

**GOALS AND PERFORMANCE MEASURES**

**Department Goal:** Uphold the commitment to serve the community as outlined in the department’s mission statement, which is in alignment with county adopted Communitywide Results.

**Communitywide Result Link:**  Safe  Healthy  Livable  Prosperous  Well-Governed Community

**1. Performance Measure: Percentage of clients that indicate they are satisfied with departmental services. (Quality measure)**  
*(This measure is being deleted in FY 2016-17)*

11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
100% overall satisfaction with services provided to local grape growers who participated in the detection of European Grapevine Moth	100% overall satisfaction with services provided to the local residents whose properties required pesticide treatments during the Glassy-winged Sharpshooter eradication project	100% overall satisfaction with registration assistance provided to local organic producers	97.8% overall satisfaction with inspection and certification services provided to local businesses that use commercial weighing and measuring devices	95% overall satisfaction with service provided to customers obtaining Restricted Materials Permits and/or Operator Identification Numbers for pesticide use	100% overall satisfaction with services provided to customers obtaining Restricted Materials Permits and/or Operator Identification Numbers for pesticide use	Deleted

**What:** The department solicits feedback including ideas for improvement from its clients each fiscal year. Each year we choose a different program within our department to survey for customer satisfaction. Survey methods vary depending on clientele, and include direct mailings, person-to-person handouts, and through [www.slocounty.gov/agcomm](http://www.slocounty.gov/agcomm). Surveys are solicited at various times during the year and the format is standardized to maintain comparative results.

**Why:** The department is committed to providing excellent customer service. Customer feedback and suggestions help us achieve that goal.

**How are we doing?** California statute requires the county Agricultural Commissioner to evaluate sites and if appropriate issue restricted material permits to businesses and individuals requesting the use of California restricted use pesticides. In addition, the Agricultural Commissioner issues operator identification numbers to businesses and individuals using pesticides to produce agricultural commodities.

In Spring 2016, surveys were sent by mail to 633 customers who were issued 2016 Restricted Materials Permits and/or Operator Identification Numbers. Of the 633 surveys sent out, 330 (or 52%) were returned by mail. All 330 responders indicated an overall satisfaction with the service provided by staff.

The department is continually evaluating its performance measures in order to provide the best assessment of services. This customer satisfaction measure is no longer providing a meaningful measurement that reflects the perspective of our customers and the services they most value and therefore is being eliminated in FY 2016-17. The department will strive to incorporate a more adequate measure in FY 2017-18.

**2. Performance Measure: The number of packages denied entry into San Luis Obispo County due to violations of quarantine laws per 1,000 packages inspected at Federal Express. (Outcome measure)**

11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
13.7	12.2	16.9	9.4	13	6.2	10.0

**What:** San Luis Obispo County enjoys a relatively pristine environment, mostly free from quarantine agricultural pests and diseases. The Agricultural Commissioner/Sealer’s staff intercepts and inspects incoming packages containing plant material at freight and package shipping terminals for the presence of detrimental pests. Shipments in violation of quarantine laws are denied delivery to the receiver, and the shipment must be treated, returned to the sender or destroyed, thereby protecting the county from potential pest infestations or disease outbreaks. This measure tracks the number of Notices of Rejection issued per one thousand packages inspected at the San Luis Obispo County Federal Express terminal and reflects our effectiveness in protecting the agricultural and environmental resources of the county. Although we inspect shipments passing through other shipping terminals, such as UPS, we consider Federal Express to be the highest risk pathway due to the volume of shipments originating from areas with high populations of significant agricultural pests. Thorough inspections also serve as a deterrent for shippers to avoid sending infested shipments to San Luis Obispo County.

**Why:** To protect agriculture and the urban and natural ecosystems in San Luis Obispo County. Each pest found is one new infestation prevented, which eliminates eradication costs and the negative effects on the county.

**How are we doing:** In FY 2015-16, staff inspected 1,942 packages at Federal Express and 12 were denied entry into the county for an overall rejection rate of 6.2 packages per 1,000 inspected. Of the 12 packages rejected, 7 were rejected for the presence of live pests and/or quarantine violations thus preventing a potential pest infestation; 13 different species of live pests were detected in those intercepted packages. The remaining 5 were rejected due to problems with package markings and labeling. Although the overall rejection rate was lower than anticipated and down from the previous year, it does continue with the downward trend in rejection rates seen during the past few years. Due to continued inspection efforts and regulatory action taken by departmental staff, businesses that frequently ship plant material into San Luis Obispo County are trending toward a higher regulatory compliance rate overall.

However, the target for FY 2016-17 has been held at a rejection rate of 10 packages per 1,000 inspected in anticipation of a new collaborative effort with the Santa Barbara County Agricultural Commissioner's Pest Detection Dog Team. The department will utilize Santa Barbara's dog team intermittently within the terminals of San Luis Obispo county for the first time during the upcoming fiscal year. It is expected that these highly trained detection dogs will enable us to find unmarked packages containing plant material and will result in a higher level of rejections than was found in FY 2015-16.

**3. Performance Measure: The overall rate of insect specimen interceptions by pest detection staff. (Quality measure)**

11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
95.7%	92.6%	92.9%	92.6%	90.0%	91.2%	90.0%

**What:** San Luis Obispo County is predominantly free from exotic and invasive insect pests. To help ensure that this remains true, the department conducts several state-mandated insect detection programs, each implemented and maintained under specific state protocols. Staff place and monitor insect traps throughout the county in order to detect target insects before any infestation exceeds one square mile. Well trained and efficient Pest Detection Trappers are necessary for an effective program. To measure Pest Detection Trapper performance, staff from the California Department of Food and Agriculture, Pest Detection Emergency Projects program periodically, and unannounced, place target insect specimens in traps. The detection rate measures the ability of individual Pest Detection Trappers to intercept these planted specimens. An effective pest detection program is determined largely by the collective interception rate for all Pest Detection Trappers. The department has determined that successfully trained Pest Detection Trappers should achieve an individual, and collective, score of at least 90%.

**Why:** Early detection of exotic and invasive pests protects agriculture, urban environments, and natural ecosystems in San Luis Obispo County, and prevents the negative ecological and economic effects caused by an established insect pest infestation.

**How are we doing?** The Pest Detection program continues to effectively monitor for exotic and invasive insect pests. Pest Detection Trappers have intercepted 31 of 34 planted quality control insect specimens for an interception rate of 91.2% in FY 2015-16. In order to maintain an interception rate of 90.0% or greater, training for all Pest Detection Trappers will continue to focus on target insect identification.

The target for FY 2016-17 remains at 90%.

**4. Performance Measure: Percentage of overall compliance by all regulated pesticide users (agricultural, structural and governmental). (Outcome measure)**

11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
97.8%	97.8%	97.5%	98.9%	98.0%	97.9%	98.0%

**What:** Laws require pesticide users to comply with mandated requirements such as, but not limited to: following pesticide labels, training workers, operating equipment and applying pesticides in a safe manner, and keeping records of usage. This measure reflects the effectiveness of the Agricultural Commissioner/Sealer's staff in educating pesticide users and, through strict enforcement, insuring that users are in compliance with California's pesticide laws. This measure excludes home use by the public, which currently is not monitored.

**Why:** To protect workers, the public's health and safety, the health of the environment, and to ensure safe food.

**How are we doing?** The Pesticide Use Enforcement (PUE) program continues to provide a high level of protection for the community. During FY 2015-16, staff inspected 9,437 requirements and found 9,242 to be in compliance for a 97.9% compliance rate, which is slightly below the statewide average of 98.6%. The compliance rate is based on conformance with statewide requirements applicable to each type of inspection, including pesticide use monitoring, record audits and structural pest control. Each county has a unique work plan negotiated with the California Department of Pesticide Regulations that focuses inspections on specific areas of concern. San Luis Obispo County's compliance rate is slightly lower than the state average due to the diversity our regulated industry, our focus on pesticide use in and near urban areas and the complexity of field fumigant regulations.

The target for FY 2016-17 remains at 98.0% and takes into consideration current pesticide use trends and newly implemented regulations while maintaining oversight of traditional agricultural and structural pesticide use. The department continues to focus oversight of agricultural pesticide use adjacent to schools and for field fumigant use. During FY 2016-17 the PUE program is transitioning to the California Pesticide Enforcement Activities Tracking System (CalPEATS). This new statewide computer system may account for inspection criteria in a slightly different way, which may reflect a single year deviation of the statistics of this performance measure.

**5. Performance Measure: Percentage of all tested weighing and measuring devices found to be in compliance with California laws. (Outcome measure)**

11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
SLO County 91.9%	SLO County 89.4%	SLO County 90.5%	SLO County 89.4%	To equal or exceed the statewide compliance average	SLO County 93.3%	To equal or exceed the statewide compliance average
Statewide 93.7%	Statewide 93.4%	Statewide 93.0%	Statewide 92.6%		Statewide data not currently available	

**What:** California law mandates the County Agricultural Commissioner/Sealer to inspect and test all commercial weighing and measuring devices on an annual basis, with a few exceptions. This measure represents the percentage of San Luis Obispo County weighing and measuring devices found upon initial inspection to be in compliance with laws, and our county's compliance level compared to the statewide results for the year. This measure reflects the effectiveness of the department in educating operators of commercial weighing and measuring devices and, through strict enforcement, insuring that these devices are in compliance with California weights and measures laws.

**Why:** The use of weighing and measuring devices within tolerances outlined in regulation protects consumers and helps insure that merchants compete fairly.

**How are we doing?** In FY 2015-16, staff inspected 3,163 weighing and measuring devices and found 2,953 in compliance, for a 93.3% overall compliance rate. Throughout FY 2015-16, the Weights and Measures staff continued to complete regularly scheduled annual inspections at their scheduled intervals. A higher rate of compliance was observed as compared to the prior year due to the Weights and Measures program maintaining regularly scheduled annual inspections from the previous fiscal year. The statewide compliance data for FY 2015-16 will be published in Spring 2017 for comparison.

The standard target for FY 2016-17 to equal or exceed the statewide compliance average is retained.

**6. Performance Measure: Percentage of price scanners found to be in compliance with California laws. (Outcome measure)**

11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
SLO County 99.3%	SLO County 98.6%	SLO County 99.1%	SLO County 98.2%	To equal or exceed the statewide compliance average	SLO County 98.3%	To equal or exceed the statewide compliance average
Statewide 97.9%	Statewide 98.3%	Statewide 98.6%	Statewide 98.4%		Statewide data not currently available	

**What:** Price scanner inspections compare the actual prices charged for items at retail store checkout stands with the lowest advertised, posted or quoted prices for those items. All retail stores, such as supermarkets and department stores, utilizing automated price scanners are subject to inspection. This measure represents the percentage of items tested that are charged correctly at the checkout stand and our county's compliance level compared to the statewide results for the year. This measure reflects the effectiveness of the department in educating operators of price scanning systems and, through strict enforcement, insuring that pricing is in compliance with California weights and measures laws.

**Why:** Accurate price scanners protect consumers and help insure that merchants compete fairly.

**How are we doing?** In FY 2015-16, Staff inspected 2,851 items and found 2,804 items in compliance for a 98.3% compliance rate. Statewide compliance data for FY 2015-16 will be published in Spring 2017 for comparison.

The standard target for FY 2016-17 to equal or exceed the statewide compliance average is retained.

**GOALS AND PERFORMANCE MEASURES**

<b>Department Goal:</b> Conserve natural resources to promote a healthy environment.							
<b>Communitywide Result Link:</b> <input type="checkbox"/> Safe <input checked="" type="checkbox"/> Healthy <input checked="" type="checkbox"/> Livable <input checked="" type="checkbox"/> Prosperous <input checked="" type="checkbox"/> Well-Governed Community							
<b>1. Performance Measure: Acres of land protected through the agricultural preserve program.</b>							
11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target	
795,328 acres protected	796,907 acres protected	785,609 acres protected	784,882 acres protected	786,288 acres protected	785,378 acres protected	786,675 acres protected	
<p><b>What:</b> The objective of the Agricultural Preserve Program (Williamson Act) is to protect agricultural lands for continued production of food &amp; fiber. The land is reassessed on the basis of the agricultural income producing capability of the land. Agricultural Preserve contracts are for either 10 or 20 years and are automatically extended annually for another year unless the owner files a notice of non-renewal. This assures the landowners that property valuations and taxes will remain at generally lower levels.</p> <p><b>Why:</b> To protect agricultural land, strengthen the county's agricultural economy and preserve natural resources, consistent with County policy.</p> <p><b>How are we doing?</b> The Agricultural Preserve Program is a voluntary program. Landowners with property meeting the program eligibility requirements may apply at any time. Landowners wishing to terminate their land conservation contracts may file a notice of nonrenewal and in typical cases terminate their contracts within 10 years of filing the notice. Most years there are more properties entering the program than exiting, but this is not always the case due to the cyclical nature of the program. Fluctuations in the real estate market, agricultural economics, drought conditions and water basin impacts influence land owner's participation in the Agricultural Preserve Program. The actual acreage that entered the program in FY 2015-16 increased from FY 2014-15 by 496 acres. This is due to a small increase in acreage from new applications and fewer contracts terminating by nonrenewal. Based on relatively high acreages in this year's applications and relatively less acreage being removed through nonrenewal and contract termination, it is anticipated that the FY 2016-17 Target of 786,675 acres could be exceeded.</p>							
<b>Department Goal:</b> Protect public health and safety by effective and timely administration of development regulations and by fostering clean and safe communities through responsive code enforcement and preparation and implementation of the County General Plan.							
<b>Communitywide Result Link:</b> <input checked="" type="checkbox"/> Safe <input checked="" type="checkbox"/> Healthy <input checked="" type="checkbox"/> Livable <input checked="" type="checkbox"/> Prosperous <input checked="" type="checkbox"/> Well-Governed Community							
<b>2. Performance Measure: Percentage of project types processed within established time lines for representative project types.</b>							
	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
<b>Building Permit applications</b>							
Goal: Single-family dwelling permits - 20 days to complete plan check.	94%	98%	45%	55%	95%	80%	80%
Goal: Commercial project permits - 30 days to complete plan check	95%	99%	76%	76%	95%	79%	80%
<b>Building Inspection</b>							
Goal: All building inspections requested completed by the next day	99%	99%	98%	99%	99%	99%	99%

<b>Land Use Permit &amp; Subdivision applications</b>							
Goal: Exemptions from CEQA - 60 days from acceptance	70%	55%	48%	46%	75%	67%	75%
Goal: Negative Declaration - 180 days from acceptance	76%	71%	71%	63%	75%	85%	75%
<b>Code Enforcement</b>							
Goal: All complaints reviewed within 10 working days.	100%	100%	100%	100%	100%	75%	100%
Goal: Voluntary compliance resolved within 45 days of initial inspection	47%	60%	40%	60%	75%	60%	70%
<b>Long Range Planning</b>							
Goal: Complete annual reports and public review drafts within the timeframes set by their respective work programs	82%	42%	87%	79%	85%	80%	85%

**What:** Timely processing of applications/permits and complaints and the timely completion of long range planning initiatives.

**Why:** To provide timely, quality service that saves applicants time and money, adds value to tax base and local economy, and meets local and state laws. Timely completion of long range plans ensures a plan produced within budget responds to the community’s vision, local needs and issues before the document begins the hearing process. Timely annual reports keep the communities and decision makers current on issues affecting the County.

**How are we doing?**

**Building Permits & Permit Center**

Our adopted performance measure for FY 2015-16 was to complete 95% of the initial plan review for new dwellings within 20 working days and 95% of initial commercial project reviews within 30 days. The 95% performance measure was established in 2007 during the downturn in the economy and was readily achievable with the limited projects. We strive to continuously improve our processes to be efficient and keep projects moving. The State of California is known for rigorous regulations which establish our minimum codes and procedures, this coupled with a 26% increase in plan review activities (6,491 for FY 2015-16 versus 5,148 FY 2014-15), helps demonstrate our commitment to excel.

In FY 2015-16, despite the increase in workload, we reviewed 80% of the dwellings within 20 days and 79% of the commercial projects within 30 days, compared to 55% and 76% respectively for FY 2014-15. We received and processed the initial review for 337 new single family dwellings, a 56% increase from FY 2014-15 (337 FY 2015-16 compared to 216 FY 2014-15). In FY 2015-16 we received 114 new commercial projects. Considering all permit applications received, the total project valuation was over 241 million dollars of improvements FY 2015-16, a 33% increase from FY 2014-15 (\$241,160,929 compared to \$181,430,617).

We currently have 3 Building Division staff members dedicated to providing support and expertise for the implementation of the new permit tracking system. As part of this, we are analyzing our current processes to streamline into the new system. The replacement permit tracking system will provide a more efficient process and increase customer service once it’s been implemented.

In addition to processing project permits, we will continue to devote time to: (a) in-house code training (b) reviewing the more complex and BAT projects in house, (c) providing consultations to customers for expired/abandoned projects and unpermitted construction due to the changing economy, (d) preparing a local area wastewater management program (LAMP) as required by the RWQCB and (e) administering the National Storm Water Pollution Program. The FY 2016-17 target has been adjusted to more accurately reflect the recent challenges that the Department has been facing in achieving the Department’s review and inspection cycle times.

**Building Inspections**

Nearly all inspections are completed within 24 hours of requested inspection dates. Our goal is to complete 99% of construction inspections within 24 hours of requested inspection dates. For FY 2015-16 we completed 14,668 out of 14,713 on the day requested (more than 99%), the few exceptions have occurred in remote locations within the county. The sewer connections to the Los Osos Wastewater Treatment Plant started in June and account for 350 inspections (out of approx. 4,000 connections). The FY2016-17 target reflects the confidence that the Department holds in its current staff's ability to continue to meet requested inspection schedules.

**Land Use Permits/Subdivisions**

The number of land use and subdivision applications processed in FY 2015-16 was 151 (as compared to 128 in FY 2014-15). This is an 18% increase in projects processed. In FY 2015-16 the percentage of projects processed within the processing time goals increased by 21% for categorical exempt projects and 22% for Negative Declaration projects. This was due to the combined effect of staff reassignments and new staff hires as well as changed procedures and increased training which has resulted in efficiencies and reduced processing times. 70 out of 105 categorical exempt projects were processed within 60 days (67%) with an average processing time of 64 days. 39 out of 46 Negative Declaration projects were processed within 180 days (85%) with an average processing time of 149 days. The processing of Negative Declaration projects within 180 days exceeded the FY 2015-16 target of 75%. The department foresees that appeals and controversial projects will continue to require significant staff time. The FY 2016-17 target for processing projects within the established timeframes is 75%. This has been achievable in the past depending on the number of large complex projects and stable staffing levels.

**Code Enforcement**

For six months of FY 2015-16 the code enforcement unit was short staffed 50% (3 FTEs). This resulted in slower than expected response as we had to triage our caseload giving priority to life/safety issues and irreparable environmental damage. These types of cases are very time consuming and consequently the response to less exigent cases suffered. Despite reduced staffing we conducted initial reviews on 75% of within 10 days and achieved 60% voluntary compliance within 45 days. The code enforcement unit currently has one FTE vacancy and 2 FTEs are new and in training. We anticipate a nearly complete and trained staff that is ready and able to meet our goals for FY 2016-17. The FY 2016-17 target for investigating complaints exhibits the commitment that the department continues to make in responding to public concerns. The FY 2016-17 target for voluntary compliance has been adjusted to more appropriately reflect the challenges and staff turn-over that the section has experienced.

**Long Range Planning**

Approximately 80% of the reports and public review drafts of long range plans within FY 2015-16 were completed within the timeframes set by their work programs. Of the 15 plans or studies either completed or in process, 12 remained on schedule, were completed, or had their schedules revised to reflect changes in circumstances as described below. Timing of these items can also be affected by the Board shifting the Department's priorities and projects can be expedited or delayed. Similarly, staff time required to meet unanticipated state or federal mandates can affect project schedules. In addition, many long range projects require substantive coordination and input from state and/or federal agencies, which can result in delay and affect project schedules. The descriptions below contain details as to the status of the projects and their schedule. The department provides the Board with regular updates regarding department workload and priorities. This will result in better estimates of the time needed for completion of Long Range planning initiatives, as well as allowing the department to track new or different priorities as set by the Board. Our 85% target for FY 2016-17 is realistic because the majority of vacant staff positions have been filled, a new division manager and supervisor are in place, and our project management processes have been refined.

**Long Range Programs:**

The following is a description of each long range plan, including its current status, whether it is on time and the reason for or circumstance involving any delay.

- (1) Avila Beach Community Plan. On October 13, 2015, the Board prioritized an update to the Avila Beach Community Plan. Staff has prepared a budget request to fund the update, which the Board has approved. Staff has initiated this work effort. The community plan update process is expected to require 3 to 5 years to complete. A formal work plan for this project is currently being developed and is expected to be complete by August 2016. Related to this effort, the Board also directed staff to evaluate existing programs and policies relative to traffic volumes in Avila Beach and research and analysis of Ordinance #2702 (1995) that created the Avila Beach Drive traffic program. This effort was coordinated with Public Works staff. Staff brought this item to the Board on July 19, 2016 as scheduled to receive direction on traffic related items to provide further direction on the Avila Beach Community Plan update process. This work effort was completed within the established time frames.
- (2) Native Tree Ordinance. On June 21, 2016, the Board directed staff to prepare an Urgency Ordinance in order to protect oak woodlands and native vegetation within the unincorporated areas of the county. Staff returned to the Board on July 15, 2016 with an urgency ordinance that was approved by the Board. This work effort was completed within established time frames. Next steps to this process will involve preparation of a permanent ordinance that will be presented to the Board in summer 2017. This work effort is expected to be completed within the established time frames.
- (3) Los Osos Community Plan Update. The Board authorized preparation of this update on December 11, 2012. The update is being closely coordinated with the Basin Management Plan (draft released on August 1, 2013) and the Habitat Conservation Plan (currently being revised). The Public Review Draft Community Plan was released on January 20, 2015. The Draft EIR is anticipated to be released in Fall 2016. This work effort has encountered delays primarily due to the complexities of the project and the extensive coordination that is required by state and federal agencies. The project is expected to be completed within the revised timeframes based on the incorporation of the Habitat Conservation Plan and Basin Management Plan.
- (4) San Miguel Community Plan Update. In November 2011, the Board authorized processing a Community Plan Update, together with a work program and schedule. The Public Review Draft plan was released In June 2013, in line with the revised work program. As of July 2016, the consultant has prepared an Administrative Draft Environmental Impact Report (EIR). Staff is working to release the Draft EIR and Public Hearing Draft Plan in Fall 2016. This work effort is expected to be completed within the revised time frames established
- (5) Safety Element Update. Minor updates to the safety element were adopted by the Board in winter 2014. At that time, it was stated that staff would be returning with a request for authorization to comprehensively amend the Safety Element. The update is necessary to meet state and federal mandates and to better prepare the County for emergencies. Staff will be returning to the Board in fall 2016 with a request

**Land Based**

for authorization. This work effort will be coordinated with the Office of Emergency Services and other governmental agencies. A work plan for this effort will be completed upon authorization.

(6) Workforce Housing Amendments. In July 2014, the Board authorized amendments to the Land Use Ordinance and General Plan to facilitate workforce housing. County staff has since been working with the Building Design and Construction cluster of the Economic Vitality Corporation. The draft ordinance was released in spring 2016. The ordinance has been presented to the Planning Commission with additional hearings expected to be completed by summer 2016. Staff is expecting to present this ordinance to the Board in fall 2016. The project is expected to meet time frames.

(7) Countywide Water Conservation Program. The Board of Supervisors adopted an urgency ordinance on August 27, 2013, and on October 8, 2013 extended the ordinance to August 27, 2015. Staff developed a permanent countywide water conservation program per Board direction. The Board adopted the program on October 27, 2015 and became effective November 26, 2015. This work effort was completed in the established time frames. Staff is now working on implementation of the program which will be a significant ongoing work effort.

(8) State Model Water Landscape Efficient Ordinance. Pursuant to state mandates, staff presented the State Model Water Landscape Efficient Ordinance to the Board on November 24, 2015. This ordinance was developed to meet state mandates by specifying new efficiency requirements for commercial and residential landscaping. The ordinance had an adoption deadline of December 1, 2015, established by the state. This work effort was completed within the established time frames.

(9) Annual Report on the General Plan (annually). The Annual Report for FY 2014-15 was presented to the Planning Commission on November 12, 2015 and the Board on December 8, 2015, which met expectations. The report fulfills the state requirements to measure progress in implementing our General Plan. This work effort will be completed within the time frames established.

(10) Clean up Amendments. The department will be bringing a "clean up" package to the Board in January, 2016, which will be bundled into the General Plan amendment cycle. The "clean up" effort was scheduled to be brought to the Board in February 2015; however, with shifting Board priorities and meeting the requirements of other state mandates, this work effort was postponed. The department will continue to bring amendments forward in small packages as needed in order to keep the department's ordinances up to date and current, as well as reflect any changes in state law. This package will be completed within the time frames established in the work program.

(11) RMS and GMO revisions. On May 17, 2016 the Board of Supervisors adopted amendments to the GMO to update the fiscal year references for the maximum number of new dwelling units allowed for the Nipomo Mesa area for Fiscal Year 2016-2017, and extension of the allocation waiting list for Los Osos to June 30, 2019. The Board also approved maintaining the 2.3% County wide, 0% Cambria, and 1.8% Nipomo Mesa growth rates for FY16-17. This work effort was completed within the time frames established.

(12) Resource Management System Biennial Report. On May 5, 2015, the Board approved the 2012-2014 Biennial Resource Summary Report of the RMS. A public draft of the 2014-2016 report is anticipated to be completed by the end of 2016 so that it can be considered by the Water Resources Advisory Committee in Winter 2016 and by the Board in Spring of FY 2016-17. This work effort expected to be completed within the revised time frames.

(13) Strategic Growth implementation amendments and studies. A package of amendments to encourage infill development and implement other aspects of Strategic Growth was authorized by the Board in 2009. Since then, Strategic Growth implementation efforts have been focused on several studies funded by a grant from the California Strategic Growth Council. The studies are intended to enhance unincorporated communities by encouraging infill development, planning for infrastructure, calculating the effects of strategic growth and other land use scenarios, and illustrating compatible infill development and community expansion. In November 2011, the Board approved consultant contracts, together with work programs and schedules for several strategic growth-related projects, including amendments to encourage infill development. Work began on these amendments in winter 2011. As of April 2015, the grant project has been completed. This work effort will be completed within the time frames established.

(14) Renewable Energy Streamlining Program. The Board approved the grant agreement with the California Energy Commission (CEC) on July 9, 2013 and the contract was approved by the Board on August 13, 2013 for this project, which includes amendments to revise policies, combining designations and ordinances to streamline development of renewable energy projects in areas of the county that meet selected criteria. The Planning Commission approved the program in February 2015 and the Board of Supervisors approved the program in March 2015. This project was completed within the revised time frames.

(15) Revisions to Los Osos Plumbing Retrofit Programs (Titles 8 and 19). On January 14, 2014, the Board of Supervisors authorized processing of amendments to the Title 19 retrofit-to-build ordinance and directed staff to provide options for continuation of the Title 8 retrofit-on-sale ordinance. Public review draft amendments were released ahead of schedule in October 2014. The amendments were then introduced at the Board on November 4, 2014, heard by the Board on November 25, 2014, and continued to February 10, 2015 for final action. On February 10, 2015, the Board approved changes to Title 8 and Title 19. The Title 8 Retrofit on Sale program was amended with only minor changes to plumbing fixture requirements. This work effort was completed within established time frames.

**3. Performance Measure: Percentage of customers who rate the overall services provided by the Planning and Building Department as “above satisfactory” or higher through continuous client surveys.**

11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
97%	95%	82%	82%	90%	88%	95%

**What:** The Planning and Building Department’s customers who submit building and land use permits will be continuously surveyed to determine how well their needs were served.

**Why:** To ensure effective customer service is provided and track changing customer expectations.

**How are we doing?** The Department of Planning and Building is committed to becoming a leader in delivering exceptional service and making San Luis Obispo County Planning and Building Department a world class organization. The department will achieve this by creating a more customer-focused environment and by specifically directing staff to be more informative and helpful facilitators of our permit process. Utilizing our survey feedback responsively will lead to further improvements in customer service experience and ratings. For Fiscal Year 2015-16, 88% of our 68 survey responses rated us at above satisfactory.

The department’s primary focus for improvement has been leading staff and management through the establishment of team charters to create a path for continuous improvement in our services. This change has been successful is enabling the predictability and timeliness of the department’s services and is believed to be positively impacting our survey responses. Future positive impacts will also be realized as the department implements a replacement to the existing Permit Tracking System. The replacement project (being implemented throughout FY 2015-16 and FY 2016-17) will include enhancements to workflows and processes so that customer facing processes are completed more timely and that more information is available to our customers.

The second focus has been in reviewing how our surveys are administered. The department has determined that a more timed and focused approach will lead to more accurate and usable survey information that can then be used to further improvement.

The department intends to target customer feedback specifically in the areas of:

- Planning services
- Inspection services
- Plan Check services
- Permitting services

The Department of Planning and Building is committed to creating optimal customer service and we are confident that these changes will improve future survey responses to meet our FY 2016-17 target of 95%.

**Department Goal:** Promote economic development and affordable housing opportunities countywide pursuant to the Economic and Housing Elements of the County General Plan.

**Communitywide Result Link:**  Safe  Healthy  Livable  Prosperous  Well-Governed Community

**4. Performance Measure: Number of newly constructed/purchased affordable housing units for low-and moderate-income families.**

11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
39 housing units	44 housing units	13 housing units	151 housing units	135 housing units	99 housing units	15 housing units

**What:** Affordable housing units resulting from permit requirements and incentives (including state, federal and local funds) to maximize the number of newly constructed/rehabilitated/purchased affordable housing units provided for low-and moderate-income families.

**Why:** Affordable housing enhances the health of families and improves the stability of communities and the local workforce.

**How are we doing?** The department uses Federal funds from the United States Department of Housing and Urban Development (HUD) and the County's Title 29 funds (in-lieu fees) to help nonprofit developers construct affordable housing units. In addition, a small number of affordable units are constructed privately (farm support quarters and secondary dwelling units). The actual number of units built in FY 2015-16 was 99. Federal HUD funds were used to construct the following: 20 units in Morro Bay (Morro del Mar Senior Apartments), and 42 units in San Luis Obispo (South Street Family Apartments). Title 29 funds were used to assist with construction of 23 units in Atascadero (11 units at Atascadero Triangle and 12 units at El Camino Oaks). Three units were acquired through the First Time Home Buyer program funded with State CalHome funds. In addition, 13 affordable secondary dwelling units (7 for moderate-income households and 6 for very low-and low-income households), and 6 farm support quarters and 3 mixed-use units were built in the unincorporated county.

The projected number of affordable housing units to be constructed or rehabilitated in FY 2016-17 is 15 units. For FY 2016-17, it is anticipated that 8 affordable units will be constructed privately (6 secondary dwellings and 2 farm support quarters). A total of 7 low income units will be repaired/rehabilitated (6 mobile homes through the County's minor home repair program, and 1 dwelling unit by Habitat for Humanity). The projected number for FY 2016-17 is low because the construction of affordable housing is cyclical and, for the most part, out of our control. Although it's speculative, it's possible that the number could be back up around 100 units in FY 2017-18. The County's Title 29 funds and federal HUD funds have been allocated to several housing projects that will begin construction in 2016 and 2017. It is anticipated that these development projects will be completed and ready for occupancy in 2017 and 2018. This will include the Humbert Avenue Apartments in San Luis Obispo, a 20 unit project which will have 10 studio units for homeless veterans and the Rolling Hills 2 Apartments in Templeton, a 30 unit family apartment project and Iron Works Apartments in San Luis Obispo, a 46 unit family apartment project.

Although the department coordinates different funding sources for affordable housing units, the number of housing units constructed is difficult to estimate because the department does not construct the housing. However, each year, we poll our nonprofit partners to determine the projected completion date of the projects they are building and use this information to develop the target for the upcoming fiscal year.

**Department Goal:** Promote the values of good planning and building through education and outreach.

**Communitywide Result Link:**  Safe  Healthy  Livable  Prosperous  Well-Governed Community

**5. Performance Measure: Percentage of planned public outreach and education efforts completed during the year.**

11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
93%*	93%	100%	100%	100%	100%	100%

\*Note: this measure was revised in FY 2011-12 to report the percentage of planned outreach and education efforts rather than the actual number of outreach and education events because the number of events held is solely dependent on the workload for a given year and as such, a year-to-year comparison does not reflect whether targets were met.

**What:** To provide public information/training and gather public input through outreach on specific topics of interest that impact the land owners of the unincorporated areas of the County.

**Why:** To improve, strengthen and foster maximum participation in the process through listening to concerns and educating stakeholders about department processes and the benefits of good planning and building programs.

**How are we doing?** The success of our work depends on our ability to gather information from stakeholders, inform residents and property owners of our efforts, and educate the general public about planning and building. Our public outreach and education is designed to promote public awareness for a wide variety of audiences and stakeholders within and outside government. In FY 2015-16, the department added one new outreach activity (Countywide Water Conservation Program) thereby increasing the number of planning outreach activities to 16.

Our on-going measures include: live broadcasting and web-streaming of Planning Commission meetings, live web-streaming of Airport Land Use Commission, Subdivision Review Board and Planning Department meetings, staff reports and agendas available on the webpage, e-comment for hearing items available on the webpage, "how to" and other informational handouts available on the webpage, interactive Geographic Information System (GIS) mapping and data on the webpage, annual GIS day, Community Advisory Councils (CAC) liaison duties, yearly CAC training, quarterly CAC chair meetings, yearly California Environmental Quality Act training, resource report training as needed (i.e. geology, biology), on-going erosion control training, Agriculture Liaison Advisory Board and Water Resource Advisory Board presentations, guest lecturing at Cal Poly and Cuesta College, a quarterly newsletter, a weekly department communication and information provided on Facebook, Twitter and YouTube.

To continue our successful collaboration with agencies, organizations and residents, our goal for FY 2015-16 was to complete certain outreach and public education efforts. The department is proposing to continue many of the outreach and education initiatives from FY 2015-16 to FY 2016-17. The number shown in parentheses below represents the number of meetings from FY 2015-16 within the respective effort. Where a program's specific outreach was completed in FY 2015-16, it will be removed from the list for FY 2016-17. Where a measurement is noted, the department will provide a report on that measure. For FY 2016-17, the department projects a similar number of efforts for public (14 on-going and 2 new/additional efforts) outreach.

Completed in FY 2015-16 and continuing to FY 2016-17

- CDBG / HOME (and other housing grants) Outreach & Public Workshops (10 meetings in FY 2015-16)
- Homeless Services Oversight Council Meetings (20 meetings)
- Energy Retrofit Training (4 events and 1 (one) 5-week Home Performance Building Course for Contractors,
- National Pollutant Discharge Elimination System (NPDES) Training & Outreach (3 meetings)
- San Miguel Community Plan Outreach (6 meetings)
- Resource Education (Water, Oak Woodlands, Mining, GIS, etc.) (2 meetings)
- Stakeholder Outreach (Building Industry, Environmental Interests, Professional Organizations, Service Organizations, etc.) (10 meetings)
- Workforce Housing Coalition (15 meetings)
- SLO County Housing Trust Fund Commission (10 meetings)
- User Group Outreach (2 meetings)
- Energy Efficiency Financing Outreach (47 events held throughout the county)
- Proposed Countywide Water Conservation Program (25 meetings)
- Supportive Housing Consortium (11 meetings)
- HMIS User Group Outreach (2 Meetings)
- Economic Vitality Corporation Board of Directors meetings (10 meetings)

Completed in FY 2015-16 and not continuing to FY 2016-17

- Mobilehome Park Rent Stabilization Ordinance Education (10 meetings)

Identified to begin in FY 2016-17

- County Wide Water Amendment Outreach (6 events)
- San Luis Bay Area Plan Outreach (6 meetings)

For FY 2016-17 the department met all of the outreach and public education efforts identified above.

**GOALS AND PERFORMANCE MEASURES**

Additional goals and performance measures for Public Works can be found in the following Fund Centers: Roads (Fund Center 245), Special Services (Fund Center 201), Waste Management (Fund Center 130), Los Osos Wastewater System (Fund Center 430), and Facilities Management (Fund Center 113).

<b>Department Goal:</b> Deliver Capital Projects on time and on budget.						
<b>Communitywide Result Link:</b> <input checked="" type="checkbox"/> Safe <input type="checkbox"/> Healthy <input type="checkbox"/> Livable <input type="checkbox"/> Prosperous <input checked="" type="checkbox"/> Well-Governed Community						
<b>1. Performance Measure: Percentage of capital projects that are completed on time.</b>						
11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
78%	84%	80%	71%	85%	63%	85%
<p><b>What:</b> This measures the percentage of Public Works Capital Project phases actually completed compared to the phase estimated to be complete as stated in each year's budget. FY 2016-17 will include the addition of facilities projects formerly reported in Fund Center 113.</p> <p><b>Why:</b> To determine the timeliness of capital project completion which enhances public health and safety by providing infrastructure defined in the need for each project.</p> <p><b>How are we doing?</b> The Department completed FY 2015-16 with a result of 63%. In Fund Center 405, we completed 43 out of 68 project milestones on-schedule. Twenty-five projects were delayed for the following reasons:</p> <ul style="list-style-type: none"> <li>• Seven projects required additional design time</li> <li>• Six projects were reassigned a lower priority</li> <li>• Three projects had a change in scope</li> <li>• Three projects had a regulatory agency delay</li> <li>• Two projects had a funding agency delay</li> <li>• Two projects had a utility and permit delay</li> <li>• One project had bid irregularities that led to award delay</li> <li>• One project had a property access delay</li> </ul>						
<u>2015-16 Results</u>						
Public Works Projects by Unit		Actual % Completed				
Facilities		New 16-17				
Transportation		67%				
Utilities		58%				
All Units		63%				
<p>Public Works' project delivery goal was not achieved due to significant disruptions in our work plan as noted above. The former Architectural Services Unit from General Services Department was integrated into our Design Division during the fiscal year and with that action, new project commitments from Airports and Parks arose which shifted project delivery priorities to these higher Countywide priorities. Staff resources shifted from our budget established Public Works' project milestones to serve other short term needs. Moreover, other staff reassignments, due to departure from County service and department reorganization, lead to decline on our delivery rate.</p> <p>Looking ahead, we continue to integrate Architectural Services staff into our formal processes, prioritizing facility projects with the other departments, and are bringing on additional staff to focus on aspects of project delivery such as construction management. Additional resource investments for staff training and project tracking are also moving forward to regain momentum on Capital Project delivery.</p> <p>There is no standardized comparable data available.</p>						
<b>2. Performance Measure: Percentage of capital projects that are completed at or under budget.</b>						
11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
87%	91%	93%	90%	90%	95%	90%
<p><b>What:</b> This measures the percentage of Public Works Capital Projects where actual costs are at or under the budget for the particular project phase approved by the Board of Supervisors in a given fiscal year. FY 2016-17 will include the addition of facilities projects that were formerly reported in Fund Center 113.</p> <p><b>Why:</b> To determine how accurately project costs are estimated so that funds are allocated and projects are prioritized properly.</p>						

**How are we doing?** The Department concluded FY 2015-16 with a favorable result of 95%. Of the 43 project milestones that were completed on schedule, 41 of these were completed within the allocated budget. One project exceeded their allocated budget due to higher than anticipated construction bids and the other project's construction costs were higher than anticipated.

2015-16 Results

Public Works Projects by Unit	Actual % At or Under Budget
Facilities	New 16-17
Transportation	94%
Utilities	100%
All Units	95%

There is no standardized comparable data available.

**GOALS AND PERFORMANCE MEASURES**

<p><b>Department Goal:</b> Administer, operate and maintain the water distribution and wastewater collection systems at the County Operations Center efficiently and effectively to deliver a reliable supply of safe and regulatory compliant drinking water, maintain and provide a reliable reserve for irrigation and firefighting, and provide for collection, conveyance and monitoring of the wastewater system to protect the public, ensure safety and environmental health, and maintain regulatory compliance. Customers of the County Operations Center are other County departments, Woods Humane Society, and one private property.</p>						
<p><b>Communitywide Result Link:</b> <input checked="" type="checkbox"/> Safe <input checked="" type="checkbox"/> Healthy <input type="checkbox"/> Livable <input type="checkbox"/> Prosperous <input type="checkbox"/> Well-Governed Community</p>						
<p><b>1. Performance Measure: Percentage of days per year that the water system meets mandated water quality standards.</b></p>						
11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
100%	100%	100%	100%	100%	100%	100%
<p><b>What:</b> This measures the percentage of time during the year that the water distribution system meets State and Federal water quality standards.</p> <p><b>Why:</b> Provision of regulatory compliant safe and quality drinking water is mandatory to ensure constituent's health and safety.</p> <p><b>How are we doing?</b> Public Works considers health and safety a top priority and continues to meet this performance measure. The State-certified water quality laboratory, located at the Operations Center, performs bi-weekly water quality testing of the system's water. Public Works State Certified Water Systems Workers (Operators) perform scheduled maintenance and periodically operate system components to assure the systems are in working order. Operators communicate consistently with the California Men's Colony staff as they provide State water through their system to the Operations Center. This facilitates ongoing system observation and allows staff to address issues quickly before water quality or reliability is impacted. Staff engineers evaluate and model segments of the system as requested by the funding agencies to assure adequate capacity and flows are met for all Federal, State and local safe drinking water requirements and State fire flow requirements. Staff is in the process of implementing water system improvements to provide increased capacity to the east side of the system. Construction of the water system improvements are planned to be completed by the end of FY 2016-17.</p> <p>Public Works is evaluating opportunities to establish drought-related contingency plans, for provision of adequate potable water supply. The Operations Center continues to communicate and develop drought scenario and solution plans in conjunction with the California Men's Colony, Camp San Luis Obispo, and the City of San Luis Obispo for water supply opportunities for those agencies in the Chorro Valley, which rely solely on State Water. Public Works is developing a contingency plan for possible future reduction of State Water deliveries to the Operations Center. This includes applying for State grant funds for drought projects for intertie pipelines in the Chorro Valley.</p>						
<p><b>2. Performance Measure: Number of wastewater collection system and water system failures per year.</b></p>						
11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
0	0	0	1	0	0	0
<p><b>What:</b> Occurrences of all unscheduled wastewater service failures, i.e. blockages, spills and water system failure/interruptions during the year.</p> <p><b>Why:</b> The number of failures per year is a reflection of a water or wastewater system's integrity, maintenance and/or operational condition. Closely monitoring the location and frequency of failures can help to identify areas where additional resources may need to be provided for in order to assure continued system integrity and to protect the environment.</p> <p><b>How are we doing?</b> There were no water line or sewer line failures, blockages, spills or interruptions experienced. Sewer line upgrades at the Operation Center system have improved the system's reliability and reduced maintenance efforts. Routinely scheduled pipeline jetting plays a significant role in avoiding and preventing sewer system blockages and spills.</p> <p>The FY 2016-17 target remains at zero (0) unscheduled wastewater failures.</p>						

**Department Goal:** Review and approve applications, maps, and plans for new development projects in a timely manner to ensure compliance with regulatory requirements, enhance customer service, and protect the public's safety.

**Communitywide Result Link:**  Safe  Healthy  Livable  Prosperous  Well-Governed Community

**3. Performance Measure: Annual number of improvement plan reviews per Full Time Equivalent (FTE) employee.**

11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
84	88	78	87	95	72	90

**What:** Total number of Improvement Plan reviews by the Plan Check Unit divided by the number of FTE employees.

**Why:** Measures the efficiency of the Plan Check Unit in reviewing improvement plans.

**How are we doing?** Compared to the previous four fiscal years, there was an anticipated efficiency reduction in the number of plan reviews per FTE. The FY 2015-16 actual results were below the adopted target, because of planned staff turnover we experienced in early 2016. The current amount of plan check services provided is anticipated to remain fairly constant throughout FY 2016-17. No standardized comparable county data is available.

**4. Performance Measure: Number of weeks to review improvement plans.**

11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
1.3 weeks 1st submittals	3.7 weeks 1st submittals	5.4 weeks 1st submittals	2.3 weeks	3.0 weeks	2.2 weeks	3.0 weeks
1.1 weeks re-submittals	2.1 weeks re-submittals	3.2 weeks re-submittals				

**What:** Average time it takes to review public improvement construction plans associated with development after receipt from engineers.

**Why:** State law requires that improvement plans be acted upon within 60 working days (12-weeks) of submittal. This measures accomplishment of our goal of timely service.

**How are we doing?** Historically, Development Services has completed all plan reviews between one and five weeks, remaining well below the 12-week statutory requirement. Our results remain well below the statutory requirement, and staff has exceeded the FY 2015-16 adopted target and customer expectations.

**5. Performance Measure: Annual number of survey map reviews per Full Time Equivalent (FTE) employee.**

11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
1,212	1,086	1,298	1,780	1,200	1,005	1,200

**What:** Total number of survey maps (i.e. any land surveying map that falls under the Professional Land Surveyor's Act such as Records of Survey, Subdivision Maps and Corner Records) reviews performed by the Surveying Unit divided by the number of Full Time Equivalent (FTE) employees.

**Why:** Measures the efficiency of the Surveying Unit in reviewing survey maps.

**How are we doing?** The drop in efficiency was anticipated with the hiring and training of a new surveyor staff member and subsequent retirement of our experienced County Surveyor. For the past four years our performance has ranged from 1,086 to 1,780, averaging approximately 1,300 plan checks per FTE. Even though the FY 2015-16 adopted target was not met, efficiency is expected to improve as the new survey staff member gains experience. No standardized comparable county data available.

**6. Performance Measure: Number of weeks to review survey maps.**

11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
1.3 weeks	1.1 weeks	1.4 weeks	1.2 weeks	1.4 weeks	1.0 weeks	1.5 weeks

**What:** Average time from receipt of maps (i.e. any land surveying map that falls under the Professional Land Surveyor's Act such as Records of Survey, subdivision maps and Corner Records) from surveyors and engineers until examination (map-check) by County Surveyor staff is completed and returned.

**Land Based**

**Why:** State law requires that survey maps be acted upon within 20 working days (approximately 4 weeks) of submittal. This measures accomplishment of our goal of timely service.

**How are we doing?** Historically, Development Services has taken about one to one and one-half weeks to review survey maps, which remains well below the 20 working days (4 week) statutory requirement of processing maps. Although the County Surveyor retired in March 2016, new and existing staff were able to maintain low map processing times, consistent with prior year results and exceeding the FY 2015-16 adopted target.

**7. Performance Measure: Percentage of local engineering and design firms that rate the services provided by Public Works as satisfactory or better. (This measure is being deleted in FY 2016-17.)**

11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
89%	100%	100%	81%	95%	92%	Deleted

**What:** Measures customer satisfaction with Development Services.

**Why:** Information derived from this survey has historically been used to improve customer service.

**How are we doing?** To increase feedback, Development Services implemented a web-based survey to poll local engineering, surveying, planning and architectural firms. These polling topics include surveying services, plan check services, inspection services, permit services and response to public inquiries. In FY 2015-16 Development Services sent out 150 email invitations to complete a web based survey, and 25 responses were received, a 17% response rate. Of the surveys received, 23 respondents (representing 92%) rated overall services as satisfactory or better.

The customer satisfaction survey measure is to be deleted in FY 2016-17 because it is difficult to determine if the survey respondents represent accurate and objective results. Even though this measure is being deleted, Development Services still finds customer feedback important and will continue to distribute an annual survey, focusing on increasing response rates and gathering useful feedback. Development Services will continue to improve survey questions to keep them relevant, objective, and meaningful.

**GOALS AND PERFORMANCE MEASURES**

<b>Department Goal:</b> Maintain a good quality county-road system.						
<b>Communitywide Result Link:</b> <input checked="" type="checkbox"/> Safe <input checked="" type="checkbox"/> Healthy <input checked="" type="checkbox"/> Livable <input checked="" type="checkbox"/> Prosperous <input checked="" type="checkbox"/> Well-Governed Community						
<b>1. Performance Measure: Pavement Condition Index (PCI) for all county roads.</b>						
11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
58	60	61	61	63	64	63
<p><b>What:</b> Pavement Condition Index (PCI, also called Pavement Condition Rating) is a numerical index between 0 and 100 which is used to indicate the general condition of a pavement system. A PCI of 81-100 represents a Best road, 61-80 a Good road, 41-60 a Fair road, 21-40 a Poor road and below 21 a Bad road.</p> <p><b>Why:</b> To better budget the maintenance requirements of the County's road system. The Board of Supervisors has established the goal of maintaining an average PCI of 65 or better, with no one road category (arterial, collector, local) falling below a PCI of 60.</p> <p><b>How are we doing?</b> In 2015 the Public Works Department updated our new pavement maintenance strategy which continues to focus on surface treatment. In past years, the emphasis had been placed upon more expensive major pavement rehabilitation on primary roads, which resulted in fewer maintained miles. This newer strategy emphasizes first preserving the good roads by using more affordable surface treatments. These surface treatments include micro surfacing, chip sealing, and slurry sealing, which may cost one-tenth of a typical pavement overlay. Although these treatments will not restore heavily deteriorated roads they will help prolong the life of roads in Good to Best conditions and some roads in Fair condition. Overall, this strategy greatly reduces the life cycle cost for pavement management.</p> <p>For FY 2015-16, anticipated pavement management work included five pavement contracts. The first contract provided overlay on three miles of road in the Nipomo area. Two more overlay contracts included roads inside Oceano and Nipomo as well as roads outside of Paso Robles, Templeton and Santa Margarita; which total about 20 miles. Two other contracts provided surface treatments to about 60 miles of road throughout the County. In addition to these contracts, about 40 miles of roads within the Los Osos community were improved during and after the Los Osos Wastewater Project. Finally, about 10 miles of rural roads in various parts of the county received thin maintenance overlays. This combined effort represented a significant increase over previous years and was made possible by the one-time increase in the pavement management budget with support from the General Fund and Road Fund Reserves. At fiscal year end, the projected average PCI for 2015-16 per road category shows our Arterials at 75, Collector roads at 63, and Local roads at 63. The overall system wide PCI is projected to improve to 64 which will be just short of the Board adopted goal of 65.</p> <p>Based on a "status quo" FY 2016-17 pavement management budget of \$4.7 million and one-time funding of \$3.0 million, Public Works expects to complete surface treatment on at least 60 miles and overlay about eight miles. This assumes continuing with the strategy described in our 2015 Pavement Management Report and directing our overlay efforts to the heavily used arterials: Tefft Street in Nipomo and Main Street in Templeton. The status quo, plus one-time funding budget amount is less than what is needed to keep up with pavement maintenance. Therefore, the overall system wide PCI is anticipated to decline to 63 by the end of FY 2016-17.</p> <p>There has been no significant change in the paved County maintained road mileage of 1,092 miles. The paved roads consist of 84 miles of arterial roads, 414 miles of major and minor collector roads, and 594 miles of local roads. There are 244 miles of unpaved County maintained roads.</p>						
<b>2. Performance Measure: Collisions per 100 million entering vehicles at non-signalized intersection.</b>						
11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
27	22	22	20	24	22	22
<p><b>What:</b> Five-year average of the number of collisions per 100 million vehicles entering a non-signalized intersection.</p> <p><b>Why:</b> To determine if this component of the road system is maintaining its expected safety level. To review possible safety problem areas if the measure exceeds expectations and determine which improvements are warranted.</p> <p><b>How are we doing?</b> The collision rate at non-signalized intersections decreased in FY 2015-16 over previous years and continues to be below the statewide average of 29 per 100 million vehicles entering the intersection. Public Works monitors over 100 intersections and continues to improve intersection operations, capacity, signage and markings at locations identified. The FY 2016-17 collision rate target is 22 per 100 million vehicles entering the intersection. The target is achievable based on actual and project results.</p> <p>Near-term funded, non-signalized intersection improvement projects include the El Camino Real left turn lane at Santa Clara Road near the community of Santa Margarita and the Nacimiento Lake Drive left turn lane at Adelaida Road west of the City of Paso Robles. Public Works is also working through Caltrans on the Avila Beach Drive interchange near the community of Avila and the Main Street interchange in Templeton to address operational improvements at the ramp intersections. These projects await funding.</p>						

**3. Performance Measure: Collisions per 100 million entering vehicles at signalized intersections.**

11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
27	28	31	34	27	38	30

**What:** Five-year average of the number of collisions per 100 million vehicles entering a signalized intersection.

**Why:** To determine if this component of the road system is maintaining its expected safety level. To review possible safety problem areas if the measure exceeds expectations.

**How are we doing?** The collision rate at signalized intersections increased in FY 2014-15 over previous years. During FY 2015-16, Public Works began updating the signal timing at signalized intersections for compliance with current standards. In addition, time of day plans will be implemented where beneficial. With timing changes, the collision rate is expected to decrease to previous levels. Signal timing updates will be completed in 2016.

Traffic signals were recently constructed on Willow Road at Pomeroy Road; and on Thompson Road at Titan Way (Nipomo High School). Both projects are located in the community of Nipomo. The Public Works Department also continues to work in conjunction with Caltrans to collaboratively optimize traffic signal progression through the Tefft Street corridor in the community of Nipomo.

**4. Performance Measure: Collisions per 100 million miles on rural roads.**

11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
164	148	145	104	140	115	125

**What:** Five-year average of the number of rural road collisions per 100 million miles traveled within the unincorporated area of the county.

**Why:** To determine if this component of the road system is maintaining its expected safety level. To identify possible safety problem areas if the measure exceeds expectations. These are arterial, collector, or local roadways that are located outside the urban reserve lines of the communities.

**How are we doing?** The County's rural road collision rate methodology was updated during FY 2014-15 to use a weighted average versus normal average, based on traffic volumes, of the various road segments. The revised methodology had been previously applied to suburban roads starting in FY 2012-13; however, rural roads are more complex and the methodology will continue to evolve. The collision rate continues to be below the statewide average of 200 per 100 million vehicle miles traveled. The total number of collisions reported in CY 2015 is lower than previous years and the listed performance measurement is achievable. As the methodologies for reporting safety statistics evolves, Public Works continues to improve the safety report and identifying areas of concern.

As rural roads are identified as areas of concern, the Public Works Department develops interim low-cost solutions to address locations immediately while looking for means to program funding for future capital improvement projects at targeted locations. In 2016, Public Works received \$120,000 grant from the Systemic Safety Analysis Report Program (SSARP) to prepare two (2) SSAR's, one focusing on ten rural roads which have been areas of concern over the past five (5) years and another focusing on gravel roads countywide. The two SSAR's will focus on Roadway Safety Signing and Marking Audits and also determine if additional maintenance or larger capital improvements to pave roads are recommended.

Near-term funded rural road improvement projects include constructing centerline rumble strips on various inter-regional rural roadways to minimize crossover collisions involving head-on or run-off road accidents; widening of River Road to install shoulders near the community of San Miguel; widening of Buckley Road to install a continuous center left turn lane south of the City of San Luis Obispo; and widening of Price Canyon Road northeast of the community of Pismo Beach. The centerline rumble strip and River Road projects were completed in FY 2015-16. Buckley Road and Price Canyon Road are currently under construction.

**5. Performance Measure: Collisions per 100 million miles on suburban roads.**

11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
263	172	159	156	170	154	172

**What:** Five-year average of the number of suburban road collisions per 100 million miles traveled. Roads that fall within the urban designation line are considered urban roads and all others are rural.

**Why:** To determine if this component of the road system is maintaining its expected safety level. To identify possible safety problems in urbanized areas if the measure exceeds expectations.

**How are we doing?** The collision rate on suburban roads decreased in FY 2015-16 over previous years and continues to be below the statewide average of 272 per 100 million vehicle miles traveled. The Public Works Department will continue to focus attention on those individual roadways with a higher collision concentration and evaluate design and funding opportunities for improvements. Low-cost solutions, such as signage and striping, are continuously implemented, specifically along Safe Routes to School. Many of the County's suburban roads are included in Road Improvement Fee program and operational and safety improvements are incorporated into those individual projects. The total number of collisions reported in 2015 is lower than previous years and the roadway targets are achievable. As the methodologies for reporting safety statistics evolves, Public Works continues to improve the safety report and identifying areas of concern.

**6. Performance Measure: Percentage of bridges with a State-assigned sufficiency rating over 50.**

11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Actual Results	15-16 Adopted	15-16 Actual Results	16-17 Target
92%	93%	93%	95%	93%	94%	96%

**What:** Percentage of bridges with State-assigned sufficiency rating (SR) over 50.0 (bridges below 50 are eligible for Federal grant replacement funding)

**Why:** To monitor the health of the County's bridge inventory, and the ability of the County to effectively use and manage bridge improvement funds.

**How are we doing?** San Luis Obispo County maintains a comprehensive bridge program that includes: bridge replacements, seismic retrofits, historic bridge preservation, and structural maintenance and rehabilitation. In addition, the County actively monitors its bridge inventory and works with state and regional transportation planners to prioritize projects and maximize the efficient use of available transportation funding.

Caltrans' Division of Structure Maintenance & Investigation inspects and reports on 136 of the County's bridges. Caltrans rates 6 of the 136 bridges as having a sufficiency rating of less than 50: four of these six bridges are active bridge projects and will be replaced or rehabilitated within the next four years.

Replacement of the Branch Mill Road at Tar Springs Creek Bridge, near Arroyo Grande, was completed in 2015. New bridge project construction is anticipated to begin in 2016 on Cypress Mountain Road at Klau Creek near Adelaida. Additional future bridge construction projects include: Air Park Drive at Ocean Beach Lagoon (2017); Geneseo Road Low Water Crossing (2017); El Camino Real at Santa Margarita Creek (2018); River Grove Drive at Estrella River (2018); South Bay Boulevard over Los Osos Creek (2020). Seismic retrofit design is underway on two bridges, Lopez Drive over Lopez Lake and Avila Beach Drive over San Luis Obispo Creek. Funding is primarily through Caltrans' Highway Bridge Program and Regional State Highway Funds directed to the County.

As a supporting performance measure, Public Works will begin tracking and reporting the number of bridges within the County maintained system with weight limitations. It is a reasonable expectation by most road users that each bridge in the County maintained system be able to carry full legal loads. While weight-limited bridges may still be adequate for passenger vehicles and light trucks, they limit access for larger delivery trucks, agricultural vehicles, fire trucks and other emergency response vehicles.

Eighteen weight-limited bridges are identified in the 2014 Bridge Maintenance Program. In FY 2015-16, two bridges were no longer needed and were removed. These two bridges were originally intended to accommodate cattle undercrossing, but are no longer needed. A third cattle undercrossing was replaced and is now sufficient for all legal loads. In FY 2016-17, two more bridges are programmed for replacement, which will bring the total number of weight limited bridges down to thirteen.