

MINUTES

**BOARD OF SUPERVISORS STANDING COMMITTEE – FINANCE AND ADMINISTRATION
COUNTY ADMINISTRATIVE CENTER – 3RD FLOOR MULTI-PURPOSE ROOM
1115 TRUXTUN AVE. 3rd FLOOR
BAKERSFIELD, CA 93301**

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Monday, September 15, 2025, at 3:30 p.m.

1. CALL TO ORDER:

MEETING CALLED TO ORDER BY SUPERVISOR COUCH AT 3:33 PM.

2. ROLL CALL:

COMMITTEE MEMBERS PRESENT: SUPERVISOR DAVID COUCH AND SUPERVISOR LETICIA PEREZ

COMMITTEE STAFF PRESENT: ELSA MARTINEZ (COUNTY ADMINISTRATIVE OFFICE); JENNIFER FEIGE (OFFICE OF COUNTY COUNSEL)

OTHER COUNTY STAFF PRESENT: JANELLE AUSTIN AND CASPER ROSALES (AUDITOR-CONTROLLER'S OFFICE)

3. PUBLIC COMMENT

This portion of the meeting is reserved for persons desiring to address Committee Members on any matter not on this agenda, but under the jurisdiction of the Committee. Committee Members may respond briefly to statements made or questions posed. They may ask a question for clarification, make a referral to staff for factual information or request staff to report back to the Committee at a later meeting. Also, the Committee may take action to direct staff to place a matter of business on a future agenda. **SPEAKERS ARE LIMITED TO TWO MINUTES. PLEASE STATE YOUR NAME BEFORE MAKING YOUR PRESENTATION –**

DENNIS MCLEAN ASKED IF ANYONE FROM ELECTIONS DEPARTMENT WAS PRESENT. THERE WAS NOT AN ELECTIONS STAFF PRESENT. MR. MCLEAN ASKED IF THERE WOULD BE A TIMELINE SHARED OF THE DEVELOPMENT OF THE REGISTRAR OF VOTERS (ROV) POSITION/DEPARTMENT. MS. MARTINEZ RESPONDED THAT THE GOVERNOR HAS UNTIL OCTOBER 12 TO SIGN THE BILL AND IT WOULD GO IN EFFECT IN JANUARY 2026. THE CURRENT ROV HOLDS OFFICE UNTIL DECEMBER 31, 2026. THERE WAS A DISCUSSION BETWEEN MS. MARTINEZ AND SUPERVISOR COUCH REGARDING WHAT WOULD NEED TO OCCUR PRIOR TO DECEMBER 2026, WHICH INCLUDED FILING AN ORDINANCE, THE CREATION OF THE POSITION, AND A RECRUITMENT PROCESS.

CHARLES SHINN SHARED A DOCUMENT HE PROVIDED IDENTIFYING A LIST OF VOTER ROLL RESULTS WITH REASONS FOR REMOVING PEOPLE FROM THE VOTER ROLL, GOING OVER VARIOUS REASONS CITED FOR HOW PEOPLE CAN BE REMOVED FROM THE VOTER ROLL. DISCUSSED DIFFERENCES BETWEEN INACTIVE, CANCELLED, AND REMOVED STATUS FROM THE VOTER ROLL. HE REQUESTED THAT SOMEONE FROM THE ELECTIONS OFFICE TO BE PRESENT TO EXPLAIN THE VARIOUS CATEGORIES. HE CITED THERE ARE OVER 24,000 PEOPLE IN UNDELIVERABLE STATUS.

PAMALA REECE STATED INELIGIBLE PEOPLE SHOULD BE REMOVED.

LISA POLLARD COMMENTED THAT SHE WAS NOTIFIED OF HER MOTHER'S DEATH AND STILL RECEIVED HER REGISTRATION IN THE MAIL. SHE MENTIONED THE CORONER IS ALSO SUPPOSED TO NOTIFY THE ELECTIONS OFFICE.

JESSE SANDERS COMMENTED HE TURNED IN ABOUT 30 BALLOTS, WITH 20 PEOPLE WHO MOVED OUT OF STATE BUT STILL RECEIVING NOTIFICATIONS, SHARING MANY OF THEM HAD REPORTED THEY HAVE BEEN RECEIVING INFORMATION FOR MANY YEARS. HE STATED THE FAMILIES WOULD WRITE 'MOVED OUT OF STATE' AND RETURN THE MAIL. SUPERVISOR COUCH ASKED IF THIS RETURNED MAIL WOULD BE SUFFICIENT TO REMOVE PEOPLE FROM THE VOTER ROLL.

4. INTRODUCTIONS

SUPERVISOR COUCH REQUESTED THAT THOSE PRESENT INTRODUCE THEMSELVES. PRESENT WERE: DENNIS MCLEAN, LISA POLLARD, JESSE SANDERS, CHARLES SHINN, FERREL NEELY, PAMELA REECE, JASON WEIBE, MANDI REDFEARN, ALEX ALVA, JOE ARRIOLA, STACY KUWAHARA

5. MINUTES FROM JUNE 23, 2025, MEETING OF BOARD OF SUPERVISORS STANDING COMMITTEE – FINANCE AND ADMINISTRATION – APPROVE

MOTION: PEREZ; SECOND: COUCH. APPROVED, 2 AYES.

6. DISCUSSION REGARDING BOARD OF SUPERVISORS MAY 13, 2025, REFERRAL REGARDING EFFORTS TO FIND EFFICIENCIES OR IMPROVEMENTS IN THE COUNTY BUDGET AND EXPLORE THE POSSIBILITY OF HIRING A CONSULTANT FOR THIS PURPOSE – HEAR PRESENTATION; ELSA MARTINEZ, ASSISTANT COUNTY ADMINISTRATIVE OFFICER, PRESENTED A POWER POINT ON THE COUNTY'S PREVIOUS USE OF LEAN SIX SIGMA AND THE CURRENT PLAN FOR ONGOING LEAN SIX SIGMA TRAINING. REVIEWED A PROPOSAL TO DO PROGRAM SPECIFIC AUDITS, PROVIDING THREE SUGGESTED PROGRAMS TO AUDIT. DISCUSSED IF THE AUDIT PROPOSAL SHOULD BE COUNTY-WIDE VERSUS CONSIDERING SPECIFIC PROGRAMS. SUPERVISOR COUCH AND PEREZ AGREED THEY ARE NOT INTERESTED IN DOING A COUNTY-WIDE AUDIT AND WOULD RECOMMEND A REQUEST FOR QUALIFICATIONS (RFQ) TO

CONSIDER ONE PROGRAM TO START. SUPERVISOR COUCH ASKED IF AN RFQ IS COMPLETED, THEN SHOULD THE RESULTS BE BROUGHT FORWARD TO THE BOARD REGARDLESS OF THE COST OF THE PROGRAM/PROPOSAL.

JESSE SANDERS STATED THAT AUDITING IS GOOD AND ASKED IF THE AUDITING OR REVIEWING INCLUDED LOOKING FOR ANY FRAUDULENT USE OF THESE SERVICES.

DENNIS MCLEAN STATED HE BELIEVES SUPERVISOR PETERS IS LOOKING FOR AN UNBIASED OUTSIDE AUDIT. SUPERVISOR PEREZ STATED THAT IS WHAT THE RFQ WOULD BE, TO FIND AN OUTSIDE PERSON TO CONDUCT THE AUDIT. MR. MCLEAN ALSO ASKED ABOUT AUDITOR-CONTROLLER-COUNTY CLERK, AIMEE ESPINOZA, COMPLETING RISK ASSESSMENTS. MS. MARTINEZ REPORTED THERE IS A PROCESS THAT WILL BE COMING TO THE BOARD TO ALLOCATE RESOURCES FOR RISK ASSESSMENTS.

JASON WEIBE RESPONDED THAT THERE ARE TWO APPROACHES THAT ARE VERY DIFFERENT—ONE IS LEAN SIX SIGMA AND THE PROCESS FOR INTERNAL IMPROVEMENT OPPORTUNITIES, THE SECOND WOULD BE THE EXTERNAL AUDIT EVALUATION.

LISA POLLARD SPOKE ABOUT EXPERIENCING MEALS IN A SENIOR COMPLEX AND SOLICITING FEEDBACK FROM THE RESIDENTS THROUGH COMMENT CARDS. SHE SHARED HER PERSONAL EXPERIENCES AND HER MOTHER’S EXPERIENCES WITH MEALS ON WHEELS.

THE COMMITTEE VOTED FOR THE CAO’S OFFICE TO PREPARE A PRESENTATION TO THE BOARD, SHARING THE COMMITTEE’S RECOMMENDATIONS TO CONTINUE CURRENT LEAN SIX SIGMA EFFORTS AND FOR THE CAO’S OFFICE TO DEVELOP AN RFQ TO SEEK AN OUTSIDE CONSULTANT FOR SPECIFIC, TARGETED OPERATIONAL AND ORGANIZATIONAL PROGRAM REVIEWS, INCLUSIVE OF THE NUTRITION PROGRAM AT AGING AND ADULT SERVICES, OF PARKS AND FACILITIES MAINTENANCE, AND OF THE COUNTY’S BUDGET DEVELOPMENT PROCESS.

MOTION: PEREZ; SECOND COUCH. 2 AYES, APPROVED.

7. SCHEDULE NEXT MEETING:

MEETING TENTATIVELY SCHEDULED FOR NOVEMBER 17, 2025.

8. ADJOURNMENT:

MEETING WAS ADJOURNED AT 4:40

MOTION: COUCH; SECOND: PEREZ. 2 AYES.

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(Government Code Section 54954.2)**

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GROUND  BOUNDLESS

Referral Regarding Efficiencies and Improvements in the County Budget

June 23, 2025

Items for Discussion

- Lean Six Sigma – Launch Kern
- Zero-Based Budgeting (ZBB) Process
- Consultants
- Current Budget Process

Lean Six Sigma – Launch Kern

- County has been using Lean Six Sigma since 2017
- Over 1,000 employees trained
- 180 continuous improvement projects with 95% resulting on soft savings
- Transitioned to online training in 2020
- 2,000 employees trained but completion rate only 10%
- 20 projects resulting in saved staff or constituent time.



Lean Six Sigma – Launch Kern

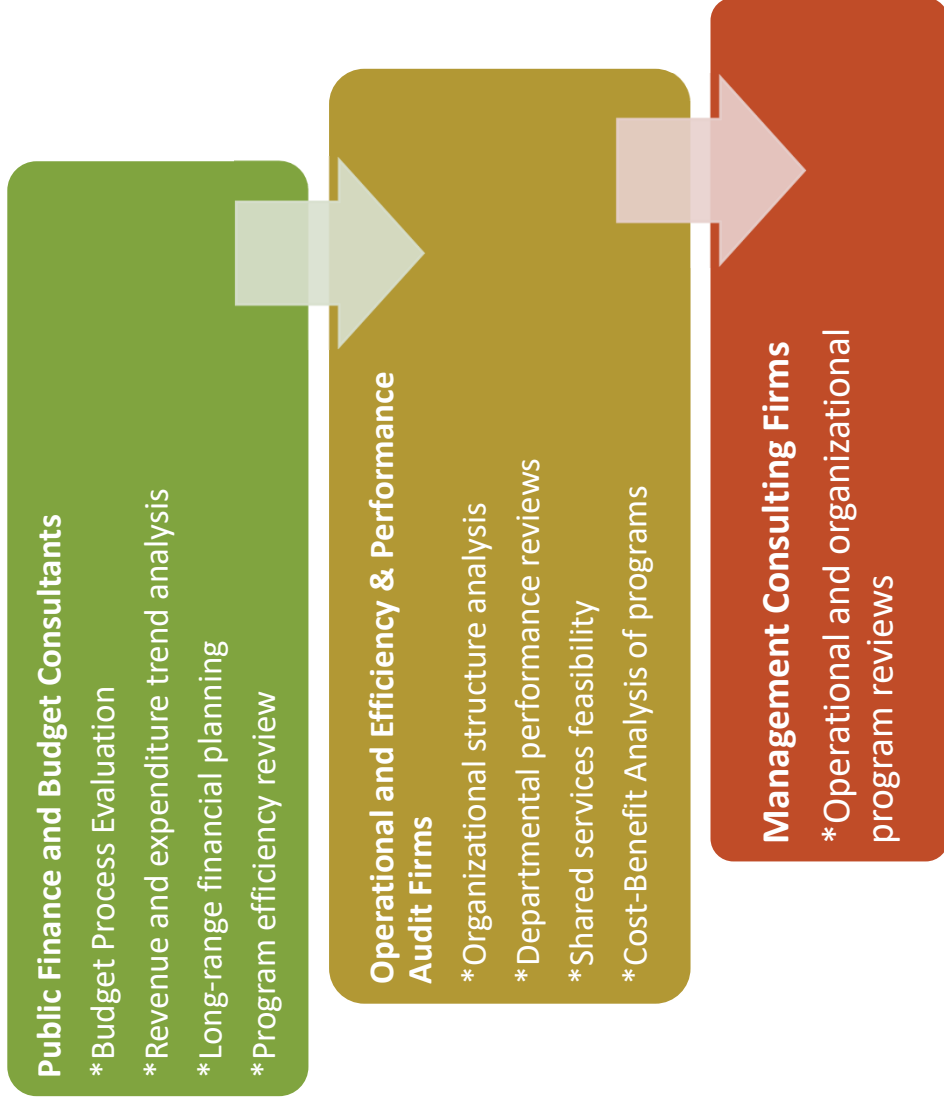
- Impacts are determined to be narrow in scope, primarily limited to employees already engaged
- Outcome is usually improved morale by reducing cumbersome process and improved value to customers served
- Key areas:
 - Employees must be empowered to challenge the status quo, experiment and find ways to do things better and improved customer services.
 - Employees must be provided assurance that improvement does not lead to a reduction in staff
 - Two key areas in direct opposition to other cost-cutting models and initiatives, goals is to do more with less

Zero-Based Budgeting

- Zero-based budgeting (ZBB) is a budget process that builds a budget from scratch, rather than using the previous year's budget as a starting point.
- Encourages a closer look at programs and services
- Support cost reductions by avoiding automatic budget increases
- Complex as the budget is rebuilt from scratch
- Significant investments and may be cost-prohibited when funding is limited
- Potential savings are uncertain



Consultants



Current Process and Next Steps

- Already engaged in Lean Six Sigma
- Each Department budget developed using a similar approach as ZBB, assessing needs and feasibility of each individual expense by division and operation
- County Administrative Office reviews and adjusts before a recommended budget is presented to the Board
- County Administrative Office has process for continual assessment; at least quarterly staff develops forecasts for operational cost centers
- Revenue and expenditure trends are reviewed and analyzed
- Five-year forecast is developed and presented to the Board



Current Process and Next Steps

Consultant:

- Define goal, financial or operational
- Budget review or efficiency audit
- Must engage stakeholders; otherwise, implementation will be difficult



KERN COUNTY

GROUND  BOUNDLESS

Questions