KERN COUNTY

GROUNDED & BOUNDLESS

Recommended Budget
Fiscal Year 2021-22





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KERN COUNTY

GROUNDED & BOUNDLESS

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GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

County of Kern
California

For the Fiscal Year Beginning

July 01, 2020

Christopher P. Morrill

Executive Director



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August 20, 2021
Public Distribution

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

FISCAL YEAR 2021-22 RECOMMENDED BUDGET

The Fiscal Year (FY) 2021-22 recommended budget reflects Kern County's ongoing recovery and strategic response to the COVID-19 pandemic. This budget addresses the impacts, consequences, and alternatives of various budgetary actions following thoughtful deliberations between County departments and our administrative office. This budget was prepared in accordance with your Board's approved guidelines and the statutory requirements of the County Budget Act, as well as a commitment to fulfilling our mission by exceeding expectation when meeting the critical needs of our residents. The following allocation of funds reflects your Board's top priorities and ensures Kern County's diverse communities are cared for during this challenging time.

While the $3.5 billion recommended budget is built on a leaner baseline established last fiscal year due to stagnant growth in discretionary revenues, proactive and fiscally prudent measures, including responsible reduction of costs and cautious spending of one-time fund balances and reserves, and pandemic related one-time financial support from the federal government, have enabled us to respond to a global crisis while continuing to deliver essential public services to Kern County residents. These strategies have not only positioned us to manage and recover from the financial and economic impacts of the COVID-19 pandemic but have also allowed us to protect our residents' health and prevent the local hospital system from becoming overwhelmed. This has partly been achieved through the careful consideration of CARES Act funding expenditures, including assistance of vulnerable populations, other local governments, local small businesses, and non-profit organizations through food distribution, temporary housing and rental assistance, forgivable loans, and grants.

Kern County residents require a broad spectrum of public safety, public health, transportation, social, and recreational services. However, the biggest challenge is fulfilling these needs with limited resources. We continue to struggle with nearly non-existent yearly growth in property tax and sales tax revenues, the County's two primary discretionary revenue sources, while the costs associated with providing these essential services continues to rise. State regulations continue to cost local taxpayers; the County General Fund has lost over $103 million in the last ten years due to State takeaways.

Despite these fiscal challenges, the recommended budget continues to allocate funding for our mandated and essential services, debt service obligations, and a minimum level of infrastructure

maintenance, all while adhering to your Board's financial management policies. It is also of the upmost importance that this budget sets the stage for reform to the County's compensation structure that will provide County employees a more regular wage growth throughout the tenure of their employment in a financially sustainable manner that helps promote stability and retainment.

The recommended budget places an absolute priority on the most critical and urgent needs of our community including public safety, emergency preparedness and response, mitigating homelessness, public health including mental health, investing in parks, maintaining library services, and increasing funding for spay and neuter programs. Additionally, this budget recognizes the need for an investment in our infrastructure used to deliver these vital services. Of particular importance is the replacement of the countywide public safety communication system which the County is working on for the next fiscal year. This significant investment is vital to maintain public safety and rapid emergency/medical response capabilities throughout Kern County.

The combination of collaborative efforts with County departments and some use of fund balance and reserves as provided in the County Fiscal Plan have created a pathway to present this balanced budget. Careful spending will also remain a pivotal strategy of County operations. The federal financial assistance to both state and local governments, as well as residents, partially mitigated various short-term financial impacts of COVID-19. The American Rescue Plan Act will also provide the County with one-time funding of $174.8 million and the opportunity to continue to respond to the ongoing public health emergency. These funds will backfill for lost revenue, and aid in better meeting the needs of our community through investments in critical infrastructure.

We have learned many lessons throughout the past year as we have worked to respond to local impacts of the global pandemic. While the upcoming year will have its own set of challenges; we have the experience, strategies, and heartfelt commitment to dealing with these issues head-on. We will continue to implement best practices, innovate current processes, and ensure the efficient and effective use of resources for our residents.

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.

Sincerely,

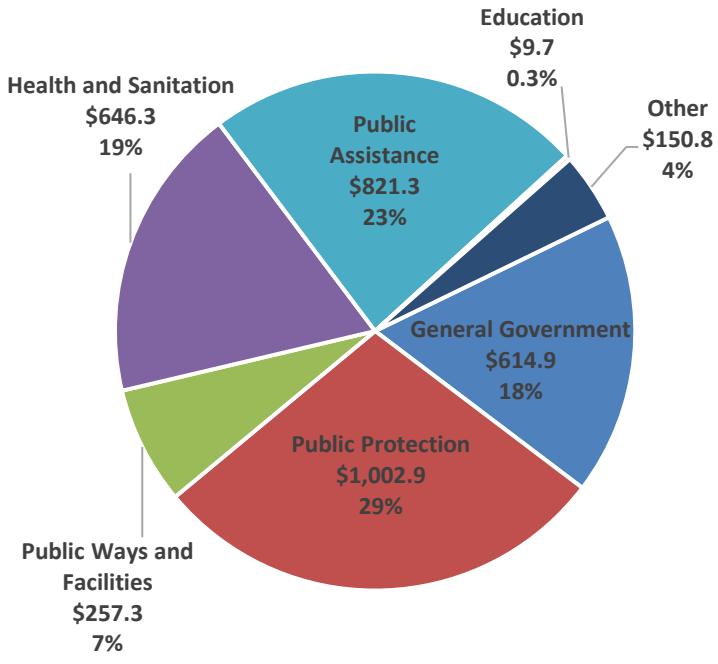
Ryan J. Alsop
Chief Administrative Officer

FISCAL YEAR 2021-22 RECOMMENDED BUDGET EXECUTIVE SUMMARY

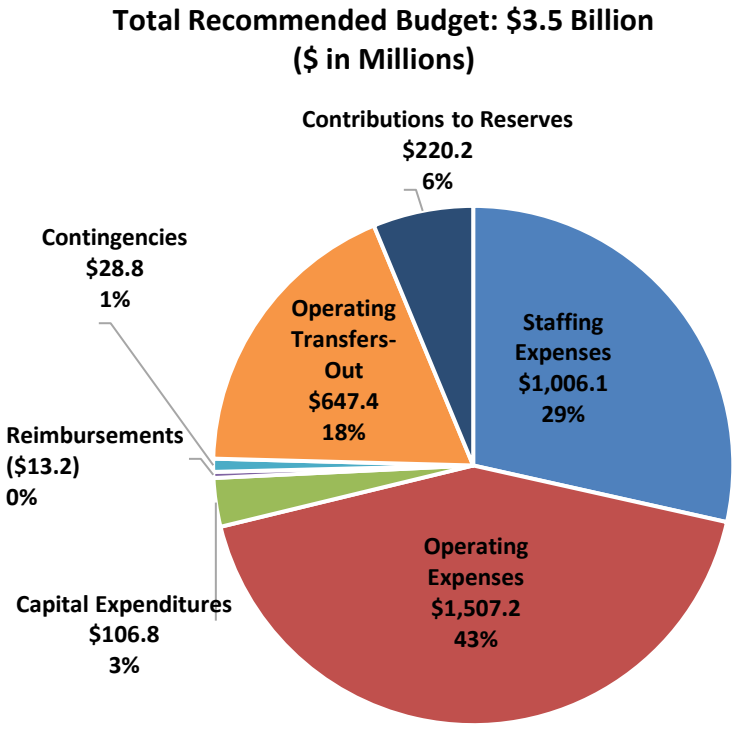
The FY 2021-22 Recommended Budget includes budgets for the County, Board Governed Special Districts, and Other Agencies governed by the Board of Supervisors and totals $3.5 billion, an increase of $147.2 million, or 4.4%, from the FY 2020-21 Adjusted Budget. The General Fund, which funds many County operations, totals $1 billion, an increase of approximately $1 million, or 0.09%. 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.

Recommended Budget by Category: All Funds		
	Budget in Millions	Percent of Total Budget
General Government	$614.9	17.6%
Public Protection	$1,002.9	28.6%
Public Ways and Facilities	$257.3	7.3%
Health and Sanitation	$646.3	18.4%
Public Assistance	$821.3	23.4%
Education	$9.7	0.3%
Debt Service	$11.7	0.3%
Contingencies	$7.6	0.2%
Special Districts	$50.3	1.4%
Employment Grant Programs	$37.6	1.1%
Community Development Programs	$43.7	1.2%
Total	**$3,503.1**	**100.0%**

Total Recommended Budget: $3.5 Billion
($ in Millions)



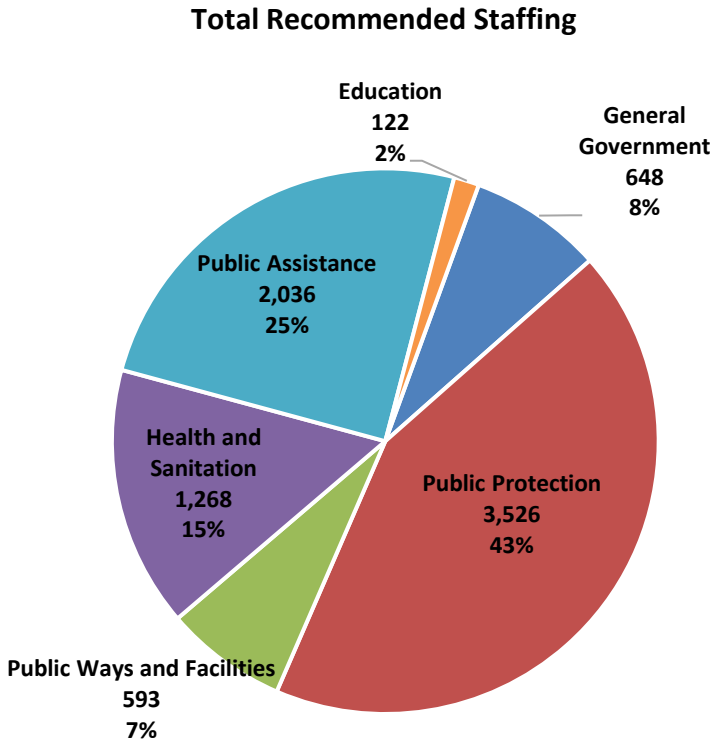
Recommended Budget by Expenditure Category: All Funds		
	Budget in Millions	Percent of Total Budget
Staffing Expenses	$1,006.1	28.7%
Operating Expenses	$1,507.2	43.0%
Capital Expenditures	$106.8	3.0%
Reimbursements	($13.2)	-0.4%
Contingencies	$28.8	0.8%
Operating Transfers-Out	$647.4	18.5%
Contributions to Reserves	$220.2	6.3%
Total	**$3,503.1**	**100.0%**



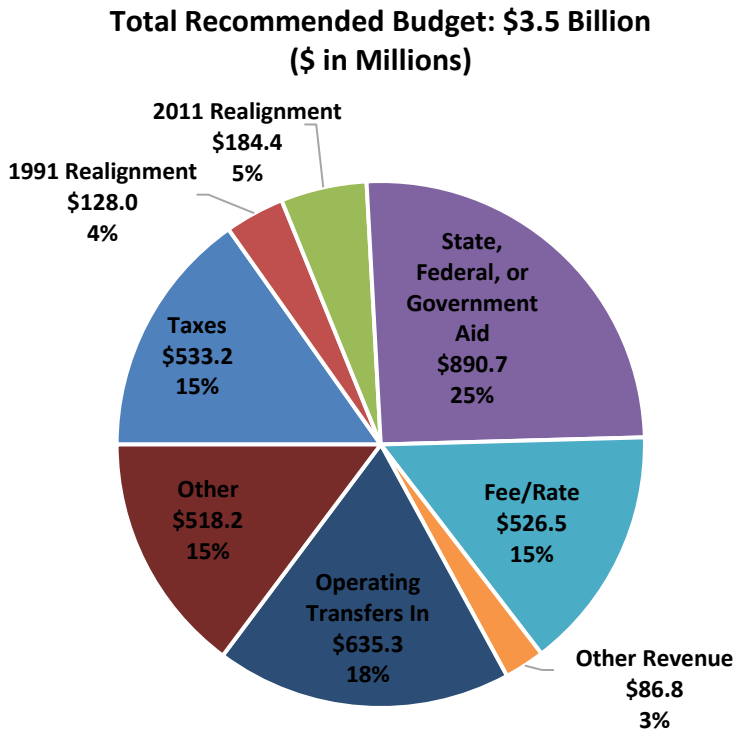
The FY 2021-22 Recommended budget overall increase of $147.2 is primarily due to increases in Staffing Expenses of $11.5 million due to higher retirement cost for safety employees and the net addition of 82 positions, as well as funding for all firefighter positions. Operating expenses are increasing $68 million and include services and supplies to respond to the pandemic such as public health contracts, rental assistance programs, operating of the homeless navigation Center. Major maintenance projects as well as road construction contracts are also included in this category.

The budget in total supports a workforce of 8,193 authorized positions and reflects a net increase of 82 positions. This net increase is primarily attributable to increased staffing in the Public Protection, Public Ways and Facilities, and Public Assistance. The District Attorney has a net increase of 5 positions to assist with criminal prosecution. Child Support Services is adding 15 positions to increase services to the public and for the anticipated expansion of satellite locations in the rural areas of the County. The Sheriff's Office is adding personnel necessary to comply with the Department of Justice settlement agreement. Public Works is adding 39 positions, which include those that will be needed for the expansion of illegal dumping remediation program. Employers' Training Resources, Human Services, and Aging and Adult Services will increase a net of 23 positions. The departments are anticipating an increased demand for services, including preparing the workforce that was affected by the pandemic.

Recommended Staffing by Category: All Funds		
	Positions	Percent of Total Staffing
General Government	648	7.9%
Public Protection	3,526	43.0%
Public Ways and Facilities	593	7.2%
Health and Sanitation	1,268	15.5%
Public Assistance	2,036	24.9%
Education	122	1.5%
Total	**8,193**	**100.0%**



Recommended Budget by Revenue Category: All Funds		
	Budget in Millions	Percent of Total Budget
Taxes	$533.2	15.2%
1991 Realignment	$128.0	3.7%
2011 Realignment	$184.4	5.3%
State, Federal, or Government Aid	$890.7	25.4%
Fee/Rate	$526.5	15.0%
Other Revenue	$86.8	2.5%
Operating Transfers In	$635.3	18.1%
Fund Balance/Unrestricted Net Assets	$355.4	10.1%
General Fund Unassigned Fund Balance	$87.4	2.5%
Use of Reserves	$75.4	2.2%
Total	**$3,503.1**	**100.0%**



For FY 2021-22, the combination of State, Federal, or Governmental Aid ($890.7 million), 1991 Realignment ($128 million), and 2011 Realignment ($184.4 million) supplies 34.4% of the funding sources for the County's budget. These revenue categories represent the most significant changes due to the inclusion of the American Rescue Plan Act funds and the anticipated increase in statewide sales tax receipts.

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 General Fund Cost (NGFC). Countywide discretionary resources, comprised mainly of property taxes and sales and use taxes, fund NGFC.

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

Public Protection

The Board's commitment to public safety remains evident in the budget. The citizens of Kern County rely on the first responders of the Fire Department and Sheriff's Office more than any other services and require funding priority. Even as the pandemic has modified the County's service delivery, the commitment to our first responders and public safety departments has not changed.

In FY 2021-22 all Kern County Fire stations will remain open and all firefighter positions will be funded and filled. The ending fund balance available for the Fire Fund is $8,876,725 and will be used to fund a portion of the estimated $50 million in capital replacement needs. The current $24.5 million in designations for fiscal stability will help stabilize the operational budget of the department in future years. This prudent set aside of reserves is important to provide the Fire Fund the ability to minimize the operational impacts of any loss of revenue or cost increases in future years.

The Sheriff's Office will add positions to enhance accountability and will implement body-worn cameras in all operational positions to provide greater oversight and transparency through the County's commitment to the settlement agreement reached with the Department of Justice. Replacement of critical capital has also been included in the FY 2021-22 Recommended Budget. The Sheriff's Office continues to cope with the logistic issues of the coroner facility. The existing condition and capacity of the current building are too restrictive for the coroner to efficiently serve the public. The County is currently working to relocate the coroner facility to the new leased location. Once completed, this project will provide ample space and state of the art technology to house the coroner, public administrator, and ancillary functions of the Sheriff's Department for many years. Although the lease is for fifteen years, the plan for this project is to exercise the lease purchase option at the County's first opportunity which will minimize the overall project cost. The County has set aside funds in a designation for the lease payments and the purchase as part of the FY 2021-22 budget.

Beginning July 1, 2021, the State begins to shut down its Division of Juvenile Justice (DJJ) and shifts responsibility for housing and rehabilitation of juvenile wards from the state to the counties. DJJ has historically housed the most serious youthful offenders who are not transferred to the adult criminal system. This represents a significant shift to the Juvenile Justice System as the current DJJ commitment averages 28 months and jurisdiction can last until age 25 in some cases. The state will provide additional funding for this responsibility in a three-year, phased rollout. Funds will be used to hire additional staff and create programming tailored to this population.

The District Attorney and Public Defender's Offices continue to aggressively pursue justice on behalf of the people and the accused. The District Attorney anticipates filling more positions than

any prior year primarily due to savings created by vacancies at higher levels and through the addition of support staff, all within the adopted NGFC. The Public Defender's office will hire additional attorneys to assist the County in meeting the mandate to provide indigent defense representation. Funding additional positions at the Public Defender's office is more cost effective than outsourcing cases to contracted defense services.

Animal Services continues to focus on achieving no-kill status through partnerships with non-profits, volunteers, and fosters. During the past year, the department has reimagined many of their programs in light of the pandemic and has done so with success. In the coming year, the department will spend one-time funding of $350,000, an increase of 40% over the previous year, on spay/neuter efforts that have proven meaningful in past years. Additionally, the recruitment of a full-time veterinarian remains a top priority as the department would be better equipped to provide more in-house medical services, reducing the expense on outside veterinary care, and making a greater impact on the County's animal welfare goals. In FY 2021-22 the department anticipates hiring additional staff to support and enhance services and will be taking delivery of two large cargo vans that will assist in growing the success of transporting animals to rescues and will provide for more mobile licensing and vaccination clinics in the harder to reach communities.

The County's commitment to public safety has not wavered and departments are equally committed to continuing to provide the highest level of service within their limited resources.

Public Ways and Facilities

State and Federal funding for road maintenance and construction is increasing $17.3 million. This increase includes additional funds from the state Road Repair and Accountability Act which will fund several projects including 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. While State and Federal funding is helpful in addressing these needs, independents engineers have rated the County's 3,300 miles of roads as "fair," "poor," or "very poor" and a long-term strategy is still needed to maintain and upgrade roads and road safety conditions as they will only get more expensive to fix if delayed.

Health and Sanitation

Efforts of the Public Health Services Department during FY 2020-21 were devoted to the preservation of emergency services and pandemic response. The department has been responsible for the development and implementation of plans across the County's network of businesses and health care providers to combat the virus' spread. The department continues COVID-19 contract tracing, education, and operation of the vaccination Clinic and contracts. The FY 2021-22 Recommended Budget for Public Health is bolstered by increased state and federal funding; most notably, the Centers for Disease Control and Prevention's Epidemiology and Laboratory Capacity for Prevention and Control of Emerging Infectious Diseases Grant to continue to combat and prepare for a resurgence in COVID-19 in our community.

The pandemic has highlighted the importance of mental health services. The Behavioral Health and Recovery Services will continue assisting individuals and families including those who are homeless, to achieve mental well-being that support stability by providing access to behavioral health and substance use prevention services.

Public Assistance

Social Services revenue in both state/Federal funding is stronger than budgeted in FY 2020-21, which allows the Department of Human Services to increase support and services to the most vulnerable County residents. However, both short-term and long-term risks remain which could impact services and funding in the future. While social safety net expenses were anticipated to increase at the onset of the COVID-19 pandemic, costs significantly declined primarily due to enhanced unemployment insurance benefits, issuance of economic stimulus funds, and limited access to referral services. These one-time COVID-19 funds will expire, and the Department of Human Services is budgeting an increase in salaries and benefits to maximize funding and prepare for an increase in cases anticipated during the post-COVID-19 recovery period. It is anticipated case-related costs will outpace revenue growth placing pressure on the department's budget and the General Fund. While the full program impacts related to the COVID-19 pandemic are still unknown, the department will continue to prioritize resources to align program expenditures with state and federal funding and the needs of the community.

The In-Home Supportive Services (IHSS) Administrative State General Fund allocation for FY 2021-22 is budgeted to increase by $205,000. The increase in allocation and strategic alignment of resources will allow the Aging and Adult services department to increase support and services to the community. The FY 2021-22 State Budget allocated $57.3 million in State General Fund in and $123.8 million ongoing General Fund to maintain the 65% state and 35% county sharing ratio for IHSS local wage increases up to the cap and includes the continuation of the 10 percent over three years option and permanently restores the 7 percent IHSS hours cut. While these changes are welcomed and beneficial to the County, they increase the overall cost of the program, and the county will remain at risk of cost shifts in the event the State alters the structure of IHSS maintenance of effort.

Education

As the County begins to recover and reopen, libraries will play a key role in helping our communities return to work, schools, and entertainment. Over the last fiscal year, operations at all library branches were impacted due to statewide capacity and social distancing guidelines, coupled with budgetary and staffing concerns. During this time, the department has reinvented how customer interactions occur through the transition to curbside services, inside browsing by appointment only, and enhanced virtual programming to best serve residents countywide. Moving into FY 2021-22, the department will reopen a total of 22 library branches across the County that will provide full indoor services, curbside appointments, and maintain virtual programming. This will increase opportunities for community members of all ages to access programs and services in various forms. Restoring and enhancing library services helps to continue reading and educational opportunities to communities across the County.

Homelessness and Housing

The County's continued commitment to combatting homelessness is demonstrated through the operation of the County's M Street Navigation Center funded by the Permanent Local Housing Allocation Grant. Over 60 individuals have been connected to permanent housing since doors opened in May 2020. In FY 2020-21, $1.4 million of Homeless Housing, Assistance, and Prevention (HHAP) funds were disbursed to local service providers to expand housing and homeless services. HHAP Round 2 funds in the amount of $663,000 are included in the FY 2021-22 budget to combat homelessness. In addition, Community Development Programs FY 2021-22 budget includes approximately $6 million in federal and state funding for engagement of homeless individuals, improvement of homeless shelters, rapid rehousing of individuals, and emergency shelter services and facilities to assist people in quickly regaining stability in permanent housing after a crisis or homelessness.

Over $50 million in rental and utility assistance, from State and Federal sources, was awarded to the County to assist tenants experiencing housing instability due the COVID-19 pandemic. These programs will continue during FY 2021-22.

Infrastructure in an Era of Fiscal Constraint

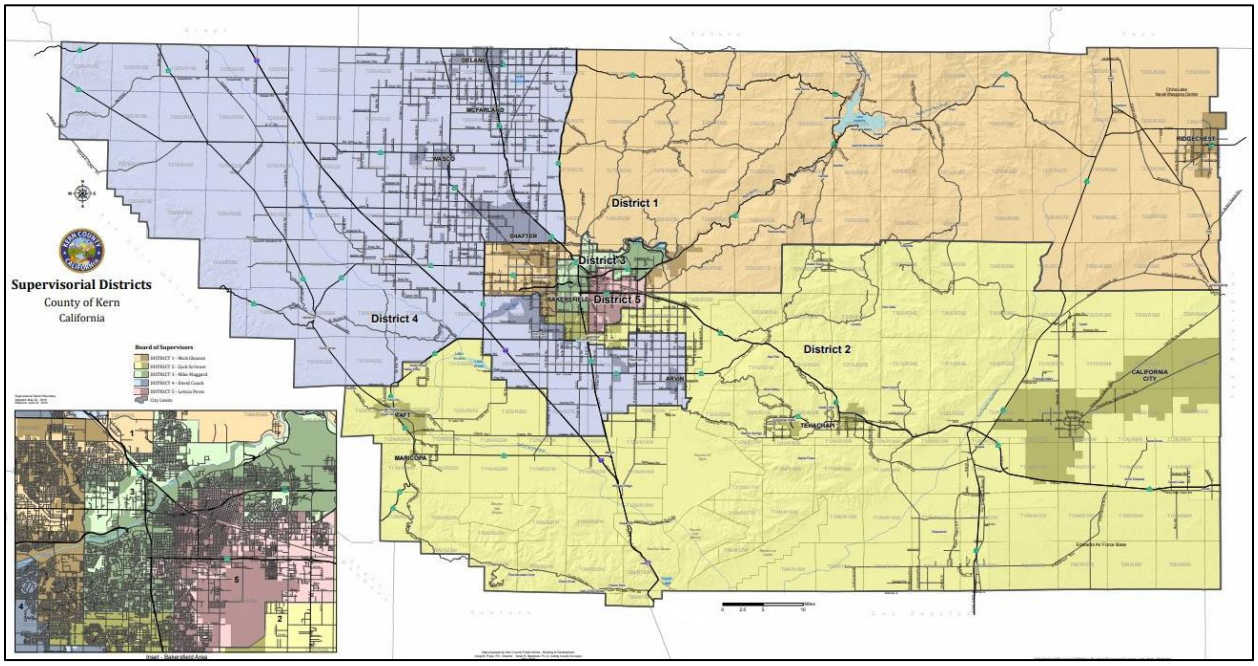
The County has numerous facilities and grounds that must be maintained to protect the public health, and safety of residents, in addition to creating recreational and educational opportunities. Equipment and infrastructure are essential to the long-term quality of services to the people of Kern County. 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, $20.2 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 42 major maintenance projects totaling $18.1 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.

The FY 2021-22 recommended budget has been thoughtfully developed with a focus on the critical needs of the residents.

County of Kern
County Administrative Office
FY 2021-22 Recommended Budget
Submitted by Ryan J. Alsop, Chief Administrative Officer



Kern County Board of Supervisors



Phillip Peters
Chairman, First District Supervisor



Zach Scrivner
Second District Supervisor



Mike Maggard
Third District Supervisor



David Couch
Fourth District Supervisor



Leticia Perez
Fifth District Supervisor

COUNTY OF KERN
COUNTYWIDE FACTS AND FIGURES

Structure: General Law County formed in 1866; five districts based on population. Members serve four-year terms.

Size: 8,132 Square Miles

Elevation: Lowest, NW Delano, 206 ft. Highest, Sawmill Mountain, 8,755 ft.

Population by City:

Incorporated city	2021 population
Bakersfield	397,392
Delano	51,070
Ridgecrest	29,591
Wasco	26,815
Arvin	22,014
Shafter	20,448
McFarland	14,044
California City	14,120
Tehachapi	12,008
Taft	7,142
Maricopa	1,142
Total Incorporated	**595,786**
Total Unincorporated	**318,407**
Total County	**914,193**

State of California, Department of Finance E-1 Population Estimate with Annual percentage Change

Race/Ethnicity:

Hispanic or Latino	53.3%
White	34.2%
Black	5.2%
Asian	4.6%
Multi-Race	2.1%
American Indian	0.5%
Pacific Islander	0.1%
Other	0.1%

US Census Bureau, 2015-19 American Community Survey 5-year

Educational Attainment (Aged 25 Years+):

Less than 9th Grade	13.5%
9th to 12th grade, no diploma	12.5%
High school graduate	27.8%
Some college, no degree	22.3%
Associate's degree	7.6%
Bachelor's degree	11.0%
Graduate or professional degree	5.4%

US Census Bureau, 2015-19 American Community Survey 5-year

Net Assessed Valuations (2020-21): $103.5 bill.
County of Kern Tax Rates & Assessed Valuations 2020-21

Universities & Community Colleges:

Four Year Universities
California State University, Bakersfield
Community Colleges
Bakersfield College
Taft College
Cero Coso College

Employment by Industry:

Agriculture, forestry, fishing, hunting, and mining	15.8%
Construction	7.0%
Manufacturing	5.3%
Wholesale trade	2.8%
Retail trade	10.4%
Transportation, warehousing, and utilities	5.9%
Information	1.0%
Finance, insurance, real estate, rental, and leasing	3.5%
Professional, scientific, management, administrative, and waste management	8.1%
Educational services, health care, and social assistance	20.1%
Arts, entertainment, recreation, accommodation, and food services	8.6%
Other services	4.6%
Public administration	6.7%

US Census Bureau, 2015-19 American Community Survey 5-year

Median Age: 31.6
US Census Bureau, 2015-19 American Community Survey 5-year

Unemployment (June 2021): 10.8%
State of California Employment Development Department, Report 400C Monthly Labor Force for Counties June 2021 - Preliminary

Poverty Rate: 21.0%
US Census Bureau, 2015-19 American Community Survey 5-year

Median Household Income: $53,350
US Census Bureau, 2015-19 American Community Survey 5-year

Per Capita Income: $23,326
US Census Bureau, 2015-19 American Community Survey 5-year

Median Home Value: $295,000
California Association of Realtors Median Price

Civilian Noninstitutionalized Population with Health Insurance Coverage: 92.1%
US Census Bureau, 2015-19 American Community Survey 5-year

Largest Hospitals by Bed Count:

Bakersfield Memorial Hospital	408
Adventist Health Bakersfield	254
Mercy Hospitals of Bakersfield	226
Kern Medical	222
Ridgecrest Regional Hospital	150
Kern Valley Healthcare District	98
Good Samaritan Hospital North	64
Adventist Health Tehachapi	25

American Hospital Directory, Hospital Search date: 08/13/2021

Regional Parkland:

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

County of Kern, Parks and Recreation; Office of Countywide Communications, Tourism Bureaau

Tourist Attractions:

- Kern River
- Lake Isabella
- Kern County Raceway
- Crystal Palace
- Kern County Museum
- California Living Museum
- Red Rock & Jawbone Canyons
- Famoso Raceway
- Buena Vista Museum

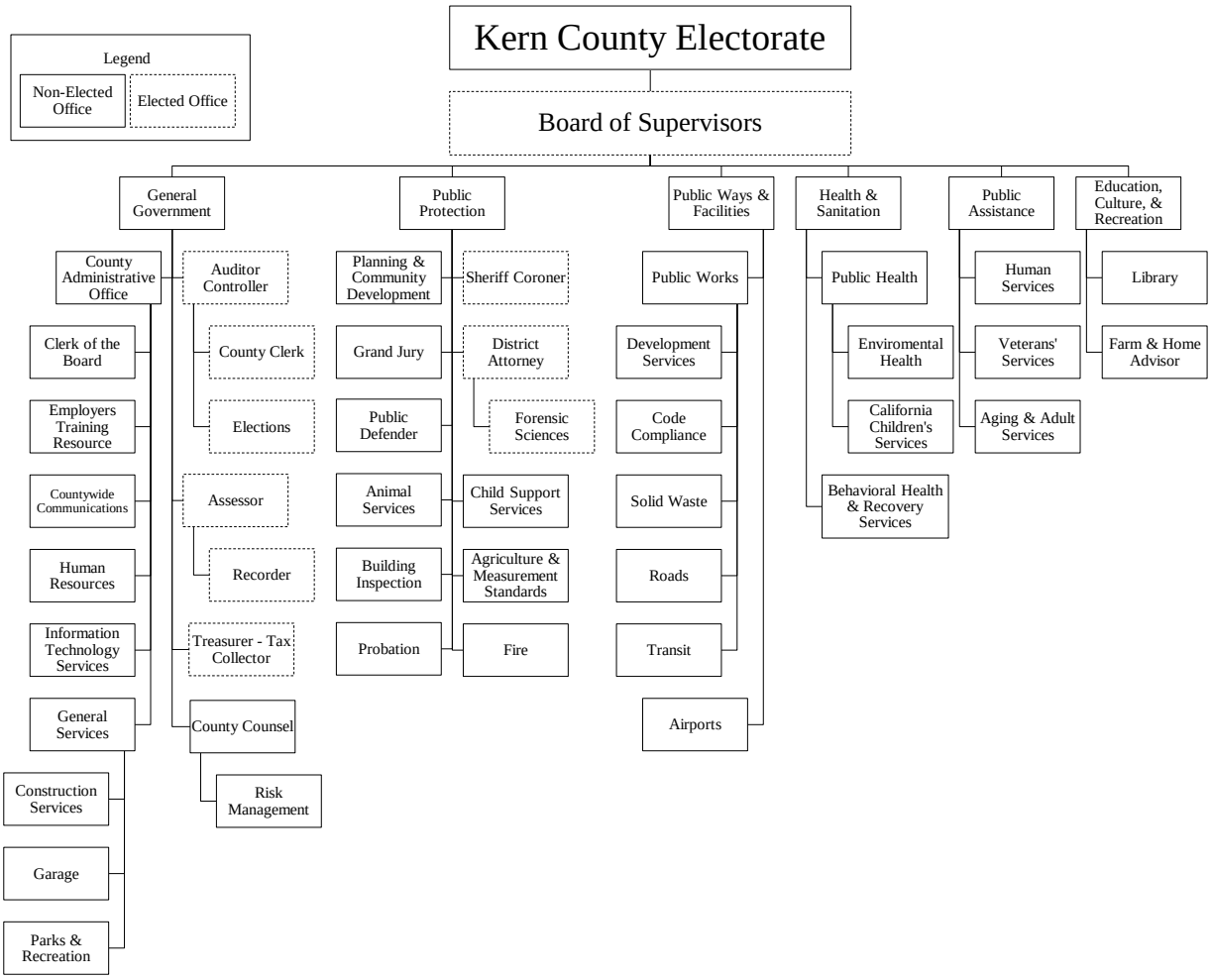
Located at the southern end of the San Joaquin Valley, Kern County's 8,132 square miles of unique geography embraces portions of the Mojave Desert, the Sierra Nevada and Coast Ranges, and the valley. Half of Kern County's 916,000 residents live in the City of Bakersfield, the county seat. Agriculture, petroleum, aerospace, military research are economic mainstays. Kern is one of the largest onshore producers of oil in the nation (USDA), has North America's largest ice cream plant, is the birthplace of the influential Bakersfield Sound sub-genre of county music, and boasts history's first human-powered flight, first solar-powered flight, and first private space flight.

Kern County is one of the youngest counties in California and has a median age of about 31.6 years of age. The US Census Bureau estimates the population to be 5 years younger than the median age for California of 36.5 and 6.5 years younger than the US median age of 38.1. 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.

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 an estimated 8.42% increase in population from 2010 to 2020. The current estimated population of 914,193 is expected to grow by almost 11.64% in total population from 2020 to 2030 according to the California Department of Finance Projections.

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.

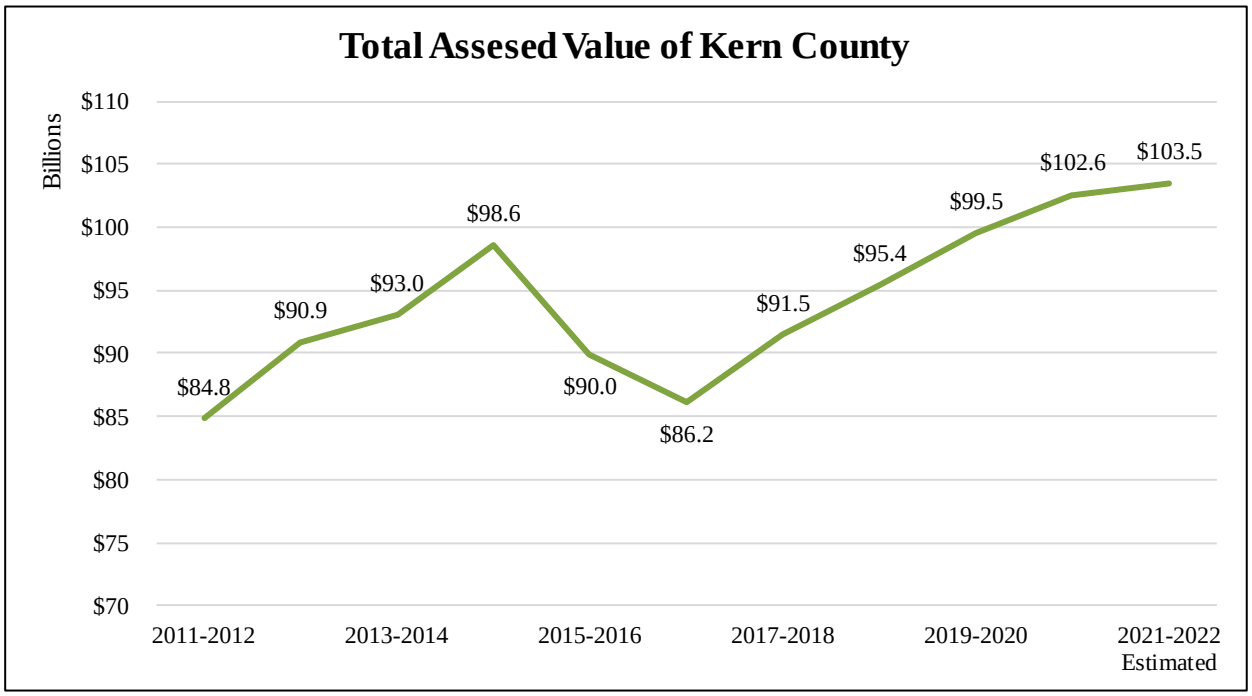
Kern County Organizational Chart for Staffed Budget Units – by Function of Primary Budget Unit



Economic Indicators

The County's FY 2021-22 estimated total net assessed value is $103.5 billion, an increase of $903 million, or 0.9% from FY 2021-22. Property related revenue accounts for over 56.7% 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.

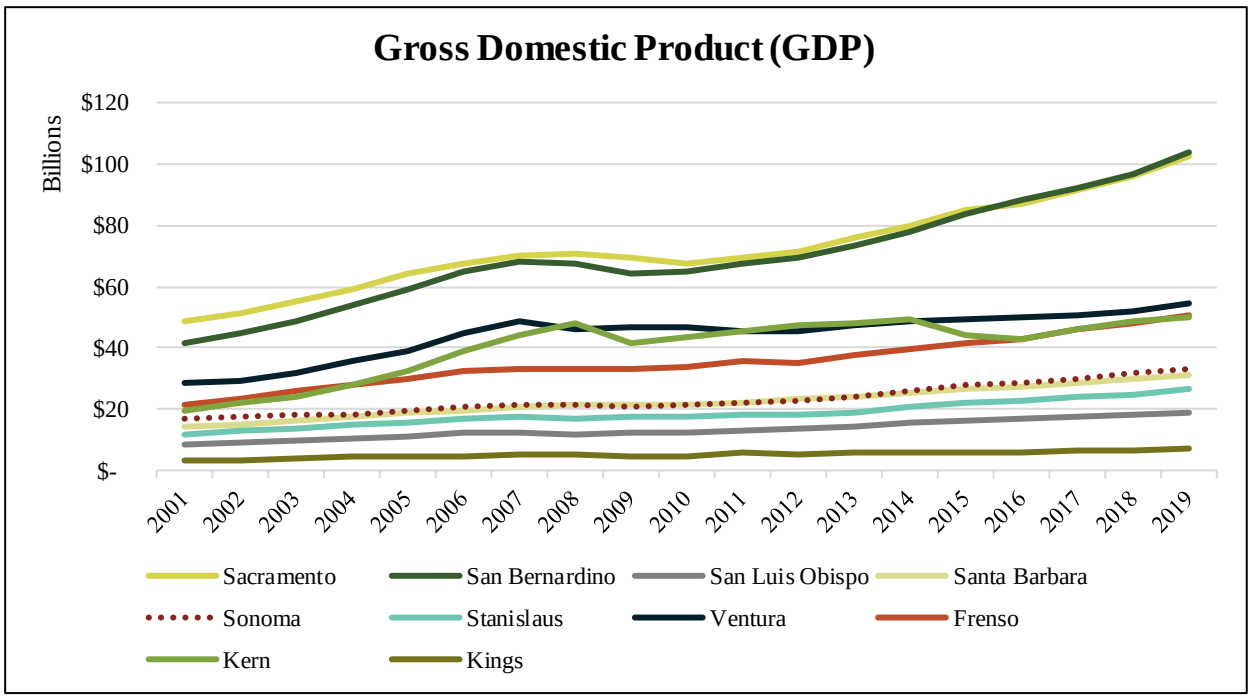
The most notable change in the County's assessed value over the past five fiscal years is increasing economic diversification. In FY 2014-15, oil and gas property assessments made up 32% of the assessment roll, while in FY 2020-21, the oil and gas property assessments account for 10.9% of the roll. Economic diversity is a positive indicator of sustained economic health, as more diversified economy will mitigate unsystematic risks, reduce volatility, and avail the County to more opportunities for growth.



Kern County Assessor's Office

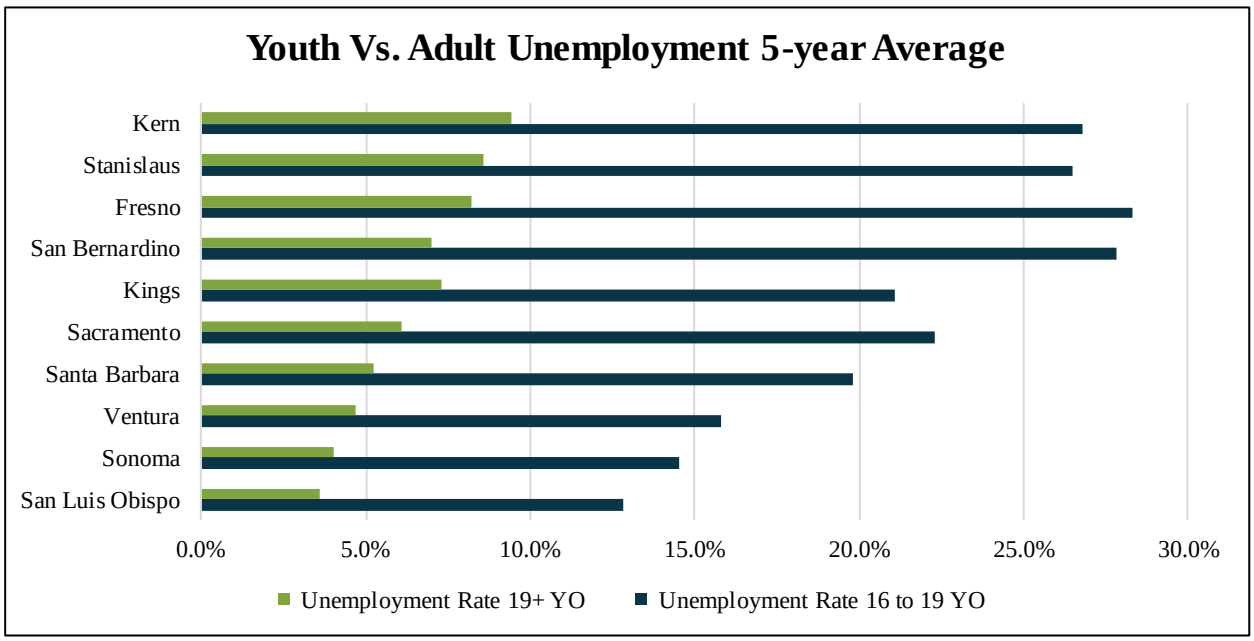
The FY 2021-22 assessment shows a slow recovery from the value lost as a result of market declines in 2008 and 2015. This slow growth has been a hindrance to the County budget and operations. Economic impacts of the Novel Coronavirus (COVID-19) pandemic have effected segments of the local economy unevenly and are expected to impact the County in a similar, lasting manner as previous economic declines.

Gross domestic product ("GDP") is the measurement of the market value of all final goods and services produced in the County. Kern County's 2019 GDP of $50.3 billion is an increase of 3.13% from 2018. GDP growth of 2-3% is considered a healthy rate of growth to maintain the lowest level of unemployment without creating inflation, also called the natural rate of unemployment. Kern County's average annual GDP growth from 2001 to 2019 is 5.73%. The average annual GDP growth among Kern County's peers in the same period is 4.58%.

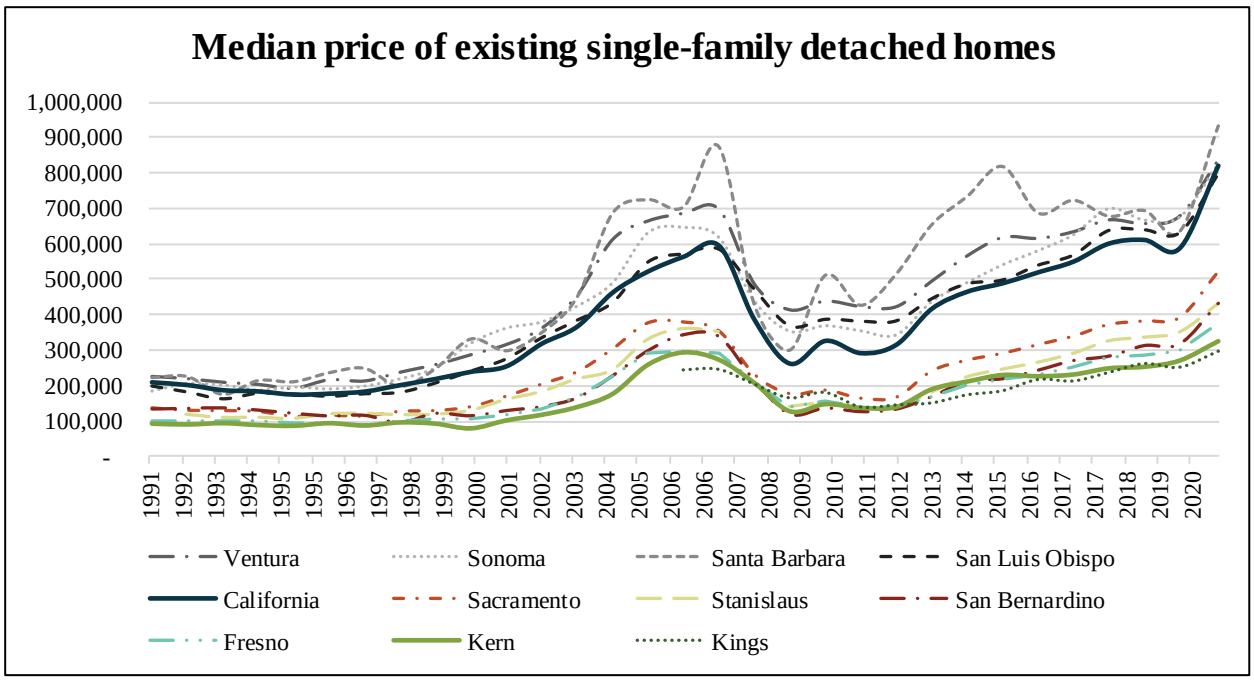


Federal Reserve Bank of St. Louis, Economic Research Division

Kern County's unemployment rate remains the highest among peer counties. Although a young population in comparison to peers, the country, and the state is a positive economic indicator for future economic growth, Kern County's youth unemployment rate of 26.8% is outpaced only by San Bernardino, 27.8%, and Fresno, 28.3%, among Counties of comparison.

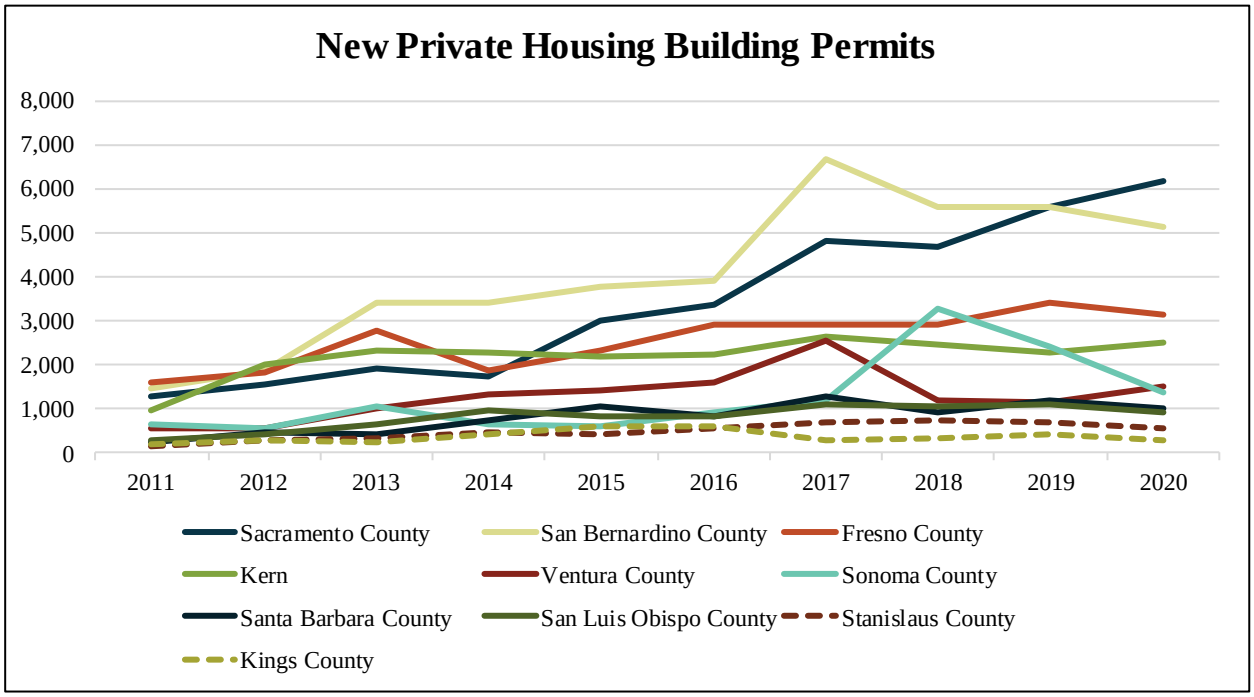


US Census Bureau, 2015-19 American Community Survey 5-year



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

The median home value in Kern County for June 2021 was $295,000. Kern County home values have gone up 20.4% since May 2020. New private housing structures authorized by building permits continue at a high rate relative to peers indicating positive builder sentiment on the outlook of the local housing market.



Federal Reserve Bank of St. Louis, Economic Research Division

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County of Kern

The County of Kern's FY 2021-22 Recommended Budget covers the period from July 1, 2021 through June 30, 2022. 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.

Vision & Mission Statement

Mission Statement – *"We will exceed expectations of the communities we serve, changing the way they feel about government, those who manage it, and the services it provides."*

Vision Statement – *"Grounded in ideas, energy and innovation, Kern County is a driving force for the world's fifth largest economy."*

The County of Kern's Mission and Vision Statements for the next five years are intended to set high-level goals and objectives that guide decision-making across all County business functions to support clear, concise and measurable outcomes for our residents, our employees and our organization. These outcomes are reflected in our annual County budget process and tracked through Departmental Performance Goals. These statements communicate what Kern County government is committed to doing for the community. They define why we exist.

Strategic Plan, Goals, and Objectives

The process used to create 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, stakeholders, and County employees 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. The biggest challenge faced by the County is fulfilling the demand for 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 Boards 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.

The FY 2021-22 Recommended Budget book includes prior year accomplishments, and departmental goals in accordance with the strategic plan.

Enhance Quality of Life for Kern County Residents

- We will make Kern County among the safest communities in the State of California.
- We will move homeless, mentally impaired and the addicted off the streets and into help and housing.
- We will invest in physical spaces, infrastructure and resources that elevate all people, all neighborhoods, and all communities.
- We will continuously improve customer accessibility and satisfaction across all business functions.

Be a model of Excellence in Managing our Business and People

- We will be among the very best fiscally managed counties in the State of California.
- We will attract, develop and retain top talent across all business areas of the County.
- We will continuously foster a countywide culture of innovation and evolution.

Develop and Grow a Thriving, Resilient Regional Economy

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

What We Believe

Innovation – Researching best practices and innovating current processes to ensure the best service and use of resources for our residents. Breaking the habits of the way we've always done it, challenging our processes, and searching for new and better alternatives that give Kern County a leading edge.

Collaboration – Mandating that we break silos across the organization to find solutions to problems; always being inclusive of others and striving for diversity. Fostering a culture that values teamwork but recognizes the value of individual contributions, a culture where employees intuitively seek out their peers opinions and insight to drive toward a better deliverable.

Service – Demonstrating a clear standard of serving the residents and visitors of Kern County as our number one priority. Demonstrating that we are more than government by always embodying the customer service mindset in all our roles for all our residents.

Financial excellence – Creating trust and confidence by maintaining fiscally sound and sustainable financial plans and budgets in a transparent and efficient manner.

Transparency – Our efforts, actions and policies will be open and transparent and include active engagement of those we serve.

Budget Planning and Process 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

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 and Fund Balances – The Assessment Roll is delivered by the Assessor to the Auditor-Controller. The Auditor-Controller reports County fund balances available as of June 30 to the Board of Supervisors and the County Administrative Office (not later than the first Tuesday after the 14th working day in July).

Capital Projects and Major Maintenance – The General Services Division annually distributes a major maintenance and 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 to late-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 2021-22 Budget

Mid-December	Capital and Major Maintenance Requests
March 10, 2021	Adoption of FY 2021-22 Net General Fund Guideline
March 10, 2021	Budget Kick-off with Departments/Budget Preparation System Opening
March 11, 2021	Budget Preparation System Training
April 20, 2021	Departments Submit Requested Budgets
June 29, 2021	Presentation of the Preliminary Recommended Budget and First Public Budget Discussion with Program Prioritization Plans
July 26, 2021	Special Evening Meeting to Receive Public Comments
July 27, 2021	Second Public Budget Discussion with year-end closing numbers
August 31, 2021	Budget Hearing and Adoption of FY 2021-22 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 2021-22.

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, 2021.

On June 29, 2021, the County Administrative Office presented the FY 2021-22 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 July 26, 2021. A third budget discussion was held on July 27, 2021, concluding with the final budget adoption on August 31, 2021.

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 2021-22 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.

Section Name

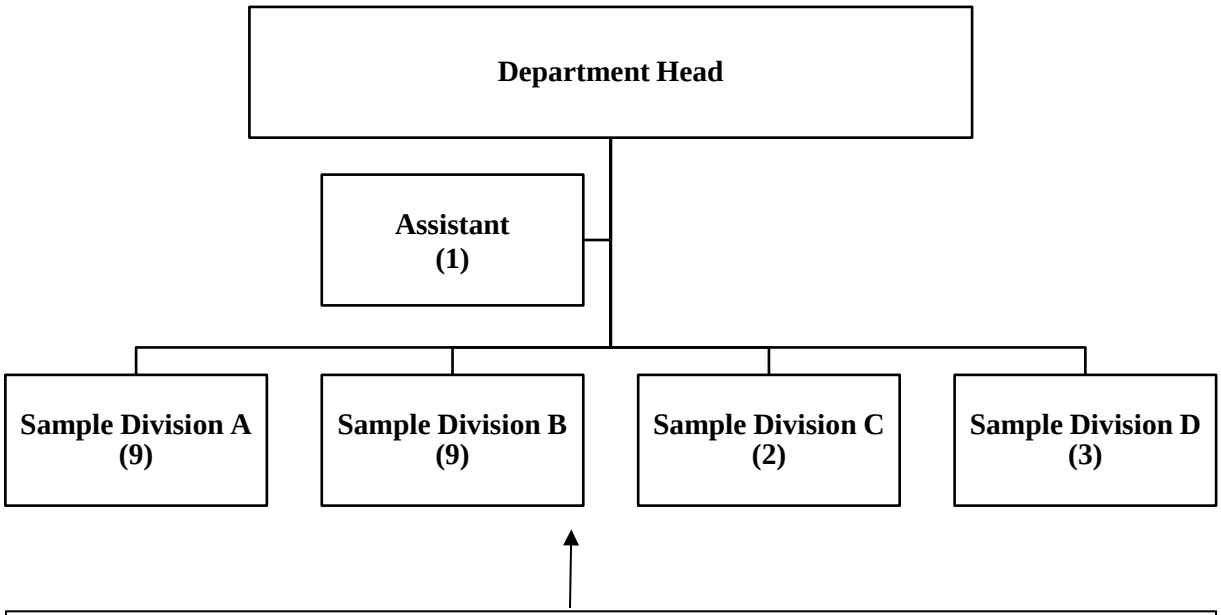
Budget Book Format

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 is this overview.

Mission Statement

(Department Mission Statement)

Organizational Chart



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

Fiscal Year 2019-20 and 2020-21 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 2019-20	FY 2020-21		FY 2021-22		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	$448,624	$417,639	$408,825	$411,330	$411,330	$447,035
Services and Supplies	22,261	22,763	39,122	23,993	23,993	23,993
Other Financing Uses	0	76,346	0	0	0	58,786
TOTAL EXPENDITURES	**$470,885**	**$516,748**	**$447,947**	**$435,323**	**$435,323**	**$529,814**
REVENUE:						
Miscellaneous	$99	$0	$12	$0	$0	$0
Other Financing Sources:						
Funding Source	40,364	0	500	0	0	0
TOTAL REVENUE	**$40,463**	**$0**	**$512**	**$0**	**$0**	**$0**
NET GENERAL FUND COST	**$430,422**	**$516,748**	**$447,435**	**$435,323**	**$435,323**	**$529,814**

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.

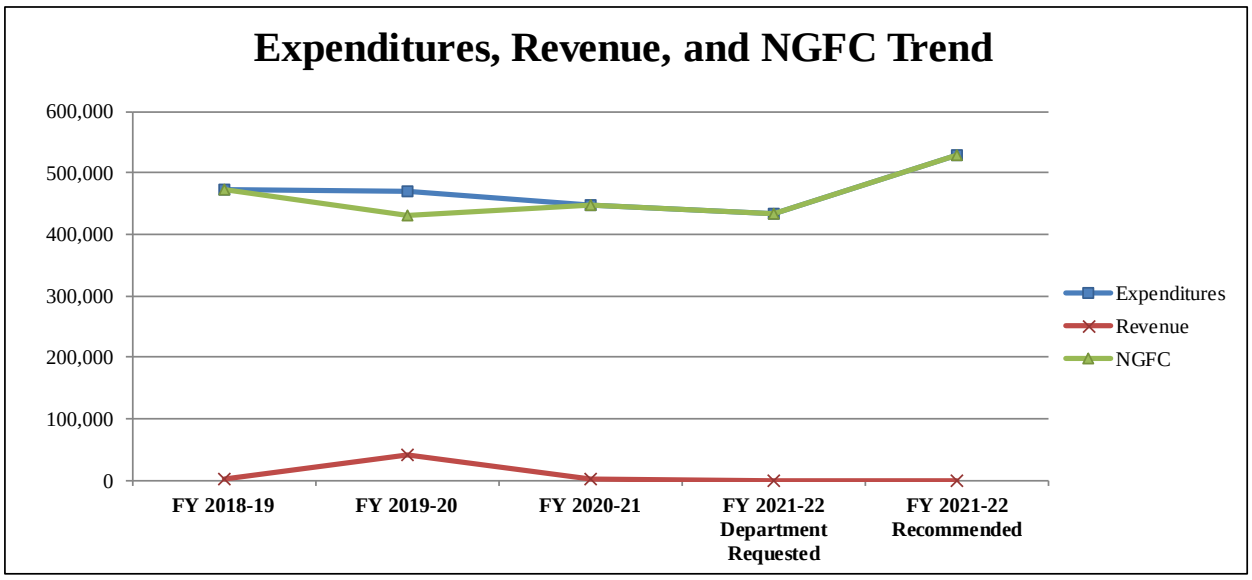
Section Name

Major Expenditures and Revenue in FY 2021-22 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 2021-22 budget, including significant changes in requirements and sources from the prior year adopted budget.

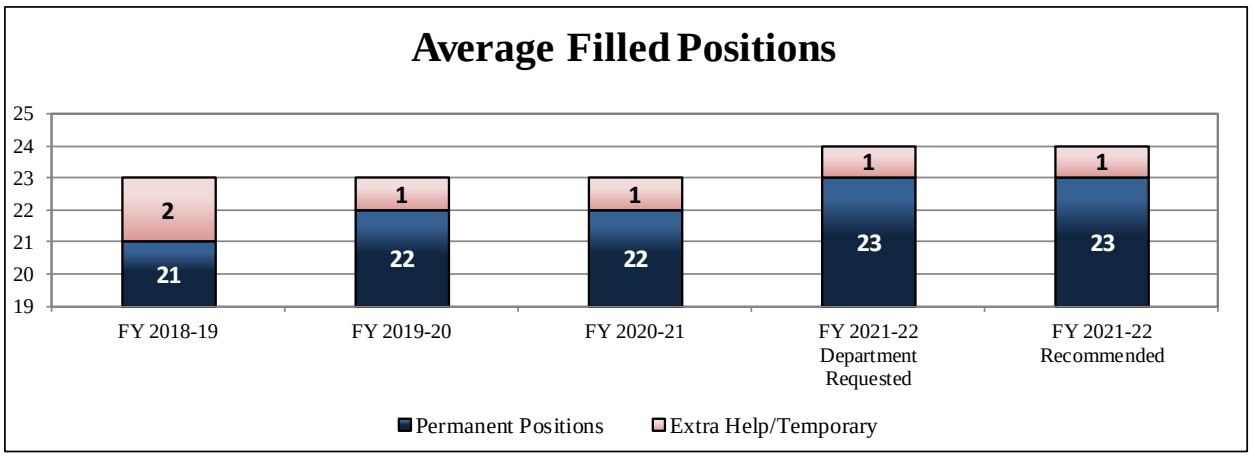


The above graph displays the trend of expenditures, revenue and net general fund contribution for current year requested and recommended and the prior three fiscal years.

Staffing Changes and Operational Impact

This narrative section briefly highlights budgeted staffing changes and operational impacts for FY 2021-22, 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 Requested	Recommended
	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	
AVERAGE FILLED POSITIONS					
Permanent Positions	21	22	22	23	23
Extra Help/Temporary	2	1	1	1	1
Total Positions	**23**	**23**	**23**	**24**	**24**
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	21	22	22	N/A	N/A
Extra Help/Temporary (FTE)	2	1	1	N/A	N/A
Total Positions	**23**	**23**	**23**	**N/A**	**N/A**
SALARIES & BENEFITS	**$447,630**	**$448,624**	**$408,825**	**$411,330**	**$447,035**

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.

Section Name

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 2021-22 budgeted staffing.

Division	Authorized	Additions	Deletions	Requested Total	Filled	Vacant	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
Total	22	1	0	23	23	0	23

Sample Division A

	Classification
1	Position Name
1	Position Name
7	Position Name
9	**Requested Total**

Sample Division B

	Classification
4	Position Name
5	Position Name
9	**Requested Total**

Sample Division C

	Classification
1	Position Name
1	Position Name
2	**Requested Total**

Sample Division D

	Classification
1	Position Name
1	Position Name
2	**Current Total**
	Additions/Deletions
1	Position Name
3	**Requested Total**

Section Name

Fiscal Year 2021-22 Goals, Objectives, and Performance Measures

Goal: Goal text.

Objective: Objective Text.

Measurement	2018-19 Actual	2019-20 Actual	2020-21 Adopted	2020-21 Actual	2021-22 Goal
Performance Measure 1	6	9	6	13	10
Performance Measure 2	N/A	3	3	3	3
Performance Measure 3	N/A	101	100	95	90
Performance Measure 4	N/A	41	30	35	30

Narrative on the goal, objective and performance measures.

The above table lists the Goal and Objectives, department strategies and performance measures for the 2021-22 fiscal year, including any prior history or status updates if applicable.

Summary of Requirements and Sources

	FY 2019-20 Adjusted Budget	FY 2020-21 Adopted Budget	FY 2020-21 Adjusted Budget	FY 2021-22 Recommended Budget
Requirements				
Staffing Expenses	$984,692,012	$970,092,258	$994,507,211	$1,006,059,839
Operating Expenses	1,446,633,899	1,355,857,120	$1,439,133,965	1,507,197,218
Capital Expenditures	93,622,707	60,597,103	100,811,659	106,803,090
Reimbursements	(13,791,433)	(13,586,760)	(13,586,760)	(13,243,363)
Contingencies	38,698,839	38,436,277	28,200,227	28,764,194
Subtotal Appropriation	**$2,549,856,024**	**$2,411,395,998**	**$2,549,066,302**	**$2,635,580,978**
Operating Transfers-Out	$651,741,494	$569,012,614	644,362,576	$647,362,251
Contributions to Reserves	86,508,399	114,856,113	162,531,917	220,185,568
Total Requirements	**$3,288,105,917**	**$3,095,264,725**	**$3,355,960,795**	**$3,503,128,797**
Sources				
Taxes	$503,559,296	$510,476,797	$515,956,797	$533,183,028
1991 Realignment	127,847,476	123,899,012	123,899,012	128,035,598
2011 Realignment	181,040,026	166,518,336	168,644,862	184,418,432
State, Federal, or Government Aid	877,823,907	710,740,548	806,235,818	890,745,598
Fee/Rate	528,648,213	523,760,998	548,301,070	526,456,151
Other Revenue	99,460,959	72,423,518	75,183,075	86,787,339
Operating Transfers In	579,266,687	571,520,033	627,772,510	635,289,561
Fund Balance/Use of Unrestricted Net Assets	231,143,895	283,109,490	324,887,468	355,411,892
General Fund Unassigned Fund Balance	61,646,395	67,411,120	67,411,120	87,430,007
Use of Reserves	97,669,063	65,404,872	97,669,063	75,371,191
Total Sources	**$3,288,105,917**	**$3,095,264,725**	**$3,355,960,795**	**$3,503,128,797**
Budgeted Staffing	**8,080**	**8,084**	**8,111**	**8,193**

The schedule above represents the entire County Budget from the FY 2019-20 Adjusted Budget through the FY 2021-22 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 2020-21 Adjusted Budget requirements of $3.3 billion includes $82.9 million of prior year appropriations. The FY 2021-22 Recommended Budget for the County includes $3.5 billion in budgeted requirements and sources and 8,193 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 2021-22 Recommended Budget includes appropriation of $2.6 billion, which is a net increase of $86.5 million, or 3.4%, over the FY 2020-21 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 2019-20 Actual	FY 2020-21 Adopted Budget	FY 2020-21 Adjusted Budget	FY 2021-22 Recommended Budget	Change Between 2020-21 Adjusted & 2021-22 Recommended	Percentage Change
County Operations						
General Government	$125,718,913	$134,133,741	$162,635,067	$152,329,317	($10,305,750)	-6.3%
Public Protection	423,744,540	451,841,222	460,627,278	473,495,668	12,868,390	2.8%
Public Ways and Facilities	0	0	0	0	0	0.0%
Health and Sanitation	102,757,606	75,944,449	115,064,488	94,303,528	(20,760,960)	-18.0%
Public Assistance	17,665,519	22,989,002	23,151,002	27,621,288	4,470,286	19.3%
Education	7,214,437	7,067,943	7,199,237	9,203,465	2,004,228	27.8%
Recreation and Cultural Services	0	0	0	0	0	0.0%
Debt Service	7,983,872	11,826,177	11,826,177	11,650,350	(175,827)	-1.5%
Contingencies	0	9,063,884	9,561,252	7,572,563	(1,988,689)	-20.8%
Total General Fund	$685,084,887	$712,866,418	$790,064,501	$776,176,179	($13,888,322)	-1.8%
Special Revenue Funds	$1,013,666,747	$1,198,269,243	$1,229,121,205	$1,303,148,741	$74,027,536	6.0%
Capital Project Funds	0	0	2	26,487,000	26,486,998	0.0%
Enterprise Funds	108,373,409	139,555,089	151,514,236	133,693,250	(17,820,986)	-11.8%
Internal Service Funds	242,058,344	286,230,769	286,809,504	292,313,844	5,504,340	1.9%
Total County Operations	$2,049,183,387	$2,336,921,519	$2,457,509,448	$2,531,819,014	$74,309,566	3.0%
Special Districts	$20,909,053	$34,602,318	$35,128,668	$48,945,845	$13,817,177	39.3%
Employment Grant Programs	18,159,432	20,221,218	24,267,914	16,307,335	(7,960,579)	-32.8%
Community Development Programs	4,417,574	19,650,943	32,160,272	38,508,784	6,348,512	19.7%
Total All Funds	**$2,092,669,446**	**$2,411,395,998**	**$2,549,066,302**	**$2,635,580,978**	**$86,514,676**	**3.4%**

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 $2.6 billion of appropriation for the FY 2021-22 Recommended Budget. The following pages provide explanations of notable appropriation changes from the FY 2020-21 Adjusted Budget to the FY 2021-22 Recommended Budget.

Countywide Operations (General Fund)

The County General Fund contains the following functional groups, which have a total budgeted appropriation of $776.2 million for FY 2021-22:

General Government has appropriation of $152.3 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 ($2.5 million), which is the governing body of County government, and the County Administrative Office ($4.3 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 ($12.7 million); employment and employee related services provided by Human Resources ($4.7 million); purchasing, property management, construction services, and park services and operations provided by General Services ($20 million); fiscal services such as payroll, claims payments, auditing by the Auditor-Controller ($5.3 million); tax collection and treasury oversight by the Treasurer Tax Collector ($6.7 million); and information technology support provided by the Information Technology Services Department ($21.5 million). Also included in this category are major maintenance projects ($18.2 million) and utility payments ($15.6) million.

Public Protection has appropriation of $473.5 million and provides public safety services to County residents. The Sheriff/Coroner/Public Administrator ($263 million) provides law enforcement services for the unincorporated areas of the County. Primary functions of the department include providing countywide services for general law enforcement operations as well as providing detention facilities for all of the County presentenced inmates and 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 ($96.8 million) provides supervision of adult and juvenile probationers throughout the County. In addition, the department operates and maintains the County's juvenile detention facilities. The District Attorney's Criminal Division ($38.2 million) is responsible for prosecuting crimes committed within the County and the Public Defender ($20 million) provides legal counsel for the indigent defendants within the County.

Health and Sanitation has appropriation of $94.3 million and provides health and medical service programs to County residents through a number of County Departments. Health services are provided by Public Health ($53.2 million). A contribution to the Kern County Hospital Authority ($36.9) provides funding for medical services for County inmates and medically indigent residents.

Public Assistance has appropriation of $27.6 million and administers veteran social service and job assistance programs to County residents. Veterans' Services ($1.3 million) advocates on behalf of local veterans, aids with claim preparation and benefits counseling, refers veterans to other County, State, and federal agencies for programs they may be eligible for, and providing outreach throughout the County to inform residents of benefits and services available to veterans. Employers' Training Resource ($19.9 million) administers federal and State grant funds to provide employment assistance programs.

Education has appropriation of $9.2 million and provides educational information and services to enhance the quality of life for residents of all ages. The library ($9 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 $11.6 million and makes annual debt service payments for County projects and equipment financed on a long-term basis.

Contingencies of $7.5 million include $4 million for unforeseen operational changes and legislative impacts, $500,000 for uncertainties, $1.325 for potential cost associated with a Sheriff's

Academy, $1.5 million to fund mandated staffing at the Probation department and $250,000 for additional staff for the Mobile Evaluation Team at Behavioral Health and Recovery Services.

Special Revenue Funds

Special Revenue Funds have appropriation totaling $1.3 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 $139.5 million and provides special purpose funding for Development Services special revenue fund, in addition to $174.8 million in American Rescue Plan Funds that will be utilized to continue responding to the public health emergency, backfill for lost revenue, and to better meet the needs of our community through investments in water, sewer, and parks infrastructure.

Public Protection has appropriation of $218.6 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 ($163.4 million) responds to emergency fire, rescue, and medical aid requests. Building Inspection ($10.5 million) enforces building regulations and administers parcel map and zoning requirements for land use throughout the County. Code Compliance ($2.1 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 $106 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 $283 million and provides behavioral health and substance use disorder services to County residents primarily through the Behavioral Health and Recovery Services Department ($271.2 million). Environmental Health Services ($11.2 million) provides State-mandated regulatory oversight, compliance assistance, and enforcement actions for community businesses and activities.

Public Assistance has appropriation of $555.5 million and provides social service programs to County residents. One of the largest special revenue funds in the County is Human Services - Administration ($244.9 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 ($287.1 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 ($22.5 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 administration.

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 2021-22 Recommended Budget includes $26.4 million as part of the preliminary American Rescue Plan Coronavirus State Fiscal Recovery Fund to provide for water infrastructure and WiFi at County parks. For further detail on upcoming major capital projects, see the 'Countywide Capital Projects' section.

Enterprise Funds

Enterprise funds have appropriation of $133.6 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 $76.8 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 $14.6 million which provides for the management, development, maintenance, and operation of six 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 $292.3 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 $16.8 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 $3.1 million in order to purchase and provide maintenance services for vehicles assigned operationally to County departments.

Group Health has appropriation of $159.5 million and administers the operation of the County employees' health and dental insurance plans.

Retiree Group Health has appropriation of $10.1 million to provide for the County's contributions to the Retired Employees Health Insurance and Retiree Premium Support Program.

Unemployment Compensation has appropriation of $2.8 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 $21.2 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 $85 million to provide labor and support for all its divisions including Roads, Development Services, and Waste Management.

Special Districts

Special Districts have appropriation of $48.9 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 ($17.4 million) and Ford-City Taft Heights Sanitation District ($8.4 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. $2 million and $7 million have been included within the Kern Sanitation Authority and Ford City and Taft Heights budgets respectively to replace sewer lines within the sanitization districts. In addition, the In-Home Supportive Services Public Authority ($12.3 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 $16.3 million and provides job assistance programs to County residents. Employers' Training Resource – Workforce Innovation and Opportunity Act ($16 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 $38.5 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 ($19.8 million), the Emergency Solutions Grant Program ($2.6 million), and the Community Development Home Investment Trust ($18.5 million) are funded primarily by federal Community Development Block Grant funds, including an additional allocation made available to respond to the coronavirus pandemic.

Appropriation Changes and Operational Impacts

General Fund

Countywide operations in the General Fund show an overall decrease in appropriation of $13.8 million, or 1.8% under the prior year adjusted budget. The large decrease in General Government, Health and Sanitation is offset by increases in Public Protection, Public Assistance, and education.

General Government is decreasing budgeted appropriation by $10.3 million which is primarily due to prior year appropriations included in the FY 2020-21 Adjusted Budget for various major preventative maintenance projects in the amount of $7.7 million and various capital projects, capital assets in the amount of $2.7 million. The decrease is offset by an increase in Net General Fund Cost to the Assessor-Recorder, Auditor-Controller, Elections Division, and Information Technology Services. These departments need additional resources to fund previously vacant positions to ensure the assessment roll is closed on time, mandated assessments are completed timely, implement the new Payroll/Financial Management System, and ensure sufficient resources are available for the Recall Gubernatorial election and the Primary Gubernatorial election in June 2022.

Public Protection appropriation is increasing by $12.8 million. This increase is primarily a result of additional allocations to the Sheriff's Office to enhance staffing in key positions and purchase vital capital assets. An additional one-time allocation is included to purchase 49 patrol vehicles and to replace two helicopters. Increased allocations to the Public Defender will allow the department to hire additional attorneys to assist the County in meeting the mandate to provide indigent defense representation. The increased allocation for Animal Services will support and enhance services such as foster, and rescue programs. In addition, for some public safety departments additional allocations were included to offset the increased FY 2021-22 pension costs for safety members.

Health and Sanitation is decreasing budgeted appropriations by $20.7 million primarily due to prior year appropriations included in the FY 2020-21 Adjusted Budget for various contracts for Behavioral Health and Recovery Services and one-time payments made during FY 2020-21 to the State of California Department of Health Care Services for Medi-Cal Hospital Uninsured Care in the amount in the amount of $7.7 million. When comparing the FY 2020-21 Adopted Budget to the FY 2021-22 Recommended Budget, there is an increase of $18.3 million in appropriations. This is the result of additional federal and State funds allocated to the Department of Public Health to increase efforts tied to the response to the COVID-19 pandemic.

Public Assistance will see an increase of $4 million in appropriations primarily for the County's employment grant programs administered by Employer's Training Resource and appropriations related to the Community Development Program increased levels of funding from the Department of Housing and Urban Development for the administrative costs of delivering COVID relief projects that address housing and health needs of the community.

Education appropriation is increasing $2 million. Additional funding is included for the reopening of libraries across the County. During FY 2020-21, only 12 out of 24 branches were opened to the

Public. The recommended budget includes funding from the American Rescue Plan Act to backfill positions lost during the Coronavirus pandemic allowing for opening of 22 branches across the county. In addition, state funding is included for technology upgrades to be able to provide not only indoor services but expand virtual programming.

Debt Service appropriations will remain flat. While the County is evaluating options for financing the construction of a new psychiatric health complex, no additional appropriations are included in FY 2021-22 as payments are not anticipated until FY 2022-23.

Contingencies appropriation was reestablished at $7.5 million for FY 2021-22. See further discussion in section titled "Contingencies".

Other County Funds

The total net increase in appropriation for other County funds is $74.3 million, which is a 3% net increase. Changes are described below:

Special Revenue Funds are increasing by $74 million primarily due to the net effect of the following:

- $3 million increase for Child Support Services. The department is receiving an allocation from the State Department of Child Support Services to enhance services and hire additional staff to staff satellite locations in rural areas of the county.

- $1 million decrease in the Road Fund primarily due to prior year appropriations included in the FY 2020-21 Adjusted Budget for various maintenance projects in the amount of $16 million. The decrease is offset with higher discretionary road maintenance and agreements for road construction in the current year including construction of the Patton Way Road Yard building and perimeter wall.

- Net decrease of $14 million in Structural Fire resulting primarily from an increase of $1 million for increases in safety pension costs and additional allocations to hire all authorized firefighting positions and a decrease of $17 million in Emergency Over-time that is not included in the recommended budget, but instead will require budget adjustments throughout the year based on need.

- An increase of $1 million in Human Services – Direct Financial Aid for grant increases primarily for the CalWORKs programs.

- An increase of $14.9 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, and Housing Support and increases in charges related to the countywide cost allocation plan.

- $4.7 million increase in the Behavioral Health and Recovery Services. The department has included $2 million for the replacement of the Electronic Health Records in addition to appropriations to fund current vacant positions for programs that will address some of the impacts of the pandemic in the vulnerable population including homeless.

- In FY 2019-20 the county received $157 million from the U.S. Treasury to battle the Novel Coronavirus. FY 2020-21 Recommended Budget included appropriations of $106.6 million in remainder funds to continue addressing the public health pandemic. Those funds were utilized to protect our resident's health and prevent the local hospital system from being overwhelmed. It also allowed us to assist vulnerable populations, other local governments, businesses and non-profit organizations through food distribution, temporary housing and rental assistance, forgivable loans, and grants. FY 2020-21 Recommended Budget includes $5 in remaining funds, a reduction of $101.6 from the FY 2020-21 Adjusted Budget.

- Appropriations in the amount of $174.8 million have been included in the FY 2021-22 Recommended Budget from the American Rescue Plan Act. Funds will be preliminarily used to continue responding to the public health emergency, backfill for lost revenue, and make needed investments in water, sewer, and parks infrastructure.

- The U.S. Department of the Treasury has also made available funding for an emergency rental assistance program to assist households that are unable to pay rent and utilities. $12.1 million in remaining funds have been included in the recommended budget.

Capital Project Funds appropriation increase of $26.5 million is due primarily due to projects included as part of the preliminary American Rescue Plan Coronavirus State Fiscal Recovery Fund to provide for water infrastructure and Wi-Fi at County parks. For further detail on upcoming major capital projects, see the 'Countywide Capital Projects' section.

Enterprise Funds appropriation decrease of $17.8 million is due primarily to capital projects included for the Airport Enterprise Fund and the Solid Waste Management System during FY 2020-21.

Internal Service Funds appropriation is increasing by $5 million due primarily to an increase in the Public Works Internal Service Fund staffing associated with implementation of solid waste programs including the expansion of the illegal dumping remediation program. as well as increases in anticipated legal settlements and claims in the General Liability.

Special Districts and Grant Programs

Special Districts are increasing by a net 39.3%, or $13.8 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 and sewer line replacements funded by the American Rescue Plan Act at both Kern Sanitation Authority and Ford-City Taft District.

Employment Grant Programs are decreasing by $7.9 million due to prior year grants included in the FY 2020-21 Adjusted Budget.

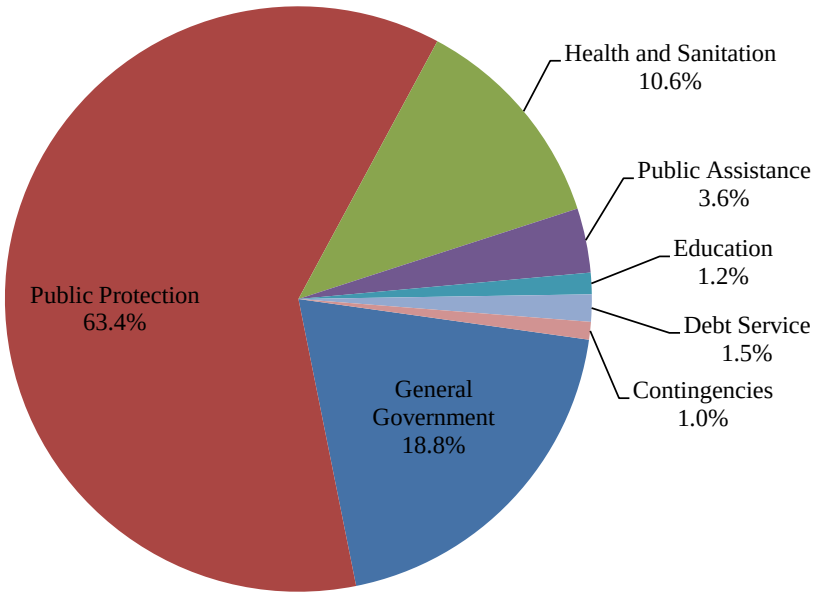
Community Development Programs are increasing by $6.3 million due to an increase in grant funds from federal Community Development Block Grant, including an additional allocation made available for projects to respond to the coronavirus pandemic.

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 2021-22 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

	FY 2019-20 Adjusted Budget	FY 2020-21 Adopted Budget	FY 2020-21 Adjusted Budget	FY 2021-22 Recommended Budget
Requirements				
Staffing Expenses	$984,692,012	$970,092,258	$994,507,211	$1,006,059,839
Operating Expenses	1,446,633,899	1,355,857,120	$1,439,133,965	1,507,197,218
Capital Expenditures	93,622,707	60,597,103	100,811,659	106,803,090
Reimbursements	(13,791,433)	(13,586,760)	(13,586,760)	(13,243,363)
Contingencies	38,698,839	38,436,277	28,200,227	28,764,194
Total Appropriations	**$2,549,856,024**	**$2,411,395,998**	**$2,549,066,302**	**$2,635,580,978**
Operating Transfers-Out	$651,741,494	$569,012,614	644,362,576	$647,362,251
Contributions to Reserves	86,508,399	114,856,113	162,531,917	220,185,568
Total Requirements	**$3,288,105,917**	**$3,095,264,725**	**$3,355,960,795**	**$3,503,128,797**

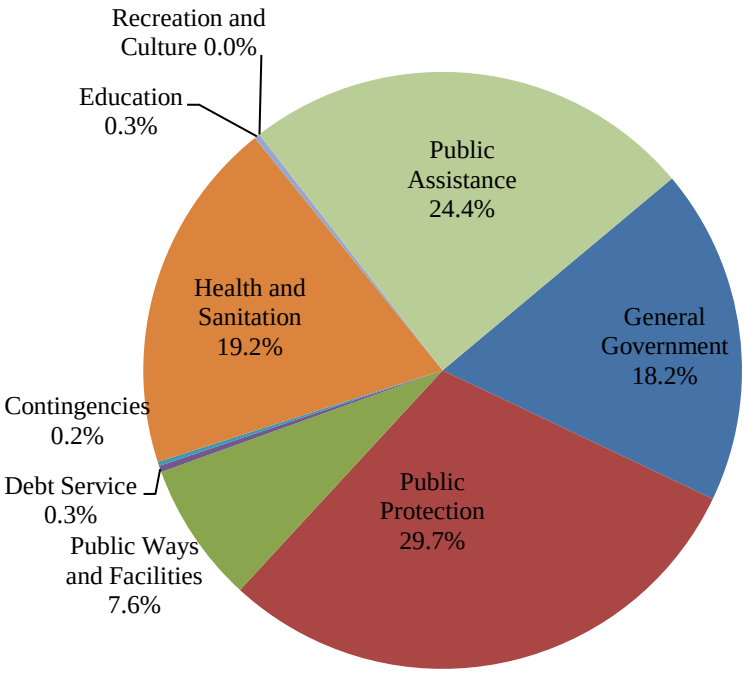
Requirements by Function

The chart below lists requirements by function.

Summary of Requirements by Function - All Funds

	FY 2019-20 Adjusted Budget	FY 2020-21 Adopted Budget	FY 2020-21 Adjusted Budget	FY 2021-22 Recommended Budget
General Government	$569,975,136	$484,830,422	$595,491,338	$613,567,865
Public Protection	899,292,734	846,894,728	907,941,364	1,002,948,712
Public Ways and Facilities	243,567,657	232,162,523	249,417,034	257,291,305
Health and Sanitation	698,612,365	623,759,424	672,605,357	646,280,977
Public Assistance	753,136,413	779,470,450	778,708,471	821,288,627
Education	7,956,145	7,158,339	7,327,133	9,666,742
Recreation and Culture	1,640,165	1,390,377	1,752,234	1,294,827
Debt Service	10,734,172	11,826,177	11,826,177	11,650,350
Contingencies	4,276,621	9,063,884	9,561,252	7,572,563
Total County Funds	**$3,189,191,408**	**$2,996,556,324**	**$3,234,630,360**	**$3,371,561,968**
Special Districts	$30,242,450	$35,780,752	$36,824,200	$50,258,500
Employment Grant Programs	46,899,745	40,289,016	48,334,077	37,575,189
Community Development Programs	21,772,313	22,638,633	36,172,158	43,733,140
Total All Funds	**$3,288,105,916**	**$3,095,264,725**	**$3,355,960,795**	**$3,503,128,797**
Budgeted Staffing	8,080	8,084	8,111	8,193

FY 2021-22 Recommended Budget
Requirements by Function (County Funds)



Requirements by Fund Type

	FY 2019-20 Adjusted Budget	FY 2020-21 Adopted Budget	FY 2020-21 Adjusted Budget	FY 2021-22 Recommended Budget
Major Fund				
General Fund	$959,617,977	$883,134,832	$1,001,352,712	$1,002,260,077
Total Major Fund	959,617,977	883,134,832	1,001,352,712	1,002,260,077
Non-Major Funds				
Special Revenue Funds	1,801,885,266	1,678,428,650	1,787,677,344	1,909,788,390
Capital Project Funds	452,459	460,045	460,047	26,935,191
Enterprise Funds	139,888,176	139,961,557	151,909,536	133,693,250
Internal Service Funds	287,347,530	294,571,240	293,230,720	298,885,060
Total Non-Major Funds	2,229,573,431	2,113,421,492	2,233,277,647	2,369,301,891
Total County Funds	**$3,189,191,408**	**$2,996,556,324**	**$3,234,630,359**	**$3,371,561,968**
Special Districts	$30,242,450	$35,780,752	$36,824,200	$50,258,500
Employment Grant Programs	46,899,745	40,289,016	48,334,077	37,575,189
Community Development Programs	21,772,313	22,638,633	36,172,158	43,733,140
Total All Funds	**$3,288,105,916**	**$3,095,264,725**	**$3,355,960,794**	**$3,503,128,797**
Budgeted Staffing	8,080	8,084	8,111	8,193

The County has one major fund. The County's General Fund is the only fund that exceeds 10% of the FY 2021-22 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 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 2021-22.

	General Fund	Special Revenue Funds	Capital Project Funds	Enterprise Funds	Internal Service Funds	Total
General Government						
Board of Supervisors	$2,534,153					$2,534,153
County Administrative Office	4,367,006	200,398,773				204,765,779
Clerk of the Board	909,538					909,538
Information Technology Services	21,553,492					21,553,492
General Services	20,017,097		16,487,000			36,504,097
County Counsel	12,732,827					12,732,827
Countywide Communications	1,266,195	716,304				1,982,499
Assessor	10,930,394					10,930,394
Auditor-Controller-County Clerk	5,327,948	6,386,037				11,713,985
Elections	7,539,909					7,539,909
Treasurer-Tax Collector	6,754,896	614,422				7,369,318
Human Resources	4,708,170					4,708,170
Other General Government	67,194,374	8,834,298	443,629		213,851,403	290,323,704
Public Protection						
District Attorney	38,234,605	1,199,380				39,433,985
Sheriff-Coroner	270,720,074	11,911,390				282,631,464
Probation Department	96,847,043	13,963,334				110,810,377
Grand Jury	172,424					172,424
Fire Department	0	168,187,311	4,562			168,191,873
Public Defender	20,035,963					20,035,963
Agriculture and Measurement Standards	8,266,055					8,266,055
Planning and Natural Resources	13,104,150	6,370,978				19,475,128
Child Support Services		29,233,120				29,233,120
Animal Services	7,849,887	31,924				7,881,811
Recorder	857,586	8,213,224				9,070,810
Other Public Protection	88,621,199	207,124,503	10,000,000			305,745,702
Public Ways & Facilities						
Public Works	9,283,534				85,033,657	94,317,191
Roads	400,000	125,322,131		22,066,402		147,788,533
Airports	551,364			14,634,217		15,185,581
Health and Sanitation						
Behavioral Health and Recovery Services	3,979,341	424,207,984				428,187,325
Waste Management				96,243,242		96,243,242
Public Health Services	53,253,625	5,047,275				58,300,900
Environmental Health	99,106	12,658,230				12,757,336
Other Health and Sanitation	45,091,494	200,680				45,292,174
Public Assistance						
Human Services	112,681,985	547,107,295				659,789,280
Employers' Training Resource	19,951,189					19,951,189
Veterans Service	1,300,282	143,896				1,444,178
Aging and Adult Services	1,447,794	22,537,274				23,985,068
Other Public Assistance	14,938,851	101,180,061				116,118,912
Education						
Library	9,050,505	153,128				9,203,633
Farm and Home Advisor	463,109					463,109
Recreation and Cultural Services						
Parks and Recreation		545,438		749,389		1,294,827
Debt Service						
Debt Service	11,650,350					11,650,350
Contingencies						
Contingencies	7,572,563	7,500,000				15,072,563
Total:	$1,002,260,077	$1,909,788,390	$26,935,191	$133,693,250	$298,885,060	$3,371,561,968

Special Districts	50,258,500
Employment Grant Programs	37,575,189
Community Development Programs	43,733,140
Grand Total	**$3,503,128,797**

Revenue Summary

The FY 2021-22 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 2019-20 Actual	FY 2020-21 Adopted Budget	FY 2020-21 Adjusted Budget	FY 2021-22 Recommended Budget	Change Between FY 2020-21 & FY 2021-22	Percentage Change
Taxes						
Property Related Revenue	393,089,993.63	$400,708,865	$401,023,865	$409,059,083	$8,035,218	2.00%
Other Taxes	62,968,708	56,550,480	61,665,480	64,104,782	2,439,302	3.96%
1991 Realignment	127,067,768	123,899,012	123,899,012	128,035,598	4,136,586	3.34%
2011 Realignment	176,587,106	166,518,336	168,644,862	184,418,432	15,773,570	9.35%
State, Federal or Government Aid	747,156,183	693,777,100	789,221,652	876,743,158	87,521,506	11.09%
Fee/Rate	237,887,614	246,704,741	271,244,814	246,902,801	(24,342,013)	-8.97%
Other Revenue	85,070,322	50,321,079	52,980,636	63,080,944	10,100,308	19.06%
Subtotal	$1,829,827,695	$1,738,479,613	$1,868,680,321	$1,972,344,798	$103,664,477	5.55%
Enterprise Funds	98,077,907.95	$110,722,505	110,923,223.00	$115,562,732	$4,639,509	4.18%
Internal Service Funds	265,418,955	258,617,091	258,617,100	261,718,616	3,101,516	1.20%
Subtotal	$363,496,863	$369,339,596	$369,540,323	$377,281,348	$7,741,025	2.09%
Total County Budget	$2,193,324,557	$2,107,819,209	$2,238,220,644	$2,349,626,146	$111,405,502	4.98%

Property Related Revenue

Property related revenue of $409 million primarily consists of funding from property taxes and is projected to increase by $8.0 million, or 2% from the FY 2020-21 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 $64.1 million primarily consist of sales and use tax, transient occupancy tax, franchise fees, and hazardous waste facility tax. Other taxes are anticipated to increase by $2.4 million, or 3.96% from the FY 2020-21 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 $128 million is an increase fo $4.1 million, or 3.34% 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 $184.4 million is 9.35% higher 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 $876.7 million, which reflects a $87.5 million, or 11.09% increase from the FY 2020-21 Adjusted Budget. The primary cause of the increase is the one-time receipt of Coronavirus pandemic aid and American Rescue Plan funding from the Federal government to assist with the County's pandemic recovery and infrastructure investments.

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 $246.9 million is anticipated, which is $24.3 million, or 8.97% less than the FY 2020-21 Adjusted Budget.

Other Revenue

Other revenue of $63.1 million primarily includes interest earnings, fines, penalties, and other miscellaneous revenue. This revenue source is anticipated to increase by $10.1 million , or 19.06% from the FY 2020-21 Adjusted Budget. For more detail, please refer to the 'Roads,' 'Library,' and 'Major Maintenance Projects' sections of this book.

Enterprise Funds

Enterprise Funds revenue totaling $115.6 million are anticipated to increase by $4.6 million. This increase is primarily the result of the anticipated receipt of federal reimbursement aid for airport contruction projects.

Internal Service Funds

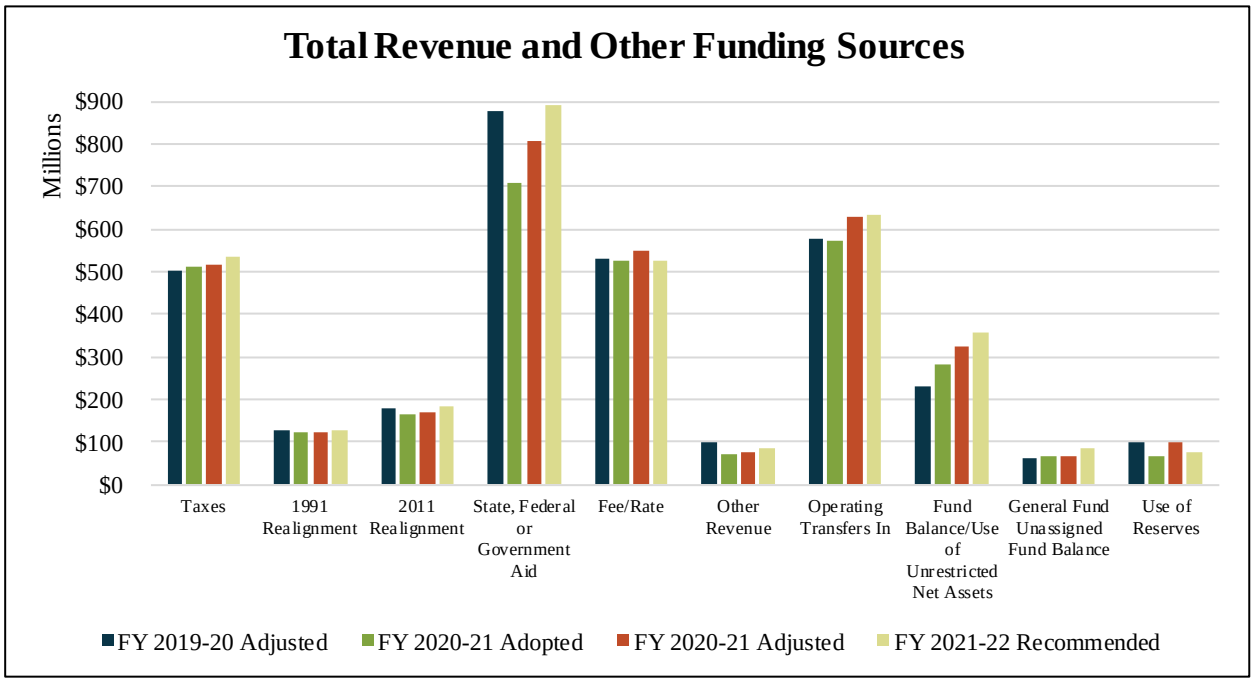
Internal Service Funds totaling $261.7 million are anticipated to increase by $3.1 million, or 1.20% from the prior year adjusted budget. These funds charge other County departments for specific services, such as fleet, employee and retiree health and dental programs, general liability and worker's compensation insurance, and unemployment benefits.

Total Revenue and Other Funding Sources

Summary of Revenue and Other Funding Sources - All Funds

	FY 2019-20 Adjusted Budget	FY 2020-21 Adopted Budget	FY 2020-21 Adjusted Budget	FY 2021-22 Recommended Budget
Revenue				
Taxes	$503,559,296	$510,476,797	$515,956,797	$533,183,028
1991 Realignment	127,847,476	123,899,012	123,899,012	128,035,598
2011 Realignment	181,040,026	166,518,336	168,644,862	184,418,432
State, Federal or Government Aid	877,823,907	710,740,548	806,235,818	890,745,598
Fee/Rate	528,648,213	523,760,998	548,301,071	526,456,151
Other Revenue	99,460,959	72,423,518	75,183,084	86,787,339
Total Revenue	$2,318,379,877	$2,107,819,209	$2,238,220,644	$2,349,626,146
Other Funding Sources				
Operating Transfers In	$579,266,687	$571,520,033	$627,772,510	$635,289,561
Fund Balance/Use of Unrestricted Net Assets	231,143,895	283,109,490	324,887,458	355,411,892
General Fund Unassigned Fund Balance	61,646,395	67,411,120	67,411,120	87,430,007
Use of Reserves	97,669,063	65,404,873	97,669,063	75,371,191
Total Other Funding Sources	$969,726,040	$987,445,516	$1,117,740,151	$1,153,502,651
Total Revenue and Other Funding Sources	$3,288,105,917	$3,095,264,725	$3,355,960,795	$3,503,128,797

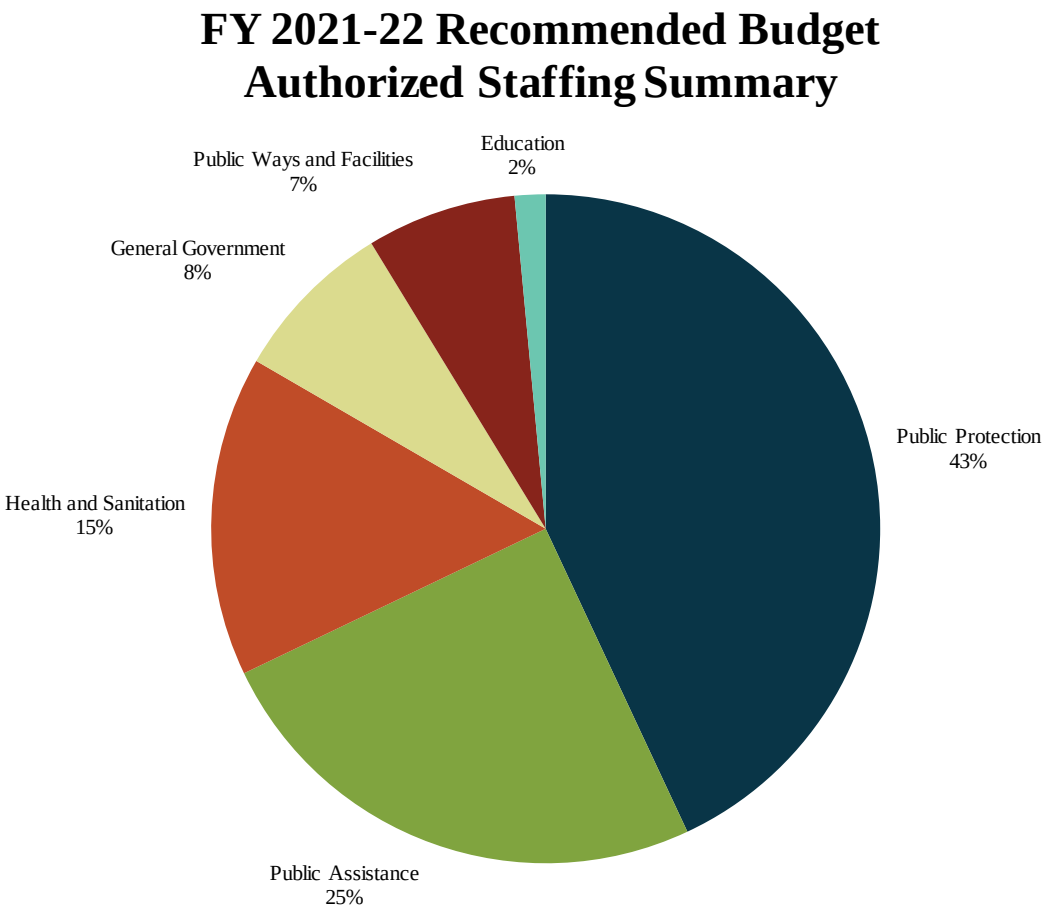
The revenue and other funding sources schedule above includes all County funds. This schedule includes operating transfers-in, which provide a mechanism to transfer funding from one budget unit to another within the County. Additionally, this schedule summary provides the fund balance/use of unrestricted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



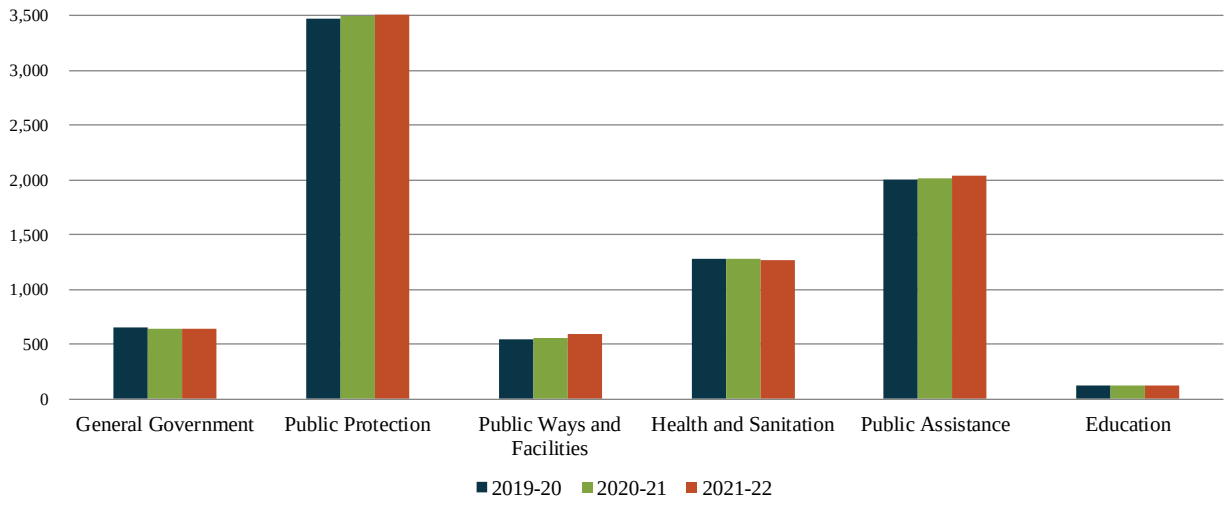
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Authorized Staffing Summary

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 2021-22. The bar graph on the following page illustrates the budgeted staffing for FY 2021-22 as well as the two prior fiscal years.



Authorized Staffing by Function
FY 2019-20 Through FY 2021-22



Summary of Authorized Positions

	Year-End		Recommended	Change Between
	FY 2019-20	FY 2020-21	FY 2021-22	2020-21 and 2021-22
General Fund	3,756	3,762	3,792	30
Other Funds	4,324	4,349	4,401	52
Total Authorized Positions	**8,080**	**8,111**	**8,193**	**82**

Overall staffing is recommended to increase by eighty-two positions in FY 2021-22 with changes outlined by fund and function below.

County – General Fund

- **General Government** will increase by 2 positions from FY 2020-21 to FY 2021-22 resulting in a increase in salaries and benefits costs of $79,000 annually.
- **Public Protection** has a net increase of fifteen positions. The District Attorney criminal division will add seven positions and delete two positions for a net increase of five. The Public Defender will delete one position. The District Attorney – Forensic Sciences division will add one position and delete two positions for a net decrease of one. The Sheriff will add eleven positions and delete one position for a net increase of ten. The Probation department will delete one part time position while subsequently adding one full time position. In total, the position changes for the Public Protection departments amount to a decrease of fifteen positions resulting in an increase in salaries and benefits totaling $4,098,000.
- **Health and Sanitation** will have a net increase of three positions in FY 2021-22. The Public Health Services Department will add six positions and delete four positions. California Children's Services will add one position. The net annual cost of the position changes is $467,000.
- **Public Assistance** will increase staffing by ten positions. Employers' Training Resource will add sixteen positions while deleting seven resulting in a net change of nine.

Community development will add one position. The net annual cost increase of these position changes is $959,000.

County – Other Funds

- **Public Protection** will add fifteen positions in FY 2021-22, all within Child Support Services, for an increase of approximately $1,764,000.
- **Public Ways and Facilities** has a net increase of thirty-nine positions in FY 2021-22, all within the Public Works Department for an increase of approximately $3,994,796.
- **Health and Sanitation** which includes Behavioral Health and Recovery Services and Environmental Health Services will decrease by fifteen positions. Behavioral Health and Recovery Services will add four positions while deleting nineteen for a net decrease of fifteen. Environmental Health Services will add and delete one position for no net change. Position changes in FY 2021-22 will result in a net cost decrease of $1,981,000.
- **Public Assistance** has a net increase of thirteen full-time positions. The Department of Human Services will add eight position and delete two positions. Aging and Adult Services will add seven positions. The proposed changes will result in a net cost increase of approximately $1,446,000.

Overall, County costs associated to salaries and benefits will increase by approximately $9 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 2019-20	Year-End 2020-21	Recommended 2021-22	Change Between 2020-21 and 2021-22
General Government				
Legislative and Administrative				
General Fund				
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	5	1
Board of Supervisors – District 4	6	6	6	0
Board of Supervisors – District 5	4	4	4	0
Administrative Office	17	17	17	0
Clerk of Board of Supervisors	7	7	7	0
Total Legislative and Administrative	48	48	49	1
Finance				
General Fund				
Auditor-Controller	40	40	40	0
Treasurer-Tax Collector	31	31	31	0
Assessor	95	85	86	1
Total Finance	166	156	157	1
Other General				
General Fund				
Information Technology Service	89	89	89	0
Risk Management	29	29	29	0
Subtotal General Fund	118	118	118	0
Other Funds				
Garage	14	14	14	0
Subtotal Other Funds	14	14	14	0
Total Other General	132	132	132	0
Counsel				
General Fund				
County Counsel	48	48	48	0
Total Counsel	48	48	48	0
Human Resources				
General Fund				
Human Resources	33	34	35	1
Total Human Resources	33	34	35	1
Elections				
General Fund				
Elections	19	19	19	0
Total Elections	19	19	19	0
Property Management				
General Fund				
General Services	180	180	179	(1)
Construction Services	23	23	23	0
Total Property Management	203	203	202	(1)
Promotion				
General Fund				
Countywide Communications	6	6	6	0
Total Promotion	6	6	6	0
Total General Government	**655**	**646**	**648**	**2**

Position Summary Schedule

Department	Year-End 2019-20	Year-End 2020-21	Recommended 2021-22	Change Between 2020-21 and 2021-22
Public Protection				
Judicial				
General Fund				
County Clerk	7	7	7	0
District Attorney	231	227	232	5
Public Defender	101	101	100	(1)
Subtotal General Fund	339	335	339	4
Other Funds				
Child Support Services	264	264	279	15
Subtotal Other Funds	264	264	279	15
Total Judicial	603	599	618	19
Police Protection				
General Fund				
Forensic Sciences Division of District Attorney	35	35	34	(1)
Sheriff	1,392	1,407	1,417	10
Total Police Protection	1,427	1,442	1,451	9
Detention and Correction				
General Fund				
Probation	620	627	627	0
Total Detention and Correction	620	627	627	0
Fire Protection				
Other Funds				
Fire Department	621	631	631	0
Total Fire Protection	621	631	631	0
Protective Inspection				
General Fund				
Agriculture and Measurement Standards	48	47	47	0
Subtotal General Fund	48	47	47	0
Total Protective Inspection	48	47	47	0
Other Protection				
General Fund				
Animal Services	66	66	66	0
Planning	59	58	60	2
Subtotal General Fund	125	124	126	2
Other Funds				
Recorder	26	26	26	0
Subtotal Other Funds	26	26	26	0
Total Other Protection	151	150	152	2
Total Public Protection	**3,470**	**3,496**	**3,526**	**30**
Public Ways and Facilities				
Public Works				
Other Funds				
Public Works	521	527	566	39
Total Public Works	521	527	566	39
Transportation Terminals				
Other Funds				
Airports	27	27	27	0
Total Transportation Terminals	27	27	27	0
Total Public Ways and Facilities	**548**	**554**	**593**	**39**

Position Summary Schedule

Department	Year-End 2019-20	Year-End 2020-21	Recommended 2021-22	Change Between 2020-21 and 2021-22
Health and Sanitation				
Health				
General Fund				
Public Health	231	225	227	2
Subtotal General Fund	231	225	227	2
Other Funds				
Behavioral Health	950	956	941	(15)
Environmental Health	56	55	55	0
Subtotal Other Funds	1,006	1,011	996	(15)
Total Health	1,237	1,236	1,223	(13)
California Children Services				
General Fund				
California Children Services	44	44	45	1
Total California Children Services	44	44	45	1
Total Health and Sanitation	**1,281**	**1,280**	**1,268**	**(12)**
Public Assistance				
Administration				
Other Funds				
Human Services	1,701	1,700	1,706	6
Total Administration	1,701	1,700	1,706	6
Veterans Service				
General Fund				
Veterans Service	12	12	12	0
Total Veterans Service	12	12	12	0
Other Assistance				
General Fund				
Employers' Training Resource	136	140	149	9
Community Development	12	12	13	1
Subtotal General Fund	148	152	162	10
Other Funds				
Aging and Adult Services	144	149	156	7
Subtotal Other Funds	144	149	156	7
Total Other Assistance	292	301	318	17
Total Public Assistance	**2,005**	**2,013**	**2,036**	**23**
Education				
Education				
General Fund				
Library	117	118	118	0
Farm and Home Advisor	4	4	4	0
Total Education	121	122	122	0
Total Education	**121**	**122**	**122**	**0**
Total County Department - General Fund	3,756	3,762	3,792	30
Total County Departments - Other Funds	4,324	4,349	4,401	52
County Departments - Grand Total	**8,080**	**8,111**	**8,193**	**82**

Countywide Capital Projects

Each year the County assesses the need for capital improvements in accordance with the County's capital policy. This policy provides guidance for the County's approach to planning of capital projects. The projects identified in this process include improvements to or acquisition of land and facilities. Certain recurring capital or infrastructure projects, such as roads, bridges and sewer are reviewed separately and budgeted in the applicable operating fund (Roads or Sanitation Districts).

The General Fund Major Maintenance Budget Unit enables the County to capitalize major maintenance projects that meet the capitalization requirements per accounting rules, which are considered routine maintenance but require capitalization and are funded through the originating departmental operating budget or through an allocation of Net General Fund.

The following Table shows the dollar amount and number of projects with new appropriations. Once appropriations are established for capital projects, they are carried forward until the project is completed.

Capital Project Appropriations

	Estimated Costs	Number of Projects
Appropriations Increases for New and Existing Capital Projects		
General Fund - Major Maintenance	$18,156,449	42
General Fund - Capital Projects	$634,735	2
Solid Waste - Capital Projects	$7,743,000	30
Public Works - Capital Projects	$7,000,000	5
American Rescue Plan Act - Capital Projects	$26,487,000	5
Total	**$60,021,184**	**84**

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 or capital improvements of existing structures and improvements over new capital projects.

The following tables detail the FY 2021-22 projects for each category listed above.

FY 2021-22 Major Maintenance Improvement Projects
General Fund - Administered by General Services Division

Index No.	Location/Address [1]	District	Dept.	Project Name/Description	Total FY 21-22 Appropriations
001	Various	All	General Services	Park Improvements - All Districts	$1,500,000
002	Hart Park, Bakersfield, CA 93308	3	General Services	Hart Park Prop 68 Improvements	$3,000,000
003	521 E Casa Loma Dr, Bakersfield, CA 93307	5	General Services	Casa Loma Lighting Project	$552,981
004	Various	All	General Services	Park Tree Safety Improvements	$250,000
005	2235 40th St West, Rosamond, CA 93560	2	General Services	Jim Williford Park Pool Deck and Restroom Improvements	$991,424
006	Hart Park, Bakersfield, CA 93308	3	General Services	Hart Park Well House	$49,657
007	13375 Lake Ming Rd Bakersfield, CA 93306	3	General Services	Kern River Campgrounds Split Rail Fencing	$297,486
008	13375 Lake Ming Rd Bakersfield, CA 93306	3	General Services	Kern River Campgrounds Restroom Remodel	$1,267,930
009	Various	All	General Services	ADA Improvements - Various County Facilities	$275,000
010	Various	All	General Services	Waste Recycling Enclosures - Various Locations	$374,645
011	Various	All	General Services	Energy Efficiency Projects - Various Locations	$100,000
012	Various	All	General Services	Water Conservation - Various Facilities	$150,000
013	17695 Industrial Farm Rd., Bakersfield, CA 93308	4	Sheriff	Lerdo Water Tank Replacement	$1,333,000
014	Various	All	General Services	HVAC - Various County Facilities	$250,000
015	Various	All	General Services	Solar Installation ADA Improvements	$350,000
016	1415 Truxtun Ave, Bakersfield, CA 93301	5	Sheriff	Central Receiving Facility HVAC Replacement	$161,662
017	17695 Industrial Farm Rd. Bakersfield, CA 93308	4	Sheriff	Lerdo Freight Door Replacements	$245,004
018	1501 L St, Bakersfield, CA 93301	5	Sheriff	Sheriff Property Room Fire Suppression System Design	$50,000
019	2101 Ridge Rd, Bakersfield	5	General Services	East Bakersfield Veterans Center Emergency Generator	$277,002
020	701 Truxtun Ave, Bakersfield, CA 93301	5	Library	Beale Library Fire Suppression System Upgrade	$188,527
021	1415 Truxtun Ave, Bakersfield, CA 93301	5	Courts	Superior Court Elevator Phone Improvements	$14,756
022	1415 Truxtun Ave, Bakersfield, CA 93301	5	Courts	Superior Court Elevator Door Improvements	$122,171
023	2700 M St, Bakersfield, CA 93301	5	Multiple	Public Services Building Boiler Replacement	$100,724
024	1010 Shalimar Drive Bakersfield, CA 93306	5	Probation	Jamison Center HVAC Upgrades	$181,472
025	1600 East Belle Terrace, Bakersfield, CA 93307	5	Multiple	Southeast Community Services Center HVAC Design	$100,000
026	400 Norris Rd, Bakersfield, CA 93308	3	General Services	North of the River Veterans Hall HVAC Replacement	$202,808
027		1	Multiple	Ridgecrest Justice Facility Generator Replacement	$167,798
028	1771 State Highway 58, Mojave, CA 93501	2	Multiple	Mojave County Facility Generator Replacement	$167,798
029			General Services	Bakersfield Veterans Center Water Service	$58,000
030	1831 Ridge Rd, Bakersfield, CA 93305	5	Probation	Juvenile Hall Fire System Backflow	$418,480
031	1831 Ridge Rd, Bakersfield, CA 93305	5	Probation	Juvenile Hall Fire Alarm Replacements	$299,153
032	Various	All	General Services	Paving - Various County Facilities	$200,000
033	1350 Norris Rd, Bakersfield, CA 93308	1	Sheriff	Sheriff Headquarters Roof Recoat	$338,304
034	12022 Main St., Lamont, CA 93241	4	Probation	Probation Arvin Facility Lobby Upgrade	$40,517
035	1831 Ridge Rd, Bakersfield, CA 93305	5	Probation	Juvenile Hall Security Upgrade & Fencing	$550,000

FY 2021-22 Major Maintenance Improvement Projects
General Fund - Administered by General Services Division

Index No.	Location/Address [1]	District	Dept.	Project Name/Description	Total FY 21-22 Appropriations
036	1415 Truxtun Ave, Bakersfield, CA 93301	5	Courts	Superior Court Roof Replacement	$200,781
037	17695 Industrial Farm Rd., Bakersfield, CA 93308	4	Sheriff	Lerdo Kitchen and Laundry Roof Replacement	$161,465
038	14401 Sierra Way, Kernville, CA 93238	1	Probation	Camp Owen Employee Cabins Roof Replacements	$542,408
039	14401 Sierra Way, Kernville, CA 93238	1	Probation	Camp Owen Roof Replacements - Various Buildings	$1,950,039
040	3801 Chester Ave, Bakersfield, CA 93301	3	General Services	Kern County Museum Roof Replacement	$358,592
041	1115 Truxtun Avenue, Bakersfield, CA 93301	5	Multiple	County Administrative Center Parking Gate Repair	$300,000
042	1655 Chester Avenue, Bakersfield CA 93301	5	Assessor-Recorder	Hall of Records Roof Access Ladder	$16,865
Total					$18,156,449

FY 2021-22 Capital Improvement Projects
General Fund - Administered by General Services Division

Index No.	Location/Address	District	Dept.	Project Name/Description	Total FY 21-22 Appropriations
001	1831 Ridge Road, Bakersfield, CA 93305	5	Probation	Juvenile Facility Modular Trailer	$151,000
002	17824 Quality Rd, Bakersfield, CA 93308	4	Probation	Crossroads Juvenile Facility Security Cameras Phase II	$483,735
Total					$634,735

FY 2021-22 Capital Improvement Projects
Solid Waste Fees - Administered by Public Works

Index No.	Location/Address	District	Dept.	Project Name/Description	Total FY 21-22 Appropriations
001	Frazier Park	2	Building Inspection	Office Relocation	$1,000,000
002	Arvin	4	Solid Waste	Replacement of Monitoring Wells	$121,000
003	McFarland-Delano 11249 Stradley Ave.	4	Solid Waste	Replacement of Monitoring Wells	$140,000
004	Shafter-Wasco 17621 Scofield Ave.	4	Solid Waste	Gas Collector Installation	$168,000
005	Shafter-Wasco 17621 Scofield Ave.	4	Solid Waste	Well Replacement	$420,000
006	Taft 13351 Elk Hills Rd.	2	Solid Waste	Well Replacement	$365,000
007	Taft 13351 Elk Hills Rd.	2	Solid Waste	Mild Steel Well Decomission	$263,000
008	Tehachapi 12001 E. Tehachapi Blvd.	2	Solid Waste	Water Well Treatment	$55,000
009	Bena Landfill 2951 Neumarkel Rd.	2	Solid Waste	Gatehouse Scale Replacement	$350,000
010	Bena Landfill 2951 Neumarkel Rd.	2	Solid Waste	Horizontal Gas Collectors	$160,000
011	Frazier Park	2	Solid Waste	Burn Dump Remediation	$500,000
012	Various	1-5	Solid Waste	Burn Dump Remediation	$100,000
013	Buttonwillow	4	Solid Waste	Monitoring Well Replacement	$110,000
014	China Grade - Oildale	3	Solid Waste	Fence Replacement	$92,000
015	McFarland-Delano 11249 Stradley Ave.	4	Solid Waste	Facility Repairs	$300,000

FY 2021-22 Capital Improvement Projects
Solid Waste Fees - Administered by Public Works

Index No.	Location/Address	District	Dept.	Project Name/Description	Total FY 21-22 Appropriations
016	Kern Valley 6092 Wulstein Ave.	1	Solid Waste	Gatehouse Scale Replacement	$250,000
017	Kern Valley 6092 Wulstein Ave.	1	Solid Waste	Gas Flare Replacement	$50,000
018	Lebec 300 Landfill Rd.	2	Solid Waste	Pushwall	$300,000
019	Mojave-Rosamond 400 Silver Queen Rd.	2	Solid Waste	Scale Installation	$250,000
020	Kern Valley 6092 Wulstein Ave.	2	Solid Waste	Power Upgrade	$300,000
021	Ridgecrest 3301 W. Bowman Rd.	1	Solid Waste	DMP Monitoring Well	$178,000
022	Ridgecrest 3301 W. Bowman Rd.	1	Solid Waste	Gatehouse Scale Replacement	$250,000
023	Shafter-Wasco 17621 Scofield Ave.	4	Solid Waste	Gatehouse Scale Replacement	$600,000
024	Shafter-Wasco 17621 Scofield Ave.	4	Solid Waste	Well Decomission	$33,000
025	Taft 13351 Elk Hills Rd.	2	Solid Waste	Electrification of Module	$150,000
026	Taft 13351 Elk Hills Rd.	2	Solid Waste	Gatehouse Scale Replacement	$250,000
027	Shafter-Wasco 17621 Scofield Ave.	4	Solid Waste	Burn Dump Decommission	$44,000
028	Various	1-5	Solid Waste	Security Camera Upgrade	$250,000
029	Tehachapi 12001 E. Tehachapi Blvd.	2	Solid Waste	Gas Flare Replacement	$560,000
030	China Grade - Oildale	3	Solid Waste	Perimeter Monitoring Wells	$134,000
Total					$7,743,000

FY 2021-22 Capital Improvement Projects
Various Sources - Administered by Public Works

Index No.	Location/Address	District	Dept.	Project Name/Description	Total FY 21-22 Appropriations
001	Frazier Park	2	Building Inspection	New Administrative Office	$ 1,000,000
002	Mojave 16302 K St.	2	Transit	Mojave Transit Center Maintenance Facility	$ 2,000,000
003	Mojave 16302 K St.	2	Transit	Mojave Transit Center Phase 2	$ 1,000,000
004	Bakersfield 2903 Patton Way	3	Roads	Patton Way Road Yard Building	$ 1,750,000
005	Bakersfield 2903 Patton Way	3	Roads	Patton Way Road Yard Perimeter Wall	$ 1,250,000
Total					$ 7,000,000

FY 2021-22 Capital Improvement Projects
American Rescue Plan Act - Administered by General Services Division

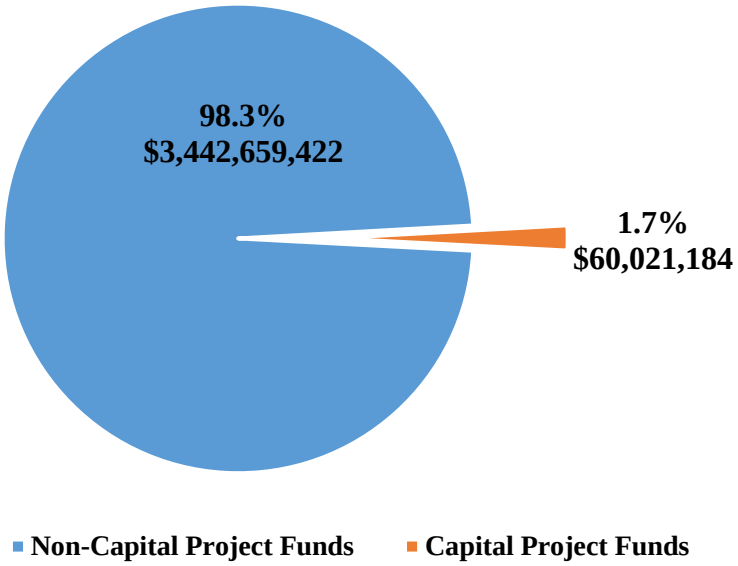
Index No.	Location/Address	District	Dept.	Project Name/Description	Total FY 21-22 Appropriations
001	13601 Ironbark Rd. Bakersfield CA 93311	4	General Services	Buena Vista Aquatic Recreational Area	$ 4,762,000
002	Camp Condor/South Kern County	2	General Services	Camp Condor Water System	$ 1,100,000
003	Round Mountain Rd. Bakersfield CA 93308	1	General Services	Camp Okihi Portable Water	$ 625,000
004	Various locations throughout the County	1-5	General Services	Parks Wi-Fi	$ 10,000,000
005	Lamont CA area	4	Public Works	Lamont Storm Water Mitigation	$ 10,000,000
Total					$ 26,487,000

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 projects included in the previous pages while capital in nature, are not new facilities or projects the County is not currently operating; therefore, no significant new operational cost is expected. The projects funded with the American Rescue Plan Act will not only improve the communities but allow the county to reduce operational cost related to repairs of roads, and maintenance at County parks. Overall capital project appropriations represent 1.71% of the total County budget.

Capital Projects as a Percentage of Total Budget



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 2020-21 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 $20,203,168 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

Project Name	Estimated Costs	Funded in FY 2021-22
Countywide Public Safety Communication System	$60,573,000	$20,203,168
Coroner/Crime Lab Facility	29,141,959	0
Animal Services Facility	Unknown	0
Total Known Costs	**$89,714,959**	**$20,203,168**

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 2021-22. 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 $3,072,563 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.

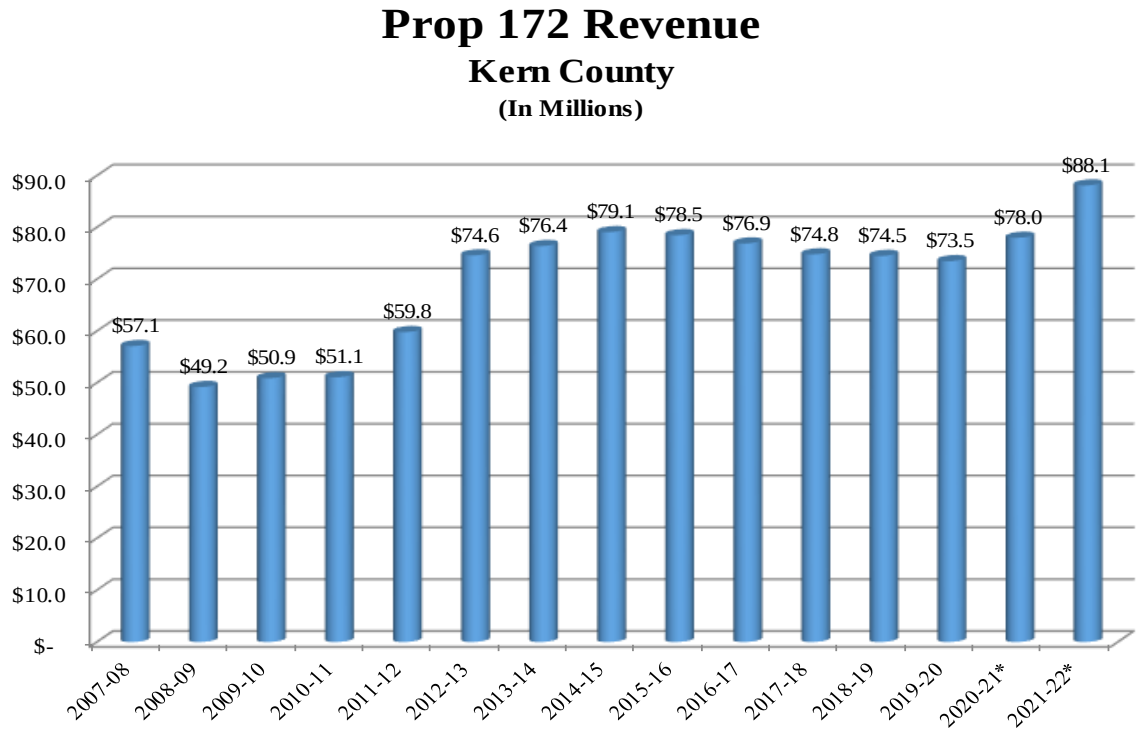
The following sections provide details of:

- 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.



*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 an increase of approximately $10.6 million primarily due to anticipated increase in consumer spending, implementation of AB 147, and a one-time increase in the County pro-rata factor. Due to the uncertainty and magnitude that COVID-19 pandemic will continue to have on the economy, general designations were not budgeted and will be used to offset future shortfalls in revenue and adjustments to the county's pro-rata factor.

The charts below summarize fund balance and the actual allocation of the Local Public Safety Fund for FY 2019-20, the final and actual allocations for FY 2020-21, and the recommended allocation for FY 2021-22, which reflects an increase of approximately $10.6 million from the adopted FY 2020-21 budget.

Breakdown of Departmental Usage of Proposition 172

Budget Unit and Department		Actual FY 2019-20	Final Budget FY 2020-21	Actual FY 2020-21	Recommended FY 2021-22
2180	District Attorney	$5,016,119	$5,429,873	$5,429,873	$6,205,058
2190	Public Defender	4,215,748	4,563,484	4,563,484	5,214,980
2200	D.A.-Forensic Sciences	186,293	201,660	201,660	230,449
2210	Sheriff	41,433,008	44,850,605	44,850,605	51,253,608
2340	Probation	11,508,785	12,458,086	12,458,086	14,236,639
2415	Fire	6,637,561	7,185,059	7,185,059	8,210,819
Total Allocated to Departments		$68,997,514	$74,688,767	$74,688,767	$85,351,553

Proposition 172

	Actual FY 2019-20	Final Budget FY 2020-21	Actual FY 2020-21	Recommended FY 2021-22
Beginning Fund Balance	$6,886,098	4,672,080	4,672,080	$15,012,832
Revenue	66,783,496	74,688,767	85,029,519	85,351,553
Departmental Usage	68,997,514	74,688,767	74,688,767	85,351,553
Ending Fund Balance	4,672,080	4,672,080	15,012,832	15,012,832
Change in Fund Balance	($2,214,018)	$0	$10,340,752	$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:

1991 Realignment	2011 Realignment	Other Realignment
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 declined and continue to reduce 1991 Realignment funding.

1991 Realignment

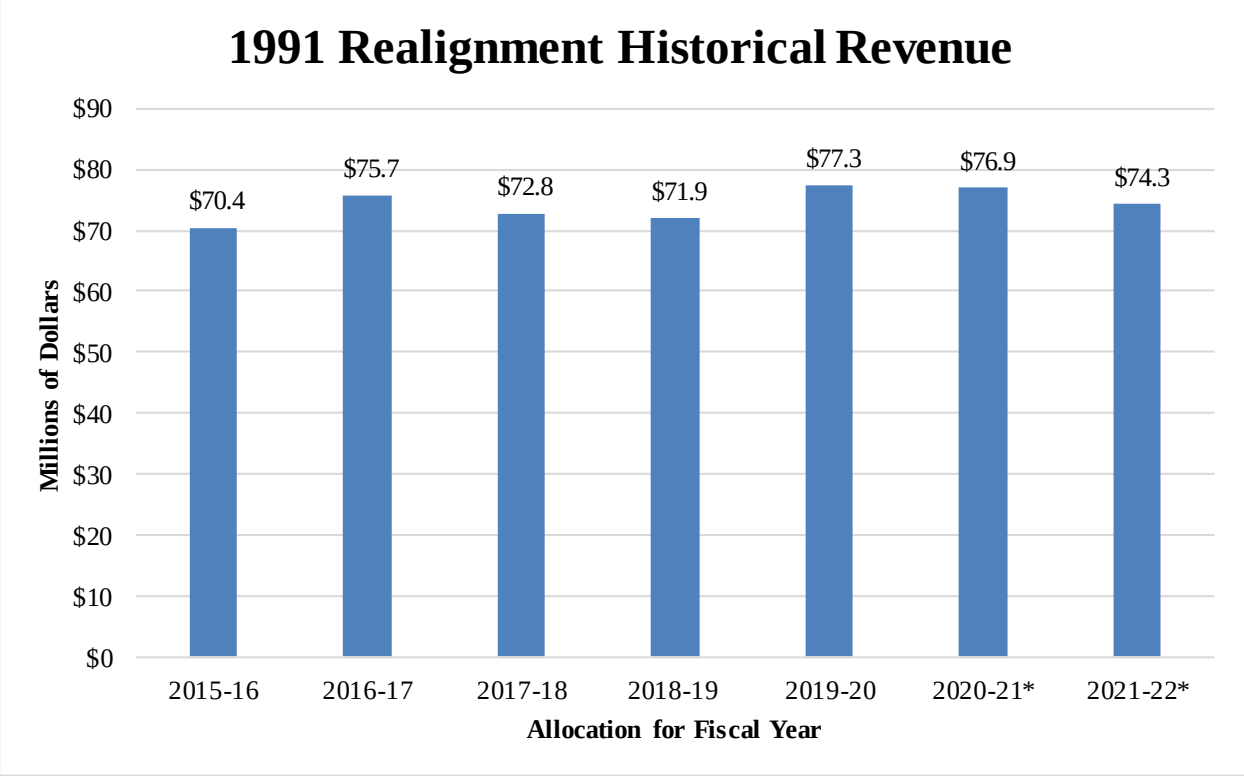
In 1991, the State shifted responsibility for a number of mental health, social services, and health programs to counties. This shift, known as 1991 Realignment, resulted in the creation of two dedicated funding streams to pay for the shifted services; a ½ cent Sales Tax and 24.33% of Vehicle License 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

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.

Revenue for FY 2020-21 of $76.9 million includes a one-time State General Fund backfill of $5.6 million due to the anticipated impacts of COVID-19 on sales tax.

The recommended funding for 1991 baseline revenues are estimated to grow by approximately 4% in FY 2021-22.

SUMMARY OF 1991 PROGRAM REALIGNMENT REVENUE

	Actual FY 2019-20	Final Budget FY 2020-21	Actual FY 2020-21	Recommended FY 2021-22	Increase/ (Decrease)
Health Trust Fund	$7,612,558	$8,106,642	$11,659,999	$8,037,180	($3,622,819)
Mental Health Trust Fund	24,974,474	24,724,123	24,724,123	25,656,590	932,467
Social Services Trust Fund	44,685,048	40,492,190	40,562,529	40,689,792	127,263
	$77,272,081	$73,322,955	$76,946,651	$74,383,562	($2,563,089)

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 Program Realignment revenue served as an important source of funding for the categorical programs transferred to counties. The recommended funding level for FY 2021-22 reflects an increase in base funding from the prior year adjusted budgeted realignment revenue due to the faster than anticipated economic recovery from the COVID-19 pandemic. The FY 2021-22 recommended budget does not include estimated growth funding. Receipts from the prior fiscal year in excess of those required to cover base Realignment to counties are received in the fall or winter of each fiscal year. Departments will recognize the one-time growth funds upon receipt through Mid-Year budget adjustments.

Due to the impacts of COVID-19, Sales and Use Tax revenue declined and 1991 realignment failed to reach the base amount in FY 2019-20. However, although 1991 realignment did not meet base, the shortfall was less than anticipated. Despite the uncertainty of long-term impacts from the COVID-19 pandemic the FY 2021-22 budget includes increases in base sales tax and vehicle license revenue. Should there be any carryover from FY 2020-21, it will be appropriated in FY 2021-22 or held in reserve. Actual realignment revenue has not kept pace with the demand for all services funded by these programs due to the downturn in the economy. The greatest demand on County resources comes from increasing caseloads and grant amounts in the Foster Care, Adoptions, and the In-Home Support Services programs.

Although State realignment funds are categorically allocated, provisions within the Welfare and Institutions Code allow for limited flexibility by the County to redirect up to 10 percent of a fund into another category. This feature of the realignment program recognizes that often there are competing needs for limited resources and acknowledges that these difficult choices are best addressed at the local level. In order to maximize client outcomes and provide the most cost effective use of available resources, transfers may be made after a public hearing and upon approval of the Board of Supervisors. There are no transfers included in the recommended budget for FY 2021-22.

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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.

To mitigate the anticipated precipitous drop in overall realignment revenue, as a result of COVID-19, departments reduced expenses and anticipated using carry-forward funds in FY 2019-20 and FY 2020-21. However, the actual FY 2019-20 sales tax revenues for 2011 Realignment were only about 1.2% short of base, rather than the 13% or $26.1 million original estimated. The base shortfalls from FY 2019-20 were fully restored in FY 2020-21 and sales tax revenues are projected above FY 2019-20 by approximately 9%. In addition, the FY 2020-21 actual realignment revenues includes a one-time State realignment backfill of $10.2 million received to mitigate the anticipated impacts of COVID-19 on sales tax. As a result, the use of prior year funding did not materialize and realignment revenues increased resulting in higher than projected fund balance. The recommended budget includes the use of approximately $16.3 million of fund balance.

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..

BUDGET HISTORY FOR ALL 2011 REALIGNMENT BUDGET UNITS

	Actual FY 2019-20	Final Budget FY 2020-21	Actual FY 2020-21	Recommended FY 2021-22
Beginning Fund Balance	$46,215,873	$47,758,656	$47,758,656	$94,363,284
Revenue	203,932,331	189,176,234	233,153,384	207,076,330
Departmental Usage	202,389,549	196,945,091	186,548,756	223,458,079
Ending Fund Balance	47,758,656	39,989,799	94,363,284	77,981,535
Change in Fund Balance	$1,542,782.63	($7,768,857)	$46,604,627.92	($16,381,749)

Total departmental usage of $223.4 million for FY 2021-22 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 2021-22				
		Support Services		
	Law Enforcement	Protective Services	Behavioral Health	Total
Beginning Fund Balance	$40,210,454	$22,431,267	$31,721,563	$94,363,284
Revenue	76,555,558	74,171,315	56,349,457	207,076,330
Departmental Usage	82,018,784	81,089,838	60,349,457	223,458,079
Ending Fund Balance	34,747,228	15,512,744	27,721,563	77,981,535
Change in Fund Balance	($5,463,226)	($6,918,523)	($4,000,000)	($16,381,749)

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. Fund balance consists of funds for various law enforcement services resulting from existing and potential carry forward balances as of June 30, 2021. 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 $5.4 million of fund balance. Detail of the fund balance for Law Enforcement Services is reflected in the following table:

LAW ENFORCEMENT SERVICES				
	Actual FY 2019-20	**Final Budget FY 2020-21**	**Actual FY 2020-21**	**Recommended FY 2021-22**
Beginning Fund Balance	$23,282,371	$24,511,870	$24,511,870	$40,379,914
Revenue	78,430,347	72,204,822	93,571,655	76,555,558
Departmental Usage	77,200,848	76,372,444	77,703,610	82,018,784
Ending Fund Balance	24,511,870	20,344,248	40,379,914	34,916,688
Change in Fund Balance	$1,229,499	($5,547,559)	$15,868,044.72	($5,463,226)

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, 2021. Due to the impacts of COVID-19 on the sales tax, no growth allocations for FY 2019-20 were received in FY 2020-21.

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.

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 COVID-19 pandemic underscores the importance of financial stability and building prudent reserve while maintaining services with minimal disruptions. Although the FY 2021-22 Recommended Budget does not include the establishment of a Support Services Reserve, it is anticipated a Support Services Reserve will be established in FY 2021-22 to mitigate long-term economic impacts or additional COVID-19 variant disruptions on the economic recovery. Additional historical detail of the Support Services account is included in the tables below:

SUPPORT SERVICES

	Actual FY 2019-20	Final Budget FY 2020-21	Actual FY 2020-21	Recommended FY 2021-22
Beginning Fund Balance	$18,925,592	$18,925,592	$18,925,592	$49,662,175
Revenue	120,814,657	116,971,413	139,581,729	130,520,772
Departmental Usage	124,822,567	120,572,647	108,845,146	141,439,295
Ending Fund Balance	14,917,682	15,324,358	49,662,175	38,743,652
Change in Fund Balance	($4,007,910)	($3,601,234)	$30,736,583	($10,918,523)

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.

CalWORKs MOE				
	Actual FY 2019-20	Final Budget FY 2020-21	Actual FY 2020-21	Recommended FY 2021-22
Beginning Fund Balance	$0	$0	$0	$0
Revenue	49,778,907	47,540,467	53,062,626	55,285,440
Departmental Usage	49,778,907	47,540,467	53,062,626	55,285,440
Ending Fund Balance	0	0	0	0
Change in Fund Balance	$0	$0	$0	$0

Breakdown of CalWORKs MOE Usage				
	Actual FY 2019-20	Final Budget FY 2020-21	Actual FY 2020-21	Recommended FY 2021-22
Human Services - Direct Aid	$49,778,907	$47,540,467	$53,062,626	$55,285,440
Total Departmental Usage	$49,778,907	$47,540,467	$53,062,626	$55,285,440

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 Heath 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:

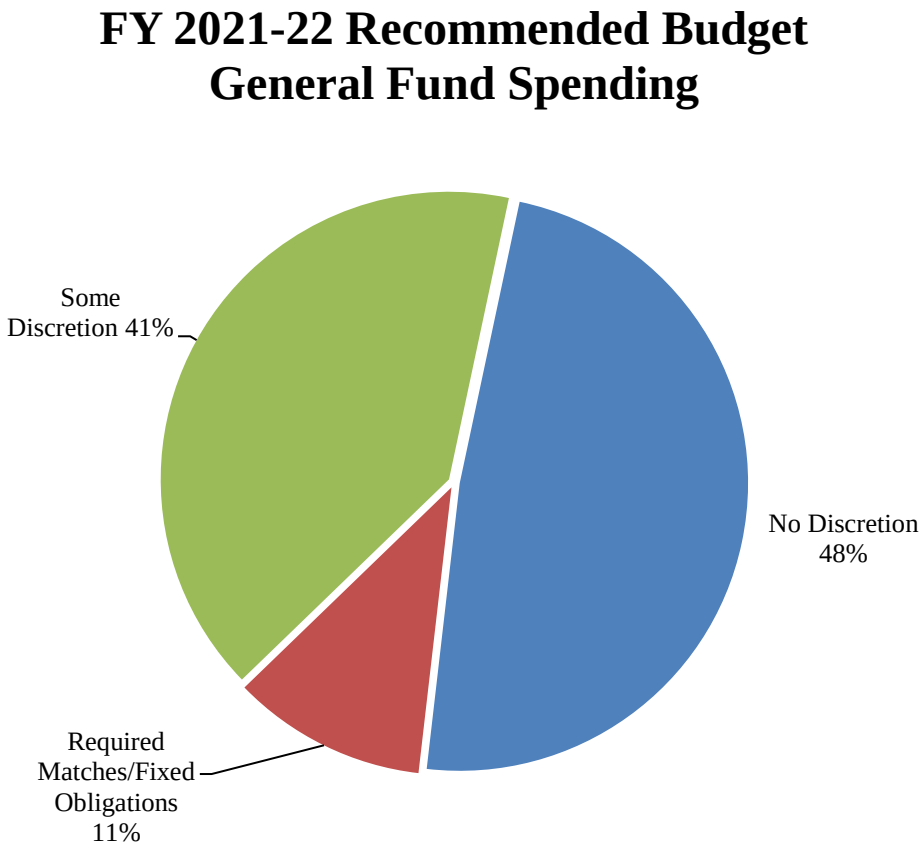
Family Support				
	Actual FY 2019-20	Final Budget FY 2020-21	Actual FY 2020-21	Recommended FY 2021-22
Beginning Fund Balance	$0	$0	$0	$0
Revenue	44,513,005	43,289,124	44,942,118	43,932,154
Departmental Usage	44,513,005	43,289,124	44,942,118	43,932,154
Ending Fund Balance	0	0	0	0
Change in Fund Balance	$0	$0	$0	$0

Breakdown of Family Support Usage				
	Actual FY 2018-19	Final Budget FY 2019-20	Actual FY 2019-20	Recommended FY 2021-22
Human Services - Direct Aid	$44,513,005	$43,289,124	$44,942,118	$43,289,124
Total Departmental Usage	$44,513,005	$43,289,124	$44,942,118	$43,289,124

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Countywide Discretionary Revenue

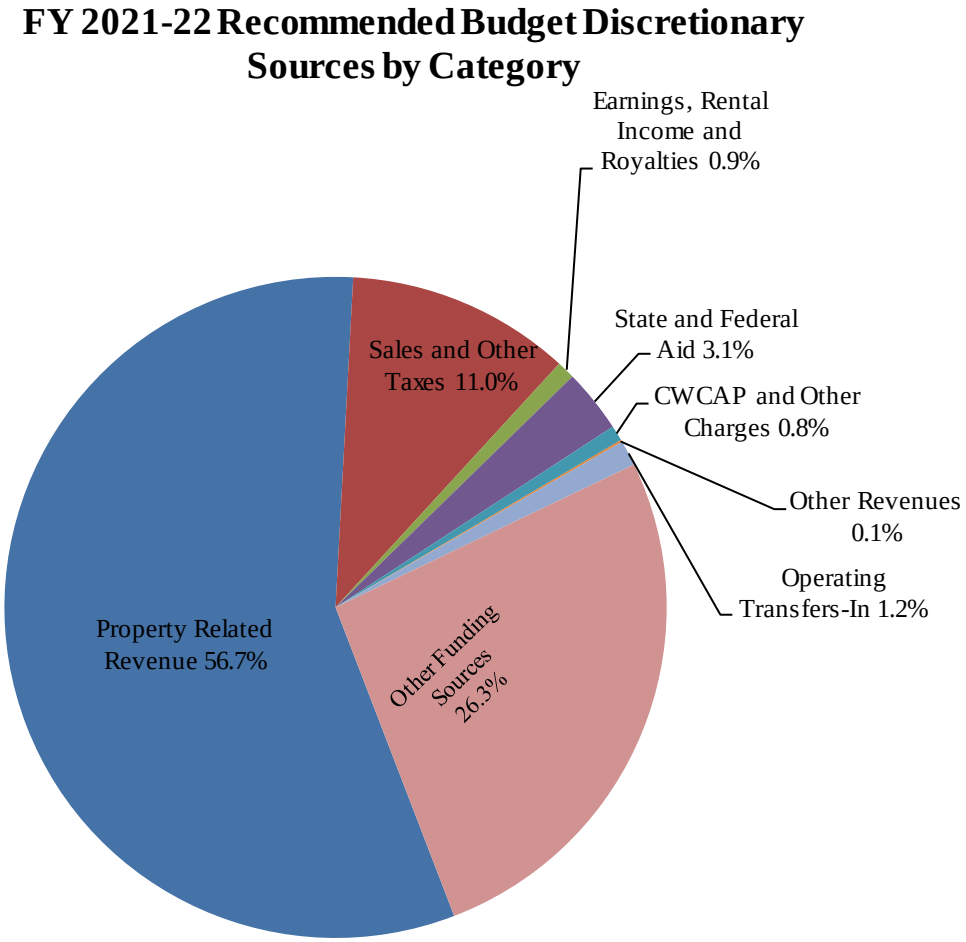
The entire General Fund budget including operating transfers-in is $1 billion; however, only $406 million, or 41% is truly discretionary as seen in this pie chart.



Required Matches /Fixed Obligations	$109,488,725
No Discretion Other program costs funded through user fees, federal and State Aid	$486,046,879
Some Discretion Includes contributions to reserves and contingencies and program costs funded by local revenue	$406,724,473
Total General Fund Budget:	$1,002,260,077

Countywide discretionary sources (including fund balance available and uses of reserves) total $516,213,198 and are first obligated to pay for the required health and welfare mandated maintenance of effort contributions and other fixed obligations, which total $109,488,725. The remaining amount of $406,724,473 is available to fund departmental budgets' Net General Fund Cost or other expenditures.

Shown below are the sources of the countywide discretionary sources of $516,213,198 for the FY 2021-22 Recommended Budget:



COUNTYWIDE DISCRETIONARY SOURCES THAT PAY FOR NET COUNTY COST

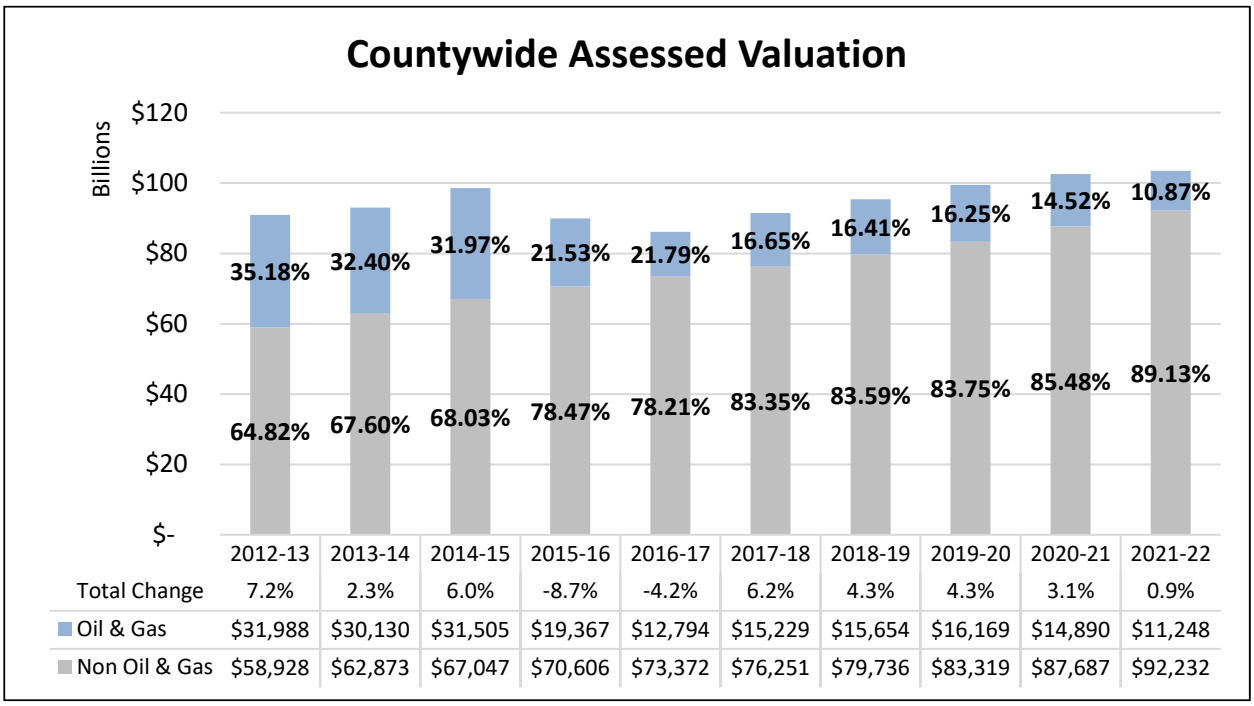
Countywide Discretionary Revenue	FY 2020-21 Adopted Budget	FY 2020-21 Adjusted Budget	FY 2020-21 Actual	FY 2021-22 Recommended Budget
Property Related Revenue:				
Current Secured, Unsecured, Unitary	$169,280,495	$169,280,495	$174,775,309	$173,773,276
VLF/Propety Tax Swap	108,192,289	108,192,289	110,504,706	110,534,354
Supplemental Property Tax	2,300,000	2,300,000	3,232,301	2,400,000
Property Transfer Tax	4,000,000	4,000,000	4,960,547	4,000,000
Penalty on Current Taxes	1,600,000	1,600,000	5,355,476	1,600,000
Prior Property Taxes, Penalties and Interes	405,000	405,000	251,974	305,000
Total Property Tax Related Revenue	$285,777,784	$285,777,784	$299,080,313	$292,612,630
Sales and Other Taxes:				
Sales and Use Taxes	$39,595,480	$44,710,480	$52,321,351	$44,000,000
Transient Occupancy Motel Tax	1,000,000	1,000,000	3,117,363	2,000,000
Hazardous Waste Facilities Tax	1,200,000	1,200,000	1,049,317	1,200,000
Franchise Fees	9,200,000	9,200,000	10,018,586	9,200,000
Other Taxes	150,000	150,000	161,997	150,000
Total Sales and Other Taxes	$51,145,480	$56,260,480	$66,668,614	$56,550,000
Net Interest Earnings, Rental Income and Roya	$4,030,000	$4,030,000	$5,507,678	$4,580,000
Countywide Cost Allocation Plan (CWCAP)	8,836,083	8,836,083	8,979,738	3,881,971
State and Federal Aid	13,840,218	13,840,218	20,353,591	16,004,167
Other Revenue	520,000	520,000	2,083,190	515,000
Operating Transfers-In	6,400,000	6,400,000	6,325,000	6,400,000
Total Other Revenue	$33,626,301	$33,626,301	$43,249,197	$31,381,138
Total Countywide Discretionary Revenue	**$370,549,565**	**$375,664,565**	**$408,998,124**	**$380,543,768**
Other Funding Sources				
Available Fund Balance	$67,411,120	$67,411,120	$67,411,120	$87,430,072
Use of Reserves/Designations	10,233,000	17,447,179	17,447,179	48,239,358
Total Other Funding Sources	**$77,644,120**	**$84,858,299**	**$84,858,299**	**$135,669,430**
Total Countywide Discretionary Revenue and Other Funding Sources	**$448,193,685**	**$460,522,864**	**$493,856,423**	**$516,213,198**

The FY 2021-22 discretionary general funding of $516,213,198 includes Countywide Discretionary Revenue of $380.5 million and Other Funding Sources of $135.6 million.

Countywide Discretionary Revenue

Property Related Revenue accounts for approximately 56.7% of countywide discretionary revenue and other funding sources. These revenues reflect the final property tax roll value of $103.5 billion. This is an increase of 902.9 million, or 0.9% from FY 2020-21 which is significantly less than the 3.1% growth the previous fiscal year. Oil and gas valuations reflect a 24% decline resulting from oil values, market uncertainty and increased regulatory hurdles. This decrease is offset with a 3.83% increase in other rolls, including a 4.8% increase in secured properties including residential, commercial, and agriculture properties as well as a strong unsecured property tax roll. While the reduction in property tax revenues from oil and gas continues to be a financial challenge, oil and

gas now accounts for only 10.9% of the total assessed valuation in the County compared to 14.5% the prior year and a high of 35.1% in FY 2012-13.



	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
Total Change	7.2%	2.3%	6.0%	-8.7%	-4.2%	6.2%	4.3%	4.3%	3.1%	0.9%
Oil & Gas	$31,988	$30,130	$31,505	$19,367	$12,794	$15,229	$15,654	$16,169	$14,890	$11,248
Non Oil & Gas	$58,928	$62,873	$67,047	$70,606	$73,372	$76,251	$79,736	$83,319	$87,687	$92,232

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 elimination of Redevelopment Agencies will provide additional property tax revenue for local public agencies, including the County. These revenues began slowly but have continued to grow over the past few years. While these payments can fluctuate the County has budgeted a conservative estimate of $1.8 million from the dissolution of Redevelopment Agencies pursuant to ABx1 26, and $7.5 million 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 the same amount transferred in FY 2020-21.

The following paragraphs describe the components of revenue in detail:

Current Secured, Unsecured, Unitary
Secured Property Tax Revenue makes up approximately $158.2 million of the $173.7 million in the FY 2021-22 "Current Secured, Unsecured, Unitary" budgeted revenue number, slightly higher than FY 2020-21 Adjusted Budget. This reflects a projected increase in assessed valuation of 0.9%.

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 2021-22 revenue estimate is $2.3 million more than the FY 2020-21 Adjusted Budget as a result of the projected increase in assessed valuation of 0.9%.

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.

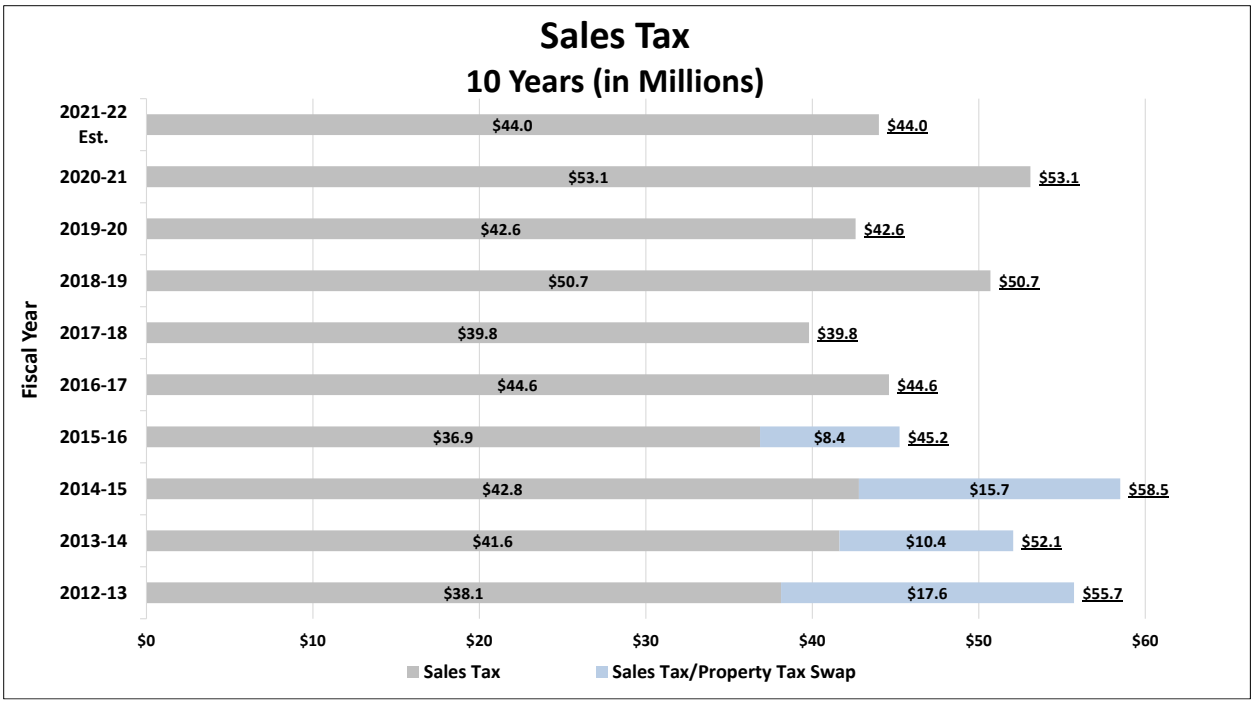
Property Transfer Tax

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 2021-22, which is slightly less than FY 2020-21 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 2021-22, Sales and Use Tax revenue is budgeted at $4.4 million more than FY 2020-21 Adopted Budget. While Sales and Use Tax was impacted by the financial and economic impacts of COVID-19, the impact was less than originally estimated and collections continue to improve. Actual collections in FY 2020-21 totaled $52.3 million, which was $12.7 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 2021-22 ongoing sales tax revenue in the unincorporated area is projected to total $44 million as shown on the table on the next page.



Net Interest Earnings

Net interest earnings for FY 2021-22 are projected at $4.5 million. This is $550,000 more than the FY 2020-21 Adjusted Budget amount.

CWCAP (Countywide Cost Allocation Plan) Revenue

The budgeted CWCAP Revenue amount reflects the recovered allowable costs included in the FY 2021-22 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 $4.9 million from these departments and agencies in FY 2021-22. Cost allocation methodology changes as well as the impact of the Stay-at-Home order affected this revenue category.

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's allocation has fluctuated between $2.5 and $3 million each year from this program since 2008. The County expects to receive $2.9 million in FY 2021-22, which is slightly less than what was received in FY 2020-21.

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 2021-22 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.

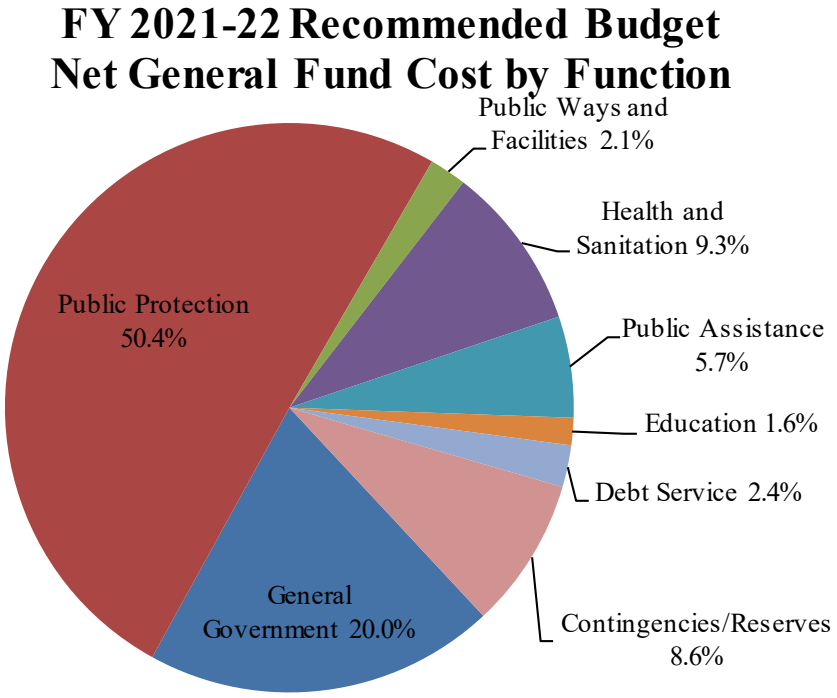
Other Funding Sources

Fund Balance and Reimbursements
The FY 2020-21 year-end fund balance for the General Fund is $87.4 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 $3.3 million of the fund balance is being used towards operations in the FY 2021-22 recommended budget.

Use of Reserves and Designations
The FY 2021-22 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, $6.9 million to replace two 50-years-old helicopters, and $56,750 to provide programs at the homeless shelter. An additional $34.7 million from the infrastructure replacement designation is being reclassified to the Public Safety Communication project designation to cover a portion of the costs not eligible for financing. 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 General Fund Cost

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



The schedule on the following page shows a comparison of FY 2020-21 NGFC and FY 2021-22 recommended NGFC 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 2021-22 Recommended Budget book, as their inclusion would overstate countywide appropriation and revenue on a consolidated basis.

While fiscal constrains continue to govern County programs, most departments will receive approximately the same level in NGFC allocation as FY 2020-21. During FY 2020-21 as a result of the fiscal and economic impacts of COVID-19 and the revenue sources impacted by decrease consumer spending, NGFC allocations were adjusted for most departments. The previous reduction of 7.5% in NGFC was restored for Libraries Parks and Recreations, the Assessor-Recorder, Information Technology Services, Public Defender, and Animal Services. This funding is intended to increase service levels in our Libraries, prevent further maintenance level declines

for County parks and facilities, fund additional positions at the Public Defender's Office to assist the County in meeting the mandate to provide indigent defense representation and support and enhance services such as foster and rescue programs. Additional resources were also provided for Information Technology Services and the Auditor-Controller to maintain staffing to ensure the new enterprise resource planning system for the replacement of Human Resources, Payroll and Finance legacy systems is complete.

Additional NGFC was allocated to the Sherriff's Office to fund seventeen positions and additional body worn cameras associated with gaining compliance with the Department of Justice settlement agreement.

Net County Cost Allocations by Department

Budget Unit	Department Title	2020-21 Recommended Budget			2021-22 Recommended Budget			Change from 2020-21 Recommended Budget to 2021-22 Recommended Budget		
		Requirements	Sources	Net County Cost	Requirements	Sources	Net County Cost	Requirements	Sources	Net County Cost
1011	Board of Supervisors-Dist. 1	$516,748	$0	$516,748	$529,814	$0	$529,814	$13,066	$0	$13,066
1012	Board of Supervisors-Dist. 2	440,107	-	440,107	472,627	-	472,627	32,520	-	32,520
1013	Board of Supervisors-Dist. 3	485,222	-	485,222	519,431	-	519,431	34,209	-	34,209
1014	Board of Supervisors-Dist. 4	493,758	-	493,758	527,732	-	527,732	33,974	-	33,974
1015	Board of Supervisors-Dist. 5	468,316	-	468,316	484,549	-	484,549	16,233	-	16,233
1020	Administrative Office	4,471,277	661,956	3,809,321	4,367,006	318,670	4,048,336	(104,271)	(343,286)	239,015
1030	Clerk of The Board	888,299	75,400	812,899	909,538	90,400	819,138	21,239	15,000	6,239
1040	Special Services	8,406,501	2,059,472	6,347,029	9,775,213	2,139,472	7,635,741	1,368,712	80,000	1,288,712
1110	Auditor-Controller	5,256,186	1,240,890	4,015,296	5,327,948	1,085,401	4,242,547	71,762	(155,489)	227,251
1120	Treasurer-Tax Collector	6,625,897	5,428,544	1,197,353	6,754,896	5,701,863	1,053,033	128,999	273,319	(144,320)
1130	Assessor	10,655,381	3,008,947	7,646,434	10,930,394	2,948,601	7,981,793	275,013	(60,346)	335,359
1160	Information Technology Service	22,046,003	11,694,847	10,351,156	21,553,492	10,917,935	10,635,557	(492,511)	(776,912)	284,401
1210	County Counsel	12,511,650	7,533,231	4,978,419	12,732,827	7,191,422	5,541,405	221,177	(341,809)	562,986
1310	Human Resources	4,503,282	2,026,570	2,476,712	4,708,170	2,198,682	2,509,488	204,888	172,112	32,776
1420	Elections	4,527,314	1,545,760	2,981,554	7,539,909	3,051,166	4,488,743	3,012,595	1,505,406	1,507,189
1610	General Services	19,242,396	5,468,280	13,774,116	20,017,097	4,902,594	15,114,503	774,701	(565,686)	1,340,387
1615	Utility Payments-Div. Gen Serv	15,619,232	4,131,171	11,488,061	15,607,287	4,119,226	11,488,061	(11,945)	(11,945)	-
1640	Construction Serv-Div. Gen Serv	610,029	160,884	449,145	751,343	250,095	501,248	141,314	89,211	52,103
1650	General Srvcs-Major Maint	10,906,694	4,435,341	6,471,353	18,156,449	3,009,697	15,146,752	7,249,755	(1,425,644)	8,675,399
1812	Countywide Communications	1,332,207	225,000	1,107,207	1,266,195	140,500	1,125,695	(66,012)	(84,500)	18,488
1910	Risk Management	4,127,242	4,127,242	-	4,620,628	4,620,628	-	493,386	493,386	-
1960	Capital Projects	-	-	-	634,735	2,128,410	(1,493,675)	634,735	2,128,410	(1,493,675)
	General Government Subtotal:	$134,133,741	$53,823,535	$80,310,206	$148,187,280	$54,814,762	$93,372,518	$14,053,539	$991,227	$13,062,312
2110	Contri-Trial Court Funding	$18,882,400	$8,250,000	$10,632,400	$17,038,419	$7,896,852	$9,141,567	($1,843,981)	($353,148)	($1,490,833)
2120	Local Emergency Relief	290,160	-	290,160	130,841	-	130,841	(159,319)	-	(159,319)
2160	Grand Jury	172,424	-	172,424	172,424	-	172,424	-	-	-
2170	Indigent Defense Services	6,205,000	985,000	5,220,000	7,701,833	2,481,833	5,220,000	1,496,833	1,496,833	-
2180	District Attorney	37,177,893	20,075,259	17,102,634	38,234,605	21,010,377	17,224,228	1,056,712	935,118	121,594
2190	Public Defender	18,690,300	9,034,960	9,655,340	20,035,963	9,735,178	10,300,785	1,345,663	700,218	645,445
2200	Forensic Sciences-Div. of D.A.	7,434,035	1,801,084	5,632,951	8,785,331	3,860,907	4,924,424	1,351,296	2,059,823	(708,527)
2210	Sheriff-Coroner	242,614,487	109,182,619	133,431,868	263,018,107	118,503,594	144,514,513	20,403,620	9,320,975	11,082,645
2340	Probation	92,531,650	58,621,003	33,910,647	96,847,043	63,335,650	33,511,393	4,315,393	4,714,647	(399,254)
2416	Contribution to Fire Fund	7,354,208	-	7,354,208	-	-	-	(7,354,208)	-	(7,354,208)
2610	Ag and Measure Standards	7,996,427	6,139,226	1,857,201	8,266,055	6,259,863	2,006,192	269,628	120,637	148,991
2705	Contribution to Recorder	516,608	475,000	41,608	857,586	850,000	7,586	340,978	375,000	(34,022)
2750	Planning and Natural Resources	12,557,786	9,635,125	2,922,661	13,104,150	10,116,392	2,987,758	546,364	481,267	65,097
2760	Animal Services	7,288,660	2,206,475	5,082,185	7,849,887	2,311,632	5,538,255	561,227	105,157	456,070
	Public Protection Subtotal:	$459,712,038	$226,405,751	$233,306,287	$482,042,244	$246,362,278	$235,679,966	$22,330,206	$19,956,527	$2,373,679
3016	Contribution to Public Works	$9,283,530	$0	$9,283,530	$9,283,534	$0	$9,283,534	$4	$0	$4
3201	Contribution to Airports	394,830	-	394,830	551,364	-	551,364	156,534	-	156,534
	Public Ways and Facilities Subtotal:	$9,678,360	$0	$9,678,360	$9,834,898	$0	$9,834,898	$156,538	$0	$156,538
4110	Public Health	$32,013,900	$26,519,311	$5,494,589	$53,253,625	$47,482,021	$5,771,604	$21,239,725	$20,962,710	$277,015
4127	Contribution to Mental Health	3,046,874	2,066,225	980,649	3,979,341	2,998,692	980,649	932,467	932,467	-
4134	Contrib. to Environmental Health	87,830	87,830	-	99,106	99,106	-	11,276	11,276	-
4202	KMC-County Contribution	37,089,298	360,000	36,729,298	36,924,298	360,000	36,564,298	(165,000)	-	(165,000)
4300	California Children Services	8,741,251	8,300,710	440,541	8,167,196	7,738,171	429,025	(574,055)	(562,539)	(11,516)
	Health and Sanitation Subtotal:	$80,979,153	$37,334,076	$43,645,077	$102,423,566	$58,677,990	$43,745,576	$21,444,413	$21,343,914	$100,499
5121	Contribution for Human Services	$16,858,491	$1,556,451	$15,302,040	$15,804,064	$1,618,268	$14,185,796	($1,054,427)	$61,817	($1,116,244)
5125	Contrib. for Human Services Aid	98,435,056	82,251,708	16,183,348	96,877,921	87,194,573	9,683,348	(1,557,135)	4,942,865	(6,500,000)
5510	Veterans' Service	1,394,389	408,211	986,178	1,300,282	333,403	966,879	(94,107)	(74,808)	(19,299)
5611	Contribution for Aging and Adult	1,450,190	789,538	660,652	1,447,794	820,896	626,898	(2,396)	31,358	(33,754)
5810	IHSS-County Contribution	11,259,264	10,004,694	1,254,570	11,709,632	10,315,075	1,394,557	450,368	310,381	139,987
5923	Employers Trng Resource-Adm	19,782,216	19,782,216	-	19,951,189	19,951,189	-	168,973	168,973	-
5940	Community Development Prog.	1,812,397	1,812,397	-	3,229,219	3,229,219	-	1,416,822	1,416,822	-
	Public Assistance Subtotal:	$150,992,003	$116,605,215	$34,386,788	$150,320,101	$123,462,623	$26,857,478	($671,902)	$6,857,408	($7,529,310)
6210	Library	$6,601,138	$284,163	$6,316,975	$9,050,505	$2,242,240	$6,808,265	$2,449,367	$1,958,077	$491,290
6310	Farm & Home Advisor	466,805	150	466,655	463,109	80	463,029	(3,696)	(70)	(3,626)
	Education Subtotal:	$7,067,943	$284,313	$6,783,630	$9,513,614	$2,242,320	$7,271,294	$2,445,671	$1,958,007	$487,664
8120	Debt Service - General Fund	$11,826,177	$488,257	$11,337,920	$11,650,350	$486,906	$11,163,444	($175,827)	($1,351)	($174,476)
	Debt Service Subtotal:	$11,826,177	$488,257	$11,337,920	$11,650,350	$486,906	$11,163,444	($175,827)	($1,351)	($174,476)
	DEPARTMENT SUBTOTAL	**$854,389,415**	**$434,941,147**	**$419,448,268**	**$913,972,053**	**$486,046,879**	**$427,925,174**	**$59,582,638**	**$51,105,732**	**$8,476,906**

Net County Cost Allocations by Department – Continued

Budget Unit	Department Title	2020-21 Recommended Budget			2021-22 Recommended Budget			Change from 2020-21 Recommended Budget to 2021-22 Recommended Budget		
		Requirements	Sources	Net County Cost	Requirements	Sources	Net County Cost	Requirements	Sources	Net County Cost
1970	Appropriations for Contingencies	$9,063,884		$9,063,884	$7,572,563		$7,572,563	($1,491,321)	$0	($1,491,321)
	Desig-Renewbiz			-	652,269		652,269	652,269	-	$652,269
	Desig-Blight Remediation			-	500,000		500,000	500,000	-	$500,000
	Desig-Retirement		6,521,000	(6,521,000)	15,127,435	6,521,000	8,606,435	15,127,435	-	15,127,435
	Desig-Infrastructure Replacement	18,749,314		18,749,314	-	34,761,607	(34,761,607)	(18,749,314)	34,761,607	(53,510,921)
	Design- Road Improvements	400,000		400,000	400,000		400,000	-	-	$0
	Desig-Info Technology Projects	532,219		532,219	-		-	(532,219)	-	($532,219)
	Desig-Sheriff's Aircraft			-		6,900,000	(6,900,000)	-	6,900,000	($6,900,000)
	Desig- Jail Operations		3,712,000	(3,712,000)			-	-	(3,712,000)	3,712,000
	Desig-Westarz EOA			-	205,781		205,781	205,781	-	205,781
	Desig-Oildale EOA			-	280,894		280,894	280,894	-	$280,894
	Desig-Lost Hills EOA			-	592,606		592,606	592,606	-	$592,606
	Desig-Arvin Lamont EOA			-	289,734		289,734	289,734	-	$289,734
	Desig-Homelessness/Low Barrier Housing			-		56,750	(56,750)	-	56,750	($56,750)
	Desig-Coroner Facility				7,701,967		7,701,967	7,701,967	-	$7,701,967
	Desig-Public Safety Communication System				54,964,775		54,964,775	54,964,775	-	$54,964,775
	Contingencies and Reserves Subtotal:	$28,745,417	$10,233,000	$18,512,417	$88,288,024	$48,239,357	$40,048,667	$59,542,607	$38,006,357	$21,536,250
TOTAL COUNTYWIDE COSTS:		**$883,134,832**	**$445,174,147**	**$437,960,685**	**$1,002,260,077**	**$534,286,236**	**$467,973,841**	**$119,125,245**	**$89,112,089**	**$30,013,156**

The Total Countywide Costs line shown above reflects a Net County Cost increase overall of $30 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 2020-21 Adopted Budget	FY 2020-21 Approved Contributions/(Uses)	FY 2020-21 Adjusted Budget	FY 2021-22 Recommended Budget
Mandatory Contingencies (1% of Locally Funded Appropriation)	$4,000,000	$975,235	$4,975,235	$4,000,000
Uncertainties Contingencies	500,000		500,000	500,000
Other Specific Purpose Contingencies	4,563,884	(477,867)	4,086,017	3,072,563
Total Contingencies	**$9,063,884**	**$497,368**	**$9,561,252**	**$7,572,563**

FY 2021-22 1% Locally Funded Appropriation for Contingencies

The minimum base allocation to the 1% Locally Funded Appropriation for Contingencies is $3,805,437, based on projected locally funded appropriation of $380.5 million. The amount budgeted for FY 2021-22 is $4,000,000.

FY 2021-22 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 2021-22 Other Specific Purpose Contingencies

In addition to the standard general purpose contingencies identified above, the recommended budget includes $3,072,563 in the following specific set asides:

- $1,325,000 for Sheriff Academy costs for FY 2021-22.
- $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.
- $250,000 has been included for additional staffing for the Mobile Evaluation Team (MET) at Behavioral Health and Recovery Service. The MET is dispatched by law enforcement when a mental health crisis is identified in the community.

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.

		6/30/2020	Approved FY 2020-21		6/30/2021	Recommended FY 2021-22		6/30/2022
	Account	Ending Balance	Contributions	Uses	Ending Balance	Contributions	Uses	Estimated Balance
Reserve - General Purpose	2134	$40,000,000			$40,000,000			$40,000,000
Reserve - Tax Litigation	2136	5,765,274			5,765,274			5,765,274
Designation - Working Capital	2150	26,452,848			26,452,848			26,452,848
Designation - East Kern Revitalization Area	2152	1,895,172			1,895,172	652,269		2,547,441
Designation - Countywide Blight Remediation	2153	384,000		(384,000)	-	500,000		500,000
Designation - Retirement	2155	33,054,641		(6,521,000)	26,533,641	15,127,435	(6,521,000)	35,140,076
Designation - Infrastructure Replacement (Wind)	2156	11,247,293	23,864,314	(350,000)	34,761,607		(34,761,607)	-
Designation - Public Safety Recruitment/Retention	2157	2,000,000		(267,000)	1,733,000			1,733,000
Designation - Homelessness - Low Barrier Housing	2158	56,751			56,751		(56,751)	-
Designation - Arvin/Lamont (EOA)	2159	21,811			21,811	289,734		311,545
Designation - Fire Station 64 Replacement	2166	355,000			355,000			355,000
Designation - Road Improvements	2170	2,000,000	400,000		2,400,000	400,000		2,800,000
Designation - Oildale (EOA)	2174	674,328		(10,041)	664,287	280,894		945,181
Designation - Lost Hills (EOA)	2175	1,460,656		(150,000)	1,310,656	592,606		1,903,262
Designation - KMC Working Capital	2178	25,876,207		(6,053,138)	19,823,069			19,823,069
Designation - Information Technology Projects	2179	4,645,806	532,219		5,178,025			5,178,025
Designation - Sheriff's Aircraft	2180	1,338,690	5,591,885		6,930,575		(6,900,000)	30,575
Designation - WESTARZ (EOA)	2181	1,150,052			1,150,052	205,781		1,355,833
Designation - Jail Operations	2182	4,674,803		(3,712,000)	962,803			962,803
Designation - Parks Capital Improvements	2189	3,370,000			3,370,000			3,370,000
Designation- Coroner Facility	2200	-	29,141,959		29,141,959	7,701,967		36,843,926
Designation - Public Safety Communication System	2201	-			-	54,964,775		54,964,775
TOTAL		$166,423,332	$59,530,377	($17,447,179)	$208,506,530	$80,715,461	($48,239,358)	$240,982,633

FY 2020-21 Contributions

The County's reserve policy requires a General Purpose reserve targeted at 10% of locally funded appropriation. For FY 2020-21, the balance in the General-Purpose reserve was 10.6% 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, 2021 was 14.7% of the contingent liability of property tax assessment appeals, meeting the target goal of 10%.

Other contributions made to designations were as follows:

- $23,864,314 contribution to the Infrastructure Replacement designation. The county has numerous facilities that are in need of replacement. Of particular importance is the replacement of the countywide public safety communication system which the County is working on for next fiscal year. This is a significant needed investment in public safety and emergency response capabilities.
- $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.

- $5,591,885 contribution to the Sheriff's Aircraft for replacement of two 50-year-old helicopters.
- $29,141,959 contribution to the Coroner Facility for purchase of the leased facility at the County's first opportunity which will minimize operating costs.

FY 2020-21 Uses

- $384,000 use of the Blight Remediation designation for abatement activities during FY 2020-21.
- $6,521,000 use of the Retirement designation to offset pension costs for Public Safety departments.
- $350,000 for the deposit required for the lease of the Coroner Facility.
- $267,000 use or the payment of sign-on bonus for sworn staff at the Sheriff's Office to ensure recruitment and retention of qualified staff.
- $10,041 use for improvements and clean up efforts in the Oildale Economic Opportunity Area.
- $150,000 use for a pedestrian path in the Lost Hill Economic Opportunity Area.
- $6,053,138 use of the Kern Medical Working Capital designation to pay prior year Medicare and 1115 Waiver liabilities associated with cost reports settlements.
- $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.

FY 2021-22 Recommended Contributions and Uses

For FY 2021-22, the balance of the General-Purpose reserve is $40,000,000, or 10.7% of locally funded appropriation of $380,543,768. No contribution to the General-Purpose reserve is recommended. The recommended budget also includes:

- $652,269 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.
- $8,606,435 net increase to the Retirement designation after the use of $6,521,000 to offset pension costs for Public Safety departments and $15,127,435 contribution to offset future years retirement cost increases resulting from the phase-in the contribution rates for safety members.
- $56,751 use to provide programs at the Homeless – Low Barrier Navigation Center.
- $289,734 contribution of property tax increment to the Arvin/Lamont Economic Opportunity Area.
- $400,000 contribution for the Road Improvements designation for road improvement funding per the mitigation agreement with Clean Harbors, Inc.
- $280,894 contribution of property tax increment to the Oildale Economic Opportunity Area.

- $592,606 contribution of property tax increment to the Lost Hills Economic Opportunity Area.
- $6.9 million use of the Sheriff Aircraft designation for the replacement of two 50-year-old helicopters.
- $205,781 contribution of property tax increment to the WESTARZ Economic Opportunity Area.
- $7,701,967 contribution to the Coroner Facility for the first three years of lease payments for the facility.
- $20,203,168 net increase in the Public Safety Communication System designation after the transfer of $34.7 million from the infrastructure replacement designation. The designation will be used to cover a portion of the costs not eligible for financing.

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Long-term Financial Planning

Long-term financial 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 develops a five-year 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.

Summary of the County's Five-Year Financial Forecast

TABLE 1
FIVE-YEAR FINANCIAL FORECAST
CHANGE IN GENERAL FUND ONGOING REVENUE AND COSTS
FISCAL YEARS 2021-22 THROUGH 2025-26

	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
Ongoing Revenue Sources:					
Discretionary Revenue	$9,994,203	$5,938,686	$5,834,265	$5,952,059	$4,696,251
Total Revenue Change	**$9,994,203**	**$5,938,686**	**$5,834,265**	**$5,952,059**	**$4,696,251**
Ongoing Cost Changes:					
Retirement with Pension Obligation Bonds	($1,188,250)	$8,606,858	($6,317,658)	($3,663,644)	($1,681,938)
Strategic Pension Plan Backfill - Safety	($6,521,000)				
Prior Year use of one-time for ongoing mitigation	(5,208,649)	(3,333,635)			
County's Cost for gaining compliance with Department of Justice Settl	(3,068,979)				
Funding for critical staff at various departments	(3,365,252)				
Coroner Facility Cost Increases	(200,000)				
Court Maintenance of Effort cost increases	(296,708)				
Total Change in Costs	**($19,848,838)**	**$5,273,223**	**($6,317,658)**	**($3,663,644)**	**($1,681,938)**
Annual (Deficit)/Surplus	**($9,854,635)**	**$11,211,909**	**($483,393)**	**$2,288,415**	**$3,014,313**
Balancing Mitigation:					
Fund Balance Carry-forward for operations	$ 3,333,635				
Use of Reserves/Designations for operations	6,521,000				
Net Department Adjustments	-				
Percent of Net County Cost Reduction	0.0%				
Estimated Net Annual (Deficit)/Surplus	**$ (0)**	**$ 11,211,909**	**$ (483,393)**	**$2,288,415**	**$ 3,014,313**

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 County's spending flexibility is hindered by limited resources. Recognizing the need to address the most urgent priorities including public safety, mitigating homelessness, investing in parks and infrastructure, and maintaining essential services the FY 2021-22 uses $9,854,635 in one-time resources to address those needs.

While the forecast reflects revenues increasing the next four years, primarily by the anticipated 2% growth in property tax related revenue from residential and commercial values, the overall revenue continues to be impacted by the evolving state polices, regulations and mandates, including the solar tax exclusion that have cost the County $103 million over the past ten years alone and the continued decline in property tax related to oil and gas assessed values. In addition, while we are seeing a steady path to recovery form the impacts of the pandemic on sales taxes, we are conservatively projecting sales tax growth at 3% annually. The County is in the process of reviewing all cost-based fees, some of which have not been updated in over 10 years.

The County continues 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 escalated through FY 2021-22, at which time one of the Pension Obligation Bonds issuances will be fully paid as reflected by the $8.6 million decline in the Retirement with Pension Obligation Category. Despite this cost reduction in FY 2022-23, it is anticipated that the retirement cost will continue to escalate particularly for safety employees. The County established a Retirement designation to set aside funds to pay for the budgetary annual increases, thereby minimizing service level impacts. An additional $7 million is included in the FY 2021-22 Recommended Budget to be used in future years.

Most of the 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, for FY 2021-22 the annual deficit of $9.8 million is resolved using fund balance at June 30, 2021, and the use of the Retirement designation.

Mitigating Future Challenges

The County as many governmental entities must balance the demand for services and unavoidable cost increases with the amount of revenue available, the needs of the community and our strategic goals of enhancing the quality of life for residents, developing, and growing a thriving, resilient regional economy. Recognizing the County's limited authority to raise revenue, the County has strategically set aside one-time funds. In accordance with County reserve policies, the use of these resources for ongoing operations can only be considered in the context of a multi-year mitigation plan. It is anticipated that future deficits will need to be addressed through a combination of program cost reductions, increases in revenue and the strategic use of the available one-time resources including the retirement designation.

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 2020-21 Adopted Budget included $6.5 million of discretionary General Fund resources for Major Maintenance projects. The FY 2021-22 Recommended Budget includes $15.1 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 2021-22 Recommended Budget does not include any discretionary General Fund resources for new capital projects.

Significant FY 2020-21 Debt Related Actions

In November of 2020 the County entered into two equipment lease/purchase agreements to finance the acquisition and outfitting of law enforcement patrol vehicles and fire apparatus. The financing agreements have principal amounts of $4,500,000 each, for a combined total of $9 million. The first agreement has an end date in May of 2025, and the second has an end date in May of 2030. The financing terms match the anticipated useful life of the financed equipment.

Anticipated FY 2021-22 Debt Related Actions

The County is evaluating options for 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 will come from the resources of the Behavioral Health and Recovery Services Department, and should not require any permanent General Fund resources.

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, 2021, the County's long-term obligations include debt issued to finance, partially finance, or refinance 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		
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	$150,461,668	$113,078,475	$67,690,000	$19,875,494	$351,105,637	$3,529,424	$266,964	$354,902,025	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		
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	$4,144,601	$24,140,399	$96,317,067	$76,531,714	$50,000,000	$12,406,363	$263,540,143	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		
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
Totals	$67,690,000	$19,875,494	$87,565,494	Totals

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		
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
Totals	$3,529,424	$266,964	$3,796,388	Totals

Other Long-Term Debt

The County has an outstanding principal amount of $1,659,176 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 $411,596 in FY 2021-22. 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, 2021 was $2,654,174. Annual debt service on this obligation is $486,906 in FY 2021-22 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, 2021 the outstanding principal on the loan was $5,865,000. The budgeted payment for FY 2021-22 is $658,444, 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, 2021, the County had seven outstanding lease obligations for equipment. The outstanding principal balance as of June 30, 2021 of those lease obligations was $23,519,730. 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. Each year the County reviews and determines if additional release of designations from the retirement designation is appropriate. In aggregate, required debt service expenditures are anticipated to drop in FY 2022-23 after the 1995 pension obligation bonds have been paid off. The County will see another decline in FY 2028-29 when all pension obligation bonds have been 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):

Fiscal Year	Assessed Valuation	Legal Debt Limit	Bonded Debt	Legal Debt Margin
2020-21	$101,878,317	$5,093,916	$0	$5,093,916

Source: Auditor-Controller

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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 – Chief Administrative Officer:
The Chief Administrative Officer (Section 2.12.010) shall be appointed by and serve at the pleasure of the Board of Supervisors (Section 2.12.010) and shall perform all duties listed in Kern County, California Municipal Code County Section 2.12.020 in accordance with the provisions of California state laws, county ordinances, and the policies and orders of the Board of Supervisors. County Code Section 2.12.020.C establishes the duty of the Chief Administrative Officer to supervise the financial affairs, policies, and procedures of the county including budget preparation, process, development, hearings, adoption by the Board of Supervisors, review, reporting, and management.

Section 2.12.030 establishes 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 Chief Administrative Officer and to assist the Chief Administrative Officer in the performance of his or her duties and responsibilities. All parties previously mentioned shall make available to the Chief Administrative Officer any and all records in their possession or control which the Chief Administrative Officer may determine necessary to enable performance of his or her duties and responsibilities unless otherwise prevented under the laws of the state of California.

Section 2.12.030 establishes the limits of the Chief Administrative Officer's authority.

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 Annual Comprehensive Financial Report (ACFR), 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 ACFR 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 2021-22 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.

The Budget Planning and Process Cycle can be found in the County Budget Overview section of the Fiscal Year 2021-22 Recommended Budget. Department heads are urged to plan in conformance with the general budget cycle so that their annual budget requests can be submitted and reviewed in a complete and timely manner. The Chief 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 Chief 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.

- *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 sand 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 that 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.

Board of Supervisors – First District

Supervisor: Phillip Peters, 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.

Summary of Expenditures and Revenue

	FY 2019-20	FY 2020-21		FY 2021-22		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	$448,624	$417,639	$408,825	$411,330	$411,330	$447,035
Services and Supplies	22,261	22,763	39,122	23,993	23,993	23,993
Other Financing Uses	0	76,346	0	0	0	58,786
TOTAL EXPENDITURES	**$470,885**	**$516,748**	**$447,947**	**$435,323**	**$435,323**	**$529,814**
REVENUE:						
Miscellaneous	$99	$0	$12	$0	$0	$0
Other Financing Sources:						
CARES Act	40,364	0	500	0	0	0
TOTAL REVENUE	**$40,463**	**$0**	**$512**	**$0**	**$0**	**$0**
Less Available BSI *	$0	$76,346	$0	$0	$0	$58,786
NET GENERAL FUND COST	**$430,422**	**$440,402**	**$447,435**	**$435,323**	**$435,323**	**$471,028**
BSI Ending Balance *	$76,346	N/A	$56,346	N/A	N/A	N/A

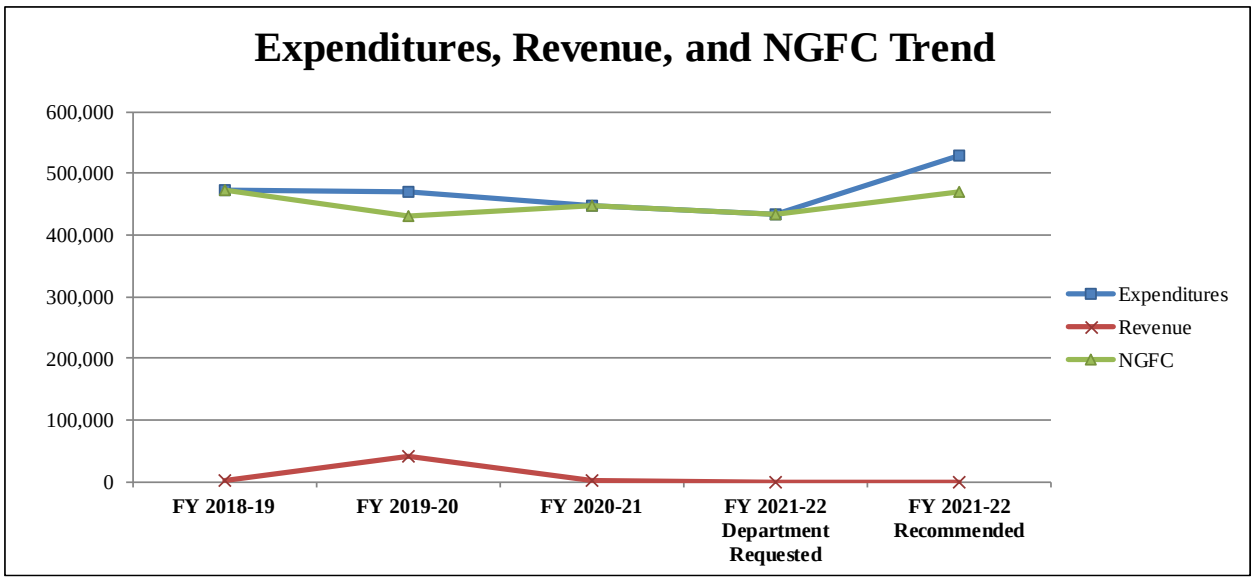
* BSI = Budget Savings Incentives

Major Expenditures and Revenue in FY 2021-22 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.

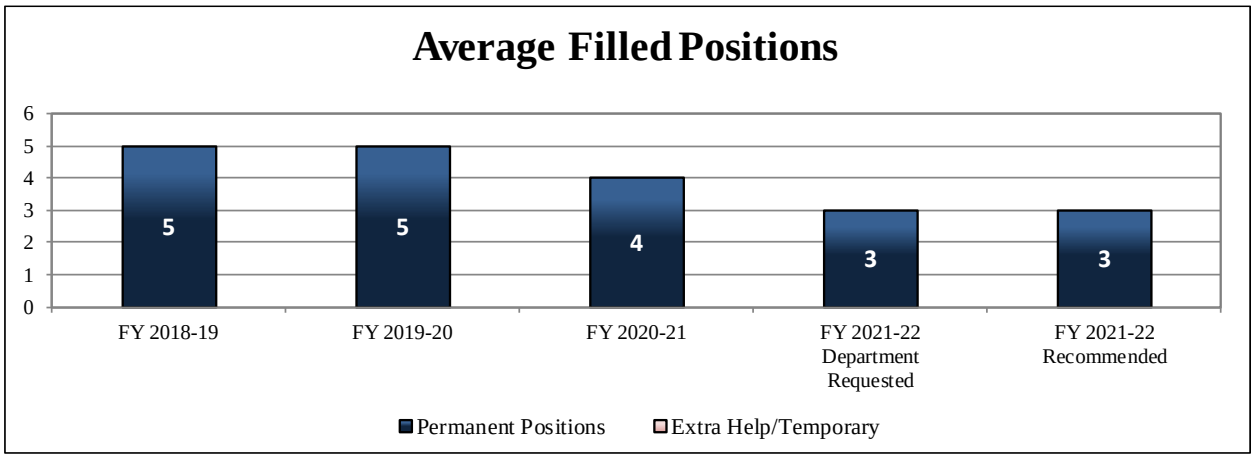
Budget Changes and Operational Impacts

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.



Staffing Changes and Operational Impacts

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



4-Year Staffing Trend

	Actual			Department Requested	Recommended
	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	
AVERAGE FILLED POSITIONS					
Permanent Positions	5	5	4	3	3
Extra Help/Temporary	0	0	0	0	0
Total Positions	**5**	**5**	**4**	**3**	**3**
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	4	4	4	N/A	N/A
Extra Help/Temporary (FTE)	0	0	1	N/A	N/A
Total Positions	**4**	**4**	**5**	**N/A**	**N/A**
SALARIES & BENEFITS	**$447,630**	**$448,624**	**$408,825**	**$411,330**	**$447,035**

Summary of Authorized Positions

The department has five authorized permanent positions, of which three full-time positions have been budgeted to be filled during FY 2021-22 as indicated below.

Division	Authorized	Additions	Deletions	Requested Total	Filled	Vacant	Total
Administration	5	0	0	5	3	2	5
Total	5	0	0	5	3	2	5

Administration

	Classification
1	Supervisor
4	Supervisor's 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 2019-20	FY 2020-21		FY 2021-22		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	$418,474	$421,714	$413,099	$412,270	$412,270	$447,851
Services and Supplies	15,373	17,115	15,757	22,608	22,608	22,608
Other Financing Uses	0	1,278	0	0	0	2,168
TOTAL EXPENDITURES	**$433,847**	**$440,107**	**$428,856**	**$434,878**	**$434,878**	**$472,627**
REVENUE:						
Other Financing Sources:						
CARES Act	$2,072	$0	$150	$0	$0	$0
TOTAL REVENUE	**$2,072**	**$0**	**$150**	**$0**	**$0**	**$0**
Less Available BSI *	$0	$1,278	$0	$0	$0	$2,168
NET GENERAL FUND COST	**$431,775**	**$441,385**	**$428,706**	**$434,878**	**$434,878**	**$474,795**
BSI Ending Balance *	$1,278	N/A	$1,278	N/A	N/A	N/A

* BSI = Budget Savings Incentives

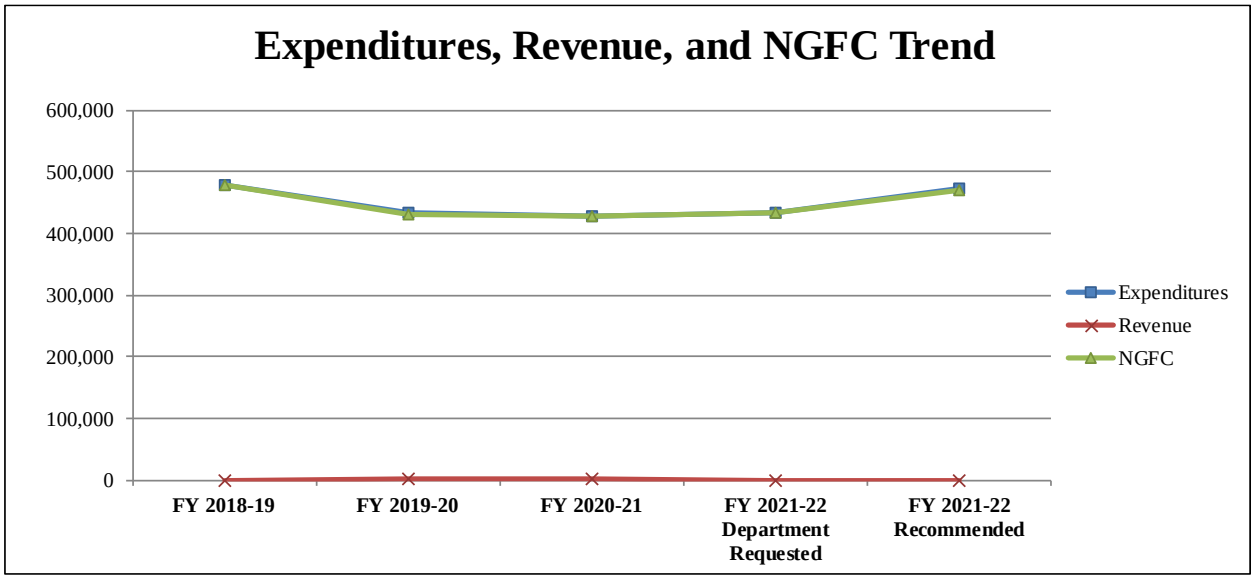
Major Expenditures and Revenue in FY 2021-22 Recommended Budget

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

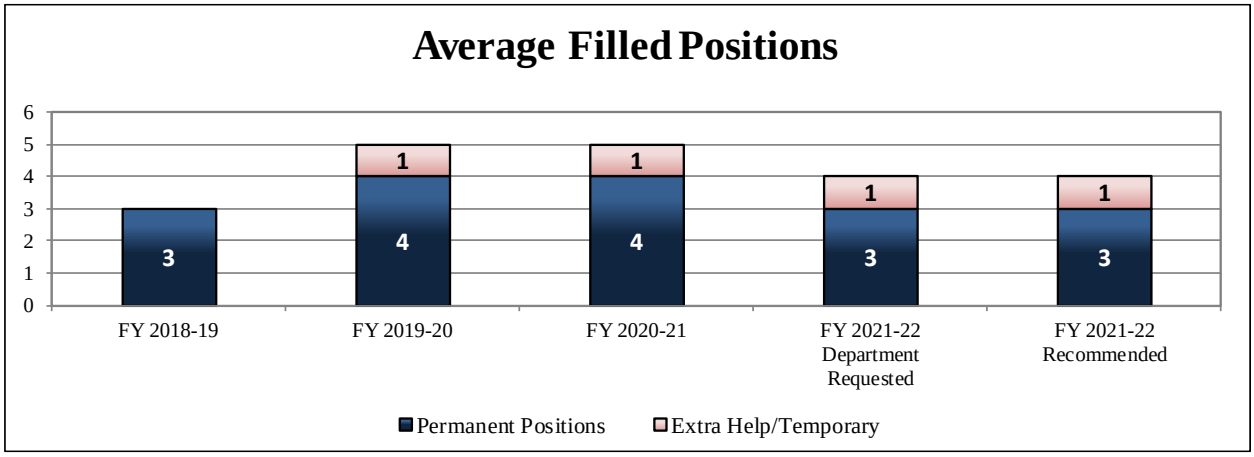
The recommended budget provides adequate resources to assist the Supervisor in performing the various duties and functions required of the governing body. The department is currently authorized five permanent positions. The recommended budget provides the department funding for two full-time positions and two part-time positons, of which one is extra help. The department will leave two permanent positions vacant in order to meet Net General Fund Cost.

FY 2019-20 and 2020-21 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 Requested	Recommended
	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	
AVERAGE FILLED POSITIONS					
Permanent Positions	3	4	4	3	3
Extra Help/Temporary	0	1	1	1	1
Total Positions	**3**	**5**	**5**	**4**	**4**
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	3	4	4	N/A	N/A
Extra Help/Temporary (FTE)	0	1	1	N/A	N/A
Total Positions	**3**	**5**	**5**	**N/A**	**N/A**
SALARIES & BENEFITS	**$462,024**	**$418,474**	**$413,099**	**$412,270**	**$447,851**

Summary of Authorized Positions

The department has five authorized permanent positions, of which two full-time and one part-time positions have been budgeted to be filled during FY 2021-22 as indicated below. The department will utilize one extra help position.

Division	Authorized	Additions	Deletions	Requested Total	Filled	Vacant	Total
Administration	5	0	0	5	3	2	5
Total	5	0	0	5	3	2	5

Administration

	Classification
1	Supervisor
4	Supervisor's Field Representative I/II/III/IV/V/VI
5	**Requested Total**



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Board of Supervisors – Third District

Supervisor: Mike Maggard, Elected
Fund: General
Budget Unit: 1013

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 2019-20	FY 2020-21		FY 2021-22		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	$383,221	$421,759	$391,578	$417,110	$417,110	$452,787
Services and Supplies	12,598	18,263	13,772	18,483	18,483	18,483
Other Financing Uses	0	45,200	0	0	0	48,161
TOTAL EXPENDITURES	**$395,819**	**$485,222**	**$405,350**	**$435,593**	**$435,593**	**$519,431**
REVENUE:						
Other Financing Sources:						
CARES Act	$3,941	$0	$600	$0	$0	$0
TOTAL REVENUE	**$3,941**	**$0**	**$600**	**$0**	**$0**	**$0**
Less Available BSI *	$0	$45,200	$0	$0	$0	$48,161
NET GENERAL FUND COST	**$391,878**	**$440,022**	**$404,750**	**$435,593**	**$435,593**	**$471,270**
BSI Ending Balance *	$45,200	N/A	$45,200	N/A	N/A	N/A

* BSI = Budget Savings Incentives

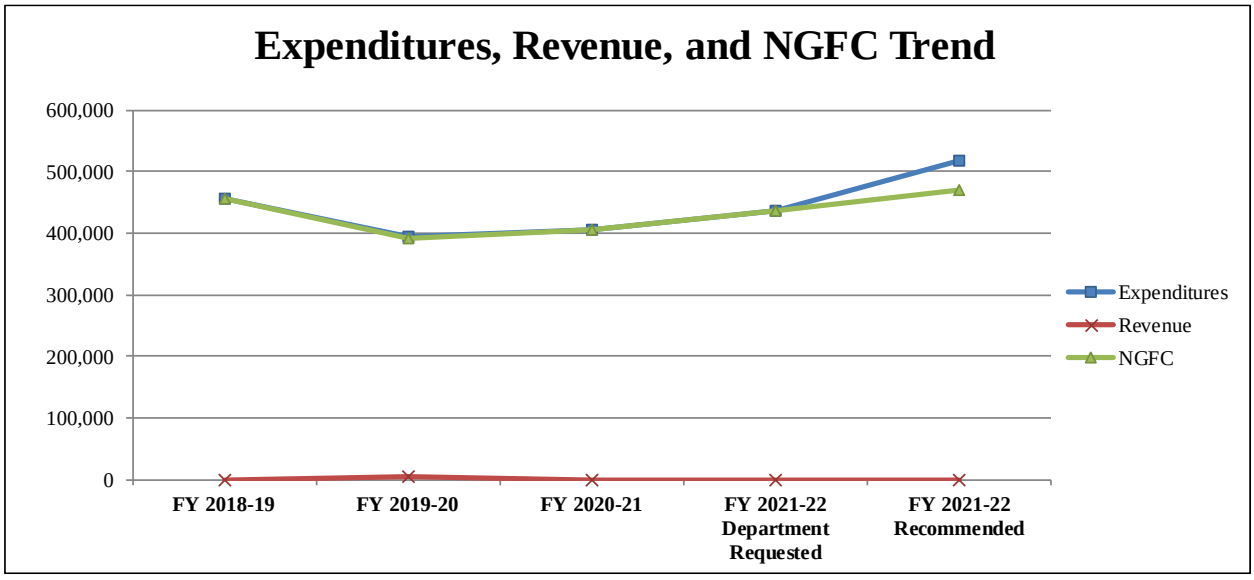
Major Expenditures and Revenue in FY 2021-22 Recommended Budget

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

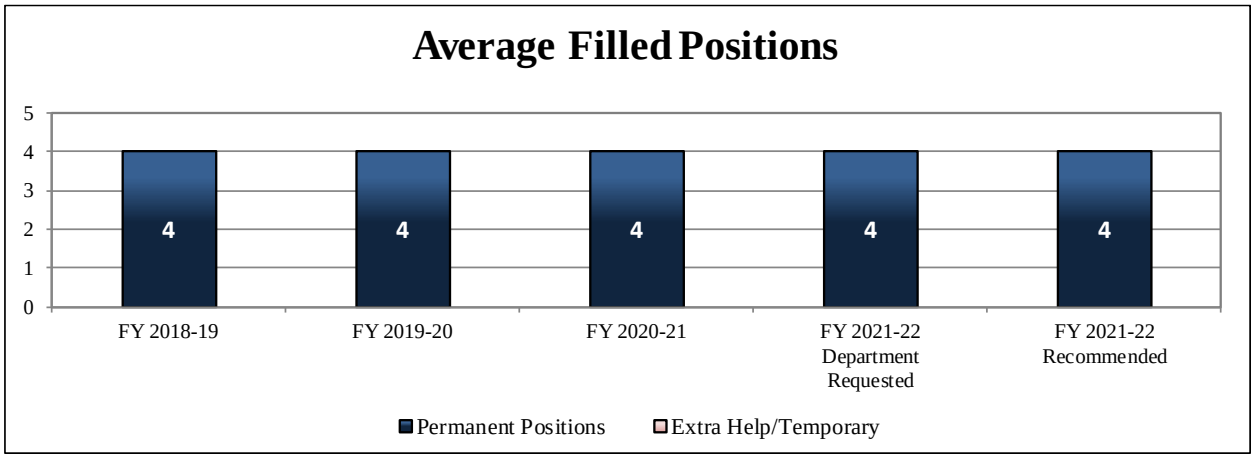
The recommended budget provides adequate resources to assist the Supervisor in performing the various duties and functions required of the governing body. The recommended budget provides the department funding for two full-time and two part-time positions.

FY 2019-20 and FY 2020-21 actual revenue include reimbursement from the CARES Act funding to address the Novel Coronavirus pandemic.



Staffing Changes and Operational Impacts

The recommended budget includes the addition of one (1) Supervisors Field Representative Aide part-time position. In order to meet NGFC, the department will hold one (1) Supervisor Field Representative I/II/III/IV/V/VI vacant and unfunded.



4-Year Staffing Trend

	Actual			Department Requested	Recommended
	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	
AVERAGE FILLED POSITIONS					
Permanent Positions	4	4	4	4	4
Extra Help/Temporary	0	0	0	0	0
Total Positions	**4**	**4**	**4**	**4**	**4**
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	4	4	4	N/A	N/A
Extra Help/Temporary (FTE)	0	0	0	N/A	N/A
Total Positions	**4**	**4**	**4**	**N/A**	**N/A**
SALARIES & BENEFITS	**$442,333**	**$383,221**	**$391,578**	**$417,110**	**$452,787**

Summary of Authorized Positions

The recommended budget includes five authorized positions, of which two full-time and two part-time positions have been budgeted to be filled during FY 2021-22 as indicated below.

Division	Authorized	Additions	Deletions	Requested Total	Filled	Vacant	Total
Administration	4	1	0	5	4	1	5
Total	4	1	0	5	4	1	5

Administration

	Classification
1	Supervisor
3	Supervisor's Field Representative I/II/III/IV/V/VI
4	**Current Total**
	Additions/(Deletions)
1	Supervisor's Field Representative Aide
5	**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 2019-20	FY 2020-21		FY 2021-22		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	$435,522	$423,284	$414,229	$418,846	$418,846	$454,676
Services and Supplies	18,447	18,623	17,307	19,603	19,603	19,603
Other Financing Uses	0	51,851	0	0	0	53,453
TOTAL EXPENDITURES	**$453,969**	**$493,758**	**$431,536**	**$438,449**	**$438,449**	**$527,732**
REVENUE:						
Miscellaneous	$8,000	$0	$0	$0	$0	$0
Other Financing Sources:						
CARES Act	12,661	0	1,625	0	0	0
TOTAL REVENUE	**$20,661**	**$0**	**$1,625**	**$0**	**$0**	**$0**
Less Available BSI *	$0	$51,851	$0	$0	$0	$53,453
NET GENERAL FUND COST	**$433,308**	**$545,609**	**$429,911**	**$438,449**	**$438,449**	**$581,185**
BSI Ending Balance *	$51,851	N/A	$51,851	N/A	N/A	N/A

* BSI = Budget Savings Incentives

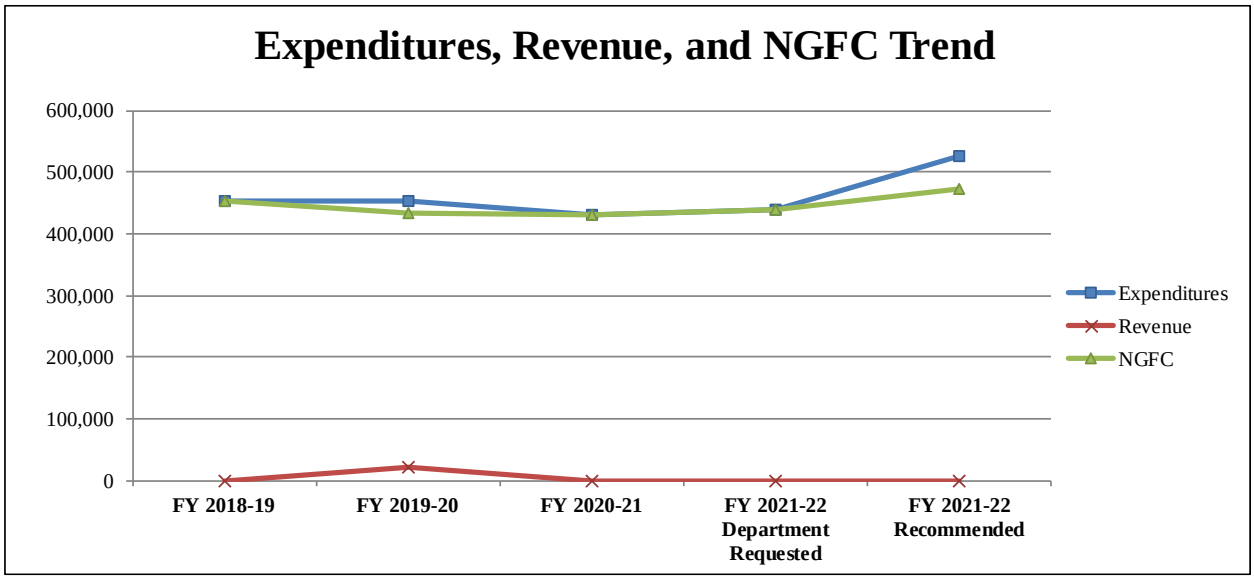
Major Expenditures and Revenue in 2021-22 Recommended Budget

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

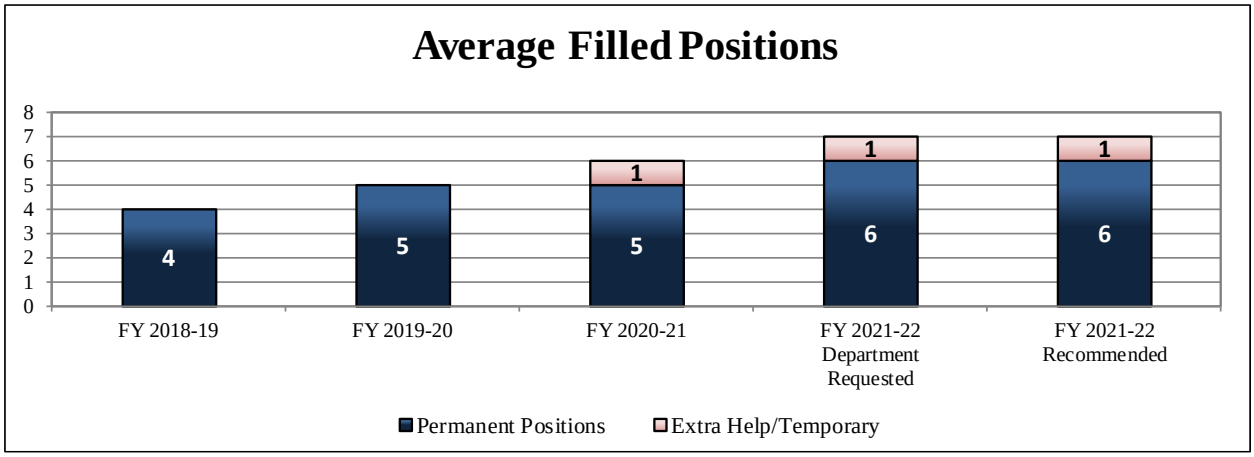
The recommended budget provides adequate resources to assist the Supervisor in performing the various duties and functions required of the governing body. The budget provides the department with funding for six authorized positions, of which five are part-time positions.

FY 2019-20 and FY 2020-21 actual include 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 during FY 2019-20 to sponsor recreational activities including movies in the park in the supervisorial district. No revenue is anticipated for FY 2021-22.



Staffing Changes and Operational Impacts

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



4-Year Staffing Trend

	Actual			Department Requested	Recommended
	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	
AVERAGE FILLED POSITIONS					
Permanent Positions	4	5	5	6	6
Extra Help/Temporary	0	0	1	1	1
Total Positions	**4**	**5**	**6**	**7**	**7**
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	4	4	4	N/A	N/A
Extra Help/Temporary (FTE)	0	0	1	N/A	N/A
Total Positions	**4**	**4**	**5**	**N/A**	**N/A**
SALARIES & BENEFITS	**$436,018**	**$435,522**	**$414,229**	**$418,846**	**$454,676**

Summary of Authorized Positions

The department currently has six authorized permanent positions, of which all have been budgeted to be filled during FY 2021-22 as indicated below. Five permanent authorized positions are part-time.

Division	Authorized	Additions	Deletions	Requested Total	Filled	Vacant	Total
Administration	6	0	0	6	6	0	6
Total	6	0	0	6	6	0	6

Administration

	Classification
1	Supervisor
5	Supervisor's Field Representative I/II/III/IV/V/VI
6	**Requested Total**

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Board of Supervisors – Fifth District

Supervisor: Leticia Perez, Elected
Fund: General
Budget Unit: 1015

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 2019-20	FY 2020-21		FY 2021-22		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	$454,386	$421,397	$437,820	$418,550	$418,550	$454,080
Services and Supplies	14,180	16,813	12,964	14,433	14,433	14,433
Other Financing Uses	0	30,106	0	0	0	16,036
TOTAL EXPENDITURES	**$468,566**	**$468,316**	**$450,784**	**$432,983**	**$432,983**	**$484,549**
REVENUE:						
Other Financing Sources:						
CARES Act	$4,939	$0	$150	$0	$0	$0
TOTAL REVENUE	**$4,939**	**$0**	**$150**	**$0**	**$0**	**$0**
Less Available BSI *	$0	$30,106	$0	$0	$0	$16,036
NET GENERAL FUND COST	**$463,627**	**$438,210**	**$450,634**	**$432,983**	**$432,983**	**$468,513**
BSI Ending Balance *	$30,106	N/A	$15,106	N/A	N/A	N/A

* BSI = Budget Savings Incentives

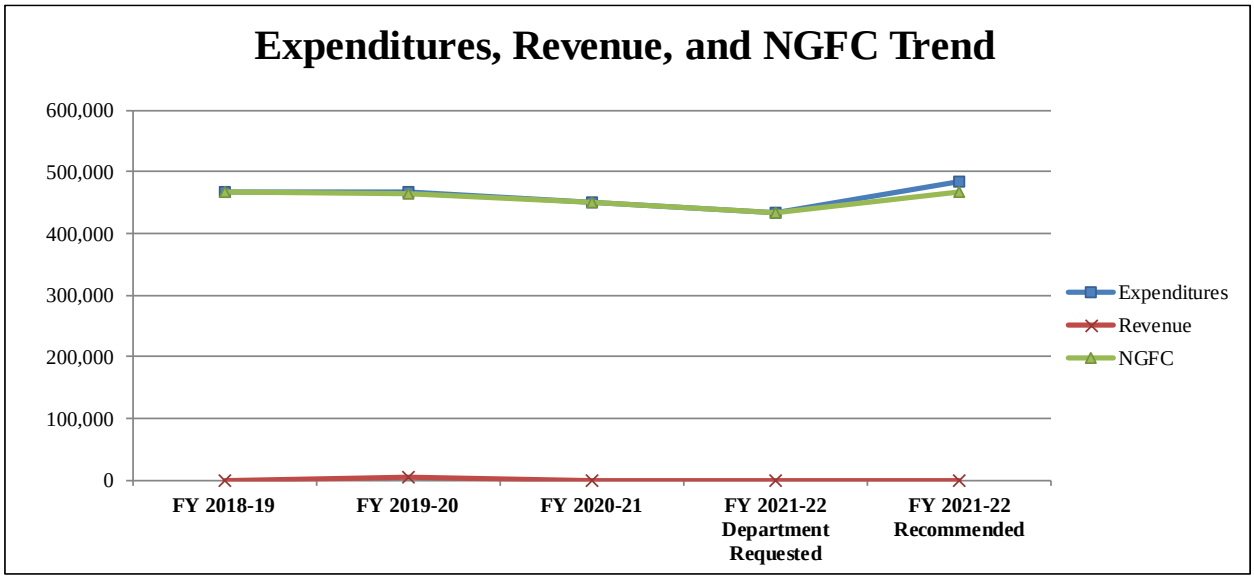
Major Expenditures and Revenue in FY 2021-22 Recommended Budget

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

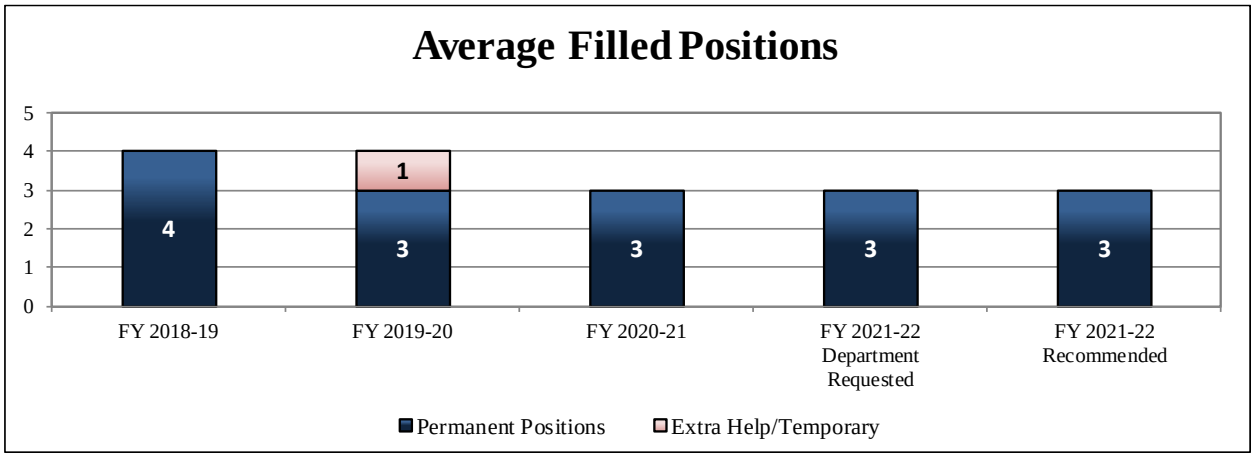
The recommended budget provides adequate resources to assist the Supervisor in performing the various duties and functions required of the governing body. The budget provides funding for three permanent authorized positions.

FY 2019-20 and FY 2020-21 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.



4-Year Staffing Trend

	Actual			Department Requested	Recommended
	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	
AVERAGE FILLED POSITIONS					
Permanent Positions	4	3	3	3	3
Extra Help/Temporary	0	1	0	0	0
Total Positions	**4**	**4**	**3**	**3**	**3**
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	4	3	3	N/A	N/A
Extra Help/Temporary (FTE)	0	1	0	N/A	N/A
Total Positions	**4**	**4**	**3**	**N/A**	**N/A**
SALARIES & BENEFITS	**$450,805**	**$454,386**	**$437,820**	**$418,550**	**$454,080**

Summary of Authorized Positions

The department has four authorized permanent positions, of which three have been budgeted to be filled during FY 2021-22 as indicated below.

Division	Authorized	Additions	Deletions	Requested Total	Filled	Vacant	Total
Administration	4	0	0	4	3	1	4
Total	4	0	0	4	3	1	4

Administration

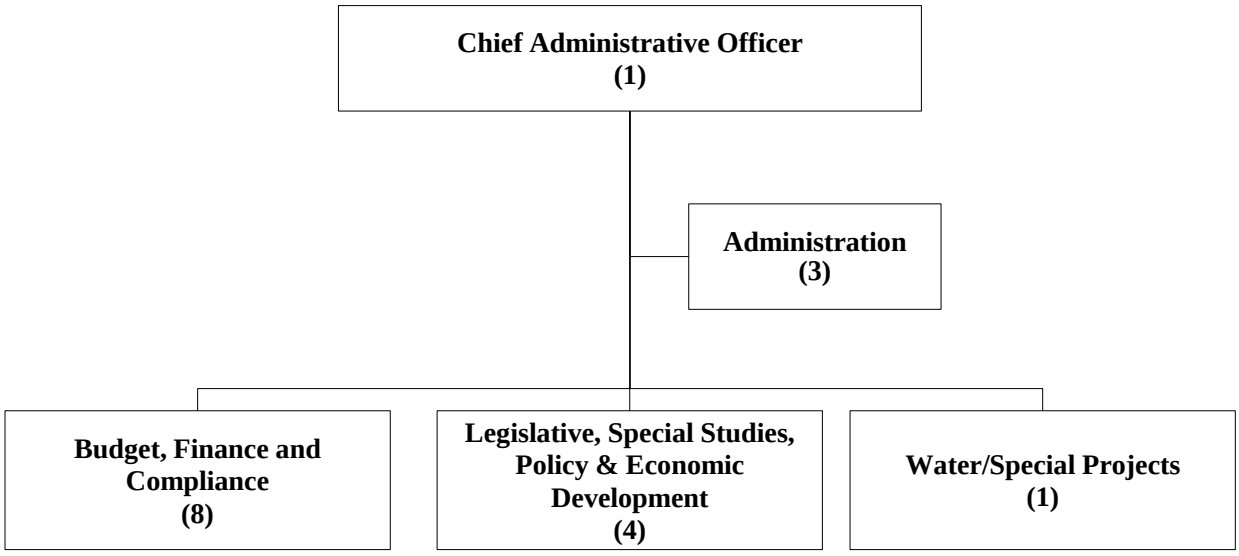
	Classification
1	Supervisor
1	Supervisor's Field Representative Aide
2	Supervisor's Field Representative I/II/III/IV/V/VI
4	**Requested Total**

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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 2019-20 and 2020-21 Accomplishments

- Received the Distinguished Budget Presentation Award and Certificate of Recognition of Budget Preparation from the Government Finance Officers Association for FY 2019-20 and FY 2020-21.
- Served as a core team member for B3K Prosperity to identify opportunities for regional prosperity, align diverse economic development efforts, and prioritize job quality and access to ensure inclusive economic development; aligned a new Strategic Plan with B3K strategies to strengthen and diversify our regional economy through attracting and supporting new business and elevating our workforce development support and resources
- Received funding from the Coronavirus Aid Relief, and Economic Security Act – Coronavirus 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 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.

General Government

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 2019-20	FY 2020-21		FY 2021-22		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	$3,090,456	$3,180,943	$3,057,472	$3,111,961	$3,111,961	$3,001,671
Services and Supplies	533,492	437,814	337,773	202,150	202,150	202,150
Other Financing Uses	0	1,177,614	0	0	0	1,451,872
TOTAL EXPENDITURES	**$3,623,948**	**$4,796,371**	**$3,395,245**	**$3,314,111**	**$3,314,111**	**$4,655,693**
Expend. Reimb.	($193,344)	($325,094)	($135,316)	($288,687)	($288,687)	($288,687)
TOTAL NET EXPENDITURES	**$3,430,604**	**$4,471,277**	**$3,259,929**	**$3,025,424**	**$3,025,424**	**$4,367,006**
REVENUE:						
Licenses and Permits	$8,500	$8,500	$8,500	$8,500	$8,500	$8,500
Intergovernmental	1,230,660	459,067	655,188	0	0	0
Charges for Services	153,780	30,000	29,100	30,000	30,000	30,000
Other Financing Sources:						
CARES Act	45,418	164,389	479,730	390,460	390,460	280,170
TOTAL REVENUE	**$1,438,358**	**$661,956**	**$1,172,826**	**$428,960**	**$428,960**	**$318,670**
Less Available BSI *	$0	$1,177,614	$0	$0	$0	$1,451,872
NET GENERAL FUND COST	**$1,992,246**	**$2,631,707**	**$2,087,103**	**$2,596,464**	**$2,596,464**	**$2,596,464**
BSI Ending Balance *	$1,177,614	N/A	$1,177,614	N/A	N/A	N/A

* BSI = Budget Savings Incentives

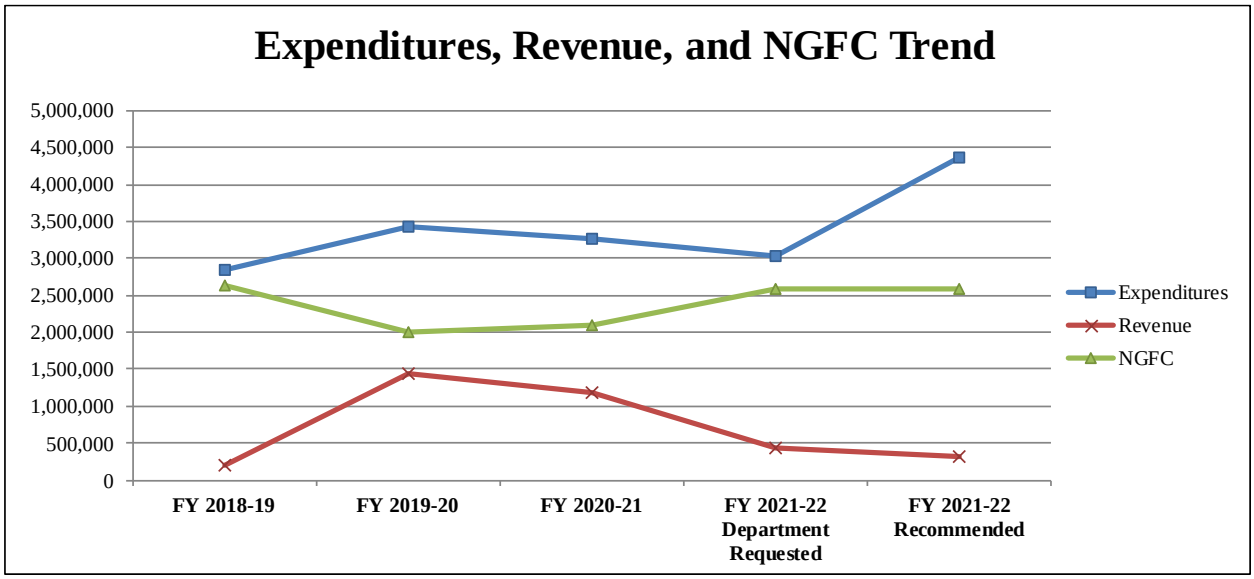
Major Expenditures and Revenue in FY 2021-22 Recommended Budget

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

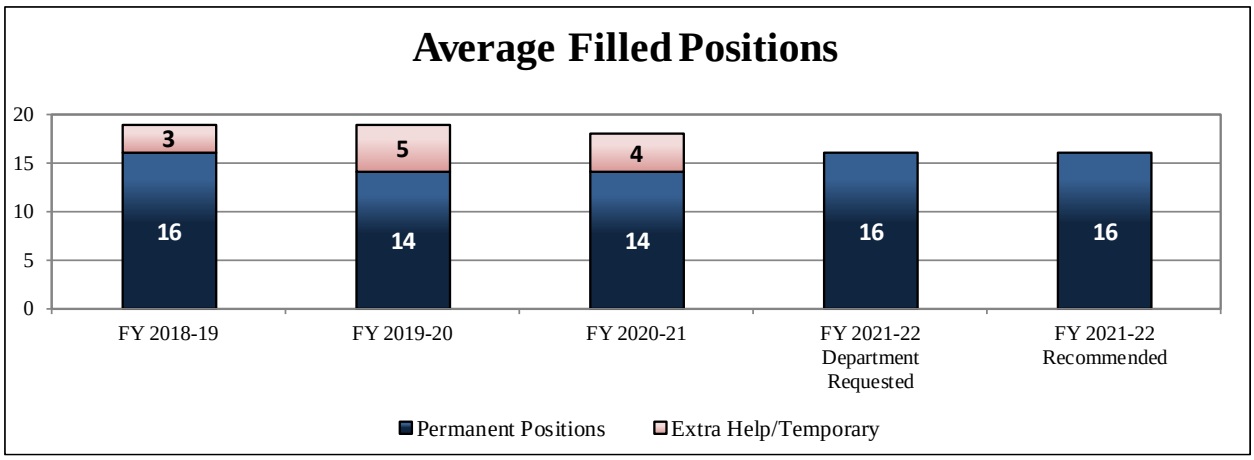
During FY 2020-21, the department finalized the implementation of a strategic plan for economic diversification in east Kern as well as the communication and outreach strategy to ensure hard-to-count populations throughout the County were counted in the 2020 Census during FY 2020-21. This accounts for the budgeted reduction in Intergovernmental revenue.

The department is also charged with administering the Coronavirus Aid, Relief, and Economic Security Act – Coronavirus 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.



Staffing Changes and Operational Impacts

The recommended budget provides the department with funding for 16 authorized positions. The department will hold one (1) Fiscal and Policy Analyst I/II/III position vacant and unfunded at an estimated annual savings of $96,053.



4-Year Staffing Trend

	Actual			Department Requested	Recommended
	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	
AVERAGE FILLED POSITIONS					
Permanent Positions	16	14	14	16	16
Extra Help/Temporary	3	5	4	0	0
Total Positions	**19**	**19**	**18**	**16**	**16**
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	15	14	14	N/A	N/A
Extra Help/Temporary (FTE)	2	5	4	N/A	N/A
Total Positions	**17**	**19**	**18**	**N/A**	**N/A**
SALARIES & BENEFITS	**$2,965,436**	**$3,090,456**	**$3,057,472**	**$3,111,961**	**$3,001,671**

Summary of Authorized Positions

The department has requested 17 authorized permanent positions, of which 16 have been budgeted to be filled during FY 2021-22 as indicated below.

Division	Authorized	Additions	Deletions	Requested Total	Filled	Vacant	Total
Administration	4	0	0	4	4	0	4
Budget, Finance and Compliance	8	0	0	8	7	1	8
Legislative, Special Studies, Policy & Economic Development	4	0	0	4	4	0	4
Water/Special Projects	1	0	0	1	1	0	1
Total	17	0	0	17	16	1	17

Budget, Finance and Compliance

	Classification
1	Sr. CAO Manager
1	Compliance & Acct. Officer
2	Sr. Fiscal & Policy Analyst
4	Fiscal & Policy Analyst I/II/III
8	**Requested Total**

Water/Special Projects

1	CAO Manager
1	**Requested Total**

Legislative, Special Studies, Policy and Economic Development

	Classification
1	CAO Manager
2	Sr. Fiscal & Policy Analyst
1	Fiscal & Policy Analyst
4	**Requested Total**

Administration

	Classification
1	Chief Administrative Officer
1	Chief Operations Officer
1	Fiscal Support Supervisor - Confidential
1	Fiscal Support Technician -Confidential
4	**Requested Total**

Fiscal Year 2021-22 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	2018-19 Actual	2019-20 Actual	2020-21 Adopted	2020-21 Actual	2021-22 Goal
Ratio of General Fund backed debt service to General Fund expenditures.	.93%	.91%	2 to 3% not to exceed 4.5%	1.1%	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	2018-19 Actual	2019-20 Actual	2020-21 Adopted	2020-21 Actual	2021-22 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	2018-19 Actual	2019-20 Actual	2020-21 Adopted	2020-21 Actual	2021-22 Goal
Number of work-related injuries resulting in an employee being off work for one full day or longer.	0	0	0	0	0

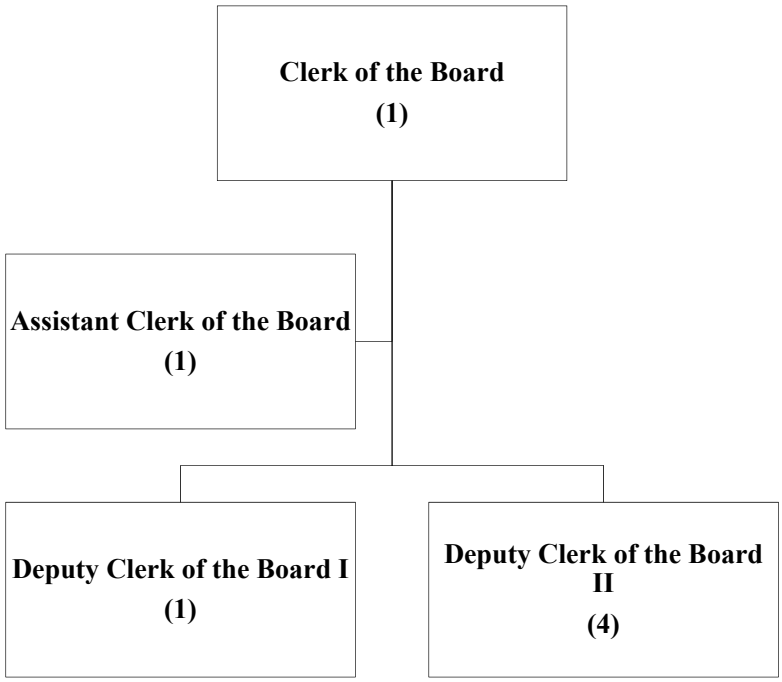
This indicator measures the County Administrative Office's degree of health and safety consciousness in the performance of its functions. The County Administrative Office has achieved its established goal of zero time-off due to work related illness and injury and will take all measures to achieve the 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 2019-20 and 2020-21 Accomplishments

- Implemented procedures with multiple virtual options to allow the public to attend and participate in Board of Supervisors meetings and Assessment Appeals Board meetings without being physically present at the meetings.
- 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 achieve efficiencies through streamlining 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 1,328 property tax assessment appeal applications filed in 2018, which met the November 30, 2020, statutory deadline.

General Government

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.

Summary of Expenditures and Revenue

	FY 2019-20	FY 2020-21		FY 2021-22		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	$615,250	$651,179	$617,550	$642,766	$642,766	$657,766
Services and Supplies	184,455	207,620	192,929	207,933	207,933	207,933
Other Financing Uses	0	124,000	0	0	0	138,339
TOTAL EXPENDITURES	**$799,705**	**$982,799**	**$810,479**	**$850,699**	**$850,699**	**$1,004,038**
Expend. Reimb.	($22,858)	($94,500)	($75,433)	($94,500)	($94,500)	($94,500)
TOTAL NET EXPENDITURES	**$776,847**	**$888,299**	**$735,046**	**$756,199**	**$756,199**	**$909,538**
REVENUE:						
Charges for Services	$140,644	$75,400	$107,509	$75,400	$75,400	$90,400
Other Financing Sources:						
CARES Act	905	0	1,823	0	0	0
TOTAL REVENUE	**$141,549**	**$75,400**	**$109,332**	**$75,400**	**$75,400**	**$90,400**
Less Available BSI *	$0	($124,000)	$0	$0	$0	($138,339)
NET GENERAL FUND COST	**$635,298**	**$688,899**	**$625,714**	**$680,799**	**$680,799**	**$680,799**
BSI Ending Balance *	$124,000	N/A	$124,000	N/A	N/A	N/A

* BSI = Budget Savings Incentives

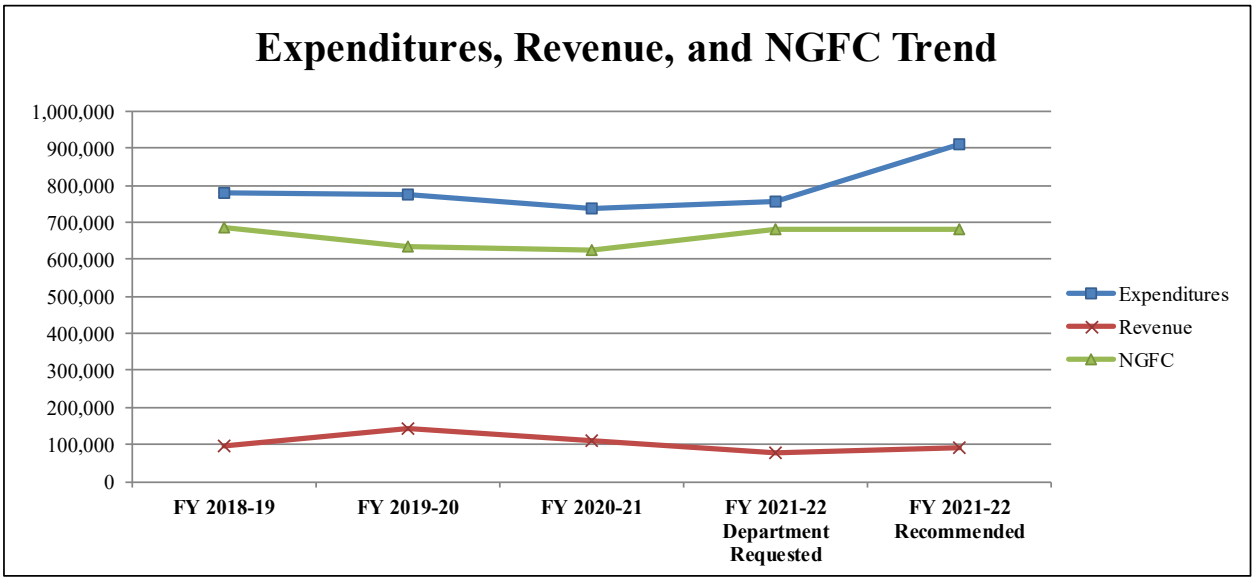
Major Expenditures and Revenue in FY 2021-22 Recommended Budget

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). The majority of charges for services represent reimbursements for processing assessment appeals applications and hearings.

FY 2019-20 actual and FY 2020-21 actual revenue includes reimbursement from the CARES Act funding to address the Coronavirus pandemic.

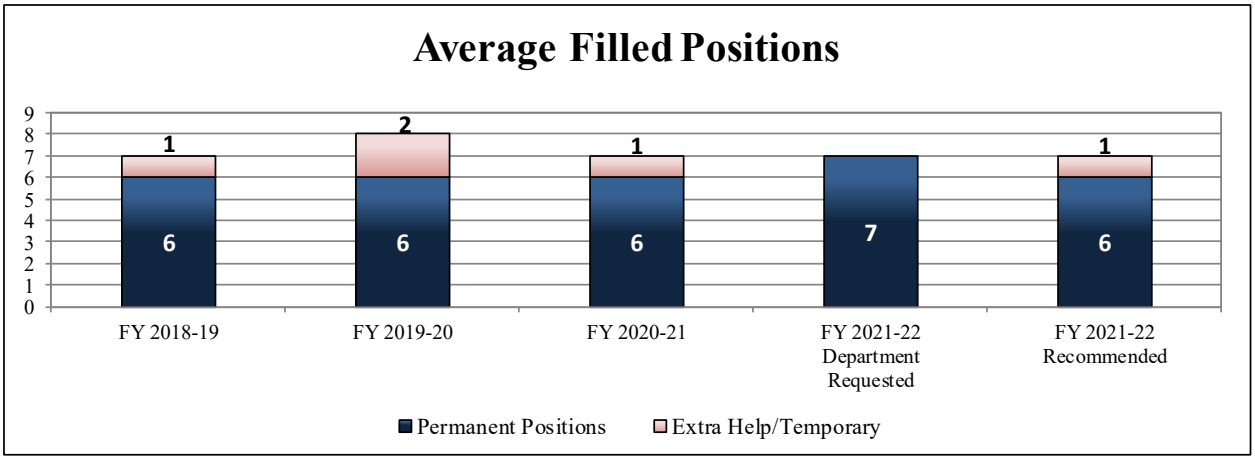
Budget Changes and Operational Impacts

The recommended budget allows adequate funding for the department to perform its core duties and services. This budget includes an increase in salaries and benefits from FY 2020-21 actual, due to the department planning to fill previously vacant positions. The revenue variance between the preliminary and the recommend budget reflects an updated projection in charges for services.



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 $93,205.



4-Year Staffing Trend

	Actual			Department Requested	Recommended
	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	
AVERAGE FILLED POSITIONS					
Permanent Positions	6	6	6	7	6
Extra Help/Temporary	1	2	1	0	1
Total Positions	**7**	**8**	**7**	**7**	**7**
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	6	6	6	N/A	N/A
Extra Help/Temporary (FTE)	1	1	1	N/A	N/A
Total Positions	**7**	**7**	**7**	**N/A**	**N/A**
SALARIES & BENEFITS	**$652,634**	**$615,250**	**$617,550**	**$642,766**	**$657,766**

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	Total
Administration	7	0	0	7	6	1	7
Total	7	0	0	7	6	1	7

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 2021-22 Goals, Objectives, and Performance Measures

Goal 1: Promote responsible and efficient government

Objective 1: Improve customer service and promote citizen participation and transparency in County government decision-making.

Measurement	2018-19 Actual	2019-20 Actual	2020-21 Adopted	2020-21 Actual	2021-22 Goal
Percentage of customer service surveys submitted with excellent or good overall ratings	99%	99%	100%	N/A	100%
Number of changes or corrections to Board of Supervisors meeting agenda after distribution	3,805 items/8 corrections	3,545 items/12 corrections	3,500 items/10 corrections	3,450 items/7 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	3,156	3,583	4,000	4,014	4,100
Total number of views to Board meeting video/agenda/summary website page	49,552	56,589	60,000	38,848	40,000

The department's primary objective is to improve customer service and promote citizen participation and transparency in local government decision-making. This is tracked by measuring customer satisfaction through customer service surveys. In FY 2020-21 the department did not receive any customer service surveys due to the department no longer having an electronic customer service survey along with the COVID-19 Pandemic causing walk-in customers to be non-existent for a majority of the year. This resulted in no paper customer service surveys being completed.

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.

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. The total number of views to Board meeting video/agenda/summary website page was remarkably lower during FY 2020-21 due to the reduction in the number of Board of Supervisors meetings as a result of COVID-19. Additionally, the public had several ways to observe these meetings outside of the county website page, including the option to participate via Microsoft Teams, watch on cable television or YouTube.

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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 2019-20	FY 2020-21		FY 2021-22		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	$278,753	$480,389	$250,364	$474,547	$474,547	$474,547
Services and Supplies	2,420,878	7,001,757	4,541,524	7,800,883	7,800,883	8,446,666
Other Charges	826,670	924,355	838,413	851,000	851,000	851,000
Other Financing Uses	0	0	232,107	0	0	0
TOTAL EXPENDITURES	**$3,526,301**	**$8,406,501**	**$5,862,408**	**$9,126,430**	**$9,126,430**	**$9,772,213**
REVENUE:						
Intergovernmental	$1,951,479	$2,054,472	$0	$2,054,472	$2,054,472	$2,054,472
Charges for Services	58,388	5,000	25,848	52,000	52,000	52,000
Miscellaneous	120,906	0	94,173	0	0	0
Other Financing Sources:						
CARES Act	0	0	9,519	30,000	30,000	30,000
TOTAL REVENUE	**$2,130,773**	**$2,059,472**	**$129,540**	**$2,136,472**	**$2,136,472**	**$2,136,472**
NET GENERAL FUND COST	**$1,395,528**	**$6,347,029**	**$5,732,868**	**$6,989,958**	**$6,989,958**	**$7,635,741**

Major Expenditures and Revenue in FY 2021-22 Recommended Budget

Most 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 $291,000 to various non-profit agencies for performance of cultural or humanitarian services benefiting the public. The following contributions are included in the recommended budget:

- Alzheimer's Disease Association of Kern County: $30,000
- Arts Council of Kern: $45,000
- Bakersfield Museum of Art: $23,000
- Bakersfield Symphony: $45,000
- Community Action Partnership of Kern County (CAPK): $45,000
- Court Appointed Special Advocates (CASA): $65,000
- Kern Literacy Council: $10,000
- Valley Fever Vaccine Project: $23,000
- Volunteer Center of Kern County: $5,000

Budget Changes and Operational Impacts

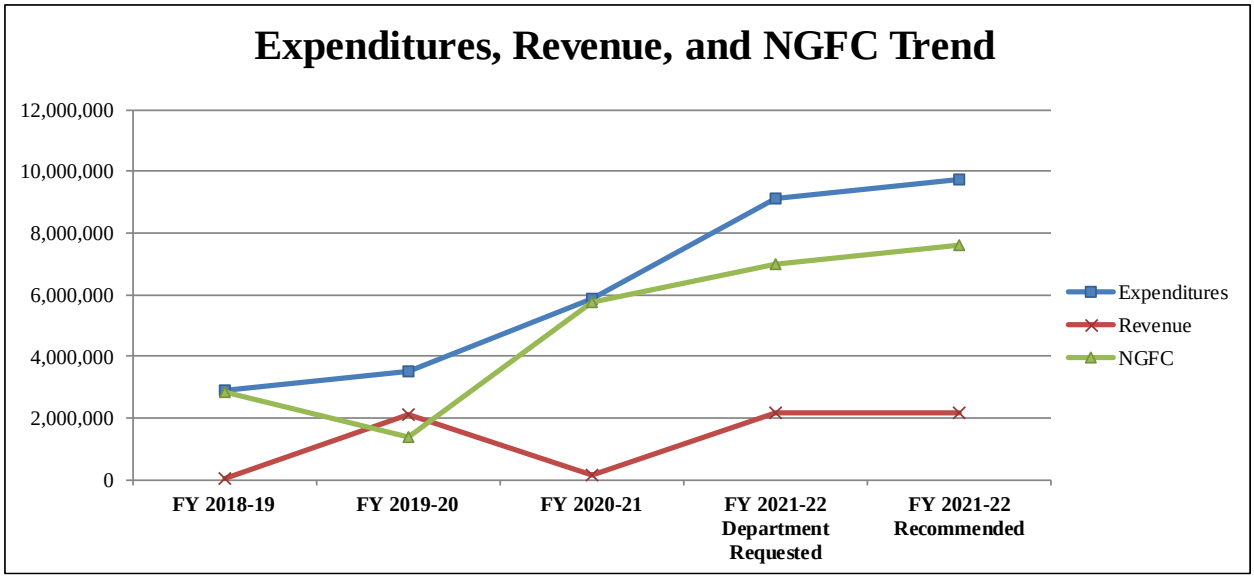
The recommended budget includes an allocation of $50,000 for each District Supervisor to support activities within their respective areas. In addition, approximately $1 million of Supervisorial carry forward discretionary funds is budgeted under Services and Supplies. The recommended budget includes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

The recommended budget includes $865,000 in consultant fees for legislative reviews, sales tax, Sustainable Groundwater Management Act requirements and expert fees necessary for assessment appeals litigation. An additional $1.2 million has been included to cover the monitor cost related to the settlement with the Department of Justice related to the Sheriff's Office. The County will redraw boundaries this year to account for the 2020 U.S. Census data. $125,000 has been included for redistricting efforts. Additionally, travel costs for the Board of Supervisors are accounted for in this budget unit to accommodate the geographic variances in district size.

On May 14, 2020, the County began operating through an agreement with Community Action Partnership of Kern the M Street Low Barrier Navigation Center (LBNC) to add capacity to transitional housing for the homeless population. Included under Services and Supplies is $2,054,472 to cover the operating costs. The County will receive approximately the same amount in Permanent Local Housing Allocation from the California Department of Housing and Community Development. The FY 2021-22 allocation is included under Intergovernmental revenue. Services and Supplies include $881,525 in remaining Homeless Housing, Assistance and Prevention grant funds to continue the coordinated and expanded services to the homeless population.

The recommended budget has been adjusted to include $589,032 for payment of a rebate associated with an economic incentive agreement under the County's Economic Incentive Program Advance Kern. Under the incentive program $3,000 incentive per job is rebated. The incentive payment is funded by 50% of the sales, use and property taxes collected by the County General Fund from on company. The total incentive program is valued at $3 million over the next 11 to 30 years. Payments will be included in subsequent budgets up to the maximum incentive value.

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.

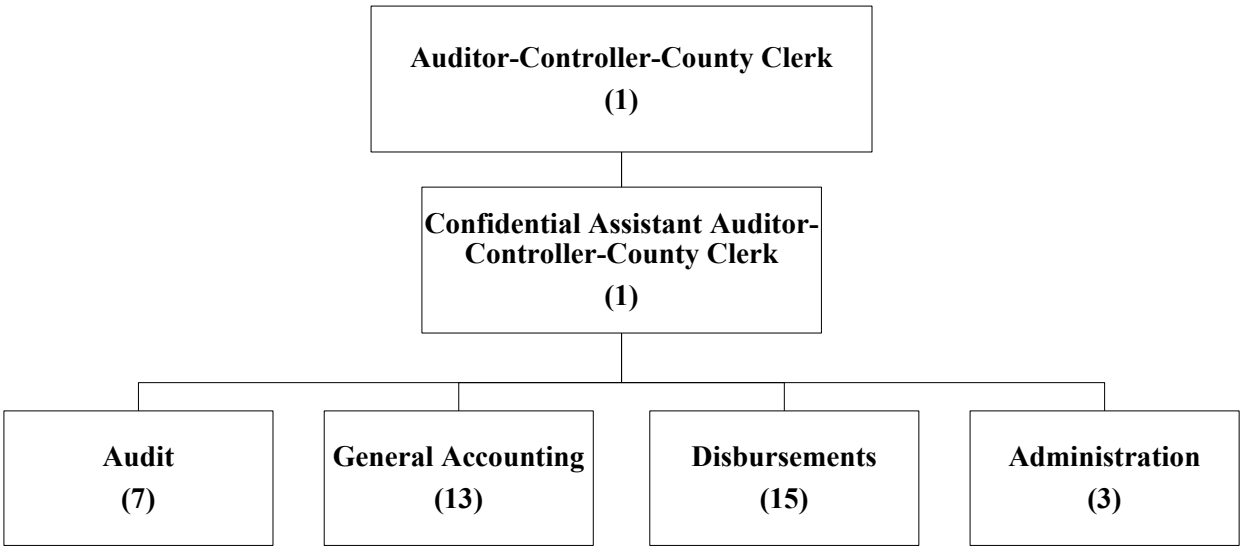


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Mission Statement

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

Organizational Chart



Fiscal Year 2019-20 and 2020-21 Accomplishments

- Issued the Adopted County Budget book and the Tax Rate book.
- Earned the GFOA award for the County's Comprehensive Annual Financial Statement.
- 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.
- Continued collaboration with Information Technology Services, Human Resources, and the County Administrative Office to implement the County's new fully integrated Enterprise Resource Planning and Human Capital Management cloud solution.

General Government

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 2019-20	FY 2020-21		FY 2021-22		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	$4,368,431	$4,078,165	$4,097,258	$3,971,947	$3,909,405	$4,164,820
Services and Supplies	365,377	486,646	368,926	474,189	485,939	485,939
Other Charges	22,063	0	12,293	0	0	0
Other Financing Uses	0	1,079,670	0	0	0	1,102,692
TOTAL EXPENDITURES	**$4,755,871**	**$5,644,481**	**$4,478,477**	**$4,446,136**	**$4,395,344**	**$5,753,451**
Expend. Reimb.	($405,838)	($388,295)	($474,032)	($476,295)	($425,503)	($425,503)
TOTAL NET EXPENDITURES	**$4,350,033**	**$5,256,186**	**$4,004,445**	**$3,969,841**	**$3,969,841**	**$5,327,948**
REVENUE:						
Use of Money/Property	$0	$30	$0	$0	$0	$0
Charges for Services	1,188,770	1,203,859	1,025,065	1,041,400	1,041,400	1,041,400
Miscellaneous	28,739	37,000	30,078	44,000	44,001	44,001
Other Financing Sources:						
CARES Act	207,319	0	67,210	0	0	0
TOTAL REVENUE	**$1,424,828**	**$1,240,889**	**$1,122,353**	**$1,085,400**	**$1,085,401**	**$1,085,401**
Less Available BSI *	$0	($1,079,670)	$0	$0	$0	($1,102,692)
NET GENERAL FUND COST	**$2,925,205**	**$2,935,627**	**$2,882,092**	**$2,884,441**	**$2,884,440**	**$3,139,855**
BSI Ending Balance *	$1,079,670	N/A	$1,079,670	N/A	N/A	N/A

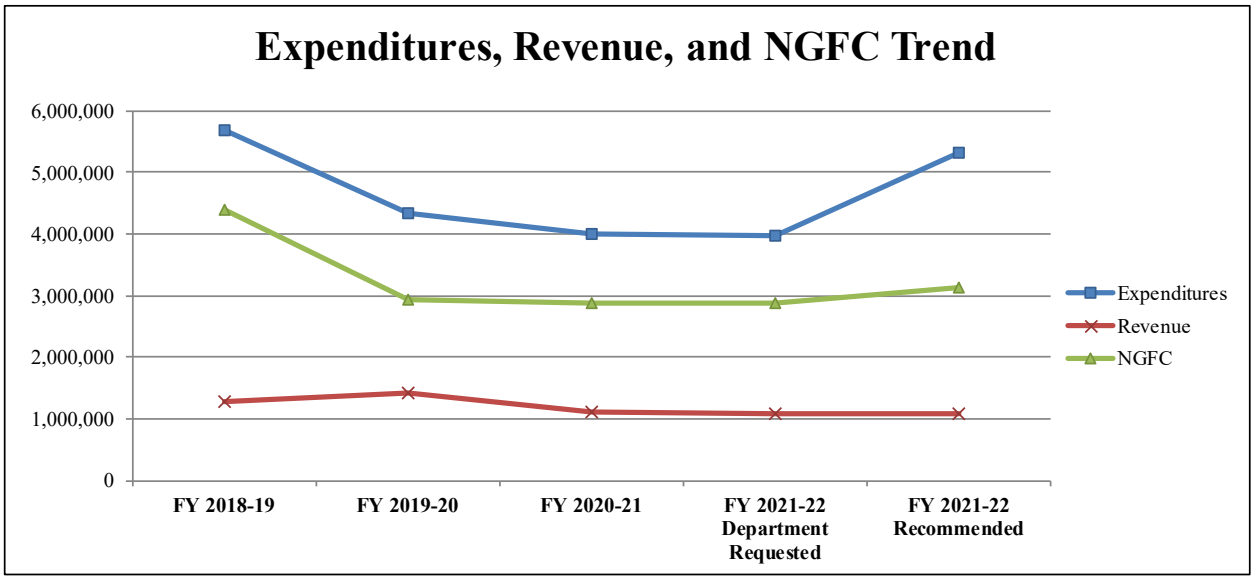
* BSI = Budget Savings Incentives

Major Expenditures and Revenue in FY 2021-22 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 through the allocation of Net General Fund Cost (NGFC). FY 2019-20 actual and FY 2020-21 actual revenue includes reimbursement from the CARES Act funding to address the Coronavirus pandemic.

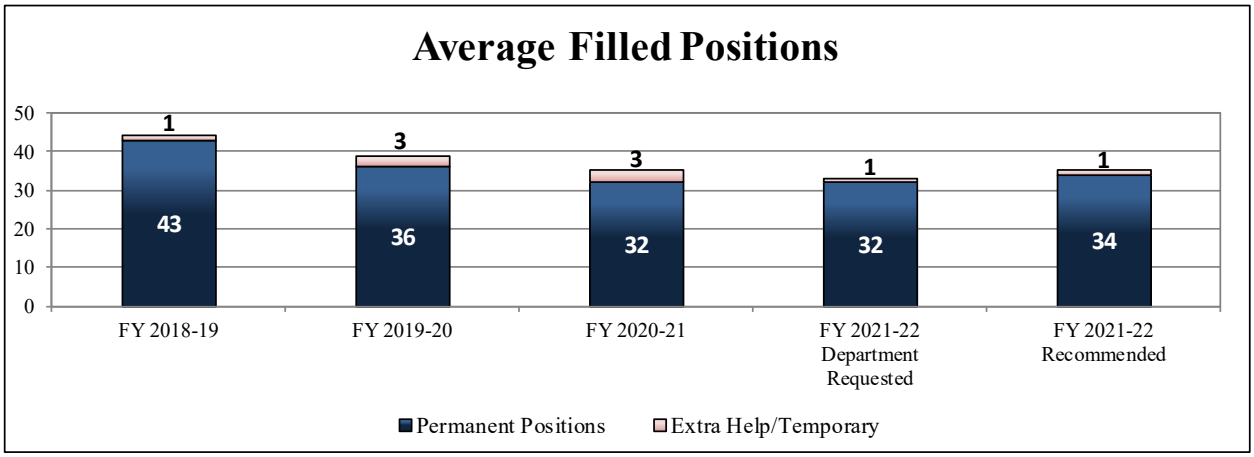
Budget Changes and Operational Impacts

The recommended budget includes an increase in salaries and benefits due to the department planning to fill previously vacant positions. In FY 2021-22 the department will continue to work on the implementation of the County's new enterprise resource planning (ERP) system for human resources and general ledger. The change in salaries and benefits from the deprtment requested phase to the recommended phase accounts for the funding of two Accountant positions to assist with this effort. In order to maintain current service levels, the department plans to use $313,772 of available BSI.



Staffing Changes and Operational Impacts

The recommended budget includes holding six (6) positions vacant and unfunded: one (1) Business Manager position, one (1) Senior Accountant position, one (1) Accountant positions, two (2) Fiscal Support Specialist positions, and one (1) part-time Accountant position. This results in an annual savings of approximately $617,668.



4-Year Staffing Trend

	Actual			Department Requested	Recommended
	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	
AVERAGE FILLED POSITIONS					
Permanent Positions	43	36	32	32	34
Extra Help/Temporary	1	3	3	1	1
Total Positions	**44**	**39**	**35**	**33**	**35**
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	44	35	32	N/A	N/A
Extra Help/Temporary (FTE)	1	2	2	N/A	N/A
Total Positions	**45**	**37**	**34**	**N/A**	**N/A**
SALARIES & BENEFITS	**$5,671,416**	**$4,368,431**	**$4,097,258**	**$3,971,947**	**$4,164,820**

Summary of Authorized Positions

The recommended budget includes 40 authorized permanent positions, 34 of which have been budgeted to be filled during FY 2021-22 as indicated below.

Division	Authorized	Additions	Deletions	Requested Total	Filled	Vacant	Total
Administration	5	0	0	5	4	1	5
Audit	7	0	0	7	7	0	7
Disbursements	15	0	0	15	12	3	15
General Accounting	13	0	0	13	11	2	13
Total	40	0	0	40	34	6	40

Administration

	Classification
1	Auditor-Controller-County Clerk
1	Confidential Asst. Auditor
1	Business Manager
1	Fiscal Support Specialist
1	Confidential Admin. Assistant
5	**Requested Total**

Audit

	Classification
1	Auditor-Controller Division Chief
1	Senior Accountant
5	Accountant I/II/III
7	**Requested Total**

Disbursements

	Classification
1	Auditor-Controller Division Chief
2	Senior Accountant
2	Accountant I/II/III
3	Fiscal Support Specialist
5	Fiscal Support Technician
2	Fiscal Support Supervisor
15	**Requested Total**

General Accounting

	Classification
1	Auditor-Controller Division Chief
3	Senior Accountant
5	Accountant I/II/III
3	Fiscal Support Specialist
1	Accountant I/II/III PT
13	**Requested Total**

Fiscal Year 2021-22 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	2018-19 Actual	2019-20 Actual	2020-21 Adopted	2020-21 Actual	2021-22 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 31st	July 5th	July 3rd	July 31st	July 6th	July 31st
Calculate and deliver to the Tax Collector the secured bills by Oct 3rd	August 21st	September 9th	October 3rd	September 7th	October 3rd
Produce accurate and timely financial reports	Received GFOA award for FYE 6/30/2018	Received GFOA award for FYE 6/30/2019	To receive GFOA award	Submitted for GFOA award for FYE 6/30/2020	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 February 26, 2021. The department anticipates receiving the award, however, due to the report being submitted two months past the regular deadline, the award has not been received as of the date of publication of the FY 2021-22 Recommended Budget.

Goal 2: Promote integrity and fiscal responsibility in operations.

Objective: Utilize resources more efficiently and effectively.

Measurement	2018-19 Actual	2019-20 Actual	2020-21 Adopted	2020-21 Actual	2020-21 Goal
Complete audits as prioritized in approved audit plan	64% of field work completed by June 30th	66% of fieldwork completed	Complete audits per audit plan by June 30th	67% of audits completed	Complete audits per audit plan by June 30th

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 2019-20 as staffing is still limited.

American Rescue Plan Act

Department Head: Ryan J. Alsop
Fund: American Rescue Plan Act
Budget Unit: 1119

Function: General Government
Activity: Legislative and Administrative

Description of Major Services

The $1.9 trillion American Rescue Plan Act of 2021 (ARPA) established the Coronavirus State Fiscal Recovery Fund (CSFRF) and Coronavirus Local Fiscal Recovery Fund (CLFRF), which provide a combined $350 billion in assistance to eligible state, local, territorial, and Tribal governments to help local governments recover from the financial impact of the pandemic, fund unmet ongoing public health needs related to the pandemic, address its economic impacts on employees and specific industries, and lay the foundation for a strong and equitable recovery through the investment in certain necessary infrastructure projects. The County's share of CLFRF is $174,853,685 of which 50% has already been received and 50% will be received in May of 2022. Funding must be obligated by December 31, 2024, and fully expended by December 31, 2026. The Department of the Treasury issued the Interim Final Rule document that provides additional details on the eligible uses and restrictions on the uses of the fund and will likely finalize guidance in the fall. This budget unit contains appropriations funded with the $174,853,685 County's allocation.

Summary of Expenditures and Revenue

	FY 2019-20	FY 2020-21		FY 2021-22		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Services and Supplies	$0	$0	$0	$0	$0	$133,305,788
Capital Assets	0	0	0	0	0	60,897
Other Financing Uses	0	0	0	0	0	41,487,000
TOTAL EXPENDITURES	**$0**	**$0**	**$0**	**$0**	**$0**	**$174,853,685**
REVENUE:						
Intergovernmental	$0	$0	$87,426,843	$0	$0	$87,426,843
TOTAL REVENUE	**$0**	**$0**	**$87,426,843**	**$0**	**$0**	**$87,426,843**
NET FUND COST	**$0**	**$0**	**($87,426,843)**	**$0**	**$0**	**$87,426,842**

Major Expenditures and Revenue in FY 2021-22 Recommended Budget

The preliminary plan for the use of CLFRF funds considers the vast amount of other financial support being provided through the federal and state governments to individuals, businesses, education, hospitals, to address homelessness, and for ongoing COVID-19 related activities. The unprecedented amount of financial support being provided through the federal CARES, ARPA, and upcoming infrastructure bill, along with State Budget, and other state efforts, have mitigated the need to include many of these external COVID-19 impacts in this preliminary plan, allowing the County to focus largely on the internal impacts of COVID-19, its impact on the County services delivered to the community, and important one-time capital projects to deliver to the community. With this understanding and based on the allowable uses, the recommended budget includes

$133.3 million under Services and Supplies for the following:

- $10 million to support Kern Medical, who is in a qualified census tract and is the only public hospital in our community. The hospital will utilize the allocated funds to support vulnerable and/or disproportionately impacted populations access to medical and public health services, and any capital acquisition or construction to maintain or enhance operations of its health facilities to meet pandemic operational needs.
- $15 million to support behavioral health and substance use needs exacerbated by the pandemic on vulnerable populations including those individuals experiencing homelessness.
- $2.5 million to rehire library staff and to address the reduced hours of branch operations as a result of the Coronavirus pandemic.
- $600,000 for tourism economic recovery promotion. The local economy has suffered significant losses caused by the pandemic's direct impact on tourism and its ripple effect on other sectors closely linked to it. The allocation will fund a promotion campaign to support local tourism.
- $89,103 for job training in the restaurant industry. COVID-19 impacts on the restaurant industry were fast and severe. Although operations are beginning to normalize, the impact in the restaurant workforce will last longer. Many employees after losing their jobs moved to other essential positions. The allocation will assist Employers' Training Resources to outfit their existing training facility and provide training in the health and safety requirements of food preparation for those entering the workforce.
- $25.8 million has been allocated for premium pay for eligible county workers performing essential work during the public health emergency.
- $79.4 million will be allocated to replace lost revenue to provide eligible vital governmental services.

$60,897 in capital assets include the equipment for the job training in the restaurant industry.

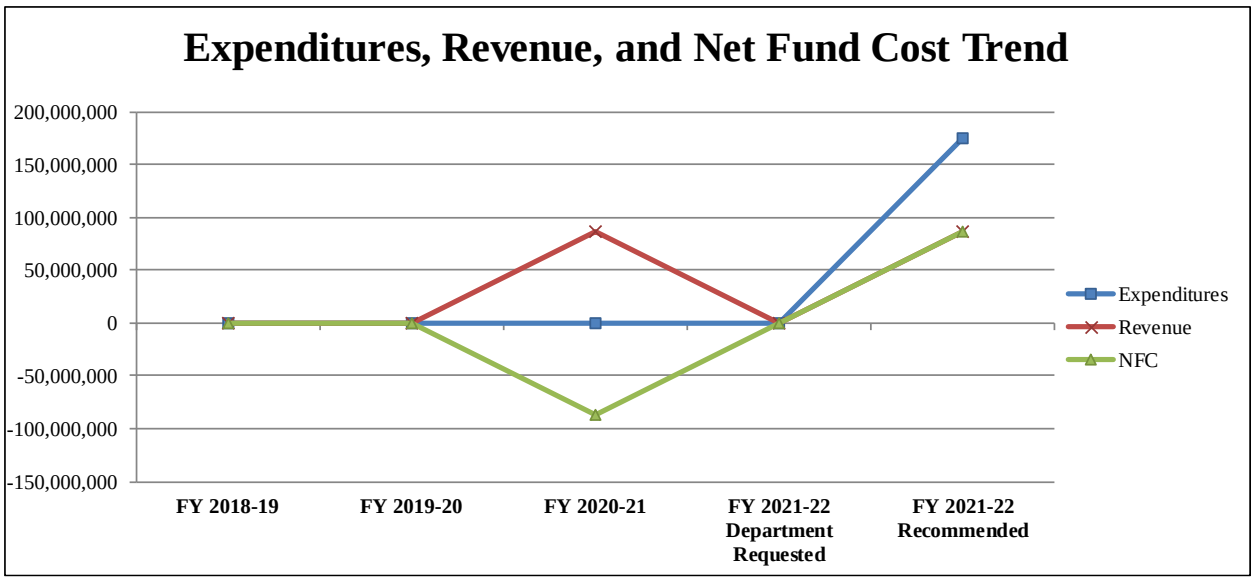
$41.5 million under Other Financing Uses will be utilized for improvements in water and sewer infrastructure and to provide Wi-Fi at County Parks.

- $10 million for Lamont stormwater mitigation
- $4.8 million for Buena Vista Aquatic Recreation wells and pumping water system
- $1.7 million for potable water at Camp Okihi and Camp Condor
- $7 million for sewer lines at Taft Heights & Ford City
- $2 million for sewer lines in East Bakersfield served by the Kern Sanitation Authority
- $6 million for sewer lines in Northwest Bakersfield serviced by County Service Area 71
- $10 million to provide Wi-Fi at all 43 County Parks.

Budget Changes and Operational Impacts

The funding provided under ARPA is substantial and must be used consistent with the ARPA requirements, which are very broad. We must ensure that funds are used to obtain the longest-term value and at the same time ensuring the financial stability using this one-time infusion of resources.

While the entire ARPA funds are being allocated, expenditures related to ARPA funding will be spread over the qualifying period. Once final guidance is received from the Department of the Treasury, changes to the recommended budget will be made through the normal County budgetary process.

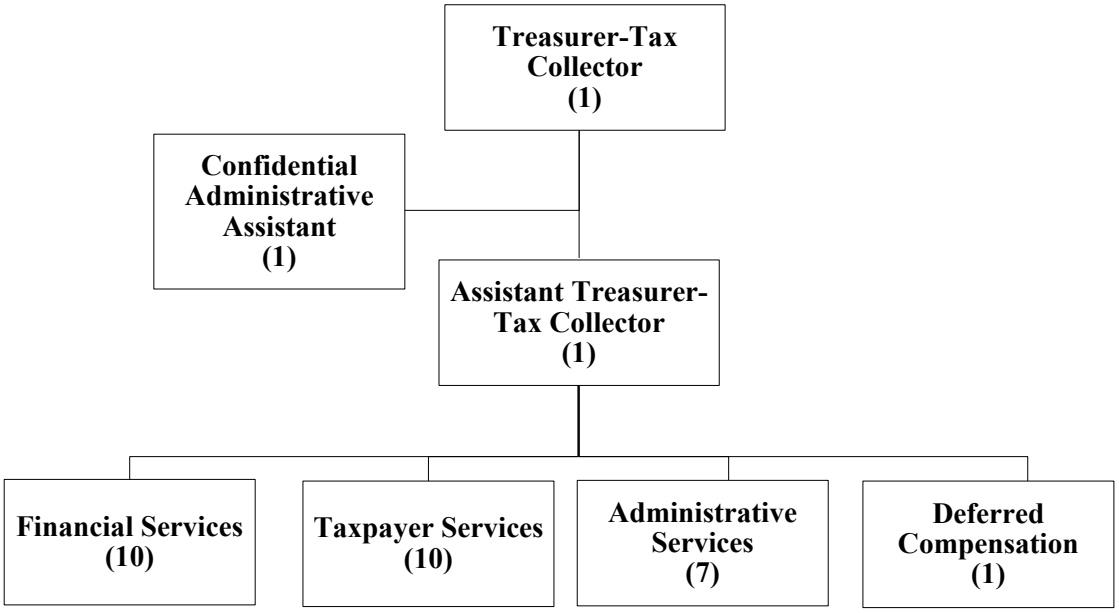


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Mission Statement

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 2019-20 and 2020-21 Accomplishments

- Collected over $1.24 billion in secured property taxes in FY 2019-20 at a collection rate of 95.2% and collected over $94.5 million in unsecured property taxes in FY 2019-20 at a collection rate of 98.6%.
- Increased the number of on-line payments from 78,952 to 88,832 in FY 2019-20, and projecting to increase another 11.8% in FY 2020-21. On-line payments now account for approximately 19% of all bills paid.
- Completed two public auctions of tax defaulted property that included a total of 2,846 parcels.
- Answered over 34,500 taxpayer phone calls in FY 2019-20.
- Managed Treasury Investment Pool with assets of over $3.52 billion at the end of FY 2019-20, providing liquidity for over 200 public agency pool participants and earning over $64 million in net interest earnings revenue for all Treasury Pool participants.
- As of June 30, 2020, managed over 15,456 participant accounts in the Deferred Compensation Plan 1 and Plan 2 programs with assets of over $582 million.

General Government

Treasurer-Tax Collector

Department Head: Jordan Kaufman, Elected
Fund: General
Budget Unit: 1120

Function: General Government
Activity: Finance

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 2019-20	FY 2020-21		FY 2021-22		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	$3,314,322	$3,436,459	$3,372,824	$3,474,289	$3,474,289	$3,510,289
Services and Supplies	2,284,063	2,643,917	2,863,637	2,846,753	2,846,753	2,846,753
Capital Assets	27,850	60,000	0	20,000	20,000	20,000
Other Financing Uses	0	485,521	0	0	0	377,854
TOTAL EXPENDITURES	**$5,626,235**	**$6,625,897**	**$6,236,461**	**$6,341,042**	**$6,341,042**	**$6,754,896**
Expend. Reimb.	$0	$0	($2,019)	$0	$0	$0
TOTAL NET EXPENDITURES	**$5,626,235**	**$6,625,897**	**$6,234,442**	**$6,341,042**	**$6,341,042**	**$6,754,896**
REVENUE:						
Fines and Forfeitures	$217,374	$285,000	$306,938	$225,000	$225,000	$225,000
Charges for Services	3,662,342	3,972,478	4,132,061	4,368,130	4,368,130	4,404,130
Miscellaneous	745,523	683,000	821,388	686,000	686,000	686,000
Other Financing Sources:						
Redemption Systems	0	488,066	143,632	386,733	386,733	386,733
CARES Act	284,033	0	26,368	0	0	0
TOTAL REVENUE	**$4,909,272**	**$5,428,544**	**$5,430,387**	**$5,665,863**	**$5,665,863**	**$5,701,863**
Less Available BSI *	$0	($485,521)	$0	$0	$0	($377,854)
NET GENERAL FUND COST	**$716,963**	**$711,832**	**$804,055**	**$675,179**	**$675,179**	**$675,179**
BSI Ending Balance *	$485,521	N/A	$288,068	N/A	N/A	N/A

* BSI = Budget Savings Incentives

Major Expenditures and Revenue in FY 2021-22 Recommended Budget

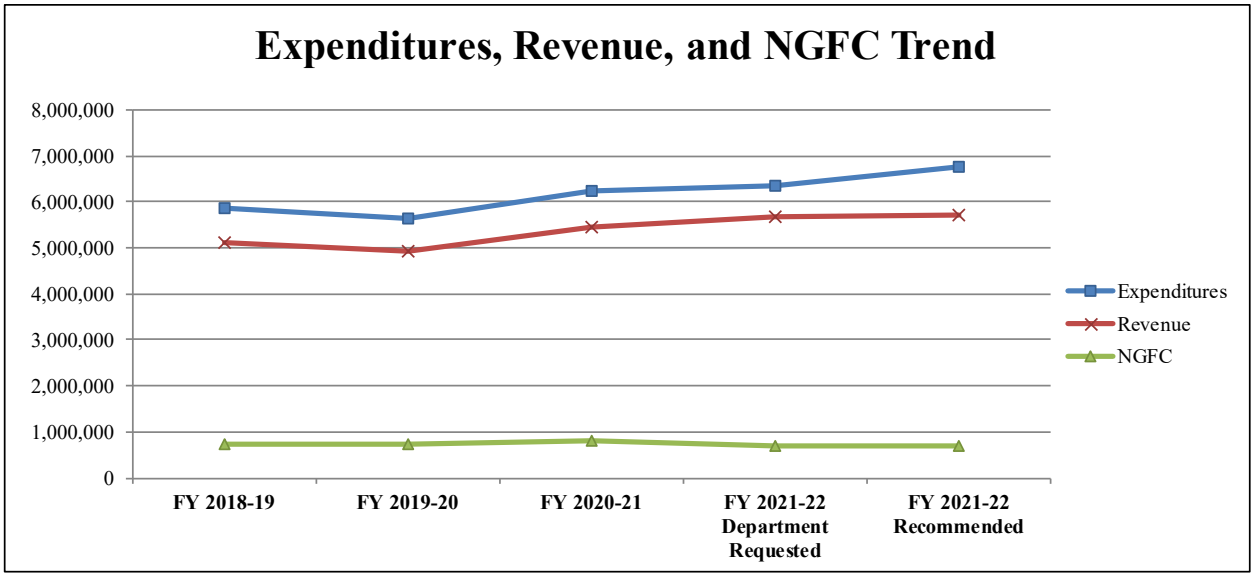
The majority of the expenditures for this budget unit are associated with staffing costs for positions required to perform the banking and property tax collection functions of the County. The services and supplies expenditures originate from banking fees, costs related to printing and mailing tax bills, 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 and FY 2020-21 actual revenue includes reimbursement from the CARES Act funding to address the Coronavirus pandemic.

Budget Changes and Operational Impacts

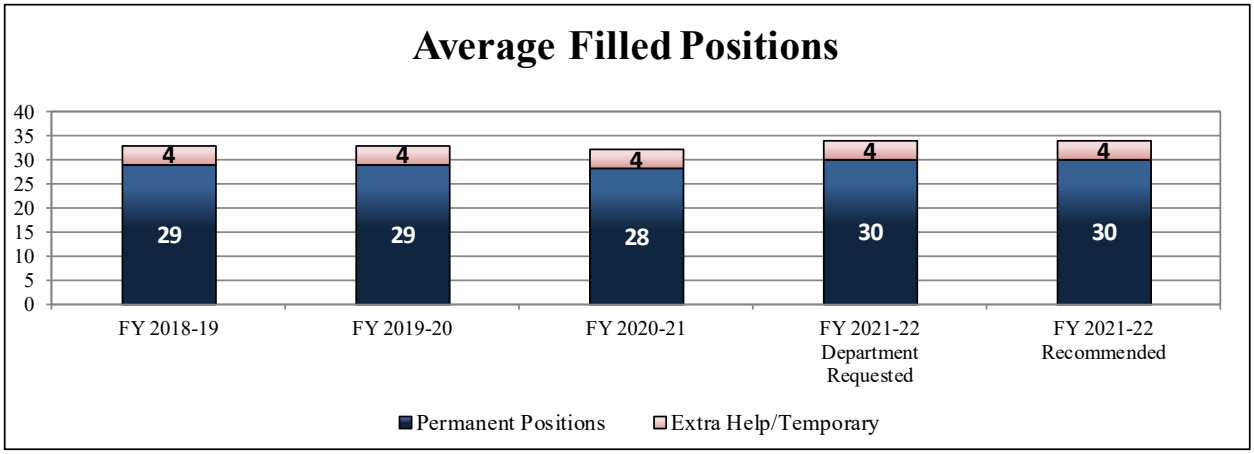
The recommended budget maintains current levels of service. Salaries and Benefits is budgeted slightly higher due to position vacancies in FY 2020-21. The recommended budget includes $20,000 for the one-time purchase of a network server.

The department has budgeted the transfer of $386,733 from the Redemption Trust Fund to offset the anticipated cost of collecting and processing of redemption payments. Based on redemption activity, the actual amount transferred may change. The recommended budget includes the use of $113,036 of Budget Savings Incentive (BSI) to offset the cost of extra-help staffing.



Staffing Changes and Operational Impacts

The recommended budget includes the addition of one (1) Fiscal Support Supervisor position and the deletion of one (1) Fiscal Support Technician position, to allow for added supervision across the department. In order to meet NGFC, the department will hold one (1) Fiscal Support Technician position vacant and unfunded for an annual savings of approximately $70,920. In addition, the department plans to utilize four (4) Extra Help employees.



4-Year Staffing Trend

	Actual			Department Requested	Recommended
	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	
AVERAGE FILLED POSITIONS					
Permanent Positions	29	29	28	30	30
Extra Help/Temporary	4	4	4	4	4
Total Positions	**33**	**33**	**32**	**34**	**34**
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	28	28	28	N/A	N/A
Extra Help/Temporary (FTE)	3	3	3	N/A	N/A
Total Positions	**31**	**31**	**31**	**N/A**	**N/A**
SALARIES & BENEFITS	**$3,300,323**	**$3,314,322**	**$3,372,824**	**$3,474,289**	**$3,510,289**

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 Total	Filled	Vacant	Total
Administration	10	0	0	10	10	0	10
Taxpayer Services	11	0	1	10	9	1	10
Financial Services	9	1	0	10	10	0	10
Deferred Compensation	1	0	0	1	1	0	1
Total	31	1	1	31	30	1	31

Administration

	Classification
1	Treasurer-Tax Collector
1	Asst. Treasurer-Tax Collector
3	Accountant I/II/III
1	Confidential Administrative Asst.
1	Technology Services Manager
1	Local Area Network Administrator
1	Systems Analyst I/II
1	Programmer I/II
10	**Requested Total**

Taxpayer Services

	Classification
1	Fiscal Support Supervisor
2	Fiscal Support Specialist
7	Fiscal Support Technician
1	Tax Collection Investigator II
11	**Current Total**
	Additions/Deletions
(1)	Fiscal Support Technician
10	**Requested Total**

Deferred Compensation

	Classification
1	Fiscal Support Technician
1	**Requested Total**

Financial Services

	Classification
2	Fiscal Support Specialist
1	Principal Treasury Investment Officer
6	Fiscal Support Technician
9	**Current Total**
	Additions/Deletions
1	Fiscal Support Supervisor
10	**Requested Total**

Fiscal Year 2021-22 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	2018-19 Actual	2019-20 Actual	2020-21 Adopted	2020-21 Actual	2021-22 Goal
Percentage of secured taxes collected	98.06%	95.17%	100%	97.95%	100%
Percentage of unsecured taxes collected	97.59%	98.56%	100%	96.69%	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 in FY 2019-20, but collections returned to a more normal level in FY 2020-21 with the expiration of the Governor's penalty extension. However, due to the tax collection cycle of unsecured taxes, the department saw a reduction in unsecured tax collection in FY 2020-21. Just as with secured taxes, it is anticipated to see a return to more normal collection rates in the percentage of unsecured taxes collected in FY 2021-22.

Objective 2: Maximize the level of customer service to the taxpayer.

Measurement	2018-19 Actual	2019-20 Actual	2020-21 Adopted	2020-21 Actual	2021-22 Goal
Average wait time for incoming taxpayer telephone calls	34 sec.	56 sec.	Under 50 sec.	49 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 vacant one Fiscal Support Technician position in FY 2020-21 and had several additional vacancies throughout the year. The Department's average wait time continues to be higher than usual due to the COVID-19 pandemic. Prior to the pandemic, the Department's average wait time was 34 seconds, but the pandemic resulted in a number of issues that impacted staffs 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 received approximately 14,000 more calls than in FY 2019-20, and the calls took significantly longer than normal due to questions regarding tax penalty relief. The FY 2021-22 goal reflects the anticipation of similar increased call volume as the pandemic continues to impact taxpayers' ability to pay their bills timely.

Goal 2: Operate the deferred compensation plan in the most efficient manner.

Objective 1: Maximize employee participation in the deferred compensation plan.

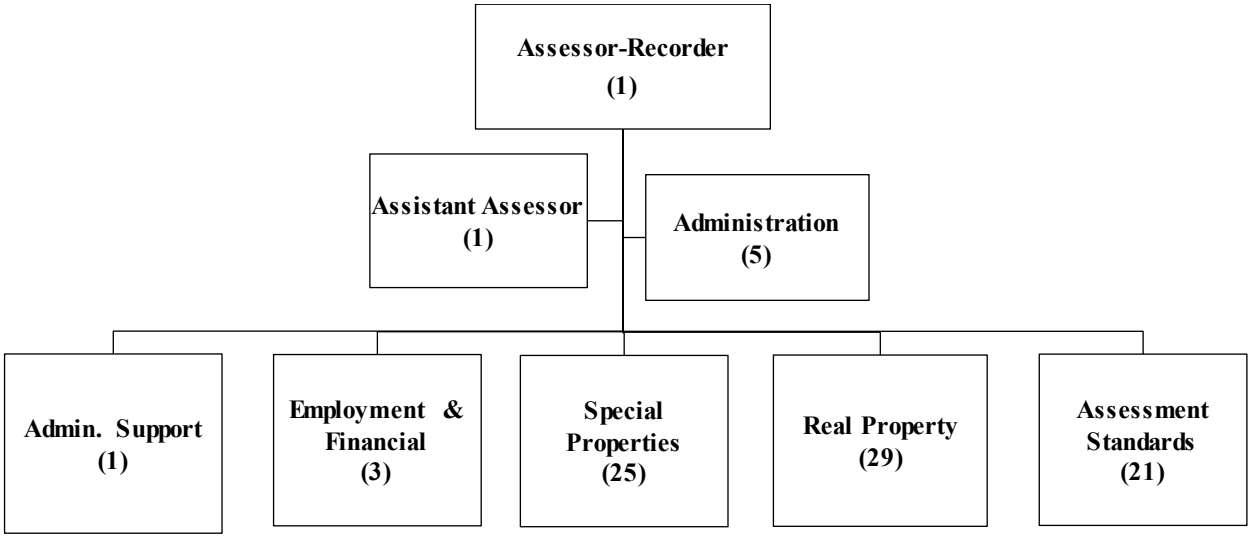
Measurement	2018-19 Actual	2019-20 Actual	2020-21 Adopted	2020-21 Actual	2021-22 Goal
Number of deferred compensation participants in Plan 1	10,402	11,010	11,000	11,278	11,500
Number of deferred compensation participants in Plan 2 (PTST)	4,259	4,327	4,400	4,725	4,800
Percentage of new employees taking advantage of the deferred compensation employer match	56.2%	56.4%	100%	57.9%	100%

These indicators measures 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. 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 2019-20 and 2020-21 Accomplishments

- Continued the process of supplemental assessment of oil and gas fixtures.
- Reviewed approximately 23,000 residential properties annually in section 51 status as a result of changes in the real estate market.
- Completed the 2020 assessment roll on time and are on track to timely complete the 2021 assessment roll within the budgetary requirements.
- Resolved over 1,200 assessment appeals in FY 2019-20 and have had over 650 resolved to date for FY 2020-21.
- Successfully assessed $186 million partial completion value for the new Amazon distribution center building, and in the process of assessing the new Walmart cold storage facility and the new potato processing facility at Tasteful Selections.
- Resolved several issues with the Oil and Gas Pricing project with member counties, in order to stay consistent within the state for this industry.
- Began gathering information for possible reductions in value to the Coronavirus pandemic by sending out over 1,500 proactive market survey questionnaires to commercial property owners.

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.

Summary of Expenditures and Revenue

	FY 2019-20	FY 2020-21		FY 2021-22		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	$9,424,912	$8,981,863	$8,962,617	$8,848,033	$8,848,033	$9,219,868
Services and Supplies	464,871	537,462	470,691	504,280	504,280	504,280
Other Financing Uses	0	1,136,056	0	0	0	1,206,246
TOTAL EXPENDITURES	**$9,889,783**	**$10,655,381**	**$9,433,308**	**$9,352,313**	**$9,352,313**	**$10,930,394**
Expend. Reimb.	$0	$0	($2,048)	$0	$0	$0
TOTAL NET EXPENDITURES	**$9,889,783**	**$10,655,381**	**$9,431,260**	**$9,352,313**	**$9,352,313**	**$10,930,394**
REVENUE:						
Use of Money/Property	$29,104	$28,000	$27,788	$28,000	$28,000	$28,000
Charges for Services	3,044,264	2,980,900	2,934,736	2,920,550	2,920,550	2,920,550
Miscellaneous	111	47	47	51	51	51
Other Financing Sources:						
CARES Act	247,679	0	104,180	0	0	0
TOTAL REVENUE	**$3,321,158**	**$3,008,947**	**$3,066,751**	**$2,948,601**	**$2,948,601**	**$2,948,601**
Less Available BSI *	$0	($1,136,056)	$0	$0	$0	($1,206,246)
NET GENERAL FUND COST	**$6,568,625**	**$6,510,378**	**$6,364,509**	**$6,403,712**	**$6,403,712**	**$6,775,547**
BSI Ending Balance *	$1,136,056	N/A	$1,136,056	N/A	N/A	N/A

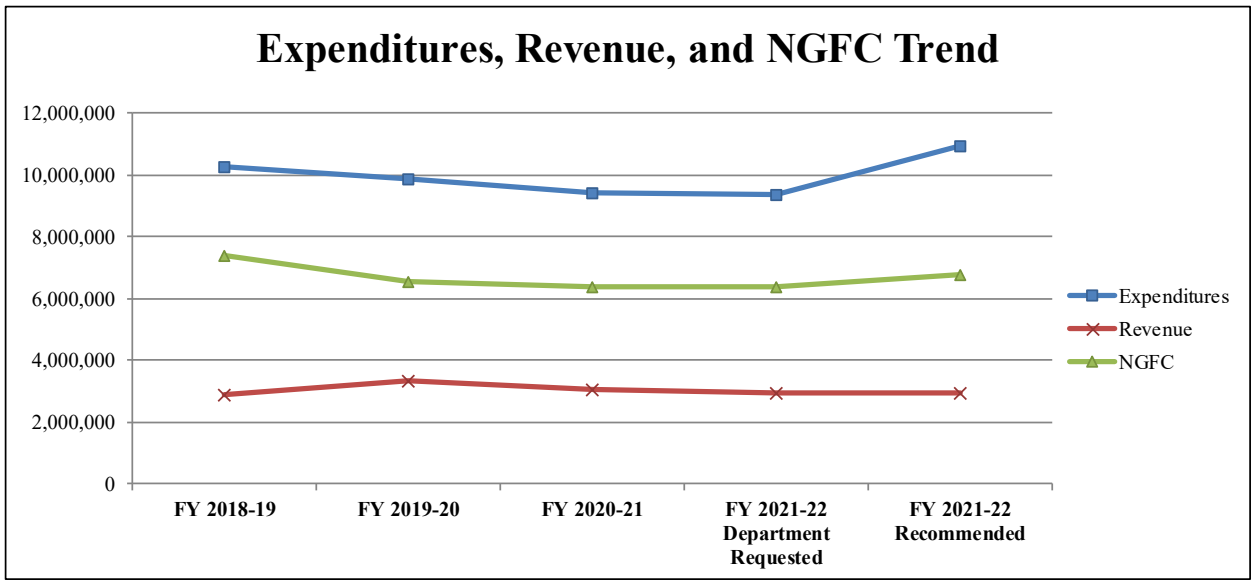
* BSI = Budget Savings Incentives

Major Expenditures and Revenue in FY 2021-22 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 (NGFC). 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 and FY 2020-21 actual revenue includes reimbursement from the CARES Act funding to address the Coronavirus pandemic.

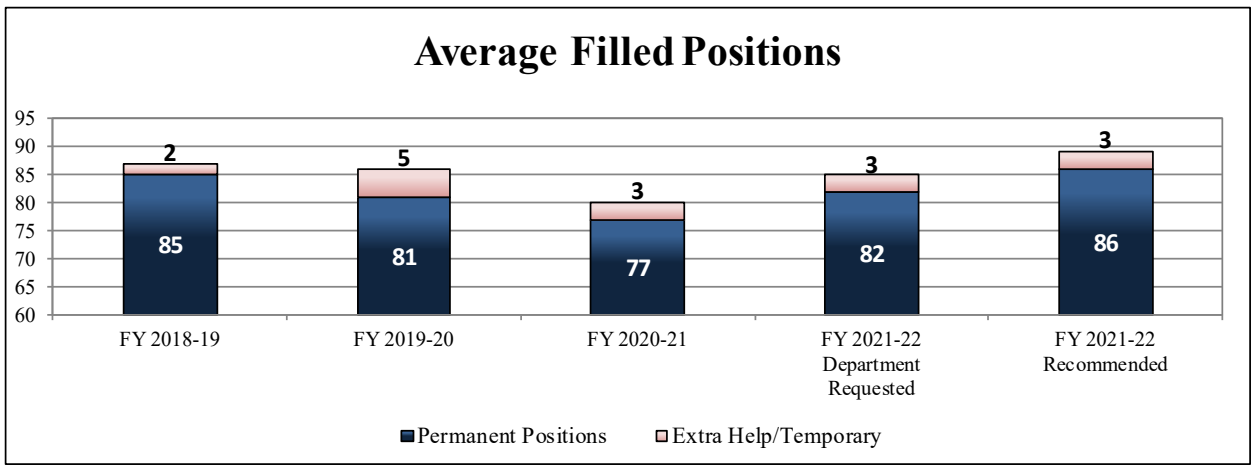
Budget Changes and Operational Impacts

The recommended budget includes a supplemental request of $371,835 to allow the department to fund four additional positions in order to maintain operations and ensure the assessment roll is closed on time. Through this supplemental request, the department will be able to fund two (2) Assessment Technician positions, and two (2) Appraiser II positions. In addition, the department plans to the use $348,092 in BSI in order to maintain services and meet NGFC guideline.



Staffing Changes and Operational Impacts

The recommended budget includes the addition of two (2) Assessment Technician positions and the deletion of one (1) Fiscal Support Technician. With these changes, the department will have 86 authorized positions all of which are budgeted to be filled.



4-Year Staffing Trend

	Actual			Department Requested	Recommended
	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	
AVERAGE FILLED POSITIONS					
Permanent Positions	85	81	77	82	86
Extra Help/Temporary	2	5	3	3	3
Total Positions	**87**	**86**	**80**	**85**	**89**
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	84	81	77	N/A	N/A
Extra Help/Temporary (FTE)	6	4	3	N/A	N/A
Total Positions	**90**	**85**	**80**	**N/A**	**N/A**
SALARIES & BENEFITS	**$9,816,345**	**$9,424,912**	**$8,962,617**	**$8,848,033**	**$9,219,868**

Summary of Authorized Positions

The recommended budget includes 86 authorized positions, as indicated below.

Division	Authorized	Additions	Deletions	Requested Total	Filled	Vacant	Total
Administration	7	0	0	7	7	0	7
Administration Support	1	0	0	1	1	0	1
Employment & Financial	3	0	0	3	3	0	3
Special Properties Support	25	1	(1)	25	25	0	25
Real Property	29	0	0	29	29	0	29
Assessment Standards	20	1	0	21	21	0	21
Total	85	2	(1)	86	86	0	86

Administration

	Classification
1	Assessor-Recorder
1	Assistant Assessor
1	Business Manager
3	Chief Appraiser
1	Confidential Administrative Asst
7	**Requested Total**

Administration Support

	Classification
1	Assessment Technician
1	**Requested Total**

Employment & Financial

	Classification
1	Administrative Coordinator
2	Fiscal Support Specialist
3	**Requested Total**

Special Properties Support

	Classification
7	Auditor-Appraiser I/II/III
2	Senior Auditor-Appraiser
2	Supervising Appraiser
2	Senior Appraiser
5	Appraiser I/II/III
1	Fiscal Support Supervisor
1	Fiscal Support Specialist
1	Fiscal Support Technician
4	Assessment Technician
25	**Current Total**
	Additions/Deletions
(1)	Fiscal Support Technician
1	Assessment Technician
25	**Requested Total**

Real Property

	Classification
1	Fiscal Support Supervisor
1	Fiscal Support Specialist
1	Fiscal Support Technician
6	Assessment Technician
2	Supervising Appraiser
4	Senior Appraiser
14	Appraiser I/II/III
29	**Requested Total**

Assessment Standards

	Classification
4	Appraiser I/II/III
2	Senior Appraiser
1	Supervising Appraiser
4	Engineering Technician I/II/III
1	Fiscal Suppot Supervisor
2	Fiscal Suppot Specialist
2	Fiscal Support Technician
4	Assessment Technician
20	**Current Total**
	Additions/Deletions
1	Assessment Technician
21	**Requested Total**

General Government

Fiscal Year 2021-22 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	2018-19 Actual	2019-20 Actual	2020-21 Adopted	2020-21 Actual	2021-22 Goal
Percentage of appraisable events completed prior to roll close	99.9%	99.7%	100%	99.8%	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.

Objective 2: Process paperwork timely to optimize revenue.

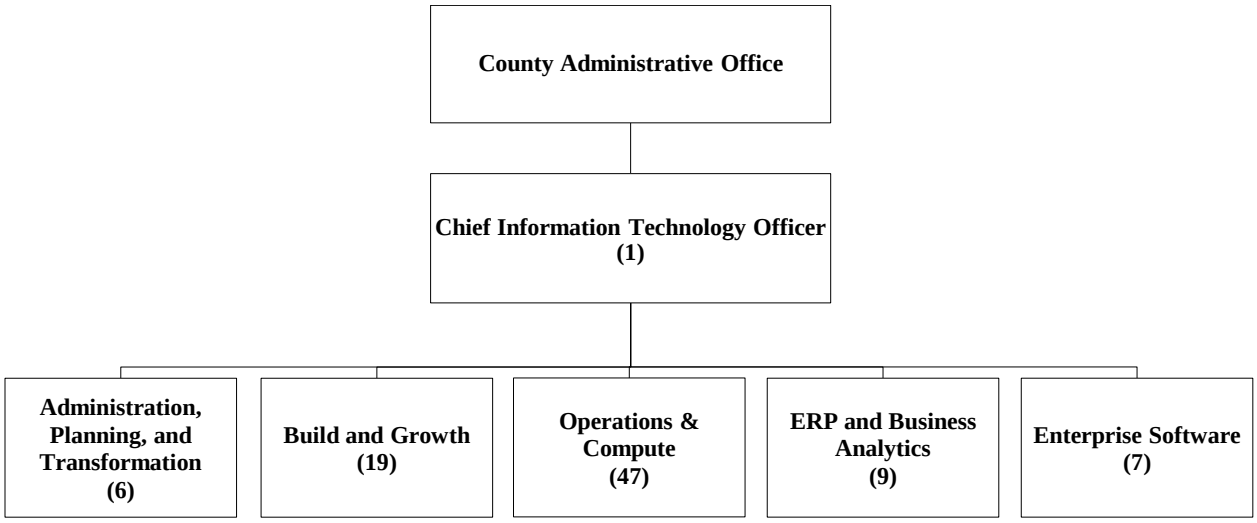
Measurement	2018-19 Actual	2019-20 Actual	2020-21 Adopted	2020-21 Actual	2021-22 Goal
Percentage of Business and Natural Resources Property Statements processed prior to roll close.	100%	100%	100%	100%	100%

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 2019-20 and 2020-21 Accomplishments

- The division designed and installed network equipment at the County's Alternative Care Site.
- The division collaborated with the Human Resources Division to design and implement a new online open enrollment form for employees enrolling in or changing health benefits.
- The division optimized the enterprise Geographic Information System environment, which will improve availability and performance for all users.
- The division deployed a new wi-fi network throughout the Public Services Building.
- The division created and supported over 2,000 new VPN accounts in response to the coronavirus pandemic. The new accounts supported remote work and workplace safety efforts.
- The division engaged in the migration and consolidation of three servers, 13 virtual domains, and the data from over 35 County applications.
- The division deployed a new security solution to improve security and defense for all users and servers.
- The division assisted in the design and implementation of several pandemic-related call centers and public information announcements.

General Government

Information Technology Services

Department Head: Ryan J. Alsop
Fund: General
Budget Unit: 1160

Function: General Government
Activity: Other General

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 Countywide enterprise system, 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 2019-20	FY 2020-21		FY 2021-22		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	$10,385,116	$11,134,666	$10,654,040	$10,787,508	$10,787,508	$10,787,508
Services and Supplies	12,402,395	13,657,502	12,930,642	13,564,723	13,564,723	13,614,082
Other Charges	31,331	15,815	31,331	15,815	15,815	15,815
Capital Assets	3,480,205	2,370,363	1,495,918	1,416,088	1,416,088	2,000,000
Other Financing Uses	0	654,522	0	0	0	801,673
TOTAL EXPENDITURES	**$26,299,047**	**$27,832,868**	**$25,111,931**	**$25,784,134**	**$25,784,134**	**$27,219,078**
Expend. Reimb.	($4,844,808)	($5,786,865)	($5,749,005)	($5,665,586)	($5,665,586)	($5,665,586)
TOTAL NET EXPENDITURES	**$21,454,239**	**$22,046,003**	**$19,362,926**	**$20,118,548**	**$20,118,548**	**$21,553,492**
REVENUE:						
Intergovernmental	$9,686	$0	$0	$0	$0	$0
Charges for Services	9,801,460	11,544,847	11,379,961	10,523,261	10,523,261	10,523,258
Miscellaneous	93	100,000	68	250,000	250,000	250,000
Other Financing Sources:						
General Plan Admin Surcharge	59,485	0	0	0	0	0
Automated County Warrant System	0	50,000	0	73,100	73,100	73,100
CARES Act	138,381	0	202,983	0	0	71,577
TOTAL REVENUE	**$10,009,105**	**$11,694,847**	**$11,583,012**	**$10,846,361**	**$10,846,361**	**$10,917,935**
Less Available BSI *	$0	($654,522)	$0	$0	$0	($801,673)
NET GENERAL FUND COST	**$11,445,134**	**$9,696,634**	**$7,779,914**	**$9,272,187**	**$9,272,187**	**$9,833,884**
BSI Ending Balance *	$654,522	N/A	$654,522	N/A	N/A	N/A

* BSI = Budget Savings Incentives

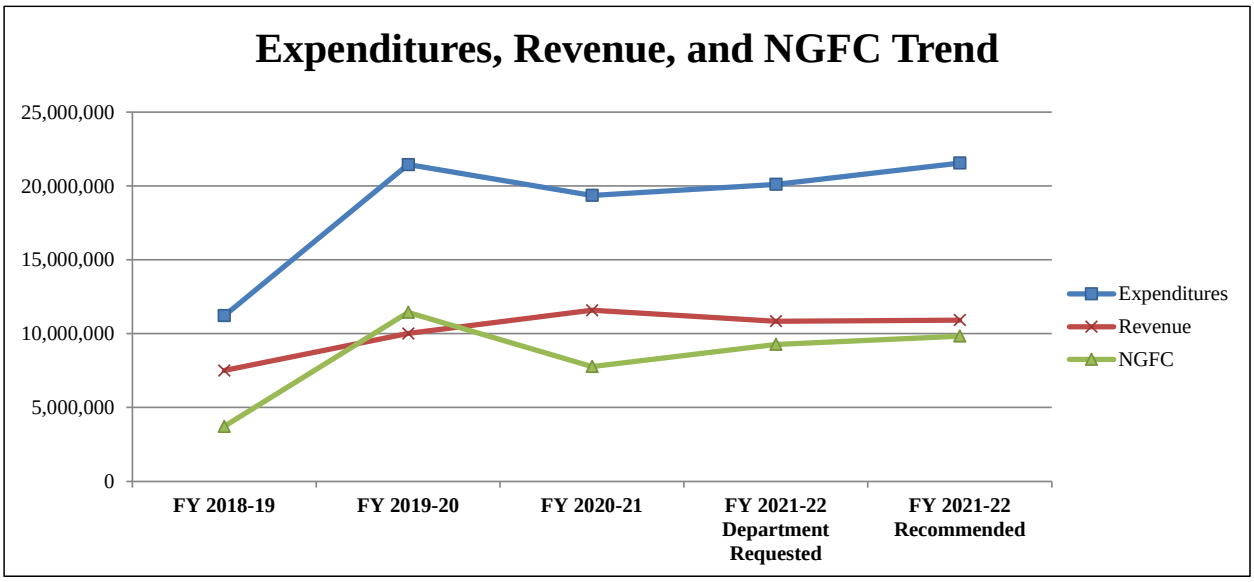
Major Expenditures and Revenue in FY 2021-22 Recommended Budget

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 budgeted increases in services and supplies expenditures and miscellaneous revenue above FY 2020-21 actual reflect new software purchases on behalf of customer departments that will fully reimburse ITS for the purchases. The actual capital assets expenditures reflect costs for the new ERP system that were incurred during FY 2020-21. The FY 2021-22 budget for capital assets expenditures reflects an additional $2.0 million toward the ongoing implementation of the new ERP system. The increase in NGFC from FY 2021-22 Preliminary Recommended reflects additional General Fund resources allocated to the division in order to fully fund the ERP project while maintaining service levels.

The division received $138,381 in FY 2019-20 and $202,983 in FY 2020-21 from the CARES Act fund for costs associated with the coronavirus pandemic. The FY 2021-22 budget includes $71,577 in additional transfers from the CARES Act fund.

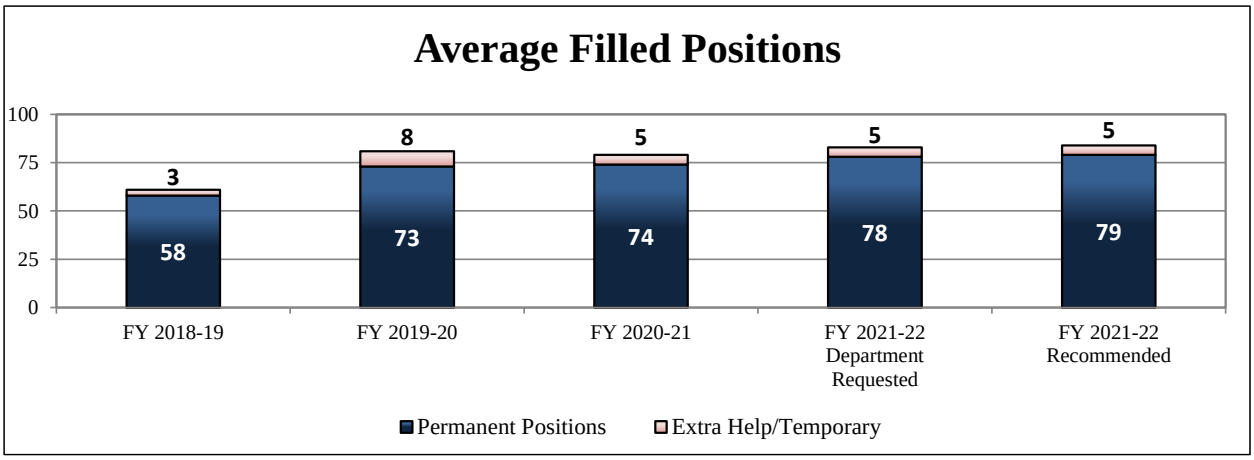


Staffing Changes and Operational Impacts

The recommended budget includes the deletion of one (1) Senior CAO Manager position at a value of approximately $246,000, and the addition of one (1) Local Area Network Systems Administrator position at a value of approximately $142,000.

The recommended budget holds one (1) Technology Services Manager position, one (1) Network Systems Administrator position, three (3) Programmer I/II-Systems Analyst I/II positions, three (3) Technical Support Specialist I/II/III positions, one (1) System Programmer I/II position, and one (1) Database Analyst I/II position vacant and unfunded, at an annual savings of approximately $1.3 million.

General Government



4-Year Staffing Trend

	Actual			Department Requested	Recommended
	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	
AVERAGE FILLED POSITIONS					
Permanent Positions	58	73	74	78	79
Extra Help/Temporary	3	8	5	5	5
Total Positions	**61**	**81**	**79**	**83**	**84**
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	60	73	76	N/A	N/A
Extra Help/Temporary (FTE)	5	6	4	N/A	N/A
Total Positions	**65**	**79**	**80**	**N/A**	**N/A**
SALARIES & BENEFITS	**$8,446,664**	**$10,385,116**	**$10,654,040**	**$10,787,508**	**$10,787,508**

Summary of Authorized Positions

The recommended budget includes 89 authorized permanent positions, of which 79 are budgeted to be filled during FY 2021-22 as indicated below.

Division	Authorized	Additions	Deletions	Requested Total	Filled	Vacant	Total
Admin, Planning, and Transformation	8	0	(1)	7	6	1	7
Build & Growth	18	1	0	19	17	2	19
Operations & Compute	47	0	0	47	42	5	47
ERP & Business Analytics	9	0	0	9	7	2	9
Enterprise Software	7	0	0	7	7	0	7
Total	89	1	(1)	89	79	10	89

Administration, Planning, and Transformation

	Classification
1	Chief Information Tech Officer
1	Senior CAO Manager
1	Business Manager
1	Technology Services Manager
1	Fiscal Support Supervisor
1	Fiscal Support Specialist
1	Office Services Technician
1	Sr. Office Services Specialist
8	**Current Total**
	Additions/Deletions
(1)	Senior CAO Manager
7	**Requested Total**

Build and Growth

	Classification
3	Telecom Network Administrator
2	Technology Services Supervisor
1	Technology Services Manager
4	LAN Systems Administrator
2	System Programmer I/II
3	Network System Administrator
2	Senior Systems Analyst
1	Programmer I/II-Sys Analyst I/II
18	**Current Total**
	Additions/Deletions
1	LAN Systems Administrator
19	**Requested Total**

Operations & Compute

	Classification
1	GIS Manager
1	GIS Programmer/Analyst
3	Technology Services Supervisor
1	Technology Services Manager
3	LAN Systems Administrator
11	Tech. Support Engineer I/II
15	Tech. Support Specialist I/II/III
1	Information Security Officer
11	Programmer I/II-Sys Analyst I/II
47	**Requested Total**

Enterprise Software

	Classification
1	Technology Services Supervisor
1	Technology Services Manager
1	Senior Systems Analyst
4	Programmer I/II-Sys Analyst I/II
2	Database Analyst I/II
9	**Requested Total**

ERP and Business Analytics

	Classification
1	Technology Services Supervisor
1	Technology Services Manager
5	Programmer I/II-Sys Analyst I/II
7	**Requested Total**

Fiscal Year 2021-22 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	2018-19 Actual	2019-20 Actual	2020-21 Adopted	2020-21 Actual	2021-22 Goal
Average number of hits on County website per resident	14.5	17.3	18.5	7.1	8.0

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 decrease in FY 2020-21 actual is primarily due to the division implementing new tracking software that more accurately reflects usage data. The FY 2021-22 goal has been adjusted to reflect this change. 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

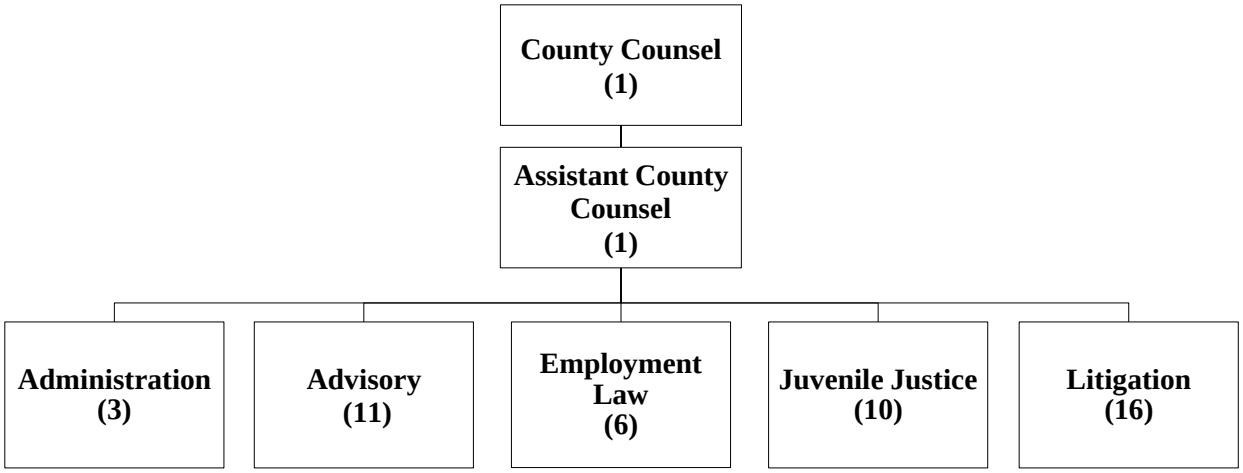
Measurement	2018-19 Actual	2019-20 Actual	2020-21 Adopted	2020-21 Actual	2021-22 Goal
Percentage of time that the County's IT servers are fully operational	99.97%	99.98%	99.98%	99.98%	99.98%
Average number of staff training hours per full time equivalent	37	23.25	25	25	25

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.

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 2019-20 and 2020-21 Accomplishments

- The Juvenile Dependency section managed 3,913 open cases on juvenile dependency matters, made nearly 15,000 court appearances, and filed or responded to over 1,800 new petitions.
- The Employment Law section handled nearly 250 new and distinct employment matters, of which 219 were disciplinary or performance related matters, nine were Department of Fair Employment and Housing and Equal Employment Opportunity Commission complaints, 18 were workplace violence related matters, and six were Rule 1800 discrimination hearings. The section also managed 577 litigated workers' compensation claims, and provided mandated training to various County employees.
- The Litigation section conducted 13 trials, received and reviewed over 100 new complaints, and resolved 108 cases. Attorneys also attended numerous jury trials, 155 hearings, 134 depositions, nine mediations, and made 1,368 appearances in civil litigation and conservatorship hearings.
- The Advisory section completed 172 Ordinances and 547 Resolutions, and reviewed 1,959 contracts. The section also completed 39 Pitchess motions and responded to 75 Public Records Act requests. Attorneys also appeared for Assessment Appeal hearings, and provided legal advice to numerous board and commissions.
- For the Lean Six Initiative, employees continued to search for and implement quick wins. The department continued to refine and improve on the project that simplified 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.

General Government

County Counsel

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 2019-20	FY 2020-21		FY 2021-22		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	$7,951,402	$8,431,629	$8,418,741	$8,499,471	$8,499,471	$8,499,471
Services and Supplies	857,868	1,437,094	618,896	991,669	991,669	991,669
Other Charges	687,409	1,148,591	550,081	1,140,000	1,140,000	1,140,000
Other Financing Uses	0	1,711,851	0	0	0	2,378,694
TOTAL EXPENDITURES	**$9,496,679**	**$12,729,165**	**$9,679,101**	**$10,631,140**	**$10,631,140**	**$13,009,834**
Expend. Reimb.	($133,672)	($217,515)	($244,358)	($277,007)	($277,007)	($277,007)
TOTAL NET EXPENDITURES	**$9,363,007**	**$12,511,650**	**$9,434,743**	**$10,354,133**	**$10,354,133**	**$12,732,827**
REVENUE:						
Charges for Services	$7,385,664	$7,518,231	$7,733,123	$7,176,422	$7,176,422	$7,176,422
Miscellaneous	3,515	15,000	33,150	15,000	15,000	15,000
Other Financing Sources:						
General Plan Admin Surcharge	557	0	0	0	0	0
CARES Act	190,190	0	178,516	0	0	0
TOTAL REVENUE	**$7,579,926**	**$7,533,231**	**$7,944,789**	**$7,191,422**	**$7,191,422**	**$7,191,422**
Less Available BSI *	$0	($1,711,851)	$0	$0	$0	($2,378,694)
NET GENERAL FUND COST	**$1,783,081**	**$3,266,568**	**$1,489,954**	**$3,162,711**	**$3,162,711**	**$3,162,711**
BSI Ending Balance *	$1,711,851	N/A	$1,602,150	N/A	N/A	N/A

* BSI = Budget Savings Incentives

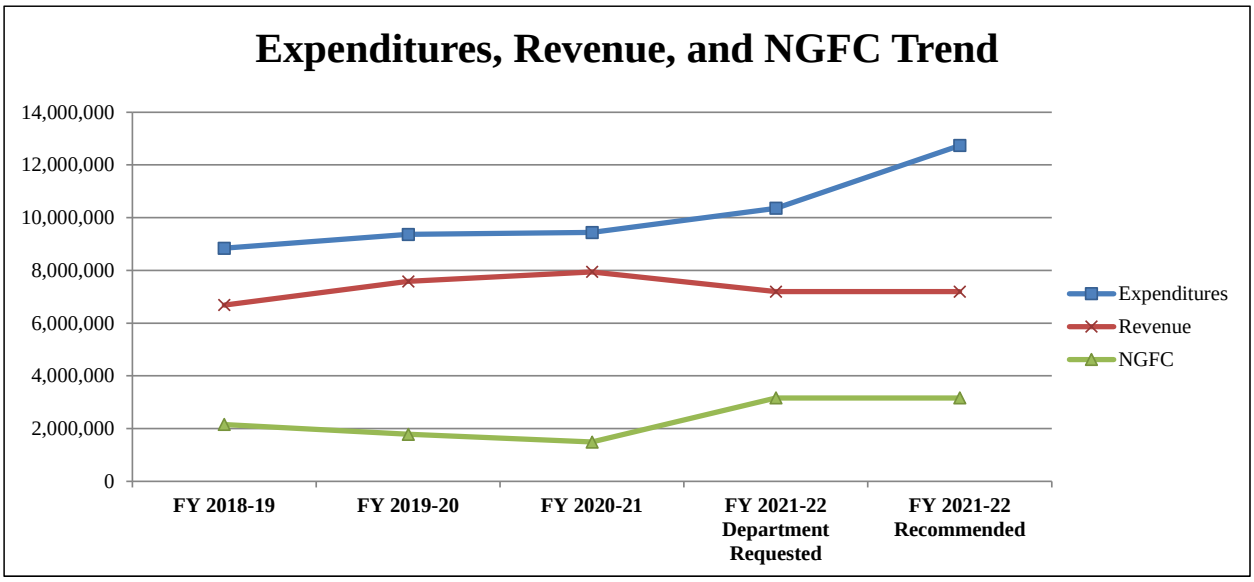
Major Expenditures and Revenue in FY 2021-22 Recommended Budget

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 $2,378,694, of which $355,703 is budgeted for use in FY 2021-22.

Budget Changes and Operational Impacts

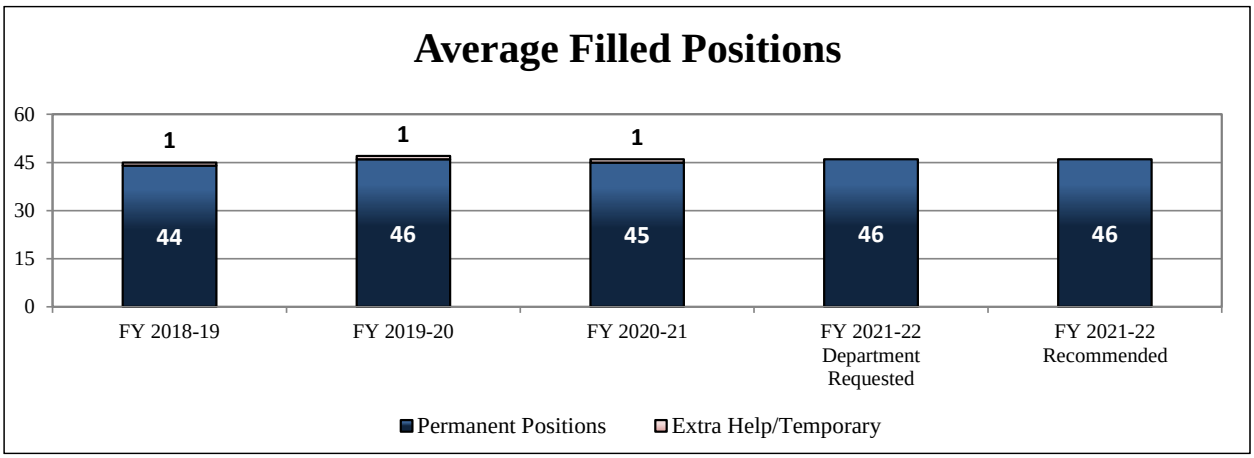
Services and supplies are budgeted to increase from prior year actual due to equipment and facility upgrades that were budgeted to occur during FY 2020-21, but were deferred, and anticipated outside legal contracts. Charges for services revenue is budgeted to decrease due to changes in billable rates and the way legal services are tracked and billed to customer departments. Uninsured litigation funding has been included in other charges at historical levels. The department received $190,190 in FY 2019-20 and $178,516 in FY 2020-21 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 $525,000.



General Government

4-Year Staffing Trend

	Actual			Department Requested	Recommended
	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	
AVERAGE FILLED POSITIONS					
Permanent Positions	44	46	45	46	46
Extra Help/Temporary	1	1	1	0	0
Total Positions	**45**	**47**	**46**	**46**	**46**
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	45	44	45	N/A	N/A
Extra Help/Temporary (FTE)	1	1	0	N/A	N/A
Total Positions	**46**	**45**	**45**	**N/A**	**N/A**
SALARIES & BENEFITS	**$8,120,790**	**$7,951,402**	**$8,418,741**	**$8,499,471**	**$8,499,471**

Summary of Authorized Positions

The recommended budget includes 48 authorized positons, of which 46 have been budgeted to be filled during FY 2021-22 as indicated below.

Division	Authorized	Additions	Deletions	Requested Total	Filled	Vacant	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
Total	48	0	0	48	46	2	48

Administration

	Classification
1	County Counsel
1	Assistant County Counsel
1	Administrative Coordinator
1	Info Systems Specialist I/II/III/Sr
1	Senior Office Services Specialist
5	**Requested Total**

Advisory

	Classification
1	Chief Deputy County Counsel
7	Deputy County Counsel I/II/III/IV/V
2	Paralegal I/Sr.
1	Legal Secretary
11	**Requested Total**

Employment Law

	Classification
1	Chief Deputy County Counsel
3	Deputy County Counsel I/II/III/IV/V
1	Paralegal I/Sr.
1	Office Services Technician
6	**Requested Total**

Juvenile Justice

	Classification
1	Chief Deputy County Counsel
5	Deputy County Counsel I/II/III/IV/V
2	Paralegal I/Sr.
1	Office Services Technician
1	Office Services Assistant
10	**Requested Total**

Litigation

	Classification
1	Chief Deputy County Counsel
9	Deputy County Counsel I/II/III/IV/V
3	Paralegal I/Sr.
3	Legal Secretary
16	**Requested Total**

Fiscal Year 2021-22 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	2018-19 Actual	2019-20 Actual	2020-21 Adopted	2020-21 Actual	2021-22 Goal
Total cost of legal services as a percentage of total County expenditures.	0.63%	0.43%	0.43%	0.45%	0.45%
Percent of lawsuits resolved with a payout to plaintiffs of $10,000 or less.	23 of 39 or 59%	49 of 61 or 80%	50 of 61 or 82%	48 of 60 or 80%	49 of 60 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	2018-19 Actual	2019-20 Actual	2020-21 Adopted	2020-21 Actual	2021-22 Goal
The percentage of clients rating legal services as effective.	96%	94%	100%	94%	100%
The percentage of contracts reviewed within ten business days.	95%	99%	100%	97%	100%

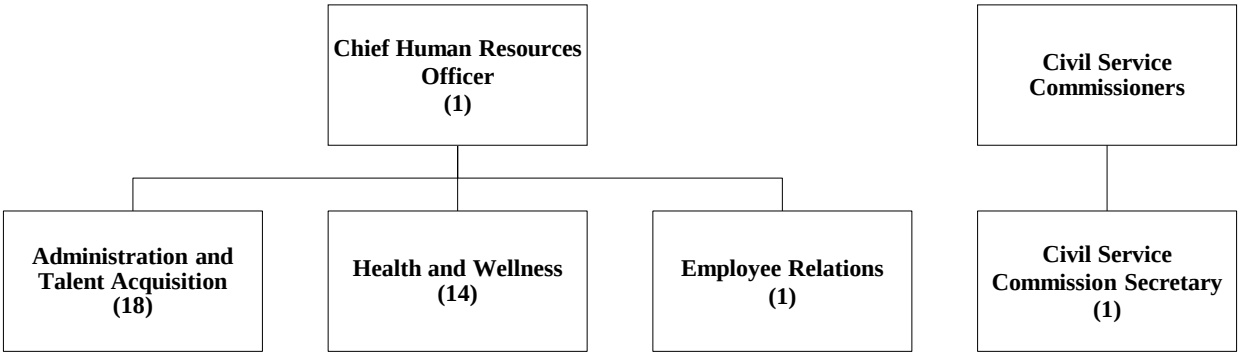
The first indicator measures how clients (County departments) assess the effectiveness of the legal services provided by the attorneys based on the completion of standardized legal service evaluations. The evaluations provide a measurement of how timely and competently the County attorneys are addressing 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.

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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 2019-20 and 2020-21 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's Talent Acquisition team completed 224 recruitments and processed over 22,000 applications in FY 2020-21.
- The division's Employee Relation team anticipates completion of 12 discrimination and/or hostile work environment investigations during FY 2020-21.
- The division coordinated and managed staffing of the County's COVID-19 testing site and Mass Vaccination Site at the Kern County Fairgrounds.
- The division coordinated and negotiated coronavirus pandemic related employee benefits, including technology stipends and childcare reimbursements.
- The division developed and recruited for the new position of Director of Diversity, Equity, and Inclusion.

General Government

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 2019-20	FY 2020-21		FY 2021-22		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	$3,881,695	$3,953,006	$3,885,204	$4,164,990	$4,143,070	$4,143,070
Services and Supplies	459,600	368,820	374,140	400,153	400,153	400,153
Other Financing Uses	0	196,456	0	0	0	179,947
TOTAL EXPENDITURES	**$4,341,295**	**$4,518,282**	**$4,259,344**	**$4,565,143**	**$4,543,223**	**$4,723,170**
Expend. Reimb.	($9,875)	($15,000)	($25,396)	($147,827)	($15,000)	($15,000)
TOTAL NET EXPENDITURES	**$4,331,420**	**$4,503,282**	**$4,233,948**	**$4,417,316**	**$4,528,223**	**$4,708,170**
REVENUE:						
Charges for Services	$1,886,706	$2,023,050	$1,799,980	$2,166,212	$2,198,212	$2,198,212
Miscellaneous	439	3,520	454	470	470	470
Other Financing Sources:						
CARES Act	98,924	0	309,817	0	0	0
TOTAL REVENUE	**$1,986,069**	**$2,026,570**	**$2,110,251**	**$2,166,682**	**$2,198,682**	**$2,198,682**
Less Available BSI *	$0	($196,456)	$0	$0	$0	($179,947)
NET GENERAL FUND COST	**$2,345,351**	**$2,280,256**	**$2,123,697**	**$2,250,634**	**$2,329,541**	**$2,329,541**
BSI Ending Balance *	$196,456	N/A	$147,457	N/A	N/A	N/A

* BSI = Budget Savings Incentives

Major Expenditures and Revenue in FY 2021-22 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 funded by an allocation of Net

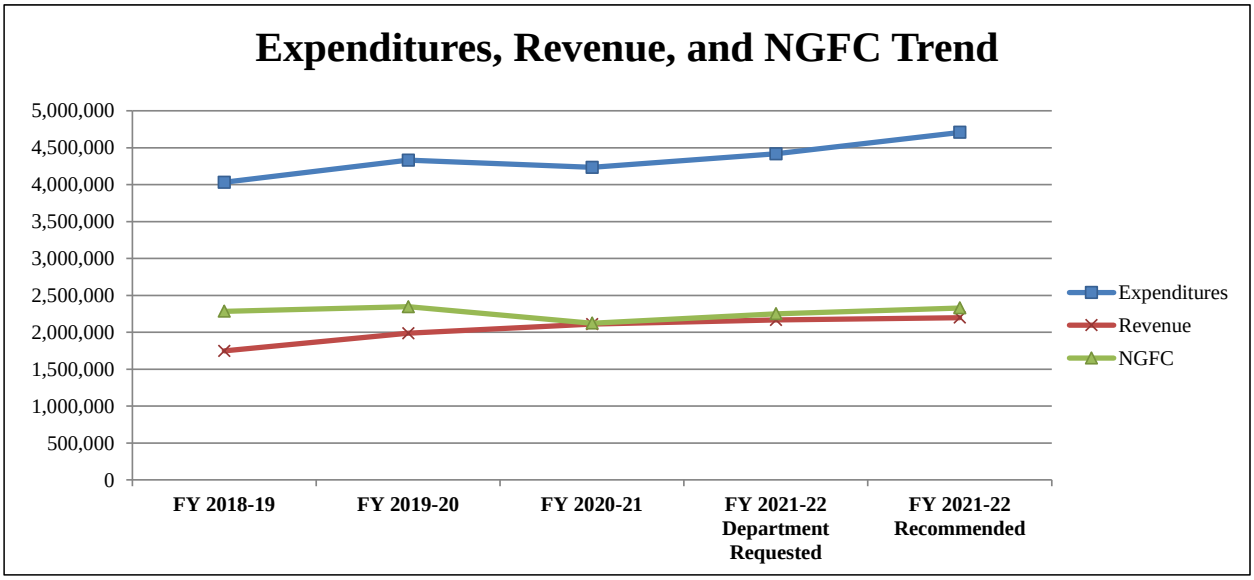
General Fund Cost, and the reimbursement of staff costs for administration of the County's health benefits programs.

The Civil Service Commission portion of this budget, totaling $180,000, provides resources for Commission meeting expenses in the amount of $27,000, travel expenses in the amount of $3,000, supplies in the amount of $3,000, and salaries and benefits for the Civil Service Commission Secretary in the amount of $147,000. The Civil Service Commission approved this budget in accordance with County Ordinance 3.04.040.

Budget Changes and Operational Impacts

The budgeted increase in salaries and benefits is primarily due to the addition of a new permanent position. The costs related to the new permanent position will be billed to the County's health benefit funds, which accounts for the budgeted increase in charges for services revenue.

The division will receive an additional $93,906 in NGFC to support the recently added Director of Diversity, Equity, and Inclusion position. The division received $98,924 in FY 2019-20 and $309,817 in FY 2020-21 from the CARES Act fund for costs associated with the coronavirus pandemic.

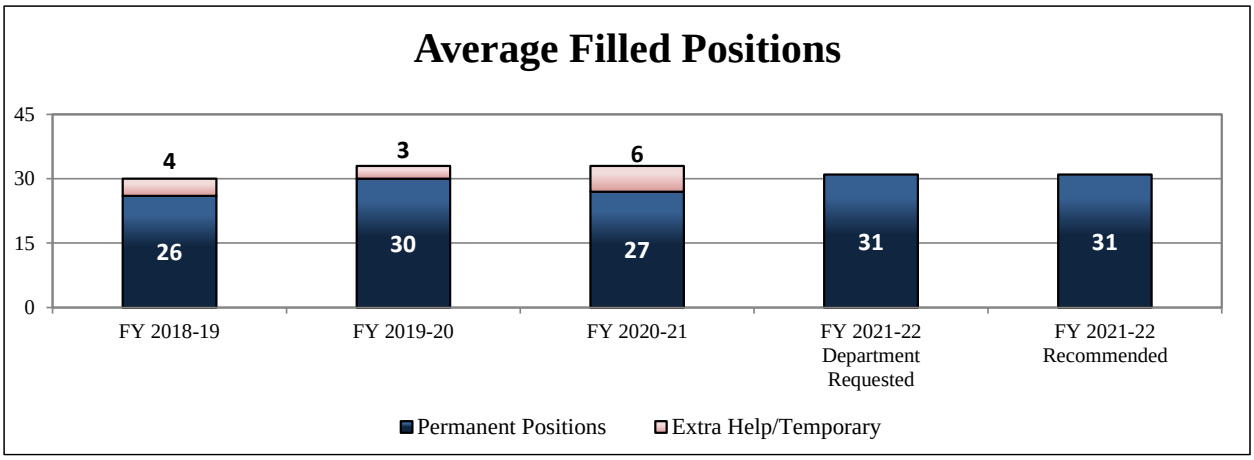


Staffing Changes and Operational Impacts

The recommended budget includes the addition of one (1) Principal Human Resources Analyst position at an annual cost of approximately $174,000.

The recommended budget holds one (1) Health Plan Services Specialist I/II position, two (2) Human Resources Specialist I/II positions, and one (1) Human Resources Analyst I/Sr. position vacant and unfunded, at an annual savings of approximately $460,000.

General Government



4-Year Staffing Trend

	Actual			Department Requested	Recommended
	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	
AVERAGE FILLED POSITIONS					
Permanent Positions	26	30	27	31	31
Extra Help/Temporary	4	3	6	17	0
Total Positions	**30**	**33**	**33**	**48**	**31**
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	27	30	28	N/A	N/A
Extra Help/Temporary (FTE)	3	3	5	N/A	N/A
Total Positions	**30**	**33**	**33**	**N/A**	**N/A**
SALARIES & BENEFITS	**$3,590,875**	**$3,881,695**	**$3,885,204**	**$4,164,990**	**$4,143,070**

Summary of Authorized Positions

The recommended budget includes 35 authorized positions, of which 31 have been budgeted to be filled during FY 2021-22 as indicated below.

Division	Authorized	Additions	Deletions	Requested Total	Filled	Vacant	Total
Admin and Talent Req.	19	0	0	19	15	4	19
Health and Wellness	13	1	0	14	14	0	14
Employee Relations	1	0	0	1	1	0	1
Civil Service Commission	1	0	0	1	1	0	1
Total	34	1	0	35	31	4	35

Administration and Talent Acquisition

	Classification
1	Chief Human Resources Officer
1	Deputy Chief HR Officer
1	Director of Diversity and Equity
3	Principal HR Analyst
3	Human Resources Analyst I/Sr.
3	Sr. Human Resources Specialist
6	Human Resources Specialist I/II
1	Health Plan Services Sp I/II
19	**Requested Total**

Employee Relations

1	Deputy Chief HR Officer
1	**Requested Total**

Health and Wellness

	Classification
1	Deputy Chief HR Officer
2	Health Plan Services Coordinator
6	Health Plan Services Sp I/II
4	Sr. Health Plan Services Specialist
13	**Current Total**
	Additions/Deletions
1	Principal Human Resources Analyst
14	**Requested Total**

Civil Service Commission

	Classification
1	Civil Service Comm Secretary
1	**Requested Total**

Fiscal Year 2021-22 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

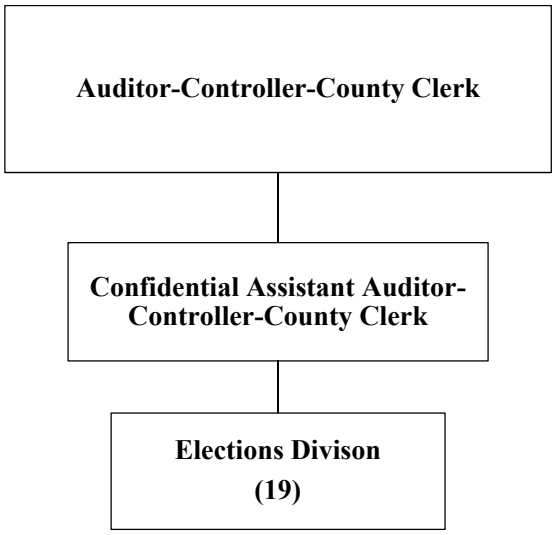
Measurement	2018-19 Actual	2019-20 Actual	2020-21 Adopted	2020-21 Actual	2021-22 Goal
Percentage of certifications made within two days of the availability of an eligible list and valid requisition.	97%	98%	100%	97%	100%
Average number of days for completion of eligible lists from date of the receipt of a requisition	45	40	40	40	40
Percentage of classification actions completed within three months of receipt of request	60%	45%	80%	75%	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 2019-20 and 2020-21 Accomplishments

- In FY 2019-20, successfully conducted the 2020 Presidential Primary on March 3, 2020 with 40% of registered voters casting their votes.
- In FY 2020-21, successfully conducted the 2020 General Election on November 3, 2020 with 72% of registered voters casting their votes.
- Registered over 26,000 new voters in 2020.
- Implemented an all vote-by-mail election for the November 3, 2020 General Election due to state mandates as a safety precaution from the coronavirus.
- Conducted drop-box events prior to the November 3, 2020 General Election, providing an alternative way for voters to cast their votes.
- Enhanced training materials for poll workers by developing videos to educate them on the election process and on their duties for election day.
- Implemented a ballot tracking system to increase voter confidence.

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 2019-20	FY 2020-21		FY 2021-22		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	$1,690,112	$1,477,836	$1,487,882	$1,941,526	$1,831,659	$1,971,659
Services and Supplies	2,875,728	3,044,478	4,631,368	1,132,430	1,503,078	5,563,250
Other Charges	4,534	5,000	75,354	5,000	5,000	5,000
Capital Assets	503,079	0	0	0	0	0
TOTAL EXPENDITURES	**$5,073,453**	**$4,527,314**	**$6,194,604**	**$3,078,956**	**$3,339,737**	**$7,539,909**
REVENUE:						
Intergovernmental	$608,885	$48,000	$3,641,597	$35,000	$35,000	$2,951,032
Charges for Services	480,344	1,083,560	1,118,695	74,600	93,633	93,633
Miscellaneous	5,901	6,200	771,012	6,501	6,501	6,501
Other Financing Sources:						
CARES Act	146,944	408,000	14,513	0	0	0
TOTAL REVENUE	**$1,242,074**	**$1,545,760**	**$5,545,817**	**$116,101**	**$135,134**	**$3,051,166**
NET GENERAL FUND COST	**$3,831,379**	**$2,981,554**	**$648,787**	**$2,962,855**	**$3,204,603**	**$4,488,743**

Major Expenditures and Revenue in FY 2021-22 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 intergovernmental for reimbursement of direct election costs, charges for services 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).

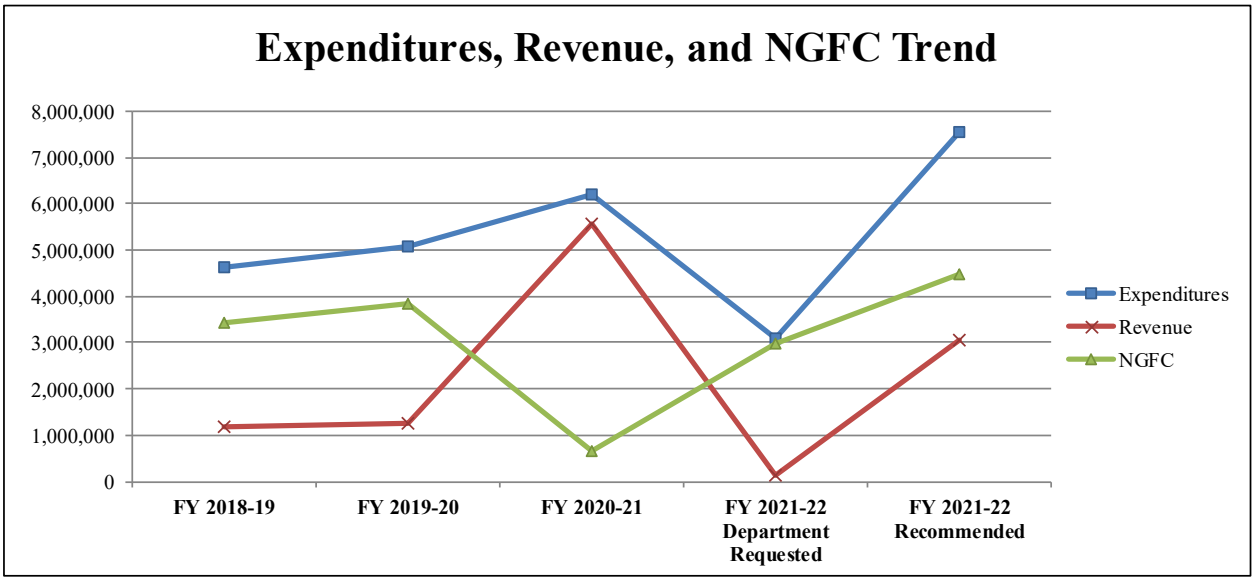
Budget Changes and Operational Impacts

In FY 2021-22, the division anticipates to conduct two elections, the gubernatorial primary election and the statewide recall election, this varies from typical years only conducting one election. The recommended NGFC restores the $241,748 reduction from the prior fiscal year in order to ensure adequate funding for core operations and to partially address the increased costs associated with the primary election. In addition, a supplemental NGFC amount of $1,284,140 has been included

in order to conduct the primary election. At this time, the division does not anticipate any local elections that would help support the costs of the primary election. The recall election is anticipated to cost $2,916,032 within Kern County. The expense will be reimbursed though state funding and is included as intergovernmental revenue.

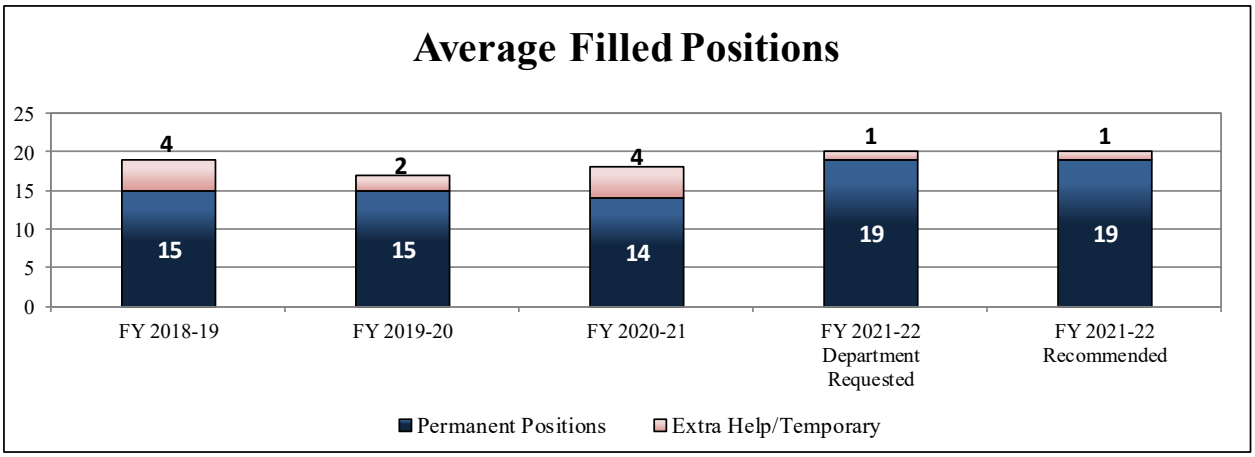
Salaries and benefits reflect an increase from prior years due to the division planning on filling previously vacant positions to assist with the two elections this fiscal year. Salary savings of $109,867 has been included in the recommended budget to reflect historical vacancy rates. Services and supplies reflects the increase in costs related to the additional election.

The recommended budget reflects a net decrease in overall revenue of nearly $2.5 million from FY 2020-21 actual. This decrease is due to state and grant funds, and reimbursement from local election services that are not expected at the same level in FY 2021-22. This decrease is offset by state reimbursement of the recall elections cost. FY 2019-20 and FY 2020-21 actual revenues includes reimbursement from the CARES Act funding to address the Coronavirus pandemic. CARES act funding is not expected in FY 2021-22.



Staffing Changes and Operational Impacts

The recommended budget maintains nineteen (19) authorized positions and is budgeting for the use of one extra help position.



4-Year Staffing Trend

	Actual			Department Requested	Recommended
	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	
AVERAGE FILLED POSITIONS					
Permanent Positions	15	15	14	19	19
Extra Help/Temporary	4	2	4	1	1
Total Positions	**19**	**17**	**18**	**20**	**20**
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	16	17	16	N/A	N/A
Extra Help/Temporary (FTE)	3	2	2	N/A	N/A
Total Positions	**19**	**19**	**18**	**N/A**	**N/A**
SALARIES & BENEFITS	**$1,636,624**	**$1,690,112**	**$1,487,882**	**$1,941,526**	**$1,971,659**

Summary of Authorized Positions

The division maintains nineteen (19) authorized permanent positions, all of which have been budgeted to be filled, as indicated below. This is an increase of three funded positons from FY 2020-21.

Division	Authorized	Additions	Deletions	Requested Total	Filled	Vacant	Total
Elections	19	0	0	19	19	0	19
Total	19	0	0	19	19	0	19

Elections

	Classification
1	Division Chief, County Clerk-Elections
1	Chief Deputy Registrar of Voters
2	Administrative Coordinator
1	Elections Process Coordinator
3	Elections Process Supervisor
10	Election Process Clerk I/II/III
1	Programmer I/II
19	**Requested Total**

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Mission Statement

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

Organizational Chart



Fiscal Year 2019-20 and 2020-21 Accomplishments

- The Purchasing Division issued over $63 million worth of purchase orders in FY 2020-21.
- The Property Management Division negotiated and completed 34 new, amended, and/or assigned lease agreements, seven property transfers, 30 license agreements, and 11 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 worked with the Fire Department to install wildfire camera equipment at remote sites, which will improve wildfire response and management.

General Government

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 2019-20	FY 2020-21		FY 2021-22		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	$16,028,295	$15,196,236	$15,385,493	$14,000,270	$15,153,713	$15,153,713
Services and Supplies	5,229,811	5,389,306	6,031,104	5,591,401	5,601,401	6,367,685
Other Charges	535	2,400	544	1,100	1,100	1,100
Capital Assets	24,187	0	6,262	19,000	19,000	34,000
Other Financing Uses	0	350,000	0	0	0	111,363
TOTAL EXPENDITURES	**$21,282,828**	**$20,937,942**	**$21,423,403**	**$19,611,771**	**$20,775,214**	**$21,667,861**
Expend. Reimb.	($1,478,953)	($1,695,546)	($1,642,060)	($1,555,924)	($1,650,764)	($1,650,764)
TOTAL NET EXPENDITURES	**$19,803,875**	**$19,242,396**	**$19,781,343**	**$18,055,847**	**$19,124,450**	**$20,017,097**
REVENUE:						
Fines and Forfeitures	$44,575	$43,500	$24,066	$2,850	$12,850	$12,850
Use of Money/Property	266,246	250,475	214,767	251,000	251,000	251,000
Charges for Services	4,016,282	4,124,646	4,629,073	4,242,546	4,242,546	4,242,546
Miscellaneous	93,142	816,100	2,193	19,534	19,534	19,534
Other Financing Sources:						
Off Highway Vehicle License Fee	4,300	56,000	4,225	4,225	4,225	143,600
Timber Harvest Fund	0	3,094	0	3,155	3,155	3,120
Parcel Map In-Lieu Fee	0	174,465	43,788	262,840	233,000	229,944
Garage Internal Service Fund	0	0	800,000	0	0	0
CARES Act	1,584,952	0	538,410	0	0	0
TOTAL REVENUE	**$6,009,497**	**$5,468,280**	**$6,256,522**	**$4,786,150**	**$4,766,310**	**$4,902,594**
Less Available BSI *	$0	($350,000)	$0	$0	$0	($111,363)
NET GENERAL FUND COST	**$13,794,378**	**$13,424,116**	**$13,524,821**	**$13,269,697**	**$14,358,140**	**$15,003,140**
BSI Ending Balance *	$350,000	N/A	$0	N/A	N/A	N/A

* BSI = Budget Savings Incentives

Major Expenditures and Revenue in FY 2021-22 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

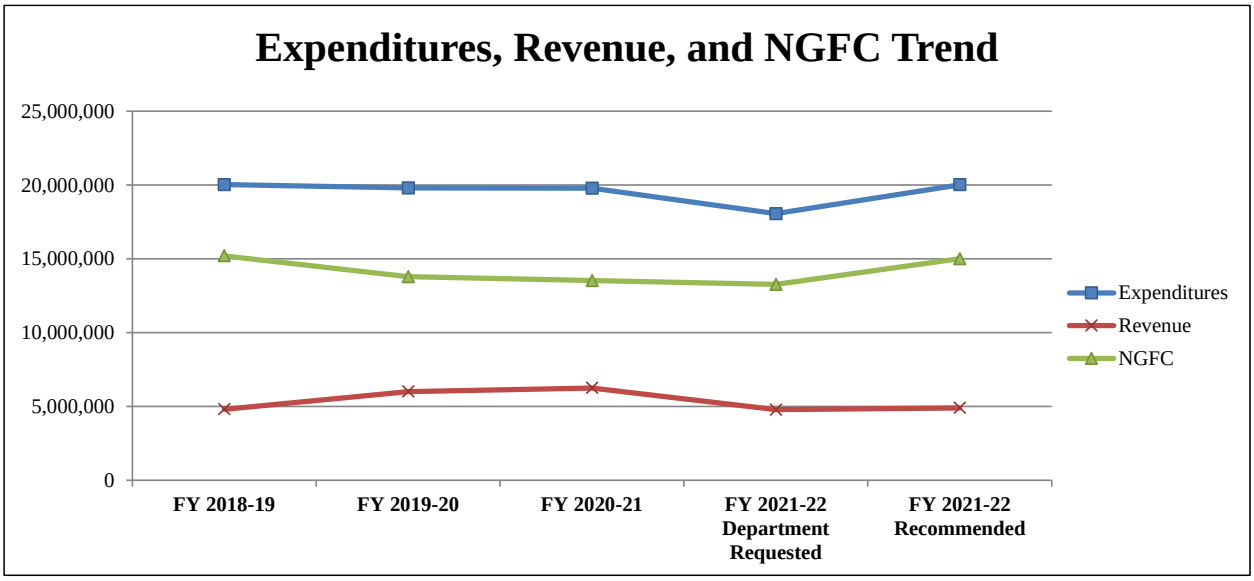
receives some reimbursement for services but is primarily funded by an allocation of Net General Fund Cost (NGFC).

Budget Changes and Operational Impacts

The General Services Division has been utilizing BSI and other one-time sources to pay for ongoing costs for several fiscal years. During FY 2020-21 the division used $350,000 in BSI credit balance, as well as $800,000 from a one-time refund from the Garage Internal Service Fund, to cover ongoing operational costs. The recommend budget includes $1.09 million in additional ongoing NGFC to maintain service levels equivalent to FY 2020-21 in FY 2021-22. The recommended budget also includes a one-time allocation of additional NGFC in the amount of $645,000 for various park, pond, and dam assessments.

The division received $1,584,952 in FY 2019-20 and $538,410 in FY 2020-21 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 44 have been budgeted to be filled.

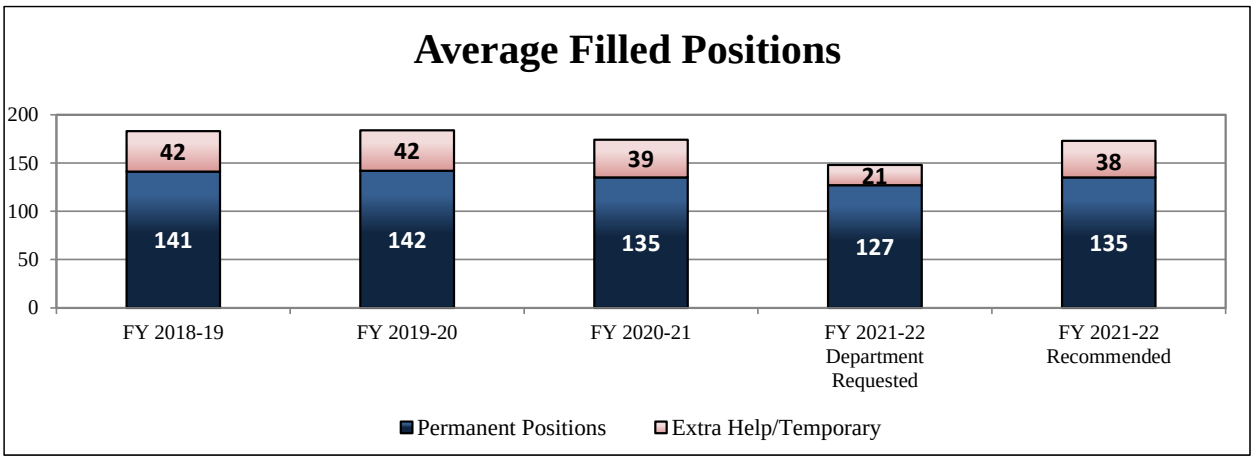


Staffing Changes and Operational Impacts

The recommended budget includes the deletion of one (1) Special Projects Manager position at a value of approximately $168,000.

The recommended budget holds the following positions vacant and unfunded: one (1) Senior CAO Manager, one (1) Energy Coordinator, one (1) Supervising Communications Technician, one (1) Communications Technician I/II/III, eleven (11) Maintenance Worker I/II/III/IV, fourteen (14) Building Service Worker I/II/III, one (1) Security Attendant I/II, one (1) Park Ranger Manager, one (1) Supervising Park Ranger, three (3) Park Ranger Trainee/I/Senior, two

(2) Park Supervisor, three (3) Groundskeeper I/II, three (3) Groundskeeper III, and one (1) Equipment Operator, at an annual savings of approximately $4.2 million.



4-Year Staffing Trend

	Actual			Department Requested	Recommended
	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	
AVERAGE FILLED POSITIONS					
Permanent Positions	141	142	135	127	135
Extra Help/Temporary	42	42	39	21	38
Total Positions	**183**	**184**	**174**	**148**	**173**
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	145	144	135	N/A	N/A
Extra Help/Temporary (FTE)	50	43	37	N/A	N/A
Total Positions	**195**	**187**	**172**	**N/A**	**N/A**
SALARIES & BENEFITS	**$15,955,006**	**$16,028,295**	**$15,385,493**	**$14,000,270**	**$15,153,713**

Summary of Authorized Positions

The recommended budget includes 179 authorized permanent positions, of which 135 have been budgeted to be filled during FY 2021-22 as indicated below.

Division	Authorized	Additions	Deletions	Requested Total	Filled	Vacant	Total
Administration	15	0	(1)	14	12	2	14
Communications	10	0	0	10	8	2	10
Facilities	48	0	0	48	37	11	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	21	14	35
Purchasing	7	0	0	7	7	0	7
Parks	39	0	0	39	30	9	39
Rangers & Security	14	0	0	14	8	6	14
Total	180	0	(1)	179	135	44	179

Administration

	Classification
1	Chief General Services Officer
2	Senior CAO Manager
1	Accountant I/II/III
1	Administrative Services Officer
1	Sr. Human Resources Specialist
1	Energy Coordinator
4	Fiscal Support Specialist
2	Fiscal Support Technician
1	Office Services Specialist
1	Special Projects Manager
15	**Current Total**
	Additions/Deletions
(1)	Special Projects Manager
14	**Requested Total**

Facilities

	Classification
1	General Services Manager
6	Air Conditioning Mechanic
5	Maintenance Carpenter
5	Maintenance Electrician
1	Maintenance Plumber
2	Maintenance Supervisor
26	Maintenance Worker I/II/III/IV
1	Fiscal Support Specialist
1	Warehouse Supervisor
48	**Requested Total**

Parks

	Classification
1	General Services Manager
3	Equipment Operator
1	Sr. Mower Repair Mechanic
3	Area Park Supervisor
6	Park Supervisor
2	Park Caretaker
3	Tree Trimmer I/II
1	Tree Trimmer III
5	Groundskeeper I/II
14	Groundskeeper III
39	**Requested Total**

Custodial

	Classification
1	General Services Manager
29	Building Service Worker I/II/III
1	Supervising Bldg Service Worker
2	Senior Building Service Worker
2	Bldg Service Worker I/II/III-KRV
35	**Requested Total**

Property Management

	Classification
1	General Services Manager
1	Supervising Real Prop Agent
1	Administrative Coordinator
1	Real Property Agent I/II/III
4	**Requested Total**

Reservations

	Classification
1	Administrative Coordinator
1	Fiscal Support Supervisor
2	Fiscal Support Specialist
1	Fiscal Support Technician
1	Office Services Assistant
6	**Requested Total**

Rangers & Security

	Classification
4	Security Attendant I/II
1	Park Ranger Manager
2	Supervising Park Ranger
7	Park Ranger Trainee/I/Sr.
14	**Requested Total**

Mail Services

	Classification
1	Mail Clerk I/II
1	Supervising Mail Clerk
2	**Requested Total**

Communications

	Classification
1	Comm Technician I/II/III
2	Supervising Comm Technician
7	Telecommunications Engineer
10	**Requested Total**

Purchasing

	Classification
1	General Services Manager
3	Buyer I/II/III
1	Contract Administrator
1	Fiscal Support Specialist
1	Supervising Buyer
7	**Requested Total**

Fiscal Year 2021-22 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	2018-19 Actual	2019-20 Actual	2020-21 Adopted	2020-21 Actual	2021-22 Goal
Average number of days to complete a non-emergency request for maintenance or repair services within County facilities	17	25	19	31	25
Average number of days to complete a request for communication services within County facilities	2	3	3	4	3
Average number of inspections of County owned and leased facilities performed by Property Management	102	127	100	137	100
Average number of annual energy audits of County owned and leased facilities performed by Property Management	32	6	30	0	N/A

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. The division is no longer performing energy audits in the same fashion and is removing this measurement as a result.

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	2018-19 Actual	2019-20 Actual	2020-21 Adopted	2020-21 Actual	2021-22 Goal
Percentage of fiscal savings from competitive process	22%	21%	22%	15%	16%

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: To track utilization of website to make reservations and to purchase boat permits

Measurement	2018-19 Actual	2019-20 Actual	2020-21 Adopted	2020-21 Actual	2021-22 Goal
Total transactions processed in reservations system.	5,572	5,838	5,000	9,627	10,000

This performance measure tracks the number of automated transactions made by the public through the public website. There was a significant increase in website sales for FY 2020-21, which is being attributed to additional outdoor recreation and web site usage during the pandemic. The division anticipates that these increases will carry to subsequent years.

Objective 2: Acres of parkland per 1,000 residents

Measurement	2018-19 Actual	2019-20 Actual	2020-21 Adopted	2020-21 Actual	2021-22 Goal
County-owned acres of parkland available per 1,000 residents.	n/a	n/a	5 Acres	5 Acres	5 Acres

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 2019-20	FY 2020-21		FY 2021-22		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Services and Supplies	$14,282,651	$14,662,689	$14,187,439	$14,686,746	$14,686,746	$14,680,740
Other Charges	1,226,679	1,216,543	1,009,248	1,200,541	1,200,541	1,206,547
TOTAL EXPENDITURES	**$15,509,330**	**$15,879,232**	**$15,196,687**	**$15,887,287**	**$15,887,287**	**$15,887,287**
Expend. Reimb.	($244,984)	($260,000)	($292,600)	($280,000)	($280,000)	($280,000)
TOTAL NET EXPENDITURES	**$15,264,346**	**$15,619,232**	**$14,904,087**	**$15,607,287**	**$15,607,287**	**$15,607,287**
REVENUE:						
Intergovernmental	$77,888	$65,671	$57,017	$53,726	$53,726	$53,726
Charges for Services	1,350,632	1,628,500	1,441,988	1,628,500	1,628,500	1,628,500
Miscellaneous	26,329	37,000	70,845	37,000	37,000	37,000
Other Financing Sources:						
AB900 Construction Fund	150,000	0	0	0	0	0
Criminal Justice Facilities	1,651,799	2,400,000	1,746,415	2,400,000	2,400,000	2,400,000
TOTAL REVENUE	**$3,256,648**	**$4,131,171**	**$3,316,265**	**$4,119,226**	**$4,119,226**	**$4,119,226**
NET GENERAL FUND COST	**$12,007,698**	**$11,488,061**	**$11,587,822**	**$11,488,061**	**$11,488,061**	**$11,488,061**

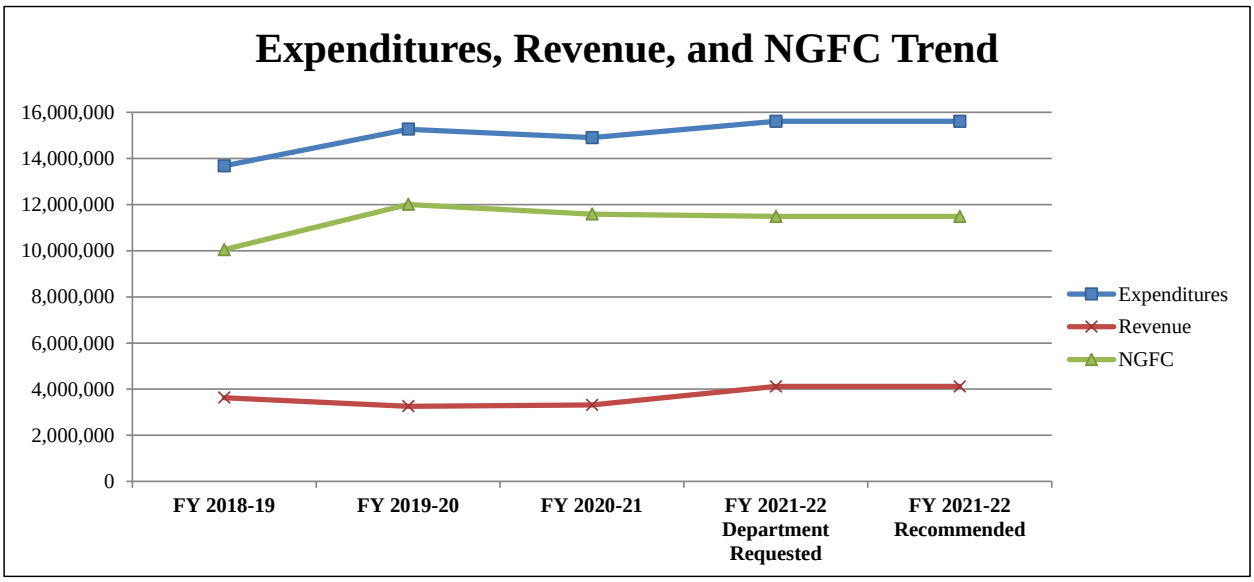
Major Expenditures and Revenue in FY 2021-22 Recommended Budget

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 budgeted increase in services and supplies expenditures for FY 2021-22 is primarily a result of anticipated increases in utility rates for locations that are not directly billed for usage. Other charges expenditures for FY 2021-22 include debt service payments on the financing used to install additional solar photovoltaic arrays near the Lerdo complex. The new installation is anticipated to be activated and generating power in FY 2021-22. The savings related to the new

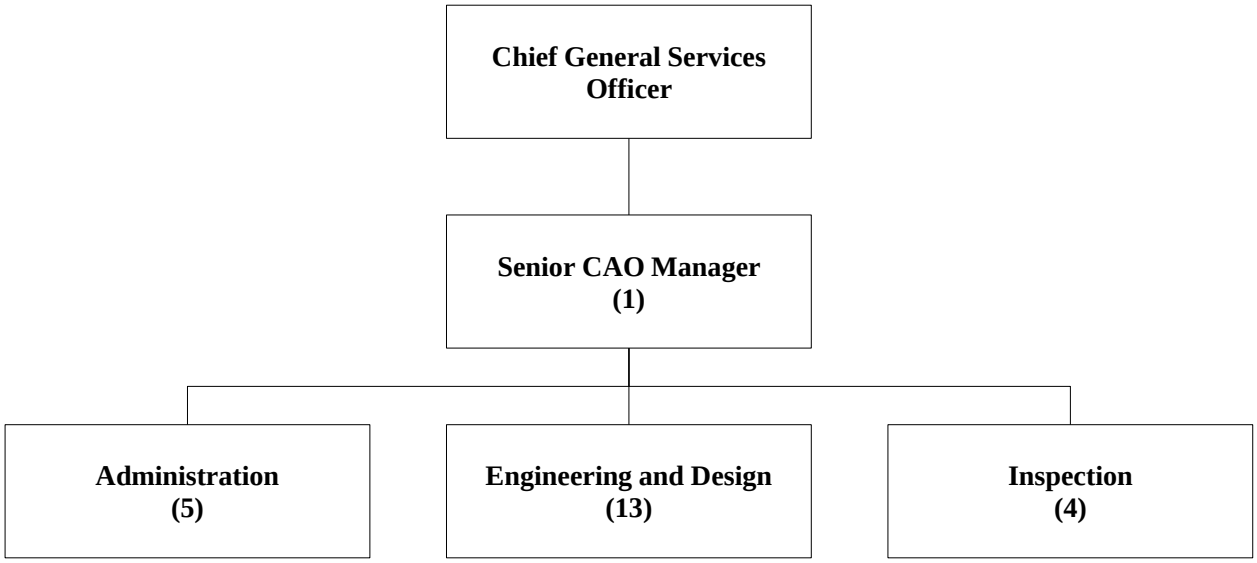
solar array will not be budgeted until FY 2022-23 after sufficient actual generation figures are available.



Mission Statement

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

Organizational Chart



Fiscal Year 2019-20 and 2020-21 Accomplishments

- The Construction Services Division completed the following projects: Low Barrier Navigation Center, reroof of the Mojave court facility, storm drain repairs at Buena Vista Aquatic Recreation Center, burn dump remediation at Hart Park, reroof of the North of the River veterans building, reroof of the Probation annex building, Maker Spaces in Rosamond and Ridgecrest, installation of exercise equipment at Riverside Park, and other various park improvements throughout the County.
- Projects in construction include: large solar installation near Lerdo, upgrades to the Public Health Education Center, remodel and security improvements the Public Services Building, installation of security cameras at Crossroads facility, upgrades to the walking path at Panorama Park, and various elevator upgrades.
- Projects in design include: solar installation at the Public Services Building, new Psychiatric Health Facilities, solar installation at Public Health Services Building, replacement of the water system at Camp Condor, replacement of the water tanks at Lerdo, reroof of the McFarland library branch, and various parks improvements throughout the County.

General Government

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 2019-20	FY 2020-21		FY 2021-22		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	$2,476,081	$2,420,862	$2,247,130	$2,337,801	$2,337,801	$2,337,801
Services and Supplies	194,802	202,645	201,695	191,158	191,158	270,158
Capital Assets	0	0	0	10,000	10,000	10,000
TOTAL EXPENDITURES	**$2,670,883**	**$2,623,507**	**$2,448,825**	**$2,538,959**	**$2,538,959**	**$2,617,959**
Expend. Reimb.	($2,015,654)	($2,013,478)	($1,562,979)	($1,866,616)	($1,866,616)	($1,866,616)
TOTAL NET EXPENDITURES	**$655,229**	**$610,029**	**$885,846**	**$672,343**	**$672,343**	**$751,343**
REVENUE:						
Charges for Services	$199,716	$160,835	$596,870	$250,046	$250,046	$250,046
Miscellaneous	22	49	0	49	49	49
Other Financing Sources:						
Building Inspection	5,098	0	0	0	0	0
CARES Act	48,719	0	48,732	0	0	0
TOTAL REVENUE	**$253,555**	**$160,884**	**$645,602**	**$250,095**	**$250,095**	**$250,095**
NET GENERAL FUND COST	**$401,674**	**$449,145**	**$240,244**	**$422,248**	**$422,248**	**$501,248**

Major Expenditures and Revenue in FY 2021-22 Recommended Budget

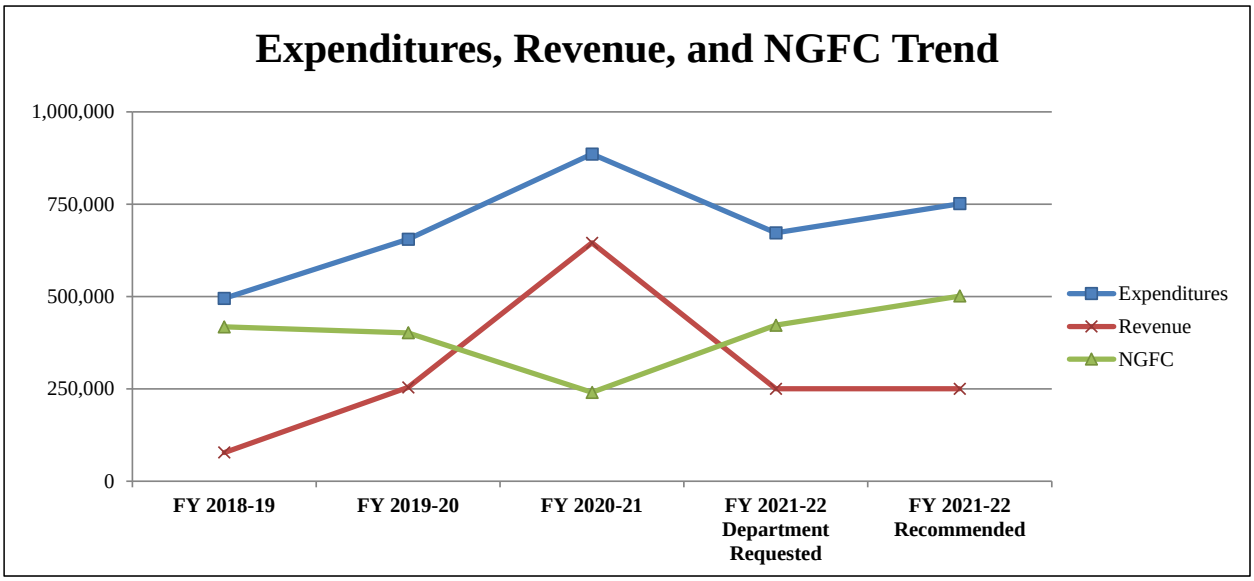
The majority of the expenditures for this budget unit are associated with staffing costs for positions required to perform project related services. The costs are offset by revenue received for services provided, primarily from charges to capital and major maintenance projects.

Budget Changes and Operational Impacts

Salaries and benefits expenditures, charges for services revenue, and expenditure reimbursements for FY 2021-22 reflect anticipated staffing levels and project workloads. Generally, the division charges projects and customer departments for direct staff time as well as a portion of indirect management and administration time.

The increase in services and supplies from preliminary recommended is due to the addition of $79,000 in one-time NGFC to cover anticipated costs related to the new coroner facility project. Combined billable services of expenditure reimbursements and charges for services for FY 2020-

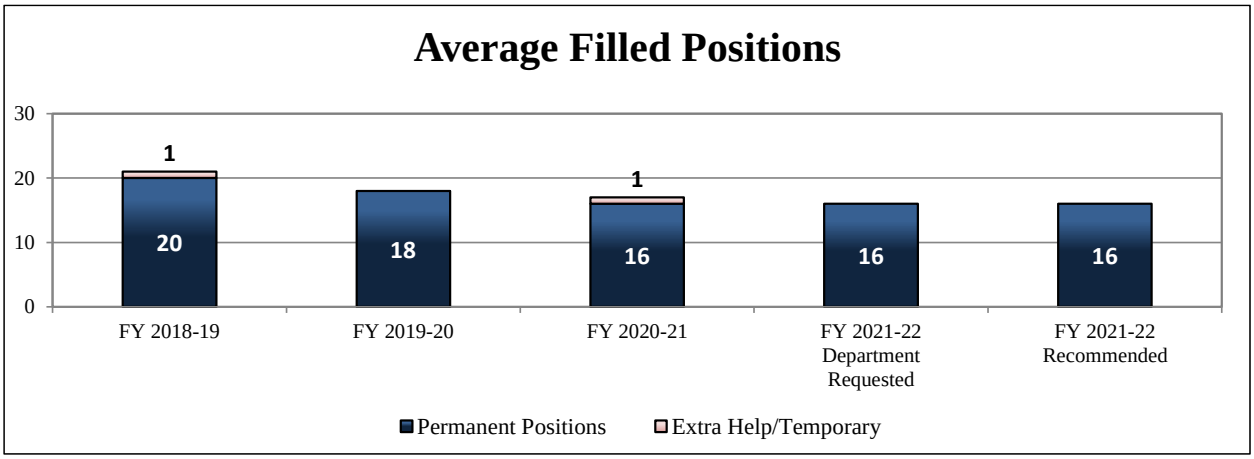
21 were near budgeted amounts. The amount in each category fluctuates annually as total projects and project funding sources vary. The division received $48,719 in FY 2019-20 and $48,732 in FY 2020-21 from the CARES Act fund for costs associated with the coronavirus pandemic.



Staffing Changes and Operational Impacts

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

The recommended budget holds three (3) Engineer I/II/III positions, two (2) Engineering/Draft Technician I/II/III positions, one (1) Fiscal Support Specialist position, and one (1) Planner III position vacant and unfunded for an annual savings of approximately $1.0 million.



4-Year Staffing Trend

	Actual			Department Requested	Recommended
	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	
AVERAGE FILLED POSITIONS					
Permanent Positions	20	18	16	16	16
Extra Help/Temporary	1	0	1	0	0
Total Positions	**21**	**18**	**17**	**16**	**16**
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	21	18	16	N/A	N/A
Extra Help/Temporary (FTE)	1	0	1	N/A	N/A
Total Positions	**22**	**18**	**17**	**N/A**	**N/A**
SALARIES & BENEFITS	**$2,851,013**	**$2,476,081**	**$2,247,130**	**$2,337,801**	**$2,337,801**

Summary of Authorized Positions

The division currently has 23 authorized positions, of which 16 have been budgeted to be filled during FY 2021-22 as indicated below.

Division	Authorized	Additions	Deletions	Requested Total	Filled	Vacant	Total
Administration	6	0	0	6	5	1	6
Engineering and Design	13	0	0	13	7	6	13
Inspection	4	0	0	4	4	0	4
Total	23	0	0	23	16	7	23

Administration

	Classification
1	Senior CAO Manager
1	Contract Specialist
1	Accountant I/II/III
1	Fiscal Support Specialist
1	Fiscal Support Technician
1	Office Services Specialist
6	**Requested Total**

Engineering and Design

	Classification
2	Supervising Engineer
3	Engineer I/II/III-C
6	Engineering/Draft Tech I/II/III-C
2	Planner III
13	**Requested Total**

Inspection

	Classification
1	Supervising Project Inspector
3	Construct Project Inspector I/II/III
4	**Requested Total**

Fiscal Year 2021-22 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	2018-19 Actual	2019-20 Actual	2020-21 Adopted	2020-21 Actual	2021-22 Goal
Percentage of administrative cost to total construction cost	1.4%	.5%	2%	0.8%	2%
Percentage of design and engineering costs to total construction cost	14.9%	13.1%	15%	14.2%	15%
Percentage of project management and inspection costs to total construction cost	6.3%	6.3%	7%	5.4%	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 2019-20	FY 2020-21		FY 2021-22		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Services and Supplies	$4,745,042	$10,906,694	$3,700,788	$0	$0	$18,156,449
TOTAL EXPENDITURES	**$4,745,042**	**$10,906,694**	**$3,700,788**	**$0**	**$0**	**$18,156,449**
REVENUE:						
Intergovernmental	$0	$2,183,857	$101,517	$0	$0	$1,838,168
Miscellaneous	114,767	0	609,130	0	0	1,171,529
Other Financing Sources:						
Environmental Health Fund	6,664	160,000	0	0	0	0
Oil and Gas Fund	(4,918)	0	0	0	0	0
Parcel Map In Leiu Fund	25,265	74,735	0	0	0	0
Golf Course Enterprise Fund	0	395,300	0	0	0	0
County Local Revenue Fund 2011	725,798	0	207,497	0	0	0
Recorders Modernization Fund	7,827	0	0	0	0	0
Building Inspection Fund	634,801	1,621,449	2,332,337	0	0	0
TOTAL REVENUE	**$1,510,204**	**$4,435,341**	**$3,250,481**	**$0**	**$0**	**$3,009,697**
NET GENERAL FUND COST	**$3,234,838**	**$6,471,353**	**$450,307**	**$0**	**$0**	**$15,146,752**

Major Expenditures and Revenue in FY 2021-22 Recommended Budget

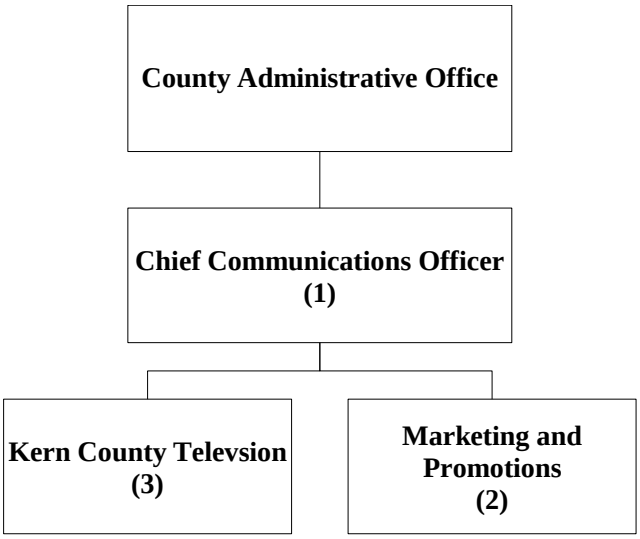
The following table contains a list of the recommended projects for FY 2021-22. For each project, the project cost, any offsetting revenue, designation cancelation or special purpose funding, and the Net General Fund Cost (NGFC) are presented. The projects listed in the table on the next page include 42 projects with a combined NGFC of $15.1 million. Revenue for this budget unit includes $1.1 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	Net General Fund Cost
	Parks Improvements			
7123	Park Improvements - All Districts	$1,500,000	$0	$1,500,000
7014	Hart Park Prop 68 Improvements	3,000,000	1,475,000	1,525,000
7144	Casa Loma Lighting Project	552,981	0	552,981
7185	Park Tree Safety Improvements	250,000	0	250,000
7021	Jim Williford Park Pool Deck and Restroom Improvements	991,424	0	991,424
7145	Hart Park Well House	49,657	0	49,657
7146	Kern River Campgrounds Split Rail Fencing	297,486	0	297,486
7026	Kern River Campgrounds Restroom Remodel	1,267,930	0	1,267,930
	Parks Improvements Subtotal	**$7,909,478**	**$1,475,000**	**$6,434,478**
	Legally Mandated			
7076	ADA Improvements - Various County Facilities	$275,000	$0	$275,000
7028	Waste Recycling Enclosures - Various Locations	374,645	0	374,645
	Legally Mandated Subtotal	**$649,645**	**$0**	**$649,645**
	Cost Savings			
7023	Energy Efficiency Projects - Various Locations	$100,000	$0	$100,000
7034	Water Conservation - Various Facilities	150,000	0	150,000
	Cost Savings Subtotal	**$250,000**	**$0**	**$250,000**
	Utility & Major Systems Repair/Replacement			
7147	Lerdo Water Tank Replacement	$1,333,000	$0	$1,333,000
7041	HVAC - Various County Facilities	250,000	0	250,000
7031	Solar Installation ADA Improvements	350,000	0	350,000
7149	Central Receiving Facility HVAC Replacement	161,662	0	161,662
7150	Lerdo Freight Door Replacements	245,004	0	245,004
7161	Sheriff Property Room Fire Suppression System Design	50,000	0	50,000
7043	East Bakersfield Veterans Center Emergency Generator	277,002	0	277,002
7152	Beale Library Fire Suppression System Upgrade	188,527	0	188,527
7056	Superior Court Elevator Phone Improvements	14,756	7,537	7,219
7153	Superior Court Elevator Door Improvements	122,171	76,356	45,815
7059	Public Services Building Boiler Replacement	100,724	0	100,724
7060	Jamison Center HVAC Upgrades	181,472	0	181,472
7154	Southeast Community Services Center HVAC Design	100,000	100,000	0
7069	North of the River Veterans Hall HVAC Replacement	202,808	0	202,808
7155	Ridgecrest Justice Facility Generator Replacement	167,798	77,036	90,762
7072	Mojave County Facility Generator Replacement	167,798	76,751	91,047
7156	Bakersfield Veterans Center Water Service	58,000	0	58,000
7157	Juvenile Hall Fire System Backflow	418,480	0	418,480
7093	Juvenile Hall Fire Alarm Replacements	299,153	0	299,153
	Utility & Major Systems Repair/Replacement Subtotal	**$4,688,355**	**$337,680**	**$4,350,675**
	Preventative Maintenance & Reconstruction			
7029	Paving - Various County Facilities	$200,000	$0	$200,000
7158	Sheriff Headquarters Roof Recoat	338,304	0	338,304
7103	Probation Arvin Facility Lobby Upgrade	40,517	0	40,517
7013	Juvenile Hall Security Upgrade & Fencing	550,000	0	550,000
7101	Superior Court Roof Replacement	200,781	125,488	75,293
7104	Lerdo Kitchen and Laundry Roof Replacement	161,465	0	161,465
7105	Camp Owen Employee Cabins Roof Replacements	542,408	0	542,408
7106	Camp Owen Roof Replacements - Various Buildings	1,950,039	0	1,950,039
7107	Kern County Museum Roof Replacement	358,592	0	358,592
7108	County Administrative Center Parking Gate Repair	300,000	0	300,000
7109	Hall of Records Roof Access Ladder	16,865	0	16,865
	Preventative Maintenance & Reconstruction Subtotal	**$4,658,971**	**$125,488**	**$4,533,483**
	Prior Year Project Revenue	**$0**	**$1,071,529**	**($1,071,529)**
	Grand Total	**$18,156,449**	**$3,009,697**	**$15,146,752**

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 2019-20 and 2020-21 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 created videos regarding the coronavirus pandemic that successfully highlight the involvement of County staff at the mass vaccination site.
- The division created and received approval for the blueprint for the Kern County Television Studio project. The division anticipates that the project will be completed in FY 2021-22.
- The division coordinated with the Information Technology Services Division to create a Countywide Communications website that highlights countywide events, news releases, and other digital content.
- 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 was lead on all Emergency Operations Center communications throughout the pandemic.

General Government

Countywide Communications Division

Department Head: Ryan J. Alsop
Fund: General
Budget Unit 1812

Function: General Government
Activity: Promotion

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 2019-20	FY 2020-21		FY 2021-22		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	$767,387	$805,534	$742,426	$777,139	$777,139	$777,139
Services and Supplies	199,724	420,326	149,374	420,539	420,539	420,539
Capital Assets	11,899	68,000	32,062	0	0	0
Other Financing Uses	0	56,347	0	0	0	83,517
TOTAL EXPENDITURES	**$979,010**	**$1,350,207**	**$923,862**	**$1,197,678**	**$1,197,678**	**$1,281,195**
Expend. Reimb.	($13,181)	($18,000)	($15,227)	($15,000)	($15,000)	($15,000)
TOTAL NET EXPENDITURES	**$965,829**	**$1,332,207**	**$908,635**	**$1,182,678**	**$1,182,678**	**$1,266,195**
REVENUE:						
Charges for Services	$15,671	$17,000	$3,297	$10,500	$10,500	$10,500
Miscellaneous	0	0	0	0	0	0
Other Financing Sources:						
Board of Trade Advertising Fund	50,000	50,000	25,943	50,000	50,000	50,000
DIVCA	80,796	158,000	49,829	80,000	80,000	80,000
CARES Act	68,690	0	2,150	0	0	0
TOTAL REVENUE	**$215,157**	**$225,000**	**$81,219**	**$140,500**	**$140,500**	**$140,500**
Less Available BSI *	$0	($56,347)	$0	$0	$0	($83,517)
NET GENERAL FUND COST	**$750,672**	**$1,050,860**	**$827,416**	**$1,042,178**	**$1,042,178**	**$1,042,178**
BSI Ending Balance *	$56,347	N/A	$56,347	N/A	N/A	N/A

* BSI = Budget Savings Incentives

Major Expenditures and Revenue in FY 2021-22 Recommended Budget

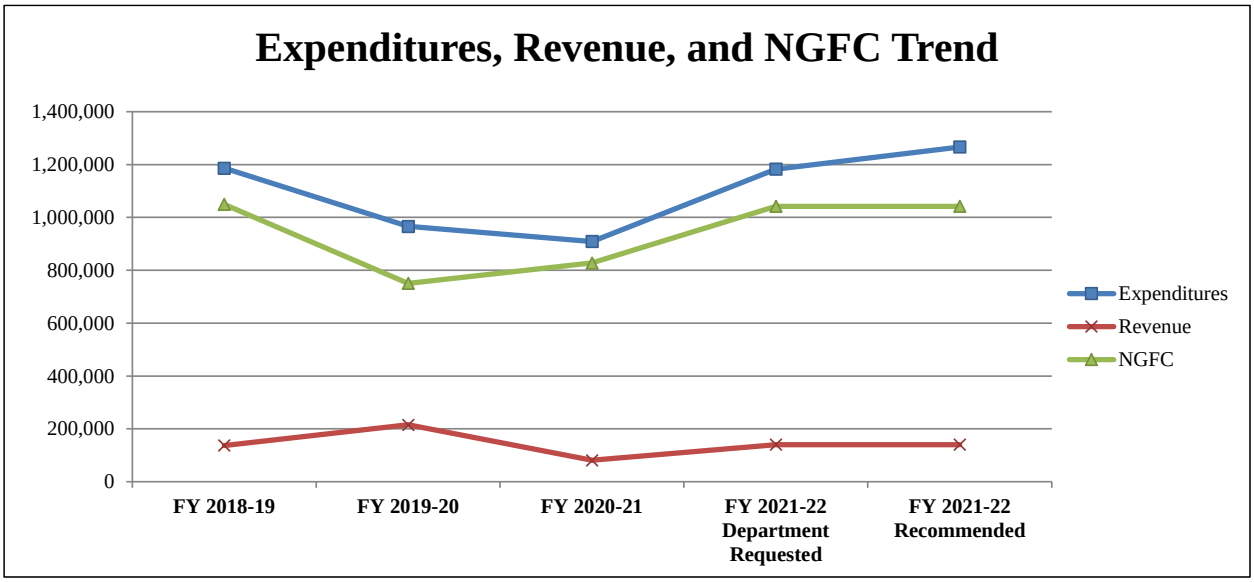
The majority of expenditures for the division are associated with staffing costs for positions required to perform the functions assigned, and payments for economic development activities.

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 materials and professional services related to video production, marketing, and general operations. Services and supplies costs also cover contributions toward community economic development efforts.

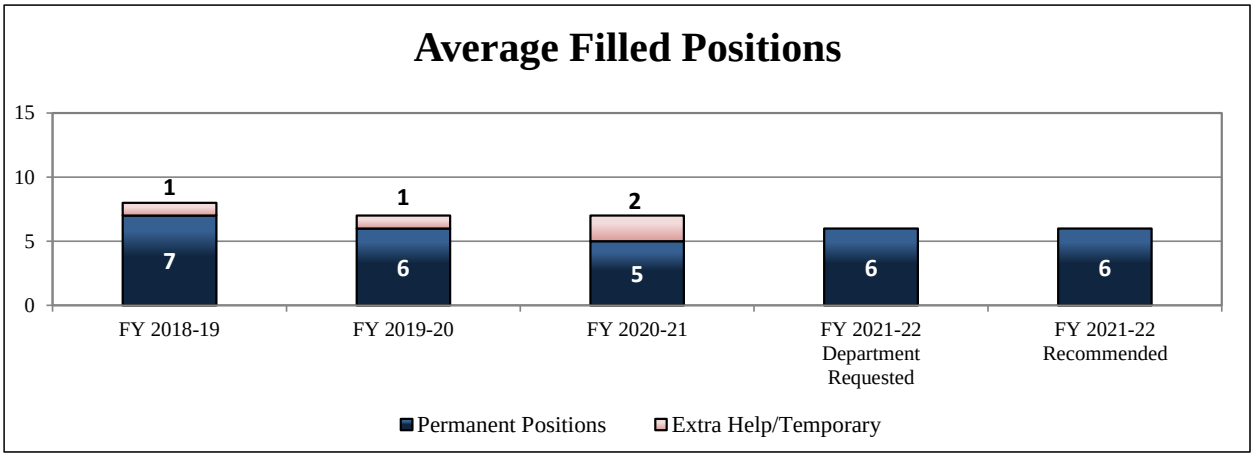
Revenue received in FY 2019-20 and FY 2020-21 from the relief fund was for costs associated with the coronavirus pandemic. The decline in the actual revenue in FY 2020-21 is primarily due to the pandemic preventing staff from engaging in some billable activities. The FY 2021-22 budget anticipates billable activities returning to normal levels.



Staffing Changes and Operational Impacts

The recommended budget does not include any position additions or deletions.

General Government



4-Year Staffing Trend

	Actual			Department Requested	Recommended
	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	
AVERAGE FILLED POSITIONS					
Permanent Positions	7	6	5	6	6
Extra Help/Temporary	1	1	2	0	0
Total Positions	**8**	**7**	**7**	**6**	**6**
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	7	7	5	N/A	N/A
Extra Help/Temporary (FTE)	1	1	2	N/A	N/A
Total Positions	**8**	**8**	**7**	**N/A**	**N/A**
SALARIES & BENEFITS	**$778,667**	**$767,387**	**$742,426**	**$777,139**	**$777,139**

Summary of Authorized Positions

The division has six authorized permanent positions, all of which have been budgeted to be filled during FY 2021-22 as indicated below.

Division	Authorized	Additions	Deletions	Requested Total	Filled	Vacant	Total
Marketing and Promotions	3	0	0	3	3	0	3
KCTV	3	0	0	3	3	0	3
Total	6	0	0	6	6	0	6

Marketing and Promotions

	Classification
1	Chief Communications Officer
2	Marketing & Prom Associate I/II
3	**Requested Total**

Kern County Television

	Classification
1	Broadcast Engineer
2	Video Services Producer
3	**Requested Total**

Fiscal Year 2021-22 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	2018-19 Actual	2019-20 Actual	2020-21 Adopted	2020-21 Actual	2021-22 Goal
Number of unique visitors to visitkern.com	17,312	17,312	19,000	15,000	19,000
Number of unique visitors to filmkern.com	7,896	7,896	8,000	7,500	8,000
Number of tourism related social media interactions	83,546	105,000	110,000	100,000	110,000

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. 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	2018-19 Actual	2019-20 Actual	2020-21 Adopted	2020-21 Actual	2021-22 Goal
Number of film locations located by film commission staff	131	158	160	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	2018-19 Actual	2019-20 Actual	2020-21 Adopted	2020-21 Actual	2021-22 Goal
Number of positive media interactions	54	74	80	74	N/A
Number of hours spent on print projects completed for departments	870	500	500	600	500
Number of hours spent on video production projects	650	700	700	800	700
Number of hours spent on other marketing projects	1,350	1,600	1,600	1,750	1,600
Number of KGOV shows produced	2	4	6	40	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 positive media interactions 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.

Summary of Expenditures and Revenue

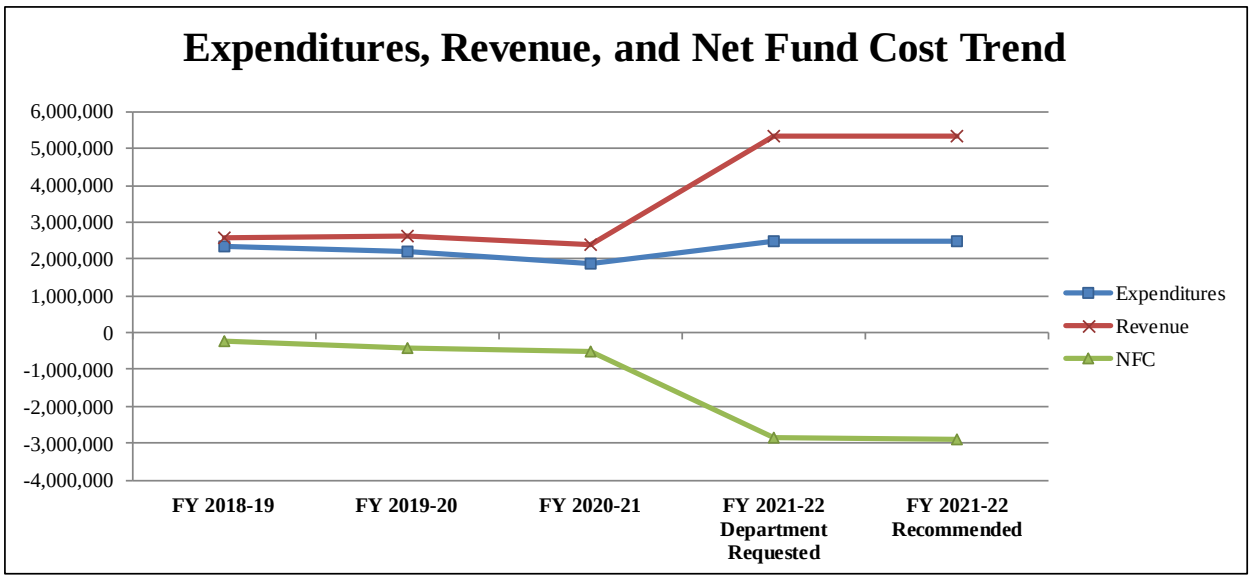
	FY 2019-20	FY 2020-21		FY 2021-22		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Services and Supplies	$2,272,903	$2,163,300	$1,845,984	$2,439,166	$2,439,166	$2,439,166
Other Charges	(80,779)	19,061	15,489	25,438	(7,252)	(7,252)
Other Financing Uses	27,000	77,445	302	30,000	30,000	30,000
TOTAL EXPENDITURES	**$2,219,124**	**$2,259,806**	**$1,861,775**	**$2,494,604**	**$2,461,914**	**$2,461,914**
REVENUE:						
Use of Money/Property	$11,612	$8,000	$10,814	$8,000	$8,000	$8,000
Charges for Services	1,028,255	613,800	909,673	3,867,250	3,867,250	3,867,250
Miscellaneous	263	0	0	0	0	0
Non-revenue Receipts	0	0	0	1	1	1
Other Financing Sources:						
General Fund Contribution	1,595,951	1,475,328	1,475,328	1,475,330	1,475,330	1,475,330
TOTAL REVENUE	**$2,636,081**	**$2,097,128**	**$2,395,815**	**$5,350,581**	**$5,350,581**	**$5,350,581**
NET FUND COST	**($416,957)**	**$162,678**	**($534,040)**	**($2,855,977)**	**($2,888,667)**	**($2,888,667)**

Major Expenditures and Revenue in FY 2021-22 Recommended Budget

The recommended budget includes $2.4 million for services and supplies, of which $2.1 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 $1,475,330 to Development Services. The department's General Fund Contribution is used to cover costs such as surveying and general work not covered by charges for services. Charges for Services are budgeted at an increase of $2.96 million dollars from FY 2020-21 actual revenue due to increased demand in inspections and plan checks from tract maps expected to be received in FY 2021-22.



Fiscal Year 2021-22 Goals, Objectives and Performance Measures

Goal 1: Facilitate development by performing timely reviews

Objective 1: Increase the speed of map reviews

Measurement	2018-19 Actual	2019-20 Actual	2020-21 Adopted	2020-21 Actual	2021-22 Goal
Percentage of tract map first reviews performed within 28 days	95%	100%	100%	100%	100%
Percentage of subsequent tract map reviews performed within 14 days	95%	95%	100%	95%	100%
Percentage of parcel map first reviews performed within 28 days	95%	100%	100%	100%	100%
Percentage of subsequent parcel map reviews performed within 14 days	95%	95%	100%	95%	100%

Review of tract maps and parcel maps is a critical function of the Development Services division and is important to customers of the division 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 map reviews to exceed the adopted goal in FY 2020-21. Changes in staff have been made and the division is seeking to increase staffing levels, which will put the division on a path to meet FY 2021-22 goals. The division expects to improve in this area with added staff, improved training, and 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

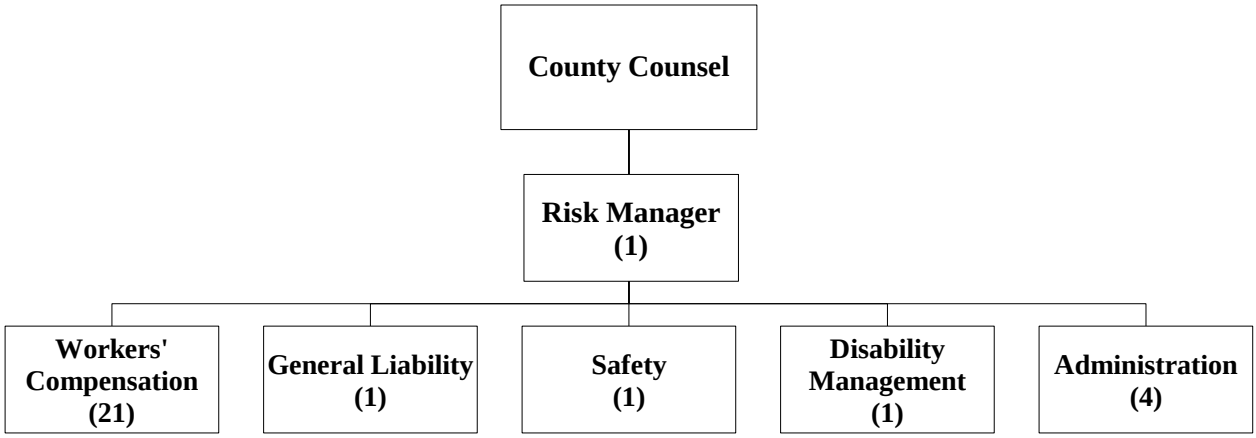
Measurement	2018-19 Actual	2019-20 Actual	2020-21 Adopted	2020-21 Actual	2021-22 Goal
Percentage of flood hazard evaluations completed within 1 day	95%	95%	95%	95%	95%
Percentage of flood hazard evaluations completed within 1 week	98%	98%	100%	98%	100%

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 2019-20 and 2020-21 Accomplishments

- The division continued to provide ergonomic workstation evaluations for County departments, which help change improper body mechanics and may reduce injuries and related injury claims. During the pandemic the division also provided virtual evaluations to assist employees that were remote working.
- The division continued site inspections for County departments. These inspections can help to remediate potential dangerous conditions and reduce the risk of injuries. Prevention of injuries can help reduce losses from claims filed to the workers' compensation and general liability programs.
- The division achieved a 100% defense success rate in small claims court.
- The division created a Wildland Smoke Program, which provides guidance on implementing preventative measures for those County employees who work outside to help reduce exposure to poor air quality.
- The division implemented an easily accessible centralized library for safety data.
- The division assisted in the development of the countywide coronavirus response plan, and in the development of the plans for the County's Mass Vaccination Center.

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 2019-20	FY 2020-21		FY 2021-22		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	$2,977,983	$3,086,956	$3,027,821	$3,300,980	$3,300,980	$3,300,980
Services and Supplies	1,624,906	2,092,609	1,975,746	2,585,473	2,585,473	2,585,473
Other Charges	13,010	15,510	9,437	11,933	11,933	11,933
TOTAL EXPENDITURES	**$4,615,899**	**$5,195,075**	**$5,013,004**	**$5,898,386**	**$5,898,386**	**$5,898,386**
Expend. Reimb.	($862,542)	($1,067,833)	($981,457)	($1,277,758)	($1,277,758)	($1,277,758)
TOTAL NET EXPENDITURES	**$3,753,357**	**$4,127,242**	**$4,031,547**	**$4,620,628**	**$4,620,628**	**$4,620,628**
REVENUE:						
Charges for Services	$3,960,415	$4,127,242	$4,030,356	$4,620,628	$4,620,628	$4,620,628
Other Financing Sources:						
CARES Act	33,770	0	25,194	0	0	0
TOTAL REVENUE	**$3,994,185**	**$4,127,242**	**$4,055,550**	**$4,620,628**	**$4,620,628**	**$4,620,628**
NET GENERAL FUND COST	**($240,828)**	**$0**	**($24,003)**	**$0**	**$0**	**$0**

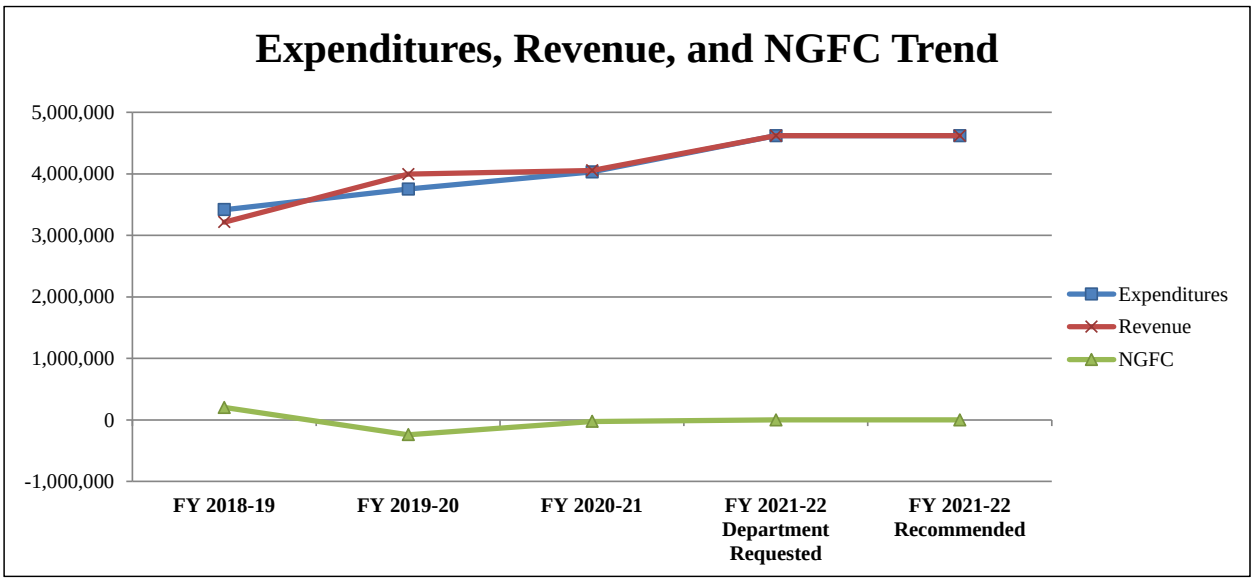
Major Expenditures and Revenue in FY 2021-22 Recommended Budget

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 2021-22 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 made the General Fund whole for costs incurred in the prior fiscal year.

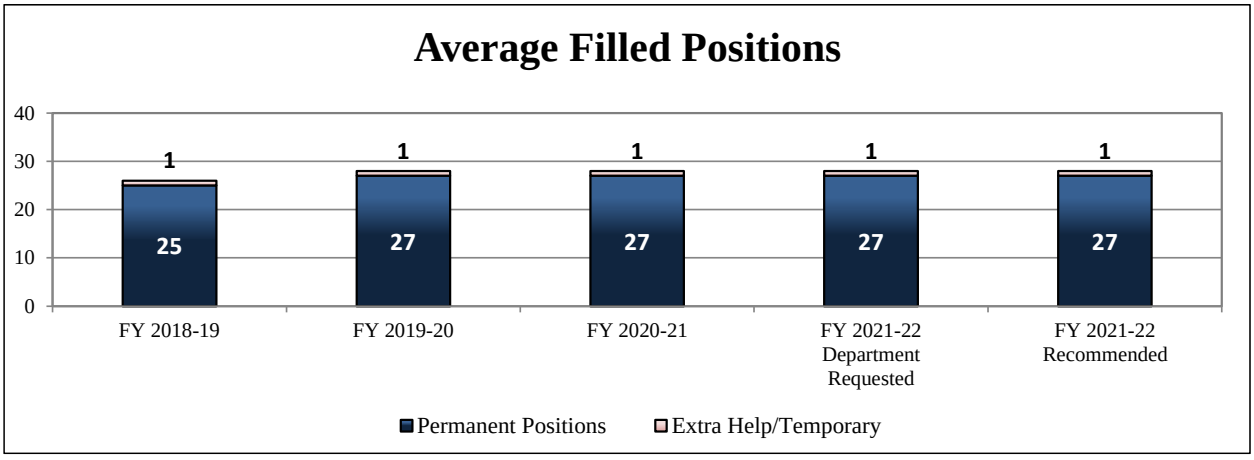
The division received $33,770 in FY 2019-20 and $25,194 in FY 2020-21 from the CARES Act fund to offset costs incurred due to the coronavirus pandemic.



Staffing Changes and Operational Impacts

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

The recommended budget holds 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 $284,000.



General Government

4-Year Staffing Trend

	Actual			Department Requested	Recommended
	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	
AVERAGE FILLED POSITIONS					
Permanent Positions	25	27	27	27	27
Extra Help/Temporary	1	1	1	1	1
Total Positions	**26**	**28**	**28**	**28**	**28**
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	24	26	25	N/A	N/A
Extra Help/Temporary (FTE)	1	1	1	N/A	N/A
Total Positions	**25**	**27**	**26**	**N/A**	**N/A**
SALARIES & BENEFITS	**$2,740,884**	**$2,977,983**	**$3,027,821**	**$3,300,980**	**$3,300,980**

Summary of Authorized Positions

The recommended budget includes 29 authorized permanent positions, of which 27 have been budgeted to be filled during FY 2021-22 as indicated below.

Division	Authorized	Additions	Deletions	Requested Total	Filled	Vacant	Total
Administration	5	0	0	5	4	1	5
Disability Management	1	0	0	1	1	0	1
Safety	1	0	0	1	1	0	1
General Liability	1	0	0	1	1	0	1
Workers' Comp.	21	0	0	21	20	1	21
Total	29	0	0	29	27	2	29

Administration

	Classification
1	Risk Manager
1	Business Manager
1	Administrative Coordinator
2	Info Systems Specialist I/II/III/Sr
5	**Requested Total**

Disability Management

	Classification
1	Disability Mgmt Coordinator
1	**Requested Total**

Safety

	Classification
1	Loss Prevention Specialist
1	**Requested Total**

Workers' Compensation

	Classification
1	Workers Comp Claims Manager
1	Supervising Workers Comp Adj.
12	Workers Comp Claim Adj. I/II/III
1	Risk Management Investigator
1	Fiscal Support Specialist
3	Office Services Technician
1	Office Services Specialist
1	Office Services Assistant
21	**Requested Total**

General Liability

	Classification
1	Liability Claims Adjuster
1	**Requested Total**

Fiscal Year 2021-22 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	2018-19 Actual	2019-20 Actual	2020-21 Adopted	2020-21 Actual	2021-22 Goal
The number of workdays lost per lost-time Workers' Compensation claim on which benefits are paid for general employees.	59	49	46	64	46
The number of workdays lost per lost-time Workers' Compensation claim on which benefits are paid for safety employees.	52	62	58	55	55
Percentage of departments rating loss prevention and safety as effective.	99%	100%	100%	100%	100%
Number of accidents and incidents per man hours worked County-wide	6	5.69	5.0	7.27	5.35
The percentage of lien-to-value settlements.	73.64%	85.74%	90.00%	84.18%	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	2018-19 Actual	2019-20 Actual	2020-21 Adopted	2020-21 Actual	2021-22 Goal
Total actual cost of risk of County operations.	$40,105,935	$46,635,465	$48,500,884	$44,487,536	$52,851,577
General liability cost as a percentage of County expenditures.	0.42%	0.48%	0.48%	0.36%	0.73%
The total payout to resolve lawsuits.	$5,5751,458	$6,119,013	$5,874,252	$1,842,695	$10,500,000
Workers' Compensation costs as a percentage of County expenditures.	0.82%	0.86%	0.97%	0.87%	0.92%

The first indicator measures the total cost of risk to the County. The FY 2021-22 goal amount is based on the budget estimates detailed previously in this document. 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 2019-20	FY 2020-21		FY 2021-22		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Capital Assets	$4,111,386	$0	$58,441	$0	$0	$634,735
TOTAL EXPENDITURES	**$4,111,386**	**$0**	**$58,441**	**$0**	**$0**	**$634,735**
REVENUE:						
Intergovernmental	$2,160,344	$0	($1,046,477)	$0	$0	$0
Miscellaneous	8,574	0	23,108	0	0	0
Other Financing Sources:						
Local Revenue Fund 2011	0	0	26,219	0	0	875,917
State Fire Fund	955	0	0	0	0	0
Mental Health Fund	1,368,892	0	578,429	0	0	1,252,493
TOTAL REVENUE	**$3,538,765**	**$0**	**($418,721)**	**$0**	**$0**	**$2,128,410**
NET GENERAL FUND COST	**$572,621**	**$0**	**$477,162**	**$0**	**$0**	**($1,493,675)**

Major Expenditures and Revenue in FY 2021-22 Recommended Budget

Due to the prioritization of Major Maintenance projects for existing facilities and equipment, no new General Fund capital projects are included in the recommended budget. Budgeted capital assets expenditures represent the continuation of two existing projects. Actual intergovernmental revenue for FY 2020-21 being negative is due to an unanticipated delay in the receipt of grant funds related to the Low Barrier Navigation Center capital project.

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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.

Summary of Expenditures and Revenue

	FY 2019-20	FY 2020-21		FY 2021-22		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Services and Supplies	$14,710,320	$18,882,400	$18,255,531	$16,502,530	$16,792,536	$17,038,419
TOTAL EXPENDITURES	**$14,710,320**	**$18,882,400**	**$18,255,531**	**$16,502,530**	**$16,792,536**	**$17,038,419**
REVENUE:						
Fines and Forfeitures	$3,998,406	$3,028,847	$4,067,279	$3,813,392	$3,813,392	$3,813,392
Charges for Services	3,602,566	3,041,153	3,206,431	3,352,451	3,352,451	3,352,451
Miscellaneous	626,012	630,000	531,644	731,009	731,009	731,009
TOTAL REVENUE	**$8,226,984**	**$6,700,000**	**$7,805,354**	**$7,896,852**	**$7,896,852**	**$7,896,852**
NET GENERAL FUND COST	**$6,483,336**	**$12,182,400**	**$10,450,177**	**$8,605,678**	**$8,895,684**	**$9,141,567**

Major Expenditures and Revenue in FY 2021-22 Recommended Budget

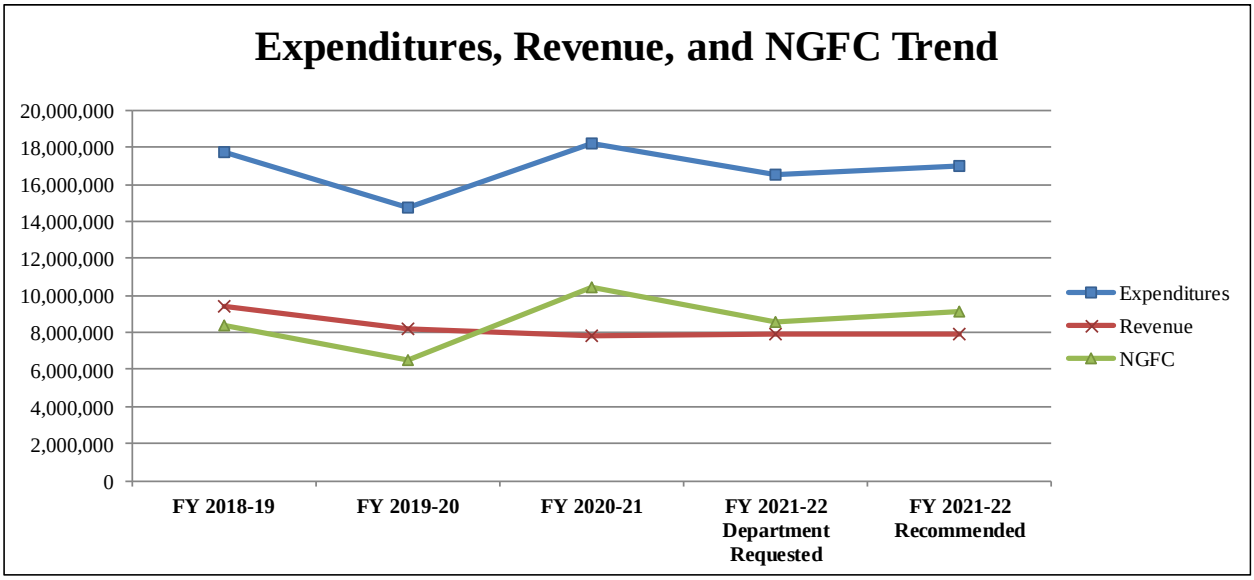
The majority of expenditures for this budget unit are associated to payments to the State for court operations, and the required maintenance of effort (MOE) payment effective when the municipal courts transitioned to the State. The courts collect fines, forfeitures, and traffic school fees that are deposited 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 2020-21, will change as expenditures are anticipated to decrease while revenue will remain largely unchanged. Services and supplies are expected to decrease by approximately $1.2 million from prior year actual due to the decrease 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.

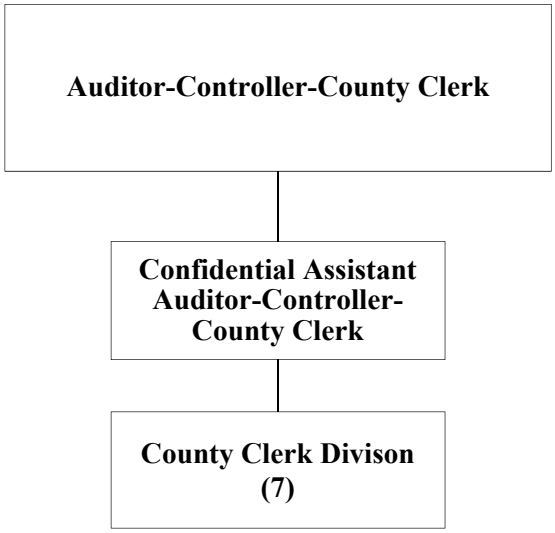
The budget includes funding to meet the County's statutory fiscal responsibilities to the State and the courts.



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 2019-20 and 2020-21 Accomplishments

- Issued approximately 3,390 marriage licenses annually.
- Received approximately 5,180 fictitious business name filings annually.
- Received approximately 453 CEQA filings annually.
- Processed approximately 939 clerk certificates and 467 notary public registrations annually.
- Implemented contactless services to abide by social distancing guidelines by performing all services through the mail or online, only conducting in person appointments as needed.
- In FY 2019-20, 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
Fund: County Clerk
Budget Unit: 2118

Function: Public Protection
Activity: Judicial

Public Protection

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 2019-20	FY 2020-21		FY 2021-22		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	$444,426	$378,507	$432,119	$453,701	$453,701	$453,701
Services and Supplies	46,586	55,979	50,339	59,099	59,099	59,099
Other Charges	284,816	147,989	96,946	113,867	113,867	113,867
TOTAL EXPENDITURES	**$775,828**	**$582,475**	**$579,404**	**$626,667**	**$626,667**	**$626,667**
REVENUE:						
Licenses and Permits	$186,397	$250,000	$220,753	$265,766	$265,766	$265,766
Use of Money/Property	1,379	2,900	(769)	2,900	2,900	2,900
Charges for Services	442,474	355,001	341,218	355,001	355,001	355,001
Miscellaneous	201	0	1,054	0	0	0
Other Financing Sources:						
Vital Statistics Fund	3,000	3,000	3,000	3,000	3,000	3,000
CARES Act	44,825	0	15,613	0	0	0
TOTAL REVENUE	**$678,276**	**$610,901**	**$580,869**	**$626,667**	**$626,667**	**$626,667**
NET FUND COST	**$97,552**	**($28,426)**	**($1,465)**	**$0**	**$0**	**$0**

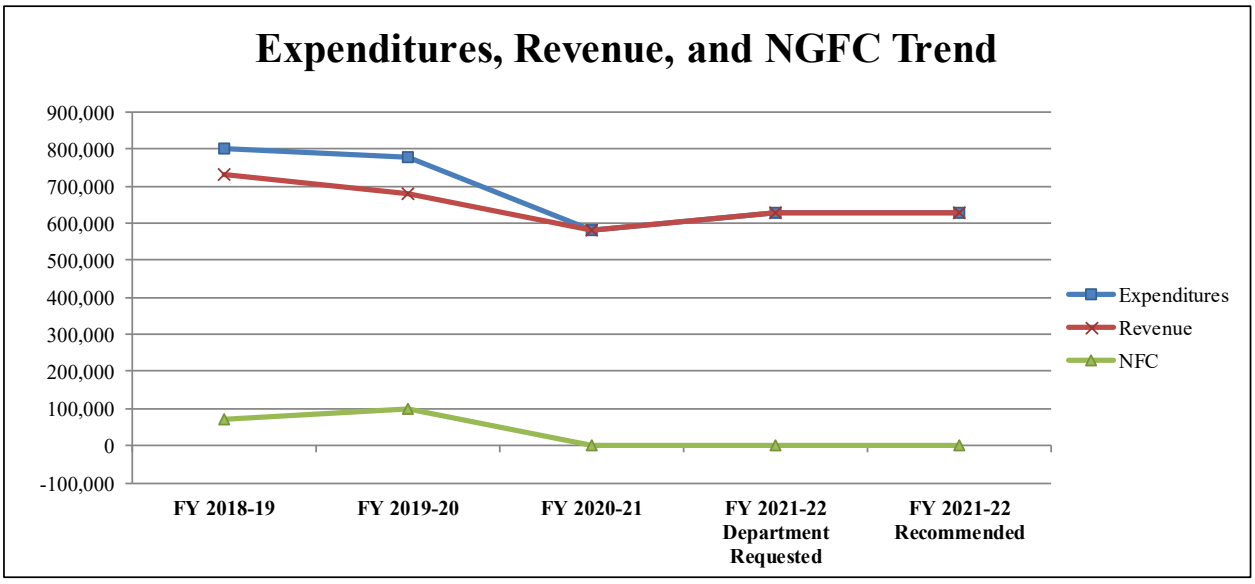
Major Expenditures and Revenue in 2021-22 Recommended Budget

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 the total amount of expenditures. FY 2019-20 actual and FY 2020-21 actual revenue includes reimbursement from the CARES Act funding to address the Coronavirus pandemic.

Budget Changes and Operational Impacts

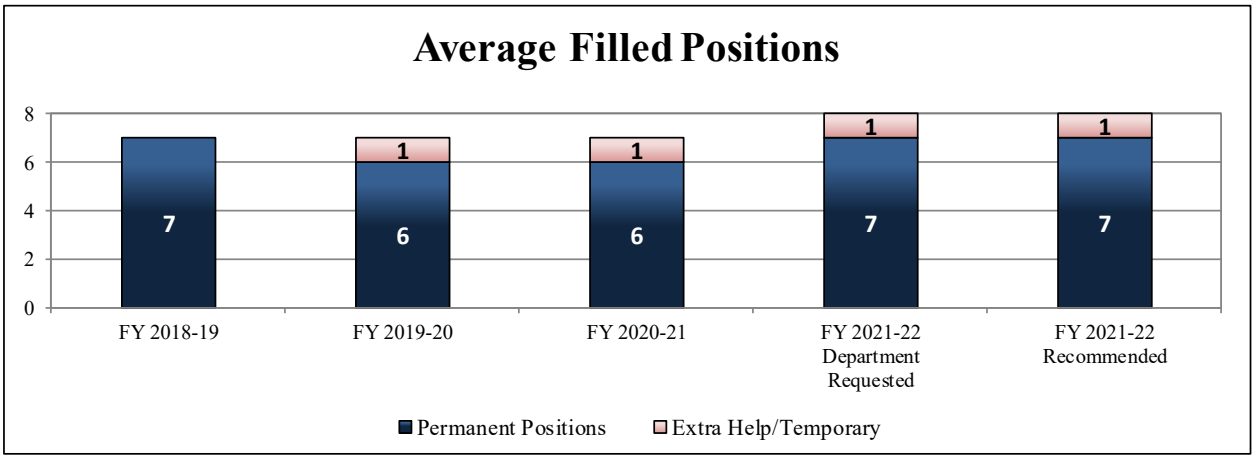
The recommended budget provides a level of funding that allows the County Clerk to continue serving the public without any impacts to service levels. Services and Supplies reflects an increase from the prior year when services were conducted virtually and through the mail resulting in lower

services and supplies expenses. The recommended budget reflects an increase in revenue from Licenses and Permits due to recent increases in the fee schedule.



Staffing Changes and Operational Impacts

The recommended budget will fund seven (7) 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 will maintain operations and services with these staffing levels. The fund balance as of June 30, 2021 is a deficit of $26,445. The department is canceling general designations to cover the deficit.



4-Year Staffing Trend

	Actual			Department Requested	Recommended
	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	
AVERAGE FILLED POSITIONS					
Permanent Positions	7	6	6	7	7
Extra Help/Temporary	0	1	1	1	1
Total Positions	**7**	**7**	**7**	**8**	**8**
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	6	5	5	N/A	N/A
Extra Help/Temporary (FTE)	0	1	1	N/A	N/A
Total Positions	**6**	**6**	**6**	**N/A**	**N/A**
SALARIES & BENEFITS	**$469,449**	**$444,426**	**$432,119**	**$453,701**	**$453,701**

Summary of Authorized Positions

The division has seven (7) authorized permanent positions, all of which have been budgeted to be filled as indicated below.

Division	Authorized	Additions	Deletions	Requested Total	Filled	Vacant	Total
County Clerk	7	0	0	7	7	0	7
Total	7	0	0	7	7	0	7

County Clerk

	Classification
1	Administrative Coordinator
1	Fiscal Support Supervisor
1	Fiscal Support Specialist
3	Fiscal Support Technician
1	Office Services Assistant
7	**Requested Total**

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.

Summary of Expenditures and Revenue

	FY 2019-20	FY 2020-21		FY 2021-22		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Services and Supplies	$433,517	$290,160	$159,319	$100,000	$100,000	$130,841
TOTAL EXPENDITURES	**$433,517**	**$290,160**	**$159,319**	**$100,000**	**$100,000**	**$130,841**
REVENUE:						
Intergovernmental	$834,785	$0	$0	$0	$0	$0
TOTAL REVENUE	**$834,785**	**$0**	**$0**	**$0**	**$0**	**$0**
NET GENERAL FUND COST	**($401,268)**	**$290,160**	**$159,319**	**$100,000**	**$100,000**	**$130,841**

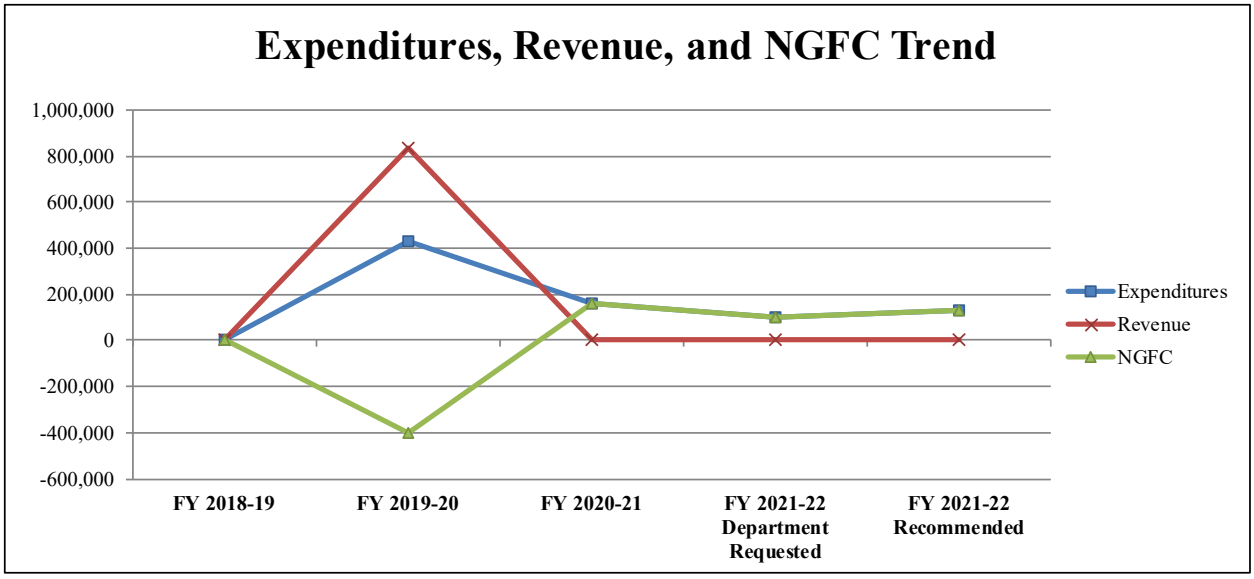
Major Expenditures and Revenue in FY 2021-22 Recommended Budget

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 and 2020-21 this budget unit was used to account for the County's homelessness projects related to the Coronavirus pandemic funded by SB 89 – Emergency Homelessness Funding for COVID-19.

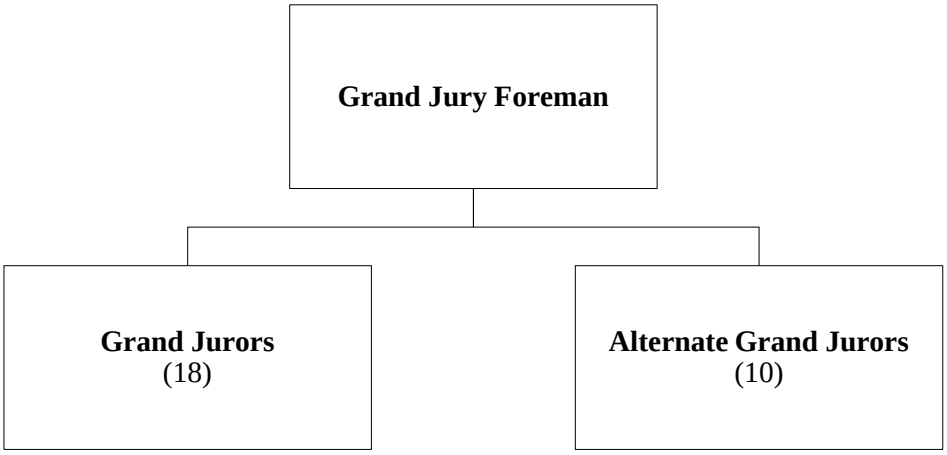
Funding for FY 2021-22 is established to cover eligible unanticipated costs for locally declared emergencies and $30,841 for eligible SB89 costs.


Expenditures, Revenue, and NGFC Trend
1,000,000
800,000
600,000
400,000
200,000
0
-200,000
-400,000
-600,000
FY 2018-19
FY 2019-20
FY 2020-21
FY 2021-22 Department Requested
FY 2021-22 Recommended
Expenditures
Revenue
NGFC

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.

Organizational Chart



Fiscal Year 2019-20 and 2020-21 Accomplishments

- In FY 2019-20, the Grand Jury responded to 41 complaints, issued 22 reports, and completed two criminal indictments.
- In FY 2020-21, the Grand Jury responded to 22 complaints, issued one report, and completed one criminal indictment.

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

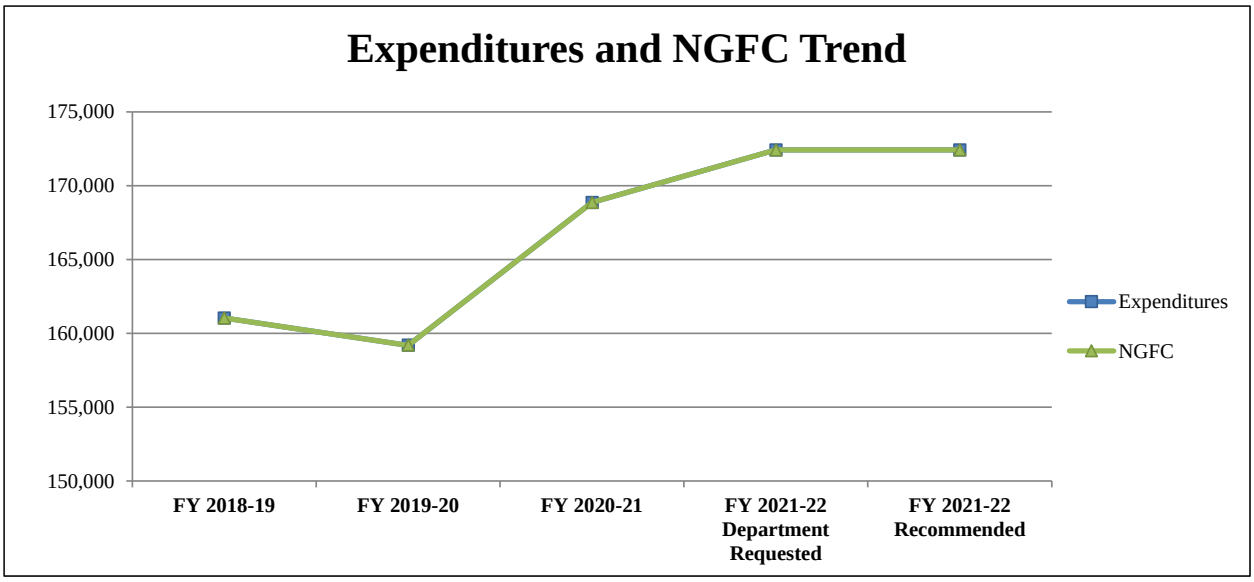
	FY 2019-20	FY 2020-21		FY 2021-22		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Services and Supplies	$159,193	$172,424	$168,863	$172,424	$172,424	$172,424
TOTAL EXPENDITURES	**$159,193**	**$172,424**	**$168,863**	**$172,424**	**$172,424**	**$172,424**
NET GENERAL FUND COST	**$159,193**	**$172,424**	**$168,863**	**$172,424**	**$172,424**	**$172,424**

Major Expenditures and Revenue in FY 2021-22 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 combined amount of $144,776.


Expenditures and NGFC Trend
175,000
170,000
165,000
160,000
155,000
150,000
FY 2018-19
FY 2019-20
FY 2020-21
FY 2021-22 Department Requested
FY 2021-22 Recommended
Expenditures
NGFC

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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.

Summary of Expenditures and Revenue

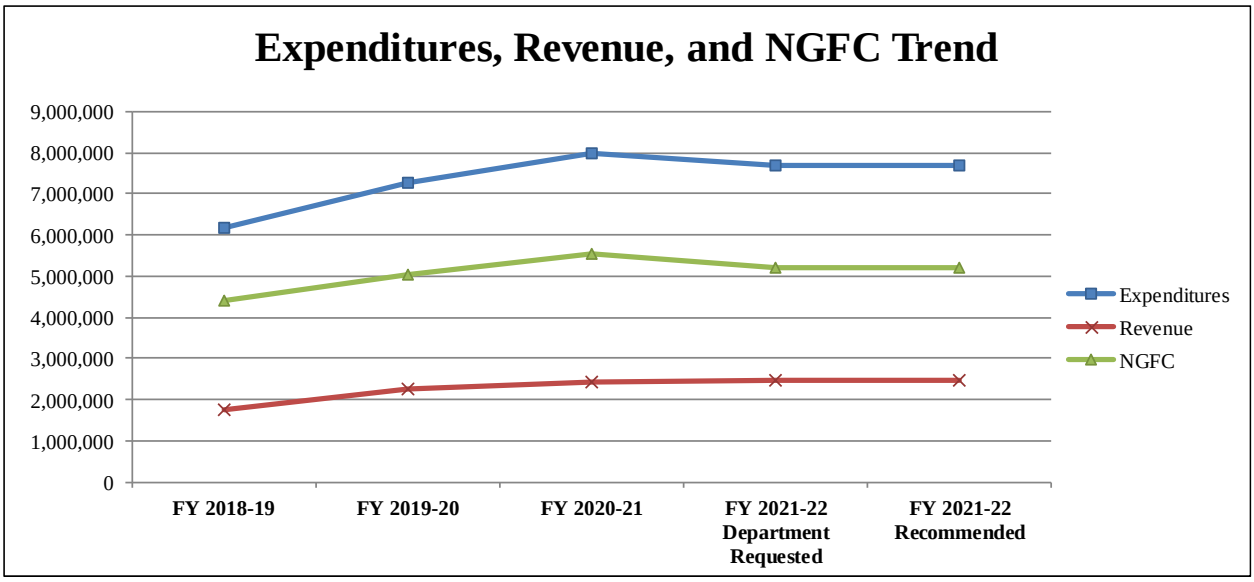
	FY 2019-20	FY 2020-21		FY 2021-22		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Services and Supplies	$7,283,624	$6,205,000	$7,971,880	$7,701,833	$7,701,833	$7,701,833
TOTAL EXPENDITURES	**$7,283,624**	**$6,205,000**	**$7,971,880**	**$7,701,833**	**$7,701,833**	**$7,701,833**
REVENUE:						
Intergovernmental	$1,790,085	$585,000	$2,073,155	$2,230,943	$2,230,943	$2,230,943
Charges for Services	451,785	400,000	353,949	250,890	250,890	250,890
TOTAL REVENUE	**$2,241,870**	**$985,000**	**$2,427,104**	**$2,481,833**	**$2,481,833**	**$2,481,833**
NET GENERAL FUND COST	**$5,041,754**	**$5,220,000**	**$5,544,776**	**$5,220,000**	**$5,220,000**	**$5,220,000**

Major Expenditures and Revenue in FY 2021-22 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

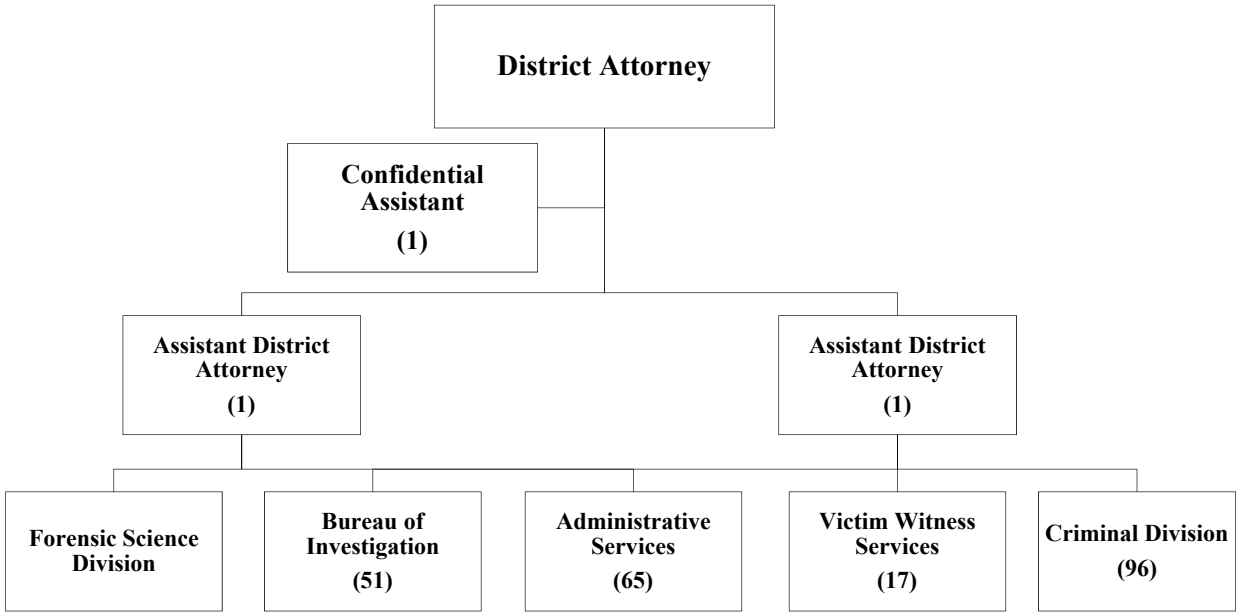
The recommended budget provides sufficient resources to meet the County's constitutional mandate of providing legal representation. Expenditures in this budget unit are dependent on the number of cases referred to the Indigent Defense Program, which fluctuate annually.


Expenditures, Revenue, and NGFC Trend
9,000,000
8,000,000
7,000,000
6,000,000
5,000,000
4,000,000
3,000,000
2,000,000
1,000,000
0
FY 2018-19
FY 2019-20
FY 2020-21
FY 2021-22 Department Requested
FY 2021-22 Recommended
Expenditures
Revenue
NGFC

Mission Statement

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

Organizational Chart



Fiscal Year 2019-20 and 2020-21 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
Fund: General
Budget Unit: 2180

Function: Public Protection
Activity: Judicial

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 2019-20	FY 2020-21		FY 2021-22		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	$33,715,669	$33,476,635	$31,743,665	$32,963,441	$33,453,539	$33,703,539
Services and Supplies	3,056,301	3,389,243	2,420,326	3,595,839	3,595,839	3,651,780
Other Financing Uses	0	459,015	0	0	0	1,026,286
TOTAL EXPENDITURES	**$36,771,970**	**$37,324,893**	**$34,163,991**	**$36,559,280**	**$37,049,378**	**$38,381,605**
Expend. Reimb.	($133,575)	($147,000)	($138,938)	($147,000)	($147,000)	($147,000)
TOTAL NET EXPENDITURES	**$36,638,395**	**$37,177,893**	**$34,025,053**	**$36,412,280**	**$36,902,378**	**$38,234,605**
REVENUE:						
Intergovernmental	$7,316,333	$6,816,767	$6,200,939	$7,000,153	$7,000,153	$7,000,153
Charges for Services	2,902,175	3,533,279	3,388,514	2,975,000	3,035,000	3,035,000
Miscellaneous	557,258	210,000	1,342	410,000	410,000	410,000
Other Financing Sources:						
CARES Act	1,918,386	0	330,589	0	0	0
2011 Realignment	2,642,657	2,705,340	2,706,560	2,878,795	2,878,795	2,880,166
Local Public Safety	5,016,120	5,429,873	5,429,873	5,429,873	5,859,971	6,205,058
Real Estate Fraud	600,000	600,000	600,000	700,000	700,000	700,000
D.A. Local Forfeiture Trust	30,000	30,000	0	30,000	30,000	30,000
D.A. Equipment/Automation	0	0	0	0	0	0
D.A. Court Ordered Penalties	980,000	750,000	750,000	750,000	750,000	750,000
TOTAL REVENUE	**$21,962,929**	**$20,075,259**	**$19,407,817**	**$20,173,821**	**$20,663,919**	**$21,010,377**
Less Available BSI *	$0	($459,015)	$0	$0	$0	($1,026,286)
NET GENERAL FUND COST	**$14,675,466**	**$16,643,619**	**$14,617,236**	**$16,238,459**	**$16,238,459**	**$16,197,942**
BSI Ending Balance *	$459,015	N/A	$459,015	N/A	N/A	N/A

* BSI = Budget Savings Incentives

Major Expenditures and Revenue in 2021-22 Recommended Budget

The majority of the department's expenditures are for staffing costs necessary to continue to investigate and prosecute criminal cases. Less than 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 $6.2 million of Local Public

Safety Funds (Proposition 172) and an allocation of 2011 realignment funds of approximately $2.8 million to mitigate the impacts of the State prison realignment under Assembly Bill 109 (AB 109).

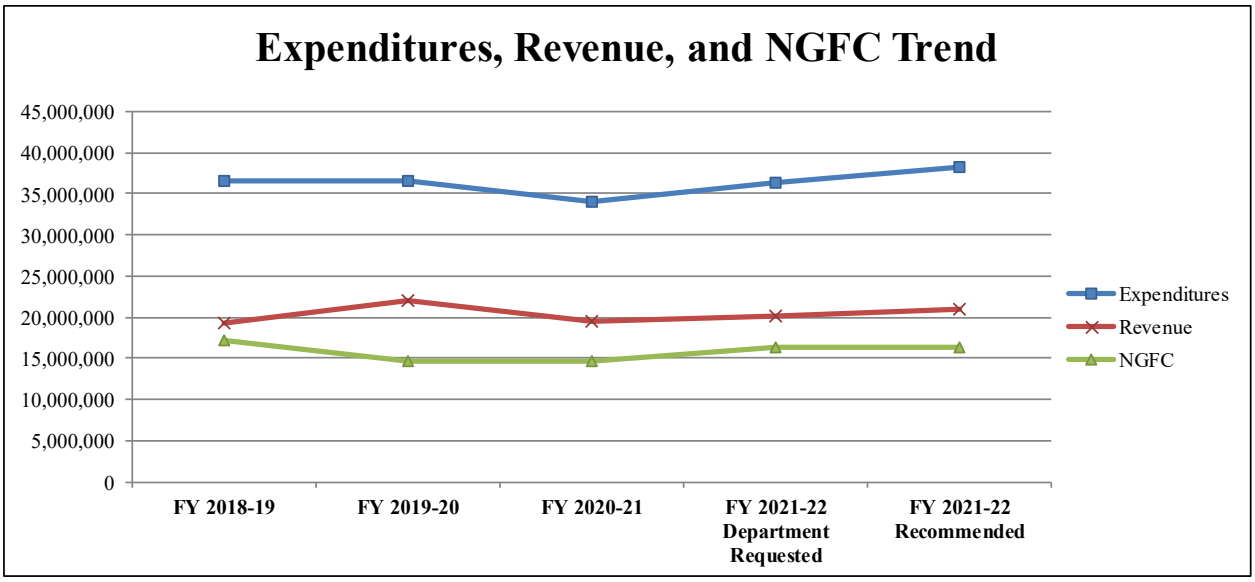
Budget Changes and Operational Impacts

The department submitted a requested budget at the adopted NGFC guideline, which includes funding for additional attorney positions and the net addition of five positions. The addition of funded attorney positions is made possible by the departure of senior attorneys, which allows for the backfill with less experienced attorneys at a lower cost. While most departments were subject of a 7.5% reduction in the prior fiscal year, the District Attorney's office received additional ongoing NGFC to support the hiring of additional attorneys and to mitigate potential service level impacts. The FY 2021-22 budget provides sufficient funding for the department to achieve the highest level of staffing since at least FY 2003-04 and the salaries and benefits costs are anticipated to increase accordingly.

Services and supplies are expected to rise as trials resume a more normal pace and costs associated with prosecution are often unknown, especially in high-profile cases. Salaries will increase from the preliminary recommended budget as the department anticipates hiring experienced attorneys to assist with short-term assignments.

The economic activity that was projected to reduce Proposition 172 and 2011 realignment funds in FY 2020-21 is anticipated to return to normal. This will result in an increase to Prop 172 of $775,000 and nearly $174,000 to 2011 realignment from FY 2020-21. Reimbursement from the state for prosecution of prison cases, intergovernmental revenue, was impacted by the pandemic but is expected to rebound to FY 2019-20 levels. The department's other revenue sources will remain relatively unchanged from the current year.

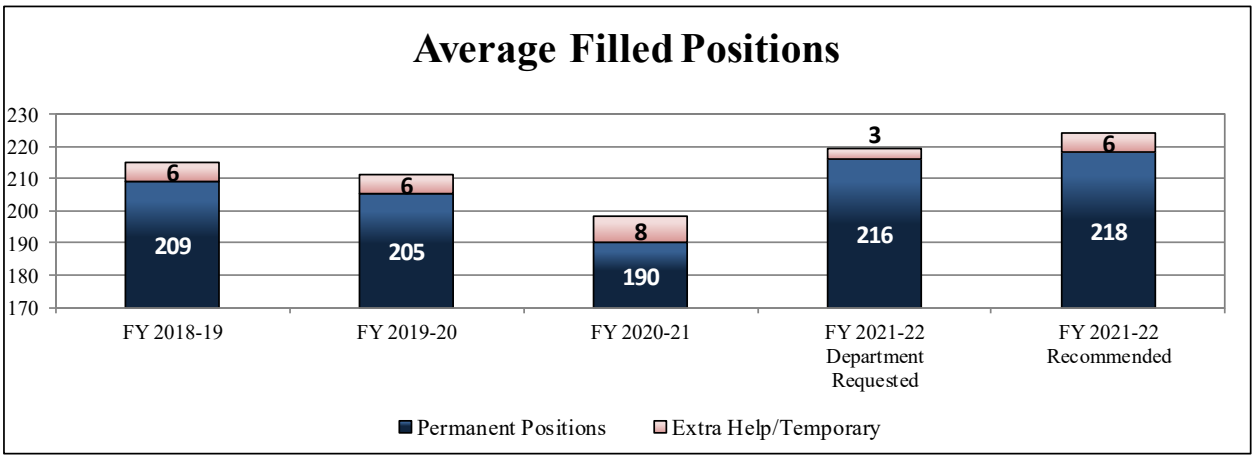
The department's NGFC was reduced from the preliminary recommended budget by $40,517 to fund a department requested major maintenance project located in the major maintenance budget unit.



Staffing Changes and Operational Impacts

The recommended budget includes funding for 218 of the 232 requested positions. This staffing level is considerably higher than prior years due to the department's desire to fill historically vacant positions. Vacancy levels have increased over the past three years due to increased attrition.

The department's requested budget included the addition of four positions and transfer of another from the Crime Lab. This request was subsequently amended and is included in the recommended budget and includes the addition of one (1) Administrative Coordinator position transferred from the Crime Lab; one (1) Accountant position; three (3) Paralegal positions; and (2) Chief Deputy District Attorney positions while deleting two (2) vacant and unfunded Deputy District Attorney positions.



4-Year Staffing Trend

	Actual			Department Requested	Recommended
	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	
AVERAGE FILLED POSITIONS					
Permanent Positions	209	205	190	216	218
Extra Help/Temporary	6	6	8	3	6
Total Positions	**215**	**211**	**198**	**219**	**224**
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	211	205	191	N/A	N/A
Extra Help/Temporary (FTE)	6	5	6	N/A	N/A
Total Positions	**217**	**210**	**197**	**N/A**	**N/A**
SALARIES & BENEFITS	**$33,884,850**	**$33,715,669**	**$31,743,665**	**$32,963,441**	**$33,703,539**

Summary of Authorized Positions

The recommended budget includes funding for 218 of 232 requested positions after the addition of seven positions and deletion of two vacant unfunded positions. The department originally requested a number of additions to their budget. The classifications and number of position changes requested was subsequently amended and incorporated into the recommended budget.

The budget does not include funding for 14 currently vacant positions, including eleven (11) Deputy District Attorney positions; one (1) Investigator position; and two (2) Office Service Technician positions.

Division	Authorized	Additions	Deletions	Requested Total	Filled	Vacant	Total
Criminal	99	2	(2)	99	88	11	99
Victim Services	13	0	0	13	13	0	13
Family Justice Center	4	0	0	4	4	0	4
Bureau of Investigation	51	0	0	51	50	1	51
Administration	60	5	0	65	63	2	65
Total	227	7	(2)	232	218	14	232

Bureau of Investigation

	Classification
1	Chief District Attorney's Inv.
3	District Attorney's Lieutenant
25	District Attorney's Investigator
2	Supervising Investigative Aide
18	Investigative Aide
2	Investigative Technician
51	**Requested Total**

Family Justice Center

	Classification
1	Program Coordinator
1	Sr. Office Services Specialist
2	Victim Witness Spec. I/II
4	**Requested Total**

Victim Services

	Classification
1	Program Coordinator
11	Victim Witness Spec. I/II
1	Legal Process Technician
13	**Requested Total**

Administrative Services

	Classification
1	Administrative Services Officer
1	Program Support Supervisor
2	Accountant
2	Fiscal Support Specialist
5	Paralegal
6	Senior Legal Secretary
22	Legal Secretary
7	Legal Process Technician
14	Office Services Technician
60	**Current Total**
	Additions/Deletions
3	Paralegal
1	Accountant
1	Administrative Coordinator
65	**Requested Total**

Criminal

	Classification
1	District Attorney
2	Asst. District Attorney
1	Confidential Assistant
1	Chief Deputy District Attorney
94	Deputy District Attorney
99	**Current Total**
	Additions/Deletions
(2)	Deputy District Attorney
2	Chief Deputy District Attorney
99	**Requested Total**

Fiscal Year 2021-22 Goals, Objectives, and Performance Measures

Goal 1: Provide Exceptional Crime Prevention and Law Enforcement Services and an Effective System of Justice.

Objective 1: Reduce Crime and Improve Law Enforcement Services

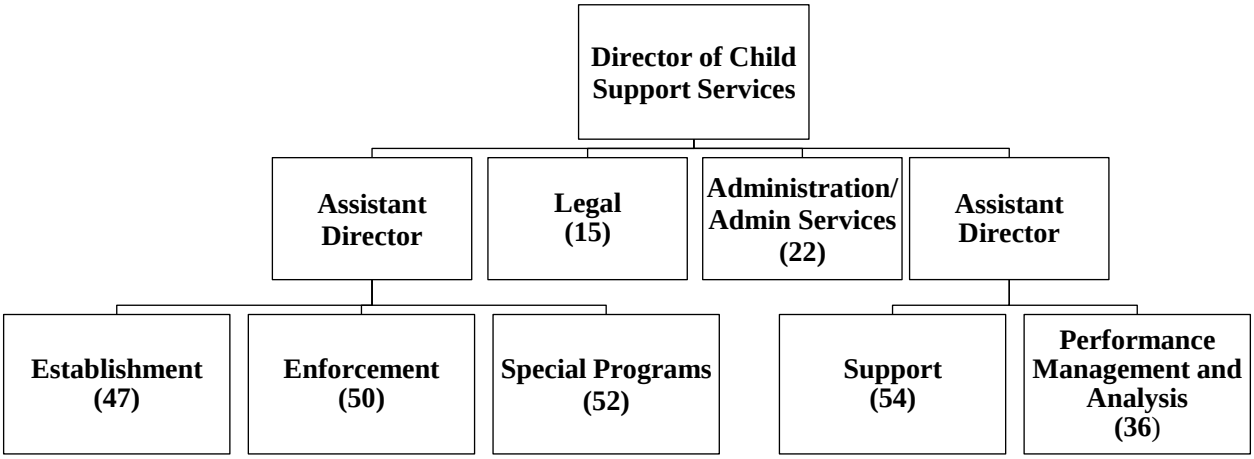
Measurement	2018-19 Actual	2019-20 Actual	2020-21 Adopted	2020-21 Actual	2021-22 Goal
Number of Felony Trials	300	101	175	104	175
Percentage of Felony Complaint Requests Filed as Felony	42.05%	37.2%	50%	44.09%	50%
Felony Trial Conviction Percentage	72.9%	67.3%	100%	76.0%	100%
Number of Misdemeanor Filings	23,153	20,674	27,000	20,455	27,000

These measurements reflect the caseload and success of various prosecution efforts to reduce crime and provide for an effective system of justice. The slow re-opening of the courts due to the pandemic has created a significant backlog of cases which resulted in lower than anticipated outcomes.

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



Fiscal Year 2019-20 and 2020-21 Accomplishments

- Served approximately 51,346 children in the County, and distributed $101,546,278 in child support payments in Federal Fiscal Year 2020.
- Partnered with over 31 community partners to provide 2,500 resource bags, 3,200 reusable water bottles, 1,637 dental kits and 540 boxes of food.
- The Department received the Child Support Director's Associations Outstanding Group Contribution award for the efforts in Launch Kern Lean Six Sigma.
- Hosted the 11th annual Health and Wellness Fair in August 2020 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 3,845 backpacks and school supplies to children and families throughout the County.
- Partnered with CAP-K to serve customers at the Low Barrier Navigation Center and collaborated with Riverside, San Bernardino, and Imperial counties to deliver Employer Workshop and Voluntary Declaration of Parentage training virtually.

Child Support Services

Department Head: Elizabeth Chavez
Fund: Child Support Services
Budget Unit: 2183 and 2189

Function: Public Protection
Activity: Judicial

Public Protection

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.

Summary of Expenditures and Revenue

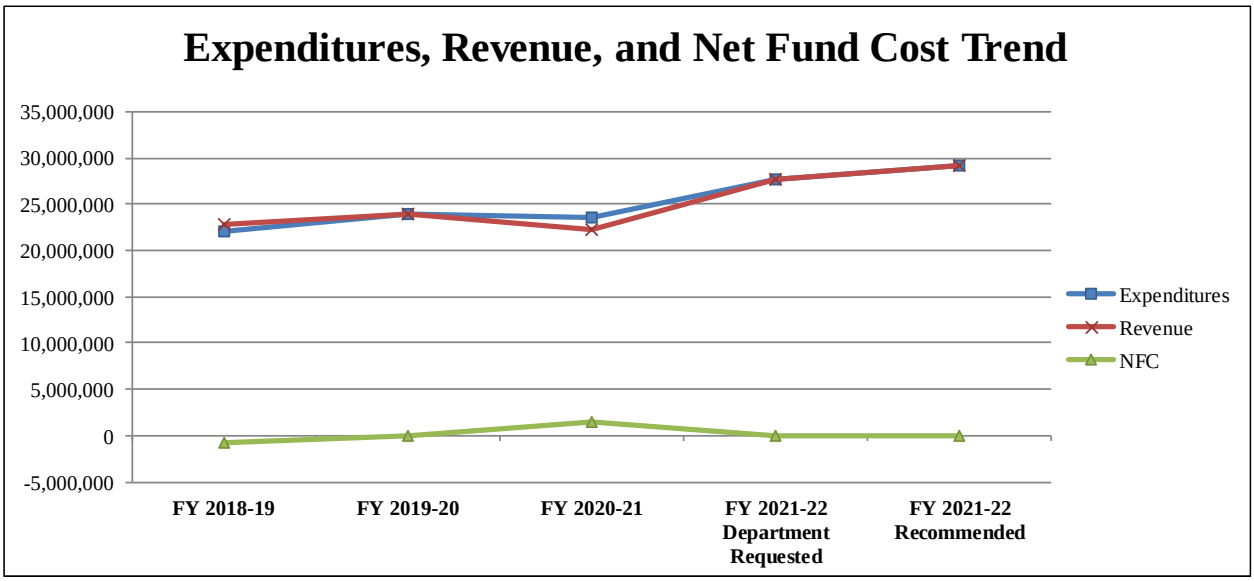
	FY 2019-20	FY 2020-21		FY 2021-22		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	$20,711,112	$22,920,512	$20,640,804	$24,135,087	$25,606,441	$25,606,441
Services and Supplies	2,612,184	2,873,997	2,513,779	3,045,749	3,054,623	3,054,623
Other Charges	614,593	414,632	384,498	272,056	272,056	272,056
Capital Assets	0	0	0	300,000	300,000	300,000
TOTAL EXPENDITURES	**$23,937,889**	**$26,209,141**	**$23,539,081**	**$27,752,892**	**$29,233,120**	**$29,233,120**
REVENUE:						
Use of Money/Property	$44,962	$27,694	$25,019	$30,676	$30,676	$30,676
Intergovernmental	22,504,893	26,180,200	21,753,519	27,720,969	29,201,197	29,201,197
Miscellaneous	690	1,247	1,954	1,247	1,247	1,247
Other Financing Sources:						
CARES Act	1,351,973	0	374,273	0	0	0
TOTAL REVENUE	**$23,902,518**	**$26,209,141**	**$22,161,122**	**$27,752,892**	**$29,233,120**	**$29,233,120**
NET FUND COST	**$35,371**	**$0**	**$1,377,959**	**$0**	**$0**	**$0**

Major Expenditures and Revenue in FY 2021-22 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 $3.0 million include rents and leases, utilities, and office expenses. FY 2019-20 and FY 2020-21 actual revenue includes reimbursement from CARES Act funding to address the Coronavirus pandemic.

Budget Changes and Operational Impacts

The recommended budget includes an increase in both revenue and appropriations of $6.9 million and $5.7 million, respectively. The increase from FY 2020-21 Adopted Budget is funded by an additional allocation of approximately $3.0 million from the State Department of Child Support Services for underfunded counties. The recommended budget provides sufficient revenue for the department to expand and enhance its current level of services and meet State program goals and objectives. Costs related to services and supplies are projected to increase primarily due to the department's anticipated expansion of satellite locations. Salaries and benefits are anticipated to increase due to the additional allocation, which allowed the department to fill additional positions and add 15 positions to increase services provided to the public. 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. The fund balance as of June 30, 2021 was a deficit of $1.3 million. The department will release $1.3 million from its designation to cover the deficit.

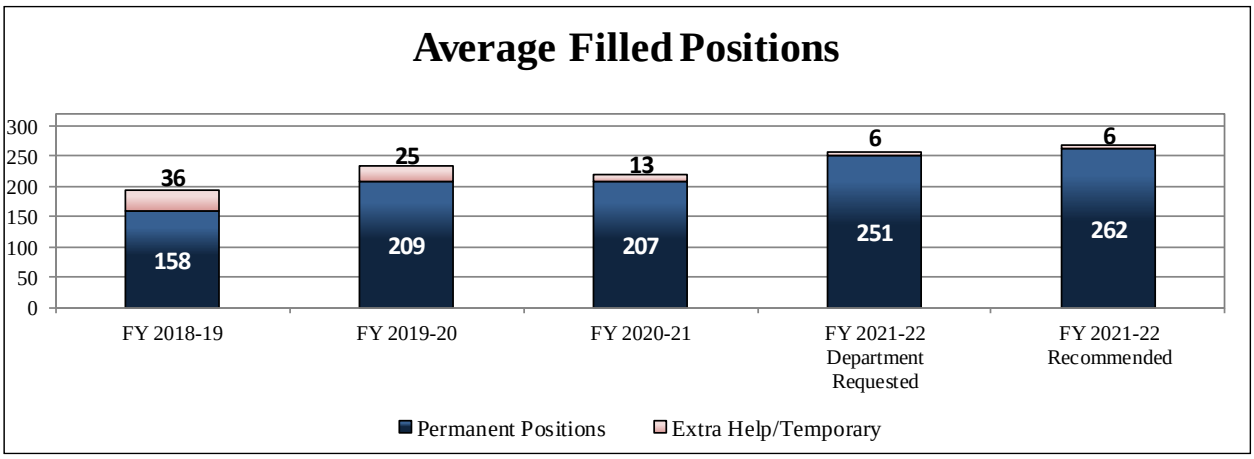


Staffing Changes and Operational Impacts

The recommended budget includes the addition of fifteen positions resulting in an increase of authorize positions from 264 to 279. The recommended budget proposes adding one (1) Assistant Director position, two (2) Fiscal Support Specialist positions, one (1) Program Manager position, three (3) Senior Child Support Specialist positions, five (5) Child Support Specialist positions, one (1) Child Support Attorney position, and two (2) Supervising Child Support Specialist position, which will be funded with the additional allocation.

The department will hold the following positions vacant and unfunded: two (2) Senior Child Support Specialist positions, five (5) Child Support Specialist positions, one (1) Supervising Department Analyst position, one (1) Program Specialist position, one (1) Fiscal Support Supervisor position, two (2) Fiscal Support Technician positions, one (1) Department Analyst

position and four (4) Office Services Specialist positions, at an annual savings of approximately $1.4 million.



4-Year Staffing Trend

	Actual			Department Requested	Recommended
	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	
AVERAGE FILLED POSITIONS					
Permanent Positions	158	209	207	251	262
Extra Help/Temporary	36	25	13	6	6
Total Positions	**194**	**234**	**220**	**257**	**268**
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	157	208	0	N/A	N/A
Extra Help/Temporary (FTE)	41	26	0	N/A	N/A
Total Positions	**198**	**234**	**0**	**N/A**	**N/A**
SALARIES & BENEFITS	**$16,801,681**	**$20,711,112**	**$20,640,804**	**$24,135,087**	**$25,606,441**

Summary of Authorized Positions

The department currently has 264 authorized positions. Through the addition of 15 positions, the recommended budget includes 279 authorized positions, of which 262 positions have been budgeted to be filled during FY 2021-22 as indicated below.

Division	Authorized	Additions	Deletions	Requested Total	Filled	Vacant	Total
Administration	6	1	0	7	6	1	7
Establishment	47	0	0	47	45	2	47
Enforcement	50	0	0	50	49	1	50
Special Program Division	49	3	0	52	48	4	52
Support Team	54	0	0	54	52	2	54
Administrative Services	15	3	0	18	15	3	18
Performance Management and Analysis	29	7	0	36	32	4	36
Legal	14	1	0	15	15	0	15
Total	264	15	0	279	262	17	279

Administration

	Classification
1	Director
1	Assistant Director
1	Administrative Coordinator
1	Office Services Coordinator
2	Office Services Specialist
6	**Current Total**
	Additions/Deletions
1	Assistant Director
7	**Requested Total**

Establishment

	Classification
1	Program Manager
3	Supervising Child Support Specialist
4	Senior Child Support Specialist
31	Child Support Specialist I/II
6	Customer Service Representative
2	Investigative Aide
47	**Requested Total**

Administrative Services

	Classification
1	Administrative Services Officer
1	Administrative Coordinator
1	Accountant I/II/III
1	Storekeeper
2	Fiscal Support Supervisor
5	Fiscal Support Specialist
3	Fiscal Support Technician
1	Utility Worker
15	**Current Total**
	Additions/Deletions
2	Fiscal Support Specialist
1	Supervising Child Support Specialist
18	**Requested Total**

Support Team

	Classification
1	Program Manager
1	Administrative Coordinator
3	Program Specialist I/II
1	Graphic Artist
16	Customer Service Representative
2	Senior Customer Service Representative
1	Supervising Customer Service Representative
2	Supervising Child Support Specialist
3	Senior Child Support Specialist
20	Child Support Specialist I/II
2	Office Services Technician
2	Office Services Assistant
54	**Requested Total**

Special Program Division

	Classification
4	Supervising Child Support Specialist
5	Senior Child Support Specialist
39	Child Support Specialist I/II
1	Office Services Specialist
49	**Current Total**
	Additions/Deletions
1	Program Manager
2	Senior Child Support Specialist
52	**Requested Total**

Performance Management and Analysis

	Classification
1	Program Manager
1	Administrative Coordinator
3	Staff Development Specialist
1	Senior Office Services Specialist
3	Departmental Analyst I/II
1	Supervising Departmental Analyst
1	Technology Services Supervisor
1	Systems Analyst I/II
1	Technical Support Engineer I/II
2	Technical Support Specialist I/II
4	Office Services Specialist
9	Office Services Assistant
1	Supervising Development Specialist
29	**Current Total**
	Additions/Deletions
1	Supervising Child Support Specialist
1	Senior Child Support Specialist
5	Child Support Specialist
36	**Requested Total**

Legal

	Classification
1	Chief Child Support Attorney
7	Child Support Attorney I/II/III/IV/V
2	Senior Paralegal/Paralegal
4	Legal Secretary
14	**Current Total**
	Additions/Deletions
1	Child Support Attorney I/II/III/IV/V
15	**Requested Total**

Enforcement

	Classification
1	Program Manager
4	Supervising Child Support Specialist
4	Senior Child Support Specialist
41	Child Support Specialist I/II
50	**Requested Total**

Fiscal Year 2021-22 Goals, Objectives, and Performance Measures

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	2018-19 Actual	2019-20 Actual	2020-21 Adopted	2020-21 Projected*	2021-22 Goal
Percentage of current support collected	61.07%	61.26%	62.00%	61.39%	62.00%
Percentage of cases with arrearage collections	55.97%	76.53%	61.00%	70.82%	65.00%
Total distributed child support collections	$84,877,143	$101,039,102	$84,500,000	$96,730,957	$85,000,000

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	2018-19 Actual	2019-20 Actual	2020-21 Adopted	2020-21 Projected*	2021-22 Goal
Percentage of children in the caseload who were born out of wedlock and for whom paternity has been established	103.11%	101.37%	104.00%	101.64%	101.00%
Percentage of open cases with support orders	89.52%	90.17%	92.00%	91.98%	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	2018-19 Actual	2019-20 Actual	2020-21 Adopted	2020-21 Projected*	2021-22 Goal
Amount of child support collected for every dollar expended	$4.06	$3.84	$3.85	$4.28	$4.29

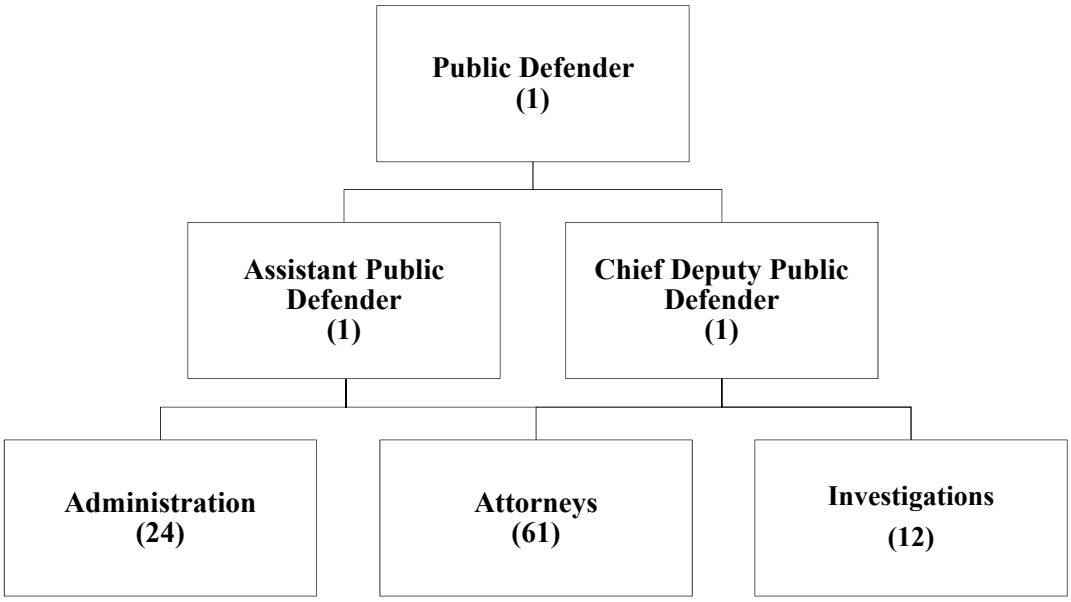
Cost effectiveness is a comparison of total child support dollars collected to total dollars expended, which demonstrates the department's efficient use of federal and State funding. Actual performance exceeded.

*Reported figures above are based on Federal fiscal year, which runs from October 1st through September 30th. As such, FY 2020-21 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 we have the privilege and constitutional mandate to represent.

Organizational Chart



Fiscal Year 2019-20 and 2020-21 Accomplishments

- In FY 2020-21, despite the pandemic and partial court shutdown, the department litigated 104 jury trials, including 24 cases involving murder or attempted murder.
- In FY 2019-20, the department opened new files for almost 1,800 minors in both delinquency and dependency matters. Each attorney represented hundreds of new and continuing minor clients each year.
- In FY 2020-21, the department has filed 86 petitions pursuant to recently signed AB 1950, which generally reduces probation terms to one year for misdemeanors and two years for felonies.
- Since becoming law, the department has filed 41 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

Public Protection

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 2019-20	FY 2020-21		FY 2021-22		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	$14,667,567	$15,243,772	$15,137,937	$15,567,954	$15,567,954	$16,164,402
Services and Supplies	894,891	1,072,375	803,072	978,166	978,166	1,268,191
Other Financing Uses	0	2,374,153	0	0	0	2,603,370
TOTAL EXPENDITURES	**$15,562,458**	**$18,690,300**	**$15,941,009**	**$16,546,120**	**$16,546,120**	**$20,035,963**
Expend. Reimb.	$0	$0	($4,018)	$0	$0	$0
TOTAL NET EXPENDITURES	**$15,562,458**	**$18,690,300**	**$15,936,991**	**$16,546,120**	**$16,546,120**	**$20,035,963**
REVENUE:						
Intergovernmental	$871,389	$905,570	$921,391	$880,871	$880,871	$880,871
Charges for Services	1,717,293	2,097,164	1,824,035	2,057,791	2,057,791	2,057,791
Other Financing Sources:						
CARES Act	1,305,037	0	419,719	0	0	0
Local Public Safety	4,215,747	4,563,484	4,563,484	4,924,955	4,924,955	5,214,980
2011 Realignment	1,419,788	1,468,742	1,468,740	1,581,536	1,581,536	1,581,536
TOTAL REVENUE	**$9,529,254**	**$9,034,960**	**$9,197,369**	**$9,445,153**	**$9,445,153**	**$9,735,178**
Less Available BSI *	$0	($2,374,153)	$0	$0	$0	($2,603,370)
NET GENERAL FUND COST	**$6,033,204**	**$7,281,187**	**$6,739,622**	**$7,100,967**	**$7,100,967**	**$7,697,415**
BSI Ending Balance *	$2,374,153	N/A	$2,374,153	N/A	N/A	N/A

* BSI = Budget Savings Incentives

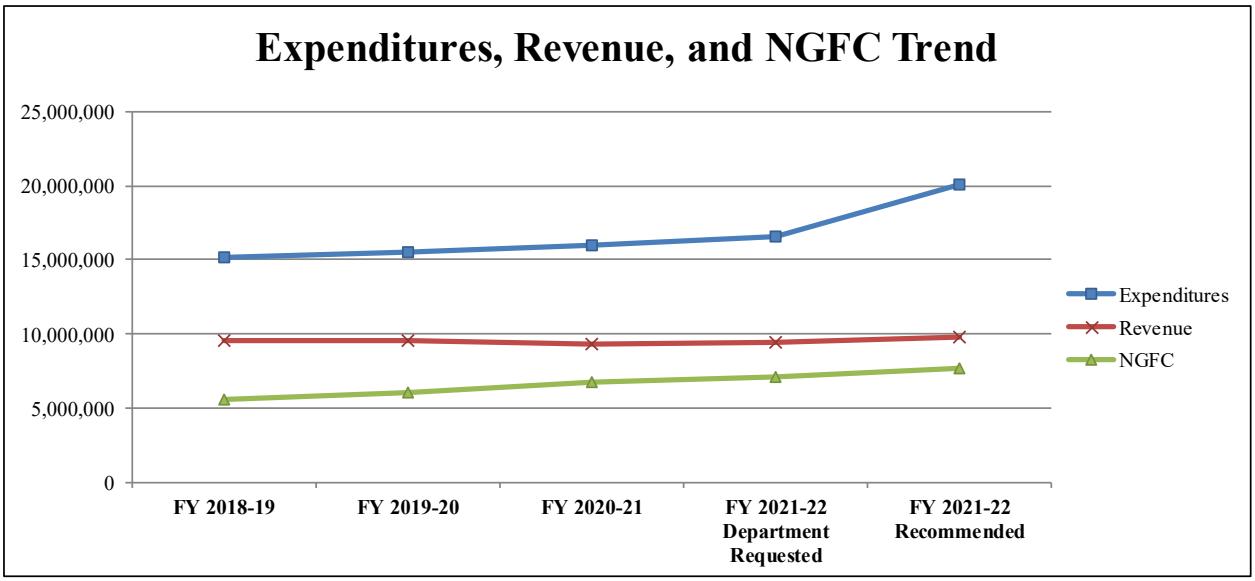
Major Expenditures and Revenue in FY 2021-22 Recommended Budget

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 $5.2 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 an uncommitted Budget Savings Incentive (BSI) credit balance of $2,603,370.

Budget Changes and Operational Impacts

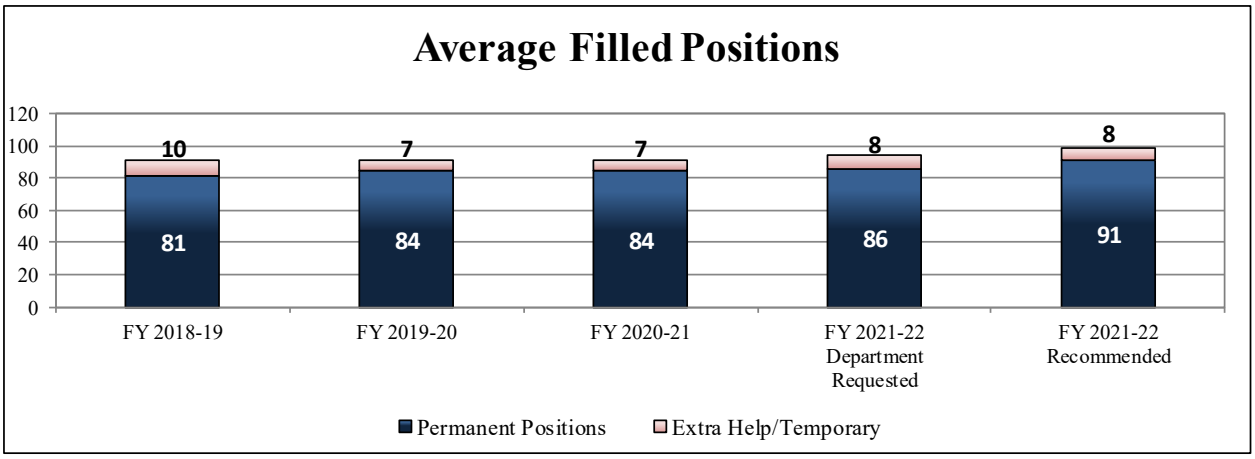
The recommended budget provides an adequate level of funding to provide legal representation for defendants accused of criminal offenses when appointed by the Superior Court and will allow the department to retain all of its accumulated BSI credits. Services and supplies are expected to increase from FY 2020-21 due to the unpredictable costs associated with defending high-profile cases, often requiring expert services, and the anticipation that more trials will be conducted as public health restrictions ease.

The department's actual NGFC for previous fiscal years is lower than the recommended NGFC due to prudent budget practices that has historically resulted in significant salary savings. The recommended budget restores the 7.5% reduction in NGFC made during FY 2020-21. The increased NGFC will allow the department to fund three additional attorney positions and one support staff position necessary to meet the mandates of the office.



Staffing Changes and Operational Impacts

The recommended budget provides the department with funding for 91 of the proposed 100 positions, after the deletion of one (1) Fiscal Support Specialist position. The department will unfund nine (9) positions, five (5) Deputy Public Defender I-V positions, one (1) Public Defender Investigator position, one (1) Investigative Aide position, one (1) Program Support Supervisor position, and one (1) Senior Legal Secretary position. 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 nine positions, salaries and benefits are anticipated to be higher than prior years as the department anticipates filling more positions than their historic average.



4-Year Staffing Trend

	Actual			Department Requested	Recommended
	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	
AVERAGE FILLED POSITIONS					
Permanent Positions	81	84	84	86	91
Extra Help/Temporary	10	7	7	8	8
Total Positions	**91**	**91**	**91**	**94**	**99**
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	81	85	83	N/A	N/A
Extra Help/Temporary (FTE)	9	6	6	N/A	N/A
Total Positions	**90**	**91**	**89**	**N/A**	**N/A**
SALARIES & BENEFITS	**$14,240,056**	**$14,667,567**	**$15,137,937**	**$15,567,954**	**$16,164,402**

Summary of Authorized Positions

The department currently has 101 authorized permanent positions. Through the deletion of one position the recommended budget includes 100 positions, of which 91 are planned to be filled during the fiscal year as indicated below.

Division	Authorized	Additions	Deletions	Requested Total	Filled	Vacant	Total
Administration	25	0	(1)	24	22	2	24
Attorneys	64	0	0	64	59	5	64
Investigations	12	0	0	12	10	2	12
Total	101	0	(1)	100	91	9	100

Administration

	Classification
1	Accountant I/II
1	Fiscal Support Specialist
4	Sr. Legal Secretary
4	Legal Secretary
1	Office Services Specialist
1	Program Support Supv.
1	Administrative Coordinator
10	Office Services Technician
2	Office Services Assistant
25	**Current Total**
	Additions/Deletions
(1)	Fiscal Support Specialist
24	**Requested Total**

Misdemeanor and Felony Trials

	Classification
1	Public Defender
1	Assistant Public Defender
1	Chief Deputy Public Defender
61	Deputy Public Defender I-V
64	**Requested Total**

Investigations

	Classification
11	Investigator I - Senior
1	Public Defender Inv. Aide
12	**Requested Total**

Fiscal Year 2021-22 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.

Measurement	2018-19 Actual	2019-20 Actual	2020-21 Adopted	2020-21 Actual	2021-22 Goal
Percentage of Felony and Misdemeanor Trials Not Guilty as Charged	51.2%	59.8%	60%	58%	60%
Total Number of Cases Appointed to the Public Defender's Office by the Judicial System, plus accepted indigent requests	35,254	36,709	35,500	38,598	35,000
Total Number of Dependency Case Appointments	2,558	2,069	2,500	1,152	2,000
Number of Felony Trials	127	76	130	79	130

In FY 2020-21, despite the pandemic, case appointments continued unabated. During FY 2020-21 the department continued its vigorous advocacy with 79 felony and 25 misdemeanor trials. The attorneys reached tremendous results, with 32% of all felony trials ending in either a not guilty verdict or a hung jury on all felony counts (in misdemeanors also, 32% of all trials ended in a not guilty or hung jury on all counts). The department was one of the few in the state to resume trials in July 2020 and demonstrates the attorneys' deep commitment to their clients.

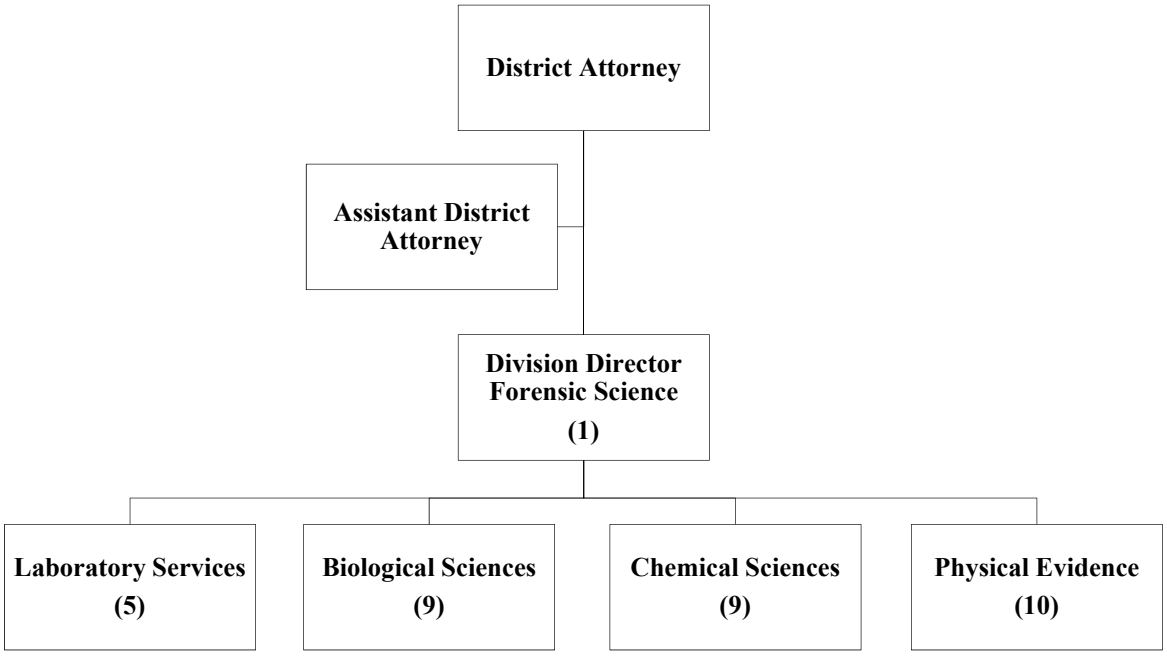
The number of new dependency case appointments decreased slightly from previous years to 1,152. The total number of dependency case appointments encompasses factors other than new case appointments. These factors involve contacts with the public that were impacted by the pandemic, and do not change the overall workload of dependency attorneys.

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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



Fiscal Year 2019-20 and 2020-21 Accomplishments

- For FY 2019-20 and FY 2020-21 lab maintained full accreditation under International Organization for Standardization (ISO) and the International Electrotechnical Commission (IEC) 17025:2017 requirements for testing and calibration and ISO/IEC 17020:2017 requirements for inspection (crime scene) and FBI Quality Assurance Standards for DNA testing.
- In FY 2019-20, the firearm and toolmark unit provided law enforcement with 98 investigative leads in an average turn-around time of 12 days and 94 investigative leads in an average turn-around time of 10 days for FY 2020-21 through March.
- In FY 2019-20, the DNA analytical unit implemented a familial search service using its local DNA database. During FY 2019-20 the unit provided law enforcement with 125 possible matches and 118 possible matches in FY 2020-21 through March.
- The toxicological analytical unit was able to provide results of alcohol and drug screens on average between 7-10 days. In FY 2020-21 the unit decreased the case backlog from 386 to 153.

District Attorney – Forensic Science

Department Head: Cynthia Zimmer, Elected
Fund: General
Budget Unit: 2200
Function: Public Protection
Activity: Police Protection

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 2019-20	FY 2020-21		FY 2021-22		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	$4,284,564	$4,373,450	$4,217,869	$4,289,248	$4,289,248	$4,289,248
Services and Supplies	1,413,530	1,757,151	1,668,688	1,911,987	1,911,987	2,092,567
Capital Assets	78,752	891,000	374,504	137,000	137,000	1,959,236
Other Financing Uses	0	412,434	0	0	0	444,280
TOTAL EXPENDITURES	**$5,776,846**	**$7,434,035**	**$6,261,061**	**$6,338,235**	**$6,338,235**	**$8,785,331**
Expend. Reimb.	$0	$0	($1,091)	$0	$0	$0
TOTAL NET EXPENDITURES	**$5,776,846**	**$7,434,035**	**$6,259,970**	**$6,338,235**	**$6,338,235**	**$8,785,331**
REVENUE:						
Fines and Forfeitures	$100,000	$100,000	$100,000	$100,000	$100,000	$100,000
Intergovernmental	102,079	543,873	690,486	469,524	469,524	2,459,524
Miscellaneous	333,091	650,000	446,516	750,000	750,000	750,000
Other Financing Sources:						
CARES Act	141,796	0	40,900	0	0	0
2011 Realignment	174,823	180,551	180,551	195,934	195,934	195,934
DNA Identification	100,000	100,000	100,000	100,000	100,000	100,000
Local Public Safety	186,294	201,660	201,660	217,633	217,633	230,449
Criminalist Laboratories	25,000	25,000	25,000	25,000	25,000	25,000
TOTAL REVENUE	**$1,163,083**	**$1,801,084**	**$1,785,113**	**$1,858,091**	**$1,858,091**	**$3,860,907**
Less Available BSI *	$0	($412,434)	$0	$0	$0	($444,280)
NET GENERAL FUND COST	**$4,613,763**	**$5,220,517**	**$4,474,857**	**$4,480,144**	**$4,480,144**	**$4,480,144**
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 2021-22 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 $230,449 in Local Public Safety Funds (Proposition 172), $376,101 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, $750,000 in driving under the influence testing fees, and other revenue derived from fines

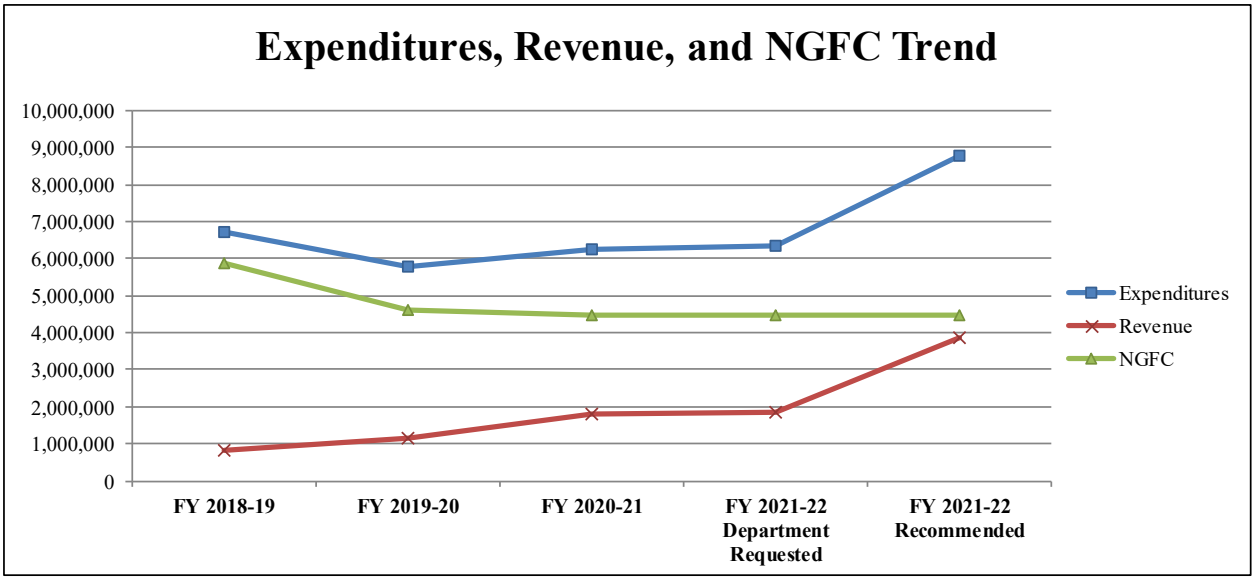
and forfeitures. The recommended budget has been updated to reflect the award of a $1.9 million grant from the California Highway Patrol to facilitate the purchase of new laboratory equipment.

Budget Changes and Operational Impacts

Salaries and benefits will decrease as the department shifts its remaining administrative staff to the District Attorney's Criminal budget unit. The recommended budget continues to unfund three vacant laboratory positions, a necessity in the prior year due to the economic impacts of the public health emergency. Services and supplies is primarily comprised of consumable supplies for laboratory testing and service contracts necessary to properly maintain the high-tech equipment and is anticipated to increase over the prior years as the department implements new grant funded equipment.

The department has not committed any of the $444,280 in budget savings incentive (BSI) credits in the FY 2021-22 budget.

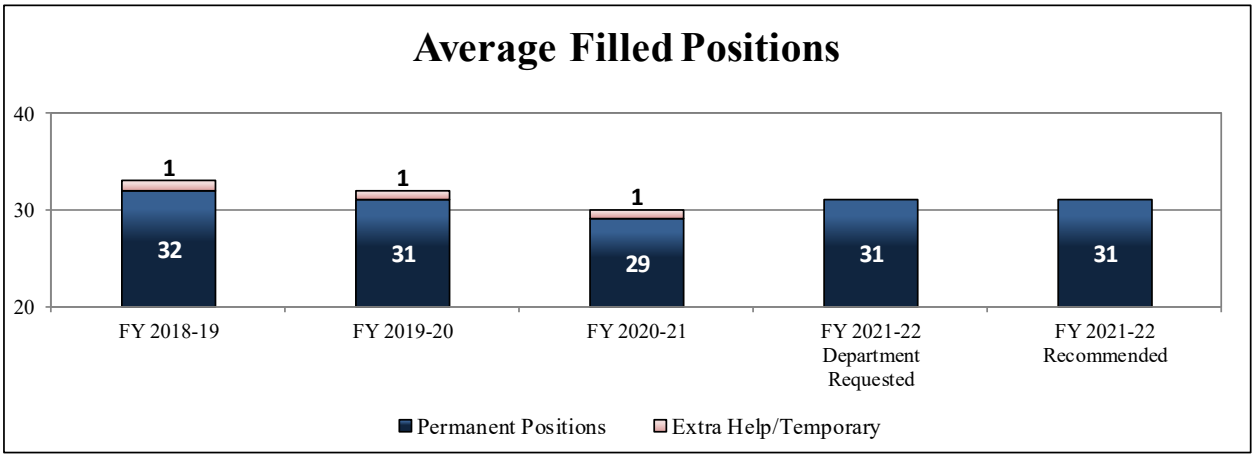
Revenue will increase overall as $1.9 million in grant funds will be recognized to purchase new laboratory equipment; 2011 Realignment and Local Public Safety (Prop 172) funding sources will rebound; and the department anticipates a 54% increase in the revenue billed to local jurisdictions for driving under the influence testing.



Staffing Changes and Operational Impacts

The recommended budget provides the department with funding for 31 of the department's 34 requested positions. The department's submitted budget includes the addition of one (1) Investigative Aide position and the deletion of one (1) vacant Forensic Laboratory Technician position. The department has also requested to transfer (1) Administrative Coordinator position to the District Attorney's Criminal budget unit (2180), resulting in a deletion to this budget unit.

The department will continue to hold (1) Criminalist position and two (2) Forensic Laboratory Technician positions vacant and unfunded to achieve the adopted NGFC guideline.



4-Year Staffing Trend

	Actual			Department Requested	Recommended
	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	
AVERAGE FILLED POSITIONS					
Permanent Positions	32	31	29	31	31
Extra Help/Temporary	1	1	1	0	0
Total Positions	**33**	**32**	**30**	**31**	**31**
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	33	30	29	N/A	N/A
Extra Help/Temporary (FTE)	1	1	1	N/A	N/A
Total Positions	**34**	**31**	**30**	**N/A**	**N/A**
SALARIES & BENEFITS	**$4,650,238**	**$4,284,564**	**$4,217,869**	**$4,289,248**	**$4,289,248**

Summary of Authorized Positions

The department currently has 35 authorized permanent positions. Through the addition of one position and deletion of two positions the recommended budget includes 34 authorized positions, of which 31 are budgeted to be filled during FY 2021-22 as indicated below:

Division	Authorized	Additions	Deletions	Requested Total	Filled	Vacant	Total
Forensic Sciences	35	1	(2)	34	31	3	34
Total	35	1	(2)	34	31	3	34

Forensic Sciences

	Classification
1	Forensic Sciences Div. Director
1	DNA Tech. Lead Criminalist
3	Supervising Criminalist
18	Criminalist
11	Forensic Lab Technician
1	Administrative Coordinator
35	**Current Total**
	Additions/Deletions
1	Investigative Aide
(1)	Forensic Lab Technician
(1)	Administrative Coordinator
34	**Requested Total**

Fiscal Year 2021-22 Goals, Objectives, and Performance Measures

Goal 1: Provide exceptional crime prevention and law enforcement services and an effective system of justice.

Objective 1: Reduce crime and improve law enforcement services

Measurement	2018-19 Actual	2019-20 Actual	2020-21 Adopted	2020-21 Actual	2021-22 Goal
Turn-around time for solid dosage drug cases in days	60	58	6	173	6
Number of toxicology cases/exams outsourced	77	55	0	85	0
Number of DNA examinations performed per analyst	828	490	550	N/A	N/A
Number of DNA examinations/samples processed	New Performance Measure			2,514	2,400
The average number of days between the submission of a DNA request and the delivery of a report of examination	72	88	60	106	60
The number of backlogged DNA cases (requests >60 days without a report	26	364	0	99	0
The average number of days between the submission of a request for toxicological service* and the delivery of a report of examination	19	13	20	9	20
The number of backlogged toxicological cases* (requests >40 days without a report)	616	65	0	2	0

These measurements show the overall effectiveness and productivity of key areas of the Kern Regional Crime Laboratory.

The measurement for number of DNA exams per analyst has been discontinued and replaced with a measurement of total samples processed by the unit. As the unit improves the workflow and efficiency, batch processing has made the measurement on an analyst basis uninformative and will instead report on total samples processed as a measurement of the unit's performance.

The department's work in multiple areas was hampered due to the pandemic. The DNA unit experienced a shortage of consumables to conduct their work while other areas experienced staff shortages. Supply of consumables has been resolved and the department will continue to focus on training staff in critical areas to meet their performance goals. Continued focus on automation, expanded service, and training will improve functionality of the lab, increasing turnaround times and decreasing backlogs.

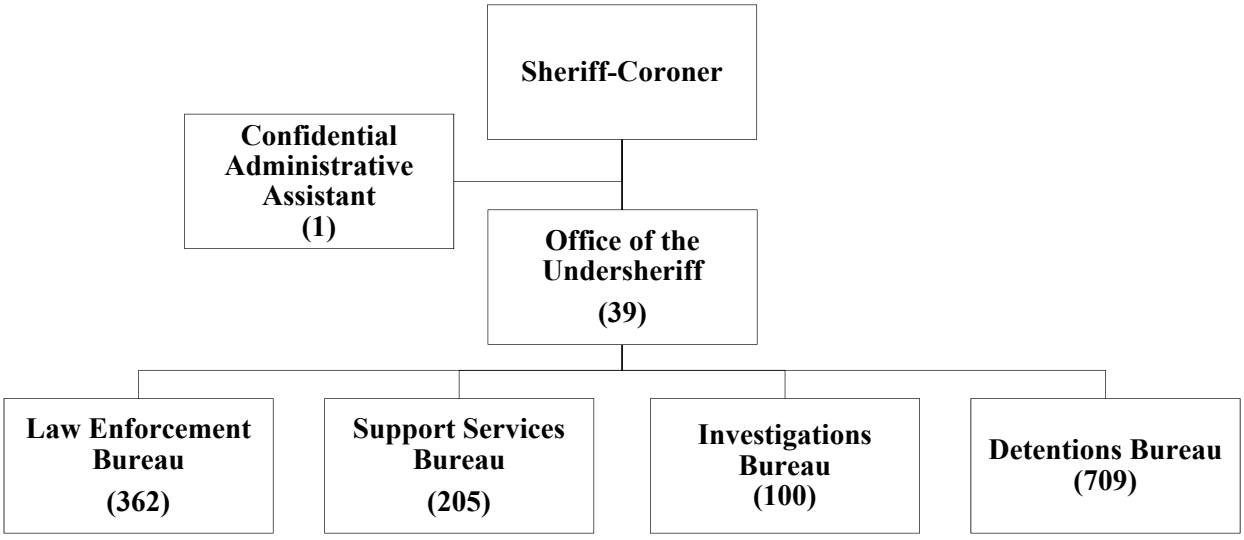
*Toxicology services include alcohol and blood/urine drug screens

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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



Fiscal Year 2019-20 and 2020-21 Accomplishments

- The Sheriff's Office secured 86,338 hours of volunteer services during 2019 and 52,113 hours during 2020 valued at $1.8 million based on the state volunteer rate.
- The Sheriff's Parole and Electronic Monitoring programs saved $5.7 million versus incarceration in FY 2019-20.
- Trained 62 staff in crisis intervention during FY 2020-21.
- Over 7,573 pounds of illegal narcotics, $933,000 in currency, 50 firearms, and 162,000 illegal marijuana plants were seized during FY 2020-21.
- The Sheriff's Office obtained federal excess property valued in excess of $350,000 in FY 2020-21.
- 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 3,179 participants in FY 2019-20.
- The Public Administrator's Section received $1,934,367 in estate funds and sold 12 real properties.
- The Coroner's Section tracked 1,347 COVID-19 cases during FY 2020-21.

Sheriff-Coroner

Department Head: Donny Youngblood, Elected
Fund: General
Budget Unit: 2210

Function: Public Protection
Activity: Police 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 2019-20	FY 2020-21		FY 2021-22		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	$188,756,348	$192,049,876	$191,873,112	$199,540,616	$199,437,552	$200,831,395
Services and Supplies	38,131,264	44,876,580	40,852,781	45,814,086	46,247,001	46,773,635
Other Charges	3,043,896	3,263,971	3,165,939	2,538,599	2,538,599	2,538,599
Capital Assets	883,329	2,224,060	3,614,299	261,000	261,000	12,674,478
Other Financing Uses	0	200,000	0	0	0	200,000
TOTAL EXPENDITURES	**$230,814,837**	**$242,614,487**	**$239,506,131**	**$248,154,301**	**$248,484,152**	**$263,018,107**
Expend. Reimb.	($276)	$0	($2,990)	$0	$0	$0
TOTAL NET EXPENDITURES	**$230,814,561**	**$242,614,487**	**$239,503,141**	**$248,154,301**	**$248,484,152**	**$263,018,107**
REVENUE:						
Licenses and Permits	$708,156	$631,100	$728,326	$855,000	$855,000	$855,000
Fines and Forfeitures	2,824	4,700	1,364	2,700	2,700	2,700
Intergovernmental	1,561,618	1,377,095	1,194,211	1,286,832	1,286,832	1,286,832
Charges for Services	21,329,816	21,370,694	26,564,537	22,024,183	22,024,183	22,024,183
Miscellaneous	279,611	1,110,700	348,155	1,110,700	1,110,700	1,110,700
Other Financing Sources:						
CARES Act	1,202,901	0	23,508	0	0	300,000
2011 Realignment	28,627,762	29,071,058	28,869,898	31,452,997	31,452,997	31,457,982
Real Estate Fraud	0	360,816	386,557	360,816	650,000	650,000
DNA Identification	125,000	125,000	125,000	125,000	125,000	125,000
Local Public Safety	41,433,008	44,850,605	44,850,605	48,403,202	48,403,202	51,253,608
Sheriff Facility Training Fund	186,270	186,270	92,941	186,270	186,270	186,270
Automated Fingerprint Fund	0	400,000	0	400,000	400,000	400,000
Sheriff's Cal-ID	1,375,888	2,391,000	1,422,096	2,391,000	2,409,000	2,409,000
Sheriff's Training	72,423	139,106	139,106	139,106	139,106	139,106
Sheriff Work Release	450,000	450,000	450,000	450,000	450,000	450,000
Sheriff's Civil Automated	142,891	461,720	461,720	252,136	252,136	472,093
Sheriff's Firearms	2,585	9,500	6,278	2,500	2,500	2,500
Sheriff Judgement Debtors Fee	392,942	192,942	192,942	192,942	192,942	192,942
Sheriff's Volunteer Services	15,091	15,000	1,594	15,000	15,000	15,000
Sheriff Controlled Substance	446,805	265,000	265,000	87,500	87,500	87,500
Sheriff's State Forfeiture	0	12,000	0	12,000	12,000	12,000
HIDTA State Asset Forfeiture	32,200	0	0	32,500	32,500	32,500
Sheriff's Drug Abuse Gang Divr.	50,000	0	0	20,000	20,000	20,000
Inmate Welfare Fund	2,659,732	3,490,489	1,820,299	3,531,489	3,531,489	3,521,914
Rural Crimes Impact Fee	613,342	1,587,824	1,587,824	807,764	807,764	807,764
Cal-MMET State Asset Forfeiture	365,461	25,000	13,265	0	0	0
Community Development Prg.	549,275	640,000	635,555	621,333	644,000	644,000
Civil Subpoena	0	15,000	0	15,000	15,000	15,000
Seizure of Gaming Devices	0	0	0	0	0	30,000
TOTAL REVENUE	**$102,625,601**	**$109,182,619**	**$110,180,781**	**$114,777,970**	**$115,107,821**	**$118,503,594**
Less Available BSI *	$0	($200,000)	$0	$0	$0	($200,000)
NET GENERAL FUND COST	**$128,188,960**	**$133,231,868**	**$129,322,360**	**$133,376,331**	**$133,376,331**	**$144,314,513**
BSI Ending Balance *	$200,000	N/A	$200,000	N/A	N/A	N/A

* BSI = Budget Savings Incentives

Major Expenditures and Revenue in FY 2021-22 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 $51.2 million in Local Public Safety Funds (Proposition 172), and an allocation of 2011 Realignment of $31.45 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.

Budget Changes and Operational Impacts

The recommended budget seeks to maintain status quo operations, invest in vital capital assets, and enhance staffing in key positions necessary to gain compliance with the recent Department of Justice (DOJ) settlement agreement while promoting applicable mandates associated with ensuring the public's safety.

An NGFC compliant budget was submitted by the department, which includes a continued $4,733,000 to cover pension increases for safety members; $820,504 to continue funding for four Sergeant positions added last year; and $3.5 million in new funding for seventeen positions and additional body worn cameras associated with gaining compliance with the DOJ settlement agreement.

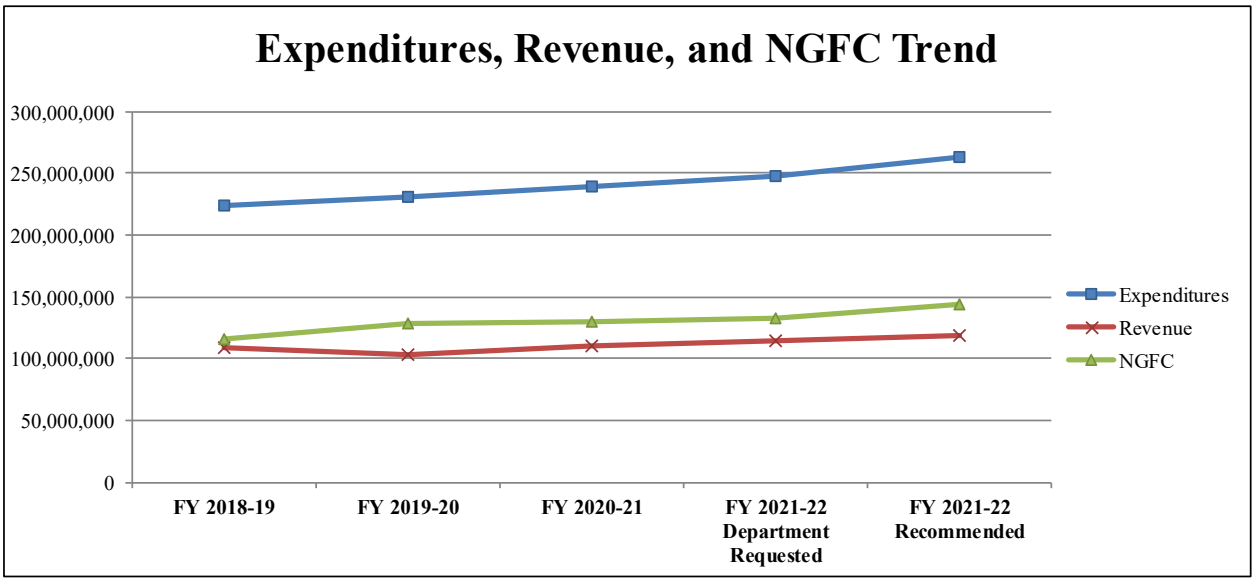
The department also submitted 11 supplemental budget requests totaling $3,923,644. The recommended budget addresses all of the supplemental requests. Six requests related to software, staffing, department operations center upgrades, and equipment have been included within the adopted NGFC guideline. An additional one-time NGFC allocation of $3,838,182 has been included to fund the purchase of 49 patrol vehicles and one prisoner transportation van. Additional one-time NGFC in the amount of $200,000 is also recommended to fund increased coroner transportation costs. Two requests related to helicopters will be addressed through the release of $6.9 million in Sheriff's Aircraft designations to offset the purchase of two new patrol helicopters.

$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, similar to the past five fiscal years. 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 contingency funding also allows 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 the department anticipates hiring additional staff, both sworn and civilian. Some services and supplies increases are offset by inmate

welfare, CAL-ID, and the continued operation of the admission, evaluation, and stabilization (AES) unit within the Lerdo Pre-trial facility, which is offset entirely by revenue from the state department of hospitals.

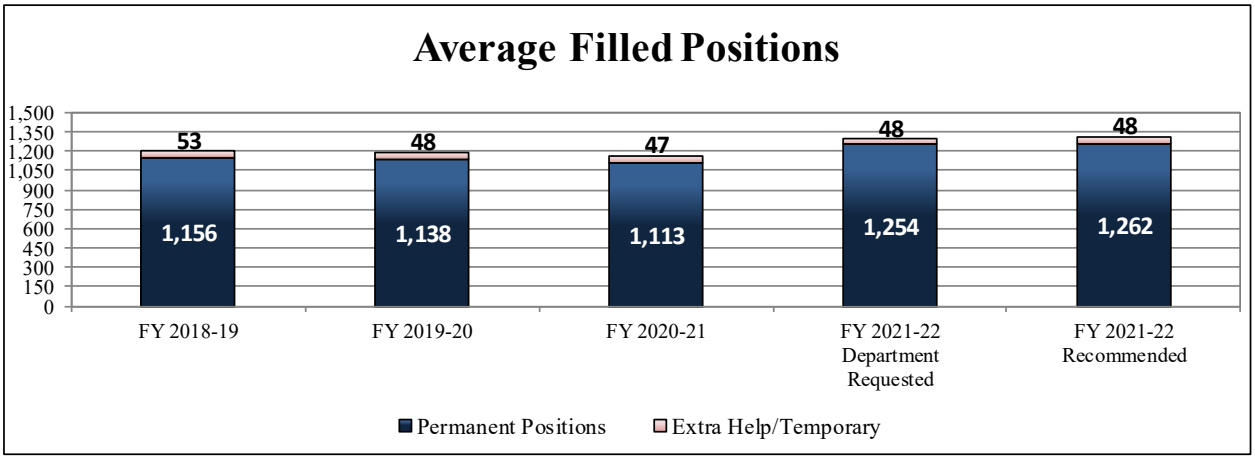
Revenue associated with the 2011 Realignment (AB109) and Local Public Safety (Proposition 172) was anticipated to decrease in FY 2020-21 due to the pandemic. However, these sources performed better than anticipated. Proposition 172 funding has increased by 5.5%, or $2.85 million, from the preliminary budget as economic activity across the state rebounds. AB109 revenue is estimated to increase by approximately $3.55 million from current year estimated actual and Proposition 172 will increase $2.38 million.



Staffing Changes and Operational Impacts

The department currently has 1,407 authorized positions. The recommended budget includes 1,417 positions after the addition of eleven positions and deletion of one. The department will unfund 155 vacant positions, resulting in 1,262 funded positions. The recommended budget includes the addition of five (5) Sheriff's Sergeant positions; two (2) Sheriff's Aide positions; two (2) Deputy Coroner positions; one (1) Fiscal Support Specialist position; and one (1) Human Resources Specialist position; while deleting one (1) Fiscal Support Technician position.

The funded staffing level includes the addition of six positions through the budget, funding of 10 Sheriff's Aide positions recently added, and funding for one Sheriff's Commander to ensure the department has the personnel resources necessary to comply with the DOJ settlement agreement.



4-Year Staffing Trend

	Actual			Department Requested	Recommended
	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	
AVERAGE FILLED POSITIONS					
Permanent Positions	1,156	1,138	1,113	1,254	1,262
Extra Help/Temporary	53	48	47	48	48
Total Positions	**1,209**	**1,186**	**1,160**	**1,302**	**1,310**
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	1,410	1,397	1,355	N/A	N/A
Extra Help/Temporary (FTE)	39	37	37	N/A	N/A
Total Positions	**1,449**	**1,434**	**1,392**	**N/A**	**N/A**
SALARIES & BENEFITS	**$183,361,143**	**$188,756,348**	**$191,873,112**	**$199,540,616**	**$200,831,395**

Summary of Authorized Positions

The recommended budget includes funding for 1,262 of 1,417 requested positions after the deletion of one position and addition of eleven positions.

Division	Authorized	Additions	Deletions	Requested Total	Filled	Vacant	Total
Office of the Sheriff	2	0	0	2	2	0	2
Office of the Undersheriff	39	1	(1)	39	37	2	39
Support Services	201	4	0	205	157	48	205
Investigations	98	2	0	100	86	14	100
Law Enforcement	358	4	0	362	337	25	362
Detentions	709	0	0	709	643	66	709
Total	1,407	11	(1)	1,417	1,262	155	1,417

Office of the Sheriff

	Classification
1	Sheriff-Coroner
1	Conf. Administrative Asst.
2	**Requested Total**

Office of the Undersheriff

	Classification
1	Undersheriff
1	Sheriff's Senior Support Spec.
1	Public Information Officer
1	Sr. Administrative Services Officer
3	Administrative Coordinator
2	Accountant
3	Fiscal Support Supervisor
5	Fiscal Support Specialist
2	Fiscal Support Technician
1	Sheriff's Commander
1	Sheriff's Lieutenant
1	Sheriff's Sergeant
2	Sheriff's Senior Deputy
1	Sheriff's Deputy
1	Detentions Sergeant
1	Detentions Senior Deputy
10	Sheriff's Aide
2	Sheriff's Support Technician
39	**Current Total**
	Additions/Deletions
1	Sheriff's Sergeant
(1)	Fiscal Support Technician
39	**Requested Total**

Support Services

	Classification
1	Sheriff's Chief Deputy
2	Sheriff's Senior Support Spec.
2	Sheriff's Commander
2	Sheriff's Lieutenant
4	Office Services Assistant
9	Sheriff's Sergeant
17	Sheriff's Senior Deputy
6	Sheriff's Support Specialist
39	Sheriff's Deputy
1	Sheriff's Records Administrator
5	Administrative Coordinator
6	Identification Technician
28	Sheriff's Support Technician
1	Technology Services Manager
1	Network Systems Administrator
5	Technology Support Engineer
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
13	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
2	Detentions Sergeant
1	Detentions Senior Deputy
201	**Current Total**
	Additions/Deletions
2	Deputy Coroner
1	Fiscal Support Specialist
1	Human Resources Specialist
205	**Requested Total**

Investigations Bureau

	Classification
1	Sheriff's Chief Deputy
1	Sheriff's Senior Support Spec.
2	Sheriff's Commander
4	Sheriff's Lieutenant
15	Sheriff's Sergeant
39	Sheriff's Senior Deputy
11	Sheriff's Deputy
2	Sheriff's Aide
2	Administrative Coordinator
1	Sheriff's Support Specialist
7	Evidence Technician
1	Computer Forensic Specialist
2	Latent Print Examiner
10	Sheriff's Support Technician
98	**Current Total**
	Additions/Deletions
2	Sheriff's Aide
100	**Requested Total**

Law Enforcement

	Classification
1	Sheriff's Chief Deputy
2	Sheriff's Commander
9	Sheriff's Lieutenant
27	Sheriff's Sergeant
27	Sheriff's Senior Deputy
206	Sheriff's Deputy
4	Detentions Deputy
1	Detentions Senior Deputy
1	Sheriff's Comms Center Manager
34	Sheriff's Dispatcher
6	Sheriff's Dispatch Supervisor
7	Sheriff's Senior Dispatcher
1	Aircraft Maintenance Supv.
2	Aircraft Mechanic
1	Aircraft Pilot
6	Sheriff's Report Technician
1	Sheriff's Supv. Report Tech.
2	Sheriff's Support Specialist
18	Sheriff's Support Technician
1	Crime Prevention Coordinator
1	Crime Prevention Specialist
358	**Current Total**
	Additions/Deletions
4	Sheriff's Sergeant
362	**Requested Total**

Detentions

	Classification
1	Sheriff's Chief Deputy
2	Sheriff's Commander
2	Sheriff's Lieutenant
10	Sheriff's Sergeant
10	Sheriff's Senior Deputy
164	Sheriff's Deputy
79	Sheriff's Aide
285	Detentions Deputy
8	Detentions Lieutenant
31	Detentions Senior Deputy
22	Detentions Sergeant
6	Light Vehicle Driver
2	Maintenance - A/C Mechanic
1	Maintenance Carpenter
1	Maintenance Electrician
2	Maintenance Plumber
6	Maintenance Worker
8	Sheriff's Program Specialist
3	Sheriff's Program Technician
2	Sheriff's Senior Support Spec.
8	Sheriff's Support Specialist
52	Sheriff's Support Technician
1	Structural Maint. Superintendent
1	Maintenance Supervisor
1	Groundskeeper
1	Warehouse Supervisor
709	**Requested Total**

Fiscal Year 2021-22 Goals, Objectives, and Performance Measures

Goal 1: Provide professional public safety services through community partnerships

Objective 1: Provide service level to meet safety and security needs of the community

Measurement	2018-19 Actual	2019-20 Actual	2020-21 Adopted	2020-21 Actual	2021-22 Goal
Average response time to priority 1 emergency calls	13 min 49 seconds	9 min 32 seconds	9 min 32 seconds	12 min 57 seconds	12 min 57 seconds
Percentage of violent crimes investigations cleared	62%	61%	65%	57%	60%
Percentage of stolen property recovered from rural crimes	15%	20%	35%	16%	25%

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	2018-19 Actual	2019-20 Actual	2020-21 Adopted	2020-21 Actual	2021-22 Goal
Percentage of inmates passing the GED test	100%	0%	15%	0%	15%
Increase the number of community contacts through community policing programs	165	108	100	86	150
Increase youth crime prevention and education activities	121	52	50	7	50
Percentage of inmates completing vocational programs	29%	19%	25%	19%	25%
Percentage of inmates completing education based drug/cognitive behavior therapy	20%	28%	15%	53%	60%
Percentage of inmates completing evidenced based drug/cognitive behavior therapy	46%	33%	35%	40%	50%

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.

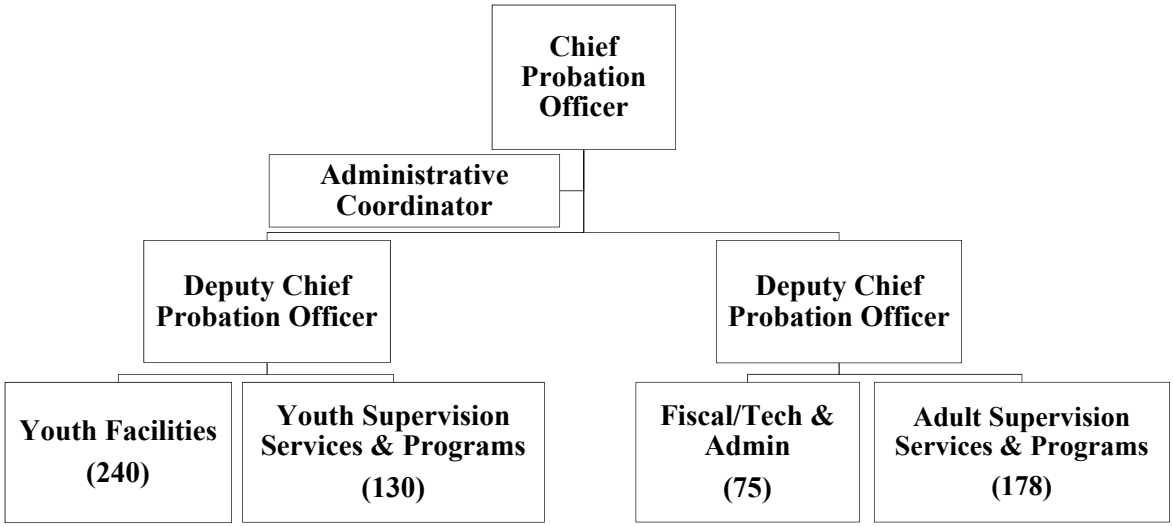
The Sheriff's Office goal is to reduce recidivism by providing rehabilitation services for inmates while in custody by delivering evidence-based programs focusing on cognitive behavioral therapy which address the criminogenic needs of the in-custody population. In addition, the partnerships that have 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. The pandemic has halted all normal programming since mid-March 2020, which has resulted in not meeting the goals for FY 2020-21. However, the Programs Unit worked in collaboration with education partners to develop an independent study packet program along with interactive journaling. These programs provided the ability to reach more of the population than before and required no group congregation.

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Mission Statement

To reduce the incidence and impact of criminal behavior of juveniles and adults.

Organizational Chart



Fiscal Year 2019-20 and 2020-21 Accomplishments

- During FY 2019-20 and FY 2020-21 Crossroads had 195 graduates and 30 graduates from Redwood High School.
- The Juvenile Programs Unit has been trained and administers tailored programming such as Aggression Replacement Therapy, Cognitive Behavioral Interventions for Substance Abuse, Thinking for a Change, Empowerment Project, and Effective Practices in Community Supervision to out-of-custody youth.
- Adult Investigations completed 1,577 full pre-sentence investigations reports for the court and 1,134 short report pre-sentence investigations during FY 2019-20. During FY 2020-21 through March 2021, the unit completed 142 full pre-sentence investigation reports for the court and 2,258 short report pre-sentence investigations while Adult Supervision currently supervises 6,951 felony probationers.
- In FY 2020-21 a 19,300 square foot secure outdoor area was constructed at Juvenile Hall, allowing high security youth more opportunities for outdoor recreational activities while in custody.
- In FY 2019-20 a Re-entry, Americans with Disabilities Act, and Programming (RAP) units 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 2019-20	FY 2020-21		FY 2021-22		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	$75,449,999	$78,620,707	$76,710,894	$80,600,533	$80,600,533	$80,600,533
Services and Supplies	9,332,473	9,585,677	8,752,071	11,558,618	11,558,618	11,719,656
Other Charges	1,524,177	1,750,655	1,625,577	1,925,634	1,925,634	1,925,634
Capital Assets	72,416	559,521	312,679	434,384	434,384	434,384
Other Financing Uses	0	2,016,590	0	0	0	2,167,336
TOTAL EXPENDITURES	**$86,379,065**	**$92,533,150**	**$87,401,221**	**$94,519,169**	**$94,519,169**	**$96,847,543**
Expend. Reimb.	($373)	($1,500)	($7,307)	($500)	($500)	($500)
TOTAL NET EXPENDITURES	**$86,378,692**	**$92,531,650**	**$87,393,914**	**$94,518,669**	**$94,518,669**	**$96,847,043**
REVENUE:						
Fines and Forfeitures	$2,929	$2,300	$7,602	$1,450	$1,450	$1,450
Use of Money/Property	10,307	8,906	13,225	13,227	13,227	13,227
Intergovernmental	7,826,921	7,671,701	7,734,459	8,026,089	8,026,089	8,026,089
Charges for Services	3,697,803	3,584,190	3,790,566	3,743,386	3,743,386	3,743,386
Miscellaneous	22,318	20,200	27,011	9,400	9,400	9,400
Other Financing Sources:						
CARES Act	6,015,062	30,000	349,849	0	0	0
2011 Realignment	29,631,672	30,339,672	30,421,219	31,052,523	31,052,523	31,066,026
Probation DJJ Realignment Fund	4,072,891	3,981,148	3,729,830	5,721,650	5,721,650	5,627,433
Probation Training Fund	205,800	205,800	205,800	304,500	304,500	304,500
Local Public Safety	11,508,785	12,458,086	12,458,086	13,444,886	13,444,886	14,236,639
Domestic Violence Program	130,000	130,000	130,000	130,000	130,000	130,000
DNA Identification	129,000	129,000	129,000	125,000	125,000	125,000
Juvenile Inmate Welfare	31,682	50,000	31,061	20,000	20,000	20,000
MAA/TCM Programs	0	0	0	25,000	25,000	25,000
Probation Asset Forfeiture	0	10,000	10,000	7,500	7,500	7,500
TOTAL REVENUE	**$63,285,170**	**$58,621,003**	**$59,037,708**	**$62,624,611**	**$62,624,611**	**$63,335,650**
Less Available BSI *	$0	($2,016,590)	$0	$0	$0	($2,167,336)
NET GENERAL FUND COST	**$23,093,522**	**$31,894,057**	**$28,356,206**	**$31,894,058**	**$31,894,058**	**$31,344,057**
BSI Ending Balance *	$2,016,590	N/A	$1,446,590	N/A	N/A	N/A

* BSI = Budget Savings Incentives

Major Expenditures and Revenue in FY 2021-22 Recommended Budget

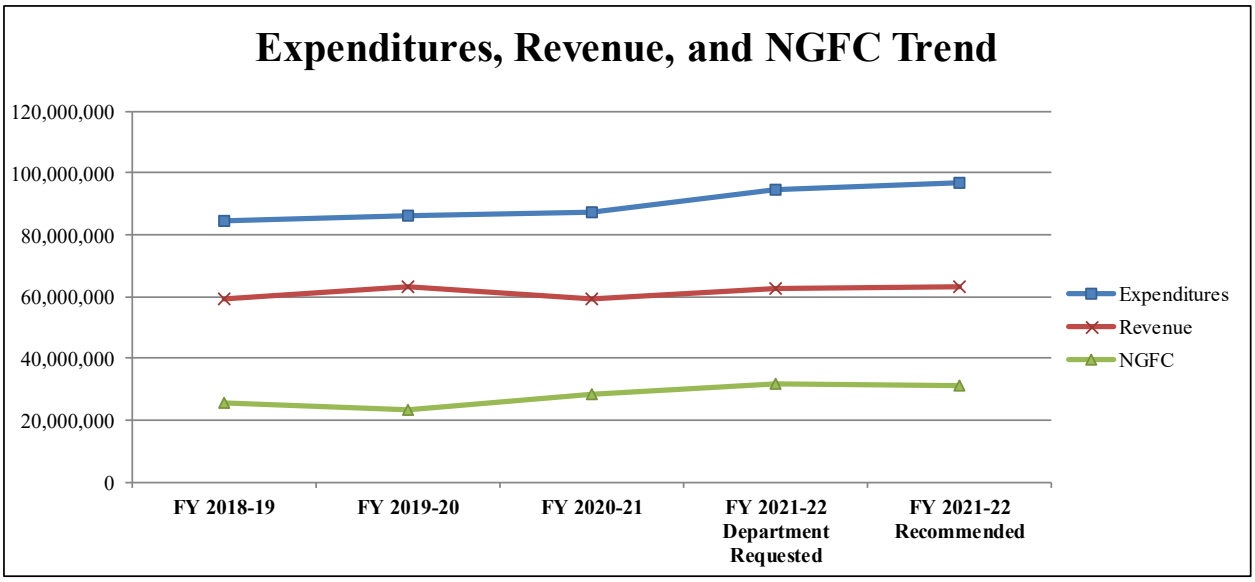
The majority of the department's expenditures are for staffing and facility costs related to the supervision of adult offenders and legally detained minors. A significant portion of these expenditures are funded by an allocation of Net General Fund Cost (NGFC). Other financing sources account for the largest portion of revenue which includes $14.2 million of Local Public Safety Funds (Proposition 172), approximately $31 million in 2011 realignment to mitigate the impacts of the State prison realignment under AB 109 and juvenile justice legislation, in addition to $5.6 million in juvenile realignment funds. The balance of the department's revenue is primarily through State and federal funding which offsets a portion of its expenditures.

Budget Changes and Operational Impacts

Salaries and benefits will increase slightly as a result of retirement costs increase for safety members and as the department seeks to fill most of its vacant positions. Under SB 823, beginning July 1, 2021, the State begins to shut down its Division of Juvenile Justice and shifts responsibility for housing juvenile wards. This legislation realigns the responsibilities and duties related to the custody and rehabilitation of youthful offenders currently held by the State Division of Juvenile Justice (DJJ) from the state to the counties. DJJ has historically housed the most serious youthful offenders who are not transferred to the adult criminal system. This is a significant shift to the juvenile justice system as the current DJJ commitment is 28 months and jurisdiction can last until age 25 in some cases. The state will provide additional funding for this responsibility in a three-year, phased roll out. For FY 2021-22 the County is allocated $1,410,496, most of which will be spent on funding the ten positions required in the first year of this realignment.

Services and supplies will increase from the prior year as spending on facility improvements and contracts with direct service providers are anticipated to increase. Other charges, those from other departments and other government agencies, will increase as the department anticipates costs related to treatment for realigned juveniles.

The department's NGFC has been reduced from the preliminary recommended budget by $550,000 to fund a one-time major maintenance project in budget unit 1650, NGFC will be restored in the next fiscal year. The increase in Proposition 172 funding will more than offset the decrease in NGFC. The department has over $2.16 million in Budget Savings Incentive (BSI) credits, and has budgeted to use $320,000 during FY 2021-22 for ongoing operations.

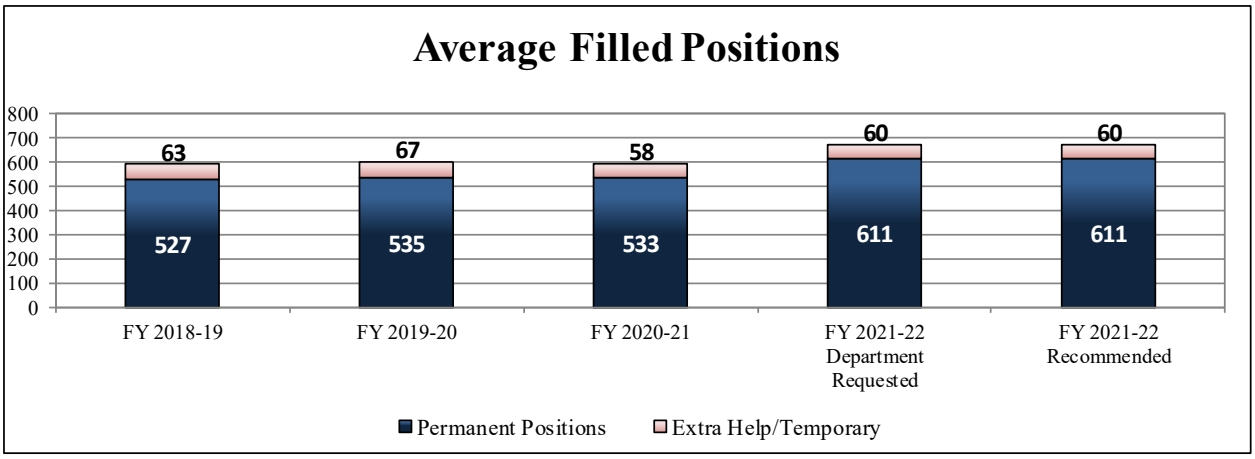


Staffing Changes and Operational Impacts

The department currently has 627 authorized positions. The recommended budget includes one addition and one deletion to convert one vacant Part-time Deputy Probation Officer I/II position to full-time.

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 County remains committed to this service expansion and will recommend $1,497,563 in appropriations for contingencies for the department's use if necessary this year.

The recommended funding level will require the department to hold 16 currently vacant positions unfunded during FY 2021-22. This recommended funded staffing level exceeds the average filled positions in any of the past three years, to enhance services to meet new mandates.



4-Year Staffing Trend

	Actual			Department Requested	Recommended
	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	
AVERAGE FILLED POSITIONS					
Permanent Positions	527	535	533	611	611
Extra Help/Temporary	63	67	58	60	60
Total Positions	**590**	**602**	**591**	**671**	**671**
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	541	560	559	N/A	N/A
Extra Help/Temporary (FTE)	87	81	60	N/A	N/A
Total Positions	**628**	**641**	**619**	**N/A**	**N/A**
SALARIES & BENEFITS	**$72,868,062**	**$75,449,999**	**$76,710,894**	**$80,600,533**	**$80,600,533**

Summary of Authorized Positions

The department currently has 627 authorized positions, of which 611 are anticipated to be filled during the fiscal year as indicated below. The department will add one position while deleting one position, resulting in no net change to the number of authorized positions.

Division	Authorized	Additions	Deletions	Requested Total	Filled	Vacant	Total
Executive	4	0	0	4	4	0	4
Administrative Services	48	1	(1)	48	45	3	48
Fiscal, Research, & Tech	27	0	0	27	24	3	27
Adult - Felony Probation	99	0	0	99	96	3	99
Adult - AB 109	79	0	0	79	78	1	79
Juvenile Services	63	0	0	63	63	0	63
Juvenile Programs	67	0	0	67	62	5	67
Juvenile Hall	108	0	0	108	107	1	108
Crossroads	78	0	0	78	78	0	78
Camp Erwin Owen	54	0	0	54	54	0	54
Total	627	1	(1)	627	611	16	627

Executive

	Classification
1	Chief Probation Officer
2	Deputy Chief Probation Officer
1	Administrative Coordinator
4	**Requested Total**

Fiscal, Research, and Planning

	Classification
1	Division Director-FR&P
2	Accountant I/II/III
1	Supervising Dept. Analyst
5	Departmental Analyst
3	Fiscal Support Supervisor
2	Fiscal Support Specialist
9	Fiscal Support Technician
1	Office Services Specialist
3	Office Services Technician
27	**Requested Total**

Juvenile Programs

	Classification
1	Probation Division Director
4	Probation Supervisor
8	Deputy Probation Officer III
38	Deputy Probation Officer I/II
1	Juvenile Correction Officer III
3	Juvenile Correction Officer I/II
1	Office Services Specialist
7	Office Services Technician
63	**Requested Total**

Adult Division - Felony Probation

	Classification
1	Probation Division Director
7	Probation Supervisor
13	Deputy Probation Officer III
57	Deputy Probation Officer I/II
1	Sr. Office Services Specialist
3	Office Services Specialist
17	Office Services Technician
99	**Requested Total**

Adult Division - AB 109

	Classification
1	Probation Division Director
5	Probation Supervisor
10	Deputy Probation Officer III
48	Deputy Probation Officer I/II
10	Probation Program Spec.
1	Office Services Specialist
4	Office Services Technician
79	**Requested Total**

Juvenile Services

	Classification
1	Probation Division Director
4	Probation Supervisor
10	Deputy Probation Officer III
23	Deputy Probation Officer I/II
1	Sr. Office Services Specialist
2	Office Services Specialist
13	Office Services Technician
2	Mail Clerk
1	Probation Program Supv.
10	Probation Program Spec.
67	**Requested Total**

Camp Erwin Owen

	Classification
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	**Requested Total**

Crossroads

	Classification
1	Probation Division Director
1	Assistant Probation Div. Dir.
5	Deputy Probation Officer III
1	Deputy Probation Officer I/II
14	Juvenile Correction Officer III
46	Juvenile Correction Officer I/II
1	Juv. Corr. Food Svcs. Supv.
1	Juvenile Corrections Sr. Cook
2	Juvenile Corrections Cook
1	Juv. Corr. Maint. Worker
1	Juvenile Corrections Custodian
1	Juv. Corr. Support Services
1	Office Services Specialist
1	Office Services Technician
1	Fiscal Support Technician
78	**Requested Total**

Juvenile Hall

	Classification
1	Probation Division Director
1	Assistant Probation Div. Dir.
7	Deputy Probation Officer III
6	Deputy Probation Officer I/II
20	Juvenile Correction Officer III
62	Juvenile Correction Officer I/II
1	Juv. Corr. Warehouse Supv.
1	Juvenile Corrections Sr. Cook
2	Juvenile Corrections Cook
3	Juvenile Corrections Custodian
1	Juv. Corr. Support Services
1	Office Services Specialist
1	Office Services Technician
1	Fiscal Support Technician
108	**Requested Total**

Adminstrative

	Classification
1	Probation Division Director
1	Assistant Probation Div. Dir.
4	Probation Supervisor
7	Deputy Probation Officer III
3	Deputy Probation Officer I/II
1	Deputy Probation Officer I/II - PT
3	Juvenile Correction Officer III
4	Juvenile Correction Officer I/II
1	Sr. Human Resources Specialist
3	Human Resources Specialist I/II
1	Technology Services Manager
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.
48	**Current Total**
	Additions/Deletions
(1)	Deputy Probation Officer I/II - PT
1	Deputy Probation Officer I/II
48	**Requested Total**

Fiscal Year 2021-22 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	2018-19 Actual	2019-20 Actual	2020-21 Adopted	2020-21 Actual	2021-22 Goal
Percentage of adult offenders successfully completing probation	15%	15%	15%	15%	15%
Percentage of adult probationers who have new violations (Recidivism Rate)	11%	10%	10%	10%	10%
Number of offenders on felony probation	7,344	7,444	7,000	6,378	6,500
Number of offenders on post release community supervision	1,581	1,807	1,800	1,999	1,900
Number of offenders on mandatory supervision	960	1,104	1,100	895	1,000
Number of pre-sentence investigation reports submitted to Superior Court	4,664	4,078	4,500	3,912	4,500
Number of home calls/field contacts	14,408	14,637	15,000	12,879	14,000
Number of arrests	1,893	2,016	1,900	2,653	2,000

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 (58:1) in AB 109 supervision units, and at a ratio of (169:1) in Felony supervision units, which remains high. 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.

Objective 2: Reduce the incident and impact of criminal behavior of juveniles

Measurement	2018-19 Actual	2019-20 Actual	2020-21 Adopted	2020-21 Actual	2021-22 Goal
Percentage of juvenile offenders successfully completing probation	19%	19%	20%	17%	20%
Percentage of juvenile probationers who have new violations (Recidivism Rate)	22%	12%	15%	20%	15%
Number of juveniles on supervised probation	1,725	1,682	1,700	940	1,000
Number of probation violation petitions filed	234	174	200	122	150
Number of referrals to the Probation Department	2,637	2,574	2,600	1,340	2,000
Number of investigations for Juvenile Court	1,114	1,118	1,200	716	1,000
Number of new law violation petitions filed	1,285	1,094	1,100	620	1,100
Number of home call/field contacts	11,946	7,246	9,000	4,723	9,000
Number of arrests	535	448	500	194	4000

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	2018-19 Actual	2019-20 Actual	2020-21 Adopted	2020-21 Actual	2021-22 Goal
Percentage of adult probationers (AB 109) receiving evidence-based services.	51%	51%	52%	75%	78%
Percentage of juvenile commitments in Kern Crossroads Facility, Camp Erwin Owen and Pathways Academy who participated in an evidence-based treatment behavioral program.	77%	89%	80%	82%	84%
Percentage of juvenile probationers receiving evidence-based services.	50%	50%	51%	73%	75%

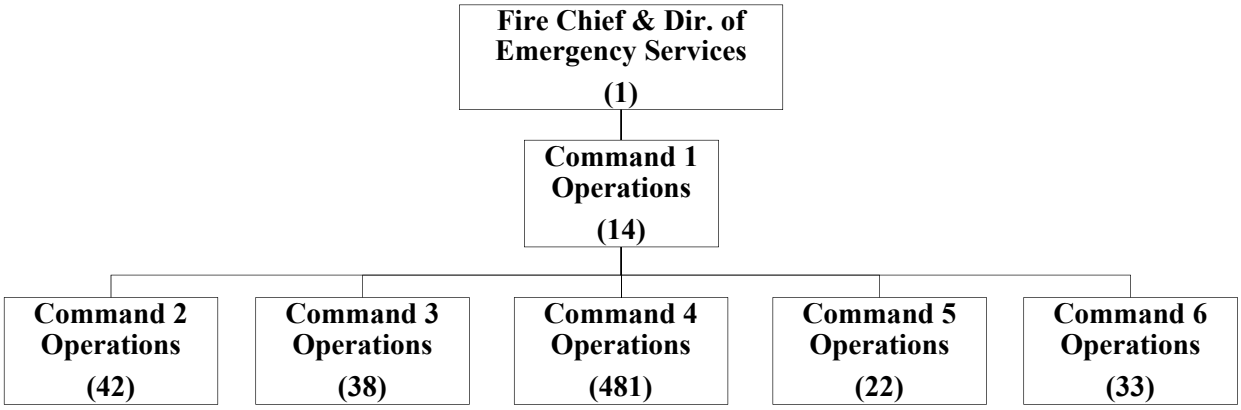
The department provides a number of evidence-based programs and services to adults and juveniles. The department conducted a study and found that the felony recidivism rate for day reporting center graduates is 14% compared with non-participants at 37%. Even those that participated had a lower recidivism 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 is 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. Evidenced-Based practices offered to adult probationers include Thinking for a Change (T4C), Aggression Replacement Training (ART), Motivational Interviewing (MI), Cognitive Behavioral Interventions for Substance Abuse (CBI-SA), and Effective Practices in Community Supervision (EPICS). In addition to these practices, youth receive Best Practices curriculum, Ending the Game, The Empowerment Project, and Decision Points.

Mission Statement

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

Organizational Chart



Fiscal Year 2019-20 and 2020-21 Accomplishments

- Received approval for a three year phased re-organization of the Fire Prevention division that will enhance fire prevention and emergency medical services.
- Awarded an Assistance to Firefighters Grant for $2.9 million to replace all outdated self-contained breathing apparatus (SCBA).
- Renegotiated the agreement with the State of California, Cal Fire, which will provide an additional $2 million in annual revenue.
- Negotiated a new fire station, staffing, and equipment for the proposed Hard Rock Casino project.
- Collaborated with multiple County departments to develop a revised schedule of fees for services to reflect actual cost.
- Received Board approval for the revised contract city methodology that will provide full cost reimbursement for County fire protection services provided to incorporated cities within the County.

Fire

Department Head: Aaron Duncan
Fund: Fire
Budget Unit: 2415 and 1114

Function: Public Protection
Activity: Fire Protection

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 2019-20	FY 2020-21		FY 2021-22		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	$129,119,250	$121,533,981	$136,680,250	$130,294,397	$130,294,397	$131,307,152
Services and Supplies	12,099,813	12,734,318	12,729,560	12,197,727	12,197,727	13,654,143
Other Charges	9,408,532	9,439,380	9,705,059	9,673,602	9,673,602	9,673,602
Capital Assets	1,995,100	2,110,000	4,378,532	108,000	108,000	8,783,468
TOTAL EXPENDITURES	**$152,622,695**	**$145,817,679**	**$163,493,401**	**$152,273,726**	**$152,273,726**	**$163,418,365**
REVENUE:						
Taxes	$101,291,232	$105,532,956	$110,629,243	$103,602,670	$103,602,670	$107,443,065
Licenses and Permits	1,352,067	1,770,000	2,616,228	2,520,000	2,520,000	2,520,000
Fines and Forfeitures	2,941	10,000	(923)	10,000	10,000	10,000
Use of Money/Property	(124,394)	9,600	49,396	0	0	0
Intergovernmental	3,873,321	474,636	3,816,246	559,957	559,957	1,668,975
Charges for Services	36,743,436	29,204,477	49,855,609	33,311,731	33,758,620	34,013,668
Miscellaneous	41,704	281,500	78,102	331,500	331,500	331,500
Other Financing Sources:						
CARES Act	88,889	100,000	1,363,331	0	0	0
Sales - Fixed Asset	1,389	0	62	0	0	0
General Fund Contribution	6,649,071	7,354,208	7,354,208	0	0	0
Local Public Safety	6,637,561	7,185,059	7,185,059	7,754,185	7,754,185	8,210,819
State Fire	249,000	0	400,000	0	0	0
Industrial Firefighting Vehicle	20,000	0	66,750	0	0	0
Vehicle/Apparatus Trust	50,000	740,000	848,000	0	0	0
Fireworks Violations	25,000	90,000	90,000	0	0	0
Fire Dept. Donations	10,000	0	11,950	0	0	0
Fire-Hazard Reduction	20,000	835,000	835,000	0	0	0
Fire-Helicopter Operations	915,000	300,000	300,000	300,000	300,000	300,000
County Service Area #40.1 EMS	172,456	276,550	130,329	276,550	276,550	276,550
TOTAL REVENUE	**$158,018,673**	**$154,163,986**	**$185,628,590**	**$148,666,593**	**$149,113,482**	**$154,774,577**
NET FUND COST	**($5,395,978)**	**($8,346,307)**	**($22,135,189)**	**$3,607,133**	**$3,160,244**	**$8,643,788**

Major Expenditures and Revenue in FY 2021-22 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 $107.4 million, a decrease of about

$3.2 million from FY 2020-21. 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 2020-21. In addition, beginning in FY 2020-21 the Board approved a $4 million ongoing, and permanent, shift in property tax base from the General Fund in recognition of the deficit facing the department. No additional direct General Fund contribution is recommended through budget unit 2416 for FY 2021-22.

Other major sources of revenue for the Fire Department include charges for services from other municipalities for whom the Fire Department provides fire and emergency response services totaling $34 million and an $8.2 million allocation of Local Public Safety Funds (Proposition 172).

Budget Changes and Operational Impacts

The Fire fund ended the year with a $22 million dollar surplus, $13.3 million is attributed to resources received for purchases, primarily capital replacement, which have associated contracts but have not yet been paid for. The available fund balance is $8,876,725, of which $232,937 will be designated for future use in the Shafter operational area pursuant to the fire protection contract between the County and the City of Shafter. The remaining $8,643,788 has been budgeted to be used for additional capital replacement

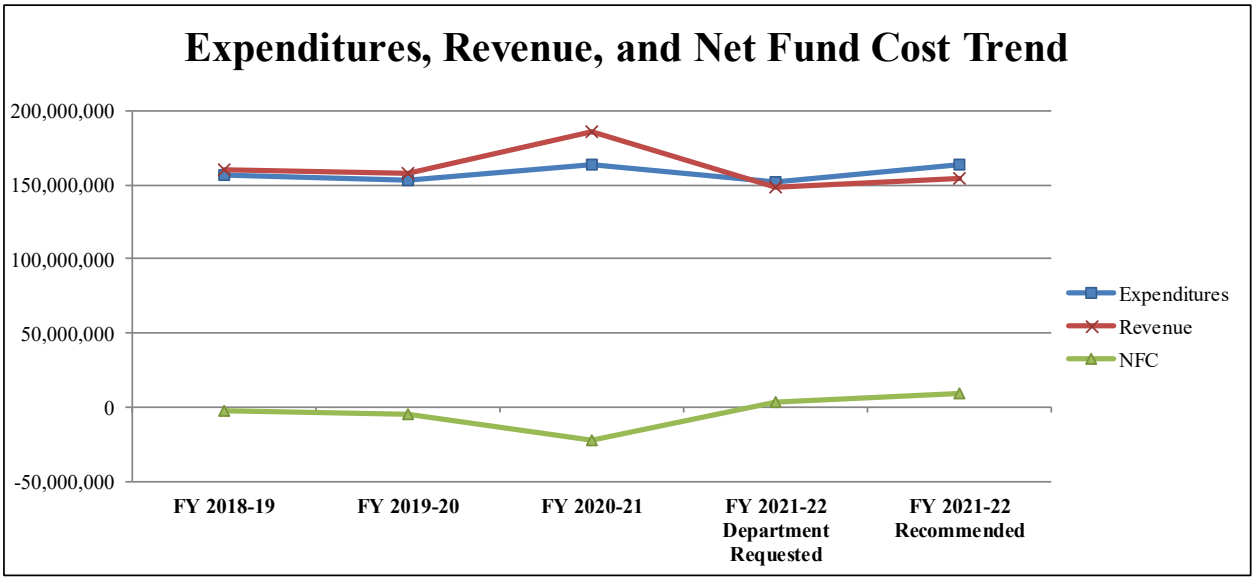
Due to the increase in ongoing revenue from the preliminary budget, the recommended budget is balanced using ongoing resources for ongoing costs, which includes funding for all safety positions. Expenses for regular salaries and benefits will increase as the department seeks to fill vacant positions but the expense category overall will decrease as the department recognizes significant emergency overtime costs, offset by revenue, after mid-year.

The department must continue work on a five year plan to align expenses with revenue and ensure long-term stability of the fire fund without the use of one-time funds for ongoing costs. This is particularly important in light of potential pension cost increases in future years and reductions in oil and gas related properties in the current and future years. The Board has proactively approved measures aimed at stabilizing the fund such as shifting property tax base funding to the Fire Fund, imposing payroll changes that help ensure pay policies parallel federal requirements, and requiring full cost recovery of fire protection services to the incorporated cities in the County. Additionally, the department has engaged the state to ensure the County is fairly compensated for the level of effort required to properly protect state responsibility lands against wildfire.

Despite the actions already taken, and the availability of $24.4 million in one-time designations, long-term projections still anticipate the use of one-time funds to continue operations in future years and fails to properly plan for ongoing firefighting apparatus or station replacement. The department estimates over $60 million in deferred apparatus replacement costs, plus at least $7 million additional each year to keep pace with the ongoing apparatus needs of the department. The approximately $10 million spent on apparatus and equipment in FY 2020-21 and $8.7 million budgeted for FY 2021-22 will make little progress against the backlog of equipment needs.

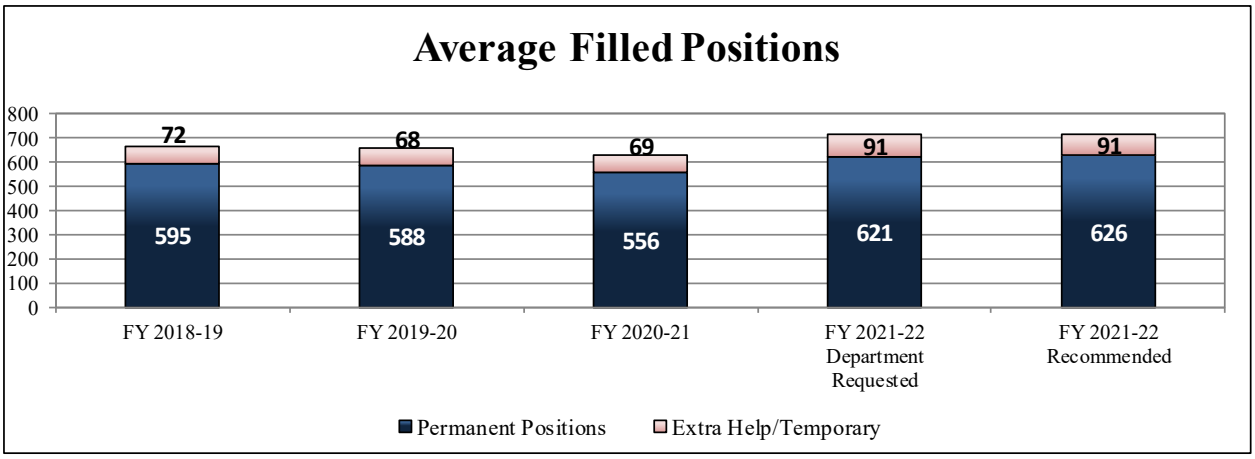
Additionally, the County owns more than 40 fire stations and some are more than 70 years old. Consideration for fire station replacement, estimated at more than $13.5 million each, is necessary in a long-term plan.

Revenue will decline in FY 2021-22 due to the projected reduction in the property tax revenue derived from oil and gas properties and because FY 2020-21 property tax collections saw a large one-time property tax penalty payment. Other sources such as Prop 172 will increase as the statewide economy opens up and sales tax revenue rebounds. Charges for services associated with reimbursement revenue from other agencies for fire suppression costs is budgeted at $3 million. This is a decrease from the FY 2020-21 actual amounts because reimbursements fluctuate depending on the severity and number of wild land fires during any given year. Additional funds, as with prior years, will 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 626 of the department's 631 currently authorized positions. The department intends to fill the majority of their authorized positions in FY 2021-22. This is in contrast the 48 positions the department budgeted to unfund in FY 2020-21. The service level changes anticipated in FY 2020-21 did not materialize and now necessitate filling a majority of their positions to mitigate the use of mandated overtime.



4-Year Staffing Trend

	Actual			Department Requested	Recommended
	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	
AVERAGE FILLED POSITIONS					
Permanent Positions	595	588	556	621	626
Extra Help/Temporary	72	68	69	91	91
Total Positions	**667**	**656**	**625**	**712**	**717**
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	607	599	582	N/A	N/A
Extra Help/Temporary (FTE)	116	93	101	N/A	N/A
Total Positions	**723**	**692**	**683**	**N/A**	**N/A**
SALARIES & BENEFITS	**$134,355,066**	**$129,119,250**	**$136,680,250**	**$130,294,397**	**$131,307,152**

Summary of Authorized Positions

The department currently has 631 authorized positions, of which 626 are funded at the recommended funding level. The department has proposed unfunding 5 vacant positions, including one (1) Senior Office Services Specialist position; one (1) Administrative Coordinator position; one (1) Director of Administrative Services position; one (1) Fire Equipment Service Worker position; and one (1) Office Services Technician position.

Division	Authorized	Additions	Deletions	Requested Total	Filled	Vacant	Total
Administration	10	0	0	10	9	1	10
Corporate Communications	1	0	0	1	1	0	1
Office of Emergency Services	4	0	0	4	3	1	4
Emergency Communication Ctr.	21	0	0	21	21	0	21
Finance	14	0	0	14	13	1	14
Technology Services	8	0	0	8	8	0	8
Fleet Services	20	0	0	20	19	1	20
Facilities	5	0	0	5	5	0	5
Logistics	10	0	0	10	10	0	10
Arson	7	0	0	7	7	0	7
Training	12	0	0	12	12	0	12
Fire Heavy Equip. Facility	7	0	0	7	7	0	7
Fire Plan/Air Operations	15	0	0	15	14	1	15
Fire Prevention	16	0	0	16	16	0	16
Operations	481	0	0	481	481	0	481
Total	631	0	0	631	626	5	631

Administration

	Classification
1	Fire Chief & Director of Emerg. Svcs
1	Chief Deputy - Fire
4	Deputy Fire Chief
1	Office Services Coordinator
1	Senior Office Services Specialist
1	Office Services Specialist
1	Office Services Assistant
10	**Requested Total**

Corporate Communications

	Classification
1	Fire Captain - PIO
1	**Requested Total**

Office of Emergency Services

	Classification
1	Emergency Services Manager
2	Administrative Coordinator
1	Office Services Technician
4	**Requested Total**

Emergency Communications Center

	Classification
1	Fire Captain
1	Fire Emergency Comm. Ctr. Mgr.
4	Supervising Fire Dispatcher
8	Fire Dispatcher 2
7	Fire Dispatcher 1
21	**Requested Total**

Finance

	Classification
1	Directory of Admin. Services - Fire
1	Administrative Services Officer
1	Accountant I/II/III
2	Administrative Coordinator
2	Fiscal Support Supervisor
6	Fiscal Support Specialist
1	Fiscal Support Technician
14	**Requested Total**

Technology Services

	Classification
1	Technology Svcs. Manager
1	Network Systems Admin.
2	Systems Analyst I/II
2	Tech Support Engineer I/II
1	LAN Systems Admin.
1	Geographic Info. Systems Spec.
8	**Requested Total**

Fleet Services

	Classification
1	Equipment Maint. Superintendent
3	Supv. Heavy Equip. Mechanic
11	Fire Equipment Mechanic
3	Fire Equipment Service Worker
1	Automotive Parts Storekeeper I/II
1	Fiscal Support Technician
20	**Requested Total**

Facilities

	Classification
1	Structural Maint. Superintendent
3	Maintenance Worker I/II/III/IV
1	Building Services Worker
5	**Requested Total**

Fire Prevention

	Classification
1	Fire Battalion Chief
2	Fire Captain
8	Fire Prevention Inspector
2	Fire Plans Examiner
1	Departmental PIO
1	Fiscal Support Specialist
1	Fiscal Support Technician
16	**Requested Total**

Arson

	Classification
1	Fire Battalion Chief
5	Fire Captain
1	Office Services Specialist
7	**Requested Total**

Training

	Classification
1	Fire Division Chief
1	Fire Battalion Chief
6	Fire Captain
1	Marketing and Promotions Coordinator
1	Sr. EMS Coordinator
2	Office Services Specialist
12	**Requested Total**

Fire Heavy Equipment Facility

	Classification
1	Supv. Fire Heavy Equip. Spec.
4	Fire Heavy Equip. Spec. II
2	Fire Heavy Equip. Spec. I
7	**Requested Total**

Fire Plan/Air Operations

	Classification
1	Fire Division Chief
1	Fire Battalion Chief
3	Fire Captain
1	Supv. Helicopter Pilot
2	Fire Aircraft Pilot
3	Firefighter
1	Supv. Aircraft Mechanic
1	Aircraft Mechanic
1	Wildland Defense Planner
1	Office Services Technician
15	**Requested Total**

Logistics

	Classification
1	Warehouse Supervisor
1	Federal Excess Property Coordinator
1	Storekeeper I
2	Light Vehicle Driver
1	Fiscal Support Specialist
1	Fiscal Support Technician
3	Fire Equipment Technician
10	**Requested Total**

Operations

	Classification
3	Fire Division Chief
21	Fire Battalion Chief
151	Fire Captain
156	Fire Engineer
150	Firefighter
481	**Requested Total**

Fiscal Year 2021-22 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	2018-19 Actual	2019-20 Actual	2020-21 Adopted	2020-21 Actual	2021-22 Goal
Average response time (in minutes) for suburban areas	6:39	6:42	4:00	7:01	4:00
Average response time (in minutes) for rural areas	7:33	7:29	8:00	8:15	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	2018-19 Actual	2019-20 Actual	2020-21 Adopted	2020-21 Actual	2021-22 Goal
Protected population per on-duty firefighters	3,427	3,599	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 579,360. This result in a protected population of 3,599 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	2018-19 Actual	2019-20 Actual	2020-21 Adopted	2020-21 Actual	2021-22 Goal
Number of contacts made through public education programs	*N/A*	150,000	150,000	75,000	150,000
Personnel hours spent in support of the Office of Emergency Services disaster preparedness	*N/A*	14,886	10,000	2,672	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	2018-19 Actual	2019-20 Actual	2020-21 Adopted	2020-21 Actual	2021-22 Goal
Number of miles of fire roads and fuel breaks created or maintained	*N/A*	600	600	600	600
Percentage of wildfires controlled to 10 acres or less	*N/A*	91.5%	95%	98.5%	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.

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County Contribution - Fire

Department Head: Aaron Duncan
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).

Summary of Expenditures and Revenue

	FY 2019-20	FY 2020-21		FY 2021-22		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Other Financing Uses	$6,649,071	$7,354,208	$7,354,208	$0	$0	$0
TOTAL EXPENDITURES	**$6,649,071**	**$7,354,208**	**$7,354,208**	**$0**	**$0**	**$0**
NET GENERAL FUND COST	**$6,649,071**	**$7,354,208**	**$7,354,208**	**$0**	**$0**	**$0**

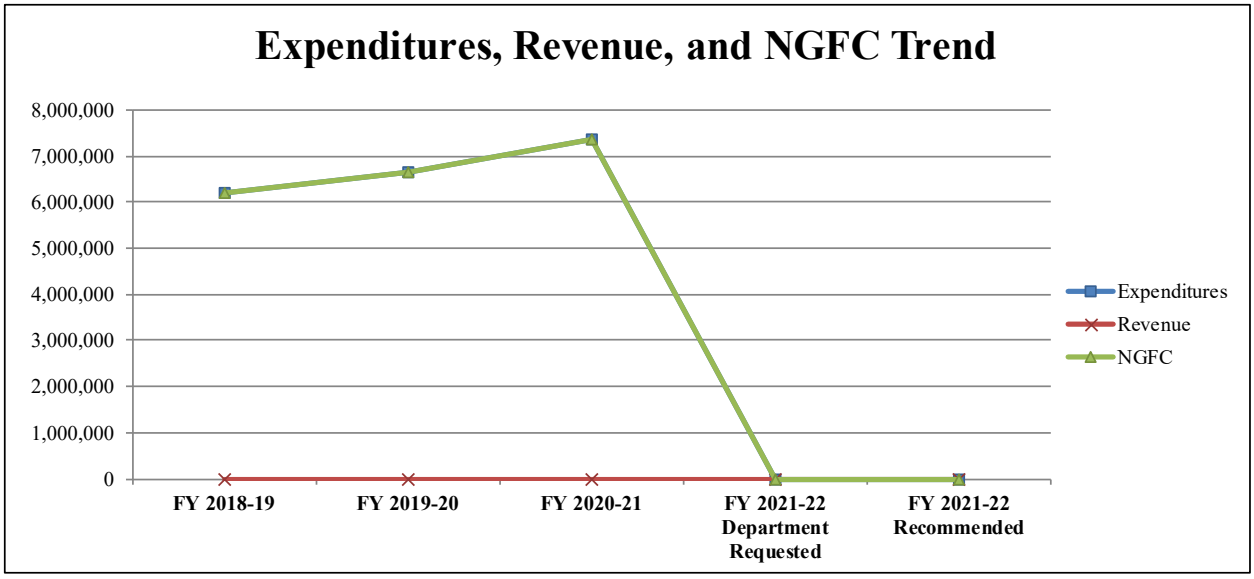
Major Expenditures and Revenue in FY 2021-22 Recommended Budget

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 2020-21.

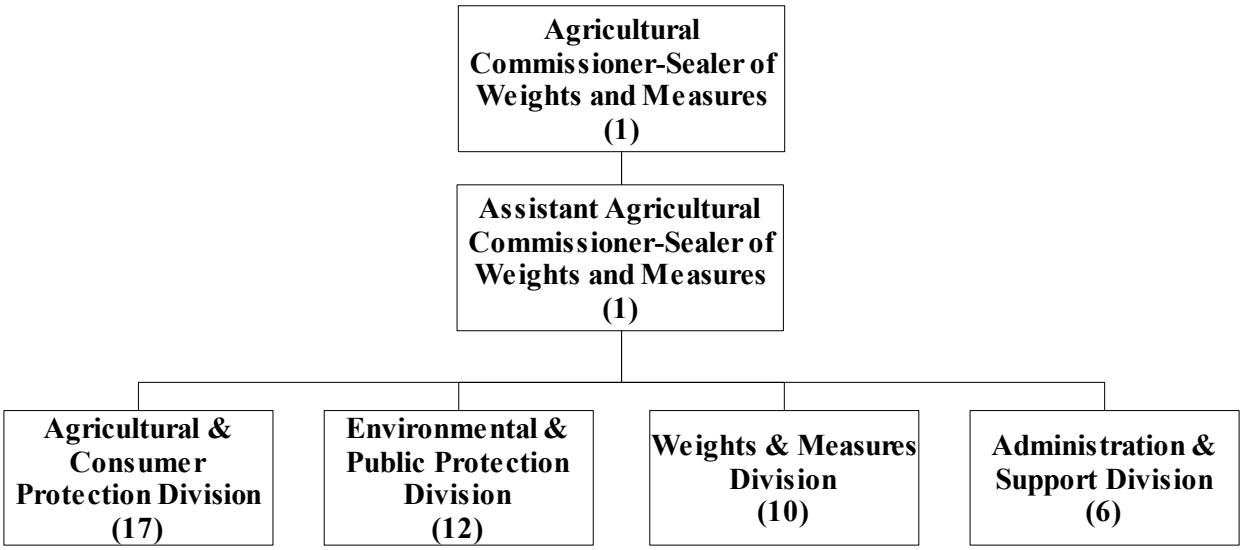
In FY 2020-21 the Board approved another transfer of property tax base revenue in the amount of $4 million from the General Fund to the Fire Fund. The increase in property tax revenue for this transfer is reflected in the Fire Department budget. As a result, no General Fund contribution is recommended for FY 2021-22.


Expenditures, Revenue, and NGFC Trend
8,000,000
7,000,000
6,000,000
5,000,000
4,000,000
3,000,000
2,000,000
1,000,000
0
FY 2018-19
FY 2019-20
FY 2020-21
FY 2021-22 Department Requested
FY 2021-22 Recommended
Expenditures
Revenue
NGFC

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



Fiscal Year 2019-20 and 2020-21 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 over $7.6 billion.
- Through April 15, 2021 of FY 2020-2021, the department conducted 2,417 pesticide inspections and issued 209 violations.
- The department provided pesticide application education presentations in both English and Spanish to over 2,500 individuals through April 15, 2021 of FY 2020-2021.
- The Weights and Measures Division conducted 12,146 total inspections in FY 2019-20, with 362 violations issued. Through May 21, 2021 of FY 2020-21 the division has inspected more than any prior year with 17,709 devices inspected and 471 violations issued.
- In 2019 and 2020, the Consumer and Agricultural Protection Division issued over 32,000 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
Fund: General
Budget Unit: 2610

Function: Public Protection
Activity: Protective Inspection

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 2019-20	FY 2020-21		FY 2021-22		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	$5,660,105	$6,211,527	$5,515,220	$6,079,230	$6,079,230	$6,079,230
Services and Supplies	1,092,057	1,161,334	1,161,246	1,188,360	1,193,360	1,193,360
Other Charges	36,600	37,631	37,629	18,815	18,815	18,815
Capital Assets	80,931	0	0	233,018	228,018	228,018
Other Financing Uses	0	585,935	0	0	0	746,632
TOTAL EXPENDITURES	**$6,869,693**	**$7,996,427**	**$6,714,095**	**$7,519,423**	**$7,519,423**	**$8,266,055**
REVENUE:						
Licenses and Permits	$29,700	$27,450	$27,995	$27,450	$27,450	$27,450
Fines and Forfeitures	48,846	20,100	74,904	20,100	20,100	20,100
Intergovernmental	3,330,695	3,724,800	3,959,512	3,805,763	3,805,763	3,805,763
Charges for Services	2,374,055	2,366,856	2,345,369	2,406,530	2,406,530	2,406,530
Miscellaneous	650	20	(11,990)	20	20	20
Other Financing Sources:						
CARES Act	443,946	0	64,724	0	0	0
TOTAL REVENUE	**$6,227,892**	**$6,139,226**	**$6,460,514**	**$6,259,863**	**$6,259,863**	**$6,259,863**
Less Available BSI *	$0	($585,935)	$0	$0	$0	($746,632)
NET GENERAL FUND COST	**$641,801**	**$1,271,266**	**$253,581**	**$1,259,560**	**$1,259,560**	**$1,259,560**
BSI Ending Balance *	$585,935	N/A	$585,935	N/A	N/A	N/A

* BSI = Budget Savings Incentives

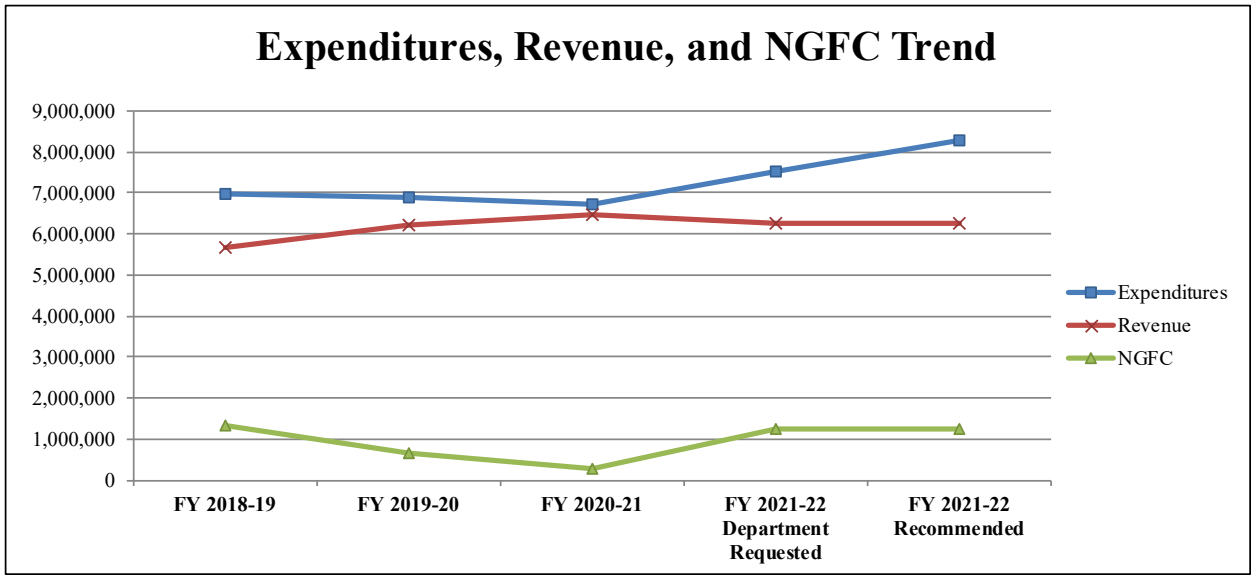
Major Expenditures and Revenue in FY 2021-22 Recommended Budget

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 recommended budget also includes $228,018 in capital asset purchases for a 100 and a 50 gallon prover, and for solar project equipment and installation. 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 and FY 2020-21 estimated actual revenues includes reimbursement from the CARES Act funding to address the Coronavirus pandemic.

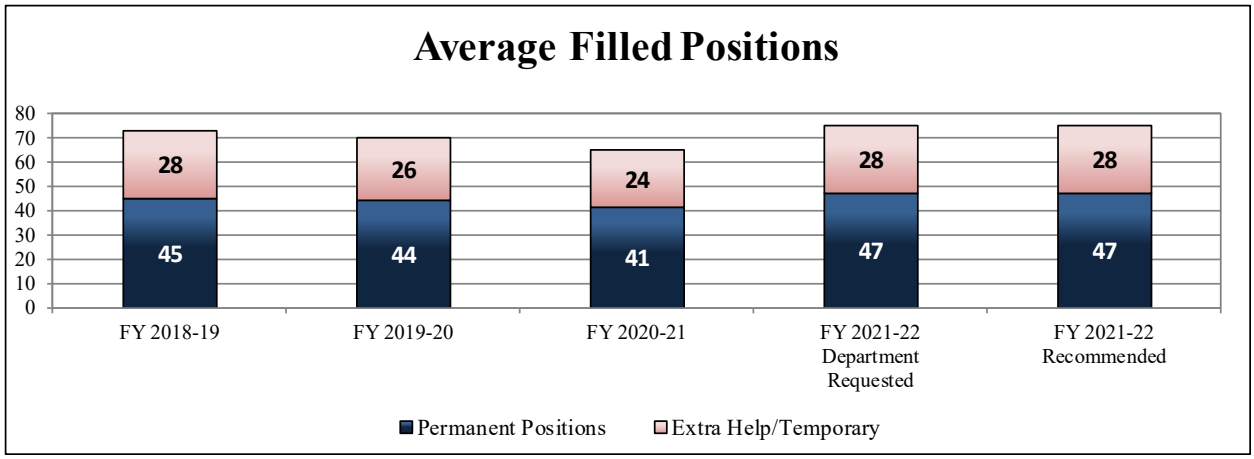
Budget Changes and Operational Impacts

The recommended budget reflects an increase in Salaries and Benefits from prior year actual, due to the expectation that all positions will be filled in FY 2021-22. Revenue is expected to slightly decrease from prior year actual. 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) Agricultural Biologist/Weights and Measures Inspector position to assist the department in the Agricultural and Consumer Protection Division. The department is also deleting one (1) GIS Analyst/Programmer position. 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 Requested	Recommended
	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	
AVERAGE FILLED POSITIONS					
Permanent Positions	45	44	41	47	47
Extra Help/Temporary	28	26	24	28	28
Total Positions	**73**	**70**	**65**	**75**	**75**
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	45	44	41	N/A	N/A
Extra Help/Temporary (FTE)	34	25	23	N/A	N/A
Total Positions	**79**	**69**	**64**	**N/A**	**N/A**
SALARIES & BENEFITS	**$5,514,702**	**$5,660,105**	**$5,515,220**	**$6,079,230**	**$6,079,230**

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 Total	Filled	Vacant	Total
Administrative Services	9	0	(1)	8	8	0	8
Ag. & Consumer Protection	16	1	0	17	17	0	17
Environment & Public Protection	12	0	0	12	12	0	12
Weights & Measures	10	0	0	10	10	0	10
Total	47	1	(1)	47	47	0	47

Weights and Measures

	Classification
1	Deputy Director
1	Supervising Ag. Bio./Wts. & Meas.
7	Ag. Bio./Wts. & Meas. Insp. I-III
1	Ag. Bio./Wts. & Meas. Insp. Tech.
10	**Requested Total**

Agricultural and Consumer Protection

	Classification
1	Deputy Director
2	Supervising Ag. Bio./Wts. & Meas.
13	Ag. Bio./Wts. & Meas. Insp. I-III
16	**Current Total**
	Additions/Deletions
1	Ag. Bio./Wts. & Meas. Insp. I-III
17	**Requested Total**

Environmental and Public Protection

	Classification
1	Deputy Director
1	Supervising Ag. Bio./Wts. & Meas.
10	Ag. Bio./Wts. & Meas. Insp. I-III
12	**Requested Total**

Administrative Services

	Classification
1	Ag. Commissioner/Sealer
1	Assistant Director
1	Administrative Coordinator
2	Fiscal Support Specialist
1	Fiscal Support Technician
1	Senior Office Services Specialist
1	Office Services Technician
1	GIS Analyst/Programmer
9	**Current Total**
	Additions/Deletions
(1)	GIS Analyst/Programmer
8	**Requested Total**

Fiscal Year 2021-22 Goals, Objectives, and Performance Measures

Goal 1: Ensure safe pesticide use within the agricultural industry and monitor compliance with existing pesticide regulations.

Objective 1: Increase education of applicators through public contact and presentations

Measurement	2018-19 Actual	2019-20 Actual	2020-21 Adopted	2020-21 Actual	2021-22 Goal
Number of individuals reached through department presentations	5,710	2,229	2,000	432	2,000
English speaking attendees to continuing education presentations	301	134	100	264	150
Spanish speaking attendees to continuing education presentations	90	98	50	168	115

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 and FY 2020-21 actual numbers. The department is optimistic that the numbers will increase as COVID-19 restrictions ease. The department is seeing a trend toward more online outreach and education classes. Despite this transition in the way outreach is conducted, the FY 2021-22 goal is expected to be significantly more than FY 2020-21 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 will further increase.

Objective 2: Improve compliance with pesticide laws and regulations.

Measurement	2018-19 Actual	2019-20 Actual	2020-21 Adopted	2020-21 Actual	2021-22 Goal
Number of pesticide inspections performed	1,444	1,543	1,400	1,019	1,325
Number of pesticide inspections with violations	296	153	140	44	132
Percentage of pesticide users complying with governmental standards	80%	90%	90%	95%	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. However, COVID-19 restrictions have affected the FY 2020-21 actual numbers. The department anticipates inspections in FY 2021-22 to trend toward that of a more normal year. Due to COVID-19 restrictions lifting, the FY 2021-22 goals are expected to be more than FY 2020-21 actual.

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	2018-19 Actual	2019-20 Actual	2020-21 Adopted	2020-21 Actual	2021-22 Goal
Percentage of consumers rating the department's responsiveness to Weights and Measures complaints as "outstanding" or "good"	100%	87%	100%	80%	80%
Percentage of consumers rating the department's responsiveness to Weights and Measures complaints as "average" or "fair"	0%	13%	0%	13%	20%
Percentage of consumers rating the department's responsiveness to Weights and Measures complaints as "poor"	0%	0%	0%	7%	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 investigation and inspections were deemed non-essential, delaying response time, and decreasing numbers. Work in these areas has resumed and 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	2018-19 Actual	2019-20 Actual	2020-21 Adopted	2020-21 Actual	2021-22 Goal
Number of commodity shipments of agricultural products inspected	36,614	33,064	35,000	32,861	33,500
Number of commodity shipments of agricultural products rejected	17	10	5	8	8

This indicator shows the relatively small portion of the County commodity shipments which are rejected due to pest find 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 workload associated with 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. 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 disease in commodity shipments. This helps to reduce the number of shipments that are excluded for export.

In FY 2020-21 the County exports decreased. This is largely a result of COVID-19 restrictions at foreign ports of entry along with their inability to have staffing levels needed for inspections of incoming commodities. Containers and vessels were extremely difficult to secure, therefore, other markets were utilized (domestic and those able for vehicular transport). Market conditions remain somewhat volatile; however, the department is hoping for market correction and recovery with regard to agricultural trade. In FY 2021-22, the department expects these exports to rise slightly due to revised COVID-19 restrictions.

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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.

Summary of Expenditures and Revenue

	FY 2019-20	FY 2020-21		FY 2021-22		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Services and Supplies	$1,630,884	$1,681,661	$1,458,388	$1,716,379	$2,222,709	$2,222,709
Other Charges	(2,322)	(48,506)	(48,670)	(30,827)	(31,827)	(31,827)
TOTAL EXPENDITURES	**$1,628,562**	**$1,633,155**	**$1,409,718**	**$1,685,552**	**$2,190,882**	**$2,190,882**
REVENUE:						
Taxes	$138,550	$70,000	$195,714	$165,000	$165,000	$165,000
Fines and Forfeitures	18,934	10,000	44,304	20,000	20,000	20,000
Use of Money/Property	13,257	0	10,231	8,000	8,000	8,000
Charges for Services	133,866	105,080	440,596	152,280	152,280	152,280
Miscellaneous	5,309	5,000	5,349	5,000	5,000	5,000
Other Financing Sources:						
General Fund Contribution	1,591,122	1,470,986	1,470,986	1,086,988	1,086,988	1,086,988
TOTAL REVENUE	**$1,901,038**	**$1,661,066**	**$2,167,180**	**$1,437,268**	**$1,437,268**	**$1,437,268**
NET FUND COST	**($272,476)**	**($27,911)**	**($757,462)**	**$248,284**	**$753,614**	**$753,614**

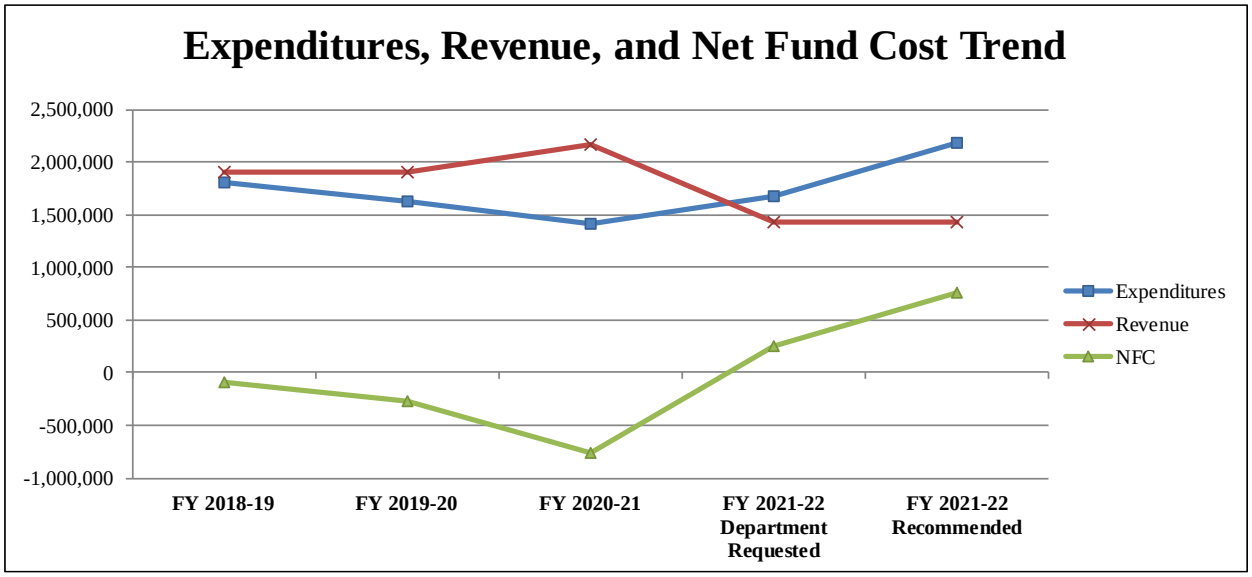
Major Expenditures and Revenue in FY 2021-22 Recommended Budget

The majority of the expenditures for this budget unit are associated with labor cost reimbursements from the Public Works Internal Service Fund. The 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. The recommended budget includes $2.2 million within services and supplies to reimburse Public Works to fully staff the operations of the Code Compliance division. The recommended budget includes a $625,172 increase from the department requested budget for services and supplies due to the funding of two (2) Code Compliance Officer positions and the use of Code Compliance fund designations for the repair and demolition of blighted properties.

Budget Changes and Operational Impacts

The negative appropriation for Other Charges is related to overpayments by the General Fund for indirect costs charged through the Countywide Cost Allocation Plan (CWCAP). The FY 2020-21 General Fund contribution included $384,000 NGFC for Blight Remediation. The division's FY 2021-22 budget does not include appropriations from the Blight Remediation designation. The division will seek approval for additional funding in excess of recommended appropriations as projects arise. The Code Compliance Fund's FY 2021-22 beginning fund balance is $1,089,963 due to the collection of revenues, including Blight Remediation funds, in excess of expenses. The recommended budget includes the use of $753,614 from fund balance for operations.

Of the division's eight (8) authorized Code Compliance Officer positions, two (2) will be held vacant and unfunded within the Public Works internal service fund. No service level impacts are anticipated.



FY 2021-22 Goals, Objectives and Performance Measures

Goal 1: Reduce nuisances through efficient abatement procedures

Objective 1: Increase the number and speed of nuisance abatements.

Measurement	2018-19 Actual	2019-20 Actual	2020-21 Adopted	2020-21 Actual	2021-22 Goal
Percentage of cases related to illegal dumping, property maintenance, and zoning violations that have been resolved	75%	74%	75%	80%	75%
Number of cases related to illegal dumping, property maintenance, and zoning violations that have been resolved	2,543	2,265	2,250	2,500	2,800
Percentage of cases related to illegal dumping, property maintenance, and zoning violations that are resolved within 30 days	31%	30%	30%	35%	35%
Number of cases related to illegal dumping, property maintenance, and zoning violations that are resolved within 30 days	1,046	927	1,000	1,200	1,200
Percentage of cases related to illegal dumping, property maintenance, and zoning violations that are resolved within 90 days	52%	52%	52%	52%	50%
Number of cases related to illegal dumping, property maintenance, and zoning violations that are resolved within 90 days	1,770	1,576	1,550	1,650	1,600

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 the performance levels percentage goal despite losing one Code Compliance Officer. There are currently four filled Code Compliance Officer positions. The division has been able to shift administrative tasks to supervisors and clerical staff as well as utilize technology to achieve performance goals. The FY 2021-22 recommended budget includes funding for six (6) Code Compliance Officers. The division expects to meet performance measures set for FY 2021-22.

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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.

Summary of Expenditures and Revenue

	FY 2019-20	FY 2020-21		FY 2021-22		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Services and Supplies	$6,983,283	$9,166,114	$6,230,200	$9,019,780	$9,019,780	$9,019,780
Other Charges	187,652	142,343	135,090	393,923	393,923	393,923
Capital Assets	0	185,000	46,233	1,120,000	1,120,000	1,120,000
Other Financing Uses	639,900	1,621,449	2,332,338	0	0	0
TOTAL EXPENDITURES	**$7,810,835**	**$11,114,906**	**$8,743,861**	**$10,533,703**	**$10,533,703**	**$10,533,703**
REVENUE:						
Licenses and Permits	$5,888,737	$5,000,000	$8,546,875	$6,500,000	$6,500,000	$6,500,000
Use of Money/Property	308,367	200,000	158,315	100,000	100,000	100,000
Charges for Services	94,288	63,200	101,969	78,200	78,200	78,200
Miscellaneous	4,120	2,001	1,625	1,504	1,504	1,504
TOTAL REVENUE	**$6,295,512**	**$5,265,201**	**$8,808,784**	**$6,679,704**	**$6,679,704**	**$6,679,704**
NET FUND COST	**$1,515,323**	**$5,849,705**	**($64,923)**	**$3,853,999**	**$3,853,999**	**$3,853,999**

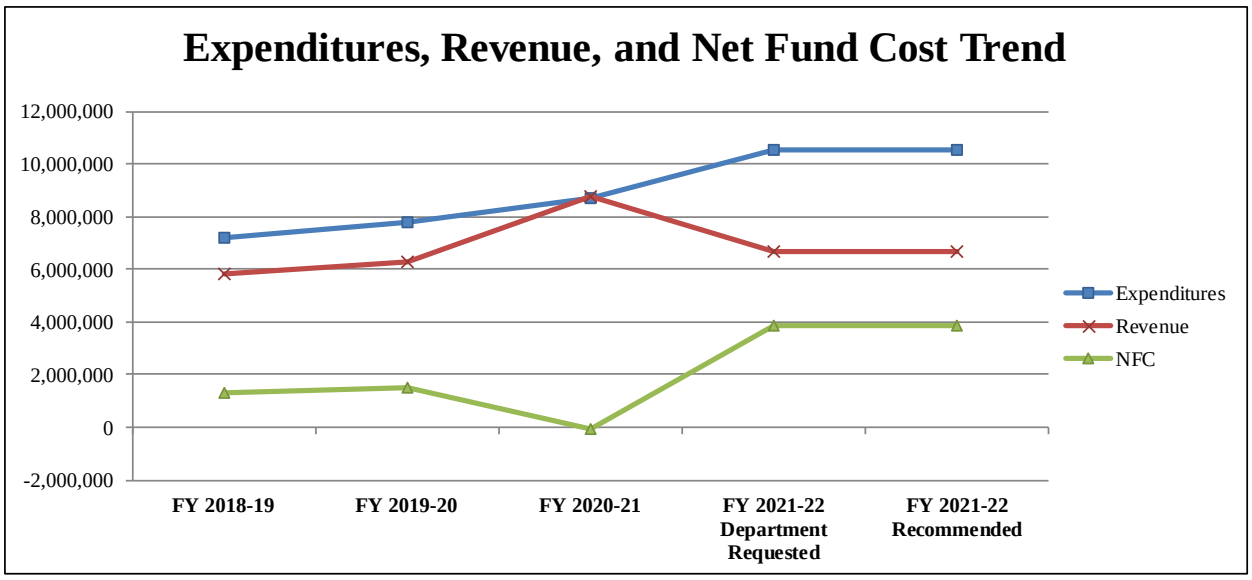
Major Expenditures and Revenue in FY 2021-22 Recommended Budget

The majority of the expenditures of the division are associated with labor reimbursement costs and engineering consultant services. The recommended budget includes $7 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, $1.7 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 $1,000,000 for the relocation of the Frazier Park office and $120,000 for the acquisition of four (4) vehicles.

The June 30, 2021 fund balance for the Building Inspection fund is $5.97 million, $3.8 million of which will be used in FY 2021-22. General designations, in the amount of $9.3 million, will be utilized in future years.



FY 2021-22 Goals, Objectives and Performance Measures

Goal 1: Facilitate construction by performing timely processing of building permits.

Objective 1: Increase the speed of plan reviews.

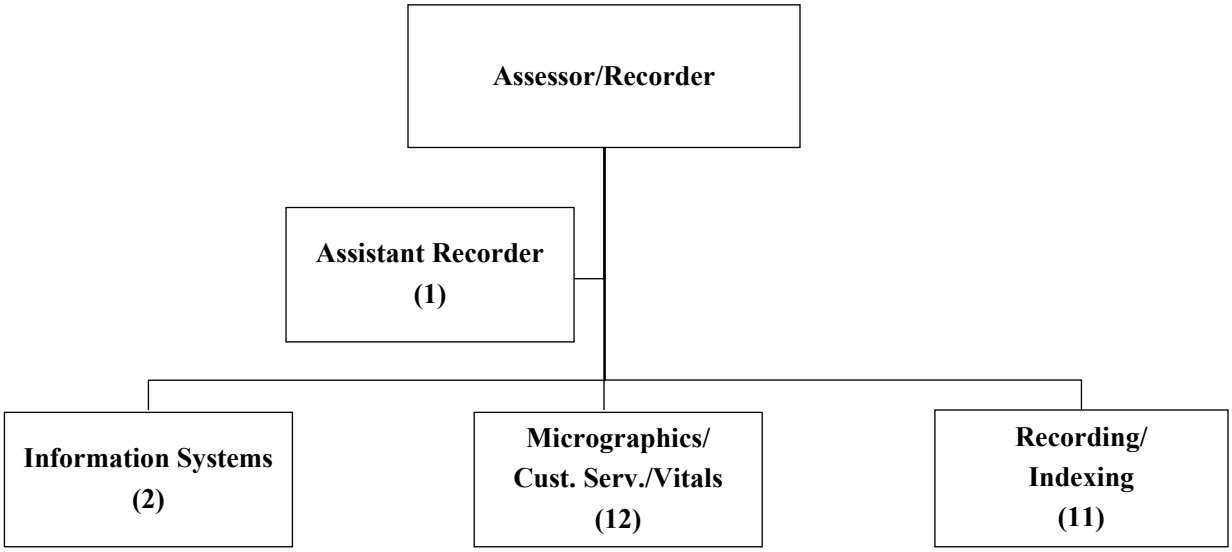
Measurement	2018-19 Actual	2019-20 Actual	2020-21 Adopted	2020-21 Actual	2021-22 Goal
Percentage of first plan reviews performed within 30 days	90%	90%	95%	98%	100%

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 saw an increase in residential projects in FY 2020-21 and processed several large projects that required both internal and external reviews by contracted consultants. The division's performance exceeded its stated goals in FY 2020-21 despite a mid-year revision to building codes and regulations resulting in additional plan review time and an influx of permits leading up to the effective date of change. The division anticipates improved review times in FY 2021-22 due to experience with the new building codes and additional training.

Mission Statement

The Kern County Recorder Office provides professional and courteous public service while fulfilling the functions of Recorder as mandated by law. The Recorder is dedicated to streamlining, modernizing and automating systems and procedures in order to achieve more effective and efficient service to our clients.

Organizational Chart



Fiscal Year 2019-20 and 2020-21 Accomplishments

- The Recording division is projected to successfully process over 276,000 documents in FY 2020-21. This is the largest increase in recording volume in 13 years.
- Maintained the number of recordings processed via electronic submission at above 65%.
- The Vital Records division increased productivity for requested services that require time sensitive filings. This includes birth, death and marriage records.
- Implemented a new way of processing mailed Vital Records in order to abide by social distancing and reduce capacity within the office.

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 2019-20	FY 2020-21		FY 2021-22		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Contingencies	$0	$0	$0	$2,000,000	$2,000,000	$2,000,000
Salaries and Benefits	1,991,699	2,029,013	1,993,761	2,069,201	2,069,201	2,069,201
Services and Supplies	273,552	650,718	470,713	733,290	733,290	733,290
Other Charges	734,731	673,596	650,366	647,051	647,051	647,051
Capital Assets	0	154,000	32,395	164,000	164,000	164,000
TOTAL EXPENDITURES	**$2,999,982**	**$3,507,327**	**$3,147,235**	**$5,613,542**	**$5,613,542**	**$5,613,542**
REVENUE:						
Licenses and Permits	$2,830	$3,200	$3,086	$2,500	$2,500	$2,500
Use of Money/Property	33,234	20,000	29,431	20,000	20,000	20,000
Charges for Services	2,400,256	2,030,500	3,229,076	2,410,501	2,410,501	2,410,501
Miscellaneous	1,616	1,291	1,360	1,291	1,291	1,291
Other Financing Sources:						
General Fund Contribution	550,000	475,000	841,634	750,000	750,000	750,000
Recorder's Modernization Fund	335,184	853,774	422,823	996,516	997,428	997,428
Recorder's Electronic Recording	115,731	140,000	123,699	152,650	152,650	152,650
Recorder's SSN Truncation	5,809	9,700	14,018	9,700	9,700	9,700
Vital & Health Stat Recorder	29,459	79,000	118,093	122,680	122,680	122,680
Community & Economic Dev.	81	200	108	200	200	200
CARES Act	153,551	0	78,993	0	0	0
TOTAL REVENUE	**$3,627,751**	**$3,612,665**	**$4,862,321**	**$4,466,038**	**$4,466,950**	**$4,466,950**
NET FUND COST	**($627,769)**	**($105,338)**	**($1,715,086)**	**$1,147,504**	**$1,146,592**	**$1,146,592**

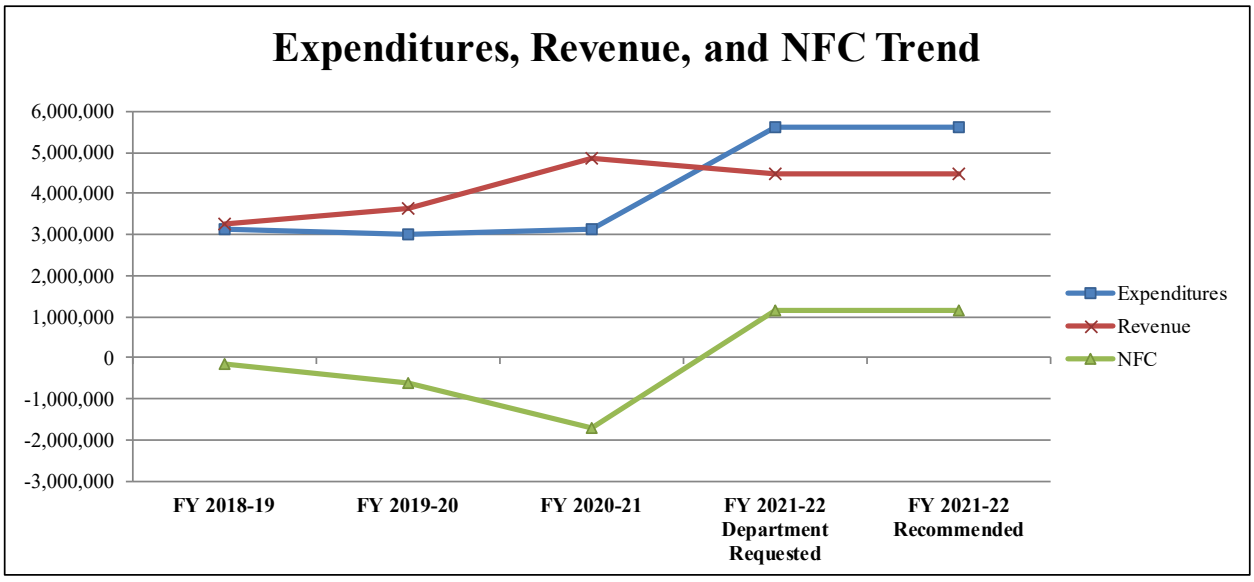
Major Expenditures and Revenue in FY 2021-22 Recommended Budget

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. 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

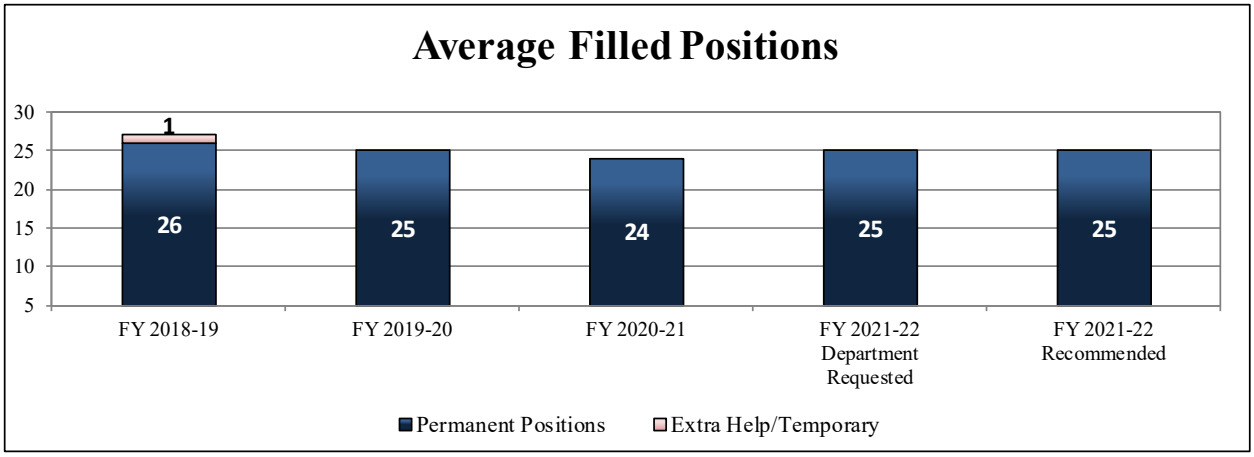
The recommended budget includes an increase in expenditures primarily related to the cost associated with programming the new recorder system, previously anticipated to be completed in FY 2020-21, as well as budgeting $164,000 in capital assets for security server upgrades, new switches and a new recording system. The Recorder fund balance available as of June 30, 2021 is $3.49 million of which $2 million has been placed in appropriation for contingencies that will be used toward unanticipated operational costs as needed.

This budget reflects a decrease in charges for services due to lower anticipated recordings. FY 2019-20 and FY 2020-21 actual revenue includes reimbursement from the CARES Act funding to address the Coronavirus pandemic.



Staffing Changes and Operational Impacts

The recommended budget allows funding for 25 of the departments 26 authorized positions. One (1) Office Services Technician position will be held vacant and unfunded for an annual savings of approximately $64,981.



4-Year Staffing Trend

	Actual			Department Requested	Recommended
	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	
AVERAGE FILLED POSITIONS					
Permanent Positions	26	25	24	25	25
Extra Help/Temporary	1	0	0	0	0
Total Positions	**27**	**25**	**24**	**25**	**25**
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	25	25	24	N/A	N/A
Extra Help/Temporary (FTE)	1	0	0	N/A	N/A
Total Positions	**26**	**25**	**24**	**N/A**	**N/A**
SALARIES & BENEFITS	**$2,041,721**	**$1,991,699**	**$1,993,761**	**$2,069,201**	**$2,069,201**

Summary of Authorized Positions

The recommended budget includes 26 authorized positions, 25 of which have been budgeted to be filled as indicated below.

Division	Authorized	Additions	Deletions	Requested Total	Filled	Vacant	Total
Administration	1	0	0	1	1	0	1
Information Systems	2	0	0	2	2	0	2
Micrographics/Customer Service/Vitals	12	0	0	12	11	1	12
Recording /Indexing	11	0	0	11	11	0	11
Total	26	0	0	26	25	1	26

Public Protection

Administration

	Classification
1	Assistant Recorder
1	**Requested Total**

Micrographics/Customer Service/Vitals

	Classification
1	Senior Office Services Specialist
1	Document Imaging Technician
10	Office Services Technician
12	**Requested Total**

Recording/Indexing

	Classification
1	Supervisor Legal Processing Tech
1	Senior Legal Processing Tech
5	Legal Processing Technician I
1	Office Services Specialist
3	Office Services Technician
11	**Requested Total**

Information Systems

	Classification
1	LAN Administrator
1	Information System Specialist II
2	**Requested Total**

Fiscal Year 2021-22 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	2018-19 Actual	2019-20 Actual	2020-21 Adopted	2020-21 Actual	2021-22 Goal
Number of official records processed for recording	167,618	165,950	216,000	277,578	333,093
Number of marriage certificates filed	3,356	3,255	2,730	2,551	3,061
Number of birth certificates filed	12,784	12,911	12,500	7,862	11,000
Number of death certificates filed	6,453	6,646	7,300	6,008	6,308
Number of days to mail original Official Records after processing	17	15	10	10	8
Number of days to review and return rejected documents	2	2	1	1	1

The total number of recording processed has increase this year mostly due to the increase in electronic recordings. The percentage of documents electronically recorded this fiscal year was 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 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	2018-19 Actual	2019-20 Actual	2020-21 Adopted	2020-21 Actual	2021-22 Goal
Number of Vital records sold	41,494	35,888	42,500	43,624	50,167
Number of plain and certified non-vital duplicates sold	12,421	9,032	10,850	10,950	12,264
Average number of duplication services provided per day	210	195	215	226	257
Average number of minutes to provide duplication services to visitors	5	5	4	5	4

While briefly closing only the lobby to public access due to the COVID-19 pandemic, the Vital records division of the department met all requested service requirements with reduced staffing levels. Vital records sold also increased over 15% from the prior fiscal year.

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	2018-19 Actual	2019-20 Actual	2020-21 Adopted	2020-21 Actual	2021-22 Goal
Total number of official record document images filed	12,467,085	13,112,085	13,534,658	13,596,236	13,929,329
Percentage of documents available in imaged format	98%	98%	98%	98%	98%

Work has begun on securing a web-based records management system to 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 network. Annual preservation of older records continues including doubling records preserved during this critical year.

County Contribution-Recorder

Department Head: Jon Lifquist, Elected
Fund: General
Budget Unit: 2705

Function: Public Protection
Activity: Other Protection

Description of Major Services

This budget unit was established to facilitate the appropriation of a General Fund contribution to the Recorder.

Summary of Expenditures and Revenue

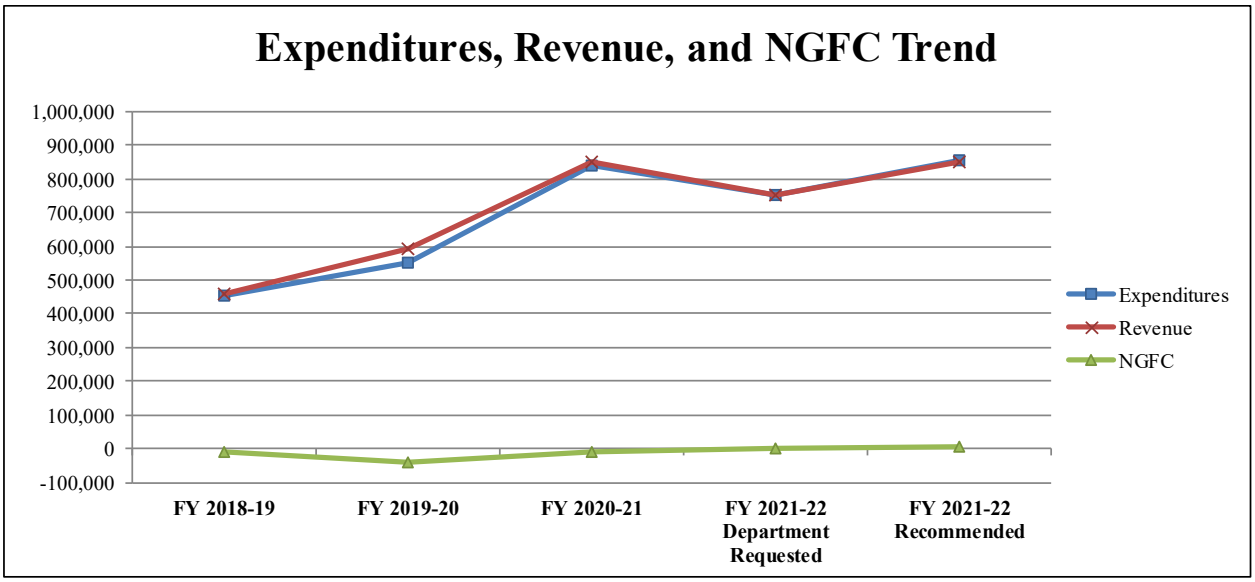
	FY 2019-20	FY 2020-21		FY 2021-22		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Other Financing Uses	$550,000	$516,608	$841,634	$750,000	$750,000	$857,586
TOTAL EXPENDITURES	**$550,000**	**$516,608**	**$841,634**	**$750,000**	**$750,000**	**$857,586**
REVENUE:						
Charges for Services	$591,608	$475,000	$849,220	$750,000	$750,000	$850,000
TOTAL REVENUE	**$591,608**	**$475,000**	**$849,220**	**$750,000**	**$750,000**	**$850,000**
NET GENERAL FUND COST	**($41,608)**	**$41,608**	**($7,586)**	**$0**	**$0**	**$7,586**

Major Expenditures and Revenue in FY 2021-22 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

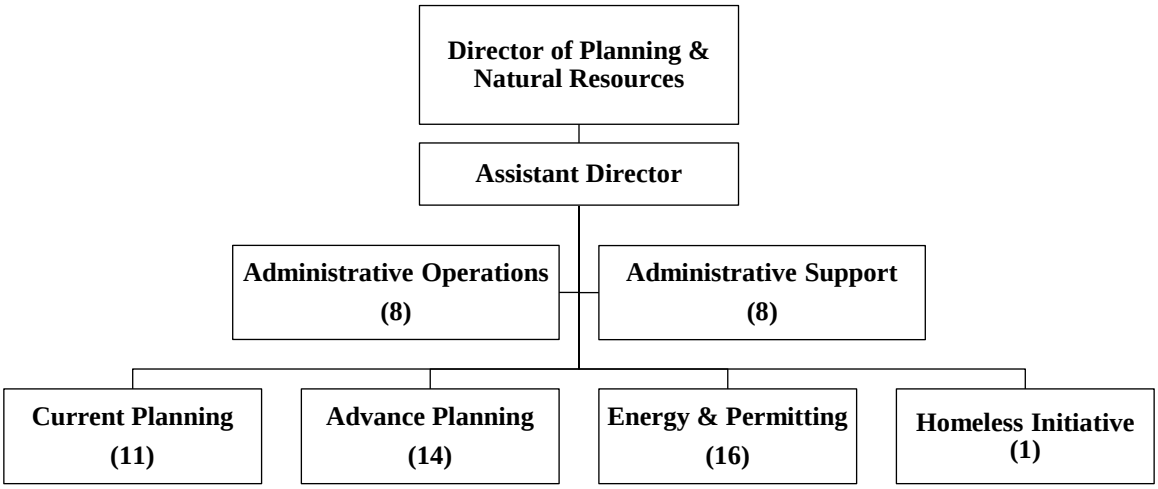
The recommended budget reflects an increase in revenue and appropriations for the possibility of increased recording activity during the fiscal year. Appropriations include the amount to be transferred to the Recorder's operating budget unit 2700 to offset costs associated with the department's recording responsibilities. The recommended budget is adjusted to reflect prior year activity and includes a Net General Fund Cost to account for revenue collected but not transferred to the Recorder, as mandated in Government Code section 2731(b).


Expenditures, Revenue, and NGFC Trend
1,000,000
900,000
800,000
700,000
600,000
500,000
400,000
300,000
200,000
100,000
0
-100,000
FY 2018-19
FY 2019-20
FY 2020-21
FY 2021-22 Department Requested
FY 2021-22 Recommended
Expenditures
Revenue
NGFC

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.

Organizational Chart



Fiscal Year 2019-20 and 2020-21 Accomplishments

- Completed processing and approval of amendments to the zoning ordinance for Oil and Gas Local Permitting and Supplemental Recirculated Environmental Impact Report. Permitting for Oil and Gas operations resumed April 7, 2021.
- Facilitated permitting and construction of wind and commercial scale solar projects for a ten-year total of over $56 billion in private investment, 14,000 construction jobs and 2,000 permanent renewable energy jobs. All countywide renewable energy permitting totals 16,397 MW.
- Processed all applications for construction of residential, commercial, and industrial projects throughout the County within permit time limits.

Planning and Natural Resources

Department Head: Lorelei H. Oviatt
Fund: General
Budget Unit: 2750

Function: Public Protection
Activity: Other Protection

Public Protection

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 2019-20	FY 2020-21		FY 2021-22		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	$6,491,024	$6,871,080	$6,584,870	$6,973,506	$6,973,506	$7,152,397
Services and Supplies	4,220,847	5,419,823	4,023,701	5,543,105	5,543,105	5,543,105
Other Charges	(10,180)	0	0	0	0	0
Other Financing Uses	0	266,883	0	0	0	408,648
TOTAL EXPENDITURES	**$10,701,691**	**$12,557,786**	**$10,608,571**	**$12,516,611**	**$12,516,611**	**$13,104,150**
Expend. Reimb.	($53,485)	$0	($1,966)	$0	$0	$0
TOTAL NET EXPENDITURES	**$10,648,206**	**$12,557,786**	**$10,606,605**	**$12,516,611**	**$12,516,611**	**$13,104,150**
REVENUE:						
Licenses and Permits	$305,478	$573,530	$472,683	$466,080	$466,080	$466,080
Fines and Forfeitures	4,685	5,000	4,038	5,000	5,000	5,000
Intergovernmental	0	615,000	71,172	900,000	900,000	900,000
Charges for Services	4,023,080	3,818,095	5,039,297	3,677,975	3,677,975	3,677,975
Miscellaneous	29,954	20,500	14,135	12,600	12,600	12,600
Other Financing Sources:						
General Plan Surcharge	1,308,370	3,148,356	729,671	3,279,933	3,279,933	3,363,886
Oil and Gas Program	2,340,536	1,454,644	1,806,995	1,595,913	1,595,913	1,690,851
CARES Act	409,675	0	49,109	0	0	0
TOTAL REVENUE	**$8,421,778**	**$9,635,125**	**$8,187,100**	**$9,937,501**	**$9,937,501**	**$10,116,392**
Less Available BSI *	$0	($266,883)	$0	$0	$0	($408,648)
NET GENERAL FUND COST	**$2,226,428**	**$2,655,778**	**$2,419,505**	**$2,579,110**	**$2,579,110**	**$2,579,110**
BSI Ending Balance *	$266,883	N/A	$266,883	N/A	N/A	N/A

* BSI = Budget Savings Incentives

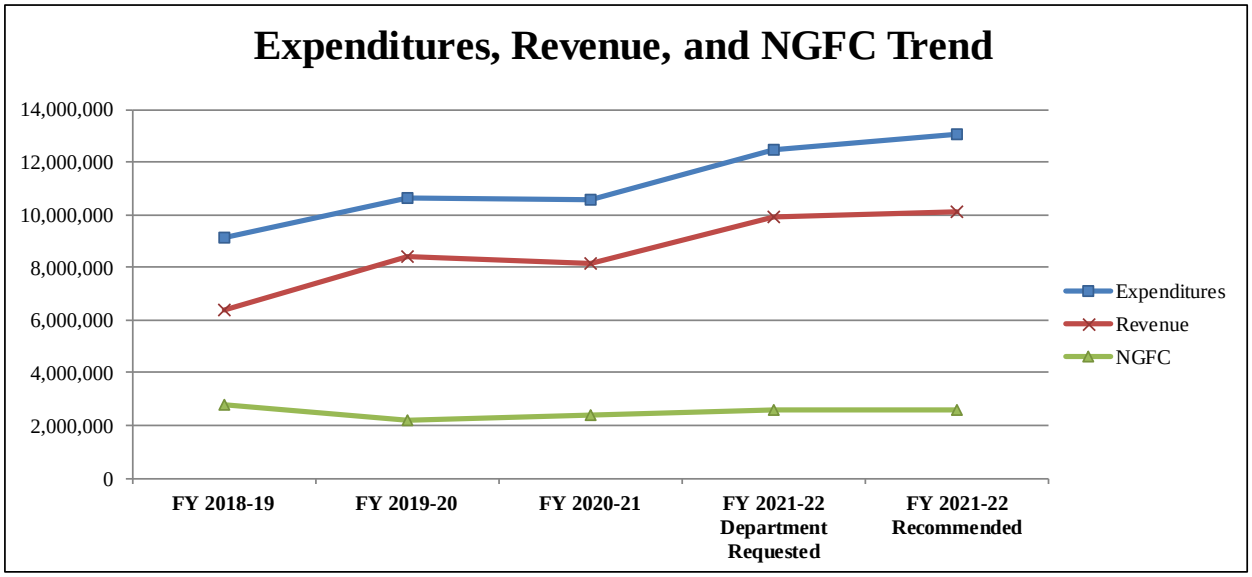
Major Expenditures and Revenue in FY 2021-22 Recommended Budget

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. Included in the recommended budget is $900,000 of Housing and Community Development revenue aimed at addressing the State's housing shortage as well as $3.4 million in General Plan Surcharge to reimburse the department for expenses related to the General Plan 2040 update.

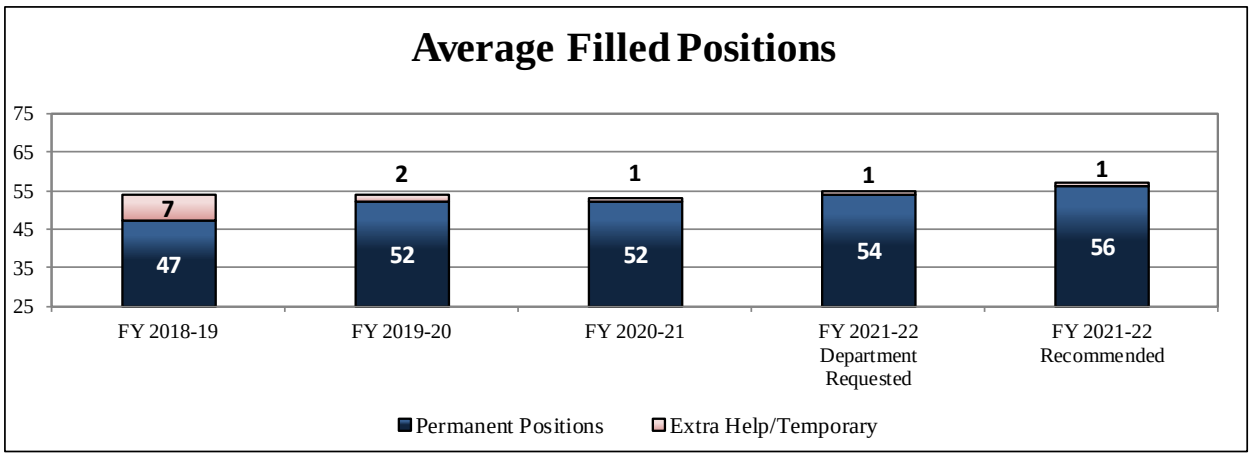
The title 19 Zoning Ordinance chapter for local permitting of oil and gas along with the supplemental recirculated environmental impact report (SREIR, 2015 and 2018) were set aside in February 2020 by court action. The oil and gas permitting ordinance chapters were reestablished under the SEIR approved by the Board of Supervisors in March 2021. The recommended budget includes $1.7 million in revenue and associated costs related to permitting.



Staffing Changes and Operational Impacts

The recommended budget includes the addition of one (1) Permit Specialist I/II position and one (1) Office Services Specialist position at an estimated annual cost of $178,891.

The recommended budget provides the department with funding for all but one (1) Housing Initiative Coordinator position, 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 Requested	Recommended
	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	
AVERAGE FILLED POSITIONS					
Permanent Positions	47	52	52	54	56
Extra Help/Temporary	7	2	1	1	1
Total Positions	**54**	**54**	**53**	**55**	**57**
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	46	52	53	N/A	N/A
Extra Help/Temporary (FTE)	6	2	1	N/A	N/A
Total Positions	**52**	**54**	**54**	**N/A**	**N/A**
SALARIES & BENEFITS	**$5,813,148**	**$6,491,024**	**$6,584,870**	**$6,973,506**	**$7,152,397**

Summary of Authorized Positions

The department has requested 60 authorized permanent positions, of which, 56 have been budgeted to be filled in FY 2021-22 as indicated below.

Division	Authorized	Additions	Deletions	Requested Total	Filled	Vacant	Total
Current Planning	11	0	0	11	11	0	11
Energy & Permitting	15	1	0	16	14	2	16
Administrative Support	8	0	0	8	8	0	8
Advace Planning	13	1	0	14	13	1	14
Administrative Operations	10	0	0	10	10	0	10
Homelessness Initiative	1	0	0	1	0	1	1
Total	58	2	0	60	56	4	60

Current Planning

	Classification
1	Division Chief
2	Supervising Planner
8	Planner I/II/III
11	**Requested Total**

Energy & Permitting

	Classification
1	Division Chief
1	Supervising Planner
3	Planner I/II/III
2	GIS Specialist
1	GIS Technician
2	Planning Technician
3	Permit Specialist I/II
1	Engineer Aide I/II
1	Office Service Technician
15	**Current Total**
	Additions/(Deletions)
1	Permit Specialist I/II
16	**Requested Total**

Administrative Support

	Classification
1	Office Services Coordinator
1	Sr. Office Services Specialist
3	Office Services Specialist
2	Office Services Technician
1	Office Services Assistant
8	**Requested Total**

Administrative Operations

	Classification
1	Director
1	Assistant Director
1	Administrative Services Officer
2	Accountant I/II/III
1	Administrative Coordinator
1	Fiscal Support Supervisor
2	Fiscal Support Specialist
1	Fiscal Support Technician
10	**Requested Total**

Advance Planning

	Classification
1	Division Chief
3	Supervising Planner
9	Planner I/II/III
13	**Current Total**
	Additions/(Deletions)
1	Office Services Specialist
14	**Requested Total**

Homelessness Initiative

	Classification
1	Housing Initiative Coordinator
1	**Requested Total**

Fiscal Year 2021-22 Goals, Objectives, and Performance Measures

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	2018-19 Actual	2019-20 Actual	2020-21 Adopted	2020-21 Actual	2021-22 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.	6.3	6.8	<12	6.8	<12
Average number of days for a ministerial land use permit to be reviewed and acted upon.	8.5	10	<15	25	<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 average number of days for a ministerial land use permit to be reviewed and acted upon exceeded the 2020-21 adopted goals of under 15 days. Extended periods of leave due to the Coronavirus pandemic limited staff availability in FY 2020-21. The Department will be addressing this by providing additional staff in the division. It is expected that the average number of days to process a ministerial permit will be under the FY 2021-22 goal of 15 days.

Goal 2: Improve fiscal efficiency/responsibility of County.

Objective 1: Hold County departments and employees accountable to do their jobs well.

Measurement	2018-19 Actual	2019-20 Actual	2020-21 Adopted	2020-21 Actual	2021-22 Goal
Average number of days to provide a written response to preliminary reviews of all land use/land division applications.	27.2	26.8	<30	27.5	<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.	16.7	16.5	< 15	16.6	<15
Average wait time of customers who seek service at the public counter.	7 min	14 min	<6 min.	11 min.	<6 min.
Average number of days to pay invoices the department receives from a vendor.	31	23	≤ 30	23	≤ 30
Average number of days to process billings to customers who are charged on a time and materials basis.	20	25	≤ 30	20	≤ 30

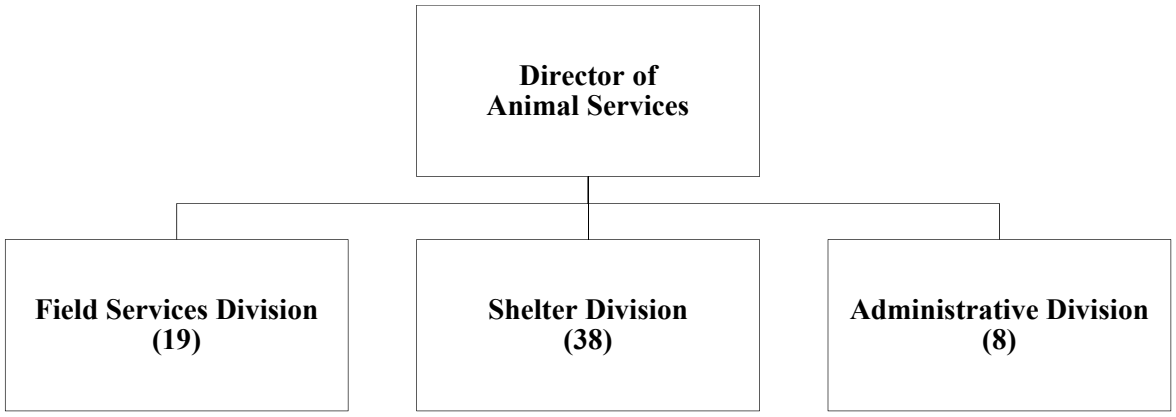
These are core functions for several of the departments work units and, with the exception of the last measure, are indicators of customer service and how well we are meeting the needs of our customers. Average wait times for customers seeking service at the public counter exceeded six minutes in FY 2019-20 and FY 2020-21 due to the Public Services Building lobby remodel and safety measures taken due to the Coronavirus pandemic. With the remodel complete and revised pandemic safety practices, the department anticipates wait times less than six minutes in FY 2021-22.

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



Fiscal Year 2019-20 and 2020-21 Accomplishments

- The department succeeded in finding placement for over 90% of the 7,500 animals that came into Animal Services in calendar year 2020.
- Since March 2020, 1,990 animals were adopted through weekly social media virtual adoption events.
- The department placed 1,774 animals in foster care during the pandemic. The success of this program is due to the generosity of the public and the creation of an online foster application which streamlined the process.
- Trap/Neuter/Release program for feral/free roaming cats has resulted in 12,244 alterations since 2013.
- Partnered with a provider to provide spay/neuter services in targeted areas, resulting in over 300 alterations since January 2021.
- In coordination with multiple rescue organizations, 2,850 animals were rescued in 2019 and 421 animals were rescued in 2020.
- During FY 2020-21, the department created a drive through vaccination clinic that provided over 300 animals with vaccinations and licenses.

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.

Summary of Expenditures and Revenue

	FY 2019-20	FY 2020-21		FY 2021-22		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	$4,942,149	$5,059,273	$4,482,687	$4,814,190	$4,814,192	$5,201,628
Services and Supplies	2,082,440	2,163,993	2,153,174	2,035,875	2,415,875	2,483,600
Other Charges	11,589	11,590	11,589	11,152	11,152	11,152
Capital Assets	0	0	96,204	0	0	61,069
Other Financing Uses	0	53,804	0	0	0	92,438
TOTAL EXPENDITURES	**$7,036,178**	**$7,288,660**	**$6,743,654**	**$6,861,217**	**$7,241,219**	**$7,849,887**
REVENUE:						
Licenses and Permits	$189,874	$275,000	$146,800	$275,000	$275,000	$275,000
Fines and Forfeitures	45	100	250	100	100	100
Intergovernmental	1,003,602	1,262,695	1,026,738	1,096,483	1,446,483	1,446,483
Charges for Services	354,213	481,785	221,816	271,210	271,210	271,210
Miscellaneous	266,613	161,895	186,636	165,045	165,045	165,045
Other Financing Sources:						
CARES Act	539,809	0	155,180	0	0	128,794
Sterilization Fund	0	25,000	0	0	0	25,000
TOTAL REVENUE	**$2,354,156**	**$2,206,475**	**$1,737,420**	**$1,807,838**	**$2,157,838**	**$2,311,632**
Less Available BSI *	$0	($53,804)	$0	$0	$0	($92,438)
NET GENERAL FUND COST	**$4,682,022**	**$5,028,381**	**$5,006,234**	**$5,053,379**	**$5,083,381**	**$5,445,817**
BSI Ending Balance *	$26,462	N/A	$53,804	N/A	N/A	N/A

* BSI = Budget Savings Incentives

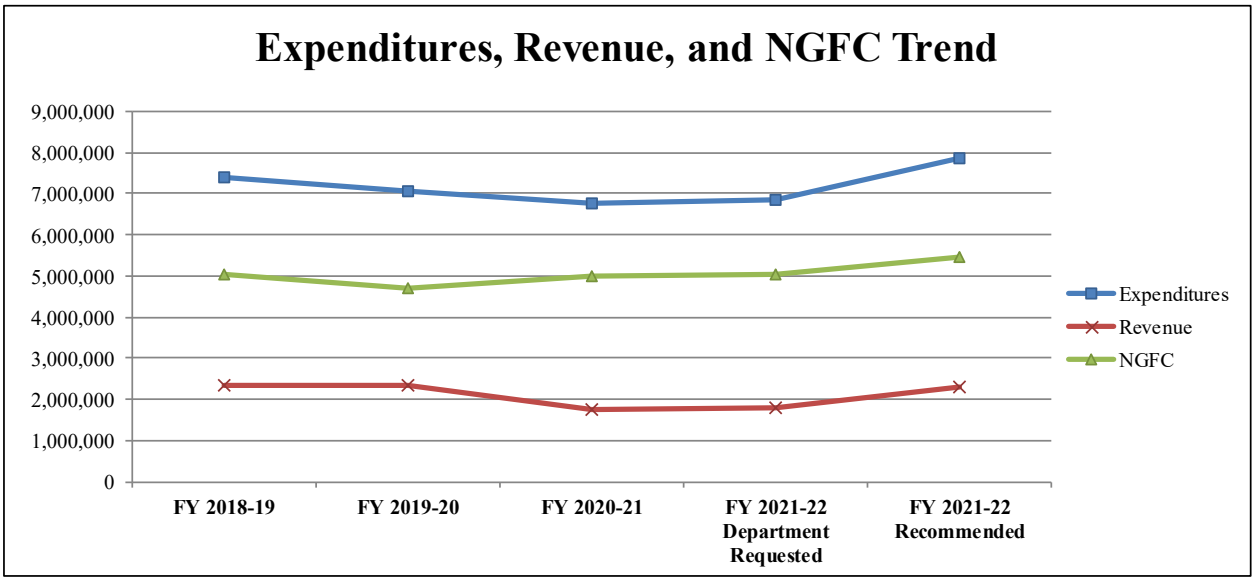
Major Expenditures and Revenue in FY 2021-22 Recommended Budget

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 restores the 7.5% reduction, or $387,436, to NGFC implemented last fiscal year. Restoration of funding will allow the department to fund four additional positions that will allow the department to continue to reimagine service delivery in outlying areas to ensure education, spay/neuter, licensing, and vaccination programs are available. Since budget submission, $350,000 in one-time 1991 Realignment funds have been added so the department may continue and enhance spay/neuter efforts. Two new cargo vans, purchased at the end of FY 2020-21, and set to be outfitted and delivered by the middle of FY 2021-22, will aid the department in transferring animals to rescues and expanding licensing and vaccination clinics throughout the County.

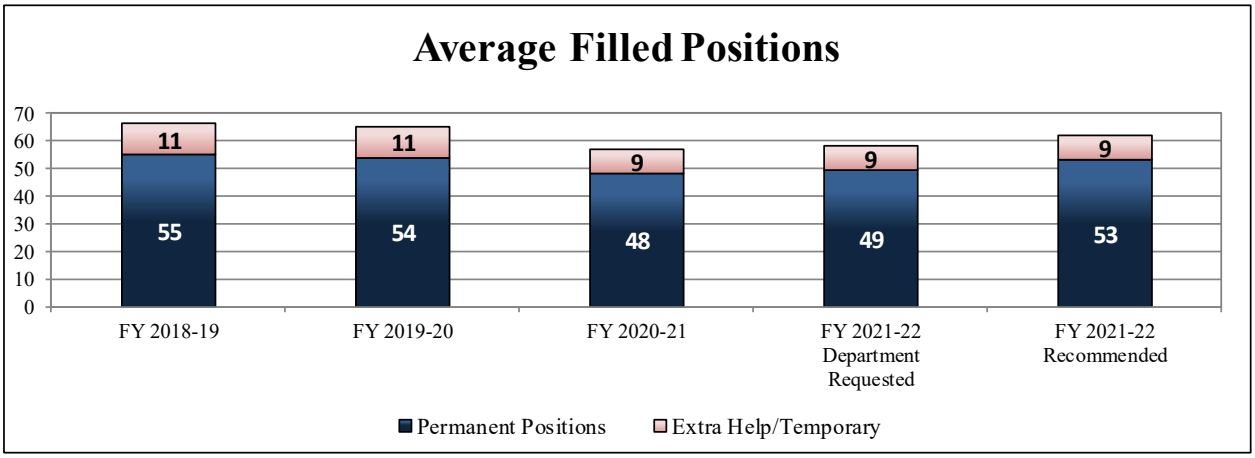
The recommended budget seeks to sustain operations and provide flexibility to enhance the programs that will continue to increase live outcomes. Additional NGFC in the amount of $30,000 has been added so the department may engage a recruitment agency to fill the vital Veterinarian vacancy.



Staffing Changes and Operational Impacts

The department will unfund 13 positions – six (6) vacant Animal Care Worker positions, one (1) vacant Marketing and Promotions Associate position, one (1) vacant Fiscal Support Technician position, one (1) vacant Animal Control Officer position, one (1) vacant Program Specialist position, one (1) vacant part-time Veterinarian position, one (1) vacant Registered Veterinary Technician position, and one (1) vacant Volunteer Coordinator position at the recommended NGFC. Extra-help is budgeted to be used as-needed to maintain shelter operations.

The department has one vacant and funded Veterinarian position, which has been vacant for nearly two years, significantly impacting the department's ability to provide on-site veterinary care, increasing the department's reliance on private veterinarians.



4-Year Staffing Trend

	Actual			Department Requested	Recommended
	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	
AVERAGE FILLED POSITIONS					
Permanent Positions	55	54	48	48	53
Extra Help/Temporary	11	11	9	9	9
Total Positions	**66**	**65**	**57**	**57**	**62**
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	56	52	46	N/A	N/A
Extra Help/Temporary (FTE)	10	9	7	N/A	N/A
Total Positions	**66**	**61**	**53**	**N/A**	**N/A**
SALARIES & BENEFITS	**$5,277,867**	**$4,942,149**	**$4,482,687**	**$4,814,190**	**$5,201,628**

Summary of Authorized Positions

The department currently has 66 authorized positions. The recommended budget includes four position additions and four position deletions, resulting in no net change in the number of

authorized positions. The recommended budget includes funding for 53 of the department's authorized positions, as indicated below.

Division	Authorized	Additions	Deletions	Requested Total	Filled	Vacant	Total
Administration	9	1	(1)	9	6	3	9
Shelter	38	3	(3)	38	29	9	38
Enforcement	19	0	0	19	18	1	19
Total	66	4	(4)	66	53	13	66

Administration

	Classification
1	Director
1	Deputy Director
1	Business Manager
1	Fiscal Support Supervisor
1	Fiscal Support Specialist
2	Fiscal Support Technician
1	Program Specialist
1	Marketing and Promo. Assoc.
9	**Current Total**
	Additions/Deletions
(1)	Fiscal Support Technician
1	Program Technician
9	**Requested Total**

Shelter

	Classification
2	Veterinarian
4	Registered Veterinary Technician
1	Shelter Supervisor
2	Senior Animal Care Worker
1	Volunteer Coordinator
26	Animal Care Worker
2	Office Services Technician
38	**Current Total**
	Additions/Deletions
(3)	Animal Care Worker
3	Program Technician
38	**Requested Total**

Enforcement

	Classification
2	Senior Animal Control Officer
15	Animal Control Officer
2	Animal Control Dispatcher
19	**Requested Total**

FY 2021-22 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	2018-19 Actual	2019-20 Actual	2020-21 Adopted	2020-21 Actual	2021-22 Goal
Percent change in the number of animals received at the shelter	11% Decrease	20% Decrease	10% Decrease	18% Decrease	15% Increase
Percent change in the number of impounded animals euthanized	13% Decrease	33% Decrease	5% Decrease	71% Decrease	46% Decrease
Percent change in the number of impounded animals that are returned to owner, adopted, rescued, trap/neuter/released, or transferred	10% Decrease	16% Decrease	5% Increase	10% Decrease	31% Increase
The number of animals entered into the Animal Foster Program	1,734	1,817	2,000	2,102	2,250
Licenses issued by the department	12,117	11,524	11,500	5,369	10,000
Number of animals spayed or neutered	11% Decrease	25% Decrease	25% Increase	34% Increase	7% 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 spay/neuter efforts supported by the Board of Supervisors will continue to have an increased impact on intake reduction in the coming years.

The global pandemic created unique statistical outcomes that will be impossible to duplicate. During FY 2019-20 the shelters were closed from March 17th through June 7th. While a few animals entered the department's care during this time through Animal Control Officers, effectively no stray animals were received from the public during the closure, thereby inflating the reduction in animal intake over what it may have been in an ordinary year. The FY 2020-21 goal in this area was a 10% decrease in animals received at the shelter, and a 10% decrease was realized. A reduction in total animals received left fewer animals to provide measurable outcomes. The FY 2020-21 goal for animals euthanized was 5%, and the actual decrease was 71%, while the goal for live outcomes was a 5% increase, a 10% decrease was realized. As stated previously, outcomes are dependent on intake, which was altered in the past two fiscal years, making it difficult to utilize these measures for evaluating the department's performance in pandemic years.

Foster care of shelter pets, where shelter animals are provided temporary homes in the community during a mandated holding period, decreases length of stay, reduces the costs to provide care for these animals, reduces stress on the animals, engages the community, and frees up habitat space to provide care to other animals. For many years the department has made incremental gains in the number of animals placed in foster homes. During the beginning of the pandemic the department made a concerted effort to reach out to the community to place large breed dogs to avoid negative outcomes. Dogs represent a larger percentage of foster placements during the past year than historically. The department hopes to continue this trend of placing additional large breed dogs in foster homes to improve outcomes and decrease the shelter population.

Licensing has been negatively impacted by the pandemic due to the decrease in opportunity for the community to obtain pet licenses or obtain the required rabies vaccination at County clinics. As a result, licenses issued decreased by nearly 50%.

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.

Summary of Expenditures and Revenue

	FY 2019-20	FY 2020-21		FY 2021-22		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Services and Supplies	$61,759,417	$84,585,587	$60,979,564	$98,382,833	$98,382,833	$98,382,833
Other Charges	501,561	328,437	353,978	1,054,240	1,054,240	1,054,240
Capital Assets	505,887	5,147,000	1,690,448	6,780,000	6,780,000	6,780,000
TOTAL EXPENDITURES	**$62,766,865**	**$90,061,024**	**$63,023,990**	**$106,217,073**	**$106,217,073**	**$106,217,073**
REVENUE:						
Taxes	$502,234	$430,000	$1,232,257	$2,464,005	$2,464,005	$2,464,005
Use of Money/Property	521,191	200,000	276,840	210,000	210,000	210,000
Intergovernmental	52,145,873	69,447,304	64,515,175	74,894,544	73,274,876	73,274,876
Charges for Services	2,106,183	2,560,775	11,649,849	1,875,113	1,875,113	1,875,113
Miscellaneous	101,668	6,200	118,966	25,600	25,600	3,025,600
Other Financing Sources:						
Sale of Capital Assets	6,919	0	35,289	0	0	0
Non Core Impact Fees	0	3,000,000	455,843	3,300,000	3,299,998	3,299,998
Transporation Development Act	0	0	0	3,000,000	3,000,000	0
General Fund Contribution	6,421,216	6,421,216	6,576,062	6,421,214	6,421,216	6,421,216
Oil & Gas Road Maintenance	3,508,719	0	0	0	0	0
TOTAL REVENUE	**$65,314,003**	**$82,065,495**	**$84,860,281**	**$92,190,476**	**$90,570,808**	**$90,570,808**
NET FUND COST	**($2,547,138)**	**$7,995,529**	**($21,836,291)**	**$14,026,597**	**$15,646,265**	**$15,646,265**

Major Expenditures and Revenue in FY 2021-22 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 $1.3 million in funding for Community Development projects within Charges for Services. 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 Repair 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. Transportation Development Act revenue, previously included within other financing sources, in the amount of $3 million is included in miscellaneous revenue for FY 2021-22.

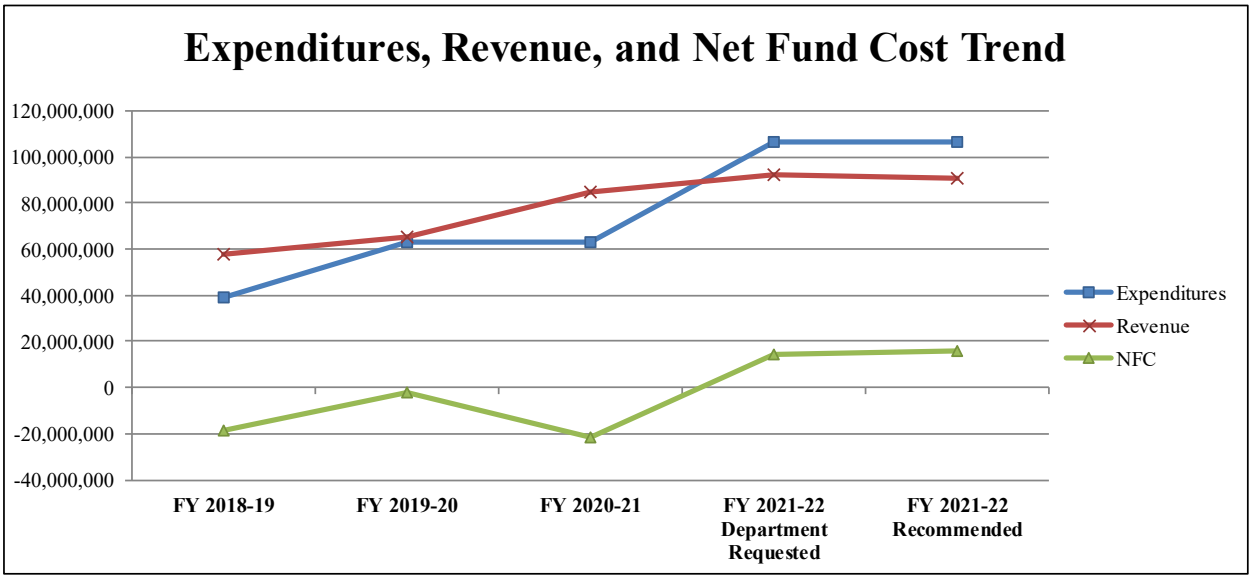
Reimbursement of labor costs to Public Works Internal Fund accounts for $27.5 million or 26% of total expenditures. Capital assets in the amount of $6.8 million have been included for the purchase of one (1) wash bay, one (1) forklift, twenty-three (23) vehicles, two (2) loaders, one (1) water trailer, one (1) pull roller, one (1) loader, two (2) backhoes, four (4) backhoe trailers, five (5) v-bed sanders, one (1) tow behind air compressor, one (1) concrete walk behind saw, one (1) pull behind trailer, one (1) street sweeper, and one (1) tractor with mowers.

The recommended budget includes approximately $37.4 million more appropriations than FY 2020-21 actual expenses reflecting an increase in road maintenance and construction projects expected in FY 2021-22. $3 million is included in the recommended budget for construction of the Patton Way Road Yard building and perimeter wall.

Budget Changes and Operational Impacts

The recommended budget includes $73.3 million of intergovernmental revenue, an increase of approximately $8.8 million from FY 2020-21 actual revenue resulting from increases in Federal and State aid for road maintenance and construction. The recommended budget includes $19.5 million in SB1 funded projects adopted by your Board on May 25, 2021 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. The FY 2021-22 budget includes, among other construction projects, the reconstruction of portions of South Union Avenue, reconstruction of portions of Edison Road, construction of pedestrian paths on Virginia Street and Rosamond Boulevard, crosswalk signalized intersections and improvements county-wide, shoulder paving on Elmo Road, and the resurfacing of Airport Drive and Lake Isabella Boulevard.

The Road Fund balance available as of June 30, 2021 is $28.3 million, $15.6 million of which will be used in FY 2021-22.



FY 2021-22 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	2018-19 Actual	2019-20 Actual	2020-21 Adopted	2020-21 Actual	2021-22 Goal
Number of vehicle-involved accidents on County roadways	1,595	1,573	1,588	1597	1590
Number of pedestrian-involved accidents on County roadways	76	69	69	75	70
Number of bicycle-involved accidents on County roadways	45	24	30	29	29

The division did not meet performance measures for vehicle-involved and pedestrian involved accidents on County roadways in FY 2020-21. The division will direct additional funds and manpower to safety enhancements, especially in the areas of safety signage and pavement markings, in FY 2021-22 in order to improve performance.

Objective: Reduce traffic congestion on County roadways

Measurement	2018-19 Actual	2019-20 Actual	2019-20 Adopted	2020-21 Actual	2020-21 Goal
Percentage of key intersections where traffic flows meet the Level of Service (LOS) rating as specified in the General Plan	100%	93.3%	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 maintained the goal to 93.3% for FY 2021-22 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).

Summary of Expenditures and Revenue

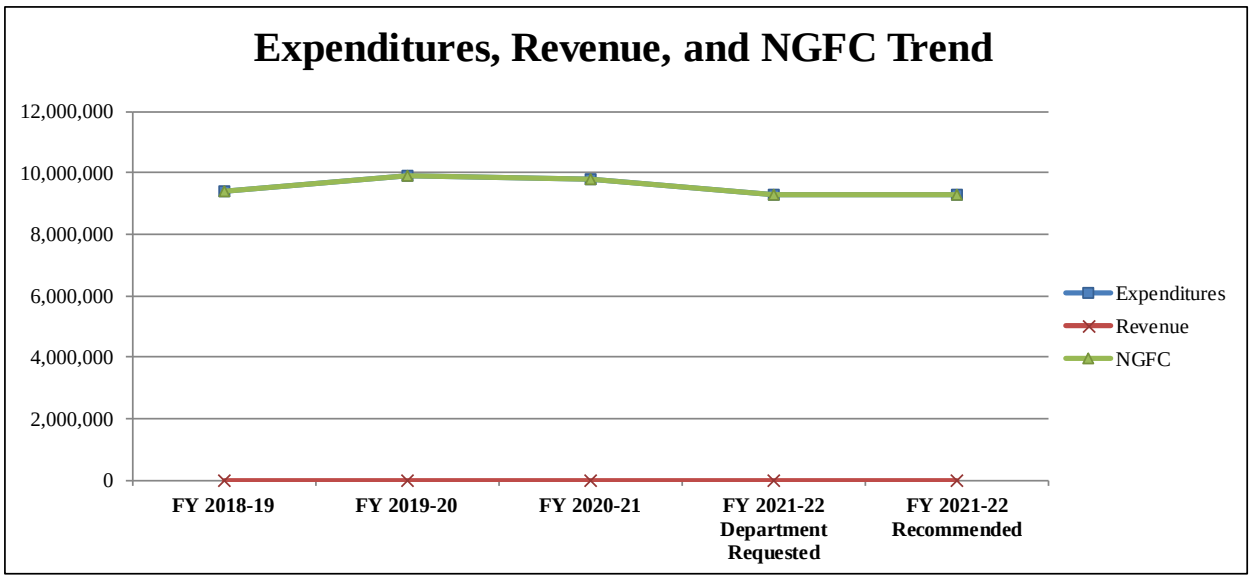
	FY 2019-20	FY 2020-21		FY 2021-22		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Other Financing Uses	$9,907,289	$9,283,530	$9,822,376	$9,283,532	$9,283,534	$9,283,534
TOTAL EXPENDITURES	**$9,907,289**	**$9,283,530**	**$9,822,376**	**$9,283,532**	**$9,283,534**	**$9,283,534**
NET GENERAL FUND COST	**$9,907,289**	**$9,283,530**	**$9,822,376**	**$9,283,532**	**$9,283,534**	**$9,283,534**

Major Expenditures and Revenue in FY 2021-22 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 a1reas.

Budget Changes and Operational Impacts

The FY 2021-22 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. The Net General Fund Cost contribution for Code Compliance, in the amount of $1,086,988, and Development Services, in the amount of $1,475,330, is recommended with no growth compared to the prior fiscal year. FY 2020-21 actual expenditures include a $154,846 in one-time General Fund contribution for the construction of the Lost Hills pedestrian bridge and the installation of bike racks and flagpole lights in the community of Oildale. Additionally, FY 2020-21 actual expenditures include $384,000 from the Blight Remediation designation for demolition and nuisance abatement work in blighted communities. The Code Compliance division will seek approval from the Board of Supervisors to appropriate Blight Remediation designation throughout the year as projects arise.


Expenditures, Revenue, and NGFC Trend
12,000,000
10,000,000
8,000,000
6,000,000
4,000,000
2,000,000
0
FY 2018-19
FY 2019-20
FY 2020-21
FY 2021-22 Department Requested
FY 2021-22 Recommended
Expenditures
Revenue
NGFC

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.

Summary of Expenditures and Revenue

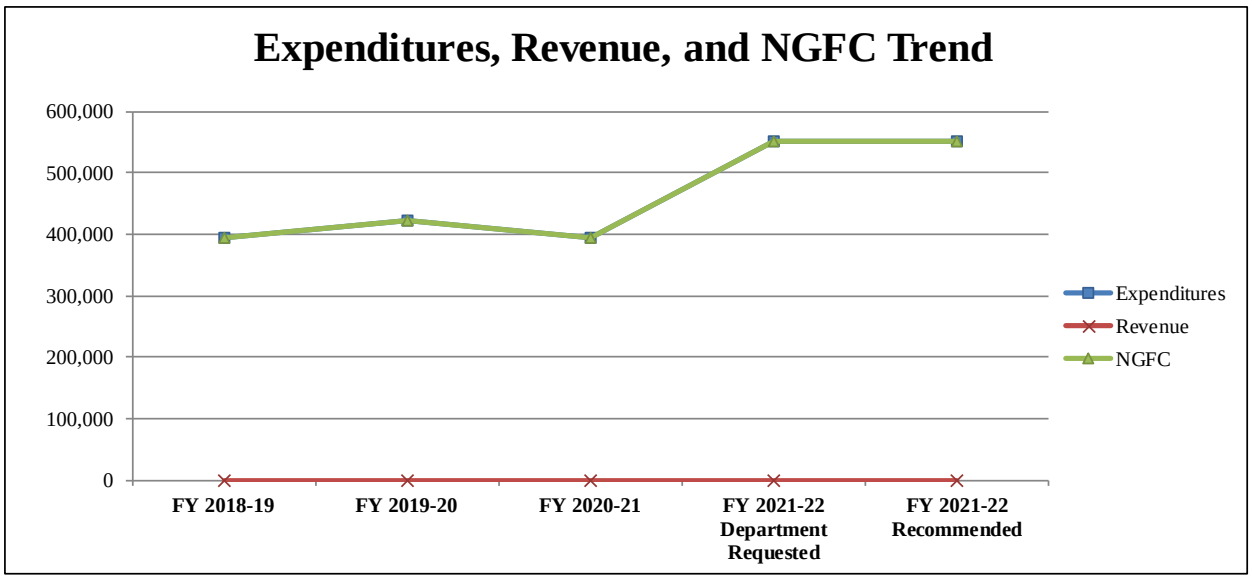
	FY 2019-20	FY 2020-21		FY 2021-22		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Other Financing Uses	$422,950	$394,830	$394,830	$551,364	$551,364	$551,364
TOTAL EXPENDITURES	**$422,950**	**$394,830**	**$394,830**	**$551,364**	**$551,364**	**$551,364**
NET GENERAL FUND COST	**$422,950**	**$394,830**	**$394,830**	**$551,364**	**$551,364**	**$551,364**

Major Expenditures and Revenue in FY 2021-22 Recommended Budget

Other Financing Uses of $551,364 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

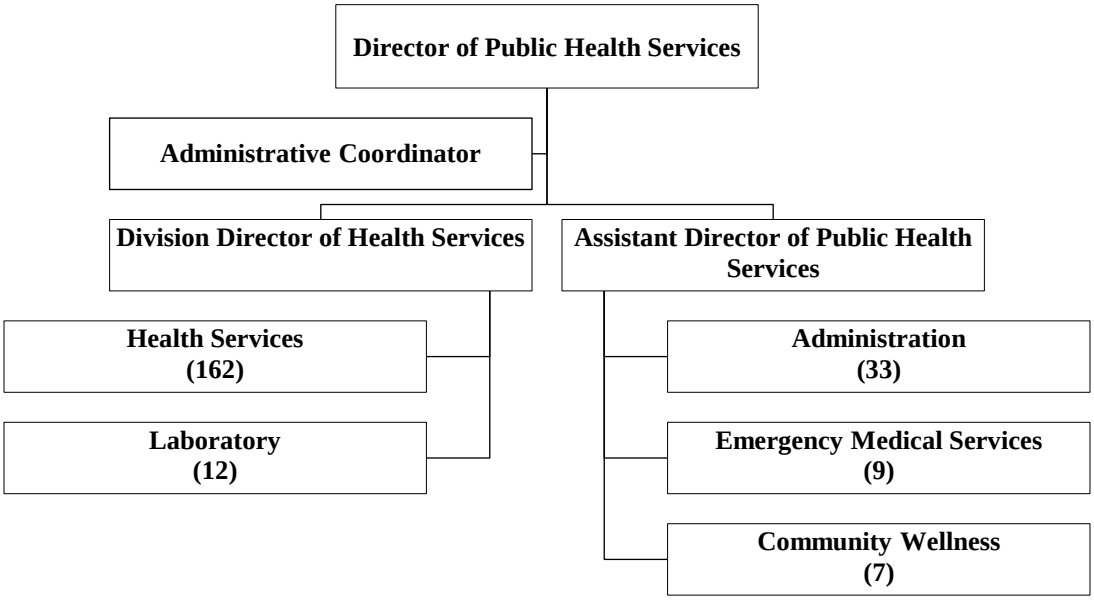
The Airport Enterprise fund was allocated 100% of all growth in General Fund property tax within the defined area of the AEOA for the first ten years of the AEOA, ending in FY 2019-20. Beginning in FY 2020-21, 66% of all growth in General Fund property tax within the AEOA is made available to the Airport Enterprise Fund. The recommended budget reflects the largest allocation to date, an increase of $156,534 in General Fund Contribution over FY 2020-21 actual, as a result of year over year property tax growth in the AEOA. The growth in property tax can be attributed to the development of properties within the economic opportunity area, including the Amazon distribution center.


Expenditures, Revenue, and NGFC Trend
600,000
500,000
400,000
300,000
200,000
100,000
0
FY 2018-19
FY 2019-20
FY 2020-21
FY 2021-22 Department Requested
FY 2021-22 Recommended
Expenditures
Revenue
NGFC

Mission Statement

To protect and safeguard the health and safety of the community.

Organizational Chart



Fiscal Year 2019-20 and 2020-21 Accomplishments

- Managed Countywide surveillance, awareness, education, and prevention efforts for the COVID-19 pandemic. Efforts included the coordination of COVID-19 testing resources, marketing campaigns, hospital resource assistance, disease surveillance, contact tracing, and case investigation. The department maintains a COVID-19 website and dashboard with case data and various resources for the community, businesses, and schools.
- Implemented a skilled nursing facility program to address infection control issues in these high-risk facilities.
- The department designed, and in coordination with the County's Emergency Operations Center, launched and operated a COVID-19 mass vaccination clinic.
- Equipped the Public Health laboratory with an enhanced biosafety level three (BSL3) 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.
- Launched the mobile health clinic, allowing the department to deliver health services more effectively and efficiently to outlying areas and provide services in areas more convenient to families who need them.

Public Health Services

Department Head: Brynn Carrigan
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 2019-20	FY 2020-21		FY 2021-22		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	$22,022,637	$25,166,227	$23,818,795	$26,603,196	$26,603,196	$27,104,683
Services and Supplies	5,136,549	5,465,613	16,387,656	19,288,255	19,339,303	19,823,449
Other Charges	1,153,841	1,260,883	917,751	5,344,757	5,344,757	5,344,757
Capital Assets	217,278	60,000	101,620	478,587	478,587	78,587
Other Financing Uses	0	1,597,311	0	0	0	2,141,591
TOTAL EXPENDITURES	**$28,530,305**	**$33,550,034**	**$41,225,822**	**$51,714,795**	**$51,765,843**	**$54,493,067**
Expend. Reimb.	($1,092,678)	($1,536,134)	($904,788)	($1,239,442)	($1,239,442)	($1,239,442)
TOTAL NET EXPENDITURES	**$27,437,627**	**$32,013,900**	**$40,321,034**	**$50,475,353**	**$50,526,401**	**$53,253,625**
REVENUE:						
Licenses and Permits	$645,933	$771,283	$746,158	$785,467	$785,467	$785,467
Fines and Forfeitures	97,026	75,000	64,008	75,000	75,000	75,000
Intergovernmental	14,666,238	18,770,596	18,129,754	37,043,876	37,043,876	40,488,445
Charges for Services	4,538,441	5,722,906	4,196,886	4,679,772	4,679,772	4,679,772
Miscellaneous	254,413	149,951	139,866	344,976	344,976	344,976
Non-revenue Receipts	0	1	0	1	1	1
Other Financing Sources:						
CARES Act	1,551,119	0	10,566,436	2,858,936	2,858,936	0
Garage Internal Services Fund	398,160	0	0	0	0	0
Public Health Miscellaneous	0	10,000	0	6,050	6,050	6,050
Health MAA/TCM	40,541	0	0	0	0	0
Child Restraint Loaner Program	18,000	15,000	15,000	17,726	17,726	17,726
Tobacco Education Control	581,388	662,000	483,615	734,309	734,309	734,309
Vital and Health Statistics	54,613	87,413	81,956	95,114	95,114	95,114
Emergency Medical Services Fund	231,951	255,161	213,083	255,161	255,161	255,161
TOTAL REVENUE	**$23,077,823**	**$26,519,311**	**$34,636,762**	**$46,896,388**	**$46,896,388**	**$47,482,021**
Less Available BSI *	$0	($1,597,311)	$0	$0	$0	($2,141,591)
NET GENERAL FUND COST	**$4,359,804**	**$3,897,278**	**$5,684,272**	**$3,578,965**	**$3,630,013**	**$3,630,013**
BSI Ending Balance *	$1,795,402	N/A	$1,399,220	N/A	N/A	N/A

* BSI = Budget Savings Incentives

Major Expenditures and Revenue in FY 2021-22 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

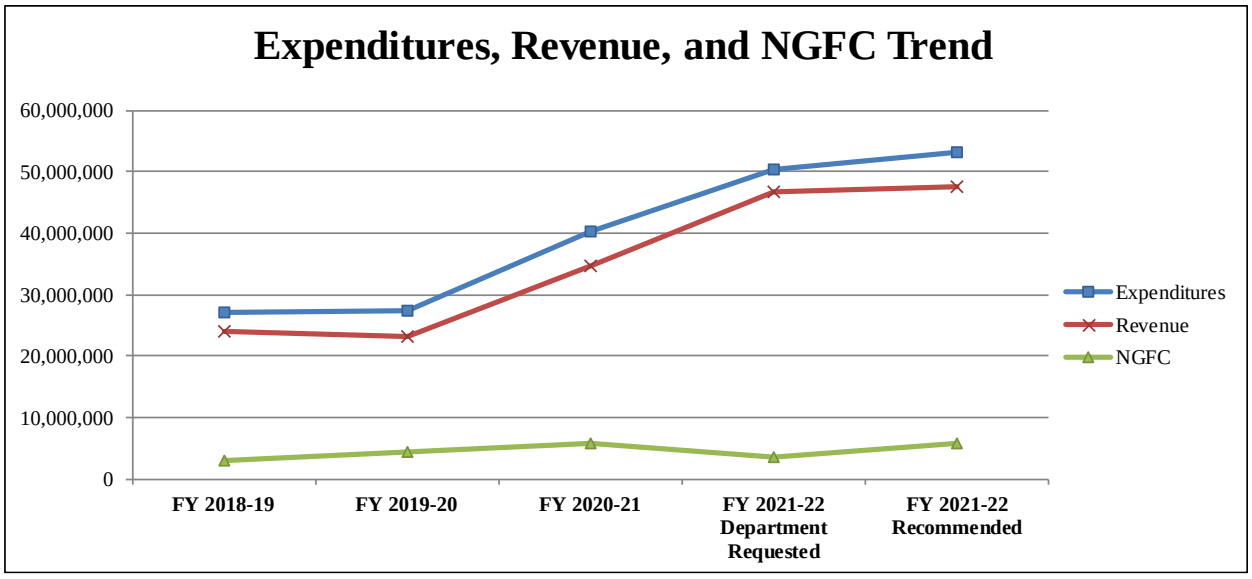
department. Charges for service revenue is generated from document recording, clinic fees, case management fees, laboratory fees, and other sources. The department also receives an allocation of Net General Fund Cost.

Included in FY 2020-21 actual revenue is CARES Act funding in the amount of $10.6 million reimbursing the department for coronavirus related expenses.

Budget Changes and Operational Impacts

Public Health Services' operations for FY 2020-21 was severely impacted in the efforts to contain and combat the spread of the Novel Coronavirus, COVID-19. 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 the operation of a COVID-19 vaccination clinic. The department has and will continue to track expenses related to COVID-19 activities for reimbursement from State and Federal sources.

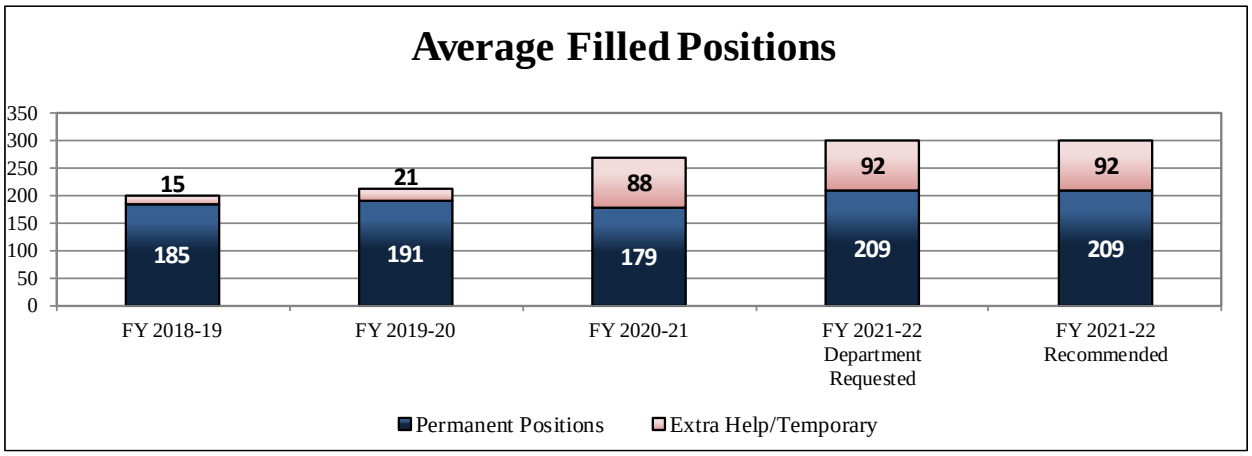
The department anticipates 1991 Health Services Realignment revenue in the amount of $6,841,591 in the FY 2021-22 recommended budget. Included in the recommended budget is an increase of $12.2 million in Intergovernmental revenues for various State health programs and grants. COVID-19 prevention resources in the amount of $2.8 million, previously budgeted in Other Financing Sources, is recommended in Intergovernmental revenues. Increased levels of state and federal funding have been included for infectious disease prevention including COVID-19, STD management, HIV prevention, hepatitis-c virus prevention, black infant health, child health disability prevention, child lead exposure prevention, and oral health programs.



Staffing Changes and Operational Impacts

The recommended budget includes the addition of one (1) Senior EMS Coordinator position, one (1) EMS Coordinator position, one (1) Administrative Coordinator position, one (1) Public Health

Program Manager position, one (1) Supervising Microbiologist position, one (1) Systems Analyst I/II and the deletion of one (1) Microbiology Specialist position, one (1) Local Area Network Systems Administrator, and two (2) Billing Office Specialist I/II positions.



4-Year Staffing Trend

	Actual			Department Requested	Recommended
	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	
AVERAGE FILLED POSITIONS					
Permanent Positions	185	191	179	209	209
Extra Help/Temporary	15	21	88	92	92
Total Positions	**200**	**212**	**267**	**301**	**301**
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	181	188	182	N/A	N/A
Extra Help/Temporary (FTE)	12	10	53	N/A	N/A
Total Positions	**193**	**198**	**235**	**N/A**	**N/A**
SALARIES & BENEFITS	**$21,094,253**	**$22,022,637**	**$23,818,795**	**$26,603,196**	**$27,104,683**

Summary of Authorized Positions

The department has requested 227 authorized positions, of which 209 are budgeted to be filled during FY 2021-22.

The department will hold eighteen positions vacant and unfunded in FY 2021-22: one (1) Marketing and Promotions Coordinator position, one (1) Marketing and Promotions Associate position, one (1) Environmental Health Specialist III position, one (1) Accountant I/II/III position, one (1) GIS Technician I/II position, one (1) Local Area Network Systems Administrator position, one (1) Senior Health Educator position, one (1) Public Health Laboratory Director position, one (1) Public Health Laboratory Assistant I/II position, one (1) Public Health Officer position, one (1) Public Health Program Specialist position, one (1) Public Health Project Specialist position, one (1) Nurse Practitioner position, one (1) Billing Office Specialist I/II position, one (1) Office Services Technician position, two (2) Communicable Disease Investigator positions, and one (1) Medical Assistant I/II position.

Division	Authorized	Additions	Deletions	Requested Total	Filled	Vacant	Total
Administration	34	3	(1)	36	30	6	36
Community Wellness	7	0	0	7	6	1	7
Emergency Medical Services	9	2	0	11	11	0	11
Laboratory	12	1	(1)	12	10	2	12
Health Services	163	0	(2)	161	152	9	161
Total	225	6	(4)	227	209	18	227

Administration

	Classification
1	Director of Public Health Services
1	Administrative Services Officer
4	Administrative Coordinator
1	Marketing & Promotions Coordinator
1	Marketing & Promotions Associate
1	GIS Specialist
1	GIS Technician I/II
1	Assistant Director of Public Health
1	Public Health Program Manager
1	Environmental Health Specialist IV
1	Environmental Health Specialist III
5	Accountant I/II/III
1	Technology Services Manager
1	Local Area Network Systems Administrator
2	Tech Support Engineer
1	Tech Support Specialist
1	Facilities & Services Spec
1	Graphic Artist
1	Fiscal Support Supervisor
4	Fiscal Support Specialist
1	Office Services Coordinator
2	Public Health Fleet Specialist
34	**Current Total**
	Additions/Deletions
1	Administrative Coordinator
(1)	Local Area Network Systems Administrator
1	Systems Analyst I/II
1	Public Health Program Manager
36	**Requested Total**

Health Services

	Classification
1	Public Health Officer
3	Administrative Coordinator
5	Public Health Program Specialist
7	Public Health Project Specialist
3	Nurse Practitioner / Nurse Practioner
1	Public Health Laboratory Assistant I/II
1	Division Director of Health Services
1	Children's Medical Services Manager
2	Assistant Division Director of Health Services
8	Supervising Public Health Nurse
39	Public Health Nurse Jr./I/II
2	Staff Nurse
8	Vocational Nurse I/II
1	Senior Public Health Epidemiologist
2	Public Health Epidemiologist
1	Billing Office Specialist III
5	Billing Office Specialist I/II
2	Senior Office Services Specialist
1	Office Services Specialist
27	Office Services Technician
14	Health Education Assistant I/II
14	Communicable Disease Investigator
2	Medical Assistant I/II
12	Public Health Aide I/II
1	Social Service Worker I/II/III/IV/V
163	**Current Total**
	Additions/Deletions
(2)	Billing Office Specialist I/II
161	**Requested Total**

Emergency Medical Services

	Classification
1	Administrative Coordinator
1	Public Health Program Manager
1	Sr Emerg Medical Services Coordinator
6	Emergency Medical Services Coordinator
9	**Current Total**
	Additions/Deletions
1	Sr Emerg Medical Services Coordinator
1	Emergency Medical Services Coordinator
11	**Requested Total**

Laboratory

	Classification
1	Public Health Laboratory Director
1	Supervising Microbiologist
3	Microbiologist
2	Microbiology Specialist
4	Public Health Laboratory Assistant I/II
1	Office Service Specialist
12	**Requested Total**
	Additions/Deletions
1	Supervising Microbiologist
(1)	Microbiology Specialist
12	**Requested Total**

Community Wellness

	Classification
1	Program Coordinator
2	Public Health Program Specialist
1	Public Health Nutritionist
1	Senior Health Educator
1	Health Educator
1	Health & Fitness Instructor
7	**Requested Total**

Fiscal Year 2021-22 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	2018-19 Actual	2019-20 Actual	2020-21 Adopted	2020-21 Actual	2021-22 Goal
Age-adjusted mortality rate attributable to heart disease, per 100,000 population	132.6	127.0	114.3	115.3	109.5
Age-adjusted mortality rate attributable to diabetes, per 100,000 population	36.1	37.1	37.1	37.8	35.9
Age-adjusted mortality rate attributable to stroke, per 100,000 population	36.8	34.7	31.2	37.0	35.2

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.

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	2018-19 Actual	2019-20 Actual	2020-21 Adopted	2020-21 Actual	2021-22 Goal
Proportion of adults who are overweight or obese	76.5%	73.6%	65.0%	73.1%	69.4%
Proportion of 7th graders who are not physically fit	43.0%	44.0%	30.4%	N/A	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 "Know Your Numbers" program offers sequential health screenings, paired with fitness and nutrition classes led by certified staff, in communities across the County. This also included health referrals for persons identified with high levels of cholesterol, blood glucose, or blood pressure. The California Department of Education has not published Physical Fitness Testing information for the most recent school year; therefore, the goal adopted in FY 2020-2021 is being maintained.

Goal 2: Promote healthy lifestyles and prevent spread of diseases.

Objective 1: Reduce the incidence of sexually transmitted infections.

Measurement	2018-19 Actual	2019-20 Actual	2020-21 Adopted	2020-21 Actual	2021-22 Goal
Incidence rate of chlamydia, per 100,000 population.	707.6	636.8	725.3	760.8	760.8
Incidence rate of gonorrhea, per 100,000 population.	252.0	252.0	255.3	211.0	200.5

The County ranks third worst in the State for chlamydia and sixth for worst in the State for gonorrhea. 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's Communicable Disease Control Program is focused on surveillance, protects the community from the spread of diseases and educates the public on prevention. The program 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 completed the third phase of its multi-year educational awareness campaign and developed a STD task force, bringing together other traditional and non-traditional partners to assist in lowering these rates. It was anticipated that this marketing would drive the County's sexually transmitted infection rates up, due to increased awareness and testing, but result in steady decreases in rates thereafter. The results are now reflected in the decrease in gonorrhea infection rate during FY 2020-21

Objective 2: Reduce teen birth rates.

Measurement	2018-19 Actual	2019-20 Actual	2020-21 Adopted	2020-21 Actual	2021-22 Goal
Rate of births to mothers aged 15-19 years, per 1,000 population.	35.3	31.7	28.5	25.9	23.3

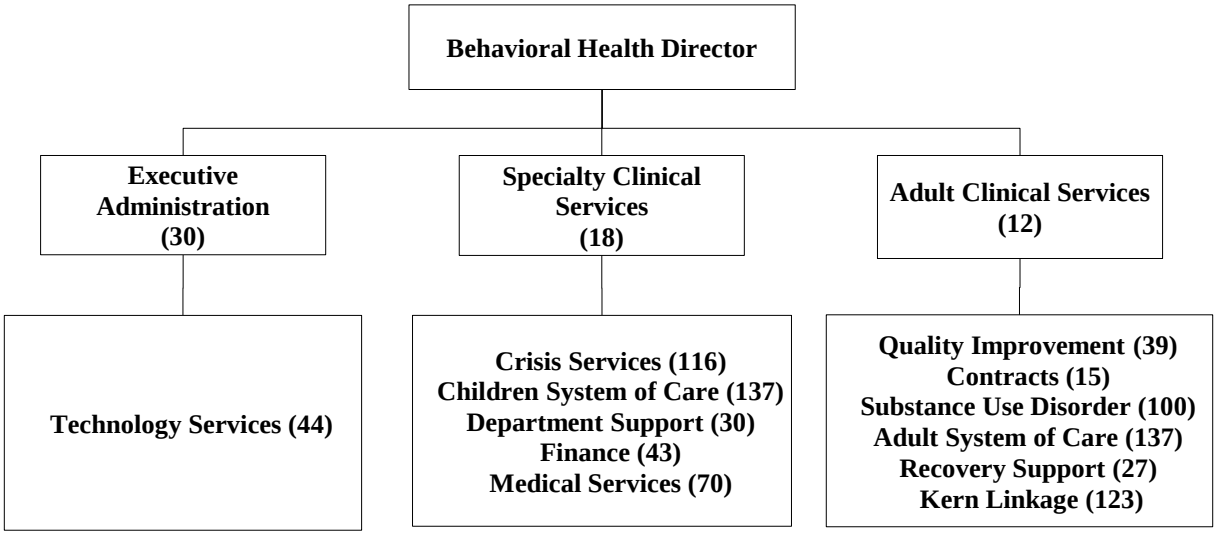
Births to adolescent mothers have decreased to the lowest rates in history and the County has moved from worst in the State in 2016 to 3rd worst in the State in 2020. Births to teens affect the health and wellbeing of both mother and child. Teen mothers are less likely to seek timely prenatal care and 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.

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Mission Statement

Working together to achieve hope, healing, and a meaningful life in the community.

Organizational Chart



Fiscal Year 2019-20 and 2020-21 Accomplishments

- Implemented a new evidence-based model called Relational Outreach and Engagement, which is being utilized by teams to prevent some clients from falling into homelessness.
- Implemented the Individual Placement and Support Program to help clients find and maintain employment with intensive support.
- Expanded outpatient substance use disorders services for youth in the outlying areas of the County. Provided naloxone training and distribution, and opened two recovery stations, one in Bakersfield and the other in Delano.
- 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: Stacy Kuwahara
Fund: Mental Health
Budget Unit: 4120 and 4121
Function: Health and Sanitation
Activity: Health

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 2019-20	FY 2020-21		FY 2021-22		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Contingencies	$0	$4,839,308	$0	$5,500,000	$5,500,000	$5,500,000
Salaries and Benefits	97,404,936	108,240,511	98,640,698	109,391,769	109,391,769	109,814,932
Services and Supplies	104,077,306	122,884,285	107,596,740	125,772,879	125,772,879	127,215,128
Other Charges	20,010,319	18,192,285	18,111,811	25,470,709	25,470,709	25,470,709
Capital Assets	403,933	662,500	17,500	20,000	20,000	2,020,000
Other Financing Uses	1,368,892	0	578,429	0	0	1,252,493
TOTAL EXPENDITURES	**$223,265,386**	**$254,818,889**	**$224,945,178**	**$266,155,357**	**$266,155,357**	**$271,273,262**
REVENUE:						
Use of Money/Property	$728,532	$375,400	$388,478	$375,400	$375,400	$375,400
Intergovernmental	16,175,320	12,487,968	18,950,068	20,393,752	20,393,752	21,028,698
Charges for Services	64,699,654	92,137,692	81,794,080	95,198,088	95,198,088	95,241,343
Miscellaneous	1,381,544	235,338	363,665	40,000	40,000	175,000
Other Financing Sources:						
General Fund Contribution	980,649	980,649	980,649	980,649	980,649	980,649
CARES Act	1,963,115	0	876,263	0	0	0
2011 Realignment	36,202,659	37,866,475	37,898,736	44,082,559	44,082,559	44,103,496
1991 Realignment	24,837,362	24,724,123	24,724,123	25,691,232	25,691,232	25,656,590
Mental Health Services Act	57,194,970	71,684,542	51,777,498	64,691,398	64,691,398	64,691,398
MHSA Prudent Reserve	6,784,823	0	0	0	0	0
Correctional Health-General Fund	1,900,000	1,900,000	1,900,000	1,900,000	1,900,000	1,900,000
Alcoholism Program	60,000	60,000	60,000	90,000	90,000	90,000
Alcohol Abuse Education/Prev.	50,000	60,000	60,000	100,000	100,000	100,000
Drug Program Fund	30,000	6,000	6,000	60,000	60,000	29,697
TOTAL REVENUE	**$212,988,628**	**$242,518,187**	**$219,779,560**	**$253,603,078**	**$253,603,078**	**$254,372,271**
NET GENERAL FUND COST	**$10,276,758**	**$12,300,702**	**$5,165,618**	**$12,552,279**	**$12,552,279**	**$16,900,991**

Major Expenditures and Revenue in FY 2021-22 Recommended Budget

Services and supplies are the largest expenditure of this budget unit, which totals $127.2 million and is comprised mostly of contracted and specialized professional services. Salaries and benefits costs of $109.8 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 2021-22 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 $11.1 million increase in salaries and benefits expenditures over FY 2020-21 actual and provides funding for 882 of the 941 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.

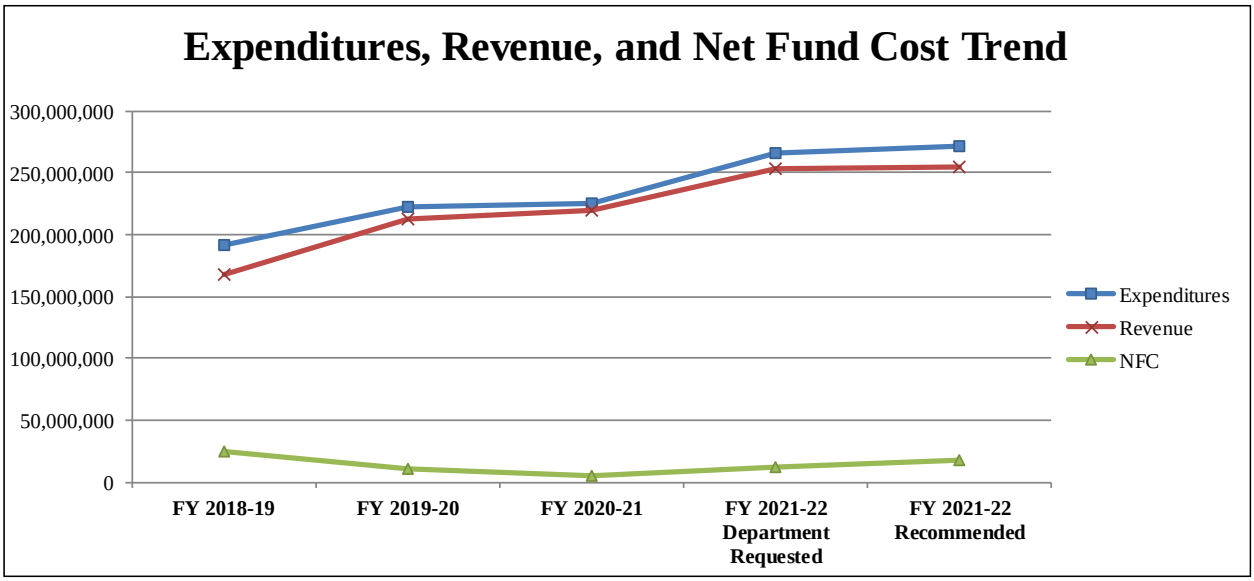
The recommended budget includes a $19.6 million increase in services and supplies over FY 2020-21 actual primarily due to the department budgeting the full anticipated costs for all contracts. The department has included $2 million to begin the implementation of the new electronic medical record system. It is anticipated that the transition to a new system will take multiple years. The department has included appropriations for contingencies in the amount of $5.5 million for anticipated prior years cost reports settlements and other uncertainties.

Overall, the department's revenue is increasing compared to FY 2020-21 actual due to the increased staffing level and corresponding increase in reimbursement from Medi-Cal and MHSA revenue.

The recommended budget includes $25.7 million in 1991 Mental Health Realignment. The programs realigned in 1991 were originally completely funded through a dedicated revenue source of sales tax and vehicle license fees. $22.7 million of the total is now supported by a guaranteed revenue source within the 2011 Realignment structure and remainder continues to be funded with 1991 growth funds. The department also budged $44.1 million in 2011 Realignment revenue, an increase of $6.2 million from FY 2020-21 actual. The majority of the revenue is associated with the regular and perinatal drug Medi-Cal and Non-Drug Medical, Drug Court, Early and Periodic Screening, Diagnosis and Treatment and Mental Health Managed Care programs. The budgeted 2011 Realignment revenue includes $5.8 million in 2011 Public Safety Realignment for Communities Corrections (AB 109) to provide services for mental health and substance use programs for the AB 109 population. To cover increases in cost, the recommended budget includes the use of $4.0 million in available reserves in the Behavioral Health realignment funding.

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 is budgeted at approximately $64.7 million in the budget.

The department's ending fund balance as of June 30, 2021 is $3.4 million. The department will use all its available fund balance, as well as $8.6 million of its General Designation to offset the budgeted net fund cost of $16.9 million. $2 million from the Designation for Technology Projects and $2.9 million from the Designation for Cost Settlements will be used to cover those costs, leaving the department with $23 million in designations to be used in future years.

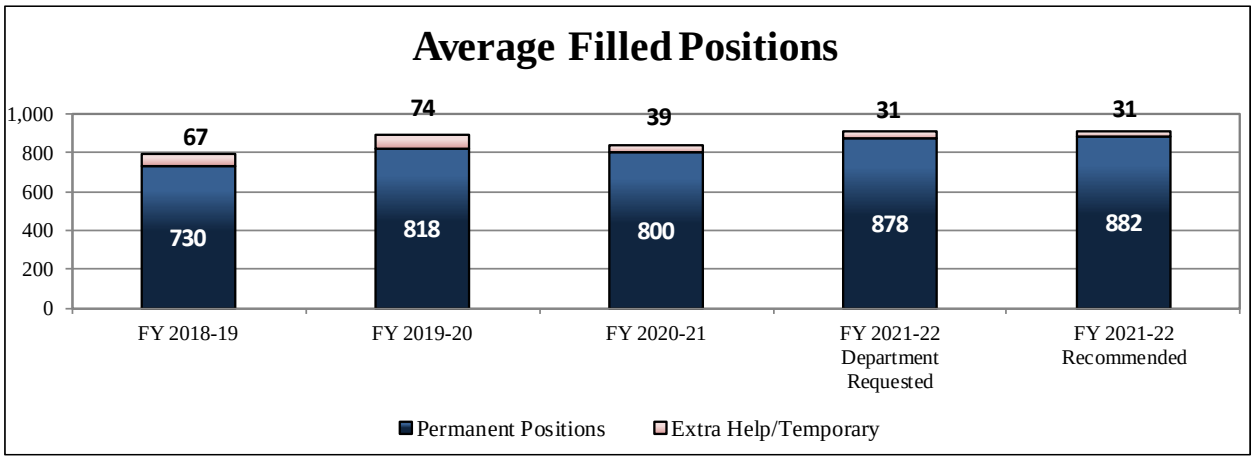


Staffing Changes and Operational Impacts

The recommended budget includes the deletion of one (1) Business Manager position, one (1) Psychiatrist position, two (2) Vocational Nurse I/II positions, one (1) Behavioral Health Program Supervisor position, four (4) Behavioral Health Therapist I/II positions, one (1) Behavioral Health Recovery Specialist I/II/III position, one (1) Behavioral Health Peer Specialist I/II/III position and four (4) Behavioral Health Recovery Aide positions at an estimated annual savings of $2 million. Four Human Resources positions are being added and deleted to reclassify the positions as non-confidential classifications.

The following positions are vacant and unfunded: one (1) Deputy Director of Behavioral Health and Recovery Services position, one (1) Coordinator of Legislative Analysis position, two (2) Administrative Coordinator positions, one (1) Contract Administrator Assistant position, four (4) Program Specialist I/II positions, three (3) Substance Use Disorder Specialist I/II positions, one (1) Substance Use Disorder Prevention Specialist I/II position, two (2) Behavioral Health Nurse I/II/III positions, one (1) Contract System Supervisor position, two (2) Accountant positions, one (1) Technical Support Specialist I/II/III position, one (1) Systems Analyst I/II position, one (1) Facilities and Service Specialist position, two (2) Fiscal Support Specialist positions, one (1) Fiscal

Support Technician position, two (2) Human Resources Specialist I/II positions, one (1) Senior Behavioral Health Credentialing Specialist position, one (1) Office Services Coordinator position, two (2) Senior Office Services Specialist positions, eight (8) Office Services Technician positions, one (1) Office Services Assistant position, six (6) Medical Assistant I/II positions, one (1) Behavioral Health Unit Supervisor I/II position, eight (8) Behavioral Health Therapist I/II positions, one (1) Behavioral Health Planning Analyst position, five (5) Behavioral Health Recovery Specialist I/II/III positions, and one (1) Behavioral Health Recovery Specialist Aide position, at an estimated annual savings of $5,352,376.



4-Year Staffing Trend

	Actual			Department Requested	Recommended
	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	
AVERAGE FILLED POSITIONS					
Permanent Positions	730	818	800	878	882
Extra Help/Temporary	67	74	39	31	31
Total Positions	**797**	**892**	**839**	**909**	**913**
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	721	809	802	N/A	N/A
Extra Help/Temporary (FTE)	74	67	51	N/A	N/A
Total Positions	**795**	**876**	**853**	**N/A**	**N/A**
SALARIES & BENEFITS	**$85,969,978**	**$97,404,936**	**$98,640,698**	**$109,391,769**	**$109,814,932**

Summary of Authorized Positions

The recommended budget includes funding for 882 of the 941 requested positions as indicated below.

Division	Authorized	Additions	Deletions	Requested Total	Filled	Vacant	Total
Executive Administration	45	4	(19)	30	19	11	30
Adult Clinical Services	12	0	0	12	10	2	12
Adult System of Care	137	0	0	137	131	6	137
Children System of Care	137	0	0	137	137	0	137
Contracts	15	0	0	15	12	3	15
Crisis Services Administration	116	0	0	116	116	0	116
Department Support	30	0	0	30	30	0	30
Finance	43	0	0	43	38	5	43
Kern Linkage	123	0	0	123	116	7	123
Medical Services	70	0	0	70	62	8	70
Quality Improvement Division	39	0	0	39	36	3	39
Recovery Support Administration	27	0	0	27	25	2	27
Specialty Clinical Services	18	0	0	18	17	1	18
Substance Use Disorder Division	100	0	0	100	93	7	100
Technology	44	0	0	44	40	4	44
Total	956	4	(19)	941	882	59	941

Executive Administration

	Classification
1	Director of BHRS
1	Deputy Director of BHRS
1	Sr. HR Manager
1	Coordinator of Legislative Analysis
1	Dept. Public Information Officer
1	Business Manager
1	Administrative Coordinator
1	Program Specialist I/II
2	Marketing and Promotions Assoc. I/II
1	Psychiatrist
2	Vocational Nurse I/II
1	BH Workforce Development Coord.
1	Senior Talent Recruiter
5	Sr. HR Specialist - Conf
5	HR Specialist I/II-Conf
1	Office Coordinator
2	Sr. Office Services Specialist
1	Office Services Specialist
2	Office Services Technician
1	BH Unit Supervisor I/II
1	BH Program Supervisor
5	BH Therapist I/II
2	BH Recovery Specialist I/II/III
1	BH Peer Specialist I/II/III
4	BH Recovery Specialist Aide
45	**Current Total**
	Additions/(Deletions)
(1)	Business Manager
(1)	Psychiatrist
(2)	Vocational Nurse I/II
(1)	BH Program Supervisor
(4)	BH Therapist I/II
(1)	BH Recovery Specialist I/II/III
(1)	BH Peer Specialist I/II/III
(4)	BH Recovery Specialist Aide
(3)	HR Specialist I/II-Conf
(1)	Sr. HR Specialist - Conf
3	HR Specialist I/II
1	Sr. HR Specialist
30	**Requested Total**

Adult Clinical Services

	Classification
1	Deputy Director of BHRS
1	Special Projects Manager
2	Administrative Coordinator
1	Department Analyst I/II
1	SUD Specialist I/II
1	Senior Office Services Specialist
2	Office Services Technician
1	BH Program Supervisor
2	BH Recovery Specialist I/II/III
12	**Requested Total**

Children System of Care

	Classification
1	BHRS System Administrator
1	Administrative Coordinator
3	Program Specialist I/II
5	SUD Specialist I/II
1	Office Services Specialist
15	Office Services Technician
3	Office Services Assistant
9	BH Unit Supervisor I/II
49	BH Therapist I/II
47	BH Recovery Specialist I/II/III
3	BH Recovery Specialist Aide
137	**Requested Total**

Crisis Services Administration

	Classification
1	BHRS System Administrator
1	Administrative Coordinator
1	Program Support Supervisor
2	Program Specialist I/II
1	Physician Asst./Nurse Practitioner
4	SUD Specialist I/II
13	BH Nurse I/II/III
9	Vocational Nurse I/II
1	Office Services Specialist
13	Office Services Technician
1	Office Services Assistant
6	BH Unit Supervisor I/II
14	BH Therapist I/II
47	BH Recovery Specialist I/II/III
2	BH Recovery Specialist Aide
116	**Requested Total**

Adult System of Care

	Classification
1	BHRS System Administrator
1	Administrative Coordinator
2	Program Specialist I/II
6	Program Technician
5	SUD Specialist I/II
1	Office Services Specialist
12	Office Services Technician
2	Office Services Assistant
7	BH Unit Supervisor I/II
39	BH Therapist I/II
53	BH Recovery Specialist I/II/III
8	BH Recovery Specialist Aide
137	**Requested Total**

Contracts

	Classification
1	BHRS System Administrator
1	Special Projects Manager
2	Administrative Coordinator
2	Contract Administration Assistant
2	Contract System Supervisor
1	Contract Administrator
1	Sr. BH Credentialing Specialist
2	BH Credentialing Specialist
1	Office Services Specialist
2	Office Services Technician
15	**Requested Total**

Department Support

	Classification
1	BHRS System Administrator
1	Coordinator of Legislative Analysis
3	Administrative Coordinator
1	Department Analyst I/II
1	Program Support Supervisor
1	Program Specialist I/II
2	Staff Development Specialist
9	Clinical Psychologist I/II
5	Psychology Intern-Contract
1	Office Services Specialist
2	Office Services Technician
2	BH Unit Supervisor I/II
1	BH Therapist I/II
30	**Requested Total**

Finance

	Classification
1	Sr. Admin. and Fiscal Services Officer
1	Department Analyst I/II
8	Accountant I/II/III
3	Fiscal Support Supervisor
2	Mail Clerk
15	Fiscal Support Specialist
12	Fiscal Support Technician
1	Office Services Specialist
43	**Requested Total**

Kern Linkage Division

	Classification
1	BHRS System Administrator
1	Program Support Supervisor
2	Program Specialist I/II
2	Program Technician
6	SUD Specialist I/II
1	BH Nurse I/II/III
14	Vocational Nurse I/II
1	Office Services Specialist
14	Office Services Technician
1	Office Services Assistant
6	BH Unit Supervisor I/II
1	BH Program Supervisor
23	BH Therapist I/II
1	BH Planning Analyst
45	BH Recovery Specialist I/II/III
1	BH Peer Specialist I/II/III
3	BH Recovery Specialist Aide
123	**Requested Total**

Medical Services

	Classification
1	BHRS System Administrator
2	Administrative Coordinator
1	Program Specialist I/II
2	Program Technician
2	Psychiatrist
1	Physician Asst./Nurse Practitioner
14	BH Nurse I/II/III
1	Clinical Supervisor
1	Vocational Nurse I/II
2	Office Services Specialist
6	Office Services Technician
13	Medical Assistant I/II
4	BH Unit Supervisor I/II
9	BH Therapist I/II
6	BH Recovery Specialist I/II/II
5	Psychiatrist - Contract
70	**Requested Total**

Quality Improvement

	Classification
1	BHRS System Administrator
2	Coordinator of Legislative Analysis
1	Administrative Coordinator
1	Program Specialist I/II
1	SUD Specialist I/II
2	Office Services Specialist
6	Office Services Technician
5	BH Unit Supervisor I/II
1	BH Program Supervisor
2	BH Therapist I/II
10	BH Planning Analyst
7	BH Recovery Specialist I/II/III
39	**Requested Total**

Recovery Support

	Classification
1	BHRS System Administrator
1	Administrative Coordinator
2	Program Support Supervisor
1	Program Technician
3	SUD Specialist I/II
4	Office Services Technician
1	Office Services Assistant
2	BH Unit Supervisor I/II
2	BH Therapist I/II
6	BH Recovery Specialist I/II/III
3	BH Peer Specialist I/II/III
1	BH Recovery Specialist Aide
27	**Requested Total**

Specialty Clinical Services

	Classification
1	Deputy Director of BHRS
1	Administrative Coordinator
1	Department Analyst I/II
1	Program Support Supervisor
3	Program Specialist I/II
1	Program Technician
1	Senior Office Services Specialist
2	Office Services Technician
1	BH Unit Supervisor I/II
1	BH Program Supervisor
1	Family Advocate
3	Patient Rights Advocate
1	Sr. Patient Rights Advocate
18	**Requested Total**

Substance Use Disorder Division

	Classification
1	BHRS System Administrator
1	Coordinator of Legislative Analysis
2	Administrative Coordinator
2	Departmental Analyst I/II
2	Program Coordinator
3	Program Specialist I/II
23	SUD Specialist I/II
4	SUD Prevention Specialist I/II
1	Office Services Specialist
16	Office Services Technician
6	BH Unit Supervisor I/II
23	BH Therapist I/II
2	BH Planning Analyst
9	BH Recovery Specialist I/II/III
3	BH Peer Specialist I/II/III
2	BH Recovery Specialist Aide
100	**Requested Total**

Technology Services

	Classification
1	Facilities and Services Manager
3	Technical Services Supervisor
1	Technology Services Manager
1	Local Area Network Administrator
1	Network System Administrator
8	Technical Support Engineer I/II
5	Technical Support Specialist I/II/III
1	Sr. System Analyst
8	System Analyst I/II - Programmer I/II
2	Facilities and Services Specialist
1	Office Services Specialist
1	Office Services Technician
2	E-Health Record Supervisor I/II/III
7	E-Health Record Specialist
2	Maintenance Worker I/II/III/IV
44	**Requested Total**

Fiscal Year 2021-22 Goals, Objectives, and Performance Measures

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	2018-19 Actual	2019-20 Actual	2020-21 Adopted	2020-21 Actual	2021-22 Goal
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	25% reduction	20.9% reduction	25% reduction
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	41.5% reduction	40.9% reduction	41.5% reduction
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	33% reduction	32% reduction	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 a 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	2018-19 Actual	2019-20 Actual	2020-21 Adopted	2020-21 Actual	2021-22 Goal
Percentage of clients self-reporting progress of their recovery from mental health/substance use disorder while still in treatment	N/A	N/A	92%	83%	80%
Percentage of adults receiving mental health/substance use disorder treatment who are satisfied or very satisfied with the department's services	N/A	N/A	85%	89%	90%
Percentage of families of youth receiving mental health/substance use disorder treatment who are satisfied or very satisfied with the department's services	N/A	N/A	85%	91%	90%

Consumer perception of progress in treatment and satisfaction is essential to assess the clinical outcome from department's services and it is required by the California Department of Healthcare Services (DHCS). The department collects perception data regarding clients' progress toward recovery and their satisfaction with services through state-mandated consumer satisfaction surveys. Despite the limitations brought by the public health emergency, the clients' satisfaction continued to increase exceeding the previous year actual performance. 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	2018-19 Actual	2019-20 Actual	2020-21 Adopted	2020-21 Actual	2021-22 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	14.%	17.4%	14%
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	0.7%	0%	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 as well as, 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	2018-19 Actual	2019-20 Actual	2020-21 Adopted	2020-21 Actual	2021-22 Goal
Percentage of clients who demonstrate an understanding of factors that have contributed to his or her drug and/or alcohol use	N/A	N/A	95.7%	93.08%	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	95.2%	73.55%	95.2%
Percentage of clients who engage and participate in fulfilling activities that support recovery	N/A	N/A	88.8%	80.9%	88.8%
Percentage of clients who commit to abstinence	N/A	N/A	92.2%	89.45%	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	83.6%	70.03%	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	75%	91.66%	75%

The department has established new performance measures related to outcomes for clients receiving substance use disorder treatment (SUD) to determine if clients discharged from SUD treatment are getting better; therefore, the goal for FY 2021-22 have been adjusted to reflect these new standards, also in the next fiscal year, the department will be moving to an evidence-based practice measurement for the SUD treatment outcomes.

Goal 2: Provide and improve access to mental health services

Objective 1: Increase outreach to children in foster care

Measurement	2018-19 Actual	2019-20 Actual	2020-21 Adopted	2020-21 Actual	2021-22 Goal
Percentage of children in foster care who receive mental health services	47%	50%	53%	52.6%	53%

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 several strategies and programs to improve foster care outreach. There has been significant improvement in this area and Kern County is only slightly above the statewide average for large counties currently.

Objective 2: Maintain compliance with Network Adequacy Time and Distance standards.

Measurement	2018-19 Actual	2019-20 Actual	2020-21 Adopted	2020-21 Actual	2021-22 Goal
Psychiatric providers must be within 45 miles and 75 minutes of beneficiary's residence	N/A	N/A	Meet Standard	Met Standard	Meet Standard
Mental Health outpatient providers must be within 45 miles and 75 minutes of beneficiary's residence	N/A	N/A	Meet Standard	Met Standard	Meet Standard
Substance Use Disorder outpatient provider must be within 60 miles and 90 minutes of beneficiary's residence	N/A	N/A	Meet Standard	Met Standard	Meet Standard
Opioid Treatment provider must be within 45 miles and 75 minutes of beneficiary's residence	N/A	N/A	Meet Standard	Standard Not Met	Meet Standard

The department did not meet the time and distance standards only for the youth opioid treatment. The standard is calculated projecting how many clients would be served rather than how many clients were served as required by the State. All clients receiving services had a provider within the required distance. Currently, the department anticipates meeting the state standard next fiscal year.

Objective 3: Maintain compliance with Network Adequacy standards for provider-to-beneficiaries ratios.

Measurement	2018-19 Actual	2019-20 Actual	2020-21 Adopted	2020-21 Actual	2021-22 Goal
Psychiatric – Adults: One full-time equivalent (FTE) adult-serving psychiatrist per 524 adult Medi-Cal beneficiaries	N/A	N/A	Meet Standard	Standard Not Met	Meet Standard
Psychiatry-Child and Youth: 1 FTE child-serving psychiatrist per 323 child Medi-Cal beneficiaries	N/A	N/A	Meet Standard	Met Standard	Meet Standard
Mental Health Services – Adults: 1FTE adult-serving outpatient mental health providers per 85 adult Medi-Cal beneficiaries	N/A	N/A	Meet Standard	Met Standard	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	Meet Standard	Met Standard	Meet Standard

The department did not meet the standard for one full-time equivalent adult-serving psychiatrist per 524 Medi-Cal beneficiaries. To address this deficit, the department is adding additional staff and contractors.

Objective 4: Ensure timely access for clients for initial request for behavioral health services, requests for urgent services and services following inpatient psychiatric hospital discharge.

Measurement	2018-19 Actual	2019-20 Actual	2020-21 Adopted	2020-21 Actual	2021-22 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	87.3%	92.1%	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	80.6%	90.6%	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	76.5%	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	86.9%	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	99.7%	79.2%	99.7%
Penetration Rate: Percentage of Medi-Cal eligible clients who are received mental health services	N/A	N/A	4.48%	14.6%	4.48%

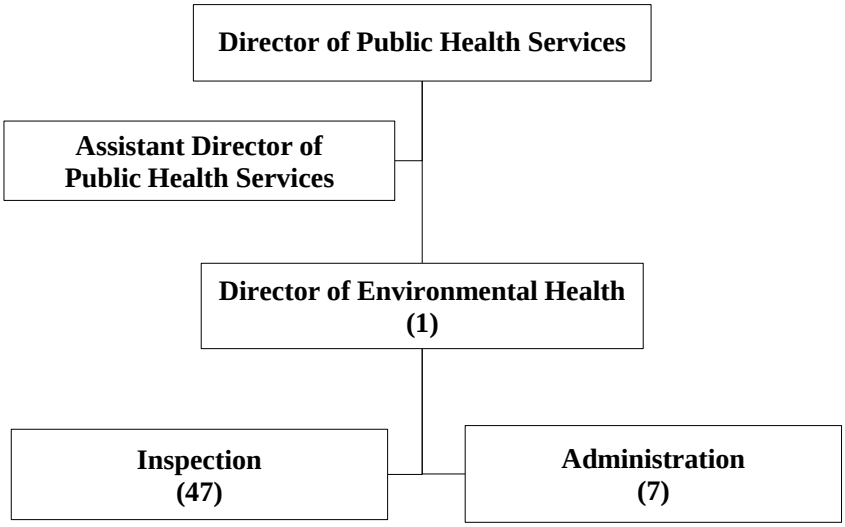
The department continuously works to improve services. Currently not all the department's sites are considered access points limiting where clients can go to begin treatment. This limited number of access points result in limited appointment availability. The department is working to increase access points. Although goals were adopted for inpatient psychiatric appointments in FY 2020-21, the department was not able to develop standardized reporting for these measures that could result in meaningful data. The department expects to have the reporting available during FY 2021-22.

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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



Fiscal Year 2019-20 and 2020-21 Accomplishments

- 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 and interest groups to provide education on new statewide rules, discuss recent local trends, provide information on disease outbreaks, collect local feedback, and familiarize businesses with staff.
- Implemented a response plan for toxin producing blue-green algae that appears in local lakes and rivers, which includes routine water testing, education, outreach, and signage.
- Provided clarification and resources to businesses as they began to reopen under the State's Blueprint for a Safer Economy COVID-19 pandemic protocol.
- Served on the COVID-19 Ad Hoc Committee to assist local businesses operate safely and responsibly during the COVID-19 pandemic.

Environmental Health Services

Department Head: Brynn Carrigan
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 2019-20	FY 2020-21		FY 2021-22		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	$6,355,689	$6,788,267	$6,034,904	$7,554,659	$7,337,240	$7,337,240
Services and Supplies	714,549	1,123,116	636,798	2,297,375	2,297,375	2,297,375
Other Charges	1,817,424	2,401,540	1,566,484	1,648,897	1,648,897	1,648,897
Capital Assets	45,006	0	0	0	0	0
Other Financing Uses	6,664	160,000	0	0	0	0
TOTAL EXPENDITURES	**$8,939,332**	**$10,472,923**	**$8,238,186**	**$11,500,931**	**$11,283,512**	**$11,283,512**
REVENUE:						
Licenses and Permits	$4,724,446	$4,766,110	$4,588,753	$4,672,649	$4,672,649	$4,672,649
Fines and Forfeitures	140,074	150,000	116,080	100,000	100,000	100,000
Use of Money/Property	113,408	80,000	66,628	80,000	80,000	80,000
Intergovernmental	34,883	34,685	60,390	34,790	34,790	34,790
Charges for Services	4,432,813	4,240,803	4,365,431	4,083,135	4,083,135	4,083,135
Miscellaneous	5,771	5,251	835	5,251	5,251	5,251
Other Financing Sources:						
Hazardous Waste Settlements	0	204,332	0	400,000	400,000	400,000
Garage Internal Service Fund	463,483	0	0	0	0	0
Contributions to Environ. Health	86,088	87,830	87,830	99,106	99,106	99,106
CARES Act	558,451	0	489,278	0	0	0
TOTAL REVENUE	**$10,559,417**	**$9,569,011**	**$9,775,225**	**$9,474,931**	**$9,474,931**	**$9,474,931**
NET FUND COST	**($1,620,085)**	**$903,912**	**($1,537,039)**	**$2,026,000**	**$1,808,581**	**$1,808,581**

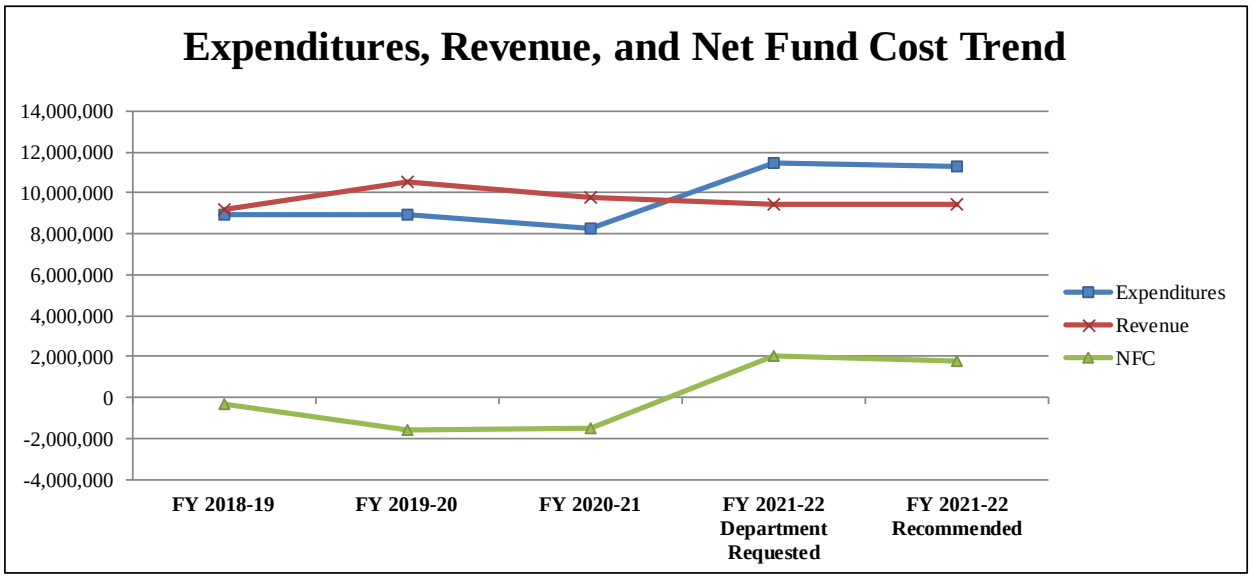
Major Expenditures and Revenue in FY 2021-22 Recommended Budget

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

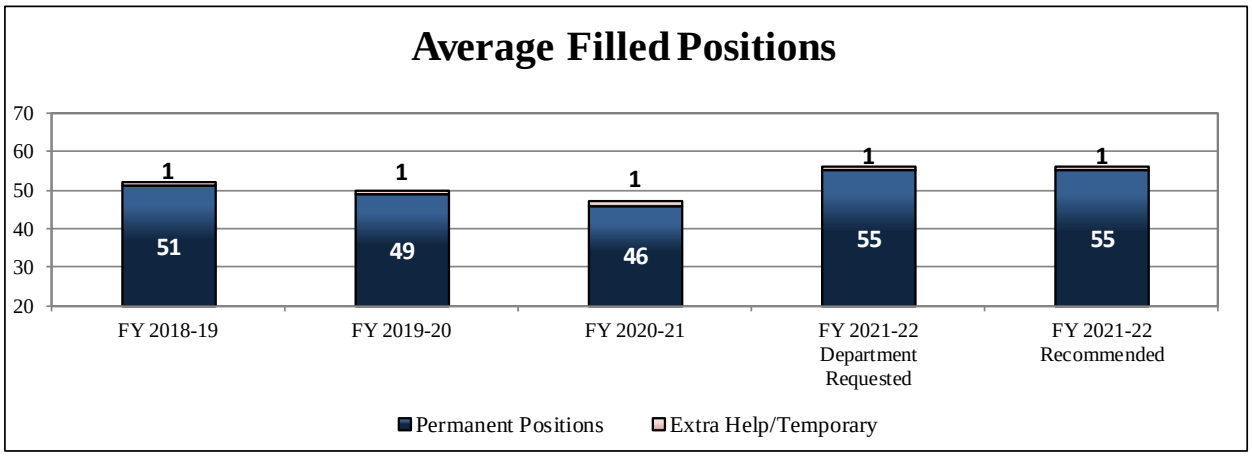
The FY 2021-22 recommended budget includes an increase in Salaries and Benefits as the division anticipates filling previously vacant positions. The division will budget to receive $99,106 in 1991 Health Service Realignment and $400,000 from the Hazardous Waste Settlements associated with prior year cases.

The fund balance on June 30, 2021 is $2,444,433, of which, $1.8 million will be used to fund operational costs for FY 2021-22. General designations in the amount of $2,054,724, will be used to fund operations in future fiscal years.



Staffing Changes and Operational Impacts

The recommended budget includes the addition of one (1) Fiscal Support Specialist position and the deletion of one (1) Office Services Technician position at a net annual cost of $10,824.



4-Year Staffing Trend

	Actual			Department Requested	Recommended
	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	
AVERAGE FILLED POSITIONS					
Permanent Positions	51	49	46	55	55
Extra Help/Temporary	1	1	1	1	1
Total Positions	**52**	**50**	**47**	**56**	**56**
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	53	51	47	N/A	N/A
Extra Help/Temporary (FTE)	1	1	1	N/A	N/A
Total Positions	**54**	**52**	**48**	**N/A**	**N/A**
SALARIES & BENEFITS	**$6,350,578**	**$6,355,689**	**$6,034,904**	**$7,554,659**	**$7,337,240**

Summary of Authorized Positions

Health and Sanitation

The recommended budget includes 55 authorized positions, all of which are budgeted to be filled during FY 2021-22 as indicated below.

Division	Authorized	Additions	Deletions	Requested Total	Filled	Vacant	Total
Administration	8	1	(1)	8	8	0	8
Inspection	47	0	0	47	47	0	47
Total	55	1	(1)	55	55	0	55

Administration

	Classification
1	Director of Environmental Health
1	Senior Systems Analyst
3	Fiscal Support Specialist
2	Office Services Specialist
1	Office Services Technician
8	**Current Total**
	Additions/Deletions
1	Fiscal Support Specialist
(1)	Office Services Technician
8	**Requested Total**

Inspection

	Classification
1	Engineering Technician III
2	Waste Management Technician I/II
2	Chief Environmental Health Specialist
6	Environmental Health Specialist IV
1	Hazardous Materials Specialist I/II/III
29	Environ. Health Special. In Training/I/II/III
6	Environmental Health Technician I/II/III
47	**Requested Total**

Fiscal Year 2021-22 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	2018-19 Actual	2019-20 Actual	2020-21 Adopted	2020-21 Actual	2021-22 Goal
Average number of critical risk factor violations, per facility inspected, associated with foodborne illness and disease outbreaks.	.29	.21	.20	.28	.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.	.90	.45	.45	.67	.40
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.	.85	.36	.35	.30	.20
Average number of critical risk factor violations, per facility inspected, of hotels and motels, which presents an immediate or potential threat to public health.	1.28	.44	.45	.27	.20

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.

Objective: Enhance protection of the community through industry training and education.

Measurement	2018-19 Actual	2019-20 Actual	2020-21 Adopted	2020-21 Actual	2021-22 Goal
Number of people trained on food safety.	287	589	500	0	250
Number of people trained on handling of hazardous waste and materials.	1,229	1,121	1,000	0	700

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. Business practices were forced to change in FY 2020-21 due to the COVID-19 pandemic. Industry training and education performance measures were not met due to the protective measures taken by the department to limit the spread of the coronavirus.

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County Contribution – Behavioral Health and Recovery Services

Department Head: Stacy Kuwahara
Fund: General
Budget Unit: 4127
Function: Health and Sanitation
Activity: Health

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 2019-20	FY 2020-21		FY 2021-22		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Other Financing Uses	$3,160,113	$3,046,874	$3,046,874	$4,013,983	$4,013,983	$3,979,341
TOTAL EXPENDITURES	**$3,160,113**	**$3,046,874**	**$3,046,874**	**$4,013,983**	**$4,013,983**	**$3,979,341**
REVENUE:						
Intergovernmental	$2,179,464	$2,066,225	$2,066,226	$3,033,334	$3,033,334	$2,998,692
TOTAL REVENUE	**$2,179,464**	**$2,066,225**	**$2,066,226**	**$3,033,334**	**$3,033,334**	**$2,998,692**
NET GENERAL FUND COST	**$980,649**	**$980,649**	**$980,648**	**$980,649**	**$980,649**	**$980,649**

Major Expenditures and Revenue in FY 2021-22 Recommended Budget

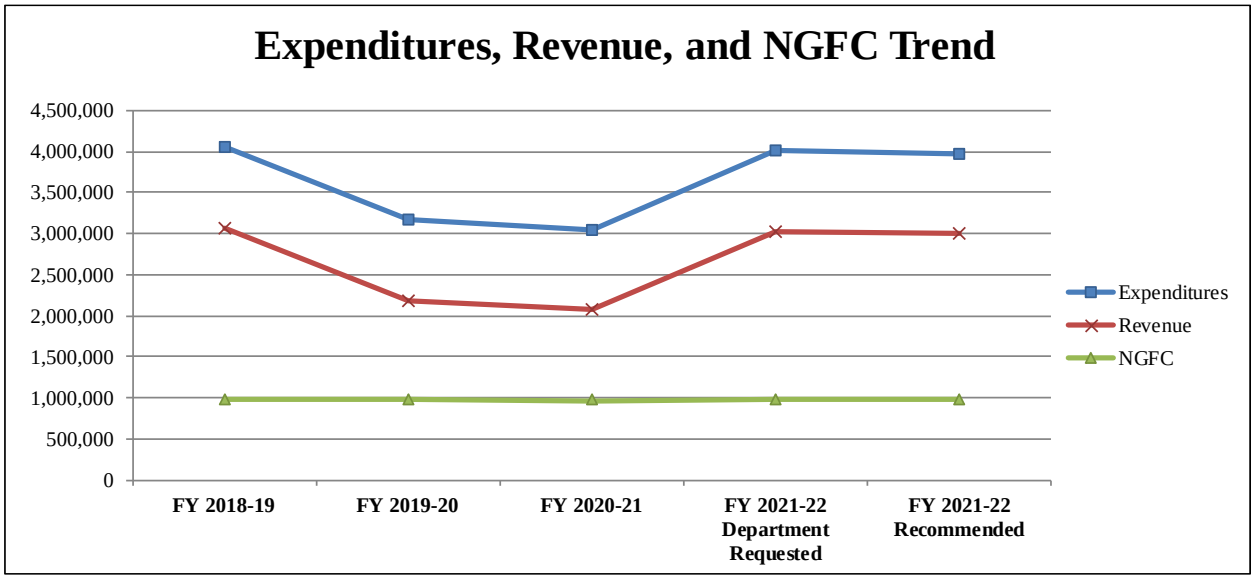
The State requires the County to appropriate funding through a Maintenance of Effort (MOE) for behavioral health and substance use disorders services in the amounts of $771,124 and $209,525, respectively.

In addition to the MOE, the Kern Behavioral Health and Recovery Services operating budget unit 4120 has been receiving approximately $402,624 in 1991 Realignment Vehicle License Fees (VLF) Collection revenue and prior year 1991 Realignment growth funds. However, in FY 2020-21, as a result of the economic impacts of the COVID-19 pandemic, no growth funds were available instead the State made available $1,663,601 in 1991 Realignment backfill.

Based on the recent improvements in the economy, it is anticipated that growth funds will once again be available. The recommended budget includes $2,596,068 in growth funds. This amount combined with 1991 Realignment VLF will be transferred to Kern Behavioral Health and Recovery 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.



County Contribution – Environmental Health

Department Head: Brynn Carrigan
Fund: General
Budget Unit: 4134
Function: Health and Sanitation
Activity: Health

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

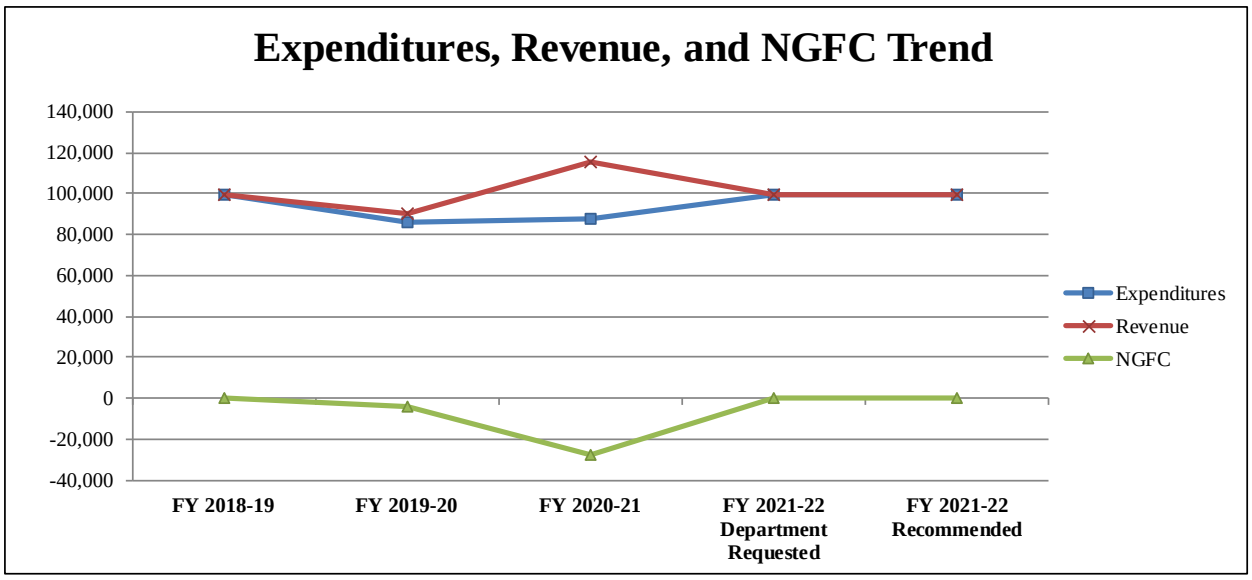
	FY 2019-20	FY 2020-21		FY 2021-22		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Other Financing Uses	$86,088	$87,830	$87,830	$99,106	$99,106	$99,106
TOTAL EXPENDITURES	**$86,088**	**$87,830**	**$87,830**	**$99,106**	**$99,106**	**$99,106**
REVENUE:						
Intergovernmental	$90,312	$87,830	$115,684	$99,106	$99,106	$99,106
TOTAL REVENUE	**$90,312**	**$87,830**	**$115,684**	**$99,106**	**$99,106**	**$99,106**
NET GENERAL FUND COST	**($4,224)**	**$0**	**($27,854)**	**$0**	**$0**	**$0**

Major Expenditures and Revenue in FY 2021-22 Recommended Budget

The recommended budget includes a contribution of $99,106 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
140,000
120,000
100,000
80,000
60,000
40,000
20,000
0
-20,000
-40,000
FY 2018-19
FY 2019-20
FY 2020-21
FY 2021-22 Department Requested
FY 2021-22 Recommended
Expenditures
Revenue
NGFC

County Contribution – Kern Medical Center

Department Head: Ryan J. Alsop
Fund: General
Budget Unit: 4202
Function: Health and Sanitation
Activity: Hospital Care

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 2019-20	FY 2020-21		FY 2021-22		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Services and Supplies	$35,417,789	$0	$7,530,256	$0	$0	$0
Other Charges	34,438,799	35,189,298	32,821,241	34,647,347	35,024,298	35,024,298
Other Financing Uses	1,900,000	1,900,000	1,900,000	1,900,000	1,900,000	1,900,000
TOTAL EXPENDITURES	**$71,756,588**	**$37,089,298**	**$42,251,497**	**$36,547,347**	**$36,924,298**	**$36,924,298**
REVENUE:						
Charges for Services	$425,438	$360,000	$352,958	$360,000	$360,000	$360,000
Miscellaneous	22,470,927	0	9,223,070	0	0	0
TOTAL REVENUE	**$22,896,365**	**$360,000**	**$9,576,028**	**$360,000**	**$360,000**	**$360,000**
NET GENERAL FUND COST	**$48,860,223**	**$36,729,298**	**$32,675,469**	**$36,187,347**	**$36,564,298**	**$36,564,298**

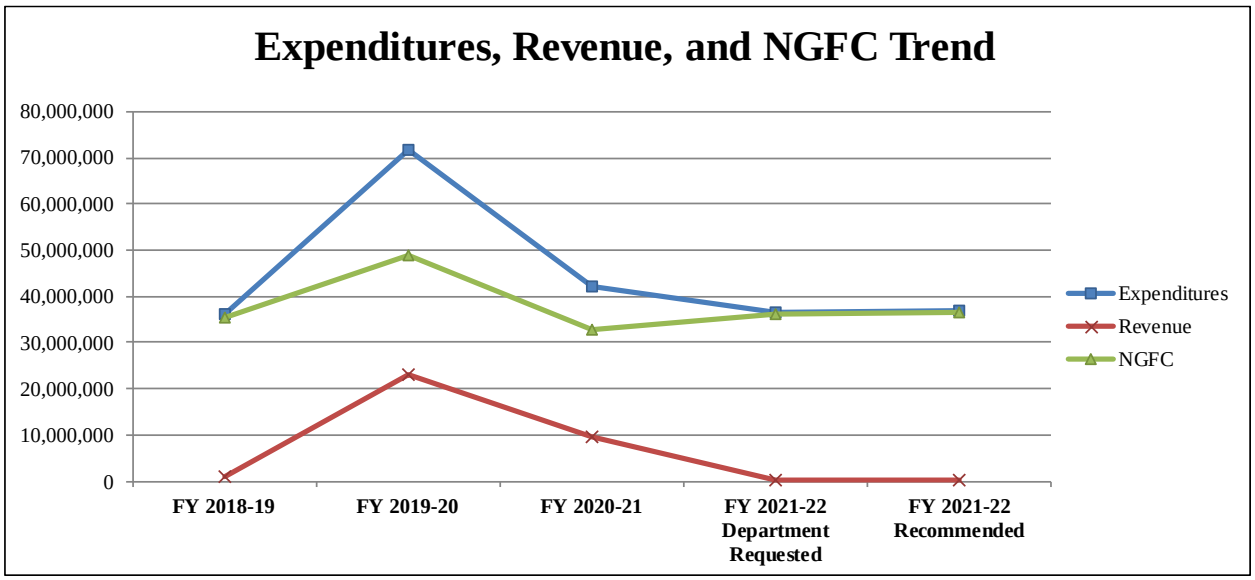
Major Expenditures and Revenue in FY 2021-22 Recommended Budget

This budget unit accounts for $35 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 $31 million for medical services to adults and juveniles ($27.1 million for adult inmate care and $3.9 million for juvenile inmate care). An additional $600,000 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 $3.4 million to cover the cost of medically indigent residents.

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. An additional payment in the amount

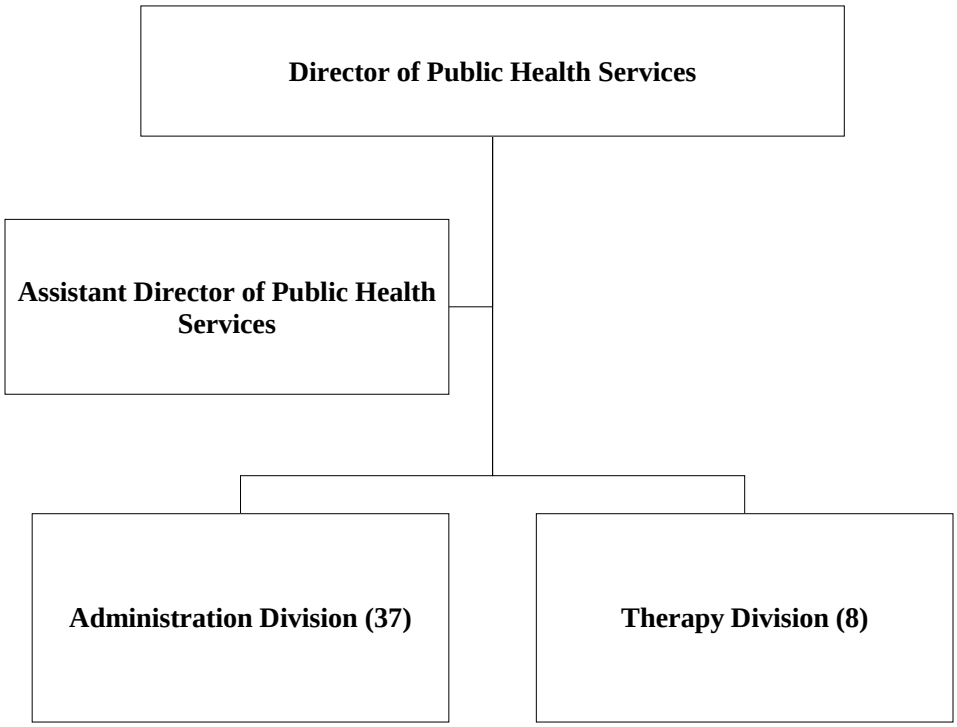
of $7.5 million was made in FY 2020-21. As part of the transfer of Kern Medical Center to the Kern County Hospital Authority under Chapter 2.170 to Title 2 of the Ordinance Code of the County of Kern, the County agreed to pay obligations owed with respect to costs reports for the reporting periods ending in 2012 or before. It is anticipated that the County may have to pay additional funds in FY 2021-22; 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 2021-22 recommended budget.



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



Fiscal Year 2019-20 and 2020-21 Accomplishments

- Provided intensive case management for 13,939 children under the age of 21 in FY 2019-20 and FY 2020-21 to ensure they realize maximum physical and social potential.
- Provided medical therapy services to 962 local children suffering from extremely disabling medical conditions in FY 2019-20 and FY 2020-21.
- 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: Brynn Carrigan
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 2019-20	FY 2020-21		FY 2021-22		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	$3,445,867	$5,097,382	$3,368,267	$5,168,873	$5,168,873	$5,168,873
Services and Supplies	2,152,801	3,643,869	3,045,787	2,998,300	2,998,323	2,998,323
TOTAL EXPENDITURES	**$5,598,668**	**$8,741,251**	**$6,414,054**	**$8,167,173**	**$8,167,196**	**$8,167,196**
Expend. Reimb.	($139,160)	$0	($169,919)	$0	$0	$0
TOTAL NET EXPENDITURES	**$5,459,508**	**$8,741,251**	**$6,244,135**	**$8,167,173**	**$8,167,196**	**$8,167,196**
REVENUE:						
Intergovernmental	$3,597,092	$8,253,210	$7,192,552	$7,690,671	$7,690,671	$7,690,671
Charges for Services	27,012	47,500	56,391	47,500	47,500	47,500
Miscellaneous	5,265	0	5,843	0	0	0
Other Financing Sources:						
CARES Act	144,063	0	383,259	0	0	0
TOTAL REVENUE	**$3,773,432**	**$8,300,710**	**$7,638,045**	**$7,738,171**	**$7,738,171**	**$7,738,171**
NET GENERAL FUND COST	**$1,686,076**	**$440,541**	**($1,393,910)**	**$429,002**	**$429,025**	**$429,025**

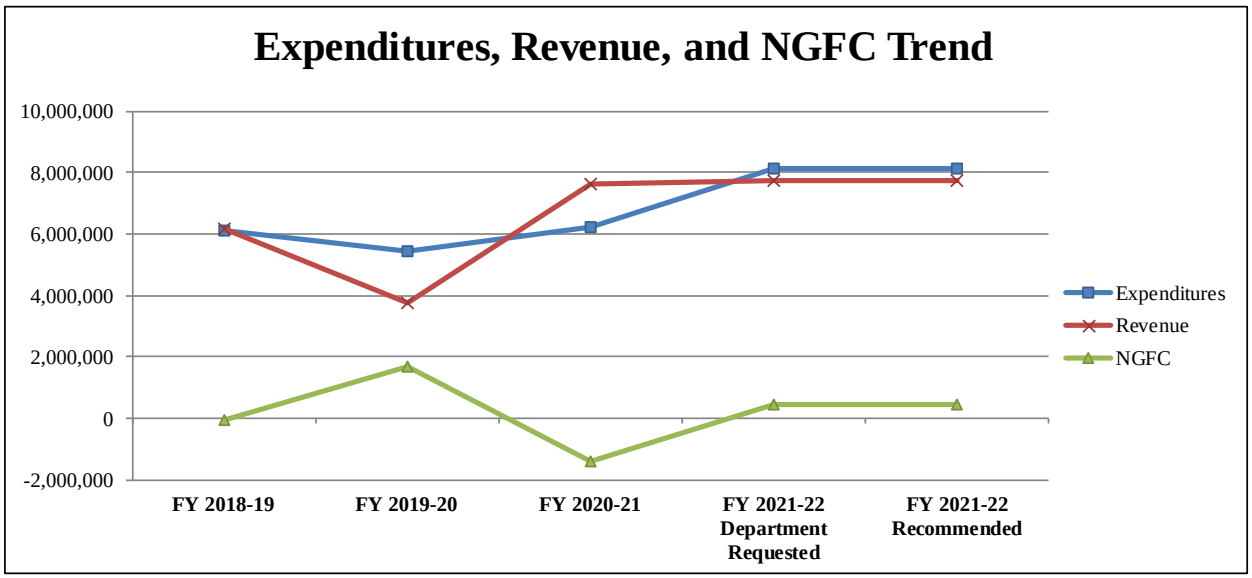
Major Expenditures and Revenue in FY 2021-22 Recommended Budget

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 exceeded the adopted Net General Fund Cost guideline as the department awaited receipt of State Intergovernmental reimbursements in the amount of $1,696,896. These revenues were received and are included in FY 2020-21. The recommended budget uses prior year actual CCS caseload eligibility statistics to project caseload demand and estimate reimbursement. Actual caseloads will impact final expenditures and revenue.

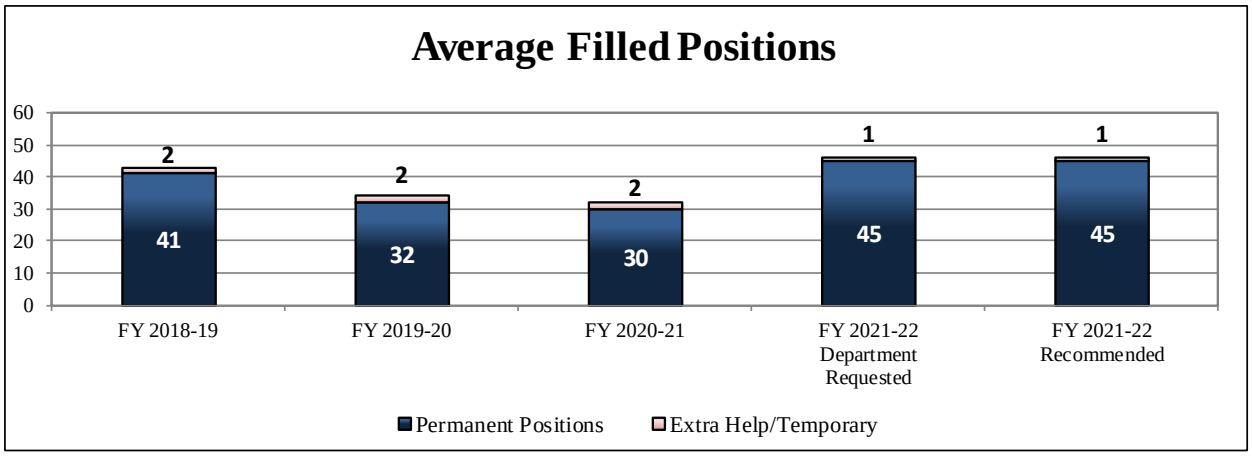
Budget Changes and Operational Impacts

Included in the FY 2021-22 recommended budget is an increase in expenditures 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. Eligible reimbursements for those expenditures are included within intergovernmental revenues.



Staffing Changes and Operational Impacts

The recommended budget includes the addition of one (1) Billing Office Specialist I/II position.



4-Year Staffing Trend

	Actual			Department Requested	Recommended
	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	
AVERAGE FILLED POSITIONS					
Permanent Positions	41	32	30	45	45
Extra Help/Temporary	2	2	2	1	1
Total Positions	**43**	**34**	**32**	**46**	**46**
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	38	32	30	N/A	N/A
Extra Help/Temporary (FTE)	2	1	1	N/A	N/A
Total Positions	**40**	**33**	**31**	**N/A**	**N/A**
SALARIES & BENEFITS	**$4,400,526**	**$3,445,867**	**$3,368,267**	**$5,168,873**	**$5,168,873**

Summary of Authorized Positions

The recommended budget includes 45 authorized permanent positions, of which all positions have been budgeted to be filled as indicated below.

Division	Authorized	Additions	Deletions	Requested Total	Filled	Vacant	Total
Administration	36	1	0	37	37	0	37
Therapy	8	0	0	8	8	0	8
Total	44	1	0	45	45	0	45

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	**Current Total**
	Additions/Deletions
1	Billing Office Specialist I/II
37	**Requested Total**

Therapy

	Classification
1	Supervising Therapist
5	Occupational/Physical Therapist
2	Therapy Aide
8	**Requested Total**

Fiscal Year 2021-22 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	2018-19 Actual	2019-20 Actual	2020-21 Adopted	2020-21 Actual	2021-22 Goal
Average number of days to determine medical eligibility of referrals	3.1 days	3.7 days	≤ 5 days	3.1 days	≤ 5 days

The department provides case management for 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.

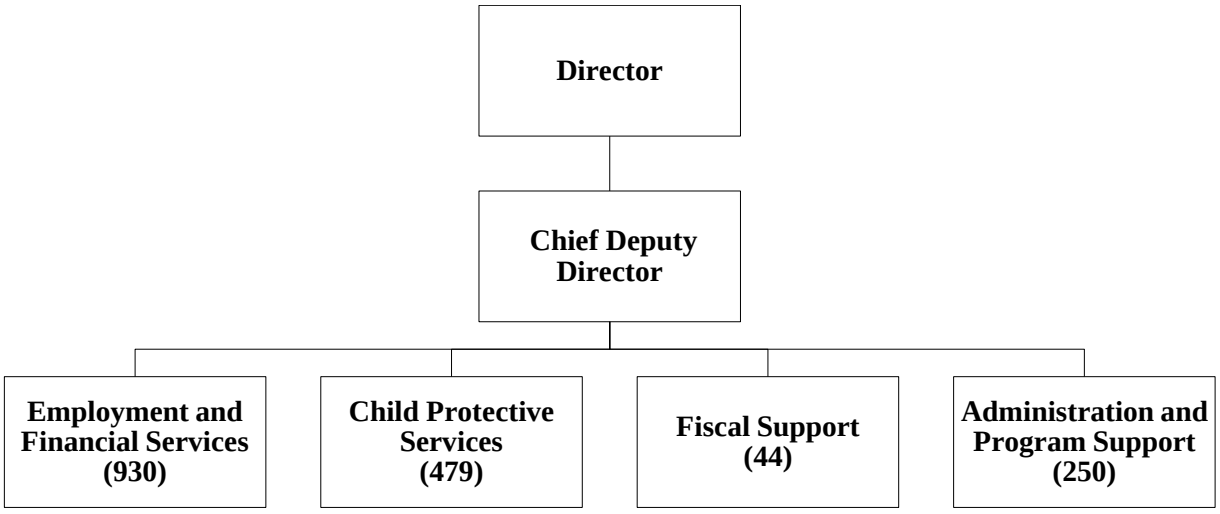


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Mission Statement

The Department of Human Services partners with children, individuals, families and the community to provide customer-centered services, ensuring safe, protected and permanent homes for children and employment preparation for adults.

Organizational Chart



Fiscal Year 2019-20 and 2020-21 Accomplishments

- Department implemented new processes to ensure clients were served while protecting their health as well as department staff during the pandemic.
- In Fiscal Year 2019-20, the Adoption Program staff helped achieve permanency for 224 Kern County foster children through 170 adoption finalizations and 54 legal guardianships.
- Developed and posted online versions of department job readiness and life skills workshops on the DHS public website to allow Welfare-to-Work parents to participate remotely in these activities.
- Continued partnership with Differential Response which has assisted in reducing the number of sanctioned individuals.
- Partnered with the Brundage Lane Navigation Center to assists homeless individuals in need of services by providing additional Homeless prevention services that are available.
- Collaborated with the Juvenile Court Judges and staff to hold court hearings where appearances and testimony may occur virtually, thus eliminating the need for an in-person appearance.
- Implemented the Family Urgent Response System, which is a coordinated statewide, regional and county-level system which provides collaborative response during situations of instability, for purposes of preserving the relationship of the caregiver and the youth.

Human Services - Administration

Department Head: Dena Murphy
Fund: Human Services – Administration
Budget Unit: 5120

Function: Public Assistance
Activity: Administration

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.

Summary of Expenditures and Revenue

	FY 2019-20	FY 2020-21		FY 2021-22		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	$149,104,805	$155,333,758	$148,466,656	$154,140,392	$154,140,395	$156,593,717
Services and Supplies	39,861,432	52,068,935	37,533,341	64,250,067	64,250,067	67,645,401
Other Charges	19,200,332	21,608,448	17,171,812	20,105,015	20,105,015	20,105,015
Capital Assets	287,025	498,689	247,081	169,000	169,000	615,000
TOTAL EXPENDITURES	**$208,453,594**	**$229,509,830**	**$203,418,890**	**$238,664,474**	**$238,664,477**	**$244,959,133**
REVENUE:						
Use of Money/Property	$262,391	$61,484	$281,049	$61,484	$61,484	$61,484
Intergovernmental	136,888,335	172,137,237	166,724,840	181,018,909	181,018,909	183,741,924
Charges for Services	391,924	433,558	424,054	433,558	433,558	433,558
Miscellaneous	67,431	43,920	75,815	43,920	43,920	43,920
Other Financing Sources:						
2011 Realignment	24,333,677	24,649,010	17,965,681	27,470,412	27,470,412	33,074,183
County Contribution	16,261,068	15,302,040	15,302,040	14,185,796	14,185,796	14,185,796
Social Services Realignment	1,631,892	1,556,451	1,556,452	1,618,265	1,618,268	1,618,268
Family Support Realignment	0	9,000,000	0	9,000,000	9,000,000	9,000,000
Wraparound Services	1,609,423	5,476,130	102,395	3,832,130	3,832,130	1,800,000
CARES Act	8,019,744	0	2,221,033	0	0	0
TOTAL REVENUE	**$189,465,885**	**$228,659,830**	**$204,653,359**	**$237,664,474**	**$237,664,477**	**$243,959,133**
NET FUND COST	**$18,987,709**	**$850,000**	**($1,234,469)**	**$1,000,000**	**$1,000,000**	**$1,000,000**

Major Expenditures and Revenue in FY 2021-22 Recommended Budget

Salaries and benefits are the largest expenditure of this budget unit totaling $156.5 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 $67.6 million and includes the cost associated with community providers for services required under several programs. Other charges are budgeted at $20.1 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 $183.7 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 $33.0 million in 2011 Realignment revenue, $1.6 million in 1991 Realignment revenue, and $14.1 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.

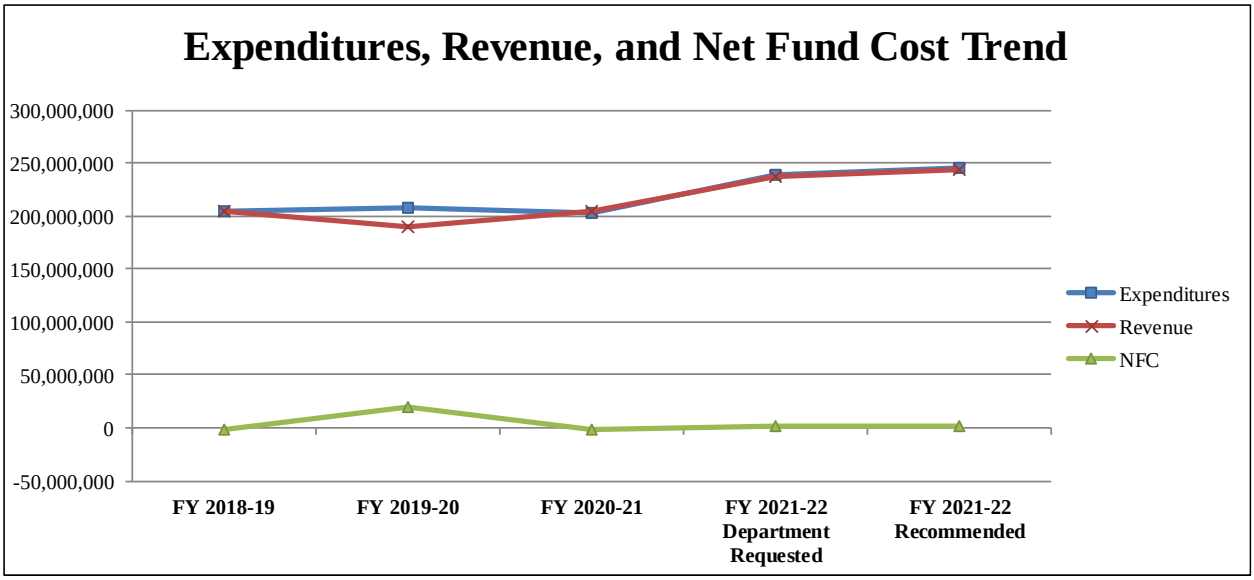
Budget Changes and Operational Impacts

The recommended budget includes a $41.5 million increase in expenditures over FY 2020-21 actual primarily due to the department’s planned efforts to fill current vacant positions in programs primarily funded with State and federal program revenue, increase in CalWORKs Stage One Child Care Services, increase in Housing and Disability Advocacy Program, increase in training and staff development cost and increase in safety and security costs.

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.

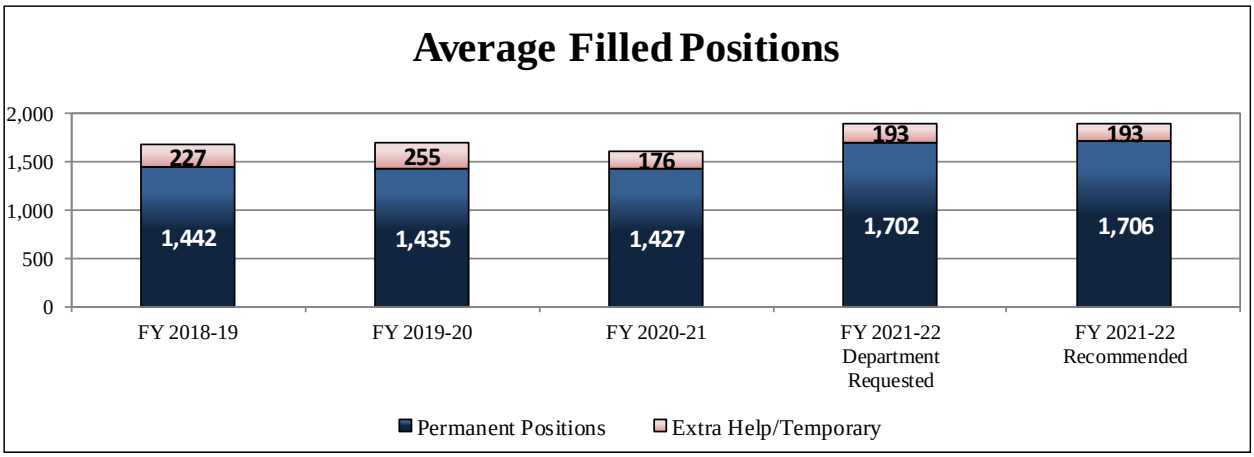
Although expenses were anticipated to increase at the onset of the COVID-19 pandemic, cost significantly declined primarily due to enhanced unemployment insurance benefits, issuance of economic stimulus funds, and limited access to referral services. However, one-time COVID-19 funds will expire and the department is budgeting an increase in salaries and benefits in order to maximize funding increases and prepare for increase in cases anticipated during the post-COVID-19 recovery period.

While the full program impacts related to the COVID-19 pandemic are still unknown, the department will continue to prioritize resources to align program expenditures with state and federal funding and the needs of the community. An estimated $1.0 million available in the general designation will be used to maintain or exceed the current level of service. At June 30, 2021, the fund balance in Human Services Administration fund is at $1.9 million all of which, as prescribed by County policy, will be placed in a general designation until such time a reconciliation of accrued revenue has occurred.



Staffing Changes and Operational Impacts

The recommended budget includes the addition of two (2) Social Service Supervisor positions, one (1) Marketing and Promotion Associate position, three (3) Office Services Technician positions, one (1) Supervising Legal Process Technician position, one (1) Program Director position and the deletion of one (1) Human Services Technician position and one (1) Social Service Worker position. The department funds all of its authorized permanent positions; however, an adjustment of $7.8 million is included in total salaries to account for the savings related to staff turnover.



4-Year Staffing Trend

	Actual			Department Requested	Recommended
	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	
AVERAGE FILLED POSITIONS					
Permanent Positions	1,442	1,435	1,427	1,702	1,706
Extra Help/Temporary	227	255	176	193	193
Total Positions	**1,669**	**1,690**	**1,603**	**1,895**	**1,899**
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	1,441	1,428	1,425	N/A	N/A
Extra Help/Temporary (FTE)	252	247	163	N/A	N/A
Total Positions	**1,693**	**1,675**	**1,588**	**N/A**	**N/A**
SALARIES & BENEFITS	**$148,628,147**	**$149,104,805**	**$148,466,656**	**$154,140,392**	**$156,593,717**

Position Summary

The department currently has 1,700 authorized permanent positions. The recommended budget includes 1,706 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 $7.8 million to reflect the anticipated attrition rate.

Division	Authorized	Additions	Deletions	Requested Total	Filled	Vacant	Total
Admin and Program Support	249	5	(1)	253	253	0	253
Fiscal Support	44	0	0	44	44	0	44
Child Protective Services	478	2	(1)	479	479	0	479
Employment and Financial Svcs	929	1	0	930	930	0	930
Total	1,700	8	(2)	1,706	1,706	0	1,706

Administration and Program Support

	Classification
1	Director
1	Chief Deputy Director
2	Assistant Director
1	Office Services Coordinator
3	Program Director
12	Assistant Program Director
1	Accountant I/II/III
1	Contract System Supervisor
10	Office Service Specialist
1	Sr Paralegal
1	Sr Office Services Specialist
1	Marketing and Promo Associate
36	Human Services Technician I/II/III
1	Program Specialist
1	Senior Talent Recruiter
3	Contract Administrator
7	Administrative Coordinator
1	Store Keeper
13	Human Services Supervisor
11	Fiscal Support Specialist
6	Fiscal Support Technician
1	Senior HR Analyst
1	Human Resources Specialist I/II
9	Social Service Supervisor I/II
26	Social Service Worker I/II/III/IV/V
30	Office Services Technician
3	Stock Clerk
1	Human Services Facilities Mgr
9	Building Services Worker
5	Mail Clerk I/II
1	Maintenance Supervisor
6	Maintenance Worker I/II/III/IV
1	Sup Building Services Worker
1	Supervising Mail Clerk
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
249	**Current Total**
	Additions/(Deletions)
1	Social Services Supervisor I/II
1	Program Director
1	Marketing and Promo Associate
(1)	Human Services Technician I/II/III
2	Office Services Technician
253	**Requested Total**

Fiscal Support

	Classification
1	Assistant Director
1	Sr Office Services Specialist
1	Administrative Services Officer
8	Accountant I/II/III
13	Fiscal Support Specialist
5	Fiscal Support Supervisor
13	Fiscal Support Technician
1	Office Services Specialist
1	Office Services Assistant
44	**Requested Total**

Employment and Financial Services

	Classification
1	Assistant Director
1	Sr Office Services Specialist
1	Administrative Coordinator
15	Office Services Specialist
5	Program Director
19	Assistant Program Director
565	Human Services Technician I/II/III
3	Fiscal Support Technician
1	Disability Advocate
87	Human Services Supervisor
66	Office Services Technician
26	Office Services Assistant
17	Job Developer
20	Social Services Supervisor I/II
101	Social Service Worker I/II/III/IV/V
1	Program Support Supervisor
929	**Current Total**
	Additions/(Deletions)
1	Office Services Technician
930	**Requested Total**

Child Protective Services

	Classification
1	Assistant Director
1	Sr Office Services Specialist
12	Human Service Program Specialist
8	Office Services Specialist
5	Program Director
1	Assistant Program Director
2	Human Services Supervisor
2	Administrative Coordinator
49	Social Services Supervisor I/II
279	Social Services Worker I/II/III/IV/V
24	Human Service Aide
15	Human Services Technician I/II/III
29	Office Services Technician
1	Human Resources Specialist I/II
3	Office Services Assistant
9	Legal Processing Technician I/II
6	Group Counselor III
20	Group Counselor I/II
1	Cook III
1	Cook I/II
1	Food Services Worker I/II
2	Housekeeper
6	Senior Paralegal
478	**Current Total**
	Additions/(Deletions)
(1)	Social Service Worker I/II/III/IV/V
1	Social Services Supervisor I/II
1	Supervising Legal Process Tech.
479	**Requested Total**

Fiscal Year 2021-22 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	2018-19 Actual	2019-20 Actual	2020-21 Adopted	2020-21 Estimate	2021-22 Goal
Percent of all children with a substantiated allegation during the 12-month period, whom had another substantiated allegation within 12 months.	14.7%	N/A	9.1%	12.9%	9.1%
Rate of victimization per day of all children in care during the 12-month period.	10.4	7.08	8.5	8.6	8.5
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	N/A	8.3%	8.4%	8.3%
Rate of placement moves per day of all children whom entered care in the 12-month period.	6.15 moves	5.14 moves	4.12 moves	5.19 moves	4.12 moves
Percent of all children whom entered care in the 12-month period and discharged to permanency within 12 months.	34.6%	N/A	40.5%	32.3%	40.5%
Children in child welfare service programs that receive regular face-to-face visits by social workers.	97.1%	73.9%	95%	74%	95%
Timely Response Compliance – Immediate	93.1%	N/A	90%	93.8%	90%
Timely Response Compliance – 10-day	90.8%	95.4%	90%	90.2%	90%
Permanency in care for 24 months or more	27.8%	26.3%	30.3%	21.7%	30.3%

Child welfare is meeting FY 2020-21 adopted goals in two areas: 1) Timely Response Compliance for Immediate referrals and (2) Timely Response Compliance for 10-day referrals. Department is one percent (1%) from meeting the adopted goal and achieving the national standard in two areas 1) Rate of Victimization per day of all children in care during the 12 months, and 2) 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. In past years, department has continually met the measurement goal in the area of children that receive regular face-to-face visits by social workers. In 2020, state and federal guidelines changed due to the COVID-19 pandemic to allow virtual contact versus in-person contact. The current data does not reflect this regulatory change and has skewed compliance rates in this area. The performance measure, rate of placement moves per day of all children whom entered care in the 12 months, was also affected by the pandemic due to the lack of available resource homes. Another measure affected by the pandemic was percent of all children who entered care in the 12-month period and discharged to permanency within 12 months, due in part to the state's stay-at-home order, which led to court continuances and delays.

The department continues to implement practice changes to improve outcomes. In 2018, department implemented the trauma-informed engagement model, Safety Organized Practice (SOP) and thus far have trained over 200 social work staff. In 2021, the department will implement two new programs to promote placement stability and improve children's permanency outcomes: Intensive Services Foster Care and Family Urgent Response System. Both programs provide intensive supportive services and 24-hour crisis response services to resource parents and foster children. With the continued implementation of Continuum Care Reform (CCR) and the strategies implemented in our child welfare five-year System Improvement Plan (SIP), we project to see continued improvement in permanency performance outcomes. Kern has started its fourth year of the SIP. Four strategies were developed to improve practices that support permanency and stability in the lives of foster youth, which include 1) discussions of permanency options for youth in care longer than two years, 2) the implementation of Child and Family Team Meetings (CFTMs), 3) the development of exit/transition plans for youth residing in congregate care and 4) reviewing court data to identify trends of re-entry into foster care. As a result of the SIP strategies, the number of children living in congregate care has declined. Children reside for shorter periods in congregate care. In 2020, almost 30 children were reunified with a parent/guardian out of long-term foster care

*Estimates are based on the most current data.

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	2018-19 Actual	2019-20 Actual	2020-21 Adopted	2020-21 Estimate	2021-22 Goal
All Families participating in work-related activities.	29.6%	18.5%	20.5%	11.9%	15%
Two-Parent families participating in work-related activities.	35%	18.7%	23%	9.5%	12.5%
Adults who are working in paid employment that receives CalWORKs.	24.5%	23%	27%	11%	14%
Adults who are still working three months after their CalWORKs is discontinued.	77.2%	N/A	70%	55%	60%
CalFresh benefits accurately administered.	97%	N/A	95%	99.2%	95%
Medi-Cal intake cases that are processed within the State mandated timeframes.	N/A	N/A	90%	N/A	90%

There have been many changes to family self-sufficiency goals which were impacted by the Governor's declared State of Emergency on March 19, 2020 due to the COVID 19 pandemic. Based on guidance received from the State due to the declared emergency, the CalWORKs Welfare to Work (WTW) program was directed to grant individuals good cause from participating in work-related activities in order to permit them to shelter in place at home and supervise their children participating in distance learning. This program flexibility has resulted in a substantial decrease in the number of individuals who are able to participate in work-related activities and meet Federal Work Participation Rate (WPR) requirements. In addition, due to the pandemic-related economic decline, there has been a decrease in the number of WTW individuals who are obtaining employment and retaining employment for 3 months after cash aid is discontinued. As a result of the current and projected decreases in the number of WTW individuals who are employed and/or participating in work-related activities, the FY 2020-21 Estimates and Goals have been revised. In an effort to mitigate these decreases, the department has implemented innovative strategies to remotely engage WTW clients and encourage them to volunteer in activities if they are able to do so. Department has developed and posted online versions of job readiness and life skills workshops on the DHS public website to allow department's clients to remotely participate in these activities. With the enactment of the FY 2020-21 State budget, the implementation of the Cal-OAR system was suspended but it will relaunch effective July 1, 2021. The first phase of CalWORKs Stage 1 Immediate and Continuous Child Care was implemented effective November 2, 2020. The planned implementation of the second and final phase of implementation is anticipated to begin upon the termination of the Governor's Declared State of Emergency. In the CalFresh program, the County is meeting the adopted goal of CalFresh benefits accurately administered. The department continues to sustain a low CalFresh error rate resulting in fiscal sanction avoidance. While some Medi-Cal processes and formal performance reviews have been suspended due to the Public Health Emergency, Kern continues to streamline processes to ensure that we meet the State mandated time frames for the Medi-Cal program.

*Estimates are based on the most current data available

County Contribution - Human Services Administration

Department Head: Dena Murphy
Fund: General
Budget Unit: 5121
Function: Public Assistance
Activity: Administration

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

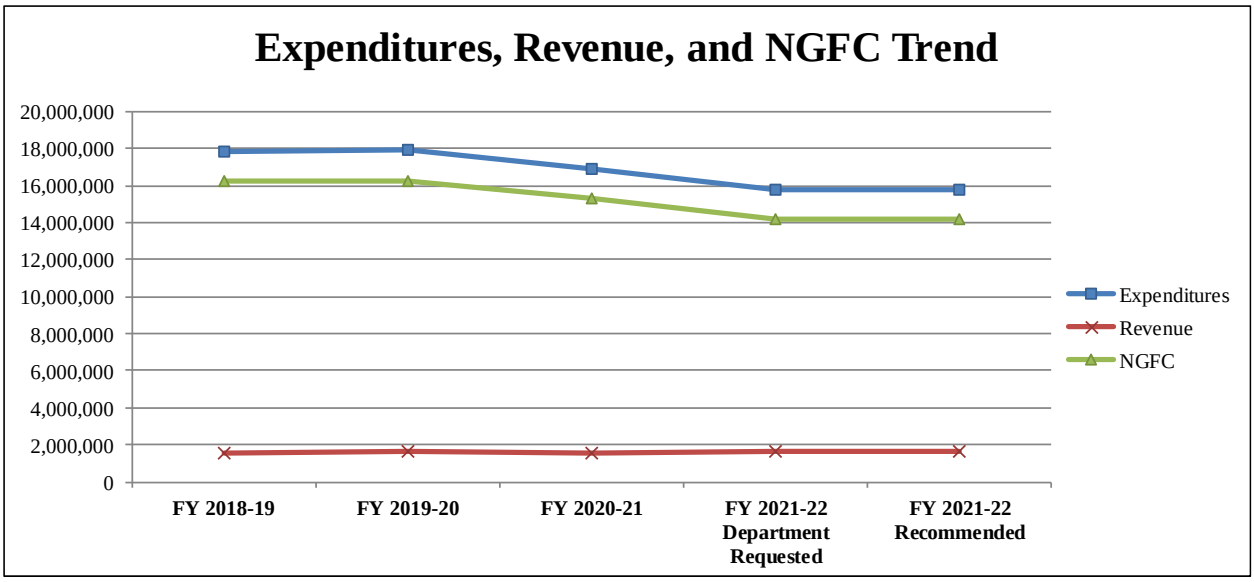
	FY 2019-20	FY 2020-21		FY 2021-22		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Other Financing Uses	$17,892,960	$16,858,491	$16,858,491	$15,804,064	$15,804,064	$15,804,064
TOTAL EXPENDITURES	**$17,892,960**	**$16,858,491**	**$16,858,491**	**$15,804,064**	**$15,804,064**	**$15,804,064**
REVENUE:						
Intergovernmental	$1,631,892	$1,556,451	$1,556,452	$1,618,268	$1,618,268	$1,618,268
TOTAL REVENUE	**$1,631,892**	**$1,556,451**	**$1,556,452**	**$1,618,268**	**$1,618,268**	**$1,618,268**
NET GENERAL FUND COST	**$16,261,068**	**$15,302,040**	**$15,302,039**	**$14,185,796**	**$14,185,796**	**$14,185,796**

Major Expenditures and Revenue in FY 2021-22 Recommended Budget

The recommended budget provides $15.8 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 $14.1 million.

Budget Changes and Operational Impacts

The recommended budget includes a decrease of approximately $1,116,243 in Net General Fund Cost from FY 2020-21. 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

County Contribution - Human Services Direct Financial Aid

Department Head: Dena Murphy
Fund: General
Budget Unit: 5125
Function: Public Assistance
Activity: Administration

Description of Major Services

This budget unit appropriates supplemental funding from the General Fund to the Human Services Direct Financial Aid budget unit 5220. 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 2019-20	FY 2020-21		FY 2021-22		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Other Financing Uses	$98,735,765	$98,435,056	$96,983,951	$93,358,794	$93,358,794	$96,877,921
TOTAL EXPENDITURES	**$98,735,765**	**$98,435,056**	**$96,983,951**	**$93,358,794**	**$93,358,794**	**$96,877,921**
REVENUE:						
Intergovernmental	$89,340,084	$82,251,708	$84,846,442	$83,675,446	$83,675,446	$87,194,573
TOTAL REVENUE	**$89,340,084**	**$82,251,708**	**$84,846,442**	**$83,675,446**	**$83,675,446**	**$87,194,573**
NET GENERAL FUND COST	**$9,395,681**	**$16,183,348**	**$12,137,509**	**$9,683,348**	**$9,683,348**	**$9,683,348**

Major Expenditures and Revenue in FY 2021-22 Recommended Budget

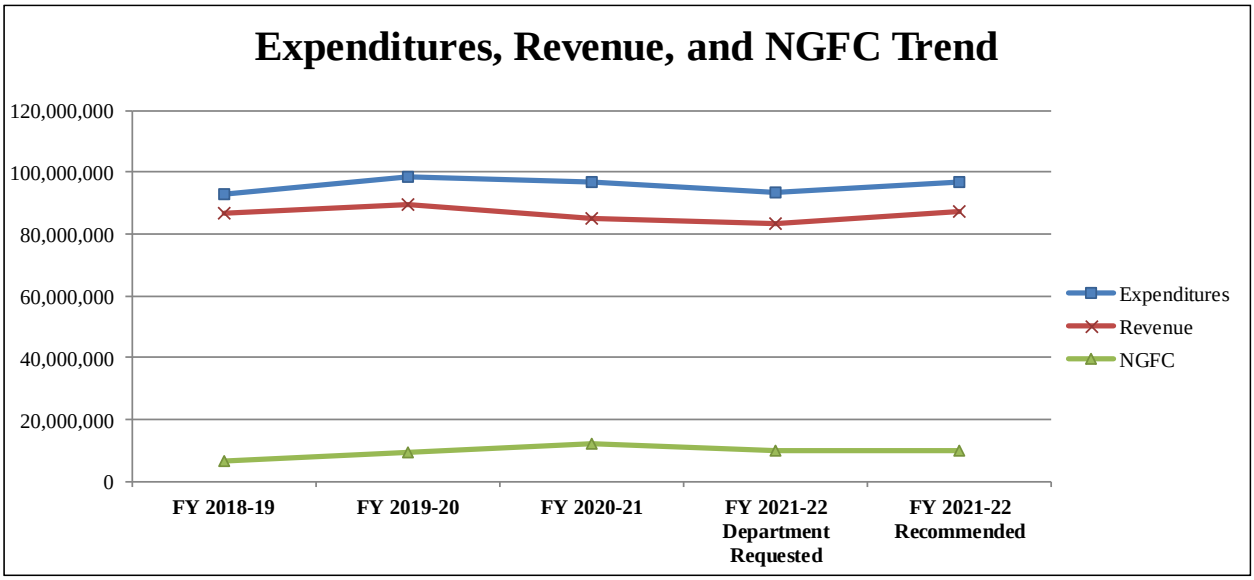
The recommended budget provides $96.8 million to budget unit 5220, Human Services Direct Financial Aid.

This contribution is funded by Social Services Program Realignment revenue of $22.2 million, redirected 1991 Health Services Program Realignment for Child Poverty and Family Support revenue of $47.4 million, $17.3 million of CalWORKs Maintenance of Effort Vehicle License Fees, and a General Fund contribution of $9.6 million. In addition, $190,236 is included in the recommended budget to accommodate the Assembly Bill 85 final redirection true-up for FY 2018-19.

Budget Changes and Operational Impacts

The recommended budget includes a $2.4 million decrease in General Fund contribution primarily due to the one-time increase in FY 2020-21 provided to mitigate the anticipated cost growth and decrease in realignment funding.

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.



Human Services – Direct Financial Aid

Department Head: Dena Murphy
Fund: Human Services – Direct Financial Aid
Budget Unit: 5220
Function: Public Assistance
Activity: Direct Financial Aid

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 2019-20	FY 2020-21		FY 2021-22		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Other Charges	$269,073,523	$286,069,074	$264,743,514	$284,710,405	$281,610,405	$287,127,350
TOTAL EXPENDITURES	**$269,073,523**	**$286,069,074**	**$264,743,514**	**$284,710,405**	**$281,610,405**	**$287,127,350**
REVENUE:						
Intergovernmental	$110,793,972	$151,258,383	$129,734,858	$144,277,642	$144,277,642	$147,377,642
Miscellaneous	2,383,565	1,108,893	2,382,602	3,316,183	3,316,183	3,316,183
Other Financing Sources:						
2011 Realignment	45,148,087	39,220,164	34,118,763	46,274,384	43,174,384	45,591,329
County Contribution	8,054,006	16,183,348	12,137,511	9,683,348	9,683,348	9,683,348
Social Services Realignment	27,800,788	22,562,050	22,562,050	22,213,774	22,213,774	22,213,774
Family Support Realignment	29,927,346	19,186,951	29,764,984	24,477,943	24,477,943	24,477,943
Child Poverty Realignment	16,737,032	15,305,926	15,177,134	15,117,227	15,117,227	15,117,227
CalWORKs VLF Realignment	16,216,594	18,743,359	17,342,274	19,349,904	19,349,904	19,349,904
TOTAL REVENUE	**$257,061,390**	**$283,569,074**	**$263,220,176**	**$284,710,405**	**$281,610,405**	**$287,127,350**
NET FUND COST	**$12,012,133**	**$2,500,000**	**$1,523,338**	**$0**	**$0**	**$0**

Major Expenditures and Revenue in FY 2021-22 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 $160.3 million. Adoptions Assistance and Foster Care Assistance are budgeted at $48.3 million and $61.3 million, respectively. In addition, $7.8 million is included for General Assistance.

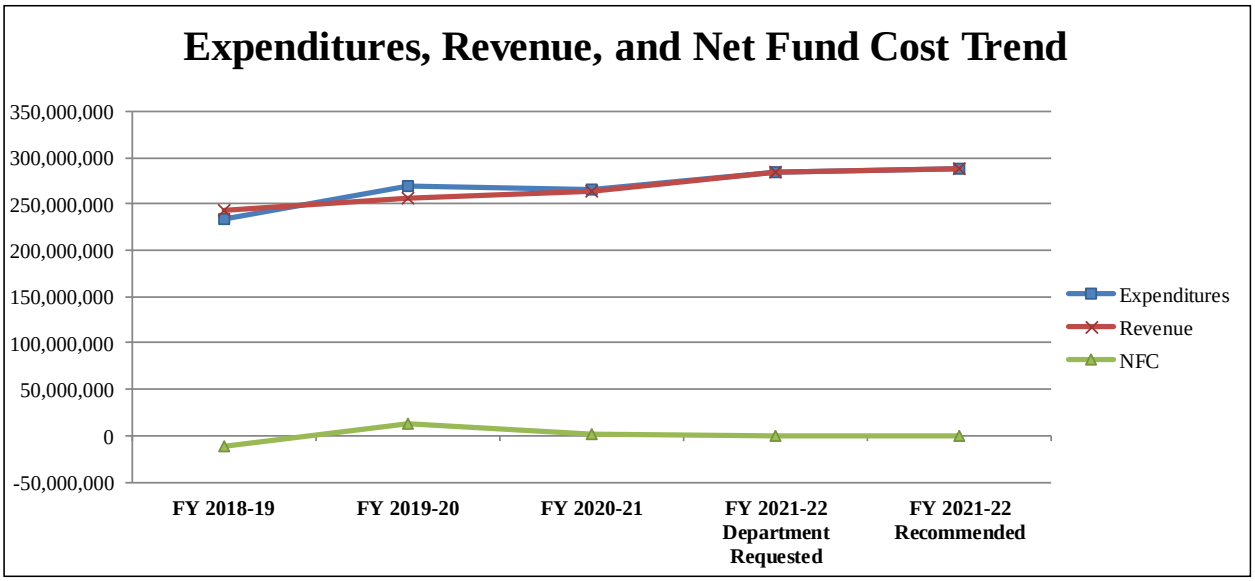
Major revenue sources of the department include $66.9 million in federal funds and $126.7 million in 1991 Realignment and 2011 Realignment funding.

Budget Changes and Operational Impacts

The recommended budget reflects an increase of approximately $22.3 million in other charges and $23.9 million in revenue primarily for increases within the CalWORKs program. The recommended budget also includes cost increases for the annual legislated Cost Necessities Index increase 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 $9.6 million General Fund contribution that is anticipated to cover the County's financial responsibility of assisting eligible recipients in the community.

Although program expenses were anticipated to increase at the onset of the COVID-19 pandemic, cost significantly declined primarily due to enhanced unemployment insurance benefits, issuance of economic stimulus funds, and limited access to external referral services. However, one-time COVID-19 funds will expire and it is anticipated cost will increase in FY 2021-22, the County Administrative Office will continue to work with the department to monitor any significant increase in program expenses following the conclusion of the pandemic.

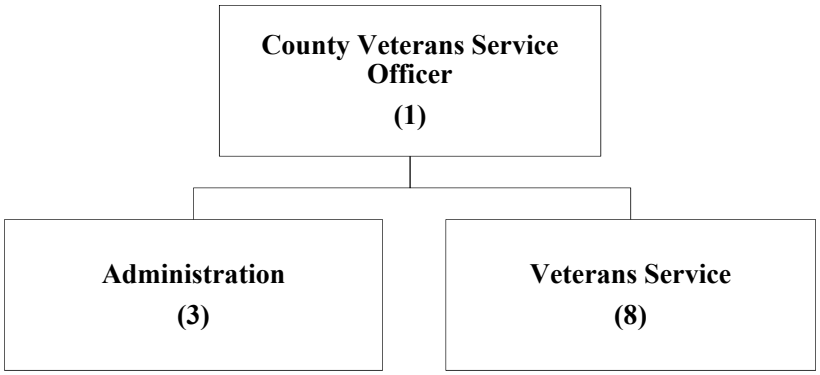
At June 30, 2021, the fund balance in the Human Services Direct Financial Aid fund is $1,196,398 all of which, as prescribed by County policy will be placed in the General Designation until such time as the reconciliation of accrued revenue and final County Expense Claim has occurred.



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 2019-20 and 2020-21 Accomplishments

- Obtained new and increased cash benefits in FY 2019-20 for veterans and their dependents from the U.S. Department of Veterans Affairs in the amount of $17,867,075.
- Filed benefit claims that resulted in $6,161,516 in one-time payments in FY 2019-20 for veterans and their dependents 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.
- Expanded departmental services to underserved veteran populations throughout Kern by developing a telephonic appointment system in an effort to provide services during the Coronavirus Pandemic.
- The recently implemented telephonic appointment system allowed Veterans Service Representatives to serve an average of 41 clients daily in FY 2019-20, and is on pace to assist an average of 44 clients daily in FY 2020-21.
- Collaborated with the Department of Human Services by verifying entitlement to United States Department of Veterans Affairs with over 1,000 annual public assistance referrals.
- Expanded partnership in FY 2019-20 to all four local State institutions of higher education who host a Veterans Service Representative on campus once a month to extend outreach to veterans, their dependents, and staff. In FY 2020-21 this partnership has evolved into virtual presentations with question and answer forums.

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 2019-20	FY 2020-21		FY 2021-22		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	$1,083,966	$1,109,394	$1,078,541	$1,026,303	$1,026,303	$1,026,303
Services and Supplies	91,081	88,919	72,868	85,686	85,686	85,686
Other Financing Uses	0	196,076	0	0	0	188,293
TOTAL EXPENDITURES	**$1,175,047**	**$1,394,389**	**$1,151,409**	**$1,111,989**	**$1,111,989**	**$1,300,282**
Expend. Reimb.	$0	$0	($1,221)	$0	$0	$0
TOTAL NET EXPENDITURES	**$1,175,047**	**$1,394,389**	**$1,150,188**	**$1,111,989**	**$1,111,989**	**$1,300,282**
REVENUE:						
Intergovernmental	$214,929	$161,000	$235,983	$128,957	$128,957	$128,957
Other Financing Sources:						
Veterans Grant & Donation Fund	20,915	0	0	84,214	84,214	84,214
2011 Realignment	108,328	110,792	110,792	120,232	120,232	120,232
CARES Act	143,056	0	5,525	0	0	0
TOTAL REVENUE	**$487,228**	**$271,792**	**$352,300**	**$333,403**	**$333,403**	**$333,403**
Less Available BSI *	$0	($196,076)	$0	$0	$0	($188,293)
NET GENERAL FUND COST	**$687,819**	**$926,521**	**$797,888**	**$778,586**	**$778,586**	**$778,586**
BSI Ending Balance *	$196,076	N/A	$188,293	N/A	N/A	N/A

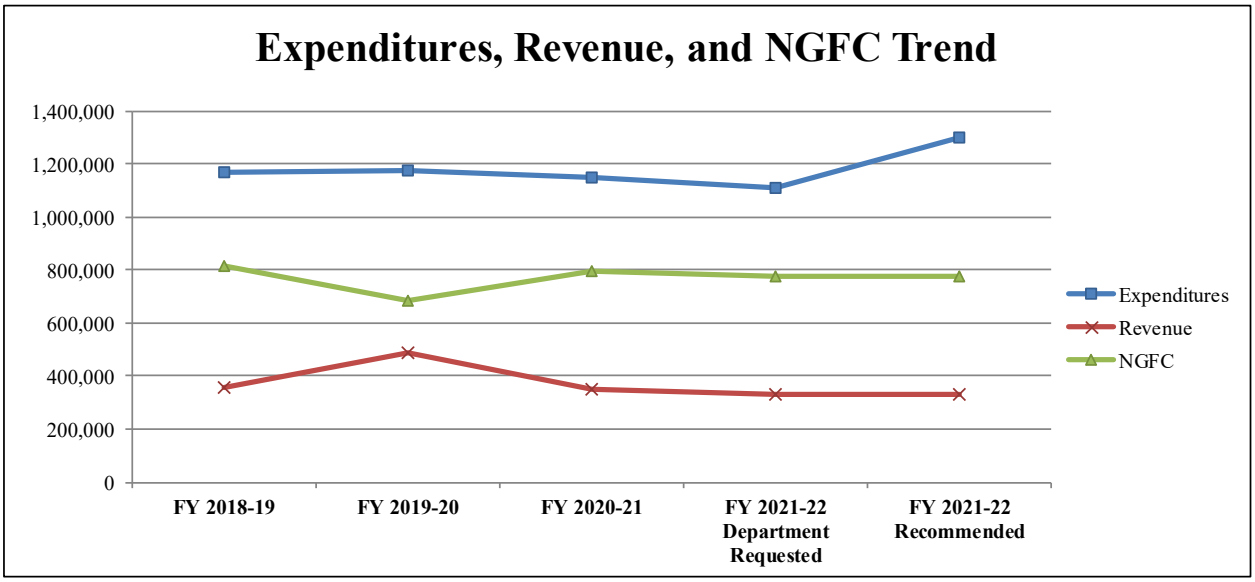
* BSI = Budget Savings Incentives

Major Expenditures and Revenue in FY 2021-22 Recommended Budget

The recommended budget allows the Veterans Services Department to maintain operations and services for FY 2021-22. 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 and 2020-21 actual revenue includes reimbursement from the Federal Coronavirus Relief (CARES Act) funding to reimburse the department for costs incurred as a result of the Coronavirus pandemic. Overall, revenue is expected to slightly decrease by $18,897. This is due to a reduction in intergovernmental revenue, offset by an increase in transfers from the Veterans Grant and Donations Fund.

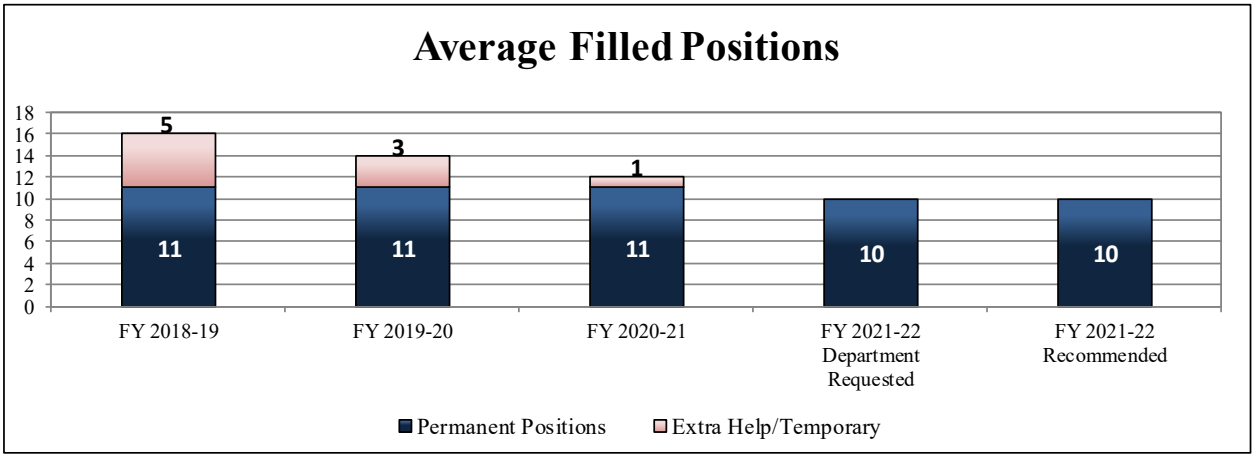
Budget Changes and Operational Impacts

The recommended budget includes holding two (2) Veterans Services Assistant positions vacant and unfunded. In order to maintain service levels, the department anticipates using $84,214 from its Veterans Grant and Donation Fund. The recommended budget anticipates $120,232 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 two (2) Veterans Service Assistant positions vacant and unfunded.



4-Year Staffing Trend

	Actual			Department Requested	Recommended
	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	
AVERAGE FILLED POSITIONS					
Permanent Positions	11	11	11	10	10
Extra Help/Temporary	5	3	1	0	0
Total Positions	**16**	**14**	**12**	**10**	**10**
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	11	11	11	N/A	N/A
Extra Help/Temporary (FTE)	2	2	1	N/A	N/A
Total Positions	**13**	**13**	**12**	**N/A**	**N/A**
SALARIES & BENEFITS	**$1,072,779**	**$1,083,966**	**$1,078,541**	**$1,026,303**	**$1,026,303**

Summary of Authorized Positions

The recommended budget includes twelve (12) authorized positions, ten (10) of which are budgeted to be filled as indicated below.

Division	Authorized	Additions	Deletions	Requested Total	Filled	Vacant	Total
Administration	12	0	0	12	10	2	12
Total	12	0	0	12	10	2	12

Administration

	Classification
1	County Veterans Service Officer
1	Supervising Veterans Service Representative
1	Administrative Coordinator
1	Office Service Technician
1	Office Service Assistant
4	Veterans Service Representative I/II
3	Veterans Service Assistant
12	**Requested Total**

Fiscal Year 2021-22 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	2018-19 Actual	2019-20 Actual	2020-21 Adopted	2020-21 Actual	2021-22 Goal
Number of client contacts	32,391	43,274	35,000	39,454	35,000
Number of veteran dependents who applied for and were granted the California Department of Veterans Affairs College Fee Waiver	528	636	500	526	500
Number of outreach events	57	30	30	24	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 conducted less physical outreach events in FY 2020-21, due to the coronavirus pandemic. However, client contacts exceeded the department's goal for the fiscal year. 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	2018-19 Actual	2019-20 Actual	2020-21 Adopted	2020-21 Actual	2021-22 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.

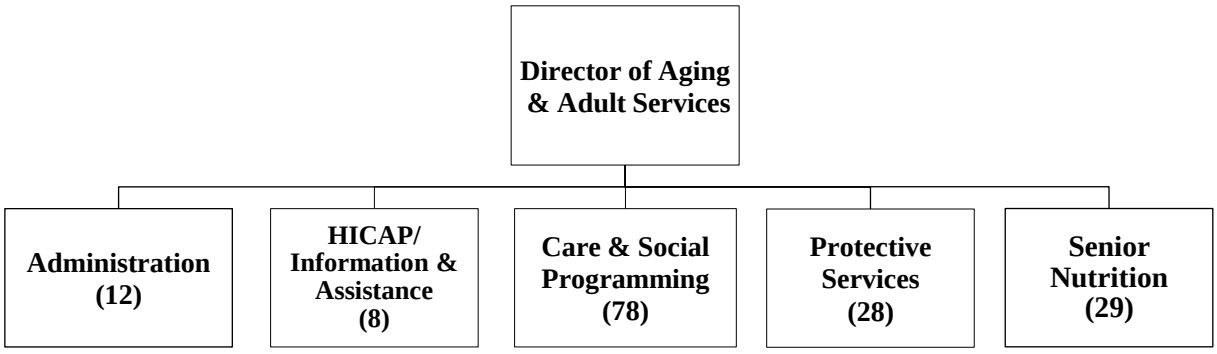


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Mission Statement

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 2019-20 and 2020-21 Accomplishments

- Meals on Wheels program partnered with the Library to provide reading materials directly to homebound seniors.
- 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.
- Home delivered meal slots were expanded and senior nutrition sites were shifted to grab-and-go sites during the Coronavirus Pandemic.
- Collaborated with Gleaners and Relief Shoppers organizations to ensure at risk seniors were able to obtain needed groceries during the Coronavirus Pandemic.
- Distributed food boxes to seniors and disabled citizens in California City, Arvin and Frazier Park during the unprecedented COVID-19 pandemic.
- Implemented Home Safe Grant to assist homeless prevention of Adult Protective Services clients.
- Established a Digital Divide Program to enhance seniors' access to technology, digital devices and information.
- Established free transportation services to vaccination site for individuals with limited mobility.
- Collaborated with City Serve, Christmas for Seniors and Bakersfield Realtor's association to coordinate donations for at risk seniors during the Coronavirus Pandemic.

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 2019-20	FY 2020-21		FY 2021-22		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	$13,137,246	$14,890,249	$13,759,154	$15,783,877	$15,783,877	$16,332,284
Services and Supplies	5,096,812	4,854,144	5,186,147	4,300,771	4,300,771	4,686,469
Other Charges	1,549,525	1,308,520	1,234,426	1,421,000	1,421,000	1,400,969
Capital Assets	171,065	0	131,532	0	0	117,552
TOTAL EXPENDITURES	**$19,954,648**	**$21,052,913**	**$20,311,259**	**$21,505,648**	**$21,505,648**	**$22,537,274**
REVENUE:						
Use of Money/Property	$62,069	$47,384	$67,481	$78,454	$78,454	$78,454
Intergovernmental	14,285,935	14,468,158	13,953,443	13,688,330	13,688,330	14,475,802
Charges for Services	2,675,027	2,620,993	2,386,214	2,575,198	2,575,198	2,440,172
Miscellaneous	251,975	379,273	168,323	241,118	241,118	243,576
Other Financing Sources:						
General Fund Contribution	714,218	660,652	660,652	626,898	626,898	626,898
Social Services Realignment	827,807	789,539	789,538	820,896	820,896	820,896
2011 Realignment	1,508,740	1,538,513	1,538,513	1,708,360	1,708,360	1,809,780
CARES Act	857,194	0	311,618	0	0	0
TOTAL REVENUE	**$21,182,965**	**$20,504,512**	**$19,875,782**	**$19,739,254**	**$19,739,254**	**$20,495,578**
NET FUND COST	**($1,228,317)**	**$548,401**	**$435,477**	**$1,766,394**	**$1,766,394**	**$2,041,696**

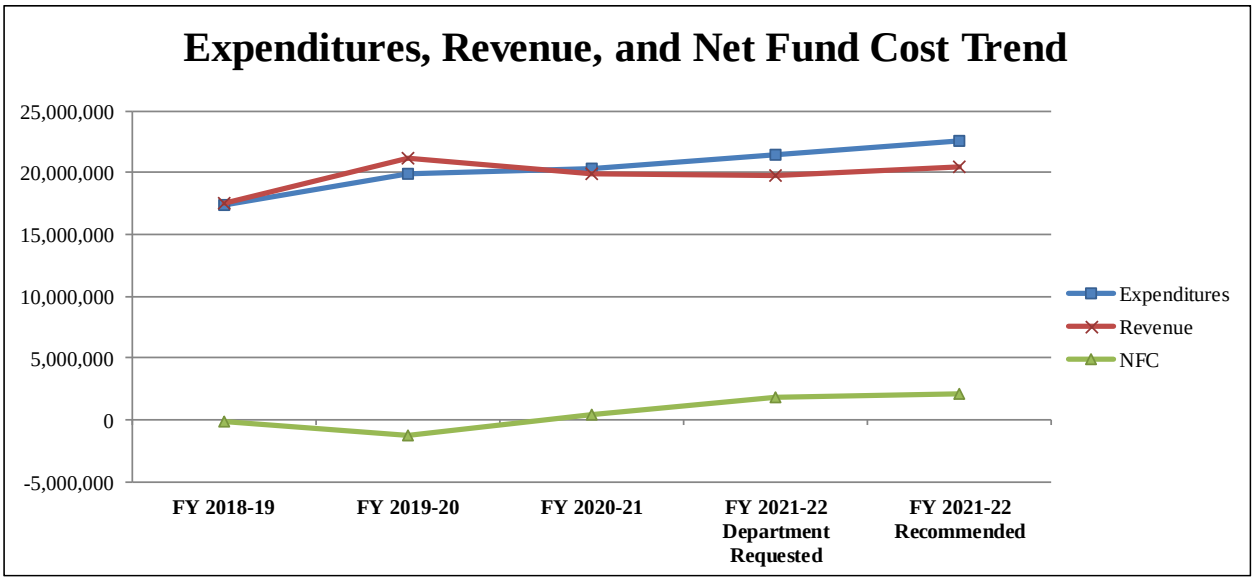
Major Expenditures and Revenue in FY 2021-22 Recommended Budget

Staffing costs of $16.3 million fund 222 budgeted positions, of which 147 are permanent positions and 75 are extra-help/temporary positions. Services and supplies expenditures of approximately $4.7 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 $1.8 million in 2011 Realignment revenue, $820,896 in 1991 Social Services Realignment, and $626,898 in General Fund contribution. The department received $857,194 from CARES Act funding in FY 2019-20 for cost associated with the coronavirus pandemic, and $311,618 during FY 2020-21.

Budget Changes and Operational Impacts

The recommended budget includes an increase of approximately $2.5 million in salaries and benefits attributed to the planned filling of current vacancies and the addition of one (1) Social Services Supervisor position, one (1) Program Specialist position, one (1) Cook I/II position and four (4) Social Service Worker I/II/III positions, which are funded with State and federal program revenue. Costs related to services and supplies are budgeted to decrease primarily due to one-time funding allocated in FY 2020-21. The IHSS Administration allocation is budgeted to increase by $205,000, however, the level of administrative funding is still insufficient to fully operate the IHSS program.

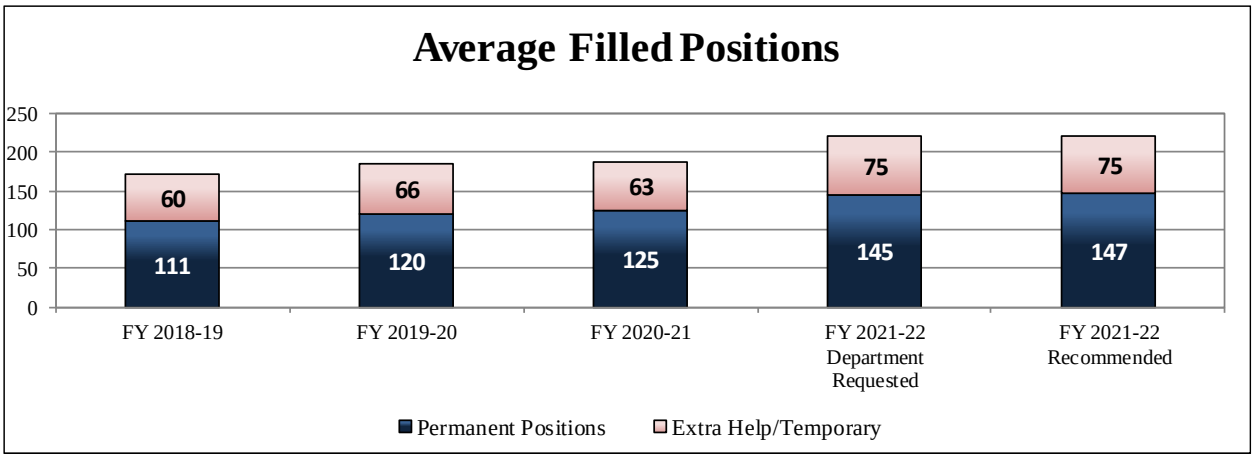
The fund balance at June 30, 2021 is $204,135, all of which will be budgeted in FY 2021-22. In addition, the use of $1,837,561 from the general designation is included in the recommended budget. The remaining $605,693 will remain in the general designation in order to mitigate future downturns in revenue and to help minimize service level impacts resulting from increases in minimum wage and the administration of the IHSS program.



Staffing Changes and Operational Impacts

The recommended budget includes the addition of one (1) Social Services Supervisor position, four (4) Social Service Worker positions, one (1) Cook I/II position, and one (1) Program Specialist position, which are funded with State and federal program revenue.

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, one (1) Mental Health Recovery Specialist position, one (1) Cook III position, one (1) Senior Nutrition Site Coordinator position, and two (2) Food Service Worker positions.



4-Year Staffing Trend

	Actual			Department Requested	Recommended
	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	
AVERAGE FILLED POSITIONS					
Permanent Positions	111	120	125	145	147
Extra Help/Temporary	60	66	63	75	75
Total Positions	**171**	**186**	**188**	**220**	**222**
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	105	116	120	N/A	N/A
Extra Help/Temporary (FTE)	51	42	40	N/A	N/A
Total Positions	**156**	**158**	**160**	**N/A**	**N/A**
SALARIES & BENEFITS	**$11,732,074**	**$13,137,246**	**$13,759,154**	**$15,783,877**	**$16,332,284**

Public Asccccsistance

Summary of Authorized Positions

The department currently has 149 authorized positions. The recommended budget includes 156 authorized positions, of which 147 are budgeted during FY 2021-22 as indicated below.

Division	Authorized	Additions	Deletions	Requested Total	Filled	Vacant	Total
Administration	13	0	0	13	11	2	13
Care & Social Programing	73	5	0	78	76	2	78
HICAP/Information & Assistance	7	1	0	8	8	0	8
Adult Protective Services	28	0	0	28	27	1	28
Senior Nutrition	28	1	0	29	25	4	29
Total	149	7	0	156	147	9	156

Administration

	Classification
1	Director of Aging & Adult Services
1	Administrative Services Officer
2	Accountant I/II/III
1	Technical Support Engineer I/II
1	Administration Coordinator
1	Fiscal Support Specialist
2	Fiscal Support Technician
1	Program Coordinator
1	Technical Support Specialist I/II/III
1	Fiscal Support Supervisor
1	Senior Office Services Specialist
13	**Requested Total**

Care & Social Programing

	Classification
1	Program Director
7	Social Services Supervisor I
49	Social Service Worker I/II/III
1	Assistant Program Director
1	Office Services Technician
1	Program Support Supervisor
1	Assistant Program Director
1	Fiscal Support Assistant
3	Program Technician
7	Office Services Technician
1	Office Services Specialist
73	**Current Total**
	Additions/(Deletions)
4	Social Service Worker I/II/III
1	Social Service Supervisor I
78	**Requested Total**

Senior Nutrition

	Classification
2	Sr. Nutrition Program Coordinator
2	Cook III
11	Cook I/II
10	Senior Nutrition Site Coordinator
1	Food Service Worker II
1	Food Service Worker I
1	Nutrition Worker
28	**Current Total**
	Additions/(Deletions)
1	Cook I/II
29	**Requested Total**

Adult Protective Services

	Classification
1	Program Director
4	Social Services Supervisor I
13	Social Service Worker I/II/III
8	Deputy Conservator
1	Mental Health Recovery Specialist
1	Legal Secretary
28	**Requested Total**

HICAP/Information & Assistance

	Classification
1	Program Support Supervisor
1	Administration Coordinator
1	Health Education Assistant I/II
4	Program Technician
7	**Current Total**
	Additions/(Deletions)
1	Program Specialist
8	**Requested Total**

Fiscal Year 2021-22 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	2018-19 Actual	2019-20 Actual	2020-21 Adopted	2020-21 Actual	2021-22 Goal
Number of community education presentations	178	41	150	20	120

In an effort to prevent and reduce elder abuse, the department continues to conduct presentations on the subject to bring awareness to this issue. The department provides an annual Elder Abuse Conference which was postponed in FY 2020-21 due to COVID-19 pandemic. 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 in FY 2020-21, 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	2018-19 Actual	2019-20 Actual	2020-21 Adopted	2020-21 Actual	2021-22 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	100%	99%	100%	99%	100%
Number of adult protective services referrals investigated	4,586	4,831	4,870	4,939	4,900
Total number of adult protective services referrals	5,005	4,964	5,000	5,159	5,100

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	2018-19 Actual	2019-20 Actual	2020-21 Adopted	2020-21 Actual	2021-22 Goal
Number of information and assistance contacts	22,673	14,418	25,000	11,323	25,000
Dollars saved for clients of the Health Insurance Counseling and Advocacy Programs (HICAP)	$3,679,213	$2,354,689	$2,400,000	$1,060,300	$2,400,000
Number of HICAP contacts	22,353	13,164	14,358	13,013	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 2020-21 COVID-19 and limited staff resources prevented the department from doing outreach events which reduced the department's ability to reach the contact goals.

County Contribution – Aging and Adult Services

Department Head: Lito Morillo
Fund: General
Budget Unit: 5611

Function: Public Assistance
Activity: Other Assistance

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

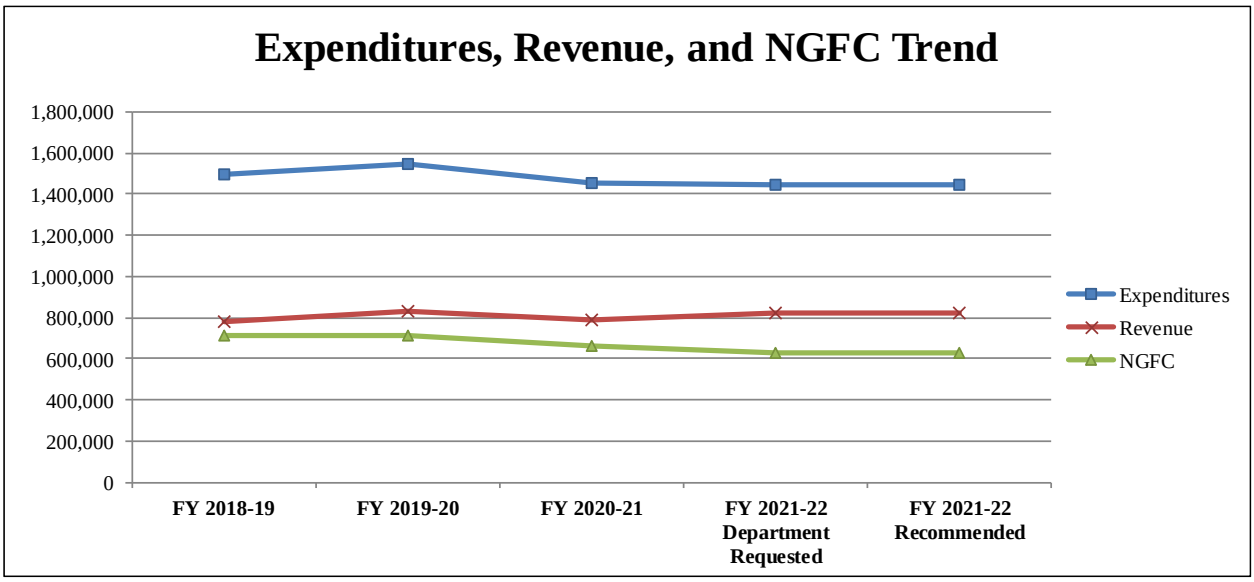
	FY 2019-20	FY 2020-21		FY 2021-22		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Other Financing Uses	$1,542,025	$1,450,190	$1,450,190	$1,447,794	$1,447,794	$1,447,794
TOTAL EXPENDITURES	**$1,542,025**	**$1,450,190**	**$1,450,190**	**$1,447,794**	**$1,447,794**	**$1,447,794**
REVENUE:						
Intergovernmental	$827,807	$789,538	$789,539	$820,896	$820,896	$820,896
TOTAL REVENUE	**$827,807**	**$789,538**	**$789,539**	**$820,896**	**$820,896**	**$820,896**
NET GENERAL FUND COST	**$714,218**	**$660,652**	**$660,651**	**$626,898**	**$626,898**	**$626,898**

Major Expenditures and Revenue in FY 2021-22 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 $820,896, with the remainder being funded by a General Fund contribution.

Budget Changes and Operational Impacts

The recommended budget includes a $33,753 decrease in Net General Fund Cost from FY 2020-21. 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

County Contribution – In-Home Supportive Services

Department Head: Lito Morillo
Fund: General
Budget Unit: 5810
Function: Public Assistance
Activity: Other Assistance

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

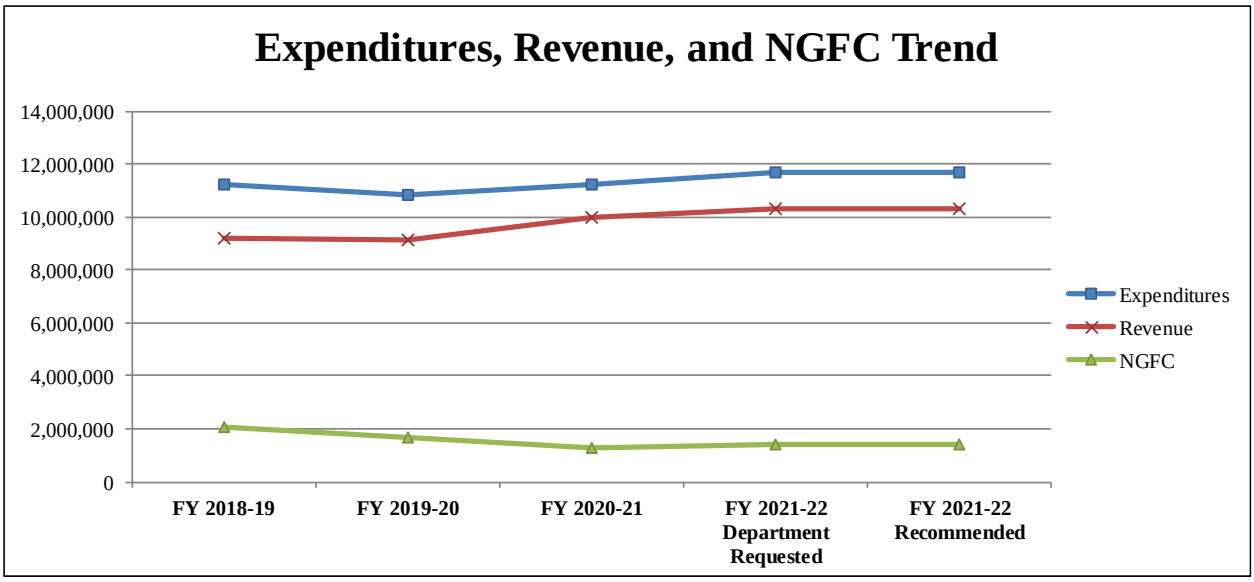
	FY 2019-20	FY 2020-21		FY 2021-22		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Other Financing Uses	$10,826,215	$11,259,264	$11,259,264	$11,709,632	$11,709,632	$11,709,632
TOTAL EXPENDITURES	**$10,826,215**	**$11,259,264**	**$11,259,264**	**$11,709,632**	**$11,709,632**	**$11,709,632**
REVENUE:						
Intergovernmental	$9,154,643	$10,004,694	$10,004,695	$10,315,075	$10,315,075	$10,315,075
TOTAL REVENUE	**$9,154,643**	**$10,004,694**	**$10,004,695**	**$10,315,075**	**$10,315,075**	**$10,315,075**
NET GENERAL FUND COST	**$1,671,572**	**$1,254,570**	**$1,254,569**	**$1,394,557**	**$1,394,557**	**$1,394,557**

Major Expenditures and Revenue in FY 2021-22 Recommended Budget

The recommended budget includes a contribution of $11.7 million for the IHSS Maintenance of Effort (MOE), which covers service providers' salaries. Social services program realignment revenue in the amount of $10.3 million and approximately $1.4 million in General Fund contribution offsets the County's local match requirement.

Budget Changes and Operational Impacts

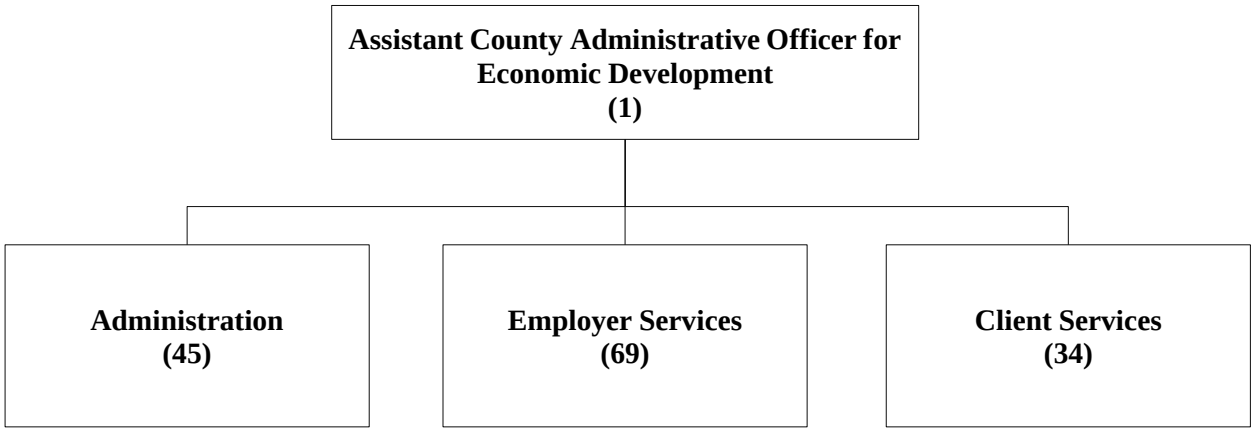
The recommended budget includes an increase over FY 2020-21 actual expenditures of approximately $450,368 due to the annual four percent statutory rate increase to the IHSS MOE. The additional increase in IHSS cost is funded by approximately $139,987 in General Fund and $310,380 in Social Services Realignment. The recommended budget provides for the mandated MOE Funding.


Expenditures, Revenue, and NGFC Trend
14,000,000
12,000,000
10,000,000
8,000,000
6,000,000
4,000,000
2,000,000
0
FY 2018-19
FY 2019-20
FY 2020-21
FY 2021-22 Department Requested
FY 2021-22 Recommended
Expenditures
Revenue
NGFC

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 2019-20 and 2020-21 Accomplishments

- 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 200 On-the-Job Training contracts totaling nearly $1,200,000 in value.
- Continued to partner with the Human Services Department to place CalWorks recipients in paid work experience and to provide job placement services to CalWorks recipients.
- Partnered with Amazon on a hiring initiative to recruit County residents for Amazon employment opportunities.
- Implemented 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 orientations, eligibility, intake and assessment testing online to provide training and education to employees and employers to reduce transmission and prepare the workforce for post-COVID-19 return to work.

Employers' Training Resource

Department Head: Ryan J. Alsop
Fund: General
Budget Unit: 5923

Function: Public Assistance
Activity: Other Assistance

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

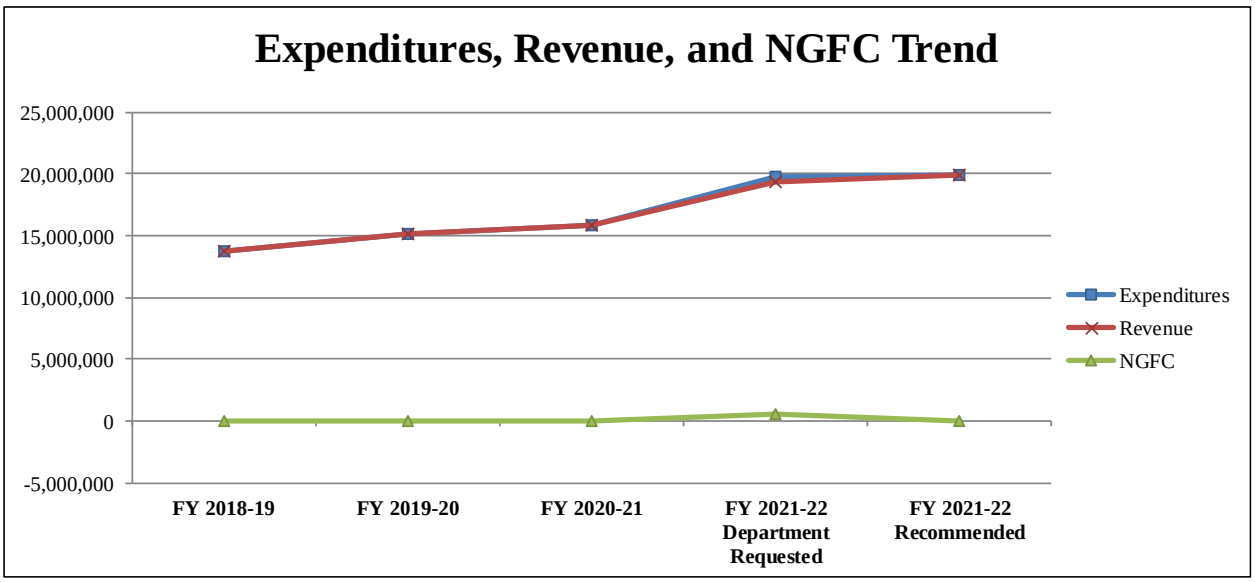
	FY 2019-20	FY 2020-21		FY 2021-22		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	$12,001,480	$15,218,330	$12,355,120	$15,680,506	$15,680,506	$15,764,047
Services and Supplies	3,202,837	4,568,686	3,481,554	4,120,642	4,120,642	4,120,642
Other Charges	0	200	0	500	500	500
Capital Assets	0	0	0	0	0	66,000
TOTAL EXPENDITURES	**$15,204,317**	**$19,787,216**	**$15,836,674**	**$19,801,648**	**$19,801,648**	**$19,951,189**
Expend. Reimb.	($1,053)	($5,000)	($6,699)	$0	$0	$0
TOTAL NET EXPENDITURES	**$15,203,264**	**$19,782,216**	**$15,829,975**	**$19,801,648**	**$19,801,648**	**$19,951,189**
REVENUE:						
Miscellaneous	$77	$1,000	$200	$1,000	$1,000	$1,000
Other Financing Sources:						
ETR - WIOA	13,240,463	19,659,216	15,436,494	19,199,216	19,678,648	19,778,189
ETR - Non-WIOA	161,846	122,000	0	122,000	122,000	172,000
CARES Act	1,800,875	0	393,480	0	0	0
TOTAL REVENUE	**$15,203,261**	**$19,782,216**	**$15,830,174**	**$19,322,216**	**$19,801,648**	**$19,951,189**
NET GENERAL FUND COST	**$3**	**$0**	**($199)**	**$479,432**	**$0**	**$0**

Major Expenditures and Revenue in FY 2021-22 Recommended Budget

Major expenditures include salaries and benefits of $15.7 million to fund 172 budgeted positions, of which 149 are permanent positions and 24 are extra-help/temporary positions. The COVID-19 pandemic negatively impacted local employers and the local workforce. The recommended budget includes funding to support business needs and prepare the workforce for post COVID-19 return to work. 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 $19.7 million.

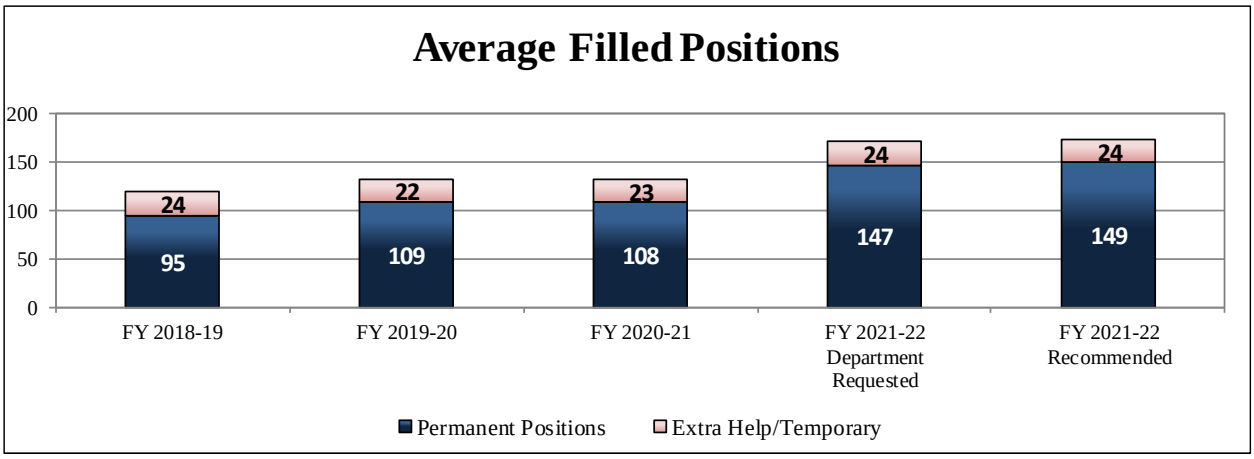
Budget Changes and Operational Impacts

The recommended budget includes an overall increase of $4.1 million, which is attributable to carryforward funds from FY 2020-21 and new FY 2021-22 allocation from the U.S. Department of Labor for WIOA.



Staffing Changes and Operational Impacts

The recommended budget includes the addition one (1) Accountant I/II/III position, one (1) Market and Promotions Associate position, one (1) Program Specialist I/II positions, three (3) Office Services Technician positions, five (5) Sr. Workforce Development Analyst positions, one (1) Program Technician position, two (2) Computer Lab Instructor positions, one (1) Fiscal Support Specialist position, and one (1) Office Services Assistant position. The recommended budget also includes the deletion of one (1) Contracts Administration Assistant position, one (1) Business Manager position, one (1) Administrative Coordinator position, one (1) Graphic Artist position, and three (3) Program Coordinator positions. The approximate annual net cost increase of these positions changes is $892,000.



4-Year Staffing Trend

	Actual			Department Requested	Recommended
	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	
AVERAGE FILLED POSITIONS					
Permanent Positions	95	109	108	147	149
Extra Help/Temporary	24	22	23	24	24
Total Positions	**119**	**131**	**131**	**171**	**173**
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	93	107	108	N/A	N/A
Extra Help/Temporary (FTE)	27	21	21	N/A	N/A
Total Positions	**120**	**128**	**129**	**N/A**	**N/A**
SALARIES & BENEFITS	**$10,607,006**	**$12,001,480**	**$12,355,120**	**$15,680,506**	**$15,764,047**

Public Assistance

Summary of Authorized Positions

The department currently has 140 authorized permanent positions. The recommended budget includes 149 authorized positions all of which are budgeted to be filled during FY 2021-22 as indicated below.

Division	Authorized	Additions	Deletions	Requested Total	Filled	Vacant	Total
Administration	45	5	(4)	46	46	0	46
Client Services	32	3	(1)	34	34	0	34
Employer Services	63	8	(2)	69	69	0	69
Total	140	16	(7)	149	149	0	149

Administration

	Classification
1	Assistant CAO
1	Business Manager
4	Accountant I/II/III
1	Administrative Coordinator
3	Fiscal Support Specialist
2	Fiscal Support Technician
3	Supervising Dept Analyst
11	Departmental Analyst I/II
1	Office Services Specialist
1	Sr. Office Services Specialist
2	Marketing & Promo Asso./Asst.
1	Marketing & Promo Coord.
1	Program Coordinator
1	Contracts Administration Asst.
1	Contract Administrator
1	Graphic Artist
2	Sr. Workforce Develop Analyst
1	Marketing & Prom
1	Program Specialist I/II
1	Job Developer
1	Administrative Services Officer
1	CAO Manager
1	Fiscal Support Supervisor
1	Office Services Coordinator
1	Office Services Technician
45	**Current Total**
	Additions/(Deletions)
1	Accountant I/II/III
(1)	Contracts Administration Asst.
(1)	Administrative Coordinator
2	Sr. Workforce Develop Analyst
1	Marketing & Promo Asso./Asst.
(1)	Graphic Artist
1	Fiscal Support Specialist
(1)	Business Manager
46	**Requested Total**

Client Services

	Classification
1	CAO Manager
6	Office Services Technician
8	Program Specialist I/II
9	Program Technician
2	Program Support Supervisor
1	Senior Office Services Specialist
1	Program Coordinator
3	Office Services Assistant
1	Syst. Analyst I/II-Programmer I/II
32	**Current Total**
	Additions/(Deletions)
1	Program Specialist I/II
1	Sr. Workforce Develop Analyst
1	Office Services Technician
(1)	Program Coordinator
34	**Requested Total**

Employer Services

	Classification
1	CAO Manager
23	Job Developer I/II
2	Office Services Assistant
7	Office Services Technician
2	Program Coordinator
4	Program Support Supervisor
4	Program Technician
20	Program Specialist I/II
63	**Current Total**
	Additions/(Deletions)
2	Office Services Technician
1	Office Services Assistant
1	Program Technician
2	Sr. Workforce Develop Analyst
2	Computer Lab Instructor
(2)	Program Coordinator
69	**Requested Total**

Fiscal Year 2021-22 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	2018-19 Actual	2019-20 Actual	2020-21 Adopted	2020-21 Actual	2021-22 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	73	78	85	43	85
Number of employers who utilize On the Job Training (OJT)	36	39	35-40	37	35-40
Number of OJTs written Amount employers saved by using OJTs	192 $604,283	214 $1,194,048	150-200 $700,000	268 $1,472,959	250 $1,900,000
Number of employers who actively contribute time to the Workforce Development Board and forums	45	45	45	44	45
Number of employers with job openings	600	650	700	628	700
Number of job openings	6,000	7,500	7,000	6128	6500
Number of job orders	2,000	2,000	2,000	1,983	2000
Participant wages upon entering the workforce	$12-30/hr	$12-30/hr	$12-30/hr	$13-$68/hr	$14-$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. The department was partially closed due to the COVID-19 pandemic, which impacted the actual performance measures.

Objective 2: Provide individual job seekers with opportunities to obtain gainful employment.

Measurement	2018-19 Actual	2019-20 Actual	2020-21 Adopted	2020-21 Actual	2021-22 Goal
Workforce Innovation Opportunity Act (WIOA) Adult enrolled clients employed second quarter after exit from program	71.9%	80.2%	73.2%	65%*	73.2%
CalWORKs recipients employed upon program completion	35%	35%	35%	41%	35%
Median earnings of WIOA adult clients 2nd quarter after exit	$6,817	$6,445	$6,000	$5,500*	$6,000
WIOA program participants who are satisfied or highly satisfied with services received	92%	94%	95%	93%	95%
Number of jobseekers attending WIOA orientations in English Number of job seekers attending WIOA orientations in Spanish	3,334 129	2,921 75	3,000 100	1,169 2	3,000 100

Employers' Training Resource closed its offices on March 17, 2020 due to COVID-19 pandemic and stopped all in person orientations. The department started online orientations on June 4, 2020 and had 774 view as of February 23, 2021. From February 23, 2021 to April 2020, department had 352 views. As noted above, the department's partial closures due to the COVID-19 pandemic impacted the performance measures. Department expects performances measures to be back to normal as in person orientations restart.

*Estimates are based on most current data.

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	2018-19 Actual	2019-20 Actual	2020-21 Adopted	2020-21 Actual	2021-22 Goal
WIOA Youth in unsubsidized employment or education during 2nd quarter after Exit	78.0%	66.6%	71%	60%*	71%
WIOA Youth participants in unsubsidized employment or education during 4th quarter after Exit	79.0%	71.1%	71%	65%*	71%
WIOA Credential Attainment within 4 quarters after Exit	79.0%	80%	60%	55%*	60%

As noted above, the department's partial closures due to the COVID-19 pandemic impacted the performance measures The department is coordinating with local stakeholders to prepare youth for post-secondary education and employment opportunities and expects to meet performance measures.

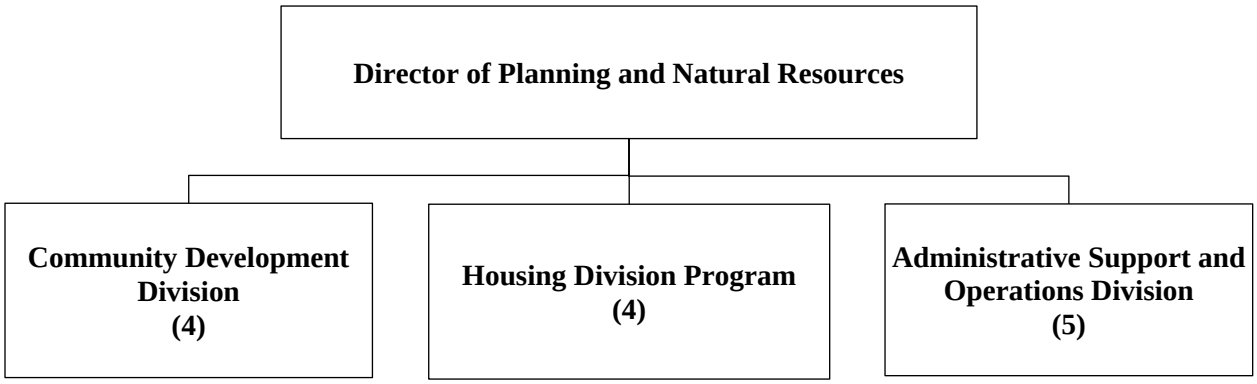
*Estimates are based on most current data.

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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



Fiscal Year 2019-20 and 2020-21 Accomplishments

- Expended $529,481 in State and Federal Housing funds, $490,202 in Emergency Solutions funds, and $2.85 million in Community Development Block Grand Funds for projects and programs located throughout Kern County.
- Implemented $13,485,713 in relief funds made available through the federal CARES Act and COVID relief funding.
- Completed Home Investment Partnership Act (HOME) single family construction activities for Mountain View Village and acquisition activities for Pioneer Cottages and Brenton Park Cottages.
- Completed 108 Community Development Block Grant Home Access cases for $297,283 worth of Americans with Disabilities Act accessible home modifications

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

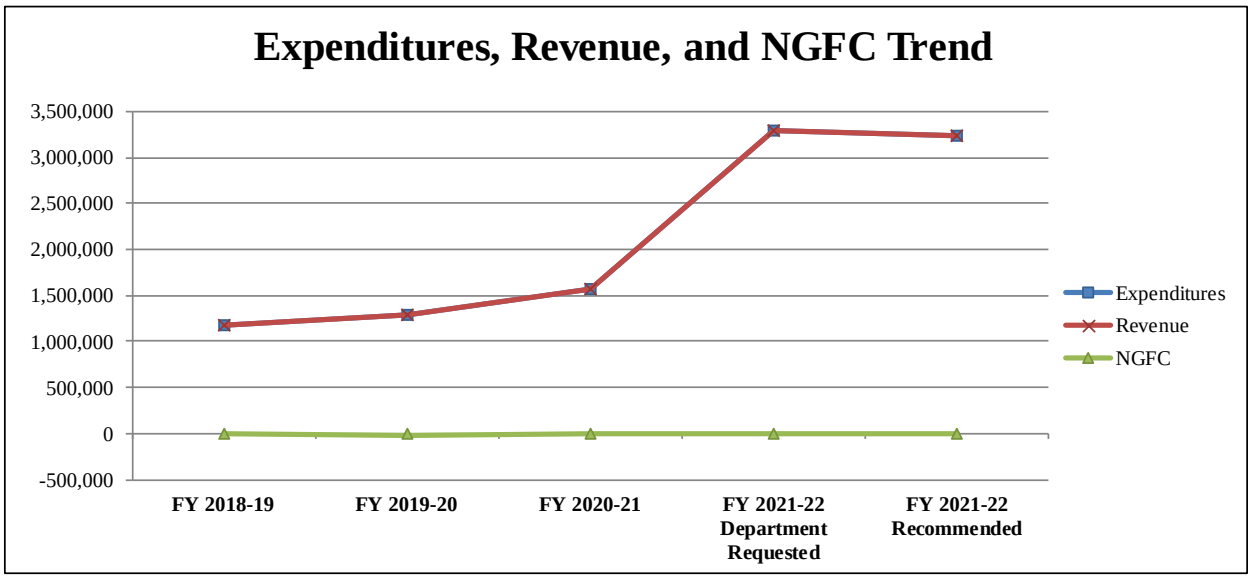
	FY 2019-20	FY 2020-21		FY 2021-22		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	$1,055,489	$1,360,722	$1,198,449	$1,283,860	$1,283,860	$1,303,910
Services and Supplies	234,854	466,675	368,134	2,015,746	1,925,309	1,925,309
TOTAL EXPENDITURES	**$1,290,343**	**$1,827,397**	**$1,566,583**	**$3,299,606**	**$3,209,169**	**$3,229,219**
Expend. Reimb.	($11,101)	($15,000)	($777)	$0	$0	$0
TOTAL NET EXPENDITURES	**$1,279,242**	**$1,812,397**	**$1,565,806**	**$3,299,606**	**$3,209,169**	**$3,229,219**
REVENUE:						
Miscellaneous	$210	$0	$0	$0	$0	$0
Other Financing Sources:						
Community Development Program	1,037,365	1,418,473	1,200,945	2,269,373	2,178,937	2,198,988
Emergency Shelter Grant	2,629	31,457	148,107	92,027	92,027	92,027
Home Investment Trust	116,971	342,406	100,479	307,573	307,572	307,572
CD-NSP Grant	6,709	0	1,840	18,069	18,069	18,069
Emergency Solutions Grant	16,203	20,061	0	612,563	612,563	612,563
CARES Act	107,332	0	114,435	0	0	0
TOTAL REVENUE	**$1,287,419**	**$1,812,397**	**$1,565,806**	**$3,299,605**	**$3,209,168**	**$3,229,219**
NET GENERAL FUND COST	**($8,177)**	**$0**	**$0**	**$1**	**$1**	**$0**

Major Expenditures and Revenue in FY 2021-22 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.

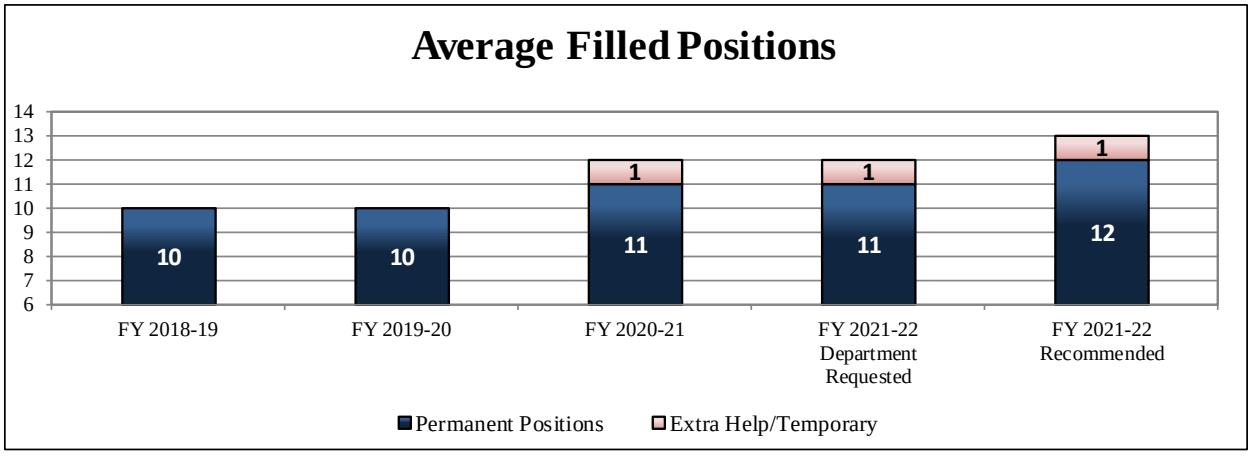
Budget Changes and Operational Impacts

The recommended budget includes $3.2 million in other financing sources, an increase of approximately $1.7 million from the FY 2020-21 actual due to increased levels of funding from the Federal Department of Housing and Urban Development for the administrative costs of delivering COVID relief projects throughout Kern County.



Staffing Changes and Operational Impacts

The recommended budget includes funding for 12 permanent positions. The recommended budget includes the addition of one (1) Fiscal Support Technician position.



Public Assistance

4-Year Staffing Trend

	Actual			Department Requested	Recommended
	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	
AVERAGE FILLED POSITIONS					
Permanent Positions	10	10	11	11	12
Extra Help/Temporary	0	0	1	1	1
Total Positions	**10**	**10**	**12**	**12**	**13**
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	11	10	11	N/A	N/A
Extra Help/Temporary (FTE)	0	0	1	N/A	N/A
Total Positions	**11**	**10**	**12**	**N/A**	**N/A**
SALARIES & BENEFITS	**$1,050,012**	**$1,055,489**	**$1,198,449**	**$1,283,860**	**$1,303,910**

Summary of Authorized Positions

The department has 12 authorized permanent positions. One (1) Office Services Specialist position is budgeted to remain vacant and unfunded during FY 2021-22 as indicated below.

Division	Authorized	Additions	Deletions	Requested Total	Filled	Vacant	Total
Community Development	4	0	0	4	4	0	4
Housing	4	0	0	4	4	0	4
Administrative Support and Operations	4	1	0	5	4	1	5
Total	12	1	0	13	12	1	13

Housing

	Classification
1	Housing Program Manager
1	Housing Rehab Program Supv.
1	Housing Rehabilitation Technician
1	Fair Housing Coordinator
4	**Requested Total**

Administrative Support and Operations

	Classification
1	Administrative Coordinator
1	Office Services Specialist
1	Accountant I/II/III
1	Fiscal Support Technician
4	**Current Total**
	Additions/(Deletions)
1	Fiscal Support Technician
5	**Requested Total**

Community Development

	Classification
1	Supervising Planner
2	Planner I/II/III
1	Planning Technician
4	**Requested Total**

Fiscal Year 2021-22 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	2018-19 Actual	2019-20 Actual	2020-21 Adopted	2020-21 Actual	2021-22 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.	99.33%	98.08%	≥80%	92.28%	≥80%
Dollar amount of grant funds expended on activities that benefit residents having low/moderate income.	$3,252,882	$3,274,302	≥$3,978,691	$3,015,984	≥$3,843,378

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. Performance measures for dollars expended on activities that benefit residents having low/moderate income were not met in FY 2020-21 due to COVID-19 related project delays and cancellations.

Goal 2: Improve fiscal efficiency/responsibility of County.

Objective 1: Improve and increase affordable housing for the community.

Measurement	2018-19 Actual	2019-20 Actual	2020-21 Adopted	2020-21 Actual	2021-22 Goal
Number of housing units rehabilitated or reconstructed through use of HUD's Housing Rehabilitation loan funds.	2	5	3	2	3
Number of housing units made accessible to residents with physical disabilities through use of HUD's Home Access grant funds.	40	58	70	67	75
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.	1.33	1.47	≤1.5	1.54	≤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.

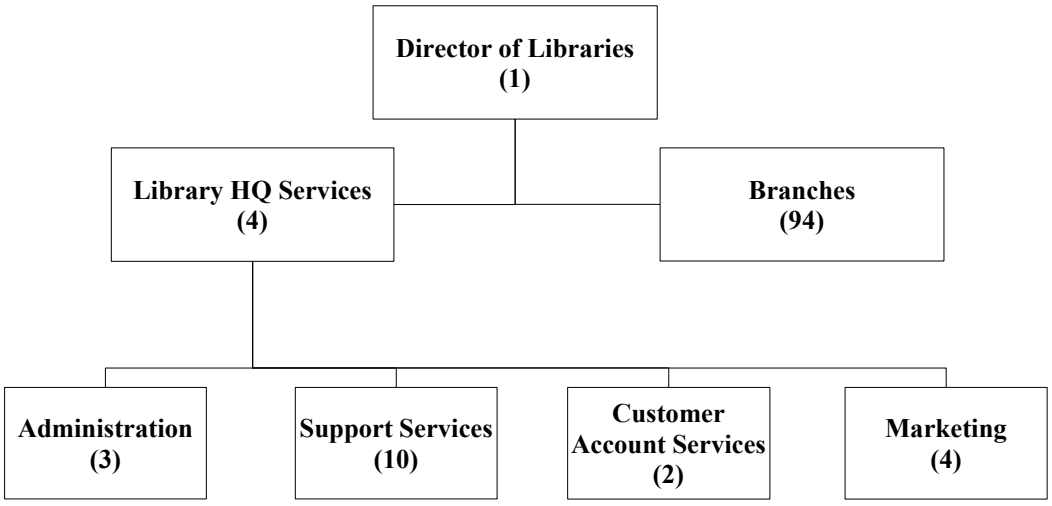
The sum of Community Development Block Grant (CDBG) program income on hand and the line-of-credit fund balance, relative to the current year grant amount quantifies the County's ability and capacity to expend CDBG funds in a timely manner. Doing so requires the cooperation of sub-recipients and the County 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.

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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 2019-20 and 2020-21 Accomplishments

- Collaborated with multiple county departments to support Emergency Operation Centers efforts by dedicating over 4,500 hours of library staff time to distribute PPE supplies. In addition, three library sites served as COVID-19 testing sites and one served as a COVID-19 vaccination site.
- Implemented 12 grants totaling $123,082 in additional funding in FY 2019-20.
- Shifted programming to be offered in a virtual setting allowing the department to conduct 10,834 programs with over 146,000 attendees in FY 2019-20.
- Completed construction on the Rathbun Branch in Oildale, reopening to the public with an increased space for programing and additional public access computers.
- Extended the lunch at the library program to continue service into the fall, offering both drive-thru and grab-and-go options serving over 17,100 meals to children across the county.
- Developed an online appointment system to assist customers with curbside and inside appointments.

Library

Department Head: Andrea Sullivan
Fund: General
Budget Unit: 6210

Function: Education
Activity: Education

Description of Major Services

The Library Department operates public library facilities to provide literacy and educational services including: early learning literacy opportunities, children and teen services, workforce readiness assistance, access to print, digital and streaming content, research support, internet and Wi-Fi access, and access to public computers. The department provides enrichment and motivational programs to enhance the quality of life for citizens of all ages.

Summary of Expenditures and Revenue

	FY 2019-20	FY 2020-21		FY 2021-22		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	$4,742,296	$4,359,676	$4,198,855	$4,593,794	$4,656,528	$5,439,527
Services and Supplies	2,049,412	1,994,691	2,032,590	1,847,440	2,276,885	3,125,829
Capital Assets	0	0	0	0	0	175,000
Other Financing Uses	0	246,771	0	0	0	310,149
TOTAL EXPENDITURES	**$6,791,708**	**$6,601,138**	**$6,231,445**	**$6,441,234**	**$6,933,413**	**$9,050,505**
Expend. Reimb.	($36,457)	$0	($97,609)	$0	$0	$0
TOTAL NET EXPENDITURES	**$6,755,251**	**$6,601,138**	**$6,133,836**	**$6,441,234**	**$6,933,413**	**$9,050,505**
REVENUE:						
Use of Money/Property	$88,166	$35,120	$74,136	$35,120	$35,120	$35,120
Charges for Services	82,251	40,000	19,526	48,450	48,450	48,450
Miscellaneous	93,534	49,043	90,324	145,489	145,489	1,492,489
Other Financing Sources:						
Kern County Library Donations	93,777	60,000	94,427	80,000	80,000	140,000
CARES Act	437,220	100,000	151,189	100,181	100,181	526,181
TOTAL REVENUE	**$794,948**	**$284,163**	**$429,602**	**$409,240**	**$409,240**	**$2,242,240**
Less Available BSI *	$0	($246,771)	$0	$0	$0	($284,093)
NET GENERAL FUND COST	**$5,960,303**	**$6,070,204**	**$5,704,234**	**$6,031,994**	**$6,524,173**	**$6,524,172**
BSI Ending Balance *	$246,771	N/A	$246,771	N/A	N/A	N/A

* BSI = Budget Savings Incentives

Major Expenditures and Revenue in FY 2021-22 Recommended Budget

The Kern County Library system includes 24 branches and 2 bookmobile routes across the County. Of these locations, there are 15 branches within incorporated cities. Over the last fiscal year operations at all locations have been impacted due to capacity and social distancing guidelines, coupled with budgetary and staffing concerns. During this time the Library department has reinvented how customer interactions occur through the transition into curbside services, inside browsing by appointment only and enhanced virtual programming in order to serve residents countywide. During FY 2020-21, 12 branches were funded with NGFC and opened for public use.

In addition, the Shafter branch was opened with City of Shafter funding, and one book mobile route has been operating with grant funding from Community Action Partnership of Kern.

The recommended budget reflects an increase of $2.9 million in expenses due to an increase of funding both from Federal sources and additional NGFC. This budget restores the $492,179 NGFC reduction from the prior fiscal year in order to assist the department and address the reduced hours of branch operations.

Through the American Rescue Plan Act (ARPA) the library department has been allocated $2.45 million in funds to be used within the next three years to backfill for positions lost during the Coronavirus pandemic. $783,000 is reflected in the recommended budget to assist with staffing for the fiscal year. This funding will be used to hire employees to run operations at 22 branches across the county. Each branch will have a team of staff providing dedicated service to each individual community.

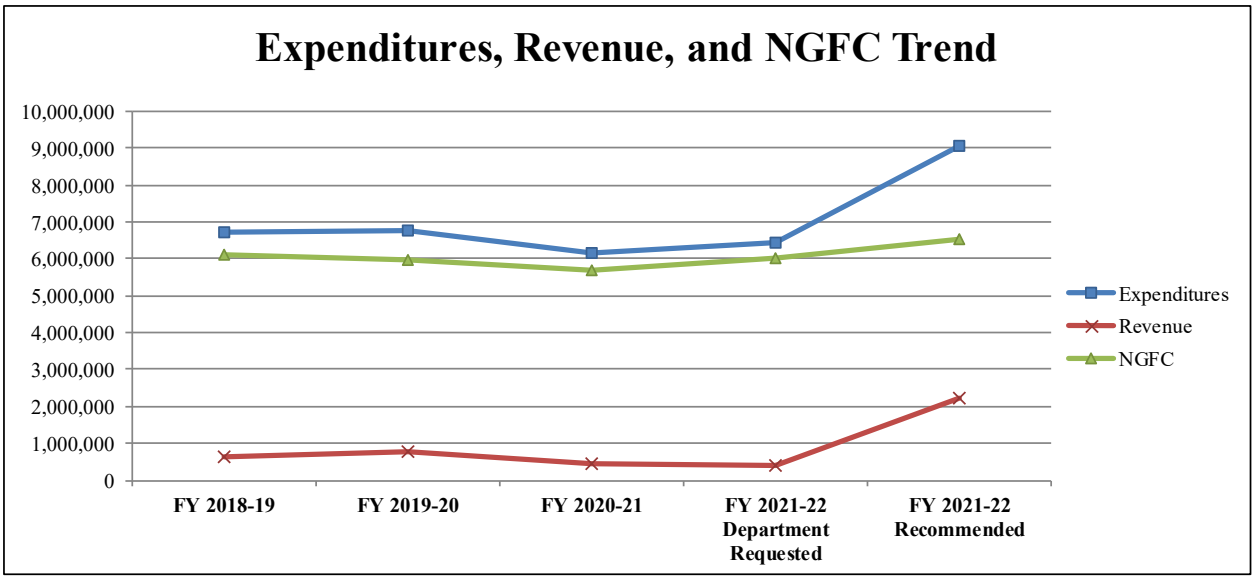
In addition, the recommended budget includes a total of $970,000 of additional state funding for technology upgrades, including computer upgrades, personal devices, public access kiosks, and equipment to enhance programming and services across the library branches. With this additional funding and through the Libraries reopening plan, the department will be able to provide full indoor service while continuing to provide curbside service at 22 branches across the county. The department is also working to add more options for quicker checkout and enhanced personal service, giving patrons multiple options to receive library materials and services. The department plans to expand on current programming within the library branches in by including regularly scheduled programming at branch locations, frequent outreach at various community sites, and expanded virtual programing. Restoring and expanding on these library services will provide community members of all ages access to programs in various forms. This improved service is all for the shared goal to continue reading and educational opportunities to communities across the county.

This budget also includes 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 charges for services will begin to increase in FY 2021-22 as a result of having more branches and services open for public use.

An additional allotment of CARES Act funding is reflected in the recommended budget to address unemployment charges caused by the Coronavirus pandemic.

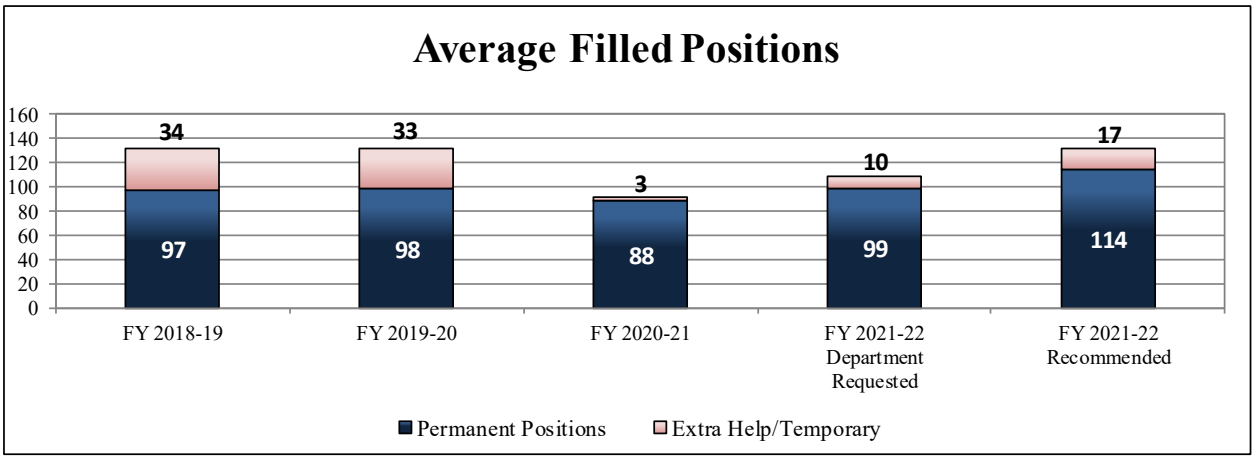
Budget Changes and Operational Impacts

The recommended budget anticipates holding four (4) positions vacant and unfunded, as follows: one (1) Assistant Director of Libraries position and three (3) Librarian I/II/III positions.



Staffing Changes and Operational Impacts

The recommended budget includes 118 authorized positions. In addition, the department plans to utilize extra help employees.



Education

4-Year Staffing Trend

	Actual			Department Requested	Recommended
	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	
AVERAGE FILLED POSITIONS					
Permanent Positions	97	98	88	99	114
Extra Help/Temporary	34	33	3	10	17
Total Positions	**131**	**131**	**91**	**109**	**131**
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	68	68	62	N/A	N/A
Extra Help/Temporary (FTE)	25	19	2	N/A	N/A
Total Positions	**93**	**87**	**64**	**N/A**	**N/A**
SALARIES & BENEFITS	**$4,759,678**	**$4,742,296**	**$4,198,855**	**$4,593,794**	**$5,439,527**

Summary of Authorized Positions

The recommended budget includes 118 authorized positions, 114 of which have been budgeted to be filled as shown below. This is an increase of 19 permanent funded positions from FY 2020-21.

Division	Authorized	Additions	Deletions	Requested Total	Filled	Vacant	Total
Administration	4	0	0	4	3	1	4
Library Headquarters Staff	4	0	0	4	4	0	4
Support Services	10	0	0	10	8	2	10
Customer Account Services	2	0	0	2	2	0	2
Marketing	4	0	0	4	4	0	4
Branch Staff	94	0	0	94	93	1	94
Total	118	0	0	118	114	4	118

Administration

	Classification
1	Director of Libraries
1	Assistant Director of Libraries
1	Business Manager
1	Office Services Coordinator
4	**Requested Total**

Support Services

	Classification
2	Librarian II
1	Office Services Assistant
2	Light Vehicle Driver
5	Departmental Aide
10	**Requested Total**

Branch Staff

	Classification
3	Librarian III
2	Librarian II
5	Librarian I
15	Library Associate
1	Library Associate PT
2	Office Services Specialist
9	Office Services Technician
5	Office Services Technician PT
4	Office Services Assistant
6	Office Services Assistant PT
42	Departmental Aide
94	**Requested Total**

Marketing

	Classification
1	Marketing/Promotional Assistant
1	Graphic Artist PT
1	Departmental Aide
1	Office Services Assistant
4	**Requested Total**

Library Headquarters Staff

	Classification
1	Fiscal Support Supervisor
1	Fiscal Support Specialist
1	Fiscal Support Technician
1	Departmental Aide
4	**Requested Total**

Customer Account Services

	Classification
1	Senior Office Services Specialist
1	Office Services Assistant
2	**Requested Total**

Education

FY 2021-22 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	2018-19 Actual	2019-20 Actual	2020-21 Adopted	2020-21 Actual	2021-22 Goal
Average attendance per hour of operation	30	27	28	7	15
Number of registered users	124,646	134,584	130,000	88,698	90,000
Percentage of registered users as portion of County Pop.	14%	15%	15%	10%	10%
Number of items checked out annually	1,042,976	828,639	825,000	539,377	600,000
Number of participants in programs	154,792	146,581	130,000	290,536	150,000
Total public computer and WiFi users	239,600	151,027	125,000	36,145	75,000
Number of hours public computers used	110,867	69,533	50,000	5,026	55,000
Total number of website views	1,936,841	3,646,278	2,000,000	1,340,341	1,400,000
Total reach on social media platforms	2,135,477	4,544,971	3,000,000	2,388,491	2,400,000

During FY 2020-21, the library was partially closed for most in-person services due to the COVID-19 pandemic; as a result, decreases in actual performance measures were expected. Reintroduction of services available to the public were delivered in 3 phases: (1) curbside only at 7 branches for 2,202 operating hours, (2) curbside and indoor appointments at 12 branches for 5,082 operating hours, and (3) curbside and full in-person service at 13 branches and 1 bookmobile. Overall, only half of the branches were open on a limited schedule. This impacted multiple measures, such as the number of total computer and WiFi users, as public access to computers was not possible during the first phase of opening and when it became available, social distancing required only half of public computers to be available. Despite partial closure, library usage, particularly through digital means, increased in multiple areas. The number of digital materials available to the public increases through the eLibrary to reach customers in areas where building access was not possible. The library also offered virtual programming through social media pages, creating digital extensions of the branches. Attendance in these events increased, likely because virtual programming was conveniently accessible, and the pandemic led to limited available community entertainment options. Other statistical changes included a decrease in registered users; typically, inactive users are purged annually, however the slated purge did not take place in FY 2019-20 resulting in a more dramatic purge in FY 2020-21. Successful services, such as curbside, Feed the Read with Aging and Adult Services, and increased digital checkouts, led to an overall increase of 30% in circulation in the branches that were offering service despite a cumulative circulation decrease.

Objective 2: Expand recreational, cultural, and educational resources available to the public

Measurement	2018-19 Actual	2019-20 Actual	2020-21 Adopted	2020-21 Actual	2021-22 Goal
Total operating hours of library facilities	36,144	24,637	24,000	9,747	18,000
Average population served per staff full-time equivalent (FTE)	11,251	10,691	9,500	14,459	13,000
Total number of physical materials available to the public	806,734	780,338	700,000	765,865	750,000
Total eBooks and eAudiobooks offered	88,009	840,261	500,000	961,898	975,000
Total number of programs offered	9,882	10,834	7,000	6,505	7,000

As noted above, the library's partial closures due to the COVID-19 pandemic impacted the performance measures. However, physical offerings remained comparable and digital offerings increased. Total operating hours of library facilities includes all three phases of reintroduction of services. The department expects the total operating hours to increase as additional branches begin to reopen.

Goal 2: Promote integrity and fiscal responsibility in operations

Objective: Utilize resources more efficiently and effectively

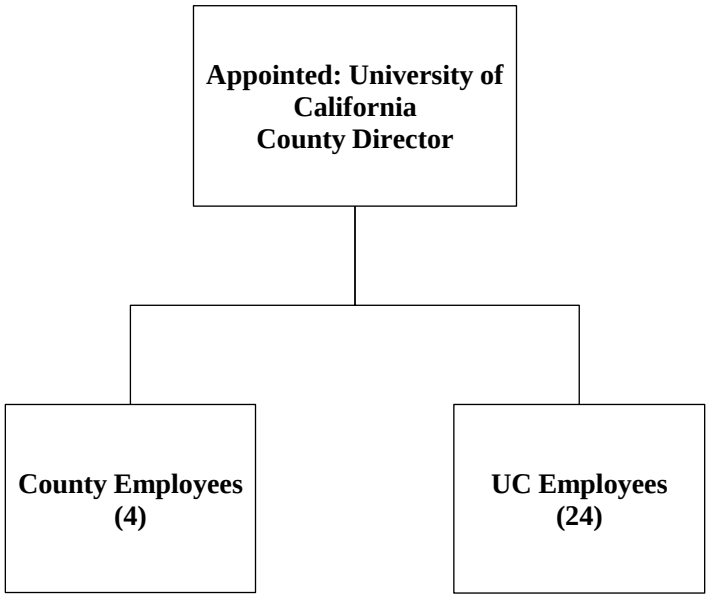
Measurement	2018-19 Actual	2019-20 Actual	2020-21 Adopted	2020-21 Actual	2021-22 Goal
Total unique partnerships with other agencies	407	303	100	73	100
Total programs offered in coordination with other agencies	1,514	1,291	500	506	700
Grants received	6/$107,646	12/$117,846	1/$5,000	13/$214,896	1/$5,000

To remediate the impact of the COVID-19 pandemic, the department actively pursued grants and funding opportunities to expand services and resources to the community.

Mission Statement

To serve California through the creation, development, and application of knowledge in agricultural, natural, and human resources.

Organizational Chart



Fiscal Year 2019-20 and 2020-21 Accomplishments

- Despite the inherent operational limitations imposed as a result of the COVID-19 pandemic, the University of California staff and County of Kern personnel maintained consistent contact by shifting to virtual mechanism for delivery of programming content addressing a myriad of issues and topics including pest management, water conservation, and sustainable soil management.
- 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.

Farm and Home Advisor

Farm Advisor: Brian Marsh
Fund: General
Budget Unit: 6310

Function: Education
Activity: Education

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

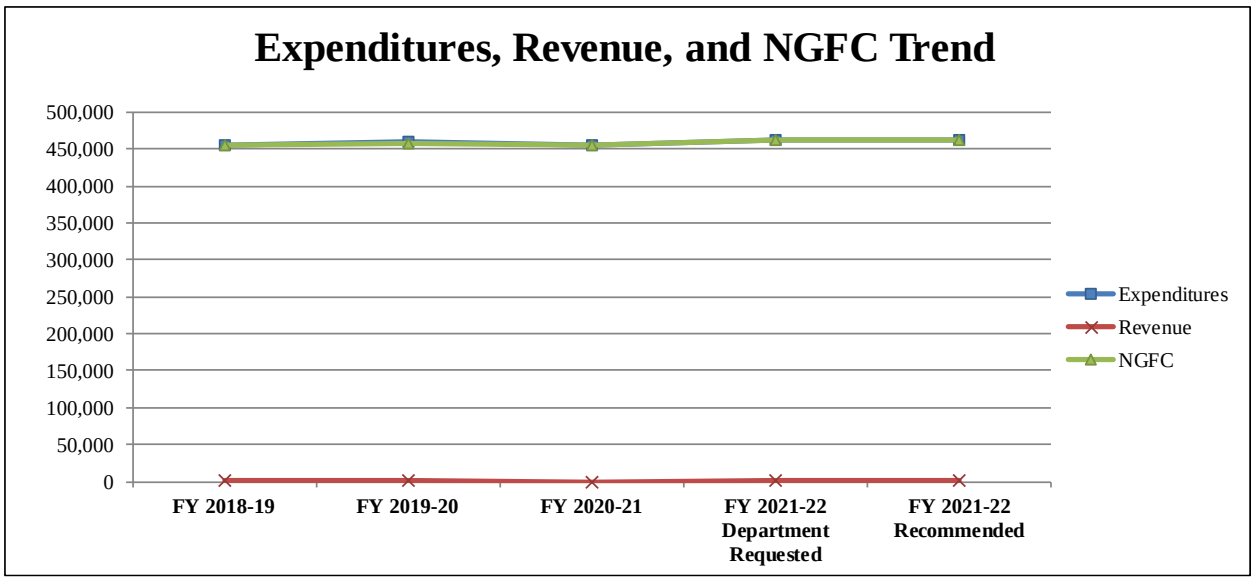
	FY 2019-20	FY 2020-21		FY 2021-22		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	$348,381	$350,015	$348,957	$347,306	$347,306	$347,306
Services and Supplies	110,808	116,790	106,490	115,803	115,803	115,803
TOTAL EXPENDITURES	**$459,189**	**$466,805**	**$455,447**	**$463,109**	**$463,109**	**$463,109**
REVENUE:						
Miscellaneous	$190	$150	$0	$80	$80	$80
Other Financing Sources:						
Kern County Library Donations	578	0	1,021	0	0	0
TOTAL REVENUE	**$768**	**$150**	**$1,021**	**$80**	**$80**	**$80**
NET GENERAL FUND COST	**$458,421**	**$466,655**	**$454,426**	**$463,029**	**$463,029**	**$463,029**

Major Expenditures and Revenue in FY 2021-22 Recommended Budget

Most 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.

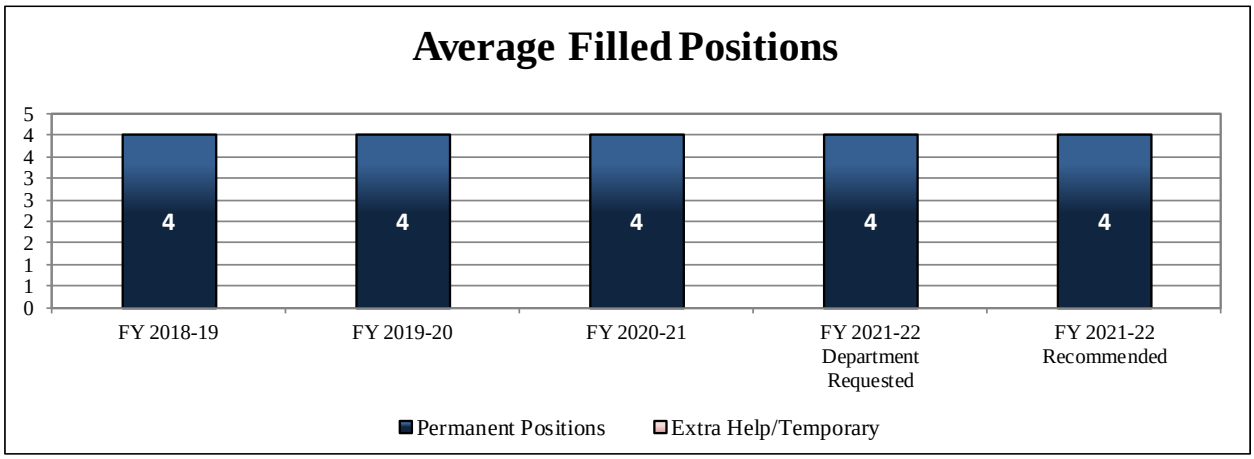
Budget Changes and Operational Impacts

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 2020-21 to support UC technology assets.



Staffing Changes and Operational Impacts

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



4-Year Staffing Trend

	Actual			Department Requested	Recommended
	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	
AVERAGE FILLED POSITIONS					
Permanent Positions	4	4	4	4	4
Extra Help/Temporary	0	0	0	0	0
Total Positions	**4**	**4**	**4**	**4**	**4**
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	4	4	4	N/A	N/A
Extra Help/Temporary (FTE)	0	0	0	N/A	N/A
Total Positions	**4**	**4**	**4**	**N/A**	**N/A**
SALARIES & BENEFITS	**$353,816**	**$348,381**	**$348,957**	**$347,306**	**$347,306**

Summary of Authorized Positions

The department has 4 authorized permanent positions, of which all have been budgeted to be filled during FY 2021-22 as indicated below.

Division	Authorized	Additions	Deletions	Requested Total	Filled	Vacant	Total
Administration	4	0	0	4	4	0	4
Total	4	0	0	4	4	0	4

Administration

	Classification
1	Office Service Coordinator
1	Fiscal Support Technician
1	Office Service Technician
1	Ag. Field Equipment Specialist
4	**Requested Total**

Education

Fiscal Year 2021-22 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	2018-19 Actual	2019-20 Actual	2020-21 Adopted	2020-21 Actual	2021-22 Goal
Percentage of surveyed participants that report a gain in useful knowledge from nutrition education sessions	96.2%	97.2%	100%	91.0%	100%
Percentage of surveyed participants that report a gain in useful knowledge in horticulture for landscapes, gardens, and orchards.	98.1%	98.4%	100%	99.6%	100%

Healthy eating reduces the risk of chronic diseases and improves quality of life. The department's educational sessions provide 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 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.

Objective 2: Provide targeted youth and family programs that focus on developing healthy lifestyles, acquisition of essential skills and the ability to thrive and succeed.

Measurement	2018-19 Actual	2019-20 Actual	2020-21 Adopted	2020-21 Actual	2021-22 Goal
Percentage of 4-H Youth members that re-enroll.	77%	79%	80%	54.8%	80%
Percentage of 4-H Adult volunteers that re-enroll.	78%	84%	80%	67.2%	80%
Number of collaborating community entities engaged as partners for delivery of CalFresh and Expanded Food & Nutrition Education Program (EFNEP) for youth.	New Performance Measure			90	130

The goal of the 4-H Youth Development Program is the promotion of citizenship, leadership, and life-skills. 4-H club programs utilize the knowledge and dedication of adult volunteers who guide the youth in experiential projects and activities. The longer a young person participates in 4-H, the more likely they are to experience the opportunities for growth this program offers. The goal is therefore to increase the year-to-year retention rates of both youth members and adult volunteers. This year's retention numbers were impacted by the shift to virtual delivery required for Covid-19 mitigation. The department anticipates that enrollment numbers will increase with a return to traditional in-person interaction. The department has included a new performance measure that reflects the number of collaborating community partners engaged by the Food and Nutrition Program. This program has transitioned to a collaborative model that engages local community partners to deliver curriculum designed to prioritize 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. As the number of partnering entities increases, so does the reach and impact of the program in assisting target families. Since this is a newly implemented measure, no historical data is available.

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	2018-19 Actual	2019-20 Actual	2020-21 Adopted	2020-21 Actual	2021-22 Goal
Percentage of participants that report a gain in useful knowledge from Agriculture trainings.	98.1%	98.4%	100%	99.6%	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.	323	302	275	544	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 our 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.

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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

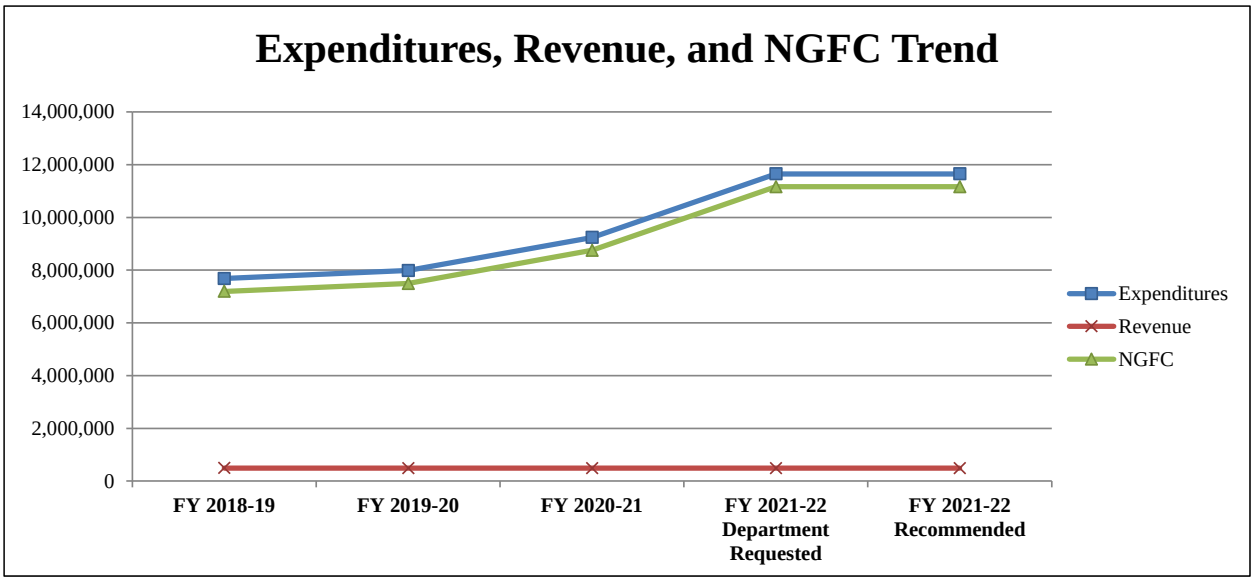
	FY 2019-20	FY 2020-21		FY 2021-22		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Services and Supplies	$443,801	$1,213,100	$151,381	$902,150	$902,150	$902,150
Other Charges	7,540,071	10,613,077	9,089,084	10,748,200	10,748,200	10,748,200
TOTAL EXPENDITURES	**$7,983,872**	**$11,826,177**	**$9,240,465**	**$11,650,350**	**$11,650,350**	**$11,650,350**
REVENUE:						
Other Financing Sources:						
Community Development Program	$489,763	$488,257	$488,257	$486,906	$486,906	$486,906
TOTAL REVENUE	**$489,763**	**$488,257**	**$488,257**	**$486,906**	**$486,906**	**$486,906**
NET GENERAL FUND COST	**$7,494,109**	**$11,337,920**	**$8,752,208**	**$11,163,444**	**$11,163,444**	**$11,163,444**

Major Expenditures and Revenue in FY 2021-22 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 A for the Sheriff's Office and Airports Department, the 2020 safety vehicle equipment lease B for the Sheriff's Office, the 2020 safety vehicle equipment lease C for the Fire 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 budgeted increase in FY 2021-22 expenditures compared to prior year actual represents resources dedicated to potential future financing issuances and related debt service costs.


Expenditures, Revenue, and NGFC Trend
14,000,000
12,000,000
10,000,000
8,000,000
6,000,000
4,000,000
2,000,000
0
FY 2018-19
FY 2019-20
FY 2020-21
FY 2021-22 Department Requested
FY 2021-22 Recommended
Expenditures
Revenue
NGFC

COUNTY OF KERN
TOTAL OUTSTANDING DEBT
As of June 30, 2021

Description of Issue	Source of Payment	Principal Outstanding	Final Maturity	2021-22 Payment Obligation
Certificates of Participation				
2016 Certificates of Participation (Capital Improvement Projects)[1]	General Fund	$67,690,000	November 1, 2034	$6,252,325
Subtotal Certificates of Participation		**$67,690,000**		**$6,252,325**
Privately Placed and Other Obligations				
Qualified Energy Conservation Bonds (Installment Purchase)	General Fund	$1,659,176	January 12, 2026	$411,595
Economic Development Bank Loan (5th District Curb & Gutter Project)	Community Development Block Grant	2,654,174	August 1, 2026	486,906
2016 Public Safety Vehicles Capital Lease	General Fund	341,086	November 15, 2021	346,617
2017 Assorted Equipment Capital Lease	General Fund	417,863	November 30, 2021	422,033
2017 Airport Terminal Refunding Lease/Leaseback	Airport Enterprise Fund	3,529,424	February 1, 2027	632,732
2018 Public Safety Vehicle Capital Lease	General Fund	1,957,557	October 17, 2022	1,342,972
2019 Solar Equipment Capital Lease	General Fund	10,350,000	June 1, 2039	794,952
2019 Kern Public Services Financing Authority Facility Refunding	Various Funds[2]	5,865,000	March 1, 2031	658,444
2020 Public Safety Vehicles Capital Lease A	General Fund	2,803,854	October 3, 2024	962,307
2020 Public Safety Vehicles Capital Lease B	General Fund	3,599,884	May 17, 2025	918,915
2020 Public Safety Vehicles Capital Lease C	General Fund	4,049,486	May 17, 2030	477,604
Subtotal Privately Placed and Other Obligations		**$37,227,504**		**$7,455,077**
Pension Obligation Bonds[3]				
1995 Taxable Pension Obligation Bonds	Various Funds	$4,044,602	August 15, 2021	$28,285,000
2003 Taxable Pension Obligation Bonds	Various Funds	96,317,067	August 15, 2027	27,015,658
2008 Taxable Pension Obligation Refunding Bonds Series 2008A	Various Funds	50,000,000	August 15, 2027	2,092,500
Subtotal Pension Obligation Bonds		**$150,361,669**		**$57,393,158**
Total Long-Term Debt		**$255,279,173**		**$71,100,560**

[1] On December 14, 2016, the 2009 Certificates of Participation were refunded with the 2016 Refunding Certificates of Participation.

[2] 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.

[3] 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.

Summary of Expenditures and Revenue

	FY 2019-20	FY 2020-21	FY 2021-22		
	Actual	Adopted Budget	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:					
Contingencies	$6,140,451	$9,063,884	$6,075,000	$6,075,000	$7,572,563
TOTAL EXPENDITURES	**$6,140,451**	**$9,063,884**	**$6,075,000**	**$6,075,000**	**$7,572,563**
NET GENERAL FUND COST	**$6,140,451**	**$9,063,884**	**$6,075,000**	**$6,075,000**	**$7,572,563**

Major Expenditures and Revenue in FY 2021-22 Recommended Budget

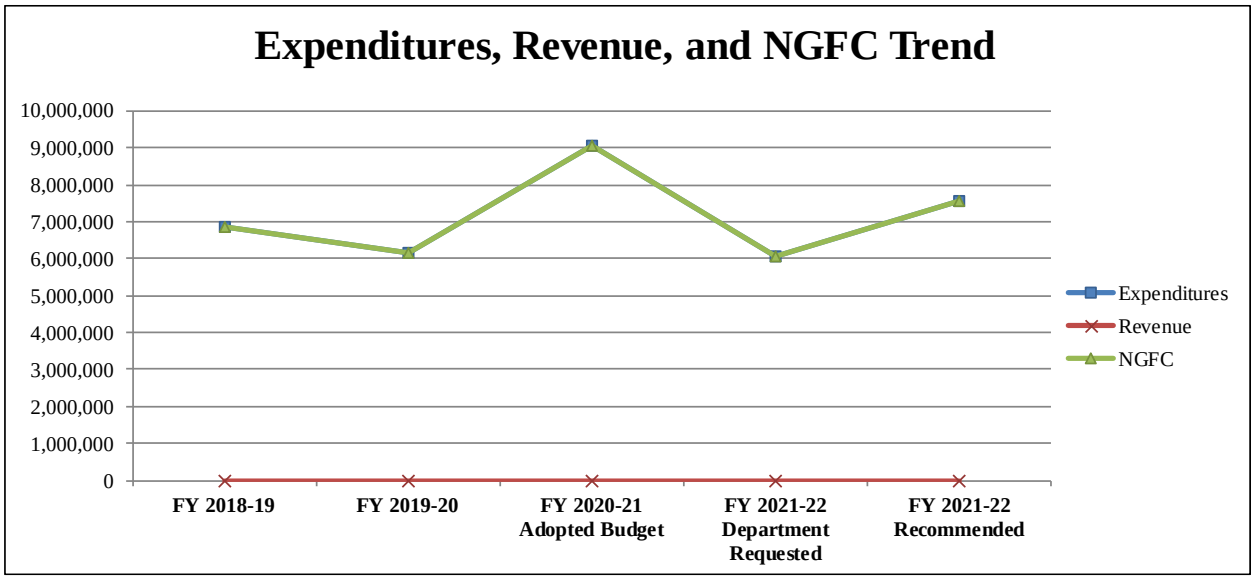
Expenditures are not incurred in this budget unit but rather appropriations are transferred to other General Fund budget units under limited circumstances if approved by the Board of Supervisors. The recommended budget includes the appropriation of 1% of General Fund general purpose revenue in the amount 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 $1.325 million for potential costs associated with the Sheriff Trainee program. This funding is intended to assist the department in training as many as 32 Deputy Sheriffs to assist with maintaining staffing. $250,000 has been included for additional staffing for the Mobile Evaluation Team (MET) at Behavioral Health and Recovery Services. The MET is dispatched by law enforcement when a mental health crisis is identified in the community.

For the second year, $1.5 million has been included for staffing at the Probation Department. 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 new 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



Summary of Provision for Reserves/Designations

	Fund Description	Available Reserves/ Designations Balance as of June 30, 2021	Amount Made Available for Financing by Cancellation	Increase in Reserves/ Designations to be Provided in FY 2021-22	Total Reserves/ Designations for FY 2021-22
Governmental Funds					
00001	**General Fund**				
	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	652,269	2,547,441
	Designation-Blight Remediation	00	0	500,000	500,000
	Designation-Retirement	26,533,641	6,521,000	15,127,435	35,140,076
	Designation-Infrastructure Replacement	34,761,607	34,761,607	0	0
	Designation-Public Safety Recruitment/Retention	1,733,000	0	0	1,733,000
	Designation-Homelessness	56,751	56,751	0	0
	Designation-Arvin Econ Activity Area	21,811	0	289,734	311,545
	Designation-Fire Station 64 Replacement	355,000	0	0	355,000
	Designation- Roads Improvements	2,400,000	0	400,000	2,800,000
	Designation-Oildale Econ Activity Area	664,287	0	280,894	945,181
	Designation- Lost Hills	1,310,656	0	592,606	1,903,262
	Designation-KMC Working Capital	19,823,069	0	0	19,823,069
	Designation-Info Technology Projects	5,178,025	0	0	5,178,025
	Designation-Sheriffs Aircraft	6,930,574	6,900,000	0	30,574
	Designation-Westarz	1,150,052	0	205,781	1,355,833
	Designation-Jail Operations	962,803	0	0	962,803
	Designation-Park Improvements	370,000	0	0	370,000
	Designation-Capital Projects	3,000,000	0	0	3,000,000
	Designation - Coroner Facility	29,141,959	0	7,701,967	36,843,926
	Designation - Public Safety Communication System	0		54,964,775	54,964,775
	General Fund Subtotal	**$208,506,529**	**$48,239,358**	**$80,715,461**	**$240,982,632**
	Special Revenue Funds				
	Operating Special Revenue Funds				
00007	**Road Fund**				
	Designation-General	**$5,346**	**$0**	**$12,657,588**	**$12,662,934**
00011	**Structural Fire**				
	Reserve-Tax Litigation	$492,600	$0	$0	$492,600
	Designation-Cost Settlement	88,239	0	0	88,239
	Designation-Fiscal Stability	21,812,572	0	0	21,812,572
	Designation-General	2,672,028	0	0	2,672,028
	Shafter Operational Area	754,083	0	232,937	987,020
	Total Structural Fire	**$25,819,522**	**$0**	**$232,937**	**$26,052,459**
00120	**Building Inspection**				
	Designation-General	**$7,197,840**	**$0**	**$2,242,374**	**$9,440,214**
00130	**Human Services-Administration**				
	Designation-General	**$11,852,915**	**$1,000,000**	**$1,922,202**	**$12,775,117**
00140	**Human Services- Financial Aid**				
	Designation-General	**$2,522,246**	**$0**	**$1,196,398**	**$3,718,644**
00141	**Behavioral Health & Recovery Services**				
	Designation-Cost Settlement	$11,397,944	$2,883,459	$0	$8,514,485
	Designation-General	21,145,392	8,585,581	0	12,559,811
	Designation-Info Technology Projects	4,000,000	2,000,000	0	2,000,000
	Total Behavioral Health & Recovery Services	**$36,543,336**	**$13,469,040**	**$0**	**$23,074,296**
00145	**Aging And Adult Services**				
	Designation-General	**$2,443,254**	**$1,837,561**	**$0**	**$605,693**
00150	**County Clerk**				
	Designation-General	**$43,185**	**$26,445**	**$0**	**$16,740**
00183	**Child Support Services**				
	Designation-General	**$1,816,591**	**$1,334,854**	**$0**	**$481,737**

Summary of Provision for Reserves/Designations

	Fund Description	Available Reserves/ Designations Balance as of June 30, 2021	Amount Made Available for Financing by Cancellation	Increase in Reserves/ Designations to be Provided in FY 2021-22	Total Reserves/ Designations for FY 2021-22
00192	**Recorder**				
	Designation-General	**$139,540**	**$0**	**$2,352,620**	**$2,492,160**
00270	**Code Compliance**				
	Designation-General	**$252,025**	**$0**	**$336,349**	**$588,374**
22066	**Environmental Health Services**				
	Designation- Cost Settlement	$556,545	$0	$0	$556,545
	Designation - Displaced Tenants	45,000	0	0	45,000
	Designation-General	1,418,872	0	635,852	2,054,724
	Total Environmental Health Services	**$2,020,417**	**$0**	**$635,852**	**$2,656,269**
24101	**Development Services**				
	Designation-General	**$683,308**	**$0**	**$3,520,008**	**$4,203,316**
	Operating Special Revenue Funds Subtotal	**91,339,525**	**17,667,900**	**25,096,328**	**98,767,953**
	Non-Operating Special Revenue Funds				
00002	**Relief Miscellaneous Fund**				
	Designation-General	**$0**	**$0**	**$8,303,505**	**$8,303,505**
00160	**Wildlife Resources**				
	Designation-General	**$5,108**	**$0**	**$1,367**	**$6,475**
00161	**Timber Harvest Fund**				
	Designation-General	**$76**	**$0**	**$0**	**$76**
00163	**Probation Juvenile Justice Realignment**				
	Designation-General	**$781,550**	**$0**	**$213,187**	**$994,737**
00164	**Real Estate Fraud**				
	Designation-General	**$760,026**	**$0**	**$298,062**	**$1,058,088**
00170	**Off Highway Motor Vehicle License**				
	Designation-General	**$843,899**	**$0**	**$124,157**	**$968,056**
00171	**Planned Local Drainage-Shalimar**				
	Designation-Infrastructure Replacement	$11,725	$0	$154	$11,879
	Designation-General	45	0	0	45
	Total Planned Local Drainage-Shalimar	**$11,770**	**$0**	**$154**	**$11,924**
00172	**Planned Local Drainage-Brundage**				
	Designation-Infrastructure Replacement	$136,659	$0	$0	$136,659
	Designation-General	5,357	0	1,235	6,592
	Total Planned Local Drainage-Brundage	**$142,016**	**$0**	**$1,235**	**$143,251**
00173	**Planned Local Drainage-Orangewood**				
	Designation-Infrastructure Replacement	$920,771	$0	$0	$920,771
	Designation-General	51,680	0	35,358	87,038
	Total Planned Local Drainage-Orangewood	**$972,451**	**$0**	**$35,358**	**$1,007,809**
00174	**Planned Local Drainage-Breckenridge**				
	Designation-Infrastructure Replacement	$36,997	$0	$0	$36,997
	Designation-General	1,431	0	351	1,782
	Total Planned Local Drainage-Breckenridge	**$38,428**	**$0**	**$351**	**$38,779**
00175	**Range Improvement Section 15**				
	Designation-General	**$78,273**	**$0**	**$10,589**	**$88,862**
00176	**Planned Local Drainage-Oildale**				
	Designation-Infrastructure Replacement	**$208,829**	**$302**	**$0**	**$208,527**
00177	**Range Improvement Section 3**				
	Designation-General	**$30,236**	**$0**	**$1,172**	**$31,408**
00179	**Probation Training**				
	Designation-General	**$158,675**	**$0**	**$154,410**	**$313,085**
00180	**DNA Identification**				
	Designation-General	**$103,634**	**$50,980**	**$0**	**$52,654**
00181	**Local Public Safety**				
	Designation-General	**$4,672,081**	**$0**	**$10,340,751**	**$15,012,832**

Summary of Provision for Reserves/Designations

	Fund Description	Available Reserves/ Designations Balance as of June 30, 2021	Amount Made Available for Financing by Cancellation	Increase in Reserves/ Designations to be Provided in FY 2021-22	Total Reserves/ Designations for FY 2021-22
00182	**Sheriff Facility Training**				
	Designation-General	**$126,286**	**$0**	**$185,584**	**$311,870**
00184	**Automated Fingerprint**				
	Designation-General	**$723,549**	**$0**	**$205,114**	**$928,663**
00186	**Juvenile Justice Facility Temporary Construction**				
	Designation-General	**$10,187**	**$0**	**$173**	**$10,360**
00187	**Emergency Medical Payments**				
	Designation-General	**$4,074,031**	**$0**	**$772,552**	**$4,846,583**
00188	**Automated County Warrant System**				
	Designation-General	**$88,057**	**$0**	**$10,494**	**$98,551**
00190	**Domestic Violence**				
	Designation-General	**$113,792**	**$0**	**$11,612**	**$125,404**
00191	**Criminal Justice Facilities Construction**				
	Designation-General	**$2,341,604**	**$0**	**$101,611**	**$2,443,215**
00194	**Recorder-Social Security Truncation**				
	Reserve-General	($10,000)	$0	$10,000	$0
	Designation-General	295,839	14,018	0	281,821
	Total Recorder-Social Security Truncation	**$285,839**	**$14,018**	**$10,000**	**$281,821**
00195	**Alcoholism Program**				
	Designation-General	**$27,065**	**$0**	**$5,236**	**$32,301**
00196	**Alcohol Abuse Education/Prevention**				
	Designation-General	**$29,282**	**$25,522**	**$0**	**$3,760**
00197	**Drug Program**				
	Designation-General	**$5,419**	**$5,419**	**$0**	**$0**
00198	**Recorder's Modernization**				
	Designation-General	**$1,650,668**	**$0**	**$441,895**	**$2,092,563**
00264	**Tax Loss Reserve**				
	Reserve-1% Teeter Plan	$10,463,507	$0	$0	$10,463,507
	Designation-General	44,827,774	0	386,037	45,213,811
	Total Tax Loss Reserve	**$55,291,281**	**$0**	**$386,037**	**$55,677,318**
00266	**Redemption Systems**				
	Designation-General	**$1,605,504**	**$0**	**$227,689**	**$1,833,193**
22010	**2011 Realignment**				
	Designation-AB109	$7,875,838	$41,609	$10,705,671	$18,539,900
	Designation-General	31,665,111	4,263	27,780,785	59,441,633
	Total 2011 Realignment	**$39,540,949**	**$45,872**	**$38,486,456**	**$77,981,533**
22021	**In Hemp Cultivation Fee**				
	Designation-General	**$0**	**$0**	**$18,655**	**$18,655**
22023	**In Hemp Cultivation Dep.**				
	Designation-General	**$0**	**$0**	**$84,013**	**$84,013**
22027	**Sterilization Fund**				
	Designation-General	**$44,923**	**$0**	**$6,924**	**$51,847**
22036	**Board Of Trade-Advertising**				
	Designation-General	**$192,625**	**$22,355**	**$0**	**$170,270**
22042	**General Plan Administration Surcharge**				
	Designation-General	**$316,823**	**$96,544**	**$0**	**$220,279**
22045	**Countywide Crime Prevention**				
	Designation-General	**$13,339**	**$0**	**$1,042**	**$14,381**
22046	**Sheriff-Electronic Monitoring**				
	Designation-General	**$175,229**	**$16,493**	**$0**	**$158,736**
22064	**District Attorney Local Forfeiture**				
	Designation-General	**$161,390**	**$0**	**$37,168**	**$198,558**
22069	**Public Health Miscellaneous**				
	Designation-General	**$27,174**	**$7,950**	**$0**	**$19,224**

Summary of Provision for Reserves/Designations

	Fund Description	Available Reserves/ Designations Balance as of June 30, 2021	Amount Made Available for Financing by Cancellation	Increase in Reserves/ Designations to be Provided in FY 2021-22	Total Reserves/ Designations for FY 2021-22
22073	**Health-MAA/TCM**				
	Designation-General	**$719,825**	**$573,789**	**$0**	**$146,036**
22074	**Debris/Ash Removal Installment Payments**				
	Designation-General	**$1,093,949**	**$0**	**$0**	**$1,093,949**
22076	**Child Restraint Loaner Program**				
	Designation-General	**$3,917**	**$3,917**	**$0**	**$0**
22079	**District Attorney Equipment/Automation**				
	Designation-General	**$138,546**	**$0**	**$6,061**	**$144,607**
22085	**Mental Health Services Act**				
	Designation-General	**$35,886,109**	**$0**	**$27,965,845**	**$63,851,954**
22086	**MHSA Prudent Reserve**				
	Designation-General	**$10,668,050**	**$1,909,342**	**$0**	**$8,758,708**
22087	**Criminalistics Laboratories**				
	Designation-General	**$37,334**	**$0**	**$1,169**	**$38,503**
22097	**Asset Forfeiture 15 Percent**				
	Designation-General	**$11,559**	**$0**	**$1,732**	**$13,291**
22098	**Probation Asset Forfeiture**				
	Designation-General	**$44,242**	**$0**	**$2,172**	**$46,414**
22107	**Asset Forfeiture Federal**				
	Designation-General	**$181,195**	**$5,457**	**$0**	**$175,738**
22123	**Vehicle/Apparatus**				
	Designation-General	**$207,718**	**$0**	**$3,354,004**	**$3,561,722**
22124	**Oil And Gas Program**				
	Designation-General	**$2,727,109**	**$0**	**$1,316,241**	**$4,043,350**
22125	**Hazardous Waste Settlements**				
	Designation-General	**$932,966**	**$0**	**$338,866**	**$1,271,832**
22126	**Sheriff-Rural Crime**				
	Designation-General	**$21,184**	**$0**	**$274**	**$21,458**
22127	**Sheriff-California Identification**				
	Designation-General	**$148,194**	**$0**	**$131,543**	**$279,737**
22128	**Sheriff-Civil Subpoenas**				
	Designation-General	**$26,198**	**$0**	**$13,600**	**$39,798**
22129	**KNET Asset Forfeiture**				
	Designation-General	**$304,518**	**$0**	**$3,939**	**$308,457**
22131	**Sheriff-Drug Abuse Gang Diversion**				
	Designation-General	**$164,596**	**$17,792**	**$0**	**$146,804**
22132	**Sheriff-Training**				
	Designation-General	**$399,670**	**$86,974**	**$0**	**$312,696**
22133	**Sheriff-Work Release**				
	Designation-General	**$385,767**	**$235,958**	**$0**	**$149,809**
22137	**Sheriff-State Forfeiture**				
	Designation-General	**$40,598**	**$0**	**$0**	**$40,598**
22138	**Sheriff-Civil Automated**				
	Designation-General	**$921,076**	**$431,281**	**$0**	**$489,795**
22140	**Sheriff-Firearms**				
	Designation-General	**$6,748**	**$0**	**$3,937**	**$10,685**
22141	**Sheriff-Judgement Debtor's Fee**				
	Designation-General	**$283,155**	**$79,524**	**$0**	**$203,631**
22142	**Sheriff-Community Resources**				
	Designation-General	**$392**	**$0**	**$1,120**	**$1,512**
22143	**Sheriff-Volunteer Services**				
	Designation-General	**$72,114**	**$0**	**$21,506**	**$93,620**
22144	**Sheriff-Controlled Substance**				
	Designation-General	**$176,164**	**$81,259**	**$0**	**$94,905**

Summary of Provision for Reserves/Designations

	Fund Description	Available Reserves/ Designations Balance as of June 30, 2021	Amount Made Available for Financing by Cancellation	Increase in Reserves/ Designations to be Provided in FY 2021-22	Total Reserves/ Designations for FY 2021-22
22153	**Bakersfield Planned Sewer #1**				
	Designation-Infrastructure Replacement	$2,741,212	$0	$0	$2,741,212
	Designation - General	0	0	37,656	37,656
	Total Bakersfield Planned Sewer #1	**$2,741,212**	**$0**	**$37,656**	**$2,778,868**
22156	**DIVCA Local Franchise Fee**				
	Designation-General	**$1,583,739**	**$0**	**$586,304**	**$2,170,043**
22158	**Bakersfield Planned Sewer #2**				
	Designation-Infrastructure Replacement	**$346,634**	**$0**	**$34,908**	**$381,542**
22160	**Sheriff-Cal-MMET**				
	Designation-General	**$14,263**	**$0**	**$235**	**$14,498**
22161	**HIDTA-State Asset Forfeiture**				
	Designation-General	**$18,412**	**$0**	**$1,361**	**$19,773**
22162	**Cal-MMET-State Asset Forfeiture**				
	Designation-General	**$921,596**	**$0**	**$18,383**	**$939,979**
22163	**High Tech Equipment**				
	Designation-General	**$4,315**	**$0**	**$57**	**$4,372**
22164	**Bakersfield Planned Sewer #3**				
	Designation-Infrastructure Replacement	**$4,819**	**$0**	**$63**	**$4,882**
22166	**Bakersfield Planned Sewer #4**				
	Designation-General	**$129,738**	**$0**	**$39,375**	**$169,113**
22167	**Bakersfield Planned Sewer #5**				
	Designation-Infrastructure Replacement	**$109,467**	**$0**	**$47,919**	**$157,386**
22173	**County Planned Sewer Area A**				
	Designation-Infrastructure Replacement	**$286,412**	**$0**	**$6,797**	**$293,209**
22175	**Airport Reserve-Capital or FAA Match**				
	Designation-Infrastructure Replacement	**$3,709,707**	**$29,644**	**$0**	**$3,680,063**
22177	**County Planned Sewer Area B**				
	Designation-General	**$3,880**	**$0**	**$22**	**$3,902**
22184	**CSA #71 Septic Abandonment**				
	Designation-Infrastructure Replacement	**$1,201,688**	**$0**	**$10,633**	**$1,212,321**
22185	**Wraparound Savings**				
	Designation-General	**$14,692,275**	**$0**	**$9,134,948**	**$23,827,223**
22187	**Recorder-Electronic Recording**				
	Designation-General	**$121,734**	**$0**	**$135,389**	**$257,123**
22188	**Fireworks Violations**				
	Designation-General	**$34,234**	**$2,798**	**$0**	**$31,436**
22190	**Community Corrections Performance Incentive**				
	Designation-General	**$454,633**	**$0**	**$4,867**	**$459,500**
22194	**Veterans' Grant Fund**				
	Designation-General	**$413,679**	**$0**	**$59,682**	**$473,361**
22195	**Parks Donations**				
	Designation-General	**$585**	**$0**	**$3,617**	**$4,202**
22196	**Rural Crimes Fee**				
	Designation-General	**$2,614,679**	**$2,097,574**	**$0**	**$517,105**
22197	**Industrial Firefighting Vehicle**				
	Designation-General	**$16,350**	**$6,000**	**$0**	**$10,350**
22198	**Oil and Gas Road Maintenance**				
	Designation-General	**$6,732,025**	**$3,085,499**	**$0**	**$3,646,526**
24026	**Victim Services**				
	Designation-General	**$128,023**	**$0**	**$67,937**	**$195,960**
24028	**District Attorney-Federal Forfeiture**				
	Designation-General	**$240,792**	**$0**	**$3,142**	**$243,934**
24038	**District Attorney-Court Ordered Penalties**				
	Designation-General	**$808,336**	**$311,333**	**$0**	**$497,003**

Summary of Provision for Reserves/Designations

	Fund Description	Available Reserves/ Designations Balance as of June 30, 2021	Amount Made Available for Financing by Cancellation	Increase in Reserves/ Designations to be Provided in FY 2021-22	Total Reserves/ Designations for FY 2021-22
24042	**Fire Department Donations**				
	Designation-General	**$14,723**	**$0**	**$5,711**	**$20,434**
24043	**State Fire**				
	Designation-General	**$1,342,625**	**$0**	**$231,000**	**$1,573,625**
24044	**Fire-Hazard Reduction**				
	Designation-General	**$74,922**	**$0**	**$588,853**	**$663,775**
24047	**Fire-Helicopter Operations**				
	Designation-General	**$739,836**	**$0**	**$56,400**	**$796,236**
24050	**Mobile Fire Kitchen**				
	Designation-General	**$3,169**	**$0**	**$41**	**$3,210**
24059	**TCM/MAA Program**				
	Designation-General	**$0**	**$0**	**$1,716,413**	**$1,716,413**
24060	**Juvenile Inmate Welfare**				
	Designation-General	**$184,760**	**$0**	**$23,649**	**$208,409**
24063	**CCP Community Recidivism**				
	Designation-General	**$1,235,960**	**$0**	**$0**	**$1,235,960**
24066	**Kern County Children**				
	Designation-General	**$613,163**	**$95,027**	**$0**	**$518,136**
24067	**Kern County Library Donations**				
	Designation-General	**$434,022**	**$37,326**	**$0**	**$396,696**
24086	**Peace Officer's Training**				
	Designation-General	**$0**	**$0**	**$705**	**$705**
24088	**Core Area Metro Bakersfield Impact**				
	Designation-General	**$2,730,556**	**$0**	**$273,929**	**$3,004,485**
24089	**Metro Bakersfield Transport Impact**				
	Designation-General	**$15,235,226**	**$0**	**$1,093,625**	**$16,328,851**
24091	**Rosamond Transport Impact**				
	Designation-General	**$1,164,539**	**$0**	**$405,122**	**$1,569,661**
24095	**Bakersfield Mitigation**				
	Designation-General	**$2,112,251**	**$0**	**$662,071**	**$2,774,322**
24096	**Tehachapi Transport Impact**				
	Designation-General	**$18,315**	**$0**	**$9,787**	**$28,102**
24097	**Tehachapi Transport Impact Non-Core**				
	Designation-General	**$3,575,661**	**$0**	**$665,150**	**$4,240,811**
24098	**Project Impact Mitigation Fund**				
	Designation-General	**$125,542**	**$0**	**$1,646**	**$127,188**
24105	**Jamison Center**				
	Designation-General	**$71,227**	**$7,622**	**$0**	**$63,605**
24125	**Strong Motion Instrumentation**				
	Designation-General	**$46,940**	**$0**	**$36,142**	**$83,082**
24126	**Tobacco Education Control Program**				
	Designation-General	**$9,379**	**$0**	**$69,717**	**$79,096**
24137	**Vital & Health Statistics-Health**				
	Designation-General	**$125,325**	**$0**	**$35,897**	**$161,222**
24138	**Vital & Health Statistics-Recorder**				
	Reserve-General	($75,000)	$0	$75,000	$0
	Designation - General	585,885	80,214	0	505,671
	Total Vital & Health Statistics-Recorder	**$510,885**	**$80,214**	**$75,000**	**$505,671**
24139	**Vital & Health Statistics-County Clerk**				
	Designation-General	**$2,299**	**$148**	**$0**	**$2,151**
24140	**Tobacco Control Grant**				
	Designation-General	**$193,962**	**$0**	**$256,455**	**$450,417**

Summary of Provision for Reserves/Designations

	Fund Description	Available Reserves/ Designations Balance as of June 30, 2021	Amount Made Available for Financing by Cancellation	Increase in Reserves/ Designations to be Provided in FY 2021-22	Total Reserves/ Designations for FY 2021-22
24141	**CDPH Emergency Prep Grant**				
	Designation-General	**$0**	**$0**	**$1,064,454**	**$1,064,454**
24300	**Oildale Revitalization Area**				
	Designation-General	**$8,420**	**$0**	**$0**	**$8,420**
	Non-Operating Special Revenue Funds Subtotal	**$239,161,895**	**$9,463,933**	**$111,103,624**	**$340,801,586**
	Total Special Revenue Funds Subtotal	**$330,501,420**	**$27,131,833**	**$136,199,952**	**$439,569,539**
	Capital Project Funds				
00004	**ACO-General**				
	Designation-Infrastructure Replacement	**$2,464,789**	**$0**	**$43,248**	**$2,508,037**
00012	**ACO-Structural Fire**				
	Designation-General	**$298,236**	**$0**	**$4,562**	**$302,798**
00235	**Tobacco Securitization Proceeds-Capital Project**				
	Designation-Cash with Trustee	$16,609,129	$0	$0	$16,609,129
	Designation-General	29,072	0	381	29,453
	Total Tobacco Securitization Proceeds -Capital	**$16,638,201**	**$0**	**$381**	**$16,638,582**
	Total Capital Project Funds	**$19,401,226**	**$0**	**$48,191**	**$19,449,417**
	Total Governmental Funds	**$558,409,175**	**$75,371,191**	**$216,963,604**	**$700,001,588**

Summary of Provision for Reserves/Designations

	Fund Description	Available Reserves/ Designations Balance as of June 30, 2021	Amount Made Available for Financing by Cancellation	Increase in Reserves/ Designations to be Provided in FY 2021-22	Total Reserves/ Designations for FY 2021-22
Other Funds					
	Other Agencies				
	Public Employment Grant Program				
29055	**Employers Training Resource-Non-WIOA**				
	Designation-General	**$130,024**	**$0**	**$112,914**	**$242,938**
29060	**Employers Training Resource-WIOA**				
	Designation-General	**$335,149**	**$0**	**$1,068,169**	**$1,403,318**
	Public Employment Grant Program Subtotal	**$465,173**	**$0**	**$1,181,083**	**$1,646,256**
	Community Development Grant Funds				
29074	**Community Development-Emergency Shelter Grant**				
	Designation-General	**$0**	**$0**	**$57**	**$57**
29075	**Community Development-NSP Grant**				
	Designation-General	**$476**	**$0**	**$40,789**	**$41,265**
29076	**Community Development-NSP3 Grant**				
	Designation-General	**$0**	**$0**	**$134**	**$134**
29085	**Community Development-Economic Development**				
	Designation-General	**$1,361**	**$0**	**$790**	**$2,151**
29086	**Community Development-Home Investment Trust**				
	Designation-General	**$0**	**$0**	**$813,006**	**$813,006**
29089	**Community Development-Other Source**				
	Designation-General	**$80,149**	**$0**	**$0**	**$80,149**
	Community Development Grant Funds Subtotal	**$81,986**	**$0**	**$854,776**	**$936,762**
	Internal Service Funds				
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**	**$150,000**	**$5,351,008**
	Internal Service Funds Subtotal	**$6,720,333**	**$0**	**$150,000**	**$6,870,333**
	Enterprise Funds				
35005	**Airport Enterprise Fund**				
	Reserve-Imprest Cash	**$1,350**	**$0**	**$0**	**$1,350**
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	20,327,342	1,553,010	0	18,774,332
	Solid Waste Management Enterprise Fund Subtotal	**$51,030,643**	**$1,553,010**	**$0**	**$49,477,633**
	Enterprise Funds Subtotal	**$51,031,993**	**$1,553,010**	**$0**	**$49,478,983**

Summary of Provision for Reserves/Designations

	Fund Description	Available Reserves/ Designations Balance as of June 30, 2021	Amount Made Available for Financing by Cancellation	Increase in Reserves/ Designations to be Provided in FY 2021-22	Total Reserves/ Designations for FY 2021-22
	Special Districts				
	County Service Areas				
40515	**County Service Area # 3**				
	Designation-General	**$2,239**	**$0**	**$777**	**$3,016**
40520	**County Service Area # 4**				
	Designation-General	**$2,045**	**$0**	**$986**	**$3,031**
40525	**County Service Area # 5**				
	Designation-General	**$7,399**	**$0**	**$385**	**$7,784**
40530	**County Service Area # 6**				
	Designation-General	**$23,680**	**$0**	**$1,346**	**$25,026**
40535	**County Service Area # 7**				
	Designation-General	**$1,129**	**$0**	**$339**	**$1,468**
40540	**County Service Area # 8**				
	Designation-General	**$33,057**	**$0**	**$2,739**	**$35,796**
40545	**County Service Area # 9**				
	Designation-Infrastructure Replacement	$4,848	$0	$0	$4,848
	Designation-General	22,079	0	5,483	27,562
	Total County Service Area #9	**$26,927**	**$0**	**$5,483**	**$32,410**
40548	**County Service Area # 10 Zone 6**				
	Designation-Infrastructure Replacement	**$81,602**	**$0**	**$1,275**	**$82,877**
40550	**County Service Area # 10**				
	Designation-General	**$7,510**	**$1,961**	**$0**	**$5,549**
40555	**County Service Area # 11**				
	Designation-General	**$68,630**	**$0**	**$21,213**	**$89,843**
40556	**County Service Area # 11 Zone 4**				
	Designation-General	**$8,962**	**$0**	**$9,587**	**$18,549**
40557	**County Service Area # 11 Zone 5**				
	Designation-Infrastructure Replacement	$20,769	$0	$0	$20,769
	Designation-General	18,072	0	10,187	28,259
	Total County Service Area #11 Zone 5	**$38,841**	**$0**	**$10,187**	**$49,028**
40565	**County Service Area # 12.6**				
	Designation-General	**$196**	**$0**	**$1,146**	**$1,342**
40568	**County Service Area # 12.9**				
	Designation-General	**$51**	**$0**	**$615**	**$666**
40595	**County Service Area # 13**				
	Designation-General	**$2,239**	**$0**	**$532**	**$2,771**
40600	**County Service Area # 14**				
	Designation-Infrastructure Replacement	$37,129	$0	$0	$37,129
	Designation-General	6,970	0	5,311	12,281
	Total County Service Area #14	**$44,099**	**$0**	**$5,311**	**$49,410**
40605	**County Service Area # 15**				
	Designation-General	**$19,078**	**$0**	**$291**	**$19,369**
40609	**County Service Area #15 Zone 4**				
	Designation-General	**$7,576**	**$0**	**$221**	**$7,797**
40610	**County Service Area #16**				
	Designation-General	**$42,377**	**$0**	**$449**	**$42,826**
40615	**County Service Area #17**				
	Designation-General	**$64,628**	**$0**	**$24,297**	**$88,925**
40616	**County Service Area # 17 Zone 1**				
	Designation-Infrastructure Replacement	**$104,758**	**$0**	**$23,094**	**$127,852**
40617	**County Service Area #17 Zone 2**				
	Designation-General	**$44,020**	**$27,933**	**$0**	**$16,087**
40618	**County Service Area #17 Zone 3**				
	Designation-General	**$14,211**	**$2,349**	**$0**	**$11,862**
40620	**County Service Area # 18**				
	Designation-General	**$72,533**	**$0**	**$20,044**	**$92,577**
40626	**County Service Area # 18 Zone 5**				
	Designation-General	**$11,422**	**$0**	**$589**	**$12,011**

Summary of Provision for Reserves/Designations

	Fund Description	Available Reserves/ Designations Balance as of June 30, 2021	Amount Made Available for Financing by Cancellation	Increase in Reserves/ Designations to be Provided in FY 2021-22	Total Reserves/ Designations for FY 2021-22
40627	**County Service Area #18 Zone 6**				
	Designation-Infrastructure Replacement	**$30,814**	**$0**	**$6,996**	**$37,810**
40628	**County Service Area # 18 Zone 7**				
	Designation-Infrastructure Replacement	**$35,048**	**$0**	**$6,204**	**$41,252**
40630	**County Service Area # 20**				
	Designation-Infrastructure Replacement	$49,664	$0	$0	$49,664
	Designation-General	20,094	0	9,942	30,036
	Total County Service Area #20	**$69,758**	**$0**	**$9,942**	**$79,700**
40635	**County Service Area # 21**				
	Designation-Infrastructure Replacement	$3,056	$0	$0	$3,056
	Designation-General	3,039	0	317	3,356
	Total County Service Area #21	**$6,095**	**$0**	**$317**	**$6,412**
40640	**County Service Area # 22**				
	Designation-Infrastructure Replacement	$41,216	$0	$0	$41,216
	Designation-General	28,219	0	7,485	35,704
	Total County Service Area #22	**$69,435**	**$0**	**$7,485**	**$76,920**
40645	**County Service Area # 23**				
	Designation-Infrastructure Replacement	$47,113	$9,192	$0	$37,921
	Designation-General	2,147	2,147	0	0
	Total County Service Area #23	**$49,260**	**$11,339**	**$0**	**$37,921**
40648	**County Service Area # 23 Zone 1**				
	Designation-Infrastructure Replacement	$3,780	$0	$0	$3,780
	Designation-General	1,508	0	647	2,155
	Total County Service Area #23 Zone 1	**$5,288**	**$0**	**$647**	**$5,935**
40650	**County Service Area # 24**				
	Designation-General	**$2,191**	**$0**	**$331**	**$2,522**
40655	**County Service Area # 25**				
	Designation-General	**$3,980**	**$3,790**	**$0**	**$190**
40660	**County Service Area # 26**				
	Designation-General	**$34,175**	**$0**	**$5,955**	**$40,130**
40665	**County Service Area # 27**				
	Designation-Infrastructure Replacement	$5,294	$0	$0	$5,294
	Designation-General	81,500	0	4,654	86,154
	Total County Service Area #27	**$86,794**	**$0**	**$4,654**	**$91,448**
40666	**County Service Area #27 Zone 2**				
	Designation-Infrastructure Replacement	$45,708	$0	$0	$45,708
	Designation-General	491	0	701	1,192
	Total County Service Area #27 Zone 2	**$46,199**	**$0**	**$701**	**$46,900**
40675	**County Service Area # 29**				
	Designation-General	**$1,130**	**$0**	**$211**	**$1,341**
40676	**County Service Area # 30 Zone 6**				
	Designation-Infrastructure Replacement	$77,466	$0		$77,466
	Designation-General	937	0	1,287	2,224
	Total County Service Area #30 Zone 6	**$78,403**	**$0**	**$1,287**	**$79,690**
40680	**County Service Area # 30**				
	Designation-General	**$33,673**	**$0**	**$458**	**$34,131**
40682	**County Service Area # 30 Zone 2**				
	Designation-Infrastructure Replacement	**$5,450**	**$0**	**$1,444**	**$6,894**
40685	**County Service Area # 31**				
	Designation-Infrastructure Replacement	$2,484	$0	$0	$2,484
	Designation-General	4,686	0	786	5,472
	Total County Service Area #31	**$7,170**	**$0**	**$786**	**$7,956**
40690	**County Service Area # 32**				
	Designation-General	**$282**	**$0**	**$1,219**	**$1,501**
40700	**County Service Area 34**				
	Designation-General	**$32,714**	**$0**	**$2,323**	**$35,037**
40710	**County Service Area # 36**				
	Designation-General	**$108,529**	**$0**	**$18,191**	**$126,720**

Summary of Provision for Reserves/Designations

	Fund Description	Available Reserves/ Designations Balance as of June 30, 2021	Amount Made Available for Financing by Cancellation	Increase in Reserves/ Designations to be Provided in FY 2021-22	Total Reserves/ Designations for FY 2021-22
40711	**County Service Area # 36 Zone 1**				
	Designation-Infrastructure Replacement	$1,273	$0	$0	$1,273
	Designation-General	8,837	0	1,474	10,311
	Total County Service Area #36 Zone 1	**$10,110**	**$0**	**$1,474**	**$11,584**
40712	**County Service Area # 36 Zone 2**				
	Designation-General	**$6,970**	**$0**	**$317**	**$7,287**
40713	**County Service Area # 36 Zone 3**				
	Designation-Infrastructure Replacement	$4,045	$0	$0	$4,045
	Designation-General	2,569	1,948	0	621
	Total County Service Area #36 Zone 3	**$6,614**	**$1,948**	**$0**	**$4,666**
40715	**County Service Area #37**				
	Designation-General	**$33,738**	**$0**	**$3,487**	**$37,225**
40720	**County Service Area # 38**				
	Designation-General	**$2,102**	**$0**	**$746**	**$2,848**
40722	**County Service Area # 39 Zone 4**				
	Designation-Infrastructure Replacement	**$21,457**	**$0**	**$210**	**$21,667**
40723	**County Service Area # 39 Zone 5**				
	Designation-Infrastructure Replacement	$1,938	$0	$0	$1,938
	Designation-General	1,089	127	0	962
	Total County Service Area #39 Zone 5	**$3,027**	**$127**	**$0**	**$2,900**
40724	**County Service Area # 40.1 EMS**				
	Designation-General	**$310,689**	**$0**	**$82,441**	**$393,130**
40725	**County Service Area # 39**				
	Designation-Infrastructure Replacement	**$4,392**	**$0**	**$220**	**$4,612**
40726	**County Service Area # 39 Zone 1**				
	Designation-Infrastructure Replacement	$14,842	$0	$0	$14,842
	Designation-General	19,103	0	9,475	28,578
	Total County Service Area #39 Zone 1	**$33,945**	**$0**	**$9,475**	**$43,420**
40727	**County Service Area # 39.2 Zone 2**				
	Designation-Infrastructure Replacement	**$4,798**	**$0**	**$940**	**$5,738**
40730	**County Service Area #40**				
	Designation-General	**$90,655**	**$0**	**$25,974**	**$116,629**
40733	**County Service Area # 39 Zone 8**				
	Designation-General	**$17,458**	**$17,458**	**$0**	**$0**
40737	**County Service Area # 38 Zone 2**				
	Designation-Infrastructure Replacement	**$9,593**	**$0**	**$1,512**	**$11,105**
40740	**County Service Area # 42**				
	Designation-Infrastructure Replacement	$17,978	$0	$0	$17,978
	Designation-General	92	36	0	56
	Total County Service Area #42	**$18,070**	**$36**	**$0**	**$18,034**
40745	**County Service Area # 43**				
	Designation-Infrastructure Replacement	$13,746	$0	$0	$13,746
	Designation-General	59,230	0	8,282	67,512
	Total County Service Area #43	**$72,976**	**$0**	**$8,282**	**$81,258**
40750	**County Service Area # 44**				
	Designation-General	**$33,444**	**$0**	**$4,157**	**$37,601**
40755	**County Service Area # 45**				
	Designation-General	**$539**	**$0**	**$7**	**$546**
40765	**County Service Area # 47**				
	Designation-General	**$17,204**	**$0**	**$2,350**	**$19,554**
40785	**County Service Area # 51**				
	Designation-Infrastructure Replacement	$635	$0	$0	$635
	Designation-General	2,169	0	1,036	3,205
	Total County Service Area #51	**$2,804**	**$0**	**$1,036**	**$3,840**
40790	**County Service Area # 52**				
	Designation-General	**$30,461**	**$998**	**$0**	**$29,463**

Summary of Provision for Reserves/Designations

	Fund Description	Available Reserves/ Designations Balance as of June 30, 2021	Amount Made Available for Financing by Cancellation	Increase in Reserves/ Designations to be Provided in FY 2021-22	Total Reserves/ Designations for FY 2021-22
40796	**County Service Area # 53 Zone 1**				
	Designation-Infrastructure Replacement	$5,640	$0	$0	$5,640
	Designation-General	3,621	0	982	4,603
	Total County Service Area #53 Zone 1	**$9,261**	**$0**	**$982**	**$10,243**
40800	**County Service Area # 54**				
	Designation-General	**$19,320**	**$0**	**$3,974**	**$23,294**
40805	**County Service Area # 55**				
	Designation-General	**$5,638**	**$0**	**$690**	**$6,328**
40810	**County Service Area # 56**				
	Designation-General	**$34**	**$34**	**$0**	**$0**
40820	**County Service Area # 58**				
	Designation-Infrastructure Replacement	$14,805	$0	$0	$14,805
	Designation-General	4,847	0	1,848	6,695
	Total County Service Area #58	**$19,652**	**$0**	**$1,848**	**$21,500**
40830	**County Service Area # 60**				
	Designation-Infrastructure Replacement	$186,782	$0	$0	$186,782
	Designation-General	105,031	0	20,993	126,024
	Total County Service Area #60	**$291,813**	**$0**	**$20,993**	**$312,806**
40831	**County Service Area # 60 Zone 1**				
	Designation-General	**$13,928**	**$2,207**	**$0**	**$11,721**
40832	**County Service Area # 60 Zone 2**				
	Designation-Infrastructure Replacement	$426,105	$0	$0	$426,105
	Designation-General	83,191	0	94,225	177,416
	Total County Service Area #60 Zone 2	**$509,296**	**$0**	**$94,225**	**$603,521**
40836	**County Service Area # 61 Zone 1**				
	Designation-General	**$17,153**	**$0**	**$5,038**	**$22,191**
40837	**County Service Area # 61 Zone 2**				
	Designation-General	**$3,083**	**$0**	**$450**	**$3,533**
40838	**County Service Area # 61 Zone 3**				
	Designation-General	**$23,465**	**$0**	**$4,203**	**$27,668**
40839	**County Service Area # 61 Zone 4**				
	Designation-General	**$7,445**	**$0**	**$1,260**	**$8,705**
40840	**County Service Area # 62**				
	Designation-General	**$12,101**	**$0**	**$938**	**$13,039**
40845	**County Service Area # 63**				
	Designation-General	**$60,191**	**$0**	**$2,115**	**$62,306**
40846	**County Service Area # 63 Zone 1**				
	Designation-General	**$47,256**	**$13,021**	**$0**	**$34,235**
40847	**County Service Area # 63 Zone 2**				
	Designation-Infrastructure Replacement	$23,304	$0	$0	$23,304
	Designation-General	2,180	0	452	2,632
	Total County Service Area #63 Zone 2	**$25,484**	**$0**	**$452**	**$25,936**
40848	**County Service Area # 63 Zone 3**				
	Designation-Infrastructure Replacement	$63,487	$0	$0	$63,487
	Designation-General	19,944	0	24,910	44,854
	Total County Service Area #63 Zone 3	**$83,431**	**$0**	**$24,910**	**$108,341**
40849	**County Service Area # 63 Zone 4**				
	Designation-Infrastructure Replacement	$7,600	$0	$0	$7,600
	Designation-General	110,613	11,846	0	98,767
	Total County Service Area #63 Zone 4	**$118,213**	**$11,846**	**$0**	**$106,367**
40851	**County Service Area # 63 Zone 5**				
	Designation-General	**$185,758**	**$0**	**$96,921**	**$282,679**
40852	**County Service Area # 63 Zone 6**				
	Designation-General	**$8,869**	**$4,234**	**$0**	**$4,635**
40855	**County Service Area # 65**				
	Designation-Infrastructure Replacement	$8,396	$0	$0	$8,396
	Designation-General	19,391	0	11,824	31,215
	Total County Service Area #65	**$27,787**	**$0**	**$11,824**	**$39,611**

Summary of Provision for Reserves/Designations

	Fund Description	Available Reserves/ Designations Balance as of June 30, 2021	Amount Made Available for Financing by Cancellation	Increase in Reserves/ Designations to be Provided in FY 2021-22	Total Reserves/ Designations for FY 2021-22
40856	**County Service Area # 65.1**				
	Designation-Infrastructure Replacement	**$9,390**	**$0**	**$1,659**	**$11,049**
40860	**County Service Area # 66**				
	Designation-Infrastructure Replacement	$2,000	$0	$0	$2,000
	Designation-General	2,159	554	0	1,605
	Total County Service Area #66	**$4,159**	**$554**	**$0**	**$3,605**
40862	**County Service Area # 66 Zone 2**				
	Designation-General	**$3,168**	**$0**	**$195**	**$3,363**
40863	**County Service Area # 66 Zone 3**				
	Designation-General	**$6,975**	**$0**	**$3,352**	**$10,327**
40864	**County Service Area # 66 Zone 4**				
	Designation-Infrastructure Replacement	$613	$0	$0	$613
	Designation-General	23,763	0	5,686	29,449
	Total County Service Area #66 Zone 4	**$24,376**	**$0**	**$5,686**	**$30,062**
40865	**County Service Area # 67**				
	Designation-General	**$7,498**	**$0**	**$1,031**	**$8,529**
40866	**County Service Area #67 Zone 1**				
	Designation-General	**$37**	**$0**	**$0**	**$37**
40875	**County Service Area # 69**				
	Designation-Infrastructure Replacement	$23,020	$0	$0	$23,020
	Designation-General	746	136	0	610
	Total County Service Area #69	**$23,766**	**$136**	**$0**	**$23,630**
40877	**County Service Area #71.3 City-Sewer Charges**				
	Designation-General	**$209**	**$0**	**$0**	**$209**
40885	**County Service Area # 71**				
	Designation-General	**$5,123**	**$0**	**$12,528**	**$17,651**
40886	**County Service Area # 71 Zone 1**				
	Designation-General	**$16,134**	**$2,723**	**$0**	**$13,411**
40887	**County Service Area # 71 Zone 2**				
	Designation-General	**$85,147**	**$0**	**$7,708**	**$92,855**
40888	**County Service Area # 71 Zone 3**				
	Designation-General	**$64,364**	**$53,091**	**$0**	**$11,273**
40890	**County Service Area # 72**				
	Designation-General	**$298**	**$104**	**$0**	**$194**
40893	**County Service Area # 71 Zone 5**				
	Designation-General	**$151,352**	**$0**	**$5,626**	**$156,978**
40894	**County Service Area # 71 Zone 6**				
	Designation-Infrastructure Replacement	**$1,490**	**$0**	**$40**	**$1,530**
40895	**County Service Area # 71 Zone 7**				
	Designation-General	**$437,812**	**$0**	**$154,166**	**$591,978**
40896	**County Service Area # 71 Zone 8**				
	Designation-General	**$205,135**	**$118,461**	**$0**	**$86,674**
40901	**County Service Area # 71 Zone 9**				
	Designation-Infrastructure Replacement	**$9,899**	**$572**	**$0**	**$9,327**
40904	**County Service Area # 81**				
	Designation-General	**$5,754**	**$2,478**	**$0**	**$3,276**
40906	**County Service Area # 85**				
	Designation-Infrastructure Replacement	$6,963	$0	$0	$6,963
	Designation-General	8,699	2,174	0	6,525
	Total County Service Area # 85	**$15,662**	**$2,174**	**$0**	**$13,488**
40908	**County Service Area # 71 Zone 10**				
	Designation-Infrastructure Replacement	**$59,309**	**$21,672**	**$0**	**$37,637**
40910	**County Service Area # 87.2**				
	Designation-General	**$6,996**	**$0**	**$591**	**$7,587**
40911	**County Service Area # 87**				
	Designation-General	**$29,603**	**$7,568**	**$0**	**$22,035**

Summary of Provision for Reserves/Designations

	Fund Description	Available Reserves/ Designations Balance as of June 30, 2021	Amount Made Available for Financing by Cancellation	Increase in Reserves/ Designations to be Provided in FY 2021-22	Total Reserves/ Designations for FY 2021-22
40913	**County Service Area # 89**				
	Designation-Infrastructure Replacement	$2,149	$0	$0	$2,149
	Designation-General	23,137	0	5,850	28,987
	Total County Service Area #89	**$25,286**	**$0**	**$5,850**	**$31,136**
40914	**County Service Area # 91**				
	Designation-Infrastructure Replacement	$3,466	$0	$0	$3,466
	Designation-General	1,507	176	0	1,331
	Total County Service Area #91	**$4,973**	**$176**	**$0**	**$4,797**
40915	**County Service Area # 92**				
	Designation-Infrastructure Replacement	**$9,113**	**$0**	**$755**	**$9,868**
40916	**County Service Area # 92 Zone 1**				
	Designation-General	**$14,554**	**$1,941**	**$0**	**$12,613**
40917	**County Service Area # 92 Zone 2**				
	Designation-Infrastructure Replacement	**$11,625**	**$100**	**$0**	**$11,525**
40918	**County Service Area # 95 - Construction**				
	Designation-Infrastructure Replacement	**$47,031**	**$0**	**$619**	**$47,650**
40920	**County Service Area #94**				
	Designation-Infrastructure Replacement	$3,801	$0	$0	$3,801
	Designation-General	1,955	0	182	2,137
	Total County Service Area #94	**$5,756**	**$0**	**$182**	**$5,938**
40921	**County Service Area # 94 Zone 1**				
	Designation-Infrastructure Replacement	**$9,552**	**$1,384**	**$0**	**$8,168**
40922	**County Service Area # 97 Zone 1**				
	Designation-Infrastructure Replacement	**$5,345**	**$827**	**$0**	**$4,518**
40923	**County Service Area # 97 Zone 2**				
	Designation-Infrastructure Replacement	$27,603	$825	$0	$26,778
	Designation-General	659	659	0	0
	Total County Service Area #97 Zone 2	**$28,262**	**$1,484**	**$0**	**$26,778**
40925	**County Service Area # 97**				
	Designation-Infrastructure Replacement	$14,896	$433	$0	$14,463
	Designation-General	387	387	0	0
	Total County Service Area #97	**$15,283**	**$820**	**$0**	**$14,463**
40943	**County Service Area #89.1**				
	Designation-General	**$3,074**	**$0**	**$816**	**$3,890**
	County Service Areas Subtotal	**$5,009,331**	**$315,546**	**$814,312**	**$5,508,097**
	Sanitation Districts				
40313	**Ford City-Taft Heights Sanitation Maintenance**				
	Designation-Capital Projects	**$753,577**	**$0**	**$190,697**	**$944,274**
40332	**Kern Sanitation Authority**				
	Designation-Capital Projects	**$3,064,589**	**$388,440**	**$0**	**$2,676,149**
	Sanitation Districts Subtotal	**$3,818,166**	**$388,440**	**$190,697**	**$3,620,423**
	Public Authority				
40491	**IHSS Public Authority**				
	Designation-General	**$761,876**	**$0**	**$31,096**	**$792,972**
	Public Authority Subtotal	**$761,876**	**$0**	**$31,096**	**$792,972**
	Special Districts Subtotal	**$9,589,373**	**$703,986**	**$1,036,105**	**$9,921,492**
	Total Other Funds	**$67,888,858**	**$2,256,996**	**$3,221,964**	**$68,853,826**
	Total County Reserves/Designations	**$626,298,033**	**$77,628,187**	**$220,185,568**	**$768,855,414**

Employers' Training Resource - WIOA

Department Head: Ryan J. Alsop
Fund: Employers' Training Resource – WIOA
Budget Unit: 8907
Function: Public Assistance
Activity: Other Assistance

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 WDB 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

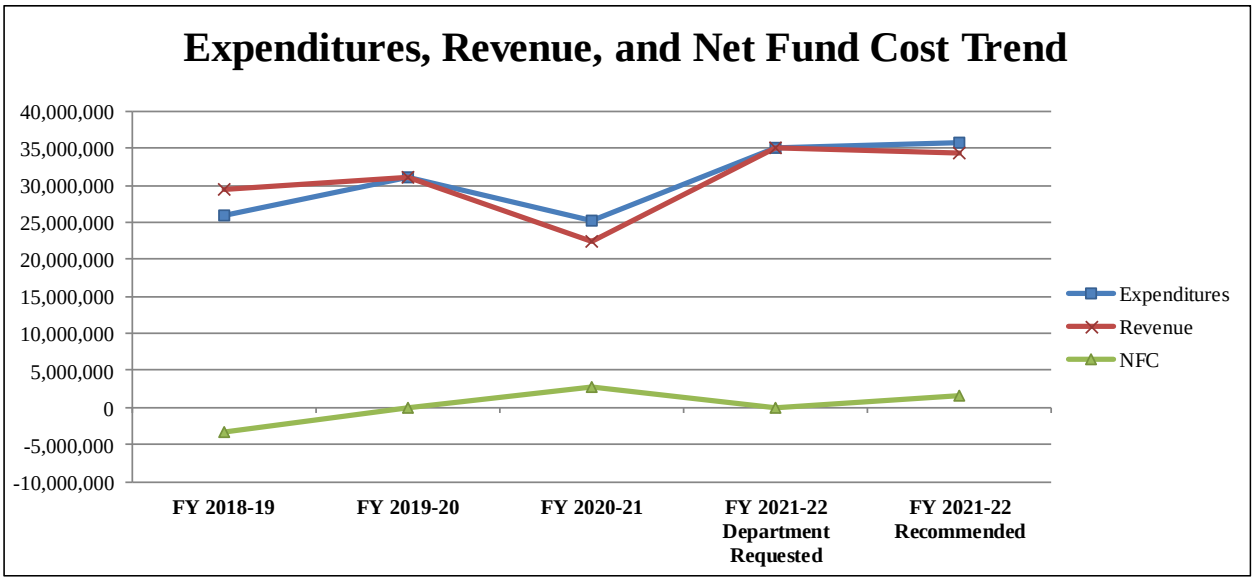
	FY 2019-20	FY 2020-21		FY 2021-22		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Services and Supplies	$11,356	$50,000	$1,234	$50,000	$50,000	$50,000
Other Charges	18,087,848	19,921,218	9,453,067	15,657,335	15,657,335	16,007,335
Other Financing Uses	13,008,723	19,659,216	15,671,891	19,321,216	19,678,648	19,778,189
TOTAL EXPENDITURES	**$31,107,927**	**$39,630,434**	**$25,126,192**	**$35,028,551**	**$35,385,983**	**$35,835,524**
REVENUE:						
Use of Money/Property	$43,896	$30,000	$26,649	$30,000	$30,000	$30,000
Intergovernmental	22,349,060	30,863,741	18,018,158	27,213,331	27,213,331	27,213,331
Charges for Services	7,896,165	6,558,516	4,307,183	6,558,516	6,558,516	7,008,057
Miscellaneous	390	100	0	100	100	100
Non-revenue Receipts	0	200	0	200	200	200
Other Financing Sources:						
2011 Realignment	607,438	566,273	566,272	1,042,657	614,521	614,521
ETR-Non-WIOA	153,988	286,582	0	286,582	136,582	136,582
TOTAL REVENUE	**$31,050,937**	**$38,305,412**	**$22,918,262**	**$35,131,386**	**$34,553,250**	**$35,002,791**
NET FUND COST	**$56,990**	**$1,325,022**	**$2,207,930**	**($102,835)**	**$832,733**	**$832,733**

Major Expenditures and Revenue in FY 2021-22 Recommended Budget

The recommended budget includes $16.0 million to provide contracts to service providers, individual training accounts, on the job training contracts and other services and assistance to clients. Another $19.7 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 $27.2 million from the U. S. Department of Labor WIOA supports federal programs administered by ETR. Another $7.0 million in charges for services funds programs on behalf of the Department of Human Services. The fund balance available at June 30, 2021 is $1.9 million, of which $832,733 will be used to offset the net fund cost. The remaining $1,068,169 will be placed in general designation and will be appropriated as needed throughout FY 2021-22.

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 $9.2 million in FY 2021-22 primarily due to the anticipated increase in reimbursable activities in FY 2021-22. 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
Fund: Emp Training Resource Non-WIOA
Budget Unit: 8916
Function: Public Assistance
Activity: Other Assistance

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.

Summary of Expenditures and Revenue

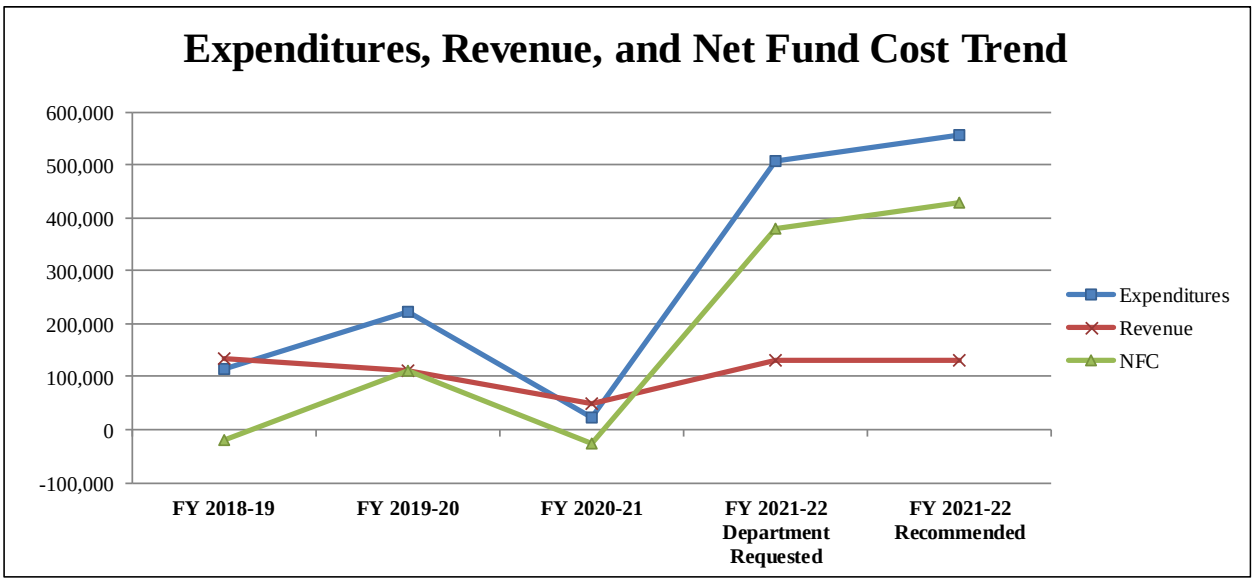
	FY 2019-20	FY 2020-21		FY 2021-22		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Services and Supplies	$61,301	$150,000	$22,430	$150,000	$150,000	$150,000
Other Charges	0	100,000	0	100,000	100,000	100,000
Other Financing Uses	161,846	408,582	0	258,582	258,582	308,582
TOTAL EXPENDITURES	**$223,147**	**$658,582**	**$22,430**	**$508,582**	**$508,582**	**$558,582**
REVENUE:						
Use of Money/Property	$14,817	$13,500	$8,394	$13,500	$13,500	$13,500
Charges for Services	19,653	56,500	(2,723)	50,000	50,000	50,000
Miscellaneous	78,315	69,250	42,407	66,000	66,000	66,000
Other Financing Sources	0	3,000	17	0	0	0
TOTAL REVENUE	**$112,785**	**$142,250**	**$48,095**	**$129,500**	**$129,500**	**$129,500**
NET FUND COST	**$110,362**	**$516,332**	**($25,665)**	**$379,082**	**$379,082**	**$429,082**

Major Expenditures and Revenue in FY 2021-22 Recommended Budget

Services and supplies of $150,000 are estimated to be adequate to cover expenditures that may arise through the normal course of business during FY 2021-22 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 $308,582 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 $66,000 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. Increases to charges for services revenue and corresponding services and supplies expenditures are from the food service program that was negatively impacted in FY 2020-21 by the COVID-19 pandemic. The fund balance available at June 30, 2021 is $541,996, which will be used to offset the budgeted net fund cost, with the remainder of the fund balance going to general designations.


Expenditures, Revenue, and Net Fund Cost Trend
600,000
500,000
400,000
300,000
200,000
100,000
0
-100,000
FY 2018-19
FY 2019-20
FY 2020-21
FY 2021-22 Department Requested
FY 2021-22 Recommended
Expenditures
Revenue
NFC

Community Development Block Grant Program

Department Head: Lorelei H. Oviatt
Fund: Community Development Program
Budget Unit: 8920
Function: Public Assistance
Activity: Other Assistance

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, a division of Planning and Community Development Department, provides CDBG funds to local programs or projects that ensure affordable housing and 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 administers the program.

Summary of Expenditures and Revenue

	FY 2019-20	FY 2020-21		FY 2021-22		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Contingencies	$0	$539,919	$0	$1,361,749	$1,361,749	$1,361,749
Services and Supplies	485,120	4,454,057	1,335,949	11,086,727	11,086,727	11,133,779
Other Charges	1,690,848	3,919,770	827,378	3,257,225	3,257,225	3,257,225
Other Financing Uses	2,006,480	2,551,965	2,329,062	3,292,391	3,315,058	3,335,129
TOTAL EXPENDITURES	**$4,182,448**	**$11,465,711**	**$4,492,389**	**$18,998,092**	**$19,020,759**	**$19,087,882**
REVENUE:						
Use of Money/Property	$29	$0	$124	$0	$0	$0
Intergovernmental	4,165,569	11,552,868	4,307,139	18,371,779	18,371,779	19,035,830
Other Financing Sources:						
CD - Home Investment Trust	0	0	295,400	5,000	5,000	5,000
TOTAL REVENUE	**$4,165,598**	**$11,552,868**	**$4,602,663**	**$18,376,779**	**$18,376,779**	**$19,040,830**
NET FUND COST	**$16,850**	**($87,157)**	**($110,274)**	**$621,313**	**$643,980**	**$47,052**

Major Expenditures and Revenue in FY 2021-22 Recommended Budget

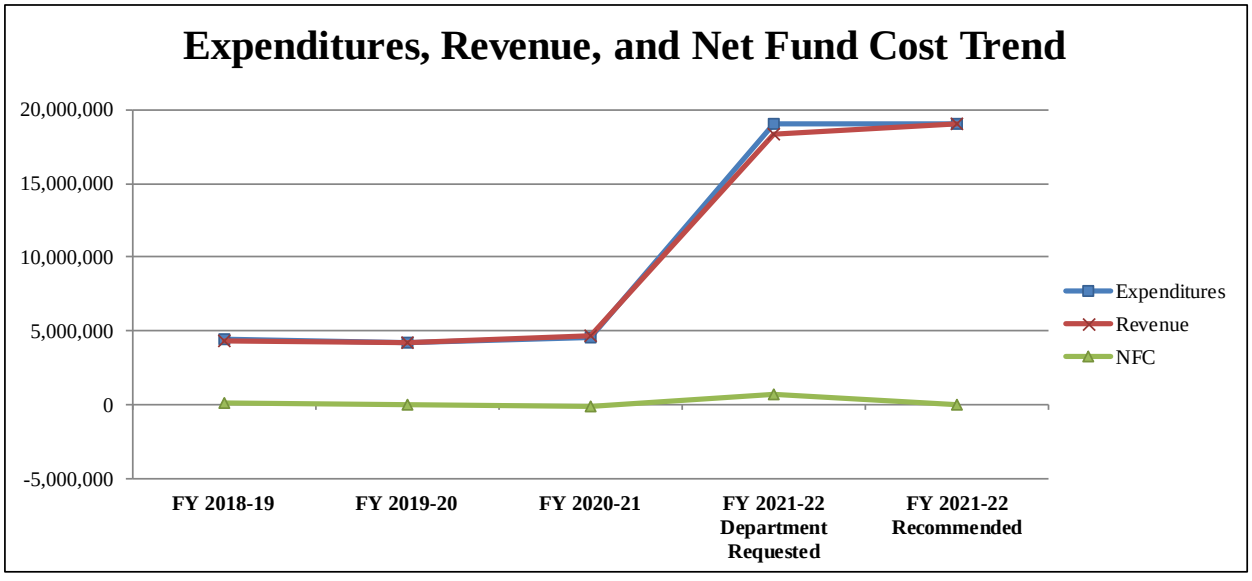
The recommended budget includes revenue of $19 million, all of which will be appropriated to fund projects meeting requirements of the federal grant. Other financing uses include reimbursement to Community Development for the administration of the program. There is no cost to the General Fund. Funding to assist in meeting public safety needs in three specifically qualified County areas is included in the recommended budget.

The services and supplies recommended budget includes $9.8 million in excess of FY 2020-21 actual expenses due to the inclusion of $4.3 million for COVID-19 services, materials, and supplies and $6.8 million in professional services anticipated to be spent on CDBG projects in FY 2021-22. The fund balance as of June 30, 2021 is $47,052, all of which has been budgeted to fund the FY 2021-22 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 2021-22 are:

- *Buttonwillow County Water District Improvements Project:* Design, replacement, and improvements of the existing electrical panel and electrical components.
- *Rosamond Blvd and 20th Street West Pedestrian Sidewalk Improvements:* Design, engineering, acquisition, and installation of sidewalk related improvements.
- *City of Tehachapi Northside Neighborhood Sidewalk Improvements:* Design, engineering, and installation of sidewalk related improvements.
- *Public Safety Services Program:* Providing additional Sheriff deputy staffing in the eastern unincorporated Bakersfield metropolitan area, northern unincorporated Kern County, and unincorporated Mojave areas.
- *Home Access Program:* Providing grants for construction of wheelchair ramps, grab bars, and improvements to improve accessibility of residences for low or moderate-income physically disabled persons.
- *Housing Rehabilitation Program:* Providing low or moderate-income households direct deferred loans for rehabilitation of dwellings and grants for demolition, improvements, utility hook-ups, and abandonment of septic tanks.
- *City of Ridgecrest Leroy Jackson Park Ballfield Improvements:* Design, installation, and construction of dugout coverings, bleacher shades, and field improvements.
- *California City Balsitis Playground and Basketball Court Improvements:* Design, installation, and construction of playground equipment and basketball improvements.
- *Lamont Public Utility District Meter Improvements:* Excavating existing mechanical meter, turning off water flow, and removing existing meter.
- *Belle Terrace Park Improvements:* Design and construction of park improvements and upgrades including soccer field, play structure, exercise equipment, and basketball court.



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.

Summary of Expenditures and Revenue

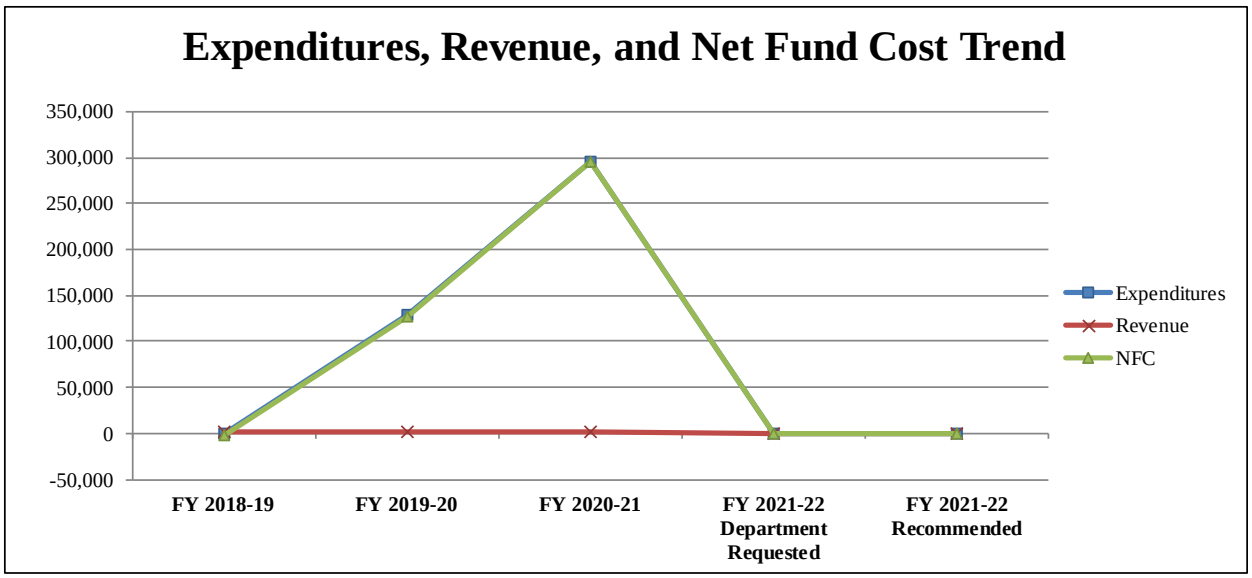
	FY 2019-20	FY 2020-21		FY 2021-22		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Services and Supplies	$129,480	$295,400	$0	$0	$0	$0
Other Financing Uses	0	0	295,400	0	0	0
TOTAL EXPENDITURES	**$129,480**	**$295,400**	**$295,400**	**$0**	**$0**	**$0**
REVENUE:						
Use of Money/Property	$2,212	$0	$792	$0	$0	$0
TOTAL REVENUE	**$2,212**	**$0**	**$792**	**$0**	**$0**	**$0**
NET FUND COST	**$127,268**	**$295,400**	**$294,608**	**$0**	**$0**	**$0**

Major Expenditures and Revenue in FY 2021-22 Recommended Budget

The fund balance available on June 30, 2021 of $790 represents the fund's earned interest and will be placed in the General Designation until final amount is determined and transferred to the U.S. Department of Housing and Urban Development.

Budget Changes and Operational Impacts

Activities from this budget unit were transferred to the Community Development Block Grant Program in FY 2020-21. Included in the FY 2020-21 actual expenditures are funds transferred to the Community Development Block Grant Program for a loan 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.



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.

Summary of Expenditures and Revenue

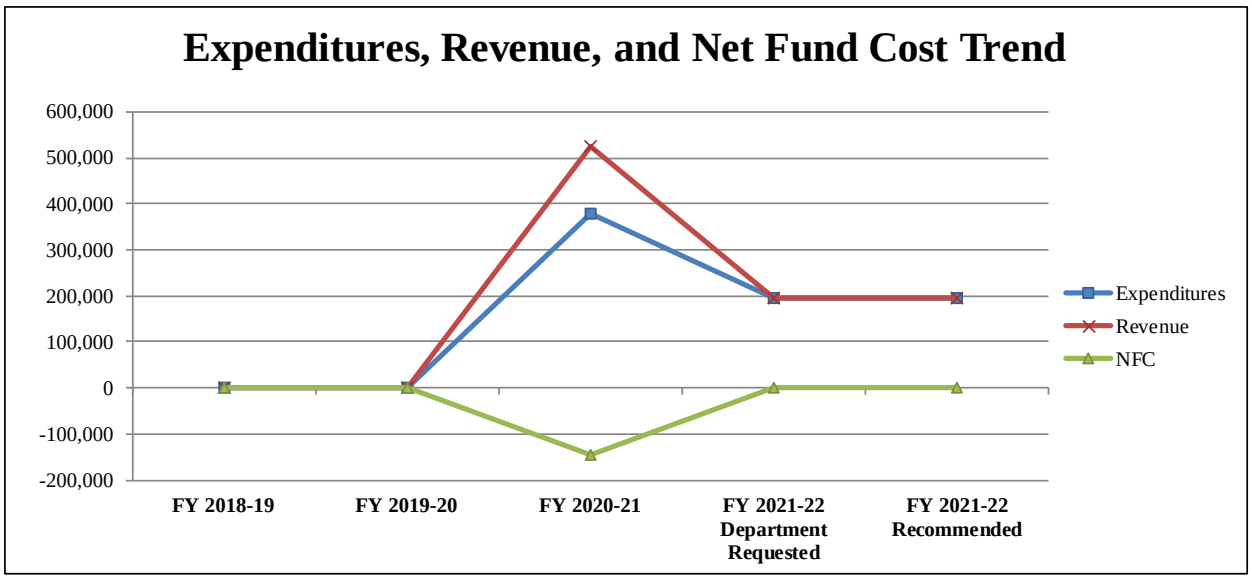
	FY 2019-20	FY 2020-21		FY 2021-22		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Services and Supplies	$0	$522,746	$377,184	$195,765	$195,765	$195,765
TOTAL EXPENDITURES	**$0**	**$522,746**	**$377,184**	**$195,765**	**$195,765**	**$195,765**
REVENUE:						
Use of Money/Property	$0	$0	$135	$0	$0	$0
Intergovernmental	0	522,746	522,745	195,765	195,765	195,765
TOTAL REVENUE	**$0**	**$522,746**	**$522,880**	**$195,765**	**$195,765**	**$195,765**
NET FUND COST	**$0**	**$0**	**($145,696)**	**$0**	**$0**	**$0**

Major Expenditures and Revenue in FY 2021-22 Recommended Budget

This program will utilize $195,765 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 2021-22 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.


Expenditures, Revenue, and Net Fund Cost Trend
600,000
500,000
400,000
300,000
200,000
100,000
0
-100,000
-200,000
FY 2018-19
FY 2019-20
FY 2020-21
FY 2021-22 Department Requested
FY 2021-22 Recommended
Expenditures
Revenue
NFC

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.

Summary of Expenditures and Revenue

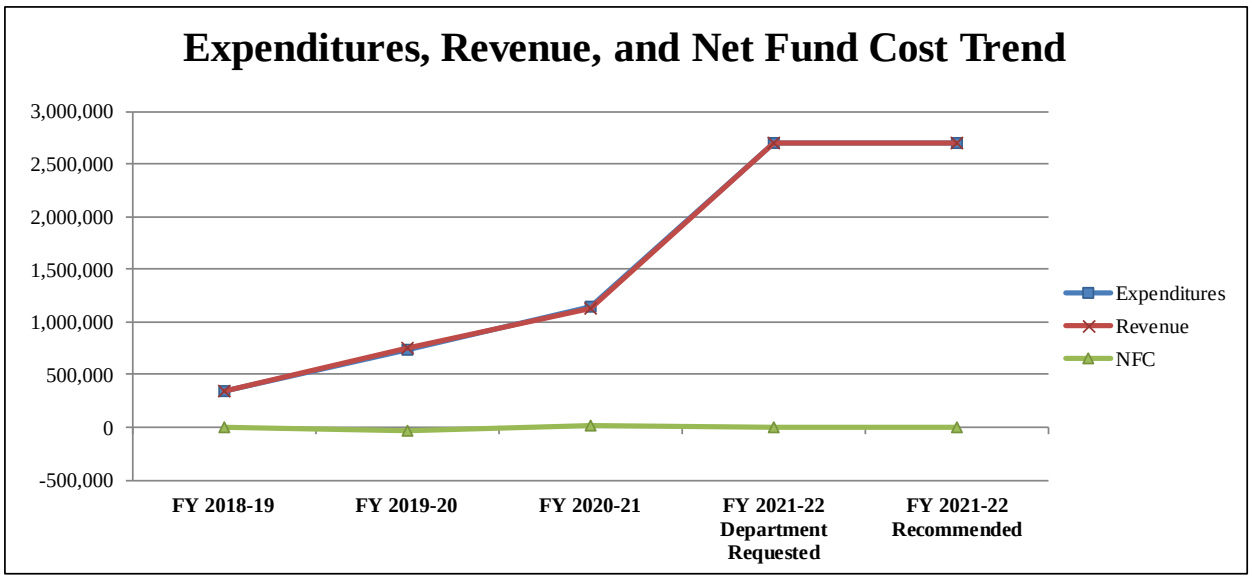
	FY 2019-20	FY 2020-21		FY 2021-22		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Services and Supplies	$701,438	$633,306	$955,659	$2,083,983	$2,083,983	$2,083,983
Other Financing Uses	30,421	51,518	191,289	612,562	612,563	612,563
TOTAL EXPENDITURES	**$731,859**	**$684,824**	**$1,146,948**	**$2,696,545**	**$2,696,546**	**$2,696,546**
REVENUE:						
Use of Money/Property	$31	$0	$19	$0	$0	$0
Intergovernmental	757,919	712,539	1,134,523	2,696,546	2,696,546	2,696,546
TOTAL REVENUE	**$757,950**	**$712,539**	**$1,134,542**	**$2,696,546**	**$2,696,546**	**$2,696,546**
NET FUND COST	**($26,091)**	**($27,715)**	**$12,406**	**($1)**	**$0**	**$0**

Major Expenditures and Revenue in FY 2021-22 Recommended Budget

The majority of expenditures are associated with projects and administrative cost. A total of $612,563 is allocated to the administration of this program. This program has no cost to the General Fund.

Budget Changes and Operational Impacts

Available federal revenue is estimated at $2.7 million, all of which will be appropriated in the FY 2021-22 recommended budget to provide emergency shelter services or facilities to assist people experiencing a housing crisis and/or homelessness. Recommended expenses exceed that of FY 2020-21 actual expenses by $1.1 million due to the inclusion of $1.8 million in U.S. Department of Housing and Urban Development administered CARES Act and COVID-19 response program funds.


Expenditures, Revenue, and Net Fund Cost Trend
3,000,000
2,500,000
2,000,000
1,500,000
1,000,000
500,000
0
-500,000
FY 2018-19
FY 2019-20
FY 2020-21
FY 2021-22 Department Requested
FY 2021-22 Recommended
Expenditures
Revenue
NFC

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.

Summary of Expenditures and Revenue

	FY 2019-20	FY 2020-21		FY 2021-22		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Services and Supplies	$0	$143,574	$107,574	$0	$0	$0
Other Financing Uses	8,157	23,908	1,840	18,069	18,069	18,069
TOTAL EXPENDITURES	**$8,157**	**$167,482**	**$109,414**	**$18,069**	**$18,069**	**$18,069**
REVENUE:						
Use of Money/Property	$316	$0	$156	$0	$0	$0
Intergovernmental	37,518	107,574	90,139	18,068	18,068	18,069
TOTAL REVENUE	**$37,834**	**$107,574**	**$90,295**	**$18,068**	**$18,068**	**$18,069**
NET FUND COST	**($29,677)**	**$59,908**	**$19,119**	**$1**	**$1**	**$0**

Major Expenditures and Revenue in FY 2021-22 Recommended Budget

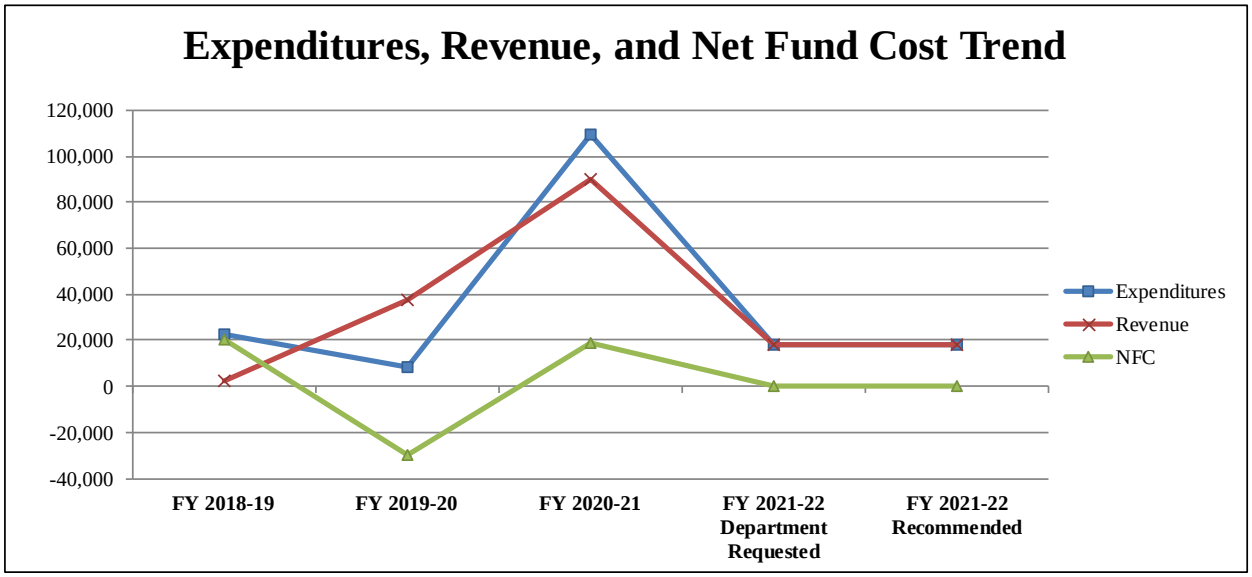
This program will utilize $18,069 in Federal funded aid to partially finance the 36-unit Pioneer Cottages development for low-income households, adults or older adults with a serious mental disorder, and seriously emotionally disturbed children or adolescents who are homeless, chronically homeless, or at risk of chronic homelessness.

Budget Changes and Operational Impacts

Included in FY 2020-21 actual expenditures are costs associated with the financing of the 36-unit Pioneer Cottages development including architectural, engineering, and acquisition costs. The department does not anticipate expenses at the same level in FY 2021-22.

The program's fund balance of $40,789 on June 30, 2021 will be used 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 future fiscal years.



Community Development Home Investment Trust

Department Head: Lorelei H. Oviatt
Fund: CD-Home Investment Trust
Budget Unit: 8936
Function: Public Assistance
Activity: Other Assistance

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 2019-20	FY 2020-21		FY 2021-22		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Contingencies	$0	$1,433,928	$0	$1,679,882	$1,679,882	$1,679,882
Services and Supplies	1,142,488	7,451,380	656,078	9,628,266	9,628,266	16,539,106
Other Financing Uses	170,938	347,406	100,524	195,680	312,572	312,572
TOTAL EXPENDITURES	**$1,313,426**	**$9,232,714**	**$756,602**	**$11,503,828**	**$11,620,720**	**$18,531,560**
REVENUE:						
Use of Money/Property	$5,513	$0	$3,501	$0	$0	$0
Intergovernmental	2,062,005	8,148,786	599,026	11,503,828	11,503,828	18,414,668
Other Financing Sources:						
Community Development HOME	0	0	0	0	5,000	5,000
TOTAL REVENUE	**$2,067,518**	**$8,148,786**	**$602,527**	**$11,503,828**	**$11,508,828**	**$18,419,668**
NET FUND COST	**($754,092)**	**$1,083,928**	**$154,075**	**$0**	**$111,892**	**$111,892**

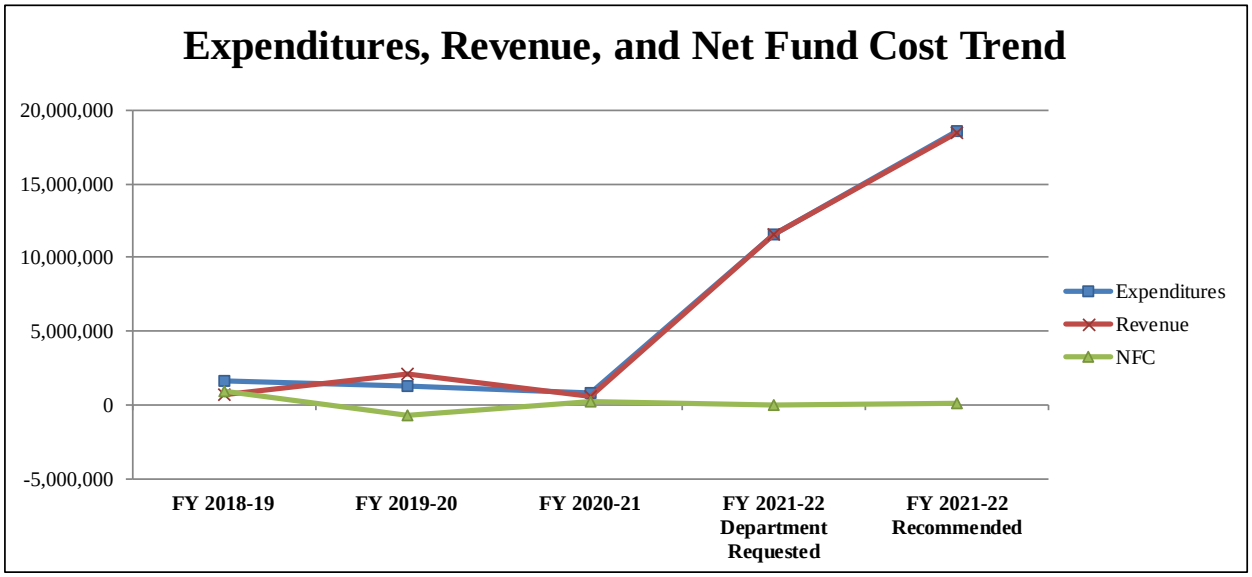
Major Expenditures and Revenue in FY 2021-22 Recommended Budget

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 $9.6 million for projects consistent with the HOME Investment Partnerships Program and includes rehabilitation projects and projects associated with community housing development organizations including the Pioneer Cottage, Benton Park, College Heights Cottages, Stevens Drive Cottages, and Golden Empire Affordable Housing Infill to develop affordable housing for low-income households, the homeless, and those at risk of homelessness. $11.5 million in intergovernmental revenue are anticipated in the FY 2021-22 recommended budget for the completion of projects. The fund balance available on June 30, 2021 is $924,898, $111,892 of which will be used to fund eligible projects in the FY 2021-22

budget and $1.7 million is being set in appropriations for contingencies for unanticipated costs and additional projects identified throughout the year.



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

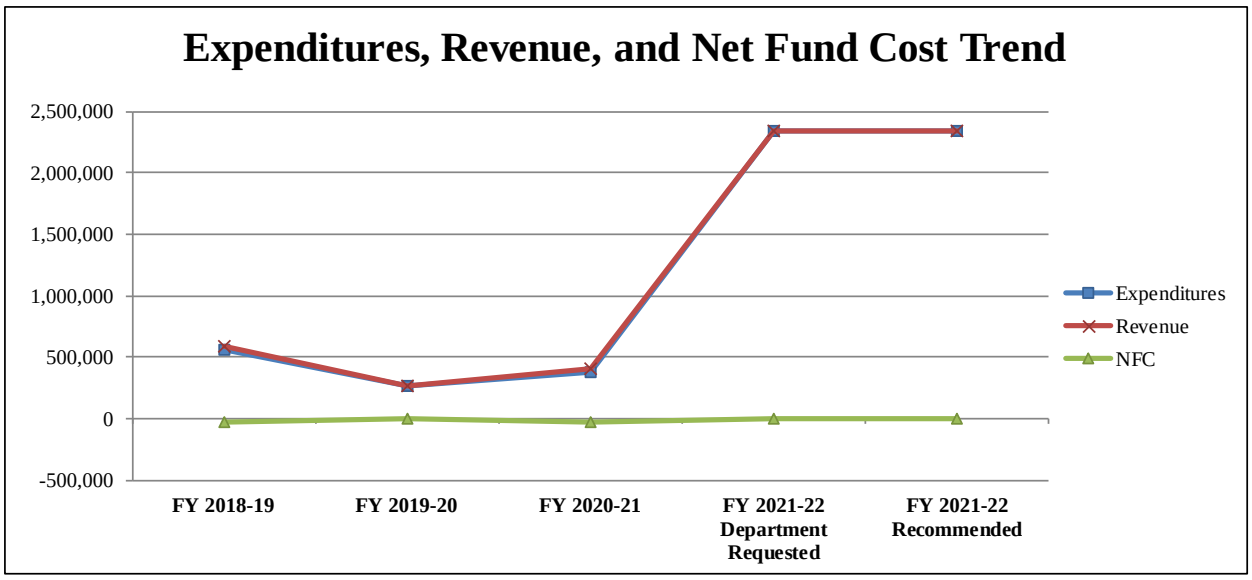
	FY 2019-20	FY 2020-21		FY 2021-22		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Services and Supplies	$262,199	$256,863	$318,160	$2,257,254	$2,257,254	$2,257,295
Other Financing Uses	2,852	12,546	63,182	91,247	91,247	91,247
TOTAL EXPENDITURES	**$265,051**	**$269,409**	**$381,342**	**$2,348,501**	**$2,348,501**	**$2,348,542**
REVENUE:						
Intergovernmental	$268,553	$297,124	$407,978	$2,348,501	$2,348,501	$2,348,501
TOTAL REVENUE	**$268,553**	**$297,124**	**$407,978**	**$2,348,501**	**$2,348,501**	**$2,348,501**
NET FUND COST	**($3,502)**	**($27,715)**	**($26,636)**	**$0**	**$0**	**$41**

Major Expenditures and Revenue in FY 2021-22 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 $91,247 is allocated to the administration of this program.

Budget Changes and Operational Impacts

Available federal revenue is estimated at $2,348,501, all of which will be appropriated in the FY 2021-22 recommended budget to provide services to homeless individuals and families including $1.7 million in COVID-19 response funding. The fund balance as of June 30, 2021 is $41, all of which is included in the recommended budget to fund program operations.

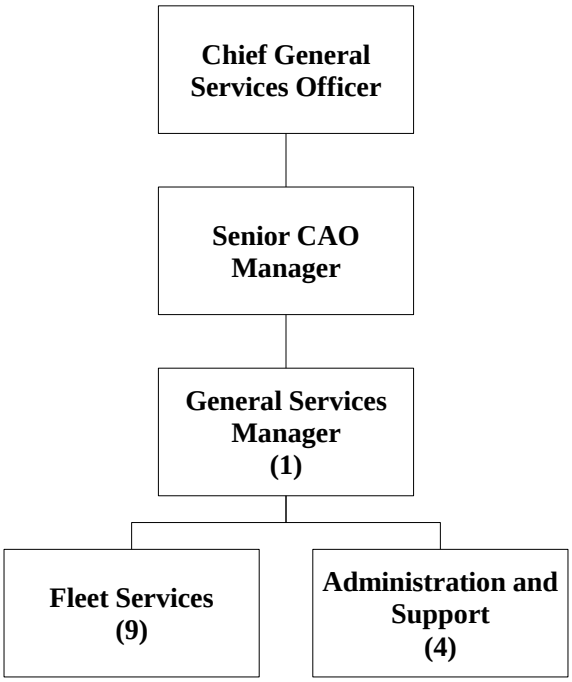


CD Grant Programs

Mission Statement

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

Organizational Chart



Fiscal Year 2019-20 and 2020-21 Accomplishments

- Earned a Blue Seal of Excellence Recognition from the National Institute for Automotive Service Excellence.
- Fleet Services maintained over 575 telemetric tracking systems in County vehicles.
- Fleet Services provided service for over 700 vehicles.

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.

Summary of Expenses and Revenue

	FY 2019-20	FY 2020-21		FY 2021-22		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	$908,546	$1,076,366	$809,785	$982,862	$982,862	$982,862
Services and Supplies	885,586	1,017,766	1,007,589	1,035,744	1,035,744	1,100,744
Other Charges	856,580	1,058,459	570,848	1,080,875	1,080,875	1,080,875
Capital Assets	539,943	0	0	0	0	0
Other Financing Uses	861,643	800,000	800,000	0	0	0
TOTAL EXPENSES	**$4,052,298**	**$3,952,591**	**$3,188,222**	**$3,099,481**	**$3,099,481**	**$3,164,481**
REVENUE:						
Use of Money/Property	$163,562	$50,000	$87,751	$50,000	$50,000	$50,000
Charges for Services	2,681,654	2,808,880	2,399,767	2,442,121	2,442,121	2,442,121
Miscellaneous	88,419	20,210	49,626	20,210	20,210	20,210
Non-Revenue Receipts	801,603	1,000,001	512,389	1,000,001	1,000,001	1,000,001
Other Financing Sources:						
Sales of Assets	6,571	15,000	71,010	15,000	15,000	15,000
CARES Act	53,951	0	2,221	0	0	0
TOTAL REVENUE	**$3,795,760**	**$3,894,091**	**$3,122,764**	**$3,527,332**	**$3,527,332**	**$3,527,332**
INCR./(DECR.) IN RETAINED EARNINGS	**($256,538)**	**($58,500)**	**($65,458)**	**$427,851**	**$427,851**	**$362,851**

Major Expenses and Revenue in FY 2021-22 Recommended Budget

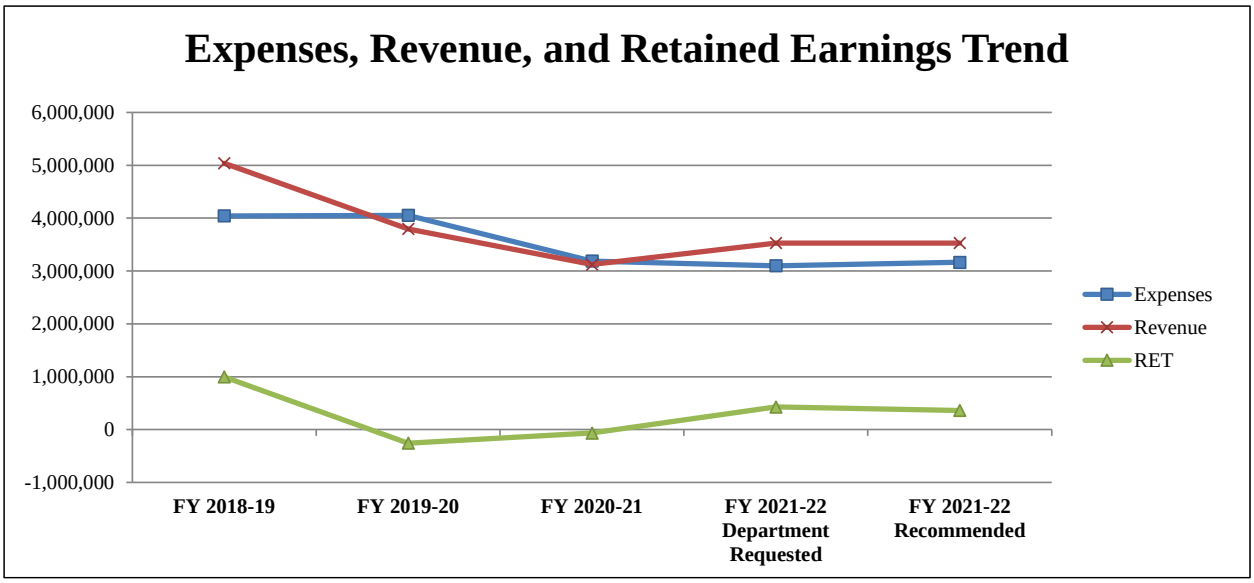
Major expenses for the division include staffing and supplies needed to service customer vehicles and respond to service requests. Revenue for the division is primarily derived from charges to departments for vehicle purchases and services provided.

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. Additionally, when departments transition to the Enterprise program any funds previously paid for vehicle replacement costs are refunded. These reimbursements are reflected as a cost to the Garage Internal Service Fund in the other financing uses object in FY 2019-20 and FY 2020-21. No reimbursement expenses are budgeted for FY 2021-22.

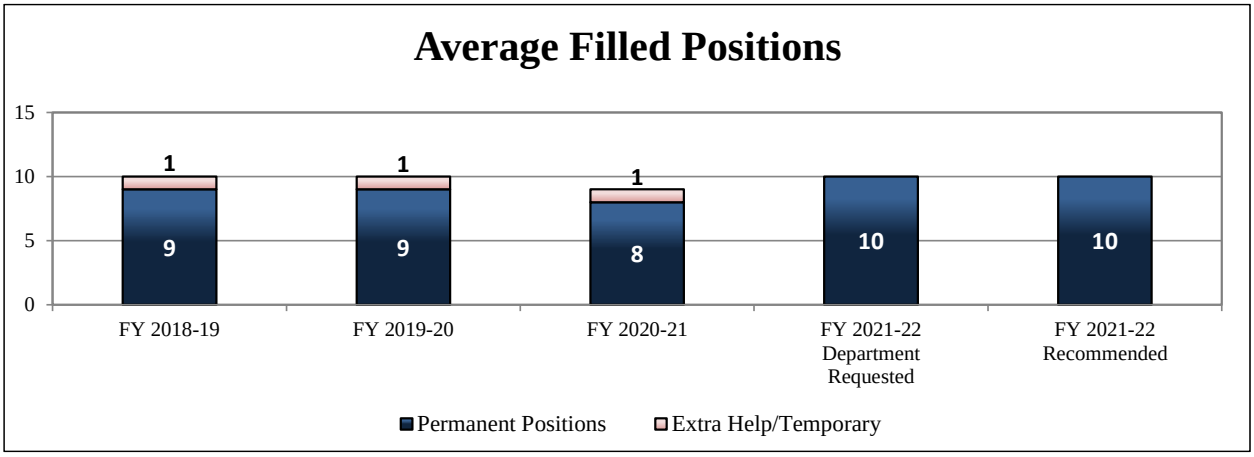
The division received $53,951 in FY 2019-20 and $2,221 in FY 2020-21 from the CARES Act fund for costs associated with the coronavirus pandemic.

While the Garage Internal Service Fund has sufficient short-term unrestricted cash that can be used to support the operations of the division, at times the retained earnings balance will be low or negative. This is due to the inclusion 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. As of June 30, 2021 the retained earnings balance was only $65,586 due to the inclusion of approximately $2.0 million of long-term liabilities. After adjusting for long-term debt, the budgetary retained earnings balance as of June 30, 2021 is $2.1 million. The budget includes an increase in retained earnings of $362,851, of which $150,000 is budgeted for addition to the designation for vehicle replacements. A budgetary retained earnings balance of $2.3 million, and a vehicle replacement designation balance of $5.4 million are anticipated for June 30, 2022. The division is working to increase the balance of the vehicle replacement designation closer to the total market replacement value of the fleet.



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 $454,000.



4-Year Staffing Trend

	Actual			Department Requested	Recommended
	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	
AVERAGE FILLED POSITIONS					
Permanent Positions	9	9	8	10	10
Extra Help/Temporary	1	1	1	0	0
Total Positions	**10**	**10**	**9**	**10**	**10**
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	9	9	8	N/A	N/A
Extra Help/Temporary (FTE)	1	1	1	N/A	N/A
Total Positions	**10**	**10**	**9**	**N/A**	**N/A**
SALARIES & BENEFITS	**$881,377**	**$908,546**	**$809,785**	**$982,862**	**$982,862**

Summary of Authorized Positions

The division has 14 authorized permanent positions, of which 10 have been budgeted to be filled during FY 2021-22 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
Total	14	0	0	14	10	4	14

Administration and Support

	Classification
1	General Services Manager
2	Fleet Services Supervisor
1	Auto Parts Storekeeper I/II
1	Auto Services Writer
5	**Requested Total**

Fleet Services

	Classification
7	Automotive Mechanic I/II/Sr.
2	Automotive Service Worker I/II
9	**Requested Total**

Internal Service Fund

Fiscal Year 2021-22 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	2018-19 Actual	2019-20 Actual	2020-21 Adopted	2020-21 Actual	2021-22 Goal
Average percentage of fleet available on a daily basis	95%	98%	95%	98%	95%

Due to the coronavirus pandemic many vehicles were not fully utilized. Reduced usage resulted in less demand for service, which caused a decrease in workload and allowed the Garage to complete all outstanding repairs in an efficient manner.

Objective: Automotive technicians are at a productivity level of 90% or greater.

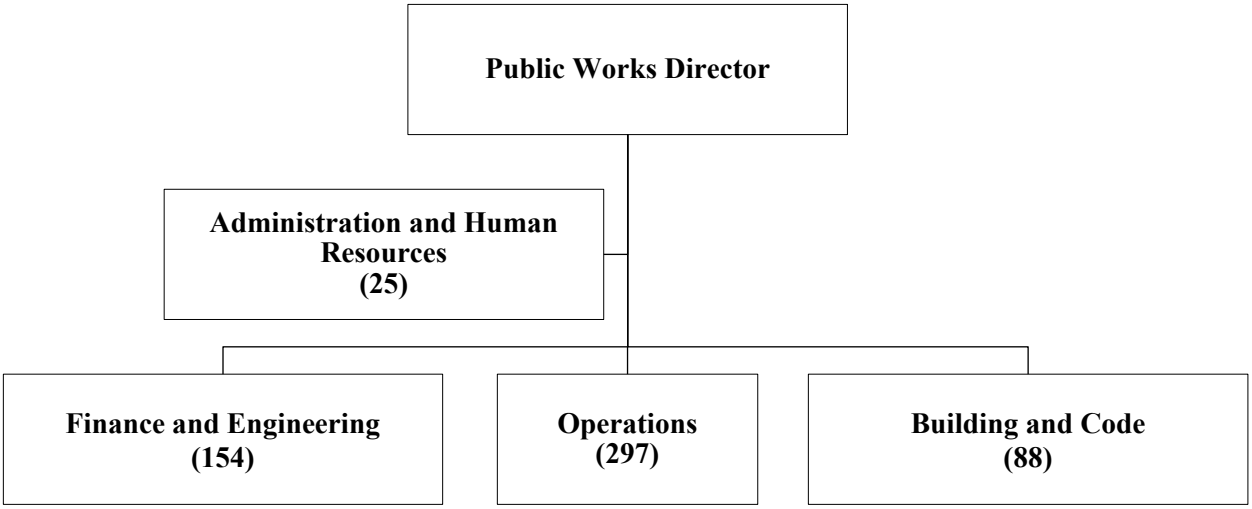
Measurement	2018-19 Actual	2019-20 Actual	2020-21 Adopted	2020-21 Actual	2021-22 Goal
Percentage of productive hours of total paid hours	93%	93%	90%	65%	93%

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 coronavirus pandemic caused a reduction in vehicle usage resulting in a decrease of services for FY 2020-21. As the County continues to reopen, the goal for FY 2021-22 anticipates a return to pre-pandemic service levels.

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 2019-20 and 2020-21 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 34 Road, Waste and Wastewater projects totaling $39 Million.
- Finalized the design and continued to make progress with the environmental and permitting process for the Shafter-Wasco green waste composting facility.
- 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.
- Kern Sanitation Authority successfully operated and maintained four County owned wastewater treatment plants and the systems without any notice of violations.
- Successfully operated and maintained two wastewater treatment plants and Taft systems without any notice of violations.
- Operated 7 landfills, 7 transfer stations, 2 bin sites and 3 household hazardous waste facilities during the COVID pandemic without disruption or notice of violations.
- Developed an illegal dumping plan including 5 crews funded through Land Use Fees.
- Implemented a battery collection program at landfills and transfer stations.
- Completed renovations of the Public Service Building (PSB) including the lobby and all restrooms within the building. This renovation was critical to provide Americans with Disabilities Act mandated access to employees and customers that utilize the PSB.
- Provided the Franchise Waste Haulers a new draft agreement as mandated by the State and CalRecycle to meet the requirements of SB1383.

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

Summary of Expenditures and Revenue

	FY 2019-20	FY 2020-21		FY 2021-22		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	$50,238,255	$61,638,205	$50,777,799	$61,316,581	$61,487,391	$62,998,154
Services and Supplies	9,475,129	12,100,406	9,493,242	14,066,933	14,066,935	14,066,935
Other Charges	1,404,933	1,261,249	1,226,193	1,322,352	1,322,352	1,322,352
Capital Assets	0	728,000	358,036	225,000	225,000	225,000
Other Financing Uses	6,421,216	6,421,216	6,421,216	6,421,214	6,421,216	6,421,216
TOTAL EXPENDITURES	**$67,539,533**	**$82,149,076**	**$68,276,486**	**$83,352,080**	**$83,522,894**	**$85,033,657**
REVENUE:						
Use of Money/Property	$69,029	$45,000	$62,734	$45,000	$45,000	$45,000
Intergovernmental	426,370	1,265,161	643,947	1,724,670	1,724,670	1,724,670
Charges for Services	62,084,242	74,047,399	58,955,884	74,790,898	74,961,708	76,472,471
Miscellaneous	1,812	300	9,514	300	300	300
Residual Equity Transfers	0	0	0	0	0	0
Non-revenue Receipts	25,140	70,000	34,944	70,000	70,000	70,000
Other Financing Sources:						
General Fund Contribution	6,721,216	6,721,216	6,721,216	6,721,214	6,721,216	6,721,216
CARES Act	2,223,548	0	479,193	0	0	0
TOTAL REVENUE	**$71,551,357**	**$82,149,076**	**$66,907,432**	**$83,352,082**	**$83,522,894**	**$85,033,657**
INCR./(DECR.) IN RETAINED EARNINGS	**$4,011,824**	**$0**	**($1,369,054)**	**$2**	**$0**	**$0**

Major Expenses and Revenue in FY 2021-22 Recommended Budget

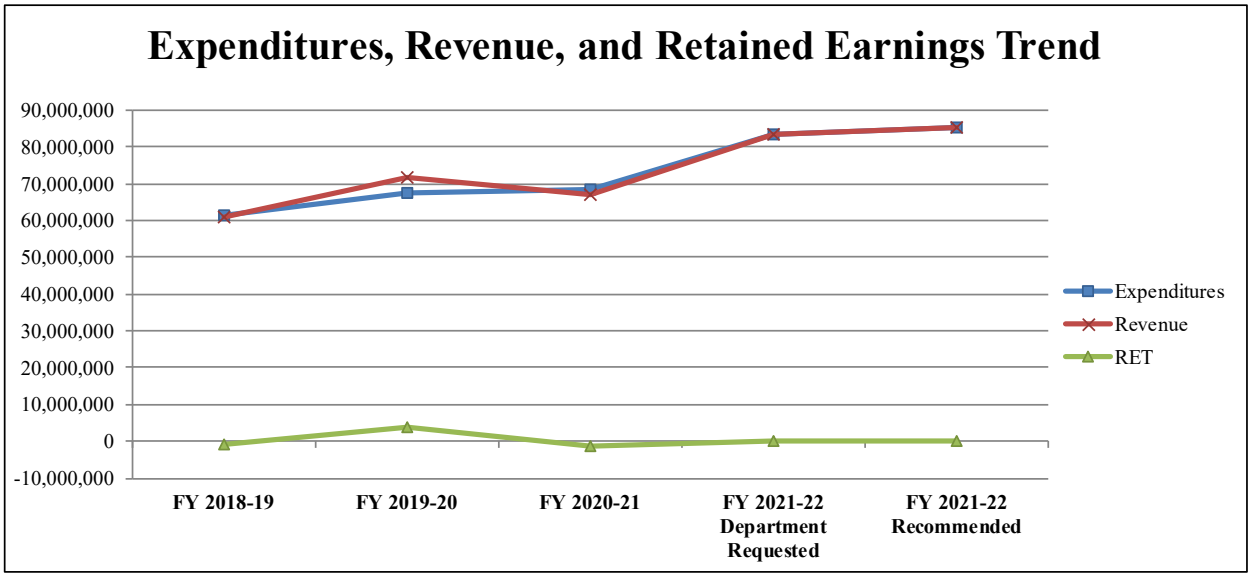
The majority of appropriations in this fund will be used for salaries and benefits that will be reimbursed from the appropriate budget units. The department operates a maintenance facility for department vehicles and heavy equipment, the labor and materials for this function are budgeted within the Internal Service Fund in the amount of $7.4 million and reimbursed from the user budget units similar to salaries and benefits. Included in FY 2020-21 actual revenue is a $479,193 reimbursement from the CARES Act funding to address the Novel Coronavirus pandemic.

Budget Changes and Operational Impacts

Included in the recommended budget is $63 million of appropriations within Salaries and Benefits. This represents a $12.2 million increase from FY 2020-21 actual expenses in anticipation of filling positions previously held vacant and the net addition of thirty-eight positions to be filled in FY 2021-22. Capital Assets in the amount of $225,000 have been included in the recommended budget for the purchase of one (1) forklift, one (1) mechanic truck, one (1) tire balancer, one (1) tire machine, one (1) GPS equipment set, and one (1) unmanned aerial vehicle. 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 $69 million in labor reimbursements and $7.4 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's retained earnings balance as of June 30, 2021 is $5.4 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.



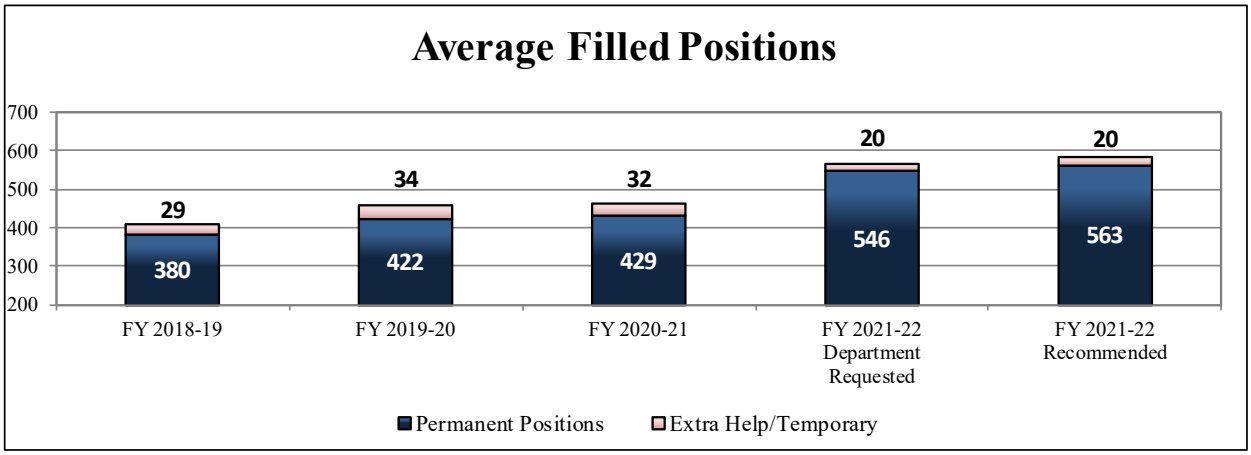
Internal Service Fund

Staffing Changes and Operational Impacts

The recommended budget includes 565 authorized positions after the addition of two (2) Administrative Coordinator positions, one (1) Public Works Program Manager position, two (2) Engineer I/II/III/III-C positions, one (1) Geographic Information System Technician position, one (1) Engineering Technician I/II/III/III-C position, two (2) Drafting Technician I/II/III positions, five (5) Engineering Aide I/II/III positions, three (3) Waste Management Technician I/II positions, one (1) Supervising Real Property Agent position, one (1) Public Works Maintenance Supervisor position, twenty-one (21) Public Works Maintenance Worker I/II/III/III-C positions, one (1) Office Services Specialist position, and the deletion of one (1) Senior Administrative and Fiscal Officer position, one (1) Administrative Services Officer position, at an annual cost of approximately $3,554,097.

Included in these additions are sixteen (16) Public Works Maintenance Worker I/II/III/III-C positions and one (1) Public Works Maintenance Supervisor position for the expansion of illegal dumping remediation program.

Internal Service Fund



4-Year Staffing Trend

	Actual			Department Requested	Recommended
	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	
AVERAGE FILLED POSITIONS					
Permanent Positions	380	422	429	546	563
Extra Help/Temporary	29	34	32	20	20
Total Positions	**409**	**456**	**461**	**566**	**583**
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	396	432	437	N/A	N/A
Extra Help/Temporary (FTE)	36	35	31	N/A	N/A
Total Positions	**432**	**467**	**468**	**N/A**	**N/A**
SALARIES & BENEFITS	**$45,695,502**	**$50,238,255**	**$50,777,799**	**$61,316,581**	**$62,998,154**

Summary of Authorized Positions

The department currently has 526 authorized permanent positions. The recommended budget includes 565 permanent positions 563 of which have been budgeted to be filled during FY 2021-22 as indicated below. Two Code Compliance Officer positions will remain vacant and unfunded in the FY 2021-22 recommended budget.

Division	Authorized	Additions	Deletions	Requested Total	Filled	Vacant	Total
Administration & Human Resources	24	2	0	26	26	0	26
Finance & Engineering	141	14	(2)	153	153	0	153
Operations	273	24	0	297	297	0	297
Building & Code	88	1	0	89	87	2	89
Total	526	41	(2)	565	563	2	565

Internal Service Fund

Administration & Human Resources

	Classification
1	Director of Public Works
2	Public Works Manager
1	Human Resources Manager
4	Administrative Coordinator
1	Administrative Coordinator - Confidential
3	Contracts Administration Asst
1	Marketing and Promotions Coordinator
1	Marketing and Promotions Associate I/II
1	Engineering Aide I/II/III
2	Contract Specialist
2	Fiscal Support Specialist
1	Senior Human Resources Specialist
1	Senior Office Services Specialist
2	Office Services Specialist
1	Office Services Technician
24	**Current Total**
	Additions/Deletions
2	Administrative Coordinator
26	**Requested Total**

Building & Code

	Classification
1	Assistant Director
1	Wastewater System Manager
1	Engineering Manager
4	PW Program Manager
1	Supervising Planner
2	Supervising Engineer
8	Engineer I/II/III/III-C
2	Wastewater Specialist I/II
1	Wastewater Technologist I/II
9	Wastewater Treatment Plant Oper I/II/III
3	Wastewater Treatment Plant Oper-Trainee
1	Sewer Collection Systems Supervisor
4	Sewer Maintenance Worker I/II
1	Code Compliance Supervisor
8	Code Compliance Officer
2	Engineering Aide I/II/III
1	Principal Building Inspector-C
2	Supervising Building Inspector-C
15	Building Inspector-C
3	Building Inspector Specialist-C
7	Building Plans Technician
1	Waste Management Specialist I/II/III
1	Office Services Coordinator
1	Senior Office Services Specialist
6	Office Services Technician
1	Office Services Assistant
1	PW Maintenance Worker I/II/III-C
88	**Current Total**
	Additions/Deletions
1	Office Services Specialist
89	**Requested Total**

Finance & Engineering

	Classification
1	Assistant Director
3	Public Works Manager
4	Engineering Manager
1	Sr. Admin and Fiscal Services Officer
1	Administrative Services Officer
1	Supervising Planner
1	Contract Administrator
1	Administrative Coordinator
1	Buyer I
2	Planner I/II/III
4	Supervising Engineer
12	Engineer I/II/III/III-C
1	GIS Specialist
1	GIS Technician I/II
21	Engineering Technician I/II/III/III-C
6	Drafting Technician I
1	Engineering Support Supervisor
19	Engineering Aide I/II/III
4	Waste Management Tech I/II
4	Waste Management Specialist I/II/III
1	Public Works Maintenance Supervisor
7	Accountant I/II/III
3	Fiscal Support Supervisor
7	Fiscal Support Specialist
6	Fiscal Support Technician
1	Senior Office Services Specialist
2	Office Services Specialist
1	Office Services Technician
0	Supervising Real Property Agent
2	Real Property Agent I/II/III
1	Senior Traffic Signal Tech
4	Traffic Signal Tech I/II
1	Hwy Paint Equipment Superintendent
1	PW Maintenance Worker I/II/III-C
15	Maintenance Painter
141	**Current Total**
	Additions/Deletions
1	PW Program Manager
(1)	Sr. Admin and Fiscal Services Officer
(1)	Administrative Services Officer
2	Engineer I/II/III/III-C
1	GIS Technician I/II
1	Engineering Technician I/II/III/III-C
2	Drafting Technician I
5	Engineering Aide I/II/III
1	Waste Management Tech I/II
1	Supervising Real Property Agent
153	**Requested Total**

Operations

	Classification
1	Assistant Director
3	Public Works Manager
4	Engineering Manager
1	PW Program Manager
1	Safety Specialist
2	Administrative Coordinator
1	Supervising Engineer
14	Engineer I/II/III/III-C
2	Engineering Technician I/II/III/III-C
1	Code Compliance Supervisor
1	Code Compliance Officer
1	Engineering Support Supervisor
1	Engineering Aide I/II/III
28	Waste Management Tech I/II
2	Waste Management Supervisor
10	Waste Management Specialist I/II/III
1	Warehouse Supervisor
2	Automotive Parts Storekeeper I/II
5	Office Services Technician
1	Office Services Assistant
2	Supervising Disposal Site Gate Attendant
24	Disposal Site Gate Attendant
5	PW Maintenance Superintendent
22	PW Maintenance Supervisor
113	PW Maintenance Worker I/II/III-C
1	Equipment Maintenance Superintendent
19	Heavy Equipment Mechanic
2	Supervising Heavy Equipment Mechanic
1	Automotive Mechanic I/II
2	Automotive Service Worker I/II
273	**Current Total**
	Additions/Deletions
2	Waste Management Tech I/II
1	PW Maintenance Supervisor
21	Public Works Maintenance Worker I/II/III-C
297	**Requested Total**

Group Health and Dental Self-Insurance Program

Department Head: Ryan J. Alsop
Fund: Group Health and Dental
Budget Unit: 8960
Function: Internal Service Fund
Activity: Employee Health Benefits

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.

Summary of Expenses and Revenue

	FY 2019-20	FY 2020-21		FY 2021-22		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Contingencies	$0	$10,000,000	$0	$10,000,000	$10,000,000	$10,000,000
Services and Supplies	7,680,968	8,846,000	7,655,138	8,996,000	8,996,000	8,996,000
Other Charges	125,757,169	134,769,462	130,229,144	140,505,175	140,505,175	140,505,175
TOTAL EXPENSES	**$133,438,137**	**$153,615,462**	**$137,884,282**	**$159,501,175**	**$159,501,175**	**$159,501,175**
REVENUE:						
Use of Money/Property	$1,686,507	$850,000	$1,048,968	$850,000	$850,000	$850,000
Intergovernmental	77,814	55,000	88,686	55,000	55,000	55,000
Charges for Services	144,754,129	136,325,000	139,897,541	134,325,000	134,325,000	134,325,000
Miscellaneous	0	2	0	2	2	2
Other Financing Sources:						
CARES Act	0	0	115,373	0	0	0
TOTAL REVENUE	**$146,518,450**	**$137,230,002**	**$141,150,568**	**$135,230,002**	**$135,230,002**	**$135,230,002**
INCR./(DECR.) IN RETAINED EARNINGS	**$13,080,313**	**($16,385,460)**	**$3,266,286**	**($24,271,173)**	**($24,271,173)**	**($24,271,173)**

Major Expenses and Revenue in FY 2021-22 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 $66.5 million. The County is committed to having the lowest level of reserves while maintaining sufficient resources to meet all obligations.

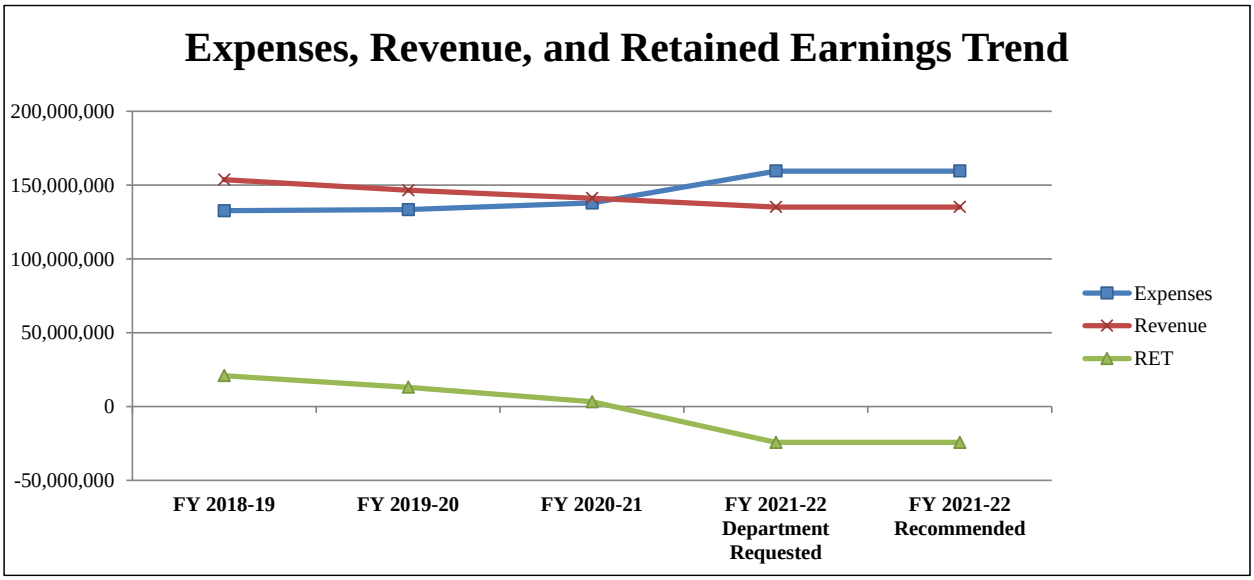
The retained earnings balance as of June 30, 2021 was $84.5 million. A decrease of $24.3 million is budgeted to provide required services while stabilizing rates, resulting in an estimated retained earnings balance of $60.2 million for June 30, 2022.

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 2021-22 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.

The fund received $115,373 from the CARES Act fund in FY 2020-21 for costs associated with the coronavirus pandemic.



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.

Summary of Expenses and Revenue

	FY 2019-20	FY 2020-21		FY 2021-22		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Contingencies	$0	$500,000	$0	$500,000	$500,000	$500,000
Salaries and Benefits	8,221,037	8,800,000	8,615,312	9,400,000	9,400,000	9,400,000
Services and Supplies	216,119	234,800	233,289	235,300	235,300	235,300
Other Charges	51,645	(8,918)	(8,918)	(18,104)	(18,104)	(18,104)
TOTAL EXPENSES	**$8,488,801**	**$9,525,882**	**$8,839,683**	**$10,117,196**	**$10,117,196**	**$10,117,196**
REVENUE:						
Use of Money/Property	$54,730	$38,000	$27,233	$20,000	$20,000	$20,000
Charges for Services	7,640,893	8,180,000	9,474,147	8,440,000	8,440,000	8,440,000
TOTAL REVENUE	**$7,695,623**	**$8,218,000**	**$9,501,380**	**$8,460,000**	**$8,460,000**	**$8,460,000**
INCR./(DECR.) IN RETAINED EARNINGS	**($793,178)**	**($1,307,882)**	**$661,697**	**($1,657,196)**	**($1,657,196)**	**($1,657,196)**

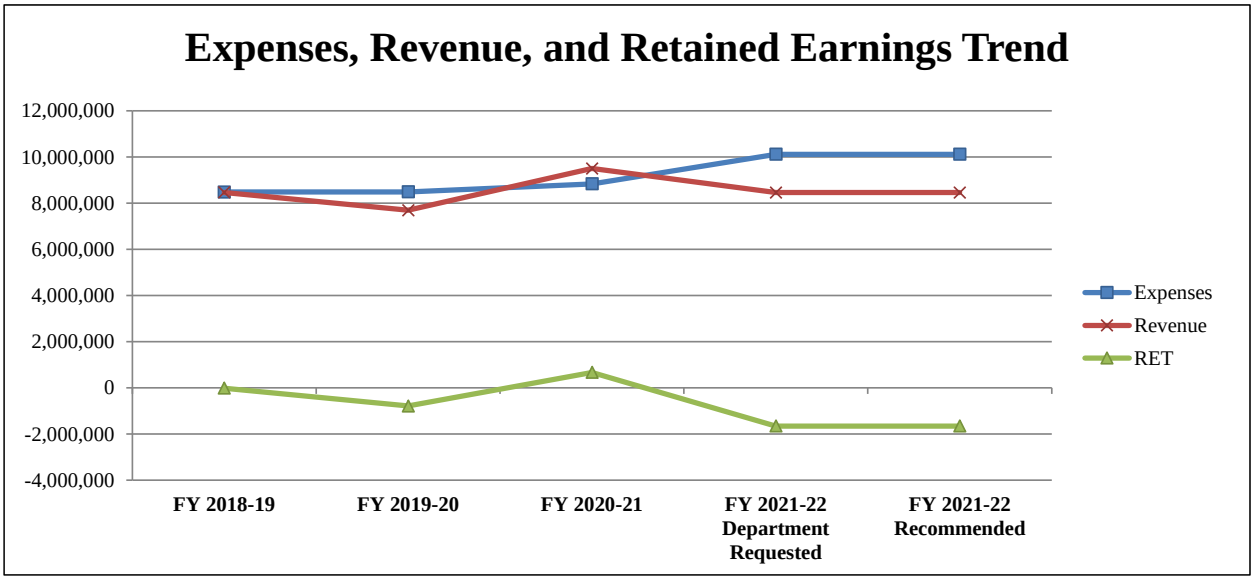
Major Expenses and Revenue in FY 2021-22 Recommended Budget

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 $10.1 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, 2021 was $3.1 million. The recommended budget includes the use of $1.6 million in fund resources, for an anticipated retained earnings balance of $1.5 million for June 30, 2022.



General Liability Self-Insurance Program

Department Head: Margo Raison
Fund: Liability Self-Insurance Program
Budget Unit: 8970
Function: Internal Service Fund
Activity: Insurance Programs

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 2019-20	FY 2020-21		FY 2021-22		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Services and Supplies	$5,843,005	$6,422,954	$5,644,261	$6,292,455	$6,292,455	$6,292,455
Other Charges	5,662,910	13,198,358	2,598,664	10,555,354	10,555,354	10,555,354
TOTAL EXPENSES	**$11,505,915**	**$19,621,312**	**$8,242,925**	**$16,847,809**	**$16,847,809**	**$16,847,809**
REVENUE:						
Use of Money/Property	$359,463	$41,000	$192,663	$115,721	$115,721	$115,721
Charges for Services	7,779,252	10,949,339	10,949,342	10,126,059	10,126,059	10,126,059
Miscellaneous	10,888	0	3,362	0	0	0
TOTAL REVENUE	**$8,149,603**	**$10,990,339**	**$11,145,367**	**$10,241,780**	**$10,241,780**	**$10,241,780**
INCR./(DECR.) IN RETAINED EARNINGS	**($3,356,312)**	**($8,630,973)**	**$2,902,442**	**($6,606,029)**	**($6,606,029)**	**($6,606,029)**

Internal Service Fund

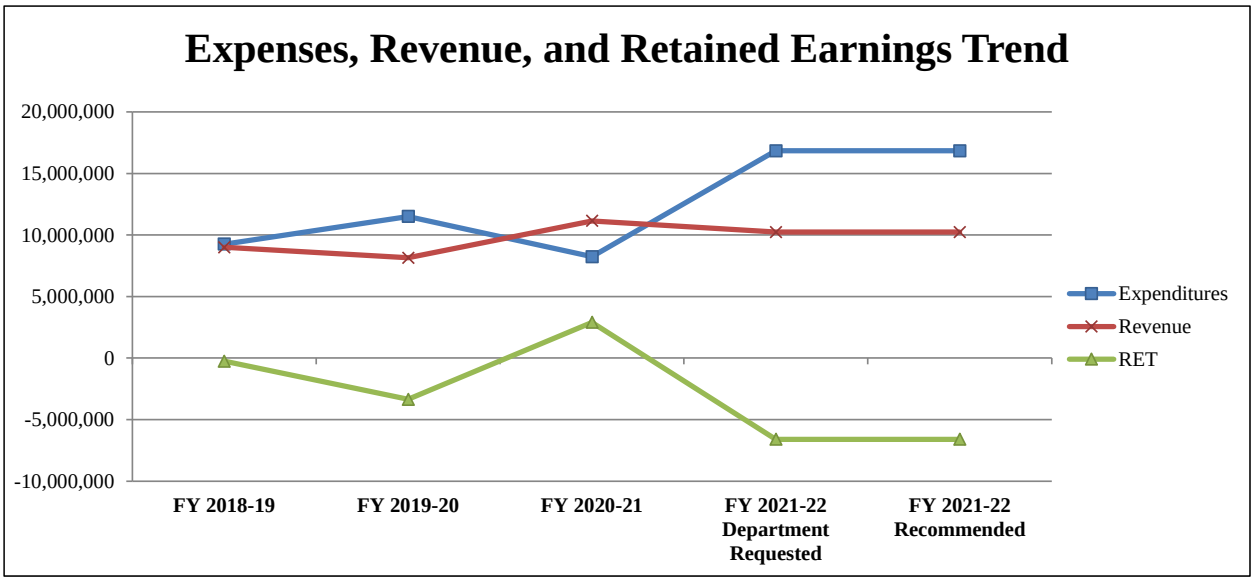
Major Expenses and Revenue in FY 2021-22 Recommended Budget

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 $10.6 million primarily to cover anticipated claims. Several claims budgeted in FY 2020-21 did not settle and are budgeted to settle in FY 2021-22. Due to significant changes in the insurance market, the self-insurance retention limit for General Liability was changed from $3 million to $7.5 million in FY 2020-21.

The retained earnings balance as of June 30, 2021 was $17.6 million. The recommended budget includes the use of $6.6 million in retained earnings, for an estimated retained earnings balance as of June 30, 2022 of $11.0 million.



Internal Service Fund

Unemployment Compensation Insurance Program

Department Head: Ryan J. Alsop
Fund: Unemployment Compensation
Budget Unit: 8980
Function: Internal Service Fund
Activity: Unemployment Self-Insurance

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.

Summary of Expenses and Revenue

	FY 2019-20	FY 2020-21		FY 2021-22		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Services and Supplies	$11,673	$20,000	$11,217	$20,000	$20,000	$20,000
Other Charges	2,211,007	2,201,445	2,352,142	2,801,494	2,801,494	2,801,494
TOTAL EXPENSES	**$2,222,680**	**$2,221,445**	**$2,363,359**	**$2,821,494**	**$2,821,494**	**$2,821,494**
REVENUE:						
Use of Money/Property	$20,978	$11,000	$4,173	$7,000	$7,000	$7,000
Charges for Services	2,042,709	2,242,163	2,204,680	3,824,172	3,824,172	3,824,172
TOTAL REVENUE	**$2,063,687**	**$2,253,163**	**$2,208,853**	**$3,831,172**	**$3,831,172**	**$3,831,172**
INCR./(DECR.) IN RETAINED EARNINGS	**($158,993)**	**$31,718**	**($154,506)**	**$1,009,678**	**$1,009,678**	**$1,009,678**

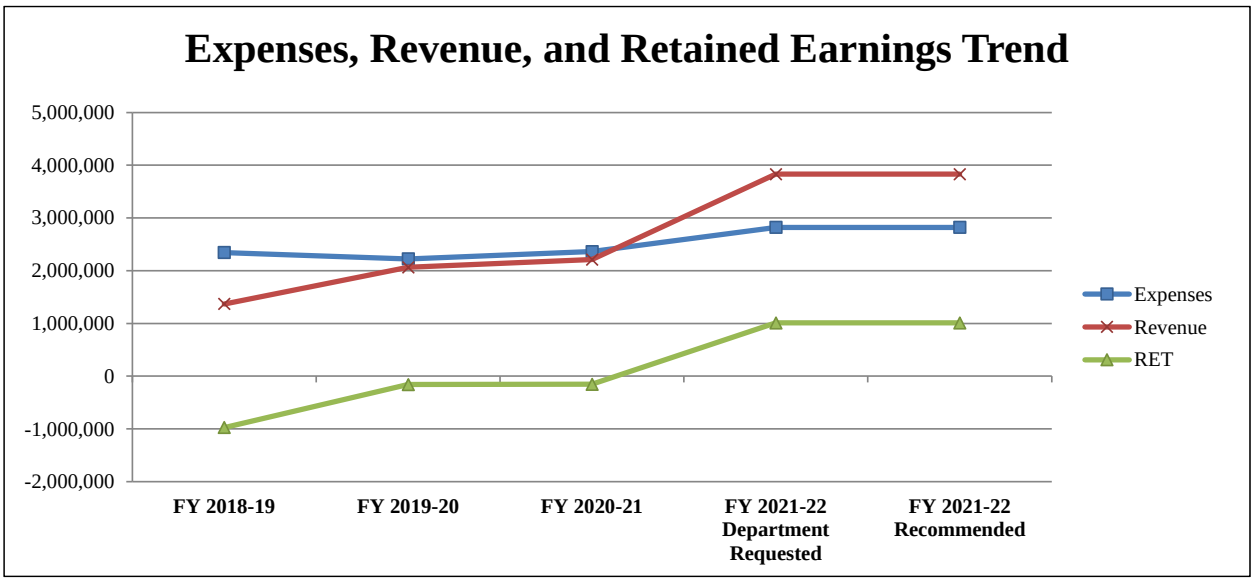
Major Expenses and Revenue in FY 2021-22 Recommended Budget

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. This includes increases to reserves in anticipation of continued elevated costs from ongoing job losses related to the pandemic. The retained earnings balance as of June 30, 2021 was ($664,837). This is primarily due to the inclusion of $2.0 million in liabilities that are not anticipated to fully materialize in the immediate future. It is anticipated that the program will continue to have sufficient resources to cover all expenses as they occur. After adjusting for these liabilities the budgetary retained earnings balance as of June 30, 2021 was $1.4 million.

The budget includes an increase in retained earnings of $1.0 million and an estimated budgetary retained earnings balance of $2.4 million as of June 30, 2022.



Workers' Compensation Self-Insurance Program

Department Head: Margo Raison
Fund: Workers Compensation Program
Budget Unit: 8990
Function: Internal Service Fund
Activity: Insurance Programs

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

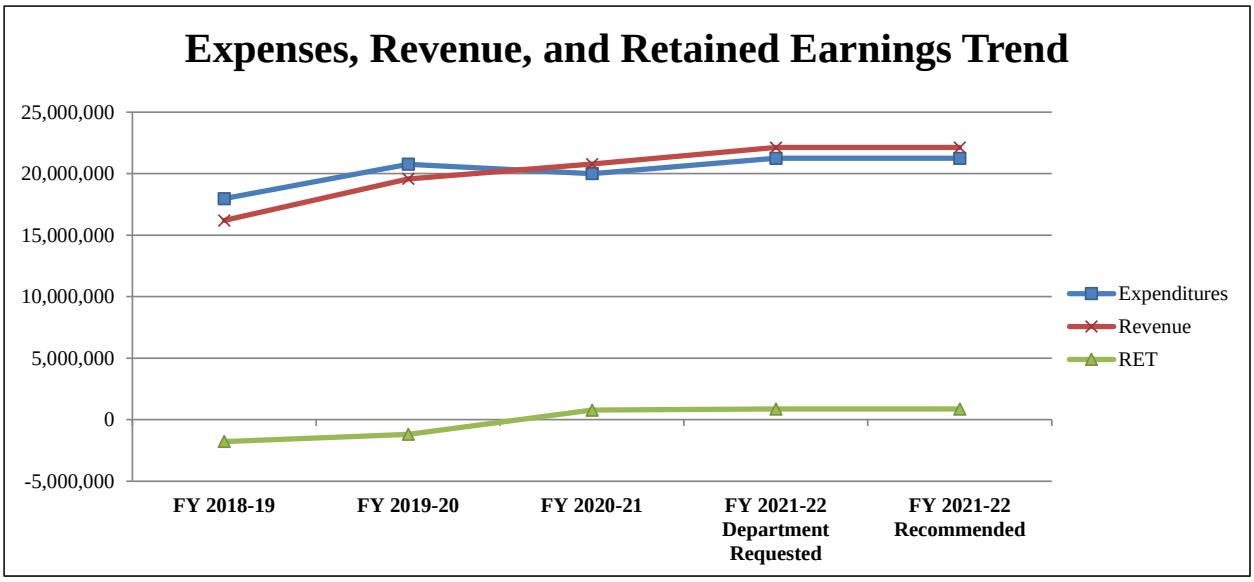
	FY 2019-20	FY 2020-21		FY 2021-22		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Services and Supplies	$5,471,078	$5,660,677	$5,397,278	$5,956,382	$5,956,382	$5,956,382
Other Charges	15,290,763	15,905,540	14,599,730	15,292,866	15,292,866	15,292,866
TOTAL EXPENSES	**$20,761,841**	**$21,566,217**	**$19,997,008**	**$21,249,248**	**$21,249,248**	**$21,249,248**
REVENUE:						
Use of Money/Property	$252,277	$42,000	$137,968	$68,994	$68,994	$68,994
Charges for Services	18,562,372	19,836,636	19,836,632	21,396,226	21,396,226	21,396,226
Miscellaneous	759,809	725,000	797,857	650,669	650,669	650,669
TOTAL REVENUE	**$19,574,458**	**$20,603,636**	**$20,772,457**	**$22,115,889**	**$22,115,889**	**$22,115,889**
INCR./(DECR.) IN RETAINED EARNINGS	**($1,187,383)**	**($962,581)**	**$775,449**	**$866,641**	**$866,641**	**$866,641**

Major Expenses and Revenue in FY 2021-22 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 is budgeted to increase by approximately $1.4 million from FY 2020-21 actual, primarily due to a change in premiums charged to departments. The retained earnings balance as of June 30, 2021 was $10.1 million. The recommended budget includes an increase in retained earnings of $866,641, for an estimated retained earnings balance as of June 30, 2022 of $10.9 million.

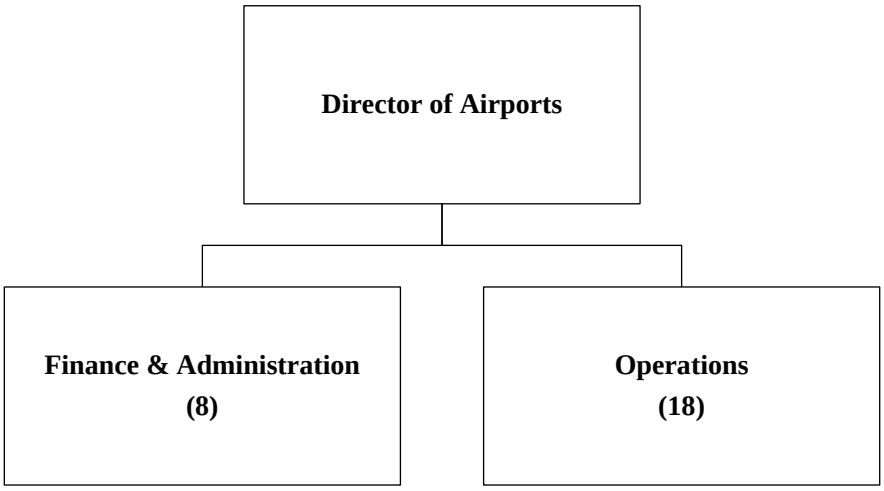


Internal Service Fund

Mission Statement

The Department of Airports Mission is to build a world class, quality airport system that focuses on the customer, complements Kern County economy ,and promotes safe and efficient operations.

Organizational Chart



Fiscal Year 2019-20 and 2020-21 Accomplishments

- Maintained 100% airport availability across a system of six (6) airports, while participating in the County Mass Vaccination Site and offering flexible hours and work from home authorization to ensure the health and safety of staff.
- Maintained commercial passenger service to four (4) hub cities throughout the COVID-19 outbreak. Service to Dallas-Ft. Worth (DFW) was restored to two daily flights in November 2020. Service to Phoenix grew to four (4) daily flights in March 2021.
- The William M. Thomas Terminal gained Global Biorisk Advisory Council – STAR facility certification amid the Coronavirus pandemic.
- Administered $11 million in Federal Aviation Administration (FAA) improvement grants across the Kern airport system including the reconstruction of Taxiway "A" at Meadows Field Airport.
- Held the tabletop emergency plan exercise with the Kern County Fire Department, FAA, Transportation Security Administration, and mutual aid agencies.
- Provided safe flight environments for over 100,000 aviation operations at Meadows Field Airport and outlying general aviation airports.
- Initiated a college internship work/study program in cooperation with California Aeronautical University.

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 2019-20	FY 2020-21		FY 2021-22		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Contingencies	$0	$100,000	$0	$150,000	$150,000	$150,000
Salaries and Benefits	2,180,981	2,473,307	2,019,573	2,730,403	2,730,403	2,730,403
Services and Supplies	1,656,045	1,950,304	1,821,419	2,199,712	2,199,712	2,224,712
Other Charges	5,261,674	5,793,890	5,866,624	5,743,102	5,743,102	7,243,102
Capital Assets	646,245	11,622,269	10,546,583	2,035,000	2,035,000	2,135,000
TOTAL EXPENDITURES	**$9,744,945**	**$21,939,770**	**$20,254,199**	**$12,858,217**	**$12,858,217**	**$14,483,217**
REVENUE:						
Taxes	$971,723	$465,830	$685,885	$691,000	$691,000	$691,000
Fines and Forfeitures	1,641	1,500	657	600	600	600
Use of Money/Property	3,770,486	3,368,000	3,728,931	3,525,532	3,525,532	3,525,532
Intergovernmental	2,834,905	12,840,603	11,887,577	6,023,295	6,023,295	6,023,295
Charges for Services	352,332	440,655	516,499	511,987	511,987	511,987
Miscellaneous	76,166	9,600	43,870	365,513	365,513	365,513
Non-revenue Receipts	4,822,941	5,000,000	5,073,362	5,000,000	5,000,000	6,500,000
Other Financing Sources:						
Sale of Fixed Assets	0	0	548	500	500	500
Airport Reserve General Aviation	0	77,516	0	0	0	0
General Fund Contribution	422,950	394,830	394,830	551,364	551,364	551,364
CARES Act	11,468	0	16,220	0	0	0
TOTAL REVENUE	**$13,264,612**	**$22,598,534**	**$22,348,379**	**$16,669,791**	**$16,669,791**	**$18,169,791**
INCR./(DECR.) IN RETAINED EARNINGS	**$3,519,667**	**$658,764**	**$2,094,180**	**$3,811,574**	**$3,811,574**	**$3,686,574**

Major Expenses and Revenue in FY 2021-22 Recommended Budget

The recommended budget includes staffing expenses of $2.7 million to fund 23 positions that provide support for six County-operated airports. Expenses for services and supplies of approximately $2.2 million include property insurance, utilities, other professional services, and general maintenance. In addition, other charges include approximately $7.2 million to cover countywide cost allocation charges and depreciation. An additional $1.5 million for depreciation of capital projects, including the Taxiway A construction, completed in FY 2020-21 but not included in the preliminary recommended budget is included in the Recommended Budget. The

recommended budget also includes debt service payments totaling $632,731 and capital expenses of $2 million for airport capital improvements including Taxiway G rehabilitation design, terminal upgrades and repairs, jetbridge maintenance, and access gate improvements.

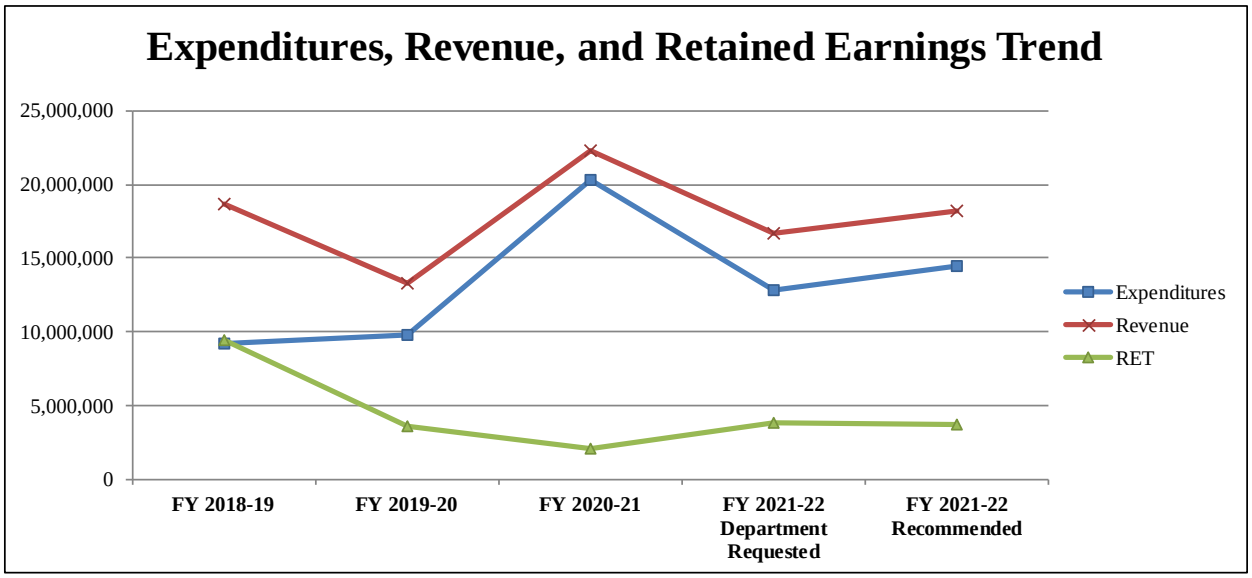
The recommended budget includes $3.5 million in revenue associated to airline rates and charges, concessions and user fees. Additionally, the Meadows Field Airport receives a County contribution from the General Fund derived from property taxes collected in the Airport Economic Opportunity Area (AEOA).

The nation's aviation industry and airport network has been severely impacted by the Novel Coronavirus pandemic. The Department of Airports experienced reductions in revenue sources collected from passenger use, most notably in auto parking concessions. The department was able to absorb this revenue reduction through the federal CARES Act airport grant and Airport Coronavirus Response Grant Program that will continue into FY 2021-22. The Federal Aviation Administration will continue providing 100% of funding for eligible capital improvement projects during FY 2021-22.

Budget Changes and Operational Impacts

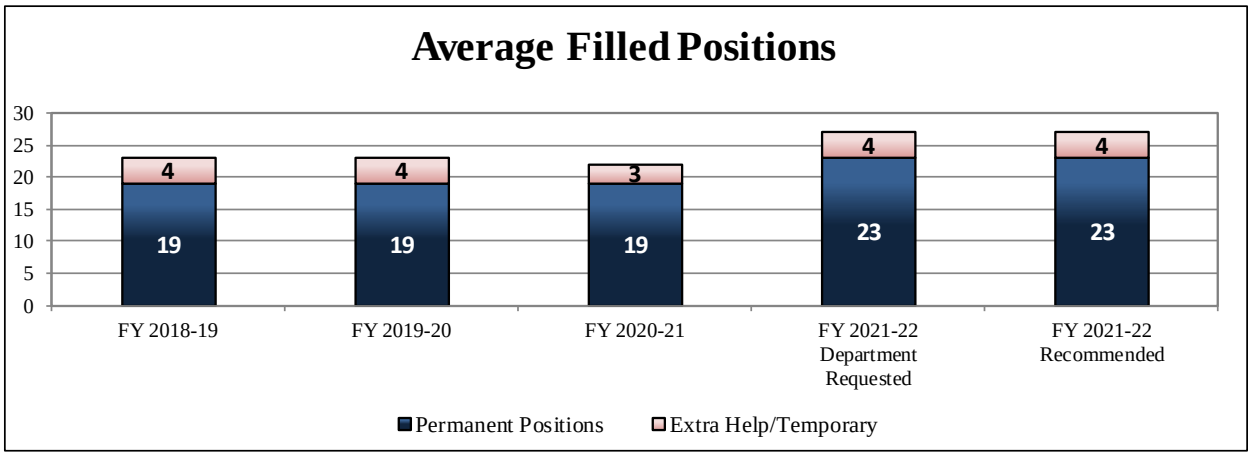
The recommended budget includes a $5.8 million decrease in expenses from FY 2020-21, due to the completion of the Taxiway A rehabilitation capital project, fully funded through the Federal Aviation Administration's Airport Improvement Program.

The Airports Enterprise Fund retained earnings at June 30, 2021 is an deficit of $3 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, the estimated retained earnings balance at June 30, 2021 is $1,288,684.



Staffing Changes and Operational Impacts

The FY 2021-22 recommended budget provides the department with funding for all but one (1) Administrative Coordinator position, one (1) Fiscal Support Technician position, one (1) Security Attendant I/II position, and one (1) Airports Maintenance Worker I/II/III/IV position, at an annual savings of approximately $357,723. The recommended budget funds (1) Accountant I/II/III position and one (1) Airport Police Officer I/II/III position in FY 2021-22 that were authorized but not funded in FY 2020-21, at an annual cost of approximately $196,367.



Enterprise Funds

4-Year Staffing Trend

	Actual			Department Requested	Recommended
	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	
AVERAGE FILLED POSITIONS					
Permanent Positions	19	19	19	23	23
Extra Help/Temporary	4	4	3	4	4
Total Positions	**23**	**23**	**22**	**27**	**27**
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	19	20	19	N/A	N/A
Extra Help/Temporary (FTE)	3	3	2	N/A	N/A
Total Positions	**22**	**23**	**21**	**N/A**	**N/A**
SALARIES & BENEFITS	**$2,120,151**	**$2,180,981**	**$2,019,573**	**$2,730,403**	**$2,730,403**

Summary of Authorized Positions

The department has requested 27 authorized permanent positions, of which, 23 have been budgeted to be filled during FY 2021-22 as indicated below.

Division	Authorized	Additions	Deletions	Requested Total	Filled	Vacant	Total
Finance and Administration	9	0	0	9	7	2	9
Operations	18	0	0	18	16	2	18
Total	27	0	0	27	23	4	27

Operations

	Classification
1	Airports Chief Operations Officer
1	Airport Facilities Manager
1	Airport Op & Security Manager
5	Airport Police Officer I/II/III
1	Airports Maintenance Supervisor
4	Maintenance Worker I/II/III/IV
1	Security Attendant I
1	Supervising Building Svcs Worker
3	Building Services Worker I/II/III
18	**Requested Total**

Finance and Administration

	Classification
1	Director of Airports
1	Airports Finance Manager
1	Administrative Coordinator
1	Accountant I/II/III
3	Fiscal Support Specialist
1	Fiscal Support Technician
1	Office Services Technician
9	**Requested Total**

Fiscal Year 2021-22 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	2018-19 Actual	2019-20 Actual	2020-21 Adopted	2020-21 Actual	2021-22 Goal
Number of available seats offered by airlines	156,656	150,248	150,000	143,390	160,000
Number of enplaned passengers	116,615	108,761	130,000	100,010	128,000
Number of destinations offered by airlines	4	4	4	4	5
Number of aircraft operations	61,000	60,540	65,000	102,935	105,000
Number of community air service presentations	0	3	2	1	3
Number of airline service meetings	0	0	2	0	4

The department will continue efforts to improve air service with existing airlines. 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 the COVID-19 pandemic in 2020. Despite the decline in seats and enplaned passengers, the department has seen positive trends in recent months and will maintain goals at similar or greater performance in FY 2021-22.

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	2018-19 Actual	2019-20 Actual	2020-21 Adopted	2020-21 Actual	2021-22 Goal
Number of safety violations from the Federal Aviation Administration	0	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	0	0	0	0	0
Job related injuries	0	2	0	1	0
Completed airport construction projects	1	1	2	1	3

The department continues to strive for perfection in safety and security performance in all operations, passenger facilities, and employee activities. Although not a safety violation, the FAA had the department revise its training program and training record-keeping for wildlife hazards and airfield self-inspection. The department will continue training for safe and secure work practices including communicable diseases. The FY 2021-22 goal for completed airport construction projects includes rehabilitation of Meadows Field Taxiway A, sealcoating Wasco Airport (Phase II) and sealcoating Taft-Kern County Airport.

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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

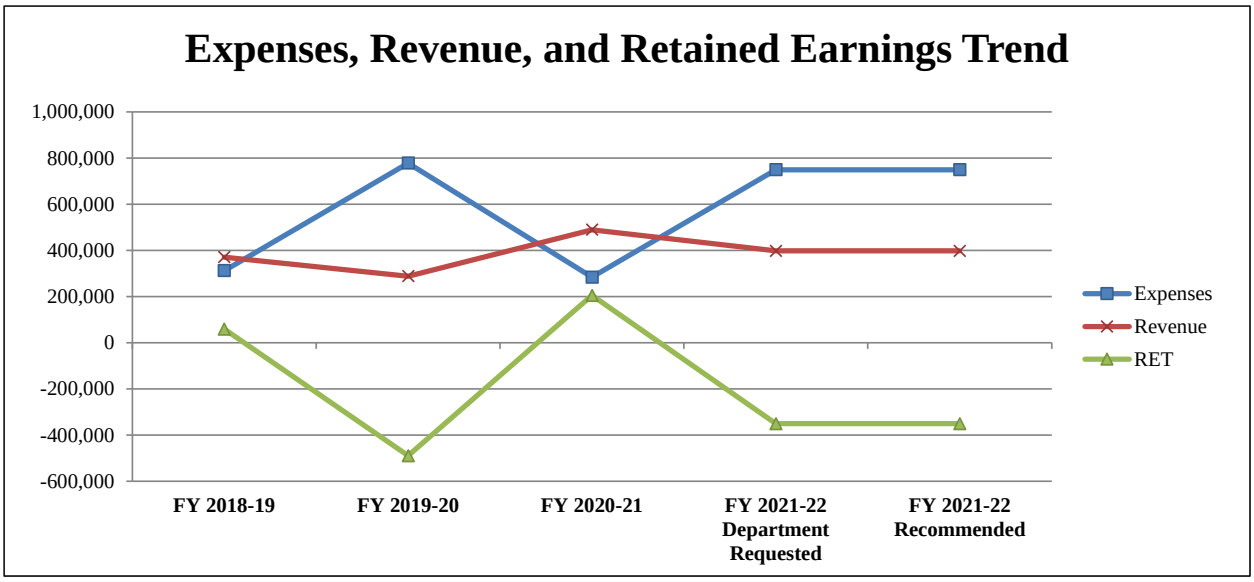
	FY 2019-20	FY 2020-21		FY 2021-22		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Services and Supplies	$605,989	$335,500	$97,389	$575,500	$575,500	$575,500
Other Charges	172,173	186,842	186,842	173,889	173,889	173,889
Other Financing Uses	0	395,300	0	0	0	0
TOTAL EXPENSES	**$778,162**	**$917,642**	**$284,231**	**$749,389**	**$749,389**	**$749,389**
REVENUE:						
Use of Money/Property	$30,927	$21,000	$8,929	$10,000	$10,000	$10,000
Charges for Services	257,246	200,000	332,348	240,000	240,000	240,000
Non-Revenue Receipts	0	148,206	148,206	148,206	148,206	148,206
TOTAL REVENUE	**$288,173**	**$369,206**	**$489,483**	**$398,206**	**$398,206**	**$398,206**
INCR./(DECR.) IN RETAINED EARNINGS	**($489,989)**	**($548,436)**	**$205,252**	**($351,183)**	**($351,183)**	**($351,183)**

Major Expenses and Revenue in FY 2021-22 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 $75,000 for the Kern River course for ongoing maintenance projects, $100,000 for the North Kern course for routine maintenance and operations, and $350,000 for the Buena Vista course for ongoing operations and for new construction projects. The decline in actual services and supplies expenditures for FY 2020-21 is primarily due to the division deferring several planned construction projects at the various courses. The retained earnings balance as of June 30, 2021 was $1.2 million, of which the division anticipates using $351,183 in FY 2021-22. The estimated retained earnings balance as of June 30, 2022 is $816,572.


Expenses, Revenue, and Retained Earnings Trend
1,000,000
800,000
600,000
400,000
200,000
0
-200,000
-400,000
-600,000
FY 2018-19
FY 2019-20
FY 2020-21
FY 2021-22 Department Requested
FY 2021-22 Recommended
Expenses
Revenue
RET

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.

Summary of Expenditures and Revenue

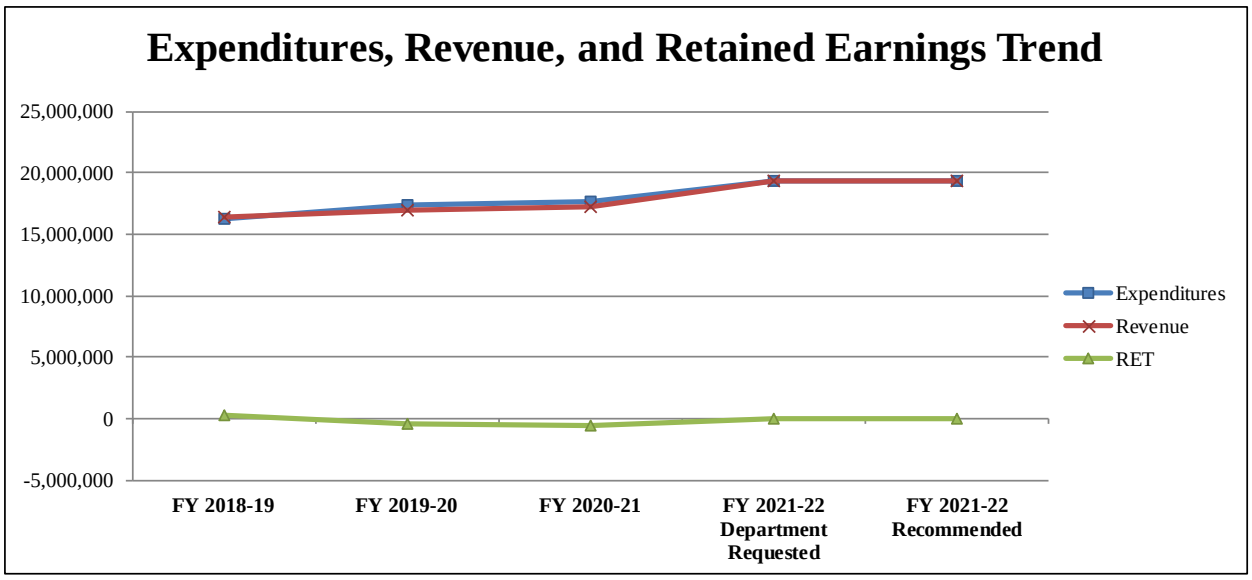
	FY 2019-20	FY 2020-21		FY 2021-22		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Services and Supplies	$17,334,811	$17,795,369	$17,722,539	$19,379,640	$19,379,640	$19,379,640
Other Charges	23,470	5,857	5,857	5,857	13,600	13,600
TOTAL EXPENDITURES	**$17,358,281**	**$17,801,226**	**$17,728,396**	**$19,385,497**	**$19,393,240**	**$19,393,240**
REVENUE:						
Taxes	$16,783,829	$17,653,402	$16,988,225	$19,186,753	$19,186,753	$19,186,753
Fines and Forfeitures	208,132	160,000	211,710	160,000	160,000	160,000
Use of Money/Property	11,387	16,000	9,268	15,000	15,000	15,000
Charges for Services	(27,892)	(28,176)	(13,035)	(26,025)	(26,025)	(26,025)
TOTAL REVENUE	**$16,975,456**	**$17,801,226**	**$17,196,168**	**$19,335,728**	**$19,335,728**	**$19,335,728**
INCR./(DECR.) IN RETAINED EARNINGS	**($382,825)**	**$0**	**($532,228)**	**($49,769)**	**($57,512)**	**($57,512)**

Major Expenses and Revenue in FY 2021-22 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 $19.3 million in services and supplies; this represents a $1.6 million increase from FY 2020-21 actual expenses largely due to anticipated consumer price index-based 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, 2021 is $2.1 million, $57,512 of which will be used to fund the FY 2021-22 recommended budget.


Expenditures, Revenue, and Retained Earnings Trend
25,000,000
20,000,000
15,000,000
10,000,000
5,000,000
0
-5,000,000
FY 2018-19
FY 2019-20
FY 2020-21
FY 2021-22 Department Requested
FY 2021-22 Recommended
Expenditures
Revenue
RET

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.

Summary of Expenditures and Revenue

	FY 2019-20	FY 2020-21		FY 2021-22		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Services and Supplies	$10,031,513	$11,906,075	$9,392,795	$11,827,138	$11,827,138	$14,827,138
Other Charges	1,443,688	1,510,852	1,510,852	1,439,099	1,439,099	1,439,099
Capital Assets	724,118	4,205,000	146,038	5,800,165	5,800,165	5,800,165
Other Financing Uses	0	0	0	3,000,000	3,000,000	0
TOTAL EXPENDITURES	**$12,199,319**	**$17,621,927**	**$11,049,685**	**$22,066,402**	**$22,066,402**	**$22,066,402**
REVENUE:						
Taxes	$10,306,540	$11,417,021	$8,970,363	$10,000,000	$10,000,000	$10,000,000
Use of Money/Property	121,305	105,292	146,037	106,000	106,000	106,000
Intergovernmental	2,210,082	2,486,364	3,753,028	5,899,475	5,899,475	5,899,475
Charges for Services	1,050,050	1,132,913	631,093	561,616	561,616	561,616
Miscellaneous	21,237	30,000	76,239	91,124	91,124	91,124
Non-revenue Receipts	1,415,045	1,415,045	1,415,045	1,415,045	1,415,045	1,415,045
TOTAL REVENUE	**$15,124,259**	**$16,586,635**	**$14,991,805**	**$18,073,260**	**$18,073,260**	**$18,073,260**
INCR./(DECR.) IN RETAINED EARNINGS	**$2,924,940**	**($1,035,292)**	**$3,942,120**	**($3,993,142)**	**($3,993,142)**	**($3,993,142)**

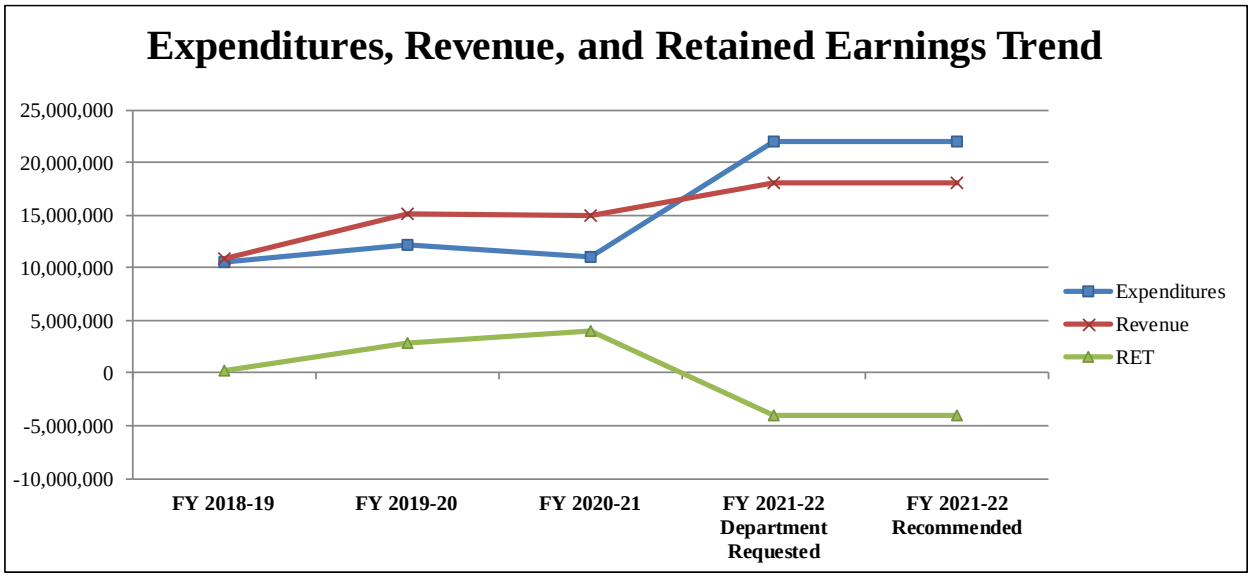
Major Expenses and Revenue in FY 2021-22 Recommended Budget

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 $1.8 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 2021-22 as well as the acquisition of one (1) fixed route automatic vehicle location system, one (1) forty-foot bus, one (1) electric bus, and one (1) cutaway bus. 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 recommended Services and Supplies budget includes a $3 million transfer of Transportation Development Act - Local Transportation Funds to the Roads division of Public Works for eligible local streets construction and maintenance. Recommended Intergovernmental revenue includes $2.9 million in other aid from governmental agencies due to an increase in rural transit funding from the Federal Transit Administration's section 5311 formula funding program.

The retained earnings balance as of June 30, 2021 is $3.1 million due to the inclusion of long-term liabilities in the amount of $2.3 million. 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 as of June 30, 2021 is $5.5 million. The division has budgeted to use $3.99 million in retained earnings to maintain or exceed the current level of service.



FY 2021-22 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	2018-19 Actual	2019-20 Actual	2020-21 Adopted	2020-21 Actual	2021-22 Goal
Total number of passengers who board a Kern Regional Transit bus	411,027	355,227	450,000	161,320	350,000
Requests for additional services	2	5	8	6	8
Average cost per passenger per mile	$1.42	$1.46	$2.00	$1.71	$2.00

Kern Regional Transit continues to serve thousands of riders each month, though there was a considerable decrease in passengers in FY 2020-21 due to the impacts of the COVID-19 pandemic. Despite a decline in total passengers who boarded a Kern Regional Transit bus, the division maintained an average cost under $2.00 per passenger per mile. The division anticipates a slow increase in ridership throughout FY 2021-22 but has adjusted the goal for FY 2021-22 for COVID-19.

GOAL 2: Ensure customer service as a priority

Objective: Provide a safe and reliable form of transportation for Kern County residents

Measurement	2018-19 Actual	2019-20 Actual	2020-21 Adopted	2020-21 Actual	2021-22 Goal
On-time performance	88%	87%	90%	95%	90%
Preventable Accidents per 1,000 miles	.007	.01	.01	.004	.01
Passenger complaints per 100 passengers	.004	.006	.005	.004	.005
Service Interruptions per 100 miles	.002	.007	.01	.01	.01

The division added these performance measures 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 exceed, all goals for FY 2020-21.

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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 2019-20	FY 2020-21		FY 2021-22		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Services and Supplies	$44,089,655	$52,280,275	$48,034,353	$55,708,512	$55,708,512	$59,911,997
Other Charges	5,387,575	7,417,848	5,416,588	6,349,504	6,349,504	6,349,504
Capital Assets	7,059,603	7,240,000	8,268,010	8,878,502	8,878,502	10,588,502
TOTAL EXPENDITURES	**$56,536,833**	**$66,938,123**	**$61,718,951**	**$70,936,518**	**$70,936,518**	**$76,850,003**
REVENUE:						
Taxes	$23,382,445	$23,239,728	$24,078,463	$23,407,437	$23,407,437	$29,770,304
Fines and Forfeitures	261,000	281,471	252,802	211,106	211,106	211,106
Use of Money/Property	1,786,932	1,848,244	912,362	1,508,104	1,508,104	1,508,104
Intergovernmental	81,712	316,320	270,376	300,000	300,000	300,000
Charges for Services	21,644,001	20,921,448	22,599,605	21,239,723	21,239,723	21,239,723
Miscellaneous	892,243	1,032,039	1,296,538	907,874	907,874	907,874
Non-revenue Receipts	4,107,212	6,200,000	5,277,928	6,200,000	6,200,000	6,200,000
TOTAL REVENUE	**$52,155,545**	**$53,839,250**	**$54,688,074**	**$53,774,244**	**$53,774,244**	**$60,137,111**
INCR./(DECR.) IN RETAINED EARNINGS	**($4,381,288)**	**($13,098,873)**	**($7,030,877)**	**($17,162,274)**	**($17,162,274)**	**($16,712,892)**

Major Expenses and Revenue in FY 2021-22 Recommended Budget

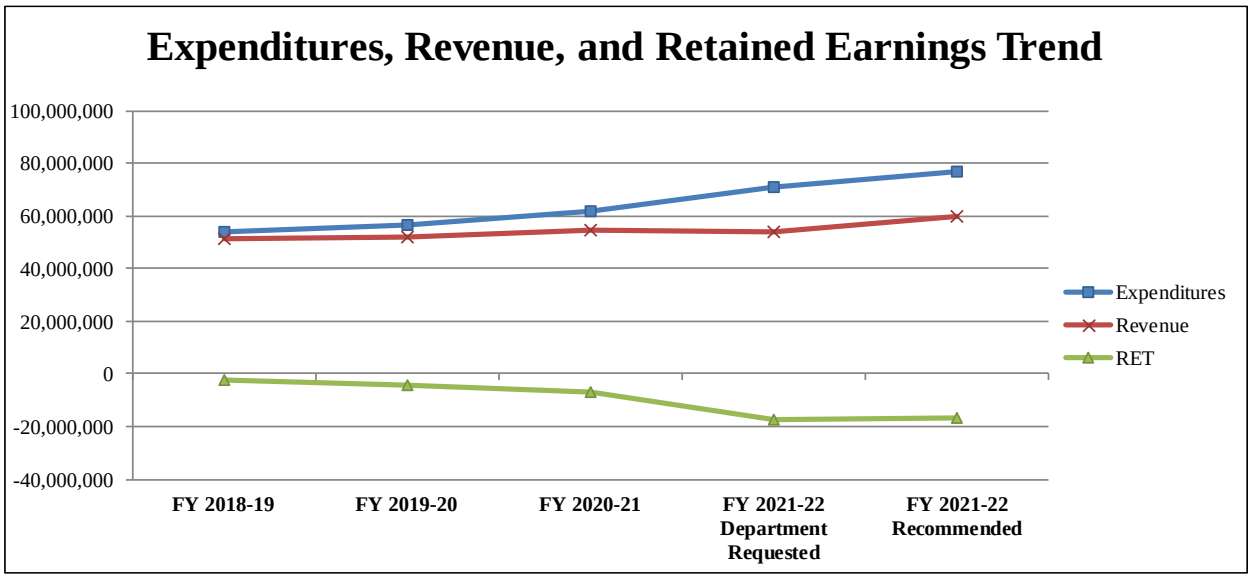
A major expense for the division's recommended budget is labor reimbursement to the Public Works Department within services and supplies of approximately $24.5 million. Additional appropriations within services and supplies includes landfill operating contracts and other professional services needed 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 $10.6 million in capital assets including $1.95 million for gatehouse scale replacement projects, $560,000 for the Tehachapi collection and control system construction and replacement, $1.8 million for the maintenance, replacement, and decommission of wells, $644,000 for burn dump remediation, and $1.7 million in equipment for the expansion of illegal dumping remediation.

The division is budgeting to receive $29.7 million in land use fees, $5.2 million in solid waste bin fees, $891,000 in recycling surcharges from collections on the tax roll, in addition to $15.6 million from gate fee revenue collected at the waste sites. The recommended budget's land use fees include revised solid waste collection charges approved by the Board of Supervisors on May 25, 2021. Those approved revisions result in $6.4 million in additional taxes. The expansion of illegal dumping remediation requires an increase of $4.2 million in services and supplies which include capital assets in the amount of $520,000 for the acquisition of eight (8) flatbed 1 ton diesel trucks, $480,000 for eight (8) grapple trailers, $320,000 for eight (8) crew cab pickup trucks, $200,000 for four (4) ¾ ton lift gate pickup trucks, $140,000 for two (2) kid steer grapple loaders, and $50,000 for two (2) skid steer dual axle trailers. In addition, sixteen (16) Public Works Maintenance Worker I/II/III positions and one (1) Public Works Maintenance Supervisor position will be added to the Public Works budget unit to meet recycling and illegal dumping goals.

The retained earnings for the Waste Management Enterprise fund at June 30, 2021 is a deficit of $62.1 million due to the inclusion of long-term liabilities of approximately $61.8 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 budgetary retained earnings balance as of June 30, 2021 is estimated to be approximately $15.6 million, of which, $15.2 million will be utilized to fund the FY 2021-22 recommended budget. Additionally, the division anticipates releasing $1.5 million from its designations to fund capital projects in the FY 2021-22 recommended budget.



FY 2021-22 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	2018-19 Actual	2019-20 Actual	2020-21 Adopted	2020-21 Actual	2021-22 Goal
Regulatory compliance rate for active landfills and transfer stations	97.78%	100%	100%	100%	100%
Hazardous waste diverted from County landfills through Special Waste Facilities	573 Tons	486 Tons	500 Tons	491 Tons	500 Tons
Percentage of disposal reduced by department recycling programs	20%	19.1%	20%	19.1%	20%

The Waste Operations and Special Waste divisions continue to work diligently to minimize operational concerns regarding regulatory compliance. In FY 2020-21, 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 43 household hazardous waste temporary collection events for communities throughout the County in FY 2020-21.

GOAL 2: Fulfill Solid Waste Management Mission by Meeting the Needs of County Customers Cost Effectively

Objective: Operate cost effectively

Measurement	2018-19 Actual	2019-20 Actual	2020-21 Adopted	2020-21 Actual	2021-22 Goal
Cost of operating department recycling programs per ton recycled	$39.07	$48.07	$50	$48.07	$50
Cost of operating landfills per ton of waste handled	$18.90	$32.46	$35	$22.50	$35
Cost of operating transfer stations per ton of waste handled	$86.33	$88.00	$90	$86.10	$90
Cost of operating the Special Waste Facilities per ton of hazardous waste handled	$5,964	$5,628	$5,700	$5,395	$5,400

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.

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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.

Summary of Expenditures and Revenue

	FY 2019-20	FY 2020-21		FY 2021-22		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	$30,531	$0	$0	$0	$0	$0
Services and Supplies	3,313,404	8,919,463	4,004,720	6,856,200	6,856,200	6,856,200
Other Charges	431,432	496,548	405,008	522,105	522,105	522,105
Capital Assets	128,264	7,080,000	86,556	8,080,001	8,080,001	10,080,001
TOTAL EXPENDITURES	**$3,903,631**	**$16,496,011**	**$4,496,284**	**$15,458,306**	**$15,458,306**	**$17,458,306**
REVENUE:						
Taxes	$4,575,351	$5,198,500	$5,378,030	$5,366,087	$5,366,087	$5,540,576
Licenses and Permits	9,670	1,500	2,682	3,476	3,476	3,476
Fines and Forfeitures	95,093	50,000	77,016	61,517	61,517	61,517
Use of Money/Property	368,421	243,323	297,178	251,364	251,364	251,364
Charges for Services	630,350	437,000	361,394	396,502	396,502	396,502
Miscellaneous	658,472	150,000	583,787	250,000	250,000	250,000
Non-revenue Receipts	0	500,000	410,260	500,000	500,000	500,000
Other Financing Sources:						
American Rescue Plan	0	0	0	0	0	2,000,000
TOTAL REVENUE	**$6,337,357**	**$6,580,323**	**$7,110,347**	**$6,828,946**	**$6,828,946**	**$9,003,435**
INCR./(DECR.) IN RETAINED EARNINGS	**$2,433,726**	**($9,915,688)**	**$2,614,063**	**($8,629,360)**	**($8,629,360)**	**($8,454,871)**

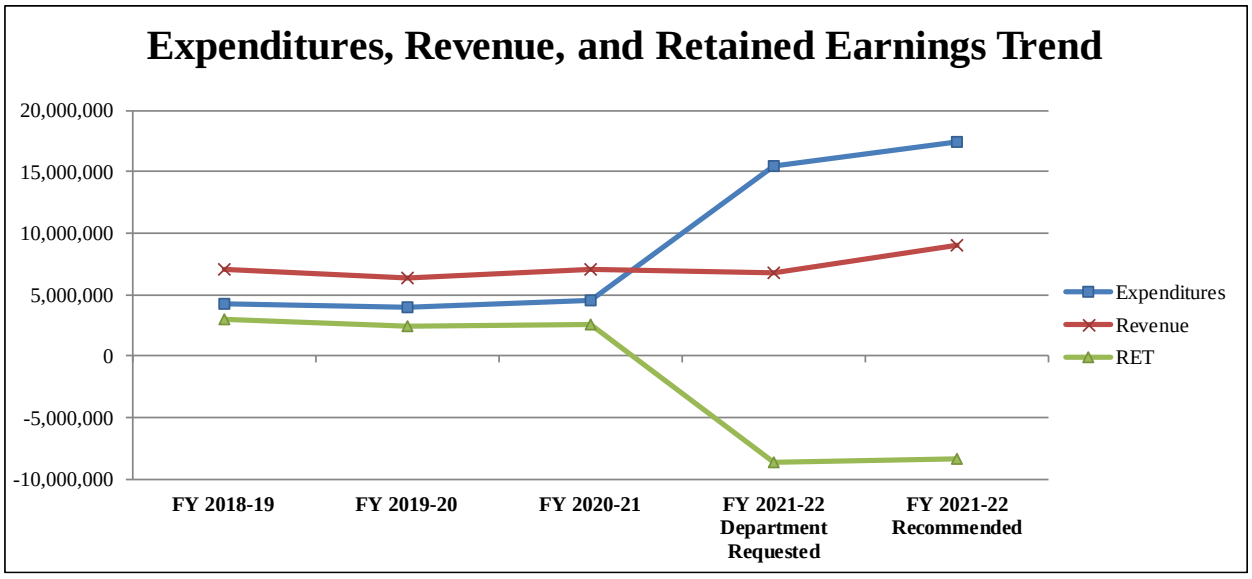
Major Expenses and Revenue in FY 2021-22 Recommended Budget

The largest ongoing expenses for the district are sewer maintenance and the reimbursement to Public Works for labor required to operate the system and the 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 April 27, 2021, the Kern Sanitation Authority Board approved a 1.63% cost of living adjustment to the equivalent single-family dwelling fee, establishing a rate of $307.18 for FY 2021-22. The fee is projected to generate approximately $5.5 million in revenue for the district during FY 2021-22. The recommended budget for the district includes appropriations for structural repairs to wastewater treatment structures and facilities. Capital assets in the amount of $8.1 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. Additionally, the recommended budget includes $2 million for the replacement of sewer lines in unincorporated areas of East Bakersfield funded through the American Rescue Plan.

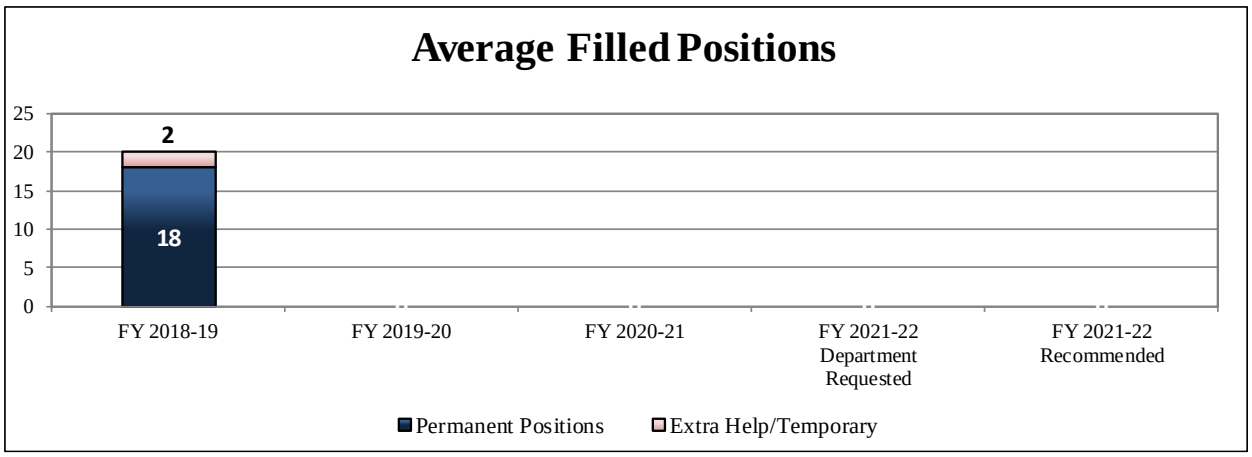
The district's retained earnings as of June 30, 2021 is $8.1 million due to the inclusion of approximately $3.5 million in long term liabilities associated with pension obligation bonds. These liabilities do not come due within the FY 2021-22 budget and represent future costs that will be funded with future revenue or existing reserves. After adjusting for long-term liabilities, the budgetary retained earnings balance as of June 30, 2021 is estimated at $11.6 million, $8.5 million of which will be used to fund capital projects and operations in the FY 2021-22 recommended 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 $2.6 million in reimbursement to Public Works for labor and administrative duties performed on behalf of the district.



4-Year Staffing Trend

	Actual			Department Requested	Recommended
	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	
AVERAGE FILLED POSITIONS					
Permanent Positions	18	0	0	0	0
Extra Help/Temporary	2	0	0	0	0
Total Positions	**20**	**0**	**0**	**0**	**0**
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	18	0	0	N/A	N/A
Extra Help/Temporary (FTE)	2	0	0	N/A	N/A
Total Positions	**20**	**0**	**0**	**N/A**	**N/A**
SALARIES & BENEFITS	**$1,962,368**	**$30,531**	**$0**	**$0**	**$0**

Summary of Authorized Positions

The district currently has no authorized positions.

Fiscal Year 2021-22 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	2018-19 Actual	2019-20 Actual	2020-21 Adopted	2020-21 Actual	2021-22 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	2018-19 Actual	2019-20 Actual	2020-21 Adopted	2020-21 Actual	2021-22 Goal
Number of Sewer System Overflows onto private property	1	0	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	2018-19 Actual	2019-20 Actual	2020-21 Adopted	2020-21 Actual	2021-22 Goal
Annual charge for sewer service for a single family residence	$282.68	$293.45	$302.25	$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. Due to significant cost increases, a rate increase became necessary. 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 2021-22.

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 2019-20	FY 2020-21		FY 2021-22		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Services and Supplies	$810,634	$1,376,406	$880,978	$1,326,458	$1,326,458	$1,326,458
Other Charges	86,669	97,026	91,127	96,904	96,904	96,904
Capital Assets	0	0	0	0	0	7,000,000
TOTAL EXPENDITURES	**$897,303**	**$1,473,432**	**$972,105**	**$1,423,362**	**$1,423,362**	**$8,423,362**
REVENUE:						
Taxes	$859,386	$932,500	$885,193	$861,770	$861,770	$965,090
Fines and Forfeitures	23,281	15,000	22,570	14,260	14,260	14,260
Use of Money/Property	25,180	17,500	12,703	26,561	26,561	26,561
Charges for Services	29,074	31,990	32,046	30,115	30,115	30,115
Miscellaneous	15,119	0	7,193	7,004	7,004	7,004
Non-revenue Receipts	0	95,000	89,101	95,000	95,000	95,000
Other Financing Sources:						
American Rescue Plan	0	0	0	0	0	7,000,000
TOTAL REVENUE	**$952,040**	**$1,091,990**	**$1,048,806**	**$1,034,710**	**$1,034,710**	**$8,138,030**
INCR./(DECR.) IN RETAINED EARNINGS	**$54,737**	**($381,442)**	**$76,701**	**($388,652)**	**($388,652)**	**($285,332)**

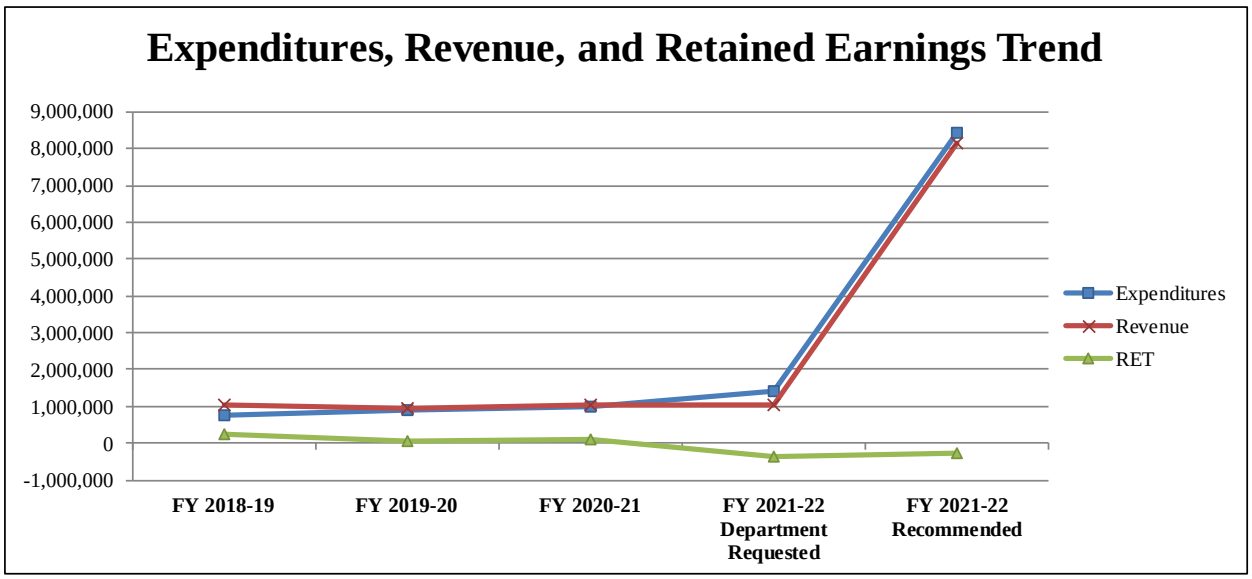
Major Expenses and Revenue in FY 2021-22 Recommended Budget

The major operational 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. The FY 2021-22 recommended budget includes $7 million in Capital Assets, funded by the American Rescue Plan, for the replacement of sewer lines in the district.

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 April 27, 2021, the Ford City-Taft Heights Sanitation District Board approved a $28.48 cost of living adjustment to the equivalent single-family dwelling fee, establishing a rate of $408.28 for FY 2021-22. The fee is projected to generate approximately $965,090 to be used for operational and maintenance needs to provide sewer service for the district customers in FY 2021-22.

The district's retained earnings as of June 30, 2021 is $476,029, $285,332 of which will be used to fund operational costs. Available designations, in the amount of $944,274 will be used to fund operations in future years.



FY 2021-22 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	2018-19 Actual	2019-20 Actual	2020-21 Adopted	2020-21 Actual	2021-22 Goal
Number of Sewer System Overflows onto private property	1	2	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%

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	2018-19 Actual	2019-20 Actual	2020-21 Adopted	2020-21 Actual	2021-22 Goal
Annual charge for sewer service for a single family residence	$379.80	$379.80	$408.25	$379.80	$408.29

Ford City-Taft Heights Sanitation District will continue to provide cost effective sewer service to its customers. The District had been getting by without increasing rates in prior years but regulatory obligations and cost of replacing aging infrastructure has forced rate increases. On April 27, 2021 a protest hearing was held, a majority was not reached and a 7.5% increase to sewer service fee was approved for five consecutive fiscal years starting in FY 2021-22.

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In-Home Supportive Services Public Authority

Department Head: Lito Morillo
Fund: In-Home Supportive Services
Budget Unit: 9147
Function: Public Assistance
Activity: Other Assistance

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 2019-20	FY 2020-21		FY 2021-22		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Other Charges	$11,492,490	$11,891,665	$11,872,962	$12,390,611	$12,390,611	$12,390,611
TOTAL EXPENDITURES	**$11,492,490**	**$11,891,665**	**$11,872,962**	**$12,390,611**	**$12,390,611**	**$12,390,611**
REVENUE:						
Use of Money/Property	$49,914	$28,598	$13,836	$17,655	$17,655	$17,655
Intergovernmental	607,758	603,804	630,959	663,345	663,325	663,325
Other Financing Sources:						
Social Services Realignment	8,896,618	10,004,693	10,004,694	10,315,074	10,315,074	10,315,074
General Fund Contribution	1,929,597	1,254,570	1,254,570	1,394,557	1,394,557	1,394,557
TOTAL REVENUE	**$11,483,887**	**$11,891,665**	**$11,904,059**	**$12,390,631**	**$12,390,611**	**$12,390,611**
NET FUND COST	**$8,603**	**$0**	**($31,097)**	**($20)**	**$0**	**$0**

Major Expenditures and Revenue in FY 2021-22 Recommended Budget

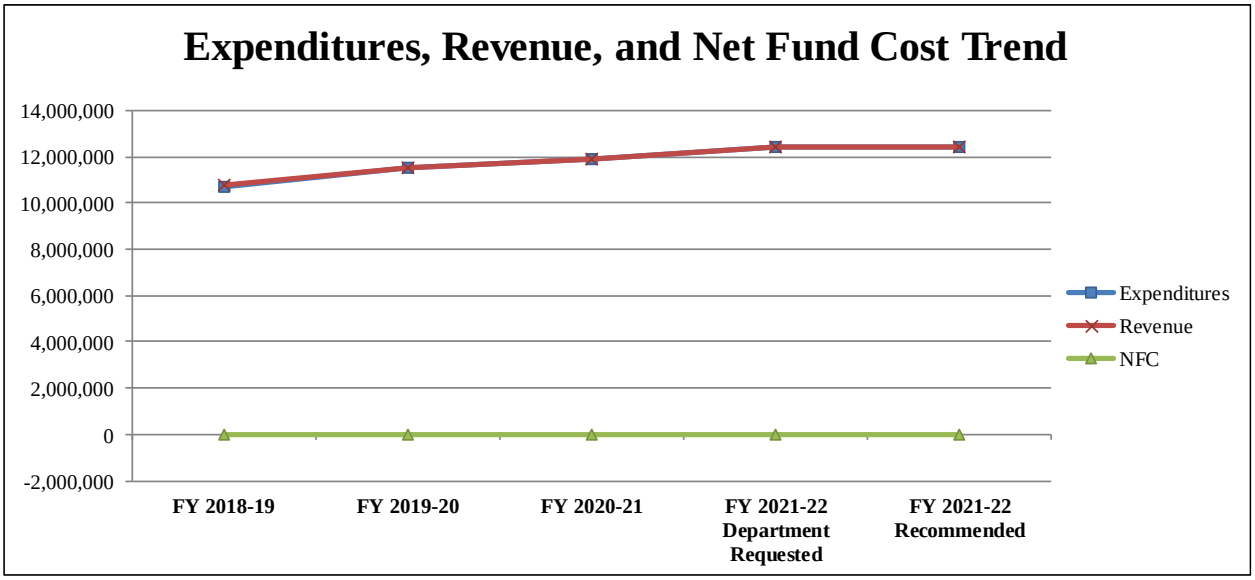
The majority of expenditures in this budget unit are associated with IHSS service providers' salaries. The personnel costs and services and supplies for administering the IHSS program are found in budget unit 5610. The IHSS Maintenance of Effort (MOE) represents the County's share of cost for the following: service provider wages, IHSS administrative costs, and the administration of the IHSS Public Authority. The recommended budget includes $11.7 million to fund the County's IHSS MOE.

Budget Changes and Operational Impacts

The recommended budget includes an increase of approximately $310,380 in Social Services realignment. The net increase reflects the reduction of the prior-year one-time State General Fund backfill, offset with an increase in ongoing realignment revenue.

The County costs for IHSS remains tied to the IHSS MOE. The recommended budget includes an increase in other charges based upon the State law that requires counties to adjust the MOE base amount by a 4% inflation factor beginning in FY 2020-21. In addition, any wage and benefits negotiated by the County will also increase the IHSS MOE.

The fund balance at June 30, 2021 is $31,096, which will be placed in the designation to mitigate future increases in IHSS MOE. The recommended budget provides adequate funding for the IHSS Public Authority to perform its required function.



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.

Summary of Expenditures and Revenue

			FY 2020-21	FY 2021-22					
Fund Number	Budget Unit	Description	Adopted Appropriation	Services & Supplies	Other Charges	Other Financing Uses	Capital Assets	Total Recommended Appropriations	Total Estimated Revenue
General Government									
Finance									
00002	1118	Relief Miscellaneous Fund	$0	$12,152,838	$0	$0	$0	$12,152,838	$40,000
00003	1111	Relief Fund	$106,653,874	$3,749,023	$0	$1,339,722	$0	$5,088,745	$30,000
00264	1113	Tax Loss Reserve	$6,000,000	$0	$0	$6,000,000	$0	$6,000,000	$6,000,000
00266	1121	Redemption Systems	$488,066	$0	$0	$386,733	$0	$386,733	$200,000
22013	1119	American Rescue Plan	$0	$133,305,788	$0	$41,487,000	$60,897	$174,853,685	$87,426,843
		Total Finance	**$113,141,940**	**$149,207,649**	**$0**	**$49,213,455**	**$60,897**	**$198,482,001**	**$93,696,843**
Property Management									
22156	1611	DIVCA Local Franchise Fee	$158,000	$0	$0	$80,000	$0	$80,000	$315,000
		Total Property Management	**$158,000**	**$0**	**$0**	**$80,000**	**$0**	**$80,000**	**$315,000**
Promotion									
22036	1814	Board of Trade-Advertising	$50,000	$0	$0	$50,000	$0	$50,000	$3,500
		Total Promotion	**$50,000**	**$0**	**$0**	**$50,000**	**$0**	**$50,000**	**$3,500**
Plant Acquisition									
22153	1950	Bakersfield Planned Sewer #1	$0	$17,900	$0	$0	$0	$17,900	$17,900
00173	1961	Planned Local Drainage-Orangewood	$500	$500	$0	$0	$0	$500	$20,580
00171	1962	Planned Local Drainage-Shalimar	$200	$200	$0	$0	$0	$200	$200
00172	1963	Planned Local Drainage-Brundage	$500	$500	$0	$0	$0	$500	$1,900
00174	1964	Planned Local Drainage-Breckenridge	$500	$500	$0	$0	$0	$500	$500
00176	1965	Planned Local Drainage-Oildale	$500	$2,697	$0	$0	$0	$2,697	$2,697
00191	1968	Criminal Justice Facilities Construction	$2,400,000	$0	$0	$2,400,000	$0	$2,400,000	$1,866,400
		Total Plant Acquisition	**$2,402,200**	**$22,297**	**$0**	**$2,400,000**	**$0**	**$2,422,297**	**$1,910,177**
		Total General Government	**$115,752,140**	**$149,229,946**	**$0**	**$51,743,455**	**$60,897**	**$201,034,298**	**$95,925,520**
Public Protection									
Judicial									
00180	2111	DNA Identification	$354,000	$0	$0	$350,000	$0	$350,000	$321,470
00181	2112	Local Public Safety	$74,688,767	$0	$0	$85,351,553	$0	$85,351,553	$85,351,553
00188	2113	Automated County Warrant System	$50,000	$0	$0	$73,100	$0	$73,100	$30,000
00190	2114	Domestic Violence	$130,000	$0	$0	$130,000	$0	$130,000	$130,000
00164	2115	Real Estate Fraud	$1,110,816	$200,000	$0	$1,350,000	$0	$1,550,000	$1,210,000
22046	2119	Sheriff Electronic Monitoring	$0	$0	$0	$0	$0	$0	$2,500
22064	2181	District Attorney Local Forfeiture	$30,000	$0	$0	$30,000	$0	$30,000	$30,000
22079	2182	District Attorney Equipment/Automation	$325,000	$0	$0	$0	$0	$0	$1,000
22087	2185	Criminalistics Laboratories	$25,000	$0	$0	$25,000	$0	$25,000	$25,000
22134	2232	Seizure of Gaming Device	$0	$0	$0	$30,000	$0	$30,000	$30,000
24026	2191	Victim Services	$0	$0	$0	$0	$0	$0	$20,000
24028	2186	District Attorney-Federal Forfeitures	$0	$0	$0	$0	$0	$0	$1,000
24038	2187	District Attorney-Court Ordered Penalties	$750,000	$0	$0	$750,000	$0	$750,000	$750,000
		Total Judicial	**$77,463,583**	**$200,000**	**$0**	**$88,089,653**	**$0**	**$88,289,653**	**$87,902,523**

Summary of Expenditures and Revenue

Fund Number	Budget Unit	Description	FY 2020-21 Adopted Appropriation	FY 2021-22 Services & Supplies	Other Charges	Other Financing Uses	Capital Assets	Total Recommended Appropriations	Total Estimated Revenue
Public Protection									
Police Protection									
00182	2211	Sheriff Facility Training	$186,270	$0	$0	$186,270	$0	$186,270	$245,000
00184	2212	Automated Fingerprint	$400,000	$0	$0	$400,000	$0	$400,000	$203,000
22126	2213	Sheriff Rural Crime	$0	$0	$0	$0	$0	$0	$350
22127	2214	Sheriff-California Identification	$2,391,000	$0	$0	$2,409,000	$0	$2,409,000	$1,512,500
22128	2215	Sheriff-Civil Subpoenas	$15,000	$0	$0	$15,000	$0	$15,000	$11,500
22131	2216	Sheriff Drug Abuse Gang Diversion	$0	$0	$0	$20,000	$0	$20,000	$3,500
22132	2217	Sheriff Training	$139,106	$0	$0	$139,106	$0	$139,106	$114,000
22133	2218	Sheriff Work Release	$450,000	$0	$0	$450,000	$0	$450,000	$300,000
22137	2219	Sheriff State Forfeiture	$12,000	$0	$0	$12,000	$0	$12,000	$0
22138	2220	Sheriff Civil Automated	$461,720	$0	$0	$472,093	$0	$472,093	$124,000
22140	2221	Sheriff Firearms	$9,500	$0	$0	$2,500	$0	$2,500	$1,580
22141	2222	Sheriff Judgement Debtor's Fee	$192,942	$0	$0	$192,942	$0	$192,942	$180,000
22142	2223	Sheriff Community Resources	$0	$0	$0	$0	$0	$0	$505
22143	2224	Sheriff Volunteer Services	$15,000	$0	$0	$15,000	$0	$15,000	$2,000
22144	2225	Sheriff Controlled Substance	$265,000	$0	$0	$87,500	$0	$87,500	$20,000
22160	2226	Sheriff's CAL-MMET	$0	$0	$0	$0	$0	$0	$250
22161	2227	HIDTA-State Asset Forfeitures	$0	$0	$0	$32,500	$0	$32,500	$700
22162	2228	CAL-MMET-State Asset Forfeitures	$25,000	$0	$0	$0	$0	$0	$30,000
22163	2229	High Tech Equipment	$0	$0	$0	$0	$0	$0	$60
24057	2230	Inmate Welfare	$3,490,489	$0	$0	$3,521,914	$0	$3,521,914	$1,750,000
24059	2349	TCM/MAA Programs Fund	$0	$0	$0	$25,000	$0	$25,000	$101,000
22129	2231	KNET Asset Forfeiture	$0	$0	$0	$0	$0	$0	$4,000
22196	2233	Rural Crime - Environment Impact Fee	$1,587,824	$0	$0	$800,000	$0	$800,000	$0
		Total Police Protection	**$9,640,851**	**$0**	**$0**	**$8,780,825**	**$0**	**$8,780,825**	**$4,603,945**
Detention & Correction									
24063	2193	CCP Community Recidivism	$4,024,509	$4,357,719	$0	$0	$0	$4,357,719	$1,415,683
22010	2300	Public Safety 2011 Realignment	$76,693,086	$0	$1,997,359	$80,021,425	$0	$82,018,784	$76,555,558
00179	2341	Probation Training	$205,800	$0	$0	$304,500	$0	$304,500	$304,500
00163	2342	Probation Juvenile Justice Realignment	$3,981,148	$0	$0	$5,627,433	$0	$5,627,433	$5,656,533
22098	2343	Probation Asset Forfeiture	$10,000	$0	$0	$7,500	$0	$7,500	$900
24060	2344	Juvenile Inmate Welfare	$50,000	$0	$0	$20,000	$0	$20,000	$27,400
22190	2346	Community Corrections Performance Incentive	$0	$0	$0	$0	$0	$0	$6,000
22097	2347	Asset Forfeiture 15 Percent	$0	$0	$0	$0	$0	$0	$150
22107	2348	Probation Federal Asset Forfeiture	$0	$0	$0	$0	$0	$0	$2,400
		Total Detention & Correction	**$84,964,543**	**$4,357,719**	**$1,997,359**	**$85,980,858**	**$0**	**$92,335,936**	**$83,969,124**
Fire Protection									
22123	2419	Vehicle Apparatus	$740,000	$0	$0	$0	$0	$0	$0
22188	2420	Fireworks Violations	$90,000	$0	$0	$0	$0	$0	$0
24044	2423	Fire-Hazard Reduction	$835,000	$0	$0	$0	$0	$0	$0
24047	2425	Fire-Helicopter Operations	$300,000	$0	$0	$300,000	$0	$300,000	$310,000
		Total Fire Protection	**$1,965,000**	**$0**	**$0**	**$300,000**	**$0**	**$300,000**	**$310,000**
Other Protection									
00198	2706	Recorder's Modernization	$953,774	$0	$500,000	$997,428	$0	$1,497,428	$1,059,663
22187	2708	Recorder-Electronic Recording	$140,000	$0	$0	$152,650	$0	$152,650	$195,035
00194	2709	Recorder-Social Security Truncation	$9,700	$0	$0	$9,700	$0	$9,700	$0
00160	2740	Wildlife Resources	$6,520	$500	$6,000	$0	$0	$6,500	$3,800
22042	2751	General Plan Administration Surcharge	$3,148,356	$0	$0	$3,363,886	$0	$3,363,886	$950,000
22124	2753	Oil and Gas Program	$1,598,199	$0	$0	$1,690,851	$0	$1,690,851	$2,900,000
22027	2764	Sterilization Fund	$25,000	$0	$0	$25,000	$0	$25,000	$17,000
00175	2780	Range Improvement Section 15	$5,750	$0	$5,750	$0	$0	$5,750	$8,473
00177	2781	Range Improvement Section 3	$2,000	$0	$2,000	$0	$0	$2,000	$1,733
00161	7101	Parks - Tehachapi Mountain Forest	$3,094	$0	$0	$3,120	$0	$3,120	$35
22175	8747	Airport -General Aviation-Capital Match	$77,516	$0	$0	$151,000	$0	$151,000	$0
		Total Other Protection	**$5,969,909**	**$500**	**$513,750**	**$6,393,635**	**$0**	**$6,907,885**	**$5,135,739**
		Total Public Protection	**$180,003,886**	**$4,558,219**	**$2,511,109**	**$189,544,971**	**$0**	**$196,614,299**	**$181,921,331**
Public Ways & Facilities									
Public Ways									
24089	3003	Metro Bakersfield Transport Impact	$3,000,000	$0	$0	$3,299,998	$0	$3,299,998	$0
		Total Public Ways	**$3,000,000**	**$0**	**$0**	**$3,299,998**	**$0**	**$3,299,998**	**$0**
		Total Public Ways & Facilities	**$3,000,000**	**$0**	**$0**	**$3,299,998**	**$0**	**$3,299,998**	**$0**

Summary of Expenditures and Revenue

Fund Number	Budget Unit	Description	FY 2020-21 Adopted Appropriation	FY 2021-22 Services & Supplies	Other Charges	Other Financing Uses	Capital Assets	Total Recommended Appropriations	Total Estimated Revenue
Health & Sanitation									
Health									
22069	4111	Public Health Miscellaneous	$10,000	$0	$0	$6,050	$0	$6,050	$1,100
22125	4116	Hazardous Waste Settlements	$204,332	$0	$0	$400,000	$0	$400,000	$75,000
24139	4118	Vital & Health Statistics-County Clerk	$3,000	$0	$0	$3,000	$0	$3,000	$3,000
24138	4119	Vital & Health Statistics-Recorder	$79,000	$0	$0	$122,680	$0	$122,680	$79,000
00195	4124	Alcoholism Program	$60,000	$0	$0	$90,000	$0	$90,000	$55,700
00196	4125	Alcohol Abuse Education/Prevention	$60,000	$0	$0	$100,000	$0	$100,000	$38,600
00197	4126	Drug Program	$6,000	$0	$0	$29,697	$0	$29,697	$12,100
22085	4130	Mental Health Services Act	$71,684,542	$0	$0	$64,691,398	$0	$64,691,398	$63,159,469
22086	4131	MHSA Prudent Reserve	$0	$0	$0	$2,033,754	$0	$2,033,754	$100,000
22073	4136	Health-MAA/TCM	$0	$0	$0	$0	$0	$0	$2,000
22076	4137	Child Restraint Loaner Program	$15,000	$0	$0	$17,726	$0	$17,726	$15,792
24126	4140	Tobacco Education Control Program	$662,000	$0	$0	$150,000	$0	$150,000	$151,200
24137	4141	Vital & Health Statistics-Health	$87,413	$0	$0	$95,114	$0	$95,114	$100,000
24140	4143	Tobacco Control Prop 56	$0	$0	$0	$584,309	$0	$584,309	$589,309
22010	4142	Behavioral Health Services 2011 Realignment	$54,642,528	$0	$0	$60,349,457	$0	$60,349,457	$56,349,457
		Total Health	**$127,513,815**	**$0**	**$0**	**$128,673,185**	**$0**	**$128,673,185**	**$120,731,727**
Hospital Care									
00187	4201	Emergency Medical Payments	$1,995,001	$1,739,840	$0	$255,161	$0	$1,995,001	$2,045,000
		Total Hospital Care	**$1,995,001**	**$1,739,840**	**$0**	**$255,161**	**$0**	**$1,995,001**	**$2,045,000**
		Total Health & Sanitation	**$129,508,816**	**$1,739,840**	**$0**	**$128,928,346**	**$0**	**$130,668,186**	**$122,776,727**
Public Assistance									
Administration									
22194	5511	Veterans' Grant Fund	$143,896	$0	$0	$84,214	$0	$84,214	$0
22185	5122	Wraparound Savings	$5,620,130	$144,000	$0	$1,800,000	$0	$1,944,000	$5,886,944
24066	5123	Kern County Children	$598,509	$723,264	$0	$0	$0	$723,264	$228,000
24105	5124	Jamison Center	$100,000	$100,000	$0	$0	$0	$100,000	$0
		Total Administration	**$6,462,535**	**$967,264**	**$0**	**$1,884,214**	**$0**	**$2,851,478**	**$6,114,944**
Other Assistance									
22010	5300	Human Services 2011 Realignment	$65,930,119	$0	$0	$81,089,838	$0	$81,089,838	$74,171,315
		Total Other Assistance	**$65,930,119**	**$0**	**$0**	**$81,089,838**	**$0**	**$81,089,838**	**$74,171,315**
		Total Public Assistance	**$72,392,654**	**$967,264**	**$0**	**$82,974,052**	**$0**	**$83,941,316**	**$80,286,259**
Education									
Education									
24067	6211	Kern County Library Donations	$60,000	$0	$0	$140,000	$0	$140,000	$106,500
		Total Education	**$60,000**	**$0**	**$0**	**$140,000**	**$0**	**$140,000**	**$106,500**
		Total Education	**$60,000**	**$0**	**$0**	**$140,000**	**$0**	**$140,000**	**$106,500**
Recreation & Culture									
Recreation Facilities									
00170	7103	Off Highway Motor Vehicle License	$149,000	$0	$0	$143,600	$0	$143,600	$126,000
22195	7104	Parks Donations	$41,000	$41,000	$0	$0	$0	$41,000	$1,500
25120	7105	Parcel Map In-Lieu Fees	$249,200	$0	$0	$229,944	$0	$229,944	$3,200
		Total Recreation Facilities	**$439,200**	**$41,000**	**$0**	**$373,544**	**$0**	**$414,544**	**$130,700**
		Total Recreation & Culture	**$439,200**	**$41,000**	**$0**	**$373,544**	**$0**	**$414,544**	**$130,700**
		Total Special Revenue Funds	**$501,156,696**	**$156,536,269**	**$2,511,109**	**$457,004,366**	**$60,897**	**$616,112,641**	**$481,147,037**

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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 2021-22 Recommended Budget

The recommended budget includes a transfer for interest earnings from the Tobacco Securitization Tobacco Endowment fund that are available for discretionary purposes. As part of the preliminary American Rescue Plan Coronavirus State Fiscal Recovery Fund (CSFRF), $26.5 million be utilized for improvements in water infrastructure and to provide Wi-Fi at County Parks. The projects include Lamont stormwater mitigation, Buena Vista Aquatic Recreation wells and pumping water system, Potable water at Camp Okihi and Camp Condor, and Wi-Fi at all 43 County Parks.

SUMMARY OF EXPENDITURES AND REVENUE

			Cumulative Balances				FY 2021-22	
Fund Number	Budget Unit	Description	Budgeted Project Appropriations	Project Actual Accumulated Expenditures	Budgeted Project Revenue	Project Actual Accumulated Revenue	Total Estimated Revenue	Recommended Appropriations
General Government								
Plant Acquisition								
00004	1948	ACO - General	$0	$0	$0	$0	$25,000	$0
00012	1949	ACO - Structural Fire	$0	$0	$0	$0	$4,200	$0
Finance								
00235	1947	Tobacco Endowment Interest	$0	$0	$0	$0	$400,000	$400,000
Public Ways and Facilities								
00221	1966	Water Infrastructure						
		8112- Buena Vista Aquatic Rec. Area	$0	$0	$0	$0	$4,762,000	$4,762,000
		8113-Camp Condor Water System	$0	$0	$0	$0	$1,100,000	$1,100,000
		8114-Camp Okihi Portable Water	$0	$0	$0	$0	$625,000	$625,000
		8115-Parks Wi-Fi	$0	$0	$0	$0	$10,000,000	$10,000,000
00221	1949	Flood Control Improvements						
		8106- Lamont Storm Water Mitigation	$0	$0	$0	$0	$10,000,000	$10,000,000
Total Projects			$0	$0 #	$0	$0	$26,916,200	$26,887,000

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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 121 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. Included in CSA #71's FY 2021-22 recommended budget is $6 million in American Rescue Plan capital improvements to sewer trunk lines and lift stations.

Summary of Expenditures and Revenue

			FY 2020-21	FY 2021-22				
Fund Number	Budget Unit	Description	Adopted Appropriations	Services & Supplies	Other Charges	Capital Assets & Projects	Recommended Appropriations	Total Estimated Revenue
40515	9103	Edmondson Acres	$3,185	$2,766	$267	$0	$3,033	$2,356
40520	9104	Northwest Ranchos	$7,766	$6,614	$307	$0	$6,921	$6,021
40525	9105	Casa Loma Acres	$5,080	$4,965	$281	$0	$5,246	$3,863
40530	9106	Highland Knolls	$18,814	$19,024	$364	$0	$19,388	$15,201
40535	9107	Standard 14-C Taft	$1,396	$1,212	$253	$0	$1,465	$988
40540	9108	LaCresta	$19,520	$18,723	$373	$0	$19,096	$16,709
40545	9109	Hillcrest	$30,302	$28,522	$447	$0	$28,969	$23,010
40548	9300	Sabaloni	$557	$509	$48	$0	$557	$1,357
40550	9110	Sabaloni	$26,917	$26,612	$407	$0	$27,019	$19,057
40555	9111	Lakeview	$37,273	$27,284	$447	$0	$27,731	$29,121
40572	9128	Alta Vista	$47	$0	$11	$0	$11	$0
40557	9130	Lakeview	$20,178	$15,961	$51	$0	$16,012	$5,415
40565	9117	Taft	$6,880	$5,680	$48	$0	$5,728	$151
40568	9120	Mojave	$2,213	$1,443	$74	$0	$1,517	$0
40595	9150	Bodfish	$2,438	$2,172	$261	$0	$2,433	$2,305
40600	9151	Wofford Heights	$30,168	$30,300	$48	$0	$30,348	$5,612
40605	9152	Oakhaven	$36,412	$33,395	$442	$0	$33,837	$21,737
40607	9163	Oakhaven	$899	$428	$40	$0	$468	$405
40609	9161	Oakhaven	$2,582	$2,288	$264	$0	$2,552	$2,026
40610	9153	Mojave	$18,408	$19,623	$350	$0	$19,973	$19,479
40615	9154	Orangewood	$66,801	$71,400	$682	$0	$72,082	$77,882
40616	9156	Orangewood	$76,036	$76,257	$333	$0	$76,590	$23,994
40617	9162	Orangewood	$140,229	$137,470	$2,241	$0	$139,711	$84,717
40618	9165	Orangewood	$7,306	$11,041	$293	$0	$11,334	$7,495
40620	9155	Virginia Colony	$66,674	$66,300	$711	$0	$67,011	$60,226
40626	9264	Virginia Colony	$5,146	$5,272	$276	$0	$5,548	$4,218
40627	9266	Virginia Colony	$19,577	$19,510	$297	$0	$19,807	$8,146
40628	9267	Virginia Colony	$19,789	$19,957	$892	$0	$20,849	$17,918
40630	9157	College Avenue	$48,607	$48,230	$613	$0	$48,843	$41,630
40635	9158	Kern Citrus	$4,362	$4,188	$276	$0	$4,464	$3,611
40640	9159	La Loma	$40,567	$41,325	$513	$0	$41,838	$30,723
40645	9160	Mexican Colony	$32,849	$41,820	$269	$0	$42,089	$26,226
40648	9164	Mexican Colony	$2,526	$2,621	$264	$0	$2,885	$2,130
40650	9185	Fairfax	$2,482	$2,037	$267	$0	$2,304	$1,742
40655	9186	Ashe Tract	$655	$625	$100	$0	$725	$85
40660	9187	Ford City	$17,380	$17,090	$364	$0	$17,454	$16,220
40665	9188	Greenfield	$42,640	$42,173	$536	$0	$42,709	$37,134
40666	9189	Greenfield	$1,726	$1,620	$117	$0	$1,737	$811
40675	9230	West Hi Ranchos	$1,572	$1,318	$261	$0	$1,579	$1,235
40676	9303	Greenacres	$10,638	$9,986	$83	$0	$10,069	$2,000
40680	9231	Greenacres	$66,751	$65,350	$682	$0	$66,032	$48,970
40682	9274	Greenacres	$902	$416	$86	$0	$502	$990
40685	9232	Amador	$2,927	$3,012	$317	$0	$3,329	$2,872
40690	9233	Harris School	$2,164	$1,511	$250	$0	$1,761	$1,965

Summary of Expenditures and Revenue

			FY 2020-21	FY 2021-22				
Fund Number	Budget Unit	Description	Adopted Appropriations	Services & Supplies	Other Charges	Capital Assets & Projects	Recommended Appropriations	Total Estimated Revenue
40700	9235	Descanso Park	$22,450	$22,107	$399	$0	$22,506	$16,608
40710	9237	Pioneer Drive	$55,228	$54,850	$616	$0	$55,466	$52,131
40711	9364	Pioneer Drive	$9,573	$9,530	$48	$0	$9,578	$2,754
40712	9365	Pioneer Drive	$1,410	$1,394	$256	$0	$1,650	$1,346
40713	9366	Pioneer Drive	$5,076	$6,281	$48	$0	$6,329	$225
40715	9238	Bel Aire Estates	$29,992	$29,675	$442	$0	$30,117	$23,576
40720	9239	Countryside	$5,071	$5,347	$250	$0	$5,597	$5,597
40722	9313	Kern Valley	$1,525	$1,530	$153	$0	$1,683	$480
40723	9314	Kern Valley	$198	$310	$250	$0	$560	$250
40724	9242	Pine Mountain Club	$290,326	$14,200	$890	$276,550	$291,640	$206,919
40725	9240	Kern Valley	$3,881	$3,625	$100	$0	$3,725	$170
40726	9297	Kern Valley Z/B	$14,375	$13,950	$572	$0	$14,522	$11,987
40727	9255	Kern Valley Z/B	$5,676	$4,564	$270	$0	$4,834	$231
40730	9241	Pine Mountain Club	$43,271	$43,740	$217	$0	$43,957	$33,871
40733	9256	Kern Valley	$248,410	$228,503	$3,019	$0	$231,522	$226,781
40737	9258	Countryside	$20,769	$20,820	$51	$0	$20,871	$1,920
40740	9243	Alpine Forest Park	$550	$820	$133	$0	$953	$400
40745	9244	Lock Lomond	$32,119	$31,740	$526	$0	$32,266	$28,858
40750	9245	Keith Addition	$18,459	$19,120	$363	$0	$19,483	$14,391
40765	9249	Highland Terrace	$9,731	$9,460	$310	$0	$9,770	$7,775
40785	9253	O'Neil Cyn	$510	$423	$57	$0	$480	$1,062
40790	9259	Cedarcrest	$24,928	$25,120	$416	$0	$25,536	$18,208
40796	9265	Southgate	$4,289	$4,030	$276	$0	$4,306	$3,104
40800	9263	O'Grady	$17,174	$16,890	$347	$0	$17,237	$13,166
40805	9272	Harvest Moon Ranch	$3,601	$3,402	$270	$0	$3,672	$2,906
40810	9273	Mustang Ranch	$3,989	$2,533	$205	$0	$2,738	$2,738
40820	9289	Stockdale Ranchos	$6,407	$5,550	$340	$0	$5,890	$4,115
40830	9277	Oildale	$193,445	$192,700	$1,573	$0	$194,273	$180,877
40831	9278	Oildale Z/B	$26,447	$26,634	$430	$0	$27,064	$19,845
40832	9276	North Meadows	$155,541	$155,100	$1,150	$0	$156,250	$94,793
40836	9279	West County Z/B	$8,531	$8,260	$310	$0	$8,570	$10,617
40837	9280	West County Z/B	$2,024	$1,920	$261	$0	$2,181	$1,673
40838	9281	West County Z/B	$7,128	$7,560	$301	$0	$7,861	$7,896
40839	9282	West County Z/B	$2,863	$2,407	$267	$0	$2,674	$2,890
40840	9283	Randsburg-Johannesburg	$6,442	$6,650	$284	$0	$6,934	$5,763
40845	9284	Rosamond	$16,620	$17,035	$350	$0	$17,385	$15,092
40846	9290	Rosamond	$115,430	$115,200	$1,172	$0	$116,372	$94,018
40847	9291	Rosamond	$13,093	$13,045	$100	$0	$13,145	$790
40848	9292	Rosamond	$39,673	$39,350	$602	$0	$39,952	$46,151
40849	9293	Rosamond	$119,082	$118,350	$1,372	$0	$119,722	$70,165
40851	9294	Westpark Rec. Center	$107,875	$114,600	$697	$0	$115,297	$105,395
40852	9295	Westpark Landscaping	$79,713	$78,950	$1,066	$0	$80,016	$61,414
40855	9286	South Taft	$136,304	$136,200	$379	$0	$136,579	$15,440
40856	9298	South Taft	$4,132	$3,874	$273	$0	$4,147	$3,792
40860	9287	Lazy Acres	$6,316	$6,052	$290	$0	$6,342	$3,968
40862	9299	Lazy Acres	$2,269	$2,015	$261	$0	$2,276	$1,476
40863	9301	Lazy Acres	$4,660	$4,420	$240	$0	$4,660	$3,351
40864	9302	Lazy Acres	$23,121	$23,117	$156	$0	$23,273	$6,480
40865	9288	Pumpkin Center	$2,676	$2,420	$267	$0	$2,687	$2,565
40875	9307	San Joaquin	$520	$1,010	$100	$0	$1,110	$510
40885	9309	West Bakersfield	$211,328	$149,530	$230	$0	$149,760	$119,967
40886	9316	West Bakersfield	$70,838	$73,700	$502	$0	$74,202	$40,554
40887	9317	West Bakersfield Z/B	$92,445	$97,480	$772	$0	$98,252	$75,669
40888	9319	West Bakersfield	$769,931	$688,815	$4,157	$0	$692,972	$627,038
40890	9318	Rancho Algadon	$2,118	$1,921	$264	$0	$2,185	$1,594
40893	9321	West Bakersfield	$90,078	$89,070	$995	$0	$90,065	$66,114
40894	9322	West Bakersfield	$1,107	$855	$256	$0	$1,111	$788
40895	9323	West Bakersfield	$235,939	$236,800	$2,224	$0	$239,024	$160,536
40896	9324	West Bakersfield	$424,082	$438,250	$6,882	$0	$445,132	$286,094
40901	9328	West Bakersfield	$15,189	$14,812	$684	$0	$15,496	$9,090
40902	9329	CSA #71 Capital Improvements	$0	$0	$0	$6,000,000	$6,000,000	$6,000,000
40904	9331	Knudson Drive	$3,526	$3,420	$267	$0	$3,687	$243
40906	9333	Oswell Street	$20,624	$21,170	$547	$0	$21,717	$18,139
40908	9344	Multi-use Trail	$72,548	$81,590	$1,237	$0	$82,827	$45,466
40910	9338	Habecker	$4,242	$4,285	$470	$0	$4,755	$3,551
40911	9337	Habecker	$9,116	$19,110	$95	$0	$19,205	$7,447
40913	9339	Core Makr Court	$14,242	$13,980	$284	$0	$14,264	$10,436
40914	9340	Lost Hills	$1,167	$1,215	$256	$0	$1,471	$668
40915	9341	South Union	$10,565	$10,702	$264	$0	$10,966	$2,923

Summary of Expenditures and Revenue

			FY 2020-21	FY 2021-22				
Fund Number	Budget Unit	Description	Adopted Appropriations	Services & Supplies	Other Charges	Capital Assets & Projects	Recommended Appropriations	Total Estimated Revenue
40916	9342	South Union	$15,552	$17,730	$563	$0	$18,293	$8,586
40917	9343	South Union	$1,561	$1,615	$253	$0	$1,868	$270
40918	9345	Lebec	$44,979	$45,211	$151	$0	$45,362	$1,950
40920	9347	Buena Vista	$437	$729	$49	$0	$778	$516
40921	9348	Buena Vista	$223	$1,515	$251	$0	$1,766	$200
40922	9349	Erro Ranch	$162	$705	$251	$0	$956	$114
40923	9350	Erro Ranch	$364	$2,120	$251	$0	$2,371	$600
40925	9352	Erro Ranch	$178	$911	$251	$0	$1,162	$310
40943	9370	Brundage	$985	$1,006	$250	$0	$1,256	$1,066
Total			**$5,017,760**	**$4,612,680**	**$60,887**	**$6,276,550**	**$10,950,117**	**$9,604,212**

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SUMMARY OF FY 2021-22 RECOMMENDED CAPITAL EQUIPMENT PURCHASES/LEASES

Budget Unit#	Equipment Description	Type (P)urchase or (L)ease	Quantity	Unit Price	Total
B.U. #1119					
American Rescue Plan	Gas Convention Oven	P	1	$21,932	$21,932
	Range Open Burner	P	1	$10,049	$10,049
	Gas Broiler Countertop	P	1	$5,067	$5,067
	Meat Curing Cabinet - Training	P	1	$7,402	$7,402
	Mega Top Refrigerator	P	1	$9,973	$9,973
	Kitchen Equipment - Training	P	1	$6,474	$6,474
			6		$60,897
B.U. #1120					
TREASURER-TAX COLLECTOR	Network Server	P	1	$20,000	$20,000
			1		$20,000
B.U. #1610					
GENERAL SERVICES	Off Road Vehicle	P	1	$15,000	$15,000
	Breckenridge Generator	P	1	$19,000	$19,000
			2		$34,000
B.U. #1640					
CONSTRUCTION SERVICES	CADD Computers	P	2	$5,000	$10,000
			2		$10,000
B.U. #2183					
CHILD SUPPORT SERVICES	Mobile Unit	P	1	$300,000	$300,000
			1		$300,000
B.U. #2200					
FORENSIC SCIENCES-DIV OF D.A.	Freezer - Toxicology Unit	P	1	$20,000	$20,000
	Genetic Analyzer	P	1	$52,000	$52,000
	DNA Genetic Analyzer	P	1	$65,000	$65,000
	Mass Spectrometer System	P	1	$1,822,236	$1,822,236
			4		$1,959,236
B.U. #2210					
SHERIFF-CORONER	Coroner Software	P	1	$88,000	$88,000
	Ops Center Hardware	P	1	$225,000	$225,000
	Justice Storage	P	1	$150,000	$150,000
	Copy Machine	P	2	$6,712	$13,424
	Refrigerated Trailer	P	1	$200,000	$200,000
	Coroner Racks	P	1	$100,000	$100,000
	Pry Tool	P	1	$13,000	$13,000
	Patrol Vehicle - Hybrid	P	10	$73,131	$731,310
	Patrol Utility-Adm w/MDC	P	1	$72,568	$72,568
	Patrol Utility-Adm w/MDC	P	4	$61,689	$246,756
	Patrol Utility-No MDC	P	4	$55,734	$222,936
	Patrol Utility - K9	P	2	$76,112	$152,224
	Patrol Truck PPV 4x4	P	28	$71,871	$2,012,388
	26 Passenger Bus - ADA	P	1	$404,044	$404,044
	1-Ton Cargo Van	P	2	$74,212	$148,424
	15-Pass 1-Ton Van	P	1	$52,890	$52,890
	3/4T 4WD Truck	P	2	$87,019	$174,038
	1/2T 4WD Truck	P	5	$57,861	$289,305
	Lenco Run-Flat Spare Tire	P	1	$6,000	$6,000
	Servers	P	3	$15,000	$45,000
	1 Ton Wheelchair Van	P	1	$125,000	$125,000
	1/2 Ton 4WD Truck Crew/Long	P	1	$33,369	$33,369
	15-Pass 1 Ton Van	P	1	$48,846	$48,846
	Patrol Truck PPV 4x4 - Civ	P	3	$73,319	$219,957
	Patrol Helicopter	P	2	$3,450,000	$6,900,000
			80		$12,674,479

Budget Unit#	Equipment Description	Type (P)urchase or (L)ease	Quantity	Unit Price	Total
B.U. #2340					
PROBATION	10-Passenger Van (JPU)	P	2	$29,192	$58,384
	Ford Explorers-Patrol SUV	P	2	$54,000	$108,000
	Core Switch (KCF)	P	2	$10,000	$20,000
	Computer Server	P	2	$20,000	$40,000
	Ford Explorers-Patrol SUV	P	2	$54,000	$108,000
	Backhoe (CEO)	P	1	$100,000	$100,000
			11		$434,384
B.U. #2415					
FIRE DEPARTMENT	Night Vision Googles	P	2	$14,000	$28,000
	Air Monitoring Kit	P	6	$2,382	$14,292
	Air Monitor Calibration	P	1	$6,167	$6,167
	Radiation Detector	P	2	$2,936	$5,872
	Mercury In-Air Analyzer	P	1	$53,921	$53,921
	Night Vision Goggles	P	10	$12,773	$127,730
	Bomb Suit	P	1	$19,033	$19,033
	Protective Helmet	P	1	$14,880	$14,880
	Explosive Trace Detect	P	2	$26,740	$53,480
	Bomb Robot Battery	P	1	$7,632	$7,632
	Night Vision Goggles	P	2	$11,150	$22,300
	Night Vision Goggles	P	2	$11,150	$22,300
	Ballistic Shield & Dolly	P	2	$7,500	$15,000
	Night Vision Goggles	P	9	$12,889	$116,001
	Generators	P	6	$30,667	$184,002
	Vmware Hosts servers	P	2	$25,000	$50,000
	10 GB Switches	P	2	$10,000	$20,000
	Diagnostic Tool	P	1	$10,000	$10,000
	Dozer Build-up	P	2	$40,000	$80,000
	Hurst Tools	P	10	$35,000	$350,000
	Fire Engine	P	7	$750,000	$5,250,000
	Ladder Truck	P	1	$1,450,000	$1,450,000
	Mechanic Truck	P	2	$210,000	$420,000
	Command Vehicle	P	1	$75,000	$75,000
	Arson SUV	P	2	$75,000	$150,000
	PIO SUV	P	2	$65,000	$130,000
	Patrol Cab/Chassis	P	1	$54,000	$54,000
	Maintenance Cab/Chassis	P	1	$53,866	$53,866
			82		$8,783,476
B.U. #2610					
AGRICULTURE & MEASUR	Solar Project Equipment	P	1	$206,544	$206,544
	100 Gallon Prover	P	1	$11,121	$11,121
	50 Gallon Prover	P	1	$10,353	$10,353
			3		$228,018
B.U. #2625					
BUILDING INSPECTION	Vehicles	P	4	$30,000	$120,000
			4		$120,000
B.U. #2700					
RECORDER	Replacement Recording System	P	1	$130,000	$130,000
	Secondary Security Server	P	1	$10,000	$10,000
	New Switches	P	2	$7,500	$15,000
	Power 720 Server	P	1	$9,000	$9,000
			5		$164,000
B.U. #2760					
ANIMAL SERVICES	Transportation Van	P	2	$18,491	$36,982
	Dishwasher	P	1	$4,086	$4,086
			3		$41,068

Budget Unit#	Equipment Description	Type (P)urchase or (L)ease	Quantity	Unit Price	Total
B.U. #3000					
ROADS DEPARTMENT	Patton Yard Wash Bay	P	1	$100,000	$100,000
	Forklift	P	1	$30,000	$30,000
	Patch Truck	P	4	$125,000	$500,000
	PB Loader	P	2	$250,000	$500,000
	Ten Yard Dump Truck	P	2	$175,000	$350,000
	3/4 Ton Pick Up	P	4	$45,000	$180,000
	1/2 Ton Pick Up	P	4	$40,000	$160,000
	Water Buffalo 500 Gallon Tank	P	1	$15,000	$15,000
	Pull Roller 13 Tire	P	1	$25,000	$25,000
	Loader	P	1	$225,000	$225,000
	Backhoe	P	2	$125,000	$250,000
	Backhoe Trailer	P	4	$40,000	$160,000
	1 Ton Flatbed	P	2	$75,000	$150,000
	Sander	P	5	$35,000	$175,000
	Tow-Behind Air Compressor	P	1	$25,000	$25,000
	Walk Behind Concrete Saw	P	1	$20,000	$20,000
	20 Foot Pull Behind Trailer	P	1	$20,000	$20,000
	Street Sweeper	P	1	$300,000	$300,000
	Tractor with Mowers	P	1	$175,000	$175,000
	Paint Shop Truck	P	2	$100,000	$200,000
	3/4 Ton 4x4 Truck	P	1	$45,000	$45,000
	1/2 Ton 4x4	P	2	$40,000	$80,000
	1 1/2 ton 4x4	P	1	$40,000	$40,000
	Truck	P	1	$55,000	$55,000
			46		$3,780,000
B.U. #4110					
PUBLIC HEALTH	Server Room UPS 00200	P	1	$15,000	$15,000
	Forklift	P	1	$26,000	$26,000
	Oxygen Concentrators	P	1	$30,000	$30,000
	Industrial Coolers	P	1	$7,587	$7,587
			4		$78,587
B.U. #4120					
MENTAL HEALTH	Server - Hyper V-Host	P	1	$20,000	$20,000
	Electronic Health Record System	P	1	$2,000,000	$2,000,000
			2		$2,020,000
B.U. #5120					
HUMAN SERVICES-	Software Licenses	P	1	$19,500	$19,500
	Software - ArcGIS and Geo	P	1	$60,000	$60,000
	Virtulization Program	P	1	$7,500	$7,500
	CloudLink Key Management	P	1	$8,000	$8,000
	3/4 ton pick up	P	4	$50,000	$200,000
	SUV	P	3	$40,000	$120,000
	Box Truck	P	1	$110,000	$110,000
	Multi-Use Server Hardware	P	1	$90,000	$90,000
			13		$615,000
B.U. #5610					
AGING & ADULT SERVICES DEPT	Vehicles	P	6	$19,592	$117,552
			6		$117,552
B.U. #5923					
EMPLOYERS TRNG RESOURCE-	Skid-Steer	P	1	$50,000	$50,000
	Copier	P	2	$8,000	$16,000
			3		$66,000

Budget Unit#	Equipment Description	Type (P)urchase or (L)ease	Quantity	Unit Price	Total
B.U. #6210					
LIBRARY	Storage Area Network	P	1	$89,000	$89,000
	Server	P	2	$43,000	$86,000
			3		$175,000
B.U. #8954					
PUBLIC WORKS ISF	Forklift	P	1	$30,000	$30,000
	Mechanic Truck	P	1	$100,000	$100,000
	Wheel Balancer	P	1	$15,000	$15,000
	Tire Machine	P	1	$15,000	$15,000
	GPS Equipment	P	1	$25,000	$25,000
	Unmanned Aerial Vehicle	P	1	$40,000	$40,000
			6		$225,000
B.U. #8995					
AIRPORTS ENTERPRISE FUND	Airfield-Friction Testing	P	1	$50,000	$50,000
	Maintenance Pick Up	P	1	$55,000	$55,000
			2		$105,000
B.U. #8998					
KERN REGIONAL TRANSIT	Mojave Transit Center Phase 2	P	1	$1,000,000	$1,000,000
	Large Bus 40FT	P	1	$600,000	$600,000
	Automatic Vehicle Location System	P	1	$200,000	$200,000
	Electric Bus	P	1	$1,425,165	$1,425,165
	Cutaway Bus	P	1	$575,000	$575,000
			5		$3,800,165
B.U. #8999					
SOLID WASTE MGMT	High Reach Material Handler	P	1	$500,000	$500,000
	Crawler dozer	P	1	$250,000	$250,000
	Anti-Freeze Tank	P	6	$5,000	$30,000
	Roll Off Truck	P	2	$175,000	$350,000
	Tractor Cabs	P	2	$137,500	$275,000
	Walking Floor Trailer	P	3	$91,667	$275,001
	Wheeled Skid-Steer	P	4	$62,500	$250,000
	Hybrid Sedan	P	1	$30,000	$30,000
	Full 4x4 Crew Cab Truck	P	1	$40,000	$40,000
	Truck	P	1	$100,000	$100,000
	Windshield Washer Pump	P	1	$7,000	$7,000
	Driven Pesticide Sprayer	P	1	$5,000	$5,000
	Substance All Material Locator	P	1	$18,000	$18,000
	Bobcat Grapple Bucket	P	1	$5,500	$5,500
	1 Ton Flatbed	P	8	$65,000	$520,000
	Grapple Trailer	P	8	$60,000	$480,000
	4x4 Crew Pickup	P	8	$40,000	$320,000
	3/4 Ton Pickup	P	4	$50,000	$200,000
	Skid-Steer Grapple Loader	P	2	$70,000	$140,000
	Skid-Steer Trailer	P	2	$25,000	$50,000
			58		$3,845,501
B.U. #9144					
KERN SANITATION AUTHORITY	4WD Truck	P	1	$40,000	$40,000
	4WD SUV	P	1	$40,000	$40,000
			3		$80,001
GRAND TOTAL					$39,737,363

Summary of Position Additions/Deletions

Department	Item	Classification	Full-Time	Part-Time	Position Cost	Total Cost	Effective Date
General Government							
Legislative and Administrative							
General Fund							
Board of Supervisors - District 3	0855	Supervisor's Field Representative Aide	1	0	$73,000	$73,000	9/11/2021
(B.U. #1013) Subtotal B.O.S. - District 3			1	0		$73,000	
Total Legislative and Administrative			1	0		$73,000	
Finance							
General Fund							
Treasurer-Tax Collector	2830	Fiscal Support Supervisor	1	0	$98,000	$98,000	9/11/2021
(B.U. #1120)	2865	Fiscal Support Technician	(1)	0	$77,000	($77,000)	1/1/2022
Subtotal Treasurer-Tax Collector			0	0		$21,000	
Assessor	4084	Assessment Technician	2	0	$76,000	$152,000	9/11/2021
(B.U. #1130)	2865	Fiscal Support Technician	(1)	0	$77,000	($77,000)	9/11/2021
Subtotal Assessor			1	0		$75,000	
Total Finance			1	0		$96,000	
Other General							
General Fund							
Information Technology Service (ITS)	0645	Senior CAO Manager	(1)	0	$227,000	($227,000)	9/11/2021
(B.U. #1160)	2431	Local Area Network Systems Administrator	1	0	$142,000	$142,000	9/11/2021
Subtotal ITS			0	0		($85,000)	
Total Other General			0	0		($85,000)	
Human Resources							
General Fund							
Human Resources	2295	Principal Human Resources Analyst	1	0	$160,000	$160,000	9/11/2021
(B.U. #1310) Subtotal Human Resources			1	0		$160,000	
Total Human Resources			1	0		$160,000	
Property Management							
General Fund							
General Services	0785	Special Projects Manager	(1)	0	$165,000	($165,000)	9/11/2021
(B.U. #1610) Subtotal General Services			(1)	0		($165,000)	
Total Property Management			(1)	0		($165,000)	
Total General Government			**2**	**0**		**$79,000**	
Public Protection							
Judicial							
General Fund							
District Attorney-Criminal Division	0840	Administrative Coordinator	1	0	$107,000	$107,000	9/11/2021
(B.U. #2180)	2345	Accountant I/II/III	1	0	$127,000	$127,000	9/11/2021
	3115	Sr. Paralegal	3	0	$106,000	$318,000	9/11/2021
	1231	Chief Deputy District Attorney	2	0	$288,000	$576,000	9/11/2021
	1235	Deputy District Attorney	(2)	0	$241,000	($482,000)	9/11/2021
Subtotal District Attorney-Criminal Division			5	0		$646,000	
Public Defender	2845	Fiscal Support Specialist	(1)	0	$89,000	($89,000)	9/11/2021
(B.U. #2190) Subtotal Public Defender			(1)	0		($89,000)	
Other Fund							
Child Support Services	1283	Assistant Director	1	0	$194,000	$194,000	9/11/2021
(B.U. #2183)	1285	Child Support Services Program Manager	1	0	$141,000	$141,000	9/11/2021
	1287	Senior Child Support Specialist	3	0	$103,000	$309,000	9/11/2021
	2845	Fiscal Support Specialist	2	0	$89,000	$178,000	9/11/2021
	1286	Supervising Child Support Specialist	2	0	$113,000	$226,000	9/11/2021
	1288	Child Support Specialist	5	0	$95,000	$475,000	9/11/2021
	1220	Child Support Attorney I/II/III/IV/V	1	0	$241,000	$241,000	9/11/2021
Subtotal Child Support Services			15	0		$1,764,000	
Total Judicial			19	0		$2,321,000	
Police Protection							
General Fund							
District Attorney - Forensic Sciences	4440	Investigative Aide	1	0	$82,000	$82,000	9/11/2021
(B.U. #2200)	1692	Forensic Laboratory Technician I/II	(1)	0	$103,000	($103,000)	9/11/2021
	0840	Administrative Coordinator	(1)	0	$107,000	($107,000)	1/1/2022
Subtotal DA-Forensic Sciences			(1)	0		($128,000)	
Sheriff	4466	Sheriff's Sergeant	5	0	$226,000	$1,130,000	9/11/2021
(B.U. #2210)	2865	Fiscal Support Technician	(1)	0	$77,000	($77,000)	9/11/2021
	4395	Deputy Coroner	2	0	$116,000	$232,000	9/11/2021
	2845	Fiscal Support Specialist	1	0	$89,000	$89,000	9/11/2021
	3071	Human Resources Specialist I/II	1	0	$89,000	$89,000	9/11/2021
	0765	Sheriff's Aide	2	0	$78,000	$156,000	9/11/2021
Subtotal Sheriff			10	0		$1,619,000	
Total Police Protection			9	0		$1,491,000	

Summary of Position Additions/Deletions

Department	Item	Classification	Full-Time	Part-Time	Position Cost	Total Cost	Effective Date
Public Protection							
Detention and Correction							
General Fund							
Probation	3465	Deputy Probation Officer I/II - PT	0	(1)	$84,000	($84,000)	9/11/2021
(B.U. #2340)	3465	Deputy Probation Officer I/II	1	0	$155,000	$155,000	9/11/2021
Subtotal Probation			1	(1)		$71,000	
Total Detention and Correction			1	(1)		$71,000	
Protective Inspection							
General Fund							
Agriculture and Measurement Standards	3926	Agricultural Biologist Weights and Measures Inspector	1	0	$116,000	$116,000	9/11/2021
(B.U. #2610)	1069	GIS Analyst/ Programmer	(1)	0	$121,000	($121,000)	9/11/2021
Subtotal Ag and Measurement			0	0		($5,000)	
Total Protective Inspection			0	0		($5,000)	
Other Protection							
General Fund							
Animal Services	2865	Fiscal Support Technician	(1)	0	$77,000	($77,000)	9/11/2021
(B.U. #2760)	2290	Animal Care Worker	(3)	0	$70,000	($210,000)	9/11/2021
	0905	Program Technician	4	0	$84,000	$336,000	9/11/2021
Subtotal Animal Services			0	0		$49,000	
Planning	2001	Permit Specialist I/II	1	0	$93,000	$93,000	9/11/2021
	3270	Office Services Specialist	1	0	$78,000	$78,000	9/11/2021
(B.U. #2750) Subtotal Planning			2	0		$171,000	
Total Other Protection			2	0		$220,000	
Total Public Protection			**31**	**(1)**		**$4,098,000**	
Public Ways and Facilities							
Public Works							
Other Funds							
Public Works	0780	Sr. Admin and Fiscal Services Officer	(1)	0	$176,000	($176,000)	9/11/2021
(B.U. #8954)	0816	PW Program Manager	1	0	$161,000	$161,000	9/11/2021
	0840	Administrative Coordinator	2	0	$107,000	$214,000	9/11/2021
	0809	Administrative Services Officer	(1)	0	$161,000	($161,000)	9/11/2021
	1072	Engineer I/II/III	2	0	$161,000	$322,000	9/11/2021
	1084	Geographic Informaiton Systems Technician I/II	1	0	$93,000	$93,000	9/11/2021
	1102	Engineering Technician I/II/III	1	0	$127,000	$127,000	9/11/2021
	1112	Drafting Technician I/II/III	2	0	$124,398	$248,796	9/11/2021
	1168	Engineering Aide I/II/III	5	0	$97,000	$485,000	9/11/2021
	1205	Waste Management Technician I/II	3	0	$106,000	$318,000	9/11/2021
	4140	Supervising Real Property Agent	1	0	$132,000	$132,000	9/11/2021
	5014	Public Works Maintenance Supervisor	1	0	$116,000	$116,000	9/11/2021
	5015	Public Works Maintenance Worker III	21	0	$97,000	$2,037,000	9/11/2021
	3270	Office Services Specialist	1	0	$78,000	$78,000	9/11/2021
Subtotal Public Works			39	0		$3,994,796	
Total Public Works			39	0		$3,994,796	
Total Public Ways and Facilities			**39**	**0**		**$3,994,796**	
Health and Sanitation							
Health							
General Fund							
Public Health	2003	Senior EMS Coordinator	1	0	$138,000	$138,000	9/11/2021
	2004	EMS Coordinator	1	0	$127,000	$127,000	9/11/2021
	0840	Administrative Coordinator	1	0	$107,000	$107,000	9/11/2021
	1491	Public Health Program Manager	1	0	$165,000	$165,000	9/11/2021
	1670	Supervising Microbiologist	1	0	$174,000	$174,000	9/11/2021
	1690	Microbiology Specialist	(1)	0	$167,000	($167,000)	9/11/2021
	2431	Local Area Network Systems Administrator	(1)	0	$142,000	($142,000)	9/11/2021
	2454	Systems Analyst I/II	1	0	$142,000	$142,000	9/11/2021
	2354	Billing Office Specialist I/II	(2)	0	$77,000	($154,000)	9/11/2021
(B.U. #4110) Subtotal Public Health			2	0		$390,000	
Other Fund							
Behavioral Health and Recovery Services	0820	Business Manager	(1)	0	$149,000	($149,000)	9/11/2021
(B.U. #4120)	1466	Psychiatrist	(1)	0	$341,000	($341,000)	9/11/2021
	2066	Vocational Nurse I/II	(2)	0	$99,000	($198,000)	9/11/2021
	3705	BH Program Supervisor	(1)	0	$162,000	($162,000)	9/11/2021
	3710	BH Therapist I/II	(4)	0	$157,000	($628,000)	9/11/2021
	3063	Sr. Human Resources Specialist - Confidential	(1)	0	$106,000	($106,000)	9/11/2021
	3064	Human Resources Specialist I/II- Confidential	(3)	0	$93,000	($279,000)	9/11/2021
	3717	BH Recovery Specialist I/II/III	(1)	0	$120,000	($120,000)	9/11/2021
	3724	BH Peer Specialist I/II/III	(1)	0	$78,000	($78,000)	9/11/2021
	3733	BH Recovery Specialist Aide	(4)	0	$81,000	($324,000)	9/11/2021
	3069	Sr. Human Resources Specialist	1	0	$101,000	$101,000	9/11/2021
	3071	Human Resources Specialist I/II	3	0	$89,000	$267,000	9/11/2021
Subtotal Behavioral Health and Recovery Services			(15)	0		($2,017,000)	

Summary of Position Additions/Deletions

Department	Item	Classification	Full-Time	Part-Time	Position Cost	Total Cost	Effective Date
Health and Sanitation Continued							
Other Fund							
Environmental Health Services	2845	Fiscal Support Specialist	1	0	$89,000	$89,000	9/11/2021
(B.U. #4122)	3275	Office Services Technician	(1)	0	$71,000	($71,000)	9/11/2021
Subtotal Environmental Health Services			0	0		$18,000	
Total Health			(13)	0		($1,609,000)	
California Children's Services							
General Fund							
California Children's Services							
(B.U.#4300)	2354	Billing Office Specialist I/II	1	0	$77,000	$77,000	9/11/2021
Subtotal California Children's Services			1	0		$77,000	
Total California Children's Services			1	0		$77,000	
Total Health and Sanitation			**(12)**	**0**		**($1,532,000)**	
Public Assistance							
Administration							
Other Fund							
Human Services	3275	Office Services Technician	3	0	$71,000	$213,000	9/11/2021
(B.U. #5120)	3650	Social Services Supervisor	2	0	$136,000	$272,000	9/11/2021
	0901	Marketing & Promotion Associate Assistant	1	0	$100,000	$100,000	9/11/2021
	3751	Human Services Technician	(1)	0	$88,000	($88,000)	9/11/2021
	3625	Human Services Program Director	1	0	$178,000	$178,000	9/11/2021
	3654	Social Services Worker I/II/III/IV/V	(1)	0	$124,000	($124,000)	9/11/2021
	3145	Supervising Legal Process Technician	1	0	$96,000	$96,000	9/11/2021
Subtotal Human Services			6	0		$647,000	
Total Administration			6	0		$647,000	
Other Assistance							
General Fund							
Employers' Training Resource	2345	Accountant I/II/III	1	0	$127,000	$127,000	9/11/2021
(B.U. #5923)	0847	Contracts Administration Assistant	(1)	0	$106,000	($106,000)	1/1/2022
	0840	Administrative Coordinator	(1)	0	$107,000	($107,000)	1/1/2022
	0919	Sr. Workforce Development Analyst	5	0	$146,000	$730,000	9/11/2021
	0901	Marketing & Promotion Associate Assistant	1	0	$100,000	$100,000	9/11/2021
	2820	Graphic Artist	(1)	0	$82,000	($82,000)	1/1/2022
	2845	Fiscal Support Specialist	1	0	$89,000	$89,000	9/11/2021
	0820	Business Manager	(1)	0	$149,000	($149,000)	1/1/2022
	0898	Program Specialist I/II	1	0	$101,000	$101,000	9/11/2021
	3275	Office Services Technician	3	0	$71,000	$213,000	9/11/2021
	0875	Program Coordinator	(3)	0	$124,000	($372,000)	1/1/2022
	3280	Office Services Assistant	1	0	$70,000	$70,000	9/11/2021
	0905	Program Technician	1	0	$84,000	$84,000	9/11/2021
	2429	Computer Lab Instructor	2	0	$92,000	$184,000	9/11/2021
Subtotal Employers' Training Resource			9	0		$882,000	
Community Development	2865	Fiscal Support Technician	1	0	$77,000	$77,000	9/11/2021
(B.U.#5940) Subtotal Community Development			1	0		$77,000	
Other Fund							
Aging and Adult Services	5502	Cook I/II	1	0	$70,000	$70,000	9/11/2021
(B.U. #5610)	3654	Social Service Worker I/II/III/IV/V	4	0	$124,000	$496,000	9/11/2021
	0899	Program Specialist	1	0	$97,000	$97,000	9/11/2021
	3650	Social Service Supervisor I/II	1	0	$136,000	$136,000	9/11/2021
Subtotal Aging and Adult Services			7	0		$799,000	
Total Other Assistance			17	0		$1,758,000	
Total Public Assistance			**23**	**0**		**$2,405,000**	

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Summary of Available Financing
Governmental Funds

		Fund Balance June 30, 2021 Unreserved/ Undesignated	Cancellation of Prior Year Reserves/ Designations	Estimated Additional Financing Sources	Total Available Financing
General Fund					
00001	General	$87,430,072	$48,239,358	$866,590,647	$1,002,260,077
Total General Fund		**$87,430,072**	**$48,239,358**	**$866,590,647**	**$1,002,260,077**
Special Revenue Funds					
Operating Special Revenue Funds					
00007	Road	$28,303,853	$0	$90,570,808	$118,874,661
00011	Structural Fire	8,876,725	0	154,774,577	163,651,302
00120	Building Inspection	6,096,373	0	6,679,704	12,776,077
00130	Human Services-Administration	1,922,202	1,000,000	243,959,133	246,881,335
00140	Human Services-Direct Financial Aid	1,196,398	0	287,127,350	288,323,748
00141	Behavioral Health & Recovery Services	3,431,951	13,469,040	254,372,271	271,273,262
00145	Aging And Adult Services	204,135	1,837,561	20,495,578	22,537,274
00150	County Clerk	(26,445)	26,445	626,667	626,667
00183	Kern County Department of Child Support	(1,334,854)	1,334,854	29,233,120	29,233,120
00192	Recorder	3,499,212	0	4,466,950	7,966,162
00270	Code Compliance	1,089,963	0	1,437,268	2,527,231
22066	Environmental Health Services	2,444,433	0	9,474,931	11,919,364
24101	Development Services	631,341	0	5,350,581	5,981,922
Operating Special Revenue Funds Subtotal		**$56,335,287**	**$17,667,900**	**$1,108,568,938**	**$1,182,572,125**
Non-Operating Special Revenue Funds					
00002	Relief Miscellaneous Fund	$20,416,343	$0	$40,000	$20,456,343
00003	CARES Act - Relief Fund	5,058,745	0	30,000	5,088,745
00160	Wildlife Resources	4,067	0	3,800	7,867
00161	Timber Harvest	3,085	0	35	3,120
00163	Probation DJJ Realignment	184,087	0	5,656,533	5,840,620
00164	Real Estate Fraud	638,062	0	1,210,000	1,848,062
00170	Off Highway Motor Vehicle License	141,757	0	126,000	267,757
00171	Planned Local Drainage-Shalimar	154	0	200	354
00172	Planned Local Drainage-Brundage	(164)	0	1,900	1,736
00173	Planned Local Drainage-Orangewood	15,278	0	20,580	35,858
00174	Planned Local Drainage-Breckenridge	351	0	500	851
00175	Range Improvement Section 15	7,866	0	8,473	16,339
00176	Planned Local Drainage-Oildale	(302)	302	2,697	2,697
00177	Range Improvement Section 3	1,439	0	1,733	3,172
00179	Probation Training	154,410	0	304,500	458,910
00180	DNA Identification	(22,450)	50,980	321,470	350,000
00181	Local Public Safety	10,340,751	0	85,351,553	95,692,304
00182	Sheriff's Facility Training	126,854	0	245,000	371,854
00184	Automated Fingerprint Fund	402,114	0	203,000	605,114
00186	Juvenile Justice Facility Temp Construction	173	0	0	173
00187	Emergency Medical Services	722,553	0	2,045,000	2,767,553
00188	Automated County Warrant System	53,594	0	30,000	83,594
00190	Domestic Violence Program	11,612	0	130,000	141,612
00191	Criminal Justice Facilities Construction	635,211	0	1,866,400	2,501,611
00194	Recorder's Social Security Number Truncation	5,682	14,018	0	19,700
00195	Alcoholism Program	39,536	0	55,700	95,236
00196	Alcohol Abuse Education/Prevention	35,878	25,522	38,600	100,000
00197	Drug Program	12,178	5,419	12,100	29,697
00198	Recorders Modernization	879,660	0	1,059,663	1,939,323
00264	Tax Loss Reserve	386,037	0	6,000,000	6,386,037
00266	Redemption Systems	414,422	0	200,000	614,422
22010	County Local Revenue Fund 2011	54,822,333	45,872	207,076,330	261,944,535
22013	American Rescue Plan	87,426,842	0	87,426,843	174,853,685
22021	In Hemp Cultivation Fee	18,655	0	0	18,655
22023	In Hemp Cultivation Dep.	84,013	0	0	84,013

Summary of Available Financing
Governmental Funds

		Fund Balance June 30, 2021 Unreserved/ Undesignated	Cancellation of Prior Year Reserves/ Designations	Estimated Additional Financing Sources	Total Available Financing
Non-Operating Special Revenue Funds Cont.					
22027	Sterilization Fund	$14,924	$0	$17,000	$31,924
22036	Board of Trade-Advertising	24,145	22,355	3,500	50,000
22042	General Plan Administration Surcharge	2,317,342	96,544	950,000	3,363,886
22045	Countywide Crime Prevention P.C. 1202.5	1,042	0	0	1,042
22046	Sheriff's Electronic Monitoring	(18,993)	16,493	2,500	0
22064	District Attorney Local Forfeiture	37,168	0	30,000	67,168
22069	Public Health Miscellaneous	(3,000)	7,950	1,100	6,050
22073	Health-MAA/TCM	(575,789)	573,789	2,000	0
22076	Child Restraint Loaner Program	(1,983)	3,917	15,792	17,726
22079	District Attorney Equipment/Automation	5,061	0	1,000	6,061
22085	Mental Health Services Act	29,497,774	0	63,159,469	92,657,243
22086	MHSA Prudent Reserve	24,412	1,909,342	100,000	2,033,754
22087	Criminalistics Laboratories	1,169	0	25,000	26,169
22097	Asset Forfeiture 15 Percent	1,582	0	150	1,732
22098	Probation Asset Forfeiture	8,772	0	900	9,672
22107	Asset Forfeiture Federal	(7,857)	5,457	2,400	0
22123	Vehicle Apparatus	3,354,004	0	0	3,354,004
22124	Oil And Gas Program	107,092	0	2,900,000	3,007,092
22125	Hazardous Waste Settlements	663,866	0	75,000	738,866
22126	Sheriff's Rural Crime	(76)	0	350	274
22127	Sheriff`s CAL-ID	1,028,043	0	1,512,500	2,540,543
22128	Sheriff`s Civil Subpoenas	17,100	0	11,500	28,600
22129	KNET-Special Asset Forfeiture	(61)	0	4,000	3,939
22131	Sheriff's Drug Abuse Gangs	(1,292)	17,792	3,500	20,000
22132	Sheriff`s Training	(61,868)	86,974	114,000	139,106
22133	Sheriff-Work Release	(85,958)	235,958	300,000	450,000
22134	Seizure of Gaming Device	0	0	30,000	30,000
22137	Sheriff-State Forfeiture	12,000	0	0	12,000
22138	Sheriff`s Civil Automated	(83,188)	431,281	124,000	472,093
22140	Sheriffs Firearms	4,857	0	1,580	6,437
22141	Sheriff-Judgement Debtors Fee	(66,582)	79,524	180,000	192,942
22142	Sheriff`s Community Resources	615	0	505	1,120
22143	Sheriff`s Volunteer Service Group	34,506	0	2,000	36,506
22144	Sheriff-Controlled Subtance	(13,759)	81,259	20,000	87,500
22153	Bakersfield Planned Sewer #1	37,656	0	17,900	55,556
22156	Divca Local Franchise Fee	351,304	0	315,000	666,304
22158	Bakersfield Planned Sewer #2	34,907	0	0	34,907
22160	Sheriff's CAL-MMET	(15)	0	250	235
22161	HIDTA State Asset Forfeiture	33,161	0	700	33,861
22162	CAL-MMET State Asset Forfeiture	(11,617)	0	30,000	18,383
22163	High Tech Equipment	(3)	0	60	57
22164	Bakersfield Planned Sewer #3	64	0	0	64
22166	Bakersfield Planned Sewer #4	39,375	0	0	39,375
22167	Bakersfield Planned Sewer #5	47,919	0	0	47,919
22173	County Planned Sewer Area A	6,797	0	0	6,797
22175	Airport Reserve Capital Match	121,356	29,644	0	151,000
22177	County Planned Sewer Area B	21	0	0	21
22184	CSA #71 Septic Abandonment	10,633	0	0	10,633
22185	Wraparound Savings	5,192,004	0	5,886,944	11,078,948
22187	Recorders Electronic Recording	93,004	0	195,035	288,039
22188	Fireworks Violations	(2,798)	2,798	0	0
22190	Community Corrections Performance Incentive	(1,133)	0	6,000	4,867
22194	Veterans Grant Fund	143,896	0	0	143,896
22195	Parks and Recreation Donation Fund	43,117	0	1,500	44,617
22196	Rural Crimes Environmental Impact Fee	(1,297,574)	2,097,574	0	800,000

Summary of Available Financing
Governmental Funds

		Fund Balance June 30, 2021 Unreserved/ Undesignated	Cancellation of Prior Year Reserves/ Designations	Estimated Additional Financing Sources	Total Available Financing
Non-Operating Special Revenue Funds Cont.					
22197	Industrial Firefighting Vehicle	($6,000)	$6,000	$0	$0
22198	Oil & Gas Road Maintenance	(3,085,499)	3,085,499	0	0
24026	Victim Services	47,937	0	20,000	67,937
24028	District Attorney - Federal Forfeiture	2,142	0	1,000	3,142
24038	District Attorney-Court Ordered Penalties	(311,333)	311,333	750,000	750,000
24042	Fire Department Donations	5,711	0	0	5,711
24043	State Fire	231,000	0	0	231,000
24044	Fire - Hazard Reduction	588,853	0	0	588,853
24047	Fire-Helicopter Operations	46,400	0	310,000	356,400
24050	Mobile Fire Kitchen	41	0	0	41
24057	Inmate Welfare-Sheriff Correction Facility	1,771,914	0	1,750,000	3,521,914
24059	TCM/MAA Program	1,640,413	0	101,000	1,741,413
24060	Juvenile Inmate Welfare	16,249	0	27,400	43,649
24063	CCP Community Recidivism	2,942,036	0	1,415,683	4,357,719
24066	Kern County Children	400,237	95,027	228,000	723,264
24067	Kern County Library Donations	(3,825)	37,326	106,500	140,001
24086	Peace Officers' Training	705	0	0	705
24088	Core Area Metro Bakersfield Impact Fee	273,929	0	0	273,929
24089	Metro Bakersfield Transportation Impact Fee	4,393,623	0	0	4,393,623
24091	Rosamond Transportation Impact Fee	405,122	0	0	405,122
24095	Bakersfield Mitigation	662,071	0	0	662,071
24096	Tehachapi Transportation Impact Fee	9,787	0	0	9,787
24097	Tehachapi Transportation Impact Fee None-	665,150	0	0	665,150
24098	Project Impact Mitigation Fund	1,645	0	0	1,645
24105	Jamison Center	92,378	7,622	0	100,000
24125	Strong Motion Instrumentation	36,142	0	0	36,142
24126	Tobacco Education Control Program	68,517	0	151,200	219,717
24137	Vital & Health Statistics-Health Department	31,011	0	100,000	131,011
24138	Vital & Health Statistics-Recorder	38,466	80,214	79,000	197,680
24139	Vital & Health Statistics-County Clerk	(148)	148	3,000	3,000
24140	Tobacco Control Grant	251,455	0	589,309	840,764
24141	Community Development Public Health ESG	1,064,454	0	0	1,064,454
25120	Parcel Map In-Lieu Fees	226,744	0	3,200	229,944
Non-Operating Special Revenue Funds Subtotal		**$236,605,295**	**$9,463,933**	**$481,147,037**	**$727,216,265**
Total Special Revenue Funds		**$292,940,582**	**$27,131,833**	**$1,589,715,975**	**$1,909,788,390**
Capital Projects					
00004	ACO-General	$18,248	$0	$25,000	$43,248
00012	ACO-Structural Fire	362	0	4200	4,562
00221	Infrastructure Projects	0	0	26,487,000	26,487,000
00235	Tobacco Secur Proceeds-Capital Project Fund	381	0	400,000	400,381
Total Capital Projects		**$18,991**	**$0**	**$26,916,200**	**$26,935,191**
Total Governmental Funds		**$380,389,645**	**$75,371,191**	**$2,483,222,822**	**$2,938,983,658**



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Summary of Financing Requirements
Governmental Funds

		Estimated Financing Uses	Provisions for Reserves and/or Designations	Total Financing Requirements
County Operating Funds				
General Fund				
00001	General	$921,544,616	$80,715,461	$1,002,260,077
Total General Fund		**$921,544,616**	**$80,715,461**	**$1,002,260,077**
Special Revenue Funds				
Operating Special Revenue Funds				
00007	Road	$106,217,073	$12,657,588	$118,874,661
00011	Structural Fire	163,418,365	232,937	163,651,302
00120	Building Inspection	10,533,703	2,242,374	12,776,077
00130	Human Services-Administration	244,959,133	1,922,202	246,881,335
00140	Human Services-Direct Financial Aid	287,127,350	1,196,398	288,323,748
00141	Behavioral Health & Recovery Services	271,273,262	0	271,273,262
00145	Aging And Adult Services	22,537,274	0	22,537,274
00150	County Clerk	626,667	0	626,667
00183	Kern County Department of Child Support	29,233,120	0	29,233,120
00192	Recorder	5,613,542	2,352,620	7,966,162
00270	Code Compliance	2,190,882	336,349	2,527,231
22066	Environmental Health Services	11,283,512	635,852	11,919,364
24101	Development Services	2,461,914	3,520,008	5,981,922
Operating Special Revenue Funds Subtotal		**$1,157,475,797**	**$25,096,328**	**$1,182,572,125**
Non-Operating Special Revenue Funds				
00002	Relief Miscellaneous Fund	$12,152,838	$8,303,505	$20,456,343
00003	CARES - Relief Fund	5,088,745	0	5,088,745
00160	Wildlife Resources	6,500	1,367	7,867
00161	Timber Harvest Fund	3,120	0	3,120
00163	Probation DJJ Realignment	5,627,433	213,187	5,840,620
00164	Real Estate Fraud	1,550,000	298,062	1,848,062
00170	Off Highway Motor Vehicle License	143,600	124,157	267,757
00171	Planned Local Drainage-Shalimar	200	154	354
00172	Planned Local Drainage-Brundage	500	1,235	1,735
00173	Planned Local Drainage-Orangewood	500	35,358	35,858
00174	Planned Local Drainage-Breckenridge	500	351	851
00175	Range Improvement Section 15	5,750	10,589	16,339
00176	Planned Local Drainage-Oildale	2,697	0	2,697
00177	Range Improvement Section 3	2,000	1,172	3,172
00179	Probation Training	304,500	154,410	458,910
00180	DNA Identification	350,000	0	350,000
00181	Local Public Safety	85,351,553	10,340,751	95,692,304
00182	Sheriff Facility Training	186,270	185,584	371,854
00184	Automated Fingerprint	400,000	205,114	605,114
00186	Juvenile Justice Facility Temp Construction	0	173	173
00187	Emergency Medical Services	1,995,001	772,552	2,767,553
00188	Automated County Warrant System	73,100	10,494	83,594
00190	Domestic Violence Program	130,000	11,612	141,612
00191	Criminal Justice Facilities Construction	2,400,000	101,611	2,501,611
00194	Recorder`s Social Security Number Truncation	9,700	10,000	19,700
00195	Alcoholism Program	90,000	5,236	95,236
00196	Alcohol Abuse Education/Prevention	100,000	0	100,000
00197	Drug Program	29,697	0	29,697
00198	Recorders Modernization	1,497,428	441,895	1,939,323
00264	Tax Loss Reserve	6,000,000	386,037	6,386,037
00266	Redemption Systems	386,733	227,689	614,422
22010	County Local Revenue Fund 2011	223,458,079	38,486,456	261,944,535
22013	American Rescue Plan	174,853,685	0	174,853,685

Summary of Financing Requirements
Governmental Funds

		Estimated Financing Uses	Provisions for Reserves and/or Designations	Total Financing Requirements
22021	In Hemp Cultivation Fee	$0	$18,655	$18,655
22023	In Hemp Cultivation Dep.	0	84,013	84,013
22027	Sterilization Fund	25,000	6,924	31,924
22036	Board of Trade-Advertising	50,000	0	50,000
22042	General Plan Administration Surcharge	3,363,886	0	3,363,886
22045	Countywide Crime Prevention P.C. 1202.5	0	1,042	1,042
22064	D.A.-Local Forfeiture	30,000	37,168	67,168
22069	Public Health Miscellaneous	6,050	0	6,050
22076	Child Restraint Loaner Program	17,726	0	17,726
22079	D. A. Equipment/Automation	0	6,061	6,061
22085	Mental Health Services Act	64,691,398	27,965,845	92,657,243
22086	Mental Health Services Act Prudent Reserve	2,033,754	0	2,033,754
22087	Criminalistics Laboratories	25,000	1,169	26,169
22097	Asset Forfeiture 15 percent	0	1,732	1,732
22098	Probation Asset Forfeiture	7,500	2,172	9,672
22123	Vehicle Apparatus	0	3,354,004	3,354,004
22124	Oil And Gas Program	1,690,851	1,316,241	3,007,092
22125	Hazardous Waste Settlements	400,000	338,866	738,866
22126	Sheriff's Rural Crime	0	274	274
22127	Sherriff's California Identification	2,409,000	131,543	2,540,543
22128	Sheriff's Civil Subpoenas	15,000	13,600	28,600
22129	KNET Special Asset Forfeiture	0	3,939	3,939
22131	Sheriff's Drug Abuse Gang Diversion	20,000	0	20,000
22132	Sheriff's Training	139,106	0	139,106
22133	Sheriff-Work Release	450,000	0	450,000
22134	Seizure of Gaming Device	30,000	0	30,000
22137	Sheriff-State Forfeiture	12,000	0	12,000
22138	Sheriff's Civil Automated	472,093	0	472,093
22140	Sheriff's Firearms	2,500	3,937	6,437
22141	Sheriff-Judgement Debtors Fee	192,942	0	192,942
22142	Sheriff's Comm. Resources	0	1,120	1,120
22143	Sheriff's Volunteer Services Group	15,000	21,506	36,506
22144	Sherriff's-Controlled Substance	87,500	0	87,500
22153	Planned Sewer #1	17,900	37,656	55,556
22156	Divca Local Franchise Fee	80,000	586,304	666,304
22158	Bakersfield Planned Sewer #2	0	34,908	34,908
22160	Sheriff's CAL-MMET	0	235	235
22161	HIDTA- State Asset Forfeiture	32,500	1,361	33,861
22162	CAL-MMET State Asset Forfeiture	0	18,383	18,383
22163	High Tech Equipment	0	57	57
22164	Bakersfield Planned Sewer #3	0	63	63
22166	Bakersfield Planned Sewer #4	0	39,375	39,375
22167	Bakersfield Planned Sewer #5	0	47,919	47,919
22173	County Planned Sewer Area A	0	6,797	6,797
22175	Airport Reserve Capital Match	151,000	0	151,000
22177	County Planned Sewer Area B	0	22	22
22184	County Services Area #71 Septic Abandonment	0	10,633	10,633
22185	Wraparound Savings	1,944,000	9,134,948	11,078,948
22187	Recorders Electronic Recording	152,650	135,389	288,039
22190	Community Correction Performance Incentive	0	4,867	4,867
22194	Veterans Grant	84,214	59,682	143,896
22195	Parks Donation	41,000	3,617	44,617
22196	Rural Crimes/Environmental Impact Fee	800,000	0	800,000
24026	Victim Services	0	67,937	67,937
24028	District Attorney Court Ordered Penalties	0	3,142	3,142
24038	D.A.-Court Ordered Penalties	750,000	0	750,000
24042	Fire Dept. Donations	0	5,711	5,711

Summary of Financing Requirements
Governmental Funds

		Estimated Financing Uses	Provisions for Reserves and/or Designations	Total Financing Requirements
24043	State Fire	$0	$231,000	$231,000
24044	Fire-Hazard Reduction	0	588,853	588,853
24047	Fire-Helicopter Operations	300,000	56,400	356,400
24050	Mobile Fire Kitchen	0	41	41
24057	Inmate Welfare-Sheriff Correction Facility	3,521,914	0	3,521,914
24059	TCM/MAA Program	25,000	1,716,413	1,741,413
24060	Juvenile Inmate Welfare	20,000	23,649	43,649
24063	CCP Community Recidivism	4,357,719	0	4,357,719
24066	Kern County Children	$723,264	$0	$723,264
24067	Kern County Library Donations	140,000	0	140,000
24086	Peace Officers Training Fund	0	705	705
24088	Core Area Metro Bakersfield Impact Fee	0	273,929	273,929
24089	Metro Bakersfield Transport Impact Fee	3,299,998	1,093,625	4,393,623
24091	Rosamond Transportation Impact Fee	0	405,122	405,122
24095	Bakersfield Mitigation	0	662,071	662,071
24096	Tehachapi Transportation Imp. Fee	0	9,787	9,787
24097	Tehachapi Transportation Imp. Fee None-Core	0	665,150	665,150
24098	Project Impact Mitigation Fund	0	1,646	1,646
24105	Jamison Center	100,000	0	100,000
24125	Strong Motion Instrumentation	0	36,142	36,142
24126	Tobacco Education Control Program	150,000	69,717	219,717
24137	Vital & Health Statistics -Health	95,114	35,897	131,011
24138	Vital & Health Statistics-Recorder	122,680	75,000	197,680
24139	Vital & Health Statistics-County Clerk	3,000	0	3,000
24140	Tobacco Control Grant	584,309	256,455	840,764
24141	Community Development Public Health ESG	0	1,064,454	1,064,454
25120	Parcel Map In-Lieu Fees	229,944	0	229,944
Non-Operating Special Revenue Funds Subtotal		**$616,112,641**	**$111,103,624**	**$727,216,265**
Total Special Revenue Funds		**$1,773,588,438**	**$136,199,952**	**$1,909,788,390**
Capital Projects				
00004	ACO-General	$0	$43,248	$43,248
00012	ACO-Structural Fire	0	4,562	4,562
00221	Infrastructure Projects	26,487,000	0	26,487,000
00235	Tobacco Securitization Proceeds-Capital Projects	400,000	381	400,381
Total Capital Project Funds		**$26,887,000**	**$48,191**	**$26,935,191**
Total Governmental Funds		**$2,722,020,054**	**$216,963,604**	**$2,938,983,658**

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Summary of Recommended Net General Fund Cost

	Budget Unit and Department	FY 2020-21 Adopted Net General Fund Cost	FY 2020-21 Adopted Net General Fund Cost (excluding BSI)	FY 2021-22 Recommended Net General Fund Cost (excluding BSI)	Increase / (Decrease) in Net General Fund Cost (excluding BSI)	% Change From FY 2020-21
1011	Board of Supervisors-District 1	$516,748	$440,402	$471,028	$30,626	6.95%
1012	Board of Supervisors-District 2	440,107	438,829	470,459	31,630	7.21%
1013	Board of Supervisors-District 3	485,222	440,022	471,270	31,248	7.10%
1014	Board of Supervisors-District 4	493,758	441,907	474,279	32,372	7.33%
1015	Board of Supervisors-District 5	468,316	438,210	468,513	30,303	6.92%
1020	Administrative Office	3,809,321	2,631,707	2,596,464	(35,243)	-1.34%
1030	Clerk of the Board	812,899	688,899	680,799	(8,100)	-1.18%
1040	Special Services	6,347,029	6,347,029	7,635,741	1,288,712	20.30%
1110	Auditor-Controller	4,015,296	2,935,626	3,139,855	204,229	6.96%
1120	Treasurer-Tax Collector	1,197,353	711,832	675,179	(36,653)	-5.15%
1130	Assessor	7,646,434	6,510,378	6,775,547	265,169	4.07%
1160	Information Technology Services Division	10,351,156	9,696,634	9,833,884	137,250	1.42%
1210	County Counsel	4,978,419	3,266,568	3,162,711	(103,857)	-3.18%
1310	Human Resources Division	2,476,712	2,280,256	2,329,541	49,285	2.16%
1420	Elections	2,981,554	2,981,554	4,488,743	1,507,189	50.55%
1610	General Services Division	13,774,116	13,424,116	15,003,140	1,579,024	11.76%
1615	Utility Payments-Division of General Services	11,488,061	11,488,061	11,488,061	0	0.00%
1640	Construction Services - General Services	449,145	449,145	501,248	52,103	11.60%
1650	Major Maintenance Projects	6,471,353	6,471,353	15,146,752	8,675,399	134.06%
1812	Countywide Communications Division	1,107,207	1,050,860	1,042,178	(8,682)	-0.83%
1960	Capital Projects	0	0	(1,493,675)	(1,493,675)	N/A
General Government Subtotal		$80,310,206	$73,133,388	$85,361,717	$12,228,329	16.72%
2110	Contribution to Trial Court Funding	$10,632,400	$10,632,400	$9,141,567	($1,490,833)	-14.02%
2120	Local Emergency Relief	290,160	290,160	130,841	(159,319)	-54.91%
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	17,102,634	16,643,619	16,197,942	(445,677)	-2.68%
2190	Public Defender	9,655,340	7,281,187	7,697,415	416,228	5.72%
2200	District Attorney - Forensic Science Division	5,632,951	5,220,517	4,480,144	(740,373)	-14.18%
2210	Sheriff-Coroner	133,431,868	133,231,868	144,314,513	11,082,645	8.32%
2340	Probation	33,910,647	31,894,057	31,344,057	(550,000)	-1.72%
2416	Contribution to Fire	7,354,208	7,354,208	0	(7,354,208)	-100.00%
2610	Agriculture and Measurement Standards	1,857,201	1,271,266	1,259,560	(11,706)	-0.92%
2705	Contribution to Recorder	41,608	41,608	7,586	(34,022)	-81.77%
2750	Planning and Natural Resources	2,922,661	2,655,778	2,579,110	(76,668)	-2.89%
2760	Animal Services	5,082,185	5,028,381	5,445,817	417,436	8.30%
Public Protection Subtotal		$233,306,287	$226,937,473	$227,990,976	$1,053,503	0.46%
3016	Contribution to Public Works	$9,283,530	$9,283,530	$9,283,534	$4	0.00%
3201	Contribution to Airports	394,830	394,830	551,364	156,534	39.65%
Public Ways and Facilities Subtotal		$9,678,360	$9,678,360	$9,834,898	$156,538	1.62%
4110	Public Health Services	$5,494,589	$3,897,278	$3,630,013	($267,265)	-6.86%
4127	Contribution to Behavioral Health	980,649	980,649	980,649	0	0.00%
4202	Contribution to Kern Medical	36,729,298	36,729,298	36,564,298	(165,000)	-0.45%
4300	California Children Services	440,541	440,541	429,025	(11,516)	-2.61%
Health and Sanitation Subtotal		$43,645,077	$42,047,766	$41,603,985	($443,781)	-1.06%
5121	Contribution to Human Services Administration	$15,302,040	$15,302,040	$14,185,796	($1,116,244)	-7.29%
5125	Contribution to Human Services-Direct Aid	16,183,348	16,183,348	9,683,348	(6,500,000)	-40.16%
5510	Veterans Service	986,178	790,102	778,586	(11,516)	-1.46%
5611	Contribution to Aging and Adult Services	660,652	660,652	626,898	(33,754)	-5.11%
5810	Contribution to In Home Support Services	1,254,570	1,254,570	1,394,557	139,987	11.16%
Public Assistance Subtotal		$34,386,788	$34,190,712	$26,669,185	($7,521,527)	-22.00%
6210	Library	$6,316,975	$6,070,204	$6,524,172	$453,968	7.48%
6310	Farm and Home Advisor	466,655	466,655	463,029	(3,626)	-0.78%
Education Subtotal		$6,783,630	$6,536,859	$6,987,201	$450,342	6.89%
8120	Debt Service - General Fund	$11,337,920	$11,337,920	$11,163,444	($174,476)	-1.54%
Debt Service Subtotal		$11,337,920	$11,337,920	$11,163,444	($174,476)	-1.54%
Subtotal Department Allocations		$419,448,268	$403,862,478	$409,611,406	$5,748,928	1.42%

Summary of Recommended Net General Fund Cost

	Budget Unit and Department	FY 2020-21 Adopted Net General Fund Cost	FY 2020-21 Adopted Net General Fund Cost (excluding BSI)	FY 2021-22 Recommended Net General Fund Cost (excluding BSI)	Increase / (Decrease) in Net General Fund Cost (excluding BSI)	% Change From FY 2020-21
1970	Appropriations for Contingencies					
	General Purpose Contingencies	$9,063,884	$9,063,884	$7,572,563	($1,491,321)	-16.45%
	Designation-Roads Improvements	400,000	400,000	400,000	0	0.00%
	Designation-Renewbiz	0	0	652,269	652,269	N/A
	Designation-Blight Remediation	0	0	500,000	500,000	N/A
	Designation-Retirement	0	0	8,606,435	8,606,435	N/A
	Designation-Oildale Economic Area	0	0	280,894	280,894	N/A
	Designation-Lost Hills	0	0	592,606	592,606	N/A
	Designation-Arvin/Lamont Economic Area	0	0	289,734	289,734	N/A
	Designation-Infrastructure Replacement	18,749,314	18,749,314	0	(18,749,314)	-100.00%
	Designation-Information Technology Projects	532,219	532,219	0	(532,219)	-100.00%
	Designation-WESTARZ	0	0	205,781	205,781	N/A
	Designation-Coroner Facility	0	0	7,701,967	7,701,967	N/A
	Designation-Public Safety Communications Sys	0	0	20,203,168	20,203,168	N/A
Contingencies & Reserves/Designations Subtotal		$28,745,417	$28,745,417	$47,005,417	$18,260,000	63.52%
TOTAL - NET GENERAL FUND COST		**$448,193,685**	**$432,607,895**	**$456,616,823**	**$24,008,928**	**5.55%**

Summary of Appropriations

Budget Unit and Department	FY 20-21 Adopted Appropriations	FY 21-22 Recommended Appropriations	% Change From FY 20-21
GOVERNMENTAL FUNDS			
General Fund			
General Government			
1011 Board of Supervisors-District 1	$516,748	$529,814	2.53%
1012 Board of Supervisors-District 2	440,107	472,627	7.39%
1013 Board of Supervisors-District 3	485,222	519,431	7.05%
1014 Board of Supervisors-District 4	493,758	527,732	6.88%
1015 Board of Supervisors-District 5	468,316	484,549	3.47%
1020 Administrative Office	4,471,277	4,367,006	-2.33%
1030 Clerk of the Board	888,299	909,538	2.39%
1040 Special Services	8,406,501	9,775,213	16.28%
1110 Auditor-Controller	5,256,186	5,327,948	1.37%
1120 Treasurer-Tax Collector	6,625,897	6,754,896	1.95%
1130 Assessor	10,655,381	10,930,394	2.58%
1160 Information Technology Services Division	22,046,003	21,553,492	-2.23%
1210 County Counsel	12,511,650	12,732,827	1.77%
1310 Human Resources Division	4,503,282	4,708,170	4.55%
1420 Elections	4,527,314	7,539,909	66.54%
1610 General Services Division	19,242,396	20,017,097	4.03%
1615 Utility Payments-Division of General Services	15,619,232	15,607,287	-0.08%
1640 Construction Services-Division of General Services	610,029	751,343	23.17%
1650 Major Maintenance Projects	10,906,694	18,156,449	66.47%
1812 Countywide Communications Division	1,332,207	1,266,195	-4.96%
1910 Risk Management	4,127,242	4,620,628	11.95%
1960 Capital Projects	0	634,735	N/A
General Government Subtotal	**$134,133,741**	**$148,187,280**	**10.48%**
Public Protection			
2110 Trial Court Funding	$18,882,400	$17,038,419	-9.77%
2120 Local Emergency Relief	290,160	130,841	-54.91%
2160 Grand Jury	172,424	172,424	0.00%
2170 Indigent Defense Services	6,205,000	7,701,833	24.12%
2180 District Attorney	37,177,893	38,234,605	2.84%
2190 Public Defender	18,690,300	20,035,963	7.20%
2200 District Attorney-Forensic Sciences Division	7,434,035	8,785,331	18.18%
2210 Sheriff-Coroner	242,614,487	263,018,107	8.41%
2340 Probation	92,531,650	96,847,043	4.66%
2416 Contribution to Fire	7,354,208	0	-100.00%
2610 Agriculture and Measurement Standards	7,996,427	8,266,055	3.37%
2705 Contribution to Recorder	516,608	857,586	66.00%
2750 Planning and Natural Resources	12,557,786	13,104,150	4.35%
2760 Animal Services	7,288,660	7,849,887	7.70%
Public Protection Subtotal	**$459,712,038**	**$482,042,244**	**4.86%**
Public Ways and Facilities			
3016 Contribution to Public Works	$9,283,530	$9,283,534	0.00%
3201 Contribution to Airports	394,830	551,364	39.65%
Public Ways and Facilities Subtotal	**$9,678,360**	**$9,834,898**	**1.62%**

Summary of Appropriations

Budget Unit and Department	FY 20-21 Adopted Appropriations	FY 21-22 Recommended Appropriations	% Change From FY 20-21
Health and Sanitation			
4110 Public Health	$32,013,900	$53,253,625	66.35%
4127 Contribution to Behavioral Health	3,046,874	3,979,341	30.60%
4134 Contribution to Environmental Health	87,830	99,106	12.84%
4202 Kern Medical-County Contribution	37,089,298	36,924,298	-0.44%
4300 California Children Services	8,741,251	8,167,196	-6.57%
Health and Sanitation Subtotal	**$80,979,153**	**$102,423,566**	**26.48%**
Public Assistance			
5121 Contribution to Human Services-Administration	$16,858,491	$15,804,064	-6.25%
5125 Contribution to Human Services-Direct Aid	98,435,056	96,877,921	-1.58%
5510 Veterans Services	1,394,389	1,300,282	-6.75%
5611 Contribution to Aging and Adult Services	1,450,190	1,447,794	-0.17%
5810 Contribution to In-Home Supportive Services	11,259,264	11,709,632	4.00%
5923 Employers Training Resource-Administration	19,782,216	19,951,189	0.85%
5940 Community Development Program Agency	1,812,397	3,229,219	78.17%
Public Assistance Subtotal	**$150,992,003**	**$150,320,101**	**-0.44%**
Education			
6210 Library	$6,601,138	$9,050,505	37.11%
6310 Farm and Home Advisor	466,805	463,109	-0.79%
Education Subtotal	**$7,067,943**	**$9,513,614**	**34.60%**
Debt Service			
8120 Debt Service - General Fund	$11,826,177	$11,650,350	-1.49%
Debt Service Subtotal	**$11,826,177**	**$11,650,350**	**-1.49%**
Contingencies			
1970 Appropriations for Contingencies			
General Purpose Contingencies	$9,063,884	$7,572,563	-16.45%
Contingencies Subtotal	**$9,063,884**	**$7,572,563**	**-16.45%**
General Fund Subtotal	**$863,453,299**	**$921,544,616**	**6.73%**
SPECIAL REVENUE FUNDS			
Operating Special Revenue Funds			
General Government			
1905 Development Services	$2,259,806	$2,461,914	8.94%
General Government Subtotal	**$2,259,806**	**$2,461,914**	**8.94%**
Public Protection			
2118 County Clerk	$582,475	$626,667	7.59%
2183 Child Support Services	26,209,141	29,233,120	11.54%
2415 Fire Department	145,817,679	163,418,365	12.07%
2623 Code Compliance	1,633,155	2,190,882	34.15%
2625 Building Inspection	11,114,906	10,533,703	-5.23%
2700 Recorder	3,507,327	3,613,542	3.03%
2701 Appropriations for Contingencies-Recorder	1,880,931	2,000,000	6.33%
Public Protection Subtotal	**$190,745,614**	**$211,616,279**	**10.94%**

Summary of Appropriations

Budget Unit and Department	FY 20-21 Adopted Appropriations	FY 21-22 Recommended Appropriations	% Change From FY 20-21
Public Ways and Facilities			
3000 Roads Department	$90,061,024	$106,217,073	17.94%
Public Ways and Facilities Subtotal	**$90,061,024**	**$106,217,073**	**17.94%**
Health and Sanitation			
4120 Behavioral Health and Recovery Services	$249,979,581	$265,773,262	6.32%
4121 Approp for Cont-Behavioral Health and Recov Svcs	4,839,308	5,500,000	13.65%
4122 Environmental Health Services	10,472,923	11,283,512	7.74%
Health and Sanitation Subtotal	**$265,291,812**	**$282,556,774**	**6.51%**
Public Assistance			
5120 Human Services-Administration	$229,509,830	$244,959,133	6.73%
5220 Human Services-Direct Financial Aid	286,069,074	287,127,350	0.37%
5610 Aging and Adult Services	21,052,913	22,537,274	7.05%
Public Assistance Subtotal	**$536,631,817**	**$554,623,757**	**3.35%**
Operating Special Revenue Funds Subtotal	**$1,084,990,073**	**$1,157,475,797**	**6.68%**
Non-Operating Special Revenue Funds			
General Government			
1111 Relief Fund	$106,653,874	$5,088,745	-95.23%
1113 Tax Loss Reserve	6,000,000	6,000,000	0.00%
1118 Relief Miscellaneous Fund	0	12,152,838	N/A
1119 American Rescue Plan	0	174,853,685	N/A
1121 Redemption Systems	488,066	386,733	-20.76%
1611 DIVCA Local Franchise Fee	158,000	80,000	-49.37%
1814 Board of Trade-Advertising	50,000	50,000	0.00%
1950 Bakersfield Planned Sewer #1	0	17,900	N/A
1961 Capital Project-Orangewood	500	500	0.00%
1962 Planned Local Drainage-Shalimar	200	200	0.00%
1963 Planned Local Drainage-Brundage	500	500	0.00%
1964 Planned Local Drainage-Breckenridge	500	500	0.00%
1965 Capital Projects-Oildale	500	2,697	439.40%
1968 Criminal Justice Facilities	2,400,000	2,400,000	0.00%
General Government Subtotal	**$115,752,140**	**$201,034,298**	**73.68%**
Public Protection			
2111 DNA Indentification	$354,000	$350,000	-1.13%
2112 Local Public Safety	74,688,767	85,351,553	14.28%
2113 Automated County Warrant System	50,000	73,100	46.20%
2114 Domestic Violence	130,000	130,000	0.00%
2115 Real Estate Fraud	1,110,816	1,550,000	39.54%
2181 D.A.-Local Forfeiture	30,000	30,000	0.00%
2182 D. A. Equipment/Automation	325,000	0	-100.00%
2185 Criminalistics Laboratories	25,000	25,000	0.00%
2187 D.A.-Court Ordered Penalties	750,000	750,000	0.00%
2193 CCP Community Recidivism	4,024,509	4,357,719	8.28%

Summary of Appropriations

Budget Unit and Department	FY 20-21 Adopted Appropriations	FY 21-22 Recommended Appropriations	% Change From FY 20-21
2211 Sheriff Facility Trainig	$186,270	$186,270	0.00%
2212 Automated Fingerprint	400,000	400,000	0.00%
2214 Sheriff's California Identification	2,391,000	2,409,000	0.75%
2215 Sheriff's Civil Subpoenas	15,000	15,000	0.00%
2216 Sheriff's Drug Abuse Gang Diversion	0	20,000	N/A
2217 Sheriff's Training	139,106	139,106	0.00%
2218 Sheriff-Work Release	450,000	450,000	0.00%
2219 Sheriff-State Forfeiture	12,000	12,000	0.00%
2220 Sheriff's Civil Automated	461,720	472,093	2.25%
2221 Sheriffs Firearms	9,500	2,500	-73.68%
2222 Sheriff-Judgement Debtors	192,942	192,942	0.00%
2224 Sheriff's Volunteer Service Group	15,000	15,000	0.00%
2225 Sheriff-Controlled Subtance	265,000	87,500	-66.98%
2227 HIDTA State Asset Forfeiture Trust	0	32,500	N/A
2228 CAL-MMET State Asset Forfeiture Trust	25,000	0	-100.00%
2230 Inmate Welfare-Sheriff's Correction Facility	3,490,489	3,521,914	0.90%
2232 Seizure of Gaming Device	0	30,000	N/A
2233 Rural Crimes-Environmental Impact Fee	1,587,824	800,000	-49.62%
2300 2011 Public Safety Realignment	76,693,086	82,018,784	6.94%
2341 Probation Training	205,800	304,500	47.96%
2342 Probation Juvenile Justice Realignment	3,981,148	5,627,433	41.35%
2343 Probation Asset Forfeiture	10,000	7,500	-25.00%
2344 Juvenile Inmate Welfare	50,000	20,000	-60.00%
2349 TCM/MAA Programs Trust	0	25,000	N/A
2419 Vehicle Apparatus Trust	740,000	0	-100.00%
2420 Fireworks Violations	90,000	0	-100.00%
2423 Fire-Hazard Reduction	835,000	0	-100.00%
2425 Fire-Helicopter Operations	300,000	300,000	0.00%
2706 Recorders Fee	953,774	1,497,428	57.00%
2708 Recorder's Modernization	140,000	152,650	9.04%
2709 Recorder's Social Security Numbers Truncation	9,700	9,700	0.00%
2740 Wildlife Resources	6,520	6,500	-0.31%
2751 General Plan Administration Surcharge	3,148,356	3,363,886	6.85%
2753 Oil And Gas Program	1,598,199	1,690,851	5.80%
2764 Sterilization Fund	25,000	25,000	0.00%
2780 Range Improvement-Section 15	5,750	5,750	0.00%
2781 Range Improvement-Section 3	2,000	2,000	0.00%
Public Protection Subtotal	**$179,923,276**	**$196,460,179**	**9.19%**
Public Ways and Facilities			
3003 Metro Bakersfield Transportation Impact Fee	$3,000,000	$3,299,998	10.00%
8747 Airport Reserve Capital Match	77,516	151,000	94.80%
Public Ways and Facilities Subtotal	**$3,077,516**	**$3,450,998**	**12.14%**

Summary of Appropriations

Budget Unit and Department	FY 20-21 Adopted Appropriations	FY 21-22 Recommended Appropriations	% Change From FY 20-21
Health and Sanitation			
4111 Public Health Miscellaneous	$10,000	$6,050	-39.50%
4116 Hazardous Waste Settlemnts	204,332	400,000	95.76%
4118 Vital and Health Statistics-County Clerk	3,000	3,000	0.00%
4119 Vital and Health Statistics-Recorder	79,000	122,680	55.29%
4124 Alcoholism Program	60,000	90,000	50.00%
4125 Alcohol Abuse Education/Prevention	60,000	100,000	66.67%
4126 Drug Program	6,000	29,697	394.95%
4130 Mental Health Services Act	71,684,542	64,691,398	-9.76%
4131 Mental Health Services Act Reserves	0	2,033,754	N/A
4137 Child Restraint Loaner Program	15,000	17,726	18.17%
4140 Tobacco Education Control Program	662,000	150,000	-77.34%
4141 Vital and Health Statistics-Health	87,413	95,114	8.81%
4142 2011 Behavioral Health Realignment	54,642,528	60,349,457	10.44%
4143 Tobacco Control Proposition 56	0	584,309	N/A
4201 Emergency Medical Payments	1,995,001	1,995,001	0.00%
Health and Sanitation Subtotal	**$129,508,816**	**$130,668,186**	**0.90%**
Public Assistance			
5122 Wraparound Savings	$5,620,130	$1,944,000	-65.41%
5123 Kern County Children's	598,509	723,264	20.84%
5124 Shelter Care	100,000	100,000	0.00%
5300 2011 Protective Services Realignment	65,930,119	81,089,838	22.99%
5511 Veterans Grant	143,896	84,214	-41.48%
Public Assistance Subtotal	**$72,392,654**	**$83,941,316**	**15.95%**
Education			
6211 Kern County Library Donations	$60,000	$140,000	133.33%
Education Subtotal	**$60,000**	**$140,000**	**133.33%**
Recreation and Cultural Services			
7101 Tehachapi Mountain Forest Timber Harvest	$3,094	$3,120	0.84%
7103 Off Highway Motor Vehicle License	149,000	143,600	-3.62%
7104 Parks Donation	41,000	41,000	0.00%
7105 Parcel Map In-Lieu Fees	249,200	229,944	-7.73%
Recreation and Cultural Services Sub-Total	**$442,294**	**$417,664**	**-5.57%**
Non-Operating Special Revenue Funds Subtotal	**$501,156,696**	**$616,112,641**	**22.94%**
Special Revenue Funds Subtotal	**$1,586,146,769**	**$1,773,588,438**	**11.82%**
Capital Projects Funds			
1947 Tobacco Endowment Interest	$400,000	$400,000	0.00%
1966 Water Infrastructure	0	16,487,000	N/A
2800 Flood Control Improvements	0	10,000,000	N/A
Total Capital Project Funds	**$400,000**	**$26,887,000**	**6621.75%**
TOTAL GOVERNMENTAL FUNDS	**$2,450,000,068**	**$2,722,020,054**	**11.10%**

Summary of Appropriations

Budget Unit and Department	FY 20-21 Adopted Appropriations	FY 21-22 Recommended Appropriations	% Change From FY 20-21
OTHER FUNDS			
Public Employement Grant Programs			
8907 Employers Training Resource-WIOA	$39,630,434	$35,835,524	-9.58%
8916 Employers Training Resource-Non-WIOA	658,582	558,582	-15.18%
Public Employment Grant Programs Subtotal	**$40,289,016**	**$36,394,106**	**-9.67%**
Community Development Grant Programs			
8920 Community Development Program	$11,465,711	$19,087,882	66.48%
8921 Community Develop-Econ Development	295,400	0	-100.00%
8931 CD-Neighborhood Stablization 3	522,746	195,765	-62.55%
8932 CD-Emergency Shelter Grant	684,824	2,696,546	293.76%
8933 CD-Neighborhood Stablization	167,482	18,069	-89.21%
8936 CD-Home Investment Trust	9,232,714	18,531,560	100.72%
8937 CD-Emergency Shelter Grant	269,409	2,348,542	771.74%
Community Development Grant Programs Subtotal	**$22,638,286**	**$42,878,364**	**89.41%**
Internal Service Funds			
8950 General Services Garage-ISF	$3,952,591	$3,164,481	-19.94%
8954 Public Works-ISF	82,149,076	85,033,657	3.51%
8960 Group Health Self Insurance Program-ISF	153,615,462	159,501,175	3.83%
8965 Retiree Group Health Program-ISF	9,525,882	10,117,196	6.21%
8970 General Liability Insurance-ISF	19,621,312	16,847,809	-14.14%
8980 Unemployment Compensation Insurance-ISF	2,221,445	2,821,494	27.01%
8990 Workers Compensation Insurance-ISF	21,566,217	21,249,248	-1.47%
Internal Service Funds Subtotal	**$292,651,985**	**$298,735,060**	**2.08%**
Enterprise Funds			
8991 Golf Course Enterprise Fund	$917,642	$749,389	-18.34%
8992 Universal Collection Enterprise Fund	17,801,226	19,393,240	8.94%
8993 Solid Waste Enterprise-Capital Projects	14,731,701	6,743,000	-54.23%
8994 Airport Enterprise-Capital Projects	12,150,000	2,863,731	-76.43%
8995 Airports Enterprise Fund	9,789,770	11,770,486	20.23%
8998 Public Transportation Enterprise	17,621,927	22,066,402	25.22%
8999 Solid Waste Management Enterprise	66,938,123	70,107,002	4.73%
Enterprise Funds Subtotal	**$139,950,389**	**$133,693,250**	**-4.47%**
Special Districts			
County Service Areas Subtotal	**$5,017,760**	**$10,950,117**	**118.23%**
Other Agencies	**$29,861,108**	**$38,272,278**	**28.17%**
Special Districts Subtotal	**$34,878,868**	**$49,222,395**	**41.12%**
TOTAL OTHER FUNDS	**$530,408,544**	**$560,923,175**	**5.75%**
TOTAL COUNTY APPROPRIATIONS-ALL FUNDS	**$2,980,408,612**	**$3,282,943,229**	**10.15%**

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.

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.

AMERICAN RESCUE PLAN ACT (ARPA)
The American Rescue Plan Act, enacted on March 11, 2021, was designed to provide additional relief to address the continued impact of COVID-19 on the economy, public health, state and local governments, individuals, and businesses.

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 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 30th 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
2021-22 Beginning Budgetary Fund Balance[1]	$87,430,072	$292,940,582	$18,991
Add:			
Revenues	$660,777,761	$1,221,698,585	$429,200
Other Financing Sources	205,812,886	368,017,390	26,487,000
Use of Reserves	48,239,358	27,131,833	0
Total Available Financing	$914,830,005	$1,616,847,808	$26,916,200
Less:			
Expenditures	$764,023,341	$1,315,301,579	$26,487,000
Other Financing Uses	157,521,275	458,286,859	400,000
Increase in Reserves	80,715,461	136,199,952	48,191
Total Requirements	$1,002,260,077	$1,909,788,390	$26,935,191
2021-22 Projected Ending Budgetary Fund Balance[1]	$0	$0	$0

[1] 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 ending balances of Reserves and Designations for the General Fund, Special Revenue Funds, and Capital Project Funds is $208,506,529, $330,501,420, and $19,401,226, respectively, as detailed in the Reserves and Designations section of this book.

General Fund

Of the $87.4 million FY 2021-22 Beginning Budgetary Fund Balance, $18 million is recommended to re-establish appropriation for Budget Savings Incentive Credits. The remaining nearly $69.4 million balance is recommended to be allocated as follows: $15.1 million to various major maintenance projects; $43 million will be set aside in designations for replacement of the countywide public safety communication system, the Coroner Facility and Retirement Cost, and $3.3 million to the General Fund's operational budget gap. The remaining $8 million has been allocated to departments for one-time costs.

Special Revenue Funds

Of the $292.9 million FY 2021-22 Beginning Budgetary Fund Balance, $136.2 million is recommended to be placed in designations or reserves. Material increases to reserves/designations includes $27.9 in the Mental Health Services Act Fund, $38.5 million in the 2011 Realignment Fund, $8 million for Emergency Rental Assistance/Relief Fund, $10 million in Local Public Safety, $1.3 million for Environmental Health Services, $3 million in the Oil and Gas and $9.1 million for Wraparound Savings. The remaining $156.7 million is recommended to be appropriated in various special revenue funds as detailed in Appendix D.

Capital Project Funds

The entire $18,991 in FY 2021-22 Budgetary Fund Balance along with $29,200 of FY 2021-22 revenue is recommended to be placed in designations.