

## **Community Services**

Airports

Farm Advisor

Fish and Game

Golf Courses

Library

Parks & Recreation

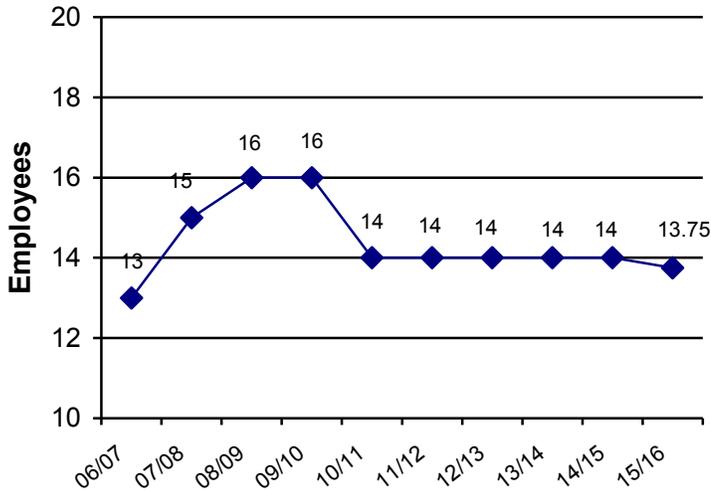
Wildlife and Grazing

**MISSION STATEMENT**

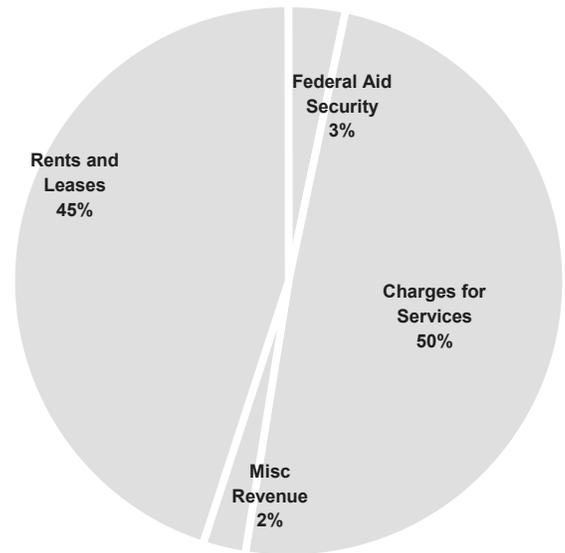
Deliver a safe and convenient airport experience, which exceeds customer expectations and connects our community to the world.

OPERATING DETAIL (1)	2013-14 ACTUAL (2)	2014-15 ACTUAL (3)	2015-16 RECOMMENDED (4)	2015-16 ADOPTED BY THE BOS (5)
<b>OPERATING REVENUES</b>				
Charges for Services	3,848,366	4,048,423	3,766,403	3,766,403
PFC	366,804	58,710	367,000	367,000
CFC	278,180	77,051	260,000	260,000
Other Revenues	33,935	175,902	0	0
TOTAL OPERATING REVENUES	4,527,285	4,360,086	4,393,403	4,393,403
<b>OPERATING EXPENSES</b>				
Salaries and Benefits	1,308,447	1,436,016	1,472,544	1,416,864
Services and Supplies	1,811,905	2,331,727	2,006,321	2,006,321
Countywide Overhead	167,071	76,123	123,709	123,709
Taxes & Assessments	24,822	25,555	25,500	25,500
Depreciation	2,159,851	2,158,719	2,158,720	2,158,720
TOTAL OPERATING EXPENSES	5,472,096	6,028,140	5,786,794	5,731,114
OPERATING INCOME (LOSS)	(944,811)	(1,668,054)	(1,393,391)	(1,337,711)
<b>NON-OPERATING REVENUES (EXPENSES)</b>				
Federal & State Rev	126,800	125,805	234,800	234,800
Grants-Federal/State	0	0	0	0
Interest	4,462	3,466	4,000	4,000
Property Taxes	0	0	0	0
Interest Expense	(198,624)	(101,324)	(137,309)	(137,309)
General Fund Loan Payment	0	0	0	0
Prior Year Adjustment	0	0	0	0
TOTAL NON-OPERATING REVENUES (EXPENSES)	(67,362)	27,947	101,491	101,491
INCOME BEF. CAPITAL CONTRBS. & TRANSFERS	(1,012,173)	(1,640,107)	(1,291,900)	(1,236,220)
Operating Transfers Out	(50,633)	(54,745)	0	0
Operating Transfers In/Out	16,690	176,642	48,500	48,500
Capital Contribution	1,770,257	365,015	0	0
CHANGE IN NET ASSETS	724,141	(1,153,195)	(1,243,400)	(1,187,720)
Net Assets - beginning	80,887,307	81,611,448	80,777,160	80,458,253
Net Assets - ending	81,611,448	80,458,253	79,533,760	79,270,533
<b>FIXED ASSET EXPENDITURES</b>				
Capital Projects	1,630,082	516,556	0	0
Fixed Assets	0	0	0	0
Land	0	0	0	0
TOTAL FIXED ASSET EXPENDITURES	1,630,082	516,556	0	0

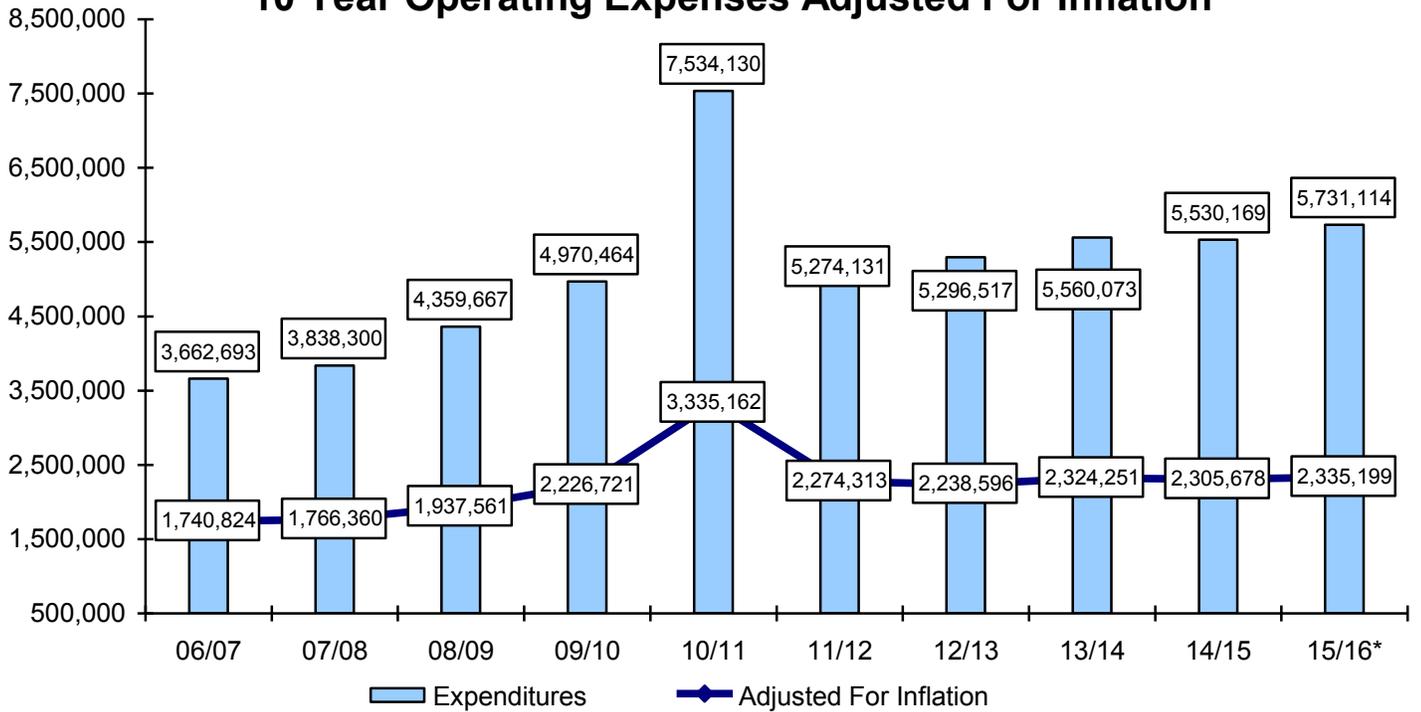
**Number of Employees**  
 (Full Time Equivalent)



**Source of Funds**



**10 Year Operating Expenses Adjusted For Inflation**



06/07 – 14/15 Actual  
 \*Adopted

**SERVICE PROGRAMS**

Airports has a total operating expenditure level of \$5,731,114 and a total staffing level of 13.75 FTE to provide the following services:

**San Luis Obispo County Regional Airport Operations**

Operate, maintain and develop aviation facilities supporting general aviation and commercial air travel. San Luis Obispo County Regional Airport currently has approximately 70,000 annual flight operations. There are currently two commercial airlines operating at the San Luis Obispo County Regional Airport. United Airlines and US Airways offer multiple daily flights to San Francisco, Phoenix and Los Angeles.

Ensure the safety of airport users, by implementing local, State and Federal aviation regulations and policy.

Supervise the performance of airfield and terminal facility concessionaires to enhance customer service and ensure efficient airport operations. Secure funds from sources through local and federal grants and collect airport user fees to support the airport operations. Support the financial health of the airport through protecting assets, financial planning, and carrying out airport strategic objectives. Provide statistical and financial information to internal and external users of the airports. Attend training to build networking resources and gain industry knowledge, improving the safety and operation efficiencies of the airport. Provide customer service as needed to tenants, airport users, and neighbors.

Maintain and lease 65 County-owned general aviation hangars and one commercial hangar. Lease and manage property to maximize airport revenues and provide aviation services. Retain existing air service and develop new air service in collaboration with community stakeholders. Plan future airport development to ensure anticipated aviation and community needs are met.

Total Expenditures: \$5,564,102 Total Staffing (FTE): 13.75

**Oceano Airport Operations**

Operate, maintain and develop aviation facilities supporting general aviation. Ensure the safety of airport users, by implementing local and Federal Aviation Policy. Serve as a critical point for air ambulance, California Highway Patrol and Cal Fire activities.

Supervise the performance of airfield and facility concessionaires to enhance customer service and ensure efficient airport operations. Secure funds from sources through local State and Federal grants and collect airport user fees to support the airport operations. Support the financial health of the airport through asset management, financial planning, and implementing airport strategic objectives. Provide statistical and financial information to internal and external users of the airports. Attend training to build networking resources and gain industry knowledge, improving the safety and operation efficiencies of the airport. Provide customer service as needed to tenants, airport users, and neighbors.

Lease and manage property to maximize airport revenues and provide aviation services.

Total Expenditures: \$167,012 Total Staffing (FTE): 0.00

**Capital Projects at County Airports**

Includes funding of approved capital projects carried out at the San Luis Obispo Regional and Oceano Airports. Staff plans for the maintenance and capital project needs of Airport facilities and secures funds from sources through local and Federal grant programs and collects user fees to support the capital needs of each airport.

Total Expenditures: \$0.00 Total Staffing (FTE): 0.00

**DEPARTMENT COMMENTS**

The San Luis Obispo County Airports serve county businesses, residents, and visitors. The San Luis Obispo County Airports make air travel accessible to those who live in and visit San Luis Obispo County, including commercial and charter flights. It also facilitates cargo delivery companies, allowing them to provide overnight deliveries to county residents and businesses. Additionally, San Luis Obispo County Airports provide facilities for private pilots to fuel, fly and store their aircraft. Oceano County Airport provides easy access to the South county region for general aviation and serves as a critical point for air ambulance, California Highway Patrol and CAL FIRE activities.

The San Luis Obispo Regional Airport is currently challenged with competition by other small community airports as well as larger airports in nearby major cities. San Luis Obispo Regional Airport continues to address the issue of competition with active recruitment efforts to add air service and provide quality facilities and services at reasonable rates to tenants and customers. Both the San Luis Obispo Regional Airport and the Oceano Airport are challenged with deferred maintenance and repairs of the airport pavements and structures. The outcome of addressing deferred maintenance is a safe and well-maintained airport.

Following are some of the department's notable accomplishments for FY 2014-15 and some specific objectives for FY 2015-16:

**FY 2014-15 Accomplishments**

- Submitted grant application to Federal Aviation Administration (FAA) for \$20 million in Federal aid for construction phase of new terminal building. The construction phase will span two fiscal years, beginning in FY 2015-16.
- Repainted runway markings to improve pilot experience, improve safety and meet FAA regulations.
- Installed new baggage scanning equipment in the airport terminal to reduce check in time and improve customer service.
- Reduced energy consumption with the installation of LED lighting in the airport terminal and County owned hangar site.
- Implemented the use of new technology for airport work orders and safety inspections, including software which improved efficiencies related to maintenance repairs and safety inspections of airport facilities.
- Negotiated a short term lease agreement to generate a new source of revenue.

**FY 2015-16 Objectives**

- Obtain Federal Aviation Administration (FAA) grant and begin new terminal construction to resolve airport compliance issues related to proximity of the current terminal and aircraft parking areas to the runway and taxiways.
- Continue to work with existing and new airlines in effort to increase air service, including additional destinations.
- Complete transition to independent department status following dissolution of County General Service Agency, while maintaining current customer service levels.
- Complete and implement goals and objectives within the Airport Strategic Plan to direct energy and resources towards common goals.
- Continue to expand revenue opportunities outside of commercial air service, utilizing Airport property and facilities.
- Negotiate redevelopment and a long term lease agreement at the former American Eagle Maintenance Facility, to improve building facilities and secure a long term source of lease revenue income.

**COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS**

Airports, formerly a division of the General Services Agency, is an Enterprise Fund. Enterprise Funds charge user fees for their services. The State Controller's Office requires financial information for Enterprise Funds to be reported on an Operation of Enterprise Fund Schedule 11. The format of the Schedule 11, and some of the data it contains is different from how other County department budgets are reported. The forms and budget information for General Fund budgets compare the prior year adopted budget amount to the recommended amount in the proposed budget. The narrative, service programs, and 10 year expenditure chart for Enterprise Funds use the financial information from the Schedule 11 and include depreciation. The narrative compares FY 2015-16

recommended estimates to FY 2014-15 proposed estimated year end numbers. As fixed assets are noted separately on the Schedule 11, they are not included as part of the comparison of total operational expense.

The Airports' recommended budget fully funds the operational services at current service levels. Recommended operating revenue for FY 2015-16 is \$4,393,403, a \$177,519 or 4% decrease compared to FY 2014-15 estimates. Recommended operating expense for FY 2015-16 is \$5,786,794, a \$277,798 or 5% decrease compared to FY 2014-15 estimates due to one-time professional services expense included in the FY 2014-15 estimate. Depreciation expense, a non-cash expense that identifies the decline in value of capital assets, is \$2,158,720 or 38% of the recommended operating expense. Depreciation is essentially unchanged compared to FY 2014-15 estimates.

Salary and benefits for FY 2015-16 are \$1,472,544, an increase of \$41,817 or 3% compared to FY 2014-15 estimates. The increase is due to negotiated changes to employee salary and benefits, reclassification of the Airport Director's position resulting from the dissolution of the General Services Agency and a small increase in temporary seasonal help. Services and supplies for FY 2015-16 are \$2,006,321, a decrease of \$367,202 or 15% compared to FY 2014-15 estimates. Overhead charges are increasing \$47,586 or 62% compared to FY 2014-15 estimates.

The FY 2015-16 proposed budget includes one change to the Airports' Position Allocation List (PAL), which deletes a 1.00 FTE Airport Maintenance Worker position and adds a 1.00 FTE Airport Operations Specialist. This change will help ensure Airports can carry out its responsibilities related to operations, safety, and regulatory requirements.

Changes to air carrier service that began in 2007 with rising fuel prices were exacerbated by the great recession of 2008. Many airports, including the San Luis Obispo County Regional Airport, experienced reductions in the number of commercial flights and an overall decline in enplanements. Since that time, the annual expenditures for Airports' operations have largely exceeded the amount of annual revenues received by the Airports, with the exception of FY 2012-13 and FY 2013-14, when revenue exceeded operational expenditures by \$139,000 and \$439,256 respectively. As of the end of the third quarter, Airports is projected to end FY 2014-15 with revenue in excess of expense totaling approximately \$128,000.

In difficult years, Airports relied on its cash balance in the Airport Fund to cover expenses. Fortunately, the fiscal condition at the Airport is improving as general economic conditions improve. After several years of decreased enplanements, enplanements increased 11% in FY 2013-14 and continue to increase in FY 2014-15. As a result, revenues are projected to be sufficient to cover budgeted expenditures in FY 2015-16 without the need to fall back on Airports' cash balance. The following table shows enplanement numbers from FY 2007-08 to present, along with annual percentage change in enplanements:

<b>Fiscal Year</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>	<b>Cumulative</b>	<b>% Change</b>
2007-08	51,343	48,784	38,794	43,364	182,285	
2008-09	42,697	32,566	26,866	30,619	132,748	-27%
2009-10	32,968	30,873	27,645	33,666	125,152	-6%
2010-11	36,301	36,128	30,496	36,984	139,909	11%
2011-12	35,631	34,493	30,185	33,935	134,244	-4%
2012-13	35,457	31,850	30,354	34,654	132,315	-1%
2013-14	36,753	36,224	34,528	39,600	147,105	11.2%
2014-15	40,345	38,356	35,567		114,268	6.3%*

\*Compares the third quarter of FY 2014-15 to the third quarter of FY 2013-14.

The number of commercial air service passenger enplanements is a major driver of Airport revenues. As of the end of the third quarter of FY 2014-15, enplanement levels at the San Luis Obispo County Regional Airport had increased by 6,763 or 6.3% compared to the same period in the prior fiscal year, FY 2013-14. The Airport has worked with the community to develop a revenue guarantee program to encourage United Airlines to offer a flight to Denver. No flights have been added at this time, but the Airport continues to pursue opportunities to attract additional flights from United and other airlines.

With the help of grant funding from Federal Aviation Administration (FAA), design of a new terminal in San Luis Obispo has been completed. A new terminal would provide more space for passengers, staff and airlines, a more efficient layout, automated check-in, and an expanded baggage area. The Airport expects to receive word of additional grant funding from the FAA by the end of FY 2014-15. Assuming construction costs are consistent with current estimates, Airports could break ground on the new terminal as soon as Autumn of 2015.

**BOARD ADOPTED CHANGES**

As part of the Supplemental Budget Document, the Board of Supervisors approved a request from Airports to amend the Position Allocation List (PAL) to delete a 1.00 FTE Airport Operations Supervisor position and a 0.25 FTE Senior Account Clerk position and add a 1.00 FTE Senior Account Clerk position, including an expenditure reduction of \$55,680. This change reduces the Airports' PAL in the adopted budget from 14.00 FTE to 13.75 FTE.

**BUDGET AUGMENTATION REQUESTS ADOPTED**

None.

**BUDGET AUGMENTATION REQUESTS NOT ADOPTED**

Unit Amount	Description	Results
Gross: \$46,771  General Fund Support: \$0	Add 1.00 FTE Account Clerk position to provide administrative, clerical and financial support.	<ol style="list-style-type: none"> <li>1. Deliver high quality financial and administrative work required in order for the Airport to be successful as an independent department.</li> <li>2. Comply with existing County best practices, policies and procedures.</li> <li>3. Deliver high quality board items, meet human resource requirements, and maintain a positive working relationship with internal and external users.</li> <li>4. Provide external customers with quality and timely information regarding Airport statistics and financial measurements.</li> <li>5. Provide internal customers accurate and timely board reports and financial deliverables.</li> <li>6. Provide outside agencies with accurate and timely reporting and grant applications, including those required by law.</li> </ol>

**GOALS AND PERFORMANCE MEASURES**

<p><b>Department Goal:</b> Manage the San Luis Obispo and Oceano Airports in a manner that ensures the safety of the traveling public and complies with Federal, State, and local aviation and airport rules, regulations and advisories.</p> <p><b>Communitywide Result Link:</b> <input checked="" type="checkbox"/> Safe <input type="checkbox"/> Healthy <input type="checkbox"/> Livable <input type="checkbox"/> Prosperous <input type="checkbox"/> Well-Governed Community</p>						
<p><b>1. Performance Measure: Percentage compliance with annual Federal Aviation Administration (FAA) inspections of appropriate safety and security measures.</b></p>						
10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Projected	15-16 Target
100%	90%	100%	98%	100%	100%	100%
<p><b>What:</b> Tracks Airport compliance with FAA safety and security requirements, as determined during annual inspections.</p> <p><b>Why:</b> Compliance with FAA inspections of safety and security measures is necessary in order to ensure the safety and security of passengers and the public and continue to receive FAA funding.</p> <p><b>How are we doing?</b> The July 2014 FAA inspection was completed with only one finding for worn runway markings that need to be repainted, which is considered 98%, or 2% below the FY 2013-14 adopted performance measure of 100%. Airports continues to consider safety a top priority, and is addressing the finding on the most current FAA report. The FY 2015-16 target is 100% on the 2016 FAA inspection. Airports will proactively address repairs and maintenance requirements to achieve the FY 2015-16 target.</p>						
<p><b>Department Goal:</b> Provide timely, reliable and cost effective operations and maintenance of County Airports that meet or exceed customer expectations.</p> <p><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</p>						
<p><b>2. Performance Measure: Percentage of airport comments or complaints processed in a timely manner. <i>This measure is being deleted in FY 2015-16.</i></b></p>						
10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Projected	15-16 Target
80%	90%	96%	91%	80%	80%	Deleted
<p><b>What:</b> Measures Airports' response to comments or complaints regarding services or operations. The goal is to process comments/complaints within 24 hours of receipt Monday – Friday and within 48 hours on weekends. While many complaints such as those relating to noise are generally beyond the control of the Airport, a timely response to a comment demonstrates the Airport's commitment to the community.</p> <p><b>Why:</b> This measure demonstrates Airports' commitment to responding to comments and complaints in a timely manner.</p> <p><b>How are we doing?</b> Airports exceeded its adopted performance measure and achieved the result of 91% as compared to the adopted measure of 75% for FY 2013-14. During FY 2013-14, Airports responded to 532 of the total 583 customer complaints within a 24 or 48 hour period. At the end of FY 2014-15, Airports is projected to meet the adopted target of 80%; mid-year FY 2014-15 actual results are at 80% and customer service will continue to be a priority.</p> <p>This measure is being deleted in FY 2015-16, because of the anticipated implementation of an online noise complaint software and tracking system, which will enable Airports to track this measure internally. The new noise complaint system will replace the current, outdated system for tracking daily customer complaints and concerns regarding noise. Airport management will continue to evaluate non-noise related public comments and make necessary improvements, when possible. Customers may offer feedback a daily basis in person or over the phone, during quarterly tenant meetings, and by completing the Airport's annual customer survey. Airports will continue to measure customer satisfaction, using the customer survey mentioned in the performance measure below.</p>						
<p><b>3. Performance Measure: Percentage of airport users that believe Airport Administration communicates effectively with them.</b></p>						
10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Projected	15-16 Target
New Measure	71%	82%	91.5%	75%	80%	80%
<p><b>What:</b> Measures Airports' effectiveness in communications with tenants, as determined based on responses to the yearly Airport survey provided to tenants.</p> <p><b>Why:</b> Customer feedback allows management to evaluate customer opinions regarding pricing, quality, and safety of Airport facilities. The responses to the yearly Airport survey provides tenant customers a resource to share their opinions and requests with Airport Management, providing management an opportunity to improve services offered.</p>						

**How are we doing?** During FY 2013-14, staff sent out 700 surveys with a response rate of 13% (91 surveys completed), with 91.5% of surveys reflecting a satisfied or very satisfied response. Airports is projecting to meet or exceed its goal in FY 2014-15, mainly due to the recent positive feedback informally received from tenants in the current year. Airport management continues to make improvements, and will continue to listen to the tenants' needs and concerns. The FY 2014-15 survey is scheduled to be distributed in May 2015 with an effort placed on increasing the amount of total responses. FY 2015-16 target remains at 80%, because it aligns with the prior three year average of actual results, and it is an obtainable target.

**4. Performance Measure: Percentage of Airport work orders processed in a timely manner. This measure is being deleted in FY 2015-16.**

10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Projected	15-16 Target
New Measure	72%	76%	84.6%	75%	75%	Deleted

**What:** Measures Airports' response to maintenance issues identified at both County Airports. The goal is to process any work order to completion within 72 hours of it being opened.

**Why:** This measure demonstrates Airports' priority on responding to maintenance and safety issues in a timely manner.

**How are we doing?** Airports exceeded the adopted performance measure of 60% completion in FY 2013-14, completing 84.6% of work orders within the expected 72 hour timeframe. It is projected that Airports will meet the adopted goal in FY 2014-15, completing 75% of work orders within the expected 72 hour timeframe. Airports recently implemented a new work order tracking system, Application 139. The new Application 139 system provides more efficient tracking, and improved communication between management and operational staff regarding work order priority. High priority work orders, such as those related to a safety hazard, can be marked with a 'high priority', which facilitates operational staff to address these work orders prior to routine maintenance work orders. Beginning in FY 2014-15, Airports also began utilizing General Services' Custodial Services for janitorial work, which allows Airport maintenance staff to focus more time on maintenance work and safety hazards.

This measure is being deleted in FY 2015-16, because it is not an accurate indicator that Airports staff is meeting Airport maintenance and repair needs. Tracking the completion status of work orders now involves other important information (such as the safety issues labeled with the "high priority" indicator as mentioned above), and it requires a supervisor's approval. Due to factors beyond control of the maintenance staff, such as wait time for part orders and supervisor review of work complete, the new system will mark a work order 'complete' in a different manner than the previous work order tracking system. Airports maintenance staff will measure results of maintaining the facility repairs and safety through user surveys and FAA inspections. Airports management will measure results of operational costs with internal financial measurements, such as operating costs per enplanement.

**Department Goal:** Enhance and maintain infrastructure, and improve long term health and financial stability of the airport.

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

**5. Performance Measure: Total Annual Operating Income.**

10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Projected	15-16 Target
New Measure	New Measure	New Measure	New Measure	New Measure	\$667,000	\$507,000

**What:** Measures Airports' ability to meet existing debt obligations and plan for future needs related to Airport infrastructure. The goal is to maintain sufficient operating income to meet the Airport's existing and new infrastructure needs, and establish a cash reserve equal to three months of operating expense.

**Why:** This measure demonstrates Airports' ability to maintain and enhance infrastructure and accommodate unplanned events.

**How are we doing?** The Airports' annual operating income (operating revenues less operating expenditures, excluding depreciation and debt service expense) is affected by outside circumstances in the economy. Airport fees, which contribute to the operating income, are regulated by the FAA's Rates and Charges Policy. The Airports' strategic objectives include developing a savings plan for existing maintenance and capital needs and improving the overall financial health of the Airport. Airports completed FY 2013-14 with an annual operating income of \$723,200. After debt service payments of \$417,200 were made, the Airport had \$306,000 remaining in operating income. The target for FY 2015-16 is \$507,000 operating income. Airports plans to use \$487,000 of the operating income for planned debt service payments and \$20,000 for future year infrastructure or maintenance projects. The decrease from projected amount FY 2014-15 to targeted amount in FY 2015-16 is due to an increase in planned expenditures in the FY 2015-16 budget related to Countywide Overhead, Fire Department support, and salaries and benefits.

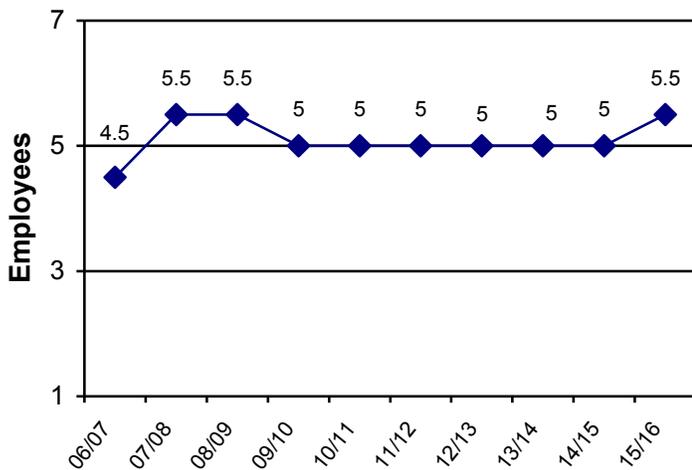
<b>6. Performance Measure: Total Annual Enplaned Passengers.</b>						
10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Projected	15-16 Target
New Measure	New Measure	New Measure	New Measure	New Measure	151,000	144,540
<p><b>What:</b> Measures Airport's enplaned (boarding) passenger count.</p> <p><b>Why:</b> This measure demonstrates Airports' ability to maintain and grow airline service and customers.</p> <p><b>How are we doing?</b> The airline industry is changing their business model by shifting service to larger hub airports, and replacing smaller planes with larger models to increase revenues and reduce costs. Smaller, regional airports in the surrounding area have experienced a decrease or elimination in service from passenger airlines. Despite this trend away from smaller airports, San Luis Obispo Regional Airport has experienced an increase in annual enplanement levels. San Luis Obispo Regional Airport enplanement levels tend to increase as the US Gross Domestic Product (GDP) increases. Airport enplanements in FY 2013-14 were 147,105 which was an 11.2% increase as compared to the prior year fiscal year. Even though Airports has little control over enplanements, it is still considered an important measure for the Airport, given that 65% of Airports' FY 2013-14 operating revenue was related to passenger traffic. Airport management is continuing efforts to obtain additional air service, including a flight to Denver, Seattle, or Portland. The target for FY 2015-16 is 144,540 enplaned passengers, which reflects a slight decrease from the FY 2014-15 projected enplanements of 151,000, which is due to a shift in equipment size and frequency of flights anticipated to take place in Spring 2015.</p>						

**MISSION STATEMENT**

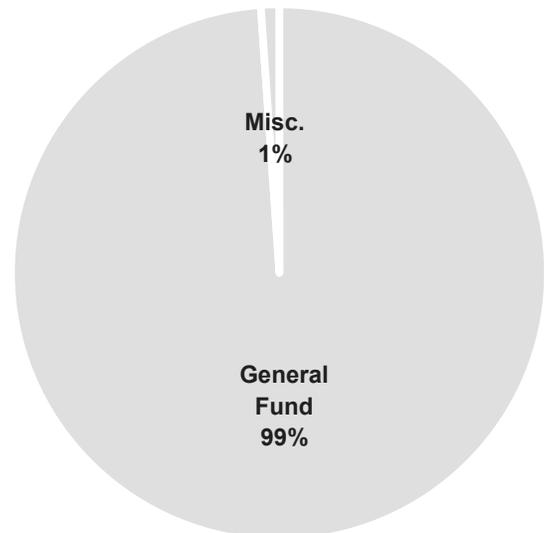
To serve San Luis Obispo County through the development, sharing, and application of research-based knowledge in agricultural sustainability, natural resource conservation, and youth and family development to provide a better quality of life both now and in the future.

Financial Summary	2013-14	2014-15	2015-16	2015-16	2015-16
	Actual	Actual	Requested	Recommended	Adopted
Intergovernmental Revenue	\$ 6,597	\$ 5,644	\$ 6,310	\$ 6,310	\$ 6,310
**Total Revenue	\$ 6,597	\$ 5,644	\$ 6,310	\$ 6,310	\$ 6,310
Salary and Benefits	353,793	378,336	396,677	432,479	432,479
Services and Supplies	100,090	92,489	99,576	100,830	100,830
**Gross Expenditures	\$ 453,883	\$ 470,825	\$ 496,253	\$ 533,309	\$ 533,309
General Fund Support (G.F.S.)	\$ 447,286	\$ 465,181	\$ 489,943	\$ 526,999	\$ 526,999

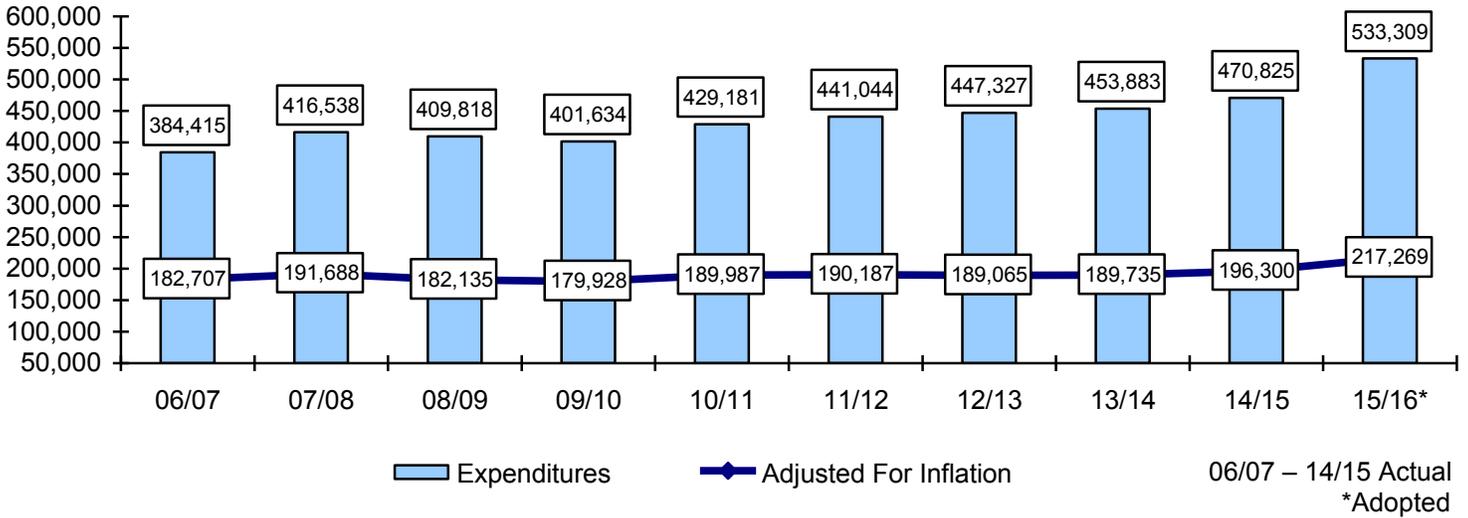
**Number of Employees  
(Full Time Equivalent)**



**Source of Funds**



**10 Year Expenditures Adjusted For Inflation**



**SERVICE PROGRAMS**

The Farm Advisor has a total expenditure level of \$533,309 and a total staffing level of 5.50 FTE to provide the following services:

**Natural Resources**

Assists landowners, County and city planners, and agency personnel to: 1) assess and understand the importance and status of natural resources, including watersheds, wildlife habitat, and oak woodlands; and 2) assist them in developing and applying sustainable management practices based on research-based principles.

Total Expenditures: \$137,120 Total Staffing (FTE): 1.25

**Agriculture**

Provide growers and related agricultural personnel with objective, research-based information and programming on sustainable crops, livestock, and range production, including the maintenance of natural resources.

Total Expenditures: \$153,926 Total Staffing (FTE): 1.25

**Youth and Family**

Provide objective, research-based information for individuals, families, and professionals to: 1) strengthen the capacities of families, communities, and organizations in contributing to the positive development of youth; and 2) strengthen the capacities of individuals and families to become self-sufficient through life skills development related to human health and nutrition.

Total Expenditures: \$242,263 Total Staffing (FTE): 3.00

**DEPARTMENT COMMENTS**

The Farm Advisor Department serves San Luis Obispo County through the development, sharing, and application of knowledge in agricultural sustainability, natural resource conservation, and youth and family development. The department, through its University of California Cooperative Extension Advisors and other academic and paraprofessional staff, brings the significant resources of the University's Division of Agriculture and Natural Resources as well as other land-grant institutions to San Luis Obispo County. As critical issues arise in our service areas, staff members quickly and efficiently respond through the research and knowledge base available from our Cooperative Extension's state and national resources. We reach stakeholders with new and important information via various delivery methods, including workshops, field days, newsletters and fact sheets, one-on-one consultations, social media, and web-based programs. Our department utilizes over 500 trained volunteers in its agriculture, food safety, nutrition, and 4-H youth development programs. San Luis Obispo County leverages approximately \$4.00 for every \$1.00 it spends to support the Farm Advisor Department through resources from the University of California, United States Department of Agriculture (USDA), grants and gifts. An overarching goal of the department is to provide the highest quality of service to our clientele in the most efficient and cost-effective manner, as noted in our 2014 Annual Report.

**FY 2014-15 Accomplishments**

- All Farm Advisor program areas - Agriculture, Natural Resources and Youth and Family - were successful in securing grants/gifts for research and extension education programs. The amounts secured for programming as of mid-year total \$270,040.
- Advisors worked collaboratively to inform the Board of Supervisors of drought impacts with results of monthly surveys of local producers, through the 2014 Drought Impacts Report and with a presentation at the Board's October Water Summit. Bringing together both UC resources and locally developed research, Advisors provided input to the Agricultural Water Offset Program, the proposed Agricultural Water Waste Ordinance, and the Paso Robles Groundwater Basin Model Update. Advisors collected critical forage production measurements demonstrating drought impacts to county rangelands that supported Agricultural Commissioner and USDA drought disaster declarations.
- Collaborated with San Luis Obispo County Public Health to develop integrated work plans for nutrition education delivery and provided diversity training on issues for the LGBTQ+ (Lesbian, Gay, Bisexual, Transgender, and Queer) community, open to all staff.
- The UC Master Gardener volunteers provided 2,944 volunteer hours educating and servicing the needs of the gardening public. The monthly "Advice to Grow By" workshops held in the demonstration garden have had over 731 attendees. Their monthly email currently has 1,590 recipients and their blog has had 16,416 direct hits. They provide weekly advice columns in the Tribune.

**FY 2015-16 Objectives**

- Seek grants for research and extension education programs in all our program areas. Continue to compare San Luis Obispo County's fiscal contributions to our department with benchmark counties.
- Continue to provide information and resources on drought strategies for agricultural and urban clientele, including participation in the County Drought Task Force, development of forage production information for county rangelands, and local applied research on water conservation in vineyards.
- Increase the San Luis Obispo County 4-H Master iThrive Program Training Team to reach the goal of having three pilot iThrive projects in our county.
- Expand the Master Food Preserver program to offer low-cost classes throughout the community; develop local educational publications and provide education for low-income residents on safe food preservation techniques in order to help residents maximize their food budgets and utilize large quantities of produce received at Food Bank distribution sites.
- Significantly increase the response rate for new and existing performance measures through the use of audience response software, and paper evaluations where needed, that allows us to demonstrate that UCCE provides "high quality, results-oriented services that are responsive to community desires."

- The 4-H Youth Development Program served over 1,600 youth enrolled in local club programs throughout the county, which were supported by 358 volunteers. Members of San Luis Obispo County 4-H participated in community service and service learning activities. During 2014, 4-H youth donated to the local food bank, served meals in retirement communities, collected street-side trash, and made cards of encouragement and appreciation for soldiers serving abroad.
- In partnership with Dignity Health, which oversees a nutrition education program using a Promotora model, staff were able to expand family-centered nutrition programming and train Promotoras to provide youth education using UC CalFresh curricula. Additionally, the UC CalFresh Nutrition Education program partnered with County Public Health to offer a family-centered summer program featuring nutrition and physical activity education in communities throughout the county.
- In FY 2014-15, the University of California Cooperative Extension Master Food Preserver (MFP) program responded to local interest in safe food preservation techniques. Volunteers graduated from an extensive 10-week training program. These Certified Master Food Preservers began offering educational opportunities throughout the county, and hosting a weekly Food Preservation Hotline to answer residents' questions about food safety and food preservation techniques.

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

General Fund support is recommended to increase by \$56,798 or 12% when compared to FY 2014-15 adopted amounts. Revenue, which is received on a dollar for dollar reimbursement basis from the University of California, is recommended to increase minimally (\$460) from FY 2014-15 amounts.

Salary and benefit accounts are increasing by \$57,993 or 15% due to salary benefits increases approved in FY 2014-15 and reallocating a 0.5 FTE Health Education Specialist to full time. Details of this action can be found in the Budget Augmentation Request (BAR) below.

Services and supplies are essentially at FY 2014-15 levels, decreasing slightly by \$735. As noted above, revenue is received from the UC on a dollar-for-dollar reimbursement for expenditures. These expenditures equate to 6% of the overall budgeted amounts in the department's services and supplies accounts.

#### **BOARD ADOPTED CHANGES**

None.

**BUDGET AUGMENTATION REQUESTS ADOPTED**

Unit Amount	Description	Results
<p>Cost: \$37,825</p> <p>General Fund: \$37,825</p>	<p>Increase a 0.50 FTE Health Education Specialist to full time.</p>	<p>Increasing the position to full time will achieve the following:</p> <p><u>Master Food Preserver Program Expansion</u></p> <ol style="list-style-type: none"> <li>1. Recruit, train and certify an additional 10 volunteers to become Certified Master Food Preservers; provide a minimum of two food safety education programs for programming staff and volunteers; hold monthly low-cost food preservation workshops throughout the county and monthly demonstrations at Food Bank distribution sites.</li> <li>2. Implement a Junior Master Food Preserver Program in coordination with the 4-H Youth Development Program.</li> <li>3. Develop a monthly newspaper article with safe food preservation information for county residents; educate and outreach through maintenance of the Master Food Preserver helpline and webpage; develop social media sites</li> <li>4. At least 75% of participants will increase their knowledge of food safety and/or safe food preservation techniques.</li> </ol> <p><u>Nutrition and Physical Education Program Maintenance</u></p> <ol style="list-style-type: none"> <li>1. Provide a minimum of 27 nutrition education programs at elementary school sites in Shandon, Nipomo and Oceano.</li> <li>2. Provide at least 12 family-centered programs, teaching no-cost activities to increase families' physical activity through the 4-H SLO Hikers and Let's Move programming.</li> </ol>

**GOALS AND PERFORMANCE MEASURES**

**Department Goal:** To strengthen our agricultural industries. To conserve our natural resources. To help youth and families grow strong.

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

**1. Performance Measure: Percentage of program participants that report a useful gain of knowledge related to productive living, protecting natural resources, and/or economic prosperity as a result of their participation in an educational program.**

10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
97%	93%	95%	97%	98%	98%	98%

**What:** This measure tells us how many participants gained useful information as a result of participating in our educational programs related to agricultural sustainability, natural resource conservation, quality parenting skills, positive youth development, wise nutritional choices or food safety practices.

**Why:** Knowledge gain is a key factor for positive behavior change.

**How are we doing?** In FY 2014-15 we continued capturing responses from a combination of written surveys and an audience response system using clicker technology to allow us to capture input from a higher percentage of program participants. In some cases we were not able to separate out participants who were attending from surrounding counties. Program evaluations completed by those 522 individuals participating in programs conducted during FY 2014-15 indicated there was a useful knowledge gain by 513 or 98% of participants, meeting our target of 98%. We are adjusting our written surveys and audience response program to more accurately capture county demographics. Because of the continued high quality of our department's educational programs, we have every expectation that our target goal of 98% for FY 2015-16 is also obtainable.

**2. Performance Measure: Percentage of 4-H Club members enrolled in formal 4-H leadership projects.**

10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
N/A	N/A	N/A	23%	20%	22%	20%

**What:** This measure tracks the number of 4-H Club members enrolled in 4-H leadership projects in the program.

**Why:** 4-H member participation in formal leadership opportunities is a strong indicator of greater civic and leadership involvement as adults. Through 4-H leadership experiences, members acquire competencies in numerous leadership skills. Through authentic leadership opportunities, 4-H members acquire the ability to apply the leadership skills to real life experiences which will enable them to better address future challenges in their lives and communities.

**How are we doing?** The number of 4-H Members enrolled in the following leadership projects - 4-H Club Officers, Jr. & Teen Leaders, Emerald Stars, iThrive Project Members and County All Stars - are counted to obtain the number of 4-H Club members enrolled in 4-H leadership projects. Since numerous members are enrolled in more than one leadership opportunity, duplicates have been removed so a true percentage of leadership involvement to overall membership is obtained. At the end of FY 2014-15, 1,465 youth members were enrolled in the 4-H Club program and 316 were involved in formal leadership opportunities equaling 22%. Through educational and awareness efforts, we feel that we can maintain this level of young people who are involved in leadership projects in the 4-H Youth Development Program in San Luis Obispo County, so the target for FY 2015-16 is 20%.

**Department Goal:** To cost-effectively manage the Farm Advisor Department.

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

**3. Performance Measure: San Luis Obispo County fiscal contributions to the Farm Advisor budget based on agricultural acreage as compared to the five County-utilized benchmark counties.**

10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
\$0.36/ag acre for San Luis Obispo County compared to \$0.70/ag acre for benchmark counties	\$0.38/ag acre for San Luis Obispo County compared to \$.64/ag acre for benchmark counties	\$0.39/ag acre for San Luis Obispo County compared to \$0.61/ag acre for benchmark counties	\$0.40/ag acre for San Luis Obispo County compared to \$0.74/ag acre for benchmark counties	\$0.42/ag acre for San Luis Obispo County compared to \$0.70/ag acre for benchmark counties	\$0.42/ag acre for San Luis Obispo County compared to \$0.74/ag acre for benchmark counties	\$0.42/ag acre for San Luis Obispo County compared to \$0.70/ag acre for benchmark counties

**What:** This measure indicates the County's cost per acre of agricultural land for services provided by the Farm Advisor Department. There are nearly 1.12 million agricultural acres (harvested and rangeland) in the County.

**Why:** This measure demonstrates the cost efficiency of available resources to fund Farm Advisor’s programs.

**How are we doing?** San Luis Obispo County continues to receive similar Farm Advisor services at a lower cost per agricultural acre than our benchmark counties (Marin, Monterey, Napa, Santa Barbara and Placer). We met our goal for FY 2014-15 year, reflecting a consistent spread of cost between San Luis Obispo County and the benchmark counties. We do not know how the current drought conditions will affect our cost per ag acre in FY 2015-16, although we expect contributions per ag acre to be higher because of drought impacts to ag productivity. Because of this uncertainty, our target for FY 2015-16 will remain the same as FY 2014-15.

**Department Goal:** To enhance the public’s trust in county government by measurably demonstrating that we provide efficient, high quality, results oriented services.

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

**4. Performance Measure: Percentage of program participants that report that University of California/Cooperative Extension (UCCE) provides “high quality, results-oriented services that are responsive to community desires.”**

10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
N/A	N/A	N/A	N/A	90%	92%	95%

**What:** This measure tells us how many participants agree that the UCCE provides programming that contributes to a well-governed community.

**Why:** As the UCCE provides programming that contributes to community desires—as opposed to offering mandatory programming—this measure enables us to evaluate if we are meeting community desires.

**How are we doing:** This is a new metric for FY 2014-15. This information was captured through audience participation software and written survey responses. Evaluations completed by 379 individuals participating in programs conducted during FY 2014-15 indicated that 349 individuals believe that UCCE provides high quality, results-oriented services, or 92% of participants. With the start of the UCCE Master Food Preserver Program in San Luis Obispo County, the Farm Advisor office has reached many new clientele. Many of these new clientele indicated that they were “Not Sure” if UCCE offered high quality, results oriented program that met their needs because the class they were evaluating was the first class that they had taken from UCCE. The projection for FY 2015-16 is that 95% of participants that complete program evaluations will agree that UCCE programs contribute to a healthy livable, and/or prosperous community.

**Department Goal:** To enhance the public’s trust in County government by measurably demonstrating that we provide efficient, high quality, results oriented services.

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

**5. Performance Measure: Number of community contacts provided by volunteers with the UCCE Master Gardener Program through community outreach and education programs.**

10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
N/A	N/A	N/A	N/A	1,710 contacts	2,261 contacts	2,052 contacts

**What:** The UCCE Volunteer Management System is an online database that allows Master Gardener volunteers to capture the number of community contacts they make as a result of their outreach efforts and education programs.

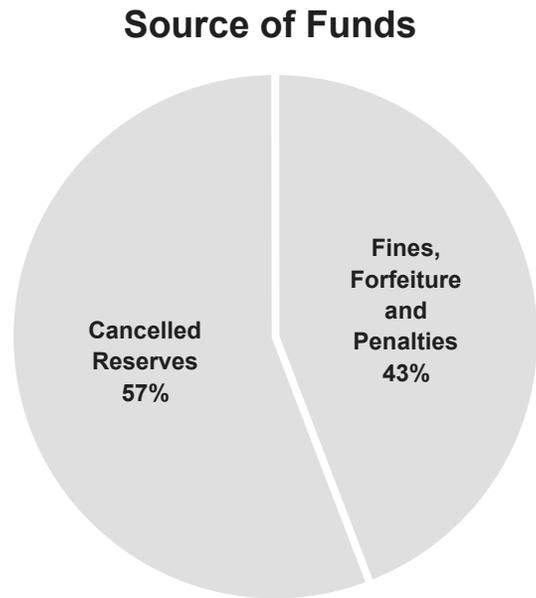
**Why:** The UCCE provides non-mandated outreach programs to the community at large that promote safe, healthy, and livable communities. This program also increases the efficiency of the Farm Advisor Department in delivering information on sustainable landscape practices that is responsive to community desires. Volunteers with our Master Gardener Program increase the capacity, efficiency and impact of our programs in delivery of home horticulture, pest identification, landscape management, and other environmental and natural resource information.

**How are we doing?** This is a new metric for FY 2014-15. Master Gardener efforts include written outreach (weekly Tribune columns, blog, and website postings). This measure captures only face-to-face contacts through one-to-one problem solving telephone helplines and help tables at community events (such as farmer’s markets), and public outreach through workshops and presentations such as the monthly Advice to Grow By workshops at the Garden of the Seven Sisters Demonstration Garden. In FY 2014-15, reports recorded through our UCCE Volunteer Management System indicate a total of 2,261 face-to-face contacts, 32% more than our target. Our FY 2015-16 target of 2,052 contacts reflects a 20% increase and we are confident we will meet that target. We do not expect to be able to maintain a yearly 20% increase in contacts, but believe that this FY2015-16 target better reflects the total number of contracts we can continue to achieve in the future.

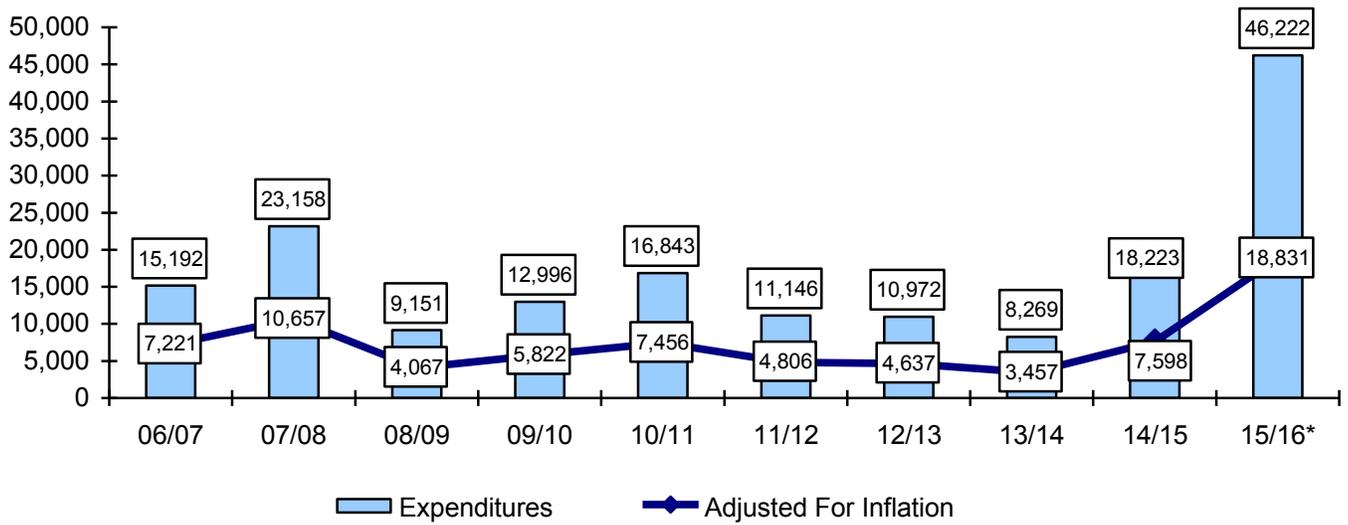
**PURPOSE STATEMENT**

The State Fish and Game Code provides that 50 percent of fine monies collected for fish and game violations be returned to the County in which the offense was committed. These monies are to be expended for the protection, conservation and preservation of fish and wildlife. The Board of Supervisors appoints a County Fish and Game Fines Committee to make recommendations for the expenditure of fine monies, which may include public education, habitat improvement, research and recreation. The Fish and Game Fines are expended from a special revenue fund.

Financial Summary	2013-14	2014-15	2015-16	2015-16	2015-16
	Actual	Actual	Requested	Recommended	Adopted
Fines, Forfeitures and Penalties	\$ 24,037	\$ 15,597	\$ 20,000	\$ 20,000	\$ 20,000
Total Revenue	\$ 24,037	\$ 15,597	\$ 20,000	\$ 20,000	\$ 20,000
Fund Balance Available	\$ 8,241	\$ 15,768	\$ 2,593	\$ 2,593	\$ (2,626)
Cancelled Reserves	0	0	23,629	23,629	28,848
Total Financing Sources	\$ 32,278	\$ 31,365	\$ 46,222	\$ 46,222	\$ 46,222
Salary and Benefits	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Services and Supplies	8,269	18,223	46,222	46,222	46,222
Other Charges	0	0	0	0	0
Fixed Assets	0	0	0	0	0
Gross Expenditures	\$ 8,269	\$ 18,223	\$ 46,222	\$ 46,222	\$ 46,222
Contingencies	0	0	0	0	0
New Reserves	8,241	15,768	0	0	0
Total Financing Requirements	\$ 16,510	\$ 33,991	\$ 46,222	\$ 46,222	\$ 46,222



**10 Year Expenditures Adjusted For Inflation**



06/07 – 14/15 Actual  
\*Adopted

**SERVICE PROGRAMS**

Fish and Game has a total expenditure level of \$46,222 to provide the following services.

**Education and Information**

Provides for the development and/or distribution of films, motivational materials, awards, certificates, hunter safety books, pamphlets, news items, fish and game regulation information and signs.

Total Expenditures: \$31,222 Total Staffing (FTE): 0.00

**Field Equipment**

Field biology equipment including but not limited to cameras, vehicles, scanners, scopes, traps, fencing, nets, thermometers, etc.

Total Expenditures: \$5,000 Total Staffing (FTE): 0.00

**Habitat Improvement**

Terrestrial: Forestry projects, control burns, spring development, chaparral management, native plantings, guzzler installation and maintenance. Aquatic: Artificial reefs, water level maintenance, stream improvements, barrier removal, and flow control.

Total Expenditures: \$5,000 Total Staffing (FTE): 0.00

**Research**

Fisheries and wildlife research, habitat reconnaissance, historical fisheries and wildlife surveys, and studies to support and maintain species.

Total Expenditures: \$5,000 Total Staffing (FTE): 0.00

**COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS**

Fish and Game is a Special Revenue Fund and therefore does not receive General Fund support. Revenue for the fund center is generated by fines and settlements collected for fish and game violations committed within the county. Revenue from fines and settlements is projected to remain constant from FY 2014-15 at \$20,000.

Additionally, the Fish and Game Fines Committee has requested the use of a projected \$2,593 in Fund Balance Available to fund Fish and Game projects in FY 2015-16 and the California Department of Fish and Wildlife has requested use of the \$23,629 remaining in their reserves from a 1996 environmental settlement to help support the enforcement of environmental, wildlife and natural resource laws within San Luis Obispo County.

The Fish and Game Fines Committee requests expenditure levels based upon their needs, with consideration of revenue projections and existing reserves. The Committee meets the second Wednesday of each month to discuss current issues and approve funding requests. Requests for funding include topics such as distribution of educational information and training, purchase of field equipment, habitat improvement projects, and wildlife research.

The proposed FY 2015-16 budget includes \$54,583 in General Reserves and \$116,619 in Fish & Game Project Reserves, with the special designation for the environmental settlement fully expended.

**BOARD ADOPTED CHANGES**

At year end, the final Fund Balance Available was \$5,219 below estimate. As a result, an equivalent amount was cancelled from reserves.

**BUDGET AUGMENTATION REQUESTS ADOPTED**

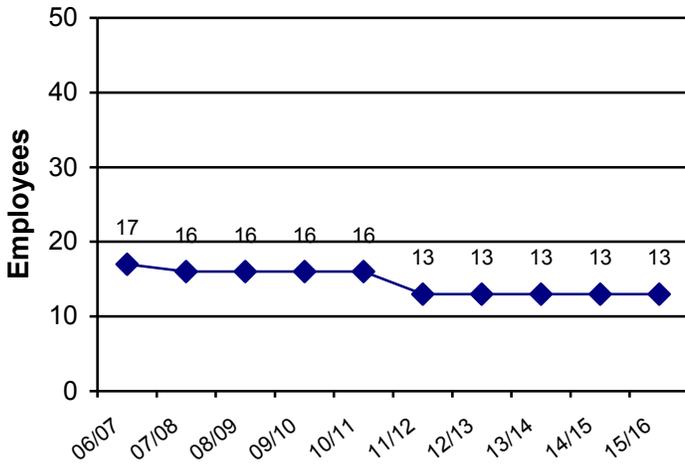
None requested.

**MISSION STATEMENT**

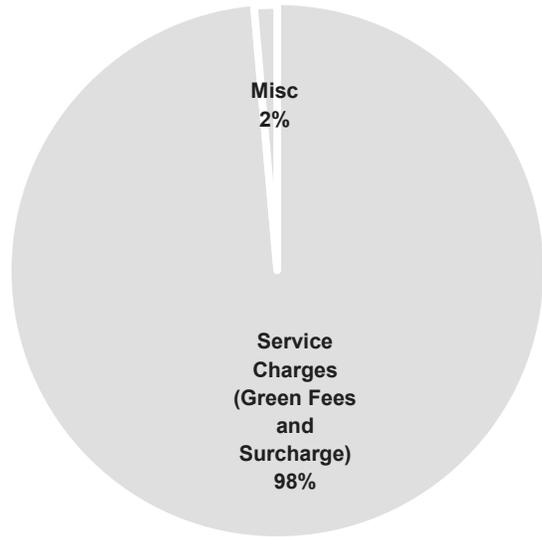
Operate and maintain three 18-hole championship golf courses to enhance opportunities for recreation and personal enrichment of the County's residents and visitors.

OPERATING DETAIL (1)	2013-14 ACTUAL (2)	2014-15 ACTUAL (3)	2015-16 RECOMMENDED (4)	2015-16 ADOPTED BY THE BOS (5)
<b>OPERATING REVENUES</b>				
Charges for Services	2,778,997	3,154,043	2,650,070	2,650,070
Other Revenue - Operating	<u>2,906</u>	<u>1,052</u>	<u>0</u>	<u>0</u>
TOTAL OPERATING REVENUES	2,781,903	3,155,095	2,650,070	2,650,070
<b>OPERATING EXPENSES</b>				
Salaries and Benefits	1,229,385	1,354,926	1,227,186	1,227,186
Services and Supplies	842,368	986,502	746,886	746,886
Countywide Overhead	0	14,000	259,278	259,278
Depreciation	<u>364,001</u>	<u>365,632</u>	<u>400,000</u>	<u>400,000</u>
TOTAL OPERATING EXPENSES	<u>2,435,754</u>	<u>2,721,060</u>	<u>2,633,350</u>	<u>2,633,350</u>
OPERATING INCOME (LOSS)	346,149	434,035	16,720	16,720
<b>NON-OPERATING REVENUES (EXPENSES)</b>				
Aid from Gov Agencies	0	0	0	0
Interest	1,858	3,536	2,209	2,209
Other Revenue - Non Op	0	0	0	0
Transfer in fm GF for Equip	0	0	0	0
Amortize Debt Premium/Discount	32,785	32,785	32,785	32,785
Interest Expense	(207,624)	(204,745)	(198,187)	(198,187)
Transfer to DSF-Interest	0	0	0	0
Transfer to DSF-Principal	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL NON-OPERATING REVENUES (EXPENSES)	<u>(172,981)</u>	<u>(168,424)</u>	<u>(163,193)</u>	<u>(163,193)</u>
INCOME BEF. CAPITAL CONTRBS. & TRANSFERS	173,168	265,611	(146,473)	(146,473)
Operating Transfer In	20,686	24,036	12,500	12,500
Operating Transfer Out	<u>(42,162)</u>	<u>(41,746)</u>	<u>(39,200)</u>	<u>(39,200)</u>
CHANGE IN NET ASSETS	151,692	247,901	(173,173)	(173,173)
Net Assets - beginning	6,397,750	6,549,442	6,464,387	6,797,343
Net Assets - ending	6,549,442	6,797,343	6,291,214	6,624,170
<b>FIXED ASSET EXPENDITURES</b>				
Equipment	46,021	49,980	30,000	30,000
Structures, Improvements	<u>18,686</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL FIXED ASSET EXPENDITURES	<u>64,707</u>	<u>49,980</u>	<u>30,000</u>	<u>30,000</u>

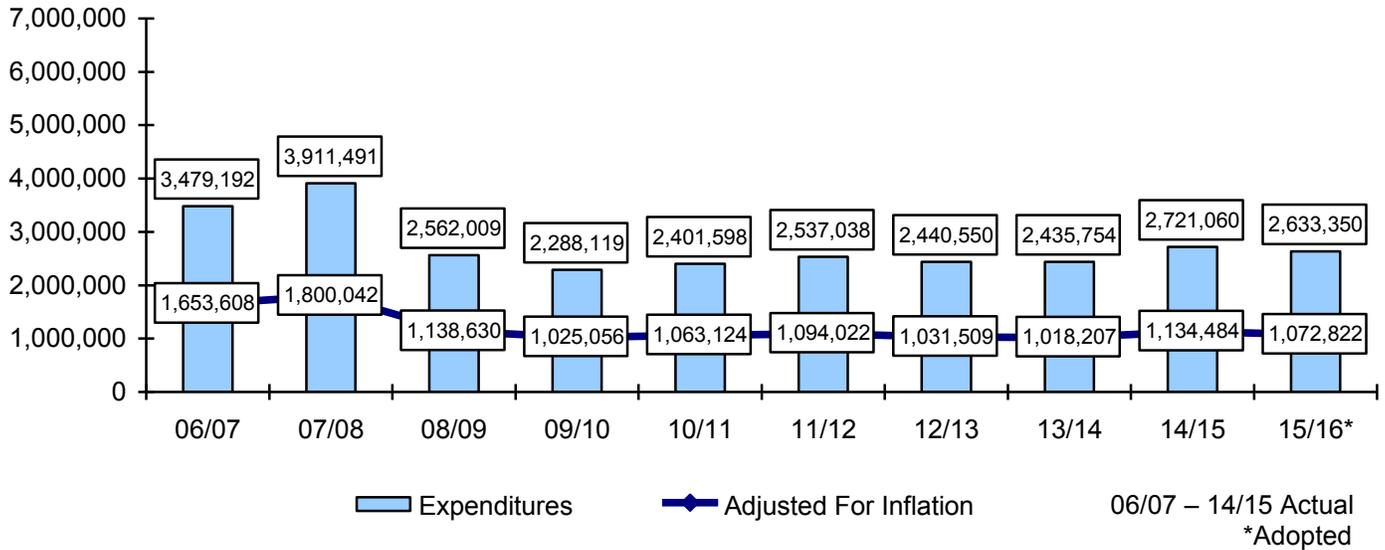
**Number of Employees**  
(Full Time Equivalent)



**Source of Funds**



**10 Year Expenditures Adjusted For Inflation**



**SERVICE PROGRAMS**

Golf has a total expenditure level of \$2,633,350 and a total staffing level of 13.00 FTE to provide the following services.

**Morro Bay Golf Course**

Operate and maintain the Morro Bay Golf Course, which is leased from the State of California. Supervise the performance of County employees and contracted concessionaire to enhance customer satisfaction, maintain quality control, and ensure safe, cost-effective, and efficient operation of the course. Provide affordable golf recreational options for our residents and visitors through market price analysis and customer surveys.

Total Expenditures: \$1,233,263 Total Staffing (FTE): 6.00

**Chalk Mountain Golf Course**

Own the Chalk Mountain Golf Course. Supervise the performance of the contracted concessionaire to enhance customer satisfaction, maintain quality control, and ensure safe, cost-effective, and efficient operation of the course. Provide affordable golf recreational options for our residents and visitors through market price analysis and customer surveys.

Total Expenditures: \$27,680 Total Staffing (FTE): 0.00

**Dairy Creek Golf Course**

Own, operate, and maintain the Dairy Creek Golf Course. Supervise the performance of County employees and contracted concessionaire to enhance customer satisfaction, maintain quality control, and ensure safe, cost-effective, and efficient operation of the course. Provide affordable golf recreational options for our residents and visitors through market price analysis and customer surveys.

Total Expenditures: \$1,372,407 Total Staffing (FTE): 7.00

**DEPARTMENT COMMENTS**

The County operates three public golf courses open to residents and visitors alike. Morro Bay, Dairy Creek and Chalk Mountain golf courses are managed to enhance our environmental resources and offer affordable opportunities to play three different varieties of golf courses (ocean, links, and traditional parkland style golf) on the Central Coast.

The local golf market has become stagnant as rounds have remained relatively flat. Local course operators continue their competitive nature, while seeking other revenue opportunities such as concerts, weddings, and non-golf related festivals. The local golfer remains price conscious as agencies and marketing firms compete for the bargain shoppers by offering local golf discount cards which further saturate the local golf market with inexpensive opportunities to play golf. These programs further lower the local golfers' willingness to pay.

The goal for the County's Golf program remains to provide quality affordable golf recreation for our residents and visitors. Marketing strategies are reviewed frequently and promotions are created to attract new local customers and visitors alike. The golf courses strive to be community centers to provide resources and partnerships to collaboratively improve the overall recreational opportunities and economic health of the communities in which they reside. San Luis Obispo County's Golf program continues to push the golf industry through environmental efforts at Dairy Creek Golf Course. This facility is well known for its Zero Waste efforts, which have been featured at many industry seminars and conferences across the United States. The courses' reductions in waste ensure a truly sustainable golf facility by protecting the planet, reducing inputs to improve profitability, and educating people within and beyond our communities.

In FY 2014-15 Dairy Creek experienced the bankruptcy of a concessionaire and a lack of water deliveries from our water purveyor. Both of these items had a significant impact to operations and revenue streams. County staff has been operating the pro shop, carts, and driving range and is currently seeking a new concessionaire for these operations through a Request for Proposals process. Water continues to be an issue during the current drought and will likely have a negative impact to revenues in FY 2015-16.

Following are some of the department's notable accomplishments for FY 2014-15 and some specific objectives for FY 2015-16:

**FY 2014-15 Accomplishments**

- Dairy Creek hosted the Symposium on Affordable Golf that featured the facility's Zero Waste efforts. Dairy Creek was presented the 2014 Community Environmental Award from the California Golf Course Owners' Association.
- Attained \$1 million in funding through a General Fund loan to replace the Morro Bay Golf Course irrigation mainline.
- Began work with the Golf Course Advisory Committee and concessionaire partners to revise and update golf play policies.
- Chalk Mountain Golf Course hosted their second Community Walk to fight diabetes and raised \$5,000 in donations.
- Began efforts to develop plans for a Monarch Butterfly interpretive trail at Morro Bay Golf Course.
- Dairy Creek's sheep grazed 26+ acres surrounding the golf course. The grasses within the grazed areas have shown remarkable improvement after the first year.
- Morro Bay Golf Course's new concession operator increased revenues by 23% during its first three months of operation.
- County Staff successfully managed the loss of a concessionaire at Dairy Creek Golf Course while retaining customers.

**FY 2015-16 Objectives**

- Complete the Morro Bay Golf Course irrigation mainline project.
- Continue to work with the Golf Course Advisory Committee and concessionaire partners to revise and update golf play policies to benefit golf customers.
- Offer more player development programs to introduce 200 new players to the game of golf.
- Continue work to develop conceptual plans to create a Monarch Butterfly interpretive trail through Morro Bay Golf Course.
- Build and install owl boxes at Chalk Mountain Golf Course to help reduce rodent population through non-chemical controls.
- Manage golf course irrigation use to ensure all of our golf courses remain desirable recreational facilities for residents and visitors.

**COUNTY ADMINSTRATOR'S COMMENTS AND RECOMMENDATIONS**

Golf, a division of the Parks and Recreation Department, is an Enterprise Fund. Enterprise Funds charge user fees for their services. The State Controller's Office requires financial information for Enterprise Funds to be reported on an Operation of Enterprise Fund Schedule 11. The format of the Schedule 11, and some of the data it contains is different from how other County department budgets are reported. The forms and budget information for General Fund budgets compare the prior year adopted budget amount to the recommended amount in the proposed budget. The narrative, service programs, and 10 year expenditure chart for Enterprise Funds use the financial information from the Schedule 11, including depreciation. This narrative compares FY 2015-16 recommended estimates to FY 2014-15 proposed estimated year end numbers. As fixed assets are noted separately on the Schedule 11, they are not included as part of the comparison of total operational expense.

**Golf Courses**  
**Fiscal Year 2015-16 Final Budget**

**Fund Center 427**

Recommended operating revenue for FY 2015-16 is \$2,650,070, a \$179,834 or 7.3% increase compared to the FY 2014-15 estimates.

Recommended operating expense for FY 2015-16 is \$2,633,350, a \$287,603 or 12.3% increase compared to the FY 2014-15 estimates. The increase is due largely to costs related to Countywide overhead. Depreciation expense, a non-cash expense that identifies the decline in value of capital assets, is \$400,000 or 15.2% of the recommended operating expense.

Salary and benefits for FY 2015-16 are increasing by \$83,477 or 7.3% compared to the FY 2014-15 estimates. Services and supplies are decreasing \$74,935 or 9.1% compared to FY 2014-15 estimates primarily because a rent credit was received from the State for concession payments in FY 2014-15, but this credit is not budgeted in FY 2015-16. Fixed asset expense is recommended to be \$30,000 to fund a multi-purpose tractor attachment.

There have been no changes to Golf's Position Allocation List (PAL) in the current year, and no changes are proposed in FY 2015-16.

Non-operating expenses in the recommended budget total \$163,193, a decrease of \$7,142 compared to the FY 2014-15 estimated amount. Non-operating expenses are interest paid for debt service expense associated with the Dairy Creek Golf Course. The total annual expense for debt service, not fully shown on the Schedule 11, is \$452,420. Debt service for the Golf Course comprises approximately 15% of the expense for this budget. Debt service expense was originally intended to be repaid with a surcharge on fees for each round of golf played. The recommended revenue from this surcharge is \$297,403, or 65% of the amount needed to cover the debt service. Other operating revenues are providing the balance of funding to cover the debt service expense.

The recommended FY 2015-16 budget for Golf identifies that expenditures are expected to exceed revenue by approximately \$90,191. When expenditures exceed revenue for Enterprise Fund programs, the gap is paid from the department's cash balance.

**BOARD ADOPTED CHANGES**

None.

**BUDGET AUGMENTATION REQUESTS ADOPTED**

None requested.

**GOALS AND PERFORMANCE MEASURES**

<b>Department Goal:</b> Provide cost-effective operations and maintenance for County golf courses to enhance recreational opportunities that meet or exceed customer expectations.						
<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: Annual operating costs per golf round played at County-managed golf courses.</b>						
10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
\$20.59/round	\$21.58/round	\$21.51/round	\$21.69/round	\$21.06/round	\$22.33/round	\$21.17/round
<b>What:</b> The ratio of total operating expenses (salaries/benefits, services/supplies, depreciation of fixed assets) to the total number of rounds played at County-managed golf courses.						
<b>Why:</b> This figure reflects our commitment to provide well-maintained golf courses and amenities for those who visit County golf courses. This benchmark is useful in developing the fee structure as well as assessing the value of services provided in a very competitive market.						

**How are we doing?** The actual performance in FY 2014-15 was \$22.33 per round, which is 6% higher than the adopted target of \$21.06 per round and therefore, the adopted measure was not met. Total expenses increased by 26% due to the takeover and renovation of Dairy Creek Golf Course. Expenses were higher than planned as our concessionaire filed for bankruptcy in September 2014 forcing the County to hire additional temporary staff to fulfill the duties within the pro shop, driving range, golf car and outside services positions. Golf rounds finished 4.87% or 5,993 below the FY 2014-15 target. This reduction in utilization was due to the lack of water available to irrigate Dairy Creek Golf Course this past summer during the typically busy summer season. The FY 2015-16 target was based upon rounds returning to normal levels, added golf shop sales and reduced expenses related to pro shop operations.

Due to variation among golf courses in age, style (links, resort, traditional, modern, etc.), amenities, private, public and municipal; there is no industry standard for this performance measure. Courses in our market region consider this information proprietary and do not share information with competitors; therefore, this performance can be difficult to compare with that of other regional golf courses.

**2. Performance Measure: Annual operating revenue per golf round played at County-managed golf courses.**

10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
\$20.86/round	\$20.70/round	\$21.45/round	\$22.67/round	\$21.46/round	\$22.67/round	\$22.00/round

**What:** The ratio of total operating revenues (green fees, cart revenues, and miscellaneous revenue) to the total number of rounds played at County-managed golf courses.

**Why:** This figure reflects the perceived value (amount golfer is willing to pay) golfers hold for our golf courses. It is companion to the Operating Expense per Round Played measure and is useful in developing the fees and fee structure for future years.

**How are we doing?** The actual performance for FY 2014-15 is \$22.67 per round, which is 5.63% higher than the adopted target of \$21.46 per round. Therefore, this performance measure was exceeded. Revenue per round of golf played saw a dramatic increase due to increased tourism at Morro Bay as well as fewer specials offered at the three golf courses. The bankruptcy of the Dairy Creek concessionaire allowed the golf program to also experience an increase in revenue due to the renting of golf carts, sale of driving range practice balls, and pro shop merchandise sales. These revenue streams have been controlled by concession operators in the past with a percentage of revenue paid to the County. While total rounds played decreased slightly (Performance Measure #4, below) this was off-set by increased numbers of full fee players thereby increasing the revenue per golfer. The FY 2015-16 target reflects a moderate increase in revenue per round as compared to our FY 14-15 adopted goal.

Due to variation among golf courses in age, style (links, resort, traditional, modern, etc.), amenities, private, public and municipal; there is no industry standard for this performance measure. Courses in our market region consider this information proprietary and do not share information with competitors: therefore, this performance can be difficult to compare with that of other regional golf courses.

**3. Performance Measure: Percentage of responses to Customer Satisfaction Survey rating overall golf experience as “Satisfactory” or better.**

10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
79.4%	91%	91%	97%	87%	90%	89%

**What:** An annual customer survey is conducted of those who play golf on County managed golf courses. This survey measures customer satisfaction with their recreation experience. The level of golfers' satisfaction is directly linked to the likelihood that they will recommend the course to a friend and play more frequently.

**Why:** Efforts to set appropriate fees and provide quality, safe facilities affects the satisfaction of our customers and golfers' perceptions of the value of our products. Periodic surveying of customers helps staff measure golfers' opinions and allows an avenue for their input to improve our courses.

**How are we doing?** The actual performance for FY 2014-15 is 90% (out of 642 responses), which is 3% higher than the adopted target of 87% but 7% lower than the results in the previous year. The dry conditions this past summer at Dairy Creek Golf Course combined with negative experiences during the exit of our concessionaire significantly impacted the overall satisfaction of our customers in FY 2014-15. The recent satisfaction surveys reflect a satisfaction level of 98.8% for MBGC, 94.3% at CMGC, and 77.6% at DCGC, which provides an overall program satisfaction level of 90%. The comments for DCGC included concern for the health of the course itself with little water and lack of grass. Additionally, there were many complaints regarding the dining facilities or lack thereof. Customer satisfaction at all three courses was extremely high regarding customer service. The FY 2015-16 target is based upon the three year average of actual results and planned efforts to restore quality playing conditions and services at Dairy Creek Golf Course.

Due to variation among golf courses in age, style (links, resort, traditional, modern, etc.), amenities, private, public and municipal; there is no industry standard for this performance measure. Courses in our market region consider this information proprietary and do not share information with competitors: therefore, this performance can be difficult to compare with that of other regional golf courses.

**Golf Courses  
Fiscal Year 2015-16 Final Budget**

**Fund Center 427**

**Department Goal:** Increase the number of golf rounds played on an annual basis.

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

**4. Performance Measure: The total number of golf rounds played at County-managed golf courses.**

10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
124,908 rounds	129,242 rounds	123,010 rounds	122,874 rounds	123,000 rounds	117,007 rounds	123,000 rounds

**What:** This measurement examines the total number of rounds played at County-managed golf courses relative to the prior year.

**Why:** A significant measure of success for our golf program is reflected in the volume of play we can attract in this very competitive golf market. While golf rounds played are subject to the negative impacts of weather and the general economy, the total rounds played reflects the perceived value of the golf experience on our courses and indicates the numbers of persons taking part in healthy, active recreation.

**How are we doing?** The actual result for FY 2014-15 is 4.87% or 5,993 rounds below the adopted goal for this year. Dairy Creek Golf Course experienced a difficult summer resulting in the loss of rough and fairway turf due to decreased irrigation water availability. Coupled with the water concern, the concessionaire filed for bankruptcy in 2014 and the facilities required additional maintenance. It has taken time for staff to return facilities and amenities to meet the expectations of our customers. The combined result was a reduction in perceived value and the creation of negative rumors that the Dairy Creek Golf Course may close, affecting the number of golfers willing to place reservations to play the course. The FY 2015-16 target is based upon improved Dairy Creek Golf Course conditions, addressing customer feedback and marketing efforts that are in progress.

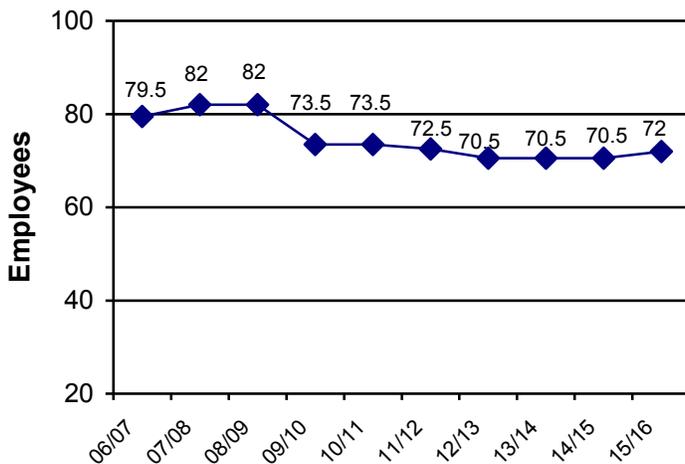
Due to variation among golf courses in age, style (links, resort, traditional, modern, etc.), amenities, private, public and municipal; there is no industry standard for this performance measure. Courses in our market region consider this information proprietary and do not share information with competitors; therefore, this performance can be difficult to compare with that of other regional golf courses.

**MISSION STATEMENT**

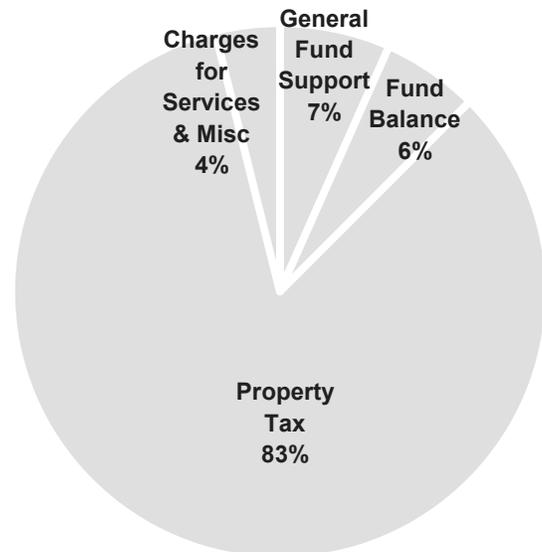
The mission of the San Luis Obispo City/County Library is to provide materials and services to people seeking knowledge, lifelong learning, and recreation, as well as to ensure that all customers of the Library may use those materials and services to the maximum extent possible.

	2013-14	2014-15	2015-16	2015-16	2015-16
<u>Financial Summary</u>	<u>Actual</u>	<u>Actual</u>	<u>Requested</u>	<u>Recommended</u>	<u>Adopted</u>
Taxes	\$ 7,207,386	\$ 7,671,266	\$ 7,802,774	\$ 7,802,774	\$ 7,802,774
Revenue from Use of Money & Property	5,923	9,420	5,000	5,000	5,000
Intergovernmental Revenue	112,770	99,197	98,450	98,450	98,450
Charges for Current Services	358,777	248,686	237,800	237,800	237,800
Other Revenues	2,357,984	1,466,573	16,100	16,100	16,100
Other Financing Sources	781,156	2,477,328	607,139	633,683	633,683
<b>Total Revenue</b>	<b>\$ 10,823,996</b>	<b>\$ 11,972,470</b>	<b>\$ 8,767,263</b>	<b>\$ 8,793,807</b>	<b>\$ 8,793,807</b>
Fund Balance Available	\$ 945,357	\$ 995,941	\$ 622,618	\$ 622,618	\$ 993,357
Cancelled Reserves	110,520	85,274	0	0	0
<b>Total Financing Sources</b>	<b>\$ 11,879,873</b>	<b>\$ 13,053,685</b>	<b>\$ 9,389,881</b>	<b>\$ 9,416,425</b>	<b>\$ 9,787,164</b>
Salary and Benefits	\$ 5,620,417	\$ 5,825,046	\$ 5,990,438	\$ 6,046,176	\$ 6,046,176
Services and Supplies	2,789,125	2,992,955	3,114,443	3,114,443	3,114,443
Other Charges	2,307,566	1,957,898	5,000	5,000	5,000
Fixed Assets	0	0	0	0	0
<b>Gross Expenditures</b>	<b>\$ 10,717,108</b>	<b>\$ 10,775,899</b>	<b>\$ 9,109,881</b>	<b>\$ 9,165,619</b>	<b>\$ 9,165,619</b>
Contingencies	0	0	280,000	250,806	470,821
New Reserves	100,000	1,272,697	0	0	150,724
<b>Total Financing Requirements</b>	<b>\$ 10,817,108</b>	<b>\$ 12,048,596</b>	<b>\$ 9,389,881</b>	<b>\$ 9,416,425</b>	<b>\$ 9,787,164</b>

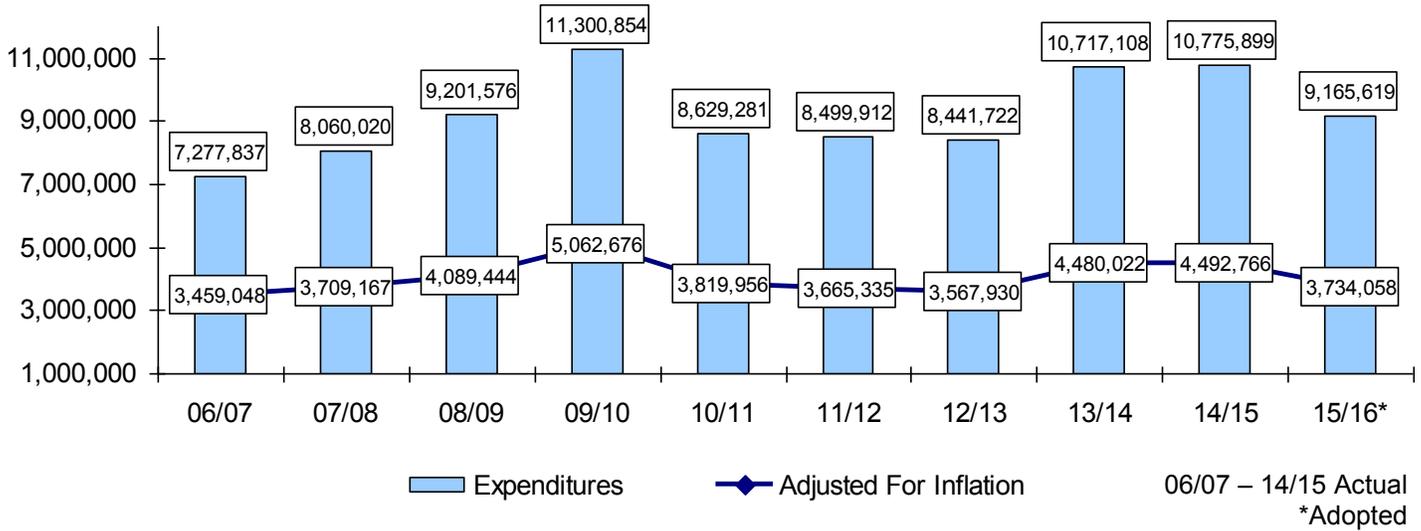
**Number of Employees**  
 (Full Time Equivalent)



**Source of Funds**



**10 Year Expenditures Adjusted For Inflation**



**SERVICE PROGRAM**

The Library has a total expenditure level of \$9,165,619 and a total staffing level of 72.00 FTE to provide the following services.

**Library**

Maintain and manage a countywide library system with strong regional libraries, coordinating with smaller branch libraries to provide books, materials, and services, to effectively and efficiently meet community needs. Design and implement customized library services to meet the needs of specific locales and groups including youth/children, Spanish speakers, seniors, and off-site users.

Total Expenditures: \$9,165,619 Total Staffing (FTE): 72.00

**DEPARTMENT COMMENTS**

The San Luis Obispo County Library provides materials and services to people seeking knowledge, lifelong learning, and recreation. The Library department operates as a Special Revenue Fund of the County and provides services countywide through fourteen branch libraries and one main library.

Traditional library services are offered including the lending of books and audiovisual materials, answering informational questions, providing reference books and other materials for consultation. In addition, progressive services are now being offered such as access to e-books, downloadable audiobooks, and digital magazines. Ongoing programs for adults and children are provided monthly to further enhance library services to the community while enriching the cultural amenities already provided throughout the County. Examples include a Summer Reading Program (for children and youth); various adult reading programs, support for adult book clubs; film nights; and topical programs such as career guidance, job-searches, and entrepreneurship.

Library services are provided in physical buildings and also virtually, via the Internet. All branch libraries offer Internet and/or WiFi access with the exception of one outlying location with limited internet capabilities. Since July 1, 2014, three branch libraries have completed renovations to existing facilities or have opened entirely new buildings in Atascadero, Morro Bay, and Shell Beach, respectively.

The Library partners with the Genealogy Society to provide services in two library facilities: Arroyo Grande and San Luis Obispo. The Library produces a monthly segment with KCBX Radio on the "Issues and Ideas" program. Topics focus on local issues discussed by local experts. The Library donates free space for the Literacy Council at the San Luis Obispo City Library.

Great strides have been made to increase access to library services throughout the County. An additional 66 weekly open hours were added in July, 2014. The hold fee for requesting items was also eliminated at that time. Check-out times for DVDs were increased from one week to three weeks and "Express" collections were increased from one week to two weeks in order to open access to more cardholders. Lastly, the practice at some branches of charging fees for borrowing newer books and DVDs was eliminated in January, 2015 as a way to ensure equity for all Library cardholders.

Following are some of the department's notable accomplishments for FY 2014-15 and some specific objectives for FY 2015-16:

**FY 2014-15 Accomplishments**

- New library facilities completed and opened in Atascadero, Morro Bay and Shell Beach.
- The Library Foundation was awarded two grants totaling \$11,300 to bring notable writers, including Ann Perry, Max Brooks, and Jane Smiley, to the central coast for an author series.
- Installed Internet filtering to provide a safer, friendlier environment for staff and patrons.
- Updated credit card machines to new Payment Card Industry compliance standards and expanded options for payment of fines/fees at the "big 7" locations.
- Deployed Chromebooks in Arroyo Grande, Atascadero, San Luis Obispo, Morro Bay, Los Osos, Nipomo, Cayucos, and Santa Margarita so patrons have additional means of accessing the Internet.
- Updated the Library's website to include a searchable calendar for patrons to make it easier for patrons to find events.
- Revised hold fulfillment process to give priority to San Luis Obispo County cardholders thereby ensuring local access to County-owned materials.

**FY 2015-16 Objectives**

- Develop a robust adult programming schedule that brings in speakers who present on topics of interest to adult populations (e.g. local history, adult fiction authors, visual and/or performing artists, etc.)
- Continue process improvement in the areas of access to library materials and services in order to provide patrons with greater access at a lower cost and to improve customer service.
- Build stronger ties with our Foundation and Friends of the Library groups.
- Monthly use of analytical software to improve operational efficiencies so as to better respond to customer needs.
- Increase public awareness of library services to increase usage.

**COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS**

The FY 2015-16 recommended budget for the Library reflects financing sources and total expenditures that are increasing by \$160,325 or 1%. General Fund support for the Library budget is recommended to increase \$26,544 or 4% compared to the FY 2014-15 adopted amount. The recommended General Fund support of \$633,683 represents 7% of the Library's total budget of approximately \$9.4 million.

The Library is primarily dependent on revenue from property taxes to fund its operation. Now that the housing market has begun to turn around, total FY 2015-16 property tax revenues are budgeted to increase by approximately \$534,000 or 7% compared to FY 2014-15 adopted levels. Also available to fund the Library's operating budget is \$622,618 in Fund Balance Available, which is comprised of expected expenditures savings at year end, unanticipated revenue, and unspent contingencies budgeted in FY 2014-15. No reserves will need to be cancelled in FY 2015-16 to balance the budget given this increase in revenue. The total balance in the Library's reserves going into FY2015-16 is \$1,445,708. Approximately \$1.3 million of this amount is in the Facilities Planning reserve, \$77,000 is in the Atascadero Building Expansion reserve and almost \$50,000 is in the general reserve.

The recommended budget for FY 2015-16 includes \$250,806 in contingencies, which represents 2.7% of total expenditures. While this level of contingencies is lower than the 4% budgeted in FY 2014-15, it is more than sufficient to offset the cost of the Board-approved compensation increases that will go into effect in FY 2015-16. It is rare for the Library to draw from contingencies because there is often sufficient salary savings to offset the cost of any compensation increases.

Salary and benefit are recommended to increase \$226,990 or 3% compared to FY 2014-15 adopted budget primarily due to the compensation increase approved by the Board in FY 2014-15 and step increases for staff. In addition, \$79,632 is included in the salary and benefits accounts reflecting the cost of 1.50 FTE Administrative Assistant positions the Library has requested be added to the Position Allocation List (PAL). More information about these three half-time positions is included in the table below.

Services and supplies are recommended to increase \$259,560 or 9%. Significant variances in this set of accounts includes a \$88,863 or 26% increase in charges from the General Services department, an increase of \$69,074 or 19% in countywide overhead, an increase of \$28,350 or 5% in the budget for Library materials, an increase of \$22,000 or 37% in office expense due to the new, expanded Libraries in Atascadero, Cambria and Morro Bay, and a reduction of \$25,196 or 63% in insurance costs. Other services and supplies accounts are increasing or decreasing by smaller amounts.

As noted above, 1.50 FTE (three half-time) Administrative Assistant Series positions are recommended to be added to the PAL. With the addition of these positions, the Library will be able to sustain the new, expanded open hours schedule put into place in FY 2014-15. Hours were expanded in all but the Shandon and Santa Margarita branches, by 12-14 hours in the regional branches and one to five hours in the medium and smaller branches, depending on location. The Library has been relying on temporary help to augment staff in order to avoid any unplanned closures.

In addition, the Board approved a PAL amendment in September 2014 to delete 1.0 FTE Administrative Assistant (AA) and 0.50 FTE Library Assistant, and replace these positions with 0.75 FTE AA and 0.75 FTE Library Assistant to increase staffing levels for direct services to the public.

**BOARD ADOPTED CHANGES**

At year end, the final Fund Balance Available (FBA) was \$370,739 higher than assumed in the adopted budget. As part of final budget actions, the Board approved an increase in Library contingencies in the amount of \$220,015 and increased reserves in the amount of \$150,724.

**BUDGET AUGMENTATION REQUESTS ADOPTED**

<b>Unit Amount</b>	<b>Description</b>	<b>Results</b>
Gross: \$79,632 General Fund support: \$26,544	Add three 0.50 FTE (1.50 FTE total) Administrative Assistants to sustain the expanded open hours schedule that had been put into effect in FY 2014-15.	1. Sustain the addition of 66 open hours added to the Library schedule in FY 2014-15. 2. Reduce use of temporary help.

**GOALS AND PERFORMANCE MEASURES**

**Department Goal:** Maximize onsite and remote public access to a diverse collection of library materials, services and programs to meet research, educational, and recreational needs of the community.

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

**1. Performance Measure: Annual expenditures per capita.**

10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
\$35.49	\$35.25	\$34.35	\$35.50	\$34.85	\$36.13	\$35.75

**What:** The average annual expenditure per capita for the total library budget in libraries serving comparable populations is \$38.79. One hundred ninety seven public libraries serving a population of 100,000 to 249,999 across the nation were used for the statistical sample (*Public Library Data Service 2014*).

**Why:** Adequate funding is vital to providing excellent library service. Public library funding pays for two services, above all else, 1) public service staff that facilitate instructional opportunities and additional hours of operation and, 2) current books and other library materials—databases, e-resources, audio/visual, and traditional print materials. More funding provides for increased open hours and newer materials for consultation and borrowing. Less funding has the opposite effect.

**How are we doing?** The total FY 2014-15 per capita expenditures for the Library are slightly below the average for public libraries with comparable populations as reported in a survey by the Public Library Data Service (Statistical Report 2014). The Library strives to improve per capita spending. Additional funding would enable the San Luis Obispo County Library to continue to improve services by offering additional programs, richer collections, and additional convenient hours of operation. Increased revenues from property taxes and continued fundraising efforts should increase the per capita funding in the future. The Library's FY 2014-15 amount of \$36.13 was calculated using an estimated population of 243,771 and an \$8,807,822 expenditure amount (taking into account donations and savings). *Note – the population of the City of Paso Robles is not included given that the City operates its own library. The population number for the County Library service area is determined by the California State Library.*

**2. Performance Measure: Percentage of hours per week the 15 branch libraries are open to the public as compared to an ideal schedule of hours.**

10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
360=67%	360 = 67%	362=67%	367=68%	368=68%	430=80%	Deleted

**What:** As noted in the Library's staffing plan, the ideal weekly schedule of open hours is defined by the size of the library (square footage) and the size of the population served. Using these criteria, five library levels have been defined. Ideal open hours per week for the regional branches, (San Luis Obispo City, Atascadero and Arroyo Grande), are 60; large library branches (Los Osos, Morro Bay and Nipomo) are 54; mid-sized library branch (Cambria) are 46; 20 for the small libraries (Cayucos, Creston, Oceano, Santa Margarita, San Miguel, Shandon, and Shell Beach) and 10 hours for Simmler. The total ideal weekly schedule of open hours, system-wide, is 538.

**Why:** Ideal open hours ensure maximum access and utilization by community members.

**How are we doing?** The implementation of expanded hours on July 1, 2014 created 63 additional hours for a total of 430 hours of operation in the weekly schedule. This measure is being deleted and replaced by the Facility Utilization performance measure (#5) as it indicates the importance of 'bricks and mortar' in the community and the correlation of traditional services represented by facility usage.

**3. Performance Measure: Annual number of items circulated per capita.**

10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
10.0	10.1	10.1	9.8	10.5	9.6	10.6

**What:** The average annual number of items circulated per resident for public libraries serving comparable populations is 8.38. One hundred ninety-eight public libraries serving a population of 100,000 to 249,999 across the nation were used for the statistical sample (*Public Library Data Service 2014*).

**Why:** High circulation reflects success in meeting the educational, recreational, and informational needs, along with reading, viewing, and listening interests of the community.

**How are we doing?** The FY 2014-15 Library circulated items per capita rate exceeds the average annual number of items circulated per resident for public libraries serving comparable populations. The Library's FY 2014-15 rate of 9.6 is based on an estimated population of 243,771 and a total circulation of 2,340,346. *Note – the population of the City of Paso Robles is not included given that the City operates its own library. The population number for the County Library service area is determined by the California State Library*

**4. Performance Measure: Annual expenditures per capita for library materials to include new and replacement copies.**

10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
\$2.86	\$2.16	\$2.29	\$2.74	\$2.60	\$2.76	\$2.80

**What:** The average annual expenditure per capita for library materials in libraries serving comparable populations is \$4.18. One hundred ninety-six public libraries serving a population of 100,000 to 249,999 across the nation were used for the statistical sample (*Public Library Data Service 2014*).

**Why:** Adequate per capita spending is needed to keep and distribute a viable and current collection of library materials.

**How are we doing?** Expenditures per capita continue to be low compared to similar public libraries throughout the nation. The Library's projected amount is below the national average of \$4.18, as noted above. A future challenge for the Library will be to find additional book/material funding. The potential stabilization of the real estate market and the resulting increase in property tax revenue (a significant source of funding for the Library) may help. The Library's FY 2014-15 amount of \$2.76 was calculated using an estimated population of 243,771 and an expenditure amount of \$672,099. *Note – the population of the City of Paso Robles is not included given that the City operates its own library. The population number for the County Library service area is determined by the California State Library.*

**5. Performance Measure: Facility Utilization.**

10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
New Measure	New Measure	New Measure	New Measure	New Measure	1,037%	114%

**What:** This measure captures door counts, program attendance, reference statistics, and meeting room usage. Reported percentages are calculated by dividing the number of visits by the number of cardholders in the service population. Current cardholders are customers who have used their library card within the last three years.

**Why:** Library facilities are becoming even more essential to the community as a free place to congregate for access to cultural activities, government resources, life-long learning, personal enrichment, entertainment, and dialog. In addition, traditional services such as reference are evolving to meet expectations of the community.

**How are we doing?** For the FY 2014-15 the Library had 788,171 customers' visits and 75,999 cardholders. This yields a 1,037% facility utilization rate (788,171/75,999). Door counts continue to increase due to new hours of operation and more robust programming/event scheduling. Reference service and statistics continue to transition, reflecting the change in resource formats and the evolving information seeking behavior of customers. With the creation of a new goal for measuring facility utilization, we simply underestimated the frequency of building visits in our initial projections. Now that we have door counters in all of our locations we can report activity within our facilities with accuracy. As this is a new measure, we set our target figure using available partial data from July through November of 2014. The actual results reported represents the average number of times individual cardholders visited our facilities annually—10.37 visits per cardholder per year. We will continue to refine this measure in FY 2016-17.

There is no comparison data available at this time.

**6. Performance Measure: Percentage of Cardholders per capita in the County.**

10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
New Measure	New Measure	New Measure	New Measure	New Measure	31%	35%

**What:** This measure showcases market penetration of library services within the County based upon the number of library cardholders per capita. Current cardholders are customers who have used their library card within the last three years.

**Why:** This measure shows to what extent the Library is meeting the needs of the community by reporting out how many people are taking advantage of borrowing privileges. Measurement is defined by taking new registrations and active cardholders and dividing by census population data.

**How are we doing?** New card registration for FY 2014-15 was 9,578. This brings the total cardholders to 75,999 and yields a 31% (75,999 / 243,771) market share using an estimated population of 243,771. Projections for the coming fiscal year should increase to 35% with the new hours of operation throughout the county. This statistic does not reflect total participation within a household as a single card may be used by multiple household members. *Note – the population of the City of Paso Robles is not included given that the City operates its own library. The population number for the County Library service area is determined by the California State Library*

There is no comparison data available at this time.

**7. Performance Measure: Percentage of the science, technology, consumer law and consumer health materials, system wide, which are current.**

10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
88%	84%	85%	85%	86%	85%	87%

**What:** Consumer health and medicine, computer technology and software, and consumer law materials, system wide, should be current. Current is defined as published within the last 5 years, although some materials (e.g. consumer law) go out of date more rapidly. Reported percentage is calculated by taking the total number of holdings within a Dewey range and dividing it by the number of holdings published within the last the last five years.

**Why:** These subjects are time critical and may become obsolete quickly.

**How are we doing?** Branch Library staff have worked successfully in both their efforts to remove outdated materials in these critical areas of the collection and in adding current titles. The Library continues its efforts to be vigilant in maintaining an up-to-date collection. It should be noted, access to this information is expanding in digital format, and the future increases in digital access may mean that the best up-to-date information is online; and publishers may limit print access in the future. The implementation of collection development software should assist in addressing deficiencies within the collection, keeping it more updated and relevant to the evolving needs of our patrons. There is no comparable Public Library Data Service report available at this time for this performance measure.

**8. Performance Measure: Percent of total available Internet hours used by Library patrons.**

10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
New Measure	New Measure	New Measure	New Measure	N/A	42%	65%

**What:** Percentages are calculated by dividing the number of hours used by the public internet hours available at the 69 public internet stations currently deployed throughout the County. As percentages near capacity, additional hours of operation and/or additional public internet stations can be added to meet customer needs. WiFi, portable e-devices, website visits, and early literacy stations are also reported in the narrative

**Why:** This showcases the relevancy of library services in bridging the digital divide. In-house technology access provides avenues to services outside of open hours in addition to providing services to those who would otherwise not have access to technology.

**How are we doing?** The 42% actual results is the public internet stations calculation; the total stations hours used divided by the total station hours available, (56,391/134,957.) Of note this fiscal year is the impact building closures had on available service hours due to building renovations. For the FY 2014-15, 51,357 library users accessed 13.5 TB of information via WiFi throughout the county. Public Internet stations continue to be heavily utilized. The Simmler branch remains as the only location that continues to serve its patronage without the convenience of internet due to its remote location and lack of available third-party internet service provider infrastructure. The addition of Chromebook devices has increased service options to customers in several branches and will become more commonplace as community needs dictate. Early Literacy AWE stations (branded desktop computers) are available in 10 of the 15 branches for younger patrons.

There is no comparison data available at this time.

**Department Goal:** To provide excellent customer service (access to library services and programs, reference assistance and advice on finding reading materials) to county residents, both in person and electronically via home and business computers and portable devices.

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

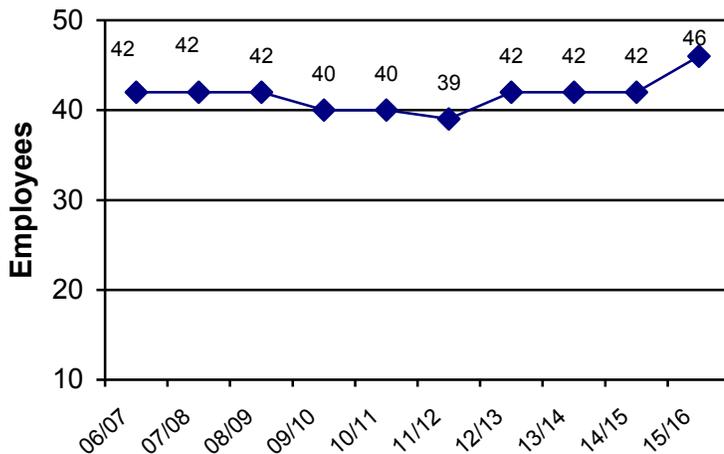
<b>9. Performance Measure: Percentage of library users who are extremely or very satisfied with library services in the county.</b>						
10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
Biennial Survey	97%	Biennial Survey	TBD - Survey Delayed	TBD – Survey Delayed	TBD - Survey Delayed	90%
<p><b>What:</b> This survey measures the extent to which library users are satisfied with library service in the County.</p> <p><b>Why:</b> Libraries provide access to information in a wide variety of formats that increase the educational, cultural, and recreational opportunities in a community. This feedback is our report card from our customers, telling us not only how we are doing, but giving us specific, useful information that we use to further improve our service to the community.</p> <p><b>How are we doing?</b> The Library typically distributes customer satisfaction exit surveys on a biennial basis. The last survey conducted was in May 2012 (FY 2011-12). Due to the retirement of the consultant who administered the survey in the past the scheduled May 2014 exit survey was not taken. However, the library did conduct a community survey on convenient hours of operation and responded to the feedback by adding/changing hours without the benefit of additional staffing. For FY 2015-16 the Library anticipates using the ACTION for Healthy Communities survey to reach out to a greater cross-section of the County.</p> <p>There is no comparison data available at this time.</p>						

**MISSION STATEMENT**

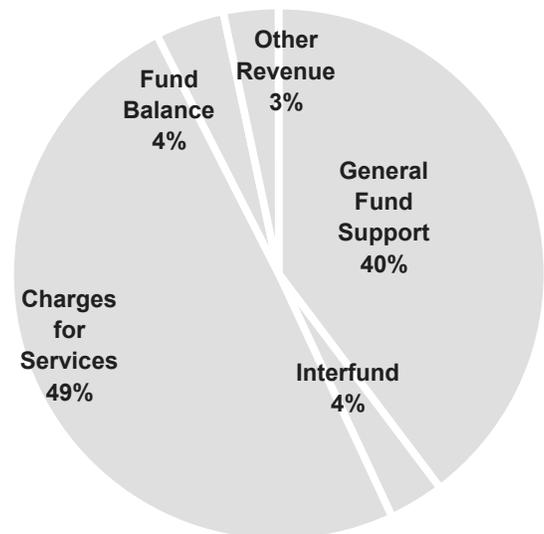
The San Luis Obispo County Department of Parks and Recreation ensures diverse opportunities for recreation and the personal enrichment of the County's residents and visitors while protecting its natural, cultural, and historical resources.

	2013-14	2014-15	2015-16	2015-16	2015-16
<u>Financial Summary</u>	<u>Actual</u>	<u>Actual</u>	<u>Requested</u>	<u>Recommended</u>	<u>Adopted</u>
Licenses and Permits	\$ 0	\$ 3,252	\$ 0	\$ 0	\$ 0
Fines, Forfeitures and Penalties	100,304	77,135	93,558	98,153	98,153
Revenue from Use of Money & Property	117,603	147,176	120,025	120,025	120,025
Intergovernmental Revenue	0	3,161	2,800	2,800	2,800
Charges for Current Services	4,412,745	4,771,379	4,486,276	4,486,276	4,486,276
Other Revenues	153,185	83,569	75,505	75,505	75,505
Other Financing Sources	3,540,777	5,339,711	3,960,355	3,616,907	3,616,907
Interfund	273,942	320,148	322,735	322,735	322,735
<b>Total Revenue</b>	<b>\$ 8,598,556</b>	<b>\$ 10,745,531</b>	<b>\$ 9,061,254</b>	<b>\$ 8,722,401</b>	<b>\$ 8,722,401</b>
Fund Balance Available	\$ 1,360,819	\$ 1,156,762	\$ 399,497	\$ 399,497	\$ 1,313,551
Cancelled Reserves	1,297,000	332,000	0	0	0
<b>Total Financing Sources</b>	<b>\$ 11,256,375</b>	<b>\$ 12,234,293</b>	<b>\$ 9,460,751</b>	<b>\$ 9,121,898</b>	<b>\$ 10,035,952</b>
Salary and Benefits	\$ 4,188,790	\$ 4,582,483	\$ 4,952,978	\$ 4,938,943	\$ 4,938,943
Services and Supplies	3,314,458	3,141,485	3,577,490	3,577,490	3,577,490
Other Charges	580,743	2,561,494	120,736	125,331	125,331
Fixed Assets	72,278	(10,693)	83,500	83,500	83,500
<b>Gross Expenditures</b>	<b>\$ 8,156,269</b>	<b>\$ 10,274,769</b>	<b>\$ 8,734,704</b>	<b>\$ 8,725,264</b>	<b>\$ 8,725,264</b>
Contingencies	0	0	326,550	200,000	200,000
New Reserves	1,096,819	506,762	399,497	196,634	1,110,688
<b>Total Financing Requirements</b>	<b>\$ 9,253,088</b>	<b>\$ 10,781,531</b>	<b>\$ 9,460,751</b>	<b>\$ 9,121,898</b>	<b>\$ 10,035,952</b>

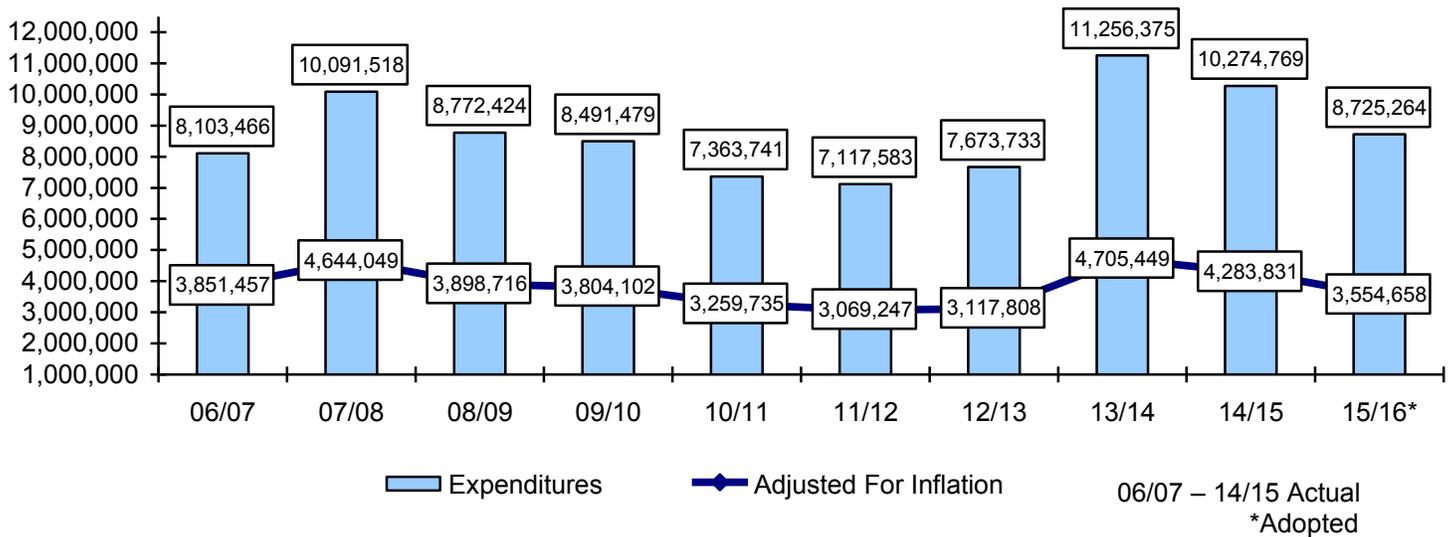
**Number of Employees  
(Full Time Equivalent)**



**Source of Funds**



**10 Year Expenditures Adjusted For Inflation**



**SERVICE PROGRAMS**

Parks and Recreation has a total expenditure level of \$8,725,264 and a total staffing level of 46.00 FTE to provide the following services:

**Parks Facilities, Programs and Projects**

Manage and maintain the County-owned and/or operated parks and recreational facilities such as community parks, playgrounds, tennis courts, swimming pools, coastal access, beaches, regional parks, camping facilities, trails, open space and historic adobe to ensure safe and efficient operations. Design and implement recreational programs to enhance the satisfaction of residents and visitors. Utilize a market-based recreational fee structure balanced with numerous free use areas to support operating costs while allowing the greatest number of participants in outdoor recreation. Manage the central reservation system for residents and visitors to reserve the use of campgrounds, group day use areas and other recreational facilities. Plan and complete capital and maintenance projects that improve existing parks facilities and create new and additional facilities such as trails, playgrounds, boating facilities, etc. Secure funding from external and internal sources to enable completion of planned projects.

Total Expenditures: \$8,268,235 Total Staffing (FTE): 43.00

**Public Grounds Maintenance**

Manage and maintain public grounds, landscapes and hardscapes such as parking lots, walkways and patios surrounding County public buildings to provide safe, usable and attractive properties.

Total Expenditures: \$457,029 Total Staffing (FTE): 3.00

**DEPARTMENT COMMENTS**

The Parks and Recreation Department plans, manages and maintains approximately 14,000 acres of open space, parks, beaches, trails, lakes and natural areas. In addition to providing an array of recreation opportunities for county residents, the County's lakes, beaches, trails and parks draw thousands of visitors each year and contribute to the county's large tourism industry. Rangers also maintain the public grounds that surround all of our many public buildings throughout the county to provide safe, usable and attractive properties that welcome residents, visitors and employees.

County Park Rangers operate park facilities toward a better future for all residents and visitors. Staff members also seek grant funding, manage revenues and receive donations of property and funds for purchasing additional acreage, building new facilities or improving existing recreational features. Through these efforts, several new sections of trails are in development for future additions to the park system, and, as of May 1, 2014, the 100 acre facility of Camp French was added to the Lopez Lake Recreational Area and is now maintained by the Parks and Recreation Department. Additionally, County Parks and Recreation has numerous volunteer groups and individuals who regularly donate their time and resources to help with ongoing projects, maintenance, and recreation programming. They save county taxpayers hundreds of thousands of dollars in support of the parks and provide an invaluable service to our parks, trails and natural areas. Working together, County Parks and Recreation staff and volunteers achieve improved facilities, a better community environment, and a better place to live.

County Parks and Recreation is seeing increased numbers of visitors and some improvement in fee-based revenues largely due to focused marketing efforts. As this trend continues, the department intends to continue completing projects deferred in past years. Staff consistently explores alternative funding sources for operations, projects and maintenance. County Parks and Recreation will continue to expand marketing and promotions efforts and community relations programs to improve support through new partnerships such as the completion of Vista Lago Adventure Park by the new concessionaire at Lopez Lake Recreational Area this past year.

Following are some of the department's notable accomplishments for FY 2014-15 and some specific objectives for FY 2015-16:

**FY 2014-15 Accomplishments**

- Implemented the Day Use and Facility modules for the new reservation system allowing for 24/7 reservations for park day use and facility rentals. These modules were the next phase following the initial camping module implementation in FY 2013-14. Approximately 35% of camping reservations are completed on line and this number is expected to continue to increase.
- Coordinated the Vista Lago Adventure Park aerial challenge course project at Lopez Lake. The new park opened in late December 2014 and is expected to increase Lopez Lake revenue by approximately \$40,000 in FY 2015-16.
- Implemented the first year of the five year business plan for Camp French, reconfiguring the camp, updating infrastructure and managing the camp.
- Staff provided the third Outdoor Discovery Festival at Lopez Lake for approximately 1,200 attendees and promoted the Discovering the Environment through Education and Recreation (DEER) Program. A total 6,384 individuals participated in the DEER Program.
- Parks worked with multiple volunteer groups to help maintain the 14,000 acres of parks and trails. This included long work days by the California Conservation Corps, donations from San Luis Obispo Parks, Open Space and Trails (SLOPOST) and many other organized groups' volunteer work efforts.

**FY 2015-16 Objectives**

- Implement the recreational class module for the new reservation system allowing for 24/7 reservations for recreational class sign up.
- Focus efforts on promotion of Camp French for weddings, camping and corporate events. Complete Capital Improvement Plan for Camp French with related improvements.
- Complete Phase II restoration of the Cayucos Pier Project replacing damaged and missing piles, replacing decking, stringers, cap beams, fire lines and electrical lighting by August 2015.
- Seek additional opportunities to partner with volunteer groups to help in the maintenance of Parks facilities and infrastructure.
- Seek additional opportunities to increase revenue at Santa Margarita Lake Recreational Area.
- Continue the effort to make Rainbow Trout plants at Lopez Lake permanent allowing increased recreational opportunities for the public and program revenue generation.
- Implement new Parks and Recreation Department website. This site will have a modern look, be interactive and state of the art.
- Continue to create new and comprehensive marketing strategies, advertising and promotions to increase use and revenue opportunities.

- Attended the Mid State Fair for the second year and doubled the booth size to serve thousands of fair visitors to continue County Parks and Recreation's name branding efforts. Gained over 2,000 email addresses and 1,200 children participated in the County's DEER program through the Fair.
- Continued the trout planting program at Lopez Lake receiving large plants that broke a five-year ban on Rainbow Trout planting two years ago. An excellent working relationship with the Department of Fish and Wildlife and the National Oceanic and Atmospheric Administration has been solidified by Parks and Recreation staff to more than double the Rainbow Trout plants at Lopez Lake.
- Began the Phase II Cayucos Pier Restoration Project including replacement of severely damaged and missing piles on the historic Cayucos Pier from bent 23 through bent 61 (the end of the pier), replacing cap beams, stringers and decking from the abutment (beginning of the pier) to the end of the pier restoring structural stability. Additionally, the project is upgrading the fire lines and electrical lighting. The project is 90% complete.

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

Parks and Recreation is a Special Revenue Fund and is largely supported by Park user fees. Parks and Recreation was established as a separate department on October 7, 2014 when the Board of Supervisors dissolved the General Services Agency (GSA) and created four separate departments. The department's total revenues and expenditures are recommended to decrease by \$460,361 or 4% compared to FY 2014-15 adopted levels. The level of General Fund support is increasing by 2% or \$88,730 in FY 2015-16 due to the transfer of staff from General Services as a result of the dissolution of the GSA. This increase is offset by a commensurate decrease in the General Services Department budget.

Parks and Recreation assumed responsibility for the operation and maintenance of Camp Mabel French near Lopez Lake at the end of FY 2013-14, which was previously run by the Boy Scouts of America. Additionally, the Vista Lago Adventure Park at Lopez Lake opened in December 2014. Revenue for all Lopez Lake facilities managed by Parks and Recreation increased by approximately 8.9% for the first nine months of FY 2014-15 compared to the same period in FY 2013-14, likely due to the addition of those facilities. Revenue is expected to continue to increase in FY 2015-16 for Camp Mabel French as marketing efforts and facility improvements are made, and for the Vista Lago Adventure Park as it will complete its first full year of operation.

In FY 2014-15, Parks and Recreation began repairing the Cayucos Pier, and will complete the repairs in FY 2015-16. No additional funds are budgeted in FY 2015-16 for the repairs.

While total revenue is decreasing by \$460,361 or 4%, operational revenue is increasing by \$296,904 or 3%. Total revenues are decreasing due largely to the fact that the FY 2014-15 Fund Balance Available (FBA) was \$1,156,762, and the estimated FBA for FY 2015-16 is \$399,497. FBA is a proposed funding source for a small portion (\$2,863) of Parks and Recreations' operations in FY 2015-16. Revenue from charges for services including camping, daily and season passes, and group entrance fees are increasing by 3% or \$117,231 in FY 2015-16 compared to FY 2014-15 adopted levels, due to an improving economy, as well as the dry weather the County has experienced this year. This recommended level is based upon five years of history, reduced by 3% to account for rainfall or other factors which may impact outdoor recreational activity.

Salary and benefits are recommended to increase \$559,350 or 12% compared to FY 2014-15 adopted levels due to the transfer of four staff from General Services, as well as prevailing wage adjustments approved by the Board of Supervisors in FY 2014-15.

On October 7, 2014, the Board of Supervisors approved the following change to the department's Position Allocation List (PAL) as a result of the dissolution of the GSA:

- +1.00 FTE Director of Parks and Recreation

On December 9, 2014, the Board approved the following changes to the department's PAL to realign fiscal/administrative capacity so the department could operate independently:

- +1.00 FTE Accountant I/II/III
- +1.00 FTE Secretary II
- +1.00 FTE Accounting Technician
- +1.00 FTE Administrative Services Manager
- -1.00 FTE Deputy Director – County Parks

No PAL changes are recommended for FY 2015-16.

Services and supplies are recommended to increase \$49,371 or 1% overall compared to FY 2014-15 adopted levels due to increases in various accounts. The expense for maintenance and improvement of Parks structures and grounds is increasing by \$64,164 as part of a continued effort to restore funding for both planned and unanticipated maintenance, after it was reduced due to budget difficulty. Utility costs in total are increasing by \$34,375. These increases are due to a combination of the department's year end projections for FY 2014-15 and expected rate increases for utilities. Professional services is increasing \$28,309 to fund operational expenses in various contracts. The cost of countywide overhead is increasing by \$214,302.

Fixed asset expense is budgeted for \$83,500 and includes a stump grinder, air compressor, mower, two heavy duty utility vehicles, and a septic wagon.

The recommended budget for FY 2015-16 enables Parks to maintain current service levels at all Parks and Recreation facilities.

The proposed budget also includes revenue from the Off Highway Vehicle (OHV) In-Lieu Fees that are intended for distribution to governmental and non-profit organizations. On August 7, 2012, the Board approved a program to distribute OHV In-Lieu Fees to be divided with 40% to be allocated to County departments and 60% to be allocated to other governmental and non-profit organizations. Allocations of funding to other governmental organizations and non-profit organizations are determined through an annual competitive application process overseen by Parks and Recreation staff with qualifying projects being reviewed by the Parks Commission. The Parks Commission reviews and recommends projects for inclusion in the County's annual budget, subject to the approval by the Board of Supervisors.

In FY 2015-16, there is \$95,961 in OHV In-Lieu Fees available; \$5,000 will be used to cover Parks and Recreation's staff costs for administering the program and managing the grant awards, leaving \$90,961 available for distribution to governmental and non-profit agencies. Parks and Recreation received four applications totaling \$121,974 during the competitive application period. Working with County Counsel, Parks staff reviewed all applications to assure that the proposed projects were consistent with the uses allowed by Public Resources Code Section (PRC) 5090.50 and then presented the applications to the Parks Commission for their review.

**Parks and Recreation  
Fiscal Year 2015-16 Final Budget**

**Fund Center 305**

Projects approved for funding must demonstrate that they meet one or more of four criteria set forth in Public Resources Code Section (PRC) 5090.50. The four categories are shown below:

1. Maintenance, operation, planning, or development of off highway trails and facilities associated with off highway vehicles.
2. Ecological restoration or repair of damage caused by off highway vehicles.
3. Law enforcement entities and related equipment.
4. Education programs regarding the environment, safety, or responsible use of off highway vehicle recreation.

The following table shows the Parks Commission's prioritization of the four submitted applications. The Parks Commission recommended full funding for projects 1, 3, and 4, and partial funding of project 2. As part of the budget process, the Board is asked to approve the award of the \$90,961 available OHV In-Lieu Fees as recommended below:

<b>Project Number</b>	<b>Applicant</b>	<b>Type of Organization</b>	<b>Project/ Requested Amount</b>	<b>Project Description</b>	<b>Recommended Amount</b>
1	Central Coast Motorcycle Association	Non-Profit	Ground Operations for the Pozo La Panza OHV Trail System/ \$40,000	<ul style="list-style-type: none"> <li>• Maintain eight miles of trails including surface grading, clearing culverts and drains, and repair of rolling dips (\$28,800).</li> <li>• Annual trail maintenance of narrow trails with hand tools with Cuesta Camp Fire Crews (\$4,000).</li> <li>• Repair 75 feet of failed retaining walls (\$7,200).</li> </ul>	\$ 40,000
2	Central Coast Motorcycle Association	Non-Profit	Accessories for Sutter Trail Dozer/\$44,474	Purchase various accessories for the Sutter specialty trail dozer which was funded by a County's FY 2014-15 OHV License Fund Grant to be used in the Pozo La Panza OHV area.	\$ 13,461
3	Paso Robles Police Department	Government	Purchase a Multi-seat Off-highway Vehicle and Accessories/ \$20,000	Purchase a multi-seat off-highway vehicle and medical emergency accessories to provide Paso Robles Police officers an off-highway vehicle to enforce illegal OHV use and respond to medical calls from OHV users within the Salinas River and its tributaries.	\$ 20,000
4	Pismo Beach Police Department	Government	Four Wheel Drive Rescue and Intercept Vehicle/ \$17,500	Funds will be used to pay for approximately 1/3 of a replacement cost of a four wheel drive vehicle used by the Fire Department and life guards to provide auto aid to the Oceano Dunes OHV Recreation Area for water rescues of OHV users, and intercepts OHV vehicles that leave OHV use area. The City has \$28,500 available for this replacement vehicle.	\$ 17,500
<b>TOTAL ALL PROJECTS</b>			<b>\$ 121,974</b>		<b>\$ 90,961</b>

**BOARD ADOPTED CHANGES**

Parks and Recreation ended FY 2014-15 with a Fund Balance Available (FBA) of \$1,313,551, which is \$914,054 more than the amount assumed in the Proposed Budget. The additional FBA was distributed as follows:

- \$714,054 was added to the Parks Projects designation
- \$200,000 was added to the Lopez Parks Projects designation

**BUDGET AUGMENTATION REQUESTS ADOPTED**

None requested.

**GOALS AND PERFORMANCE MEASURES**

**Department Goal:** Cost-effectively operate and maintain County-owned and/or operated parks and recreation facilities to enhance recreational opportunities that meet or exceed customer expectations.

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

**1. Performance Measure: Square footage of high maintenance intensive park facilities maintained per full time equivalent employee.**

10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
185,952 sq.ft./FTE	110,832 sq.ft./FTE	107,810 sq.ft./FTE	120,514 sq.ft./FTE	120,514 sq.ft./FTE	121,088 sq.ft./FTE	120,514 sq.ft./FTE

**What:** The ratio of full time equivalent Ranger and Maintenance employees to the square feet of park facilities requiring regular, intense maintenance. This data reflects inclusion of seasonal worker hours with Parks and Recreation regular and supervisory staff hours to ensure that this measure provides a consistent year over year view of all resources that support high use recreational facilities and parks. It is meant to measure the productivity of staff and is best used in combination with Performance Measure #3 below that relates to Customer Satisfaction. That is, a nominal increase in productivity over plan is a positive step as long as it doesn't negatively impact Customer Service Ratings.

**Why:** County Parks and Recreation manages over 13,000 acres of parks, trails and open space. However, the developed park facilities such as playgrounds, pools and campsites have the greatest direct impact on field staff resources. These field staff must provide for visitor services and facility needs such as general maintenance, lifeguards, gatehouse, patrol duties, etc. This ratio will track the direct impact of adding or eliminating developed facilities to the County Park system and/or adding or eliminating field staff labor hours for their related maintenance.

**How are we doing?** The actual FY 2014-15 results show that staff managed slightly more square feet of parkland compared to the adopted target. The FY 2014-15 adopted goal of 120,514 sq. ft./ FTE was calculated with planned full staffing levels, no anticipated retirements and no additional acreage. However the Department did have staffing shifts and open positions during FY 2014-15 attributing to the increase in acreage/FTE. The FY 2015-16 target also anticipates full staffing and does not anticipate any additional intensely developed acreage being added to the park system. A key component of this measure is to assure that the square footage of facilities and parklands maintained by staff continues to meet customer expectations. As shown in Performance Measure #3, 96% of customers surveyed rated their overall park and recreation experience as satisfactory or better, which is above the target of 95%.

Due to variation among public parks and park facilities in age, type (Regional, Lake, Beach, Community, Neighborhood, etc.), amenities, (pools, trails, playgrounds, picnic areas, group areas, community buildings, etc.), there is no industry standard for this performance measure. Municipal Park and Recreation systems vary so greatly that this performance can vary as compared with that of other agencies.

**2. Performance Measure: Percentage of reported imminent safety hazards that are abated within one work day.**

10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
New Measure	97%	100%	100%	98%	100%	98%

**What:** All reported imminent safety hazards (fallen trees, broken glass, broken play equipment, etc.) are documented and the percentage of imminent safety hazards abated within one work day is tracked and analyzed for trends and recurring hazards. Abatement within one workday was determined to be appropriate through discussions between the Parks and Recreation Department and the County Administrative Office. This measure provides a view of staff's ability to abate imminent safety hazards in a timely fashion and provides an overview of how safe the park environment is for visitors.

**Why:** To ensure a positive recreational experience and limit liability exposure, it is essential that the Parks and Recreation Department provides a safe environment for our visitors and staff. Tracking imminent safety hazards and the time necessary for their abatement helps staff to focus on areas of concern, ensures resources are employed effectively and demonstrates our commitment to providing a safe park environment.

**How are we doing?** The projected FY 2014-15 results exceed the adopted target. This measure underlines Parks' commitment to addressing safety hazards as their highest priority. In FY 2014-15, 245 hazards were reported and all were abated within one workday of being reported. The FY 2015-16 target of 98% continues to support the goal for ensuring that staff will dedicate resources to prevent visitors' injuries from known hazardous conditions.

There is no industry standard for this measure. Staff is not aware of any comparable County Park system that has a similar measure that could be used for comparison purposes.

**3. Performance Measure: Percentage of responses to Customer Satisfaction Survey rating overall park and recreation experience as "Satisfactory" or better.**

10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
93%	95%	98%	98%	95%	96%	97%

**What:** Customers are randomly surveyed by e-mail in May-June yearly throughout County Regional Parks. This annual customer survey measures responders' overall satisfaction with our customers' parks and recreation experience.

**Why:** Quality parks and recreation facilities and positive customer satisfaction with their recreational experiences are a key component of any safe, healthy, livable, prosperous and well-governed community. Regularly surveying our customers to find out how they rate their recreational experiences at our facilities provides us with valuable customer information on which to base future resource decisions. Higher customer satisfaction would correlate with increased customer referrals, more visitors and increased revenues.

**How are we doing?** The projected FY 2014-15 results exceed the adopted target. Customer satisfaction with park services remains strong as staff has increased marketing and promotions efforts to better meet customer expectations. The FY 2015-16 target is set at the average of the previous three years' actual 96%. 475 responses were received that rated their experience as satisfactory or better. These high ratings are exceptional. Customer survey data will continue to be analyzed to determine what activities generate the strongest support from customers and what activities must be improved to gain stronger support. Services and products will be adjusted to either maintain or increase customer satisfaction.

Due to variation among public parks and park facilities in age, type (Regional, Lake, Beach, Community, Neighborhood, etc.), amenities, (pools, trails, playgrounds, picnic areas, group areas, community buildings, etc.); there is no industry standard for this performance measure. Municipal Park and Recreation systems and staffing levels vary so greatly that this performance can vary as compared with that of other agencies.

**4. Performance Measure: Number of Volunteer Work Hours performed yearly in County Parks and facilities.**

10-11 Actual Results	11-12 Actual Results	12-13 Actual Results	13-14 Actual Results	14-15 Adopted	14-15 Actual Results	15-16 Target
New Measure	109,182 hrs	74,146 hrs	79,064 hrs	72,800 hrs	71,973 hrs	75,000 hrs

**What:** Volunteer work hours for County Parks and Facilities are tracked and reported yearly. This data indicates the level of support the public provides in assistance of staff that maintain County Parks and Facilities. At the same time it provides a measure of the amount of active, health-building hours volunteers spend in County Parks.

**Why:** Volunteer resources are extremely important to County Parks. As County resources and revenues have declined, volunteer resources have become increasingly important to the provision of safe and usable parklands. Staff efforts to attract and retain volunteers for work in County Parks is critical to ensuring that those who would like to volunteer are provided opportunities, are trained for their work and are guided to perform tasks essential to maintaining the County Park system.

**How are we doing?** The projected FY 2014-15 results are 71,973, which is slightly below the adopted FY 2014-15 target. It is normal for volunteer hours to vary from year to year but usually fall within the 70,000 to 80,000 hour range. The volunteer program is in place and working well with many different types of individuals and groups completing projects and maintenance efforts within the parks and trail systems. The Parks and Recreation Department's commitment to and appreciation for the volunteer program and the individuals who volunteer their time to help make the County's parks and recreational programs available to residents and visitors in our County remains strong. Parks and Recreation will continue to invite volunteers to participate and provide an annual volunteer appreciation event to express the importance of this program.

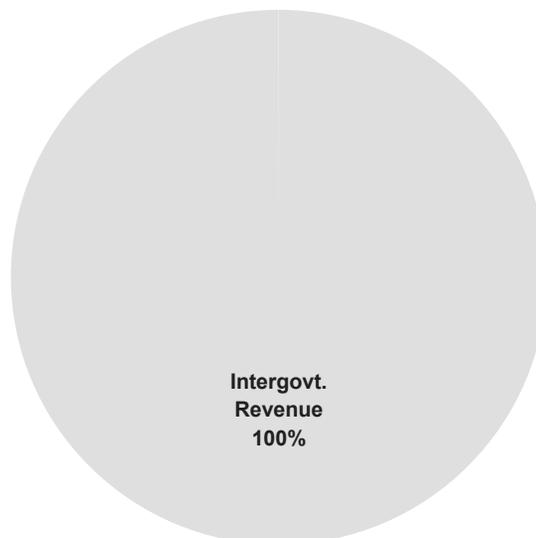
There is no industry standard for this measure. Staff is not aware of any comparable Park and Recreation system that has a similar measure that could be used for comparison purposes.

**PURPOSE STATEMENT**

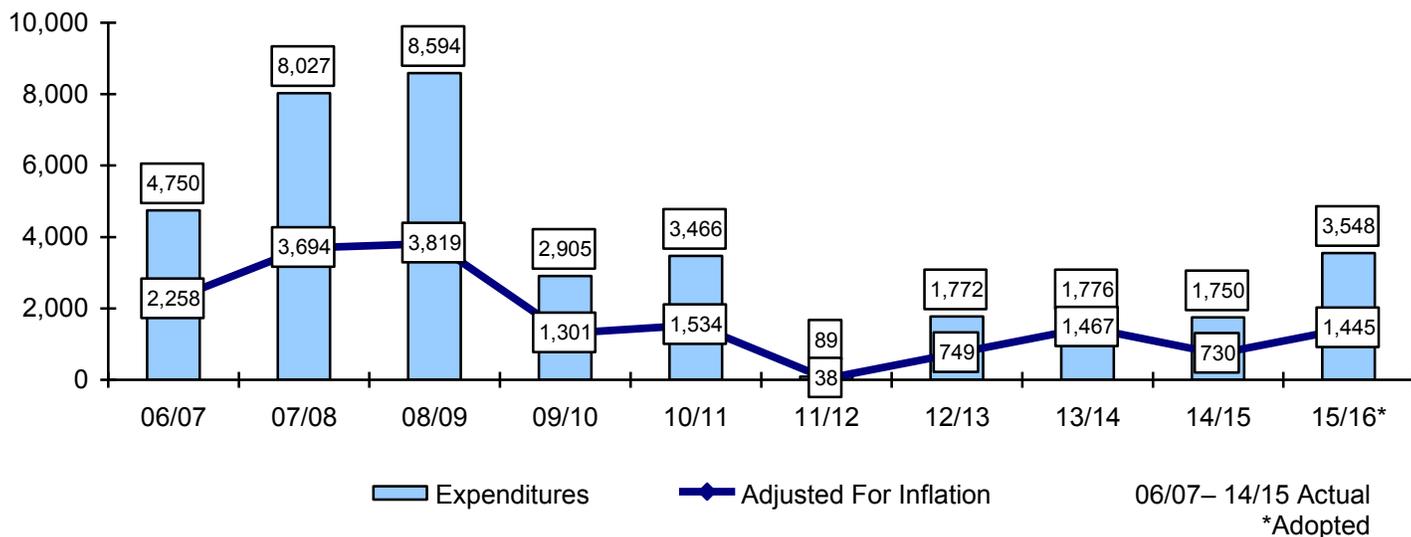
The Taylor Grazing Act of 1934 provides that 50 percent of the grazing fees on Bureau of Land Management (BLM) land outside of organized districts be returned to the State. The California Public Resources Code requires the State's share to be distributed to counties in proportion to the grazing fees received and specifies that funds shall be expended for range improvements and control of predators. The Public Resources Code also established a Grazing Advisory Board which is appointed by the Board of Supervisors and is required to meet at least once annually. This Advisory Board makes recommendations to the Board of Supervisors relating to plans or projects for range development and predator control.

	2013-14	2014-15	2015-16	2015-16	2015-16
	Actual	Actual	Requested	Recommended	Adopted
<b>Financial Summary</b>					
Revenue from Use of Money & Property	\$ 32	\$ 65	\$ 0	\$ 0	\$ 0
Intergovernmental Revenue	4,041	3,673	3,548	3,548	3,548
<b>Total Revenue</b>	<b>\$ 4,073</b>	<b>\$ 3,738</b>	<b>\$ 3,548</b>	<b>\$ 3,548</b>	<b>\$ 3,548</b>
Fund Balance Available	\$ 3,381	\$ 2,307	\$ 0	\$ 0	\$ 1,987
Cancelled Reserves	0	0	0	0	0
<b>Total Financing Sources</b>	<b>\$ 7,454</b>	<b>\$ 6,045</b>	<b>\$ 3,548</b>	<b>\$ 3,548</b>	<b>\$ 5,535</b>
Salary and Benefits	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Services and Supplies	1,776	1,750	3,548	3,548	3,548
Other Charges	0	0	0	0	0
Fixed Assets	0	0	0	0	0
<b>Gross Expenditures</b>	<b>\$ 1,776</b>	<b>\$ 1,750</b>	<b>\$ 3,548</b>	<b>\$ 3,548</b>	<b>\$ 3,548</b>
Contingencies	0	0	0	0	0
New Reserves	3,372	2,307	0	0	1,987
<b>Total Financing Requirements</b>	<b>\$ 5,148</b>	<b>\$ 4,057</b>	<b>\$ 3,548</b>	<b>\$ 3,548</b>	<b>\$ 5,535</b>

**Source of Funds**



**10 Year Expenditures Adjusted For Inflation**



**SERVICE PROGRAMS**

Wildlife and Grazing has a total expenditure level of \$3,548.

**Predator Control**

Provides funds to the U.S. Department of Agriculture for a portion of the salary and mileage costs of a trapper employed to control predators causing animal damage on private and public rangeland.

Total Expenditures: \$1,774 Total Staffing (FTE): 0.00

**Range Improvement**

Provides funds for a fencing/cattle guard project on Bureau of Land Management Land property in the Temblor Mountains Range.

Total Expenditures: \$1,774 Total Staffing (FTE): 0.00

**COUNTY ADMINISTRATOR’S COMMENTS AND RECOMMENDATIONS**

The annual meeting of the Wildlife and Grazing Advisory Board (GAB) took place on April 9, 2015 after the FY 2015-16 proposed budget submittals were finalized. As a result, the recommended funding levels for this fund center remain consistent with those from previous fiscal years. Proposed expenditures of \$3,548 are offset by an equal amount of projected revenue from Bureau of Land Management (BLM). A variety of factors, such as levels of precipitation and the number of lessees influence the amount of grazing fee revenue received by the County via leased BLM land. In FY 2014-15, revenue exceeded budgeted levels by \$173 or 5%.

At the annual meeting of the GAB, the Board determines how to allocate current year funding based upon actual revenue received, amount of funding available through the use of reserves, and what range improvement projects are requested. At the end of each fiscal year, unanticipated revenue that was not previously allocated at the annual meeting is used to increase General or Special Project Reserves. As a typical practice, in prior years the GAB has determined at their annual meeting to split the projected revenue equally between funding a portion of the federal trapper program and funding range improvement projects to provide a safer and higher quality grazing area.

The FY 2015-16 proposed budget includes \$2,684 in General Reserves and \$14,907 in Special Project Reserves, which will be used in future years for range improvement projects and predator control.

**BOARD ADOPTED CHANGES**

At year end, the final Fund Balance Available was \$1,987, and was placed in General Reserves.

**BUDGET AUGMENTATION REQUESTS ADOPTED**

None requested.