

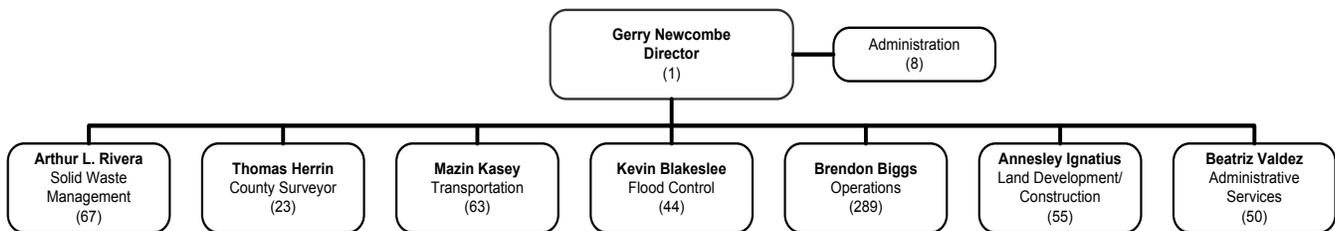
PUBLIC WORKS Gerry Newcombe

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



2013-14 ACCOMPLISHMENTS

- Surveyor – Launched a new website of Interactive Maps, which provides easy access for the public to view geographic data about where County transportation, flood control and solid waste facilities and projects are located throughout the County in April, 2013. The website has continued to grow and evolve throughout 2013, with the addition of snow removal routes in November. The website address to view these maps is <http://sbcountypdw.maps.arcgis.com/home/index.html>. The Division continued to expand services for Geographic Information Systems support, with projects performed for Public Works and other County departments. In addition, geographically referenced versions of the DPW ‘Wall Maps’ were made available, which offer additional online research capabilities for the land surveying community.
- Transportation – Utilized various federal, state and local funding sources in the completion of \$36.6 million in capital improvement projects, including over \$18.0 million in pavement improvement projects, which included 14.2 miles of road repaving projects (6.1 miles of which were on Sheep Creek Road and Phelan Road), 18.6 miles of overlay projects, and 107.9 miles of roadway surface sealing protection projects. The completed projects include the construction of a half a mile of new paved roadway on Hatchery Drive; 2 bridge repair and culvert replacement projects to reopen Alabama Street at City Creek and Hinkley Road at the Mojave River; a roadway stabilization project to secure the eroding road and provide pedestrian access on Maple Lane near Big Bear High School; over 3.25 miles of new median construction on Valley Boulevard and Cedar Avenue to improve traffic safety (primarily funded with Federal Highway Safety Improvement grant funds); 3 sidewalk projects on Almond Avenue, Ridge Crest Road and Grandview Road; a widening project on Slover Avenue; a widening and new signal installation on Ranchero Road at Escondido Avenue; a new signal on Valley Boulevard at Banana Avenue; a drainage project; and an intersection realignment. The Division also started construction of a \$29 million new railroad grade separation on Glen Helen Parkway south of Cajon Boulevard near the junction of Interstate 215 and 15 in the Devore area, partially funded with Discretionary General Funding of \$3.2 million in 2013-14 and \$4.0 million in 2014-15 as one-time contributions towards the local share of cost.



- Solid Waste – Accomplished County objective of living within our means, fully funding the maintenance of infrastructure and facilities, and the provision of state-of-the-art basic operating systems through the completion of the following capital improvement projects:
 - 1) \$2.1 million - Landfill Gas Collection and Control System at the Big Bear Sanitary Landfill
 - 2) \$3.6 million - Phase I Borrow Area Liner Project at the Barstow Sanitary Landfill
 - 3) \$130,000 - Unattended Lane Project at the Mid-Valley Sanitary Landfill
 - 4) \$145,000 - Major improvements to landfill gas extraction wells at Colton Sanitary Landfill

Furthermore, for the unincorporated areas of the County, the Division implemented the outreach and monitoring requirements for mandatory commercial recycling as required by state law and the expanded requirements for construction waste management plans also required by the state. The Division participated in seven community outreach events. Through the solid waste franchise program, the Division assisted with two community cleanup events by providing collection bins and disposal services. The Division achieved a 64.5% diversion rate for municipal waste, which is up from the 62.1% diversion rate for the prior year; exceeding the State mandated 50% diversion rate. The Division's continued efforts to reduce the number of exemptions to mandatory trash service resulted in a 4.7% drop in exemptions compared to the number in 2012-13.

- Flood Control District – Utilized various federal, state and local funding sources for construction of flood control facilities. The District applied for and received a grant from the California Department of Water Resources, Stormwater Flood Management Program in the amount of \$5.2 million for the construction of Amethyst Basin located in the City of Victorville. Also, the District started construction of the Alabama at City Creek project in the Highland/Redlands area which is funded by the Federal and State agencies, three local cities, and the Inland Valley Development Agency, and started construction on the Mountain View Acres Storm Drain in the Victorville area which is anticipated to be completed in 2014-15. In addition, the District completed the following projects: construction of Lytle Cajon Channel Invert Repair for \$3.7 million in the Colton/San Bernardino area; and construction of Sheep Creek Grouted Rock Bank Protection for \$4.0 million in the Wrightwood area. The District also constructed interim recharge basins as a pre-construction earth removal project for the Amethyst Basin project in the Victorville area and the removed approximately 40,000 cubic yards of material in San Timoteo basins 13 to 15 at minimal cost to the County due to the contractors providing removal services in exchange for retention of all excavated materials.



COUNTY GOALS AND OBJECTIVES AND DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS

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

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

Measurement	2012-13 Actual	2013-14 Target	2013-14 Estimate	2014-15 Target
Cost per standard mile of chip seal road preservation treatment (staff)	N/A	N/A	N/A	\$45,000
Cost per standard mile of slurry seal road preservation treatment (contractors)	N/A	N/A	N/A	\$50,000

COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS

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

Department Strategy: • *Maximize utilization and efficiency of flood control facilities for flood protection and water conservation*

Measurement	2012-13 Actual	2013-14 Target	2013-14 Estimate	2014-15 Target
Percentage of flood control basins cleaned out to full capacity before rainy season	N/A	99%	98%	99%

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

Objective(s): • *Live within our means, fully funding the maintenance of infrastructure and facilities, the provision of state-of-the-art basic operating systems, liabilities and reserves; while forming capital to strategically invest in the future.*

Department Strategy: • *Increase efficient use of financial resources by ensuring department construction projects are completed on time and within budget*

Measurement	2012-13 Actual	2013-14 Target	2013-14 Estimate	2014-15 Target
Contingency dollars spent as a percentage of contract cost	N/A	N/A	N/A	2%
Percentage of construction projects completed on time	N/A	N/A	N/A	85%



SUMMARY OF BUDGET UNITS

2014-15						
	Requirements	Sources	Net County Cost	Fund Balance	Net Budget	Staffing
General Fund						
Surveyor	3,405,098	2,840,652	564,446			25
Total General Fund	3,405,098	2,840,652	564,446			25
Special Revenue Funds						
Survey Monument Preservation	171,931	62,000		109,931		0
Transportation Special Revenue Funds - Consolidated	132,234,182	81,531,242		50,702,940		338
Total Special Revenue Funds	132,406,113	81,593,242		50,812,871		338
Enterprise Funds						
Solid Waste Consolidated	89,626,923	81,233,776			(8,393,147)	82
Total Enterprise Funds	89,626,923	81,233,776			(8,393,147)	82
Other Agencies						
Flood Control Consolidated	147,573,598	66,862,159		80,711,439		155
Flood Control Equipment	3,074,000	2,030,000			(1,044,000)	0
Total Other Agencies	150,647,598	68,892,159		80,711,439	(1,044,000)	155
Total - All Funds	376,085,732	234,559,829	564,446	131,524,310	(9,437,147)	600



5-YEAR REQUIREMENTS TREND

	2010-11	2011-12	2012-13	2013-14	2014-15
Surveyor	3,552,346	3,543,358	3,485,492	3,674,273	3,405,098
Survey Monument Preservation	179,844	196,827	64,581	110,641	171,931
Transportation Consolidated	148,234,077	146,560,399	136,326,748	161,598,371	132,234,182
Solid Waste Enterprise Funds Consolidated	214,663,539	210,819,066	233,204,829	89,460,716	89,626,923
Flood Control Consolidated	129,491,826	125,626,420	126,541,241	153,980,829	147,573,598
Flood Control Equipment	5,094,468	7,916,830	6,726,093	2,108,000	3,074,000
Total	501,216,100	494,662,900	506,348,984	410,932,830	376,085,732

5-YEAR SOURCES TREND

	2010-11	2011-12	2012-13	2013-14	2014-15
Surveyor	3,304,229	3,303,955	3,205,589	3,092,168	2,840,652
Survey Monument Preservation	56,124	59,670	58,510	62,000	62,000
Transportation Consolidated	76,538,362	87,830,847	71,877,120	104,448,112	81,531,242
Solid Waste Enterprise Funds Consolidated	73,738,120	66,017,889	95,284,250	88,109,584	81,233,776
Flood Control Consolidated	76,194,625	70,303,083	74,247,720	71,640,524	66,862,159
Flood Control Equipment	3,052,541	3,063,700	3,075,000	2,977,000	2,030,000
Total	232,884,001	230,579,144	247,748,189	270,329,388	234,559,829

5-YEAR NET COUNTY COST TREND

	2010-11	2011-12	2012-13	2013-14	2014-15
Surveyor	248,117	239,403	279,903	582,105	564,446
Total	248,117	239,403	279,903	582,105	564,446

5-YEAR FUND BALANCE TREND

	2010-11	2011-12	2012-13	2013-14	2014-15
Survey Monument Preservation	123,720	137,157	6,071	48,641	109,931
Transportation Consolidated	71,695,715	58,729,552	64,449,628	57,150,259	50,702,940
Flood Control Consolidated	53,297,201	55,323,337	52,293,521	82,340,305	80,711,439
Total	125,116,636	114,190,046	116,749,220	139,539,205	131,524,310

5-YEAR NET BUDGET TREND

	2010-11	2011-12	2012-13	2013-14	2014-15
Solid Waste Enterprise Funds Consolidated	(140,925,419)	(144,801,177)	(137,920,579)	(1,351,132)	(8,393,147)
Flood Control Equipment	(2,041,927)	(4,853,130)	(3,651,093)	869,000	(1,044,000)
Total	(142,967,346)	(149,654,307)	(141,571,672)	(482,132)	(9,437,147)

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



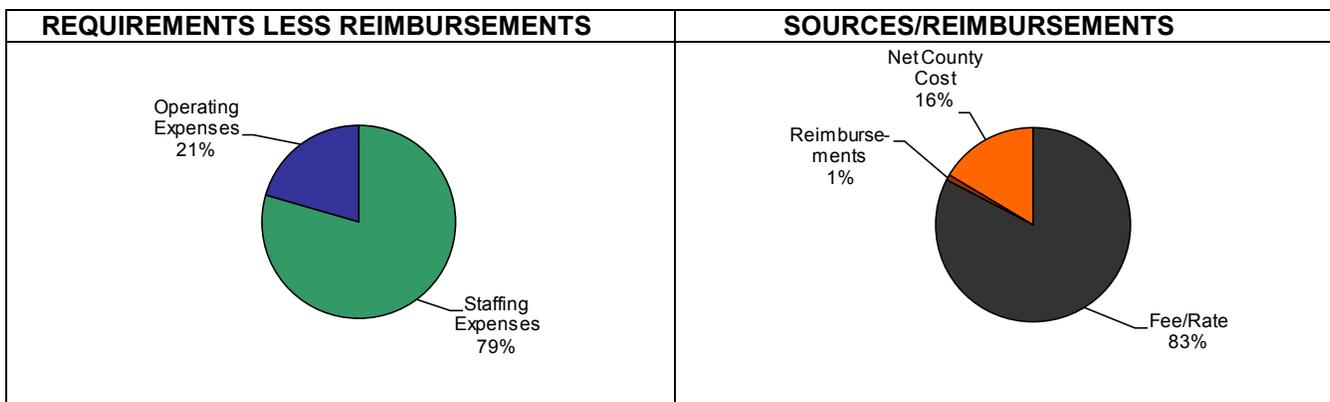
Surveyor

DESCRIPTION OF MAJOR SERVICES

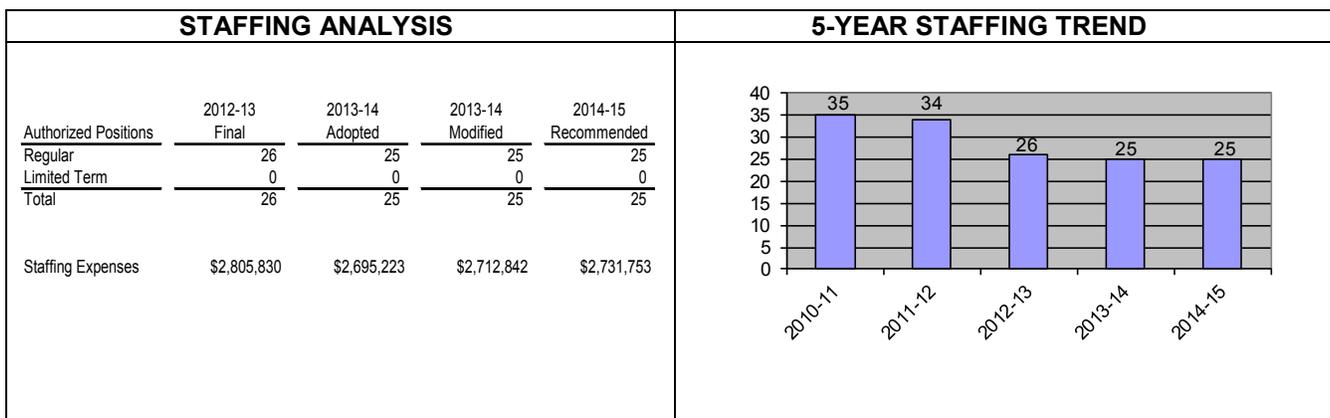
The function of the County Surveyor is to review subdivision maps as prescribed by state law, prepare legal descriptions and maps, perform design and construction surveys for various County departments, assist the public in matters relating to land boundaries, and ensure that sound surveying is used 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	
Requirements Less Reimbursements*	\$3,436,598
Sources/Reimbursements	\$2,872,152
Net County Cost	\$564,446
Total Staff	25
Funded by Net County Cost	16%
*Includes Contingencies	

2014-15 RECOMMENDED BUDGET



BUDGETED STAFFING



ANALYSIS OF 2014-15 RECOMMENDED BUDGET

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

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

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Estimate	2013-14 Modified Budget	2014-15 Recommended Budget	Change From 2013-14 Modified Budget
Requirements							
Staffing Expenses	3,053,515	3,123,951	2,790,927	2,717,755	2,712,842	2,731,753	18,911
Operating Expenses	567,041	493,051	541,864	676,441	880,855	704,845	(176,010)
Capital Expenditures	0	0	59,710	146,000	150,000	0	(150,000)
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	3,620,556	3,617,002	3,392,501	3,540,196	3,743,697	3,436,598	(307,099)
Reimbursements	(68,212)	(80,744)	(69,395)	(32,265)	(69,424)	(31,500)	37,924
Total Appropriation	3,552,344	3,536,258	3,323,106	3,507,931	3,674,273	3,405,098	(269,175)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	3,552,344	3,536,258	3,323,106	3,507,931	3,674,273	3,405,098	(269,175)
Sources							
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	3,271,455	3,268,897	3,150,330	2,930,000	3,080,143	2,840,627	(239,516)
Other Revenue	33,456	22,494	9,473	455	12,025	25	(12,000)
Total Revenue	3,304,911	3,291,391	3,159,803	2,930,455	3,092,168	2,840,652	(251,516)
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	3,304,911	3,291,391	3,159,803	2,930,455	3,092,168	2,840,652	(251,516)
Net County Cost	247,433	244,867	163,303	577,476	582,105	564,446	(17,659)
				Budgeted Staffing	25	25	0

MAJOR EXPENDITURES AND REVENUE IN 2014-15 RECOMMENDED BUDGET

Staffing expenses of \$2.7 million make up the majority of the Surveyor's expenditures funding 25 regular positions. Operating expenses include services and supplies, software upgrades and increases to Geographic Management Services, COWCAP and liability insurance. No capital expenditures are planned in 2014-15 in order to reduce operating costs and allow for the purchase of software upgrades. These costs are necessary in order to provide the public with protection in matters as they relate to sound surveying practices and to meet state mandated time frames. Sources of \$2.8 million include fees charged to customers for field surveys, review of subdivision maps, and the preparation of legal descriptions and maps. The reduction in revenue is due to a reduction in work performed for the Transportation Division.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by \$269,175. Major changes for the Surveyor include a decrease in operating expenses of \$176,010 and eliminating capital expenditures in 2014-15 in order to accommodate anticipated revenue reductions. Computer hardware, equipment, special departmental, microfilming, and vehicle charges are decreased to help offset revenue decreases.

Sources are decreasing by \$251,516 due to a reduction in work performed for the Transportation Division as a result of Proposition 1B funding ending in 2013-14.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$2.7 million fund 25 budgeted regular positions. In addition, the 2014-15 budget includes the reclassification of an Engineering Technician II to an Engineering Technician III.



2014-15 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Surveyor Administration	1	0	1	1	0	0	1
Field Section	12	0	12	12	0	0	12
Office Section	10	0	10	10	0	0	10
Administrative Services	2	0	2	2	0	0	2
Total	25	0	25	25	0	0	25

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



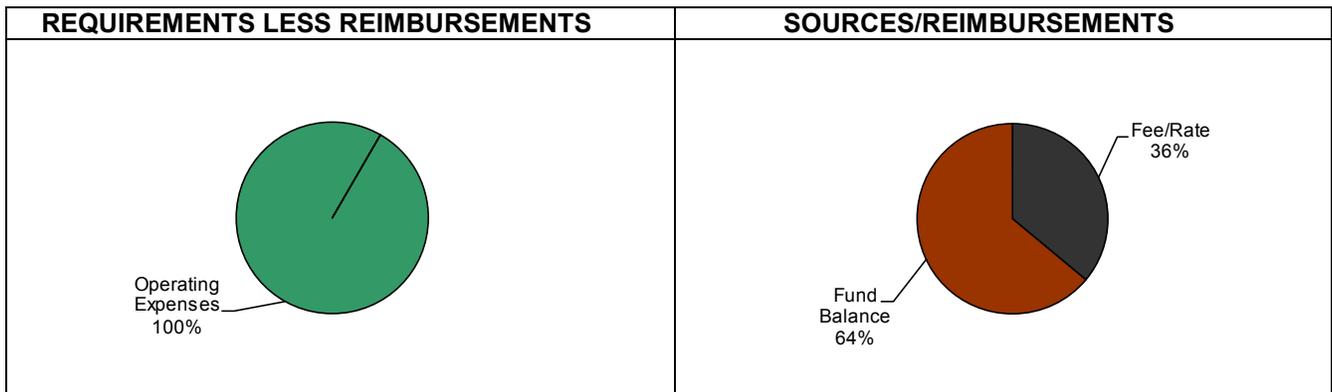
Monument Preservation

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	
Requirements Less Reimbursements*	\$171,931
Sources/Reimbursements	\$62,000
Fund Balance	\$109,931
Use of Fund Balance	\$109,931
Total Staff	0
<small>*Includes Contingencies</small>	

2014-15 RECOMMENDED BUDGET



ANALYSIS OF 2014-15 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

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Estimate	2013-14 Modified Budget	2014-15 Recommended Budget	Change From 2013-14 Modified Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	42,685	145,131	17,550	0	55,000	171,931	116,931
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	0	0	0	55,641	0	(55,641)
Total Exp Authority	42,685	145,131	17,550	0	110,641	171,931	61,290
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	42,685	145,131	17,550	0	110,641	171,931	61,290
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	42,685	145,131	17,550	0	110,641	171,931	61,290
Sources							
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	56,123	59,670	60,120	61,290	62,000	62,000	0
Other Revenue	0	0	0	0	0	0	0
Total Revenue	56,123	59,670	60,120	61,290	62,000	62,000	0
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	56,123	59,670	60,120	61,290	62,000	62,000	0
				Fund Balance	48,641	109,931	61,290
				Budgeted Staffing	0	0	0

MAJOR EXPENDITURES AND REVENUE IN 2014-15 RECOMMENDED BUDGET

Operating expenses of \$171,931 are for services specifically related to retracement or re-monument surveys. Fee/rate revenue of \$62,000 is from fees charged to the public for filing or recording specific types of grant deeds conveying real property.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by \$61,290 primarily due to an anticipated increase in services related to retracement or re-monument surveys.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.



DPW-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 2,554 miles of roadways. Additional activities include administration, planning, design, construction, environmental management, and traffic operations.

Budget at a Glance	
Requirements Less Reimbursements*	\$156,945,520
Sources/Reimbursements	\$106,242,580
Fund Balance	\$50,702,940
Use of Fund Balance	\$21,023,737
Total Staff	338
<small>*Includes Contingencies</small>	

The Division’s routine maintenance activities include patching and crack filling on approximately 7,500 lane-miles of asphalt pavement, grading of 420 miles of unpaved roads, shoulder maintenance, snowplowing of over 500 miles of mountain roads, traffic signal maintenance at 83 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 fuel taxes (Highway Users’ Tax or Gas Tax), 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 in the Valley and Victor Valley areas of the County to collect funds for the purpose of mitigating the traffic 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 funding.

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 three years, the General Fund provided a total of \$13.4 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 to ensure that the pavement condition of the Road System does not deteriorate, the Division allocated its main funding sources to support maintenance and pavement preservation projects. Thus for 2014-15, a General Fund contribution for maintenance activities is not necessary. 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 will also have an impact on the ability to complete non-pavement preservation projects as Gas Tax is no longer available to pay for the local share of these projects. These projects will now be reflected as unfunded and will be completed at the discretion of the Board of Supervisors.

Therefore, in 2014-15, the County General Fund is contributing \$1.1 million for the Slover Avenue and San Bernardino Avenue widening projects, \$183,520 for the local match for the Glen Helen Parkway bridge replacement project, \$300,000 for bridge studies on National Trails Highway, \$75,000 for a sidewalk near the Joshua Tree National Park Visitor’s Center, and due to the slow growth in developer fees, the General Fund will also follow-up the 2013-14 contribution with another one-time funding contribution, this time of \$4.0 million, to help with the required development contribution of the Glen Helen Parkway grade separation project. Furthermore due to the end of Proposition 1B funding in 2013-14, which contributed over \$31.7 million to pavement improvements projects since 2008, it is expected that in the upcoming years, the Division will not be able to sustain an \$18.0 million allocation to the Pavement Management Program and will require additional discretionary general funding to maintain the pavement condition of the Road System.

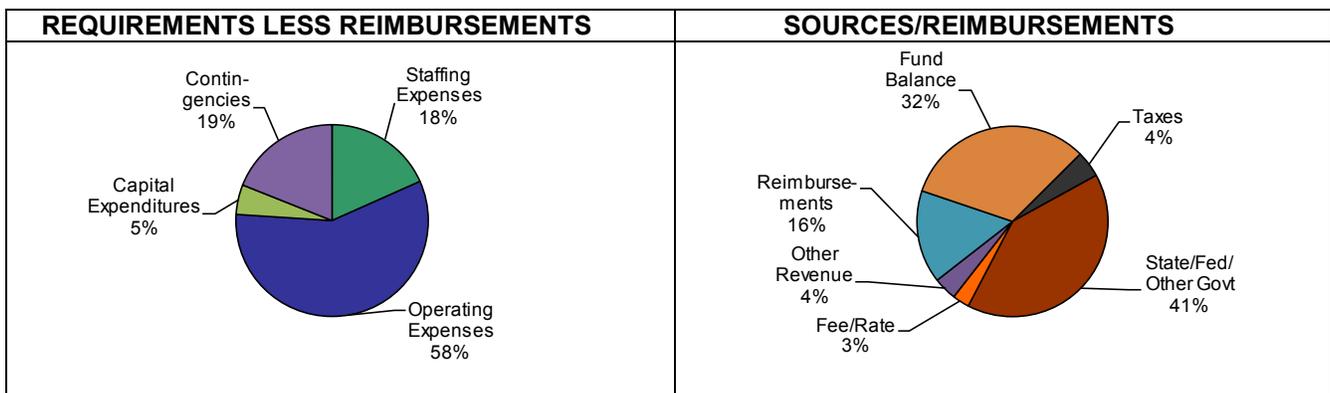


Measure I is a Countywide one-half cent transaction use tax that was passed by the voters of San Bernardino County in November 1989 (1989 Measure), and extended by voters in 2004 (2004 Measure), to provide funding for transportation improvements until 2040. Local pass through Measure I primarily funds roadway resurfacing, rehabilitation, and other pavement improvement projects, but may also be used as the local funding match for grant or other County participation projects, such as bridge, safety or 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 traffic impact fees for new construction of roads within the boundaries of the established fee areas. Fee ordinances are approved in the areas of Helendale/Oro Grande, High Desert (Phelan and Pinon Hills), Lucerne Valley, Oak Hills, Snowdrop Road, South and East Apple Valley, and Summit Valley. Interim fee plans were developed for the Big Bear and Joshua Tree areas, but are currently on hold and being reviewed by the Division.

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 development fair-share contributions for regional transportation needs resulting from the impacts of new development in the urban areas of the County. Projects include freeway interchanges, regional arterials, 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. An update to the Regional Development Mitigation Plan (Plan) is anticipated in May 2014, which will replace the current Plan adopted June 26, 2012.

2014-15 RECOMMENDED BUDGET



BUDGETED STAFFING

STAFFING ANALYSIS					5-YEAR STAFFING TREND				
	2012-13	2013-14	2013-14	2014-15					
Authorized Positions	Final	Adopted	Modified	Recommended					
Regular	307	297	296	287					
Limited Term	48	46	49	51					
Total	355	343	345	338					
Staffing Expenses	\$30,171,344	\$29,184,331	\$29,871,951	\$28,695,644					

Year	Staffing
2010-11	382
2011-12	364
2012-13	355
2013-14	345
2014-15	338

ANALYSIS OF 2014-15 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

	2010-11	2011-12	2012-13	2013-14	2013-14	2014-15	Change From
	Actual	Actual	Actual	Estimate	Modified Budget	Recommended Budget	2013-14 Modified Budget
Requirements							
Staffing Expenses	28,064,072	27,438,880	28,153,395	28,260,650	29,871,951	28,695,644	(1,176,307)
Operating Expenses	77,281,457	70,884,542	74,313,532	80,603,469	111,590,405	90,398,056	(21,192,349)
Capital Expenditures	6,556,695	6,854,687	4,246,050	5,828,087	6,788,176	7,868,000	1,079,824
Contingencies	0	0	0	0	39,592,256	29,679,203	(9,913,053)
Total Exp Authority	111,902,224	105,178,109	106,712,977	114,692,206	187,842,788	156,640,903	(31,201,885)
Reimbursements	(16,986,373)	(18,621,122)	(15,297,971)	(21,133,009)	(27,301,141)	(24,711,338)	2,589,803
Total Appropriation	94,915,851	86,556,987	91,415,006	93,559,197	160,541,647	131,929,565	(28,612,082)
Operating Transfers Out	214,098	5,119,090	5,158,358	716,241	1,056,724	304,617	(752,107)
Total Requirements	95,129,949	91,676,077	96,573,364	94,275,438	161,598,371	132,234,182	(29,364,189)
Sources							
Taxes	4,658,635	6,195,459	6,880,906	6,366,322	6,580,789	7,003,123	422,334
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	56,212,604	60,477,497	50,740,447	68,386,812	78,191,819	63,873,073	(14,318,746)
Fee/Rate	5,038,763	5,274,361	8,973,013	7,303,774	13,954,200	4,487,037	(9,467,163)
Other Revenue	882,898	2,069,182	5,993,955	670,782	508,784	512,689	3,905
Total Revenue	66,792,900	74,016,499	72,588,321	82,727,690	99,235,592	75,875,922	(23,359,670)
Operating Transfers In	9,637,047	16,234,378	11,797,291	5,100,429	5,212,520	5,655,320	442,800
Total Financing Sources	76,429,947	90,250,877	84,385,612	87,828,119	104,448,112	81,531,242	(22,916,870)
				Fund Balance	57,150,259	50,702,940	(6,447,319)
				Budgeted Staffing	345	338	(7)

OPERATIONS & COMMUNITY SERVICES



DETAIL OF 2014-15 RECOMMENDED BUDGET

	2014-15			
	Requirements	Sources	Fund Balance	Staffing
<u>Special Revenue Funds</u>				
Road Operations	92,061,327	71,322,399	20,738,928	338
Measure I	28,110,151	7,072,287	21,037,864	0
Facilities Development Plans	2,942,496	58,384	2,884,112	0
Regional Development Mitigation Plan	9,120,208	3,078,172	6,042,036	0
Total Special Revenue Funds	132,234,182	81,531,242	50,702,940	338

Road Operations has requirements of \$92.1 million consisting of the following: \$28.7 million for staffing expenses to fund 338 positions; \$69.1 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; \$7.9 million for capital expenditures which includes \$2.1 million to purchase land and right-of-way for planned road construction projects, \$5.3 million to replace equipment needed for daily road operations and maintenance and \$503,000 primarily for signal controller equipment; \$24.6 million in reimbursements which includes \$11.0 million from other Department of Public Works divisions for labor and equipment usage and \$13.6 million in project related labor and services and supplies reimbursements primarily into Road Operations from Measure I and the Regional Development Mitigation Plan funds; and \$10.7 million in contingencies of which \$7.5 million is for future construction projects and a new accounting system, and \$3.2 million is for future equipment replacement.

Sources of \$71.3 million consists of \$61.7 million in state, federal and other government aid which includes \$44.4 million in Gas Tax and \$17.3 million in state, federal, and other government aid for construction projects, with some of the major contributions being as follows:

- \$10.0 million from SANBAG, State Proposition 1B and railroad contributions for shares of the Glen Helen Grade separation project
- \$3.4 million from Highway Bridge Program for various bridge repair and replacement projects
- \$751,700 from Highway Safety Improvement Program for National Trails Highway raised pavement markings project
- \$700,000 from Public Lands Highway funds for the design of Needles Highway realignment and widening project
- \$357,100 from Safe Routes to School funds for pedestrian access improvements and flashing lighted crosswalks on Pacific Street

Also included in sources are: fee/rate revenue of \$3.5 million which includes \$1.2 million from permit/inspection fees and other miscellaneous reimbursement for services from outside agencies, \$1.3 million in City participation for shared pavement condition improvement projects; \$669,000 in reimbursement from Regional Parks for design services for the Santa Ana River Trail project; and \$410,550 in other sources consisting primarily of interest earnings and mitigation fees for development impacts to the County Maintained Road System; and \$5.7 million in operating transfers in consisting of General Fund contributions for capital projects.

Measure I has requirements of \$28.1 million consisting of \$15.7 million in operating expenses for road construction projects, which includes road overlays, rehabilitations and drainage improvements; \$12.5 million in anticipated contingencies set aside for future road constructions projects; and \$77,473 in reimbursements from Regional Development Mitigation to partially fund a portion of costs associated with the Rancho Road project. Sources of \$7.1 million include \$7.0 million in Measure I sales tax and \$69,164 in estimated interest earnings.



Facilities Development Plans has requirements of \$2.9 million, which includes \$1.7 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. Additionally, \$1.2 million has been allocated to contingencies for future construction projects. Sources of \$58,384 consist of anticipated development fees and estimated interest earnings.

Regional Development Mitigation Plan has requirements of \$9.1 million which includes \$3.9 million in operating expenses for the Road Operations fund and Measure I for the Slover Avenue and San Bernardino Avenue widening projects, Glen Helen Grade separation project, Ranchero Road widening and signal project, and the Cherry Avenue at Interstate 10 and Cedar Avenue at Interstate 10 interchange improvement projects (SANBAG’s public local share of \$2.1 million and development fees available of \$1.8 million); and \$5.2 million allocated to contingencies for future road construction projects. Sources of \$3.1 million include \$2.1 million from SANBAG’s public local share for various road projects and \$1.0 million in development fees with a small amount of interest earned for cash on hand.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by \$29.4 million primarily due to decreases in operating expenses and contingencies because of fewer new major infrastructure projects and the end of Proposition 1B funding in 2013-14. Major infrastructure projects that are anticipated to be completed and no longer have budget requirements are the Cherry Avenue widening project and the Cherry Avenue at Interstate 10 interchange improvement project.

Sources are decreasing by \$22.9 million primarily because fewer project reimbursements are anticipated from outside agencies, such as less federal reimbursements due to the completion of the Lenwood Road and Alabama Avenue emergency projects, and less reimbursements from other agencies for projects that will be completed like the Cherry Avenue widening and Cherry Avenue at Interstate 10 interchange project right of way phase, and due to a projected decline in gas tax revenues.

The fund balance is anticipated to decrease by \$6.4 million due to the anticipated completion of several Proposition 1B funded road construction projects in 2013-14.

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 2014-15.

Project Type	Major Projects	Funding Sources
Major Rehabilitation and Overlay	H Street, Division Drive, Beech Avenue, Jurupa Avenue, Cactus Avenue, Sterling Avenue, Pacific Street, Vista Road, Helendale Road, Shadow Mtn Road, Del Rosa Drive, Luna Road	Measure I and Gas Tax
Surface and Chip Seal	Various roads and locations in: Apple Valley, Big River, Fontana, Bloomington, Calico, Daggett, Lenwood, Colton, Crestline, Del Rosa, Goffs, Lake Arrowhead, Montclair, Morongo Basin, Joshua Tree, Muscoy, Phelan, Wrightwood, Victorville, San Antonio Heights and Trona	Measure I and Gas Tax
Major Infrastructure Improvements	Glen Helen Parkway grade separation, Yates Road reconstruction, Interstate 10 at Cherry Avenue interchange improvement, Institution Road paving, and the Slover Avenue and San Bernardino Avenue widening projects	Measure I, Gas Tax, Federal and State grants, General Fund Discretionary one-time funds, Developer Fees, and other local agencies



Project Type	Major Projects	Funding Sources
Public Safety	National Trails Hwy raised pavement markers, Pacific Street and Beech Avenue flashing lighted crosswalks, Central Avenue at Phillips Boulevard new signal, Parker Dam and Two Hundred Sixty-Third Street guardrail installations	Measure I, Gas Tax, Federal and State grants
Bridge Repair and Replacement	Yermo Bridge, Garnet Street Bridge and several bridge repairs/replacements on National Trails Highway	Federal grants, Gas Tax, Federal Toll Credits

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$28.7 million fund 338 budgeted positions of which 287 are regular positions and 51 are limited term positions. The budget reflects a net decrease of 7 positions. Changes include the addition of the following new positions:

- 1 Public Works Planning Division Chief in order to replace the deletion of a vacant Public Works Engineer IV as noted below as the duties of this position have shifted to a more managerial level with less engineering. This addition will not have a budgetary impact since it is a replacement of an equivalently budgeted position.
- 1 Payroll Specialist to replace positions lost in previous years due to funding issues. The new position will help ensure sufficient internal controls exist for payroll transactions upon which billing activities are based.
- 1 Contract Public Works Accountant to backfill an existing Accountant III in order to analyze current processes and assist in the consolidation of multiple cost accounting systems.
- 1 Contract Business Systems Analyst to support various IT improvements anticipated to take place next year, such as a new County-wide permitting system upgrade and the consolidation of multiple cost accounting systems.

The Transportation Division is also deleting 7 positions, of which 6 are vacant (1 Public Works Engineer IV being replaced by a Public Works Planning Division Chief as noted above; 3 Public Works Engineer II's; 1 Supervising Land Surveyor; 1 Engineering Technician IV) and one position is to be deleted when vacant (Transportation Analyst II, anticipated retirement) without an impact to departmental operations. The Division is also transferring 4 positions (1 Chief Public Works Engineer; 3 Public Works Engineer III) to the Flood Control District in order to assist with the workload that is anticipated in the Flood Permits Division, Environmental Management Division, and National Pollutant Discharge Elimination System program over the next few years.

In addition, the budget includes the following reclassifications:

- Administrative Supervisor II to Public Works Accounting Manager
- Engineering Technician II to Engineering Technician III



2014-15 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Administration	5	0	5	5	0	0	5
Design	24	0	24	23	1	0	24
Planning	15	0	15	13	1	1	15
Traffic	24	0	24	23	1	0	24
Operations	143	42	185	163	22	0	185
Contracts/Inspections	23	4	27	25	2	0	27
Traffic Operations Services	24	1	25	23	2	0	25
Administrative Services	13	1	14	11	1	2	14
Permits	7	0	7	6	1	0	7
Information Technology Services	4	2	6	5	0	1	6
Budget/Revenue Claiming	5	0	5	5	0	0	5
Environmental Management	0	1	1	1	0	0	1
Total	287	51	338	303	31	4	338



Administration	Design	Planning
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 Director of Public Works	1 Public Works Engineer IV	1 Chief Public Works Engineer
1 Executive Secretary II	2 Public Works Engineer III	1 Public Works Planning Division Chief
1 Secretary II	4 Public Works Engineer II	2 Public Works Engineer III
1 Staff Analyst II	5 Engineering Technician V	1 Public Works Engineer II
1 Office Assistant III	5 Engineering Technician IV	1 Engineering Technician V
<hr/> 5 Total	4 Engineering Technician III	2 Engineering Technician IV
	1 Engineering Technician II	1 Engineering Technician III
	1 Secretary I	1 Supervising Transportation Analyst
	1 Office Assistant III	3 Transportation Analyst
	<hr/> 24 Total	1 Geographic Info Sys Tech III
		1 Secretary I
		<hr/> 15 Total
Traffic	Operations	Contracts/Inspections
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 Public Works Engineer IV	1 Chief Public Works Engineer	1 Public Works Engineer IV
2 Public Works Engineer III	2 Public Works Operations Supt	3 Public Works Engineer III
2 Public Works Engineer II	10 Public Works Operations Supv	3 Public Works Engineer II
1 Incident Reconstruction Specialist	12 Maintenance & Const Supv II	4 Contract Project Senior Inspector
1 Engineering Technician V	3 Maintenance & Const Supv I	4 Engineering Technician V
6 Engineering Technician IV	16 Maintenance & Const Worker II	5 Engineering Technician IV
5 Engineering Technician III	12 Maintenance & Const Worker I	5 Engineering Technician III
3 Engineering Technician II	23 Equipment Operator III	1 Secretary I
1 Secretary I	69 Equipment Operator II	1 Office Assistant II
1 Office Assistant IV	33 Equipment Operator I	<hr/> 27 Total
1 Office Assistant II	1 Equipment Parts Specialist I	
<hr/> 24 Total	1 Secretary II	
	1 Office Assistant III	
	1 Public Service Employee	
	<hr/> 185 Total	
Traffic Operations Services	Administrative Services	Permits
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 Public Works Operations Supv	1 Public Works Chief Financial Officer	1 Public Works Engineer III
2 Maintenance & Const Supv II	1 Public Works Accounting Manager	1 Public Works Engineer II
1 Maintenance & Const Supv I	1 Supervising Accountant II	4 Engineering Technician IV
14 Maintenance & Const Worker II	1 Accountant III	1 Office Assistant III
3 Maintenance & Const Worker I	1 Accountant II	<hr/> 7 Total
1 Equipment Operator III	1 Accountant I	
1 Equipment Operator II	1 Supervising Accounting Technician	
2 Equipment Operator I	1 Accounting Technician	
<hr/> 25 Total	1 Reproduction Equipment Operator	
	2 Payroll Specialist	
	2 Fiscal Assistant	
	1 Contract Public Works Accountant	
	<hr/> 14 Total	
Information Technology Services	Budget/Revenue Claiming	Environmental Management
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 Business Applications Manager	1 Budget Officer	1 Contract PSG Transportation Planner
1 Business Systems Analyst II	3 Staff Analyst II	1 Total
1 Automated Systems Analyst II	1 Fiscal Assistant	
1 Automated Systems Technician	<hr/> 5 Total	
1 Contract Business Systems Analyst III		
1 Public Service Employee		
<hr/> 6 Total		

OPERATIONS & COMMUNITY SERVICES



Solid Waste Management 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

Requirements Less Reimbursements*	\$89,707,923
Sources/Reimbursements	\$81,314,776
Net Budget	(\$8,393,147)
Estimated Unrestricted Net Assets	(\$80,513,062)
Use of Unrestricted Net Assets	\$8,393,147
Total Staff	82
<small>*Includes Contingencies</small>	

Note: While the Solid Waste Management Division has approximately \$109 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 \$80.5 million at June 30, 2014 due to the inclusion of approximately \$192.8 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 2014-15, the Division will be using approximately \$8.4 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/monitoring activities, and habitat mitigation.

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, as of 2008-09 and forward, all uncovered load fees are transferred into this fund and used to finance the fund's activities.

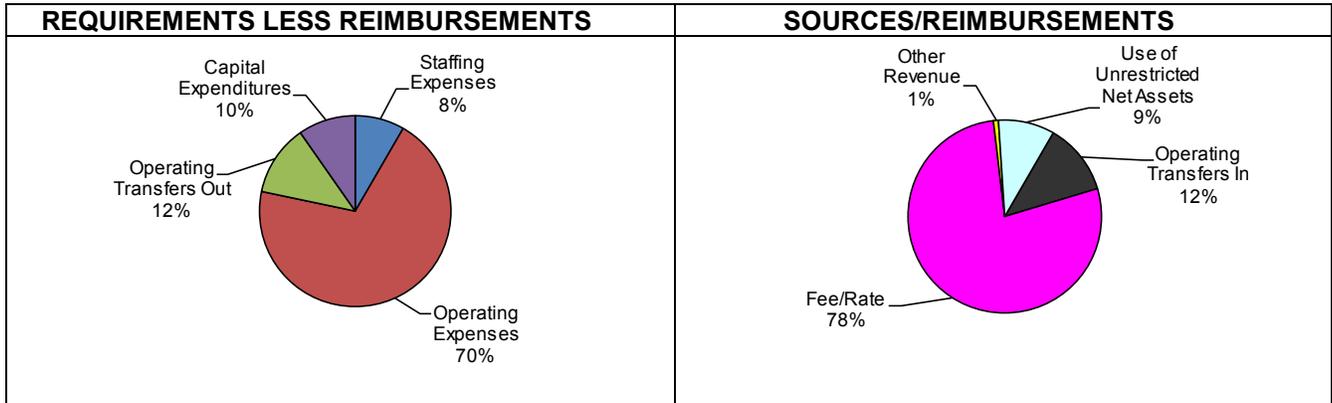
Closure and Post-Closure Maintenance Fund provides for the funding of landfill closure construction for those facilities that fall within the regulatory requirements of landfill facilities that were still actively receiving waste as of 1989. Deposits are made to this budget unit from the Solid Waste 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



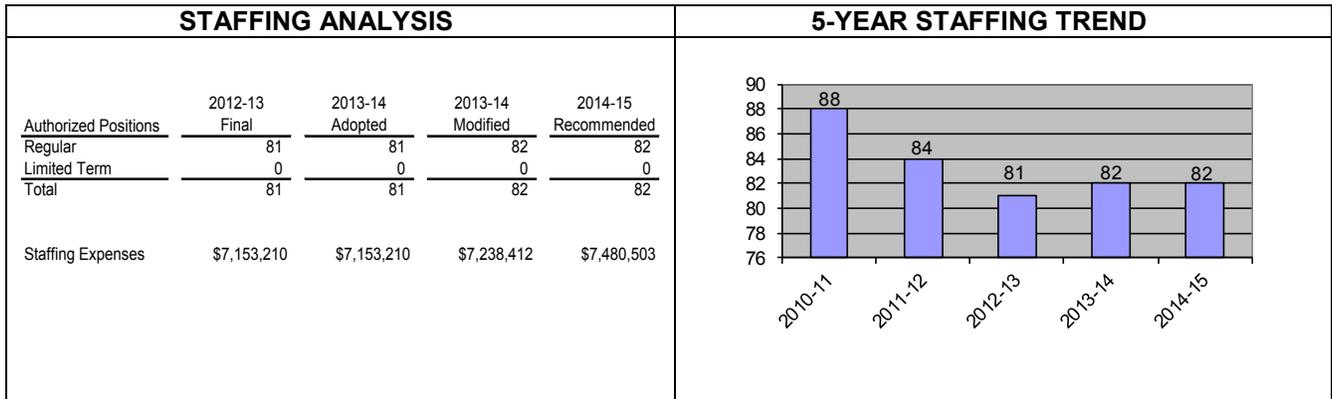
operating transfers in for financial assurance deposits, when required. Operating transfers out to the Site Closure and Maintenance budget unit can only be done when Solid Waste Management Division receives written approval from CalRecycle for the release of funds.

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.

2014-15 RECOMMENDED BUDGET



BUDGETED STAFFING



ANALYSIS OF 2014-15 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

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Estimate	2013-14 Modified Budget	2014-15 Recommended Budget	Change From 2013-14 Modified Budget
Requirements							
Staffing Expenses	6,973,106	6,779,486	6,486,789	7,145,059	7,238,412	7,480,503	242,091
Operating Expenses	54,488,633	49,429,697	85,597,992	49,201,781	55,855,468	62,772,402	6,916,934
Capital Expenditures	1,565,790	6,957,075	1,079,216	6,106,844	8,415,536	8,697,964	282,428
Contingencies	0	0	0	0	50,000	0	(50,000)
Total Exp Authority	63,027,529	63,166,258	93,163,997	62,453,684	71,559,416	78,950,869	7,391,453
Reimbursements	0	(1,822)	(43,474)	(64,899)	(48,700)	(81,000)	(32,300)
Total Appropriation	63,027,529	63,164,436	93,120,523	62,388,785	71,510,716	78,869,869	7,359,153
Operating Transfers Out	15,200,656	6,993,468	34,002,942	10,550,000	17,950,000	10,757,054	(7,192,946)
Total Requirements	78,228,185	70,157,904	127,123,465	72,938,785	89,460,716	89,626,923	166,207
Sources							
Taxes	171,276	187,231	220,863	238,089	230,000	239,000	9,000
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	32,530	928,264	1,750,845	376,256	70,000	(157,125)	(227,125)
Fee/Rate	57,011,260	55,248,472	57,782,418	59,327,173	65,688,387	69,636,747	3,948,360
Other Revenue	1,666,896	1,270,846	2,419,018	1,123,234	4,171,197	758,100	(3,413,097)
Total Revenue	58,881,962	57,634,813	62,173,144	61,064,752	70,159,584	70,476,722	317,138
Operating Transfers In	15,200,656	6,794,391	32,003,142	10,550,000	17,950,000	10,757,054	(7,192,946)
Total Sources	74,082,618	64,429,204	94,176,286	71,614,752	88,109,584	81,233,776	(6,875,808)
Net Budget*	(4,145,567)	(5,728,700)	(32,947,179)	(1,324,033)	(1,351,132)	(8,393,147)	(7,042,015)
				Budgeted Staffing	82	82	0

*Net Budget reflects Total Sources less Total Requirements for Internal Service and Enterprise funds. When Net Budget is negative, it means that the department will be using assets that have been carried over from the prior year.

DETAIL OF 2014-15 RECOMMENDED BUDGET

	2014-15			
	Requirements	Sources	Net Budget	Staffing
Enterprise Funds				
Operations Fund (Fund EAA)	61,033,728	60,122,498	(911,230)	82
Site Closure and Maintenance Fund (Fund EAB)	3,391,000	618,580	(2,772,420)	0
Site Enhancement, Expansion & Acquisition Fund (Fund EAC)	6,845,390	3,469,532	(3,375,858)	0
Environmental Fund (Fund EAL)	11,791,805	9,760,084	(2,031,721)	0
Environmental Mitigation Fund (Fund EWD)	6,565,000	7,212,482	647,482	0
Closure and Post-Closure Maintenance Fund (fund EAN)	0	0	0	0
Earned Leave Fund (Fund IDA)	0	50,600	50,600	0
Total Enterprise Funds	89,626,923	81,233,776	(8,393,147)	82

Operations Fund has requirements of \$61.0 million for operation of the County's solid waste disposal system, which primarily includes: \$7.5 million of staffing expenses that fund 82 budgeted positions; operating expenses of \$43.1 million which primarily consists of services and supplies of \$38.8 including the landfill operations contracts and other professional services needed to maintain the County's disposal sites, transfers of \$410,416, central services of \$323,002, and other charges of \$3.5 million which includes \$2.1 million for payments to the Board of Equalization based on a per ton of landfill waste and \$1.3 million set aside for potential legal settlements; \$3.1 million for capital expenditures; reimbursements of \$81,000 from other departments; and \$7.5 million in operating transfers out to the Environmental Fund for operations, maintenance and monitoring of landfill environmental control systems. Sources of \$60.1 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 funds the activities of other solid waste budget units and is reflected as operating transfers out.

Site Closure and Maintenance Fund includes requirements of \$3.4 million for partial final closure of the Mid-Valley Landfill's Unit 1's south and west slopes. Sources of \$618,580 include allocated special assessments, landfill gate fees that support closure activities, and interest earnings.

Site Enhancement, Expansion and Acquisition Fund includes requirements of \$6.8 million of which \$2.4 million is for the Mid-Valley Unit 3 Liner project, \$400,000 for Barstow Perimeter Fencing, \$700,000 for San Timoteo lateral expansion project, and \$3.3 million in operating transfers out to the Environmental Fund for capital projects and annual maintenance/monitoring of existing landfill gas, air, and groundwater systems. Sources of \$3.5 million are from allocated landfill gate fees that support expansion activities and interest earnings.

Environmental Fund includes requirements of \$11.8 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, soil and habitat mitigation per Title 5 and Title 27 regulations:

- \$4.0 million - Countywide - Landfill Gas Extraction System OM&M
- \$2.4 million - Countywide - Water Quality Response Program OM&M
- \$847,000 - Barstow Landfill – Landfill Gas Extraction System
- \$400,000 - Big Bear Landfill - Landfill Gas Extraction System
- \$154,057 - Heaps Peak Disposal Site - Leachate Treatment System OM&M
- \$1.5 million - Heaps Peak Disposal Site - East Slope Stabilization/Southern Rubber Boa Habitat Mitigation
- \$250,000 – Lenwood-Hinkley – Bioenhancement Pilot Study
- \$1.0 million - Mid-Valley Landfill – Perchlorate – Groundwater Monitoring and Reporting
- \$434,000 - Mid-Valley Landfill – Water Replacement Order Implementation Agreement and Standby Water Rights
- \$132,037 – Mid-Valley Landfill – Corrective Action Plan - Groundwater Routine OM&M
- \$5,464 - Milliken Landfill - Easement Agreements – Edison
- \$541,000 - Yucaipa Disposal Site - Groundwater Treatment System
- \$125,203 – Tools, Equipment, Utilities, General Equipment Maintenance

Sources of \$9.8 million consist primarily of operating transfers in from the Operations Fund of \$7.4 million and allocated landfill gate fees of \$2.4 million.

Environmental Mitigation Fund includes requirements of \$6.6 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 \$7.2 million are from allocated special assessments and landfill gate fees.

Closure and Post-Closure Maintenance Fund is not expected to have any required Financial Assurance activity for the period 2014-15.

Solid Waste Management - Earned Leave Fund has sources of \$50,600, of which \$600 represents interest earned and \$50,000 that represents an operating transfer in from the Operations Fund for approximately one-twentieth of the unfunded liability of employees' earned leave balances.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by \$166,207. Significant changes include a net increase in operating expenses of \$6.9 million primarily due to an increase of \$2.3 million for Contractor related costs of operating the County Landfills, including additional import tonnage required by contract and \$4.8 million increase in professional services for new capital improvement projects; various repairs and maintenance at County disposal sites,



utilities, and computer software and hardware purchases. Operating transfers is decreasing by \$7.2 million because the Environmental Mitigation Fund has sufficient operating cash.

Sources are decreasing by \$6.9 million, primarily due to less operating transfers in needed for operating requirements and environmental costs; and a net increase of \$317,138 in total revenue from an increase of \$3.9 million in gate fees, primarily due to increased import tonnage offset by a decrease of \$3.6 million in residual equity transfers in, interest earnings, and litigation settlement revenue.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$7.5 million fund 82 budgeted regular positions. The reclassification of one Staff Analyst I to a Staff Analyst II is included in the budget due to higher level budget and fee analysis work now required of departments.

2014-15 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	34	3	0	37
Engineering	19	0	19	18	1	0	19
Administrative Services	12	0	12	11	1	0	12
Information Technology Services	3	0	3	2	1	0	3
Total	82	0	82	76	6	0	82

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	Total	5	Total	1	Scale Operations Supervisor II
				2	Scale Operations Supervisor I
				25	Scale Operator
				1	Fiscal Assistant
				37	Total
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 II
3	Public Works Engineer III	1	Accountant III	1	Automated Systems Analyst I
4	Public Works Engineer II	2	Accountant II	1	Automated Systems Technician
1	Engineering Tech V	2	Staff Analyst II	3	Total
4	Engineering Tech IV	1	Supervising Accounting Tech.		
3	Engineering Tech III	5	Fiscal Assistant		
1	Engineering Tech II	12	Total		
1	Staff Analyst I				
1	Secretary I				
19	Total				



San Bernardino County Flood Control District - Consolidated

DESCRIPTION OF MAJOR SERVICES

The San Bernardino County Flood Control District (District) was created in 1939 under special state legislation. Since its inception, the District has developed an extensive system of flood control and water conservation facilities, including dams, conservation basins, debris basins, channels and storm drains. The purpose of these facilities is to intercept and convey flood flows through and away from developed areas of the County, as well as to promote water conservation and improved water quality.

Budget at a Glance	
Requirements Less Reimbursements*	\$161,497,198
Sources/Reimbursements	\$80,785,759
Fund Balance	\$80,711,439
Use of Fund Balance	\$36,642,056
Total Staff	155
<small>*Includes Contingencies</small>	

The District covers the entire County, including all of the incorporated cities. The District is divided into six geographic flood zones (in recognition of the different characteristics and flood control needs in various areas). Zone 1 encompasses the County's West End, from the Los Angeles and Riverside County lines to West Fontana. Zone 2 encompasses the central area of the San Bernardino Valley easterly of Zone 1 to approximately the Santa Ana River and City Creek demarcations. Zone 3 covers the East end of San Bernardino Valley, east of Zone 2. Zone 4 covers the Mojave River Valley region, from the San Bernardino Mountains to Silver Lakes. Zone 5 primarily includes the San Bernardino mountains. Zone 6 encompasses the remainder of the County not covered by other zones. The District has also established a Countywide administrative zone (Zone 7). The District's funding is primarily derived from property taxes, federal and state aid on specific projects, subdivision and permit fees, rents and royalties, and revenue from local water agencies for water spreading services.

The District's principal functions are as follows:

Flood Protection on Major Streams: In cooperation with the federal government, the District conducts programs for channel and levee construction, floodwater retention, and debris basin maintenance. Programs or projects are often done in cooperation with the incorporated cities, the U.S. Army Corps of Engineers, and the U.S. Bureau of Reclamation.

Water Conservation: The District operates and maintains water conservation basins and spreading grounds. Water from the local mountains and Northern California is spread and percolated into the groundwater basins underlying the County. The District has numerous joint use agreements with water districts allowing use of District facilities for groundwater recharge.

Storm Drain Construction: The District is active in comprehensive storm drain master planning/construction and cooperates with incorporated cities and other agencies in storm drain projects.

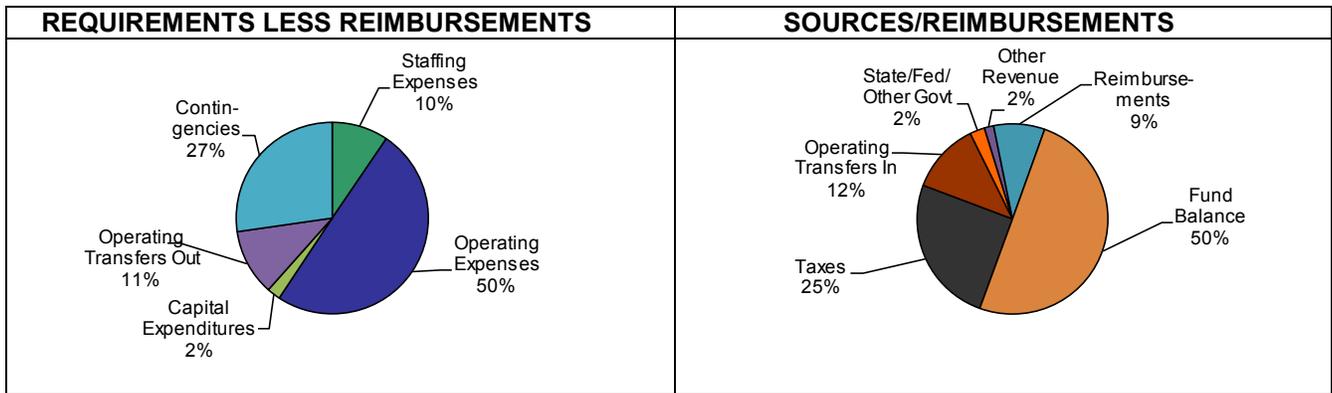
Facility Maintenance: The District has a proactive maintenance program for its facilities. Regular inspections of the storm drains, channels, and basins are made as required by various state and federal agencies.

National Pollutant Discharge Elimination System (NPDES): The District is the lead permittee in the San Bernardino Valley area-wide NPDES permit with 16 cities as co-permittees. The NPDES program, through the State Water Quality Management Board, regulates storm water quality through very detailed and complex permits, which affect everyone within the Santa Ana River Watershed and now in the high desert area of the Victor Valley under Phase II of the permit.

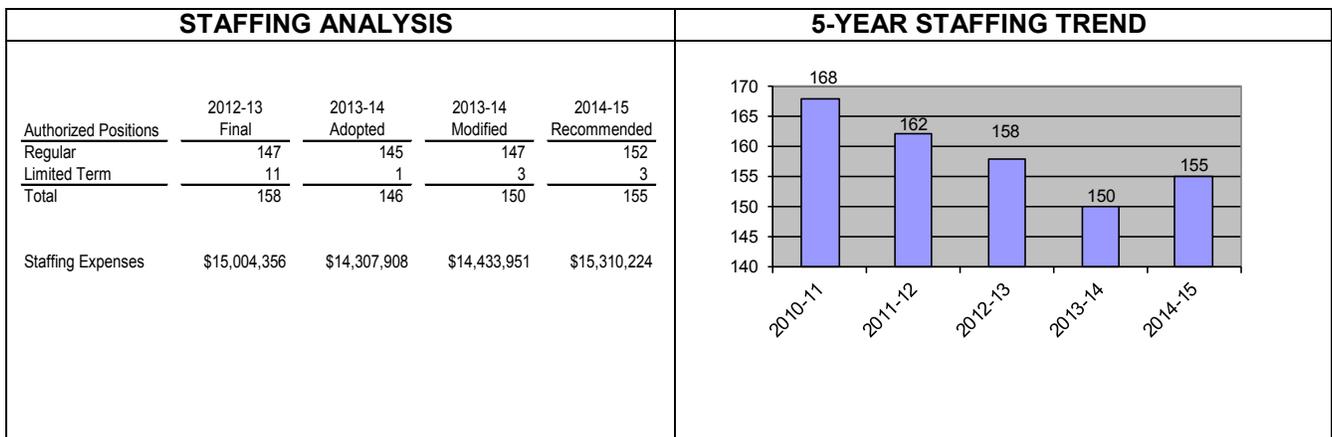
Flood Operations: During the flood season, the District maintains telemetry systems for monitoring rainfall and runoff and dispatches storm patrols as dictated by the projected severity of a storm. The District has access to a weather satellite data delivery system to provide state-of-the-art weather information. The system provides advance warning of major storm activity.



2014-15 RECOMMENDED BUDGET



BUDGETED STAFFING



ANALYSIS OF 2014-15 RECOMMENDED BUDGET

GROUP: Operations and Community Services
DEPARTMENT: Flood Control
FUND: Consolidated

BUDGET UNIT: Various
FUNCTION: Flood Control
ACTIVITY: Flood Control

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Estimate	2013-14 Modified Budget	2014-15 Recommended Budget	Change From 2013-14 Modified Budget
Requirements							
Staffing Expenses	13,728,949	13,474,972	13,393,032	13,104,200	14,433,951	15,310,224	876,273
Operating Expenses	58,925,210	52,695,794	41,241,614	48,779,488	72,621,323	80,458,815	7,837,492
Capital Expenditures	254,417	256,334	163,184	669,213	3,194,700	3,659,000	464,300
Contingencies	0	0	0	0	63,810,050	44,069,383	(19,740,667)
Total Exp Authority	72,908,576	66,427,100	54,797,830	62,552,901	154,060,024	143,497,422	(10,562,602)
Reimbursements	(13,942,667)	(13,628,850)	(13,588,422)	(12,498,200)	(13,195,874)	(13,923,600)	(727,726)
Total Appropriation	58,965,909	52,798,250	41,209,408	50,054,701	140,864,150	129,573,822	(11,290,328)
Operating Transfers Out	10,129,411	12,708,146	8,911,024	12,776,434	13,116,679	17,999,776	4,883,097
Total Requirements	69,095,320	65,506,396	50,120,432	62,831,135	153,980,829	147,573,598	(6,407,231)
Sources							
Taxes	36,431,260	36,414,505	38,785,707	39,747,164	40,215,500	40,608,100	392,600
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	16,798,468	5,323,306	3,975,617	3,952,420	4,308,811	4,078,555	(230,256)
Fee/Rate	139,734	860,319	1,407,106	756,560	474,043	367,600	(106,443)
Other Revenue	5,016,500	1,358,472	23,583,086	2,669,691	12,225,491	2,533,128	(9,692,363)
Total Revenue	58,385,962	43,956,602	67,751,516	47,125,835	57,223,845	47,587,383	(9,636,462)
Operating Transfers In	10,781,588	18,588,629	10,211,024	14,076,434	14,416,679	19,274,776	4,858,097
Total Financing Sources	69,167,550	62,545,231	77,962,540	61,202,269	71,640,524	66,862,159	(4,778,365)
				Fund Balance	82,340,305	80,711,439	(1,628,866)
				Budgeted Staffing	150	155	5

MAJOR EXPENDITURES AND REVENUE IN 2014-15 RECOMMENDED BUDGET

Staffing expenses of \$15.3 million fund 155 budgeted positions to oversee administration, operations and maintenance of the District’s facilities. Operating expenses of \$80.5 million primarily include: \$42.4 million in service contracts for construction projects; \$12.4 million for bond payments and debt service; and \$17.9 million in transfers, of which \$12.0 million is for internal payroll distribution, and \$2.2 million to pay the Transportation Division for work performed on District projects and to reimburse for administrative costs. Capital expenditures of \$3.7 million are primarily needed to purchase land and right of way for mitigation and/or construction purposes. Reimbursements of \$13.9 million are primarily related to internal labor distribution charges.

The District’s primary revenue source is property taxes budgeted at \$40.6 million. Other major revenue sources include governmental aid of \$4.1 million to partially fund Seven Oaks Dam maintenance and the NPDES program, operating transfers in of \$19.3 million (\$1.3 million from the County general fund for the NPDES program and \$18.0 million for internal administrative transfers between funds), and other revenue of \$2.5 million primarily from anticipated land sales.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by \$6.4 million due to a decrease in contingencies of \$19.7 million primarily to fund planned construction projects, reflected in the increase in operating expenses of \$7.8 million, and fund the increase in operating transfers out of \$4.8 million due to additional transfers between the District’s zones.

Sources are decreasing by \$4.8 million primarily due to a decrease in other revenue of \$9.7 million due to a decrease in anticipated land sales for 2014-15 offset by an increase in operating transfers in of \$4.9 million due to additional transfers between the District’s zones.

Additionally, the fund balance has decreased by \$1.6 million primarily as a result of planned construction project expenses incurred in 2013-14.

OPERATIONS & COMMUNITY SERVICES



PROGRAMMATIC INFORMATION

Flood Control facility maintenance funding has increased to \$13.2 million Countywide primarily due to environmental mitigation requirements. The NPDES program is budgeted at \$5.1 million and is funded by the County (\$1.3 million), the sixteen participating cities (\$2.0 million) and the District (\$1.8 million). Contingencies are budgeted at \$44.1 million for projects in design and environmental phase, not yet ready for construction. Furthermore, the table below reflects District projects planned for 2014-15:

Project Type	Major Projects	Funding Sources
Maintenance	Maintenance of Channels, Creeks and Basins Countywide	Property Taxes
Basin Construction	Cactus Basin #3; Donnell Basin Phase I; Amethyst Basin; Bandicoot Basin	Property Taxes; CA Department of Water Resources
Channel Construction	Elder Creek; Mountain View Acres; Kitchen Dean Wash; Sand/Warm Creek Confluence; Rialto Channel at Riverside Avenue; Rimforest Drainage Mitigation; Wilson Creek; Desert Knolls Wash	Property Taxes; Discretionary General Funding
Levee Construction	Mojave River I-15 Levee	Property Taxes

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$15.3 million fund 155 budgeted positions of which 152 are regular positions and 3 are limited term positions. The budget reflects a net increase of 5 positions. Changes include the addition of the following new positions:

- 1 Office Assistant II to provide clerical assistance and customer service support for the District.
- 1 Office Assistant III for the Flood Permits Division due to workload increases in that division.
- 1 Automated Systems Technician to provide technical support to over 500 computers at multiple sites.
- 1 Contract Arborist to ensure compliance with Federal Emergency Management Agency and U.S. Army Corps of Engineers levee certification requirements.

The District is deleting 3 vacant positions (2 Supervising Planners and 1 Public Works Engineer IV) and transferring in 4 positions (1 Chief Public Works Engineer, 3 Public Works Engineers III) from the Transportation Department in order to assist with the workload that is anticipated in the Flood Permits Division, Environmental Management Division, and NPDES over the next few years.

In addition, the budget includes the reclassification of a filled Staff Analyst I to Staff Analyst II.

2014-15 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Administration	4	0	4	3	0	1	4
Water Resources	10	0	10	10	0	0	10
Environmental Management	26	1	27	24	1	2	27
Flood Design	20	0	20	20	0	0	20
Seven Oaks Dam	2	0	2	2	0	0	2
Administrative Services	5	0	5	4	1	0	5
Flood Planning	12	0	12	11	1	0	12
Permits	11	0	11	8	1	2	11
Operations	59	2	61	53	6	2	61
Budget Revenue Claiming	2	0	2	2	0	0	2
Information Technology	1	0	1	0	0	1	1
Total	152	3	155	137	10	8	155



Administration	Water Resources	Environmental Management/NPDES
<u>Classification</u> 1 Personnel Technician 1 Office Assistant II 1 Secretary I 1 Office Assistant III <hr/> 4 Total	<u>Classification</u> 2 Public Works Engineer II 2 Public Works Engineer III 1 Secretary I 1 Engineering Technician III 2 Engineering Technician IV 2 Engineering Technician V <hr/> 10 Total	<u>Classification</u> 1 Stormwater Program Manager 5 Planner III 1 Planner II 1 Staff Analyst II 1 Secretary I 1 Office Assistant III 2 Engineering Technician V 4 Engineering Technician IV 4 Ecological Resource Specialist 2 Public Works Engineer III 1 Office Assistant II 1 Public Service Employee 2 Public Works Engineer II 1 Chief Public Works Engineer <hr/> 27 Total
Flood Design <u>Classification</u> 1 Supervising Land Surveyor 2 Public Works Engineer III 3 Public Works Engineer II 4 Engineering Technician V 4 Engineering Technician IV 4 Engineering Technician III 1 Secretary I 1 Public Works Engineer IV <hr/> 20 Total	Seven Oaks Dam <u>Classification</u> 2 Equipment Operator III <hr/> 2 Total	Administrative Services <u>Classification</u> 1 Accountant III 1 Accountant II 1 Accounting Technician 1 Fiscal Assistant 1 Secretary II <hr/> 5 Total
Flood Planning <u>Classification</u> 1 Public Works Engineer IV 2 Public Works Engineer III 2 Public Works Engineer II 1 Engineering Technician V 2 Engineering Technician IV 1 Engineering Technician III 1 Secretary I 2 Chief Public Works Engineer <hr/> 12 Total	Permits <u>Classification</u> 1 Public Works Engineer IV 2 Engineering Technician V 6 Engineering Technician III 1 Secretary I 1 Public Works Engineer III <hr/> 11 Total	Operations <u>Classification</u> 1 Public Works Engineer II 1 Public Works Operations Supt 2 Public Works Operations Supv 9 Equipment Operator III 7 Equipment Operator II 6 Equipment Operator I 5 Maint & Const Spvrs II 3 Maint & Const Spvrs I 8 Maint & Const Worker II 10 Maint & Const Worker I 2 Office Assistant III 1 Office Assistant II 1 Pesticide Applicator 1 Contract Flood Arborist 2 Equipment Operator I Trainee 1 Equipment Operator II Trainee 1 Public Service Employee <hr/> 61 Total
Budget/Revenue Claiming <u>Classification</u> 1 Budget Officer 1 Staff Analyst II <hr/> 2 Total	Information Technology <u>Classification</u> 1 Automated Systems Technician <hr/> 1 Total	



Flood Control Equipment

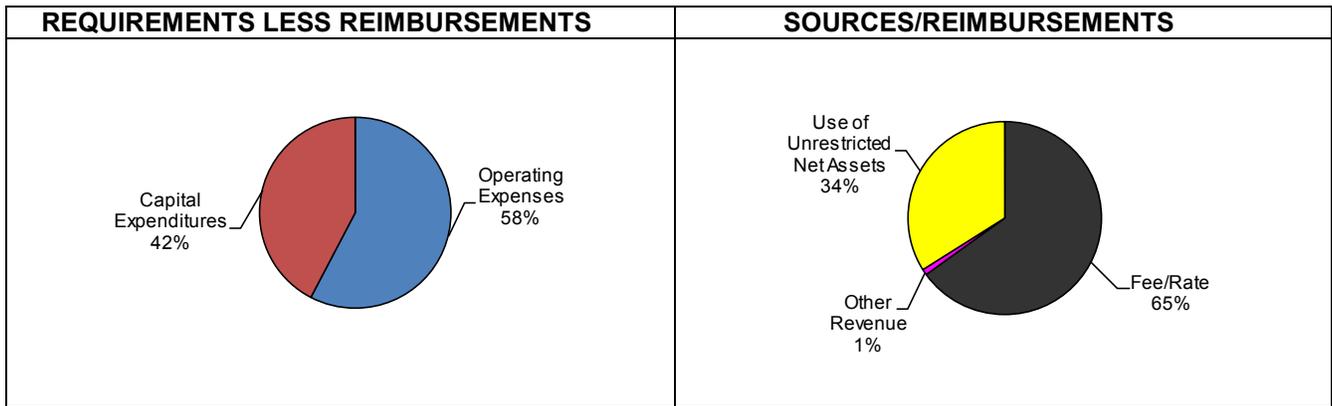
DESCRIPTION OF MAJOR SERVICES

The Flood Control District Equipment budget unit is an internal service fund established to fund the purchase and maintenance of all District vehicles and heavy equipment. This fund is funded by equipment user fee charges to the various Flood Control District zones and to other divisions within the Department of Public Works.

Budget at a Glance	
Requirements Less Reimbursements*	\$3,074,000
Sources/Reimbursements	\$2,030,000
Net Budget	(\$1,044,000)
Estimated Unrestricted Net Assets	\$6,435,335
Use of Unrestricted Net Assets	\$1,044,000
Total Staff	0
<small>*Includes Contingencies</small>	

There is no staffing associated with this budget unit.

2014-15 RECOMMENDED BUDGET



ANALYSIS OF 2014-15 RECOMMENDED BUDGET

GROUP: Operations and Community Services
 DEPARTMENT: Flood Control District
 FUND: Equipment

BUDGET UNIT: ICA 097
 FUNCTION: Flood Control
 ACTIVITY: Equipment Management

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Estimate	2013-14 Modified Budget	2014-15 Recommended Budget	Change From 2013-14 Modified Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	2,152,484	1,735,648	1,588,387	1,644,695	1,601,920	1,773,000	171,080
Capital Expenditures	0	628,932	622,759	650,000	506,080	1,301,000	794,920
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	2,152,484	2,364,580	2,211,146	2,294,695	2,108,000	3,074,000	966,000
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	2,152,484	2,364,580	2,211,146	2,294,695	2,108,000	3,074,000	966,000
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	2,152,484	2,364,580	2,211,146	2,294,695	2,108,000	3,074,000	966,000
Sources							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Govt Aid	0	100,000	0	0	0	0	0
Fee/Rate	3,005,025	2,818,949	2,478,788	1,994,100	2,850,000	2,000,000	(850,000)
Other Revenue	46,967	143,025	34,973	37,720	127,000	30,000	(97,000)
Total Revenue	3,051,992	3,061,974	2,513,761	2,031,820	2,977,000	2,030,000	(947,000)
Operating Transfers In	0	0	0	0	0	0	0
Total Sources	3,051,992	3,061,974	2,513,761	2,031,820	2,977,000	2,030,000	(947,000)
Net Budget*	899,508	697,394	302,615	(262,875)	869,000	(1,044,000)	(1,913,000)
				Budgeted Staffing	0	0	0

*Net Budget reflects Total Sources less Total Requirements for Internal Service and Enterprise funds. When Net Budget is negative, it means that the department will be using assets that have been carried over from the prior year.

MAJOR EXPENDITURES AND REVENUE IN 2014-15 RECOMMENDED BUDGET

Operating expenses of \$1.8 million make up a large portion of the expenditures for this budget unit and consist of motor pool charges, equipment repairs, and maintenance charges from the Fleet Management Department. Additionally, capital expenditures of \$1.3 million include the following purchases:

- \$5,000 for a Paint Sprayer (graffiti removal)
- \$16,000 for 2 Light Tower Trailers
- \$30,000 for a John Deere Mower (replacement)
- \$450,000 for a D7R Dozer (replacement)
- \$350,000 for a 4900 Multi-body (replacement)
- \$135,000 for 3 4x4 Extended Cab Trucks (replacements)
- \$85,000 for a Service/Welder (replacement)
- \$195,000 for 3 4x4 Flatbed Trucks (replacements)
- \$35,000 for a 15 Passenger Ford (replacement)

Fee/Rate revenue of \$2.0 million includes the District's heavy equipment fleet rates and is the main revenue source.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by \$966,000 primarily due to the amount of new equipment and vehicles being purchased to replace outdated units. Sources are decreasing by \$947,000 due to the decrease in rental usage revenues and a decrease in equipment sales.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.

