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MONTEREY COUNTY LAKES OPERATION PLAN

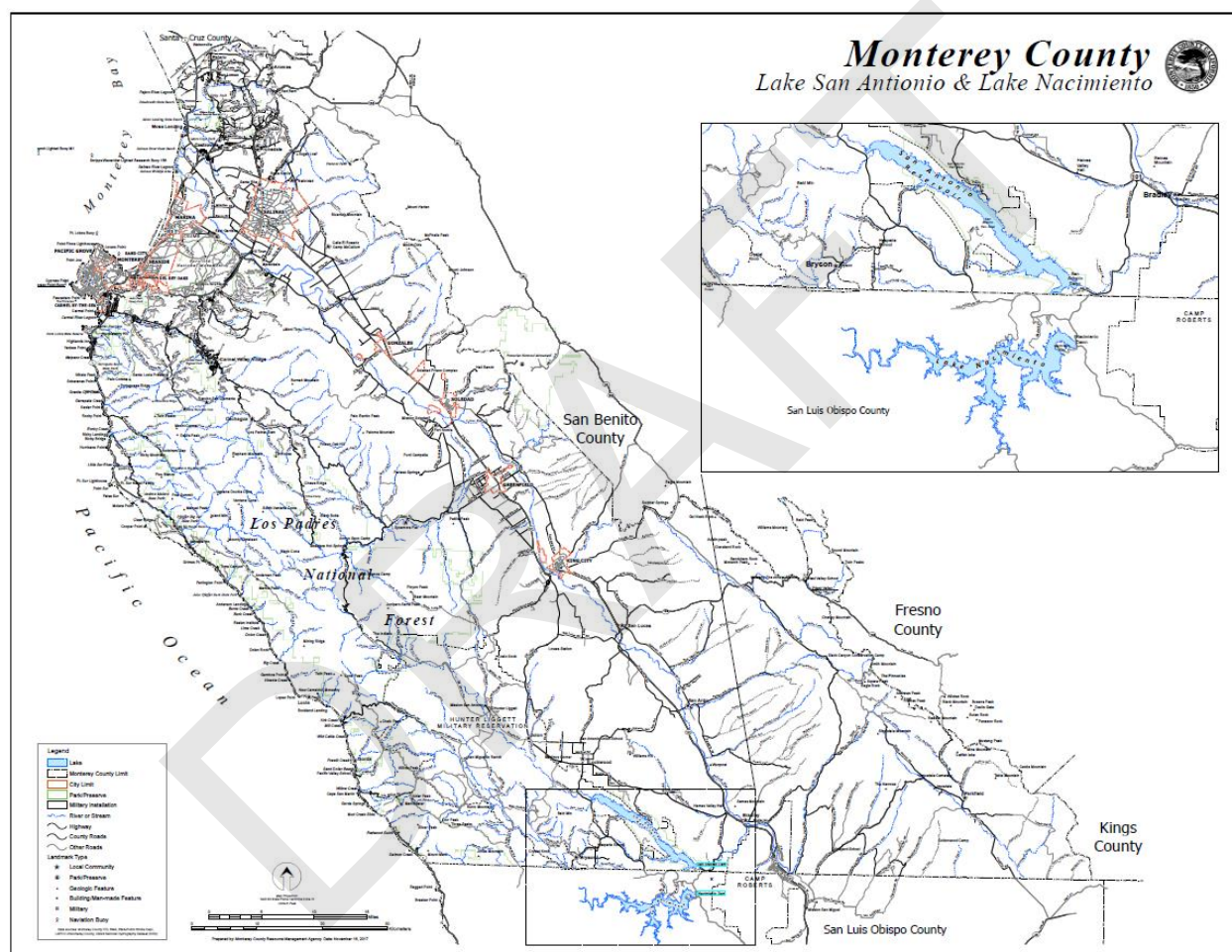
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Executive Summary

The County of Monterey operates three recreational facilities at two reservoirs: Lake Nacimiento and Lake San Antonio (collectively, “Lakes”). Lake San Antonio (LSA) is physically divided into two facilities; South Shore and North Shore. Lake Nacimiento (Nacimiento) encompasses about 1,800 acres of recreation area and is located in northern San Luis Obispo County. LSA recreation areas encompass about 4,200 acres (3,020 acres South Shore, 1,180 acres North Shore) and are located in southern Monterey County.



Location of Lake San Antonio (North) and Lake Nacimiento (South) in relation to Monterey County

In January 2019, the County of Monterey (County) began to transition management and operations of LSA to operate more as a regional park under the current County park system. Nacimiento continues to operate more as a resort under a third-party management agreement working as an extension of County staff. Under a management agreement, County retains control of the property and facilities (capital, infrastructure) at Nacimiento, while the vendor manages the operations (marina, stores, restaurants, lodges, security, lake patrol, campgrounds, janitorial, maintenance, etc.).

This Plan provides a business analysis and plan of operations for North Shore and South Shore to serve as a regional park that includes overnight camping, boating and events. Some reference is also made to Nacimiento operations as County staff will have responsibility for strict oversight of that management agreement and all capital improvements. A history of the reservoirs, various resort operations and the financial impact of the Lakes on the County is discussed in the History of Monterey County Lakes and Finance sections. Revenues and County subsidies have historically been unpredictable under the enterprise fund. Financial sustainability first requires a detailed understanding of costs. Past budgets likely understate the actual costs for the Lakes because cost accounting, needed to capture all direct and indirect costs for the facility, was not utilized. Going forward, cost accounting will be helpful tracking the true cost of operating the Lakes and for setting fees. Budgets should be modified to differentiate between one-time and ongoing expenditures and revenues to aid in management and policy decisions. Historically, the Lakes have operated with an average annual subsidy from the County of over two million dollars. This Plan addresses current funding levels and investment needs for LSA.

The Plan also outlines a strategy for the ongoing management and maintenance expenses of operations at LSA, and capital improvements at Nacimiento. A separate operations plan for Nacimiento will be developed as part of the third-party management agreement. This analysis proposes to show the anticipated impacts of immediate changes to reduce operating expenses, exploring market trends and productive partnerships to increase patronage to the Lakes, and obtain funding to grow advantageous revenue-generating centers.

Immediate intervention and cost cutting will begin in 2019 and continue into the following two years. The subsequent two years will see exploration of market trends learned in the previous years and focus on enhancing user experience. This type of planning is expected to increase expenses that may not immediately see returns of investment however, diligent marketing and word of mouth should be reflect positively in the bottom line of the profit and loss statement.

RMA Vision

The Vision of the Monterey County Resource Management Agency is to enhance the quality of life and economic health of the community by providing responsive, efficient, and high-quality public services and to promote good stewardship of natural and man-made resources.

Parks Mission

The Monterey County Parks Division, within the Resource Management Agency, maintains stewardship over a system of County parks. These outdoor recreation resources will be managed in an entrepreneurial, financially sustainable way to preserve, promote, and interpret the natural environment, encourage healthy recreation activities, inform people about the richness of Monterey County's history and provide recreational opportunities that will create lifelong memories that will build family and community.



View from Lake San Antonio - South Shore overlooking Beach Area

History of Monterey County Lakes

1954 – Monterey County Flood Control and Water Conservation District received water rights to the Nacimiento River.

1955-1957 – Nacimiento Dam was constructed by Monterey County Flood Control and Water Conservation District Zone 2 at a cost of \$7,000,000.

1958 – Nacimiento Lake filled due to extremely wet winter and flowed 4.5 over its spillway.

- There were no facilities the first couple of years, old roads were used to launch boats
- A small marina was constructed at North Shore
- A Fish and Game grant supplied funds to construct two (2) launch ramps, access roads and parking areas at North and South Shores
- A second concession was constructed at South Shore. It consisted of a store, marina, and gas station. Flood Control operated the toll gates, campgrounds and boat patrol
- The first crew of park employees was hired. They were called “patrolmen” (Rangers) and “attendants” (Park Aides)

1964-1965 – San Antonio Dam was constructed by Monterey County Flood Control and Water Conservation District at a cost of \$13,500,000. A recreation area at the lake was constructed at the same time.

Apr. 1966 – Monterey County Parks Department was formed. Monterey County Flood Control and Water Conservation District decided they did not want to be in recreation business.

Jun. 1966 – Monterey County Parks Commission was formed.

1967 – San Antonio Recreation Area opened to the public. Cost \$4,500,000. Lakes recreation areas, including camping areas and marina, are managed by 3rd party (s).

Mid 1980's – Monterey County enters into Concessionaire Agreement with Water World. Concessionaire builds infrastructure including lodges, restrooms, store/restaurants, water systems and rental trailers.

1989 – Lake San Antonio North Shore closed due to drought

1990 – Eagle Watch Tours initiated at Lake San Antonio. Eagle Watch program receives Award of Excellence from the National Park and Recreation Association and the California Park and Recreation Society.

Early 1990's – Water World takes over Lake San Antonio

1993 – Lake San Antonio North Shore reopened

2001 – Lake San Antonio Visitor Center dedicated

Fall 2007 – Monterey County Parks Department takes over managing lakes, following settlement agreement between County and Water World. Board of Supervisors approves arming Parks Department Rangers. Non-sworn positions are reclassified as Building and Grounds Workers.

2008 – County enters into Management Agreement with Forever Resorts to operate stores, marinas and rental cabins.

2011 – County issues RFP and awards Management Agreement to Urban Parks Concessionaire, aka CalParks

2013 – County closed Lake San Antonio North Shore due to low water levels

2014 – County closed Lake San Antonio South Shore due to low water levels

2016 – RMA Director appointed Interim Parks Director (July). Parks Department merges into Resource Management Agency organization (December). County assigns duties for entry gate, quagga mussel inspection and campgrounds over to CalParks.

2017 – Lake San Antonio reopens, both shores

2018 – County issues new RFP for lakes management (Feb.) CalParks updates its brand to Basecamp

2019 – Board of Supervisors action to transfer LSA operations into County park system (Jan.). As part of the Board's directive, LSA is removed from enterprise fund, managed 100% by County staff, and operated as regional park with low impact activities. Lake Nacimiento remains under enterprise fund.

TBD – Board approves Operational Plan for Lake San Antonio. County enters into new Management Agreement for management of Lake Nacimiento.

On December 14, 1972, the WRA leased land on the north and south shores at Nacimiento Reservoir to Water World Resorts, to enable Water World to conduct a water-oriented recreation business at the reservoir. The original lease required that the Flood Control District maintain the North Shore Road; however, a 1982 letter of understanding signed by the Monterey County Parks Director and Water World Resorts required that Water World Resorts maintain the North Shore Road. The letter of understanding was an informal agreement and was not a lease amendment.

In 1987, the lease was formally amended by having the District (MCWRA) lease the land to the County of Monterey (County), and the County was then substituted in place of the District as the

Lessor in the lease to Water World Resorts. The amendment assigned most of the District's rights and duties under the Water World lease to the County. In 2002, the parties executed Lease Amendment No. 3. This amendment made permanent the assignment of the North Shore Road maintenance obligation to Water World.

In 2005, Water World Resorts filed a lawsuit against the County, in which Water World alleged that 1982 letter of understanding and the lease Amendment No. 3 were not effective in transferring to Water World the obligation to maintain the North Shore Road. The 2005 lawsuit settled, assigning the responsibility to maintain the North Shore Road back to the County. The settlement required that the lease be amended to conform to the terms of the settlement agreement and Amendment No. 4 to the Water World lease, did that. The effect of the amendment was to reinstate the lease terms as they existed in the 1972 lease, as amended by Amendments No. 1 and No. 2.

On July 31, 2007 the County of Monterey and Water World Resorts entered into a purchase and sale of assets agreement in the amount of \$16,060,000 where the County purchased from Water World all assets of Water World including leased property; tangible personal property (machinery, equipment, vehicles, inventories of materials and supplies, trucks, tractors, trailers, and tools); intellectual property; leases and subleases; agreements, contracts; claims, deposits, prepayments, and refunds; all rights and interest in claims to any reimbursement for the Underground Storage Tank Fund (UST Fund); franchises, approvals, permits, licenses, agreements, waivers, authorizations, orders, registrations, certificates, variances, and similar rights with or obtained from any Governmental Authority; operational manuals, records, plans, drawings, specifications, advertising and promotional material; all keys and codes for equipment and facilities; and Goodwill, trade name, telephone numbers and website.

On October 1, 2007, the Parks Department assumed Lake San Antonio Resort operation from the previous concessionaire and created a seamless transition for public and employees and maintained customary levels of service.

Until FY 2007-08, the resort and recreational facilities of both Lake San Antonio and Lake Nacimiento, (collectively, the "Lake Resorts") were operated under long-term lease by a concessionaire. In June 2007, the County purchased the Lake Resorts assets from the former concessionaire and the Board of Supervisors authorized the Parks Department to operate the Lake Resorts as an Enterprise Fund.

On April 22, 2008 the Parks Department entered into a short-term agreement (the "Interim Agreement") with Forever Resorts to operate the Lake Resorts, excluding camping, day use, and Ranger security which the Parks Department provided. Specifically, Forever Resorts operated the South Shore marina, general store, and 16 mobile home rental units. The purpose of the Interim Agreement was to provide a trial operating period of approximately one year and establish a working relationship with Forever Resorts. At the expiration of the Interim Agreement, Forever Resorts performance would be evaluated to determine whether it would be in the best interest of the County to modify, extend, or terminate the Agreement.

After the initial year, there were a few operational issues that needed to be resolved before the County and MCWRA recommended that the Board of Supervisors approve extending the Management Agreement between the County and Forever Resorts for another year to operate the Lake Resorts. In lieu of a one (1) year extension, on April 21, 2009 the Board of Supervisors approved a 60-day extension of the Interim Agreement.

On June 23, 2009, the Board of Supervisor's approved the County and MCWRA recommendation to extend the Management Agreement with Forever Resorts to maintain continuity until April 23, 2010.

On April 13, 2010, to maintain continuity, it was recommended the Board of Supervisors approve a one-year extension to the Agreement until April 23, 2011.

In December 2010 the County circulated a Request for Information (RFI) requesting Proposals of Interest. Subsequently, on February 18, 2011, three parties responded indicating their interest to manage the resorts.

On May 3, 2011, the Board of Supervisors approved a Management Agreement between Urban Park Concessionaires, dba Monterey Lakes Recreation Company (CalParks), to manage the resort businesses at both Lake Nacimiento and Lake San Antonio effective May 11, 2011 through October 12, 2012.

On October 23, 2012 the Board of Supervisors approved Addendum No. 1, a one-year extension on the Management Agreement between the County and CalParks, at the Lake Resorts operations, through October 31, 2013.

In 2013, the State of California experienced an unforeseen drought, which highly impacted water levels at the lakes. As a result, Lake San Antonio North Shore was closed to the public in the summer of 2013 followed by the closure of Lake San Antonio South Shore in 2014.

On March 11, 2014 the Board of Supervisors approved the Renewal and Addendum No. 2 of the Agreement between the County and CalParks. The County retroactively renewed the Agreement to October 31, 2013 and extended the term of the renewed Agreement to January 31, 2015

On May 17, 2016 the Board of Supervisors approved a new Agreement between the County and CalParks retroactive from February 1, 2015 to July 26, 2016.

In July 2016 the Board of Supervisors appointed the RMA Director as the Interim Director of Parks to evaluate strategies for stabilizing the department and improving operations.

On July 19, 2016 the Board of Supervisors approved Amendment No. 1 to the Agreement between the County and CalParks, extending the term of the agreement through October 31, 2017.

As directed by the Board on June 21, 2016, the Parks Department staff reported back to the Board of Supervisors on July 19, 2016 regarding the possibility of opening LSA during the summer of 2016.

On July 26, 2016 the Board of Supervisors approved Amendment No. 2 to the Agreement approved on May 17, 2016 between the County and CalParks that added language to the Mutual Indemnification Provisions for management services of resort business operations at the lake resorts.

On October 3, 2017 the Board of Supervisors approved Amendment No. 3 to the Agreement with CalParks to continue lake resort management and extend the term through October 31, 2018.

In February 2018 the County issued Request for Proposals (RFP) #10674 to solicit proposals from qualified organizations to provide facility management services for the area of operations under County control at Lake San Antonio – North Shore, Lake San Antonio – South Shore and Lake Nacimiento.

On April 12, 2018 the County received one response to RFP #10674.

On October 23, 2018 the Board of Supervisors approved Amendment No. 4 to the Agreement with CalParks to continue lake resort management and extend the term through December 31, 2018.

On December 12, 2018 the Board of Supervisors approved Amendment No. 5 to the Agreement with CalParks to continue lake resort management and extend the term through February 28, 2019.

On January 15, 2019 the Board of Supervisors approved staff's recommendation of "Option 2" for the Lake operations as follows:

Lake Nacimiento to remain as an enterprise fund and remains open all year and negotiate a Management Agreement for the continued operation of the resort.

Lake San Antonio – South Shore is to be removed from the enterprise fund and become 100% managed by the County and operate as a regional park with low impact activities such as camping, biking, hiking, boating, fishing, and horseback riding. The intent would be to have the park remain open during the peak season and remain partially open (weekends) during the off season.

Lake San Antonio – North Shore is to be removed from the enterprise fund and become 100% managed by the County and operate as a regional park with low impact activities such as camping, biking, hiking, boating, fishing, and horseback riding. The intent would be to have the park remain open during the peak season and remain partially open (weekends) during the off season, except remain open year-round to equestrian groups.

Based on the Board's decision to select Option 2, staff has been working on developing Lakes Operations Plan for Lake San Antonio and on February 26, 2019 recommended that the Board of Supervisors approved Amendment No. 6 to the Agreement with CalParks (now "Basecamp") to continue lake resort management and extend the term for an additional two (2) months through April 30, 2019 to allow for staff to complete the Lake Operations Plan scheduled to be presented to the Board of Supervisors on April 23, 2019, along with a Management Agreement to provide facility management services for the area of operations under County control at Lake Nacimiento.

Strategic Overview

Monterey County Water Resources Agency (formerly Monterey County Flood Control and Water Conservation District) received legal rights to the water and recreational function of Lake Nacimiento in 1954. Similarly, Lake San Antonio Dam (reservoir) began operating in 1967 and is also available for recreation. The County of Monterey (County) leases lands around Lake Nacimiento (Nacimiento) and Lake San Antonio (LSA) (collectively, “Lakes”) from the Monterey County Water Resources Agency (WRA) for recreational purposes.

Lakes operations are contingent upon the annual weather cycle, water conservation and flood protection in the Salinas Valley maintenance of the Salinas River, and compliance with state and federal regulations. Nacimiento fills about three times faster than LSA making it more conducive to year-round water recreation activities. There are currently plans being developed by WRA to connect the two reservoirs with a tunnel that will allow water to flow from Nacimiento to LSA. Both Lakes are major recreational attractions, with visitation concentrated in a 100-day season beginning Memorial Day and extending to Labor Day.

LSA is located at the Southern end of Monterey County, and it consists of two facilities, South Shore, and North Shore that are physically separated (about 34 road miles between them). The closest incorporated city in Monterey County is the City of King (King City) located approximately 42 miles away. The City of Paso Robles (San Luis Obispo County) is closer being about 34 miles from South Shore and 21 miles from North Shore. Lake Nacimiento (reservoir) is entirely located within San Luis Obispo County, and is about 14 miles from LSA at the closest point (South Shore).

San Luis Obispo County has permitted development of private residences in areas around Lake Nacimiento reservoir. Amenities at Nacimiento include RV camping, furnished lodging, boat launch/marina, quagga/zebra mussel inspection, boating, water sport rentals, general store, café/restaurant and ancillary services. The County receives fees for services at Nacimiento and pays to manage/maintain the recreational facilities. However, all sales taxes, transient occupancy taxes, and property taxes are paid to San Luis Obispo County.

LSA is in a highly attractive rural setting among oak-studded hillsides, and there is minimal intrusion of man-made structures obstructing the viewshed. When LSA is at full capacity (elevation 780 feet), it is 16 miles long and has about 100 miles of shoreline. Existing amenities on the North Shore include developed-site and shoreline camping, furnished lodging, boat launches, quagga/zebra mussel inspection, boating/fishing, equestrian facilities, general store, café and ancillary services. During high water years, North Shore has the potential to generate good revenues. South Shore offers many of the same amenities, however the infrastructure is so extensive that costs far exceed revenue.

Inherently, parks do not make a profit and thereby rely on general fund subsidies to operate. This Plan is designed to minimize reliance on general funds for Lakes operations while providing quality recreational services to the community.

The intent is for Nacimiento to become self-sustaining as a resort operation with its own enterprise fund. This requires the facility to operate under a business philosophy. The County is seeking a third-party agreement for operation of Nacimiento, while the County retains responsibility of the land and facilities. Deferred maintenance has impacted the ability to generate revenues in certain venues. Initial capital investment will be required to generate revenue that can be used to reinvest in park facilities.

LSA has a large amount of deferred maintenance that has resulted in failing infrastructure and substandard amenities. The Plan starts with strategically investing in areas that will improve the customer experience and result in greater utilization. The Plan also looks to include events at LSA, particularly in the off-season to generate revenue that can help offset costs. With increased usership, there may be opportunities to expand the operation in the future.

Capital Improvement and Operations Plan

This capital plan outlines how the County intends to address deferred maintenance and improvements for existing facilities. Capital needs have been folded into a 5-year capital plan and include associated costs for each project. In order to lessen the financial impact to the County, projects with a significantly higher cost have been spread into phases through various fiscal years. One-time project costs have also been incorporated into the plan. In order to keep costs down, the plan utilizes includes projects that can be performed by County staff with the purchase of appropriate materials. Significant improvements that could impact revenue would be scheduled to occur during the off-season.

Lake San Antonio (LSA) was closed between 2013 and 2016 due to low water levels because of drought and being used to manage levels of the Salinas River. During this period, the third-party management company hired to maintain both facilities transferred resources from LSA to Lake Nacimiento (Nacimiento) in order to maintain that operation. Lack of sufficient maintenance and reinvestment has led to deterioration of the infrastructure that sustains the facilities at both LSA North Shore and South Shore. Much of the infrastructure that exists today is original construction with only piece-meal repairs as needed.

Since assuming responsibility for the Parks in December 2016, Resource Management Agency (RMA) has invested significant resources to general maintenance, but major capital investment is needed for the park to operate effectively. Existing capital needs for LSA include repairs to electrical systems, installation of wells, remodeling and demolition of existing infrastructure, reconstruction of sewer distribution and water delivery systems, road/site repaving, and new equipment.

Under the proposed management agreement for Nacimiento, County retains responsibility for maintaining the capital facilities. Part of the management agreement is an initial three-year capital plan for Nacimiento. The plan focuses on initial investments in revenue generating amenities which will help to build the enterprise fund for further investment into Nacimiento, so it become less reliant on the County's General Fund. Initial investments include a new boat fleet and limited improvements necessary to be able to rent lodges that currently cannot be rented due to safety concerns.

The following tables summarize the long-term capital plan (by fiscal year) for each facility – South Shore, North Shore and Nacimiento, followed by maps of each facility and more detailed project descriptions.

Lake San Antonio - South Shore Capital Plan

Option 1 - Minimal Utilities

Capital Project	Cost per Unit	Units	Summary	FY 19	FY 20	FY 21	FY 22	FY 23
Water System								
Install new wells	\$75,000	3	\$225,000	\$0	\$150,000	\$75,000	\$0	\$0
New Water Tanks	\$10,000	20	\$200,000	\$0	\$120,000	\$80,000	\$0	\$0
Materials for Water System	\$5/linear foot	30,000	\$150,000	\$0	\$75,000	\$75,000	\$0	\$0
		Subtotal	\$575,000	\$0	\$345,000	\$230,000	\$0	\$0
Sewer System - Option 1								
Septic tanks	\$30,000	17	\$510,000	\$0	\$90,000	\$120,000	\$150,000	\$150,000
Minimal Utilities Total			\$1,085,000	\$0	\$435,000	\$350,000	\$150,000	\$150,000

Option 2 - Complex Utilities

Capital Project	Cost per Unit	Units	Summary	FY 19	FY 20	FY 21	FY 22	FY 23
Sewer System - Option 2								
Rebuild Clay Sewer Distribution	\$1,500,000	1	\$1,500,000	\$0	\$600,000	\$300,000	\$300,000	\$300,000
Rebuild Lift Stations	\$15,000	5	\$75,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000
		Subtotal	\$1,575,000	\$15,000	\$615,000	\$315,000	\$315,000	\$315,000
Electrical System								
Upgrade Electric Campsites to 50A	\$2,000,000	TBD	\$2,000,000	\$0	\$0	\$800,000	\$600,000	\$600,000
Complex Utilities Total			\$3,575,000	\$15,000	\$615,000	\$1,115,000	\$915,000	\$915,000

Buildings and Other Facilities (Same for both options)

Capital Project	Cost per Unit	Units	Summary	FY 19	FY 20	FY 21	FY 22	FY 23
Track Loader w/ Accessories	\$90,000	1	\$90,000	\$90,000	\$0	\$0	\$0	\$0
Convert Employee Housing Area to RV Pads	\$16,750	20	\$335,000	\$0	\$335,000	\$0	\$0	\$0
Demolish/Remove Marina	\$50,000	1	\$50,000	\$0	\$50,000	\$0	\$0	\$0
Demo existing unnecessary restrooms	\$20,000	12	\$240,000	\$0	\$60,000	\$60,000	\$60,000	\$60,000
Repave Roads and Sites	\$1.073	2,935,000SF	\$3,150,000	\$0	\$1,000,000	\$500,000	\$825,000	\$825,000
Demo or Remodel Oak Room	\$50,000	1	\$50,000	\$0	\$50,000	\$0	\$0	\$0
Chip Seal Maintenance Yard	\$15,000	1	\$15,000	\$0	\$15,000	\$0	\$0	\$0
Repair Shower Building @ Redonda Vista	\$50,000	1	\$50,000	\$0	\$50,000	\$0	\$0	\$0
New Roof on Maintenance Shop	\$150,000	1	\$150,000	\$0	\$0	\$150,000	\$0	\$0
Remodel Admin Building	\$200,000	1	\$200,000	\$0	\$0	\$0	\$200,000	\$0
Demo Building on Ranger Hill	\$30,000	1	\$30,000	\$0	\$0	\$30,000	\$0	\$0
Buildings and Other Facilities Total			\$4,360,000	\$90,000	\$1,560,000	\$740,000	\$1,085,000	\$885,000

Summary

	Total Cost	FY 19	FY 20	FY 21	FY 22	FY 23
Minimal Infrastructure Option	\$5,445,000	\$90,000	\$1,995,000	\$1,090,000	\$1,235,000	\$1,035,000
Complex Infrastructure Option	\$7,935,000	\$105,000	\$2,175,000	\$1,855,000	\$2,000,000	\$1,800,000

Lake San Antonio - North Shore Capital Plan

Buildings and Other Facilities

Capital Project	Cost per Unit	Units	Summary	FY 19	FY 20	FY 21	FY 22	FY 23
New Mowing Equipment	\$20,000	1	\$20,000	\$20,000	\$0	\$0	\$0	\$0
Road Repair Near Entrance	\$25,000	1	\$25,000	\$0	\$25,000	\$0	\$0	\$0
New Roof for Los Robles	\$25,000	1	\$25,000	\$0	\$25,000	\$0	\$0	\$0
Store Floor	\$25,000	1	\$25,000	\$0	\$0	\$25,000	0	\$0
Remodel Entry Gate	\$50,000	1	\$50,000	\$0	\$0	\$0	\$50,000	\$0
Paving/Chip Seal parking lots and roads	\$0.912	1,260,500SF	\$1,150,000	\$0	\$0	\$0	\$1,150,000	\$0
Total Cost:				\$1,295,000	\$20,000	\$50,000	\$25,000	\$1,200,000

Nacimiento - Summary of Capital Plan by Fiscal Year

EXISTING CAPITAL NEEDS	SUMMARY	COST PER UNIT	UNITS	FY 19	FY 20	FY 21	FY 22	FY 23
Replace 2 burned units (no additional expense)	\$0	\$0	1	\$0	\$0	\$0	\$0	\$0
Lodge Renovations - 19 Units ²	\$3,375,882	\$177,678	19	\$888,390	\$1,066,068	\$1,421,424	\$0	\$0
Marina Restroom Upgrade ¹	\$20,000	\$20,000	1	\$20,000	\$0	\$0	\$0	\$0
Annual Unscheduled Maintenance Budget	\$500,000	\$100,000	5	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000
Marina Cable Replacement ¹	\$15,477	\$15,477	1	\$15,477	\$0	\$0	\$0	\$0
Oak Knoll Lift Station	\$80,000	\$80,000	1	\$80,000	\$0	\$0	\$0	\$0
Oak Knoll...Utility Upgrade ¹	\$15,000	\$15,000	1	\$15,000	\$0	\$0	\$0	\$0
Campsite Leveling Baserock	\$16,000	\$16,000	0	\$16,000	\$0	\$0	\$0	\$0
Pine Knoll Fire Pits 60 pits @ \$400 ¹	\$24,000	\$400	60	\$24,000	\$0	\$0	\$0	\$0
Vibrator Plate Tool ¹	\$2,000	\$2,000	1	\$2,000	\$0	\$0	\$0	\$0
Replacement Fire Pits	\$68,800	\$400	172	\$0	\$68,800	\$0	\$0	\$0
New Boat Fleet	\$683,953	\$683,953	1	\$683,953	\$0	\$0	\$0	\$0
Relocate Housekeeping	\$35,000	\$35,000	1	\$0	\$35,000	\$0	\$0	\$0
Demo existing mobile units	\$80,000	\$20,000	4	\$0	\$80,000	\$0	\$0	\$0
Pool Restroom Roof	\$25,000	\$25,000	1	\$0	\$25,000	\$0	\$0	\$0
Replacement Trailers Rentals	\$240,000	\$30,000	8	\$0	\$120,000	\$120,000	\$0	\$0
Pine Knoll Site Leveling	\$10,000	\$10,000	1	\$0	\$10,000	\$0	\$0	\$0
Chip Seal all Roads	\$1,000,000	\$1,000,000	1	\$0	\$500,000	\$500,000	\$0	\$0
Scheduled Utility Upgrades	\$100,000	\$100,000	1	\$0	\$100,000	\$0	\$0	\$0
Marina Floor Upgrade	\$5,000	\$5,000	1	\$0	\$0	\$5,000	\$0	\$0
Naci North Shore Event/VIP/Group Camping Area	\$468,000	\$468,000	1.0	\$0	\$468,000	\$0	\$0	\$0
20 Glamping Units	\$455,000	\$455,000	1	\$0	\$455,000	\$0	\$0	\$0
Move 9 LSA-S Modulares to Nacimiento	\$270,000	\$30,000	9	\$0	\$270,000	\$0	\$0	\$0
Paint Admin Building	\$5,000	\$5,000	1	\$0	\$0	\$5,000	\$0	\$0
Existing Total Needs	\$7,494,112			\$1,844,820	\$3,297,868	\$2,151,424	\$100,000	\$100,000

¹ Reserve Fund Account

² Plan is to repair Lodges 1-2, 6-8 in FY19, 3-5, 9-11 in FY20, 12-19 in FY21



San Antonio River

LYNCH HILL ROAD

4) Lynch Store/Cabins

5) Lynch Campgrounds

2) Maintenance Yard & Admin

3) Ranger Circle

1) Redonda Vista & Oak Room

6) Employee Area/Old Cabins

7) The Beach

8) Youth Area

9) Harris Creek

10) Water Tank/Overflow/Sewer Plant

BEACH ROAD

SAN ANTONIO ROAD

Harris Creek

LYNCH RD

REDONDA VISTA

OVERFLOW

Legend

- Tour Location
- Park Boundary
- Waterbody
- Road

0 400 800 Feet
0 0.1 0.2 Miles

Map produced by Maricopa County Resource Management Agency, 11/12/2018



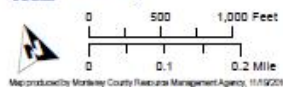
Lake San Antonio North Shore

County of Monterey Resource Management Agency Parks

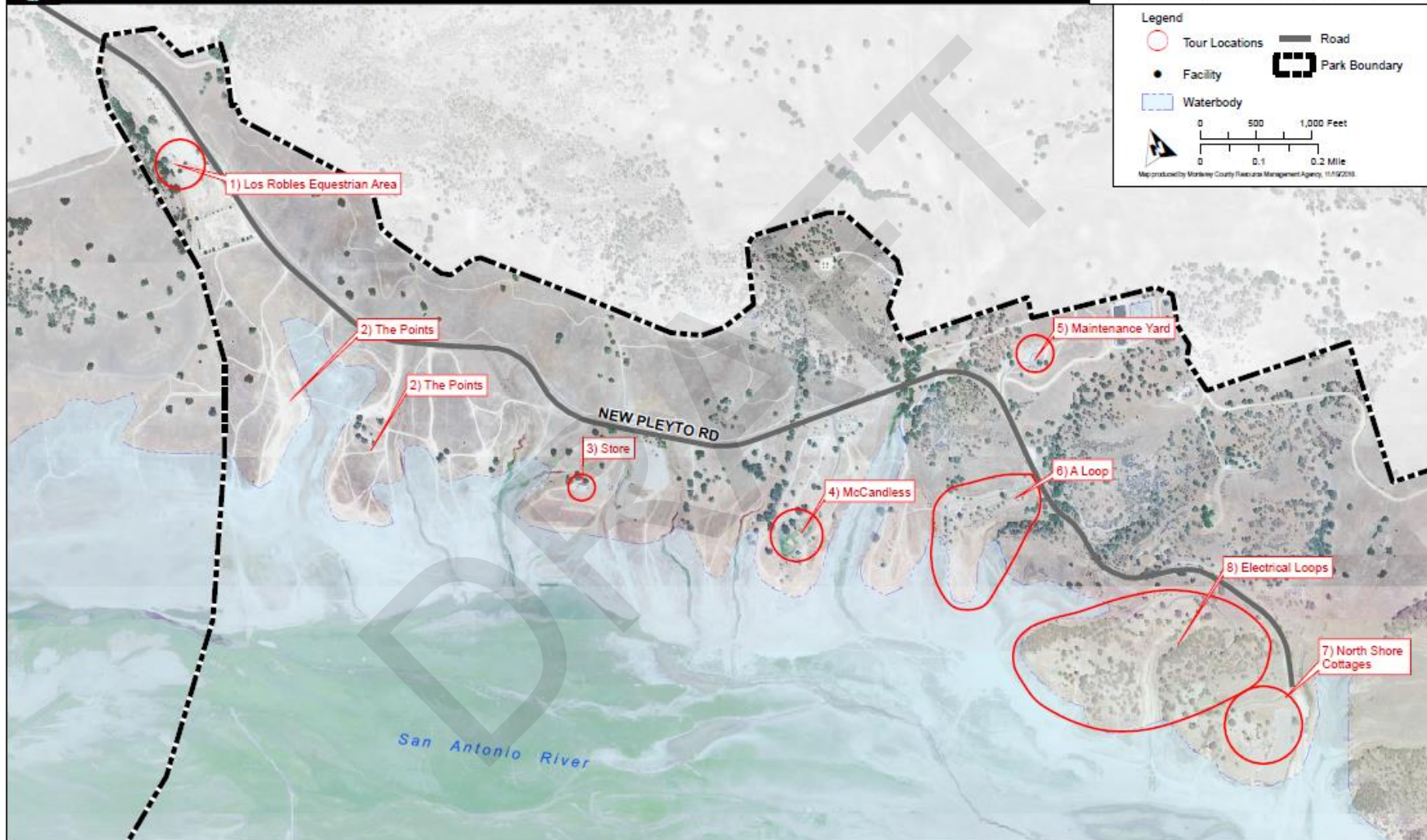
LOCATION MAP

Legend

- Tour Locations
- Facility
- Waterbody
- Road
- Park Boundary



Map produced by Monterey County Resource Management Agency, 11/19/2019





Lake Nacimiento

County of Monterey Resource Management Agency Parks



Note: This is draft map and not intended for publication.

South Shore – Park Description

Most of the facilities at South Shore were built in the late 1960s. South Shore is vast and long, containing 8.5 road miles, and three main camping areas which are miles apart from one another. As such the infrastructure stretches over long distances. There are not adequate resources to upgrade and maintain all of the facilities and systems at once. Therefore, most of the projects focus on converting the extensive utilities in the park to a more cost-effective and easily maintained design.

Camping - South Shore includes 419 developed campsites at three main camping areas, with hookups as follows:

Table 1 – Campground Facilities at South Shore			
Campground	Water Only	Electric/Water	Water, Elec, Sewer (Full Hookup)
Redonda Vista	110	0	86
Lynch Creek	51	55	0
Harris Creek	91	26	0

Other facilities include 21 bathroom buildings and 7 shower facilities, most of which are located throughout the 3 main camping areas. Guest services near the Lynch boat launch include a general store/café, offices, gas station and a small maintenance shop. There is a separate maintenance yard and staff housing on “Ranger Circle” which includes 12 full hookup Campsites separately metered with PG&E.

Maintenance Yard - This is the main hub for park maintenance and operations. The complex includes a fully functional working mechanics shop, wood & tool shop, plumbing storage, employee break room, 2 offices, restrooms, and additional out building with offices and a restroom, and a bunk house with a kitchen, 2 restroom/showers, and 6 bunks. There is also a fueling station, and multiple covers for equipment. The shop is in good shape overall, except for the roof which will require replacement in the near future. Additionally, the yard surface which is an old asphaltic concrete needs a chip seal to prolong its life.

Admin Building

The Administration Building holds several offices and a small visitor center. The building is infested with bats and associated guano and would need to be remediated should the County decide to use this facility. The structure of the building is in good shape.

Redonda Vista

Redonda Vista Campground is the first campground to the right on the way into the park, .75 miles from the entry gate. It is characterized as oak prairie camping with the only full hookup sites at South Shore. Redonda Vista features 196 campsites total, with 86 full hook up sites including water, sewer and electric, and 110 sites with water only. Amenities also include 11

restroom buildings of which 3 include shower facilities. The issues of deferred maintenance in the Redonda Vista-3 building are representative of conditions in restroom buildings across South Shore. This building is closed because of a bat infestation in the plumbing wall. The bat guano has caused deterioration of the plumbing resulting in a water leak. The plumbing is inaccessible and will require major capital investment to rectify. Woodpecker damage to the exterior wood can be seen on most of the buildings. Redonda Vista also includes an old amphitheater, which needs repainting, electrical, and some carpentry to fix.

The Oak Room at Redonda Vista

The Oak Room is approximately 1,200 square feet and could be utilized as a wedding venue, with attendees able to camp on site surrounded by full hook up sites. The room has a barbeque area that overlooks a lawn. The building would need a new floor, roof and some work on the ceiling to remove the “drop ceiling”. There is a deck which needs to be removed and could be replaced with a different patio. Keeping this facility open would not likely result in a return on investment given its history of rental.

Harris Creek Campground

Harris Creek is the most remote camping area and the only developed campground with a lake view. Harris Creek is 3.25 road miles from the park entrance and 2.53 road miles from the nearest campground. Harris Creek includes A Loop to H Loop which spans roughly .75 miles. There are 117 Campsites in total with 26 campsites with water and electricity and 91 campsites with water only. Amenities also include 7 flush restroom buildings, including two buildings with showers, a day use area, launch ramp, boat parking, a sewer dump station for RV's and a playground for kids.

Lynch Creek Area

Lynch Creek Area is roughly 1.85 Miles from the entry Gate, the Lynch Creek Area has the most amenities within walking distance of any of the three areas at South Shore. Facilities in the Lynch Creek Area include lodges, a campground, playground, a general store building with restaurant and bar (which currently does not operate), fuel sales, boat parking, fish cleaning station with adjacent restroom building, long term boat storage, and a launch ramp. Lynch Creek Area is the main festival area for the Wildflower Triathlon event. This was the site of the marina before it broke up during 2017 winter storms.

Lynch Creek Campground

This campground is nearest to the general store and provides the most convenient lake access due to its proximity to a launch ramp. Amenities include 106 campsites, 55 with electricity and water, and over 51 campsites with water only. Developed campsites surround the playground, volleyball court, and lawn area, and are near the lodges at Lynch Creek. In addition, Lynch Creek features 4 flush restroom buildings, one of which includes showers.

Lodges at Lynch Creek

Lodges consist of 7 rentable modular units surrounding a large open space. Modular units 1 and 2 are older and the floors need to be replaced. Modular units 3-7 were installed around 2012 and

are in generally good condition. These units may be moved to Nacimiento as part of a capital project there.

Employee Housing Area at Lynch Creek

This area on top of the hill contains ten dilapidated trailers that need to be demolished. This area has high development potential with one of the best lake views at South Shore. The Project Narrative section below includes options for developing this area into a revenue generating facility.

Overflow Camping

Overflow Camping is an open area near the sewer plant, located next to the main road on the way to Harris Creek. It is roughly 1.6 miles from the entry gate. This area can be opened or closed as needed during a busy weekend, with the ability to fit around 500 -750 vehicle camping sites. There are barbeques and tables which are dilapidated and must be removed or replaced. In the offseason this area requires minimal maintenance other than mowing and maintaining the dirt access road. This area lends itself to special events because of its open design and can support approximately 10,000 people in a festival setting. There are a few water spigots and fire hydrants scattered throughout the area.

Beach Area

The beach area is a natural beach available for day use. There is one flush restroom facility. Portable restrooms could be brought in to service customers during the busy season and eliminated when no patrons are on site. This area includes a large parking lot which is in poor condition, and concrete tables. There are approximately 25 first come, first serve day use areas with shade trees, barbecues and a lake view.

The Youth Camp

The Youth Camp area includes a restroom facility, showers, kitchen, and looks out over the lake. The Youth Camp is one of the most scenic spots in the park, which makes it ideal for weddings, and is a popular spot with the Scouts and church groups who volunteer hours to maintain the facility on an annual basis.

Water System

Structural challenges exist at South Shore where there is a massive amount of water and sewer infrastructure that needs to be completely replaced. The water supply system is currently non-potable and will require a new water pump or well. Water is currently pumped from the lake itself and processed by a filtration plant. This system will also require a new water holding tank, currently 500,000 gallons, which was relined eight (8) years ago, it started leaking shortly after installation. The filter plant processes 350 gallons per minute, which exceeds the current need. For comparison, there is 108,000 gallons of storage at North Shore Lake San Antonio from two (2) wells that produce a combined 100-120 gallons of potable water per minute. Lake Nacimiento has 125,000 gallons of potable water storage with one shallow well, which pumps to a 20,000-gallon water tank and is then processed by the filtration plant that fills a 125,000-gallon tank at

a rate of 40-50 gallons of potable per minute. The system also includes a booster pump and pressure tank.

Sewer System/Septic System

The system requires servicing of 28 restroom and shower buildings, sewage treatment plant, two (2) trailer dump stations, five (5) Lift Stations, and one septic system at the entry gate.

Replacement and upgrading of the sewer system would follow a similar segmentation process as the water system. Approximately 26,000 linear feet of sewer line at South Shore needs to be replaced if the existing sewer system is to remain operational long-term.

The County could choose to keep the current park-wide sewer system, but there is a significant cost to upgrade the system. The existing clay pipe from the 1960s needs to be replaced if the system is expected to operate long-term. Five lift stations are needed to pump waste from lower elevations to the main sewer plant have historically required replacement at a rate of one per year. This would be an ongoing cost, or a large capital investment would be needed to upgrade the system. The sewer system and treatment plant carry a high administrative cost to maintain permits and meet testing requirements.

Electrical

Approximately 40% of the campsites at South Shore include electric service. If the County wishes to keep camping with electric hookup at South Shore, the existing system will need to be upgraded from the current 30A system to 50A to accommodate newer RVs. County staff are able to install conduit, wiring and perform other minor repairs. Major work would need to be contracted out. The County does not have sufficient data at this time to determine if a major investment in the electrical system is reasonable. If this option is selected, we will monitor county operations for a year prior to making any large investment.

Equipment, Buildings and Other Facilities

In addition to the utility projects, this Plan includes building and facility improvements throughout the park, which are detailed in the Project Narratives below.

Roads

South Shore has approximately 8.5 Miles of main road, and most of the road is in good condition. The road can be preserved with a chip seal and some road gutter maintenance to ensure proper drainage. The main issue with the road system is the beach access road roughly .82 miles, and the smaller chip sealed loop roads.

The County may consider accepting park roads, which are public roads, into the County road system. This would increase County Road System revenues and provide an alternative funding source (Road Fund) to help offset some of the cost of maintaining the main roads.

South Shore - Projects and Operations Narratives

Proposed South Shore capital projects and operational changes are described below and divided by category.

Water System

The approach at this time, without the benefit of prior design, feasibility, and engineering work being completed, for a new water system would be to drill three new wells and install approximately 200,000 gallons of storage. Based on experience, these wells should be able to produce 10-16 gallons per minute of potable water each. Each well will cost approximately \$75,000.

The amount of storage will vary depending on the actual well production rates, and the number of storage tanks needed to create this amount of storage will depend on the final design. However, the goal is to purchase storage tanks that are cost efficient and can be installed by County staff. As such, this storage would likely be installed in three locations: Harris Creek, Redonda Vista, and Lynch campgrounds (distributed storage). Overall cost for water storage is estimated at \$1 per gallon for a total of \$200,000.

Storage for Redonda Vista and Lynch may be combined to take advantage of the proximity of the campgrounds, and the elevation of Redonda Vista in relation to Lynch. This would allow transition from a distributed main system to a distributed storage system. The water source and supply would be closer together eliminating the need to replace the old distribution line, which is estimated at 22,000 linear feet. Under the new local storage system approximately 3/4 of the old distribution system could be eliminated. The new system could also use smaller pipes (2"-4"), and County staff would self-perform the work, as opposed to having a contractor complete the work with 12-16" ductile iron pipe.

This new water system would be implemented in phases. The old system will continue to provide water to facilities in the interim. As each new well is drilled, local water storage and new water lines will be installed, and that section of the park transferred to the new source. The old water system will be taken offline as each phase of work is completed.

Initial discussions with Monterey County Water Resources Agency and the Monterey County Environmental Health Bureau indicate there is a possibility of installing wells. Further study would be required to determine feasibility.

The table below shows the estimated materials and contractor cost for the new water system. Staff time to perform work is not included in these calculations.

Table 2 – Water Systems Capital Projects

Capital Project	Cost per Unit	Units	Summary	FY 19	FY 20	FY 21	FY 22	FY 23
Install new wells ¹	\$75,000	3	\$225,000	\$0	\$150,000	\$75,000	\$0	\$0
New Water Tanks ²	\$10,000	20	\$200,000	\$0	\$120,000	\$80,000	\$0	\$0
Materials for Water System ³	\$5/linear foot	30,000	\$150,000	\$0	\$75,000	\$75,000	\$0	\$0
Subtotal			\$575,000	\$0	\$345,000	\$230,000	\$0	\$0

¹ An additional well may be needed in an out-year depending on park use.

² Anticipate using 20 x 10,000-gallon tanks, but number may vary based on final design.

³ Materials for water delivery does not include staff costs to install.

Sewer System/Septic System

Long-term operation of the sewer plant will likely require significant investment to meet ongoing changes in regulations. Reducing or eliminating a park-wide sewer system would meet the County's goal of operating LSA as a minimal infrastructure facility.

The Plan proposes a gradual move away from the lift stations and sewer plant towards independent septic systems and portables, reducing the required capital investment in years to come. Septic tanks may be installed for individual facilities such as restroom and shower buildings, or larger tanks may service groups of campsites or buildings. Transition to a septic system would require investment in septic tanks costing roughly \$30,000 each. Under this plan 2-3 septic systems would be installed each year with a goal of eliminating the sewer plant within 10 years. To transfer restrooms, staff will identify key facilities to be connected as septic tanks are installed. Because of the number of restroom facilities, some buildings may be closed permanently to reduce building maintenance costs. Installation would be performed by County staff.

A transition to smaller, independent septic systems will reduce the high maintenance cost of the current sewer system. A more flexible system allows the County to staff the park based on the number of people using our facility as opposed to a 100% staffing level year-round to maintain this



Example of excess restroom facilities: two additional restroom buildings in background. (Foreground: "Redonda Vista 3" Shower Building)

massive infrastructure. Under this concept, septic tanks may require pumping during the summer at peak periods. Pumping service would be a new cost, but this would be variable based on use,

compared to the constant cost for the sewer system. Events using the park would be required to pay for pumping the tanks.

There are 86 full hookup campsites in Redonda Vista, and the \$10 premium fee charged for these sites does not recover the cost of system maintenance. Full hook up areas in Redonda Vista may need a larger septic tank than in other facilities in the park which will eliminate the need to run miles of sewer lines. The large number of restroom buildings in the park mean current year-round costs remain the same even as public use fluctuates. Moving to pit bathrooms wherever possible will reduce the need for sewer lines will save on lift station costs, infrastructure reinvestment and maintenance man hours during non-revenue generating times.

Keeping the current sewer system would require significant repair and replacement of lines and lift stations to keep the facilities operational. Clay pipe would need to be replaced, with a rough estimate total cost of \$1,500,000. One lift station would be rebuilt each year at an annual cost of \$15,000. This would be an ongoing cost unless a major investment was made to upgrade the system.

RMA will partner with Monterey County Environmental Health Bureau and other stakeholder agencies to ensure the planned use of septic tanks meets all regulatory requirements. Initial discussions with Environmental Health indicate there is a possibility of installing septic tanks. Environmental Health would prefer to operate the sewer plant and centrally treat waste. There could be challenges with space and geography depending on the number of bathrooms in Harris Creek and Lynch. Redonda Vista and Harris Creek A loop may be better candidates for septic systems. Further study would be required to determine feasibility.

Table 3 – Minimal and Complex Sewer System Options								
Capital Project	Cost per Unit	Units	Summary	FY 19	FY 20	FY 21	FY 22	FY 23
Sewer System - Option 1								
Septic tanks	\$30,000	17	\$510,000	\$0	\$90,000	\$120,000	\$150,000	\$150,000
Subtotal			\$510,000	\$0	\$90,000	\$120,000	\$150,000	\$150,000
Sewer System - Option 2								
Replace Clay Sewer Lines	TBD	TBD	\$1,500,000	\$0	\$600,000	\$300,000	\$300,000	\$300,000
Rebuild Lift Stations	\$15,000	5	\$75,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000
Subtotal			\$1,575,000	\$15,000	\$615,000	\$315,000	\$315,000	\$315,000

Electrical

This Plan proposes for the number of electric sites at South Shore to decrease over time in order to reduce operations costs. The focus of this effort would be in the Redonda Vista and Harris

Creek campgrounds. Lynch campground may continue to include full hookup campsites, including new campsites planned for the old employee housing area.

As electric campsites and loops require major repair and replacement, a cost benefit analysis will be prepared to determine if the investment is feasible. If an electric system project is not financially feasible, those camp sites and/or loops will be converted over to water-only. Reducing or eliminating most of the electric hookup camping would meet the County's goal of operating LSA as a minimal infrastructure facility.

Table 4 – Electric Upgrade Costs at South Shore

Capital Project	Cost / Unit	Units	Summary	FY 19	FY 20	FY 21	FY 22	FY 23
Upgrade Electric Campsites to 50A	TBD	TBD	\$2,000,000	\$0	\$0	\$800,000	\$600,000	\$600,000

Equipment, Buildings and Other Facilities

Track Loader w/ Accessories

RMA will purchase a Caterpillar 249D or equivalent track loader with various implements which will allow staff to self-perform most of the work in this capital plan. Implements include a road broom for cleaning roads and campsites, a trencher for installing new waterlines, a bucket/scrapper for landscaping, dozer blade for road leveling, and a mower deck. Estimated cost to purchase this equipment is \$90,000. Because of the amount of time this equipment will be used, renting is not a viable option. This piece of machinery is extremely versatile, can be loaded on a trailer and transported easily by staff. The track loader will also be used for regular maintenance and repair.



Convert Employee Housing Area to RV Pads

An existing employee housing area on top of the hill contains dilapidated trailers that need to be demolished. This area could then be redeveloped to accommodate 20+ full hookup, large RV sites. Water, sewer, road access, and power exist in this area.

The cost to convert this area is estimated at approximately \$16,750 per site. RV sites at this location would serve have lake views and convenient lake access. As such, this location would be more marketable than other locations in the park.



Exterior damage on “employee housing” modular units above Lynch Campground.

Overall investment to complete this plan would be \$335,000. If the units do not have asbestos or lead, staff may be able to perform demolition and dispose of the debris to reduce the total project investment by approximately \$75,000.

Demolish/Remove Marina

The marina has broken apart due to 2017, and subsequent, winter storms and is no longer usable. Some fingers of the docks may be usable, and these fingers can be towed to the Lynch Creek boat launch area so people can dock their boat. Cost to remove the damaged marine is \$50,000. Investment in a new marina at this time is not recommended as the cost exceed the revenue benefit that could be realized.

Repave Roads and Sites

Roads that exist in the Lynch Creek, Redonda Vista and Harris Creek camping areas are chip sealed and are badly deteriorating. Paving steep access aprons and grinding in place the remainder of



the chip seal means creating gravel roads in campground areas that could significantly reduce maintenance costs. Staff can grade the roads with existing equipment on an annual basis. The road base can continue to build up with asphalt grindings as the County Public Works and/or Caltrans has them available. If roads are converted to gravel, the County may need to purchase a water truck or trailer to control dust or apply soil binder on an annual basis. The estimated cost for repairing roads at South Shore is \$3,150,000, which reflects

current labor and equipment costs, and recent materials bid prices. This includes surface preparation, minor pavement repairs and application of a Single Chip Seal with 3/8” Screenings and Polymer Modified Rejuvenating Asphaltic Emulsion (PMRE) spread at 0.35 Gal. per square yard. Tree trimming and traffic control for active park areas are not factored into the estimate. If repaving is done in multiple phases, additional costs for moving equipment to and from the site will need to be added to this estimate.

Table 5 – South Shore Road Sections		
San Antonio Road, Park Entrance to End	530,000 SF	\$568,830
Beach Road	120,000 SF	\$128,790
Lake View Road	185,000 SF	\$198,550
Lynch Road	200,000 SF	\$214,650
Redonda Loop (Main Road)	140,000 SF	\$150,250
Camp Loops, Cabin Roads, Visitors, Misc. Parking	700,000 SF	\$751,280
Harris and Redonda RV Pads (84)	60,000 SF	\$64,400
Large Parking Areas (5)	1,000,000 SF	\$1,073,250
Totals	2,935,000 SF	\$3,150,000

Demo or Remodel Oak Room

The Oak Room structure in Redonda Vista campground is in poor condition and requires extensive repairs. Estimated cost to repair the roof, replace the patio with decomposed granite and remodel the interior is \$50,000. Return on investment for this structure is questionable. An alternative is to demolish the structure and replace with an open space that could be rented as a large-group picnic area for the nearby campsites. Estimated demolition costs are \$25,000.



Chip Seal Maintenance Yard

The underlying aggregate in the main maintenance yard parking lot is degrading and will continue to deteriorate if not repaired. Potholes are forming and equipment may be damaged if not fixed. Cost to chip seal the yard is approximately \$15,000.

Repair Redonda Vista Shower Building

The shower building in the front of Redonda Vista Campground is centrally located and can serve multiple camping loops. Overall the building is in good condition. Interior walls in the showers need to be sealed. The service areas between the men's and women's facilities is inaccessible and needs cleaning and repair.

There have been years of bat guano building up on the plumbing system. Bat guano is acidic in nature and has caused the pipes inside the walls to fail. Compounding this problem is the service hall is too small for human access, and thus we must rip into a wall to replace the plumbing. The plan includes an option to surface mount the supply plumbing, and leave the interior plumbing

abandoned in place. The wall needs to be sealed to prevent bat guano smell from entering the building. Replacing plumbing and cleanup of guano is estimated at \$50,000.

New Roof on Maintenance Shop

The Maintenance Yard at South Shore will continue to serve as a critical facility for County repair and maintenance efforts in South County. This is a 10,000 square foot facility that includes a County fuel station, vehicle & equipment repair shop, offices, break room, wood shop and storage sheds. Roof tiles above the vehicle repair and wood shops are falling off. It appears that the roof can survive one more year in its current condition, however a new roof will be needed in the near future. Woodpeckers have damaged the fascia. A new roof is estimated to cost \$150,000.

Remodel Administration Building

The Administration Building at South Shore was closed due to health concerns created by a large bat infestation. If the building is to be reopened, significant cleaning and repairs will be required. There are also significant accessibility (ADA) upgrades that would be required to bring the structure up to the current codes/regulations. Once opened, the building could be used as offices, the old museum reopened, or the County could find alternative uses such as renting for



events. The building design does not lend itself well to rentable space, and there is no cost recovery anticipated for this facility. Any improvements to this facility will exceed the threshold to include ADA improvements in the project. To meet this requirement, the County would contract for an ADA restroom and access ramp to be built. Renovations including ADA improvements are estimated at \$200,000. An alternative would be to demolish the structure and leave the space open to reduce operation costs, or develop a new revenue generating use for the property.

Demolish Building on Ranger Hill

Across from the maintenance yard and Administration Building is an area known as "Ranger Hill", which includes several structures that previously served as homes for Parks staff. Based on the age and type of building, it likely contains asbestos that would require a contractor to abate the hazardous materials. Demolition of the structure using a contractor is estimated at \$30,000. This structure is not in view of the public, and the project can be moved to a future year.

Other Operation Changes and Projects

South Shore General Store

The General Store building at South Shore includes the store, restaurant and bar. It requires serious repair to make it operational again. There is major structural damage to the front of the building, including woodpecker damage, and a large crack in the front wall due to a shifting foundation. The outbuilding roof and foundations are failing and must be replaced, or the structure will need to be demolished. This project is not part of the initial capital plan but will need to be addressed in the near future.



Redonda Vista Campground

To reduce operation and maintenance costs, 97 campsites in loops F, G, H, I, K will be closed. Full hookup loops (A-E) will remain open. In the closed loops, barbeque pits and tables will be eliminated, and bathrooms locked and eventually demolished. The good Barbeques and tables would be moved into the loops A-E, and J. In the future, the J loop could be developed into an equestrian friendly camp area with a donation campaign from equestrian groups and the Parks Foundation to fund improvements. This would result in 13 campsites with individual corrals for equestrian use only.

Table 6 - Summary of Equipment, Building and Other Facility Projects – South Shore								
Capital Project	Cost per Unit	Units	Summary	FY 19	FY 20	FY 21	FY 22	FY 23
Track Loader w/ Accessories	\$90,000	1	\$90,000	\$90,000	\$0	\$0	\$0	\$0
Convert Employee Housing Area to RV Pads	\$16,750	20	\$335,000	\$0	\$335,000	\$0	\$0	\$0
Demolish/Remove Marina	\$50,000	1	\$50,000	\$0	\$50,000	\$0	\$0	\$0
Demo existing unnecessary restrooms	\$20,000	12	\$240,000	\$0	\$60,000	\$60,000	\$60,000	\$60,000
Repave Roads and Sites	\$1.073	2,935,000SF	\$3,150,000	\$0	\$1,000,000	\$500,000	\$825,000	\$825,000
Demo or Remodel Oak Room	\$50,000	1	\$50,000	\$0	\$50,000	\$0	\$0	\$0
Chip Seal Maintenance Yard	\$15,000	1	\$15,000	\$0	\$15,000	\$0	\$0	\$0
Repair Shower Building @ Redonda Vista	\$50,000	1	\$50,000	\$0	\$50,000	\$0	\$0	\$0
New Roof on Maintenance Shop	\$150,000	1	\$150,000	\$0	\$0	\$150,000	\$0	\$0
Remodel Admin Building	\$200,000	1	\$200,000	\$0	\$0	\$0	\$200,000	\$0
Demo Building on Ranger Hill	\$30,000	1	\$30,000	\$0	\$0	\$30,000	\$0	\$0
Buildings and Other Facilities Total			\$4,360,000	\$90,000	\$1,560,000	\$740,000	\$1,085,000	\$885,000

North Shore – Park Description

North Shore is a much simpler property to manage relative to South Shore due to its large open spaces and less expansive infrastructure. The lighter infrastructure burden at North Shore serves as a model for consolidating South Shore operations. North Shore has roughly 2.4 road miles from the entry gate to the lower launch ramp.

North Shore has 145 total developed campsites with 14 full service hookups, and 37 water only campsites, and 94 water and electric campsites. North Shore's main feature is "large peninsulas" of open ground. These peninsulas are roughly 200 acres, and when the water level is high, allow patrons to pull their boat up to their camper or motorhome and shoreline camp. The areas are also conducive to large special events whose capacities vary depending on event type, setup, and services.

The facility includes 2 launch ramps and associated boat parking areas, 4 shower/restroom buildings, and 6 restroom-only buildings. Access to the lower launch ramp is roughly 700' elevation, and the launch ramp nearest the Store is roughly 720' elevation.

North Shore's main challenge is water level. It is the first shore to lose boat access to water due to its higher elevation in relation to South Shore. Additionally, LSA's watershed isn't as consistent as Nacimiento, resulting in lower lake levels year to year. If the proposed Interlake Tunnel Project is completed, North Shore could have water for a longer duration in the summer, year over year. Water levels would remain subject to overall water management of the facility.

Los Robles Equestrian Area

The Equestrian Area is located at the entry to the Park and is an area of opportunity for North Shore. RMA and Monterey County Water Resources Agency (MCWRA) is working on an agreement to use a popular equestrian trail located on MCWRA property, commonly known as the "Long Trail". Trail riding is also permitted on other trails within North Shore park boundaries. This facility and trail system can be marketed to equine travelers as an overnight area on the coastal equine show circuit. Los Robles has 4 full hook up RV/Trailer sites and can accommodate 30 horse trailers.

McCandless Area

The McCandless Day Use Area serves as a family gathering area, and includes the main shower building at North Shore. There are areas for group barbeques, shuffleboard, volleyball, picnic tables etc. The area also has an irrigated lawn section serving as much needed green space in the otherwise dry North Shore landscape. The area can give the appearance of an oasis. The fence and landscape around the building is deteriorated. The fence surrounding lawn is deteriorated, allowing wild pigs to damage the grass.

The Cottages at North Shore

There are 4 - 399 Square foot cottages overlooking the lower launch ramp which were installed around 2012. These units are in a beautiful spot on the lake, but do not rent.



Developed Camping Area A-K Loops

These camping loops are located roughly 2.4 miles from the entrance. As mentioned above, Northshore has 145 Total Developed Campsites in this area with 14 Full service hookups, 94 Water and Electric Campsites, and 37 Water Only Campsites. A loop is the only water only loop, B-K Loops have water and electrical. These sites are fully developed with barbecues, paved sites, and tables.

Equipment, Buildings and Other Facilities

Other facilities include a small store made up of modular units, a maintenance yard with a fuel station and several residences for on-site staff.

Water System

North Shore has 2 productive wells, 5 storage tanks and about 15,000 linear feet of pipe line with 2 booster Pumps.

Sewer System

This facility is roughly one-half the complexity of South Shore due to linear footage of pipe. There are 7 lift stations and a sewer plant located behind the maintenance yard. The plumbing is in much better condition than South Shore.

North Shore – Projects and Operational Narratives

Water System

Most of the system has been upgraded to PVC piping, so old corroded pipe has mostly been replaced. Water holding tanks are in good condition with 108,000 gallons of storage. There are occasional leaks in the pipe which need repair.

Sewer System

No changes or capital projects for the North Shore sewer system are currently planned. In the future, the County could implement a sewer system replacement program to move towards septic systems.

Equipment, Buildings and Other Facilities

New Mowing Equipment

This Plan includes purchasing a Flex Wing M15 Rotary Mower for \$20,000 and renting a John Deere 6110M Loader Tractor to operate the mower. As an alternative, the County could rent the mower would be approximately \$3,300 per month, but with limits on hours and acreage. This machinery will enable staff to mow approximately 200 acres of North Shore property in roughly two (2) to three (3) weeks, which is one-third of the time currently needed with existing equipment. This will free staff to accomplish other tasks needed to prepare the park for summer opening. If purchased, the tractor cost approximately and could also be utilized to grade roads, maintain fire breaks, and perform other miscellaneous tasks at North Shore that require a tractor.

Road System Repair

The road system is approximately 3 miles of paved main road with 2 large boat parking areas. The lower boat parking area is in good repair, while the boat parking area nearest the Store needs repair. The remainder of the road system are dirt roads which are graded annually. There are areas of the roads that have failing pavement. Fixing the failed areas, reestablishing road edges, and providing a chip seal over the existing pavement surface will preserve the surface and provide a much longer life to the underlying asphalt. There is \$25,000 identified in this plan for materials necessary to make repairs. Staff will self-perform the work.

The estimated cost for repairing all roads at North Shore is \$1,150,000, which reflects current labor and equipment costs, and recent materials bid prices. This includes surface preparation, minor pavement repairs and application of a Single Chip Seal with 3/8" Screenings and Polymer Modified Rejuvenating Asphaltic Emulsion (PMRE) spread at 0.35 Gal. per square yard. Tree trimming and traffic control for active park areas are not factored into the estimate. If repaving is done in multiple phases, additional costs for moving equipment to and from the site will need to be added to this estimate.

Table 7 – North Shore Road Sections.		
New Pleyto Road, Park Entrance to end @ Boat Launch Ramp	380,000 SF	\$346,820
Store & Boat Launch paved roads	55,000 SF	\$50,200
McCandless paved Roads	70,000 SF	63,900
A-Loop roads (2)	130,000 SF	\$118,650
Lodges, B, J & K-Loop roads	170,000 SF	\$155,160
Parking area at Store	300,000 SF	\$273,800
Parking area @ Boat Launch Ramp-end of New Pleyto	155,000 SF	\$141,470
Totals:	1,260,000 SF	\$1,150,000

New Roof for Los Robles Equestrian Center (Los Robles)

The roof on the pavilion at Los Robles needs to be replaced at an estimated cost of \$25,000. This is an important local and regional facility. There are funds in the Parks Foundation accounts currently available specifically for projects at Los Robles. Another option is to partner with local equestrian groups to raise funds for this project.

Store Floor

The vinyl tile in the store is chipping away with whole tiles missing in areas. While not critical, the plan includes \$25,000 for floor repair in order to have a presentable facility. The closest alternative market is located outside of the park, about 3 miles away.



Remodel Entry Gate

The entry gate has been damaged over the years by large trailers hitting the entry. Fencing around the entry gate is also deteriorating. This entry needs to provide a good first impression at North shore. The Plan includes \$50,000 for carpentry, fence building, and painting in order to provide a more presentable entry.

Other Operation Changes and Projects

North Shore Cottages

This Plan includes a project to relocate the 4 cottages to Nacimiento where they can generate more revenue. Once the cottages are moved these sites can be converted to desirable full hook up RV sites with ease and little cost. Cost to move the cottages is listed under the Nacimiento capital plan.

Developed Campgrounds

A table replacement/repair program for the campgrounds is being considered.

Table 8 - Summary of Equipment, Building and Other Facility Projects – North Shore

Capital Project	Cost per Unit	Units	Summary	FY 19	FY 20	FY 21	FY 22	FY 23
New Mowing Equipment	\$20,000	1	\$20,000	\$20,000	\$0	\$0	\$0	\$0
Road Repair Near Entrance	\$25,000	1	\$25,000	\$0	\$25,000	\$0	\$0	\$0
New Roof for Los Robles	\$25,000	1	\$25,000	\$0	\$25,000	\$0	\$0	\$0
Store Floor	\$25,000	1	\$25,000	\$0	\$0	\$25,000	0	\$0
Remodel Entry Gate	\$50,000	1	\$50,000	\$0	\$0	\$0	\$50,000	\$0
Paving/Chip Seal parking lots and roads	\$0.912	1,260,500SF	\$1,150,000	\$0	\$0	\$0	\$1,150,000	\$0
Total Cost:			\$1,295,000	\$20,000	\$50,000	\$25,000	\$1,200,000	\$0

Capital Projects at Nacimiento

The County is negotiating a management agreement for resort operations at Lake Nacimiento (Nacimiento) in accordance with Board direction in January 2019. Negotiations are partly dependent on the level of commitment by the County to invest in Lake facilities. The County will keep responsibility for capital projects and costs, while the contractor would be responsible for repairs and maintenance. The County expects to have a final agreement ready for the Board by April 23, 2019.

Lake Nacimiento has significant deferred maintenance and repair/replacement needs. The main challenge with moving forward is the need for reinvestment and high cost of maintenance, the seasonality of the business, and reliance on unpredictable water levels. Given normal or somewhat less than normal water levels, Nacimiento is at visitor capacity for three (3) months in the summer. For the other nine (9) months, during the off season, Nacimiento's business changes considerably. In a low water year, the summer rush is reduced even further. Maintenance of water, sewer systems, and buildings does not adjust relative to our visitor levels.

Capital projects included for Nacimiento are categorized as unfunded or funded by Reserve Fund Account (RFA). RFA funds are a portion of revenue from the lakes set aside to fund repairs and maintenance. The remaining projects will require a one-time transfer of general funds.

Nacimiento – Park Description

Nacimiento is a resort complete with a marina, full service camping, dry storage, pool, lodging, day use, RV camping, store/restaurant, marina services with on lake gasoline, and boat rental services. The facility has 7 restroom buildings, 6 of which contain showers, 488 developed camping sites with 40 full hookup sites with water, electrical, and sewer, and 448 Sites with water only. There are up to 100 additional shoreline sites near the Pine Knoll campground that become available as the lake level recedes. Unlike South Shore and North Shore, Nacimiento does not have water spigots at every campsite. In areas where sites do not include individual spigots, water is located in centralized areas convenient to the campsites. This helps keep the amount of water system leaks to a minimum.

Nacimiento receives its water primarily from rainfall. Lakes in the Sierra foothills by comparison are snowmelt reservoirs. Snowmelt reservoirs have the benefit of replenished water levels throughout the summer. Nacimiento does not enjoy this snowmelt benefit, and therefore is subject to greater fluctuation in lake levels when compared to Sierra foothill lakes. A unique feature and point of comparison between Nacimiento and LSA is Nacimiento fills much faster. The two lakes are similar in capacity with Nacimiento able to store 377,900 acre feet of water, and LSA able to store 335,000 acre feet of water. An example of this difference is a spring storm in 2018, when Nacimiento increased approximately 10% and San Antonio increased approximately 3%, showing the difference in watershed capacity.

Entry Gates

As you enter Lake Nacimiento there are 2 entry gate Kiosks where entry and campground fees are paid, and patrons are allowed to enter the park. During wintertime this is where Quagga Mussel inspections take place. During the summer Quagga inspections are performed in front of the Ranger Station due to queuing issues at the gate. There is often a line of vehicles awaiting entry during the summer.

Oak Knoll Campground

Oak Knoll is the first campground on the right after you enter the park. It is reservable, and also the busiest camping area for RV's. Amenities include 40 full hookup sites (electric, water and sewer) along with a shower/bathroom building. Oak Knoll is situated in a very limited space and is not easy to maneuver with a RV. Only small RV's and trailers can utilize this facility. Electrical pedestal at the campsites are in need of repair. The Oak Knoll Lift station, located at the far end of the campground also requires maintenance and repair work.

Pine Knoll

Pine Knoll is the largest campground at Nacimiento with 333 campsites. It is nearest the lake shore and close to many resort amenities including the pool and store. This area has 2 shower/restroom buildings both of which need roof replacements. The structures are in otherwise good condition.



Quails Roost

Quails Roost is the second largest campground with 58 sites and one shower/restroom building. This campground is furthest from the lake shore and is less crowded between sites when compared to Oak Knoll and Pine Knoll. The sites are in good shape. This campground can accommodate RV's, but the campground roads and terrain make this campground inaccessible to larger RV's.

Eagles Ridge

Eagles Ridge has the highest elevation of all campgrounds at Nacimiento, and some of the best lake views. This camping area contains 31 sites. The campground only uses portable toilets, and all sites are walk in. There is a parking lot at the top of Eagles Ridge, with a short hike down to the campsites.

Rocky Canyon

Rocky Canyon campground has 14 developed camping sites 7 of which are group sites. The facility has one shower/restroom building. No RV's are allowed in this campground due to the tight spaces.

Sandy Point

Sandy Point has 12 reservable single/group sites and one shower/restroom building. RV's are not allowed in this campground. Sandy Point has a convenient day use area and lake access without the crowds.

Administration Building

This building has undergone some minor repairs and is home to the offices for resort operations. The windows are deteriorating and will require replacement soon. The patio deck also needs to be resealed to prevent further water intrusion into the facility. The windows on the southwest of the facility will need to be replaced due to sun damage along with expansion and contraction of the surrounding wood.



Ranger Station

This building is located at the end of the road leading to the boat launch and general store/restaurant. It serves as home to the County Ranger offices and is in good condition. The building was repainted the Winter of 2019. In the summer months, Quagga Mussel inspections are conducted adjacent to this building.

Lodging

The lodging component at Nacimiento consists of 19 Lodges which are 5 triplex buildings and 2 duplex buildings. There are also two separate lodge facilities, 1 small lodge in good shape (MH20) and 1 large doublewide (MH40) which is in very poor condition and needs to be demolished. All lodges have cedar siding and wood decks in an area with a high population of woodpeckers and bats, which creates multiple issues. Woodpeckers create holes, and the bats get in the holes, leading to guano in the walls.



The interiors of the facilities have original carpet which is pink and purple. The walls between the units are relatively thin, and each unit has one bathroom. The lodges overlook the lakes on a ridgeline, which is a very beautiful setting. The entirety of the roofs, siding, windows, decks, and carpet must be replaced. There may be a few more years left in the facilities, but they will continue to deteriorate and will be taken out of service as they fail. As the lodges continue to deteriorate and are closed down, revenue will continue to decline in kind. Each lodge also has Heating and Air Conditioning systems along with lawns that must be maintained.



Rental Trailers

Nacimiento has 8 RV rental units that rent at approximately the same vacancy rate as the lodges. These units are approaching the end of their useful life. There was a fire in June of 2018 which destroyed one of these rental RVs. The Plan includes replacing these units, either in kind or with 399 square foot modular homes.



Marina

The marina at Lake Nacimiento is in good shape and is relatively new. Cables for the anchors were replaced this winter once they started failing. The Marina dispenses fuel to boaters, rents boats, and has a concession store. The Marina also has a retail store which sells ice, beer, ice-cream, and other retail goods a boater might need. The main facility need is a new laminate floor in the near future, and the need to upgrade sewer pumps lift pumps.



The marina was designed to operate at a relatively high lake level, when the level is higher the lift pumps have enough power to pump sewage up the hill. When lake level drops the pumps are too weak to pump sewage. Therefore we are proposing to install units that can handle the elevation difference. The system also needs to be double contained to prevent a sewage spill in the event of a power outage or equipment failure.



Store/Restaurant

The store/restaurant is the facility that will need long term capital investment to remain operational. The stores peak season is in alignment with the rest of the resort and sees high use for 4 months during the peak summer season. This building has multiple infrastructure needs including the sewer system, roof, siding, and HVAC work for the store display case refrigeration. This area also includes an insulated shipping container which serves as a large freezer for stored ice. The freezer is relatively new and appears to be in good shape.

Boat Rental Fleet

The current operational boat rental fleet at Nacimiento consists of 10 vessels. This includes 2 - 24' pontoons, 4 - 21' pontoons, 4 - 21' ski boats one of which is possibly unrepairable. 3 - 18' ski boats are out of commission and a mechanics report indicates they may be repairable. All boats currently in the fleet are over 6 years old, many closer to 9-10 years old. The County also owns the following inoperable boats; 2 large pontoons, 1- 8' ski boat, 2 large Reinell boats, 2 medium Reinell boats, and 1 small Reinell boat.



Housekeeping Quarters, Laundry, Employee Housing

This area includes the most dilapidated structures at Nacimiento. There are three separate double wide trailers circa late 1960's. One trailer is housekeeping & janitorial storage, one trailer contains washing machines and a folding table, and one trailer serves as staff housing for a Monterey County Employee.



Housekeeping and Laundry Mobile Units at Nacimiento

Sewer Systems

Nacimiento's sewer system is unique. There are 10 septic/lift stations at the resort. The septic/lift stations allow for the solids to separate from the effluent. The effluent is pumped through a series of lift stations which pump to the Oak Knoll Lift Station. The solids tanks are pumped on an annual basis before the start of the summer season. The Oak Knoll Lift Station pumps the parks effluent via a forced main to the evaporation pond which is on the top of a hill approximately 300' in elevation above the lift plant. The oak knoll lift station pumps are original to the park facility. This lift station and surrounding system is heavily used and a critical piece of infrastructure. If this lift station were to fail, there could be a spill into Lake Nacimiento given the station's location directly above the lake. When a lift station fails to operate, staff or a contracted company can pump the sub grade tank with a vacuum truck.



Water Systems

Lake Nacimiento has 125,000 gallons of potable water storage with one shallow well, which pumps to a 20,000-gallon water tank and is then processed by a filtration plant that fills a 125,000-gallon tank at a rate of 40-50 gallons of potable per minute. The system also includes a booster pump and pressure tank. Unlike San Antonio, not every campsite has a water spigot. This simplifies the maintenance and operation, which results in fewer pipe breaks.



Nacimiento – Project Narratives

Fire Damaged Units

There were two residences near the Pine Knoll campground which were damaged in a fire, one of which was the onsite managers unit. The fire started in the managers unit and spread to a hillside and a vacant unit. RMA is evaluating pricing on new modular units, which would be purchased with insurance monies. Once replaced, both units will become available as rental lodging.

Lodging

Individual projects include demolition of unit MH 40, and replacing it with a unit from South Shore which is in good condition. The cost to demolish MH 40 will be approximately \$20,000 depending on outcome of the HazMat reports. The presence of asbestos or other hazardous materials would increase the project cost.

The Lodges are a much larger project, each lodge requiring extensive remodeling. The cedar siding is falling off the buildings, and wood pecker holes from years past have created entry points for bats. The bat guano has filled wall cavities and resulted in units 1 & 2 being unrentable. Unit 6 had a rotten deck and is also unrentable. The roofs are at the end of their useful life, windows leak, the decks need replacement, and the flooring needs to be replaced as well.

This Plan includes a lodging remodel over a three-year period. A third of the Lodge units will be repaired each year. The anticipated cost for a full remodel including project contingency is \$177,700 per unit and \$3,375,882 for the total project. Revenue from the lodges is already impacted by the closure of units 1 & 2. If significant investment is not also made in the remaining units, they will soon reach an unrentable condition, resulting in lost revenue. An alternative to capital investment in the lodges is to replace them with an alternative revenue source such as building premium RV sites in their place. This option has been explored, but additional planning and research is needed to fully develop the cost/benefit analysis of these alternatives.

Move 9 LSA Modular Units to Nacimiento/Demo Existing Mobile Units

The Plan also includes demolishing the existing laundry facilities and employee housing and repurposing this desirable real estate to 4 units relocated from North Shore. The demolition of the 3 existing units plus MH 40 will cost \$80,000. Laundry is planned to be outsourced to a linen service, thereby eliminating the need for a laundry facility. We will purchase 2 storage containers for laundry and housekeeping supplies at a cost of \$10,000.

Five larger modular units, which are in good condition, will be relocated from South Shore and placed at Nacimiento. One of these units as mentioned above will be in place of MH 40. The remaining units will be placed where there is currently an employee parking area atop a hill overlooking the resort. Three units can be placed in this area, and possibly a fourth. The cost to relocate all 9 units and prepare the site will cost \$270,000 or \$30,000 for each unit.

Replacement of Rental Trailers

Amenities also include 8 camping trailer units. Two units are Jayco Cougar trailers purchased in 2009. The 5 remaining rentable units and one burned unit are Jayco Flight trailers purchased in 2001. A previous plan considered replacing these units in kind which would cost approximately \$30,000 per unit. Potential alternatives include more permanent structure lodging units installed for around \$60,000. These units should last 3 times as long and rent for more than a travel trailer. Depending on the option selected, total costs range from \$240,000 to \$480,000.



Sample Unit, Credit:
<https://www.thehomedirect.com/homes/palm-harbor-homes/shasta-lodge>

Marina Restroom Upgrade

The Plan includes installing 2 new double-walled pump housing for the marina restroom units, without requiring upgraded electrical. This will enable the public to utilize restroom facilities at the marina. This is an important fix to a frequently requested inconvenience. Cost for replacement of pumps is \$20,000 and is to be funded out of the RFA account.

Replace Fire Pits

Lake Nacimiento has historically utilized concrete fire rings. These fire rings can be removed from their proper location by guests, do not hold up well to fire, and do not have a grill. The resort has an opportunity to improve its campground amenities by providing a steel fire ring with a grill. These units are also much heavier and can be anchored to the ground. The anticipated cost to upgrade the fire pits is \$68,800. A smaller project to replace some of the worst firepits in the Pine Knoll campground is currently underway using RFA funds.

Boat Fleet

This Plan contemplates purchasing 10 Pontoon Boats, 5 fishing boats, and 6 water bikes. This will expand our current rental fleet from 10 Boats to 25 plus 6 water bikes. This will enable additional rental fees, and overall revenue growth. Total cost for the purchase of these items is expected to be \$683,953 (\$621,775 plus taxes). Basecamp Hospitality estimates a gain of \$417,600 in Year 1 Revenues. As the years pass, the County will continue to replace the older 10 boats, at a rate of 2-3 Boats per year, and renew the fleet in perpetuity. All new boat purchases will be included in the Vehicle Acquisition Management Program (VAMP) program to ensure fleet sustainability.

Scheduled Utility Upgrades

Each year at the end of the season, an assessment will be completed to determine which critical infrastructure items should be upgraded to ensure a smooth operation during the peak revenue

generating season. Inevitably, there will be issues with a sewer/lift station, Electrical service, or water pump. This project line will vary each year depending on needs, but the County estimates total cost for FY20 at \$100,000.

Lake Nacimiento Northshore Event Area & Group Camping

Lake Nacimiento Northshore is an underutilized feature of the Lake Nacimiento Resort. The facility has an entry gate kiosk, bathroom building, gravel parking lot, and a launch ramp. Basecamp has proposed to make this area a VIP Launch Facility, or members only for the launch ramp. This project would also include a group camping area and a north shore special event area. Repairs would need to be made to fix the restroom facility, and entry gate. Baserock would need to be added to the boat parking facility. Total costs to upgrade the facility are anticipated to be \$468,000. Basecamp estimates an additional \$145,000 in annual revenues as a result of investing in this venue.

20 Glamping Units

Glamping is upgraded camping. Essentially a yurt with a real bed, housekeeping service, a solar battery light, and other luxurious amenities that you can't get with regular camping. These units present an excellent opportunity to expand the resort offerings, at a lower price point, without expanding infrastructure and utilities. The units could be served with an upgraded portable restroom and shower building during the peak season. The units could be purchased and placed relatively easily. Basecamp estimates this project to cost \$455,000 and generate \$180,000 in additional annual revenues.

Administration Building

Window upgrades for the administration building will likely require \$50,000 to complete. The existing windows leak and will need to be repaired within 3 years. This facility presents an opportunity to be converted to a Bed & Breakfast Lake hospitality suite. We are at the initial stages of exploring this possibility. Conversion would likely require a total investment of \$250,000-\$300,000 including the window replacement, deck upgrades, kitchenette, along with some bathroom reconfiguration and remodeling of the offices. The views from the building are spectacular. The facility could likely accommodate 6 bedrooms and possibly 8. With very conservative assumptions of \$200 per room cost per night a 75% occupancy rate during the summer (100 days) this facility could generate \$90,000-\$120,000 in annual revenues.

Summary of Projects

All projects included in this narrative are listed in the project summary at the beginning of this Capital Improvement and Operations Plan section.

Financial Plan

Lake San Antonio Dam began operating in 1967. Its operation is impacted by the annual weather cycle, need to increase water conservation and flood protection in the Salinas Valley, proper maintenance of the Salinas River, recreational benefits, endangered and protected species management, and compliance with state and federal regulations. The lake is a major regional recreational attraction, with visitation concentrated beginning Memorial Day weekend, and extending through Labor Day weekend.

On April 15, 1969 the Monterey County Flood Control and Water Conservation District (now known as the Monterey County Water Resources Agency (MCWRA)) entered into a lease agreement for certain lands, facilities, and improvements at San Antonio with the County of Monterey to devote to public recreation, as the district did not have the staff nor desire to engage in furnishing public recreation services at the San Antonio reservoir. The MCWRA retained the right to use a portion of the Administration building, as well as retained the exclusive use, possession and control of its property at San Antonio Reservoir not leased including the right to enter into grazing leases. The recreational facilities at San Antonio Reservoir, including the surface of the reservoir itself, would be operated as a county park at the county's expense, subject to the reservoir being used by the MCWRA for its primary purposes of water conservation and flood control.

On December 14, 1972, the Monterey County Flood Control and Water Conservation District (now known as the Monterey County Water Resources Agency) entered into a Concession Agreement with Water World Resorts to conduct a water-oriented recreation business at both Nacimiento and San Antonio reservoirs. The Concession Agreement gave Water World the right to operate specific business within the Resorts, by providing exclusive rights to operate, maintain and carry out investments on MCWRA owned property and in consideration, the MCWRA received payments from Water World in accordance with the terms of the Concession Agreement.

In 1987, the lease was amended by having the MCWRA lease the land to the County, and the County was then substituted in place of the District as the Lessor in the lease to Water World Resorts. The amendment assigned most of the MCWRA's rights and duties under the Water World lease to the County.

The below table reflects the annual revenue receipts from the Concession Agreement with Water World Resorts between Fiscal Year (FY) 1999-00 through March of FY 2006-07:

Table 9 - Annual Revenue from Concession Agreement (FY) 00 - 07

Monterey County Parks Department Lakes Concession Revenue detail from annual year-end AFIN reports								
REVENUE 750-4355	*06-07	05-06	04-05	03-04	02-03	01-02	00-01	99-00
7531	4,120	14,370	11,054	15,578	15,374	7,208	8,960	8,642
7532	6,730	49,021	43,179	49,550	48,220	40,721	35,894	29,142
7534	43,642	124,990	103,061	115,279	71,053	115,674	120,262	110,581
	54,492	188,381	157,294	180,407	134,647	163,603	165,116	148,365
BUDGET 750-4355								
7531	17,061	17,061	17,062	16,795	8,833	7,935	7,935	8,551
7532	42,870	42,870	42,870	47,239	40,716	35,627	29,369	28,534
7534	101,057	101,057	101,166	114,248	77,694	123,444	110,725	105,400
	160,988	160,988	161,098	178,282	127,243	167,006	148,029	142,485

*YTD thru March 07

Dan Heath, the owner of Water World Resorts, brought a lawsuit against the Monterey County over the impact on his facilities by the legal challenges to the Salinas Valley Water Project at Lake Nacimiento and Lake San Antonio. As part of a settlement reached, the County agreed to pay Dan Heath \$22 million to resolve the dispute. The settlement was to purchase the lakeside resort facilities and escape the lease.

Until July 24, 2007, the resort and recreational facilities of both Lake San Antonio and Lake Nacimiento, (collectively, the "Lake Resorts") were operated under long-term lease by Water World Resorts. The areas of responsibility for Water World are identified in the below table for each Lake.

Table 10 – Water World Areas of Responsibility		
Activity	Nacimiento	San Antonio
Camping	✓	
Day Use	✓	
Lodging Units	✓	✓
Fuel	✓	✓
Marina	✓	✓
Grocery	✓	✓
Restaurant	✓	✓

On July 24, 2007, the Board of Supervisor's authorized the purchase of all assets of Water World Resorts, Inc. and Lake San Antonio Resorts. Such property included Lake San Antonio buildings, facilities, structures, equipment, vehicles, and inventory for the marina, store, rental mobile units, and fueling facility, as well as the Lake Nacimiento administration building, lodges, rental units, marina, campgrounds, general store, and day use facilities.

To maintain continuity of each of the Lake Resorts operations, on July 31, 2007, the Board of Supervisors directed the County to prepare a summary business plan and budget to operate the Lake Resort facilities effective October 1, 2007, through at least March 31, 2008. This included the marina, store, rental mobile units, and fuel at Lake San Antonio and the administration building, lodges, rental units, marina, campgrounds, general store, and day use facilities at Lake Nacimiento. The County would be operating these facilities in the same manner as the former concessionaire during this six-month period. The restaurants at both facilities, remained closed, and were not planned to be operational during this initial phase. The County was in the process of evaluating potential concessionaires to operate some of the facilities and services at each Lake property for the long term. As part of that consideration, the County took over the day use, camping, security, and some maintenance responsibilities at Lake Nacimiento on a permanent basis and looked at permanently taking over lodging and rental operations at both facilities, if it proved financially favorable. Four permanent Park Aid Services III positions were added to provide additional services.

To ensure continuity of the existing resort operations during the off-season in order to retain the customer base for the upcoming summer season, a transition period from October 1, 2007 through March 31, 2008 was identified to recruit and distribute job applications to former concession employees to fill four (4) permanent positions and up to 21 temporary positions.

The proposed budget for Lake San Antonio, Budget Unit 758, for the transition period of October 1, 2007 through March 31, 2008 consisted of the following:

Table 11 - Proposed County Transition Budget - October 2007

	Estimated Staff Required	Business of Operations	Estimated Expenditures	Estimated Revenue
Administration	4.0	8-5 Mon-Sun	\$ 115,803	N/A
General Store(s)	2.0	8-5 Mon-Sun	\$ 79,615	\$ 70,133
Mobile Rental Units	2.0	8-5 Mon-Sun; Call-outs 24/7	\$ 43,786	\$ 41,500
Marina and Fuel Operations	<u>2.0</u>	8-5 Mon-Sun	<u>\$ 84,781</u>	<u>\$ 83,509</u>
Total	10.0		\$ 323,985	\$ 195,142
General Fund Contribution	<u>\$ 128,843</u>			

The expenditures and revenues reflected during the transition of the former Concessionaire to the County during October 1, 2007 through March 31, 2008 included the following:

- Administration – oversee and support resort operations, such as office management, bookkeeping, reservations, as well as general support and back-up staffing for various resort business operations, including all aspects of customer service.
- General Store(s) Operation – provides basic grocery items, beverages, ice, firewood, camping supplies, swimwear, sandals, hats, sunglasses, sun tan lotion, swim toys, etc.
- Mobile Rental Units – maintain 16 mobile rental units that provide comfortable living room, completely stocked kitchen with outside BBQs and tables. All units provide full housekeeping and laundry services.
- Marina and Fuel Operation – full service marina that provides boating and marine supplies, fuel service, boat and jet ski rentals, beverages, snacks, and ice.

The entry gate, camping, day use, security/law enforcement, boat launch activities and related administration and maintenance were operated by the County and would continue to in the same manner.

On August 28, 2007, the Board of Supervisors authorized the County to operate the resorts at Lake San Antonio and Lake Nacimiento beginning on October 1, 2007. The Board also authorized the County to recommend a resort management company to operate both resorts excluding camp grounds, day use, and Lake Nacimiento Security.

On April 22, 2008, the Board of Supervisor's approved staff recommendation to enter into a one (1) year interim Management Agreement with Forever Resorts. The Parks Department entered into a short-term agreement (the "Interim Agreement") with Forever Resorts to operate the Lake Resorts, excluding camping, day use, and Ranger security which the Parks Department provided. Specifically, Forever Resorts operated the South Shore marina, general store, and 16 mobile home rental units. The purpose of the Interim Agreement was to provide a trial operating period of approximately one year and establish a working relationship with Forever Resorts. At the expiration of the Interim Agreement, Forever Resorts performance would be evaluated to determine whether it would be in the best interest of the County to modify, extend, or terminate the Agreement.

- Rental Mobile Homes - 16 mobile home rental units at South Shore and 4 at North Shore feature comfortable vacation quarters, completely stocked kitchens, and outside barbeques and tables. All units include full housekeeping and laundry services.
- General Stores - Two general stores provide basic grocery items, beverages, ice, firewood, camping supplies, swimwear, and water-related merchandise. One store is located at the North Shore and one is located at the South Shore of the Lake.

Under the proposed Interim Agreement, the County agreed to pay a monthly management fee of 3.735 percent of the gross receipts, excluding revenues derived from the sale of alcoholic beverages. If revenues exceeded actual expenses, then Forever Resorts would forward those additional revenues to the County on a monthly basis. In addition to the Management Fee, the County reimbursed Forever Resorts for all operating expenses net of revenues, and cost of goods. To the extent that the 3.735 percent Management Fee exceeds a total of 4.9 percent, all Revenues in the amount exceeding the 4.9 percent was divided in the following manner, all revenues related to alcoholic beverage sales were retained by Forever Resorts and all remaining excessive revenues were retained by the County.

After the initial year, there were a few operational issues, concerning lost inventory and fuel line inspections that needed to be resolved before the County and MCWRA recommended that the Board of Supervisors approve extending the Management Agreement between the County and Forever Resorts for another year to operate the Lake Resorts. In lieu of a one (1) year extension, on April 21, 2009 the Board of Supervisors approved a 60-day extension of the Interim Agreement.

On June 23, 2009, the Board of Supervisor's approved the County and MCWRA recommendation to extend the Management Agreement with Forever Resorts to maintain continuity until April 23, 2010. The additional time was to enable the County to determine if a long-term relationship with Forever Resorts was warranted.

On April 13, 2010, due to unforeseen circumstances for both parties, the past two year's resort operation had been a learning experience for Forever Resorts and the County. To maintain continuity, it was recommended the Board of Supervisors approve a one-year extension to the Agreement until April 23, 2011. Drought conditions and continued infrastructure repairs at Lake Nacimiento resulted in reduced revenues at both Lakes over the past years and did not contribute to an appropriate evaluation of Forever's management of the resorts.

In December 2010 the County circulated a Request for Information (RFI) requesting Proposals of Interest. Subsequently, on February 18, 2011, three parties responded indicating their interest to manage the resorts. A selection committee comprised of staff from the Parks Department, MCWRA, County Administrative Office (CAO), Contracts/Purchasing, Risk Management, and County Counsel recommended conducting negotiations with Urban Parks Concessionaires (UPC).

After three Management Agreement extensions with Forever Resorts, the County determined it was in its best interest to terminate the Interim Agreement. However, the County required a two-week extension to the Interim Agreement with Forever Resorts to operate the resort businesses at Lake Nacimiento and Lake San Antonio until May 6, 2011 and provided approval by the County Parks Director up to three more two-week extensions for up to a maximum of

eight weeks if needed. During this time, the County was negotiating with Urban Parks Concessionaires to take over the management of the resort business at Lake Nacimiento and San Antonio and the extension(s) allowed staff enough time to finalize the agreement with Urban Parks and subsequently approved by the Board of Supervisors.

On May 3, 2011, the Board of Supervisors approved a Management Agreement between Urban Park Concessionaires, dba Monterey Lakes Recreation Company, to manage the resort businesses at both Lake Nacimiento and Lake San Antonio effective May 11, 2011 through October 12, 2012. The 18 months allowed time to evaluate UPC performance to determine whether it would be in the County's best interest to modify, extend or terminate the Agreement. Additionally, the Agreement included a Vehicle/Vessel Lease between the parties to properly transfer the responsibility and use of the indicated personal property to UPC during the term of the Agreement. The areas of responsibility for UPC are identified in the below table for each Lake.

Table 12 – UPC Areas of Responsibility			
Activity	Lake San Antonio South Shore	Lake San Antonio North Shore	Lake Nacimiento
Marina and Dock Area	✓		✓ (Including fueling operations)
Rental Boats	✓		✓
Restaurant	✓		✓
General Store	✓	✓	✓
Administration Area	✓		✓ (Shared with County & WRA)
Laundry Facility & Storage Area	✓		
Community Laundry Facility			✓
Gas Station & Fuel Storage Tanks	✓		
Ice House	✓		
Dry Storage Area	✓		✓
Rental Mobile Homes	✓ ⁽¹⁷⁾	✓ ⁽⁴⁾	✓ ⁽³⁾
Houseboat Program	✓		
Rental Condos			✓ ⁽¹⁹⁾
Swimming Pool			✓
Portable RV Trailers			✓ ⁽⁸⁾

Under the proposed Agreement the County would reimburse UPC the net amount of annual operating expenses; offset by forecasted annual revenue. For the Management Fee, UPC would earn a total of 1.5% of the monthly gross revenue and a performance incentive based on 25% of the Annual Net Income. The proposed agreement was estimated to produce annual income of approximately \$362,000 which will serve to offset County lakes operational costs. UPC's first year under the Management Agreement resulted in UPC attaining 94.7% of the annual income. Below is the recap of UPC's financials for their first year.

Table 13 - UPC First Year Financials (FY11-12)

MANAGEMENT OF LAKES REPORTS OPERATIONS URBAN PARK CONCESSIONAIRES (UPC) LAKE NACIMIENTO & LAKE SAN ANTONIO SUMMARY							
	BOS Appv'd Annual Contract Budget	1st Qtr FY 11-12	2nd Qtr FY 11-12	3rd Qtr FY 11-12	4th Qtr FY 11-12	FY 11-12 YTD	
LAKE NACIMIENTO							
TOTAL REVENUE	2,595,000	1,543,141	112,450	39,418	705,661	2,400,670	92.5%
EXPENSE							
Total Cost of Sales	743,880	554,854	23,283	6,661	154,082	738,880	99.3%
Salaries	713,000	249,818	115,769	97,273	202,779	665,639	93.4%
Operating Expense	441,920	159,189	67,346	63,918	114,743	405,196	91.7%
Administrative Expense	235,706	49,007	46,681	58,721	57,696	212,105	90.0%
TOTAL EXPENSES	2,134,506	1,012,868	253,079	226,573	529,300	2,021,820	94.7%
Concessionaire Quarterly Net Result	460,494	530,273	(140,629)	(187,155)	176,361	378,850	82.3%
Monthly Management Fee (1.5% of Gross Sales)	38,924	23,147	1,687	591	10,585	36,010	92.5%
Annual Performance Incentive (25% of Net Profit)	115,124					94,713	82.3%
UPC TOTAL FOR LAKE NACIMIENTO	306,446	507,126	(142,316)	(187,746)	165,776	248,127	81.0%
LAKE SAN ANTONIO							
TOTAL REVENUE	1,736,000	941,828	46,657	62,447	538,024	1,588,956	91.5%
EXPENSE							
Total Cost of Sales	561,600	361,814	10,556	4,468	171,426	548,264	97.6%
Salaries	527,360	151,950	76,396	65,862	117,585	411,793	78.1%
Operating Expense	312,422	102,885	37,802	65,992	66,683	273,362	87.5%
Administrative Expense	225,827	43,714	45,107	56,355	52,360	197,536	87.5%
TOTAL EXPENSES	1,627,209	660,363	169,861	192,677	408,054	1,430,955	87.9%
Concessionaire Quarterly Net Result	108,791	281,465	(123,204)	(130,230)	129,970	158,001	145.2%
Monthly Management Fee (1.5% of Gross Sales)	26,039	14,127	700	937	8,070	23,834	91.5%
Annual Performance Incentive (25% of Net Profit)	27,198					39,500	145.2%
UPC TOTAL FOR LAKE SAN ANTONIO	55,554	267,338	(123,904)	(131,167)	121,900	94,666	170.4%
UPC COMBINED TOTAL FOR BOTH RESORTS	362,000	774,463	(266,220)	(318,913)	287,676	342,794	94.7%

Applying the average Consumer Price Index (CPI) for the San Francisco-Hayward area to the initial desired net income, in today's dollars the \$362,000 net income would be \$443,737. The below table reflects the average CPI by year applied to FY 2011-12 desired net income.

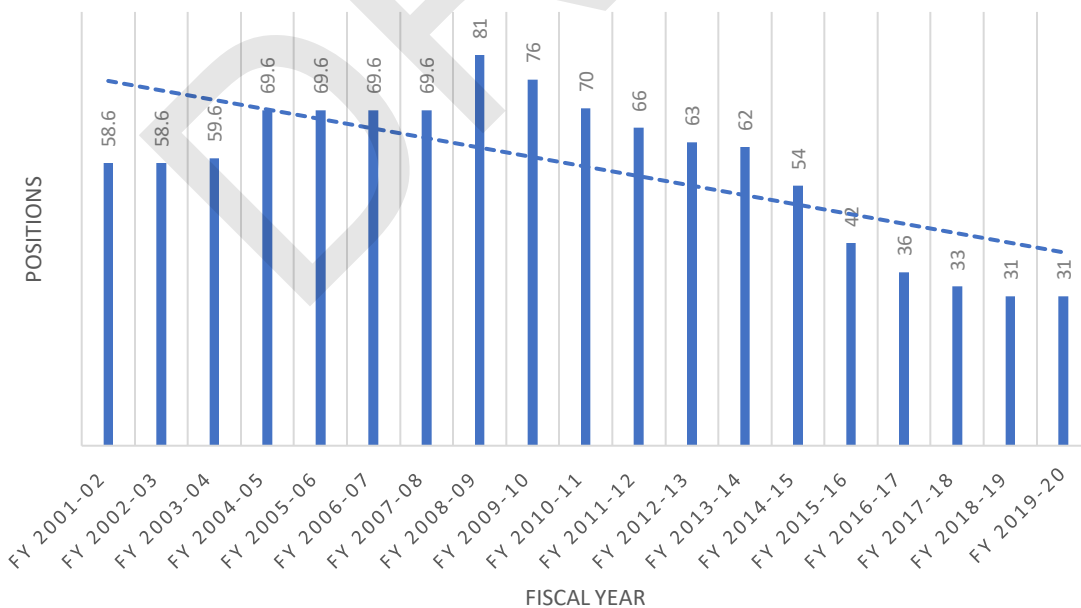
Table 14 - CPI for 2011 - 2018

Calendar Year	Average CPI Factor	Target Net Income
2011		\$ 362,000
2012	3%	\$ 371,593
2013	2%	\$ 380,016
2014	3%	\$ 390,846
2015	3%	\$ 401,008
2016	3%	\$ 413,439
2017	3%	\$ 426,738
2018	4%	\$ 443,737

On October 23, 2012 the Board of Supervisors approved Addendum No. 1, a one-year extension on the Management Agreement between Monterey County and Urban Parks Concessionaires, dba Monterey Lakes Recreation Company, at the Lake Resorts operations, through October 31, 2013.

In 2013, the State of California experienced an unforeseen drought, which highly impacted water levels at the lakes. As a result, Lake San Antonio North Shore was closed to the public in the summer of 2013 followed by the closure of Lake San Antonio South Shore in 2014. The closure of the lake resulted in a reduction in staff at the Parks Department to minimize the financial burden to the County's general fund.

TABLE 15 - PARKS STAFFING LEVELS BY FISCAL YEAR



On March 11, 2014 the Board of Supervisors approved the Renewal and Addendum No. 2 of the Agreement between the County and UPC, dba Monterey Lakes Recreation Company. The County retroactively renewed the Agreement to October 31, 2013 and extended the term of the renewed Agreement to January 31, 2015. This addendum included the revision to Section 3.9 to delete “and Marketing Leadership and Creative Guidance for marketing campaigns and customer service programs for a fixed annual fee of \$30,000; added new Section 6.5 “Due to environmental, economic, and/or other factors or conditions outside of the control of the County, it may be necessary for the lakes resorts facilities and operations at Lake San Antonio to be temporarily or intermittently closed to the public”; the Management Fee would be adjusted from 1.5% to 2.5% when Lake San Antonio resort facilities are closed and management operations at Lake Nacimiento resort remain in operation; and added new Section 6.6, “County will conduct periodic inspections of Contractor operated facilities, equipment, services, and/or programs, and prepare written performance evaluations based upon its observations”.

On May 3, 2016 the Board of Supervisors continued staff recommendations to approve a new Agreement between Monterey County and UPC to May 17, 2016.

On May 17, 2016 the Board of Supervisors approved staff recommendation to approve a new Agreement between Monterey County and Urban Park Concessionaires, dba “Monterey Lakes Recreation Company”, that restated the terms of the prior agreement including Addenda 1 and 2 through October 31, 2017 to continue with the existing business relationship to allow for management services of the resort operations through collaboration between both parties.

On May 18, 2016, in accordance with existing Agreement between the County of Monterey and UPC, the Parks Director requested UPC to assume the following additional responsibilities.

- Effective May 27, 2016 – daily cleaning of restroom buildings throughout entire Lakes Operations, until further notice.
- Effective June 3, 2016 - conduct all Quagga Mussel Inspection responsibilities throughout entire Lakes Operations, until further notice.

Due to the historic low water levels at the lake resorts continued to challenge the current and future success of the operations. The County continued to work with UPC to maintain the status quo level-of service to the community. Lake San Antonio continued to remain closed to the public. This new Agreement restated the terms of the prior agreement in Section 3.9, the Annual Fee of \$30,000 paid to UPC for Marketing Leadership and Creative Guidance that was eliminated in Addendum No. 2. This reinstatement would allow for enhanced website and marketing in anticipation of more revenue being generated than expended. The Agreement also included UPC paying the County eight (8) percent of gross alcohol sales, which the County did not receive any percentage prior, and was expected to generate approximately \$8,000 per year. Both modifications were retroactively included in UPC’s Profit and Loss (P&L) Statement effective July 1, 2015.

Through January 2019 the County has received a total of \$32,891 in alcohol sales. The below table depicts alcohol sales by facility by year.

Table 16 - County Share of Alcohol Sales

	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19*
Lake San Antonio		628	1,942	948
Lake Nacimiento	6,621	8,798	9,183	4,771
Total	\$ 6,621	\$ 9,426	\$ 11,125	\$ 5,719

* Current as of January 2019

Over the course of the past 3.5 fiscal years, UPC has spent \$153,792 predominantly at Lake Nacimiento. Of the \$153,792 spent only \$5,735 was focused on Lake San Antonio.

Table 17 - UPC Marketing Expenditures - FY16 - FY19

	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19*
Lake San Antonio	(1,233)	1,990	4,855	123
Lake Nacimiento	42,792	37,210	38,696	29,359
Total	\$ 41,559	\$ 39,200	\$ 43,551	\$ 29,482

* Current as of January 2019

On June 28, 2016 the Board of Supervisors received a report from the CAO's Office regarding the Lakes Enterprise Fund 452 projecting to close FY 2015-16 with a deficit of \$1,054,486. The shortfall was a result of a few factors including costs to maintain Lake San Antonio in a caretaker status and unexpected temporary labor costs. The Board of Supervisors approved an operating transfer in within Fund 452 of \$614,768 where the financing source was general funds. The balance of \$440,000 was reimbursed by UPC for prior year utility and insurance costs that had not included on UPC's P&L and never tried-up to the actual expenditures.

During the Adoption of the FY 2016-17 Budget on June 21, 2016, the Board of Supervisors requested the Parks Department to analyze and report back in July 2016 on the possibility of opening LSA to the public for camping and/or other recreational activities during the summer months of 2016.

In July 2016 the Board of Supervisors appointed the RMA Director as the Interim Director of Parks to evaluate strategies for stabilizing the department and improving operations.

On July 19, 2016 the Board of Supervisors approved Amendment No. 1 to the Agreement between the County of Monterey and Urban Park Concessionaires, dba Monterey Lakes Recreation Company, extending the term of the agreement from February 1, 2015 through October 31, 2017.

As directed by the Board on June 21, 2016, the Parks Department staff reported back to the Board of Supervisors on July 19, 2016 regarding the possibility of opening LSA during the summer of 2016. The Parks Department reported that due to limited funding for staff and other resources, a full public opening of LSA was not recommended. The Board of Supervisors directed the Parks

Department, now under interim management of the RMA, to further analyze the situation and report back on July 26, 2016 with a plan detailing the possibilities of opening LSA to the public on a limited basis through the 2016 summer camping season.

Subsequent to the direction of the Board of Supervisors on July 19, 2016, RMA-Parks met with UPC on July 20, 2016 to analyze the feasibility of opening LSA on a limited basis and to develop a plan to bring back to the Board for consideration. In developing this plan, County staff and UPC made considerations for current site conditions/suitability and sanitation; hours of operations/staffing and maintenance; emergency services and safety; and water levels and lake usage.

Based on the Board's direction, on July 26, 2016 RMA-Parks presented to the Board of Supervisors staff's recommended plan for a limited LSA opening to the public through Summer 2016. The below summarizes what the Board approved:

- Opening/Closing Dates: August 5, 2016 through September 12, 2016
- Hours of Operation: Fridays 12pm to 8pm; Saturdays 8am to 8pm; Sundays 8am to 5pm
- Areas Open to the Public: Harris Creek Recreational Area

As part of the temporary opening of LSA for the Summer of 2016, park duties would be shared between County staff and UPC. The breakdown of duties was as follows and continue to this day.

Table 18 – Revised County and UPC Responsibilities - 2016	
County Parks Responsibilities	UPC Responsibilities
Security Services	Provide staffing for LSA entry/exit gates during open hours
Providing and managing barriers/signs to delineating areas allowed & prohibited camping and park use	Provide mussel and general boat inspection duties at gate
Opening/closing LSA entry/exit gates	Cleaning and stocking the camping restroom/shower facilities opened to the public
Ensuring guests are off the lake and out of the park by the required times each evening	Handling all revenue (cash and credit), including gate operation and overnight camping deposit box
Trash/recycling pick-up and disposal and general park maintenance	Providing a camp host/ambassador to travel throughout the campgrounds
Providing personnel to respond to emergencies when park is open	Camp host to work with gate staff to ensure all guests have paid appropriate fees and have appropriate permits
Providing personnel to handle property damage and maintenance emergencies when park is open	
Maintenance of park facilities	

On July 26, 2016 the Board of Supervisors approved Amendment No. 2 to the Agreement approved on May 17, 2016 and amended on July 9, 2016 between the County of Monterey and Urban Park Concessionaires, dba “Monterey Lakes Recreation Company”, that adds language to the Mutual Indemnification Provisions for management services of resort business operations at the lake resorts.

On December 13, 2016 the Board of Supervisors approved the integration of the Parks Department into the Resource Management Agency effective in FY 2017-18 and authorized the Auditor-Controller to take the necessary actions to program the Advantage system to incorporate the Parks Department budget units into the RMA including the transfer of positions.

On October 3, 2017 the Board of Supervisors approved Amendment No. 3 to the Agreement with Urban Parks Concessionaires, dba “Monterey Lakes Recreation Company” to continue lake resort management and extend the term for an additional twelve (12) months, for a revised term of February 1, 2015 through October 31, 2018.

In February 2018 the County issues Request for Proposals (RFP) #10674 to solicit proposals from qualified organizations to provide facility management services for the area of operations under County control at Lake San Antonio – North Shore, Lake San Antonio – South Shore and Lake Nacimiento.

The solicitation was divided into two sections: the “base” bid was for management of Lake Nacimiento only. In addition, a “secondary” bid for management of Lake San Antonio, including both North and South shore operations may be submitted. The solicitation was intended to create an exclusive service agreement. The type or model of Agreement was left to the bidders to propose.

On April 12, 2018 the County received one response to RFP #10674. The County continues to negotiate for a management agreement under this RFP.

On December 12, 2018 the Board of Supervisors approved Amendment No. 5 to the Agreement with Urban Parks Concessionaires, dba “Monterey Lakes Recreation Company” to continue lake resort management and extend the term for an additional two (2) months, for a revised term of February 1, 2015 through February 28, 2019.

On January 15, 2019 the Board of Supervisors approved staff’s recommendation of Option 2 for the Lake operations as follows: Lake Nacimiento to remain as an enterprise fund and remains open all year and negotiate a Management Agreement for the continued operation of the resort.

The recommendation for Lake San Antonio – South Shore was to remove it from the enterprise fund and become 100% managed by the County and operate as a regional park with low impact activities such as camping, biking, hiking, boating, fishing, and horseback riding. The intent would be to have the park remain open during the peak season and remain partially open (weekends) during the off season.

The recommendation for Lake San Antonio – North Shore was to remove it from the enterprise fund and become 100% managed by the County and operate as a regional park with low impact activities such as camping, biking, hiking, boating, fishing, and horseback riding. The intent would be to have the park remain open during the peak season and remain partially open (weekends) during the off season, except remain open year-round to equestrian groups.

Based on the Board’s decision to select Option 2, staff has been working on developing Lakes Operations Plan for Lake San Antonio and on February 26, 2019 recommended that the Board of Supervisors approved Amendment No. 6 to the Agreement with Urban Parks Concessionaires, dba “Monterey Lakes Recreation Company” to continue lake resort management and extend the term for an additional two (2) months, for a revised term of February 1, 2015 through April 30, 2019 to allow for staff to complete the Lake Operations Plan scheduled to be presented to the Board of Supervisors on April 23, 2019, along with a Management Agreement to provide facility management services for the area of operations under County control at Lake Nacimiento.

In preparing the Finance Section of the Lakes Operations plan staff researched the County’s financial records back to FY 2001-02 to gain perspective on how the Lakes were being operated under the long-term concessionaire up until FY 2007-08, as well as under two separate Management Agreements.

While the County has operated the Lakes using either Concessionaire Agreement or Management Agreement, the County has consistently been engaged in the Lakes operations. The following table identifies between FY 2001-02 through FY 2018-19 the areas of responsibilities by each entity at Lake San Antonio.

Table 19 - History of LSA Responsibilities

Lake San Antonio Responsibility Matrix

Activities / Responsibilities by FY	2001- 2002	2002- 2003	2003- 2004	2004- 2005	2005- 2006	2006- 2007	2007- 2008	2008- 2009	2009- 2010	2010- 2011	2011- 2012	2012- 2013	2013- 2014	2014- 2015	2015- 2016	2016- 2017	2017- 2018	2018- 2019	2019- 2020
Day Use Activities	County	County	County	County	County	County	County	County	County	County	County	County	County	County	County	UPC	UPC	UPC	County
Camping Activities	County	County	County	County	County	County	County	County	County	County	County	County	County	County	County	UPC	UPC	UPC	County
Boating/Day Use/Inspections	County	County	County	County	County	County	County	County	County	County	County	County	County	County	County	UPC	UPC	UPC	County
Lodging/Trailer Rentals	Water World	Water World	Water World	Water World	Water World	Water World	County	Forever Resorts	Forever Resorts	Forever Resorts	UPC	UPC	UPC	UPC	UPC	UPC	UPC	UPC	County
Marina/Boat Rentals/Dry Storage	Water World	Water World	Water World	Water World	Water World	Water World	County	Forever Resorts	Forever Resorts	Forever Resorts	UPC	UPC	UPC	UPC	UPC	UPC	UPC	UPC	County
Stores	Water World	Water World	Water World	Water World	Water World	Water World	County	Forever Resorts	Forever Resorts	Forever Resorts	UPC	UPC	UPC	UPC	UPC	UPC	UPC	UPC	County
Restaurants	Water World	Water World	Water World	Water World	Water World	Water World	County	Forever Resorts	Forever Resorts	Forever Resorts	UPC	UPC	UPC	UPC	UPC	UPC	UPC	UPC	County
Water/Sewer System Maintenance	Water World	Water World	Water World	Water World	Water World	Water World	County	County	County	County	County	County	County	County	County	County	County	County	County
Refuse/Disposal	Water World	Water World	Water World	Water World	Water World	Water World	County	County	County	County	County	County	County	County	County	County	County	County	County
Security/Surface Patrol	County	County	County	County	County	County	County	County	County	County	County	County	County	County	County	County	County	County	County
Reservations	Water World	Water World	Water World	Water World	Water World	Water World	County	County	County	County	County	County	County	County	County	UPC	UPC	UPC	County

When the County had the long-term Concessionaire there were separate budget units identified based on the Lake facility, i.e., Lake Nacimiento, Lake San Antonio – North Shore and South Shore. In addition, the County had additional budget units for Special Events and South County Administration. All five of these units were under the General Fund. The County benefited under the Concession Agreement, as the County was not incurring operating expenses for the marinas, stores, rental units, or restaurant and the County wasn't having to make capital investments. Those operations were under Water Worlds responsibilities and the County received payment from the Concessionaire for those operations per the Concession Agreement. Until the lawsuit had occurred, operating the Lakes under a Concession agreement was advantageous to the County. No one could have predicted that the Concessionaire would end up suing the County resulting in a \$22 million settlement to buy-out the assets owned by the Concessionaire. When the Concessionaire Agreement with Water World Resorts was terminated in July 2007, the County took over operations until April of 2008 when the County entered into a Management Agreement with Forever Resorts and at that time, Special Revenue Fund 004 and two new budget units were created. The prior five budget units continued to be utilized as well. As a result, there Lakes activities being performed in the Special Revenue Fund 004 and general fund. It was not until FY 2011-12 after the creation of the Lakes Enterprise Fund 452 when all activities were moved under the Enterprise. This was significant for a couple of reasons, the first has to do with fiscal reporting requirements of an Enterprise Fund. Enterprise Funds are established to account for activities of a government that provides goods or services primarily to the public at large on a consumer charge basis. Under an Enterprise Fund, certain costs that under Governmental Accounting practices, are not charged to General Fund or Special Revenue funds are now included as part of the operating costs. For example, depreciation and interest on long-term debt. These costs became chargeable under the Enterprise fund and over time have contributed to the negative net position of the Enterprise Fund. The below table reflects the depreciation and interest charges to the Enterprise Fund between FY 2010-11 through FY 2017-18.

Table 20 - Fund 452 Depreciation and Debt Costs

Enterprise Fund 452 Depreciation and Interest on Other Long-Term Debt Charges FY 2010-11 through FY 2017-18						
	Nacimeinto Resort	Boat Patrol	Lake San Antonio Resort	North Shore LSA	South Shore LSA	Lakes Administration
Depreciation	4,514,519	1,868,918	268,798	16,262	185,396	20,662
Interest On Other Long-Term Debt	-	348,099	-	-	-	1,676,972
Total	4,514,519	2,217,017	268,798	16,262	185,396	1,697,634

The following table reflects by fiscal year the Budget Units by fund type that supported lake operations. Up until FY 2011-12 the operating budgets for Lakes operations were funded out of General Funds and/or the Special Revenue Fund, created when the County entered into the Management Agreement with Forever Resorts. In FY 2011-12 once the Enterprise Fund was created, all former General Fund budget units were placed under the Enterprise. As a result, the Enterprise Fund began to incur the operating costs for all Lake operations, even those costs that had once been funded with general funds. During this same period, California was in the middle of a drought.

Table 21 - History of Funding Sources for Lakes

Function	7500	3000	Name	2001-2002	2002-2003	2003-2004	2004-2005	2005-2006	2006-2007	2007-2008	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
Lakes	8156		Lake Nacimiento	GF - 001	GF - 001	GF - 001	GF - 001	GF - 001	GF - 001	GF - 001	GF - 001	GF - 001	GF - 001								
Lakes	8157/8385	8477-8385	Lake Nacimiento Resort Operations/ Resort at Nacimiento Lake							SRF - 004	SRF - 004	SRF - 004	SRF - 004	EF - 452	EF - 452	EF - 452	EF - 452	EF - 452	EF - 452	EF - 452	EF - 452
Lakes	8387		Nacimiento Boat Patrol																		
Lakes	8158/8388	8477-8386	Lake San Antonio North Shore	GF - 001	GF - 001	GF - 001	GF - 001	GF - 001	GF - 001	GF - 001	GF - 001	GF - 001	GF - 001	EF - 452	EF - 452	EF - 452	EF - 452	EF - 452	EF - 452	EF - 452	EF - 452
Lakes	8159/8386		Lake San Antonio Resort Operations							SRF - 004	SRF - 004	SRF - 004	SRF - 004	EF - 452	EF - 452	EF - 452	EF - 452	EF - 452			
Lakes	8160/8389	8477-8387	Lake San Antonio South Shore	GF - 001	GF - 001	GF - 001	GF - 001	GF - 001	GF - 001	GF - 001	GF - 001	GF - 001	GF - 001	EF - 452	EF - 452	EF - 452	EF - 452	EF - 452	EF - 452	EF - 452	EF - 452
Lakes	8161/8390		Lake San Antonio Special Events	GF - 001	GF - 001	GF - 001	GF - 001	GF - 001	GF - 001	GF - 001	GF - 001	GF - 001	GF - 001	EF - 452	EF - 452	EF - 452	EF - 452	EF - 452			
Lakes	8294/8391	8477-ADMIN	South County Administration	GF - 001	GF - 001	GF - 001	GF - 001	GF - 001	GF - 001	GF - 001	GF - 001	GF - 001	GF - 001	EF - 452	EF - 452	EF - 452	EF - 452	EF - 452	EF - 452	EF - 452	EF - 452

Since FY 2009-10 the General Fund has been subsidizing the Lakes Enterprise Fund 452 related to the settlement from Water World Resorts or to bring the Fund back into a positive cash balance.

Table 22 - Settlement Expenses

Sum of Collected Revenue		BFY	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	Grand Total
Lake	Sub-Category												
Lake Nacimiento	Other-Settlement Debt		(519,205)	(519,205)	(519,205)	(519,205)	(519,205)	(519,205)	(519,205)	(519,205)	(497,180)		(4,650,820)
Lakes Administration	Other-Lakes Enterprise Neg. Cash			(2,000,000)			(2,980,000)	(1,246,904)	(614,768)			(2,243,149)	(9,084,821)
San Antonio Lake	Other-Settlement Debt		(192,035)	(192,035)	(192,035)	(192,035)	(192,035)	(192,035)	(192,035)	(192,035)	(183,889)		(1,720,168)
Grand Total			(711,240)	(2,711,240)	(711,240)	(711,240)	(3,691,240)	(1,958,144)	(1,326,008)	(711,240)	(681,069)	(2,243,149)	(15,455,810)

As depicted in the table below, excludes the operating transfers reflected in the table above to depict the true operating revenue and expenditures.

Table 23 - Lake Operations Revenues and Expenditures by Fiscal Year

Revenue

Sum of Collected Revenue		BFY																		
Lake	Category	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	Grand Total
Lake Nacimiento	Fees	(376,756)	(347,440)	(401,349)	(411,785)	(426,231)	(412,686)	(814,181)	(254,148)	(1,127,464)	(2,405,087)	(1,347,121)	(1,332,483)	(1,100,291)	(955,063)	(1,407,202)	(530,959)	(1,400)	-	(13,651,644)
	Other									13	(766,233)	(61,770)	(1,876,430)	(352,526)	7,828	(496,689)	(785,311)	(23,115)	6,367	(4,347,868)
	Rental	(115,722)	(71,040)	(115,642)	(103,447)	(125,277)	(44,144)	(533,232)	-	(896,860)	(1,174,172)	(3,520,348)	(2,511,460)	(2,008,904)	(1,263,052)	(1,993,282)	(3,259,107)	(4,227,095)	(2,030,767)	(23,993,551)
	Sales							(37,629)				(3,650)					(1,010)		(21,470)	(63,759)
Lake Nacimiento Total		(492,478)	(418,480)	(516,991)	(515,232)	(551,508)	(456,830)	(1,385,041)	(254,148)	(2,024,311)	(4,345,491)	(4,932,889)	(5,720,372)	(3,461,722)	(2,210,288)	(3,898,183)	(4,575,377)	(4,273,080)	(2,024,401)	(42,056,822)
Lakes Administration	Other									(3,550,240)										(3,550,240)
Lakes Administration Total										(3,550,240)										(3,550,240)
San Antonio Lake	Fees	(1,994,059)	(2,219,146)	(2,680,118)	(2,185,546)	(2,327,451)	(2,427,489)	(3,014,294)	(1,688,750)	(1,902,297)	(2,111,662)	(2,347,282)	(2,081,030)	(745,497)	(537,307)	(281,191)	(194,318)	(432,458)		(29,169,894)
	Other	-	-	-	-	-	-	(586)		(80,002)	(70,000)		(21,916)	9	(391,764)	(96,005)				(660,263)
	Rental	(53,325)	(66,968)	(90,158)	(59,706)	(68,171)	(11,479)	(280,097)	(181)	(362,231)	(326,544)	(1,473,756)	(1,633,554)	(640,956)	(152,525)	(37,227)	(401,014)	(738,003)	(350,570)	(6,746,464)
	Sales							(66,802)				(1,187)			(4,445)	(960)				(73,394)
San Antonio Lake Total		(2,047,384)	(2,286,114)	(2,770,276)	(2,245,252)	(2,395,622)	(2,438,968)	(3,361,778)	(1,688,931)	(2,344,531)	(2,508,207)	(3,822,225)	(3,736,500)	(1,386,443)	(1,086,040)	(415,383)	(595,332)	(1,170,460)	(350,570)	(36,650,016)
Grand Total		(2,539,862)	(2,704,595)	(3,287,266)	(2,760,485)	(2,947,130)	(2,895,798)	(4,746,820)	(1,943,079)	(4,368,842)	(10,403,938)	(8,755,114)	(9,456,872)	(4,848,165)	(3,296,328)	(4,313,565)	(5,170,708)	(5,443,540)	(2,374,970)	(82,257,077)

Expenditures

Sum of Total		Fiscal Year																			Grand Total	
Lake	Category	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	Grand Total		
Lake Nacimiento	Salary & Benefits	172,994	151,016	168,090	145,428	178,079	166,944	337,042	218,105	888,631	2,070,076	1,074,130	1,084,812	823,702	777,972	940,953	279,482	-	-	9,477,456		
	Services & Supplies	38,176	39,127	48,359	35,429	43,582	49,511	700,093	19,204	2,384,502	3,517,565	3,321,915	3,040,323	2,293,354	1,688,003	2,232,720	3,218,871	5,283,962	2,621,755	30,576,450		
	Equipment							28,124	-	27,727	1,028,702	195,368		10,798						1,290,719		
	Depreciation							345,921	-	844,859	1,452,843	923,393	871,945	855,642	795,076	789,359	787,188	334,432		8,000,659		
	Gain/Loss Sales of Capital							-	-	-	5,366,799	482,572	1,392,084			(3,556)		(2,136)		7,235,763		
	Transfer Out											436,262									436,262	
	Interest On Other Long-Term Debt										348,099										348,099	
	Other Insurance															1,141	953	1,314		3,409		
	Cost Plan								-	-								26,211			26,211	
Lake Nacimiento Total		211,170	190,143	216,449	180,857	221,661	216,454	1,411,180	237,309	4,145,720	13,784,084	6,433,640	6,389,164	3,983,497	3,262,193	3,960,429	4,313,065	5,616,258	2,621,755	57,395,028		
Lakes Administration	Salary & Benefits	405,873	453,749	439,008	482,233	529,660	600,095	610,103	760,758			989,124	855,513	934,574	736,538	333,723	205,895	123,214	62,700	8,522,759		
	Services & Supplies	106,628	156,220	132,089	95,688	131,435	114,140	130,807	101,321			269,458	308,327	199,920	125,595	340,995	227,940	643,340	400,275	3,484,177		
	Equipment	-	10,000	-	-	-	-	-	-			7,280								17,280		
	Depreciation												6,878	3,444	3,444	3,448	3,439	9		20,662		
	Transfer Out														60,000					60,000		
	Other Interest											1,559								1,559		
	Interest On Other Long-Term Debt											326,605	320,367	290,874	269,368	246,761	222,997	198,018	117,506	1,992,496		
	Other Insurance											11,456	8,698	3,585	705	678	713	179	619	26,634		
	Cost Plan													25,447	149,077	80,113	(27,389)	(1,851)	58,651	284,049		
Lakes Administration Total		512,500	619,968	571,098	577,921	661,095	714,235	740,910	862,078			1,605,481	1,499,783	1,457,844	1,344,726	1,005,719	633,595	962,909	639,751	14,409,614		
San Antonio Lake	Other	43,322	14,264																	57,586		
	Salary & Benefits	912,114	956,568	983,242	973,889	1,132,565	1,214,611	1,369,644	1,203,615	1,214,422	1,206,271	1,408,097	1,296,331	1,077,126	856,959	51,659	93,132	-	-	15,950,246		
	Services & Supplies	583,840	567,357	556,745	580,442	538,372	649,530	536,884	645,653	1,235,333	1,219,126	1,997,429	2,002,582	1,574,039	760,973	457,824	805,902	866,968	232,880	15,811,879		
	Equipment	-	15,000	22,812	13,897	62,993	17,287	-	-	-	28,690	436,634	12,669	-	68,558					678,539		
	Capital	20,557	21,380	-	-	-	-	-	-	-	5,166	5,224								52,327		
	Depreciation										3,329	4,136	28,468	50,067	58,029	64,789	75,884	75,675	59,533	419,911		
	Gain/Loss Sales of Capital													67,920						67,920		
	Vehicles														79,975					79,975		
	Other Insurance															1,880	1,393	1,003		4,276		
	Cost Plan																	11,798		11,798		
San Antonio Lake Total		1,559,833	1,574,569	1,562,800	1,568,228	1,733,930	1,881,429	1,906,528	1,849,268	2,458,250	2,463,446	3,870,628	3,429,568	2,789,170	1,753,159	586,761	987,511	926,501	232,880	33,134,457		
Grand Total		2,283,503	2,384,680	2,350,347	2,327,005	2,616,686	2,812,118	4,058,619	2,948,655	6,603,969	16,247,530	11,909,749	11,318,516	8,230,510	6,360,079	5,552,908	5,934,171	7,505,668	3,494,386	104,939,099		
Profit ()/Loss +		(256,358)	(319,914)	(936,920)	(433,480)	(330,444)	(83,680)	(688,201)	1,005,576	2,235,128	5,843,592	3,154,635	1,861,644	3,382,345	3,063,750	1,239,343	763,462	2,062,128	1,119,415	22,682,022		

As depicted above, the time the Lakes were operated under a Concessionaire, Lake revenues were enough to cover operating expenses. In FY 2007-08 the County transitioned from the long-term Concession agreement where County staff operated the Lake facilities, except for the restaurants, for seven months prior to award of the Management Agreement with Forever Resorts. In the years following, the Lakes Fund has operated in a deficit. Contributing factors include depreciation, interest on other long-term debt, and the incorporation of previously general funded activities folded into the Lakes fund without a general fund contribution. In the interim, there have been transfers totaling \$15,455,810 to keep the Enterprise in a positive cash position.

While the drought has certainly had an impact on attendance at Lake San Antonio, other factors have also led to a decline in attendance. Marketing at the Lakes has always been a constant challenge for the Parks. UPC has invested the preponderance of the marketing funds towards Lake Nacimiento. As depicted in the next three charts, attendance levels at Lake San Antonio have significantly declined. Based on the charts, there is an obvious distinction in the attraction between the two Lakes. Lake San Antonio is predominantly attracting campers, while Lake Nacimiento has a larger population engaged in boating. Some of the variance could be attributable to the lower lake levels at Lake San Antonio. With the rise of the Lake levels at both locations FY 2019-20 may be what is needed to draw more visitors into Lake San Antonio.

Table 24 – Lake San Antonio – South Shore Attendance by Activity

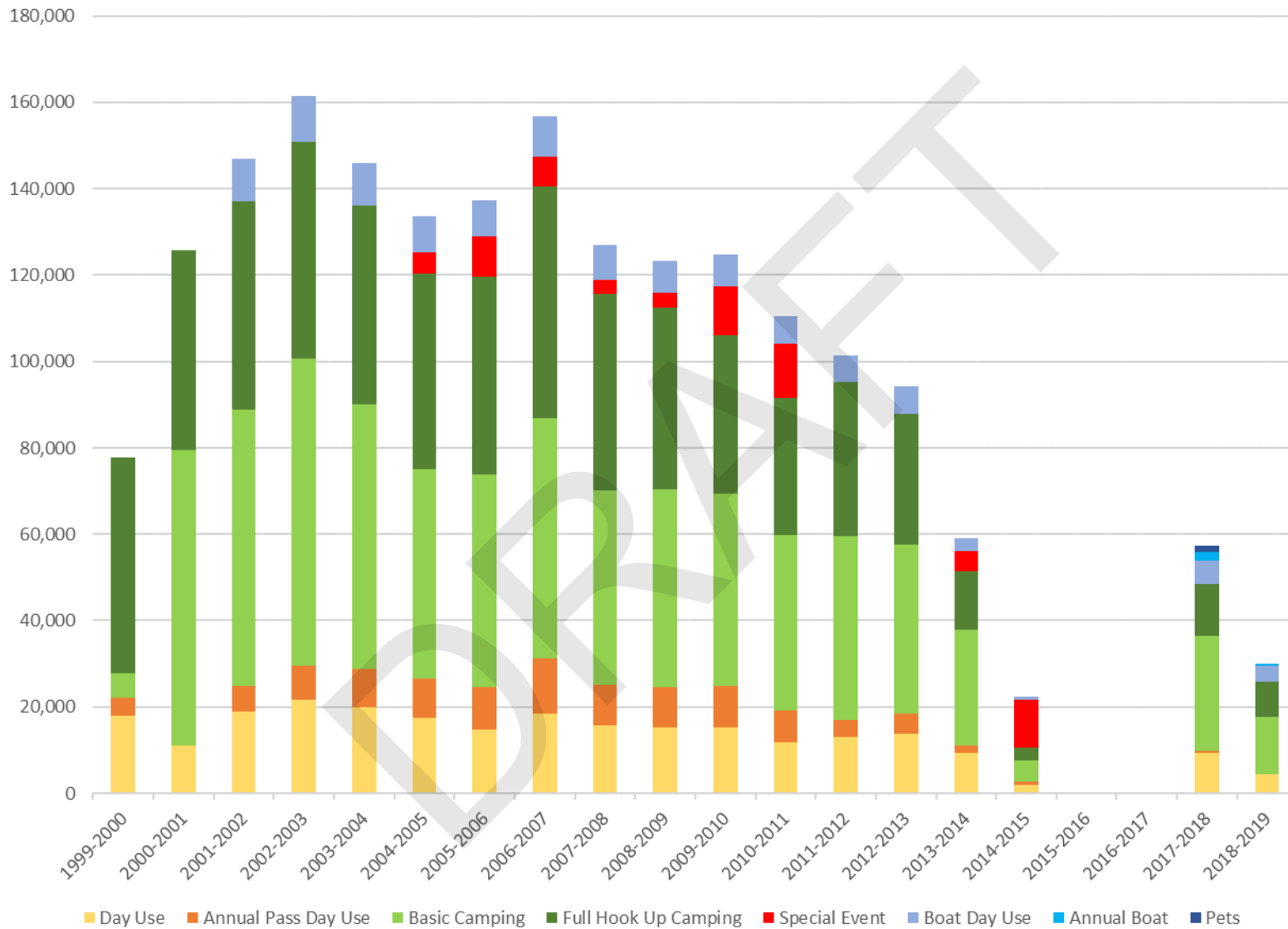


Table 25 - Lake San Antonio - North Shore Attendance by Activity

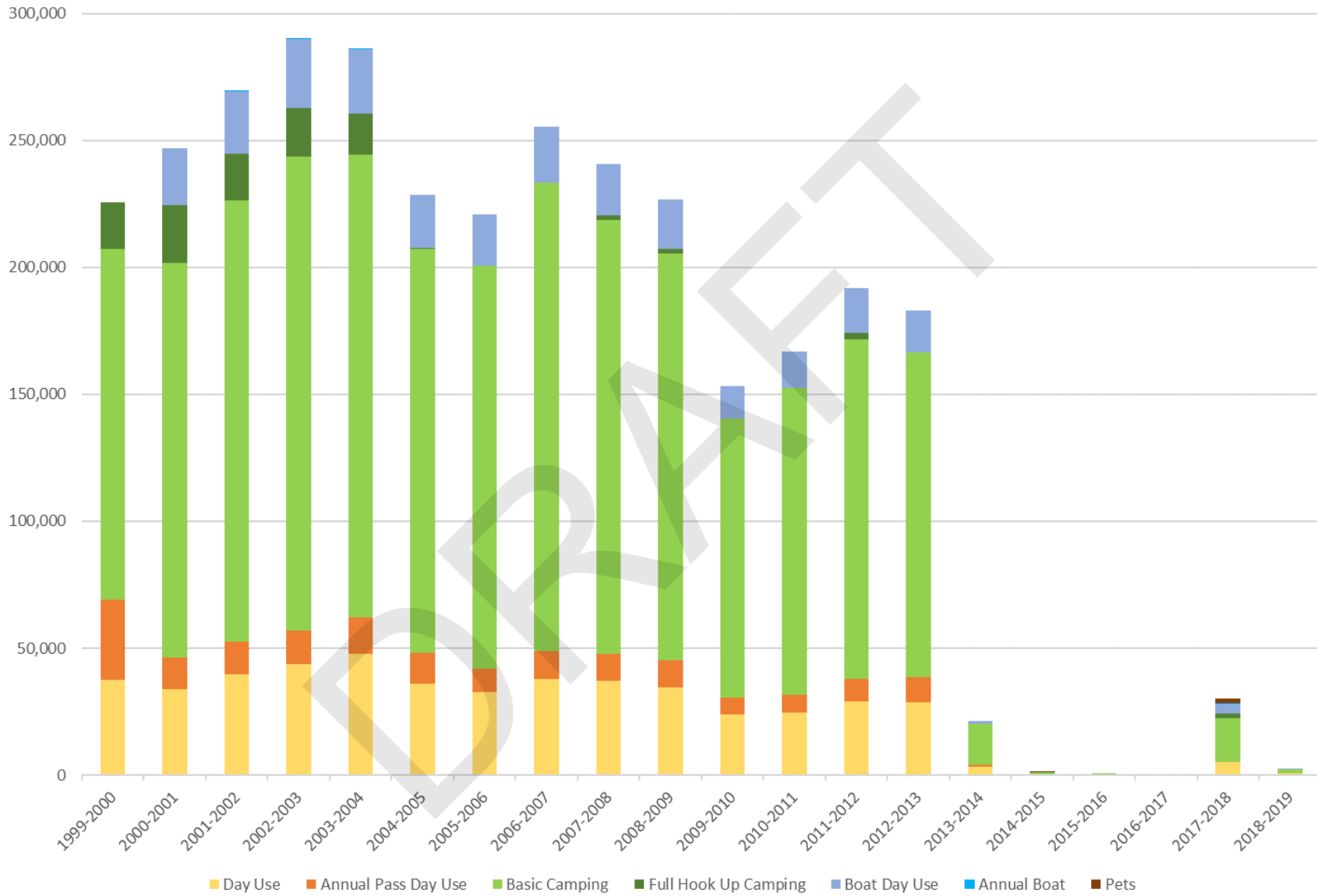
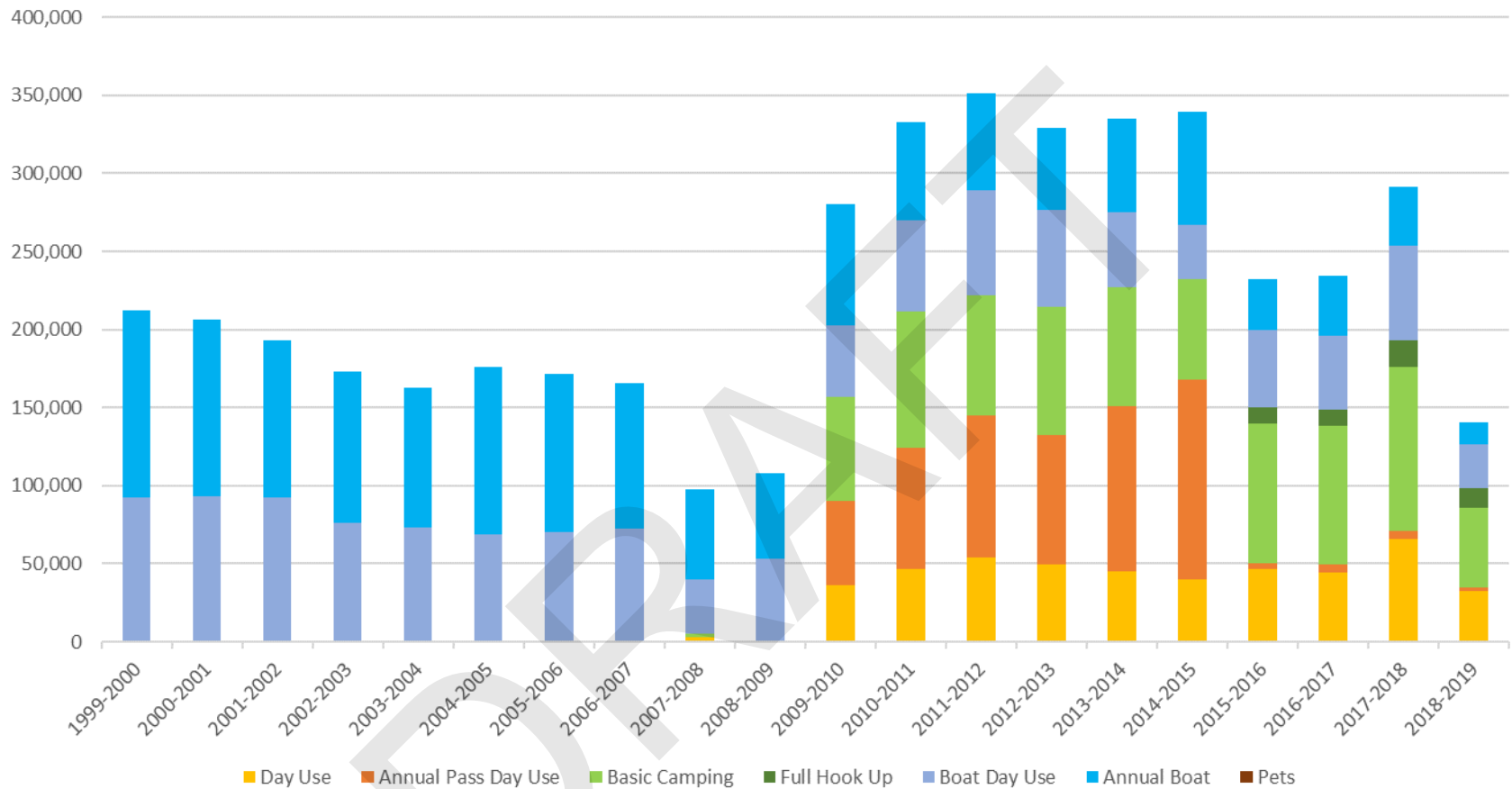


Table 26 - Lake Nacimiento - Attendance by Activity



Looking to the future, based on factors within and outside of the County's control, RMA is seeking ways to focus on making Lake Nacimiento the "Resort" destination to provides for rental of Lodges and trailers, provides a full-service marina with berths and moorage, general store, vessel rental fleet, dry storage, camping, recreational boating, and fishing. To ensure the success at Lake Nacimiento, amenities currently offered at Lake San Antonio would need to cease so that the Lake properties are not competing for the same clientele. As there are different costs associated based on offered amenities, we have identified three options.

Proposed Option – Current Operations less Lodging/Store/Restaurant

Since the Board of Supervisor's elected to have staff focus on assuming full operational responsibility for Lake San Antonio, staff is recommending keeping the current amenities being offered at Lake San Antonio that is comprised of both County and UPC resources. Additional duties staff would need to assume would be gate/entry, Quagga & Zebra mussel inspections, reservations, and campground maintenance. In order to be successful, we estimate we would an augmentation to hire eight (8) new positions to manage Lake San Antonio, in addition to existing staffing levels. The existing staff costs were not included in the figures presented for this option. When the RMA reopened Lake San Antonio in 2016, additional County resources were not provided, and existing staff were deployed from other County Park facilities to support Lake San Antonio. If the Board chose not to provide the requested funds, then Lake San Antonio would be closed those staff would return to the Parks they had formally supported.

The new positions consist of the following:

- 1 Administrative Operations Manager
- 1 Special Events Manager
- 1 Building & Grounds Worker II
- 5 Park Services Aides II

In addition, with Lake San Antonio being removed from the Enterprise Fund, the Services and Supplies necessary to operate and maintain Lake San Antonio would also need to be included in the augmentation request. The total augmentation request to assume Lake San Antonio is \$2,000,000.

Option 1 - Operate Lake San Antonio as a Day Use Only Park Less Lodging/Store/Restaurant/Camping/Boating

This option is not recommended based on the preponderance of those that visit Lake San Antonio are interested in camping. If the Board of Supervisors were to decide to operate Lake San Antonio as day-use only facility, then there would not be a need to add additional staff. RMA would continue to utilize the existing Parks staff to manage this facility since all the existing duties performed by UPC would no longer be performed under this option. The entry gates would remain open during normal day-time hours, not manned. Park visitors would be required to utilize the self-pay station to pay for entry into the Park facilities. The Park would have standard operating hours like other County day parks such as Toro Park or Royal Oaks where all visitors would need to leave at the close of each day. There would be no overnight camping allowed.

While fishing would be available along the shoreline during the day, there would be no motorized or non-motorized boats allowed on the Lake, since there would be no staff to perform invasive species inspections. The existing houseboats (9) moored on the lake would need to be removed. While there would be no additional staff under this scenario, there are expenses that would still need to be covered and an augmentation of \$655,274 would be required to pay for the Services and Supplies needed to continue to provide minimal maintenance activities, as well as performing grounds maintenance, and fire fuel mitigation.

Staff would be remised if we didn't provide a third option that is the least costly option to the County, even if not feasible due to community outpouring and potential fiscal impacts to MCWRA. The County currently leases the lands at San Antonio from the MCWRA. This lease has been in existence since April 15, 1969. Item 1 under the Terms and Conditions states that the lease may be terminated by the Board of Supervisors acting as the governing board of either the MCWRA or the County or both but said termination shall be preceded by the adoption by said board of a resolution of intention to adopted not less than 6 months prior to termination. An Augmentation would still be required in the amount of \$213,628 for indirect allocated costs assigned to Lake San Antonio.

Staffing Plan

Long-term Staffing Needs

The Resource Management Agency (RMA) Director was appointed as the Interim Parks Director in mid-2016. At that time, RMA inherited a Parks Department FY16/17 Budget that had just reduced staffing down to thirty (30) full time positions. Operations were generally split between northern and southern parks, including the Lakes. At that time, there were negotiations for managing Laguna Seca Raceway, which was being handled by the County Administrative Office. In addition, Lakes Nacimiento and San Antonio were under a management agreement for those operations.

In June 2016, RMA processed a reorganization that changed the structure of organization to one Department with one (1) director and three (3) Divisions led by deputy directors. Deputies are administrators with technical expertise in one of the Units within their Division. Functions like public works, planning, building, etc. became Units/Bureaus led by Chiefs, which are considered technical experts for that functional area.

On December 13, 2016, the Board of Supervisors approved the integration of the Monterey County Parks Department (Parks) into the RMA. At that time, RMA began a process to convert positions to fit within the agency's organization and apply a countywide perspective for all positions. Meanwhile, RMA hired a retired annuitant to serve as an Interim Chief of Parks until that position was established and filled. The process to establish the Chief position was completed December 2018, at which time, RMA engaged outside services for recruitment. RMA allows the Chief to focus on operations, with assistance from Public Works for road projects, Facilities for building maintenance, Planning services, and Administrative to help apply and manage grants, draft policies, manage finances, as well as payroll and human resource matters. Being part of RMA provides a much greater depth of resources that could not be achieved as a stand-alone department without significant added costs.

Currently, there are about 32 operations positions. Through attrition, the number of armed rangers has been reduced to five: (1) Supervisor, (2) Ranger III, (2) Ranger II. The Supervising Ranger reports to the Chief of Parks. There is one existing Administrative Operations Manager also reporting to the Chief of Parks. This Admin Ops Manager is responsible for (2) Supervising Buildings and Grounds (B&G) Workers, (8) B&G Workers, (11) Park Services Aides, and (1) Mechanic (part time). In addition, there is a Supervising Water System and Utility Specialist plus (2) existing Water System and Utility Specialist. RMA is currently converting a vacant Sanitation Worker position into a third Water System and Utility Specialist. This group reports to a Civil Engineer under the Chief of Public Works but serves the Parks systems.

These operational positions are assigned a primary point of north (Toro Park) or south (San Lorenzo Park). However, resources are shifted throughout the park system as needed for specific projects and experience/training. Live on volunteers help supplement staff providing assistance with entry gates and specialty projects, depending on their area of expertise/training.

In mid-2017, RMA initiated a classification study to return to where all operations staff was classified as rangers, similar to Parks organization up to December 2007. This would involve changing B&G Workers to unarmed rangers with maintenance responsibilities plus administrative citation authority. RMA finds that there is a need/value to retain five (5) armed ranger positions to supplement law enforcement as needed to keep County parks safe.

On January 15, 2019, the Board of Supervisors approved a plan to transfer park operations at Lake San Antonio (LSA) from a management agreement with Urban Parks Concessionaires dba Monterey Lakes Recreation Company (aka Basecamp) to direct County management. The plan would shift operations to a regional park design with low impact activities such as camping, boating, fishing, hiking and horseback riding. In addition, the County would market LSA for events.

Under the current agreement, CalParks/Basecamp draws a monthly management fee of 1.5% of gross monthly revenue. If there is a loss in any month, between both Lakes, CalParks/Basecamp is paid the difference where they break even. If revenues reach a certain threshold, CalParks/Basecamp receives a management incentive fee equal to 25% of the annual profit.

Basecamp currently provides staff for the day-to-day operation of LSA facilities, including reservations, entry gate collection, Quagga Mussel inspection, custodial/janitorial, retail store operation, fuel dispensing, marina/launch operation, and general maintenance services. Basecamp uses an average of seven (7) full-time positions to perform these duties, and up to 15 part-time staff for the summer busy season, depending on the water levels.

Without adding additional County staff, assuming these duties would place an unsustainable burden on the existing workforce, which will have a ripple affect across all County parks. To manage LSA, RMA has identified the need for seven (7) full time positions to supplement existing staff:

- Special Events Manager
- Administrative Operations Manager
- Parks Buildings and Grounds Worker II
- (4) Parks Services Aide II

Also, seven (7) Parks Services Aide II positions would be needed seasonally during the peak operational period, which is generally Memorial Day to Labor Day. If water levels are higher, then five additional Parks Services Aide II seasonal positions would be required to operate for a longer period. These seasonal positions would be assigned entry gates and quagga inspections duties.

Position Justifications

Special Events Manager

With managing LSA, there is a need to market the Lakes for use as a possible event venue. As such, RMA is proposing to add one event manager position. Specific marketing expertise would be obtained through a contract for outside services. The idea is that RMA would initially focus on Lake events, but eventually transition to marketing events for all county parks. This Special Events Manager position would help negotiate, organize and manage events as they occur in coordination with permitting agencies, including RMA. They would also manage contract services for marketing. Due to the nature of this position, it would report directly to the Chief of Parks with support from RMA Admin and the Permit Coordinator in RMA Land Use and Community Development Division.

Administrative Operations Manager

The additional Ops Manager position would focus solely on Lake operations, while the existing Admin Ops would oversee all other parks, including San Lorenzo. This includes day-to-day operations of LSA as well as management over Basecamp at Lake Nacimiento, along with the Chief of Parks. Admin Ops oversees all capital projects at both lakes. As Nacimiento is a County facility, it is critical to have direct oversight to assure the management company is operating and maintaining the facilities to the County's standards/expectations. This position reports directly to the Chief of Parks who sets the standards and priorities for all County parks. Being part of the Public Works, Parks and facilities Division affords greater connection to technical expertise from other units that are tasked with capital projects and maintenance duties.

Supervising Building & Grounds Worker

One existing vacant Ranger II position is being converted to a third Supervising B&G Worker that would be assigned lead over operations at both lakes, supporting the Admin Ops Manager. Two existing Supervisors will report to the other Admin Ops Manager for the remaining parks, including San Lorenzo.

Building and Grounds Workers

The plan for LSA is to utilize two existing B&G Workers at South Shore and add one new B&G Worker position that would be assigned to North Shore. These three B&G Workers would report to a Supervising B&G Worker assigned to the Lakes. This would leave two (2) B&G Workers at San Lorenzo that would report to another Supervising B&G Worker.

Parks Service Aides

Four (4) existing Park Services Aides would be assigned to the Lakes team, leaving two (2) Park Services Aides at San Lorenzo Park. Three (3) would be assigned to North Shore and one (1) to South Shore. The plan for LSA is to add four (4) new Park Services Aides with two (2) at North Shore and two (2) at South Shore. During summer months (busy season, general Memorial Day to Labor Day), there would be an additional seven (7) Park Services Aides with four (4) at North Shore and three (3) at South Shore to assist with entry gate collection, Quagga Mussel inspection, custodial/janitorial, retail store operation, fuel dispensing, marina/launch operation, and general

maintenance services. In high water level years, there may be higher demand and a desire to keep the park open longer. To meet this demand, RMA would add five (5) Park Services Aides split between North Shore and South Shore.

Water Systems Utility Specialist

There is one (1) existing Supervising Water System and Utility Specialist plus (2) existing Water System and Utility Specialist. RMA is currently converting one (1) vacant Sanitation Worker position into a third Water System and Utility Specialist. This group reports to a Civil Engineer under the Chief of Public Works but serves the Parks systems. These positions maintain water and sanitation systems in all of the parks. Most of the system(s) needing attention is located at the Lakes. RMA is currently negotiating disposition of three sanitation districts. Until that deal is complete, maintenance of these systems requires the expertise required of these positions.

Staffing Graphs and Tables

The following charts summarize the anticipated staff hours required at the Lakes. A description of each task category follows the charts.

Table 27 - Staff Hours by Position Task

	Total Available Hours	FY2019-20 Salary & Benefit Costs	Mgmt. and Admin	Special Events and Marketing	Surface Patrol/Park Safety	Weed Abatement/Fire Fuel Control	Buildings and Grounds Repair	Baiting	Total
14K70 - CHIEF OF PARKS	533.0	\$ 61,855	533						533.0
14N05 - ADMINISTRATIVE OPERATIONS MANAGER	604.0	\$ 56,986	200	44	100	40	200	20	604.0
68B02 - SPECIAL EVENTS MANAGER	1,776.0	\$ 161,857		1,776					1,776.0
Subtotal Management & Administration	2,913.0	\$ 280,697	733	1,820	100	40	200	20	2,913.0

	Total Available Hours	FY2019-20 Salary & Benefit Costs	Surface Patrol/Park Safety	Total
68A41 - COUNTY PARK RANGER II	1,346.0	\$ 87,540	1,296	1,346.0
68A42 - COUNTY PARK RANGER III	1,010.0	\$ 70,314	910	1,010.0
68A43 - COUNTY PARK RANGER SUPERVISOR	825.0	\$ 65,252	775	825.0
Subtotal County Park Rangers	3,181.0	\$ 223,106	2,981	3,181.0

	Total Available Hours	FY2019-20 Salary & Benefit Costs	Weed Abatement/Fire Fuel Control	Sewer Line Jetting/Lift Station Pumping	Scheduled & Unscheduled Utility Repairs	Grading/Grnds/Trail Maint	Mowing	Camp Ground Prep	Bathrooms	Pump Portables/Trash	Buildings and Grounds Repair	Baiting	Total
68C01-PARK SERVICES AIDE I	960.0	\$ 15,479								640			960.0
68C21-PARK SERVICES AIDE II	13,561.0	\$ 577,632	320							640	2,312		13,561.0
68C23-PARK SERVICES AIDE III	1,983.0	\$ 43,339			21	299	320			1,280			1,983.0
72B31 - PARKS BUILDING & GROUNDS WORKER II	5,807.0	\$ 321,960	480	-	107	461	400	480	920		2,760	199	5,807.0
72B32 - PARKS BUILDING & GROUNDS WORKER SUPERVISOR	1,776.0	\$ 85,104	100	100	120	200	100	100	200	80	400	100	1,776.0
72B40 - PARKS UTILITIES & WATER SYSTEMS SPECIALIST	4,404.0	\$ 389,514		320	4,084								4,404.0
72B41 - SENIOR PARKS UTILITIES & WATER SYSTEMS SPECIALIST	1,468.0	\$ 99,552		160	1,308								1,468.0
Subtotal County Operations Staff	29,959.0	\$ 1,532,580	900	580	5,640	960	820	580	1,120	2,640	5,472	299	29,959.0

Task Descriptions

Note: Assignment to a task in the hours matrix may be for work or in a supervisory role over the listed task.

Weed abatement/Fire Fuel Control: Conducted for weed control and as a preventative measure against potential fire hazards edges.

Sewer Line Jetting/Lift Station Pumping: Sewer Jetting and Lift Station Pumping work is conducted concurrently.

Scheduled/Unscheduled Utility Repairs: inspect water systems and repair damaged components as needed.

Grading/Fire Road Maintenance: Maintenance of fire breaks and access roads around the park and trails and the addition of material around campsites.

Mowing: Included as part of the spraying program listed above, which assists with weed control and minimizes potential fire hazards. There are designated mowing areas that are continually monitored by staff.

Camp Ground Prep: This task is comprised of several key components including:

Road Brooming: Includes site brooming by use of blower or hand broom.

Tree Limbing: Dead, damaged or diseased trees are pruned to avoid potential hazards.

Electrical Checks/Electricity Hookups: Inspection of all electrical outlets and hookups. Repairs are conducted by staff when possible. The department will contract with an electrical company on matters that cannot be handled internally.

Barbeque Pits: All pits are inspected, and ashes are cleaned out.

Tables: Tables throughout the facility are inspected and repaired if necessary.

Water Inspection: Ensures all water faucets are in working condition and repair as needed.

Sewer Drains: Ensure plug is at the drain and sewer is above grade.

Squirrel Holes: Ensure holes are filled and conduct light touch up grading

Bathroom Buildings: Inspected, power washed and cleaned. In addition, water is turned back on, water heaters are flushed, and lights are replaced as necessary. All plumbing is completed prior to opening.

Pump Portables/Trash: Pump portable chemical toilets and pick up trash around facilities.

Utility Replacement/Capital Projects: Repairs to infrastructure, electrical panels and lines, water lines, lift stations, sewer line maintenance and replacement, solid separator. Conducted during off season.

Building, Grounds and Roadway Repair: Includes lawn maintenance, major pruning, inspection of culverts, road repairs, road striping, road gutters, road grading, painting of buildings and signs, equipment overhauls, and wood pecker damage repairs.

Baiting: Fill bait stations for vector control. Includes: squirrel baiting, boar trapping, bat (?) and other general pest control measures.

Gate Operations and Quagga Control: Includes entry control, setting reservations (reservation tags), trash pickup and distribution, monitoring, and pumping of chemical toilets. Toilet servicing including monitoring and pumping of chemical toilets (servicing fluctuates by season). Also included is store and laundry mat operations

Table 28 – Task Hours by Month

Task	QTY	Total Hours	July	August	September	October	November	December	January	February	March	April	May	June
Management and Administration		733	62	61	61	61	61	61	61	61	61	61	61	61
Special Events and Marketing		1,820	152	152	150	150	152	152	152	152	152	152	152	152
Lake Surface Patrol/Park Safety		3,081	373	429	421	177	223	262	149	109	226	151	236	325
Weed Abatement/Fire Fuel Control		940							470	470				
Sewer Line Jetting/Lift Station Pumping		580									580			
Scheduled & Unscheduled Utility Repairs		5,640	490	491	240	491	491	491	491	491	491	491	491	491
Grading/Grounds/Trail Maintenance		960				240	130		130	130	130	200		
Mowing		820	-	-	-	-	-	-	-	-	139	410	271	-
Camp Ground Preperation		580									193	193	194	
Bathrooms		1,120				415	414				97	97	97	
Pump Portables/Trash		2,640	527	396	158	106	132	185	53	53	106	79	343	502
Buildings and Grounds Repair		5,672			1,136	1,134	1,134	1,134	1,134					
Baiting		319		106	71	71	71							
Gate Operations/Quagga Inspection		7,848	2,092	2,092	379	126	126	126	126	126	126	126	379	2,024
Janitorial		3,068	569	568	276	138	138	138	138	138	138	138	138	551
Dispatch		232	73	58	35								4	62
Total Staff Hours Required		36,053	4,338	4,353	2,927	3,109	3,072	2,549	2,904	1,730	2,439	2,098	2,366	4,168
Staff Required by Full-Time Equivalent			20	21	14	15	15	12	14	8	12	10	11	20
Volunteers	6	5,760	480	480	480	480	480	480	480	480	480	480	480	480

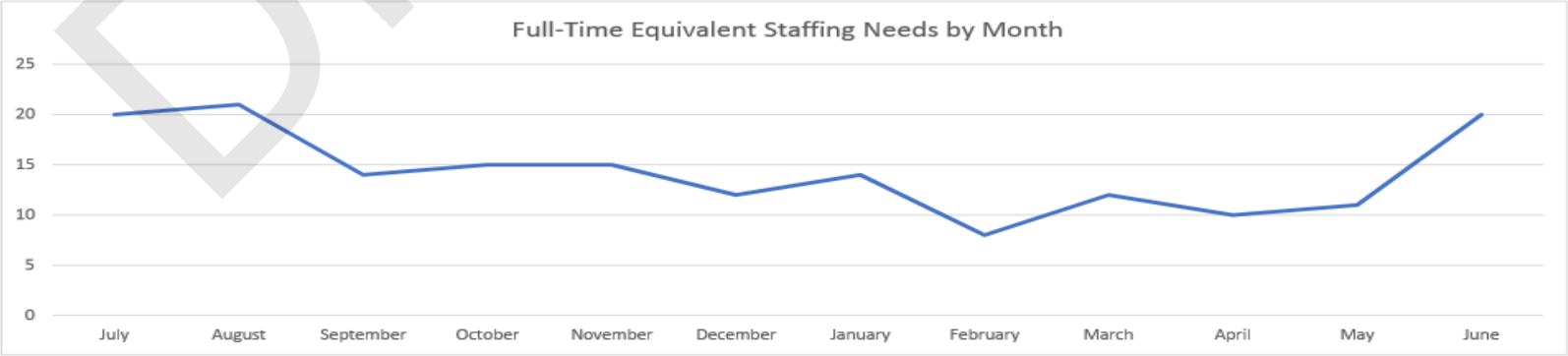


Table 29 - Park Staff Hours by Lake Facility

Position Status	Classification Title	Employee Number	Percentage of Time			Estimated Hours			FY 2019-20 Salary & Benefits		
			NACI	NLSA	SLSA	NACI	NLSA	SLSA	NACI	NLSA	SLSA
Reallocation	14K70 - CHIEF OF PARKS	Vacant	30%	5%	25%	533	89	444	\$ 61,855	\$ 10,309	\$ 51,546
New	14N05 - ADMINISTRATIVE OPERATIONS MANAGER	Vacant	66%	20%	14%	1,172	355	249	\$ 110,619	\$ 33,521	\$ 23,465
Existing	68A41 - COUNTY PARK RANGER II	28756	65%	9%	26%	1,152	163	462	\$ 79,388	\$ 11,233	\$ 31,838
Existing	68A41 - COUNTY PARK RANGER II	31422	58%	14%	28%	995	247	474	\$ 61,369	\$ 15,234	\$ 29,235
Existing	68A42 - COUNTY PARK RANGER III	18941	74%	12%	14%	1,337	225	246	\$ 92,924	\$ 15,638	\$ 17,098
Existing	68A42 - COUNTY PARK RANGER III	10493	70%	12%	18%	1,266	220	319	\$ 88,264	\$ 15,338	\$ 22,240
Existing	68A43 - COUNTY PARK RANGER SUPERVISOR	20070	55%	15%	30%	1,005	275	550	\$ 79,489	\$ 21,751	\$ 43,501
New	68B02 - SPECIAL EVENTS MANAGER	Vacant		20%	80%	-	355	1,421	\$ -	\$ 32,371	\$ 129,486
Existing	68C01-PARK SERVICES AIDE I	21622		100%			960		\$ -	\$ 15,479	\$ -
Existing	68C21-PARK SERVICES AIDE II	27608	66%	14%	20%	161	35	49	\$ 3,045	\$ 662	\$ 927
Existing	68C21-PARK SERVICES AIDE II	17754		100%			960		\$ -	\$ 14,948	\$ -
Existing	68C21-PARK SERVICES AIDE II	28816	51%	9%	40%	88	16	69	\$ 1,664	\$ 303	\$ 1,305
New	68C21-PARK SERVICES AIDE II	Vacant		100%		-	1,776	-	\$ -	\$ 94,509	\$ -
New	68C21-PARK SERVICES AIDE II	Vacant		100%		-	1,776	-	\$ -	\$ 94,509	\$ -
New	68C21-PARK SERVICES AIDE II	Vacant			100%	-	-	1,776	\$ -	\$ -	\$ 94,509
New	68C21-PARK SERVICES AIDE II	Vacant			100%	-	-	1,776	\$ -	\$ -	\$ 94,509
New	68C21-PARK SERVICES AIDE II	Vacant			100%	-	-	1,776	\$ -	\$ -	\$ 94,509
New/Seasonal	68C21-PARK SERVICES AIDE II	Vacant						3,552	\$ -	\$ -	\$ 86,942
Existing	68C23-PARK SERVICES AIDE III	21170		100%			960		\$ -	\$ 19,393	\$ -
Existing	68C23-PARK SERVICES AIDE III	19428			100%			960	\$ -	\$ -	\$ 22,558
Existing	68C23-PARK SERVICES AIDE III	30408	56%	10%	33%	80	15	48	\$ 1,763	\$ 331	\$ 1,058
Existing	72B31 - PARKS BUILDING & GROUNDS WORKER II	28666		34%	66%	-	604	1,172	\$ -	\$ 29,524	\$ 57,311
Existing	72B31 - PARKS BUILDING & GROUNDS WORKER II	38388		9%	18%	-	163	316	\$ -	\$ 7,632	\$ 14,816
Existing	72B31 - PARKS BUILDING & GROUNDS WORKER II	28683		34%	66%	-	604	1,172	\$ -	\$ 29,524	\$ 57,311
New	72B31 - PARKS BUILDING & GROUNDS WORKER II	Vacant		100%		-	1,776	-	\$ -	\$ 125,842	\$ -
Reallocation	72B32 - PARKS BUILDING & GROUNDS WORKER SUPERVISOR	Vacant		34%	66%	-	604	1,172	\$ -	\$ 28,935	\$ 56,169
Existing	72B40 - PARKS UTILITIES & WATER SYSTEMS SPECIALIST	Vacant	11%	5%	77%	200	95	1,373	\$ 17,728	\$ 8,413	\$ 121,425
Existing	72B40 - PARKS UTILITIES & WATER SYSTEMS SPECIALIST	Vacant	11%	5%	77%	200	95	1,373	\$ 17,728	\$ 8,413	\$ 121,425
Reallocation	72B40 - PARKS UTILITIES & WATER SYSTEMS SPECIALIST	Vacant	11%	5%	77%	200	95	1,373	\$ 17,728	\$ 8,413	\$ 121,425
Existing	72B41 - SENIOR PARKS UTILITIES & WATER SYSTEMS SPECIALIST	20469	11%	5%	77%	200	95	1,373	\$ 13,593	\$ 6,451	\$ 93,101
Total Hours and Salary & Benefits						8,589	12,558	23,495	647,156	648,676	1,387,707

Table 30 - Lake San Antonio Staffing Plan by Task for both Facilities (Assumes no Volunteers)

	Total Available Hours	FY2019-20 Salary & Benefit Costs	Mgmt. and Admin	Special Events and Marketing	Surface Patrol/Park Safety	Weed Abatement/F ire Fuel Control	Sewer Line Jetting/Lift Station Pumping	Scheduled & Unscheduled Utility Repairs	Grading/Gr nds/Trail Maint	Mowing	Camp Ground Prep	Bathrooms	Pump Portables/ Trash	Buildings and Grounds Repair	Baiting	Gate Operations/ Quagga Inspection	Janitorial	Dispatch	Total
14K70 - CHIEF OF PARKS	533.0	\$ 61,855	533																533.0
14N05 - ADMINISTRATIVE OPERATIONS MANAGER	604.0	\$ 56,986	200	44	100	40								200	20				604.0
68B02 - SPECIAL EVENTS MANAGER	1,776.0	\$ 161,857		1,776															1,776.0
Subtotal Management & Administration	2,913.0	\$ 280,697	733	1,820	100	40	-	-	-	-	-	-	-	200	20	-	-	-	2,913.0
68A41 - COUNTY PARK RANGER II	1,346.0	\$ 87,540			1,296											50			1,346.0
68A42 - COUNTY PARK RANGER III	1,010.0	\$ 70,314			910											100			1,010.0
68A43 - COUNTY PARK RANGER SUPERVISOR	825.0	\$ 65,252			775											50			825.0
Subtotal County Park Rangers	3,181.0	\$ 223,106	-	-	2,981	-	-	-	-	-	-	-	-	-	-	200	-	-	3,181.0
68C01-PARK SERVICES AIDE I	960.0	\$ 15,479											640				320	-	960.0
68C21-PARK SERVICES AIDE II	13,561.0	\$ 577,632				320							640	2,312		7,448	2,672	169	13,561.0
68C23-PARK SERVICES AIDE III	1,983.0	\$ 43,339						21	299	320			1,280					63	1,983.0
72B31 - PARKS BUILDING & GROUNDS WORKER II	5,807.0	\$ 321,960				480	-	107	461	400	480	920		2,760	199			-	5,807.0
72B32 - PARKS BUILDING & GROUNDS WORKER SUPERVISOR	1,776.0	\$ 85,104				100	100	120	200	100	100	200	80	400	100	200	76	-	1,776.0
72B40 - PARKS UTILITIES & WATER SYSTEMS SPECIALIST	4,404.0	\$ 389,514						320	4,084									-	4,404.0
72B41 - SENIOR PARKS UTILITIES & WATER SYSTEMS SPECIALIST	1,468.0	\$ 99,552						160	1,308									-	1,468.0
Subtotal County Operations Staff	29,959.0	\$ 1,532,580	-	-	-	900	580	5,640	960	820	580	1,120	2,640	5,472	299	7,648	3,068	232	29,959.0
PARK VOLUNTEERS	-					-													-
Total Salary and Benefits by Task	36,053	\$ 2,036,383	733	1,820	3,081	940	580	5,640	960	820	580	1,120	2,640	5,672	319	7,848	3,068	232	36,053
Estimated Full-Time Equivalents by Task			0.4	1.0	1.7	0.5	0.3	3.2	0.5	0.5	0.3	0.6	1.5	3.2	0.2	4.4	1.7	0.1	20
Salary and Benefits by Task			\$ 80,724	\$ 166,008	\$ 218,372	\$ 48,809	\$ 43,945	\$ 462,055	\$ 41,678	\$ 33,963	\$ 31,405	\$ 60,592	\$ 69,388	\$ 289,541	\$ 17,712	\$ 341,000	\$ 122,616	\$ 8,575	\$ 2,036,383

Table 31 - Proposed Parks Org Chart

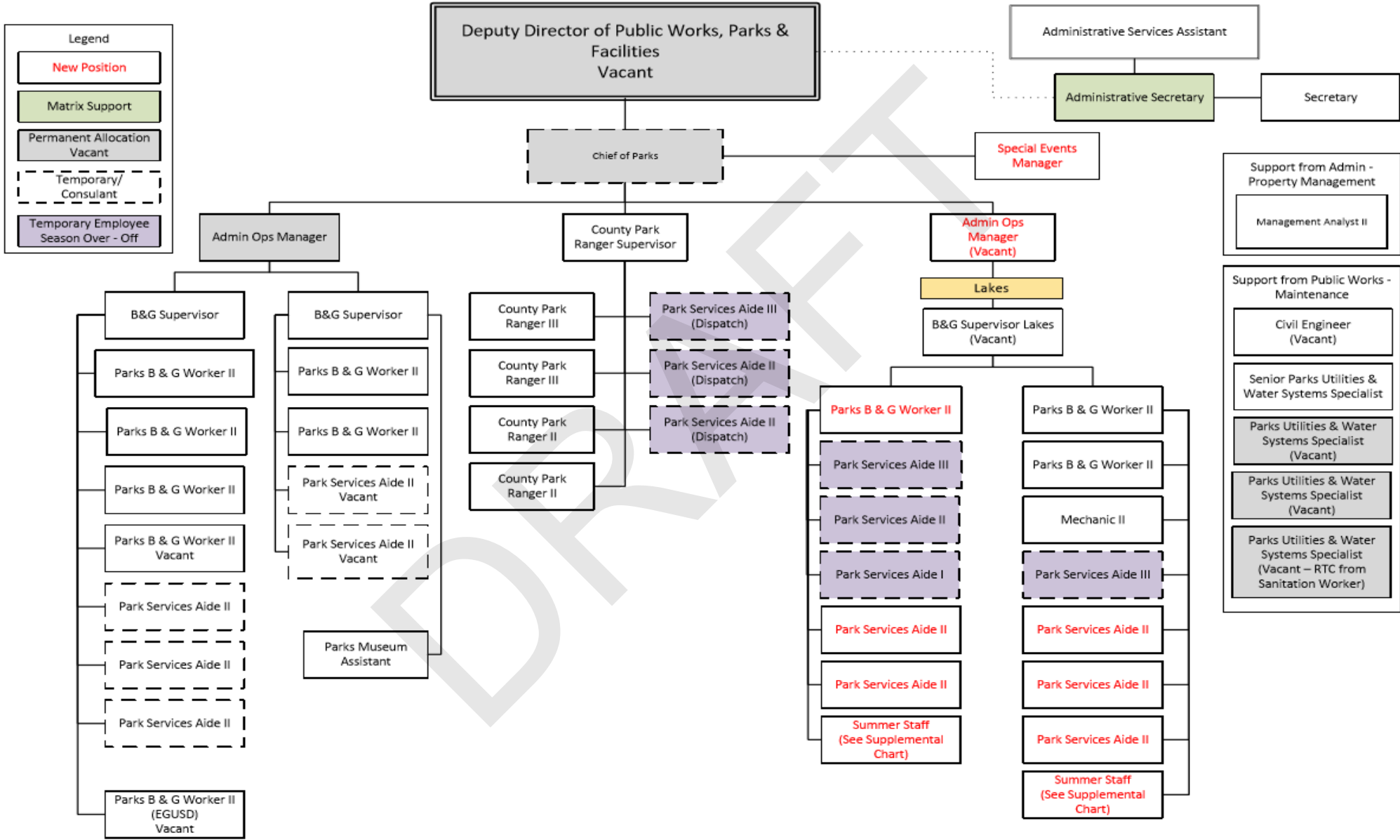
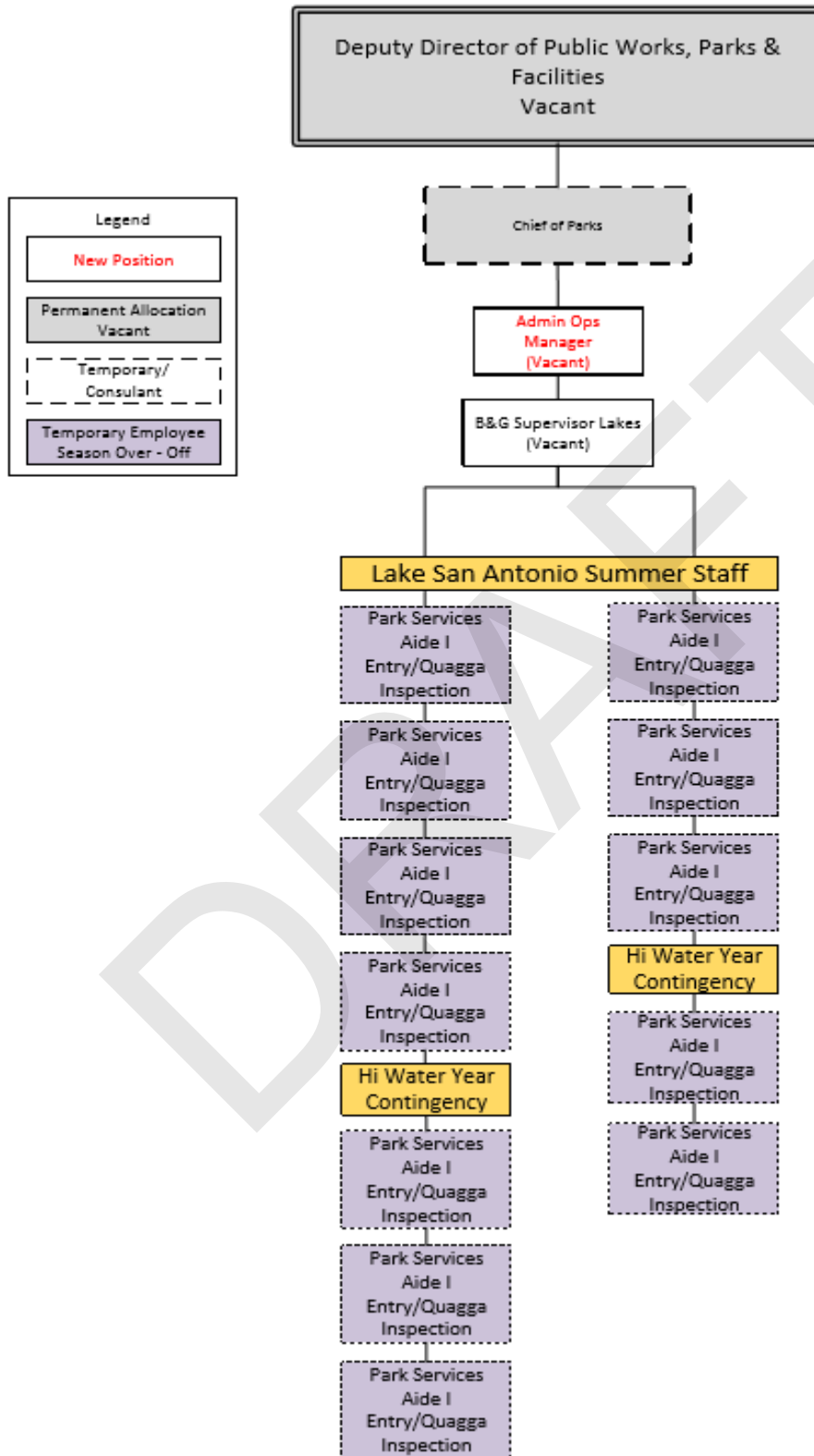


Table 32 - Proposed Summer Staff



Short Term Transition Plan for LSA

Since 2011, Basecamp (formerly CalParks) managed the County's three lake facilities: Lake Nacimiento, Lake San Antonio-South Shore, Lake and San Antonio-North Shore. At the Board of Supervisors direction, County (RMA) is assuming management of operations at Lake San Antonio and intends to operate Lake Nacimiento under a management agreement. As part of planning for the transition to manage Lake San Antonio (LSA), RMA has identified a need to supplement existing staff with full-time and part-time positions focused on lake operations to replace Basecamp staff. The table below is limited to staff that will be mostly assigned to the lakes, specifically Lake San Antonio. Additional parks staff may spend small amounts of time working at the lakes, but this time is not considered part of the transition from Basecamp to County. Table 34 summarizes the existing and proposed County staff that will work and oversee operations at the lakes.

Table 33 – Summary of Existing and Proposed County Staff at Lake San Antonio	
Staff by Type	
County Staff	
<u>Lakes Staff</u>	
2 Existing FT RMA positions (Filled)	
6 Proposed FT RMA positions	
4 Existing PT RMA positions (Filled, summer only)	
7 Proposed PT RMA positions (Summer only, number based on need)	
<u>Lakes Admin Staff¹</u> (B&G Supervisor, Mechanic, Admin Ops Manager)	
1 Existing FT RMA position (filled ²)	
1 Existing FT RMA position (vacant)	
1 Proposed FT RMA positions	
Summary	
Full Time: 11	
Part Time: 11	
Existing positions: 4FT/4PT Proposed positions 7FT/7PT	
Needs by Park – To Determine Staffing Needs	
Lake San Antonio - South Shore	Lake San Antonio - North Shore
County 5FT – 4PT	County 3FT – 7PT
Support for Both Parks	
County 3FT	
¹ Positions also spend time at Lake Nacimiento	
² County proposes current PT Mechanic transition to FT under Fleet, will service all	
RMA-PW vehicles (non-park vehicles to be paid from Road Fund)	

This requires creating positions in the department budget and recruiting through the County process. The busy season at the Lakes occurs generally from Memorial Day (May) to Labor Day (September). Due to the timing of completing management agreement negotiations for Nacimiento so close to the busy season and the time it takes to recruit through the County process, a Transition Plan needs to include staffing assistance from Basecamp for the 2019 summer season. The intent would be to start with staffing through Basecamp and reducing those staff as County positions are filled until Lake San Antonio staffing is fully transitioned. Table 35 below summarizes Basecamp's staffing plan for Lake San Antonio through the summer 2019.

Table 34 – Summary of Existing and Proposed Basecamp Staff at Lake San Antonio	
Staff by Type	
Basecamp Staff (Gate, retail, janitorial, Quagga inspection) 3 Existing FT positions (filled) 5 Proposed PT positions	
Staff by Park	
Lake San Antonio - South Shore Total staff: 3 – 8	Lake San Antonio - North Shore Total Staff: 0 ¹
¹ South Shore staff will support janitorial work at North Shore.	

Staff Transition

Table 36 below provides a summary of the current County and Basecamp staff at LSA and the proposed positions as noted in the organizational chart that will replace Basecamp staff. RMA recommends the County hire additional full-time staff as quickly as possible to take on the new workload and begin the knowledge transfer from Basecamp before the busy season arrives. Existing staff would continue to perform their assigned duties but may be required to absorb some of the current Basecamp responsibilities as necessary.

Table 35 – Staffing Transition at San Antonio				
Additional County Staff at Lakes ¹	Year-Round Staff Transition		Summer Staff Transition	
	<u>Basecamp</u>	<u>County</u>	<u>Basecamp</u>	<u>County</u>
Admin Ops Mgr.				
B&G Supervisor ²	Gate/Inspector	PSA II	Gate Attendant	PSA I (Summer)
B&G Worker II	Gate/Inspector	PSA II	Gate Attendant	PSA I (Summer)
B&G Worker II	Janitorial Worker	PSA II	Janitorial Worker	PSA I (Summer)
B&G Worker II		PSA II	Janitorial Worker	PSA I (Summer)
Mechanic II		PSA II	Retail Worker ³	PSA I (Summer)
PSA III (Summer)				PSA I (Summer)
PSA III (Summer)				PSA I (Summer)
PSA II (Summer)				
PSA I (Summer)				
Legend: existing FT Staff Existing Summer (PT) Staff Proposed FT/Summer (PT) Staff				

¹Org chart includes a Special Event Manager, which is not a direct supervisor for LSA.

²FT Position in FY 2018/19 budget, vacant.

³May be replaced with an additional Gate Attendant at South Shore

Lakes Admin Staff

RMA recommends hiring an Administrative Operations Manager to supervise operations at the lakes. This is a new, vacant position. A Building & Grounds Supervisor for the lakes will be added to the current RMA organizational chart under a reclassification. This position is also vacant. The Admin Ops Manager will work with the B&G Supervisor to assign staff where needed at the lakes. Most of staff time will be spent at Lake San Antonio, but staff may be assigned to Lake Nacimiento if needed. The Admin Ops Manager and B&G Supervisor will oversee the transition from Basecamp to County staff. A plan for how this transition will take place is outlined below.

Year-Round Staff

Basecamp maintains the following year-round staff at South Shore:

- 2 - Gate Attendants/Quagga Inspectors
- 1 – Janitorial Worker

These year-round positions will be replaced with Park Services Aide (PSA) IIs. Two PSA-IIs will be assigned to South Shore and one to North Shore. An additional full time PSA-II would be hired for North Shore and South Shore each. County's priority will be to staff and transfer South Shore. Gate Attendant, Quagga Inspector and Janitorial Worker duties may be combined as needed. As staff levels are increased, duties may be separated, and individuals assigned to specific tasks.

Summer Staff

Basecamp recommends the following positions as minimum summer staff to supplement year-round positions at South Shore. A high-water year may mean that more summer staff are needed to support increased park use.

- 2 - Gate Attendants/Quagga Inspectors
- 2 – Janitorial Workers
- 1 – Retail Worker (weekends only, may be replaced with another Gate Attendant)

These summer positions will be filled or replaced by part-time PSA-Is. If the County is able to hire staff in time to allow onboarding and adequate training, the County may not need Basecamp to hire interim staff. Initially, two PSA-Is would be assigned to South Shore as Gate Attendants/Quagga Inspectors and two to North Shore as Janitorial Workers. Basecamp recommends a retail position to operate the South Shore store on weekends. The County may seek alternative means of operating the store, so this position would be assigned as a third South Shore Gate Attendants/Quagga Inspector. An additional two PSA-Is may be hired for North Shore as water levels require. Staff will be flexed to either park based on need. The staffing levels proposed by Basecamp and the County assumes an average water year. As of February 11, 2019, Monterey County Water Resources Agency reports 11.52 inches of rain to date at LSA. Total rain last season was 9.26 inches, and rain to date last year was 2.77 inches. County and Basecamp expect a higher lake level than last year based on rain to date, which may result in increased staffing needs compared to 2018.

Gate Attendants/Quagga Inspection

The role of gate attendant/quagga inspection will be managed by the full-time PSA-IIs throughout the year. Basecamp currently handles all Quagga certifications at Lake Nacimiento and Lake San Antonio and combines Gate Attendant and Quagga Inspector duties at LSA. As soon as County is able to hire at least two PSA-IIs, they will be trained to perform this task, and it can transition to County staff. PSA-IIs will work alongside Basecamp staff to learn current processes and become familiar with various responsibilities. It is possible that County may hire personnel from existing Basecamp staff, transferring responsibility to the County without the need for a training period.

North Shore will be managed using “Iron Rangers” where people deposit money into a secured facility, removing the need for entry staff. County has existing staff living at North Shore to regularly check/ monitor the iron rangers there. If North Shore is opened to Boats, the PSA-II assigned to North Shore may be responsible for inspecting vessels, or County may require all inspections to take place at South Shore.

As the parks become busier during the summer, PSA-IIs will be supported by PSA-I summer staff. PSA-Is will replace any remaining Basecamp staff as they are hired. Training may be provided by PSA IIs or other County staff as appropriate, or County may retain Basecamp staff through the training period as necessary to provide uninterrupted service to the public.

Part of the long-range plan for North Shore will include pursuing an automated system where people can pay electronically (unmanned gates) to avoid the need for people needing to carry cash for the iron rangers. This would apply where appropriate across County parks and not just Lake San Antonio.

Janitorial Workers

Basecamp will provide janitorial services at both North Shore and South Shore using staff based at South Shore. The services provided by the year-round janitorial worker for Basecamp will initially be rolled into the duties of first three PSA-IIs hired. The existing Buildings and Grounds staff will also be able to assist. County’s assessment of the scope of operations for North and South Shore indicates the equivalent of one position is not adequate to meet the needs of the parks. The two additional PSA-IIs hired after the initial three can also provide janitorial, maintenance and guest services. At this point, Gate Attendant/Quagga Inspection and Janitorial Worker duties may be split up and assigned to specific individuals. Seasonal support will come from four existing PSA-IIs working as temporary employees over the summer months. As park use increases over the summer, part-time PSA-Is may be brought in to supplement existing staff. A new Buildings & Grounds Worker II will provide backup as needed. Training will be provided by PSA-IIs or other County staff as appropriate.

Additional Operations and Positions

If County intends to operate the store, the Basecamp retail schedule (weekends only) can shift to start earlier in April to allow a quicker training and transfer. However, RMA recommends that the County does not operate the store, but rather see if there is a vendor to come in and operate it under a concessionaire agreement. There are some local retail markets outside of the park that may be interested in negotiating an agreement to operate inside the park.

In addition to the proposed staff at Lake San Antonio, RMA recommends the creation of an additional Administrative Operations Manager to oversee both Lake San Antonio and Lake Nacimiento.

Recruitment and Hiring

Transition requires recruitment for these positions to be a top priority. The faster we can hire, the better. Otherwise, we need support from Basecamp for a longer period. In addition, the agreement includes a provision for County to contract with Basecamp for staffing if a need arises where County is not able to staff up accordingly, not just during the transition period.

Contracted Services Transition

Basecamp currently utilizes several third-party contractors to perform routine maintenance and inspection services for facilities at LSA. Some of these responsibilities will be transferred to County staff. Any services that cannot be performed may be contracted under new agreements through the County. Establishing new agreements will add to the workload of existing RMA staff and consideration will be given to the necessity and urgency of replacing each service. Basecamp currently uses the following contracted services at LSA:

Table 36 – Summary of Current Basecamp Third-Part Contracts	
Basecamp Third-Party Contractor	Current Services
B&T Service Station Contractors	Annual and monthly fuel system testing.
Scott O'Brien Fire and Safety	Hood inspections, bi-annual fire extinguisher service and fire suppression systems.
Paso Robles Safe & Lock	All re-keying and changing of safe codes.
Clark Pest Control	Pest control and monthly spraying.
Great Western Alarm	Alarm panel maintenance and alarm code management.
Waste Management	All roll off dumpsters.
Vineyard Mechanical	Heating, cooling, refrigeration maintenance and troubleshooting.
Delta Propane	Propane tank service, filling.
Culligan	Drinking water for lodges, offices.
Ecolab	Housekeeping/janitorial chemicals.
Fence Factory	Fence rentals.
Quinn Power Systems	Generator maintenance and service.

Marketing

Parks staff have struggled with putting a solid marketing plan together for County Parks, including the Lakes. Marketing efforts specific for the lakes have historically been included in the Management Agreements handled by the operator of the resorts. However, during years of drought, marketing efforts waned and recently the resort operator have focused their marketing campaign solely on Lake Nacimiento. To more effectively market the lakes (Nacimiento and San Antonio), the department will need to assume the responsibility for promotion/advertising efforts hereon. In furtherance of this effort, staff is recommending the development of an initial marketing strategy by a consultant. The plan will focus on promoting the facilities unique features to attract a broad range of events and increase park visitation. Upon completion of the initial marketing strategy, the Special Events Manager, requested as part of the proposed staffing plan, would then implement the strategy developed by the marketing consultant.

In order to be successful at marketing, the following needs to be considered during the development of the marketing strategy:

“Who are our customers?”

Marketing strategies throughout the nation have historically focused on “being everything to everyone,” however, this message has proven to be ineffective. In today’s ultra-competitive market, the need to differentiate one product from another and one competitor from the next. The department will need to narrow the marketing focus to accomplish these goals while using a combination of traditional and “new” marketing avenues.

Marketing Methods:

To effectively advertise, one must first understand the latest trends in the marketing industry. Following are current methods used in marketing:

Traditional Marketing refers to print advertisements, billboards, banners, newspapers, magazines, television, radio and telephone directories – involve marketing tools such as paid print advertisements, commercials and news releases. This approach focuses on a one-way sales push and relies on reaching high numbers of people to ensure success. Advertising with publications and networks is a costly marketing tool which makes analyzing the return on your investment extremely important.

Digital Marketing, at a high level, refers to advertising through digital channels such as ads SEO’s SEM, GEO targeting, GEO facing, search engines, websites, social media and mobile applications. Two fundamental digital “tools” leading this trend include digital video feeds and mobile applications. Recent studies indicate that more than 80% of consumers stream videos on the internet, particularly on google search engines and YouTube. Studies have further identified that 60% of all consumers use mobile devices. In order to make the most of the use of these marketing tools, the department’s marketing strategy will need include the development of video content that highlights key (or core) categories of the lake facilities, and ensure measures are taken to provide a mobile optimized website for consumer use.

Before identifying the right tools for advertising and marketing it is important to develop a strategy first. Facebook or TV ads are tools not a strategy.

Digital marketing is key.

1. Video – YouTube is the 2nd most popular search engine and 81% of smartphone users
 - a. Subscribe to Think with Google.com
2. Mobile- nothing brings marketers closer to the consumer. 60% of all internet traffic comes from mobile devices
 - a. Mobile Marketing Association
 - b. Mobile Optimized Websites
 - c. Consider GPA functionality in mobile devices

We need to identify our Core. How are we different? Identify one thing that we have that nobody else has such as beautiful landscape, a Lake, remote location with limited access, nature, etc. Remember customer service is not a differentiator, it is important and is earned not claimed. We need to be able to measure success from our marketing. A means to promote ourselves would be creating an astonishing, e.g., pay for one, stay for two

In order for marketing to pay off, we need to target the right audience and deliver the right message. The key will be not to spread marketing advertising over too many resources, instead focus on a few places with higher frequency.

Staff has struggled over the years in developing a successful marketing plan. For the past ten plus years, it has been a goal. As part of our augmentation request, we have identified a need to have a consultant come in to assist with developing a strategy and putting a marketing plan in place.

Events

LSA is Monterey County's premier freshwater recreation area. The facility serves as a year-round attraction for water sports, camping, fishing, hiking, horse riding, biking and swimming. LSA also serves as a popular bird watching location for a variety of majestic birds including the bald and golden eagles, grebes, red-tailed hawks, ospreys, swans and American coots.

In addition to the aforementioned recreational uses, the facility has also served as an ideal destination for a wide variety of events such as concerts and triathlons. The attraction of these types of events to LSA is particularly due to the geographical characteristics the facility has to offer. Each facility (North Shore and South Shore) has different natural features that set them apart, making each a platform for specific types of events. North Shore provides an open space type of venue, which is particularly suitable for large types of events such as concerts and filming. South Shore, on the other hand, is a more developed and structured facility that is conducive to smaller outdoor recreational events and is ideal for outdoor sport events such triathlons.

To capitalize on the unique features of LSA, increase visitation, and draw in large type of events to the facility, the County will need to highly increase promotional and marketing efforts of the

lake. In furtherance of this objective, it is recommended that an initial marketing strategy be prepared for the lake facilities by a consulting firm with experience in this type of market area. It is anticipated that upon completion of the marketing strategy, the Special Events Manager position (being requested as part of this Plan) will implement the plan, negotiate, organize and manage events as they occur.

To assist with the development of the marketing strategy, a list of potential events that are suitable for each individual facility, is currently being compiled. In order to ensure the community's interests are considered as part of this process, a community meeting was held with local residents on February 19, 2019. At the meeting, the community was asked to provide their input on events that they would like to see at the facility. A full list of events provided by the community is included in this plan under the community outreach section.

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Community Outreach

In an effort to engage public and stakeholder involvement as part of the development process of this Plan, staff held two public forums with the community of Lockwood. On February 19, 2019, the community was provided with an opportunity to provide input on the future use of the lake. We have analyzed input from the community meeting and categorized the suggestions into the following categories. Leisure/Recreation Sporting Activities, and Entertainment Events. Additionally, we have divided the suggestions for operations into three categories including; Marketing, Policy/Regulatory, and Operational. The attached to this document as Appendix A.

A second forum was held with the community on March 21, 2019. At that time, the draft Operation Plan was reviewed with the community for comment.

Because of the interest from the equestrian community in this area, the Plan includes investments in the Los Robles facility to be a regional draw. The Plan also considers equine facilities and use opportunities at south shore. The County also recognizes the importance of the “Long Trail” at North Shore.

Many ideas of discussion contain a significant marketing and promotional effort in order to attract a third part event to the venue, since the County will not be an event operator.

Interest in things like hunting and shooting on County Lands is a policy decision which warrants further research and consideration of risk and liability. Fishing events would also require marketing and likely a third-party promotor to operate the fishing derby.

Items that require significant capital investment need a funding commitment that can be done through a third-party agreement for an event, or as part of interest group donation efforts including volunteers.

We have also discussed parameters for the size, duration, frequency, and type of events that the local community would support.

Some items asked for by the community are services currently offered which tells us we have a gap in our marketing effort.

In addition to the community setting, the public was also provided with an opportunity to comment during the various presentations of the plan to various Board committees and commissions. These presentations were provided to the Budget Committee on March 27, Parks Commission on April 4, and the Capital Improvement Committee on April 8.

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