>	<b>\$3,431,888</b>	<b>\$3,223,301</b>	<b>\$3,831,379</b>	<b>\$3,223,302</b>	<b>\$2,981,554</b>	<b>\$2,981,554</b>

### Major Expenditures and Revenue in FY 2020-21 Recommended Budget

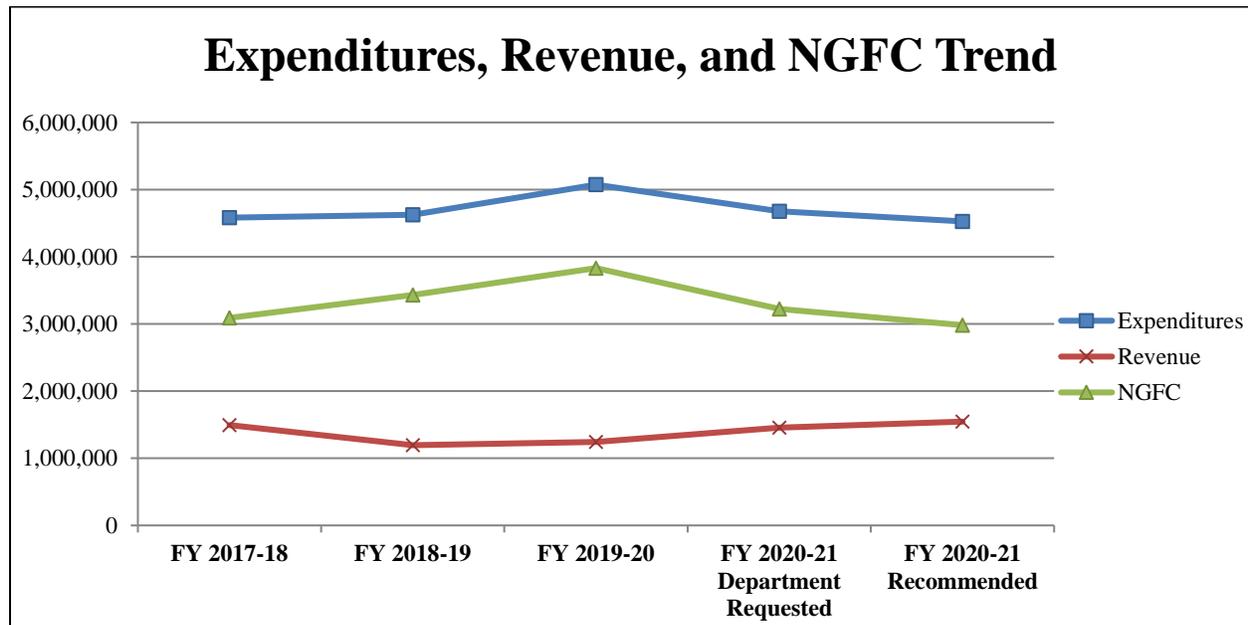
The majority of the expenditures for this budget unit are associated with staffing and supply costs for the positions and materials required to perform the legally mandated election functions of the County. The largest revenue sources are charges for election services provided to other entities and general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

### Budget Changes and Operational Impacts

The recommended budget provides funding for the General Election in November. Salaries and Benefits reflect a reduction from the FY 2019-20 actual as the department anticipates holding three (3) positions vacant and unfunded. Charges for Services revenue has been adjusted from the requested amount to conservatively reflect the anticipated amount based on previous presidential elections. Two supplemental requests were submitted for a total of \$408,000 to provide funding for the additional cost related to the Governor's Executive Order for an all vote-by-mail election.

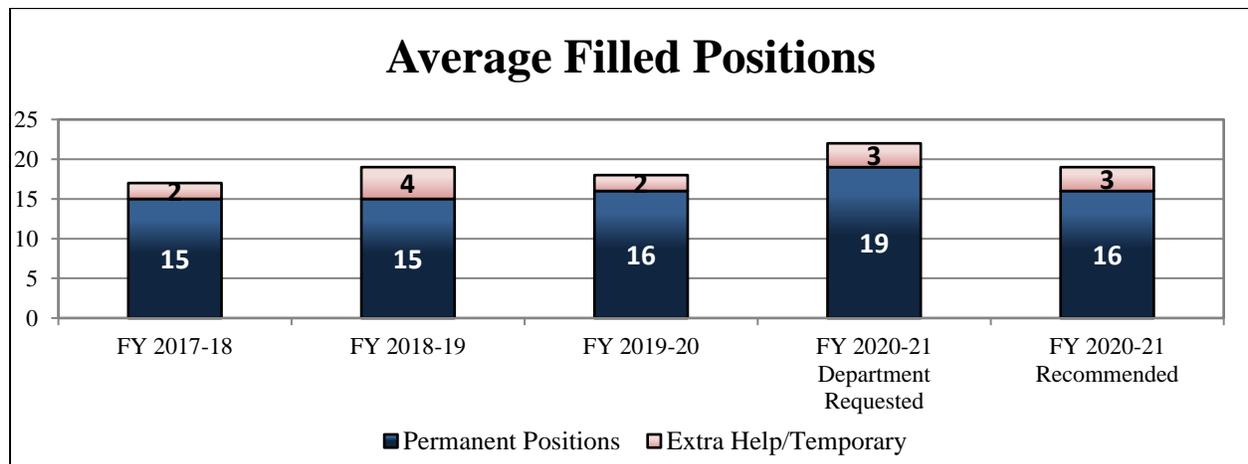
This funding will be used for equipment and supplies required for an all vote-by-mail election and to address the health and safety of voters and employees due to the Novel Coronavirus. These supplemental requests are included and funded with the CARES Act funding received by the County.

FY 2019-20 actual revenue includes reimbursement from the CARES Act funding to address the Novel Coronavirus pandemic.



### Staffing Changes and Operational Impacts

The recommended budget maintains 19 authorized positions, 16 of which are budgeted to be filled. The recommended budget holds one (1) Chief Deputy Registrar of Voters and two (2) Election Process Clerk positions vacant and unfunded, for an annual savings of approximately \$281,078. The department also plans to utilize extra help positions.



	Actual			Department	
	FY 2017-18	FY 2018-19	FY 2019-20	Requested	Recommended
<b>4-Year Staffing Trend</b>					
<b>AVERAGE FILLED POSITIONS</b>				<b>FY 2020-21</b>	
Permanent Positions	15	15	16	19	16
Extra Help/Temporary	2	4	2	3	3
<b>Total Positions</b>	<b>17</b>	<b>19</b>	<b>18</b>	<b>22</b>	<b>19</b>
<b>ACTUAL FULL-TIME EQUIVALENTS</b>					
Permanent Positions (FTE)	16	16	18	N/A	N/A
Extra Help/Temporary (FTE)	2	3	2	N/A	N/A
<b>Total Positions</b>	<b>18</b>	<b>19</b>	<b>20</b>	<b>N/A</b>	<b>N/A</b>
<b>SALARIES &amp; BENEFITS</b>	<b>\$1,720,750</b>	<b>\$1,636,624</b>	<b>\$1,690,112</b>	<b>\$1,758,914</b>	<b>\$1,477,836</b>

### Summary of Authorized Positions

The division has requested nineteen (19) authorized permanent positions, of which sixteen (16) have been budgeted to be filled, as indicated below.

Division	Authorized	Additions	Deletions	Requested	Filled	Vacant	Total
				Total			
Elections	19	0	0	19	16	3	19
Total	19	0	0	19	16	3	19

Elections	
<u>Classification</u>	
1	Division Chief, County Clerk-Elections
2	Chief Deputy Registrar of Voters
1	Elections Process Coordinator
4	Elections Process Supervisor
10	Election Process Clerk I/II/III
1	Programmer I/II
19	<b>Requested Total</b>

### Mission Statement

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

### Organizational Chart



### Fiscal Year 2018-19 and 2019-20 Accomplishments

- The Purchasing Division was nationally recognized and awarded the “Achievement of Excellence in Procurement” for the ninth consecutive year.
- The Property Management Division negotiated and completed 33 new, amended, and/or assigned lease agreements, nine property transfers, five license agreements, and 15 new or renewed franchise agreements.
- The Maintenance Division is responsible for approximately 3.5 million square feet of County occupied facilities from Frazier Park to Ridgecrest.
- The Parks Division is responsible for over 720 acres of park grounds which spans across eight regional and 35 local parks.
- The Custodial Services Division oversees the delivery of services to approximately 1.5 million square feet of County facilities.
- The Communications Division installed several new or replacement pieces of equipment, and expanded coverage for law enforcement in remote areas. The division is working with the Fire Department to install wildfire camera equipment at four remote sites, which will improve wildfire response and management.

## General Services

Department Head: Ryan J. Alsop

Fund: General

Budget Unit: 1610

Function: General Government

Activity: Property Management

### Description of Major Services

The General Services Division of the County Administrative Office manages the Construction Services, Major Maintenance, Capital Projects, Garage and Utility Payments budget units. The division provides operational support to County departments, including routine and preventive maintenance for all County-owned buildings; custodial services in dozens of County-owned and leased buildings; property management services, including land purchases, leases, franchises, rights of entry and easements; energy and utility coordination; Countywide radio and microwave communications; mail services; purchasing; payment and allocation of utility costs; and operations and maintenance of County park and senior center facilities.

#### Summary of Expenditures and Revenue

	FY 2018-19	FY 2019-20		FY 2020-21		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
<b>APPROPRIATIONS:</b>						
Salaries and Benefits	\$15,955,006	\$15,834,733	\$16,028,295	\$15,538,053	\$14,793,059	\$15,196,236
Services and Supplies	5,709,812	4,931,561	5,229,811	5,419,306	5,389,306	5,389,306
Other Charges	2,105	10,100	535	2,400	2,400	2,400
Capital Assets	27,805	80,000	24,187	0	0	0
Other Financing Uses	0	1,002,595	0	0	0	350,000
<b>TOTAL EXPENDITURES</b>	<b>\$21,694,728</b>	<b>\$21,858,989</b>	<b>\$21,282,828</b>	<b>\$20,959,759</b>	<b>\$20,184,765</b>	<b>\$20,937,942</b>
Expend. Reimb.	(\$1,672,575)	(\$1,483,436)	(\$1,478,953)	(\$1,695,546)	(\$1,695,546)	(\$1,695,546)
<b>TOTAL NET EXPENDITURES</b>	<b>\$20,022,153</b>	<b>\$20,375,553</b>	<b>\$19,803,875</b>	<b>\$19,264,213</b>	<b>\$18,489,219</b>	<b>\$19,242,396</b>
<b>REVENUE:</b>						
Fines and Forfeitures	\$88,200	\$102,500	\$44,575	\$43,500	\$43,500	\$43,500
Use of Money/Property	245,854	248,975	266,246	250,475	250,475	250,475
Charges for Services	4,020,743	4,330,131	4,016,282	4,124,646	4,124,646	4,124,646
Miscellaneous	394,961	16,200	93,142	16,100	329,548	816,100
Other Financing Sources:						
Off Highway Vehicle License Fee	44,730	9,700	4,300	51,000	51,000	56,000
Timber Harvest Fund	19,124	2,894	0	3,094	3,094	3,094
Parcel Map In-Lieu Fee	0	150,000	0	262,840	262,840	174,465
CARES Act	0	0	1,584,952	0	0	0
<b>TOTAL REVENUE</b>	<b>\$4,813,612</b>	<b>\$4,860,400</b>	<b>\$6,009,497</b>	<b>\$4,751,655</b>	<b>\$5,065,103</b>	<b>\$5,468,280</b>
Less Available BSI *	\$0	(\$1,002,595)	\$0	\$0	\$0	(\$350,000)
<b>NET GENERAL FUND COST</b>	<b>\$15,208,541</b>	<b>\$14,512,558</b>	<b>\$13,794,378</b>	<b>\$14,512,558</b>	<b>\$13,424,116</b>	<b>\$13,424,116</b>
BSI Ending Balance *	\$645,449	N/A	\$350,000	N/A	N/A	N/A

\* BSI = Budget Savings Incentives

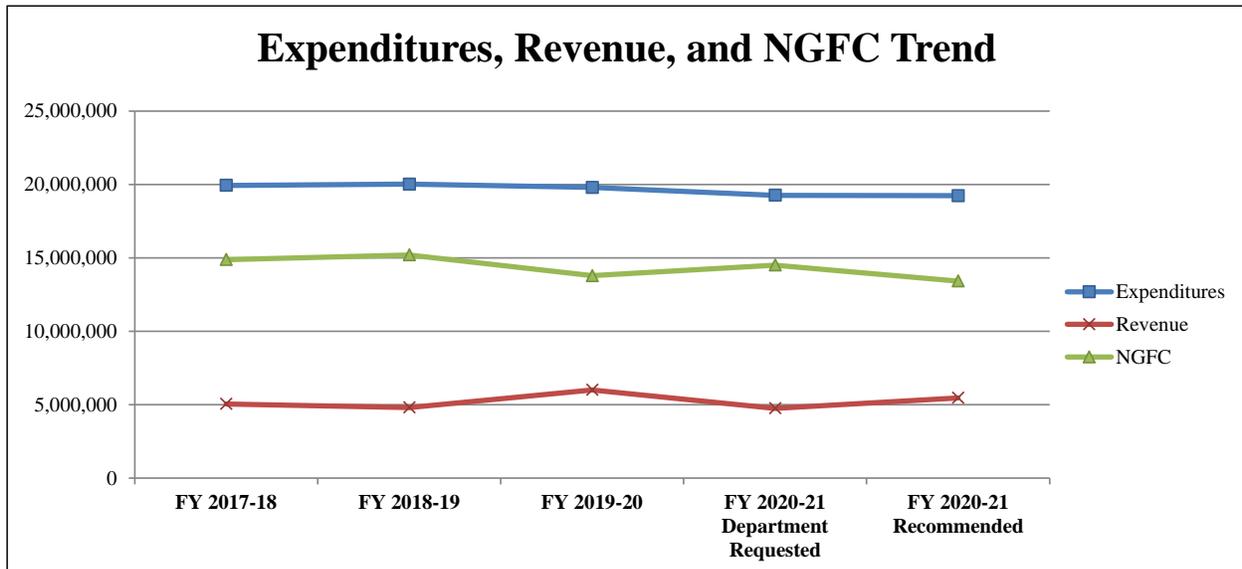
### Major Expenditures and Revenue in FY 2020-21 Recommended Budget

The majority of the expenditures for this budget unit are associated with staffing and supplies costs for the positions and materials required to perform the assigned functions. The division receives some reimbursement for services but is primarily funded by an allocation of Net General Fund Cost (NGFC).

### Budget Changes and Operational Impacts

The General Services Division has been utilizing BSI to pay for ongoing costs for several fiscal years. During FY 2019-20 the division used approximately \$653,000 of the remaining \$1.0 million in BSI credits. This depletion of credits, when combined with the need to absorb the reduction in Net General Fund Cost related to the fiscal impact mitigation, is a net adjustment of over \$1.8 million for FY 2020-21. The division will primarily be absorbing the reduction by reducing temporary staffing and unfunding all currently vacant positions. The division anticipates that this change in budgeted staffing will result in a decline in some service levels provided to customer departments. In FY 2019-20 the division received \$1,584,952 from the CARES Act fund for costs associated with the coronavirus pandemic.

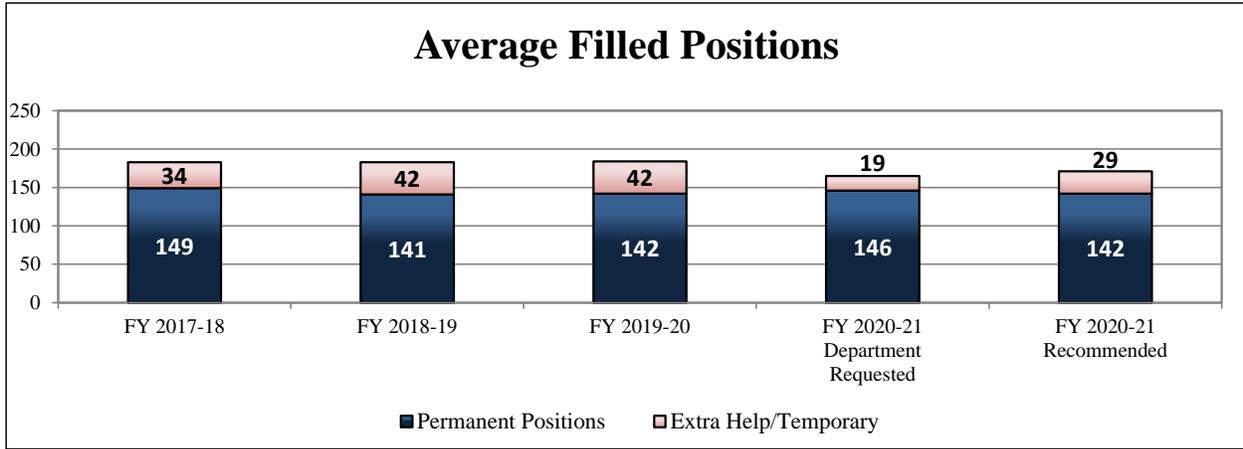
The budgeted staffing for the Parks, Reservations, and Rangers and Security sections totals 59 authorized permanent positions, of which 49 have been budgeted to be filled.



### Staffing Changes and Operational Impacts

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

The recommended budget holds the following positions vacant and unfunded: one (1) Senior CAO Manager, one (1) Supervising Communications Technician, one (1) Communications Technician I/II/III, one (1) Maintenance Supervisor, nine (9) Maintenance Worker I/II/III/IV, fifteen (15) Building Service Worker I/II/III, one (1) Security Attendant I/II, one (1) Park Ranger Manager, two (2) Park Ranger Trainee/I/Senior, one (1) Area Park Supervisor, four (4) Groundskeeper I/II/III, and one (1) Equipment Operator, at an annual savings of approximately \$3.6 million.



### 4-Year Staffing Trend

	Actual			Department	
	FY 2017-18	FY 2018-19	FY 2019-20	Requested	Recommended
<b>AVERAGE FILLED POSITIONS</b>					
Permanent Positions	149	141	142	146	142
Extra Help/Temporary	34	42	42	19	29
<b>Total Positions</b>	<b>183</b>	<b>183</b>	<b>184</b>	<b>165</b>	<b>171</b>
<b>ACTUAL FULL-TIME EQUIVALENTS</b>					
Permanent Positions (FTE)	151	145	144	N/A	N/A
Extra Help/Temporary (FTE)	42	50	43	N/A	N/A
<b>Total Positions</b>	<b>193</b>	<b>195</b>	<b>187</b>	<b>N/A</b>	<b>N/A</b>
<b>SALARIES &amp; BENEFITS</b>	<b>\$16,249,901</b>	<b>\$15,955,006</b>	<b>\$16,028,295</b>	<b>\$15,538,053</b>	<b>\$15,196,236</b>

### Summary of Authorized Positions

The recommended budget includes 180 authorized permanent positions, of which 142 have been budgeted to be filled during FY 2020-21 as indicated below.

Division	Authorized	Additions	Deletions	Requested		Total	
				Filled	Vacant		
Administration	15	0	0	15	14	1	15
Communications	10	0	0	10	8	2	10
Facilities	48	0	0	48	38	10	48
Reservations	6	0	0	6	6	0	6
Mail Services	2	0	0	2	2	0	2
Property Management	4	0	0	4	4	0	4
Custodial	35	0	0	35	20	15	35
Purchasing	7	0	0	7	7	0	7
Parks	39	0	0	39	33	6	39
Rangers & Security	14	0	0	14	10	4	14
<b>Total</b>	<b>180</b>	<b>0</b>	<b>0</b>	<b>180</b>	<b>142</b>	<b>38</b>	<b>180</b>

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

## Fiscal Year 2020-21 Goals, Objectives, and Performance Measures

### Goal 1: Hold County department and employees accountable to do their jobs well.

*Objective 1: County facilities are well maintained and fully operational enabling the effective delivery of County services.*

Measurement	2017-18 Actual	2018-19 Actual	2019-20 Adopted	2019-20 Actual	2020-21 Goal
Average number of days to complete a non-emergency request for maintenance or repair services within County facilities	19	17	19	25	19
Average number of days to complete a request for communication services within County facilities	3	2	3	3	3
Average number of inspections of County owned and leased facilities performed by Property Management	90	102	95	127	100
Average number of annual energy audits of County owned and leased facilities performed by Property Management	46	32	30	6	30

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

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

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

Measurement	2017-18 Actual	2018-19 Actual	2019-20 Adopted	2019-20 Actual	2020-21 Goal
Percentage of fiscal savings from competitive process	20%	22%	20%	21%	22%

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

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

*Objective 1: Increase tree planting and remove hazardous trees*

Measurement	2017-18 Actual	2018-19 Actual	2019-20 Adopted	2019-20 Actual	2020-21 Goal
Ratio of trees planted to trees removed across the County by the General Services Division	167/254	121/55	160/80	85/40	n/a

The division sought to beautify the community by increasing shade canopy and improving the environment with trees and other vegetation. Trees and vegetation improve the environment, air quality, and aesthetics of the community. Planting region-appropriate vegetation and trees ensured a greater likelihood of plant survival, as well as a suitable urban forest. The ratio of 2:1 was met for FY 2019-20, but the total number of trees removed and planted was less than the goal in part due to the coronavirus pandemic. The division is removing this goal and replacing it with another park-based metric that the division believes will provide more meaningful information.

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

Measurement	2017-18 Actual	2018-19 Actual	2019-20 Adopted	2019-20 Actual	2020-21 Goal
Total transactions processed in reservations system.	6,264	5,572	6,129	5,838	5,000

This performance measure tracks the number of automated transactions made by the public through the public website and use of the Kern River Campground (KRCG) kiosk. The goal for FY 2019-20 was not met in part due to restrictions resulting from the coronavirus pandemic, such as campground closures. The goal for FY 2020-21 has been adjusted to reflect the use of the park for other events.

*Objective 3: Acres of parkland per 1,000 residents*

Measurement	2017-18 Actual	2018-19 Actual	2019-20 Adopted	2019-20 Actual	2020-21 Goal
County-owned acres of parkland available per 1,000 residents.	n/a	n/a	n/a	n/a	5 Acres

This is a new measurement being tracked by the division that will replace the previous tree planting measurement. The performance measurement will track total County owned parkland available relative to total population, which the division believes provides a more meaningful metric of park resources available to local residents.

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## Utility Payments

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

Function: General Government  
Activity: Property Management

### Description of Major Services

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

#### Summary of Expenditures and Revenue

	FY 2018-19	FY 2019-20		FY 2020-21		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
<b>APPROPRIATIONS:</b>						
Services and Supplies	\$13,540,851	\$14,454,546	\$14,282,651	\$14,662,689	\$14,662,689	\$14,662,689
Other Charges	440,671	1,226,679	1,226,679	1,216,543	1,216,543	1,216,543
<b>TOTAL EXPENDITURES</b>	<b>\$13,981,522</b>	<b>\$15,681,225</b>	<b>\$15,509,330</b>	<b>\$15,879,232</b>	<b>\$15,879,232</b>	<b>\$15,879,232</b>
Expend. Reimb.	(\$302,075)	(\$330,600)	(\$244,984)	(\$260,000)	(\$260,000)	(\$260,000)
<b>TOTAL NET EXPENDITURES</b>	<b>\$13,679,447</b>	<b>\$15,350,625</b>	<b>\$15,264,346</b>	<b>\$15,619,232</b>	<b>\$15,619,232</b>	<b>\$15,619,232</b>
<b>REVENUE:</b>						
Intergovernmental	\$81,253	\$77,364	\$77,888	\$65,671	\$65,671	\$65,671
Charges for Services	1,381,023	1,378,200	1,350,632	1,628,500	1,628,500	1,628,500
Miscellaneous	46,617	7,000	26,329	37,000	37,000	37,000
Other Financing Sources:						
AB900 Construction Fund	0	0	150,000	0	0	0
Criminal Justice Facilities	2,125,162	2,400,000	1,651,799	2,400,000	2,400,000	2,400,000
<b>TOTAL REVENUE</b>	<b>\$3,634,055</b>	<b>\$3,862,564</b>	<b>\$3,256,648</b>	<b>\$4,131,171</b>	<b>\$4,131,171</b>	<b>\$4,131,171</b>
<b>NET GENERAL FUND COST</b>	<b>\$10,045,392</b>	<b>\$11,488,061</b>	<b>\$12,007,698</b>	<b>\$11,488,061</b>	<b>\$11,488,061</b>	<b>\$11,488,061</b>

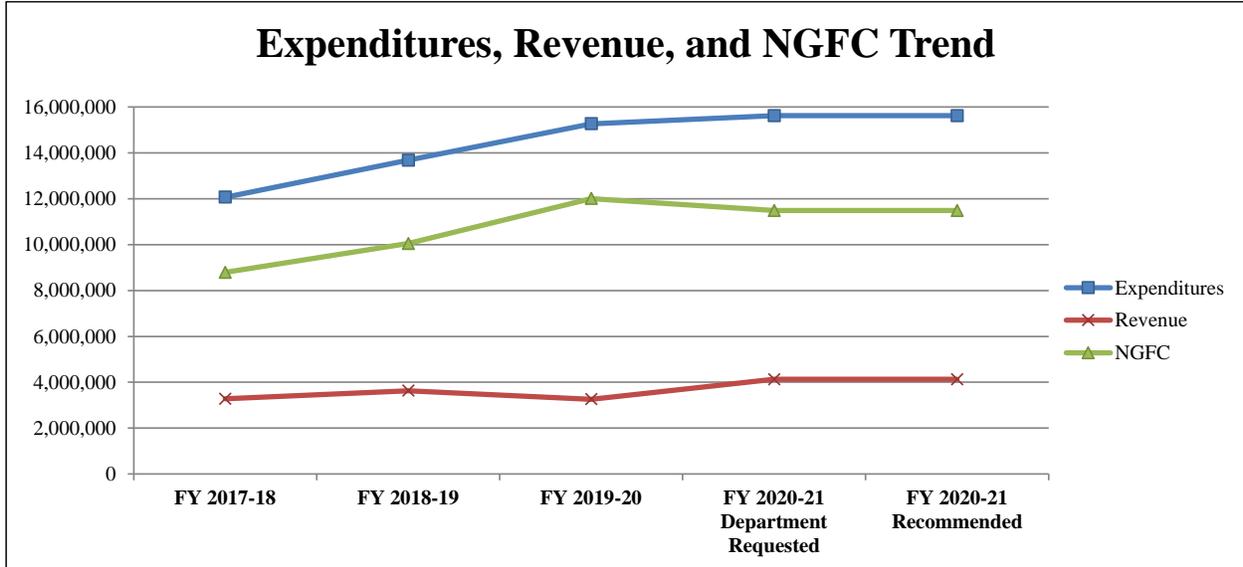
### Major Expenditures and Revenue in FY 2020-21 Recommended Budget

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

### Budget Changes and Operational Impacts

The increase in services and supplies expenditures for FY 2019-20 and FY 2020-21 is primarily a result of increased utility rates for locations that are not directly billed for usage. This includes the new justice facility that is now fully operational. Other charges expenditures for FY 2020-21 include debt service payments on the financing used to install additional solar photovoltaic arrays near the Lerdo complex. The savings that will be generated after the installation is complete are anticipated to be enough to fully offset the new debt service costs. Due to the

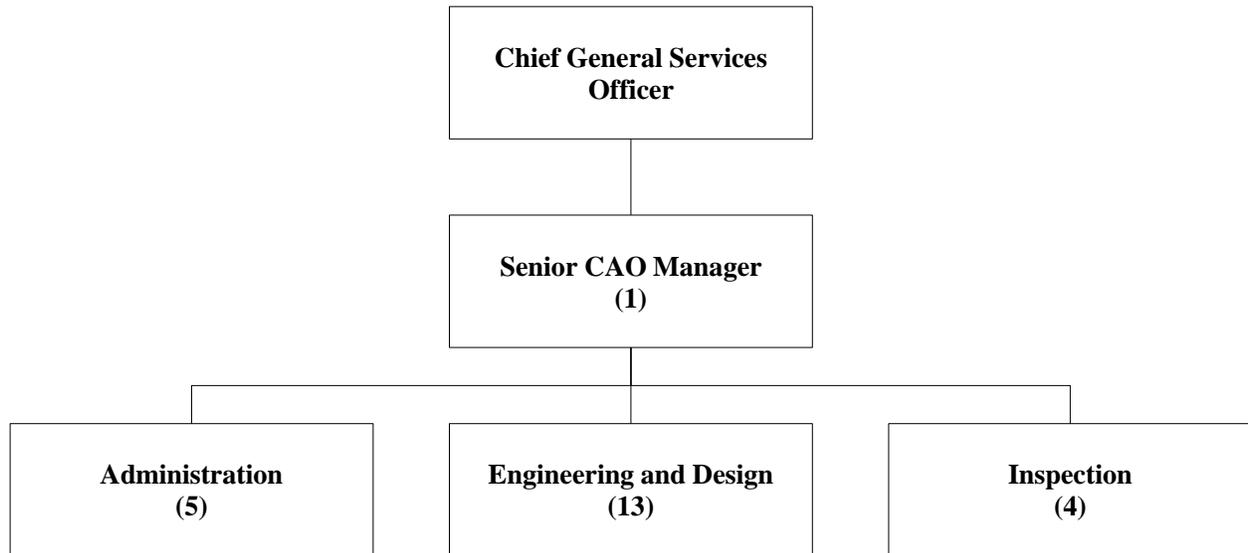
timing of the project installation, it is anticipated that these savings will not be realized until after FY 2021-22.



**Mission Statement**

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

**Organizational Chart**



**Fiscal Year 2018-19 and 2019-20 Accomplishments**

- The Construction Services Division completed the following projects: Camera upgrades for various public safety facilities; remodeling of several areas of the Public Services Building; renovation of areas of Beale Library; remodel of the Treasurer-Tax Collector offices; replacement of the downtown courthouse basement HVAC system; the Low Barrier Navigation Center; and lobby upgrades for the lobby of the office of the Public Defender.
- Projects in construction include: Various upgrades to the Mary K. Shell building; alarm upgrades for the County Administrative Center; various upgrades and repairs to the Sheriff’s pre-trial facility; and HVAC upgrades for the Public Health Services building.
- Projects in design include: Parks improvements at several locations; interior upgrades to the Behavioral Health and Recovery Services Columbus facility; repair of the boat launch platform at Buena Vista; various repairs to water systems at Camp Condor, Buena Vista, and Camp Okihi; and installation of industrial coolers for the Public Health Services building.

## Construction Services

Department Head: Ryan J. Alsop

Fund: General

Budget Unit: 1640

Function: General Government

Activity: Property Management

### Description of Major Services

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

#### Summary of Expenditures and Revenue

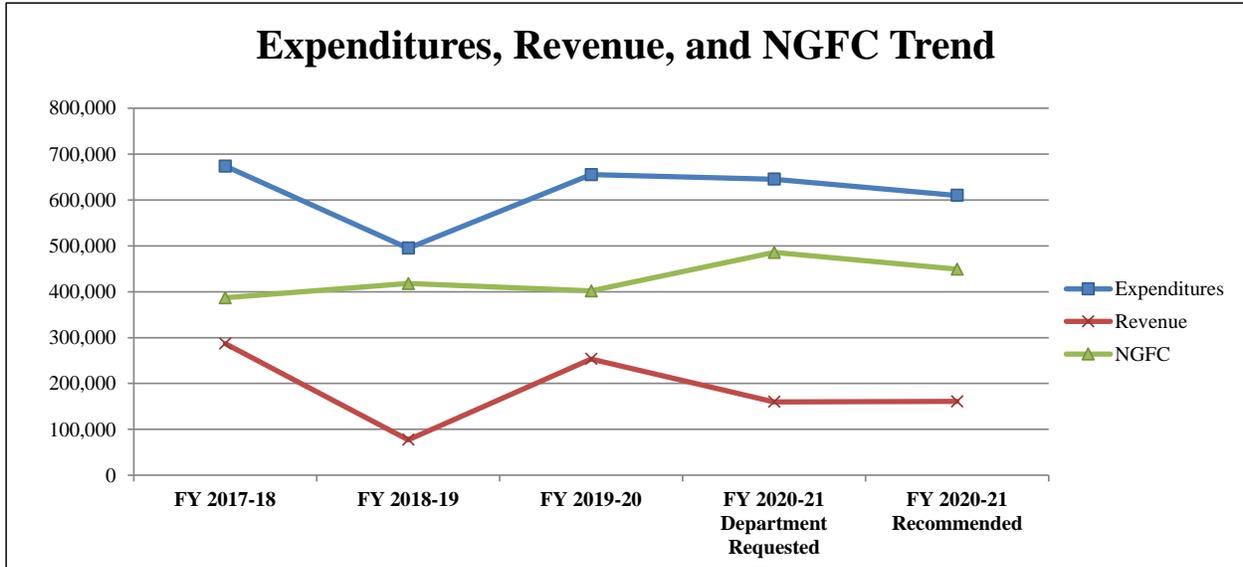
	FY 2018-19	FY 2019-20		FY 2020-21		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
<b>APPROPRIATIONS:</b>						
Salaries and Benefits	\$2,851,013	\$2,853,208	\$2,476,081	\$2,420,862	\$2,420,862	\$2,420,862
Services and Supplies	144,452	286,040	194,802	223,785	201,645	202,645
<b>TOTAL EXPENDITURES</b>	<b>\$2,995,465</b>	<b>\$3,139,248</b>	<b>\$2,670,883</b>	<b>\$2,644,647</b>	<b>\$2,622,507</b>	<b>\$2,623,507</b>
Expend. Reimb.	(\$2,500,405)	(\$2,584,621)	(\$2,015,654)	(\$1,999,200)	(\$2,013,478)	(\$2,013,478)
<b>TOTAL NET EXPENDITURES</b>	<b>\$495,060</b>	<b>\$554,627</b>	<b>\$655,229</b>	<b>\$645,447</b>	<b>\$609,029</b>	<b>\$610,029</b>
<b>REVENUE:</b>						
Charges for Services	\$73,133	\$44,035	\$199,716	\$159,835	\$159,835	\$160,835
Miscellaneous	20	30	22	49	49	49
Other Financing Sources:						
Community Dev. Program Trust	4,090	25,000	0	0	0	0
Building Inspection	0	0	5,098	0	0	0
CARES Act	0	0	48,719	0	0	0
<b>TOTAL REVENUE</b>	<b>\$77,243</b>	<b>\$69,065</b>	<b>\$253,555</b>	<b>\$159,884</b>	<b>\$159,884</b>	<b>\$160,884</b>
<b>NET GENERAL FUND COST</b>	<b>\$417,817</b>	<b>\$485,562</b>	<b>\$401,674</b>	<b>\$485,563</b>	<b>\$449,145</b>	<b>\$449,145</b>

### Major Expenditures and Revenue in FY 2020-21 Recommended Budget

The majority of the expenditures for this budget unit are associated with staffing costs for positions required to perform project related services. The costs are offset by revenue received for services provided, primarily from charges to capital and major maintenance projects.

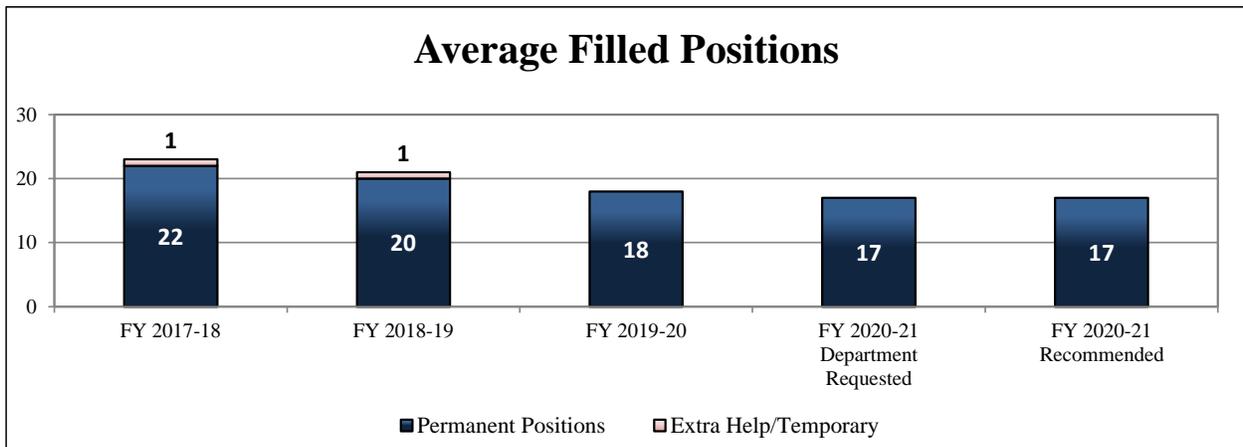
### Budget Changes and Operational Impacts

Salaries and benefits expenditures, charges for services revenue, and expenditure reimbursements for FY 2020-21 reflect anticipated staffing levels and project workloads. The division will absorb the reduction in Net General Fund Cost by reducing agreements with third-party vendors. The division received \$48,719 from the CARES Act fund for costs associated with the coronavirus pandemic.



### Staffing Changes and Operational Impacts

The recommended budget holds three (3) Engineer I/II/III positions, two (2) Engineering/Draft Technician I/II/III positions, and one (1) Planner III position vacant and unfunded for an annual savings of approximately \$829,000.



	Actual			Department	
	FY 2017-18	FY 2018-19	FY 2019-20	Requested	Recommended
<b>4-Year Staffing Trend</b>					
<b>AVERAGE FILLED POSITIONS</b>					
Permanent Positions	22	20	18	17	17
Extra Help/Temporary	1	1	0	0	0
<b>Total Positions</b>	<b>23</b>	<b>21</b>	<b>18</b>	<b>17</b>	<b>17</b>
<b>ACTUAL FULL-TIME EQUIVALENTS</b>					
Permanent Positions (FTE)	21	21	18	N/A	N/A
Extra Help/Temporary (FTE)	1	1	0	N/A	N/A
<b>Total Positions</b>	<b>22</b>	<b>22</b>	<b>18</b>	<b>N/A</b>	<b>N/A</b>
<b>SALARIES &amp; BENEFITS</b>	<b>\$3,008,750</b>	<b>\$2,851,013</b>	<b>\$2,476,081</b>	<b>\$2,420,862</b>	<b>\$2,420,862</b>

### Summary of Authorized Positions

The division currently has 23 authorized positions, of which 17 have been budgeted to be filled during FY 2020-21 as indicated below.

Division	Authorized	Additions	Deletions	Requested		Filled	Vacant	Total
				Total				
Administration	6	0	0	6		6	0	6
Engineering and Design	13	0	0	13		7	6	13
Inspection	4	0	0	4		4	0	4
<b>Total</b>	<b>23</b>	<b>0</b>	<b>0</b>	<b>23</b>		<b>17</b>	<b>6</b>	<b>23</b>

Administration	Engineering and Design	Inspection
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 Senior CAO Manager	2 Supervising Engineer	1 Supervising Project Inspector
1 Contract Specialist	3 Engineer I/II/III-C	3 Construct Project Inspector I/II/III
1 Accountant I/II/III	6 Engineering/Draft Tech I/II/III-C	4 <b>Requested Total</b>
1 Fiscal Support Specialist	2 Planner III	
1 Fiscal Support Technician	13 <b>Requested Total</b>	
1 Office Services Specialist		
6 <b>Requested Total</b>		

**Fiscal Year 2020-21 Goals, Objectives, and Performances Measures**

**Goal 1: Provide efficient construction administration by minimizing non-construction costs.**

*Objective 1: Decrease the percentage of indirect cost to total cost for all projects.*

Measurement	2017-18 Actual	2018-19 Actual	2019-20 Adopted	2019-20 Actual	2020-21 Goal
Percentage of administrative cost to total construction cost	.5%	1.4%	2%	.5%	2%
Percentage of design and engineering costs to total construction cost	14.2%	14.9%	15%	13.1%	15%
Percentage of project management and inspection costs to total construction cost	3.9%	6.3%	6%	6.3%	7%

This measure reports indirect cost for all projects. This measure is intended to track cost by fiscal year in an effort to decrease the indirect expense as a percentage of total construction costs which maximizes the use of taxpayer resources.

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## Major Maintenance Projects

Department Head: Ryan J. Alsop

Fund: General

Budget Unit: 1650

Function: General Government

Activity: Property Management

### Description of Major Services

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

Summary of Expenditures and Revenue						
	FY 2018-19	FY 2019-20		FY 2020-21		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
<b>APPROPRIATIONS:</b>						
Services and Supplies	\$2,570,303	\$13,773,265	\$4,745,042	\$0	\$0	\$10,906,694
<b>TOTAL EXPENDITURES</b>	<b>\$2,570,303</b>	<b>\$13,773,265</b>	<b>\$4,745,042</b>	<b>\$0</b>	<b>\$0</b>	<b>\$10,906,694</b>
<b>REVENUE:</b>						
Intergovernmental	\$622,083	\$1,129,215	\$0	\$0	\$0	\$2,183,857
Miscellaneous	618,426	372,396	114,767	0	0	0
Other Financing Sources:						
Environmental Health Fund	143,983	0	6,664	0	0	160,000
Oil and Gas Fund	67,898	0	(4,918)	0	0	0
Parcel Map In Leiu Fund	0	40,000	25,265	0	0	74,735
Golf Course Enterprise Fund	0	0	0	0	0	395,300
County Local Revenue Fund 2011	136,007	982,172	725,798	0	0	0
Recorders Modernization Fund	1,710,850	0	7,827	0	0	0
Building Inspection Fund	124,540	1,246,000	634,801	0	0	1,621,449
Mental Health Fund	40,748	0	0	0	0	0
ACO-General Fund	972,401	0	0	0	0	0
<b>TOTAL REVENUE</b>	<b>\$4,436,936</b>	<b>\$3,769,783</b>	<b>\$1,510,204</b>	<b>\$0</b>	<b>\$0</b>	<b>\$4,435,341</b>
<b>NET GENERAL FUND COST</b>	<b>(\$1,866,633)</b>	<b>\$10,003,482</b>	<b>\$3,234,838</b>	<b>\$0</b>	<b>\$0</b>	<b>\$6,471,353</b>

### Major Expenditures and Revenue in FY 2020-21 Recommended Budget

The following table contains a list of the recommended projects for FY 2020-21. For each project, the project cost, any offsetting revenue, designation cancellation or special purpose funding, and the Net General Fund Cost (NGFC) are presented. The projects listed in the table on the next page include 20 projects with a combined NGFC of \$2.8 million. The NGFC on the table and the NGFC on the Summary of Expenditures and Revenue above differ due to the use of \$3,712,000 in released designations to fund the Lerdo Water Tank Replacement project. This transaction occurs at the fund level and is not included in the financial summary for this budget unit. Revenue for this budget unit includes \$3.4 million for projects started in prior fiscal years. The recommended projects are in accordance with the County's objective of evaluating and meeting the County's infrastructure needs. These recommended projects were identified by both

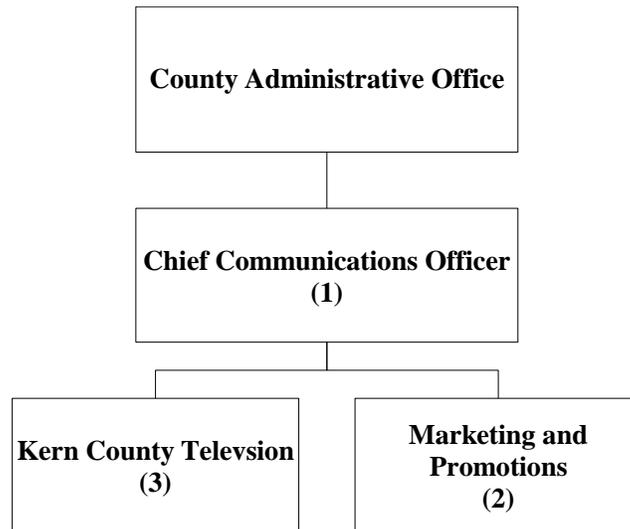
the General Services Division and other operating departments as urgent unmet maintenance and facility needs.

Project Number	Description	Recommended Appropriation	Estimated Revenue/ Use of Reserves	Net General Fund Cost
<b>Parks Improvements</b>				
7123	Park Improvements - All Districts	\$500,000	\$0	\$500,000
7184	Mexican Colony Basketball Court	90,000	0	90,000
7185	Park Tree Safety Improvements	200,000	0	200,000
7116	BVARA Well Pump Electrical Upgrades	45,000	0	45,000
7121	Buena Vista Storm Drain Improvements	320,000	0	320,000
7122	Buena Vista Golf Course Facility Reroof	395,300	395,300	0
7125	Lake Isabella Boat Dock Repairs	50,000	0	50,000
<b>Parks Improvements Subtotal</b>		<b>\$1,600,300</b>	<b>\$395,300</b>	<b>\$1,205,000</b>
<b>Legally Mandated</b>				
7076	ADA Improvements - Various County Facilities	\$250,000	\$0	\$250,000
<b>Legally Mandated Subtotal</b>		<b>\$250,000</b>	<b>\$0</b>	<b>\$250,000</b>
<b>Cost Savings</b>				
7023	Energy Efficiency Projects - Various Locations	\$100,000	\$0	\$100,000
7034	Water Conservation - Various Facilities	75,000	0	75,000
<b>Cost Savings Subtotal</b>		<b>\$175,000</b>	<b>\$0</b>	<b>\$175,000</b>
<b>Utility &amp; Major Systems Repair/Replacement</b>				
7189	1115 Truxtun Elevator Upgrades	\$1,870,400	\$0	\$1,870,400
7190	Public Services Building Elevator Maintenance	247,265	0	247,265
7117	CRF Air System Repair	270,000	0	270,000
7041	HVAC - Various County Facilities	100,000	0	100,000
7115	Lerdo Water Tank Replacement	3,712,000	3,712,000	0
<b>Utility &amp; Major Systems Repair/Replacement Subtotal</b>		<b>\$6,199,665</b>	<b>\$3,712,000</b>	<b>\$2,487,665</b>
<b>Preventative Maintenance &amp; Reconstruction</b>				
7200	Kern River Valley Library/Courts/Admin Reroof	\$2,439,613	\$665,607	\$1,774,006
7118	Vida Scott Center Reroof	100,000	0	100,000
7119	Firearm Training Facility Reroof	15,000	0	15,000
7120	McFarland Library Reroof	102,116	0	102,116
7124	Beale Library Safety Improvements	25,000	0	25,000
<b>Preventative Maintenance &amp; Reconstruction Subtotal</b>		<b>\$2,681,729</b>	<b>\$665,607</b>	<b>\$2,016,122</b>
Prior Year Project Revenue		\$0	\$3,374,434	(\$3,374,434)
<b>Grand Total</b>		<b>\$10,906,694</b>	<b>\$8,147,341</b>	<b>\$2,759,353</b>

## Mission Statement

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

## Organizational Chart



## Fiscal Year 2018-19 and 2019-20 Accomplishments

- The division successfully highlighted over 120 events, filmed more than 40 weekly tourism videos, and provided information to constituents about County services during FY 2019-20 through the Around the County weekly video series.
- The division began producing animated videos to address complex issues in a simple and entertaining fashion, and provided animation and character drawing services to other departments and County sponsored programs.
- The division added hundreds of hours of new programming to the Kern County Television channel, providing local, historical, and educational viewing options.
- The division produced, shot, and edited videos for County and department promotion.
- The division promoted Kern County as a location for filming production.
- The division participated in more than 100 Chamber of Commerce meetings countywide.
- The division utilized a structured communications strategy to create significant growth in social media followers, thereby increasing the ability of the County to communicate with members of the community.

## Countywide Communications Division

Department Head: Ryan J. Alsop

Function: General Government

Fund: General

Activity: Promotion

Budget Unit 1812

### Description of Major Services

The Countywide Communications Division, formerly the Board of Trade, manages several internal and external communication functions, promotes tourism and commercial filming within the County, and provides local citizens with information on government services offered by the County.

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

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

Summary of Expenditures and Revenue						
	FY 2018-19	FY 2019-20		FY 2020-21		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
<b>APPROPRIATIONS:</b>						
Salaries and Benefits	\$778,667	\$781,046	\$767,387	\$805,534	\$805,534	\$805,534
Services and Supplies	429,138	520,519	199,724	505,531	420,326	420,326
Capital Assets	0	0	11,899	0	0	68,000
Other Financing Uses	0	56,347	0	0	0	56,347
<b>TOTAL EXPENDITURES</b>	<b>\$1,207,805</b>	<b>\$1,357,912</b>	<b>\$979,010</b>	<b>\$1,311,065</b>	<b>\$1,225,860</b>	<b>\$1,350,207</b>
Expend. Reimb.	(\$21,442)	(\$20,000)	(\$13,181)	(\$18,000)	(\$18,000)	(\$18,000)
<b>TOTAL NET EXPENDITURES</b>	<b>\$1,186,363</b>	<b>\$1,337,912</b>	<b>\$965,829</b>	<b>\$1,293,065</b>	<b>\$1,207,860</b>	<b>\$1,332,207</b>
<b>REVENUE:</b>						
Charges for Services	\$9,144	\$5,500	\$15,671	\$17,000	\$17,000	\$17,000
Miscellaneous	4,083	0	0	0	0	0
Other Financing Sources:						
Board of Trade Advertising Fund	50,000	50,000	50,000	50,000	50,000	50,000
DIVCA	73,894	90,000	80,796	90,000	90,000	158,000
CARES Act	0	0	68,690	0	0	0
<b>TOTAL REVENUE</b>	<b>\$137,121</b>	<b>\$145,500</b>	<b>\$215,157</b>	<b>\$157,000</b>	<b>\$157,000</b>	<b>\$225,000</b>
Less Available BSI *	\$0	(\$56,347)	\$0	\$0	\$0	(\$56,347)
<b>NET GENERAL FUND COST</b>	<b>\$1,049,242</b>	<b>\$1,136,065</b>	<b>\$750,672</b>	<b>\$1,136,065</b>	<b>\$1,050,860</b>	<b>\$1,050,860</b>
BSI Ending Balance *	\$43,723	N/A	\$56,347	N/A	N/A	N/A

\* BSI = Budget Savings Incentives

### Major Expenditures and Revenue in FY 2020-21 Recommended Budget

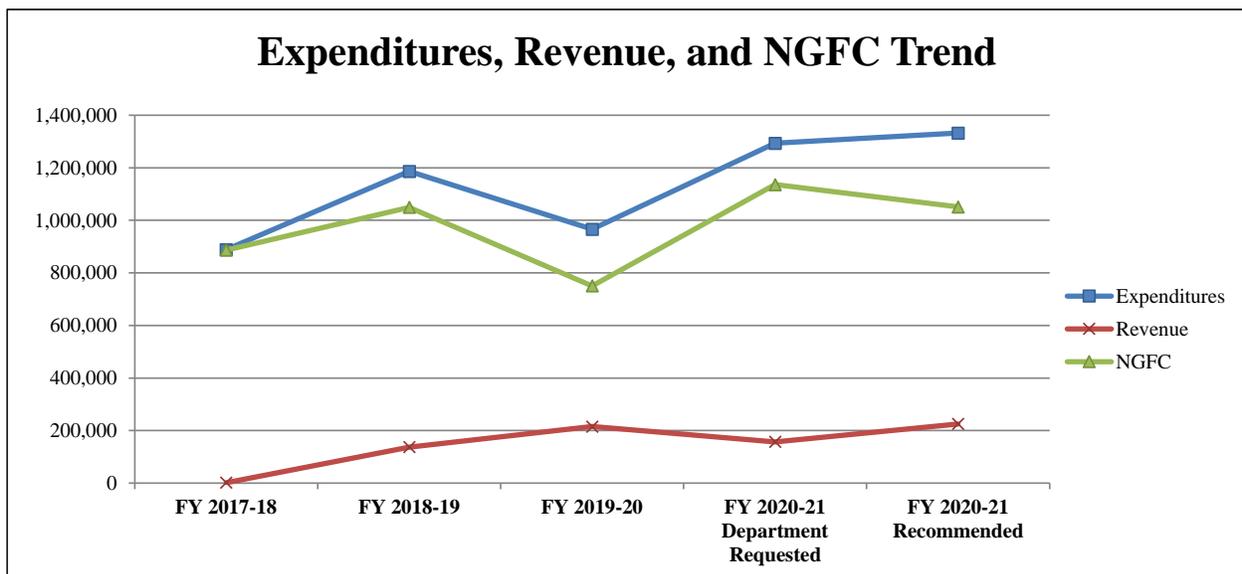
The majority of expenditures for the division are associated with staffing costs for positions required to perform the functions assigned, and payments for economic development activities.

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

### Budget Changes and Operational Impacts

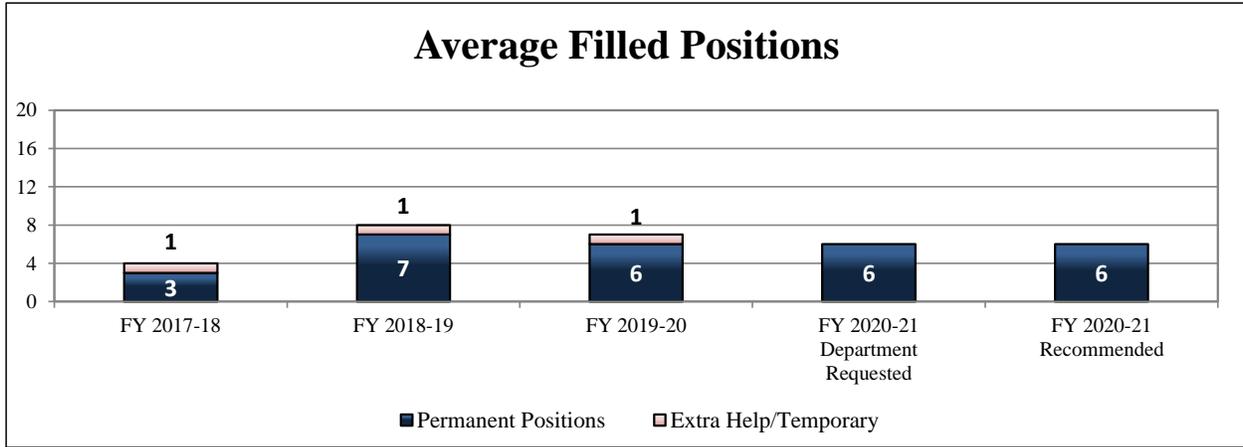
Services and supplies costs cover the procurement of specialized services for video production as well as contributions toward community economic development efforts. The budgeted decline in services and supplies expenditures is primarily due to the planned elimination of the tourism grant program. The division is eliminating the tourism grant program to absorb the reduction in Net General Fund Cost.

The budgeted increase in other financing sources revenue and capital assets expenditures is due to the planned acquisition and installation of new audio-visual equipment in the board chambers at the County Administrative Center. Revenue received in FY 2019-20 from the relief fund was for costs associated with the coronavirus pandemic.



### Staffing Changes and Operational Impacts

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



### 4-Year Staffing Trend

	Actual			Department	
	FY 2017-18	FY 2018-19	FY 2019-20	Requested	Recommended
<b>AVERAGE FILLED POSITIONS</b>					
Permanent Positions	3	7	6	6	6
Extra Help/Temporary	1	1	1	0	0
<b>Total Positions</b>	<b>4</b>	<b>8</b>	<b>7</b>	<b>6</b>	<b>6</b>
<b>ACTUAL FULL-TIME EQUIVALENTS</b>					
Permanent Positions (FTE)	3	7	7	N/A	N/A
Extra Help/Temporary (FTE)	3	1	1	N/A	N/A
<b>Total Positions</b>	<b>6</b>	<b>8</b>	<b>8</b>	<b>N/A</b>	<b>N/A</b>
<b>SALARIES &amp; BENEFITS</b>	<b>\$366,168</b>	<b>\$778,667</b>	<b>\$767,387</b>	<b>\$805,534</b>	<b>\$805,534</b>

## Summary of Authorized Positions

The division has six authorized permanent positions, all of which have been budgeted to be filled during FY 2020-21 as indicated below.

Division	Authorized	Additions	Deletions	Requested	Filled	Vacant	Total
				Total			
Marketing and Promotions	3	0	0	3	3	0	3
KCTV	3	0	0	3	3	0	3
<b>Total</b>	<b>6</b>	<b>0</b>	<b>0</b>	<b>6</b>	<b>6</b>	<b>0</b>	<b>6</b>

Marketing and Promotions	Kern County Television
<u>Classification</u>	<u>Classification</u>
1 Chief Communications Officer	1 Broadcast Engineer
2 Marketing & Prom Associate I/II	2 Video Services Producer
<b>3 Requested Total</b>	<b>3 Requested Total</b>

## Fiscal Year 2020-21 Goals, Objectives, and Performance Measures

### Goal 1: Increase tourism and filming in the County.

#### Objective 1: Promote Kern County as a great place to visit and film.

Measurement	2017-18 Actual	2018-19 Actual	2019-20 Adopted	2019-20 Actual	2020-21 Goal
Number of visitor guides distributed	50,000	50,000	50,000	7,000	N/A
Number of tour companies presented with information about Kern County	75	70	70	40	N/A
Number of ad impressions distributed from tourism print and web advertising	1,200,000	1,100,000	1,150,000	N/A	N/A
Number of unique visitors to visitkern.com	18,345	17,312	18,000	17,312	19,000
Number of unique visitors to filmkern.com	8,956	7,896	8,000	7,896	8,000
Number of tourism related social media interactions	90,217	83,546	85,000	105,000	110,000
Number of location scouts contacted through trade shows	23	21	20	N/A	N/A

The division promotes tourism and filming in the County. Performance measures are aimed at tracking specific actions the division is taking to promote the County with measurable outcomes that can be used to evaluate the division's effectiveness in promoting the County. In FY 2019-20 the division determined some of the existing performance measures were not well suited for the current digitally focused operations. The division now drives interaction through social media and will continue to utilize this platform in the coming years.

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

Measurement	2017-18 Actual	2018-19 Actual	2019-20 Adopted	2019-20 Actual	2020-21 Goal
Number of film locations located by film commission staff	139	131	140	158	160

Tourists and filmmakers are often unaware of the unique locations available throughout Kern County. Division staff encourage additional time spent in the County by pointing out additional points of interest. This performance measure tracks how effective the division's efforts are in continuing outreach and providing services to visitors and film makers.

### Goal 2: Enhance the County's image and promote services to the public.

#### Objective 1: Assist County departments with branding and promoting services to the public.

Measurement	2017-18 Actual	2018-19 Actual	2019-20 Adopted	2019-20 Actual	2020-21 Goal
Number of positive media interactions	57	54	60	74	80
Number of hours spent on print projects completed for departments	950	870	900	500	500
Number of hours spent on video production projects	900	650	700	700	700
Number of hours spent on other marketing projects	1,550	1,350	1,400	1,600	1,600
Number of hours spent on coordinating events	380	310	320	200	N/A
Number of KGOV shows produced	3	2	3	4	6

These are measures for the division that are reflective of focused efforts on building and enhancing the image of the County by providing print, video, web-design, social media, and other marketing support to County departments. The division is also producing video content for airing on the county television stations. These measures reflect the number of hours spent by staff assisting other County departments with their marketing efforts. An increased focus will also be placed on the implementation of County branding. The event coordination measure is being retired due to the change in the focus of some of the division's functions.

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## Development Services

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

Function: General Government  
Activity: Other General

### Description of Major Services

Development Services is a division of the Public Works Department that reviews and processes tract and parcel maps, oversees drainage, floodplain and geologic activities related to land-development permits. The division also reviews construction and grading plans for code and regulation compliance. Other functions include assessment and monitoring surface mining activity.

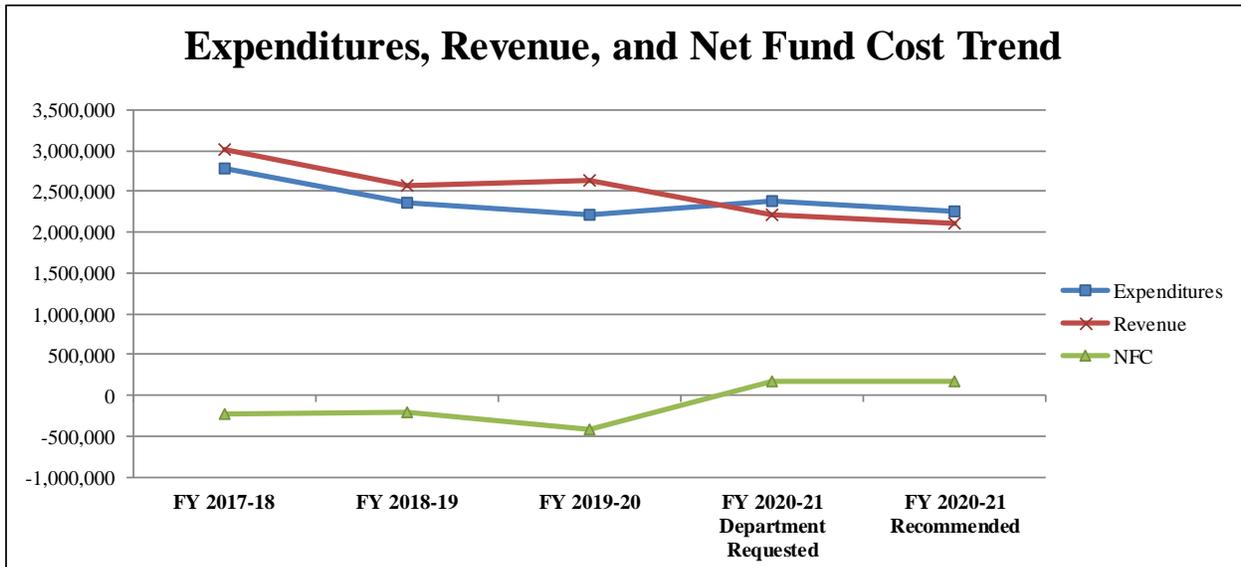
<b>Summary of Expenditures and Revenue</b>						
	<u>FY 2018-19</u>	<u>FY 2019-20</u>		<u>FY 2020-21</u>		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
<b>APPROPRIATIONS:</b>						
Services and Supplies	\$2,288,403	\$2,327,597	\$2,272,903	\$2,282,921	\$2,163,300	\$2,163,300
Other Charges	50,081	(80,779)	(80,779)	19,061	19,061	19,061
Other Financing Uses	27,400	77,445	27,000	77,445	77,445	77,445
<b>TOTAL EXPENDITURES</b>	<b>\$2,365,884</b>	<b>\$2,324,263</b>	<b>\$2,219,124</b>	<b>\$2,379,427</b>	<b>\$2,259,806</b>	<b>\$2,259,806</b>
<b>REVENUE:</b>						
Licenses and Permits	\$156,119	\$0	\$0	\$0	\$0	\$0
Use of Money/Property	9,857	8,000	11,612	8,000	8,000	8,000
Charges for Services	807,685	542,800	1,028,255	613,800	613,800	613,800
Miscellaneous	46	0	263	0	0	0
Other Financing Sources:						
Community Development Program	6,459	6,731	0	0	0	0
General Fund Contribution	1,594,951	1,594,951	1,594,951	1,594,951	1,475,328	1,475,328
<b>TOTAL REVENUE</b>	<b>\$2,575,117</b>	<b>\$2,152,482</b>	<b>\$2,635,081</b>	<b>\$2,216,751</b>	<b>\$2,097,128</b>	<b>\$2,097,128</b>
<b>NET FUND COST</b>	<b>(\$209,233)</b>	<b>\$171,781</b>	<b>(\$415,957)</b>	<b>\$162,676</b>	<b>\$162,678</b>	<b>\$162,678</b>

### Major Expenditures and Revenue in FY 2020-21 Recommended Budget

The recommended budget includes \$2.1 million for services and supplies, of which \$1.9 million is budgeted to reimburse the Public Works Department for staffing the operations of the division. Major revenue sources include services provided to other County departments and the public. The remainder of funding is fulfilled through a General Fund contribution of \$1.5 million.

### Budget Changes and Operational Impacts

The recommended budget includes a General Fund contribution of \$1,475,328 to Development Services, representing a 7.5% decline from FY 2019-20 due to financial stress caused by the COVID-19 crisis. The department's General Fund Contribution is used to cover costs such as surveying and general work not covered by charges for services. The department will mitigate impacts from the decreased contribution by holding one Public Works Engineering Manager position servicing Development Services vacant. There are no anticipated service level impacts from the reduction.



## Fiscal Year 2020-21 Goals, Objectives and Performance Measures

### Goal 1: Facilitate development by performing timely reviews

#### Objective 1: Increase the speed of map reviews

Measurement	2017-18 Actual	2018-19 Actual	2019-20 Adopted	2019-20 Actual	2020-21 Goal
Percentage of tract map first reviews performed within 28 days	95%	95%	100%	100%	100%
Percentage of subsequent tract map reviews performed within 14 days	90%	95%	100%	95%	100%
Percentage of parcel map first reviews performed within 28 days	95%	95%	100%	100%	100%
Percentage of subsequent parcel map reviews performed within 14 days	90%	95%	100%	95%	100%

Review of tract maps and parcel maps is a critical function of the Development Services division and is important to our customers as they are dependent on timely reviews so they can record their maps. The division continues to make every effort to meet the designated timelines, as they were generated by a private consultant for the purpose of establishing an appropriate turnaround time. It has always been the goal to meet or exceed this standard, which previously had been the case. However, reduction in staff time due to health and the lack of redundancy has allowed several maps exceed the adopted goal for the noted fiscal year. Continued staffing improvements in FY 2020-21 will put the division on a path to meet the specified goal, which is reflected above. The division expects to improve in this area, improved training, and provide more direct oversight to prevent this from happening again and to ensure that all proposed goals are met for the next fiscal year.

#### Objective 2: Increase the speed of flood hazard evaluations

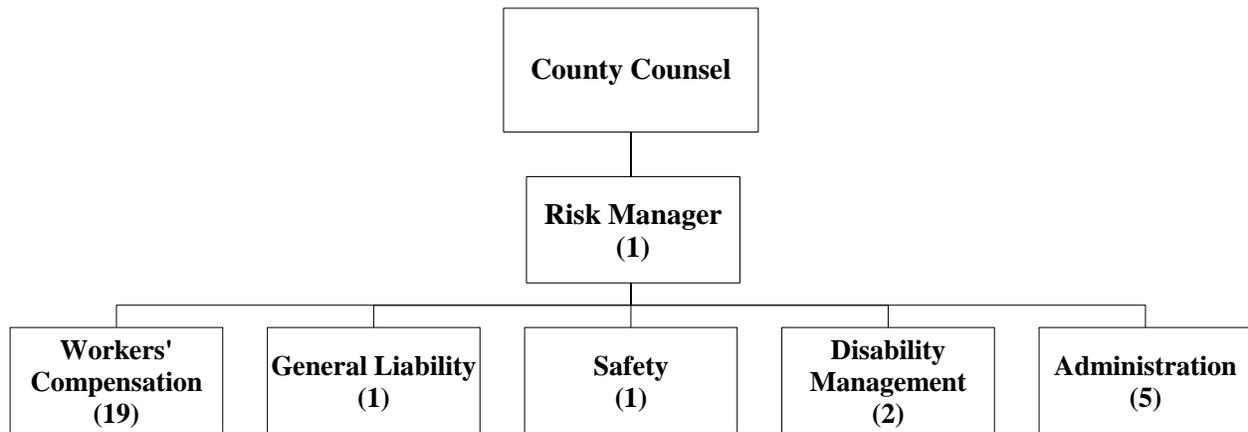
Measurement	2017-18 Actual	2018-19 Actual	2019-20 Adopted	2019-20 Actual	2020-21 Goal
Percentage of flood hazard evaluations completed within 1 day	95%	95%	95%	95%	95%
Percentage of flood hazard evaluations completed within 1 week	98%	98%	100%	98%	100%

Regulating development in the floodplain is a critical function of this division. The flood hazard evaluation is necessary to determine mitigation requirements in accordance with the division's Floodplain Management Ordinance and other applicable federal regulations and provide that information to our customers so they can incorporate it into their project drawings and specifications, without delays.

**Mission Statement**

*To meet the legal and risk management challenges facing the County of Kern in partnership with our clients and to provide quality and innovative services to benefit our clients while supporting the public good.*

**Organizational Chart**



**Fiscal Year 2018-19 and 2019-20 Accomplishments**

- The division has completed over 180 ergonomic workstation evaluations for County departments, which help change improper body mechanics and may reduce injuries and related injury claims.
- The division has completed over 40 site inspections for County departments. These inspections can help to remediate potential dangerous conditions and reduce the risk of injuries.
- The division has conducted noise level monitoring for the Kern County Fire Department. Recommendations for remediation efforts may help reduce hearing loss for County personnel.
- The division has partnered with the Information Technology Services Division to implement a data analytics program using the Microsoft BI platform. This program will allow the division to analyze claims trends at a more robust level.
- The division achieved a 100% defense success rate in small claims court.
- The division implemented an easily accessible centralized library for safety data.

## Risk Management

Department Head: Margo Raison

Fund: General

Budget Unit: 1910

Function: General Government

Activity: Other General

### Description of Major Services

The County Counsel Risk Management Division administers the County's General Liability and Workers' Compensation self-insurance programs, processes employee and liability claims, and provides loss prevention and safety programs. The division also negotiates the purchase of specialty insurance coverage for County departments. While there is no planned net General Fund cost associated with this division, any increase in expenditures directly increases the costs charged to other County departments.

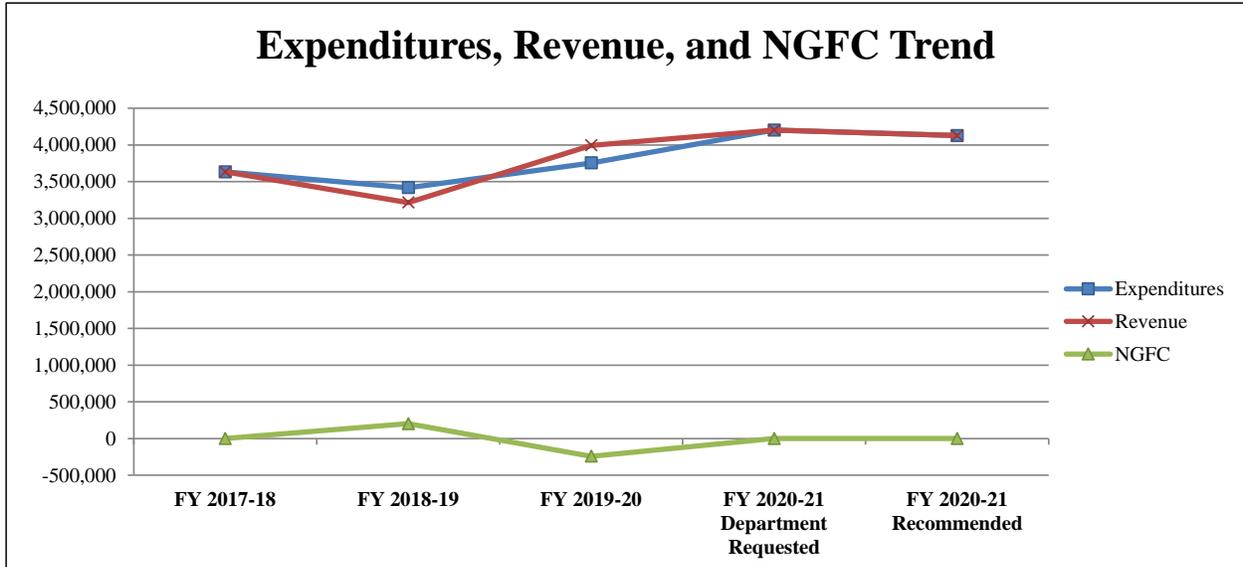
Summary of Expenditures and Revenue						
	FY 2018-19	FY 2019-20		FY 2020-21		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
<b>APPROPRIATIONS:</b>						
Salaries and Benefits	\$2,740,884	\$3,262,568	\$2,977,983	\$3,160,872	\$3,086,956	\$3,086,956
Services and Supplies	1,445,757	1,725,638	1,624,906	2,092,609	2,092,609	2,092,609
Other Charges	12,010	15,510	13,010	15,510	15,510	15,510
<b>TOTAL EXPENDITURES</b>	<b>\$4,198,651</b>	<b>\$5,003,716</b>	<b>\$4,615,899</b>	<b>\$5,268,991</b>	<b>\$5,195,075</b>	<b>\$5,195,075</b>
Expend. Reimb.	(\$781,311)	(\$871,002)	(\$862,542)	(\$1,067,833)	(\$1,067,833)	(\$1,067,833)
<b>TOTAL NET EXPENDITURES</b>	<b>\$3,417,340</b>	<b>\$4,132,714</b>	<b>\$3,753,357</b>	<b>\$4,201,158</b>	<b>\$4,127,242</b>	<b>\$4,127,242</b>
<b>REVENUE:</b>						
Charges for Services	\$3,214,826	\$4,132,714	\$3,960,415	\$4,201,158	\$4,127,242	\$4,127,242
Other Financing Sources:						
CARES Act	0	0	33,770	0	0	0
<b>TOTAL REVENUE</b>	<b>\$3,214,826</b>	<b>\$4,132,714</b>	<b>\$3,994,185</b>	<b>\$4,201,158</b>	<b>\$4,127,242</b>	<b>\$4,127,242</b>
<b>NET GENERAL FUND COST</b>	<b>\$202,514</b>	<b>\$0</b>	<b>(\$240,828)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

### Major Expenditures and Revenue in FY 2020-21 Recommended Budget

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

### Budget Changes and Operational Impacts

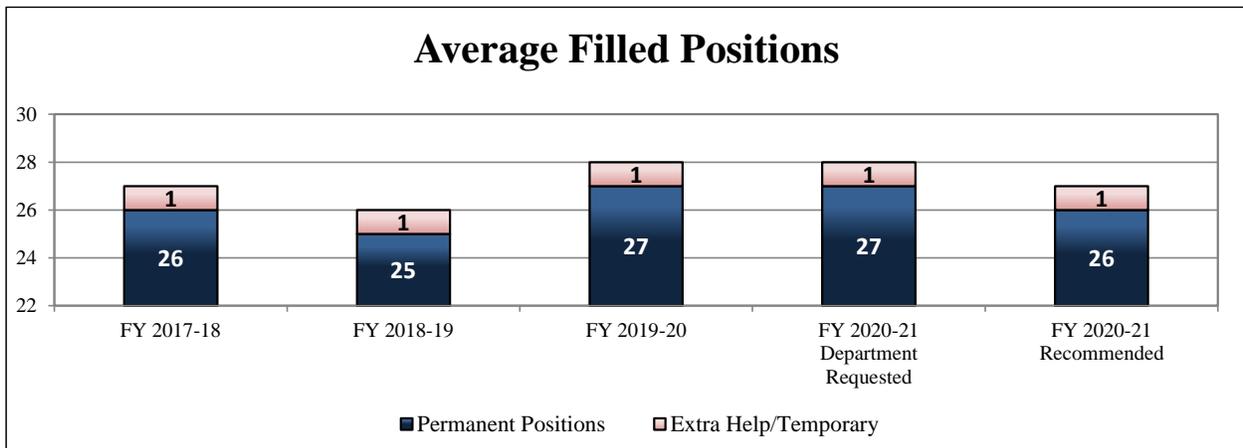
The budgeted increase in services and supplies for FY 2020-21 is primarily due to increasing costs related to insurance coverage. The budgeted increases in expenditure reimbursements and charges for services reflect the pass-through of increasing insurance costs to County departments. The negative actual NGFC for FY 2019-20 is intended to make the General Fund whole for costs incurred in FY 2018-19. A transfer from the pandemic CARES Act fund in the amount of \$33,770 was received to offset costs incurred due to the pandemic.



### Staffing Changes and Operational Impacts

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

The recommended budget holds one (1) Office Services Specialist position, one (1) Workers' Compensation Claims Adjuster I/II/III position, and one (1) Information Systems Specialist I/II/III/Sr. position vacant and unfunded, at an annual savings of approximately \$372,000.



	Actual			Department	
	FY 2017-18	FY 2018-19	FY 2019-20	Requested	Recommended
<b>AVERAGE FILLED POSITIONS</b>					
Permanent Positions	26	25	27	27	26
Extra Help/Temporary	1	1	1	1	1
<b>Total Positions</b>	<b>27</b>	<b>26</b>	<b>28</b>	<b>28</b>	<b>27</b>
<b>ACTUAL FULL-TIME EQUIVALENTS</b>					
Permanent Positions (FTE)	25	24	26	N/A	N/A
Extra Help/Temporary (FTE)	1	1	1	N/A	N/A
<b>Total Positions</b>	<b>26</b>	<b>25</b>	<b>27</b>	<b>N/A</b>	<b>N/A</b>
<b>SALARIES &amp; BENEFITS</b>	<b>\$2,882,429</b>	<b>\$2,740,884</b>	<b>\$2,977,983</b>	<b>\$3,160,872</b>	<b>\$3,086,956</b>

### Summary of Authorized Positions

The recommended budget includes 29 authorized permanent positions, of which 26 have been budgeted to be filled during FY 2020-21 as indicated below.

Division	Authorized	Additions	Deletions	Requested	Filled	Vacant	Total
				Total			
Administration	6	0	0	6	5	1	6
Disability Management	2	0	0	2	2	0	2
Safety	1	0	0	1	1	0	1
General Liability	1	0	0	1	1	0	1
Workers' Comp.	19	0	0	19	17	2	19
<b>Total</b>	<b>29</b>	<b>0</b>	<b>0</b>	<b>29</b>	<b>26</b>	<b>3</b>	<b>29</b>

Administration	Disability Management	Safety
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 Risk Manager	1 Disability Mgmt Coordinator	1 Loss Prevention Specialist
1 Business Manager	1 Office Services Technician	1 <b>Requested Total</b>
1 Administrative Coordinator	2 <b>Requested Total</b>	
2 Info Systems Specialist I/II/III/Sr		
1 Fiscal Support Specialist		
6 <b>Requested Total</b>		
<b>Workers' Compensation</b>	<b>General Liability</b>	
<u>Classification</u>	<u>Classification</u>	
1 Workers Comp Claims Manager	1 Liability Claims Adjuster	
1 Supervising Workers Comp Adj.	1 <b>Requested Total</b>	
12 Workers Comp Claim Adj. I/II/III		
1 Risk Management Investigator		
2 Office Services Technician		
1 Office Services Specialist		
1 Office Services Assistant		
19 <b>Requested Total</b>		

## Fiscal Year 2020-21 Goals, Objectives, and Performance Measures

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

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

Measurement	2017-18 Actual	2018-19 Actual	2019-20 Adopted	2019-20 Actual	2020-21 Goal
The number of workdays lost per lost-time Workers' Compensation claim on which benefits are paid for general employees.	33	59	56	49	46
The number of workdays lost per lost-time Workers' Compensation claim on which benefits are paid for safety employees.	58	52	55	62	58
Percentage of departments rating loss prevention and safety as effective.	100%	99%	100%	100%	100%
Number of accidents and incidents per man hours worked County-wide	0	6	5	5.69	5.0
The percentage of lien-to-value settlements.	92.80%	73.64%	70.00%	85.74%	90.00%

The first indicator calculates time used by general employees as an average of days used. The second indicator calculates 4850 time used by public safety employees as an average number of days used. California Labor Code Section 4850 allows peace officers and firefighters a leave of absence up to one year without loss of salary for industrial injuries. The department is working diligently to reduce the amount of 4850 time paid while still complying with the law. The third indicator measures how effective the preventative safety programs are to the operating departments. Departments are generally pleased with the service, which is evident in our surveys. The fourth indicator measures the effect of safety awareness preventative programs on the number of accident incidents. The fifth indicator measures the lien amounts reduced through negotiation with health care providers. A staff adjuster is assigned to negotiate a reduction in medical liens with service providers or request a reduction at a lien conference before Workers' Compensation Appeals Board.

*Objective 2: Ensure proper fiscal planning that meets the needs of the public as well as County departments.*

Measurement	2017-18 Actual	2018-19 Actual	2019-20 Adopted	2019-20 Actual	2020-21 Goal
Total actual cost of risk of County operations.	\$44,511,570	\$40,105,935	\$38,100,638	\$46,635,465	\$48,500,884
General liability cost as a percentage of County expenditures.	0.51%	0.42%	0.40%	0.48%	0.48%
The total payout to resolve lawsuits.	\$9,159,959	\$5,575,145	\$5,578,915	\$6,119,013	\$5,874,252
Workers' Compensation costs as a percentage of County expenditures.	0.76%	0.82%	0.78%	0.86%	0.97%

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

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## Capital Projects

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

Function: General Government  
 Activity: Plant Acquisition

### Description of Major Services

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

Summary of Expenditures and Revenue						
	FY 2018-19	FY 2019-20		FY 2020-21		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
<b>APPROPRIATIONS:</b>						
Capital Assets	\$693,053	\$1,420,000	\$4,111,386	\$0	\$0	\$0
Other Financing Uses	972,401	0	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>\$1,665,454</b>	<b>\$1,420,000</b>	<b>\$4,111,386</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>REVENUE:</b>						
Intergovernmental	\$0	\$0	\$2,160,344	\$0	\$0	\$0
Miscellaneous	904,897	0	8,574	0	0	0
Other Financing Sources:						
Local Revenue Fund 2011	64,555	0	0	0	0	0
State Fire Fund	108,765	0	955	0	0	0
Civil Automated Trust	61,545	0	0	0	0	0
Mental Health Fund	1,249,258	920,000	1,368,892	0	0	0
<b>TOTAL REVENUE</b>	<b>\$2,389,020</b>	<b>\$920,000</b>	<b>\$3,538,765</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>NET GENERAL FUND COST</b>	<b>(\$723,566)</b>	<b>\$500,000</b>	<b>\$572,621</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

### Major Expenditures and Revenue in FY 2020-21 Recommended Budget

Due to significant declines in available discretionary funding sources, no new capital projects are included in the recommended budget. Other projects will be addressed as resources become available.

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## Trial Court Funding

Department Head: Ryan J. Alsop

Fund: General

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

Function: Public Protection

Activity: Judicial

### Description of Major Services

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

Public Protection

Summary of Expenditures and Revenue						
	FY 2018-19	FY 2019-20		FY 2020-21		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
<b>APPROPRIATIONS:</b>						
Services and Supplies	\$17,786,961	\$16,764,007	\$14,710,320	\$16,891,333	\$16,891,333	\$18,882,400
<b>TOTAL EXPENDITURES</b>	<b>\$17,786,961</b>	<b>\$16,764,007</b>	<b>\$14,710,320</b>	<b>\$16,891,333</b>	<b>\$16,891,333</b>	<b>\$18,882,400</b>
<b>REVENUE:</b>						
Fines and Forfeitures	\$4,611,532	\$3,497,079	\$3,998,406	\$4,442,680	\$4,442,680	\$3,990,987
Charges for Services	4,172,863	3,377,303	3,602,566	4,285,000	4,285,000	3,629,013
Miscellaneous	599,826	512,819	626,012	630,000	630,000	630,000
<b>TOTAL REVENUE</b>	<b>\$9,384,221</b>	<b>\$7,387,201</b>	<b>\$8,226,984</b>	<b>\$9,357,680</b>	<b>\$9,357,680</b>	<b>\$8,250,000</b>
<b>NET GENERAL FUND COST</b>	<b>\$8,402,740</b>	<b>\$9,376,806</b>	<b>\$6,483,336</b>	<b>\$7,533,653</b>	<b>\$7,533,653</b>	<b>\$10,632,400</b>

### Major Expenditures and Revenue in FY 2020-21 Recommended Budget

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

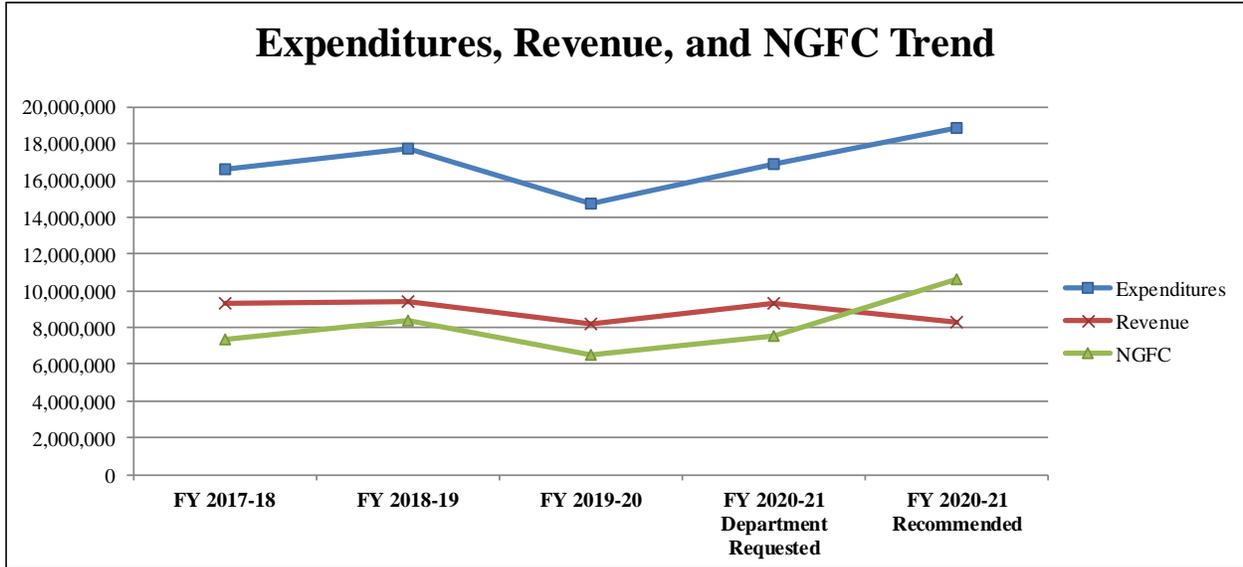
### Budget Changes and Operational Impacts

The recommended budget compared to FY 2019-20, will change as expenditures are anticipated to increase while revenue will remain largely unchanged. Services and supplies are expected to increase by approximately \$4.1 million from prior year actual due to the increase in court facility repairs, for which the County is contractually required to pay a share. Revenue in this budget unit are for fines and forfeitures collected by the courts throughout the County, which fluctuate

annually. At this time, collections are anticipated to remain consistent, but the state continues to face litigation, which may hamper the Court’s ability to collect fines and fees.

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

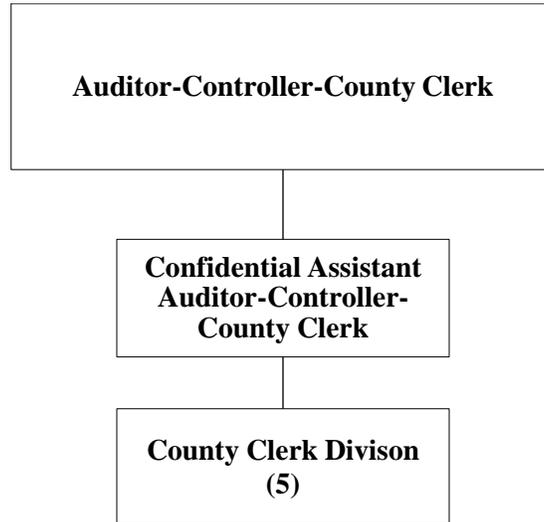
Public Protection



**Mission Statement**

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

**Organizational Chart**



**Public Protection**

**Fiscal Year 2018-19 and 2019-20 Accomplishments**

- Issued approximately 4,586 marriage licenses annually.
- Received approximately 5,860 fictitious business name filings annually.
- Received approximately 2,900 CEQA filings annually.
- Processed approximately 913 clerk certificates and 550 notary public registrations annually.
- Improved customer wait time with implementation of an electronic sign-in program.
- Reduced CEQA processing time by 20% by removing redundant procedures and adding new system capabilities.
- Integrated electronic mail-log system, which created functionality to streamline manual entry and maximize 10-day turnaround processing time.
- Implemented electronic reconciliation, which reduced reconciliation time by 40%.

## County Clerk

Department Head: Mary B. Bedard, Elected

Function: Public Protection

Fund: County Clerk

Activity: Judicial

Budget Unit: 2118

### Description of Major Services

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

#### Summary of Expenditures and Revenue

	FY 2018-19	FY 2019-20		FY 2020-21		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
<b>APPROPRIATIONS:</b>						
Contingencies	\$0	\$100,379	\$0	\$0	\$0	\$0
Salaries and Benefits	469,449	488,216	444,426	378,509	378,507	378,507
Services and Supplies	60,912	71,940	46,586	55,979	55,979	55,979
Other Charges	268,615	206,711	284,816	173,454	173,454	147,989
<b>TOTAL EXPENDITURES</b>	<b>\$798,976</b>	<b>\$867,246</b>	<b>\$775,828</b>	<b>\$607,942</b>	<b>\$607,940</b>	<b>\$582,475</b>
<b>REVENUE:</b>						
Licenses and Permits	\$239,169	\$250,000	\$186,397	\$250,000	\$250,000	\$250,000
Use of Money/Property	2,691	2,900	1,379	2,900	2,900	2,900
Charges for Services	484,930	499,033	442,474	355,001	355,001	355,001
Miscellaneous	94	0	201	0	0	0
Other Financing Sources:						
Vital Statistics Fund	3,400	3,000	3,000	3,000	3,000	3,000
CARES Act	0	0	44,825	0	0	0
<b>TOTAL REVENUE</b>	<b>\$730,284</b>	<b>\$754,933</b>	<b>\$678,276</b>	<b>\$610,901</b>	<b>\$610,901</b>	<b>\$610,901</b>
<b>NET FUND COST</b>	<b>\$68,692</b>	<b>\$112,313</b>	<b>\$97,552</b>	<b>(\$2,959)</b>	<b>(\$2,961)</b>	<b>(\$28,426)</b>

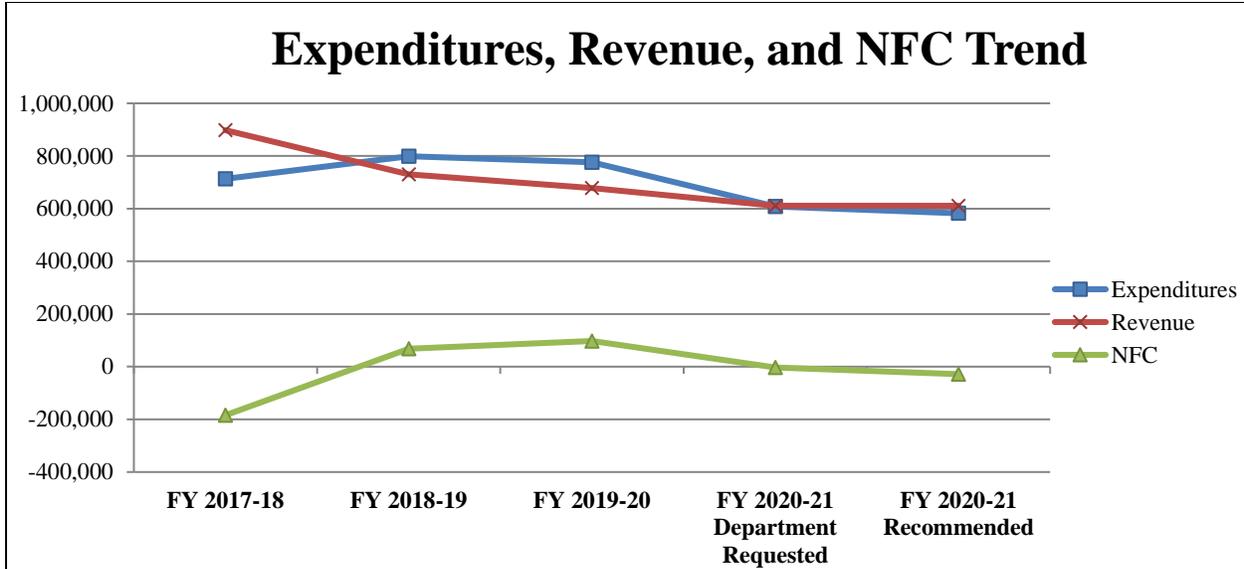
### Major Expenditures and Revenue in 2020-21 Recommended Budget

The primary expenditures of the division are for staffing necessary to complete all assigned functions. The estimated revenue from licenses, permits and fictitious business name filings is anticipated to offset expenditures.

FY 2019-20 actual revenue includes reimbursement from the CARES Act funding to address the Novel Coronavirus pandemic.

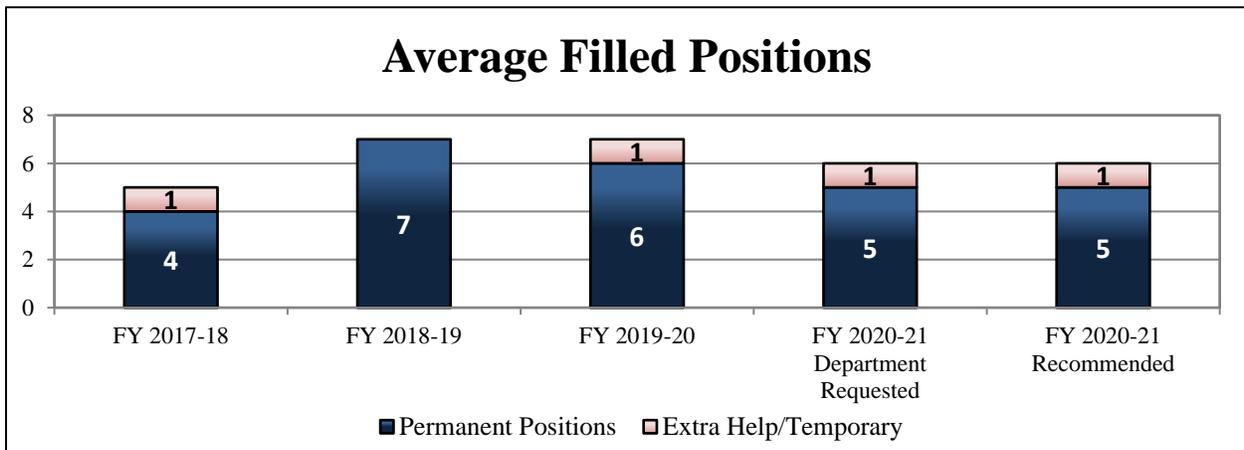
### Budget Changes and Operational Impacts

The recommended budget provides a level of funding that allows the County Clerk to continue serving the public without any impacts to service levels. The department expects to have a decrease in Salary and Benefit costs due to positions being held vacant and unfunded.



### Staffing Changes and Operational Impacts

The recommended budget will fund five (5) permanent positions and one (1) extra help position. One (1) Office Services Assistant position remains as an authorized part-time position servicing the Ridgecrest area. The department plans to hold one (1) Fiscal Support Technician and one (1) Accountant position vacant and unfunded for an annual cost saving of approximately \$224,263. The department will maintain operations and service levels with these staffing changes. The recommended budget includes a fund balance of \$14,759 as of June 30, 2020. The department is increasing general designation by \$43,184 to cover unanticipated operational costs.



	Actual			Department	
	FY 2017-18	FY 2018-19	FY 2019-20	Requested	Recommended
<b>4-Year Staffing Trend</b>					
<b>AVERAGE FILLED POSITIONS</b>					
Permanent Positions	4	7	6	5	5
Extra Help/Temporary	1	0	1	1	1
<b>Total Positions</b>	<b>5</b>	<b>7</b>	<b>7</b>	<b>6</b>	<b>6</b>
<b>ACTUAL FULL-TIME EQUIVALENTS</b>					
Permanent Positions (FTE)	4	6	5	N/A	N/A
Extra Help/Temporary (FTE)	1	0	1	N/A	N/A
<b>Total Positions</b>	<b>5</b>	<b>6</b>	<b>6</b>	<b>N/A</b>	<b>N/A</b>
<b>SALARIES &amp; BENEFITS</b>	<b>\$422,553</b>	<b>\$469,449</b>	<b>\$444,426</b>	<b>\$378,509</b>	<b>\$378,507</b>

**Summary of Authorized Positions**

The division has seven (7) authorized permanent positions, five (5) of which have been budgeted to be filled as indicated below.

Division	Authorized	Additions	Deletions	Requested		Filled	Vacant	Total
				Total				
County Clerk	7	0	0	7		5	2	7
<b>Total</b>	<b>7</b>	<b>0</b>	<b>0</b>	<b>7</b>		<b>5</b>	<b>2</b>	<b>7</b>

County Clerk	
<b>Classification</b>	
1	Accountant I/II/III-C
1	Fiscal Support Supervisor
1	Fiscal Support Specialist
3	Fiscal Support Technician
1	Office Services Assistant
<b>7</b>	<b>Requested Total</b>

## Local Emergency Relief

Department Head: Ryan J. Alsop  
 Fund: General  
 Budget Unit: 2120

Function: Public Protection  
 Activity: Other Protection

### Description of Major Services

This budget unit is used to reimburse County departments for eligible costs incurred performing extraordinary response services during locally declared emergencies. Costs are reimbursed per County policy. The County Administrative Office administers this budget unit.

Public Protection

Summary of Expenditures and Revenue						
	FY 2018-19	FY 2019-20		FY 2020-21		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
<b>APPROPRIATIONS:</b>						
Services and Supplies	\$0	\$100,000	\$433,517	\$100,000	\$100,000	\$290,160
<b>TOTAL EXPENDITURES</b>	<b>\$0</b>	<b>\$100,000</b>	<b>\$433,517</b>	<b>\$100,000</b>	<b>\$100,000</b>	<b>\$290,160</b>
<b>REVENUE:</b>						
Intergovernmental	\$0	\$0	\$834,785	\$0	\$0	\$0
<b>TOTAL REVENUE</b>	<b>\$0</b>	<b>\$0</b>	<b>\$834,785</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>NET GENERAL FUND COST</b>	<b>\$0</b>	<b>\$100,000</b>	<b>(\$401,268)</b>	<b>\$100,000</b>	<b>\$100,000</b>	<b>\$290,160</b>

### Major Expenditures and Revenue in FY 2020-21 Recommended Budget

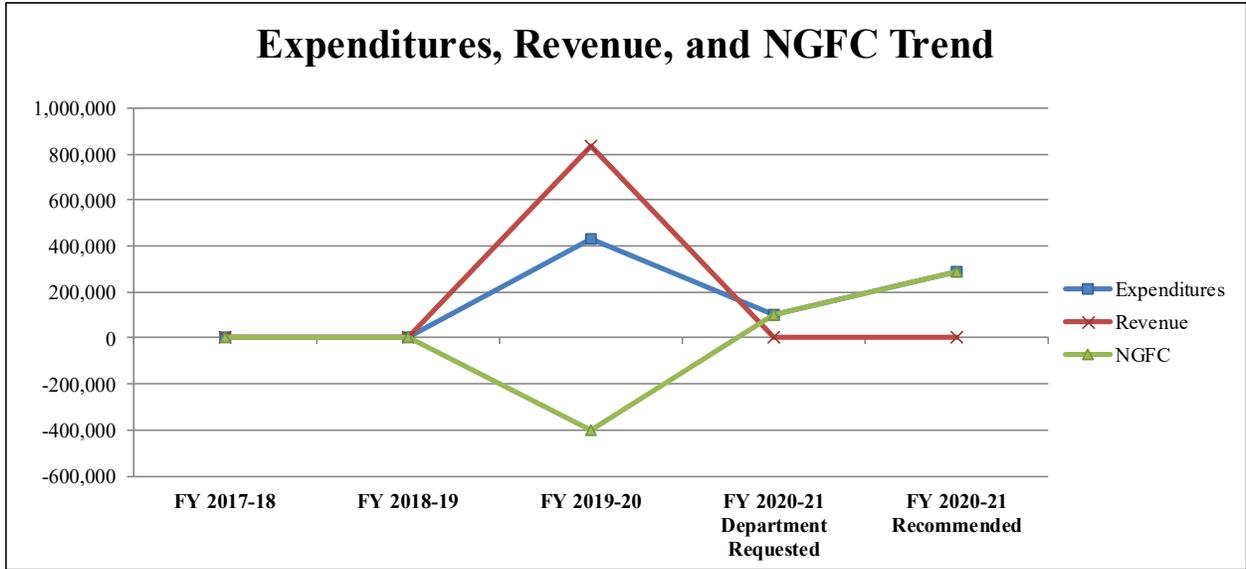
Services and supplies are budgeted to cover a portion of eligible costs for extraordinary emergency response services that are not reimbursable by any other sources. This budget unit is entirely funded by the General Fund through an allocation of Net General Fund Cost.

### Budget Changes and Operational Impacts

The Board of Supervisors established this budget unit in FY 2015-16 in anticipation of future extraordinary costs resulting from response efforts for locally declared emergencies. During FY 2019-20 this budget unit was used to support the County’s response to the Coronavirus pandemic. Expense and revenue associated with the Temporary Isolation Unit (TIU) project located at the Kern County Fairgrounds are located in this budget unit

Funding for FY 2020-21 is established to cover eligible unanticipated costs for locally declared emergencies and the remaining portion of a grant received in FY 2019-20.

Public Protection

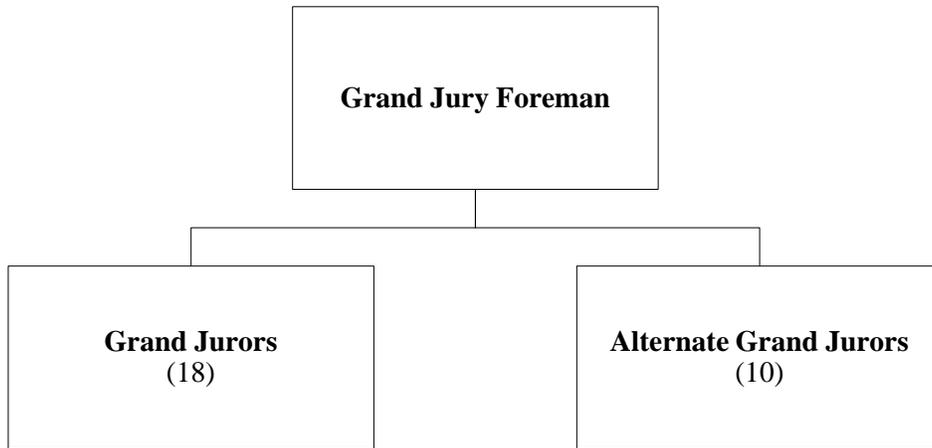


**Mission Statement**

*The Kern County Grand Jury reviews Kern County cities, departments, governmental agencies and special districts to ensure these bodies comply with fiduciary responsibilities and are governed effectively. The Administration and Audit, Cities and Joint Powers, Health, Education and Social Services, Law and Justice and Special Districts Committees investigate, evaluate and report on findings.*

**Public Protection**

**Organizational Chart**



**Fiscal Year 2018-19 and 2019-20 Accomplishments**

- In FY 2018-19, the Grand Jury received 35 complaints, issued 30 reports, and completed one criminal indictment.
- In FY 2019-20, the Grand Jury received 40 complaints, issued 15 reports, and completed two criminal indictments.

## Grand Jury

Department Head: Grand Jury Foreman  
 Fund: General  
 Budget Unit: 2160

Function: Public Protection  
 Activity: Judicial

### Description of Major Services

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

#### Summary of Expenditures and Revenue

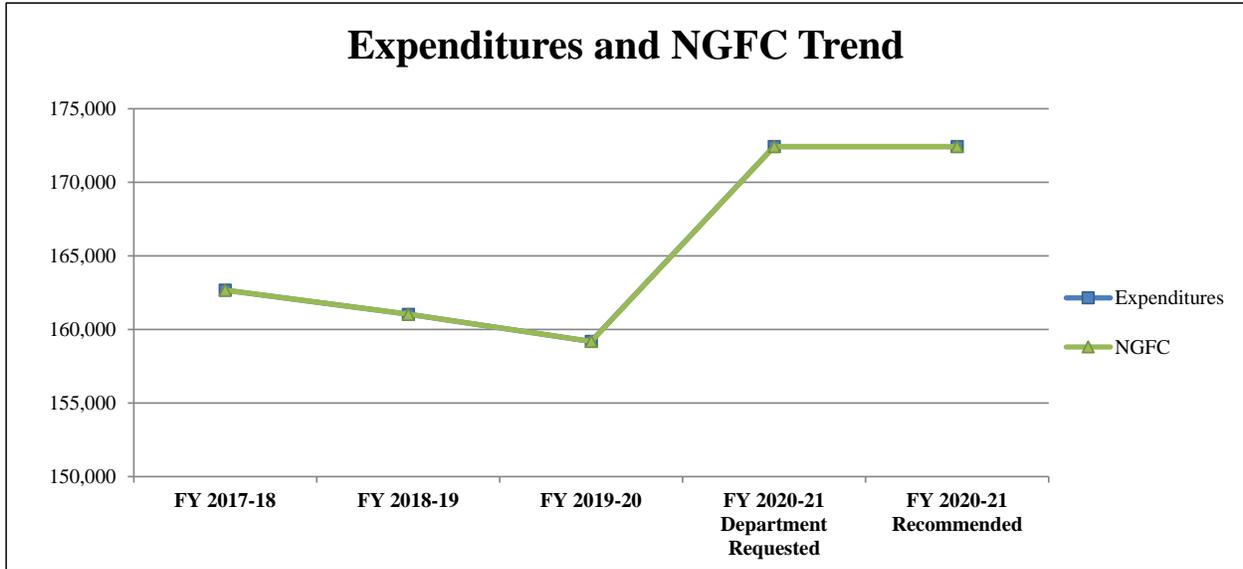
	FY 2018-19	FY 2019-20		FY 2020-21		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
<b>APPROPRIATIONS:</b>						
Services and Supplies	\$161,034	\$172,424	\$159,193	\$172,424	\$172,424	\$172,424
<b>TOTAL EXPENDITURES</b>	<b>\$161,034</b>	<b>\$172,424</b>	<b>\$159,193</b>	<b>\$172,424</b>	<b>\$172,424</b>	<b>\$172,424</b>
<b>NET GENERAL FUND COST</b>	<b>\$161,034</b>	<b>\$172,424</b>	<b>\$159,193</b>	<b>\$172,424</b>	<b>\$172,424</b>	<b>\$172,424</b>

### Major Expenditures and Revenue in FY 2020-21 Recommended Budget

Services and supplies provide for jurors' stipends, office supplies, travel reimbursement and other support cost. The County provides an allocation of net General Fund cost to fund the activities of the Grand Jury in accordance with California Penal Code sections 888-939.91.

### Budget Changes and Operational Impacts

The two major expenditures in services and supplies include juror fees and travel reimbursement in the amount of \$149,776.



Public Protection

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## Indigent Defense Program

Department Head: Ryan J. Alsop

Fund: General

Budget Unit: 2170

Function: Public Protection

Activity: Judicial

### Description of Major Services

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

Public Protection

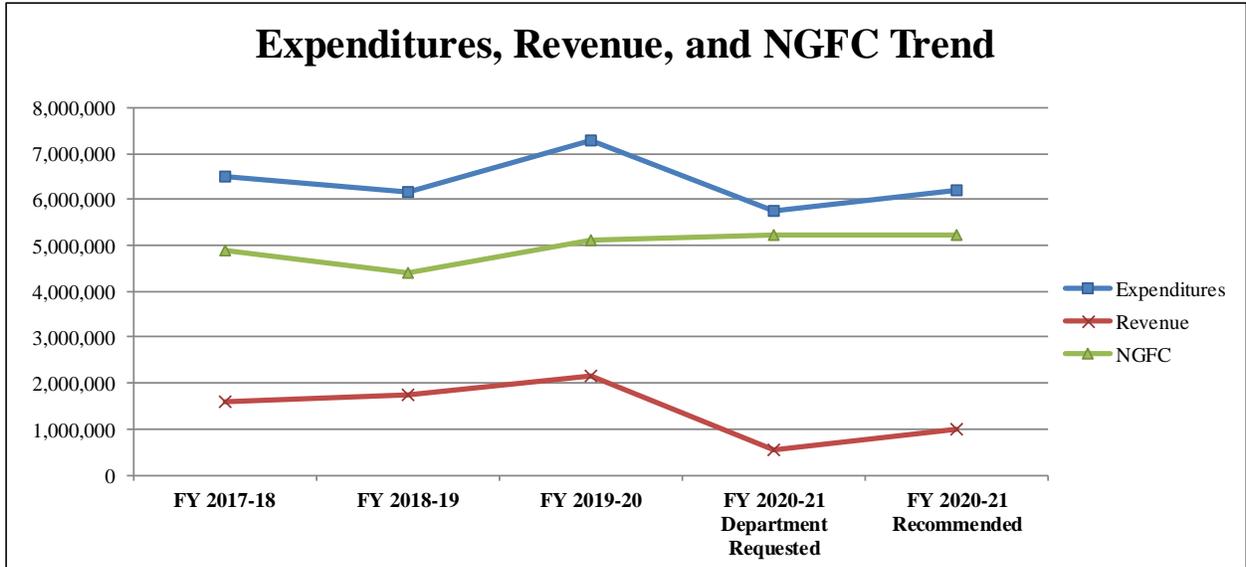
Summary of Expenditures and Revenue						
	FY 2018-19	FY 2019-20		FY 2020-21		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
<b>APPROPRIATIONS:</b>						
Services and Supplies	\$6,163,859	\$6,820,000	\$7,283,624	\$5,760,000	\$5,760,000	\$6,205,000
<b>TOTAL EXPENDITURES</b>	<b>\$6,163,859</b>	<b>\$6,820,000</b>	<b>\$7,283,624</b>	<b>\$5,760,000</b>	<b>\$5,760,000</b>	<b>\$6,205,000</b>
<b>REVENUE:</b>						
Intergovernmental	\$1,352,528	\$1,200,000	\$1,706,560	\$140,000	\$140,000	\$585,000
Charges for Services	396,909	400,000	451,785	400,000	400,000	400,000
<b>TOTAL REVENUE</b>	<b>\$1,749,437</b>	<b>\$1,600,000</b>	<b>\$2,158,345</b>	<b>\$540,000</b>	<b>\$540,000</b>	<b>\$985,000</b>
<b>NET GENERAL FUND COST</b>	<b>\$4,414,422</b>	<b>\$5,220,000</b>	<b>\$5,125,279</b>	<b>\$5,220,000</b>	<b>\$5,220,000</b>	<b>\$5,220,000</b>

### Major Expenditures and Revenue in FY 2020-21 Recommended Budget

The majority of expenditures for this program are allocated to the Kern County Bar Association that is paid to administer the program and provides representation to the indigent clients in the metro area and outlying areas of the County. This budget unit is primarily funded by an allocation of Net General Fund Cost. In addition, the budget unit receives intergovernmental revenue from State aid for trial court funding and State reimbursement for the cost of representing incarcerated defendants.

### Budget Changes and Operational Impacts

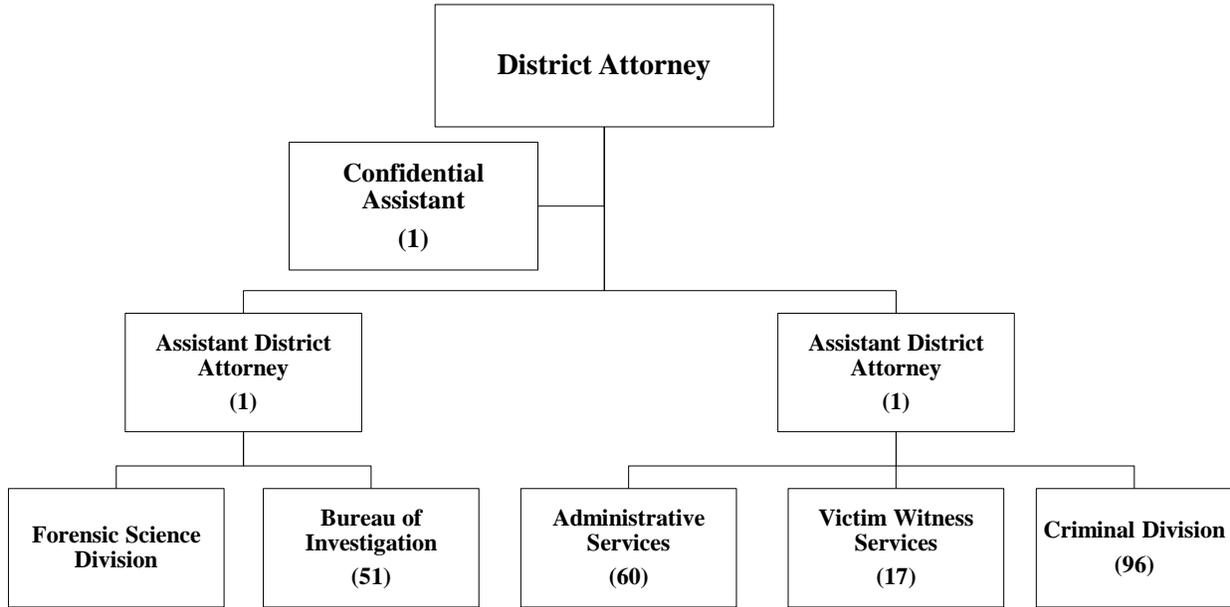
The recommended budget provides sufficient resources to meet the County's constitutional mandate of providing legal representation. Expenditures in this budget unit are dependent on the number of cases referred to the Indigent Defense Program, which fluctuate annually. The decline of \$1.1 million from FY 2019-20 in services and supplies and revenue is due to the anticipated transition of the court-appointed dependency counsel program to the Kern County Superior Court. Court-appointed dependency counsel became a state fiscal responsibility in 1989 through the Trial Court Funding Act, which added section 77003 to the Government Code. The County and the Kern County Superior Court have agreed to transition the administration of the program.



**Mission Statement**

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

**Organizational Chart**



**Public Protection**

**Fiscal Year 2018-19 and 2019-20 Accomplishments**

- The Kern County District Attorney’s Office strives to provide the most effective system of justice possible for all the citizens in Kern County. The department continued to perform these duties while trying to utilize the most efficient means possible with the limited resources available.

## District Attorney – Criminal Division

Department Head: Cynthia Zimmer, Elected

Function: Public Protection

Fund: General

Activity: Judicial

Budget Unit: 2180

Public Protection

### Description of Major Services

The District Attorney's Office – Criminal Division is tasked with reviewing law enforcement requests for criminal complaints against juvenile and adult offenders, issuing and servicing subpoenas in all cases filed in Bakersfield, prosecuting all cases filed by this Office, assisting and advising the Grand Jury, reviewing consumer fraud and environmental complaints, processing civil actions, and conducting post-filing investigations of all misdemeanor and felony cases. The department also provides victim services.

#### Summary of Expenditures and Revenue

	FY 2018-19		FY 2019-20		FY 2020-21		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended	
<b>APPROPRIATIONS:</b>							
Salaries and Benefits	\$33,884,850	\$34,659,942	\$33,715,669	\$33,748,570	\$32,480,758	\$33,476,635	
Services and Supplies	2,778,931	3,056,080	3,056,301	3,542,743	3,542,743	3,389,243	
Other Financing Uses	0	459,015	0	0	0	459,015	
<b>TOTAL EXPENDITURES</b>	<b>\$36,663,781</b>	<b>\$38,175,037</b>	<b>\$36,771,970</b>	<b>\$37,291,313</b>	<b>\$36,023,501</b>	<b>\$37,324,893</b>	
Expend. Reimb.	(\$124,562)	(\$147,000)	(\$133,575)	(\$147,000)	(\$147,000)	(\$147,000)	
<b>TOTAL NET EXPENDITURES</b>	<b>\$36,539,219</b>	<b>\$38,028,037</b>	<b>\$36,638,395</b>	<b>\$37,144,313</b>	<b>\$35,876,501</b>	<b>\$37,177,893</b>	
<b>REVENUE:</b>							
Fines and Forfeitures	\$0	\$1,000	\$0	\$0	\$0	\$0	
Intergovernmental	5,872,019	7,577,343	7,316,333	7,516,920	6,776,920	6,816,767	
Charges for Services	2,888,953	2,952,000	2,920,335	2,975,000	3,533,279	3,533,279	
Miscellaneous	61,525	720,000	360,164	510,000	210,000	210,000	
Other Financing Sources:							
CARES Act	0	0	1,918,386	0	0	0	
2011 Realignment	3,387,926	2,750,840	2,642,657	2,877,553	2,559,896	2,705,340	
Local Public Safety	5,575,275	5,463,768	5,016,120	5,463,768	5,429,873	5,429,873	
Real Estate Fraud	510,760	600,000	600,000	600,000	600,000	600,000	
D.A. Local Forfeiture Trust	30,000	30,000	30,000	30,000	30,000	30,000	
D.A. Equipment/Automation	0	73,000	0	0	0	0	
D.A. Court Ordered Penalties	980,000	980,000	980,000	750,000	750,000	750,000	
<b>TOTAL REVENUE</b>	<b>\$19,306,458</b>	<b>\$21,147,951</b>	<b>\$21,783,995</b>	<b>\$20,723,241</b>	<b>\$19,889,968</b>	<b>\$20,075,259</b>	
Less Available BSI *	\$0	\$459,015	\$0	\$0	\$0	\$459,015	
<b>NET GENERAL FUND COST</b>	<b>\$17,232,761</b>	<b>\$17,339,101</b>	<b>\$14,854,400</b>	<b>\$16,421,072</b>	<b>\$15,986,533</b>	<b>\$17,561,649</b>	
BSI Ending Balance *	\$459,015	N/A	\$459,015	N/A	N/A	N/A	

\* BSI = Budget Savings Incentives

### Major Expenditures and Revenue in 2020-21 Recommended Budget

The majority of the department's expenditures are for staffing costs necessary to continue to investigate and prosecute criminal cases. Approximately half of the department's expenditures are funded by an allocation of Net General Fund Cost (NGFC). Other major sources of revenue include funding from the State for special prosecutions and investigations within the Prison and Special Investigation Units. The department also receives approximately \$5.42 million of Local Public

Safety Funds (Proposition 172) and an allocation of 2011 realignment funds of approximately \$2.7 million to mitigate the impacts of the State prison realignment under Assembly Bill 109 (AB 109).

## Budget Changes and Operational Impacts

The department submitted a request budget at the adopted NGFC guideline, which provided funding for all currently filled positions. The department also submitted a supplemental request of \$2,528,857 to fund 22 vacant Deputy District Attorney positions. While most departments are being recommended at a 7.5% reduction in NGFC, a reduction beyond the NGFC guideline for the District Attorney's Office would require layoffs and would have detrimental impacts to the administration of justice within the County. At the NGFC funding level the department would be able to maintain all currently filled positions, resulting in no tangible impact to service levels. However, the staffing level is less than prior years, and any attrition at the current level may impact services. Therefore, additional NGFC in the amount of \$657,086 is recommended to allow the department to fill up to five additional Deputy District Attorney positions.

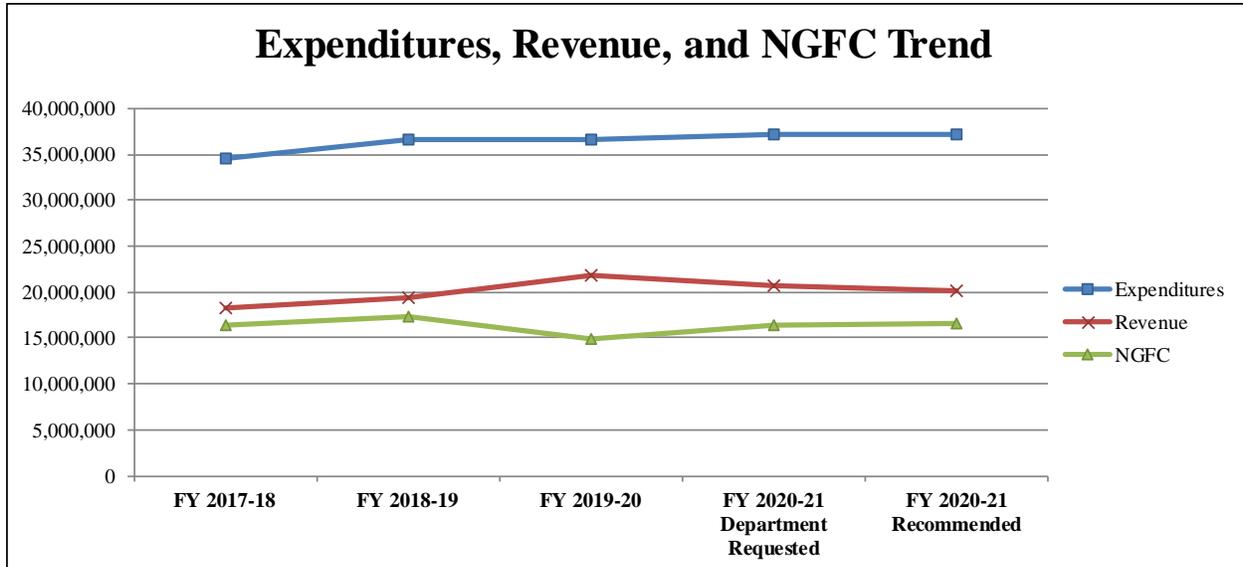
NGFC in the amount of \$434,538, associated with the transfer of three information technology positions to the Information Technology Services (ITS) Division in March of 2020, will be permanently reallocated to the ITS Division.

Salaries and benefits are expected to decrease slightly as fewer positions are funded in FY 2020-21 than the department had filled for most of FY 2019-20. Services and supplies are expected to rise slightly as costs associated with prosecution are often unknown, especially in high-profile cases.

Revenue is expected to decrease by approximately \$1 million in FY 2020-21 from FY 2019-20 as the department received \$1.9 million in one-time funding from the Federal Coronavirus Relief (CARES) funds at the end of last year as reimbursement for the costs incurred by the department in response to the public health crisis.

Revenue from the department's court ordered penalties fund will decrease by \$230,000, as result of fewer judgements. Intergovernmental charges, revenue associated with prosecuting prison cases, is recommended to be decreased by \$740,000 from the department's requested budget to be more consistent with prior years. \$300,000 from the City of Bakersfield will also be eliminated as the city discontinues its funding previously provided to the District Attorney's office to investigate and prosecute quality of life crimes. Sources such as Proposition 172 and 2011 Realignment will increase over FY 2019-20 actuals.

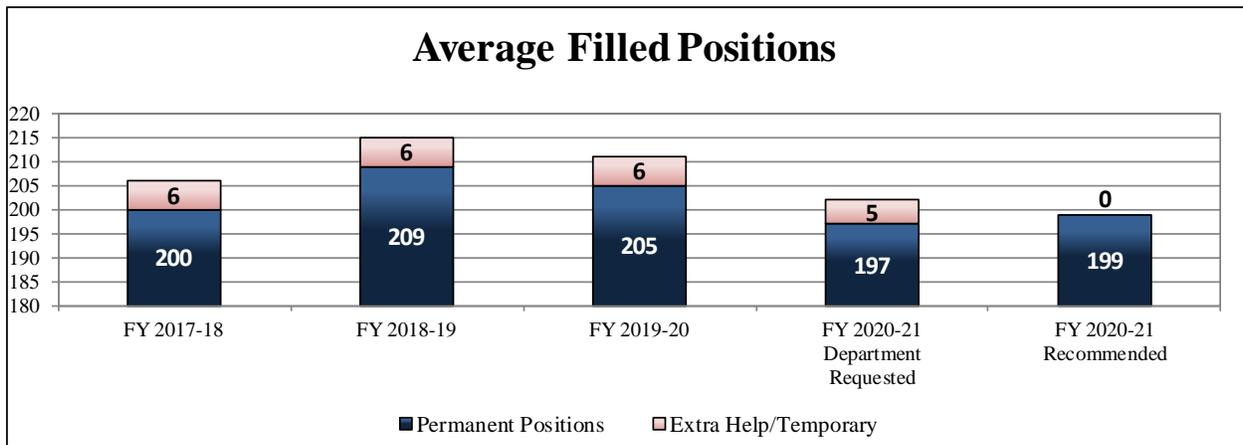
Revenue associated with investigative and prosecutorial work from the Department of Human Services and the Department of Aging and Adult Services will increase from the department's submitted budget by \$558,279.



### Staffing Changes and Operational Impacts

The recommended budget includes funding for 199 of the 227 requested positions. This staffing level is consistent with current filled positions but lower than the average filled positions during the past three years.

The department’s requested budget included the addition of one (1) Program Support Supervisor positions. The requested budget does not include the requested position due uncertainty related to state and federal funding sources, which could further impact the County. The department is not recommended to take an NGFC reduction, like most other General Fund departments, because reductions beyond a status quo funding level would result in service level impacts due to reductions to filled positions. The recommended budget includes additional NGFC to fund five vacant Deputy District Attorney positions, allowing the department some operational flexibility to hire new attorneys.



4-Year Staffing Trend	Actual			Department	
	FY 2017-18	FY 2018-19	FY 2019-20	Requested	Recommended
				FY 2020-21	
<b>AVERAGE FILLED POSITIONS</b>					
Permanent Positions	200	209	205	197	199
Extra Help/Temporary	6	6	6	5	0
<b>Total Positions</b>	<b>206</b>	<b>215</b>	<b>211</b>	<b>202</b>	<b>199</b>
<b>ACTUAL FULL-TIME EQUIVALENTS</b>					
Permanent Positions (FTE)	198	211	205	N/A	N/A
Extra Help/Temporary (FTE)	6	6	5	N/A	N/A
<b>Total Positions</b>	<b>204</b>	<b>217</b>	<b>210</b>	<b>N/A</b>	<b>N/A</b>
<b>SALARIES &amp; BENEFITS</b>	<b>\$32,215,855</b>	<b>\$33,884,850</b>	<b>\$33,715,669</b>	<b>\$33,748,570</b>	<b>\$33,476,635</b>

Public Protection

### Summary of Authorized Positions

The recommended budget includes funding for 199 of 227 requested positions after the deletion of four vacant positions originally requested to be deleted in the department’s budget submission. The department, for a second year, also requested to add a Program Support Supervisor position but it is not included in the recommended budget.

The budget does not include funding for 28 currently vacant positions which includes seventeen (17) Deputy District Attorney positions; one (1) Program Coordinator position; one (1) Investigator position; one (1) Investigative Aide position; one (1) Senior Legal Secretary position; two (2) Legal Secretary positions; two (2) Legal Process Technician positions; and three (3) Office Service Technician positions.

Division	Authorized	Additions	Deletions	Requested	Filled	Vacant	Total
				Total			
Criminal	99	0	0	99	82	17	99
Victim Services	13	0	0	13	13	0	13
Family Justice Center	4	0	0	4	3	1	4
Bureau of Investigation	51	0	0	51	49	2	51
Administration	64	0	(4)	60	52	8	60
<b>Total</b>	<b>231</b>	<b>0</b>	<b>(4)</b>	<b>227</b>	<b>199</b>	<b>28</b>	<b>227</b>

<b>Bureau of Investigation</b>	<b>Criminal</b>	<b>Victim Services</b>
<b><u>Classification</u></b>	<b><u>Classification</u></b>	<b><u>Classification</u></b>
1 Chief District Attorney's Inv.	1 District Attorney	1 Program Coordinator
3 District Attorney's Lieutenant	2 Asst. District Attorney	11 Victim Witness Spec. I/II
25 District Attorney's Investigator	1 Confidential Assistant	1 Legal Process Technician
2 Supervising Investigative Aide	1 Chief Deputy District Attorney	13 <b>Requested Total</b>
18 Investigative Aide	94 Deputy District Attorney	
2 Evidence Technician	99 <b>Requested Total</b>	
51 <b>Requested Total</b>		
<b>Administrative Services</b>	<b>Family Justice Center</b>	
<b><u>Classification</u></b>	<b><u>Classification</u></b>	
1 Administrative Services Officer	1 Program Coordinator	
1 Program Support Supervisor	1 Sr. Office Services Specialist	
2 Accountant	2 Victim Witness Spec. I/II	
2 Fiscal Support Specialist	4 <b>Requested Total</b>	
2 Fiscal Support Technician		
5 Paralegal		
6 Senior Legal Secretary		
22 Legal Secretary		
7 Legal Process Technician		
16 Office Services Technician		
64 <b>Current Total</b>		
<b><u>Additions/Deletions</u></b>		
(2) Fiscal Support Technician		
(2) Office Services Technician		
60 <b>Requested Total</b>		

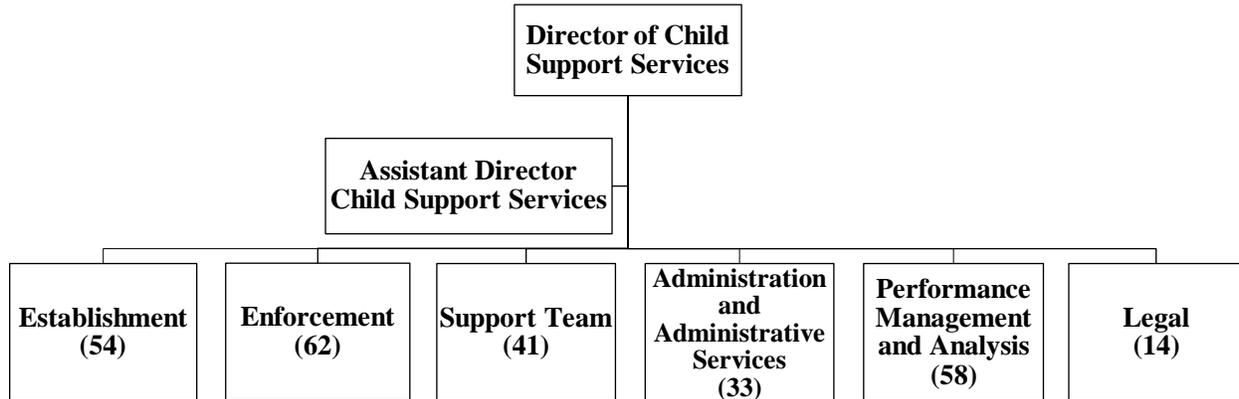
**Fiscal Year 2020-21 Goals, Objectives, and Performance Measures**

<b>Goal 1: Provide Exceptional Crime Prevention and Law Enforcement Services and an Effective System of Justice.</b>					
<i>Objective 1: Reduce Crime and Improve Law Enforcement Services</i>					
<u>Measurement</u>	2017-18 Actual	2018-19 Actual	2019-20 Adopted	2019-20 Actual	2020-21 Goal
Number of Felony Trials	167	300	175	101	175
Percentage of Felony Complaint Requests Filed as Felony	39.3%	42.05%	50%	37.2%	50%
Felony Trial Conviction Percentage	72.5%	72.9%	100%	67.3%	100%
Number of Misdemeanor Filings	19,570	23,153	27,000	20,674	27,000
These measurements reflect the caseload and success of various prosecution efforts to reduce crime and provide for an effective system of justice.					

**Mission Statement**

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

**Organizational Chart**



Public Protection

**Fiscal Year 2018-19 and 2019-20 Accomplishments**

- Served approximately 56,018 children in the County, and distributed \$84,647,458 in child support payments in Federal Fiscal Year 2019.
- Partnered with Employer’s Training Resource to provide video conferencing and a referral process for unemployed customers. The department also provided video conference interviews to case participants at Lerdo and the Family Justice Center.
- Recognized by the California Department of Child Support Services for decreasing the average number of days from opening a new case and obtaining an order for support in federal fiscal year 2018.
- Hosted the 10<sup>th</sup> annual Health and Wellness Fair in August 2019 in collaboration with the Kern County Bar Association Charitable Foundation, one of its many community events and partnerships.
- Through private donations, raised funds that allowed for the distribution of 3,188 backpacks and school supplies to children and families throughout the County. Of the 3,188 backpacks distributed, 1,092 were distributed at Kern County Library summer events in Arvin, Delano, California City, and Frazier Park.

## Child Support Services

Department Head: Elizabeth Chavez

Fund: Child Support Services

Budget Unit: 2183 and 2189

Function: Public Protection

Activity: Judicial

### Description of Major Services

The Child Support Services Department initiates court actions necessary to establish responsibility for financial support of minors. The department establishes legal paternity, enforces support orders, and collects child support payments from non-custodial parents under the Social Security Act. The department is committed to ensuring that all children have the resources available to achieve long-term self-sufficiency and independence, and continues to educate and advocate on behalf of children to ensure appropriate services are received.

Public Protection

#### Summary of Expenditures and Revenue

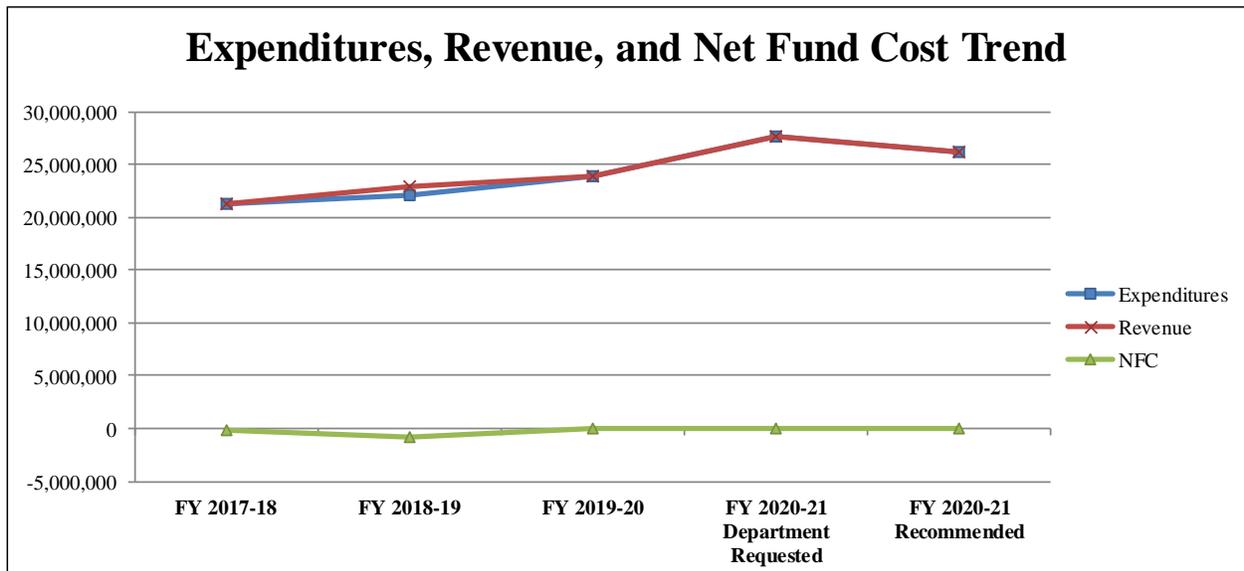
	FY 2018-19	FY 2019-20		FY 2020-21		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
<b>APPROPRIATIONS:</b>						
Salaries and Benefits	\$16,801,681	\$24,813,054	\$20,711,112	\$24,075,879	\$22,920,512	\$22,920,512
Services and Supplies	3,575,668	2,588,055	2,612,184	2,873,997	2,873,997	2,873,997
Other Charges	648,513	623,948	614,593	414,632	414,632	414,632
Capital Assets	1,013,007	0	0	300,000	0	0
<b>TOTAL EXPENDITURES</b>	<b>\$22,038,869</b>	<b>\$28,025,057</b>	<b>\$23,937,889</b>	<b>\$27,664,508</b>	<b>\$26,209,141</b>	<b>\$26,209,141</b>
<b>REVENUE:</b>						
Use of Money/Property	\$59,142	\$27,694	\$44,962	\$27,694	\$27,694	\$27,694
Intergovernmental	22,833,667	27,996,116	22,504,893	27,635,565	26,180,200	26,180,200
Miscellaneous	1,140	1,247	690	1,247	1,247	1,247
Other Financing Sources:						
Sales-Fixed Assets	2,227	0	0	0	0	0
CARES Act	0	0	1,351,973	0	0	0
<b>TOTAL REVENUE</b>	<b>\$22,896,176</b>	<b>\$28,025,057</b>	<b>\$23,902,518</b>	<b>\$27,664,506</b>	<b>\$26,209,141</b>	<b>\$26,209,141</b>
<b>NET FUND COST</b>	<b>\$857,307</b>	<b>\$0</b>	<b>(\$35,371)</b>	<b>(\$2)</b>	<b>\$0</b>	<b>\$0</b>

### Major Expenditures and Revenue in FY 2020-21 Recommended Budget

The budget for Child Support Services is maintained in a special revenue fund and does not receive a General Fund contribution. This budget is funded entirely from State and federal subvention revenue and other departmental revenue. The majority of expenditures are associated with staffing costs to perform the functions of the department. Services and supplies expenses of \$2.9 million include rents and leases, utilities, and office expenses. The budgeted decrease in other financing sources is due to CARES Act funding received in FY 2019-20 to cover costs directly related to the novel Coronavirus pandemic.

### Budget Changes and Operational Impacts

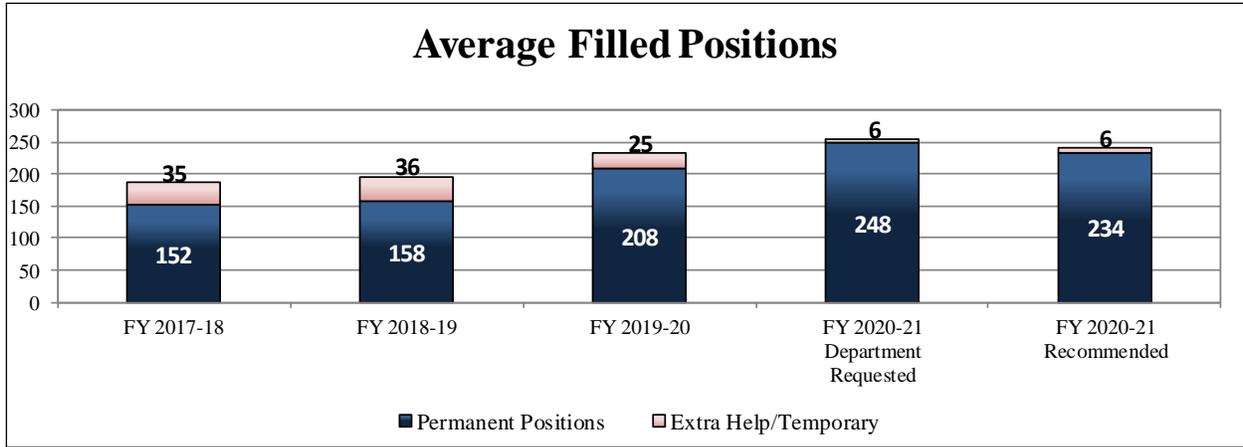
The recommended budget provides sufficient revenue for the department to continue to provide its current level of services and meet State program goals and objectives. As a result of revenue reductions in the Governor’s May Revision, the recommended budget reflects a reduction from the requested budget. However, salaries and benefits are budgeted to increase in FY 2020-21 as the department has been able to hire positions that were previously vacant due to hiring difficulties experienced in prior years. Costs related to services and supplies are anticipated to increase slightly due to increases in contract service costs. All expenditures against approved state allocations are fully reimbursable and the recommended budget continues to allow the department to operate at zero Net County Cost.



### Staffing Changes and Operational Impacts

The recommended budget includes funding 234 of the 264 authorized positions with no additions or deletions and will hold 30 positions vacant and unfunded throughout FY 2020-21. The recommended budget funds 6 extra help positions in FY 2020-21.

The department will hold the following positions vacant and unfunded: one (1) Supervising Departmental Analyst position, one (1) Program Specialist position, twenty-two (22) Child Support Officer positions, one (1) Fiscal Support Supervisor position, two (2) Fiscal Support Technician positions, and three (3) Office Services Specialist positions.



### 4-Year Staffing Trend

	Actual			Department	
	FY 2017-18	FY 2018-19	FY 2019-20	Requested	Recommended
<b>AVERAGE FILLED POSITIONS</b>					
Permanent Positions	152	158	208	248	234
Extra Help/Temporary	35	36	25	6	6
<b>Total Positions</b>	<b>187</b>	<b>194</b>	<b>233</b>	<b>254</b>	<b>240</b>
<b>ACTUAL FULL-TIME EQUIVALENTS</b>					
Permanent Positions (FTE)	150	157	26	N/A	N/A
Extra Help/Temporary (FTE)	42	41	208	N/A	N/A
<b>Total Positions</b>	<b>192</b>	<b>198</b>	<b>234</b>	<b>N/A</b>	<b>N/A</b>
<b>SALARIES &amp; BENEFITS</b>	<b>\$16,547,588</b>	<b>\$16,801,681</b>	<b>\$20,711,112</b>	<b>\$24,075,879</b>	<b>\$22,920,512</b>

### Summary of Authorized Positions

The recommended budget includes 264 authorized positions, of which 234 positions have been budgeted to be filled during FY 2020-21 as indicated below.

Division	Authorized	Additions	Deletions	Requested		Total	
				Filled	Vacant		
Administration	21	0	0	21	19	2	21
Establishment	54	0	0	54	54	0	54
Enforcement	62	0	0	62	48	14	62
Support Team	41	0	0	41	41	0	41
Administrative Services	14	0	0	14	11	3	14
Performance Management and Analysis	58	0	0	58	47	11	58
Legal	14	0	0	14	14	0	14
<b>Total</b>	<b>264</b>	<b>0</b>	<b>0</b>	<b>264</b>	<b>234</b>	<b>30</b>	<b>264</b>

<b>Administration</b>	<b>Performance Management and Analysis</b>	<b>Administrative Services</b>
<p><u>Classification</u></p> <p>1 Director</p> <p>1 Assistant Director</p> <p>1 Supervising Child Support Specialist</p> <p>3 Senior Child Support Specialist</p> <p>3 Administrative Coordinator</p> <p>1 Technical Services Supervisor</p> <p>1 Systems Analyst I/II</p> <p>2 Information Services Specialist I/II/III/Senior</p> <p>1 Help Desk Technician</p> <p>1 Graphic Artist</p> <p>1 Office Services Coordinator</p> <p>2 Office Services Specialist</p> <p>3 Program Specialist I/II</p> <hr/> <p>21 <b>Requested Total</b></p>	<p><u>Classification</u></p> <p>1 Program Manager</p> <p>2 Supervising Child Support Specialist</p> <p>3 Senior Child Support Specialist</p> <p>1 Administrative Coordinator</p> <p>3 Staff Development Specialist</p> <p>1 Senior Office Services Specialist</p> <p>9 Office Services Assistant</p> <p>3 Departmental Analyst I/II</p> <p>1 Supervising Departmental Analyst</p> <p>28 Child Support Specialist I/II</p> <p>5 Office Services Specialist</p> <p>1 Supervising Development Specialist</p> <hr/> <p>58 <b>Requested Total</b></p>	<p><u>Classification</u></p> <p>1 Administrative Services Officer</p> <p>1 Accountant I/II/III</p> <p>1 Storekeeper</p> <p>2 Fiscal Support Supervisor</p> <p>5 Fiscal Support Specialist</p> <p>3 Fiscal Support Technician</p> <p>1 Utility Worker</p> <hr/> <p>14 <b>Requested Total</b></p>
<p style="text-align: center;"><b>Support Team</b></p> <p><u>Classification</u></p> <p>1 Program Manager</p> <p>1 Supervising Child Support Specialist</p> <p>1 Senior Office Services Specialist</p> <p>16 Customer Service Representative</p> <p>2 Senior Customer Service Representative</p> <p>1 Supervising Customer Service Representative</p> <p>15 Child Support Specialist I/II</p> <p>2 Office Services Technician</p> <p>2 Office Services Assistant</p> <hr/> <p>41 <b>Requested Total</b></p>	<p style="text-align: center;"><b>Establishment</b></p> <p><u>Classification</u></p> <p>1 Program Manager</p> <p>4 Supervising Child Support Specialist</p> <p>4 Senior Child Support Specialist</p> <p>37 Child Support Specialist I/II</p> <p>6 Customer Service Representative</p> <p>2 Investigative Aide</p> <hr/> <p>54 <b>Requested Total</b></p>	<p style="text-align: center;"><b>Enforcement</b></p> <p><u>Classification</u></p> <p>1 Program Manager</p> <p>5 Supervising Child Support Specialist</p> <p>5 Senior Child Support Specialist</p> <p>51 Child Support Specialist I/II</p> <hr/> <p>62 <b>Requested Total</b></p>
<p style="text-align: center;"><b>Legal</b></p> <p><u>Classification</u></p> <p>1 Chief Child Support Attorney</p> <p>7 Child Support Attorney I/II/III/IV/V</p> <p>2 Senior Paralegal/Paralegal</p> <p>4 Legal Secretary</p> <hr/> <p>14 <b>Requested Total</b></p>		

Public Protection

**Fiscal Year 2020-21 Goals, Objectives, and Performance Measures**

**Public Protection**

**Goal 1: Ensure every child has the opportunity to become self-sufficient and independent, and have the opportunity for optimum health**

*Objective 1: Increase the financial resources available to properly support children.*

Measurement	2017-18 Actual	2018-19 Actual	2019-20 Adopted	2019-20 Projected*	2020-21 Goal
Percentage of current support collected	61.94%	61.07%	63.00%	60.85%	62.00%
Percentage of cases with arrearage collections	59.01%	55.97%	62.00 %	71.98%	61.00%
Total distributed child support collections	\$82,477,414	\$84,577,143	\$83,300,00	\$97,354,641	\$84,500,000

The above figures are Federal fiscal performance measures used to determine the State’s funding and measure program success. They demonstrate the department’s ability to collect and distribute child support on current support owed and arrears. Collections on current support and past due balances are essential to improving the financial wellbeing of children. Consistent support allows a family to meet basic needs and reduces the reliance on public assistance. Increased percentages indicate more money reaching families as regular monthly support.

*Objective 2: Children’s access to medical services is increased.*

Measurement	2017-18 Actual	2018-19 Actual	2019-20 Adopted	2019-20 Projected*	2020-21 Goal
Percentage of children in the caseload who were born out of wedlock and for whom paternity has been established	106.41%	103.11%	105.00%	102.21%	104.00%
Percentage of open cases with support orders	89.80%	89.52%	92.00%	90.51%	92.00%

Establishing a paternity provides legal rights to a child of unmarried parents and sets the framework to legally document biological parents, establishes a support order if necessary, and facilitates access to a variety of benefits, such as medical support, that would be unavailable if paternity was not established. Increased percentages indicated are due to all valid paternity declarations that were signed in Kern County even if they were not part of the department’s current caseload.

**Goal 2: Promote fiscal responsibility in operations**

*Objective 1: Maximize the utilization of federal and State funding more efficiently and effectively*

Measurement	2017-18 Actual	2018-19 Actual	2019-20 Adopted	2019-20 Projected*	2020-21 Goal
Amount of child support collected for every dollar expended	\$3.96	\$4.06	\$3.85	\$3.84	\$3.85

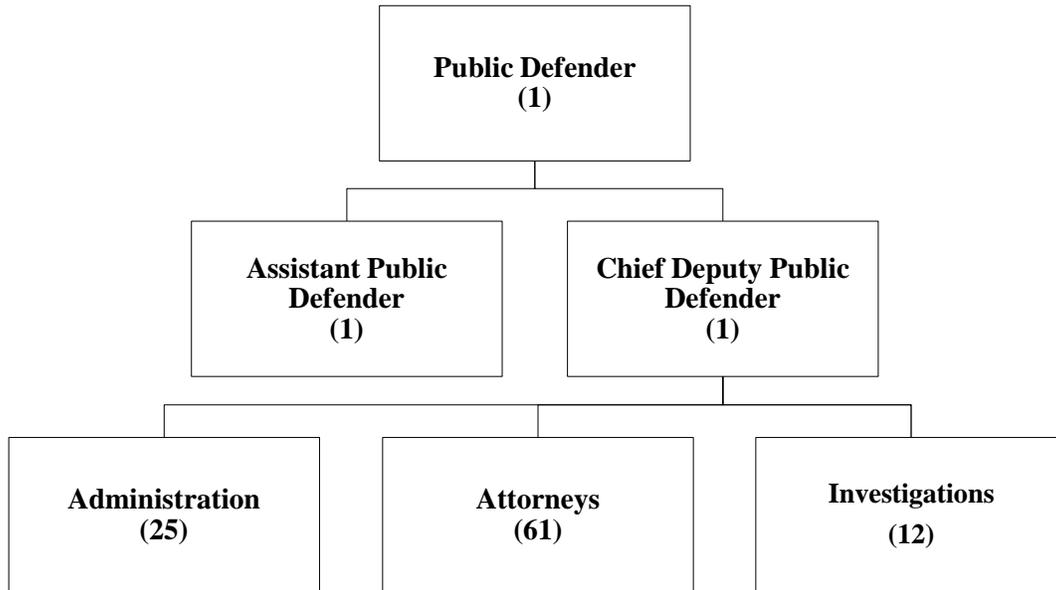
Cost effectiveness is a comparison of total child support dollars collected to total dollars expended, which demonstrates the department’s efficient use of federal and State funding. Actual performance exceeded.

\*Reported figures above are based on Federal fiscal year, which runs from October 1<sup>st</sup> through September 30<sup>th</sup>. As such, FY 2018-19 figures are not yet final.

**Mission Statement**

*The Kern County Public Defender's driving priorities are providing high quality and professional representation to all clients who have the privilege and constitutional mandate to represent, and respecting Kern County and state taxpayers who fund our department's work.*

**Organizational Chart**



**Public Protection**

**Fiscal Year 2018-19 and 2019-20 Accomplishments**

- In FY 2018-19, the department litigated 199 jury trials, including 18 murder trials.
- In FY 2019-20, the department opened new files for almost 1800 minors in both delinquency and dependency matters. Each attorney represented hundreds of new and continuing minor clients each year.
- In FY 2018-19, the department began providing an on-call attorney for consultation to juveniles 24 hours a day, consistent with legislation in Senate Bill (SB) 395.
- Since becoming law, the department has filed more than 30 motions on behalf of clients pursuant to SB 1437 (murder accomplice rule).
- The department is also working to protect the rights of imprisoned veterans by seeking their resentencing pursuant to Penal Code Section 1170.91(b), which compels the court to consider service-connected trauma as a mitigating factor.

## Public Defender

Department Head: Pam Singh

Fund: General

Budget Unit: 2190

Function: Public Protection

Activity: Judicial

### Description of Major Services

The Public Defender's Office provides high quality legal representation to the indigent who are accused of criminal offenses, juvenile dependents, and certain conserved and mentally disadvantaged individuals.

#### Summary of Expenditures and Revenue

	FY 2018-19	FY 2019-20		FY 2020-21		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
<b>APPROPRIATIONS:</b>						
Salaries and Benefits	\$14,240,056	\$15,691,453	\$14,667,567	\$15,733,242	\$14,897,165	\$15,243,772
Services and Supplies	876,189	1,192,253	894,891	1,147,375	1,147,375	1,072,375
Other Financing Uses	0	2,374,153	0	0	0	2,374,153
<b>TOTAL EXPENDITURES</b>	<b>\$15,116,245</b>	<b>\$19,257,859</b>	<b>\$15,562,458</b>	<b>\$16,880,617</b>	<b>\$16,044,540</b>	<b>\$18,690,300</b>
<b>REVENUE:</b>						
Intergovernmental	\$839,781	\$799,055	\$871,389	\$905,570	\$905,570	\$905,570
Charges for Services	2,504,484	2,048,635	1,717,293	1,848,920	1,848,920	2,097,164
Other Financing Sources:						
CARES Act	0	0	1,305,037	0	0	0
Local Public Safety	4,685,684	4,591,970	4,215,747	4,591,970	4,563,484	4,563,484
2011 Realignment	1,560,870	1,491,661	1,419,788	1,581,523	1,370,380	1,468,742
<b>TOTAL REVENUE</b>	<b>\$9,590,819</b>	<b>\$8,931,321</b>	<b>\$9,529,254</b>	<b>\$8,927,983</b>	<b>\$8,688,354</b>	<b>\$9,034,960</b>
Less Available BSI *	\$0	(\$2,374,153)	\$0	\$0	\$0	(\$2,374,153)
<b>NET GENERAL FUND COST</b>	<b>\$5,525,426</b>	<b>\$7,952,385</b>	<b>\$6,033,204</b>	<b>\$7,952,634</b>	<b>\$7,356,186</b>	<b>\$7,281,187</b>
BSI Ending Balance *	\$2,374,153	N/A	\$2,374,153	N/A	N/A	N/A

\* BSI = Budget Savings Incentives

### Major Expenditures and Revenue in FY 2020-21 Recommended Budget

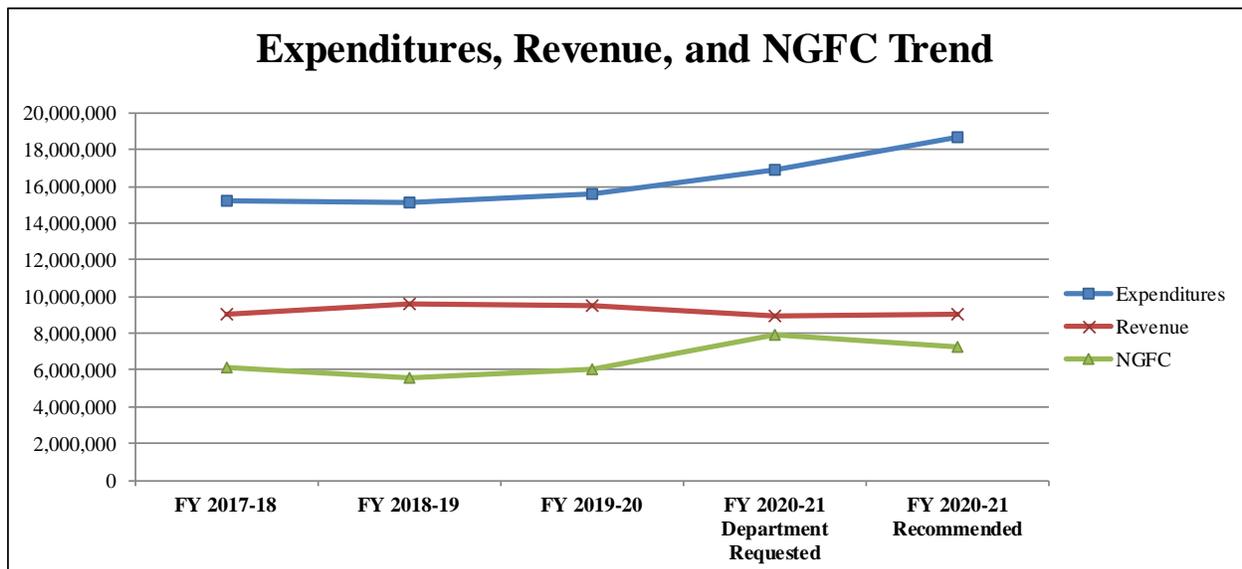
The majority of the department's expenditures are for staffing and operating costs necessary to achieve the department's mission of providing high quality legal representation. These expenditures are funded primarily by an allocation of Net General Fund Cost (NGFC). Other sources of revenue include \$4.56 million of Local Public Safety Funds (Proposition 172) and an allocation of 2011 Realignment to mitigate the impacts of the State prison realignment under Assembly Bill 109. The department has a balance of \$2,374,153 of accumulated Budget Savings Incentive (BSI) credits.

### Budget Changes and Operational Impacts

The recommended budget provides an adequate level of funding to provide legal representation for defendants accused of criminal offenses when appointed by the Superior Court and will allow the department to retain all of its accumulated BSI credits. Services and supplies are expected to increase from FY 2019-20 due to the unpredictable costs associated with defending high-profile cases, often requiring expert services. The department will also increase spending on personal protective equipment vital to mitigating the threat of Coronavirus to employees who must interact with the public.

The department’s actual NGFC for previous fiscal years is lower than the recommended NGFC due to prudent budget practices that has resulted in significant salary savings. The recommended budget includes a 7.5% reduction to NGFC, which the department is able to absorb by unfunding vacant positions, resulting in no impact to service levels.

Since the preliminary budget, additional revenue from 2011 Realignment and a felony incompetent to stand trial program have made it possible to fund an additional permanent attorney position and multiple extra help positions. Additionally, \$75,000 in NGFC has been reallocated from this budget unit to the ITS division to fund part of a position transferred to the ITS division in 2015 to eliminate charges between the two General Fund departments.

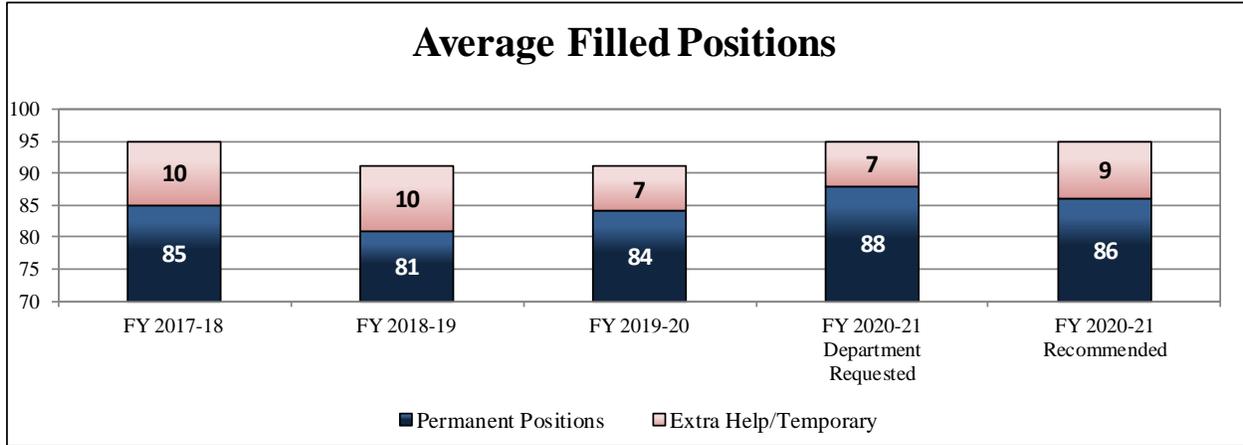


### Staffing Changes and Operational Impacts

The recommended budget provides the department with funding for 86 of the department’s 101 current authorized positions. The department will unfund fifteen (15) positions, one (1) Chief Deputy Public Defender position, seven (7) Deputy Public Defender I-V positions, one (1) Public Defender Investigator position, one (1) Investigative Aide position, one (1) Program Support Supervisor position, one (1) Legal Secretary position, one (1) Office Services Specialist position, and two (2) Office Services Technician positions. The department will rely on extra help Deputy Public Defender positions throughout the year to mitigate the effects of attrition. Even as the

department unfunds fifteen positions, salaries and benefits are anticipated to increase from the prior years as the department historically realized savings through attrition.

Public Protection



### 4-Year Staffing Trend

	Actual			Department	
	FY 2017-18	FY 2018-19	FY 2019-20	Requested	Recommended
<b>AVERAGE FILLED POSITIONS</b>					
Permanent Positions	85	81	84	88	86
Extra Help/Temporary	10	10	7	7	9
<b>Total Positions</b>	<b>95</b>	<b>91</b>	<b>91</b>	<b>95</b>	<b>95</b>
<b>ACTUAL FULL-TIME EQUIVALENTS</b>					
Permanent Positions (FTE)	85	81	85	N/A	N/A
Extra Help/Temporary (FTE)	14	9	6	N/A	N/A
<b>Total Positions</b>	<b>99</b>	<b>90</b>	<b>91</b>	<b>N/A</b>	<b>N/A</b>
<b>SALARIES &amp; BENEFITS</b>	<b>\$14,315,415</b>	<b>\$14,240,056</b>	<b>\$14,667,567</b>	<b>\$15,733,242</b>	<b>\$15,243,772</b>

### Summary of Authorized Positions

The department has 101 authorized positions, of which 86 are planned to be filled during the fiscal year as indicated below. The recommended budget includes no position additions or deletions.

Division	Authorized	Additions	Deletions	Requested	Filled	Vacant	Total
				Total			
Administration	25	0	0	25	20	5	25
Attorneys	64	0	0	64	56	8	64
Investigations	12	0	0	12	10	2	12
<b>Total</b>	<b>101</b>	<b>0</b>	<b>0</b>	<b>101</b>	<b>86</b>	<b>15</b>	<b>101</b>

Administration	Misdemeanor and Felony Trials	Investigations
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 Accountant I/II	1 Public Defender	11 Investigator I - Senior
1 Fiscal Support Specialist	1 Assistant Public Defender	1 Public Defender Inv. Aide
4 Sr. Legal Secretary	1 Chief Deputy Public Defender	12 <b>Requested Total</b>
4 Legal Secretary	61 Deputy Public Defender I-V	
1 Office Services Specialist	64 <b>Requested Total</b>	
1 Program Support Supv.		
1 Administrative Coordinator		
10 Office Services Technician		
2 Office Services Assistant		
25 <b>Requested Total</b>		

Public Protection

### Fiscal Year 2020-21 Goals, Objectives, and Performance Measures

**Goal 1: Provide for the vigorous defense of indigent persons accused of a crime by the government as mandated by the sixth amendment to the United States constitution, and represent children adjudged dependents of the court based on abuse or neglect.**

*Objective 1: Provide constitutionally mandated, high quality professional services for disadvantaged community members in a manner that respects the taxpayers' interest in efficient operations.*

Measurement	2017-18 Actual	2018-19 Actual	2019-20 Adopted	2019-20 Actual	2020-21 Goal
Percentage of Felony and Misdemeanor Trials Not Guilty as Charged	55%	51.2%	60%	59.8%	60%
Total Number of Cases Appointed to the Public Defender's Office by the Judicial System, plus accepted indigent requests	32,773	35,254	35,500	36,709	35,500
Total Number of Dependency Case Appointments	2,503	2,558	2,500	2,069	2,500
Number of Felony Trials	127	127	135	76	130

In FY 2019-20, while the pandemic created unique and significant challenges for the criminal justice system, the department continued to effectively protect and defend the rights of accused individuals. Due to court closures, the department tried fewer cases than in previous years. Yet, the department's attorneys won a large proportion of acquittals in misdemeanor and felony trials, including clients charged with murder. In 38% of the felony cases tried, the department's clients who went to trial did not get convicted of a single felony count due to acquittals and hung juries. Trial outcomes rightfully matter to clients and the results reflect a critical measure of the department's success in defending its clients.

Despite the pandemic, the criminal caseload continued unabated. In addition, the department expended substantial time and energy toward the care and protection of persons with mental disabilities in Probate Court and of children removed from their homes in Juvenile Court.

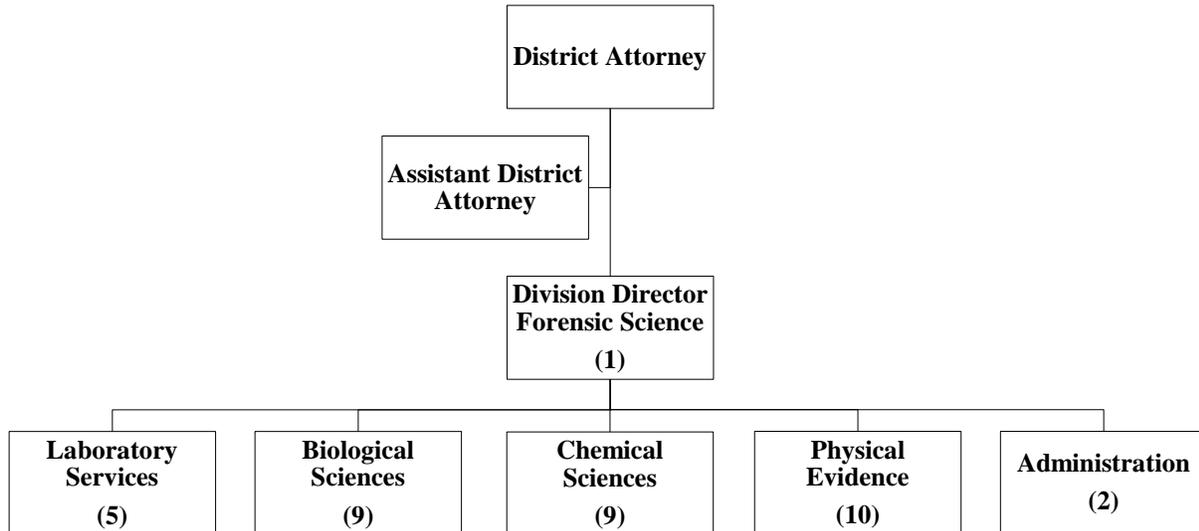
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**Mission Statement**

*To provide the residents and law enforcement agencies of Kern County with an unbiased, timely, and effective scientific analysis and interpretation of physical evidence for use in a court of law.*

**Organizational Chart**



Public Protection

**Fiscal Year 2018-19 and 2019-20 Accomplishments**

- The lab continues to maintain full accreditation under International Organization for Standardization (ISO) and the International Electrotechnical Commission (IEC) requirements 17025:2005 and achieved re-accreditation to ISO/IEC 17025:2017 in FY 2019-20 for both testing and calibration services.
- During FY 2018-19 and FY 2019-20 the lab maintained accreditation to ISO/IEC 17020:2017 for crime scene investigation and FBI quality assurance standards for DNA services.
- In FY 2018-19 the newly established firearm and toolmark unit provided law enforcement with 111 investigative leads and had an average turn-around time of 13 days. In FY 2019-20, 98 investigative leads were provided with an average turn-around time of 12 days.

## District Attorney – Forensic Science

Department Head: Cynthia Zimmer, Elected

Function: Public Protection

Fund: General

Activity: Police Protection

Budget Unit: 2200

Public Protection

### Description of Major Services

Functions performed by the forensic laboratory (lab) include activities such as comparison of hair, blood pattern analysis, impression evidence analysis, and ballistics comparisons. The lab is currently accredited by ISO/IEC under standards 17020:2012 and 17025:2017. These accreditation standards dictate an enhanced level of service and separation of duties.

#### Summary of Expenditures and Revenue

	FY 2018-19		FY 2019-20		FY 2020-21	
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
<b>APPROPRIATIONS:</b>						
Salaries and Benefits	\$4,650,238	\$4,628,439	\$4,284,564	\$4,827,099	\$4,361,264	\$4,373,450
Services and Supplies	1,578,940	1,674,960	1,413,530	1,757,151	1,757,151	1,757,151
Capital Assets	486,273	532,421	78,752	371,000	206,000	891,000
Other Financing Uses	0	412,434	0	0	0	412,434
<b>TOTAL EXPENDITURES</b>	<b>\$6,715,451</b>	<b>\$7,248,254</b>	<b>\$5,776,846</b>	<b>\$6,955,250</b>	<b>\$6,324,415</b>	<b>\$7,434,035</b>
<b>REVENUE:</b>						
Fines and Forfeitures	\$0	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000
Intergovernmental	248,683	369,482	102,079	543,873	543,873	543,873
Miscellaneous	(239,133)	700,000	333,091	650,000	650,000	650,000
Other Financing Sources:						
CARES Act	0	0	141,796	0	0	0
2011 Realignment	190,149	200,896	174,823	195,933	168,365	180,551
DNA Identification	125,000	100,000	100,000	100,000	100,000	100,000
Local Public Safety	207,159	202,918	186,294	202,918	201,660	201,660
Criminalist Laboratories	300,000	25,000	25,000	25,000	25,000	25,000
<b>TOTAL REVENUE</b>	<b>\$831,858</b>	<b>\$1,698,296</b>	<b>\$1,163,083</b>	<b>\$1,817,724</b>	<b>\$1,788,898</b>	<b>\$1,801,084</b>
Less Available BSI *	\$0	(\$412,434)	\$0	\$0	\$0	(\$412,434)
<b>NET GENERAL FUND COST</b>	<b>\$5,883,593</b>	<b>\$5,137,524</b>	<b>\$4,613,763</b>	<b>\$5,137,526</b>	<b>\$4,535,517</b>	<b>\$5,220,517</b>
BSI Ending Balance *	\$412,434	N/A	\$412,434	N/A	N/A	N/A

\* BSI = Budget Savings Incentives

### Major Expenditures and Revenue in FY 2020-21 Recommended Budget

The majority of the department's expenditures are for staffing and operating costs necessary to achieve the department's mission of providing local law enforcement agencies with scientific analysis and testing. These expenditures are funded primarily by an allocation of Net General Fund Cost (NGFC). Other sources of revenue include \$201,660 in Local Public Safety Funds (Proposition 172), \$449,564 from the state for the elimination of the DNA backlog, an allocation of 2011 realignment funds to mitigate impacts of the State prison realignment under Assembly Bill 109, \$650,000 in driving under the influence testing fees, and other revenue derived from fines and forfeitures.

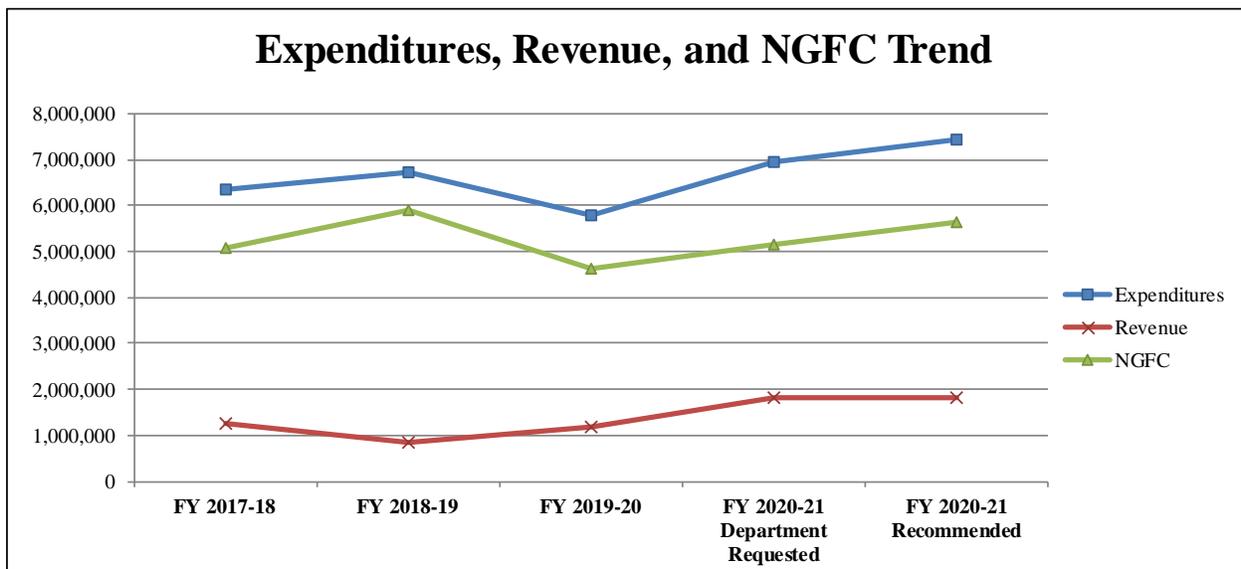
### Budget Changes and Operational Impacts

Salaries and benefits will remain consistent with the prior year actual, but less than the department requested as a recommended NGFC, net of the one-time capital assets added, will require holding vacant positions unfunded. The recommended budget increased by \$685,000 from the preliminary budget to fund two capital assets. The recommended budget includes the addition of a \$520,000 Rapid DNA capital asset requested by the Sheriff’s Office, but best housed within this budget unit to the benefit of the entire County, and a \$165,000 capital asset for the Toxicology division originally requested by the department but excluded from the preliminary recommended budget, now added using one-time General Fund balance.

The recommended budget will allow the department to continue operating at a status quo staffing level. The funding for one information technology position, transferred in March 2020, will be permanently moved to the Information Technology Services Division budget unit. Services and supplies, which is primarily comprised of consumable supplies for laboratory testing and service contracts necessary to properly maintain the high-tech equipment, will increase as the department is budgeting one-time costs associated with validating new laboratory equipment and procedures.

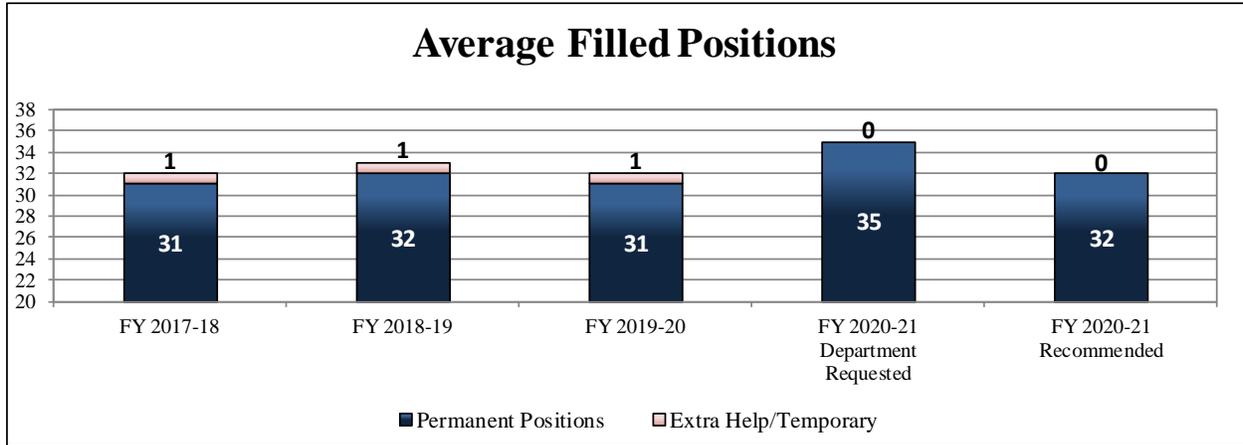
The department has not committed any of the projected budget savings incentive (BSI) credit balance of \$412,434 in the FY 2020-21 budget.

Revenue will increase slightly overall as the department expects additional funding from the state DNA backlog grant, while 2011 Realignment and Local Public Safety (Prop 172) funding sources are anticipated to change only slightly. In FY 2019-20 the department received \$141,796 in Coronavirus Relief (CARES) funds to offset costs incurred as a result of the department’s response to the local emergency.



### Staffing Changes and Operational Impacts

The recommended budget provides the department with funding for 32 of the department’s 35 authorized positions. The department requested to add a Fiscal Support Technician position but it is not included in the recommended budget, resulting in cost avoidance of \$72,000 annually. Additionally, due to the Board approved hiring freeze and the current fiscal situation, one (1) vacant Criminalist position and two (2) Forensic Laboratory Technician positions are recommended to be unfunded, resulting in a savings of \$292,814.



	Actual			Department Requested / Recommended	
	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	
<b>AVERAGE FILLED POSITIONS</b>					
Permanent Positions	31	32	31	35	32
Extra Help/Temporary	1	1	1	0	0
<b>Total Positions</b>	<b>32</b>	<b>33</b>	<b>32</b>	<b>35</b>	<b>32</b>
<b>ACTUAL FULL-TIME EQUIVALENTS</b>					
Permanent Positions (FTE)	31	33	30	N/A	N/A
Extra Help/Temporary (FTE)	1	1	1	N/A	N/A
<b>Total Positions</b>	<b>32</b>	<b>34</b>	<b>31</b>	<b>N/A</b>	<b>N/A</b>
<b>SALARIES &amp; BENEFITS</b>	<b>\$4,419,114</b>	<b>\$4,650,238</b>	<b>\$4,284,564</b>	<b>\$4,827,099</b>	<b>\$4,373,450</b>

### Summary of Authorized Positions

The department has 35 authorized permanent positions, of which 32 are budgeted to be filled during FY 2020-21 as indicated below:

Division	Authorized	Additions	Deletions	Requested		Filled	Vacant	Total
				Total				
Forensic Sciences	35	0	0	35		32	3	35
<b>Total</b>	<b>35</b>	<b>0</b>	<b>0</b>	<b>35</b>		<b>32</b>	<b>3</b>	<b>35</b>

<b>Forensic Sciences</b>	
<b><u>Classification</u></b>	
1	Forensic Sciences Div. Director
1	DNA Tech. Lead Criminalist
3	Supervising Criminalist
18	Criminalist
11	Forensic Lab Technician
1	Administrative Coordinator
35	<b>Requested Total</b>

Public Protection

**Fiscal Year 2020-21 Goals, Objectives, and Performance Measures**

**Goal 1: Provide exceptional crime prevention and law enforcement services and an effective system of justice.**

<i>Objective 1: Reduce crime and improve law enforcement services</i>					
Measurement	2017-18 Actual	2018-19 Actual	2019-20 Adopted	2019-20 Actual	2020-21 Goal
Turn-around time for solid dosage drug cases in days	56	60	6	58	6
Number of toxicology cases/exams outsourced	135	77	0	55	0
Number of DNA examinations performed per analyst	615	828	550^	490	550^
The average number of days between the submission of a DNA request and the delivery of a report of examination	75	72	60	88	60
The number of backlogged DNA cases+ (requests >60 days without a report)	129	26	0	364	0
The average number of days between the submission of a request for toxicological service* and the delivery of a report of examination	17	19	20	13	20
The number of backlogged toxicological cases+* (requests >40 days without a report)	377	616	0	65	0
<p>These measurements show the overall effectiveness and productivity of key areas of the Kern Regional Crime Laboratory in working to provide an effective and efficient system of justice while improving services to law enforcement agencies.</p> <p>*Toxicology services include alcohol and blood/urine drug screens;                      +Backlogged cases include those that take longer than expected TAT to complete;                      ^ Goal of 12 DNA exams/analyst/month.</p>					

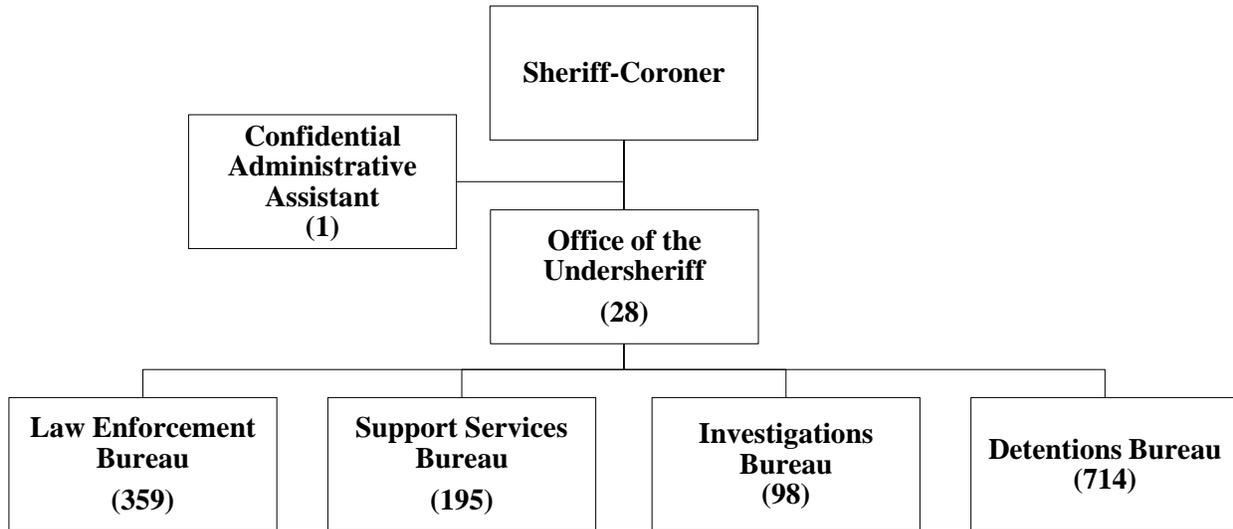
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**Mission Statement**

*The Kern County Sheriff's Office is committed to work in partnership with our community to enhance the safety, security and quality of life for the residents and visitors of Kern County through professional public safety services.*

**Organizational Chart**



**Public Protection**

**Fiscal Year 2018-19 and 2019-20 Accomplishments**

- The Sheriff’s Office secured 86,359 hours of volunteer services during 2018 and 86,338 hours during 2019 valued at \$2.4 million based on the state volunteer rate.
- The Sheriff’s Parole and Electronic Monitoring programs saved \$6.9 million versus incarceration in FY 2018-19 and \$5.7 million versus incarceration in FY 2019-20.
- Trained 51 staff in crisis intervention during FY 2018-19.
- Over 7,300 pounds of illegal narcotics, \$236,000 in currency, 35 firearms, and 11,000 illegal marijuana plants were seized during FY 2019-20.
- The Sheriff’s Office obtained federal excess property valued in excess of \$700,000 in FY 2018-19.
- Patrol Deputies conducted 16 illegal casino investigations during FY 2019-20, resulting in the seizure of \$24,647.
- In-custody educational, vocational, and rehabilitative programs at Lerdo facilities had approximately 2,470 participants in FY 2018-19 and 3,179 participants in FY 2019-20.
- In FY 2019-20 the Coroner’s Section was able to use genealogy DNA technology to identify a 1980 Jane Doe case.

## Sheriff-Coroner

Department Head: Donny Youngblood, Elected

Fund: General

Budget Unit: 2210

Function: Public Protection

Activity: Police Protection

### Public Protection

### Description of Major Services

The Sheriff is elected to serve as the Sheriff-Coroner-Public Administrator with each role having distinct authorities and functions. The Sheriff is the County's chief law enforcement officer. In addition to providing police services to the unincorporated portions of the County, the Sheriff has the responsibility for the jail system, providing bailiff and prisoner transportation service to the courts, search and rescue, coroner services, and civil process (serving lawsuit papers). In addition, the department maintains active involvement in the community by participating in functions and committees that serve those within the County.

The Coroner is mandated by law to investigate and determine the cause and manner of death for people who pass away in the County pursuant to California Government Code Section 27491 and Health and Safety Code Section 102850, including all violent, sudden or unusual deaths.

The Public Administrator protects and administers the estates of people who pass away without a Will, "intestate", or when no one with a higher priority to act is willing or able to act as administrator. The Superior Court may also appoint the Public Administrator when an estate is contested or assets may be at risk. The Public Administrator serves in a fiduciary capacity and must diligently safeguard the decedent's property from waste, loss, or theft.

**Summary of Expenditures and Revenue**

	FY 2018-19	FY 2019-20		FY 2020-21		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
<b>APPROPRIATIONS:</b>						
Salaries and Benefits	\$183,361,143	\$190,647,784	\$188,756,348	\$193,873,129	\$190,642,685	\$192,049,876
Services and Supplies	37,262,058	41,410,590	38,131,264	42,215,480	44,046,131	44,876,580
Other Charges	3,550,236	3,344,769	3,043,896	3,263,971	3,263,971	3,263,971
Capital Assets	493,132	3,751,560	883,329	559,000	878,000	2,224,060
Other Financing Uses	0	200,000	0	0	0	200,000
<b>TOTAL EXPENDITURES</b>	<b>\$224,666,569</b>	<b>\$239,354,703</b>	<b>\$230,814,837</b>	<b>\$239,911,580</b>	<b>\$238,830,787</b>	<b>\$242,614,487</b>
Expend. Reimb.	(\$4,875)	\$0	(\$276)	\$0	\$0	\$0
<b>TOTAL NET EXPENDITURES</b>	<b>\$224,661,694</b>	<b>\$239,354,703</b>	<b>\$230,814,561</b>	<b>\$239,911,580</b>	<b>\$238,830,787</b>	<b>\$242,614,487</b>
<b>REVENUE:</b>						
Licenses and Permits	\$650,999	\$579,100	\$708,156	\$631,100	\$631,100	\$631,100
Fines and Forfeitures	6,537	5,700	2,824	4,700	4,700	4,700
Intergovernmental	1,452,675	1,134,479	1,561,618	1,377,095	1,377,095	1,377,095
Charges for Services	21,555,709	21,393,881	21,329,816	21,420,521	21,420,521	21,370,694
Miscellaneous	339,680	1,007,200	279,611	1,110,700	1,110,700	1,110,700
Non-Revenue Receipts	45	0	0	0	0	0
Other Financing Sources:						
CARES Act	0	0	1,202,901	0	0	0
2011 Realignment	30,996,705	30,321,330	28,627,762	31,451,638	27,426,946	29,071,058
Real Estate Fraud	360,816	386,557	0	360,816	360,816	360,816
Off Hwy MV Lic.	32,000	0	0	0	0	0
DNA Identification	125,000	125,000	125,000	125,000	125,000	125,000
Local Public Safety	46,051,609	45,130,577	41,433,008	45,130,577	44,850,605	44,850,605
Sheriff Facility Training Fund	165,151	186,270	186,270	186,270	186,270	186,270
Automated Fingerprint Fund	0	628,141	0	400,000	400,000	400,000
Sheriff's Cal-ID	1,844,048	2,289,202	1,375,888	2,391,000	2,391,000	2,391,000
Sheriff's Training	100,000	125,000	72,423	139,106	139,106	139,106
Sheriff Work Release	400,000	450,000	450,000	450,000	450,000	450,000
Sheriff's Civil Automated	14,664	185,728	142,891	461,720	461,720	461,720
Sheriff's Firearms	39,390	19,184	2,585	9,500	9,500	9,500
Sheriff Judgement Debtors Fee	179,054	392,942	392,942	192,942	192,942	192,942
Sheriff's Community Resources	2,500	0	0	0	0	0
Sheriff's Volunteer Services	6,031	90,000	15,091	15,000	15,000	15,000
Sheriff Controlled Substance	45,120	283,000	446,805	265,000	265,000	265,000
Sheriff's State Forfeiture	0	12,000	0	12,000	12,000	12,000
HIDTA State Asset Forfeiture	0	32,500	32,200	0	0	0
Sheriff's Drug Abuse Gang Divr.	0	0	50,000	0	0	0
Inmate Welfare Fund	3,045,389	4,106,400	2,659,732	3,608,863	3,608,863	3,490,489
KNET Forfeiture	0	0	0	0	0	0
Rural Crimes Impact Fee	575,418	807,764	613,342	807,764	807,764	1,587,824
Cal-MMET State Asset Forfeiture	14,820	335,000	365,461	0	0	25,000
Community Development Prg.	563,943	627,647	549,275	621,333	640,000	640,000
Civil Subpoena	9,000	15,000	0	15,000	15,000	15,000
<b>TOTAL REVENUE</b>	<b>\$108,576,303</b>	<b>\$110,669,602</b>	<b>\$102,625,601</b>	<b>\$111,187,645</b>	<b>\$106,901,648</b>	<b>\$109,182,619</b>
Less Available BSI *	\$0	(\$200,000)	\$0	\$0	\$0	(\$200,000)
<b>NET GENERAL FUND COST</b>	<b>\$116,085,391</b>	<b>\$128,485,101</b>	<b>\$128,188,960</b>	<b>\$128,723,935</b>	<b>\$131,929,139</b>	<b>\$133,231,868</b>
BSI Ending Balance *	\$0	N/A	\$200,000	N/A	N/A	N/A

\* BSI = Budget Savings Incentives

Public Protection

## Major Expenditures and Revenue in FY 2020-21 Recommended Budget

The majority of the department's expenditures are for staffing and operating costs necessary to provide patrol operations for the County's unincorporated areas and operate the County's adult detention facilities. The budget also includes costs related to the following: Coroner, public administrator, civil unit, court services, specialized investigations, communication and administrative functions. These expenditures are funded primarily by an allocation of Net General Fund Cost (NGFC). Other sources of revenue include \$44.8 million in Local Public Safety Funds (Proposition 172) and an allocation of 2011 Realignment of \$29 million to mitigate the impacts of the State prison realignment under Assembly Bill 109 (AB 109). The department charges for services for providing housing and transportation for federal prisoners and law enforcement services to the City of Wasco.

### Public Protection

### Budget Changes and Operational Impacts

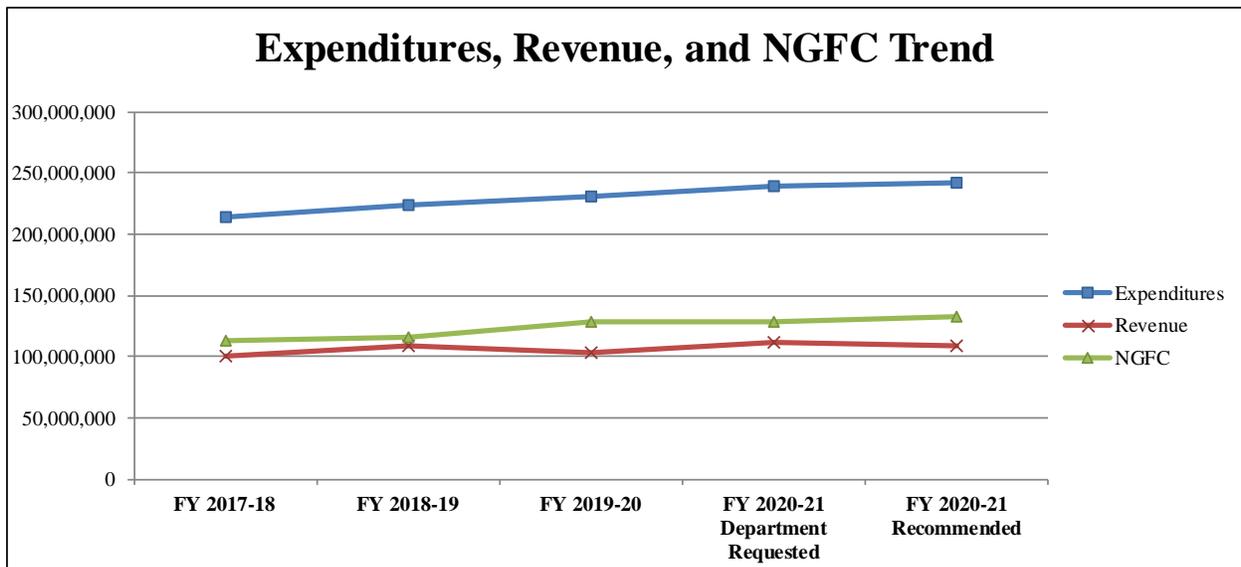
The recommended budget seeks to maintain status quo operations while promoting that the applicable mandates associated with ensuring the public's safety are achieved. An NGFC compliant budget was submitted by the department, which included \$4,733,000 to cover pension increases for safety members. The department also submitted sixteen (16) supplemental budget requests totaling \$7,569,463. Four of the supplemental requests totaling \$3,205,204 were included in the preliminary budget - \$98,019 for Coroner transport cost increases associated with the volume of mandated transportation; \$230,000 for telecommunications costs required to ensure patrol Deputies maintain internet connectivity to their mobile data computers; \$2,167,185 for Workers' Compensation and General Liability Insurance increases as a result of increased estimated liabilities; and \$710,000 to replace the in-flight mapping system in five of the departments' aircraft. The recommended budget includes two additional supplemental requests related to Fleet GPS at a cost of \$182,225 and the addition of four Sheriff's Sergeant positions to enhance the supervision of frontline Deputies in outlying areas at a cost of \$820,504. The total cost for all six supplemental additions to the Sheriff's budget total \$4,207,933. Two additional supplemental requests addressed in this budget, but not directly included in the Sheriff's operating budget include \$992,000 in the County's debt service budget unit 8120 to facilitate the purchase of 65 new patrol vehicles and \$520,000 to purchase a rapid DNA machine requested by the Sheriff's Office but later determined to be better situated at the District Attorney's Crime Lab, therefore funds for this purchase have been included in budget unit 2200.

Similar to the past four years, \$1.325 million in Appropriations for Contingencies associated with recruiting, staffing, and equipping a deputy trainee program is again recommended for consideration in budget unit 1970. The trainee program funding is intended to assist the department in training as many as 32 Deputy Sheriffs to assist with maintaining staffing. Once trained these personnel represent an ongoing staffing cost that will be included in future budgets. This year, the contingency funds will allow for the hiring of Sheriff's Deputy Cadets, an extra-help position created during FY 2019-20, which enables the department to hire and background more potential recruits than they have permanent positions, a critical need given the attrition rate in the academies.

Expenditures related to salaries and benefits will increase as pension costs continue to increase and the department focuses on maintaining staffing in sworn positions. Some services and supplies increases are offset by other financing sources for specific purchases.

FY 2020-21 will be the third full year of the department’s admission, evaluation, and stabilization (AES) unit within the Lerdo Pre-trial facility which is operated under contract and in cooperation with the state department of hospitals to more rapidly tend to those found incompetent to stand trial, in lieu of long-term state hospital stays, where clinically appropriate. This program is entirely offset by revenue.

The nation’s fiscal outlook has been impacted by the Novel Coronavirus. The state and local sales taxes that help fund vital safety, health and human services programs for the County’s most vulnerable individuals declined at the end of last fiscal year as economic activity slowed during the State’s stay-at-home order. Proposition 172 revenue, a function of sales tax, is expected to increase from FY 2019-20 actual by \$3.4 million due to a revenue deferral from the prior year to the current year, but this still represents a decrease from last year’s budgeted amount of nearly \$280,000. AB109 is also dependent on economic activity and has been impacted by decreased economic activity, it is anticipated to be \$443,000 higher than FY 2019-20 actual due to the backfill of revenue from the state but still \$1.25 million less than last year’s budgeted amount.



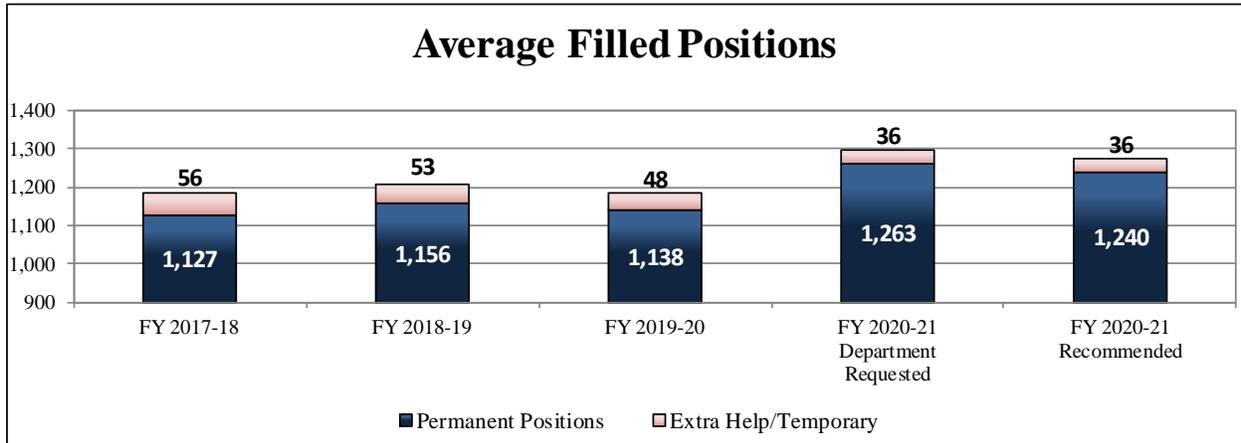
### Staffing Changes and Operational Impacts

The department currently has 1,392 authorized positions. The department’s submitted budget included the addition of four positions and deletion of two positions, these position changes are not included in the recommended budget. However, the department’s supplemental request to add four (4) Sheriff’s Sergeant positions has been included, increasing the department’s total authorized positions to 1,396.

The recommended funding level will require the department to hold 156 currently vacant positions unfunded during FY 2020-21, which includes one (1) Dispatcher position; one (1) Automotive

Mechanic position; one (1) Fiscal Support Specialist position; one (1) Administrative Coordinator position; eight (8) Sheriff’s Support Technician positions; forty-seven (47) Deputy Sheriff positions; twenty-six (26) Senior Deputy Sheriff positions; eight (8) Sheriff’s Sergeant positions; two (2) Sheriff’s Commander positions; fifty (50) Detentions Deputy positions; nine (9) Detentions Senior Deputy positions; and two (2) Detentions Lieutenant positions.

Public Protection



	Actual			Department Requested Recommended	
	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	
<b>AVERAGE FILLED POSITIONS</b>					
Permanent Positions	1,127	1,156	1,138	1,263	1,240
Extra Help/Temporary	56	53	48	36	36
<b>Total Positions</b>	<b>1,183</b>	<b>1,209</b>	<b>1,186</b>	<b>1,299</b>	<b>1,276</b>
<b>ACTUAL FULL-TIME EQUIVALENTS</b>					
Permanent Positions (FTE)	1,361	1,410	1,397	N/A	N/A
Extra Help/Temporary (FTE)	43	39	37	N/A	N/A
<b>Total Positions</b>	<b>1,404</b>	<b>1,449</b>	<b>1,434</b>	<b>N/A</b>	<b>N/A</b>
<b>SALARIES &amp; BENEFITS</b>	<b>\$177,251,072</b>	<b>\$183,361,143</b>	<b>\$188,756,348</b>	<b>\$193,873,129</b>	<b>\$192,049,876</b>

**Summary of Authorized Positions**

The department currently has 1,392 authorized permanent positions. Through the addition of four position the recommended budget includes 1,396 positions, of which 1,240 are anticipated to be filled during the fiscal year as indicated below.

Division	Authorized	Additions	Deletions	Requested	Filled	Vacant	Total
				Total			
Office of the Sheriff	2	0	0	2	2	0	2
Office of the Undersheriff	28	0	0	28	25	3	28
Support Services	195	0	0	195	148	47	195
Investigations	97	0	0	97	80	17	97
Law Enforcement	355	4	0	359	339	20	359
Detentions	715	0	0	715	646	69	715
<b>Total</b>	<b>1,392</b>	<b>4</b>	<b>0</b>	<b>1,396</b>	<b>1,240</b>	<b>156</b>	<b>1,396</b>

<b>Office of the Sheriff</b>	<b>Office of the Undersheriff</b>	<b>Support Services</b>
<b><u>Classification</u></b>	<b><u>Classification</u></b>	<b><u>Classification</u></b>
1 Sheriff-Coroner	1 Undersheriff	1 Sheriff's Chief Deputy
1 Conf. Administrative Asst.	1 Sheriff's Senior Support Spec.	3 Sheriff's Senior Support Spec.
<b>2 Requested Total</b>	1 Public Information Officer	2 Sheriff's Commander
	1 Sr. Administrative Services Officer	2 Sheriff's Lieutenant
	4 Administrative Coordinator	4 Office Services Assistant
	2 Accountant	9 Sheriff's Sergeant
	3 Fiscal Support Supervisor	17 Sheriff's Senior Deputy
	5 Fiscal Support Specialist	5 Sheriff's Support Specialist
	2 Fiscal Support Technician	39 Sheriff's Deputy
	1 Sheriff's Lieutenant	1 Sheriff's Records Administrator
	1 Sheriff's Sergeant	4 Administrative Coordinator
	2 Sheriff's Senior Deputy	6 Identification Technician
	1 Sheriff's Deputy	28 Sheriff's Support Technician
	1 Detentions Sergeant	1 Technology Services Manager
	1 Detentions Senior Deputy	1 Network Systems Administrator
	1 Sheriff's Support Technician	5 Technology Support Engineer
	<b>28 Requested Total</b>	5 Systems Analyst/Programmer
		4 Technology Support Specialist
		1 Technology Services Supv.
		1 Accountant
		2 Fiscal Support Technician
		1 Fiscal Support Specialist
		1 Supv. Legal Process Tech
		6 Legal Process Technician
		1 Sr. Legal Process Tech
		3 Automotive Mechanic
		1 Coroner Division Chief
		1 Fleet Manager
		1 Sheriff's Coroner Manager
		2 Supervising Deputy Coroner
		9 Deputy Coroner
		2 Coroner's Autopsy Assistant
		1 Medical Transcriptionist
		1 Sheriff's Public Admin. Mgr.
		1 Supv. Deputy Public Admin.
		3 Deputy Public Administrator
		9 Sheriff's Aide
		2 Property Control Officer
		1 Human Resources Manager
		1 Civil Lit. & Risk Mgmt. Coord.
		2 Sr. Human Resources Specialist
		3 Human Resources Specialist
		1 Detentions Sergeant
		1 Detentions Senior Deputy
		<b>195 Requested Total</b>

Public Protection

Investigations Bureau	Law Enforcement	Detentions
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 Sheriff's Chief Deputy	1 Sheriff's Chief Deputy	1 Sheriff's Chief Deputy
1 Sheriff's Senior Support Spec.	3 Sheriff's Commander	2 Sheriff's Commander
2 Sheriff's Commander	9 Sheriff's Lieutenant	2 Sheriff's Lieutenant
3 Sheriff's Lieutenant	23 Sheriff's Sergeant	10 Sheriff's Sergeant
15 Sheriff's Sergeant	27 Sheriff's Senior Deputy	10 Sheriff's Senior Deputy
39 Sheriff's Senior Deputy	206 Sheriff's Deputy	164 Sheriff's Deputy
11 Sheriff's Deputy	4 Detentions Deputy	83 Sheriff's Aide
2 Sheriff's Aide	1 Detentions Senior Deputy	285 Detentions Deputy
2 Administrative Coordinator	1 Sheriff's Comms Center Manager	8 Detentions Lieutenant
1 Sheriff's Support Specialist	34 Sheriff's Dispatcher	31 Detentions Senior Deputy
7 Evidence Technician	6 Sheriff's Dispatch Supervisor	23 Detentions Sergeant
1 Computer Forensic Specialist	7 Sheriff's Senior Dispatcher	6 Light Vehicle Driver
2 Latent Print Examiner	1 Aircraft Maintenance Supv.	2 Maintenance - A/C Mechanic
10 Sheriff's Support Technician	2 Aircraft Mechanic	1 Maintenance Carpenter
97 <b>Requested Total</b>	1 Aircraft Pilot	1 Maintenance Electrician
	6 Sheriff's Report Technician	2 Maintenance Plumber
	1 Sheriff's Senior Support Spec.	6 Maintenance Worker
	1 Sheriff's Supv. Report Tech.	8 Sheriff's Program Specialist
	1 Sheriff's Support Specialist	3 Sheriff's Program Technician
	18 Sheriff's Support Technician	2 Sheriff's Senior Support Spec.
	1 Crime Prevention Coordinator	8 Sheriff's Support Specialist
	1 Crime Prevention Specialist	53 Sheriff's Support Technician
	355 <b>Current Total</b>	1 Structural Maint. Superintendent
		1 Maintenance Supervisor
	<u>Additions/Deletions</u>	1 Groundskeeper
	4 Sheriff's Sergeant	1 Warehouse Supervisor
	359 <b>Requested Total</b>	715 <b>Requested Total</b>

### Fiscal Year 2020-21 Goals, Objectives, and Performance Measures

<b>Goal 1: Provide professional public safety services through community partnerships</b>					
<i>Objective 1: Provide service level to meet safety and security needs of the community</i>					
Measurement	2017-18 Actual	2018-19 Actual	2019-20 Adopted	2019-20 Actual	2020-21 Goal
Average response time to priority 1 emergency calls	14 min 22 seconds	13 min 49 seconds	13 min 49 seconds	9 min 32 seconds	9 min 32 seconds
Percentage of violent crimes investigations cleared	54%	62%	62%	61%	65%
Percentage of stolen property recovered from rural crimes	38%	15%	33%	20%	35%
It is the Sheriff's Office goal to improve the quality of life and ensure safety for the citizens of Kern, by ensuring that offenders are arrested and held accountable for crimes committed. Average response times can vary widely due to location and nature of calls received and staff available.					

*Objective 2: Reduce incarceration and recidivism through community outreach and evidence-based programs*

Measurement	2017-18 Actual	2018-19 Actual	2019-20 Adopted	2019-20 Actual	2020-21 Goal
Percentage of inmates passing the GED test	32%	100%	60%	0%	15%
Increase the number of community contacts through community policing programs	200	165	170	108	100
Increase youth crime prevention and education activities	109	121	130	52	50
Percentage of inmates completing vocational programs	76%	29%	35%	19%	25%
Percentage of inmates completing education based drug/cognitive behavior therapy	30%	20%	25%	28%	15%
Percentage of inmates completing evidenced based drug/cognitive behavior therapy	78%	46%	50%	33%	35%

The Sheriff’s Office will continue to build relationships and safer communities by providing information and addressing concerns, while making contacts and connections with neighborhood residents, community groups and businesses. The Sheriff’s Office will continue to work with local schools to provide lectures on various crime prevention topics and distribute crime prevention material. Working with youth and preventing juvenile victimization, crime and delinquency is a priority for the Sheriff’s Office.

The Sheriff’s Office goal is to reduce recidivism by providing rehabilitation services for inmates while in custody by delivering evidence-based programs focusing on cognitive behavioral therapy which address the criminogenic needs of the in-custody population. In addition, the partnerships that have been and continues to be created with local community providers help to remove the barriers to a successful reintegration into society. AB 109 Realignment continues to impact both the community and facilities. As the criminal justice population fluctuates, so does program participation in-custody. There has been a decrease in the average daily population which is reflected in the actual and future goals. Additionally, the COVID-19 pandemic has halted all programming since mid-March 2020.

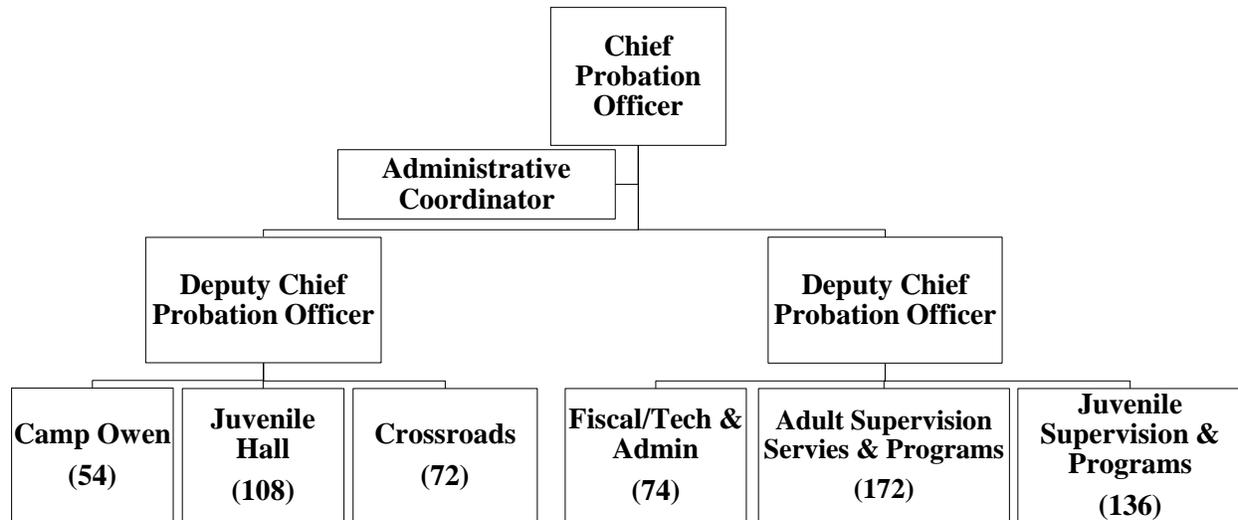
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**Mission Statement**

*To reduce the incidence and impact of criminal behavior of juveniles and adults.*

**Organizational Chart**



Public Protection

**Fiscal Year 2018-19 and 2019-20 Accomplishments**

- During FY 2018-19 and FY 2019-20 Crossroads had 246 graduates and 35 graduates from Redwood High School. 201 youth received vocational certification in either Forklift, CPR, First Aid, Construction Techniques, Occupational Health and Safety, or ServSafe.
- In FY 2018-19 Camp Erwin Owens had 13 youth graduate high school, three receive an automotive service excellence certification, and 12 received a ServSafe certification. In FY 2019-20 through March 2020, four youth graduated high school, three received an automotive service excellence certification, and eight received a ServSafe certification.
- Adult Investigations completed 2,670 full pre-sentence investigations reports for the court and 1,964 short report pre-sentence investigations during FY 2018-19. During FY 2019-20 through March 2020, the unit completed 1,577 full pre-sentence investigation reports for the court and 1,134 short report pre-sentence investigations while currently supervising 7,215 Probationers.
- In January 2020, the department held a Juvenile Hall library grand opening. The library was remodeled by staff, including murals by a Juvenile Hall artist, and over 3,000 books in inventory by coordinating with local Eagle Scouts for a book drive.
- In FY 2019-20 a Re-entry, Americans with Disabilities Act, and Programming units (RAP) were established at Juvenile Facilities to improve services to youth. The RAP units work to provide necessary accommodations during a youth’s program, create a smooth transition back to the community, and provide crisis intervention and additional evidence-based programming during a youth’s commitment.

## Probation

Department Head: TR Merickel

Fund: General

Budget Unit: 2340

Function: Public Protection

Activity: Detention and Correction

### Description of Major Services

The Probation Department is responsible for adult and juvenile supervision, investigation reports for the courts, and case management services. The department is also responsible for operating the County's three juvenile detention facilities. With the impacts of the State prison realignment under Assembly Bill 109 (AB 109), the department has opened a day reporting center to provide services to the adult offender population by offering services from a wide variety of governmental agencies and community based agencies. All efforts are aimed at minimizing recidivism and moving offenders into a role of self-sufficient, productive citizens.

#### Summary of Expenditures and Revenue

	FY 2018-19	FY 2019-20		FY 2020-21		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
<b>APPROPRIATIONS:</b>						
Salaries and Benefits	\$72,868,062	\$77,627,169	\$75,449,999	\$79,422,309	\$77,686,682	\$78,620,707
Services and Supplies	10,190,084	9,690,187	9,332,473	10,385,734	9,116,316	9,585,677
Other Charges	1,501,582	1,842,475	1,524,177	1,750,655	1,750,655	1,750,655
Capital Assets	221,008	341,698	72,416	422,348	422,348	559,521
Other Financing Uses	0	2,086,590	0	0	0	2,016,590
<b>TOTAL EXPENDITURES</b>	<b>\$84,780,736</b>	<b>\$91,588,119</b>	<b>\$86,379,065</b>	<b>\$91,981,046</b>	<b>\$88,976,001</b>	<b>\$92,533,150</b>
Expend. Reimb.	(\$656)	(\$1,500)	(\$373)	(\$1,500)	(\$1,500)	(\$1,500)
<b>TOTAL NET EXPENDITURES</b>	<b>\$84,780,080</b>	<b>\$91,586,619</b>	<b>\$86,378,692</b>	<b>\$91,979,546</b>	<b>\$88,974,501</b>	<b>\$92,531,650</b>
<b>REVENUE:</b>						
Fines and Forfeitures	\$3,320	\$2,550	\$2,929	\$2,300	\$2,300	\$2,300
Use of Money/Property	4,586	4,227	10,307	8,906	8,906	8,906
Intergovernmental	8,406,385	8,194,512	7,826,921	7,228,843	7,465,608	7,671,701
Charges for Services	3,936,164	3,194,958	3,697,803	3,484,190	3,584,190	3,584,190
Miscellaneous	51,525	20,200	22,218	20,200	20,200	20,200
Other Financing Sources:						
CARES Act	0	0	6,015,062	0	0	30,000
2011 Realignment	29,679,673	30,700,999	29,631,672	31,969,243	29,306,164	30,339,672
Probation DJJ Realignment Fund	3,869,004	4,107,175	4,072,891	4,311,154	3,710,190	3,981,148
Probation Training Fund	181,000	205,800	205,800	205,800	205,800	205,800
Local Public Safety	12,791,689	12,535,854	11,508,785	12,535,854	12,458,086	12,458,086
Domestic Violence Program	150,000	130,000	130,000	130,000	130,000	130,000
DNA Identification	125,000	129,000	129,000	129,000	129,000	129,000
Juvenile Inmate Welfare	50,000	50,000	31,682	50,000	50,000	50,000
Probation Asset Forfeiture	10,000	10,000	0	10,000	10,000	10,000
<b>TOTAL REVENUE</b>	<b>\$59,258,346</b>	<b>\$59,285,275</b>	<b>\$63,285,070</b>	<b>\$60,085,490</b>	<b>\$57,080,444</b>	<b>\$58,621,003</b>
Less Available BSI *	\$0	(\$2,086,590)	\$0	\$0	\$0	(\$2,016,590)
<b>NET GENERAL FUND COST</b>	<b>\$25,521,734</b>	<b>\$30,214,754</b>	<b>\$23,093,622</b>	<b>\$31,894,056</b>	<b>\$31,894,057</b>	<b>\$31,894,057</b>
BSI Ending Balance *	\$2,086,590	N/A	\$2,016,590	N/A	N/A	N/A

\* BSI = Budget Savings Incentives

## Major Expenditures and Revenue in FY 2020-21 Recommended Budget

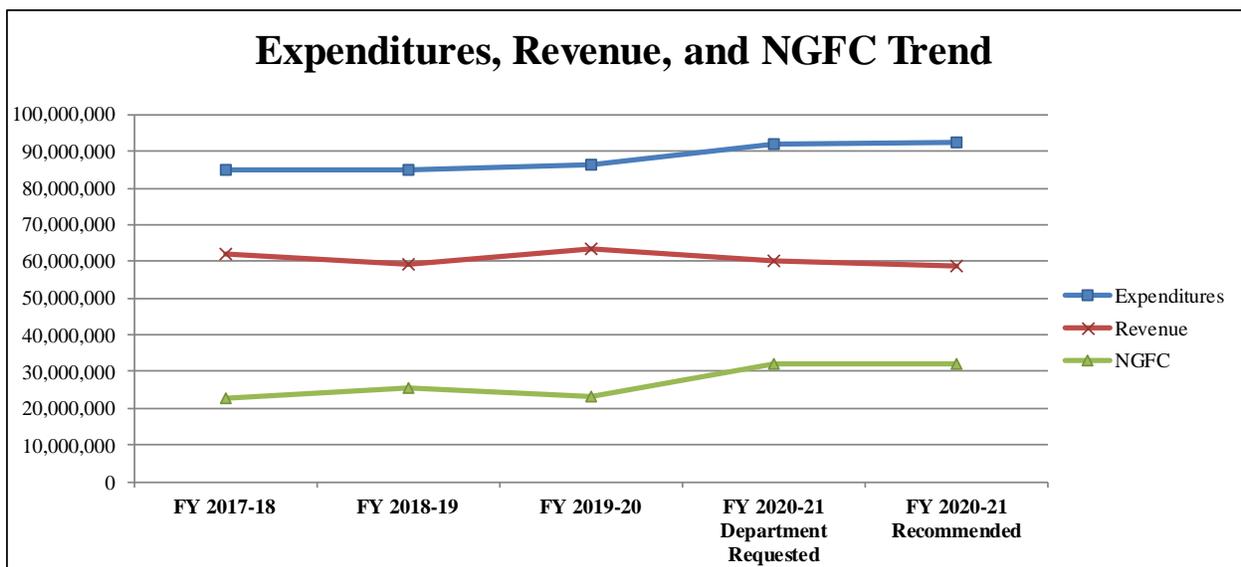
The majority of the department’s expenditures are for staffing and facility costs related to the supervision of adult offenders and legally detained minors. A significant portion of these expenditures are funded by an allocation of Net General Fund Cost (NGFC). The department receives \$9.95 million through State and federal funding which offsets a portion of its expenditures. Other financing sources account for the largest portion of revenue which includes \$12.45 million of Local Public Safety Funds (Proposition 172), approximately \$30.3 million in 2011 realignment to mitigate the impacts of the State prison realignment under AB 109 and juvenile justice legislation, in addition to \$3.98 million in juvenile realignment funds.

### Budget Changes and Operational Impacts

Salaries and benefits will increase as a result of retirement costs increase for safety members and as the department is seeking to fill funded but historically vacant positions. Retirement cost increases are recommended to be offset by additional NGFC, which ensures critical public services are maintained. Services and supplies will increase slightly from the prior year as the department continues its focus on enhancing facilities to best deliver services. Other charges, those from other departments, for mental health and social work services will increase for service enhancements.

Overall revenue is expected to decrease by \$4.6 million from FY 2019-20, while most other sources will increase slightly, the department received \$6 million in one-time Federal Coronavirus Relief (CARES) funds to reimburse the department for costs associated with their response to the public health emergency. 2011 realignment revenue, while anticipated to increase over FY 2019-20 actual, is less than originally budgeted for last year, which has necessitated the unfunding of some vacant positions associated with this funding source as well as a reduction in the capacity of the department’s contracted Day Reporting Center from 200 participants to 50.

The department has over \$2 million in Budget Savings Incentive (BSI) credits, and has budgeted to use \$500,000 during FY 2020-21, of which \$352,812 is anticipated to be used for ongoing operations.



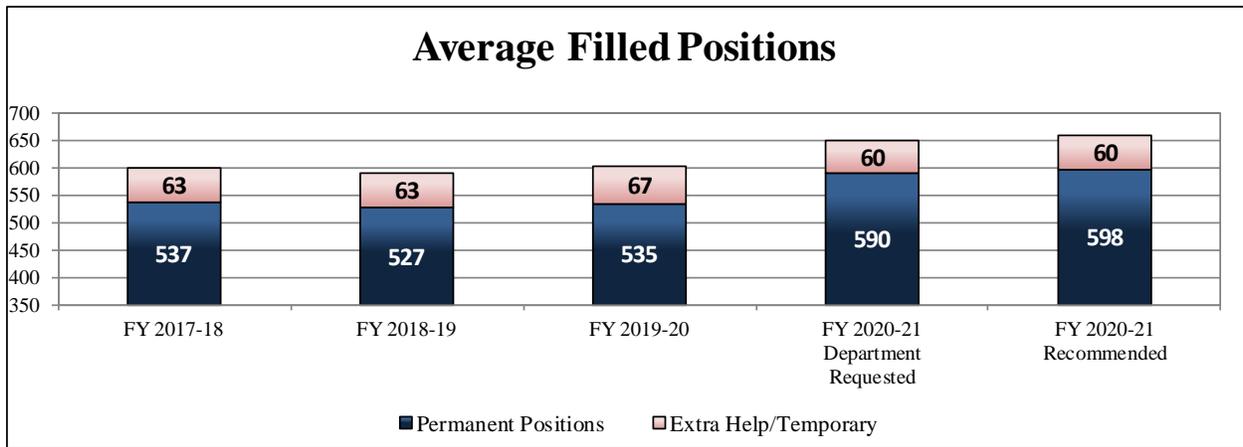
### Staffing Changes and Operational Impacts

The recommended budget includes 620 positions through the addition of two positions and deletion of two positions, resulting in no net impact to the number of total authorized positions.

Public Protection

During FY 2019-20 eight safety positions were added and seven additional positions were funded as a result of a settlement negotiation, which necessitated enhanced staffing for improved programming in juvenile facilities, additional staff training, and facility and technological improvements. No additional General Fund resources were provided to the department for the positions due to historically low staffing levels relative to funded positions, although a General Fund commitment could be required in future years. The department made some progress in FY 2019-20 in filling positions and has requested additional NGFC consideration through a supplemental budget request in the amount of \$1,497,563. The County remains committed to this service expansion and has placed this requested amount in appropriations for contingencies for the department’s use if necessary this year.

The recommended funding level will require the department to hold 22 currently vacant position unfunded during FY 2020-21. This recommended funded staffing level exceeds the average filled positions in any of the past three years.



	Actual			Department	
	FY 2017-18	FY 2018-19	FY 2019-20	Requested	Recommended
<b>AVERAGE FILLED POSITIONS</b>					
Permanent Positions	537	527	535	590	598
Extra Help/Temporary	63	63	67	60	60
<b>Total Positions</b>	<b>600</b>	<b>590</b>	<b>602</b>	<b>650</b>	<b>658</b>
<b>ACTUAL FULL-TIME EQUIVALENTS</b>					
Permanent Positions (FTE)	550	541	560	N/A	N/A
Extra Help/Temporary (FTE)	86	87	81	N/A	N/A
<b>Total Positions</b>	<b>636</b>	<b>628</b>	<b>641</b>	<b>N/A</b>	<b>N/A</b>
<b>SALARIES &amp; BENEFITS</b>	<b>\$73,480,322</b>	<b>\$72,868,062</b>	<b>\$75,449,999</b>	<b>\$79,422,309</b>	<b>\$78,620,707</b>

### Summary of Authorized Positions

The department currently has 620 authorized positions, of which 598 are anticipated to be filled during the fiscal year as indicated below. The recommended budget includes the addition of two (2) Deputy Probation Officer I/II positions and deletion of two (2) Deputy Probation Officer I/II – Part Time positions.

Division	Authorized	Additions	Deletions	Requested	Filled	Vacant	Total
				Total			
Executive	4	0	0	4	4	0	4
Administrative Services	47	0	0	47	43	4	47
Fiscal, Research, & Tech	27	0	0	27	24	3	27
Adult - Felony Probation	93	0	0	93	89	4	93
Adult - AB 109	79	0	0	79	79	0	79
Juvenile Services	58	1	(1)	58	58	0	58
Juvenile Programs	78	1	(1)	78	71	7	78
Juvenile Hall	108	0	0	108	107	1	108
Crossroads	72	0	0	72	69	3	72
Camp Erwin Owen	54	0	0	54	54	0	54
<b>Total</b>	<b>620</b>	<b>2</b>	<b>(2)</b>	<b>620</b>	<b>598</b>	<b>22</b>	<b>620</b>

Public Protection

<b>Executive</b>	<b>Administrative</b>	<b>Fiscal, Research, and Planning</b>
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 Chief Probation Officer	1 Probation Division Director	1 Division Director-FR&P
2 Deputy Chief Probation Officer	1 Assistant Probation Div. Dir.	2 Accountant I/II/III
1 Administrative Coordinator	4 Probation Supervisor	1 Supervising Dept. Analyst
4 <b>Requested Total</b>	7 Deputy Probation Officer III	5 Departmental Analyst
	4 Deputy Probation Officer I/II	3 Fiscal Support Supervisor
	2 Juvenile Correction Officer III	2 Fiscal Support Specialist
	4 Juvenile Correction Officer I/II	9 Fiscal Support Technician
	1 Sr. Human Resources Specialist	1 Office Services Specialist
	3 Human Resources Specialist I/II	3 Office Services Technician
	1 Technology Services Manager	27 <b>Requested Total</b>
	1 Technology Services Supv.	
	1 LAN Systems Administrator	
	1 Sr. Systems Analyst	
	2 Systems Analyst/Programmer I/II	
	2 Tech Support Eng. I/II	
	4 Tech Support Spec. I/II/III	
	1 Database Analyst	
	6 Office Services Technician	
	1 Probation Volunteer Svcs. Coord.	
	47 <b>Requested Total</b>	
<b>Adult Division - Felony Probation</b>	<b>Adult Division - AB 109</b>	<b>Juvenile Services</b>
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 Probation Division Director	1 Probation Division Director	1 Probation Division Director
6 Probation Supervisor	5 Probation Supervisor	4 Probation Supervisor
13 Deputy Probation Officer III	9 Deputy Probation Officer III	9 Deputy Probation Officer III
52 Deputy Probation Officer I/II	49 Deputy Probation Officer I/II	25 Deputy Probation Officer I/II
1 Sr. Office Services Specialist	10 Probation Program Spec.	1 Deputy Probation Officer I/II - PT
3 Office Services Specialist	1 Office Services Specialist	1 Sr. Office Services Specialist
17 Office Services Technician	4 Office Services Technician	2 Office Services Specialist
93 <b>Requested Total</b>	79 <b>Requested Total</b>	13 Office Services Technician
		2 Mail Clerk
		58 <b>Current Total</b>
		<u>Additions/Deletions</u>
		(1) Deputy Probation Officer I/II - PT
		1 Deputy Probation Officer I/II
		58 <b>Requested Total</b>

<b>Juvenile Programs</b>	<b>Crossroads</b>	<b>Juvenile Hall</b>
<u><b>Classification</b></u>	<u><b>Classification</b></u>	<u><b>Classification</b></u>
1 Probation Division Director	1 Probation Division Director	1 Probation Division Director
5 Probation Supervisor	1 Assistant Probation Div. Dir.	1 Assistant Probation Div. Dir.
10 Deputy Probation Officer III	5 Deputy Probation Officer III	7 Deputy Probation Officer III
38 Deputy Probation Officer I/II	1 Deputy Probation Officer I/II	6 Deputy Probation Officer I/II
1 Deputy Probation Officer I/II - PT	12 Juvenile Correction Officer III	20 Juvenile Correction Officer III
1 Juvenile Correction Officer III	42 Juvenile Correction Officer I/II	62 Juvenile Correction Officer I/II
3 Juvenile Correction Officer I/II	1 Juv. Corr. Food Svcs. Supv.	1 Juv. Corr. Warehouse Supv.
1 Office Services Specialist	1 Juvenile Corrections Sr. Cook	1 Juvenile Corrections Sr. Cook
7 Office Services Technician	2 Juvenile Corrections Cook	2 Juvenile Corrections Cook
1 Probation Program Supv.	1 Juv. Corr. Maint. Worker	3 Juvenile Corrections Custodian
10 Probation Program Spec.	1 Juvenile Corrections Custodian	1 Juv. Corr. Support Services
78 <b>Current Total</b>	1 Juv. Corr. Support Services	1 Office Services Specialist
	1 Office Services Specialist	1 Office Services Technician
	1 Office Services Technician	1 Fiscal Support Technician
	1 Fiscal Support Technician	108 <b>Requested Total</b>
	72 <b>Requested Total</b>	
<u><b>Additions/Deletions</b></u>		
(1) Deputy Probation Officer I/II - PT		
1 Deputy Probation Officer I/II		
78 <b>Requested Total</b>		
<b>Camp Erwin Owen</b>		
<u><b>Classification</b></u>		
1 Probation Division Director		
1 Assistant Probation Div. Dir.		
4 Deputy Probation Officer III		
1 Deputy Probation Officer I/II		
12 Juvenile Correction Officer III		
27 Juvenile Correction Officer I/II		
1 Juvenile Corrections Sr. Cook		
2 Juvenile Corrections Cook		
1 Juv. Corr. Facilities Maint. Worker		
1 Juv. Corr. Maint. Worker		
1 Juv. Corr. Support Services		
1 Office Services Specialist		
1 Office Services Technician		
54 <b>Requested Total</b>		

Public Protection

## Fiscal Year 2020-21 Goals, Objectives, and Performance Measures

### Goal 1: Reduce crime and improve law enforcement services

#### Objective 1: Reduce the incident and impact of criminal behavior of adults

Measurement	2017-18 Actual	2018-19 Actual	2019-20 Adopted	2019-20 Actual	2020-21 Goal
Percentage of adult offenders successfully completing probation	14%	15%	16%	15%	15%
Percentage of adult probationers who have new violations (Recidivism Rate)	10%	11%	10%	10%	10%
Number of offenders on felony probation	7,000	7,344	7,000	7,444	7,000
Number of offenders on post release community supervision	1,500	1,581	1,500	1,807	1,800
Number of offenders on mandatory supervision	600 <sup>2</sup>	960 <sup>2</sup>	900 <sup>2</sup>	1,104 <sup>1</sup>	1,100 <sup>1</sup>
Number of pre-sentence investigation reports submitted to Superior Court	4,000	4,664	4,500	4,078	4,500
Number of home calls/field contacts	18,000	14,408	16,000	14,637 <sup>3</sup>	15,000
Number of arrests	1,750	1,893	1,800	2,016	1,900

This is the department's primary objective which can be accomplished through providing investigation and enforcement services to Superior Court and by holding offenders accountable for criminal conduct. Due to the Coronavirus (COVID-19) pandemic, the department is facing new challenges in both funding and in protocols for achieving these goals. Currently, the department is at a ratio of probationers to officers of (79:1) in AB 109 supervision units, which is higher than previous years, and at a ratio of (171:1) in Felony supervision units. The department believes that with ongoing collaboration with community-based organizations, relationship with staff operating the day reporting center, and the addition of the adult programs center, they will be able to positively impact the recidivism rate and the successful completion rate. Due to cuts necessitated by COVID-19, however, participation in these programs will significantly decreased and may remain low for the next few years. The department continues to research improvements in data collection; therefore, future data collection and data definitions may be different than how they are currently defined.

<sup>1</sup> Includes warrants and pending cases

<sup>2</sup> Excludes warrants and pending cases

<sup>3</sup> Includes additional 5,619 phone calls that supplemented visits during COVID-19

#### Objective 2: Reduce the incident and impact of criminal behavior of juveniles

Measurement	2017-18 Actual	2018-19 Actual	2019-20 Adopted	2019-20 Actual	2020-21 Goal
Percentage of juvenile offenders successfully completing probation	18%	19%	20%	19%	20%
Percentage of juvenile probationers who have new violations (Recidivism Rate)	20%	22%	20%	12% <sup>1</sup>	15%
Number of juveniles on supervised probation	1,776	1,725	1,800	1,682	1,700
Number of probation violation petitions filed	404	234	300	174	200
Number of referrals to the Probation Department	3,002	2,637	2,600	2,574	2,600
Number of investigations for Juvenile Court	1,452	1,114	1,200	1,118	1,200
Number of new law violation petitions filed	1,038	1,285	1,000	1,094	1,100
Number of home call/field contacts	14,839	11,946	13,000	7,246 <sup>1</sup>	9,000
Number of arrests	729	535	600	448	500

<sup>1</sup> Numbers impacted by COVID-19 constraints

This is the department's primary objective which can be accomplished through providing investigation and enforcement services to Superior Court and by holding juvenile offenders accountable for their criminal conduct. The department has seen a decrease in referrals over the last three years. This allows field officers to spend more time in the community, where they are working with youth and their families to redirect negative attitudes and behaviors that would normally result with youth reoffending. The department's risk assessment tool continues to aid the community by allowing staff to investigate and subsequently supervise those youth who are deemed moderate/high risk to reoffend. Due to the COVID-19 pandemic, protocols and programming were greatly affected, which are reflected in many of the lower numbers.

**GOAL 2: Reduce criminal activity through education and prevention.**

*Objective 1: Operating correctional programs that provide for public protection, the prevention of crime and the redirection of offenders (adults and juveniles)*

Measurement	2017-18 Actual	2018-19 Actual	2019-20 Adopted	2019-20 Actual	2020-21 Goal
Percentage of adult probationers (AB 109) receiving evidence-based services.	50%	51%	52%	51%	52%
Percentage of juvenile commitments in Kern Crossroads Facility, Camp Erwin Owen and Pathways Academy who participated in an evidence-based treatment behavioral program.	50%	77%	80%	89%	80%
Percentage of juvenile probationers receiving evidence-based services.	50%	50%	51%	50%	51%

The department is pleased with the success of the programming provided to adult probationers through the day reporting center. The department conducted a study and found that the felony recidivism rate for day reporting center graduates is 14% compared with non-participants at 37%. Even those that participated had a lower recidivism rate (28%) than non-participants. Most notably, the study found that non-participants had a ratio of 1.07 new convictions (misdemeanor and felony) to 1 individual, compared to 0.79:1 for the participant group, and 0.43:1 for the graduate group. This equates to a 60% reduction in new convictions when comparing the graduate and the non-participant groups. The recidivism rate is proof that evidence-based treatment programs and services are more effective in providing public protections while changing the lives.

In addition to the programs currently offered, the department has created the Adult and Juvenile Programs Units. These units offer evidence-based programs to adult and juvenile probationers in the community. The department has made a commitment to implementing evidence-based practices as numerous studies have shown they reduce recidivism to a significant extent. This captures the essence of the department’s mission of reducing the incidence and impact of criminal behavior in County probationers. As a result, the department wants to track the percentage of probationers exposed to evidence-based treatment. Moving forward, department goals will relate to increased evidence-based treatment provided to those in the department’s charge. Examples of evidence-based programs include criminogenic assessments, individualized case plans with referrals to services, and evidence-based treatment in juvenile detention programs. Other examples of programming provided through Probation: Adult Programming Unit, Juvenile Programming Unit, Day Reporting Center, Bridges Pre-screen PACT, and the Positive Achievement Change Tool.

Public Protection

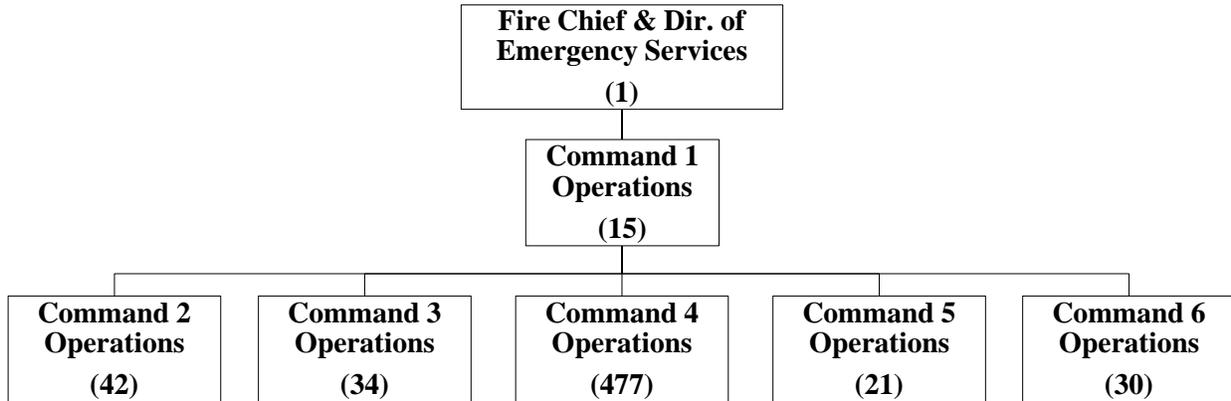
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**Mission Statement**

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

**Organizational Chart**



Public Protection

**Fiscal Year 2018-19 and 2019-20 Accomplishments**

- Completed the reorganization of the Fire Prevention division in FY 2018-19 from safety to civilian positions, resulting in an annual savings of \$215,000.
- Completed multiple grant funded projects throughout the County for removal of approximately 14,000 dead trees and establishment of fire breaks.
- Received a grant for \$300,000 which enabled the purchase of 10 electric/hydraulic “Jaw of Life” rescue tools.
- Activated and supported the County Emergency Operations Center for 2 major, long term events – the Ridgecrest earthquakes and the ongoing COVID-19 response.

**Fire**

Department Head: David Witt

Function: Public Protection

Fund: Fire

Activity: Fire Protection

Budget Unit: 2415 and 1114

**Description of Major Services**

The Kern County Fire Department's fundamental mission is to preserve life, property, and the environment. The department responds to emergency fire, rescue, and medical aid requests. Other functions include fire and injury protection, public education, and emergency preparedness and mitigation. The department provides protection throughout the County, including areas of metro Bakersfield and other incorporated cities, and has many mutual aid agreements with neighboring fire suppression organizations. Additionally, the department also contracts with the State to protect 1.6 million acres of State responsibility area lands within the County.

**Summary of Expenditures and Revenue**

	FY 2018-19		FY 2019-20		FY 2020-21	
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
<b>APPROPRIATIONS:</b>						
Salaries and Benefits	\$134,355,066	\$127,007,209	\$129,119,250	\$123,310,980	\$121,533,981	\$121,533,981
Services and Supplies	11,287,930	12,246,512	12,099,813	12,059,682	12,059,682	12,734,318
Other Charges	8,898,183	9,525,878	9,408,532	9,439,380	9,439,380	9,439,380
Capital Assets	2,185,344	2,095,000	1,995,100	145,000	145,000	2,110,000
<b>TOTAL EXPENDITURES</b>	<b>\$156,726,523</b>	<b>\$150,874,599</b>	<b>\$152,622,695</b>	<b>\$144,955,042</b>	<b>\$143,178,043</b>	<b>\$145,817,679</b>
<b>REVENUE:</b>						
Taxes	\$98,935,885	\$100,470,644	\$101,291,232	\$101,112,925	\$104,093,610	\$105,532,956
Licenses and Permits	1,219,640	1,400,000	1,352,067	1,770,000	1,770,000	1,770,000
Fines and Forfeitures	5,668	10,000	2,941	10,000	10,000	10,000
Use of Money/Property	(119,919)	9,600	(124,394)	9,600	9,600	9,600
Intergovernmental	4,739,513	2,965,000	3,873,321	200,000	200,000	474,636
Charges for Services	38,038,641	29,081,548	36,743,436	29,204,477	29,204,477	29,204,477
Miscellaneous	851,103	282,072	41,704	281,500	281,500	281,500
Other Financing Sources:						
CARES Act	0	0	88,889	0	0	100,000
Sales - Fixed Asset	0	0	1,389	0	0	0
General Fund Contribution	6,181,549	9,003,279	6,649,071	9,709,724	0	7,354,208
Local Public Safety	7,377,461	7,229,911	6,637,561	7,185,059	7,185,059	7,185,059
State Fire	204,000	0	249,000	0	0	0
Industrial Firefighting Vehicle	790,000	0	20,000	0	0	0
Vehicle/Apparatus Trust	185,000	50,000	50,000	0	0	740,000
Fireworks Violations	58,000	25,000	25,000	25,000	25,000	90,000
Fire Dept. Donations	19,200	15,000	10,000	0	0	0
Fire-Hazard Reduction	0	0	20,000	75,000	75,000	835,000
Fire-Helicopter Operations	850,000	915,000	915,000	300,000	300,000	300,000
County Service Area #40.1 EMS	161,732	271,550	172,456	276,550	276,550	276,550
<b>TOTAL REVENUE</b>	<b>\$159,497,473</b>	<b>\$151,728,604</b>	<b>\$158,018,673</b>	<b>\$150,159,835</b>	<b>\$143,430,796</b>	<b>\$154,163,986</b>
<b>NET FUND COST</b>	<b>(\$2,770,950)</b>	<b>(\$854,005)</b>	<b>(\$5,395,978)</b>	<b>(\$5,204,793)</b>	<b>(\$252,753)</b>	<b>(\$8,346,307)</b>

## Major Expenditures and Revenue in FY 2020-21 Recommended Budget

The majority of the department's expenditures are for staffing and operating costs necessary to achieve the department's mission. These expenditures are funded primarily by property taxes collected in budget unit 1114 in the Fire Fund of approximately \$105 million, an increase of \$4.2 million from FY 2019-20 after the ongoing, and permanent, shift in property tax base from the General Fund in recognition of the deficit facing the department. In FY 2014-15 a transfer of property tax base revenue, in the amount of \$18.4 million, between the General Fund and the Fire Fund in lieu of a direct Net General Fund Contribution (NGFC) for fire protection services was approved by the Board of Supervisors. This resulted in no direct NGFC in FY 2014-15 and FY 2015-16. However, due to sustained expenditures on staffing, overtime, and increased safety retirement costs, a General Fund contribution was continued in FY 2016-17 through FY 2019-20.

Other major sources of revenue for the Fire Department include charges for services from other government agencies for whom the Fire Department provides fire and emergency response services totaling \$25.9 million and a \$7.18 million allocation of Local Public Safety Funds (Proposition 172).

### Budget Changes and Operational Impacts

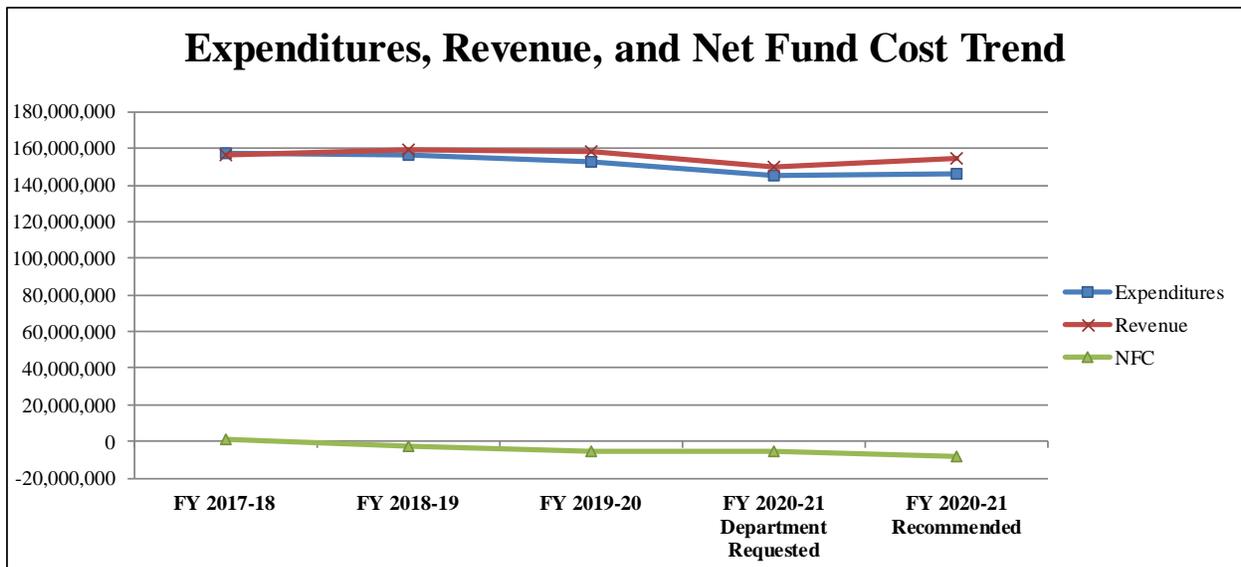
The Fire Fund has developed a structural deficit resulting from increases in annual operational costs, including significant increases in pension related costs, status quo operations, and reductions in oil and gas related property taxes. The likelihood of either or both pension cost increases and reductions in property taxes related to oil and gas occurring next fiscal year make it imperative the department begin to plan and save for future uncertainties.

The recommended budget proposes an NGFC of \$7,354,208, which includes \$2,354,208 for a FY 2019-20 fourth quarter contribution that was not made timely and a \$5 million contribution for the purchase of equipment. The payment on a \$5 million lease-purchase of frontline fire trucks has been included in the General Fund's budget unit for debt service, the annual payments are estimated at \$578,996. Through General Fund dollars, the department will be able to purchase \$10 million in replacement frontline apparatus this year, which makes an impact on the department's \$60 million in deferred capital needs but further underscores the need for a long-term plan within the department's own resources.

The recommended budget shows an operational surplus due in part to the \$5 million contribution for capital that is not appropriated, and also because of the assumed implementation of the Chief's plan to realize at least \$6.5 million in savings annually through operational reductions which could include limited station closures, rolling station brown-outs, and/or other operational modifications. Future years also necessitate ongoing operational savings and the implementation of new methodology for full cost recovery of fire protection services the department currently provides to incorporated cities within the County to create a balanced budget without the use of one-time sources. The proposed contract city methodology awaiting Board approval will increase revenue to the Fire department by \$10.3 million annually once fully implemented. The County Administrative Office remains committed to working with the department to mitigate service impacts in the near-term.

The Fire Fund ended FY 2019-20 with a fund balance available of \$4,185,741. With the additional General fund contribution of \$7.35 million, and increases to property tax revenue, the net fund cost is negative \$8,346,307. A total of \$12,532,048, the fund cost plus the beginning fund balance, will be placed into various designations. The \$5 million for fire equipment will be placed into a designation for infrastructure replacement until the equipment is identified for purchase in conjunction with the \$5 million lease-purchase; \$238,637 will increase the Shafter operational area designation pursuant to the current fire protection contract; and the remaining balance will be designated for future year needs or to mitigate current year operational impacts. However, with no identifiable long-term source of revenue, the use of one-time resources, such as reserves or designations for ongoing costs, should only be considered within the context of a more comprehensive long-term strategy.

Charges for services associated with reimbursement revenue from other agencies for fire suppression costs is budgeted at \$3 million. Historically, reimbursements fluctuate depending on the severity and number of wild land fires during any given year, and the department may receive additional revenue throughout the fiscal year. Additional funds would be recognized and appropriated mid-year to cover overtime and other costs associated with fire response on behalf of other agencies.

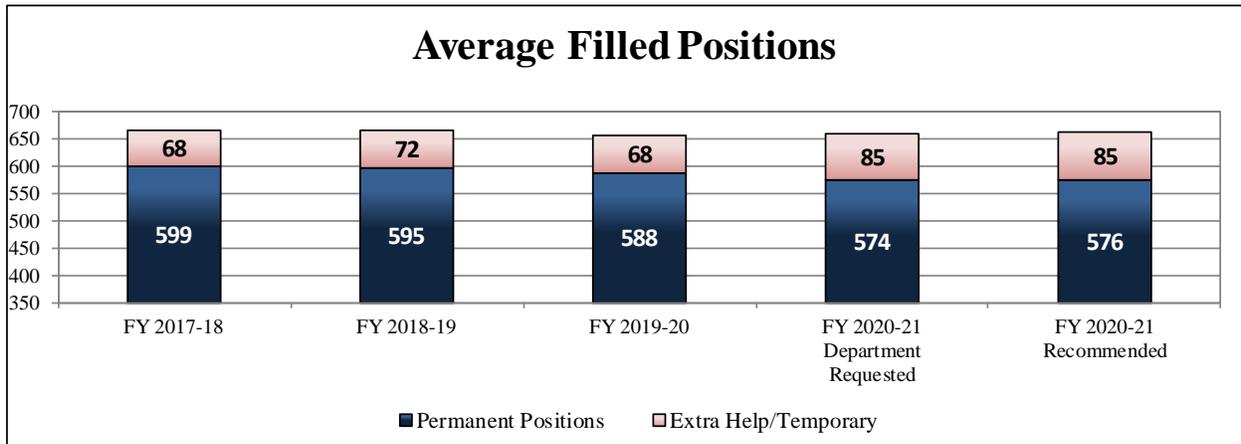


### Staffing Changes and Operational Impacts

The recommended budget provides funding that will allow the department to fill 576 of the department’s 620 currently authorized positions. The persistence of the Fire Fund’s structural deficit has necessitated not backfilling for vacancies within many non-safety and administrative safety positions during FY 2019-20, nearly all of the department’s currently vacant positions are recommended to be unfunded in FY 2020-21.

The number of funded positions in the recommended budget assume service level impacts the County Administrative Office and department are actively trying to mitigate for the near-term.

FY 2019-20 concluded the performance phase of the department’s Staffing for Adequate Fire and Emergency Response (SAFER) grant, which ended in December 2019 and provided nearly \$4 million to fund 18 firefighter positions while requiring the County to maintain a specific number of firefighters across the County. There has never been an identified ongoing source to retain these positions beyond the grant period. Accordingly, 18 of the 27 operational safety positions identified to be unfunded in FY 2020-21 were previously funded by SAFER.



### 4-Year Staffing Trend

	Actual			Department	
	FY 2017-18	FY 2018-19	FY 2019-20	Requested	Recommended
<b>AVERAGE FILLED POSITIONS</b>					
Permanent Positions	599	595	588	574	576
Extra Help/Temporary	68	72	68	85	85
<b>Total Positions</b>	<b>667</b>	<b>667</b>	<b>656</b>	<b>659</b>	<b>661</b>
<b>ACTUAL FULL-TIME EQUIVALENTS</b>					
Permanent Positions (FTE)	608	607	599	N/A	N/A
Extra Help/Temporary (FTE)	104	116	93	N/A	N/A
<b>Total Positions</b>	<b>712</b>	<b>723</b>	<b>692</b>	<b>N/A</b>	<b>N/A</b>
<b>SALARIES &amp; BENEFITS</b>	<b>\$136,849,794</b>	<b>\$134,355,066</b>	<b>\$129,119,250</b>	<b>\$123,310,980</b>	<b>\$121,533,981</b>

### Summary of Authorized Positions

The department currently has 620 authorized positions, of which 576 are funded at the recommended funding level. The department has proposed unfunding 44 vacant positions, including two (2) Administrative Coordinator positions; one (1) Director of Administrative Services position; one (1) Maintenance Worker position; one (1) Building Services Worker position; one (1) Fire Equipment Service Worker position; two (2) Fiscal Support Technician positions; one (1) Office Services Assistant position; one (1) Office Services Specialist position; one (1) Office Services Technician position; one (1) Senior Office Services Specialist position; one (1) Technical Support Engineer position; one (1) Wildland Defense Planner position; three (3)

Fire Battalion Chief positions; nine (9) Fire Captain positions; nine (9) Fire Engineer positions; and nine (9) Firefighter positions.

**Public Protection**

Division	Authorized	Additions	Deletions	Requested		Total	
				Filled	Vacant		
Administration	11	0	0	11	8	3	11
PIO/PEO	2	0	0	2	2	0	2
Office of Emergency Services	4	0	0	4	3	1	4
Emergency Communication Ctr.	21	0	0	21	21	0	21
Finance	13	0	0	13	10	3	13
Technology Services	8	0	0	8	7	1	8
Fleet Services	20	0	0	20	19	1	20
Facilities	5	0	0	5	3	2	5
Logistics	10	0	0	10	10	0	10
Arson	7	0	0	7	7	0	7
Training	9	0	0	9	7	2	9
Fire Heavy Equip. Facility	7	0	0	7	7	0	7
Fire Plan/Air Operations	14	0	0	14	11	3	14
Fire Prevention	12	0	0	12	11	1	12
Operations	477	0	0	477	450	27	477
<b>Total</b>	<b>620</b>	<b>0</b>	<b>0</b>	<b>620</b>	<b>576</b>	<b>44</b>	<b>620</b>

<b>Administration</b>	<b>Corporate Communications</b>	<b>Office of Emergency Services</b>
<p><u>Classification</u></p> <p>1 Fire Chief &amp; Director of Emerg. Svcs</p> <p>1 Chief Deputy - Fire</p> <p>1 Directory of Admin. Services - Fire</p> <p>4 Deputy Fire Chief</p> <p>1 Office Services Coordinator</p> <p>1 Senior Office Services Specialist</p> <p>1 Office Services Specialist</p> <p>1 Office Services Assistant</p> <hr/> <p>11 <b>Requested Total</b></p>	<p><u>Classification</u></p> <p>1 Fire Captain CA - PIO</p> <p>1 Fire Engineer CA - PEO</p> <hr/> <p>2 <b>Requested Total</b></p>	<p><u>Classification</u></p> <p>1 Emergency Services Manager</p> <p>2 Administrative Coordinator</p> <hr/> <p>1 Office Services Technician</p> <hr/> <p>4 <b>Requested Total</b></p>
<p style="text-align: center;"><b>Emergency Communications Center</b></p> <p><u>Classification</u></p> <p>1 Fire Captain CA</p> <p>1 Fire Emergency Comm. Ctr. Mgr.</p> <p>4 Supervising Fire Dispatcher</p> <p>7 Fire Dispatcher 2</p> <p>8 Fire Dispatcher 1</p> <hr/> <p>21 <b>Requested Total</b></p>	<p style="text-align: center;"><b>Finance</b></p> <p><u>Classification</u></p> <p>1 Administrative Services Officer</p> <p>1 Accountant I/II/III</p> <p>2 Administrative Coordinator</p> <p>2 Fiscal Support Supervisor</p> <p>6 Fiscal Support Specialist</p> <p>1 Fiscal Support Technician</p> <hr/> <p>13 <b>Requested Total</b></p>	<p style="text-align: center;"><b>Technology Services</b></p> <p><u>Classification</u></p> <p>1 Technology Svcs. Manager</p> <p>1 Network Systems Admin.</p> <p>2 Systems Analyst I/II</p> <p>2 Tech Support Engineer I/II</p> <p>1 LAN Systems Admin.</p> <p>1 Geographic Info. Systems Spec.</p> <hr/> <p>8 <b>Requested Total</b></p>
<p style="text-align: center;"><b>Fleet Services</b></p> <p><u>Classification</u></p> <p>1 Equipment Maint. Superintendent</p> <p>3 Supv. Heavy Equip. Mechanic</p> <p>11 Fire Equipment Mechanic</p> <p>3 Fire Equipment Service Worker</p> <p>1 Automotive Parts Storekeeper I/II</p> <p>1 Fiscal Support Technician</p> <hr/> <p>20 <b>Requested Total</b></p>	<p style="text-align: center;"><b>Facilities</b></p> <p><u>Classification</u></p> <p>1 Structural Maint. Superintendent</p> <p>3 Maintenance Worker I/II/III/IV</p> <hr/> <p>1 Building Services Worker</p> <hr/> <p>5 <b>Requested Total</b></p>	<p style="text-align: center;"><b>Fire Prevention</b></p> <p><u>Classification</u></p> <p>1 Fire Battalion Chief CA</p> <p>3 Fire Captain CA</p> <p>1 Fire Captain A</p> <p>5 Fire Prevention Inspector</p> <p>1 Fire Plans Examiner</p> <hr/> <p>1 Office Services Specialist</p> <hr/> <p>12 <b>Requested Total</b></p>
<p style="text-align: center;"><b>Arson</b></p> <p><u>Classification</u></p> <p>1 Fire Battalion Chief CA</p> <p>2 Fire Captain CA</p> <p>3 Fire Captain C</p> <hr/> <p>1 Office Services Specialist</p> <hr/> <p>7 <b>Requested Total</b></p>	<p style="text-align: center;"><b>Training</b></p> <p><u>Classification</u></p> <p>1 Fire Battalion Chief CA</p> <p>5 Fire Captain CA</p> <p>1 Marketing and Promotions Coordinator</p> <hr/> <p>2 Office Services Specialist</p> <hr/> <p>9 <b>Requested Total</b></p>	<p style="text-align: center;"><b>Fire Heavy Equipment Facility</b></p> <p><u>Classification</u></p> <p>1 Supv. Fire Heavy Equip. Spec. CA</p> <p>4 Fire Heavy Equip. Spec. II-C</p> <hr/> <p>2 Fire Heavy Equip. Spec. I</p> <hr/> <p>7 <b>Requested Total</b></p>

Fire Plan/Air Operations	Logistics	Operations
<b>Classification</b>	<b>Classification</b>	<b>Classification</b>
1 Fire Battalion Chief CA	1 Warehouse Supervisor	21 Fire Battalion Chief C
3 Fire Captain CA	1 Federal Excess Property Coordinator	150 Fire Captain C
1 Supv. Helicopter Pilot	1 Storekeeper I	156 Fire Engineer C
2 Fire Aircraft Pilot	2 Light Vehicle Driver	2 Firefighter A
3 Firefighter A	1 Fiscal Support Specialist	148 Firefighter C
1 Supv. Aircraft Mechanic	1 Fiscal Support Technician	477 <b>Requested Total</b>
1 Aircraft Mechanic	3 Fire Equipment Technician	
1 Wildland Defense Planner		
1 Office Services Technician	10 <b>Requested Total</b>	
14 <b>Requested Total</b>		

### Fiscal Year 2020-21 Goals, Objectives, and Performance Measures

**Goal 1: Enhance fire protection service through adequate fire suppression, emergency medical service, and emergency response.**

*Objective 1: Achieve and maintain average response times of four minutes in suburban areas, and eight minutes in rural areas*

Measurement	2017-18 Actual	2018-19 Actual	2019-20 Adopted	2019-20 Actual	2020-21 Goal
Average response time (in minutes) for suburban areas	6:29	6:39	4:00	6:42	4:00
Average response time (in minutes) for rural areas	7:26	7:33	8:00	7:29	8:00

These indicators measure the department’s ability to provide reasonable response times to all-risk incidents. Rapid deployment and concentration of resources at the decisive time and place is essential to successful performance of fire and lifesaving operations. Incident related life and property loss can be reduced through timely incident response. The adopted goals are based upon nationally recognized standards.

*Objective 2: Adequately staff fire stations for emergency response.*

Measurement	2017-18 Actual	2018-19 Actual	2019-20 Adopted	2019-20 Actual	2020-21 Goal
Protected population per on-duty firefighters	3,427	3,427	3,599	3,599	3,599

The nationally recognized standard is to provide one on-duty firefighter per 2,500 population protected. The department has 161 on-duty firefighters and protects a population of 551,771. This result in a protected population of 3,427 per on-duty firefighter.

**Goal 2: Enhance fire protection service through public education, fire prevention activities, and hazard abatement**

*Objective 1: Enhance public safety through public education programs and disaster preparedness activities*

Measurement	2017-18 Actual	2018-19 Actual	2019-20 Adopted	2019-20 Actual	2020-21 Goal
Number of contacts made through public education programs	<i>New Performance Measure</i>		150,000	150,000	150,000
Personnel hours spent in support of the Office of Emergency Services disaster preparedness	<i>New Performance Measure</i>		10,000	14,886	10,000

Education is an essential part of the prevention and mitigation process. The department has designated two full-time positions to participate in a variety of public education programs. Additionally, the department has overall responsibility for multi-agency and/or multi-jurisdiction disaster response coordination and communication. The department's preparedness and response capabilities have been greatly enhanced from equipment and training provided through Homeland Security grant funding. These measures were new in FY 2019-20.

*Objective 2: Protect Kern County communities from devastation of wild fires.*

Measurement	2017-18 Actual	2018-19 Actual	2019-20 Adopted	2019-20 Actual	2020-21 Goal
Number of miles of fire roads and fuel breaks created or maintained	<i>New Performance Measure</i>		600	600	600
Percentage of wildfires controlled to 10 acres or less	<i>New Performance Measure</i>		95%	91.5%	95%

Fire and fuel breaks that are strategically located keeping small fires from becoming large and giving firefighters a place to stop large fires thereby saving money, property and natural resources. The fire and fuel break system in Kern County has been instrumental in stopping the spread of numerous fires along major roadways, such as Interstate 5 and State Highways 65 and 33. This has allowed the department to control these fires with fewer resources and less cost. The department's goal, and the state's mission, is to control 95% of wildfires on State Responsibility Area lands at ten acres or less as specified in the CalFire and department operating plan. These measures were new in FY 2019-20.

Public Protection

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## County Contribution - Fire

Department Head: David Witt  
 Fund: General  
 Budget Unit: 2416

Function: Public Protection  
 Activity: Fire Protection

### Description of Major Services

This budget unit facilitates the County Net General Fund Cost contribution to the Fire Department (Budget Unit 2415).

Public Protection

Summary of Expenditures and Revenue						
	FY 2018-19	FY 2019-20		FY 2020-21		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
<b>APPROPRIATIONS:</b>						
Other Financing Uses	\$6,181,549	\$9,003,279	\$6,649,071	\$9,709,724	\$0	\$7,354,208
<b>TOTAL EXPENDITURES</b>	<b>\$6,181,549</b>	<b>\$9,003,279</b>	<b>\$6,649,071</b>	<b>\$9,709,724</b>	<b>\$0</b>	<b>\$7,354,208</b>
<b>NET GENERAL FUND COST</b>	<b>\$6,181,549</b>	<b>\$9,003,279</b>	<b>\$6,649,071</b>	<b>\$9,709,724</b>	<b>\$0</b>	<b>\$7,354,208</b>

### Major Expenditures and Revenue in FY 2020-21 Recommended Budget

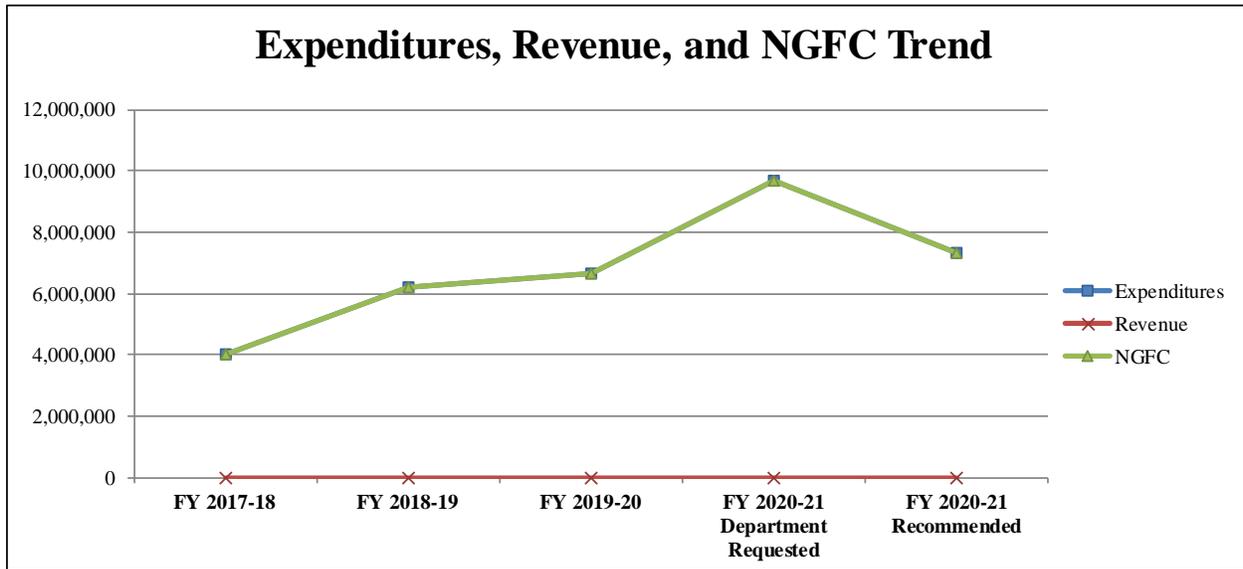
The County Contribution – Fire budget unit appropriates supplemental funding from the General Fund to the Fire Fund to support general operating expenses. Appropriations within this budget unit will be transferred to the Fire Department’s operating budget 2415 and is included in that budget unit under the revenue category of other financing sources.

### Budget Changes and Operational Impacts

In FY 2014-15 a transfer of property tax base revenue in the amount of \$18.4 million from the General Fund to the Fire Fund in lieu of a direct Net General Fund Contribution (NGFC) for fire protection services was approved by the Board of Supervisors. This resulted in no direct NGFC during FY 2014-15 and FY 2015-16. However, due to a reduction in other property tax revenue related to oil and gas properties and sustained expenditures in light of lost revenue, the General Fund contribution was once again necessitated to maintain status quo operations in FY 2016-17 through FY 2019-20.

On June 30, 2020 the Board approved a transfer of property tax base from the General Fund to the Fire fund resulting in an additional ongoing \$4 million in property tax revenue for the Fire Fund, this amount is reflected in the Fire Department’s operating budget. \$2,354,208 is re-budgeted in FY 2020-21 for the FY 2019-20 fourth quarter General Fund contribution not transferred last year. In FY 2020-21 the General Fund will facilitate the acquisition of \$10 million in replacement of frontline emergency response equipment, primarily fire trucks. The recommended budget includes \$5 million in general fund contribution and another \$5 million in capital that will be funded through a lease purchase, budgeted and paid for through the General Fund budget unit for debt service, with annual estimated payments of \$578,996.

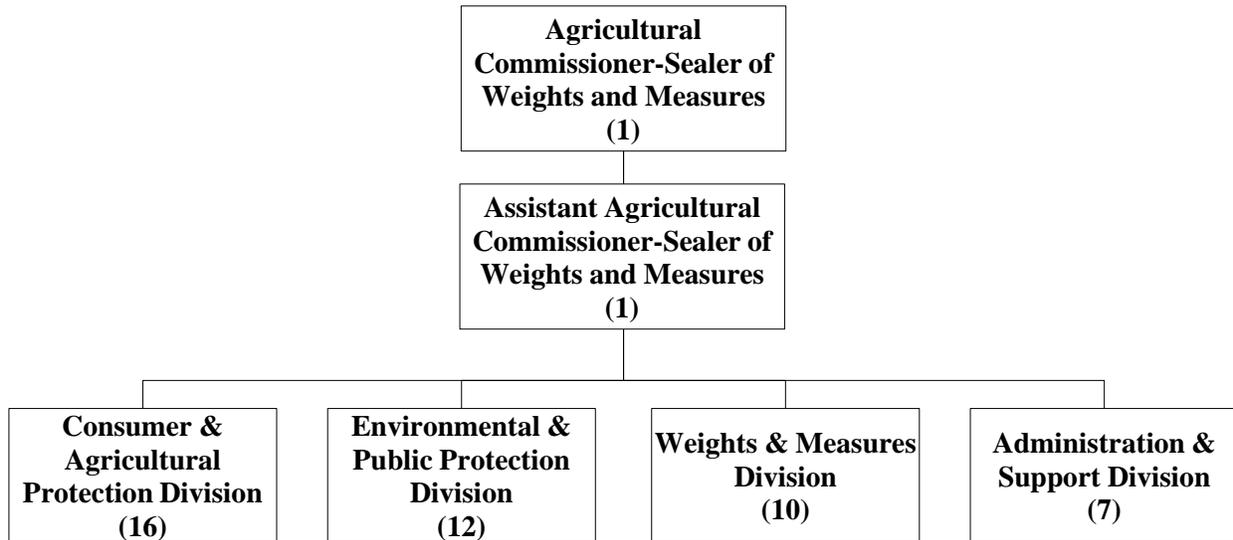
Public Protection



**Mission Statement**

*To promote and protect the agricultural industry, the environment, and the general public. And, to promote, protect, and enforce equity in the marketplace using and maintain true standards of weights and measures for the economic health of every citizen and competing business*

**Organizational Chart**



**Public Protection**

**Fiscal Year 2018-19 and 2019-20 Accomplishments**

- Continued diligence in conducting commodity inspections has helped facilitate the sale and shipment of the County’s produce and contributed to the County’s ranking as the number two county in the state in total crop value with a value of \$7.4 billion.
- Through June 2, 2020 of FY 2019-2020, the department conducted 1,376 pesticide inspections and issued 129 violations.
- The department provided pesticide application education presentations in both English and Spanish to 5,710 individuals through June 2, 2020 of FY 2019-2020.
- The Weights and Measures Division conducted 17,253 weighing and measuring device inspections in FY 2018-19, more than any year prior. Through May 31, 2020 of FY 2019-20 the department inspected 11,179 devices.
- The Environmental and Public Protection Division implemented two new stateside programs; California’s System for Pesticide Incident Reporting (CASPIR) and the Bee Where program.
- In FY 2018-19 and FY 2019-20, the Consumer and Agricultural Protection Division issued over 30,000 export documents per year for commodity shipments of agricultural products in the area of Phytosanitary Export inspections.
- The department has taken additional steps to build awareness of the department by taking part in community programs and encouraging outreach and education.

## Agriculture and Measurement Standards

Department Head: Glenn Fankhauser

Function: Public Protection

Fund: General

Activity: Protective Inspection

Budget Unit: 2610

### Description of Major Services

The Agriculture and Measurement Standards Department promotes and protects the County's agricultural industry and provides agricultural research and information services. The department enforces laws and regulations established by the State Department of Food and Agriculture and the State Department of Pesticide Regulations, and enforces consumer protection laws and regulations.

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

#### Summary of Expenditures and Revenue

	FY 2018-19	FY 2019-20		FY 2020-21		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
<b>APPROPRIATIONS:</b>						
Salaries and Benefits	\$5,514,702	\$5,895,584	\$5,660,105	\$6,312,283	\$6,211,527	\$6,211,527
Services and Supplies	1,115,246	1,104,886	1,092,057	1,163,284	1,161,334	1,161,334
Other Charges	36,716	36,600	36,600	38,000	37,631	37,631
Capital Assets	309,129	107,675	80,931	0	0	0
Other Financing Uses	0	585,935	0	0	0	585,935
<b>TOTAL EXPENDITURES</b>	<b>\$6,975,793</b>	<b>\$7,730,680</b>	<b>\$6,869,693</b>	<b>\$7,513,567</b>	<b>\$7,410,492</b>	<b>\$7,996,427</b>
<b>REVENUE:</b>						
Licenses and Permits	\$29,450	\$26,850	\$29,700	\$27,450	\$27,450	\$27,450
Fines and Forfeitures	81,474	19,350	48,846	20,100	20,100	20,100
Intergovernmental	2,978,196	3,129,618	3,330,695	3,724,800	3,724,800	3,724,800
Charges for Services	2,564,992	2,486,890	2,374,055	2,366,856	2,366,856	2,366,856
Miscellaneous	800	20	650	20	20	20
Other Financing Sources:						
CARES Act	0	0	443,946	0	0	0
<b>TOTAL REVENUE</b>	<b>\$5,654,912</b>	<b>\$5,662,728</b>	<b>\$6,227,892</b>	<b>\$6,139,226</b>	<b>\$6,139,226</b>	<b>\$6,139,226</b>
Less Available BSI *	\$0	(\$585,935)	\$0	\$0	\$0	(\$585,935)
<b>NET GENERAL FUND COST</b>	<b>\$1,320,881</b>	<b>\$1,482,017</b>	<b>\$641,801</b>	<b>\$1,374,341</b>	<b>\$1,271,266</b>	<b>\$1,271,266</b>
BSI Ending Balance *	\$500,845	N/A	\$585,935	N/A	N/A	N/A

\* BSI = Budget Savings Incentives

### Major Expenditures and Revenue in FY 2020-21 Recommended Budget

The majority of the department's expenditures are for staff costs. These expenditures are necessary to provide mandated inspection services in the field of agriculture and weights and measures. Vehicles and fuel charges comprise a majority of the operating expenses. The department is funded

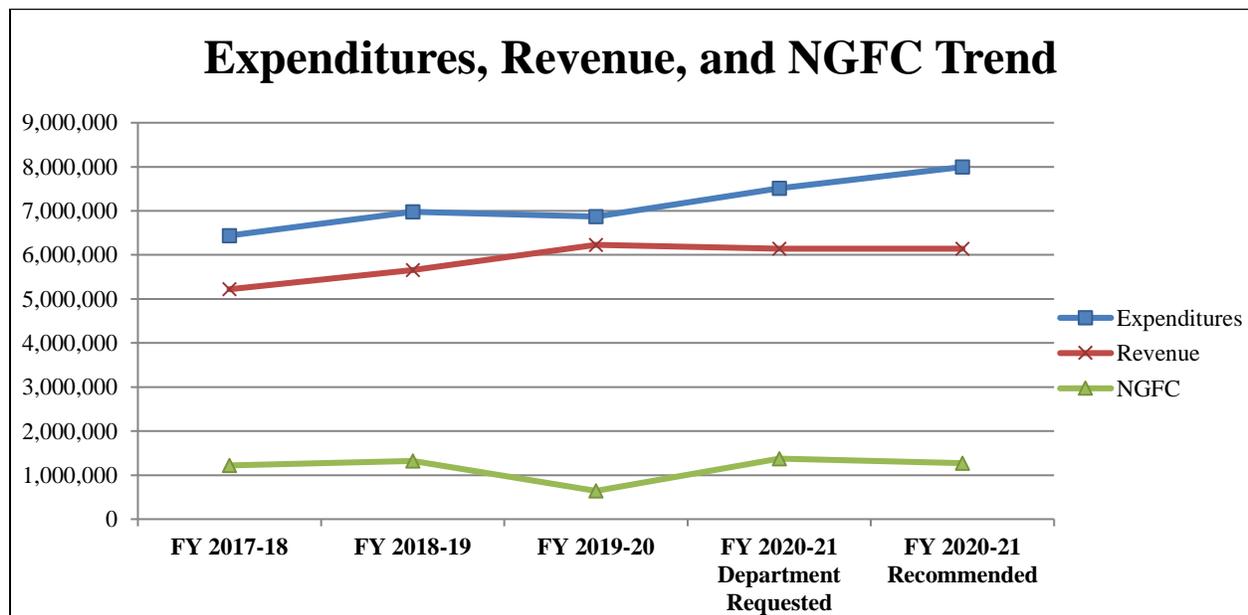
through charges for phytosanitary services, weight and measures registration fees, reimbursement from State contracts, a portion of the State’s pesticide mill assessment, and the County’s portion of unclaimed gasoline tax. The department also receives an allocation of Net General Fund Cost (NGFC).

FY 2019-20 actual revenue includes reimbursement from the CARES Act funding to address the Novel Coronavirus pandemic.

Public Protection

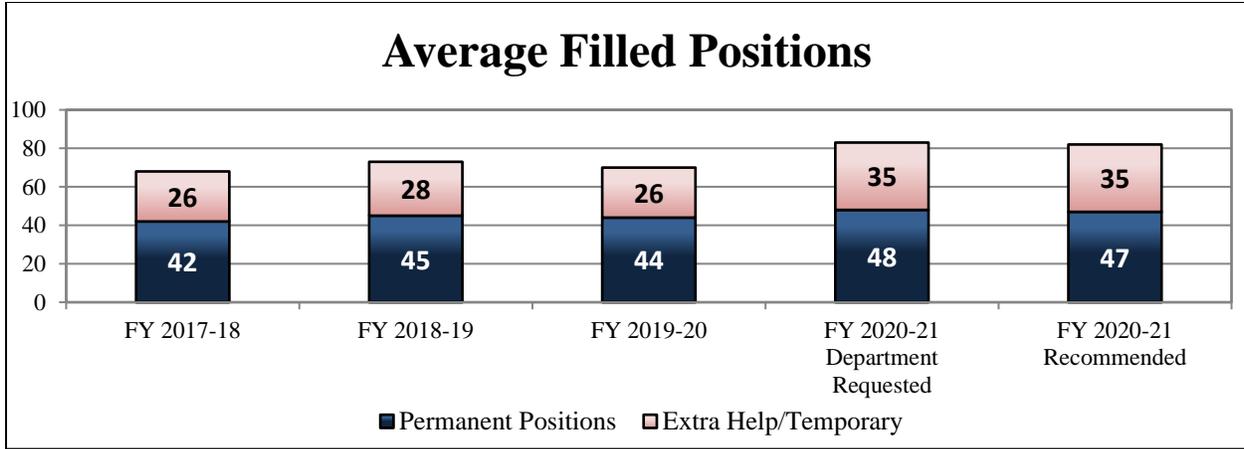
### Budget Changes and Operational Impacts

The recommended budget includes a 7.5% reduction in NGFC from FY 2019-20 budget. The department is able to meet this reduction by holding one (1) Agricultural Biologist/Weights and Measures Inspector vacant for the first quarter of the fiscal year. Appropriations for Salaries and Benefits are expected to increase due to a 10% salary adjustment for biologist staff that began in August 2019. The state has also increased the availability of exams, allowing biologists to promote quicker, within the flex position, than they have been able to in the past. Revenue is expected to slightly increase from contracts with California Department of Food and Agriculture (CDFA). Additional State contracts may be awarded throughout the year, and consistent with prior years, the department plans to recognize new revenue throughout the fiscal year as it is received.



### Staffing Changes and Operational Impacts

The recommended budget includes the addition of one (1) Fiscal Support Supervisor to assist the department with fiscal responsibilities including budget preparation, billing and purchasing. The department is also deleting one (1) GIS Specialist and one (1) Agricultural Biologist/Weights and Measures Technician. As in previous years, the department will continue to utilize a significant number of extra help staff to assist with seasonal workloads related to State contracts.



### 4-Year Staffing Trend

	Actual			Department	
	FY 2017-18	FY 2018-19	FY 2019-20	Requested	Recommended
<b>AVERAGE FILLED POSITIONS</b>					
Permanent Positions	42	45	44	48	47
Extra Help/Temporary	26	28	26	35	35
<b>Total Positions</b>	<b>68</b>	<b>73</b>	<b>70</b>	<b>83</b>	<b>82</b>
<b>ACTUAL FULL-TIME EQUIVALENTS</b>					
Permanent Positions (FTE)	42	45	44	N/A	N/A
Extra Help/Temporary (FTE)	29	34	25	N/A	N/A
<b>Total Positions</b>	<b>71</b>	<b>79</b>	<b>69</b>	<b>N/A</b>	<b>N/A</b>
<b>SALARIES &amp; BENEFITS</b>	<b>\$5,156,341</b>	<b>\$5,514,702</b>	<b>\$5,660,105</b>	<b>\$6,312,283</b>	<b>\$6,211,527</b>

### Summary of Authorized Positions

The recommended budget includes 47 authorized positions, all of which have been budgeted to be filled as indicated below.

Division	Authorized	Additions	Deletions	Requested		Filled	Vacant	Total
				Total				
Administrative Services	9	1	(1)	9		9	0	9
Ag. & Consumer Protection	16	0	0	16		16	0	16
Environment & Public Protection	12	0	0	12		12	0	12
Weights & Measures	11	0	(1)	10		10	0	10
<b>Total</b>	<b>48</b>	<b>1</b>	<b>(2)</b>	<b>47</b>		<b>47</b>	<b>0</b>	<b>47</b>

Weights and Measures	Agricultural and Consumer Protection	Environmental and Public Protection
<p><b><u>Classification</u></b></p> <p>1 Deputy Director</p> <p>1 Ag. Bio./Wts. &amp; Meas. Insp. IV</p> <p>7 Ag. Bio./Wts. &amp; Meas. Insp. I-III</p> <p>2 Ag. Bio./Wts. &amp; Meas. Insp. Tech.</p> <hr/> <p>11 <b>Current Total</b></p> <p><b><u>Additions/Deletions</u></b></p> <p>(1) Ag. Bio./Wts. &amp; Meas. Insp. Tech.</p> <hr/> <p>10 <b>Requested Total</b></p> <p style="text-align: center;"><b>Administrative Services</b></p> <p><b><u>Classification</u></b></p> <p>1 Ag. Commissioner/Sealer</p> <p>1 Assistant Director</p> <p>1 Fiscal Support Supervisor</p> <p>1 Fiscal Support Specialist</p> <p>1 Fiscal Support Technician</p> <p>1 Senior Office Services Specialist</p> <p>1 Office Services Technician</p> <p>1 GIS Specialist</p> <p>1 GIS Analyst/Programmer</p> <hr/> <p>9 <b>Current Total</b></p> <p><b><u>Additions/Deletions</u></b></p> <p>(1) GIS Specialist</p> <hr/> <p>1 Fiscal Support Supervisor</p> <hr/> <p>9 <b>Requested Total</b></p>	<p><b><u>Classification</u></b></p> <p>1 Deputy Director</p> <p>2 Ag. Bio./Wts. &amp; Meas. Insp. IV</p> <p>13 Ag. Bio./Wts. &amp; Meas. Insp. I-III</p> <hr/> <p>16 <b>Requested Total</b></p>	<p><b><u>Classification</u></b></p> <p>1 Deputy Director</p> <p>1 Ag. Bio./Wts. &amp; Meas. Insp. IV</p> <p>10 Ag. Bio./Wts. &amp; Meas. Insp. I-III</p> <hr/> <p>12 <b>Requested Total</b></p>

**Fiscal Year 2020-21 Goals, Objectives, and Performance Measures**

<b>Goal 1:</b>	<b>Ensure safe pesticide use within the agricultural industry and monitor compliance with existing pesticide regulations.</b>																								
<i>Objective 1: Increase education of applicators through public contact and presentations</i>																									
Measurement	<table border="1"> <thead> <tr> <th></th> <th>2017-18 Actual</th> <th>2018-19 Actual</th> <th>2019-20 Adopted</th> <th>2019-20 Actual</th> <th>2020-21 Goal</th> </tr> </thead> <tbody> <tr> <td>Number of individuals reached through department presentations</td> <td style="text-align: center;">1300</td> <td style="text-align: center;">5710</td> <td style="text-align: center;">4500</td> <td style="text-align: center;">2229</td> <td style="text-align: center;">2000</td> </tr> <tr> <td>English speaking attendees to continuing education presentations</td> <td style="text-align: center;">350</td> <td style="text-align: center;">301</td> <td style="text-align: center;">325</td> <td style="text-align: center;">134</td> <td style="text-align: center;">100</td> </tr> <tr> <td>Spanish speaking attendees to continuing education presentations</td> <td style="text-align: center;">130</td> <td style="text-align: center;">90</td> <td style="text-align: center;">130</td> <td style="text-align: center;">98</td> <td style="text-align: center;">50</td> </tr> </tbody> </table>		2017-18 Actual	2018-19 Actual	2019-20 Adopted	2019-20 Actual	2020-21 Goal	Number of individuals reached through department presentations	1300	5710	4500	2229	2000	English speaking attendees to continuing education presentations	350	301	325	134	100	Spanish speaking attendees to continuing education presentations	130	90	130	98	50
	2017-18 Actual	2018-19 Actual	2019-20 Adopted	2019-20 Actual	2020-21 Goal																				
Number of individuals reached through department presentations	1300	5710	4500	2229	2000																				
English speaking attendees to continuing education presentations	350	301	325	134	100																				
Spanish speaking attendees to continuing education presentations	130	90	130	98	50																				
<p>Increased awareness of pesticide regulations is gained through the department’s public outreach and continuing education (CE) presentations. Historically, the department has gradually increased attendance at CE sessions which includes Spanish-only presentations for a broader reach. Additionally, in the past, the department has also attended and gave as many public presentations as possible to increase knowledge of laws and regulations to the regulated community. However, COVID-19 restrictions have affected the FY 2019-20 actual numbers. While optimistic that FY 2020-21 numbers might mirror FY 2019-20, the department is seeing a trend toward more online outreach and education classes. Due to this transition in the way outreach is conducted, the FY 2020-21 goals are less than FY 2019-20 actual. If data is able to be collected to calculate how many Kern County individuals access or “attend” online presentations next year’s actual numbers may increase.</p>																									

*Objective 2: Improve compliance with pesticide laws and regulations.*

Measurement	2017-18 Actual	2018-19 Actual	2019-20 Adopted	2019-20 Actual	2020-21 Goal
Number of pesticide inspections performed	1021	1444	1250	1543	1400
Number of pesticide inspections with violations	78	296	250	153	140
Percentage of pesticide users complying with governmental standards	92%	80%	90%	90%	90%

The department performs unannounced pesticide use inspections on growers, agricultural pest control businesses and structural pest control businesses. The department also conducts pesticide related record audits on pest control advisors and pesticide dealers. Pesticide use inspections and pesticide related record audits are made to determine compliance with government pesticide standards. Over the last couple of years, the department has been able to increase trained staff in this division, thereby increasing the total number of inspections. FY 2020-21 goals have been adjusted to reflect staffing uncertainties and other potential issues due to COVID-19.

**Goal 2: Attract and support business by providing appropriate infrastructure.***Objective 1: Ensure fairness and accuracy of Weights and Measure's devices in the marketplace*

Measurement	2017-18 Actual	2018-19 Actual	2019-20 Adopted	2019-20 Actual	2020-21 Goal
Percentage of consumers rating the department's responsiveness to Weights and Measures complaints as "outstanding"	72%	63%	80%	56%	75%
Percentage of consumers rating the department's responsiveness to Weights and Measures complaints as "good"	22%	38%	20%	31%	25%
Percentage of consumers rating the department's responsiveness to Weights and Measures complaints as "average" or below	6%	0%	0%	13%	0%

This indicator is tabulated from the department's Consumer Service Satisfaction Survey sent to all complainants. Ratings are in one of five categories. A major goal of the department is to ensure the highest customer satisfaction when dealing with complaints from members of the public. Consequently, this indicator helps address fairness in the marketplace by addressing specific device accuracy, which may not be addressed by routine inspections. During the COVID-19 shutdown, routine complaint investigations and inspections were deemed non-essential, delaying response time, and decreasing numbers. While work in these areas has resumed, a backlog of complaint investigations continues to slow response time. Due to this backlog the FY 2020-21 goal has been adjusted. Throughout this year the department will continue to work on increasing satisfaction by focusing on consumer service.

*Objective 2: Ensure pest and problem free entry of commodity shipments into foreign countries.*

Measurement	2017-18 Actual	2018-19 Actual	2019-20 Adopted	2019-20 Actual	2020-21 Goal
Number of commodity shipments of agricultural products inspected	31,419	36,614	40,000	33,064	35,000
Number of commodity shipments of agricultural products rejected	42	17	15	10	5

This indicator shows the relatively small portion of the County commodity shipments which are rejected due to pest finds by foreign governments. The low number of rejections is primarily because of the department's ability not only to inspect commodities thoroughly, but the department's ability to keep up with the rising workload associated with increasing foreign shipments. As a percentage, the number of rejected shipments should be kept at a miniscule level. The department's goal is to minimize the number of rejected shipments. In order to achieve this goal, the department has increased presence as well as increased training opportunities for employees in order to be more readily able to identify pests and diseases in commodity shipments. This helps reduce the amount of shipments that are excluded for export.

In FY 2019-20 the County exports decreased. This may be due to a number of reasons including: tariff's (China, etc.), export market conditions that may have been less favorable, domestic market conditions that may have been more favorable and increased export requirements therefore increasing cost and complicating exports. In FY 2020-21 the department expects these exports to rise slightly, however due to COVID-19 domestic markets may stay stronger therefore affecting exports in FY 2020-21.

## Code Compliance: Abatement

Department Head: Craig Pope  
Fund: Abatement Cost  
Budget Unit: 2623

Function: Public Safety  
Activity: Protective Inspection

### Description of Major Services

Code Compliance: Abatement is a division of the Public Works Department that operates to enforce and correct violations that threaten public safety in County areas, such as public nuisances, weeds, building and housing, solid waste, and abandoned wrecked, inoperative, or dismantled vehicles. An additional function of this division is to provide enforcement preventing litter and illegal dumping.

Public Protection

	Summary of Expenditures and Revenue					
	FY 2018-19	FY 2019-20		FY 2020-21		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
<b>APPROPRIATIONS:</b>						
Services and Supplies	\$1,751,342	\$1,670,103	\$1,630,884	\$1,769,796	\$1,681,661	\$1,681,661
Other Charges	61,041	(2,010)	(2,322)	(48,506)	(48,506)	(48,506)
<b>TOTAL EXPENDITURES</b>	<b>\$1,812,383</b>	<b>\$1,668,093</b>	<b>\$1,628,562</b>	<b>\$1,721,290</b>	<b>\$1,633,155</b>	<b>\$1,633,155</b>
<b>REVENUE:</b>						
Taxes	\$167,087	\$80,000	\$138,550	\$70,000	\$70,000	\$70,000
Fines and Forfeitures	35,302	10,000	18,934	10,000	10,000	10,000
Use of Money/Property	0	0	13,257	0	0	0
Charges for Services	320,770	205,080	133,866	105,080	105,080	105,080
Miscellaneous	6,341	3,000	5,309	5,000	5,000	5,000
Other Financing Sources:						
General Fund Contribution	1,375,122	1,175,122	1,591,122	1,175,122	1,086,986	1,086,986
<b>TOTAL REVENUE</b>	<b>\$1,904,622</b>	<b>\$1,473,202</b>	<b>\$1,901,038</b>	<b>\$1,365,202</b>	<b>\$1,277,066</b>	<b>\$1,277,066</b>
<b>NET FUND COST</b>	<b>(\$92,239)</b>	<b>\$194,891</b>	<b>(\$272,476)</b>	<b>\$356,088</b>	<b>\$356,089</b>	<b>\$356,089</b>

### Major Expenditures and Revenue in FY 2020-21 Recommended Budget

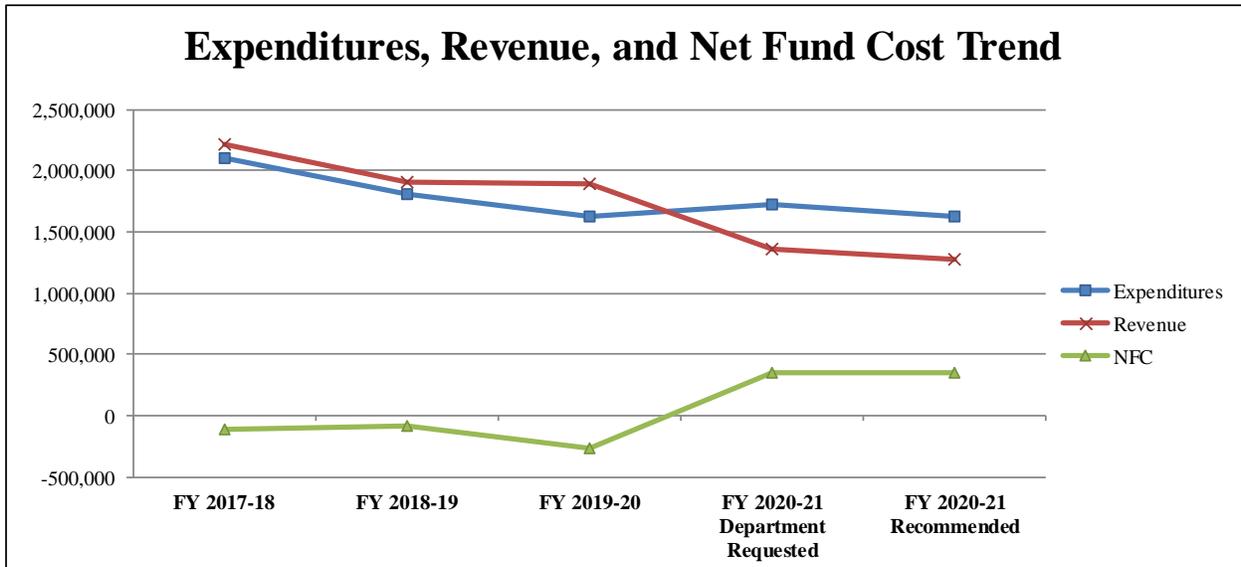
The majority of the expenditures for this budget unit are associated with labor cost reimbursements from the Public Works Internal Service Fund. The recommended budget includes \$1.3 million within services and supplies to reimburse Public Works to fully staff the operations of the Code Compliance division. The division receives reimbursement for cleaning areas subject to illegal dumping and revenue from code enforcement violation fines. The division is primarily funded by a contribution from the General Fund.

### Budget Changes and Operational Impacts

The negative appropriation for Other Charges is related to overpayments to the General Fund for indirect costs charged through the Countywide Cost Allocation Plan (CWCAP). The FY 2019-20 General Fund contribution included \$416,000 NGFC for Blight Remediation. The division's FY 2020-21 budget does not include appropriations from the Blight Remediation designation, as the division will seek approval for this funding from the Board of Supervisors throughout the year as projects arise. The recommended General Fund Contribution to the division has been budgeted at

a 7.5% reduction due to the financial impacts of the COVID-19 pandemic. The division will mitigate by holding one (1) Code Compliance Officer vacant and unfunded within the Public Works internal service fund. No service level impacts are anticipated.

Public Protection



### FY 2020-21 Goals, Objectives and Performance Measures

Goal 1: Reduce nuisances through efficient abatement procedures					
<i>Objective 1: Increase the number and speed of nuisance abatements.</i>					
Measurement	2017-18 Actual	2018-19 Actual	2019-20 Adopted	2019-20 Actual	2020-21 Goal
Percentage of cases related to illegal dumping, property maintenance, and zoning violations that have been resolved	70%	75%	75%	74%	75%
Number of cases related to illegal dumping, property maintenance, and zoning violations that have been resolved	2,619	2,543	2,500	2,265	2,250
Percentage of cases related to illegal dumping, property maintenance, and zoning violations that are resolved within 30 days	31%	31%	31%	30%	30%
Number of cases related to illegal dumping, property maintenance, and zoning violations that are resolved within 30 days	1,179	1,046	1,050	927	1,000
Percentage of cases related to illegal dumping, property maintenance, and zoning violations that are resolved within 90 days	50%	52%	52%	52%	52%
Number of cases related to illegal dumping, property maintenance, and zoning violations that are resolved within 90 days	1,866	1,770	1,800	1,576	1,550
<p>The mission of the Code Compliance division is to work in partnership with the people of Kern County to promote health and welfare, and maintain community standards. A key objective is to abate as many nuisances as possible, as quickly as possible. This past fiscal year the division was able to maintain performance levels at or near FY 2019-20 adopted goals despite losing one Code Officer. There are currently four Code Officers. The Code division has been able to shift administrative tasks to supervisors and clerical staff as well as utilize technology to achieve performance goals. This coming fiscal year, it is anticipated that the division will operate with current staffing levels. Despite funding and staffing challenges, the division expects to make the goals set for FY 2020-21.</p>					

## Building Inspection

Department Head: Craig Pope  
 Fund: Building Inspection  
 Budget Unit: 2624 and 2625

Function: Public Protection  
 Activity: Protective Inspection

### Description of Major Services

Building Inspection is a division of the Public Works Department. The division enforces building regulations in order to ensure the health and safety of the public throughout the permit and building process. The division administers parcel map and zoning requirements for land use by issuing building permits and inspecting all new construction in the County unincorporated area.

Public Protection

Summary of Expenditures and Revenue						
	FY 2018-19	FY 2019-20		FY 2020-21		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
<b>APPROPRIATIONS:</b>						
Services and Supplies	\$6,767,033	\$9,159,862	\$6,983,283	\$9,166,114	\$9,166,114	\$9,166,114
Other Charges	191,506	241,520	187,652	142,343	142,343	142,343
Capital Assets	92,192	0	0	185,000	185,000	185,000
Other Financing Uses	128,629	1,246,000	639,900	25,000	0	1,621,449
<b>TOTAL EXPENDITURES</b>	<b>\$7,179,360</b>	<b>\$10,647,382</b>	<b>\$7,810,835</b>	<b>\$9,518,457</b>	<b>\$9,493,457</b>	<b>\$11,114,906</b>
<b>REVENUE:</b>						
Licenses and Permits	\$5,449,445	\$4,800,000	\$5,888,737	\$5,000,000	\$5,000,000	\$5,000,000
Use of Money/Property	324,022	200,000	308,367	200,000	200,000	200,000
Charges for Services	80,297	48,200	94,288	63,200	63,200	63,200
Miscellaneous	2,259	(1,999)	4,120	2,001	2,001	2,001
<b>TOTAL REVENUE</b>	<b>\$5,856,023</b>	<b>\$5,046,201</b>	<b>\$6,295,512</b>	<b>\$5,265,201</b>	<b>\$5,265,201</b>	<b>\$5,265,201</b>
<b>NET FUND COST</b>	<b>\$1,323,337</b>	<b>\$5,601,181</b>	<b>\$1,515,323</b>	<b>\$4,253,256</b>	<b>\$4,228,256</b>	<b>\$5,849,705</b>

### Major Expenditures and Revenue in FY 2020-21 Recommended Budget

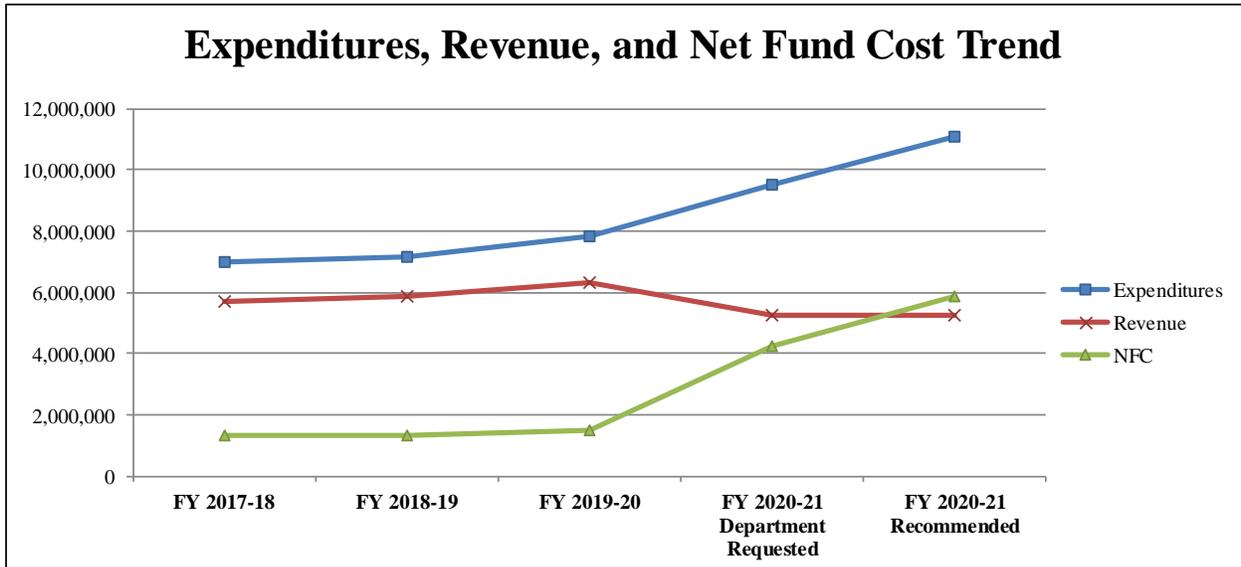
The majority of the expenditures of the division are associated with labor reimbursement costs and engineering consultant services. The recommended budget includes \$7.6 million within services and supplies to reimburse the Public Works Department to staff the operations of the Building Inspection division. The primary source of revenue for the division is building permit fees.

### Budget Changes and Operational Impacts

In addition to salary reimbursement to Public Works, \$1.8 million is being budgeted in services and supplies for general office expenses, consulting services, solar and wind energy surveying and zoning services. Included in the recommended budget is \$100,000 within Services and Supplies and \$1.6 million within Other Financing Uses to complete the renovation of the Public Service Building lobby.

The fund balance as of June 30, 2020 is \$4.9 million, all of which will be used in FY 2020-21. In addition, \$914,219 of the \$8.1 million available in the general designation will be used to complete the renovation of the Public Services Building, relocate the division’s Frazier Park office, and maintain or exceed the current level of service. The remaining \$7.2 million in the general designation will be utilized in future years.

Public Protection



### FY 2020-21 Goals, Objectives and Performance Measures

**Goal 1: Facilitate construction by performing timely processing of building permits.**

*Objective 1: Increase the speed of plan reviews.*

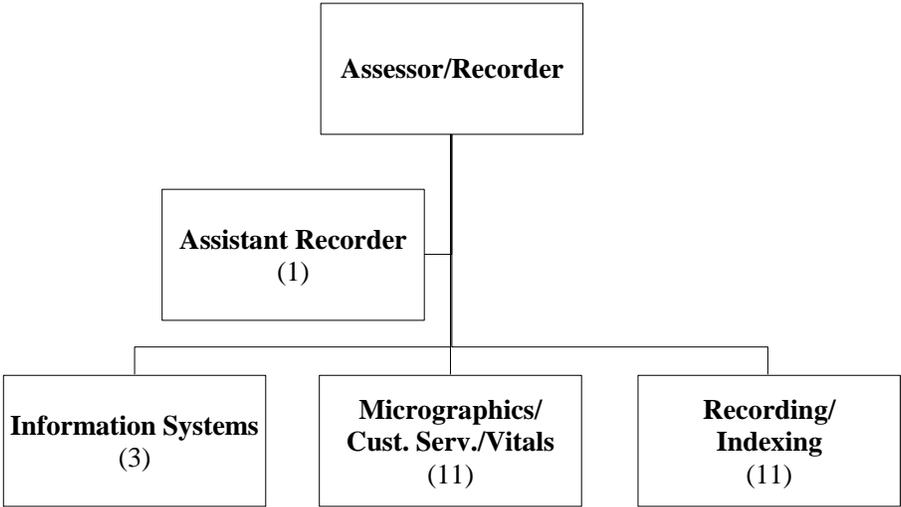
Measurement	2017-18 Actual	2018-19 Actual	2019-20 Adopted	2019-20 Actual	2020-21 Goal
Percentage of first plan reviews performed within 30 days	94%	90%	95%	90%	95%

Processing building permits is a critical function of the Building Inspection division and it is important to the permit applicant to obtain approval in a timely manner. The division processed several large projects that required both internal and external reviews by contracted consultants and saw an increase in residential projects in FY 2019-20. A mid-year building code change resulting in additional plan review time coupled with an influx of permits leading up to the effective date of change resulted in performance under the established FY 2019-20 goal. Through familiarity of the new codes and additional training it is anticipated that review times will improve in FY 2020-21.

**Mission Statement**

*The Kern County Assessor-Recorder's Office will continue to provide professional and courteous public service as well as maintain a high morale and positive working conditions for all employees. This office will fulfill the functions of Assessor-Recorder as mandated by law. The Assessor-Recorder will be dedicated to automating systems and procedures.*

**Organizational Chart**



Public Protection

**Fiscal Year 2018-19 and 2019-20 Accomplishments**

- Maintained the number of recordings processed via electronic submission at above 70%.
- The Hall of Records remodel was completed, which increased public access, including ADA compliant improvements, easier access to walk up computer kiosks and private rotunda area.
- Repaired and preserved 25 books of older birth records found to be in need of attention in addition to yearly preservation of older records.

## Recorder

Department Head: Jon Lifquist, Elected

Fund: Recorder

Budget Unit: 2700 and 2701

Function: Public Protection

Activity: Other Protection

### Description of Major Services

The Recorder Division of the Assessor-Recorder's Office is responsible for creating and maintaining custody of permanent records for all documents filed and recorded in the County. In addition to providing public access to information regarding land and land ownership, the division is also the local registrar of marriages and maintains copies of all certificates of marriage, births and deaths which occur in the County.

#### Summary of Expenditures and Revenue

	FY 2018-19	FY 2019-20		FY 2020-21		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
<b>APPROPRIATIONS:</b>						
Contingencies	\$0	\$798,494	\$0	\$900,000	\$900,000	\$2,018,336
Salaries and Benefits	2,041,721	2,069,421	1,991,699	2,029,013	2,029,013	2,029,013
Services and Supplies	408,052	625,665	273,552	650,718	650,718	650,718
Other Charges	655,860	880,560	734,731	673,596	673,596	673,596
Capital Assets	5,671	135,000	0	34,000	34,000	154,000
<b>TOTAL EXPENDITURES</b>	<b>\$3,111,304</b>	<b>\$4,509,140</b>	<b>\$2,999,982</b>	<b>\$4,287,327</b>	<b>\$4,287,327</b>	<b>\$5,525,663</b>
<b>REVENUE:</b>						
Licenses and Permits	\$3,673	\$3,200	\$2,830	\$3,200	\$3,200	\$3,200
Use of Money/Property	27,123	20,000	33,234	20,000	20,000	20,000
Charges for Services	2,219,371	2,070,500	2,400,256	2,030,500	2,030,500	2,030,500
Miscellaneous	3,967	1,191	1,616	1,291	1,291	1,291
Other Financing Sources:						
General Fund Contribution	453,840	450,000	550,000	475,000	475,000	475,000
Recorders Modernization Fund	330,637	571,430	335,184	853,774	853,774	853,774
Recorders Electronic Recording	135,571	145,000	115,731	140,000	140,000	140,000
Recorder's SSN Truncation	8,959	9,700	5,809	9,700	9,700	9,700
Vital & Health Stat Recorder	75,106	93,000	29,459	79,000	79,000	79,000
Community & Economic Dev.	0	200	81	200	200	200
CARES Act	0	0	153,551	0	0	0
<b>TOTAL REVENUE</b>	<b>\$3,258,247</b>	<b>\$3,364,221</b>	<b>\$3,627,751</b>	<b>\$3,612,665</b>	<b>\$3,612,665</b>	<b>\$3,612,665</b>
<b>NET FUND COST</b>	<b>(\$146,943)</b>	<b>\$1,144,919</b>	<b>(\$627,769)</b>	<b>\$674,662</b>	<b>\$674,662</b>	<b>\$1,912,998</b>

### Major Expenditures and Revenue in FY 2020-21 Recommended Budget

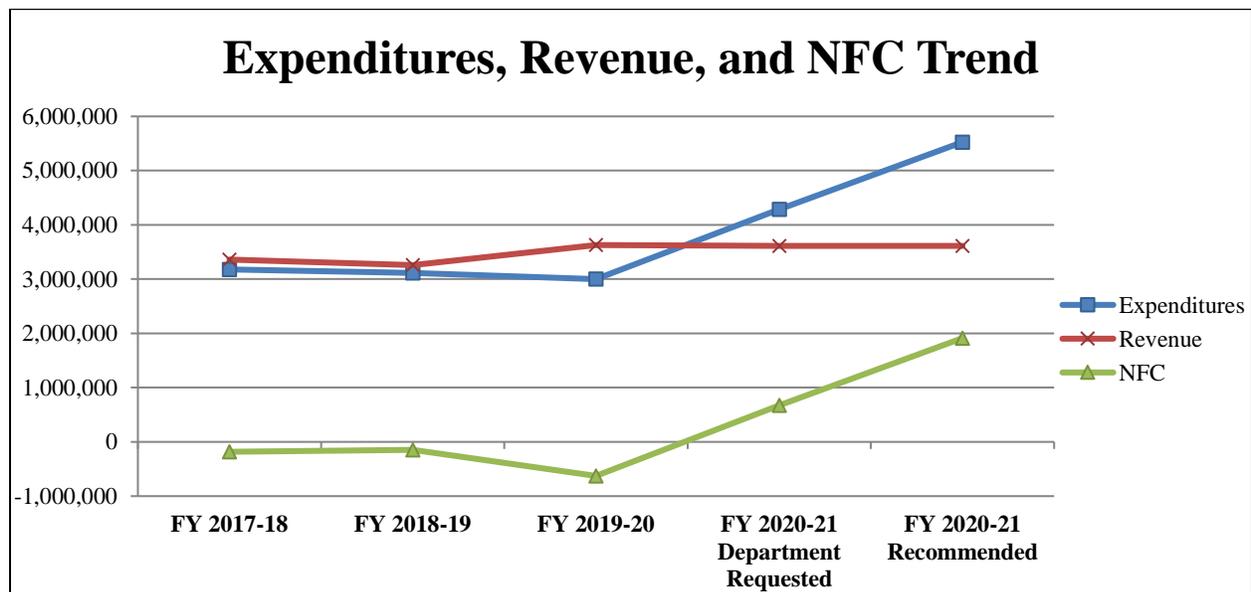
The majority of expenditures in the recommended budget are associated with staffing costs and service and supplies required to perform the functions of the department. Capital assets of \$154,000 are also included for security server upgrades, new switches and a new recording system. The revenue for the department is primarily derived from customers for recording and providing copies of documents. In addition, operating transfers in are received from other special revenue funds and contribute to the functions of the department. The department receives a contribution from General Fund budget unit 2705, which is pass-through revenue comprised of a \$1 fee per recording transaction.

### Budget Changes and Operational Impacts

The recommended budget includes an increase in expenditures primarily due to the appropriation for contingencies from the department’s ending fund balance, which the department will use toward any unanticipated operational costs.

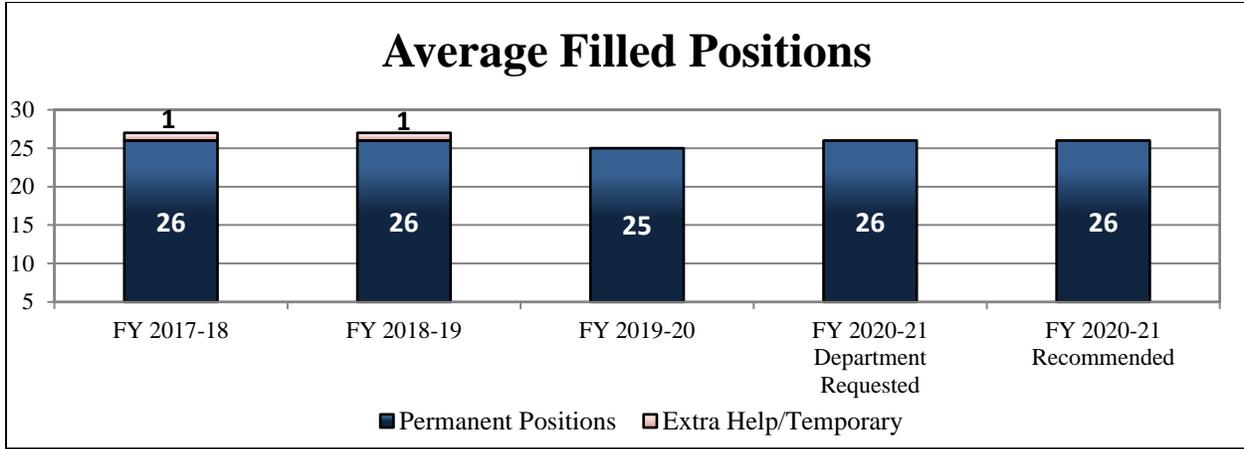
Revenue from charges for services is expected to slightly decrease, primarily due to an expected decline in recording fees. Expenditures for services and supplies are expected to increase, due to higher initial expenses for programming the new recorder system. The recommended budget includes \$100,000 for backfile conversion and \$120,000 for a new recording system that were both budgeted for in FY 2019-20, but have been deferred to FY 2020-21.

FY 2019-20 actual revenue includes reimbursement from the CARES Act funding to address the Novel Coronavirus pandemic.



### Staffing Changes and Operational Impacts

No staffing changes are included in the recommended budget.



### 4-Year Staffing Trend

	Actual			Department	
	FY 2017-18	FY 2018-19	FY 2019-20	Requested	Recommended
<b>AVERAGE FILLED POSITIONS</b>					
Permanent Positions	26	26	25	26	26
Extra Help/Temporary	1	1	0	0	0
<b>Total Positions</b>	<b>27</b>	<b>27</b>	<b>25</b>	<b>26</b>	<b>26</b>
<b>ACTUAL FULL-TIME EQUIVALENTS</b>					
Permanent Positions (FTE)	25	25	25	N/A	N/A
Extra Help/Temporary (FTE)	1	1	0	N/A	N/A
<b>Total Positions</b>	<b>26</b>	<b>26</b>	<b>25</b>	<b>N/A</b>	<b>N/A</b>
<b>SALARIES &amp; BENEFITS</b>	<b>\$2,057,305</b>	<b>\$2,041,721</b>	<b>\$1,991,699</b>	<b>\$2,029,013</b>	<b>\$2,029,013</b>

### Summary of Authorized Positions

The recommended budget includes 26 authorized positions, all of which have been budgeted to be filled as indicated below.

Division	Authorized	Additions	Deletions	Requested		Filled	Vacant	Total
					Total			
Administration	1	0	0		1	1	0	1
Information Systems	3	0	0		3	3	0	3
Micrographics/Customer Service/Vitals	11	0	0		11	11	0	11
Recording /Indexing	11	0	0		11	11	0	11
<b>Total</b>	<b>26</b>	<b>0</b>	<b>0</b>		<b>26</b>	<b>26</b>	<b>0</b>	<b>26</b>

<b>Administration</b>	<b>Micrographics/Customer Service/Vitals</b>	<b>Recording/Indexing</b>
<u><b>Classification</b></u>	<u><b>Classification</b></u>	<u><b>Classification</b></u>
1 Assistant Recorder	1 Senior Office Services Specialist	1 Supervisor Legal Processing Tech
1 <b>Requested Total</b>	1 Document Imaging Technician	1 Senior Legal Processing Tech
	9 Office Services Technician	5 Legal Processing Technician I
	11 <b>Requested Total</b>	4 Office Services Technician
		11 <b>Requested Total</b>
 <b>Information Systems</b>		
<u><b>Classification</b></u>		
1 LAN Administrator		
1 Office Services Technician		
1 Information System Specialist II		
3 <b>Requested Total</b>		

Public Protection

## Fiscal Year 2020-21 Goals, Objectives, and Performance Measures

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

*Objective 1: Process, record, index and maintain official records and vital statistics, consisting of real property records authorized to be recorded according to law and birth, death and marriage registrations.*

Measurement	2017-18 Actual	2018-19 Actual	2019-20 Adopted	2019-20 Actual	2020-21 Goal
Number of official records processed for recording	195,708	167,618	165,950	206,573	216,000
Number of marriage certificates filed	3,630	3,356	3,255	2,601	2,730
Number of birth certificates filed	12,385	12,784	12,911	11,968	12,500
Number of death certificates filed	5,925	6,453	6,646	7,029	7,300
Number of days to mail original Official Records after processing	17	17	15	10	10
Number of days to review and return rejected documents	2	2	2	1	1

Percentage of documents electronically recorded has increased again this fiscal year to over 70%. Electronic recordings are primarily submitted by real estate professionals utilizing a portal where filing documents and collecting fees is efficient. With the increase in e-recordings more time is available for staff to serve visiting public and process documents sent via mail. These areas of recording service tend to take more time and turn-around has improved to the benefit of the public.

*Objective 2: Efficiently service public requests and duplication needs of the records that are available through the Department.*

Measurement	2017-18 Actual	2018-19 Actual	2019-20 Adopted	2019-20 Actual	2020-21 Goal
Number of Vital records sold	36,927	41,494	42,300	35,888	42,500
Number of plain and certified non-vital duplicates sold	13,904	12,421	13,000	9,032	10,800
Average number of duplication services provided per day	201	210	210	195	215
Average number of minutes to provide duplication services to visitors	5	5	5	5	4

A year has passed since a major remodel of the Hall of Records. Improved public access, including ADA compliant improvements, have proved beneficial. Open space has allowed better flow of traffic and better access to staff to assist in public areas. Work has begun on conversion to a web-based records management system that will improve service for quicker turnaround of services.

*Objective 3: Expand electronic document managing process and improve access to all Recorder records converted to digitized image and also preserved in original form for historical value and use well into the future.*

Measurement	2017-18 Actual	2018-19 Actual	2019-20 Adopted	2019-20 Actual	2020-21 Goal
Total number of official record document images filed	11,816,266	12,467,085	13,112,085	13,318,658	13,534,658
Percentage of documents available in imaged format	98%	98%	98%	98%	98%

A planned conversion to a web-based records management system will improve service in all areas of the department. Faster recording processing, more efficient copy services of all records and improved security in preserving data including images within our local network. Annual preservation of older records continues including valuable water proofing materials.

## County Contribution-Recorder

Department Head: Jon Lifquist, Elected

Function: Public Protection

Fund: General

Activity: Other Protection

Budget Unit: 2705

### Description of Major Services

This budget unit was established to facilitate the appropriation of a General Fund contribution to the Recorder.

Public Protection

<b>Summary of Expenditures and Revenue</b>						
	<b>FY 2018-19</b>	<b>FY 2019-20</b>		<b>FY 2020-21</b>		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
<b>APPROPRIATIONS:</b>						
Other Financing Uses	\$453,839	\$450,000	\$550,000	\$475,000	\$475,000	\$516,608
<b>TOTAL EXPENDITURES</b>	<b>\$453,839</b>	<b>\$450,000</b>	<b>\$550,000</b>	<b>\$475,000</b>	<b>\$475,000</b>	<b>\$516,608</b>
<b>REVENUE:</b>						
Charges for Services	\$461,193	\$450,000	\$591,608	\$475,000	\$475,000	\$475,000
<b>TOTAL REVENUE</b>	<b>\$461,193</b>	<b>\$450,000</b>	<b>\$591,608</b>	<b>\$475,000</b>	<b>\$475,000</b>	<b>\$475,000</b>
<b>NET GENERAL FUND COST</b>	<b>(\$7,354)</b>	<b>\$0</b>	<b>(\$41,608)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$41,608</b>

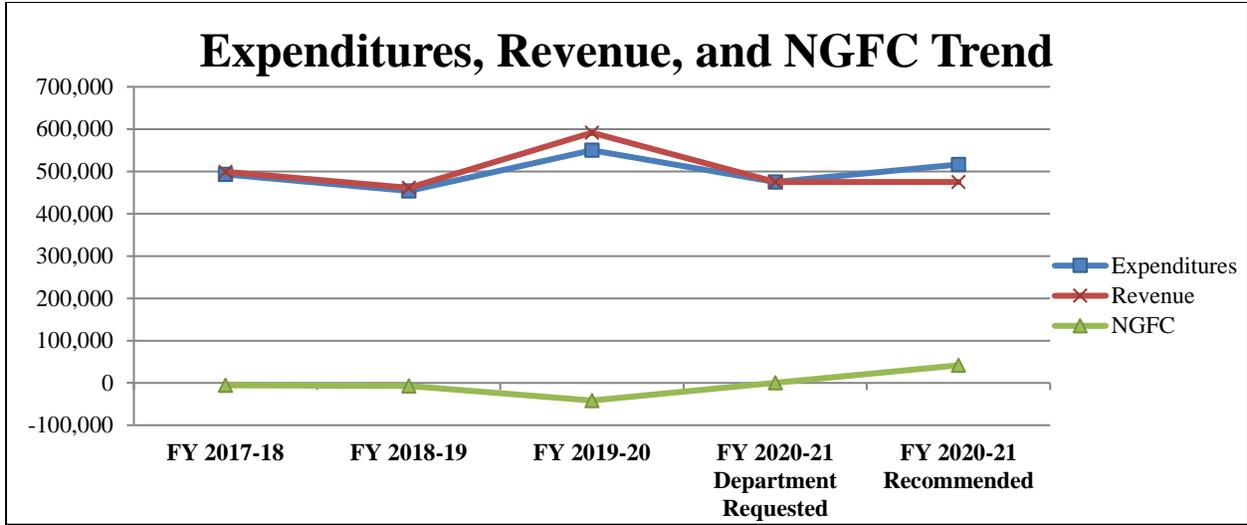
### Major Expenditures and Revenue in FY 2020-21 Recommended Budget

The contribution is funded by revenue generated from a \$1 fee charged on subsequent pages of certain document transactions. The \$1 fee is passed through the General Fund to the Recorder in order to achieve compliance with Government Code section 27361(b). The fee collected can only be used for the Recorder's functions.

### Budget Changes and Operational Impacts

The recommended budget includes revenue slightly lower than the FY 2019-20 actual due to anticipated lower collections. Appropriations include the amount to be transferred to the Recorder's operating budget unit 2700 to offset costs associated to the Department's recording responsibilities. The recommended budget includes a Net General Fund Cost to account for revenue collected but not transferred to the Recorder in FY 2019-20, as mandated in Government Code section 27361(b).

Public Protection

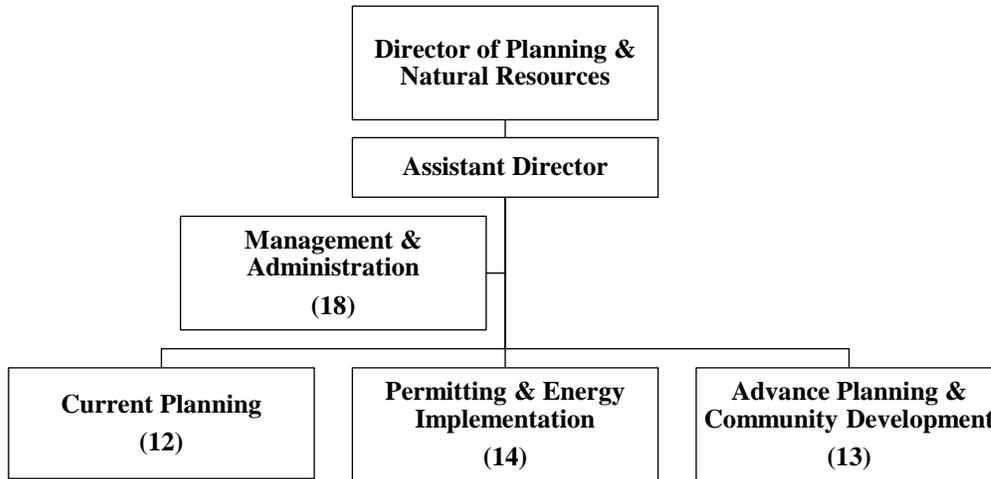


**Mission Statement**

*The Planning and Natural Resources Department provides consolidated land use planning and community development programs for the County's residents. The department is proud to fulfil a mission that fosters economic vitality, supports resource conservation, and serves the diverse needs of Kern County residents, including those with lower incomes, by improving their economic, environmental, and social quality of life.*

**Public Protection**

**Organizational Chart**



**Fiscal Year 2018-19 and 2019-20 Accomplishments**

- Issued more than 2,200 permits in the 2019 calendar year. Achieved 100% compliance issuing all permits within seven days.
- The set-aside of the Kern County Oil and Gas Environmental Impact Report in February 2020 created a thirty-day window for final permitting. The Oil and Gas permitting team issued 734 permits and 740 extensions of time during the COVID -19 local emergency.
- Completed processing and re-approval of the Tejon Ranch Grapevine Project and Environmental Impact Report to the Board of Supervisors in December 2019.
- Facilitated permitting and construction of wind and commercial scale solar projects for a ten-year total of \$56 billion in private investment, 12,000 construction jobs and 1,800 permanent renewable energy jobs. All countywide renewable energy permitting totals 15,800 MW.
- Continued refinement of Accela system to include streamlines payment methods and broadening of planning applications available.
- Awarded 48 RENEWBIZ grants in Boron, Mojave, Rosamond and Tehachapi to encourage and promote the economic reinvestment and revitalization in these eastern communities for a total amount of \$389,820.

## Planning and Natural Resources

Department Head: Lorelei H. Oviatt

Function: Public Protection

Fund: General

Activity: Other Protection

Budget Unit: 2750

### Description of Major Services

The Planning and Natural Resources Department is responsible for delivering land use programs that streamline permitting and facilitate job creation while protecting and conserving natural resources for future generations. The department monitors and reviews State and federal activities as part of the Home Rule Program, emphasizing the impacts of endangered species, wetlands, water, air quality, and land use activities on private property owners and industries.

The department's programs focus on streamlining permits for business and environmental protections for communities. Major programs include implementation of oil and gas permitting, bringing online all other types of permitting, completion of the Valley Floor Natural Communities Conservation Plan (NCCP) and Habitat Conservation Plan (HCP) for oil and gas operations and the Grapevine Tejon project, coordination with the City of Bakersfield on the next Bakersfield Regional HCP for water sustainability development and solutions in both the Tulare Basin and the Indian Wells Valley, and ongoing work for the General Plan 2040 update.

#### Summary of Expenditures and Revenue

	FY 2018-19		FY 2019-20		FY 2020-21	
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
<b>APPROPRIATIONS:</b>						
Salaries and Benefits	\$5,813,148	\$6,967,644	\$6,491,024	\$7,122,883	\$6,871,080	\$6,871,080
Services and Supplies	2,916,811	7,072,625	4,220,847	5,656,874	5,419,823	5,419,823
Other Charges	380,000	0	(10,180)	0	0	0
Capital Assets	6,928	87,000	0	23,000	0	0
Other Financing Uses	0	426,883	0	0	0	266,883
<b>TOTAL EXPENDITURES</b>	<b>\$9,116,887</b>	<b>\$14,554,152</b>	<b>\$10,701,691</b>	<b>\$12,802,757</b>	<b>\$12,290,903</b>	<b>\$12,557,786</b>
Expend. Reimb.	\$0	\$0	(\$53,485)	(\$93,735)	\$0	\$0
<b>TOTAL NET EXPENDITURES</b>	<b>\$9,116,887</b>	<b>\$14,554,152</b>	<b>\$10,648,206</b>	<b>\$12,709,022</b>	<b>\$12,290,903</b>	<b>\$12,557,786</b>
<b>REVENUE:</b>						
Licenses and Permits	\$301,727	\$345,600	\$305,478	\$573,530	\$573,530	\$573,530
Fines and Forfeitures	5,370	10,000	4,685	5,000	5,000	5,000
Intergovernmental	109,522	625,000	0	615,000	615,000	615,000
Charges for Services	2,974,803	3,412,060	4,023,080	3,519,739	3,818,095	3,818,095
Miscellaneous	20,894	27,500	29,954	20,500	20,500	20,500
Other Financing Sources:						
General Plan Surcharge	693,268	3,514,274	1,308,370	3,505,942	3,148,356	3,148,356
Oil and Gas Program	2,253,312	3,321,724	2,340,536	1,598,199	1,454,644	1,454,644
CARES Act	0	0	409,675	0	0	0
<b>TOTAL REVENUE</b>	<b>\$6,358,896</b>	<b>\$11,256,158</b>	<b>\$8,421,778</b>	<b>\$9,837,910</b>	<b>\$9,635,125</b>	<b>\$9,635,125</b>
Less Available BSI *	\$0	(\$426,883)	\$0	\$0	\$0	(\$266,883)
<b>NET GENERAL FUND COST</b>	<b>\$2,757,991</b>	<b>\$2,871,111</b>	<b>\$2,226,428</b>	<b>\$2,871,112</b>	<b>\$2,655,778</b>	<b>\$2,655,778</b>
BSI Ending Balance *	\$119,163	N/A	\$266,883	N/A	N/A	N/A

\* BSI = Budget Savings Incentives

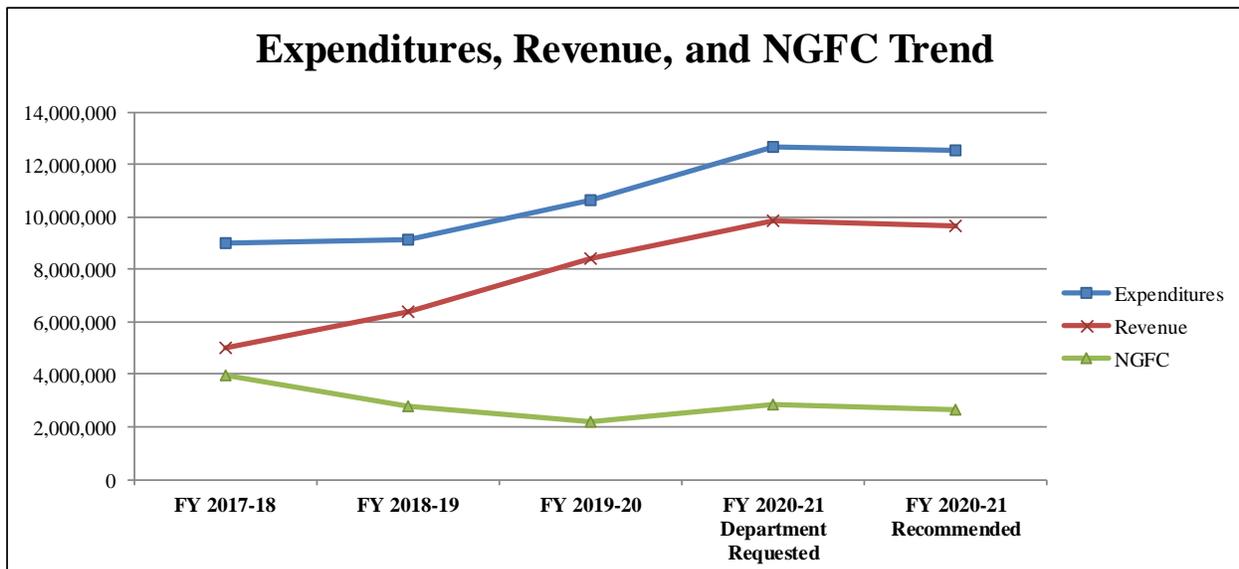
## Major Expenditures and Revenue in FY 2020-21 Recommended Budget

The majority of the expenditures for this budget unit are associated with staffing costs and contracts for outside consultants with whom the department contracts with for professional services. The department receives significant revenue from applicant fees, oil and gas permitting and reimbursements for costs related to contracts.

### Budget Changes and Operational Impacts

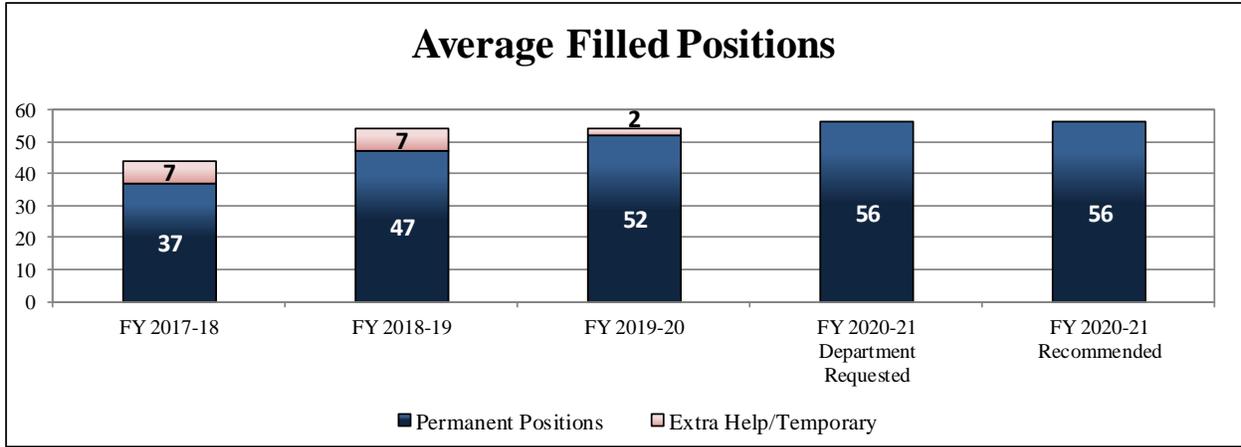
The recommended budget provides funding for 56 permanent positions. The department plans to keep three positions vacant and unfunded, reduce \$237,051 in the services and supplies category, and defer the purchase of a vehicle in order to absorb the reduction in Net General Fund Cost (NGFC). Included in the recommended budget is \$615,000 of Housing and Community Development revenue as well as an increase of \$564,151 within Charges for Services due to license and permit fee increases approved last fiscal year.

The Kern County Oil and Gas Environmental Impact Report (EIR) was set-aside in February. The department anticipates issuance of a new Oil and Gas EIR in February of 2021. The recommended budget includes \$1.4 million in revenue and associated costs related to permitting.



### Staffing Changes and Operational Impacts

The recommended budget provides the department with funding for all but one (1) Office Services Technician position, one (1) Engineering Aide I position, and one (1) Planner I/II/III position, all of which are vacant and unfunded.



### 4-Year Staffing Trend

	Actual			Department	
	FY 2017-18	FY 2018-19	FY 2019-20	Requested	Recommended
<b>AVERAGE FILLED POSITIONS</b>					
Permanent Positions	37	47	52	56	56
Extra Help/Temporary	7	7	2	0	0
<b>Total Positions</b>	<b>44</b>	<b>54</b>	<b>54</b>	<b>56</b>	<b>56</b>
<b>ACTUAL FULL-TIME EQUIVALENTS</b>					
Permanent Positions (FTE)	38	46	52	N/A	N/A
Extra Help/Temporary (FTE)	5	6	2	N/A	N/A
<b>Total Positions</b>	<b>43</b>	<b>52</b>	<b>54</b>	<b>N/A</b>	<b>N/A</b>
<b>SALARIES &amp; BENEFITS</b>	<b>\$4,866,409</b>	<b>\$5,813,148</b>	<b>\$6,491,024</b>	<b>\$7,122,883</b>	<b>\$6,871,080</b>

### Summary of Authorized Positions

The department has requested 59 authorized permanent positions, of which, 56 have been budgeted to be filled in FY 2020-21 as indicated below.

Division	Authorized	Additions	Deletions	Requested		Filled	Vacant	Total
					Total			
Management/Admin	20	0	0		20	20	0	20
Current Planning	12	0	0		12	12	0	12
Advance Planning/CD	13	0	0		13	12	1	13
Permitting/Energy	14	0	0		14	12	2	14
<b>Total</b>	<b>59</b>	<b>0</b>	<b>0</b>		<b>59</b>	<b>56</b>	<b>3</b>	<b>59</b>

<b>Management/Admin</b>	<b>Current Planning</b>	<b>Permitting/Energy</b>
<b><u>Classification</u></b>	<b><u>Classification</u></b>	<b><u>Classification</u></b>
1 Director	1 Division Chief	1 Division Chief
1 Assistant Director	2 Supervising Planner	1 Supervising Planner
1 Administrative Services Officer	9 Planner I/II/III	3 Planner I/II/III
1 Housing Initiative Coordinator	12 <b>Requested Total</b>	1 GIS Specialist
1 Office Services Coordinator		1 GIS Technician
1 Sr. Office Services Specialist	<b>Advance Planning/CD</b>	2 Planning Technician
3 Office Services Specialist	<b><u>Classification</u></b>	3 Permit Specialist I/II
2 Office Services Technician	1 Division Chief	1 Engineer Aide I/II
1 Office Services Assistant	3 Supervising Planner	1 Office Service Technician
1 Administrative Coordinator	9 Planner I/II/III	14 <b>Requested Total</b>
2 Accountant I/II/III	13 <b>Requested Total</b>	
1 Fiscal Support Supervisor		
2 Fiscal Support Specialist		
2 Fiscal Support Technician		
20 <b>Requested Total</b>		

**Public Protection**

**Fiscal Year 2020-21 Goals, Objectives, and Performance Measures**

**Public Protection**

**Goal 1: Employ land use policies that ensure orderly growth, promote economic vitality, and protect the local environment consistent with the County Economic Development Strategy.**

*Objective 1: Promote economic growth through timely and effective processing of land use permits; balancing new development with existing uses and the vision articulated in the general and specific plans.*

Measurement	2017-18 Actual	2018-19 Actual	2019-20 Adopted	2019-20 Actual	2020-21 Goal
Average number of weeks for a land use project which does not require preparation of an environmental document to be presented for consideration by a hearing body.	4.9	6.3	<12	6.8	<12
Average number of days for a ministerial land use permit to be reviewed and acted upon.	15	8.5	<15	10	<15

New development can play an important role in stimulating economic growth and in fulfilling the vision for land uses outlined in the general and specific plans. Being responsive to this initiative may encourage future development in the County. These performance measures describe processes common to ministerial and many discretionary permits, which represent the bulk of the department’s customer applicant base.

The first measurement represents the duration from the time the application is deemed complete to when the application is presented for the first time to the appropriate hearing body. It does not reflect the additional time required to present for final approval due to variations that may exist from one project to another.

The department has two Planners and one Permit Specialist assigned to Counter Operations, rotating in-office and remote, and it is expected that the average number of days to process a ministerial permit will be well under the 2020-21 Goal.

**Goal 2: Improve fiscal efficiency/responsibility of County.**

*Objective 1: Hold County departments and employees accountable to do their jobs well.*

Measurement	2017-18 Actual	2018-19 Actual	2019-20 Adopted	2019-20 Actual	2020-21 Goal
Average number of days to provide a written response to reviews of all land use/land division applications.	22.2	27.2	<30	26.8	≤ 30
Average number of days to provide a written response to a land use/land division applicant who has corrected and resubmitted an application previously determined to be incomplete.	20.4	16.7	< 15	16.5	<15
Average wait time of customers who seek service at the public counter.	5 min	7 min	<6 min.	14 min	<6 min.
Average number of days to pay invoices the department receives from a vendor.	30	31	≤ 30	23	≤ 30
Average number of days to process billings to customers who are charged on a time and materials basis.	23	20	≤ 30	25	≤ 30

These are core functions for several of the department’s work units and, with the exception of the last measure, are indicators of customer service and how well we are meeting the needs of our customers.

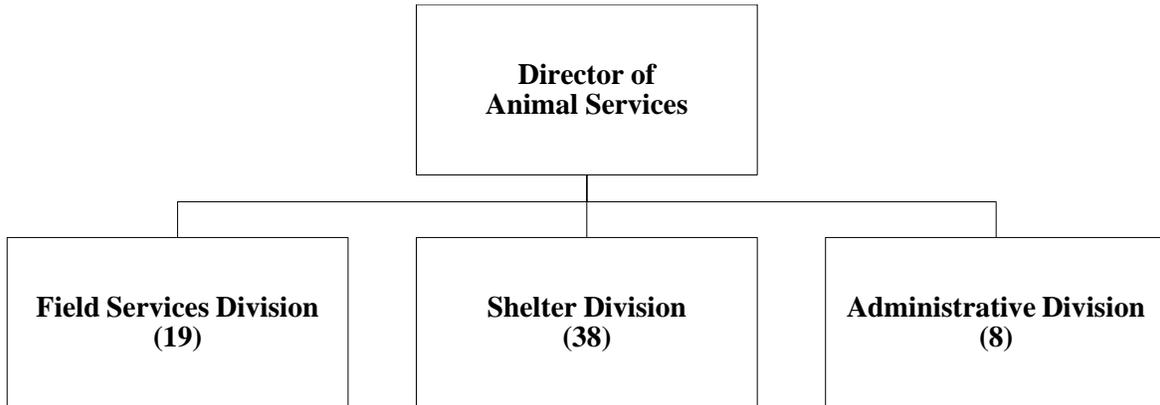
Average wait time of customers who seek service at the public counter fell short of the FY 2019-20 adopted goal due to construction in the Public Services Building lobby, set to be completed in the 2020-21 fiscal year.

The last measure describes the level of effort undertaken by the department to recover costs from billable clients for the larger land use projects. Adequate cost recovery is imperative to protect the County’s General Fund from providing a subsidy to such projects.

**Mission Statement**

*Our Mission is to protect and care for the citizens and animals of Kern County through the promotion, example and education, of humane, safe and sane treatment of animals; to encourage adoption of the community's homeless animals; and to assist in the reunification of lost animals with their owners*

**Organizational Chart**



Public Protection

**Fiscal Year 2018-19 and 2019-20 Accomplishments**

- Received \$225,000 in grant funding from the Petco Foundation to sponsor a kitten nursery and to expand the department’s foster care program. More than 300 kittens were saved and over 4,500 animals were placed in foster homes.
- The live release rate in 2018 was 76% and increase of 4% from the prior year.
- Trap/Neuter/Release program for feral/free roaming cats continued which has resulted in 9,625 cats being altered and released since program inception in 2013.
- Completed 5,209 surgeries in FY 2018-19 and 2,798 surgeries through March 31, 2020 utilizing the department’s on-site surgery suite, resulting in significant savings versus outsourcing.
- In coordination with multiple rescue organizations, 2,408 animals were rescued in 2018 and 2,850 were rescued in 2019.
- Received \$22,500 in grant funding from the California Department of Food and Agriculture for spay/neuter for spay neuter activities in the Taft and Lamont areas.
- During the second annual Mega Adoption event at the Kern County Fair Grounds in 2018, 78 animals were adopted and during the third annual event in 2019, 69 animals were adopted.
- The department holds weekly vaccine and licensing clinics at the Fruitvale facility, each Wednesday. In 2018, the department administered 6,294 vaccines and issued 2,064 licenses and during 2019 administered 5,411 vaccines and issued 1,865 licenses.
- Completed 3,613 Spay/Neuter surgeries in FY 2018-19 and 2,137 through March 31, 2020 with funding dedicated by the Board of Supervisors in each year.

## Animal Services

Department Head: Nicholas Cullen  
Fund: General  
Budget Unit: 2760

Function: Public Protection  
Activity: Other Protection

### Description of Major Services

The Animal Services Department provides for the care and protection of unwanted and abandoned animals within the community. The County provides countywide shelter services from the shelter in Bakersfield. The County provides enforcement and shelter activities for the City of Tehachapi and shelter services to the City of Arvin.

The department also provides local rabies control in accordance with California Health and Safety Code. The rabies control program includes animal licensing, rabies vaccinations, bite reporting, quarantine, and stray animal control. In addition the department provides low-cost vaccination clinics, investigates animal cruelty and abuse complaints, conducts public education programs, and promotes spaying and neutering.

<b>Summary of Expenditures and Revenue</b>						
	<b>FY 2018-19</b>	<b>FY 2019-20</b>		<b>FY 2020-21</b>		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
<b>APPROPRIATIONS:</b>						
Salaries and Benefits	\$5,277,867	\$5,510,273	\$4,942,149	\$5,330,877	\$5,002,801	\$5,059,273
Services and Supplies	2,089,688	2,110,783	2,082,440	2,127,265	1,969,465	2,163,993
Other Charges	11,307	11,590	11,589	11,590	11,590	11,590
Other Financing Uses	0	53,804	0	0	0	53,804
<b>TOTAL EXPENDITURES</b>	<b>\$7,378,862</b>	<b>\$7,686,450</b>	<b>\$7,036,178</b>	<b>\$7,469,732</b>	<b>\$6,983,856</b>	<b>\$7,288,660</b>
<b>REVENUE:</b>						
Licenses and Permits	\$262,309	\$310,000	\$189,874	\$275,000	\$275,000	\$275,000
Fines and Forfeitures	310	800	45	100	100	100
Intergovernmental	1,354,926	1,356,874	1,003,602	1,360,035	1,011,695	1,262,695
Charges for Services	436,437	475,810	354,213	481,785	481,785	481,785
Miscellaneous	257,626	293,344	266,613	161,895	161,895	161,895
Non-Revenue Receipts	-1	0	0	100	0	0
Other Financing Sources:						
Sterilization Fund	30,000	30,000	0	25,000	25,000	25,000
CARES Act	0	0	539,809	0	0	0
<b>TOTAL REVENUE</b>	<b>\$2,341,607</b>	<b>\$2,466,828</b>	<b>\$2,354,156</b>	<b>\$2,303,915</b>	<b>\$1,955,475</b>	<b>\$2,206,475</b>
Less Available BSI *	\$0	(\$53,804)	\$0	\$0	\$0	(\$53,804)
<b>NET GENERAL FUND COST</b>	<b>\$5,037,255</b>	<b>\$5,165,818</b>	<b>\$4,682,022</b>	<b>\$5,165,817</b>	<b>\$5,028,381</b>	<b>\$5,028,381</b>
BSI Ending Balance *	\$26,462	N/A	\$53,804	N/A	N/A	N/A

\* BSI = Budget Savings Incentives

### Major Expenditures and Revenue in FY 2020-21 Recommended Budget

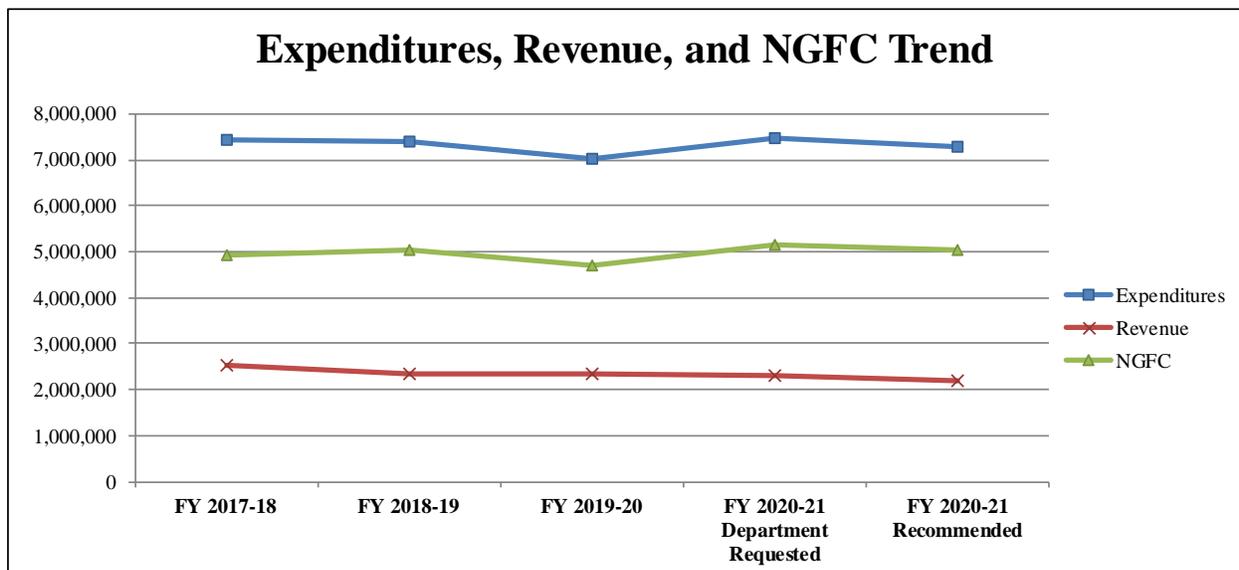
The majority of the department's expenditures are for staffing and operating costs necessary for field services which include local rabies control in accordance with California Health and Safety

Code and animal shelter services. These expenditures are funded primarily by an allocation of Net General Fund Cost (NGFC). Other sources of revenue include animal license, animal redemption and adoption fees as well as reimbursement from the Cities of Tehachapi and Arvin for shelter and enforcement activities. The department receives a portion of the 1991 Health Realignment revenue.

### Budget Changes and Operational Impacts

The recommended budget includes a 7.5% reduction to NGFC, or \$387,436, which is partially offset by a \$250,000 increase in NGFC specific to ongoing countywide spay/neuter efforts, for a total reduction in NGFC of \$137,437. Pursuant to the department’s step-down plan, this funding level does require the closure of the Mojave shelter. The preliminary budget originally outlined the closure of both the Mojave and Lake Isabella shelter, however revenue backfill from the state has made it possible to maintain the operations of the Lake Isabella shelter through the fiscal year. The Mojave shelter’s lease is expired and a new east kern location will need to be identified should future shelter operations in this area of the county become feasible in future years. Animal Care Officers assigned to the outlying area served by the Mojave shelter will more frequently be out of the area transporting animals to the Bakersfield or Lake Isabella shelter, significantly impacting response times. The consolidation of services will also impact the way residents in outlying areas of the County interact with the department.

The department maintains their commitment to providing a high level of animal care, in addition to spay/neuter activities, foster opportunities, public education, and other programs.



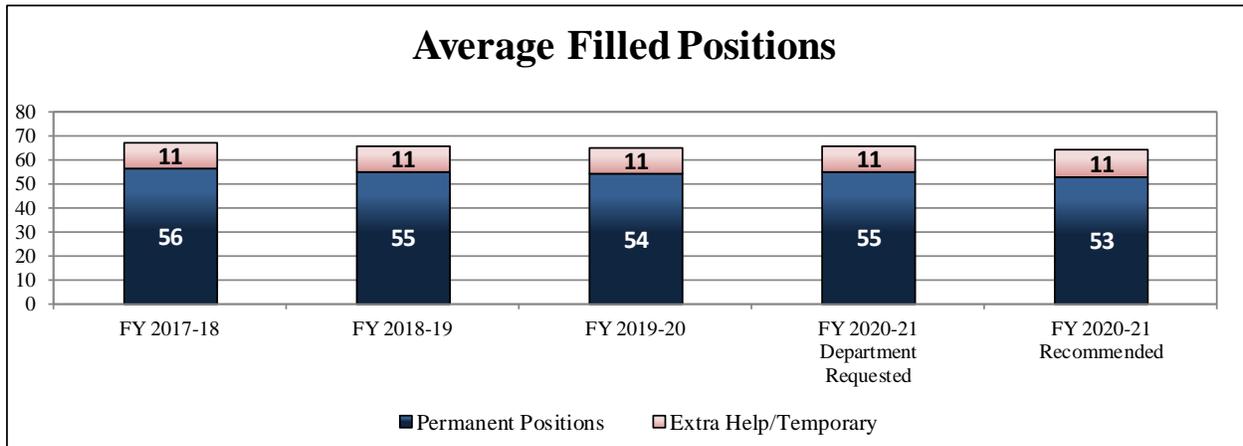
### Staffing Changes and Operational Impacts

The department will unfund 13 positions – eight (8) vacant Animal Care Worker positions, one (1) vacant Marketing and Promotions Associate position, one (1) vacant Animal Control Officer position, one (1) vacant Program Specialist position, one (1) vacant part-time Veterinarian position, and one (1) vacant Volunteer Coordinator position to achieve the recommended NGFC. These positions represent a vital role in ensuring the department meets its goal of becoming a no-

kill shelter; however, budget constraints make holding these positions necessary. Extra-help is budgeted to be used as-needed to maintain shelter operations and has been increased from the preliminary budget.

The department has one vacant and funded Veterinarian position, which has been vacant for more than six months, significantly impacting the department’s ability to provide on-site veterinary care, increasing the department’s reliance on private veterinarians.

Public Protection



### 4-Year Staffing Trend

	Actual			Department	
	FY 2017-18	FY 2018-19	FY 2019-20	Requested	Recommended
<b>AVERAGE FILLED POSITIONS</b>					
Permanent Positions	56	55	54	55	53
Extra Help/Temporary	11	11	11	11	11
<b>Total Positions</b>	<b>67</b>	<b>66</b>	<b>65</b>	<b>66</b>	<b>64</b>
<b>ACTUAL FULL-TIME EQUIVALENTS</b>					
Permanent Positions (FTE)	58	56	52	N/A	N/A
Extra Help/Temporary (FTE)	8	10	9	N/A	N/A
<b>Total Positions</b>	<b>66</b>	<b>66</b>	<b>61</b>	<b>N/A</b>	<b>N/A</b>
<b>SALARIES &amp; BENEFITS</b>	<b>\$5,315,497</b>	<b>\$5,277,867</b>	<b>\$4,942,149</b>	<b>\$5,330,877</b>	<b>\$5,059,273</b>

### Summary of Authorized Positions

The department currently has 66 authorized positions. The recommended budget includes funding for 53 of the positions as indicated below.

Division	Authorized	Additions	Deletions	Requested	Filled	Vacant	Total
				Total			
Administration	9	0	0	9	7	2	9
Shelter	38	0	0	38	28	10	38
Enforcement	19	0	0	19	18	1	19
<b>Total</b>	<b>66</b>	<b>0</b>	<b>0</b>	<b>66</b>	<b>53</b>	<b>13</b>	<b>66</b>

Administration	Shelter	Enforcement
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 Director	2 Veterinarian	2 Senior Animal Control Officer
1 Deputy Director	4 Registered Veterinary Technician	15 Animal Control Officer
1 Business Manager	1 Shelter Supervisor	2 Animal Control Dispatcher
1 Fiscal Support Supervisor	2 Senior Animal Care Worker	19 <b>Requested Total</b>
1 Fiscal Support Specialist	1 Volunteer Coordinator	
2 Fiscal Support Technician	26 Animal Care Worker	
1 Program Specialist	2 Office Services Technician	
1 Marketing and Promo. Assoc.	38 <b>Requested Total</b>	
9 <b>Requested Total</b>		

### FY 2020-21 Goals, Objectives and Performance Measures

**Goal 1: Improve Animal Services and promote responsible pet ownership**

*Objective 1: reduce animal intakes through public education and spay/neuter programs*

Measurement	2017-18 Actual	2018-19 Actual	2019-20 Adopted	2019-20 Actual	2020-21 Goal
Percent change in the number of animals received at the shelter	1% Decrease	11% Decrease	5% Decrease	20% Decrease	10% Decrease
Percent change in the number of impounded animals euthanized	21% Decrease	13% Decrease	5% Decrease	33% Decrease	5% Decrease
Percent change in the number of impounded animals that are returned to owner, adopted, rescued, trap/neuter/released, or transferred	9% Increase	10% Decrease	5% Increase	16% Decrease	5% Increase
The number of animals entered into the Animal Foster Program	1,533	1,734	1,750	1,817	2,000
Licenses issued by the department	12,186	12,117	12,650	11,524	11,500
Number of animals spayed or neutered	13% Increase	11% Decrease	5% Increase	25% Decrease	25% Increase

A primary goal of Kern County Animal Services is to decrease the number of abandoned and unwanted pets by promoting responsible pet ownership through progressive programs such as outreach and education, adoption, rescue, Trap/Neuter/Return (TNR), and spay/neuter efforts. The department exceeded the desired intake reduction goal by 15%. The spay/neuter efforts supported by the Board of Supervisors will continue to have an increased impact on intake reduction in the coming years.

The department exceeded the euthanasia reduction goal by twenty-eight percentage points, largely due to the reduction of intakes and the success of the Foster Program. The reduction in intakes combined with the reduction in euthanasia has resulted in the live release rate increasing by 4% over FY 2019-20. With the help of a grant from the Petco Foundation and strong support from the community, the department was able to increase the Foster Program to care for cats brought into the shelter that are too young to care for themselves. The Foster program was also expanded to provide supportive in-home care for large dogs, increasing the likelihood of finding permanent homes. More than 95% of the animals that go through the program will be adopted into a permanent home.

Licensing for the department decreased by almost 600 total licenses, largely due to Covid-19 and the termination of Wednesday night and Saturday in the park licensing clinics. The department will evaluate and implement creative solutions to enhance licensing compliance due to the uncertainty of when clinics may restart.

The total number of animals that were spayed/neutered by the department was reduced by 25% from FY 2019-20 due to the inability to issue vouchers during the Covid-19 closure. The TNR program was strong, increasing by 20% despite the closure of both the department and TNR providers. The department received a grant from the State Department of Food and Agriculture in the amount of \$45,949 to enhance the Save the Pitties program. Almost 300 surgeries were performed on Pit Bull and Pit Mix breed dogs.

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## Roads Division

Department Head: Craig Pope  
Fund: Road  
Budget Unit 3000

Function: Public Ways & Facilities  
Activity: Public Ways

### Description of Major Services

Roads is a division of the Public Works Department. The Roads Division plans, designs, constructs, and maintains public roads, bridges, streets, and traffic-control devices in the County, except for State-maintained highways and bridges. The division provides engineering design for all transportation projects (and related requests from other departments), including preparation of studies to determine project scope and constraints, preparation of detailed construction plans and specifications, and the administration of construction contracts.

<b>Summary of Expenditures and Revenue</b>						
	<b>FY 2018-19</b>	<b>FY 2019-20</b>		<b>FY 2020-21</b>		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
<b>APPROPRIATIONS:</b>						
Services and Supplies	\$37,671,768	\$95,407,835	\$61,759,417	\$99,441,091	\$99,933,874	\$84,585,587
Other Charges	516,171	551,579	501,561	328,437	328,437	328,437
Capital Assets	698,507	2,530,000	505,887	8,147,000	8,147,000	5,147,000
<b>TOTAL EXPENDITURES</b>	<b>\$38,886,446</b>	<b>\$98,489,414</b>	<b>\$62,766,865</b>	<b>\$107,916,528</b>	<b>\$108,409,311</b>	<b>\$90,061,024</b>
<b>REVENUE:</b>						
Taxes	\$2,446,658	\$924,287	\$502,234	\$430,000	\$430,000	\$430,000
Use of Money/Property	354,519	200,000	521,191	200,000	200,000	200,000
Intergovernmental	45,874,649	68,381,571	52,145,873	66,744,424	69,447,304	69,447,304
Charges for Services	(84,161)	2,059,451	2,106,183	515,000	2,199,893	2,560,775
Miscellaneous	14,913	5,100	101,668	6,200	6,200	6,200
Other Financing Sources:						
Sale of Capital Assets	12,729	0	6,919	0	0	0
Non Core Impact Fees	0	0	0	3,000,000	3,000,000	3,000,000
Community Development	(146,346)	0	0	1,497,004	0	0
Planning - RENEWBIZ	0	0	0	0	0	0
General Fund Contribution	6,421,216	6,421,215	6,421,216	6,421,214	6,421,216	6,421,216
Oil & Gas Road Maintenance	2,984,685	0	3,508,719	0	0	0
<b>TOTAL REVENUE</b>	<b>\$57,878,862</b>	<b>\$77,991,624</b>	<b>\$65,314,003</b>	<b>\$78,813,842</b>	<b>\$81,704,613</b>	<b>\$82,065,495</b>
<b>NET FUND COST</b>	<b>(\$18,992,416)</b>	<b>\$20,497,790</b>	<b>(\$2,547,138)</b>	<b>\$29,102,686</b>	<b>\$26,704,698</b>	<b>\$7,995,529</b>

### Major Expenditures and Revenue in FY 2020-21 Recommended Budget

Road Fund activities are funded primarily from highway-users sources. Funding consists of State and Federal fuel taxes, and local sales taxes. The recommended budget includes \$1.7 million in funding for Community Development projects within Charges for Services. Reimbursement of labor costs within this division account for \$25.6 million or 30% of total expenditures. The majority of remaining expenditures for this budget unit are associated with equipment, supplies and materials required to construct, service, and maintain public ways. Consistent with the Road Maintenance and Accountability Act of 2017 (SB1) Local Streets and Roads Funding, the division receives an allocation of \$6.4 million from the General Fund to meet the maintenance of effort required of SB1. Capital assets in the amount of \$5.1 million have been included for the purchase

of eleven (11) vehicles, one (1) trailer, one (1) trailer pull roller, one (1) thermo plastic machine, one (1) sign and decal printer, and the building of the Patton Way road yard facility.

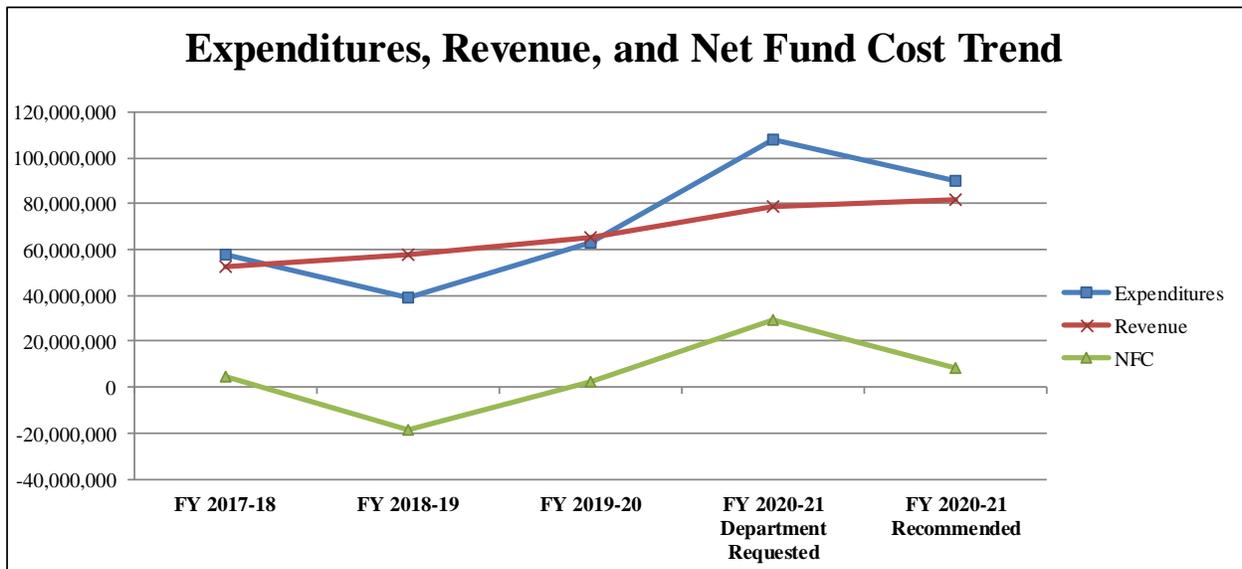
The recommended budget is approximately \$18 million less than the preliminary budget. It reflects only the portion of the Patton Way road yard project expected to be expended during FY 2020-21 and excludes other costs that were encumbered in the prior fiscal year.

### Budget Changes and Operational Impacts

The recommended budget includes \$69.4 million of intergovernmental revenue, an increase of approximately \$17.3 million from the FY 2019-20 actual resulting from increases in Federal and State aid for road maintenance and construction. Included in the recommended budget is \$18.5 million in SB1 funded projects adopted by your Board on March 31, 2020 for safety improvements, rehabilitation, and construction of complete street components and multi-modal facilities on streets and roads in the unincorporated area of Kern County, including Oildale, Lamont, Buttonwillow, Lebec, Lost Hills, Rosamond, Mojave, Boron, Kernville, Lake Isabella, Frazier Park, and the unincorporated metropolitan areas of Bakersfield, Tehachapi, Arvin, Delano, McFarland, Shafter, Wasco, Taft, and Ridgecrest.

The Road Fund balance available as of June 30, 2020 is \$7.4 million, all of which will be used in FY 2020-21. In addition, all \$606,825 available in general designation will be used to maintain or exceed the current level of service.

Public Ways



**FY 2020-21 Goals, Objectives and Performance Measures**

**GOAL 1: Provide a safe road system that reduces traffic congestion**

*Objective: Increase the safety of the County road system*

Measurement	2017-18 Actual	2018-19 Actual	2019-20 Adopted	2019-20 Actual	2020-21 Goal
Number of vehicle-involved accidents on County roadways	1,538	1,595	1,584	1,573	1,588
Number of pedestrian-involved accidents on County roadways	66	76	73	69	69
Number of bicycle-involved accidents on County roadways	52	45	45	24	30

Additional funds and manpower will be directed in FY 2020-21 to safety enhancements, especially in the areas of safety signage and pavement markings.

*Objective: Reduce traffic congestion on County roadways*

Measurement	2017-18 Actual	2018-19 Actual	2018-19 Adopted	2019-20 Actual	2019-20 Goal
Percentage of key intersections where traffic flows meet the Level of Service (LOS) rating as specified in the General Plan	93.3%	100%	93.3%	93.3%	93.3%

The intersection at Olive Drive and Knudsen Drive continues to be a problem for the department as it is the only intersection that does not currently meet the desired level of service. Projects for improvements to this area are on the transportation impact program list, though they will not be completed in the next fiscal year. As a result, the department has lowered the goal to 93.3% for FY 2020-21 to reflect the reasonableness of this objective.

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## County Contribution – Public Works

Department Head: Craig Pope  
 Fund: General  
 Budget unit: 3016

Function: Public Ways & Facilities  
 Activity: Public Ways

### Description of Major Services

This budget unit facilitates a transfer of the Net General Fund Cost contribution to the Public Works Internal Service Fund (budget unit 8954), and to two divisions of Public Works: Development Services (budget unit 1905) and Code Compliance: Abatement Cost (budget unit 2623).

	FY 2018-19	FY 2019-20		FY 2020-21		
	Actual	Adopted	Actual	Department	Preliminary	Recommended
		Budget		Requested	Recommended	
<b>APPROPRIATIONS:</b>						
Other Financing Uses	\$9,391,287	\$9,491,289	\$9,907,289	\$9,491,287	\$9,283,530	\$9,283,530
<b>TOTAL EXPENDITURES</b>	<b>\$9,391,287</b>	<b>\$9,491,289</b>	<b>\$9,907,289</b>	<b>\$9,491,287</b>	<b>\$9,283,530</b>	<b>\$9,283,530</b>
<b>NET GENERAL FUND COST</b>	<b>\$9,391,287</b>	<b>\$9,491,289</b>	<b>\$9,907,289</b>	<b>\$9,491,287</b>	<b>\$9,283,530</b>	<b>\$9,283,530</b>

Public Ways

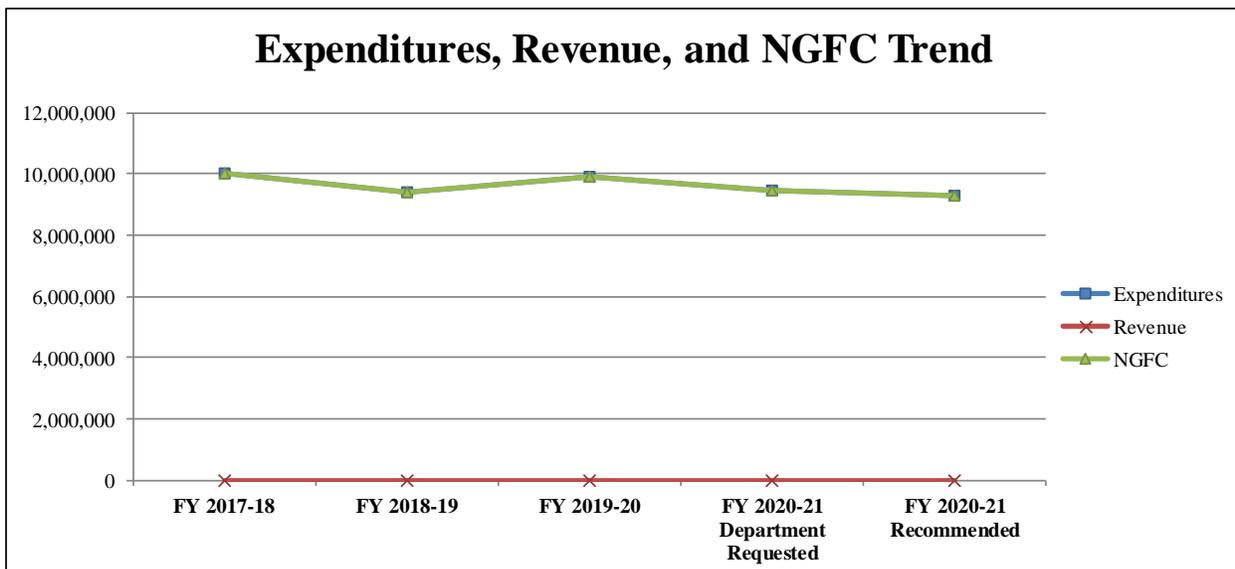
### Major Expenditures and Revenue in FY 2020-21 Recommended Budget

The County Contribution – Public Works budget unit appropriates supplemental funding from the General Fund to the Public Works Internal Service Fund for transfer to the Road Fund to support countywide street and road projects, to the Development Services division to support the review and processing of maps, activities, and plans for code and regulation compliance, and to the Code Compliance: Abatement division to support the enforcement and correction of violations that threaten public safety in County areas.

### Budget Changes and Operational Impacts

In January 2015, the Board of Supervisors approved the formation of a Public Works Department. The General Fund contribution previously allocated to Roads is now distributed to the Public Works Department to be spent on local street and road projects including equipment acquisitions. The FY 2020-21 contribution includes \$6.4 million for Roads consistent with the requirements of the Road Repair and Accountability Act of 2017 Local Streets and Roads Funding. General Fund contributions for demolition and nuisance abatement over the course of the year are also provided to Code Compliance through this budget unit. Due to financial impacts from the COVID-19 pandemic, the Net General Fund Cost contribution for Code Compliance, in the amount of \$1,086,987, and Development Services, in the amount of \$1,475,329, is recommended at a 7.5% reduction from the prior fiscal year. No service level impacts are anticipated in the Development Services division. Code Compliance will mitigate the reduction in contributions by leaving one (1) Code Compliance Officer in the FY 2020-21 budget vacant. Additionally, the Code Compliance division will seek approval from the Board of Supervisors to appropriate Blight Remediation designation funds throughout the year as projects arise.

Public Ways



## County Contribution - Airports

Department Head: Mark Witsoe  
 Fund: General  
 Budget Unit: 3201

Function: Public Ways and Facilities  
 Activity: Transportation Terminals

### Description of Major Services

The purpose of this budget unit is to provide the Airports Enterprise with funding made available through the Airport Economic Opportunity Area (AEOA), which was established by the County Board of Supervisors on September 15, 2009. The AEOA allocates the incremental increase of property taxes collected for the General Fund on a defined area in and around Meadows Field Airport to be used towards the Airport's capital facilities, including debt service associated with capital projects.

Public Ways

Summary of Expenditures and Revenue						
	FY 2018-19	FY 2019-20		FY 2020-21		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
<b>APPROPRIATIONS:</b>						
Other Financing Uses	\$395,946	\$422,950	\$422,950	\$394,830	\$394,830	\$394,830
<b>TOTAL EXPENDITURES</b>	<b>\$395,946</b>	<b>\$422,950</b>	<b>\$422,950</b>	<b>\$394,830</b>	<b>\$394,830</b>	<b>\$394,830</b>
<b>NET GENERAL FUND COST</b>	<b>\$395,946</b>	<b>\$422,950</b>	<b>\$422,950</b>	<b>\$394,830</b>	<b>\$394,830</b>	<b>\$394,830</b>

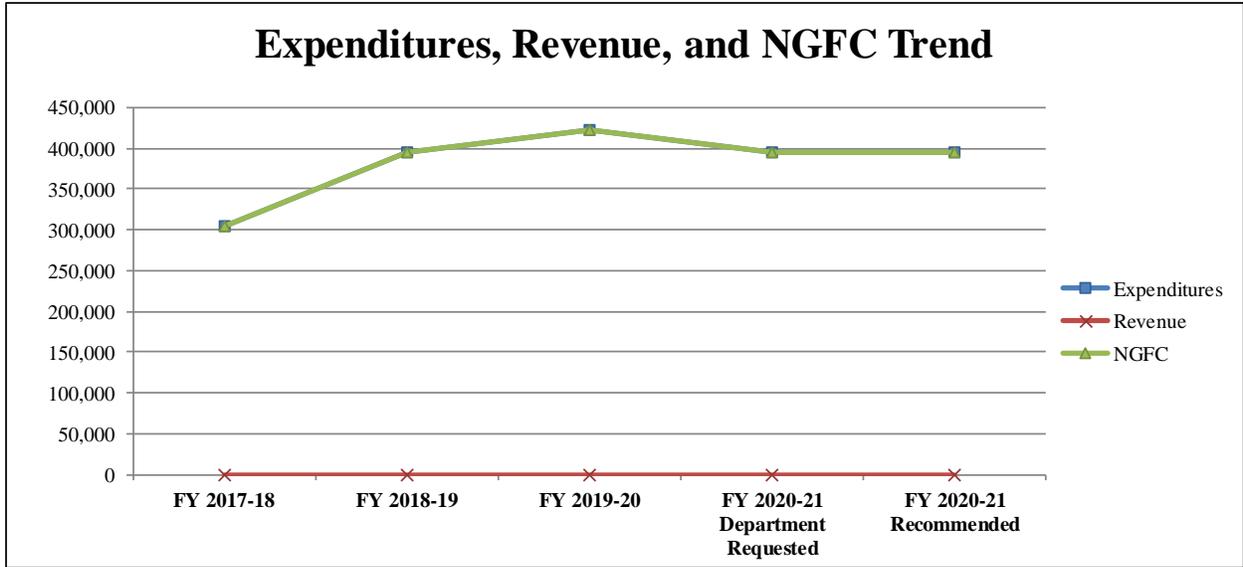
### Major Expenditures and Revenue in FY 2020-21 Recommended Budget

Other Financing Uses of \$394,830 are available for transfer to the Airports Enterprise Fund to fund the cost associated with capital facilities, including debt service. This budget unit contains no revenue as the AEOA revenue is collected within Budget Unit 1112 discretionary revenue as property taxes for the General Fund.

### Budget Changes and Operational Impacts

The recommended budget reflects a decrease of \$28,120 in General Fund Contribution over FY 2019-20 actual as a result of a decrease in the allocated property tax growth in the AEOA. When established, it was agreed upon that the Airport Enterprise fund would be allocated 100% of all growth in General Fund property tax within the defined area of the AEOA for the first ten years of the AEOA, ending in FY 2019-20. For the next ten years, beginning in FY 2020-21, 66% of all growth in General Fund property tax within the AEOA will be made available to the Airport Enterprise Fund.

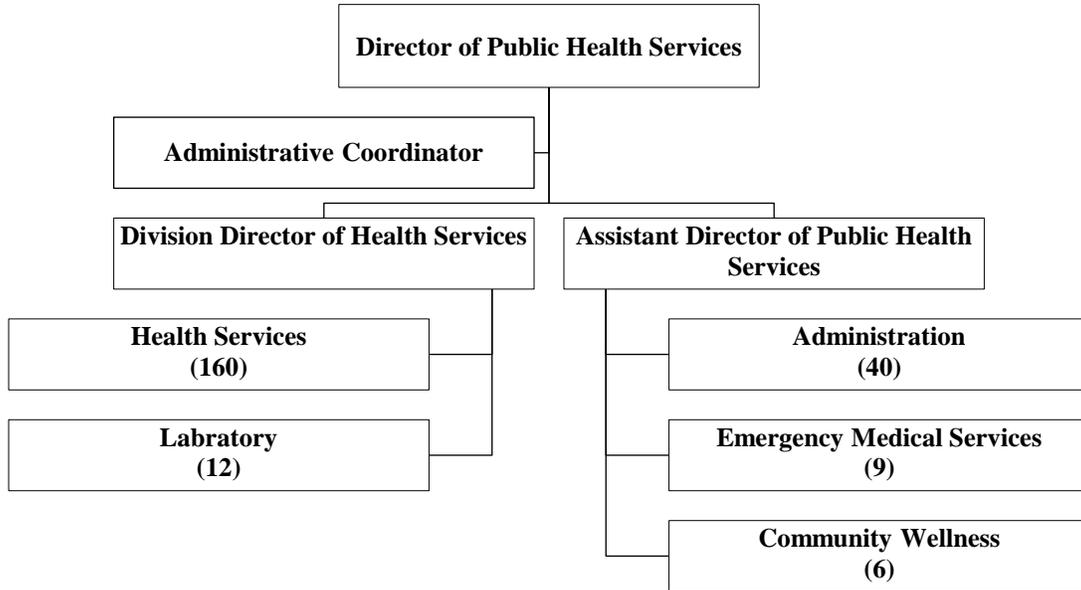
Public Ways



## Mission Statement

*To protect and safeguard the health and safety of the community.*

## Organizational Chart



## Fiscal Year 2018-19 and 2019-20 Accomplishments

- Launched a food rescue program called Waste Hunger Not Food Kern County. Bakersfield is ranked first in the nation for a metropolitan area food insecurity. This program takes edible, surplus food that would otherwise be wasted and gives it to those in need free of cost. Since the inception of this program, more than one million pounds of food has been rescued and re-distributed to our community.
- Launched a Certified Healthy program, highlighting restaurants that serve healthy meals to assist families in making healthier choices when dining out.
- Equipped the Public Health laboratory with an enhanced biosafety room which now provides the ability to test for Ebola and other contagious diseases.
- Launched the #KnowYourNumbers program. This program provides free health screenings and intensive nutrition and fitness classes for residents to combat obesity and chronic disease. Health screenings revealed that approximately 60% of participants experienced a positive impact to their health indicators, lessening their risk for developing chronic disease.
- Phase III of the campaign to combat sexually transmitted diseases was launched in FY 2018-19 to raise awareness on the importance of lowering risk of contracting an STD.
- Launched the mobile health clinic, allowing the department to more effectively and efficiently deliver health services directly to areas in the greatest need. The mobile health clinic allows the department to enhance the services previously unavailable to outlying areas and provide services in areas more convenient to families who need them.

## Public Health Services

Department Head: Matt Constantine  
 Fund: General  
 Budget Unit: 4110

Function: Health and Sanitation  
 Activity: Health

### Description of Major Services

The Public Health Services Department provides a wide range of services to assist in the prevention of disease and the improvement of the health, safety, and quality of life for County residents and visitors. The department participates in improving the health of the community through education, encouraging healthy lifestyles, and studying disease and injury prevention.

#### Summary of Expenditures and Revenue

	FY 2018-19	FY 2019-20		FY 2020-21		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
<b>APPROPRIATIONS:</b>						
Salaries and Benefits	\$21,094,253	\$24,173,734	\$22,022,637	\$25,608,691	\$25,166,227	\$25,166,227
Services and Supplies	5,876,777	7,257,037	5,136,549	5,930,123	5,465,613	5,465,613
Other Charges	1,399,266	1,045,418	1,153,841	1,260,883	1,260,883	1,260,883
Capital Assets	207,425	0	217,278	96,000	60,000	60,000
Other Financing Uses	0	1,915,402	0	0	0	1,597,311
<b>TOTAL EXPENDITURES</b>	<b>\$28,577,721</b>	<b>\$34,391,591</b>	<b>\$28,530,305</b>	<b>\$32,895,697</b>	<b>\$31,952,723</b>	<b>\$33,550,034</b>
Expend. Reimb.	(\$1,395,171)	(\$2,259,804)	(\$1,092,678)	(\$1,536,134)	(\$1,536,134)	(\$1,536,134)
<b>TOTAL NET EXPENDITURES</b>	<b>\$27,182,550</b>	<b>\$32,131,787</b>	<b>\$27,437,627</b>	<b>\$31,359,563</b>	<b>\$30,416,589</b>	<b>\$32,013,900</b>
<b>REVENUE:</b>						
Licenses and Permits	\$777,245	\$699,896	\$645,933	\$771,283	\$771,283	\$771,283
Fines and Forfeitures	30,000	20,000	97,026	75,000	75,000	75,000
Intergovernmental	17,060,523	18,019,091	14,606,929	19,443,969	18,770,596	18,770,596
Charges for Services	5,292,066	5,228,666	4,538,441	5,690,866	5,722,906	5,722,906
Miscellaneous	124,580	95,261	254,413	149,951	149,951	149,951
Other Financing Sources:						
CARES Act	0	0	1,551,119	0	0	0
Garage Internal Service Fund	0	0	398,160	0	0	0
Public Health Miscellaneous	1,404	10,000	0	6,450	10,000	10,000
Health MAA/TCM	9,042	75,535	40,541	0	0	0
Child Restraint Loaner Program	39,660	18,000	18,000	18,000	15,000	15,000
Tobacco Education Control	374,778	1,173,389	581,388	655,608	662,000	662,000
Vital and Health Statistics	60,292	73,382	54,613	80,000	87,413	87,413
Emergency Medical Services Fund	342,633	589,890	231,951	255,161	255,161	255,161
County Service Area #40.1 EMS	230	0	0	0	0	0
Non-revenue Receipts	0	1	0	1	1	1
<b>TOTAL REVENUE</b>	<b>\$24,112,453</b>	<b>\$26,003,111</b>	<b>\$23,018,514</b>	<b>\$27,146,289</b>	<b>\$26,519,311</b>	<b>\$26,519,311</b>
Less Available BSI *	\$0	(\$1,915,402)	\$0	\$0	\$0	(\$1,597,311)
<b>NET GENERAL FUND COST</b>	<b>\$3,070,097</b>	<b>\$4,213,274</b>	<b>\$4,419,113</b>	<b>\$4,213,274</b>	<b>\$3,897,278</b>	<b>\$3,897,278</b>
BSI Ending Balance *	\$1,186,255	N/A	\$1,795,402	N/A	N/A	N/A

\* BSI = Budget Savings Incentives

## Major Expenditures and Revenue in FY 2020-21 Recommended Budget

The majority of expenditures for this budget unit are associated with staffing costs necessary to provide the services and perform the functions of the department. The largest revenue category for the department is intergovernmental, which is comprised of revenue received from the State and federal government. This revenue is intended to cover the range of services provided by the department. Charges for service revenue is generated from document recording, clinic fees, case management fees, laboratory fees, and other sources. The department also receives an allocation of Net General Fund Cost.

Included in FY 2019-20 actual revenue is Coronavirus Relief Fund (CARES Act) funding in the amount of \$1,551,119 reimbursing Coronavirus related expenses. Coronavirus Relief Fund revenue is not budgeted in the FY 2020-21 recommended budget because the department will be applying for reimbursement as eligible expenses occur.

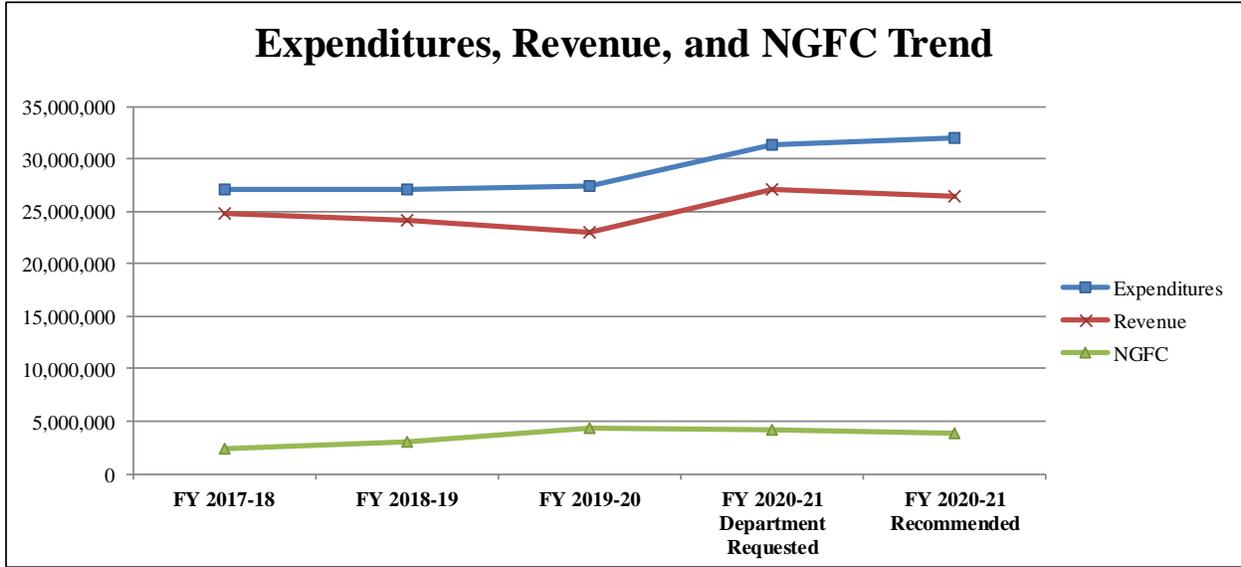
## Budget Changes and Operational Impacts

Public Health Services' operations and budget for FY 2020-21 will be severely impacted in the efforts to contain and combat the spread of the Novel Coronavirus, COVID-19. On March 4, Governor Gavin Newsom issued an executive order declaring a state of emergency including a stay-at-home order, and on March 17, the County ratified the declaration of local emergency to provide additional powers to coordinate local efforts and identify resources that may be necessary to fully address the response. The department is responsible for developing and implementing plans across the County's network of businesses and health care providers to combat the virus' spread. The department continues COVID-19 contact tracing, public education, surveillance of guideline compliance, and preparations for a 250 patient Alternative Care Site (ACS) at the Kern County Fairgrounds, enabling healthcare providers to hospitalize patients in a non-traditional setting should the public health crisis exceed specific surge capacity levels. The department will track expenses related to COVID-19 activities for reimbursement from State and Federal sources.

The nation's fiscal outlook has also been impacted by COVID-19. The state and local sales taxes that help fund vital safety, health and human services programs for the County's most vulnerable individuals are expected to decline as economic activity slowed down during the state's stay-at-home order. The Public Health Department anticipates a reduction in 1991 Health Services Realignment of \$673,373 from the FY 2020-21 Department Requested budget. The department is able to absorb this revenue reduction by including salary savings from vacant positions and foregoing all but necessary capital asset acquisitions.

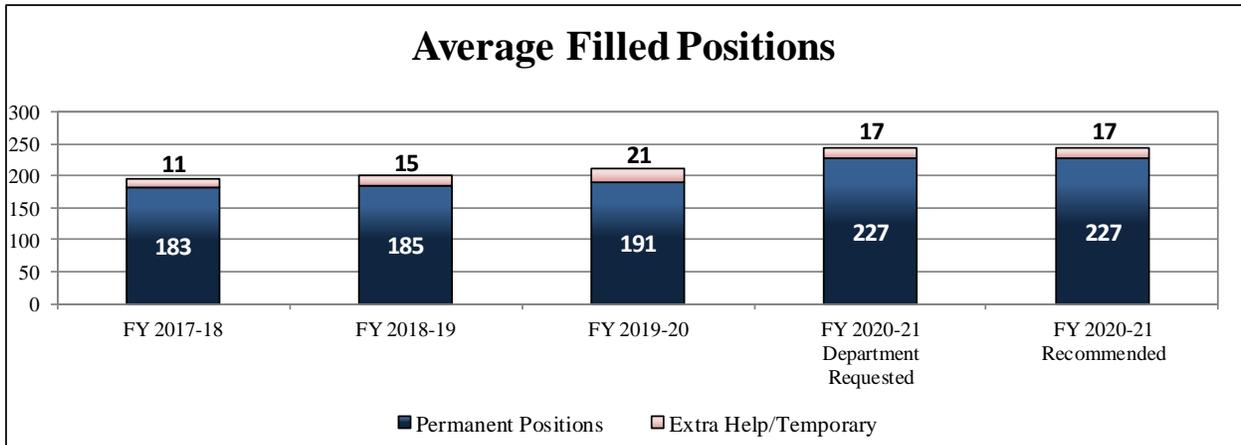
Included in the recommended budget is an increase of \$3.3 million in Intergovernmental revenues for various State health programs and grants. Increased levels of state funding have been included for infectious disease prevention, STD management & collaboration, HIV anti-viral treatment, hepatitis-c virus prevention, congenital syphilis grant funds, food waste prevention, black infant health, and oral health programs.

The department has \$1,597,311 in Budgeted Savings Incentive (BSI) credits. The department has requested the use of approximately \$158,528 of BSI for one-time costs to meet the FY 2020-21 Net General Fund Cost guideline with no service level impacts.



### Staffing Changes and Operational Impacts

The recommended budget includes no position additions or deletions. The department will hold four positions vacant and unfunded in FY 2020-21: one (1) Public Health Officer position, one (1) Public Health Laboratory Director position, one (1) Medical Investigator position, and one (1) Medical Assistant I/II position.



**4-Year Staffing Trend**

	<b>Actual</b>		<b>Estimated</b>	<b>Department</b>	<b>Preliminary</b>
	<b>FY 2017-18</b>	<b>FY 2018-19</b>	<b>Actual</b>	<b>Requested</b>	<b>Rec.</b>
			<b>FY 2019-20</b>	<b>FY 2020-21</b>	
<b>AVERAGE FILLED POSITIONS</b>					
Permanent Positions	183	185	191	227	227
Extra Help/Temporary	11	15	20	17	17
<b>Total Positions</b>	<b>194</b>	<b>200</b>	<b>211</b>	<b>244</b>	<b>244</b>
<b>ACTUAL FULL-TIME EQUIVALENTS</b>					
Permanent Positions (FTE)	179	181	188	N/A	N/A
Extra Help/Temporary (FTE)	9	12	10	N/A	N/A
<b>Total Positions</b>	<b>188</b>	<b>193</b>	<b>198</b>	<b>N/A</b>	<b>N/A</b>
<b>SALARIES &amp; BENEFITS</b>	<b>\$20,813,716</b>	<b>\$21,094,253</b>	<b>\$22,775,437</b>	<b>\$25,608,691</b>	<b>\$25,166,227</b>

**Summary of Authorized Positions**

The department currently has 231 authorized positions, of which 227 are budgeted to be filled during FY 2020-21 as indicated below.

Division	Authorized	Additions	Deletions	Requested	Filled	Vacant	Total
				Total			
Administration	43	0	0	43	43	0	43
Community Wellness	6	0	0	6	6	0	6
Emergency Medical Services	9	0	0	9	9	0	9
Laboratory	12	0	0	12	11	1	12
Health Services	161	0	0	161	158	3	161
<b>Total</b>	<b>231</b>	<b>0</b>	<b>0</b>	<b>231</b>	<b>227</b>	<b>4</b>	<b>231</b>

Administration	Health Services	Emergency Medical Services
<p><b><u>Classification</u></b></p> <p>1 Director of Public Health Services</p> <p>1 Administrative Services Officer</p> <p>5 Administrative Coordinator</p> <p>1 Marketing &amp; Promotions Coordinator</p> <p>1 Marketing &amp; Promotions Associate</p> <p>1 GIS Specialist</p> <p>1 GIS Technician I/II</p> <p>1 Assistant Director of Public Health</p> <p>1 Public Health Program Manager</p> <p>1 Environmental Health Specialist IV</p> <p>1 Environmental Health Specialist III</p> <p>5 Accountant I/II/III</p> <p>1 Billing Office Specialist III</p> <p>5 Billing Office Specialist I/II</p> <p>1 Technology Services Manager</p> <p>1 Local Area Network Systems Administrator</p> <p>2 Tech Support Engineer</p> <p>1 Senior Information Systems Specialist</p> <p>1 Facilities &amp; Services Spec</p> <p>1 Graphic Artist</p> <p>1 Fiscal Support Supervisor</p> <p>4 Fiscal Support Specialist</p> <p>1 Office Services Coordinator</p> <p>2 Office Services Technician</p> <p>2 Public Health Fleet Specialist</p> <hr/> <p>43 <b>Requested Total</b></p>	<p><b><u>Classification</u></b></p> <p>1 Public Health Officer</p> <p>2 Administrative Coordinator</p> <p>4 Public Health Program Specialist</p> <p>9 Public Health Project Specialist</p> <p>1 Perinatal Investigator</p> <p>1 Physician's Assistant</p> <p>2 Nurse Practitioner</p> <p>1 Public Health Laboratory Assistant I/II</p> <p>1 Division Director of Health Services</p> <p>1 Children's Medical Services Manager</p> <p>2 Assistant Division Director of Health Services</p> <p>8 Public Health Nurse III</p> <p>39 Public Health Nurse Jr./I/II</p> <p>6 Staff Nurse</p> <p>8 Vocational Nurse I/II</p> <p>1 Senior Public Health Epidemiologist</p> <p>2 Public Health Epidemiologist</p> <p>2 Senior Office Services Specialist</p> <p>1 Office Services Specialist</p> <p>25 Office Services Technician</p> <p>1 Health Educator</p> <p>14 Health Education Assistant I/II</p> <p>14 Medical Investigator</p> <p>2 Medical Assistant I</p> <p>12 Public Health Aide I/II</p> <p>1 Social Service Worker I/II/III/IV/V</p> <hr/> <p>161 <b>Requested Total</b></p>	<p><b><u>Classification</u></b></p> <p>1 Public Health Program Manager</p> <p>1 Sr. Emerg Medical Services Coordinator</p> <p>6 Emerg Medical Services Coordinator</p> <p>1 Office Services Technician</p> <hr/> <p>9 <b>Requested Total</b></p>
<p style="text-align: center;"><b>Laboratory</b></p> <p><b><u>Classification</u></b></p> <p>1 Public Health Laboratory Director</p> <p>1 Supervising Microbiologist</p> <p>3 Microbiologist</p> <p>2 Microbiology Specialist</p> <p>4 Public Health Laboratory Assistant I/II</p> <p>1 Office Service Specialist</p> <hr/> <p>12 <b>Requested Total</b></p>	<p style="text-align: center;"><b>Community Wellness</b></p> <p><b><u>Classification</u></b></p> <p>1 Program Coordinator</p> <p>1 Public Health Nutritionist</p> <p>1 Senior Health Educator</p> <p>1 Health Educator</p> <p>2 Health Education Assistant I/II</p> <hr/> <p>6 <b>Requested Total</b></p>	

## Fiscal Year 2020-21 Goals, Objectives, and Performance Measures

### Goal 1: Increase the daily consumption of healthy foods and increase physical activity of County residents.

*Objective 1: Reduce the mortality rate attributable to obesity-related chronic diseases.*

Measurement	2017-18 Actual	2018-19 Actual	2019-20 Adopted	2019-20 Actual	2020-21 Goal
Age-adjusted mortality rate attributable to heart disease, per 100,000 population	133.3	132.6	103.4	127.0	114.3
Age-adjusted mortality rate attributable to diabetes, per 100,000 population	34.2	36.1	36.1	37.1	37.1
Age-adjusted mortality rate attributable to stroke, per 100,000 population	35.7	36.8	34.8	34.7	31.2

The County has some of the worst mortality rates in the State attributable to chronic diseases related to obesity, such as heart disease, diabetes, and stroke. These three diseases alone cause more than 25% of all deaths in the County. In addition, chronic diseases account for nearly 75% of healthcare costs. Increased physical activity and healthy dietary choices can reduce the risk of chronic disease. The department has developed two diabetes programs aimed at helping community members better manage their diabetes. The department launched a “Certified Healthy” program, where qualifying restaurants are highlighted for providing healthy menu items. Efforts towards promoting healthier living will not show immediate drastic results but will likely steadily decrease rates over the next five years. Additionally, the Department launched a “Know Your Numbers” program, which provides free health screenings and in-person fitness and nutrition classes within the community to encourage healthier lifestyles.

*Objective 2: Reduce the proportion of County residents who are overweight or obese per body mass index measurements (BMI>25 and BMI >30, respectively) and children who are not physically fit.*

Measurement	2017-18 Actual	2018-19 Actual	2019-20 Adopted	2019-20 Actual	2020-21 Goal
Proportion of adults who are overweight or obese	76.5%	73.6%	65.0%	69.0%	65.0%
Proportion of 7 <sup>th</sup> graders who are not physically fit	43.0%	44.0%	44.0%	33.8%	30.4%

Obesity increases the risks of developing a number of chronic diseases and reduces quality of life as well as life expectancy. Children who develop unhealthy lifestyles in their youth are more likely to be overweight and obese as adults. The department’s Community Wellness Division partners with a number of schools and youth programs to promote active living and good nutrition, often affecting the child’s entire family and surrounding community in the process. The department staffs a Public Health Nutritionist to support efforts in healthy food consumption. Additionally, the Department has launched programs such as the Certified Health program and the Know Your Numbers program, which educate and encourage healthier lifestyle choices. Efforts towards promoting healthier living will not show immediate drastic results but will likely steadily decrease rates over the next five years.

**Goal 2: Promote healthy lifestyles and prevent spread of diseases.***Objective 1: Reduce the incidence of sexually transmitted infections.*

Measurement	2017-18 Actual	2018-19 Actual	2019-20 Adopted	2018-19 Actual	2019-20 Goal
Incidence rate of chlamydia, per 100,000 population.	714.8	707.6	636.8	725.3	725.3
Incidence rate of gonorrhea, per 100,000 population.	203.3	252.0	252.0	255.3	255.3

The County ranks second and sixth worst for chlamydia and gonorrhea, respectively, in California. Chlamydia and gonorrhea infection can increase the risk of HIV transmission. Both chlamydia and gonorrhea can cause infertility and increase the risk of miscarriage, preterm birth, and low birth weight births. Moreover, chlamydia and gonorrhea can be transmitted to newborns causing eye infections and pneumonia. The department has multiple programs focused on surveillance, protects the community from the spread of diseases and educates the public on prevention. The department also works directly with healthcare providers to ensure the proper testing and treatment of patients. Due to high and rapidly increasing rates of sexually transmitted infections in the County, the department had a three-phase robust marketing campaign called “Know Your Risk” and developed a STD task force, bringing together other traditional and non-traditional partners to assist in lowering these rates. It is anticipated that this marketing will drive the County’s sexually transmitted infection rates up, due to increased awareness and testing, but result in steady decreases in rates thereafter.

*Objective 2: Reduce teen birth rates.*

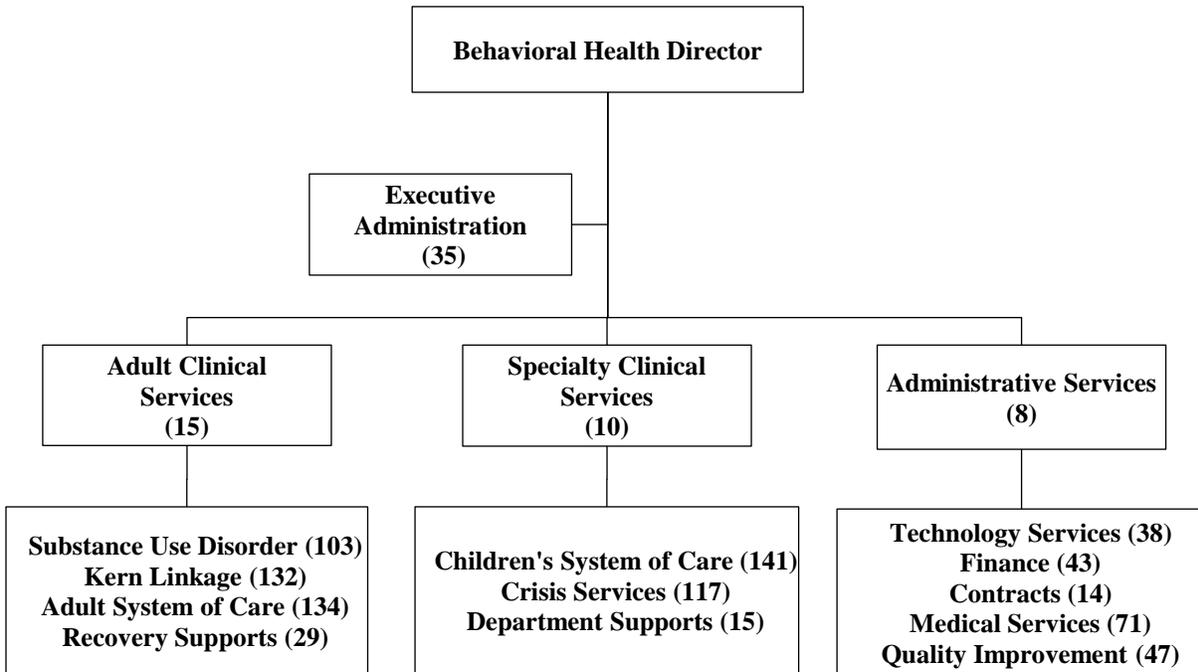
Measurement	2017-18 Actual	2018-19 Actual	2019-20 Adopted	2019-20 Actual	2019-20 Goal
Rate of births to mothers aged 15-19 years, per 1,000 population.	40.7	35.3	31.8	31.7	28.5

Births to adolescent mothers have decreased to the lowest rates in history and the County has moved from worst in the State in 2016 to fourth worst in the State in 2019. Births to teens affect the health and wellbeing of both mother and child. Teen mothers are less likely to seek timely prenatal care and typically have poorer health outcomes. They are at higher risk for pregnancy complications that affect their personal health such as high blood pressure and anemia. Babies born to teen mothers are more likely to be born preterm and low birth weight. Childbearing during adolescence increases the likelihood of dropping out of school, lowering earning capacity, and increases the likelihood of living in poverty. The Department has multiple programs aimed at teen pregnancy prevention as well as education and support of teen parents.

**Mission Statement**

*Working together to achieve hope, healing, and a meaningful life in the community.*

**Organizational Chart**



Health and Sanitation

**Fiscal Year 2018-19 and 2019-20 Accomplishments**

- In partnership with the Housing Authority of the County of Kern, successfully obtained funding from the California Department of Housing and Community Development No Place Like Home Program. The first round of funding will assist with development of 29 one-bedroom units for persons who are in need of mental health services and are experiencing homelessness or who are at risk of chronic homelessness.
- Implemented additional recovery services required by the Drug Medi-Cal Organized Delivery System including medication assisted treatment and expanded residential services.
- Implemented a Psychiatric Nurse Practitioner training program to support local recruitment.
- Implemented a diversion program for individuals at risk or found incompetent to stand trial for felony offenses. The program will provide behavioral health and substance use treatment using the Forensic Assertive Community Treatment model.

## Behavioral Health and Recovery Services

Department Head: Bill Walker

Function: Health and Sanitation

Fund: Mental Health

Activity: Health

Budget Unit: 4120 and 4121

### Description of Major Services

The Behavioral Health and Recovery Services Department focuses its efforts on ensuring access to high quality behavioral health services throughout the County. The department serves as a community-based outpatient treatment system of care and works diligently to minimize hospitalization, promote less costly treatment modes, and ultimately help County residents recover from their illnesses. The department is also the Mental Health Managed Care system for the County. Implementation of the Mental Health Services Act (MHSA) has had a significant and positive impact on these efforts. MHSA funded programs are augmenting the role of the department by providing consumer-driven services to previously underserved populations. In addition, the department provides substance use services through a plethora of treatment and prevention programs to meet the needs of the community. The department continues to play a key role as a partner and contributor to the County's broader vision of addressing homelessness.

#### Summary of Expenditures and Revenue

	FY 2018-19	FY 2019-20		FY 2020-21		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
<b>APPROPRIATIONS:</b>						
Contingencies	\$0	\$16,924,680	\$0	\$3,100,000	\$3,100,000	\$4,839,308
Salaries and Benefits	85,969,978	111,373,375	97,404,936	115,354,919	113,388,423	108,240,511
Services and Supplies	86,722,789	129,553,290	104,077,306	127,518,301	127,518,301	122,884,285
Other Charges	17,117,851	18,441,133	20,010,319	18,377,410	18,377,410	18,192,285
Capital Assets	1,009,690	4,535,002	403,933	662,500	662,500	662,500
Other Financing Uses	1,290,008	920,000	1,368,892	1,786,692	0	0
<b>TOTAL EXPENDITURES</b>	<b>\$192,110,316</b>	<b>\$281,747,480</b>	<b>\$223,265,386</b>	<b>\$266,799,822</b>	<b>\$263,046,634</b>	<b>\$254,818,889</b>
<b>REVENUE:</b>						
Use of Money/Property	\$1,301,685	\$750,400	\$728,532	\$375,400	\$375,400	\$375,400
Intergovernmental	7,746,942	16,104,711	16,064,748	12,748,218	12,748,218	12,487,968
Charges for Services	55,074,622	99,561,575	63,335,265	95,861,168	95,861,168	92,137,692
Miscellaneous	38,491	235,338	1,381,544	235,338	235,338	235,338
Other Financing Sources:						
Special or Extraordinary Item	807,003	0	0	0	0	0
General Fund Contribution	980,649	980,649	980,649	980,649	980,649	980,649
CARES Act	0	0	1,963,115	0	0	0
2011 Realignment	35,690,172	37,830,190	36,202,659	40,166,008	39,292,078	37,866,475
1991 Program Realignment	25,724,166	25,724,169	24,837,362	25,724,169	22,657,898	24,724,123
Mental Health Services Act	38,422,660	64,421,630	57,194,970	75,218,370	75,218,370	71,684,542
MHSA Prudent Reserve	0	8,718,577	6,784,823	0	0	0
Correctional Health-General Fund	1,897,622	1,900,000	1,900,000	1,900,000	1,900,000	1,900,000
Alcoholism Program	153,000	60,000	60,000	60,000	60,000	60,000
Alcohol Abuse Education/Prev.	60,000	50,000	50,000	60,000	60,000	60,000
Drug Program Fund	6,000	30,000	30,000	6,000	6,000	6,000
<b>TOTAL REVENUE</b>	<b>\$167,903,012</b>	<b>\$256,367,239</b>	<b>\$211,513,667</b>	<b>\$253,335,320</b>	<b>\$249,395,119</b>	<b>\$242,518,187</b>
<b>NET FUND COST</b>	<b>\$24,207,304</b>	<b>\$25,380,241</b>	<b>\$11,751,719</b>	<b>\$13,464,502</b>	<b>\$13,651,515</b>	<b>\$12,300,702</b>

## Major Expenditures and Revenue in FY 2020-21 Recommended Budget

Services and supplies are the largest expenditure of this budget unit, which totals \$122.8 million and is comprised mostly of contracted and specialized professional services. Salaries and benefits costs of \$108.2 million covers employee costs for the administration and operation of various programs and clinics that provide behavioral and substance use services to County residents.

Funding for the programs operated within this budget unit are provided by sources outside the General Fund. The department's primary sources of revenue in FY 2020-21 are Medi-Cal fees, Realignment and MHSA funding. In order to qualify for some of the funding from the State, a County General Fund contribution in the amount of \$882,487 is required and is appropriated in the Behavioral Health - County Contribution budget unit 4127. In addition to the General Fund contribution, \$98,162 in assistance for gang suppression activities and \$1.9 million for behavioral health services at the new Kern County Justice Facility are included.

## Budget Changes and Operational Impacts

The recommended budget includes a \$10.8 million increase in salaries and benefits expenditures over FY 2019-20 Actual and provides funding for 949 of the 953 department's authorized positions. Despite efforts, the department continues having difficulty keeping its authorized positions filled and continues to work with Human Resources to address its vacancy rate.

The recommended budget includes an \$18.8 million increase in services and supplies over FY 2019-20 Actual primarily due to the department budgeting the full anticipated costs for all contracts. The department has included appropriations for contingencies in the amount of \$4.8 million for anticipated prior years cost reports settlements, costs associated with the design of a psychiatric health facility and other uncertainties.

Overall, the department's revenue is increasing compared to FY 2019-20 Actual due to the increased staffing level and corresponding increase in reimbursement from Medi-Cal and MHSA revenue.

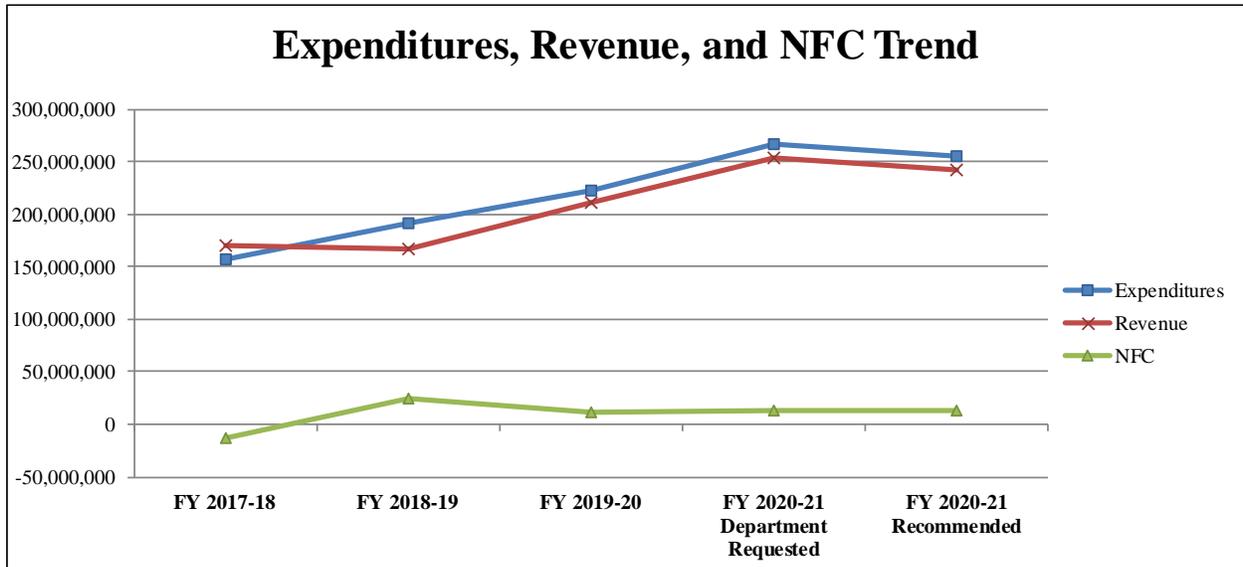
COVID-19 has had a significant impact on state and local revenues, particularly on the revenues that support state-mandated behavioral health and substance use disorders safety net programs such as 1991 Realignment and 2011 Realignment. These two revenue sources provided approximately \$61 million in FY 2019-20. Based on the precipitous drop in overall realignment revenue, the department was expecting a reduction of approximately \$5.5 million in FY 2020-21 base funding, including \$849,607 in 2011 Public Safety Realignment for Community Corrections (AB 109) that partially covers the costs of providing mental health and substance use programs for the AB109 population. To cover the decrease in revenue, the preliminary recommended budget included the use of \$4.6 million in available reserves in the Behavioral Health realignment funding. In addition, the department was planning to maintain eight positions currently allocated to serve the AB109 population vacant and unfunded.

After the preliminary budget was approved, the State budget included \$750 in Realignment backfill to fund the safety net services that counties administer on behalf of the state including behavioral health services. The recommended budget includes approximately \$4.5 million in Realignment backfill, including \$375,550 for community corrections mitigating the use of reserves and the number of vacant and unfunded positions. Due to the unprecedented speed and magnitude that the COVID-19 pandemic has impacted the economy, the County Administrative Office will continue to work with the department to monitor and develop reduction strategies as needed to work towards mitigating any additional shortfall in Realignment.

MHSA was passed by California voters in 2004 and is funded by a one percent income tax on personal income in excess of \$1 million per year. This funding is designated to expand and transform California’s behavioral health system to better serve individuals with, and at risk of having, serious mental health issues, and their families. MHSA funding was budgeted at approximately \$75 million in the preliminary budget. Based on the availability of resources, the department has revised the anticipated MHSA allocation to \$71.6 million. This amount will be used to provide community and support services as well as additional prevention and early intervention services to County residents based on the Board’s approved plan.

The department will use a portion of its \$48.8 million available fund balance to offset the budgeted net fund cost of \$12.3 million. The department receives payments for services that are subject to periodic reviews by the State. As a result of these reviews, revisions to claimed costs and services may be required resulting in over or under payments. The department is using a portion of its available fund balance to set up a designation for cost settlements for the estimated \$11.3 million in payments to the State for prior year cost reports. \$4 million has been included in a designation for technology projects. The department anticipates replacing its Electronic Health Record system in the next year. This designation will assist the department with a portion of the replacement cost. In addition, \$21.1 million has been added to the general designation to fund future operational costs.

Health and Sanitation

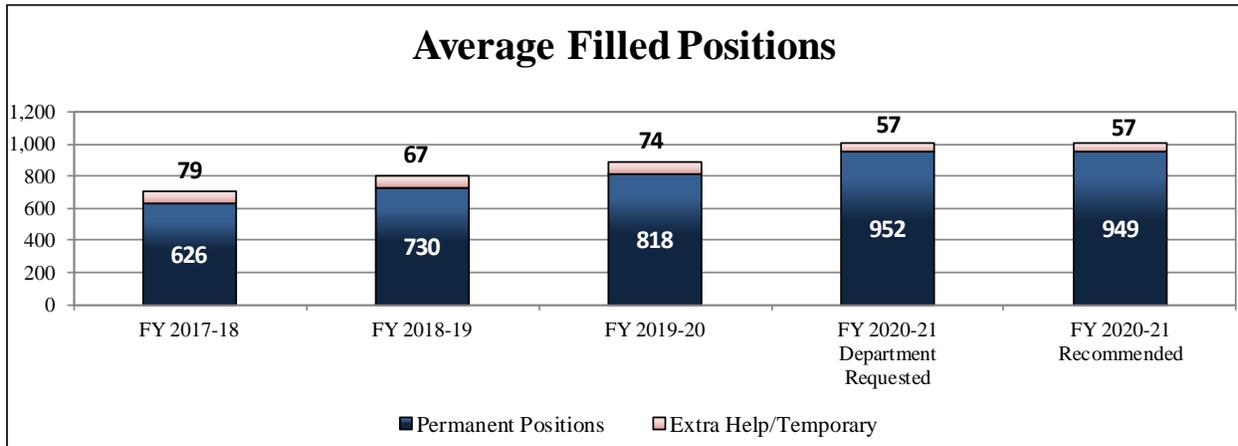


### Staffing Changes and Operational Impacts

The recommended budget includes the deletion of three (3) Fiscal Support Technician positions, and two (2) Vocational Nurse positions, and the addition of the following eight positions: one (1) Workforce Development Coordinator position, one (1) Fiscal Support Supervisor position, two (2) Fiscal Support Specialist positions, one (1) Behavioral Health Nurse position, one (1) Behavioral Health Recovery Specialist position, one (1) Behavioral Health Peer Specialist I/II/III position, and one (1) Behavioral Health Therapist I/II position. The department requested the addition of one (1) Local Area Network System Administrator position with the concurrent deletion of one (1) Network Area System Administrator position. These staffing changes are not included in the recommended budget and will be considered as part of the County’s evaluation of Information Technology reorganization.

The following positions are vacant and unfunded to absorb the reduction in 2011 Realignment: three (3) Behavioral Health Therapist I/II positions, and one (1) Behavioral Health Recovery Specialist I/II/III position at an estimated annual savings of \$498,661

Health and Sanitation



	Actual			Department	
	FY 2017-18	FY 2018-19	FY 2019-20	Requested	Recommended
<b>AVERAGE FILLED POSITIONS</b>					
Permanent Positions	626	730	818	952	949
Extra Help/Temporary	79	67	74	57	57
<b>Total Positions</b>	<b>705</b>	<b>797</b>	<b>892</b>	<b>1009</b>	<b>1006</b>
<b>ACTUAL FULL-TIME EQUIVALENTS</b>					
Permanent Positions (FTE)	622	721	0	N/A	N/A
Extra Help/Temporary (FTE)	91	74	0	N/A	N/A
<b>Total Positions</b>	<b>713</b>	<b>795</b>	<b>0</b>	<b>N/A</b>	<b>N/A</b>
<b>SALARIES &amp; BENEFITS</b>	<b>\$72,137,860</b>	<b>\$85,969,978</b>	<b>\$97,404,936</b>	<b>\$115,354,919</b>	<b>\$108,240,511</b>

## Summary of Authorized Positions

The recommended budget includes funding for 949 of the 953 requested positions as indicated below.

Division	Authorized	Additions	Deletions	Requested		Filled	Vacant	Total
				Total				
Children's System of Care	141	0	0	141		141	0	141
Finance Administration	43	3	(3)	43		43	0	43
Technology Services	38	0	0	38		38	0	38
Adult Clinical Services	15	0	0	15		15	0	15
Adult System of Care	134	0	0	134		134	0	134
Medical Services	72	1	(2)	71		71	0	71
Executive Administration	35	1	0	36		36	0	36
Crisis Services Administration	117	0	0	117		117	0	117
Substance Use Disorder	103	0	0	103		103	0	103
Recovery Support Administration	29	0	0	29		29	0	29
Quality Improvement Division	47	0	0	47		47	0	47
Kern Linkage	129	3	0	132		128	4	132
Administrative Services	8	0	0	8		8	0	8
Department Support	15	0	0	15		15	0	15
Specialty Clinical Services	10	0	0	10		10	0	10
Contracts	14	0	0	14		14	0	14
<b>Total</b>	<b>950</b>	<b>8</b>	<b>(5)</b>	<b>953</b>		<b>949</b>	<b>4</b>	<b>953</b>



Executive Administration	Crisis Services Administration	Substance Use Disorder Div.
<p><b>Classification</b></p> <p>1 Director of BHRS</p> <p>1 Business Manager</p> <p>1 Senior HR Manager</p> <p>1 Administrative Coordinator</p> <p>4 BH Therapist</p> <p>1 BH Recovery Specialist</p> <p>4 BH Recovery Specialist Aide</p> <p>1 BH Peer Specialist</p> <p>2 Vocational Nurse</p> <p>1 Coordinator of Adm. &amp; Leg Analysis</p> <p>1 Officer Services Coordinator</p> <p>1 Sr. Office Services Specialist</p> <p>1 Office Services Specialist</p> <p>1 Office Services Technician</p> <p>1 Sr. Talent Recruiter</p> <p>5 Sr. Human Resources Specialist</p> <p>5 Human Resources Specialist</p> <p>1 Department Public Info. Officer</p> <p>2 Marketing &amp; Promotion Assoc.</p> <hr/> <p>35 <b>Current Total</b></p> <p><b>Additions/(Deletions)</b></p> <p>1 Workforce Development Coordinator</p> <hr/> <p>36 <b>Requested Total</b></p>	<p><b>Classification</b></p> <p>1 Behavioral Health Administrator</p> <p>6 BH Unit Supervisor I/II</p> <p>1 Program Support Supervisor</p> <p>9 Pre-License Vocational Nurse</p> <p>1 Administrative Coordinator</p> <p>14 BH Therapist I/II</p> <p>2 Program Specialist I/II</p> <p>1 Office Services Specialist</p> <p>13 Office Services Technician</p> <p>48 BH Recovery Specialist I/II</p> <p>4 Substance Use Disorder Specialist</p> <p>1 Office Services Assistant</p> <p>2 BH Recovery Specialist Aide</p> <p>1 Nurse Practitioner</p> <p>13 BH Nurse</p> <hr/> <p>117 <b>Requested Total</b></p>	<p><b>Classification</b></p> <p>2 Administrative Coordinator</p> <p>1 BH &amp; Recovery System Admin.</p> <p>3 BH Peer Specialist I/II/III</p> <p>2 BH Planning Analyst</p> <p>4 Substance Use Prevention Spec.</p> <p>13 BH Recovery Specialist I/II/III</p> <p>23 BH Therapist I/II</p> <p>6 BH Unit Supervisor I/II</p> <p>1 Coord. of Admin. &amp; Legis Analysis</p> <p>1 Departmental Analyst I/II</p> <p>1 Office Services Specialist</p> <p>16 Office Services Technician</p> <p>2 Program Coordinator</p> <p>3 Program Specialist I/II</p> <p>23 Substance Abuse Specialist I/II</p> <p>2 BH Recovery Specialist Aide</p> <hr/> <p>103 <b>Requested Total</b></p>
<p style="text-align: center;"><b>Recovery Support Administration</b></p> <p><b>Classification</b></p> <p>1 Administrative Coordinator</p> <p>1 BH &amp; Recovery System Admin.</p> <p>1 BH Recovery Specialist Aide</p> <p>8 BH Recovery Specialist I/II/III</p> <p>2 BH Therapist I/II</p> <p>2 BH Unit Supervisor I/II</p> <p>1 Office Services Assistant</p> <p>4 Office Services Technician</p> <p>1 Program Technician</p> <p>2 Program Support Supervisor</p> <p>3 Substance Use Disorder Specialist I/II</p> <p>3 BH Peer Specialist</p> <hr/> <p>29 <b>Requested Total</b></p>	<p style="text-align: center;"><b>Quality Improvement</b></p> <p><b>Classification</b></p> <p>1 Administrative Coordinator</p> <p>1 BH &amp; Recovery System Admin.</p> <p>1 Program Technician</p> <p>10 BH Planning Analyst</p> <p>7 BH Recovery Specialist I/II/III</p> <p>2 BH Therapist I/II</p> <p>6 BH Unit Supervisor I/II</p> <p>2 Coord. of Admin. &amp; Legis. Analysis</p> <p>1 Family Advocate</p> <p>2 Office Services Specialist</p> <p>7 Office Services Technician</p> <p>3 Patient Rights Advocate</p> <p>1 Program Specialist I/II</p> <p>1 Sr. Patients Rights Advocate</p> <p>1 Substance Abuse Specialist I/II</p> <p>1 BH Program Supervisor</p> <hr/> <p>47 <b>Requested Total</b></p>	<p style="text-align: center;"><b>Kern Linkage</b></p> <p><b>Classification</b></p> <p>1 BH &amp; Recovery System Admin.</p> <p>1 Program Support Supervisor</p> <p>1 BH Planning Analyst</p> <p>1 Office Services Specialist</p> <p>14 Office Services Technician</p> <p>8 BH Unit Supervisor I/II</p> <p>23 BH Therapist I/II</p> <p>41 BH Recovery Specialist I/II/III</p> <p>4 Psych Intern - Contract</p> <p>4 Prelicense Clinical Psychologist</p> <p>1 Program Specialist</p> <p>6 Substance Use Disorder Specialist I/II</p> <p>2 Program Technician</p> <p>2 Clinical Psychologist</p> <p>1 BH Program Supervisor</p> <p>3 BH Recovery Specialist Aide</p> <p>1 BH Nurse</p> <p>14 Vocational Nurse</p> <p>1 Office Services Assistant</p> <hr/> <p>129 <b>Current Total</b></p> <p><b>Additions/(Deletions)</b></p> <p>1 BH Peer Specialist</p> <p>1 BH Recovery Specialist I/II/III</p> <p>1 BH Therapist I/II</p> <hr/> <p>132 <b>Requested Total</b></p>

Administrative Services	Department Supports	Specialty Clinical Services
<p><b><u>Classification</u></b></p> <ul style="list-style-type: none"> <li>1 Deputy Director of BH Services</li> <li>1 Sr. Office Services Specialist</li> <li>1 Facilities &amp; Services Manager</li> <li>2 Facilities &amp; Services Specialist</li> <li>1 Office Services Technician</li> <li>2 Maintenance Workers</li> </ul> <hr style="width: 100%;"/> <p>8 <b>Requested Total</b></p>	<p><b><u>Classification</u></b></p> <ul style="list-style-type: none"> <li>1 BH System of Care Administrator</li> <li>1 Clinical Psychologist</li> <li>1 Department Analyst</li> <li>3 Administrative Coordinator</li> <li>1 Office Services Specialist</li> <li>2 Staff Development Specialist</li> <li>1 Coord.of Admin. &amp; Legis. Analysis</li> <li>2 Office Services Technician</li> <li>1 BH Unit Supervisor</li> <li>1 Program Support Supervisor</li> <li>1 Program Specialist</li> </ul> <hr style="width: 100%;"/> <p>15 <b>Requested Total</b></p>	<p><b><u>Classification</u></b></p> <ul style="list-style-type: none"> <li>1 Deputy Director of BH Services</li> <li>1 Admin. Coordinator</li> <li>1 Sr. Office Services Specialist</li> <li>1 Program Support Supervisor</li> <li>1 BH Program Supervisor</li> <li>3 Program Specialist</li> <li>1 Office Services Technician</li> <li>1 Department Analyst</li> </ul> <hr style="width: 100%;"/> <p>10 <b>Requested Total</b></p>
<p><b>Contracts</b></p> <p><b><u>Classification</u></b></p> <ul style="list-style-type: none"> <li>1 Administrative Coordinator</li> <li>1 BH &amp; Recovery System Admin.</li> <li>2 Office Services Technician</li> <li>1 Sr. BH Credentialing Specialist</li> <li>2 BH Credentialing Specialist</li> <li>2 Contracts Administrative Assistant</li> <li>2 Contracts Systems Supervisor</li> <li>1 Contracts Administrator</li> <li>1 Special Projects Manager</li> <li>1 Office Services Specialist</li> </ul> <hr style="width: 100%;"/> <p>14 <b>Requested Total</b></p>		

Health and Sanitation

Fiscal Year 2020-21 Goals, Objectives, and Performance Measures

Health and Sanitation

**Goal 1: Provide effective clinical outcomes that are also cost effective for consumers receiving mental health services**

*Objective 1: Decrease hospitalization, incarceration and homelessness of individuals entering mental health treatment*

Measurement	2017-18 Actual	2018-19 Actual	2019-20 Adopted	2019-20 Actual	2020-21 Goal
Percent change in the number of days of psychiatric hospitalization of individuals in their first year of mental health treatment compared to the year prior to treatment	5% increase	26.1% increase	10% reduction	9% increase	N/A
Percent change in number of partners with psychiatric hospitalization in their first year of mental health treatment compared to the year prior to treatment	N/A	N/A	N/A	N/A	25% reduction
Percent change in the number of days of incarceration of individuals in their first year of mental health treatment compared to the year prior to treatment	40% reduction	44.8% reduction	40% reduction	41.5% reduction	N/A
Percent change in number of partners with incarceration of individuals in their first year of mental health treatment compared to the year prior to treatment	N/A	N/A	N/A	N/A	41.5% reduction
Percent change in the number of days of homelessness of individuals in their first year of mental health treatment compared to the year prior to treatment.	69% reduction	60% reduction	70% reduction	55% reduction	N/A
Percent change in number of partners with homelessness in their first year of mental health treatment compared to the year prior to treatment	N/A	N/A	N/A	N/A	33% reduction

The department’s primary mission is to reduce those life impairments that consumers experience due to their mental illness. The above measurements reflect changes in the most severe consequences of psychiatric illness including hospitalization, incarceration and homelessness. In the past objective 1 only focused on the number of days associated with the three specific indicators. The department is changing the measurements to report the number of partners/clients. This change provides a more holistic view of progress. For example, there was an increase in number of psychiatric hospitalizations days (9% increase). However, there was a 25% reduction in the number of partners who had psychiatric hospital days. In other words, there were fewer partners with psychiatric hospitalizations as whole; however, hospital stays were longer. Significant reductions in these areas also reduce the costs to the County and the community in general. Currently, Kern Behavioral Health and Recovery Services is working toward meeting the strategic plan goals in these areas and hope to improve in the coming year.

*Objective 2: Increase client self-reporting of progress in their treatment goals and overall satisfaction since beginning treatment*

Measurement	2017-18 Actual	2018-19 Actual	2019-20 Adopted	2019-20 Actual	2020-21 Goal
Percentage of clients self-reporting progress of their recovery from serious mental illness while still in treatment	73.8%	71%	80%	82%	N/A
Percentage of adults receiving mental health services who are satisfied or very satisfied with the Department’s services	90%	93%	90%	90%	N/A
Percentage of families of youth receiving mental health services who are satisfied or very satisfied with the Department’s services	90%	92%	90%	91%	N/A
Percentage of clients self-reporting progress of their recovery from substance use disorder while still in treatment	N/A	N/A	N/A	N/A	92%
Percentage of adults receiving substance use disorder treatment who are satisfied or very satisfied with the department’s services	N/A	N/A	N/A	N/A	85%
Percentage of families of youth receiving substance use disorder treatment who are satisfied or very satisfied with the department’s services	N/A	N/A	N/A	N/A	85%

The department collects perception data regarding clients’ progress toward recovery and their satisfaction with services through state-mandated consumer satisfaction surveys. The department has established new measurements and will report progress next fiscal year.

*Objective 3: Decrease inpatient hospital recidivism rates for mental health clients and decrease residential withdrawal management recidivism rates for substance use disorder clients receiving treatment*

Measurement	2017-18 Actual	2018-19 Actual	2019-20 Adopted	2019-20 Actual	2020-21 Goal
Inpatient hospital recidivism rates for Mental Health clients, percentage reduction in number of clients who return to an inpatient psychiatric hospitalization setting within 30 days of discharge	N/A	N/A	N/A	N/A	14.4%
Residential withdrawal management recidivism rate, percentage reduction in number of substance use disorder clients who return to a residential withdrawal management treatment program within 30 days of discharge	N/A	N/A	N/A	N/A	0.7%

Repeated hospitalizations affecting primarily the seriously mentally ill are a substantial problem. Between 40 percent and 50 percent of patients with a history of repeated psychiatric hospitalizations are readmitted within 12 months. Readmissions are costly and disruptive to individuals and families. A decrease in number of psychiatric admissions, typically measured over 30 days, 90 days, or 1 year, is an important measure of successful outpatient mental health treatment. With increasing pressure to decrease health care costs, reducing hospital bed days (psychiatric or otherwise) is often a key priority for providers (Agency for Healthcare Research and Quality, 2014). These same principles apply to the importance of measuring residential withdrawal management (Detox) recidivism rate for substance use disorder providers. Reductions in these areas reduce cost to the county and the community in general.

*Objective 4: Improve clinical outcomes for clients receiving substance use disorder treatment*

Measurement	2017-18 Actual	2018-19 Actual	2019-20 Adopted	2019-20 Actual	2020-21 Goal
Percentage of clients who demonstrate an understanding of factors that have contributed to their drug and/or alcohol use	N/A	N/A	N/A	N/A	95.7%
Percentage of clients who demonstrate the ability to deal with daily stressors without the use of drugs and/or alcohol	N/A	N/A	N/A	N/A	95.2%
Percentage of clients who engage and participate in fulfilling activities that support recovery	N/A	N/A	N/A	N/A	88.8%
Percentage of clients who commit to abstinence	N/A	N/A	N/A	N/A	92.2%
Percentage of clients who can recognize and articulate negative consequences of his or her use of drugs and/or alcohol	N/A	N/A	N/A	N/A	83.6%
Percentage of clients that report a willingness to participate in an outpatient treatment program upon discharge from the residential treatment level of service	N/A	N/A	N/A	N/A	75%

The department has established new performance measures related to outcomes for clients receiving substance use disorder (SUD) treatment to determine if clients discharged from SUD treatment are getting better.

**Goal 2: Provide and improve access to mental health services**

*Objective 1: Increase outreach to children in foster care*

Measurement	2017-18 Actual	2018-19 Actual	2019-20 Adopted	2019-20 Actual	2020-21 Goal
Percentage of children in foster care who receive mental health services	45%	47%	50%	53%	N/A

This measurement was initiated several years ago when the department’s outreach to foster care children was significantly below the statewide average of mental health departments. Several of the departments’ State audit groups have focused on this area for improvement and the department developed a number of strategies and programs to improve foster care outreach. There has been significant improvement in this area and Kern County is slightly above the statewide average for large counties, at this time.

*Objective 2: Decrease recidivism with inpatient services for AB109 Individuals*

Measurement	2017-18 Actual	2018-19 Actual	2019-20 Adopted	2019-20 Actual	2020-21 Goal
As measured by reduction in the number of inpatient admissions.	23%	37%	30%	Not Available	N/A

This measurement is initiated with the development of the AB109 co-response program that is being provided by the Kern County Sheriff's Office, Bakersfield Police Department, and Kern Behavioral Health and Recovery Services. The joint effort is in response to the national movement of integrating mental health and law enforcement services for successful outcomes, as well as the high rate of recidivism (incarceration and inpatient psychiatric services) of those who are released to the community without proper follow-up. It is projected that the decrease in recidivism, both inpatient psychiatric services and incarceration, will be the results of increased referral and linkage to outpatient mental health treatment. The department elected to discontinue this measure and replace it with objective 1 under Goal 1.

*Objective 3: Maintain compliance with Network Adequacy Time and Distance standards.*

Measurement	2017-18 Actual	2018-19 Actual	2019-20 Adopted	2019-20 Actual	2020-21 Goal
Psychiatric providers must be within 45 miles and 75 minutes of beneficiary's residence	N/A	N/A	N/A	N/A	Meet Standard
Mental Health outpatient providers must be within 45 miles and 75 minutes of beneficiary's residence	N/A	N/A	N/A	N/A	Meet Standard
Substance Use Disorder outpatient provider must be within 60 miles and 90 minutes of beneficiary's residence	N/A	N/A	N/A	N/A	Meet Standard
Opioid Treatment provider must be within 45 miles and 75 minutes of beneficiary's residence	N/A	N/A	N/A	N/A	Meet Standard

The department has established new measurements to monitor and improve access to services.

*Objective 4: Maintain compliance with Network Adequacy standards for provider-to-beneficiaries ratios.*

Measurement	2017-18 Actual	2018-19 Actual	2019-20 Adopted	2019-20 Actual	2020-21 Goal
Psychiatric – Adults: One full-time equivalent (FTE) adult-serving psychiatrist per 524 adult Medi-Cal beneficiaries	N/A	N/A	N/A	N/A	Meet Standard
Psychiatry-Child and Youth: 1 FTE child-serving psychiatrist per 323 child Medi-Cal beneficiaries	N/A	N/A	N/A	N/A	Meet Standard
Mental Health Services – Adults: 1FTE adult-serving outpatient mental health providers per 85 adult Medi-Cal beneficiaries	N/A	N/A	N/A	N/A	Meet Standard
Mental Health Services – Children and Youth: 1 FTE child-serving outpatient mental health provider per 43 child Medi-Cal beneficiaries	N/A	N/A	N/A	N/A	Meet Standard

The department has established new measurements to determine if the department has enough clinical staff to service Medi-Cal beneficiaries and improve access to services.

*Objective 5: Ensure timely access for clients for initial request for behavioral health services, requests for urgent services and services following inpatient psychiatric hospital discharge.*

Measurement	2017-18 Actual	2018-19 Actual	2019-20 Adopted	2019-20 Actual	2020-21 Goal
Initial request to first offered appointment: percentage of clients who are offered an assessment appointment within 10 business days of initial request	N/A	N/A	N/A	N/A	87.3%
Initial request to first kept appointment: Percentage of clients who receive an assessment within 10 business days of initial request	N/A	N/A	N/A	N/A	80.6%
Inpatient psychiatric hospital discharge to first outpatient service: percentage of clients who receive an outpatient service within 7 days of discharge from an inpatient hospital	N/A	N/A	N/A	N/A	76.5%

Inpatient psychiatric hospital discharge to first outpatient service: Percentage of clients who receive an outpatient service within 30 days of discharge from an inpatient hospital	N/A	N/A	N/A	N/A	86.9%
Request for urgent appointment to actual encounter: Percentage of clients with an urgent request for service receives a service within 48 hours	N/A	N/A	N/A	N/A	99.7%
Penetration Rate: Percentage of Medi-Cal eligible clients who are received mental health services	N/A	N/A	N/A	N/A	4.48%

The department has established new measurements to evaluate delivery systems to better clients' outcomes. The faster an individual can access the delivery system the better the outcomes will be.

**Goal 3: Improve the health of children and adults with preventative services.**

*Objective 1: Maintain the KernStopMethNow collaborative to increase the awareness of the negative impact methamphetamine use has in Kern County.*

Measurement	2017-18 Actual	2018-19 Actual	2019-20 Adopted	2019-20 Actual	2020-21 Goal
Average attendance at each quarterly meeting of the task force	26	28	30	26	N/A
Average number of community events each month sponsored by the task force	7	3	2	2	N/A
Number of participants attending community events	221	3,851	1,000	1,552	N/A
Average number of social media participants each month	2,555	1,374	1,500	3,098	N/A
Average viewing audience for each public service announcement	100,360	76,500	100,000	237,545	N/A
Average number of parents exposed to prevention messages	109	16	25	55	N/A
Average number of hours per month in support meetings	5	N/A	N/A	N/A	N/A
Number of participants attending substance abuse training	535	6,363	5,000	10,124	N/A
Number of outreach events attended by the task force members	50	36	30	25	N/A

Methamphetamine use and abuse is affecting every private and public sector in the County. Local data demonstrates the prevalence of the problem in the everyday activities of every major county department. The causal antecedent conditions include risk factors associated with families, employment, public safety, and early onset of use among youth. The mission of the task force is to strengthen collaboration among communities working to prevent and reduce substance use. The task force meets quarterly, is organized into four sub-committees, participates in the development of geo-political specific coalitions, sponsors mass and social media to disseminate information and conducts a plethora of outreach, training and technical assistance activities to build awareness and mobilization. The short-term goal is to continue to recruit communities to mobilize their prevention efforts; the long-term goal is to reduce the incidence of abuse. Challenges include despair and hopelessness, positive attitudes toward use, and insufficient evidence-based practices. The opportunities include strengthening families, youth, business, faith communities and criminal justice to create a perception that drug use is socially unacceptable. The method to report community event, social media, and substance use training participation has been revised to focus on meaningful interactions and participation to reflect the effectiveness of the department's outreach methods. The department is discontinuing these measurements.

Health and Sanitation

**Goal 4: Increase public safety with effective rehabilitation for persons with substance use disorders.**

*Objective 1: Increase enrollment for individuals requiring substance use disorder treatment in Kern County.*

Measurement	2017-18 Actual	2018-19 Actual	2019-20 Adopted	2019-20 Actual	2020-21 Goal
Number of individuals referred to treatment by criminal justice or child welfare each month.	126	N/A	N/A	N/A	N/A
Number of residential beds available each month	45	53	60	61	N/A
Number of outpatient treatment slots available each month	1,611	1,415	1,442	1,230	N/A
Number of methadone slots available each month	1,605	1,605	1,720	1,790	N/A
Average monthly enrollment in residential programs	34	38	50	75.5	N/A
Average monthly enrollment in outpatient programs	986	683	750	726	N/A
Average monthly enrollment in methadone programs	1,506	1,500	1,700	1,634	N/A

Percent reduction of jail days measured at discharge from programs	89%	N/A	N/A	N/A	N/A
<p>The substance abuse system of care is organized into five levels of care; all outlying areas in the County have, at a minimum, outpatient programs. The more intensive levels of care, in addition to outpatient programs, are located in Bakersfield. Historically, about 5% of individuals require residential placement, 15% require an intensive level of outpatient and the remaining 80% of individuals are served in outpatient programs. The department utilizes patient placement criteria to screen and refer individuals to treatment to enhance access and utilize limited resources through managed care principles. On a daily average, approximately 2,200 individuals are enrolled in programs throughout the County. The department has discontinued this performance measure.</p>					

*Objective 2: Increase the number of individuals successfully completing treatment in Kern County.*

Measurement	2017-18 Actual	2018-19 Actual	2019-20 Adopted	2019-20 Actual	2020-21 Goal
Average length of stay in residential programs	37	26	30	30	N/A
Average length of stay in outpatient programs	57	65	75	75	N/A
Average length of stay in methadone programs	201	277	250	250	N/A
Completion rates for outpatient programs	58.8%	41%	45%	45%	N/A
Completion rates for residential programs	69%	63%	65%	65%	N/A
Percentage of adults participating in substance abuse treatment who report being satisfied with services	88%	89%	85%	92%	N/A

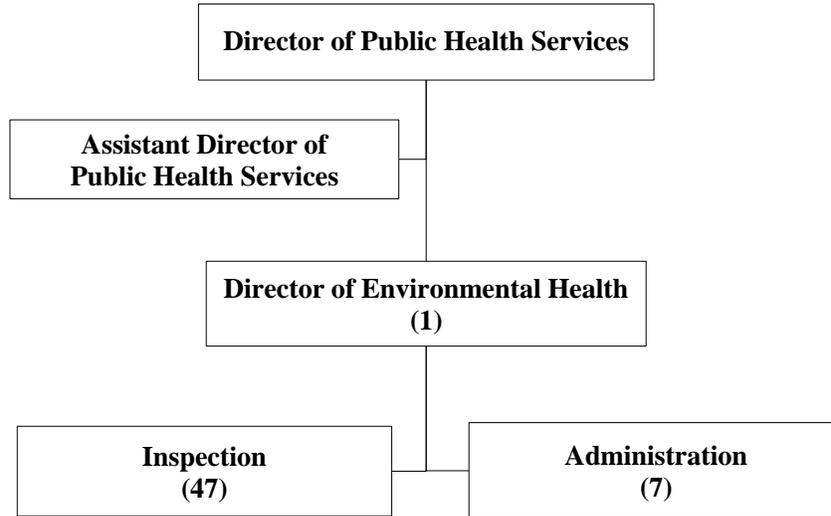
A “Successful Completion” incorporates a client’s overall performance in treatment including attendance, negative drug screens, and having a credible plan for employment/education, social support and relapse triggers related to physical or mental health issues. Clients discharged as having satisfactory progress in treatment are considered a successful completion for the purposes of this report. Until FY 2016-2017, the system of care managed an average 45-day length of stay in residential programs, 90 days for intensive outpatient and 180 days for outpatient programs. With the advent of the Drug Medi-Cal Organized Delivery System Waiver however, treatment length will no longer be prescribed, and completion rates may be impacted as individuals remain in treatment for extended periods. The department has discontinued this performance measure.

Health and Sanitation

**Mission Statement**

*Improve quality of life through the promotion of healthy lifestyles, prevention of disease, protection of the environment, and advancement of the emergency medical system.*

**Organizational Chart**



Health and Sanitation

**Fiscal Year 2018-19 and 2019-20 Accomplishments**

- Assisted in site assessment and education to those effected by the Camp Fire in Butte County, California.
- Conducted assessments of permitted businesses and the shelter in response to the Ridgecrest Earthquake.
- Assisted in the implementation of the Waste Hunger Not Food program at Public Health by providing training to drivers and developing the program’s training packet.
- Implemented a food safety roundtable with permitted facilities to provide education on new statewide rules, recent local trends and to familiarize business with the department staff.
- Implemented a response plan for toxin producing blue-green algae that appears in local lakes and rivers, which includes routine water testing, education, and outreach.

## Environmental Health Services

Department Head: Matt Constantine  
 Fund: Environmental Health Services  
 Budget Unit: 4122

Function: Health and Sanitation  
 Activity: Health

### Description of Major Services

Environmental Health Services, a division of the Public Health Services Department, provides State-mandated regulatory oversight, compliance assistance, and enforcement actions for community businesses and activities. The division is responsible for reviewing and inspecting over 8,000 business facilities to protect the public and the environment. The division has a fully implemented risk-based inspection program focused on inspection and audit services and designed to direct resources to areas of greatest risk.

Summary of Expenditures and Revenue						
	FY 2018-19	FY 2019-20		FY 2020-21		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
<b>APPROPRIATIONS:</b>						
Salaries and Benefits	\$6,350,578	\$6,719,391	\$6,355,689	\$6,910,830	\$6,788,267	\$6,788,267
Services and Supplies	828,224	1,145,258	714,549	1,091,077	1,123,116	1,123,116
Other Charges	1,588,081	2,294,995	1,817,424	2,401,540	2,401,540	2,401,540
Capital Assets	0	0	45,006	0	0	0
Other Financing Uses	143,983	0	6,664	0	0	160,000
<b>TOTAL EXPENDITURES</b>	<b>\$8,910,866</b>	<b>\$10,159,644</b>	<b>\$8,939,332</b>	<b>\$10,403,447</b>	<b>\$10,312,923</b>	<b>\$10,472,923</b>
<b>REVENUE:</b>						
Licenses and Permits	\$4,512,073	\$4,633,155	\$4,724,446	\$4,906,110	\$4,766,110	\$4,766,110
Fines and Forfeitures	85,604	90,000	140,074	150,000	150,000	150,000
Use of Money/Property	93,056	80,000	113,408	80,000	80,000	80,000
Intergovernmental	34,706	35,000	34,883	34,685	34,685	34,685
Charges for Services	4,382,739	4,262,120	4,432,813	4,240,803	4,240,803	4,240,803
Miscellaneous	4,942	3	5,771	5,251	5,251	5,251
Other Financing Sources:						
Hazardous Waste Settlements	0	50,908	0	204,332	204,332	204,332
Garage Internal Service Fund	0	398,160	463,483	0	0	0
Contributions of Environ. Health	99,728	100,509	86,088	100,534	87,830	87,830
CARES Act	0	0	564,652	0	0	0
<b>TOTAL REVENUE</b>	<b>\$9,212,848</b>	<b>\$9,649,855</b>	<b>\$10,565,618</b>	<b>\$9,721,715</b>	<b>\$9,569,011</b>	<b>\$9,569,011</b>
<b>NET FUND COST</b>	<b>(\$301,982)</b>	<b>\$509,789</b>	<b>(\$1,626,286)</b>	<b>\$681,732</b>	<b>\$743,912</b>	<b>\$903,912</b>

### Major Expenditures and Revenue in FY 2020-21 Recommended Budget

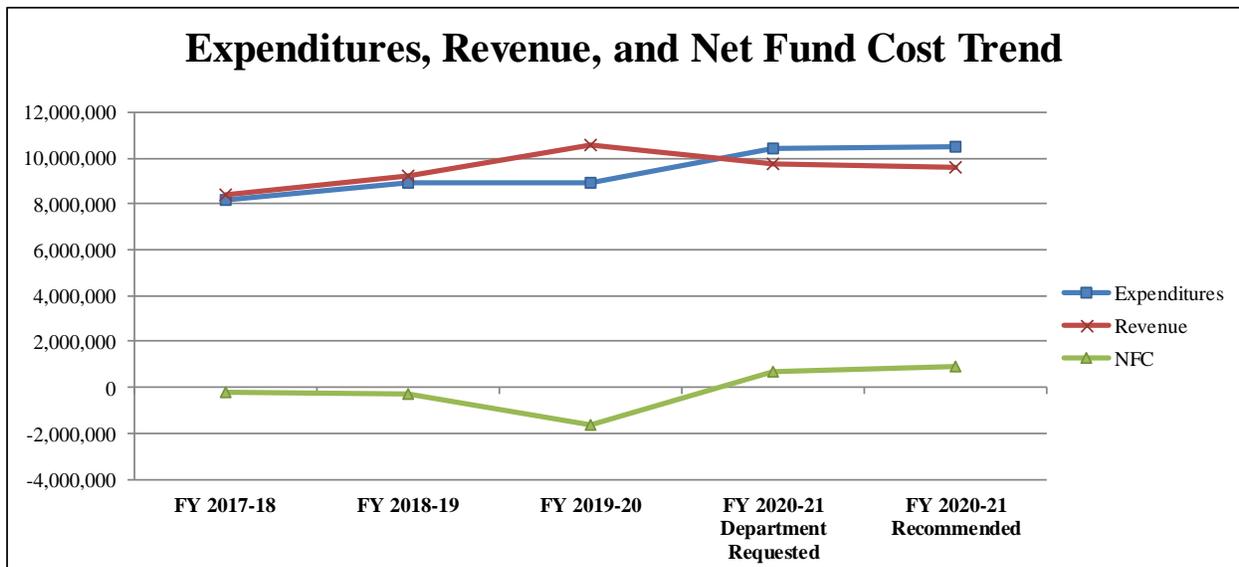
The division receives a significant portion of revenue for permitting, inspecting and enforcement services provided. The division performs these services for food, hazardous waste, water, solid waste, housing, and medical waste facilities. A smaller portion of revenue is derived from grants and educational programs. The majority of expenditures for this budget unit are associated with staffing costs for positions required to perform the functions assigned.

### Budget Changes and Operational Impacts

On June 16, 2020, the Board of Supervisors approved the division’s request to delay 2020 annual health permit billing by three months and waive the annual cost of living adjustment in order to allow businesses impacted by COVID-19 health measures to gradually reopen safely and responsibly and allow businesses to create cash flow prior to billing them for their annual health permit fee. The approved delay will not have an impact on revenues in FY 2020-21. However, included in the recommended budget is a decrease of \$140,000 in Licenses and Permits as a result of waiving the 2.3% cost of living adjustment to health permit fees. Additionally, the division will budget to receive \$87,830 in 1991 Health Service Realignment and \$204,332 from the Hazardous Waste Settlements associated with prior year cases. Included in the recommended budget is \$160,000 in Other Financing Uses associated with the completion of capital improvements within the Public Services Building.

The fund balance at June 30, 2020 is \$2,296,462. The budgeted operational cost for FY 2020-21 will be offset with the fund balance, with the remainder of the ending balance going to general designations. The general designation balance as of June 30, 2021 is estimated to be \$1,418,872. This funding will be available in the event of unplanned future expenditure or revenue fluctuations.

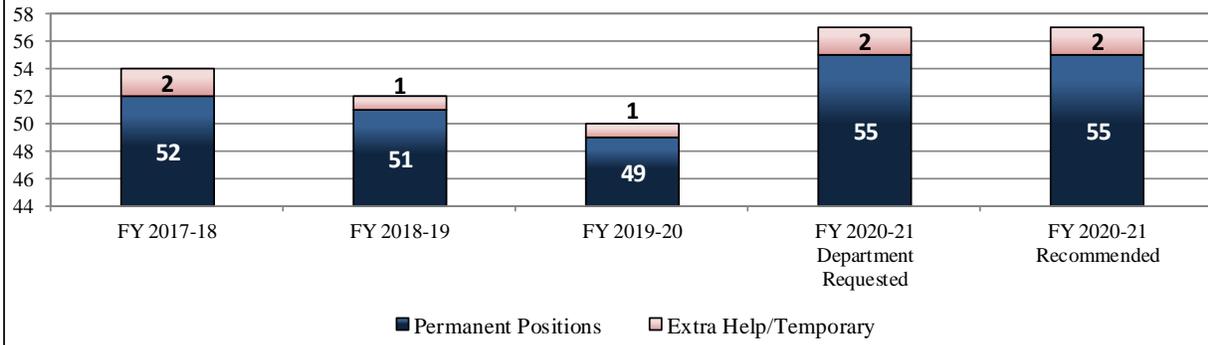
Health and Sanitation



### Staffing Changes and Operational Impacts

The recommended budget includes the addition of three (3) Environmental Health Specialist – In Training positions, and the deletion of one (1) Waste Management Technician position, two (2) Environmental Health Technician III positions, and one vacant and unfunded (1) Senior Office Services Specialist position at a net annual savings of approximately \$8,262.

### Average Filled Positions



### 4-Year Staffing Trend

	Actual			Department	
	FY 2017-18	FY 2018-19	FY 2019-20	Requested	Recommended
<b>AVERAGE FILLED POSITIONS</b>					
Permanent Positions	52	51	49	55	55
Extra Help/Temporary	2	1	1	2	2
<b>Total Positions</b>	<b>54</b>	<b>52</b>	<b>50</b>	<b>57</b>	<b>57</b>
<b>ACTUAL FULL-TIME EQUIVALENTS</b>					
Permanent Positions (FTE)	53	53	51	N/A	N/A
Extra Help/Temporary (FTE)	2	1	1	N/A	N/A
<b>Total Positions</b>	<b>55</b>	<b>54</b>	<b>52</b>	<b>N/A</b>	<b>N/A</b>
<b>SALARIES &amp; BENEFITS</b>	<b>\$6,060,436</b>	<b>\$6,350,578</b>	<b>\$6,355,689</b>	<b>\$6,910,830</b>	<b>\$6,788,267</b>

Health and Sanitation

### Summary of Authorized Positions

The recommended budget includes 55 authorized positions, all of which are budgeted to be filled during FY 2020-21 as indicated below.

Division	Authorized	Additions	Deletions	Requested	Filled	Vacant	Total
				Total			
Administration	9	0	(1)	8	8	0	8
Inspection	47	3	(3)	47	47	0	47
<b>Total</b>	<b>56</b>	<b>3</b>	<b>(4)</b>	<b>55</b>	<b>55</b>	<b>0</b>	<b>55</b>

<b>Administration</b>		<b>Inspection</b>	
<u>Classification</u>		<u>Classification</u>	
1	Director of Environmental Health	1	Engineering Technician III
1	Senior Systems Analyst	3	Waste Management Technician I/II
3	Fiscal Support Specialist	2	Chief Environmental Health Specialist
1	Senior Office Services Specialist	6	Environmental Health Specialist IV
2	Office Services Specialist	1	Hazardous Materials Specialist I/II/III
1	Office Services Technician	26	Environ. Health Special. In Training/I/II/III
<u>9</u>	<b>Current Total</b>	<u>8</u>	Environmental Health Technician I/II/III
<b>Additions/Deletions</b>		<u>47</u>	<b>Current Total</b>
(1)	Senior Office Services Specialist	<b>Additions/Deletions</b>	
<u>8</u>	<b>Requested Total</b>	(1)	Waste Management Technician
		3	Environmental Health Specialist-In Training
		<u>(2)</u>	Environmental Health Technician III
		<u>47</u>	<b>Requested Total</b>

Health and Sanitation

**Fiscal Year 2020-21 Goals, Objectives, and Performance Measures**

**Goal 1: Improving the quality of life of County residents by safeguarding the community and environment.**

*Objective: Permit and inspect facilities within the County.*

Measurement	2017-18 Actual	2018-19 Actual	2019-20 Adopted	2019-20 Actual	2020-21 Goal
Average number of critical risk factor violations, per facility inspected, associated with foodborne illness and disease outbreaks.	.30	.29	.25	.21	.20
Average number of critical risk factor violations, per facility inspected, associated with the handling of hazardous materials or waste which presents an immediate or potential threat to public health or the environment.	.89	.90	.80	.45	.45
Average number of critical risk factor violations, per facility inspected, associated with the handling of solid waste which presents an immediate or potential threat to public health or the environment.	.70	.85	.70	.36	.35
Average number of critical risk factor violations, per facility inspected, of hotels and motels, which presents an immediate or potential threat to public health.	2.00	1.28	1.00	.44	.45

The Environmental Health Division of the Public Health Services Department provides State-mandated regulatory oversight and enforcement actions for community businesses and activities to ensure the appropriate application of the California Health and Safety Code. The division has a fully implemented risk-based inspection program focused on inspection services and designed to direct resources to areas with the greatest risk to the community. Directing resources to those facilities with the greatest risk will increase the division’s presence in these facilities and financially incentive these businesses to comply with regulations. The division has reached all of the performance goals in this category for FY 2019-20.

*Objective: Enhance protection of the community through industry training and education.*

Measurement	2017-18 Actual	2018-19 Actual	2019-20 Adopted	2019-20 Actual	2020-21 Goal
Number of people trained on food safety.	269	287	275	589	500
Number of people trained on handling of hazardous waste and materials.	1,200	1,229	1,000	1,121	1,000

The Environmental Health Division of the Public Health Services Department provides training and education to local businesses to assist in the protection of the community and the environment. Industry training and education measures are part of the division’s performance measures, as the responsibilities of the division are broader than just inspecting for safety. It is the responsibility of the division to provide training and education to the industry to enhance the protection of the community.

**Health and Sanitation**

## County Contribution – Behavioral Health and Recovery Services

Department Head: Bill Walker

Function: Health and Sanitation

Fund: General

Activity: Health

Budget Unit: 4127

### Description of Major Services

This budget unit has been established to facilitate the appropriation of the General Fund contribution to the Kern Behavioral Health and Recovery Services Department. Appropriations within this budget unit will be transferred to the Kern Behavioral Health and Recovery Services operating budget unit 4120.

Summary of Expenditures and Revenue						
	FY 2018-19	FY 2019-20		FY 2020-21		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
<b>APPROPRIATIONS:</b>						
Other Financing Uses	\$4,046,919	\$4,046,920	\$3,160,113	\$980,649	\$980,649	\$3,046,874
<b>TOTAL EXPENDITURES</b>	<b>\$4,046,919</b>	<b>\$4,046,920</b>	<b>\$3,160,113</b>	<b>\$980,649</b>	<b>\$980,649</b>	<b>\$3,046,874</b>
<b>REVENUE:</b>						
Intergovernmental	\$3,066,270	\$3,066,270	\$2,179,464	\$0	\$0	\$2,066,225
<b>TOTAL REVENUE</b>	<b>\$3,066,270</b>	<b>\$3,066,270</b>	<b>\$2,179,464</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,066,225</b>
<b>NET GENERAL FUND COST</b>	<b>\$980,649</b>	<b>\$980,650</b>	<b>\$980,649</b>	<b>\$980,649</b>	<b>\$980,649</b>	<b>\$980,649</b>

Health and Sanitation

### Major Expenditures and Revenue in FY 2020-21 Recommended Budget

The State requires the County to appropriate funding through a Maintenance of Effort (MOE) for behavioral health and substance use disorders services in the amounts of \$771,124 and \$209,525 respectively.

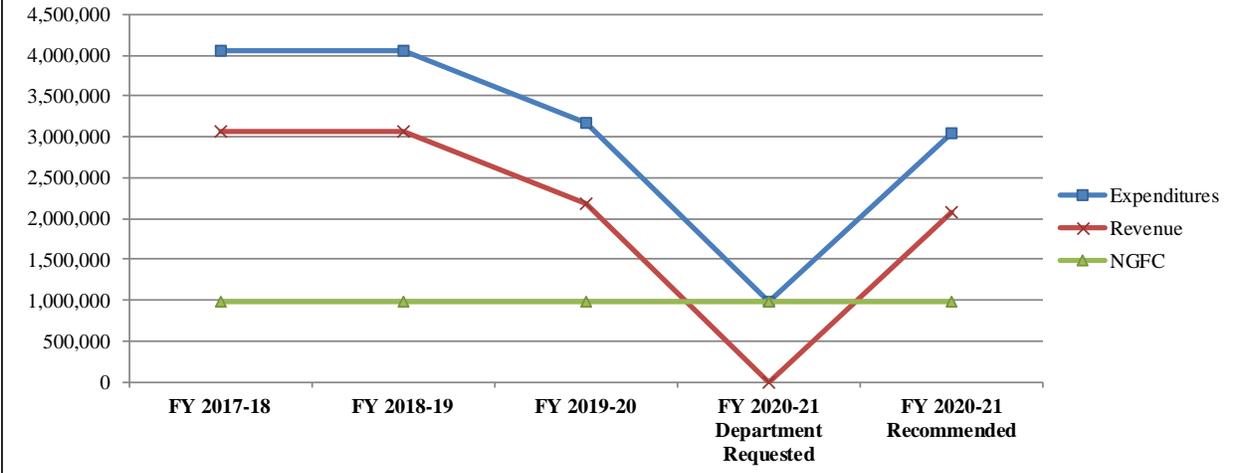
In addition to the MOE and General Fund contribution, the Kern Behavioral Health and Recovery Services operating budget unit 4120 has been receiving approximately \$402,624 in 1991 Realignment Vehicle License Fees (VLF) Collections revenue and \$2,663,647 in prior year 1991 Realignment growth funds. These funding sources were projected to decline as a result of the statewide shelter-at-home order issued by Governor Gavin Newsom in order to prevent the spread of the coronavirus and therefore were not included in the preliminary recommended budget.

The State’s budget provided \$750 million from the State General Fund to backfill for safety net services the counties administer on behalf of the State. The recommended budget includes \$1,663,601 in 1991 Realignment backfill. This amount combined with 1991 Realignment VLF will be transferred to Kern Behavioral Health and Recover Services to continue providing services to the vulnerable population.

### Budget Changes and Operational Impacts

The recommended budget provides the mandated funding in accordance with MOE requirements.

### Expenditures, Revenue, and NGFC Trend



Health and Sanitation

## County Contribution – Environmental Health

Department Head: Matt Constantine

Function: Health and Sanitation

Fund: General

Activity: Health

Budget Unit: 4134

### Description of Major Services

This budget unit facilitates the appropriation of the County contribution for Environmental Health Services, which is administered by the Public Health Department. State Law mandates that the County provide regulatory oversight, compliance assistance, and enforcement actions for community businesses and activities.

Summary of Expenditures and Revenue						
	FY 2018-19	FY 2019-20		FY 2020-21		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
<b>APPROPRIATIONS:</b>						
Other Financing Uses	\$99,727	\$100,509	\$86,088	\$87,830	\$87,830	\$87,830
<b>TOTAL EXPENDITURES</b>	<b>\$99,727</b>	<b>\$100,509</b>	<b>\$86,088</b>	<b>\$87,830</b>	<b>\$87,830</b>	<b>\$87,830</b>
<b>REVENUE:</b>						
Intergovernmental	\$99,728	\$100,509	\$90,312	\$87,830	\$87,830	\$87,830
<b>TOTAL REVENUE</b>	<b>\$99,728</b>	<b>\$100,509</b>	<b>\$90,312</b>	<b>\$87,830</b>	<b>\$87,830</b>	<b>\$87,830</b>
<b>NET GENERAL FUND COST</b>	<b>(\$1)</b>	<b>\$0</b>	<b>(\$4,224)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Health and Sanitation

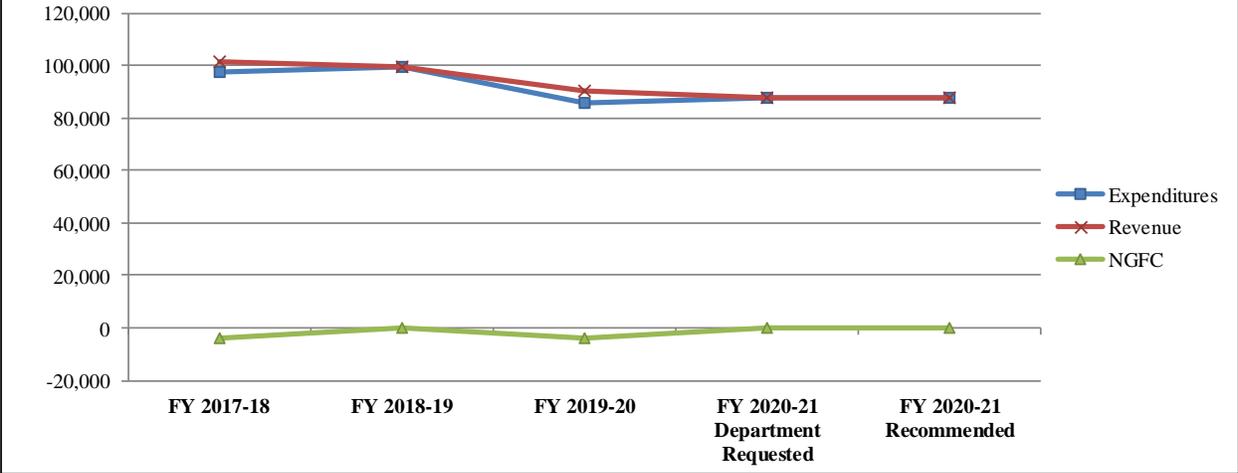
### Major Expenditures and Revenue in FY 2020-21 Recommended Budget

The recommended budget includes a contribution of \$87,830 which is fully offset by 1991 Health program realignment revenue budgeted to meet the County's responsibility of providing environmental health services.

### Budget Changes and Operational Impacts

The recommended budget provides for the mandated County responsibility of providing environmental health services; there are no significant changes or operational impacts.

### Expenditures, Revenue, and NGFC Trend



Health and Sanitation

## County Contribution – Kern Medical Center

Department Head: Ryan J. Alsop

Function: Health and Sanitation

Fund: General

Activity: Hospital Care

Budget Unit: 4202

### Description of Major Services

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

Summary of Expenditures and Revenue						
	FY 2018-19	FY 2019-20		FY 2020-21		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
<b>APPROPRIATIONS:</b>						
Services and Supplies	\$0	\$0	\$35,417,789	\$0	\$0	\$0
Other Charges	34,381,375	36,530,975	34,438,799	35,189,298	35,189,298	35,189,298
Other Financing Uses	1,897,622	1,900,000	1,900,000	1,900,000	1,900,000	1,900,000
<b>TOTAL EXPENDITURES</b>	<b>\$36,278,997</b>	<b>\$38,430,975</b>	<b>\$71,756,588</b>	<b>\$37,089,298</b>	<b>\$37,089,298</b>	<b>\$37,089,298</b>
<b>REVENUE:</b>						
Intergovernmental	\$552,385	\$0	\$0	\$0	\$0	\$0
Charges for Services	399,101	360,000	425,438	360,000	360,000	360,000
Miscellaneous	0	0	22,470,927	0	0	0
<b>TOTAL REVENUE</b>	<b>\$951,486</b>	<b>\$360,000</b>	<b>\$22,896,365</b>	<b>\$360,000</b>	<b>\$360,000</b>	<b>\$360,000</b>
<b>NET GENERAL FUND COST</b>	<b>\$35,327,511</b>	<b>\$38,070,975</b>	<b>\$48,860,223</b>	<b>\$36,729,298</b>	<b>\$36,729,298</b>	<b>\$36,729,298</b>

Health and Sanitation

### Major Expenditures and Revenue in FY 2020-21 Recommended Budget

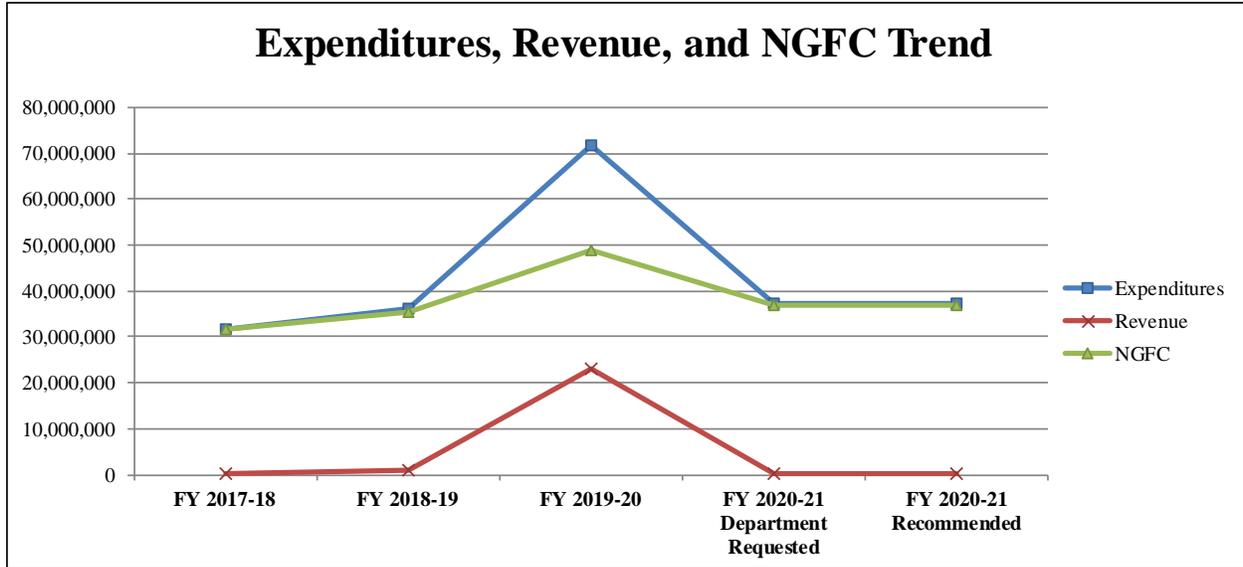
This budget unit accounts for \$33.9 million in payments to the Kern County Hospital Authority (Hospital Authority) for providing medical care to indigent residents, and inmates housed in the County's adult and juvenile detention facilities, including the Kern County Justice Facility and \$1.9 million to Behavioral Health Services to offset the cost of providing behavioral health services at the Kern County Justice Facility. In total, the County has budgeted \$30.3 million for medical services to adults and juveniles (\$26.8 million for adult inmate care and \$3.5 million for juvenile inmate care). An additional \$1.2 million has been included to cover the non-federal share of inpatient services. The cost of providing medical services for the adult inmates is offset by \$360,000 received for care of Federal inmates. The remaining County contribution is comprised of \$3.6 million to cover the cost of medically indigent residents and to reimburse the Hospital Authority for the cost of performing forensic examinations.

### Budget Changes and Operational Impacts

In FY 2019-20, the County made \$35.4 million in payments to the State of California Department of Health Care Services (DHCS) for Medi-Cal Hospital/Uninsured Care Section 1115 (a) liabilities related to the Low Income Health, Disproportionate Share Hospital and Safety Net Care Pool

programs. As a result of some of the programs having positive settlements the County received \$22.4 million in revenue, for a net payment of \$12.9 million. As part of the transfer of Kern Medical Center to the Kern County Hospital Authority under Chapter 2.170 to Title 2 of the Ordinance Code of the County of Kern, the County agreed to pay obligations owed with respect to costs reports for the reporting periods ending in 2012 or before, in an net amount not to exceed \$19 million. It is anticipated that the County may have to pay additional funds in FY 2020-21; however, DHCS has not completed the final reconciliation for all program years and the final settlement amount is unknown. Therefore a payment has not been included in the FY 2020-21 recommended budget.

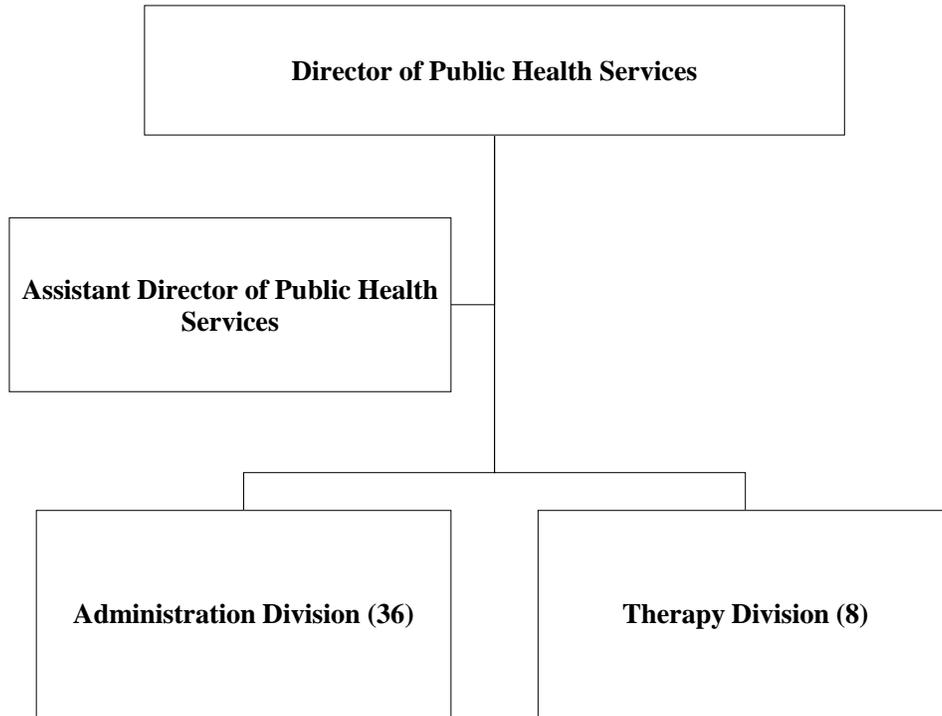
Health and Sanitation



**Mission Statement**

*Improve quality of life through the promotion of healthy lifestyles, prevention of disease, protection of the environment, and advancement of the emergency medical system.*

**Organizational Chart**



**Health and Sanitation**

**Fiscal Year 2018-19 and 2019-20 Accomplishments**

- Provided intensive case management for 13,295 children under the age of 21 in FY 2018-19 and FY 2019-20 to ensure they realize maximum physical and social potential.
- Provided medical therapy services to 952 local children suffering from extremely disabling medical conditions in FY 2018-19 and FY 2019-20.
- The division utilized the Annual Transition Conference for children 14 years and older to link them and their families to transition resources, administer TRAQ surveys, and provide diabetes and pharmacy education.
- Contract therapy services were initiated for both Medical Therapy Units to ensure there is no disruption of therapy services.
- Launched telemedicine services for Medical Therapy Unit (MTU) clients due to the COVID-19 isolation safety precautions. By providing remote therapy sessions to our MTU client without requiring the clients and their families to leave the safety of their homes to obtain services.

## California Children's Services

Department Head: Matt Constantine

Fund: General

Budget Unit: 4300

Function: Health and Sanitation

Activity: California Children Services

### Description of Major Services

The California Children's Services (CCS) Program provides diagnosis, treatment and therapy services to children with disabling conditions. The program is designed to ensure that children with medically eligible conditions realize their maximum physical and social potential. The CCS Program, mandated by the California Health and Safety Code, currently provides diagnostic and treatment services, medical case management and physical and occupational therapy services to approximately 6,000 children.

#### Summary of Expenditures and Revenue

	FY 2018-19	FY 2019-20		FY 2020-21		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
<b>APPROPRIATIONS:</b>						
Salaries and Benefits	\$4,400,526	\$6,034,727	\$3,445,867	\$5,097,382	\$5,097,382	\$5,097,382
Services and Supplies	1,915,750	3,066,804	2,152,801	3,643,871	3,643,869	3,643,869
<b>TOTAL EXPENDITURES</b>	<b>\$6,316,276</b>	<b>\$9,101,531</b>	<b>\$5,598,668</b>	<b>\$8,741,253</b>	<b>\$8,741,251</b>	<b>\$8,741,251</b>
Expend. Reimb.	(\$182,449)	\$0	(\$139,160)	\$0	\$0	\$0
<b>TOTAL NET EXPENDITURES</b>	<b>\$6,133,827</b>	<b>\$9,101,531</b>	<b>\$5,459,508</b>	<b>\$8,741,253</b>	<b>\$8,741,251</b>	<b>\$8,741,251</b>
<b>REVENUE:</b>						
Intergovernmental	\$6,133,810	\$8,613,490	\$3,597,092	\$8,253,210	\$8,253,210	\$8,253,210
Charges for Services	63,697	47,500	27,012	47,500	47,500	47,500
Miscellaneous	(43)	0	5,265	0	0	0
Other Financing Sources:						
CARES Act	0	0	144,063	0	0	0
<b>TOTAL REVENUE</b>	<b>\$6,197,464</b>	<b>\$8,660,990</b>	<b>\$3,773,432</b>	<b>\$8,300,710</b>	<b>\$8,300,710</b>	<b>\$8,300,710</b>
<b>NET GENERAL FUND COST</b>	<b>(\$63,637)</b>	<b>\$440,541</b>	<b>\$1,686,076</b>	<b>\$440,543</b>	<b>\$440,541</b>	<b>\$440,541</b>

Health and Sanitation

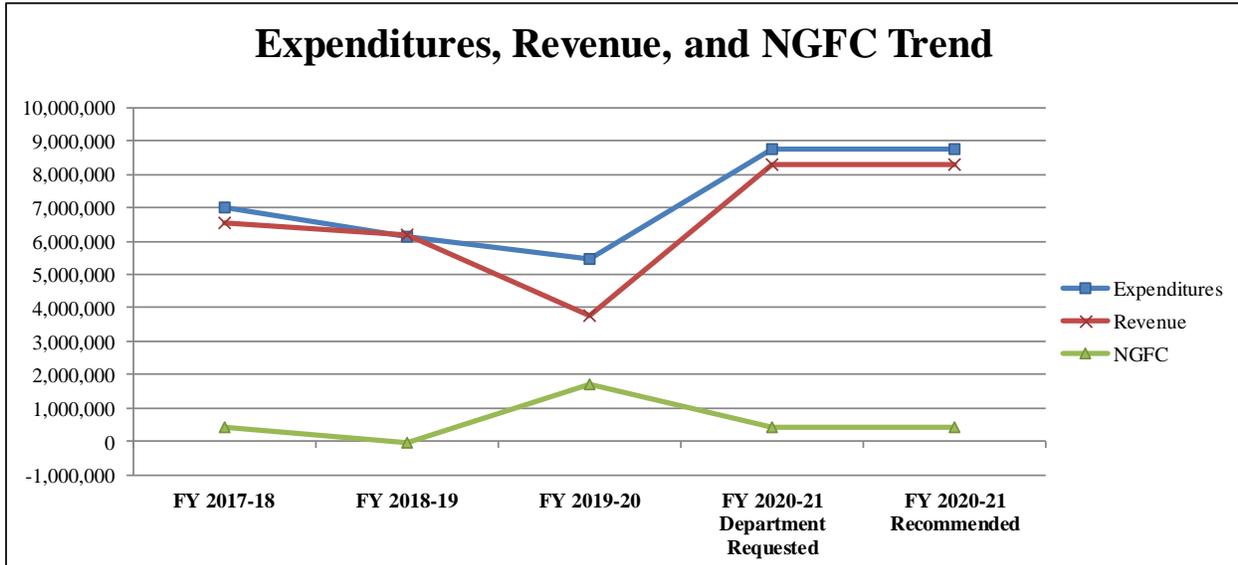
### Major Expenditures and Revenue in FY 2020-21 Recommended Budget

The administrative and case management costs incurred by CCS are reimbursed by the State and federal government, at varying ratios, depending on the health benefits a child is eligible to receive. Medi-Cal eligibility results in a 100% reimbursement by the State; Targeted Low Income Children's Program (formerly Healthy Families) eligibility results in an 82.5% reimbursement. Ineligibility for either program results in a 50% State reimbursement to CCS.

FY 2019-20 actual Net General Fund Cost exceeds the adopted Net General Fund Cost guideline as the department awaits receipt of State Intergovernmental reimbursements in the amount of \$1,811,738. These revenues will be received in FY 2020-21 but are not included in the recommended budget, as they are to reimburse FY 2019-20 expenditures. The recommended budget includes revenue and appropriations using prior year actual CCS caseload eligibility statistics. Actual caseloads will impact final expenditures and revenue.

### Budget Changes and Operational Impacts

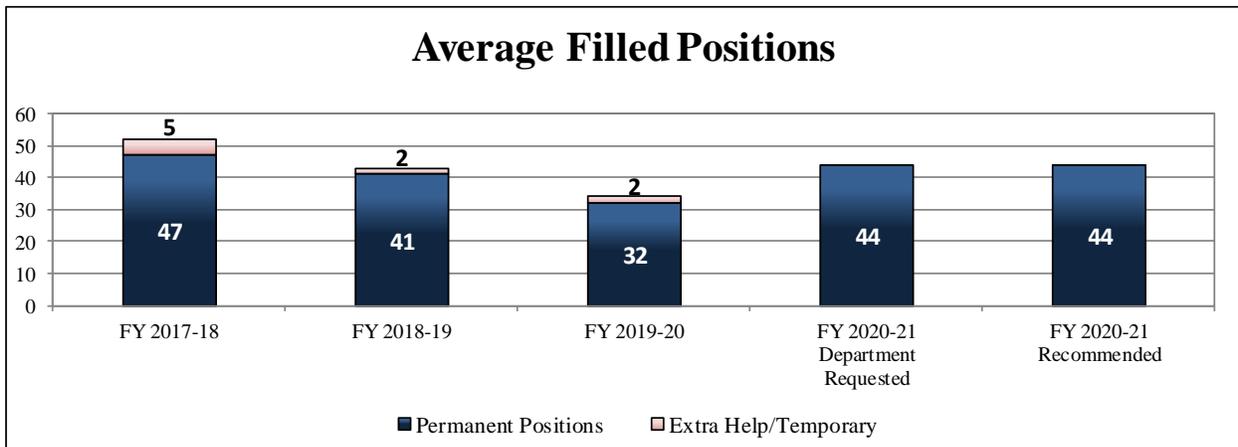
The recommended budget includes an increase in revenue of \$4.5 million based on the State allocation derived from caseload eligibility. The increase in expenditures is attributed to the planned filling of current vacancies, indirect cost allocation reimbursement to the Public Health Department, and full appropriation of the County's maintenance of efforts costs.



Health and Sanitation

### Staffing Changes and Operational Impacts

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



### 4-Year Staffing Trend

	Actual			Department	
	FY 2017-18	FY 2018-19	FY 2019-20	Requested	Recommended
<b>AVERAGE FILLED POSITIONS</b>				FY 2020-21	
Permanent Positions	47	41	32	44	44
Extra Help/Temporary	5	2	2	0	0
<b>Total Positions</b>	<b>52</b>	<b>43</b>	<b>34</b>	<b>44</b>	<b>44</b>
<b>ACTUAL FULL-TIME EQUIVALENTS</b>					
Permanent Positions (FTE)	45	38	32	N/A	N/A
Extra Help/Temporary (FTE)	4	2	1	N/A	N/A
<b>Total Positions</b>	<b>49</b>	<b>40</b>	<b>33</b>	<b>N/A</b>	<b>N/A</b>
<b>SALARIES &amp; BENEFITS</b>	<b>\$5,435,597</b>	<b>\$4,400,526</b>	<b>\$3,445,867</b>	<b>\$5,097,382</b>	<b>\$5,097,382</b>

### Summary of Authorized Positions

The recommended budget includes 44 authorized permanent positions, of which all positions have been budgeted to be filled during FY 2020-21 as indicated below.

Division	Authorized	Additions	Deletions	Requested	Filled	Vacant	Total
				Total			
Administration	36	0	0	36	36	0	36
Therapy	8	0	0	8	8	0	8
<b>Total</b>	<b>44</b>	<b>0</b>	<b>0</b>	<b>44</b>	<b>44</b>	<b>0</b>	<b>44</b>

#### Administration

- Classification**
- 2 Public Health Project Specialist
  - 3 Program Support Specialist I/II
  - 10 Program Technician
  - 1 Public Health Nurse III
  - 13 Public Health Nurse Jr./I/II
  - 1 Staff Nurse
  - 6 Office Services Technician
  - 36 Requested Total**

#### Therapy

- Classification**
- 1 Supervising Therapist
  - 5 Occupational/Physical Therapist
  - 2 Therapy Aide
  - 8 Requested Total**

### Fiscal Year 2020-21 Goals, Objectives, and Performance Measures

#### Goal 1: Ensure patients receive optimal, high-quality and timely medical care.

*Objective 1: Minimize the amount of time it takes to link a referred patient to services.*

Measurement	2017-18 Actual	2018-19 Actual	2019-20 Adopted	2019-20 Actual	2019-20 Goal
Average number of days to determine medical eligibility of referrals	3.1 days	3.1 days	≥ 5 days	3.7	≥ 5 days

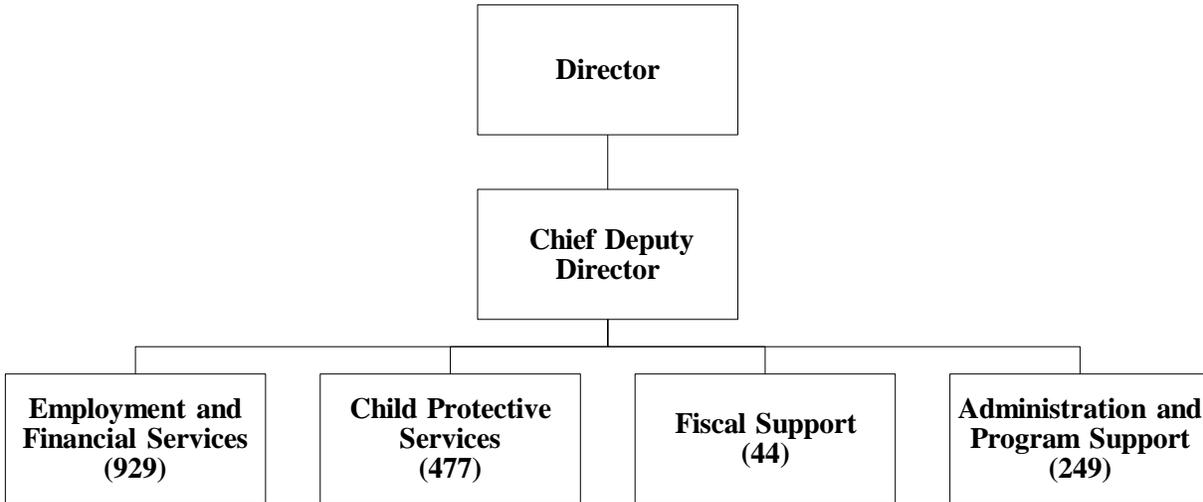
The department provides mandated medical services to referred children. Minimizing the number of days it takes to link a child to services can have an impact on the recovery of the child.

Health and Sanitation

### Mission Statement

*The Department of Human Services partners with children, individuals, families and the community to provide customer-centered services. We work to ensure safe, protected and permanent homes for children and we actively assist individuals as they prepare for employment.*

### Organizational Chart



### Fiscal Year 2018-19 and 2019-20 Accomplishments

- Department redesigned service request kiosks to reduce client waiting time and improve customer experience.
- Employment & Financial Services Bureau realigned divisions based on the primary focus of application intake and ongoing case management resulting in more effective and efficient services.
- Secured \$1.6 million in grant funding for goods and services to assist families.
- Updated lobby management systems for improved communication and security.
- Effective September 30, 2019 the department began offering same day services in Bakersfield where customers submit an application, meet with an eligibility worker and have their case processed all in the same day. The department expanded same day services to district offices meaning over 44% of public assistance applications are processed the day of the interview.
- Maintained an Active Error Rate of 1.94%, which is below the national tolerance of 3.8%.
- In 2018, Kern set the goal to reduce children residing in congregate group home care by 25%. By July 2019, Kern reduced the number of children living in congregate care by one third, exceeding the department’s goal.
- All Families Work Participation Rate (WPR) increased from 14.4% to 29.36% and Two Parent WPR increased from 16.1% to 35.58%, over the past six years.

Public Assistance

## Human Services - Administration

Department Head: Dena Murphy

Function: Public Assistance

Fund: Human Services – Administration

Activity: Administration

Budget Unit: 5120

### Description of Major Services

The Human Services Department administers State, local and federally mandated public assistance programs which include California Work Opportunity and Responsibility to Kids Program (CalWORKs), CalWORKs Welfare to Work Program, County-funded general assistance, CalFresh, referral services, and Resource Family Approval.

Most public assistance programs administered by the department are controlled by federal and/or State laws, and are regulated and supervised by the State Department of Social Services (CDSS). The department continues to direct its efforts to a family-focused service delivery system which includes initiatives such as Linkages, Differential Response, and Heart Gallery for adopted children.

The department functions as a full service adoption agency, licensed by CDSS. The department provides a continuum of services to members of the adoption triad of birth parents, adoptees and adoptive parents. The department also operates children protective services that provide a 24-hour response system designated to receive, investigate and evaluate reports of child abuse and neglect. In conjunction with this responsibility, the department operates the Jamison Center, which temporarily shelters children who have been removed from their home due to safety concerns until a foster home can be arranged.

The department administers eligibility for the Medi-Cal program which pays for health care services provided to qualifying individuals and families who live in California and who fall within certain income levels. The department continues to be responsible for determining outreach and enrollment of newly eligible Medi-cal recipients under the Affordable Care Act.

<b>Summary of Expenditures and Revenue</b>						
	<b>FY 2018-19</b>	<b>FY 2019-20</b>		<b>FY 2020-21</b>		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
<b>APPROPRIATIONS:</b>						
Salaries and Benefits	\$148,628,147	\$154,697,626	\$149,104,805	\$155,692,715	\$155,352,900	\$155,333,758
Services and Supplies	36,474,730	44,653,814	39,861,432	49,757,247	49,757,247	52,068,935
Other Charges	18,197,122	18,732,979	19,200,332	25,474,752	25,474,752	21,608,448
Capital Assets	849,592	834,504	287,025	1,009,656	390,443	498,689
<b>TOTAL EXPENDITURES</b>	<b>\$204,149,591</b>	<b>\$218,918,923</b>	<b>\$208,453,594</b>	<b>\$231,934,370</b>	<b>\$230,975,342</b>	<b>\$229,509,830</b>
<b>REVENUE:</b>						
Use of Money/Property	\$228,398	\$61,484	\$262,391	\$126,284	\$126,284	\$61,484
Intergovernmental	159,244,764	159,513,131	136,888,335	173,485,736	173,485,736	172,137,237
Charges for Services	378,366	433,558	391,924	433,108	433,108	433,558
Miscellaneous	41,936	43,920	67,431	42,200	42,200	43,920
Other Financing Sources:						
2011 Realignment	26,360,710	27,112,075	24,333,677	27,683,542	26,742,390	24,649,010
County Contribution	16,270,165	16,261,068	16,261,068	16,261,488	15,302,040	15,302,040
Social Services Realignment	1,533,718	1,632,892	1,631,892	1,602,488	1,643,639	1,556,451
Family Support Realignment	0	9,000,000	0	9,000,000	9,000,000	9,000,000
Wraparound Services	956,303	3,299,944	1,609,423	3,299,944	3,299,944	5,476,130
CARES Act	0	0	8,019,744	0	0	0
<b>TOTAL REVENUE</b>	<b>\$205,014,360</b>	<b>\$217,358,072</b>	<b>\$189,465,885</b>	<b>\$231,934,790</b>	<b>\$230,075,341</b>	<b>\$228,659,830</b>
<b>NET FUND COST</b>	<b>(\$864,769)</b>	<b>\$1,560,851</b>	<b>\$18,987,709</b>	<b>(\$420)</b>	<b>\$900,001</b>	<b>\$850,000</b>

## Major Expenditures and Revenue in FY 2020-21 Recommended Budget

Salaries and benefits are the largest expenditure of this budget unit totaling \$155.3 million which covers employee costs for the administration and operation of various programs such as CalWORKs, CalFresh, Child Protective Services, Adoptions, and Foster Care. Services and supplies are budgeted at \$52 million and includes the cost associated with community providers for services required under several programs. Other charges are budgeted at \$21.6 million and include reimbursements to other County departments for professional services for programs as well as administrative costs through the county-wide cost allocation plan (CWCAP).

The largest revenue source for the department is federal and State reimbursements in the amount of \$172.1 million. The majority of funding for the department's various programs is funded by federal and State funds, however many programs have a County share of cost which is the portion the County is responsible for funding. The County's responsibility is funded by \$24.6 million in 2011 Realignment revenue, \$1.6 million in 1991 Realignment revenue, and \$15.3 million in General Fund contribution. Realignment revenues are derived from sales taxes and vehicle license fee collections of the State and as such are contingent upon the stability of the economy.

## Budget Changes and Operational Impacts

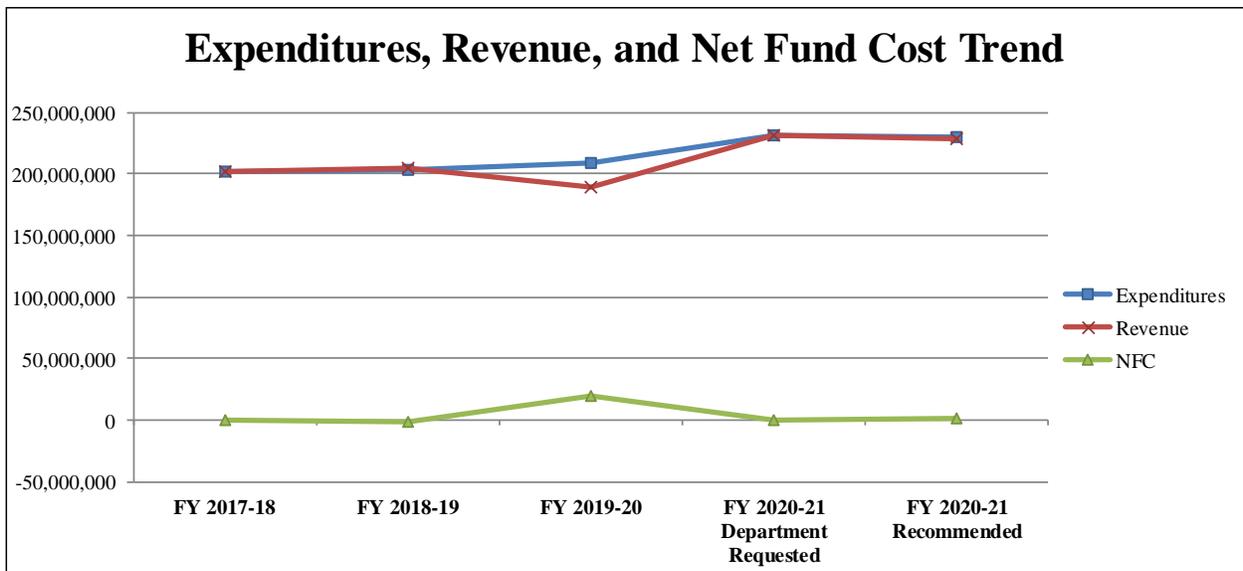
The recommended budget includes a \$21 million increase in expenditures over FY 2019-20 actual primarily due to the department's continued efforts to fill current vacant positions in programs primarily funded with State and federal program revenue, increase in CalWORKs Home Visiting Initiative program, increase in CalWORKs Stage One Child Care Services, increase in CalWORKs Housing Support Program and increase in CWCAP charges.

The recommended budget includes \$9 million in Family Support Realignment, which will be distributed to the department in lieu of State general fund for CalWORKs expenditures. The recommended budget continues to include a general fund contribution of \$504,000 for expanded Differential Response services provided by Kern County Network for Children.

COVID-19 has had a significant impact on local revenues particularly on the revenues that support social safety net programs such as 1991 Realignment and 2011 Realignment. These two revenue sources provide approximately \$26.2 million annually to support social services and MOEs. These funds are used to leverage Federal/State programs for the County share of costs in Social Services administrative and program costs. Realignment funding for social safety net programs tends to be inversely related to the service needs of the community. When the economy is good and revenue is high, the need for the services decreases. When the economy falls and revenue declines, the community need for the services of the department increases.

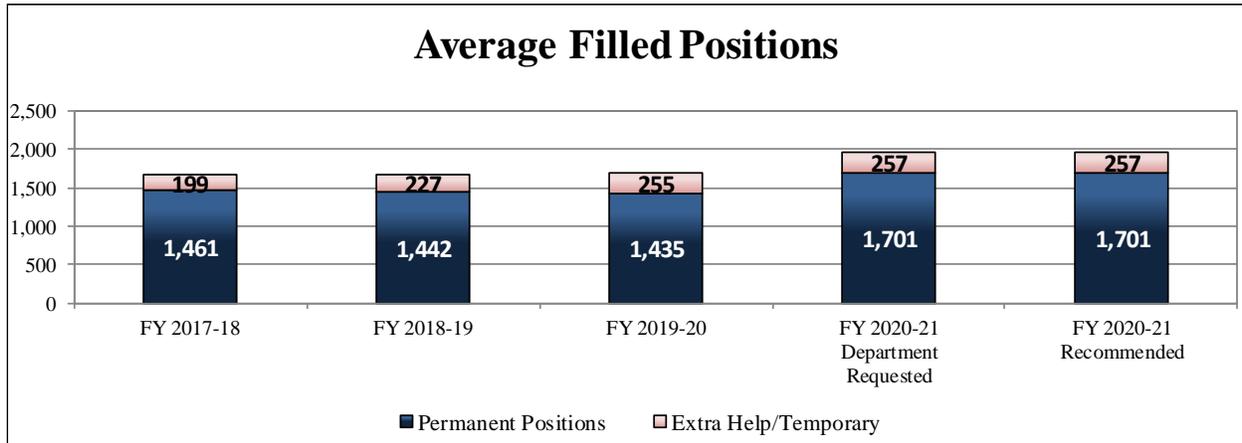
Based on the precipitous drop in overall realignment revenue, the department expected a reduction of approximately \$5.2 million in FY 2020-21 base realignment funding. After the preliminary recommended budget was approved, the State passed a budget that backfilled a portion of realignment reductions. The recommended budget includes approximately \$1.8 million in realignment backfill. The realignment backfill did not fully offset the projected realignment losses. To cover the remaining shortfall in realignment revenue and reduction in General Fund contribution, the recommended budget includes the use of \$900,000 in available General Designation, the reallocation of realignment funds from Behavioral Health Recovery Services, increase in Wraparound revenue, deferral of several capital assets and the reduction in contract expenses. Due to the uncertainty in federal funding levels and magnitude that the COVID-19 pandemic will continue to have on the economy, the County Administrative Office will continue to work with the department to monitor and develop strategies as needed to work towards mitigating the shortfall in realignment.

Public Assistance



### Staffing Changes and Operational Impacts

The recommended budget includes the addition of one (1) Social Service Supervisor and the deletion of one (1) Program Support Supervisor at an estimated increase of \$12,881. The department funds all of its authorized permanent positions; however, an adjustment of \$9.8 million is included in total salaries to account for the savings related to staff turnover.



	Actual			Department	
	FY 2017-18	FY 2018-19	FY 2019-20	Requested	Recommended
<b>AVERAGE FILLED POSITIONS</b>					
Permanent Positions	1,461	1,442	1,435	1,701	1,701
Extra Help/Temporary	199	227	255	257	257
<b>Total Positions</b>	<b>1,660</b>	<b>1,669</b>	<b>1,690</b>	<b>1,958</b>	<b>1,958</b>
<b>ACTUAL FULL-TIME EQUIVALENTS</b>					
Permanent Positions (FTE)	1,464	1,441	1,428	N/A	N/A
Extra Help/Temporary (FTE)	228	252	247	N/A	N/A
<b>Total Positions</b>	<b>1,692</b>	<b>1,693</b>	<b>1,675</b>	<b>N/A</b>	<b>N/A</b>
<b>SALARIES &amp; BENEFITS</b>	<b>\$146,378,471</b>	<b>\$148,628,147</b>	<b>\$149,104,805</b>	<b>\$155,692,715</b>	<b>\$155,333,758</b>

Public Assistance

### Position Summary

The department currently has 1,701 authorized permanent positions. The recommended budget includes 1,701 positions, of which all are funded. Due to a high level of turnover, the department does not normally budget to hold any specific positions vacant; instead the department includes projected salary savings of \$9.8 million to reflect the anticipated attrition rate.

Division	Authorized	Additions	Deletions	Requested	Filled	Vacant	Total
				Total			
Admin and Program Support	251	0	0	251	251	0	251
Fiscal Support	44	0	0	44	44	0	44
Child Protective Services	477	0	0	477	477	0	477
Employment and Financial Svcs	929	1	(1)	929	929	0	929
<b>Total</b>	<b>1,701</b>	<b>1</b>	<b>(1)</b>	<b>1,701</b>	<b>1,701</b>	<b>0</b>	<b>1,701</b>

Public Assistance

Administration and Program Support	Fiscal Support	Child Protective Services
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 Director	1 Assistant Director	1 Assistant Director
1 Chief Deputy Director	1 Sr Office Services Specialist	1 Sr Office Services Specialist
2 Assistant Director	1 Administrative Services Officer	11 Human Service Program Specialist
1 Office Services Coordinator	8 Accountant I/II/III	8 Office Services Specialist
3 Program Director	13 Fiscal Support Specialist	5 Program Director
12 Assistant Program Director	5 Fiscal Support Supervisor	1 Assistant Program Director
1 Accountant I/II/III	13 Fiscal Support Technician	2 Human Services Supervisor
1 Contract System Supervisor	1 Office Services Specialist	2 Administrative Coordinator
10 Office Service Specialist	1 Office Services Assistant	49 Social Services Supervisor I/II
1 Sr Paralegal	<b>44 Requested Total</b>	279 Social Services Worker I/II/III/IV/V
1 Sr Office Services Specialist		24 Human Service Aide
1 Marketing and Promo Associate	<b>Employment and Financial Services</b>	15 Human Services Technician I/II/III
37 Human Services Technician I/II/III	<u>Classification</u>	29 Office Services Technician
1 Program Specialist	1 Assistant Director	1 Human Resources Specialist I/II
1 Senior Talent Recruiter	1 Sr Office Services Specialist	3 Office Services Assistant
3 Contract Administrator	1 Administrative Coordinator	9 Legal Processing Technician I/II
7 Administrative Coordinator	15 Office Services Specialist	6 Group Counselor III
1 Store Keeper	5 Program Director	20 Group Counselor I/II
13 Human Services Supervisor	19 Assistant Program Director	1 Cook III
11 Fiscal Support Specialist	564 Human Services Technician I/II/III	1 Cook I/II
6 Fiscal Support Technician	3 Fiscal Support Technician	1 Food Services Worker I/II
1 Senior HR Analyst	1 Disability Advocate	2 Housekeeper
1 Human Resources Specialist I/II	87 Human Services Supervisor	6 Senior Paralegal
9 Social Service Supervisor I/II	66 Office Services Technician	<b>477 Requested Total</b>
27 Social Service Worker I/II/III/IV/V	26 Office Services Assistant	
30 Office Services Technician	17 Job Developers	
3 Stock Clerk	19 Social Services Supervisor I/II	
1 Human Services Facilities Mgr	102 Social Service Worker I/II/III/IV/V	
9 Building Services Worker	2 Program Support Supervisor	
5 Mail Clerk I/II	<b>929 Current Total</b>	
1 Maintenance Supervisor	<u>Additions/(Deletions)</u>	
6 Maintenance Worker I/II/III/IV	1 Social Service Supervisor	
1 Sup Building Services Worker	(1) Program Support Supervisor	
1 Supervising Mail Clerk	<b>929 Requested Total</b>	
1 Utility Worker		
1 Warehouse Supervisor		
1 GIS Technician I/II		
1 Database Analyst I/II		
2 Fiscal Support Supervisor		
3 Graphic Artist		
2 LAN Systems Analyst		
1 Technology Services Manager		
4 Technology Services Supervisor		
1 Senior System Analyst		
2 Office Services Assistant		
4 Systems Analyst I/II		
2 Programmer I/II		
7 Technical Support Specialist		
4 Technical Support Engineer		
2 Network Systems Administrator		
1 Systems Programmer I/II		
1 Telecom Network Administrator		
1 Human Services Aide		
<b>251 Requested Total</b>		

**Fiscal Year 2020-21 Goals, Objectives, and Performance Measures**

**Goal 1: Ensure safe, protected and permanent homes for children.**

*Objective 1: Promote and support child safety and well-being through prevention, intervention and protective services, while promoting stability and permanency in child welfare placements.*

Measurement	2017-18 Actual	2018-19 Actual	2019-20 Adopted	2019-20 Estimate	2020-21 Goal
Percent of all children with a substantiated allegation during the 12-month period, whom had another substantiated allegation within 12 months.	12.3%	9.1%	9.1%	13.7%	9.1%
Rate of victimization per day of all children in care during the 12-month period.	7.24 days	8.5 days	8.5 days	11.75 days	8.5 days
Percent of all children whom entered care in the 12-month period; discharged within 12 months to reunification or guardianship; and re-entered foster care.	N/A	8.3%	8.3%	14.4%	8.3%
Rate of placement moves per day of all children whom entered care in the 12-month period.	6.69 moves	4.12 moves	4.12 moves	6.32 moves	4.12 moves
Percent of all children whom entered care in the 12-month period and discharged to permanency within 12 months.	39.1%	40.5%	40.5%	37.3%	40.5%
Children in child welfare service programs that receive regular face-to-face visits by social workers.	97.1%	95%	95%	96.5%	95%
Timely Response Compliance – Immediate	92.8%	90%	90%	95.3%	90%
Timely Response Compliance – 10-day	90.6%	90%	90%	93.7%	90%
Permanency in care for 24 months or more	24.9%	30.3%	30.3%	26.4%	30.3%

Child welfare is meeting established FY 2019-20 measurement goals in two areas, specifically timely response compliance for immediate referrals and children in Child Welfare Service programs that receive regular face-to-face visits by social workers.

In late 2015, legislation was signed for the implementation of Continuum of Care Reform (CCR), which is comprehensive reform to placement and treatment options for youth in foster care. As a result of CCR, the department is undergoing significant changes which include, but are not limited to continued implementation of the Resource Family Approval process, use of Short Term Residential Therapeutic Programs as intensive treatment options, Child and Family Teaming, Level of Care funding for care providers, Safety Organized Practice and use of the Child and Adolescent Needs and Strengths assessment for all youth in foster care. Full implementation of CCR is expected in 2021. In FY 2017-18, Kern’s child welfare agency implemented a new System Improvement Plan (SIP) in an effort to improve practice to support permanency and stability in the lives of foster youth. Four strategies were developed in that effort, which include, discussions of permanency options amongst staff and with families for youth in care longer than two years, implementation of Child and Family Teams, Development of transition plans for youth in congregate care, and court data reviews to identify trends. This new plan began in FY 2017-18 and will continue through 2022. It is expected that the continued implementation of CCR as well as the SIP will improve permanency performance measure outcomes.

\*Estimates are based on the most current data.

Public Assistance

**Goal 2: Assist individuals as they prepare for employment, and provide access to other Safety-Net Services.**

*Objective 1: Promote and provide services that encourage family self-sufficiency and provide access to mandated services such as medical care and food assistance.*

Measurement	2017-18 Actual	2018-19 Actual	2019-20 Adopted	2019-20 Estimate	2020-21 Goal
All Families participating in work-related activities.	23.3%	19%	20.5%	29.6%	20.5%
Two-Parent families participating in work-related activities.	25.1%	19%	23%	35.0%	23%
Adults who are working in paid employment that receives CalWORKs.	26.7%	27%	27%	24.9%	27%
Adults who are still working three months after their CalWORKs is discontinued.	72.8%	82%	70%	77.2%	70%
CalFresh benefits accurately administered.	98%	95%	95%	97.1%	95%
Medi-Cal intake cases that are processed within the State mandated timeframes.	N/A	90%	90%	90%	90%

The department is meeting adopted goals, specifically, in: all families participating in work-related activities, two-parent families participating in work-related activities, and CalFresh benefits accurately administered. The department continues to implement innovative strategies to expand capacity in the effective provision of mental health, substance abuse, domestic abuse, and housing assistance services to support participants in overcoming employment barriers. The department continues to focus on job development in industries that offer entry-level employment as a means of improving the Work Participation Rate and promoting full-time employment/self-sufficiency. The department’s robust subsidized employment program assists clients in obtaining paid work experience to enhance their employability. The department continues to sustain a low CalFresh error rate resulting in fiscal sanction avoidance. The department continues to streamline processes to ensure that the State mandated time frames for the Medi-Cal program are met. The department anticipates regulatory changes that we will need to implement stemming from Temporary Assistance for Needy Families reauthorization at the Federal level. Cal-Outcomes and Accountability Report Phase 1 performance measures have been received and are currently under review. Planned implementation for Immediate and Continuous Child Care began May 1, 2020.

\*Estimates are based on an average of fiscal years 12/13 through 19/20 combined with the most recent data available

Public Assistance

## County Contribution - Human Services Administration

Department Head: Dena Murphy

Function: Public Assistance

Fund: General

Activity: Administration

Budget Unit: 5121

### Description of Major Services

This budget unit appropriates supplemental funding from the General Fund to the Human Services Administration budget unit 5120. These funds provide the County's share of financial responsibility for the department's operations in providing direct social services programs to eligible recipients in the community.

Summary of Expenditures and Revenue						
	FY 2018-19	FY 2019-20		FY 2020-21		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
<b>APPROPRIATIONS:</b>						
Other Financing Uses	\$17,803,882	\$17,892,960	\$17,892,960	\$17,904,708	\$16,945,679	\$16,858,491
<b>TOTAL EXPENDITURES</b>	<b>\$17,803,882</b>	<b>\$17,892,960</b>	<b>\$17,892,960</b>	<b>\$17,904,708</b>	<b>\$16,945,679</b>	<b>\$16,858,491</b>
<b>REVENUE:</b>						
Intergovernmental	\$1,533,718	\$1,631,892	\$1,631,892	\$1,643,640	\$1,643,639	\$1,556,451
<b>TOTAL REVENUE</b>	<b>\$1,533,718</b>	<b>\$1,631,892</b>	<b>\$1,631,892</b>	<b>\$1,643,640</b>	<b>\$1,643,639</b>	<b>\$1,556,451</b>
<b>NET GENERAL FUND COST</b>	<b>\$16,270,164</b>	<b>\$16,261,068</b>	<b>\$16,261,068</b>	<b>\$16,261,068</b>	<b>\$15,302,040</b>	<b>\$15,302,040</b>

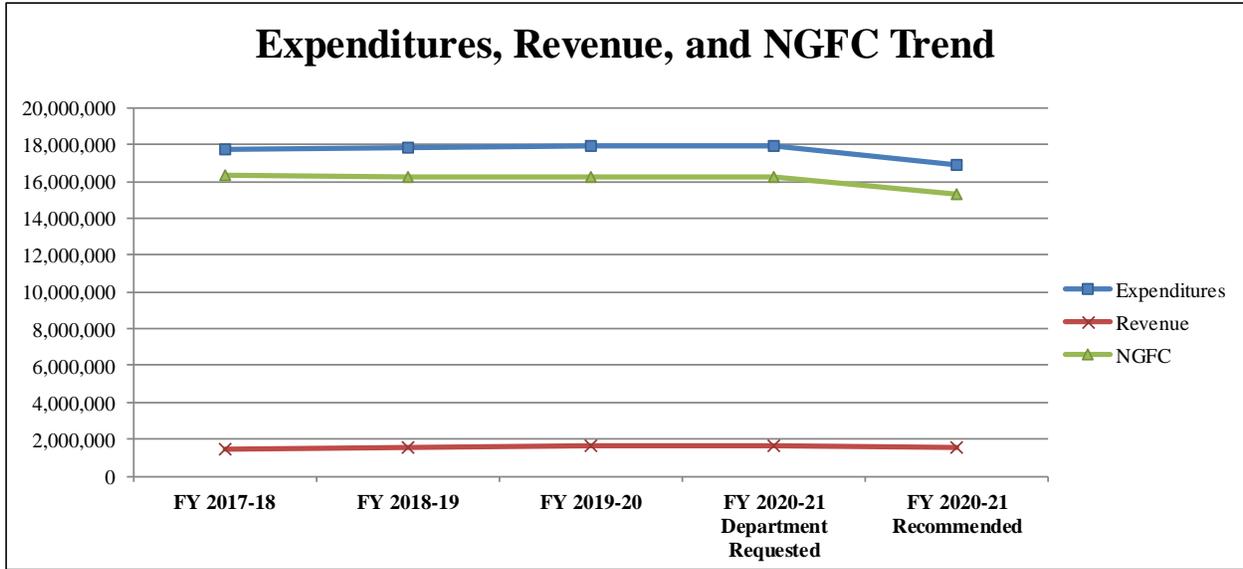
### Major Expenditures and Revenue in FY 2020-21 Recommended Budget

The recommended budget provides \$16.9 million to budget unit 5120, Human Services Administration. This contribution is funded by Social Services Program Realignment revenues of \$1.6 million and a General Fund contribution of \$15.3 million.

### Budget Changes and Operational Impacts

The recommended budget includes a decrease of approximately \$959,028 in Net General Fund Cost from FY 2019-20. The contribution from this budget unit will provide sufficient resources to the Department of Human Services – Administration budget unit 5120 to administer social service and financial assistance programs to eligible recipients in the community at the current service level.

Public Assistance



Public Assistance

## County Contribution - Human Services Direct Financial Aid

Department Head: Dena Murphy

Function: Public Assistance

Fund: General

Activity: Administration

Budget Unit: 5125

### Description of Major Services

This budget unit appropriates supplemental funding from the General Fund to the Human Services Direct Financial Aid budget unit 5220. Prior to FY 2016-17, this contribution was included in the Human Services County Contribution budget unit 5121. To assist with transparency of Direct Aid versus Administration funding, the contributions to the Human Services budget units were separated. This budget unit funds the County's share of financial responsibility for the department's operations in providing financial assistance to eligible recipients in the community. The largest of the financial assistance programs are CalWORKs, Foster Care, Adoptions, and General Assistance.

Summary of Expenditures and Revenue						
	FY 2018-19	FY 2019-20		FY 2020-21		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
<b>APPROPRIATIONS:</b>						
Other Financing Uses	\$92,988,333	\$93,366,258	\$98,735,765	\$91,935,056	\$98,435,056	\$98,435,056
<b>TOTAL EXPENDITURES</b>	<b>\$92,988,333</b>	<b>\$93,366,258</b>	<b>\$98,735,765</b>	<b>\$91,935,056</b>	<b>\$98,435,056</b>	<b>\$98,435,056</b>
<b>REVENUE:</b>						
Intergovernmental	\$86,534,328	\$85,312,252	\$89,340,084	\$82,251,708	\$82,251,708	\$82,251,708
<b>TOTAL REVENUE</b>	<b>\$86,534,328</b>	<b>\$85,312,252</b>	<b>\$89,340,084</b>	<b>\$82,251,708</b>	<b>\$82,251,708</b>	<b>\$82,251,708</b>
<b>NET GENERAL FUND COST</b>	<b>\$6,454,005</b>	<b>\$8,054,006</b>	<b>\$9,395,681</b>	<b>\$9,683,348</b>	<b>\$16,183,348</b>	<b>\$16,183,348</b>

Public Assistance

### Major Expenditures and Revenue in FY 2020-21 Recommended Budget

The recommended budget provides \$98.4 million to budget unit 5220, Human Services Direct Financial Aid.

This contribution is funded by Social Services Program Realignment revenue of \$22.6 million, redirected 1991 Health Services Program Realignment for Child Poverty and Family Support revenue of \$44.3 million, \$16.2 million of CalWORKs Maintenance of Effort Vehicle License Fees, and a General Fund contribution of \$16.2 million.

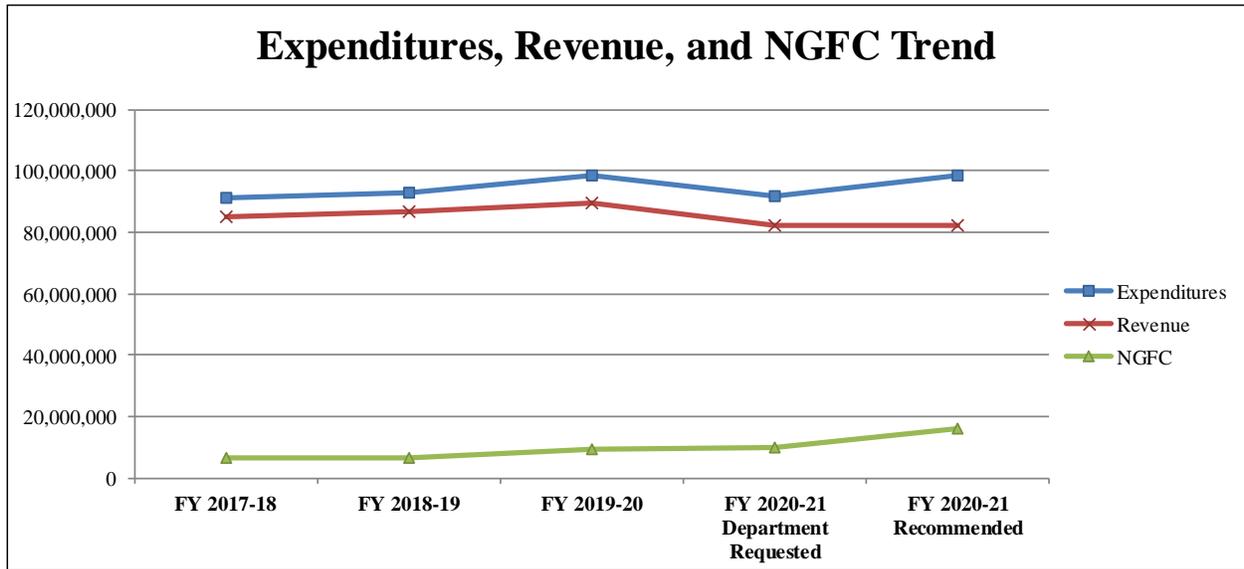
### Budget Changes and Operational Impacts

The recommended budget includes an \$8.1 million increase in General Fund contribution to cover the Cost Necessities Index increases in Foster Care entitlement program, and State law changes to Maximum Aid Payment levels in General Assistance. Additionally, as California's minimum wage rises, fewer foster care cases are eligible for federal reimbursement. As the non-federal share of

Foster Care Assistance and Children’s programs are mostly realigned to the County, the reduction of federally eligible cases puts an additional strain on limited realignment funding sources.

COVID-19 has had a significant impact on local revenues particularly on the revenues that support state-mandated social safety net programs such as 1991 Realignment. The funding for 1991 realignment is funded through two funding sources: state sales tax and Vehicle License Fees. Based on the precipitous drop in overall realignment revenue, the department expected a reduction of approximately \$3.1 million in FY 2020-21 1991 Realignment base funding. After the preliminary recommended budget was approved, the State passed a budget that backfilled a portion of realignment reductions. The State budget includes a realignment backfill of \$750 million, with another \$250 million contingent upon receipt of federal funds in October 2020. The realignment backfill did not fully offset the projected realignment losses. To cover the remaining shortfall, and increase in mandated cost, the recommended budget includes a one-time increase of \$8.1 million in additional General Fund contribution, the reallocation from Behavioral Health Recovery Services, not to exceed 10% and the use of carry-forward. Due to the unprecedented speed and magnitude that the COVID-19 pandemic has had on the economy the County Administrative Office will continue to work with the department to monitor and develop strategies as needed to work towards mitigating the shortfall in realignment. The contributions from this budget unit are sufficient to cover the County’s financial responsibility of providing financial assistance and social services programs to eligible recipients in the community.

Public Assistance



## Human Services – Direct Financial Aid

Department Head: Dena Murphy

Function: Public Assistance

Fund: Human Services – Direct Financial Aid

Activity: Direct Financial Aid

Budget Unit: 5220

### Description of Major Services

The Department of Human Services Direct Financial Aid budget unit accounts for direct financial assistance payments to eligible recipients. The largest component of financial aid is direct aid payments to eligible needy families under the Temporary Assistance for Needy Families (TANF) program. The primary recipients of aid are families eligible for TANF programs such as CalWORKs, CalFresh, and other programs. As required by State law, the County provides funding for general assistance payments to indigent adults. Families who adopt children throughout the County are also eligible for assistance payments. Foster care payments made on behalf of children placed in a County foster family home, a foster family agency, or a group home after becoming a dependent of the court and funding for Assembly Bill 12 (AB 12), which extends foster care services to transitional youth to age 21 are also made from this fund.

Summary of Expenditures and Revenue						
	FY 2018-19	FY 2019-20		FY 2020-21		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
<b>APPROPRIATIONS:</b>						
Other Charges	\$232,820,976	\$266,160,618	\$269,073,523	\$279,569,074	\$286,069,074	\$286,069,074
<b>TOTAL EXPENDITURES</b>	<b>\$232,820,976</b>	<b>\$266,160,618</b>	<b>\$269,073,523</b>	<b>\$279,569,074</b>	<b>\$286,069,074</b>	<b>\$286,069,074</b>
<b>REVENUE:</b>						
Intergovernmental	\$105,819,673	\$139,363,339	\$122,829,244	\$151,258,383	\$151,258,383	\$151,258,383
Miscellaneous	3,500,890	2,392,505	2,383,565	1,108,893	1,108,893	1,108,893
Other Financing Sources:						
2011 Realignment	41,206,464	40,858,942	45,148,087	41,720,164	39,220,164	39,220,164
County Contribution	6,454,006	8,054,006	8,054,006	9,683,348	16,183,348	16,183,348
Social Services Realignment	21,053,153	27,800,788	27,800,788	22,562,050	22,562,050	22,562,050
Family Support Realignment	34,719,203	17,607,976	29,927,346	19,186,951	19,186,951	19,186,951
Child Poverty Realignment	15,459,601	13,401,896	16,737,032	15,305,926	15,305,926	15,305,926
CalWORKs VLF Realignment	15,302,371	16,681,166	16,216,594	18,743,359	18,743,359	18,743,359
<b>TOTAL REVENUE</b>	<b>\$243,515,361</b>	<b>\$266,160,618</b>	<b>\$269,096,662</b>	<b>\$279,569,074</b>	<b>\$283,569,074</b>	<b>\$283,569,074</b>
<b>NET FUND COST</b>	<b>(\$10,694,385)</b>	<b>\$0</b>	<b>(\$23,139)</b>	<b>\$0</b>	<b>\$2,500,000</b>	<b>\$2,500,000</b>

Public Assistance

### Major Expenditures and Revenue in FY 2020-21 Recommended Budget

The Human Services – Direct Financial Aid budget unit provides direct financial assistance to qualifying persons throughout the County. CalWORKs is the greatest expenditure within this budget unit at approximately \$162.7 million. Adoptions Assistance and Foster Care Assistance are budgeted at \$45.8 million and \$59.5 million, respectively. In addition, \$8.7 million is included for General Assistance.

Major revenue sources of the department include \$67.2 million in federal funds and \$115 million in 1991 Realignment and 2011 Realignment funding.

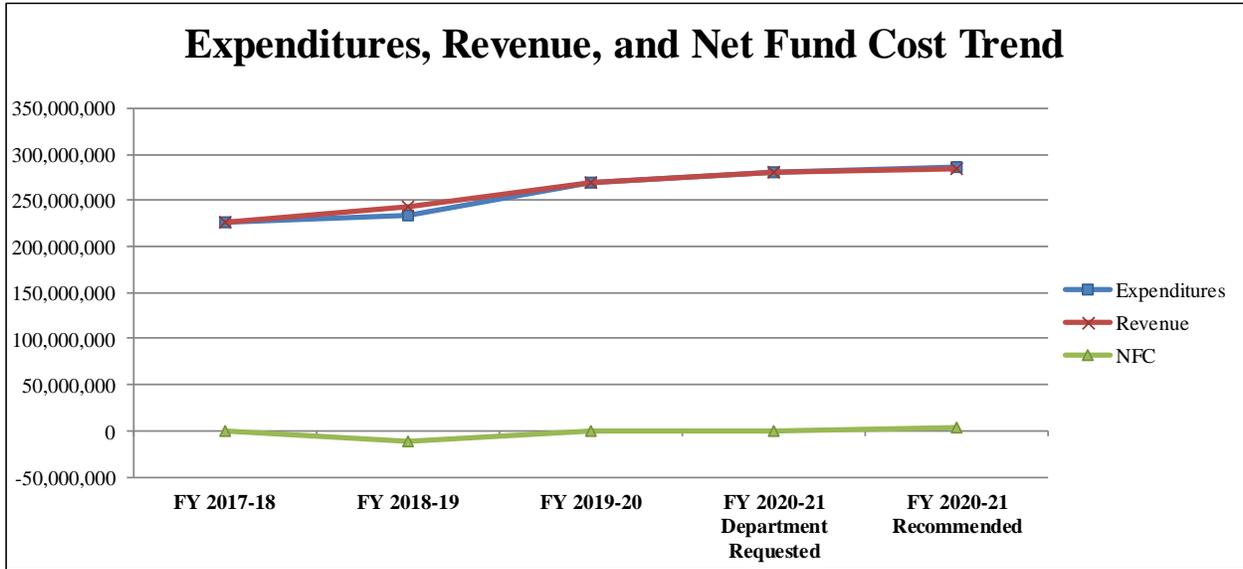
## Budget Changes and Operational Impacts

The recommended budget reflects an increase of approximately \$17 million in other charges and \$14.4 million in revenue primarily for grant increases within the CalWORKs program. The department submitted a supplemental request for approximately \$6.5 million to cover continued Cost Necessities Index increases in Foster Care entitlement program, and State law changes to Maximum Aid Payment levels in General Assistance. Additionally, as California's minimum wage rises, fewer foster care cases are eligible for federal reimbursement. As the non-federal share of Foster Care Assistance and Children's programs are mostly realigned to the County, the reduction of federally eligible cases puts an additional strain on limited realignment funding sources. The budget also includes a \$16 million General Fund contribution that is anticipated to cover the County's financial responsibility of assisting eligible recipients in the community.

COVID-19 has had a significant impact on local revenues particularly on the revenues that support state-mandated social safety net programs such as 1991 Realignment and 2011 Realignment. These two revenue sources provide approximately \$115 million annually to support social service entitlements and MOEs. Based on the precipitous drop in overall realignment revenue, the department expected a reduction of approximately \$10.7 million in FY 2020-21 base funding. After the preliminary recommended budget was approved, the State passed a budget that backfilled a portion of realignment reductions. The State budget includes a realignment backfill of \$750 million, with another \$250 million contingent upon receipt of federal funds in October 2020. The recommended budget includes approximately \$4.4 million realignment backfill. The realignment backfill did not fully offset the projected realignment losses. To cover the remaining shortfall, and increase in mandated cost, the recommended budget includes the use of \$2.5 million in available General Designation, the reallocation from Behavioral Health Recovery Services, not to exceed 10% and a one-time increase of \$6.5 million in additional General Fund contribution. Due to the uncertainty in federal funding levels and magnitude that the COVID-19 pandemic will continue to have on the economy, the County Administrative Office will continue to work with the department to monitor and develop strategies as needed to work towards mitigating the shortfall in realignment.

### Public Assistance

At June 30, 2020, the fund balance in the Human Services Direct Financial Aid fund is \$1,778,885 all of which, as prescribed by County policy will be placed in the General Designation until such time as the reconciliation of accrued revenue and final County Expense Claim has occurred.



Public Assistance

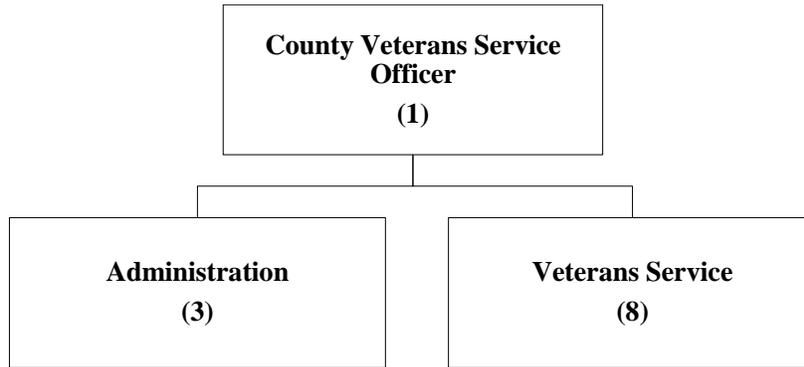
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**Mission Statement**

*The Veterans Services Department promotes Veterans rights, Veterans issues, and access to services and benefits. It works with community organizations, local, state, and federal agencies to identify and obtain benefits for all veterans and their families.*

**Organizational Chart**



**Fiscal Year 2018-19 and 2019-20 Accomplishments**

- Obtained new and increased cash benefits in FY 2018-19 for veterans and their dependents from the U.S. Department of Veterans Affairs in the amount of \$10,992,915.
- Filed Benefit claims that resulted in \$3,459,552 in one-time payments in FY 2018-19 for veterans consisting of single and retroactive payments.
- Saved over \$1 million for veterans and their families with the California Department of Veterans Affairs College Tuition Fee Waiver program by processing over 600 applications annually.
- Expanded departmental services to Delano, increased services to Ridgecrest, and worked with the California City Chamber of Commerce to bring services to their community.
- Collaborated with the Department of Human Services by verifying entitlement to United States Department of Veterans Affairs following nearly 1,000 annual public assistance referrals.
- Continued veteran employment services provided by the Kern Patriot Partnership. The program has 215 committed employer partners and has helped over 380 veterans find employment.
- Veterans Service Representatives served approximately 100 more clients monthly in FY 2018-19, and is on pace to serve an additional 100 more clients monthly in FY 2019-20.
- The Department and Kern Patriot Partnership partnered with Employers Training Resource to help veteran job-seekers get the supportive services and resources to be successful after finding employment.
- Expanded partnership to all four local State institutions of higher education who host a Veterans Service Representative on campus to extend outreach to veterans, their dependents, and staff.

**Public Assistance**

## Veterans Service Department

Department Head: Joshua Dhanens

Fund: General

Budget Unit: 5510

Function: Public Assistance

Activity: Veterans Service

### Description of Major Services

The Veterans Service Department is responsible for advocating on behalf of local veterans, providing assistance with claim preparation and benefits counseling, and referring veterans to other County, State and Federal agencies for programs they may be eligible to receive. In addition, the department conducts outreach throughout the County for the purpose of informing the community of Veterans benefits and services.

#### Summary of Expenditures and Revenue

	FY 2018-19	FY 2019-20		FY 2020-21		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
<b>APPROPRIATIONS:</b>						
Salaries and Benefits	\$1,072,779	\$1,185,875	\$1,083,966	\$1,109,394	\$1,109,394	\$1,109,394
Services and Supplies	98,837	93,532	91,081	102,229	88,919	88,919
Other Financing Uses	0	196,076	0	0	0	196,076
<b>TOTAL EXPENDITURES</b>	<b>\$1,171,616</b>	<b>\$1,475,483</b>	<b>\$1,175,047</b>	<b>\$1,211,623</b>	<b>\$1,198,313</b>	<b>\$1,394,389</b>
<b>REVENUE:</b>						
Intergovernmental	\$236,992	\$230,000	\$214,929	\$161,000	\$161,000	\$161,000
Other Financing Sources						
County Local Revenue Fund 2011	120,000	115,408	108,328	116,625	103,315	110,792
Veterans Grant Fund	0	79,834	20,915	79,834	143,896	136,419
CARES Act	0	0	143,056	0	0	0
<b>TOTAL REVENUE</b>	<b>\$356,992</b>	<b>\$425,242</b>	<b>\$487,228</b>	<b>\$357,459</b>	<b>\$408,211</b>	<b>\$408,211</b>
Less Available BSI *	\$0	(\$196,076)	\$0	\$0	\$0	(\$196,076)
<b>NET GENERAL FUND COST</b>	<b>\$814,624</b>	<b>\$854,165</b>	<b>\$687,819</b>	<b>\$854,164</b>	<b>\$790,102</b>	<b>\$790,102</b>
BSI Ending Balance *	\$184,350	N/A	\$196,076	N/A	N/A	N/A

\* BSI = Budget Savings Incentives

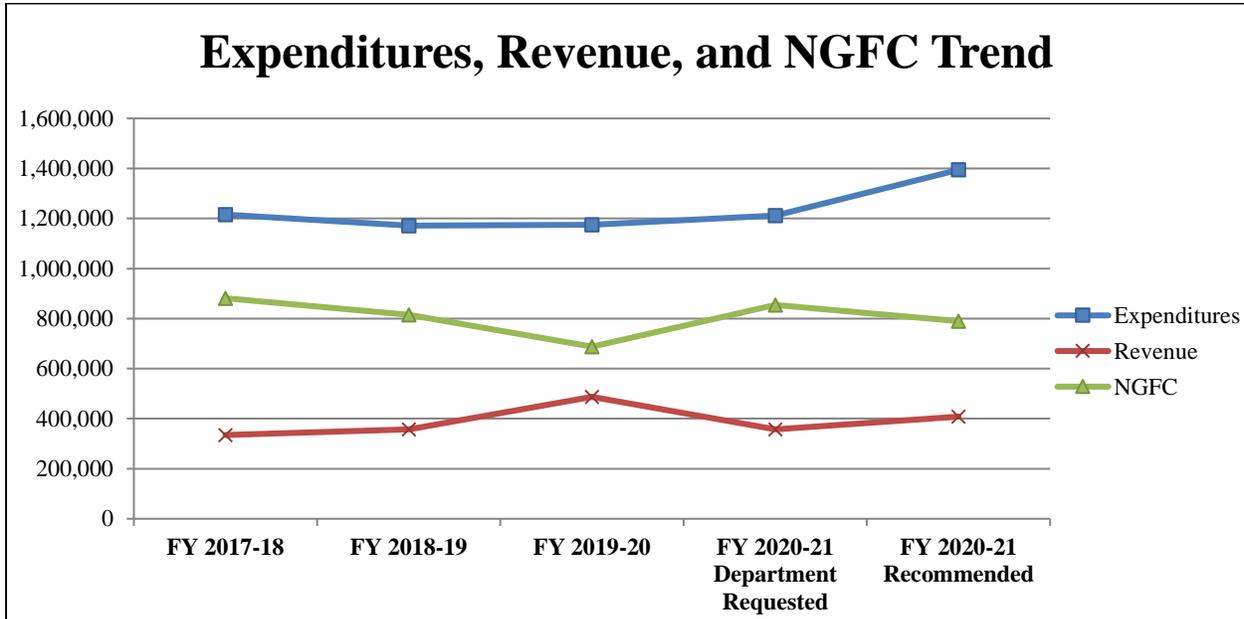
Public Assistance

### Major Expenditures and Revenue in FY 2020-21 Recommended Budget

The majority of expenditures in this budget unit are associated with staffing costs to perform the services provided by the Veterans Service Department. The department is primarily funded by an allocation of Net General Fund Cost (NGFC). Additional sources of revenue include state funding, grants and donations. FY 2019-20 actual revenue includes reimbursement from the Federal Coronavirus Relief (CARES Act) funding to reimburse the department for costs incurred as a result of the Novel Coronavirus pandemic. The various revenue sources in the recommended budget fluctuate from prior year actual resulting in an overall slight revenue reduction, however total NGFC is slightly higher than FY 2019-20 actual resulting in status quo operation for FY 2020-21.

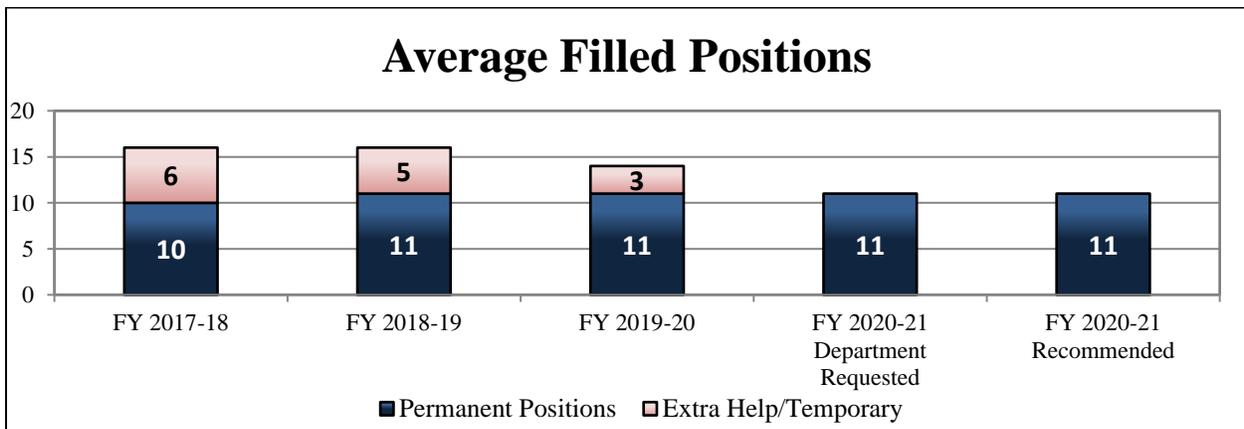
### Budget Changes and Operational Impacts

The recommended budget includes a 7.5% reduction in NGFC from FY 2019-20 adopted budget. This budget recommends holding one (1) Veterans Services Assistant position vacant and unfunded. In order to maintain service levels, the department anticipates using \$136,419 from its Veterans Grant and Donation Fund. The recommended budget anticipates \$110,792 allocation of 2011 Realignment from the Community Corrections Partnership in order to assist in meeting the requirements of Assembly Bill 109 to reduce recidivism.



### Staffing Changes and Operational Impacts

The recommended budget includes holding one (1) Veterans Service Assistant position vacant and unfunded. In addition, the department is eliminating the use of extra help employees.



Public Assistance

4-Year Staffing Trend	Actual			Department	
	FY 2017-18	FY 2018-19	FY 2019-20	Requested	Recommended
				FY 2020-21	
<b>AVERAGE FILLED POSITIONS</b>					
Permanent Positions	10	11	11	11	11
Extra Help/Temporary	6	5	3	0	0
<b>Total Positions</b>	<b>16</b>	<b>16</b>	<b>14</b>	<b>11</b>	<b>11</b>
<b>ACTUAL FULL-TIME EQUIVALENTS</b>					
Permanent Positions (FTE)	9	11	11	N/A	N/A
Extra Help/Temporary (FTE)	3	2	2	N/A	N/A
<b>Total Positions</b>	<b>12</b>	<b>13</b>	<b>13</b>	<b>N/A</b>	<b>N/A</b>
<b>SALARIES &amp; BENEFITS</b>	<b>\$1,039,757</b>	<b>\$1,072,779</b>	<b>\$1,083,966</b>	<b>\$1,109,394</b>	<b>\$1,109,394</b>

### Summary of Authorized Positions

The recommended budget includes twelve (12) authorized positions, eleven (11) of which are budgeted to be filled as indicated below.

Division	Authorized	Additions	Deletions	Requested	Filled	Vacant	Total
				Total			
Administration	12	0	0	12	11	1	12
<b>Total</b>	<b>12</b>	<b>0</b>	<b>0</b>	<b>12</b>	<b>11</b>	<b>1</b>	<b>12</b>

#### Administration

Classification

- 1 County Veterans Service Officer
- 1 Supervising Veterans Service Representative
- 1 Administrative Coordinator
- 1 Office Service Technician
- 1 Office Service Assistant
- 5 Veterans Service Representative I/II
- 2 Veterans Service Assistant
- 12 Requested Total**

Public Assistance

**Fiscal Year 2020-21 Goals, Objectives, and Performance Measures**

**Goal 1: Increase community awareness and improve services to veterans, dependents and survivors.**

*Objective 1: Provide education and outreach to veterans, dependents and survivors regarding benefit changes and amendments to their benefits. Work with Federal, State and regional governments and organizations to ensure the County, and its veterans, receive their fair share of resources.*

Measurement	2017-18 Actual	2018-19 Actual	2019-20 Adopted	2019-20 Actual	2020-21 Goal
Number of client contacts	18,500	32,391	22,500	43,274	35,000
Number of veteran dependents who applied for and were granted the California Department of Veterans Affairs College Fee Waiver	425	528	450	636	500
Number of outreach events	35	57	40	30	30

This indicator measures the department’s total number of contacts with clients at the Veteran’s office; additionally, department staff perform outreach activities to provide detailed information and to urge veterans to visit the office in order to assist them to obtain the benefits they have earned. The department is successfully generating veteran visits to its office and is providing high quality advocacy and claims processing. Moreover, tuition fees are waived by the State for children of veterans who either have a service-connected disability or were killed while on active duty while they attend a California State college or university. Students are encouraged to apply and are granted this benefit if entitled. The department is continuing the awareness outreach program to ensure all eligible dependents are informed of this program.

*Objective 2: Receive required continuing education hours of training from the U. S. Department of Veterans Affairs and the California Department of Veterans Affairs to maintain federal accreditation and maximize staff knowledge of federal and State benefits and services.*

Measurement	2017-18 Actual	2018-19 Actual	2019-20 Adopted	2019-20 Actual	2020-21 Goal
Percentage of Veterans Service staff that satisfy continuing education requirements to maintain federal accreditation	100%	100%	100%	100%	100%
Percentage of training classes attended by Veterans Service staff, which are offered by the California Department of Veterans Affairs.	100%	100%	100%	100%	100%

A key element in providing top-quality customer service is the technical proficiency of staff. In addition to seeing clients on a continuous basis, the department provides training in the office as well as training sanctioned by the California Department of Veterans Affairs and conducted by the California Association of County Veterans Service Officers. By meeting these continuing education requirements, staff not only maintain their accreditation with the California Department of Veterans Affairs, but they also continue to be educated on new federal and state benefits. The department is leveraging resources to be able to send additional staff members to more comprehensive training.

Public Assistance

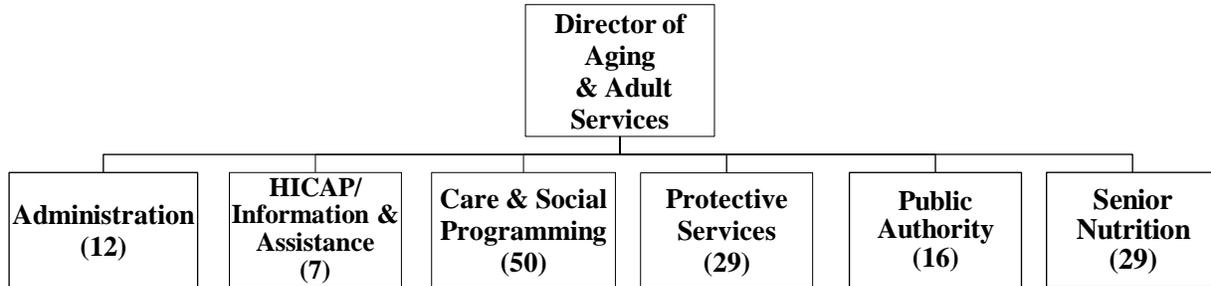
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**Mission Statement**

*To provide services that protect, preserve the dignity and support the independence and safety of older adults and disabled individuals in the community.*

**Organizational Chart**



**Fiscal Year 2018-19 and 2019-20 Accomplishments**

- Held 22<sup>nd</sup> Annual Elder Abuse Conference in collaboration with the District Attorney’s office, Commission on Aging and Behavioral Health and Recovery Services.
- Continued multi-disciplinary teams Dependent Elder Abuse Review and Elder Death Review to focus efforts of services on underserved populations.
- Collaborated with Behavioral Health Recovery Services on providing services to isolated seniors through the Volunteer Senior Outreach Program.
- Collaborated with Association of American Retired Persons to provide tax counseling to clients.
- Collaborated with AT&T and Relief Shoppers organizations to ensure at risk seniors were able to obtain needed groceries during the Coronoavirus Pandemic.
- Collaborated with certified growers to allow Meals on Wheels drivers to deliver fruit and vegetables directly to homebound seniors utilizing Farmers Market coupons.
- Implemented Home Safe Grant to assist homeless prevention of Adult Protective Services clients.
- Spring Alive resource fair held to expand knowledge of resources for seniors in the community in conjunction with the Commission on Aging and St. Johns Church.
- Emergency cooling centers were provided at twelve locations throughout the County.
- Held scam training events at senior centers to educate on current scams targeting seniors.

Public Assistance

## Aging and Adult Services

Department Head: Lito Morillo  
 Fund: Aging and Adult Services  
 Budget Unit: 5610

Function: Public Assistance  
 Activity: Other Assistance

### Description of Major Services

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

#### Summary of Expenditures and Revenue

	FY 2018-19		FY 2019-20		FY 2020-21	
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
<b>APPROPRIATIONS:</b>						
Salaries and Benefits	\$11,732,074	\$13,758,265	\$13,137,246	\$14,901,283	\$14,853,771	\$14,890,249
Services and Supplies	3,823,459	3,964,769	5,096,812	3,972,192	3,972,192	4,854,144
Other Charges	1,721,343	1,566,955	1,549,525	1,312,702	1,312,702	1,308,520
Capital Assets	112,704	242,515	171,065	318,846	275,000	0
<b>TOTAL EXPENDITURES</b>	<b>\$17,389,580</b>	<b>\$19,532,504</b>	<b>\$19,954,648</b>	<b>\$20,505,023</b>	<b>\$20,413,665</b>	<b>\$21,052,913</b>
<b>REVENUE:</b>						
Use of Money/Property	\$59,077	\$52,120	\$62,069	\$99,504	\$99,504	\$47,384
Intergovernmental	10,839,586	12,753,087	14,285,935	13,864,312	13,864,312	14,468,158
Charges for Services	2,205,531	2,635,641	2,675,027	2,587,343	2,587,343	2,620,993
Miscellaneous	275,844	297,065	251,975	469,463	469,463	379,273
Other Financing Sources:						
General Fund Contribution	714,218	714,218	714,218	714,218	660,652	660,652
Social Services Realignment	1,763,007	827,807	827,807	833,766	719,528	789,539
2011 Realignment	1,645,746	1,714,533	1,508,740	1,750,672	1,433,361	1,538,513
CARES Act	0	0	902,515	0	0	0
<b>TOTAL REVENUE</b>	<b>\$17,503,009</b>	<b>\$18,994,471</b>	<b>\$21,228,286</b>	<b>\$20,319,278</b>	<b>\$19,834,163</b>	<b>\$20,504,512</b>
<b>NET FUND COST</b>	<b>(\$113,429)</b>	<b>\$538,033</b>	<b>(\$1,273,638)</b>	<b>\$185,745</b>	<b>\$579,502</b>	<b>\$548,401</b>

Public Assistance

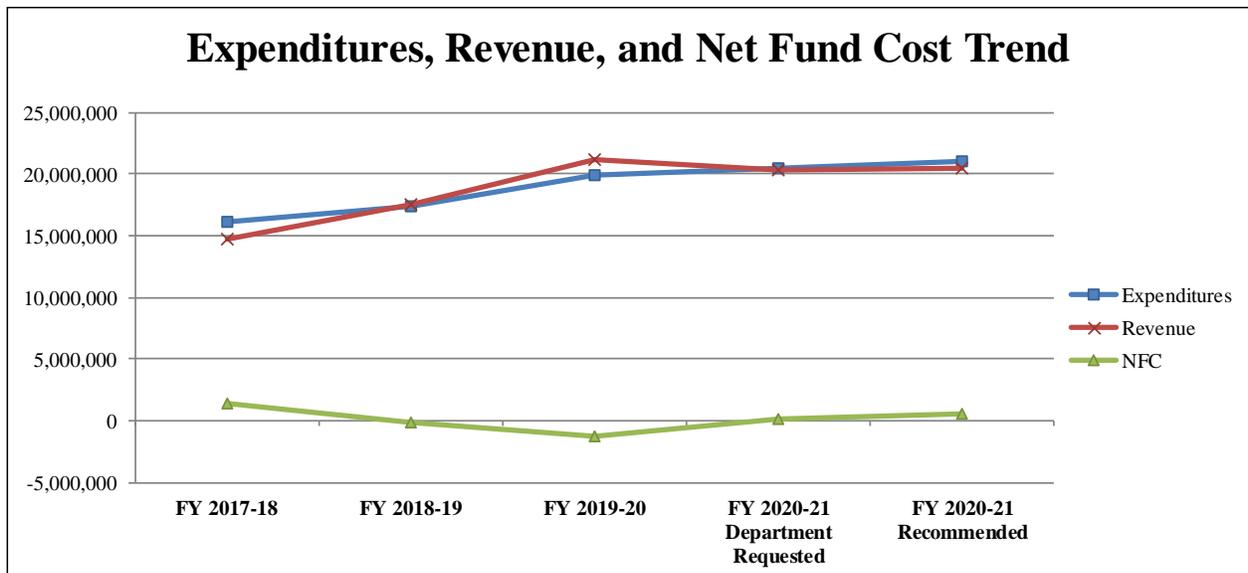
### Major Expenditures and Revenue in FY 2020-21 Recommended Budget

Staffing costs of \$14.9 million fund 212 budgeted positions, of which 140 are permanent positions and 72 are extra-help/temporary positions. Services and supplies expenditures of approximately \$4.8 million consist of cost for contracted services for adult protective services, supportive services, senior nutrition programs and California Department of Aging programs. The department is primarily funded through federal and State sources of \$14.4 million that include revenue for senior nutrition, protective services, and supportive services. Additionally, the department receives approximately \$1.5 million in 2011 Realignment revenue, \$789,539 in 1991 Social Services Realignment, and \$660,652 in General Fund contribution. In FY 2019-20 other financing sources included unanticipated CARES Act funding to cover costs directly related to the novel Coronavirus pandemic.

### Budget Changes and Operational Impacts

The recommended budget includes an increase of approximately \$1.7 million in salaries and benefits attributed to the planned filling of current vacancies and the addition of six Social Service Worker I/II/III positions, which are funded with State and federal program revenue. Costs related to services and supplies are anticipated to decrease slightly due to one-time cost in FY 2019-20 associated with office renovations.

The preliminary recommended budget included several revenue sources impacted by decreased consumer spending including Realignment Sales Taxes. The State’s Budget provided \$1 billion of Realignment backfill for safety net services that counties administer on behalf of the State. Of this total \$750 million is provided directly from State General Fund and \$250 million is contingent upon the state receiving additional federal COVID-19 relief funds, which will be determined by October 15, 2020. Other financing sources has been adjusted to include the realignment backfill from the State General Fund. The realignment backfill will not fully offset the projected losses. The fund balance at June 30, 2020 is \$2,067,328, of which \$548,401 is budgeted in FY 2020-21 to cover the decrease in realignment. The remaining \$1.5 million will be placed in general designation for future fluctuations in revenue or unplanned future expenditures.

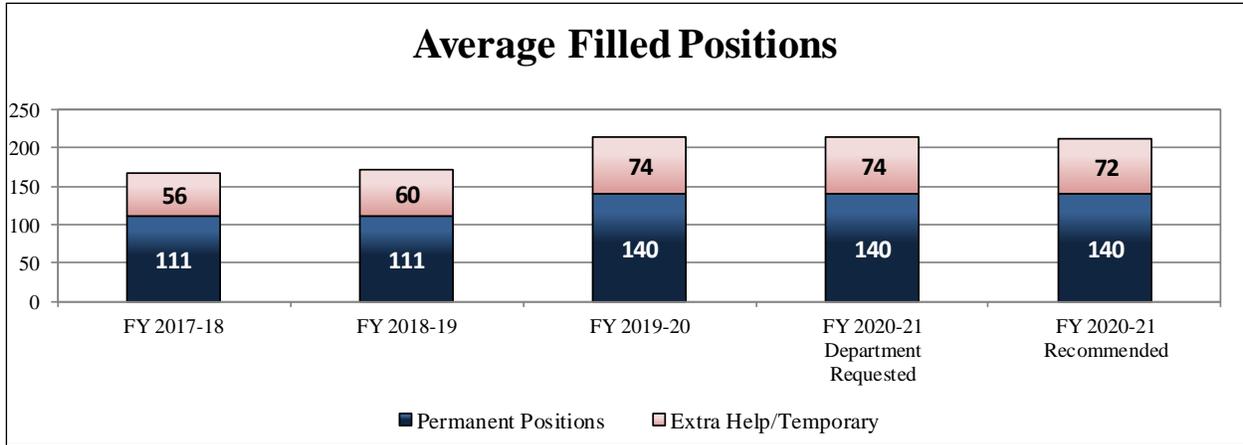


Public Assistance

### Staffing Changes and Operational Impacts

The recommended budget includes the addition of six (6) Social Service Worker positions, which are funded with State and federal program revenue and the addition of one (1) full-time Cook II position, two (2) full-time Senior Nutrition Site Coordinator positions and the deletion of one (1) part-time Cook II position and two (2) part-time Senior Nutrition Site Coordinator positions.

The department will hold the following positions vacant and unfunded: one (1) Administrative Coordinator position, one (1) Fiscal Support Specialist position, two (2) Office Services Technician positions, two (2) Cook III positions, two (2) Senior Nutrition Site Coordinator positions, and two (2) Food Service Worker positions.



### 4-Year Staffing Trend

	Actual			Department	
	FY 2017-18	FY 2018-19	FY 2019-20	Requested	Recommended
<b>AVERAGE FILLED POSITIONS</b>					
Permanent Positions	111	111	140	140	140
Extra Help/Temporary	56	60	74	74	72
<b>Total Positions</b>	<b>167</b>	<b>171</b>	<b>214</b>	<b>214</b>	<b>212</b>
<b>ACTUAL FULL-TIME EQUIVALENTS</b>					
Permanent Positions (FTE)	104	105	116	N/A	N/A
Extra Help/Temporary (FTE)	36	51	42	N/A	N/A
<b>Total Positions</b>	<b>140</b>	<b>156</b>	<b>158</b>	<b>N/A</b>	<b>N/A</b>
<b>SALARIES &amp; BENEFITS</b>	<b>\$11,417,500</b>	<b>\$11,732,074</b>	<b>\$13,137,246</b>	<b>\$14,901,283</b>	<b>\$14,890,249</b>

Public Assistance

### Summary of Authorized Positions

The department currently has 144 authorized positions. The recommended budget includes 150 authorized positions, of which 140 are budgeted during FY 2020-21 as indicated below.

Division	Authorized	Additions	Deletions	Requested		Filled	Vacant	Total
					Total			
Administration	13	0	0		13	11	2	13
Care & Social Programing	50	6	0		56	55	1	56
Public Authority	16	0	0		16	15	1	16
HICAP/Information & Assistance	7	0	0		7	7	0	7
Adult Protective Services	29	0	0		29	29	0	29
Senior Nutrition	29	0	0		29	23	6	29
<b>Total</b>	<b>144</b>	<b>6</b>	<b>0</b>		<b>150</b>	<b>140</b>	<b>10</b>	<b>150</b>

<b>Administration</b>	<b>Care &amp; Social Programing</b>	<b>Senior Nutrition</b>
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 Director of Aging & Adult Services	1 Program Director	2 Sr. Nutrition Program Coordinator
1 Administrative Services Officer	7 Social Services Supervisor I	2 Cook III
2 Accountant I/II/III	40 Social Service Worker I/II/III	12 Cook I/II
1 Sr. Information Systems Specialist	1 Assistant Program Director	10 Senior Nutrition Site Coordinator
1 Administration Coordinator	1 Office Services Technician	1 Food Service Worker II
1 Fiscal Support Specialist	<u>50</u> <b>Current Total</b>	1 Food Service Worker I
2 Fiscal Support Technician	<u>Additions/(Deletions)</u>	1 Nutrition Worker
1 Program Coordinator	6 Social Service Worker I/II/III	<u>29</u> <b>Requested Total</b>
1 Information Systems Specialist I	<u>56</u> <b>Requested Total</b>	
1 Fiscal Support Supervisor		
1 Senior Office Services Specialist		
<u>13</u> <b>Requested Total</b>		
<b>HICAP/Information &amp; Assistance</b>	<b>Adult Protective Services</b>	<b>Public Authority</b>
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 Program Support Supervisor	1 Program Director	1 Program Support Supervisor
1 Administration Coordinator	4 Social Services Supervisor I	1 Assistant Program Director
1 Health Education Assistant I/II	14 Social Service Worker I/II/III	1 Fiscal Support Assistant
<u>4</u> Program Technician	8 Deputy Conservator	2 Social Service Worker I/II/III
<u>7</u> <b>Requested Total</b>	1 Mental Health Recovery Specialist	3 Program Technician
	1 Legal Secretary	7 Office Services Technician
	<u>29</u> <b>Requested Total</b>	1 Office Services Specialist
		<u>16</u> <b>Requested Total</b>

Public Assistance

**Fiscal Year 2020-21 Goals, Objectives, and Performance Measures**

**Goal 1: Keep our senior and disabled adult community safe.**

*Objective 1: Reduce exploitation and abuse through prevention and education.*

Measurement	2017-18 Actual	2018-19 Actual	2019-20 Adopted	2019-20 Actual	2020-21 Goal
Number of community education presentations	170	178	175	41	150

In an effort to prevent and reduce elder abuse, the department continues to conduct presentations on the subject in order to bring awareness to this issue. The department provides an annual Elder Abuse Conference which was postponed due to COVID-19, and trains mandated reporters on a regular basis throughout the community. The training is provided to mandated reporters as well as private sector businesses involved in the industry, non-profit, and other community organizations. The department will continue to provide outreach and education presentations in the community and looks to expand its efforts through our public website and video conferencing. Although the department had a decline in number of presentations provided this fiscal year, in part due to shortage of staff, COVID-19, and lower requests from the public, more training through the states online mandated reporter site were completed to help educate the public on the issues of elder abuse.

*Objective 2: Investigate reported abuse and exploitation effectively.*

Measurement	2017-18 Actual	2018-19 Actual	2019-20 Adopted	2019-20 Actual	2020-21 Goal
Percentage of urgent adult protective services referrals responded to within 18 hours	100%	100%	100%	100%	100%
Percentage of adult protective services referrals responded to within the state mandate of ten days	99%	100%	100%	99%	100%
Number of adult protective services referrals investigated	4,300	4,586	4,300	4,831	4,870
Total number of adult protective services referrals	4,700	5,005	4,600	4,964	5,000

State guidelines mandate that referrals to Adult Protective Services be resolved within ten days of receipt. Also, there must be a response to urgent referrals. The department has been able to continue to meet both of these requirements, even with increasingly complex cases, particularly those dealing with financial abuse. The department has met the immediate response requirements, but had some issues with meeting the 10 day mandate due to staffing absences.

**Goal 2: Support the dignity and independence of our senior and disabled adult population.**

*Objective 1: Provide outreach, information, and education about services available to seniors and disabled adults.*

Measurement	2017-18 Actual	2018-19 Actual	2019-20 Adopted	2019-20 Actual	2020-21 Goal
Number of information and assistance contacts	22,338	22,673	25,000	14,418	25,000
Dollars saved for clients of the Health Insurance Counseling and Advocacy Programs (HICAP)	2,143,913	3,679,213	2,000,000	2,354,689	2,400,000
Number of HICAP contacts	20,689	22,353	14,358	13,164	14,358

The department operates an information and assistance call center where seniors are linked to services offered in the community. In addition, hands on assistance is offered in the completion of applications for services in the community, selection of health plans, and referrals are made for other services such as but not limited to legal aid. The Affordable Care Act and recent changes to Medicare was expected to result in a reduced number of HICAP cases last year, but this was not the case. Demand shifted to the more immediate need for coverage, and more Medicare share-of-cost cases than normal. HICAP goals are now set by the state annually. Outreach and community education presentations are provided throughout the county. In FY 2019-20 COVID-19 and limited staff resources prevented the department from doing outreach events which reduced the department's ability to reach the contact goals.

Public Assistance

*Objective 2: Effectively and efficiently administer service programs for eligible seniors and disabled adults.*

Measurement	2017-18 Actual	2018-19 Actual	2019-20 Adopted	2019-20 Actual	2020-21 Goal
Number of senior meals served	341,597	300,459	303,464	291,687	300,000
Percentage of case assessments for In Home Supportive Services completed within 45 days or less.	62%	60%	90%	84%	90%
Number of initial case reviews for In Home Supportive Services Quality Assurance	298	331	319	223	290
Number of cases per worker for In Home Supportive Services	375	440	260	236	275

The department administers the Senior Nutrition Program, which provides lunchtime meals through congregate (senior centers) and home delivered to those 60 years and older. In FY 2019-20 COVID-19 impacted the number of meals served. As senior centers closed many seniors decided not to receive meals via pick up or through home delivery. Although new seniors asked to be on home delivered, other existing congregate participants decided to opt out. This resulted in a slight net decrease in meals served. The funding for the nutrition, caregiver, and legal assistance services continues to be a target of funding cuts, that may impact services in the future. The department also administers the In-Home Supportive Services Program (IHSS) which provides in home care to individuals on Medi-Cal and who are at risk of out of home care if services were not provided. The goal of all initial case assessments being completed within 45 days has continued to be somewhat elusive, due to continued staff turnover. The department has seen an increase in caseloads due to the Affordable Care Act. More clients have become eligible for services because they are on Medi-Cal. Department goal for number of cases per worker for IHSS changed significantly due to reorganized functions of IHSS social service workers. The department will add additional staff in FY 20-21 in order to meet the growing number of clients. Overall, this will decrease the actual case count per worker and as such, the goal for number of cases per worker for IHSS changed significantly. Quality assurance is a top priority for the department. The department continues to staff and promote quality case management.

Public Assistance

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## County Contribution – Aging and Adult Services

Department Head: Lito Morillo

Function: Public Assistance

Fund: General

Activity: Other Assistance

Budget Unit: 5611

### Description of Major Services

This budget unit appropriates supplemental funding from the General Fund to the Aging and Adult Services Department to provide funding for abuse prevention, insurance counseling, nutrition and other services to elderly and disabled adults.

Summary of Expenditures and Revenue						
	FY 2018-19	FY 2019-20		FY 2020-21		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
<b>APPROPRIATIONS:</b>						
Other Financing Uses	\$1,492,224	\$1,542,025	\$1,542,025	\$1,547,984	\$1,380,180	\$1,450,190
<b>TOTAL EXPENDITURES</b>	<b>\$1,492,224</b>	<b>\$1,542,025</b>	<b>\$1,542,025</b>	<b>\$1,547,984</b>	<b>\$1,380,180</b>	<b>\$1,450,190</b>
<b>REVENUE:</b>						
Intergovernmental	\$778,007	\$827,807	\$827,807	\$833,766	\$719,528	\$789,538
<b>TOTAL REVENUE</b>	<b>\$778,007</b>	<b>\$827,807</b>	<b>\$827,807</b>	<b>\$833,766</b>	<b>\$719,528</b>	<b>\$789,538</b>
<b>NET GENERAL FUND COST</b>	<b>\$714,217</b>	<b>\$714,218</b>	<b>\$714,218</b>	<b>\$714,218</b>	<b>\$660,652</b>	<b>\$660,652</b>

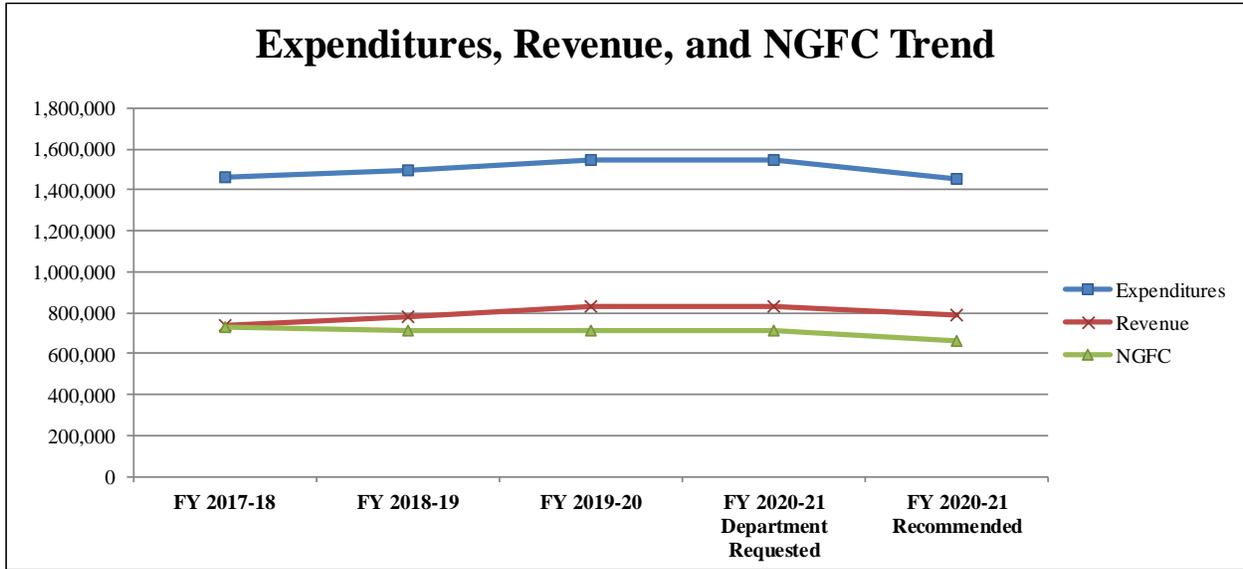
### Major Expenditures and Revenue in FY 2020-21 Recommended Budget

The recommended budget includes an allocation to Aging and Adult Services Department, budget unit 5610, in the amount of approximately \$1.4 million to meet County match requirements in specific programs as required by State and federal regulations. Social services program realignment revenue provides funding in the amount of \$789,538, with the remainder being funded by a General Fund contribution.

### Budget Changes and Operational Impacts

The recommended includes a 7.5% decrease in Net General Fund Cost from FY 2019-20. The contribution from this budget unit will provide sufficient resources to Aging and Adult Services budget unit 5610 to administer abuse prevention, insurance counseling, nutrition and other services to elderly and disabled adults.

Public Assistance



Public Assistance

## County Contribution – In-Home Supportive Services

Department Head: Lito Morillo

Function: Public Assistance

Fund: General

Activity: Other Assistance

Budget Unit: 5810

### Description of Major Services

This budget unit facilitates the appropriation of the County contribution for the In-Home Supportive Services (IHSS) program, which is administered by the Aging and Adult Services Department. State Law mandates that the County provide services to qualified aged and blind persons with disabilities in order for them to remain in their homes and avoid being institutionalized.

Summary of Expenditures and Revenue						
	FY 2018-19	FY 2019-20		FY 2020-21		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
<b>APPROPRIATIONS:</b>						
Other Financing Uses	\$11,267,240	\$11,187,300	\$10,826,215	\$11,259,264	\$11,259,264	\$11,259,264
<b>TOTAL EXPENDITURES</b>	<b>\$11,267,240</b>	<b>\$11,187,300</b>	<b>\$10,826,215</b>	<b>\$11,259,264</b>	<b>\$11,259,264</b>	<b>\$11,259,264</b>
<b>REVENUE:</b>						
Intergovernmental	\$9,222,460	\$9,257,703	\$9,154,643	\$10,459,009	\$9,181,439	\$10,004,694
<b>TOTAL REVENUE</b>	<b>\$9,222,460</b>	<b>\$9,257,703</b>	<b>\$9,154,643</b>	<b>\$10,459,009</b>	<b>\$9,181,439</b>	<b>\$10,004,694</b>
<b>NET GENERAL FUND COST</b>	<b>\$2,044,780</b>	<b>\$1,929,597</b>	<b>\$1,671,572</b>	<b>\$800,255</b>	<b>\$2,077,825</b>	<b>\$1,254,570</b>

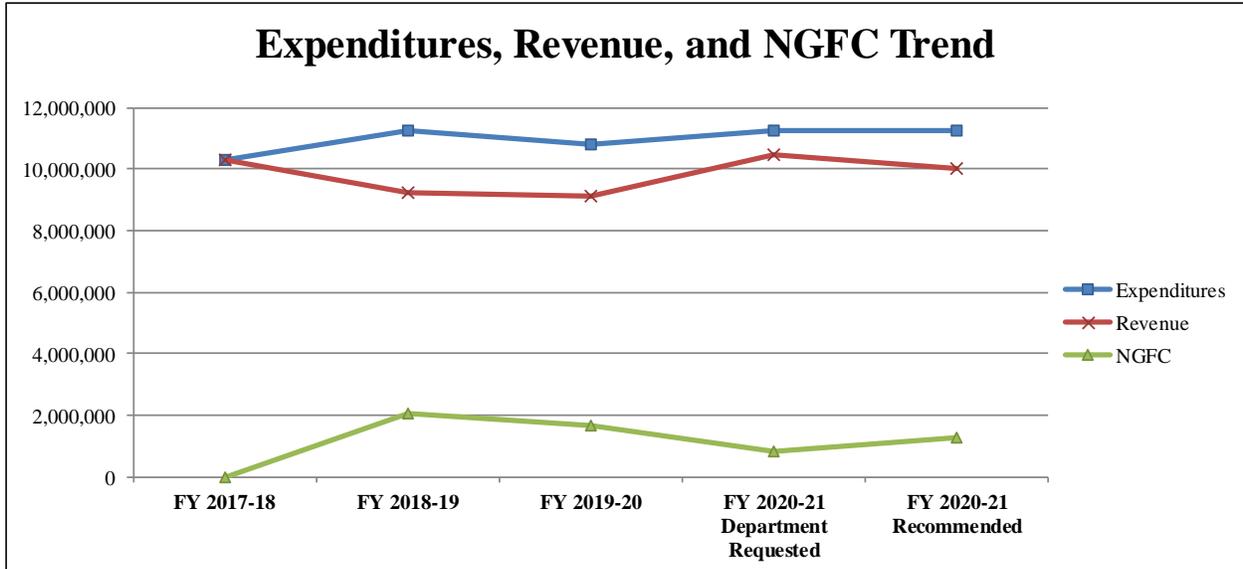
### Major Expenditures and Revenue in FY 2020-21 Recommended Budget

The recommended budget includes a contribution of \$11.2 million for the IHSS Maintenance of Effort (MOE), which covers service providers’ salaries. Social services program realignment revenue in the amount of \$10 million and approximately \$1.2 million in General Fund contribution offsets the County’s local match requirement.

### Budget Changes and Operational Impacts

The recommended budget reflects a decrease of \$823,255 from the preliminary recommended in General Fund contribution due to the State’s Realignment backfill. The preliminary recommended budget included several revenue sources impacted by decreased consumer spending including Realignment Sales Taxes. The State’s Budget provided \$1 billion of Realignment backfill for safety net services that counties administer on behalf of the State. Of this total, \$750 million is provided directly from the State General Fund and \$250 million is contingent upon the state receiving additional federal COVID-19 relief funds, which will be determined by October 15, 2020. This backfill allowed the County to adjust the Net General Fund Contribution to In-Home Supportive Services by \$823,255. The recommended budget provides for the mandated MOE Funding.

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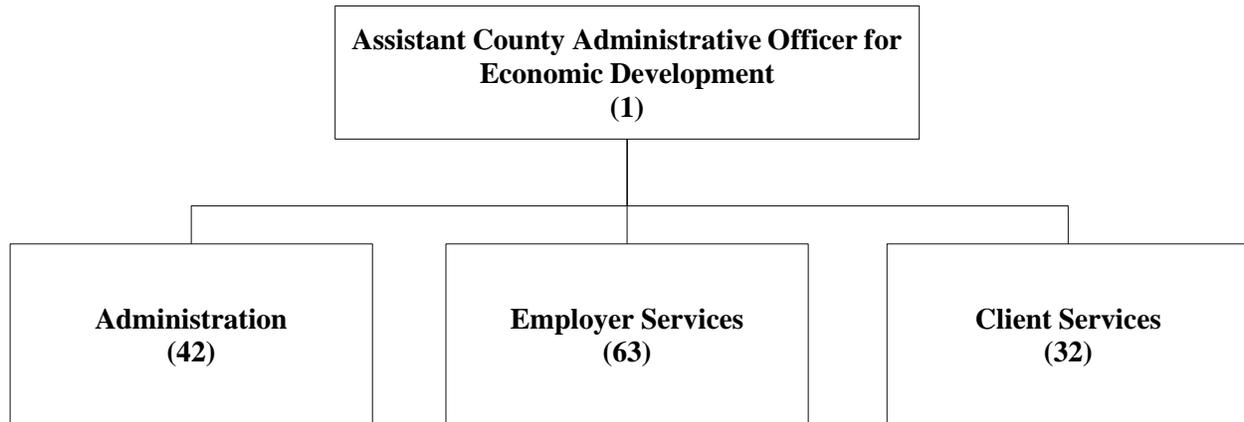


Public Assistance

## Mission Statement

*To provide expertise and leadership to ensure that the workforce development system prepares people for current and future jobs that improve the economic conditions of the community.*

## Organizational Chart



## Fiscal Year 2018-19 and 2019-20 Accomplishments

- Served 22,400 customers by providing over 96,500 units of service through America's Job Center of California (AJCC). Enrolled 2,657 customers in Workforce Innovation and Opportunity Act (WIOA) training programs/services.
- Coordinated with local agencies to create a hotline to help businesses affected by the COVID-19 outbreak access resources and information.
- Worked with local employers on nearly 230 On-the-Job Training contracts totaling nearly \$1,100,000 in value.
- Partnered with the Human Services Department to place 622 CalWorks recipients in paid work experience and to provide job placement services to 1,597 CalWorks recipients.
- Provided employment and training services to over 450 dislocated farm workers in a variety of career paths.
- Enrolled 180 young adults 18-24 in the Envision, Plan, Innovate and Connect Center at the Beale Memorial Library, which aims to attract out-of-school youth to provide them a place where they can engage to focus on opportunities for their future.
- Implemented the Prison-to-Employment grant to enroll parolees in job search and work experience.

## Employers' Training Resource

Department Head: Ryan J. Alsop

Function: Public Assistance

Fund: General

Activity: Other Assistance

Budget Unit: 5923

### Description of Major Services

Employers' Training Resource (ETR) administers Workforce Innovation and Opportunity Act (WIOA) funding from the U.S. Department of Labor as well as various other grants provided by the State Employment Development Department, other counties or collaboratives, the Department of Human Services, and 2011 Realignment for AB 109 services. ETR coordinates and implements the County's workforce development system and provides employment and training services. Services delivered include job search, skills assessment, vocational training, job readiness skills, connection to employers, assisting businesses with outreach services, recruitment efforts and employee retention. ETR recognizes that increased employment opportunities enhance the quality of life for residents and diligently strives to ensure that the needs of local businesses are met by providing them with a skilled workforce.

#### Summary of Expenditures and Revenue

	FY 2018-19		FY 2019-20		FY 2020-21	
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
<b>APPROPRIATIONS:</b>						
Salaries and Benefits	\$10,607,006	\$14,018,432	\$12,001,480	\$15,162,374	\$15,162,374	\$15,218,330
Services and Supplies	3,157,080	3,329,305	3,202,837	4,134,642	4,164,642	4,568,686
Other Charges	0	200	0	200	200	200
Capital Assets	28,016	30,000	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>\$13,792,102</b>	<b>\$17,377,937</b>	<b>\$15,204,317</b>	<b>\$19,297,216</b>	<b>\$19,327,216</b>	<b>\$19,787,216</b>
Expend. Reimb.	(\$6,374)	(\$25,000)	(\$1,053)	(\$5,000)	(\$5,000)	(\$5,000)
<b>TOTAL NET EXPENDITURES</b>	<b>\$13,785,728</b>	<b>\$17,352,937</b>	<b>\$15,203,264</b>	<b>\$19,292,216</b>	<b>\$19,322,216</b>	<b>\$19,782,216</b>
<b>REVENUE:</b>						
Miscellaneous	\$38,173	\$1,000	\$77	\$1,000	\$1,000	\$1,000
Other Financing Sources:						
ETR - WIOA	13,734,972	17,229,937	13,240,463	19,199,216	19,199,216	19,659,216
ETR - Non-WIOA	12,580	122,000	161,846	122,000	122,000	122,000
CARES Act	0	0	1,800,875	0	0	0
<b>TOTAL REVENUE</b>	<b>\$13,785,725</b>	<b>\$17,352,937</b>	<b>\$15,203,261</b>	<b>\$19,322,216</b>	<b>\$19,322,216</b>	<b>\$19,782,216</b>
<b>NET GENERAL FUND COST</b>	<b>\$3</b>	<b>\$0</b>	<b>\$3</b>	<b>(\$30,000)</b>	<b>\$0</b>	<b>\$0</b>

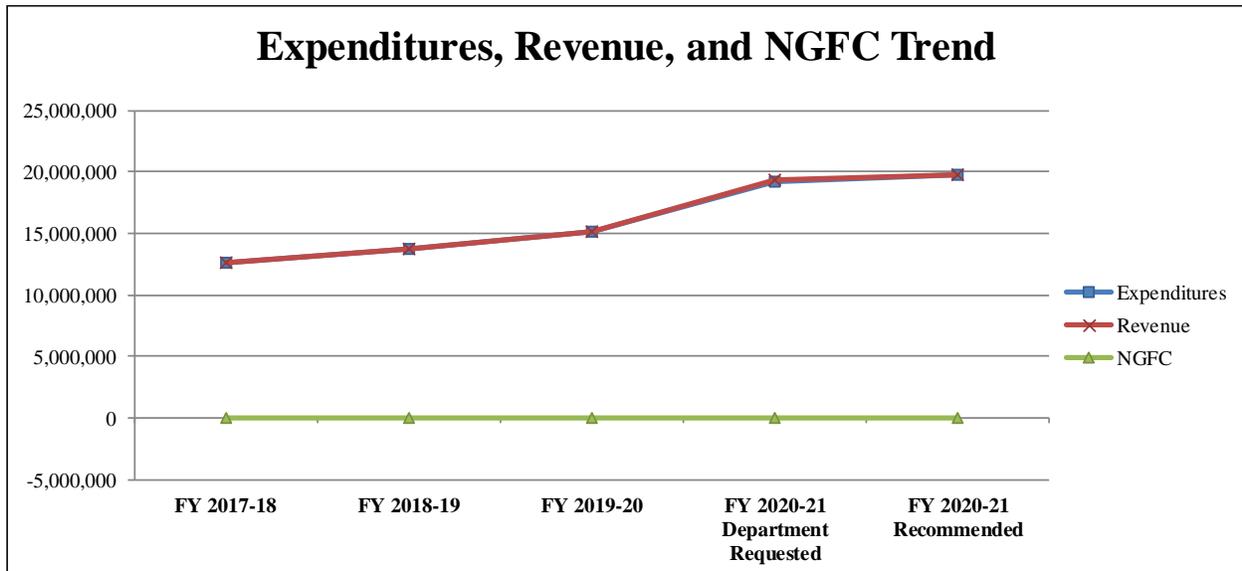
Public Assistance

### Major Expenditures and Revenue in FY 2020-21 Recommended Budget

The WIOA funds received by the department cover two fiscal years at a time while many of their smaller grants cross fiscal years. The department budgets the full amount of each grant available, regardless of which fiscal year they will be spent. Major expenditures include salaries and benefits of \$15.2 million. The costs in this budget unit are funded primarily by operating transfers in from budget unit 8907, Employers' Training Resource – WIOA, in the amount of \$19.6 million.

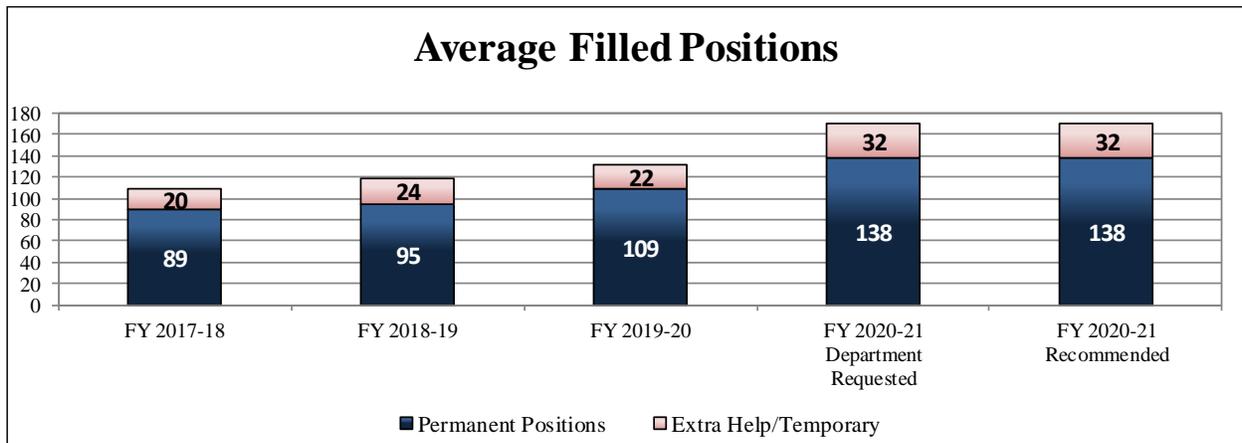
### Budget Changes and Operational Impacts

The recommended budget includes an overall increase of \$4.5 million which is attributable to \$3 million in carryforward funds from FY 2019-20 and the remainder is new FY 2020-21 allocation from the U.S. Department of Labor for WIOA. With the increased allocation, the department is able to increase services provided to qualifying members of the community.



### Staffing Changes and Operational Impacts

The recommended budget includes the addition of two (2) Office Services Assistant positions, one (1) Program Specialist I/II position, one (1) Office Services Coordinator position and deletion of one (1) Sr. Office Services Specialist position and one (1) Program Technician at an estimated increase of \$136,528.



Public Assistance

	Actual			Department	
	FY 2017-18	FY 2018-19	FY 2019-20	Requested	Recommended
<b>4-Year Staffing Trend</b>					
				FY 2020-21	
<b>AVERAGE FILLED POSITIONS</b>					
Permanent Positions	89	95	109	138	138
Extra Help/Temporary	20	24	22	32	32
<b>Total Positions</b>	<b>109</b>	<b>119</b>	<b>131</b>	<b>170</b>	<b>170</b>
<b>ACTUAL FULL-TIME EQUIVALENTS</b>					
Permanent Positions (FTE)	88	93	107	N/A	N/A
Extra Help/Temporary (FTE)	21	27	21	N/A	N/A
<b>Total Positions</b>	<b>109</b>	<b>120</b>	<b>128</b>	<b>N/A</b>	<b>N/A</b>
<b>SALARIES &amp; BENEFITS</b>	<b>\$10,064,132</b>	<b>\$10,607,006</b>	<b>\$12,001,480</b>	<b>\$15,162,374</b>	<b>\$15,218,330</b>

### Summary of Authorized Positions

The department currently has 136 authorized permanent positions. The recommended budget includes 138 authorized permanent positions all of which are budgeted to be filled during FY 2020-21 as indicated below.

Division	Authorized	Additions	Deletions	Requested	Filled	Vacant	Total
				Total			
Administration	43	1	(1)	43	43	0	43
Client Services	32	1	(1)	32	32	0	32
Employer Services	61	2	0	63	63	0	63
<b>Total</b>	<b>136</b>	<b>4</b>	<b>(2)</b>	<b>138</b>	<b>138</b>	<b>0</b>	<b>138</b>

<b>Administration</b>	<b>Client Services</b>	<b>Employer Services</b>
<b><u>Classification</u></b>	<b><u>Classification</u></b>	<b><u>Classification</u></b>
1 Assistant CAO	1 CAO Manager	1 CAO Manager
1 Business Manager	6 Office Services Technician	24 Job Developer I/II
4 Accountant I/II/III	8 Program Specialist I/II	2 Office Services Assistant
1 Administrative Coordinator	9 Program Technician	6 Office Services Technician
3 Fiscal Support Specialist	2 Program Support Supervisor	2 Program Coordinator
2 Fiscal Support Technician	1 Senior Office Services Specialist	4 Program Support Supervisor
3 Supervising Dept Analyst	1 Program Coordinator	4 Program Technician
11 Departmental Analyst I/II	3 Office Services Assistant	18 Program Specialist I/II
1 Office Services Specialist	1 Syst. Analyst I/II-Programmer I/II	61 <b>Current Total</b>
2 Sr. Office Services Specialist	32 <b>Current Total</b>	<b><u>Additions/(Deletions)</u></b>
2 Marketing & Promo Asso./Asst.	<b><u>Additions/(Deletions)</u></b>	2 Office Services Assistant
1 Marketing & Promo Coord.	1 Program Specialist I/II	63 <b>Requested Total</b>
1 Program Coordinator	(1) Program Technician	
1 Contracts Administration Asst.	32 <b>Requested Total</b>	
1 Contract Administrator		
1 Graphic Artist		
2 Sr. Workforce Develop Analyst		
1 Program Specialist I/II		
1 Job Developer		
1 Administrative Services Officer		
1 Fiscal Support Supervisor		
1 Office Services Technician		
43 <b>Current Total</b>		
1 Office Services Coordinator		
(1) Sr. Office Services Specialist		
43 <b>Requested Total</b>		

Public Assistance

## Fiscal Year 2020-21 Goals, Objectives, and Performance Measures

**Goal 1: Collaborate with businesses, educators and training providers to align workforce development programs and activities for enhanced and shared prosperity throughout the County. ETR is currently transitioning to new regulations.**

*Objective 1: Work with employers to meet their employment needs for business prosperity and economic growth.*

Measurement	2017-18 Actual	2018-19 Actual	2019-20 Adopted	2019-20 Actual	2020-21 Goal
Percent of surveyed employers who would use American's Job Center of California (AJCC) again for potential hires	94%	94%	90-95%	94%	90-95%
Number of employers who utilize AJCC for recruitments and job fairs	59	73	75	78	85
Number of employers who utilize On the Job Training (OJT)	32	36	30-35	39	35-40
Number of OJTs written	184	192	100-125	177	150-200
Amount employers saved by using OJTs	\$532,265	\$604,283	\$450,000		
Number of employers who actively contribute time to the Workforce Development Board and forums	55	45	45	45	45
Number of employers with job openings	750	600	770	650	700
Number of job openings	7,000	6,000	7,000+	7,500	7,000
Number of job orders	2,000	2,000	2,000+	2,000	2,000
Participant wages upon entering the workforce	\$12- 30/hr	\$12- 30/hr	\$12- 30/hr	\$12- 30/hr	\$12- 30/hr

The department is collaborating with employers to meet their workforce needs for recruitment, training, hiring, and retention in order to promote and support local economic growth.

*Objective 2: Provide individual job seekers with opportunities to obtain gainful employment.*

Measurement	2017-18 Actual	2018-19 Actual	2019-20 Adopted	2019-20 Actual	2020-21 Goal
Workforce Innovation Opportunity Act (WIOA) Adult enrolled clients employed second quarter after exit from program	73%	71.9%	66.5%	80.2%	75%
CalWORKs recipients employed upon program completion	25%	35%	35%	35%	35%
Median earnings of WIOA adult clients 2 <sup>nd</sup> quarter after exit	N/A	\$6,817	\$5,550	\$6,445	\$6,000
WIOA program participants who are satisfied or highly satisfied with services received	92.5%	92%	95%	94%	95%
Number of jobseekers attending WIOA orientations in English	3,700	3,334	3,000	2,921	3,000
Number of job seekers attending WIOA orientations in Spanish	135	129	120	75	100

Employers' Training Resource and America's Job Centers of California will continue to develop job openings, provide in demand no-cost training, job placement services, career counseling and job search techniques for residents of the County.

**Goal 2: Coordinate with local stakeholders to prepare youth for post-secondary education and employment opportunities. With a focus from In School Youth to Out School Youth.**

*Objective 1: Provide youth with vocational training, career exploration, and job searching techniques as well as support to increase graduation rates.*

Measurement	2017-18 Actual	2018-19 Actual	2019-20 Adopted	2019-20 Actual	2020-21 Goal
WIOA Youth in unsubsidized employment or education during 2 <sup>nd</sup> quarter after Exit	62.4%	78.0%	58.0%	66.6%	65%
WIOA Youth participants in unsubsidized employment or education during 4 <sup>th</sup> quarter after Exit	64.2%	79.0%	57.5%	71.1%	65%
WIOA Credential Attainment within 4 quarters after Exit	54.7%	79.0%	57.0%	80%	75%

The department is coordinating with local stakeholders to prepare youth for post-secondary education and employment opportunities.

Public Assistance

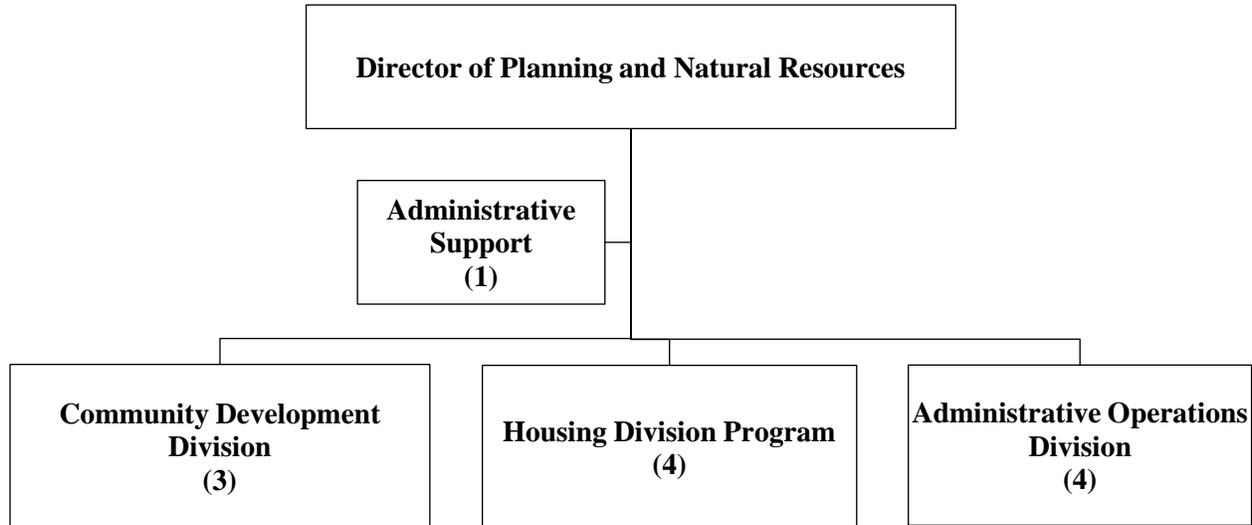
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**Mission Statement**

*The Community Development Division of the Planning and Natural Resources Department is dedicated to serving the diverse needs of Kern County residents, primarily those with lower incomes, by improving their economic, environmental, and social quality of life. We achieve this through projects and programs that revitalize neighbourhoods by providing safer living environments, decent and affordable housing, public facilities and improvements, and expanded employment opportunities.*

**Organizational Chart**



Public Assistance

**Fiscal Year 2018-19 and 2019-20 Accomplishments**

- Expended \$4,973,364 of Community Development Block Grant (CDBG), \$419,432 in Emergency Solutions Grants (HESG) funds, and \$548,175 in Emergency Shelter Grant (ESG) funds for projects and programs located in unincorporated County communities in addition to the cities of California City, Ridgecrest, Shafter, Tehachapi, and Wasco. Completed CDBG funded projects including Rexland Acres community sidewalk improvements, Belle Terrace park improvements, Bakersfield ARC facility improvements, Vide Scott Center facility improvements Frazier Park recreation blight rehabilitation, Rosamond Boulevard pedestrian sidewalk improvements, South Taft Water District system improvements, Boron Avenue street improvements, South Taft area Asher sidewalk improvements, Hart Park Adobe Peacock House blight management, Lake Isabella skate park, and Public Safety Services Sheriff Program in Mojave, North Area, and East Bakersfield.
- Completed Home Investment Partnership Act (HOME) single family acquisition/rehabilitation activities for Mountain View Village, Golden Empire Affordable Housing Inc. residential sites and Home Access.

## Community Development

Department Head: Lorelei H. Oviatt

Fund: General

Budget Unit: 5940

Function: Public Assistance

Activity: Other Assistance

### Description of Major Services

Community Development is a division of the Planning and Natural Resources Department. The division is dedicated to serve the needs of the residents primarily those with lower incomes by improving their economic environment and quality of life through projects and programs that revitalize neighborhoods, improve public facilities and provide decent affordable housing. The division administers several Federal Department of Housing and Urban Development programs. These programs include the Community Development Block Grant, Emergency Solution Grant, the HOME Investment Partnership, Neighborhood Stabilization and the Economic Development Revolving Loan.

#### Summary of Expenditures and Revenue

	FY 2018-19	FY 2019-20		FY 2020-21		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
<b>APPROPRIATIONS:</b>						
Salaries and Benefits	\$1,050,012	\$1,196,140	\$1,055,489	\$1,432,500	\$1,432,500	\$1,360,722
Services and Supplies	162,724	391,012	234,854	181,467	502,329	466,675
<b>TOTAL EXPENDITURES</b>	<b>\$1,212,736</b>	<b>\$1,587,152</b>	<b>\$1,290,343</b>	<b>\$1,613,967</b>	<b>\$1,934,829</b>	<b>\$1,827,397</b>
Expend. Reimb.	(\$44,310)	\$0	(\$11,101)	(\$15,000)	(\$15,000)	(\$15,000)
<b>TOTAL NET EXPENDITURES</b>	<b>\$1,168,426</b>	<b>\$1,587,152</b>	<b>\$1,279,242</b>	<b>\$1,598,967</b>	<b>\$1,919,829</b>	<b>\$1,812,397</b>
<b>REVENUE:</b>						
Miscellaneous	\$22	\$0	\$210	\$0	\$0	\$0
Other Financing Sources:						
Community Development Program	984,936	1,184,507	1,037,365	1,184,260	1,383,064	1,418,473
Emergency Shelter Grant	22,955	85,434	2,629	31,457	53,570	31,457
Home Investment Trust	105,530	317,211	116,971	383,249	483,194	342,406
CD-NSP Grant	22,724	0	6,709	0	0	0
Emergency Solutions Grant	32,257	0	16,203	0	0	20,061
CARES Act	0	0	107,332	0	0	0
<b>TOTAL REVENUE</b>	<b>\$1,168,424</b>	<b>\$1,587,152</b>	<b>\$1,287,419</b>	<b>\$1,598,966</b>	<b>\$1,919,828</b>	<b>\$1,812,397</b>
<b>NET GENERAL FUND COST</b>	<b>\$2</b>	<b>\$0</b>	<b>(\$8,177)</b>	<b>\$1</b>	<b>\$1</b>	<b>\$0</b>

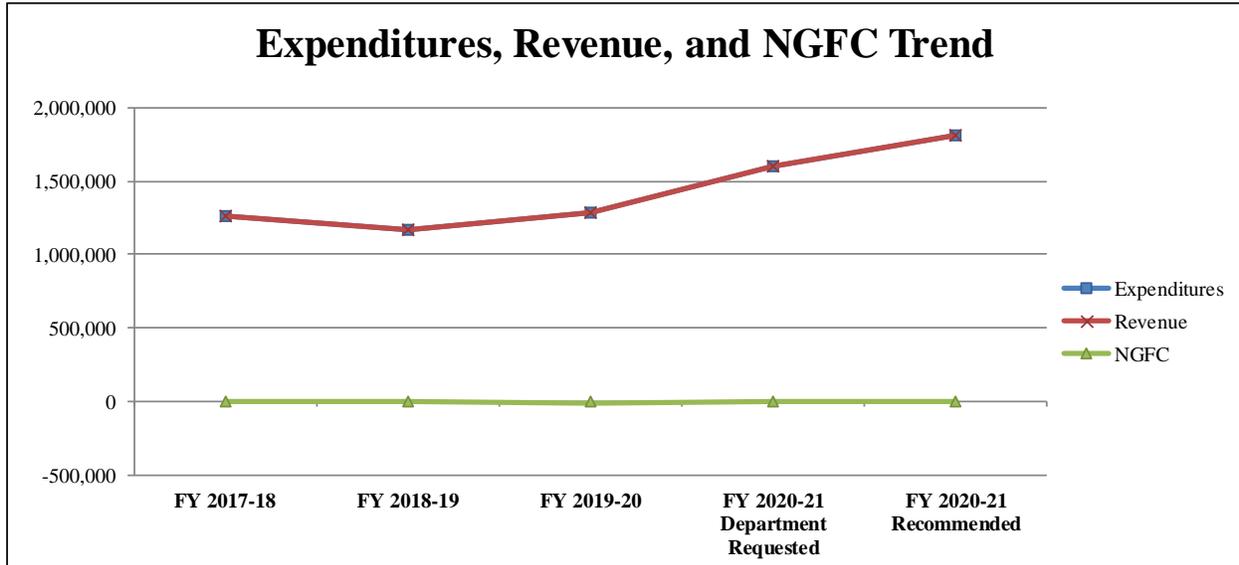
Public Assistance

### Major Expenditures and Revenue in FY 2020-21 Recommended Budget

The major expenditures for the division include staffing expenditures related to the administration of the grant programs. The expenditures are funded with an allocation of the grants. There is no General Fund contribution to this budget unit.

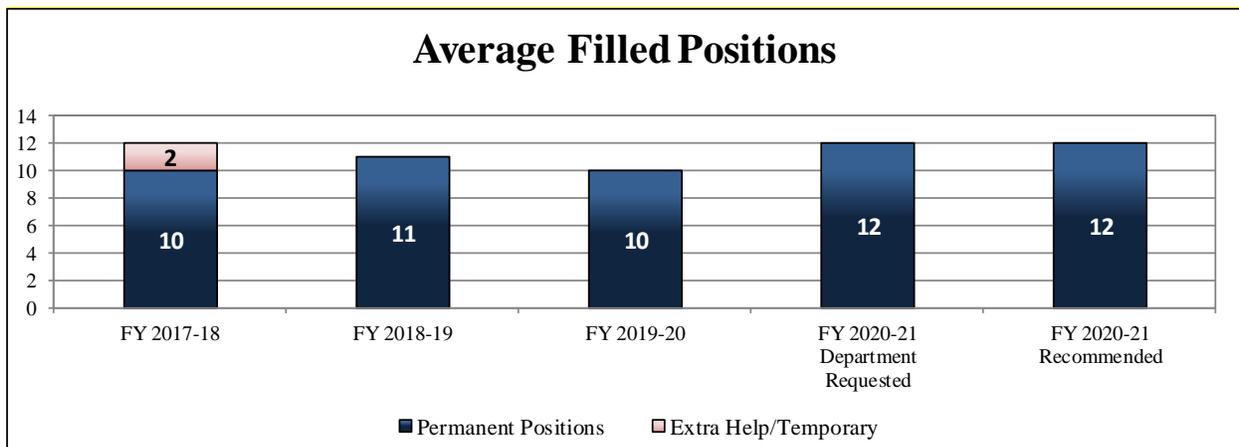
### Budget Changes and Operational Impacts

The recommended budget includes \$1.8 million in other financing sources, an increase of approximately \$520,000 from the FY 2019-20 actual due to increased levels of funding from the Federal Department of Housing and Urban Development for the administrative costs of delivering projects.



### Staffing Changes and Operational Impacts

The recommended budget includes funding for 12 permanent positions.



Public Assistance

	Actual			Department	
	FY 2017-18	FY 2018-19	FY 2019-20	Requested	Recommended
<b>4-Year Staffing Trend</b>					
				FY 2020-21	
<b>AVERAGE FILLED POSITIONS</b>					
Permanent Positions	10	11	10	12	12
Extra Help/Temporary	2	0	0	0	0
<b>Total Positions</b>	<b>12</b>	<b>11</b>	<b>10</b>	<b>12</b>	<b>12</b>
<b>ACTUAL FULL-TIME EQUIVALENTS</b>					
Permanent Positions (FTE)	10	11	10	N/A	N/A
Extra Help/Temporary (FTE)	1	0	0	N/A	N/A
<b>Total Positions</b>	<b>11</b>	<b>11</b>	<b>10</b>	<b>N/A</b>	<b>N/A</b>
<b>SALARIES &amp; BENEFITS</b>	<b>\$1,097,558</b>	<b>\$1,050,012</b>	<b>\$1,055,489</b>	<b>\$1,432,500</b>	<b>\$1,360,722</b>

### Summary of Authorized Positions

The department has 12 authorized permanent positions, all of which have been budgeted to be filled during FY 2020-21 as indicated below.

Division	Authorized	Additions	Deletions	Requested		Filled	Vacant	Total
				Total				
Community								
Development	4	0	0	4		4	0	4
Housing	4	0	0	4		4	0	4
Administrative/Fiscal	4	0	0	4		4	0	4
<b>Total</b>	<b>12</b>	<b>0</b>	<b>0</b>	<b>12</b>		<b>12</b>	<b>0</b>	<b>12</b>

Public Assistance

Housing	Administrative/Fiscal	Community Development
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 Housing Program Manager	1 Administrative Coordinator	1 Supervising Planner
1 Housing Rehab Program Supv.	1 Office Services Specialist	2 Planner I/II/III
1 Housing Rehabilitation Technician	1 Accountant I/II/III	1 Planning Technician
1 Fair Housing Coordinator	1 Fiscal Support Specialist	<b>4 Requested Total</b>
<b>4 Requested Total</b>	<b>4 Requested Total</b>	

**Fiscal Year 2020-21 Goals, Objectives, and Performance Measures**

**Goal 1: Every child and adult has a supportive, nurturing home environment.**

*Objective 1: Ensure decent and affordable housing opportunities.*

Measurement	2017-18 Actual	2018-19 Actual	2019-20 Adopted	2019-20 Actual	2020-21 Goal
Average percent of grant funds expended on activities that benefit residents having low/moderate income, by exceeding the HUD requirement that not less than 70% of the funds are expended for activities that principally benefit this population group.	99.91%	99.33%	≥80%	98.08%	≥80%
Dollar amount of grant funds expended on activities that benefit residents having low/moderate income.	\$3,759,982	\$3,252,882	≥\$3,818,762	\$3,274,302	≥\$3,978,691

The Community Development Division of Planning and Community Development administers the Federal Housing and Urban Development (HUD) grants for the County. The primary objective of the Community Development Block Grant program is the development of viable communities principally for persons of low and/or moderate income. The Division has consistently achieved or surpassed the minimum percentage of funds required by HUD to be expended. It is anticipated that the County, through Community Development, will continue to comply with the low/moderate income benefit expenditure rate in the budget year and in years to come. Grant funds received are formula based and fluctuate each fiscal year.

**Goal 2: Improve fiscal efficiency/responsibility of County.**

*Objective 1: Improve and increase affordable housing for the community.*

Measurement	2017-18 Actual	2018-19 Actual	2019-20 Adopted	2019-20 Actual	2020-21 Goal
Number of housing units rehabilitated or reconstructed through use of HUD's Housing Rehabilitation loan funds.	3	2	2	5	3
Number of housing units made accessible to residents with physical disabilities through use of HUD's Home Access grant funds.	37	40	36	58	70
The sum of Community Development Block Grant (CDBG) program income on hand and the line-of-credit fund balance, relative to the current year grant amount.	1.46	1.33	≤1.5	1.47	≤1.5

Decent, safe, sanitary and affordable housing through housing rehabilitation, or reconstruction and accessibility improvements is another objective of the HUD program. The Community Development Division continues to serve the needs of as many eligible County residents as grant resources allow. The housing rehabilitation program has been limited to qualified applicants who must have a positive home equity to be eligible for participation in the program. Increases in federal grant funding over the last 3 years has made additional funds available for the home access program. The Division continues to reach out to as many potential grantees as possible and will continue to do so in the coming fiscal year.

The third performance measure quantifies the County's ability and capacity to expend CDBG funds in a timely manner. Doing so requires the cooperation of sub-recipients and the County departments who implement CDBG projects to assure that there is consistent progress and that the use of the funds is timely and expedited. Failure to meet the 1.5 standard will result in the imposition by HUD of an administrative sanction on the County and potential loss of future CDBG grant funding. Community Development continues to consistently meet the HUD benchmark of 1.5 for the last 3 years and anticipates doing so for years to come.

Public Assistance

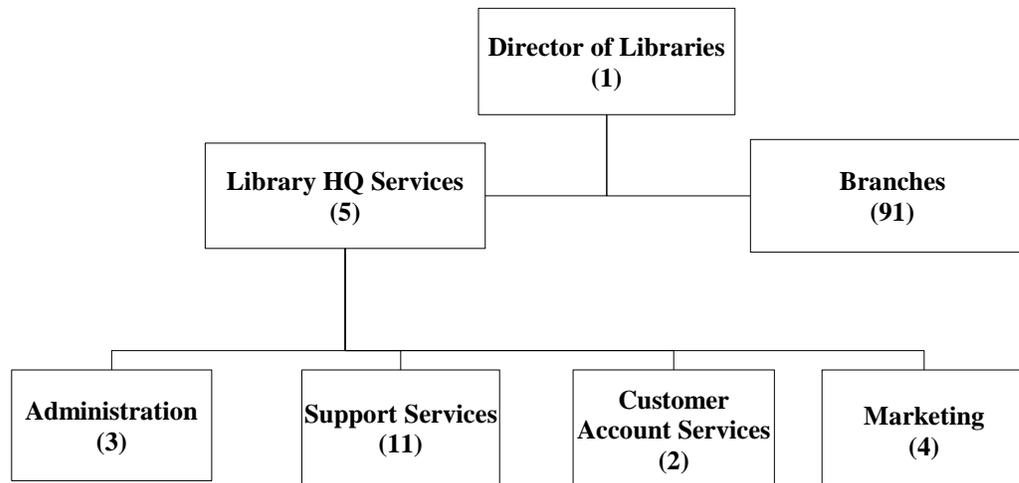
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## Mission Statement

*The Kern County Library builds community and cultivates opportunities for County residents, by connecting people, ideas, information and technology.*

## Organizational Chart



## Fiscal Year 2018-19 and 2019-20 Accomplishments

- Collaborated with County Administrative Office, General Services and community partners to host the annual Touch-A-Truck event at Beale Library, with over 3,500 people attending.
- Implemented multiple grants totaling \$266,220 in funding.
- Extended the "One Book, One Bakersfield, One Kern" program. In 2019, over 12,100 people attended 157 events.
- Expanded the summer lunch program in FY 2019-20 to include: Baker, Holloway, Northeast, Rosamond, Tehachapi, and Wilson. The program served 17,289 meals countywide.
- Completed 2019 Summer Reading Challenge with over 48,000 attendees and a 17% increase in participation among adults.
- Implemented additional digital services, offering more than 8,000 eAudiobooks for immediate download.
- In 2018 the departments launched the Amnesty program. In 2019, the program resulted in forgiving \$31,370 in fines, restored 1,212 accounts, recovered 349 lost items, families read 3,228 books, and 4,000 items were donated for Library summer programming.

## Library

Department Head: Andrea Sullivan

Function: Education

Fund: General

Activity: Education

Budget Unit: 6210

### Description of Major Services

The Library Department operates public library facilities to provide book lending, inter-library loan, reference, audiovisual, computer and other literacy information services to all County residents. The department provides enrichment and motivational programs to enhance the quality of life for citizens of all ages.

#### Summary of Expenditures and Revenue

	FY 2018-19		FY 2019-20		FY 2020-21	
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
<b>APPROPRIATIONS:</b>						
Salaries and Benefits	\$4,759,678	\$5,097,430	\$4,742,296	\$4,998,929	\$3,987,722	\$4,359,676
Services and Supplies	1,951,781	1,995,653	2,049,412	1,974,152	1,639,448	1,994,691
Capital Assets	25,578	0	0	0	0	0
Other Financing Uses	0	246,771	0	0	0	246,771
<b>TOTAL EXPENDITURES</b>	<b>\$6,737,037</b>	<b>\$7,339,854</b>	<b>\$6,791,708</b>	<b>\$6,973,081</b>	<b>\$5,627,170</b>	<b>\$6,601,138</b>
Expend. Reimb.	\$0	\$0	(\$36,457)	\$0	\$0	\$0
<b>TOTAL NET EXPENDITURES</b>	<b>\$6,737,037</b>	<b>\$7,339,854</b>	<b>\$6,755,251</b>	<b>\$6,973,081</b>	<b>\$5,627,170</b>	<b>\$6,601,138</b>
<b>REVENUE:</b>						
Use of Money/Property	\$98,087	\$78,200	\$88,166	\$93,200	\$35,120	\$35,120
Charges for Services	205,308	210,000	82,251	115,000	40,000	40,000
Miscellaneous	188,286	142,500	93,534	102,500	37,500	49,043
Other Financing Sources:						
Kern County Library Donations	156,456	100,000	93,777	100,000	60,000	60,000
CARES Act	0	0	437,220	0	107,336	100,000
<b>TOTAL REVENUE</b>	<b>\$648,137</b>	<b>\$530,700</b>	<b>\$794,948</b>	<b>\$410,700</b>	<b>\$279,956</b>	<b>\$284,163</b>
Less Available BSI *	\$0	(\$246,771)	\$0	\$0	\$0	(\$246,771)
<b>NET GENERAL FUND COST</b>	<b>\$6,088,900</b>	<b>\$6,562,383</b>	<b>\$5,960,303</b>	<b>\$6,562,381</b>	<b>\$5,347,214</b>	<b>\$6,070,204</b>
BSI Ending Balance *	\$236,961	N/A	\$246,771	N/A	N/A	N/A

\* BSI = Budget Savings Incentives

Education

### Major Expenditures and Revenue in FY 2020-21 Recommended Budget

The Kern County Library system includes 24 branches and 2 bookmobile routes across the County. Of these locations, there are 15 branches and two bookmobile stops within incorporated cities. The libraries have been operating with reduced overall hours of operation resulting from impacts associated with property tax revenue, which is the main funding source for the libraries. On March 17, 2020, the libraries physical locations closed and transitioned to the increase use and access of digital content and online resources, which lead to the development of virtual programming for all ages. This came as a result of the Governor's Executive Order and the County's essential staffing model issued to address the impact of the Novel Coronavirus (COVID-19) pandemic and to protect library workers and their communities from exposure to COVID-19. All library branches remained closed for three months.

During this closure the department implemented online services to continue reading and educational services to the community. Beginning June 1, 2020, the libraries entered into a phased reopening, starting with the operation of the call center at Beale Memorial Library. On June 15, 2020, the department launched curbside services at seven library branches: Arvin, Beale Memorial, Delano, Kern River Valley, Ridgecrest, Taft and Tehachapi, in addition to opening Rathbun once construction is complete. The library is reinventing how customer interactions occur through the transition into curbside services. Curbside services include pickup of requested items, genre “grab bags” which include titles selected by library staff, grab and go lunches, printout pickups, and allows customers to return materials as well as various other services.

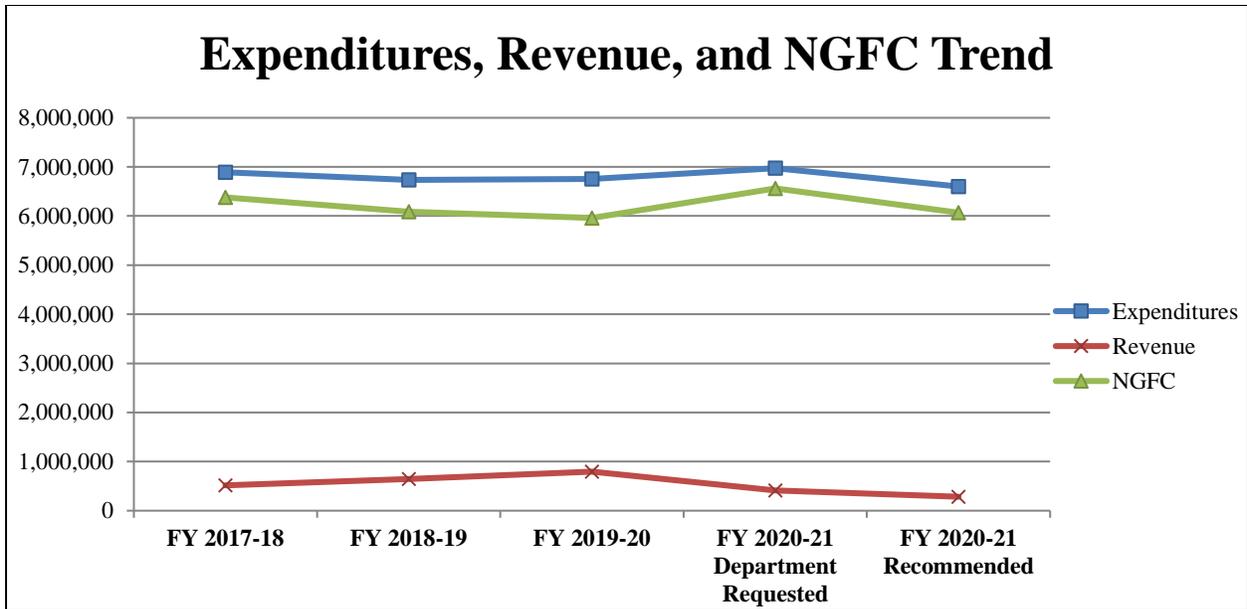
Also occurring at the library facilities, staff are distributing personal protective equipment (PPE) to small businesses through the PPE Support Program funded with the CARES act at nine library locations. In addition, three library locations are being used for COVID-19 testing. With year-end closing and final property tax valuation figures available, an additional \$722,990 is being allocated to the libraries to provide library services at additional locations. Using this additional funding, the department anticipates providing curbside services at four additional libraries (Southwest, Frazier Park, Rosamond and Wasco) and will continue working on a phased reopening of other locations, including Baker, Mojave, Shafter, and Wilson to ensure that library services are available throughout our community.

Services and supplies include fixed obligations such as books and materials as well as a membership in the San Joaquin Valley Library System (SJVLS). As a member of SJVLS, Kern County residents are able to search the shared catalog and request items to be sent to Kern County Branches from nine other public library systems. It is anticipated that donations and charges for services will decline as a result of having branches physically closed to the public.

FY 2019-20 actual revenue includes reimbursement from the CARES Act funding to address the Novel Coronavirus pandemic. Additional CARES Act funding has been included in FY 2020-21 to assist with the additional sanitation precautions needed to ensure the safety of employees and residents.

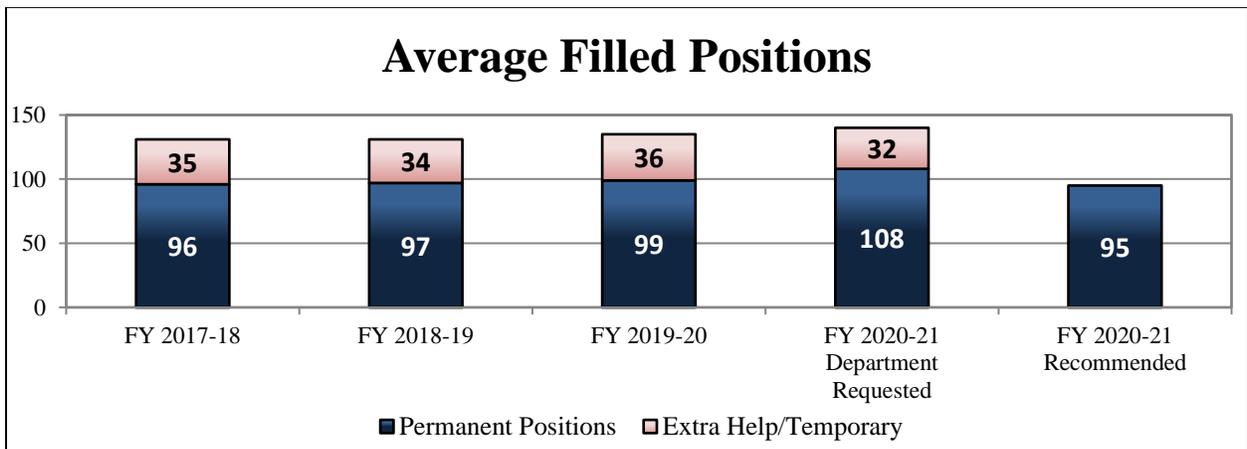
### **Budget Changes and Operational Impacts**

As the year progresses, the department will continue to assess staffing and make adjustments as needed to ensure that the community is served while maintaining the health and safety of both staff and residents. The department plans to hold twenty two (22) positions vacant and unfunded, as follows: one (1) Assistant Director of Libraries position; four (4) Librarian I/II/III positions, four (4) Library Associate positions; one (1) Senior Office Services Specialist position; one (1) Office Services Specialist position; two (2) Office Services Technician positions; one (1) part time Fiscal Support Assistant position; and eight (8) part time Departmental Aide positions.



### Staffing Changes and Operational Impacts

The recommended budget includes 117 authorized positions. The department plans to eliminate the use of extra help employees.



Education

4-Year Staffing Trend	Actual			Department	
	FY 2017-18	FY 2018-19	FY 2019-20	Requested	Recommended
<b>AVERAGE FILLED POSITIONS</b>				<b>FY 2020-21</b>	
Permanent Positions	96	97	99	108	95
Extra Help/Temporary	35	34	36	32	0
<b>Total Positions</b>	<b>131</b>	<b>131</b>	<b>135</b>	<b>140</b>	<b>95</b>
<b>ACTUAL FULL-TIME EQUIVALENTS</b>					
Permanent Positions (FTE)	70	68	68	N/A	N/A
Extra Help/Temporary (FTE)	23	25	22	N/A	N/A
<b>Total Positions</b>	<b>93</b>	<b>93</b>	<b>90</b>	<b>N/A</b>	<b>N/A</b>
<b>SALARIES &amp; BENEFITS</b>	<b>\$4,892,960</b>	<b>\$4,759,678</b>	<b>\$4,742,296</b>	<b>\$4,998,929</b>	<b>\$4,359,676</b>

## Summary of Authorized Positions

The recommended budget includes 117 authorized positions, 95 of which have been budgeted to be filled.

Division	Authorized	Additions	Deletions	Requested		Filled	Vacant	Total
					Total			
Administration	4	0	0		4	3	1	4
Library Headquarters Staff	5	0	0		5	4	1	5
Support Services	11	0	0		11	10	1	11
Customer Account Services	2	0	0		2	2	0	2
Marketing	4	0	0		4	4	0	4
Branch Staff	91	0	0		91	72	19	91
<b>Total</b>	<b>117</b>	<b>0</b>	<b>0</b>		<b>117</b>	<b>95</b>	<b>22</b>	<b>117</b>

<b>Administration</b>	<b>Support Services</b>	<b>Branch Staff</b>
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 Director of Libraries	2 Librarian II	3 Librarian III
1 Assistant Director of Libraries	1 Senior Office Services Specialist	2 Librarian II
1 Business Manager	1 Office Services Assistant	5 Librarian I
1 Office Services Coordinator	2 Light Vehicle Driver	11 Library Associate
4 <b>Requested Total</b>	5 Departmental Aide	1 Library Associate PT
	11 <b>Requested Total</b>	2 Office Services Specialist
		8 Office Services Technician
		5 Office Services Technician PT
		5 Office Services Assistant
		7 Office Services Assistant PT
		42 Departmental Aide
		91 <b>Requested Total</b>
<b>Marketing</b>	<b>Library Headquarters Staff</b>	<b>Customer Account Services</b>
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 Marketing/Promotional Assistant	1 Fiscal Support Supervisor	1 Senior Office Services Specialist
1 Graphic Artist PT	1 Fiscal Support Specialist	1 Office Services Assistant
1 Departmental Aide	1 Fiscal Support Technician	2 <b>Requested Total</b>
1 Office Services Assistant	1 Fiscal Support Assistant	
4 <b>Requested Total</b>	1 Departmental Aide	
	5 <b>Requested Total</b>	

Education

## Fiscal Year 2020-21 Goals, Objectives, and Performance Measures

### Goal 1: Increase community engagement and improve access to recreational, cultural, informational, and educational resources, services, and opportunities

#### Objective 1: Increase utilization of library resources

Measurement	2017-18 Actual	2018-19 Actual	2019-20 Adopted	2019-20 Actual	2020-21 Goal
Average attendance per hour of operation	28	30	31	27	28
Number of registered users	132,020	124,646	120,000	134,584	130,000
Percentage of registered users as portion of County Pop.	15%	14%	15%	15%	15%
Number of items checked out annually	1,060,873*	1,042,976	850,000	828,639	825,000
Number of participants in programs	120,435	154,792	125,000	146,581	130,000
Total public computer and WiFi users	214,912	239,600	210,000	151,027	125,000
Number of hours public computers used	103,375	110,867	100,000	69,533	50,000
Total number of website views	1,899,646	1,936,841	1,600,000	3,646,278	2,000,000
Total reach on social media platforms	2,721,330	2,135,477	2,000,000	4,544,971	3,000,000

It is the Library's mission to build community and cultivate opportunities through the connection of people, ideas, information, and technology – in-person and virtually. Customers continue to take advantage of the convenience and flexibility offered online. Virtual access increased during the COVID-19 stay-at-home order, as reflective in website views and social media reach. Registered users increased, due to extensive eLibrary advertising. The percentage of registered users increase is due to the increase in registered users. A decrease in public computer and WiFi users, as well as computer sessions, is due to the department's stay-at-home COVID-19 closure. Library programs that do not necessitate registration are highly attended and attendance continues to increase, particularly via virtual programming.

#### Objective 2: Expand recreational, cultural, and educational resources available to the public

Measurement	2017-18 Actual	2018-19 Actual	2019-20 Adopted	2019-20 Actual	2020-21 Goal
Total operating hours of library facilities	36,855	36,144	36,000	24,637	18,000
Average population served per staff full-time equivalent (FTE)	9,780	11,251	10,000	10,691	9,500
Total number of physical materials available to the public	849,531	806,734	800,000	780,338	700,000
Total eBooks and eAudiobooks offered	20,584	88,009	75,000	840,261	500,000
Total number of programs offered	9,944	9,882	7,000	10,834	7,000

A decrease in operating hours at one branch was necessitated by renovations; Spring closures were due to the stay-at-home COVID-19 closure, as well as transition to curbside services. With the phased reopening of branches after the COVID-19 closures, the FY 2020-21 Goal has been adjusted. Digital materials are available at all times, regardless of operating hours, and continue to be a primary element of material circulation and have in fact, increased. Through the temporary increase of checkouts through the Hoopla service and bonus borrows accessible during the closure, the Library saw a significant increase in eLibrary circulation. With the addition of virtual programming, the Library was able to continue offering programs from afar.

### Goal 2: Promote integrity and fiscal responsibility in operations

#### Objective: Utilize resources more efficiently and effectively

Measurement	2017-18 Actual	2018-19 Actual	2019-20 Adopted	2019-20 Actual	2020-21 Goal
Total unique partnerships with other agencies	407	407	375	303	100
Total programs offered in coordination with other agencies	1,195	1,514	1,200	1,291	500
Grants received	4/\$28,487	6/\$107,646	1/\$5,000	12/\$117,846	1/\$5,000

To achieve a large amount of program/service offerings, it is the Library's aim to leverage partnership opportunities and grants for funding to provide services in an efficient and effective manner that accounts for the increase in both areas. The Library actively pursued grants for program enhancement and expansion during the FY 2019-20.

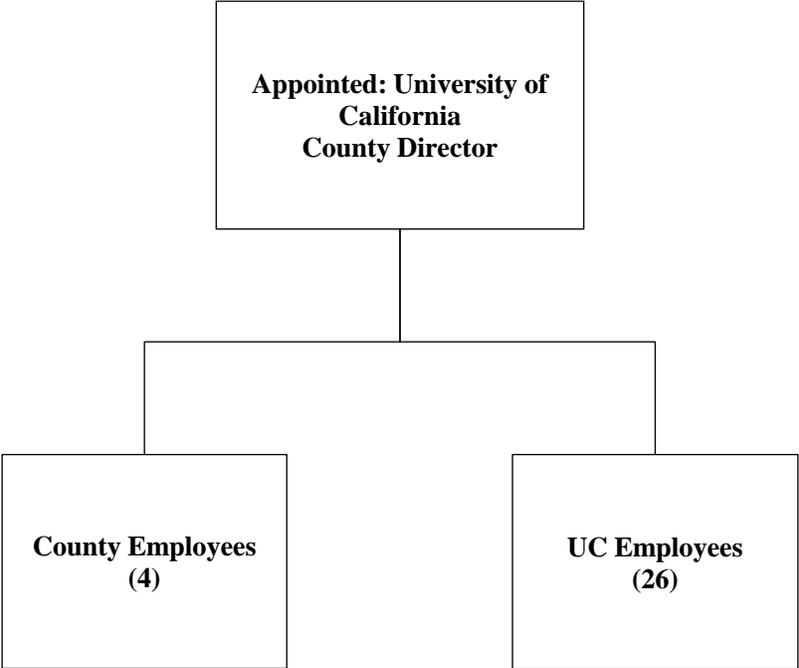
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**Mission Statement**

*To serve California through the creation, development and application of knowledge in agricultural, natural and human resources.*

**Organizational Chart**



**Fiscal Year 2018-19 and 2019-20 Accomplishments**

- The department continued its cooperative efforts with the California Department of Food and Agriculture to encourage local farmers to increase adoption of ecologically sound agricultural techniques and to take advantage of grant initiatives that seek to improve farming efficiencies.
- Conducted multiple symposiums to local growers, ranchers, and consumers on wide-ranging topics and commodities such as citrus, grapes, almonds, and pistachios.
- Department advisors continued vital research and extension efforts in the areas of pest management, water conservation, yield optimization and environmental sustainability.
- The 4-H Youth Development program partnered with the Kern High School District and other local districts to provide educational programs benefitting local youth.

Education

## Farm and Home Advisor

Farm Advisor: Brian Marsh

Function: Education

Fund: General

Activity: Education

Budget Unit: 6310

### Description of Major Services

The Farm and Home Advisor is a cooperative extension of the University of California (UC) and the United States Department of Agriculture. This budget unit was established to facilitate the County contribution to this collaboration by providing funds for administrative support, under a Memorandum of Understanding (MOU) with the University of California. The UC cooperative extension develops and distributes information on the County's production and consumption of agricultural products and relays the County's agricultural needs to the University for research on product quality and yield improvements. The UC cooperative also operates the 4-H youth program, Adult and Youth Expanded Family Nutrition Education program, and the Horticultural Outreach and Education program.

#### Summary of Expenditures and Revenue

	FY 2018-19	FY 2019-20		FY 2020-21		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
<b>APPROPRIATIONS:</b>						
Salaries and Benefits	\$353,816	\$349,247	\$348,381	\$350,015	\$350,015	\$350,015
Services and Supplies	102,098	117,488	110,808	116,790	116,790	116,790
<b>TOTAL EXPENDITURES</b>	<b>\$455,914</b>	<b>\$466,735</b>	<b>\$459,189</b>	<b>\$466,805</b>	<b>\$466,805</b>	<b>\$466,805</b>
<b>REVENUE:</b>						
Miscellaneous	\$59	\$80	\$190	\$150	\$150	\$150
Other Financing Sources:						
CARES Act	0	0	578	0	0	0
<b>TOTAL REVENUE</b>	<b>\$59</b>	<b>\$80</b>	<b>\$768</b>	<b>\$150</b>	<b>\$150</b>	<b>\$150</b>
<b>NET GENERAL FUND COST</b>	<b>\$455,855</b>	<b>\$466,655</b>	<b>\$458,421</b>	<b>\$466,655</b>	<b>\$466,655</b>	<b>\$466,655</b>

Education

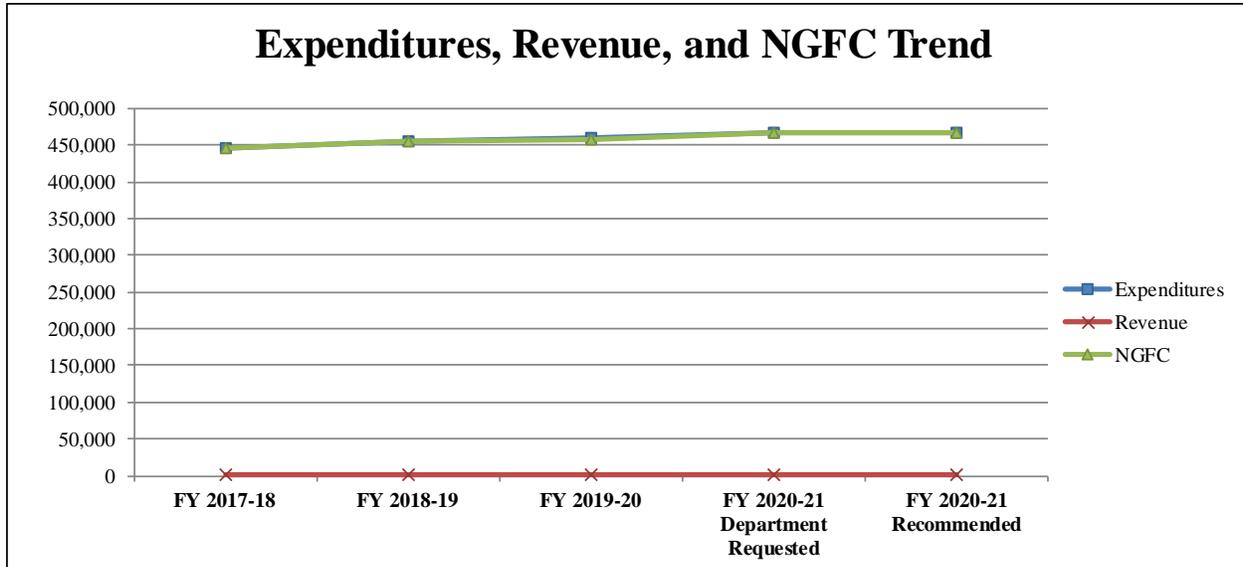
### Major Expenditures and Revenue in FY 2020-21 Recommended Budget

The majority of the expenditures for this budget unit are associated with staffing costs to perform the office functions of the Farm and Home Advisor. Revenue for the department is minimal and the department is primarily funded by an allocation of Net General Fund Cost (NGFC) to cover the requirements stated in the MOU.

### Budget Changes and Operational Impacts

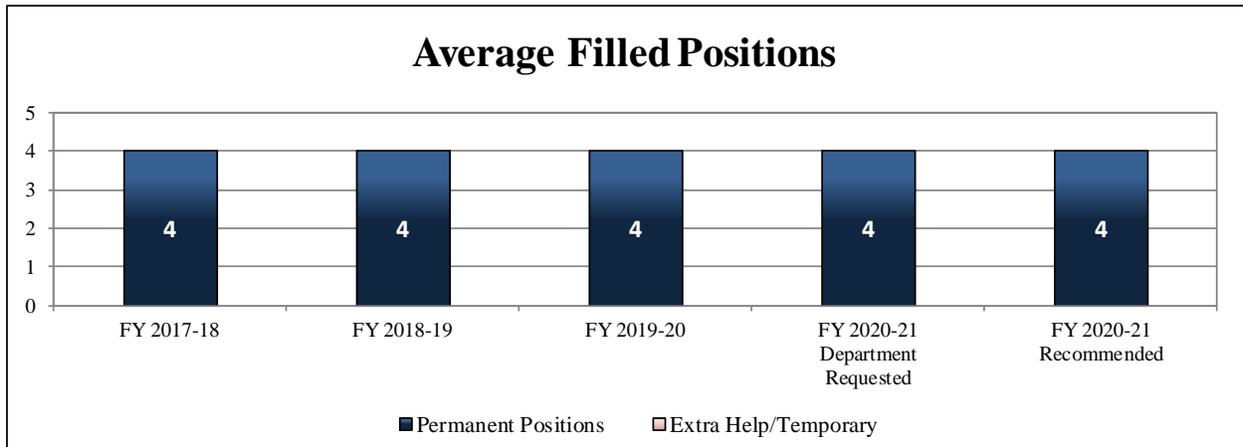
The recommended budget provides the department with funding for staff and services and supplies as required by the MOU. The recommended budget maintains the \$10,000 additional contribution provided in FY 2019-20 to support UC technology assets.

The department received reimbursement from the CARES Act for cost incurred to address the coronavirus pandemic.



### Staffing Changes and Operational Impacts

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



Education

### Summary of Authorized Positions

The department has 4 authorized permanent positions, of which all have been budgeted to be filled during FY 2020-21 as indicated below.

Division	Authorized	Additions	Deletions	Requested	Filled	Vacant	Total
				Total			
Administration	4	0	0	4	4	0	4
<b>Total</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>	<b>4</b>	<b>0</b>	<b>4</b>

<b>Administration</b>	
<b>Classification</b>	
1	Office Service Coordinator
1	Fiscal Support Technician
1	Office Service Technician
1	Ag. Field Equipment Specialist
<b>4</b>	<b>Requested Total</b>

## Fiscal Year 2020-21 Goals, Objectives, and Performance Measures

### Goal 1: Increase community access to informational and educational resources in order to promote healthy lifestyles, personal development and long-term self-sufficiency.

*Objective 1: Provide the public with educational resources designed to increase awareness of healthy behaviors and personal enrichment strategies.*

Measurement	2017-18 Actual	2018-19 Actual	2019-20 Adopted	2019-20 Actual	2020-21 Goal
Percentage of surveyed participants that report a gain in useful knowledge from nutrition education sessions	99.8%	96.2%	100%	97.9%	100%
Percentage of surveyed participants that report a gain in useful knowledge in horticulture for landscapes, gardens, and orchards.	99.2%	98.1%	100%	98.4%	100%

Healthy eating reduces the risk of chronic diseases and improves quality of life. Educational sessions provide eight hours of nutrition education to low income families with children that include the subjects of physical activity, healthy eating, and food safety. Plants contribute to air quality, to energy conservation, to CO2 uptake, as well as providing aesthetic benefits and food. Participants in classes gain useful knowledge that enables them to maintain and enhance landscapes, as well as make informed choices that affect energy consumption, water conservation, and contribute to air quality. Both programs continue to flourish; participants indicate that they are gaining beneficial information and are incorporating that information and newly learned behaviors into their daily practices.

*Objective 2: Provide targeted youth programs that focus on developing healthy lifestyles, acquisition of essential skills and the ability to thrive and succeed.*

Measurement	2017-18 Actual	2018-19 Actual	2019-20 Adopted	2019-20 Actual	2020-21 Goal
Percentage of first year 4-H Youth members that re-enroll.	73%	77%	80%	79%	80%
Percentage of first year 4-H Adult volunteers that re-enroll.	82%	78%	80%	74%	80%
Number of children reached through participation in the Expanded Food & Nutrition Education Program (EFNEP) for youth.	6,617	6,543	6,500	5,832	6,500

The main goal of the 4-H Youth Development Program is the promotion of citizenship, leadership and life-skills. 4-H programs utilize the knowledge and dedication of adult volunteers who guide the youth in the various 4-H projects and leadership building tasks. The longer a young person participates in 4-H, the more likely they are to experience the opportunities for growth this program offers. Although not met for FY 2019-20, the goal is to increase the year-to-year retention rates of both youth members and adult volunteers by expanding the target population and increasing outreach.

The EFNEP program prioritizes strategies to improve the diet and health of low-income children and families. Healthy eating reduces the risk of chronic diseases and improves the quality of life. This performance measure reflects the number of children participating in the nutrition education program. Local teachers, who have been trained by the department staff, provide six hours of education to children using the department’s Youth EFNEP nutrition curriculum. The curriculum is age-based for children from pre-school to Junior High.

Education

**Goal 2: Ensure economic vitality by supporting local commerce through the extension of research and the application of improved operational methods and procedures.**

*Objective 1: Disseminate the results of research addressing pest management, crop production, water conservation, soil management, and livestock issues, as well as the benefits of new plant varieties for Kern County.*

Measurement	2017-18 Actual	2018-19 Actual	2019-20 Adopted	2019-20 Actual	2020-21 Goal
Percentage of participants that report a gain in useful knowledge from Agriculture trainings.	98.8%	98.1%	100%	98.4%	100%
Number of newsletters issued, articles published, seminars held, or other educational outreach efforts conducted during the fiscal year designed to benefit Kern County agriculture.	294	323	275	302	325

Farm advisors present the results of research addressing multiple areas of concern for Kern County agriculture. The measures allow for both qualitative and quantitative assessment of the department’s performance by reporting benefits as judged by stakeholders, as well as the actual volume of materials provided to the community. Based on stakeholder input, the department is successfully addressing the needs of the agricultural community and participants are integrating new processes into their operating procedures. The farm advisors continue to refine and expand their educational outreach efforts, as measured by the number of publications issued and seminars conducted for commercial and consumer residents of Kern and surrounding counties.

Education

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## Debt Service

Department Head: Ryan J. Alsop  
Fund: General  
Budget Unit: 8120

Function: Debt Service  
Activity: Interest on Long-Term Debt

### Description of Major Services

This budget unit is used to make annual debt service payments for County projects and equipment financed on a long-term basis, and to pay interest on the County's short term cash flow borrowing. The County Administrative Office administers this budget unit.

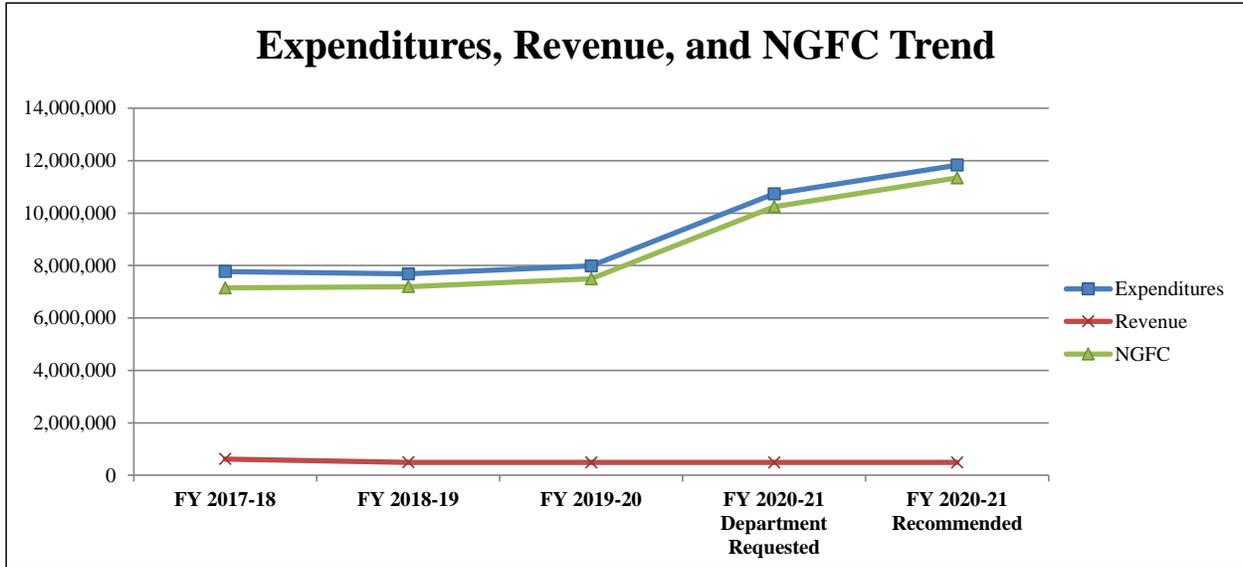
Summary of Expenditures and Revenue						
	FY 2018-19	FY 2019-20		FY 2020-21		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
<b>APPROPRIATIONS:</b>						
Services and Supplies	\$475,043	\$1,115,755	\$443,801	\$1,213,100	\$1,213,100	\$1,213,100
Other Charges	7,207,985	9,618,417	7,540,071	9,519,754	9,042,081	10,613,077
<b>TOTAL EXPENDITURES</b>	<b>\$7,683,028</b>	<b>\$10,734,172</b>	<b>\$7,983,872</b>	<b>\$10,732,854</b>	<b>\$10,255,181</b>	<b>\$11,826,177</b>
<b>REVENUE:</b>						
Other Financing Sources:						
Community Development Program	\$490,857	\$489,575	\$489,763	\$488,257	\$488,257	\$488,257
<b>TOTAL REVENUE</b>	<b>\$490,857</b>	<b>\$489,575</b>	<b>\$489,763</b>	<b>\$488,257</b>	<b>\$488,257</b>	<b>\$488,257</b>
<b>NET GENERAL FUND COST</b>	<b>\$7,192,171</b>	<b>\$10,244,597</b>	<b>\$7,494,109</b>	<b>\$10,244,597</b>	<b>\$9,766,924</b>	<b>\$11,337,920</b>

### Major Expenditures and Revenue in FY 2020-21 Recommended Budget

The recommended budget includes sufficient appropriations to cover existing debt service payments for the 2016 Refunding Certificates of Participation, the 2020 safety vehicle equipment lease for the Sheriff's Office and Airports Department, and the 2007 California Infrastructure and Economic Development Bank Loan. Appropriations are included for the estimated costs for vacant space in the Southeast Bakersfield Community Services Center. The major source of funding for this budget unit is an allocation of Net General Fund Cost (NGFC).

### Budget Changes and Operational Impacts

The 2011 Refunding Certificates of Participation (2011 COP) were paid off during FY 2019-20. The NGFC that was previously used for the debt service payments on the 2011 COP was removed from this budget unit in the FY 2020-21 Preliminary Recommended Budget, and was applied toward General Fund fiscal impact mitigation measures. The increase in NGFC in the Recommended Budget is the result of additional equipment leases for law enforcement vehicles for the Sheriff's Office and for equipment and apparatus for the Fire Department.



Debt Service

**COUNTY OF KERN**  
**TOTAL OUTSTANDING DEBT**  
**As of June 30, 2020**

Description of Issue	Source of Payment	Principal Outstanding	Final Maturity	2020-21 Payment Obligation
<b>Certificates of Participation</b>				
2016 Certificates of Participation (Capital Improvement Projects) <sup>(1)</sup>	General Fund	\$71,095,000	November 1, 2034	\$6,251,951
<b>Subtotal Certificates of Participation</b>		<b>\$71,095,000</b>		<b>\$6,251,951</b>
<b>Privately Placed and Other Obligations</b>				
Qualified Energy Conservation Bonds (Installment Purchase)	General Fund	\$1,970,154	January 12, 2026	\$423,412
Economic Development Bank Loan (5th District Curb & Gutter Project)	Community Development Block Grant	3,057,296	August 1, 2026	488,257
2015 Medical Equipment Capital Lease A	Kern Medical	211,487	July 15, 2020	213,495
2015 Medical Equipment Capital Lease B	Kern Medical	71,029	November 1, 2020	71,610
2016 Public Safety Vehicles Capital Lease	General Fund	1,015,739	November 15, 2021	687,233
2017 Assorted Equipment Capital Lease	General Fund	1,241,245	November 30, 2021	844,064
2017 Airport Terminal Refunding Lease/Leaseback	Airport Enterprise Fund	4,072,381	February 1, 2027	632,731
2018 Public Safety Vehicle Capital Lease	General Fund	3,216,518	October 17, 2022	1,342,972
2019 Solar Equipment Capital Lease	General Fund	11,240,000	June 1, 2039	799,005
2019 Kern Public Services Financing Authority Facility Refunding	Various Funds <sup>(2)</sup>	6,380,000	March 1, 2031	654,722
2020 Public Safety Vehicles Capital Lease	General Fund	4,153,846	October 3, 2024	962,307
<b>Subtotal Privately Placed and Other Obligations</b>		<b>\$36,629,695</b>		<b>\$7,119,808</b>
<b>Pension Obligation Bonds<sup>(3)</sup></b>				
1995 Taxable Pension Obligation Bonds	Various Funds	\$11,689,374	August 15, 2021	\$47,785,000
2003 Taxable Pension Obligation Bonds	Various Funds	118,172,067	August 15, 2027	25,545,622
2008 Taxable Pension Obligation Refunding Bonds Series 2008A	Various Funds	50,000,000	August 15, 2027	2,092,500
<b>Subtotal Pension Obligation Bonds</b>		<b>\$179,861,441</b>		<b>\$75,423,122</b>
<b>Total Long-Term Debt</b>		<b>\$287,586,136</b>		<b>\$88,794,881</b>

<sup>(1)</sup> On December 14, 2016, the 2009 Certificates of Participation were refunded with the 2016 Refunding Certificates of Participation.

<sup>(2)</sup> The debt service payments for the 2019 Kern Public Services Financing Authority Facility Refunding are made with the lease payments from the entities occupying the facility.

<sup>(3)</sup> The debt service payments for the 1995, 2003 and 2008 Pension Obligation Bonds are made on pro rata between various County Funds proportional to the amount of salary cost incurred in those funds.

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## Appropriations for Contingencies

Department Head: Ryan J. Alsop  
 Fund: General  
 Budget Unit: 1970

Function: General Government  
 Activity: Appropriation for Contingencies

### Description of Major Services

The Appropriations for Contingencies budget unit accounts for General Fund resources set aside to help protect the County from unforeseen increases in expenditures or reductions in revenue, or from extraordinary events that might otherwise substantially harm the fiscal health of the County. In doing so, it is also intended to help avoid undue service level fluctuations during periods of economic instability. The County Administrative Office administers this budget unit.

<b>Summary of Expenditures and Revenue</b>					
	<u>FY 2018-19</u>	<u>FY 2019-20</u>	<u>FY 2020-21</u>		
	Actual	Adopted Budget	Department Requested	Preliminary Recommended	Recommended
<b>APPROPRIATIONS:</b>					
Contingencies	\$6,858,928	\$6,140,451	\$5,825,000	\$5,825,000	\$9,063,884
<b>TOTAL EXPENDITURES</b>	<b>\$6,858,928</b>	<b>\$6,140,451</b>	<b>\$5,825,000</b>	<b>\$5,825,000</b>	<b>\$9,063,884</b>
<b>NET GENERAL FUND COST</b>	<b>\$6,858,928</b>	<b>\$6,140,451</b>	<b>\$5,825,000</b>	<b>\$5,825,000</b>	<b>\$9,063,884</b>

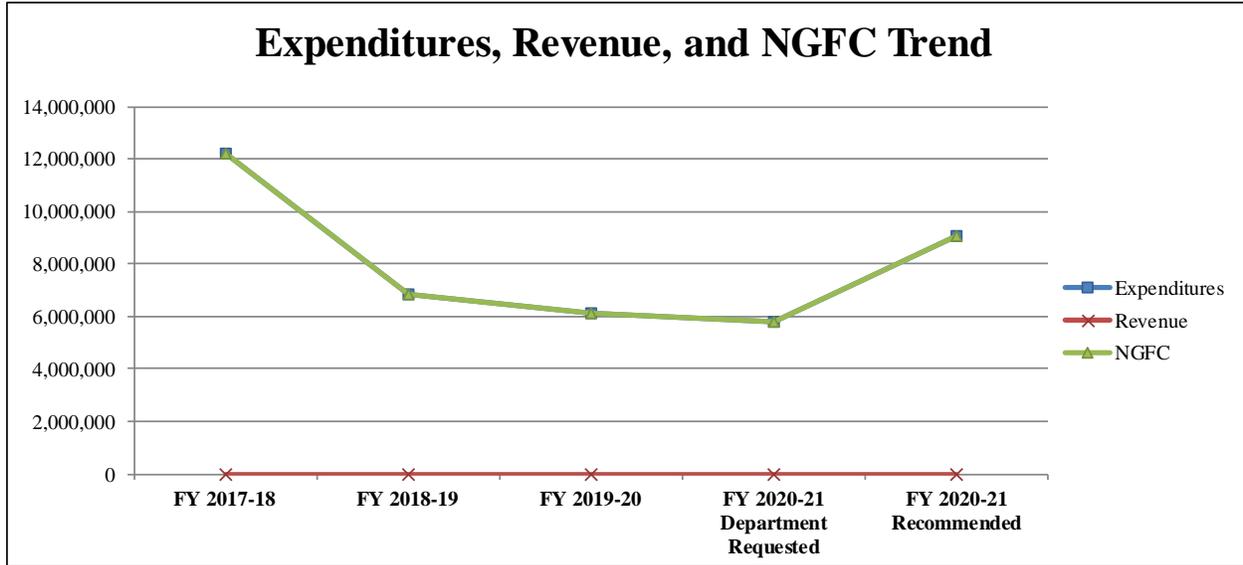
### Major Expenditures and Revenue in FY 2020-21 Recommended Budget

Expenditures are not incurred in this budget unit but rather appropriations are transferred to other General Fund budget units under limited circumstances if approved by the Board of Supervisors. The recommended budget includes the appropriation of 1% of General Fund general purpose revenue in the amount of \$4 million to accommodate unanticipated operational changes, legislative impacts, or other economic events affecting the County’s operations that could not have been reasonably anticipated. In addition, \$500,000 is appropriated for other uncertainties departments may encounter such as emergency maintenance projects and other unforeseen circumstances. The budget unit is funded through an allocation of Net General Fund Cost.

### Budget Changes and Operational Impacts

The recommended budget includes appropriations in the amount of \$1.35 million for potential costs associated with the Sheriff Trainee program. The funding is intended to assist the department in training as many as 32 Deputy Sheriffs to assist with maintaining staffing. \$1.5 million has been included for staffing at the Probation Department. During FY 2019-20, eight safety positions were added and seven additional positions were funded as a result of a settlement negotiation, which necessitated enhanced staffing for improved programming in juvenile facilities, additional training, and facility and technology improvements. No additional General Fund resources were provided to the department for the positions, due to historical low staffing levels relative to funded positions. Funds will be transferred as the department makes progress toward filling the mandated positions.

The excess insurance market has significantly changed. The market is faced with greater capacity restrictions, higher prices and significant challenges around program structure, due in large part to jury awards that have hit excess insurance like never before. A change in the self-insurance retention limit for General Liability from \$3 million to \$7.5 million necessitates an increase in the reserve to meet the self-retention limit. \$1.7 million has been set in appropriations for contingencies and will only be transferred if needed.



## Summary of Provision for Reserves/Designations

Fund Description	Estimated Available Reserves/ Designations Balance as of June 30, 2020	Amount Made Available for Financing by Cancellation	Increase in Reserves/ Designations to be Provided in FY 2020-21	Total Reserves/ Designations for FY 2020-21
<b>Governmental Funds</b>				
<b>00001 General Fund</b>				
Reserve-General	\$40,000,000	\$0	\$0	\$40,000,000
Reserve-Tax Litigation	5,765,274	0	0	5,765,274
Designation-DHS Working Capital	26,452,848	0	0	26,452,848
Designation-RenewBiz	1,895,172	0	0	1,895,172
Designation-Blight Remediation	384,000	0	0	384,000
Designation-Retirement	33,054,641	6,521,000	0	26,533,641
Designation-Infrastructure Replacement	11,247,293	0	18,749,314	29,996,607
Designation-EH Program Enhancements	2,000,000	0	0	2,000,000
Designation-Fiscal Stability	56,751	0	0	56,751
Designation-Infrastructure ITS Building	21,811	0	0	21,811
Designation-Fire Station 64 Replacement	355,000	0	0	355,000
Designation- Roads Improvements	2,000,000	0	400,000	2,400,000
Designation-Oildale Econ Activity Area	674,328	0	0	674,328
Designation- Lost Hills	1,460,656	0	0	1,460,656
Designation-KMC Working Capital	25,876,207	0	0	25,876,207
Designation-Info Technology Projects	4,645,806	0	532,219	5,178,025
Designation-Sheriffs Aircraft	1,338,689	0	0	1,338,689
Designation-Westarz	1,150,052	0	0	1,150,052
Designation-Jail Operations	4,674,803	3,712,000	0	962,803
Designation-Park Improvements	370,000	0	0	370,000
Designation-Capital Projects	3,000,000	0	0	3,000,000
<b>General Fund Subtotal</b>	<b>\$166,423,331</b>	<b>\$10,233,000</b>	<b>\$19,681,533</b>	<b>\$175,871,864</b>
<b>Special Revenue Funds</b>				
<b><u>Operating Special Revenue Funds</u></b>				
<b>00007 Road Fund</b>				
Designation-General	\$612,171	\$606,825	\$0	\$5,346
<b>00011 Structural Fire</b>				
Designation-Cost Settlement	\$0	\$0	\$88,239	\$88,239
Designation-Infrastructure Replacmnt	0	0	5,000,000	5,000,000
Designation-Fiscal Stability	0	0	7,205,172	7,205,172
Designation-General	2,672,028	0	0	2,672,028
Shafter Operational Area	515,446	0	238,637	754,083
<b>Total Structural Fire</b>	<b>\$3,187,474</b>	<b>\$0</b>	<b>\$12,532,048</b>	<b>\$15,719,522</b>
<b>00120 Building Inspection</b>				
Designation-General	\$8,112,059	\$914,219	\$0	\$7,197,840
<b>00130 Human Services-Administration</b>				
Designation-General	\$1,789,220	\$850,000	\$12,915,796	\$13,855,016
<b>00140 Human Services- Financial Aid</b>				
Designation-General	\$2,772,317	\$2,500,000	\$1,778,885	\$2,051,202
<b>00141 Behavioral Health &amp; Recovery Services</b>				
Designation-Cost Settlement	\$0	\$0	\$11,397,944	\$11,397,944
Designation-General	0	0	21,145,392	21,145,392
Designation-Info Technology Projects	0	0	4,000,000	4,000,000
<b>Total Behavioral Health &amp; Recovery Services</b>	<b>\$0</b>	<b>\$0</b>	<b>\$36,543,336</b>	<b>\$36,543,336</b>

## Summary of Provision for Reserves/Designations

Fund Description	Estimated Available Reserves/ Designations Balance as of June 30, 2020	Amount Made Available for Financing by Cancellation	Increase in Reserves/ Designations to be Provided in FY 2020-21	Total Reserves/ Designations for FY 2020-21
00145 <b>Aging And Adult Services</b>				
Designation-General	\$924,327	\$0	\$1,518,927	\$2,443,254
00150 <b>County Clerk</b>				
Designation-General	\$0	\$0	\$43,185	\$43,185
00183 <b>Child Support Services</b>				
Designation-General	\$1,678,909	\$0	\$137,682	\$1,816,591
00192 <b>Recorder</b>				
Designation-General	\$140,810	\$1,270	\$0	\$139,540
00270 <b>Code Compliance</b>				
Designation-General	\$151,920	\$0	\$100,105	\$252,025
22066 <b>Environmental Health Services</b>				
Designation- Cost Settlement	\$0	\$0	\$556,545	\$556,545
Designation - Displaced Tenants	45,000	0	0	45,000
Designation-General	582,687	0	836,185	1,418,872
<b>Total Environmental Health Services</b>	<b>\$627,687</b>	<b>\$0</b>	<b>\$1,392,730</b>	<b>\$2,020,417</b>
24101 <b>Development Services</b>				
Designation-General	\$269,876	\$0	\$413,432	\$683,308
<b>Operating Special Revenue Funds Subtotal</b>	<b>20,266,770</b>	<b>4,872,314</b>	<b>67,376,126</b>	<b>82,770,582</b>
<b><u>Non-Operating Special Revenue Funds</u></b>				
00160 <b>Wildlife Resources</b>				
Designation-General	\$6,169	\$1,061	\$0	\$5,108
00161 <b>Timber Harvest Fund</b>				
Designation-General	\$162	\$86	\$0	\$76
00163 <b>Probation Juvenile Justice Realignment</b>				
Designation-General	\$944,822	\$163,272	\$0	\$781,550
00164 <b>Real Estate Fraud</b>				
Designation-General	\$99,453	\$0	\$660,573	\$760,026
00170 <b>Off Highway Motor Vehicle License</b>				
Designation-General	\$813,458	\$0	\$30,441	\$843,899
00171 <b>Planned Local Drainage-Shalimar</b>				
Designation-Infrastructure Replacement	\$10,985	\$0	\$740	\$11,725
Designation-General	45	0	0	45
<b>Total Planned Local Drainage-Shalimar</b>	<b>\$11,030</b>	<b>\$0</b>	<b>\$740</b>	<b>\$11,770</b>
00172 <b>Planned Local Drainage-Brundage</b>				
Designation-Infrastructure Replacement	\$136,659	\$0	\$0	\$136,659
Designation-General	0	0	5,357	5,357
<b>Total Planned Local Drainage-Brundage</b>	<b>\$136,659</b>	<b>\$0</b>	<b>\$5,357</b>	<b>\$142,016</b>
00173 <b>Planned Local Drainage-Orangewood</b>				
Designation-Infrastructure Replacement	\$920,771	\$0	\$0	\$920,771
Designation-General	0	0	51,680	51,680
<b>Total Planned Local Drainage-Orangewood</b>	<b>\$920,771</b>	<b>\$0</b>	<b>\$51,680</b>	<b>\$972,451</b>
00174 <b>Planned Local Drainage-Breckenridge</b>				
Designation-Infrastructure Replacement	\$36,997	\$0	\$0	\$36,997
Designation-General	0	0	1,431	1,431
<b>Total Planned Local Drainage-Breckenridge</b>	<b>\$36,997</b>	<b>\$0</b>	<b>\$1,431</b>	<b>\$38,428</b>
00175 <b>Range Improvement Section 15</b>				
Designation-General	\$79,721	\$1,448	\$0	\$78,273
00176 <b>Planned Local Drainage-Oildale</b>				
Designation-Infrastructure Replacement	\$201,129	\$0	\$7,700	\$208,829

## Summary of Provision for Reserves/Designations

Fund Description	Estimated Available Reserves/ Designations Balance as of June 30, 2020	Amount Made Available for Financing by Cancellation	Increase in Reserves/ Designations to be Provided in FY 2020-21	Total Reserves/ Designations for FY 2020-21
00177 <b>Range Improvement Section 3</b>				
Designation-General	\$29,819	\$0	\$417	\$30,236
00179 <b>Probation Training</b>				
Designation-General	\$861	\$0	\$157,814	\$158,675
00180 <b>DNA Identification</b>				
Designation-General	\$175,885	\$72,251	\$0	\$103,634
00181 <b>Local Public Safety</b>				
Designation-General	\$4,096,601	\$0	\$575,480	\$4,672,081
00182 <b>Sheriff Facility Training</b>				
Designation-General	\$4,462	\$0	\$121,824	\$126,286
00184 <b>Automated Fingerprint</b>				
Designation-General	\$289,010	\$0	\$434,539	\$723,549
00186 <b>Juvenile Justice Facility Temporary Construction</b>				
Designation-General	\$9,906	\$0	\$281	\$10,187
00187 <b>Emergency Medical Payments</b>				
Designation-General	\$3,463,575	\$0	\$610,456	\$4,074,031
00188 <b>Automated County Warrant System</b>				
Designation-General	\$82,017	\$0	\$6,040	\$88,057
00190 <b>Domestic Violence</b>				
Designation-General	\$134,793	\$21,001	\$0	\$113,792
00191 <b>Criminal Justice Facilities Construction</b>				
Designation-General	\$2,191,598	\$0	\$150,006	\$2,341,604
00194 <b>Recorder-Social Security Truncation</b>				
Designation-General	\$301,648	\$5,809	\$0	\$295,839
00195 <b>Alcoholism Program</b>				
Designation-General	\$47,374	\$20,309	\$0	\$27,065
00196 <b>Alcohol Abuse Education/Prevention</b>				
Designation-General	\$58,461	\$29,179	\$0	\$29,282
00197 <b>Drug Program</b>				
Designation-General	\$5,674	\$255	\$0	\$5,419
00198 <b>Recorder's Modernization</b>				
Designation-General	\$1,484,618	\$0	\$166,050	\$1,650,668
00264 <b>Tax Loss Reserve</b>				
Reserve-1% Teeter Plan	\$10,463,507	\$0	\$0	\$10,463,507
Designation-General	45,955,832	1,128,058	0	44,827,774
<b>Total Tax Loss Reserve</b>	<b>\$56,419,339</b>	<b>\$1,128,058</b>	<b>\$0</b>	<b>\$55,291,281</b>
00266 <b>Redemption Systems</b>				
Designation-General	\$1,768,852	\$163,348	\$0	\$1,605,504
22010 <b>2011 Realignment</b>				
Designation-AB109	\$7,822,493	\$0	\$53,345	\$7,875,838
Designation-General	32,397,921	8,142,844	7,538,239	31,793,316
<b>Total 2011 Realignment</b>	<b>\$40,220,414</b>	<b>\$8,142,844</b>	<b>\$7,591,584</b>	<b>\$39,669,154</b>
22027 <b>Sterilization Fund</b>				
Designation-General	\$23,271	\$0	\$21,652	\$44,923
22036 <b>Board Of Trade-Advertising</b>				
Designation-General	\$238,942	\$46,317	\$0	\$192,625
22042 <b>General Plan Administration Surcharge</b>				
Designation-General	\$598,643	\$281,820	\$0	\$316,823
22045 <b>Countywide Crime Prevention</b>				
Designation-General	\$12,599	\$0	\$740	\$13,339

## Summary of Provision for Reserves/Designations

Fund Description	Estimated Available Reserves/ Designations Balance as of June 30, 2020	Amount Made Available for Financing by Cancellation	Increase in Reserves/ Designations to be Provided in FY 2020-21	Total Reserves/ Designations for FY 2020-21
22046 <b>Sheriff-Electronic Monitoring</b>				
Designation-General	\$157,093	\$0	\$18,136	\$175,229
22064 <b>District Attorney Local Forfeiture</b>				
Designation-General	\$162,998	\$1,608	\$0	\$161,390
22069 <b>Public Health Miscellaneous</b>				
Designation-General	\$11,007	\$0	\$16,167	\$27,174
22073 <b>Health-MAA/TCM</b>				
Designation-General	\$746,782	\$26,957	\$0	\$719,825
22074 <b>Debris/Ash Removal Installment Payments</b>				
Designation-General	\$1,093,949	\$0	\$0	\$1,093,949
22076 <b>Child Restraint Loaner Program</b>				
Designation-General	\$8,565	\$4,648	\$0	\$3,917
22079 <b>District Attorney Equipment/Automation</b>				
Designation-General	\$56,107	\$0	\$82,439	\$138,546
22085 <b>Mental Health Services Act</b>				
Designation-General	\$54,634,897	\$18,748,788	\$0	\$35,886,109
22086 <b>MHSA Prudent Reserve</b>				
Designation-General	\$8,682,066	\$0	\$1,985,984	\$10,668,050
22087 <b>Criminalistics Laboratories</b>				
Designation-General	\$44,713	\$7,379	\$0	\$37,334
22097 <b>Asset Forfeiture 15 Percent</b>				
Designation-General	\$11,179	\$0	\$380	\$11,559
22098 <b>Probation Asset Forfeiture</b>				
Designation-General	\$40,162	\$0	\$4,080	\$44,242
22107 <b>Asset Forfeiture Federal</b>				
Designation-General	\$162,701	\$0	\$18,494	\$181,195
22123 <b>Vehicle/Apparatus</b>				
Designation-General	\$433,342	\$117,624	\$0	\$315,718
22124 <b>Oil And Gas Program</b>				
Designation-General	\$2,705,948	\$0	\$21,161	\$2,727,109
22125 <b>Hazardous Waste Settlements</b>				
Designation-General	\$954,827	\$21,861	\$0	\$932,966
22126 <b>Sheriff-Rural Crime</b>				
Designation-General	\$20,660	\$0	\$524	\$21,184
22127 <b>Sheriff-California Identification</b>				
Designation-General	\$0	\$0	\$148,194	\$148,194
22128 <b>Sheriff-Civil Subpoenas</b>				
Designation-General	\$14,648	\$0	\$11,550	\$26,198
22129 <b>KNET Asset Forfeiture</b>				
Designation-General	\$298,386	\$0	\$6,132	\$304,518
22131 <b>Sheriff-Drug Abuse Gang Diversion</b>				
Designation-General	\$162,287	\$0	\$2,309	\$164,596
22132 <b>Sheriff-Training</b>				
Designation-General	\$184,339	\$0	\$215,331	\$399,670
22133 <b>Sheriff-Work Release</b>				
Designation-General	\$364,794	\$0	\$20,973	\$385,767
22137 <b>Sheriff-State Forfeiture</b>				
Designation-General	\$38,598	\$0	\$2,000	\$40,598
22138 <b>Sheriff-Civil Automated</b>				
Designation-General	\$1,167,059	\$245,983	\$0	\$921,076

## Summary of Provision for Reserves/Designations

Fund Description	Estimated Available Reserves/ Designations Balance as of June 30, 2020	Amount Made Available for Financing by Cancellation	Increase in Reserves/ Designations to be Provided in FY 2020-21	Total Reserves/ Designations for FY 2020-21
22140 <b>Sheriff-Firearms</b>				
Designation-General	\$0	\$0	\$6,748	\$6,748
22141 <b>Sheriff-Judgement Debtor's Fee</b>				
Designation-General	\$337,848	\$54,693	\$0	\$283,155
22142 <b>Sheriff-Community Resources</b>				
Designation-General	\$515	\$123	\$0	\$392
22143 <b>Sheriff-Volunteer Services</b>				
Designation-General	\$25,434	\$0	\$76,680	\$102,114
22144 <b>Sheriff-Controlled Substance</b>				
Designation-General	\$412,023	\$235,859	\$0	\$176,164
22153 <b>Bakersfield Planned Sewer #1</b>				
Designation-Infrastructure Replacement	\$2,682,330	\$0	\$76,741	\$2,759,071
22156 <b>DIVCA Local Franchise Fee</b>				
Designation-General	\$1,480,279	\$0	\$263,024	\$1,743,303
22158 <b>Bakersfield Planned Sewer #2</b>				
Designation-Infrastructure Replacement	\$336,305	\$0	\$10,329	\$346,634
22160 <b>Sheriff-Cal-MMET</b>				
Designation-General	\$13,975	\$0	\$288	\$14,263
22161 <b>HIDTA-State Asset Forfeiture</b>				
Designation-General	\$17,094	\$0	\$1,318	\$18,412
22162 <b>Cal-MMET-State Asset Forfeiture</b>				
Designation-General	\$805,331	\$0	\$116,265	\$921,596
22163 <b>High Tech Equipment</b>				
Designation-General	\$4,218	\$0	\$97	\$4,315
22164 <b>Bakersfield Planned Sewer #3</b>				
Designation-Infrastructure Replacement	\$4,286	\$0	\$533	\$4,819
22166 <b>Bakersfield Planned Sewer #4</b>				
Designation-General	\$125,291	\$0	\$4,447	\$129,738
22167 <b>Bakersfield Planned Sewer #5</b>				
Designation-Infrastructure Replacement	\$91,600	\$0	\$17,867	\$109,467
22173 <b>County Planned Sewer Area A</b>				
Designation-Infrastructure Replacement	\$278,102	\$0	\$8,310	\$286,412
22175 <b>Airport Reserve-Capital or FAA Match</b>				
Designation-Infrastructure Replacement	\$3,652,778	\$0	\$56,929	\$3,709,707
22177 <b>County Planned Sewer Area B</b>				
Designation-General	\$998	\$0	\$2,882	\$3,880
22184 <b>CSA #71 Septic Abandonment</b>				
Designation-Infrastructure Replacement	\$1,170,229	\$0	\$31,459	\$1,201,688
22185 <b>Wraparound Savings</b>				
Designation-General	\$11,451,907	\$0	\$3,240,368	\$14,692,275
22187 <b>Recorder-Electronic Recording</b>				
Designation-General	\$59,004	\$0	\$62,730	\$121,734
22188 <b>Fireworks Violations</b>				
Designation-General	\$48,024	\$13,790	\$0	\$34,234
22190 <b>Community Corrections Performance Incentive</b>				
Designation-General	\$445,999	\$0	\$8,634	\$454,633
22194 <b>Veterans' Grant Fund</b>				
Designation-General	\$498,656	\$84,977	\$0	\$413,679
22195 <b>Parks Donations</b>				
Designation-General	\$585	\$0	\$0	\$585

## Summary of Provision for Reserves/Designations

Fund Description	Estimated Available Reserves/ Designations Balance as of June 30, 2020	Amount Made Available for Financing by Cancellation	Increase in Reserves/ Designations to be Provided in FY 2020-21	Total Reserves/ Designations for FY 2020-21
22196 <b>Rural Crimes Fee</b>				
Designation-General	\$2,692,406	\$77,727	\$0	\$2,614,679
22197 <b>Industrial Firefighting Vehicle</b>				
Designation-General	\$85,800	\$2,700	\$0	\$83,100
22198 <b>Oil and Gas Road Maintenance</b>				
Designation-General	\$3,358,525	\$0	\$3,373,500	\$6,732,025
24026 <b>Victim Services</b>				
Designation-General	\$116,074	\$0	\$11,949	\$128,023
24028 <b>District Attorney-Federal Forfeiture</b>				
Designation-General	\$235,899	\$0	\$4,893	\$240,792
24038 <b>District Attorney-Court Ordered Penalties</b>				
Designation-General	\$1,144,222	\$335,886	\$0	\$808,336
24042 <b>Fire Department Donations</b>				
Designation-General	\$11,349	\$0	\$15,324	\$26,673
24043 <b>State Fire</b>				
Designation-General	\$950,449	\$0	\$792,176	\$1,742,625
24044 <b>Fire-Hazard Reduction</b>				
Designation-General	\$697,582	\$622,660	\$0	\$74,922
24047 <b>Fire-Helicopter Operations</b>				
Designation-General	\$1,001,122	\$261,286	\$0	\$739,836
24050 <b>Mobile Fire Kitchen</b>				
Designation-General	\$3,104	\$0	\$65	\$3,169
24057 <b>Inmate Welfare</b>				
Designation-General	\$553,083	\$553,083	\$0	\$0
24060 <b>Juvenile Inmate Welfare</b>				
Designation-General	\$179,787	\$0	\$4,973	\$184,760
24063 <b>CCP Community Recidivism</b>				
Designation-General	\$1,313,598	\$77,638	\$0	\$1,235,960
24066 <b>Kern County Children</b>				
Designation-General	\$792,552	\$179,389	\$0	\$613,163
24067 <b>Kern County Library Donations</b>				
Designation-General	\$441,126	\$0	\$30,396	\$471,522
24086 <b>Peace Officer's Training</b>				
Designation-General	\$611	\$0	\$213	\$824
24088 <b>Core Area Metro Bakersfield Impact</b>				
Designation-General	\$2,361,154	\$0	\$369,402	\$2,730,556
24089 <b>Metro Bakersfield Transport Impact</b>				
Designation-General	\$14,405,549	\$0	\$829,677	\$15,235,226
24091 <b>Rosamond Transport Impact</b>				
Designation-General	\$1,060,520	\$0	\$104,019	\$1,164,539
24095 <b>Bakersfield Mitigation</b>				
Designation-General	\$1,903,763	\$0	\$208,488	\$2,112,251
24096 <b>Tehachapi Transport Impact</b>				
Designation-General	\$17,941	\$0	\$374	\$18,315
24097 <b>Tehachapi Transport Impact Non-Core</b>				
Designation-General	\$3,076,116	\$0	\$499,545	\$3,575,661
24098 <b>Project Impact Mitigation Fund</b>				
Designation-General	\$121,127	\$0	\$4,415	\$125,542
24105 <b>Jamison Center</b>				
Designation-General	\$78,629	\$7,402	\$0	\$71,227

## Summary of Provision for Reserves/Designations

Fund Description	Estimated Available Reserves/ Designations Balance as of June 30, 2020	Amount Made Available for Financing by Cancellation	Increase in Reserves/ Designations to be Provided in FY 2020-21	Total Reserves/ Designations for FY 2020-21
24125 <b>Strong Motion Instrumentation</b>				
Designation-General	\$30,565	\$0	\$46,375	\$76,940
24126 <b>Tobacco Education Control Program</b>				
Designation-General	\$172,798	\$163,419	\$0	\$9,379
24137 <b>Vital &amp; Health Statistics-Health</b>				
Designation-General	\$115,203	\$0	\$10,122	\$125,325
24138 <b>Vital &amp; Health Statistics-Recorder</b>				
Designation-General	\$523,559	\$0	\$62,326	\$585,885
24139 <b>Vital &amp; Health Statistics-County Clerk</b>				
Designation-General	\$2,424	\$125	\$0	\$2,299
24140 <b>Tobacco Control Grant</b>				
Designation-General	\$328,344	\$0	\$349,233	\$677,577
24141 <b>CDPH Emergency Prep Grant</b>				
Designation-General	\$0	\$0	\$1,053,982	\$1,053,982
24300 <b>Oildale Revitalization Area</b>				
Designation-General	\$8,420	\$0	\$0	\$8,420
25120 <b>Parcel Map In-Lieu Fees</b>				
Designation-General	\$147,726	\$147,726	\$0	\$0
<b>Non-Operating Special Revenue Funds Subtotal</b>	<b>\$248,939,778</b>	<b>\$32,070,389</b>	<b>\$24,905,755</b>	<b>\$241,775,144</b>
<b>Total Special Revenue Funds Subtotal</b>	<b>\$269,206,548</b>	<b>\$36,942,703</b>	<b>\$92,281,881</b>	<b>\$324,545,726</b>
<b>Capital Project Funds</b>				
00004 <b>ACO-General</b>				
Designation-Infrastructure Replacement	\$2,409,850	\$0	\$54,939	\$2,464,789
00012 <b>ACO-Structural Fire</b>				
Designation-General	\$293,722	\$0	\$4,514	\$298,236
00235 <b>Tobacco Securitization Proceeds-Capital Project</b>				
Designation-Cash with Trustee	\$16,609,129	\$0	\$0	\$16,609,129
Designation-General	28,480	0	592	29,072
<b>Total Tobacco Securitization Proceeds -Capital</b>	<b>\$16,637,609</b>	<b>\$0</b>	<b>\$592</b>	<b>\$16,638,201</b>
<b>Total Capital Project Funds</b>	<b>\$19,341,181</b>	<b>\$0</b>	<b>\$60,045</b>	<b>\$19,401,226</b>
<b>Total Governmental Funds</b>	<b>\$454,971,060</b>	<b>\$47,175,703</b>	<b>\$112,023,459</b>	<b>\$519,818,816</b>

## Summary of Provision for Reserves/Designations

Fund Description	Estimated Available Reserves/ Designations Balance as of June 30, 2020	Amount Made Available for Financing by Cancellation	Increase in Reserves/ Designations to be Provided in FY 2020-21	Total Reserves/ Designations for FY 2020-21
<b>Other Funds</b>				
<b><u>Other Agencies</u></b>				
<b>Public Employment Grant Program</b>				
29055 Employers Training Resource-Non-WIOA				
Designation-General	\$441,319	\$311,295	\$0	\$130,024
29060 Employers Training Resource-WIOA				
Designation-General	\$3,860,219	\$3,525,070	\$0	\$335,149
<b>Public Employment Grant Program Subtotal</b>	<b>\$4,301,538</b>	<b>\$3,836,365</b>	<b>\$0</b>	<b>\$465,173</b>
<b>Community Development Grant Funds</b>				
29074 Community Development-Emergency Shelter Grant				
Designation-General	\$39,346	\$39,346	\$0	\$0
29075 Community Development-NSP Grant				
Designation-General	\$129	\$0	\$347	\$476
29080 Community Development				
Designation-General	\$133,992	\$133,992	\$0	\$0
29085 Community Development-Economic Development				
Designation-General	\$1,361	\$0	\$0	\$1,361
29089 Community Development-Other Source				
Designation-General	\$80,149	\$0	\$0	\$80,149
<b>Community Development Grant Funds Subtotal</b>	<b>\$254,977</b>	<b>\$173,338</b>	<b>\$347</b>	<b>\$81,986</b>
<b><u>Internal Service Funds</u></b>				
30010 Group Health Self-Insurance Program - ISF				
Reserve-Deposits with Others	\$1,519,325	\$0	\$0	\$1,519,325
30012 G.S. Garage Internal Service Fund				
Designation-Vehicle Replacement	\$5,201,008	\$0	\$0	\$5,201,008
Designation-General	0	0	53,852	53,852
<b>Total G.S. Garage Internal Service Fund</b>	<b>\$5,201,008</b>	<b>\$0</b>	<b>\$53,852</b>	<b>\$5,254,860</b>
30014 Public Works ISF				
Designation- Cost Settlement	\$0	\$0	\$1,865,403	\$1,865,403
<b>Internal Service Funds Subtotal</b>	<b>\$6,720,333</b>	<b>\$0</b>	<b>\$1,919,255</b>	<b>\$8,639,588</b>
<b><u>Enterprise Funds</u></b>				
35005 Airport Enterprise Fund				
Reserve-Imprest Cash	\$1,350	\$0	\$0	\$1,350
Designation- Cost Settlement	0	0	11168	11168
<b>Total Airport Enterprise Fund</b>	<b>\$1,350</b>	<b>\$0</b>	<b>\$11,168</b>	<b>\$12,518</b>
35050 Solid Waste Management Enterprise Fund				
Reserve-Imprest Cash	\$9,585	\$0	\$0	\$9,585
Designation - Article 5 Financial Assurance	2,000,000	0	0	2,000,000
Designation-HCP Mitigation Offsets	1,294,094	0	0	1,294,094
Designation - Bena SLF Phase 2A Closure/Postclosure	4,665,651	0	0	4,665,651
Designation - Boron SLF Closure/Postclosure	1,133,674	0	0	1,133,674
Designation - Mojave/Rosamond SLF Phase I	2,832,596	0	0	2,832,596
Designation - Ridgecrest/Inyokern SLF Closure/Postclosure	6,077,847	0	0	6,077,847
Designation - Shafter SCO/SLF Closure/Post	7,561,050	0	0	7,561,050
Designation - Taft SLF Closure/Postclosure	1,879,605	0	0	1,879,605
Designation - Tehachapi SLF Closure/Postclosure	3,249,199	0	0	3,249,199
Designation-Capital Projects	21,327,342	12,568,523	0	8,758,819
<b>Solid Waste Management Enterprise Fund Subtotal</b>	<b>\$52,030,643</b>	<b>\$12,568,523</b>	<b>\$0</b>	<b>\$39,462,120</b>
<b>Enterprise Funds Subtotal</b>	<b>\$52,031,993</b>	<b>\$12,568,523</b>	<b>\$11,168</b>	<b>\$39,474,638</b>

## Summary of Provision for Reserves/Designations

Fund Description	Estimated Available Reserves/ Designations Balance as of June 30, 2020	Amount Made Available for Financing by Cancellation	Increase in Reserves/ Designations to be Provided in FY 2020-21	Total Reserves/ Designations for FY 2020-21
<b>Special Districts</b>				
<b>County Service Areas</b>				
40515 <b>County Service Area # 3</b>				
Designation-General	\$2,239	\$0	\$0	\$2,239
40520 <b>County Service Area # 4</b>				
Designation-General	\$2,045	\$0	\$0	\$2,045
40525 <b>County Service Area # 5</b>				
Designation-General	\$7,399	\$0	\$0	\$7,399
40530 <b>County Service Area # 6</b>				
Designation-General	\$23,680	\$0	\$0	\$23,680
40535 <b>County Service Area # 7</b>				
Designation-General	\$1,129	\$0	\$0	\$1,129
40540 <b>County Service Area # 8</b>				
Designation-General	\$33,057	\$0	\$0	\$33,057
40545 <b>County Service Area # 9</b>				
Designation-Infrastructure Replacement	\$4,848	\$0	\$0	\$4,848
Designation-General	22,079	0	0	22,079
<b>Total County Service Area #9</b>	<b>\$26,927</b>	<b>\$0</b>	<b>\$0</b>	<b>\$26,927</b>
40548 <b>County Service Area # 10 Zone 6</b>				
Designation-Infrastructure Replacement	\$79,983	\$0	\$1,619	\$81,602
40550 <b>County Service Area # 10</b>				
Designation-General	\$13,306	\$5,796	\$0	\$7,510
40555 <b>County Service Area # 11</b>				
Designation-General	\$68,630	\$0	\$0	\$68,630
40556 <b>County Service Area # 11 Zone 4</b>				
Designation-General	\$3,641	\$0	\$5,321	\$8,962
40557 <b>County Service Area # 11 Zone 5</b>				
Designation-Infrastructure Replacement	\$20,769	\$0	\$0	\$20,769
Designation-General	18,072	0	0	18,072
<b>Total County Service Area #11 Zone 5</b>	<b>\$38,841</b>	<b>\$0</b>	<b>\$0</b>	<b>\$38,841</b>
40561 <b>County Service Area # 12.2</b>				
Designation-General	\$3	\$3	\$0	\$0
40565 <b>County Service Area # 12.6</b>				
Designation-General	\$196	\$0	\$0	\$196
40568 <b>County Service Area # 12.9</b>				
Designation-General	\$51	\$0	\$0	\$51
40595 <b>County Service Area # 13</b>				
Designation-General	\$2,239	\$0	\$0	\$2,239
40600 <b>County Service Area # 14</b>				
Designation-Infrastructure Replacement	\$25,160	\$0	\$11,969	\$37,129
Designation-General	6,970	0	0	6,970
<b>Total County Service Area #14</b>	<b>\$32,130</b>	<b>\$0</b>	<b>\$11,969</b>	<b>\$44,099</b>
40605 <b>County Service Area # 15</b>				
Designation-General	\$26,262	\$7,184	\$0	\$19,078
40609 <b>County Service Area #15 Zone 4</b>				
Designation-General	\$7,579	\$3	\$0	\$7,576
40610 <b>County Service Area #16</b>				
Designation-General	\$32,272	\$0	\$10,105	\$42,377
40615 <b>County Service Area #17</b>				
Designation-Infrastructure Replacement	-\$368	\$0	\$368	\$0
Designation-General	25,958	0	38,670	64,628
<b>Total County Service Area #17</b>	<b>\$25,590</b>	<b>\$0</b>	<b>\$39,038</b>	<b>\$64,628</b>
40616 <b>County Service Area # 17 Zone 1</b>				
Designation-Infrastructure Replacement	\$84,010	\$0	\$20,748	\$104,758

## Summary of Provision for Reserves/Designations

Fund Description	Estimated Available Reserves/ Designations Balance as of June 30, 2020	Amount Made Available for Financing by Cancellation	Increase in Reserves/ Designations to be Provided in FY 2020-21	Total Reserves/ Designations for FY 2020-21
40617 <b>County Service Area #17 Zone 2</b>				
Designation-General	\$73,842	\$29,822	\$0	\$44,020
40618 <b>County Service Area #17 Zone 3</b>				
Designation-General	\$13,219	\$0	\$992	\$14,211
40620 <b>County Service Area # 18</b>				
Designation-General	\$60,400	\$0	\$12,133	\$72,533
40626 <b>County Service Area # 18 Zone 5</b>				
Designation-General	\$11,422	\$0	\$0	\$11,422
40627 <b>County Service Area #18 Zone 6</b>				
Designation-Infrastructure Replacement	\$23,403	\$0	\$7,411	\$30,814
40628 <b>County Service Area # 18 Zone 7</b>				
Designation-Infrastructure Replacement	\$29,277	\$0	\$5,771	\$35,048
40630 <b>County Service Area # 20</b>				
Designation-Infrastructure Replacement	\$42,118	\$0	\$7,546	\$49,664
Designation-General	20,094	0	0	20,094
<b>Total County Service Area #20</b>	<b>\$62,212</b>	<b>\$0</b>	<b>\$7,546</b>	<b>\$69,758</b>
40635 <b>County Service Area # 21</b>				
Designation-Infrastructure Replacement	\$3,056	\$0	\$0	\$3,056
Designation-General	3,039	0	0	3,039
<b>Total County Service Area #21</b>	<b>\$6,095</b>	<b>\$0</b>	<b>\$0</b>	<b>\$6,095</b>
40640 <b>County Service Area # 22</b>				
Designation-Infrastructure Replacement	\$41,216	\$0	\$0	\$41,216
Designation-General	24,746	0	3,473	28,219
<b>Total County Service Area #22</b>	<b>\$65,962</b>	<b>\$0</b>	<b>\$3,473</b>	<b>\$69,435</b>
40645 <b>County Service Area # 23</b>				
Designation-Infrastructure Replacement	\$51,310	\$4,197	\$0	\$47,113
Designation-General	2,147	0	0	2,147
<b>Total County Service Area #23</b>	<b>\$53,457</b>	<b>\$4,197</b>	<b>\$0</b>	<b>\$49,260</b>
40648 <b>County Service Area # 23 Zone 1</b>				
Designation-Infrastructure Replacement	\$2,552	\$0	\$1,228	\$3,780
Designation-General	1,508	0	0	1,508
<b>Total County Service Area #23 Zone 1</b>	<b>\$4,060</b>	<b>\$0</b>	<b>\$1,228</b>	<b>\$5,288</b>
40650 <b>County Service Area # 24</b>				
Designation-General	\$1,870	\$0	\$321	\$2,191
40655 <b>County Service Area # 25</b>				
Designation-General	\$3,616	\$0	\$364	\$3,980
40660 <b>County Service Area # 26</b>				
Designation-General	\$29,128	\$0	\$5,047	\$34,175
40665 <b>County Service Area # 27</b>				
Designation-Infrastructure Replacement	\$5,294	\$0	\$0	\$5,294
Designation-General	77,185	0	4,315	81,500
<b>Total County Service Area #27</b>	<b>\$82,479</b>	<b>\$0</b>	<b>\$4,315</b>	<b>\$86,794</b>
40666 <b>County Service Area #27 Zone 2</b>				
Designation-Infrastructure Replacement	\$44,780	\$0	\$928	\$45,708
Designation-General	491	0	0	491
<b>Total County Service Area #27 Zone 2</b>	<b>\$45,271</b>	<b>\$0</b>	<b>\$928</b>	<b>\$46,199</b>
40675 <b>County Service Area # 29</b>				
Designation-General	\$685	\$0	\$445	\$1,130
40676 <b>County Service Area # 30 Zone 6</b>				
Designation-Infrastructure Replacement	\$76,370	\$0	\$1,096	\$77,466
Designation-General	937	0	0	937
<b>Total County Service Area #30 Zone 6</b>	<b>\$77,307</b>	<b>\$0</b>	<b>\$1,096</b>	<b>\$78,403</b>

## Summary of Provision for Reserves/Designations

Fund Description	Estimated Available Reserves/ Designations Balance as of June 30, 2020	Amount Made Available for Financing by Cancellation	Increase in Reserves/ Designations to be Provided in FY 2020-21	Total Reserves/ Designations for FY 2020-21
40680 <b>County Service Area # 30</b>				
Designation-General	\$36,232	\$2,559	\$0	\$33,673
40682 <b>County Service Area # 30 Zone 2</b>				
Designation-Infrastructure Replacement	\$4,143	\$0	\$1,307	\$5,450
Designation-General	-368	0	368	0
<b>Total County Service Area #30 Zone 2</b>	<b>\$3,775</b>	<b>\$0</b>	<b>\$1,675</b>	<b>\$5,450</b>
40685 <b>County Service Area # 31</b>				
Designation-Infrastructure Replacement	\$2,484	\$0	\$0	\$2,484
Designation-General	3,746	0	940	4,686
<b>Total County Service Area #31</b>	<b>\$6,230</b>	<b>\$0</b>	<b>\$940</b>	<b>\$7,170</b>
40690 <b>County Service Area # 32</b>				
Designation-General	\$282	\$0	\$0	\$282
40700 <b>County Service Area 34</b>				
Designation-General	\$29,205	\$0	\$3,509	\$32,714
40710 <b>County Service Area # 36</b>				
Designation-General	\$89,262	\$0	\$19,267	\$108,529
40711 <b>County Service Area # 36 Zone 1</b>				
Designation-Infrastructure Replacement	\$1,273	\$0	\$0	\$1,273
Designation-General	7,019	0	1,818	8,837
<b>Total County Service Area #36 Zone 1</b>	<b>\$8,292</b>	<b>\$0</b>	<b>\$1,818</b>	<b>\$10,110</b>
40712 <b>County Service Area # 36 Zone 2</b>				
Designation-General	\$6,545	\$0	\$425	\$6,970
40713 <b>County Service Area # 36 Zone 3</b>				
Designation-Infrastructure Replacement	\$4,045	\$0	\$0	\$4,045
Designation-General	2,569	0	0	2,569
<b>Total County Service Area #36 Zone 3</b>	<b>\$6,614</b>	<b>\$0</b>	<b>\$0</b>	<b>\$6,614</b>
40715 <b>County Service Area #37</b>				
Designation-General	\$28,538	\$0	\$5,200	\$33,738
40720 <b>County Service Area # 38</b>				
Designation-General	\$613	\$0	\$1,489	\$2,102
40722 <b>County Service Area # 39 Zone 4</b>				
Designation-Infrastructure Replacement	\$21,134	\$0	\$323	\$21,457
Designation-General	-65	0	65	0
<b>Total County Service Area #39 Zone 4</b>	<b>\$21,069</b>	<b>\$0</b>	<b>\$388</b>	<b>\$21,457</b>
40723 <b>County Service Area # 39 Zone 5</b>				
Designation-Infrastructure Replacement	\$1,692	\$0	\$246	\$1,938
Designation-General	1,089	0	0	1,089
<b>Total County Service Area #39 Zone 5</b>	<b>\$2,781</b>	<b>\$0</b>	<b>\$246</b>	<b>\$3,027</b>
40724 <b>County Service Area # 40.1 EMS</b>				
Designation-General	\$281,422	\$0	\$29,267	\$310,689
40725 <b>County Service Area # 39</b>				
Designation-Infrastructure Replacement	\$4,392	\$0	\$0	\$4,392
40726 <b>County Service Area # 39 Zone 1</b>				
Designation-Infrastructure Replacement	\$14,842	\$0	\$0	\$14,842
Designation-General	17,381	0	1,722	19,103
<b>Total County Service Area #39 Zone 1</b>	<b>\$32,223</b>	<b>\$0</b>	<b>\$1,722</b>	<b>\$33,945</b>
40727 <b>County Service Area # 39.2 Zone 2</b>				
Designation-Infrastructure Replacement	\$4,798	\$0	\$0	\$4,798
40730 <b>County Service Area #40</b>				
Designation-General	\$66,258	\$0	\$24,397	\$90,655
40733 <b>County Service Area # 39 Zone 8</b>				
Designation-General	\$19,906	\$2,448	\$0	\$17,458
40737 <b>County Service Area # 38 Zone 2</b>				
Designation-Infrastructure Replacement	\$8,486	\$0	\$1,107	\$9,593

## Summary of Provision for Reserves/Designations

Fund Description	Estimated Available Reserves/ Designations Balance as of June 30, 2020	Amount Made Available for Financing by Cancellation	Increase in Reserves/ Designations to be Provided in FY 2020-21	Total Reserves/ Designations for FY 2020-21
<b>40740 County Service Area # 42</b>				
Designation-Infrastructure Replacement	\$17,663	\$0	\$315	\$17,978
Designation-General	92	0	0	92
<b>Total County Service Area #42</b>	<b>\$17,755</b>	<b>\$0</b>	<b>\$315</b>	<b>\$18,070</b>
<b>40745 County Service Area # 43</b>				
Designation-Infrastructure Replacement	\$13,746	\$0	\$0	\$13,746
Designation-General	56,503	0	2,727	59,230
<b>Total County Service Area #43</b>	<b>\$70,249</b>	<b>\$0</b>	<b>\$2,727</b>	<b>\$72,976</b>
<b>40750 County Service Area # 44</b>				
Designation-General	\$29,890	\$0	\$3,554	\$33,444
<b>40755 County Service Area # 45</b>				
Designation-General	\$31	\$0	\$508	\$539
<b>40765 County Service Area # 47</b>				
Designation-General	\$15,616	\$0	\$1,588	\$17,204
<b>40785 County Service Area # 51</b>				
Designation-Infrastructure Replacement	\$635	\$0	\$0	\$635
Designation-General	631	0	1,538	2,169
<b>Total County Service Area #51</b>	<b>\$1,266</b>	<b>\$0</b>	<b>\$1,538</b>	<b>\$2,804</b>
<b>40790 County Service Area # 52</b>				
Designation-General	\$32,748	\$2,287	\$0	\$30,461
<b>40796 County Service Area # 53 Zone 1</b>				
Designation-Infrastructure Replacement	\$5,000	\$0	\$640	\$5,640
Designation-General	3,621	0	0	3,621
<b>Total County Service Area #53 Zone 1</b>	<b>\$8,621</b>	<b>\$0</b>	<b>\$640</b>	<b>\$9,261</b>
<b>40800 County Service Area # 54</b>				
Designation-General	\$15,940	\$0	\$3,380	\$19,320
<b>40805 County Service Area # 55</b>				
Designation-General	\$5,195	\$0	\$443	\$5,638
<b>40810 County Service Area # 56</b>				
Designation-General	\$970	\$936	\$0	\$34
<b>40820 County Service Area # 58</b>				
Designation-Infrastructure Replacement	\$13,703	\$0	\$1,102	\$14,805
Designation-General	4,847	0	0	4,847
<b>Total County Service Area #58</b>	<b>\$18,550</b>	<b>\$0</b>	<b>\$1,102</b>	<b>\$19,652</b>
<b>40830 County Service Area # 60</b>				
Designation-Infrastructure Replacement	\$170,931	\$0	\$15,851	\$186,782
Designation-General	105,031	0	0	105,031
<b>Total County Service Area #60</b>	<b>\$275,962</b>	<b>\$0</b>	<b>\$15,851</b>	<b>\$291,813</b>
<b>40831 County Service Area # 60 Zone 1</b>				
Designation-General	\$19,650	\$5,722	\$0	\$13,928
<b>40832 County Service Area # 60 Zone 2</b>				
Designation-Infrastructure Replacement	\$338,415	\$0	\$87,690	\$426,105
Designation-General	83,191	0	0	83,191
<b>Total County Service Area #60 Zone 2</b>	<b>\$421,606</b>	<b>\$0</b>	<b>\$87,690</b>	<b>\$509,296</b>
<b>40836 County Service Area # 61 Zone 1</b>				
Designation-General	\$12,286	\$0	\$4,867	\$17,153
<b>40837 County Service Area # 61 Zone 2</b>				
Designation-General	\$2,421	\$0	\$662	\$3,083
<b>40838 County Service Area # 61 Zone 3</b>				
Designation-General	\$19,265	\$0	\$4,200	\$23,465
<b>40839 County Service Area # 61 Zone 4</b>				
Designation-General	\$6,337	\$0	\$1,108	\$7,445
<b>40840 County Service Area # 62</b>				
Designation-General	\$10,973	\$0	\$1,128	\$12,101

## Summary of Provision for Reserves/Designations

Fund Description	Estimated Available Reserves/ Designations Balance as of June 30, 2020	Amount Made Available for Financing by Cancellation	Increase in Reserves/ Designations to be Provided in FY 2020-21	Total Reserves/ Designations for FY 2020-21
40845 <b>County Service Area # 63</b>				
Designation-General	\$57,628	\$0	\$2,563	\$60,191
40846 <b>County Service Area # 63 Zone 1</b>				
Designation-General	\$594	\$0	\$62,662	\$63,256
40847 <b>County Service Area # 63 Zone 2</b>				
Designation-Infrastructure Replacement	\$23,057	\$0	\$247	\$23,304
Designation-General	2,180	0	0	2,180
<b>Total County Service Area #63 Zone 2</b>	<b>\$25,237</b>	<b>\$0</b>	<b>\$247</b>	<b>\$25,484</b>
40848 <b>County Service Area # 63 Zone 3</b>				
Designation-Infrastructure Replacement	\$37,870	\$0	\$25,617	\$63,487
Designation-General	19,944	0	0	19,944
<b>Total County Service Area #63 Zone 3</b>	<b>\$57,814</b>	<b>\$0</b>	<b>\$25,617</b>	<b>\$83,431</b>
40849 <b>County Service Area # 63 Zone 4</b>				
Designation-Infrastructure Replacement	\$7,600	\$0	\$0	\$7,600
Designation-General	130,341	19,728	0	110,613
<b>Total County Service Area #63 Zone 4</b>	<b>\$137,941</b>	<b>\$19,728</b>	<b>\$0</b>	<b>\$118,213</b>
40851 <b>County Service Area # 63 Zone 5</b>				
Designation-General	\$2,976	\$0	\$182,782	\$185,758
40852 <b>County Service Area # 63 Zone 6</b>				
Designation-General	\$17,209	\$8,340	\$0	\$8,869
40855 <b>County Service Area # 65</b>				
Designation-Infrastructure Replacement	\$8,396	\$0	\$0	\$8,396
Designation-General	10,838	0	8,553	19,391
<b>Total County Service Area #65</b>	<b>\$19,234</b>	<b>\$0</b>	<b>\$8,553</b>	<b>\$27,787</b>
40856 <b>County Service Area # 65.1</b>				
Designation-Infrastructure Replacement	\$8,169	\$0	\$1,221	\$9,390
40860 <b>County Service Area # 66</b>				
Designation-Infrastructure Replacement	\$2,000	\$0	\$0	\$2,000
Designation-General	3,040	881	0	2,159
<b>Total County Service Area #66</b>	<b>\$5,040</b>	<b>\$881</b>	<b>\$0</b>	<b>\$4,159</b>
40862 <b>County Service Area # 66 Zone 2</b>				
Designation-General	\$3,225	\$57	\$0	\$3,168
40863 <b>County Service Area # 66 Zone 3</b>				
Designation-General	\$4,336	\$0	\$2,639	\$6,975
40864 <b>County Service Area # 66 Zone 4</b>				
Designation-Infrastructure Replacement	\$613	\$0	\$0	\$613
Designation-General	19,579	0	4,184	23,763
<b>Total County Service Area #66 Zone 4</b>	<b>\$20,192</b>	<b>\$0</b>	<b>\$4,184</b>	<b>\$24,376</b>
40865 <b>County Service Area # 67</b>				
Designation-General	\$5,837	\$0	\$1,661	\$7,498
40866 <b>County Service Area #67 Zone 1</b>				
Designation-General	\$52	\$15	\$0	\$37
40875 <b>County Service Area # 69</b>				
Designation-Infrastructure Replacement	\$22,577	\$0	\$443	\$23,020
Designation-General	746	0	0	746
<b>Total County Service Area #69</b>	<b>\$23,323</b>	<b>\$0</b>	<b>\$443</b>	<b>\$23,766</b>
40877 <b>County Service Area #71.3 City-Sewer Charges</b>				
Designation-General	\$890	\$681	\$0	\$209
40885 <b>County Service Area # 71</b>				
Designation-General	\$41,135	\$36,012	\$0	\$5,123
40886 <b>County Service Area # 71 Zone 1</b>				
Designation-General	\$30,053	\$13,919	\$0	\$16,134
40887 <b>County Service Area # 71 Zone 2</b>				
Designation-General	\$75,005	\$0	\$10,142	\$85,147

## Summary of Provision for Reserves/Designations

Fund Description	Estimated Available Reserves/ Designations Balance as of June 30, 2020	Amount Made Available for Financing by Cancellation	Increase in Reserves/ Designations to be Provided in FY 2020-21	Total Reserves/ Designations for FY 2020-21
40888 <b>County Service Area # 71 Zone 3</b>				
Designation-General	\$101,905	\$37,541	\$0	\$64,364
40890 <b>County Service Area # 72</b>				
Designation-General	\$450	\$152	\$0	\$298
40893 <b>County Service Area # 71 Zone 5</b>				
Designation-General	\$167,115	\$15,763	\$0	\$151,352
40894 <b>County Service Area # 71 Zone 6</b>				
Designation-Infrastructure Replacement	\$1,370	\$0	\$120	\$1,490
40895 <b>County Service Area # 71 Zone 7</b>				
Designation-General	\$300,444	\$0	\$137,368	\$437,812
40896 <b>County Service Area # 71 Zone 8</b>				
Designation-General	\$245,980	\$40,845	\$0	\$205,135
40901 <b>County Service Area # 71 Zone 9</b>				
Designation-Infrastructure Replacement	\$11,193	\$1,294	\$0	\$9,899
40904 <b>County Service Area # 81</b>				
Designation-General	\$7,541	\$1,787	\$0	\$5,754
40906 <b>County Service Area # 85</b>				
Designation-Infrastructure Replacement	\$6,963	\$0	\$0	\$6,963
Designation-General	0	0	8,699	8,699
<b>Total County Service Area # 85</b>	<b>\$6,963</b>	<b>\$0</b>	<b>\$8,699</b>	<b>\$15,662</b>
40908 <b>County Service Area # 71 Zone 10</b>				
Designation-Infrastructure Replacement	\$21,695	\$0	\$37,614	\$59,309
40910 <b>County Service Area # 87.2</b>				
Designation-General	\$5,989	\$0	\$1,007	\$6,996
40911 <b>County Service Area # 87</b>				
Designation-General	\$22,031	\$0	\$7,572	\$29,603
40913 <b>County Service Area # 89</b>				
Designation-Infrastructure Replacement	\$2,149	\$0	\$0	\$2,149
Designation-General	16,577	0	6,560	23,137
<b>Total County Service Area #89</b>	<b>\$18,726</b>	<b>\$0</b>	<b>\$6,560</b>	<b>\$25,286</b>
40914 <b>County Service Area # 91</b>				
Designation-Infrastructure Replacement	\$2,974	\$0	\$492	\$3,466
Designation-General	1,507	0	0	1,507
<b>Total County Service Area #91</b>	<b>\$4,481</b>	<b>\$0</b>	<b>\$492</b>	<b>\$4,973</b>
40915 <b>County Service Area # 92</b>				
Designation-Infrastructure Replacement	\$4,133	\$0	\$4,980	\$9,113
40916 <b>County Service Area # 92 Zone 1</b>				
Designation-General	\$16,116	\$0	\$1,938	\$18,054
40917 <b>County Service Area # 92 Zone 2</b>				
Designation-Infrastructure Replacement	\$11,464	\$0	\$161	\$11,625
40918 <b>County Service Area # 95 - Construction</b>				
Designation-Infrastructure Replacement	\$46,349	\$0	\$682	\$47,031
40920 <b>County Service Area #94</b>				
Designation-Infrastructure Replacement	\$3,314	\$0	\$487	\$3,801
Designation-General	1,955	0	0	1,955
<b>Total County Service Area #94</b>	<b>\$5,269</b>	<b>\$0</b>	<b>\$487</b>	<b>\$5,756</b>
40921 <b>County Service Area # 94 Zone 1</b>				
Designation-Infrastructure Replacement	\$9,386	\$0	\$166	\$9,552
40922 <b>County Service Area # 97 Zone 1</b>				
Designation-Infrastructure Replacement	\$5,266	\$0	\$79	\$5,345
40923 <b>County Service Area # 97 Zone 2</b>				
Designation-Infrastructure Replacement	\$27,080	\$0	\$523	\$27,603
Designation-General	659	0	0	659
<b>Total County Service Area #97 Zone 2</b>	<b>\$27,739</b>	<b>\$0</b>	<b>\$523</b>	<b>\$28,262</b>

## Summary of Provision for Reserves/Designations

Fund Description	Estimated Available Reserves/ Designations Balance as of June 30, 2020	Amount Made Available for Financing by Cancellation	Increase in Reserves/ Designations to be Provided in FY 2020-21	Total Reserves/ Designations for FY 2020-21
<b>40925 County Service Area # 97</b>				
Designation-Infrastructure Replacement	\$14,608	\$0	\$288	\$14,896
Designation-General	387	0	0	387
<b>Total County Service Area #97</b>	<b>\$14,995</b>	<b>\$0</b>	<b>\$288</b>	<b>\$15,283</b>
<b>40943 County Service Area #89.1</b>				
Designation-General	\$2,045	\$0	\$1,029	\$3,074
<b>County Service Areas Subtotal</b>	<b>\$4,391,703</b>	<b>\$237,972</b>	<b>\$875,100</b>	<b>\$5,028,831</b>
<b><u>Sanitation Districts</u></b>				
<b>40313 Ford City-Taft Heights Sanitation Maintenance</b>				
Designation-Capital Projects	\$726,793	\$0	\$26,784	\$753,577
<b>40332 Kern Sanitation Authority</b>				
Designation-Capital Projects	\$3,955,189	\$1,404,370	\$0	\$2,550,819
<b>Sanitation Districts Subtotal</b>	<b>\$4,681,982</b>	<b>\$1,404,370</b>	<b>\$26,784</b>	<b>\$3,304,396</b>
<b><u>Public Authority</u></b>				
<b>40491 IHSS Public Authority</b>				
Designation-General	\$770,478	\$8,602	\$0	\$761,876
<b>Public Authority Subtotal</b>	<b>\$770,478</b>	<b>\$8,602</b>	<b>\$0</b>	<b>\$761,876</b>
<b>Special Districts Subtotal</b>	<b>\$9,844,163</b>	<b>\$1,650,944</b>	<b>\$901,884</b>	<b>\$9,095,103</b>
<b>Total Other Funds</b>	<b>\$73,153,004</b>	<b>\$18,229,170</b>	<b>\$2,832,654</b>	<b>\$57,756,488</b>
<b>Total County Reserves/Designations</b>	<b>\$528,124,064</b>	<b>\$65,404,873</b>	<b>\$114,856,113</b>	<b>\$577,575,304</b>

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## Employers' Training Resource - WIOA

Department Head: Ryan J. Alsop

Function: Public Assistance

Fund: Employers' Training Resource – WIOA

Activity: Other Assistance

Budget Unit: 8907

### Description of Major Services

The Employers' Training Resource Department (ETR) administers the federal Workforce Innovation and Opportunity Act (WIOA), other U.S. Department of Labor grants, and Welfare-to-Work funds received through the U.S. Department of Labor, State Employment Development Department, other counties or collaboratives, and the County Department of Human Services. Services are delivered to job seekers and businesses throughout the County via the department's America's Job Centers of California. These Centers are strategically placed throughout the County. Services delivered include job search, supportive services, skills assessment, vocational training, job readiness skills, connection to employers, assisting businesses with outreach services, recruitment efforts and employee retention. In addition, ETR administers the federal WIOA funding for Inyo and Mono counties, although each of these counties operates its own employment and training programs and services.

The Workforce Development Board (WDB) administratively oversees the programs offered through the department. The WIB has focused on demand industry sectors and is working with businesses to target these demand occupations and high growth industries. The WIB is comprised of private business representatives, labor organizations, and public sector partners who have been appointed by the County Board of Supervisors.

### Summary of Expenditures and Revenue

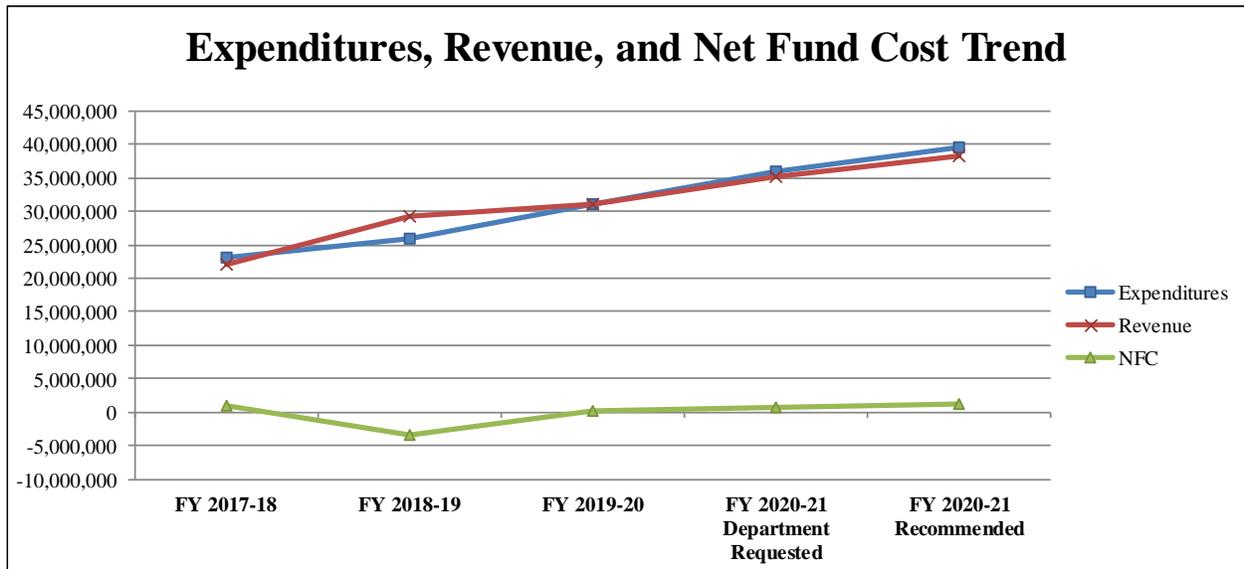
	FY 2018-19	FY 2019-20		FY 2020-21		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
<b>APPROPRIATIONS:</b>						
Services and Supplies	\$16,344	\$10,000	\$11,356	\$50,000	\$50,000	\$50,000
Other Charges	12,256,535	22,128,893	18,087,848	16,491,725	16,491,725	19,921,218
Other Financing Uses	13,734,972	17,229,937	13,008,723	19,321,216	19,199,216	19,659,216
<b>TOTAL EXPENDITURES</b>	<b>\$26,007,851</b>	<b>\$39,368,830</b>	<b>\$31,107,927</b>	<b>\$35,862,941</b>	<b>\$35,740,941</b>	<b>\$39,630,434</b>
<b>REVENUE:</b>						
Use of Money/Property	\$38,872	\$30,000	\$43,896	\$30,000	\$30,000	\$30,000
Intergovernmental	22,665,090	31,366,150	22,349,060	27,213,331	27,213,331	30,863,741
Charges for Services	5,693,011	6,939,516	7,896,165	6,558,516	6,558,516	6,558,516
Miscellaneous	650	100	390	100	100	100
Non-Revenue Receipts	0	200	200	200	200	200
Other Financing Sources:						
2011 Realignment	937,499	589,865	607,438	1,042,657	528,053	566,273
ETR - Non -WIOA	1,466	143,000	153,988	286,582	286,582	286,582
<b>TOTAL REVENUE</b>	<b>\$29,336,588</b>	<b>\$39,068,831</b>	<b>\$31,051,137</b>	<b>\$35,131,386</b>	<b>\$34,616,782</b>	<b>\$38,305,412</b>
<b>NET FUND COST</b>	<b>(\$3,328,737)</b>	<b>\$299,999</b>	<b>\$56,790</b>	<b>\$731,555</b>	<b>\$1,124,159</b>	<b>\$1,325,022</b>

### Major Expenditures and Revenue in FY 2020-21 Recommended Budget

The recommended budget includes \$19.9 million to provide contracts to service providers, individual training accounts, on the job training contracts and other services and assistance to clients. Another \$19.6 million has been budgeted to be transferred to Budget Unit 5923, Employers' Training Resource, to fund employee salaries and benefits, as well as other operational costs to provide employment and client services. Revenue of \$30.8 million from the U. S. Department of Labor WIOA supports federal programs administered by ETR. Another \$6.5 million in charges for services funds programs on behalf of the Department of Human Services and Behavioral Health and Recovery Services. The fund balance as of June 30, 2020 was a deficit of \$2.2 million. The department has a general designation of \$3.8 million and anticipates using of \$3.5 million to cover operations and the deficit in fund balance.

### Budget Changes and Operational Impacts

The WIOA funds received by the department cover two fiscal years at a time while many of their smaller grants cross fiscal years. The department budgets the full amount of each grant available, regardless of which fiscal year they will be spent. Intergovernmental revenue reflects an increase of \$8.5 million in FY 2020-21 primarily due to carryforward for grants that were not fully expended in FY 2019-20. The department continues to seek out additional revenue sources in order to expand or augment services provided.



## Employers' Training Resource Non-WIOA

Department Head: Ryan J. Alsop

Function: Public Assistance

Fund: Emp Training Resource Non-WIOA

Activity: Other Assistance

Budget Unit: 8916

### Description of Major Services

The Employers' Training Resource Non-WIOA budget unit provides funding for expenditures within the normal course of business that do not qualify for reimbursement under special grants or federal funding provided by the U.S. Department of Labor.

	FY 2018-19	FY 2019-20		FY 2020-21		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
<b>APPROPRIATIONS:</b>						
Services and Supplies	\$99,948	\$170,000	\$61,301	\$150,000	\$150,000	\$150,000
Other Charges	0	100,000	0	100,000	100,000	100,000
Other Financing Uses	14,047	265,000	161,846	258,582	408,582	408,582
<b>TOTAL EXPENDITURES</b>	<b>\$113,995</b>	<b>\$535,000</b>	<b>\$223,147</b>	<b>\$508,582</b>	<b>\$658,582</b>	<b>\$658,582</b>
<b>REVENUE:</b>						
Use of Money/Property	\$12,550	\$11,000	\$14,817	\$13,500	\$13,500	\$13,500
Charges for Services	106,644	70,000	19,653	56,500	56,500	56,500
Miscellaneous	13,844	135,600	78,315	69,250	69,250	69,250
Other Financing Sources	0	3,000	0	3,000	3,000	3,000
<b>TOTAL REVENUE</b>	<b>\$133,038</b>	<b>\$219,600</b>	<b>\$112,785</b>	<b>\$142,250</b>	<b>\$142,250</b>	<b>\$142,250</b>
<b>NET FUND COST</b>	<b>(\$19,043)</b>	<b>\$315,400</b>	<b>\$110,362</b>	<b>\$366,332</b>	<b>\$516,332</b>	<b>\$516,332</b>

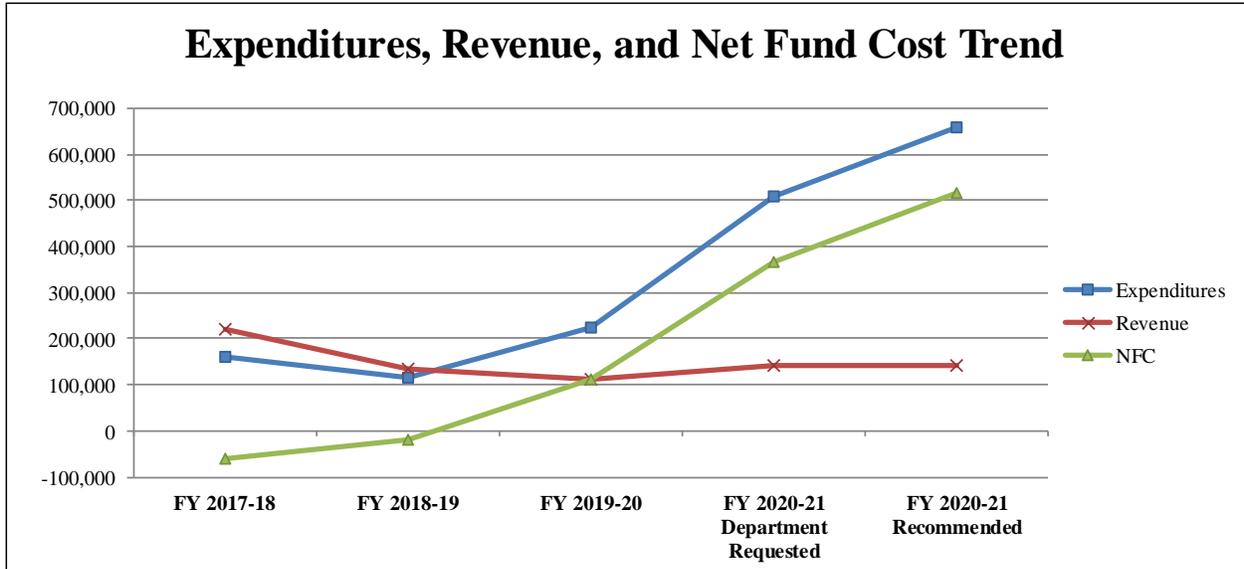
### Major Expenditures and Revenue in FY 2020-21 Recommended Budget

Services and supplies of \$150,000 and other charges of \$100,000 are estimated to be adequate to cover expenditures that may arise through the normal course of business during FY 2020-21 that will not qualify for reimbursement under special grants or federal funding provided by the U.S. Department of Labor. Operating transfers in the amount of \$408,582 reimburse expenditures incurred in the department's operating budget units 5923 Administration and 8907 Employers' Training Resource – WIOA, for which federal funding is not available. The department also includes \$69,250 in miscellaneous revenue to account for non-state or federal grants, donations, or other revenue that must be separately accounted for.

### Budget Changes and Operational Impacts

The recommended budget provides sufficient funding to administer and operate the non-WIOA programs in the County. The fund balance available at June 30, 2020 was \$205,037, which will be used to offset the budgeted net fund cost along with \$311,295 of the \$441,319 in available general designations.

Public Employment



## Community Development Block Grant Program

Department Head: Lorelei H. Oviatt

Function: Public Assistance

Fund: Community Development Program

Activity: Other Assistance

Budget Unit: 8920

### Description of Major Services

The Community Development Block Grant Program (CDBG) is one of the longest continuously run programs at the U.S. Department of Housing and Urban Development (HUD). HUD provides funding to States and local governments. Community Development, division of Planning and Community Development Department, provides CDBG funds to local programs or projects that ensure decent affordable housing, and certain local economic development activities. Projects and programs must assist people with low to moderate incomes, eliminate physical blight, or meet other qualifying criteria. The Community Development Division of the Planning and Natural Resources department administers the program.

Summary of Expenditures and Revenue						
	FY 2018-19	FY 2019-20		FY 2020-21		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
<b>APPROPRIATIONS:</b>						
Contingencies	\$0	\$1,750,424	\$0	\$1,690,819	\$1,690,819	\$539,919
Services and Supplies	2,104,520	3,274,206	485,120	5,689,739	5,689,739	4,454,057
Other Charges	189,122	3,145,148	1,690,848	3,080,627	3,080,627	3,919,770
Other Financing Uses	2,069,908	2,326,964	2,006,480	1,473,538	2,516,556	2,551,965
<b>TOTAL EXPENDITURES</b>	<b>\$4,363,550</b>	<b>\$10,496,742</b>	<b>\$4,182,448</b>	<b>\$11,934,723</b>	<b>\$12,977,741</b>	<b>\$11,465,711</b>
<b>REVENUE:</b>						
Use of Money/Property	\$24	\$0	\$29	\$0	\$0	\$0
Intergovernmental	4,288,361	10,728,046	4,165,569	11,929,723	12,972,741	11,552,868
Other Financing Sources:						
CD - Home Investment Trust	0	5,000	0	5,000	5,000	5,000
<b>TOTAL REVENUE</b>	<b>\$4,288,385</b>	<b>\$10,733,046</b>	<b>\$4,165,598</b>	<b>\$11,934,723</b>	<b>\$12,977,741</b>	<b>\$11,557,868</b>
<b>NET FUND COST</b>	<b>\$75,165</b>	<b>(\$236,304)</b>	<b>\$16,850</b>	<b>\$0</b>	<b>\$0</b>	<b>(\$92,157)</b>

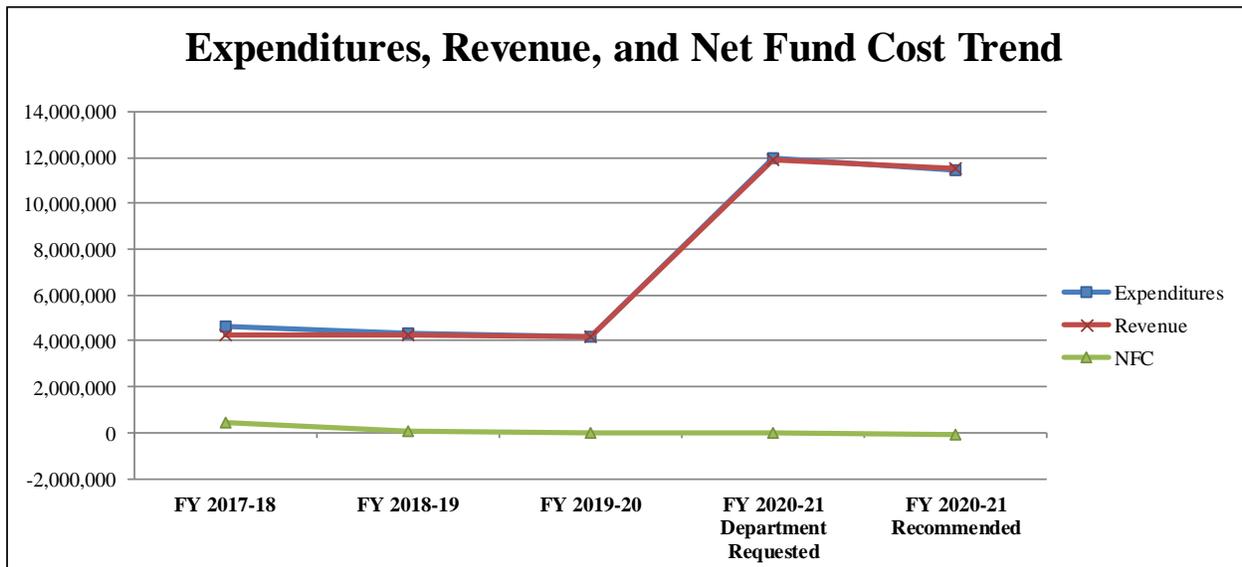
### Major Expenditures and Revenue in FY 2020-21 Recommended Budget

The recommended budget includes revenue of \$11.6 million, all of which will be appropriated to fund projects meeting requirements of the federal grant. Other financing uses include reimbursement to Community Development for the administration of the program. There is no cost to the General Fund. Funding to assist in meeting public safety needs in three specifically qualified County areas is included in the recommended budget.

### Budget Changes and Operational Impacts

The recommended budget establishes funding to support the Community Development Block Grant Program pursuant to the Housing and Community Development Act. Some of the projects approved by both the Board of Supervisors and HUD for FY 2020-21 are:

- *Belle Terrace Park Improvements:* Design and construction of park related improvements and upgrades.
- *Community Partnership of Kern Food Bank Expansion Project:* Expansion of the CAPK Food Bank to help alleviate hunger, provide food, and meet the nutritional needs of economically disadvantaged areas of Kern County.
- *South Taft Area Asher Avenue Sidewalk Improvement:* Design, engineering, acquisition, and installation of sidewalk related improvements.
- *City of Wasco 16<sup>th</sup> Street Rehabilitation Project:* Design, rehabilitation, and improvements of 16<sup>th</sup> Street between Griffith Avenue and Highway 43.
- *Lylt Road Improvements:* Design, rehabilitation, and improvements of Lylt Road in Delano from W. Cecil Avenue to County Line Road.
- *Hart Park Peacock Adobe House Historic Restoration and Stabilization (Phase I):* Seismic safety, fencing, narrative visitor information board, and related improvements.
- *East Bakersfield Public Safety Services Program:* Providing additional Sheriff deputy staffing in the eastern unincorporated Bakersfield metropolitan area.
- *North Area Public Safety Program:* Providing additional Sheriff Deputy staffing in northern unincorporated Kern County.
- *Mojave Area Public Safety Program:* Providing additional Sheriff Deputy staffing in unincorporated areas of Mojave, Kern County.



## Economic Development – Revolving Loan Program

Department Head: Lorelei H. Oviatt  
 Fund: CD-ED Revolving Loan  
 Budget Unit: 8921

Function: Public Assistance  
 Activity: Other Assistance

### Description of Major Services

The U.S. Economic Development Administration provided funds to establish the Economic Development Revolving Loan Program. The loans provide qualified applications with financial assistance to support the retention and creation of jobs for County residents. The loans are intended to fill a financing gap beyond the amount of private financing that can be raised by qualified applicants. The Community Development Division of the Planning and Natural Resources department administers the program.

CD Grant Programs

Summary of Expenditures and Revenue						
	FY 2018-19	FY 2019-20		FY 2020-21		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
<b>APPROPRIATIONS:</b>						
Services and Supplies	\$0	\$422,349	\$129,480	\$0	\$294,368	\$295,400
<b>TOTAL EXPENDITURES</b>	<b>\$0</b>	<b>\$422,349</b>	<b>\$129,480</b>	<b>\$0</b>	<b>\$294,368</b>	<b>\$295,400</b>
<b>REVENUE:</b>						
Use of Money/Property	\$1,361	\$0	\$2,212	\$0	\$0	\$0
<b>TOTAL REVENUE</b>	<b>\$1,361</b>	<b>\$0</b>	<b>\$2,212</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>NET FUND COST</b>	<b>(\$1,361)</b>	<b>\$422,349</b>	<b>\$127,268</b>	<b>\$0</b>	<b>\$294,368</b>	<b>\$295,400</b>

### Major Expenditures and Revenue in FY 2020-21 Recommended Budget

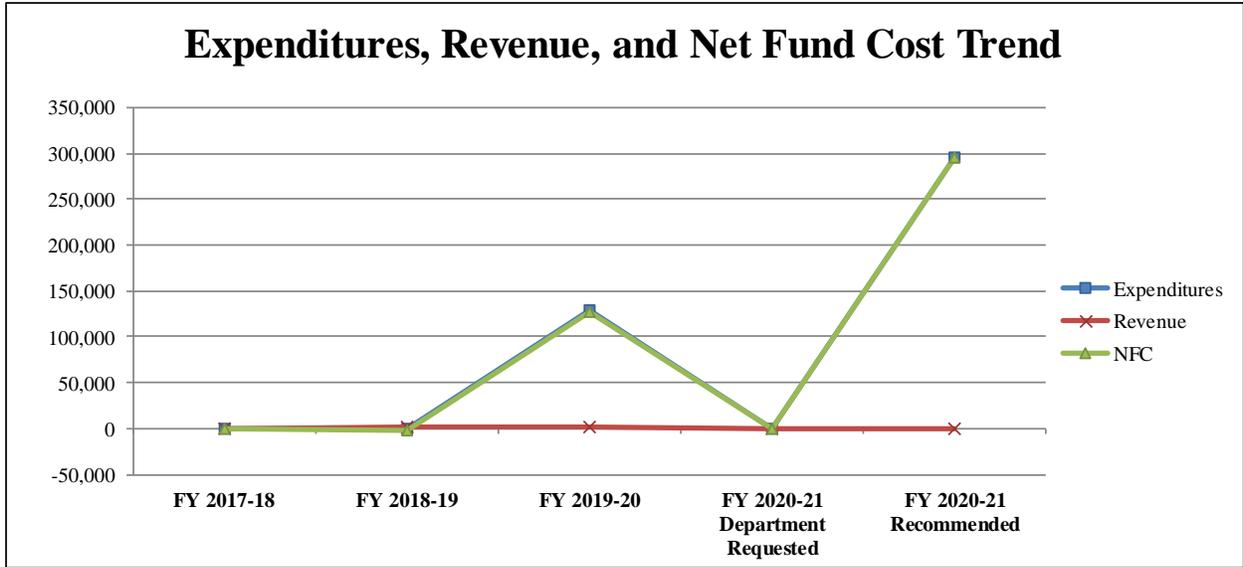
All budgeted appropriations are established to ensure funding is available for qualifying applicants. The fund balance available at June 30, 2020 of \$295,400 will be utilized to establish spending authority in order to provide funding to eligible businesses. This program has no cost to the General Fund.

### Budget Changes and Operational Impacts

Included in the FY 2019-20 actual expenditures is a loan made available to the Kern Community Foundation’s Recycling Lives program, dedicated to breaking the cycle of homelessness, poverty, and incarceration by employing individuals to assist in waste recycling efforts.

The recommended budget does not appropriate funding for specific sources but continues to establish spending authority in order to fund projects should an eligible business apply to the program for funding.

CD Grant Programs



### Neighborhood Stabilization Program - 3

Department Head: Lorelei H. Oviatt  
 Fund: CD-NSP3 Grant  
 Budget Unit: 8931

Function: Public Assistance  
 Activity: Other Assistance

#### Description of Major Services

The U.S. Department of Housing and Urban Development provided funds for the Neighborhood Stabilization Program - 3 (NSP3) for stabilizing communities that have suffered from foreclosures and abandonment. NSP3 refers to funds authorized Dodd-Frank Wall Street Reform and Consumer Protection Act of 2010, which provided NSP3 grants to states and selected local governments on a formula basis. Local governments may utilize these funds for a variety of activities to address the effects of foreclosures and property abandonment, including acquisition of property; demolition or rehabilitation of abandoned property; or to offer down payment and closing cost assistance to low to middle-income homebuyers. The Community Development Division of the Planning and Natural Resources department administers the program.

CD Grant Programs

Summary of Expenditures and Revenue						
	FY 2018-19	FY 2019-20		FY 2020-21		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
<b>APPROPRIATIONS:</b>						
Services and Supplies	\$0	\$522,746	\$0	\$522,746	\$522,746	\$522,746
<b>TOTAL EXPENDITURES</b>	<b>\$0</b>	<b>\$522,746</b>	<b>\$0</b>	<b>\$522,746</b>	<b>\$522,746</b>	<b>\$522,746</b>
<b>REVENUE:</b>						
Intergovernmental	\$0	\$522,746	\$0	\$522,746	\$522,746	\$522,746
<b>TOTAL REVENUE</b>	<b>\$0</b>	<b>\$522,746</b>	<b>\$0</b>	<b>\$522,746</b>	<b>\$522,746</b>	<b>\$522,746</b>
<b>NET FUND COST</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

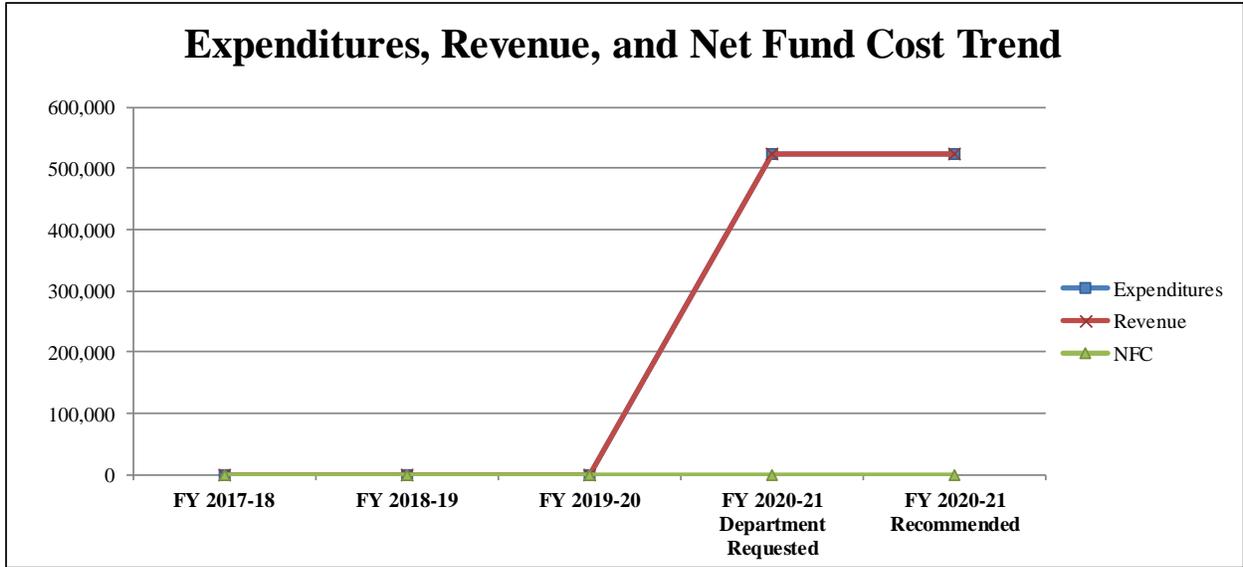
#### Major Expenditures and Revenue in FY 2020-21 Recommended Budget

This program will utilize \$522,746 in Federal funded aid to partially finance the development of the 36-unit Pioneer Cottages development for low income households, adults or older adults with a serious mental disorder, and seriously emotionally disturbed children or adolescents who are homeless, chronically homeless, or at risk of chronic homelessness.

#### Budget Changes and Operational Impacts

All available funds have been budgeted in FY 2020-21 to be used to stabilize communities that have suffered from foreclosure and abandonment through rehabilitation, resell, or redevelopment of properties that might otherwise become sources of abandonment and blight within the community.

CD Grant Programs



## Emergency Solutions Grant Program

Department Head: Lorelei H. Oviatt  
 Fund: CD-Emergency Solutions Grant  
 Budget Unit: 8932

Function: Public Assistance  
 Activity: Other Assistance

### Description of Major Services

The U.S. Department of Housing and Urban Development provides funds for the Emergency Solutions Grant Program (ESG) under the McKinney-Vento Homeless Assistance Act as amended by the Mortgage Foreclosures and Enhance Mortgage Credit Availability Act. Funds are used to provide emergency shelter services or facilities for homeless people and to assist people to quickly regain stability in permanent housing after experiencing a housing crisis and/or homelessness. The Community Development Division of Planning and Natural Resources department administers the program.

CD Grant Programs

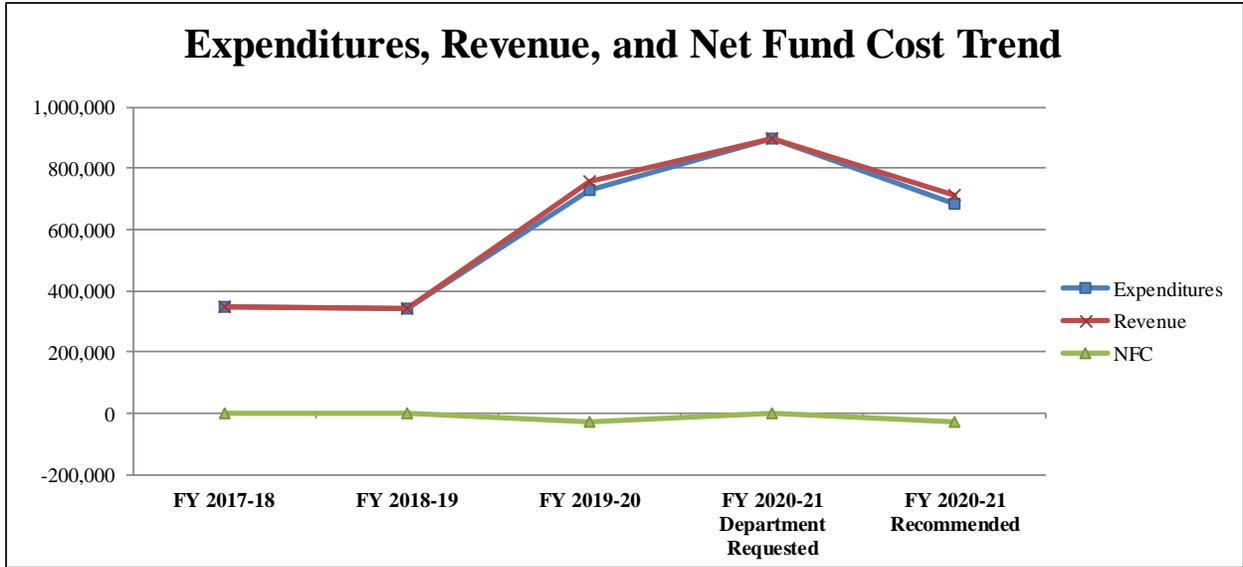
Summary of Expenditures and Revenue						
	FY 2018-19	FY 2019-20		FY 2020-21		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
<b>APPROPRIATIONS:</b>						
Services and Supplies	\$304,476	\$719,561	\$701,438	\$842,627	\$842,627	\$633,306
Other Financing Uses	34,798	52,674	30,421	53,570	53,570	51,518
<b>TOTAL EXPENDITURES</b>	<b>\$339,274</b>	<b>\$772,235</b>	<b>\$731,859</b>	<b>\$896,197</b>	<b>\$896,197</b>	<b>\$684,824</b>
<b>REVENUE:</b>						
Use of Money/Property	\$3	\$0	\$31	\$0	\$0	\$0
Intergovernmental	339,274	817,578	757,919	896,197	896,197	712,539
<b>TOTAL REVENUE</b>	<b>\$339,277</b>	<b>\$817,578</b>	<b>\$757,950</b>	<b>\$896,197</b>	<b>\$896,197</b>	<b>\$712,539</b>
<b>NET FUND COST</b>	<b>(\$3)</b>	<b>(\$45,343)</b>	<b>(\$26,091)</b>	<b>\$0</b>	<b>\$0</b>	<b>(\$27,715)</b>

### Major Expenditures and Revenue in FY 2020-21 Recommended Budget

The majority of expenditures are associated with projects and administrative cost. This program has no cost to the General Fund.

### Budget Changes and Operational Impacts

Available federal revenue is estimated at \$712,539, of which \$684,306 will be appropriated in the FY 2020-21 recommended budget to provide emergency shelter services or facilities to assist people experiencing a housing crisis and/or homelessness. The remaining will be used to offset a negative fund balance of \$67,061 at June 30, 2020.



## Neighborhood Stabilization Program

Department Head: Lorelei H. Oviatt  
 Fund: CD-NSP Grant  
 Budget Unit: 8933

Function: Public Assistance  
 Activity: Other Assistance

### Description of Major Services

The U.S. Department of Housing and Urban Development provided funds for the Neighborhood Stabilization Program (NSP) for stabilizing communities that have suffered from foreclosures and abandonment. NSP refers to funds authorized under Division B, Title III of the Housing and Economic Recovery Act of 2008, which provided NSP grants to states and selected local governments on a formula basis. Local governments may utilize these funds for a variety of activities to address the effects of foreclosures and property abandonment, including acquisition of property; demolition or rehabilitation of abandoned property; or to offer down payment and closing cost assistance to low to middle-income homebuyers. The Community Development Division of the Planning and Natural Resources department administers the program.

CD Grant Programs

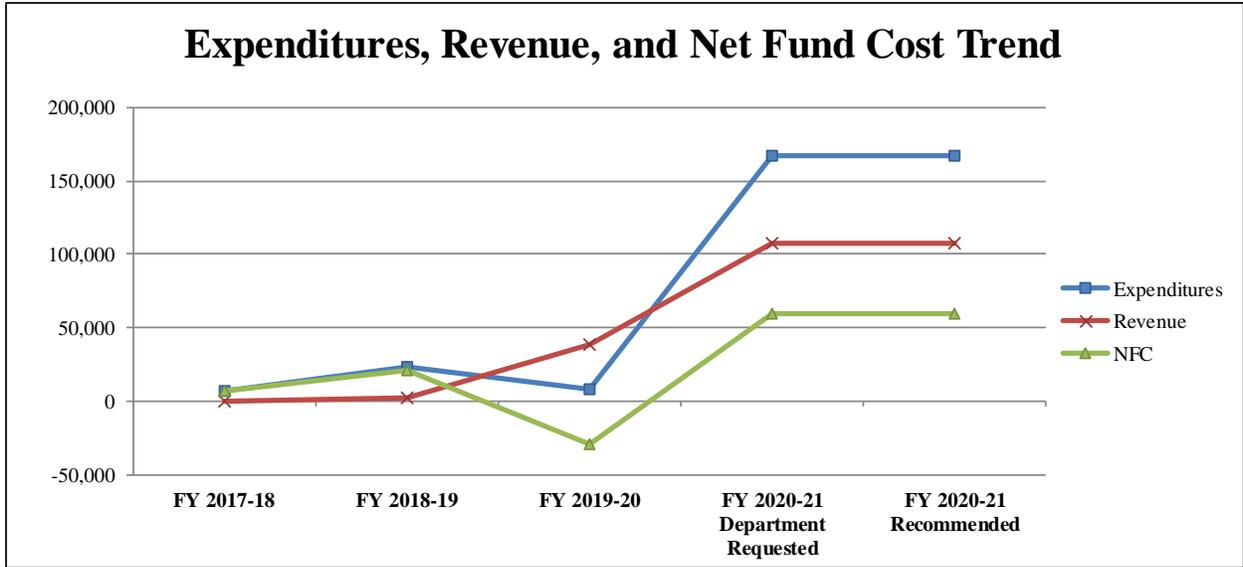
	FY 2018-19	FY 2019-20		FY 2020-21		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
<b>APPROPRIATIONS:</b>						
Services and Supplies	\$0	\$107,574	\$0	\$143,574	\$143,574	\$143,574
Other Financing Uses	22,724	30,547	8,157	23,000	23,000	23,908
<b>TOTAL EXPENDITURES</b>	<b>\$22,724</b>	<b>\$138,121</b>	<b>\$8,157</b>	<b>\$166,574</b>	<b>\$166,574</b>	<b>\$167,482</b>
<b>REVENUE:</b>						
Use of Money/Property	\$129	\$0	\$316	\$0	\$0	\$0
Intergovernmental	2,351	107,574	37,518	107,574	107,574	107,574
<b>TOTAL REVENUE</b>	<b>\$2,480</b>	<b>\$107,574</b>	<b>\$37,834</b>	<b>\$107,574</b>	<b>\$107,574</b>	<b>\$107,574</b>
<b>NET FUND COST</b>	<b>\$20,244</b>	<b>\$30,547</b>	<b>(\$29,677)</b>	<b>\$59,000</b>	<b>\$59,000</b>	<b>\$59,908</b>

### Major Expenditures and Revenue in FY 2020-21 Recommended Budget

This program will utilize \$143,574 in Federal funded aid to partially finance the 36-unit Pioneer Cottages development for low income households, adults or older adults with a serious mental disorder, and seriously emotionally disturbed children or adolescents who are homeless, chronically homeless, or at risk of chronic homelessness.

### Budget Changes and Operational Impacts

The program will utilize \$59,908 of fund balance at June 30, 2020 for administrative operations and to stabilize communities that have suffered from foreclosure and abandonment through rehabilitation, resell, or redevelopment of properties that might otherwise become sources of abandonment and blight within the community in FY 2020-21.



## Community Development Home Investment Trust

Department Head: Lorelei H. Oviatt

Function: Public Assistance

Fund: CD-Home Investment Trust

Activity: Other Assistance

Budget Unit: 8936

### Description of Major Services

The U.S. Department of Housing and Urban Development provides funds for the Home Investment Partnership Program through grants that must be used for eligible activities and projects, such as expanding the supply of decent, safe, sanitary and affordable housing; strengthening the ability of local communities to design and implement strategies for achieving adequate supplies of decent, affordable housing; and extending and strengthening partnerships between all levels of government and the private sector. The Community Development Division of the Planning and Natural Resources department administers the program.

Summary of Expenditures and Revenue						
	FY 2018-19	FY 2019-20		FY 2020-21		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
<b>APPROPRIATIONS:</b>						
Contingencies	\$0	\$675,049	\$0	\$1,407,940	\$1,407,940	\$1,433,928
Services and Supplies	1,456,324	6,418,526	1,142,488	6,687,849	6,687,849	7,451,380
Other Charges	2,405	0	0	0	0	0
Other Financing Uses	105,531	322,211	170,938	416,416	488,194	347,406
<b>TOTAL EXPENDITURES</b>	<b>\$1,564,260</b>	<b>\$7,415,786</b>	<b>\$1,313,426</b>	<b>\$8,512,205</b>	<b>\$8,583,983</b>	<b>\$9,232,714</b>
<b>REVENUE:</b>						
Use of Money/Property	\$629	\$0	\$5,513	\$0	\$0	\$0
Intergovernmental	640,377	7,091,103	2,062,005	7,454,265	7,526,043	8,148,786
Other Financing Sources:						
Community Development HOME	0	0	0	0	5,000	5,000
<b>TOTAL REVENUE</b>	<b>\$641,006</b>	<b>\$7,091,103</b>	<b>\$2,067,518</b>	<b>\$7,454,265</b>	<b>\$7,531,043</b>	<b>\$8,153,786</b>
<b>NET FUND COST</b>	<b>\$923,254</b>	<b>\$324,683</b>	<b>(\$754,092)</b>	<b>\$1,057,940</b>	<b>\$1,052,940</b>	<b>\$1,078,928</b>

### Major Expenditures and Revenue in FY 2020-21 Recommended Budget

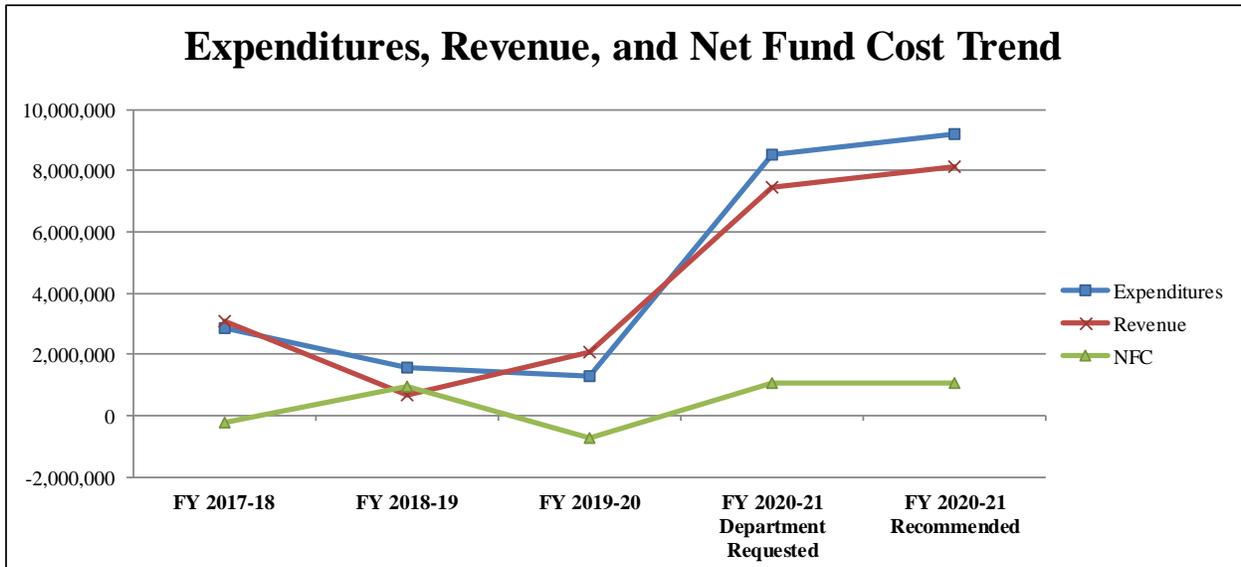
The majority of expenditures are associated with projects and administrative cost funded through the federal program. This program has no cost to the General Fund.

### Budget Changes and Operational Impacts

The recommended budget includes approximately \$7.4 million for projects consistent with the HOME Investment Partnerships Program and includes rehabilitation projects and projects associated with community housing development organizations including the Mountain View Village, Pioneer Cottage, Benton Park, and College Heights Cottages to develop affordable housing for low income households, the homeless, and those at risk of homelessness. In addition, \$1.4 million of carryforward and unprogrammed revenue is being set in appropriations for contingencies for unanticipated costs and additional projects identified throughout the year. Included in the recommended budget is \$8.1 million in intergovernmental revenue, which exceeds

FY 2019-20 actual revenues by \$6 million in anticipation of the completion of multiple projects. The \$1,078,928 fund balance available at June 30, 2020 will be used to fund the eligible projects in the FY 2020-21 budget.

CD Grant Programs



## Emergency Solutions Program

Department Head: Lorelei H. Oviatt  
 Fund: CD-Emergency Solutions  
 Budget Unit 8937

Function: Public Assistance  
 Activity: Other Assistance

### Description of Major Services

The State of California Department of Housing and Community Development administers the Emergency Solutions Program with funding received from the U.S. Department of Housing and Urban Development. Funding is provided to local agencies to engage homeless individuals and families living on the streets; improve the number and quality of emergency shelters for homeless help operate these shelters; provide essential services to shelter residents; rapidly re-house homeless individuals and families and prevent families and individuals from becoming homeless.

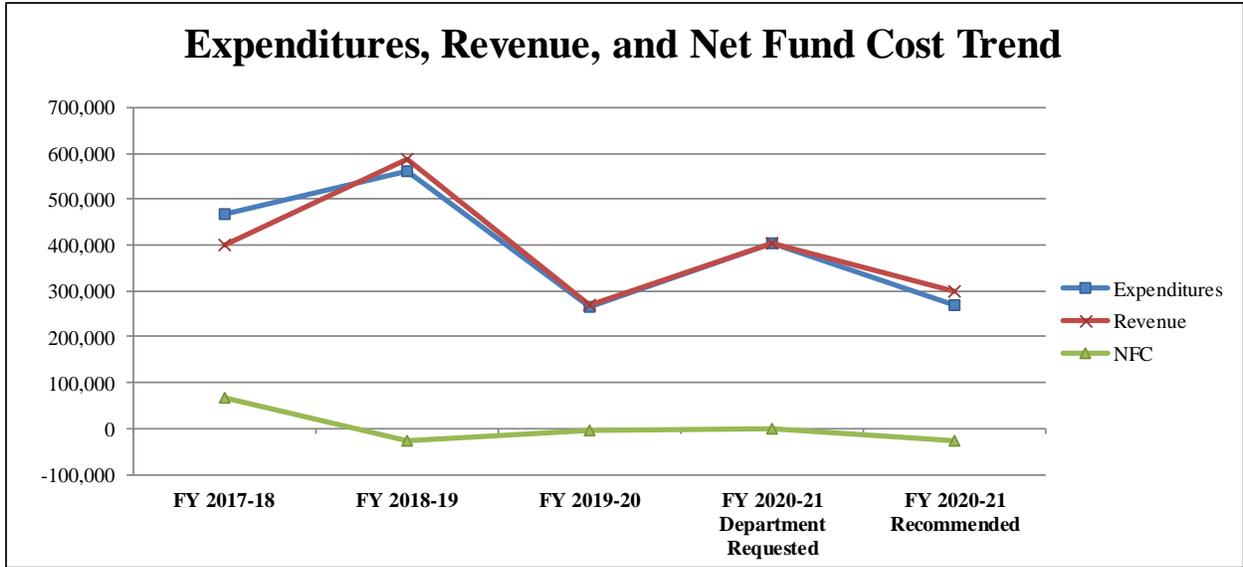
Summary of Expenditures and Revenue						
	FY 2018-19	FY 2019-20		FY 2020-21		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
<b>APPROPRIATIONS:</b>						
Services and Supplies	\$541,172	\$1,104,626	\$262,199	\$387,461	\$356,254	\$256,863
Other Financing Uses	20,414	34,140	2,852	14,802	14,802	12,546
<b>TOTAL EXPENDITURES</b>	<b>\$561,586</b>	<b>\$1,138,766</b>	<b>\$265,051</b>	<b>\$402,263</b>	<b>\$371,056</b>	<b>\$269,409</b>
<b>REVENUE:</b>						
Intergovernmental	\$589,032	\$1,178,262	\$268,553	\$402,263	\$402,263	\$297,124
<b>TOTAL REVENUE</b>	<b>\$589,032</b>	<b>\$1,178,262</b>	<b>\$268,553</b>	<b>\$402,263</b>	<b>\$402,263</b>	<b>\$297,124</b>
<b>NET FUND COST</b>	<b>(\$27,446)</b>	<b>(\$39,496)</b>	<b>(\$3,502)</b>	<b>\$0</b>	<b>(\$31,207)</b>	<b>(\$27,715)</b>

### Major Expenditures and Revenue in FY 2020-21 Recommended Budget

This program began implementation in FY 2017-18. The majority of the revenue received will be distributed for homeless prevention, rapid rehousing, street outreach, and allocations to community partners to provide services to homeless individuals and families. A total of \$12,546 is allocated to the administration of this program.

### Budget Changes and Operational Impacts

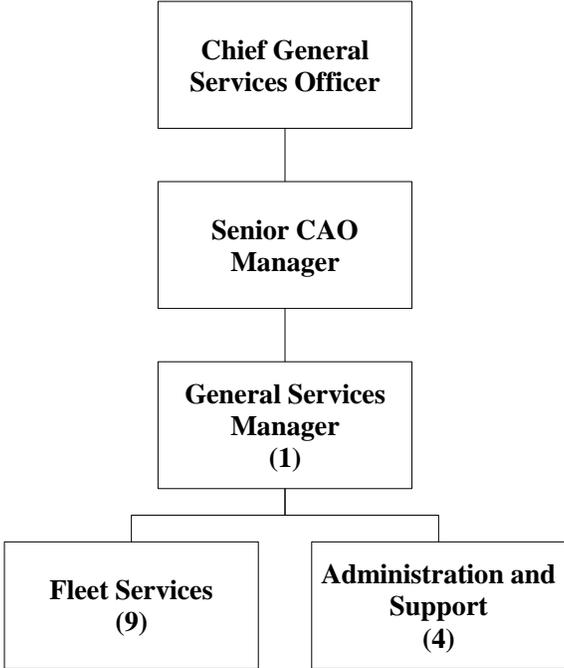
Available federal revenue is estimated at \$297,124, of which \$269,409 will be appropriated in the FY 2020-21 recommended budget to provide services to homeless individuals and families. The remaining will be used to offset a negative fund balance of \$27,715 at June 30, 2020.



**Mission Statement**

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

**Organizational Chart**



Internal Service Fund

**Fiscal Year 2018-19 and 2019-20 Accomplishments**

- Earned a Blue Seal of Excellence Recognition from the National Institute for Automotive Service Excellence.
- Fleet Services had a ratio of 175:1 vehicles per mechanic compared to the industry average ratio of 75:1.
- Fleet Services tracked vehicle warranties, saving approximately \$33,000 in repairs to County Vehicles during FY 2019-20.
- Fleet Services maintained over 685 telemetric tracking systems in County vehicles.
- Fleet Services completed an average of 306 work orders per month.
- Fleet Services provided service for over 1,000 vehicles during FY 2018-19 and FY 2019-20.

## Garage

Department Head: Ryan J. Alsop  
 Fund: General Services Garage  
 Budget Unit: 8950

Function: Internal Service Fund  
 Activity: Other General

### Description of Major Services

The Garage administers and maintains vehicles assigned to County departments and is managed by the General Services Division of the County Administrative Office. Services provided include vehicle maintenance including lubrication, steam cleaning and vehicle washing. Vehicle repairs include body and engine repair and overhaul, special body fabrication and brake services. Funding requirements for purchasing replacement and additional vehicles are included in this budget unit.

To provide flexibility in addressing departments' needs, the Garage offers vehicle maintenance services under three different plans. In Plan 1, the Garage owns the vehicle and provides full-service maintenance and replacement. In Plan 2, full-service maintenance is provided, but County departments own and replace the vehicle. In Plan 3, maintenance is provided to department-owned vehicles on a time-and-materials basis. Also, due to the on-going fiscal constraints facing departments, the Garage has a "Modified Plan 1" option to better assist departments that have experienced budget reductions. This option allows departments to defer purchase of replacement vehicles and extend service for existing vehicles at a reduced cost.

Internal Service Fund

#### Summary of Expenses and Revenue

	FY 2018-19	FY 2019-20		FY 2020-21		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
<b>APPROPRIATIONS:</b>						
Salaries and Benefits	\$881,377	\$1,084,481	\$908,546	\$1,076,366	\$1,076,366	\$1,076,366
Services and Supplies	921,384	879,114	885,586	917,766	1,017,766	1,017,766
Other Charges	971,487	1,054,977	856,580	1,058,459	1,058,459	1,058,459
Capital Assets	459,991	1,385,500	539,943	0	0	0
Other Financing Uses	807,003	861,643	861,643	0	313,448	800,000
<b>TOTAL EXPENSES</b>	<b>\$4,041,242</b>	<b>\$5,265,715</b>	<b>\$4,052,298</b>	<b>\$3,052,591</b>	<b>\$3,466,039</b>	<b>\$3,952,591</b>
<b>REVENUE:</b>						
Use of Money/Property	\$149,950	\$45,000	\$163,562	\$50,000	\$50,000	\$50,000
Charges for Services	3,626,810	2,736,833	2,681,654	2,673,880	2,808,880	2,808,880
Miscellaneous	288,045	100,010	88,419	20,210	20,210	20,210
Non-Revenue Receipts	956,415	1,000,001	801,603	1,000,001	1,000,001	1,000,001
Other Financing Sources:						
Sales of Assets	16,060	25,000	6,571	15,000	15,000	15,000
CARES Act	0	0	53,951	0	0	0
<b>TOTAL REVENUE</b>	<b>\$5,037,280</b>	<b>\$3,906,844</b>	<b>\$3,795,760</b>	<b>\$3,759,091</b>	<b>\$3,894,091</b>	<b>\$3,894,091</b>
<b>INCR./(DECR.) IN RETAINED EARNINGS</b>	<b>\$996,038</b>	<b>(\$1,358,871)</b>	<b>(\$256,538)</b>	<b>\$706,500</b>	<b>\$428,052</b>	<b>(\$58,500)</b>

### Major Expenses and Revenue in FY 2020-21 Recommended Budget

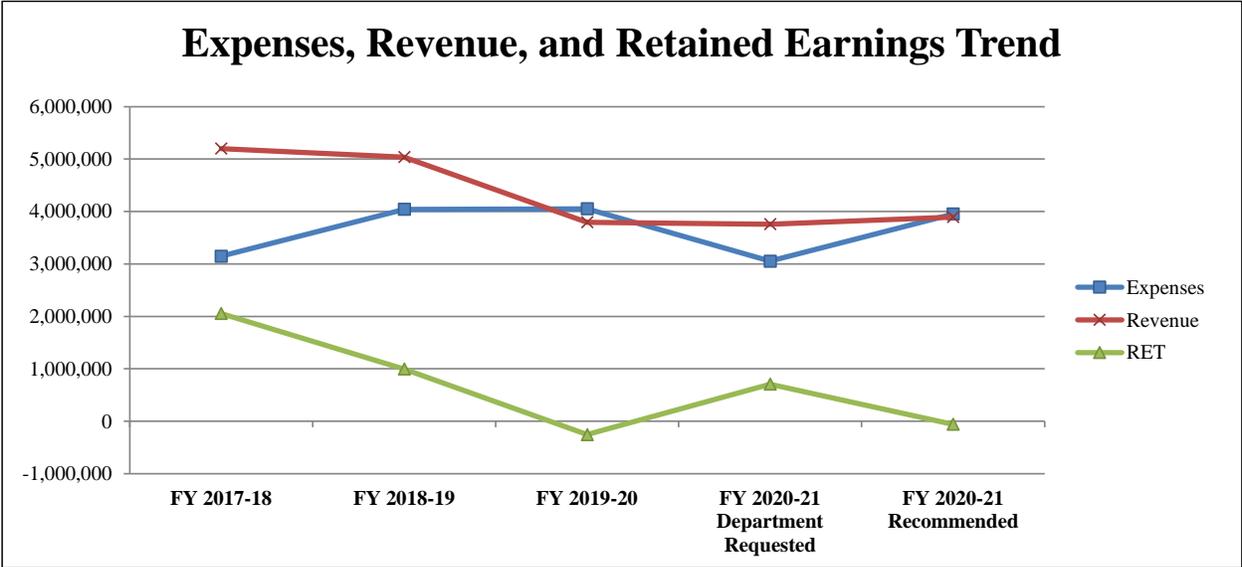
Major expenses for the division include staffing and supplies needed to service customer vehicles and respond to service requests. Revenue for the division is primarily derived from charges to departments for vehicle purchases and services provided.

### Budget Changes and Operational Impacts

In prior fiscal years the division purchased vehicles for customer departments. The recommended budget does not include the purchase of any vehicles, which accounts for the variance in capital assets expenses. This change is due to the ongoing transition of vehicles to the program with Enterprise Rental Services. The transition of additional vehicles to the program is anticipated to generate an overall savings countywide. The budgeted amount for other financing uses reflects the anticipated transfer of vehicle replacement funds to the General Services Division for vehicles that have been transitioned to the Enterprise program. In FY 2019-20 the division received \$53,951 from the CARES Act fund for costs associated with the coronavirus pandemic.

While the Garage Internal Service Fund has sufficient short-term unrestricted cash that can be used to support the operations of the division, the retained earnings as of June 30, 2020 was a deficit of \$134,867 due to the inclusion of approximately \$2.3 million of long-term liabilities primarily associated with pension obligations. The entirety of these liabilities do not come due within the near future and represent future costs that will be funded with future revenue. After adjusting for long-term debt, the budgetary retained earnings balance as of June 30, 2020 was \$2.1 million. A retained earnings balance of \$2.0 million, and a vehicle replacement designation balance of \$5.2 million are anticipated for June 30, 2021. The division is working to increase the balance of the vehicle replacement designation closer to the total market replacement value of the fleet.

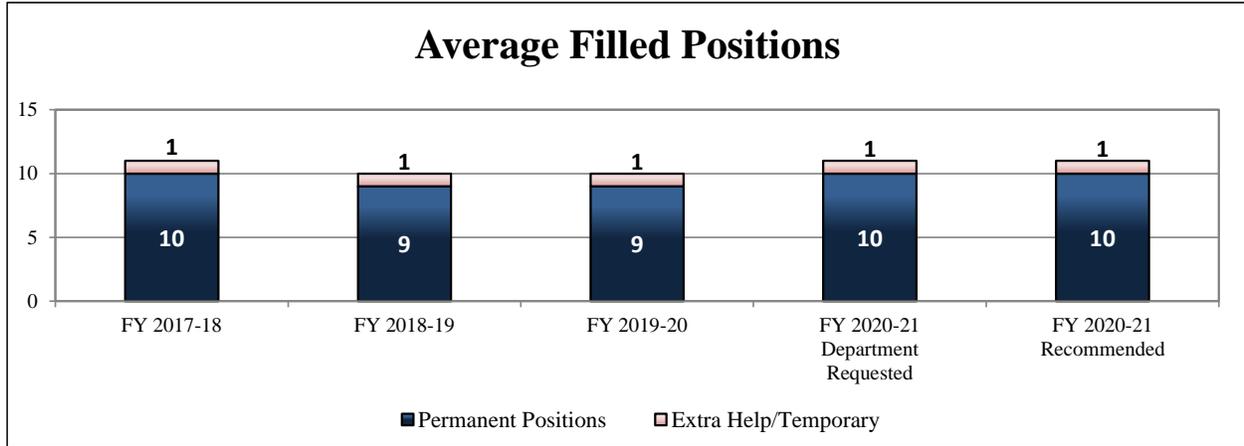
Internal Service Fund



### Staffing Changes and Operational Impacts

No position additions or deletions are included in the recommended budget. The recommended budget holds one (1) Fleet Services Supervisor position and three (3) Automotive Mechanic I/II/Sr. positions vacant and unfunded, at an annual savings of approximately \$343,000.

Internal Service Fund



	Actual			Department	
	FY 2017-18	FY 2018-19	FY 2019-20	Requested	Recommended
<b>AVERAGE FILLED POSITIONS</b>				FY 2020-21	
Permanent Positions	10	9	9	10	10
Extra Help/Temporary	1	1	1	1	1
<b>Total Positions</b>	<b>11</b>	<b>10</b>	<b>10</b>	<b>11</b>	<b>11</b>
<b>ACTUAL FULL-TIME EQUIVALENTS</b>					
Permanent Positions (FTE)	9	9	9	N/A	N/A
Extra Help/Temporary (FTE)	1	1	1	N/A	N/A
<b>Total Positions</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>N/A</b>	<b>N/A</b>
<b>SALARIES &amp; BENEFITS</b>	<b>\$920,502</b>	<b>\$881,377</b>	<b>\$908,546</b>	<b>\$1,076,366</b>	<b>\$1,076,366</b>

### Summary of Authorized Positions

The division has 14 authorized permanent positions, of which 10 have been budgeted to be filled during FY 2020-21 as indicated below.

Division	Authorized	Additions	Deletions	Requested Total	Filled	Vacant	Total
Administration and Support	5	0	0	5	4	1	5
Fleet Services	9	0	0	9	6	3	9
<b>Total</b>	<b>14</b>	<b>0</b>	<b>0</b>	<b>14</b>	<b>10</b>	<b>4</b>	<b>14</b>

<b>Administration and Support</b>		<b>Fleet Services</b>	
<u>Classification</u>		<u>Classification</u>	
1	General Services Manager	7	Automotive Mechanic I/II/Sr.
2	Fleet Services Supervisor	2	Automotive Service Worker I/II
1	Auto Parts Storekeeper I/II	9	<b>Requested Total</b>
1	Auto Services Writer		
5	<b>Requested Total</b>		

Internal Service Fund

**Fiscal Year 2020-21 Goals, Objectives, and Performance Measures**

**Goal 1: Increase work performance and accountability for County Garage employees.**

*Objective: Maintain, service, and repair County fleet to ensure that 95% of vehicles are available and in a safe working condition.*

Measurement	2017-18 Actual	2018-19 Actual	2019-20 Adopted	2019-20 Actual	2020-21 Goal
Average percentage of fleet available on a daily basis	97%	95%	95%	98%	95%

With a ratio of vehicles to technicians at an above average level of 138:1, the division was able to meet its goal for fleet availability in FY 2019-20.

*Objective: Automotive technicians are at a productivity level of 90% or greater.*

Measurement	2017-18 Actual	2018-19 Actual	2019-20 Adopted	2019-20 Actual	2020-21 Goal
Percentage of productive hours of total paid hours	90%	93%	90%	93%	90%

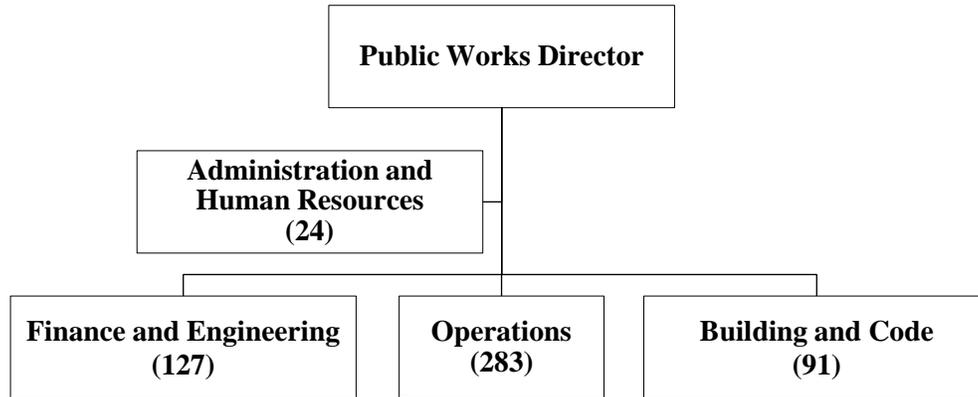
Measuring productive hours provides valuable information to determine the number of technicians required to perform all maintenance and repair tasks in meeting the needs of the fleet; and calculate repair labor rates. The division technicians have exceeded the industry standard of 75% to 80%.

**Internal Service Fund**

### Mission Statement

*To provide public infrastructure, facilitate development, and deliver services that protect and enhance the lives of the people of Kern County.*

### Organizational Chart



### Fiscal Year 2018-19 and 2019-20 Accomplishments

- Structured a flexible workforce to match the funding stream and needs of the community.
- Continued essential services with minimal disruption through the COVID-19 pandemic.
- Public Works completed 53 Road, Waste and Wastewater projects totaling \$64 Million.
- Completed construction of the Phase 2A Module 4 of the Bena landfill.
- Began construction of the \$9 Million Rexland Acres Pedestrian Improvement path project.
- The “Remove and Preventing Illegal Dumping (RAPID)” team removed 102 tons of illegally dumped trash from over 600 various locations throughout the County. The team has also cleaned up over 70 homeless encampment sites this fiscal year.
- Finalized the design and continued to make progress with the environmental and permitting process for the Shafter-Wasco green waste composting facility.
- Began operating the transfer station at the Kern Valley Landfill servicing the Kern River Valley area.
- Reviewed, issued and inspected several large projects, including the new County Low Barrier Homeless shelter, utility-scale solar projects (300-400 Megawatts), large scale wind turbine projects, commercial greenhouses and commercial egg-laying facilities.
- Began acquisition of over \$6 million in right of way on the behalf of Caltrans in support of the State’s Highway 46 widening project through the Lost Hills Community.
- Began development of recharge ponds and habitat areas within the 534 acres of the Caliente Creek alluvial floodplain. The department continues to apply for flood mitigation grants.
- Issued more than 10,000 permits for a construction valuation of more than \$300,000,000.
- Processed over 3,000 cases of code violations and abated over 100 properties.

Internal Service Fund

## Public Works

Department Head: Craig Pope

Fund: Public Works

Budget Unit: 8954

Function: Internal Service Fund

Activity: Public Ways

### Description of Major Services

The Public Works Internal Service Fund was established to facilitate the reorganization of the Roads, Kern Regional Transit, Waste Management, Kern Sanitation Authority, Development Services, Code Compliance, and Building Inspections budget units. The consolidation is intended to provide efficient public infrastructure and services to protect and enhance the daily lives of County residents. Services include planning, design, engineering, construction project management, operation and maintenance of roads, flood control, promotion of safe building construction and other regulatory services such as waste management. The operations fall into four categories: Administration and Human Resources, Finance and Engineering, Operations, and Building and Code.

Internal Service Fund

<b>Summary of Expenditures and Revenue</b>						
	<b>FY 2018-19</b>	<b>FY 2019-20</b>		<b>FY 2020-21</b>		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
<b>APPROPRIATIONS:</b>						
Salaries and Benefits	\$45,695,502	\$61,430,656	\$50,238,255	\$61,881,704	\$61,638,205	\$61,638,205
Services and Supplies	8,292,514	8,945,016	9,475,129	12,100,405	12,100,406	12,100,406
Other Charges	1,096,305	1,409,793	1,404,933	1,261,249	1,261,249	1,261,249
Capital Assets	39,087	0	0	728,000	728,000	728,000
Other Financing Uses	6,421,216	6,421,215	6,421,216	6,421,216	6,421,216	6,421,216
<b>TOTAL EXPENDITURES</b>	<b>\$61,544,624</b>	<b>\$78,206,680</b>	<b>\$67,539,533</b>	<b>\$82,392,574</b>	<b>\$82,149,076</b>	<b>\$82,149,076</b>
<b>REVENUE:</b>						
Taxes	\$224	\$0	\$0	\$0	\$0	\$0
Fines and Forfeitures	227	0	0	0	0	0
Use of Money/Property	84,598	45,000	69,029	45,000	45,000	45,000
Intergovernmental	120,101	600,000	426,370	1,265,161	1,265,161	1,265,161
Charges for Services	54,206,484	70,810,464	62,084,242	74,290,898	74,047,399	74,047,399
Miscellaneous	1,716	0	1,812	300	300	300
Non-revenue Receipts	20,000	30,000	25,140	70,000	70,000	70,000
Other Financing Sources:						
General Fund Contribution	6,421,215	6,721,216	6,721,216	6,721,214	6,721,216	6,721,216
CARES Act	0	0	2,223,548	0	0	0
<b>TOTAL REVENUE</b>	<b>\$60,854,565</b>	<b>\$78,206,680</b>	<b>\$71,551,357</b>	<b>\$82,392,573</b>	<b>\$82,149,076</b>	<b>\$82,149,076</b>
<b>INCR./(DECR.) IN RETAINED EARNINGS</b>	<b>(\$690,059)</b>	<b>\$0</b>	<b>\$4,011,824</b>	<b>(\$1)</b>	<b>\$0</b>	<b>\$0</b>

### Major Expenses and Revenue in FY 2020-21 Recommended Budget

The majority of appropriations in this fund will be used for salaries and benefits that will be reimbursed from the appropriate budget units. The department operates a maintenance facility for department vehicles and heavy equipment, the labor and materials for this function are budgeted within the Internal Service Fund in the amount of \$6.9 million and reimbursed from the user budget units similar to salaries and benefits. Included in FY 2019-20 actual revenue is a \$2.2 million reimbursement from the CARES Act funding to address the Novel Coronavirus pandemic.

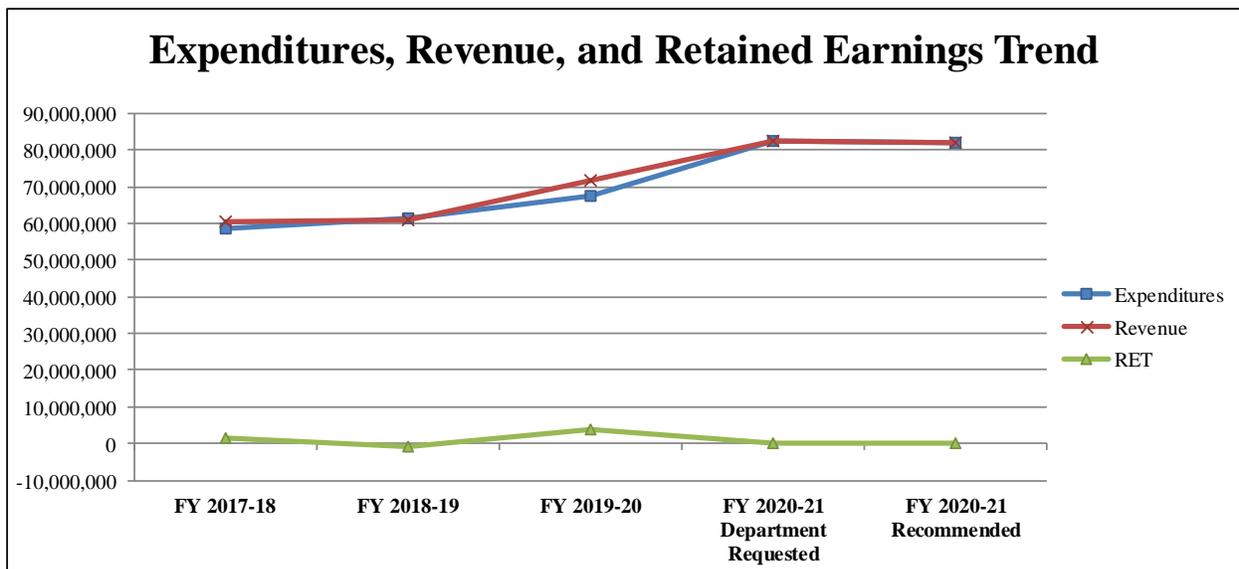
### Budget Changes and Operational Impacts

Included in the recommended budget is \$61.6 million of appropriations within Salaries and Benefits. This represents an \$11.6 million increase from the FY 2019-20 actual due to the inclusion of vacant positions budgeted to be filled in FY 2020-21. Capital Assets in the amount of \$728,000 have been included in the recommended budget for the purchase of one (1) air conditioner replacement, two (2) field service trucks, one (1) column lift, one (1) air compressor, two (2) in ground vehicle hoists, one (1) steam cleaner, and the replacement of two (2) data collectors. Additionally, the department has budgeted for the purchase of rain gutters, in the amount of \$13,500 and overhead oil pipes \$35,000. The \$6.4 million roads contribution will be passed through to the Road Fund for countywide road maintenance. The contribution to the Road Fund is consistent with the funding requirements of the Road Repair and Accountability Act of 2017 mandating a contribution to the Roads Fund of no less than the annual average of the County’s General Fund expenditures for street, road and highway purposes during FY 2009-10, 2010-11, and 2011-12.

The department has budgeted to receive \$66.9 million in labor reimbursements and \$6.9 million in reimbursements for fuel and equipment maintenance from the various Public Works budget units. These amounts include departmental indirect costs and overhead.

The department retained earnings balance as of June 30, 2020 is \$6.9 million, the balance is related to the remaining General Fund contribution to Public Works used for roads and general public works projects. It is anticipated that the retained earnings balance will be used to fund projects in the future.

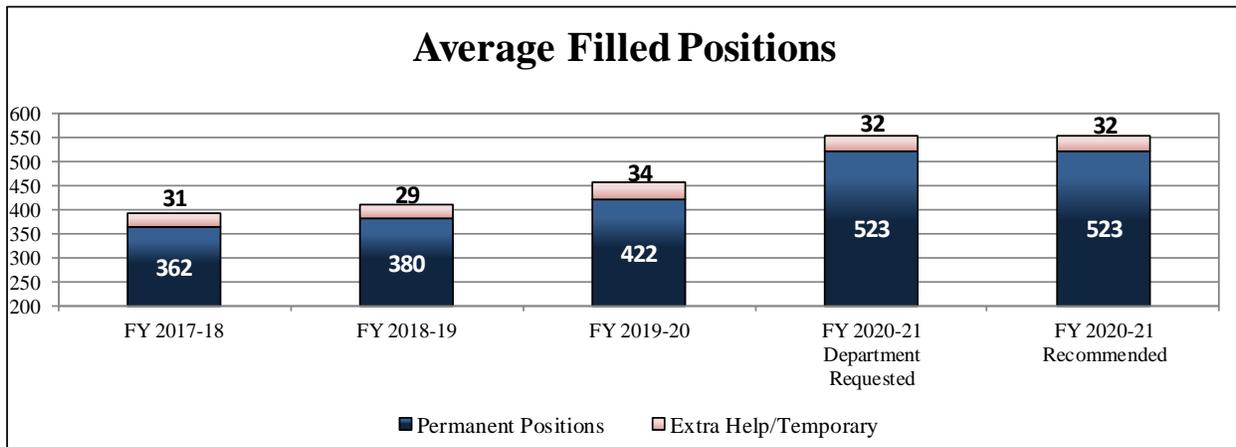
Internal Service Fund



### Staffing Changes and Operational Impacts

The recommended budget includes 526 authorized positions after the addition of two (2) Contract Administrator positions, two (2) Engineer I/II/III-C positions, three (3) Maintenance Painter positions, one (1) Planner I/II/III position, one (1) Traffic Signal Technician I/II position, one (1) Heavy Equipment Mechanic position, five (5) Public Works Maintenance Worker I/II/III-C positions, and the deletion of one (1) Administrative Coordinator position, one (1) Building Services Worker position, one (1) Utility Worker position, two (2) Senior Engineering Manager positions, two (2) Supervising Engineer positions, two (2) Waste Management Specialist I/II/III positions, and one (1) Waste Management Supervisor, at an annual cost of approximately \$243,281.

Internal Service Fund



	Actual			Department Requested Recommended	
	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	
<b>AVERAGE FILLED POSITIONS</b>					
Permanent Positions	362	380	422	523	523
Extra Help/Temporary	31	29	34	32	32
<b>Total Positions</b>	<b>393</b>	<b>409</b>	<b>456</b>	<b>555</b>	<b>555</b>
<b>ACTUAL FULL-TIME EQUIVALENTS</b>					
Permanent Positions (FTE)	367	396	432	N/A	N/A
Extra Help/Temporary (FTE)	36	36	35	N/A	N/A
<b>Total Positions</b>	<b>403</b>	<b>432</b>	<b>467</b>	<b>N/A</b>	<b>N/A</b>
<b>SALARIES &amp; BENEFITS</b>	<b>\$43,447,345</b>	<b>\$45,695,502</b>	<b>\$50,238,255</b>	<b>\$61,881,704</b>	<b>\$61,638,205</b>

## Summary of Authorized Positions

The department currently has 521 authorized permanent positions. The recommended budget includes 526 permanent positions 523 of which have been budgeted to be filled during FY 2020-21 as indicated below.

Division	Authorized	Additions	Deletions	Requested		Filled	Vacant	Total
					Total			
Administration & Human Resources	26	2	(3)		25	25	0	25
Finance & Engineering	123	7	(3)		127	127	0	127
Operations	280	6	(3)		283	283	0	283
Building & Code	92	0	(1)		91	88	3	91
<b>Total</b>	<b>521</b>	<b>15</b>	<b>(10)</b>		<b>526</b>	<b>523</b>	<b>3</b>	<b>526</b>

Internal Service Fund



## Group Health and Dental Self-Insurance Program

Department Head: Ryan J. Alsop

Function: Internal Service Fund

Fund: Group Health and Dental

Activity: Employee Health Benefits

Budget Unit: 8960

### Description of Major Services

The Group Health Self-Insurance Program is used to fund the County's employee medical, dental, and vision benefit plan programs. This budget unit is used to pay all self-funded medical and dental claims, medical and dental plan premiums, County administration costs, third-party administration costs, and Employee Assistance Program and Employee Wellness Program administration costs. The Human Resources Division of the County Administrative Office administers this budget unit.

	FY 2018-19	FY 2019-20		FY 2020-21		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
<b>APPROPRIATIONS:</b>						
Contingencies	\$0	\$10,000,000	\$0	\$10,000,000	\$10,000,000	\$10,000,000
Services and Supplies	7,380,935	8,996,000	7,680,968	8,846,000	8,846,000	8,846,000
Other Charges	125,314,357	130,774,028	125,757,169	134,769,462	134,769,462	134,769,462
<b>TOTAL EXPENSES</b>	<b>\$132,695,292</b>	<b>\$149,770,028</b>	<b>\$133,438,137</b>	<b>\$153,615,462</b>	<b>\$153,615,462</b>	<b>\$153,615,462</b>
<b>REVENUE:</b>						
Use of Money/Property	\$1,297,620	\$850,000	\$1,686,507	\$850,000	\$850,000	\$850,000
Intergovernmental	62,884	55,000	77,814	55,000	55,000	55,000
Charges for Services	152,317,215	137,350,000	144,754,129	136,325,000	136,325,000	136,325,000
Miscellaneous	(228)	2	0	2	2	2
<b>TOTAL REVENUE</b>	<b>\$153,677,491</b>	<b>\$138,255,002</b>	<b>\$146,518,450</b>	<b>\$137,230,002</b>	<b>\$137,230,002</b>	<b>\$137,230,002</b>
<b>INCR./(DECR.) IN RETAINED EARNINGS</b>	<b>\$20,982,199</b>	<b>(\$11,515,026)</b>	<b>\$13,080,313</b>	<b>(\$16,385,460)</b>	<b>(\$16,385,460)</b>	<b>(\$16,385,460)</b>

Internal Service Fund

### Major Expenses and Revenue in FY 2020-21 Recommended Budget

This budget unit funds all expenses related to active employee health care benefits with utilization and actual claims being the primary drivers of costs. The Human Resources Division continues to explore changes to health plan cost-sharing and employee wellness and education in an effort to reduce overall claims expenses for self-funded plan options. Revenue consists of charges to County departments and participating special districts, employee contributions, and premium charges to COBRA participants and retirees.

Most internal service funds require a sixty-day working capital reserve to cover operating expenses. However, operating a self-insured group health plan requires reserves in excess of the sixty-day working capital amount. The County is assuming the risk for paying the health care claims costs of employees, and must have sufficient financial resources (cash flow) to meet this obligation. In consultation with an actuarial specialist, the County has determined that a total reserve that is calculated using the cost of all the County self-insured plans (medical, mental health, prescription drug, dental, and vision) is necessary. The County currently estimates this

reserve at \$64.9 million. The County is committed to having the lowest level of reserves while maintaining sufficient resources to meet all obligations.

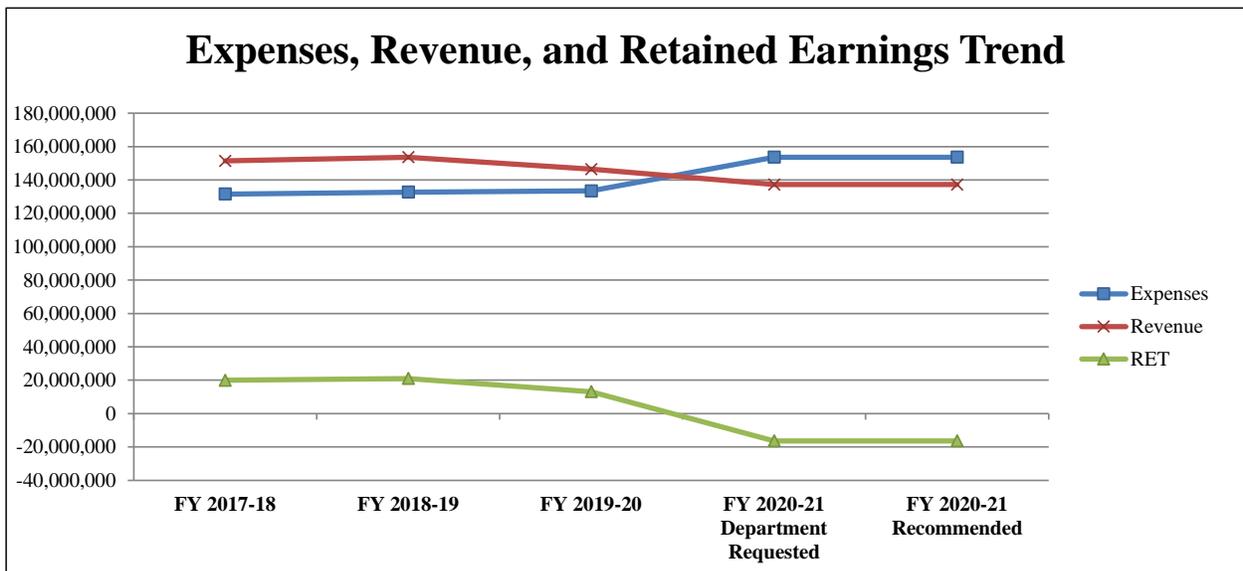
The retained earnings balance as of June 30, 2020 was \$79.7 million. A decrease of \$16.4 million is budgeted to provide required services while stabilizing rates, resulting in an estimated retained earnings balance of \$63.3 million for June 30, 2021.

### Budget Changes and Operational Impacts

The division has transformed the County’s self-funded health coverage plan into four separate Kern Legacy Health Plan products to best meet the needs of employees and dependents. Focusing on comparable and controllable network rates while working with partner providers has allowed the County to offer quality care at competitive rates. The biweekly health benefit rate for FY 2020-21 is budgeted to decrease, which will provide savings for every County department.

While anticipated expense changes are incorporated into the recommended budget, there is always a potential for unanticipated expense increases due to general medical inflation and unexpected claims. The division has budgeted other charges expenses accordingly. Changes in charges for services revenue is primarily due to reductions in employer contribution rates.

Internal Service Fund



## Retiree Group Health – Internal Service Fund

Department Head: Ryan J. Alsop  
 Fund: Retiree Group Health  
 Budget Unit: 8965

Function: Internal Service Fund  
 Activity: Other Post Employment Benefits

### Description of Major Services

The Retiree Group Health Program budget unit is used to pay the County’s contributions to the Retiree Health Insurance Stipend and Retiree Health Premium Supplement Programs (RHPSP), 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 originated as a negotiated item for all employee unions. It was designed to further assist retirees under the age of 65 in paying for their medical benefits purchased through a County administered retiree health plan until they are Medicare eligible. The Human Resources Division of the County Administrative Office administers this budget unit.

Internal Service Fund

Summary of Expenses and Revenue						
	FY 2018-19	FY 2019-20		FY 2020-21		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
<b>APPROPRIATIONS:</b>						
Contingencies	\$0	\$500,000	\$0	\$500,000	\$500,000	\$500,000
Salaries and Benefits	8,292,796	8,600,000	8,221,037	8,800,000	8,800,000	8,800,000
Services and Supplies	208,628	234,800	216,119	234,800	234,800	234,800
Other Charges	(16,272)	51,645	51,645	(8,918)	(8,918)	(8,918)
<b>TOTAL EXPENSES</b>	<b>\$8,485,152</b>	<b>\$9,386,445</b>	<b>\$8,488,801</b>	<b>\$9,525,882</b>	<b>\$9,525,882</b>	<b>\$9,525,882</b>
<b>REVENUE:</b>						
Use of Money/Property	\$54,666	\$40,000	\$54,730	\$38,000	\$38,000	\$38,000
Charges for Services	8,409,843	8,130,000	7,640,893	8,180,000	8,180,000	8,180,000
<b>TOTAL REVENUE</b>	<b>\$8,464,509</b>	<b>\$8,170,000</b>	<b>\$7,695,623</b>	<b>\$8,218,000</b>	<b>\$8,218,000</b>	<b>\$8,218,000</b>
<b>INCR./(DECR.) IN RETAINED EARNINGS</b>	<b>(\$20,643)</b>	<b>(\$1,216,445)</b>	<b>(\$793,178)</b>	<b>(\$1,307,882)</b>	<b>(\$1,307,882)</b>	<b>(\$1,307,882)</b>

### Major Expenses and Revenue in FY 2020-21 Recommended Budget

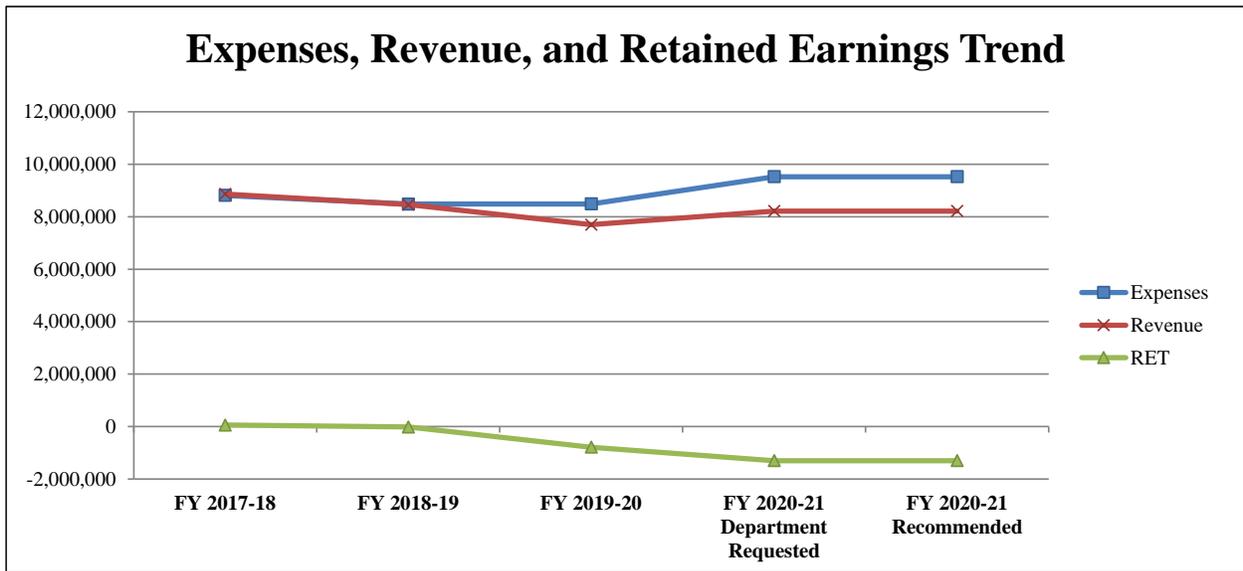
This budget unit incurs costs for the retiree health benefits programs and receives monthly reimbursement from the Other Post-Employment Benefits (OPEB) irrevocable trust fund for actual expenses. Both the Stipend and RHPSP assist in paying monthly health benefits costs for qualified County or special district retirees and their dependents or beneficiaries. Based on current beneficiaries receiving benefits, total annual expenses are estimated at \$9.5 million. Administration of these programs is funded through a small fee charged to retirees as part of their monthly health benefits costs. Most retirees contribute directly to pay at least a portion of their retiree health care costs, limiting the County’s total liability.

### Budget Changes and Operational Impacts

This budget unit maintains minimum reserves adequate to ensure payment of benefits on a monthly basis and is reimbursed from the OPEB trust for actual expenses for both the Stipend and RHPSP programs for current retirees.

Additional reserves may be transferred to the OPEB trust fund as appropriate. The retained earnings balance as of June 30, 2020 was \$2.5 million. The recommended budget includes the use of \$1.3 million in fund resources, for an anticipated retained earnings balance of \$1.2 million for June 30, 2021.

Internal Service Fund



## General Liability Self-Insurance Program

Department Head: Margo Raison

Function: Internal Service Fund

Fund: Liability Self-Insurance Program

Activity: Insurance Programs

Budget Unit: 8970

### Description of Major Services

The General Liability Self-Insurance Program is administered by the Risk Management Division of the Office of County Counsel. This budget unit is used to meet the County’s legal liability for damages to individuals and/or property arising out of the County’s general and automotive activities.

Summary of Expenses and Revenue						
	FY 2018-19	FY 2019-20		FY 2020-21		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
<b>APPROPRIATIONS:</b>						
Services and Supplies	\$5,551,349	\$5,891,500	\$5,843,005	\$6,422,954	\$6,422,954	\$6,422,954
Other Charges	3,705,562	13,968,897	5,662,910	13,198,358	13,198,358	13,198,358
<b>TOTAL EXPENSES</b>	<b>\$9,256,911</b>	<b>\$19,860,397</b>	<b>\$11,505,915</b>	<b>\$19,621,312</b>	<b>\$19,621,312</b>	<b>\$19,621,312</b>
<b>REVENUE:</b>						
Use of Money/Property	\$394,273	\$41,000	\$359,463	\$41,000	\$41,000	\$41,000
Charges for Services	8,613,396	7,779,251	7,779,252	10,949,339	10,949,339	10,949,339
Miscellaneous	101	0	10,888	0	0	0
<b>TOTAL REVENUE</b>	<b>\$9,007,770</b>	<b>\$7,820,251</b>	<b>\$8,149,603</b>	<b>\$10,990,339</b>	<b>\$10,990,339</b>	<b>\$10,990,339</b>
<b>INCR./(DECR.) IN RETAINED EARNINGS</b>	<b>(\$249,141)</b>	<b>(\$12,040,146)</b>	<b>(\$3,356,312)</b>	<b>(\$8,630,973)</b>	<b>(\$8,630,973)</b>	<b>(\$8,630,973)</b>

Internal Service Fund

### Major Expenses and Revenue in FY 2020-21 Recommended Budget

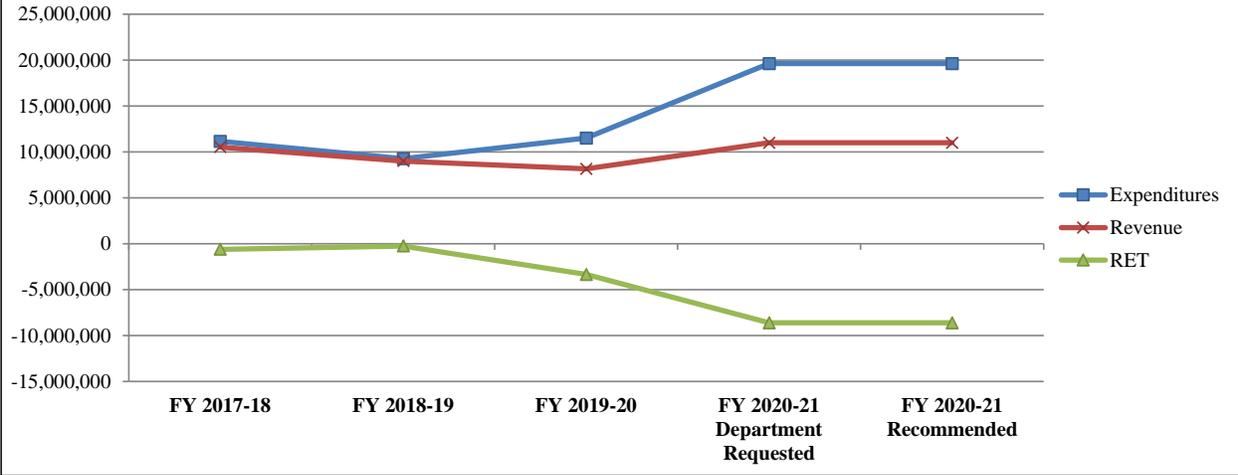
The primary expenses of this budget unit are insurance expenses and legal costs. This budget unit is financed primarily through charges to County departments for coverage and services provided.

### Budget Changes and Operational Impacts

The recommended budget provides funding for the County’s General Liability Program. Other charges are budgeted at \$13.2 million primarily to cover anticipated claims. Several claims budgeted in FY 2019-20 have not settled and are anticipated to settle in FY 2020-21. Due to significant changes in the insurance market, the self-insurance retention limit for General Liability has been changed from \$3 million to \$7.5 million. This change requires a \$1.7 million increase in reserves to provide additional funds available to meet the self-retention limit. The funds have been established in the Appropriations for Contingencies budget unit and will only be transferred if needed.

The retained earnings balance as of June 30, 2020 was \$14.7 million. The recommended budget includes the use of \$8.6 million in retained earnings, for an estimated retained earnings balance as of June 30, 2021 of \$6.1 million.

### Expenses, Revenue, and Retained Earnings Trend



Internal Service Fund

## Unemployment Compensation Insurance Program

Department Head: Ryan J. Alsop

Function: Internal Service Fund

Fund: Unemployment Compensation

Activity: Unemployment Self-Insurance

Budget Unit: 8980

### Description of Major Services

This budget unit is used to pay the cost of administering and operating the County’s unemployment benefit program for eligible former employees. The County funds unemployment claims under the cost reimbursement option, reimbursing the State Employment Development Department quarterly for actual claims paid. The Human Resources Division of the County Administrative Office coordinates this program and oversees the contract for cost review and program oversight.

	FY 2018-19	FY 2019-20		FY 2020-21		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
<b>APPROPRIATIONS:</b>						
Services and Supplies	\$11,217	\$19,000	\$11,673	\$20,000	\$20,000	\$20,000
Other Charges	2,333,252	2,403,504	2,211,007	2,201,445	2,201,445	2,201,445
<b>TOTAL EXPENSES</b>	<b>\$2,344,469</b>	<b>\$2,422,504</b>	<b>\$2,222,680</b>	<b>\$2,221,445</b>	<b>\$2,221,445</b>	<b>\$2,221,445</b>
<b>REVENUE:</b>						
Use of Money/Property	\$47,333	\$25,000	\$20,978	\$11,000	\$11,000	\$11,000
Charges for Services	1,321,863	2,042,709	2,042,709	2,242,163	2,242,163	2,242,163
<b>TOTAL REVENUE</b>	<b>\$1,369,196</b>	<b>\$2,067,709</b>	<b>\$2,063,687</b>	<b>\$2,253,163</b>	<b>\$2,253,163</b>	<b>\$2,253,163</b>
<b>INCR./(DECR.) IN RETAINED EARNINGS</b>	<b>(\$975,273)</b>	<b>(\$354,795)</b>	<b>(\$158,993)</b>	<b>\$31,718</b>	<b>\$31,718</b>	<b>\$31,718</b>

Internal Service Fund

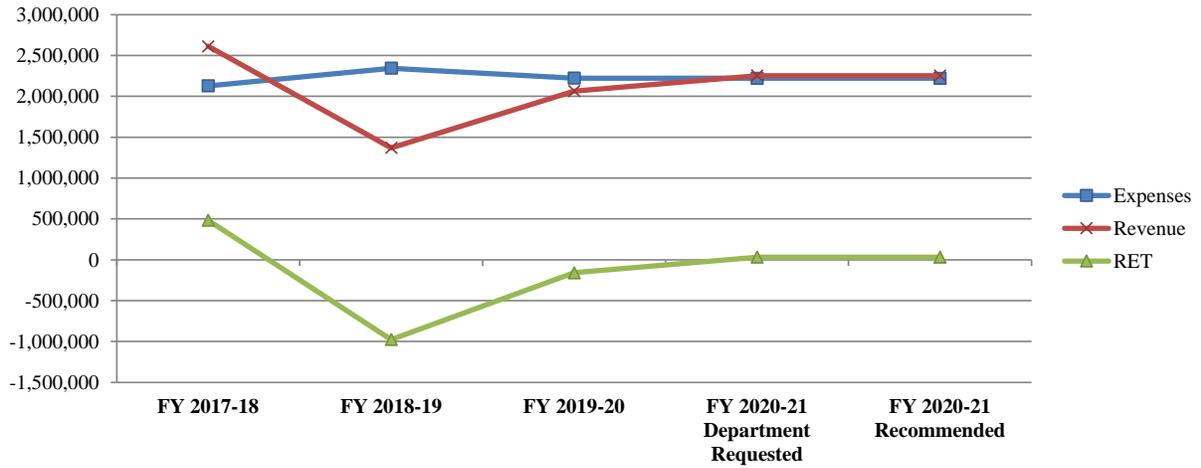
### Major Expenses and Revenue in FY 2020-21 Recommended Budget

The majority of expenses in this budget unit are payment of actual unemployment benefit claims. Future unemployment costs are not easily estimated, as unemployment costs are based upon wages earned in a base period that is up to 18 months prior to the date of the claim. The availability of other employment in the community also has an effect on the County’s claims. Revenue in this budget unit is primarily comprised of charges to County departments based on each individual department’s actual unemployment experience and claims.

### Budget Changes and Operational Impacts

Charges to departments are budgeted at a level sufficient to cover anticipated costs and maintain adequate reserves. The recommended budget does not include any funds for additional claims or benefit increases related to COVID-19. The retained earnings balance as of June 30, 2020 was \$506,222. A retained earnings balance of \$537,940 is anticipated for June 30, 2021.

### Expenses, Revenue, and Retained Earnings Trend



Internal Service Fund

## Workers' Compensation Self-Insurance Program

Department Head: Margo Raison

Function: Internal Service Fund

Fund: Workers Compensation Program

Activity: Insurance Programs

Budget Unit: 8990

### Description of Major Services

The Workers' Compensation Self-Insurance Program is administered by the Risk Management Division of County Counsel, and meets the County's statutory obligation to compensate its employees for work-related injuries.

	Summary of Expenses and Revenue					
	FY 2018-19	FY 2019-20		FY 2020-21		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
<b>APPROPRIATIONS:</b>						
Services and Supplies	\$4,934,241	\$5,591,508	\$5,471,078	\$5,660,677	\$5,660,677	\$5,660,677
Other Charges	13,029,720	14,253,237	15,290,763	15,905,540	15,905,540	15,905,540
<b>TOTAL EXPENSES</b>	<b>\$17,963,961</b>	<b>\$19,844,745</b>	<b>\$20,761,841</b>	<b>\$21,566,217</b>	<b>\$21,566,217</b>	<b>\$21,566,217</b>
<b>REVENUE:</b>						
Use of Money/Property	\$277,577	\$42,000	\$252,277	\$42,000	\$42,000	\$42,000
Charges for Services	15,250,878	18,562,374	18,562,372	19,836,636	19,836,636	19,836,636
Miscellaneous	660,005	550,000	759,809	725,000	725,000	725,000
<b>TOTAL REVENUE</b>	<b>\$16,188,460</b>	<b>\$19,154,374</b>	<b>\$19,574,458</b>	<b>\$20,603,636</b>	<b>\$20,603,636</b>	<b>\$20,603,636</b>
<b>INCR./(DECR.) IN RETAINED EARNINGS</b>	<b>(\$1,775,501)</b>	<b>(\$690,371)</b>	<b>(\$1,187,383)</b>	<b>(\$962,581)</b>	<b>(\$962,581)</b>	<b>(\$962,581)</b>

Internal Service Fund

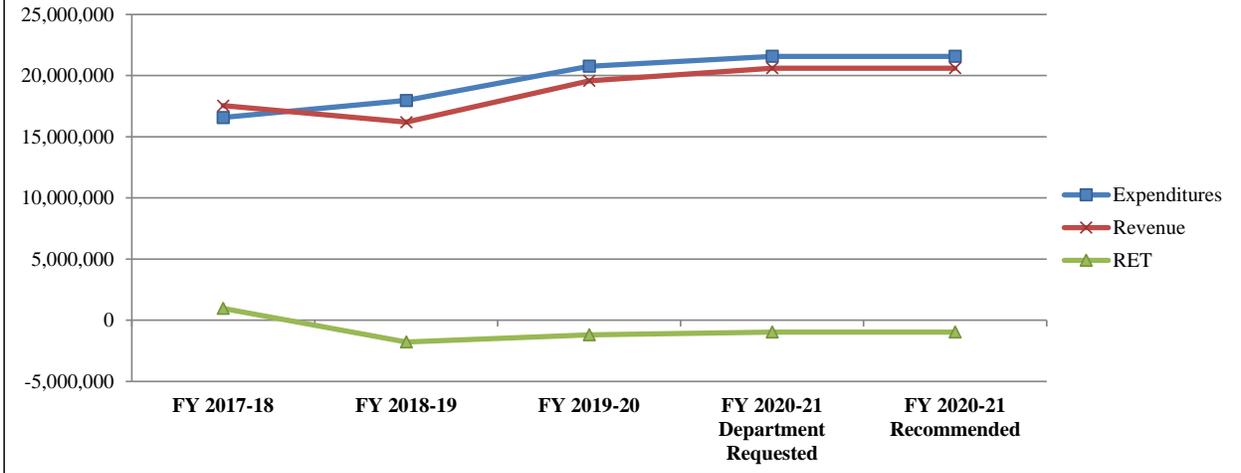
### Major Expenses and Revenue in FY 2020-21 Recommended Budget

The Workers' Compensation Self-Insurance Program is financed through direct charges to County departments largely based on each department's claims history. The primary expense for the program is the cost of claims paid to injured workers.

### Budget Changes and Operational Impacts

Revenue will increase by approximately \$1.1 million from FY 2019-20 actual, primarily due to an increase in premiums charged to departments. The retained earnings balance as of June 30, 2020 was \$9.3 million. The recommended budget includes the use of \$962,581 to offset expenses, for an estimated retained earnings balance as of June 30, 2021 of \$8.4 million.

### Expenses, Revenue, and Retained Earnings Trend

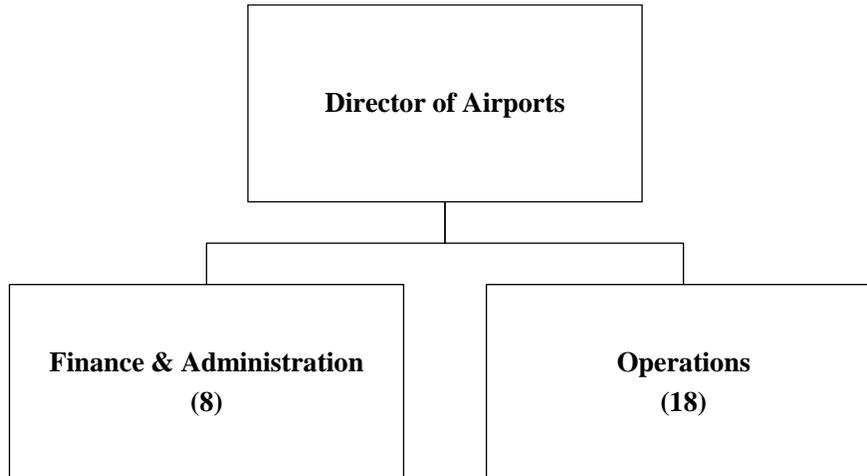


Internal Service Fund

## Mission Statement

*The Department of Airports mission is to build a world class quality commercial air service airport and general aviation airports that focus on the customer, compliments the Kern County economy, promotes efficient operations and provides safe airfield facilities.*

## Organizational Chart



## Fiscal Year 2018-19 and 2019-20 Accomplishments

- Modified the Taxiway A Rehabilitation project scope reducing project costs by \$24 million and programmed the full scope of work for one fiscal year.
- Completed Phase III of the multi-phase Runway 30R-12L reconstruction project and additional Runway 30L repairs.
- Initiated a second daily flight to Dallas/Ft. Worth International Airport through American Airlines, adding 76 seats and hundreds of one-stop connections to US and global destinations.
- Awarded a \$500,000 Small Community Air Service Development grant from the Department of Transportation.
- Offered exceptional customer service to over 264,000 total passengers with daily flights to Dallas/Ft. Worth, Denver, Phoenix, and San Francisco, a 20% calendar year increase.
- Provided safe flight environments for over 130,000 aviation operations at Meadows Field and outlying general aviation airports.
- Administered \$13 million in FAA improvement grants to Meadows Field, Kern Valley, and Wasco airports.
- Closed Lost Hills Airport and sold the real property for \$4.3 million providing new resources to support our general aviation airfield facilities.
- Supported California Supported California Aeronautical University at Meadows Field Airport in a joint aviation event to promote Aviation Day to attract new students. The University has continued on a steady growth of student enrollment.

## Airports Enterprise Fund

Department Head: Mark Witsoe

Fund: Airports Enterprise

Budget Units: 8989, 8994, and 8995

Function: Public Ways and Facilities

Activity: Transportation Terminals

### Description of Major Services

The Department of Airports provides for the management, development, maintenance and operation of six airports and airfields within Kern County: Meadows Field, Elk Hills, Kern Valley, Poso/Famoso, Taft, and Wasco. The department maintains safe and secure airfields in compliance with federal and State regulations and provides passenger services and facilities that meet the needs of commercial aviation and the traveling public. Additionally, the department provides services and facilities that meet the needs of general aviation.

#### Summary of Expenditures and Revenue

	FY 2018-19		FY 2019-20		FY 2020-21	
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
<b>APPROPRIATIONS:</b>						
Contingencies	\$0	\$150,399	\$0	\$0	\$0	\$100,000
Salaries and Benefits	2,120,151	2,499,963	2,180,981	2,559,284	2,465,678	2,473,307
Services and Supplies	1,674,012	2,072,848	1,656,045	1,765,004	1,765,004	1,950,304
Other Charges	5,072,711	5,757,169	5,261,674	5,793,890	5,793,890	5,793,890
Capital Assets	304,774	1,120,934	646,245	12,534,600	12,519,000	11,622,269
Other Financing Uses	0	0	0	432,346	0	0
<b>TOTAL EXPENDITURES</b>	<b>\$9,171,648</b>	<b>\$11,601,313</b>	<b>\$9,744,945</b>	<b>\$23,085,124</b>	<b>\$22,543,572</b>	<b>\$21,939,770</b>
<b>REVENUE:</b>						
Taxes	\$563,476	\$592,000	\$971,723	\$465,830	\$465,830	\$465,830
Fines and Forfeitures	2,719	2,000	1,641	1,500	1,500	1,500
Use of Money/Property	3,674,017	3,618,335	3,770,486	3,368,000	3,368,000	3,368,000
Intergovernmental	8,845,143	2,783,803	2,834,905	13,738,834	13,738,834	12,840,603
Charges for Services	279,457	677,973	352,332	440,655	440,655	440,655
Miscellaneous	126,093	123,103	76,166	9,600	9,600	9,600
Non-revenue Receipts	4,240,557	5,035,000	4,822,941	5,000,000	5,000,000	5,000,000
Other Financing Sources:						
Airport Reserve General Aviation	500,000	69,197	0	37,516	37,516	77,516
General Fund Contribution	395,946	422,950	422,950	394,830	394,830	394,830
CARES Act	0	0	11,468	0	0	0
<b>TOTAL REVENUE</b>	<b>\$18,627,408</b>	<b>\$13,324,361</b>	<b>\$13,264,612</b>	<b>\$23,456,765</b>	<b>\$23,456,765</b>	<b>\$22,598,534</b>
<b>INCR./(DECR.) IN RETAINED EARNINGS</b>	<b>\$9,455,760</b>	<b>\$1,723,048</b>	<b>\$3,519,667</b>	<b>\$371,641</b>	<b>\$913,193</b>	<b>\$658,764</b>

Enterprise Funds

### Major Expenses and Revenue in FY 2020-21 Recommended Budget

The recommended budget includes staffing expenses of \$2.5 million to fund 21 positions that provide support for six County-operated airports. Expenses for services and supplies of approximately \$1.9 million include property insurance, utilities, other professional services, and general maintenance. In addition, other charges include approximately \$5.8 million to cover countywide cost allocation charges and depreciation. The recommended budget also includes debt service payments totaling \$632,731 and capital expenses of \$11.6 million for airport capital improvements including the Taxiway A rehabilitation project, which will be entirely funded with federal reimbursements.

The recommended budget includes \$3.4 million in revenue associated to airline rates and charges, concessions and user fees. Additionally, the Meadows Field Airport receives a County contribution from the General Fund derived from property taxes collected in the Airport Economic Opportunity Area (AEOA).

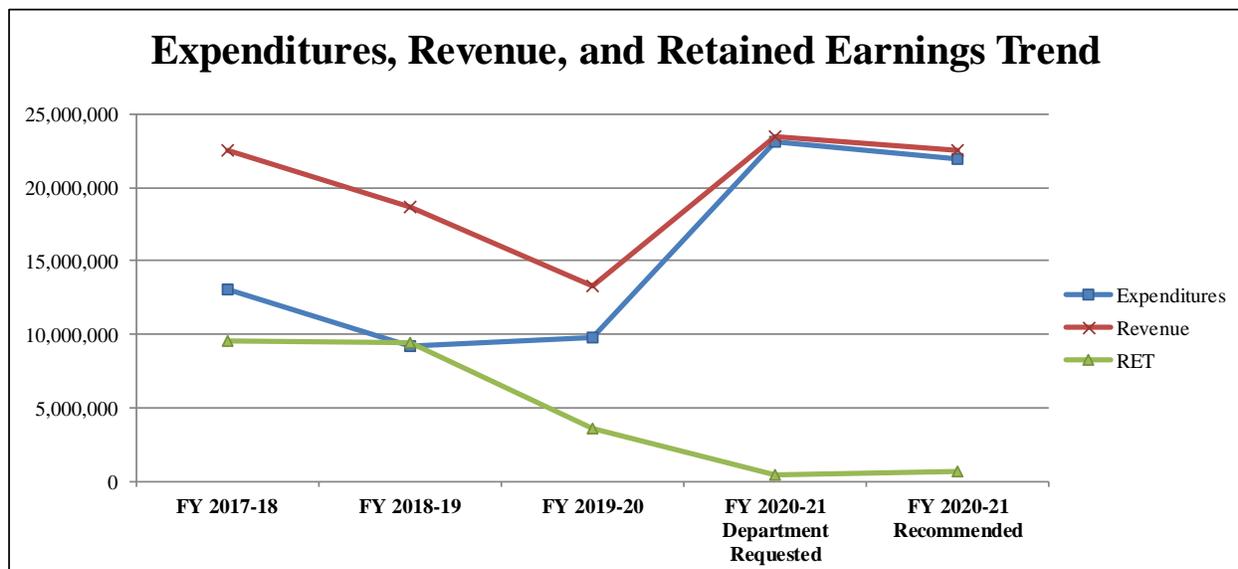
The nation’s fiscal outlook has been impacted by the Novel Coronavirus. The state and local sales taxes that help fund vital safety, health and human services programs for the County’s most vulnerable individuals are expected to decline as economic activity slowed down during the State’s Stay-at-Home order. The Department of Airports anticipates a reduction in revenue sources collected from passenger use. The department is able to absorb this revenue reduction through a \$1.76 million grant from the federal CARES Act airport grant. State and federal grants are significant sources of revenue to construct, improve and maintain airport infrastructure. The Federal Aviation Administration will be providing 100% of funding for eligible capital projects in the 2020-21 fiscal year.

### Budget Changes and Operational Impacts

The recommended budget includes a \$12.2 million increase in expenses from FY 2019-20 actual, due primarily to capital expenses for the Taxiway A rehabilitation project, fully funded through intergovernmental revenues.

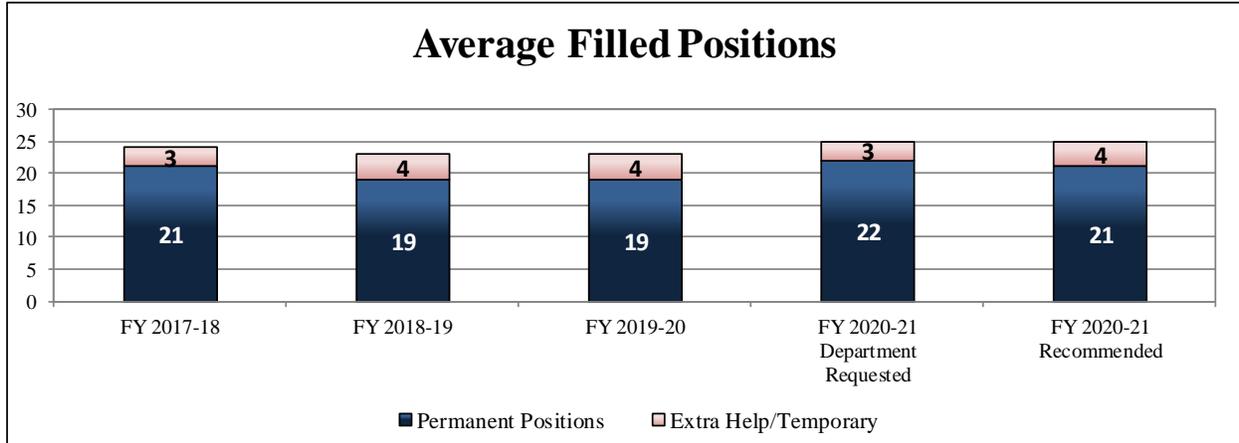
The Airports Enterprise Fund retained earnings at June 30, 2020 is a deficit of \$2.7 million. The deficit is due to the inclusion of approximately \$4.3 million of long-term liabilities primarily associated with pension obligations and a long-term private placement loan. The long-term liabilities do not come due within the current budget and represent future costs that will be funded with future revenue. After adjusting for long-term debt and project encumbrances, the budgeted retained earnings balance at June 30, 2020 is \$1,549,924.

Enterprise Funds



### Staffing Changes and Operational Impacts

The FY 2020-21 recommended budget includes the addition of one (1) Fiscal Support Specialist and deletion of one (1) Accountant I/II/III position for an estimated annual budgetary savings of \$37,910.



Enterprise Funds

	Actual			Department	
	FY 2017-18	FY 2018-19	FY 2019-20	Requested	Recommended
<b>AVERAGE FILLED POSITIONS</b>					
Permanent Positions	21	19	19	22	21
Extra Help/Temporary	3	4	4	3	4
<b>Total Positions</b>	<b>24</b>	<b>23</b>	<b>23</b>	<b>25</b>	<b>25</b>
<b>ACTUAL FULL-TIME EQUIVALENTS</b>					
Permanent Positions (FTE)	21	19	20	N/A	N/A
Extra Help/Temporary (FTE)	2	3	3	N/A	N/A
<b>Total Positions</b>	<b>23</b>	<b>22</b>	<b>23</b>	<b>N/A</b>	<b>N/A</b>
<b>SALARIES &amp; BENEFITS</b>	<b>\$2,247,077</b>	<b>\$2,120,151</b>	<b>\$2,180,981</b>	<b>\$2,559,284</b>	<b>\$2,473,307</b>

### Summary of Authorized Positions

The department has 27 permanent positions, of which 21 have been budgeted to be filled during FY 2020-21 as indicated below. The department will hold six positions vacant and unfunded: one (1) Accountant I/II/III position, one (1) Administrative Coordinator position, one (1) Fiscal Support Technician position, one (1) Airport Police Officer I/II/III position, one (1) Security Attendant I/II position, and one (1) Maintenance Worker I/II/III/IV position, at an annual savings of approximately \$516,501.

Division	Authorized	Additions	Deletions	Requested		Filled	Vacant	Total
				Total				
Finance and Administration	9	1	(1)	9		6	3	9
Operations	18	0	0	18		15	3	18
<b>Total</b>	<b>27</b>	<b>1</b>	<b>(1)</b>	<b>27</b>		<b>21</b>	<b>6</b>	<b>27</b>

Operations		Finance and Administration	
<u>Classification</u>		<u>Classification</u>	
1	Airports Chief Operations Officer	1	Director of Airports
1	Airport Facilities Manager	1	Airports Finance Manager
1	Airport Op & Security Manager	1	Administrative Coordinator
5	Airport Police Officer I/II/III	2	Accountant I/II/III
1	Airports Maintenance Supervisor	2	Fiscal Support Specialist
4	Maintenance Worker I/II/III/IV	1	Fiscal Support Technician
1	Security Attendant I	1	Office Services Technician
1	Supervising Building Svcs Worker	<u>9</u>	<b>Current Total</b>
3	Building Services Worker I/II/III	(1)	Accountant I/II/III
<u>18</u>	<b>Requested Total</b>	1	Fiscal Support Specialist
		<u>9</u>	<b>Requested Total</b>

Enterprise Funds

## Fiscal Year 2020-21 Goals, Objectives, and Performance Measures

### Goal 1: Expand the opportunities for domestic air travel

#### *Objective 1: Increase utilization of Meadows Field Airport passenger service*

Measurement	2017-18 Actual	2018-19 Actual	2019-20 Adopted	2019-20 Actual	2020-21 Goal
Number of available seats offered by airlines	148,466	156,656	172,000	150,248	150,000
Number of enplaned passengers	104,892	116,615	137,000	108,761	130,000
Number of destinations offered by airlines	3	4	5	4	4
Number of aircraft operations	59,988	61,000	65,000	60,540	65,000
Number of community air service presentations	N/A	0	4	3	2
Number of airline service meetings	N/A	0	4	0	2

A passenger travel study was completed in 2019 as a prerequisite toward new airline proposals. The increase in enplaned passengers in 2019 were offset by the reduced travel during COVID-19 in early 2020. A second flight to Dallas Fort Worth International Airport was started in December 2019, suspended in April and restarted in July 2020. United Airlines reduced service to one flight daily to San Francisco International Airport and Denver International Airport. A continued effort will be made by the department to restore air service with existing airlines to recover jobs and produce a positive economic impact to the County.

### Goal 2: Prioritize public / employee safety and security across the county airport system

#### *Objective 1: Reduce and eliminate safety risks at airports within the County airport system*

Measurement	2017-18 Actual	2018-19 Actual	2019-20 Adopted	2019-20 Actual	2020-21 Goal
Number of safety violations from the Federal Aviation Administration	1	0	0	0	0
Number of safety violations from the California Department of Transportation Division of Aeronautics	0	0	0	0	0
Number of security violations from Transportation Security Administration	2	0	0	0	0
Job related injuries	2	0	0	2	0
Completed airport construction projects	1	1	1	1	2

The department continues to strive for perfection in safety and security in all operations, passenger facilities, and employee activities. The department will continue training and monitoring for safe work practices are employed daily. Goals for these measurements will always be zero, and the department has proven for many years that these goals are attainable. The goal for completed airport construction projects includes an extensive project at Meadows Field Taxiway A and a sealcoating project at Wasco Airport in FY 2020-21.

## Golf Course Enterprise Fund

Department Head: Ryan J. Alsop

Fund: Golf Course Enterprise

Budget Unit: 8991

Function: Recreation and Culture

Activity: Recreation Facilities

### Description of Major Services

The Golf Course Enterprise Fund is used to account for the operation of three County-owned golf courses; North Kern, Kern River, and Buena Vista. Private contractors operate the golf courses under land lease agreements. The General Services Division provides administrative support to the Golf Course Enterprise Fund.

Summary of Expenses and Revenue						
	FY 2018-19	FY 2019-20		FY 2020-21		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
<b>APPROPRIATIONS:</b>						
Services and Supplies	\$116,011	\$975,500	\$605,989	\$335,500	\$335,500	\$335,500
Other Charges	195,965	172,173	172,173	186,842	186,842	186,842
Other Financing Uses	0	0	0	0	0	395,300
<b>TOTAL EXPENSES</b>	<b>\$311,976</b>	<b>\$1,147,673</b>	<b>\$778,162</b>	<b>\$522,342</b>	<b>\$522,342</b>	<b>\$917,642</b>
<b>REVENUE:</b>						
Use of Money/Property	\$34,484	\$12,000	\$30,927	\$21,000	\$21,000	\$21,000
Charges for Services	188,203	200,000	257,246	200,000	200,000	200,000
Non-Revenue Receipts	148,206	148,206	148,206	148,206	148,206	148,206
<b>TOTAL REVENUE</b>	<b>\$370,893</b>	<b>\$360,206</b>	<b>\$436,379</b>	<b>\$369,206</b>	<b>\$369,206</b>	<b>\$369,206</b>
<b>INCR./(DECR.) IN RETAINED EARNINGS</b>	<b>\$58,917</b>	<b>(\$787,467)</b>	<b>(\$341,783)</b>	<b>(\$153,136)</b>	<b>(\$153,136)</b>	<b>(\$548,436)</b>

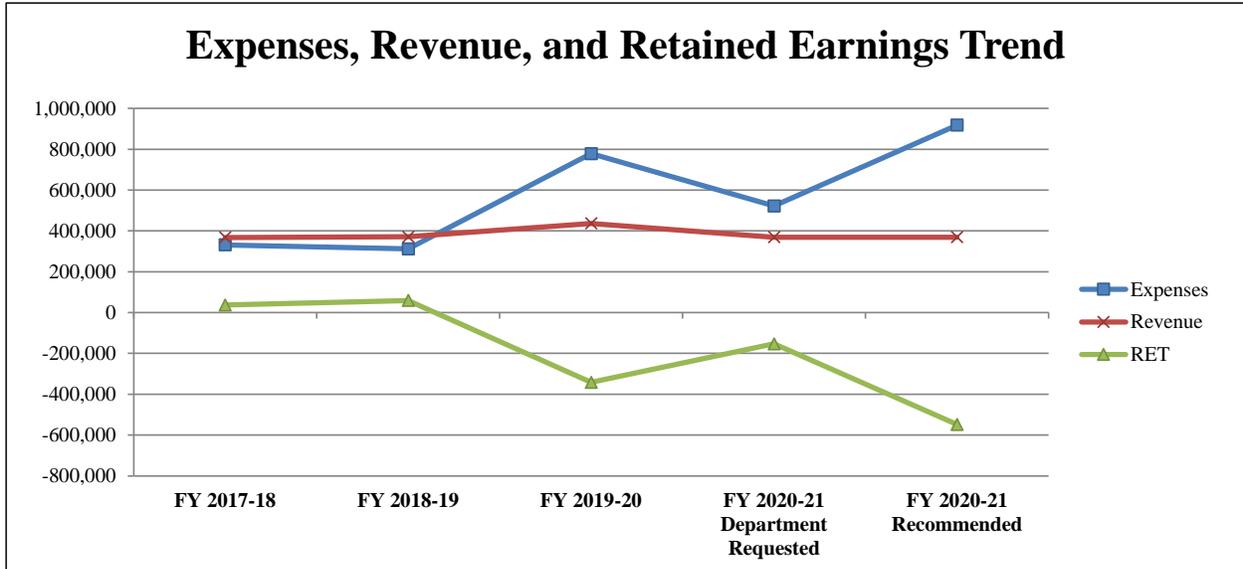
Enterprise Funds

### Major Expenses and Revenue in FY 2020-21 Recommended Budget

Revenue is primarily generated from land lease agreements and is deposited into the Golf Course Enterprise Fund where it is used for necessary capital and infrastructure maintenance projects at the golf courses and to reimburse the General Services Division for administrative support.

### Budget Changes and Operational Impacts

The recommended budget includes appropriations of \$185,000 for the Kern River course for ongoing major repairs to the onsite kitchen and other maintenance projects, \$50,000 for the North Kern course for routine maintenance and operations, and \$445,300 for the Buena Vista course for major facility roof repairs and operations. The retained earnings balance as of June 30, 2020 was \$664,814, of which the division anticipates using \$548,436 in FY 2020-21. The estimated retained earnings balance as of June 30, 2021 is \$116,378.



Enterprise Funds

## Universal Collection Enterprise Fund

Department Head: Craig Pope  
 Fund: Universal Collection Enterprise Fund  
 Budget Unit: 8992

Function: Health and Sanitation  
 Activity: Sanitation

### Description of Major Services

The Universal Collection Enterprise Fund is used to account for the revenue and expenses connected with refuse collection in the Universal Collection Areas. These areas cover the more densely populated, unincorporated portion of metropolitan Bakersfield and other portions of the County. All improved properties within the Universal Collection Areas are required to obtain services from a franchise garbage hauler. The Public Works Department administers this fund, providing ongoing support, oversight of contracted waste haulers, and contract administration.

	FY 2018-19	FY 2019-20		FY 2020-21		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
<b>APPROPRIATIONS:</b>						
Services and Supplies	\$16,199,699	\$17,300,882	\$17,334,811	\$17,776,208	\$17,795,369	\$17,795,369
Other Charges	17,260	23,470	23,470	5,857	5,857	5,857
<b>TOTAL EXPENDITURES</b>	<b>\$16,216,959</b>	<b>\$17,324,352</b>	<b>\$17,358,281</b>	<b>\$17,782,065</b>	<b>\$17,801,226</b>	<b>\$17,801,226</b>
<b>REVENUE:</b>						
Taxes	\$16,246,488	\$17,133,005	\$16,783,829	\$17,653,402	\$17,653,402	\$17,653,402
Fines and Forfeitures	229,181	208,621	208,132	160,000	160,000	160,000
Use of Money/Property	16,604	0	11,387	16,000	16,000	16,000
Charges for Services	(14,170)	(17,824)	(27,892)	(28,176)	(28,176)	(28,176)
<b>TOTAL REVENUE</b>	<b>\$16,478,103</b>	<b>\$17,323,802</b>	<b>\$16,975,456</b>	<b>\$17,801,226</b>	<b>\$17,801,226</b>	<b>\$17,801,226</b>
<b>INCR./(DECR.) IN RETAINED EARNINGS</b>	<b>\$261,144</b>	<b>(\$550)</b>	<b>(\$382,825)</b>	<b>\$19,161</b>	<b>\$0</b>	<b>\$0</b>

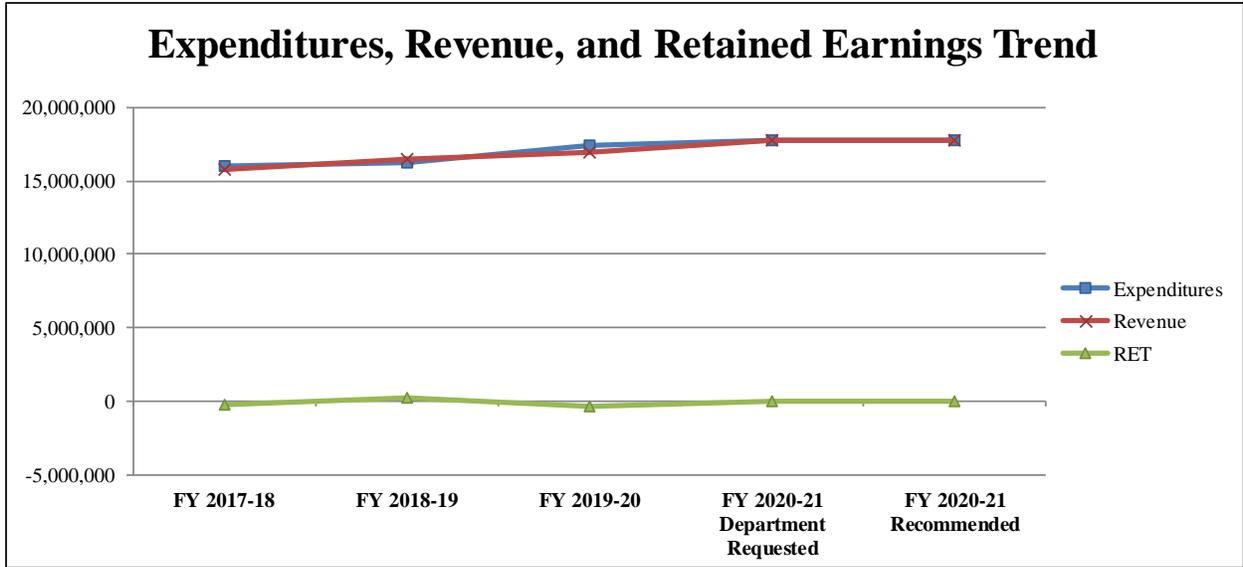
Enterprise Funds

### Major Expenses and Revenue in FY 2020-21 Recommended Budget

The majority of expenses and revenue in this budget unit are for contracts with local waste haulers for services, and the collection of waste assessment fees collected through property tax bills.

### Budget Changes and Operational Impacts

The recommended budget includes \$17.8 million in services and supplies; this represents a \$460,558 increase from FY 2019-20 actual expenses largely due to anticipated cost increases associated with contracts. The division is budgeting for an increase in revenue due to the approved inflation adjustment to the Universal Collection rate, addition of the recycling surcharge, and inclusion of multi-family residential property solid waste collection and related services fees. The retained earnings balance as of June 30, 2020 is \$2.5 million.



Enterprise Funds

## Kern Regional Transit Enterprise Fund

Department Head: Craig Pope  
Fund: Public Transportation  
Budget Unit: 8998

Function: Public Ways and Facilities  
Activity: Transportation Systems

### Description of Major Services

Kern Regional Transit is a division of the Public Works Department. The Kern Regional Transit division develops and operates the public transportation system within the County's unincorporated areas. The division studies and makes recommendations on public transportation needs and administers contracts with public and private transit service providers. The division provides a combination of demand-response, fixed-route, and inter-city transit services.

<b>Summary of Expenditures and Revenue</b>						
	<u>FY 2018-19</u>	<u>FY 2019-20</u>		<u>FY 2020-21</u>		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
<b>APPROPRIATIONS:</b>						
Services and Supplies	\$9,205,151	\$10,523,650	\$10,031,513	\$11,906,075	\$11,906,075	\$11,906,075
Other Charges	1,362,134	1,443,688	1,443,688	1,510,852	1,510,852	1,510,852
Capital Assets	55,852	1,000,000	724,118	4,205,000	4,205,000	4,205,000
<b>TOTAL EXPENDITURES</b>	<b>\$10,623,137</b>	<b>\$12,967,338</b>	<b>\$12,199,319</b>	<b>\$17,621,927</b>	<b>\$17,621,927</b>	<b>\$17,621,927</b>
<b>REVENUE:</b>						
Taxes	\$6,988,202	\$7,101,652	\$10,306,540	\$11,417,021	\$11,417,021	\$11,417,021
Use of Money/Property	120,037	83,928	121,305	105,292	105,292	105,292
Intergovernmental	1,290,368	3,419,707	2,210,082	2,486,364	2,486,364	2,486,364
Charges for Services	1,068,940	1,078,193	1,050,050	1,132,913	1,132,913	1,132,913
Miscellaneous	90,727	0	21,237	30,000	30,000	30,000
Non-revenue Receipts	1,370,147	1,415,045	1,415,045	1,415,045	1,415,045	1,415,045
<b>TOTAL REVENUE</b>	<b>\$10,928,421</b>	<b>\$13,098,525</b>	<b>\$15,124,259</b>	<b>\$16,586,635</b>	<b>\$16,586,635</b>	<b>\$16,586,635</b>
<b>INCR./ (DECR.) IN RETAINED EARNINGS</b>	<b>\$305,284</b>	<b>\$131,187</b>	<b>\$2,924,940</b>	<b>(\$1,035,292)</b>	<b>(\$1,035,292)</b>	<b>(\$1,035,292)</b>

Enterprise Funds

### Major Expenses and Revenue in FY 2020-21 Recommended Budget

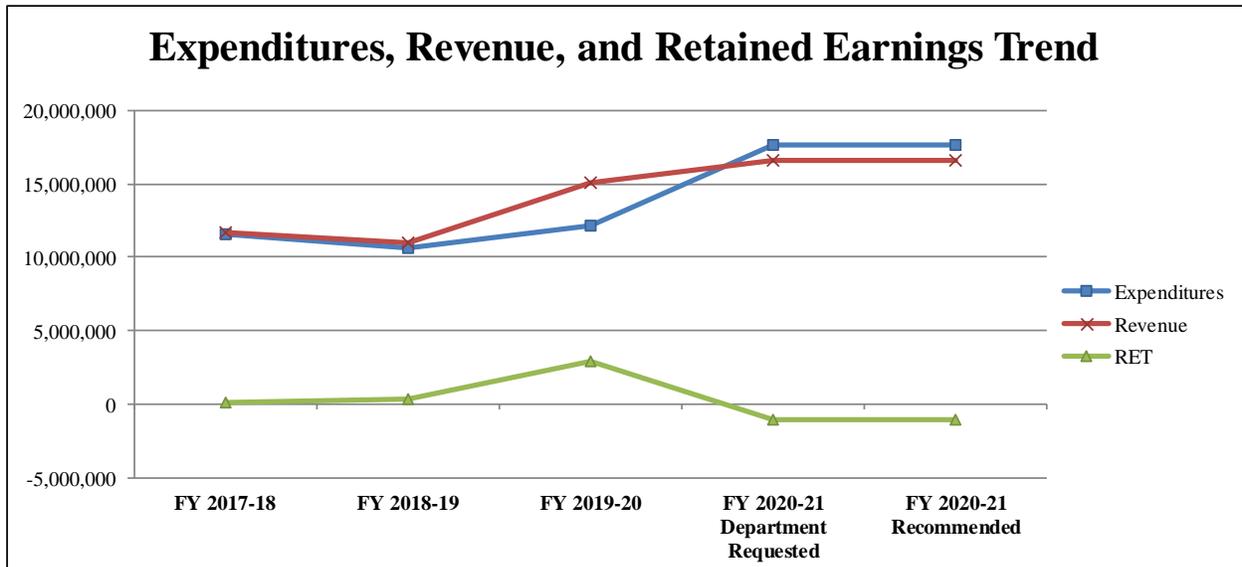
The activities of Kern Regional Transit are funded primarily from Sales and Use Tax for local transportation, State Public Transportation Modernization, Improvement, and Service Enhancement Account Program and funding from the State Department of Transportation Section 5311 that provides funding for public transit in non-urbanized areas. The primary expenses for the division include contracts for transportation services and labor and vehicle reimbursement for Public Works.

### Budget Changes and Operational Impacts

The recommended budget includes \$2.6 million in services and supplies to reimburse the Public Works department for both the labor and vehicle maintenance work of the Kern Regional Transit Enterprise Fund. The division plans to continue with construction of the Mojave Transit Center in FY 2020-21 as well as the acquisition of four (4) cutaway busses, one (1) large bus, and one (1) office trailer. Capital assets will be funded with a combination of revenues such as State and Federal aid programs, including the Road Repair and Accountability Act of 2017 (SB1), the Transportation Development Act, and the Congestion Mitigation and Air Quality Improvement Program.

The budgetary retained earnings balance as of June 30, 2020 is \$2.5 million. The division has budgeted to use \$1.04 million in retained earnings to maintain or exceed the current level of service.

Enterprise Funds



**FY 2020-21 Goals, Objectives and Performance Measures**

**GOAL 1: Promote public transportation to improve access to services and improve air quality**

*Objective: Encourage as many people as we can to get out of their cars and use public transit instead*

Measurement	2017-18 Actual	2018-19 Actual	2019-20 Adopted	2019-20 Actual	2020-21 Goal
Total number of passengers who board a Kern Regional Transit bus	396,900	411,027	450,000	355,227	450,000
Requests for additional services	8	2	8	5	8
Average cost per passenger per mile	\$1.98	\$1.42	\$2.00	\$1.46	\$2.00

Kern Regional Transit continues to serve thousands of riders each month, though there has been a considerable decrease in passengers from last year. Ridership remained consistent the first 3 quarters of FY 2019-20. Due to COVID-19 there was a significant decline in ridership in the 4<sup>th</sup> quarter, causing the department to fall below FY 2019-20 adopted goals. The department will keep the same goals as the previous fiscal year, but anticipates making adjustments due to COVID-19.

**GOAL 2: Ensure customer service as a priority**

*Objective: Provide a safe and reliable form of transportation for Kern County residents*

Measurement	2017-18 Actual	2018-19 Actual	2019-20 Adopted	2019-20 Actual	2020-21 Goal
On-time performance	87%	88%	90%	87%	90%
Preventable Accidents per 1,000 miles	.0032	.007	1	.01	0.01
Passenger complaints per 100 passengers	1.7	.004	2	0.006	0.005
Service Interruptions per 100 miles	.01	.002	.01	0.007	.01

The department has added these performance measures beginning in FY 2017-18 in order to report on items that are important to the riders of the Kern Regional Transit system. The division was able to meet, or nearly meet, all goals for FY 2019-20.

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## Waste Management Division

Department Head: Craig Pope  
Fund: Solid Waste Management Enterprise  
Budget Unit: 8999 and 8993

Function: Health and Sanitation  
Activity: Sanitation

### Description of Major Services

Waste Management is a division of the Public Works Department. The division is responsible for the operation and management of the County's solid waste disposal system, which consists of seven active landfills, seven recycling/transfer stations, and three special waste facilities. The division administers the County's solid waste franchise program, which authorizes and regulates trash collection by private haulers in some of the County's unincorporated areas, and state mandated waste diversion and recycling programs. The division also provides for the continuing maintenance of eight inactive or closed landfills and 43 closed burn dumps.

Summary of Expenditures and Revenue						
	FY 2018-19	FY 2019-20		FY 2020-21		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
<b>APPROPRIATIONS:</b>						
Services and Supplies	\$40,352,067	\$50,666,734	\$44,089,655	\$52,280,275	\$52,280,275	\$52,280,275
Other Charges	5,264,888	6,895,360	5,387,575	7,417,848	7,417,848	7,417,848
Capital Assets	8,548,985	3,781,000	7,059,603	42,139,701	18,721,701	21,971,701
<b>TOTAL EXPENDITURES</b>	<b>\$54,165,940</b>	<b>\$61,343,094</b>	<b>\$56,536,833</b>	<b>\$101,837,824</b>	<b>\$78,419,824</b>	<b>\$81,669,824</b>
<b>REVENUE:</b>						
Taxes	\$23,239,727	\$23,895,301	\$23,382,445	\$23,239,728	\$23,239,728	\$23,239,728
Fines and Forfeitures	281,472	231,324	261,000	281,471	281,471	281,471
Use of Money/Property	1,848,245	1,040,571	1,786,932	1,848,244	1,848,244	1,848,244
Intergovernmental	316,320	0	81,712	316,320	316,320	316,320
Charges for Services	20,921,448	18,617,447	22,291,434	20,921,448	20,921,448	20,921,448
Miscellaneous	1,032,040	905,000	892,243	1,032,039	1,032,039	1,032,039
Non-revenue Receipts	4,025,394	5,615,000	4,107,212	6,200,000	6,200,000	6,200,000
<b>TOTAL REVENUE</b>	<b>\$51,664,646</b>	<b>\$50,304,643</b>	<b>\$52,802,978</b>	<b>\$53,839,250</b>	<b>\$53,839,250</b>	<b>\$53,839,250</b>
<b>INCR./ (DECR.) IN RETAINED EARNINGS</b>	<b>(\$2,501,294)</b>	<b>(\$11,038,451)</b>	<b>(\$3,733,855)</b>	<b>(\$47,998,574)</b>	<b>(\$24,580,574)</b>	<b>(\$27,830,574)</b>

Enterprise Funds

### Major Expenses and Revenue in FY 2020-21 Recommended Budget

A major expense for the division's recommended budget is labor reimbursement to the Public Works Department within services and supplies of approximately \$23.2 million. Additional appropriations within services and supplies includes landfill operating contracts and other professional services needed to maintain the County's disposal sites, payment to the Board of Equalization based on a per ton of landfill waste, and costs associated with educational and recycling programs. Division revenue is generated from special land use assessments collected through property tax bills, landfill gate fees and waste bin fees.

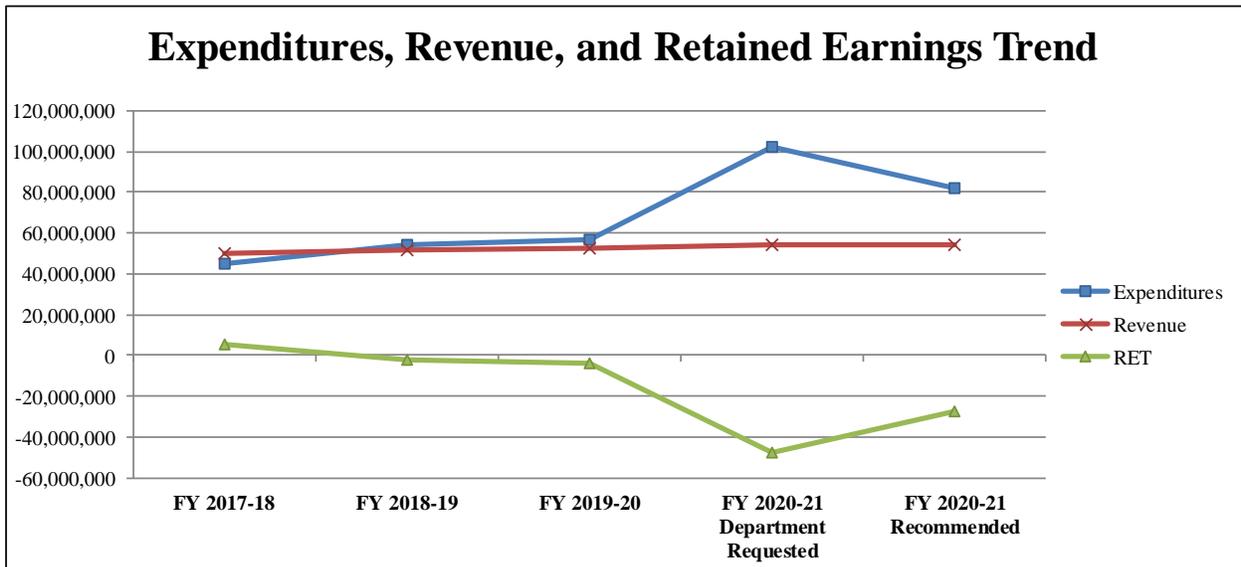
### Budget Changes and Operational Impacts

The recommended budget includes funding for \$21.9 million in capital assets including \$7.5 million for improvements to the Shafter sanitary landfill, \$1.5 million for ground water wells, and \$800,000 for burn dump remediation. Additionally, the recommended budget includes \$3.2 million in capital assets for improvements to the McFarland-Delano gatehouse, the Bena access road, and surfacing upgrades at the Bena Diversion Area not included in the FY 2020-21 preliminary recommended budget. The department requested capital asset budget was reduced to reflect appropriations the department anticipates utilizing in FY 2020-21.

The division is budgeting to receive \$23.9 million in land use fees, \$5 million in solid waste bin fees, \$900,000 in recycling surcharges from collections on the tax roll, in addition to \$13.2 million from gate fee revenue collected at the waste sites.

The retained earnings for the Waste Management Enterprise fund at June 30, 2020 is a deficit of \$53.9 million due to the inclusion of long-term liabilities of approximately \$65.9 million associated with pollution remediation obligations, future closure and post-closure maintenance and pension obligations. These liabilities do not come due within the budget cycle and represent future costs that will be funded with future revenue. After adjusting for long-term debt, the estimated budgetary retained earnings balance as of June 30, 2020 is estimated to be approximately \$12 million, all of which will be utilized to fund the FY 2020-21 budget. Additionally, the division anticipates releasing \$12.6 million from its designations to fund capital projects in the FY 2020-21 recommended budget.

Enterprise Funds



**FY 2020-21 Goals, Objectives and Performance Measures**

**GOAL 1: Assure Solid Waste Management Facilities and Operations are Conducted Safely and Minimize Impact on the Environment**

*Objective: Promote public and environmental safety by complying with State of California regulations related to environmentally safe management of solid waste and preventing hazardous and other unapproved waste disposal at landfills and transfer stations.*

Measurement	2017-18 Actual	2018-19 Actual	2019-20 Adopted	2019-20 Actual	2020-21 Goal
Regulatory compliance rate for active landfills and transfer stations	100%	97.78%	100%	100%	100%
Hazardous waste diverted from County landfills through Special Waste Facilities	559 Tons	573 Tons	500 Tons	486 Tons	500 Tons
Percentage of disposal reduced by department recycling programs	17.2%	20%	20%	19.1%	20%

The Waste Operations and Special Waste divisions continue to work diligently to minimize operational concerns in regards to regulatory compliance. In FY 2019-20, the department achieved a 100% compliance rating for the 135 compliance points inspected across 14 active operations. Steps continue to be implemented to increase the education of customers regarding unacceptable wastes for disposal through increased frequency of hazardous waste screening of loads at the active areas. The division also continues to strive to increase the amount of material diverted or recycled through County diversion programs. The special waste program held 26 household hazardous waste temporary collection events for communities throughout the County in FY 2019-20.

**GOAL 2: Fulfill Solid Waste Management Mission by Meeting the Needs of County Customers Cost Effectively**

*Objective: Operate cost effectively*

Measurement	2017-18 Actual	2018-19 Actual	2019-20 Adopted	2019-20 Actual	2020-21 Goal
Cost of operating department recycling programs per ton recycled	\$55.28	\$39.07	\$45-\$55	\$48.07	\$50
Cost of operating landfills per ton of waste handled	\$21.20	\$18.90	\$21-\$23	\$32.46	\$35
Cost of operating transfer stations per ton of waste handled	\$86.09	\$86.33	\$75-\$85	\$88.00	\$90
Cost of operating the Special Waste Facilities per ton of hazardous waste handled	\$6,985	\$5,964	\$5,500	\$5,628	\$5,700

Cost effective operation of all County landfills, transfer stations and special waste facilities will allow the Waste Operations in Public Works to provide necessary and economic solid waste and hazardous waste services to County customers. Beginning in FY 2017-18, depreciation expense for capital improvements was included in the operating cost of landfills and transfer stations. Though there has been continued improvement, increased cost of overhead over the past years resulted in increased cost of operating the landfills, recycling programs and hazardous waste programs. Increased diversion rates to recycling programs as mandated by the State has also reduced the landfill disposal quantities and therefore increased the cost of landfill operations.

Enterprise Funds

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## Kern Sanitation Authority

General Manager: Craig Pope  
Fund: Kern Sanitation Authority  
Budget Unit: 9144

Function: Health and Sanitation  
Activity: Sanitation

### Description of Major Services

The Kern Sanitation Authority is a County Sanitation District administered by the Public Works Department and established to manage wastewater and operate the wastewater treatment plant for the East Bakersfield area district residents. In addition to providing these services, the district also provides for staffing and services to the Ford City-Taft Heights Sanitation District. The expenses are reimbursed by the Ford City-Taft Heights Sanitation District.

<b>Summary of Expenditures and Revenue</b>						
	<b>FY 2018-19</b>	<b>FY 2019-20</b>		<b>FY 2020-21</b>		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
<b>APPROPRIATIONS:</b>						
Salaries and Benefits	\$1,962,368	\$30,532	\$30,531	\$0	\$0	\$0
Services and Supplies	1,613,365	5,829,159	3,313,404	8,919,463	8,919,463	8,919,463
Other Charges	469,509	548,216	431,432	496,548	496,548	496,548
Capital Assets	144,700	2,691,476	128,264	7,080,000	7,080,000	7,080,000
<b>TOTAL EXPENDITURES</b>	<b>\$4,189,942</b>	<b>\$9,099,383</b>	<b>\$3,903,631</b>	<b>\$16,496,011</b>	<b>\$16,496,011</b>	<b>\$16,496,011</b>
<b>REVENUE:</b>						
Taxes	\$4,547,919	\$4,682,064	\$4,575,351	\$5,198,500	\$5,198,500	\$5,198,500
Licenses and Permits	1,725	1,050	9,670	1,500	1,500	1,500
Fines and Forfeitures	62,780	50,000	95,093	50,000	50,000	50,000
Use of Money/Property	289,470	170,223	368,421	243,323	243,323	243,323
Charges for Services	1,654,213	1,599,125	630,350	437,000	437,000	437,000
Miscellaneous	157,421	120,000	658,472	150,000	150,000	150,000
Non-revenue Receipts	407,240	500,000	385,016	500,000	500,000	500,000
<b>TOTAL REVENUE</b>	<b>\$7,120,768</b>	<b>\$7,122,462</b>	<b>\$6,722,373</b>	<b>\$6,580,323</b>	<b>\$6,580,323</b>	<b>\$6,580,323</b>
<b>INCR./(DECR.) IN RETAINED EARNINGS</b>	<b>\$2,930,826</b>	<b>(\$1,976,921)</b>	<b>\$2,818,742</b>	<b>(\$9,915,688)</b>	<b>(\$9,915,688)</b>	<b>(\$9,915,688)</b>

### Major Expenses and Revenue in FY 2020-21 Recommended Budget

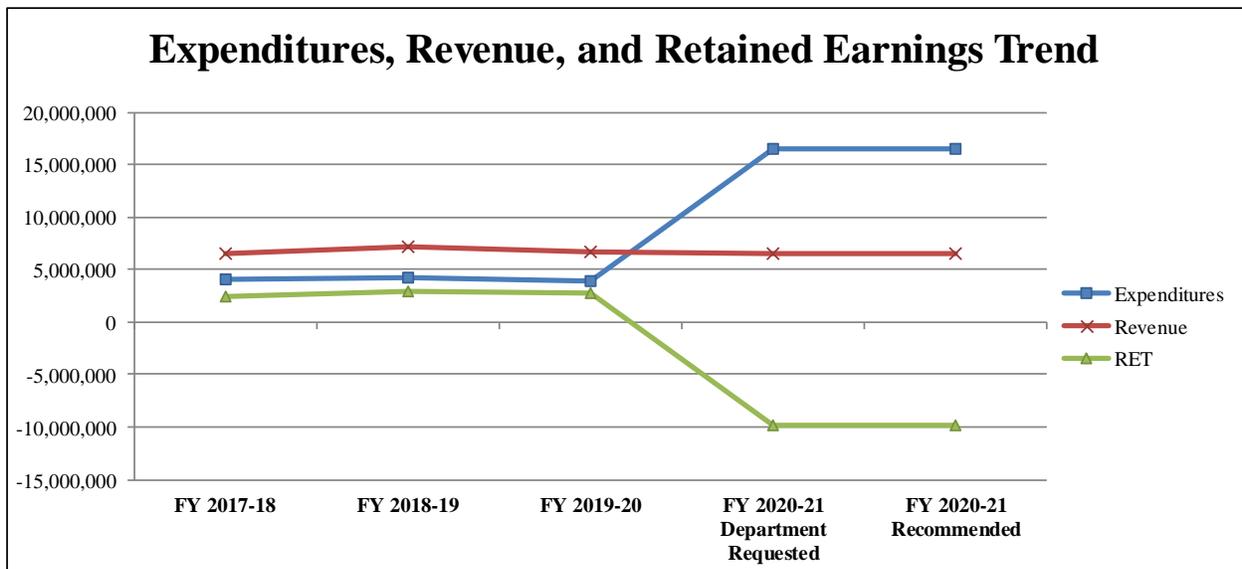
The largest ongoing expense for the district is the reimbursement to Public Works for labor required to operate and maintain the system and wastewater treatment plant. Services and supplies include the costs associated with the equipment and materials needed to service and maintain the sanitation resources of the district as well as maintenance projects needed throughout the fiscal year. The primary revenue sources for this budget are sewer service charges collected through property tax bills on properties within the district boundaries and one-time sewer connection fees.

### Budget Changes and Operational Impacts

On May 5, 2020, the Kern Sanitation Authority Board approved a \$8.80 cost of living adjustment to the equivalent single-family dwelling fee, establishing a rate of \$302.25 for FY 2020-21. The fee is projected to generate approximately \$5.2 million in revenue for the district in FY 2020-21. The additional revenue will cover the operational and maintenance needs to provide sewer service to district customers. The recommended budget for the district includes appropriations for structural repairs to wastewater treatment equipment. Capital assets in the amount of \$7.1 million have been included for the demolition and construction phase for the backup digester and gas purifier project and the purchase of two (2) vehicles.

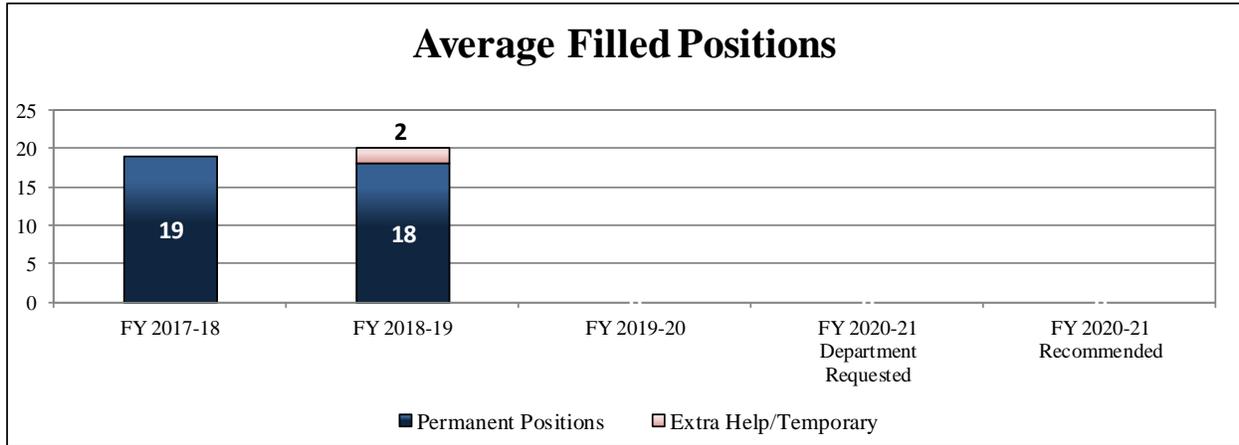
The district’s retained earnings as of June 30, 2020 is \$4.5 million due to the inclusion of approximately \$4 million in long term liabilities associated with pension obligation bonds. These liabilities do not come due within the FY 2020-21 budget and represent future costs that will be funded with future revenue or existing reserves. After adjusting for long-term liabilities, the budgetary retained earnings balance as of June 30, 2020 is estimated at \$8.5 million, all of which will be used to fund operations in the FY 2020-21 budget. In addition, the district anticipated releasing \$1.4 million for its designations to fund the recommended FY 2020-21 budget.

Special Districts



### Staffing Changes and Operational Impacts

All staff formerly employed by the district were transferred to the Public Works Internal Service Fund effective July 2019. The recommended budget includes \$2.79 million in reimbursement to Public Works for labor and administrative duties performed on behalf of the district.



	Actual			Department	
	FY 2017-18	FY 2018-19	FY 2019-20	Requested	Recommended
<b>AVERAGE FILLED POSITIONS</b>					
Permanent Positions	19	18	0	0	0
Extra Help/Temporary	0	2	0	0	0
<b>Total Positions</b>	<b>19</b>	<b>20</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>ACTUAL FULL-TIME EQUIVALENTS</b>					
Permanent Positions (FTE)	20	18	0	N/A	N/A
Extra Help/Temporary (FTE)	0	2	0	N/A	N/A
<b>Total Positions</b>	<b>20</b>	<b>20</b>	<b>0</b>	<b>N/A</b>	<b>N/A</b>
<b>SALARIES &amp; BENEFITS</b>	<b>\$2,026,617</b>	<b>\$1,962,368</b>	<b>\$30,531</b>	<b>\$0</b>	<b>\$0</b>

### Summary of Authorized Positions

The district currently has no authorized positions.

Special Districts

**Fiscal Year 2020-21 Goals, Objectives and Performance Measures**

**GOAL 1: Assure Kern Sanitation Authority Operations are Conducted Safely and Minimize Impact on Customers and the Environment**

*Objective: Comply with State of California Regulations related to environmentally safe wastewater discharge*

Measurement	2017-18 Actual	2018-19 Actual	2019-20 Adopted	2019-20 Actual	2020-21 Goal
Number of months each year of safe operation of the wastewater system with no Notices of Violation of Wastewater Discharge Requirements	12	12	12	12	12

Kern Sanitation Authority is committed to operate its treatment plant facility safely, within regulatory guidelines, without any notices of violations of its governing waste discharge requirements.

*Objective: Provide services that meet customers' needs for proper treatment and collection of wastewater*

Measurement	2017-18 Actual	2018-19 Actual	2019-20 Adopted	2019-20 Actual	2020-21 Goal
Number of Sewer System Overflows onto private property	0	1	0	0	0
Percentage of times responded in less than one hour when notification of a Sewer System Overflow was received	100%	100%	100%	100%	100%

Kern Sanitation Authority continues to promptly respond to all sewer system overflows. Public Works sewer crew staff are set up for 24/7 emergency response. Public Works also provided additional maintenance to sewer lines in known trouble areas in an effort to prevent "hot spot" overflows commonly caused by vandals breaking into manholes and throwing material into the sewer lines.

**GOAL 2: Fulfill Kern Sanitation Authority Mission Cost Effectively**

*Objective: Provide cost effective wastewater treatment and collection services to customers*

Measurement	2017-18 Actual	2018-19 Actual	2019-20 Adopted	2019-20 Actual	2020-21 Goal
Annual charge for sewer service for a single family residence	\$275.00	\$282.68	\$293.45	\$293.45	\$302.25

Kern Sanitation Authority has continued to provide cost effective service to its customers. The Authority has been getting by without increasing rates over the Consumer Price Index (CPI) increase, but the regulatory obligations and cost of replacing aging infrastructure forced a rate increase in FY 2017-18. On May 9, 2017 a protest hearing was held, a majority was not reached and the increase was approved with a continued CPI adjustment for the next four fiscal years ending in FY 2020-21.

## Ford City-Taft Heights Sanitation District

Department Head: Craig Pope  
 Fund: Ford City-Taft Heights Sanitation  
 Budget Unit: 9146

Function: Health and Sanitation  
 Activity: Sanitation

### Description of Major Services

The Ford City-Taft Heights Sanitation District is a County Sanitation District which manages wastewater from the unincorporated areas of Ford City and Taft Heights. Sewer collection for the communities joins the City of Taft system and gravity flows to the Taft Wastewater Treatment Plant. The Taft Wastewater Treatment Plant is jointly owned by the City of Taft (52%) and the district (48%). The Kern Sanitation Authority maintains the district’s sewer collection system and the Public Works Department provides administration and maintenance services.

Summary of Expenditures and Revenue						
	FY 2018-19	FY 2019-20		FY 2020-21		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
<b>APPROPRIATIONS:</b>						
Services and Supplies	\$672,776	\$1,111,510	\$810,634	\$1,376,406	\$1,376,406	\$1,376,406
Other Charges	98,410	92,105	86,669	97,026	97,026	97,026
<b>TOTAL EXPENDITURES</b>	<b>\$771,186</b>	<b>\$1,203,615</b>	<b>\$897,303</b>	<b>\$1,473,432</b>	<b>\$1,473,432</b>	<b>\$1,473,432</b>
<b>REVENUE:</b>						
Taxes	\$851,117	\$862,450	\$859,386	\$932,500	\$932,500	\$932,500
Fines and Forfeitures	22,955	12,700	23,281	15,000	15,000	15,000
Use of Money/Property	34,556	17,350	25,180	17,500	17,500	17,500
Charges for Services	31,471	29,747	29,074	31,990	31,990	31,990
Miscellaneous	3,822	3,500	15,119	0	0	0
Non-revenue Receipts	82,500	90,000	84,564	95,000	95,000	95,000
<b>TOTAL REVENUE</b>	<b>\$1,026,421</b>	<b>\$1,015,747</b>	<b>\$1,036,604</b>	<b>\$1,091,990</b>	<b>\$1,091,990</b>	<b>\$1,091,990</b>
<b>INCR./(DECR.) IN RETAINED EARNINGS</b>	<b>\$255,235</b>	<b>(\$187,868)</b>	<b>\$139,301</b>	<b>(\$381,442)</b>	<b>(\$381,442)</b>	<b>(\$381,442)</b>

### Major Expenses and Revenue in FY 2020-21 Recommended Budget

The major expense for the district is the County’s share of cost paid to the City of Taft for the operation of the treatment plant as stipulated by an agreement between the City of Taft and the district as well as reimbursements to Public Works Department for administration and maintenance. The operational, administrative and maintenance costs are paid with sewer service charges collected through property tax bills. Charges for services and miscellaneous revenues are collected for connection fees and other district cost reimbursements.

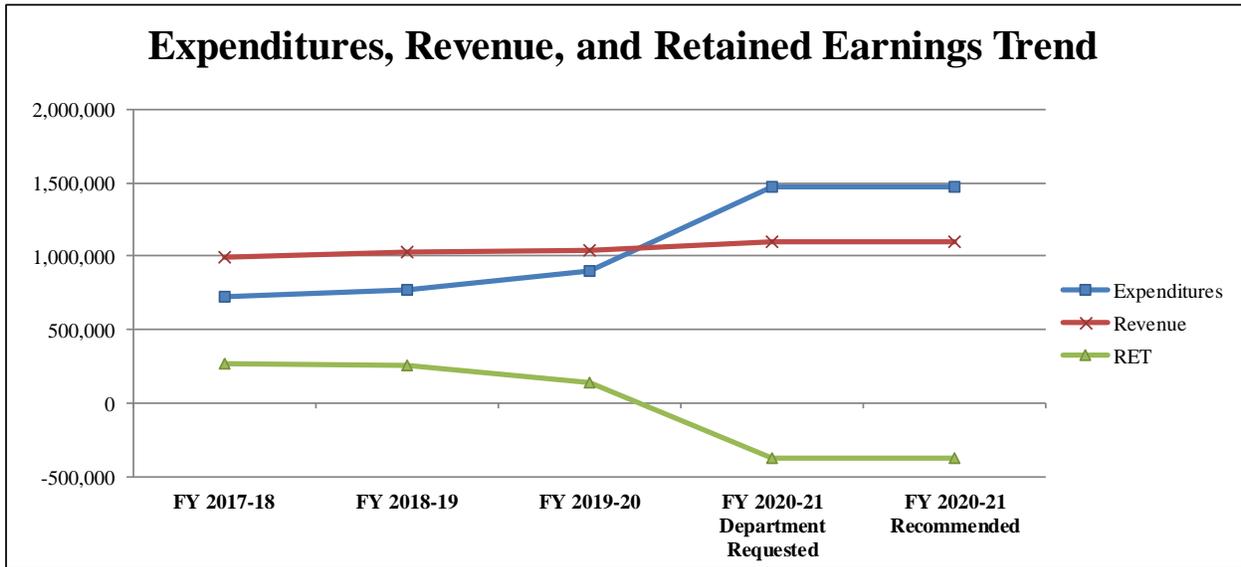
Special Districts

### Budget Changes and Operational Impacts

The recommended budget includes sufficient appropriations to pay the City of Taft the operational cost of the plant and to reimburse the Public Works department for administrative and maintenance costs. Beginning in FY 2014-15 the district began paying the City of Taft its portion of the U.S. Department of Agriculture Rural Development loan secured for a major plant upgrade. The loan amount of \$3,619,000 will be repaid over 20 years at a reduced interest rate of 2.5%. The district is responsible for 48% of the debt service payment. On May 5, 2020, the Ford City-Taft Heights Sanitation District Board approved a \$28.45 cost of living adjustment to the equivalent single-family dwelling fee, establishing a rate of \$408.25 for FY 2020-21. The fee is projected to generate approximately \$932,500 to be used for operational and maintenance needs to provide sewer service for the district customers in FY 2020-21.

The district’s budgetary retained earnings as of June 30, 2020 is \$408,226, of which \$381,442 will be used to fund operational costs in the FY 2020-21 Recommended Budget.

Special Districts



**FY 2020-21 Goals, Objectives and Performance Measures**

**GOAL 1: Assure Ford City-Taft Heights Sanitation District’s Sewer Maintenance is Conducted Safely and Minimize Impact on Customers and the Environment**

*Objective: Provide services that meet customers’ needs for proper collection of wastewater*

Measurement	2017-18 Actual	2018-19 Actual	2019-20 Adopted	2019-20 Actual	2020-21 Goal
Number of Sewer System Overflows onto private property	2	1	0	2	0
Percentage of times responded in less than one hour when notification of a Sewer System Overflow was received	100%	100%	100%	100%	100%

Ford City-Taft Heights Sanitation District continues to promptly respond to all sewer system overflows. Public Works sewer crew staff are set up for 24/7 emergency response including a person that lives in Taft. Public Works also provides additional preventative maintenance to sewer lines in known trouble areas in an effort to prevent “hot spot” overflows commonly caused by vandals breaking into manholes and throwing material into the sewer lines.

**GOAL 2: Fulfill Ford City-Taft Heights Sanitation District’s Mission Cost Effectively**

*Objective: Provide cost effective wastewater collection services to customers*

Measurement	2017-18 Actual	2018-19 Actual	2019-20 Adopted	2019-20 Actual	2020-21 Goal
Annual charge for sewer service for a single family residence	\$379.80	\$379.80	\$379.80	\$379.80	\$408.25

Ford City-Taft Heights Sanitation District will continue to provide cost effective sewer service to its customers. The District has been getting by without increasing rates but the regulatory obligations and cost of replacing aging infrastructure has forced a future rate increase. On May 5, 2020 a protest hearing was held, a majority was not reached and a 7.5% increase was approved for five consecutive fiscal years starting on FY 2021-22.

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## In-Home Supportive Services Public Authority

Department Head: Lito Morillo

Function: Public Assistance

Fund: In-Home Supportive Services

Activity: Other Assistance

Budget Unit: 9147

### Description of Major Services

The In-Home Supportive Services (IHSS) program is designed to assist persons with disabilities and older adults in avoiding premature placement in long-term care facilities. The IHSS Public Authority was established by the Board of Supervisors in November 2002, and is administered under contract by the Aging and Adult Services Department. The Public Authority is the employer of record for the purpose of collective bargaining for individuals that provide services to eligible aged, blind or disabled individuals, in order to allow those persons to remain in their homes and avoid institutionalization.

Summary of Expenditures and Revenue						
	FY 2018-19	FY 2019-20		FY 2020-21		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
<b>APPROPRIATIONS:</b>						
Other Charges	\$10,692,743	\$11,746,578	\$11,492,490	\$11,908,849	\$11,908,849	\$11,891,665
<b>TOTAL EXPENDITURES</b>	<b>\$10,692,743</b>	<b>\$11,746,578</b>	<b>\$11,492,490</b>	<b>\$11,908,849</b>	<b>\$11,908,849</b>	<b>\$11,891,665</b>
<b>REVENUE:</b>						
Use of Money/Property	\$29,710	\$13,051	\$49,914	\$28,598	\$28,598	\$28,598
Intergovernmental	429,390	546,227	607,758	620,987	620,987	603,804
Other Financing Sources:						
Social Services Realignment	8,237,460	9,257,703	8,896,618	10,459,009	9,181,439	10,004,693
General Fund Contribution	2,044,780	1,929,597	1,929,597	800,255	2,077,825	1,254,570
<b>TOTAL REVENUE</b>	<b>\$10,741,340</b>	<b>\$11,746,578</b>	<b>\$11,483,887</b>	<b>\$11,908,849</b>	<b>\$11,908,849</b>	<b>\$11,891,665</b>
<b>NET FUND COST</b>	<b>(\$48,597)</b>	<b>\$0</b>	<b>\$8,603</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

### Major Expenditures and Revenue in FY 2020-21 Recommended Budget

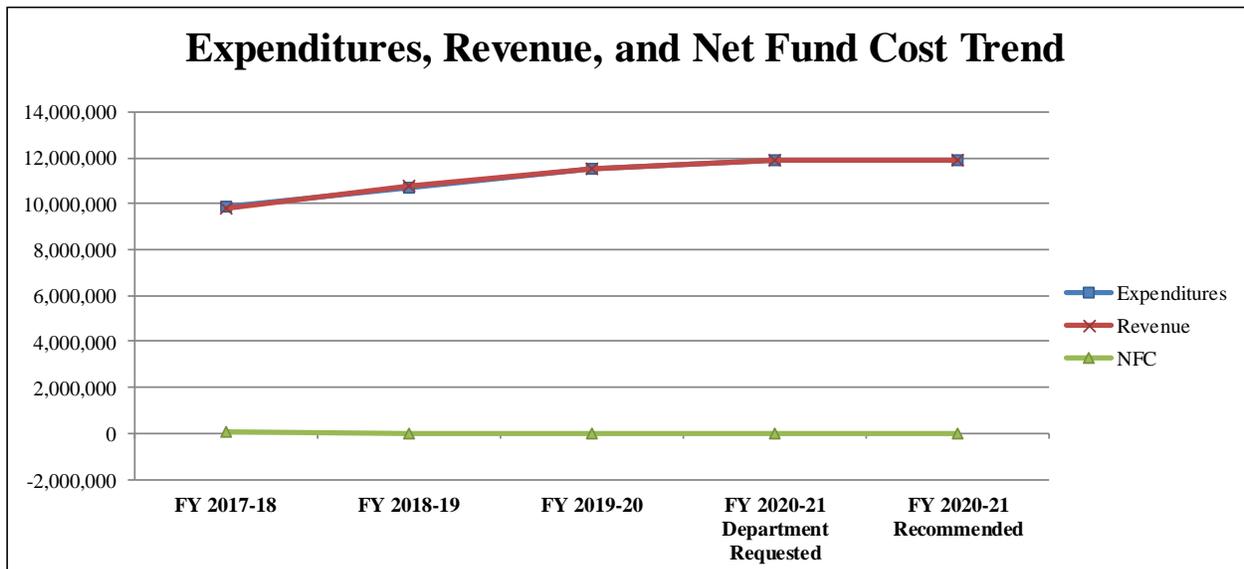
The majority of expenditures in this budget unit are associated with IHSS service providers' salaries. The personnel costs and services and supplies for administering the IHSS program are found in budget unit 5610. The IHSS Maintenance of Effort (MOE) represents the County's share of cost for the following: service provider wages, IHSS administrative costs, and the administration of the IHSS Public Authority. The recommended budget includes \$11.2 million to fund the County's IHSS MOE.

### Budget Changes and Operational Impacts

The recommended budget includes an increase in other charges based upon the State law that requires counties to adjust the MOE base amount by 4 percent inflation factor beginning in FY 2020-21.

Special Districts

The preliminary recommended budget included several revenue sources impacted by decreased consumer spending including Realignment Sales Taxes. The State’s Budget provided \$1 billion of Realignment backfill for safety net services that counties administer on behalf of the State. Of this total \$750 million is provided directly from State General Fund and \$250 million is contingent upon the state receiving additional federal COVID-19 relief funds, which will be determined by October 15, 2020. Other financing sources has been adjusted to include the realignment backfill from the State General Fund. This backfill allowed the County to adjust the Net General Fund Contribution to In-Home Supportive Services by \$823,255. The recommended budget provides adequate funding for the IHSS Public Authority to perform its required functions.



Special Districts

# Special Revenue Funds

Budget Units as Listed

## Description of Major Services

Special revenue funds were established to account for proceeds of specific revenue sources that are legally restricted to expenditures for specific purposes. Special revenue funds are transferred to a variety of County departments to fund specific activities. Funds are transferred into departments as operating transfers in and are detailed in the Summaries of Expenditures and Revenues for each department as other financing sources. A few special revenue funds expend directly out of the fund. However, the majority of the appropriations recommended below will be transferred into operating budgets in other County funds.

On March 27, 2020, the Coronavirus Aid, Relief, and Economic Security Act was signed into law. This legislation authorizes more than \$2 trillion to battle COVID-19 and its economic effects, including immediate cash relief for individual citizens, loan programs for small business, support for hospitals, schools, and other medical providers, and various types of economic relief for impacted businesses and industries. The CARES Act also established a new \$150 billion Coronavirus Relief Fund (CRF) for state, county and municipal governments with populations of over 500,000 to address necessary expenditures incurred due to the COVID-19 public health emergency. On April 23, 2020, the County received \$157,078,307 from the CRF. These funds are accounted for in the Relief Special Revenue Fund. The County approved a utilization plan that includes funding for small businesses, critical safety net services to support vulnerable populations, and for reimbursement of county and cities expenditures incurred to respond to COVID-19, such as addressing medical needs and other public health precautions. FY 2020-21 recommended budget includes \$106,653,874 in remainder funds to continue addressing the public health pandemic.

### Summary of Expenditures and Revenue

Fund Number	Budget Unit	Description	FY 2019-20		FY 2020-21			
			Adopted Appropriation	Services & Supplies	Other Charges	Other Financing Uses	Total Recommended Appropriations	Total Estimated Revenue
<b>General Government</b>								
<b>Finance</b>								
00003	1111	Relief Fund	\$0	\$106,015,874	\$0	\$638,000	\$106,653,874	\$0
00264	1113	Tax Loss Reserve	\$6,300,000	\$0	\$0	\$6,000,000	\$6,000,000	\$6,000,000
00266	1121	Redemption Systems	\$327,836	\$0	\$0	\$488,066	\$488,066	\$200,000
<b>Total Finance</b>			<b>\$6,627,836</b>	<b>\$106,015,874</b>	<b>\$0</b>	<b>\$7,126,066</b>	<b>\$113,141,940</b>	<b>\$6,200,000</b>
<b>Property Management</b>								
22156	1611	DIVCA Local Franchise Fee	\$90,000	\$0	\$0	\$158,000	\$158,000	\$315,000
<b>Total Property Management</b>			<b>\$90,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$158,000</b>	<b>\$158,000</b>	<b>\$315,000</b>
<b>Promotion</b>								
22036	1814	Board of Trade-Advertising	\$50,000	\$0	\$0	\$50,000	\$50,000	\$3,000
<b>Total Promotion</b>			<b>\$50,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$50,000</b>	<b>\$50,000</b>	<b>\$3,000</b>
<b>Plant Acquisition</b>								
22153	1950	Bakersfield Planned Sewer #1	\$70,500	\$0	\$0	\$0	\$0	\$0
22164	1952	Bakersfield Planned Sewer #3	\$500	\$0	\$0	\$0	\$0	\$0
22166	1953	Bakersfield Planned Sewer #4	\$500	\$0	\$0	\$0	\$0	\$0
22173	1956	County Planned Sewer Area A	\$500	\$0	\$0	\$0	\$0	\$0
22177	1957	County Planned Sewer Area B	\$500	\$0	\$0	\$0	\$0	\$0
22184	1958	CSA #71 Septic Abandonment	\$2,000	\$0	\$0	\$0	\$0	\$0
00173	1961	Planned Local Drainage-Orangewood	\$500	\$500	\$0	\$0	\$500	\$25,000
00171	1962	Planned Local Drainage-Shalimar	\$500	\$200	\$0	\$0	\$500	\$200
00172	1963	Planned Local Drainage-Brundage	\$500	\$500	\$0	\$0	\$500	\$2,500
00174	1964	Planned Local Drainage-Breckenridge	\$500	\$500	\$0	\$0	\$500	\$650
00176	1965	Planned Local Drainage-Oildale	\$500	\$500	\$0	\$0	\$500	\$3,500
00191	1968	Criminal Justice Facilities Construction	\$2,400,000	\$0	\$0	\$2,400,000	\$2,400,000	\$1,985,195
<b>Total Plant Acquisition</b>			<b>\$2,477,000</b>	<b>\$2,200</b>	<b>\$0</b>	<b>\$2,400,000</b>	<b>\$2,402,200</b>	<b>\$2,017,045</b>
<b>Total General Government</b>			<b>\$9,244,836</b>	<b>\$106,018,074</b>	<b>\$0</b>	<b>\$9,734,066</b>	<b>\$115,752,140</b>	<b>\$8,535,045</b>

Special Revenue Funds

Summary of Expenditures and Revenue

Fund Number	Budget Unit	Description	FY 2019-20			FY 2020-21		
			Adopted Appropriation	Services & Supplies	Other Charges	Other Financing Uses	Total Recommended Appropriations	Total Estimated Revenue
<b>Public Protection</b>								
<b>Judicial</b>								
00180	2111	DNA Identification	\$354,000	\$0	\$0	\$354,000	\$354,000	\$350,000
00181	2112	Local Public Safety	\$75,154,998	\$0	\$0	\$74,688,767	\$74,688,767	\$74,688,767
00188	2113	Automated County Warrant System	\$29,000	\$0	\$0	\$50,000	\$50,000	\$31,000
00190	2114	Domestic Violence	\$130,000	\$0	\$0	\$130,000	\$130,000	\$130,000
00164	2115	Real Estate Fraud	\$1,136,557	\$150,000	\$0	\$960,816	\$1,110,816	\$1,016,200
22046	2119	Sheriff Electronic Monitoring	\$0	\$0	\$0	\$0	\$0	\$21,000
22064	2181	District Attorney Local Forfeiture	\$30,000	\$0	\$0	\$30,000	\$30,000	\$30,000
22079	2182	District Attorney Equipment/Automation	\$73,000	\$325,000	\$0	\$0	\$325,000	\$1,000
22087	2185	Criminalistics Laboratories	\$25,000	\$0	\$0	\$25,000	\$25,000	\$25,000
24028	2186	District Attorney-Federal Forfeitures	\$0	\$0	\$0	\$0	\$0	\$1,000
24038	2187	District Attorney-Court Ordered Penalties	\$980,000	\$0	\$0	\$750,000	\$750,000	\$1,000,000
<b>Total Judicial</b>			<b>\$77,912,555</b>	<b>\$475,000</b>	<b>\$0</b>	<b>\$76,988,583</b>	<b>\$77,463,583</b>	<b>\$77,293,967</b>
<b>Police Protection</b>								
00182	2211	Sheriff Facility Training	\$186,270	\$0	\$0	\$186,270	\$186,270	\$225,000
00184	2212	Automated Fingerprint	\$628,141	\$0	\$0	\$400,000	\$400,000	\$202,000
22126	2213	Sheriff Rural Crime	\$0	\$0	\$0	\$0	\$0	\$350
22127	2214	Sheriff-California Identification	\$2,289,202	\$0	\$0	\$2,391,000	\$2,391,000	\$1,512,500
22128	2215	Sheriff-Civil Subpoenas	\$15,000	\$0	\$0	\$15,000	\$15,000	\$10,000
22131	2216	Sheriff Drug Abuse Gang Diversion	\$0	\$0	\$0	\$0	\$0	\$3,500
22132	2217	Sheriff Training	\$125,000	\$0	\$0	\$139,106	\$139,106	\$114,000
22133	2218	Sheriff Work Release	\$450,000	\$0	\$0	\$450,000	\$450,000	\$505,000
22137	2219	Sheriff State Forfeiture	\$14,000	\$0	\$0	\$12,000	\$12,000	\$0
22138	2220	Sheriff Civil Automated	\$185,728	\$0	\$0	\$461,720	\$461,720	\$169,000
22140	2221	Sheriff Firearms	\$19,184	\$0	\$0	\$9,500	\$9,500	\$1,320
22141	2222	Sheriff Judgement Debtor's Fee	\$392,942	\$0	\$0	\$192,942	\$192,942	\$180,000
22142	2223	Sheriff Community Resources	\$0	\$0	\$0	\$0	\$0	\$55
22143	2224	Sheriff Volunteer Services	\$90,000	\$0	\$0	\$15,000	\$15,000	\$9,000
22144	2225	Sheriff Controlled Substance	\$283,000	\$0	\$0	\$265,000	\$265,000	\$20,000
22160	2226	Sheriff's CAL-MMET	\$0	\$0	\$0	\$0	\$0	\$200
22161	2227	HIDTA-State Asset Forfeitures	\$32,500	\$0	\$0	\$0	\$0	\$700
22162	2228	CAL-MMET-State Asset Forfeitures	\$335,000	\$0	\$0	\$25,000	\$25,000	\$110,000
22163	2229	High Tech Equipment	\$0	\$0	\$0	\$0	\$0	\$60
24057	2230	Inmate Welfare	\$4,106,400	\$0	\$0	\$3,490,489	\$3,490,489	\$1,750,000
22129	2231	KNET Asset Forfeiture	\$0	\$0	\$0	\$0	\$0	\$4,000
22196	2233	Rural Crime - Environment Impact Fee	\$807,764	\$0	\$0	\$1,587,824	\$1,587,824	\$1,400,000
<b>Total Police Protection</b>			<b>\$9,960,131</b>	<b>\$0</b>	<b>\$0</b>	<b>\$9,640,851</b>	<b>\$9,640,851</b>	<b>\$6,216,685</b>
<b>Detention &amp; Correction</b>								
24063	2193	CCP Community Recidivism	\$4,180,939	\$4,024,509	\$0	\$0	\$4,024,509	\$1,320,235
22010	2300	Public Safety 2011 Realignment	\$80,121,349	\$0	\$1,789,862	\$74,903,224	\$76,693,086	\$72,204,822
00179	2341	Probation Training	\$205,800	\$0	\$0	\$205,800	\$205,800	\$205,800
00163	2342	Probation Juvenile Justice Realignment	\$4,107,175	\$0	\$0	\$3,981,148	\$3,981,148	\$4,011,148
22098	2343	Probation Asset Forfeiture	\$10,000	\$0	\$0	\$10,000	\$10,000	\$900
24060	2344	Juvenile Inmate Welfare	\$50,000	\$0	\$0	\$50,000	\$50,000	\$33,500
22190	2346	Community Corrections Performance Incentive	\$0	\$0	\$0	\$0	\$0	\$7,000
22097	2347	Asset Forfeiture 15 Percent	\$0	\$0	\$0	\$0	\$0	\$150
22107	2348	Probation Federal Asset Forfeiture	\$0	\$0	\$0	\$0	\$0	\$10,100
<b>Total Detention &amp; Correction</b>			<b>\$88,675,263</b>	<b>\$4,024,509</b>	<b>\$1,789,862</b>	<b>\$79,150,172</b>	<b>\$84,964,543</b>	<b>\$77,793,655</b>
<b>Fire Protection</b>								
22123	2419	Vehicle Apparatus	\$50,000	\$0	\$0	\$740,000	\$740,000	\$0
22188	2420	Fireworks Violations	\$25,000	\$0	\$0	\$90,000	\$90,000	\$26,000
24042	2421	Fire Department Donations	\$15,000	\$0	\$0	\$0	\$0	\$0
24044	2423	Fire-Hazard Reduction	\$0	\$0	\$0	\$835,000	\$835,000	\$6,000
24047	2425	Fire-Helicopter Operations	\$915,000	\$0	\$0	\$300,000	\$300,000	\$210,000
<b>Total Fire Protection</b>			<b>\$1,005,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,965,000</b>	<b>\$1,965,000</b>	<b>\$242,000</b>
<b>Protective Inspection</b>								
24125	2626	Strong Motion Instrumentation	\$50,500	\$0	\$0	\$0	\$0	\$0
<b>Total Protective Inspection</b>			<b>\$50,500</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Other Protection</b>								
00198	2706	Recorder's Modernization	\$671,430	\$0	\$100,000	\$853,774	\$953,774	\$695,040
22187	2708	Recorder-Electronic Recording	\$145,000	\$0	\$0	\$140,000	\$140,000	\$151,015
00194	2709	Recorder-Social Security Truncation	\$9,700	\$0	\$0	\$9,700	\$9,700	\$0
00160	2740	Wildlife Resources	\$4,516	\$520	\$6,000	\$0	\$6,520	\$2,969
22042	2751	General Plan Administration Surcharge	\$3,521,005	\$0	\$0	\$3,148,356	\$3,148,356	\$441,250
22124	2753	Oil and Gas Program	\$3,321,724	\$0	\$0	\$1,598,199	\$1,598,199	\$681,254
22027	2764	Sterilization Fund	\$30,000	\$0	\$0	\$25,000	\$25,000	\$25,000
00175	2780	Range Improvement Section 15	\$5,750	\$0	\$5,750	\$0	\$5,750	\$6,194
00177	2781	Range Improvement Section 3	\$2,000	\$0	\$2,000	\$0	\$2,000	\$1,812
00161	7101	Parks - Tehachapi Mountain Forest	\$2,894	\$0	\$0	\$3,094	\$3,094	\$50
22175	8747	Airport -General Aviation-Capital Match	\$69,197	\$0	\$0	\$77,516	\$77,516	\$0
42904	9404	SECSC/JPA	\$955,201	\$0	\$0	\$0	\$0	\$0
<b>Total Other Protection</b>			<b>\$8,738,417</b>	<b>\$520</b>	<b>\$113,750</b>	<b>\$5,855,639</b>	<b>\$5,969,909</b>	<b>\$2,004,584</b>
<b>Total Public Protection</b>			<b>\$186,341,866</b>	<b>\$4,500,029</b>	<b>\$1,903,612</b>	<b>\$173,600,245</b>	<b>\$180,003,886</b>	<b>\$163,550,891</b>

Special Revenue Funds

Summary of Expenditures and Revenue

Fund Number	Budget Unit	Description	FY 2019-20		FY 2020-21		Total Estimated Revenue	
			Adopted Appropriation	Services & Supplies	Other Charges	Other Financing Uses		Total Recommended Appropriations
<b>Public Ways &amp; Facilities</b>								
<b>Public Ways</b>								
24089	3003	Metro Bakersfield Transport Impact	\$1,506,000	\$0	\$0	\$3,000,000	\$3,000,000	\$0
22198	3020	Oil and Gas Road Maintenance Mitigation	\$0	\$0	\$0	\$0	\$0	\$3,330,000
<b>Total Public Ways</b>			<b>\$1,506,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$3,000,000</b>	<b>\$3,000,000</b>	<b>\$3,330,000</b>
<b>Total Public Ways &amp; Facilities</b>			<b>\$1,506,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$3,000,000</b>	<b>\$3,000,000</b>	<b>\$3,330,000</b>
<b>Health &amp; Sanitation</b>								
<b>Health</b>								
22069	4111	Public Health Miscellaneous	\$5,000	\$0	\$0	\$10,000	\$10,000	\$14,000
22125	4116	Hazardous Waste Settlements	\$50,908	\$0	\$0	\$204,332	\$204,332	\$75,000
24139	4118	Vital & Health Statistics-County Clerk	\$3,000	\$0	\$0	\$3,000	\$3,000	\$3,000
24138	4119	Vital & Health Statistics-Recorder	\$93,000	\$0	\$0	\$79,000	\$79,000	\$84,000
00195	4124	Alcoholism Program	\$60,000	\$0	\$0	\$60,000	\$60,000	\$35,300
00196	4125	Alcohol Abuse Education/Prevention	\$50,000	\$0	\$0	\$60,000	\$60,000	\$26,700
00197	4126	Drug Program	\$30,000	\$0	\$0	\$6,000	\$6,000	\$5,550
22085	4130	Mental Health Services Act	\$64,421,630	\$0	\$0	\$71,684,542	\$71,684,542	\$52,062,838
22086	4131	MHSA Prudent Reserve	\$8,718,577	\$0	\$0	\$0	\$0	\$0
22073	4136	Health-MAA/TCM	\$75,535	\$0	\$0	\$0	\$0	\$0
22076	4137	Child Restraint Loaner Program	\$18,000	\$0	\$0	\$15,000	\$15,000	\$15,000
24126	4140	Tobacco Education Control Program	\$669,389	\$0	\$0	\$662,000	\$662,000	\$669,700
24137	4141	Vital & Health Statistics-Health	\$73,382	\$0	\$0	\$87,413	\$87,413	\$75,000
22010	4142	Behavioral Health Services 2011 Realignment	\$54,320,991	\$0	\$0	\$54,642,528	\$54,642,528	\$53,917,620
<b>Total Health</b>			<b>\$128,589,412</b>	<b>\$0</b>	<b>\$0</b>	<b>\$127,513,815</b>	<b>\$127,513,815</b>	<b>\$106,983,708</b>
<b>Hospital Care</b>								
00187	4201	Emergency Medical Payments	\$2,100,000	\$1,739,840	\$0	\$255,161	\$1,995,001	\$2,045,000
<b>Total Hospital Care</b>			<b>\$2,100,000</b>	<b>\$1,739,840</b>	<b>\$0</b>	<b>\$255,161</b>	<b>\$1,995,001</b>	<b>\$2,045,000</b>
<b>Total Health &amp; Sanitation</b>			<b>\$130,689,412</b>	<b>\$1,739,840</b>	<b>\$0</b>	<b>\$127,768,976</b>	<b>\$129,508,816</b>	<b>\$109,028,708</b>
<b>Public Assistance</b>								
<b>Administration</b>								
22194	5511	Veterans' Grant Fund	\$79,834	\$0	\$0	\$143,896	\$143,896	\$0
22185	5122	Wraparound Savings	\$3,443,944	\$144,000	\$0	\$5,476,130	\$5,620,130	\$5,886,944
24066	5123	Kern County Children	\$533,606	\$598,509	\$0	\$0	\$598,509	\$205,200
24105	5124	Jamison Center	\$100,000	\$100,000	\$0	\$0	\$100,000	\$0
<b>Total Administration</b>			<b>\$4,157,384</b>	<b>\$842,509</b>	<b>\$0</b>	<b>\$5,620,026</b>	<b>\$6,462,535</b>	<b>\$6,092,144</b>
<b>Other Assistance</b>								
22010	5300	Human Services 2011 Realignment	\$70,267,753	\$0	\$0	\$65,930,119	\$65,930,119	\$63,053,792
<b>Total Other Assistance</b>			<b>\$70,267,753</b>	<b>\$0</b>	<b>\$0</b>	<b>\$65,930,119</b>	<b>\$65,930,119</b>	<b>\$63,053,792</b>
<b>Total Public Assistance</b>			<b>\$74,425,137</b>	<b>\$842,509</b>	<b>\$0</b>	<b>\$71,550,145</b>	<b>\$72,392,654</b>	<b>\$69,145,936</b>
<b>Education</b>								
<b>Education</b>								
24067	6211	Kern County Library Donations	\$100,000	\$0	\$0	\$60,000	\$60,000	\$109,000
<b>Total Education</b>			<b>\$100,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$60,000</b>	<b>\$60,000</b>	<b>\$109,000</b>
<b>Total Education</b>			<b>\$100,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$60,000</b>	<b>\$60,000</b>	<b>\$109,000</b>
<b>Recreation &amp; Culture</b>								
<b>Recreation Facilities</b>								
00170	7103	Off Highway Motor Vehicle License	\$57,000	\$93,000	\$0	\$56,000	\$149,000	\$126,000
22195	7104	Parks Donations	\$41,000	\$41,000	\$0	\$0	\$41,000	\$0
25120	7105	Parcel Map In-Lieu Fees	\$190,000	\$0	\$0	\$249,200	\$249,200	\$5,200
<b>Total Recreation Facilities</b>			<b>\$288,000</b>	<b>\$134,000</b>	<b>\$0</b>	<b>\$305,200</b>	<b>\$439,200</b>	<b>\$131,200</b>
<b>Total Recreation &amp; Culture</b>			<b>\$288,000</b>	<b>\$134,000</b>	<b>\$0</b>	<b>\$305,200</b>	<b>\$439,200</b>	<b>\$131,200</b>
<b>Total Special Revenue Funds</b>			<b>\$402,595,251</b>	<b>\$113,234,452</b>	<b>\$1,903,612</b>	<b>\$386,018,632</b>	<b>\$501,156,696</b>	<b>\$353,830,780</b>

Special Revenue Funds

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## Other Capital Projects

Fund: As listed

Budget Units: As Listed

### Description of Major Services

The Capital Project funds are used to account for countywide capital projects not accounted for in other budget units. Capital projects are financed through a variety of funding sources including Certificates of Participation, State and federal grants, private contributions, and traffic mitigation fees and are budgeted in the year authorized. The General Services Division of the County Administrative Office generally manages the projects.

### Major Expenditures and Revenue in FY 2020-21 Recommended Budget

Due to a decline in discretionary resources, no new capital projects are included in the recommended budget. Projects will be evaluated as resources become available. The recommended budget includes a transfer for interest earnings from the Tobacco Securitization Tobacco Endowment fund that are available for discretionary purposes.

SUMMARY OF EXPENDITURES AND REVENUE									
Fund Number	Budget Unit	Description	Cumulative Balances				FY 2020-21		
			Budgeted Project Appropriations	Project Actual Accumulated Expenditures	Budgeted Project Revenue	Project Actual Accumulated Revenue	Total Estimated Revenue	Recommended Appropriations	
<b>General Government</b>									
<b>Plant Acquisition</b>									
00004	1948	ACO - General							
		8851-Operating Transfer Out	\$0	\$0	\$0	\$0	\$10,000	\$0	
00012	1949	ACO - Structural Fire	\$0	\$0	\$0	\$0	\$3,500	\$0	
<b>Finance</b>									
00235	1947	Tobacco Endowment Interest	\$0	\$0	\$0	\$0	\$400,000	\$400,000	
<b>Total Projects</b>			\$0	\$0	\$0	\$0	\$413,500	\$400,000	

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## County Service Areas

Department Head: Craig Pope

Fund: Various

Budget Unit: Various

Function: Public Ways and Facilities, Health and Sanitation, Public Protection

Activity: Other Protection, Public Ways and Sanitation

### Description of Major Services

The 123 active County Service Areas (CSAs) were established to provide services that include landscape maintenance, street sweeping, sewer service, and street lighting services. All assessments and fees charged to property owners are limited to covering the cost of providing a special benefit to the property being charged. California law does not permit the fees collected through CSAs to be used to benefit the general public residing outside a CSA. The Public Works Department administers all of the CSAs.

Summary of Expenditures and Revenue							
FY 2019-20				FY 2020-21			
Fund Number	Budget Unit	Description	Adopted Appropriations	Services & Supplies	Other Charges	Recommended Appropriations	Total Estimated Revenue
40515	9103	Edmondson Acres	\$2,818	\$2,929	\$256	\$3,185	\$2,353
40520	9104	Northwest Ranchos	\$8,526	\$7,535	\$231	\$7,766	\$6,070
40525	9105	Casa Loma Acres	\$4,996	\$4,859	\$221	\$5,080	\$3,816
40530	9106	Highland Knolls	\$18,068	\$18,534	\$280	\$18,814	\$15,123
40535	9107	Standard 14-C Taft	\$1,057	\$1,145	\$251	\$1,396	\$978
40540	9108	LaCresta	\$18,245	\$19,257	\$263	\$19,520	\$16,773
40545	9109	Hillcrest	\$29,206	\$29,983	\$319	\$30,302	\$22,872
40548	9300	Sabaloni	\$554	\$509	\$48	\$557	\$1,100
40550	9110	Sabaloni	\$24,715	\$26,612	\$305	\$26,917	\$19,042
40555	9111	Lakeview	\$30,290	\$36,954	\$319	\$37,273	\$28,687
40572	9128	Alta Vista	\$0	\$0	\$47	\$47	\$0
40556	9129	Rexland Sewer	\$249,938	\$0	\$0	\$0	\$0
40557	9130	Lakeview	\$15,877	\$20,129	\$49	\$20,178	\$5,062
40565	9117	Taft	\$7,062	\$6,832	\$48	\$6,880	\$90
40568	9120	Mojave	\$2,340	\$2,156	\$57	\$2,213	\$0
40595	9150	Bodfish	\$2,147	\$2,184	\$254	\$2,438	\$2,284
40600	9151	Wofford Heights	\$38,168	\$30,120	\$48	\$30,168	\$4,956
40605	9152	Oakhaven	\$32,230	\$36,095	\$317	\$36,412	\$21,612
40607	9163	Oakhaven	\$461	\$850	\$49	\$899	\$405
40609	9161	Oakhaven	\$2,423	\$2,327	\$255	\$2,582	\$1,943
40610	9153	Mojave	\$16,763	\$18,123	\$285	\$18,408	\$19,011
40615	9154	Orangewood	\$65,341	\$66,400	\$401	\$66,801	\$77,489
40616	9156	Orangewood	\$75,235	\$75,757	\$279	\$76,036	\$22,758
40617	9162	Orangewood	\$134,107	\$138,470	\$1,759	\$140,229	\$84,973
40618	9165	Orangewood	\$7,278	\$7,041	\$265	\$7,306	\$7,364
40620	9155	Virginia Colony	\$63,776	\$66,300	\$374	\$66,674	\$59,731
40626	9264	Virginia Colony	\$4,682	\$4,887	\$259	\$5,146	\$4,095
40627	9266	Virginia Colony	\$19,429	\$19,460	\$117	\$19,577	\$7,790
40628	9267	Virginia Colony	\$19,728	\$18,957	\$832	\$19,789	\$17,592
40630	9157	College Avenue	\$50,242	\$48,230	\$377	\$48,607	\$40,827
40635	9158	Kern Citrus	\$4,216	\$4,103	\$259	\$4,362	\$3,552
40640	9159	La Loma	\$39,962	\$40,225	\$342	\$40,567	\$30,034
40645	9160	Mexican Colony	\$32,390	\$32,670	\$179	\$32,849	\$25,773
40648	9164	Mexican Colony	\$2,517	\$2,271	\$255	\$2,526	\$2,076
40650	9185	Fairfax	\$2,766	\$2,226	\$256	\$2,482	\$1,739
40655	9186	Ashe Tract	\$1,045	\$625	\$30	\$655	\$60
40660	9187	Ford City	\$18,771	\$17,090	\$290	\$17,380	\$15,849
40665	9188	Greenfield	\$45,456	\$42,290	\$350	\$42,640	\$36,448
40666	9189	Greenfield	\$1,706	\$1,620	\$106	\$1,726	\$650
40675	9230	West Hi Ranchos	\$1,713	\$1,318	\$254	\$1,572	\$1,223

## Summary of Expenditures and Revenue

Fund Number	Unit	Description	FY 2019-20	FY 2020-21			Total Estimated
			Adopted	Services &	Other	Recommended	
40676	9303	Greenacres	\$10,404	\$10,557	\$81	\$10,638	\$1,200
40680	9231	Greenacres	\$65,291	\$66,350	\$401	\$66,751	\$48,899
40682	9274	Greenacres	\$1,615	\$823	\$79	\$902	\$933
40685	9232	Amador	\$2,911	\$2,621	\$306	\$2,927	\$2,786
40690	9233	Harris School	\$1,946	\$1,954	\$210	\$2,164	\$1,965
40700	9235	Descanso Park	\$25,354	\$22,209	\$241	\$22,450	\$16,454
40710	9237	Pioneer Drive	\$60,791	\$54,850	\$378	\$55,228	\$51,339
40711	9364	Pioneer Drive	\$9,560	\$9,525	\$48	\$9,573	\$2,673
40712	9365	Pioneer Drive	\$1,354	\$1,208	\$202	\$1,410	\$1,305
40713	9366	Pioneer Drive	\$5,019	\$5,028	\$48	\$5,076	\$225
40715	9238	Bel Aire Estates	\$33,748	\$29,675	\$317	\$29,992	\$23,351
40720	9239	Countryside	\$7,021	\$4,821	\$250	\$5,071	\$5,591
40722	9313	Kern Valley	\$1,588	\$1,374	\$151	\$1,525	\$280
40723	9314	Kern Valley	\$210	\$162	\$36	\$198	\$249
40724	9242	Pine Mountain Club	\$282,735	\$13,400	\$376	\$290,326	\$204,799
40725	9240	Kern Valley	\$3,915	\$3,781	\$100	\$3,881	\$107
40726	9297	Kern Valley Z/B	\$13,429	\$13,850	\$525	\$14,375	\$11,572
40727	9255	Kern Valley Z/B	\$5,662	\$5,621	\$55	\$5,676	\$130
40730	9241	Pine Mountain Club	\$42,901	\$43,065	\$206	\$43,271	\$32,575
40733	9256	Kern Valley	\$257,881	\$246,184	\$2,226	\$248,410	\$227,070
40737	9258	Countryside	\$20,692	\$20,720	\$49	\$20,769	\$1,683
40740	9243	Alpine Forest Park	\$546	\$460	\$90	\$550	\$230
40745	9244	Lock Lomond	\$36,828	\$31,740	\$379	\$32,119	\$28,100
40750	9245	Keith Addition	\$17,812	\$18,120	\$339	\$18,459	\$14,367
40765	9249	Highland Terrace	\$9,465	\$9,460	\$271	\$9,731	\$7,755
40785	9253	O'Neil Cyn	\$1,092	\$423	\$87	\$510	\$1,036
40790	9259	Cedarcrest	\$24,216	\$24,620	\$308	\$24,928	\$17,967
40796	9265	Southgate	\$4,562	\$4,030	\$259	\$4,289	\$2,985
40800	9263	O'Grady	\$17,052	\$16,890	\$284	\$17,174	\$13,103
40805	9272	Harvest Moon Ranch	\$3,557	\$3,344	\$257	\$3,601	\$2,849
40810	9273	Mustang Ranch	\$3,764	\$3,730	\$259	\$3,989	\$2,850
40820	9289	Stockdale Ranchos	\$6,781	\$6,093	\$314	\$6,407	\$3,867
40830	9277	Oildale	\$191,971	\$192,700	\$745	\$193,445	\$177,845
40831	9278	Oildale Z/B	\$24,282	\$26,134	\$313	\$26,447	\$19,674
40832	9276	North Meadows	\$155,187	\$155,100	\$441	\$155,541	\$89,238
40836	9279	West County Z/B	\$9,362	\$8,260	\$271	\$8,531	\$10,487
40837	9280	West County Z/B	\$1,967	\$1,770	\$254	\$2,024	\$1,640
40838	9281	West County Z/B	\$8,075	\$6,860	\$268	\$7,128	\$7,680
40839	9282	West County Z/B	\$3,049	\$2,607	\$256	\$2,863	\$2,829
40840	9283	Randsburg-Johannesburg	\$6,350	\$6,180	\$262	\$6,442	\$5,849
40845	9284	Rosamond	\$16,345	\$16,335	\$285	\$16,620	\$14,426
40846	9290	Rosamond	\$160,189	\$114,500	\$930	\$115,430	\$93,792
40847	9291	Rosamond	\$13,093	\$13,045	\$48	\$13,093	\$520
40848	9292	Rosamond	\$45,291	\$39,300	\$373	\$39,673	\$45,152
40849	9293	Rosamond	\$112,706	\$118,017	\$1,065	\$119,082	\$69,130
40851	9294	Westpark Rec. Center	\$107,206	\$107,600	\$275	\$107,875	\$106,655
40852	9295	Westpark Landscaping	\$77,811	\$78,950	\$763	\$79,713	\$61,424
40855	9286	South Taft	\$135,331	\$136,200	\$104	\$136,304	\$13,896
40856	9298	South Taft	\$4,117	\$3,874	\$258	\$4,132	\$3,693
40860	9287	Lazy Acres	\$6,270	\$6,052	\$264	\$6,316	\$3,932
40862	9299	Lazy Acres	\$2,258	\$2,015	\$254	\$2,269	\$1,452
40863	9301	Lazy Acres	\$4,511	\$4,545	\$115	\$4,660	\$3,347
40864	9302	Lazy Acres	\$23,102	\$23,071	\$50	\$23,121	\$6,182
40865	9288	Pumpkin Center	\$3,165	\$2,420	\$256	\$2,676	\$2,488
40875	9307	San Joaquin	\$520	\$472	\$48	\$520	\$325
40885	9309	West Bakersfield	\$181,151	\$211,150	\$178	\$211,328	\$116,266
40886	9316	West Bakersfield	\$61,575	\$70,500	\$338	\$70,838	\$40,343
40887	9317	West Bakersfield Z/B	\$91,759	\$91,980	\$465	\$92,445	\$74,599
40888	9319	West Bakersfield	\$747,364	\$768,030	\$1,901	\$769,931	\$653,038
40890	9318	Rancho Algodon	\$2,058	\$1,863	\$255	\$2,118	\$1,590
40893	9321	West Bakersfield	\$76,693	\$89,470	\$608	\$90,078	\$64,491
40894	9322	West Bakersfield	\$1,205	\$855	\$252	\$1,107	\$780
40895	9323	West Bakersfield	\$234,832	\$235,201	\$738	\$235,939	\$155,915

### Summary of Expenditures and Revenue

			FY 2019-20	FY 2020-21			
Fund Number	Budget Unit	Description	Adopted Appropriations	Services & Supplies	Other Charges	Recommended Appropriations	Total Estimated Revenue
40896	9324	West Bakersfield	\$411,163	\$417,250	\$6,832	\$424,082	\$285,006
40901	9328	West Bakersfield	\$14,142	\$14,570	\$619	\$15,189	\$8,987
40904	9331	Knudson Drive	\$4,215	\$3,270	\$256	\$3,526	\$192
40906	9333	Oswell Street	\$22,046	\$20,140	\$484	\$20,624	\$18,003
40908	9344	Multi-use Trail	\$66,274	\$71,465	\$1,083	\$72,548	\$45,678
40910	9338	Habecker	\$4,164	\$3,785	\$457	\$4,242	\$3,499
40911	9337	Habecker	\$9,223	\$9,060	\$56	\$9,116	\$7,267
40913	9339	Core Makr Court	\$14,335	\$13,980	\$262	\$14,242	\$10,188
40914	9340	Lost Hills	\$1,158	\$915	\$252	\$1,167	\$620
40915	9341	South Union	\$15,101	\$10,310	\$255	\$10,565	\$2,787
40916	9342	South Union	\$16,931	\$15,030	\$522	\$15,552	\$8,485
40917	9343	South Union	\$1,551	\$1,410	\$151	\$1,561	\$170
40918	9345	Lebec	\$45,551	\$44,930	\$49	\$44,979	\$1,300
40920	9347	Buena Vista	\$436	\$406	\$31	\$437	\$460
40921	9348	Buena Vista	\$222	\$192	\$31	\$223	\$121
40922	9349	Erro Ranch	\$160	\$130	\$32	\$162	\$79
40923	9350	Erro Ranch	\$361	\$332	\$32	\$364	\$373
40925	9352	Erro Ranch	\$177	\$147	\$31	\$178	\$200
40943	9370	Brundage	\$985	\$855	\$130	\$985	\$1,030
<b>Total</b>			<b>\$5,212,936</b>	<b>\$4,696,994</b>	<b>\$44,216</b>	<b>\$5,017,760</b>	<b>\$3,585,618</b>

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**SUMMARY OF FY 2020-21 RECOMMENDED CAPITAL EQUIPMENT  
PURCHASES/LEASES**

<u>Budget Unit#</u>	<u>Equipment Description</u>	<u>Type</u> <u>(P)urchase</u> <u>or (L)ease</u>	<u>Quantity</u>	<u>Unit Price</u>	<u>Total</u>
<u>B.U. #1120</u>					
TREASURER-TAX COLLECTOR	Network Server	P	4	\$15,000	\$60,000
			4		\$60,000
<u>B.U. #1160</u>					
INFORMATION TECHNOLOGY	Enterprise Resource Planning System	P	1	\$2,370,363	\$2,370,363
			1		\$2,370,363
<u>B.U. #1812</u>					
COUNTYWIDE COMMUNICATIONS	Chamber Video Cameras	P	6	\$3,000	\$18,000
	Video Switcher	P	1	\$30,000	\$30,000
	Video Graphic System	P	1	\$20,000	\$20,000
			8		\$68,000
<u>B.U. #2200</u>					
FORENSIC SCIENCES-DIVISION OF DISTRICT ATTORNEY	Servers	P	4	\$10,500	\$42,000
	Forensic Software & Server	P	1	\$26,000	\$26,000
	Forensic Genomic System	P	1	\$138,000	\$138,000
	Rapid DNA Machine	P	1	\$520,000	\$520,000
	Gas Chromatography Mass Specrometer	P	1	\$165,000	\$165,000
			8		\$891,000
<u>B.U. #2210</u>					
SHERIFF-CORONER	Law Enforcement Switch	P	1	\$31,000	\$31,000
	Wheelchair Van	P	1	\$125,000	\$125,000
	Metal Detector	P	4	\$14,000	\$56,000
	Air Support Mapping	P	5	\$142,000	\$710,000
	Cell Site Simulator	P	1	\$700,000	\$700,000
	SWAT Truck Run-Flat Spare Tire	P	1	\$6,000	\$6,000
	Server	P	3	\$15,000	\$45,000
	Storage Area Network	P	1	\$86,000	\$86,000
	Patrol Vehicle- Virtual Jail	P	3	\$70,000	\$210,000
	3/4 Ton 4-Wheel Drive Truck	P	2	\$85,000	\$170,000
	Truck Equipment	P	1	\$25,000	\$25,000
	Surveillance Van Upgrades	P	1	\$60,060	\$60,060
	Patrol Vehicle	L	65	\$70,000	\$4,550,000
			89		\$6,774,060
<u>B.U. #2340</u>					
PROBATION	Sanitizing Machine	P	2	\$15,000	\$30,000
	Switched Ethernet Circuit	P	1	\$13,000	\$13,000
	Classroom Upgrade	P	1	\$18,000	\$18,000
	Steam Kettle	P	1	\$22,274	\$22,274
	10-Passenger Van	P	4	\$30,000	\$120,000
	Flooring	P	1	\$18,247	\$18,247
	Catalyst Switch	P	2	\$10,000	\$20,000
	Law Enforcement Vehicle	P	6	\$53,000	\$318,000
			18		\$559,521
<u>B.U. #2415</u>					
FIRE	Dozer Tender	P	3	\$75,000	\$225,000
	Storage Area Network	P	1	\$56,000	\$56,000
	Aircraft Tow Bar	P	1	\$14,000	\$14,000
	Dozer Transport	P	1	\$175,000	\$175,000
	Dozer Trailer	P	1	\$125,000	\$125,000
	Bulldozer	P	1	\$460,000	\$460,000
	Arson Vehicle	P	2	\$65,000	\$130,000
	Type 1 Engine	P	1	\$740,000	\$740,000
	Battalion Chief Vehicle	P	2	\$92,500	\$185,000
	Type 1 Engine	L	6	\$740,000	\$4,440,000
	Type 3 Engine	L	1	\$350,000	\$350,000
			20		\$6,900,000

<u>Budget Unit#</u>	<u>Equipment Description</u>	<u>Type</u> <u>(P)urchase</u> <u>or (L)ease</u>	<u>Quantity</u>	<u>Unit Price</u>	<u>Total</u>
<u>B.U. #2625</u>					
BUILDING INSPECTION	Car	P	2	\$30,000	\$60,000
	Frazier Park Office Relocation	P	1	\$125,000	\$125,000
			3		\$185,000
<u>B.U. #2700</u>					
RECORDER	Recording System	P	1	\$120,000	\$120,000
	Secondary Security Server	P	1	\$10,000	\$10,000
	New Switches	P	2	\$7,500	\$15,000
	Hardware Maintenance Agreement	P	1	\$9,000	\$9,000
			5		\$154,000
<u>B.U. #3000</u>					
ROADS	Spreader Trailer	P	2	\$40,000	\$80,000
	Two Yard Maintenance Truck	P	2	\$175,000	\$350,000
	Flatbed Truck & Attachment	P	1	\$300,000	\$300,000
	Ten Yard Dump Truck	P	3	\$200,000	\$600,000
	Dump Loader	P	2	\$250,000	\$500,000
	Medium Rubber Tire Loader	P	2	\$300,000	\$600,000
	3/4 Ton 4x4 Truck	P	2	\$35,000	\$70,000
	Motor Grader	P	1	\$300,000	\$300,000
	Trailer Pull Roller	P	1	\$20,000	\$20,000
	Backhoe with Attachments	P	2	\$130,000	\$260,000
	Skiploader with Attachments	P	2	\$150,000	\$300,000
	Steel Wheel Roller	P	1	\$125,000	\$125,000
	1/2 ton 4x4	P	4	\$40,000	\$160,000
	Striper	P	1	\$200,000	\$200,000
	Thermo Plastic Machine	P	1	\$100,000	\$100,000
	Bucket Truck	P	1	\$162,000	\$162,000
	Printer - Sign and Decal	P	1	\$20,000	\$20,000
	Modular Building	P	1	\$1,000,000	\$1,000,000
			30		\$5,147,000
<u>B.U. #4110</u>					
PUBLIC HEALTH	Servers	P	3	\$20,000	\$60,000
			3		\$60,000
<u>B.U. #4120</u>					
BEHAVIORAL HEALTH AND RECOVERY SERVICES	Checkpoint Firewall	P	1	\$250,000	\$250,000
	WiFi Analytics	P	1	\$10,000	\$10,000
	Analytics Software	P	1	\$40,000	\$40,000
	Citrix Licenses	P	1	\$45,000	\$45,000
	Storage Area Network Expansion	P	1	\$150,000	\$150,000
	Wireless Access Points	P	1	\$20,000	\$20,000
	Servers	P	2	\$25,000	\$50,000
	Switch	P	1	\$40,000	\$40,000
	Help Desk Software	P	1	\$30,000	\$30,000
	Training Room Upgrades	P	2	\$13,750	\$27,500
			12		\$662,500
<u>B.U. #5120</u>					
HUMAN SERVICES	Software License for Security Camera	P	71	\$270	\$19,241
	Server	P	4	\$11,375	\$45,500
	Video Conferencing System	P	2	\$6,750	\$13,500
	Server	P	1	\$30,000	\$30,000
	Large Sedan	P	10	\$22,000	\$220,000
	Virtual Chassis	P	51	\$518	\$26,418
	Server	P	8	\$17,313	\$138,504
	Cloud Management Suite	P	6	\$921	\$5,526
			153		\$498,689

<u>Budget Unit#</u>	<u>Equipment Description</u>	<u>Type</u> <u>(P)urchase</u> <u>or (L)ease</u>	<u>Quantity</u>	<u>Unit Price</u>	<u>Total</u>
<u>B.U. #8954</u>					
PUBLIC WORKS	Air Conditioning Replacement	P	1	\$50,000	\$50,000
	Field Service Truck	P	2	\$90,000	\$180,000
	Column Lift	P	1	\$130,000	\$130,000
	Air Compressor	P	1	\$50,000	\$50,000
	Rain Gutters	P	1	\$13,500	\$13,500
	Overhead Oil Pipes	P	1	\$35,000	\$35,000
	In Ground Vehicle Hoist	P	2	\$120,000	\$240,000
	Steam Cleaner	P	1	\$15,000	\$15,000
	Data Collector	P	2	\$7,250	\$14,500
			12		\$728,000
<u>B.U. #8995</u>					
AIRPORTS	Airport Police Radio	P	4	\$5,000	\$20,000
	Gate Operator	P	1	\$5,000	\$5,000
	Aircraft Rescue and Firefighting Equipment	P	2	\$25,000	\$50,000
	Water Well Development	P	1	\$30,000	\$30,000
			8		\$105,000
<u>B.U. #8998</u>					
KERN REGIONAL TRANSIT	Cutaway Busses	P	4	\$133,750	\$535,000
	Office Trailer	P	1	\$70,000	\$70,000
	Large Bus 40"	P	1	\$600,000	\$600,000
	Mojave Transit Center Building Phase 2	P	1	\$1,000,000	\$1,000,000
	Mojave Transit Center Maintenance Facility	P	1	\$2,000,000	\$2,000,000
			8		\$4,205,000
<u>B.U. #8999</u>					
WASTE MANAGEMENT	Box Trucks	P	2	\$75,000	\$150,000
	4000 Gallon Water Truck	P	2	\$225,000	\$450,000
	Balers	P	3	\$33,333	\$99,999
	Semi Truck Cab	P	2	\$150,000	\$300,000
	Trommels	P	2	\$225,000	\$450,000
	Diesel Powered Upswing	P	1	\$1,250,000	\$1,250,000
	Rear Loader Trash Truck	P	1	\$265,000	\$265,000
	Forklift	P	2	\$30,000	\$60,000
	Roll Off Truck	P	2	\$175,000	\$350,000
	Roll Off Bins	P	24	\$6,250	\$150,000
	Skid Steer Loaders	P	2	\$60,000	\$120,000
	Hybrid Sedan	P	1	\$30,000	\$30,000
	Full Cab Trucks	P	4	\$40,000	\$160,000
	One Ton Flatbed Truck	P	1	\$60,000	\$60,000
	Multistar I3 Screen	P	1	\$800,000	\$800,000
	Walking Floor Trailer	P	3	\$100,000	\$300,000
	Grapple Trailer	P	1	\$50,000	\$50,000
	Mobile Dock Trailers	P	2	\$175,000	\$350,000
	Trailer	P	1	\$35,000	\$35,000
	Upswing Electric Grinder	P	1	\$1,250,000	\$1,250,000
	3/4 Ton 4x4 Crew Pickup	P	2	\$30,000	\$60,000
	Wheel Loader	P	2	\$250,000	\$500,000
			62		\$7,239,999
<u>B.U. #9144</u>					
KERN SANITATION AUTHORITY	4 Wheel Drive Truck	P	1	\$40,000	\$40,000
	4 Wheel Drive Utility Vehicle	P	1	\$40,000	\$40,000
			2		\$80,000
<b>GRAND TOTAL</b>					<b>\$36,688,132</b>

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## Summary of Position Additions/Deletions

Department	Item	Classification	Full-Time	Part-Time	Position Cost	Total Cost	Effective Date
<b>General Government</b>							
<b>Finance</b>							
<b>General Fund</b>							
Assessor	2865	Fiscal Support Technician	(3)	0	\$78,198	(\$234,594)	8/29/2020
(B.U.#1130)	4084	Assessment Technician	(5)	0	\$76,624	(\$383,120)	8/29/2020
	4119	Auditor Appraiser I/II/III	(1)	0	\$128,302	(\$128,302)	8/29/2020
	4065	Senior Appraiser	(1)	0	\$135,337	(\$135,337)	8/29/2020
	Subtotal Assessor		(10)	0		(\$881,353)	
	<b>Total Finance</b>		(10)	0		(\$881,353)	
	<b>Total General Government</b>		(10)	0		(\$881,353)	
<b>Public Protection</b>							
<b>Judicial</b>							
<b>General Fund</b>							
District Attorney-Criminal Division	2865	Fiscal Support Technician	(2)	0	\$78,060	(\$156,120)	8/29/2020
(B.U.#2180)	3275	Office Services Technician	(2)	0	\$71,478	(\$142,956)	8/29/2020
	Subtotal District Attorney-Criminal Division		(4)	0		(\$299,076)	
	<b>Total Judicial</b>		(4)	0		(\$299,076)	
<b>Police Protection</b>							
<b>General Fund</b>							
Sheriff	4466	Sheriff Sergeant-CA	4	0	\$205,126	\$820,504	8/29/2020
(B.U.#2210)	Subtotal Sheriff		4	0		\$820,504	
	<b>Total Police Protection</b>		4	0		\$820,504	
<b>Detention and Correction</b>							
<b>General Fund</b>							
Probation	3465	Deputy Probation Officer I/II-CA – PT	0	(2)	\$83,017	(\$166,034)	8/29/2020
(B.U.#2340)	3465	Deputy Probation Officer I/II-CA	2	0	\$151,403	\$302,806	8/29/2020
	Subtotal Probation		2	(2)		\$136,772	
	<b>Total Detention and Correction</b>		2	(2)		\$136,772	
<b>Protective Inspection</b>							
<b>General Fund</b>							
Agriculture and Measurement Standards	3930	Ag. Bio./Wts. & Meas. Insp. Tech.	(1)	0	\$76,004	(\$76,004)	8/29/2020
(B.U.#2610)	1079	GIS Specialist	(1)	0	\$112,452	(\$112,452)	8/29/2020
	2830	Fiscal Support Supervisor	1	0	\$99,652	\$99,652	8/29/2020
	Subtotal Ag and Measurement		(1)	0		(\$88,804)	
	<b>Total Protective Inspection</b>		(1)	0		(\$88,804)	
	<b>Total Public Protection</b>		1	(2)		\$569,396	
<b>Public Ways and Facilities</b>							
<b>Public Works</b>							
<b>Other Funds</b>							
Public Works	0840	Administrative Coordinator	(1)	0	\$108,610	(\$108,610)	8/29/2020
(B.U.#8954)	2576	Contract Administrator	2	0	\$121,675	\$243,350	8/29/2020
	4931	Utility Worker	(1)	0	\$67,157	(\$67,157)	8/29/2020
	5648	Building Services Worker II	(1)	0	\$67,157	(\$67,157)	8/29/2020
	1071	Engineer I/II/III-C	2	0	\$175,156	\$350,312	8/29/2020
	4850	Maintenance Painter	3	0	\$95,496	\$286,488	8/29/2020
	0935	Planner I/II/III	1	0	\$137,777	\$137,777	8/29/2020
	0727	Senior Engineering Manager	(2)	0	\$230,326	(\$460,652)	8/29/2020
	1054	Supervising Engineer	(2)	0	\$187,655	(\$375,310)	8/29/2020
	4742	Traffic Signal Technician I/II	1	0	\$115,435	\$115,435	8/29/2020
	1209	Waste Management Supervisor	(1)	0	\$151,417	(\$151,417)	8/29/2020
	1211	Waste Management Specialist I/II/III	(2)	0	\$138,395	(\$276,790)	8/29/2020
	5015	Public Works Maintenance Worker I/II/III-C	5	0	\$103,128	\$515,640	8/29/2020
	5096	Heavy Equipment Mechanic	1	0	\$101,372	\$101,372	8/29/2020
	Subtotal Public Works		5	0		\$243,281	
	<b>Total Public Works</b>		5	0		\$243,281	
<b>Transportation Terminals</b>							
<b>Other Funds</b>							
Airports	2345	Accountant I/II/III	(1)	0	\$128,302	(\$128,302)	8/29/2020
(B.U.#8995)	2845	Fiscal Support Specialist	1	0	\$90,394	\$90,394	8/29/2020
	Subtotal Airports		0	0		(\$37,908)	
	<b>Total Transportation Terminals</b>		0	0		(\$37,908)	
	<b>Total Public Ways and Facilities</b>		5	0		\$205,373	

## Summary of Position Additions/Deletions

Department	Item	Classification	Full-Time	Part-Time	Position Cost	Total Cost	Effective Date
<b>Health and Sanitation</b>							
<b>Health</b>							
<b>Other Fund</b>							
Behavioral Health and Recovery Services (B.U. #4120)	2830	Fiscal Support Supervisor	1	0	\$99,652	\$99,652	8/29/2020
	2845	Fiscal Support Specialist	2	0	\$90,394	\$180,788	8/29/2020
	2008	Behavioral Health Nurse I/II/III	1	0	\$175,156	\$175,156	8/29/2020
	2319	Workforce Development Coordinator	1	0	\$175,156	\$175,156	8/29/2020
	3724	Behavioral Health Peer Specialist I/II/III	1	0	\$79,163	\$79,163	8/29/2020
	3717	Behavioral Health Recovery Specialist I/II/III	1	0	\$121,675	\$121,675	8/29/2020
	3710	Behavioral Health Therapist I/II	1	0	\$159,153	\$159,153	8/29/2020
	2864	Fiscal Support Technician	(3)	0	\$81,394	(\$244,182)	8/29/2020
	2066	Vocational Nurse I/II	(2)	0	\$100,508	(\$201,016)	8/29/2020
Subtotal Behavioral Health and Recovery Services			3	0		\$545,545	
Environmental Health Services (B.U. #4122)	1205	Waste Management Technician I/II	(1)	0	\$107,674	(\$107,674)	8/29/2020
	2175	Environmental Health Specialist In Training	3	0	\$104,920	\$314,760	8/29/2020
	3265	Senior Office Services Specialist	(1)	0	\$85,616	(\$85,616)	8/29/2020
	2181	Environmental Health Technician I/II	(2)	0	\$107,674	(\$215,348)	8/29/2020
Subtotal Environmental Health Services			(1)	0		(\$93,878)	
<b>Total Health</b>			2	0		\$451,667	
<b>Total Health and Sanitation</b>			2	0		\$451,667	
<b>Public Assistance</b>							
<b>Administration</b>							
<b>Other Fund</b>							
Human Services (B.U. #5120)	0892	Program Support Supervisor	(1)	0	\$105,141	(\$105,141)	8/29/2020
	3650	Social Service Supervisor	1	0	\$118,022	\$118,022	8/29/2020
Subtotal Human Services			0	0		\$12,881	
<b>Total Administration</b>			0	0		\$12,881	
<b>Other Assistance</b>							
<b>General Fund</b>							
Employers' Training Resource (B.U. #5923)	0898	Program Specialist I/II	1	0	\$90,851	\$90,851	8/29/2020
	0905	Program Technician	(1)	0	\$78,710	(\$78,710)	8/29/2020
	3280	Office Services Assistant	2	0	\$63,758	\$127,516	8/29/2020
	3260	Office Services Coordinator	1	0	\$88,562	\$88,562	8/29/2020
	3265	Senior Office Services Specialist	(1)	0	\$90,653	(\$90,653)	12/19/2020
Subtotal Employers' Training Resource			2	0		\$137,566	
<b>Other Fund</b>							
Aging and Adult Services (B.U. #5610)	3654	Social Service Worker I/II/IV/V	6	0	\$102,274	\$613,644	8/29/2020
	5502	Cook II - PT	0	(1)	\$62,679	(\$62,679)	12/19/2020
	5602	Senior Nutrition Site Coordinator - PT	0	(2)	\$60,771	(\$121,542)	12/19/2020
	5502	Cook II	1	0	\$69,213	\$69,213	8/29/2020
	5602	Senior Nutrition Site Coordinator	2	0	\$67,380	\$134,760	8/29/2020
Subtotal Aging and Adult Services			9	(3)		\$633,396	
<b>Total Other Assistance</b>			11	(3)		\$770,962	
<b>Total Public Assistance</b>			11	(3)		\$783,843	
<b>County Departments - Grand Total</b>			9	(5)		\$1,128,926	

**Summary of Available Financing  
Governmental Funds**

	<b>Estimated Fund Balance June 30, 2020 Unreserved/ Undesignated</b>	<b>Cancellation of Prior Year Reserves/ Designations</b>	<b>Estimated Additional Financing Sources</b>	<b>Total Available Financing</b>
<b>General Fund</b>				
00001 General	\$67,411,120	\$10,233,000	\$805,490,712	\$883,134,832
<b>Total General Fund</b>	<b>\$67,411,120</b>	<b>\$10,233,000</b>	<b>\$805,490,712</b>	<b>\$883,134,832</b>
<b>Special Revenue Funds</b>				
<b>Operating Special Revenue Funds</b>				
00007 Road	\$7,388,704	\$606,825	\$82,065,495	\$90,061,024
00011 Structural Fire	4,185,741	0	154,163,986	158,349,727
00120 Building Inspection	4,935,486	914,219	5,265,201	11,114,906
00130 Human Services-Administration	12,915,796	850,000	228,659,830	242,425,626
00140 Human Services-Direct Financial Aid	1,778,885	2,500,000	283,569,074	287,847,959
00141 Behavioral Health & Recovery Services	48,844,038	0	242,518,187	291,362,225
00145 Aging And Adult Services	2,067,328	0	20,504,512	22,571,840
00150 County Clerk	14,759	0	610,901	625,660
00183 Kern County Department of Child Support	137,682	0	26,209,141	26,346,823
00192 Recorder	1,774,323	1,270	3,612,665	5,388,258
00270 Code Compliance	456,194	0	1,277,066	1,733,260
22066 Environmental Health Services	2,296,642	0	9,569,011	11,865,653
24101 Development Services	576,110	0	2,097,128	2,673,238
<b>Operating Special Revenue Funds Subtotal</b>	<b>\$87,371,688</b>	<b>\$4,872,314</b>	<b>\$1,060,122,197</b>	<b>\$1,152,366,199</b>
<b>Non-Operating Special Revenue Funds</b>				
00003 CARES Act - Relief Fund	\$106,653,874	\$0	\$0	\$106,653,874
00160 Wildlife Resources	2,490	1,061	2,969	6,520
00161 Timber Harvest	2,958	86	50	3,094
00163 Probation DJJ Realignment	(193,272)	163,272	4,011,148	3,981,148
00164 Real Estate Fraud	755,189	0	1,016,200	1,771,389
00170 Off Highway Motor Vehicle License	53,441	0	126,000	179,441
00171 Planned Local Drainage-Shalimar	740	0	200	940
00172 Planned Local Drainage-Brundage	3,357	0	2,500	5,857
00173 Planned Local Drainage-Orangewood	27,180	0	25,000	52,180
00174 Planned Local Drainage-Breckenridge	1,281	0	650	1,931
00175 Range Improvement Section 15	(1,892)	1,448	6,194	5,750
00176 Planned Local Drainage-Oildale	4,700	0	3,500	8,200
00177 Range Improvement Section 3	605	0	1,812	2,417
00179 Probation Training	157,814	0	205,800	363,614
00180 DNA Identification	(68,251)	72,251	350,000	354,000
00181 Local Public Safety	575,480	0	74,688,767	75,264,247
00182 Sheriff's Facility Training	83,094	0	225,000	308,094
00184 Automated Fingerprint Fund	632,539	0	202,000	834,539
00186 Juvenile Justice Facility Temp Construction	281	0	0	281
00187 Emergency Medical Services	560,457	0	2,045,000	2,605,457
00188 Automated County Warrant System	25,040	0	31,000	56,040
00190 Domestic Violence Program	(21,001)	21,001	130,000	130,000
00191 Criminal Justice Facilities Construction	564,811	0	1,985,195	2,550,006
00194 Recorder's Social Security Number Truncation	3,891	5,809	0	9,700
00195 Alcoholism Program	4,391	20,309	35,300	60,000
00196 Alcohol Abuse Education/Prevention	4,121	29,179	26,700	60,000
00197 Drug Program	195	255	5,550	6,000
00198 Records Modernization	424,784	0	695,040	1,119,824
00264 Tax Loss Reserve	(1,128,058)	1,128,058	6,000,000	6,000,000
00266 Redemption Systems	124,718	163,348	200,000	488,066
22010 County Local Revenue Fund 2011	7,538,239	8,142,844	189,176,234	204,857,317
22027 Sterilization Fund	21,652	0	25,000	46,652
22036 Board of Trade-Advertising	683	46,317	3,000	50,000
22042 General Plan Administration Surcharge	2,425,286	281,820	441,250	3,148,356
22045 Countywide Crime Prevention P.C. 1202.5	740	0	0	740

**Summary of Available Financing  
Governmental Funds**

	<b>Estimated Fund Balance June 30, 2020 Unreserved/ Undesignated</b>	<b>Cancellation of Prior Year Reserves/ Designations</b>	<b>Estimated Additional Financing Sources</b>	<b>Total Available Financing</b>
<b>Non-Operating Special Revenue Funds Cont.</b>				
22046 Sheriff's Electronic Monitoring	(\$2,864)	\$0	\$21,000	\$18,136
22064 District Attorney Local Forfeiture	(1,608)	1,608	30,000	30,000
22069 Public Health Miscellaneous	12,167	0	14,000	26,167
22073 Health-MAA/TCM	(26,957)	26,957	0	0
22076 Child Restraint Loaner Program	(4,648)	4,648	15,000	15,000
22079 District Attorney Equipment/Automation	406,439	0	1,000	407,439
22085 Mental Health Services Act	872,916	18,748,788	52,062,838	71,684,542
22086 MHSA Prudent Reserve	1,985,984	0	0	1,985,984
22087 Criminalistics Laboratories	(7,379)	7,379	25,000	25,000
22097 Asset Forfeiture 15 Percent	230	0	150	380
22098 Probation Asset Forfeiture	13,180	0	900	14,080
22107 Asset Forfeiture Federal	8,394	0	10,100	18,494
22123 Vehicle Apparatus	622,376	117,624	0	740,000
22124 Oil And Gas Program	938,106	0	681,254	1,619,360
22125 Hazardous Waste Settlements	107,471	21,861	75,000	204,332
22126 Sheriff's Rural Crime	174	0	350	524
22127 Sheriff's CAL-ID	1,026,694	0	1,512,500	2,539,194
22128 Sheriff's Civil Subpoenas	16,550	0	10,000	26,550
22129 KNET-Special Asset Forfeiture	2,132	0	4,000	6,132
22131 Sheriff's Drug Abuse Gangs	(1,191)	0	3,500	2,309
22132 Sheriff's Training	240,437	0	114,000	354,437
22133 Sheriff-Work Release	(34,027)	0	505,000	470,973
22137 Sheriff-State Forfeiture	14,000	0	0	14,000
22138 Sheriff's Civil Automated	46,737	245,983	169,000	461,720
22140 Sheriff's Firearms	14,928	0	1,320	16,248
22141 Sheriff-Judgement Debtors Fee	(41,751)	54,693	180,000	192,942
22142 Sheriff's Community Resources	(178)	123	55	0
22143 Sheriff's Volunteer Service Group	82,680	0	9,000	91,680
22144 Sheriff-Controlled Substance	9,141	235,859	20,000	265,000
22153 Bakersfield Planned Sewer #1	76,741	0	0	76,741
22156 Divca Local Franchise Fee	106,024	0	315,000	421,024
22158 Bakersfield Planned Sewer #2	10,329	0	0	10,329
22160 Sheriff's CAL-MMET	88	0	200	288
22161 HIDTA State Asset Forfeiture	618	0	700	1,318
22162 CAL-MMET State Asset Forfeiture	31,265	0	110,000	141,265
22163 High Tech Equipment	37	0	60	97
22164 Bakersfield Planned Sewer #3	533	0	0	533
22166 Bakersfield Planned Sewer #4	4,447	0	0	4,447
22167 Bakersfield Planned Sewer #5	17,867	0	0	17,867
22173 County Planned Sewer Area A	8,310	0	0	8,310
22175 Airport Reserve Capital Match	134,445	0	0	134,445
22177 County Planned Sewer Area B	2,882	0	0	2,882
22184 CSA #71 Septic Abandonment	31,459	0	0	31,459
22185 Wraparound Savings	2,973,554	0	5,886,944	8,860,498
22187 Recorders Electronic Recording	51,715	0	151,015	202,730
22188 Fireworks Violations	50,210	13,790	26,000	90,000
22190 Community Corrections Performance Incentive	1,634	0	7,000	8,634
22194 Veterans Grant Fund	58,919	84,977	0	143,896
22195 Parks and Recreation Donation Fund	41,000	0	0	41,000
22196 Rural Crimes Environmental Impact Fee	110,097	77,727	1,400,000	1,587,824
22197 Industrial Firefighting Vehicle	(2,700)	2,700	0	0
22198 Oil & Gas Road Maintenance	43,500	0	3,330,000	3,373,500
24026 Victim Services	11,949	0	0	11,949
24028 District Attorney - Federal Forfeiture	3,893	0	1,000	4,893
24038 District Attorney-Court Ordered Penalties	(585,886)	335,886	1,000,000	750,000

**Summary of Available Financing  
Governmental Funds**

	<b>Estimated Fund Balance June 30, 2020 Unreserved/ Undesignated</b>	<b>Cancellation of Prior Year Reserves/ Designations</b>	<b>Estimated Additional Financing Sources</b>	<b>Total Available Financing</b>
<b>Non-Operating Special Revenue Funds Cont.</b>				
24042 Fire Department Donations	\$15,324	\$0	\$0	\$15,324
24043 State Fire	792,176	0	0	792,176
24044 Fire - Hazard Reduction	206,340	622,660	6,000	835,000
24047 Fire-Helicopter Operations	(171,286)	261,286	210,000	300,000
24050 Mobile Fire Kitchen	65	0	0	65
24057 Inmate Welfare-Sheriff Correction Facility	1,187,406	553,083	1,750,000	3,490,489
24060 Juvenile Inmate Welfare	21,473	0	33,500	54,973
24063 CCP Community Recidivism	2,626,636	77,638	1,320,235	4,024,509
24066 Kern County Children	213,920	179,389	205,200	598,509
24067 Kern County Library Donations	(18,604)	0	109,000	90,396
24086 Peace Officers' Training	213	0	0	213
24088 Core Area Metro Bakersfield Impact Fee	369,402	0	0	369,402
24089 Metro Bakersfield Transportation Impact Fee	3,829,677	0	0	3,829,677
24091 Rosamond Transportation Impact Fee	104,019	0	0	104,019
24095 Bakersfield Mitigation	208,488	0	0	208,488
24096 Tehachapi Transportation Impact Fee	374	0	0	374
24097 Tehachapi Transportation Impact Fee None-	499,545	0	0	499,545
24098 Project Impact Mitigation Fund	4,415	0	0	4,415
24105 Jamison Center	92,598	7,402	0	100,000
24125 Strong Motion Instrumentation	46,375	0	0	46,375
24126 Tobacco Education Control Program	(171,119)	163,419	669,700	662,000
24137 Vital & Health Statistics-Health Department	22,535	0	75,000	97,535
24138 Vital & Health Statistics-Recorder	57,326	0	84,000	141,326
24139 Vital & Health Statistics-County Clerk	(125)	125	3,000	3,000
24140 Tobacco Control Grant	349,233	0	0	349,233
24141 Community Development Public Health ESG	1,053,982	0	0	1,053,982
25120 Parcel Map In-Lieu Fees	96,274	147,726	5,200	249,200
<b>Non-Operating Special Revenue Funds Subtotal</b>	<b>\$140,161,282</b>	<b>\$32,070,389</b>	<b>\$353,830,780</b>	<b>\$526,062,451</b>
<b>Total Special Revenue Funds</b>	<b>\$227,532,970</b>	<b>\$36,942,703</b>	<b>\$1,413,952,977</b>	<b>\$1,678,428,650</b>
<b>Capital Projects</b>				
00004 ACO-General	\$44,939	\$0	\$10,000	\$54,939
00012 ACO-Structural Fire	1,014	0	3500	4,514
00235 Tobacco Secur Proceeds-Capital Project Fund	592	0	400,000	400,592
<b>Total Capital Projects</b>	<b>\$46,545</b>	<b>\$0</b>	<b>\$413,500</b>	<b>\$460,045</b>
<b>Total Governmental Funds</b>	<b>\$294,990,635</b>	<b>\$47,175,703</b>	<b>\$2,219,857,189</b>	<b>\$2,562,023,527</b>

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### Summary of Financing Requirements Governmental Funds

		Estimated Financing Uses	Provisions for Reserves and/or Designations	Total Financing Requirements
<b>County Operating Funds</b>				
<b>General Fund</b>				
00001	General	\$863,453,299	\$19,681,533	\$883,134,832
<b>Total General Fund</b>		<b>\$863,453,299</b>	<b>\$19,681,533</b>	<b>\$883,134,832</b>
<b>Special Revenue Funds</b>				
<b>Operating Special Revenue Funds</b>				
00007	Road	\$90,061,024	\$0	\$90,061,024
00011	Structural Fire	145,817,679	12,532,048	158,349,727
00120	Building Inspection	11,114,906	0	11,114,906
00130	Human Services-Administration	229,509,830	12,915,796	242,425,626
00140	Human Services-Direct Financial Aid	286,069,074	1,778,885	287,847,959
00141	Behavioral Health & Recovery Services	254,818,889	36,543,336	291,362,225
00145	Aging And Adult Services	21,052,913	1,518,927	22,571,840
00150	County Clerk	582,475	43,185	625,660
00183	Kern County Department of Child Support	26,209,141	137,682	26,346,823
00192	Recorder	5,388,258	0	5,388,258
00270	Code Compliance	1,633,155	100,105	1,733,260
22066	Environmental Health Services	10,472,923	1,392,730	11,865,653
24101	Development Services	2,259,806	413,432	2,673,238
<b>Operating Special Revenue Funds Subtotal</b>		<b>\$1,084,990,073</b>	<b>\$67,376,126</b>	<b>\$1,152,366,199</b>
<b>Non-Operating Special Revenue Funds</b>				
00003	CARES - Relief Fund	\$106,653,874	\$0	\$106,653,874
00160	Wildlife Resources	6,520	\$0	6,520
00161	Timber Harvest Fund	3,094	0	3,094
00163	Probation DJJ Realignment	3,981,148	0	3,981,148
00164	Real Estate Fraud	1,110,816	660,573	1,771,389
00170	Off Highway Motor Vehicle License	149,000	30,441	179,441
00171	Planned Local Drainage-Shalimar	200	740	940
00172	Planned Local Drainage-Brundage	500	5,357	5,857
00173	Planned Local Drainage-Orangewood	500	51,680	52,180
00174	Planned Local Drainage-Breckenridge	500	1,431	1,931
00175	Range Improvement Section 15	5,750	0	5,750
00176	Planned Local Drainage-Oildale	500	7,700	8,200
00177	Range Improvement Section 3	2,000	417	2,417
00179	Probation Training	205,800	157,814	363,614
00180	DNA Identification	354,000	0	354,000
00181	Local Public Safety	74,688,767	575,480	75,264,247
00182	Sheriff Facility Training	186,270	121,824	308,094
00184	Automated Fingerprint	400,000	434,539	834,539
00186	Juvenile Justice Facility Temp Construction	0	281	281
00187	Emergency Medical Services	1,995,001	610,456	2,605,457
00188	Automated County Warrant System	50,000	6,040	56,040
00190	Domestic Violence Program	130,000	0	130,000
00191	Criminal Justice Facilities Construction	2,400,000	150,006	2,550,006
00194	Recorder's Social Security Number Truncation	9,700	0	9,700
00195	Alcoholism Program	60,000	0	60,000
00196	Alcohol Abuse Education/Prevention	60,000	0	60,000
00197	Drug Program	6,000	0	6,000
00198	Recorders Modernization	953,774	166,050	1,119,824
00264	Tax Loss Reserve	6,000,000	0	6,000,000
00266	Redemption Systems	488,066	0	488,066
22010	County Local Revenue Fund 2011	197,265,733	7,591,584	204,857,317
22027	Sterilization Fund	25,000	21,652	46,652
22036	Board of Trade-Advertising	50,000	0	50,000

### Summary of Financing Requirements Governmental Funds

	Estimated Financing Uses	Provisions for Reserves and/or Designations	Total Financing Requirements
22042	General Plan Administration Surcharge	\$3,148,356	\$0
22045	Countywide Crime Prevention P.C. 1202.5	0	740
22046	Sheriff Electronic Monitoring	0	18,136
22064	D.A.-Local Forfeiture	30,000	0
22069	Public Health Miscellaneous	10,000	16,167
22076	Child Restraint Loaner Program	15,000	0
22079	D. A. Equipment/Automation	325,000	82,439
22085	Mental Health Services Act	71,684,542	0
22086	Mental Health Services Act Prudent Reserve	0	1,985,984
22087	Criminalistics Laboratories	25,000	0
22097	Asset Forfeiture 15 percent	0	380
22098	Probation Asset Forfeiture	10,000	4,080
22107	Asset Forfeiture Federal	0	18,494
22123	Vehicle Apparatus	740,000	0
22124	Oil And Gas Program	1,598,199	21,161
22125	Hazardous Waste Settlements	204,332	0
22126	Sheriff's Rural Crime	0	524
22127	Sheriff's California Identification	2,391,000	148,194
22128	Sheriff's Civil Subpoenas	15,000	11,550
22129	KNET Special Asset Forfeiture	0	6,132
22131	Sheriff's Drug Abuse Gang Diversion	0	2,309
22132	Sheriff's Training	139,106	215,331
22133	Sheriff-Work Release	450,000	20,973
22137	Sheriff-State Forfeiture	12,000	2,000
22138	Sheriff's Civil Automated	461,720	0
22140	Sheriff's Firearms	9,500	6,748
22141	Sheriff-Judgement Debtors Fee	192,942	0
22143	Sheriff's Volunteer Services Group	15,000	76,680
22144	Sheriff's-Controlled Substance	265,000	0
22153	Planned Sewer #1	0	76,741
22156	Divca Local Franchise Fee	158,000	263,024
22158	Bakersfield Planned Sewer #2	0	10,329
22160	Sheriff's CAL-MMET	0	288
22161	HIDTA- State Asset Forfeiture	0	1,318
22162	CAL-MMET State Asset Forfeiture	25,000	116,265
22163	High Tech Equipment	0	97
22164	Bakersfield Planned Sewer #3	0	533
22166	Bakersfield Planned Sewer #4	0	4,447
22167	Bakersfield Planned Sewer #5	0	17,867
22173	County Planned Sewer Area A	0	8,310
22175	Airport Reserve Capital Match	77,516	56,929
22177	County Planned Sewer Area B	0	2,882
22184	County Services Area #71 Septic Abandonment	0	31,459
22185	Wraparound Savings	5,620,130	3,240,368
22187	Recorders Electronic Recording	140,000	62,730
22188	Fireworks Violations	90,000	0
22190	Community Correction Performance Incentive	0	8,634
22194	Veterans Grant	143,896	0
22195	Parks Donation	41,000	0
22196	Rural Crimes/Environmental Impact Fee	1,587,824	0
22198	Oil & Gas Road Maintenance	0	3,373,500
24026	Victim Services	0	11,949
24028	District Attorney Court Ordered Penalties	0	4,893
24038	D.A.-Court Ordered Penalties	750,000	0
24042	Fire Dept. Donations	0	15,324
24043	State Fire	0	792,176
24044	Fire-Hazard Reduction	835,000	0

**Summary of Financing Requirements  
Governmental Funds**

		Estimated Financing Uses	Provisions for Reserves and/or Designations	Total Financing Requirements
24047	Fire-Helicopter Operations	\$300,000	\$0	\$300,000
24050	Mobile Fire Kitchen	0	65	65
24057	Inmate Welfare-Sheriff Correction Facility	3,490,489	0	3,490,489
24060	Juvenile Inmate Welfare	50,000	4,973	54,973
24063	CCP Community Recidivism	4,024,509	0	4,024,509
24066	Kern County Children	\$598,509	\$0	\$598,509
24067	Kern County Library Donations	60,000	30,396	90,396
24086	Peace Officers Training Fund	0	213	213
24088	Core Area Metro Bakersfield Impact Fee	0	369,402	369,402
24089	Metro Bakersfield Transport Impact Fee	3,000,000	829,677	3,829,677
24091	Rosamond Transportation Impact Fee	0	104,019	104,019
24095	Bakersfield Mitigation	0	208,488	208,488
24096	Tehachapi Transportation Imp. Fee	0	374	374
24097	Tehachapi Transportation Imp. Fee None-Core	0	499,545	499,545
24098	Project Impact Mitigation Fund	0	4,415	4,415
24105	Jamison Center	100,000	0	100,000
24125	Strong Motion Instrumentation	0	46,375	46,375
24126	Tobacco Education Control Program	662,000	0	662,000
24137	Vital & Health Statistics -Health	87,413	10,122	97,535
24138	Vital & Health Statistics-Recorder	79,000	62,326	141,326
24139	Vital & Health Statistics-County Clerk	3,000	0	3,000
24140	Tobacco Control Grant	0	349,233	349,233
24141	Community Development Public Health ESG	0	1,053,982	1,053,982
25120	Parcel Map In-Lieu Fees	249,200	0	249,200
<b>Non-Operating Special Revenue Funds Subtotal</b>		<b>\$501,156,696</b>	<b>\$24,905,755</b>	<b>\$526,062,451</b>
<b>Total Special Revenue Funds</b>		<b>\$1,586,146,769</b>	<b>\$92,281,881</b>	<b>\$1,678,428,650</b>
<b>Capital Projects</b>				
00004	ACO-General	\$0	\$54,939	\$54,939
00012	ACO-Structural Fire	0	4,514	4,514
00235	Tobacco Securitization Proceeds-Capital Projects	400,000	592	400,592
<b>Total Capital Project Funds</b>		<b>\$400,000</b>	<b>\$60,045</b>	<b>\$460,045</b>
<b>Total Governmental Funds</b>		<b>\$2,450,000,068</b>	<b>\$112,023,459</b>	<b>\$2,562,023,527</b>

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## Summary of Recommended Net General Fund Cost

		FY 2019-20 Adopted Net General Fund Cost	FY 2019-20 Adopted Net General Fund Cost (excluding BSI)	FY 2020-21 Recommended Net General Fund Cost (excluding BSI)	Increase / (Decrease) in Net General Fund Cost (excluding BSI)	% Change From FY 2019-20
1020	Administrative Office	4,022,704	2,845,090	2,631,707	(213,383)	-7.50%
1030	Clerk of the Board	868,756	744,756	688,899	(55,857)	-7.50%
1040	Special Services	4,956,414	4,956,414	6,347,029	1,390,615	28.06%
1110	Auditor-Controller	4,253,320	3,173,650	2,935,626	(238,024)	-7.50%
1120	Treasurer-Tax Collector	1,337,521	769,547	711,832	(57,715)	-7.50%
1130	Assessor	8,174,303	7,038,247	6,510,378	(527,869)	-7.50%
1160	Information Technology Services Division	14,018,606	13,126,653	9,696,634	(3,430,019)	-26.13%
1210	County Counsel	5,298,655	3,531,425	3,266,568	(264,857)	-7.50%
1310	Human Resources Division	2,805,257	2,465,142	2,280,256	(184,886)	-7.50%
1420	Elections	3,223,301	3,223,301	2,981,554	(241,747)	-7.50%
1610	General Services Division	15,515,153	14,512,558	13,424,116	(1,088,442)	-7.50%
1615	Utility Payments-Division of General Services	11,488,061	11,488,061	11,488,061	0	0.00%
1640	Construction Services - General Services	485,562	485,562	449,145	(36,417)	-7.50%
1650	Major Maintenance Projects	10,003,482	10,003,482	6,471,353	(3,532,129)	-35.31%
1812	Countywide Communications Division	1,192,412	1,136,065	1,050,860	(85,205)	-7.50%
1960	Capital Projects	500,000	500,000	0	(500,000)	-100.00%
<b>General Government Subtotal</b>		<b>\$90,729,982</b>	<b>\$82,377,647</b>	<b>\$73,133,388</b>	<b>(\$9,244,259)</b>	<b>-11.22%</b>
2110	Contribution to Trial Court Funding	\$7,533,653	\$7,533,653	\$10,632,400	\$3,098,747	41.13%
2120	Local Emergency Relief	100,000	100,000	290,160	190,160	190.16%
2160	Grand Jury	172,424	172,424	172,424	0	0.00%
2170	Indigent Defense Services	5,220,000	5,220,000	5,220,000	0	0.00%
2180	District Attorney	16,880,086	16,421,071	16,643,619	222,548	1.36%
2190	Public Defender	10,326,538	7,952,385	7,281,187	(671,198)	-8.44%
2200	District Attorney - Forensic Science Division	5,549,958	5,137,524	5,220,517	82,993	1.62%
2210	Sheriff-Coroner	128,685,101	128,485,101	133,231,868	4,746,767	3.69%
2340	Probation	32,301,344	30,214,754	31,894,057	1,679,303	5.56%
2416	Contribution to Fire	9,003,279	9,003,279	7,354,208	(1,649,071)	-18.32%
2610	Agriculture and Measurement Standards	1,960,277	1,374,342	1,271,266	(103,076)	-7.50%
2705	Contribution to Recorder	0	0	41,608	41,608	N/A
2750	Planning and Natural Resources	3,297,994	2,871,111	2,655,778	(215,333)	-7.50%
2760	Animal Services	5,219,622	5,165,818	5,028,381	(137,437)	-2.66%
<b>Public Protection Subtotal</b>		<b>\$226,250,276</b>	<b>\$219,651,462</b>	<b>\$226,937,473</b>	<b>\$7,286,011</b>	<b>3.32%</b>
3016	Contribution to Public Works	\$9,491,289	\$9,491,289	\$9,283,530	(\$207,759)	-2.19%
3201	Contribution to Airports	422,950	422,950	394,830	(28,120)	-6.65%
<b>Public Ways and Facilities Subtotal</b>		<b>\$9,914,239</b>	<b>\$9,914,239</b>	<b>\$9,678,360</b>	<b>(\$235,879)</b>	<b>-2.38%</b>
4110	Public Health Services	\$6,128,676	\$4,213,274	\$3,897,278	(\$315,996)	-7.50%
4127	Contribution to Behavioral Health	980,650	980,650	980,649	(1)	0.00%
4202	Contribution to Kern Medical	38,070,975	38,070,975	36,729,298	(1,341,677)	-3.52%
4300	California Children Services	440,541	440,541	440,541	0	0.00%
<b>Health and Sanitation Subtotal</b>		<b>\$45,620,842</b>	<b>\$43,705,440</b>	<b>\$42,047,766</b>	<b>(\$1,657,674)</b>	<b>-3.79%</b>
5121	Contribution to Human Services Administration	\$16,261,068	\$16,261,068	\$15,302,040	(\$959,028)	-5.90%
5125	Contribution to Human Services-Direct Aid	8,054,006	8,054,006	16,183,348	8,129,342	100.94%
5510	Veterans Service	1,050,241	854,165	790,102	(64,063)	-7.50%
5611	Contribution to Aging and Adult Services	714,218	714,218	660,652	(53,566)	-7.50%
5810	Contribution to In Home Support Services	1,929,597	1,929,597	1,254,570	(675,027)	-34.98%
<b>Public Assistance Subtotal</b>		<b>\$28,009,130</b>	<b>\$27,813,054</b>	<b>\$34,190,712</b>	<b>\$6,377,658</b>	<b>22.93%</b>
6210	Library	\$6,809,154	\$6,562,383	\$6,070,204	(\$492,179)	-7.50%
6310	Farm and Home Advisor	466,655	466,655	466,655	0	0.00%
<b>Education Subtotal</b>		<b>\$7,275,809</b>	<b>\$7,029,038</b>	<b>\$6,536,859</b>	<b>(\$492,179)</b>	<b>-7.00%</b>
8120	Debt Service - General Fund	\$10,244,597	\$10,244,597	\$11,337,920	\$1,093,323	10.67%
<b>Debt Service Subtotal</b>		<b>\$10,244,597</b>	<b>\$10,244,597</b>	<b>\$11,337,920</b>	<b>\$1,093,323</b>	<b>10.67%</b>
<b>Subtotal Department Allocations</b>		<b>\$418,044,875</b>	<b>\$400,735,477</b>	<b>\$403,862,478</b>	<b>\$3,127,001</b>	<b>0.78%</b>

## Summary of Recommended Net General Fund Cost

Budget Unit and Department		FY 2019-20	FY 2019-20	FY 2020-21	Increase /	% Change
		Adopted Net General Fund Cost	Adopted Net General Fund Cost (excluding BSI)	Recommended Net General Fund Cost (excluding BSI)	(Decrease) in Net General Fund Cost (excluding BSI)	
1970	Appropriations for Contingencies					
	General Purpose Contingencies	\$6,140,451	\$6,140,451	\$9,063,884	\$2,923,433	47.61%
	Designation-Roads Improvements	400,000	400,000	400,000	0	0.00%
	Designation-Renewbiz	582,650	582,650	0	(582,650)	-100.00%
	Designation-Blight Remediation	500,000	500,000	0	(500,000)	-100.00%
	Designation-Oildale Economic Area	273,439	273,439	0	(273,439)	-100.00%
	Designation-Lost Hills	358,873	358,873	0	(358,873)	-100.00%
	Designation-Arvin/Lamont Economic Area	21,811	21,811	0	(21,811)	-100.00%
	Designation-Infrastructure Replacement	4,273,251	4,273,251	18,749,314	14,476,063	338.76%
	Designation-Public Safety Recruitment and Retention	2,000,000	2,000,000	0	(2,000,000)	-100.00%
	Designation-Homelessness Low Barrier Housing	2,000,000	2,000,000	0	(2,000,000)	-100.00%
	Designation-Information Technology Projects	426,811	426,811	532,219	105,408	24.70%
	Designation-WESTARZ	359,299	359,299	0	(359,299)	-100.00%
	Designation-Parks Improvements	370,000	370,000	0	(370,000)	-100.00%
<b>Contingencies &amp; Reserves/Designations Subtotal</b>		<b>\$17,706,585</b>	<b>\$17,706,585</b>	<b>\$28,745,417</b>	<b>\$11,038,832</b>	<b>62.34%</b>
<b>TOTAL - NET GENERAL FUND COST</b>		<b>\$435,751,460</b>	<b>\$418,442,062</b>	<b>\$432,607,895</b>	<b>\$14,165,833</b>	<b>3.39%</b>

## Summary of Appropriations

Budget Unit and Department	FY 19-20 Adopted Appropriations	FY 20-21 Recommended Appropriations	% Change From FY 19-20
<b>GOVERNMENTAL FUNDS</b>			
<b>General Fund</b>			
<b>General Government</b>			
1011 Board of Supervisors-District 1	\$554,456	\$516,748	-6.80%
1012 Board of Supervisors-District 2	477,688	440,107	-7.87%
1013 Board of Supervisors-District 3	520,899	485,222	-6.85%
1014 Board of Supervisors-District 4	529,587	493,758	-6.77%
1015 Board of Supervisors-District 5	503,845	468,316	-7.05%
1020 Administrative Office	5,552,422	4,471,277	-19.47%
1030 Clerk of the Board	926,156	888,299	-4.09%
1040 Special Services	4,961,414	8,406,501	69.44%
1110 Auditor-Controller	5,445,580	5,256,186	-3.48%
1120 Treasurer-Tax Collector	6,744,874	6,625,897	-1.76%
1130 Assessor	10,894,550	10,655,381	-2.20%
1160 Information Technology Services Division	23,387,718	22,046,003	-5.74%
1210 County Counsel	12,725,770	12,511,650	-1.68%
1310 Human Resources Division	4,752,314	4,503,282	-5.24%
1420 Elections	4,767,107	4,527,314	-5.03%
1610 General Services Division	20,375,553	19,242,396	-5.56%
1615 Utility Payments-Division of General Services	15,350,625	15,619,232	1.75%
1640 Construction Services-Division of General Services	554,627	610,029	9.99%
1650 Major Maintenance Projects	13,773,265	10,906,694	-20.81%
1812 Countywide Communications Division	1,337,912	1,332,207	-0.43%
1910 Risk Management	4,132,714	4,127,242	-0.13%
1960 Capital Projects	1,420,000	0	-100.00%
<b>General Government Subtotal</b>	<b>\$139,689,076</b>	<b>\$134,133,741</b>	<b>-3.98%</b>
<b>Public Protection</b>			
2110 Trial Court Funding	\$16,764,007	\$18,882,400	12.64%
2120 Local Emergency Relief	100,000	290,160	190.16%
2160 Grand Jury	172,424	172,424	0.00%
2170 Indigent Defense Services	6,820,000	6,205,000	-9.02%
2180 District Attorney	38,028,037	37,177,893	-2.24%
2190 Public Defender	19,257,859	18,690,300	-2.95%
2200 District Attorney-Forensic Sciences Division	7,248,254	7,434,035	2.56%
2210 Sheriff-Coroner	239,354,703	242,614,487	1.36%
2340 Probation	91,586,619	92,531,650	1.03%
2416 Contribution to Fire	9,003,279	7,354,208	-18.32%
2610 Agriculture and Measurement Standards	7,730,680	7,996,427	3.44%
2705 Contribution to Recorder	450,000	516,608	14.80%
2750 Planning and Natural Resources	14,554,152	12,557,786	-13.72%
2760 Animal Services	7,686,450	7,288,660	-5.18%
<b>Public Protection Subtotal</b>	<b>\$458,756,464</b>	<b>\$459,712,038</b>	<b>0.21%</b>
<b>Public Ways and Facilities</b>			
3016 Contribution to Public Works	\$9,491,289	\$9,283,530	-2.19%
3201 Contribution to Airports	422,950	394,830	-6.65%
<b>Public Ways and Facilities Subtotal</b>	<b>\$9,914,239</b>	<b>\$9,678,360</b>	<b>-2.38%</b>

### Summary of Appropriations

Budget Unit and Department	FY 19-20 Adopted Appropriations	FY 20-21 Recommended Appropriations	% Change From FY 19-20
<b>Health and Sanitation</b>			
4110 Public Health	\$32,131,787	\$32,013,900	-0.37%
4127 Contribution to Behavioral Health	4,046,920	3,046,874	-24.71%
4134 Contribution to Environmental Health	100,509	87,830	-12.61%
4202 Kern Medical-County Contribution	38,430,975	37,089,298	-3.49%
4300 California Children Services	9,101,531	8,741,251	-3.96%
<b>Health and Sanitation Subtotal</b>	<b>\$83,811,722</b>	<b>\$80,979,153</b>	<b>-3.38%</b>
<b>Public Assistance</b>			
5121 Contribution to Human Services-Administration	\$17,892,960	\$16,858,491	-5.78%
5125 Contribution to Human Services-Direct Aid	93,366,258	98,435,056	5.43%
5510 Veterans Services	1,475,483	1,394,389	-5.50%
5611 Contribution to Aging and Adult Services	1,542,025	1,450,190	-5.96%
5810 Contribution to In-Home Supportive Services	11,187,300	11,259,264	0.64%
5923 Employers Training Resource-Administration	17,352,937	19,782,216	14.00%
5940 Community Development Program Agency	1,587,152	1,812,397	14.19%
<b>Public Assistance Subtotal</b>	<b>\$144,404,115</b>	<b>\$150,992,003</b>	<b>4.56%</b>
<b>Education</b>			
6210 Library	\$7,339,854	\$6,601,138	-10.06%
6310 Farm and Home Advisor	466,735	466,805	0.01%
<b>Education Subtotal</b>	<b>\$7,806,589</b>	<b>\$7,067,943</b>	<b>-9.46%</b>
<b>Debt Service</b>			
8120 Debt Service - General Fund	\$10,734,172	\$11,826,177	10.17%
<b>Debt Service Subtotal</b>	<b>\$10,734,172</b>	<b>\$11,826,177</b>	<b>10.17%</b>
<b>Contingencies</b>			
1970 Appropriations for Contingencies			
General Purpose Contingencies	\$6,140,451	\$9,063,884	47.61%
<b>Contingencies Subtotal</b>	<b>\$6,140,451</b>	<b>\$9,063,884</b>	<b>47.61%</b>
<b>General Fund Subtotal</b>	<b>\$861,256,828</b>	<b>\$863,453,299</b>	<b>0.26%</b>
<b>SPECIAL REVENUE FUNDS</b>			
<b>Operating Special Revenue Funds</b>			
<b>General Government</b>			
1905 Development Services	\$2,324,263	\$2,259,806	-2.77%
<b>General Government Subtotal</b>	<b>\$2,324,263</b>	<b>\$2,259,806</b>	<b>-2.77%</b>
<b>Public Protection</b>			
2118 County Clerk	\$867,246	\$582,475	-32.84%
2183 Child Support Services	28,025,057	26,209,141	-6.48%
2415 Fire Department	150,874,599	145,817,679	-3.35%
2623 Code Compliance	1,688,093	1,633,155	-3.25%
2625 Building Inspection	10,647,382	11,114,906	4.39%
2700 Recorder	3,710,646	3,507,327	-5.48%
2701 Appropriations for Contingencies-Recorder	795,228	1,880,931	136.53%
<b>Public Protection Subtotal</b>	<b>\$196,608,251</b>	<b>\$190,745,614</b>	<b>-2.98%</b>

## Summary of Appropriations

Budget Unit and Department	FY 19-20 Adopted Appropriations	FY 20-21 Recommended Appropriations	% Change From FY 19-20
<b>Public Ways and Facilities</b>			
3000 Roads Department	\$98,489,414	\$90,061,024	-8.56%
<b>Public Ways and Facilities Subtotal</b>	<b>\$98,489,414</b>	<b>\$90,061,024</b>	<b>-8.56%</b>
<b>Health and Sanitation</b>			
4120 Behavioral Health and Recovery Services	\$264,822,800	\$249,979,581	-5.60%
4121 Approp for Cont-Behavioral Health and Recov Svcs	16,924,680	4,839,308	-71.41%
4122 Environmental Health Services	10,159,644	10,472,923	3.08%
<b>Health and Sanitation Subtotal</b>	<b>\$291,907,124</b>	<b>\$265,291,812</b>	<b>-9.12%</b>
<b>Public Assistance</b>			
5120 Human Services-Administration	\$218,918,923	\$229,509,830	4.84%
5220 Human Services-Direct Financial Aid	266,160,618	286,069,074	7.48%
5610 Aging and Adult Services	19,532,504	21,052,913	7.78%
<b>Public Assistance Subtotal</b>	<b>\$504,612,045</b>	<b>\$536,631,817</b>	<b>6.35%</b>
<b>Operating Special Revenue Funds Subtotal</b>	<b>\$1,093,941,097</b>	<b>\$1,084,990,073</b>	<b>-0.82%</b>
<b>Non-Operating Special Revenue Funds</b>			
<b>General Government</b>			
1111 Relief Fund	\$0	\$106,653,874	N/A
1113 Tax Loss Reserve	6,300,000	6,000,000	-4.76%
1121 Redemption Systems	327,836	488,066	48.88%
1611 DIVCA Local Franchise Fee	90,000	158,000	75.56%
1814 Board of Trade-Advertising	50,000	50,000	0.00%
1950 Bakersfield Planned Sewer #1	70,500	0	-100.00%
1952 Bakersfield Planned Sewer #3	500	0	-100.00%
1953 Bakersfield Planned Sewer #4	500	0	-100.00%
1956 County Planned Sewer Area A	500	0	-100.00%
1957 County Planned Sewer Area B	500	0	-100.00%
1958 County Service Area #71 Septic Abandonment	2,000	0	-100.00%
1961 Capital Project-Orangewood	500	500	0.00%
1962 Planned Local Drainage-Shalimar	500	200	-60.00%
1963 Planned Local Drainage-Brundage	500	500	0.00%
1964 Planned Local Drainage-Breckenridge	500	500	0.00%
1965 Capital Projects-Oildale	500	500	0.00%
1968 Criminal Justice Facilities	2,400,000	2,400,000	0.00%
<b>General Government Subtotal</b>	<b>\$9,244,836</b>	<b>\$115,752,140</b>	<b>1152.07%</b>
<b>Public Protection</b>			
2111 DNA Identification	\$354,000	\$354,000	0.00%
2112 Local Public Safety	75,154,998	74,688,767	-0.62%
2113 Automated County Warrant System	29,000	50,000	72.41%
2114 Domestic Violence	130,000	130,000	0.00%
2115 Real Estate Fraud	1,136,557	1,110,816	-2.26%
2181 D.A.-Local Forfeiture	30,000	30,000	0.00%
2182 D. A. Equipment/Automation	73,000	325,000	345.21%
2185 Criminalistics Laboratories	25,000	25,000	0.00%
2187 D.A.-Court Ordered Penalties	980,000	750,000	-23.47%
2193 CCP Community Recidivism	4,180,939	4,024,509	-3.74%

### Summary of Appropriations

Budget Unit and Department	FY 19-20 Adopted Appropriations	FY 20-21 Recommended Appropriations	% Change From FY 19-20
2211 Sheriff Facility Trainig	\$186,270	\$186,270	0.00%
2212 Automated Fingerprint	628,141	400,000	-36.32%
2214 Sheriff's California Identification	2,289,202	2,391,000	4.45%
2215 Sheriff's Civil Subpoenas	15,000	15,000	0.00%
2217 Sheriff's Training	125,000	139,106	11.28%
2218 Sheriff-Work Release	450,000	450,000	0.00%
2219 Sheriff-State Forfeiture	14,000	12,000	-14.29%
2220 Sheriff's Civil Automated	185,728	461,720	148.60%
2221 Sheriffs Firearms	19,184	9,500	-50.48%
2222 Sheriff-Judgement Debtors	392,942	192,942	-50.90%
2224 Sheriff's Volunteer Service Group	90,000	15,000	-83.33%
2225 Sheriff-Controlled Substance	283,000	265,000	-6.36%
2227 HIDTA State Asset Forfeiture Trust	32,500	0	-100.00%
2228 CAL-MMET State Asset Forfeiture Trust	335,000	25,000	-92.54%
2230 Inmate Welfare-Sheriff's Correction Facility	4,106,400	3,490,489	-15.00%
2233 Rural Crimes-Environmental Impact Fee	807,764	1,587,824	96.57%
2300 2011 Public Safety Realignment	80,121,349	76,693,086	-4.28%
2341 Probation Training	205,800	205,800	0.00%
2342 Probation Juvenile Justice Realignment	4,107,175	3,981,148	-3.07%
2343 Probation Asset Forfeiture	10,000	10,000	0.00%
2344 Juvenile Inmate Welfare	50,000	50,000	0.00%
2419 Vehicle Apparatus Trust	50,000	740,000	1380.00%
2420 Fireworks Violations	25,000	90,000	260.00%
2421 Fire Dept Donations	15,000	0	-100.00%
2423 Fire-Hazard Reduction	0	835,000	N?A
2425 Fire-Helicopter Operations	915,000	300,000	-67.21%
2626 Strong Motion Instrumentation	50,500	0	-100.00%
2706 Recorders Fee	671,430	953,774	42.05%
2708 Recorder's Modernization	145,000	140,000	-3.45%
2709 Recorder's Social Security Numbers Truncation	9,700	9,700	0.00%
2740 Wildlife Resources	4,516	6,520	44.38%
2751 General Plan Administration Surcharge	3,521,005	3,148,356	-10.58%
2753 Oil And Gas Program	3,321,724	1,598,199	-51.89%
2764 Sterilization Fund	30,000	25,000	-16.67%
2780 Range Improvement-Section 15	5,750	5,750	0.00%
2781 Range Improvement-Section 3	2,000	2,000	0.00%
<b>Public Protection Subtotal</b>	<b>\$185,314,574</b>	<b>\$179,923,276</b>	<b>-2.91%</b>
<b>Public Ways and Facilities</b>			
3003 Metro Bakersfield Transportation Impact Fee	\$1,506,000	\$3,000,000	99.20%
8747 Airport Reserve Capital Match	69,197	77,516	12.02%
<b>Public Ways and Facilities Subtotal</b>	<b>\$1,575,197</b>	<b>\$3,077,516</b>	<b>95.37%</b>

## Summary of Appropriations

Budget Unit and Department	FY 19-20 Adopted Appropriations	FY 20-21 Recommended Appropriations	% Change From FY 19-20
<b>Health and Sanitation</b>			
4111 Public Health Miscellaneous	\$5,000	\$10,000	100.00%
4116 Hazardous Waste Settlements	50,908	204,332	301.38%
4118 Vital and Health Statistics-County Clerk	3,000	3,000	0.00%
4119 Vital and Health Statistics-Recorder	93,000	79,000	-15.05%
4124 Alcoholism Program	60,000	60,000	0.00%
4125 Alcohol Abuse Education/Prevention	50,000	60,000	20.00%
4126 Drug Program	30,000	6,000	-80.00%
4130 Mental Health Services Act	64,421,630	71,684,542	11.27%
4131 Mental Health Services Act Reserves	8,718,577	0	-100.00%
4136 Health-MAA/TCM	75,535	0	-100.00%
4137 Child Restraint Loaner Program	18,000	15,000	-16.67%
4140 Tobacco Education Control Program	669,389	662,000	-1.10%
4141 Vital and Health Statistics-Health	73,382	87,413	19.12%
4142 2011 Behavioral Health Realignment	54,320,991	54,642,528	0.59%
4201 Emergency Medical Payments	2,100,000	1,995,001	-5.00%
<b>Health and Sanitation Subtotal</b>	<b>\$130,689,412</b>	<b>\$129,508,816</b>	<b>-0.90%</b>
<b>Public Assistance</b>			
5122 Wraparound Savings	\$3,443,944	\$5,620,130	63.19%
5123 Kern County Children's	533,606	598,509	12.16%
5124 Shelter Care	100,000	100,000	0.00%
5300 2011 Protective Services Realignment	70,267,753	65,930,119	-6.17%
5511 Veterans Grant	79,834	143,896	80.24%
<b>Public Assistance Subtotal</b>	<b>\$74,425,137</b>	<b>\$72,392,654</b>	<b>-2.73%</b>
<b>Education</b>			
6211 Kern County Library Donations	\$100,000	\$60,000	-40.00%
<b>Education Subtotal</b>	<b>\$100,000</b>	<b>\$60,000</b>	<b>-40.00%</b>
<b>Recreation and Cultural Services</b>			
7101 Tehachapi Mountain Forest Timber Harvest	\$2,894	\$3,094	6.91%
7103 Off Highway Motor Vehicle License	57,000	149,000	161.40%
7104 Parks Donation	41,000	41,000	0.00%
7105 Parcel Map In-Lieu Fees	190,000	249,200	31.16%
<b>Recreation and Cultural Services Sub-Total</b>	<b>\$290,894</b>	<b>\$442,294</b>	<b>52.05%</b>
<b>Non-Operating Special Revenue Funds Subtotal</b>	<b>\$401,640,050</b>	<b>\$501,156,696</b>	<b>24.78%</b>
<b>Special Revenue Funds Subtotal</b>	<b>\$1,495,581,147</b>	<b>\$1,586,146,769</b>	<b>6.06%</b>
<b>Capital Projects Funds</b>			
1947 Tobacco Endowment Interest	\$400,000	\$400,000	0.00%
<b>Total Capital Project Funds</b>	<b>\$400,000</b>	<b>\$400,000</b>	<b>0.00%</b>
<b>TOTAL GOVERNMENTAL FUNDS</b>	<b>\$2,357,237,975</b>	<b>\$2,450,000,068</b>	<b>3.94%</b>

## Summary of Appropriations

Budget Unit and Department	FY 19-20 Adopted Appropriations	FY 20-21 Recommended Appropriations	% Change From FY 19-20
<b>OTHER FUNDS</b>			
<b>Public Employment Grant Programs</b>			
8907 Employers Training Resource-WIOA	\$39,368,830	\$39,630,434	0.66%
8916 Employers Training Resource-Non-WIOA	535,000	658,582	23.10%
<b>Public Employment Grant Programs Subtotal</b>	<b>\$39,903,830</b>	<b>\$40,289,016</b>	<b>0.97%</b>
<b>Community Development Grant Programs</b>			
8920 Community Development Program	\$10,496,742	\$11,465,711	9.23%
8921 Community Develop-Econ Development	422,349	295,400	-30.06%
8931 CD-Neighborhood Stablization 3	522,746	522,746	0.00%
8932 CD-Emergency Shelter Grant	772,235	684,824	-11.32%
8933 CD-Neighborhood Stablization	138,121	167,482	21.26%
8936 CD-Home Investment Trust	7,415,786	9,232,714	24.50%
8937 CD-Emergency Shelter Grant	1,138,766	269,409	-76.34%
<b>Community Development Grant Programs Subtotal</b>	<b>\$20,906,745</b>	<b>\$22,638,286</b>	<b>8.28%</b>
<b>Internal Service Funds</b>			
8950 General Services Garage-ISF	\$5,265,715	\$3,952,591	-24.94%
8954 Public Works-ISF	78,206,680	82,149,076	5.04%
8960 Group Health Self Insurance Program-ISF	149,770,028	153,615,462	2.57%
8965 Retiree Group Health Program-ISF	9,386,445	9,525,882	1.49%
8970 General Liability Insurance-ISF	19,860,397	19,621,312	-1.20%
8980 Unemployment Compensation Insurance-ISF	2,422,504	2,221,445	-8.30%
8990 Workers Compensation Insurance-ISF	19,844,745	21,566,217	8.67%
<b>Internal Service Funds Subtotal</b>	<b>\$284,756,514</b>	<b>\$292,651,985</b>	<b>2.77%</b>
<b>Enterprise Funds</b>			
8991 Golf Course Enterprise Fund	\$1,147,673	\$917,642	-20.04%
8992 Universal Collection Enterprise Fund	17,324,352	17,801,226	2.75%
8993 Solid Waste Enterprise-Capital Projects	14,592,020	14,731,701	0.96%
8994 Airport Enterprise-Capital Projects	1,853,065	12,150,000	555.67%
8995 Airports Enterprise Fund	9,898,248	9,789,770	-1.10%
8998 Public Transportation Enterprise	12,967,338	17,621,927	35.89%
8999 Solid Waste Management Enterprise	61,343,094	66,938,123	9.12%
<b>Enterprise Funds Subtotal</b>	<b>\$119,125,790</b>	<b>\$139,950,389</b>	<b>17.48%</b>
<b>Special Districts</b>			
<b>County Service Areas Subtotal</b>	<b>\$5,212,936</b>	<b>\$5,017,760</b>	<b>-3.74%</b>
<b>Other Agencies</b>	<b>\$22,499,576</b>	<b>\$29,861,108</b>	<b>32.72%</b>
<b>Special Districts Subtotal</b>	<b>\$27,712,512</b>	<b>\$34,878,868</b>	<b>25.86%</b>
<b>TOTAL OTHER FUNDS</b>	<b>\$492,405,391</b>	<b>\$530,408,544</b>	<b>7.72%</b>
<b>TOTAL COUNTY APPROPRIATIONS-ALL FUNDS</b>	<b>\$2,849,643,366</b>	<b>\$2,980,408,612</b>	<b>4.59%</b>

**1991 REALIGNMENT**

In 1991-92, the State approved the Health and Welfare Realignment Program that involves a shift of program responsibilities from the State to the counties. This shift is funded through a corresponding shift of dedicated sales tax and vehicle license fee revenue.

**2011 REALIGNMENT**

In 2011-12, the State approved AB 109, the Public Safety Realignment Act, which shifted custodial responsibility of non-serious, non-violent, and non-sexual offense ('Triple-Nons') offenders to local jails. In addition, the parole function of the State was delegated to County Probation departments. In conjunction with Public Safety Realignment, the State also shifted full financial burden of many social service and mental health programs to the County. While the State no longer shares in the cost, it has dedicated a portion of the State sales tax (1.0625%) revenue along with a portion of vehicle license fees for these realigned programs.

**AB 109**

Assembly Bill 109, the Public Safety Realignment Act, signed April 4, 2011, transfers responsibility for housing and supervising inmate and parolee populations classified as "low-level" offenders from the California Department of Corrections and Rehabilitation (CDCR) to counties effective October 1, 2011.

**AB 900**

Assembly Bill 900, Public Safety and Offender Rehabilitation Services Act, signed May 3, 2007, provides that the State Public Works Board (SPWB) and the California Department of Corrections and Rehabilitation (CDCR) are authorized to enter into agreements with participating counties for the acquisition, design and construction of local jail facilities for projects approved by the State Corrections Standards Authority (CSA). Up to \$1.2 billion is authorized by the legislation for county jail construction. Funds are being distributed in two phases.

**ABX1 26**

Assembly Bill X1 26, the Dissolution Act, signed June 29, 2011, mandates the elimination of every redevelopment agency in California effective February 1, 2012, and mandates all unobligated funds be distributed to the appropriate taxing entities.

**ACCRUAL**

An accrual is an accounting entry that recognizes revenue when earned and expenses when incurred. An accrual is made at the end of the fiscal year to ensure

revenue and expenses are recorded in the appropriate fiscal year.

**ACTIVITY**

A component within a fund; usually a specific line of work performed to accomplish a function for which a governmental unit is responsible.

**ACCOUNT**

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

**ADJUSTED BUDGET**

The budget as recorded at year-end, including all adjustments made subsequent to the Adopted Budget.

**ADOPTED BUDGET**

The budget document formally approved by the Board of Supervisors after the required public hearing and deliberations on the Recommended Budget, which sets forth authorized expenditures and the means of financing those expenditures.

**AFFORDABLE CARE ACT (ACA)**

In March 2010, President Obama signed comprehensive health reform, the Patient Protection and Affordable Care Act into law. The legislation includes a long list of health-related provisions that began taking effect in 2010 and will continue to be rolled out over the next four years. Key provisions are intended to extend coverage to millions of uninsured Americans, to implement measures that will lower health care costs and improve system efficiency, and to eliminate industry practices that include rescission and denial of coverage due to pre-existing conditions. One of the most significant part of this Federal Healthcare Reform legislation extended coverage to an expanded population effective January 1, 2014 through new eligibility processes for Medi-Cal and the implementation of insurance exchanges.

**APPROPRIATION**

A legal authorization, granted by the Board of Supervisors, to make expenditures and to incur obligations for specific purposes. An appropriation expires at the end of the fiscal year. This term is used interchangeably with "Expenditure Appropriation."

**ASSESSED VALUATION**

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

**ASSESSMENT ROLL**

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

**AUDIT**

An official inspection of County financials and compliance done by either the office of the Kern County Auditor-Controller or an independent outside organization.

**AUTHORIZED POSITIONS**

Positions approved by the Board of Supervisors, which may or may not be funded (see Budgeted Positions).

**AVAILABLE FINANCING**

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

**BALANCED BUDGET**

A budget in which funding sources are equal to funding uses.

**BOARD OF SUPERVISORS**

The five-member Kern County Board of Supervisors.

**BUDGET**

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

**BUDGET UNIT**

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

**BUDGETED POSITIONS**

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

**CAPITAL ASSET**

Items of tangible and intangible property of significant value that have usefulness that extends beyond the year in which they are acquired. Capital assets include land, structures and improvements, infrastructure, and works of art or historical significance. Assets are capitalized as follows

- Land is capitalized regardless of cost.
- New construction, improvements, additions, extensions, and betterments are capitalized when the cost is \$50,000 or more.
- Equipment which is moveable, or readily detachable without loss of value, having a useful life of more than one year and a value of \$5,000 or more.
- Works of art or historical treasures with a value of \$5,000 or more.
- Intangible assets lacking physical substance, with an initial useful life exceeding one year and value of \$50,000 or more.

**CAPITAL PROJECT**

New construction, addition or betterment of an existing asset where the project cost is greater than \$10,000. Land acquisition is also included in the definition of Capital Projects.

**CARES ACT**

The Coronavirus Aid, Relief, and Economic Security (CARES) Act was passed by Congress and signed into law on March 27th, 2020. The act provides over \$2 trillion to protect the American people from the public health and economic impacts of COVID-19.

**CORONAVIRUS DISEASE 2019 (COVID-19)**

Coronavirus disease 2019 (COVID-19) is a respiratory illness that can spread from person to person. COVID-19 is a new disease, caused by a novel (or new) coronavirus that has not previously been seen in humans. COVID-19 was characterized as a pandemic by the World Health Organization on March 11, 2020.

**COUNTYWIDE DISCRETIONARY REVENUE**

Revenue received by the County, which can be used for any legal purpose determined by the Board of Supervisors. Discretionary revenue is not earmarked by law for a specified purpose, and the Board has discretion in deciding how this revenue is used. The term, "discretionary", does not imply extra or surplus.

**CONTINGENCY**

An amount appropriated for emergencies or unforeseen expenditure requirements. This term is used interchangeably with "Appropriation for Contingencies."

**CWCAP**

CWCAP is an acronym for County Wide Cost Allocation Plan. It is the method by which indirect support costs for services such as Human Resources, Payroll, Purchasing, etc. are allocated to departments. It is prepared annually by the County Auditor-Controller in accordance with Code of Federal

Regulations (2 CFR Part 225), which is the guideline for state and federal reimbursements for indirect costs.

**DEFICIT**

Insufficient sources to fully fund expenditures and other disbursements during a fiscal year.

**DEPARTMENT**

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

**DEPARTMENT HEAD**

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

**DEPRECIATION**

The recording of expiration in the service life of tangible capital assets attributable to wear and tear, deterioration, action of the physical elements, inadequacy, and obsolescence.

**DESIGNATION**

Funds not appropriated for expenditure that are set aside in an account for future use similar to a reserve. Use of these funds requires the approval of the Board of Supervisors and can be accessed at any time.

**DISCRETIONARY GENERAL FUNDING**

The total of countywide discretionary revenue (defined above), General Fund net carryover balance from the preceding fiscal year, and any use of General Fund reserves or designations as a means to finance the General Fund budget. The Board of Supervisors has discretion in deciding how these funds are used.

**EMPLOYEE BENEFITS**

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

**ENCUMBRANCE**

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

**ENTERPRISE FUND**

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

**EXPENDITURE**

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

**EXPENDITURE APPROPRIATION**

A legal authorization, granted by the Board of Supervisors, to make expenditures and to incur obligations for specific purposes. An appropriation expires at the end of the fiscal year. This term is used interchangeably with "Appropriation."

**EXPENDITURE REIMBURSEMENTS FROM OTHER BUDGET UNITS**

Charges (intrafund transfers) to other budget units within the same fund (such as General Fund) which show as an expenditure offset or reduction in the charging department's budget. This term is used interchangeably with "Intrafund Transfer."

**EXTRA HELP**

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

**FICA CONTRIBUTION**

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

**FIRE FUND**

A special revenue fund used to account for those property taxes and other revenue that are designated for use for structural fire protection. The Fire Fund is used to partially finance the operations of the Kern County Fire Department.

**FISCAL YEAR**

The 12-month period for which a budget is prepared and adopted. The fiscal year for Kern County is July 1 to June 30. The term fiscal year is abbreviated as "FY".

**FUNCTION**

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

**FUND**

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

**FUND BALANCE**

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

**FUND BALANCE CLASSIFICATIONS**

Beginning in 2010-11, GASB 54 requires that financial statements for governmental funds classify fund balance in one of the following five components:

- Nonspendable fund balance – assets that will never convert to cash, or will not convert soon enough to affect the current period, or resources that must be maintained intact pursuant to legal or contractual requirements;
- Restricted fund balance – resources that are subject to externally enforceable limitations imposed by creditors, grantors, contributors, or laws and regulations of other governments, constitutional provision, or enabling legislation;
- Committed fund balance – resources that are constrained by self-imposed limitations set in place prior to the end of the period by the highest level of decision making, and remain binding unless removed in the same manner;
- Assigned fund balance – resources that are limited resulting from an intended use established by either the highest level of decision making, or the official or body designated for that purpose;
- Unassigned fund balance – residual net resources that cannot be classified in one of the other four categories.

**GANN LIMIT**

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

succeeding fiscal years for (a) changes in population; and (b) changes in the cost of living.

**GENERAL PURPOSE RESERVE**

Funds not appropriated for expenditure that are set aside in an account for future use. Release of funds in a general purpose reserve requires the approval of the Board of Supervisors during a declared fiscal emergency. Funds can also be released during the budget adoption process.

**GENERAL FUND**

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

**GRANT**

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

**INTERNAL SERVICE FUND**

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

**INTRAFUND TRANSFER**

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

**INTER-FUND ACCOUNT (I/F designation)**

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

**MANDATE (Mandated Service)**

This term is used to refer to County services which are provided to comply with State or federal laws.

**MAJOR FUND**

A fund whose revenues, expenditures/expenses, assets, or liabilities (excluding extraordinary items) are at least 10 percent of corresponding totals for all governmental or enterprise funds and at least 5 percent of the aggregate amount for all governmental and enterprise funds.

**MAJOR MAINTENANCE PROJECT**

All new construction, additions, and betterments with total costs in excess of \$10,000 that do not qualify for capitalization.

**NET APPROPRIATION**

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

**NET COUNTY COST**

Net appropriation less program revenue (or special-purpose funds allocated). This figure represents the part of a budget unit's appropriation that is financed by the County's discretionary revenue. This term is used interchangeably with "Net General Fund Cost."

**NET GENERAL FUND COST**

Net appropriation less program revenue (or special-purpose funds allocated). This figure represents the part of a budget unit's appropriation that is financed by the County's discretionary revenue. This term is used interchangeably with "Net County Cost."

**NET FUND COST**

Net appropriation less program revenue (or special-purpose funds allocated). This term applies to non-General Fund governmental funds.

**NON-OPERATING EXPENSES**

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

**NON-OPERATING REVENUE**

This term applies to enterprise fund and internal service fund budgets, and refers to revenue that is not derived from day-to-day operations (such as sale of fixed assets and interest earnings).

**NON-PROCEEDS OF TAXES**

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

**OBJECT OF EXPENDITURE**

A major category of appropriation (such as Salaries and Employee Benefits, Services and Supplies, and Capital Assets).

**OPERATING EXPENSES**

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

**OPERATING INCOME**

Revenue derived from the operations or services of an enterprise fund or internal service fund activity. This term is used interchangeably with "Operating Revenue."

**OPERATING REVENUE**

Revenue derived from the operations or services of an enterprise fund or internal service fund activity. This term is used interchangeably with "Operating Income."

**OTHER CHARGES**

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

**OTHER FINANCING USES**

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

**PERFORMANCE MEASURE**

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

**PRELIMINARY RECOMMENDED BUDGET**

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

**PROCEEDS OF TAXES**

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

**PROGRAM REVENUE**

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

**PROPERTY TAX LEVY**

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

**PROPERTY TAX RATE**

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

**RECOMMENDED BUDGET**

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

**RESERVE**

Funds not appropriated for expenditure that are set aside in an account for future use that require Board of Supervisors approval to use and are often more restrictive than designations.

**RETAINED EARNINGS**

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

**RESTRICTED-USE FUNDS**

Funds which are designated for use for a specific purpose.

**SPECIAL-PURPOSE FUND**

A fund which is used to account for revenue which are designated (usually by State law) for use for a specific purpose. Examples are the Road Fund and Fire Fund. This term is used interchangeably with "Special Revenue Funds."

**SPECIAL REVENUE FUND**

A fund which is used to account for revenue which are designated (usually by State law) for use for a specific purpose. This term is used interchangeably with "Special-Purpose Fund."

**STRATEGIC PLAN**

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

**SUBVENTION**

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

**SUPPLEMENTAL ASSESSMENT**

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

**UNSECURED TAX**

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

**YEAR-END**

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

### Projected Changes in Budgetary Fund Balance – Governmental Funds

	General Fund	Special Revenue Funds	Capital Project Funds
<b>2020-21 Beginning</b>			
<b>Budgetary Fund Balance<sup>(1)</sup></b>	\$67,411,120	\$227,532,970	\$46,545
<b>Add:</b>			
Revenues	\$616,663,873	\$1,050,653,434	\$413,500
Other Financing Sources	188,826,839	363,299,543	0
Use of Reserves	10,233,000	36,942,703	0
<b>Total Available Financing</b>	815,723,712	1,450,895,680	\$413,500
<b>Less:</b>			
Expenditures	\$697,280,628	\$1,198,269,243	\$0
Other Financing Uses	166,172,671	387,877,526	400,000
Increase in Reserves	19,681,533	92,281,881	60,045
<b>Total Requirements</b>	\$883,134,832	\$1,678,428,650	\$460,045
<b>2020-21 Projected Ending</b>			
<b>Budgetary Fund Balance<sup>(1)</sup></b>	\$0	\$0	\$0

<sup>(1)</sup> Budgetary Fund Balance does not include reserves and designations.

In accordance with Section 29009 of the California Government Code, the recommended budget must be submitted and approved with funding sources equal to financing uses. As such, the County budgets for a zero Projected Ending Budgetary Fund Balance. Total projected ending balances of Reserves and Designations for the General Fund, Special Revenue Funds, and Capital Project Funds is \$166,423,331, \$269,206,548, and \$19,341,181, respectively, as detailed in the Reserves and Designations section of this book.

#### General Fund

Of the \$67.4 million FY 2020-21 Beginning Budgetary Fund Balance, \$15.6 million is recommended to re-establish appropriation for Budget Savings Incentive Credits and \$6 million of grants for General Fund departments that closed to fund balance at year end. The remaining nearly \$45.8 million balance is recommended to be allocated as follows: \$2.8 million to various major maintenance projects; \$5 million for the purchase of Fire equipment and apparatus, \$19.3 million will be set aside in designations for replacement of the countywide public safety communication system, and for contributions to designations for information technology projects, and \$11.7 million to the General Fund's operational budget gap. The remaining \$4.5 million has been allocated to departments for one-time costs.

#### Special Revenue Funds

Of the \$227.5 million FY 2020-21 Beginning Budgetary Fund Balance, \$24.9 million is recommended to be placed in designations or reserves. Material increases to reserves/designations includes \$3.3 million in the Oil and Gas Road Maintenance Fund, \$7.5 million in the 2011 Realignment Fund, \$2 million for Mental Health Services Act prudent reserve, \$1.5 million in Aging and Adult Services resources, \$1.3 million for Environmental Health Services, \$4.6 million in the Oil and Gas Road Maintenance. The remaining \$202.6 million is recommended to be

appropriated in various special revenue funds as detailed in Appendix D, including \$106.6 million available from the CARES Act funding received to assist with the County's response to the coronavirus pandemic.

Capital Project Funds

The entire \$46,545 in FY 2020-21 Budgetary Fund Balance along with \$13,500 of FY 2020-21 revenue is recommended to be placed in designations.

<b>Kern County Strategic Framework</b>							
<b>Department</b>	<b>Keeping our Communities Safe</b>	<b>Healthy Environment</b>	<b>Recreation and Culture</b>	<b>Building a Community Where Every Child and Adult Thrives</b>	<b>Prosperous Place to Live</b>	<b>Roads and Infrastructure</b>	<b>Responsible and Efficient Government</b>
County Administrative Office	✓	✓		✓	✓		✓
Auditor-Controller	✓						✓
Treasurer-Tax Collector	✓						✓
Information Technology Services	✓			✓			✓
County Counsel				✓			✓
General Services	✓	✓	✓	✓	✓	✓	✓
Countywide Communications					✓		✓
Engineering and Surveying Services	✓	✓	✓			✓	✓
District Attorney	✓						✓
Child Support Services				✓			✓
Public Defender	✓						✓
Sheriff	✓			✓			✓
Probation	✓			✓			✓
Fire	✓						✓
Agriculture & Measurement Standards	✓				✓		✓
Code Compliance	✓						✓
Planning and Natural Resources			✓	✓	✓	✓	✓
Animal Services	✓	✓					✓
Roads		✓	✓		✓	✓	✓
Airports					✓		✓
Public Health	✓	✓		✓			✓
Behavioral Health	✓			✓			✓

<b>Kern County Strategic Framework</b>							
<b>Department</b>	<b>Keeping our Communities Safe</b>	<b>Healthy Environment</b>	<b>Recreation and Culture</b>	<b>Building a Community Where Every Child and Adult Thrives</b>	<b>Prosperous Place to Live</b>	<b>Roads and Infrastructure</b>	<b>Responsible and Efficient Government</b>
<b>Environmental Health</b>		✓			✓	✓	✓
<b>Human Services</b>	✓		✓	✓	✓		✓
<b>Veterans' Services</b>				✓			✓
<b>Aging &amp; Adult Services</b>	✓	✓	✓	✓			✓
<b>Employers' Training Resource</b>				✓	✓		✓
<b>Library</b>			✓				✓
<b>Farm &amp; Home Advisor</b>	✓	✓	✓	✓	✓		✓
<b>Waste Management</b>		✓					✓