



DEPARTMENT SUMMARY

Public Works

Provide for the public's needs relative to transportation, water, wastewater, and refuse collection services.

About Public Works

The Public Works Department is responsible for an annual budget of over \$72 million, representing approximately 46% of the City of Santa Barbara's total budget, and the 278 full-time employees represent approximate 26% of the City's total permanent work force. Public Works programs generate approximately \$68 million in revenue from a variety of sources to offset the expenditures. The department organization supports 30 City programs.

Public Works responsibilities include the design and construction of City's capital program projects, management and planning of a City transportation system, treatment and reliable distribution of high quality water at a reasonable price, collection and treatment of wastewater at a reasonable price, and cost effectively construct and maintain City streets, public drainage facilities, street lights, traffic signals and other City infrastructure facilities.

Fiscal Year 2004 Budget Highlights

Public Works will have four major facilities projects under design or construction totaling over \$70,000,000.

These projects are the Cater Water Treatment Facility Remodel, Sheffield Reservoir Replacement, Airport Terminal Renovation project and the construction of the downtown Granada Garage.



While the main office for Public Works is located at 630 Garden Street, the department is also responsible for operating the City's El Estero Wastewater Treatment Facility on Yanonali Street and the Cater Water Treatment Facility on San Roque Road, which provide basic water and sewer service to over 100,000 customers.



DEPARTMENT SUMMARY

Public Works

Department Financial and Staffing Summary

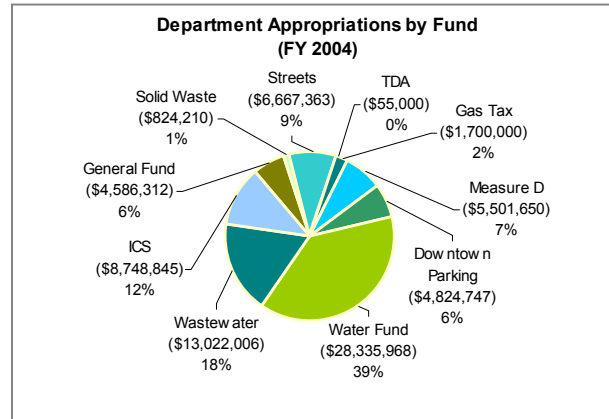
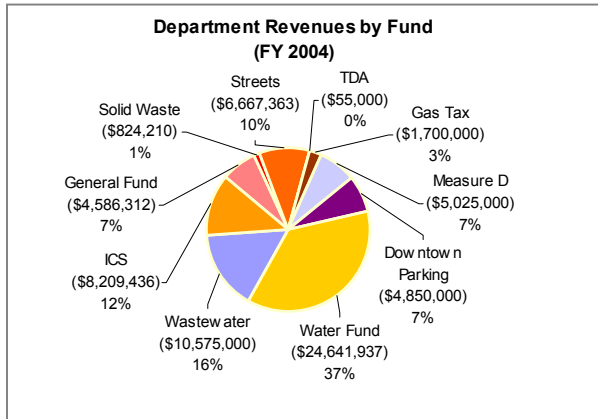
	Actual FY 2002	Adopted FY 2003	Adopted FY 2004
Authorized Positions (FTEs)	273.35	273.85	278.60
Revenues			
Taxes- Utility Users Tax	5,569,926	4,732,045	5,607,700
Taxes-State Gas Tax	1,667,888	1,650,000	1,700,000
Taxes-Measure "D" Sales Tax	4,840,405	4,350,000	4,800,000
Transportation Development Funds	56,850	50,000	50,000
Franchise Tax - Refuse	-	260,000	780,000
Parking Violations	-	-	531,159
Interest Income	3,326,099	2,730,000	1,730,000
Intergovernmental	1,034,923	1,516,000	26,710
Inter-Fund Reimbursements	9,671,019	9,627,090	10,948,620
Fees and Service Charges	34,120,008	35,945,000	37,286,393
Mission Canyon- JPA	223,107	200,000	200,000
PBIA Assessment	669,078	650,000	675,000
JPA Reimbursements	1,217,569	1,100,000	1,200,000
State Loan Proceeds (Cater)	1,752,295	-	-
Donations - Looking Good SB	17,496	17,500	17,500
Miscellaneous	409,433	376,000	300,000
General Fund Subsidy	2,957,385	2,548,033	1,281,176
Total Department Revenue	\$ 67,533,481	\$ 65,751,668	\$ 67,134,258
Expenditures			
Salaries and Benefits	19,260,884	21,405,052	22,965,183
Supplies and Services	13,786,029	16,228,299	18,246,277
Special Projects	3,417,601	3,432,085	10,874,167
Inter-Fund Reimbursements	-	-	1,204,340
Non-Capital Equipment	143,520	204,236	233,317
Equipment Capital	747,452	209,986	365,996
Water Purchases	5,584,034	5,881,526	-
Debt Service	2,777,931	2,247,740	2,250,688
Miscellaneous	156,534	897,699	672,101
Total Operating Expenditures	\$ 45,873,985	\$ 50,506,623	\$ 56,812,069
Capital Program	18,630,319	16,359,162	17,454,032
Total Department Expenditures	\$ 64,504,304	\$ 66,865,785	\$ 74,266,101
Addition to (Use of) Reserves	\$ 3,029,177	\$ (1,114,117)	\$ (7,131,843)



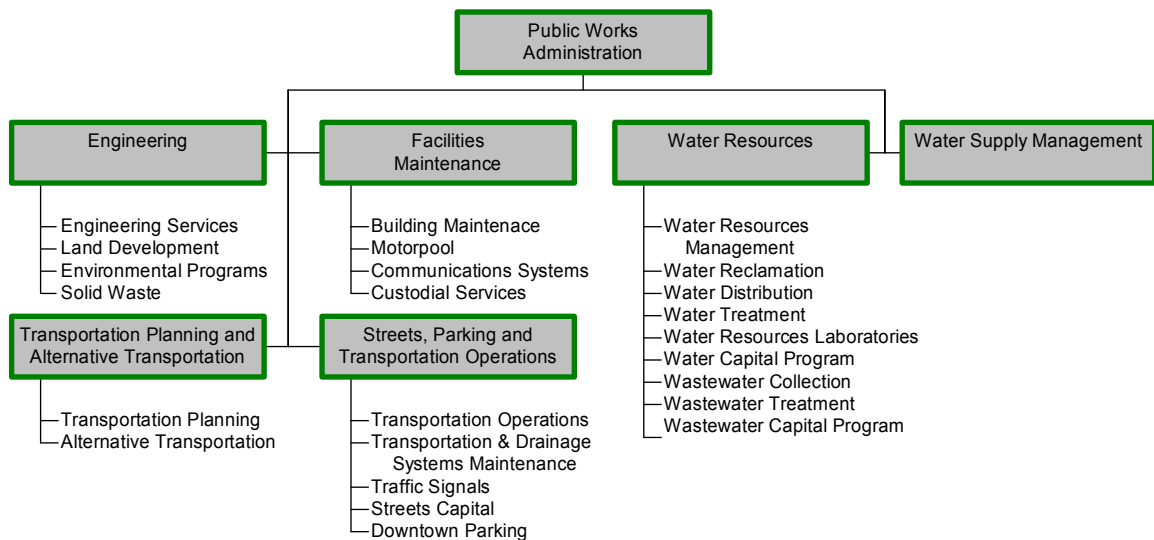
DEPARTMENT SUMMARY

Public Works

Department Fund Composition



Program Organizational Chart



PROGRAMS & SERVICES

PUBLIC WORKS PROGRAMS

> Administration

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Water Resources Laboratories
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Wastewater Collection
Wastewater Treatment
Wastewater Capital Program



RECENT PROGRAM ACHIEVEMENTS

The Department developed and implemented new procedures to complete and publish the six-year Capital Improvement Program.

Administration

(Program No. 4111)

Mission Statement

Provide administrative, personnel and financial management support to Division staff in order to attain efficient and organizational day-to-day operations by the department.

Program Activities

- Direct the activities of the Department Division Managers and provide interface and support to other City Department Heads.
- Develop and coordinate all department revenues including water and wastewater rate setting.
- Monitor and coordinate the department's budget activities, ensuring that all expenditures are within appropriation.
- Coordinate timely and responsive input for the department for the development of the FY 05/06 Financial Plan.
- Administer the City Hall telephone exchange and coordinate centralized payment of department utility bills.
- Process all departmental correspondence, Council reports, departmental claims and requisitions as well as all personnel documentation and evaluations for the department, ensuring timeliness and accuracy.

Objectives for Fiscal Year 2004

- Ensure 80% or greater of all Public Works Program Objectives are met or exceeded.
- Ensure positive appropriation balance for all assigned Public Works funds.
- Ensure annual revenues attained by fund are within 5% of fiscal year estimate.
- For each assigned Enterprise Fund, ensure Council policy reserve level goals are met or exceeded.
- Ensure responsive and timely processing of the Department's Council Reports on a weekly basis, in accordance with established deadlines from the City Clerk's Office.

Financial and Staffing Information

	Actual FY 2002	Adopted FY 2003	Adopted FY 2004
Authorized FTEs	4.00	4.00	4.00
Revenues			
Inter-Fund Reimbursements	-	-	112,125
Utility Users' Tax	82,520	112,711	-
Fees and Service Charges	31,791	30,000	10,375
General Fund Subsidy	564,559	369,611	457,830
Total Revenue	\$ 678,870	\$ 512,322	\$ 580,330
Expenditures			
Salaries and Benefits	410,517	423,258	453,357
Supplies and Services	85,437	77,480	104,973
Special Projects	176,678	5,000	15,000
Non-Capital Equipment	6,238	6,584	7,000
Total Expenditures	\$ 678,870	\$ 512,322	\$ 580,330

Program Performance Measures

	Adopted FY 2003	Projected FY 2003	Adopted FY 2004
Percent of all PW program objectives met or exceeded	n/a	80%	80%
Percent of annual revenues attained by fund within 5% of fiscal year estimate	n/a	80%	80%
Percent of Council policy reserve level goals met or exceeded for all Enterprise Funds	n/a	100%	100%
Percent of annual expenditures by fund that are equal or less than budgeted appropriation	n/a	100%	100%

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RECENT PROGRAM ACHIEVEMENTS

Engineering Services managed the completion of \$19.1 million of capital improvements in FY 02 and started construction in FY 03 on the Cater Water Treatment Plant and Granada Garage.

Engineering Services

(Program No. 4211)

Mission Statement

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

Program Activities

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

Objectives for Fiscal Year 2004

- Complete 75% of budgeted Capital Program project milestones assigned to Engineering.
- Limit engineering services (staff and consultant costs) to less than 25% of total project costs.
- Limit the cost of construction contract change orders in the Capital Program to less than 9% of original construction contract value, and limit all change orders to the maximum of the Council authorized Change Order Allowance.
- Award 80% of construction contracts within 10% of the Engineer's final estimate.
- Meet or exceed the budget's work order revenues and projections.
- Track capital improvement project costs from budget cost estimates to construction.

Financial and Staffing Information

	Actual FY 2002	Adopted FY 2003	Adopted FY 2004
Authorized FTEs	33.30	33.30	34.30
Revenues			
Measure D (Transportation Sales Tax)	383,982	563,432	604,643
InterFund Charges (Eng. Work Orders)	2,588,830	2,280,000	2,600,000
Intergovernmental	26,394	-	-
Other	79	-	-
General Fund Subsidy	(153,513)	303,959	301,912
Total Revenue	\$ 2,845,772	\$ 3,147,391	\$ 3,506,555
Expenditures			
Salaries and Benefits	2,630,264	2,903,294	3,066,926
Supplies and Services	184,076	208,297	431,629
Special Projects	12,931	11,000	-
Non-Capital Equipment	18,501	24,800	8,000
Total Expenditures	\$ 2,845,772	\$ 3,147,391	\$ 3,506,555

Program Performance Measures

	Adopted FY 2003	Projected FY 2003	Adopted FY 2004
Percent of budgeted annual Capital Program project milestones assigned to Engineering	n/a	75	75
Percent of engineering services costs to total project costs	n/a	25	25
Percent of Change Order cost to original construction contract value	n/a	9	9
Percent of construction contract awards within 9% of Engineers Estimate	n/a	80	80
Percent of projects exceeding maximum Change Order Allowance	n/a	0	0

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RECENT PROGRAM ACHIEVEMENTS

Staff reviewed and permitted over 200 private land development projects and issued over 1,100 Public Works Permits in FY 02.

Land Development

(Program No. 4212)

Mission Statement

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

Program Activities

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

Objectives for Fiscal Year 2004

- Meet 98% of Land Development Team discretionary land development project review deadlines.
- Meet 90% of the target response dates for staff review of specified building permits at the Public Works Department permit counter.
- By September 2003, develop a matrix to establish target staff response dates for real property workload submittals.

Financial and Staffing Information

	Actual FY 2002	Adopted FY 2003	Adopted FY 2004
Authorized FTEs	9.50	9.50	9.50
Revenues			
Utility Users' Tax	-	310,975	-
Inter-Fund Reimbursements	-	-	297,636
Fees and Service Charges	195,270	200,000	260,000
Other	700	1,000	-
General Fund Subsidy	510,135	265,462	323,198
Total Revenue	\$ 706,105	\$ 777,437	\$ 880,834
Expenditures			
Salaries and Benefits	667,366	750,959	797,192
Supplies and Services	23,376	25,878	81,642
Special Projects	13,345	-	-
Non-Capital Equipment	2,018	600	2,000
Total Expenditures	\$ 706,105	\$ 777,437	\$ 880,834

Program Performance Measures

	Adopted FY 2003	Projected FY 2003	Adopted FY 2004
Public Works Permits issued	n/a	1,057	1,057
Building Permit applications reviewed	n/a	3,215	3,215
Percent of Building Permit applications reviewed that met the target response date	n/a	90%	90%
Land Development discretionary development projects reviewed	n/a	258	258
Land Development discretionary development projects reviewed that did not meet the target response date	n/a	5	5
Real Property tasks including acquisitions, abandonments, encroachments, and developments	n/a	42	42
Real Property tasks, including acquisitions, abandonments and developments completed	n/a	16	16
Real property leases and outdoor dining licenses managed	n/a	71	71

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RECENT PROGRAM ACHIEVEMENTS

Staff received the "National Pollution Prevention Week 2002 Award" as recognition and appreciation for outstanding work.

Environmental Programs

(Program No. 4213)

Mission Statement

Manage the disposal of hazardous waste, compliance with State regulations applying to City-operated Leaking Underground Fuel Tank (LUFT) sites, and vector control services.

Program Activities

- Assess and oversee remediation of soil and groundwater contamination from leaking underground fuel tank (LUFT) sites to comply with regulatory agency requirements.
- Prepare quarterly reports for all LUFT sites as required by regulatory agencies.
- Recover state reimbursement monies for soil and groundwater cleanups of contaminated LUFT sites.
- Perform asbestos studies and abate conditions in City facilities.
- Provide vector control services for City facilities and the public right-of-way and spray creeks and stagnant water for mosquito control.
- Provide vector control information to citizens regarding mosquitoes, bees, mice and rats,
- Provide cleanup of hazardous waste found in the public right-of-way.
- Coordinate the removal of contaminated soil identified during project development and construction of capital projects.

Objectives for Fiscal Year 2004

- Maintain planned schedule and complete required reports for remediation of LUFT sites, in accordance with the County of Santa Barbara, Protection Services Division approved work plan.
- Retain eligibility with the State Underground Storage Tanks Reimbursement Fund and submit reimbursement requests upon acceptance of the LUFT site.
- Respond to 80% of vector control calls within one working day.
- Respond to 90% of emergency spills within three hours.
- Evaluate the feasibility of the City joining the Santa Barbara Coastal Vector Control District.
- Complete 100% of activities, in accordance with the vector control preventative maintenance schedule.

Financial and Staffing Information

	Actual FY 2002	Adopted FY 2003	Adopted FY 2004
Authorized FTEs	3.50	1.60	1.60
Revenues			
Utility Users' Tax	-	66,708	-
InterFund Reimbursements	-	-	25,000
Intergovernmental	26,710	-	-
Donation - Looking Good S.B.	17,496	-	-
Other	200	-	-
General Fund Subsidy	409,335	100,062	198,236
Total Revenue	\$ 453,741	\$ 166,770	\$ 223,236
Expenditures			
Salaries and Benefits	276,904	150,692	160,812
Supplies and Services	15,724	16,078	22,424
Special Projects	161,113	-	40,000
Equipment Capital	-	-	-
Total Expenditures	\$ 453,741	\$ 166,770	\$ 223,236

Program Performance Measures

	Adopted FY 2003	Projected FY 2003	Adopted FY 2004
Percent of required LUFT Site reports completed on schedule	n/a	100%	100%
Percent of vector control calls responded to within the next business day	n/a	80%	80%
Percent of responses to emergency spills within three hours of call	n/a	90%	90%
Responses to emergency spills	n/a	12	n/a
Vector control calls received	n/a	950	950

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RECENT PROGRAM ACHIEVEMENTS

The City increased diversion from landfills to 55% for 2001.

Staff received a \$281,000 grant for an anti-freeze, batteries, oil and paint (ABOP) recycling facility.

Solid Waste

(Program No. 4214)

Mission Statement

Provide reliable, cost-effective collection of residential and commercial municipal solid waste, recyclables and green waste through contracted haulers, with a primary focus on maximizing recycling and landfill diversion levels.

Program Activities

- Develop a cost-effective solid waste management system that will allow the City to maintain ultimate control of its waste stream, pursue long-term disposal options, and continuously reduce the volume of material disposed in landfills through aggressive recycling and other diversion strategies.
- Maintain the City's compliance with State solid waste mandates.
- Manage all components of the City's waste management system.
- Design solid waste programs that protect public health and the environment and minimize the City's exposure to liability.
- Provide information to the public and respond to concerns about hauling services.
- Ensure contract compliance with haulers.
- Participate in regional solid waste forums such as the Multi-jurisdictional Solid Waste Task Group (MJSWTG) and the Solid Waste Local Task Force (LTF).

Objectives for Fiscal Year 2004

- Increase solid waste diversion a minimum of 2% annually, or from 55% to 57%, for calendar year 2003.
- Respond to collection service complaints within two business days.
- Investigate and assess hauler's overall contract compliance once every month.
- Add 10 new commercial recycling accounts per month.
- Develop and implement a foodscrap recycling pilot program with 25 food-serving entities in the City.
- Develop long-term strategies for long-term disposal in conjunction with the MJSWTG.
- Monitor and initiate a solid waste assessment test at the closed landfill at Elings Park as required by state regulatory agencies.
- Open and operate an Antifreeze, Batteries, Oil and Paint (ABOP) Recycling Center at the City Corporate Yard.

Financial and Staffing Information

	Actual FY 2002	Adopted FY 2003	Adopted FY 2004
Authorized FTEs	0.00	1.90	2.90
Revenues			
Franchise Tax - Refuse	-	260,000	780,000
InterFund Reimbursement	-	200,000	-
Intergovernmental	-	26,000	26,710
Donations - Looking Good SB	-	17,500	17,500
Total Revenue	\$ -	\$ 503,500	\$ 824,210
Expenditures			
Salaries and Benefits	-	158,281	284,092
Supplies and Services	-	15,000	18,573
Special Projects	-	322,000	490,000
Miscellaneous	-	8,219	31,545
Total Expenditures	\$ -	\$ 503,500	\$ 824,210

Program Performance Measures

	Adopted FY 2003	Projected FY 2003	Adopted FY 2004
Solid waste diversion rate	n/a	55%	57%
Percent of collection service complaints responded to within two business days	n/a	100%	100%
Contract compliance investigations conducted	n/a	12	12
Percent of restaurants and single and multi-family units in compliance with mandatory trash ordinance	n/a	99%	99%
Total number of commercial recycling accounts	n/a	2,056	2,176
Total residential recycling, greenwaste and trash accounts	n/a	16,766	16,766
Total commercial recycling, greenwaste and trash accounts	n/a	2,826	2,826
Food service entities participating in foodscrap recycling program	n/a	0	25
Collection service complaints received	n/a	280	260

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RECENT PROGRAM ACHIEVEMENTS

Staff confirmed pedestrian signal timing at all signals and installed speed humps on three streets.

Traffic Operations

(Program No. 4311)

Mission Statement

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

Program Activities

- Collect, analyze, and interpret traffic information needed to optimize the transportation system to meet travel demand and City policy for equality between all modes of travel.
- Reduce collisions by collaborating with the Police Department in quarterly meetings.
- Respond to public requests, suggestions, and inquiries for changes in parking and traffic control.
- Provide direction in the design and construction of public and private improvements to ensure traffic safety and minimize travel impacts.
- Collect and process traffic data for transportation planning and land development review activities.
- Operate a coordinated traffic signal system to maximize safety, minimize delay, and be responsive to pedestrian, cyclist and motor vehicle needs.
- Monitor and map traffic collisions to identify high collision locations.

Objectives for Fiscal Year 2004

- Review and document changes to the signal timing at 33% of the City's signalized intersections annually.
- Conduct traffic counts on 15% of roadway segments annually.
- Investigate and resolve 85% of traffic related concerns and citizen requests within 60 calendar days.
- Complete two major safety improvement projects, targeted to reduce correctable collisions by 15%.
- Present an ordinance to Council for adoption to create double-fine zones in school zones.
- Present an ordinance to Council for adoption to regulate Segway Human Transport.

Financial and Staffing Information

	Actual FY 2002	Adopted FY 2003	Adopted FY 2004
Authorized FTEs	4.00	4.00	4.00
Revenues			
Utility Users Tax	294,045	329,173	1,587,194
Fees and Service Charges	7,938	5,000	-
Total Revenue	\$ 301,983	\$ 334,173	\$ 1,587,194
Expenditures			
Salaries and Benefits	267,929	289,549	323,896
Supplies and Services	34,054	43,124	56,458
Inter-Fund Reimbursements	-	-	1,204,340
Non-Capital Equipment	-	1,500	2,500
Total Expenditures	\$ 301,983	\$ 334,173	\$ 1,587,194

Program Performance Measures

	Adopted FY 2003	Projected FY 2003	Adopted FY 2004
Percent of intersections where signal timing was reviewed and documented	n/a	33%	33%
Percent of roadways counted	n/a	15%	15%
Citizen requests	n/a	600	600
Percent of citizen requests resolved within 60 calendar days	n/a	85%	85%
Major safety improvement projects completed	n/a	2	2

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Transportation Planning

(Program No. 4312)

Mission Statement

Review private land development and plan public transportation facilities and policy so that people can move within the City with equality of convenience and access among all modes of transportation.

Program Activities

- Support regional transportation planning decision making.
- Identify and compete for State and Federal money for transportation system development.
- Work directly with community groups to address neighborhood and business transportation concerns, and develop appropriate programs or projects.
- Review all site plans for conformance to transportation and parking alternative transportation policies, regulation, and practices.

Objectives for Fiscal Year 2004

- Meet 95% of all Land Development Team Pre-Application Review Team (PRT) and Development Application Review Team (DART) deadlines.
- Review and act within deadlines on 75% of all Development Plan Agreement (DPA), Architectural Board of Review (ABR), Historic Landmarks Commission (HLC), building permit, modification, and garage waiver requests.
- Participate in the Highway 101 Technical Advisory Group to address how traffic congestion is affecting the quality of life in the South Coast.

RECENT PROGRAM ACHIEVEMENTS

The Highway 101 Corridor Implementation Plan was initiated.

Financial and Staffing Information

	Actual FY 2002	Adopted FY 2003	Adopted FY 2004
Authorized FTEs	6.35	6.35	6.35
Revenues			
Utility Users' Tax	472,493	559,975	608,539
Total Revenue	\$ 472,493	\$ 559,975	\$ 608,539
Expenditures			
Salaries and Benefits	427,699	486,910	534,414
Supplies and Services	8,391	28,112	47,125
Special Projects	35,747	42,953	25,000
Non-Capital Equipment	656	2,000	2,000
Total Expenditures	\$ 472,493	\$ 559,975	\$ 608,539

Program Performance Measures

	Adopted FY 2003	Projected FY 2003	Adopted FY 2004
Percent of Land Development PRT and DART applications reviewed within the deadline	n/a	95%	95%
Percent of DPS, ABR, HLC, building permit, modification, and garage waiver requests reviewed within required deadlines	n/a	75%	75%
PRT and DART applications reviewed	n/a	200	200
DPA, ABR, HLC, building permit, modification, and garage waiver requests reviewed	n/a	350	350

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RECENT PROGRAM ACHIEVEMENTS

Phase I of the Neighborhood Traffic Management program was completed in the St. Francis Medical Center Neighborhood.

Alternative Transportation

(Program No. 4314)

Mission Statement

Plan and coordinate projects and programs that promote alternative modes of transportation and are widely available and attractive to the public.

Program Activities

- Fund the construction of new or improved pedestrian and bicycle facilities.
- Fund the construction of new facilities serving various alternative transportation modes.
- Fund the operation of energy efficient, non-polluting electric shuttle buses.
- Develop funding programs for Transit Capital and operating assistance.
- Subsidize the operation of various transit assistance programs.
- Plan auto related, non-auto, and auto alternative improvements to the City's transportation system consistent with policies of the Circulation Element, Bicycle Master Plan and others.
- Work with Community Development to implement the Circulation element.
- Work with neighborhoods and other Public Works Divisions to develop Neighborhood Traffic Management Programs and Projects.

Objectives for Fiscal Year 2004

- Manage and provide oversight for two capital improvement projects that will increase the attractiveness of walking and/or bicycling.
- Partner with MTD to increase the attractiveness and availability of transit by funding MTD routes, bus stops, and marketing programs.
- Identify sidewalk priorities and provide oversight for the sidewalk infill program to construct 1% of the missing sidewalk links (approximately 3000 linear feet of sidewalk).
- Submit two grant applications annually for capital improvement projects that will improve the availability and/or attractiveness of alternative modes of transportation.
- Identify the number of employees that are not using alternative transportation for the commute to work and develop a strategy to increase the use of alternative transportation.
- Work with the consultant to complete the Pedestrian and Paseo Master Plan.
- Under the Neighborhood Traffic Management Program (NTMP), coordinate data collection and finalize the draft NTMP for review by the Transportation and Circulation Committee (TCC) and approval of the Council.

Financial and Staffing Information

	Actual FY 2002	Adopted FY 2003	Adopted FY 2004
Authorized FTEs	0.15	0.15	0.15
Revenues			
InterFund Reimbursements	300,000	300,000	300,000
Utility Users' Tax	-	-	9,969
Measure D (Transportation Sales Tax)	1,010,348	892,642	1,120,000
General Fund Subsidy	(14,844)	6,999	-
Total Revenue	\$ 1,295,504	\$ 1,199,641	\$ 1,429,969
Expenditures			
Salaries and Benefits	8,128	16,999	19,969
Special Projects	1,062,376	1,035,789	1,410,000
Equipment Capital	225,000	-	-
Miscellaneous	-	146,853	-
Total Expenditures	\$ 1,295,504	\$ 1,199,641	\$ 1,429,969

Program Performance Measures

	Adopted FY 2003	Projected FY 2003	Adopted FY 2004
Capital projects managed	n/a	2	2
Annual MTD riders	n/a	690,321	700,000
Grants submitted	n/a	3	2
Lineal feet of sidewalk installed	n/a	5,000 L.F.	3,000 L.F.
Percent of City employees using alternative modes of transportation	n/a	n/a	18%

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RECENT PROGRAM ACHIEVEMENTS

Staff completed 485 tons of special pavement overlays on Hollister Avenue, Mesa School Lane, and Cleveland Avenue.

Transportation and Drainage Systems Maintenance

(Program Nos. 4411, 4412, 4413, 4415, 4418)

Mission Statement

Clean, maintain, and repair transportation and drainage system infrastructure to enhance community mobility and preserve creek and water quality.

Program Activities

- Maintain 250 road miles of streets and over 3.5 million square feet of sidewalk and 792,000 linear feet of curb and gutter, using a variety of maintenance techniques.
- Cut or remove weeds and brush from 100 miles of roadside.
- Repair or replace damaged or deteriorated storm drain facilities, including pipes, culverts and catch basins.
- Clean and haul away debris from the storm drain system annually.
- Respond to storm conditions or other emergencies to unclog pipes and protect property.
- Operate and maintain storm water pump stations.
- Install, revise and repaint over one million linear feet of striping annually, including double yellow, skip lines, and painted curbs.
- Install and maintain over 45,000 square feet of pavement legends and over 40,000 units of traffic and parking signs.
- Mechanically sweep 56.2 miles of residential streets contracted, in conjunction with the Clean Sweep Program.
- Mechanically sweep 32 miles of business and commercial area streets (primarily in the downtown and Milpas Street areas) seven days a week.
- Work with Mobility Coordinator to focus cleaning on priority areas and bike lanes.

Objectives for Fiscal Year 2004

- Increase the total tons of pavement overlaid by 10%.
- Increase the total yards of concrete installed by 10%.
- Develop a method to track pothole repair activities and response times.
- Respond to 90% of public requests for removal of debris and large trash items within 24 hours.
- Clean 100% of drains before the rainy season.
- Utilize the Automated Mapping and Facilities Mapping System to schedule and coordinate maintenance efforts.
- Inspect and maintain 100% of all school zone signing and marking within 90 days of the start of the school year.
- Replace 100% of critical damaged signs within eight work hours of notice.
- Replace 90% of non-critical damaged signs within three days of notice.
- Develop a method to track and maintain street signs and traffic markings by researching options in other cities.
- Ensure that 100% of contracted streets are swept, except in inclement weather conditions.
- Ensure that 100% of commercial streets are swept, except in inclement weather conditions.
- Sweep bike lanes once per month and in focused areas, as directed by the Mobility Coordinator.
- Implement the Council approved expanded sweeping program.

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Financial and Staffing Information

	Actual FY 2002	Adopted FY 2003	Adopted FY 2004
Authorized FTEs	26.18	26.18	29.18
Revenues			
Utility Users' Tax	-	145,275	2,040,999
Measure D (Transportation Sales Tax)	868,165	1,018,926	1,167,987
Parking Violations	-	-	531,159
Fees and Service Charges	-	-	15,000
InterFund Reimbursements (Creeks)	-	-	213,504
Total Revenue	\$ 868,165	\$ 1,164,201	\$ 3,968,649
Expenditures			
Salaries and Benefits	1,455,153	1,606,980	1,909,614
Supplies and Services	1,028,354	1,097,356	2,008,035
Special Projects	34,469	25,000	45,000
Non-Capital Equipment	4,858	6,000	6,000
Total Expenditures	\$ 2,522,834	\$ 2,735,336	\$ 3,968,649

Program Performance Measures

	Adopted FY 2003	Projected FY 2003	Adopted FY 2004
Tons of pavement overlaid	n/a	1,689	1,858
Yards of concrete installed	n/a	248	273
Percent of large trash removed within 24 hours	n/a	90%	90%
Potholes filled	n/a	n/a	n/a
Percent of drains cleaned before the rainy season	n/a	100%	100%
Debris removed (in yards)	n/a	1,820	1,820
Percent of all lines, curbs and crosswalks striped	n/a	n/a	100%
Percent of school zone signing and marking completed within 90 days of start of school year	n/a	100%	100%
Percent of non-critical damaged signs replaced within three days of notice	n/a	90%	90%
Percent of critical damaged signs replaced within eight work hours of notice	n/a	100%	100%
Residential curb miles swept	n/a	2,697	5,512
Commercial curb miles swept	n/a	10,920	10,920
Clean sweeps completed	n/a	12	12
Graffiti removals	n/a	430	430

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RECENT PROGRAM ACHIEVEMENTS

Staff supported improvements made to Lower State Street and Upper State Street.

Staff re-lamped all amber traffic signal lights during the last fiscal year.

Traffic Signals

(Program No. 4532)

Mission Statement

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

Program Activities

- Provide maintenance and repair support for the City's 104 signalized intersections.
- Maintain the computerized controlling network for each intersection.
- Ensure proper video and analog vehicle detection at signalized intersections.
- Manage the Fire Department's Opticom preemption system to coordinate signal timing with emergency vehicle response.
- Provide funding for energy costs for 3,566 streetlights and 104 signalized intersections.

Objectives for Fiscal Year 2004

- Complete 99% of scheduled preventative maintenance work orders on the Traffic Signal Network monthly in accordance with an approved preventative maintenance plan.
- Respond to 100% of all emergency calls within one working hour of notification.
- Respond to all non-emergency unscheduled repair work orders within 24 working hours on the Traffic Signal Network.

Financial and Staffing Information

	Actual FY 2002	Adopted FY 2003	Adopted FY 2004
Authorized FTEs	2.30	2.30	2.30
Revenues			
Utility Users Tax	623,745	697,286	900,963
General Fund Subsidy	472,493	198,865	-
Total Revenue	\$ 1,096,238	\$ 896,151	\$ 900,963
Expenditures			
Salaries and Benefits	174,821	195,898	223,407
Supplies and Services	556,311	572,253	564,556
Non-Capital Equipment	3,233	3,000	3,000
Equipment Capital	361,873	125,000	110,000
Total Expenditures	\$ 1,096,238	\$ 896,151	\$ 900,963

Program Performance Measures

	Adopted FY 2003	Projected FY 2003	Adopted FY 2004
Scheduled preventative maintenance work orders issued	n/a	685	685
Percent of preventative work orders completed within a specified time frame	n/a	99%	99%
Emergency repair work orders issued	n/a	173	173
Percent of emergency repair work orders responded to within a specified time frame	n/a	100%	100%
Non-emergency work orders issued	n/a	860	860
Percent of non-emergency work orders responded to within a specified time frame	n/a	100%	100%
Average energy cost per intersection	n/a	\$576.92	\$576.92
Total energy cost for street lights	n/a	\$300,000	\$300,000

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RECENT PROGRAM ACHIEVEMENTS:

The City attained a Citywide Pavement Quality Index rating of 74. Staff received the 2002 Local Chapter Project of the Year Award for Automated Sketch Engineering/Street Maintenance Design.

Streets Capital

(Program No. 4417)

Mission Statement

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

Program Activities

- Adequately fund projects to maintain, repair, and improve the City's infrastructure assets for streets, sidewalks, bridges, storm drains, traffic signals, and pavement striping and markings.
- Plan, prioritize, and balance funding for capital expenditures between multi-modal transportation and street right-of-way infrastructure maintenance, repair and improvements (which include streets, bridges, storm drains, traffic signals, streetlights, traffic markings and sidewalks).
- Apply for grant funding from a variety of sources for capital projects to leverage City funds.
- Identify, study, and address public drainage issues to maximize the benefit from the available funds.
- Provide courtesy review and coordination of Caltrans initiated roadway projects.
- Provide staff support to Division managers and supervisors associated with streets capital projects.

Objectives for Fiscal Year 2004

- Maintain an average asphalt concrete City Street Pavement Quality Index (PQI) of greater than 70 (as evaluated by the City's Pavement Management System).
- Reduce the percentage of asphalt concrete streets with a PQI of less than 20 from 2.5% to 2.2%.
- Award a pavement maintenance construction contract in one of the six City pavement maintenance areas for slurry seal and asphalt concrete overlay.

Financial and Staffing Information

	Actual FY 2002	Adopted FY 2003	Adopted FY 2004
Authorized FTEs	0.00	0.00	0.00
Revenues			
Interest Income	323,436	230,000	230,000
Intergovernmental	913,939	1,490,000	-
Utility Users' Tax	3,500,000	2,484,942	460,036
Transportation Development Funds	56,850	50,000	50,000
Gas Tax	1,667,888	1,650,000	1,700,000
Measure D (Transportation Sales Tax)	2,577,910	1,875,000	1,907,370
Total Revenue	\$ 9,040,023	\$ 7,779,942	\$ 4,347,406
Expenditures			
Capital Program	5,672,459	6,004,942	4,824,056
Total Expenditures	\$ 5,672,459	\$ 6,004,942	\$ 4,824,056

Program Performance Measures

	Adopted FY 2003	Projected FY 2003	Adopted FY 2004
Average City asphalt concrete street Pavement Quality Index	n/a	75	71
Percent of City asphalt concrete streets with a Pavement Quality Index of 20 or less	n/a	2.50%	2.20%
Miles of City roadway slurry sealed	n/a	61.3	31.1
Miles of City roadway overlaid with asphalt concrete pavement	n/a	3.7	n/a
Square feet of City sidewalk installed	n/a	5,500	n/a
Access ramps installed	n/a	54	n/a

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RECENT PROGRAM ACHIEVEMENTS

- Staff improved the appearance of surface lots by contracting sweeping.
- A communication system was established between the kiosks and maintenance crew.
- The MyRide bus pass pilot program was launched.

Downtown Parking

(Program Nos. 4315, 4316, 4317)

Mission Statement

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

Program Activities

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

Objectives for Fiscal Year 2004

- Perform a routine cleaning of all of the City parking lots Monday through Friday before 10:00 a.m.
- Check parking lot equipment per approved schedule to reduce the number of equipment breakdowns.
- Respond to 90% of all equipment malfunction calls within 15 minutes.
- Ensure that 100% of all cash drawers are balanced at the end of each day.
- Increase the issuance of MTD bus passes to downtown employees by 10%.
- Add five new car pools to the Transportation Management Program.
- Contact all downtown merchants once a year to increase the awareness of Public Transit options for downtown employees.
- Develop a measure of effectiveness for the My-Ride bus pass program.

Financial and Staffing Information

	Actual FY 2002	Adopted FY 2003	Adopted FY 2004
Authorized FTEs	20.01	20.51	20.51
Revenues			
PBIA Assessments	669,078	650,000	675,000
Interest Income	390,829	300,000	275,000
Fees and Service Charges	3,887,684	3,485,000	3,850,000
Other	29,773	25,000	50,000
Total Revenue	\$ 4,977,364	\$ 4,460,000	\$ 4,850,000
Expenditures			
Salaries and Benefits	2,365,424	2,669,165	2,754,310
Supplies and Services	982,763	978,570	1,137,476
Special Projects	448,341	311,225	350,500
Non-Capital Equipment	11,943	20,250	18,376
Equipment Capital	-	13,500	10,000
Miscellaneous	-	69,279	24,085
Capital Program	137,326	450,000	530,000
Total Expenditures	\$ 3,945,797	\$ 4,511,989	\$ 4,824,747

Program Performance Measures

	Adopted FY 2003	Projected FY 2003	Adopted FY 2004
Total vehicles parked (Total transactions)	n/a	4,500,000	5,000,000
Parking lots cleaned each day before 10:00 a.m. Monday through Friday	n/a	135	135
Percent of preventative maintenance inspections done each day per the approved schedule	n/a	100%	100%
Percent of responses to equipment breakdowns made within 15 minutes	n/a	90%	90%
Maintenance service calls	n/a	3,600	3,600
Percent of daily booth transactions completed and balanced successfully	n/a	>98%	>98%
Percent of new bus passes issued from the previous year	n/a	10%	10%
10-Ride bus passes issued	n/a	11,000	3,150
My-Ride Annual bus passes issued	n/a	n/a	2,000
Car Pool permits issued	n/a	47	52
Percent of downtown merchants contacted each year to make aware of Public Transit options for their employees	n/a	>30%	>30%

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RECENT PROGRAM ACHIEVEMENTS

Staff responded to 6,300 work order requests, replaced inoperative 6.6 amp street light circuit on Carrillo Blvd (Chapala/Olive St.), and installed an emergency generator at City Hall.

Building Maintenance

(Program No. 4511)

Mission Statement

Provide operations, maintenance and construction services to City-owned facilities to maintain a clean, safe and functional environment in which to conduct City business.

Program Activities

- Manage the maintenance, replacement, and upgrade of the City's buildings and 2,250 City-owned streetlights.
- Utilize trades personnel, in conjunction with service and construction contractors, to augment and support the accomplishment of the planned maintenance and special building project programs.
- Provide project management support for capital improvement projects in various departments.

Objectives for Fiscal Year 2004

- Complete 85% of work orders related to customer requests for Building Maintenance services by the due date.
- Complete 100% of work orders identified as mandatory maintenance by the due date.
- Complete 85% of work orders for preventative maintenance services by the due date.
- Complete 85% of approved Facilities Division capital projects and accepted special projects for which project management is requested by other City departments.
- Complete 95% of all work orders involving City-owned streetlight outages within five working days.

Financial and Staffing Information

	Actual FY 2002	Adopted FY 2003	Adopted FY 2004
Authorized FTEs	16.45	16.45	16.45
Revenues			
InterFund Charges	2,725,238	2,958,608	2,637,931
Other	37,337	-	-
Total Revenue	\$ 2,762,575	\$ 2,958,608	\$ 2,637,931
Expenditures			
Salaries and Benefits	1,036,063	1,163,215	1,233,805
Supplies and Services	388,798	428,077	455,716
Special Projects	1,199,117	1,514,168	861,851
Non-Capital Equipment	9,455	8,200	8,200
Equipment Capital	107,202	10,000	-
Capital Program	90,999	210,000	75,500
Miscellaneous	5,498	8,600	3,100
Total Expenditures	\$ 2,837,132	\$ 3,342,260	\$ 2,638,172

Program Performance Measures

	Adopted FY 2003	Projected FY 2003	Adopted FY 2004
Customer requested work orders issued	n/a	4,500	4,740
Percent of customer requested work orders completed by due date	n/a	85%	85%
Mandatory maintenance work orders issued	n/a	1,700	1,700
Percent of mandatory maintenance work orders completed by due date	n/a	100%	100%
Preventative maintenance work orders issued	n/a	750	750
Percent of preventative maintenance work orders completed by due date	n/a	85%	85%
Capital and special project work orders issued	n/a	50	60
Percent of capital and special project work orders completed by due date	n/a	85%	85%
City-owned street light outages reported	n/a	110	110
Percent of City-owned street light outages repaired within five working days	n/a	95%	95%
Total number of work orders issued in a specified time frame	n/a	7,000	7,250

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RECENT PROGRAM ACHIEVEMENTS

The preventive maintenance and scheduling program was reviewed and refined, resulting in a 25% reduction in breakdowns and unplanned repairs.

Motor Pool

(Program No. 4521)

Mission Statement

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

Program Activities

- Maintain and repair the City's fleet of 529 vehicles and heavy equipment.
- Administer, test and certify vehicles and equipment in compliance with federal and state mandates.
- Maintain 15 Emergency Power Generators in a state of readiness.
- Maintain automated fuel delivery system and re-fueling infrastructure.
- Fund and maintain a vehicle replacement program that ensures the orderly and timely replacement of the City's fleet.
- Provide engineering services to develop specifications to support the competitive bid process for purchasing of vehicles and equipment.
- Support the Federal and State Alternative Fuel Vehicle Purchase Program.
- Administer the Mutual Aid Fuel Purchasing Program.
- Maintain a vehicle pool car program for shared vehicle use.
- Maintain a database to track vehicle and equipment costs and allocate costs to specific department programs.

Objectives for Fiscal Year 2004

- Complete 95% of preventive maintenance services on schedule in accordance with manufacturers' recommendations.
- Complete 100% of the mandated inspections and certifications.
- Prepare vehicle replacement report by January 31, 2004, identifying vehicles and equipment that need replacement.
- Develop specifications and establish purchase contracts for the procurement of every vehicle approved for replacement.
- Install and implement a system to accurately measure vehicle availability, in accordance with published standards.
- Ensure that 60% of maintenance and repair services is for planned and schedule work.

Financial and Staffing Information

	Actual FY 2002	Adopted FY 2003	Adopted FY 2004
Authorized FTEs	15.45	15.45	15.45
Revenues			
InterFund Charges	4,056,951	3,888,482	4,187,462
Utility Users' Tax	25,000	25,000	-
InterFund Reimbursement (UUT)	-	-	25,000
Other	148,499	75,000	50,000
Total Revenue	\$ 4,230,450	\$ 3,988,482	\$ 4,262,462
Expenditures			
Salaries and Benefits	910,818	1,063,188	1,150,574
Supplies and Services	1,053,494	1,812,894	1,626,813
Special Projects	87,862	51,500	135,000
Non-Capital Equipment	16,707	24,414	24,414
Capital Program	1,080,070	1,304,220	1,657,979
Miscellaneous	-	5,356	10,000
Total Expenditures	\$ 3,148,951	\$ 4,261,572	\$ 4,604,780

Program Performance Measures

	Adopted FY 2003	Projected FY 2003	Adopted FY 2004
Percent of annual preventive maintenance services completed on schedule	n/a	95%	95%
Percent of mandated inspections and certifications completed on schedule	n/a	100%	100%
Aerial equipment certifications	n/a	9/100%	9/100%
Smog inspections and certifications	n/a	93/100%	93/100%
Diesel smoke testing and certifications	n/a	56/100%	56/100%
Youth bus inspections and certifications	n/a	21/100%	21/100%
Commercial vehicle maintenance and inspection	n/a	120/100%	120/100%
Vehicles in the fleet maintained	n/a	529	534
Commercial vehicle inspections performed	n/a	120	120
Preventative maintenance services performed	n/a	1,200	1,210
Work orders written for repairs with one or more repair requests	n/a	2,000	2,000
Total maintenance and repair costs	n/a	\$1,804,099	\$1,858,222
Percent of maintenance and repair costs for planned work	n/a	56%	60%

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RECENT PROGRAM ACHIEVEMENTS

Staff completed the Downtown Parking Repeater System, which provides communication to all parking kiosks, replacing the contracted service.

Communications Systems

(Program No. 4531)

Mission Statement

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

Program Activities

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

Objectives for Fiscal Year 2004

- Complete 99% of scheduled preventative maintenance work orders monthly on the Combined Communication Center and all other communication equipment per the manufacturer's suggested specifications.
- Complete 100% of all unscheduled repairs to portable and mobile radios within 24 working hours.
- Complete 100% of all scheduled manufacturer's suggested maintenance as contracted for citywide telephone systems.
- Respond to 90% of all unscheduled work orders for the citywide telephone system within eight working hours of the reported outage.
- Maintain the Combined Communication Center (911) at 100% operational readiness.

Financial and Staffing Information

	Actual FY 2002	Adopted FY 2003	Adopted FY 2004
Authorized FTEs	5.25	5.25	5.25
Revenues			
Fees and Service Charges	6,790	5,000	-
InterFund Charges	-	-	508,025
General Fund Subsidy	428,279	507,200	-
Total Revenue	\$ 435,069	\$ 512,200	\$ 508,025
Expenditures			
Salaries and Benefits	342,600	401,222	413,777
Supplies and Services	86,346	100,978	196,539
Non-Capital Equipment	3,583	4,500	4,500
Equipment Capital	2,540	5,500	5,500
Total Expenditures	\$ 435,069	\$ 512,200	\$ 620,316

Program Performance Measures

	Adopted FY 2003	Projected FY 2003	Adopted FY 2004
Preventative maintenance work orders issued	n/a	322	322
Percent of preventative maintenance work orders completed	n/a	99%	99%
Unscheduled repairs to mobile or portable radios completed	n/a	470	470
Percent of unscheduled repairs to mobile and portable radios completed within a reportable time frame	n/a	100%	100%
Scheduled manufacturer's suggested maintenance work orders	n/a	60	60
Percent of scheduled manufacturer's suggested maintenance completed	n/a	100%	100%
Unscheduled work orders for the citywide telephone system issued	n/a	902	902
Percent of unscheduled work orders responded to within a specified time frame for the citywide telephone systems	n/a	90%	90%
Percent of operational readiness maintained for the 911 center	n/a	100%	100%

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➤ **Custodial Services**

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RECENT PROGRAM ACHIEVEMENTS

Staff completed 100% of all contractual services to City-owned facilities, on time and within budget, for FY 03.

Custodial Services

(Program No. 4541)

Mission Statement

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

Program Activities

- Perform daily and routine cleaning of approximately 280,000 square feet of City-owned facilities.
- Provide emergency custodial services to City-owned facilities.
- Manage contracted services and maintain a schedule for cleaning windows, carpets, and awnings.

Objectives for Fiscal Year 2004

- Develop a database to identify high visibility areas in City facilities.
- Clean approximately 20,000 square feet per custodian per day (shift).
- Complete contracted routine cleaning services for carpet, awning, and window cleaning in accordance with approved schedule.
- Respond 100% of custodial emergencies within one hour.
- Survey users in City facilities biannually to measure satisfaction with the cleanliness of facilities.

Financial and Staffing Information

	Actual FY 2002	Adopted FY 2003	Adopted FY 2004
Authorized FTEs	13.05	13.05	13.55
Revenues			
Fees and Service Charges	-	-	801,018
General Fund Subsidy	740,941	795,875	-
Total Revenue	\$ 740,941	\$ 795,875	\$ 801,018
Expenditures			
Salaries and Benefits	656,400	706,033	742,516
Supplies and Services	82,481	86,342	143,061
Non-Capital Equipment	2,060	3,500	-
Total Expenditures	\$ 740,941	\$ 795,875	\$ 885,577

Program Performance Measures

	Adopted FY 2003	Projected FY 2003	Adopted FY 2004
Square Footage cleaned per FTE Custodian	n/a	20,000	20,000
Routine cleaning services performed	n/a	150	150
Percent of emergency responses within one hour	n/a	100%	100%
Responses for custodial emergencies	n/a	50	50
Annual cost per square foot cleaned	n/a	\$305	\$305

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RECENT PROGRAM ACHIEVEMENTS

Staff installed an emergency generator at El Estero, replaced the Linda Road Wastewater Lift Station and Skofield Reservoir tank, and completed the Cater Cross Tie Project.

Water Resources Management

(Program No. 4611)

Mission Statement

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

Program Activities

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

Objectives for Fiscal Year 2004

- Ensure that 80% of Water Resources Division programs are met.
- Comply with 99% of Wastewater NPDES discharge requirements.
- Comply with 100% of Department of Health Services drinking water regulations.
- Complete a cost and technological analysis of the re-activation of the Charles Meyer Desalination Facility.

Financial and Staffing Information

	Actual FY 2002	Adopted FY 2003	Adopted FY 2004
Authorized FTEs	3.75	3.75	3.75
Revenues			
Utility Users' Tax	572,123	-	-
Interest Income	1,709,330	1,400,000	700,000
Fees and Service Charges	21,431,912	22,335,000	22,600,000
JPA Reimbursements	1,217,569	1,100,000	1,200,000
Other	172,683	200,000	100,000
Total Revenue	\$ 25,103,617	\$ 25,035,000	\$ 24,600,000
Expenditures			
Salaries and Benefits	384,642	435,216	416,789
Supplies and Services	3,119,680	3,598,436	3,776,900
Special Projects	35,078	31,000	-
Transfers	11,543	-	-
Non-Capital Equipment	6,798	9,000	8,100
Debt Service	2,777,931	2,247,740	2,250,688
Miscellaneous	150,536	659,392	603,371
Total Expenditures	\$ 6,486,208	\$ 6,980,784	\$ 7,055,848

Program Performance Measures

	Adopted FY 2003	Projected FY 2003	Adopted FY 2004
Water Resources Division Program Objectives met	n/a	80%	80%
Compliance with Wastewater Treatment Plant NPDES discharge requirements	n/a	99%	99%
Compliance with California Department of Health Services drinking water regulations	n/a	100%	100%

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RECENT PROGRAM ACHIEVEMENTS

Approximately 800
acre-feet of recycled
water were provided
to 80 service
connections in
accordance with
State regulations.

Water Reclamation

(Program No. 4621)

Mission Statement

Provide cost efficient treatment and distribution of reclaimed water in accordance with State regulations in order to conserve City potable water supplies.

Program Activities

- Provide reclaimed water to 80 service connections.
- Provide public education and assistance on the use of reclaimed water.
- Implement required agreements and ensure compliance with State regulations for users on the reclamation distribution system.
- Provide guidance, training education materials and signage for landscape and toilet flushing uses of reclaimed water.

Objectives for Fiscal Year 2004

- Perform inspections on 80 service connections and conduct user classes as required by State regulations.
- Comply with annual requirement for inspections, training, and distribution of reclaimed water.

Financial and Staffing Information

	Actual FY 2002	Adopted FY 2003	Adopted FY 2004
Authorized FTEs	5.25	5.25	4.50
Expenditures			
Salaries and Benefits	379,508	335,279	358,239
Supplies and Services	337,907	445,010	471,291
Special Projects	15,370	5,000	10,000
Total Expenditures	\$ 732,785	\$ 785,289	\$ 839,530
<i>There are no revenues associated with this program</i>			

Program Performance Measures

	Adopted FY 2003	Projected FY 2003	Adopted FY 2004
Inspections performed	n/a	80	80
Classes for reclaimed water users	n/a	1	1
Acre feet of reclaimed water used	n/a	800	800
Cost per acre foot of reclaimed water used	n/a	\$910	\$910

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RECENT PROGRAM ACHIEVEMENTS

Staff installed chlorine analyzers with SCADA at all Water Distribution Reservoirs and replaced all 1" water meters (3,500) with new Metron meters. The Sheffield Pump Station Variable Frequency Drive & New SCADA Technology Project was completed.

Water Distribution

(Program No. 4631)

Mission Statement

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

Program Activities

- Operate and maintain the City's water distribution system comprised of Gibraltar Lake and Dam, 299 miles of pipelines, 11 water pumping stations, 13 reservoirs, 15 pressure reducing stations and 24,500 service connections and meters.
- Operate and maintain the groundwater well system.
- Distribute 13,600 acre feet (4.4 billion gallons) of potable water to the City's residents.
- Operate and maintain the City's reclaimed water distribution system comprised of 14 miles of pipelines, one pumping station, 1- 1.5 million gallon reservoir, three pressure reducing stations and 80 service connections.
- Operate and maintain the reclamation distribution system, which has the capacity to treat and deliver 1,200 acre feet per year; current demand is approximately 800 acre feet per year.
- Provide 24-hour emergency response services for all City departments through the emergency service unit.

Objectives for Fiscal Year 2004

- Operate the water distribution system to meet 100% of all applicable State and Federal requirements.
- Exercise 25% of the valves in the water distribution system annually.
- Flush 80% of the fire hydrants and transmission mains annually.
- Restore water service within eight hours of the time of shutdown 75% of the time.
- Limit interruptions of water service to residents and businesses by limiting main breaks to an average of six or less per month.
- Clean 80% of all water distribution reservoirs annually.

Financial and Staffing Information

	Actual FY 2002	Adopted FY 2003	Adopted FY 2004
Authorized FTEs	35.16	35.16	33.41
Expenditures			
Salaries and Benefits	2,284,523	2,365,512	2,503,350
Supplies and Services	1,574,574	1,819,195	1,980,709
Special Projects	30,153	50,000	100,000
Non-Capital Equipment	8,651	18,840	50,901
Equipment Capital	-	-	48,000
Total Expenditures	\$ 3,897,901	\$ 4,253,547	\$ 4,682,960
<i>There are no revenues associated with this program</i>			

Program Performance Measures

	Adopted FY 2003	Projected FY 2003	Adopted FY 2004
Percent of State and Federal requirements met	n/a	100%	100%
Water valves exercised	n/a	1,400	1,500
Fire hydrants and transmission main blowoff valves flushed	n/a	13 blowoffs, 1797 hydrants	13 blowoffs, 1,797 hydrants
Percent of water restored within eight hours	n/a	75%	75%
Water main breaks	n/a	72 or less	72 or less
Percent of water distribution reservoirs cleaned	n/a	80%	80%

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Water Treatment

(Program Nos. 4641, 4642)

Mission Statement

Provide safe drinking water that is treated in a cost efficient manner and complies with state and federal regulations.

Program Activities

- Operate and maintain the Cater Water Treatment Facility to achieve compliance with state and federal drinking water regulations.
- Provide regional water treatment for the City of Santa Barbara, Montecito Water District and Carpinteria Valley Water District, supplying drinking water to the communities of Santa Barbara, Montecito, Summerland, and Carpinteria.
- Maintain the C. Meyer Desalination Facility in long-term storage to supplement existing water supplies.
- Facilitate the redesign of the Ortega Well Treatment Facility using information from the facility and well evaluation conducted in FY 2003.

Objectives for Fiscal Year 2004

- Maintain 100% compliance with California Department of Health Services Water Quality Regulations.
- Operate and maintain the Cater Treatment Plant through re-construction.
- Initiate redesign of the Ortega Well Treatment facility.
- Maintain C. Meyer Desalination Facility in long-term storage for reactivation within two years when required to supplement other water supplies.
- Perform 100% of preventative maintenance activities at the Cater Water Treatment Plant, in accordance with the annual preventative maintenance plan.
- Perform 100% of preventative maintenance activities at the C. Meyer Desalination Facility, in accordance with the annual preventative maintenance plan.



Financial and Staffing Information

	Actual FY 2002	Adopted FY 2003	Adopted FY 2004
Authorized FTEs	13.80	13.80	13.80
Expenditures			
Salaries and Benefits	1,005,474	1,101,678	1,159,790
Supplies and Services	1,110,105	1,313,482	1,524,760
Non-Capital Equipment	9,324	13,168	25,910
Total Expenditures	\$ 2,124,903	\$ 2,428,328	\$ 2,710,460
<i>There are no revenues associated with this program</i>			

Program Performance Measures

	Adopted FY 2003	Projected FY 2003	Adopted FY 2004
Percent of scheduled preventive maintenance at Cater Treatment Plant completed	n/a	100%	100%
Percent of scheduled preventive maintenance at Desalination Facility completed	n/a	100%	100%
Compliance with Department of Health Services requirements	n/a	100%	100%
Gallons of water treated (in billions)	n/a	7.3	7.3

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RECENT PROGRAM ACHIEVEMENTS

Public Works participated in the Santa Ynez River Water Rights Settlement Agreement and received a Reclamation Regional Water Conservation Award.

Water Supply Management

(Program No. 4651)

Mission Statement

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

Program Activities

- Implement the Long Term Water Supply Program.
- Provide up to 8,277 acre-feet of water per year from the Cachuma Project and up to 3,000 acre-feet of water per year from the State Water Project.
- Advise on optimal use of the City's diverse sources of water supplies.
- Provide information on City water supplies and water conservation via the City Internet site with quarterly or more frequent updates and prompt responses to inquiries.
- Maintain and protect surface water supplies from the Santa Ynez River.
- Manage a cost-efficient customer-response based water conservation program that meets Federal and State requirements.

Objectives for Fiscal Year 2004

- Maintain at least 3,000 acre feet (AF) of end-of-year carryover in Cachuma Reservoir every year for four years after each Cachuma spill.
- Fund City's share of the Cachuma Project, State Water Project and participation in Central Coast Water Authority (CCWA), Cachuma Operation and Maintenance Board (COMB), Cachuma Conservation Release Board (CCRB), and Association of Santa Barbara County Water Agencies, staying within budgeted amounts and meeting payment schedules.
- Produce monthly reports for the Upper Santa Ynez River Operations Agreement within 15 days of the end of the month.
- Maintain current water allocations from Santa Ynez River supplies (Cachuma and Gibraltar Reservoirs).
- Produce annual Water Supply Report for the previous water year by January 15, 2004.
- Achieve 100% compliance with California Urban Water Conservation Council Best Management Practices (BMP's) (14 BMP's as documented in MOU regarding Urban Water Conservation in California).
- Achieve a 90% satisfaction rate for home water checkups.

Financial and Staffing Information

	Actual FY 2002	Adopted FY 2003	Adopted FY 2004
Authorized FTEs	4.00	4.00	4.25
Revenues			
Intergovernmental	67,880	-	-
InterFund Reimbursements	-	-	41,937
Total Revenue	\$ 67,880	\$ -	\$ 41,937
Expenditures			
Salaries and Benefits	277,672	336,616	416,366
Supplies and Services	101,958	169,635	185,792
Water Supply Purchases	5,584,034	5,881,526	-
Special Projects	104,828	27,450	7,376,816
Non-Capital Equipment	6,691	13,800	13,000
Total Expenditures	\$ 6,075,183	\$ 6,429,027	\$ 7,991,974

Program Performance Measures

	Adopted FY 2003	Projected FY 2003	Adopted FY 2004
End of year (September 30) acre feet of Cachuma carryover (should exceed 3,000 AF)	n/a	7,580	3,000
Budgeted amounts for Cachuma Project and State Water supplies	n/a	\$5,881,526	\$7,346,366
Upper Santa Ynez River Operations Agreement monthly reports mailed by the 15th of the following month	n/a	12	12
Water checkups and percent that a random sampling of recipients respond that they were satisfied with the service	n/a	350/na	350/90%

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RECENT PROGRAM ACHIEVEMENTS

The Water Resources Laboratories were certified by the State of California Department of Health, Environmental Laboratory Accreditation Program in 2002.

Water Resources Laboratories

(Program No. 4661)

Mission Statement

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

Program Activities

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

Objectives for Fiscal Year 2004

- Complete 100% of required testing in accordance with EPA approved analytical methods.
- Maintain certification from the State of California Department of Health Services Environmental Laboratory Accreditation Program (DHS-ELAP) at all times.
- Complete samples and testing in a timely manner to ensure reports are submitted to the California Regional Water Quality Control Board, and California Department of Health Services in compliance with reporting deadlines.

Financial and Staffing Information

	Actual FY 2002	Adopted FY 2003	Adopted FY 2004
Authorized FTEs	7.00	7.00	7.00
Expenditures			
Salaries and Benefits	451,494	473,913	512,217
Supplies and Services	193,351	351,164	277,434
Non-Capital Equipment	7,807	12,370	17,790
Equipment Capital	4,186	32,186	171,196
Total Expenditures	\$ 656,838	\$ 869,633	\$ 978,637
<i>There are no revenues associated with this program</i>			

Program Performance Measures

	Adopted FY 2003	Projected FY 2003	Adopted FY 2004
Percent of Labs Water/Wastewater Capital Projects on schedule and on budget	n/a	80%	80%
Percent of required testing completed in accordance with EPA approved analytical methods	n/a	100%	100%
Drinking water, wastewater and creek samples collected and received	n/a	15,200	15,200
Required water tests performed	n/a	44,000	44,000
Special water tests performed	n/a	2,000	2,000

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RECENT PROGRAM ACHIEVEMENTS

The Cater Cross-Tie Pumping Station was completed to enhance water delivery service to the Mission Canyon and Foothill areas of the City's water service area.

Water Capital Program

(Program No. 4671)

Mission Statement

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

Program Activities

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

Objectives for Fiscal Year 2004

- Ensure the Cater Improvement Project remains on schedule for completion by September 2004.
- Ensure the Sheffield Water Quality Project remains on schedule for completion by October 2005.
- Ensure the San Roque and Santa Barbara High School Well projects remain on schedule for completion by November 2003.
- Ensure the Ortega Well Treatment Plant Rehabilitation project pilot testing is completed and the environmental, design and permitting milestones facilitate project completion by October 2005.
- Facilitate the completion of FY 04 Water Capital Program projects, within the \$4,931,000 approved funding level.

Financial and Staffing Information

	Actual FY 2002	Adopted FY 2003	Adopted FY 2004
Authorized FTEs	0.00	0.00	0.00
Revenues			
State Loan Proceeds (Cater)	1,752,295	-	-
	\$ 1,752,295	\$ -	\$ -
Expenditures			
Capital Program	7,476,988	5,770,000	6,412,497
Total Expenditures	\$ 7,476,988	\$ 5,770,000	\$ 6,412,497

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RECENT PROGRAM ACHIEVEMENTS

Staff commenced a project to identify sites of inflow/infiltration of storm water into the wastewater collection system.

Wastewater Collection

(Program No. 4631)

Mission Statement

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

Program Activities

- Maintain wastewater collection system to prevent sewer overflows.
- Respond to stoppage and overflow calls and contain overflows in a timely manner.
- Manage the preventive maintenance program for the wastewater collection system and lift stations.
- Conduct a sanitary sewer smoke-testing program to identify areas of inflow/infiltration.
- Operate wastewater collection system to comply with state and federal reporting requirements.
- Enhance collection system performance by maintaining system hydraulic capacity to allow system to operate at its design capacity.

Objectives for Fiscal Year 2004

- Meet 100% of state and federal reporting requirements as specified in the NPDES Discharge Permit issued for El Estero Wastewater Treatment Plant.
- Smoke test 15 miles of the collection system with priorities based on results from the Inflow/Infiltration Study.
- Complete annual priority preventive maintenance location list for cleaning the collection system.
- Smoke and dye test all identified creek crossings in accordance with an approved plan.
- Respond to and resolve all stoppages and overflow calls in a safe, timely and professional manner within an average of two hours of receiving notification and reduce impacts should they occur.
- Enhance existing preventative maintenance program to identify causes of stoppages and update procedures to prevent future stoppages.
- Clean 250 miles of the collection system yearly.

Financial and Staffing Information

	Actual FY 2002	Adopted FY 2003	Adopted FY 2004
Authorized FTEs	20.90	20.90	22.40
Expenditures			
Salaries and Benefits	1,239,316	1,596,605	1,653,562
Supplies and Services	506,195	628,601	686,652
Non-Capital Equipment	11,593	14,810	14,726
Total Expenditures	\$ 1,757,104	\$ 2,240,016	\$ 2,354,940
<i>There are no revenues associated with this program</i>			

Program Performance Measures

	Adopted FY 2003	Projected FY 2003	Adopted FY 2004
Overflows reportable to the Regional Water Quality Control Board	n/a	<15	<15
Miles of collection system cleaned annually	n/a	250	250
Compliance with state and federal reporting requirements	n/a	100%	100%
Percent of responses to stoppages or overflow calls made within two hours	n/a	100%	100%
Miles smoke tested annually	n/a	15	15
Collection system stoppages	n/a	65	65

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RECENT PROGRAM ACHIEVEMENTS

Staff developed a 10-year strategic plan for capital improvements to El Estero and installed an emergency power backup generator for the entire plant.

Wastewater Treatment

(Program No. 4711)

Mission Statement

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

Program Activities

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

Objectives for Fiscal Year 2004

- Achieve at least 99% compliance with discharge requirements.
- Achieve at least 99% compliance with local air emissions standards as specified in the Santa Barbara Air Pollution Control District permit requirements towards a goal of 100%.
- Inspect all permitted industrial dischargers at the frequency required by City's approved program.
- Complete 100% of activities in the annual preventative maintenance plan.
- Achieve at least 99% compliance with discharge requirements for water reclamation.
- Complete a total of 800 maintenance work orders on wastewater treatment facilities.

Financial and Staffing Information

	Actual FY 2002	Adopted FY 2003	Adopted FY 2004
Authorized FTEs	24.00	24.00	24.00
Revenues			
Interest Income	902,504	800,000	525,000
Mission Canyon- JPA	223,107	200,000	200,000
Fees and Service Charges	8,558,623	9,885,000	9,750,000
Other	20,241	75,000	100,000
Total Revenue	\$ 9,704,475	\$ 10,960,000	\$ 10,575,000
Expenditures			
Salaries and Benefits	1,608,169	1,774,590	1,876,209
Supplies and Services	2,301,111	2,412,337	2,447,719
Special Projects	193	-	15,000
Non-Capital Equipment	13,404	16,900	16,900
Equipment Capital	46,651	23,800	21,300
Miscellaneous	500	-	-
Total Expenditures	\$ 3,970,028	\$ 4,227,627	\$ 4,377,128

Program Performance Measures

	Adopted FY 2003	Projected FY 2003	Adopted FY 2004
Percent of treated wastewater at or below NPDES permit limits	n/a	99%	99%
Percent of air emission at or below requirement standards	n/a	100%	100%
Million of gallons treated	n/a	3,010	3,020
Work maintenance orders completed	n/a	638	800
Percent of treated reclaimed water at or below NPDES permit requirements	n/a	99%	99%

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- Transportation Planning
- Alternative Transportation
- Transportation and Drainage
Systems Maintenance
- Traffic Signals
- Streets Capital
- Downtown Parking
- Building Maintenance
- Motor Pool
- Communications Systems
- Custodial Services
- Water Resources Management
- Water Reclamation
- Water Distribution
- Water Treatment
- Water Supply Management
- Water Resources Laboratories
- Water Capital Program
- Wastewater Collection
- Wastewater Treatment
- **Wastewater Capital Program**



RECENT PROGRAM ACHIEVEMENTS

The Linda Road Lift Station was replaced and is operating.

The Wastewater Pipeline Project to replace or rehabilitated 2.4% of pipe network was put out to bid.

Wastewater Capital Program

(Program No. 4711)

Mission Statement

Expedite development, design and construction of wastewater related projects that will maintain, upgrade and enhance the infrastructure of the wastewater system in order to meet NPDES requirements and protect the environment.

Program Activities

- Determine the work required to maintain and upgrade the City's Wastewater Treatment and Collection System infrastructure.
- Develop the necessary funding to facilitate the Wastewater Capital Program.
- Review and approve plans and specifications developed for constructing Wastewater Capital Projects.
- Assist Engineering Division staff in moving Wastewater Capital Projects through the City's planning, environmental and permitting process, when appropriate.
- Assist Engineering Division staff in the bid, award and inspection of Wastewater Capital Projects, when appropriate.
- Monitor and expedite projects in the El Estero Strategic Plan.

Objectives for Fiscal Year 2004

- Monitor and facilitate the completion of the wastewater pipeline capital project before the end of fiscal year 2004.
- Submit to Engineering a list of sewer pipeline sections for replacement or rehabilitation in 2004 –2005 by August 2003.
- Work with the Goleta Sanitary District to develop an agreement which will eliminate the City's San Marcos Lift Station when the Saint Vincent project moves forward.
- Assist Engineering Division staff in bringing several projects in design for El Estero to bid (Influent pump; digester mixing; sludge thickening improvements).
- Evaluate appropriate funding sources to provide sufficient funding to accomplish the Wastewater Capital Master Plan.

Financial and Staffing Information

	Actual FY 2002	Adopted FY 2003	Adopted FY 2004
Authorized FTEs	0.00	0.00	0.00
Expenditures			
Capital Program	4,172,477	2,620,000	3,954,000
Total Expenditures	\$ 4,172,477	\$ 2,620,000	\$ 3,954,000
<i>There are no revenues associated with this program</i>			

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