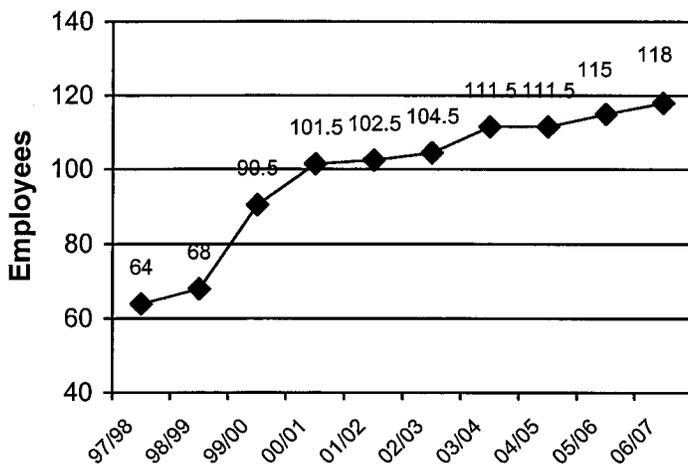


MISSION STATEMENT

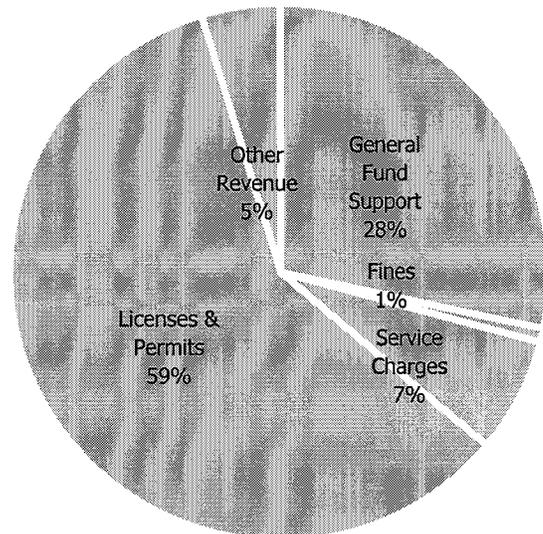
Promoting the wise use of land.
 Helping to build great communities.

Financial Summary	2004-05	2005-06	2006-07	2006-07	2006-07
	Actual	Actual	Requested	Recommended	Adopted
Revenues	\$ 8,574,964	\$ 8,606,493	\$ 9,398,203	\$ 9,348,203	\$ 9,348,203
Salary and Benefits	8,819,934	9,492,622	10,278,322	10,380,252	10,380,252
Services and Supplies	3,122,228	3,181,704	2,531,376	2,583,681	2,583,681
Other Charges	509,944	252,311	32,000	32,000	32,000
Fixed Assets	0	0	59,520	59,520	59,520
**Gross Expenditures	\$ 12,452,106	\$ 12,926,637	\$ 12,901,218	\$ 13,055,453	\$ 13,055,453
Less Intrafund Transfers	812	0	0	0	0
**Net Expenditures	\$ 12,451,294	\$ 12,926,637	\$ 12,901,218	\$ 13,055,453	\$ 13,055,453
General Fund Support (G.F.S.)	\$ 3,876,330	\$ 4,320,144	\$ 3,503,015	\$ 3,707,250	\$ 3,707,250

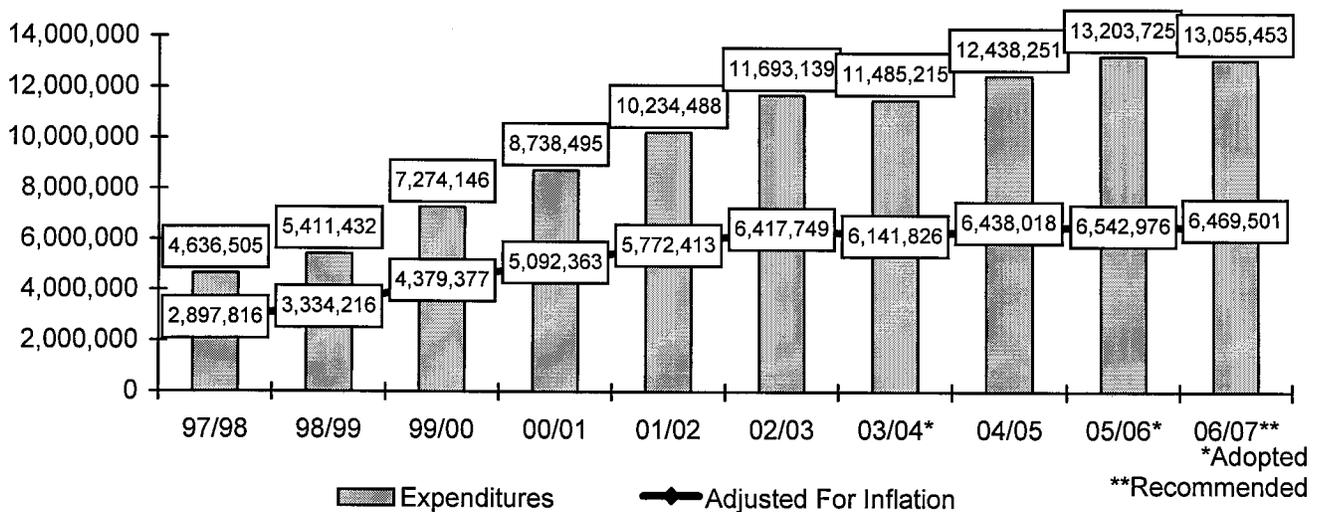
Number of Employees
 (Full Time Equivalent)



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

Code Enforcement

Preserve and enhance the safety, physical appearance and livability of the County through positive, proactive enforcement, and assistance to citizens in order to maintain a long-term stability and viability of all County neighborhoods, including residential and non-residential, by:

- Forming community partnerships and supporting neighborhood-based goals and objectives,
- Educating citizens about County Zoning and Building code regulations,
- Achieving and ensuring compliance by investigating complaints associated with illegal businesses and buildings, trash, abandoned cars, land grading, and damages to the rivers, streams and creeks in the county, and
- Investigation, prosecution, and the handling of enforcement fines are coordinated with Federal, State and Local law enforcement units on an as-needed basis.
- Assuring Public Safety by Inspecting hazardous trees, and follow up on expired permits.
- Ensuring on-going enforcement of long-term ordinance and permit requirements.

Total Expenditures: \$823,722 Total Staffing (FTE): 9.00

Development Services

Ensure and improve the safety, physical appearance and livability of the County through positive, proactive and comprehensive development review by:

- Providing comprehensive and timely review and assistance to customers in order to achieve compliance with relevant land use, environmental and development requirements,
- Providing an integrated and effective development and environmental review and permitting system that adds valuable technical knowledge to the process while minimizing project review times,
- Reviewing proposals, such as, individual homes, commercial or industrial businesses, residential subdivisions, development in the Coastal Zone, gravel and resource extraction, agricultural preserves, County initiated projects (roads, bridges, buildings, parks, etc.), mitigation monitoring, minor and major grading, septic system management and general plan/ordinance amendments,
- Participating in the implementation of the Growth Management Ordinance,
- Providing timely assistance and high quality customer service to telephone and counter customers,
- Supporting the Board of Supervisors, Planning Commission, Airport Land Use Commission, Subdivision Review Board and Community Advisory Groups for the unincorporated areas, as necessary, in order to implement the County General Plan and Ordinances with respect to land use and development project reviews, and
- Providing timely building inspections to ensure compliance with approved plans.

Total Expenditures: \$8,614,200 Total Staffing (FTE): 84.00

Housing & Economic Development

Preserve and improve housing conditions for low-and moderate-income residents, support increased development of affordable housing and ensure that human services needs throughout the County are identified and addressed consistent with the County’s Housing Element and Economic Element policies by:

- Improving the physical condition of the County’s housing through housing improvement programs,
- Increasing the supply of safe, habitable, and affordable housing; business development; and job creations in the County, and
- Coordinating the County’s external housing support groups’ funding process, such as the Federal Community Development Block Grant (CDBG), Home Investment Partnerships (HOME), Emergency Shelter Grant (ESG) and other state or federal programs.

Total Expenditures: \$506,907 Total Staffing (FTE): 5.00

Long-Range Planning / Coastal Zone Management

Prepare comprehensive plans that advance the physical development of the County and prepare and update Local Coastal plans that advance and protect the County’s coastal zone in order to maintain and improve its physical appearance, safety, livability, its economy and its overall quality of life by:

- Providing leadership in developing a vision for the future and maintaining the cohesive usefulness, relevancy of the County’s General Plan, including the County’s Local Coastal Plan,
- Developing strategies, policy reports, and comprehensive long-range plans relative to the surrounding environment,
- Assembling, analyzing, and disseminating up-to-date, accurate, and useable land use/resource information and comparative demographics and economic data on the County, through the use of Geographic Information Systems (GIS) and other resources,
- Working toward capital improvement/infrastructure finance planning and programming that is coordinated and time sensitive,
- Maintaining the County’s compliance with the California Coastal Act through the preparation, revision and implementation of the County’s Local Coastal Plan,
- Participating in regional planning efforts and influencing state and federal policy development to protect land use and planning policy in the County, and
- Informing and involving unincorporated communities, through their Community Advisory Groups, in long-range and strategic planning, land use policy development and implementation actions that reflect the wants and needs of a particular community.

Total Expenditures: \$1,683,669 Total Staffing (FTE): 11.00

Operations

Ensure that the department provides high quality “results oriented” services that are responsive to community, Board of Supervisors, County administration, other departments, and employee needs by:

- Assembling, analyzing, and disseminating up-to-date, accurate, and useable financial information and comparative data,
- Assuring that financial planning and programming is coordinated and time sensitive,
- Participate in the implementation of the Public Facility Fee Ordinance,
- Accurately collecting permit fees and other payments,
- Provide technology support, training and maintenance of all computer technology equipment,
- Rely on staff that is Notary Public certified to provide crucial review of all loans and grant documents to insure accuracy, legitimacy, and authenticity,
- Provide timely personnel evaluations to ensure conformity with Individual Action Plans, and
- Provide relevant financial training resources to enable staff to make timely and informed decisions.

Total Expenditures: \$1,426,955 Total Staffing (FTE): 9.00

DEPARTMENT COMMENTS

The primary function of the Planning and Building Department is to prepare plans for the future growth of the county as well as provide building and development plan review and inspection functions. The department administers land use regulations, promotes affordable housing and works to balance development with natural resource protection. The department coordinates with Community Advisory Councils, citizens groups; private citizens and other government departments to emphasize and support the concept of community based planning.

To ensure accountability the department will monitor and evaluate performance in four key areas identified below. Put simply, our goal is to deliver excellent and dependable service at the lowest total cost of delivery, with the objective of building great communities by promoting the wise use of land.

Examples of results achieved in the past year FY 05/06

Goal 1: Customer Service

- a. Improved access for public information requests by providing regulations as well as permit tracking, parcel zoning and permit information and links to Assessor information on the Department’s webpage. This has reduced the number of public information calls by 10% over the last two years.
- b. Completed the new expanded permit center that provides improved availability of staff to our customers with 3 distinct service counters (Cashier/reception counter, Planning Counter and Building Counter). In addition to our enhanced service counters we now also have a “plans examiner of the day” counter to provide assistance and a research center equipped with microfiche and computer access to records.

Goal 2: Internal Business Improvements

- a. Improvements were made to the Growth Management Ordinance to promote mixed use, Smart Growth, senior and affordable housing projects.
- b. Conducted an all-day Planning Commission retreat to discuss organizational issues, policy implementation and a vision for the county’s future. Improved the content and organization of staff reports through the incorporation of Planning Commission and staff suggestions.
- c. Maintain a new Master List of Pre-Qualified EIR Consultants to streamline the process for major EIR projects by decreasing the time by an average of 2 months.

Goal 3: Finance

- a. Secured \$171,596 of additional State grant funding necessary to allow completion of the San Miguel Mission Street Enhancement Project.
- b. Initiated a public/private partnership to fund a comprehensive update to the Shandon Community Plan.

Goal 4: Learning and Growth

- a. Over 80% of staff members participated in various professional development training courses and seminars, including an in-house training series for department staff to ensure conformity and consistency in service delivery and application of local, state and national statutes.
- b. By encouraging and providing continual opportunities for staff to learn, practice and excel at skills, existing staff filled 80% of promotional opportunities within the department this year.

Major Focus for 06/07 – Transition to Excellence

The Department will continue, through Organizational Effectiveness Action Teams, to focus on the key areas identified in the Department’s Strategic Plan. Emphasis will be on improving technology, enhancing customer service, responding to increasing workloads, and preparing for implementation of Board-adopted Housing Element and Smart Growth polices. Major efforts for 06/07 include:

Customer Service:

- a. Provide more housing by implementing the Housing Element to provide inclusionary housing, address workforce and Green Build housing and implement a pilot fast track program to plan check single-family residential building permits that meet priority processing criteria.
- b. Improve customer service by implementing mobile office technology for field inspection to provide real-time customer access to inspection results, correction notices, parcel data and inspection scheduling and through an enhanced web page expand access to GIS information, video streaming of hearings and processing payment of simple building permit fees over the web.

Internal Business Improvements:

- a. Update the Conservation Element to consolidate relevant water policies into one document, implement the Board endorsed Smart Growth principles and update policies to be internally consistent with other elements of the General Plan, including evaluation of the effectiveness of existing Agricultural Protection policies including agricultural clusters.
- b. Enhanced use of technology to review and update all department file management systems, evaluate the use of integrated document management approaches as appropriate that provide faster access for staff and for completing customer information requests and add Spanish capability to the Integrated Voice Response system.

Finance:

- a. Reduce abandoned vehicle fees to encourage greater participation in the abandoned vehicle program to increase the number of vehicles disposed of properly to help with neighborhood preservation.
- b. Continue to explore alternative funding sources or fees to cover the costs of updating the County's General Plan, as permitted by state law.

Learning and Growth:

- a. Provide adequate training funds to allow every staff member to obtain additional professional education and skills development, utilizing a combination of outside programs and conferences, in-house training programs, Employee University courses, and National Leadership Association programs, which lead to a high performance organization.
- b. Educate and train building plans examiners and inspectors for the transition from the outdated 1997 Uniform Building Codes to the new 2006 International Building Codes as adopted and revised by the state.

RECOMMENDED BUDGET AUGMENTATION REQUESTS AND RELATED RESULTS

Unit Amount	Description	Results
Gross: \$129,850 General Fund Support: \$0	Purchase of equipment (software with licenses and maintenance costs, laptop computers and printers) to establish mobile "offices" for building inspection services.	<ul style="list-style-type: none"> ▪ Inspectors will be able to provide real time results of inspections to customers ▪ Reduce staff overtime hours by 50% (approximately 400 hours).
Gross: \$38,693 General Fund Support: \$0*	One Administrative Assistant III position to support Human Resources, Records Management and Accounting functions	<ul style="list-style-type: none"> ▪ Enter all Performance Agreement information in the tracking system by June 2007. ▪ Notification to job applicants sent within 5 working days to keep applicants apprised of status in the recruitment. ▪ Process all requests for Planning Documents within 3 working days.
Gross: \$150,000 General Fund Support: \$0*	Consultant Services to complete Phase 1 of the Conservation Element update.	Complete the natural resource inventory and mapping of areas near existing communities, by January 2008.
Gross: \$66,157 General Fund Support: \$66,157	One Planner I,II,III to implement the Housing Element.	Ultimately an additional 100 new affordable housing units will be added each year. This result should be achieved after a few years given that housing developments can take years to complete.
Gross: \$69,356 General Fund Support: \$69,356	One Environmental Resource Specialist for Environmental Impact Report project management and mitigation monitoring oversight for projects with major environmental issues.	<ul style="list-style-type: none"> ▪ Maintain current permit processing performance despite growing workload (i.e. processing times would slow 25% - 50% without this added position).

Unit Amount	Description	Results
Gross: \$135,000 General Fund Support: \$0	Consultant Services to conduct plan check and inspection services	<ul style="list-style-type: none"> ▪ Inspection and Plan Check staff will be freed up to develop and test alternate methods of permit processing with the goal to minimize processing time. ▪ Maintain initial plan review processing times during peak workload. ▪ Maintain next day inspection services.
Gross: \$55,000 General Fund Support: \$0	Consultant Services for major grading permit reviews	<ul style="list-style-type: none"> ▪ Reduce the time required to process major grading permits by 2-3 weeks. ▪ Reduce project costs to customers as a result of faster permit processing.
Gross: \$100,000 General Fund Support: \$50,000	Update countywide high resolution digital aerial photography for use with the Geographic Information System (GIS)	<ul style="list-style-type: none"> ▪ Will save at least 10% of staff time in verifying property information for valuation and land-based permits. ▪ Will reduce the number of field trips required of staff. ▪ Will assist agencies in preparing disaster migration plans and will improve emergency response times.
Gross: \$200,000 General Fund Support: \$200,000	Consultant Services to prepare a General Plan Amendment/Specific Plan and Environmental Impact Report for South Oak Glen, North Oak Glen, and Southland Street areas in Nipomo.	This planning effort will result in: <ul style="list-style-type: none"> ▪ A secondary means of access needed for safety of property owners and tenants , ▪ Fair distribution of costs among property owners for providing secondary access. ▪ The potential addition of infill workforce housing and commercial development

* These augmentations are possible within the General Fund Support level appropriated in the FY 2005-06 budget.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The recommended budget reflects a decrease in General Fund support of \$348,900, or 8%, compared to the FY 2005-06 Adopted Budget. Despite this reduction in General Fund support the recommended budget provides for several resource augmentations described above. The Planning and Building department continues to be in sound financial condition for FY 2006-07. Assuming that past trends in permit activity continue into the next year, the department projects fee revenue to increase by more than \$700,000. Overall however, revenues are increasing by only \$200,628 compared to the FY 2005-06 Adopted Budget, reflecting the elimination of revenue from State Coastal Grants and other State pass through grants.

Expenses are estimated to decrease \$148,272 (or 1%) compared to the FY 2005-06 Adopted Budget. Salary and Benefit accounts are recommended to increase by \$818,820 (or 8%) and include the following additions to the Position Allocation List:

- One Administrative Assistant I, II, III
- One Planner I, II, III
- One Environmental Resource Specialist

Major duties to be performed by these added positions are described above.

Land Based

In addition two Limited Term positions that were due to expire at the end of FY 2005/06 are recommended to be extended one more year: the Senior Planner assigned to projects at and near the county airports, and an Environmental Resource Specialist/Planner assigned to work on the Shandon Community Plan.

In the Services and Supplies accounts, several reductions in expenditures are recommended, most notably:

- A \$555,000 reduction in the Professional and Special Services account reflecting the fact that several one-time projects were approved in the FY 2005-06 Adopted Budget and new funding for these projects is not necessary;
- A \$397,919 reduction in Countywide Overhead charged to the department.

The recommended amount for the "Other Charges" accounts represents a reduction of \$183,458. This reflects the elimination of State pass thru grants of approximately \$115,000 for the Coastal Impact Assistance Program, as well as a one time expense associated with the construction of the new permit center as part of the remodel project.

BOARD ADOPTED CHANGES

None.

GOALS AND PERFORMANCE MEASURES

Department Goal: Conserve natural resources to promote a healthy environment.						
Communitywide Result Link: A Livable Community; a Well-governed Community						
1. Performance Measure: Acres of land protected and average annual tax relief provided to land owners adding their properties to the agricultural preserve program.						
01-02 Actual Results	02-03 Actual Results	03-04 Actual Results	04-05 Actual Results	05-06 Adopted	05-06 Actual Results	06-07 Target
814,229 acres protected/ \$5,495 avg annual tax relief per property	818,222 acres protected/ \$4,408 avg annual tax relief per property	822,037 acres protected/ \$5,701 avg annual tax relief per property	823,127 acres protected/ \$5,894 avg annual tax relief per property	827,950 acres protected/ \$6,087 avg annual tax relief per property	825,378 acres protected/ \$13,091 avg annual tax relief per property	830,106 acres protected/ \$6,922 avg annual tax relief per property
What: In return for maintaining their land in agricultural and open space uses, landowners receive lower property tax assessments.						
Why: To strengthen the county's agricultural economy and help preserve agricultural and natural resources, consistent with County policy.						
How are we doing? The 05/06 target of 827,950 total acres protected will not be met by 2,572 acres and the target of \$6,087 of average annual tax relief was exceeded by \$7,004 for property added to the program. This is because less acreage than the prior average was admitted into the program and with much higher land and agricultural production values than expected. 4,728 more acres are expected to be added to the agricultural preserve program in 2006/07, which represents the average annual net gain between 1980 and 2005. The average tax relief reflecting properties added to the agricultural preserve program in 2006/2007 is expected to be \$6,922, which represents the average annual reduction per property between 1993 and 2005 plus the amount of the average increase from 2004 to 2005.						
Department Goal: Department Goal: Prepare and implement the County General Plan that is responsive to local needs						
Communitywide Result Link: A Well-governed Community; A Livable Community						
2. Performance Measure: Percentage of project decisions that are not appealed						
01-02 Actual Results	02-03 Actual Results	03-04 Actual Results	04-05 Actual Results	05-06 Adopted	05-06 Actual Results	06-07 Target
95%	97%	97%	95%	95%	96%	95%
What: Demonstrates that projects are achieving the goals and vision of the community and client, in conformance with the adopted County General Plan						
Why: Enables the growth of the community though implementation of the goals, policies and objectives of the adopted County General Plan.						
How are we doing? For 2005-2006, 517 project decisions have been made through June 2006 and 21 of those were appealed, producing an actual result of 96% of the projects for the year to date that were not appealed. This slightly exceeds the adopted results for 2005-2006.						

3. Performance Measure: Percentage of long range plans completed on time.						
01-02 Actual Results	02-03 Actual Results	03-04 Actual Results	04-05 Actual Results	05-06 Adopted	05-06 Actual Results	06-07 Target
66%	66%	100%	66%	100%	66%	100%
<p>What: This measures the percentage of long range plans (including specific plans, community plans, and general plan element updates) completed within the time frames set in the work program approved by the Board of Supervisors. Each area plan has multiple components with key milestones and a schedule that is then evaluated in the performance measure.</p> <p>Why: Timely completion of long range plans will ensure that they are relevant to the community's vision and respond to local needs and issues.</p> <p>How are we doing? The three major planning programs for this year include the Estero Area Plan, Cambria/San Simeon Community Plan and the Shandon Community Plan. The Estero and Cambria plans are on schedule as approved by the Board of Supervisors, but the Shandon Plan has taken longer than expected as noted below. The Estero Area Plan has been approved by the Board of Supervisors and is being resubmitted to the Coastal Commission for their concurrence, with a focus on Cayucos and the rural portions of the planning area. Hearings at the Coastal Commission are expected no earlier than the end of 2006. The Board has also approved the Cambria/San Simeon Community Plan and hearings with the Coastal Commission are also expected no earlier than the end of this year. Phase I of the Shandon Community Plan has been completed, with the next step being resolution of Habitat Conservation Plan issues (HCP), traffic related issues and project funding negotiations with the major property owners later this summer. The Crystal Oaks Specific Plan implements the South County Area Plan for the former Canada Ranch property. A guidance document for the specific plan was approved by the Board of Supervisors and the project got underway briefly with several "charette" meetings held with staff and the community advisory council and a conceptual plan was arrived at. However, the applicants have recently put the project up for sale and therefore a new developer may be taking over the project application in the near future. In the meantime, staff will not be working on this Specific Plan application until further notice from the owners to proceed.</p>						

Department Goal: Protect public health and safety by effective and timely administration of development regulations and fostering neighborhood preservation.							
Communitywide Result Link: A Safe Community; A Livable Community							
	02-03 Actual Results	03-04 Actual Results	04-05 Actual Results	05/06 Adopted	05-06 Actual Results	06-07 Target	
4. Percentage of permits applications reviewed within established time lines for representative project types.							
<u>Building Permits</u>							
<u>Single-family dwelling permits:</u> Goal: 20 days to complete plan check.	35%	50%	80%	85%	75%	85%	
<u>Over-the-counter permits:</u> Goal: issued same day as applied for.	95%	100%	95%	95%	98%	97%	
<u>Land Use Permits/Subdivisions</u>							
<u>Land Use/Subdivision applications processed:</u>							
Goal: Categorical Exemptions (CE) General Rule (GRE)-60 days	64%	53%	61%	85%	48%	85%	
Goal: Negative Declaration-180 days	68%	62%	69%	85%	47%	85%	
What: Timely review of applications for development projects and subdivision of property							
Why: To provide timely, quality service that saves applicants time and money, adds value to tax rolls and local economy, and meets local and state laws.							
How are we doing? Building Permits - We monitor our workload weekly to maintain our 20-day goal for completing the initial plan review for single-family dwellings. We have been able to achieve this goal for a majority of projects submitted. Applicant requested delays, a retroactive development fee increase and vacant administrative positions have impacted our results for the year. As necessary and available we are using overtime, temporary help, and outside plan check review services to maintain and improve processing times.							
Over the counter permits - We issue approximately 32% of all building permits the same day that they are applied for. This results in over 1150 permits immediately issued to customers in a year. Additionally we have initiated an electronic permit process (E-permits) for designated over-the-counter permits.							
Land Use Permits/Subdivisions – The number of land use and subdivision applications processed annually decreased from 385 to 350. The average processing times to take all projects for action decreased from 142 to 141 days and decreased from 204 days to 195 days for projects that require Negative Declarations. The decreased number of applications has allowed us to reduce the processing times somewhat despite							

having vacant case processing positions. The Department is continuing a re-engineering of the various processes and expects that this will allow us to improve on several of the land use permit time frames. Also pending recruitments to fill the current staffing vacancies are expected to result in continued improvement in processing time frames as the staff is hired and becomes fully trained.

	02-03 Actual Results	03-04 Actual Results	04-05 Actual Results	05-06 Adopted	05-06 Actual Results	06-07 Target
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5. Performance Measure:

Percentage of customers who rate the services provided by the Planning and Building Department as "very satisfied" or above through client surveys.

- Building Permit Intake/Information Services

Deferred 70% 96% 70%

What: The Planning and Building Department's customers who submit building permits will be surveyed in the Spring of 2005 to determine how well their needs were served. Once this pilot survey is completed, other areas of customer contact/service areas will be surveyed.

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

How are we doing? We developed a more comprehensive survey instrument with the help of a consultant to administer on a pilot basis in the Summer 2005. We constructed the survey to operate off of email addresses collected during permit application intake. However, extreme reluctance on the part of our customers to indicate an email address (due to concerns of privacy and spam) has hindered our efforts. We only received a 1.8% response to this process. The results reported above were based on the number of responses received in the last significant survey using the previous format during FY 05-06. We modified the survey to enable it to be mailed to the customers submitting building permit applications. This also resulted in a very low response, but positive comments from the 25 respondents. This next quarter we are trying a different approach of simplifying the survey on our website, but also adding a hard copy survey to every permit issued by the department.

6. Performance Measure: Percent of inspection evaluations resulting in a rating of "excellent" for compliance with applicable codes, regulations, and ordinances on construction projects.

01-02 Actual Results	02-03 Actual Results	03-04 Actual Results	04-05 Actual Results	05-06 Adopted	05-06 Actual Results	06-07 Target
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83% 80% 100% Deferred 90% Deferred 90%

What: Follow-up evaluations of construction projects are conducted after key inspections to rate the quality of inspections by County Building Inspectors, and to provide feedback to inspectors that fosters continuous improvement and consistency in the inspection process.

Why: To enhance public health and safety by ensuring that buildings comply with development regulations, and to minimize the financial impact on owners and builders by ensuring that inspection services are timely, accurate, and consistent.

How are we doing? There are two objectives for this performance measure. The first is to evaluate the level of inspection quality and thoroughness by the inspection staff. The second objective is to have direct in-field, one-on-one training by the supervising inspector who will then be able to determine the needs for additional training. During the past year our division has experienced an especially heavy workload. That coupled with the fact that we were operating with three unfilled inspector positions forced us to have the supervising inspectors pick up a portion of the inspection workload. One of the supervising inspector positions was also vacant for six months. All of the inspector positions have now been filled and we have resumed the inspector follow-up evaluations and field training for the coming fiscal year.

7. Performance Measure: Average number of inspection stops to be completed by each inspector per eight-hour workday. (Note: one inspection stop consists of one to four inspections.)

01-02 Actual Results	02-03 Actual Results	03-04 Actual Results	04-05 Actual Results	05-06 Adopted	05-06 Actual Results	06-07 Target
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10 11 12 11 10 11 10

What: Inspectors should perform at least ten inspections stops per inspector per eight-hour day while providing permit-holders with timely, accurate and responsive inspection services. Response time for inspections shall be within 24 hours of request

Why: To ensure that owners and builders get excellent value in the inspection services they pay for with permit fees, while maintaining a quality level which ensures that buildings are built safely and with minimal financial impact on owners and builders.

How are we doing? The permanent full-time inspectors are averaging 11 inspection stops while driving 95 miles a day. This significantly exceeds their efficiency goals for the fiscal year. During FY 05-06, we completed over 24,500 inspection stops as requested by our customers on a "next day basis". This high level of reliable service allows our customers to effectively manage their projects. We have maintained our high level of service despite vacant staff positions by utilizing temporary help, contract help and the supervising inspectors performing daily inspections. We have maintained 10/stops per day as our goal due to the increasing complexity of projects and exceeding that number limits the inspectors ability to complete thorough inspections, which may result in oversights or errors.

8. Performance Measure: Percentage of Code Enforcement Cases opened proactively rather than through citizen complaints in communities with active Neighborhood Preservation (NP) Programs.

01-02 Actual Results	02-03 Actual Results	03-04 Actual Results	04-05 Actual Results	05-06 Adopted	05-06 Actual Results	06-07 Target
62%	59%	80%	64%	70%	68%	65%

What: Proactive enforcement is an indicator of the effectiveness of a Neighborhood Preservation (NP) Program. It shows whether there is community acceptance of this type of enforcement and the willingness to participate in the program as a whole.

Why: Proactive enforcement allows for quicker identification and resolution of neighborhood nuisances. However, unless a full NP Program is operating effectively, communities will not accept this type of enforcement. Instead of relying only on citizen-filed complaints, staff initiating cases in program communities will bring about a goal of NP, lowering the tolerance for code violations, while promoting the overall goal of clean, safe neighborhoods.

How are we doing? We previously had proactive enforcement in all urban communities except for Templeton, Cayucos and Cambria. This year, we expanded this program to include these three communities and West Nipomo (where we helped with a clean-up this year). We are seeing a trend where proactive enforcement has been the standard for at least two years (Oceano, San Miguel and Shandon) that we are getting a lot more reporting of violations than in the past. This is an indicator that the threshold for acceptance of blight has been lowered; that the public is aware of the community standards and is willing to report violations. We have started teaming up with the Sheriff's Crime Prevention unit and are attending neighborhood watch introductions. The goal is public awareness of the programs, and how, working with conventional crime prevention, enhances both programs. We will conduct surveys of the various advisory councils after FY 06/07 to measure how effective our efforts have been. We have reduced our target slightly for 06/07 because, with our staff doing more proactive work, the violations visible from the street are reducing in number and becoming harder to find. As the community sees the results and buys into the NP program, they will report more violations that are not visible by our staff (back yards etc). Their complaints will increase and our pro-active percentages will decrease which is a positive outcome.

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: A Prosperous Community; A Livable Community

9. Performance Measure: Number of new affordable housing units sold or rented to low- and moderate - income families.

01-02 Actual Results	02-03 Actual Results	03-04 Actual Results	04-05 Actual Results	05-06 Adopted	05-06 Actual Results	06-07 Target
54 housing units	0 housing units	141 housing units	267 housing units	194 housing units	184 housing units	135 housing units

What: Affordable housing units resulting from permit requirements and incentives (including state, federal and local funds) to maximize the number of 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? In the FY 05/06 a total of 184 affordable units were constructed. These include the remaining units in San Miguel (24 units), Paso Robles (68 units), Nipomo (16 units), Avila Beach (2 units), and Cambria (1 unit). An additional 73 units of secondary dwellings, Growth Management Ordinance exemption units, mixed use units, farm support quarters and other miscellaneous affordable units were constructed. The target set for FY 06-07 continues the downward trend of recent years because costs of land and construction have risen dramatically while available funding has not risen to match these increases. In fact, several pending housing developments have been delayed until additional funding can be secured from the County or other sources. In addition, land available for new affordable housing development is becoming scarce, according to local affordable housing developers.