

## **Land Based**

Agricultural Commissioner

Planning and Building  
Community Development

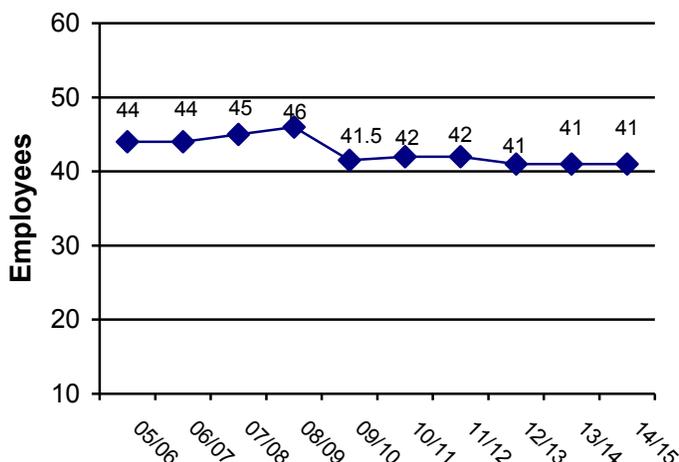
Public Works  
Public Works Special Services  
Roads  
Road Impact Fees

**MISSION STATEMENT**

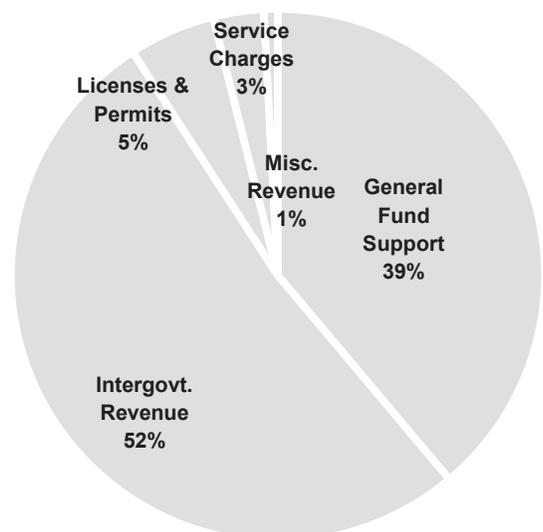
Through the effective and efficient use of resources, the Department of Agriculture/Weights and Measures is committed to serving the community by protecting agriculture, the environment, and the health and safety of its citizens, and by ensuring equity in the marketplace.

	2012-13	2013-14	2014-15	2014-15	2014-15
<u>Financial Summary</u>	<u>Actual</u>	<u>Actual</u>	<u>Requested</u>	<u>Recommended</u>	<u>Adopted</u>
Licenses and Permits	\$ 247,402	\$ 270,688	\$ 277,000	\$ 277,000	\$ 277,000
Fines, Forfeitures and Penalties	10,200	16,000	0	0	0
Intergovernmental Revenue	2,835,850	2,884,819	2,764,058	2,764,058	2,764,058
Charges for Current Services	137,171	216,743	217,000	217,000	217,000
Other Revenues	2,095	7,542	1,000	1,000	1,000
Interfund	1,750	1,750	4,250	4,250	4,250
<b>**Total Revenue</b>	<b>\$ 3,234,468</b>	<b>\$ 3,397,542</b>	<b>\$ 3,263,308</b>	<b>\$ 3,263,308</b>	<b>\$ 3,263,308</b>
Salary and Benefits	4,422,713	4,508,390	4,561,138	4,561,138	4,559,362
Services and Supplies	711,263	681,576	792,721	792,721	792,721
Fixed Assets	6,162	0	13,000	13,000	13,000
<b>**Gross Expenditures</b>	<b>\$ 5,140,138</b>	<b>\$ 5,189,966</b>	<b>\$ 5,366,859</b>	<b>\$ 5,366,859</b>	<b>\$ 5,366,859</b>
Less Intrafund Transfers	0	3,868	0	0	0
<b>**Net Expenditures</b>	<b>\$ 5,140,138</b>	<b>\$ 5,186,098</b>	<b>\$ 5,366,859</b>	<b>\$ 5,366,859</b>	<b>\$ 5,366,859</b>
General Fund Support (G.F.S.)	<u>\$ 1,905,670</u>	<u>\$ 1,788,556</u>	<u>\$ 2,103,551</u>	<u>\$ 2,103,551</u>	<u>\$ 2,101,775</u>

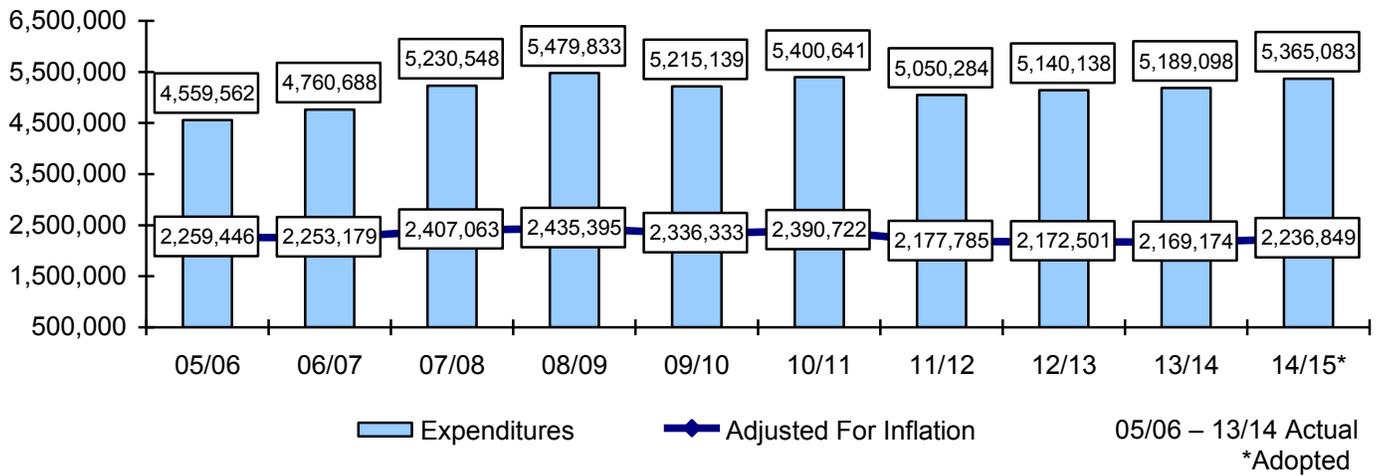
**Number of Employees  
(Full Time Equivalent)**



**Source of Funds**



**10 Year Expenditures Adjusted For Inflation**



**SERVICE PROGRAMS**

The Agricultural Commissioner has a total expenditure level of \$5,365,083 and a total staffing level of 41.00 FTE to provide the following services:

**Pesticide Use Enforcement**

Enforce mandated pesticide requirements to protect workers, public health and safety, the environment, and to ensure a safe food supply.

Total Expenditures: \$1,306,302 Total Staffing (FTE): 10.45

**Agricultural Resources Management**

Provide information and make recommendations about policies and processes to protect agricultural operations and resources.

Total Expenditures: \$326,154 Total Staffing (FTE): 2.62

**Pest Management**

Promote, implement and conduct agricultural and urban integrated pest management strategies.

Total Expenditures: \$218,647 Total Staffing (FTE): 0.44

**Pest Prevention**

Conduct mandated exclusion programs to prevent the introduction of quarantine pests, to determine pest presence, and to eliminate infestations. These programs protect agriculture, urban environments and native habitats in the county from injurious insect and animal pests, plant diseases and noxious weeds.

Total Expenditures: \$2,784,849 Total Staffing (FTE): 21.86

**Product Quality**

Perform inspections at certified farmers' markets, nurseries, organic producers, and seed distributors to ensure quality product and compliance with mandated requirements.

Total Expenditures: \$282,556 Total Staffing (FTE): 2.28

**Weights and Measures**

Protect consumers and businesses by inspecting weighing and measuring devices and verifying advertised sales prices and business practices to ensure transaction accuracy and preserve equity in the marketplace.

Total Expenditures: \$446,575 Total Staffing (FTE): 3.35

**DEPARTMENT COMMENTS**

The San Luis Obispo County Agricultural Commissioner and Sealer of Weights and Measures is the local entity mandated to enforce state laws and regulations specific to plant quarantine, pesticide use and weights and measures, and operates under the authority of the California Department of Food and Agriculture and the California Department of Pesticide Regulation. The Agricultural Commissioner/Sealer also compiles annual agricultural statistics and provides other services to the community by participating in the Diablo Canyon Nuclear Power Plant Emergency Response program, aiding in emergency declarations and providing technical information to identify land use impacts to agricultural resources and operations.

Preserving and improving high quality service levels and efficient departmental functions during personnel changes resulting from retirements of key staff in several job classifications, including management, will be an ongoing challenge for the department. Continued succession planning, recruitment of qualified individuals and training will be a departmental focus, with the goal of uninterrupted delivery of exceptional service and response to customer needs.

The department continues to identify outside revenue from State and Federal sources to maintain mandated activities and service levels. The primary emphasis for new funding has been to address prevention, detection and eradication of detrimental pests of significance to our local agricultural industry.

**FY 2013-14 Accomplishments**

- Staff from the department's Pesticide Use Enforcement Program worked collaboratively with many stakeholders and agencies to create field fumigant permit conditions that are clear and as consistent as possible with neighboring counties. The new permit conditions resulted in improved public and fumigant handler safety procedures. In FY 2013-14, no human health related incidents were reported.
- A comprehensive GIS layer of locations of irrigated crops was developed. This layer will be updated annually. The department also updated the existing GIS layer for non-irrigated agricultural crops. The level of accuracy of both layers was improved. Many agencies rely on this information, which was especially useful in discussions about water resources during FY 2013-14. This information provides accurate current data for decision makers and the public and creates a baseline for future comparative analysis related to the location and extent of irrigated cropland.

**FY 2014-15 Objectives**

- In response to the need for effective, safe and legal ground squirrel management, the department will collaborate with the University of California Cooperative Extension to provide rodent control training for agricultural producers. Sources for registered rodenticide baits will be included in the training material. The department will also collaborate with local retail businesses to provide training to non-agricultural producers concerning ground squirrel management techniques in non-agricultural settings where control options are more limited.
- The department considers schools and licensed daycare facilities as sensitive sites that may require additional precautions when restricted use pesticides are applied in proximity to these facilities. The department will focus surveillance of pesticide use at agricultural production sites located within one-quarter mile of schools and licensed day care facilities.

- The department's Templeton Office is now equipped to serve as an emergency response hub or command center for any type of emergency, including an incident at the Diablo Canyon Power Plant. Audio/visual equipment, Wi-Fi connections and a radio base station were installed, enhancing communication capabilities. Several departmental vehicles were also equipped with mobile radios specific to local emergency response frequencies. Staff received training in the use of the Web EOC computer program. The department's Standard Operating Procedure for the Diablo Canyon Power Plant was updated. The department will continue to work with the County Office of Emergency Services to simulate activation of the Agricultural Information Center in preparation for the Diablo Canyon Power Plant Ingestion Pathway Exercise taking place in 2016.
- Senate Bill 485 established new weighmaster licensing requirements for junk, scrap metal and recycler businesses to help deter metal theft. To receive a weighmaster license issued by the State, operators must now demonstrate to weights and measures officials that they possess the photographic and fingerprinting systems required for documenting certain scrap metal purchases. The department will implement this new verification program under contract and guidance from the California Department of Food and Agriculture. 100% of the affected businesses will be inspected.
- To further the department's succession planning efforts, comprehensive training manuals for two major Agricultural Commissioner/Sealer programs will be developed. This will result in well trained staff, continuity of departmental standards, procedures and policies and uninterrupted delivery of high quality service to customers.

#### **COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS**

General Fund support is recommended to increase \$39,455 or 1% compared to FY 2013-14 adopted levels. Revenues are recommended to increase by \$80,703 or 2% and expenditures are recommended to increase by \$120,158 or 2% compared to the FY 2013-14 adopted levels.

The increases in revenue are due to three factors: (1) a \$59,208 or 3% increase in State revenue due to an increase in Pesticide Use Enforcement Mill Fee revenue, an increase in pesticide sales activities, and an increase in anticipated Unclaimed Gas Tax based on prior year's actuals; (2) a \$60,800 or 39% increase in charges for current services due to an increase in demand for export certificates and an increase in inspection frequency; and (3) a \$35,130 or 4% decrease in Federal revenue primarily due to the recent eradication of the Glassy-Winged Sharpshooter in the County.

Unclaimed Gas Tax revenue is budgeted at over a \$1 million each year and makes up approximately one-third of total revenue in this budget. The State Food and Agriculture Code, Section 224.5 (3), requires that in order to be eligible to receive Unclaimed Gas Tax revenue each county must maintain a level of General Fund support "for agricultural commissioner services at least equal to the average amount expended for the five preceding fiscal years, unless the county is facing unusual economic hardship that precludes that support." In each of the past four fiscal years San Luis Obispo County has submitted documentation of economic hardship and obtained a waiver of this requirement. Consequently, the County has continued receiving Unclaimed Gas Tax revenue. Based on the General Fund support provided to the Agricultural Commissioner budget over the past five years, it is expected that a waiver request will not be necessary in FY 2014-15.

Salaries and benefits are increasing by \$46,773 or 1% due to a wage and benefit contribution increase for staff positions and slightly offset by a decrease in temporary help hours. Services and supplies are increasing by \$60,385 or 8% primarily due to an increase in liability insurance expenditures and garage charges.

Fixed assets are recommended to increase \$13,000 due to the need to replace copiers for the San Luis Obispo and Arroyo Grande offices.

The recommended General Fund support will allow the department to continue to maintain existing service levels in FY 2014-15.

The department is facing a multitude of retirements in the next five years, including key management positions. In order to proactively address these events and create improvements, the department is proposing a succession plan through a departmental restructure. To preserve stability and coincide with imminent retirements, the complete restructure will be phased in over four fiscal years. The department submitted a Budget Augmentation Request (BAR) to address the first year of the restructure. Due to timing factors with retirements and approval of a new position classification, it is not feasible for the requested position changes to be included on the Position Allocation List (PAL) and included in the budget. The Administrative Office supports the department's restructure approach and is recommending that the department come back to the Board in FY 2014-15 to request PAL changes to coincide with retirements. If approved in FY 2014-15, Phase 1 of the restructure will decrease the department's General Fund support by \$1,945.

**BOARD ADOPTED CHANGES**

Per the Supplemental Budget document, the department's Position Allocation List (PAL) was amended to delete 1.0 FTE Administrative Assistance III position and add 1.0 FTE Accounting Technician position. These PAL changes are the first step in phase 1 of the multi-year departmental restructure. The full phase 1 was requested as a budget augmentation request (see below). At the time the proposed budget was prepared, the requested PAL changes were not recommended because of timing of retirements. Due to changes in retirement notices, the first step in phase 1 was included as part of the Supplemental Budget document. Salary and Benefit expenditures decreased by \$1,776 as a result of the PAL change.

**BUDGET AUGMENTATION REQUESTS NOT ADOPTED**

<b>Unit Amount</b>	<b>Description</b>	<b>Results</b>
Gross: (\$1,945)  General Fund: (\$1,945)	Department of Agriculture/Weights and Measures Restructure – Phase 1	Existing services will be maintained or made more efficient through this departmental restructure.

**GOALS AND PERFORMANCE MEASURES**

<b>Department Goal:</b> Uphold the commitment to serve the community as outlined in the department's mission statement, which is in alignment with county adopted Communitywide Results.						
<b>Communitywide Result Link:</b> <input type="checkbox"/> Safe <input checked="" type="checkbox"/> Healthy <input type="checkbox"/> Livable <input type="checkbox"/> Prosperous <input checked="" type="checkbox"/> Well-Governed Community						
<b>1. Performance Measure: Percentage of clients that indicate they are satisfied with departmental services. (Quality measure)</b>						
09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
100% overall satisfaction with services provided to local customers who receive certification for famers markets	94.4% overall satisfaction with services provided to local customers who receive export certification services	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	95% overall satisfaction with registration assistance provided to local organic producers	100% overall satisfaction with registration assistance provided to local organic producers	95% overall satisfaction with inspection and certification services provided to local businesses that use commercial weighing and measuring devices

**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 excellent customer service. Customer feedback and suggestions help us achieve that goal.

**How are we doing?** California Department of Food and Agriculture (CDFA) required all California Organic producers, handlers and retailers to register their operations in the new organic web database, commencing March 2013. Of the 110 registrants in San Luis Obispo County, 14 required additional assistance with this process from the department. All registrants requiring assistance were contacted in May 2014. Of those, thirteen responded to our survey with a response indicating overall satisfaction with the quality of staff assistance in the registration process.

In FY 2014-15 we will solicit feedback from the approximately 950 county businesses that use commercial weighing and measuring devices (scales, gas pumps, utility submeters, etc.) to determine their level of satisfaction with the department's device inspection and certification services. Survey forms will be enclosed with April 2015 annual registration invoices or sent by separate letter.

**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)**

09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
15.3	7.4	13.7	12.2	15	16.9	13

**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 incoming packages containing plant material at freight and package shipping terminals and inspect 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 and OnTrac, 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:** From July 1, 2013 through June 30, 2014, staff inspected 1,541 packages at Federal Express and 26 were denied entry into the county for an overall rejection rate of 16.9 packages per 1,000 inspected. The improvements seen in rejection rates over the past several years was due to a refocus on staff training, which resulted in better documentation and enforcement of shipping violations. This training was initiated in FY 2011-12 and continued into subsequent fiscal years. California statewide rejection data is not readily available.

After several years of increased enforcement of shipping violations, we lowered our targeted rejection rate for FY 2014-15, as we expect shippers to improve their shipping practices leading to fewer violations.

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

09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
100%	89.7%	95.7%	92.6%	90.0%	92.9%	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 (CDFA) periodically, and unannounced, place target insect specimens in traps and rate 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 program 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 target for FY 2013-14 was 90% of quality control insect specimens intercepted. Pest Detection Trappers intercepted 39 of 42 insect specimens for an interception rate of 92.9% from July 1, 2013 through June 30, 2014. We will continue to focus on target insect identification training for all Pest Detection Trappers.

The target for FY 2014-15 will remain at 90%.

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

09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
96.4%	96.9%	97.8%	97.8%	98.0%	97.5%	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 Program continues to provide a high level of protection for the community. During FY 2013-14, staff inspected 11,319 requirements and found 11,040 to be in compliance for a 97.5% compliance rate. The compliance rate is based on conformance with standardized statewide requirements applicable to each type of inspection, including agricultural pesticide use monitoring, records audits and structural pest control. The overall statewide compliance rate for 2013 was 98.5% (the most current data available from the Department of Pesticide Regulation); however, each county has a unique work plan negotiated with the state that focuses inspections on specific areas of concern. San Luis Obispo County's compliance rate is slightly lower than the state average due to our focus on pesticide use in and near urban areas and the complexity of field fumigant regulations.

The target for FY 2014-15 remains at 98.0% and takes into consideration current pesticide use trends and added requirements for the field fumigants while maintaining oversight of traditional agricultural and structural pesticide use.

**5. Performance Measure: Number of pesticide use report records processed per hour. (Efficiency measure)**

09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
75.9	79.2	68.2	54.1	79.0	71.6	70.0

**What:** Producers of agricultural commodities and pest control businesses are required to report pesticide use to the County Agricultural Commissioner. This data is reviewed and entered into a statewide pesticide use report database. This measure demonstrates how efficiently we process pesticide use report data.

**Why:** Interested parties want prompt and efficient processing of pesticide use reports to obtain up-to-date data for identifying pesticide use in the county.

**How are we doing?** During FY 2013-14, the number of pesticide use report records processed increased to 71.6 per hour. This improvement is primarily due to progress made after a transitional period of learning and adjusting to the new CalAgPermits system and more customers using web based use reporting. We expect the number of records processed per hour to increase once the system is fully implemented and by FY 2015-16 when all of the multi-year permit customers have renewed using CalAgPermits. We are ahead of schedule due to extra outreach to encourage customers to utilize web based use reporting. The percentage of customers using web-based use reporting increased from 66% in FY 2012-13 to 73% in FY 2013-14. There is no statewide or comparable county data available for this measure.

The target for FY 2014-15 is 70 records per hour.

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

09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
SLO County 94.3%	SLO County 90.9%	SLO County 91.9%	SLO County 89.4%	To equal or exceed the statewide compliance average	SLO County 90.5%	To equal or exceed the statewide compliance average
Statewide 93.9%	Statewide 93.1%	Statewide 93.7%	Statewide 93.4%		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 correct weighing and measuring devices protects consumers and helps insure that merchants compete fairly.

**How are we doing?** The annual statewide compliance rate for all California counties combined averaged 93.5% during the previous five years. Our results averaged 91.7% during this period. During FY 2013-14, 2,569 weighing and measuring devices were found in compliance out of 2,839 devices inspected, for a 90.5% overall compliance rate. Statewide compliance data for FY 2013-14 will be published in Spring 2015. Thoroughness of inspections results in slightly lower local compliance rates as compared to the statewide average.

The standard target for FY 2014-15 to equal or exceed the statewide compliance average is retained.

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

09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
SLO County 99.1%	SLO County 98.7%	SLO County 99.3%	SLO County 98.6%	To equal or exceed the statewide compliance average	SLO County 99.1%	To equal or exceed the statewide compliance average
Statewide 98.2%	Statewide 98.1%	Statewide 97.9%	Statewide 98.3%		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?** The annual statewide compliance rate for all California counties combined averaged 98.1% during the previous five years. Our results averaged 98.7% during this period. During FY 2013-14, 1,708 items were found in compliance out of 1,724 items inspected, for a 99.1% compliance rate. Statewide compliance data for FY 2013-14 will be published in Spring 2015.

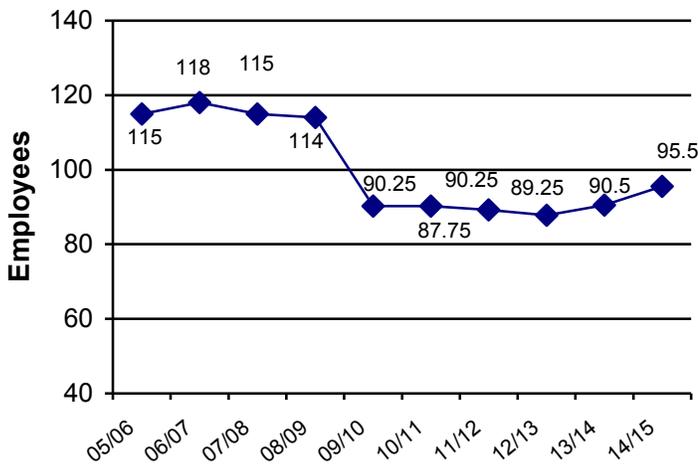
The standard target for FY 2014-15 to equal or exceed the statewide compliance average is retained.

**MISSION STATEMENT**

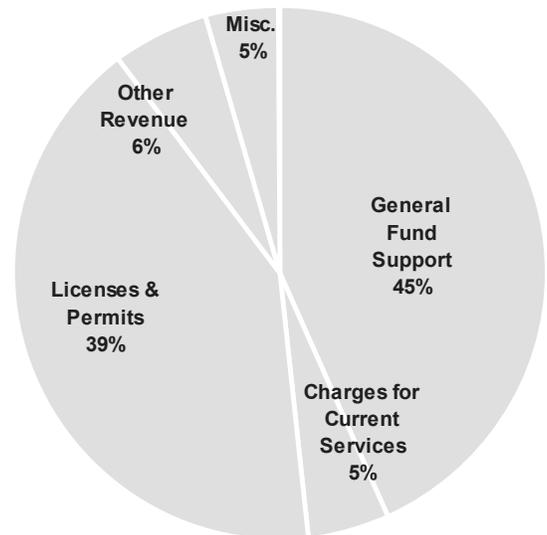
Promoting the wise use of land. Helping to build great communities.

	2012-13	2013-14	2014-15	2014-15	2014-15
<u>Financial Summary</u>	<u>Actual</u>	<u>Actual</u>	<u>Requested</u>	<u>Recommended</u>	<u>Adopted</u>
Licenses and Permits	\$ 4,890,577	\$ 5,972,447	\$ 5,095,885	\$ 5,095,885	\$ 5,095,885
Fines, Forfeitures and Penalties	47,416	46,706	70,716	70,716	70,716
Intergovernmental Revenue	734,373	447,178	117,527	117,527	117,527
Charges for Current Services	604,821	724,261	615,034	615,034	615,034
Other Revenues	301,110	482,912	340,280	340,280	789,173
Other Financing Sources	0	19,341	82,968	82,968	82,968
Interfund	<u>326,971</u>	<u>411,074</u>	<u>258,473</u>	<u>269,569</u>	<u>269,569</u>
<b>**Total Revenue</b>	<b>\$ 6,905,268</b>	<b>\$ 8,103,919</b>	<b>\$ 6,580,883</b>	<b>\$ 6,591,979</b>	<b>\$ 7,040,872</b>
Salary and Benefits	9,586,548	9,727,462	10,530,714	10,599,860	10,690,311
Services and Supplies	2,162,526	2,313,821	1,864,199	1,854,390	2,212,832
Other Charges	29,940	0	48,000	0	0
Fixed Assets	<u>0</u>	<u>6,750</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>**Gross Expenditures</b>	<b>\$ 11,779,014</b>	<b>\$ 12,048,033</b>	<b>\$ 12,442,913</b>	<b>\$ 12,454,250</b>	<b>\$ 12,903,143</b>
Less Intrafund Transfers	<u>1,379</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>**Net Expenditures</b>	<b>\$ 11,777,635</b>	<b>\$ 12,048,033</b>	<b>\$ 12,442,913</b>	<b>\$ 12,454,250</b>	<b>\$ 12,903,143</b>
General Fund Support (G.F.S.)	<u>\$ 4,872,367</u>	<u>\$ 3,944,114</u>	<u>\$ 5,862,030</u>	<u>\$ 5,862,271</u>	<u>\$ 5,862,271</u>

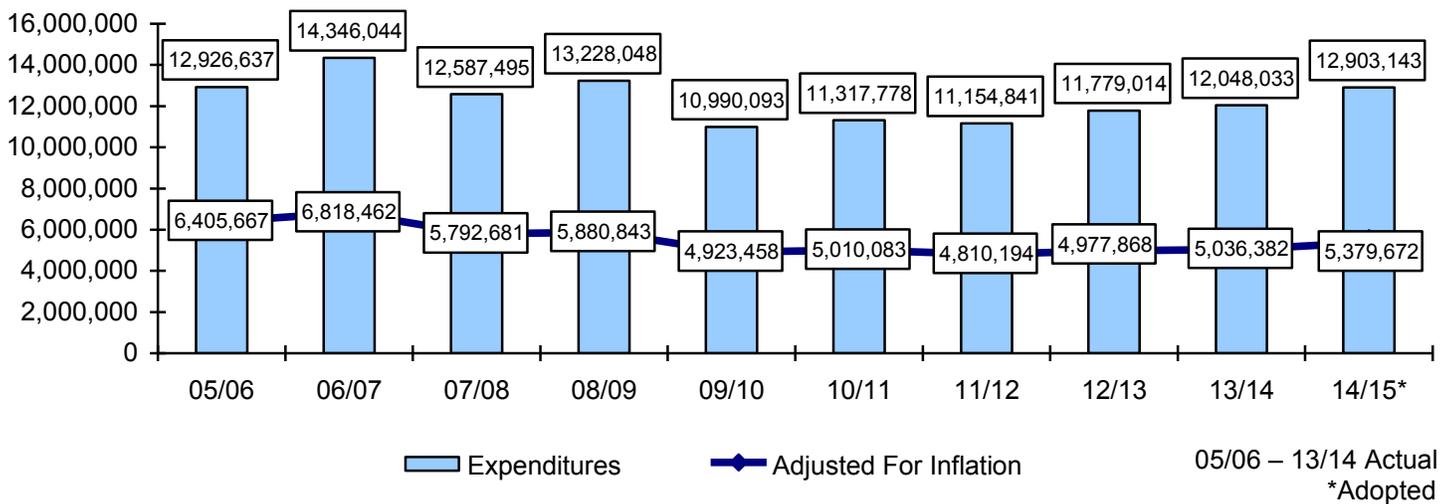
**Number of Employees**  
(Full Time Equivalent)



**Source of Funds**



**10 Year Expenditures Adjusted For Inflation**



**SERVICE PROGRAMS**

Planning and Building has a total expenditure level of \$12,903,143 and a total staffing level of 95.50 FTE to provide the following services:

**Land Use Planning**

The Planning and Building Department helps plan communities and rural areas by:

- Facilitating public participation and providing opportunities to develop the County's vision for the future, through updates to the General Plan, ordinances and other planning initiatives.
- Collaborating with the public and decision makers on how best to guide future development and resource conservation.
- Addressing housing needs and economic development through public outreach, research, projections and programs to achieve identified targets.
- Maintaining and improving General Plan maps, other supporting maps, and Geographical Information System (GIS) databases that are valuable tools used for research, public information and decision making.
- Creating policies and strategies that are considered by decision-makers to implement the County vision.

Total Expenditures: \$3,398,836 Total Staffing (FTE): 31.00

**Development and Permit Review**

The Department provides development and permit review services to enable the public to participate in implementing and monitoring the County's vision by:

- Guiding applicants and the public through the permit review process by explaining relevant policies, ordinances and regulations and applying these in a consistent and fair manner.
- Reviewing development, land division and building applications to assure they meet all federal, state and local requirements.
- Inspecting construction projects for compliance with codes, regulations and permit approvals.
- Administering the Mobile Home Park Rent Stabilization Ordinance.

Total Expenditures: \$5,273,534 Total Staffing (FTE): 41.00

**Resource Management and Monitoring**

The Department monitors and manages the county's natural resources and environment by:

- Ensuring that development meets goals identified through local programs, policies, laws and ordinances for resource management and conservation.
- Working with other departments, agencies, applicants, and the public to administer resource conservation goals.
- Ensuring that land use and environmental policies, laws and ordinances are fulfilled.

Total Expenditures: \$1,165,420 Total Staffing (FTE): 10.00

**Supporting Services**

Administration of the Department provides leadership, administrative and technical services by:

- Optimizing the procedures and processes that support land use planning, development, and construction within the county.
- Providing leadership to ensure high quality "result-oriented" services.
- Ensuring fiscally responsive and flexible management when dealing with fluctuating demands for services.
- Providing education, public outreach and training for Department staff, decision-makers, the general public and the community.

Total Expenditures: \$3,065,353 Total Staffing (FTE): 13.50

**DEPARTMENT COMMENTS**

The Planning & Building Department's primary function is to support the County's mission by implementing programs that support a safe, healthy, livable, prosperous, and well-governed community. The department accomplishes this by issuing construction permits, completing inspections, implementing and maintaining the General Plan, evaluating development proposals for consistency with adopted plans, conducting environmental analysis of plans and projects, preparing both short- and long-term policy recommendations and assisting the Board of Supervisors as well as the County's Planning Commission in making informed decisions on land use policies. In addition, the department coordinates with local, County, State and Federal agencies, and assists non-profit organizations and private parties in building affordable housing in San Luis Obispo County to the maximum extent feasible.

In FY 2012-13, the department began to see an increase in numbers of new building and land use permit applications which is continuing in FY 2013-14. In addition, the adoption of new state building codes has led to an increase in the time it takes to process applications. The department has also seen numerous retirements over the past five years and will continue to see additional retirements creating a need to capture institutional memory and complete succession planning. These challenges will continue as the department determines what is necessary to address the increasing workload and on-going retirements. However, even given these challenges, the department has still processed a number of very large projects, continued to find ways to streamline process; provided the public with information on ways to save money on their energy bills, and worked collaboratively with the Economic Vitality Corporation to support the retention and growth of local businesses.

The following accomplishments for FY 2013-14 and the objectives for FY 2014-15 reflect the department's Strategic Plan Key Priorities of:

- a. Balance (of human needs, growth, a safe built environmental and limited natural and economic resources)
- b. Education (promote the values of good planning and building through education and outreach)
- c. Leadership (results oriented leadership that promotes empowerment, transparency, trust, respect and teamwork)
- d. Service (serve our community with timely and professional service to our customers and stakeholders)

FY 2013-14 Accomplishments

- **Balance**

Completed the community infrastructure and facility needs assessment for San Miguel, Oceano, Nipomo, and Templeton. This study will help the County and the Community Services Districts plan for needed improvements to the communities.

Completed amendments to implement mandated post construction stormwater requirements from the Regional Water Quality Control Board. These amendments keep the County in compliance with National Pollutant Discharge Elimination System (NPDES) requirements.
- **Education**

Expanded outreach on energy efficiency programs through a well attended Energy Event, as well as focused outreach to the Shandon community, which educates the public on how to save money on energy bills and how to obtain rebates for energy efficiency upgrades.

Completed public outreach on newly adopted State Building Codes to educate the public on newly adopted building regulations.
- **Leadership**

Completed a Joint Land Use Study for the Camp Roberts facility in conjunction with the facility, Monterey County and the City of Paso Robles that offers options for strategies to assure land use compatibility with Camp Roberts.

Worked with the Economic Vitality Corporation on a Pilot Economic Analysis Program to provide decision-makers with information about a project's potential economic benefits.
- **Service**

Prepared a Public Review Draft update to the San Miguel Community Plan collaboratively with the community that will help shape new growth and development, enhance the quality of life, and bring vitality to San Miguel.

Met with User Groups to continue to develop process improvements to streamline and where possible, simplify, the department's permitting systems.

FY 2014-15 Objectives

- **Balance**

Develop and implement water offset programs for Urgency Ordinance 3246, an ordinance covering new development overlying the Paso Robles Groundwater Basin.

Complete constraints mapping and draft an ordinance that would set up a system to allow new renewable energy projects to be processed in a streamlined and cost efficient fashion.
- **Education**

Expand the use of the department's YouTube channel to educate the public on department services and programs making the department and our services more accessible and transparent.

Continue to provide training to the County's Community Advisory Councils in order to create well-informed and trained Community Advisory Council members.
- **Leadership**

Develop an electronic Desk Manual to capture institutional knowledge to address succession planning and employee retirement and ensure consistent and accurate permit processing.

Work with Federal Resource Agencies to further the completion of the Habitat Conservation Plan for the community of Los Osos. Completion of this plan is a step towards allowing additional development to occur in Los Osos.
- **Service**

Continue to expand the types of permits that can be obtained through an "e-permit" to save our customers from having to drive to San Luis Obispo to obtain a permit.

Operate a full service North County Service Center to serve our North County customers and save them from having to drive to San Luis Obispo for services.

Continued to fast track job generating commercial projects by using the Business Assistance Team that helped to both attract and retain businesses in the county and create jobs.

**COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS**

The level of General Fund support for Planning and Building is recommended to increase \$76,977 or 1% compared to the FY 2013-14 Adopted Budget. Revenues are recommended to decrease \$218,462 or 3% and expenditures are recommended to decrease \$141,845 or 1% compared to FY 2013-14 adopted levels.

The decrease in revenue is primarily due to the decrease in Plan Check Fee revenue generated from the completion of the California Valley Solar Ranch Project, one of two solar projects on the Carrizo Plain. Revenue associated with the two large solar projects is decreasing by \$599,957 or 40%. This decrease in revenue is slightly offset by the increase in revenue from the department's traditional customer base (i.e. the more typical projects processed) reflecting some growth in development in the County. The department's traditional customer base revenue is increasing by \$390,222 or 8% from the FY 2013-14 Adopted Budget.

Overall, Building revenue is budgeted to decrease by \$297,372 or 8%. As noted above, the most significant decrease in building revenue is the decrease of Plan Check Fees, driven entirely by the two solar projects. Plan Check Fee revenue is decreasing by \$568,146 or 25%. Significant increases in Building Permits (25%) and Permit Issue Fees (15%) partially offset the decrease in Plan Check Fee revenue. Additionally, Land Use Application revenue is decreasing by \$70,638 or 4% associated with a \$192,329 or 45% decrease in administrative fees due to a significant reduction of Environmental Impact Report Trust Accounts. Increases in Land Use Permit (6%) and Subdivision Permit (35%) revenue partially offset the decrease in Administrative Fee revenue.

As noted above, recommended expenditures are decreasing \$141,485 or 1% compared to the FY 2013-14 Adopted Budget. Salaries and benefits are increasing \$323,880 (3%) primarily due to the \$232,262 increase in expense to the mid-year (December 2013) addition of two Limited Term Planners to the Position Allocation List (PAL). The positions were added to support the implementation of the Paso Robles Groundwater Urgency Ordinance 3246 as well as the processing of Countywide and Paso Robles Groundwater Basin amendments. The increase is also due to the recommendation to add 1.0 FTE Land Use Technician (see the Recommended Budget Adjustment Request below) to expand services at the new North County Service Center totaling \$69,146.

Services and supplies are decreasing by \$450,865 or 19% from FY 2013-14 adopted levels. This decrease is primarily in the Professional Services account – an account that fluctuates from year to year depending on the projects planned for completion by the department and the need for technical experts to assist staff on these projects. More than half of this decrease, \$375,000, is related to the reduction in Professional Services to provide inspection services to the two large solar projects. Adequate funding has been reserved in previous budget cycles for the Los Osos Community Plan update, the Templeton Area Plan update, and the Airport Land Use, which led to a reduction in Professional Services for FY 2014-15 of \$450,000. Recommended additions to the Professional Services account include \$100,000 for consultants to perform plan reviews needed to maintain service levels and \$50,000 for technical assistance for the Safety Element of the County General Plan.

Other services and supplies accounts are increasing and decreasing by smaller amounts as compared to the FY 2013-14 Adopted Budget. The most notable variances include an increase of \$29,612 or 197% in credit card fees due to an increase in the number of customers using credit cards for payments, a \$20,863 or 48% increase in training expenditures, a \$73,288 or 248% increase in insurance charges from Risk Management, and a \$21,190 or 44% increase in garage charges from General Services.

The recommended budget enables the Planning and Building Department to maintain the Board acknowledged priorities. The recommended Budget Augmentation Request to add 1.0 FTE Land Use Technician will allow the department to increase service levels to North County residents by providing a full service Building and Planning Permit Center.

The FY 2014-15 recommended PAL for Planning & Building includes a net increase of 3.0 FTE compared to the FY 2013-14 adopted PAL.

FY 2013-14 Mid-Year PAL Changes

- +1.0 FTE Planner I-III position for Paso Robles Groundwater Basin Urgency Ordinance 3246 implementation (Board approved 12/17/2013)
- +1.0 FTE Planner I-III position the processing of Countywide and Paso Robles Groundwater Basin amendments (Board approved 12/17/2013)

FY 2014-15 Recommended PAL Changes

- +1.0 FTE Land Use Technician to provide services at the North County Service Center

**BOARD ADOPTED CHANGES**

The Board approved two emPower agreements to deliver the emPower Energy Efficiency Program and amended the department's FY 2013-14 Position Allocation List (PAL) by adding 2.0 Limited Term Planner I/II/III positions on April 22, 2014. Due to timing, these changes were not reflected in the FY 2014-15 recommended budget and a technical correction was requested as part of the Supplemental Budget document. The Board approved the technical correction as part of the Supplemental Budget document increasing revenue by \$448,893, increasing expenditures by \$448,893, and adding 2.0 Limited Term Planner I/II/III positions to the departments PAL.

**BUDGET AUGMENTATION REQUESTS ADOPTED**

<b>Unit Amount</b>	<b>Description</b>	<b>Results</b>
Gross: \$69,146  General Fund support: \$69,146	Add 1.0 FTE Land Use Technician	The following services would be available at the North County Service Center: <ul style="list-style-type: none"> <li>• Building Permit Customer Service (General Public Information)</li> <li>• Construction Permit Submittal</li> <li>• Construction Permit Review</li> <li>• Payment of Fees for Construction Permits</li> <li>• Pick up of Issued Construction Permits</li> </ul>

**B BUDGET AUGMENTATION REQUESTS NOT ADOPTED**

<b>Unit Amount</b>	<b>Description</b>	<b>Results</b>
Gross: \$48,000  General Fund support: \$48,000	Purchase two vehicles for the Code Enforcement section.	This will allow the department to purchase two vehicles for use by Code Enforcement staff.
Gross: \$81,383  General Fund support: \$81,383	Add 1.0 FTE Planner I – III	The following services would be available at the North County Service: <ul style="list-style-type: none"> <li>• Accept Information Requested Associated with Discretionary Permits in Process</li> <li>• Verify Code Enforcement Resolutions</li> <li>• Discretionary Permit Application Submittal</li> <li>• Zoning Clearance for Construction Permits</li> </ul>

		<ul style="list-style-type: none"> <li>• Review Site Plans</li> <li>• Calculate Planning Application Fees</li> </ul>
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**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>						
09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
792,900 acres protected	794,248 acres protected	795,328 acres protected	796,907 acres protected	796,919 acres protected	785,609 acres protected	787,320 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. 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> There has been a substantial decrease in the acres protected for FY 2013-14 due to the combined effect of land coming out of the program through expiring contract non-renewals and public acquisition of solar project related mitigation lands. Based on these results, the target for FY 2014-15 has been decreased accordingly. 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. Consequently, some contracts expire each year after completing their 10 or 20 year contract period.</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>							
	<b>09-10 Actual Results</b>	<b>10-11 Actual Results</b>	<b>11-12 Actual Results</b>	<b>12-13 Actual Results</b>	<b>13-14 Adopted</b>	<b>13-14 Actual Results</b>	<b>14-15 Target</b>
<b><u>Building Permit applications</u></b> Goal: Single-family dwelling permits - 20 days to complete plan check	96%	94%	94%	98%	98%	45%	95%
Goal: Commercial project permits - 30 days to complete plan check	90%	95%	95%	99%	95%	76%	95%
<b><u>Building Inspection</u></b> Goal: All building inspections requested completed by the next day	98%	100%	99%	99%	98%	99%	99%
<b><u>Land Use Permit &amp; Subdivision applications</u></b> Goal: Exemptions from CEQA - 60 days from acceptance	65%	60%	70%	55%	75%	48%	75%
Goal: Negative Declaration - 180 days from acceptance	56%	71%	76%	71%	75%	71%	75%
<b><u>Code Enforcement</u></b> Goal: All complaints reviewed within 10 working days	---	---	100%	100%	100%	100%	100%

<u>Goal:</u> <u>Voluntary compliance resolved within 45 days of initial inspection</u>	---	---	47%	60%	40%	40%	75%
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<u>Long Range Planning</u> <u>Goal: Complete annual reports and public review drafts within the timeframes set by their respective work programs</u>	90%	60%	82%	42%	85%	87%	75%
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**What:** Timely processing of applications, permits and complaints and the timely completion of long range planning initiatives.

**Why:** To provide efficient and 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 that plans are produced within budget and with adequate time to respond to the community's vision, local needs and issues before the document begins the hearing process. Timely annual reports keep communities and decision makers current on issues affecting the County.

**How are we doing?**

**Building Permits**

We monitor our workload weekly to try to achieve our adopted goal of completing 98% of the initial plan review for new dwellings within 20 working days. Our current review percentage is at 44%. This is due to a 47% increase in the number of applications submitted compared to this time last year and a surge of new applications in the months of December and June (74% more than these months last year). This surge in new application submittals was due to applicants submitting before the January 1, 2014 Building Code and the July 1, 2014 Energy Code changes went into effect. Since 2007 (when this goal was developed), there has been an increase in the number of state codes and local regulations (i.e. new Residential Code, the State Green Code, new Energy Code, RWQCB storm water regulations and a Local Green Building Ordinance) that must now be incorporated in the plan review process. With these additional code elements and the rebounding economy we are projecting that the 98% review goal will be difficult to achieve in the next fiscal year, therefore the target has been reduced from 98% to 95%. If the continued implementation of these code changes continues to increase plan review time, the Department will evaluate increasing the current goal of 20 working days for initial plan check of a single family dwelling to a goal that reflects the current complexity of plan review with the FY 2015-16 fiscal year budget cycle.

The percentage of plan check reviews of commercial project permits completed within 30 days decreased from 93% to 76% from October to the present. Although the Department's goal remains at 95%, we are projecting FY 2014-15 results to be 80% based on new energy code requirements that went into effect July 1, 2014. These new requirements will necessitate additional time to review until we become more familiar with them. 100% of all the Business Assistance Team (BAT) projects initial plan reviews were completed within 10 working days.

The Department is currently pursuing Request for Proposals for consultant assistance with all plan checking to address the current and predicted continued backlog.

Due to the rebounding economy and increase in Land Use and Building Permits, we anticipate a 5% increase in our customer service contacts for FY 2014-15 to a total of 31,288 customer contacts. The yearly average is up about 10% from the previous year at 29,799 customer service contacts at the Planning and Building Permit Center. The most important metrics are phone calls returned and customer walk-in numbers. Yearly total are as follows: FY 2013-14: 29,799, FY 2012-13: 27,038, and FY 2011-12: 27,548.

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 waste water management program as required by the RWQCB and (e) administering the National Storm Water Pollution Program.

**Building Inspections**

Most inspections are completed the day after they are requested, except in a limited number of remote areas of the County. Our goal was to complete 98% of construction inspections on the day after they are requested. For FY 2013-14 we have completed 14,662 inspections out of 14,667 inspections on the date requested, or more than 99%. Additionally, we have seen a 23% increase in the number of requested inspections compared to last year (FY 2012-13). The Department was able to maintain our target at 98% even with the increase in the numbers of inspections as one of the major solar projects has been completed, which enabled the allocation of inspection staff back into regular inspections.

**Land Use Permits/Subdivisions** – The number of land use and subdivision applications processed in FY 2013-14 was 127 (as compared to 117 in FY 2012-13). The percentages of projects processed within the processing time goals decreased in FY 2013-14 due to the combined effect of staff reassignments, vacancies and continued training of new staff. Also, we continue to have a number of large and controversial projects that require a significant amount of staff time. As new staff continues to receive training and vacant positions are filled, it is expected that the timing for processing projects will ultimately improve. In FY 2013-14, 48% of exempt projects (45 out of 93) were processed within 60 days compared to 55% in FY 2012-13 (53 out of 96). The average processing time for exempt projects increased from 68 (FY 2012-13) to 74 days. Of the projects subject to Negative Declarations 71% were processed within 180 days compared to 71% in FY 2012-13; however, the average processing time for Negative Declaration projects was 156 days, well below the goal of 180 days.

**Code Enforcement:** FY 2013-14 there were 533 enforcement cases initiated. All complaints are being reviewed within 10 days of receiving the complaint. A high priority is assigned to cases involving health and safety (e.g. substandard living conditions), and these are typically reviewed within two days. Verification of voluntary compliance within 45 days is at 40% (217 cases out of 533 cases). The best support for achieving voluntary compliance is through clear communication and education. The decrease in voluntary compliance occurred this past fiscal year due to staffing levels being compromised thus limiting the opportunities for outreach. This past year staffing challenges included, one code enforcement investigator being assigned to support building inspectors in California Valley on the solar projects equating to approximately 1,200 hours (80% of the available FTE) and another was tasked with monitoring/processing the RWQCB stormwater requirements for the Department equating to approximately 600 hours (40% of the available FTE).

**Long Range Planning:** Approximately 87% of the reports and public review drafts of long range plans have been completed within the timeframes set by their work programs. Of the 15 plans or studies either completed or in process, 13 are on schedule or have had their schedules revised to reflect changes in circumstances, as described below. In addition, as the Board shifts priorities in the Department – this can also lead to delays in the items that are tracked here. The descriptions below contain details as to the status of the projects and their schedule. The 15 long-range plans being tracked are the (1) Annual Report on the General Plan, (2-3) Strategic Growth implementation amendments and studies (Complete Communities Survey, Infill Subdivision-Development Standards), (4) Land Use and Circulation Element (LUCE) Update, (5) Resource Management System (RMS) and Growth Management Ordinance (GMO) revisions, (6) San Miguel Community Plan, (7) Resource Management System Biennial Report (8) Paso Robles Groundwater Basin Urgency Ordinance Implementation, (9) Los Osos Community Plan, (10) Renewable Energy Streamlining Program, (11) Countywide Water Programs, (12) Revisions to Los Osos Plumbing Retrofit Programs, (13) Housing Element, (14) Two Mobilehome Park Combining Designation Amendments, and (15) Mobilehome Park Zoning and Standards. 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.

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) Annual Report on the General Plan (annually). The Annual Report for FY 2012-13 was presented to the Planning Commission on December 12, 2013 and to the Board on February 14, 2014, in line with expected dates. The FY 2013-14 Annual Report is expected to be considered by the Planning Commission in November 2014 and by the Board in December 2014 or early in 2015, in line with expected dates.

(2-3) 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. Most of the projects have been completed. The status of these projects is described below.

- a) Complete Communities Survey to identify infrastructure and facility needs, costs, funding and financing for Nipomo, Oceano, San Miguel and Templeton. The project started in December 2011 and was presented to the Board of Supervisors at the beginning of April 2014, behind the time frame of 15 months from the start date. At that time, the Board asked for some revisions, which will be brought back to the Board in summer 2014. The last draft work products were completed in March 2014: the Community Profiles, phasing recommendations, and Executive Summary. These reports were finished behind schedule due to an unexpected amount of additional research and revisions needed to the draft Funding and Financing Plan and the final work products.
- b) Infill Subdivision – Development Standards to revise standards and remove barriers in order to encourage in-town development. The project started in December 2011 and is expected to be presented to the Board of Supervisors in summer 2014, beyond the work program's time frame of 22 months from the start date. The last draft work products were completed in March 2014 (the first draft of the Phases 1 and 2 ordinance revisions and initial work on the "Great Communities Design Toolkit"). Adjustments were made to the original scope of work by phasing the work products to result in more useful and immediately usable work products in Phase 1, but this has added some time to the work schedule. In addition, revisions to planning area standards to streamline the permitting process required substantial staff time.

(4) LUCE Update (**COMPLETED**). In March 2011, the Board revised the work program for the LUCE so that it would be simply a consolidation and reorganization of the Land Use Element and Land Use Ordinance in order to streamline and make it user-friendly. The revised work program shows the Public Review Draft of the first or reorganization phase of the LUCE being completed by spring 2012. Due to assigned staff having commitments to other projects that experienced delays, significant work on the LUCE started later than expected. In addition, staff resources had been shifted somewhat to complete other top priority projects. As a result, a Public Review Draft of the LUCE reorganization was released in early January 2013, and the reorganization was recommended for approval by the Planning Commission in August 2013. The Board adopted the LUCE in February 2014. This was in line with the revised work program.

(5) RMS and GMO revisions. The previous target of completing draft RMS and GMO revisions in 2011 was moved back to fall 2012 and then early 2013 due to workload and staff commitment to completing higher-priority projects by the end of 2012. The RMS and GMO revisions are not included in the top Department priorities per Board direction. Several tasks have been completed in connection with the RMS Annual Resource Summary Report, and work is underway on the remaining tasks. Staff completed the Public Review Draft RMS revisions in November 2013 (which was in line with time frames in the revised work program), with the exception of specific growth rate limits and possible significant revisions to the GMO that would likely require an Environmental Impact Report (EIR), for which funds are currently not budgeted. Review by the Water Resource Advisory Committee (WRAC) was completed in June 2014, several months later than expected. However, the Planning Commission will consider the RMS in late July 2014 and the Board in September 2014, which is in line with expected time frames following WRAC review.

(6) San Miguel Community Plan Update. In November 2011, the Board authorized processing a Community Plan Update, together with a work program and schedule. The work schedule was revised to reflect a new approach to public outreach that engaged the public up-front, rather than after release of the public draft. This responds to community sentiment and formation of a sub-committee to review the community plan and could save time in the long run. As a result, the Public Review Draft plan was released in June 2013 in line with the revised work program. The staff-prepared Public Hearing Draft Plan and Draft EIR were expected to be released in mid-2014. However, due to staff workload and a lack of expertise in some technical matters, it was decided to seek consultant assistance to complete the EIR using the draft chapters that have already been prepared in-house. This has resulted in a delay in releasing both the Draft EIR and Public Hearing Draft Plan. The RFP for consultant services will be issued in July 2014. The Draft EIR and Public Hearing Draft Plan are now expected to be released in spring 2015.

(7) Resource Management System Biennial Report. Due to staff commitments to priority programs, a consultant has been hired to prepare the Biennial Report. The consultant has begun work in July 2014 and is on track to complete a draft report by November 2014 so that it can be considered by the Water Resources Advisory Committee in November 2014 and presented to the Board of Supervisors in December 2014, in line with the expected time frames.

(8) Paso Robles Groundwater Basin Urgency Ordinance Implementation. The Board of Supervisors adopted an urgency ordinance on August 27, 2013, and on October 8, 2013 continued the ordinance for two years. The Board directed staff to conduct outreach to stakeholders and gather input on procedures for vesting rights exemption. This issue was considered by the Board of Supervisors on November 26, 2013. This is in line with the established work plan. In February 2014, in order to implement the Urgency Ordinance, the Board of Supervisors approved a water conservation program for new development that began in April 2014, consistent with established time frames. In March 2014, the Board approved a contract with the Upper Salinas-Las Tablas RCD to develop and manage an agricultural water conservation program to implement the Urgency Ordinance. The program is under development and on schedule, and is expected to be ready for consideration by the Board in October 2014.

(9) Los Osos Community Plan Update. The Board authorized preparation of this update on December 11, 2012. On-going coordination is occurring with Public Works on the Basin Management Plan (draft released on August 1, 2013), the project manager for the Habitat Conservation Plan (HCP) and Coastal Commission staff. New subcommittee meetings (twice monthly) with Los Osos Community Advisory Council began in June 2013 and continued through November 2013 and notification to property owners for requests for zone changes were advertised in two local newspapers in March 2013. The Public Review Draft Community Plan is expected to be released in August 2014, 1-2 months behind the original work plan. This schedule has been impacted by the amount of revisions needed. An administrative draft of the HCP was submitted to the U.S. Fish and Wildlife Service in June, 2014.

(10) 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. A Draft Environmental Impact Report and streamlining program are expected to be released in September 2014, and Planning Commission hearings are expected to begin in early 2015. The project is on schedule to be completed by the March 2015 grant deadline.

(11) Countywide Water Programs. On March 4, 2014, with subsequent direction in May 2014, the Board of Supervisors authorized processing of water conservation-related amendments to ordinances and policies regarding new landscape requirements and incentive programs to reduce outdoor water use, retrofit-on-sale, water waste, water neutral new development, and water supply assessments for new land divisions. On July 8, 2014, the Board gave highest priority to the amendments regarding water neutral new development and water waste and directed staff to bring those items to the Board for final action before August 26, 2015. In order to accomplish that, an initial project description should be completed by the end of September and a public hearing draft of amendments completed by the end of January 2015. Staff has conducted initial research and public outreach and is on track to complete the initial project description within the expected time frame.

(12) 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. Draft amendments are expected to be released by the end of 2014, in line with the expected time frame.

Housing & Economic Development Programs:

Most programs of this section are ongoing, such as grants administration and Mobilehome Park Rent Review Board support. They are "on schedule" in that deadlines set by funding sources and by the Mobilehome Park Rent Stabilization Ordinance were met, so no sanctions from the funding sources were imposed and no complaints from Mobilehome Park owners, residents or the Rent Review Board were filed.

There are three items that are not on-going. Two of these items are behind schedule and one is completed.

(13) Housing Element Update (**COMPLETED**). State law requires the County to update the Housing Element by June 30, 2014. The Board of Supervisors adopted the updated Housing Element on June 17, 2014 within the work program time frames and prior to the deadline established by the State.

(14) Mobilehome park combining designation. This will create a new combining designation or overlay zone to (1) encourage expansion of existing mobilehome parks and (2) encourage development of new mobilehome parks. A draft has been prepared and environmental review is in process within the timeframes set in the revised work program. The project has fallen behind schedule because the staff member assigned to the project has had to spend more time than expected on federal grant administration. The assigned staff will not be able to resume work on this in FY 2013-14. It is unknown when staff will be able to resume work.

(15) Mobilehome Park Zoning and Standards. This will amend Section 22.30.440 / 23.08.164 - Residential - Mobilehome Parks to bring county standards into conformance with California Code of Regulations regarding design and construction of mobilehome parks. This ordinance amendment continues to be behind schedule primarily because the staff member assigned to this project has had to spend more time than anticipated on federal grant administration. The Public Review Draft has not yet been completed. The assigned staff will not be able to resume work on this in FY 2013-14. It is unknown when staff will be able to resume work.

**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.**

09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
92%	95%	97%	95%	95%	82%	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?** During FY 2013-14, the Department worked diligently to improve the opportunities our customers have to provide us feedback. The Department wants to receive honest feedback to measure our services in order to plan strategies to address any concerns. To this end, the Department created an updated survey by using survey monkey and then designated May and June as focus months to actively survey customers. Having an on-line surveying tool allows individuals to respond anonymously which led to an increase in the number of surveys received over the previous fiscal years. In the past, our surveys were distributed exclusively by staff. This tended to mean that surveys were submitted only from our “satisfied customers”. The online survey reached a broader audience made up of individuals who regularly use our services who could provide responses without concern about damaging their ongoing relationship with the Department.

The Department’s feedback from our customers continues to be positive, just not at the levels previously seen using the old survey methods. In addition, over the past fiscal year, the Department’s performance has been affected by workflow issues related to increases in activity as well as in training and in staff turnover. This has resulted in some increases in processing time. Regardless, since July 2013, 82% of the individuals who completed surveys, sent e-mails or letters rated us above satisfactory or outstanding (177 of 215).

The Department continuously seeks to improve service through direct outreach to our customers and stakeholders using the Planning User Group and the Building User Group meetings. We also track customer “wait times” at our Permit Center and these continue to remain low (average of ten minutes) even as our workload has increased. We have also improved the accessibility of our Permit Center through a recent remodel of the Cashier area. We track customer service phone calls through our “Call Guru” software that is a software program developed by our staff that allows us to keep track of and return phone calls in a timely manner - usually by the end of the next day. This year the Permit Center assisted 15,979 walk-ins for general questions, 493 by appointment, and returned 8,393 general information phone calls.

There are also a number of “self-help” customer service programs that we focused on in FY 2013-14 including:

- Increasing the available information on the Department’s website
- Added Residential solar permits to our ePermit process. This allows our customers to apply on-line for a residential solar permit, in turn, saving vehicle miles traveled, cost and time.
- A GIS interactive map system to help property owners determine if they would be affected by the Urgency Ordinance for the Paso Robles Groundwater Basin
- Creation of the pasobasin.org website where residents can find all information relating to the Paso Robles Groundwater Basin on one website.
- Creation of an interactive map that shows the location of approved vesting rights exemptions from the Urgency Ordinance for the Paso Robles Groundwater Basin
- Continued improvements to our PermitView tracking system that allows residents and customers to track the progress of building and land use permits on line.
- Creation of the sloenergyalliance.org website where residents can find all information relating to energy efficient programs on one website

**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.**

09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
82 housing units	80 housing units	39 housing units	44 housing units	131 housing units	13 housing units	135 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 /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 actual number of newly constructed units in FY 2013-14 was 13. The target for the FY 2013-14 was 131 units and included 6 units in Oceano, 35 units in Arroyo Grande (Courtland Homes), 80 units in Paso Robles (Oak Park) by the Paso Robles Housing Authority, 6 secondary dwellings countywide and 4 units for moderate income households. The actual number of affordable units completed (13 units) in FY 2013-14 include: 6 units in San Simeon, 4 secondary dwelling units and 3 farm support quarters countywide. Of the 13 units, 9 units are for very low and low income households and 4 units are for moderate income households. The 6 unit Oceano project will be completed in FY 2014-15. The 35-unit project in Arroyo Grande (Courtland Homes) and the 80-unit project in Paso Robles (Oak Park) are estimated to be completed in August 2014. Additionally, an estimated 3 farm support quarter units will be constructed, 4 first time homebuyer loans will be made, and 7 affordable secondary dwellings will be completed in 14-15 (4 for moderate income households and 3 for very low and low income households. Because of the changes in the scheduled completion dates, the 14-15 Target has been adjusted accordingly.

**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.**

09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
370	465	93%	93%	100%	100%	100%

**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. Note: this measure was revised in FY 2011-12 to report the percentage of planned outreach and education efforts completed rather than the actual number of outreach and education events.

**Why:** To improve, strengthen and foster maximum participation in the planning 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 audience and stakeholders within and outside government.

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, and information provided on Facebook, Twitter and YouTube.

To continue our successful collaboration with agencies, organizations and residents, our goal for FY 2013-14 was to complete certain outreach and public education efforts. The Department is proposing to continue many of the outreach and education initiatives from FY 2013-14 to FY 2014-15. The number shown in parentheses represents the number of meetings from FY 2013-14. Where a program's specific outreach is completed in FY 2013-14, it will be removed from the list. Where a measurement is noted, the Department will provide a report on that measure.

Completed in FY 2013-14 and continuing to FY 2014-15

- CDBG / HOME (and other housing grant) Outreach & Public Workshops (20 mtgs in FY 2013-14 will be reduced to 10 mtgs in FY 2014-15 per the decrease noted in the revised Community Participation Plan for CDBG) This decrease will be offset by at least one other outreach instrument such as a survey, focus group, video, and/or other web-based tool.
- Homeless Services Oversight Council Meetings (26 mtgs)
- Energy Retrofit Training and Energy Efficiency Outreach (15 events held throughout the county)
- National Pollutant Discharge Elimination System (NPDES) Training & Outreach (3 mtgs) (number of grading regulation violations as compared to permits issued – 3 out of 14, many of the violations are allowed alternate review and wouldn't require a permit)
- San Miguel Community Plan Outreach (18 mtgs)
- Resource Education (Water, Oak Woodlands, Mining, GIS, etc.) (2 mtgs)
- Mobilehome Park Rent Stabilization Ordinance Education (10 mtgs)
- Stakeholder Outreach (Building Industry, Environmental Interests, Professional Organizations, Service Organizations, etc.) (10 mtgs)
- Workforce Housing Coalition (15 mtgs)
- Economic Vitality Corporation Board of Directors meetings (10 mtgs)
- SLO County Housing Trust Fund Commission (10 mtgs)
- Housing Element Update Outreach (5 mtgs) – Completed not to be continued
- User Group Outreach (2 mtgs)
- Energy Efficiency Financing Outreach (included in the 15 events held throughout the county)
- Paso Robles Groundwater Basin Urgency Ordinance Implementation Outreach (7 mtgs from March 2014-June 2014)

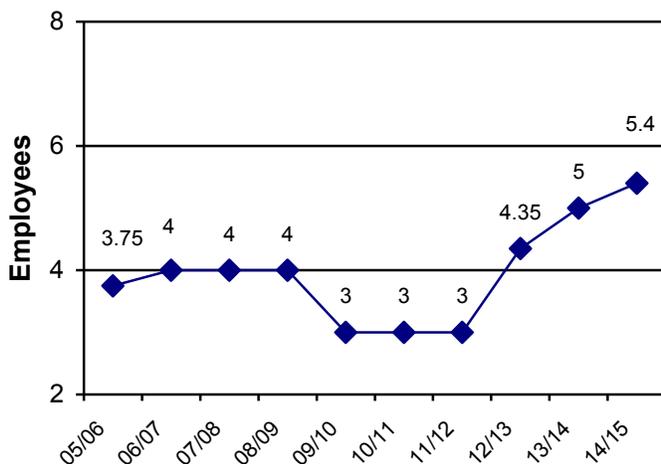
For FY 2014-15 the Department is continuing all the above referenced outreach efforts except for Housing Element Update Outreach as this has been completed. The Department is anticipating meeting all of the outreach and public education efforts identified.

**MISSION STATEMENT**

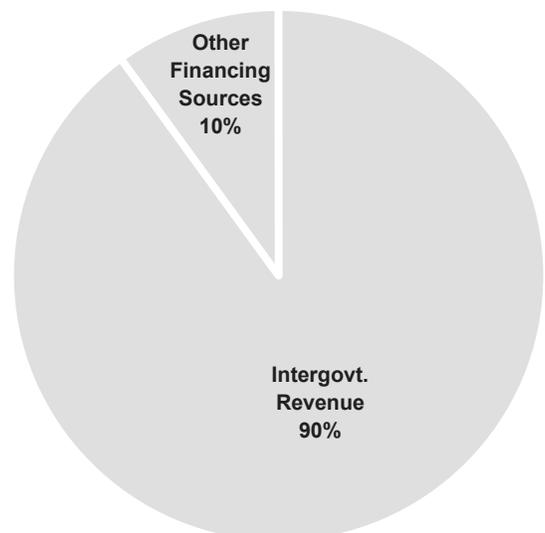
The mission of Community Development is to enhance the quality of life for San Luis Obispo County through programs that provide affordable housing, shelter and services for the homeless, economic development opportunities, and public improvements to benefit the communities that we serve.

	2012-13	2013-14	2014-15	2014-15	2014-15
<u>Financial Summary</u>	<u>Actual</u>	<u>Actual</u>	<u>Requested</u>	<u>Recommended</u>	<u>Adopted</u>
Revenue from Use of Money & Property	\$ 555	\$ 625	\$ 0	\$ 0	\$ 0
Intergovernmental Revenue	4,439,577	5,804,929	3,291,849	3,520,933	3,520,933
Other Financing Sources	354,376	412,464	391,436	391,436	391,436
<b>Total Revenue</b>	<b>\$ 4,794,508</b>	<b>\$ 6,218,018</b>	<b>\$ 3,683,285</b>	<b>\$ 3,912,369</b>	<b>\$ 3,912,369</b>
Fund Balance Available	\$ 65,685	\$ 37,167	\$ 0	\$ 0	\$ 44,840
Cancelled Reserves	0	0	0	0	0
<b>Total Financing Sources</b>	<b>\$ 4,860,193</b>	<b>\$ 6,255,185</b>	<b>\$ 3,683,285</b>	<b>\$ 3,912,369</b>	<b>\$ 3,957,209</b>
Salary and Benefits	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Services and Supplies	699,505	746,242	629,409	640,505	640,505
Other Charges	4,123,519	5,464,105	3,053,876	3,271,864	3,271,864
Fixed Assets	0	0	0	0	0
<b>Gross Expenditures</b>	<b>\$ 4,823,024</b>	<b>\$ 6,210,347</b>	<b>\$ 3,683,285</b>	<b>\$ 3,912,369</b>	<b>\$ 3,912,369</b>
Contingencies	0	0	0	0	44,840
New Reserves	0	0	0	0	0
<b>Total Financing Requirements</b>	<b>\$ 4,823,024</b>	<b>\$ 6,210,347</b>	<b>\$ 3,683,285</b>	<b>\$ 3,912,369</b>	<b>\$ 3,957,209</b>

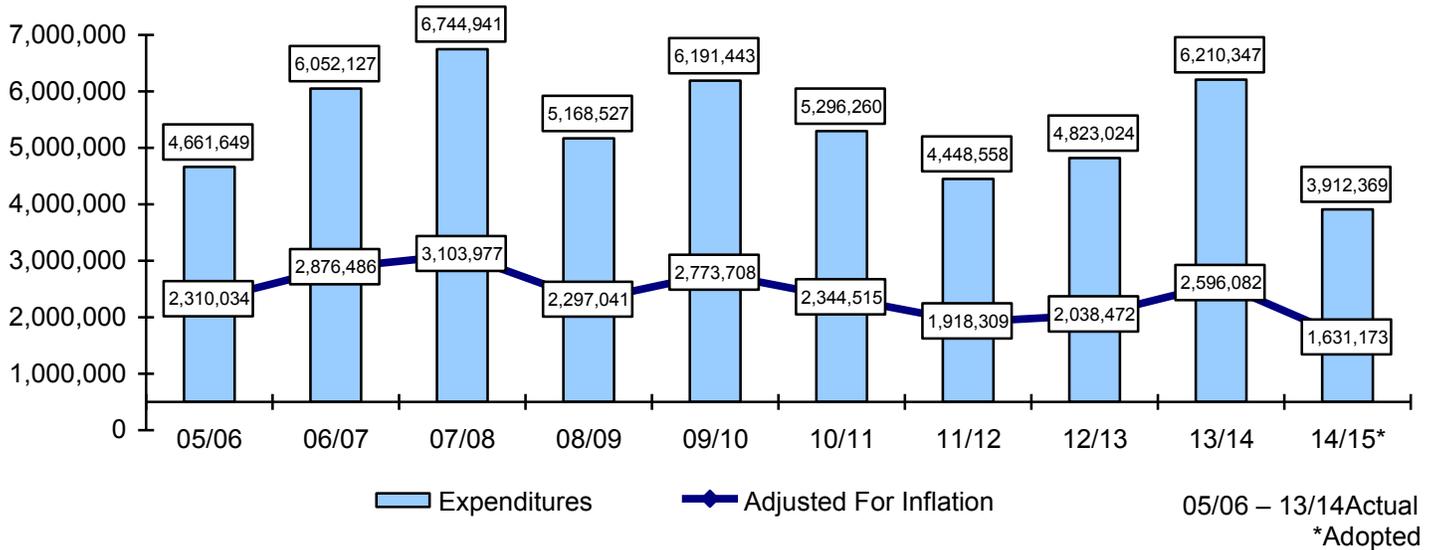
**Number of Employees  
(Full Time Equivalent)**



**Source of Funds**



**10 Year Expenditures Adjusted For Inflation**



**SERVICE PROGRAMS**

Community Development has a total expenditure level of \$3,912,369 and a total staffing level of 5.40\* FTE to provide the following services:

**Federal Department of Housing and Urban Development (HUD)  
Funded Community Development Block Grants (CDBG)**

Provides funding for a variety of community development activities provided they 1) benefit primarily lower-income persons, or 2) aid in the prevention of slums or blight.

Total Expenditures: \$1,627,673 Total Staffing (FTE): 1.46\*

**Home Investment Partnership Act (HOME) Funds**

Provides for a variety of affordable housing opportunities for lower-income households such as mortgage and rent assistance.

Total Expenditures: \$726,163 Total Staffing (FTE): 1.31\*

**Federal Emergency Shelter Grants (ESG)**

Provides funding for operations of one or more shelters, homeless day centers, and domestic violence shelters.

Total Expenditures: \$135,496 Total Staffing (FTE): 0.17\*

**Continuum of Care (CoC) Funds**

Provides funding for permanent housing, transitional housing and case management services for homeless persons.

Total Expenditures: \$1,031,601 Total Staffing (FTE): 2.11\*

**General Fund Support for Programs Benefiting the Homeless**

Provides funding for emergency shelter services for homeless persons.

Total Expenditures: \$202,500 Total Staffing (FTE): 0.15\*

**General Fund Support for the Economic Vitality Corporation (EVC)**

Provides funding for economic development services provided through the nonprofit EVC, such as business surveys, international trade classes, assistance to businesses, and collaboration on County economic strategies.

Total Expenditures: \$148,775 Total Staffing (FTE): 0.10\*

**General Fund Support for SLO Co Housing Trust Fund**

Provides funding for housing finance services throughout the County.

Total Expenditures: \$40,161 Total Staffing (FTE): 0.10\*

\*Staff is budgeted in FC 142 – Planning and Building; full time equivalent (FTE) shown represents staff assigned to projects within FC 290 – Community Development.

**DEPARTMENT COMMENTS**

The Community Development Fund Center obtains, administers and distributes federal and state grant funding to assist local organizations in providing affordable housing, public facilities, public services (such as shelter and meals for the homeless), and economic development financing and technical assistance (such as educational workshops for businesses) throughout the county. This fund center also provides General Fund support for special community development programs such as shelter and services for homeless persons, economic development activities by the Economic Vitality Corporation and operating costs for the San Luis Obispo County Housing Trust Fund.

Since the first quarter of FY 2012-13, the U.S. Department of Housing and Urban Development (HUD) directed the County to implement additional administrative tasks, including more frequent monitoring of cities and nonprofit groups receiving federal funds through the County, preparing more detailed procedures for all of the federal grants, and preparing more detailed documentation relating to federal environmental review of funded activities. As a result, the Planning and Building Department shifted its staffing assignments in order to enable staff trained in HUD grants to implement the additional work as directed by HUD. Overall, this has resulted in an increase in staff commitment for Fund Center 290.

**FY 2013-14 Accomplishment**

- Distributed approximately \$5 million dollars in federal and state grant funds for affordable housing, public facilities, public services and economic development programs to individuals, cities, unincorporated communities and local non-profit organizations.
- Constructed handicapped accessible curb/sidewalk improvements in the cities Atascadero and Paso Robles.
- Property acquisition on 313 South St with San Luis Obispo City CDBG.
- Provided funding for shelter and other services for homeless persons countywide.
- Provided \$1.5 million of HOME funds to construct the 36-unit Courtland St Apartments in Arroyo Grande.

**FY 2014-15 Objectives**

- Distribute approximately \$3.6 million dollars in federal grant funds for affordable housing, public facilities, public services and economic development programs to individuals, cities, unincorporated communities and local non-profit organizations.
- Rehabilitate El Camino Homeless Organization (ECHO) in North County.
- Provide additional \$187,144 to construct sewer line replacement on 16<sup>th</sup> Street in San Miguel.
- Use General Fund support to provide shelter and other services for the homeless persons and families.
- ADA improvements to the City of Morro Bay Library.
- Provide additional \$134,000 to Los Osos Mobile Home Park to upgrade water/sewer system.
- Provide \$500,000 to Peoples Self Help Housing Corporation to construct 33 rental units in Cambria.

**COUNTY ADMINISTRATOR’S COMMENTS AND RECOMMENDATIONS**

Recommended funding for the Community Development budget includes a full accounting of Federal funds received and transferred to participating cities and agencies, in compliance with General Accounting Standards Board rules.

Total financing sources for Community Development are recommended to decrease by \$54,653 or 1% and expenditures are recommended to decrease \$17,486 or less than 1% compared to the FY 2013-14 Adopted Budget. Contingencies in the amount of \$37,167 were included in the FY 2013-14 Adopted Budget due to a Fund Balance Available (FBA) of this amount at year end. The recommended FY 2014-15 budget does not include any Contingencies or FBA.

Approximately \$3.5 million of the total \$3.9 million in revenue budgeted in FY 2014-15 represents grant funding from the U.S. Department of Housing and Urban Development (HUD) and include the following:

• Community Development Block Grant (CDBG)	\$1,627,673
• HOME grant	\$726,163
• Emergency Shelter Grant (ESG)	\$135,496
• Continuum of Care grants (CoC)	\$1,031,601

The amounts reflect a 9% increase in CDBG funding, a 3% decrease in HOME funds, a 17% decrease in the ESG grant, and a 9% decrease in the CoC funding compared to the FY 2013-14 Adopted Budget. In general, fewer projects can be completed and fewer clients can be served when these program grant funds decline.

The reduction in expenditures reflects the reduced grant funding noted above. More than \$914,000 in CDBG funds will be distributed to five incorporated cities, with the largest shares going to the City of San Luis Obispo (\$459,680) and the City of Paso Robles (\$152,240). In addition, approximately \$2.3 million in grants funds from

the CDBG, HOME, Emergency Shelter Grant and CoC programs will be distributed to various non-profit organizations.

The General is recommended to remain flat at \$391,436 compared to the FY 2013-14 Adopted Budget. The recommended General Fund support includes: \$202,500 for Homeless Programs, \$148,775 for the Economic Vitality Commission (EVC), and \$40,161 for the San Luis Obispo Housing Trust Fund.

Of the \$202,500 for Homeless Programs, \$180,000 is allocated to service providers that operate emergency shelter programs. After receiving applications, the Homeless Services Oversight Council (HSOC) met on November 20, 2013 and made initial allocation recommendations for the FY 2014-15 County General Fund support for homeless services programs. Final allocation amounts will be determined in coordination with HSOC's review of the final allocation amounts for the CDBG and ESG grant funds.

Initial recommendations for General Fund support for services to the homeless population are as follows:

Organization	FY 2012-13 Adopted	FY 2013-14 Adopted	FY 2014-15 Initial HSOC Recommendations
El Camino Homeless Organization Emergency Shelter	\$30,320	\$32,019	\$31,148
Transitional Food and Shelter Emergency Shelter	\$7,897	\$11,563	\$10,695
Women's Shelter Program of SLO County Emergency Shelter	\$13,309	\$19,518	\$17,971
RISE (formerly North County Women's Shelter) Emergency Shelter	\$25,872	\$39,109	\$36,697
Prado Day Center Emergency Shelter	\$45,244	\$29,532	\$26,726
Maxine Lewis Memorial Shelter Emergency Shelter	\$64,858	\$42,211	\$51,089
Women's Shelter Program of SLO County Prevention/Re-Housing		\$6,048	\$5,675
<b>Total</b>	<b>\$187,500</b>	<b>\$180,000</b>	<b>\$180,000</b>

In addition to the \$180,000 of General Fund support shown above for programs providing emergency shelter services for homeless persons, the County set aside an additional \$22,500 for other homeless related program, but the funds have yet to be allocated.

Staffing to administer the HUD grant programs and contracts funded with General Fund support is funded in Fund Center 142 - Planning and Building. In FY 2014-15, \$249,069 in funding will be transferred to Planning and Building to support the cost of administering these programs. This is a reduction of \$10,931 or 1% compared to the FY 2013-14 Adopted budget. As previously reported to the Board of Supervisors, funding levels for HUD grants have declined over the past few years, while the administrative requirements for these grants have expanded. The more intensive administrative requirements have made it difficult for Planning and Building to reduce costs to match the level of funding provided in these grants. This situation results in an impact to the General Fund of approximately \$335,000 in FY 2014-15. Staff continues to pursue options to reduce administrative workload in order to reduce the impact to the General Fund.

**BOARD ADOPTED CHANGES**

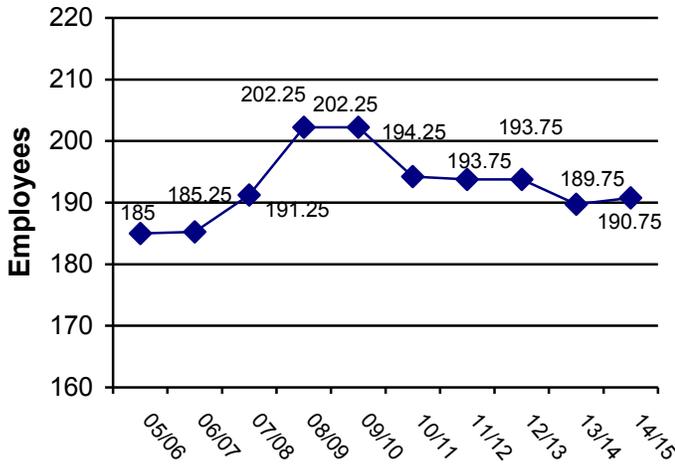
On September 9, 2014 the Board approved an increase in the appropriation to Contingencies for FC 290 in the amount of \$44,840 due to actual Fund Balance Available from FY 2013-14 coming in higher than assumed in the FY 2014-15 Proposed Budget.

**MISSION STATEMENT**

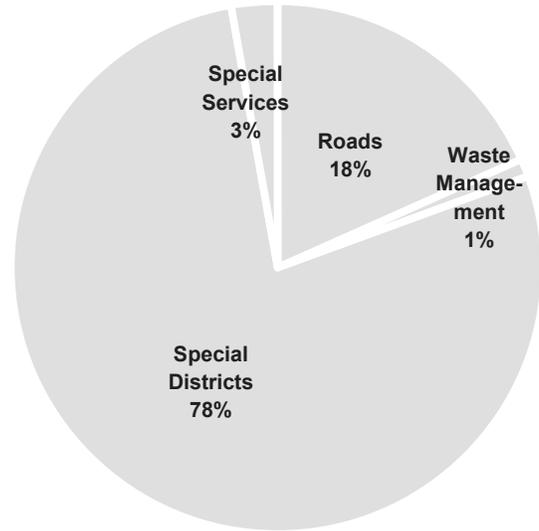
Provide public services related to the safe and efficient movement of traffic on County maintained roadways; engineering and surveying review of proposed land development; administration and operation of various water and waste water wholesale and retail facilities; long term master water planning; and franchise administration for the unincorporated areas.

OPERATING DETAIL (1)	2012-13 ACTUAL (2)	2013-14 ACTUAL (3)	2014-15 RECOMMENDED (4)	2014-15 ADOPTED BY THE BOS (5)
<b>OPERATING REVENUES</b>				
Charges for Services	34,435,270	33,401,930	33,651,850	33,651,850
<b>TOTAL OPERATING REVENUES</b>	<b>34,435,270</b>	<b>33,401,930</b>	<b>33,651,850</b>	<b>33,651,850</b>
<b>OPERATING EXPENSES</b>				
Salaries and Benefits	20,444,545	20,740,065	21,912,067	21,912,067
Services and Supplies	12,748,609	12,254,318	10,686,011	10,686,011
Insurance Benefit Payment	230,595	161,087	286,023	286,023
Depreciation	705,937	764,705	762,412	762,412
Countywide Overhead Allocation	54,305	60,862	5,337	5,337
<b>TOTAL OPERATING EXPENSES</b>	<b>34,183,991</b>	<b>33,981,037</b>	<b>33,651,850</b>	<b>33,651,850</b>
<b>OPERATING INCOME (LOSS)</b>	<b>251,279</b>	<b>(579,107)</b>	<b>0</b>	<b>0</b>
<b>NON-OPERATING REVENUES (EXPENSES)</b>				
Interest	36,293	24,862	50,000	50,000
Gain (Loss) on sale of Asset	(11,838)	39,912	0	0
Other	233,904	407,045	0	0
<b>TOTAL NON-OPERATING REVENUES (EXPENSES)</b>	<b>258,359</b>	<b>471,819</b>	<b>50,000</b>	<b>50,000</b>
<b>INCOME REF. CAPITAL CONTRIBS. &amp; TRANSFERS</b>	<b>509,638</b>	<b>(107,288)</b>	<b>50,000</b>	<b>50,000</b>
Contributions in (Out)	(125,000)	(4,007)	0	0
<b>CHANGE IN NET ASSETS</b>	<b>384,638</b>	<b>(111,295)</b>	<b>50,000</b>	<b>50,000</b>
Net assets - beginning	17,399,382	17,833,651	17,721,856	17,721,856
Net assets - ending	17,784,020	17,721,856	17,721,856	17,771,856
<b>FIXED ASSET EXPENDITURES</b>				
Equipment	874,457	1,836,552	1,581,000	1,581,000
<b>TOTAL FIXED ASSET EXPENDITURES</b>	<b>874,457</b>	<b>1,836,552</b>	<b>1,581,000</b>	<b>1,581,000</b>

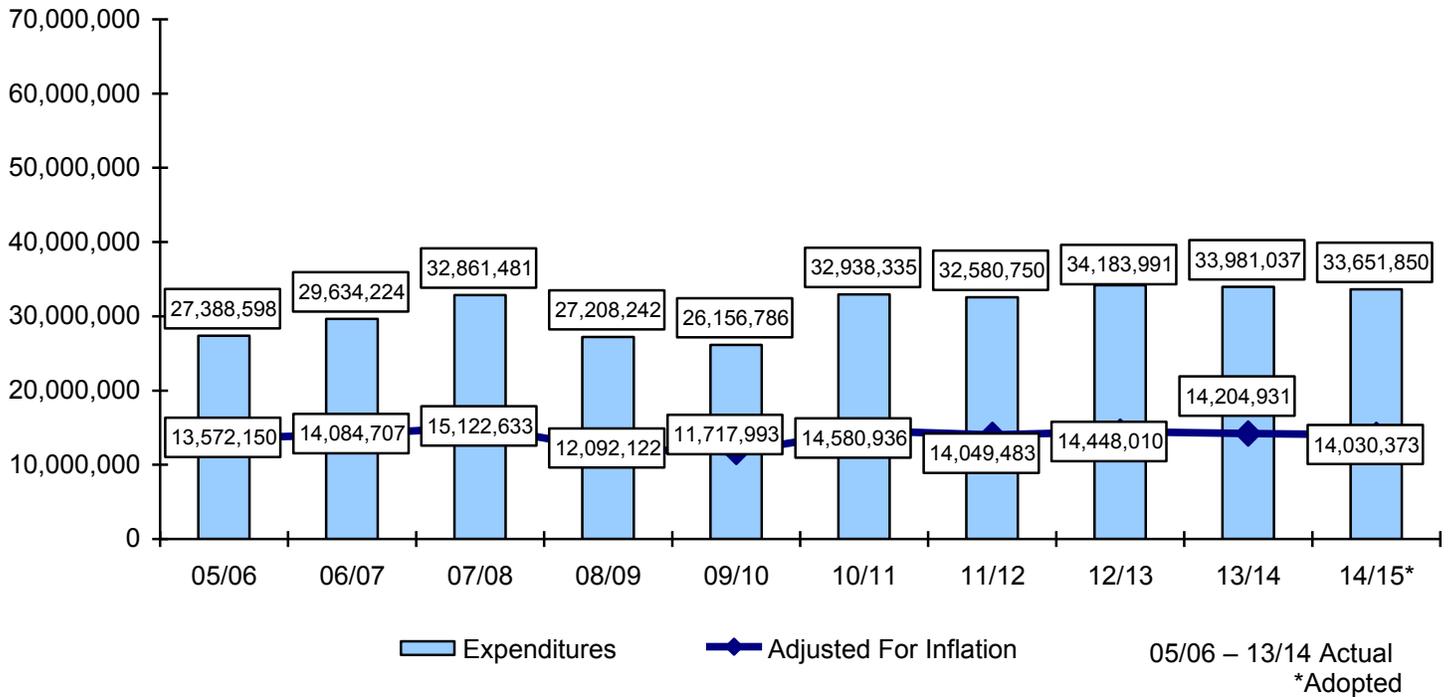
**Number of Employees  
(Full Time Equivalent)**



**Source of Funds**



**10 Year Expenditures Adjusted For Inflation**



**SERVICE PROGRAMS**

The Public Works Internal Services Fund has a total expenditure level of \$33,651,850 and a total staffing level of 190.75 FTE to provide the following services:

**Development Services**

Provide engineering and surveying review of land development as mandated by State law and County ordinance to ensure that our neighborhoods are livable, safe and well integrated into the community.

Total Expenditures: \$627,325 Total Staffing (FTE): 4.61

**Operations Center - Water and Sewer**

Provide water and sewer service to County departments and other governmental agencies in and around the Kansas Avenue area off Highway 1 in San Luis Obispo.

Total Expenditures: \$117,129 Total Staffing (FTE): .86

**Roads**

Administer roads programs in compliance with the Streets and Highways Code, the Motor Vehicle Code and County Ordinances, and to keep in good and safe repair the County's roads, culverts, bridges and traffic signs; increase traffic safety and control right-of-way encroachments.

Total Expenditures: \$5,953,764 Total Staffing (FTE): 87.00

**Services to Special Districts**

Provide fiscal, legal and engineering support to districts in the formation process; perform general utility district planning, assessment apportionments, special studies and projects as directed by the Board of Supervisors; acquire supplemental road-purpose equipment which is not fundable through Internal Service Fund financing methods; provide administration of the County's cooperative road improvement program; provide cable TV regulation and access activities; and provide gas and electric franchise administration.

Total Expenditures: \$252,786 Total Staffing (FTE): 1.61

**Special Districts**

Operations, maintenance, capital projects and debt service of all public works related Board-governed special districts in the County.

Total Expenditures: \$26,318,955 Total Staffing (FTE): 92.77

**Waste Management Programs**

Administer and implement solid waste management activities in certain unincorporated areas, including compliance with state mandates such as the Integrated Waste Management Plan, National Pollutant Discharge Elimination System (NPDES), post-closure compliance orders regarding the Los Osos Landfill, and Board of Supervisors policies regarding County solid waste issues.

Total Expenditures: \$363,422 Total Staffing (FTE): 2.90

**Work for Outside Departments**

Provide water and sewer system maintenance at the San Luis Obispo County Airport for the General Services Agency and provide various other engineering services to other County departments and governmental agencies.

Total Expenditures: \$18,469 Total Staffing (FTE): 1.00

**DEPARTMENT COMMENTS**

The primary function of the Public Works Internal Service Fund (ISF) is overall accounting and reporting for the department. The ISF includes the Position Allocation List and funding for all of the employees in the department, and accounts for the department's equipment and other reserves. The ISF incurs the labor and indirect cost of operations that are then recovered from programs, projects and services through departmental labor charges and overhead allocations.

Following are some of the notable accomplishments for the Public Works Department in FY 2013-2014 and some specific objectives for FY 2014-2015.

**FY 2013-14 Accomplishments**

- Intensified efforts related to the Paso Robles Groundwater Basin. This included an evaluation of water district and water supply options and continuation of data collection and basin modeling.
- Commenced construction of the Los Osos Water Recycling Facility and collection system pump stations. Substantially completed the collection system piping throughout the community. Secured additional grant funding along with favorable State and Federal financing terms. This has contributed to reducing the estimated average cost of the project to \$165 per month from the original estimate of \$200 per month.
- Delivered over \$50 million in Public Works infrastructure projects.
- Continued to revise and refine policies and procedures in line with recommended practices from the American Public Works Association with the goal of becoming accredited by October 2014.

**FY 2014-15 Objectives**

- Work efforts on the Paso Robles Groundwater Basin will include determining a successor to the Blue Ribbon Committee, initiating formal efforts on an enhanced AB 3030 Paso Robles Groundwater plan, consideration of a legislative platform, initiating feasibility efforts and initial project development, and continuing with modeling and technical evaluations of problems.
- The department will continue to meet regularly with Advisory Committees, the Public, the Board of Supervisors, and numerous federal and state agencies to discuss customer needs and expectations and better serve the department's internal and external customers.
- Continue to work with the American Public Works Association to assess the department's policies and procedures in all aspects of Public Works duties with the goal of becoming accredited by October 2014.

**COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS**

The Public Works Internal Service Fund (ISF) budget reflects appropriation amounts included in other fund centers, including Fund Center 245 – Roads, Fund Center 201 – Public Works Special Services, Fund Center 130 – Waste Management, and Special District budgets. Charges for services represent sources of revenue for the ISF. Recommended appropriations for those budgets, along with summaries for each program that purchases services from the ISF, are indicated in the Service Program Summary.

It should be noted that the State Controller's Office requires an Operation of Internal Service Fund Schedule 10. The format of the Schedule 10, and some of the data it contains, is different from how other County department budgets are reported. For consistency purposes, the data provided for in the narrative, service programs, and 10 year expenditure chart are from the Schedule 10, including depreciation. Additionally, the narrative compares FY 2014-15 recommended estimated numbers to FY 2013-14 estimated year end numbers. As fixed assets are noted separately on the Schedule 10 and are not included as part of total expenses, they are not included as part of the overall comparison.

The recommended FY 2014-15 budget of \$33,651,850 is an increase of 10% or approximately \$3 million from the FY 2013-14 estimated year end amounts. Salary and benefit accounts are increasing by \$379,442 or 2% when compared to FY 2013-14 due to increased pension and workers compensation charges, negotiated salary and benefit increases as well as routine promotion and step increases. In addition, it is recommended that a Chief Wastewater Treatment Plant Operator position be added to support the Los Osos Wastewater Treatment Plant when it comes on-line in FY 2015-16. At the writing of this narrative, the job specification for this position was being developed for subsequent hearing and approved before the Civil Service Commission. For the purposes of the FY 2014-15 budget, the salary cost was based on the Chief Water Treatment Plant Operator classification's total compensation of \$123,109. A resolution setting the actual salary will be brought before the Board of Supervisors by Human Resources Department after they conduct a salary survey. As noted, the Los Osos Wastewater Treatment Plant is scheduled to be operational in FY 2015-16. The department has indicated that as part of the FY 2015-16 budget submittal, they will be requesting four (4) Wastewater Systems Worker Trainee/II/III positions in support of the plant's operation. These positions, along with the Chief Wastewater Treatment Plant Operator, will be funded through the Special Districts budget and no General Fund dollars will be used.

Services and supplies accounts are increasing by \$2.5 million or 31% compared to FY 2013-14 year-end amounts. These increases are based on prior year (FY 2012-13) actuals with projected inflators for FY 2013-14 and FY 2014-15. The increases/decreases in this budget vary from year to year depending on the multi-year projects being carried out by the fund centers within the ISF. Matrix charges are increasing by \$142,393 or 7% when compared to FY 2013-14 adopted amounts. As reported elsewhere, portions of the ISF's countywide overhead is charged back to the fund centers referred to above and to Special Districts. When compared to FY 2013-14, the ISF countywide overhead is decreasing from \$429,455 to \$47,451 as the result of a large negative roll forward from the previous two fiscal years.

The Public Works ISF includes budgeted amounts for Special Districts that include the Flood Control District and County Service Areas. Special Districts provide flood control, road maintenance, water, sewer and other services through the use of assessments and other sources of funding. The majority of the ISF's operating revenue and expense (78% or \$26 million) is comprised of charges to Special Districts; charges to Special Districts are projected to increase by \$2.5 million or 11% as compared to FY 2013-14 amounts. Although the total expense and revenue for Special Districts is shown on the Public Works ISF's Schedule 10, each district has its own budget that is separate from the overall County budget. These budgets are contained in the Special District Budget document prepared by Public Works and approved by the Board of Supervisors during the County's annual budget hearings in June.

The three (3) other functional areas in the ISF- Roads (Fund Center 245), Special Services (Fund Center 201) and Waste Management (Fund Center 130) - account for the balance of the ISF operating revenues and expenditures. Specific details about these budgets can be found in the individual budget pages for the above listed fund centers. When compared to FY 2013-14 adopted budget, Roads is increasing by 6% or \$338,322; Special Services is increasing by \$146,657 or 17%; and Waste Management is increasing by \$10,506 or 3%.

Fixed assets are recommended in the amount of \$1,581,000 which is a \$192,000 or 14% increase from FY 2013-14 budgeted levels. Public Works has a program that ranks the replacement of equipment on several criteria such as useful life, maintenance cost, usage, overall condition, importance to the department and funding available. No General Fund support will be required in the purchase of this equipment as the majority will come from the ISF equipment replacement program as well as contributions from the Roads fund. A total of \$997,083 from the equipment replacement program will be used to offset the cost of the recommended fixed assets with the Roads fund contributing the remaining \$583,017.

The majority of fixed assets being requested are replacing vehicles and/or equipment that are at the end of their useful life. For a complete listing of the ISF's requested fixed assets, please refer to the Fixed Asset pages in the County's budget book. The following replacement vehicles and equipment cost \$100,000 or more:

- 1 – Grader: This purchase will replace a 23-year old grader that is three (3) years past its useful life and has over 8,000 hours of operation on it. It is cost prohibitive to continue to maintain it any longer. The cost is \$250,000;

**Public Works  
Fiscal Year 2014-15 Final Budget**

**Fund Center 405**

- 1 – Asphalt Patch Truck: This purchase will replace a 2002 asphalt patch truck that is at the end of its 12 year useful life and no longer complies with the diesel emissions reduction plan with the California Air Resources Board. The cost is \$155,000;
- 1 – 10-Yard Dump Truck: This purchase will replace a 2002 10-yard dump truck that is at the end of its 12 year useful life and no longer complies with the diesel emissions reduction plan with the California Air Resources Board. The cost is \$150,000;
- 2 – 5-Yard Dump Truck: This purchase will replace two (2) 2003 5-yard dump trucks that are at the end of their 12 year useful life and no longer complies with the diesel emissions reduction plan with the California Air Resources Board. The total cost is \$210,000 (\$105,000 each).

Below is a listing of the major projects to be carried out by the Public Works ISF as required by the State Budget Act. The major projects that will be carried out by Public Works in FY 2014-15 include those for roads (including new construction, reconstruction, repair, pavement management, and traffic light replacements), drainage improvement projects, and bridge updates as well as other Special Districts projects. A listing of projects specific to Roads can be found in Fund Center 245-Roads while a listing of projects carried out on behalf of Special Districts can be found in the Special Districts' budget printed under separate cover.

Project No.	Project Description	Phase Completion at 6/30/15	Funding Requirements for 14/15	Previous Years Balance to be Encumbered	New Funding to be Appropriated 14/15
<b>County Operations Center</b>					
320072	Replace Kansas/Oklahoma Ave Waterline	60% Plans, Specs, Est	820,100	0	820,100
<b>Total County Operations Center</b>			<b>820,100</b>	<b>0</b>	<b>820,100</b>
<b>Development Services</b>					
300451	Oak Shores Tract 2162 Ph 1 Road Repair	30% Construction	297,167	297,167	0
<b>Total Development Services</b>			<b>297,167</b>	<b>297,167</b>	<b>0</b>
<b>Los Osos Wastewater Project</b>					
300448	Los Osos Wastewater Project	60% Construction	71,605,414	71,605,414	0
<b>Total Los Osos Wastewater Project</b>			<b>71,605,414</b>	<b>71,605,414</b>	<b>0</b>
<b>Waste Management</b>					
320071	Los Osos Landfill Remediation	Application Submitted	181,716	52,216	129,500
<b>Total Waste Management</b>			<b>181,716</b>	<b>52,216</b>	<b>129,500</b>
<b>TOTAL</b>			<b>72,904,397</b>	<b>71,954,797</b>	<b>949,600</b>

**BOARD ADOPTED CHANGES**

None.

**GOALS AND PERFORMANCE MEASURES**

Additional Goals and Performance Measures for Public Works can be found in the following Fund Centers: Roads (Fund Center 245), Public Works Special Services (Fund Center 201), and Waste Management (Fund Center 130).

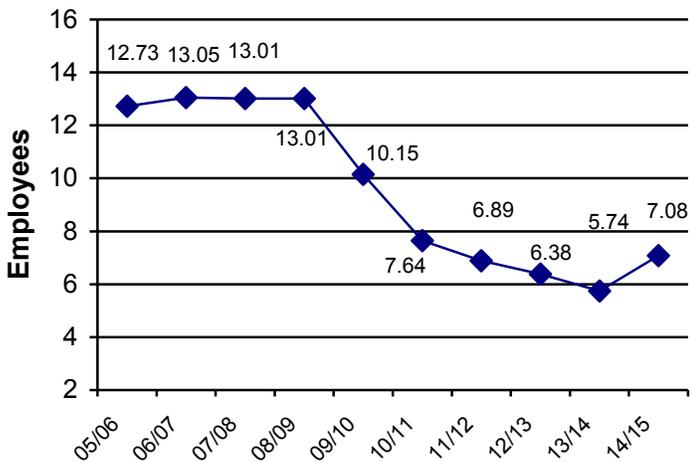
<b>Department Goal:</b> Deliver Capital Projects on time and on budget.						
<b>Communitywide Result Link:</b> <input checked="" type="checkbox"/> Safe <input type="checkbox"/> Healthy <input type="checkbox"/> Livable <input type="checkbox"/> Prosperous <input checked="" type="checkbox"/> Well-Governed Community						
<b>1. Performance Measure: Percentage of capital projects that are completed on time.</b>						
09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
64%	78%	78%	84%	85%	80%	90%
<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.</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 ended FY 2013-14 with a favorable outcome of 80%, falling just shy of our 85% target. Public Works delivered over \$70 million in infrastructure improvements in FY 2013-14. Staff is working under a refined project milestone list in FY 2014-15 Fiscal Year to improve milestone delivery. Overall, 44 of 55 approved milestones were completed on schedule. There were eleven projects that were delayed for the following reasons:</p> <ul style="list-style-type: none"> <li>• Four projects were delayed by funding and regulatory agencies</li> <li>• Three projects required additional design and environmental time to complete</li> <li>• Two projects were reassigned as a lower priority</li> <li>• One project had a change in scope</li> <li>• One project was delayed because construction was put off due to seasonal constraints</li> </ul> <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>						
09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
86%	89%	87%	91%	90%	93%	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.</p> <p><b>Why:</b> To determine how accurately project costs are estimated so that funds are allocated and projects are prioritized properly.</p> <p><b>How are we doing?</b> With an outcome of 93%, the Department ended FY 2013-14 with a favorable result just above our 90% target. Of the 44 project milestones that were completed on schedule, 41 of these were completed within the allocated budget. There were three projects that exceeded their allocated budget for the following reasons:</p> <ul style="list-style-type: none"> <li>• One project had a design error and utility delay</li> <li>• One project required additional design time</li> <li>• One project had a change in scope.</li> </ul> <p>There is no standardized comparable data available.</p>						

**MISSION STATEMENT**

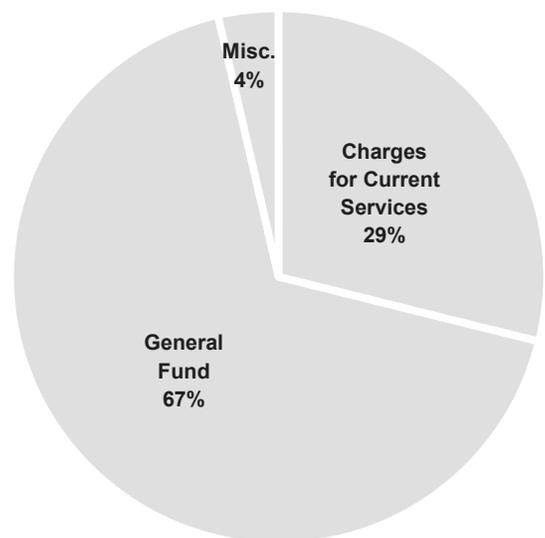
Provide public services related to engineering and surveying review of proposed land development; administration and operation of water and waste water service at the County Operations Center; engineering support to special districts; and franchise administration for the unincorporated areas in a manner which promotes excellence in delivery of government services to the public.

	2012-13	2013-14	2014-15	2014-15	2014-15
<u>Financial Summary</u>	<u>Actual</u>	<u>Actual</u>	<u>Requested</u>	<u>Recommended</u>	<u>Adopted</u>
Licenses and Permits	\$ 114,011	\$ 94,003	\$ 63,346	\$ 63,346	\$ 63,346
Intergovernmental Revenue	10,524	25,573	11,984	11,984	11,984
Charges for Current Services	512,065	509,109	613,833	613,833	613,833
Other Revenues	929,348	110,751	2,225	2,225	2,225
Interfund	31,274	36,827	0	0	0
<b>**Total Revenue</b>	<b>\$ 1,597,222</b>	<b>\$ 776,263</b>	<b>\$ 691,388</b>	<b>\$ 691,388</b>	<b>\$ 691,388</b>
Services and Supplies	2,000,261	2,045,041	2,122,782	2,122,782	2,122,782
Other Charges	79,859	0	0	0	0
Fixed Assets	877,493	66	0	0	0
<b>**Gross Expenditures</b>	<b>\$ 2,957,613</b>	<b>\$ 2,045,107</b>	<b>\$ 2,122,782</b>	<b>\$ 2,122,782</b>	<b>\$ 2,122,782</b>
General Fund Support (G.F.S.)	<u>\$ 1,360,391</u>	<u>\$ 1,268,844</u>	<u>\$ 1,431,394</u>	<u>\$ 1,431,394</u>	<u>\$ 1,431,394</u>

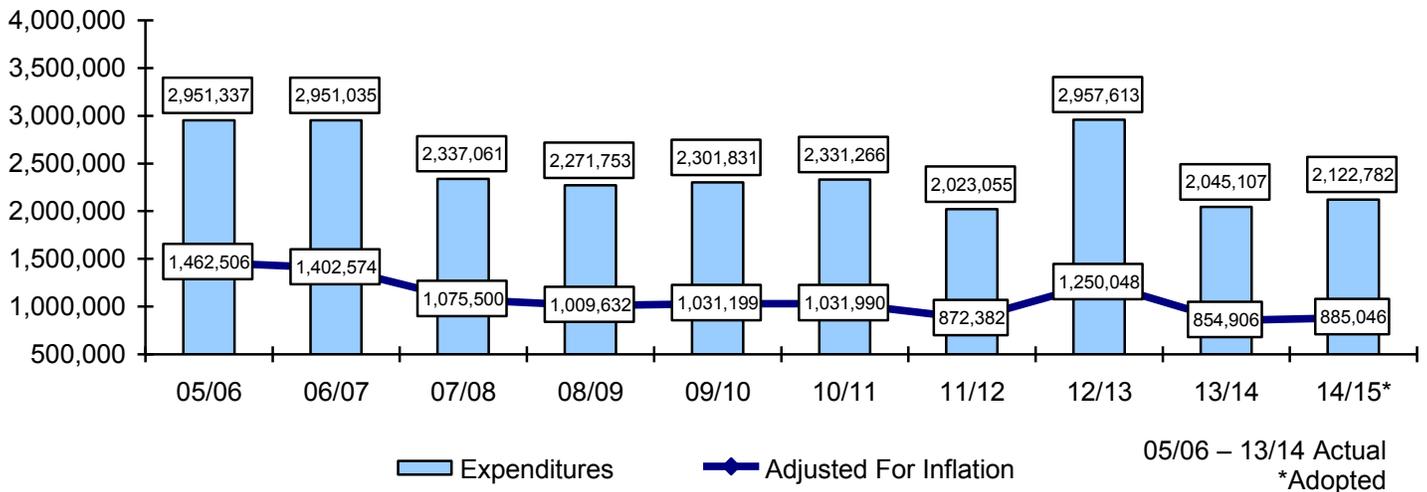
**Number of Employees  
(Full Time Equivalent)**



**Source of Funds**



**10 Year Expenditures Adjusted For Inflation**



**SERVICE PROGRAMS**

Public Works Special Services has a total expenditure level of \$2,122,782 and a total staffing level of 7.08 FTE to provide the following services.

Note: Staff is budgeted in FC 405 – Public Works Internal Service Fund; full time equivalent (FTE) shown represents staff assigned to projects within Fund Center 201 – Public Works Special Services.

**Development Services**

Provide engineering and survey review of land development as mandated by State law and County ordinance as required to ensure that our neighborhoods are livable, safe and well integrated into the community.

Total Expenditures: \$912,148 Total Staffing (FTE): 4.61

**Operations Center - Water and Sewer**

Provide water and sewer service to County departments and other agencies in and around the Kansas Avenue area off Highway 1 in San Luis Obispo.

Total Expenditures: \$897,440 Total Staffing (FTE): 0.86

**Services to Special Districts**

Provide fiscal, legal and engineering support to districts in the formation process; to perform general utility district planning, assessment apportionments, special studies and projects as directed by the Board of Supervisors; to acquire supplemental road purpose equipment which is not fundable through FC 405 – Public Works Internal Service Fund financing methods; to provide administration of the County's cooperative road improvement program, cable TV regulation and access activities, and franchise administration.

Total Expenditures: \$313,194 Total Staffing (FTE): 1.61

**DEPARTMENT COMMENTS**

The primary programs of the Public Works Special Services budget unit are Development Services, County Operations Center, and Services to Special Districts. Development Services provides engineering and surveying review of land development. The County Operations Center provides water and wastewater service to agencies around the Kansas Avenue area of San Luis Obispo. Services to Special Districts provide a wide variety of support services to special districts as directed by the Board of Supervisors.

Following are some of the notable accomplishments for FY 2013-14 and some specific objectives for FY 2014-15.

**FY 2013-14 Accomplishments**

- Completed the franchise renewal with Southern California Gas Company.
- Continued to meet all water quality regulations for the Operations Center system.
- Completed the sewer line along Oklahoma Avenue serving the County Operations Center.
- Assisted the Cities of Arroyo Grande and Pismo Beach to obtain financing to complete vital utility undergrounding projects.
- Achieved an average 1.4 week turnaround time for permit processing and map checking services which is well under the statutory 4 week limit.
- Achieved an overall Development Services Customer Satisfaction rating of 4.4 out of 5 which is in the “very good” category.

**FY 2014-15 Objectives**

- Complete the franchise renewal with Phillips 66 Petroleum.
- Develop a new County Code for State cable franchise regulations.
- Work to transfer the Charter and San Simeon Cable franchises to a State franchise.
- Complete water and sewer master plan updates for the County Operations Center.
- Continue to work on the last phase of infrastructure improvements required for the Oak Shores (Lake Nacimiento) development including road repair.

**COUNTY ADMINISTRATOR’S COMMENTS AND RECOMMENDATIONS**

The Public Works Special Services fund center functions under the umbrella of the Public Works Internal Service Fund (ISF). All staffing and necessary equipment needed to carry out the programs in this fund center are provided by the ISF and charged back as services are performed. There are three (3) divisions within the Special Services fund center: Development Services, Operation Center, and Services to Special Districts.

The recommended FY 2014-15 General Fund support, at \$1,431,394, is increasing by \$29,406 or 2% when compared to FY 2013-14 adopted amounts. Revenue for fee based services, such as parcel or tract map review, are projected based on any fee changes approved by the Board of Supervisors during the County’s annual fee schedule review as well as annualized current year actuals. Overall, revenue is estimated to increase by 24% or \$137,779. In FY 2013-14, the department saw an upswing in the building industry and as a result, is projecting that revenue for parcel map, tract map, and lot line adjustment review will increase by \$58,590, \$159,784, and \$6,844 respectively.

Overall, services and supplies accounts are increasing by 8% or \$167,185 compared to FY 2013-14. In anticipation of a continued increased workload in the Development Services division, the fund center has increased their "purchase" of labor from the ISF by 17% or \$146,657. As noted above, labor is provided by the ISF and charged back to the fund center. Contributing to this increase are promotions/step increases, negotiated salary and benefit, pension and workers compensation increases. As a result of the purchase of additional labor, ISF departmental overhead is increasing by \$69,990 or 23%. As with all the fund centers within the ISF, Services to Special Districts is charged a portion of the ISF's countywide overhead. For FY 2014-15, the department's overhead is decreasing by \$27,531 while the ISF's overhead is decreasing \$18,192 for a total decrease of \$45,723 or 65% from FY 2013-14 adopted amounts.

**BOARD ADOPTED CHANGES**

None.

**GOALS AND PERFORMANCE MEASURES**

**Department Goal:** Maintain the water distribution and wastewater collection systems at the County Operations Center to provide safe drinking water, maintain adequate reserves for irrigation and fire fighting to protect the public and environmental health, and ensure regulatory compliance. The County Operations Center customers are other County departments and one private agency, Woods Humane Society.

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

**1. Performance Measure: Percentage of days per year that the water system is able to meet mandated water quality standards.**

09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
100%	100%	100%	100%	100%	100%	100%

**What:** This measures the percentage of time during the year that the water distribution system is able to meet State and Federal water quality standards.

**Why:** To insure that the water system provides safe drinking water.

**How are we doing?** We continue to meet this goal. The recent General Fund project for a main water line replacement contributed greatly to maintaining a high degree of reliability and water quality in the system, ensuring we meet all Federal, State and local safe drinking water and fire flow requirements. There is not any standardized comparable data available.

Due to State drought conditions, State Water, which is the sole source of water supply to the Operations Center, was curtailed this year to 0% of allocation deliveries through August 31 and 5% of allocation from September 1 through December 31, 2014. The County Flood Control and Water Conservation District (District) however has "carry-over " (i.e. stored State water) available and has been receiving this water this year, and has adequate carry over water to supply the Operation Center for FY 2014-2015. District staff is currently coordinating and determining State Water availability and backup water source opportunities to assure adequate water is available to the Operations Center for the short term in the event of an extended drought. This includes applying for Integrated Regional Water Management drought project grant funding for an intertie pipeline in the Chorro Valley. This could provide Nacimiento water to the California Men's Colony water treatment plant for treatment in lieu of wheeling State water to the Operations Center.

<b>2. Performance Measure: Number of wastewater collection system and water system failures per year.</b>						
09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
0	0	0	0	0	0	0
<p><b>What:</b> A count of all incidents of blockages, spills and unscheduled interruption in wastewater service and water system failures.</p> <p><b>Why:</b> The number of failures per year can be a reflection of the system integrity. Monitoring the location and frequency of failures will help to identify areas where additional resources may need to be focused in order to assure continued system integrity and to protect the environment.</p> <p><b>How are we doing?</b> We had no system failures during FY 2013-14. The recent water line upgrade at the western end of Kansas Avenue improved the waterlines reliability and upgrades fire flow. Replacement of the entire sewer collection line in Kansas Avenue, completed earlier in the fiscal year, has mitigated and minimized historic concerns and potential for blockages and overflow in the old sewer line due to on-going concerns with several areas of line sags that historically accumulated solids and restricted flow. This upgrade also greatly reduced groundwater intrusion into the sewer line due to cracks in the old line in this area of high ground water table which previously allowed groundwater to infiltrate into the pipeline. This upgrade will also reduce the frequency of sewer line jetting as sags will be eliminated.</p> <p>One remaining water line segment upgrade is recommended to the main water line between Chorro Creek Bridge and the Animal Shelter. This will improve fire flow requirements. This water line upgrade is estimated to cost \$820,000 and is included in the FY 2014-15 budget.</p> <p>There is not any standardized comparable data available.</p>						
<b>3. Performance Measure: Annual number of improvement plan reviews per Full Time Equivalent (FTE) employee.</b>						
09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
69	90	84	88	78	78	95
<p><b>What:</b> Total number of Improvement Plan reviews by Plan Check Unit divided by the number of Full Time Equivalent (FTE) employees.</p> <p><b>Why:</b> Measures the efficiency of the Plan Check Unit in reviewing improvement plans.</p> <p><b>How are we doing?</b> The department is continues to see an increase in private development activity. The number of staff assigned to plan check was increased in the third quarter to improve efficiency and to accommodate the increased demand. While the adopted target (78) had been met it is anticipated that the additional staff will make a higher target (95) achievable for next FY 14-15.</p>						
<b>4. Performance Measure: Number of weeks to review improvement plans.</b>						
09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
2.5 weeks 1st submittals	1.1 weeks 1st submittals	1.3 weeks 1st submittals	3.7 weeks 1st submittals	2.5 weeks 1st submittals	5.4 weeks 1st submittals	3.0 weeks 1st submittals
2.2 weeks re-submittals	1.0 weeks re-submittals	1.1 weeks re-submittals	2.1 weeks re-submittals	2.0 weeks re-submittals	3.2 weeks re-submittals	2.0 weeks re-submittals
<p><b>What:</b> Average time it takes to review public improvement construction plans associated with development after receipt from engineers.</p> <p><b>Why:</b> State law requires that improvement plans be acted upon within sixty working days (approximately 12 weeks) of submittal. This measures accomplishment of our goal of timely service.</p> <p><b>How are we doing?</b> The department saw a significant increase in private development activity and assigned additional staff in the third quarter. The turnaround of 5.4 weeks for first submittals is significantly higher than the goal of 2.5 weeks but remains lower than the statutory requirement of 60 days. The turnaround time for both first and re-submittals improved to target levels after assigning the additional staff and should continue to do so through FY 2014-15.</p>						
<b>5. Performance Measure: Annual number of survey map reviews per Full Time Equivalent (FTE) employee.</b>						
09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
1,330	1,178	1,212	1,086	1,200	1,298	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?** With the improving economy the number of survey maps submitted for review is increasing. Many of these maps are re-submittals for dormant projects. Since these maps were already partially processed, less staff time is needed to complete the project. It is anticipated that FY 2014-15 will include a more typical balance of new submittals and re-submittals. A target of 1,200 is reasonable, based upon the average result of the previous 4 years.

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

09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
1.1 weeks	1.3 weeks	1.3 weeks	1.1 weeks	1.0 weeks	1.4 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.

**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?** The quantity of map submittals continues to increase as the department saw a significant increase in private development activity and assigned additional staff in the third quarter. At 1.4 weeks (7 working days), we missed our adopted average turnaround time of 1.0 week. A revised target of 1.5 weeks reflects our practical experience, will be acceptable in the surveying community, and is well below the statutory requirement of 20 working days (4 weeks).

**7. Performance Measure: Percentage of local engineering and design firms that rate the services provided by Public Works as satisfactory or better.**

09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
88%	85%	89%	100%	90%	100%	90%

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

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

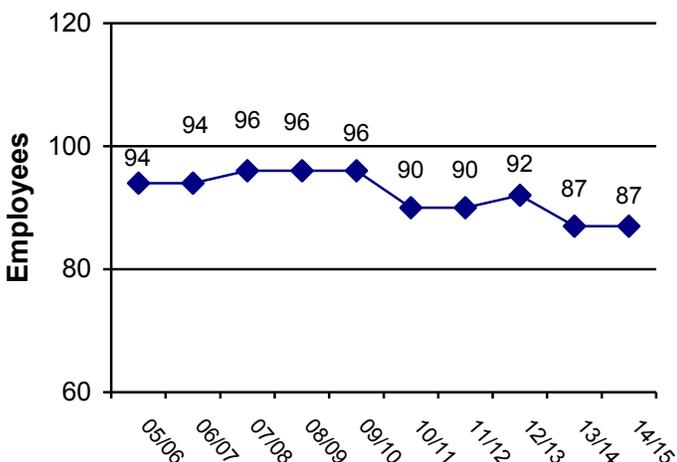
**How are we doing?** In FY 2013-14, 160 surveys were distributed. We continue to receive positive comments on our map checking services, both on timeliness and helpfulness. However, we have received some concerns that our improvement plan check turnaround time is becoming too long. Reallocating staff as mentioned above should alleviate these concerns.

**MISSION STATEMENT**

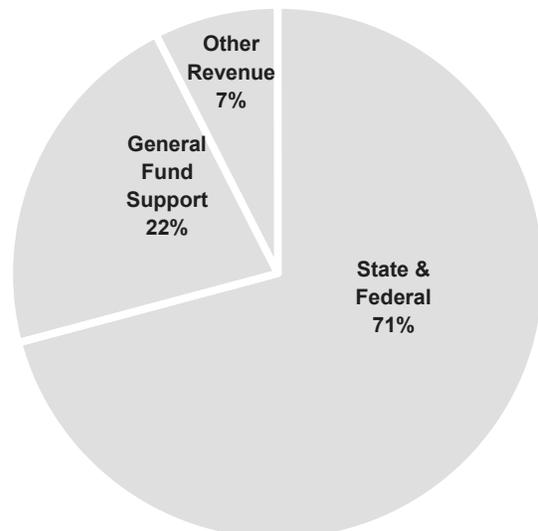
Provide public services related to the safe and efficient movement of traffic on the County maintained roadways.

	2012-13	2013-14	2014-15	2014-15	2014-15
<u>Financial Summary</u>	<u>Actual</u>	<u>Actual</u>	<u>Requested</u>	<u>Recommended</u>	<u>Adopted</u>
Taxes	\$ 1,460,779	\$ 1,500,826	\$ 1,504,077	\$ 1,504,077	\$ 1,504,077
Revenue from Use of Money & Property	15,878	13,861	15,000	15,000	15,000
Intergovernmental Revenue	18,771,928	20,254,775	27,651,885	27,651,885	27,651,885
Charges for Current Services	176,968	211,597	127,500	127,500	127,500
Other Revenues	217,155	167,691	26,830	26,830	26,830
Other Financing Sources	10,950,132	6,472,862	6,520,503	9,103,603	9,103,603
Interfund	104,528	143,473	0	0	0
<b>Total Revenue</b>	<b>\$ 31,697,368</b>	<b>\$ 28,765,085</b>	<b>\$ 35,845,795</b>	<b>\$ 38,428,895</b>	<b>\$ 38,428,895</b>
Fund Balance Available	\$ 1,056,718	\$ 416,539	\$ 0	\$ 0	\$ 3,249,984
Cancelled Reserves	847,000	944,564	541,202	541,202	541,202
<b>Total Financing Sources</b>	<b>\$ 33,601,086</b>	<b>\$ 30,126,188</b>	<b>\$ 36,386,997</b>	<b>\$ 38,970,097</b>	<b>\$ 42,220,081</b>
Salary and Benefits	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Services and Supplies	17,208,794	17,170,436	16,686,195	17,269,295	17,269,295
Other Charges	550,685	370,461	1,298,958	1,298,958	1,298,958
Fixed Assets	13,614,312	8,982,152	18,401,844	20,401,844	20,401,844
<b>Gross Expenditures</b>	<b>\$ 31,373,791</b>	<b>\$ 26,523,049</b>	<b>\$ 36,386,997</b>	<b>\$ 38,970,097</b>	<b>\$ 38,970,097</b>
Contingencies	0	0	0	0	0
New Reserves	1,186,718	416,539	0	0	3,249,984
<b>Total Financing Requirements</b>	<b>\$ 32,560,509</b>	<b>\$ 26,939,588</b>	<b>\$ 36,386,997</b>	<b>\$ 38,970,097</b>	<b>\$ 42,220,081</b>

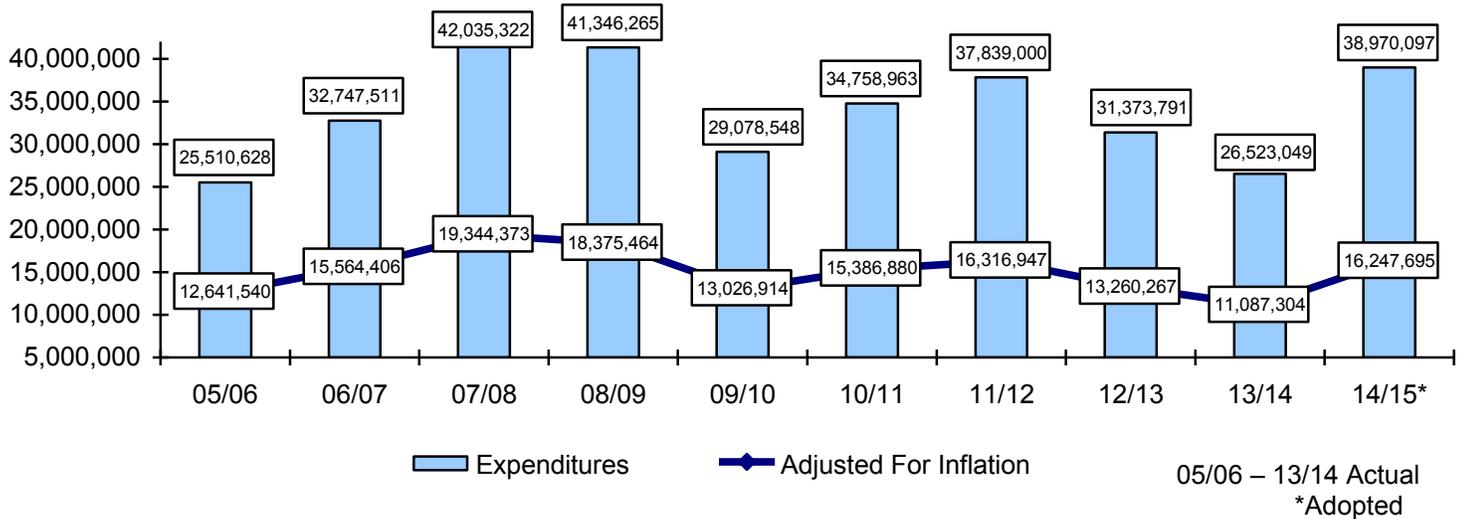
**Number of Employees**  
 (Full Time Equivalent)



**Source of Funds**



**10 Year Expenditures Adjusted For Inflation**



**SERVICE PROGRAMS**

Roads have a total expenditure level of \$38,970,097 and a total staffing level of 87.00 FTE to provide the following services.

Note: Staff is budgeted in FC 405 – Public Works Internal Service Fund; full time equivalent (FTE) shown represents staff assigned to projects within Fund Center 245 – Roads.

**Roads Construction**

Construct new roads, or make major improvements to roads within the unincorporated area of the County.

Total Expenditures: \$20,401,844 Total Staffing (FTE): 19.00

**Roads Maintenance**

Maintain, or make minor improvements to existing County roads within the unincorporated area of the County.

Total Expenditures: \$18,568,253 Total Staffing (FTE): 68.00

**DEPARTMENT COMMENTS**

The primary goals of the Road Fund are: 1) maintenance of existing roads and bridges; 2) safety improvements at specific locations; 3) improving road system facilities; and 4) providing transportation betterments.

Maintenance related activities include County Road Crew work to maintain these structures as well as administration of a pavement management program on over 1,330 miles of County roads and a bridge maintenance program on 194 bridges countywide. Construction related activities include new roads, enhancements to existing roads, road reconstruction, new lights and traffic signals, bridges, pedestrian ways and bike paths, drainage improvements, transportation planning, right of way acquisition, environmental mitigation, encroachment inspections, curb gutter and sidewalk design, and administration.

Following are some of the notable accomplishments for FY 2013-14 and some specific objectives for FY 2014-15:

**FY 2013-14 Accomplishments**

- Completed 60 miles of chip seal and surface treatments and 5 miles of asphalt overlay which improves pavement preservation.
- Delivered over \$12 million in capital projects to address safety, capacity and drainage concerns. This included the completion of:
  - 16<sup>th</sup> Street pedestrian crossing of the railroad tracks in San Miguel
  - Templeton Road Widening Project
  - Class II bicycle lanes on Vineyard Drive in Templeton to enhance pedestrian, vehicle and bicycle safety
  - Los Osos Valley Road Widening Project between Doris and Pine.
- Continued to perform major drainage improvements in conjunction with the Los Osos Wastewater Project.

**FY 2014-15 Objectives**

- Chip seal or surface treat approximately 60 miles of roadway.
- Asphalt overlay approximately 5 miles of high use arterial roadway.
- Continue to rehabilitate the roads in Los Osos once collection system construction is completed.
- Complete construction of San Miguel Gateway
- Phase II of the Price Canyon Road Widening project
- Complete construction of the Cambria Main Street Bridge Project over Santa Rosa Creek in Cambria
- Begin construction of the Branch Mill Road Bridge Project over Tar Springs Creek in Huasna area.
- Complete major bridge painting project on seven bridges county wide.

**COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS**

The Roads' budget functions under the umbrella of the Public Works department Internal Service Fund (ISF). All staffing and necessary equipment needed to carry out the programs in this fund center are provided by the ISF and charged back as services are performed.

The recommended FY 2014-15 budget for Roads provides for General Fund support in the amount of \$8,414,100, a 44% or \$2,583,100 increase when compared to FY 2013-14 adopted amounts. The recommended General Fund support includes a one-time allocation for the pavement management program in the amount of \$2 million. General Fund support also includes a \$583,100 or 10% increase when compared to FY 2013-14 adopted General Fund support. It is not known at this time how this one-time allocation will affect the County's pavement condition rating (PCI). More specific information will be provided when performance measure are updated as part of the FY 2014-15 final budget process.

The overall Roads budget is recommended to increase by \$11 million or 40% including \$541,202 in cancelled reserves. The majority of the revenue in the Roads budget is derived from State or Federal sources which results in revenue fluctuating from year to year depending on the multi-year projects being carried out. Accordingly, intergovernmental revenue (State and Federal) is increasing by \$12 million or 74% compared to FY 2013-14 levels. Three (3) capital projects are planned to begin in FY 2014-15: Price Canyon Road Widening Phase II, Branch Mill Road at Tar Springs Creek Bridge replacement, and countywide installation of centerline (CL) rumble strips. All other revenue (e.g. fees and taxes, road impact fees) is projected to decrease by \$383,782 or 3% as compared to FY 2013-14. Road impact fee revenue is budgeted to decrease by \$1.8 million to \$689,503. This source of revenue is decreasing as the result of the Woodlands Project pre-paid developer agreement ending.

Services and supplies accounts are decreasing by \$333,572 or 1% from FY 2013-14 adopted levels. Several factors contribute to this decrease. For example:

- Maintenance accounts are decreasing by \$750,266 or 28%. This is due to chipsealing materials being included as part of construction contracts rather than purchased by the Roads crew as has been done in prior years;
- Labor charged by the ISF is increasing by \$48,886 or 3%, in part, due to the increase in work order settlement accounts. Other factors include promotions/step increases, negotiated salary and benefits, pension and workers compensation charges;
- Worker Order accounts are increasing by \$137,585 (less than 1%); these accounts include labor, materials, and equipment expenses that are charged by the ISF through work orders;
- Insurance charges are increasing by \$186,470 or 215%.

In addition, countywide overhead is decreasing by 43%. All the fund centers within the ISF are charged countywide overhead through the Board of Supervisors' approved cost plan as well as a portion of the ISF's countywide overhead. For FY 2014-15, Roads' countywide overhead decreased minimally (\$2,445) when compared to FY 2013-14 adopted amounts. However, Roads' portion of the ISF countywide overhead is decreasing substantially, \$219,975 or 90% resulting in the overall decrease of \$222,386.

The Road fund has budgeted \$578,000 for the purchase and replacement of equipment and vehicles in FY 2014-15. This requested funding represents a \$64,670 or 12% increase from FY 2013-14 budgeted amount. A list of the specific equipment and vehicles to be replaced can be found in the Fixed Asset pages in the County's budget book.

Similar to revenue, expenditures fluctuates from year to year primarily due to the multi-year multi-phase nature of capital projects. For FY 2014-15, capital projects expenditures are budgeted to increase by \$12 million due to the projects noted above and the increased funding for the pavement management program.

The following work program statement and listing of major projects being carried out by the Roads fund is required as part of the State Budget Act.

FY 2014-15 - Road Fund		
Work Program Statement		
1	Administration	\$ 2,997,319
2	Construction	\$ 20,401,844
3	Maintenance	\$ 14,992,934
4	Aid to Other Governmental Agencies	\$ -
5	Acquisition of Equipment	\$ 578,000
6	Plant Acquisition	\$ -
7	Reimbursable Work	\$ -
8	Cost Transfers and Reimbursements	\$ -
		\$ 38,970,097

**Roads**  
**Fiscal Year 2014-15 Final Budget**

**Fund Center 245**

Project No.	Project Description	Phase Completion at 6/30/15	Funding Requirements for 14/15	Previous Years Balance to be Encumbered	New Funding to be Appropriated 14/15
ROADS					
New Road Construction					
300129.09.04	Willow Rd-Oak Woodland Habitat Restoration	2nd Yr Mitigation Complete	0	0	0
300140	So Oakglen Op Study	Project Execution Plan Complete	74,801	74,801	0
300142	Willow Road Interchange	2nd Yr Mitigation Complete	1,999,473	1,720,470	279,003
300348	LTL on Nacimiento Lake Dr @ Adelaide Rd	60% Plans, Specs, Est	527,122	17,122	510,000
300372	Halcyon/Rt 1 Realignment Phase 1	Field Studies Completed	75,000	75,000	0
300520	El Camino Real Left Turn Lane at Santa Clara	90% Plans, Specs, Est	520,100	0	520,100
Total New Road Construction			3,196,496	1,887,393	1,309,103
Road Reconstruction					
300147	Tefft Street & Hwy 101 Ramp Relocation	Scope Defined	39,770	39,770	0
300150	Main Street Hwy 101 PSR/PDS	Project Execution Plan Complete	500,000	250,000	250,000
300273	Small Safety Betterments	N/A	60,000	0	60,000
300321	Channel & LT Ln Los Berros/Thompson	Project Execution Plan Complete	242,425	242,425	0
300386	Templeton Rd Safety Imp SR 41 to S El Pomar	1st Yr Mitigation Complete	0	0	0
300397	La Panza Road Widening	1st Yr Mitigation Complete	1,077,882	1,077,882	0
300464	Price Canyon Road Widening Phase II	Contract Award	5,741,435	77,435	5,664,000
300476	Nipomo Park-n-Ride	Construction Complete	117,892	117,892	0
300489	Widen River Rd Magdalena to Mission	Contract Award	1,198,796	558,173	640,623
300490	Buckley TWLTL Thread to Buttonwood	Acquisitions Complete	838,487	711,487	127,000
300506	Avila Beach Hwy 101 Oper Imp	Project Footprint Defined	329,656	29,656	300,000
300508	Countywide Centerline Rumble Strips	Ready to Advertise	1,554,685	(115)	1,554,800

**Roads**  
**Fiscal Year 2014-15 Final Budget**

**Fund Center 245**

Project No.	Project Description	Phase Completion at 6/30/15	Funding Requirements for 14/15	Previous Years Balance to be Encumbered	New Funding to be Appropriated 14/15
300521	Realign Nacimiento Lake Dr at Chimney Rock	Scope Defined	20,000	0	20,000
300522	K Street Park-n-Ride Expansion, San Miguel	Construction Complete	63,900	0	63,900
300523	Ontario Rd Park-n-Ride Expansion, Avila Beach	Construction Complete	116,000	0	116,000
Total Road Reconstruction			11,900,928	3,104,605	8,796,323
New Road Lights, Traffic Signals					
300399	Changeable Message Signs on 101 and 227	Project Cancelled	221,900	0	221,900
300510	Traffic Signal at Willow and Pomeroy	Ready to Advertise	387,778	201,378	186,400
300524	Signalize Thompson Ave at Titan Way	Ready to Advertise	45,000	0	45,000
Total New Road Lights, Traffic Signals			654,678	201,378	453,300
Drainage Improvements					
300393	Main Street Storm Drain	Final Env Doc	30,000	0	30,000
300465	Oceano Drainage	Offers Submitted	1,235,465	1,235,465	0
Total Drainage Improvements			1,265,465	1,235,465	30,000
Pedestrian Ways & Bike Paths					
300470	Mission St Phase IV Improvements	Construction Complete	475,370	475,370	0
300527	Eton Road Pedestrian Improvements	30% Plans, Specs, Est	0	0	0
300485	San Juan Creek Pedestrian Bridge, Shandon	Draft Env Doc	264,272	(42,558)	306,830
300495	Safe Routes to Schools (SRTS) Crocker St	Construction Complete	158,477	158,477	0
300525	ADA Ramp Construction 2014/15	Construction Complete	60,000	0	60,000
300526	Front Street Revitalization Plan, Oceano	Project Execution Plan Complete	134,000	0	134,000
Total Pedestrian Ways & Bike Paths			1,092,119	591,289	500,830
Pavement Management System					
300504	A/C Overlay 13-14	Construction Complete	2,015,860	2,015,860	0

**Roads**  
**Fiscal Year 2014-15 Final Budget**

**Fund Center 245**

Project No.	Project Description	Phase Completion at 6/30/15	Funding Requirements for 14/15	Previous Years Balance to be Encumbered	New Funding to be Appropriated 14/15
300519	A/C Overlay 14-15 Los Osos	30% Construction	4,044,988	0	4,044,988
Total Pavement Management System			6,060,848	2,015,860	4,044,988
Bridges					
300180	Main Street Br @ Santa Rosa Ck	Construction Complete	2,991,293	2,991,293	0
300382	River Grove Drive Bridge	60% Plans, Specs, Est	556,490	451,090	105,400
300385	Branch Mill Road Bridge	Final Plans, Specs, Est	3,527,825	199,725	3,328,100
300387	Geneseo Road Low Water Crossing	60% Plans, Specs, Est	748,498	748,498	0
300430	Air Park Drive Br @ Ocean Beach Lagoon	30% Plans, Specs, Est	609,488	609,488	0
300432	Cypress Mountain Rd Br @ Klau Creek	90% Plans, Specs, Est	321,142	97,342	223,800
300434	Huasna River Bridge Replacement	Scope Defined	329	329	0
300439	El Camino Real at Santa Margarita Creek Br	Potholing Complete	698,261	448,261	250,000
300452	Lopez Dr Bridge No 2 Seismic Retrofit	Scope Defined	390,784	190,784	200,000
300455	South Bay Blvd Br Seismic Retrofit	Project Footprint Defined	569,645	253,645	316,000
300456	Avila Beach Dr Br Seismic Retrofit	30% Plans, Specs, Est	396,982	236,982	160,000
300514	Dover Canyon Road at Jack Creek	Project Execution Plan Complete	687,310	3,310	684,000
Total Bridges			11,498,047	6,230,747	5,267,300
TOTAL ROADS			35,668,581	15,266,737	20,401,844

**BOARD ADOPTED CHANGES**

The Roads fund center ended FY 2013-14 with a \$3,249,984 fund balance available. These funds were allocated to Roads' Future Road Project designation as part of the Board's final budget action on September 9, 2014.

**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 type="checkbox"/> Healthy <input checked="" type="checkbox"/> Livable <input type="checkbox"/> Prosperous <input type="checkbox"/> Well-Governed Community							
<b>1. Performance Measure: Pavement Condition Index (PCI) for ALL county roads.</b>							
09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target	
65	60	58	60	60	61	62	
<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 80-100 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 overall PCI of 65 or better, with no one road category falling below a PCI of 60.</p> <p><b>How are we doing?</b> In 2012 Public Works implemented a new pavement maintenance strategy focused on a variety of surface treatments. In past years most emphasis was focused on more expensive major overlays of pavement resulting in fewer maintained miles. The new strategy utilizes a variety of surface treatments that target roads for different treatment depending on the current condition resulting in a more effective use of available funds. This strategy includes micro surfacing; chip sealing; and thin pavement overlay treatments which may cost one-tenth of a typical pavement overlay. Although these treatments will not repair the most deteriorated roads they will arrest deterioration and help prolong the life of roads in Good to Best conditions.</p> <p>Based on a 5-year historical funding budget of about \$3.4 million, we can expect to complete surface treatment on about 60 miles and overlay about five miles of road each year using the strategy described in our Pavement Management Report. This level of effort is anticipated to yield an overall system at a PCI level of 62. Because of funding limits the PCI will remain our target for future fiscal years although it remains short of the Board adopted goal of having at least a PCI level of 65.</p> <p>For 2013-14 completed pavement maintenance work includes an overlay of Ramada Drive and El Pomar Road in Templeton and chip or micro surface treatments to numerous local and collector roads in the communities of Cambria and Templeton. At fiscal year end, the average PCI for 2013-14 per road category shows our Arterials at 70; Collectors at 63; Minor Collectors at 59; and Locals at 58. The result is a system wide PCI average of 61.</p> <p>For 2014-15 the \$3.4 million budget has been augmented by \$2 million for a total budget of \$5.4 million. With the added funds our road maintenance efforts will be concentrated in the community of Los Osos due to deferred maintenance while the sewer construction was completed. Work will begin in Fall of 2014 and continue through Spring of 2015. Any remaining funds will be applied to pavement maintenance outlined in our Pavement Management Report.</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>							
09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target	
28	26	27	22	26	22	24	
<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>							

**How are we doing?** Collisions in unsignalized intersections continue to be significantly below the statewide average of 29 per 100 million vehicles entering the intersection. Staff monitors select intersections for potential improvements. The department continues to improve intersection geometrics, capacity, signage and markings at intersections of concern. With this effort the unsignalized intersection collision rate is expected to continue to decrease and remain below state averages.

Future non-signalized intersection improvement projects include 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.

<b>3. Performance Measure: Collisions per 100 million entering vehicles at signalized intersections.</b>						
09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
27	25	27	28	25	31	27

**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?** Collisions at signalized intersections continue to remain well below the statewide average of 53 per 100 million vehicles entering the intersection. However, the collision rate increased this year. Public Works improved one area of concern in December of 2013 and is currently monitoring the collision rate. Public Works is also working to retime all other areas of concern to bring the rate back down to historic values.

Future signalized intersection improvement projects include Willow Road at Pomeroy Road; and Thompson Road at Titan Way (Nipomo High School). Both projects are located in the community of Nipomo.

<b>4. Performance Measure: Collisions per 100 million miles on rural roads.</b>						
09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
166	172	164	148	170	145	145

**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 rate is expected to meet the FY 2014-15 target as well as are below the statewide average of 189 per 100 million vehicle miles traveled. The rural road rate has seen a slight reduction from the FY 2012-13 results. As rural roads are identified as areas of concern, Public Works develops interim low cost solutions as well as programming for future capital improvement projects.

Future rural road improvement projects include constructing centerline rumble strips in various roadways to minimize crossover collisions involving head on or run off road attributes; widen River Road to install shoulders near the community of San Miguel; widen Buckley Road to install a continuous center left turn lane south of the City of San Luis Obispo; and widen La Panza Road to install shoulders near the community of Creston.

<b>5. Performance Measure: Collisions per 100 million miles on suburban roads.</b>						
09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
250	289	263	172	248	159	200

**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 has continued to decrease since changing the reporting methodology in FY 2012-13. The County's rate remains lower than the statewide average of 278 per 100 million vehicle miles traveled. Public Works 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.

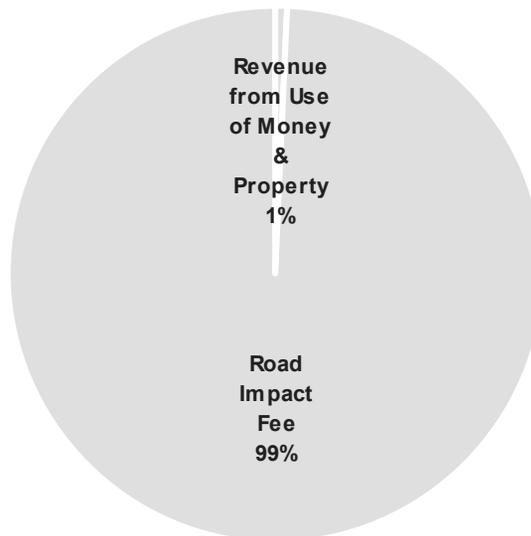
<b>6. Performance Measure: Bridge sufficiency rating.</b>						
09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Adopted	13-14 Actual Results	14-15 Target
91%	90%	92%	93%	93%	93%	93%
<p><b>What:</b> Percentage of bridges with State assigned sufficiency rating (SR) over 50.0 (bridges below 50 are eligible for Federal grant replacement funding)</p> <p><b>Why:</b> To review maintenance and funding needs in order to keep the structures in a good state of repair.</p> <p><b>How are we doing?</b> San Luis Obispo County is one of the top Counties in the State for maintaining bridge conditions at a high level. This has been the result of an on-going program for maintenance and project development. Construction on the Main Street Bridge at Santa Rosa Creek in Cambria is progressing on schedule and a project to paint seven bridges is under construction; both to be completed in 2014. New bridge project construction is scheduled to begin in 2015 on Branch Mill Road at Tar Springs Creek.</p> <p>Future bridge construction projects include Cypress Mountain Drive at Klau Creek (2016); El Camino Real at Santa Margarita Creek (2016); Air Park Drive at Ocean Beach Lagoon (2016); River Grove Drive at Estrella River (2016); and Geneseo Road low water crossing (2017). In addition, seismic retrofit design is underway on three bridges including Lopez Drive over Lopez Lake; South Bay Boulevard over Los Osos Creek and Avila Beach Drive over San Luis Obispo Creek.</p>						

**PURPOSE**

Collection of road improvement fees used to construct new roads, or make major improvements to existing roads within the Road Improvement Areas of the County which are funded by the fees collected in each area.

	2012-13	2013-14	2014-15	2014-15	2014-15
<u>Financial Summary</u>	<u>Actual</u>	<u>Actual</u>	<u>Requested</u>	<u>Recommended</u>	<u>Adopted</u>
Revenue from Use of Money & Property	\$ 23,148	\$ 14,287	\$ 6,400	\$ 6,400	\$ 6,400
Charges for Current Services	1,696,340	1,309,205	847,400	847,400	847,400
Other Financing Sources	207,000	88,646	0	0	0
<b>Total Revenue</b>	<b>\$ 1,926,488</b>	<b>\$ 1,412,138</b>	<b>\$ 853,800</b>	<b>\$ 853,800</b>	<b>\$ 853,800</b>
Fund Balance Available	\$ 312,088	\$ 358,418	\$ 0	\$ 0	\$ 0
Cancelled Reserves	529,320	8,048	287,703	287,703	287,703
<b>Total Financing Sources</b>	<b>\$ 2,767,896</b>	<b>\$ 1,778,604</b>	<b>\$ 1,141,503</b>	<b>\$ 1,141,503</b>	<b>\$ 1,141,503</b>
Salary and Benefits	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Services and Supplies	0	0	0	0	0
Other Charges	3,331,833	1,092,674	1,141,503	1,141,503	1,141,503
Fixed Assets	0	0	0	0	0
<b>Gross Expenditures</b>	<b>\$ 3,331,833</b>	<b>\$ 1,092,674</b>	<b>\$ 1,141,503</b>	<b>\$ 1,141,503</b>	<b>\$ 1,141,503</b>
Contingencies	0	0	0	0	0
New Reserves	312,088	0	0	0	0
<b>Total Financing Requirements</b>	<b>\$ 3,643,921</b>	<b>\$ 1,092,674</b>	<b>\$ 1,141,503</b>	<b>\$ 1,141,503</b>	<b>\$ 1,141,503</b>

**Source of Funds**



**DEPARTMENT COMMENTS**

This is a special revenue fund. The Road Impact Fees are collected in 11 specific areas of the County to fund Road Projects that are needed to address the impact of new development in those areas. These fees are collected as building permits are issued. The fees are accounted for separately for each specific area.

Budgeted expenditures from this special revenue fund fluctuate from year to year reflecting the fact that most capital projects are multi-year projects completed in phases with costs varying from phase to phase. Planned new expenditures of \$1,141,503 represent 10 projects that are reflected in the department's FY 2014-15 budget request for Fund Center 245 – Roads and a debt service payment to repay debt incurred on the Vineyard Drive Project. Proposed projects and debt service payments include:

<b>Project Name</b>	<b>Amount of Fees Allocated</b>
1. Nipomo Areas 1 and 2 Traffic Study	\$90,000
2. Avila Traffic Study	\$20,000
3. Templeton Traffic Study	\$7,000
4. North Coast Traffic Study	\$15,000
5. Los Osos Traffic Study	\$1,000
6. Nacimiento Traffic Study	\$1,000
7. San Miguel Traffic Study	\$1,500
8. Willow Road Interchange	\$279,003
9. Nacimiento Lake Dr @ Adelaide LTL	\$255,000
10. Nacimiento Lake Dr @ Chimney Rock LTL	\$20,000
Debt Service Pmt Due from Templeton Area for Vineyard Drive	\$452,000
<b>Total Fees Allocated</b>	<b>\$1,141,503</b>

**COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS**

The recommended budget makes no changes to the status quo budget submitted for the Road Impact Fees fund center. The budget for FY 2014-15 is recommended to decrease by \$2.2 million or 65% as compared to adopted FY 2013-14 levels. This budget is funded through road impact fees and due to the fluctuation of capital projects it is difficult to project actual revenues from year to year. As a result, road impact fee revenue for this fund center is based on actual revenues received in the first six (6) months of the fiscal year. Overall revenues are projected to decrease by approximately \$1.8 million (67%). The majority of the revenue decreased can be attributed to the conclusion of the pre-paid Woodlands Project developer agreement. In FY 2013-14, approximately \$1.3 million in revenue was budgeted from the Woodlands Project. To balance this budget, \$287,703 will be cancelled from reserves.

Road billing expenditures are decreasing by 72% or \$1.8 million. As with revenue, expenditures also fluctuate from year to year as the majority of capital projects are multi-year projects completed in phases with costs varying from phase to phase. The decrease is primarily due to the completion of the Willow Road interchange. The budget for FY 2013-14 included about \$2 million in road billings for Willow Road. Projects for FY 2014-15 include several traffic studies as well as road work on Nacimiento Lake Drive at Adelaide Road and Chimney Rock

The debt service payment for the Vineyard Drive interchange project has been budgeted at \$452,000. The debt service payment is made in two installments – July and February. At the writing of this narrative, it is not known if road impact fees will be sufficient to pay the FY 2013-14 debt service payments. If necessary, a loan from the Roads fund may be used to cover a shortfall in revenue; however, it will not be known until June if such a loan, or how much, would be required. To date, approximately \$207,000 in debt service payment shortfall has been made up by the Roads fund.

**BOARD ADOPTED CHANGES**

None.