

# Public Works

South Coast Recycling and Transfer Station  
Stormwater Capture Tank



Striping on Ocean Avenue in Lompoc



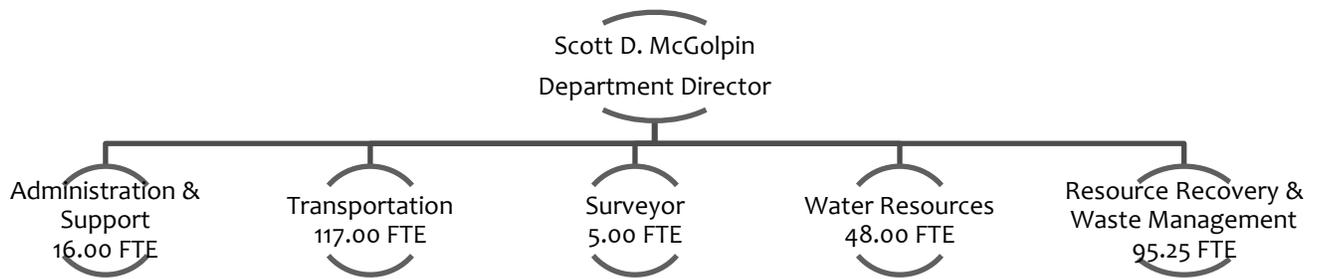
Survey Control Network in Montecito



Debris and Sediment Removal from the Romero Canyon Basin.

## RECOMMENDED BUDGET & STAFFING SUMMARY & BUDGET PROGRAMS CHART

Operating	\$ 136,668,900
Capital	\$89,416,000
FTEs	281.25



# Public Works

## **MISSION STATEMENT**

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To efficiently provide, operate and maintain Public Works infrastructure, facilities, and services to make everyday life as safe and convenient as possible for the public we serve.

## **DEPARTMENT DESCRIPTION**

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The Public Works Department enhances the health and safety of residents through a variety of critical activities and oversees 42 special purpose funds. The Public Works Department consists of five Budget Programs: Administration & Support, Transportation, Surveyor, Water Resources, and Resource Recovery & Waste Management - with approximately 281 full-time equivalent (FTE) staffing at 16 locations throughout the County. Public Works is responsible for: County-maintained roads, traffic engineering, review and permitting of private land development, design engineering and construction management, land surveying and map processing, water supply planning, storm water permitting activities and flood protection, solid waste planning, engineering and management, inactive landfill management, wastewater systems management, and special districts.

## **HIGHLIGHTS OF 2019-20 OBJECTIVES**

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- Work closely with all divisions within Public Works to maximize disaster related reimbursement from FEMA and CalOES.
- Develop a business plan for Laguna Sanitation Plant debt issuance and upgrade.
- Implement a new employee orientation that compliments the County program to introduce staff to the Public Works department.
- Complete Ashley Road Bridge replacement less than two years after debris flow.
- Construct \$8M of capital maintenance to address deferred maintenance backlog including pavement, drainage, traffic devices, bridges, and hardscape repairs.
- Provide mandated surveying services to County Government, survey professionals and the general public.
- Implement web-based electronic project submittal for project reviews in accordance with Renew '22.
- Research and prepare GIS software solutions for the 2020 redistricting process.
- Commence construction of Lower Mission Creek Flood Control Project Reaches 2B-2 and 3.
- Initiate final Cachuma Contract discussions for final contract approval in 2020.
- Acquire a long term debris management site to ensure cost effective and timely excavations of basins, channels, and estuaries for flood protection and allow repurposing of these materials.
- Continue construction monitoring and management for the Tajiguas Resource Recovery Project.
- Completion of the Baron Ranch Master Plan and submittal to the Board of Supervisors for direction.
- Commence construction of Laguna County Sanitation District plant upgrade including securing financing, bidding, and award of construction contract.

# Public Works

## **HIGHLIGHTED RENEW '22 INITIATIVES**

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### **Already Underway**

- Reconfigure Maintenance Operations
  - Adjust schedule for maintenance activities, creating two-year plan, and identifying activities that can be modified to increase efficiencies.
  - This is completed – the Road Crews have been reconfigured and we are monitoring results.
- Combine Flood Control and Project Clean Water Plan Check
  - Results in a single point of review and approval, reducing redundancy for the customer.
  - Staff are writing joint condition letters for Flood Control and Project Clean Water Projects.

### **Implementation in FY 2019-20**

- Create a digital map submittal and review system in Surveyor's Office.
  - This would establish a comprehensive web submittal equipped with quality control and systems for project tracking in the database.

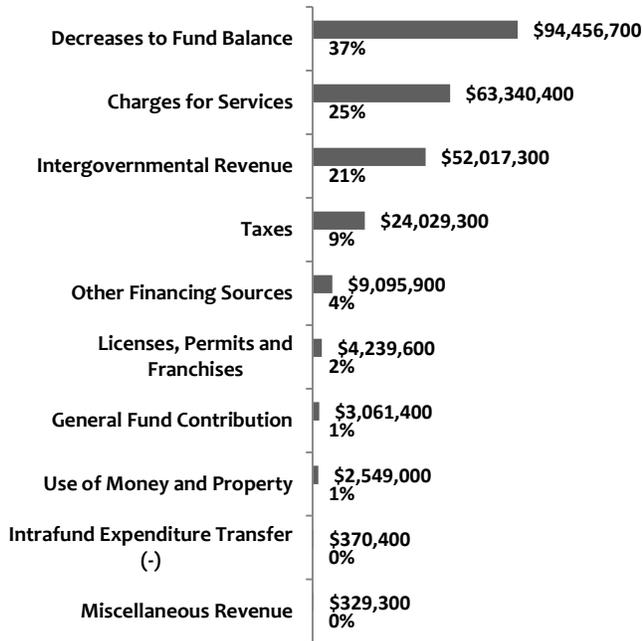
### **Future Year Implementation**

- Water Agency / Groundwater Measurements
  - Transition annual groundwater measurements due to new State regulations related to the Groundwater Sustainability Act (GSA).
  - GSAs will be required to measure groundwater wells and County measures would become redundant.
- Transfer sidewalk maintenance to adjacent property owners
  - This would place responsibility for sidewalk maintenance and repair on adjacent property owners.
  - This would require board action on policy and codes. Next step is to discuss with the board.
- Remove forest service roads from the county maintained road system
  - This would place responsibility for road maintenance within the Los Padres National Forest with the Forest Service.
  - Scheduling of meeting with USFS pushed out due to Federal Govt Shutdown. Anticipate meeting in Spring/Summer of 2019.

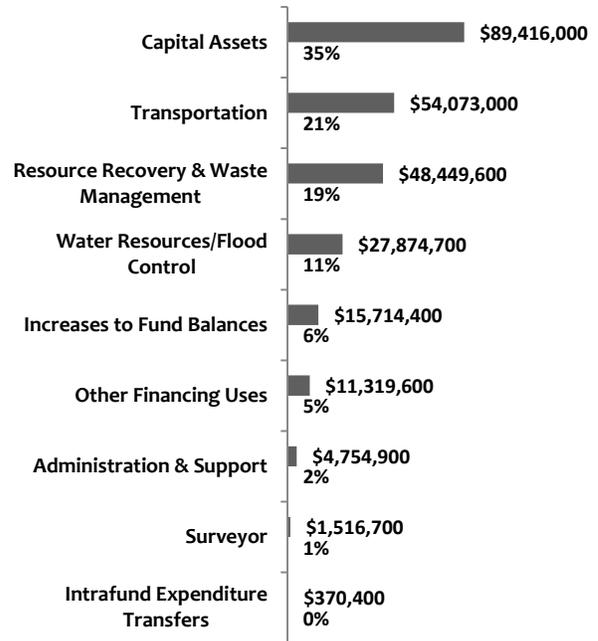
# Public Works

## RECOMMENDED SOURCES & USES OF FUNDS

### Source of Funds - \$253,489,300

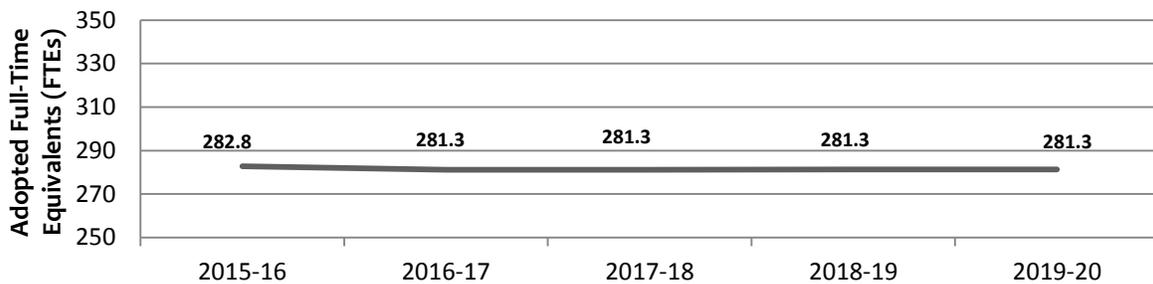


### Use of Funds - \$253,489,300



## STAFFING TREND

FTE counts include regular staff only, and do not include extra help and contractors-on-payroll.



# Public Works

## BUDGET OVERVIEW

Staffing Detail By Budget Program	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
Administration & Support	15.46	16.00	16.00	16.00	-
Transportation	106.04	117.00	117.00	117.00	-
Surveyor	5.05	5.00	5.00	5.00	-
Water Resources/Flood Control	43.85	48.00	48.00	48.00	-
Resource Recovery & Waste Management	89.06	95.25	95.25	95.25	-
Unallocated	0.27	-	-	-	-
<b>Total</b>	<b>259.72</b>	<b>281.25</b>	<b>281.25</b>	<b>281.25</b>	<b>-</b>
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<b>Budget By Budget Program</b>					
Administration & Support	\$ 4,032,030	\$ 4,726,100	\$ 4,534,000	\$ 4,754,900	\$ 28,800
Transportation	36,308,705	52,806,500	48,434,100	54,073,000	1,266,500
Surveyor	995,313	997,500	1,092,600	1,516,700	519,200
Water Resources/Flood Control	22,233,957	26,196,600	19,985,000	27,874,700	1,678,100
Resource Recovery & Waste Management	30,801,673	39,735,200	44,911,000	48,449,600	8,714,400
<b>Total</b>	<b>\$ 94,371,679</b>	<b>\$ 124,461,900</b>	<b>\$ 118,956,700</b>	<b>\$ 136,668,900</b>	<b>\$ 12,207,000</b>
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<b>Budget By Categories of Expenditures</b>					
Salaries and Employee Benefits	\$ 35,623,877	\$ 38,421,700	\$ 37,375,800	\$ 39,163,200	\$ 741,500
Services and Supplies	49,506,894	69,537,100	66,764,700	73,153,800	3,616,700
Other Charges	9,240,908	16,503,100	14,816,200	24,351,900	7,848,800
<b>Total Operating Expenditures</b>	<b>94,371,679</b>	<b>124,461,900</b>	<b>118,956,700</b>	<b>136,668,900</b>	<b>12,207,000</b>
Capital Assets	12,796,234	29,412,500	83,725,900	89,416,000	60,003,500
Other Financing Uses	13,517,269	8,691,300	18,854,400	11,319,600	2,628,300
Intrafund Expenditure Transfers (+)	67,634	362,500	366,800	370,400	7,900
Increases to Fund Balances	9,593,070	12,839,600	196,807,200	15,714,400	2,874,800
Fund Balance Impact (+)	4,914,038	-	-	-	-
<b>Total</b>	<b>\$ 135,259,922</b>	<b>\$ 175,767,800</b>	<b>\$ 418,711,000</b>	<b>\$ 253,489,300</b>	<b>\$ 77,721,500</b>
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<b>Budget By Categories of Revenues</b>					
Taxes	\$ 24,255,785	\$ 23,281,700	\$ 23,526,800	\$ 24,029,300	\$ 747,600
Licenses, Permits and Franchises	3,287,169	3,698,400	4,151,300	4,239,600	541,200
Fines, Forfeitures, and Penalties	106,489	-	-	-	-
Use of Money and Property	1,423,645	1,180,300	2,544,000	2,549,000	1,368,700
Intergovernmental Revenue	23,432,303	44,450,600	36,796,500	52,017,300	7,566,700
Charges for Services	52,275,552	57,387,200	54,870,100	63,340,400	5,953,200
Miscellaneous Revenue	1,085,677	1,458,200	241,600	329,300	(1,128,900)
<b>Total Operating Revenues</b>	<b>105,866,621</b>	<b>131,456,400</b>	<b>122,130,300</b>	<b>146,504,900</b>	<b>15,048,500</b>
Other Financing Sources	9,360,385	6,459,600	182,452,700	9,095,900	2,636,300
Intrafund Expenditure Transfers (-)	67,634	362,500	366,800	370,400	7,900
Decreases to Fund Balances	16,351,073	34,465,600	110,737,500	94,456,700	59,991,100
General Fund Contribution	3,207,471	3,023,700	3,023,700	3,061,400	37,700
Fund Balance Impact (-)	406,739	-	-	-	-
<b>Total</b>	<b>\$ 135,259,922</b>	<b>\$ 175,767,800</b>	<b>\$ 418,711,000</b>	<b>\$ 253,489,300</b>	<b>\$ 77,721,500</b>

FTE counts include regular staff only, and do not include extra help and contractors-on-payroll.

# Public Works

## **CHANGES & OPERATIONAL IMPACT: 2018-19 ADOPTED TO 2019-20 RECOMMENDED**

### Staffing

- No change in total number of FTEs

### Expenditures

- Net operating expenditure increase of \$12,207,000 due to:
  - +\$742,000 increase in Salaries and Employee Benefits consisting of:
    - +\$855,000 increase in salary costs.
    - -\$113,000 decrease in retirement costs due to employee pickup.
  - +\$3,616,000 increase in Services and Supplies due to:
    - +\$1,574,000 increase in debris maintenance needed due to fire & debris flow.
    - +\$1,500,000 increase due to 5-year lease of heavy equipment for the landfill.
    - +\$1,135,000 increase in Road Maintenance funding available.
    - +\$1,401,000 increase due to Transportation projects at Floradale Bridge and Clark Ave/101 interchange.
    - +\$243,000 increase in equipment parts and maintenance at Tajiguas and transfer stations.
    - -\$913,000 decrease in capital projects due to anticipation of more time spent on emergency work.
    - -\$1,324,000 decrease in landfill closure costs for current fiscal year.
  - \$7,849,000 increase in Other Charges due to:
    - +\$7,191,000 increase in interest expense for the Tajiguas Resource Recovery Project.
    - +\$405,000 increase in Resource Recovery depreciation costs.
    - +\$253,000 increase in Motor Pool Charges across the department.
- Net non-operating expenditure increase of \$65,514,000 due to:
  - +60,003,000 increase in Capital Assets consisting of:
    - +\$61,300,000 increase in Resource Recovery for the Tajiguas Resource Recovery Project.
    - -\$1,297,000 decrease across the other four divisions due to timing of projects.
  - +\$2,628,000 increase in Other Financing Uses due to:
    - +\$4,289,000 increase in Resource Recovery transfers out related to debt payments.
    - -\$1,661,000 decrease in transfers between Public Works funds.
  - +\$8,000 increase in Intrafund Expenditure Transfers (+) for transfers between divisions.
  - +\$2,875,000 increase in contribution to Fund Balances, from \$12,839,000 in FY 2018-19 to \$15,714,000 in FY 2019-20.

These changes result in Recommended operating expenditures of \$136,669,000, non-operating expenditures of \$116,820,000, and total expenditures of \$253,489,000. Non-operating expenditures primarily include capital assets, transfers, and increases to fund balances.

# Public Works

## **CHANGES & OPERATIONAL IMPACT: 2018-19 ADOPTED TO 2019-20 RECOMMENDED (CONT'D)**

### Revenues

- Net operating revenue increase of \$15,049,000 primarily due to:
  - +\$748,000 increase in Taxes due to increase in property taxes and sales tax across all divisions.
  - +\$541,000 increase in Licenses, Permits, and Franchises due to an increase in permit revenue.
  - +\$1,369,000 increase in Use of Money and Property across all funds due to increased interest rates.
  - +\$7,567,000 increase in Intergovernmental Revenues consisting of:
    - +\$2,553,000 increase in transportation related SB1 and Prop 42 revenues.
    - +\$2,000,000 increase in Resource Recovery grant from Cal Recycle.
    - +\$1,982,000 increase in South Coast Flood Zone for additional projects anticipated.
    - +\$706,000 increase in South Coast Flood Zone Prop 1 and DWR Grants.
    - +\$326,000 increase in Transportation for additional work on the Obern Trail project.
  - +\$5,953,000 increase in Charges for Services due to:
    - +\$7,695,000 increase in Resource Recovery Sanitation Service Fees.
    - +\$511,000 increase in Laguna Sanitation annual connection fee increases and new No Co Jail connections.
    - -\$1,111,000 decrease in charges for labor in Transportation funds due to lower overhead rate & more project work anticipated.
    - -\$1,142,000 decrease in charges for labor in Transportation funds due to more project work anticipated.
  - -\$1,129,000 decrease in Miscellaneous Revenue in Resource Recovery for recyclable sales.
- Net non-operating revenue increase of \$62,672,000:
  - +\$2,636,000 increase in Other Financing Sources due to:
    - +\$4,288,000 increase in transfers due to the Tajiguas Project debt payments.
    - +\$479,000 increase in General Fund Contributions.
    - -\$584,000 decrease in Operating Transfers In due to Orcutt ditch project in prior year.
    - -\$1,547,000 decrease in transfers between funds.
  - +\$8,000 increase in Intrafund Expenditures Transfers (-) for transfers between divisions within Public Works.
  - +\$38,000 increase in General Fund Contribution.
  - +\$59,990,000 increase in release of Fund Balances from an amount of \$34,466,000 in FY 2018-19 to \$94,456,000 in FY 2019-20.

These changes result in Recommended operating revenues of \$146,505,000 and non-operating revenues of \$106,984,000, for total revenues of \$253,489,000. Non-operating revenues primarily include releases related to debt issuance, General Fund Contribution, transfers, and decreases to fund balances.

### **RELATED LINKS**

For more information on the Public Works Department, refer to the department's web site at <http://www.countyofsb.org/pwd> or "Like" us on Facebook at County of SB - Public Works <https://www.facebook.com/CountyOfSbPublicWorks>

# Public Works

## PERFORMANCE MEASURES

Description	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Estimated Actual	FY 2019-20 Recommend
<b>Administration &amp; Support</b>				
Percentage of department workforce "Lost Time" (Target=4.5%)	5.4% 31,852/589,860	4.3% 23,290/540,492	4.2% 23,246/548,389	4.2% 23,246/548,389
Percentage of departmental Information Technology requests resolved within 4 working hours (Target=100%)	95% 1,544/1,625	95% 1,568/1,650	91.7% 1,571/1,714	96.0% 1,648/1,716
Percentage of randomly selected employees tested for Drugs & Alcohol within the quarter	97.7% 85/87	100% 38/38	100% 48/48	100% 50/50
Percent of departmental Employee Performance Reviews (EPRs) completed by the due date (Target=100%)	85.1% 240/282	87.1% 245/282	100% 282/282	100% 282/282
<b>Transportation</b>				
Average Pavement Condition Index (PCI) for the County Maintained Road System (Target=70)	58	57	57	70
Percentage of Transportation service requests responded to within 48 hours (Target/standard=95%)	99.0% 1,280/1,295	99.0% 1,112/1,126	95% 1,140/1,200	95% 950/1,000
Percentage of design and construction administration costs for completed pavement preservation project costs (Target=20%)	19%	21%	20%	20%
Percentage of school zone traffic control pavement markings refreshed annually (Target=25%)	45% 20/44	34% 15/44	25% 11/44	25% 11/44
<b>Surveyor</b>				
Percentage of Record of Surveys & Corner Records reviewed within 20 days per Government Code requirements (Target=100%)	47% 74/156	76% 182/239	73% 256/351	100% 350/350
Average number of days to complete development project reviews (Target=30 days)	20	25	25	30
Average number of days to publish recorded maps on the County web site (Target=15 days)	18	18	12	15

# Public Works

## PERFORMANCE MEASURES (CONT'D)

Description	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Estimated Actual	FY 2019-20 Recommend
<b>Water Resources</b>				
Percentage of planned flood control maintenance projects completed (Target=95%)	100% 33/33	98% 39/40	97% 29/30	95% 29/30
Percentage of water quality inquiries responded to within 24 hours (Target=90%)	97% 83/86	96% 66/69	97% 70/72	90% 72/80
Percentage of flood control maintenance requests responded to within 48 hours (Target/standard=90%)	98% 160/163	93% 223/240	95% 162/170	90% 135/150
Percentage of plan check submittals completed within two weeks (Target=90%)	100% 69/69	100% 29/29	95% 38/40	90% 45/50
<b>Resource Recovery &amp; Waste Management</b>				
Percentage of waste diversion (recycling) as calculated by Cal Recycle (Target=75% by 2020)	72%	72%	71%	71%
Percentage of Laguna County Sanitation's sewer system flushed and/or videoed annually (Target=50%)	54% 67.4/124	62% 77.5/125	50% 62.5/125	50% 62.5/125
Average annual cost per pound of household hazardous waste disposed (Target=\$1.90)	\$1.74	\$1.85	\$1.88	\$1.90
Achieve 1,000 pounds/sq ft compaction at the Tajiguas Landfill to maximize capacity	965	1020	940	1,000

# Public Works

## ADMINISTRATION & SUPPORT BUDGET PROGRAM

Provide prudent fiscal management, staff support, and other required resources that ensure each division of Public Works fulfills its mission.

### Staffing

Staffing Detail By Budget Program	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
DIRECTOR	1.00	1.00	1.00	1.00	-
ADMINISTRATIVE DEPUTY DIRECTOR	1.00	1.00	1.00	1.00	-
CIVIL ENGINEER SPECIALIST	1.00	1.00	1.00	1.00	-
PROGRAM MANAGER	0.69	1.00	1.00	1.00	-
IT MANAGER	1.00	1.00	1.00	1.00	-
TEAM/PROJECT LDR-GEN	-	-	-	1.00	1.00
EDP SYS & PROG ANLST SR	1.00	1.00	1.00	1.00	-
EDP SYS & PROG ANLST	1.92	2.00	2.00	2.00	-
ADMN OFFICE PRO	3.00	3.00	3.00	2.00	(1.00)
ACCOUNTANT	-	-	-	1.00	1.00
DEPT BUS SPEC	1.00	1.00	1.00	1.00	-
COST ANALYST	0.76	1.00	1.00	-	(1.00)
EXECUTIVE SECRETARY	1.00	1.00	1.00	1.00	-
COMPUTER SYSTEMS SPEC	0.08	-	-	-	-
ADMN OFFICE PRO SR	1.00	1.00	1.00	1.00	-
SAFETY OFFICER-DIVISIONAL	1.00	1.00	1.00	1.00	-
Total	15.46	16.00	16.00	16.00	-

FTE counts include regular staff only, and do not include extra help and contractors-on-payroll.

# Public Works

## ADMINISTRATION & SUPPORT BUDGET PROGRAM (CONT'D)

### Revenue & Expenditures

Budget By Categories of Expenditures	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
Salaries and Employee Benefits	\$ 2,439,587	\$ 2,729,900	\$ 2,575,200	\$ 2,758,300	\$ 28,400
Services and Supplies	1,304,667	1,667,400	1,644,800	1,682,000	14,600
Other Charges	287,777	328,800	314,000	314,600	(14,200)
Total Operating Expenditures	4,032,030	4,726,100	4,534,000	4,754,900	28,800
Capital Assets	-	20,000	29,000	30,500	10,500
Other Financing Uses	956,102	624,200	624,200	624,200	-
Increases to Fund Balances	229,021	439,300	455,100	497,100	57,800
Total Expenditures	\$ 5,217,153	\$ 5,809,600	\$ 5,642,300	\$ 5,906,700	\$ 97,100
<b>Budget By Categories of Revenues</b>					
Taxes	1,802,411	1,832,800	1,833,000	1,882,700	49,900
Fines, Forfeitures, and Penalties	10,358	-	-	-	-
Use of Money and Property	26,118	17,900	33,900	35,800	17,900
Intergovernmental Revenue	7,655	7,600	7,600	7,600	-
Charges for Services	3,184,028	3,634,300	3,475,800	3,666,200	31,900
Miscellaneous Revenue	19,063	-	-	-	-
Total Operating Revenues	5,049,633	5,492,600	5,350,300	5,592,300	99,700
Intrafund Expenditure Transfers (-)	50,667	52,500	56,800	60,400	7,900
Decreases to Fund Balances	116,840	264,500	235,200	254,000	(10,500)
Total Revenues	\$ 5,217,141	\$ 5,809,600	\$ 5,642,300	\$ 5,906,700	\$ 97,100

### 2018-19 Anticipated Accomplishments

- Completed the business plan and debt issuance for the Tajiguas Resource Recovery Project (TRRP).
- Conducted second phase of leadership training for all managers and supervisors in Public Works.
- Reorganized the Administration offices to provide better customer service for the public and improved safety for staff.
- Conducted analysis of the timesheet approval process to increase accuracy in reporting and authorizations.
- Provided timely public information related to debris, roadways and related safety before, during and after rain events for the County infrastructure system.
- Effectively used drone technology to document condition of basins and roads to assist in recovery of storm related costs.
- Created multiple public information videos and publications to educate community members.
- Updated the departmental Illness and Injury Prevention Plan.

# Public Works

## **ADMINISTRATION & SUPPORT BUDGET PROGRAM (CONT'D)**

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### **2019-20 Objectives**

- Continue to strengthen and standardize internal controls.
- Work closely with all divisions within Public Works to maximize disaster related reimbursement from FEMA and CalOES.
- Develop a business plan for Laguna Sanitation Plant debt issuance and upgrade.
- Update databases in Flood and Surveyor to provide modern workflows and better controls.
- Revise departmental policies and procedures to provide clarity and updates based on changes in rules and regulations.
- Implement a new employee orientation that compliments the County program to introduce staff to the Public Works department.

# Public Works

## TRANSPORTATION BUDGET PROGRAM

Provide a clear path, smooth ride, and safe trip for the traveling public.

### Staffing

Staffing Detail By Budget Program	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
ASST DIRECTOR	1.00	1.00	1.00	1.00	-
CIVIL ENGINEERING MANAGER	2.00	2.00	2.00	3.00	1.00
CIVIL ENGINEER SPECIALIST	3.00	3.00	3.00	3.00	-
PROJECT MANAGER	4.00	4.00	4.00	3.00	(1.00)
PROGRAM MANAGER	2.00	2.00	2.00	2.00	-
ENTERPRISE LDR-GEN	0.04	-	-	1.00	1.00
TRANSPORTATION PLANNER SUPV	1.00	1.00	1.00	1.00	-
ROAD MAINT MANAGER	1.00	1.00	1.00	1.00	-
ENGINEERING GEOLOGIST	1.00	1.00	1.00	1.00	-
CIVIL ENGINEER/PLAN CHECK ENGINEER	3.27	3.00	3.00	3.00	-
MAINT SUPERINTENDENT	3.00	3.00	3.00	3.00	-
ENG ENVIRON PLANNER SR.	1.00	1.00	1.00	1.00	-
ADMN OFFICE PRO	5.00	5.00	5.00	4.00	(1.00)
FINANCIAL OFFICE PRO	1.00	2.00	2.00	1.00	(1.00)
CIV ENGINEERING ASSOC	7.46	11.00	11.00	11.00	-
ACCOUNTANT	2.00	2.00	2.00	2.00	-
ENGINEERING TECH SPEC	6.73	8.00	8.00	8.00	-
URBAN FORESTRY SUPV	1.00	1.00	1.00	1.00	-
MAINTENANCE SUPV	4.00	4.00	4.00	4.00	-
MAINTENANCE LEADER	10.88	11.00	11.00	11.00	-
ADMN OFFICE PRO SR	3.00	3.00	3.00	3.00	-
ENGINEERING TECH	3.96	4.00	4.00	4.00	-
URBAN FORESTRY INSP	1.00	1.00	1.00	1.00	-
HEAVY EQUIP OPERATOR	7.73	8.00	8.00	8.00	-
MAINTENANCE WORKER	25.65	27.00	27.00	30.00	3.00
TRAFFIC SIGNAL TECHNICIAN	0.77	1.00	1.00	1.00	-
MAINT WORKER APPRENTICE	3.54	7.00	7.00	5.00	(2.00)
Total	106.04	117.00	117.00	117.00	-

FTE counts include regular staff only, and do not include extra help and contractors-on-payroll.

# Public Works

## TRANSPORTATION BUDGET PROGRAM (CONT'D)

### Revenue & Expenditures

Budget By Categories of Expenditures	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
Salaries and Employee Benefits	\$ 13,883,399	\$ 15,510,900	\$ 14,868,900	\$ 15,858,900	\$ 348,000
Services and Supplies	20,328,370	34,977,300	31,179,800	35,700,600	723,300
Other Charges	2,096,936	2,318,300	2,385,400	2,513,500	195,200
Total Operating Expenditures	36,308,705	52,806,500	48,434,100	54,073,000	1,266,500
Capital Assets	912,350	1,787,500	1,290,000	2,246,000	458,500
Other Financing Uses	7,252,502	5,778,700	4,232,800	4,690,800	(1,087,900)
Intrafund Expenditure Transfers (+)	17,267	310,000	310,000	310,000	-
Increases to Fund Balances	5,921,593	9,137,600	11,995,600	7,485,500	(1,652,100)
Total Expenditures	\$ 50,412,416	\$ 69,820,300	\$ 66,262,500	\$ 68,805,300	\$ (1,015,000)
<b>Budget By Categories of Revenues</b>					
Taxes	7,848,676	7,230,200	7,476,300	7,434,700	204,500
Licenses, Permits and Franchises	446,602	332,000	384,900	374,000	42,000
Use of Money and Property	117,219	102,700	322,800	275,800	173,100
Intergovernmental Revenue	16,650,355	32,115,300	30,095,200	34,850,200	2,734,900
Charges for Services	5,158,804	7,110,000	5,344,800	5,110,300	(1,999,700)
Miscellaneous Revenue	258,816	103,000	112,400	112,500	9,500
Total Operating Revenues	30,480,473	46,993,200	43,736,400	48,157,500	1,164,300
Other Financing Sources	7,717,872	5,798,700	4,282,800	4,730,800	(1,067,900)
Intrafund Expenditure Transfers (-)	17,267	310,000	310,000	310,000	-
Decreases to Fund Balances	10,233,837	14,921,600	16,136,500	13,786,200	(1,135,400)
General Fund Contribution	1,980,571	1,796,800	1,796,800	1,820,800	24,000
Total Revenues	\$ 50,430,019	\$ 69,820,300	\$ 66,262,500	\$ 68,805,300	\$ (1,015,000)

### 2018-19 Anticipated Accomplishments

- Completed the Local Road Safety Program (LRSP) establishing a plan for system-wide safety improvements. Obtained over \$600k of grant funding through the Highway Safety Improvement Program (HSIP) to begin plan implementation.
- Awarded \$5.3M in Active Transportation Program (ATP) grant funds to design and build the Modoc Multi-Modal Path.
- Expanded capabilities for in-house maintenance work.
- Aided in the successful evacuation and repopulation efforts of the Thomas, Whittier, and Sherpa fire areas through the winter rainy season.
- Implemented the first shared mobility device permitting process in the County.
- Updated the ADA transition plan and implemented new guidelines.

# Public Works

## ***TRANSPORTATION BUDGET PROGRAM (CONT'D)***

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### **2019-20 Objectives**

- Complete Ashley Road Bridge replacement less than two years after debris flow.
- Expand in-house capabilities for County maintenance forces.
- Continue to complete permanent restoration of 2017 and 2018 storm and debris flow sites as funding allows.
- Construct \$8M of capital maintenance to address deferred maintenance backlog including pavement, drainage, traffic devices, bridges, and hardscape repairs.
- Commence construction of the Clark Avenue/ US 101 Northbound Interchange improvements.

# Public Works

## **SURVEYOR BUDGET PROGRAM**

Provide quality surveying services through the creation, maintenance, and protection of land based records for public and private uses.

### Staffing

Staffing Detail By Budget Program	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
COUNTY SURVEYOR	1.00	1.00	1.00	1.00	-
SURVEY SUPERVISOR	1.00	1.00	1.00	1.00	-
SURVEY SPECIALIST	3.00	3.00	3.00	3.00	-
COST ANALYST	0.04	-	-	-	-
Total	5.05	5.00	5.00	5.00	-

FTE counts include regular staff only, and do not include extra help and contractors-on-payroll.

### Revenue & Expenditures

Budget By Categories of Expenditures	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
Salaries and Employee Benefits	\$ 871,578	\$ 897,300	\$ 867,600	\$ 910,600	\$ 13,300
Services and Supplies	75,274	42,200	172,000	548,800	506,600
Other Charges	48,461	58,000	53,000	57,300	(700)
Total Operating Expenditures	995,313	997,500	1,092,600	1,516,700	519,200
Intrafund Expenditure Transfers (+)	50,367	52,500	56,800	60,400	7,900
Increases to Fund Balances	15,810	20,000	15,000	20,000	-
Total Expenditures	\$ 1,061,489	\$ 1,070,000	\$ 1,164,400	\$ 1,597,100	\$ 527,100
<b>Budget By Categories of Revenues</b>					
Licenses, Permits and Franchises	-	300	300	-	(300)
Intergovernmental Revenue	1,352	6,500	50,000	450,000	443,500
Charges for Services	440,123	432,100	396,500	459,100	27,000
Miscellaneous Revenue	427	300	300	50,300	50,000
Total Operating Revenues	441,902	439,200	447,100	959,400	520,200
Decreases to Fund Balances	4,787	16,000	102,500	16,000	-
General Fund Contribution	614,800	614,800	614,800	621,700	6,900
Total Revenues	\$ 1,061,489	\$ 1,070,000	\$ 1,164,400	\$ 1,597,100	\$ 527,100

### 2018-19 Anticipated Accomplishments

- Provided Professional Land Surveyor services to the City of Guadalupe and City of Solvang.
- Completed review and filed record of survey for the Montecito Survey Control Network.
- Secured FEMA grant for right of way surveys in the areas affected by the 1/9 Debris Flow.
- Provided over 910 compliance reviews, maps and documents in accordance with state laws and local ordinances.
- Provided outstanding customer service through an online interactive GIS web page and at the public counter.
- Partnered with the County Recorder to rescan the original recorded maps in higher resolution.

# Public Works

## ***SURVEYOR BUDGET PROGRAM (CONT'D)***

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### **2019-20 Objectives**

- Provide mandated surveying services to County Government, survey professionals and the general public.
- Implement Accela database project management software to replace Land Records Database application.
- Implement web-based electronic project submittal and credit card payments for project reviews.
- Complete the right of way surveys in the areas affected by the 1/9 Debris Flow.
- Research and prepare GIS software solutions for the 2020 redistricting process.

Continue working with UCSB on developing the internship program to increase number, completeness and consistency of datasets available to the general public and professional surveyors using the Interactive GIS Surveyor Information System customer service tool.

# Public Works

## ***WATER RESOURCES/FLOOD CONTROL BUDGET PROGRAM***

Provide and promote flood protection, water conservation, and water supplies for the residents and visitors of Santa Barbara County.

### Staffing

Staffing Detail By Budget Program	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
DEPUTY DIRECTOR	1.00	1.00	1.00	1.00	-
CIVIL ENGINEERING MANAGER	1.00	1.00	1.00	1.00	-
CIVIL ENGINEER SPECIALIST	1.00	1.00	1.00	1.00	-
PROGRAM MANAGER	2.42	4.00	4.00	4.00	-
OPERATIONS MANAGER	1.00	1.00	1.00	1.00	-
WATER AGENCY MANAGER	1.00	1.00	1.00	1.00	-
CIVIL ENGINEER/PLAN CHECK ENGINEER	2.00	2.00	2.00	2.00	-
TEAM/PROJECT LDR-GEN	0.08	-	-	-	-
HYDROLOGIST SENIOR	2.00	2.00	2.00	2.00	-
MAINT SUPERINTENDENT	1.00	1.00	1.00	-	(1.00)
ENG ENVIRON PLANNER SR.	2.00	2.00	2.00	2.00	-
ADMN OFFICE PRO	2.81	3.00	3.00	3.00	-
ENGINEERING TECH SUPV	1.00	1.00	1.00	1.00	-
CIV ENGINEERING ASSOC	2.00	2.00	2.00	3.00	1.00
PUBLIC WORKS PRGM SPEC SR	2.00	2.00	2.00	2.00	-
ACCOUNTANT	0.46	-	-	1.00	1.00
ENGINEERING TECH SPEC	3.00	3.00	3.00	4.00	1.00
MAINTENANCE SUPV	2.00	2.00	2.00	2.00	-
PUBLIC WORKS PRGM SPEC	1.00	1.00	1.00	1.00	-
MAINTENANCE LEADER	5.00	5.00	5.00	5.00	-
FINANCIAL OFFICE PRO SR	1.00	1.00	1.00	1.00	-
ENGINEERING TECH	1.00	1.00	1.00	-	(1.00)
MAINT WELDER-MECHANIC	1.00	1.00	1.00	1.00	-
HEAVY EQUIP OPERATOR	3.92	5.00	5.00	5.00	-
PESTICIDE SPECIALIST	1.00	1.00	1.00	1.00	-
MAINTENANCE WORKER	2.08	2.00	2.00	2.00	-
MAINT WORKER APPRENTICE	0.08	2.00	2.00	1.00	(1.00)
Total	<u>43.85</u>	<u>48.00</u>	<u>48.00</u>	<u>48.00</u>	<u>-</u>

FTE counts include regular staff only, and do not include extra help and contractors-on-payroll.

# Public Works

## WATER RESOURCES/FLOOD CONTROL BUDGET PROGRAM (CONT'D)

### Revenue & Expenditures

Budget By Categories of Expenditures	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
Salaries and Employee Benefits	\$ 6,448,683	\$ 6,960,200	\$ 6,713,700	\$ 7,067,300	\$ 107,100
Services and Supplies	15,270,553	12,444,500	11,811,400	13,845,800	1,401,300
Other Charges	514,721	6,791,900	1,459,900	6,961,600	169,700
Total Operating Expenditures	22,233,957	26,196,600	19,985,000	27,874,700	1,678,100
Capital Assets	6,468,415	14,540,000	5,109,200	12,752,000	(1,788,000)
Other Financing Uses	1,947,183	690,600	70,600	70,600	(620,000)
Increases to Fund Balances	3,426,646	2,242,700	2,938,800	3,088,200	845,500
Total Expenditures	\$ 34,076,201	\$ 43,669,900	\$ 28,103,600	\$ 43,785,500	\$ 115,600
<b>Budget By Categories of Revenues</b>					
Taxes	14,604,698	14,218,700	14,217,500	14,711,900	493,200
Fines, Forfeitures, and Penalties	96,131	-	-	-	-
Use of Money and Property	472,626	481,600	814,400	795,300	313,700
Intergovernmental Revenue	6,359,368	11,959,700	6,240,700	14,402,400	2,442,700
Charges for Services	3,923,203	4,048,700	4,039,600	3,707,400	(341,300)
Miscellaneous Revenue	48,151	1,500	1,500	1,500	-
Total Operating Revenues	25,504,178	30,710,200	25,313,700	33,618,500	2,908,300
Other Financing Sources	1,962,391	660,900	60,900	76,600	(584,300)
Decreases to Fund Balances	5,995,609	11,702,700	2,132,900	9,487,500	(2,215,200)
General Fund Contribution	596,100	596,100	596,100	602,900	6,800
Total Revenues	\$ 34,058,278	\$ 43,669,900	\$ 28,103,600	\$ 43,785,500	\$ 115,600

### 2018-19 Anticipated Accomplishments

- Cleaned out Thomas Fire Debris basins and creeks after each storm event removing over 100,000 cubic yards of sediment limiting downstream flooding and debris movements.
- Secured Emergency permits through the winter for emergency response.
- Applied for state reimbursement for debris removal for the 2018-19 winter in excess of \$2 Million.
- Initiated property acquisition, design, and environmental work for new debris basins below the Thomas Fire.
- Completed construction of North Ave Storm drain (Phase 2) in the City of Lompoc.
- Tracked inflows to Cachuma Lake to maximize available allocations.

### 2019-20 Objectives

- Commence construction of Lower Mission Creek Flood Control Project Reaches 2B-2 and 3.
- Pursue funding for the Randall Road Debris Basin.
- Maintain readiness for winter 2019-20 winter for continued debris removal in basins and channels below the Thomas Fire area.
- Initiate final Cachuma Contract discussions for final contract approval in 2020.
- Acquire a long term debris management site to ensure cost effective and timely excavations of basins, channels, and estuaries for flood protection and allow repurposing of these materials.
- Begin Implementation of the "Trash Amendment" of the County's NPDES permit as required by State regulations.

# Public Works

## RESOURCE RECOVERY & WASTE MANAGEMENT BUDGET PROGRAM

Protect the public health and environment of our community by efficiently managing waste products and utilities with a focus on resource conservation.

### Staffing

Staffing Detail By Budget Program	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
DEPUTY DIRECTOR	1.00	1.00	1.00	1.00	-
CIVIL ENGINEERING MANAGER	2.00	2.00	2.00	2.00	-
CIVIL ENGINEER SPECIALIST	1.00	1.00	1.00	1.00	-
PROJECT MANAGER	1.00	1.00	1.00	1.00	-
PROGRAM MANAGER	0.85	1.00	1.00	1.00	-
OPERATIONS MANAGER	1.00	1.00	1.00	1.00	-
CIVIL ENGINEER/PLAN CHECK ENGINEER	1.00	1.00	1.00	1.00	-
ENGINEERING GEOLOGIST	0.77	1.00	1.00	-	(1.00)
TEAM/PROJECT LDR-GEN	0.15	-	-	-	-
STAFF ANALYST	1.00	1.00	1.00	1.00	-
GEOLOGIST REGISTERED	0.12	-	-	1.00	1.00
ENG ENVIRON PLANNER SR.	1.00	1.00	1.00	1.00	-
WASTEWTR PLANT OPER CHIEF	1.00	1.00	1.00	1.00	-
ADMN OFFICE PRO	3.00	3.00	3.00	3.00	-
FINANCIAL OFFICE PRO	0.08	-	-	-	-
CIV ENGINEERING ASSOC	-	1.00	1.00	1.00	-
PUBLIC WORKS PRGM SPEC SR	2.00	2.00	2.00	2.00	-
SURVEY PARTY CHIEF	1.00	1.00	1.00	1.00	-
ACCOUNTANT	2.00	2.00	2.00	2.00	-
WASTEWTR PLANT OPER SUPV	1.00	1.00	1.00	1.00	-
ENGINEERING TECH SPEC	2.00	2.00	2.00	2.00	-
REFUSE SUPERVISOR	3.96	4.00	4.00	4.00	-
WASTEWTR PLANT OPER	7.23	8.00	8.00	8.00	-
REFUSE LEADER	3.81	4.00	4.00	4.00	-
PUBLIC WORKS PRGM SPEC	2.75	2.75	2.75	2.75	-
MAINTENANCE LEADER	0.92	1.00	1.00	1.00	-
FINANCIAL OFFICE PRO SR	1.92	2.00	2.00	2.00	-
ADMN OFFICE PRO SR	1.00	1.00	1.00	1.00	-
EQUIPMENT MECHANIC	4.04	5.00	5.00	5.00	-
HEAVY EQUIP OPERATOR	9.00	10.00	10.00	10.00	-
REFUSE INSPECTOR	2.00	2.00	2.00	2.00	-
HEAVY TRUCK DRIVER	11.38	12.00	12.00	12.00	-
REFUSE CHECKER SUPERVISOR	0.15	1.00	1.00	1.00	-
MAINTENANCE WORKER	4.92	5.00	5.00	6.00	1.00
REFUSE CHECKER	9.38	9.50	9.50	9.50	-
RECYCLE WORKER	2.00	2.00	2.00	2.00	-
WASTEWTR PLANT OPER TR	0.77	-	-	-	-
MAINT WORKER APPRENTICE	0.85	2.00	2.00	1.00	(1.00)
Total	89.06	95.25	95.25	95.25	-

FTE counts include regular staff only, and do not include extra help and contractors-on-payroll

# Public Works

## RESOURCE RECOVERY & WASTE MANAGEMENT BUDGET PROGRAM (CONT'D)

### Revenue & Expenditures

Budget By Categories of Expenditures	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
Salaries and Employee Benefits	\$ 11,980,630	\$ 12,323,400	\$ 12,350,400	\$ 12,568,100	\$ 244,700
Services and Supplies	12,528,030	20,405,700	21,956,700	21,376,600	970,900
Other Charges	6,293,013	7,006,100	10,603,900	14,504,900	7,498,800
Total Operating Expenditures	30,801,673	39,735,200	44,911,000	48,449,600	8,714,400
Capital Assets	5,415,469	13,065,000	77,297,700	74,387,500	61,322,500
Other Financing Uses	3,361,482	1,597,800	13,926,800	5,934,000	4,336,200
Increases to Fund Balances	-	1,000,000	181,402,700	4,623,600	3,623,600
Total Expenditures	\$ 39,578,624	\$ 55,398,000	\$ 317,538,200	\$ 133,394,700	\$ 77,996,700
<b>Budget By Categories of Revenues</b>					
Licenses, Permits and Franchises	2,840,566	3,366,100	3,766,100	3,865,600	499,500
Use of Money and Property	807,682	578,100	1,372,900	1,442,100	864,000
Intergovernmental Revenue	413,572	361,500	403,000	2,307,100	1,945,600
Charges for Services	39,569,394	42,162,100	41,613,400	50,397,400	8,235,300
Miscellaneous Revenue	759,220	1,353,400	127,400	165,000	(1,188,400)
Total Operating Revenues	44,390,434	47,821,200	47,282,800	58,177,200	10,356,000
Other Financing Sources	(319,877)	-	178,109,000	4,288,500	4,288,500
Intrafund Expenditure Transfers (-)	(301)	-	-	-	-
Decreases to Fund Balances	-	7,560,800	92,130,400	70,913,000	63,352,200
General Fund Contribution	16,000	16,000	16,000	16,000	-
Total Revenues	\$ 44,086,256	\$ 55,398,000	\$ 317,538,200	\$ 133,394,700	\$ 77,996,700

### 2018-19 Anticipated Accomplishments

- Completed 2-year extensions to solid waste collection franchise agreements with inclusion of food waste collection from businesses and schools.
- Financing of Tajiguas Resource Recovery Project including preparation of a long-term financial model, Feasibility Study, resulting in debt issuance to fund the construction of the project.
- Initiation of Tajiguas Resource Recovery Project construction.
- Initiated the preparation of a Baron Ranch Master Plan.
- Coordinated with area jurisdictions to procure a consultant to prepare a Regional Disaster Debris Management Plan.
- Completed storm drain improvement projects at South Coast Recycling & Transfer Station including installation of stormwater capture tank.
- Installed 14 new landfill gas collection wells and connected to existing system.
- Provided disaster debris processing services at the closed Foothill Landfill to manage material from the Thomas Fire and subsequent debris flows.
- Prepared for Laguna County Sanitation District plant upgrade including recording a conservation easement to meet permitting requirements, finalized plans and specifications, prequalified contractors to bid on the project, and initiated financing.
- Finalized design of Waller County Park recycled water retrofit project.
- Completed sewer system repairs and improvements in CSA 12 (Mission Canyon).

# Public Works

## ***RESOURCE RECOVERY & WASTE MANAGEMENT BUDGET PROGRAM (CONT'D)***

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### **2019-20 Objectives**

- Continue construction monitoring and management for the Tajiguas Resource Recovery Project.
- Completion of the Regional Disaster Debris Management Plan and submittal to the Board of Supervisors for direction.
- Completion of the Baron Ranch Master Plan and submittal to the Board of Supervisors for direction.
- Initiation of procurement for long-term solid waste collection franchise agreements.
- Construct Phase 3 of the Tajiguas landfill expansion and install additional landfill gas wells.
- Complete improvements to South Coast Recycling & Transfer Station material loading tunnel.
- Complete storm drain system improvements at the Santa Ynez Recycling & Transfer Station.
- Commence construction of Laguna County Sanitation District plant upgrade including securing financing, bidding, and award of construction contract.
- Rebid and award operator and maintenance contract for CSA 12 (Mission Canyon).