



DEPARTMENT SUMMARY

Public Works

Provide for the public's needs relative to transportation, water, wastewater, and City owned buildings.

About Public Works

Public Works delivers a wide range of infrastructure services in the most efficient and cost effective means possible. Responsibilities include the planning, design, construction and management of: the Capital Improvement Program projects, transportation system, city streets, public drainage, street lights, traffic signals and other city infrastructure facilities. Public Works also ensures safe treatment and reliable distribution of high quality water and the collection and treatment of wastewater. Public Works manages the internal maintenance and replacement services for the City's fleet and facilities. To accomplish this mission, the Department is divided into six functional areas: Administration, Engineering Services, Facilities and Energy Management, Fleet Management, Transportation, and Water Resources.

While the main office for Public Works is located at 630 Garden Street, the department also staffs remote locations including the City's El Estero Wastewater Treatment Plant and the Cater Water Treatment Plant which provide water and sewer service to over 100,000 customers.



Fiscal Year 2014 Budget Highlights

- Complete the construction of 2.58 miles of Sewer Main and 2.0 miles of Accelerated Sewer Main.
- Replace the Punta Gorda Street Bridge over Sycamore Creek and the Chapala Street Bridge over Mission Creek.
- Complete the Pershing Park ball field lighting replacement project.
- Begin construction of the Recycled Water Treatment Plant Replacement project.
- Design improvements for the Aeration Basins at the El Estero Wastewater Treatment Plant.



DEPARTMENT SUMMARY

Public Works

Department Financial and Staffing Summary

| | Actual FY 2012 | Amended FY 2013 | Projected FY 2013 | Adopted FY 2014 | Proposed FY 2015 |
|--------------------------------------|-----------------------|------------------------|-----------------------|------------------------|-----------------------|
| Authorized Positions | 289.50 | 289.50 | 289.50 | 290.95 | 290.95 |
| Hourly Employee Hours | 155,056 | 168,585 | 169,355 | 162,447 | 161,037 |
| Revenues | | | | | |
| Fees and Service Charges | \$ 53,289,806 | \$ 53,597,573 | \$ 55,822,960 | \$ 57,381,108 | \$ 58,455,446 |
| Gas Tax | 2,565,884 | 2,446,899 | 2,261,451 | 2,731,238 | 2,731,238 |
| Grants | 542,409 | 268,355 | 275,063 | - | - |
| Interest Income | 1,308,600 | 964,900 | 1,070,055 | 922,900 | 845,200 |
| Inter-fund Reimbursements | 15,373,005 | 15,548,344 | 15,694,077 | 16,744,947 | 17,214,317 |
| Intergovernmental | 14,214,554 | 43,547,239 | 23,615,908 | 8,844,717 | 10,344,717 |
| JPA Reimbursements | 5,268,950 | 5,476,226 | 6,198,527 | 3,623,242 | 3,787,548 |
| Measure A Sales Tax | 3,128,354 | 3,008,638 | 3,276,488 | 3,397,816 | 3,293,129 |
| Other Revenue | 858,800 | 869,226 | 1,571,657 | 749,560 | 609,560 |
| Parking Violations | 632,395 | 655,119 | 646,000 | 646,000 | 646,000 |
| PBIA Assessment | 899,741 | 840,000 | 900,000 | 875,000 | 875,000 |
| Rents | 77,893 | 77,893 | 77,893 | 125,893 | 125,893 |
| Transfers In | 2,215,214 | - | - | 55,000 | - |
| Transportation Dev. Funds | 56,484 | 61,113 | 63,188 | 68,177 | 68,177 |
| Utility Users Tax | 6,986,965 | 7,129,100 | 6,819,149 | 7,000,000 | 7,000,000 |
| Overhead Allocation Recovery | 628,753 | 600,485 | 600,485 | 679,520 | 693,110 |
| General Fund Subsidy | 38,632 | 739,001 | 294,537 | 730,862 | 831,870 |
| Total Department Revenue | \$ 108,086,439 | \$ 135,830,111 | \$ 119,187,438 | \$ 104,575,980 | \$ 107,521,205 |
| Expenditures | | | | | |
| Salaries and Benefits | \$ 30,077,576 | \$ 32,832,146 | \$ 31,889,899 | \$ 34,475,849 | \$ 35,637,699 |
| Supplies and Services | 20,205,908 | 23,922,146 | 22,615,348 | 25,091,981 | 25,206,943 |
| Special Projects | 5,435,755 | 7,757,460 | 6,195,245 | 5,782,456 | 5,312,683 |
| Water Supply Purchases | 6,836,019 | 7,963,366 | 7,398,688 | 7,851,195 | 7,752,454 |
| Capital Equipment | 661,537 | 476,789 | 360,981 | 196,450 | 195,300 |
| Debt Service | 3,907,547 | 6,675,600 | 5,844,627 | 7,362,345 | 8,048,032 |
| Non-Capital Equipment | 219,158 | 348,592 | 230,000 | 341,979 | 336,229 |
| Transfers Out | 1,212,622 | 1,106,661 | 1,106,255 | 1,170,818 | 831,074 |
| Appropriated Reserve | - | 350,000 | - | 392,943 | 390,689 |
| Total Operating Expenditures | \$ 68,556,122 | \$ 81,432,760 | \$ 75,641,043 | \$ 82,666,016 | \$ 83,711,103 |
| Capital Program | \$ 36,931,259 | \$ 84,714,163 | \$ 40,785,721 | \$ 34,206,424 | \$ 30,264,679 |
| Total Department Expenditures | \$ 105,487,381 | \$ 166,146,923 | \$ 116,426,764 | \$ 116,872,440 | \$ 113,975,782 |
| Addition to (Use of) Reserves | \$ 2,599,058 | \$ (30,316,812) | \$ 2,760,674 | \$ (12,296,460) | \$ (6,454,577) |



DEPARTMENT SUMMARY

Public Works

The Public Works Department is budgeted in the following funds:

- General Fund
- Downtown Parking Fund
- Facilities Management Fund (ICS)
- Fleet Maintenance Fund (ICS)
- Fleet Replacement Fund (ICS)
- Streets Fund
- Streets Grant Fund
- Street Sweeping Fund
- Transportation Development Fund
- Transportation Sales Tax Fund
- Water Fund
- Wastewater Fund

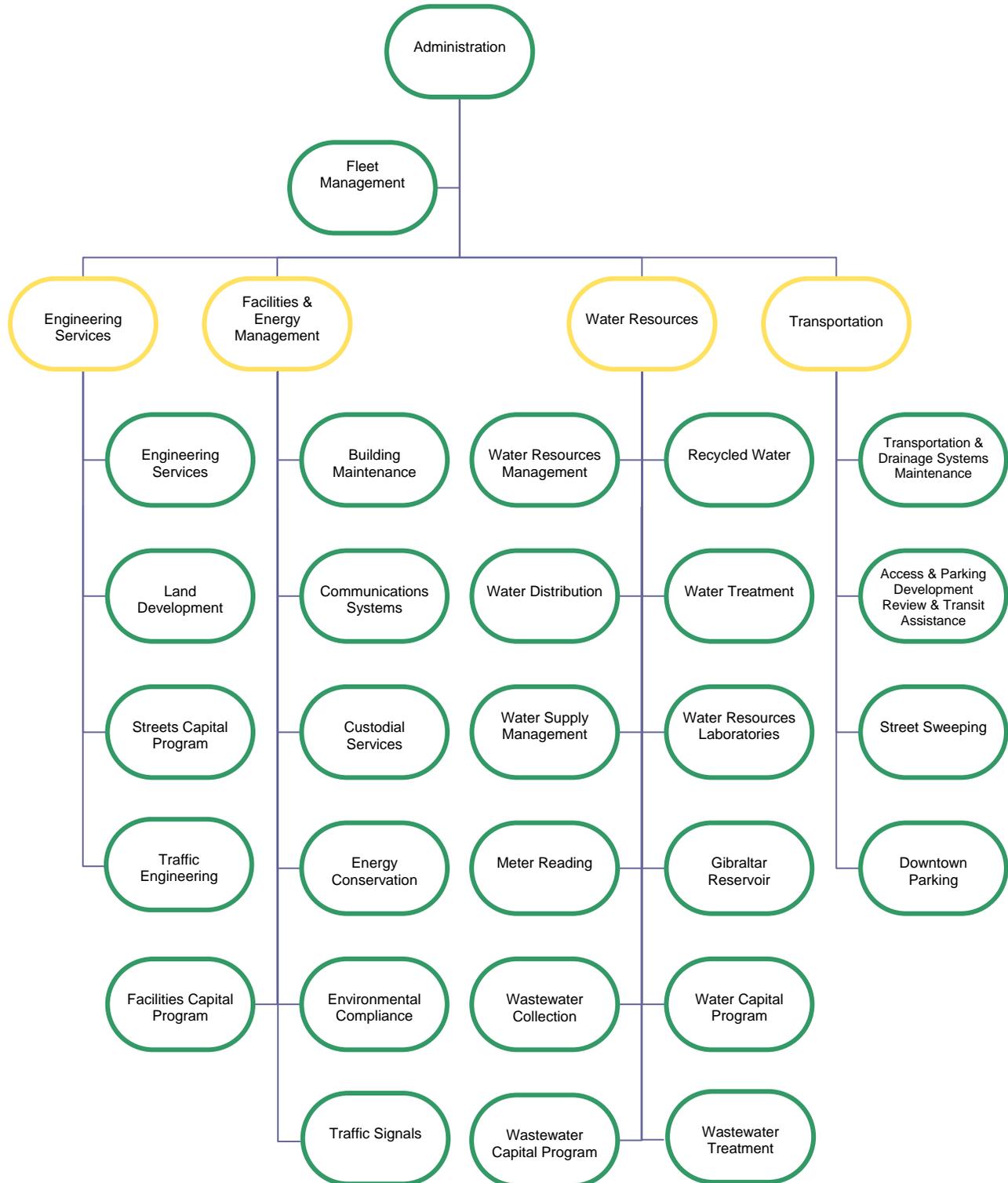




DEPARTMENT SUMMARY

Public Works

Program Organizational Chart

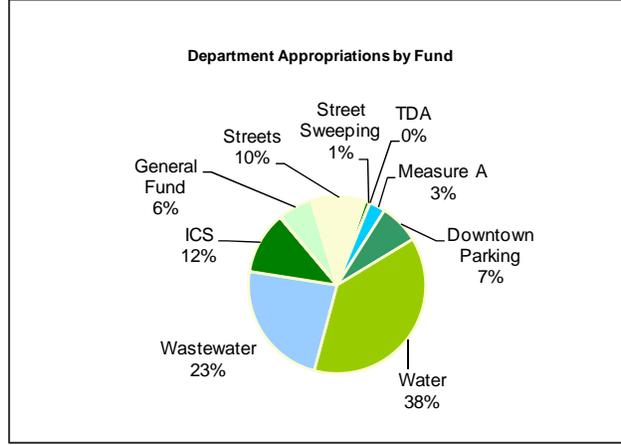
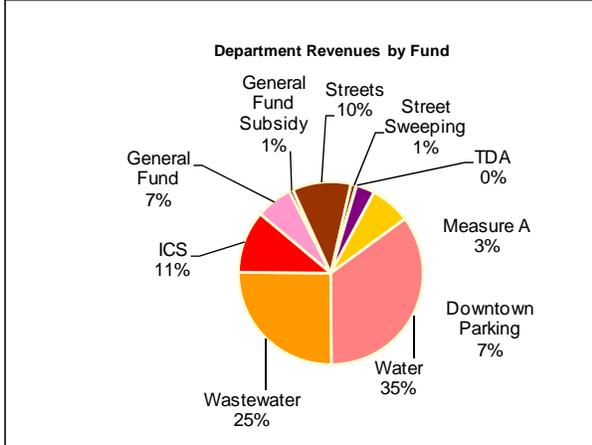




DEPARTMENT SUMMARY

Public Works

Department Fund Composition



PUBLIC WORKS PROGRAMS

➤ Administration

- Engineering Services
- Land Development
- Environmental Compliance
- Traffic Engineering
- Access and Parking
 - Development Review and Transit Assistance
- Transportation and Drainage Systems Maintenance
- Street Sweeping
- Traffic Signals
- Streets Capital
- Downtown Parking
- Fleet Management
- Building Maintenance
- Communications Systems
- Custodial Services
- Energy Conservation
- Facilities Capital
- Water Resources Management
- Recycled Water
- Water Distribution
- Water Treatment
- Water Supply Management
- Gibraltar Dam Operations
- Water Resources Laboratories
- Meter Reading
- Water Capital Program
- Wastewater Collection
- Wastewater Treatment
- Wastewater Capital Program



RECENT PROGRAM ACHIEVEMENTS

Began using NextDoor.com to augment Community Outreach efforts.

Administration

(Program No. 4111)

Mission Statement

Provide excellent public service and administrative, personnel and financial management support to Department staff in order to ensure efficient and organized day-to-day operations of the department.

Program Activities

- Support the activities of the division managers and provide interface and support to other City department heads.
- Develop and coordinate all department revenues including water and wastewater rate setting.
- Monitor and coordinate the department's budget activities, ensuring that all expenditures are within appropriation.
- Coordinate timely and responsive input to develop the Capital Improvement Program, the financial plan and annual budget.
- Process departmental correspondence and phone calls, Council reports, departmental claims and requisitions, as well as all personnel documentation and evaluations for the department, ensuring timeliness and accuracy.

Project Objectives for Fiscal Year 2014

- Conduct six training sessions for the Public Works' Administrative staff on standardized business processes, professional development, and Public Works programs to increase the Department's ability to respond to staff shortages and/or workload and increase efficiencies.
- Prepare the mid-year budget review for Fiscal Year 2015.
- Review department performance objective reports on a quarterly basis and submit a comprehensive bi-annual and year-end Performance Plan report to City Administration.
- Coordinate and complete a Draft Annual Report describing the Public Works Department FY 13 accomplishments by September 30, 2013.
- Coordinate Public Works' efforts and response on the replacement of the City's Financial Management System (FMS) by meeting required timelines, participating in organizational meetings, assessing Public Works' needs, and implementing new business processes.
- Research and evaluate improvements to the Capital Improvement Program database and user interface to ensure reliability, integrity, and ease of use.

Financial and Staffing Information

| | Actual FY 2012 | Amended FY 2013 | Projected FY 2013 | Adopted FY 2014 | Proposed FY 2015 |
|------------------------------|-------------------|---------------------|----------------------|---------------------|---------------------|
| Authorized Positions | 5.50 | 6.00 | 6.00 | 6.00 | 6.00 |
| Hourly Employee Hours | 0 | 0 | 0 | 0 | 0 |
| Revenues | | | | | |
| Inter-fund Reimbursements | \$ 112,125 | \$ 112,125 | \$ 112,125 | \$ 112,125 | \$ 112,125 |
| Other Revenue | 15 | - | - | - | - |
| Overhead Allocation Recovery | 628,753 | 600,485 | 600,485 | 679,520 | 693,110 |
| General Fund Subsidy | 83,255 | 293,382 | 253,148 | 255,926 | 323,321 |
| Total Revenue | \$ 824,148 | \$ 1,005,992 | \$ 965,758 | \$ 1,047,571 | \$ 1,128,556 |
| Expenditures | | | | | |
| Salaries and Benefits | \$ 731,707 | \$ 817,339 | \$ 811,961 | \$ 852,404 | \$ 874,927 |
| Supplies and Services | 88,616 | 140,560 | 107,797 | 154,601 | 158,812 |
| Special Projects | 1,205 | 42,093 | 42,000 | 27,418 | 81,669 |
| Debt Service | - | - | - | 7,148 | 7,148 |
| Non-Capital Equipment | 2,620 | 6,000 | 4,000 | 6,000 | 6,000 |
| Total Expenditures | \$ 824,148 | \$ 1,005,992 | \$ 965,758 | \$ 1,047,571 | \$ 1,128,556 |

Measurable Objectives for Fiscal Year 2014

| | Actual FY 2012 | Budget FY 2013 | Projected FY 2013 | Adopted FY 2014 |
|--|-------------------|-------------------|----------------------|--------------------|
| Ensure the Department meets 80% of their program objectives. | | | | |
| Percent of division program objectives achieved | 75% | 80% | 80% | 80% |
| Ensure the Department responds to 95% of complaints filed via the City Administrator's (CAO) or Mayor's Office within five days of receipt. | | | | |
| Percent of complaints filed via the City Administrator's (CAO) or Mayor's Office responded to within five days of receipt | 100% | 100% | 100% | 100% |
| Update the Public Works home page website twice per month. | | | | |
| Number of web site updates | 14 | 24 | 24 | 24 |

Other Program Measures

| | Actual FY 2012 | Budget FY 2013 | Projected FY 2013 | Adopted FY 2014 |
|---|-------------------|-------------------|----------------------|--------------------|
| Department Council Agenda Reports processed | 120 | 120 | 125 | 125 |
| Department Personnel Action Forms processed | 188 | 175 | 174 | 174 |
| Complaints received directly by Public Works and responded to by due date | 54 | 69 | 100 | 100 |
| Employee evaluations submitted by the due date | 256 | 275 | 275 | 275 |

PUBLIC WORKS PROGRAMS

Administration

➤ **Engineering Services**

Land Development

Environmental Compliance

Traffic Engineering

Access and Parking

Development Review and
Transit Assistance

Transportation and Drainage
Systems Maintenance

Street Sweeping

Traffic Signals

Streets Capital

Downtown Parking

Fleet Management

Building Maintenance

Communications Systems

Custodial Services

Energy Conservation

Facilities Capital

Water Resources Management

Recycled Water

Water Distribution

Water Treatment

Water Supply Management

Gibraltar Dam Operations

Water Resources Laboratories

Meter Reading

Water Capital Program

Wastewater Collection

Wastewater Treatment

Wastewater Capital Program



RECENT PROGRAM ACHIEVEMENTS

Completed the
Haley/De la Vina
Street Bridge
Replacement project.

Engineering Services

(Program No. 4211)

Mission Statement

Provide professional engineering and management support for City departments and all Capital Projects to maintain and improve the City's infrastructure.

Program Activities

- Manage construction of the City's Capital Improvement Program (CIP).
- Provide professional engineering services for planning, designing, surveying, inspecting and managing the City's Capital Program.
- Provide long-range master planning and engineering support for the City's capital infrastructure, in addition to general engineering services for all City projects as requested.
- Track and bill engineering services to user departments or capital improvement projects for design and construction.

Project Objectives for Fiscal Year 2014

- Meet budgeted revenues to achieve full cost recovery of Engineering Services.
- Meet Wastewater Fund staff's targeted project schedules at the El Estero Wastewater Treatment Plant for the Tertiary Filtration Replacement and the Influent Pump Station Replacement projects.
- Replace the Punta Gorda Street Bridge over Sycamore Creek and open it up to the public.
- Replace the Chapala Street Bridge over Mission Creek and open it up to the public.
- Obtain Caltrans approval to go out to bid with the Cabrillo Street Bridge over Mission Creek for construction in Fall 2014.
- Conduct one post-construction public feedback survey to assist in the continued enhancement of Capital Improvement Project management.
- Evaluate the feasibility of establishing an Internal Service Fund for all Engineering Services, which would be implemented for Fiscal Year 2015.

Financial and Staffing Information

| | Actual FY 2012 | Amended FY 2013 | Projected FY 2013 | Adopted FY 2014 | Proposed FY 2015 |
|------------------------------|---------------------|---------------------|----------------------|---------------------|---------------------|
| Authorized Positions | 38.75 | 38.90 | 38.90 | 38.90 | 38.90 |
| Hourly Employee Hours | 4,687 | 5,800 | 5,800 | 3,000 | 3,000 |
| Revenues | | | | | |
| Inter-fund Reimbursements | \$ 4,695,350 | \$ 4,721,267 | \$ 4,800,000 | \$ 4,819,862 | \$ 4,985,982 |
| Other Revenue | 16 | - | - | - | - |
| General Fund Subsidy | - | - | - | 49,750 | 55,516 |
| Total Revenue | \$ 4,695,366 | \$ 4,721,267 | \$ 4,800,000 | \$ 4,869,612 | \$ 5,041,498 |
| Expenditures | | | | | |
| Salaries and Benefits | \$ 4,375,748 | \$ 4,788,745 | \$ 4,562,943 | \$ 5,006,148 | \$ 5,170,169 |
| Supplies and Services | 488,172 | 496,238 | 485,191 | 435,935 | 457,839 |
| Special Projects | 16,088 | 18,200 | 35,217 | 32,641 | 37,641 |
| Debt Service | - | - | - | 23,455 | 23,455 |
| Non-Capital Equipment | 12,734 | 17,979 | 16,202 | 32,229 | 32,229 |
| Total Expenditures | \$ 4,892,742 | \$ 5,321,162 | \$ 5,099,553 | \$ 5,530,408 | \$ 5,721,333 |

Measurable Objectives for Fiscal Year 2014

| | Actual FY 2012 | Budget FY 2013 | Projected FY 2013 | Adopted FY 2014 |
|---|-------------------|-------------------|----------------------|--------------------|
| Complete 75% of budgeted Capital Program project milestones assigned to Engineering. | | | | |
| Budgeted annual Capital Program project milestones assigned to Engineering completed | 79% | 75% | 78% | 75% |
| For projects greater than \$400,000, limit engineering services to average less than 25% of total project costs. | | | | |
| Projects greater than \$400,000 with engineering service costs under 25% of total project cost | 32.24% | <25% | 24% | <25% |
| For projects less than \$400,000, limit engineering services to average less than 40% of the total project cost. | | | | |
| Projects less than \$400,000 with engineering service costs under 40% of total project cost | 33.23% | <40% | 39% | <40% |
| Limit the cost of construction contract change orders in Capital Program projects to less than 9% of the total annual value of construction awarded. | | | | |
| Change order cost to annual value of construction awarded | 2% | <9% | 5% | <9% |

PROGRAMS & SERVICES

Engineering Services

(Continued)

Other Program Measures

| | Actual FY 2012 | Budget FY 2013 | Projected FY 2013 | Adopted FY 2014 |
|--|-------------------|-------------------|----------------------|--------------------|
| Cost of completed capital projects | \$32.4M | \$64M | \$60M | \$30M |
| Capital projects completed | 22 | 18 | 25 | 20 |
| CIP status reports provided to Council | 4 | 4 | 4 | 4 |
| Grant funds utilized in completed capital projects (\$M) | N/A | N/A | N/A | \$8.9M |
| Percentage of grant funds utilized in completed capital projects | N/A | N/A | N/A | 30% |

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PUBLIC WORKS PROGRAMS

Administration

Engineering Services

➤ **Land Development**

Environmental Compliance

Traffic Engineering

Access and Parking

Development Review and
Transit Assistance

Transportation and Drainage
Systems Maintenance

Street Sweeping

Traffic Signals

Streets Capital

Downtown Parking

Fleet Management

Building Maintenance

Communications Systems

Custodial Services

Energy Conservation

Facilities Capital

Water Resources Management

Recycled Water

Water Distribution

Water Treatment

Water Supply Management

Gibraltar Dam Operations

Water Resources Laboratories

Meter Reading

Water Capital Program

Wastewater Collection

Wastewater Treatment

Wastewater Capital Program



RECENT PROGRAM ACHIEVEMENTS

Increased quarterly updates for active case applicants regarding status of real property related tasks by over 5%.

Land Development

(Program No. 4212)

Mission Statement

Manage the public right-of-way and City owned lands, protect the interests of the general public, and process private development review applications and permits.

Program Activities

- Ensure land development projects comply with applicable regulations including the Subdivision Map Act, sound engineering practices, and City policies and guidelines.
- Manage and operate the Public Works permit counter, which issues over the counter Public Works permits, and participate in the review of over 3,000 building construction permits annually.
- Review, coordinate, process, and permit private land development project applications and coordinate a unified response from all Department divisions.
- Manage and maintain a monthly inventory of the City's real property interests, including city utility easements.
- Acquire rights-of-way and associated easements as required for City initiated public improvement projects following applicable Federal, State, and local statutes.
- Manage and maintain the Public Works library of record drawings and digital geospatial data.
- Manage and provide enforcement of the Outdoor Dining Program for permits issued for outdoor dining on City sidewalks.

Financial and Staffing Information

| | Actual FY 2012 | Amended FY 2013 | Projected FY 2013 | Adopted FY 2014 | Proposed FY 2015 |
|------------------------------|---------------------|---------------------|----------------------|---------------------|---------------------|
| Authorized Positions | 9.30 | 7.30 | 7.30 | 7.30 | 7.30 |
| Hourly Employee Hours | 31 | 0 | 375 | 375 | 375 |
| Revenues | | | | | |
| Fees and Service Charges | \$ 787,077 | \$ 773,415 | \$ 802,388 | \$ 841,426 | \$ 844,621 |
| Inter-fund Reimbursements | 243,484 | 243,484 | 243,484 | 243,484 | 243,484 |
| General Fund Subsidy | 72,469 | - | - | - | - |
| Total Revenue | \$ 1,103,030 | \$ 1,016,899 | \$ 1,045,872 | \$ 1,084,910 | \$ 1,088,105 |
| Expenditures | | | | | |
| Salaries and Benefits | \$ 970,276 | \$ 813,228 | \$ 756,391 | \$ 869,156 | \$ 892,065 |
| Supplies and Services | 113,824 | 143,938 | 121,691 | 126,318 | 131,379 |
| Special Projects | 332 | 16,500 | 11,686 | 15,431 | 15,431 |
| Debt Service | - | - | - | 5,457 | 5,457 |
| Non-Capital Equipment | 1,591 | 2,500 | 1,358 | 2,500 | 2,500 |
| Transfers Out | 17,007 | 24,000 | 23,594 | 24,000 | 24,000 |
| Total Expenditures | \$ 1,103,030 | \$ 1,000,166 | \$ 914,720 | \$ 1,042,862 | \$ 1,070,832 |

Measurable Objectives for Fiscal Year 2014

| | Actual FY 2012 | Budget FY 2013 | Projected FY 2013 | Adopted FY 2014 |
|---|-------------------|-------------------|----------------------|--------------------|
| Meet 100% of Land Development Team discretionary land development project review deadlines. | | | | |
| LDT project deadlines met | 100% | 100% | 100% | 100% |
| Meet 85% of the target response dates for staff review of building permits at the Public Works Permit Counter. | | | | |
| Building permit review timelines met | 83% | 85% | 95% | 85% |
| Provide quarterly updates to 90% of active case applicants regarding status of real property related tasks. | | | | |
| Active real property related applicants receiving a quarterly update | 93% | 90% | 98% | 90% |

PROGRAMS & SERVICES

Land Development (Continued)

Other Program Measures

| | Actual FY 2012 | Budget FY 2013 | Projected FY 2013 | Adopted FY 2014 |
|--|-------------------|-------------------|----------------------|--------------------|
| Public Works permits issued | 1,609 | 1,000 | 1,628 | 1,624 |
| Building permit applications reviewed | 814 | 40 | 768 | 800 |
| Land Development discretionary development projects reviewed | 37 | 40 | 30 | 40 |
| Subdivision applications submitted | 42 | 16 | 38 | 16 |
| Real Property tasks completed, including acquisitions, abandonments, encroachments, developments and leases | 42 | 32 | 39 | 32 |
| Active Outdoor Dining Leases | 17 | 40 | 28 | 40 |
| Value of securities received from private development to bond for public improvements in the public right-of-way | \$531,000 | \$800,000 | \$782,000 | \$800,000 |
| Council Agenda Reports prepared | 17 | 24 | 8 | 24 |
| Major Public Works permits issued (≥\$10,000) | 29 | 24 | 18 | 24 |
| Minor Public Works permits issued (<\$10,000) | 1,580 | 1,600 | 1,610 | 1,600 |

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PUBLIC WORKS PROGRAMS

- Administration
- Engineering Services
- Land Development
- **Environmental Compliance**
 - Traffic Engineering
 - Access and Parking
 - Development Review and Transit Assistance
 - Transportation and Drainage Systems Maintenance
 - Street Sweeping
 - Traffic Signals
 - Streets Capital
 - Downtown Parking
 - Fleet Management
 - Building Maintenance
 - Communications Systems
 - Custodial Services
 - Energy Conservation
 - Facilities Capital
 - Water Resources Management
 - Recycled Water
 - Water Distribution
 - Water Treatment
 - Water Supply Management
 - Gibraltar Dam Operations
 - Water Resources Laboratories
 - Meter Reading
 - Water Capital Program
 - Wastewater Collection
 - Wastewater Treatment
 - Wastewater Capital Program



RECENT PROGRAM ACHIEVEMENTS

In October 2012, two long standing Leaking Underground Fuel Tanks (LUFT) sites achieved full written closure from the City Fire Department. There are now only three City-owned Underground Storage Tank sites remaining.

Environmental Compliance

(Program No. 4213)

Mission Statement

Properly manage and dispose of hazardous materials, and comply with State regulations applying to City owned and operated Underground Storage Tanks (USTs), Leaking Underground Fuel Tanks (LUFTs) and Site Mitigation Units (SMUs).

Program Activities

- Assess and oversee remediation of soil and groundwater contamination from all City LUFT and SMU sites and to comply with State regulatory requirements.
- Prepare reports for all City LUFT and SMU sites as required by regulatory agencies.
- Provide vector control services in City creeks and public right-of-way, and provide vector control information to citizens regarding mosquitoes, bees, mice and rats.
- Provide for the proper disposal of hazardous waste found in the public right-of-way.

Project Objectives for Fiscal Year 2014

- ✔ Install and Operate Soil Vapor Extraction System at SBPD.
- ✔ Remove the underground storage tank (UST) at Tunnel Road Reservoir and install a new generator with belly tank or equivalent. Assess and remediate site contamination.
- ✔ Complete an UST removal and an Above-ground Storage Tank (AST) installment plan for the Fleet Corporate Yard. Once completed, get approval for, plan, and begin construction.
- ✔ Determine with Airport Staff the fuel site needs for the Airport Maintenance Yard. Develop an UST removal and AST Installment plan per the needs assessment results.

Financial and Staffing Information

| | Actual FY 2012 | Amended FY 2013 | Projected FY 2013 | Adopted FY 2014 | Proposed FY 2015 |
|------------------------------|-------------------|--------------------|----------------------|--------------------|---------------------|
| Authorized Positions | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Hourly Employee Hours | 0 | 0 | 0 | 0 | 0 |
| Revenues | | | | | |
| Inter-fund Reimbursements | \$ 25,000 | \$ 25,000 | \$ 25,000 | \$ 25,000 | \$ 25,000 |
| Other Revenue | 280 | - | - | - | - |
| General Fund Subsidy | 304,637 | 532,906 | 531,794 | 467,234 | 470,306 |
| Total Revenue | \$ 329,917 | \$ 557,906 | \$ 556,794 | \$ 492,234 | \$ 495,306 |
| Expenditures | | | | | |
| Salaries and Benefits | \$ 114,941 | \$ 123,771 | \$ 123,576 | \$ 128,121 | \$ 131,240 |
| Supplies and Services | 34,513 | 36,993 | 36,076 | 30,363 | 30,316 |
| Special Projects | 180,463 | 397,142 | 397,142 | 333,750 | 333,750 |
| Total Expenditures | \$ 329,917 | \$ 557,906 | \$ 556,794 | \$ 492,234 | \$ 495,306 |

Measurable Objectives for Fiscal Year 2014

| | Actual FY 2012 | Budget FY 2013 | Projected FY 2013 | Adopted FY 2014 |
|---|-------------------|-------------------|----------------------|--------------------|
| Meet 100% of the required deadlines for groundwater monitoring events and report submittals for the City's LUFTS and SMUs as required by the Local Enforcement Agency (LEA) of the California Water Quality Control Board (CWQCB). | | | | |
|  Percentage LUFT and SMU groundwater monitoring events/reports submitted on time | 100% | 100% | 98% | 100% |
| Meet 100% of required deadlines for site assessment and/or remediation efforts for all City LUFTS and SMUs as imposed by LEA of the CWQCB. | | | | |
|  Percentage of required LUFT and SMU site assessments and remediation efforts completed on time | 100% | 100% | 100% | 100% |
| Respond to 100% of Hazardous Material spills during working hours, after hours, and weekends, within 1 hour of call. | | | | |
|  Percentage of hazardous material spills responded to within one hour of call | 100% | 100% | 100% | 100% |
| Resolve 100% of vector control requests for creeks and the public right-of-way for mosquitoes, bees, mice, and rats within 5 working days. | | | | |
|  Percentage of vector control requests resolved within 5 working days | 100% | 100% | 100% | 100% |
| Submit 98% of all hazardous waste fees, taxes, permits and manifests, state and county oversight fees, business plans, UST permits, fuel tank throughput reports, and related requirements from federal, state and/or county entities on time. | | | | |
|  Percentage regulatory requirements satisfied on time | 100% | 100% | 100% | 98% |

Environmental Compliance (Continued)

Other Program Measures

| | Actual FY 2012 | Budget FY 2013 | Projected FY 2013 | Adopted FY 2014 |
|---|-------------------|-------------------|----------------------|--------------------|
| Hazardous materials spills responded to | 11 | 8 | 11 | 10 |
| Vector control requests resolved | 53 | 40 | 58 | 45 |
| Open City LUFT and SMU sites | 19 | 18 | 17 | 17 |
| Approved closures for City LUFT and SMU sites | 0 | 2 | 3 | 2 |

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PUBLIC WORKS PROGRAMS

- Administration
- Engineering Services
- Land Development
- Environmental Compliance
- **Traffic Engineering**
 - Access and Parking
 - Development Review and Transit Assistance
 - Transportation and Drainage
 - Systems Maintenance
 - Street Sweeping
 - Traffic Signals
 - Streets Capital
 - Downtown Parking
 - Fleet Management
 - Building Maintenance
 - Communications Systems
 - Custodial Services
 - Energy Conservation
 - Facilities Capital
 - Water Resources Management
 - Recycled Water
 - Water Distribution
 - Water Treatment
 - Water Supply Management
 - Gibraltar Dam Operations
 - Water Resources Laboratories
 - Meter Reading
 - Water Capital Program
 - Wastewater Collection
 - Wastewater Treatment
 - Wastewater Capital Program



RECENT PROGRAM ACHIEVEMENTS

Implemented pedestrian safety improvements on Milpas Street and Cabrillo Boulevard. Completed operational analysis of SR 225. Completed operational analysis of Chapala/Gutierrez intersection. Awarded \$1.4m grant for pedestrian and traffic signal safety improvements.

Traffic Engineering

(Program No. 4311)

Mission Statement

Effectively manage the transportation network and develop improvements that are responsive to the needs of all travel modes so that people and goods can move safely and efficiently throughout the City.

Program Activities

- Collect, analyze, and interpret traffic information needed to optimize the transportation system to meet travel demand and City policy for equality between all modes of travel.
- Monitor traffic collisions to identify high collision locations and prevent collisions by collaborating with the Police Department.
- Respond to public requests, suggestions, and inquiries for changes in parking and traffic control.
- Provide direction in the design and construction of public and private improvements to ensure traffic safety and minimize travel impacts.
- Collect and process traffic data for transportation planning and land development review activities.
- Operate a coordinated traffic signal system to maximize safety, minimize delay, and be responsive to pedestrian, cyclist and motor vehicle needs.
- Review collisions involving pedestrians, bicyclists and vehicles and take corrective action as necessary to reduce collision rates to be equal to or lower than statewide averages.

Project Objectives for Fiscal Year 2014

- Create an annual crash analysis report for Santa Barbara that will be used to identify locations in need of crash mitigation and increased enforcement efforts to improve safety.

Financial and Staffing Information

| | Actual FY 2012 | Amended FY 2013 | Projected FY 2013 | Adopted FY 2014 | Proposed FY 2015 |
|------------------------------|-------------------|--------------------|----------------------|--------------------|---------------------|
| Authorized Positions | 4.75 | 4.60 | 4.60 | 4.60 | 4.60 |
| Hourly Employee Hours | 1,170 | 999 | 999 | 999 | 999 |
| Revenues | | | | | |
| Other Revenue | \$ 13,747 | \$ - | \$ - | \$ - | \$ - |
| Transfers In | 40,709 | - | - | - | - |
| Utility Users Tax | 475,929 | 797,382 | 655,929 | 748,854 | 719,814 |
| Total Revenue | \$ 530,385 | \$ 797,382 | \$ 655,929 | \$ 748,854 | \$ 719,814 |
| Expenditures | | | | | |
| Salaries and Benefits | \$ 429,918 | \$ 455,216 | \$ 485,497 | \$ 573,584 | \$ 592,258 |
| Supplies and Services | 45,040 | 58,232 | 39,979 | 126,369 | 78,655 |
| Special Projects | 45,558 | 205,158 | 112,360 | 25,000 | 25,000 |
| Debt Service | - | - | - | 4,901 | 4,901 |
| Non-Capital Equipment | 9,869 | 28,776 | 18,093 | 19,000 | 19,000 |
| Appropriated Reserve | - | 50,000 | - | - | - |
| Total Expenditures | \$ 530,385 | \$ 797,382 | \$ 655,929 | \$ 748,854 | \$ 719,814 |

Measurable Objectives for Fiscal Year 2014

| | Actual FY 2012 | Budget FY 2013 | Projected FY 2013 | Adopted FY 2014 |
|--|-------------------|-------------------|----------------------|--------------------|
| Maintain level of service C or better at 80% of the SBCAG Congestion Management Program (City controlled) signalized intersections during peak hours in order to provide acceptable levels of automobile related congestion and achieve consistency with the regional Congestion Management Plan. | | | | |
| Percent of City controlled signalized intersections at Level of Service C or better | 66% | 80% | 80% | 80% |
| Investigate and determine solution (if any) for 65% of traffic related concerns, complaints and requests within 60 calendar days. | | | | |
| Percent of complaints resolved within 60 calendar days | 68% | 65% | 63% | 65% |
| Perform review of 65% of temporary traffic control plans within 5 business days. | | | | |
| Percent of temporary traffic control plans reviewed within 5 business days | 100% | 65% | 100% | 65% |
| Complete speed surveys on 12 streets to support Police enforcement of established speed limits. | | | | |
| Number of speed surveys completed | 6 | 12 | 12 | 12 |

Traffic Engineering

(Continued)

Measurable Objectives for Fiscal Year 2014 (Cont'd)

| | Actual FY 2012 | Budget FY 2013 | Projected FY 2013 | Adopted FY 2014 |
|--|-------------------|-------------------|----------------------|--------------------|
| Update traffic signal timing to comply with new pedestrian clearance and bicycle timing requirements at 40 intersections. | | | | |
| Number of intersections updated to comply with pedestrian and bicycle timing requirements | N/A | 40 | 22 | 40 |

Other Program Measures

| | Actual FY 2012 | Budget FY 2013 | Projected FY 2013 | Adopted FY 2014 |
|--|-------------------|-------------------|----------------------|--------------------|
| Number of traffic concerns reported | 78 | 1,000 | 300 | 300 |
| Number of Turning Movement and Volume Counts Conducted | 70 | 40 | 164 | 40 |

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PUBLIC WORKS PROGRAMS

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- Traffic Signals
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- Downtown Parking
- Fleet Management
- Building Maintenance
- Communications Systems
- Custodial Services
- Energy Conservation
- Facilities Capital
- Water Resources Management
- Recycled Water
- Water Distribution
- Water Treatment
- Water Supply Management
- Gibraltar Dam Operations
- Water Resources Laboratories
- Meter Reading
- Water Capital Program
- Wastewater Collection
- Wastewater Treatment
- Wastewater Capital Program



RECENT PROGRAM ACHIEVEMENTS

Developed the Traffic Growth Management Strategy to implement Plan Santa Barbara as directed by Council.

Access and Parking Development Review and Transit Assistance

(Program No. 4312 and 4314)

Mission Statement

Review private land development and public transportation facilities consistent with council's adopted policies so that people can move within the City with equality of convenience and access among all modes of transportation and develop projects and programs that promote the convenient and safe movement of people throughout the city.

Program Activities

- Support regional transportation planning decision making.
- Identify and compete for state and federal money for transportation system development.
- Work directly with community groups to address neighborhood and business transportation concerns, and develop appropriate programs or projects.
- Review all site plans for conformance with transportation and parking alternative transportation policies, regulation, and practices.
- Identify funding for the construction of new or improved pedestrian and bicycle facilities.
- Identify funding for the construction of new facilities serving various alternative transportation modes.
- Manage para-transit service contract.
- Develop funding programs for transit capital and operating assistance.
- Subsidize the operation of various transit assistance programs.
- Plan auto related, non-auto, and auto alternative improvements to the City's transportation system, consistent with policies of the Circulation Element, Bicycle Master Plan and others.
- Work with the Community Development Department to implement the Circulation Element.

Project Objectives for Fiscal Year 2014

- Implement the General Plan as approved by City Council.
- 🍃 Manage bicycle programs and improvements.
- 🍃 Manage the Metropolitan Transit District annual contract for shuttle service.
- 🍃 Manage the Safe Routes to School program.
- 🍃 Manage the development of the 101 HOV project.

Financial and Staffing Information

| | Actual FY 2012 | Amended FY 2013 | Projected FY 2013 | Adopted FY 2014 | Proposed FY 2015 |
|------------------------------|---------------------|---------------------|----------------------|---------------------|---------------------|
| Authorized Positions | 5.05 | 6.45 | 6.45 | 6.45 | 6.45 |
| Hourly Employee Hours | 0 | 1,000 | 1,000 | 1,000 | 500 |
| Revenues | | | | | |
| Fees and Service Charges | \$ 30,395 | \$ 90,517 | \$ 85,629 | \$ 114,598 | \$ 117,661 |
| Inter-fund Reimbursements | 300,000 | 110,214 | 110,214 | 168,048 | 170,260 |
| Intergovernmental | 205,000 | 11,000 | - | - | - |
| Measure A Sales Tax | 841,927 | 1,061,338 | 863,462 | 913,073 | 964,420 |
| Other Revenue | 63,708 | 61,500 | 65,000 | 61,500 | 61,500 |
| Rents | 36,968 | 36,968 | 36,968 | 36,968 | 36,968 |
| Transfers In | 43,798 | - | - | - | - |
| Utility Users Tax | 555,149 | 914,019 | 687,700 | 835,354 | 857,665 |
| Total Revenue | \$ 2,076,945 | \$ 2,285,556 | \$ 1,848,973 | \$ 2,129,541 | \$ 2,208,474 |
| Expenditures | | | | | |
| Salaries and Benefits | \$ 608,697 | \$ 828,463 | \$ 739,752 | \$ 858,608 | \$ 881,646 |
| Supplies and Services | 60,743 | 191,097 | 150,372 | 212,806 | 217,354 |
| Special Projects | 1,407,129 | 1,262,796 | 955,399 | 1,038,573 | 1,089,920 |
| Debt Service | - | - | - | 7,854 | 7,854 |
| Non-Capital Equipment | 376 | 3,200 | 3,450 | 3,700 | 3,700 |
| Total Expenditures | \$ 2,076,945 | \$ 2,285,556 | \$ 1,848,973 | \$ 2,121,541 | \$ 2,200,474 |

Access and Parking Development Review and Transit Assistance

(Continued)

Measurable Objectives for Fiscal Year 2014

| | Actual FY 2012 | Budget FY 2013 | Projected FY 2013 | Adopted FY 2014 |
|---|-------------------|-------------------|----------------------|--------------------|
| <p>Meet 90% of all Land Development Team (LDT) Pre-application Review Team (PRT) and Development Application Review Team (DART) deadlines.</p> <p>Percent of LDT, PRT and DART applications reviewed within the deadline</p> | 95% | 90% | 95% | 85% |
| <p>Act within deadlines on 80% of all Development Plan Agreement (DPA), Architectural Board of Review (ABR), Historic Landmarks Commission (HLC), building permit, modification, and garage waiver requests.</p> <p>Percent of DPA, ABR, HLC, building permits, modifications, and garage waiver requests reviewed within their respective deadlines</p> | 92% | 80% | 83% | 75% |

Other Program Measures

| | Actual FY 2012 | Budget FY 2013 | Projected FY 2013 | Adopted FY 2014 |
|--|-------------------|-------------------|----------------------|--------------------|
| LDT, PRT and DART applications reviewed | 42 | 60 | 35 | 40 |
| DPA, ABR, HLC, building permit, modification, and garage waiver requests reviewed | 565 | 600 | 550 | 600 |
|  MTD Downtown/Waterfront Shuttle Ridership | 541,430 | 525,000 | 473,918 | 525,000 |
|  Commuter miles reduced by City employees using the Work Trip Program | 586,019 | 600,000 | 478,252 | 600,000 |
|  City employees enrolled in a subscribed Alternative Transportation Program (carpool, van pool, bus pass, etc.) | 164 | 250 | N/A | 250 |
|  Grant applications submitted to fund transportation projects identified in the six-year CIP | 11 | 2 | 6 | 2 |
|  New bicycle parking spaces installed | 47 | 25 | 25 | 25 |

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PROGRAMS & SERVICES

PUBLIC WORKS PROGRAMS

- Administration
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 - Building Maintenance
 - Communications Systems
 - Custodial Services
 - Energy Conservation
 - Facilities Capital
 - Water Resources Management
 - Recycled Water
 - Water Distribution
 - Water Treatment
 - Water Supply Management
 - Gibraltar Dam Operations
 - Water Resources Laboratories
 - Meter Reading
 - Water Capital Program
 - Wastewater Collection
 - Wastewater Treatment
 - Wastewater Capital Program



RECENT PROGRAM ACHIEVEMENTS

The Streets Section began making the permanent pavement repairs for the Water Division for its main breaks to gain efficiencies.

Transportation and Drainage Systems Maintenance

(Program No. 4411, 4413-4415, 4419-4420)

Mission Statement

Clean, maintain and repair transportation and drainage system infrastructure and other public property within the public right-of-way, to enhance community mobility, to improve community appearance, and to preserve creek and water quality.

Program Activities

- Maintain streets, sidewalks, curbs, gutters, and roadside vegetation using a variety of maintenance techniques.
- Maintain and revise pavement striping, painted curb, crosswalks and pavement legends.
- Repair or replace damaged or deteriorated storm drain facilities and remove debris from the storm drain system.
- Install and maintain street name, traffic warning, and regulatory signage.
- Operate and maintain storm water pump stations and respond to storm conditions or emergencies to protect property.
- Remove graffiti from public property in right-of-way and assist private property owners with graffiti removal on private property.

Financial and Staffing Information

| | Actual FY 2012 | Amended FY 2013 | Projected FY 2013 | Adopted FY 2014 | Proposed FY 2015 |
|------------------------------|---------------------|---------------------|----------------------|---------------------|---------------------|
| Authorized Positions | 28.45 | 29.40 | 29.40 | 29.42 | 29.42 |
| Hourly Employee Hours | 2,396 | 3,167 | 3,167 | 3,067 | 3,067 |
| Revenues | | | | | |
| Fees and Service Charges | \$ 71,667 | \$ 85,000 | \$ 168,676 | \$ 85,000 | \$ 85,000 |
| Interest Income | 56,721 | 12,600 | 35,071 | 13,600 | 12,400 |
| Measure A Sales Tax | 659,298 | 795,818 | 714,854 | 768,962 | 782,152 |
| Other Revenue | 5,000 | - | 100,000 | 100,000 | 100,000 |
| Transfers In | 139,677 | - | - | - | - |
| Utility Users Tax | 4,062,879 | 4,235,467 | 4,217,001 | 4,156,494 | 4,146,480 |
| Total Revenue | \$ 4,995,242 | \$ 5,128,885 | \$ 5,235,602 | \$ 5,124,056 | \$ 5,126,032 |
| Expenditures | | | | | |
| Salaries and Benefits | \$ 2,320,028 | \$ 2,623,472 | \$ 2,656,380 | \$ 2,726,466 | \$ 2,798,725 |
| Supplies and Services | 1,110,905 | 1,266,850 | 1,165,955 | 1,289,622 | 1,296,475 |
| Special Projects | 1,370,936 | 1,412,384 | 1,412,384 | 1,412,222 | 1,410,222 |
| Non-Capital Equipment | 650 | - | - | - | - |
| Transfers Out | 150,000 | 150,000 | 150,000 | 150,000 | 150,000 |
| Total Expenditures | \$ 4,952,519 | \$ 5,452,706 | \$ 5,384,719 | \$ 5,578,310 | \$ 5,655,422 |

Measurable Objectives for Fiscal Year 2014

| | Actual FY 2012 | Budget FY 2013 | Projected FY 2013 | Adopted FY 2014 |
|--|-------------------|-------------------|----------------------|--------------------|
| Repair 75,000 square feet of paved street. | | | | |
| Square feet of street surface repaired | 85,185 | 75,000 | 75,000 | 75,000 |
| Replace or repair 9,500 square feet of damaged sidewalk including curb, gutter, and driveway. | | | | |
| Square feet of sidewalk repaired or replaced | 12,049 | 9,500 | 9,500 | 9,500 |
| Repaint 160,000 lineal feet of the existing curb markings. | | | | |
| Linear feet of curb markings repainted | 151,000 | 120,000 | 264,000 | 160,000 |
| Refresh paint on 200 crosswalks. | | | | |
| Crosswalks repainted | 220 | 200 | 110 | 200 |
| Replace 450 faded, damaged or missing, street name, warning, and/or regulatory signs. | | | | |
| Faded or damaged street name, warning and/or regulatory signs replaced | 437 | 400 | 590 | 450 |
| Restripe 350,000 lineal feet of pavement lane striping. | | | | |
| Lineal feet of pavement lane restriped | 224,000 | 200,000 | 428,000 | 350,000 |

PROGRAMS & SERVICES

Transportation and Drainage Systems Maintenance

(Continued)

Other Program Measures

| | Actual FY 2012 | Budget FY 2013 | Projected FY 2013 | Adopted FY 2014 |
|--|-------------------|-------------------|----------------------|--------------------|
| Requests from public for abandoned furniture and trash removal referred to Marborg | 732 | 990 | 1,250 | 1,000 |
| Special event set-ups completed | 18 | 15 | 20 | 15 |
| Staff hours spent on special events, including major and minor events | 874 | 1,000 | 1,956 | 1,000 |
|  5-gallon paint buckets recycled | 197 | 300 | 148 | 300 |
| Square feet of graffiti removed or painted over | 316,878 | 230,000 | 275,826 | 270,000 |
|  Staff hours spent on storm drain maintenance | 1,501 | 1,000 | 1,114 | 1,000 |
| Days worked with CCC and UP on railroad corridor maintenance (UP private property) | N/A | 21 | 21 | 21 |
| Cleanups in right-of-way at the request of the Police Department | N/A | 26 | 12 | 26 |
| Staff hours spent on landscape maintenance and weed abatement | N/A | 900 | 756 | 900 |
| Work orders completed by Street Section | N/A | N/A | N/A | 1,731 |
| Work orders completed by Street Section for Water Division for main break pavement repairs | N/A | N/A | N/A | 66 |

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PUBLIC WORKS PROGRAMS

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Engineering Services
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Access and Parking
Development Review and
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Systems Maintenance

➤ **Street Sweeping**

Traffic Signals
Streets Capital
Downtown Parking
Fleet Management
Building Maintenance
Communications Systems
Custodial Services
Energy Conservation
Facilities Capital
Water Resources Management
Recycled Water
Water Distribution
Water Treatment
Water Supply Management
Gibraltar Dam Operations
Water Resources Laboratories
Meter Reading
Water Capital Program
Wastewater Collection
Wastewater Treatment
Wastewater Capital Program



RECENT PROGRAM ACHIEVEMENTS

The new street sweeping contract was negotiated resulting in lower costs to the City.

Street Sweeping

(Program No. 4412, 4418)

Mission Statement

Clean streets to improve community appearance and water quality in urban creeks.

Program Activities

- Mechanically sweep residential streets regularly.
- Mechanically sweep business and commercial area streets (primarily in the downtown and Milpas Street areas) regularly.

Project Objectives for Fiscal Year 2014

- Monitor all street sweeping routes and debris collected, on-street parking, and street sweeping hotline call activity. When necessary, adjust schedule, routes, or parking restriction zones to maintain acceptable curb access and cleanliness with minimal inconvenience to residents and businesses.

Financial and Staffing Information

| | Actual FY 2012 | Amended FY 2013 | Projected FY 2013 | Adopted FY 2014 | Proposed FY 2015 |
|------------------------------|-------------------|--------------------|----------------------|--------------------|---------------------|
| Authorized Positions | 2.35 | 1.40 | 1.40 | 1.40 | 1.40 |
| Hourly Employee Hours | 0 | 0 | 0 | 0 | 0 |
| Revenues | | | | | |
| Inter-fund Reimbursements | \$ 335,979 | \$ 341,558 | \$ 341,558 | \$ 347,305 | \$ 353,224 |
| Parking Violations | 632,395 | 655,119 | 646,000 | 646,000 | 646,000 |
| Total Revenue | \$ 968,374 | \$ 996,677 | \$ 987,558 | \$ 993,305 | \$ 999,224 |
| Expenditures | | | | | |
| Salaries and Benefits | \$ 218,729 | \$ 151,362 | \$ 150,442 | \$ 153,034 | \$ 157,148 |
| Supplies and Services | 399,858 | 468,614 | 459,295 | 473,733 | 485,537 |
| Transfers Out | 303,249 | 311,825 | 311,825 | 350,793 | 347,949 |
| Total Expenditures | \$ 921,836 | \$ 931,801 | \$ 921,562 | \$ 977,560 | \$ 990,634 |

Measurable Objectives for Fiscal Year 2014

| | Actual FY 2012 | Budget FY 2013 | Projected FY 2013 | Adopted FY 2014 |
|--|-------------------|-------------------|----------------------|--------------------|
| Sweep 17,400 curb miles per year on the established sweeping schedules for residential and commercial routes. | | | | |
|  Curb miles swept on established schedules for residential and commercial routes. | 17,558 | 17,400 | 17,750 | 17,400 |

Other Program Measures

| | Actual FY 2012 | Budget FY 2013 | Projected FY 2013 | Adopted FY 2014 |
|---|-------------------|-------------------|----------------------|--------------------|
|  Tons of debris from commercial routes | 768 | 800 | 870 | 900 |
|  Tons of debris from Westside residential routes | 387 | 359 | 440 | 450 |
|  Tons of debris from Eastside residential routes | 312 | 320 | 368 | 375 |
|  Tons of debris from Mesa and Bel Air residential routes | 153 | 140 | 232 | 240 |
|  Tons of debris from Hidden Valley and Campanil residential routes | 55 | 50 | 70 | 80 |
|  Tons of debris from San Roque residential routes | 171 | 140 | 212 | 240 |

PUBLIC WORKS PROGRAMS

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 - Recycled Water
 - Water Distribution
 - Water Treatment
 - Water Supply Management
 - Gibraltar Dam Operations
 - Water Resources Laboratories
 - Meter Reading
 - Water Capital Program
 - Wastewater Collection
 - Wastewater Treatment
 - Wastewater Capital Program



RECENT PROGRAM ACHIEVEMENTS

Installed pedestrian signals at six intersections along Milpas Street.

Traffic Signals

(Program No. 4532)

Mission Statement

Maintain a safe, efficient and reliable citywide Traffic Signal System Network and provide funding for electrical energy for streetlights and traffic signals.

Program Activities

- Provide maintenance and repair support for the City's 106 signalized intersections.
- Maintain the computerized controlling network for each intersection.
- Ensure proper video and analog vehicle detection at signalized intersections.
- Manage the Fire Department's Opticom preemption system to coordinate signal timing with emergency vehicle response.
- Provide funding for all electrical costs for both traffic signals and streetlights.

Project Objectives for Fiscal Year 2014

- Develop and implement the project to replace PED units and heads along the Cabrillo Boulevard Corridor. Replace 300, 8-inch traffic signal heads with 12 inch heads. Replace six traffic signal cabinets.

Financial and Staffing Information

| | Actual FY 2012 | Amended FY 2013 | Projected FY 2013 | Adopted FY 2014 | Proposed FY 2015 |
|------------------------------|---------------------|---------------------|----------------------|---------------------|---------------------|
| Authorized Positions | 2.50 | 2.50 | 2.50 | 2.50 | 2.50 |
| Hourly Employee Hours | 0 | 0 | 0 | 0 | 0 |
| Revenues | | | | | |
| Fees and Service Charges | \$ 12,389 | \$ 12,475 | \$ 12,566 | \$ 12,500 | \$ 12,500 |
| Transfers In | 19,043 | - | - | - | - |
| Utility Users Tax | 1,192,272 | 1,182,232 | 1,258,519 | 1,259,298 | 1,276,041 |
| Total Revenue | \$ 1,223,704 | \$ 1,194,707 | \$ 1,271,085 | \$ 1,271,798 | \$ 1,288,541 |
| Expenditures | | | | | |
| Salaries and Benefits | \$ 245,158 | \$ 254,769 | \$ 256,472 | \$ 266,082 | \$ 273,811 |
| Supplies and Services | 932,041 | 896,145 | 970,820 | 962,716 | 971,730 |
| Capital Equipment | 46,505 | 35,793 | 35,793 | 35,000 | 35,000 |
| Non-Capital Equipment | - | 8,000 | 8,000 | 8,000 | 8,000 |
| Total Expenditures | \$ 1,223,704 | \$ 1,194,707 | \$ 1,271,085 | \$ 1,271,798 | \$ 1,288,541 |

Measurable Objectives for Fiscal Year 2014

| | Actual FY 2012 | Budget FY 2013 | Projected FY 2013 | Adopted FY 2014 |
|---|-------------------|-------------------|----------------------|--------------------|
| Complete 99% of scheduled preventative maintenance (PM) work orders on the traffic signal network in accordance with approved preventative maintenance plan. | | | | |
| Percent of scheduled PM completed | 100% | 99% | 100% | 99% |
| Complete 95% of priority 1 work orders (emergency repairs) within 12 hours of notification, 7 days per week. | | | | |
| Percent of emergency work orders completed within 12 hours of notification, 7 days per week | 100% | 95% | 100% | 95% |
| Respond to 99% of all non-emergency unscheduled repair work orders within 24 working hours on the traffic signal network. | | | | |
| Percent of non-emergency, unscheduled repairs responded to within 24 working hours of notification | 100% | 99% | 100% | 99% |

Other Program Measures

| | Actual FY 2012 | Budget FY 2013 | Projected FY 2013 | Adopted FY 2014 |
|---|-------------------|-------------------|----------------------|--------------------|
| Number of emergency work orders | 58 | 50 | 32 | 50 |
| Number of unscheduled work orders completed | 126 | 250 | 24 | 250 |
| Cost of maintenance and operations per traffic intersection | \$6,277 | \$5,600 | \$6,300 | \$5,600 |

PUBLIC WORKS PROGRAMS

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Traffic Engineering
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Development Review and
Transit Assistance
Transportation and Drainage
Systems Maintenance
Street Sweeping
Traffic Signals

➤ **Streets Capital**

Downtown Parking
Fleet Management
Building Maintenance
Communications Systems
Custodial Services
Energy Conservation
Facilities Capital
Water Resources Management
Recycled Water
Water Distribution
Water Treatment
Water Supply Management
Gibraltar Dam Operations
Water Resources Laboratories
Meter Reading
Water Capital Program
Wastewater Collection
Wastewater Treatment
Wastewater Capital Program



RECENT PROGRAM ACHIEVEMENTS

Bridge Replacement grant funding has been allocated to fund the design and replacement of the Gutierrez and De La Guerra Bridges along Mission Creek.

Streets Capital

(Program No. 4417)

Mission Statement

Manage the maintenance, repair of, and improvements to the public right-of-way infrastructure in accordance with the goals of the City Council and the Circulation Element, in order to provide the public with safe, efficient, functional, high quality, and cost-effective transportation and drainage systems.

Program Activities

- Fund projects to maintain, repair, and improve the City's infrastructure assets for streets, sidewalks, bridges, storm drains, traffic signals, and pavement striping and markings.
- Plan, prioritize, and balance funding for capital expenditures between multi-modal transportation and street right-of-way infrastructure maintenance, repair and improvements that include streets, bridges, storm drains, traffic signals, streetlights, traffic markings, and sidewalks.
- Apply for grant funding from a variety of sources for capital projects to leverage City funds.
- Provide courtesy review and coordination of all CalTrans initiated roadway projects.
- Coordinate the City's involvement and activities with the utility companies' design for Underground Utility Districts.
- Provide staff support to division managers and supervisors associated with Streets capital projects.

Project Objectives for Fiscal Year 2014

- Award a pavement maintenance construction contract in one of the City's pavement maintenance areas for slurry seal and/or asphalt concrete pavement overlay.
- Include in the annual asphalt pavement design contract a street with a Pavement Condition Index (PCI) of less than 40.
- Prepare an annual Road Maintenance Action Plan update.
- Award the construction contract for the Mason Bridge Replacement Project.
- Prepare a Quarterly Bridge Program Update Report that summarizes individual bridge project status and key project issues.

Financial and Staffing Information

| | Actual FY 2012 | Amended FY 2013 | Projected FY 2013 | Adopted FY 2014 | Proposed FY 2015 |
|-------------------------------------|----------------------|----------------------|----------------------|---------------------|---------------------|
| Authorized Positions | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Hourly Employee Hours | 0 | 0 | 0 | 0 | 0 |
| Revenues | | | | | |
| Gas Tax | \$ 2,565,884 | \$ 2,446,899 | \$ 2,261,451 | \$ 2,731,238 | \$ 2,731,238 |
| Interest Income | 5,348 | 4,900 | 4,051 | 3,500 | 3,200 |
| Intergovernmental | 5,226,707 | 16,847,808 | 3,037,185 | 344,717 | 344,717 |
| Measure A Sales Tax | 1,627,129 | 1,151,482 | 1,698,172 | 1,715,781 | 1,546,557 |
| Other Revenue | 51,241 | 230,524 | 984,486 | 140,000 | - |
| Transportation Dev. Funds | 56,484 | 61,113 | 63,188 | 68,177 | 68,177 |
| Utility Users Tax | 700,736 | - | - | - | - |
| Total Revenue | \$ 10,233,529 | \$ 20,742,726 | \$ 8,048,533 | \$ 5,003,413 | \$ 4,693,889 |
| Expenditures | | | | | |
| Transfers Out - Underground Util. | \$ 150,000 | \$ - | \$ - | \$ - | \$ - |
| Capital Program - TDA Fund | 61,834 | 268,839 | 211,308 | 71,677 | 71,377 |
| Capital Prog. - HUD Disaster Fund | - | 2,733,285 | - | - | - |
| Capital Program - Streets | 8,809,279 | 20,638,471 | 7,092,058 | 3,581,924 | 2,604,740 |
| Capital Program - Measure A | 724,155 | 782,014 | 665,985 | 1,054,985 | 866,722 |
| Capital Program - Measure D | 1,163,616 | 1,666,877 | 1,549,077 | - | - |
| Capital Prog. - Underground Utility | 86,915 | 26,709 | 180 | - | - |
| Total Expenditures | \$ 10,995,799 | \$ 26,116,195 | \$ 9,518,608 | \$ 4,708,586 | \$ 3,542,839 |

No staff is allocated to this budgetary program.

Other Program Measures

| | Actual FY 2012 | Budget FY 2013 | Projected FY 2013 | Adopted FY 2014 |
|--|-------------------|-------------------|----------------------|--------------------|
| Number of active Streets Capital Program professional engineering services contracts managed | 18 | 16 | 24 | 20 |
| Number of lane miles of City Streets that receive asphalt pavement treatment | 84.7 | 46 | 26.2 | 20 |
| City PCI for asphalt pavement roads only | 65 | 65 | 63 | 62 |
| City PCI for all roads (as evaluated by the City's Pavement Management System) | 64 | 64 | 62 | 61 |
| Square feet of new City sidewalk infill installed | 9,425 | 5,350 | 5,350 | 0 |
| Number of access ramps installed | 22 | 32 | 27 | 17 |
| Number of construction contracts awarded | 7 | 9 | 11 | 12 |
| Value of construction contracts awarded | \$3.38M | \$21M | \$8.1M | \$25.5M |
| Number of active federally-funded bridge grants | 9 | 7 | 7 | 8 |
| Value of active bridge grants | \$90M | \$76M | \$66.1M | \$72.5M |

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RECENT PROGRAM ACHIEVEMENTS

Lot operators were trained to recharge pre-pay parking cards at the kiosks, which raises the level of service and convenience experienced by customers.

Downtown Parking

(Program No. 4315, 4316, 4317, 4319)

Mission Statement

Operate and maintain the City's parking facilities and on-street parking supply in order to maximize their use by customers and employees that shop and work in the Downtown Business District, thereby enhancing the economic vitality of the Downtown area.

Program Activities

- Operate and maintain 12 parking lots, including five parking structures, containing over 3,300 parking stalls.
- Administer customer and commuter parking programs.
- Provide parking facilities for over four million vehicles per year.
- Administer the Parking and Business Improvement Area, providing for 75-minute free parking program.
- Provide customer accounting and billing services.
- Plan, fund and implement long-term capital maintenance projects.
- Manage on-street resources for resident parking in the Downtown, City College, and upper Modoc areas.
- Fund and administer Metropolitan Transit District Bus Pass programs for City employees.

Project Objectives for Fiscal Year 2014

- Conduct public outreach efforts to ensure that the Downtown merchants and the public are informed of construction projects, special events, promotions, improvements, or changes made to the Parking Program.
- Complete the exit kiosk and landscaping at Downtown Parking Lot #5.
- Paint garage interior of Downtown Parking Lot #9.
- Install security cameras in the Downtown Parking Lots #9 and #2.
- Complete elevator modernizations for Downtown Parking Lot #9.

Financial and Staffing Information

| | Actual FY 2012 | Amended FY 2013 | Projected FY 2013 | Adopted FY 2014 | Proposed FY 2015 |
|---------------------------------------|---------------------|-----------------------|----------------------|-----------------------|---------------------|
| Authorized Positions | 24.50 | 24.60 | 24.60 | 24.60 | 24.60 |
| Hourly Employee Hours | 131,114 | 134,272 | 134,272 | 134,057 | 134,057 |
| Revenues | | | | | |
| Fees and Service Charges | \$ 6,327,244 | \$ 5,757,166 | \$ 6,474,130 | \$ 6,314,084 | \$ 6,404,084 |
| Interest Income | 125,645 | 112,800 | 111,528 | 98,200 | 89,900 |
| Other Revenue | 47,352 | 45,000 | 45,637 | 44,500 | 44,500 |
| PBIA Assessment | 899,741 | 840,000 | 900,000 | 875,000 | 875,000 |
| Rents | 40,925 | 40,925 | 40,925 | 88,925 | 88,925 |
| Transfers In | 310,358 | - | - | - | - |
| Total Revenue | \$ 7,751,265 | \$ 6,795,891 | \$ 7,572,220 | \$ 7,420,709 | \$ 7,502,409 |
| Expenditures | | | | | |
| Salaries and Benefits | \$ 3,826,705 | \$ 4,024,353 | \$ 3,777,624 | \$ 4,049,433 | \$ 4,149,030 |
| Supplies and Services | 1,704,160 | 1,915,082 | 1,804,645 | 2,086,258 | 2,159,355 |
| Special Projects | 459,460 | 531,806 | 511,496 | 528,226 | 532,226 |
| Non-Capital Equipment | 3,437 | 25,000 | 3,843 | 25,000 | 25,000 |
| Transfers Out | 340,391 | 344,066 | 344,066 | 352,067 | 309,125 |
| Appropriated Reserve | - | - | - | 50,000 | 50,000 |
| Total Operating Expenditures | \$ 6,334,153 | \$ 6,840,307 | \$ 6,441,674 | \$ 7,090,984 | \$ 7,224,736 |
| Capital Program | \$ 671,915 | \$ 2,162,464 | \$ 700,429 | \$ 1,458,750 | \$ 870,000 |
| Total Expenditures | \$ 7,006,068 | \$ 9,002,771 | \$ 7,142,103 | \$ 8,549,734 | \$ 8,094,736 |
| Addition to (Use of) Reserves | \$ 745,197 | \$ (2,206,880) | \$ 430,117 | \$ (1,129,025) | \$ (592,327) |

Measurable Objectives for Fiscal Year 2014

| | Actual FY 2012 | Budget FY 2013 | Projected FY 2013 | Adopted FY 2014 |
|--|-------------------|-------------------|----------------------|--------------------|
| Inspect all parking lot equipment at each lot per the approved preventative maintenance schedule to reduce the number of equipment breakdowns and extend the life of the equipment. | | | | |
| Percent of preventative maintenance inspections completed per the approved schedule | 100% | 100% | 100% | 100% |
| Respond to 95% of all equipment malfunction calls within 15 minutes. | | | | |
| Percent of responses to equipment breakdowns made within 15 minutes | 98% | 95% | 98% | 95% |
| Ensure that 98.5% of all cash drawers are balanced at the end of each day. | | | | |
| Percent of daily booth transactions completed and balanced successfully | 100% | 98.5% | 100% | 98.5% |

PROGRAMS & SERVICES

Downtown Parking (Continued)

Measurable Objectives for Fiscal Year 2014 (Cont'd)

| | Actual FY 2012 | Budget FY 2013 | Projected FY 2013 | Adopted FY 2014 |
|---|-------------------|-------------------|----------------------|--------------------|
| Clean 100% of all public restrooms maintained by the Parking Program each day per the approved schedule. | | | | |
| Percent of Parking maintained public restrooms cleaned each day per the approved schedule | 100% | 100% | 100% | 100% |
| Ensure that 100% of contractor maintained portable restrooms are placed properly, kept cleaned, and well supplied. | | | | |
| Percent of all portable restrooms checked by Parking staff each day per the approved schedule | 100% | 100% | 100% | 100% |
| Ensure that 100% of the parking garage elevators are maintained per contract requirements. | | | | |
| Percent of Parking garage elevators maintained per contract requirements | 100% | 100% | 100% | 100% |
| Complete seven billing cycles to recover fees due from the issuance of Night Collection Envelopes and Promissory Notes written for hourly fees due. | | | | |
| Billing cycles completed | N/A | 7 | 7 | 7 |
| Issue "Night Collection Envelopes" on week nights, per the approved schedule, to cars remaining in the parking lots after the kiosks have been closed. | | | | |
| Week nights that envelopes are issued | N/A | N/A | N/A | 230 |

Other Program Measures

| | Actual FY 2012 | Budget FY 2013 | Projected FY 2013 | Adopted FY 2014 |
|---|-------------------|-------------------|----------------------|--------------------|
| Vehicle transactions | 4,308,000 | 4,300,000 | 4,300,000 | 4,300,000 |
| Maintenance calls | 241 | 500 | 215 | 500 |
| Percentage of paid transactions paid with a credit card | 17% | 20% | 20% | 20% |
| Active Monthly Parking Permits | 580 | 550 | 630 | 550 |
| Active Commuter Lot Permits. | 578 | 1,000 | 560 | 575 |
| Residential Parking Permits | 2,728 | 2,900 | 2,900 | 2,900 |
| Fees Due envelopes issued | N/A | 1,000 | 5,000 | 2,000 |

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RECENT PROGRAM ACHIEVEMENTS

A new equipment pool has been established in Public Works using the same automated reservation and dispatch system successfully used for car sharing.

Fleet Management

(Program No. 4521, 4522)

Mission Statement

Manage the motorized fleet and fleet support services to cost-effectively provide safe, reliable vehicles and equipment for all City departments.

Program Activities

- Maintain and repair the City's fleet vehicles and heavy equipment and administer, test, and certify vehicles and equipment in compliance with federal and state mandates.
- Maintain the emergency power generators in a state of readiness.
- Maintain automated fuel delivery system and refueling infrastructure.
- Fund and maintain a vehicle replacement program that ensures the orderly and timely replacement of the City's fleet.
- Provide technical services to develop specifications for purchasing of vehicles and equipment.
- Maintain the Pool Vehicle Program for shared vehicle use.

Project Objectives for Fiscal Year 2014

- Prepare the Vehicle Replacement Report by January 31, 2014.
- Comply with mandated reporting requirements from various regulatory agencies.
- Continue the centralized electronic vehicle pool program as a tool to improve utilization of City fleet vehicles.
- Hold quarterly Fleet User Group meetings to share information regarding new or ongoing Fleet Programs and solicit input from customers to help shape fleet services.
- Pursue grant funding opportunities for all types of vehicles and equipment, including alternative fueled vehicles and equipment.
- Complete an Underground Storage Tank removal/Above Ground Storage Tank installation plan for the existing Corporate Yard refueling site.

Financial and Staffing Information

| | Actual FY 2012 | Amended FY 2013 | Projected FY 2013 | Adopted FY 2014 | Proposed FY 2015 |
|---------------------------------------|---------------------|---------------------|----------------------|-----------------------|---------------------|
| Authorized Positions | 15.00 | 15.00 | 15.00 | 15.00 | 15.00 |
| Hourly Employee Hours | 576 | 0 | 395 | 0 | 0 |
| Revenues | | | | | |
| Interest Income | \$ 147,382 | \$ 128,400 | \$ 138,721 | \$ 122,300 | \$ 112,000 |
| Inter-fund Reimbursements | 4,397,512 | 4,752,536 | 4,752,536 | 4,936,215 | 4,981,591 |
| Other Revenue | 169,397 | 110,000 | 113,383 | 276,188 | 276,188 |
| Transfers In | 98,805 | - | - | - | - |
| Total Revenue | \$ 4,813,096 | \$ 4,990,936 | \$ 5,004,640 | \$ 5,334,703 | \$ 5,369,779 |
| Expenditures | | | | | |
| Salaries and Benefits | \$ 1,378,598 | \$ 1,406,501 | \$ 1,428,663 | \$ 1,473,696 | \$ 1,512,407 |
| Supplies and Services | 1,087,075 | 1,253,117 | 1,164,117 | 1,172,533 | 1,170,890 |
| Special Projects | 46,615 | 405,110 | 105,110 | 921,400 | 622,292 |
| Debt Service | - | - | - | 43,070 | 43,070 |
| Non-Capital Equipment | 810 | 10,000 | 9,190 | 7,000 | 6,000 |
| Appropriated Reserve | - | - | - | 16,893 | 14,204 |
| Total Expenditures | \$ 2,513,098 | \$ 3,074,728 | \$ 2,707,080 | \$ 3,634,592 | \$ 3,368,863 |
| Capital Program | 430,539 | 2,107,985 | 2,031,884 | 2,896,093 | 2,880,156 |
| Addition to (Use of) Reserves | \$ 1,869,459 | \$ (191,777) | \$ 265,676 | \$ (1,195,982) | \$ (879,240) |

Measurable Objectives for Fiscal Year 2014

| | Actual FY 2012 | Budget FY 2013 | Projected FY 2013 | Adopted FY 2014 |
|---|-------------------|-------------------|----------------------|--------------------|
| Complete 95% of preventive maintenance services on schedule in accordance with manufacturer's recommendations. | | | | |
| Percent of preventive maintenance services completed on schedule | 96% | 95% | 96% | 96% |
| Complete 100% of the mandated inspections and certifications annually in the following areas: a) aerial equipment certifications b) youth bus inspections and certifications c) commercial vehicle maintenance and inspection. | | | | |
| Percent of aerial Equipment Certifications (completed during calendar year) | 100% | 100% | 100% | 100% |
| Percent of Bus Inspections and Certifications completed. (Measured on a fiscal year basis) | 100% | 100% | 100% | 100% |
| Percent of Commercial Vehicle Maintenance and Inspection completed. (Measured on a fiscal year basis) | 99% | 100% | 100% | 100% |

Fleet Management

(Continued)

Measurable Objectives for Fiscal Year 2014 (Cont'd)

| | Actual FY 2012 | Budget FY 2013 | Projected FY 2013 | Adopted FY 2014 |
|---|-------------------|-------------------|----------------------|--------------------|
| Maintain 95% or greater availability for each of the identified 5 classes of vehicles. | | | | |
| Fire Pumpers | 96% | 95% | 95% | 96% |
| Police Interceptors | 96% | 96% | 96% | 96% |
| ¾ Ton trucks | 99% | 99% | 98% | 98% |
| Backhoe/Loaders | 98% | 95% | 96% | 96% |
| Non-emergency sedans | 99% | 97% | 98% | 98% |
| Complete 100% of mandated smog inspections and certifications. | | | | |
| Percent of mandated smog inspections and certifications completed | 100% | 100% | 100% | 100% |
| Complete 100% of mandated diesel smoke testing and certifications. | | | | |
| Percent of mandated smog inspections and certifications completed | 100% | 100% | 100% | 100% |

Other Program Measures

| | Actual FY 2012 | Budget FY 2013 | Projected FY 2013 | Adopted FY 2014 |
|--|-------------------|-------------------|----------------------|--------------------|
| Fleet vehicles maintained | 484 | 484 | 484 | 486 |
| Pool vehicle trips | 8,157 | 8,157 | 9,000 | 9,500 |
| Pool vehicle miles | 228,403 | 228,403 | 225,000 | 250,000 |
| Work orders written for repairs with one or more repair requests | 1,910 | 1,910 | 2,250 | 2,250 |
| Preventive maintenance services performed | 1,161 | 1,161 | 1,150 | 1,170 |
| Invoices processed for payment | 3,981 | 3,981 | 3,900 | 3,900 |
| Maintenance cost per fire pumper | \$25,448 | \$25,448 | \$33,000 | \$30,000 |
| Maintenance cost per Police interceptor | \$6,685 | \$6,685 | \$6,000 | \$7,700 |
| Maintenance cost per ¾-ton truck | \$2,035 | \$2,035 | \$2,150 | \$2,400 |
| Maintenance cost per backhoe/loader | \$6,052 | \$6,052 | \$7,050 | \$6,500 |

Other Program Measures (Cont'd)

| | Actual FY 2012 | Budget FY 2013 | Projected FY 2013 | Adopted FY 2014 |
|--|-------------------|-------------------|----------------------|--------------------|
| Average maintenance cost per non emergency sedan | \$1,518 | \$1,518 | \$2,000 | \$2,000 |
| Average maintenance cost per mile for fire pumpers | \$5.34 | \$5.34 | \$6.40 | \$5.64 |
| Average maintenance cost per mile for Police interceptors | \$0.47 | \$0.47 | \$0.45 | \$0.50 |
| Average maintenance cost per mile for ¾-ton trucks | \$0.47 | \$0.47 | \$0.51 | \$0.55 |
| Average maintenance cost per hour for backhoes and loaders | \$30.60 | \$30.60 | \$30.00 | \$32.00 |
| Average maintenance cost per mile for non emergency sedans | \$0.26 | \$0.26 | \$0.23 | \$0.25 |
|  Percent of vehicles capable of using alternative fuels | 37% | 37% | 39% | 39% |
|  Vehicles fueled with biodiesel | 101 | 101 | 95 | 101 |
|  Vehicles fueled with compressed natural gas | 8 | 8 | 8 | 8 |
|  Hybrid vehicles | 41 | 41 | 42 | 42 |
|  Vehicles capable of using alternative fuels not listed above | 27 | 27 | 47 | 47 |

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RECENT PROGRAM ACHIEVEMENTS

Met with the Building Users Group (all City Department customers) August through October to determine allocated charges.

Building Maintenance

(Program No. 4511)

Mission Statement

To maintain a clean, safe and functional work and business environment and provide operations, maintenance and construction services.

Program Activities

- Manage the maintenance, replacement, and upgrade of the buildings, facilities and City owned streetlights.
- Utilize trades personnel, in conjunction with service and construction contractors, to augment and support planned maintenance and special building project programs.
- Provide project management support for special capital improvement projects in various departments.

Project Objectives for Fiscal Year 2014

- Develop a maintenance schedule for street lights using the streetlight inventory.
- Meet with the Building Users Group, August through October to discuss allocated charges.

Financial and Staffing Information

| | Actual FY 2012 | Amended FY 2013 | Projected FY 2013 | Adopted FY 2014 | Proposed FY 2015 |
|---------------------------------------|---------------------|---------------------|----------------------|---------------------|---------------------|
| Authorized Positions | 16.40 | 16.40 | 16.40 | 16.40 | 16.40 |
| Hourly Employee Hours | 946 | 1,550 | 1,550 | 150 | 200 |
| Revenues | | | | | |
| Grants | \$ 542,409 | \$ 268,355 | \$ 275,063 | \$ - | \$ - |
| Inter-fund Reimbursements | 3,130,427 | 3,085,446 | 3,152,446 | 2,592,140 | 2,621,084 |
| Intergovernmental | - | 53,033 | 53,033 | - | - |
| Other Revenue | 10,288 | 367,202 | 104,171 | 17,500 | 17,500 |
| Transfers In | 227,069 | - | - | - | - |
| Total Revenue | \$ 3,910,193 | \$ 3,774,036 | \$ 3,584,713 | \$ 2,609,640 | \$ 2,638,584 |
| Expenditures | | | | | |
| Salaries and Benefits | \$ 1,485,875 | \$ 1,659,962 | \$ 1,588,157 | \$ 1,741,711 | \$ 1,795,751 |
| Supplies and Services | 498,939 | 571,262 | 542,884 | 541,544 | 554,276 |
| Special Projects | 1,456,614 | 1,857,597 | 1,560,866 | 275,335 | 237,072 |
| Capital Equipment | 488,786 | 285,707 | 222,063 | 10,000 | 10,000 |
| Non-Capital Equipment | 2,557 | 15,000 | 7,550 | 15,000 | 15,000 |
| Appropriated Reserve | - | - | - | 26,050 | 26,485 |
| Total Expenditures | \$ 3,932,771 | \$ 4,389,528 | \$ 3,921,520 | \$ 2,609,640 | \$ 2,638,584 |
| Addition to (Use of) Reserves | \$ (22,578) | \$ (615,492) | \$ (336,807) | \$ - | \$ - |

Measurable Objectives for Fiscal Year 2014

| | Actual FY 2012 | Budget FY 2013 | Projected FY 2013 | Adopted FY 2014 |
|--|-------------------|-------------------|----------------------|--------------------|
| Prioritize and complete 90% of service calls within 30 working days. | | | | |
| Percent of service calls responded to and completed within 30 working days | 87% | 90% | 90% | 90% |
| Complete 95% of preventative maintenance work orders by the due date. | | | | |
| Percent of preventative maintenance work orders completed by the due date | 94% | 95% | 75% | 95% |
| Complete 90% of special request work orders within 90 days. | | | | |
| Percent of special request work orders completed within 90 days | 100% | 100% | 90% | 90% |
| Complete 90% of streetlight work orders within 2 weeks. | | | | |
| Percent of streetlight work orders completed within 2 weeks | 66% | 90% | 65% | 90% |

PROGRAMS & SERVICES

Building Maintenance (Continued)

Other Program Measures

| | Actual | Budget | Projected | Adopted |
|--|---------|---------|-----------|---------|
| | FY 2012 | FY 2013 | FY 2013 | FY 2014 |
| Vandalism work orders | 360 | 400 | 244 | 400 |
| Streetlight work orders | 310 | 380 | 156 | 380 |
| Average days to complete a service call | 17 | 15 | 34 | 15 |
| Average days to complete special projects | 19 | 45 | 49 | 45 |
| Average days to complete streetlight work orders | N/A | 10 | 10 | 10 |
| Streetlight knockdowns | N/A | N/A | N/A | 4 |

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RECENT PROGRAM ACHIEVEMENTS

Converted all City
radios (Police, Public
Works, and Airport) to
narrow band.

Communications Systems

(Program No. 4531)

Mission Statement

Provide and maintain the citywide radio, telephone, microwave, Combined Communication Center (911), and associated electronic communication systems to ensure uninterrupted high quality communication operations.

Program Activities

- Provide maintenance and support activity for all communication equipment, including repeaters, voters, and mobile and portable radios.
- Ensure the maintenance and operability of the Combined Communications Center, the City's 911 emergency call center.
- Maintain the City's microwave links.
- Manage the telephone system maintenance contract.
- Respond to all telephone and voicemail problems.
- Maintain computerized call accounting and name display databases.
- Perform radio, computer, and electronics installations in all City owned vehicles.
- Install telecommunications cables in City owned buildings.

Project Objectives for Fiscal Year 2014

- Replace backup battery system at Hope Reservoir.
- Develop replacement schedule and budget for all city radios.
- Replace communications link to Cater Treatment plant with new technology microwave radios.

Financial and Staffing Information

| | Actual FY 2012 | Amended FY 2013 | Projected FY 2013 | Adopted FY 2014 | Proposed FY 2015 |
|---------------------------------------|-------------------|--------------------|----------------------|--------------------|---------------------|
| Authorized Positions | 5.70 | 5.70 | 5.70 | 5.70 | 5.70 |
| Hourly Employee Hours | 0 | 0 | 0 | 0 | 0 |
| Revenues | | | | | |
| Inter-fund Reimbursements | \$ 706,550 | \$ 706,549 | \$ 706,549 | \$ 890,824 | \$ 909,418 |
| Transfers In | 57,783 | - | - | - | - |
| Total Revenue | \$ 764,333 | \$ 706,549 | \$ 706,549 | \$ 890,824 | \$ 909,418 |
| Expenditures | | | | | |
| Salaries and Benefits | \$ 548,994 | \$ 579,728 | \$ 580,777 | \$ 610,884 | \$ 627,793 |
| Supplies and Services | 137,036 | 136,079 | 137,705 | 279,940 | 281,625 |
| Non-Capital Equipment | 105 | - | 92 | - | - |
| Total Expenditures | \$ 686,135 | \$ 715,807 | \$ 718,574 | \$ 890,824 | \$ 909,418 |
| Addition to (Use of) Reserves | \$ 78,198 | \$ (9,258) | \$ (12,025) | \$ - | \$ - |

Measurable Objectives for Fiscal Year 2014

| | Actual FY 2012 | Budget FY 2013 | Projected FY 2013 | Adopted FY 2014 |
|---|-------------------|-------------------|----------------------|--------------------|
| Complete 99% of all scheduled preventative maintenance work orders monthly on the combined communication and all other communication equipment (radios) per manufacturer's suggested specifications. | | | | |
| Percent of preventative maintenance work orders completed | 100% | 100% | 100% | 99% |
| Process 90% of all unscheduled repairs to portable and mobile radios within 3 working days. Process includes repair, ship or waiting for parts. | | | | |
| Percent of unscheduled work orders processed on radios within three working days | 95% | 90% | 100% | 90% |
| Complete 99% of all scheduled preventative maintenance and manufacturers' suggested maintenance work orders on citywide telephone systems. | | | | |
| Percent of preventative maintenance work orders completed on telephone system | 100% | 99% | 100% | 99% |
| Complete 90% of all unscheduled work orders for the Citywide telephone system within 3 working days of the reported outage. | | | | |
| Percent of unscheduled repairs completed within 3 working days of reported outage | 98% | 90% | 100% | 90% |
| Maintain the Combined Communication Center (911) at 100% operational readiness. | | | | |
| Percent of operational readiness for the Combined Communication Center | 100% | 100% | 100% | 100% |

PROGRAMS & SERVICES

Communications Systems

(Continued)

Other Program Measures

| | Actual FY 2012 | Budget FY 2013 | Projected FY 2013 | Adopted FY 2014 |
|---|-------------------|-------------------|----------------------|--------------------|
| Preventative maintenance work orders | 465 | 450 | 450 | 450 |
| Routine work orders completed | 673 | 1,000 | 600 | 1,000 |
| Cost to manage and maintain the telecommunications system | \$154,000 | \$162,500 | \$164,524 | \$162,500 |

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RECENT PROGRAM ACHIEVEMENTS

Successfully completed large-scale floor, carpet, window, and other detailed cleanings of City facilities during the City's Holiday Break avoiding service and staff disruptions.

Custodial Services

(Program No. 4541)

Mission Statement

Provide custodial services to specified City facilities to ensure a clean and safe work environment for the staff and the public.

Program Activities

- Perform daily and routine cleaning services for approximately 280,000 square feet of facilities.
- Provide emergency custodial services.
- Manage contracted services and provide window, carpet, and awning cleaning as needed.

Project Objectives for Fiscal Year 2014

- Complete the annual Council Chambers and Room 15 Special Cleaning prior to City Council convening in January 2014.
- Provide window cleaning services to 48 City owned facilities.
- Provide an annual training on green cleaning methods and practices to City Staff.

Financial and Staffing Information

| | Actual FY 2012 | Amended FY 2013 | Projected FY 2013 | Adopted FY 2014 | Proposed FY 2015 |
|---------------------------------------|---------------------|---------------------|----------------------|---------------------|---------------------|
| Authorized Positions | 12.30 | 12.30 | 12.30 | 12.30 | 12.30 |
| Hourly Employee Hours | 0 | 0 | 0 | 0 | 0 |
| Revenues | | | | | |
| Inter-fund Reimbursements | \$ 1,326,994 | \$ 1,350,581 | \$ 1,350,581 | \$ 1,397,696 | \$ 1,428,613 |
| Transfers In | 83,017 | - | - | - | - |
| Total Revenue | \$ 1,410,011 | \$ 1,350,581 | \$ 1,350,581 | \$ 1,397,696 | \$ 1,428,613 |
| Expenditures | | | | | |
| Salaries and Benefits | \$ 844,906 | \$ 894,874 | \$ 892,321 | \$ 942,163 | \$ 969,825 |
| Supplies and Services | 493,764 | 450,742 | 447,164 | 455,533 | 458,788 |
| Special Projects | 88 | - | - | - | - |
| Total Expenditures | \$ 1,338,758 | \$ 1,345,616 | \$ 1,339,485 | \$ 1,397,696 | \$ 1,428,613 |
| Addition to (Use of) Reserves | \$ 71,253 | \$ 4,965 | \$ 11,096 | \$ - | \$ - |

Measurable Objectives for Fiscal Year 2014

| | Actual FY 2012 | Budget FY 2013 | Projected FY 2013 | Adopted FY 2014 |
|--|-------------------|-------------------|----------------------|--------------------|
| Provide carpet cleaning and floor work services in City buildings as needed. | | | | |
| Number of Carpet Cleaning/ Floor Work services | 45 | 70 | 70 | 70 |
| Respond to 95% of custodial emergencies within 2 hours during normal business hours. | | | | |
| Percent of emergency responses within 2 hours | 100% | 95% | 95% | 95% |
| Complete 100 custodial inspections per year. | | | | |
| Number of custodial inspections completed | N/A | 100 | 45 | 100 |
| Achieve a cleanliness rating of 80% via inspections by Custodial Supervisor and Lead Custodial Staff. | | | | |
| Cleanliness inspection rating | N/A | 80% | 80% | 80% |
| Achieve an 80% success rating on a bi-annual customer satisfaction survey. | | | | |
| Customer satisfaction rating | N/A | 80% | 80% | 80% |

PROGRAMS & SERVICES

Custodial Services

(Continued)

Other Program Measures

| | Actual FY 2012 | Budget FY 2013 | Projected FY 2013 | Adopted FY 2014 |
|--|-------------------|-------------------|----------------------|--------------------|
| Special cleaning requests completed | 203 | 300 | 200 | 300 |
| Parks & Recreation cleaning requests completed | N/A | 220 | 160 | 220 |
| Meeting setups completed | 35 | 200 | 200 | 200 |
| Custodial emergency responses | 18 | 25 | 25 | 25 |

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PUBLIC WORKS PROGRAMS

- Administration
- Engineering Services
- Land Development
- Environmental Compliance
- Traffic Engineering
- Access and Parking
 - Development Review and Transit Assistance
- Transportation and Drainage
 - Systems Maintenance
- Street Sweeping
- Traffic Signals
- Streets Capital
- Downtown Parking
- Fleet Management
- Building Maintenance
- Communications Systems
- Custodial Services

➤ **Energy Conservation**

- Facilities Capital
- Water Resources Management
- Recycled Water
- Water Distribution
- Water Treatment
- Water Supply Management
- Gibraltar Dam Operations
- Water Resources Laboratories
- Meter Reading
- Water Capital Program
- Wastewater Collection
- Wastewater Treatment
- Wastewater Capital Program



RECENT PROGRAM ACHIEVEMENTS

Completed construction on FOG and Cogen facilities at the El Estero Wastewater Treatment Plant. Designed and installed an Energy Management Information System.

Energy Conservation

(Program No. 4551)

Mission Statement

Provide energy efficiency and conservation management, energy generation project management, and electric and gas utility coordination for all City departments.

Program Activities

- Provide energy management services for City departments that include energy conservation services, renewable energy generation development, and energy and bill auditing.
- Represent the City's interests in the South Coast Energy Efficiency Partnership.
- Pursue funding opportunities for energy conservation projects.
- Provide technical support to include energy conservation in capital improvement and special projects for various departments.
- Administer the power purchase agreements for the City's alternative energy generating facilities.

Project Objectives for Fiscal Year 2014

- 🍃 Evaluate electric vehicle charging program and set new recommended rates based on evaluated cost data.
- 🍃 Participate in the South Coast Energy Efficiency Partnership (SCEEP) to provide public outreach and promote energy efficiency in City buildings and the community.
- 🍃 Track and evaluate electricity and waste heat production at the cogeneration facility at the El Estero Wastewater Treatment Plant Project.
- 🍃 Provide training for and implement an Enterprise Energy Management Information System.
- 🍃 Administer the power purchase agreement at the Public Works Corporate Yard.
- 🍃 Track and evaluate the El Estero Wastewater Treatment Plant Pilot Fats, Oils and Grease (FOG) receiving station and monitor gas production.

Financial and Staffing Information

| | Actual FY 2012 | Amended FY 2013 | Projected FY 2013 | Adopted FY 2014 | Proposed FY 2015 |
|---------------------------------------|--------------------|--------------------|----------------------|--------------------|---------------------|
| Authorized Positions | 1.10 | 1.10 | 1.10 | 1.10 | 1.10 |
| Hourly Employee Hours | 0 | 0 | 0 | 0 | 0 |
| Revenues | | | | | |
| Inter-fund Reimbursements | \$ 99,584 | \$ 99,584 | \$ 99,584 | \$ 242,253 | \$ 246,852 |
| Transfers In | 15,357 | - | - | - | - |
| Total Revenue | \$ 114,941 | \$ 99,584 | \$ 99,584 | \$ 242,253 | \$ 246,852 |
| Expenditures | | | | | |
| Salaries and Benefits | \$ 142,176 | \$ 156,162 | \$ 156,898 | \$ 168,197 | \$ 172,455 |
| Supplies and Services | - | 315 | 315 | 122,977 | 130,840 |
| Total Expenditures | \$ 142,176 | \$ 156,477 | \$ 157,213 | \$ 291,174 | \$ 303,295 |
| Addition to (Use of) Reserves | \$ (27,235) | \$ (56,893) | \$ (57,629) | \$ (48,921) | \$ (56,443) |

Measurable Objectives for Fiscal Year 2014

| | Actual FY 2012 | Budget FY 2013 | Projected FY 2013 | Adopted FY 2014 |
|--|-------------------|-------------------|----------------------|--------------------|
| Achieve \$375K in cumulative annual energy savings from conservation efforts (base year 2009). | | | | |
|  Cumulative annual savings from energy conservation efforts | \$410K | \$275K | \$325K | \$375K |
| Achieve \$135K in cumulative annual energy savings from tariff restructuring (base year 2009). | | | | |
|  Cumulative annual savings from tariff restructuring | \$122K | \$125K | \$125K | \$135K |
| Obtain \$20K in incentive and grant funding for City facility energy conservation projects. | | | | |
|  Incentive and grant funding received for City energy conservation projects | \$140K | \$20K | \$35K | \$20K |

Other Program Measures

| | Actual FY 2012 | Budget FY 2013 | Projected FY 2013 | Adopted FY 2014 |
|--|-------------------|-------------------|----------------------|--------------------|
|  Incentive and grant funding applications submitted | 13 | 10 | 10 | 10 |
|  Utility-grade audits on City Buildings | 0 | 4 | 2 | 4 |

PUBLIC WORKS PROGRAMS

Administration
Engineering Services
Land Development
Environmental Compliance
Traffic Engineering
Access and Parking
Development Review and Transit Assistance
Transportation and Drainage Systems Maintenance
Street Sweeping
Traffic Signals
Streets Capital
Downtown Parking
Fleet Management
Building Maintenance
Communications Systems
Custodial Services
Energy Conservation

➤ Facilities Capital

Water Resources Management
Recycled Water
Water Distribution
Water Treatment
Water Supply Management
Gibraltar Dam Operations
Water Resources Laboratories
Meter Reading
Water Capital Program
Wastewater Collection
Wastewater Treatment
Wastewater Capital Program



RECENT PROGRAM ACHIEVEMENTS

Successfully separated the Facilities Capital fund from the Facilities Maintenance fund to facilitate better planning, forecasting and accountability.

Facilities Capital Program

(Program No. 4515)

Mission Statement

Develop, fund, design and construct projects that will maintain, upgrade and enhance City facilities to ensure a safe, efficient, practical and accessible working environment.

Program Activities

- Determine the work required to maintain and upgrade the City's Facilities infrastructure.
- Develop the necessary funding to facilitate the Facilities Capital Program.
- Review and approve plans and specifications developed for constructing Facilities Capital Projects.
- Coordinate the management of Facilities Capital Projects with Engineering Division staff.
- Coordinate with Engineering Division staff in the bid, award, and inspection of Facilities Capital Projects.

Project Objectives for Fiscal Year 2014

- Bid and complete the Pershing Park ballfield lighting replacement project.
- Design and replace the boiler at the Police Department, and install electronic controls for boiler operations.
- Complete a structural evaluation of the Municipal Tennis Stadium.
- Complete the exterior repainting of all Public Works Corporate Yard buildings.
- Complete the design for the Police Department basement airhandler replacement.
- Complete the Public Works Corporate Yard repavement and drainage design.
- Procure and install the Central Library security gates.
- Complete Phase II of the Community Development first floor recarpeting project during the holiday break.

Financial and Staffing Information

| | Actual FY 2012 | Amended FY 2013 | Projected FY 2013 | Adopted FY 2014 | Proposed FY 2015 |
|---------------------------------------|-------------------|--------------------|----------------------|---------------------|---------------------|
| Authorized Positions | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Hourly Employee Hours | 0 | 0 | 0 | 0 | 0 |
| Revenues | | | | | |
| Inter-fund Reimbursements | \$ - | \$ - | \$ - | \$ 969,995 | \$ 1,136,684 |
| Transfers In | - | - | - | 55,000 | - |
| Total Revenue | \$ - | \$ - | \$ - | \$ 1,024,995 | \$ 1,136,684 |
| Expenditures | | | | | |
| Capital Program | \$ - | \$ - | \$ - | \$ 1,592,995 | \$ 1,436,684 |
| Addition to (Use of) Reserves | \$ - | \$ - | \$ - | \$ (568,000) | \$ (300,000) |

No staff is allocated to this budgetary program.

PUBLIC WORKS PROGRAMS

- Administration
- Engineering Services
- Land Development
- Environmental Compliance
- Traffic Engineering
- Access and Parking
 - Development Review and Transit Assistance
- Transportation and Drainage
 - Systems Maintenance
- Street Sweeping
- Traffic Signals
- Streets Capital
- Downtown Parking
- Fleet Management
- Building Maintenance
- Communications Systems
- Custodial Services
- Energy Conservation
- Facilities Capital

➤ Water Resources Management

- Recycled Water
- Water Distribution
- Water Treatment
- Water Supply Management
- Gibraltar Dam Operations
- Water Resources Laboratories
- Meter Reading
- Water Capital Program
- Wastewater Collection
- Wastewater Treatment
- Wastewater Capital Program



RECENT PROGRAM ACHIEVEMENTS

Completed the construction on the Cater Ozonation Project which the plant will comply with the Stage 2 Disinfection By-Products Rule, which lowers the allowable level of disinfection by-products in drinking water

Water Resources Management

(Program No. 4611, 4612)

Mission Statement

Provide support and direction to staff to ensure that City water and wastewater systems are reliable, comply with all permits and regulations, protect public health and the environment, and are cost-effective.

Program Activities

- Manage the City's water, wastewater and recycled water, storage, treatment, distribution and collection systems, and the Long-Term Water Supply Program.
- Ensure compliance of water, wastewater, and recycled water systems, with extensive local, state, and federal regulations.
- Develop short and long range water and wastewater resources and capital programs.
- Provide staff support to the Public Works Director, City Administrator, Board of Water Commissioners, and City Council on issues concerning water resources.
- Develop annual Water and Wastewater Fund budgets and ensure that expenditures remain within adopted budget amounts.
- Provide ongoing budgetary guidance and support to all Water Resources Division sections.

Project Objectives for Fiscal Year 2014

This Program's Project Objectives are captured in Water Capital (Program 4671) and Wastewater Capital (Program 4771).

Financial and Staffing Information

| | Actual FY 2012 | Amended FY 2013 | Projected FY 2013 | Adopted FY 2014 | Proposed FY 2015 |
|------------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
| Authorized Positions | 5.00 | 5.00 | 5.00 | 5.00 | 5.00 |
| Hourly Employee Hours | 2,458 | 1,920 | 1,920 | 1,920 | 1,920 |
| Revenues | | | | | |
| Fees and Service Charges | \$ 30,922,753 | \$ 30,330,000 | \$ 31,725,561 | \$ 32,801,500 | \$ 33,101,500 |
| Interest Income | 739,983 | 500,000 | 608,597 | 534,400 | 489,500 |
| JPA Reimbursements | 2,989,085 | 2,925,362 | 3,623,371 | 3,140,663 | 3,285,666 |
| Other Revenue | 433,762 | 30,000 | 68,467 | 20,000 | 20,000 |
| Transfers In | 77,988 | - | - | - | - |
| Total Revenue | \$ 35,163,571 | \$ 33,785,362 | \$ 36,025,996 | \$ 36,496,563 | \$ 36,896,666 |
| Expenditures | | | | | |
| Salaries and Benefits | \$ 592,035 | \$ 964,626 | \$ 946,719 | \$ 979,983 | \$ 1,003,305 |
| Supplies and Services | 3,495,775 | 3,987,351 | 3,686,042 | 4,087,567 | 4,044,021 |
| Special Projects | 16,535 | 303,711 | 134,209 | 315,500 | 265,500 |
| Debt Service | 3,907,547 | 6,675,600 | 5,844,627 | 7,270,460 | 7,956,147 |
| Non-Capital Equipment | 6,202 | 9,000 | 2,056 | 11,000 | 6,250 |
| Transfers Out | 251,975 | 276,770 | 276,770 | 293,958 | - |
| Appropriated Reserve | - | 300,000 | - | 300,000 | 300,000 |
| Total Expenditures | \$ 8,270,069 | \$ 12,517,058 | \$ 10,890,423 | \$ 13,258,468 | \$ 13,575,223 |

PUBLIC WORKS PROGRAMS

- Administration
- Engineering Services
- Land Development
- Environmental Compliance
- Traffic Engineering
- Access and Parking
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- Transportation and Drainage
 - Systems Maintenance
- Street Sweeping
- Traffic Signals
- Streets Capital
- Downtown Parking
- Fleet Management
- Building Maintenance
- Communications Systems
- Custodial Services
- Energy Conservation
- Facilities Capital
- Water Resources Management

➤ **Recycled Water**

- Water Distribution
- Water Treatment
- Water Supply Management
- Gibraltar Dam Operations
- Water Resources Laboratories
- Meter Reading
- Water Capital Program
- Wastewater Collection
- Wastewater Treatment
- Wastewater Capital Program



RECENT PROGRAM ACHIEVEMENTS

Met the annual recycled water sites State inspection requirements for the past five years.

Recycled Water

(Program No. 4621)

Mission Statement

Provide cost-effective treatment and distribution of recycled water in accordance with State regulations in order to conserve the City's potable water supplies.

Program Activities

- Provide recycled water to established service connections.
- Provide public education and assistance on the use of recycled water.
- Implement required agreements and ensure compliance with state regulations for users on the reclamation distribution system.
- Provide guidance, training education materials, and signage for landscape and toilet flushing uses of recycled water.

Financial and Staffing Information

| | Actual FY 2012 | Amended FY 2013 | Projected FY 2013 | Adopted FY 2014 | Proposed FY 2015 |
|------------------------------|-------------------|--------------------|----------------------|--------------------|---------------------|
| Authorized Positions | 4.75 | 5.00 | 5.00 | 5.00 | 5.00 |
| Hourly Employee Hours | 0 | 0 | 0 | 0 | 0 |
| Revenues | | | | | |
| Transfers In | \$ 35,303 | \$ - | \$ - | \$ - | \$ - |
| Total Revenue | \$ 35,303 | \$ - | \$ - | \$ - | \$ - |
| Expenditures | | | | | |
| Salaries and Benefits | \$ 477,507 | \$ 535,330 | \$ 553,396 | \$ 567,182 | \$ 591,813 |
| Supplies and Services | 241,873 | 308,254 | 275,970 | 290,521 | 290,619 |
| Total Expenditures | \$ 719,380 | \$ 843,584 | \$ 829,366 | \$ 857,703 | \$ 882,432 |

Measurable Objectives for Fiscal Year 2014

| | Actual FY 2012 | Budget FY 2013 | Projected FY 2013 | Adopted FY 2014 |
|---|-------------------|-------------------|----------------------|--------------------|
| Perform inspections of all recycled water sites to meet the annual state inspection requirement. | | | | |
|  Inspections performed | 81 | 81 | 81 | 81 |
| One class for recycled water users to meet the annual state training requirement. | | | | |
| Classes for recycled water users | 1 | 1 | 1 | 1 |

Other Program Measures

| | Actual FY 2012 | Budget FY 2013 | Projected FY 2013 | Adopted FY 2014 |
|---|-------------------|-------------------|----------------------|--------------------|
|  Million gallons of recycled water used | 247.06 | 260.8 | 260.8 | 260.8 |
|  Cost per million gallons of recycled water used | \$3,560.17 | \$2,791.41 | \$2,791.41 | \$2,791.41 |

PUBLIC WORKS PROGRAMS

Administration
Engineering Services
Land Development
Environmental Compliance
Traffic Engineering
Access and Parking
Development Review and
Transit Assistance
Transportation and Drainage
Systems Maintenance
Street Sweeping
Traffic Signals
Streets Capital
Downtown Parking
Fleet Management
Building Maintenance
Communications Systems
Custodial Services
Energy Conservation
Facilities Capital
Water Resources Management
Recycled Water
➤ **Water Distribution**
Water Treatment
Water Supply Management
Gibraltar Dam Operations
Water Resources Laboratories
Meter Reading
Water Capital Program
Wastewater Collection
Wastewater Treatment
Wastewater Capital Program



RECENT PROGRAM ACHIEVEMENTS

Completed the
microwave upgrade
for SCADA
communications.

Water Distribution

(Program No. 4631)

Mission Statement

Convey water to customers in a reliable cost-effective manner and provide drinking water that meets all State and federal regulations.

Program Activities

- Operate and maintain the groundwater well system.
- Distribute potable water to City residents.
- Operate and maintain the City's recycled water distribution system comprised of distribution pipelines, a pumping station, a reservoir, pressure reducing stations and service connections.
- Operate and maintain the recycled water distribution system, which has the capacity to treat and deliver 1,200 acre feet per year.
- Provide 24-hour emergency response services for all City departments through the emergency service unit.

Financial and Staffing Information

| | Actual FY 2012 | Amended FY 2013 | Projected FY 2013 | Adopted FY 2014 | Proposed FY 2015 |
|------------------------------|---------------------|---------------------|----------------------|---------------------|---------------------|
| Authorized Positions | 30.92 | 30.62 | 30.62 | 31.75 | 31.75 |
| Hourly Employee Hours | 2,407 | 8,000 | 8,000 | 8,000 | 8,000 |
| Revenues | | | | | |
| Transfers In | \$ 211,779 | \$ - | \$ - | \$ - | \$ - |
| Total Revenue | \$ 211,779 | \$ - | \$ - | \$ - | \$ - |
| Expenditures | | | | | |
| Salaries and Benefits | \$ 2,993,700 | \$ 3,198,652 | \$ 3,204,844 | \$ 3,635,450 | \$ 3,792,874 |
| Supplies and Services | 2,304,472 | 2,663,359 | 2,829,768 | 3,012,814 | 3,028,380 |
| Special Projects | 24,904 | 450,000 | 450,000 | 50,000 | 50,000 |
| Capital Equipment | 62,811 | 77,689 | 25,595 | 64,000 | 64,000 |
| Non-Capital Equipment | 118,205 | 107,893 | 54,617 | 85,000 | 80,000 |
| Total Expenditures | \$ 5,504,092 | \$ 6,497,593 | \$ 6,564,824 | \$ 6,847,264 | \$ 7,015,254 |

Measurable Objectives for Fiscal Year 2014

| | Actual FY 2012 | Budget FY 2013 | Projected FY 2013 | Adopted FY 2014 |
|--|-------------------|-------------------|----------------------|--------------------|
| Operate the water distribution system to meet 100% of all applicable State and Federal requirements. | | | | |
|  Percent of State and Federal requirements achieved | 100% | 100% | 100% | 100% |
| Exercise 40% (2,970) of the valves in the water distribution system annually. | | | | |
| Valves exercised | 4,556 | 2,970 | 4,226 | 2,970 |
| Flush 80% of the fire hydrants and transmission mains annually (10/12 valves & 1910/2292 FH). | | | | |
| Percent of fire hydrants and transmission main blow off valves flushed | 100% | 80% | 100% | 80% |
| Restore water service within 8 hours after shutdown 75% of the time. | | | | |
| Percent of water restored within 8 hours | 91% | 75% | 90% | 75% |
| Clean at least 10 of the 12 water distribution reservoirs annually. | | | | |
| Number of water distribution reservoirs cleaned | 10 | 10 | 11 | 10 |

PUBLIC WORKS PROGRAMS

- Administration
- Engineering Services
- Land Development
- Environmental Compliance
- Traffic Engineering
- Access and Parking
 - Development Review and Transit Assistance
- Transportation and Drainage
 - Systems Maintenance
- Street Sweeping
- Traffic Signals
- Streets Capital
- Downtown Parking
- Fleet Management
- Building Maintenance
- Communications Systems
- Custodial Services
- Energy Conservation
- Facilities Capital
- Water Resources Management
- Recycled Water
- Water Distribution

➤ **Water Treatment**

- Water Supply Management
- Gibraltar Dam Operations
- Water Resources Laboratories
- Meter Reading
- Water Capital Program
- Wastewater Collection
- Wastewater Treatment
- Wastewater Capital Program



RECENT PROGRAM ACHIEVEMENTS

In January successfully shut down the Cater Water Treatment Plant over a three-day weekend without disrupting water service for customers.

Water Treatment

(Program No. 4641, 4642)

Mission Statement

Provide safe drinking water that is treated in a cost-effective manner and complies with State and federal regulations.

Program Activities

- Operate and maintain the Cater Water Treatment Plant to achieve compliance with State and federal drinking water regulations.
- Provide regional water treatment for the City of Santa Barbara, Montecito Water District and Carpinteria Valley Water District, supplying drinking water to the communities of Santa Barbara, Montecito, Summerland, and Carpinteria.
- Maintain the C. Meyer Desalination Facility in long-term storage to supplement existing water supplies.

Project Objectives for Fiscal Year 2014

- Research and identify replacement valve actuators for Cater Water Treatment Plant.

Financial and Staffing Information

| | Actual FY 2012 | Amended FY 2013 | Projected FY 2013 | Adopted FY 2014 | Proposed FY 2015 |
|------------------------------|---------------------|---------------------|----------------------|---------------------|---------------------|
| Authorized Positions | 13.80 | 13.80 | 13.80 | 13.80 | 13.80 |
| Hourly Employee Hours | 3,980 | 4,160 | 4,160 | 4,160 | 4,160 |
| Revenues | | | | | |
| Transfers In | \$ 108,038 | \$ - | \$ - | \$ - | \$ - |
| Total Revenue | \$ 108,038 | \$ - | \$ - | \$ - | \$ - |
| Expenditures | | | | | |
| Salaries and Benefits | \$ 1,674,895 | \$ 1,772,509 | \$ 1,722,632 | \$ 1,739,743 | \$ 1,827,060 |
| Supplies and Services | 1,952,767 | 2,837,532 | 2,503,139 | 3,291,983 | 3,299,377 |
| Special Projects | 88 | - | - | - | - |
| Capital Equipment | 19,818 | 20,000 | 21,000 | 25,450 | 26,300 |
| Non-Capital Equipment | 24,763 | 13,500 | 13,709 | 17,000 | 17,000 |
| Total Expenditures | \$ 3,672,331 | \$ 4,643,541 | \$ 4,260,480 | \$ 5,074,176 | \$ 5,169,737 |

Measurable Objectives for Fiscal Year 2014

| | Actual FY 2012 | Budget FY 2013 | Projected FY 2013 | Adopted FY 2014 |
|--|-------------------|-------------------|----------------------|--------------------|
| Perform 100 % of preventative maintenance for the Cater Water Treatment Plant, in accordance with the annual preventative maintenance plan. | | | | |
| Percent of scheduled preventative maintenance performed | 100% | 100% | 100% | 100% |
| Perform 100 % of preventative maintenance for the Ortega Groundwater Treatment Plant, in accordance with the annual preventative maintenance plan. | | | | |
| Percent of scheduled preventative maintenance performed | N/A | N/A | N/A | 100% |
| Perform 100 % of preventative maintenance for the C. Meyer Desalination Facility, in accordance with the annual preventative maintenance plan detailed in the Decommissioning Report. | | | | |
| Percent of scheduled preventative maintenance performed | 100% | 100% | 100% | 100% |
| Maintain 100% compliance with California Department of Health Services Primary Water Quality Regulations. | | | | |
| Percent compliance with California Department of Health Services Primary Water Quality Regulations | 100% | 100% | 100% | 100% |

PROGRAMS & SERVICES

Water Treatment

(Continued)

Other Program Measures

| | Actual FY 2012 | Budget FY 2013 | Projected FY 2013 | Adopted FY 2014 |
|--|-------------------|-------------------|----------------------|--------------------|
| Million gallons (MG) of water treated (Cater) | 6,409 | 7,500 | 7,300 | 7,500 |
| Cost per million gallons (Cater) | \$516 | \$750 | \$500 | \$750 |
| Chemical cost per million gallons (Cater) | \$142 | \$250 | \$130 | \$250 |
| Number of Emergency Work Orders | 114 | 50 | 114 | 50 |
| Million gallons (MG) of water treated (Ortega Groundwater Treatment Plant -OGTP) | N/A | N/A | N/A | 365 |
| Cost per million gallons (OGTP) | N/A | N/A | N/A | \$2,500 |

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PUBLIC WORKS PROGRAMS

- Administration
- Engineering Services
- Land Development
- Environmental Compliance
- Traffic Engineering
- Access and Parking
 - Development Review and Transit Assistance
- Transportation and Drainage
 - Systems Maintenance
- Street Sweeping
- Traffic Signals
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- Building Maintenance
- Communications Systems
- Custodial Services
- Energy Conservation
- Facilities Capital
- Water Resources Management
- Recycled Water
- Water Distribution
- Water Treatment
- **Water Supply Management**
 - Gibraltar Dam Operations
 - Water Resources Laboratories
 - Meter Reading
 - Water Capital Program
 - Wastewater Collection
 - Wastewater Treatment
 - Wastewater Capital Program



RECENT PROGRAM ACHIEVEMENTS

Collaborated with Surfrider and City Parks & Recreation on the State-grant funded Ocean-Friendly Gardens project to install an Ocean Friendly Garden at Spencer Adams Park.

Water Supply Management

(Program No. 4651)

Mission Statement

Provide an adequate supply of water by implementing the Long-Term Water Supply Program, which includes a cost-effective water conservation element and a diverse portfolio of supplies.

Program Activities

- Implement the Long-Term Water Supply Program.
- Provide up to 8,277 acre-feet of water per year from the Cachuma Project and up to 3,000 acre-feet of water per year from the State Water Project.
- Advise on optimal use of the City's diverse sources of water supplies.
- Provide information on the City's water supplies and water conservation efforts via the City's web site.
- Maintain and protect surface water supplies from the Santa Ynez River.
- Manage a cost-effective customer-response based water conservation program that meets federal and state requirements.

Project Objectives for Fiscal Year 2014

- Support Cachuma Conservation Release Board staff in water rights order process in order to minimize adverse impacts to water supplies.
- Present annual Water Supply Management Report for the previous water year to Council for adoption by January 30, 2014.
- Manage water supplies to meet the water supply targets of the City's adopted Long-Term Water Supply Plan.
- Meet City's Urban Water Management Plan GPCD target annually.
- Ensure that expenditures under the Water Purchases Program stay within budgeted amounts (including any supplemental appropriations as needed due to extraordinary water shortage conditions) and meet payment schedules.
- Develop a formal Groundwater Management Plan in conformance with State law to provide for coordinated management of City groundwater basins.
- Implement recommendations of multi-year Water Conservation Marketing Plan.
- Increase water conservation training opportunities for landscape professionals and homeowners.

Financial and Staffing Information

| | Actual FY 2012 | Amended FY 2013 | Projected FY 2013 | Adopted FY 2014 | Proposed FY 2015 |
|------------------------------|---------------------|---------------------|----------------------|---------------------|---------------------|
| Authorized Positions | 5.00 | 5.00 | 5.00 | 5.50 | 5.50 |
| Hourly Employee Hours | 1,117 | 3,750 | 3,750 | 3,750 | 2,790 |
| Revenues | | | | | |
| Other Revenue | \$ 28,845 | \$ - | \$ 50,514 | \$ 22,872 | \$ 22,872 |
| Transfers In | 37,847 | - | - | - | - |
| Total Revenue | \$ 66,692 | \$ - | \$ 50,514 | \$ 22,872 | \$ 22,872 |
| Expenditures | | | | | |
| Salaries and Benefits | \$ 499,390 | \$ 631,927 | \$ 484,414 | \$ 693,917 | \$ 726,213 |
| Supplies and Services | 298,386 | 517,108 | 576,137 | 499,863 | 482,361 |
| Special Projects | 364,717 | 614,963 | 402,376 | 486,960 | 486,960 |
| Water Supply Purchases | 6,836,019 | 7,963,366 | 7,398,688 | 7,851,195 | 7,752,454 |
| Capital Equipment | - | 6,600 | 6,530 | 11,000 | 9,000 |
| Non-Capital Equipment | 3,074 | 12,350 | 8,500 | 10,200 | 10,200 |
| Total Expenditures | \$ 8,001,586 | \$ 9,746,314 | \$ 8,876,645 | \$ 9,553,135 | \$ 9,467,188 |

Measurable Objectives for Fiscal Year 2014

| | Actual FY 2012 | Budget FY 2013 | Projected FY 2013 | Adopted FY 2014 |
|---|-------------------|-------------------|----------------------|--------------------|
| Have available at least 3,000 acre-feet (AF) of carryover in Lake Cachuma at the start of the fourth complete water year following each Cachuma spill. | | | | |
| End-of-year (September 30) Cachuma carryover | 3,000 AF | 3,000 AF | 3,000 AF | 3,000 AF |
| Provide water checkups that offer customers water conservation opportunities. | | | | |
| Percent of water check-ups that offer water conservation opportunities | N/A | N/A | N/A | 80% |
| Achieve compliance with the Landscape Design Standards for Water Conservation on landscape plans at issuance of building permit. | | | | |
| Percent compliance with Landscape Design Standards at issuance of building permit | N/A | N/A | N/A | 100% |
| Achieve 100% compliance with the Landscape Design Standards for Water Conservation on landscape installation at final approval/occupancy. | | | | |
| Percent compliance with Landscape Design Standards at final occupancy | N/A | N/A | N/A | 100% |

Water Supply Management (Continued)

Other Program Measures

| | Actual FY 2012 | Budget FY 2013 | Projected FY 2013 | Adopted FY 2014 |
|---|-------------------|-------------------|----------------------|--------------------|
| Water purchases budget (year-to-date expenditures) | \$6.2M | \$7.2M | \$7.2M | \$7.1M |
|  Pre-inspection properties that complete their project under the Smart Landscape Rebate Program. | N/A | 75% | 52% | 75% |

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PUBLIC WORKS PROGRAMS

Administration
Engineering Services
Land Development
Environmental Compliance
Traffic Engineering
Access and Parking
Development Review and
Transit Assistance
Transportation and Drainage
Systems Maintenance
Street Sweeping
Traffic Signals
Streets Capital
Downtown Parking
Fleet Management
Building Maintenance
Communications Systems
Custodial Services
Energy Conservation
Facilities Capital
Water Resources Management
Recycled Water
Water Distribution
Water Treatment
Water Supply Management
➤ **Gibraltar Dam Operations**
Water Resources Laboratories
Meter Reading
Water Capital Program
Wastewater Collection
Wastewater Treatment
Wastewater Capital Program



RECENT PROGRAM ACHIEVEMENTS

Successfully passed
the annual
Department of Safety
of Dams annual
inspection.

Gibraltar Dam Operations

(Program No. 4652)

Mission Statement

Operate and maintain Gibraltar Dam and Reservoir in accordance with all dam safety standards and maximize the City's water supply.

Program Activities

- Regulate water flow from Gibraltar Dam; observe and record reservoir levels, water flow, evaporation rate, temperature and rainfall.
- Accomplish operation and maintenance of reservoir equipment including recorders, rainfall gauges, weirs, pumps, motors, boats, generators, flood gates, access roads and drains; inspect, clean and perform minor repair activities; open flood gates and clean debris.
- Maintain reservoir and dam site security.
- Monitor available water storage capacity of the reservoir.
- Collect water and silt samples; perform routine tests on samples; analyze data from testing procedures.
- Work with a variety of agencies on operations and activities and resolve issues on reservoir activities.

Project Objectives for Fiscal Year 2014

- Successfully pass the Department of Safety of Dams annual inspection.

Financial and Staffing Information

| | Actual FY 2012 | Amended FY 2013 | Projected FY 2013 | Adopted FY 2014 | Proposed FY 2015 |
|------------------------------|-------------------|--------------------|----------------------|--------------------|---------------------|
| Authorized Positions | 2.10 | 2.15 | 2.15 | 2.15 | 2.15 |
| Hourly Employee Hours | 0 | 0 | 0 | 0 | 0 |
| Revenues | | | | | |
| Transfers In | \$ 13,606 | \$ - | \$ - | \$ - | \$ - |
| Total Revenue | \$ 13,606 | \$ - | \$ - | \$ - | \$ - |
| Expenditures | | | | | |
| Salaries and Benefits | \$ 185,097 | \$ 227,828 | \$ 200,631 | \$ 225,945 | \$ 233,948 |
| Supplies and Services | 122,129 | 93,309 | 68,832 | 149,388 | 128,898 |
| Special Projects | 45,023 | 15,000 | 15,000 | 70,000 | 75,000 |
| Non-Capital Equipment | 739 | 1,500 | - | - | - |
| Total Expenditures | \$ 352,988 | \$ 337,637 | \$ 284,463 | \$ 445,333 | \$ 437,846 |

Measurable Objectives for Fiscal Year 2014

| | Actual FY 2012 | Budget FY 2013 | Projected FY 2013 | Adopted FY 2014 |
|---|-------------------|-------------------|----------------------|--------------------|
| Repair and restore closed roadway within three days. | | | | |
| Days to repair and restore closed roadways | N/A | N/A | 3 | 3 |
| Log and report daily observation readings 200/220 reporting days. | | | | |
| Daily readings reported (days) | 251 | 200 | 250 | 200 |
| Ensure a bi-monthly inspection of the Gibraltar Dam and Reservoir by City engineering. | | | | |
| Bi-monthly inspections | 8 | 6 | 6 | 6 |

PUBLIC WORKS PROGRAMS

- Administration
- Engineering Services
- Land Development
- Environmental Compliance
- Traffic Engineering
- Access and Parking
 - Development Review and Transit Assistance
- Transportation and Drainage
 - Systems Maintenance
- Street Sweeping
- Traffic Signals
- Streets Capital
- Downtown Parking
- Fleet Management
- Building Maintenance
- Communications Systems
- Custodial Services
- Energy Conservation
- Facilities Capital
- Water Resources Management
- Recycled Water
- Water Distribution
- Water Treatment
- Water Supply Management
- Gibraltar Dam Operations
- **Water Resources Laboratories**
 - Meter Reading
 - Water Capital Program
 - Wastewater Collection
 - Wastewater Treatment
 - Wastewater Capital Program



RECENT PROGRAM ACHIEVEMENTS

Staff analyzed in-house data and created a cost per sample analyzed and workload analysis formulas to accurately compare lab costs with industry benchmarks.

Water Resources Laboratories

(Program No. 4661, 4662)

Mission Statement

Provide cost-effective analytical testing services and high quality data to meet the testing requirements of the water and wastewater systems.

Program Activities

- Perform all required testing in accordance with Environmental Protection Agency (EPA) approved analytical methods.
- Provide laboratory services and conduct water and wastewater sampling for special projects and research.
- Perform and complete water pollution and water supply proficiency testing.
- Provide and submit the regulatory report to the California Regional Water Quality Control Board and the California Department of Health Services.
- Maintain all major analytical instrumentation in accordance with the Good Laboratory Practice Standards.
- Provide ongoing technical training to staff.

Project Objectives for Fiscal Year 2014

- Complete samples and provide data on time for the timely submittal of the NPDES and Drinking Water Reports.
- Complete all necessary sampling and analyses to maintain compliance with current and pending drinking water regulations. Monitor all required existing primary and secondary drinking water regulations.
- Maintain and update the existing Laboratory Information Management System (LIMS) application software according to the Good Laboratory Practice Standards.
- Complete all required sampling, analyses, and inspections of industrial users and other permittees within the time limits specified in the Pretreatment Regulations.
- Inventory and identify regulatory vs. operational tests performed by the lab.

Financial and Staffing Information

| | Actual FY 2012 | Amended FY 2013 | Projected FY 2013 | Adopted FY 2014 | Proposed FY 2015 |
|------------------------------|---------------------|---------------------|----------------------|---------------------|---------------------|
| Authorized Positions | 7.00 | 7.00 | 7.00 | 7.00 | 7.00 |
| Hourly Employee Hours | 2,590 | 2,968 | 2,968 | 1,969 | 1,969 |
| Revenues | | | | | |
| Fees and Service Charges | \$ 14,742 | \$ 14,000 | \$ 9,810 | \$ 10,000 | \$ 10,000 |
| Other Revenue | 837 | - | - | - | - |
| Transfers In | 74,330 | - | - | - | - |
| Total Revenue | \$ 89,909 | \$ 14,000 | \$ 9,810 | \$ 10,000 | \$ 10,000 |
| Expenditures | | | | | |
| Salaries and Benefits | \$ 769,973 | \$ 767,420 | \$ 864,641 | \$ 797,203 | \$ 811,416 |
| Supplies and Services | 361,200 | 438,777 | 366,838 | 449,075 | 453,145 |
| Capital Equipment | 40,300 | 50,000 | 50,000 | 50,000 | 50,000 |
| Non-Capital Equipment | 1,722 | 19,394 | 21,525 | 19,350 | 19,350 |
| Total Expenditures | \$ 1,173,195 | \$ 1,275,591 | \$ 1,303,004 | \$ 1,315,628 | \$ 1,333,911 |

Measurable Objectives for Fiscal Year 2014

| | Actual FY 2012 | Budget FY 2013 | Projected FY 2013 | Adopted FY 2014 |
|--|-------------------|-------------------|----------------------|--------------------|
| Produce valid data from 99.5% of completed tests. | | | | |
| Percent of tests with valid data | 99.9% | 99.5% | 99.7% | 99.5% |
| Utilize the "cost-per-sample analyzed" algorithm for all laboratory samples (previously developed in FY 2012) to calculate FY 2014 actual sample costs for all laboratory samples in all pertinent cost categories. | | | | |
| Average cost per cost-per-sample analyzed | N/A | N/A | \$16.00 | \$17.00 |
| Use the laboratory workload analysis method developed in FY 2012 to track laboratory staff workload levels through routine "cost-per-sample" reporting | | | | |
| Percent of laboratory analysis workload hours compared to total hours | N/A | N/A | 88% | 85% |

PROGRAMS & SERVICES

Water Resources Laboratories (Program No. 4661, 4662)

Other Program Measures

| | Actual FY 2012 | Budget FY 2013 | Projected FY 2013 | Adopted FY 2014 |
|--|-------------------|-------------------|----------------------|--------------------|
| All drinking water, wastewater, and creek samples received | 14,789 | 15,000 | 14,500 | 14,500 |
| Analyses performed | 54,058 | 54,000 | 54,000 | 54,000 |
| Special or follow-up samples received | 219 | 400 | 300 | 250 |
| Special and or follow-up analyses performed | 1,622 | 3,000 | 1,700 | 1,700 |
| Permittees (IU, GW and Temporary) | N/A | 16 | 25 | 16 |
| Sampling events (IU, GW and Temporary) | N/A | 52 | 54 | 52 |

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PUBLIC WORKS PROGRAMS

- Administration
- Engineering Services
- Land Development
- Environmental Compliance
- Traffic Engineering
- Access and Parking
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- Transportation and Drainage
 - Systems Maintenance
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- Traffic Signals
- Streets Capital
- Downtown Parking
- Fleet Management
- Building Maintenance
- Communications Systems
- Custodial Services
- Energy Conservation
- Facilities Capital
- Water Resources Management
- Recycled Water
- Water Distribution
- Water Treatment
- Water Supply Management
- Gibraltar Dam Operations
- Water Resources Laboratories

➤ **Meter Reading**

- Water Capital Program
- Wastewater Collection
- Wastewater Treatment
- Wastewater Capital Program



RECENT PROGRAM ACHIEVEMENTS

For meter readers' safety, successfully installed AMR (automatic meter reads) on all vault and unsafe meter locations.

Meter Reading

(Program No. 4681)

Mission Statement

Read water meters for accurate and timely utility billings and respond to field service requests in a timely, courteous, efficient, and safe manner.

Program Activities

- Read approximately 26,000 water meters every 27-33 days.
- Process approximately 10,000 service orders to begin and terminate service.
- Maintain water meters and make recommendations for replacement.
- Download daily route meter reading data to the centralized utility billing system.
- Field-check new water meter installations.
- Maintain and manage an active water meter inventory.
- Provide information to public service providers regarding unusual circumstances affecting the elderly through the Gatekeeper Program.

Project Objectives for Fiscal Year 2014

- Develop and implement new reading route and accounts for all fire-line meters.
- Streamline meter reading routes for increased efficiency.

Financial and Staffing Information

| | Actual FY 2012 | Amended FY 2013 | Projected FY 2013 | Adopted FY 2014 | Proposed FY 2015 |
|------------------------------|-------------------|--------------------|----------------------|--------------------|---------------------|
| Authorized Positions | 6.00 | 6.00 | 6.00 | 6.00 | 6.00 |
| Hourly Employee Hours | 1,585 | 999 | 999 | 0 | 0 |
| Transfers In | \$ 39,017 | \$ - | \$ - | \$ - | \$ - |
| Total Revenue | \$ 39,017 | \$ - | \$ - | \$ - | \$ - |
| Expenditures | | | | | |
| Salaries and Benefits | \$ 500,923 | \$ 578,952 | \$ 505,467 | \$ 584,755 | \$ 611,665 |
| Supplies and Services | 60,711 | 61,108 | 61,333 | 57,279 | 58,129 |
| Capital Equipment | 2,512 | - | - | - | - |
| Non-Capital Equipment | 2,704 | 1,500 | - | 1,000 | 6,000 |
| Total Expenditures | \$ 566,850 | \$ 641,560 | \$ 566,800 | \$ 643,034 | \$ 675,794 |

Measurable Objectives for Fiscal Year 2014

| | Actual FY 2012 | Budget FY 2013 | Projected FY 2013 | Adopted FY 2014 |
|---|-------------------|-------------------|----------------------|--------------------|
| Respond to 100% of service orders within one working day. | | | | |
| Percent of service calls responded to within one working day | 100% | 100% | 100% | 100% |
| Ensure 98% of meters are read accurately on first visit. | | | | |
| Percent of meters read accurately on first visit | 97.3% | 98% | 99% | 98% |
| Read 100% of water meters according to an approved monthly schedule. | | | | |
| Percent of meters read each month according to schedule | 100% | 100% | 100% | 100% |

Other Program Measures

| | Actual FY 2012 | Budget FY 2013 | Projected FY 2013 | Adopted FY 2014 |
|--|-------------------|-------------------|----------------------|--------------------|
| Meters read annually | 321,396 | 321,396 | 321,396 | 321,396 |
| Meters read per month per meter reader | 5,356 | 5,356 | 5,356 | 5,356 |
| Return visits for missed reads | 565 | 500 | 450 | 500 |
| Percent of missed reads re-read within one working day | 100% | 100% | 100% | 100% |
| Meters turned off for non-payment | 2,246 | 1,275 | 2,000 | 1,275 |
| Service orders processed | 16,906 | 13,500 | 13,800 | 13,500 |
| Percent of zero-consumption meters inspected | 100% | 100% | 100% | 100% |

PUBLIC WORKS PROGRAMS

Administration
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Facilities Capital
Water Resources Management
Recycled Water
Water Distribution
Water Treatment
Water Supply Management
Gibraltar Dam Operations
Water Resources Laboratories
Meter Reading
➤ **Water Capital Program**
Wastewater Collection
Wastewater Treatment
Wastewater Capital Program



RECENT PROGRAM ACHIEVEMENTS

Completed drilling of
the Corporate Yard
groundwater well
(Phase I), part of the
groundwater supply
system for the City.

Water Capital Program

(Program No. 4671, 4672, 4673)

Mission Statement

Develop, fund, design and construct projects that will maintain, upgrade and enhance the City's water system infrastructure in order to ensure a continual supply of safe water for both domestic and fire protection purposes.

Program Activities

- Determine the work required to maintain and upgrade the City's water supply, treatment, distribution, and recycled water infrastructure.
- Develop the necessary funding to facilitate the Water Capital Program.
- Approve the design, plans and specifications for Water Capital Projects.
- Assist the Public Works Engineering Division in moving projects through the City's planning, environmental, and permitting process, when appropriate.
- Assist Engineering staff in the bid, award, monitoring and inspection of Water Capital projects through completion of construction, when appropriate.

Project Objectives for Fiscal Year 2014

- Ensure that 80% of the performance measures for the Water Section are met.
- 🌱 Complete design/environmental review for re-commissioning the Hydroelectric plant by January 30, 2014.
- Complete the construction of the Corp Yard Well Phase 2 by February 28, 2014.
- Complete design and permitting for the Surge Tank Project by April 30, 2014.
- Complete 90% of the FY 2013 Water Main Improvement Project by June 30, 2014.
- Develop a meter replacement program.
- Perform a cost/benefit analysis to evaluate remote meter reading technologies for the water distribution system.

Financial and Staffing Information

| | Actual FY 2012 | Amended FY 2013 | Projected FY 2013 | Adopted FY 2014 | Proposed FY 2015 |
|------------------------------|----------------------|----------------------|----------------------|----------------------|---------------------|
| Authorized Positions | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Hourly Employee Hours | 0 | 0 | 0 | 0 | 0 |
| Revenues | | | | | |
| Intergovernmental | \$ 8,782,847 | \$ 20,587,620 | \$ 15,325,690 | \$ - | \$ - |
| JPA Reimbursements | 1,883,136 | 2,116,864 | 2,116,864 | - | - |
| Total Revenue | \$ 10,665,983 | \$ 22,704,484 | \$ 17,442,554 | \$ - | \$ - |
| Expenditures | | | | | |
| Capital Program | \$ 18,085,884 | \$ 39,440,542 | \$ 19,931,508 | \$ 11,000,000 | \$ 7,185,000 |
| Total Expenditures | \$ 18,085,884 | \$ 39,440,542 | \$ 19,931,508 | \$ 11,000,000 | \$ 7,185,000 |

No staff is allocated to this budgetary program.

PUBLIC WORKS PROGRAMS

- Administration
- Engineering Services
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- Access and Parking
 - Development Review and Transit Assistance
- Transportation and Drainage
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- Street Sweeping
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- Downtown Parking
- Fleet Management
- Building Maintenance
- Communications Systems
- Custodial Services
- Energy Conservation
- Facilities Capital
- Water Resources Management
- Recycled Water
- Water Distribution
- Water Treatment
- Water Supply Management
- Gibraltar Dam Operations
- Water Resources Laboratories
- Meter Reading
- Water Capital Program
- **Wastewater Collection**
 - Wastewater Treatment
 - Wastewater Capital Program



RECENT PROGRAM ACHIEVEMENTS

City Wastewater Collection staff continues to improve preventative maintenance cleaning procedures by implementing updated Sewer System Management Plan business processes.

Wastewater Collection

(Program No. 4632)

Mission Statement

Convey wastewater to the treatment plant in a reliable and cost-effective manner, meet all applicable State and federal regulations, and protect the environment.

Program Activities

- Maintain the wastewater collection system capacity and prevent sewer over flows through regular maintenance.
- Respond to stoppage and overflow calls and contain overflows in a timely manner.
- Manage the Preventive Maintenance Program for the wastewater collection system.
- Operate the wastewater collection system in compliance with state and federal requirements.

Project Objectives for Fiscal Year 2014

- Coordinate with Water Resources administrative staff to complete all submitted Sewer Lateral Inspection Program (SLIP) 1 video inspection packages. Review within 5 working days after receipt of package and submit back SLIP requirements to administrative staff.
- Coordinate with maintenance planning section to utilize the Cartegraph CMMS to effectively implement and track cleaning activity data. Finalize cleaning work packets for calendar year 2013 by January 15, 2014.

Financial and Staffing Information

| | Actual FY 2012 | Amended FY 2013 | Projected FY 2013 | Adopted FY 2014 | Proposed FY 2015 |
|------------------------------|---------------------|---------------------|----------------------|---------------------|---------------------|
| Authorized Positions | 16.53 | 17.53 | 17.53 | 17.33 | 17.33 |
| Hourly Employee Hours | 0 | 0 | 0 | 0 | 0 |
| Other Revenue | \$ 1,394 | \$ - | \$ - | \$ - | \$ - |
| Transfers In | 233,540 | - | - | - | - |
| Total Revenue | \$ 234,934 | \$ - | \$ - | \$ - | \$ - |
| Expenditures | | | | | |
| Salaries and Benefits | \$ 1,426,490 | \$ 1,717,830 | \$ 1,594,530 | \$ 1,838,807 | \$ 1,917,060 |
| Supplies and Services | 875,352 | 1,491,922 | 1,386,326 | 1,333,360 | 1,353,481 |
| Non-Capital Equipment | 330 | 22,000 | 1,000 | 35,000 | 35,000 |
| Total Expenditures | \$ 2,302,172 | \$ 3,231,752 | \$ 2,981,856 | \$ 3,207,167 | \$ 3,305,541 |

Measurable Objectives for Fiscal Year 2014

| | Actual FY 2012 | Budget FY 2013 | Projected FY 2013 | Adopted FY 2014 |
|--|-------------------|-------------------|----------------------|--------------------|
| Limit the number of overflows in the wastewater collection system to less than 8. | | | | |
| Overflows in the collection system | 23 | ≤ 8 | 14 | ≤ 8 |
| Respond to and resolve all calls associated with overflows within two hours on average. | | | | |
| Average time (in hours) to respond to and resolve stoppage or overflow calls | 1 hr | ≤ 2 hrs | 1 hr | ≤ 2 hrs |
| Perform more than 185 cleaning miles of preventative pipe cleaning maintenance on city sewer mains. | | | | |
| Miles of preventative pipe cleaning maintenance | 180 | ≥ 175 | 225 | ≥ 185 |
| 130 restaurants for compliance with grease trap maintenance requirements. | | | | |
| Restaurants inspected | 132 | 130 | 140 | 130 |

PROGRAMS & SERVICES

Wastewater Collection

(Continued)

Other Program Measures

| | Actual FY 2012 | Budget FY 2013 | Projected FY 2013 | Adopted FY 2014 |
|---|-------------------|-------------------|----------------------|--------------------|
| Percentage of system sewer main geographic miles cleaned | 96% | 20% | 96% | 20% |
| Miles of pipeline inspected using the Closed Circuit Television (by both City and contractor) | 22.3 miles | 25 miles | 50 miles | 50 |
| Miles of sewer main cleaned on unscheduled maintenance | 5.8 miles | <15 | 8 miles | <10 |
| Calls dispatched from (Control 10 & 14) and responded to within two hours. (NEW) | N/A | N/A | N/A | 150 |
| Private sewer lateral overflows responded to | N/A | N/A | N/A | 18 |
| Private sewer laterals requiring inspection | N/A | N/A | N/A | 90 |
| Private sewer laterals requiring repairs | N/A | N/A | N/A | 39 |
| For Sanitary Sewer Overflow (SSO's) events, the volume (in gallons) reaching surface waters not recovered | N/A | N/A | N/A | 2,500 |

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PUBLIC WORKS PROGRAMS

- Administration
- Engineering Services
- Land Development
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- Water Resources Management
- Recycled Water
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- Gibraltar Dam Operations
- Water Resources Laboratories
- Meter Reading
- Water Capital Program
- Wastewater Collection
- **Wastewater Treatment**
 - Wastewater Capital Program



RECENT PROGRAM ACHIEVEMENTS

Treated 3 billion gallons of wastewater to achieve the Clean Water Act permit requirements.

Wastewater Treatment

(Program No. 4711)

Mission Statement

Provide cost-effective wastewater treatment, protect ocean water quality and public health, and comply with National Pollution Discharge Elimination System (NPDES) permit requirements.

Program Activities

- Operate the El Estero Wastewater Treatment Plant to comply with discharge limitations as required by the Regional Water Quality Control Board (RWQCB).
- Operate the El Estero Wastewater Treatment Plant to assure air emission compliance with the Santa Barbara Air Pollution Control District Permit (SBAPCD).
- Operate Pretreatment Program to inspect and sample industrial dischargers to the City's wastewater collection system.
- Maintain the El Estero Wastewater Treatment Plant using predictive and preventive maintenance methods.
- Continue public outreach and education to inform the public of environmental benefits of the El Estero Wastewater Treatment Plant process.

Project Objectives for Fiscal Year 2014

- Complete 50% of the Operation and Maintenance (O&M) Manual and related Standard Operating Procedures (SOP) update project.
- Complete the Asset Management Program project with Carollo Engineering.

Financial and Staffing Information

| | Actual FY 2012 | Amended FY 2013 | Projected FY 2013 | Adopted FY 2014 | Proposed FY 2015 |
|------------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
| Authorized Positions | 25.75 | 24.75 | 24.75 | 24.75 | 24.75 |
| Hourly Employee Hours | 0 | 0 | 0 | 0 | 0 |
| Revenues | | | | | |
| Fees and Service Charges | \$ 15,123,539 | \$ 16,535,000 | \$ 16,544,200 | \$ 17,202,000 | \$ 17,880,080 |
| Interest Income | 233,521 | 206,200 | 172,087 | 150,900 | 138,200 |
| Mission Canyon JPA | 396,729 | 434,000 | 458,292 | 482,579 | 501,882 |
| Other Revenue | 32,910 | 25,000 | 40,000 | 67,000 | 67,000 |
| Transfers In | 348,150 | - | - | - | - |
| Total Revenue | \$ 16,134,849 | \$ 17,200,200 | \$ 17,214,579 | \$ 17,902,479 | \$ 18,587,162 |
| Expenditures | | | | | |
| Salaries and Benefits | \$ 2,715,110 | \$ 2,859,127 | \$ 2,844,771 | \$ 2,993,177 | \$ 3,123,095 |
| Supplies and Services | 3,298,557 | 3,498,162 | 3,226,957 | 3,448,883 | 3,484,661 |
| Special Projects | - | 225,000 | 50,000 | 250,000 | 50,000 |
| Capital Equipment | 805 | 1,000 | - | 1,000 | 1,000 |
| Non-Capital Equipment | 26,670 | 45,000 | 56,815 | 45,000 | 45,000 |
| Total Expenditures | \$ 6,041,142 | \$ 6,628,289 | \$ 6,178,543 | \$ 6,738,060 | \$ 6,703,756 |

Measurable Objectives for Fiscal Year 2014

| | Actual FY 2012 | Budget FY 2013 | Projected FY 2013 | Adopted FY 2014 |
|--|-------------------|-------------------|----------------------|--------------------|
| Achieve 99.9% compliance with wastewater discharge limits as listed in the NPDES permit issued by Regional Water Quality Control Board. | | | | |
| Percent of samples in compliance with NPDES permit limits | 99.7% | 99.9% | 99.9% | 99.9% |
| Achieve 100% compliance with local air emissions standards as specified in the Santa Barbara Air Pollution Control District permit requirements. | | | | |
| Percent of air samples in compliance with SBAPCD permit requirements | 100% | 100% | 100% | 100% |
| Achieve 99.9% compliance with discharge limits for recycled water as listed in the Water Reclamation Discharge permit issued by the Regional Water Quality Control Board. | | | | |
| Percent of samples in compliance with Water Reclamation Discharge Standards | 99.9% | 99.9% | 99.9% | 99.9% |

PROGRAMS & SERVICES

Wastewater Treatment

(Continued)

Other Program Measures

| | Actual FY 2012 | Budget FY 2013 | Projected FY 2013 | Adopted FY 2014 |
|---|-------------------|-------------------|----------------------|--------------------|
| Millions of Gallons of Wastewater treated | 2,708 | 2,900 | 2,700 | 2,700 |
| Average cost per million gallons treated | \$2,400 | \$2,200 | \$2,400 | \$2,400 |
| Chemical cost per million gallons treated | \$175 | \$200 | \$160 | \$175 |
|  Gallons of Fats, Oils and Grease (FOG) received at FOG Facility | N/A | N/A | N/A | 624,000 |
|  kWh produced by Cogeneration Facility | N/A | N/A | N/A | 3,322,863 |
|  Standard cubic feet of anaerobic digester gas produced | N/A | N/A | N/A | 52,560,000 |
| Completed wrench time hours as a percentage of total available craft hours for maintenance personnel | 71% | 75% | 70% | 75% |
| Proactive maintenance work order hours as a percentage of all maintenance work orders hours completed | N/A | N/A | N/A | 80% |

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PUBLIC WORKS PROGRAMS

Administration
Engineering Services
Land Development
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Access and Parking
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Transportation and Drainage Systems Maintenance
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➤ Wastewater Capital Program



RECENT PROGRAM ACHIEVEMENTS

Achieved completion of the El Estero Wastewater Treatment Plant Headworks Rehabilitation Construction Project and successful implementation of various consultant planning and design contracts.

Wastewater Capital Program

(Program No. 4771)

Mission Statement

Expedite development, design and construction of wastewater related projects that will maintain, upgrade and enhance the infrastructure of the wastewater system in order to meet National Pollutant Discharge Elimination System permit requirements and protect the environment.

Program Activities

- Determine the work required to maintain and upgrade the City's Wastewater Treatment and Collection System infrastructure.
- Develop the necessary funding to facilitate the Wastewater Capital Program.
- Review and approve plans and specifications developed for constructing Wastewater Capital Projects.
- Coordinate the management of Wastewater Capital Projects with Engineering Division staff.
- Coordinate with Engineering Division staff in the bid, award, and inspection of Wastewater Capital Projects.
- Monitor and expedite projects in the El Estero Wastewater Treatment Plant (EEWTP) Strategic Plan.

Project Objectives for Fiscal Year 2014

- Award final design contract(s) for the El Estero Wastewater Treatment Plant Process Air Facilities and Activated Sludge Treatment Process Improvement Project.
- Award the Aeration Basin-related component construction project at the El Estero Wastewater Treatment Plant prior to July, 2014.
- Complete the final contract drawings and specifications for the El Estero Wastewater Treatment Plant Tertiary Filtration Process Improvement Project. Award the construction project for this contact design package prior to July, 2014.
- Achieve completion of El Estero Wastewater Treatment Plant Operations and Maintenance Manual/SOP development project and on-line final documentation "go-live" date by June, 2014.
- Achieve 90% completion of the El Estero Wastewater Treatment Plant Influent Pump Station project by December 1, 2013.

Project Objectives for Fiscal Year 2014 (Cont'd)

- Utilize the new Pipeline Observation System Management (POSM) sewer main condition assessment database with associated closed-circuit television video file management to prioritize sewer infrastructure CIP projects by December, 2013.
- Complete the construction of 2.58 miles of Sewer Main Rehabilitation/Replacement/Spot Repairs and 2.0 miles of Accelerated Sewer Main Rehabilitation/Replacement/Spot Repairs in CY 2013.
- Complete the construction of 2.58 miles of Sewer Main Rehabilitation/Replacement/Spot Repairs and 2.0 miles of Accelerated Sewer Main Rehabilitation/Replacement/Spot Repairs in CY 2013.
- Complete a financial evaluation needed to assess the feasibility of issuing infrastructure bonds or a State of California SWRCB SRF loan to finance wastewater capital projects in CY 2014.

Financial and Staffing Information

| | Actual FY 2012 | Amended FY 2013 | Projected FY 2013 | Adopted FY 2014 | Proposed FY 2015 |
|------------------------------|---------------------|----------------------|----------------------|----------------------|----------------------|
| Authorized Positions | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Hourly Employee Hours | 0 | 0 | 0 | 0 | 0 |
| Revenues | | | | | |
| Intergovernmental | \$ - | \$ 6,047,778 | \$ 5,200,000 | \$ 8,500,000 | \$ 10,000,000 |
| Total Revenue | \$ - | \$ 6,047,778 | \$ 5,200,000 | \$ 8,500,000 | \$ 10,000,000 |
| Expenditures | | | | | |
| Capital Program | \$ 6,897,122 | \$ 14,886,977 | \$ 8,603,292 | \$ 12,550,000 | \$ 14,350,000 |
| Total Expenditures | \$ 6,897,122 | \$ 14,886,977 | \$ 8,603,292 | \$ 12,550,000 | \$ 14,350,000 |

No staff is allocated to this budgetary program.

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