



County of Monterey

Board of Supervisors
Chambers
168 W. Alisal St., 1st Floor
Salinas, CA 93901

Board Report

File #: 14-864, Version: 1

- a. Receive a status report from the Board of Supervisors Ad Hoc Committee on Parks Department Operations;
- b. Direct the County Administrative Officer to develop a funding plan to maintain existing Parks Department staffing levels pending a review of revenue enhancement options;
- c. Consider a recommendation from the Board of Supervisors Ad Hoc Committee on Parks Operations to fund the Parks Department strategic plan development in the amount of \$75,000;
- d. Approve and authorize the Auditor-Controller to transfer \$75,000 from General Fund Contingencies (CAO020) to Parks (PAR004); and
- e. Approve and authorize the Auditor-Controller to decrease appropriations by \$75,000 in General Fund Contingencies 001-1050-8034-CAO020 and increase appropriations by \$75,000 in Parks 001-7500-8154-PAR004 (4/5thVote Required).

RECOMMENDATION:

It is recommended that the Board of Supervisors:

- a. Receive a status report from the Board of Supervisors Ad Hoc Committee on Parks Department Operations;
- b. Direct the County Administrative Officer to develop a funding plan to maintain existing Parks Department staffing levels pending a review of revenue enhancement options;
- c. Consider a recommendation from the Board of Supervisors Ad Hoc Committee on Parks Operations to fund the Parks Department strategic plan development in the amount of \$75,000;
- d. Approve and authorize the Auditor-Controller to transfer \$75,000 from General Fund Contingencies (CAO020) to Parks (PAR004); and
- e. Approve and authorize the Auditor-Controller to decrease appropriations by \$75,000 in General Fund Contingencies 001-1050-8034-CAO020 and increase appropriations by \$75,000 in Parks 001-7500-8154-PAR004 (4/5thVote Required).

SUMMARY/DISCUSSION:

On June 24, 2014, the Board of Supervisors appointed an Ad Hoc Committee of Supervisors Potter and Salinas to review and make recommendations to the Board of Supervisors regarding budgetary, operational, strategic planning and business planning issues exacerbated by historic drought conditions in Monterey County and the State of California. The Ad Hoc Committee has held two meetings on July 9 and 23, 2014. A series of meetings are scheduled to continue its effort to analyze, review, and make recommendations to the Board of Supervisors on the Parks Department operations and programs.

The Ad Hoc Committee has identified various issues facing the Parks Department, listed in alphabetical order as follows:

- Concession Agreements
 - Identify current status of agreements and review recommended strategies to improve and expand.
- Maintenance Requirements
 - Identify a plan for unmet maintenance requirements and facility renewal.
- Parks Department Operations

- Begin preparation of Parks Department strategic plan that identifies its vision, mission, goals and action plan to implement improvements.
- If implemented, the reductions in the FY 14-15 Parks Department budget will require the elimination of fourteen (14) positions. The Ad Hoc Committee recognizes that these cuts will further negatively impact the current level of service and it will take substantial time to return to current levels if funds are restored to the department at a future date. There will be a significant loss of experienced and talented personnel, minimal to no coverage for sick or other leave time, shortage of internal staff for training, lack of personnel to conduct hiring (recruitment, backgrounds, training), growth in the backlog for maintenance and repairs, and an increased risk of liability to the County for reduced health and safety standards.
- Revenue
 - Identify current status of revenue; review and recommend strategies to improve and expand revenue to Department.
- Special Events
 - Review current practices and make recommendations to improve processes, improve delivery, expand opportunities and increase revenue to the Department.
- San Luis Obispo County
 - Review current operating agreements with San Luis Obispo County for the Lakes operations; explore ways to equitably share costs and benefits at Lakes operations

Staff will continue to work on research, collection and analysis of data as requested by the Ad Hoc Committee. Staff will also formulate recommendations based on the findings and present to the Ad Hoc Committee for decision and recommendations to the Board of Supervisors. Status Reports to the Board of Supervisors will be presented as new developments, findings and recommendations are made.

Regarding staffing and potential reduction in force due to budget cuts in the FY 14-15 approved County budget, the Ad Hoc Committee recommends the County Administrative Officer to develop a funding plan to maintain existing Parks Department staffing levels pending a review of revenue enhancement options.

Strategic Plan:

The Parks Department is in the midst of significant financial challenges in the Lakes Enterprise Fund 452 as well as complex operational, program and service issues throughout the County parks system. The Parks Department continues to manage the eight parks within four major areas and serves a county population of approximately 426,000 as well as other users from outside Monterey County. Challenge areas for the Parks Department include, but are not limited to, the following:

- Vision and Mission of the Parks Department
- Leadership and Operational Management
- Budget and Financial Operational Controls
- Employee Performance Management
- Organizational structure and coordination of job functionalities
- Operational Standards and Processes
- Programs and Services
- Implementation of Active Network on line campsite reservation system
- Quagga Mussel inspection program funding
- Community engagement

The Parks Department is currently working to correct operational issues throughout the parks system. The Department believes it is vital to the future of the County Parks system to begin preparation of a strategic plan to assist the Board of Supervisors in providing policy level direction regarding the appropriate level of parks operations in Monterey County's government structure and to assist in determining appropriate funding sources for parks operations. Staff has requested that Management Partners, the firm which has conducted the very successful Board of Supervisors/Department Head workshops for the past several years, propose a scope of work/cost estimate for preparation of a strategic plan. This effort would engage the Board, Parks Department staff, members of the public and other stakeholders. The proposal from Management Partners is attached here for your review. On July 9, 2014, the Board of Supervisors Ad Hoc Committee on Parks Operations reviewed the proposal and cost for the strategic plan proposal and recommends that this funding request be approved by the Board of Supervisors.

OTHER AGENCY INVOLVEMENT:

To date, County Counsel, County Administrative Office and Parks Department have been involved in reviewing various aspects of parks operations. It is envisioned that other County departments will be involved in future discussion as necessary.

FINANCING:

General Fund Operational Contingencies are sourced with one-time funding. Any use of General Fund Contingencies may require reductions in other programs to continue the program. FY2014-15 budgeted General Fund Contingencies is \$3,856,465. Thus as of July 8, 2014, \$692,000 in transfers from General Fund Contingencies has been approved by the Board in FY 2014-15. With this requested action to transfer \$75,000 from contingencies, the remaining General Fund Operational Contingencies budget would be \$3,089,465.

A funding plan to maintain existing Parks Department staffing levels pending a review of revenue enhancement options will require coordination with the Budget and Analysis division of the County Administrative Office. It is anticipated that this funding plan will be presented to the Board on August 26, 2014.

Prepared by: Joann Iwamoto, Management Analyst, x3017

Approved by:

Nicholas E. Chiulos
Assistant County Administrative Officer

Attachments: Management Partners Proposal