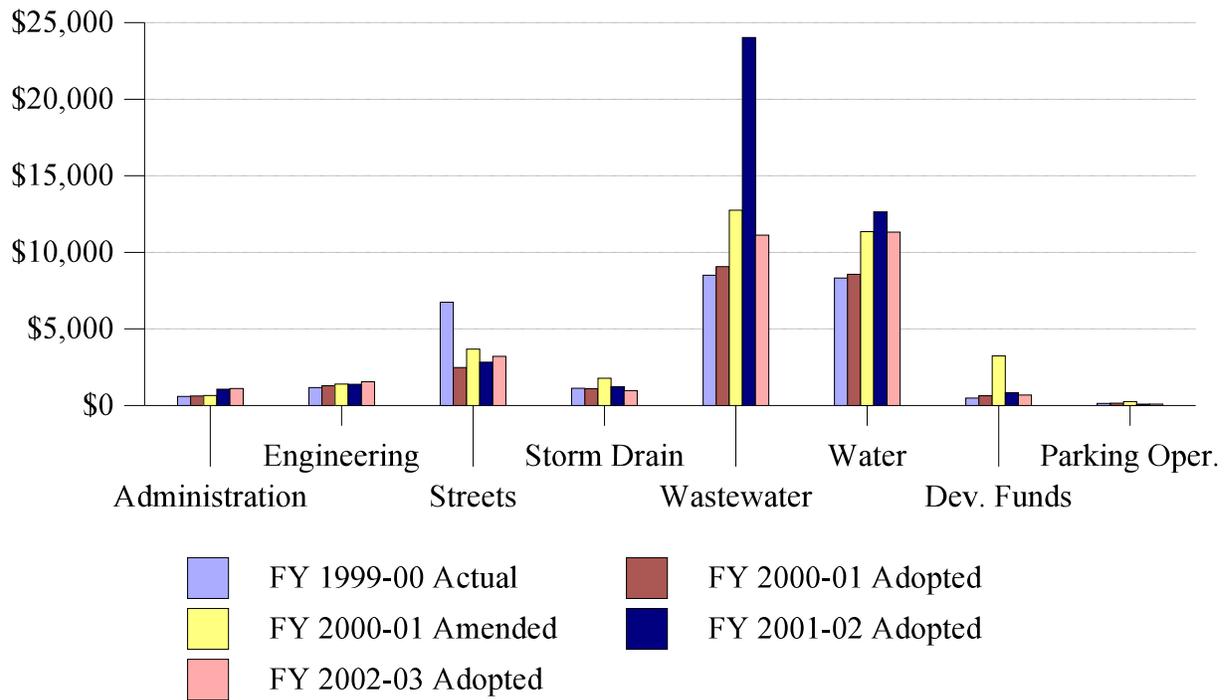


# Public Works Department

## Expenditure Comparisons (In Thousands)



CITY OF REDDING BIENNIAL BUDGET  
FISCAL YEARS 2001-03  
**PUBLIC WORKS DEPARTMENT**

**Overview**

The Public Works Department’s adopted budget for fiscal year 2001-2002 totals \$43,983,620, a decrease of \$9,681,830 from the fiscal year 2000-2001 amended budget. This decrease is primarily due to the construction of the Westside Sewer Interceptor Project. The adopted budget for fiscal year 2002-2003 totals \$29,259,240, a decrease of \$14,724,280 from fiscal year 2001-2002 adopted budget. This decrease is primarily due to a decrease in capital projects in the Wastewater Utility Fund.

The Public Works Department is the third largest department in the City with 129 full time equivalent employees. The Department consists of five operating divisions: Administration/Transportation; Engineering/Land Development; Streets/Storm Drain Utility; Water Utility; and Wastewater Utility. The three utility divisions are termed “enterprise funds” since they operate entirely with self-supporting revenues and require no General Fund support. The balance of the Department receives revenue support from the General Fund, with a portion of their operating budget revenue from outside funding sources.

The Department also is charged with the administration of several development related accounts, received from development fees along with State and Federal grant programs. Funds from these sources, along with funds from the utility divisions, provide the revenues used to construct the various types of capital improvement projects needed to expand and improve the City’s infrastructure to accommodate growth and development.

The following table depicts the Public Works Department’s net budget for various operating divisions.

Division	FY 1999-00	FY 2000-01	FY 2000-01	FY 2001-02	FY 2002-03		
	Actual	Adopted	Amended	Adopted	Change	Adopted	Change
<b>Administration</b>	\$ 592,363	\$ 623,810	\$ 648,247	\$ 1,072,470	\$ 424,223	\$ 1,109,510	\$ 37,040
<b>Engineering</b>	1,167,316	1,294,940	1,407,186	1,387,200	(19,986)	1,546,440	159,240
<b>Streets</b>	6,748,217	2,472,860	3,681,298	2,832,930	(848,368)	3,205,890	372,960
<b>General Fund Subtotal</b>	8,507,896	4,391,610	5,736,731	5,292,600	(444,131)	5,861,840	569,240
<b>Storm Drain Utility</b>	1,125,528	1,095,480	1,777,837	1,238,760	(539,077)	970,130	(268,630)
<b>Water Utility</b>	8,318,164	8,573,675	11,356,054	12,641,420	1,285,366	11,316,490	(1,324,930)
<b>Wastewater Utility</b>	8,660,235	9,069,255	31,305,303	23,881,570	(7,423,733)	10,333,100	(13,548,470)
<b>Enterprise Funds Subtotal</b>	18,103,927	18,738,410	44,439,194	37,761,750	(6,677,444)	22,619,720	(15,142,030)
<b>Dev. Funds *</b>	484,558	635,000	3,233,972	843,530	(2,390,442)	683,320	(160,210)
<b>Parking Operations</b>	144,406	153,740	255,453	85,640	(169,813)	94,360	8,720
<b>Special Revenue Subtotal</b>	628,964	788,740	3,489,425	929,170	(2,560,255)	777,680	(151,490)
<b>Total</b>	\$ 27,240,787	\$ 23,918,760	\$ 53,665,350	\$43,983,520	\$ (9,681,830)	\$ 29,259,240	\$ (14,724,280)

\* Developer Impact Fees

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The following table displays how the Department's budget is broken down between the major expenditure groups within each operating division.

Division		Personnel	Materials, Supplies, & Services	Capital Outlay	Debt Service	Total
<b>Administration/ Transportation</b>	FY 2002-03 Adopted	\$ 786,330	\$ 223,180	\$ 100,000	\$ 0	\$ 1,109,510
	FY 2001-02 Adopted	733,490	229,980	10,000	0	973,470
	FY 2000-01 Amended	452,310	161,530	34,307	0	648,147
<b>Engineering / Land Development</b>	FY 2002-03 Adopted	1,048,670	392,270	105,500	0	1,546,440
	FY 2001-02 Adopted	886,110	411,090	90,000	0	1,387,200
	FY 2000-01 Amended	719,980	430,668	256,538	0	1,407,186
<b>Streets</b>	FY 2002-03 Adopted	1,188,930	1,451,960	565,000	0	3,205,890
	FY 2001-02 Adopted	1,138,800	1,464,130	230,000	0	2,832,930
	FY 2000-01 Amended	1,067,270	1,876,181	737,847	0	3,681,298
<b>Strom Drain Utility</b>	FY 2002-03 Adopted	341,260	477,370	151,500	0	970,130
	FY 2001-02 Adopted	323,510	471,750	443,500	0	1,238,760
	FY 2000-01 Amended	384,420	433,548	953,719	6,150	1,777,837
<b>Water Utility</b>	FY 2002-03 Adopted	1,552,910	4,624,150	3,372,700	1,766,730	11,316,490
	FY 2001-02 Adopted	1,430,050	4,547,360	4,875,500	1,788,510	12,641,420
	FY 2000-01 Amended	1,391,943	4,335,991	3,803,670	1,824,450	11,356,054
<b>Wastewater Utility</b>	FY 2002-03 Adopted	2,140,870	3,729,130	1,145,000	3,318,100	10,333,100
	FY 2001-02 Adopted	2,048,550	3,704,880	15,893,500	2,234,640	23,881,570
	FY 2000-01 Amended	1,908,471	3,430,007	23,641,605	2,325,220	31,305,303
<b>Parking Operations</b>	FY 2002-03 Adopted	58,110	36,250	0	0	94,360
	FY 2001-02 Adopted	54,270	31,370	0	0	85,640
	FY 2000-01 Amended	38,840	216,613	0	0	255,453
<b>Development Funds</b>	FY 2002-03 Adopted	0	3,320	680,000	0	683,320
	FY 2001-02 Adopted	0	3,030	840,500	0	843,530
	FY 2000-01 Amended	0	0	3,088,972	145,000	3,233,972
<b>TOTAL</b>	FY 2002-03 Adopted	\$ 7,117,080	\$ 10,937,630	\$ 6,119,700	\$ 5,084,830	\$ 29,259,240
	FY 2001-02 Adopted	\$ 6,614,780	\$ 10,863,590	\$ 22,383,000	\$ 4,023,150	\$ 43,884,520
	FY 2000-01 Amended	\$ 5,963,234	\$ 10,884,538	\$ 32,516,658	\$ 4,300,820	\$ 53,665,250

### Capital Outlay

The capital outlay program for the Department of Public Works for this budget cycle consists of three components: purchasing of new equipment, replacement of rolling stock, and capital improvement projects. The rolling stock replacement program is developed in conformance with a set of criteria provided by the fleet management division and implemented utilizing funds made available annually to the Department. Capital projects are selected by need and review of master plans. A brief description of the major projects within each

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division is listed below.

*Capital Projects - 2001-02*

Wastewater Utility - Funds are budgeted for minor line extensions and oversizing in the amount of \$355,000, lift station improvements in the amount of \$10,000, the construction of the Eastside Interceptor in the amount of \$2,723,000 and the anticipated balance to complete the Westside Interceptor in the amount of \$12,739,000.

Water Utility - Funds are budgeted for general system improvements in the amount of \$169,500, continuation of the polybutylene replacement program in the amount of \$350,000, and construction of Enterprise Well #'s 14,15&16 in the amount of \$97,000.

Storm Drain Utility - Capital Improvements are budgeted in the amount of \$100,000 for minor system improvements, and \$250,000 for the update of the Storm Drain Utility Master Plan.

Streets - The budget includes \$250,000 for asphalt overlays of streets from the transportation contingency account created by AB 2928.

Engineering - The budget includes \$175,000 for plan and map checking, developer assistance, and inspection services for private development.

*Capital Projects - 2002 -03*

Wastewater Utility - Funds are budgeted for minor line extensions and oversizing in the amount of \$455,000, lift station improvements and line sealing/rehabilitation in the amount of \$232,000 and \$1,304,000 for the Westside Interceptor.

Water Utility - Funds are budgeted for general system improvements in the amount of \$169,500, continuation of the polybutylene replacement program in the amount of \$350,000 and construction of Enterprise Well #'s 14,15&16 in the amount of \$752,000.

Storm Drain Utility - Capital Improvements are budgeted in the amount of \$100,000 for minor system improvements. Upon completion of the Storm Drain Utility Master Plan, a capital program modification will be submitted to the City Council for consideration.

Streets - The budget includes \$250,000 for asphalt overlays of streets from the transportation contingency account created by AB 2928.

Engineering - The budget includes \$175,000 for plan and map checking, developer assistance, and inspection services for private development.

**Personnel**

The following table depicts the personnel assigned by division within the Department of Public Works.

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Division		FY 1999-00	FY 2000-01	FY 2000-01	FY 2001-02	FY 2002-03		
		Actual	Adopted	Amended	Adopted	Change	Adopted	Change
<b>Administration / Transportation</b>	F/T	10.00	10.00	10.00	14.00	4.00	14.00	0.00
	P/T	<u>1.92</u>	<u>1.92</u>	<u>2.19</u>	<u>3.15</u>	<u>0.96</u>	<u>3.15</u>	<u>0.00</u>
	Subtotal	11.92	11.92	12.19	17.15	4.96	17.15	0.00
<b>Engineering / Land Development</b>	F/T	27.00	27.00	28.00	25.00	(3.00)	26.00	1.00
	P/T	<u>1.44</u>	<u>1.44</u>	<u>1.44</u>	<u>0.48</u>	<u>(0.96)</u>	<u>0.48</u>	<u>0.00</u>
	Subtotal	28.44	28.44	29.44	25.48	(3.96)	26.48	1.00
<b>Streets</b>	F/T	18.00	18.00	18.00	18.00	0.00	18.00	0.00
	P/T	<u>1.44</u>	<u>3.77</u>	<u>3.77</u>	<u>3.77</u>	<u>0.00</u>	<u>3.77</u>	<u>0.00</u>
	Subtotal	19.44	21.77	21.77	21.77	0.00	21.77	0.00
<b>Parking</b>	F/T	0.00	0.00	0.00	1.00	1.00	1.00	0.00
	P/T	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
	Subtotal	0.00	0.00	0.00	1.00	1.00	1.00	0.00
<b>Storm Drain Utility</b>	F/T	5.00	5.00	5.00	5.00	0.00	5.00	0.00
	P/T	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
	Subtotal	5.00	5.00	5.00	5.00	0.00	5.00	0.00
<b>Water</b>	F/T	24.00	24.00	25.00	26.00	1.00	26.00	0.00
	P/T	<u>2.88</u>	<u>2.88</u>	<u>2.88</u>	<u>3.20</u>	<u>0.32</u>	<u>3.20</u>	<u>0.00</u>
	Subtotal	26.88	26.88	27.88	29.20	1.32	29.20	0.00
<b>Wastewater</b>	F/T	28.00	28.00	27.00	27.00	0.00	27.00	0.00
	P/T	<u>1.92</u>	<u>1.92</u>	<u>2.34</u>	<u>2.34</u>	<u>0.00</u>	<u>2.34</u>	<u>0.00</u>
	Subtotal	29.92	29.92	29.34	29.34	0.00	29.34	0.00
<b>Totals</b>	F/T	112.00	112.00	113.00	116.00	3.00	117.00	1.00
	P/T	<u>9.60</u>	<u>11.93</u>	<u>12.62</u>	<u>12.94</u>	<u>0.32</u>	<u>12.94</u>	<u>0.00</u>
	Subtotal	121.60	123.93	125.62	128.94	3.32	129.94	1.00

**Significant Issues**

**Engineering**

The Engineering Division has been operating with vacant positions within the Associate Civil Engineer and technician classifications. This condition is a result of staff turnover (retirements), minimal recruitment response, and long term illnesses. This has resulted in a backlog of projects that need to be designed and constructed. The challenge for Engineering within this two-year budget cycle is to prepare construction documents and/or overview consultants to complete the authorized projects.

**Streets / Parking / Storm Drain Utility**

This division is responsible for the maintenance of the sidewalks, streets, traffic signals, municipal parking operation and the Storm Drain Utility. During this budget cycle, there will be increases in the work effort within the Storm Drain Utility. The budget as developed remains in a positive position, with a minimum operating reserve of \$100,000 or 10% over the ten year analysis period.

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A significant task will be the development of a storm water master plan to meet federal regulations that are anticipated to become effective during this budget cycle and the development of a capital improvement plan. The following table illustrates the projected operating and capital fund balances for the next five years for the Storm Drain Utility.

<b>Storm Drainage Rate Fund (In Thousands)</b>	<b>FY 01-02</b>	<b>FY 02-03</b>	<b>FY 03-04</b>	<b>FY 04-05</b>	<b>FY 05-06</b>
<b>Beginning Balance</b>	\$419	\$408	\$396	\$369	\$346
<b>Revenues</b>	901	908	916	923	931
<b>Expenses</b>	912	920	943	946	929
<b>Net Income</b>	(11)	(12)	(27)	(23)	2
<b>Transfer Capital</b>	0	0	0	0	0
<b>Ending Balance</b>	\$408	\$396	\$369	\$346	\$348

<b>Storm Drainage Capital Fund (In Thousands)</b>	<b>FY 01-02</b>	<b>FY 02-03</b>	<b>FY 03-04</b>	<b>FY 04-05</b>	<b>FY 05-06</b>
<b>Beginning Balance</b>	\$1,624	\$1,526	\$1,772	\$2,074	\$2,436
<b>Revenues</b>	294	346	402	462	528
<b>Expenses</b>	392	100	100	100	100
<b>Net Income</b>	(98)	246	302	362	428
<b>Ending Balance</b>	\$1,526	\$1,772	\$2,074	\$2,436	\$2,864

## Water

An update to the Water Master Plan is nearing completion. This plan will outline capital projects needed to supply water in support of community growth. The table below indicates the estimated financial positions for operations and capital over the next five year period. Upon completion of the Water Master Plan, modifications may occur within these projections. At that time, a new financial plan would be submitted to the City Council for consideration.

<b>Water Utility O&amp;M Rate Fund (In Thousands)</b>	<b>FY 01-02</b>	<b>FY 02-03</b>	<b>FY 03-04</b>	<b>FY 04-05</b>	<b>FY 05-06</b>
<b>Beginning Balance</b>	\$5,314	\$5,652	\$7,393	\$6,149	\$7,106
<b>Revenues</b>	8,575	9,430	9,804	10,162	10,264
<b>Expenses</b>	8,237	7,689	11,048	9,206	9,476
<b>Net Income</b>	338	1,742	(1,244)	957	788
<b>Balance</b>	\$5,652	\$7,393	\$6,149	\$7,106	\$7,894

<b>Water Utility Capital Connection Fee (In Thousands)</b>	<b>FY 01-02</b>	<b>FY 02-03</b>	<b>FY 03-04</b>	<b>FY 04-05</b>	<b>FY 05-06</b>
<b>Beginning Balance</b>	(\$200)	(\$3,363)	(\$5,841)	(\$5,288)	(\$4,574)
<b>Revenues</b>	1,367	1,276	1,639	1,770	1,897
<b>Expenses</b>	4,530	3,753	1,086	1,057	812

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Water Utility Capital Connection Fee (In Thousands)	FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06
Net Income	(3,163)	(2,477)	552	714	1,085
Balance	(\$3,363)*	(\$5,841)*	(\$5,288)*	(\$4,574)*	(\$3,489)*

\*Transfers will occur between O&M and Capital to maintain positive cash flow.

## Wastewater

The table below depicts the capital needs to accommodate growth based on the existing wastewater master plan. A new Wastewater Master Plan is being developed. This revised plan coupled with the development fee analysis now in progress will provide updated information to review the capital program and its findings.

Wastewater Utility O&M Rate Fund (In Thousands)	FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06
Beginning Balance	\$1,328	\$2,224	\$3,513	\$3,986	\$4,399
Revenues	8,850	9,361	8,796	8,994	9,191
Expenses	7,954	8,072	8,323	8,581	8,880
Net Income	896	1,289	473	413	311
Ending Balance	\$2,224	\$3,513	\$3,986	\$4,399	\$4,710

Wastewater Utility Capital Improvement Fund (In Thousands)	FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06
Beginning Balance	\$5,547	\$7,205	\$8,810	\$9,078	\$11,043
Revenues	17,586	3,866	2,687	17,234	3,191
Expenses	15,928	2,261	2,419	15,269	5,269
Net Income	1,658	976	268	1,965	(2,078)
Ending Balance	\$7,205	\$8,810	\$9,078	\$11,043	\$8,965

## Goals And Accomplishments For 1999-2001

### Administration Division

This division supports the other Public Works divisions by providing budget, secretarial, and clerical support. Due to reorganization of portions of the department, the Administration Division now includes the transportation functions, staffing for the permit center, and indexing of infrastructure plans.

#### Goal

To provide Administration services to the public and to other City departments/divisions in a cost effective and efficient manner.

#### Accomplishments

1. Responded to requests for information by the public and other departments within one day.

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2. Prepared requested correspondence to other agencies and organizations within one week.
3. Operated the RABA service within budget authorized by the RABA Board.

**Engineering/Land Development/Transportation**

*Goal*

Maintain contract change orders at 4% or less of construction costs.

*Accomplishment*

In total, this goal was not met as contract change orders were 11.9% of total construction costs. However, many of those change orders were to add amenities to projects and total project costs were maintained at 5.4% less than the total authorized by Council for these projects.

*Goal*

Maintain construction contract bids at least 5% below engineering estimate.

*Accomplishment*

Met goal. The overall average of contract bids was 15.23% below Engineering's estimate for projects completed from July 1999 through June 2001.

*Goal*

Respond to requests for information by the public and other departments within one day. Prepare requested correspondence to other agencies and organizations within one week.

*Accomplishment*

Customer service was accelerated with the move to City Hall and the one stop permit center. The public was usually served while they waited. Calls from other departments were returned within four hours. requested correspondence to other agencies varied due to complexity of request, but the goal was generally met.

*Goal*

The 1999-2001 budget anticipated public works delivering a total of 43 projects at an approximate value of \$10 million per year. Fifteen of these projects were multi-year projects.

*Accomplishment*

Forty five projects were designed and awarded in 1999-2001, for a total construction bid value of \$30,948,039, or \$15,500,000 per year.

*Goal*

Review and approve all land development proposals to ensure that development patterns are in conformance with the City's infrastructure master plans and construction standards. Involved in this is staffing for the new Permit Center.

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*Accomplishment*

In FY 2000-2001 additional resources were committed to the Permit Center. Turnaround times have decreased and customer satisfaction has increased dramatically. The resultant increase in cost is discussed separately in this budget.

*Goal*

Provide appropriate level of inspection staff hours for both private and City public improvements.

*Accomplishment*

Public Works inspection was stretched thin during the hot construction periods of 1999 through 2001. Additional staff was temporarily reassigned from Design to Inspection to assist with the workload.

*Goal*

Review and approve all plans for the proper placement of traffic control devices within the City right of way.

*Accomplishment*

Land Development activity has created high demands over the past two years. As a result, turnaround time for traffic reviews slipped to three weeks. This is an area for improvement once work loads return to budget conditions.

*Goal*

Provide computerized traffic model runs as needed.

*Accomplishment*

A new traffic model was delivered to the City in 2001 by Fehr and Peers. This much-anticipated tool will be a great step in surpassing expectations for objectives one and two. The model is a major component of the updated Street Master Plan that will be finalized in May 2001 and is being used to evaluate applications for STIP funding.

*Goal*

Oversee the development of an updated street master plan for arterials in the City in conformance with the General Plan update.

*Accomplishment*

The schedule for the model update slipped due to longer than anticipated model development and consultant health problems. The project is now proceeding. Related with this was an effort to develop projects for STIP financing which could be used for the Master Plan.

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**Streets, Parking, Storm Drains**

*Goal*

Manage and maintain the City's roadways in the most cost efficient manner possible with available resources.

*Accomplishment*

Reviewed and improved existing operational procedures pertaining to maintenance activities such as asphalt, concrete, weed-abatement, street signs and special events to increase productivity, efficiency and to reduce associated cost and windshield time.

*Goal*

Improve the pavement rating of City roadways with the funding levels adopted in the budget presented by staff.

*Accomplishments*

1. Updated existing Pavement Management Program
2. Crack seal three miles of roadways.
3. Resurfaced approximately 32 miles of roadways.

*Goal*

Improve energy efficiency and safety of traffic signal operations.

*Accomplishments*

With Electric Department, obtained grant funding through the California Energy Commission to retrofit 62 signalized intersection with new energy efficient devices called light-emitting-diodes or (LED'S). Light-emitting-diodes will be replaced on the average of every (8) eight years, which eliminates annual replacement of incandescent bulbs.

*Goal*

Maintain and manage all parking facilities owned by the City.

*Accomplishment*

With the reorganization in 1999/2000 the division has not been able to keep up with all demands related to maintenance activities. The division is requesting during the 2000/01 budget process to reinstate the parking position on a full time basis.

*Goal*

To maintain all the City's storm drains in the most efficient manner possible and to continue improving

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service to the public.

*Accomplishments*

1. All open ditches were inspected and 50% of these ditches were cleaned prior to winter rains. This resulted in minor storm drain issues during the winter season.
2. Staff is currently working with Water Quality Control on issues surrounding National Pollutant Discharge Elimination System (N.P.D.E.S.), Phase 2 requirements.
3. Improved community relations through on-site meetings in the field as needed with residents and merchants regarding storm drain issues and concerns prior to work occurring that affects private property.

**Water Utility**

*Goal*

Provide clean potable water to the citizens of the City.

*Accomplishments*

1. Met all water quality standards established by the U.S.E.P.A. and the State Department of Health Services - Division of Drinking Water.
2. Continued to improve the monitoring and control system for water treatment plants, pumping stations and groundwater wells.

*Goal*

Provide water information and education to the public.

*Accomplishments*

1. Mailed to all water customers the new enhanced Consumer Confidence Report to enhance public awareness on water quality.
2. Obtained a \$35,000 grant from the Bureau of Reclamation to expand the Water Education Program, working in conjunction with Public Schools and Turtle Bay Museums and Arboretum.
3. Continued the update for the Federal mandated Water Management Plan and Water Conservation Plan for the Bureau of Reclamation.

*Goal*

Maintain the City's water facilities and provide improvements when necessary.

*Accomplishment*

1. Completed the Master Water Plan.
2. Continue to train Water Treatment personnel along with Wastewater personnel as HAZMAT Industry Technicians for emergency responses to hazardous chemical releases at the City's water and wastewater

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treatment plants.

3. Continued to work with Shasta County Water Agency to complete the Groundwater Management Plan.
4. Completed, in conjunction with seven other water utilities, the Department of Health Services - Division of Drinking Water (DOHS-DDW) requirement for a Watershed Sanitary Survey.
5. Repaired the filter under-drain and replaced all the filter media in all four filters at the Foothill Water Treatment Plant to maintain compliance with DOHS-DDW treated water effluent regulations.
6. Installed a 40 HP booster pump station in the Mary Lake subdivision to maintain water pressure and fire flows during high water demand periods.
7. Replaced 2,500 feet of sub-standard water mains throughout the city.
8. Replaced 240 polybutylene water services in the Polybutylene Replacement Program.
9. Drilled two new groundwater wells that will provide an additional 4 million gallons per day to the water distribution system.

### **Waste Water Utility**

#### *Goal*

Begin construction of Capital Improvement Projects (CIP) so that they will be completed within budget and on schedule.

#### *Accomplishments*

1. Design, funding, and bidding were completed for the \$15.5 million Westside Sewer Interceptor-Phase 1, and construction is beginning in the Spring of 2001.
2. Completed the design of the \$3.6 million Eastside Interceptor with a change in scope to produce a more cost-effective project.
3. Nearing completion of the 2001 Master Sewer Plan update, which will help establish the long term CIP for the City Wastewater Utility.

#### *Goal*

Improve the reliability and cost-effectiveness of the Wastewater Collection System operation.

#### *Accomplishments*

1. Hydrocleaned 20% of the mainlines.
2. Prepared to implement a private house-lateral repair program to reduce the infiltration and inflow (I/I) into the sewer.
3. Inspected and repaired 750 remote manholes that are subject to vandalism.
4. Upgraded the controls for the 120-year-old Sunnyhill Lane lift station.

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*Goal*

Improve the reliability and cost-effectiveness of the Wastewater Treatment Plant's operation.

*Accomplishments*

1. Operated the Stillwater Plant to achieve a 100% compliance record with no discharge permit violations.
2. Upgraded the filter operator mechanisms at the Clear Creek Plant for improved reliability.
3. Prepared an expanded Biosolids Agricultural Land Application program and we are currently undergoing environmental review and permitting.

*Goal*

Improve industry tracking and environmental compliance while maintaining a business-friendly atmosphere.

*Accomplishments*

1. Received final adoption from both the City Council and the Shasta County Board of Supervisors of a multi-jurisdictional agreement that regulates commercial and industrial wastewater users that utilize the City wastewater system but are outside the City limits.
2. Continuing with an audit of all commercial and industrial wastewater accounts to document appropriate billing categories and industrial waste discharge requirements.

**Engineering/Land Development/Transportation**

Many changes have occurred within the Engineering Division since the last budget session. Key staff members have left the City for a variety of reasons, and new additions have brought significant enthusiasm to the group. A core group of engineers and technicians have provided consistent contributions toward meeting a majority of the goals previously established. The group has been reorganized into design teams and new measurable goals are set to provide greater accountability for this next budget period. Transportation has been reassigned for this next period, but goals and accomplishments completed will be stated for the previous period. Performance measures and activity levels are as follows:

ACTIVITY	1998-99	1999-00	2000-01 Estimated	2001-02 Projected	2002-03 Projected
Subdivision Parcel Maps	14	15	7	10	8
Subdivision Final Maps	11	13	10	12	12
Lots Recorded	250	443	471	450	400
Plan Line Adjustments	56	36	40	50	40
Transportation Permits	443	450	385	390	390
Building Plan Review	1,943	1,962	1,974	1,980	1,985
Deferred Improvement Agreements	11	18	24	20	20
Traffic Impact Fees Collected	\$819,982	\$914,179	\$835,000	\$900,000	\$900,000
Encroachment Permits	370	320	270	290	310
Traffic Accident Reports Reviewed	1,530	1,583	1,619	1,630	1,660
Dollar Value of Capital Improvement Projects Advertised for Bid	\$2,069,061	\$21,489,035	\$9,460,000	\$11,000,000	\$11,000,000
Number of Capital Improvement Projects Advertised for Bids	17	29	16	20	19

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ACTIVITY	1998-99	1999-00	2000-01 Estimated	2001-02 Projected	2002-03 Projected
Participation Agreements	2	2	4	4	4
Grading Permits	57	58	60	60	60
RFP's Prepared and Circulated	8	10	10	20	15
Projects Designed	22	23	22	20	20

**Streets, Parking, Storm Drains Division**

The Street Division covers street maintenance, traffic signals, street signs, storm drains, and public parking lots. Performance measures are as follows:

**Streets**

ACTIVITY	1998-99	1999-00	2000-01 Estimated	2001-02 Projected	2002-03 Projected
Miles of Streets Maintained	420	422	427	432	437
Miles of Street Striping	354	356	382	383	384
Number of Painted Legends	3,290	3,300	3,330	3,340	3,350
Number of Regulatory Signs	3,368	3,410	3,451	3,491	3,531
Number of Warning Signs	2,028	2,016	2,038	2,050	2,062
Number of Guide/Service Signs	470	480	480	485	490
Number of Traffic Signals	59	60	62	65	68
Miles of Sidewalk	359	361	371	381	391
Miles of Roadway Resurfaced	7	32	0	6	6
Miles of Roadway Slurry Sealed	10	0	5	16	16

**Storm Drain Utility**

ACTIVITY	1998-99	1999-00	2000-01 Estimated	2001-02 Projected	2002-03 Projected
Miles of Storm Drain Pipe	128.5	129	129.5	130	130.5
Miles of Open Ditches	15	15	15	15	15
Percentage of Open Ditches Inspected.	100%	100%	100%	100%	100%
Percentage of Open Ditches Cleaned Annually	50%	50%	50%	50%	50%
Number of Catch Basins	5,220	5,225	5,230	5,235	5,240
Percentage of Catch Basins Inspected and Cleaned	50%	50%	50%	50%	50%
Number of times Residential Streets are swept during the year.	6	6	6	6	6
Number of Times Commercial Routes are swept during the year.	52	52	52	52	52
Percentage of Sweeping Routes Completed.	95%	95%	95%	95%	95%

**Parking System Operation**

ACTIVITY	1998-99	1999-00	2000-01 Estimated	2001-02 Projected	2002-03 Projected
Number of Parking Meters	585	578	578	578	578
Number of Parking Spaces	2,977	2,977	2,977	2,977	2,977
Number of Public Parking Lots	7	7	7	7	7

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ACTIVITY	1998-99	1999-00	2000-01 Estimated	2001-02 Projected	2002-03 Projected
Number of Meter Complaints	5	8	5	5	5

### Water Utility

The Water Utility provides domestic water and fire flows to the community. Water sources are the Sacramento River, Clear Creek, and wells. The entire Water Utility Staff worked hard to meet the goals established during the last budget session as listed below. The majority of the workload objectives were accomplished.

Performance indicators are as follows:

ACTIVITY	1998-99	1999-00	2000-01 Estimated	2001-02 Projected	2002-03 Projected
Number of customers/services	24,551	24,896	25,196	25,375	25,725
Number of meter sets	319	372	330	340	350
Quantity of water produced (acre feet)	23,174	23,685	24,000	24,350	24,450
Percentage of days water quality met standards	100%	100%	100%	100%	100%
Number of service calls (Includes water quality)	329	809	400	375	350
Miles of water mains	323	323	323	324	324
Number of main and service failures/disruptions per year	111	124	100	100	100
Miles of substandard mains	76	76	76	75	75
Number of PB service breaks	112	127	120	110	100
Number of PB services remaining	3,010	2,770	2,520	2,270	2,020
Total O & M expenditures (x \$1,000)	\$7,284	\$7,315	\$7,432	\$7,971	\$8,149
O & M cost per acre foot produced	\$314.31	\$308.84	\$309.66	\$327.35	\$333.29
Customers per employee	1,067	1,082	1,095	1,103	1,118

### Wastewater Utility

The entire Wastewater Utility Staff worked hard to meet the goals established during the last budget session as listed below. The Wastewater Utility manages two regional wastewater treatment plants, 14 lift stations, and the City's sewer collection program. Workload indicators are as follows:

ACTIVITY	1998-99 Actual	1999-00 Actual	2000-01 Estimated	2001-02 Projected	2002-03 Projected
No. of Residential HEs	24,351	24,783	25,153	25,637	26,132
No. of Commercial/Industrial HEs	10,197	10,415	10,515	10,717	10,925
Total HEs Served	34,664	35,330	35,668	36,354	37,057
% Annual Growth Rate	1.89%	1.92%	1.92%	1.93%	1.94%
Clear Creek Plant MGD Dry Flow	7.30	6.96	6.55	6.65	6.75
Stillwater Plant MGD Dry Flow	2.46	2.70	2.90	2.99	3.08

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Total gpd Dry Flow per Total HEs	282	273	265	262	265
Miles of Sewer Main	369	372	375	378	381
Total FTE Utility Staff	30	30	30	30	30
Total HEs served per Total Staff	1,118	1,178	1,189	1,212	1,235

Notes: 1 HE = household equivalent = 300 gallons per day average residential household wastewater production.

MGD = million gallons per day.

gpd = gallons per day.

## **Goals and Objectives for 2001-2003**

### **Administration**

#### *Goal*

To provide administration services to the public and to other City departments/divisions in a cost- effective and efficient manner.

#### *Objectives*

1. Respond to requests for information by the public and other departments within one day.
2. Prepare requested correspondence to other agencies and organizations within one week.
3. Operate the RABA service within budget authorized by the RABA Board.
4. Overview and update Department Web page.
5. Provide analysis of traffic accident information in conjunction with the Police Department to implement corrective measures where appropriate.
6. Provide candidate project lists for inclusion in various funding programs.
7. Provide overview of the Departments budget process to maintain adherence with approved expenditure levels.
8. Provide staff liaison to the State and Federal transportation planning process.
9. Index drawing information and overview conversion into electronic format.

### **Engineering/Land Development/Transportation**

#### *Goal*

Continue to improve service to customers. Customers are defined as the public, other departments, and internal divisions needing specialized support.

#### *Objectives*

1. Provide a consistent point of contact to other departments at an Assistant Engineer or higher level.
2. Hold weekly meetings with design teams to set priorities and maximize use of resources.
3. Prior to beginning design, meet with client to determine project objectives and scope of work.
4. Prepare project scoping documents for each project to include basic research, preliminary cost estimates,

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additional services needed or special considerations, schedule and budget. Compensation for this service will be required.

5. Deliver project design within schedule and budget.
6. Contract bids within 5% above or below engineers estimate.
7. Contract change orders at or below 5% of construction cost.

*Goal*

Maintain a high level of service to the public through increased efficiency and prepared information.

*Objectives*

1. Complete as-builts within one month of project completion in order to provide accurate information.
2. Index and prepare S drawings and A drawings for scanning by GIS. Initial objective is to accomplish 3500 drawings per year.
3. Provide support and coordination to update easements, sewer, water, and storm drain files on GIS.
4. Instruct all design team members and construction staff on how to use GIS and filing system to provide the public timely access to record information.
5. Respond to telephone calls from the public within two hours, and to provide requested information within two days. Referrals should be followed up to ensure customer satisfaction where applicable.
6. Monitor customer satisfaction by random follow-up with customers.
7. Expand use of checklists at the counter to ensure only complete submittals are accepted for review and approval.
8. Complete "development guideline" manual for joint use by development community and plan reviewers.
9. Prepare more comprehensive standard conditions check list to ensure public works objectives are being met.
10. Utilize new master plans and models to provide greater consistency and reliability of conditions.
11. Provide plan check comments in numbered format to ensure subsequent submittals respond to all comments and to track responses.
12. Provide Public Works conditions for approval to planning within two weeks of receipt of referral.
13. Plan check turnaround to be three weeks for first check and two weeks for subsequent checks.

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*Goal*

Deliver capital projects in the year for which they are budgeted to be constructed. Allow for enough lead time for design, environmental review, and property acquisition.

*Objectives*

1. Increase the number of signals designed and installed to six per year.
2. Supplement the use of in-house design with effective use of consultants. Develop a standard request for proposal format that ensures clear definition of scope, responsibilities, and milestones, and final project format.
3. Develop a project design manual to include checklists and QA/AC standards.
4. Continue to develop agreed-upon formatting and nomenclature between design teams and survey crew.

*Goal*

Continue to increase the quality of surveys and recorded maps in the City.

*Objectives*

Protect/preserve City-wide monumentation.

1. Provide complete and accurate base maps for design.
2. Provide complete and accurate construction staking.
3. Provide accurate and concise legal descriptions and exhibits for land acquisition and easements.
4. Review and evaluate design submittals from consultants for accuracy and completeness within two weeks.
5. Review and approve development related legal descriptions, plats, and maps. First check to be completed within three weeks, subsequent checks within two weeks.

*Goal*

Increase revenue to offset loss of billable hours and hours committed to the Permit Center to increase customer service.

*Objective*

Raise \$100,000 to reduce General Fund support.

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**Streets, Parking, and Storm Drains**

*Goal*

Manage and maintain roadways and related activities in the most cost efficient manner possible with available resources.

*Objectives*

1. Continue to review and update existing operational procedures to increase efficiency and reduce cost.
2. Establish monthly division budget review meeting.

*Goal*

Improve the pavement rating status of City roadways with the funding levels adopted in the budget presented by staff.

*Objectives*

1. Slurry seal fifteen miles of roadways per year.
2. Crack seal (3) three to (5) five miles of roadways per year.
3. Re-surface (10) ten miles of roadways per year.

*Goal*

Maintain and manage all parking facilities owned by the City and re-inventory existing parking lots, parking spaces and both on/off site parking meters.

*Objectives*

1. Return the full time position to parking to allow more hours for maintenance of downtown public parking areas and the parking meters.
2. Dress up public parking lots and signage as money become available.

*Goal*

Maintain all the City's storm drains in the most efficient manner possible and to continue improving service to the public.

*Objectives*

1. Inspect all open ditches and clean 50% prior to winter rains.

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2. Investigate a computerized Storm Drain Maintenance Program for possible acquisition.
3. Continue working Water Quality Control on issues surrounding N.P.D.E.S. Phase 2 requirements.
4. Finalize a new master storm drain for the City.

**Water Utility**

*Goal*

Provide clean potable water to the citizens of the City.

*Objectives*

1. Meet all water quality standards established by the U.S.E.P.A. and the State Department of Health Services - Division of Drinking Water.
2. Improve the monitoring and control system for water treatment plants, pumping stations and groundwater wells.

*Goal*

Provide public information and education on water issues.

*Objectives*

1. Provide water quality information to enhance public awareness.
2. Continue to provide water conservation information to conserve energy during the high electrical demand periods of the summer.
3. Continue to update, meet and increase the Best Management Practices for the Bureau of Reclamation Water Conservation Plan.

*Goal*

Improve and maintain the City's existing water facilities.

*Objectives*

1. Complete the contract negotiations with the Bureau of Reclamation for the City's CVP Buckeye water contract.
2. Continue to work with Shasta County Water Agency to complete the Groundwater Management Plan.
3. Continue to upgrade and replace aging equipment at the water treatment plants for improved control, energy efficiency and to meet current federal and state water quality regulations.

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4. Continue to upgrade and improve the ongoing program to prepare for emergency operations.
5. Replace 250 polybutylene water services in the Polybutylene Replacement Program

*Goal*

Begin engineering and construction of CIP projects to be completed within budget and on schedule.

*Objectives*

1. Define and complete the engineering, alternatives, and environmental requirements, working with the Bureau of Reclamation cooperative grant, for the Pump House #1 fish screen rehabilitation project.
2. Complete the engineering and construction of the 4 million gallon storage reservoir in the Buckeye Pressure Zone.
3. Complete the engineering and start construction to install 12,000 feet of 24-inch water main from Rancho Road along Airport Road to Hartnell Avenue to improve water distribution from the Enterprise groundwater well field.
4. Complete the engineering and start construction to install 10,000 feet of 24-inch water main from Rancho Road on Shasta View Drive to Airport Road to improve water distribution from the Enterprise groundwater well field.
5. Complete the engineering and start construction to install 700 feet of 12-inch water main from Eastside Road to Westside Road at Westwood Manor to improve fire flows in the southern end of the Cascade pressure zone.
6. Complete the engineering and start construction to install 700 feet of 18-inch water main from the Foothill Water Treatment Plant to the Hill 900 reservoirs to increase water distribution capacity.
7. Complete the engineering and start construction to drill three new groundwater wells to increase water system capacity by another 5 million gallons per day.

**Wastewater Utility**

*Goal*

Begin construction of Capital Improvement Projects (CIP) so that they will be completed within budget and on schedule.

*Objectives*

1. Complete the 18-month construction of the \$15.5 million Westside Sewer Interceptor-Phase 1.
2. Complete the construction of the \$3.6 million Eastside Interceptor.

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3. Complete the 2001 Master Sewer Plan update, and develop an implementation methodology and schedule

*Goal*

Improve the reliability and cost-effectiveness of the Wastewater Collection System operation.

*Objectives*

1. Hydroclean 30% of the mainlines annually.
2. Implement an annual private house-lateral repair program to reduce the infiltration and inflow (I/I) into the sewer.
3. Implement annual repair and replacement of old neighborhood sewer mains to reduce the infiltration and inflow (I/I) into the sewer.
4. Inspect and repair 750 remote manholes that are subject to vandalism.

*Goal*

Improve the reliability and cost-effectiveness of the Wastewater Treatment Plants operation.

*Objectives*

1. Operate both the Stillwater and Clear Creek Plant to achieve a 100% compliance record with no discharge permit violations.
2. Implement an energy savings program with the Electric Utility to shed peak energy loads at both treatment plants in exchange for reduces electric rates.
3. Implement an expanded Biosolids Agricultural Land Application program.
4. Continue to upgrade the aging equipment throughout the treatment plants for improved control, energy efficiency, and to meet current safety standards.

*Goal*

Improve industry tracking and environmental compliance while maintaining a business-friendly atmosphere.

*Objectives*

1. Complete the implementation of the multi-jurisdictional agreement that regulates commercial and industrial wastewater users that utilize the City wastewater system but are outside the City limits.
2. Complete the audit of all commercial and industrial wastewater accounts to document appropriate billing

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categories and industrial waste discharge requirements.