

Kern County Administrative Office



County Administrative Center

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JOHN NILON

County Administrative Officer

August 16, 2016

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

REPORT ON AUTHORIZED POSITIONS AND PROPOSED STRATEGIES RELATED TO RESTRICTING HIRING

Fiscal Impact: None

On July 19, 2016 during the FY 2016-17 second budget discussion, your Board expressed concerns regarding the number of vacant, funded and unfunded positions included in the budget across departments and requested strategies to immediately reduce the number of authorized unfilled positions, implement a hiring freeze and other options to mitigate the loss of property tax revenue resulting from the decline in the oil and gas tax roll. The vacancy issue involves numerous considerations, contributing factors, and circumstances, all of which may vary from one department to the next. The vacancy statistics outlined in this report and the factors that contribute to those vacancies raise a number of policy questions for your board to consider:

- Should County policy be changed to require all departments to submit their requested budget at the position level?
- Should all vacant funded positions be deleted annually, requiring departments to seek authorization to fill specific positions when an ongoing funding source is identified?
- Should the County implement an absolute hiring freeze? What criteria should be used to determine mission critical positions?
- Should the final authority to hire remain with the Board, with every department presenting requests to fill positions at a regularly scheduled Board meeting, or could authority be delegated to the County Administrative Office to avoid delays in hiring mission critical positions?
- If this responsibility is delegated, what level and frequency of reporting should be presented to the Board?

Background:

As County ordinance requires, your Board establishes by resolution the number and type of positions for each County department. Your Board's authority derives from the California Constitution which empowers County Board of Supervisors to set the number of positions, compensation, tenure and appointment of employees applies to all County departments.

As part of the budget process, departments submit requests to add regular full-time and part-time positions and to delete current authorized positions. County policy requires departments to budget at the "A" step for any vacant position included in the budget and requires departments with more than 50 regular positions to include at least 2% salary savings to reflect employee turnover. Additional savings are sometimes included by departments when it is anticipated that more positions will be vacant during the budget year. Positions that have been vacant and unfunded for more than two budget cycles are encouraged to be deleted but deletion is not currently mandated by your Board. In order to ensure that unused appropriations resulting from vacant positions are not diverted to other expenditures, County policy indicates that unless approved by your Board through a budget transfer, salary appropriations cannot be transferred to other objects such as services and supplies.

Departmental requests for additional positions are presented for your Board's approval throughout the budget year to meet service levels as required by new legislation and new funding sources or as a result of significant increase in work or program requirements.

Why are vacant, funded and unfunded positions included in the budget?

Covering budgeted salary savings. It is the current practice to include a minimum of 2% salary savings that reduces appropriations in departments' budgets. While in theory this amount accounts for the time needed to fill positions, in reality departments use it as a tool to balance their budgets and meet the Board approved Net General Fund Cost (NGFC) budget guideline.

The Sheriff's Budget is an example of this budgeting practice. The department submitted its requested budget with 84 funded vacant positions, 87 unfunded vacant positions, a 2% salary savings totaling \$3.1 million, plus an additional \$1.2 million in salary savings to meet the NGFC reductions for a total salary savings of \$4.3 million. Salary savings, is not specific to a funded position due to the natural attrition and prolonged hiring process which generates savings. For example, a funded position is vacated at the beginning of the fiscal year while recruitment and hiring can take two-months, often longer, thus 17% of the year (two months) would elapse before the department incurs any salary or benefits expense for a position that was anticipated to be funded for an entire year. The savings from this position's partial year vacancy would go toward achieving the \$4.3 million in necessary unspecified salary savings. Each department anticipates a certain level attrition when preparing their budget and includes the savings as a way to reduce the their requested NGFC to what is reasonably anticipated to be expended during the fiscal year.

The Department of Human Services is another example of a department that submitted its requested budget with all vacant positions funded, including a 2% salary savings and an additional \$3.5 million in salary savings to reflect the actual vacancy rate being experienced by the department. For FY 2016-17, salary savings was increased to reflect the budget step-down plan necessary to meet NGFC.

While this approach provides flexibility to the departments to fill those positions that are most needed based on demand for services or operational decisions, the tracking of the salary savings is cumbersome because the restricted hiring process is managed at the position level. There is the potential for departments not to meet the salary savings and to exceed the NGFC if not carefully monitored by the department. Your Board could require all departments to submit a budget at the position level and delete all positions that have been vacant and unfunded for 24 months or more at the time of the budget adoption, consequently requiring departments to request your Board's authorization to fill a new position only when an ongoing funding source is identified.

Covering overtime or extra help costs. Some departments use overtime and/or extra help to meet workload needs. Vacant funded positions appropriations are often used to cover these expenses. The Probation department historically holds 70-80 funded positions vacant in a given fiscal year while extra help cost exceeds the adopted budget by over 50% on average each year.

Offsetting unbudgeted expenses. Under County policy, department budgets are not augmented to pay unavoidable expenses such as merit salary increases. This compels departments to find funds elsewhere within their budget such as savings from leaving positions vacant and unfunded.

Positions funded with revenue sources included in the budget. At the time departments submit their budgets in April, funding sources may not be finalized and departments are hesitant to fill positions for the next fiscal year until final allocations are provided by the State or Federal government. Departments may submit their budget with vacant funded positions in anticipation of receiving additional funding.

Factors beyond the departments' control. Some vacancies are attributable to events outside the departments' control such as inability to hire due to the required skill set, salary levels, or delays in obtaining background of applicants. In anticipation of overcoming such events, departments submit their requested budgets with vacant funded positions that are currently covered with overtime or extra help employees.

The Department of Mental Health exemplifies this situation. Despite efforts, the department continues to have difficulty filling its total 587 authorized permanent positions. The department currently has 74 vacant positions. Recently the department restructured its human resources function to work in tandem with the Human Resources Division to more efficiently hire staff.

Exhibit A shows the number of vacant positions in General Fund departments as of August 5, 2016, of which 376 are vacant and unfunded in the recommended budget. This number does not include the Department of Human Services. Please note that the number and type of positions vacant at any given time both change as departments make job offers.

Based on the multiple considerations and contributing factors for vacant positions, the County Administrative Office recommends that your Board provide time to further refine the number and type of unfunded vacant positions that will be deleted after adoption of the 2016-17 Recommended Budget on August 23, 2016, including positions that will be not filled in order to achieve ongoing budgetary reductions as part of the four-year deficit mitigation plan for the General and Fire Funds.

Implementing a Hiring Freeze

The County General Fund and Fire Fund four-year deficit mitigation plans call for a downsizing of operations to offset the reductions in property taxes. A hiring freeze could potentially prepare the County for expected reductions in the coming fiscal years. This process will allow departments to consolidate duties and potentially restructure.

If a hiring freeze is implemented, the following should apply:

- Be comprehensive and apply to vacant, temporary and full and part-time positions.
- Prohibit departments from hiring outside contractors to compensate for the hiring freeze, converting part-time positions into full-time positions, using excessive overtime or compensatory time or transferring employees between departments.
- Be in effect until a department is able to demonstrate that it can sustain operations at the reduced level without the use of one-time sources such as budgeted salary savings.
- Savings generated from the hiring freeze in one department cannot be shifted to enable another department to hire employees because the overall County deficit would not change. Immediate savings achieved should be set in a designation to be released in the subsequent year to mitigate any deficits.
- Be applied to all General Fund departments and those departments that receive a Net General Fund Cost allocation.
- Take into consideration the position's Net County Cost.

Exceptions to the hiring freeze should be very limited. Only positions that are critical to public safety, revenue collection and other core functions, and only in cases where these essential duties cannot be carried out at current staffing levels, should be hired. To ensure that a hiring freeze does not become a hiring slow-down or an administrative step to take in gaining approval to hire, the criteria to determine which positions are "mission critical" should be clearly defined first. The criteria to determine mission critical positions should be established in coordination with the department to ensure that each department's mandated functions and operational needs are evaluated. In most instances, the Human Resources Division can begin the recruitment process for a position if no list exists upon request of a

department to minimize delays in hiring. Your Board could direct departments seeking exemption from the hiring freeze, submit a request to your Board at a regular board meeting. Alternatively, to further ensure that the hiring of mission critical positions is not delayed, your Board could delegate the review and hiring approval of mission critical positions to the County Administrative Office which could provide monthly reporting of every position hired in the previous month.

The Four-Year Deficit Mitigation Plan was initiated in part to allow department management the time to evaluate new resource opportunities such as grant funding or improved formula driven State and federal allocations. For example, Community Development Block Grant (CDBG) funds may be used to provide public services such as staffing for public safety if the area served qualifies under the HUD requirements. Another example of funding that could be further reviewed to ensure its best use when hiring staff is the County's allocation of State public safety realignment money under AB109. Although this Board's discretion over AB109 for Public Protection is limited, your Board has the authority to approve or reject the spending plan submitted by the Community Corrections Partnership for approval every year.

The County Administrative Office has presented a number of issues and recommendations regarding the treatment of vacant positions, both through budgetary policies and hiring restrictions. This office stands ready to work with departments to implement solutions that will make the budgeting and hiring of all positions transparent and fiscally accountable.

County Administrative Office Recommendation:

Based on careful consideration of the information provided in this report, the County Administrative Office recommends the following:

- The County Administrative Policy and Procedures should be modified to require that positions unfunded and vacant for more than 12 months be deleted. This will require departments to identify funding at the position level. For Fiscal Year 2016-17, the County Administrative Office will work with all departments to finalize the number and type of unfunded vacant positions that will be deleted after adoption of the FY 2016-17 Recommended Budget on August 23, 2016. These deletions will include positions that will not be filled in order to achieve ongoing budgetary reductions under the four-year deficit mitigation plan for the General and Fire Funds.
- The County Administrative Policy and Procedures should be modified to require that positions funded and vacant for more than 24 months be deleted. For Fiscal Year 2016-17, the County Administrative Office will work with all departments to finalize the number and type of funded vacant positions that will be deleted after adoption of the FY 2016-17 Recommended Budget on August 23, 2016. Any budgetary savings would be set aside in a designation for future towards the deficit.
- Military Leave positions would be exempt from the above process.
- To ensure that a hiring freeze does not become merely a slow-down in hiring or an administrative hurdle for departments to gain approval to hire, the criteria to determine what positions are mission critical should be clearly defined through coordination with the department to ensure that each department's mandated functions and operational needs are evaluated. To ensure that hiring of those critical positions is not delayed, the County Administrative Office recommends that the authority to hire be delegated to the County Administrative Office with monthly reporting of every position authorized in the previous month.

- The County Administrative Office will bring back action steps to implement your Board's direction at a regular meeting of the Board after August 23, 2016.

Therefore, IT IS RECOMMENDED that your Board receive and file this report and provide direction.

Sincerely,

A handwritten signature in black ink, appearing to be "John Nilon", written over a circular scribble.

John Nilon
County Administrative Officer

JN/EM:BUDFIS Authorized Positions

cc: All County Departments

Attachment

Vacancy Report As of August 5, 2016

Exhibit A

Dept #	Dept Name	Item #	Position Name: For Flex Classifications, the Higher Classification name is displayed	Number of Authorized Positions	Vacant Positions	FY 2016-17 Vacant and Funded	FY 2016-17 Vacant and Unfunded	Additional Information
General Fund								
1012	BOARD OF SUPV-DISTRICT 2	0855	SUPERVISORS FIELD REPRESENTATIVE AID	1	1	0	1	
1012	BOARD OF SUPV-DISTRICT 2	0856	SUPERVISOR'S FIELD REPRESENTATIVE I/II/III/IV/V/VI	4	1	0	1	
1014	BOARD OF SUPV-DISTRICT 4	0856	SUPERVISOR'S FIELD REPRESENTATIVE I/II/III/IV/V/VI-ADJ FOR PT	5	2	0	2	1 position will be deleted in the FY 2016-17 Budget
1015	BOARD OF SUPV-DISTRICT 5	0856	SUPERVISOR'S FIELD REPRESENTATIVE I/II/III/IV/V/VI-ADJ FOR PT	3	1	0	1	
1020	COUNTY ADMINISTRATIVE OFF	0788	SENIOR ADMINISTRATIVE ANALYST	2	1	1	0	
				9	1			Holding position for employee on Military Leave as mandated
1020	COUNTY ADMINISTRATIVE OFF	0793	ADMINISTRATIVE ANALYST I/II III			0		
1030	CLERK OF THE BOARD OF SUP	3062	DEPUTY CLERK OF THE BOARD I	2	1	0	1	
1110	AUDITOR-CONTROLLER	2344	ACCOUNTANT I/II/III-C	18	4	0	4	
1110	AUDITOR-CONTROLLER	2350	SENIOR ACCOUNTANT-C	3	1	0	1	
1110	AUDITOR-CONTROLLER	2454	PROGRAMER/SYSTEMS ANALYST II	5	1	0	1	
1110	AUDITOR-CONTROLLER	2845	FISCAL SUPPORT SPECIALIST	8	1	1		
1110	AUDITOR-CONTROLLER	2875	FISCAL SUPPORT ASSISTANT	1	1	0	1	
1130	ASSESSOR	1056	PETROLEUM GEOLOGIST	1	1	0	1	
1130	ASSESSOR	1101	DRAFT TECHNICIAN/ENGINEERING TECHNICIAN III-C	5	1	0	1	
1130	ASSESSOR	4075	APPRAISER III	28	5	0	5	
1130	ASSESSOR	4119	AUDITOR-APPRAISER III	8	1	1		
1160	INFORMATION TECHNOLOGY SV	0735	TECHNOLOGY SERVICES DIVISION CHIEF	2	1	0	1	
1160	INFORMATION TECHNOLOGY SV	2433	SYSTEMS PROGRAMMER II	3	2	1	1	
1160	INFORMATION TECHNOLOGY SV	2436	NETWORK SYSTEMS ADMINISTRATOR	2	1	0	1	
1160	INFORMATION TECHNOLOGY SV	2451	SENIOR SYSTEMS ANALYST	5	3	2	1	
1160	INFORMATION TECHNOLOGY SV	2454	SYSTEMS ANALYST II/PROGRAMMER	12	2	0	2	
1160	INFORMATION TECHNOLOGY SV	2460	SENIOR INFORMATION SYSTEMS SPECIALIS	6	1	0	1	
1160	INFORMATION TECHNOLOGY SV	2481	HELP DESK TECHNICIAN III	9	2	0	2	
1160	INFORMATION TECHNOLOGY SV	2486	DATABASE ANALYST II	2	1	0	1	
1160	INFORMATION TECHNOLOGY SV	2845	FISCAL SUPPORT SPECIALIST	1	1	0	1	
1210	COUNTY COUNSEL	3276	OFFICE SERVICES TECHNICIAN - CONFIDENTIAL	2	1	1		
1310	HUMAN RESOURCES DIVISION	2844	FISCAL SUPPORT SPECIALIST-CONFIDENTI	1	1	1		
1310	HUMAN RESOURCES DIVISION	3276	OFFICE SERVICES TECHNICIAN-CONFIDENT	2	1	0	1	
1420	COUNTY CLERK ELECTIONS	2224	ELECTIONS PROCESS SUPERVISOR	2	1	1		
1420	COUNTY CLERK ELECTIONS	2225	ELECTIONS PROCESS CLERK III	7	1	1		
1610	GENERAL SERVICES DIVISION	0840	ADMINISTRATIVE COORDINATOR	2	2	0	2	
1610	GENERAL SERVICES DIVISION	0992	COMMUNICATIONS TECHNICIAN III	8	2	0	2	
1610	GENERAL SERVICES DIVISION	2586	BUYER III	4	1	0	1	
1610	GENERAL SERVICES DIVISION	2834	MAIL CLERK I/II	3	1	0	1	
1610	GENERAL SERVICES DIVISION	3270	OFFICE SERVICES SPECIALIST	1	1	0	1	
1610	GENERAL SERVICES DIVISION	3275	OFFICE SERVICES TECHNICIAN	1	1	0	1	
1610	GENERAL SERVICES DIVISION	4150	REAL PROPERTY AGENT I/II III	3	1	0	1	
1610	GENERAL SERVICES DIVISION	4915	MAINTENANCE WORKER I/II/III IV	18	5	2	3	
1610	GENERAL SERVICES DIVISION	4949	SECURITY ATTENDANT II	4	2	1	1	
1610	GENERAL SERVICES DIVISION	5647	BUILDING SERVICES WORKER I/II/ III	23	5	2	3	
1640	CONSTRUCTION SERVICES	1071	ENGINEER I/II/III-C	4	2	0	2	
1640	CONSTRUCTION SERVICES	1125	CONSTRUCTION PROJECT INSPECTOR I/II III-C	4	1	0	1	
1640	CONSTRUCTION SERVICES	1168	ENGINEERING AIDE III	1	1	0	1	
1640	CONSTRUCTION SERVICES	2570	CONTRACT SPECIALIST	2	1	1		
1812	BOARD OF TRADE	0781	CHIEF COMMUNICATIONS OFFICER	1	1	0	1	
1812	BOARD OF TRADE	0901	MARKETING AND PROMOTIONS ASSOCIATE	3	1	0	1	
1910	RISK MANAGEMENT	3281	OFFICE SERVICES ASSISTANT-CONFIDENTI	2	1	0	1	

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Dept #	Dept Name	Item #	Position Name: For Flex Classifications, the Higher Classification name is displayed	Number of Authorized Positions	Vacant Positions	FY 2016-17 Vacant and Funded	FY 2016-17 Vacant and Unfunded	Additional Information
2116	COUNTY CLERK	3280	OFFICE SERVICES ASSISTANT - PART-TIME	1	1	1		
2180	DISTRICT ATTORNEY	0893	VICTIM/WITNESS SERVICES SPECIALIST I	9	1	1		
2180	DISTRICT ATTORNEY	1235	DEPUTY DISTRICT ATTORNEY V	94	4	1	3	
2180	DISTRICT ATTORNEY	3155	LEGAL PROCESS TECHNICIAN II	7	2	2		
2180	DISTRICT ATTORNEY	3275	OFFICE SERVICES TECHNICIAN	19	3	0	3	Positions will be deleted in the FY 2016-17 Budget
2180	DISTRICT ATTORNEY	4421	DISTRICT ATTORNEY'S INVESTIGATOR III	24	1	0	1	
2180	DISTRICT ATTORNEY	4439	SUPERVISING INVESTIGATIVE AIDE	2	1	1		
2180	DISTRICT ATTORNEY	4440	INVESTIGATIVE AIDE	18	1	0	1	
2190	PUBLIC DEFENDER	1240	DEPUTY PUBLIC DEFENDER V	61	3	1	2	
2190	PUBLIC DEFENDER	3275	OFFICE SERVICES TECHNICIAN	10	1	1	0	
2190	PUBLIC DEFENDER	4381	CHIEF PUBLIC DEFENDER'S INVESTIGATOR	1	1	0	1	
2190	PUBLIC DEFENDER	4385	SENIOR PUBLIC DEFENDER'S INVESTIGATO	12	2	2	0	
2200	DIST ATTY FORENSIC DIVN	1692	FORENSIC LABORATORY TECHNICIAN II	12	2	1	1	
2200	DIST ATTY FORENSIC DIVN	4515	CRIMINALIST III	18	2	2	0	
2210	SHERIFF	0750	CRIME PREVENTION COORDINATOR	1	1	1	0	
2210	SHERIFF	0765	SHERIFF'S AIDE	37	6	4	2	
2210	SHERIFF	0771	CONFIDENTIAL ASSISTANT UNDERSHERIFF	1	1	1	0	
2210	SHERIFF	0840	ADMINISTRATIVE COORDINATOR	12	1	0	1	
2210	SHERIFF	2436	NETWORK SYSTEMS ADMINISTRATOR	1	1	0	1	
2210	SHERIFF	2845	FISCAL SUPPORT SPECIALIST	6	1	1	0	
2210	SHERIFF	2865	FISCAL SUPPORT TECHNICIAN	6	4	1	3	
2210	SHERIFF	3155	LEGAL PROCESS TECHNICIAN II	6	1	1	0	
2210	SHERIFF	3266	SHERIFF'S SENIOR SUPPORT SPECIALIST	9	2	0	2	
2210	SHERIFF	3272	SHERIFF'S SUPPORT SPECIALIST	18	2	0	2	
2210	SHERIFF	3278	SHERIFF'S SUPPORT TECHNICIAN	132	31	13	18	
2210	SHERIFF	3280	OFFICE SERVICES ASSISTANT	5	2	0	2	
2210	SHERIFF	3318	SHERIFF'S DISPATCH SUPERVISOR	6	1	1	0	
2210	SHERIFF	3321	SHERIFF'S DISPATCHER II	22	6	6	0	
2210	SHERIFF	4395	DEPUTY CORONER	9	3	3	0	
2210	SHERIFF	4452	SHERIFF'S COMMANDER-C-M	10	2	0	2	
2210	SHERIFF	4460	SHERIFF'S LIEUTENANT-C M	17	5	1	4	
2210	SHERIFF	4466	SHERIFF'S SERGEANT-C-A	59	8	1	7	
2210	SHERIFF	4482	SENIOR DEPUTY SHERIFF-C-A	95	24	4	20	
2210	SHERIFF	4491	DEPUTY SHERIFF II-C-A	421	41	0	41	
2210	SHERIFF	4508	IDENTIFICATION TECHNICIAN II	6	1	1	0	
2210	SHERIFF	4520	EVIDENCE TECHNICIAN II-C	8	1	1	0	
2210	SHERIFF	4540	SHERIFF'S DETENTIONS LIEUTENANT	8	1	0	1	
2210	SHERIFF	4541	SHERIFF'S DETENTIONS SENIOR DEPUTY	33	2	0	2	
2210	SHERIFF	4544	SHERIFF'S DETENTIONS DEPUTY	289	32	19	13	All positions are funded for a portion of the fiscal year
2210	SHERIFF	4545	SHERIFF'S SENIOR DETENTION OFFICER	1	1	0	1	
2210	SHERIFF	4756	MAINTENANCE ELECTRICIAN	2	1	0	1	
2210	SHERIFF	4915	MAINTENANCE WORKER IV	8	2	2	0	
2340	PROBATION	0882	PROBATION PROGRAM SUPERVISOR	2	1	1	0	
2340	PROBATION	0883	PROBATION PROGRAM SPECIALIST	17	9	9	0	
2340	PROBATION	2454	SYSTEMS ANALYST II	3	1	1	0	
2340	PROBATION	2865	FISCAL SUPPORT TECHNICIAN	14	4	4	0	
2340	PROBATION	3275	OFFICE SERVICES TECHNICIAN	58	12	10	2	
2340	PROBATION	3280	OFFICE SERVICES ASSISTANT	2	1	1	0	
2340	PROBATION	3457	PROBATION SUPERVISOR-C-A	26	2	0	2	
2340	PROBATION	3462	DEPUTY PROBATION OFFICER III-C-A	64	4	2	2	
2340	PROBATION	3465	DEPUTY PROBATION OFFICER II-C-A	186	21	7	14	
2340	PROBATION	3558	JUVENILE CORRECTIONS OFFICER III-C-A	44	2	2	0	

The vacancy report only reflects authorized permanent positions. It does not include extra help, per diem or contract employees. Vacant Positions do not reflect pending notices of employment.

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2340	PROBATION	3561	JUVENILE CORRECTIONS OFFICER II-C-A	135	14	12	2	
2340	PROBATION	3593	JUVENILE CORRECTIONS CUSTODIAN-C-A	4	1	1	0	
2610	DEPT OF AG AND MEASNT ST	3926	AGRICULTURAL BIOLOGIST/WEIGHTS AND M	32	2	1	1	
2730	DEVELOPMENT SERVICES AGEN	2431	LOCAL AREA NETWORK SYSTEMS ADMINISTR	1	1	1	0	
2750	PLANNING & COMMUNITY DEVL	0930	SUPERVISING PLANNER	5	3	2	1	
2750	PLANNING & COMMUNITY DEVL	0935	PLANNER III	20	4	4	0	
2750	PLANNING & COMMUNITY DEVL	1169	ENGINEERING AIDE II	2	2	2	0	
2750	PLANNING & COMMUNITY DEVL	1974	ASSISTANT DIRECTOR-PLANNING AND NATU	1	1	1	0	
2750	PLANNING & COMMUNITY DEVL	2001	PERMIT SPECIALIST II	2	2	2	0	
2750	PLANNING & COMMUNITY DEVL	2345	ACCOUNTANT III	2	1	1	0	
2750	PLANNING & COMMUNITY DEVL	2477	INFORMATION SYSTEMS SPECIALIST II-DE	1	1	1	0	
2750	PLANNING & COMMUNITY DEVL	3275	OFFICE SERVICES TECHNICIAN	2	1	1	0	
2760	ANIMAL SERVICES	0785	SPECIAL PROJECTS MANAGER	1	1	0	1	
2760	ANIMAL SERVICES	0901	MARKETING AND PROMOTIONS ASSOCIATE	1	1	0	1	
2760	ANIMAL SERVICES	0905	PROGRAM TECHNICIAN	1	1	1	0	
2760	ANIMAL SERVICES	2270	SENIOR ANIMAL CONTROL OFFICER	2	1	0	1	
2760	ANIMAL SERVICES	2290	ANIMAL CARE WORKER	26	6	2	4	
2760	ANIMAL SERVICES	3270	OFFICE SERVICES SPECIALIST	1	1	1	0	
4110	DEPART OF PUBLIC HEALTH	0847	CONTRACTS ADMINISTRATION ASSISTANT	1	1	0	1	
4110	DEPART OF PUBLIC HEALTH	0901	MARKETING AND PROMOTIONS ASSOCIATE	1	1	1	0	
4110	DEPART OF PUBLIC HEALTH	1419	DEPUTY PUBLIC HEALTH OFFICER	1	1	0	1	
4110	DEPART OF PUBLIC HEALTH	1492	PUBLIC HEALTH PROJECT SPECIALIST	5	1	0	1	
4110	DEPART OF PUBLIC HEALTH	1512	PHYSICIAN'S ASSISTANT	2	1	1	0	
4110	DEPART OF PUBLIC HEALTH	1630	PUBLIC HEALTH LABORATORY DIRECTOR	1	1	0	1	
4110	DEPART OF PUBLIC HEALTH	1708	CLINICAL LABORATORY ASSISTANT I	3	1	1	0	
4110	DEPART OF PUBLIC HEALTH	1997	PUBLIC HEALTH NURSE III	9	2	1	1	One position will be deleted in the FY 2016-17 Budget
4110	DEPART OF PUBLIC HEALTH	1998	PUBLIC HEALTH NURSE II	43	8	2	6	
4110	DEPART OF PUBLIC HEALTH	1998	PUBLIC HEALTH NURSE II	8	4	4	0	
4110	DEPART OF PUBLIC HEALTH	2060	STAFF NURSE	3	1	1	0	
4110	DEPART OF PUBLIC HEALTH	2075	PUBLIC HEALTH EPIDEMIOLOGIST	2	1	0	1	
4110	DEPART OF PUBLIC HEALTH	2625	STOCK CLERK	2	2	0	2	Positions will be deleted in the FY 2016-17 Budget
4110	DEPART OF PUBLIC HEALTH	2845	FISCAL SUPPORT SPECIALIST	7	1	0	1	
4110	DEPART OF PUBLIC HEALTH	2865	FISCAL SUPPORT TECHNICIAN	2	1	1	0	
4110	DEPART OF PUBLIC HEALTH	3270	OFFICE SERVICES SPECIALIST	5	3	1	2	
4110	DEPART OF PUBLIC HEALTH	3275	OFFICE SERVICES TECHNICIAN	25	1	1	0	
4110	DEPART OF PUBLIC HEALTH	3280	OFFICE SERVICES ASSISTANT	1	1	1	0	
4110	DEPART OF PUBLIC HEALTH	3440	PUBLIC HEALTH AIDE II	28	2	0	2	
4200	EMERGENCY MEDICAL SERVICE	1364	DIR EMERGENCY MEDICAL SERVICES	1	1	1		
4200	EMERGENCY MEDICAL SERVICE	2004	EMERGENCY MEDICAL SERVICES COORDINAT	5	1	1		
4300	CALIFORNIA CHILDRENS SVCS	0892	PROGRAM SUPPORT SUPERVISOR	2	1	0	1	
4300	CALIFORNIA CHILDRENS SVCS	0905	PROGRAM TECHNICIAN	12	1	1	0	
4300	CALIFORNIA CHILDRENS SVCS	1830	OCCUPATIONAL THERAPIST-CALIFORNIA CH	5	1	0	1	
4300	CALIFORNIA CHILDRENS SVCS	1830	OCCUPATIONAL THERAPIST-CALIFORNIA CH	2	1	1	0	
4300	CALIFORNIA CHILDRENS SVCS	1850	THERAPY SUPERVISOR	2	1	1	0	
4300	CALIFORNIA CHILDRENS SVCS	1997	PUBLIC HEALTH NURSE III	2	1	1	0	
4300	CALIFORNIA CHILDRENS SVCS	1998	PUBLIC HEALTH NURSE II	14	3	3	0	
4300	CALIFORNIA CHILDRENS SVCS	1998	PUBLIC HEALTH NURSE II- PART-TIME	3	1	1	0	
4300	CALIFORNIA CHILDRENS SVCS	2456	PROGRAMMER II	1	1	1	0	
4300	CALIFORNIA CHILDRENS SVCS	2845	FISCAL SUPPORT SPECIALIST	2	1	0	1	
4300	CALIFORNIA CHILDRENS SVCS	3275	OFFICE SERVICES TECHNICIAN	8	1	1	0	
4300	CALIFORNIA CHILDRENS SVCS	3666	ASSISTANT PROGRAM DIRECTOR	1	1	0	1	
5510	VETERANS SERVICE	0885	SUPERVISING VETERANS SERVICE REPRES	1	1	0	1	Position will be deleted in the FY 2016-17

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Vacancy Report As of August 5, 2016

Exhibit A

Dept #	Dept Name	Item #	Position Name: For Flex Classifications, the Higher Classification name is displayed	Number of Authorized Positions	Vacant Positions	FY 2016-17 Vacant and Funded	FY 2016-17 Vacant and Unfunded	Additional Information
5510	VETERANS SERVICE	3280	OFFICE SERVICES ASSISTANT	1	1	1	0	
5923	EMPLOYERS' TRAIN RESOURCE	0892	PROGRAM SUPPORT SUPERVISOR	7	3	0	3	Two positions will be deleted in the FY 2016-17 Budget
5923	EMPLOYERS' TRAIN RESOURCE	0898	PROGRAM SPECIALIST II	35	2	2	0	
5923	EMPLOYERS' TRAIN RESOURCE	0906	JOB DEVELOPER II	12	12	12	0	
5923	EMPLOYERS' TRAIN RESOURCE	2454	SYSTEMS ANALYST II	2	1	0	1	
5923	EMPLOYERS' TRAIN RESOURCE	2460	SENIOR INFORMATION SYSTEMS SPECIALIS	2	1	1	0	
5923	EMPLOYERS' TRAIN RESOURCE	2845	FISCAL SUPPORT SPECIALIST	2	2	1	1	
5923	EMPLOYERS' TRAIN RESOURCE	3265	SENIOR OFFICE SERVICES SPECIALIST	2	1	0	1	
5923	EMPLOYERS' TRAIN RESOURCE	3275	OFFICE SERVICES TECHNICIAN	10	2	2	0	
5923	EMPLOYERS' TRAIN RESOURCE	3280	OFFICE SERVICES ASSISTANT	2	2	0	2	
5940	COMMUNITY & ECON DEV DEPT	1135	HOUSING INSPECTOR	1	1	0	1	
6210	LIBRARY	2875	FISCAL SUPPORT TECHNICIAN	1	1	1	0	
6210	LIBRARY	2875	FISCAL SUPPORT ASSISTANT- PT	1	1	0	1	
6210	LIBRARY	3260	OFFICE SERVICES COORDINATOR	1	1	1	0	
6210	LIBRARY	3275	OFFICE SERVICES TECHNICIAN	8	1	1	0	
6210	LIBRARY	4170	ASSISTANT DIRECTOR OF LIBRARIES	2	1	0	1	
6210	LIBRARY	4172	LIBRARIAN II	6	4	0	4	
6210	LIBRARY	4210	DEPARTMENTAL AIDE	49	11	11	0	
7100	PARKS & RECREATION	2865	FISCAL SUPPORT TECHNICIAN	5	1	0	1	Position will be deleted n the FY 2016-17 Budget
7100	PARKS & RECREATION	4915	MAINTENANCE WORKER IV	8	1	1	0	
7100	PARKS & RECREATION	5241	SUPERVISING PARK RANGER C-A	3	1	0	1	Position will be deleted n the FY 2016-17 Budget
7100	PARKS & RECREATION	5244	PARK RANGER II-C-A	7	3	0	3	
7100	PARKS & RECREATION	5335	AREA PARK SUPERVISOR	4	1	1	0	
7100	PARKS & RECREATION	5338	PARK SUPERVISOR	6	1	1	0	
7100	PARKS & RECREATION	5357	TREE TRIMMER II	4	1	1	0	
7100	PARKS & RECREATION	5380	GROUNDSKEEPER III	14	3	1	2	One Position will be deleted in the FY 2016-17 Budget
7100	PARKS & RECREATION	5390	GROUNDSKEEPER II	13	11	4	7	Seven Positions will be deleted in FY 2016-17 Budget
7100	PARKS & RECREATION	5647	BUILDING SERVICES WORKER III	6	1	0	1	
7100	PARKS & RECREATION	5650	BUILDING SERVICES WORKER III-SOUTH D	2	2	0	2	
TOTAL GENERAL FUND					507	229	278	

Other Funds

2415	FIRE	0513	CHIEF DEPUTY-FIRE	1	1	0	1	
2415	FIRE	0840	ADMINISTRATIVE COORDINATOR	4	1	0	1	
2415	FIRE	0898	PROGRAM SPECIALIST II	1	1	1	0	
2415	FIRE	2600	WAREHOUSE SUPERVISOR	1	1	1	0	
2415	FIRE	3291	FIRE DISPATCHER II	15	1	1	0	
2415	FIRE	4577	FIRE BATTALION CHIEF-C-A	25	1	1	0	
2415	FIRE	4587	FIRE CAPTAIN-C-A	169	2	0	2	
2415	FIRE	4592	FIRE ENGINEER-C-A	162	5	0	5	
2415	FIRE	4636	FIREFIGHTER-C-A	179	36	0	36	
2415	FIRE	5150	FIRE EQUIPMENT MECHANIC	11	1	0	1	
2415	FIRE	5170	FIRE EQUIPMENT SERVICE WORKER	3	1	0	1	
2183	DEPT OF CHILD SUPPORT SVC	0839	SUPERVISING DEPARTMENTAL ANALYST	1	1	1	0	
2183	DEPT OF CHILD SUPPORT SVC	0848	DEPARTMENTAL ANALYST II	3	1	1	0	
2183	DEPT OF CHILD SUPPORT SVC	0898	PROGRAM SPECIALIST II	3	1	0	1	
2183	DEPT OF CHILD SUPPORT SVC	1278	SUPERVISING CHILD SUPPORT CUSTOMER S	2	1	0	1	
2183	DEPT OF CHILD SUPPORT SVC	1279	SENIOR CHILD SUPPORT CUSTOMER SERVIC	3	1	0	1	
2183	DEPT OF CHILD SUPPORT SVC	1280	CHILD SUPPORT CUSTOMER SERVICE REPRE	13	2	2	0	
2183	DEPT OF CHILD SUPPORT SVC	1283	ASSISTANT DIRECTOR OF CHILD SUPPORT	1	1	0	1	
2183	DEPT OF CHILD SUPPORT SVC	1285	DEPARTMENT OF CHILD SUPPORT SERVICES	5	1	0	1	

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2183	DEPT OF CHILD SUPPORT SVC	1286	SUPERVISING CHILD SUPPORT OFFICER	10	1	0	1	
2183	DEPT OF CHILD SUPPORT SVC	1287	CHILD SUPPORT OFFICER IV	13	2	2	0	
2183	DEPT OF CHILD SUPPORT SVC	1288	CHILD SUPPORT OFFICER III	78	25	15	10	
2183	DEPT OF CHILD SUPPORT SVC	2454	SYSTEMS ANALYST II	1	1	1	0	
2183	DEPT OF CHILD SUPPORT SVC	2845	FISCAL SUPPORT SPECIALIST	6	3	2	1	
2183	DEPT OF CHILD SUPPORT SVC	2865	FISCAL SUPPORT TECHNICIAN	5	1	0	1	
2183	DEPT OF CHILD SUPPORT SVC	3115	SENIOR PARALEGAL	3	1	1	0	
2183	DEPT OF CHILD SUPPORT SVC	3280	OFFICE SERVICES ASSISTANT	13	5	4	1	
2183	DEPT OF CHILD SUPPORT SVC	4440	INVESTIGATIVE AIDE	3	1	0	1	
4120	MENTAL HEALTH SERVICES	0840	ADMINISTRATIVE COORDINATOR	8	1	1	0	
4120	MENTAL HEALTH SERVICES	0848	DEPARTMENTAL ANALYST II	3	1	1	0	
4120	MENTAL HEALTH SERVICES	0892	PROGRAM SUPPORT SUPERVISOR	6	2	2	0	
4120	MENTAL HEALTH SERVICES	1466	PSYCHIATRIST III, MENTAL HEALTH	4	1	0	1	Position will be deleted in the FY 2016-17 Budget
4120	MENTAL HEALTH SERVICES	1512	PHYSICIAN'S ASSISTANT	1	1	1	0	
4120	MENTAL HEALTH SERVICES	1549	CLINICAL PSYCHOLOGIST II	2	1	1	0	
4120	MENTAL HEALTH SERVICES	1567	SUBSTANCE ABUSE SPECIALIST II	17	2	2	0	
4120	MENTAL HEALTH SERVICES	2009	MENTAL HEALTH NURSE II	17	2	2	0	
4120	MENTAL HEALTH SERVICES	2060	STAFF NURSE	9	4	4	0	
4120	MENTAL HEALTH SERVICES	2066	VOCATIONAL NURSE II	14	2	2	0	
4120	MENTAL HEALTH SERVICES	2345	ACCOUNTANT III	7	1	1	0	
4120	MENTAL HEALTH SERVICES	2845	FISCAL SUPPORT SPECIALIST	5	1	1	0	
4120	MENTAL HEALTH SERVICES	3064	HUMAN RESOURCES SPECIALIST II - CONF	2	1	1	0	
4120	MENTAL HEALTH SERVICES	3270	OFFICE SERVICES SPECIALIST	11	2	1	1	One position will be deleted in the FY 2016-17 Budget
4120	MENTAL HEALTH SERVICES	3275	OFFICE SERVICES TECHNICIAN	69	9	9	0	
4120	MENTAL HEALTH SERVICES	3660	SOCIAL SERVICE WORKER III	1	1	1	0	
4120	MENTAL HEALTH SERVICES	3703	MENTAL HEALTH UNIT SUPERVISOR II	41	3	3	0	
4120	MENTAL HEALTH SERVICES	3710	MENTAL HEALTH THERAPIST II	94	17	17	0	
4120	MENTAL HEALTH SERVICES	3715	MENTAL HEALTH PLANNING ANALYST	5	1	1	0	
4120	MENTAL HEALTH SERVICES	3716	FAMILY ADVOCATE	1	1	1	0	
4120	MENTAL HEALTH SERVICES	3717	MENTAL HEALTH RECOVERY SPECIALIST II	155	17	17	0	
4120	MENTAL HEALTH SERVICES	3733	MENTAL HEALTH RECOVERY SPECIALIST AI	12	3	3	0	
4122	ENVIRON HEALTH SERV DIV	2165	CHIEF ENVIRONMENTAL HEALTH SPECIALIS	1	1	1	0	
4122	ENVIRON HEALTH SERV DIV	2172	ENVIRONMENTAL HEALTH SPECIALIST III	25	2	2	0	
4122	ENVIRON HEALTH SERV DIV	2865	FISCAL SUPPORT TECHNICIAN	1	1	0	1	Position will be deleted in the FY 2016-17 Budget
4123	SUBSTANCE ABUSE PROGRAM	1567	SUBSTANCE ABUSE SPECIALIST II	14	1	1	0	
4123	SUBSTANCE ABUSE PROGRAM	1572	YOUTH PREVENTION SPECIALIST II	4	2	2	0	
4123	SUBSTANCE ABUSE PROGRAM	3275	OFFICE SERVICES TECHNICIAN	9	1	1	0	
4123	SUBSTANCE ABUSE PROGRAM	3715	MENTAL HEALTH PLANNING ANALYST	4	1	1	0	
4123	SUBSTANCE ABUSE PROGRAM	3717	MENTAL HEALTH RECOVERY SPECIALIST II	6	6	6	0	
5610	AGING AND ADULT SERVICES	0725	SENIOR NUTRITION PROGRAM COORDINATOR	2	1	1	0	
5610	AGING AND ADULT SERVICES	0898	PROGRAM SPECIALIST II	1	1	0	1	
5610	AGING AND ADULT SERVICES	3280	OFFICE SERVICES ASSISTANT	1	1	0	1	Position will be deleted in the FY 2016-17 Budget
5610	AGING AND ADULT SERVICES	3654	SOCIAL SERVICE WORKER V	48	2	2	0	
5610	AGING AND ADULT SERVICES	3703	MENTAL HEALTH UNIT SUPERVISOR II	1	1	0	1	Position will be deleted in the FY 2016-17 Budget
5610	AGING AND ADULT SERVICES	3735	HUMAN SERVICES AIDE	2	1	0	1	Position will be deleted in the FY 2016-17 Budget
5610	AGING AND ADULT SERVICES	5501	COOK III	3	1	0	1	
5610	AGING AND ADULT SERVICES	5502	COOK II	10	2	0	2	
5610	AGING AND ADULT SERVICES	5545	FOOD SERVICE WORKER II	4	4	0	4	Positions will be deleted in the FY 2016-17 Budget
5610	AGING AND ADULT SERVICES	5602	SENIOR NUTRITION SITE COORDINATOR	10	1	0	1	
5610	AGING AND ADULT SERVICES	5605	SENIOR HOME DELIVERY DRIVER	10	3	3	0	
8950	GARAGE	5096	HEAVY EQUIPMENT MECHANIC	1	1	0	1	
8950	GARAGE	5182	FLEET SERVICES SUPERVISOR	2	2	0	2	

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8954	PUBLIC WORKS-PUBLIC WAYS	0473	PUBLIC WORKS MANAGER	4	2	2	0	
8954	PUBLIC WORKS-PUBLIC WAYS	0727	SENIOR ENGINEERING MANAGER	2	1	1	0	
8954	PUBLIC WORKS-PUBLIC WAYS	0730	ENGINEERING MANAGER	9	1	1	0	
8954	PUBLIC WORKS-PUBLIC WAYS	0820	BUSINESS MANAGER	1	1	1	0	
8954	PUBLIC WORKS-PUBLIC WAYS	0840	ADMINISTRATIVE COORDINATOR	9	2	2	0	
8954	PUBLIC WORKS-PUBLIC WAYS	0904	MARKETING AND PROMOTIONS ASSISTANT	1	1	1	0	
8954	PUBLIC WORKS-PUBLIC WAYS	0930	SUPERVISING PLANNER	1	1	1	0	
8954	PUBLIC WORKS-PUBLIC WAYS	0935	PLANNER III	2	1	1	0	
8954	PUBLIC WORKS-PUBLIC WAYS	1054	SUPERVISING ENGINEER	12	1	1	0	
8954	PUBLIC WORKS-PUBLIC WAYS	1071	ENGINEER III-C	35	5	5	0	
8954	PUBLIC WORKS-PUBLIC WAYS	1079	GEOGRAPHIC INFORMATION SYSTEMS SPECI	2	1	1	0	
8954	PUBLIC WORKS-PUBLIC WAYS	1101	ENGINEERING TECHNICIAN III-C	30	5	5	0	
8954	PUBLIC WORKS-PUBLIC WAYS	1155	CODE COMPLIANCE OFFICER	8	2	1	1	One position will be deleted in the FY 2016-17 Budget
8954	PUBLIC WORKS-PUBLIC WAYS	1168	ENGINEERING AIDE III	19	5	5	0	
8954	PUBLIC WORKS-PUBLIC WAYS	1174	PRINCIPAL BUILDING INSPECTOR-C	1	1	1	0	
8954	PUBLIC WORKS-PUBLIC WAYS	1186	BUILDING INSPECTOR-C	17	5	5	0	
8954	PUBLIC WORKS-PUBLIC WAYS	1191	BUILDING INSPECTOR SPECIALIST-C	2	1	1	0	
8954	PUBLIC WORKS-PUBLIC WAYS	1205	WASTE MANAGEMENT TECHNICIAN II	23	6	6	0	
8954	PUBLIC WORKS-PUBLIC WAYS	1211	WASTE MANAGEMENT SPECIALIST III	15	4	4	0	
8954	PUBLIC WORKS-PUBLIC WAYS	1214	WASTE MANAGEMENT SUPPORT SUPERVISOR	6	1	1	0	
8954	PUBLIC WORKS-PUBLIC WAYS	1217	WASTE MANAGEMENT AIDE III	16	2	2	0	
8954	PUBLIC WORKS-PUBLIC WAYS	1217	WASTE MANAGEMENT AIDE III	3	2	2	0	
8954	PUBLIC WORKS-PUBLIC WAYS	2614	AUTOMOTIVE PARTS STOREKEEPER II	3	2	2	0	
8954	PUBLIC WORKS-PUBLIC WAYS	2845	FISCAL SUPPORT SPECIALIST	9	2	1	1	
8954	PUBLIC WORKS-PUBLIC WAYS	2865	FISCAL SUPPORT TECHNICIAN	9	4	3	1	
8954	PUBLIC WORKS-PUBLIC WAYS	3260	OFFICE SERVICES COORDINATOR	1	1	1	0	
8954	PUBLIC WORKS-PUBLIC WAYS	3265	SENIOR OFFICE SERVICES SPECIALIST	4	1	1	0	
8954	PUBLIC WORKS-PUBLIC WAYS	3270	OFFICE SERVICES SPECIALIST	2	1	1	0	
8954	PUBLIC WORKS-PUBLIC WAYS	3275	OFFICE SERVICES TECHNICIAN	11	2	1	1	
8954	PUBLIC WORKS-PUBLIC WAYS	4740	SENIOR TRAFFIC SIGNAL TECHNICIAN	2	1	0	1	Position will be deleted in the FY 2016-17 Budget
8954	PUBLIC WORKS-PUBLIC WAYS	4850	MAINTENANCE PAINTER	12	1	0	1	
8954	PUBLIC WORKS-PUBLIC WAYS	4945	SUPERVISING DISPOSAL SITE GATE ATTEN	2	1	1	0	
8954	PUBLIC WORKS-PUBLIC WAYS	4980	DISPOSAL SITE GATE ATTENDANT II	19	2	2	0	
8954	PUBLIC WORKS-PUBLIC WAYS	5024	ROAD MAINTENANCE WORKER III-C	29	11	11	0	
8954	PUBLIC WORKS-PUBLIC WAYS	5026	ROAD MAINTENANCE WORKER II	52	8	4	4	
8954	PUBLIC WORKS-PUBLIC WAYS	5096	HEAVY EQUIPMENT MECHANIC	14	1	1	0	
8954	PUBLIC WORKS-PUBLIC WAYS	5239	AUTOMOTIVE SERVICE WORKER II	2	1	1	0	
8995	AIRPORTS-ENTERPRISE FUND	4729	AIRPORT POLICE OFFICER II	5	1	0	1	
8995	AIRPORTS-ENTERPRISE FUND	4733	AIRPORTS MAINTENANCE SUPERVISOR	1	1	0	1	
9144	KERN SANITATION AUTH	1077	WASTEWATER SPECIALIST II	2	1	1	0	
9144	KERN SANITATION AUTH	1087	WASTEWATER TREATMENT PLANT OPERATOR	12	2	1	1	
9144	KERN SANITATION AUTH	2865	FISCAL SUPPORT TECHNICIAN	1	1	1	0	
TOTAL OTHER FUNDS					306	208	98	

The department does not budget at the position level

5120	DEPART OF HUMAN SERVICES	0840	ADMINISTRATIVE COORDINATOR	12	1			
5120	DEPART OF HUMAN SERVICES	0898	JOB DEVELOPER II	17	2			
5120	DEPART OF HUMAN SERVICES	0906	PROGRAM SPECIALIST II	17	17			
5120	DEPART OF HUMAN SERVICES	2345	ACCOUNTANT III	9	2			
5120	DEPART OF HUMAN SERVICES	2393	TECHNOLOGY SERVICES SUPERVISOR	4	1			
5120	DEPART OF HUMAN SERVICES	2454	SYSTEMS ANALYST II	6	1			
5120	DEPART OF HUMAN SERVICES	2460	SENIOR INFORMATION SYSTEMS SPECIALIS	10	1			

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5120	DEPART OF HUMAN SERVICES	2845	FISCAL SUPPORT SPECIALIST	24	2			
5120	DEPART OF HUMAN SERVICES	2865	FISCAL SUPPORT TECHNICIAN	24	2			
5120	DEPART OF HUMAN SERVICES	3155	LEGAL PROCESS TECHNICIAN II	9	1			
5120	DEPART OF HUMAN SERVICES	3270	OFFICE SERVICES SPECIALIST	33	3			
5120	DEPART OF HUMAN SERVICES	3275	OFFICE SERVICES TECHNICIAN	129	14		3	To meet NGFC Reduction
5120	DEPART OF HUMAN SERVICES	3280	OFFICE SERVICES ASSISTANT	31	11			
5120	DEPART OF HUMAN SERVICES	3551	GROUP COUNSELOR III/DEPT OF HUMAN SE	7	1			
5120	DEPART OF HUMAN SERVICES	3552	GROUP COUNSELOR II/DEPT OF HUMAN SER	23	2			
5120	DEPART OF HUMAN SERVICES	3650	SOCIAL SERVICE SUPERVISOR II	74	4		2	To meet NGFC Reduction
5120	DEPART OF HUMAN SERVICES	3654	SOCIAL SERVICE WORKER V	412	47		19	To meet NGFC Reduction
5120	DEPART OF HUMAN SERVICES	3695	HUMAN SERVICES SUPERVISOR	100	9			
5120	DEPART OF HUMAN SERVICES	3735	HUMAN SERVICES AIDE	24	2			
5120	DEPART OF HUMAN SERVICES	3751	HUMAN SERVICES TECHNICIAN III	581	30		4	To meet NGFC Reduction