

Summary

All Public Works Budgets

Kris Balaji, Public Works Director

	2017-2018 Actual	2018-2019 Adjusted	2019-2020 Requested	2019-2020 Recommended	Increase/ (Decrease)
Expenditures					
Salaries & Benefits	\$33,568,616	\$40,440,106	\$41,769,421	\$41,769,421	\$1,329,315
Services & Supplies	32,223,894	41,327,319	42,809,717	42,809,717	1,482,398
Centrally-Budgeted Expenses	4,353,892	4,319,118	3,861,570	3,861,570	(457,548)
Other Charges & Uses	1,896,258	2,656,250	2,968,015	2,968,015	311,765
Fixed Assets	5,236,467	14,102,550	6,878,246	6,878,246	(7,224,304)
Operating Transfers Out	270,250	520,500	746,000	746,000	225,500
Public Works Project Expense	33,700,952	50,223,952	52,992,375	52,992,375	2,768,423
Total Expenditures	\$111,250,329	\$153,589,795	\$152,025,344	\$152,025,344	(\$1,564,451)
Expenditure Reimbursements	(17,717,159)	(19,267,086)	(19,789,306)	(19,789,306)	(522,220)
Total Appropriations	\$93,533,170	\$134,322,709	\$132,236,038	\$132,236,038	(\$2,086,671)
Earned Revenues By Source					
Taxes	\$18,626,528	\$16,960,580	\$17,356,180	\$17,356,180	\$395,600
Licenses/Permits/Franchises	237,304	157,000	174,000	174,000	17,000
Interest/Rents	958,300	868,755	1,274,745	1,274,745	405,990
Aid From Other Governments	40,077,723	61,517,247	51,301,125	51,301,125	(10,216,122)
Charges For Services	7,033,276	5,414,676	7,048,800	7,048,800	1,634,124
Miscellaneous Revenues	1,516,937	1,456,885	1,417,263	1,417,263	(39,622)
Operating Transfers In	857,750	1,068,100	1,068,100	1,068,100	0
Solid Waste Special Revenues	29,954,322	29,822,635	30,893,097	30,893,097	1,070,462
Fund Balance	(6,033,941)	16,889,057	21,563,556	21,563,556	4,674,499
Total Revenues	\$93,228,199	\$134,154,935	\$132,096,866	\$132,096,866	(\$2,058,069)
Net County Cost	\$304,971	\$167,774	\$139,172	\$139,172	(\$28,602)
Staffing					
Allocated Positions	379.0	387.0	399.0	399.0	12.0
Temporary (Full-Time Equivalent)	18.6	23.5	22.6	22.6	(0.9)
Total Staffing	397.6	410.5	421.6	421.6	11.1

- This chart does not include appropriations for Fleet Services Internal Service Fund budget (#819000000).*

This is a summary of the 20 budgets administered by the Public Works Director. These include:

- 1016000000 Surveyor
- 2023060000 Water Resources
- 2023070000 Delta Activities
- 2024100000 Flood Channel Maintenance
- 3030101000 Administration
- 3030103000 Engineering
- 3030105000 Road Maintenance
- 3030106000 Construction
- 3030108000 Development Services
- 3030900000 Community Infrastructure Engineering
- 3031300000 Road District #1
- 3031400000 Road District #2
- 3031500000 Road District #3
- 3031600000 Road District #4
- 3031700000 Road District #5
- 3039900000 Community Infrastructure Program

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- 4040800000 Utility Districts
- 8190000000 Fleet Services Internal Service Fund*
- 9210000000 Solid Waste Enterprise Fund
- 9312000000 CSA 31 Sewer Enterprise Fund

Board Strategic Priorities 2019-2020 through 2021-2022

The 2019-2020 recommended budget for Public Works focuses on the implementation of the Board Strategic Priorities as adopted by the Board on April 9, 2019. The Board Strategic Priorities for fiscal years 2019-2020 through 2021-2022 are a continuation of the Board's original five key priorities established in 2015. The Board has updated and augmented the goals associated with these strategic priorities to reflect the Board's direction related to water issues, health, collaboration, and homelessness.

Ensure Fiscal Responsibility

The Public Works Department ensures fiscal responsibility through a variety of efforts including, but not limited to: analysis of preventative maintenance opportunities; expanded use of technology; the leveraging of grant funding; and lease/purchase cost analysis of equipment. Below are examples where Public Works is ensuring fiscal responsibility:

- Since 2011-2012, by undertaking a cost analysis of lease versus purchase, the Department has undertaken the replacement of aging, inefficient, and environmentally non-compliant heavy equipment. Since 2014-2015, the Road Maintenance Division has been able to purchase replacement equipment without incurring any financing costs. As a result, the Division realized fiscal savings through purchasing instead of continued leasing of equipment. Additionally, in 2018-2019, Road Maintenance proposed purchasing two more pieces of heavy equipment: a debris collections truck, and a striper truck. Due to the time of estimated delivery, these expenditures are being re-budgeted in 2019-2020. Once purchased, there will be fiscal savings realized by the Department.
- In 2018-2019, the Department implemented on-line bidding for construction contracts and consultant services. The switch to on-line bidding reduces the costs related to publication and postage and promotes good governance by streamlining the bidding process for contractors and vendors.
- The Department actively participates in a number of coalitions to maximize the effectiveness of efforts to advocate for common issues in the Delta. The County

is an active participant in the Delta Counties Coalition (DCC), which includes the counties of Contra Costa, Sacramento, Solano, and Yolo. The DCC is able to cost-share a number of expenses related to advocacy, research, media presence, and coordination that is paid for from the Delta Activities budget. Additionally, the County has shared in the cost of preparing technical and legal comments with the South and Central Delta Water agencies on the Bay Delta Conservation Plan and the Single Tunnel Proposal.

- The Utility District Division and Community Infrastructure Engineering (CIE) Division continue to work together and complete rate studies and review Engineer's reports necessary to establish fees that provide adequate revenue for over 100 Special Districts. The ability to change fees must be done within the constraints of Proposition 218. In 2018-2019, there were six successful rate increases completed. These six Districts were the last of the Districts (with the exception of one) that were running with a negative balance. There are five Districts with declining balances, as well as the one District with a remaining negative balance, that will be addressed in 2019-2020. By reviewing these Districts and providing meaningful Proposition 218 activities, the Department is being fiscally responsible to the constituents in these communities.

Promote Good Governance and Increase Organizational Capabilities

The Public Works Department continues to establish and foster relationships with local and regional stakeholders, outside agencies, and other coalitions in order to continue to advocate for the needs of the community. Below are examples of Department initiatives to promote good governance and increase organizational capabilities:

- For the last several years, Development Services has made strides in utilizing technology for a variety of improvements. This is expected to continue in the upcoming years as a means to reduce reliance on outdated management systems and provide more efficient and timely responses to constituent inquiries as well as improve services. In 2018-2019, the ability for customers to pay via credit card/debit commenced. By providing this method of payment, it is a more convenient way for customers to pay for permits and other fees
- The Department continues to promote good governance initiatives, and provide staff with training, for a variety of areas including professional development, succession planning, and strategic outlook.

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In 2018-2019, the Department implemented the following initiatives:

- **Trailblazer Program** - provides stretch assignments to give participants tasks or projects that are beyond their current knowledge or skill level in order to “stretch” them developmentally. Since April 2019, the Program is temporarily suspended due to the immediate needs of the Department. It is anticipated the participants will resume involvement with the Program and will complete the assignment in 2020.
- **Business Process Review (BPR)** - undertaking of a thorough review of operational and organizational processes to identify performance measurement improvements for the Department. The BPR is scheduled for completion in fall 2019.
- **Implementation of Capital Improvement Plan (CIP)** - will provide a multiyear capital plan, which identifies and prioritizes expected needs based on a strategic plan, establishes project scope and cost, estimated amounts of funding from various sources, and projects future operating and maintenance costs. The creation of the CIP is scheduled for completion in fall 2019.
- **Professional Development Program** - an in-depth 12-month training for all Division Heads and Executive Team to improve communication and overall professional interaction with customers, both internally and externally also commenced. The first phase of training will be completed in fall 2019, and the Department is planning a continuation of this training in 2019-2020.
- In 2019-2020, the Solid Waste Division is proposing to install a light-emitting diode (LED) monitor at both Lovelace and North County landfill locations. These monitors will display essential information regarding Solid Waste and other County news for the public waiting in line to enter the landfill.

Improve Public Safety and Enhance the Overall Criminal Justice System

The Public Works Department continues to focus on public safety for both its employees as well as the community. Below are examples of Department initiatives to promote safety:

- Delta levees protect life and property from floods. Continuing to advocate for Delta levee funding is critical to protecting the system of levees, which are not only in place to protect local Delta agriculture, but also to protect the urban areas of Stockton, Lathrop, and

Manteca. The threat of catastrophic levee failures in the Delta have been overstated by the proponents of the Single Tunnel Proposal; however, Delta communities must continue to invest in maintenance of the existing levee system and meet the challenges of stricter regulatory oversight when performing in the field. The County supports the efforts of local levee maintaining agencies to find adequate funding not only locally, but to also ensure that historical cost-share levels from the State and Federal governments are also honored.

- Development Services oversees development and administration of the County’s Improvement Standards. These Standards guide the design of infrastructure, which will be County-maintained and are a key contributor in the delivery of safe, high quality, and efficient transportation and utility systems within the unincorporated County. The Division also safeguards the public through proper application of the County Development Title and other applicable regulations through project-specific conditions of approval. The conditions of approval reflect necessary mitigations for impacts caused by development projects and compliance with local and State regulatory requirements.
- The Channel Maintenance Division provides flood protection and levee maintenance in established Zone No. 9 and 10 areas and also contracts with the San Joaquin Area Flood Control Agency to maintain a portion of its levees. Services include vegetation control, stream-bed clearing, erosion control, rodent control, and patrol road maintenance. This Division is also responsible for implementing all State and Federal operations and maintenance requirements to maintain levee accreditation.
- In order to improve the response time in an emergency situation (such as significant road flooding), the Road Maintenance Division has requested funding to modify a Department truck to use as an emergency response vehicle. The truck will be pre-loaded with all necessary equipment, allowing employees to quickly respond to road closure events.

In 2018-2019, the Engineering Division obtained a grant that provided for the installation of 140 beacons throughout rural areas in San Joaquin County. These beacons have been positively received by the community by providing a flashing light at 2-way and 4-way stops in unlit intersections, warning the public of intersection traffic. In 2019-2020, the Road Maintenance Division is including funding to help maintain and replace damaged beacons.

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- In 2019-2020, the Road Maintenance Division is planning on purchasing two automated flaggers. This equipment will help reduce the risk of injury for those employees flagging during road operations as well as mechanically alert the public of a construction zone.
- The Department implemented the County's Adopt-A-Road program in 2018-2019. This program will give an opportunity for organizations, businesses, and individuals to assist in keeping County roads clean. The Department will provide tools and training to ensure success and safety of all participants. In 2018-2019, the first partner signed up for the program. By having the community help keep County roads clean, it will assist with improving both public health and safety.
- The Transportation Engineering Division continues to utilize and improve Geographic Information System (GIS) capabilities to track accidents, speeding, and other safety-related traffic concerns. In addition, through a data-sharing agreement with the navigation software application WAZE, the Division can mine data to help identify congested locations and determine needed improvements.
- The Bridge Engineering Division has recently updated its bridge inventory database, and is working hand-in-hand with the Road Maintenance Division to include minor structures (bridges with spans under 20 feet) as well. These minor structures have not previously been tracked. This database is key to managing the large number of structures, many of which are at or past their design life, and are a vital component of the County's transportation network.
- The Fleet Services Division continues to install Global Positioning System technology in all Fleet standard passenger vehicles to assist managers in monitoring vehicle use and implementing best practices for the safe and efficient use of County vehicles.

Promote Economic Development

The Public Works Department assists with the promotion of economic development by undertaking the following activities:

- The County's Delta Activities efforts support economic development by fighting to ensure the Delta has continued access to water of sufficient quantity and quality necessary for the viability of commercial agriculture, the ability of communities to meet the water needs of constituents, and to sustain and attract local businesses. These water rights are senior to the rights of Delta exporters south of the County.

- The Solid Waste Division promotes economic development through participation in the Recycling Market Development Zone Program. This Program operates with State agencies to provide loans to businesses that apply and are approved. The loans help provide funding for growth and expansion of businesses utilizing materials diverted from various waste streams for recycling. The Division also purchases supplies and services from local businesses in an effort to help grow and sustain the local economy.
- The CIE Division conducts public utility master planning for development within County Special Districts and reviews Public Works and other agency projects for impacts to special district infrastructure. The CIE Division will continue to support Development Services to ensure new development projects comply with applicable regulations, while at the same time encouraging and facilitating new and/or existing business requests for utility services in support of local/new industry growth.

Stay Informed and Proactive in Dealing with Water Issues

The Public Works Department continues to establish and foster relationships with local and regional stakeholders, outside agencies, and other coalitions in order to continue to be proactive regarding water issues facing the County. Below are examples of Department initiatives:

- The Department continues to conduct regular and informative meetings with elected officials at the local, State, and Federal levels of government. These actions ensure these officials are well informed of the County's position on water and the Delta, and to ensure that Delta stakeholders and residents have a represented voice.
- Water resources and Sacramento-San Joaquin Delta issues are among the top strategic and legislative priorities of the Board of Supervisors. With two-thirds of the Delta located in San Joaquin County, it is an important natural resource of local and Statewide importance, and the Board has vigorously defended County and regional interests in the Delta for many years. The Single Tunnel Proposal, the latest moniker for the Twin Tunnels project, and the conversion of agricultural land into shallow water habitat formally known as the Bay Delta Conservation Plan, threaten the economic, social, and environmental viability of the Delta. The Board has engaged with a variety of interests to defend the Delta in the following areas: 1) improving and maintaining the system of levees that protect life and property for both agricultural and urban areas, which also supports the current system of through-Delta exports; 2) advocating for continued access to Delta

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water supplies of sufficient quantity and quality for farmers, urban users, and the environment; 3) supporting efforts to have a healthy and viable Bay-Delta Estuary; 4) enhancing Delta maritime commerce and recreation; and 5) recognition of the Delta as a place.

- The Utility Districts budget includes funds for continued focus on water issues including groundwater management, pumping and production costs, and conservation education and enforcement. The Division will continue its phased installation of water meters within existing Special District Water Systems as funding allows.
- The Solid Waste Division proactively works with the California State Water Board in safeguarding the waters of the area. A Groundwater Monitoring Program has been established at each of the four County-owned landfills. The Division submits semi-annual reports to the Water Board on the results of this Program to ensure that landfill activities have minimal impact to local groundwater.

Public Works Department Six Core Business Strategies

In concert with the Board of Supervisors' Strategic Priorities, the Public Works Department has identified six core business strategies to enhance the Department's services. Below are the strategies as well as additional initiatives being undertaken by the Department:

1. **Succession Planning** - Investment in staff to prepare them for career advancement and succession is necessary for sustained growth of the individuals and success of the Department.
 - In 2019-2020, the Department is investing in staff development and training in all of its Divisions.
2. **Customer Service** - The Department must ensure that it is providing excellent customer service to assist and support its external and internal customers.
 - In 2019-2020, GIS-based document management protocols are being utilized to eliminate waste, streamline research activities, and help provide information to the public quickly. In 2019-2020, GIS plans to utilize funds to purchase software and licensing that will greatly improve the quality of information made accessible to the community. Upgrading these systems will enhance the customer service experience along with improving relationships with neighboring City Public Works Departments in the County.

- In 2019-2020, the Department is investing in customer service training in all of its Divisions.
3. **Innovation** - Identifying new and innovative ways to provide enhanced services is paramount. The Department strives to become the most innovative Public Works Department in California.
 - In 2018-2019, the Department conducted its first virtual public meeting by using YouTube.
 - In 2019-2020, the Utility Maintenance Division budget includes funding to purchase a ground-penetrating radar system. Acquiring this innovative equipment will provide exact locations of objects, including the depth, voids, and pipe leakage. In addition, incorporating this technology will eliminate possible job downtime due to structure damage or facility shut down for a severed utility line.
 - In 2019-2020, the Road Maintenance Division budget includes funding to implement an innovative road surface stability program. The program will serve the rural areas where some of the roads are composed of dirt and gravel. The process includes a coating of liquid, which improves dust control and reduces routine road maintenance cost. While this program has been included in the budget, the Department will be seeking an air quality grant to offset the cost.
 4. **Relationships** - Relationships are critical to the Department in the ability to properly serve the community as well as working with other County Departments and neighboring agencies.
 - In 2018-2019, the Public Works Department launched its Facebook page. The use of social media will improve communication with the public.
 - In 2019-2020, the Department is investing in staff development and training in all of its Divisions to improve professional relationships within the Department as well as enhance communication with County residents.
 5. **Strategic Outlook** - Having a long-term vision for the Department is necessary to ensure progress and improvement.
 - In 2019-2020, the CIP is scheduled to be completed and the plan will be implemented with future impact on budgets and planned activity.
 - In 2019-2020, the Public Works-Administration budget includes funding to perform a facility needs assessment of the Public Works Building located at 1810 Hazelton Avenue, Stockton. The needs assessment shall determine facility priorities.

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6. **Recognition** - It is important that the Department recognizes accomplishments; both internally as well as from the public works industry and organizations.
 - In 2018-2019, the Department received numerous awards acknowledging the efforts of the Public Works Department.
 - In 2019-2020, this practice will continue and expand to seek out both traditional and non-traditional acknowledgements so that all employees have an opportunity to be recognized.