Land Based

Agricultural Commissioner

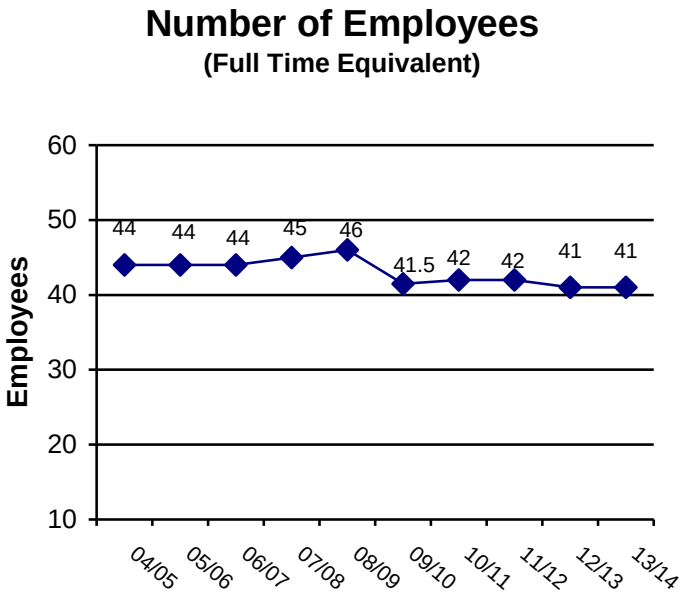
Planning and Building
- Community Development

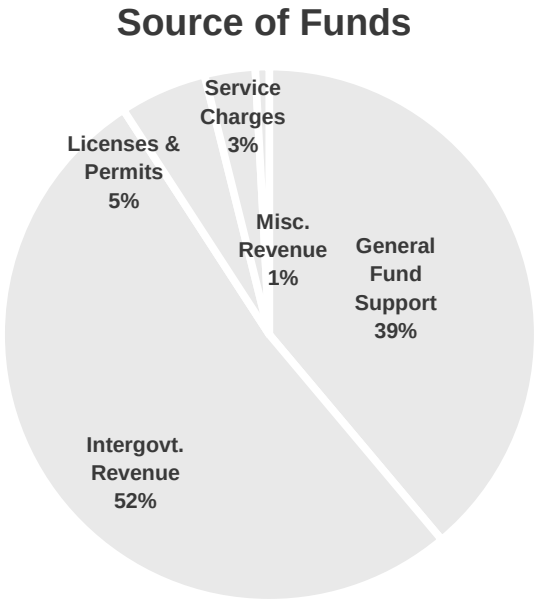
Public Works
- Public Works Special Services
- Roads
- Road Impact Fees

MISSION STATEMENT

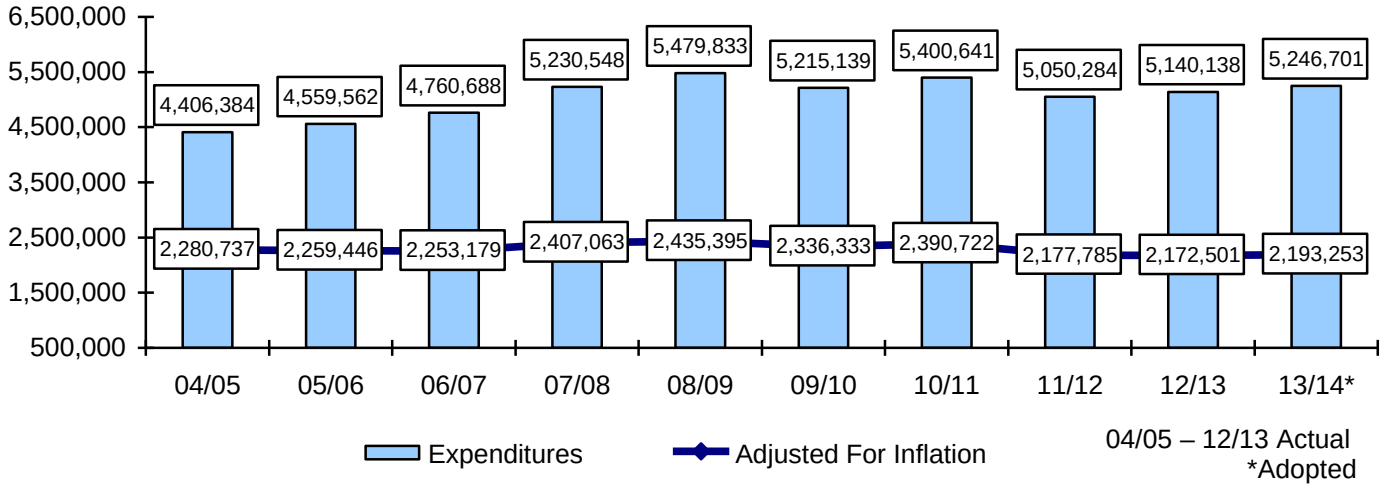
Through the effective and efficient use of resources, the Department of Agriculture/Weights and Measures is committed to serving the community by protecting agriculture, the environment, and the health and safety of its citizens, and by ensuring equity in the marketplace.

Financial Summary	2011-12 Actual	2012-13 Actual	2013-14 Requested	2013-14 Recommended	2013-14 Adopted
Licenses and Permits	$ 237,208	$ 247,402	$ 281,925	$ 281,925	$ 281,925
Fines, Forfeitures and Penalties	18,501	10,200	0	0	0
Intergovernmental Revenue	2,819,276	2,835,850	2,739,980	2,739,980	2,739,980
Charges for Current Services	112,700	137,171	156,200	156,200	156,200
Other Revenues	6,858	2,095	2,500	2,500	2,500
Interfund	0	1,750	2,000	2,000	2,000
**Total Revenue	$ 3,194,543	$ 3,234,468	$ 3,182,605	$ 3,182,605	$ 3,182,605
Salary and Benefits	4,354,606	4,422,713	4,501,043	4,514,365	4,514,365
Services and Supplies	695,678	711,263	731,869	732,336	732,336
Fixed Assets	0	6,162	0	0	0
**Gross Expenditures	$ 5,050,284	$ 5,140,138	$ 5,232,912	$ 5,246,701	$ 5,246,701
General Fund Support (G.F.S.)	$ 1,855,741	$ 1,905,670	$ 2,050,307	$ 2,064,096	$ 2,064,096





10 Year Expenditures Adjusted For Inflation



Land Based

SERVICE PROGRAMS

The Agricultural Commissioner has a total expenditure level of $5,246,701 and a total staffing level of 41.00 FTE to provide the following services:

Pesticide Use Enforcement

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

Total Expenditures: $1,246,659 Total (FTE): 10.19

Agricultural Resources Management

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

Total Expenditures: $ 277,368 Total (FTE): 2.23

Pest Management

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

Total Expenditures: $233,404 Total (FTE): 0.58

Pest Prevention

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

Total Expenditures: $2,788,071 Total (FTE): 22.42

Product Quality

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

Total Expenditures: $241,979 Total (FTE): 1.99

Weights and Measures

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

Total Expenditures: $459,220 Total (FTE): 3.59

DEPARTMENT COMMENTS

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

Automated record keeping and services continue to be a departmental focus. The department has identified needs to incorporate updated map data into key program areas. The use of updated maps is critical in meeting state and federal protocols for recordkeeping and reporting in the Pest Detection Program and will help in the County's overall ongoing emergency response planning efforts.

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

FY 2012-13 Accomplishments

- The Department met California Department of Food and Agriculture's requirement to completely transition detection insect trapping records to a statewide mapping grid system. We initiated the uploading of trap data into the Integrated Plant Health Information System, as required by the United States Department of Agriculture. These systems provide information that shippers and receivers must utilize to export local agricultural commodities worldwide.
- The Department increased inspections of producers at local Certified Farmers' Markets to verify compliance with direct marketing laws and regulations. Combined with new growing season based inspections of farm sites, producer accountability and accuracy has significantly improved. This increases the confidence of consumers and competing producers that every producer actually grows the commodities they sell.
- Inspection of organic producers to verify compliance with the National Organic Act at Farmers' Markets increased by fifty percent. The timing of inspections at organic production sites was also changed to better reflect growing seasons. These changes further assure consumers that products labeled as organic were actually produced in accordance with organic standards.

FY 2013-14 Objectives

- The Department will work collaboratively with the agricultural industry, central coast counties and the Department of Pesticide Regulation to evaluate current pesticide use restrictions for field fumigants. Recommendations for uniform fumigation use conditions will be developed for regional and statewide adoption. The intent is to provide greater consistency and clarity for use restrictions, and to adopt improved precautionary measures to safeguard people and the environment whenever field fumigants are used.
- The Department will develop and maintain with regular updates, a countywide comprehensive GIS crop information database of agricultural production sites. This will produce data useful to staff, the public and decision makers in analyzing issues such as cropping trends, agricultural water demands, potential land use conflicts and environmental constraints.
- Improvements to the operational capabilities of the Agricultural Information Center, located in the Department's Templeton District Field Office, will be made to further advance the Department's ability to inform the agricultural industry about protective actions during a nuclear power plant emergency.
- Staff will receive training which includes utilization of the Web EOC Program to communicate with the Emergency Operations Center in San Luis

- In preparing for new inspection services at an agricultural commodity fumigation treatment facility under construction in San Luis Obispo County, the Department trained staff to address the unique safety issues related to working near fumigants.
- Staff also received training for certification of fumigated produce for exportation worldwide. The department developed modified work schedules to accommodate this new work, and balanced the demands of existing mandates and departmental priorities.
- The department worked with the County Office of Emergency Services to provide presentations to three agricultural industry organizations on local disaster preparation and response to nuclear power plant emergencies.
- The department assisted staff from the California Emergency Management Agency to establish the various state and local agencies' roles and responsibilities to protect the public from the ingestion of radiation contaminated food through timely, effective communication.

Obispo for emergency response actions. The existing Agricultural Commissioner's Standard Operating Procedure will be expanded to include checklists, procedures and guidelines for the Agricultural Information Center. The Department will also incorporate simulated activation of the Agricultural Information Center during quarterly nuclear power plant emergency drills

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

General Fund support is recommended to decrease $28,054 or 1% for the Agricultural Commissioner in FY 2013-14. Revenues increase $141,078 or 4% compared to the FY 2012-13 adopted budget due to three main factors. First, a $99,777 or 12% increase in Federal revenue for the detection of detrimental pests, mainly the Asian Citrus Psyllid, based on a recent detection in Santa Barbara County. Second, a $25,790 or 11% increase in annual device registration fees. Third, a $19,044 or 1% increase in Unclaimed Gas Tax revenue from the State due to an increase in Net County Cost for agricultural programs in the FY 2013-14 budget.

Unclaimed Gas Tax revenue is budgeted at over a $1 million each year and makes up approximately one-third of total revenue in this budget. The State Food and Agriculture Code, Section 224.5 (3), requires that in order to be eligible to receive Unclaimed Gas Tax revenue each County must maintain a level of General Fund support "for agricultural commissioner services at least equal to the average amount expended for the five preceding fiscal years, unless the county is facing unusual economic hardship that precludes that support." In each of the past three fiscal years San Luis Obispo County has submitted documentation of economic hardship and obtained a waiver of this requirement, and has continued receiving Unclaimed Gas Tax revenue. Based on the General Fund support provided to the Agricultural Commissioner budget over the past five years, it is expected that a waiver request will again be necessary in FY 2013-14.

Expenditures are recommended to increase $113,024 or 2%, primarily due to a $89,268 or 2% increase in salary and benefits expense. This includes an additional $25,545 for temporary help for seasonal trapping and detection staff, which is offset by State revenue. The remainder of the increase is in services and supplies account, with the largest increase resulting from a rate increase in the Department's contract with the US Department of Agriculture (USDA) for wildlife management services.

BOARD ADOPTED CHANGES

None.

BUDGET AUGMENTATION REQUESTS NOT ADOPTED

Unit Amount	Description	Results
Gross: $44,033 General Fund: $44,033	Add 0.50 FTE to the Agricultural Commissioner's existing 0.50 FTE Department Automation Specialist (DAS) position.	The additional 0.50 FTE DAS will allow the Agricultural Commissioner to meet the increasing demand for technical services.

GOALS AND PERFORMANCE MEASURES

Department Goal: Ensure the department's Mission Statement commitment to serving the community is demonstrated by all services.

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

1. Performance Measure: Percentage of clients that indicate they are satisfied with departmental services. (Quality measure)

08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Actual Results	13-14 Target
95% overall satisfaction with services provided to local customers submitting pesticide use reports over the internet	100% overall satisfaction with services provided to local customers who receive certification for famers markets	94.4% overall satisfaction with services provided to local customers who receive export certification services	100% overall satisfaction with services provided to local grape growers who participated in the detection of European Grapevine Moth	90% overall satisfaction with services provided to the local residents whose properties required pesticide treatments during the Glassy-winged Sharpshooter eradication project	100% overall satisfaction with services provided to the local residents whose properties required pesticide treatments during the Glassy-winged Sharpshooter eradication project	95% overall satisfaction with registration assistance provided to local organic producers

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

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

How are we doing? In Spring 2013, we solicited feedback from residents whose properties required pesticide treatments during the Glassy-winged Sharpshooter eradication project. One hundred and thirteen surveys were mailed to the residents of the project area in the City of San Luis Obispo. Thirty-seven surveys were returned from residents who had been affected by the project, and all thirty-seven indicated that they were satisfied overall with the level of service provided by the program. In addition to the one hundred percent satisfaction rate with the overall service of the eradication program, the residents also gave a 100% satisfaction rating to the department's eradication project staff and pest detection staff. In FY 2013-14, we will survey the county's organic producers' level of overall satisfaction with our assistance in the registration process of the State Organic Program.

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

08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Actual Results	13-14 Target
14	15.3	7.4	13.7	14	12.2	15

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

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

How are we doing: For July 1, 2012 through June 30, 2013, staff inspected 1,478 packages at Federal Express and 18 were denied entry for an overall rejection rate of 12.2 packages per 1,000 inspected. In FY 2011-12, the department refocused staff training, which resulted in better documentation and enforcement of shipping violations. This protocol continued into FY 2012-13. During the first half of FY 2012-13, the rejection rate was at 17.5 packages per 1,000 inspected, but that rate dropped considerably in the second half of the year due to improved shipper practices from high risk areas destined for San Luis Obispo County. California statewide rejection data is not readily available. The target for FY 2013-14 is 15 package rejections per 1,000 inspected.

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

08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Actual Results	13-14 Target
92.9%	100%	89.7%	95.7%	90.0%	92.6%	90.0%

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

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

How are we doing? This is a new measure for FY 2012-13; however we have included the historical data for comparison. Quality control tests are conducted on the work performed by Pest Detection Trappers throughout the trapping season by CDFA, including the training period for new trappers. From July 2012 through June 2013, trappers intercepted 25 of 27 planted insect specimens for a 92.6% interception rate.

The target for FY 2013-14 is 90% of quality control insect specimens intercepted.

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

08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Actual Results	13-14 Target
96.5%	96.4%	96.9%	97.8%	97%	97.8%	98%

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

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

How are we doing? The Pesticide Use Enforcement Program continues to provide a high level of protection for the community. During the FY 2012-13, staff inspected 13,258 requirements and found 12,961 to be in compliance for a 97.8% compliance rate. The overall statewide compliance rate for the calendar year 2011(the most current information available) was 98.2%; however, each county has a unique work plan negotiated with the California Department of Pesticide Regulation that focuses inspections on specific areas of concern. San Luis Obispo County's compliance rate is slightly lower than the state average due to our focus on pesticide use in and near urban areas and the complexity of field fumigant regulations. The compliance rate has improved over time due to consistent oversight and focus. Changes in regulations can have a short term impact on the compliance rate.

The target for FY 2013-14 is set at 98% and takes into consideration current pesticide use trends and added requirements for the field fumigants while maintaining oversight of traditional agricultural and structural pesticide use.

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

08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Actual Results	13-14 Target
50.3	75.9	79.2	68.2	79.0	54.1	79.0

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

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

How are we doing? During FY 2012-13, the number of pesticide use report records processed decreased to 54.1 per hour. This reduction was primarily due to the transition of data and staff training to implement the new statewide permitting and reporting system (CalAgPermits). We expect the number of records processed per hour to increase now that the new system has been fully implemented. There is no statewide or comparable county data available for this measure.

The target for FY 2013-14 is 79 records per hour.

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

08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Actual Results	13-14 Target
SLO County 92.0% Statewide 93.5%	SLO County 94.3% Statewide 93.9%	SLO County 90.9% Statewide 93.1%	SLO County 91.9% Statewide 93.7%	To equal or exceed the statewide compliance average	SLO County 89.4% Statewide data not currently available	To equal or exceed the statewide compliance average

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

Why: The use of correct weighing and measuring devices protects consumers and helps insure that merchants compete fairly.

How are we doing? The annual statewide compliance rate for all California counties combined averaged 93.1% during the past five years. Our results averaged 91.5% during this period. During FY 2012-13, 4,110 weighing and measuring devices were found in compliance out of 4,598 devices inspected, for a 89.4% overall compliance rate. Statewide compliance data for FY 2012-13 will be published in Spring 2014. Thoroughness of inspections results in slightly lower local compliance rates as compared to the statewide average.

The standard target for FY 2013-14 to equal or exceed the statewide compliance average is retained.

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

08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Actual Results	13-14 Target
SLO County 98.0% Statewide 98.1%	SLO County 99.1% Statewide 98.2%	SLO County 98.7% Statewide 98.1%	SLO County 99.3% Statewide 97.9%	To equal or exceed the statewide compliance average	SLO County 98.6% Statewide data not currently available	To equal or exceed the statewide compliance average

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

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

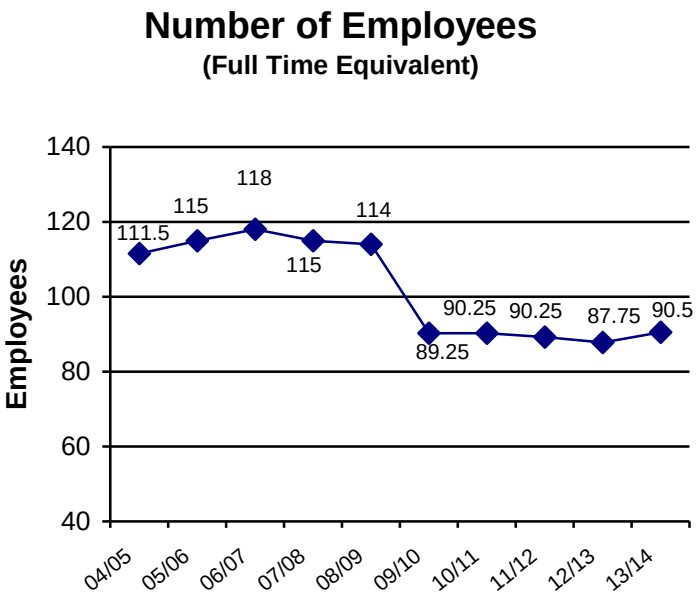
How are we doing? The annual statewide compliance rate for all California counties combined averaged 98.0% during the past five years. Our results averaged 98.7% during this period. During FY 2012-13, 1,743 items were found in compliance out of 1,768 items inspected, for a 98.6% compliance rate. Statewide compliance data for FY 2012-13 will be published in Spring 2014.

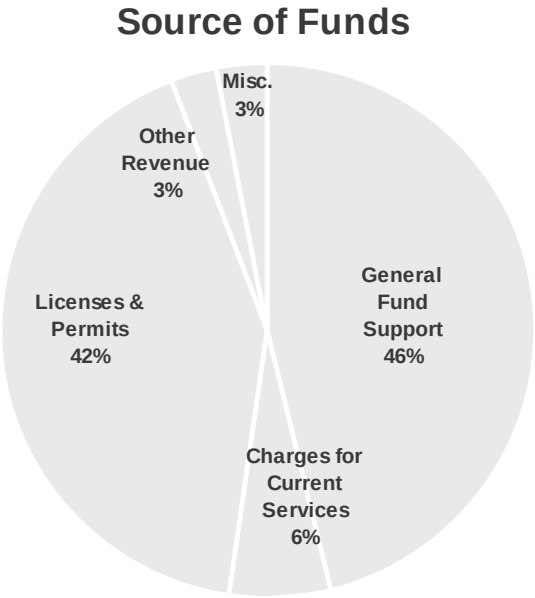
The standard target for FY 2013-14 to equal or exceed the statewide compliance average is retained.

MISSION STATEMENT

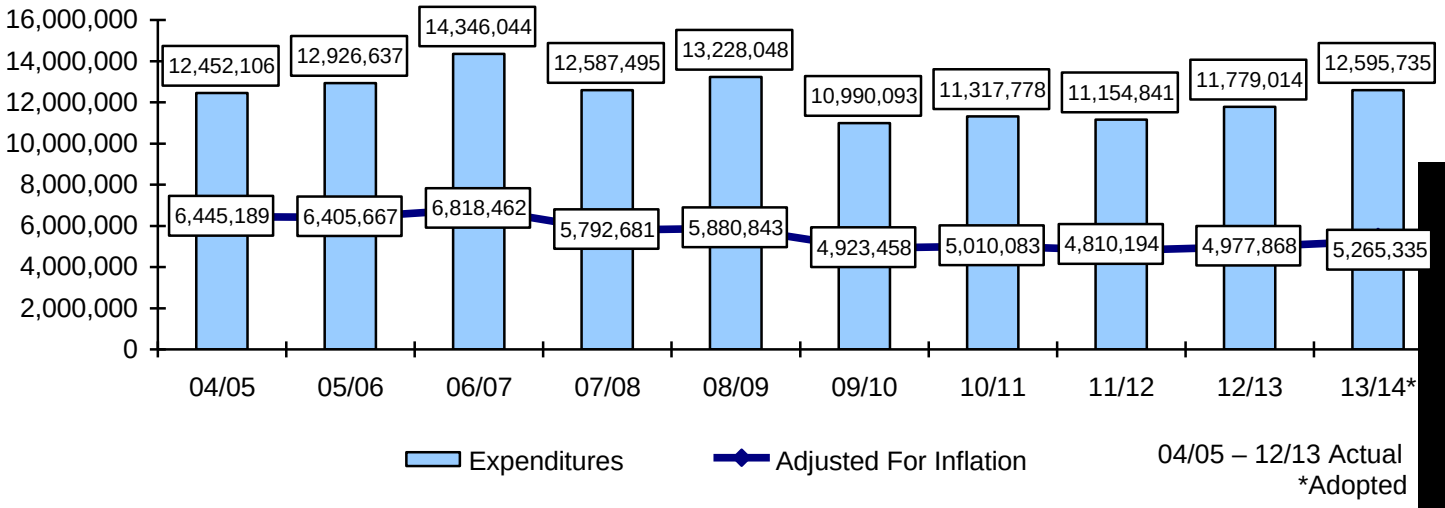
Promoting the wise use of land. Helping to build great communities.

Financial Summary	2011-12 Actual	2012-13 Actual	2013-14 Requested	2013-14 Recommended	2013-14 Adopted
Licenses and Permits	$ 3,785,105	$ 4,890,577	$ 5,358,534	$ 5,263,999	$ 5,263,999
Fines, Forfeitures and Penalties	37,517	47,416	80,166	80,166	80,166
Intergovernmental Revenue	401,777	734,373	20,323	20,323	20,323
Charges for Current Services	747,597	604,821	737,993	737,993	737,993
Other Revenues	104,255	301,110	429,960	429,960	429,960
Other Financing Sources	12,498	0	0	0	0
Interfund	365,139	326,971	278,000	278,000	278,000
**Total Revenue	$ 5,453,888	$ 6,905,268	$ 6,904,976	$ 6,810,441	$ 6,810,441
Salary and Benefits	9,650,148	9,586,548	10,220,393	10,276,129	10,275,980
Services and Supplies	1,472,619	2,162,526	2,361,981	2,305,255	2,305,255
Other Charges	32,074	29,940	75,000	0	0
Fixed Assets	0	0	14,500	14,500	14,500
**Gross Expenditures	$ 11,154,841	$ 11,779,014	$ 12,671,874	$ 12,595,884	$ 12,595,735
Less Intrafund Transfers	880	1,379	0	0	0
**Net Expenditures	$ 11,153,961	$ 11,777,635	$ 12,671,874	$ 12,595,884	$ 12,595,735
General Fund Support (G.F.S.)	$ 5,700,073	$ 4,872,367	$ 5,766,898	$ 5,785,443	$ 5,785,294





10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

Planning and Building has a total expenditure level of $12,595,735 and a total staffing level of 90.50 FTE to provide the following services:

Land Use Planning

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

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

Total Expenditures: $3,175,723 Total Staffing (FTE): 28.75

Development and Permit Review

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

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

Total Expenditures: $5,681,938 Total Staffing (FTE): 38.00

Resource Management and Monitoring

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

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

Total Expenditures: $1,087,698 Total Staffing (FTE): 10.25

Supporting Services

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

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

Total Expenditures: $2,650,376 Total Staffing (FTE): 13.50

DEPARTMENT COMMENTS

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

The following accomplishments for FY 2012-13 and the objectives for FY 2013-14 reflect the Department's Strategic Plan Key Priorities of:

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

FY 2012-13 Accomplishments

- **Balance**
  Completed the update to the Economic Element of the County's General Plan.
- **Education**
  Completed outreach on energy efficiency programs through Energy Month, Farmer's Markets and Earth Day exhibitions.

  Completed training on the County's Green Building Code.

FY 2013-14 Objectives

- **Balance**
  Complete the community infrastructure and facility needs assessment for San Miguel, Oceano, Nipomo, and Templeton.

  Complete amendments to implement required post construction stormwater requirements from the Regional Water Quality Control Board.

- **Leadership**
  Completed a Department-wide reorganization to balance resources with service demands.

- **Service**
  Adopted the update to the Shandon Community Plan.

  Expanded the types of permits that can be obtained through an "e-permit".

- **Education**
  Implement a post final condition compliance monitoring program to assure ongoing compliance with operational conditions of approval, established mitigations for projects and requirements of the National Pollution Discharge Elimination System (NPDES).

  Expand outreach on various energy efficiency and rebate programs in order to reach more businesses and residents.

- **Leadership**
  Complete a Joint Land Use Study for the Camp Roberts facility in conjunction with the facility, Monterey County and the City of Paso Robles.

  Work with the Economic Vitality Corporation (EVC) on a Pilot Economic Analysis Program that will create opportunities for the EVC to act as a referral agency to the County to engage business clusters on proposed policies and for businesses to provide quantitative project economic information.

- **Service**
  Prepare an update to the San Miguel Community Plan.

  Meet with User Groups (external customer groups) to develop process improvements as part of the Department's Continuous Improvement Process program in order to simplify and streamline permit processing where appropriate.

  Continue to expand the types of permits that can be obtained through an "e-permit".

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

Overall, expenditures are recommended to increase $1,480,177 or 13%, revenues are recommended to increase $1,605,581 or 30% and the level of General Fund support for Planning and Building is recommended to decrease $125,404 or 2% compared to the FY 2012-13 Adopted Budget.

The increase in revenue comes from fees and is primarily driven by the two large solar projects being built on the Carrizo Plain. The department significantly underestimated the amount of revenue that would be realized in FY 2012-13 as a result of working on these two projects. Revenue anticipated primarily from these two large projects is estimated to exceed the amount included in the FY 2012-13 budget by more than $488,000 or 60%. This substantial increase is due to an accelerated construction schedule for the California Valley Solar Ranch project as well as the change to "real time" billing in which actual staff costs are fully recovered. In addition, revenue from the department's traditional customer base (i.e. the more typical projects processed) is expected to exceed budgeted amounts by approximately $368,000 in FY 2012-13, reflecting some growth in development in the county.

The most significant increase in revenue is from Plan Check fees, which includes project inspections. This account is increasing by almost $1.48 million driven almost entirely by the two solar projects. There is also a significant increase ($455,239 or 85%) in Land Use fees which is also largely driven by the two solar projects.

This fee covers the cost of mitigation monitoring as well as the cost of processing land-use permits. Finally, there is a $229,000 (137%) increase in Non Governmental Grants revenue reflecting a significant increase in EnergyWatch program funding from PG&E and the Southern California Gas Co. which was added to the department's budget in the winter of FY 2012-13.

The most significant decrease in revenue is from Building Permits, which is declining by $669,733 or 35%. This is primarily due to the work being done on the two large solar projects shifting from processing the permits to plan check and inspection activities. Other revenue accounts are increasing or decreasing by much smaller amounts.

As noted above, recommended expenditures are increasing $1.48 million (13%) compared to the FY 2012-13 Adopted Budget. Salary and benefit accounts are increasing $341,349 (3%) primarily due to the addition of two Limited Term Land Use Technician positions in December 2012 ($157,382) funded with energy grant funds and the recommendation to convert a 0.5 FTE Limited Term Resource Protection Specialist to a full-time permanent position ($55,017) to expand code enforcement services in the county. (See the Recommended Budget Adjustment Request below.) The remaining $129,000 increase in salaries and benefits is due to a mix of factors including increases in Worker's Comp and pension rates, step increases and the incremental cost of various Position Allocation List changes that were approved by the Board in mid FY 2012-13.

The services and supplies accounts are increasing $1,130,328 (96%) overall. This increase is primarily in the Professional Services account – an account which fluctuates from year to year depending on the projects to be completed by the department and the need for technical experts to assist staff on these projects. More than half of this increase ($750,000) is related to a contract to provide inspection services to the two large solar projects. The Board approved this contract in October 2012 in the amount of $318,750. With the Topaz plant construction going at full speed, more inspection hours will be needed in the next fiscal year in order to complete these inspections in a timely manner. Also included in this $1.13 million increase is $250,000 to hire a consultant to prepare an Environmental Impact Report for the Los Osos Community Plan update. The conditions of approval for the Los Osos Wastewater Treatment plant permit require the Los Osos portion of the Estero Area Plan be updated before building can occur on the vacant lots in Los Osos. Additional expenditures included in the Professional Services account are $150,000 for special technical studies to be completed for the Templeton Area Plan update (building on the work done by Cal Poly this year), $30,000 for a consultant to prepare an update of the Airport Land Use Plan, expenditures for Geology peer reviews, an on call Archeologist, etc.

Other services and supplies accounts are increasing and decreasing by smaller amounts as compared to the FY 2012-13 Adopted Budget. The most notable variances include an increase of $37,500 (115%) in Office Expenses for energy program supplies funded by grants, a reduction of $45,100 (68%) in Significant Value purchases due to fewer computers being replaced compared to the prior year, a total increase of almost $60,000 in training expenditures to restore the training budget to levels that were in place before the recession, a $65,678 (68%) decrease in the insurance charge from Risk Management and a $49,564 (13%) increase in Countywide Overhead due to the increase in expenditures recommended in the budget.

One Fixed Asset replacement is included in the recommended budget: the hardware and software for an improved Interactive Voice Response System (the automated phone system to set up inspection appointments) at a cost of $14,500. The department included a request to add three new vehicles at a total cost of $75,000 in their Status Quo budget request. The Administrative Office has not included this expense in the recommended budget in order to reduce the impact on the General Fund.

The department submitted three budget augmentation requests as detailed below. The request to increase the part time Resource Protection Specialist who works on code enforcement issues to full time is being recommended to ensure code violations are addressed in a timely manner. The Administrative Office is not recommending the other two budget augmentation requests to increase planning and building inspection resources at this time given that the significant increase in workload and revenue is primarily associated with a few very large projects that will be wrapping up in the next year or two. It is our opinion that we should allow more time to assess what the on-going workload will be as the county emerges from the Great Recession and determine staffing levels needed to sustain quality service to clients once that assessment is made. In addition, the County has contracted with a firm to complete a significant portion of the solar plant inspections.

BOARD ADOPTED CHANGES

As part of the Supplemental Budget document, the Board approved a change to the department's Position Allocation List to delete one 0.75 FTE Senior Planner and add one 1.0 FTE Planner I, II, III. This results in a $149 reduction in the recommended amount for Salaries and Benefits.

BUDGET AUGMENTATION REQUESTS ADOPTED

Unit Amount	Description	Results
Gross Requested: $55,017 General Fund: $55,017	Delete one 0.50 FTE Limited Term Resource Protection Specialist and add 1.0 FTE Permanent Resource Protection Specialist – effectively restoring this position that was eliminated in FY 2009-10 and added back as a half time position in 2011 to full time.	To allow the department to meet code-enforcement related performance measures: • 100% of all complaints are reviewed within 10 days. • 40% of voluntary compliance are resolved within 45 days of initial inspection.

BUDGET AUGMENTATION REQUESTS NOT ADOPTED

Unit Amount	Description	Results
Gross Requested: $44,778 General Fund: $44,778	Convert a 0.75 FTE Senior Planner to full time to address current and future workload.	To allow the department to continue to provide the quality of service an advanced journey level planner is able to provide on complex permit applications. (This position was reduced from full-time to three quarter time as a cost cutting measure in FY 2010-11. However given the mix of large complex projects the department has dealt with recently, this position has worked almost full time since 2011-12. Thus service level impacts have not occurred.)
Gross Requested: $44,778 General Fund: $44,778	Add 1.0 FTE Building Inspector I, II, III	To allow the department to meet their goal that all building inspections are completed by the next day.

GOALS AND PERFORMANCE MEASURES

Department Goal: Conserve natural resources to promote a healthy environment.

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

1. Performance Measure: Acres of land protected through the agricultural preserve program.

08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Actual Results	13-14 Target
799,914 acres protected	792,900 acres protected	794,248 acres protected	795,328 acres protected	796,113 acres protected	796,907 acres protected	796,919 acres protected

What: The objective of the Agricultural Preserve Program (Williamson Act) is to protect agricultural lands for continued production of food & fiber. The land is reassessed on the basis of the agricultural income producing capability of the land. This assures the landowners that property valuations and taxes will remain at generally lower levels

Why: To protect agricultural land, strengthen the County's agricultural economy and preserve natural resources, consistent with County policy.

How are we doing? There has been an increase in the actual acres protected for FY 2012-13. Based on these results, it appears that the target for FY 13-14 will be easily met. Agricultural Preserve contracts are for either 10 or 20 years and are automatically extended annually for another year unless the owner files a notice of non-renewal. Consequently, some contracts expire each year after completing their 10 or 20 year contract period.

Department Goal: Protect public health and safety by effective and timely administration of development regulations and by fostering clean and safe communities through responsive code enforcement and preparation and implementation of the County General Plan**.**

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

2. Performance Measure: **Percentage of project types processed within established time lines for representative project types.**

	08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Actual Results	13-14 Target
Building Permit applications Goal: Single-family dwelling permits - 20 days to complete plan check.	87%	96%	94%	94%	98%	98%	98%
Goal: Commercial project permits - 30 days to complete plan check	n/a	90%	95%	95%	95%	99%	95%
Building Inspection Goal: All building inspections requested completed by the next day	99%	98%	100%	99%	98%	99%	98%
Land Use Permit & Subdivision applications Goal: Exemptions from CEQA - 60 days from acceptance	64%	65%	60%	70%	75%	55%	75%
Goal: Negative Declaration - 180 days from acceptance	47%	56%	71%	76%	75%	71%	75%
Code Enforcement Goal: All complaints reviewed within 10 working days.	---	---	---	100%	100%	100%	100%

Goal: Voluntary compliance resolved within 45 days of initial inspection	---	---	---	47%	40%	60%	40%
Long Range Planning Goal: Complete annual reports and public review drafts within the timeframes set by their respective work programs	90%	90%	60%	82%	85%	42%	85%

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

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

How are we doing?

Building Permits – We monitor our workload weekly to accomplish our goal of completing 98% of the initial plan review for new dwellings within 20 working days. We have met our target by reviewing 98% of the new dwellings within 20 days (58 out of 60 permits). For commercial projects we are currently at 99% review within 30 days (21 out of 22 projects) which exceeds out target of 95%. The Solar projects and PXP continue to impact our workload, but we remain focused on providing excellent service to our typical customers while accommodating the time constraints of the three significantly large projects.

Our customer service contacts have remained steady over the past three years. The yearly average is 27,121 customer service contacts at the Planning and Building counters. The most important metrics are phone calls returned and customer walk-in numbers. Yearly totals are as follows: FY2012-13: 27,038, FY 2011-12: 27,548, and FY 2010-11: 26,777. Because of the rebounding economy and increase in Land Use and Building Permits, we anticipate a 5% increase in FY 2013-14 to a total of 28,500 customer contacts.

We continue to devote time to: (a) in-house code training (b) reviewing the more complex projects in house, (c) providing frequent consultations to customers for expired/abandoned projects and unpermitted construction due to the changing economy, (d) preparing a waste water management program as required by the RWQCB and (e) administering the National Storm Water Pollution Program.

Building Inspections- Most inspections are completed the day after they are requested, except in a limited number of remote areas of the County. Our goal is to complete 98% of construction inspections on the day after they are requested. For FY 2012-13 we have completed 11,960 inspections out of 11,969 inspections on the date requested or more than 99%.

Land Use Permits/Subdivisions – The number of land use and subdivision applications processed in FY 2012-13 was 117 (as compared to 110 in FY 2011-12). The percentages of projects processed within the processing time goals decreased in FY 2012-13 due to the unexpected temporary loss of staff and vacancies (recruitments are in process and/or new staff just recently hired). With the loss of lower level line staff (due to rotations or staff leaving County employment), who would normally work on easier projects involving categorical exemptions, it is expected that the timing for exempt projects will increase. In FY 2012-13, 55% of exempt projects (53 out of 96) were processed within 60 days compared to 70% in FY 2011-12. The average processing time for exempt projects increased from 60 to 68 days. Some of that workload was handled by higher level planners who work on more complex projects, thus the delay in processing during this time. 71% of the projects subject to Negative Declarations (15 out of 21) were processed within 180 days compared to 76% in FY 2011-12; however, the average processing time for Negative Declaration projects was 140 days, well below the goal of 180 days.

Code Enforcement: In FY 2012-13 there were 521 enforcement cases initiated in FY 2012-13. All complaints are being reviewed within 10 days of receiving the complaint. For cases involving health and safety (e.g. substandard living conditions), a high priority is assigned to those cases and these are typically reviewed within two days. Verification of voluntary compliance within 45 days is at 60% (313 cases out of 521 cases) due to other temporary department needs. These include (a) substantially assisting in the preparation of mandated National Storm Water Pollution Program requirements and (b) augmenting inspection staff on the large solar projects. In addition, unpermitted projects typically require professionals (e.g. engineers), special studies (e.g. geological), and additional site visits resulting in an increased time to reach compliance.

Long Range Planning: Approximately 42% of the reports and public review drafts of long range plans have been completed within the timeframes set by their work programs. We expect to maintain this same completion rate through the rest of the fiscal year. Of the 14 plans or studies either completed or in process, six are on schedule or have had their schedules revised to reflect changes in circumstances, as described below. In addition, as the Board shifts priorities in the Department – this can also lead to delays in the items that are tracked here. The 14 long-range plans being tracked are the Annual Report on the General Plan, Paso Robles Groundwater Basin Resource Capacity Study (RCS) implementation program, Strategic Growth implementation amendments and studies (Complete Communities Survey, Infill Subdivision-Development Standards, Community Design Model, Illustrative Design Model, Land Use Economics Study), Land Use and Circulation Element (LUCE) Update, Resource Management System (RMS) and Growth Management Ordinance (GMO) revisions, the San Miguel Community Plan, the Agricultural Cluster Ordinance and Element and LUE amendments, the two Mobilehome Park Combining Designation Amendments, the Mobilehome Park Zoning and Standards, and the Economic Element update. The Department provides the Board with regular updates regarding Department workload and priorities. This will result in better estimates of the time needed for completion of Long Range planning initiatives, as well as allowing the Department to track new or different priorities as set by the Board.

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

Annual Report on the General Plan (completed on schedule). This was presented to the Planning Commission in September 2012 and to the Board in October 2012, in line with expected dates.

Paso Robles Groundwater Basin RCS implementation program. The Planning Commission held a public hearing on July 26, 2012, which was later than the anticipated time of spring 2012 for the start of hearings, due primarily to a longer review time by the Water Resources Advisory Committee than originally estimated. The Board of Supervisors adopted the ordinance amendments on September 25, 2012. This is later than established in the work plan.

Strategic Growth implementation amendments and studies. A package of amendments to encourage infill development and implement other aspects of Strategic Growth was authorized by the Board in 2009. Since then, Strategic Growth implementation efforts have been focused on several studies funded by a grant from the California Strategic Growth Council. The studies are intended to enhance unincorporated communities by encouraging infill development, planning for infrastructure, calculating the effects of strategic growth and other land use scenarios, and illustrating compatible infill development and community expansion. In November 2011, the Board approved consultant contracts, together with work programs and schedules for several Strategic Growth-related projects, including amendments to encourage infill development. Work began on these amendments in winter 2011. The status of these projects is described below.

Complete Communities Survey to identify infrastructure and facility needs, costs, funding and financing for Nipomo, Oceano, San Miguel and Templeton. The project started in December 2011and is on schedule to be completed in spring 2013, within the work programs time frame of 15 months from the start date. A background report and a facilities inventory report have been completed. Public workshops were held in October 2012. A Funding and Financing Plan is expected to be released in August, 2013, with project completion by October 2013 (behind schedule due to an unexpected amount of additional research and revisions needed to the draft Funding and Financing Plan).

Infill Subdivision – Development Standards to revise standards and remove barriers in order to encourage in-town development. The project started in December 2011 and is on schedule to be completed early in 2014, within the work program's time frame 22 months from the start date. The background report has been completed. Public workshops were held in October 2012. (on schedule)

Community Design Model to calculate the results of different growth scenarios. The project started in December 2011. It is expected to be completed by the end of 2012, which is beyond the work program's time frame of 10 months from the start date (September 2012). This is due to changes to the scope of work requested by the Department and agreed to by the consultant. December 31, 2012 is the new completion date agreed upon by the Department and the consultant. (completed in June 2013, behind on schedule due to consultant's loss of a key staff person and an unexpected amount of time needed to complete the video--the final deliverable--to the satisfaction of County staff)

Illustrative Design Model to clearly show how a compact, well-planned neighborhood and infill project can be integrated into an existing community. The project started in December 2011 and was completed in early July 2012, about one month later than the time frame in the work program. Refinements are being finalized by staff. (completed roughly on schedule)

Land Use Economics Study to evaluate the land use and economic effects of community-focused growth. This project started in January 2012, and the completed study was released at the beginning of July 2012, about one month later than the time frame in the work program. The study was presented to the Board of Supervisors in July 2012. (completed roughly on schedule)

LUCE Update. (delayed) In March 2011, the Board revised the work program for the LUCE. Staff is currently working only on a consolidation and reorganization of the Land Use Element and Land Use Ordinance to streamline it and make it user-friendly, along with preparation of countywide viewshed standards (the viewshed standards has been deferred until early 2013 to get direction from the Board, and will be processed separately from the LUCE). The revised work program shows the Public Review Draft of the first or reorganization phase of the LUCE being completed by spring 2012. Due to assigned staff having commitments to other projects that experienced delays, significant work on the LUCE started later than expected. In addition, staff resources have been shifted somewhat to complete other top priority projects. As a result, a Public Review Draft of the LUCE reorganization was released in early January 2013, and the reorganization is currently being considered by the Planning Commission. Board hearings are expected later in 2013.

RMS and GMO revisions. (delayed) The previous target of completing draft RMS and GMO revisions in 2011 was moved back to fall 2012 and then early 2013 due to workload and staff commitment to completing higher-priority projects by the end of 2012. The RMS and GMO revisions are not included in the top Department priorities per Board direction. Two tasks have been completed in connection with the RMS Annual Resource Summary Report, and work is underway on the remaining tasks. Staff is targeting completions of the Public Review Draft RMS revisions in late summer/ early fall of 2013, with the exception of specific growth rate limits and possible significant revisions to the GMO that would likely require an Environmental Impact Report (EIR), for which funds are currently not budgeted.

San Miguel Community Plan Update. (delayed) In November 2011, the Board authorized processing a Community Plan Update, together with a work program and schedule. The work schedule estimated release of the Public Review Draft by June 2012; however, the consultant selection process took much longer than expected, and some consultant studies were late. In addition, the Department adjusted the approach to public outreach by engaging the public up-front, rather than after release of the public draft. This responds to community sentiment and formation of a sub-committee to review the community plan and could save time in the long run. As a result, the Public Review Draft plan was released In March 2013. This will delay the release of the Public Hearing Draft Plan to the beginning of 2014.

Agricultural Cluster Ordinance and Element and LUE Amendments. The Public Review Draft of the proposed amendments was released in August 2011 on schedule. The public review period for the Draft Environmental Impact Report (EIR) ended on October 17, 2011, and the final EIR was prepared. This is in line with the work schedule. The Planning Commission recommended approval on August 30, 2012. The Board of Supervisors began hearings on November 13, 2012 but continued the item off-calendar with no expected timeframe to return.

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

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

Mobilehome park combining designation– this will create a new combining designation or overlay zone to (1) encourage expansion of existing mobilehome parks and (2) encourage development of new mobilehome parks. A draft has been prepared and environmental review is in process within the timeframes set in the revised work program. The project has fallen behind schedule because the staff member assigned to the project has had to spend more time than expected on federal grant administration.

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

Economic Element. The Board of Supervisors adopted the updated Economic Element on October 23, 2012 within the work program time frames.

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

08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Actual Results	13-14 Target
90%	92%	95%	97%	95%	95%	95%

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

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

How are we doing? The Department's feedback from our customers continues to be positive. In fact 95% of the 48 individuals who completed surveys, sent e-mails or letters rate us above satisfactory or outstanding. We expect to maintain this customer satisfaction rate throughout next fiscal year. While the results of this input were overwhelmingly positive we still found areas where we could improve in. For example, we've updated many of our forms to make them more user-friendly (e.g., Green Building Ordinance). In addition, we've increased the amount of information customers can access using our wepage including new GIS maps and the number and types of E-Permits.

In our Permit Center, we provide accurate information in a timely fashion. Customer "wait" time is low (average of ten minutes) and we expect to maintain this throughout the remainder of the fiscal year. We've installed new signage in the Permit Center to make it easier to know where to start and where to get specific information (e.g., Planning Division versus Building Division). We have improved our customer service phone calls through our "Call Guru" phone service - this is an internal software program developed by our staff that allows us to keep track of and return phone calls in a timely manner - usually by the end of the next day. Finally, the Department quarterly newsletter contains information on how to use our systems and helps the customer be much more informed on what to expect when they file an application.
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Department Goal: Promote economic development and affordable housing opportunities countywide pursuant to the Economic and Housing Elements of the County General Plan.

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

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

08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Actual Results	13-14 Target
105 housing units	82 housing units	80 housing units	39 housing units	149 housing units	44 housing units	131 housing units

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

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

How are we doing? The number of newly constructed units completed in FY 2012-13 was 44, including: 34 units in Nipomo (Oak Leaf) by People's Self Help Housing Corporation, 9 secondary dwellings countywide, and 1 farm support quarters countywide. These 44 units include 39 units for very low and low income households and 5 units for moderate income households. The reasons for the large variance from the adopted target in FY 2012-13 and the actual number is that the 35 homes in Arroyo Grande will now be completed a few months after July 2013 rather than in FY 2012-13, and the 69 unit project by the Paso Robles Housing Authority (which has increased to 80 units) will now be completed in 2014. The target for the FY 2013-14 includes 6 units in Oceano, 35 units in Arroyo Grande (Courtland Homes), 80 units in Paso Robles (Oak Park) by the Paso Robles Housing Authority, 6 secondary dwellings countywide and 4 farm support quarters countywide. The targeted 131 housing units include 127 units for very low and low income households and 4 units for moderate income households.

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

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

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

08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Actual Results	13-14 Target
N/A	370	465	93%	100%	93%	100%

What: To provide public information/training and gather public input through outreach on specific topics of interest that impact the land owners of the unincorporated areas of the County. Note: this measure was revised in FY 2011-12 to report the percentage of planned outreach and education efforts rather than the actual number of outreach and education events.

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

How are we doing? The success of our work depends on our ability to gather information from stakeholders, inform residents and property owners of our efforts and educate the general public about planning and building. Our public outreach and education is designed to promote public awareness for a wide variety of audience and stakeholders within and outside government.

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

To continue our successful collaboration with agencies, organizations and residents, our goal for FY 2012-13 was to complete certain outreach and public education efforts. The Department is proposing to continue many of the outreach and education initiatives from FY 2012-13 to FY 2013-14. However there are some that are not proposed to continue as the work associated with them is complete. We are proposing to add a User Group outreach in place of the Continuous Process Improvement Amendments outreach. Where a measurement is noted, the department will provide a report on that measure.

Did NOT Complete in FY 2012-13
Housing Element Update Outreach

Completed in FY 2012-13
Camp Roberts Joint Land Use Study Meetings & Outreach
Land Use and Circulation Element Outreach
Green Building Ordinance Outreach and Training
Ag Tourism Ordinance Amendment Outreach
Strategic Growth Implementation Outreach and Education (includes Complete Communities, Infill, Land use Economic Study)
Continuous Process Improvement Amendments Outreach
Affordable housing presentation to Commission on Aging (1 meeting)
Training sessions with nonprofit groups for Homeless Management Information System (16 meetings)
Training workshops for prospective home buyers (4 workshops)

Completed in FY 2012-13 and continuing to FY 2013-14
CDBG / HOME (and other housing grant) Outreach & Public Workshops (5 workshops)
Homeless Services Oversight Council Meetings (5 meetings)
Energy Retrofit Training and Energy Efficiency Outreach (number of outreach events – 16 to date)
National Pollutant Discharge Elimination System (NPDES) Training & Outreach (number of grading regulation violations as compared to permits issued–5 out of 23, many of the violations are allowed alternate review and wouldn't require a permit)
San Miguel Community Plan Outreach
Resource Education (Water, Oak Woodlands, Mining, GIS, etc.)
Mobilehome Park Rent Stabilization Ordinance Education
Stakeholder Outreach (Building Industry, Environmental Interests, Professional Organizations, Service Organizations, etc.)
Workforce Housing Coalition (6 meetings)
Economic Vitality Corporation Board of Directors meetings (7 meetings)
SLO County Housing Trust Fund Commission (6 meetings)

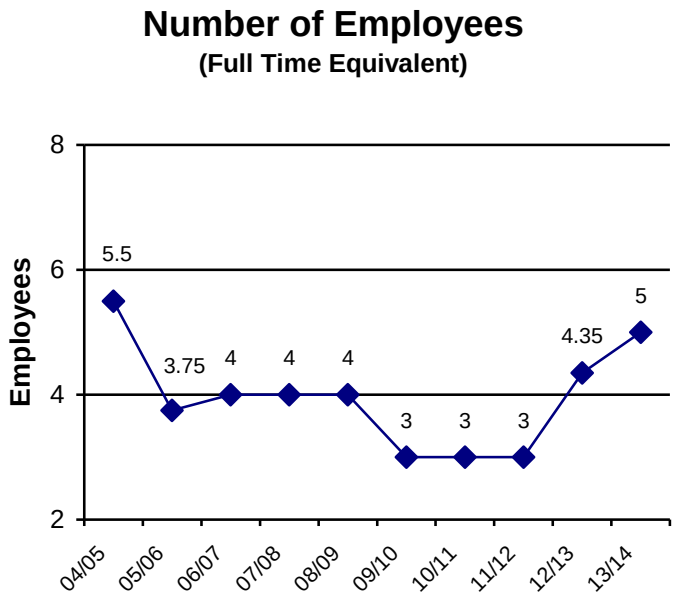
New for FY 2013-14
Housing Element Update Outreach
User Group Outreach
Energy Efficiency Financing Outreach

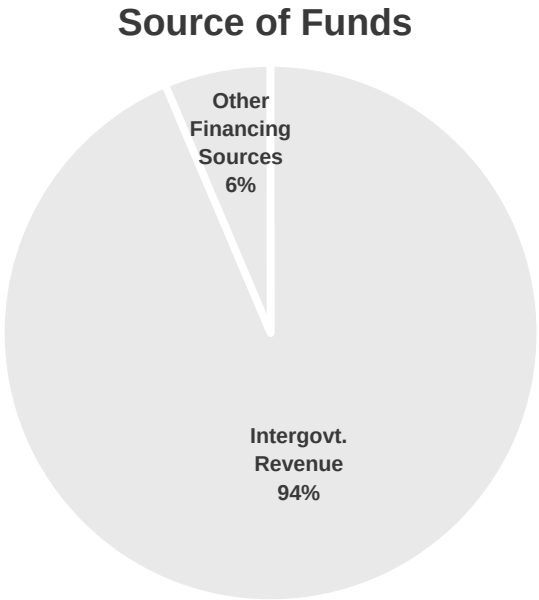
For FY 2012-13 the Department met 93% of the outreach and public education efforts identified. Only one of the identified outreach and public education efforts was not completed. The Housing Element Update Outreach did not begin until July 2013 and therefore it has been listed as not completed in FY 2012-13. It has been added as new again for FY 2013-14. The Energy Group is expected to conduct outreach in the areas of Energy Retrofit Training, Energy Efficiency Education, and Energy Efficiency Financing and has been added as an outreach effort.

MISSION STATEMENT

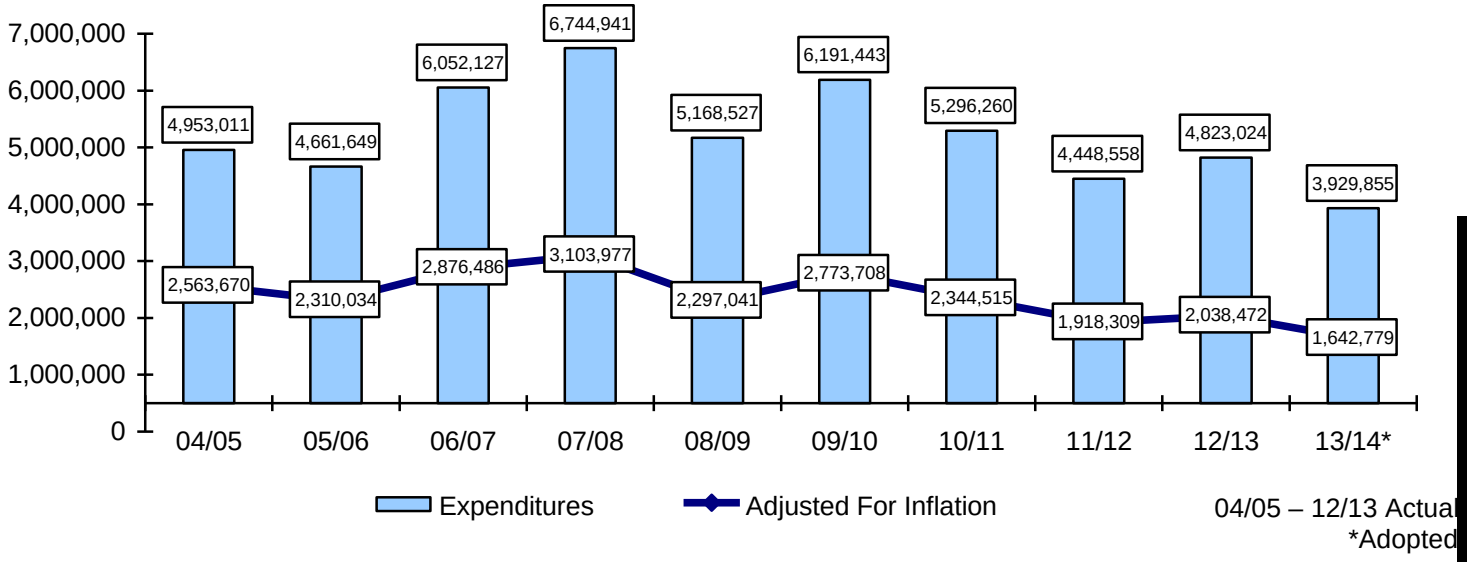
The mission of Community Development is to enhance the quality of life for San Luis Obispo County through programs that provide affordable housing, shelter and services for the homeless, economic development opportunities, and public improvements to benefit the communities that we serve.

Financial Summary	2011-12 Actual	2012-13 Actual	2013-14 Requested	2013-14 Recommended	2013-14 Adopted
Revenue from Use of Money & Property	$ 777	$ 555	$ 0	$ 0	$ 0
Intergovernmental Revenue	4,118,646	4,439,577	3,538,419	3,538,419	3,538,419
Other Financing Sources	309,686	354,376	326,436	341,436	391,436
Interfund	50,000	0	0	0	0
Total Revenue	$ 4,479,109	$ 4,794,508	$ 3,864,855	$ 3,879,855	$ 3,929,855
Fund Balance Available	$ 35,135	$ 65,685	$ 0	$ 0	$ 37,167
Cancelled Reserves	0	0	0	0	0
Total Financing Sources	$ 4,514,244	$ 4,860,193	$ 3,864,855	$ 3,879,855	$ 3,967,022
Salary and Benefits	$ 0	$ 0	$ 0	$ 0	$ 0
Services and Supplies	682,408	699,505	586,436	601,436	651,436
Other Charges	3,766,150	4,123,519	3,278,419	3,278,419	3,278,419
Fixed Assets	0	0	0	0	0
Gross Expenditures	$ 4,448,558	$ 4,823,024	$ 3,864,855	$ 3,879,855	$ 3,929,855
Contingencies	0	0	0	0	37,167
New Reserves	0	0	0	0	0
Total Financing Requirements	$ 4,448,558	$ 4,823,024	$ 3,864,855	$ 3,879,855	$ 3,967,022





10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

Community Development has a total expenditure level of $3,929,855 and a total staffing level of 5.00 FTE to provide the following services. (Notes: Staff is budgeted in FC 142 – Planning and Building; full time equivalent (FTE) shown represents staff assigned to projects within FC 290 – Community Development.)

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

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

Total Expenditures: $1,488,836 Total Staffing (FTE): 2.00

Home Investment Partnership Act (HOME) Funds

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

Total Expenditures: $750,000 Total Staffing (FTE): 1.20

Federal Emergency Shelter Grants (ESG)

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

Total Expenditures: $163,420 Total Staffing (FTE): 0.30

Continuum of Care (CoC) Funds

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

Total Expenditures: $1,136,163 Total Staffing (FTE): 1.20

General Fund Support for Programs Benefiting the Homeless

Provides funding for emergency shelter and other services for homeless persons.

Total Expenditures: $202,500 Total Staffing (FTE): 0.10

General Fund Support for the Economic Vitality Corporation (EVC)

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

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

General Fund Support for SLO Co Housing Trust Fund

Provides funding for housing finance services throughout the County.

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

DEPARTMENT COMMENTS

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

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

FY 2012-13 Accomplishments

- Distributed approximately $4 million in federal grant funds (including some American Recovery and Reinvestment Act funding) for affordable housing, public facilities, public services and economic development programs to individuals, cities, unincorporated communities and local non-profit organizations.
- Constructed handicapped accessible curb/sidewalk improvements in the cities Atascadero and Paso Robles.
- Provided shelter and other services for more than 1,000 homeless persons countywide.
- Provided $1.5 million of HOME funds to construct the 36-unit Courtland Street Apartments in Arroyo Grande.

FY 2013-14 Objectives

- Distribute approximately $3.9 million in federal grant funds for affordable housing, public facilities, public services and economic development programs to individuals, cities, unincorporated communities and local non-profit organizations.
- Upgrade the water and sewer system for Sunny Oaks Mobilehome Park in Los Osos.
- Construct a sewerline replacement on 16th Street in San Miguel.
- Use General Fund support to provide shelter and other services for the homeless persons and families.
- Provide $315,000 to Morro Del Mar in City of Morro Bay.

- Provided $300,000 to the Paso Robles Housing Authority for site acquisition in Oak Park housing redevelopment.
- Provided $564,000 to the ROEM Corporation for development of affordable apartments on South Street in San Luis Obispo.
- Provide additional $200,000 to the ROEM Corporation for development of affordable apartments on South Street in San Luis Obispo.
- Complete design work for drainage improvements in Oceano.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

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

Total financing sources for Community Development are recommended to decrease by $219,133 or 5% and expenditures are recommended to decrease $153,448 or 3% compared to the FY 2012-13 Adopted Budget. Contingencies in the amount of $65,685 were included in the FY 2012-13 Adopted budget due to a Fund Balance Available of this amount at year end. The recommended FY 2013-14 budget does not include any Contingencies or Fund Balance Available.

Approximately $3.5 million of the total $3.9 million in revenue budgeted in FY 2013-14 represents grant funding from the U.S. Department of Housing and Urban Development (HUD) and include the following:

• Community Development Block Grant (CDBG)	$1,488,836
• HOME grant	$750,000
• Emergency Shelter Grant (ESG)	$163,420
• Continuum of Care grants (CoC)	$1,136,163

These are estimated amounts because HUD has not yet released the allocations for next year. The estimates reflect an expected 10% decrease in CDBG funding, a 9% decrease in HOME funds, no change in the ESG grant and a slight increase (<1%) in the CoC funding compared to the FY 2012-13 Adopted budget. The Federal expenditure reductions resulting from sequestration may impact these grant programs, reducing allocations to our County even further than what is estimated in the recommended budget for FY 2013-14. Specific service level impacts will not be known until final allocations are known and specific plans are developed for the expenditure of the grant funds. Generally, fewer projects can be completed and fewer clients can be served when these program grant funds decline.

The reduction in expenditures reflects the reduced grant funding noted above. More than $836,000 in CDBG funds will be distributed to five incorporated cities, with the largest shares going to the City of San Luis Obispo ($455,929) and the City of Paso Robles ($150,998). In addition, approximately $2.0 million in grants funds from the CDBG, HOME, Emergency Shelter Grant and CoC programs will be distributed to various non-profit organizations.

The General Fund support for this budget is recommended to increase by $15,000 (4%) to provide additional funding for services to the homeless population including warming centers in the north and south counties and/or safe parking programs. The recommended General Fund support includes: $202,500 for Homeless Programs reflecting an 8% increase compared to the FY 2012-13 Adopted budget, $98,775 for the Economic Vitality Commission (EVC) reflecting a 22% increase compared to the FY 2012-13 Adopted budget, and $40,161 for the San Luis Obispo Housing Trust Fund, which is the same level as FY 2012-13.

Staffing to administer the HUD grant programs and contracts funded with General Fund support is funded in Fund Center – 142 - Planning and Building. In FY 2013-14, $260,000 in funding will be transferred to Fund Center 142 to support the cost of administering these programs. This is a reduction of almost $7,362 or 3% compared to the FY 2012-13 Adopted budget. As previously reported to the Board of Supervisors, funding levels for HUD grants have declined over the past few years, while the administrative requirements for these grants have expanded. The more intensive administrative requirements have made it difficult for Planning and Building to reduce costs to match the level of funding provided in these grants. This situation results in an impact to the General Fund of

approximately $240,000 in FY 2013-14. Staff continues to pursue options to reduce administrative workload in order to limit the impact to the General Fund and will keep the Board as more is known.

BOARD ADOPTED CHANGES

On September 17, 2013 the Board approved an increase in appropriation in the amount of $50,000 for professional services as a result of excess Fund Balance Available. These funds are expected to be used to expand services provided by the Economic Vitality Corporation to oversee implementation of the County Clusters of Opportunity Economic Strategy.

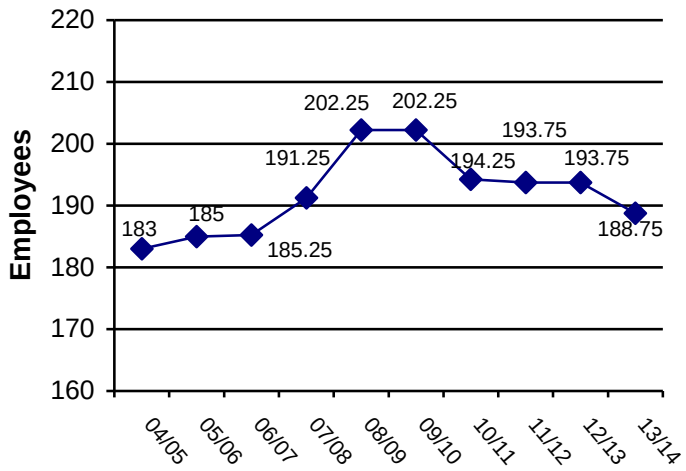
Also on this date the Board approved an increase in the appropriation to Contingencies for FC 290 in the amount of $37,167 due to actual Fund Balance Available from FY 2012-13 coming in $37,167 higher than assumed in the FY 2013-14 Proposed Budget.

MISSION STATEMENT

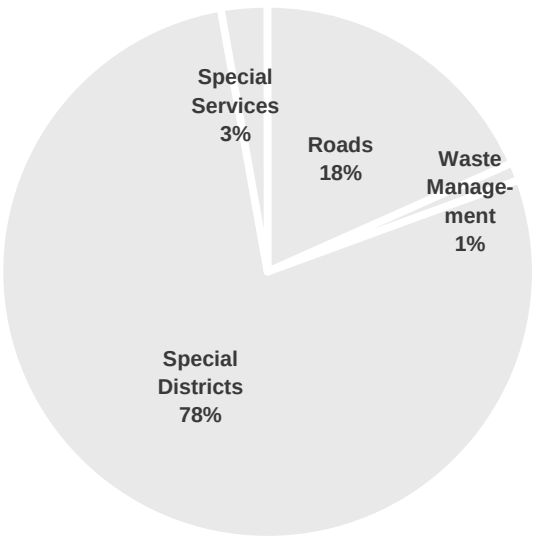
Provide public services related to the safe and efficient movement of traffic on County maintained roadways; engineering and surveying review of proposed land development; administration and operation of various water and waste water wholesale and retail facilities; long term master water planning; and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

OPERATING DETAIL (1)	2011-12 ACTUAL (2)	2012-13 ACTUAL (3)	2013-14 RECOMMENDED (4)	2013-14 ADOPTED BY THE BOS (5)
OPERATING REVENUES				
Charges for Services	33,914,298	34,435,270	30,611,794	30,611,794
TOTAL OPERATING REVENUES	33,914,298	34,435,270	30,611,794	30,611,794
OPERATING EXPENSES				
Salaries and Benefits	20,255,939	20,444,545	21,532,625	21,532,625
Services and Supplies	11,311,991	12,748,609	8,162,779	8,162,779
Insurance Benefit Payment	316,324	230,595	161,087	161,087
Depreciation	654,193	705,937	706,528	706,528
Countywide Overhead Allocation	42,303	54,305	48,775	48,775
TOTAL OPERATING EXPENSES	32,580,750	34,183,991	30,611,794	30,611,794
OPERATING INCOME (LOSS)	1,333,548	251,279	0	0
NON-OPERATING REVENUES (EXPENSES)				
Interest	56,250	36,293	50,000	50,000
Gain (Loss) on sale of Asset	(9,302)	(11,838)	0	0
Other	51,735	233,904	0	0
TOTAL NON-OPERATING REVENUES (EXPENSES)	98,683	258,359	50,000	50,000
INCOME BEF. CAPITAL CONTRBS. & TRANSFERS	1,432,231	509,638	50,000	50,000
Contributions in (Out)	0	(125,000)	0	0
CHANGE IN NET ASSETS	1,432,231	384,638	50,000	50,000
Net assets - beginning	15,967,151	17,399,382	17,784,020	17,784,020
Net assets - ending	17,399,382	17,784,020	17,834,020	17,834,020
FIXED ASSET EXPENDITURES				
Equipment	945,617	874,457	1,289,000	1,389,000
TOTAL FIXED ASSET EXPENDITURES	945,617	874,457	1,289,000	1,389,000

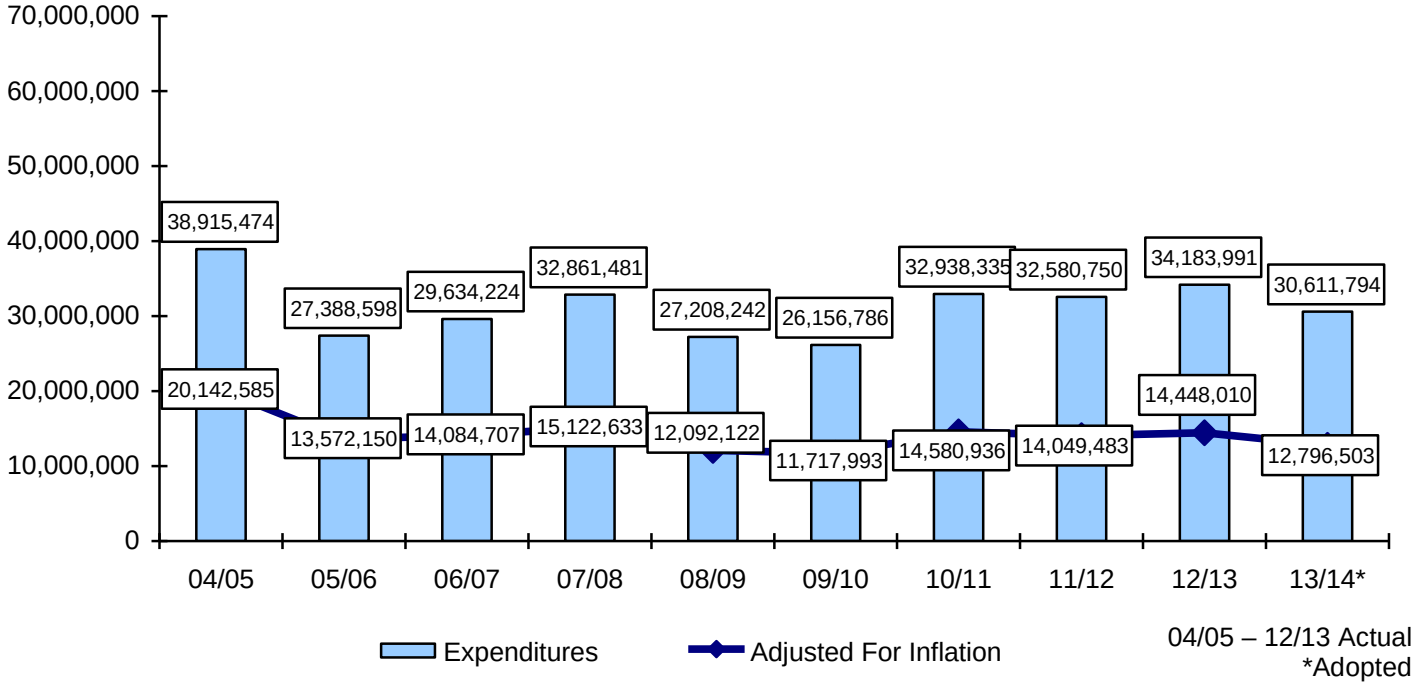
Number of Employees
(Full Time Equivalent)



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

The Public Works Internal Services Fund has a total expenditure level of $30,611,794 and a total staffing level of 188.75 FTE to provide the following services:

Development Services

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

Total Expenditures: $491,003 Total Staffing (FTE): 3.45

Operations Center - Water and Sewer

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

Total Expenditures: $87,270 Total Staffing (FTE): .68

Roads

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

Total Expenditures: $5,615,442 Total Staffing (FTE): 87.00

Services to Special Districts

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

Total Expenditures: $272,310 Total Staffing (FTE): 1.61

Special Districts

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

Total Expenditures: $23,775,747 Total Staffing (FTE): 92.11

Waste Management Programs

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

Total Expenditures: $352,916 Total Staffing (FTE): 2.90

Work for Outside Departments

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

Total Expenditures: $17,106 Total Staffing (FTE): 1.00

DEPARTMENT COMMENTS

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

Following are some of the notable accomplishments for the Public Works Internal Service Fund in FY 2012-2013 and some specific objectives for FY 2013-2014.

FY 2012-13 Accomplishments

- Commenced construction of the Los Osos Wastewater Project collection system. Completed the contract restoration work at the Mid-Town site. Construction bids have come in $17 million less than budgeted amounts. This has contributed to reducing the estimated average cost of the project to $140 per month from the original estimate of $200 per month.
- Delivered over $30 million in Public Works infrastructure projects.
- Reorganized the Utilities Division by consolidating all operations under one superintendent to realize efficiencies and provide more cost effective service.
- Continued to revise and refine policies and procedures in line with recommended practices from the American Public Works Association with the goal of becoming accredited by October 2014.

FY 2013-14 Objectives

- The department will continue to meet regularly with Advisory Committees, the Public, the Board of Supervisors, and numerous federal and state agencies to discuss customer needs and expectations and better serve the department's internal and external customers.
- Continue to work with the American Public Works Association to assess the department's policies and procedures in all aspects of Public Works duties with the goal of becoming accredited by October 2014.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

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

It should be noted that the State Controller's Office requires an Operation of Internal Service Fund Schedule 10. The format of the Schedule 10, and some of the data it contains, is different from how other County department budgets are reported. For consistency purposes, the data provided for in the narrative, service programs, and 10 year expenditure chart are from the Schedule 10, including depreciation. Additionally, the narrative compares FY 2013-14 recommended estimated numbers to FY 2012-13 estimated year end numbers. As fixed assets are noted separately on the Schedule 10 and are not included as part of total expenses, they are not included as part of the overall comparison.

The recommended FY 2013-14 budget of $30,611,794 is an increase of $166,783 or less than 1% compared to the estimated FY 2012-13 amount of $30,446,011. Salary and benefit accounts are decreasing slightly - $64,762 or less than 1% when compared to FY 2012-13 levels due to a combination of factors. It is recommended that five (5) vacant limited term Public Works Workers I/III/IV/Section Supervisor positions be deleted and a vacant Public

Works Worker IV position be converted to a Public Works Worker III. The ISF is also reorganizing their water systems division consolidating all operations under one Water Systems Superintendent and eliminating a vacant Water Systems Superintendent. In light of these changes, an Administrative Assistant I/II position is being recommended to be added to assume some of the more administrative duties previously handled by the Water Systems Superintendent. Additionally, salary and benefit accounts reflect the Board's approved on April 5, 2013 of the conversion of a Hydraulic Operations Administrator to Program Manager.

Services and supplies accounts are increasing by 4% or $345,371. Budgeting for these accounts is based on a combination of increases in equipment and labor charges to the divisions within the ISF, a reduction in countywide overhead as well as decrease in matrix charges.

The Public Works ISF includes budgeted amounts for Special Districts that include the Flood Control District and County Service Areas. Special Districts provide flood control, road maintenance, water, sewer and other services through the use of assessments and other sources of funding. The majority of the ISF's operating revenue and expense (78% or $23.8 million) is comprised of charges to Special Districts; charges to Special Districts are projected to increase by $1.1 million or 5% as compared to FY 2012-13 budgeted levels. Although the total expense and revenue for Special Districts is shown on the Public Works ISF's Schedule 10, each district has its own budget that is separate from the overall County budget. These budgets are contained in the Special District Budget document prepared by Public Works and approved by the Board of Supervisors during the County's annual budget hearings in June.

The three (3) other functional areas in the ISF- Roads (FC 245), Special Services (FC 201) and Waste Management (FC 130) - account for the balance of the ISF operating revenues and expenditures. Specific details about these budgets can be found in the individual fund center budget pages. Roads (FC 245) is budgeted to decrease by 14% or $921,645 from FY 2012-13 levels; Special Services (FC 201) is decreasing by $79,403 or 9% as compared to the FY 2012-13 adopted budget; and Waste Management (FC 130) is recommended to increase by $25,425 or 8% from FY 2012-13 amounts.

Fixed assets are recommended in the amount of $1,289,000 which is an $116,000 or 10% increase from FY 2012-13 budgeted levels. Public Works has a program that ranks the replacement of equipment on several criteria such as useful life, maintenance cost, usage, overall condition, importance to the department and funding available. No General Fund support will be required in the purchase of this equipment as the majority will come from the ISF equipment replacement program as well as contributions from the Road fund. A total of $775,670 from the equipment replacement program will be used to offset the cost of the recommended fixed assets. The Roads fund will contribute the remaining $513,330 towards the purchase of the equipment noted below.

There are no new vehicles or equipment being requested. The following replacement vehicles and equipment are recommended to be purchased in FY 2013-14:

- 1 – Diesel Particulate Filter: A sewer vacuum cleaner will be retrofitted in accordance with the California Air Resources Board mandate to retrofit all 2006 or older diesel engine equipment by January 2023; The cost for one diesel particulate filter is $16,000;

- 2 – Asphaltic Emulsion Sprayers: This purchase will replace two sprayers that were purchased in 1991 and are 11 years past their useful life and are no longer used by the department. The cost is $19,000 ($9,500 each);

- 1 – Backhoe: This backhoe will replace a 1998 backhoe that is at the end of its useful life of 15 years. The engine is not compliant with current emission standards and it is more cost effective to replace the backhoe than fix it any longer. The cost is $80,000;

- 1 – Grader: This purchase of this grader will replace a 20 year old grader that is two years past its useful life; it does not meet current emission standards and it is more cost effective to replace the grader than fix it any longer. The cost is $280,000;

- 1 – Paving Machine: This purchase will replace a 2002 machine that is at the end of its useful life; the engine is not compliant with current emission standards and it is more cost effective to replace the paving machine than fix it. The cost is $132,000;

- 1 – SUV, compact: This vehicle will replace a 1998 GMC van that is 6 years past its useful life; this purchase has been deferred for several years and maintenance continues to increase. The cost is $20,000;

- 2 – SUV, compact 4 WD: These two vehicles will replace a 2002 ford Explorer and 2004 Chevy Trailblazer that are 3 and 2 years, respectively, past their useful life; operating and maintenance costs continue to become excessive and it is more effective to replace than fix them. The cost is $46,000 ($23,000 each);

- 2 – Sedan, mid-size: These two vehicles will replace a 2003 Chevy and a 2004 Ford Taurus that are past their useful life; the van no longer meets the needs of the department. The cost is $38,000 ($19,000 each);

- 2 – Sweeper: These sweepers will replace a 2000 sweeper that has over 2,200 hours of use and a 2002 sweeper that has over 2,100 of use; both are at the end of their useful lives. The cost is $106,000 ($53,000 each);

- 3- ½ ton truck: The purchase of these three trucks will replace 3 1/2 ton trucks that are several years past their useful lives. The cost is $66,000 ($22,000 each);

- 3 – 10-yard dump truck: This purchase will replace three 10 yard dump trucks purchased several years ago and that are past their useful lives. Additionally, they no longer meet current emission standards and it is not cost effective to continue to maintain them. The cost is $450,000 ($150,000 each);

- 2 – Truck, mid-size: This will replace two Ford Ranger trucks past their useful lives. The cost is $36,000 ($18,000 each).

Below is a listing of the major projects to be carried out by the Public Works Internal Service Fund Center as required by the State Budget Act. The major projects that will be carried out by Public Works in FY 2013-14 include those for roads (including new construction, reconstruction, repair, pavement management, and traffic light replacements), drainage improvement projects and bridge updates as well as other Special Districts projects. A listing of projects specific to Roads can be found in FC 245-Roads while a listing of projects carried out on behalf of Special Districts can be found in the Special Districts' budget printed under separate cover.

Project No.	Project Description	Phase Completion at 6/30/14	Funding Requirements for 13/14	Previous Years Balance to be Encumbered	New Funding to be Appropriated 13/14
County Operations Center					
350102	Rep. Sewer Line - Manhole #3 to Animal Shelter	CONST	300,198	300,198	0
Total County Operations Center			300,198	300,198	0
Development Services					
300451	Oak Shores Tract 2162 Ph 1 Road Repair	PARTIAL CONST	179,288	179,288	0
Total Development Services			179,288	179,288	0
Los Osos Wastewater Project					
300448	Los Osos Wastewater Project	PARTIAL CONST	114,839,647	114,839,647	0
Total Los Osos Wastewater Project			114,839,647	114,839,647	0

Waste Management					
320071	Los Osos Landfill Remediation	PARTIAL ENV MIT	203,603	0	203,603
Total Waste Management			203,603	0	203,603
TOTAL			115,522,736	115,319,133	203,603

BOARD ADOPTED CHANGES

As part of the Supplemental Document, the Board approved amending the Fixed Asset List for Public Works by adding a replacement water truck in the amount of $100,000. The new water truck will replace a water truck that caught fire and was destroyed on April 3, 2013.

GOALS AND PERFORMANCE MEASURES

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

Department Goal: Deliver Capital Projects on time and on budget.

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

1. Performance Measure: Percentage of capital projects that are completed on time.

08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Actual Results	13-14 Target
56%	64%	78%	78%	85%	84%	85%

What: This measures the percentage of Public Works Capital Project phases actually completed compared to the phase estimated to be complete as stated in each year's budget.

Why: To determine the timeliness of capital project completion which enhances public health and safety by correcting potentially dangerous problems identified in the need for each project.

How are we doing? With a result of 84%, the Department continues to move in a favorable direction with an increase of 8% from the previous year. Overall, 46 of 55 approved phases were completed on schedule. There were nine projects that were delayed for the following reasons: five projects were delayed due to a change in project scope, two projects were reassigned as a lower priority, one project required additional design time and one project was delayed by a funding agency. There is no standardized comparable county data available.

2. Performance Measure: Percentage of capital projects that are completed at or under budget.

08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Actual Results	13-14 Target
89%	86%	89%	87%	90%	91%	90%

What: This measures the percentage of Public Works Capital Projects where actual costs are at or under the budget for the particular project phase approved by the Board of Supervisors in a given fiscal year.

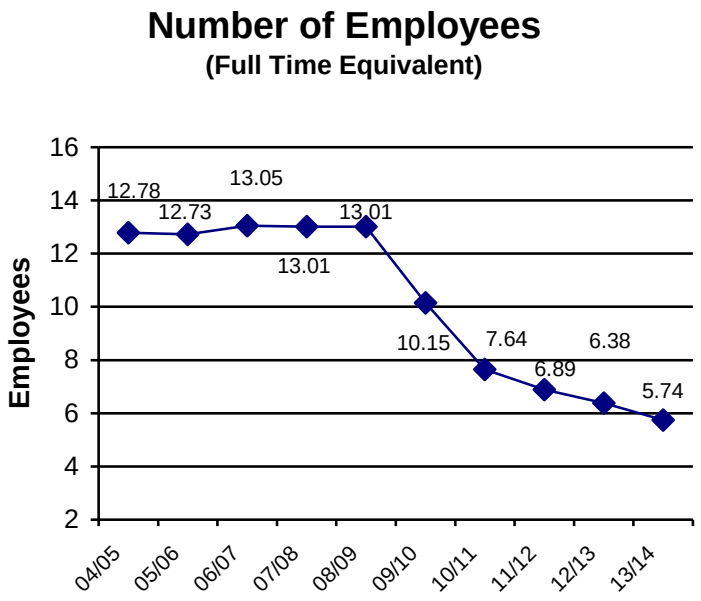
Why: To determine how accurately project costs are estimated so that funds are allocated and projects are prioritized properly.

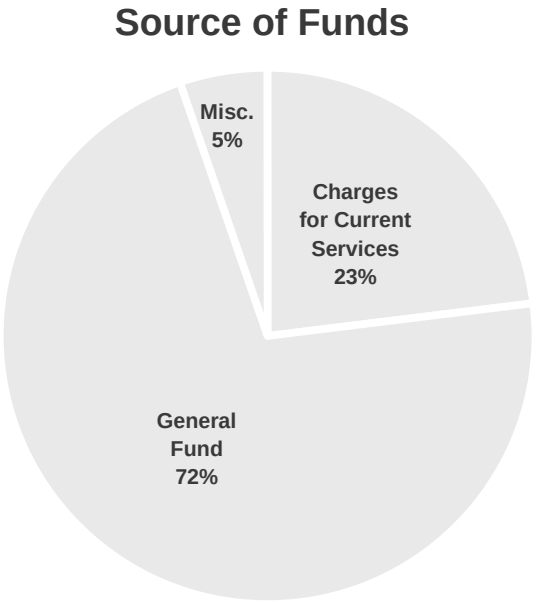
How are we doing? With an outcome of 91%, the Department concluded FY 2012-13 with a favorable result that was slightly over our target of 90%. Of the 46 projects phases that were completed on schedule, 42 of these were completed within the allocated budget. There were four projects that exceeded their budget for the following reasons: two projects had a change in scope and two projects had funding agency delays. There is no standardized comparable data available.

MISSION STATEMENT

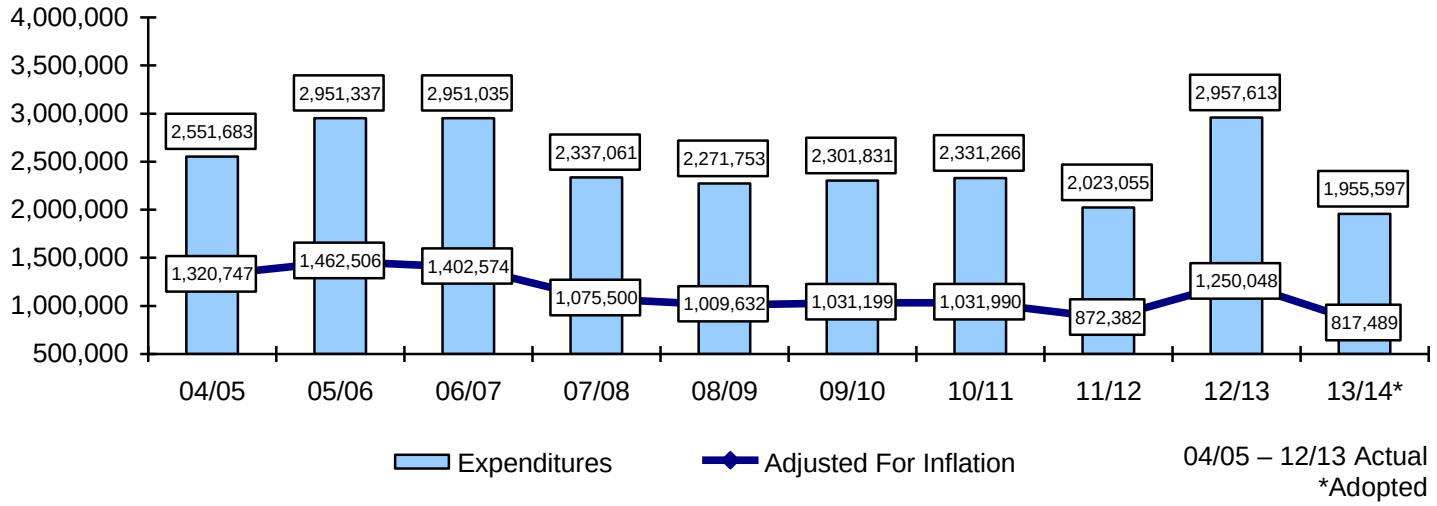
Provide public services related to engineering and surveying review of proposed land development; administration and operation of water and waste water service at the County Operations Center; engineering support to special districts; and franchise administration for the unincorporated areas in a manner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

Financial Summary	2011-12 Actual	2012-13 Actual	2013-14 Requested	2013-14 Recommended	2013-14 Adopted
Licenses and Permits	$ 96,738	$ 114,011	$ 74,464	$ 74,464	$ 74,464
Intergovernmental Revenue	16,898	10,524	19,780	19,780	19,780
Charges for Current Services	379,305	512,065	452,156	452,156	452,156
Other Revenues	237,664	929,348	7,209	7,209	7,209
Interfund	50,590	31,274	0	0	0
**Total Revenue	$ 781,195	$ 1,597,222	$ 553,609	$ 553,609	$ 553,609
Services and Supplies	2,088,372	2,000,261	1,995,122	1,955,597	1,955,597
Other Charges	0	79,859	0	0	0
Fixed Assets	(65,317)	877,493	0	0	0
**Gross Expenditures	$ 2,023,055	$ 2,957,613	$ 1,995,122	$ 1,955,597	$ 1,955,597
General Fund Support (G.F.S.)	$ 1,241,860	$ 1,360,391	$ 1,441,513	$ 1,401,988	$ 1,401,988





10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

Public Works Special Services has a total expenditure level of $ 1,955,597 and a total staffing level of 5.74 FTE to provide the following services.

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

Development Services

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

Total Expenditures: $721,488 Total Staffing (FTE): 3.45

Operations Center - Water and Sewer

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

Total Expenditures: $885,114 Total Staffing (FTE): 0.68

Services to Special Districts

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

Total Expenditures: $348,995 Total Staffing (FTE): 1.61

DEPARTMENT COMMENTS

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

Following are some of the notable accomplishments for FY 2012-13 and some specific objectives for FY 2013-14.

FY 2012-13 Accomplishments

- Continued to meet all water quality regulations for the Operations Center system.
- Completed the last phase of infrastructure improvements required for the Maria Vista Estates development. This included further road repair and the completion of sidewalks and gutters. This was funded by settlement funds from the developer's bonding company.
- Completed the first phase of infrastructure improvements required for the Oak Shores development. This involved the construction of a sewer lift station. This was funded by settlement funds from the developer's bonding company.
- Completed a feasibility study for the Gilbert Avenue extension in Cayucos.
- Achieved an average 1 week turn around time for permit processing and map checking services which is well under the statutory 4 week limit.
- Achieved an overall Development Services Customer Satisfaction rating of 4.4 out of 5 which is in the "very good" category.

FY 2013-14 Objectives

- Continue to work with the Administrative Office on the franchise renewal with Southern California Gas Company.
- Complete the last phase of infrastructure improvements required for the Oak Shores development. This will include road repair.
- Complete construction of the sewer line along Oklahoma Avenue serving the County Operations Center.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

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

The FY 2013-14 General Fund support for the programs within this fund center is recommended to remain relatively flat, increasing slightly by $1,691 or less than 1% when compared to FY 2012-13 adopted amounts. Revenues are projected to decrease by 28% or $221,692 from FY 2012-13 levels. With exception of revenue from water sales, the majority of the revenue for this fund center is budgeted to decrease. The largest decreases occur in parcel maps and tract maps accounts which are budgeted to decrease $96,397 or 90% and $85,389 or 73% respectively. These decreases are attributed to the slow economy which continues to affect these activities. Revenue from water sales is anticipated to increase by 12% or $12,323 as compared to FY 2012-13 adopted amounts.

Overall, expenditures for FY 2013-14 are recommended to decrease by $220,001 or 10% compared to the FY 2012-13 adopted amount. Services and supplies accounts are decreasing by $9% or $200,001. The majority of the decrease can be attributed to reduced charges by the ISF for: 1) department overhead, $73,745 or 20%; 2) labor, $79,403 or 8%; 3) $24,287 or 32% reduction in Countywide Overhead; and 4) an $18,658, or 48%, decrease in the portion of the ISF Countywide Overhead that is charged to the Fund Center. Special department expense accounts are increasing by $35,605 or 6% due to fluctuations in State water charges. There are no service level impacts associated with the recommended budget.

BOARD ADOPTED CHANGES

None.

GOALS AND PERFORMANCE MEASURES

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

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

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

08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Actual Results	13-14 Target
100%	100%	100%	100%	100%	100%	100%

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

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

How are we doing? The goal continues to be met and the water system meets all Federal, State and local safe drinking water requirements. There is not any standardized comparable data available.

2. Performance Measure: Number of wastewater collection system and water system failures per year.

08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Actual Results	13-14 Target
2	0	0	0	0	0	0

What: A count of all incidents of blockages, spills and unscheduled interruption in wastewater service and water system failures.

Why: The number of failures per year can be a reflection of the system integrity. Monitoring the location and frequency of failures will help to identify areas where additional resources may need to be focused in order to assure continued system integrity and to protect the environment.

How are we doing? No system failures occurred during FY 2012-13.

Upgrade of the main waterline between Chorro Creek Bridge and the Animal Shelter is needed to provide for current fire flow requirements. This future upgrade is estimated to cost $820,000 and is dependent on future facility demands and available funding.

The sewer line in Oklahoma Avenue at the County Operations Center continues to be an on-going concern with several areas of sewer line having dips that accumulate solids and restrict flow. There are also cracks in the line which allow groundwater infiltration to occur. The sewer line is located in an area with a high ground water table so infiltration of ground water can be a serious problem. Operators have to clean the line on a regular basis in order to improve flow. A replacement project was initiated and design has been completed. Construction is funded and is anticipated to be competed by fall of 2013. There is not any standardized comparable data available.

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

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

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

08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Actual Results	13-14 Target
69	69	90	84	85	88	78

What: Total number of Improvement Plan reviews by Plan Check Unit divided by the number of Full Time Equivalent (FTE) employees.

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

How are we doing? The number of new plan checks has diminished over the last few years due to the economy and plan check efficiency continues to exceed the goal. The Department is currently seeing an increase in development activity and requests for plan checks. This trend is expected to continue as the economy improves and it is likely that dormant projects will be resubmitted first followed by new projects.

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

08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Actual Results	13-14 Target
2.0 weeks 1st submittals 1.2 weeks re-submittals	2.5 weeks 1st submittals 2.2 weeks re-submittals	1.1 weeks 1st submittals 1.0 weeks re-submittals	1.3 weeks 1st submittals 1.1 weeks re-submittals	2.5 weeks 1st submittals 2.0 weeks re-submittals	3.7 weeks 1st submittals 2.1 weeks re-submittals	2.5 weeks 1st submittals 2.0 weeks re-submittals

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

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

How are we doing? With the continued slow building activity the number of staff assigned to plan review has been reduced. Staff that are still assigned to plan review have also taken on new duties. This has provided a level of service that, while reasonable, is below the target level. However, it is still well within statutory requirements. In the upcoming year, we expect to see an increase in plans submitted for review. The proposed targets are reasonable and the Department will need to adjust staff and assignments in the upcoming year. No change is being proposed for the FY 2013-2014 targets.

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

08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Actual Results	13-14 Target
1,122	1,330	1,178	1,212	1,215	1,086	1,200

What: Total number of survey maps (i.e. any land surveying map that falls under the professional land surveyor act such as records of survey, subdivision maps and corner records) reviewed by the Surveying Unit divided by the number of Full Time Equivalent (FTE) employees.

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

How are we doing? With the continued slow building activity the number of survey maps needing review has dropped significantly. The number of map reviews (467) required 0.43 FTE which is a little better than the projected 0.50 FTE. However, this equates to an overall rate of 1,086 maps per FTE which is still less efficient than the target of 1,215. It is anticipated that FY 2013-14 will require more survey review and that the target of 1,200 is reasonable. There is not any standardized comparable data available.

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

08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Actual Results	13-14 Target
1.0 weeks	1.1 weeks	1.3 weeks	1.3 weeks	1.0 Weeks	1.1 weeks	1.0 Weeks

What: Average time from receipt of maps (i.e. any land surveying map that falls under the professional land surveyor act such as records of survey, subdivision maps and corner records) from engineers and surveyors, until response.

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

How are we doing? With the slowing economy, the number of staff hours assigned to map review has had to be reduced while this same staff takes on other duties. While a little below our target, an average of 1.1 weeks well above the statutory requirement. A proposed target of a 1.0-week turnaround is reasonable and the Department will need to adjust staff and assignments in the upcoming year. There is not any standardized comparable data available.

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

08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Actual Results	13-14 Target
87%	88%	85%	89%	90%	100%	90%

What: Measures customer satisfaction with Development Services.

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

How are we doing? We sent an annual survey out to 162 local engineering and survey firms seeking feedback on our service. Of these, we received 7 responses that all indicate satisfaction with the service provided. While this represents 100% and is greater than the 90% target, the number of respondents may not fully reflect our performance. Over the next year we will also seek a greater response to our survey.

MISSION STATEMENT

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

Financial Summary	2011-12 Actual	2012-13 Actual	2013-14 Requested	2013-14 Recommended	2013-14 Adopted
Taxes	$ 1,442,995	$ 1,460,779	$ 1,460,920	$ 1,460,920	$ 1,460,920
Revenue from Use of Money & Property	28,573	15,878	25,000	25,000	25,000
Intergovernmental Revenue	24,684,640	18,771,928	15,973,731	15,973,731	15,973,731
Charges for Current Services	161,471	176,968	127,500	127,500	127,500
Other Revenues	561,134	217,155	90,000	90,000	90,000
Other Financing Sources	7,596,413	10,950,132	8,461,778	8,361,778	8,361,778
Interfund	313,589	104,528	417,000	417,000	417,000
Total Revenue	$ 34,788,815	$ 31,697,368	$ 26,555,929	$ 26,455,929	$ 26,455,929
Fund Balance Available	$ 0	$ 1,056,718	$ 0	$ 0	$ 416,539
Cancelled Reserves	4,447	847,000	944,564	944,564	944,564
Total Financing Sources	$ 34,793,262	$ 33,601,086	$ 27,500,493	$ 27,400,493	$ 27,817,032
Salary and Benefits	$ 0	$ 0	$ 0	$ 0	$ 0
Services and Supplies	15,721,523	17,208,794	18,052,867	17,602,867	17,602,867
Other Charges	243,324	550,685	1,240,414	1,240,414	1,240,414
Fixed Assets	21,874,153	13,614,312	8,207,212	8,557,212	8,557,212
Gross Expenditures	$ 37,839,000	$ 31,373,791	$ 27,500,493	$ 27,400,493	$ 27,400,493
Contingencies	0	0	0	0	0
New Reserves	500,000	1,186,718	0	0	416,539
Total Financing Requirements	$ 38,339,000	$ 32,560,509	$ 27,500,493	$ 27,400,493	$ 27,817,032

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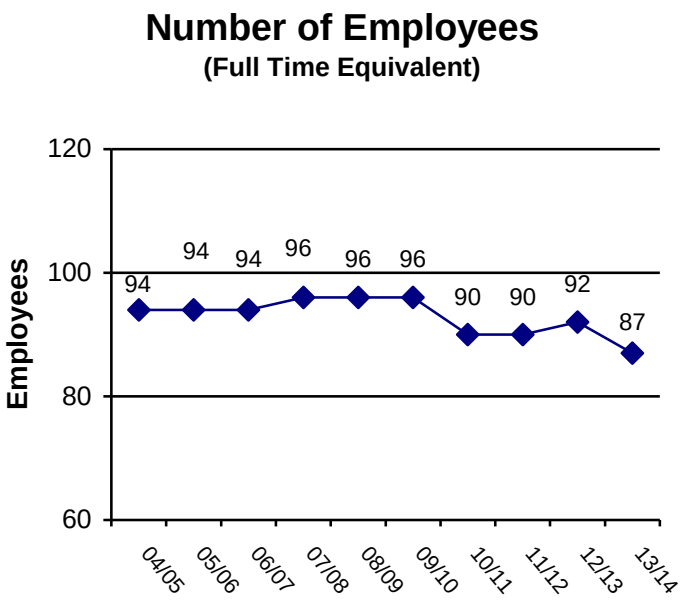
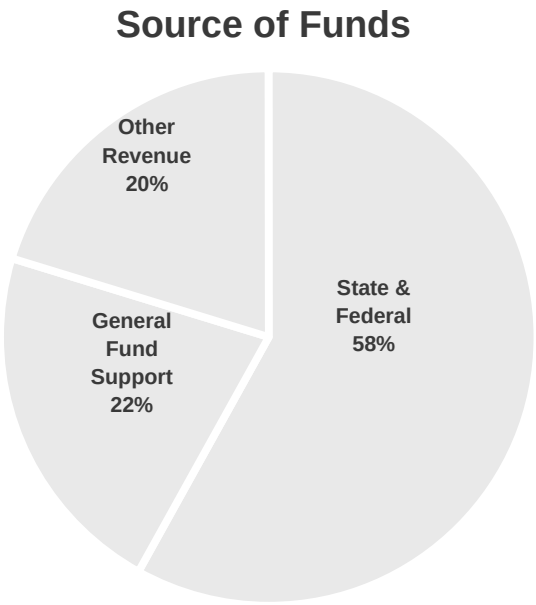
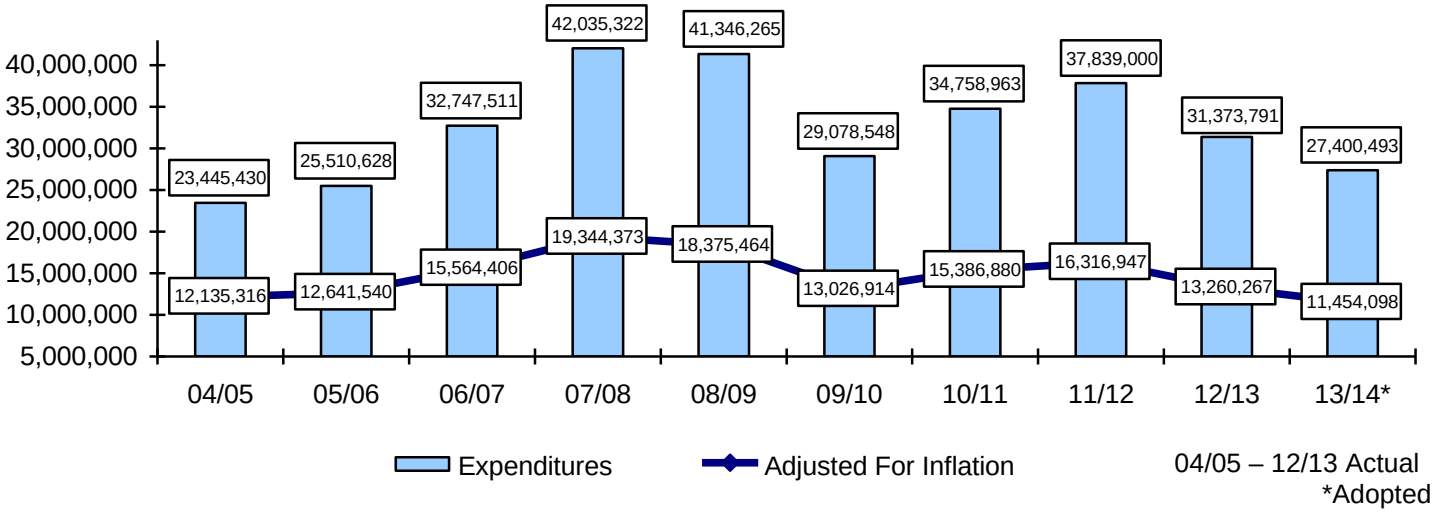




10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

Roads have a total expenditure level of $27,400,493 and a total staffing level of 87.00 FTE to provide the following services.

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

Roads Construction

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

Total Expenditures: $8,571,859 Total Staffing (FTE): 19.00

Roads Maintenance

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

Total Expenditures: $18,828,634 Total Staffing (FTE): 68.00

DEPARTMENT COMMENTS

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

Following are some of the notable accomplishments for FY 2012-13 and some specific objectives for FY 2013-14.

FY 2012-13 Accomplishments

- Completed 35 miles of chip sealing and 10 miles of asphalt overlay which improves pavement preservation.
- Delivered over $18 million in capital projects to address safety, capacity, and drainage concerns. This included the completion of the Willow Road Interchange in Nipomo which will reduce overall trip mileage on the mesa, improve congestion on Tefft Street, and provide a secondary access to Nipomo high school from the west side of Highway 101.
- Widening of two bridges on Price Canyon Road between San Luis Obispo and Pismo Beach was also completed which will improve both vehicle and bicycle safety.
- Performed major maintenance repairs on 8 County bridges to improve safety.
- Performed major drainage improvements in conjunction with the Los Osos Wastewater Project.
- Replaced 16 drainage culverts throughout the County.

FY 2013-14 Objectives

- Chip seal or surface treat approximately 60 miles of roadway.
- Asphalt overlay approximately 5 miles of high use arterial roadway.
- Continue to partner with the Los Osos Wastewater Project to resolve over 50 local drainage issues and address road rehabilitation issues.
- Replace 20 drainage culverts throughout the County.
- Complete construction of the Templeton Road Widening Project.
- Begin construction of the La Panza Road Widening Project to enhance vehicle and bicycle safety.
- Complete class II bicycle lanes on Vineyard Drive in Templeton.
- Begin construction of the Cambria Main Street Bridge Project over Santa Rosa Creek.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

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

The recommended FY 2013-14 budget for Roads provides for General Fund support in the amount of $5,831,000, which equates to a $100,000 decrease, or approximately 2% as compared to FY 2012-13 adopted amounts. The overall Roads budget is recommended to decrease by $1.8 million or 6% including $944,564 in cancelled reserves. Intergovernmental revenue (State and Federal aid) is decreasing by 2% or $487,606 compared to FY 2012-13 levels. Revenue from fees, and taxes are projected to decrease by 3% or $383,782 as compared to FY 2012-13. The following describes changes in notable accounts from FY 2012-13 adopted levels include:

- State Highway Users Tax (gas tax) is budgeted to decrease by $100,000 or 1% based on FY 2012-13 actual amounts; however it should be noted that this revenue does fluctuate depending on the demand for fuel;
- Transportation Development Act revenue is projected to increase by $500,000 or 50% based on FY 2012-13 actual amounts;
- Federal Aid-Construction revenue is decreasing by $903,741 or 32%; Federal funding fluctuates primarily due the multi-year, multi-phase nature of capital projects;
- State Aid-Regional State Highway revenue is projected based upon grant funding anticipated from the San Luis Obispo Council of Governments (SLOCOG) and fluctuates year to year; $40,000 has been budgeted for the Tefft Street/Highway 101 Interchange improvement project;

- Federal Aid-Federal Highway Administration revenue is budgeted in the amount of $1.8 million for the Buckley Road improvement project and the River Road widening project;

- Road Impact Fees revenue is increasing by $703,958 or 38% primarily due to an increase in developer fees for the Nipomo Road Impact Areas 1 and 2.

Services and supplies account are decreasing by 1% or $298,532 when compared to FY 2012-13. Notable accounts changes from FY 2012-13 adopted amounts include:

- Maintenance accounts are decreasing by 13% or $2.6 million primarily due to increases in the work order settlement accounts;
- Labor charged by the ISF is decreasing by $660,392 or 29% due to the increases in the work order settlement accounts;
- Work Order accounts are increasing by $596,062 or 6%; these accounts include expenses associated with materials, equipment and staff labor for various projects, such as the Los Osos Sewer project;
- Insurance charges are decreasing by $214,084 or 71%.

Overall, countywide overhead is budgeted to decrease by $57,063 or 10% due to the combination of factors. The Roads fund center's countywide overhead is increasing by $69,782 or 36% while the portion of countywide overhead charged to Roads by the ISF is decreasing by $127,014 or 34%.

The Road Fund has budgeted $513,330 for the purchase and replacement of equipment and vehicles in FY 2013-14. This requested funding represents a $99,579 or 16% decrease from FY 2012-13 budgeted amount. A list of the specific equipment and vehicles to be replaced can be found in ISF budget.

Capital project expenditures are budgeted to decrease by $1 million or 11% compared to FY 2012-13. Similar to revenue, expenditures fluctuates primarily due the multi-year, multi-phase nature of capital projects.

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

FY 2013-14- Road Fund		
Work Program Statement		
1	Administration	$ 3,004,518
2	Construction	$ 8,571,859
3	Maintenance	$ 15,310,786
4	Aid to Other Governmental Agencies	$ -
5	Acquisition of Equipment	$ 513,330
6	Plant Acquisition	$ -
7	Reimbursable Work	$ -
8	Cost Transfers and Reimbursements	$ -
	Total	$ 27,400,493

Project No.	Project Description	Phase Completion at 6/30/14	Funding Requirements for 13/14	Previous Years Balance to be Encumbered	New Funding to be Appropriated 13/14
ROADS					
New Road Construction					
300129	Willow Rd Extension	PARTIAL ENV MIT	234,134	234,134	0
300140	So Oakglen Op Study	PARTIAL PE	90,000	0	90,000
300142	Willow Road Interchange	PARTIAL ENV MIT	2,217,685	130,817	2,086,868
300348	LTL on Nacimiento Lake Dr @ Adelaide Rd	PARTIAL DESIGN	81,624	81,624	0
300372	Halcyon/Rt 1 Realignment Phase 1	PARTIAL DESIGN	379,039	379,039	0
Total New Road Construction			3,002,482	825,614	2,176,868
Road Reconstruction					
300147	Tefft Street & Hwy 101 Ramp Relocation	PARTIAL PE	40,000	0	40,000
300150	Main Street Hwy 101 PSR/PDS	PARTIAL DESIGN	455,608	455,608	0
300273	Small Safety Betterments	N/A	46,306	19,919	26,387
300289	South Frontage Road Construction	ON HOLD	0	0	0
300321	Channel & LT Ln Los Berros/Thompson	CONST	395,336	143,921	251,415
300352	Orcutt Rd Widen & Vert. Curve Corr.	ON HOLD	0	0	0
300364	San Luis Bay Dr. Interchange Imp.	ON HOLD	50,000	50,000	0
300380	Orchard Ave Two Way LTL s/o Southland	ON HOLD	0	0	0
300384	Los Berros at Dale Left Turn Lane	ON HOLD	0	(1,822)	1,822
300386	Templeton Rd Safety Imp SR 41 to S El Pomar	PARTIAL ENV MIT	784,137	784,137	0
300397	La Panza Road Widening	PARTIAL CONST	1,563,371	1,563,371	0
300415	Pomeroy Rd & Augusta	DESIGN	235,527	183,832	51,695
300464	Price Canyon Road Widening Phase II	PARTIAL DESIGN	347,458	347,458	0
300469	Widen LOVR to 3 Lanes Pine to Doris	CONST	394,085	394,085	0
300474	Los Osos Road Rehab & Storm Drain Imp	PARTIAL CONST	0	0	0
300476	Nipomo Park-n-Ride	CONST	0	(13,769)	13,769
300488	Cambria Park-n-Ride	CONST	0	(8,022)	8,022
300489	Widen River Rd Magdalena to Mission	PARTIAL DESIGN	1,095,197	(54,803)	1,150,000
300490	Buckley TWLTL Thread to Buttonwood	PARTIAL DESIGN	855,350	(69,650)	925,000
300506	Avila Beach Hwy 101 Oper Imp	PARTIAL PE	241,300	0	241,300

Project No.	Project Description	Phase Completion at 6/30/14	Funding Requirements for 13/14	Previous Years Balance to be Encumbered	New Funding to be Appropriated 13/14
Total Road Reconstruction			6,503,675	3,794,265	2,709,410
Drainage Improvements					
300465	Oceano Drainage	PARTIAL R/W	1,356,527	939,527	417,000
300468	Avila Beach Dr Drainage near Ontario	PARTIAL PE	0	0	0
Total Drainage Improvements			1,356,527	939,527	417,000
Pedestrian Ways & Bike Paths					
300404	16th St Ped RR Xing San Miguel	CONST	190,226	190,226	0
300437	Vineyard Drive Bike Lanes	CONST	255,945	255,945	0
300470	Mission St Phase IV Improvements	PARTIAL CONST	573,147	573,147	0
300472	ADA Ramp Construction 2013	CONST	0	0	0
300473	Cambria East Village Pedestrian Improvements	CONST	122,332	122,332	0
300495	Safe Routes to Schools (SRTS) Crocker St	AD-15	193,629	(6,971)	200,600
300505	ADA Ramp Construction 2013/14	PARTIAL CONST	60,000	0	60,000
Total Pedestrian Ways & Bike Paths			1,395,279	1,134,679	260,600
Pavement Management System					
300482	A/C Overlay 12-13	PARTIAL CONST	1,869,276	1,869,276	0
300504	A/C Overlay 13-14	DESIGN	1,980,626	0	1,980,626
Total Pavement Management System			3,849,902	1,869,276	1,980,626
Bridges					
300180	Main Street Br @ Santa Rosa Ck	PARTIAL CONST	5,119,178	4,777,178	342,000
300382	River Grove Drive Bridge	PARTIAL DESIGN	520,198	520,198	0
300385	Branch Mill Road Bridge	PARTIAL R/W	400,920	380,920	20,000
300387	Geneseo Road Low Water Crossing	PARTIAL DESIGN	842,426	842,426	0
300430	Air Park Drive Br @ Ocean Beach Lagoon	PARTIAL DESIGN	815,756	815,756	0
300432	Cypress Mountain Rd Br @ Klau Creek	PARTIAL DESIGN	247,346	138,991	108,355
300434	Huasna River Bridge Replacement	PARTIAL PE	25,000	25,000	0
300439	El Camino Real at Santa Margarita Creek Br	PARTIAL DESIGN	583,531	160,531	423,000
300452	Lopez Dr Bridge No 2 Seismic Retrofit	PARTIAL DESIGN	163,947	29,947	134,000
300455	South Bay Blvd Br Seismic Retrofit	PARTIAL DESIGN	396,155	396,155	0

Project No.	Project Description	Phase Completion at 6/30/14	Funding Requirements for 13/14	Previous Years Balance to be Encumbered	New Funding to be Appropriated 13/14
300456	Avila Beach Dr Br Seismic Retrofit	PARTIAL DESIGN	302,902	302,902	0
Total Bridges			9,417,359	8,390,004	1,027,355
TOTAL ROADS			25,525,224	16,953,365	8,571,859

BOARD ADOPTED CHANGES

The Roads fund center ended FY 2012-13 with a $416,539 fund balance available. These funds were allocated to Roads' Future Road Project designation as part of the Board's final budget action on September 17, 2013.

BUDGET AUGMENTATION REQUESTS ADOPTED

Unit Amount	Description	Intended Results
Gross: $25,000 Reallocated of Off-Highway Vehicle (OHV) Restricted Revenue funds from a sand removal project approved in FY 2009-10. General Fund Support: $0	Funds are requested to address illegal OHV access in the Salinas River by fencing a portion of property on N. River Road, south of Wellsona Road, near the City of Paso Robles.	1. The incidents of OHV access at the location would be restricted and thus a noticeable reduction in trespassing. 2. There would be a reduction in complaints from the surrounding property owners.

GOALS AND PERFORMANCE MEASURES

Department Goal: Maintain a good quality county-road system.

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

1. Performance Measure: Pavement Condition Index (PCI) for ALL county roads.

08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Actual Results	13-14 Target
62	65	60	58	60	60	60

What: Pavement Condition Index, (PCI, also called Pavement Condition Rating) is the percentage of useful life of road pavement remaining and is used to determine the structural condition of road pavement. A PCI of 100 represents a newly constructed road and 70 represents a road that is in fair to good condition.

Why: To determine the maintenance needs of the road system and to effectively serve the traveling public. The Board of Supervisors has established the goal of maintaining an overall PCI of 65 or better, with no one road category falling below a PCI of 60.

How are we doing? In 2012 Public Works began a new road maintenance strategy focused on a variety of surface treatments. In past years most emphasis was focused on major overlays of pavement. The new strategy utilizes a variety of surface treatments that target roads for different treatment depending on the current condition resulting in a more effective use of available funds. This strategy utilizes seal coating; chip sealing and thin pavement overlay treatments. These treatments will not repair the most deteriorated roads but will arrest deterioration and help prolong the life of roads in fair to good condition. The new maintenance strategy benefits are reflected in the improved road conditions shown below.

As of July 2013, the overall average PCI of the County road system was 60. Major arterial roads improved from 64 to 68 PCI, the average for all collector roads improved from 58 to 60 PCI and the minor/local roads are at an average of 63 PCI, up from 58 last year. North County collector roads showed improvement from 54 PCI but remain the lowest category of roads with an average PCI of 58.

There has been no significant change in the paved County Maintained road mileage of 1,092 miles, (note that this is only "paved" roads, there are 1,335 miles of paved and unpaved county maintained roads). The paved roads consist of 84 miles of arterial roads, 414 miles of major and minor collector Roads, and 594 miles of local roads.

2. Performance Measure: Collisions per 100 million entering vehicles at non-signaled intersection.

08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Actual Results	13-14 Target
29	28	26	27	26	22	26

What: Number of collisions per 100 million entering vehicles within the unincorporated area of the County (5-year average).

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

How are we doing? Collisions in unsignalized intersections continue to be below the statewide average of 29 per 100 million vehicles entering the intersection. Staff monitors select intersections for potential improvements.

Review of recent literature on collision analysis, has resulted in more accurate reporting of the collision rate by utilizing a weighted average of the collision based on the volume of the roadway segment. This results in a decrease in rate but represents a more factual estimate of the collision rate.

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

08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Actual Results	13-14 Target
30	27	25	27	25	28	25

What: Number of signalized intersection collisions per 100 million entering vehicles within the unincorporated area of the County (5-year average).

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

How are we doing? Collisions at signalized intersections continue to remain well below the statewide average of 53 per 100 million vehicles entering the intersection. It is anticipated that the collision rate overall will remain constant. Public Works continues to focus efforts on improving those intersections with a higher than average collision rates, mainly by reviewing signal timings.

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

08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Actual Results	13-14 Target
172	166	172	164	170	148	170

What: Number of rural road collisions per 100 million miles traveled within the unincorporated area of the County (5-year average).

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

How are we doing? The County's rate remains below the statewide average of 189 per 100 million vehicle miles traveled. Public Works is proceeding with projects to improve Templeton and La Panza Roads. These projects are set for construction in 2013 and 2014 respectively. Federal Safety funding was recently secured to make improvements to River Road just south of San Miguel and Buckley Road south of the City of San Luis Obispo.

Review of recent literature on collision analysis, has resulted in more accurate reporting of the collision rate by utilizing a weighted average of the collision based on the volume of the roadway segment. This results in a decrease in rate but represents a more factual estimate of the collision rate.

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

08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Actual Results	13-14 Target
248	250	289	263	248	172	248

What: Number of suburban road collisions per 100 million miles traveled (5-year average). Roads that fall within the urban designation line are considered urban roads and all others are rural.

Why: To determine if this component of the road system is maintaining its expected safety level. To review possible safety problem areas if the measure exceeds expectations. These roads are located within the urban reserve lines.

How are we doing? The collision rate on suburban roads decreased from what it was in the 2012 calendar year and is lower than the statewide average of 278 per 100 million vehicle miles traveled. The lower collision rates could be the result of continued attention to improved signage, striping and traffic signal adjustments. Public Works will continue to focus attention on those individual roadways with a higher collision concentration and evaluate opportunities for improvement.

Review of recent literature on collision analysis, has resulted in more accurate reporting of the collision rate by utilizing a weighted average of the collision based on the volume of the roadway segment. This results in a decrease in rate but represents a more factual estimate of the collision rate.

6. Performance Measure: Bridge sufficiency rating.

08-09 Actual Results	09-10 Actual Results	10-11 Actual Results	11-12 Actual Results	12-13 Adopted	12-13 Actual Results	13-14 Target
91%	91%	90%	92%	92%	93%	93%

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

Why: To review maintenance and funding needs in order to keep the structures in a good state of repair.

How are we doing? Actual results are slightly higher than adopted due to updates (County replaced bridges in 2011) on the Eligible Bridge List administered by Caltrans. Construction has been completed for the two bridges replaced on San Simeon Creek Road. Construction on the Main Street Bridge at Santa Rosa Creek in Cambria is scheduled to begin summer 2013. Preliminary Engineering has begun for the replacement of the following four bridges: 1 - Cypress Mountain Drive at Klau Creek, 2 - Branch Mill Road at Tar Springs Creek, 3 - El Camino Real at Santa Margarita Creek, and 4 - Air Park Drive at Ocean Beach Lagoon. In addition, seismic retrofit design is underway on three bridges; 1 - Lopez Drive over Lopez Lake, 2 - South Bay Boulevard over Los Osos Creek and 3 - Avila Beach Drive over San Luis Obispo Creek. Three additional bridges with SR below 50 have also been submitted for replacement in future years beyond 2017.

PURPOSE

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

Financial Summary	2011-12 Actual	2012-13 Actual	2013-14 Requested	2013-14 Recommended	2013-14 Adopted
Revenue from Use of Money & Property	$ 44,185	$ 23,148	$ 19,000	$ 19,000	$ 19,000
Charges for Current Services	2,643,787	1,696,340	2,582,665	2,582,665	2,582,665
Other Financing Sources	0	207,000	14,647	14,647	14,647
Total Revenue	$ 2,687,972	$ 1,926,488	$ 2,616,312	$ 2,616,312	$ 2,616,312
Fund Balance Available	$ 3,185,939	$ 312,088	$ 0	$ 0	$ 358,418
Cancelled Reserves	0	0	366,466	366,466	366,466
Total Financing Sources	$ 5,873,911	$ 2,238,576	$ 2,982,778	$ 2,982,778	$ 3,341,196
Salary and Benefits	$ 0	$ 0	$ 0	$ 0	$ 0
Services and Supplies	0	0	0	0	0
Other Charges	2,322,213	3,331,833	2,982,778	2,982,778	2,982,778
Fixed Assets	0	0	0	0	0
Gross Expenditures	$ 2,322,213	$ 3,331,833	$ 2,982,778	$ 2,982,778	$ 2,982,778
Contingencies	0	0	0	0	0
New Reserves	0	0	0	0	358,418
Total Financing Requirements	$ 2,322,213	$ 3,331,833	$ 2,982,778	$ 2,982,778	$ 3,341,196

Land Based

Source of Funds

DEPARTMENT COMMENTS

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

Budgeted expenditures from this special revenue fund fluctuate from year to year reflecting the fact that most capital projects are multi-year projects completed in phases with costs varying from phase to phase. Planned new expenditures of $2,982,778 represent 11 projects that are reflected in the department's FY 2013-14 budget request for Fund Center 245 – Roads and a debt service payment to repay debt incurred on the Vineyard Drive Project. Proposed projects and Debt Service Payments include:

Project Name	Amount of Fees Allocated
1. Nipomo Areas 1 and 2 Traffic Study	$78,000
2. Avila Traffic Study	$1,500
3. Templeton Traffic Study	$1,500
4. North Coast Traffic Study	$15,000
5. Los Osos Traffic Study	$1,000
6. Nacimiento Traffic Study	$1,000
7. San Miguel Traffic Study	$1,500
8. Willow Road Interchange	$2,086,868
9. Avila Beach Dr/Hwy 101 Oper Impv	$241,300
10. Berros/Thompson Channel & LT Lane	$51,415
11. Pomeroy/Augusta Impv	$51,695
12. Debt Service Pmt Due from Templeton Area for Vineyard Drive	$452,000
Total Fees Allocated	**$2,982,778**

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The recommended budget makes no changes to the status quo budget submitted for the Road Impact Fees fund center. The budget for FY 2013-14 is recommended to increase by $387,870 or 14% as compared to adopted FY 2012-13 levels.

The budget is funded through road impact fees and overall revenues are projected to increase $862,812 or 49% from FY 2012-13 adopted levels. Interest income is budgeted to decrease by $3,000 or 13%. Road impact fees are anticipated to increase by $851,165 or 49%. The increase is associated with revenue received in the Nipomo Road Improvement Fee Areas 1 and 2. In addition to the approximate $1.3 million annual Woodlands Project payment, the department received approximately $820,000 in miscellaneous (non-Woodlands) developer fee revenue. It should be noted that revenue for this fund center is not projected but rather is budgeted based upon actual amounts received. To balance this budget, $366,466 will be cancelled from reserves.

Budgeted expenditures of approximately $3.0 million is an increase of $699,958 or 30% when compared to FY 2012-13 adopted amounts. This increase is partially due to a planned reimbursement to the Nipomo Road Improvement Fee Area 2 of $1.8 million that was borrowed as part of the funding for the Willow Road interchange project. The debt service payment for the Vineyard Drive interchange project has been budgeted at $452,000. The debt service payment is made in two installments – July and February. While both payments have been made for FY 2012-13, it is anticipated that the Templeton Road Improvement Fee Area, at year end, may not be able to cover the cost and would require a loan from the Roads Fund. Road improvement fees continue to be

collected and it won't be known until June how much of a loan they would need in order for the fund center to remain in balance.

As noted above in the department's comment, revenue and expenditures in this fund center tend to fluctuate from year to year as most capital projects are multi-year projects, completed in phases with costs varying from phase to phase.

BOARD ADOPTED CHANGES

The Road Impact Fees fund center ended FY 2012-13 with a $358,418 fund balance available. These fund were allocated to the Road Impact Fees' Improvement Fees designation as part of the Board's final budget action on September 17, 2013.