

Public Works

Inside a sorter in the Materials Recovery Facility at the ReSource Center



Clearing vegetation at Atascadero Creek



Paving at Alisos Canyon Road



Topographic map of Cold Springs Creek at the Cold Spring Trailhead

RECOMMENDED BUDGET & STAFFING SUMMARY & BUDGET PROGRAMS CHART

Operating	\$ 145,961,100
Capital	\$61,366,600
FTEs	283.30

Scott D. McGolpin, P.E.
Department Director

Administration & Support
16.00 FTE

Transportation
118.00 FTE

Surveyor
6.00 FTE

Water Resources
48.00 FTE

Resource Recovery & Waste Management
95.30 FTE

Public Works

MISSION STATEMENT

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

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 283 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 2020-21 OBJECTIVES

- Construct \$10.1 million in Thomas Fire 1/9 Debris Flow disaster (SCE) road restoration work
- Complete construction and commissioning of the ReSource Center
- Complete Construction of Cold Springs Basin Expansion Project
- Complete Clark Avenue at US 101 interchange improvements and Union Valley Parkway barrier wall
- Complete the remaining 1/9 debris flow Transportation infrastructure replacement and repairs
- Continue to strengthen internal financial controls and add professional level staff across the department
- Enhance Public Works staff safety training by making it more accessible and cost effective
- Install expanded landfill gas collection system to provide power to the ReSource Center
- Expand recycled water distribution system at Laguna Sanitation District
- Implement web-based electronic project submittal and credit card payments for project reviews
- Complete and record right of way surveys in the areas affected by the 1/9 Debris Flow
- Provide GIS Mapping support for County redistricting process
- Execute an interim contract for the Cachuma Water Supply Contract

Public Works

HIGHLIGHTED RENEW 2022 INITIATIVES

Already Underway

- Electronic document submittal and review implementation
- Improve public communication through multiple electronic platforms
- Leadership Development 3.0 – third phase of leadership training for all managers, supervisors and aspiring leaders
- Optimize project delivery processes through department project management task force
- Strategically assess roads that can be removed from the maintained system
- Customer satisfaction survey for solid waste franchise agreements
- Internal survey across the department on leadership
- Implemented a new employee orientation program that complements the County program to introduce staff to the Public Works Department

Implementation in FY 2020-21

- Send Public Works team members to County-provided process improvement training
- Monitor and respond to public inquiries no later than 48 hours
- Designing Leadership Development 4.0 to be rolled out in 2022
- Added development efficiencies with new database management system
- Installation of new tonnage and revenue tracking software
- Seek low cost delivery customers for County mulch program
- Closed landfills – reduce the frequency of monitoring based on test results
- Enhancing existing departmental operational and technical training programs

Public Works

RENEW 2022 BIG PICTURE GOALS

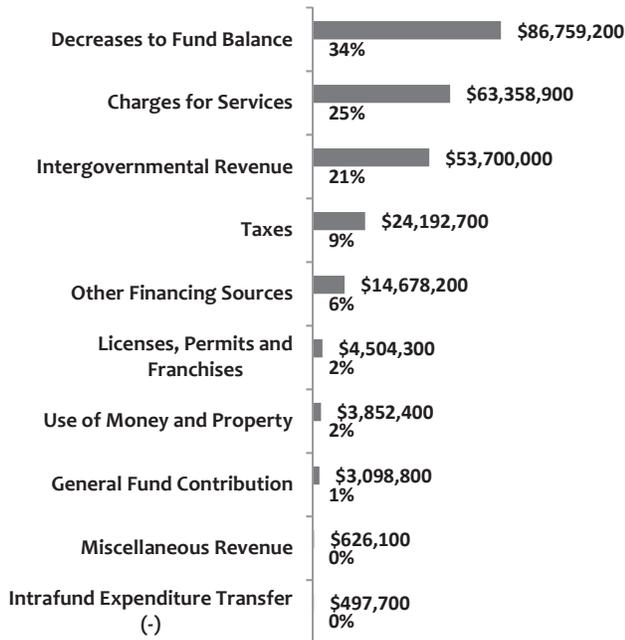
Public Works will implement the following initiatives in FY 2020-21 to achieve the 6 countywide Big Picture Goals:

Big Picture Goal	FY 2020-21 Initiatives
RE-DESIGN	
Evaluate and migrate County services online	<ul style="list-style-type: none"> • Electronic document submittal and review implementation • Added development efficiencies with new database management system
Train County employees in the Peak Performance program	<ul style="list-style-type: none"> • Send Public Works team members to County-provided process improvement training
RE-BALANCE	
Enhance financial resiliency	<ul style="list-style-type: none"> • Installation of new tonnage and revenue tracking software • Seek low cost delivery customers for County mulch program • Closed landfills-reduce the frequency of monitoring based on test results • Optimize project delivery processes through department project management task force • Strategically assess roads that can be removed from the maintained system
RESPOND	
Conduct an external customer or client satisfaction survey	<ul style="list-style-type: none"> • Customer satisfaction survey for solid waste franchise agreements • Internal survey across the department on leadership • Monitor and respond to public inquiries no later than 48 hours • Improve public communication through multiple electronic platforms
RETAIN	
Facilitate the participation of managers in a leadership development program	<ul style="list-style-type: none"> • Leadership Development 3.0 – third phase of leadership training for all managers, supervisors and aspiring leaders • Designing Leadership Development 4.0 to be rolled out in 2022
Retain new employees during their first 5 years of employment	<ul style="list-style-type: none"> • Implemented a new employee orientation program that complements the County program to introduce staff to the Public Works Department • Enhancing existing departmental operational and technical training programs

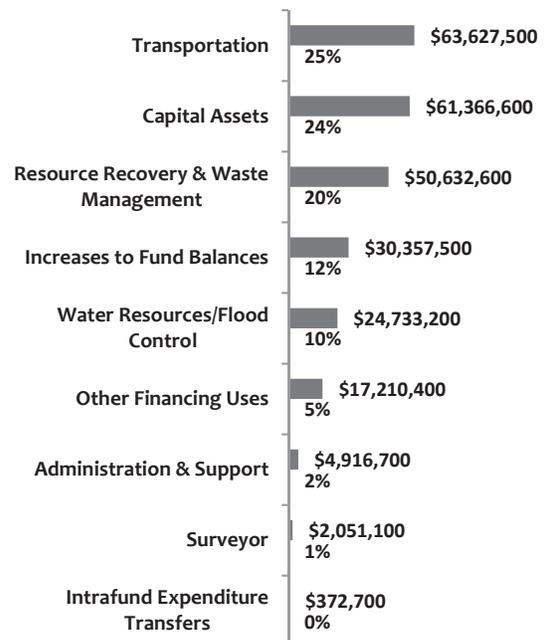
Public Works

RECOMMENDED SOURCES & USES OF FUNDS

Source of Funds - \$255,268,300

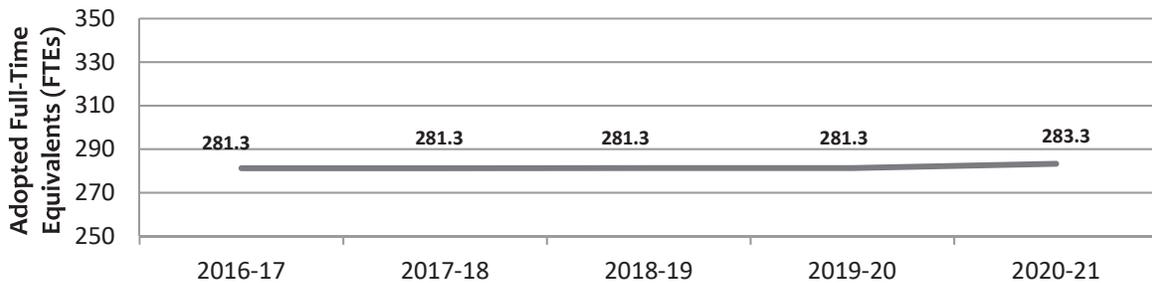


Use of Funds - \$255,268,300



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	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
Administration & Support	14.83	16.00	16.00	16.00	-
Transportation	107.92	117.00	117.00	118.00	1.00
Surveyor	4.97	5.00	5.00	6.00	1.00
Water Resources/Flood Control	45.47	48.00	48.00	48.00	-
Resource Recovery & Waste Managem	89.36	95.25	95.25	95.30	0.05
Unallocated	0.19	-	-	-	-
Total	262.73	281.25	281.25	283.30	2.05
Budget By Budget Program					
Administration & Support	\$ 4,255,203	\$ 4,879,900	\$ 4,480,500	\$ 4,916,700	\$ 36,800
Transportation	39,763,347	54,473,000	51,533,600	63,627,500	9,154,500
Surveyor	1,076,013	1,516,700	1,644,700	2,051,100	534,400
Water Resources/Flood Control	19,914,198	27,874,700	23,898,000	24,733,200	(3,141,500)
Resource Recovery & Waste Managem	39,979,915	48,449,600	50,498,200	50,632,600	2,183,000
Unallocated	0	-	-	-	-
Total	\$104,988,675	\$137,193,900	\$132,055,000	\$145,961,100	\$ 8,767,200
Budget By Categories of Expenditures					
Salaries and Employee Benefits	\$ 36,327,793	\$ 39,163,200	\$ 38,475,300	\$ 41,018,500	\$ 1,855,300
Services and Supplies	54,313,543	73,678,800	71,005,200	81,981,400	8,302,600
Other Charges	14,347,339	24,351,900	22,574,500	22,961,200	(1,390,700)
Total Operating Expenditures	104,988,675	137,193,900	132,055,000	145,961,100	8,767,200
Capital Assets	65,411,767	89,416,000	96,994,600	61,366,600	(28,049,400)
Other Financing Uses	22,159,179	11,829,600	13,400,200	17,210,400	5,380,800
Intrafund Expenditure Transfers (+)	54,511	370,400	364,300	372,700	2,300
Increases to Fund Balances	24,464,899	15,714,400	40,862,500	30,357,500	14,643,100
Fund Balance Impact (+)	113,980,582	-	-	-	-
Total	\$331,059,613	\$254,524,300	\$283,676,600	\$255,268,300	\$ 744,000
Budget By Categories of Revenues					
Taxes	\$ 24,606,086	\$ 24,029,300	\$ 23,939,600	\$ 24,192,700	\$ 163,400
Licenses, Permits and Franchises	4,536,636	4,239,600	4,545,400	4,504,300	264,700
Fines, Forfeitures, and Penalties	(2,852)	-	-	-	-
Use of Money and Property	7,096,349	2,549,000	3,688,200	3,852,400	1,303,400
Intergovernmental Revenue	33,602,465	52,017,300	43,381,000	53,700,000	1,682,700
Charges for Services	54,512,409	63,340,400	63,512,900	63,358,900	18,500
Miscellaneous Revenue	1,728,545	329,300	757,500	626,100	296,800
Total Operating Revenues	126,079,638	146,504,900	139,824,600	150,234,400	3,729,500
Other Financing Sources	184,717,412	9,605,900	38,076,200	14,678,200	5,072,300
Intrafund Expenditure Transfers (-)	54,511	370,400	364,300	497,700	127,300
Decreases to Fund Balances	17,184,352	94,981,700	102,350,100	86,759,200	(8,222,500)
General Fund Contribution	3,023,700	3,061,400	3,061,400	3,098,800	37,400
Total	\$331,059,613	\$254,524,300	\$283,676,600	\$255,268,300	\$ 744,000

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

Public Works

CHANGES & OPERATIONAL IMPACT: 2019-20 ADOPTED TO 2020-21 RECOMMENDED

Staffing

- Temporary increase in total number of FTEs by 2 to allow for succession planning.

Expenditures

- Net operating expenditure increase of \$8,767,000 due to:
 - +\$1,855,000 increase in Salaries and Employee Benefits consisting of:
 - +\$965,000 increase in salary costs.
 - +\$890,000 increase in retirement costs.
 - +\$8,303,000 increase in Services and Supplies due to:
 - +\$6,600,000 increase in Transportation Road Map projects with delays in FY 19/20 RdMap due to the 2019 winter storms.
 - +\$1,165,000 is made up of various increases and decreases including a \$2,000,000 Fortistar Contract buyout in Resource Recovery.
 - +\$863,000 increase in capital projects such as bridges and a low water crossing.
 - +\$325,000 increase in Survey Monument work due to the 1/9 debris flow work.
 - -\$650,000 decrease in dredging and channel maintenance costs anticipated.
 - -\$1,391,000 decrease in Other Charges due to:
 - +\$1,000,000 increase in Resource Recovery depreciation costs.
 - -\$2,391,000 decrease in Dept of Water Resources proposition 1 funding transfers.
- Net non-operating expenditure decrease of \$8,023,000 due to:
 - -\$28,049,000 decrease in Capital Assets consisting of:
 - +\$10,053,000 increase in Water Resources mainly for a stockpile site, Mission Creek construction and Cold Springs Debris Basin.
 - -\$38,102,000 decrease mainly attributable to the Tajiguas Resource Recovery Project completion.
 - +\$5,381,000 increase in Other Financing Uses due to:
 - +\$5,381,000 increase in Resource Recovery transfers-out related to debt payments.
 - +\$2,000 increase in Intrafund Expenditure Transfers (+) for transfers between divisions.
 - +\$14,643,000 increase in contribution to Fund Balances, from \$15,714,000 in FY 2019-20 to \$30,358,000 in FY 2020-21.

These changes result in Recommended operating expenditures of \$145,961,100, non-operating expenditures of \$109,307,200, and total expenditures of \$255,268,300. Non-operating expenditures primarily include capital assets, transfers, and increases to fund balances.

Public Works

CHANGES & OPERATIONAL IMPACT: 2019-20 ADOPTED TO 2020-21 RECOMMENDED (CONT'D)

Revenues

- Net operating revenue increase of \$3,730,000 primarily due to:
 - +\$163,000 increase in Taxes due to increase in property taxes and sales tax across all divisions.
 - +\$265,000 increase in Licenses, Permits, and Franchises due to an increase in permit revenue.
 - +\$1,303,000 increase in Use of Money and Property across all funds due to increased interest rates.
 - +\$1,683,000 increase in Intergovernmental Revenues consisting of:
 - +\$903,000 increase in Intergov Revenue Fed mainly due to an increase in the Highway Bridge Program.
 - +\$585,000 increase in Intergov Revenue State mainly due to an increase in grants in Water Resources.
 - +\$195,000 increase in South Coast Flood Zone for additional projects anticipated.
 - +\$19,000 increase in Charges for Services.
 - +\$297,000 increase in Miscellaneous Revenue across the department.
- Net non-operating revenue decrease of \$2,986,000:
 - +\$5,072,000 increase in Other Financing Sources due to:
 - +\$5,072,000 increase in transfers due to the Tajiguas Project debt payments.
 - +\$128,000 increase in Intrafund Expenditures Transfers (-) for transfers between divisions in Public Works.
 - +\$37,000 increase in General Fund Contribution.
 - -\$8,223,000 decrease in release of Fund Balances consisting of:
 - +\$7,000,000 increase in release of Fund Balances in Transportation. The impact of COVID-19 will require the use of fund balance in FY 19/20 and the use of the General Fund 18% deferred maintenance policy funding allocation to support operations in lieu of deferred maintenance to minimize resource impacts. Also included here is the funding from SCE to bring impacted roads back to pre-debris flow disaster conditions.
 - +\$22,100,000 increase in release of Fund Balances mainly due to an increase in planned Water Resources projects.
 - -\$37,323,000 decrease in release of Retained Earnings in the Resource Recovery Division due to the project construction schedule coming to an end during next fiscal year.

These changes result in Recommended operating revenues of \$150,234,400 and non-operating revenues of \$105,033,900, for total revenues of \$255,268,300. 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 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Estimated Actual	FY 2020-21 Recommend
Administration & Support				
Percentage of department workforce "Lost Time" (Target=4.5%)	4.3% 23,290/540,490	4.3% 23,852/547,560	4.3% 29,000/680,000	4.3% 29,000/680,000
Percentage of departmental Information Technology requests resolved within 4 working hours (Target=100%)	95% 1,568/1,650	92.1% 912/990	95.4% 1,128/1,182	95.0% 1,425/1,500
Percentage of randomly selected employees tested for Drugs & Alcohol within the quarter	100% 38/38	93% 27/29	100% 60/60	100% 60/60
Percent of departmental Employee Performance Reviews (EPRs) completed by the due date (Target=100%)	87.1% 245/282	89% 251/282	95.7% 270/282	100% 283/283
Transportation				
Average Pavement Condition Index (PCI) for the County Maintained Road System (Target=70)	57	57	56	56
Percentage of Transportation service requests responded to within 48 hours (Target/standard=95%)	99.% 1,112/1,126	96% 1,097/1,139	98% 1,102/1,125	95% 1,140/1,200
Percentage of design and construction administration costs for completed pavement preservation project costs (Target=20%)	21%	16%	20%	20%
Percentage of school zone traffic control pavement markings refreshed annually (Target=25%)	34% 15/44	34% 15/44	25% 11/44	25% 11/44
Surveyor				
Percentage of Record of Surveys & Corner Records reviewed within 20 days per Government Code requirements (Target=100%)	76% 182/239	57% 206/364	46% 176/383	100% 383/383
Average number of days to complete development project reviews (Target=30 days)	25	18	20	30
Average number of days to publish recorded maps on the County web site (Target=15 days)	18	18	27	15

Public Works

PERFORMANCE MEASURES (CONT'D)

Description	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Estimated Actual	FY 2020-21 Recommend
Water Resources				
Percentage of planned flood control maintenance projects completed (Target=95%)	98% 39/40	97% 29/30	100% 38/38	100% 32/32
Percentage of water quality inquiries responded to within 24 hours (Target=90%)	96% 66/69	100% 72/72	95% 78/82	90% 72/80
Percentage of flood control maintenance requests responded to within 48 hours (Target/standard=90%)	93% 223/240	97% 173/179	95% 143/150	95% 143/150
Percentage of plan check submittals completed within two weeks (Target=90%)	100% 29/29	100% 25/25	90% 63/70	90% 63/70
Resource Recovery & Waste Management				
Percentage of waste diversion (recycling) as calculated by Cal Recycle (Target=75% by 2020)	72%	73%	73%	75%
Percentage of Laguna County Sanitation's sewer system flushed and/or videoed annually (Target=50%)	62% 78/125	70% 89/127	50% 63/127	50% 63/127
Average annual cost per pound of household hazardous waste disposed (Target=\$1.90)	\$1.85	\$1.85	\$1.87	\$1.90
Achieve 1,000 pounds/sq ft compaction at the Tajiguas Landfill to maximize capacity	1,020	1,040	1,000	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	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
DIRECTOR	1.00	1.00	1.00	1.00	-
ADMINISTRATIVE DEPUTY DIRECTOR	1.00	1.00	1.00	1.00	-
CIVIL ENGINEER SPECIALIST	0.96	1.00	1.00	-	(1.00)
IT MANAGER	0.81	1.00	1.00	1.00	-
PROGRAM MANAGER	0.68	1.00	1.00	1.00	-
ENTERPRISE LDR-GEN	0.19	-	-	-	-
EDP SYS & PROG ANLST SR	1.00	1.00	1.00	1.00	-
TEAM/PROJECT LDR-GEN	0.63	1.00	1.00	1.00	-
PROJECT MANAGER	-	-	-	1.00	1.00
EDP SYS & PROG ANLST	2.00	2.00	2.00	2.00	-
ADMN OFFICE PRO	1.89	2.00	2.00	2.00	-
COST ANALYST	-	-	-	1.00	1.00
ACCOUNTANT	0.67	1.00	1.00	-	(1.00)
DEPT BUS SPEC	1.00	1.00	1.00	-	(1.00)
FINANCIAL SYS ANALYST	-	-	-	1.00	1.00
EXECUTIVE SECRETARY	1.00	1.00	1.00	1.00	-
ADMN OFFICE PRO SR	1.00	1.00	1.00	1.00	-
SAFETY OFFICER-DIVISIONAL	1.00	1.00	1.00	1.00	-
Total	<u>14.83</u>	<u>16.00</u>	<u>16.00</u>	<u>16.00</u>	<u>-</u>

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	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
Salaries and Employee Benefits	\$ 2,547,476	\$ 2,758,300	\$ 2,538,200	\$ 2,818,500	\$ 60,200
Services and Supplies	1,415,645	1,807,000	1,630,300	1,727,100	(79,900)
Other Charges	292,082	314,600	312,000	371,100	56,500
Total Operating Expenditures	4,255,203	4,879,900	4,480,500	4,916,700	36,800
Capital Assets	10,200	30,500	-	36,000	5,500
Other Financing Uses	836,191	1,134,200	734,200	624,200	(510,000)
Increases to Fund Balances	341,036	497,100	542,800	547,900	50,800
Total Expenditures	<u>\$ 5,442,629</u>	<u>\$ 6,541,700</u>	<u>\$ 5,757,500</u>	<u>\$ 6,124,800</u>	<u>\$ (416,900)</u>
Budget By Categories of Revenues					
Taxes	1,834,002	1,882,700	1,908,300	1,943,800	61,100
Fines, Forfeitures, and Penalties	(277)	-	-	-	-
Use of Money and Property	121,372	35,800	38,900	44,400	8,600
Intergovernmental Revenue	15,639	7,600	3,000	3,000	(4,600)
Charges for Services	3,363,409	3,666,200	3,355,900	3,785,600	119,400
Miscellaneous Revenue	4,845	-	-	-	-
Total Operating Revenues	5,338,990	5,592,300	5,306,100	5,776,800	184,500
Other Financing Sources	9,411	110,000	-	-	(110,000)
Intrafund Expenditure Transfers (-)	52,416	60,400	54,300	62,700	2,300
Decreases to Fund Balances	40,676	779,000	397,100	285,300	(493,700)
Total Revenues	<u>\$ 5,441,492</u>	<u>\$ 6,541,700</u>	<u>\$ 5,757,500</u>	<u>\$ 6,124,800</u>	<u>\$ (416,900)</u>

2019-20 Anticipated Accomplishments

- Conducted third phase of leadership training for all managers, supervisors and aspiring leaders
- Completed the business plan for the Laguna Sanitation District Plant Upgrade
- Utilized 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 policies and procedures
- Implemented a new employee orientation that compliments the County program to introduce staff to the Public Works department
- Added safety and security features at multiple Public Works locations
- Developed Vision 5.0 – our Renew 22 Implementation Plan
- Provided Countywide disaster manager to work with CEO Team and obtained a reimbursement rate of 95%
- Implemented cameras on Public Works' semi vehicles that travel 360,000 miles per year to increase safety

Public Works

ADMINISTRATION & SUPPORT BUDGET PROGRAM (CONT'D)

2020-21 Objectives

- Continue to strengthen internal financial controls and add professional level staff across the department
- Implement smart phones and push to talk technology with cell service/Wi-Fi extenders at remote sites
- Assess CSAs as a vehicle to provide additional services to areas in the County
- Enhance Public Works staff safety training by making it more accessible and cost effective
- Cost of service analysis at a program level to determine where efficiencies can be implemented

Public Works

TRANSPORTATION BUDGET PROGRAM

Provide a clear path, smooth ride, and safe trip for the traveling public. The impact of COVID-19 will require the use of fund balance in FY 19/20 and the use of the General Fund 18% deferred maintenance policy funding allocation to support operations in lieu of deferred maintenance to minimize resource impacts.

Staffing

Staffing Detail By Budget Program	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
ASST DIRECTOR	1.00	1.00	1.00	1.00	-
CIVIL ENGINEERING MANAGER	2.00	3.00	3.00	3.00	-
CIVIL ENGINEER SPECIALIST	3.00	3.00	3.00	3.00	-
ENTERPRISE LDR-GEN	1.00	-	-	1.00	1.00
PROGRAM MANAGER	2.56	3.00	3.00	2.00	(1.00)
TRANSPORTATION PLANNER SUPV	1.00	1.00	1.00	1.00	-
TEAM/PROJECT LDR-GEN	0.44	-	-	-	-
PROJECT MANAGER	3.00	3.00	3.00	4.00	1.00
ENGINEERING GEOLOGIST	1.00	1.00	1.00	1.00	-
CIVIL ENGINEER/PLAN CHECK ENGINEER	3.19	3.00	3.00	2.00	(1.00)
MAINT SUPERINTENDENT	3.00	3.00	3.00	3.00	-
ROAD MAINT MANAGER	1.00	1.00	1.00	1.00	-
ENG ENVIRON PLANNER SR.	1.00	1.00	1.00	1.00	-
ADMN OFFICE PRO	4.41	4.00	4.00	4.00	-
FINANCIAL OFFICE PRO	0.93	1.00	1.00	1.00	-
CIV ENGINEERING ASSOC	7.85	11.00	11.00	13.00	2.00
ACCOUNTANT	1.78	2.00	2.00	2.00	-
ENGINEERING TECH SPEC	6.67	8.00	8.00	7.00	(1.00)
URBAN FORESTRY SUPV	1.00	1.00	1.00	1.00	-
MAINTENANCE SUPV	4.00	4.00	4.00	4.00	-
MAINTENANCE LEADER	10.96	11.00	11.00	11.00	-
ADMN OFFICE PRO SR	3.00	3.00	3.00	3.00	-
ENGINEERING TECH	2.44	4.00	4.00	4.00	-
URBAN FORESTRY INSP	1.00	1.00	1.00	1.00	-
HEAVY EQUIP OPERATOR	7.81	8.00	8.00	8.00	-
MAINTENANCE WORKER	28.92	30.00	30.00	31.00	1.00
TRAFFIC SIGNAL TECHNICIAN	0.93	1.00	1.00	1.00	-
MAINT WORKER APPRENTICE	3.04	5.00	5.00	4.00	(1.00)
Total	<u>107.92</u>	<u>117.00</u>	<u>117.00</u>	<u>118.00</u>	<u>1.00</u>

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

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TRANSPORTATION BUDGET PROGRAM (CONT'D)

Revenue & Expenditures

Budget By Categories of Expenditures	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
Salaries and Employee Benefits	\$ 14,260,796	\$ 15,858,900	\$ 14,995,400	\$ 16,183,500	\$ 324,600
Services and Supplies	23,109,988	36,100,600	34,021,300	44,798,100	8,697,500
Other Charges	2,392,563	2,513,500	2,516,900	2,645,900	132,400
Total Operating Expenditures	39,763,347	54,473,000	51,533,600	63,627,500	9,154,500
Capital Assets	870,965	2,246,000	2,696,500	1,311,000	(935,000)
Other Financing Uses	6,084,921	4,690,800	5,926,700	5,793,200	1,102,400
Intrafund Expenditure Transfers (+)	2,095	310,000	310,000	310,000	-
Increases to Fund Balances	10,056,217	7,485,500	16,199,100	4,241,400	(3,244,100)
Total Expenditures	<u>\$ 56,777,545</u>	<u>\$ 69,205,300</u>	<u>\$ 76,665,900</u>	<u>\$ 75,283,100</u>	<u>\$ 6,077,800</u>
Budget By Categories of Revenues					
Taxes	7,975,973	7,434,700	7,319,400	7,025,500	(409,200)
Licenses, Permits and Franchises	427,130	374,000	362,000	362,000	(12,000)
Use of Money and Property	646,776	275,800	454,400	302,900	27,100
Intergovernmental Revenue	24,122,940	34,850,200	29,654,300	33,092,100	(1,758,100)
Charges for Services	5,580,645	5,110,300	6,374,800	3,896,000	(1,214,300)
Miscellaneous Revenue	154,717	112,500	134,200	127,500	15,000
Total Operating Revenues	38,908,182	48,157,500	44,299,100	44,806,000	(3,351,500)
Other Financing Sources	6,322,812	5,130,800	15,989,100	5,933,200	802,400
Intrafund Expenditure Transfers (-)	2,095	310,000	310,000	310,000	-
Decreases to Fund Balances	9,682,333	13,786,200	14,246,900	22,390,400	8,604,200
General Fund Contribution	1,796,800	1,820,800	1,820,800	1,843,500	22,700
Total Revenues	<u>\$ 56,712,222</u>	<u>\$ 69,205,300</u>	<u>\$ 76,665,900</u>	<u>\$ 75,283,100</u>	<u>\$ 6,077,800</u>

2019-20 Anticipated Accomplishments

- Awarded \$10.1 million in Thomas Fire 1/9 Debris Flow Disaster Southern CA Edison (SCE) road restoration work
- Completed Ashley Road Bridge replacement less than two years after debris flow
- Expanded in-house capabilities for County maintenance forces, completing \$1.5M in deferred maintenance work in addition to continuing all other maintenance operations
- Construct \$8M of capital maintenance to address deferred maintenance backlog including pavement, drainage, traffic devices, bridges, and hardscape repairs
- Delivered Clark Avenue/ US 101 Northbound Interchange safety and operational improvements to construction

Public Works

TRANSPORTATION BUDGET PROGRAM (CONT'D)

2020-21 Objectives

- Construct \$10.1 million in Thomas Fire 1/9 Debris Flow disaster (SCE) road restoration work
- Complete Clark Avenue at US 101 interchange improvements and Union Valley Parkway barrier wall
- Complete the remaining 1/9 debris flow Transportation infrastructure replacement and repairs
- Construct \$500K in bicycle, pedestrian and safe routes to school projects Countywide
- Deliver Floradale Bridge replacement and Foothill Bridge projects to construction
- Streamline permit and development review, approval, and payment using electronic systems

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	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
COUNTY SURVEYOR	1.00	1.00	1.00	1.00	-
SURVEY SUPERVISOR	1.00	1.00	1.00	2.00	1.00
SURVEY SPECIALIST	2.97	3.00	3.00	3.00	-
Total	4.97	5.00	5.00	6.00	1.00

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

Revenue & Expenditures

Budget By Categories of Expenditures	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
Salaries and Employee Benefits	\$ 882,221	\$ 910,600	\$ 873,400	\$ 1,086,100	\$ 175,500
Services and Supplies	141,167	548,800	716,100	902,900	354,100
Other Charges	52,625	57,300	55,200	62,100	4,800
Total Operating Expenditures	1,076,013	1,516,700	1,644,700	2,051,100	534,400
Intrafund Expenditure Transfers (+)	52,416	60,400	54,300	62,700	2,300
Increases to Fund Balances	13,690	20,000	15,000	15,000	(5,000)
Total Expenditures	\$ 1,142,118	\$ 1,597,100	\$ 1,714,000	\$ 2,128,800	\$ 531,700
Budget By Categories of Revenues					
Intergovernmental Revenue	17,143	450,000	253,000	587,000	137,000
Charges for Services	423,223	459,100	431,200	423,100	(36,000)
Miscellaneous Revenue	380	50,300	392,100	349,600	299,300
Total Operating Revenues	440,746	959,400	1,076,300	1,359,700	400,300
Intrafund Expenditure Transfers (-)	-	-	-	125,000	125,000
Decreases to Fund Balances	86,573	16,000	16,000	16,000	-
General Fund Contribution	614,800	621,700	621,700	628,100	6,400
Total Revenues	\$ 1,142,118	\$ 1,597,100	\$ 1,714,000	\$ 2,128,800	\$ 531,700

2019-20 Anticipated Accomplishments

- Provided outstanding customer service through an online interactive GIS web page and at the public counter
- Implemented Accela database project management software to replace Land Records Database application
- Awarded contracts for FEMA grant right of way surveys in the 1/9 Debris Flow areas
- Provided over 850 compliance reviews, maps and documents in accordance with state laws and local ordinances
- Created a two-year temporary Survey Specialist position to facilitate succession and institutional knowledge transfer from retiring staff
- Collaborated with Clerk-Recorder to rescan original maps to improve resolution and preserve the documents

Public Works

SURVEYOR BUDGET PROGRAM (CONT'D)

2020-21 Objectives

- Provide mandated surveying services to County Government, survey professionals and the general public
- Provide Professional Land Surveyor services to the City of Guadalupe and City of Solvang
- Implement web-based electronic project submittal and credit card payments for project reviews
- Complete and record right of way surveys in the areas affected by the 1/9 Debris Flow
- Provide GIS Mapping support for the County redistricting process

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	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 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	3.32	4.00	4.00	4.00	-
PROJECT MANAGER	-	-	-	1.00	1.00
CIVIL ENGINEER/PLAN CHECK ENGINEER	2.00	2.00	2.00	2.00	-
MAINT SUPERINTENDENT	0.67	-	-	-	-
HYDROLOGIST SENIOR	2.00	2.00	2.00	2.00	-
OPERATIONS MANAGER	1.00	1.00	1.00	1.00	-
WATER AGENCY MANAGER	1.00	1.00	1.00	1.00	-
ENG ENVIRON PLANNER SR.	2.00	2.00	2.00	2.00	-
FINANCIAL OFFICE PRO	-	-	-	1.00	1.00
ADMN OFFICE PRO	3.00	3.00	3.00	3.00	-
ENGINEERING TECH SUPV	1.00	1.00	1.00	1.00	-
CIV ENGINEERING ASSOC	2.00	3.00	3.00	2.00	(1.00)
PUBLIC WORKS PRGM SPEC SR	1.74	2.00	2.00	2.00	-
ACCOUNTANT	1.00	1.00	1.00	1.00	-
ENGINEERING TECH SPEC	3.56	4.00	4.00	3.00	(1.00)
MAINTENANCE SUPV	2.00	2.00	2.00	2.00	-
PUBLIC WORKS PRGM SPEC	1.00	1.00	1.00	2.00	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	0.44	-	-	1.00	1.00
MAINT WELDER-MECHANIC	1.00	1.00	1.00	1.00	-
HEAVY EQUIP OPERATOR	3.85	5.00	5.00	4.00	(1.00)
PESTICIDE SPECIALIST	1.00	1.00	1.00	1.00	-
MAINTENANCE WORKER	2.22	2.00	2.00	3.00	1.00
MAINT WORKER APPRENTICE	0.67	1.00	1.00	-	(1.00)
Total	45.47	48.00	48.00	48.00	-

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	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
Salaries and Employee Benefits	\$ 6,649,686	\$ 7,067,300	\$ 6,707,200	\$ 7,183,100	\$ 115,800
Services and Supplies	12,399,654	13,845,800	12,296,300	13,196,000	(649,800)
Other Charges	864,858	6,961,600	4,894,500	4,354,100	(2,607,500)
Total Operating Expenditures	19,914,198	27,874,700	23,898,000	24,733,200	(3,141,500)
Capital Assets	11,588,106	12,752,000	6,457,200	22,805,000	10,053,000
Other Financing Uses	893,146	70,600	70,600	70,600	-
Increases to Fund Balances	5,360,631	3,088,200	7,714,900	23,203,200	20,115,000
Total Expenditures	<u>\$ 37,756,081</u>	<u>\$ 43,785,500</u>	<u>\$ 38,140,700</u>	<u>\$ 70,812,000</u>	<u>\$ 27,026,500</u>
Budget By Categories of Revenues					
Taxes	14,796,112	14,711,900	14,711,900	15,223,400	511,500
Fines, Forfeitures, and Penalties	(2,576)	-	-	-	-
Use of Money and Property	2,173,917	795,300	889,600	870,700	75,400
Intergovernmental Revenue	9,041,734	14,402,400	11,163,600	17,299,300	2,896,900
Charges for Services	3,997,157	3,707,400	4,029,200	4,139,100	431,700
Miscellaneous Revenue	1,283,111	1,500	1,500	1,500	-
Total Operating Revenues	31,289,455	33,618,500	30,795,800	37,534,000	3,915,500
Other Financing Sources	994,258	76,600	2,076,600	65,100	(11,500)
Decreases to Fund Balances	4,782,349	9,487,500	4,665,400	32,601,700	23,114,200
General Fund Contribution	596,100	602,900	602,900	611,200	8,300
Total Revenues	<u>\$ 37,662,162</u>	<u>\$ 43,785,500</u>	<u>\$ 38,140,700</u>	<u>\$ 70,812,000</u>	<u>\$ 27,026,500</u>

2019-20 Anticipated Accomplishments

- Initiated design modifications to 3 existing debris basins and new Randall Road basin
- Completed design on Lower Mission Creek Phases 2B-2 and 3
- Received Award of \$4.8 Million in Federal Funding for Santa Monica Debris Basin, initiated Design

2020-21 Objectives

- Complete Construction of Cold Springs Basin Expansion Project
- Complete Environmental Review (EIR) and Design of Randall Road Basin
- Execute an interim contract for the Cachuma Water Supply Contract

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	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
ASST DEPT LDR-EXEC	0.59	-	-	-	-
DEPUTY DIRECTOR	0.59	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	-
PROGRAM MANAGER	1.17	1.00	1.00	1.80	0.80
PROJECT MANAGER	0.41	1.00	1.00	-	(1.00)
CIVIL ENGINEER/PLAN CHECK ENGINEER	1.00	1.00	1.00	1.00	-
GEOLOGIST REGISTERED	1.00	1.00	1.00	1.00	-
PROGRAM/BUS LDR-GEN	0.19	-	-	-	-
OPERATIONS MANAGER	1.00	1.00	1.00	1.00	-
STAFF ANALYST	0.81	1.00	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	3.07	3.00	3.00	4.00	1.00
CIV ENGINEERING ASSOC	0.74	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	-
COST ANALYST	-	-	-	1.00	1.00
ACCOUNTANT SUPERVISING	-	-	-	1.00	1.00
ACCOUNTANT	1.78	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	4.00	4.00	4.00	4.00	-
WASTEWTR PLANT OPER	7.59	8.00	8.00	8.00	-
REFUSE LEADER	4.04	4.00	4.00	5.00	1.00
PUBLIC WORKS PRGM SPEC	2.58	2.75	2.75	3.00	0.25
MAINTENANCE LEADER	1.00	1.00	1.00	1.00	-
FINANCIAL OFFICE PRO SR	2.00	2.00	2.00	2.00	-
ADMN OFFICE PRO SR	0.93	1.00	1.00	1.00	-
EQUIPMENT MECHANIC	5.00	5.00	5.00	5.00	-
HEAVY EQUIP OPERATOR	9.48	10.00	10.00	10.00	-
REFUSE INSPECTOR	2.00	2.00	2.00	2.00	-
HEAVY TRUCK DRIVER	10.52	12.00	12.00	11.00	(1.00)
REFUSE CHECKER SUPERVISOR	1.00	1.00	1.00	1.00	-
MAINTENANCE WORKER	5.59	6.00	6.00	5.00	(1.00)
WASTEWTR PLANT OPER TR	0.41	-	-	-	-
REFUSE CHECKER	7.46	9.50	9.50	9.50	-
RECYCLE WORKER	2.00	2.00	2.00	2.00	-
MAINT WORKER APPRENTICE	0.41	1.00	1.00	1.00	-
Total	89.36	95.25	95.25	95.30	0.05

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	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
Salaries and Employee Benefits	\$ 11,987,614	\$ 12,568,100	\$ 13,361,100	\$ 13,747,300	\$ 1,179,200
Services and Supplies	17,247,089	21,376,600	22,341,200	21,357,300	(19,300)
Other Charges	10,745,212	14,504,900	14,795,900	15,528,000	1,023,100
Total Operating Expenditures	39,979,915	48,449,600	50,498,200	50,632,600	2,183,000
Capital Assets	52,942,497	74,387,500	87,840,900	37,214,600	(37,172,900)
Other Financing Uses	14,344,920	5,934,000	6,668,700	10,722,400	4,788,400
Increases to Fund Balances	8,693,325	4,623,600	16,390,700	2,350,000	(2,273,600)
Total Expenditures	<u>\$115,960,658</u>	<u>\$133,394,700</u>	<u>\$161,398,500</u>	<u>\$100,919,600</u>	<u>\$ (32,475,100)</u>
Budget By Categories of Revenues					
Licenses, Permits and Franchises	4,109,506	3,865,600	4,183,400	4,142,300	276,700
Use of Money and Property	4,154,284	1,442,100	2,305,300	2,634,400	1,192,300
Intergovernmental Revenue	405,010	2,307,100	2,307,100	2,718,600	411,500
Charges for Services	41,147,975	50,397,400	49,321,800	51,115,100	717,700
Miscellaneous Revenue	285,492	165,000	229,700	147,500	(17,500)
Total Operating Revenues	50,102,266	58,177,200	58,347,300	60,757,900	2,580,700
Other Financing Sources	177,390,931	4,288,500	20,010,500	8,679,900	4,391,400
Decreases to Fund Balances	2,592,422	70,913,000	83,024,700	31,465,800	(39,447,200)
General Fund Contribution	16,000	16,000	16,000	16,000	-
Total Revenues	<u>\$230,101,619</u>	<u>\$133,394,700</u>	<u>\$161,398,500</u>	<u>\$100,919,600</u>	<u>\$ (32,475,100)</u>

2019-20 Anticipated Accomplishments

- Managed over 240,000 tons of municipal solid waste, recyclables, green waste and hazardous waste
- Continued construction of ReSource Center and initiation of commissioning phase
- Completed storm drain improvement and general upgrade projects at Santa Ynez Valley Recycling & Transfer Station
- Completed construction of Phase 3 of the Tajiguas landfill expansion project and closed a portion of the landfill to house the future composting unit
- Completed solid waste collection franchise customer satisfaction survey
- Completed Baron Ranch Master Plan, Regional Disaster Debris Management Plan, and financing of Laguna Sanitation District Plant upgrades
- Completed flood prevention improvement projects at Laguna County Sanitation District

Public Works

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

2020-21 Objectives

- Complete construction and commissioning of the ReSource Center
- Complete procurement for long-term solid waste collection franchise agreements
- Install expanded landfill gas collection system to provide power to the ReSource Center
- Install new scale house software at all facilities to enhance operational efficiency
- Install environmental compliance system upgrades including use of SCADA technology
- Commence construction of Laguna County Sanitation District plant upgrade including securing financing and award of construction contract
- Expand recycled water distribution system at Laguna Sanitation District

Public Works

