

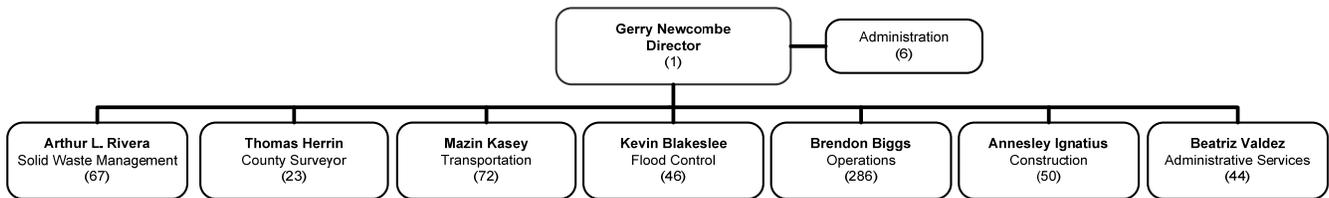
## PUBLIC WORKS Gerry Newcombe

### DEPARTMENT MISSION STATEMENT

*The Public Works Department provides a broad range of services and infrastructure to help ensure safe and desirable communities for the people of San Bernardino County. Areas of responsibility include roads, traffic, flood control, storm water quality, water conservation, solid waste services, and County surveyor functions.*



### ORGANIZATIONAL CHART



### 2012-13 ACCOMPLISHMENTS

- Surveyor - Continued to expand services for Geographic Information Systems support, with projects performed for Public Works and other County departments. In addition, the Division transitioned its public website to offer free document downloads for survey records research, which provides both a benefit to the professional land surveying community and a net cost savings to the Division.
- Transportation – Completed \$14.7 million in pavement improvement projects, which includes 9.8 miles of road repaving projects (4.3 miles of which were on Shay Road and Baldwin Lake Road), 12.7 miles of overlay projects, and 90.1 miles of roadway surface sealing protection projects. Additionally, the Division completed construction of a mile of new paved roadway on Caughlin Road; culvert replacement project to reopen Lenwood Road at the Mojave River; 3 sidewalk projects (on Roswell Avenue, Pipe Line Avenue and Eureka Street); 7 drainage projects; 2 bridge repair projects (one on Torrey Pines Road and one on National Trails Highway); widening project on Cherry Avenue; an intersection improvement; and a retaining wall. Of the 112.6 miles of repaving, overlay, and sealing/surface protection projects completed in 2012-13, 49.0 miles were funded with \$5.0 million from the General Fund as a one-time contribution to assist the Division in maintaining the pavement condition of the County’s Maintained Road System (CMRS).
- Solid Waste Management – Negotiated a long-term operations contract that will improve the day-to-day operations and maintenance of the County’s Solid Waste Disposal System at a significant cost savings. Also, the Division completed the following capital improvement projects: 1) Heaps Peak Leachate Treatment System; and 2) major improvements to the landfill gas flare stations at Mid-Valley, Colton, Milliken and Victorville Sanitary Landfills and Yucaipa and Heaps Peak Disposal Sites. Furthermore, the Division received regulatory approval to double the daily permitted capacity of the San Timoteo Sanitary Landfill (STSL) which provides flexibility to divert waste to the STSL as needed due to weather or capacity related conditions encountered at other valley area disposal sites. In addition, for the unincorporated areas of the county, the Division achieved a 62.1% diversion rate for municipal waste, exceeding the State mandated 50% diversion rate, and it continued to reduce the number of exemptions to mandatory trash service, down 4% from 2011-12 and 12.2% since 2008-09.
- Flood Control District - Completed the following: construction on Sultana Cypress Storm Drain Phase II-C for an additional catch basin in the Ontario area; design and environmental activities and advertised Mountain View Acres Storm Drain Project for construction in early summer 2013 in the Victorville area; design and environmental activities, advertised and awarded a contract for the construction of Alabama at City Creek in the Highland/Redlands area; design and environmental activities and advertised Lytle Cajon Channel Invert Repair Project for construction in the Colton/San Bernardino area; design and environmental activities and advertised the Sheep Creek Grouted Rock Bank Protection project for construction in the Wrightwood area; Cactus Basin Supplemental Environmental Impact Report in Rialto; and removal of approximately 50,000 cubic yards of material in San Timoteo basins 13 to 15.

OPERATIONS & COMMUNITY SERVICES



## COUNTY GOALS AND OBJECTIVES AND DEPARTMENT PERFORMANCE MEASURES

**COUNTY GOAL: ENSURE DEVELOPMENT OF A WELL-PLANNED, BALANCED, AND SUSTAINABLE COUNTY**

**Objective(s):** • *Continue to identify and implement short-term solutions to systemic problems.*

*Department Strategy:* • *Increase efficiency in use of labor, equipment and materials in delivery of roadway preservation projects.*

	2011-12	2012-13	2012-13	2013-14
Measurement	Actual	Target	Estimate	Target
Perform 25 to 28 miles of roadway preservation projects per \$1.0 million.	21.6	24.6	25.0	25.5

**COUNTY GOAL: OPERATE IN A FISCALLY-RESPONSIBLE AND BUSINESS-LIKE MANNER**

**Objective(s):** • *Invest County resources in ways which create more ongoing revenue to reinvest in maintaining services.*  
• *Live within our means, fully funding basic operating systems, liabilities and reserves, while forming capital to strategically invest in the future.*

*Department Strategy:* • *Actively evaluate projects for eligibility and project readiness for grant funding; apply for state and federal grants as calls for projects are announced.*  
• *Seek opportunities to secure additional revenue in order to become more financially stable while setting aside funds for future liabilities.*

	2011-12	2012-13	2012-13	2013-14
Measurement	Actual	Target	Estimate	Target
Percentage of grant applications that receive funding.	50%	50%	54%	50%
Percentage of revenue generated from out-of-county waste controlled by the new landfill operator set aside for future expansion, closure, and post-closure activities.	N/A	N/A	N/A	26%

**COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS**

**Objective(s):** • *Monitor and evaluate operations and implement strategies to continually improve efficiency and effectiveness.*

*Department Strategy:* • *Manage existing funding sources in order to maintain and build the Flood Control System by prioritizing maintenance and construction activities.*

	2011-12	2012-13	2012-13	2013-14
Measurement	Actual	Target	Estimate	Target
Percentage of Flood Control basins cleaned out to full capacity.	N/A	N/A	96%	99%



**SUMMARY OF BUDGET UNITS**

2013-14						
	Requirements	Sources	Net County Cost	Fund Balance	Net Budget	Staffing
<b>General Fund</b>						
Surveyor	3,536,654	2,972,208	564,446			25
Total General Fund	3,536,654	2,972,208	564,446			25
<b>Special Revenue Funds</b>						
Survey Monument Preservation	105,541	62,000		43,541		0
Transportation Special Revenue Funds - Consolidated	148,328,751	102,232,209		46,096,542		343
Total Special Revenue Funds	148,434,292	102,294,209		46,140,083		343
<b>Enterprise Funds</b>						
Solid Waste Enterprise Funds - Consolidated	86,589,419	85,238,287			(1,351,132)	81
Total Enterprise Funds	86,589,419	85,238,287			(1,351,132)	81
<b>Other Agencies *</b>						
Flood Control Consolidated	137,090,870	68,205,595		68,885,275		146
Flood Control Equipment	2,061,000	2,930,000			869,000	0
Total Other Agencies	139,151,870	71,135,595		68,885,275	869,000	146
<b>Total - All Funds</b>	<b>377,712,235</b>	<b>261,640,299</b>	<b>564,446</b>	<b>115,025,358</b>	<b>(482,132)</b>	<b>595</b>

\* Other Agencies are reported in a separate budget document.

Below is a reconciliation of staffing per budget unit and the Department organizational chart on the previous page:

	Surveyor	Transportation - Road Operations	Solid Waste Management - Operations	Flood Control District	Total
Gerry Newcombe	0	5	0	2	7
Arthur L. Rivera	0	0	67	0	67
Thomas Herrin	23	0	0	0	23
Mazin Kasey	0	72	0	0	72
Kevin Blakeslee	0	0	0	46	46
Brendon Biggs	0	218	0	68	286
Annesley Ignatius	0	27	0	23	50
Beatriz Valdez	2	21	14	7	44
<b>Total Budgeted Staffing</b>	<b>25</b>	<b>343</b>	<b>81</b>	<b>146</b>	<b>595</b>



<b>5-YEAR REQUIREMENTS TREND</b>					
	<b>2009-10</b>	<b>2010-11</b>	<b>2011-12</b>	<b>2012-13</b>	<b>2013-14</b>
Surveyor	3,569,567	3,552,346	3,543,358	3,585,492	3,536,654
Survey Monument Preservation	222,254	179,844	196,827	64,581	105,541
Transportation Consolidated	134,297,394	148,234,077	146,560,399	144,589,327	148,328,751
Solid Waste Enterprise Funds Consolidated	139,681,368	214,663,539	210,819,066	233,204,829	86,589,419
Flood Control Consolidated	117,721,245	129,491,826	125,626,420	126,374,541	137,090,870
Flood Control Equipment	2,609,001	5,094,468	7,916,830	6,726,093	2,061,000
<b>Total</b>	<b>398,100,829</b>	<b>501,216,100</b>	<b>494,662,900</b>	<b>514,544,863</b>	<b>377,712,235</b>

<b>5-YEAR SOURCES TREND</b>					
	<b>2009-10</b>	<b>2010-11</b>	<b>2011-12</b>	<b>2012-13</b>	<b>2013-14</b>
Surveyor	3,355,472	3,304,229	3,303,955	3,305,589	2,972,208
Survey Monument Preservation	59,660	56,124	59,670	58,510	62,000
Transportation Consolidated	90,378,581	76,538,362	87,830,847	80,139,699	102,232,209
Solid Waste Enterprise Funds Consolidated	93,396,166	73,738,120	66,017,889	95,284,250	85,238,287
Flood Control Consolidated	73,587,941	76,194,625	70,303,083	74,081,020	68,205,595
Flood Control Equipment	2,935,000	3,052,541	3,063,700	3,075,000	2,930,000
<b>Total</b>	<b>263,712,820</b>	<b>232,884,001</b>	<b>230,579,144</b>	<b>255,944,068</b>	<b>261,640,299</b>

<b>5-YEAR NET COUNTY COST TREND</b>					
	<b>2009-10</b>	<b>2010-11</b>	<b>2011-12</b>	<b>2012-13</b>	<b>2013-14</b>
Surveyor	214,095	248,117	239,403	279,903	564,446
<b>Total</b>	<b>214,095</b>	<b>248,117</b>	<b>239,403</b>	<b>279,903</b>	<b>564,446</b>

<b>5-YEAR FUND BALANCE TREND</b>					
	<b>2009-10</b>	<b>2010-11</b>	<b>2011-12</b>	<b>2012-13</b>	<b>2013-14</b>
Survey Monument Preservation	162,594	123,720	137,157	6,071	43,541
Transportation Consolidated	43,918,813	71,695,715	58,729,552	64,449,628	46,096,542
Flood Control Consolidated	44,133,304	53,297,201	55,323,337	52,293,521	68,885,275
<b>Total</b>	<b>88,214,711</b>	<b>125,116,636</b>	<b>114,190,046</b>	<b>116,749,220</b>	<b>115,025,358</b>

<b>5-YEAR NET BUDGET TREND</b>					
	<b>2009-10</b>	<b>2010-11</b>	<b>2011-12</b>	<b>2012-13</b>	<b>2013-14</b>
Solid Waste Enterprise Funds Consolidated	(46,285,202)	(140,925,419)	(144,801,177)	(137,920,579)	(1,351,132)
Flood Control Equipment	325,999	(2,041,927)	(4,853,130)	(3,651,093)	869,000
<b>Total</b>	<b>(45,959,203)</b>	<b>(142,967,346)</b>	<b>(149,654,307)</b>	<b>(141,571,672)</b>	<b>(482,132)</b>

Note: Beginning in fiscal year 2012-13, Capital Expenditures have been included and Depreciation has been excluded in requirements in enterprise and internal service funds for budgetary purposes. In the table above, prior years have been restated for consistency.



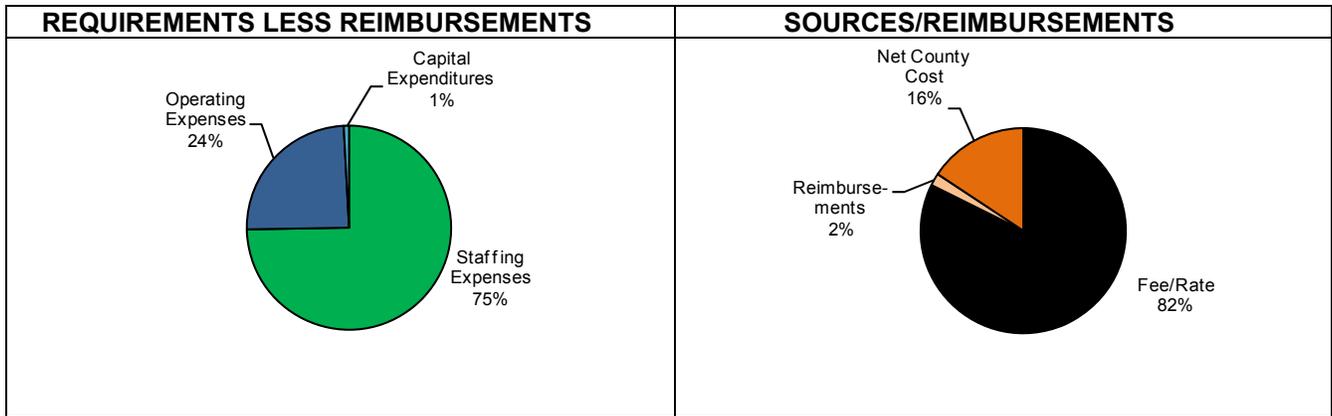
## Surveyor

### DESCRIPTION OF MAJOR SERVICES

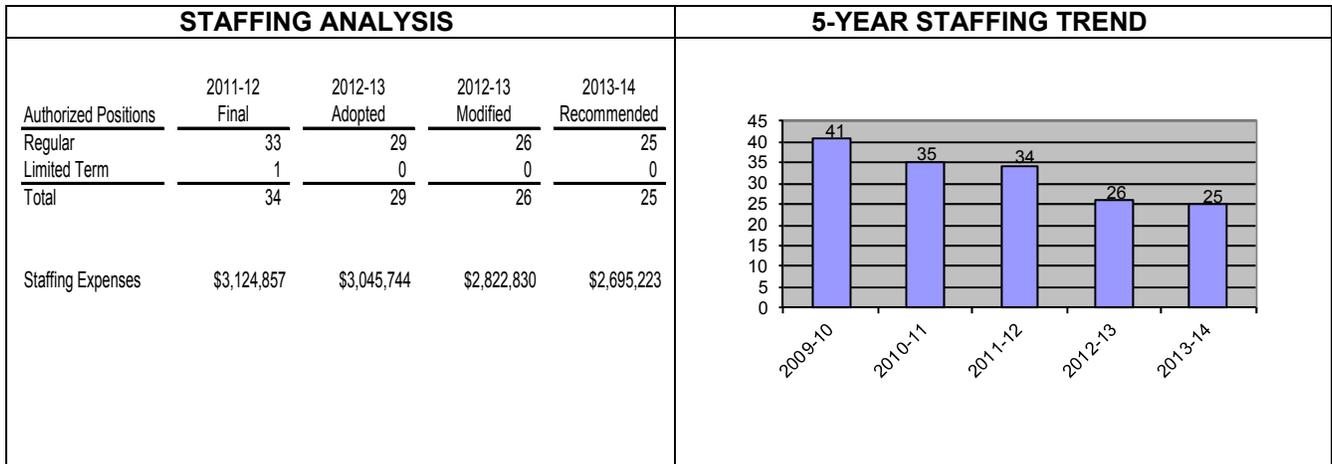
The function of the County Surveyor is to review subdivision maps as prescribed by state law, prepare legal descriptions and maps, perform design and construction surveys for various County departments, assist the public in matters relating to land boundaries, and ensure that sound surveying is used in the preparation of maps and plans for project development within the county. The County Surveyor ensures these maps and plans conform to conditions of approval, local ordinances, standards for development, and state laws. Field crews perform boundary and construction surveys for other County departments and are responsible for perpetuation of controlling survey monuments. The County Surveyor also maintains the integrity of the Countywide Geographic Information Services (GIS) Parcel Basemap.

Budget at a Glance	
Total Requirements	\$3,536,654
Total Sources	\$2,972,208
Net County Cost	\$564,446
Total Staff	25
Funded by Net County Cost	16%

### 2013-14 RECOMMENDED BUDGET



### BUDGETED STAFFING



## ANALYSIS OF 2013-14 RECOMMENDED BUDGET

GROUP: Operations and Community Services  
DEPARTMENT: Public Works - Surveyor  
FUND: General

BUDGET UNIT: AAA SVR  
FUNCTION: Public Protection  
ACTIVITY: Other Protection

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Estimate	2012-13 Modified Budget	2013-14 Recommended Budget	Change From 2012-13 Modified Budget
<b>Requirements</b>							
Staffing Expenses	3,137,690	3,053,515	3,123,951	2,766,829	2,822,830	2,695,223	(127,607)
Operating Expenses	492,489	567,041	493,051	635,138	774,022	880,855	106,833
Capital Expenditures	9,249	0	0	60,000	60,000	30,000	(30,000)
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	3,639,428	3,620,556	3,617,002	3,461,967	3,656,852	3,606,078	(50,774)
Reimbursements	(71,638)	(68,212)	(80,744)	(71,529)	(71,360)	(69,424)	1,936
Total Appropriation	3,567,790	3,552,344	3,536,258	3,390,438	3,585,492	3,536,654	(48,838)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	3,567,790	3,552,344	3,536,258	3,390,438	3,585,492	3,536,654	(48,838)
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	0	0	0	0	0	0
Fee/Rate	3,326,474	3,271,455	3,268,897	3,100,439	3,278,589	2,960,183	(318,406)
Other Revenue	28,996	33,456	22,494	10,096	27,000	12,025	(14,975)
Total Revenue	3,355,470	3,304,911	3,291,391	3,110,535	3,305,589	2,972,208	(333,381)
Operating Transfers In	0	0	0	0	0	0	0
Total Sources	3,355,470	3,304,911	3,291,391	3,110,535	3,305,589	2,972,208	(333,381)
Net County Cost	212,320	247,433	244,867	279,903	279,903	564,446	284,543
				Budgeted Staffing	26	25	(1)

## MAJOR EXPENDITURES AND REVENUE IN 2013-14 RECOMMENDED BUDGET

Staffing expenses represent the majority of requirements for 2013-14. In the event of unanticipated workload increases, \$100,000 has been included in operating expenses for the services of private land surveying firms as needed. Capital expenditures of \$30,000 represent the replacement of 3 data recorders needed to perform field surveys. All of these costs are necessary to provide the public with protection in matters that relate to sound surveying practices and to meet state mandated time frames. Sources of \$3.0 million include fees charged to customers for: field surveys, review of subdivision maps, preparation of legal descriptions/maps, and taxable sales of microfiche prints, plotter prints, electronic map images and photocopies.

## BUDGET CHANGES AND OPERATIONAL IMPACT

Budget changes for the Surveyor include a net decrease in staffing expenses of \$127,607 primarily due to the deletion of a Staff Analyst II position responsible for accounting and budget preparation. These functions are now being performed by other administrative staff within the Public Works Department. Accordingly, operating expenses are increased by a similar amount since the Surveyor is providing reimbursement for these services. A reduction in COWCAP, microfilm scanning services, and courier/ mailing expenses helped to offset this increase. Sources have been decreased by \$333,381 due to the continued slow development that has been occurring in this County. Net county cost has increased by \$284,543 to provide additional funding for costs associated with processing corner records, a mandated service, and maintaining the integrity of the Countywide Geographic Information Services (GIS) Parcel Basemap.

## STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$2.7 million fund 25 budgeted regular positions. As mentioned above, the Surveyor deleted a Staff Analyst II position responsible for accounting and budget preparation and is utilizing administrative personnel within the Public Works Department to accomplish these tasks.



The 2013-14 recommended budget also includes the following reclassifications:

- Engineering Technician V to Land Surveyor
- Engineering Technician IV to Land Surveyor

**2013-14 POSITION SUMMARY**

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Surveyor Administration	1	0	1	1	0	0	1
Field Section	13	0	13	13	0	0	13
Office Section	9	0	9	9	0	0	9
Administrative Services	2	0	2	2	0	0	2
<b>Total</b>	<b>25</b>	<b>0</b>	<b>25</b>	<b>25</b>	<b>0</b>	<b>0</b>	<b>25</b>

<b>Surveyor Administration</b>	<b>Field Section</b>	<b>Office Section</b>
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 County Surveyor	1 Supervising Land Surveyor	1 Survey Division Chief
1 Total	1 Land Surveyor	1 Supervising Land Surveyor
	5 Survey Party Chief	1 Land Surveyor
	1 Engineering Technician V	1 Engineering Technician V
	1 Engineering Technician IV	3 Engineering Technician IV
	3 Engineering Technician III	1 Engineering Technician III
	1 Engineering Technician II	1 Secretary I
	<b>13 Total</b>	<b>9 Total</b>
<b>Administrative Services</b>		
<u>Classification</u>		
1 Accounting Technician		
1 Fiscal Assistant		
<b>2 Total</b>		



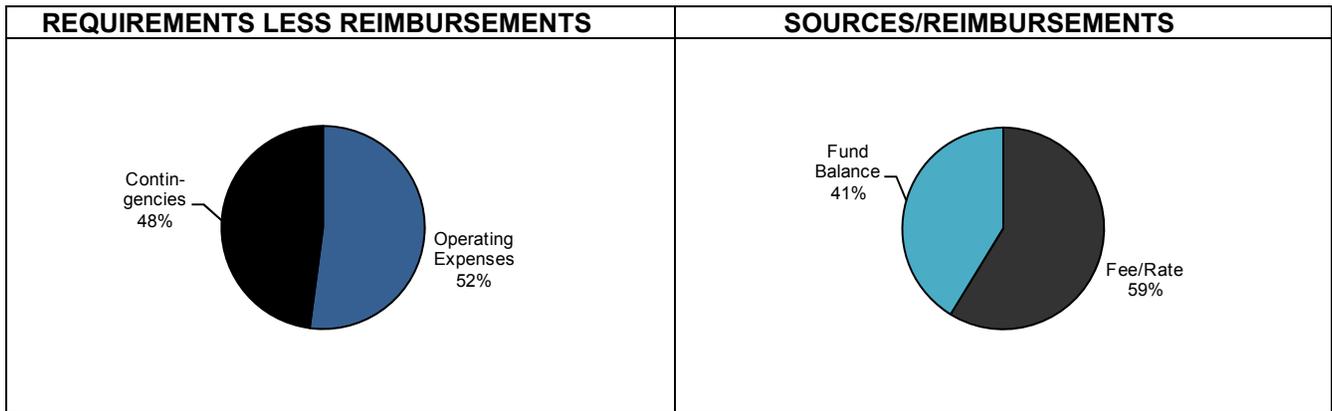
## Survey Monument Preservation

### DESCRIPTION OF MAJOR SERVICES

The Survey Monument Preservation budget unit was established to account for expenses incurred related to the retracement or re-monument surveys of major historical land division lines, upon which later surveys are based. These include, but are not limited to, surveys of government section lines, rancho section lines, acreage subdivision lot lines, and subdivision boundary lines. The services related to this budget unit are funded by a \$10 fee charged to the public for filing or recording specific types of grant deeds conveying real property.

Budget at a Glance	
Total Requirements	\$105,541
Total Sources	\$62,000
Fund Balance	\$43,541
Use of Fund Balance	\$0
Total Staff	0

### 2013-14 RECOMMENDED BUDGET



## ANALYSIS OF 2013-14 RECOMMENDED BUDGET

GROUP: Operations and Community Services  
DEPARTMENT: Public Works - Surveyor  
FUND: Survey Monument Preservation

BUDGET UNIT: SBS SVR  
FUNCTION: Public Protection  
ACTIVITY: Other Protection

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Estimate	2012-13 Modified Budget	2013-14 Recommended Budget	Change From 2012-13 Modified Budget
<b>Requirements</b>							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	98,534	42,685	145,131	37,236	57,674	55,000	(2,674)
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	0	0	0	6,907	50,541	43,634
Total Exp Authority	98,534	42,685	145,131	37,236	64,581	105,541	40,960
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	98,534	42,685	145,131	37,236	64,581	105,541	40,960
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	98,534	42,685	145,131	37,236	64,581	105,541	40,960
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	0	0	0	0	0	0
Fee/Rate	59,660	56,123	59,670	74,706	58,510	62,000	3,490
Other Revenue	0	0	0	0	0	0	0
Total Revenue	59,660	56,123	59,670	74,706	58,510	62,000	3,490
Operating Transfers In	0	0	0	0	0	0	0
Total Sources	59,660	56,123	59,670	74,706	58,510	62,000	3,490
				Fund Balance	6,071	43,541	37,470
				Budgeted Staffing	0	0	0

### MAJOR EXPENDITURES AND REVENUE IN 2013-14 RECOMMENDED BUDGET

Operating expenses and contingencies totaling \$105,541 are for services specifically related to retracement or re-monument surveys. Sources of \$62,000 are from fees charged to the public for filing or recording specific types of grant deeds conveying real property.

### BUDGET CHANGES AND OPERATIONAL IMPACT

An increase in contingencies is a reflection of additional fund balance available for 2013-14.

### STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.



## Transportation Special Revenue Funds - Consolidated

### DESCRIPTION OF MAJOR SERVICES

**Road Operations** is responsible for the operation, maintenance, and improvement of the County's road system that currently includes approximately 2,769 miles of roadways. Additional activities include administration, planning, design, construction, environmental management, and traffic operations.

#### Budget at a Glance

Total Requirements	\$148,328,751
Total Sources	\$102,232,209
Fund Balance	\$46,096,542
Use of Fund Balance	\$14,855,030
Total Staff	343

The Division's routine maintenance activities include patching and crack filling on approximately 7,500 lane-miles of asphalt pavement, grading of 533 miles of unpaved roads, shoulder maintenance, snowplowing of over 300 miles of mountain roads, traffic signal maintenance at 56 intersections, roadside weed abatement in urban areas, traffic sign and pavement striping maintenance throughout the system, storm repairs and cleanup, maintenance of 380 bridges and thousands of concrete box and metal pipe culverts, as well as maintenance of drainage facilities such as inlets, ditches, dikes, and gutters. Maintenance functions are provided through 13 yard districts with regional facilities located to best serve the 20,000 square-mile area of the County.

Road activities are funded primarily from highway-users sources. Funding sources consist of state and federal fuel taxes (Highway Users' Tax or Gas Tax), voter-approved state transportation infrastructure bond (Proposition 1B – a one-time funding source), local transportation funds generated by sales tax revenues (Measure I), and development fees. The Department has eight established Local Area Transportation Facilities Development Plans and one Regional Development Mitigation Plan containing 16 subareas throughout the County to collect funds for the purpose of mitigating the impacts of new development. Construction of major improvements (such as new roads, bridges, or adding of lanes) is limited to a few projects per year based on available financing.

The County's goal, for the maintained roads Pavement Condition Index (PCI), is good or better rating. Currently the average rating is in the very good range with some roads below a PCI rating of "Fair". In prior years, the Division utilized Gas Tax to fund the local share of major infrastructure projects such as major arterials and grade separations instead of utilizing those funds to maintain or improve the County Maintained Road System (Road System). Over the last two years, the General Fund provided a total of \$13.0 million to the Division to support the Pavement Management Program. With the focus of the Transportation Division being shifted to emphasize the maintenance of the Road System ahead of capital projects, the Division allocated its main funding sources to support maintenance and pavement preservation projects. Thus for 2013-14, the General Fund contribution for maintenance activities is only \$0.4 million. With this allocation, routine maintenance and pavement preservation projects will still be funded at \$23.0 million and \$18.0 million respectively and other Departmental functions such as traffic safety and support will still be maintained at the same level. This fundamental shift, which is necessary to ensure that the pavement condition of the Road System does not deteriorate, will also have an impact on the ability to complete non-pavement preservation projects that have been programmed as Gas Tax is no longer available to pay for the local share. These projects will now be reflected as unfunded and will be completed at the discretion of the Board of Supervisors. Therefore, in 2013-14, the General Fund is contributing \$0.9 million for the Yates Road realignment project and due to the slow growth in developer fees, the General Fund will also contribute \$3.2 million to help fund the required development contribution of the Glen Helen Parkway grade separation project. Furthermore due to the end of Proposition 1B funding in 2013-14, it is expected that in the upcoming years, the Division will not be able to sustain an \$18 million allocation to the Pavement Management Program and will require additional discretionary general funding to maintain the pavement condition of the Road System.

The Department's Land Development functions are being transferred to the Land Use Services Department effective July 1, 2013 in order to improve overall service to the development community.

**Measure I** is a Countywide one-half cent transaction use tax that was passed by the voters of San Bernardino County in November 1989 (1989 Measure), and extended by voters in 2004 (2004 Measure), to provide funding for transportation improvements until 2040. Measure I provides funding for roadway resurfacing, rehabilitation, and widening projects, as well as traffic signal projects throughout the County. The County is divided into six sub-

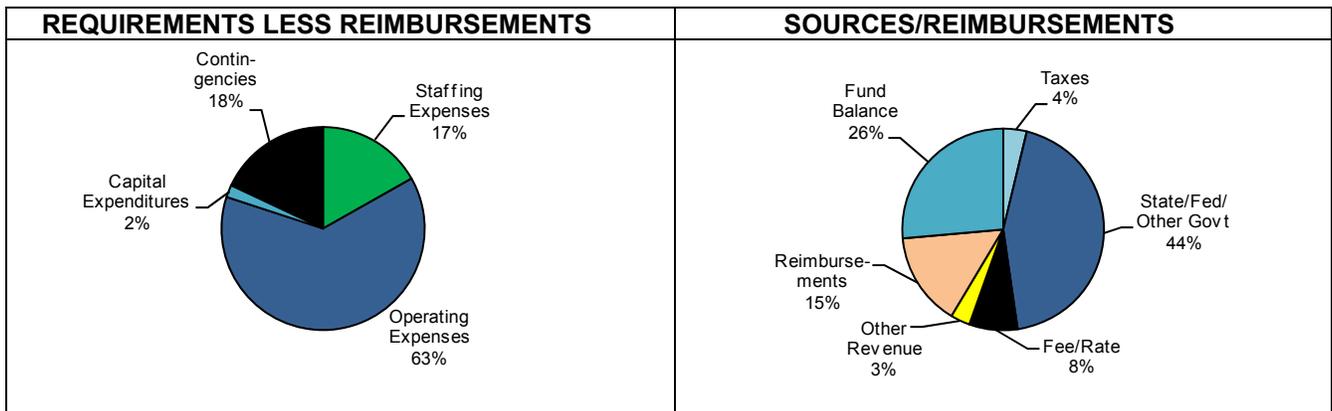


areas, and the Measure I funds received must be spent within the sub-area in which they were collected. The sub-areas are as follows: North Desert, Morongo Basin, San Bernardino Mountains, Colorado River, Victor Valley, and San Bernardino Valley.

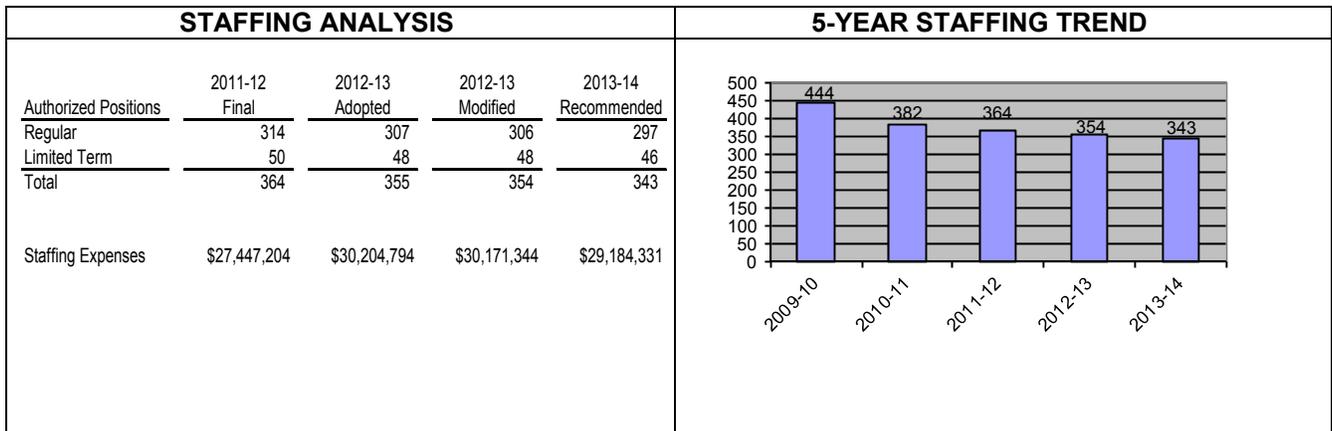
**Facilities Development Plans** were established by County ordinance to collect development impact fees for new construction of roads within the boundaries of the established fee areas. Fee ordinances have been approved in the areas of Helendale/Oro Grande, High Desert (Phelan and Pinon Hills), Lucerne Valley, Oak Glen, Yucaipa, Oak Hills, Snowdrop Road, South and East Apple Valley, and Summit Valley. Interim fee plans in the areas of Big Bear and Joshua Tree have been approved to collect fees pending final approval from the residents. Yucaipa and Oak Glen were dissolved in 2007 due to annexation.

**Regional Development Mitigation Plan** was adopted by the Board of Supervisors in 2006 as a condition of the voter approved Measure I Ordinance to generate fair-share development contributions for regional transportation needs resulting from the impacts of new development, including freeway interchanges, regional arterials, and railroad grade separation projects. The County of San Bernardino’s development contribution target shares were calculated for each of the unincorporated city spheres of influence in the San Bernardino Valley and Victor Valley as part of San Bernardino Associated Government’s (SANBAG) Development Mitigation Nexus Study. Development impact fees are collected at the time of issuance of a building permit for all residential, commercial, and industrial development. When sufficient fees are collected to cover the development contribution fair-share amount of projects, applications are submitted to SANBAG for the regional Measure I and/or federal and state funds necessary to construct the regional arterial roads, freeway interchanges, and railroad grade separation projects listed in the Regional Development Mitigation Plan. The Regional Development Mitigation Plan was updated with the effective date of August 25, 2012.

**2013-14 RECOMMENDED BUDGET**



**BUDGETED STAFFING**



## ANALYSIS OF 2013-14 RECOMMENDED BUDGET

GROUP: Operations and Community Services  
 DEPARTMENT: Public Works - Transportation  
 FUND: Transportation Special Revenue Funds - Consolidated

BUDGET UNIT: Various  
 FUNCTION: Public Ways and Facilities  
 ACTIVITY: Public Ways

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Estimate	2012-13 Modified Budget	2013-14 Recommended Budget	Change From 2012-13 Modified Budget
<b>Requirements</b>							
Staffing Expenses	26,783,427	28,064,072	27,438,880	28,300,000	30,171,344	29,184,331	(987,013)
Operating Expenses	30,058,175	77,281,457	70,884,542	64,365,649	93,377,362	109,792,189	16,414,827
Capital Expenditures	2,570,520	6,556,695	6,854,687	6,353,515	7,267,807	3,442,000	(3,825,807)
Contingencies	0	0	0	0	32,143,980	31,241,512	(902,468)
Total Exp Authority	59,412,122	111,902,224	105,178,109	99,019,164	162,960,493	173,660,032	10,699,539
Reimbursements	(6,101,911)	(16,986,373)	(18,621,122)	(15,066,946)	(19,941,435)	(26,215,914)	(6,274,479)
Total Appropriation	53,310,211	94,915,851	86,556,987	83,952,218	143,019,058	147,444,118	4,425,060
Operating Transfers Out	11,318,805	214,098	5,119,090	5,771,254	1,570,269	884,633	(685,636)
Total Requirements	64,629,016	95,129,949	91,676,077	89,723,472	144,589,327	148,328,751	3,739,424
<b>Sources</b>							
Taxes	5,757,788	4,658,635	6,195,459	6,333,263	4,668,369	6,580,789	1,912,420
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	70,482,121	56,212,604	60,477,497	49,401,049	60,319,211	76,699,807	16,380,596
Fee/Rate	1,941,752	5,038,763	5,274,361	2,926,281	7,005,472	13,509,200	6,503,728
Other Revenue	1,043,312	882,898	2,069,182	308,788	555,171	508,784	(46,387)
Total Revenue	79,224,973	66,792,900	74,016,499	58,969,381	72,548,223	97,298,580	24,750,357
Operating Transfers In	11,885,711	9,637,047	16,234,378	12,950,000	7,591,476	4,933,629	(2,657,847)
Total Sources	91,110,684	76,429,947	90,250,877	71,919,381	80,139,699	102,232,209	22,092,510
				Fund Balance	64,449,628	46,096,542	(18,353,086)
				Budgeted Staffing	354	343	(11)

## DETAIL OF 2013-14 RECOMMENDED BUDGET

	2013-14			
	Requirements	Sources	Fund Balance	Staffing
<b>Special Revenue Funds</b>				
Road Operations	111,488,953	90,385,556	21,103,397	343
Measure I	27,417,501	9,146,027	18,271,474	0
Facilities Development Plans	2,767,183	48,333	2,718,850	0
Regional Development Mitigation Plan	6,655,114	2,652,293	4,002,821	0
Total Special Revenue Funds	148,328,751	102,232,209	46,096,542	343

**Road Operations** has requirements of \$111.5 million consisting of the following: \$29.2 million for staffing costs of 343 positions; \$80.9 million for operating expenses such as road maintenance, equipment/materials purchases, vehicle maintenance, County internal service and administrative expenses, insurance, professional services for road construction projects, and transfers for labor/equipment usage within all Department of Public Works divisions; \$3.4 million for capital expenditures (\$2.8 million to purchase land and right-of-way for planned road construction projects and \$0.6 million to replace equipment needed for daily operations); \$23.2 million in reimbursements from other Department of Public Works divisions for labor and equipment usage; \$0.9 million in operating transfers out primarily for capital improvement projects managed by the Architecture and Engineering Department (primarily demolition work for the Glen Helen Parkway grade separation project and paving the parking lot for the Big Bear Yard); and \$20.3 million is contingencies for future construction projects and a new accounting system.



Sources of \$90.4 million includes \$46.5 million in Gas Tax and \$25.7 million in state, federal, and other government aid for construction projects, with some of the major contributions being as follows:

- \$6.4 million from SANBAG for various projects
- \$3.9 million from State Proposition 1B funds for share of the Glen Helen Grade separation project
- \$3.6 million from Highway Bridge Program for various bridge repair and replacement projects
- \$2.9 million from Federal Highway Administration for Alabama Street at City Creek culvert replacement
- \$2.3 million from Union Pacific and Burlington Northern Santa Fee Railroads
- \$1.1 million from Highway Safety Improvement Program for Valley Boulevard median installation project

Also included in sources are: \$8.3 million from the San Bernardino Redevelopment Successor Agency for completion of the Cherry Avenue widening project and Cherry Avenue at Interstate 10 interchange improvement project; \$3.5 million of Federal Highway Administration Surface Transportation Program funds for the Cedar Avenue at Interstate 10 interchange improvement project; \$1.1 million from permit/inspection fees and other miscellaneous reimbursement for services to outside agencies; \$4.9 million in operating transfers, including a General Fund contribution of \$3.2 million for the local developer's share of the Glen Helen Parkway grade separation project; and \$0.4 million in other sources (primarily interest earnings).

Over the years, Gas Tax and Measure I funding have declined while costs have increased. In 2012-13, the General Fund contributed \$5.0 million in one-time funding to Transportation to assist in the maintenance of the County Maintained Road System. For 2013-14, the General Fund contribution decreased to \$0.4 million.

**Measure I** has requirements of \$27.4 million consisting of \$25.3 million in operating expenses for road construction projects, routine maintenance, and snow removal; \$4.9 million in anticipated contingencies set aside for future road construction projects; and \$2.8 million in reimbursements from Road Operations to partially fund a portion of costs associated with Ranchoero Road and Phelan Road. Sources of \$9.1 million include \$6.6 million in Measure I sales tax and \$2.5 million in federal and other government aid for the following projects: Ranchoero Road signal installation; Maple Lane drainage improvements; and Orange Blossom bike trail.

**Facilities Development Plans** has requirements of \$2.8 million, which includes \$0.9 million in operating expenses primarily for the design of Shadow Mountain Road in the Helendale/Oro Grande area and Rock Springs Road Widening and Bridge over the Mojave River in the Southeast Apple Valley area. These expenses are partially offset by a reimbursement of \$138,368 from the Measure I fund for a share of the Shadow Mountain project. Additionally, \$2.0 million has been allocated to contingencies for future construction projects. Sources of \$48,333 consist of anticipated development fees and estimated interest earnings.

**Regional Development Mitigation Plan** has requirements of \$6.7 million. This amount consists of \$2.2 million to the Road Operations fund for SANBAG's public local share of Reche Canyon Road and Slover Avenue rehabilitation projects, Glen Helen Grade separation project, and Cherry Avenue at Interstate 10 interchange improvement project; \$0.5 million to Measure I for developer's share of Ranchoero Road; and \$4.0 million allocated to contingencies for future road construction projects. Sources of \$2.7 million include \$2.1 million from SANBAG for various road rehabilitation projects and \$0.6 million in development fees.

## BUDGET CHANGES AND OPERATIONAL IMPACT

**Consolidated Special Revenue Funds** are increasing total requirements by a net amount of \$3.7 million as follows:

- \$1.0 million decrease in staffing expenses primarily because of a net reduction of 11 budgeted positions.
- \$25.3 million increase for new road construction projects that include Glen Helen Parkway grade separation, Maple Lane drainage improvements, Ranchoero Road signal installation, Alabama Street at City Creek culvert construction, National Trails Highway bridge rehabilitation projects at Avon and Kalmia washes, and various sidewalk construction projects.
- \$15.0 million decrease due to projects being completed during 2012-13 including Cherry Avenue widening, Lenwood Road culvert construction, Escondido Road drainage improvements, Sheep Creek Road rehabilitation, and Baldwin Lake Road rehabilitation.
- \$6.1 million increase for transfers among funds due to contributions for various road improvement projects including Ranchoero Road signal installation, Glen Helen Parkway grade separation, and Maple Lane drainage improvements.



- \$3.8 million decrease in capital expenditures due to a \$1.8 million reduction in anticipated right of way purchases for major construction projects and \$2.0 million less for equipment and vehicle purchases.
- \$0.9 million decrease in contingencies due to utilization of these funds for current projects.
- \$6.3 million increase in reimbursements due to additional inter-fund contributions for joint participation projects including \$4.5 million from Measure I for Yates Road realignment, North Bay Road rehabilitation, and Glen Helen Parkway grade separation, and \$1.8 million from Flood Control District for Alabama Street at City Creek culvert replacement.
- \$0.7 million decrease in operating transfers out, primarily to Architecture and Engineering Department for oversight of various capital improvement projects.

Total sources are increasing by a net \$22.1 million primarily as a result of the following additional funds anticipated for 2013-14:

- \$1.9 million of Measure I tax revenue.
- \$6.7 million from SANBAG for Glen Helen Parkway grade separation project (\$5.2 million) and Maple Lane drainage improvements (\$1.5 million).
- \$2.3 million from Southern Pacific and Union Pacific Burlington Northern Rail Roads for the Glen Helen Parkway grade separation project.
- \$4.6 million from Federal Highway Administration for Alabama Street culvert construction (\$2.9 million) and Glen Helen Parkway bridge construction (\$1.7 million).
- \$1.3 million from the Highway Bridge Program for Yermo Bridge reconstruction.
- \$1.8 million from the Highway Safety Improvement Program for the Cedar Avenue and Valley Avenue median installation projects.
- \$8.3 million from the San Bernardino Redevelopment Agency successor for the Cherry Avenue widening project and the Cherry Avenue at Interstate 10 interchange improvement project.

These increases are partially offset by the following sources reductions:

- \$2.1 million less from other agencies that includes the City of Fontana for right of way portion of the Cherry Avenue at Interstate 10 interchange improvement project (\$1.5 million) and SANBAG for Calabash Avenue improvements (\$0.6 million).
- \$2.7 million less is operating transfers from the General Fund for a cost accounting system (\$2.0 million) and various road projects (\$0.7 million).

The fund balance is projected to decrease by \$18.4 million due to the planned completion of several Proposition 1B funded road construction projects in 2012-13.

## PROGRAMMATIC INFORMATION

With the focus of the Transportation Division being the maintenance of the County's Maintained Road System, public safety, and infrastructure improvements, a variety of road related projects have been identified for 2013-14.

Project Type	Major Projects	Funding Sources
Major Rehabilitation and Overlay	Parker Dam Road, Rimrock Road, Almond Avenue	Measure I, Proposition 1B, Gas Tax
Surface and Chip Seal	El Paseo Street, Cedar Avenue, Grove Place	Measure I and Gas Tax
Major Infrastructure Improvements	Glen Helen Parkway grade separation, Lenwood Road grade separation, Yates Road reconstruction, Interstate 10 at Cherry Avenue interchange improvement.	Measure I, Gas Tax, Flood Control District, Federal grants, Developer Fees, and other local agencies
Public Safety	Medians on Cedar Avenue, crosswalk lights on Beach Avenue, and various sidewalk construction.	Measure I, Gas Tax, Federal and State grants
Bridge Repair and Replacement	Yermo Bridge, Garnet Street Bridge, and several bridge repairs on National Trails Highway.	Federal grants, Gas Tax, Federal Toll Credits



## STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$29.2 million fund 343 budgeted positions of which 297 are regular positions and 46 are limited term positions. The 2013-14 budget reflects a net decrease of 11 positions. Changes include the addition of the following new positions:

- 1 Business Applications Manager (BAM) to interact primarily with the Information Systems Department (ISD) on future system implementations and development of integral functions, policies and procedures. This addition will not have a budgetary impact since Public Works is currently paying ISD for the equivalent of a full time BAM.
- 1 Accountant III to help manage the complex reporting, auditing, and cost accounting requirements associated with the Department of Public Works.

The Transportation Division is also deleting 3 vacant positions (1 Public Works Engineer II; 1 Engineering Technician IV; 1 Engineering Technician V) without an impact to departmental operations and transferring 10 positions (1 Public Works Engineer IV; 1 Public Works Engineer III; 2 Public Works Engineer II; 1 Engineering Technician V; 3 Engineering Technician IV; 1 Secretary I; 1 Office Assistant III) to the Land Use Services Department in order to better serve the development community.

In addition, the 2013-14 budget includes the following recommended reclassifications:

- Automated Systems Analyst I to Automated Systems Analyst II
- Engineering Technician I to Engineering Technician II

## 2013-14 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Administration	5	0	5	5	0	0	5
Design	28	0	28	27	1	0	28
Planning	18	1	19	17	2	0	19
Traffic	25	0	25	23	2	0	25
Operations	144	42	186	160	26	0	186
Contracts/Inspections	25	2	27	25	2	0	27
Traffic Operations Services	24	1	25	24	1	0	25
Permits	7	0	7	7	0	0	7
Administrative Services	12	0	12	11	0	1	12
Budget/Revenue Claiming	5	0	5	5	0	0	5
Information Technology Services	4	0	4	3	0	1	4
<b>Total</b>	<b>297</b>	<b>46</b>	<b>343</b>	<b>307</b>	<b>34</b>	<b>2</b>	<b>343</b>



<b>Administration</b>	<b>Design</b>	<b>Planning</b>
<p><u>Classification</u></p> <ul style="list-style-type: none"> <li>1 Director of Public Works</li> <li>1 Executive Secretary II</li> <li>1 Secretary II</li> <li>1 Staff Analyst II</li> <li>1 Office Assistant III</li> </ul> <hr/> <p>5 Total</p>	<p><u>Classification</u></p> <ul style="list-style-type: none"> <li>1 Public Works Engineer IV</li> <li>3 Public Works Engineer III</li> <li>6 Public Works Engineer II</li> <li>1 Supervising Land Surveyor</li> <li>5 Engineering Technician V</li> <li>5 Engineering Technician IV</li> <li>4 Engineering Technician III</li> <li>1 Engineering Technician II</li> <li>1 Secretary I</li> <li>1 Office Assistant III</li> </ul> <hr/> <p>28 Total</p>	<p><u>Classification</u></p> <ul style="list-style-type: none"> <li>1 Chief Public Works Engineer</li> <li>1 Public Works Engineer IV</li> <li>2 Public Works Engineer III</li> <li>2 Public Works Engineer II</li> <li>1 Engineering Technician V</li> <li>3 Engineering Technician IV</li> <li>1 Engineering Technician III</li> <li>1 Supervising Transportation Analyst</li> <li>4 Transportation Analyst</li> <li>1 Geographic Info Systems Tech III</li> <li>1 Contract PSG Transportation Planner</li> <li>1 Secretary I</li> </ul> <hr/> <p>19 Total</p>
<b>Traffic</b>	<b>Operations</b>	<b>Contracts/Inspections</b>
<p><u>Classification</u></p> <ul style="list-style-type: none"> <li>1 Public Works Engineer IV</li> <li>3 Public Works Engineer III</li> <li>2 Public Works Engineer II</li> <li>1 Incident Reconstruction Specialist</li> <li>1 Engineering Technician V</li> <li>6 Engineering Technician IV</li> <li>5 Engineering Technician III</li> <li>3 Engineering Technician II</li> <li>1 Secretary I</li> <li>1 Office Assistant IV</li> <li>1 Office Assistant II</li> </ul> <hr/> <p>25 Total</p>	<p><u>Classification</u></p> <ul style="list-style-type: none"> <li>1 Chief Public Works Engineer</li> <li>2 Public Works Operations Supt</li> <li>10 Public Works Operations Supv</li> <li>13 Maintenance &amp; Const Supv II</li> <li>2 Maintenance &amp; Const Supv I</li> <li>16 Maintenance &amp; Const Worker II</li> <li>12 Maintenance &amp; Const Worker I</li> <li>23 Equipment Operator III</li> <li>69 Equipment Operator II</li> <li>34 Equipment Operator I</li> <li>1 Equipment Parts Specialist I</li> <li>1 Secretary II</li> <li>1 Office Assistant III</li> <li>1 Public Service Employee</li> </ul> <hr/> <p>186 Total</p>	<p><u>Classification</u></p> <ul style="list-style-type: none"> <li>1 Chief Public Works Engineer</li> <li>1 Public Works Engineer IV</li> <li>4 Public Works Engineer III</li> <li>3 Public Works Engineer II</li> <li>2 Contract Project Senior Inspector</li> <li>4 Engineering Technician V</li> <li>5 Engineering Technician IV</li> <li>4 Engineering Technician III</li> <li>1 Engineering Technician II</li> <li>1 Secretary I</li> <li>1 Office Assistant II</li> </ul> <hr/> <p>27 Total</p>
<b>Traffic Operations Services</b>	<b>Permits</b>	<b>Administrative Services</b>
<p><u>Classification</u></p> <ul style="list-style-type: none"> <li>1 Public Works Operations Supv</li> <li>2 Maintenance &amp; Const Supv II</li> <li>1 Maintenance &amp; Const Supv I</li> <li>14 Maintenance &amp; Const Worker II</li> <li>3 Maintenance &amp; Const Worker I</li> <li>1 Equipment Operator III</li> <li>1 Equipment Operator II</li> <li>2 Equipment Operator I</li> </ul> <hr/> <p>25 Total</p>	<p><u>Classification</u></p> <ul style="list-style-type: none"> <li>1 Public Works Engineer III</li> <li>1 Public Works Engineer II</li> <li>4 Engineering Technician IV</li> <li>1 Office Assistant III</li> </ul> <hr/> <p>7 Total</p>	<p><u>Classification</u></p> <ul style="list-style-type: none"> <li>1 Public Works Chief Financial Officer</li> <li>1 Administrative Supervisor II</li> <li>1 Supervising Accountant II</li> <li>1 Accountant III</li> <li>2 Accountant II</li> <li>1 Supervising Accounting Technician</li> <li>1 Accounting Technician</li> <li>1 Reproduction Equipment Operator</li> <li>1 Payroll Specialist</li> <li>2 Fiscal Assistant</li> </ul> <hr/> <p>12 Total</p>
<b>Budget/Revenue Claiming</b>	<b>Information Technology Services</b>	
<p><u>Classification</u></p> <ul style="list-style-type: none"> <li>1 Budget Officer</li> <li>3 Staff Analyst II</li> <li>1 Fiscal Assistant</li> </ul> <hr/> <p>5 Total</p>	<p><u>Classification</u></p> <ul style="list-style-type: none"> <li>1 Business Applications Manager</li> <li>1 Business Systems Analyst II</li> <li>1 Automated Systems Analyst II</li> <li>1 Automated Systems Technician</li> </ul> <hr/> <p>4 Total</p>	



## Solid Waste Enterprise Funds - Consolidated

### DESCRIPTION OF MAJOR SERVICES

**Operations Fund** is responsible for the operation and management of the County's solid waste disposal system, which consists of six regional landfills, nine transfer stations, and thirty-three closed landfills or disposal sites. The Solid Waste Management Division also administers the County's solid waste franchise program which authorizes and regulates trash collection by private haulers in the County unincorporated area, and state mandated waste diversion and recycling programs. This is the only fund that has staffing associated with it.

#### Budget at a Glance

Total Requirements	\$86,589,419
Total Sources	\$85,238,287
Net Budget	(\$1,351,132)
Estimated Unrestricted Net Assets	(\$62,308,127)
Use of Unrestricted Net Assets	\$1,351,132
Total Staff	81

While the Solid Waste Management Division has approximately \$106.5 million in short-term assets such as cash that is used to support the operations of the system, the Division is estimating its Unrestricted Net Assets to be in deficit by \$62.3 million at June 30, 2013 due to the inclusion of approximately \$170.2 million of long term landfill liabilities for pollution remediation obligations, future closure construction, and post-closure maintenance. These liabilities do not come due within the current year budget and represent future costs that will be funded with future revenue. For 2013-14, the Division will be using approximately \$1.4 million of its short term assets to balance the budget.

**Site Closure and Maintenance Fund** provides for the closure of landfills and for post-closure maintenance (e.g. fencing, storm damage, soil erosion, but excluding landfill gas and groundwater monitoring) required by Titles 14 and 27 of the California Code of Regulations. This budget unit accounts for the requirements and sources related to the planning, design, permitting, construction, and maintenance activities required for closure and post-closure maintenance of County landfills.

**Site Enhancement, Expansion and Acquisition Fund** provides for the construction of landfills and transfer stations, purchase of land, construction of ancillary facilities, and site enhancements, all of which are directly related to the increase of waste capacity. This budget unit accounts for the requirements and sources related to the planning, permitting, design, and construction activities required for the expansion and/or enhancement of County landfill and transfer station operations.

**Environmental Fund** provides environmental mitigation and monitoring activities (e.g., landfill gas systems operation, maintenance and monitoring, groundwater monitoring and remediation) at disposal sites and active and closed landfill sites for the health and safety of the public. This budget unit accounts for the requirements and sources related to these environmental mitigation and monitoring activities.

**Environmental Mitigation Fund (EMF)** was established to provide separate accountability of that portion of the tipping fee designated as a resource for addressing solid waste facilities impacts on local communities. On July 10, 2001, the Board of Supervisors (Board) approved an Environmental Mitigation Fund Use Policy. In accordance with this policy, projects or programs must reduce, avoid, or otherwise mitigate impacts arising from the operations and management of a County owned landfill or transfer station to be eligible for use of EMF monies. Current programs funded through EMF monies are the Household Hazardous Waste Program in unincorporated County communities, ongoing since 1993; and the Host Cities Program. Sources collected in this fund are also used to make contractual payments to the seven host cities with a County landfill or transfer station within its boundary or sphere of influence. On March 30, 2004, the Board approved an amended EMF Use Policy that revised the eligibility criteria to include the County's portion of costs associated with debris cleanup in the aftermath of a locally declared disaster. Also, for 2008-09 and forward, all uncovered load fees will be transferred into this fund and used to finance the fund's activities.

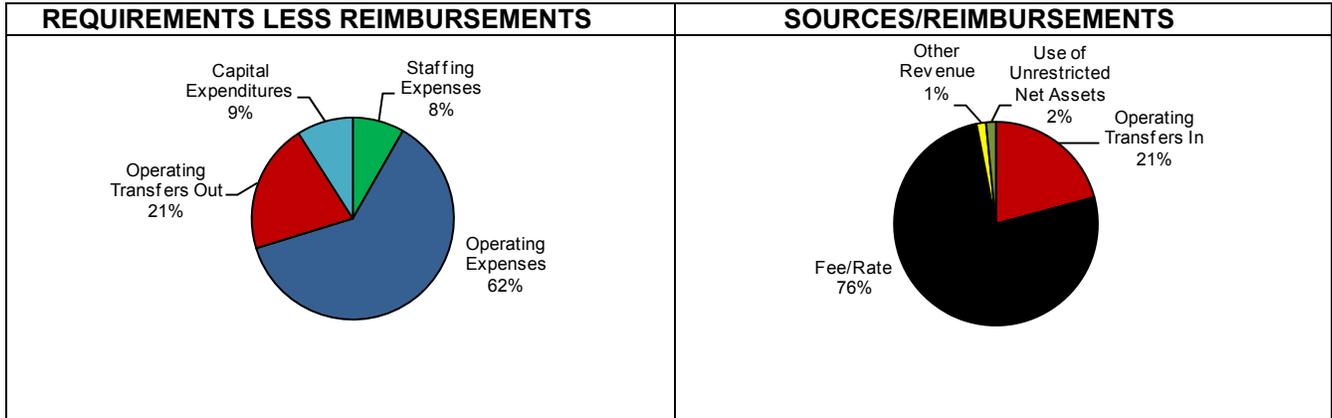
**Closure and Post-Closure Maintenance Fund** provides for the funding of landfill closure construction for those facilities that fall within the regulatory requirements of landfill facilities that were still actively receiving waste as of 1989. Deposits are made to this budget unit from the Solid Waste Operations budget unit, as needed, to provide proper funding, based upon the amount of waste deposited into the landfills each year. No expenditures are booked to this budget unit, only operating transfers out to the Site Closure and Maintenance budget unit and



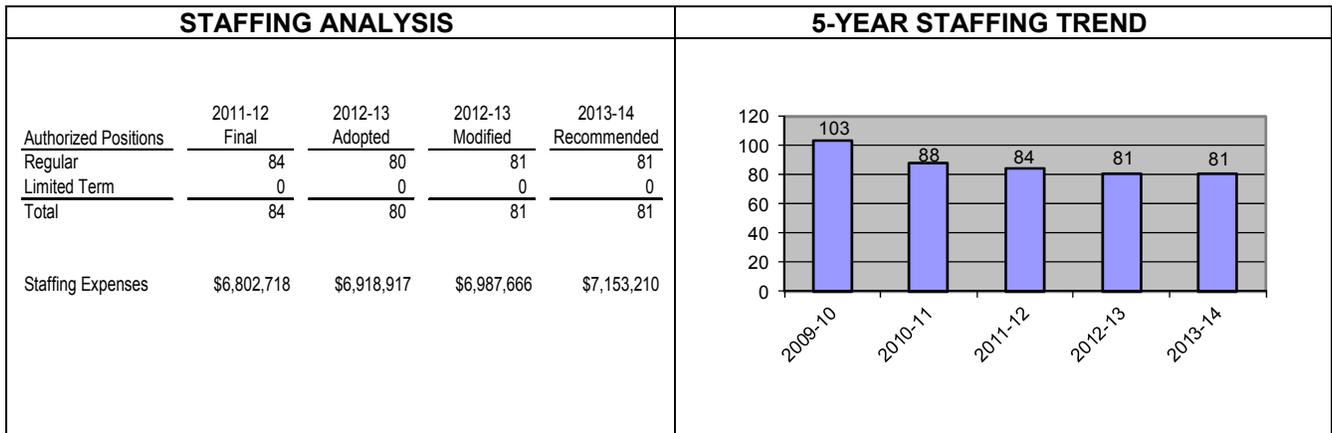
contingencies to reflect total net assets available at year end. Operating transfers to the Site Closure and Maintenance budget unit can only be done when Solid Waste Management Division receives written approval from CalRecycle for the release of funds.

**Solid Waste Management Earned Leave Fund** provides for the funding of employee compensated absences which are the accumulated vacation, holiday benefits, sick pay, and compensatory time recorded as an expense and non-current liability as benefits are earned. In the event of retirement or termination, an employee is paid 100% of accumulated vacation, holiday and compensatory time. This fund was newly created in 2011-12.

**2013-14 RECOMMENDED BUDGET**



**BUDGETED STAFFING**



**ANALYSIS OF 2013-14 RECOMMENDED BUDGET**

**GROUP:** Operations and Community Services  
**DEPARTMENT:** Public Works - Solid Waste Management  
**FUND:** Solid Waste Enterprise Funds Consolidated

**BUDGET UNIT:** Various  
**FUNCTION:** Health and Sanitation  
**ACTIVITY:** Sanitation

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Estimate	2012-13 Modified Budget	2013-14 Recommended Budget	Change From 2012-13 Modified Budget
<b>Requirements</b>							
Staffing Expenses	7,339,483	6,973,106	6,779,486	6,463,274	6,987,666	7,153,210	165,544
Operating Expenses	54,942,707	54,488,633	49,429,697	87,619,812	94,410,755	53,678,289	(40,732,466)
Capital Expenditures	4,965,442	1,565,790	6,957,075	3,281,536	6,348,926	7,806,620	1,457,694
Contingencies	0	0	0	0	87,793,364	50,000	(87,743,364)
Total Exp Authority	67,247,632	63,027,529	63,166,258	97,364,622	195,540,711	68,688,119	(126,852,592)
Reimbursements	0	0	(1,822)	(47,350)	(8,000)	(48,700)	(40,700)
Total Appropriation	67,247,632	63,027,529	63,164,436	97,317,272	195,532,711	68,639,419	(126,893,292)
Operating Transfers Out	14,704,327	15,200,656	6,993,468	34,052,942	37,672,118	17,950,000	(19,722,118)
Total Requirements	81,951,959	78,228,185	70,157,904	131,370,214	233,204,829	86,589,419	(146,615,410)
<b>Sources</b>							
Taxes	182,046	171,276	187,231	229,101	180,000	230,000	50,000
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	36,988	32,530	928,264	76,994	0	70,000	70,000
Fee/Rate	56,832,423	57,011,260	55,248,472	54,635,180	56,075,702	65,688,387	9,612,685
Other Revenue	2,383,333	1,666,896	1,270,846	2,286,759	1,356,430	1,299,900	(56,530)
Total Revenue	59,434,790	58,881,962	57,634,813	57,228,034	57,612,132	67,288,287	9,676,155
Operating Transfers In	15,118,590	15,200,656	6,794,391	34,053,142	37,672,118	17,950,000	(19,722,118)
Total Sources	74,553,380	74,082,618	64,429,204	91,281,176	95,284,250	85,238,287	(10,045,963)
Net Budget	(7,398,579)	(4,145,567)	(5,728,700)	(40,089,038)	(137,920,579)	(1,351,132)	136,569,447
Budgeted Staffing					81	81	0

**DETAIL OF 2013-14 RECOMMENDED BUDGET**

2013-14

	Requirements	Sources	Net Budget	Staffing
<b>Enterprise Fund Budget</b>				
Operations Fund (Fund EAA)	55,511,773	62,255,866	6,744,093	81
Site Closure and Maintenance Fund (Fund EAB)	1,703,500	854,613	(848,887)	0
Site Enhancement, Expansion & Acquisition Fund (Fund EAC)	11,511,248	2,721,144	(8,790,104)	0
Environmental Fund (Fund EAL)	10,956,898	11,459,497	502,599	0
Environmental Mitigation Fund (Fund EWD)	6,856,000	7,897,167	1,041,167	0
Closure and Post-Closure Maintenance Fund (fund EAN)	0	0	0	0
Earned Leave Fund (Fund IDA)	50,000	50,000	0	0
Total Enterprise Funds	86,589,419	85,238,287	(1,351,132)	81

**Operations Fund** has requirements of \$55.5 million for operation of the County's solid waste disposal system, which primarily includes \$7.2 million for 81 budgeted positions, \$32.0 million for the landfill operations contract and other professional services needed to maintain the County's disposal sites, \$10.7 million in operating transfers to the Environmental Fund for operation, maintenance and monitoring of landfill environmental control systems, \$2.3 million for payments to the Board of Equalization based on a per ton of landfill waste, \$1.3 million set aside for potential legal settlements, and \$0.9 million for payments to cities for their share of Article 19 Waste fees. Sources of \$62.3 million includes funds generated from landfill gate fees, special land use assessments, solid waste franchise fees, royalty agreements, land leases, interest earned on fund balance, and a small state grant for beverage container recycling education and outreach program. Sources received in this budget unit also finance the activities of other solid waste budget units and is reflected as operating transfers out.



**Site Closure and Maintenance Fund** includes requirements of \$1.7 million for partial final closure of the Mid-Valley Landfill's Unit 1's south and west slopes. Sources of \$0.9 million include allocated special assessments, landfill gate fees that support closure activities, and interest earnings.

**Site Enhancement, Expansion and Acquisition Fund** includes requirements of \$11.5 million, of which \$4.0 million is for the Barstow Landfill – Borrow Area Phase 1 Liner project, \$0.3 million for Landers Landfill - Lateral Expansion, and \$7.2 million in operating transfers to the Environmental Fund for capital projects and annual maintenance/monitoring of existing landfill gas, air, and groundwater systems. Sources of \$2.7 million are from allocated landfill gate fees that support expansion activities.

**Environmental Fund** includes requirements of \$11.0 million for the following list of projects related to the construction, operation, maintenance, and monitoring (OM&M) of environmental control systems to protect groundwater, air, and soil per Title 5 and Title 27 regulations:

- Countywide - Landfill Gas Extraction System OM&M
- Countywide - Water Quality Response Program OM&M
- Big Bear Landfill - Landfill Gas Extraction System
- Heaps Peak Disposal Site - Leachate Treatment System OM&M
- Heaps Peak Disposal Site - East Slope Stabilization
- Landers Landfill - Landfill Gas Extraction System
- Mid-Valley Landfill - Broco Cleanup
- Mid-Valley Landfill - Perchlorate - State Dept. of Toxic Substances Control
- Milliken Landfill - Easement Agreements – Edison
- Yucaipa Disposal Site - Groundwater Treatment System

Sources of \$11.5 million consist primarily of operating transfers from the Operations Fund (\$10.7 million) and allocated landfill gate fees (\$0.7 million).

**Environmental Mitigation Fund** includes requirements of \$6.9 million for that portion of the tipping fee designated as a resource for addressing solid waste facilities impacts on local communities as payments to seven host cities with a landfill or transfer station in their sphere of influence or within incorporated city limits. Sources of \$7.9 million are from allocated special assessments and landfill gate fees.

**Closure and Post-Closure Maintenance Fund** is expected to not have any activity required for closure based on the estimated waste to be deposited for the Financial Assurance period covered within 2013-14.

**Solid Waste Management - Earned Leave Fund** has \$50,000 in requirements (contingencies) and sources that represent operating transfers from the Operations Fund for approximately one-twentieth of the unfunded liability of employees' earned leave balances.

## BUDGET CHANGES AND OPERATIONAL IMPACT

The Solid Waste Enterprise Funds are decreasing total requirements by a net \$146.6 million. Due to a change in the presentation of the budget, the amount representing available net assets set aside for future use is no longer shown in requirements, resulting in an \$87.8 million decrease in budgeted contingencies. Those net assets provide sufficient operating cash reserves in addition to the sources from current services to fund current budgeted activities. Other significant reductions in requirements include a \$38.7 million decrease from the County's decision to prepay the outstanding balance of the 2008 Refunding Program Certificates of Participation (Solid Waste COPs) in 2012-13, and \$19.7 million less in operating transfers out due to payoff of the Solid Waste COPs.

Total sources are decreasing by a net amount of \$10.0 million resulting from the following: \$19.7 million less in operating transfers in due to payoff of the Solid Waste COPs, partially offset by a \$9.7 million increase from out-of-County imported waste coming in under the new disposal system operations contract.



### STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$7.2 million fund 81 budgeted regular positions. Although the overall staffing total remains unchanged, the 2013-14 budget includes the following recommended actions:

- Public Works Operations Supervisor position is being restored to supervise the day-to-day operations of the Colton Sanitary Landfill and assist with managing the new disposal system operations contract.
- Vacant Media Specialist position is being deleted as duties have been reassigned within the division.
- Reclassification of Solid Waste Division Manager to Chief Public Works Engineer.

### 2013-14 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Administration	6	0	6	6	0	0	6
Special Projects	5	0	5	5	0	0	5
Operations and Scales	37	0	37	35	1	1	37
Engineering	19	0	19	19	0	0	19
Administrative Services	12	0	12	11	1	0	12
Information Technology Services	2	0	2	2	0	0	2
<b>Total</b>	<b>81</b>	<b>0</b>	<b>81</b>	<b>78</b>	<b>2</b>	<b>1</b>	<b>81</b>

Administration		Special Projects		Operations and Scales	
<u>Classification</u>		<u>Classification</u>		<u>Classification</u>	
1	Chief Public Works Engineer	1	Solid Waste Program Administrator	1	Public Works Operations Supt.
1	Solid Waste Analyst	1	Staff Analyst II	1	Public Works Operations Supvr.
1	Staff Aide	1	Recycling Specialist	1	Maintenance & Const. Supervisor I
1	Secretary II	1	Secretary I	4	Landfill Operations Inspector
2	Office Assistant III	1	Office Assistant II	1	Engineering Technician III
6	<b>Total</b>	5	<b>Total</b>	1	Scale Operations Supervisor II
				2	Scale Operations Supervisor I
				25	Scale Operator
				1	Fiscal Assistant
				37	<b>Total</b>
Engineering		Administrative Services		Information Technology Services	
<u>Classification</u>		<u>Classification</u>		<u>Classification</u>	
1	Public Works Engineer IV	1	Administrative Supervisor II	1	Automated Systems Analyst I
3	Public Works Engineer III	1	Accountant III	1	Automated Systems Technician
4	Public Works Engineer II	2	Accountant II	2	<b>Total</b>
1	Engineering Tech V	1	Staff Analyst II		
4	Engineering Tech IV	1	Staff Analyst I		
3	Engineering Tech III	1	Supervising Accounting Tech.		
1	Engineering Tech II	5	Fiscal Assistant		
1	Staff Analyst I	12	<b>Total</b>		
1	Secretary I				
19	<b>Total</b>				

