

CITY OF SANTA BARBARA CITY COUNCIL

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City Hall
735 Anacapa Street
<http://www.SantaBarbaraCA.gov>

MARCH 15, 2016 AGENDA

ORDER OF BUSINESS: Regular meetings of the Finance Committee and the Ordinance Committee begin at 12:30 p.m. The regular City Council meeting begins at 2:00 p.m. in the Council Chamber at City Hall.

REPORTS: Copies of the reports relating to agenda items are available for review in the City Clerk's Office, at the Central Library, and <http://www.SantaBarbaraCA.gov>. In accordance with state law requirements, this agenda generally contains only a brief general description of each item of business to be transacted or discussed at the meeting. Should you wish more detailed information regarding any particular agenda item, you are encouraged to obtain a copy of the Council Agenda Report (a "CAR") for that item from either the Clerk's Office, the Reference Desk at the City's Main Library, or online at the City's website (<http://www.SantaBarbaraCA.gov>). Materials related to an item on this agenda submitted to the City Council after distribution of the agenda packet are available for public inspection in the City Clerk's Office located at City Hall, 735 Anacapa Street, Santa Barbara, CA 93101, during normal business hours.

PUBLIC COMMENT: At the beginning of the 2:00 p.m. session of each regular City Council meeting, and at the beginning of each special City Council meeting, any member of the public may address the City Council concerning any item not on the Council's agenda. Any person wishing to make such address should first complete and deliver a "Request to Speak" form prior to the time that public comment is taken up by the City Council. Should City Council business continue into the evening session of a regular City Council meeting at 6:00 p.m., the City Council will allow any member of the public who did not address them during the 2:00 p.m. session to do so. The total amount of time for public comments will be 15 minutes, and no individual speaker may speak for more than 1 minute. The City Council, upon majority vote, may decline to hear a speaker on the grounds that the subject matter is beyond their jurisdiction.

REQUEST TO SPEAK: A member of the public may address the Finance or Ordinance Committee or City Council regarding any scheduled agenda item. Any person wishing to make such address should first complete and deliver a "Request to Speak" form prior to the time that the item is taken up by the Finance or Ordinance Committee or City Council.

CONSENT CALENDAR: The Consent Calendar is comprised of items that will not usually require discussion by the City Council. A Consent Calendar item is open for discussion by the City Council upon request of a Councilmember, City staff, or member of the public. Items on the Consent Calendar may be approved by a single motion. Should you wish to comment on an item listed on the Consent Agenda, after turning in your "Request to Speak" form, you should come forward to speak at the time the Council considers the Consent Calendar.

AMERICANS WITH DISABILITIES ACT: If you need auxiliary aids or services or staff assistance to attend or participate in this meeting, please contact the City Administrator's Office at 564-5305. If possible, notification at least 48 hours prior to the meeting will usually enable the City to make reasonable arrangements. Specialized services, such as sign language interpretation or documents in Braille, may require additional lead time to arrange.

TELEVISION COVERAGE: Each regular City Council meeting is broadcast live in English and Spanish on City TV Channel 18 and rebroadcast in English on Wednesdays and Thursdays at 7:00 p.m. and Saturdays at 9:00 a.m., and in Spanish on Sundays at 4:00 p.m. Each televised Council meeting is closed captioned for the hearing impaired. Check the City TV program guide at www.citytv18.com for rebroadcasts of Finance and Ordinance Committee meetings, and for any changes to the replay schedule.

ORDER OF BUSINESS

- 12:30 p.m. - Finance Committee Meeting, David Gebhard Public Meeting Room,
630 Garden Street
2:00 p.m. - City Council Meeting

FINANCE COMMITTEE MEETING - 12:30 P.M. IN THE DAVID GEBHARD PUBLIC MEETING ROOM, 630 GARDEN STREET (120.03)

1. Subject: Approval Of Rate Notices For Wastewater And Solid Waste (120.03)

Recommendation: That the Finance Committee provide direction to staff regarding any changes to the proposed Fiscal Year 2017 utility rates and approve public rate noticing for wastewater and solid waste.

2. Subject: Streets Infrastructure Funding Update (120.03)

Recommendation: That the Finance Committee hear a presentation on the findings of the street maintenance evaluation and provide input to staff on options for efficiencies in the Streets Fund.

REGULAR CITY COUNCIL MEETING – 2:00 P.M.

CALL TO ORDER

PLEDGE OF ALLEGIANCE

ROLL CALL

CHANGES TO THE AGENDA

PUBLIC COMMENT

CONSENT CALENDAR

1. Subject: Minutes

Recommendation: That Council waive further reading and approve the minutes of the regular meeting of February 23, 2016.

2. Subject: Adoption Of An Ordinance For A Lease Agreement With Allied Voyage, LLC, Doing Business As Ocean Aire Marine Electronics - Located At 125 Harbor Way #7 (330.04)

Recommendation: That Council adopt, by reading of title only, An Ordinance of the Council of the City of Santa Barbara Approving a Five-Year Lease Agreement with One Five-Year Option with Allied Voyage, LLC, Doing Business As Ocean Aire, at an Average Initial Base Rent of \$1,200 per Month, for the 339 Square-Foot Office Space Located at 125 Harbor Way, Suite # 7, Effective April 15, 2016.

3. Subject: Adoption of Noise Ordinance Amendments (630.09)

Recommendation: That Council adopt, by reading of title only, An Ordinance of the Council of the City of Santa Barbara Amending Chapter 9.16 of the Santa Barbara Municipal Code in its Entirety Pertaining to Noise.

CONSENT CALENDAR (CONT'D)

4. Subject: Sole Source Purchase Order For Automated Materials Handling (AMH) (570.04)

Recommendation: That Council:

- A. Authorize the Library Director to execute a sole source Purchase Order to Lyngsoe Systems in the amount of \$131,000, plus an additional \$13,100 for extra services, according to the Sole Source provisions of Santa Barbara Municipal Code Section 4.52.070 (K) in order to install automated material handling (AMH) equipment;
- B. Authorize the Library Director to execute Purchase Orders to Lyngsoe Systems in the amount of \$17,036 and \$17,718, for support, maintenance and parts in Fiscal Years 2018 and 2019, respectively, subject to availability and approval of budgeted funds; and
- C. Authorize the increase of estimated revenues and appropriations in the Fiscal Year 2016 Library Public Services Program in the General Fund by \$144,100 from Fenton Davison Trust to cover the cost of the Lyngsoe Systems, Automated Materials Handling equipment.

5. Subject: Airport Industrial Area Specific Plan Amendment and Zone Change Initiation (560.01)

Recommendation: That Council initiate a Zone Change to align the Airport Approach and Operations Zone (A-A-O) and the Airport Industrial Zone (A-I-2) at 6290 Hollister Avenue (Assessor's Parcel Nos. 073-080-041, -042).

6. Subject: Termination of Seventeen La Colina Village Resale Restrictions (660.04)

Recommendation: That Council authorize the Community Development Director to execute, subject to approval as to form by the City Attorney, such agreements as necessary to terminate seventeen (17) Resale Restrictions on units owned by seventeen original owners in La Colina Village.

NOTICES

- 7. The City Clerk has on Thursday, March 10, 2016, posted this agenda in the Office of the City Clerk, on the City Hall Public Notice Board on the outside balcony of City Hall, and on the Internet.

This concludes the Consent Calendar.

REPORT FROM THE FINANCE COMMITTEE

CLOSED SESSIONS

8. **Conference With City Attorney - Anticipated Litigation - Gov. Code 54956.9(D)(2) & (E)(2) Significant Exposure To Litigation Arising Out Of Potential City Council Action Adopting The 2016 Bicycle Master Plan (160.03)**

Recommendation: That Council hold a closed session to consider anticipated litigation pursuant to subsections 54956.9(d)(2) & (e)(2) of the Government Code and take appropriate action as needed. Significant exposure to litigation arising out of potential City Council action adopting the 2016 Bicycle Master Plan.

Scheduling: Duration, 30 minutes; Prior to consideration of Bicycle Master Plan

Report: None anticipated

CITY COUNCIL ADMINISTRATIVE AND ATTORNEY REPORTS

PUBLIC WORKS DEPARTMENT

(Adjourned from February 23, 2016, Item No. 18)

9. **Subject: Continuance Of Council Consideration Of The Bicycle Master Plan (670.04)**

Recommendation: That Council continue consideration of the Bicycle Master Plan to the regular meeting of May 10, 2016.

10. **Subject: Contract For Design Services For The Proposed Development At 6100 Hollister Avenue (640.10)**

Recommendation: That Council:

- A. Authorize the Public Works Director to execute a City Professional Services contract with Flowers & Associates, Inc., in the amount of \$205,500 for Civil Engineering design services for 6100 Hollister Avenue, and authorize the Public Works Director to approve expenditures of up to \$20,550 for extra services of Flowers & Associates, Inc., that may result from necessary changes in the scope of work;
- B. Increase appropriations by \$226,050 in the Airport's Capital Fund for Commercial/Industrial Area Development, to be funded from Airport Capital Fund reserves; and

- C. Receive a staff presentation on the Airport's Light Industrial Area Development at 6100 Hollister Avenue.

COUNCIL AND STAFF COMMUNICATIONS

COUNCILMEMBER COMMITTEE ASSIGNMENT REPORTS

PUBLIC COMMENT (IF NECESSARY)

CLOSED SESSIONS (CONT'D)

11. Subject: Conference With Labor Negotiator (440.03)

Recommendation: That Council hold a closed session pursuant to the authority of Government Code Section 54957.6 to consider instructions to City negotiator Kristine Schmidt, Administrative Services Director, regarding negotiations with the Firefighters Association, Supervisors Association, and Police Officers Association.

Scheduling: Duration, 30 minutes; anytime

Report: None anticipated

ADJOURNMENT

CITY OF SANTA BARBARA

FINANCE COMMITTEE

MEETING AGENDA

DATE: March 15, 2016

Gregg Hart, Chair

TIME: 12:30 P.M.

Bendy White

PLACE: David Gebhard Public Meeting Room
630 Garden Street

Jason Dominguez

Paul Casey
City Administrator

Robert Samario
Finance Director

ITEMS TO BE CONSIDERED:

1. Subject: Approval Of Rate Notices For Wastewater And Solid Waste

Recommendation: That the Finance Committee provide direction to staff regarding any changes to the proposed Fiscal Year 2017 utility rates and approve public rate noticing for wastewater and solid waste.

2. Subject: Streets Infrastructure Funding Update

Recommendation: That the Finance Committee hear a presentation on the findings of the street maintenance evaluation and provide input to staff on options for efficiencies in the Streets Fund.



CITY OF SANTA BARBARA

FINANCE COMMITTEE AGENDA REPORT

AGENDA DATE: March 15, 2016

TO: Finance Committee

FROM: Water Resources Division, Public Works Department
Administration Division, Finance Department

SUBJECT: Approval Of Rate Notices For Wastewater And Solid Waste

RECOMMENDATION:

That the Finance Committee provide direction to staff regarding any changes to the proposed Fiscal Year 2017 utility rates and approve public rate noticing for wastewater and solid waste.

DISCUSSION:

Staff is recommending increases in wastewater and solid waste collection fees for Fiscal Year 2017. Proposition 218, approved by California voters in 1996, requires that property owners be notified of planned rate increases and that a public hearing be held prior to the adoption of rate increases. Accordingly, a Notice of Public Hearing will be sent to City utility customers in April 2016, and the Public Hearing is scheduled for June 14, 2016. Water rates will be noticed at the same time as Wastewater and Solid Waste; however, given the severity of the current drought the schedule for discussion and approval of the notice by Council is on a different schedule.

Wastewater Rates

Effective summer 2016, an across-the-board increase of 5.5 percent is proposed for wastewater service monthly base charges and unit rates. The increase for the maximum bill to a single-family residential customer would be \$2.51 per month, from \$45.36 to \$47.87. Commercial monthly rate increases are also proposed at 5.5 percent in Fiscal Year 2017.

Council previously approved a 10-year Financial Plan (Plan) in 2013, that anticipated a 5 percent revenue increase to the Wastewater Fund in Fiscal Year 2017. Historically, revenue increases have correlated to rate increases; however, with the extraordinary conservation efforts during the drought, the implemented rate increases have not resulted in the necessary revenues to fund the planned program of work. Therefore,

staff is proposing an increase of 5.5 percent in wastewater rates for Fiscal Year 2017. This is a 0.5 percent increase over the Plan, developed to support ongoing operations, maintenance, rehabilitation, and improvement of the wastewater system.

The principal goals of the Plan are to ensure that required maintenance is performed to maximize equipment lifecycles, replace capital facilities as needed for the protection of the environment and permit compliance, and to avoid higher costs and other impacts associated with deferred maintenance. Staff anticipates future rate increases will exceed our 2013 Plan over the next few years to fund the increasing costs of capital improvements to the Wastewater System.

Wastewater Rate Study

Over the past few years, wastewater revenues have been significantly impacted by reductions in water usage, largely due to the current rate structure. This reduction in revenue has delayed critical capital improvement projects. In an effort to help stabilize wastewater revenues, Council authorized the Public Works Director to execute a professional services contract with Raftelis Financial Consultants, Inc. (Raftelis), on July 14, 2015. Raftelis was contracted to evaluate the current wastewater rate structure, based upon recent drought-related revenue losses, develop an updated rate structure, and assist staff in reviewing and updating its current cost allocation between user categories.

On February 18, 2016, staff presented options to the Water Commission that looked at transitioning to a rate structure in which the fixed and variable charges more closely matched the fixed and variable costs of operating the wastewater system. The Water Commission was supportive of a transition to this type of rate structure, however based on the compounding impacts this change to the rate structure would have on a large segment of our lower volume users, it was recommended that any changes be postponed until impacts to Water and Wastewater rates from the drought had stabilized. The benefits to having our rate structure more aligned with our operating costs is a more stable revenue source for the Wastewater Fund. This would ensure that adequate financial resources are available to perform required operation, maintenance, and replacement of capital facilities. In this study, commercial rate structures were not considered for rate structure changes, as commercial rate structures have a variable usage rate that does not have a cap. Staff plans to study commercial rates in the near future.

Solid Waste Collection Fees

Staff proposes the following changes to the Fiscal Year 2017 rate schedule:

1. Consumer Price Index Adjustment: An increase of 1.3 percent to all customer classes, tied to the Consumer Price Index (CPI), is proposed to fund Environmental Services Division operations and to compensate MarBorg Industries, the City's contracted hauler, pursuant to its contract with the City.

2. Tipping Fee Increases: An increase of 0.6 percent to all customer classes is needed to cover increases to the “tipping fees” charged at the processing and disposal sites that receive the City’s solid waste.
3. Re-Balance Cost of Multi-Unit Residential (MUR) Trash Containers: Similar to Fiscal Year 2016, staff recommends adjusting the cost of carts, cans, and dumpsters in the MUR Sector on a revenue-neutral basis. Currently, the rate for cart and can service is 3 percent less per gallon than for equivalent dumpster service. This pricing imbalance financially incentivizes customers to subscribe to carts and cans, even if dumpster service would better meet the customer’s needs.

When presenting the new rate structure to the Solid Waste Ad Hoc Committee and to Council in 2013, staff highlighted this discrepancy and was directed to gradually correct it. While dumpster customers will experience a small rate decrease, staff is proposing to re-balance the cart and can rate such that no MUR customer receives more than a total 1.5 percent increase to their monthly bill due to this factor. With this change, all MUR trash containers have the same cost per gallon, and the re-balancing is completed.

4. Re-Balance Cost of Business Sector Trash Containers: Similar to the MUR Sector, staff recommends a Business Sector re-balancing, on a revenue-neutral basis, so that all trash containers have the same cost per gallon. Currently, carts/cans cost more than an equivalent amount of waste in dumpsters. This difference discourages business customers from moving from a single trash dumpster to a split stream of trash, recycling, and foodscrap, some of which are in carts. Dumpster customers will experience a small rate increase, and cart and can customers will receive a rate decrease. Staff is proposing to re-balance the Business Sector rates, such that no Business Sector customer receives more than a total 1.6 percent increase to their monthly bill due to this factor. With this change, all Business Sector trash containers have the same cost per gallon.

ATTACHMENTS: Rate Notices for Wastewater and Solid Waste

PREPARED BY: Lisa Arroyo, Wastewater System Manager/mh
Matt Fore, Environmental Services Manager

SUBMITTED BY: Rebecca J. Bjork, Public Works Director
Robert Samario, Finance Director

APPROVED BY: City Administrator’s Office



NOTICE OF PUBLIC HEARING
PROPOSED CHANGES IN CITY OF SANTA BARBARA WASTEWATER, TRASH
& RECYCLING RATES FOR FISCAL YEAR 2017

Date: Tuesday, June 14, 2016, 2:00 p.m.
Place: City of Santa Barbara Council Chambers, City Hall
 735 Anacapa Street, Santa Barbara

PARA INFORMACIÓN EN
ESPAÑOL, LLAME AL
(805) 564-5343.

PROPOSED RATE CHANGES

You are receiving this Notice because our records indicate that you are a City of Santa Barbara utility customer. This Notice describes the proposed wastewater (sewer), and trash & recycling rate changes and explains how you can participate in the process. Some customers are billed by the City for some, but not all services. This notice applies only to the services that appear on your bill from the City.

Wastewater Rate Changes

The proposed wastewater rate change is a 5.5% percent increase to the City's current charges for all customer classes. The maximum monthly charge for a single family residential customer would increase by \$2.51 under the proposed rates. The proposed increase will fund improvements, and replacement of, the critical facilities used to clean the wastewater and repair of the City's aging sewer system, and will fund system operations. This includes replacement of critical facilities at the wastewater treatment plant.

How will the proposed changes impact my wastewater bill?

Some common service levels are represented in the table below.

Customer Class	Example	Assumed Monthly Usage (hcf/mth)*	Total Monthly Wastewater Charges		
			Current Rates	Proposed Rates	Proposed Increase
Single Family Residential	Low User 5/8" meter	6	\$33.84	\$35.71	\$1.87
	Moderate User 5/8" meter	12	\$45.36	\$47.87	\$2.51
Multi-Family Residential Building	12 dwelling units 2" meter	60	\$371.52	\$392.04	\$20.52
Commercial Classes 1, 2, & 3	2" meter	60	\$195.60	\$206.36	\$10.76
Commercial Class 4	2" meter	100	\$396.00	\$418.00	\$22.00

*Regardless of the amount of water used, the volumetric sewer charge is capped at 10 HCF per month for single family residential customers, 8 HCF per month per unit for multi-family residential (MFR) customers with 1-4 dwelling units and 7 HCF per month per unit for MFR customers with 5 or more dwelling units.

Trash & Recycling Rate Changes

According to the contract terms with the City's waste hauler, the City must increase rates to pay MarBorg for increases in inflation of 1.3% as measured by the Consumer Price Index, plus 0.6% for an increase in trash disposal fees. The proposed rate schedule includes an increase for Single Family Residential of up to 1.9%.

As part of the City's long term plan to bring Multi-Unit Residential dumpster and cart/can rates to an equivalent price per gallon on a revenue-neutral basis, rates for Multi-Unit Residential carts and cans will increase by up to 3.4%, and Multi Unit dumpsters will increase by up to 0.5%. The impact of this change on actual bills will vary depending upon each Multi-Unit Residential customer's specific mix of cans/carts and dumpster service. Please see billing comparisons for impact to typical customers.

Business rates for carts/cans and dumpsters are similarly rebalanced on a revenue-neutral basis to provide for an equivalent price per gallon. Business carts and cans will *decrease* by up to 10.7%, and Business dumpsters will increase by up to 3.6%. The impact of this change on actual bills will vary depending upon each Business customer's specific mix of cans/carts and dumpster service. Please see billing comparisons for impact to typical customers.

How will the proposed changes impact my trash & recycling bill?

Some common trash & recycling service levels are represented in the table below.

Service Level	Current Rates*	Proposed Rates*	% Change
Common Single Family Residential Service (65-gal trash, 65-gal greenwaste, 65-gal recycle) 1x/week	\$35.54	\$36. 2118	1. 98 %
Multi-Unit Residential (Cart/Can Service) (5-95 gal trash, 95-gal greenwaste, 5-95 gal recycle) 1x/week	\$234.78	\$242. 6134	3. 32 %
Multi-Unit Residential (Small/Medium Dumpster Service) (4 yard trash, 2 yard recycle) 1x/week	\$363.76	\$365. 5616	0. 54 %
Business (Cart/Can Service) (3-95 gal trash, 3-95 gal recycle) 2x/week	\$386. 223	\$353. 3407	-8. 56 %
Business Dumpster Service (4yd trash, 4yd recycle) 2x/week	\$1014.00	\$1,0498. 5257	3. 54 %

* Not including 6% utility tax on trash/recycling collection, as applicable

How do I protest?

If you wish to protest any of the above increases, please deliver your protest **signed and in writing**, including your name and service address, to the City Clerk of the City of Santa Barbara at 735 Anacapa Street, Santa Barbara, CA, 93101, prior to or during the City Council's consideration of this item on June 14, 2016. (If you wish to submit your protest during the public hearing, please deliver it to City Staff in the Council Chambers). Protests are public records.

When do the new rates take effect?

City Council will consider adopting these rates on June 21, 2016 (one week after the public hearing). The new rates will be effective starting July 1, 2016.

How can I get more information and copies of the proposed rate schedules?

See www.SantaBarbaraCA.gov/UtilityBilling or call (805) 564-5460 for wastewater and (805) 564-5631 for trash/recycling.



CITY OF SANTA BARBARA

FINANCE COMMITTEE AGENDA REPORT

AGENDA DATE: March 15, 2016

TO: Finance Committee

FROM: Transportation Division, Public Works Department

SUBJECT: Streets Infrastructure Funding Update

RECOMMENDATION:

That the Finance Committee hear a presentation on the findings of the street maintenance evaluation and provide input to staff on options for efficiencies in the Streets Fund.

BACKGROUND:

At its meeting of February 2, 2016, Council directed staff to work with the Finance Committee to develop options for increasing the amount of funding available for streets, sidewalks, storm drains, street lights, traffic signals, and other related infrastructure (Streets Infrastructure).

At its March 1, 2016 meeting, the Finance Committee heard staff presentations related to the Streets Fund revenue projections and related expenditures. In Fiscal Year 2016, the Utility Users Tax (UUT) and Gas Tax revenues are expected to be below budget by approximately \$331,486. In Fiscal Year 2017, those same revenues are estimated to be approximately \$424,000 less than originally proposed. Capital projects are funded from revenues that are available after operating expenditures have been budgeted. As a result of the anticipated shortfall, staff is budgeting for known matching grant needs only for Fiscal Year 2017 in the Streets Fund.

DISCUSSION:

Today's staff presentation will provide a summary review of the 2015 LA Consulting, Incorporated (LAC), Report regarding the Streets Section's organization and related maintenance activities. LAC was contracted in early 2015 to conduct this organizational review. The report offers fifty-three key recommendations to improve Streets Section operations. These recommendations are categorized into five groupings, as listed in Figure 1 below.

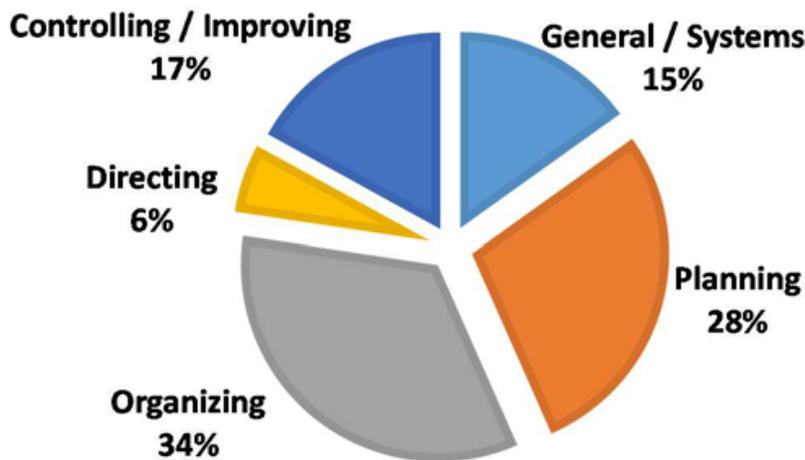


Figure 1. LAC Recommendations Grouped By Category

Staff will present a summarized review of these LAC recommendations and provide some initial options designed to improve Streets Section workload efficiencies and reduce future operating costs. Staff will also provide responses to questions and comments provided by Finance Committee members at its March 1, 2016 meeting. Finally, staff will provide initial recommendations for Finance Committee consideration that will focus on near-term operational savings in Fiscal Year 2017. It is recognized that some recommendations will require both initial equipment investment and time consideration to fully implement.

Additional Finance Committee meetings are planned for March 29, 2016 and April 12, 2016. Staff presentations at those meetings will focus on selecting Fiscal Year 2017 activity options that are designed to reduce operational costs while maximizing core activity efficiencies

BUDGET/FINANCIAL INFORMATION:

Streets infrastructure is funded entirely from special purpose or restricted funds. Funds for streets infrastructure are flat or declining, while costs continue to rise. Deferral of street maintenance in particular accelerates the rate of deterioration.

SUSTAINABILITY IMPACT:

Well-maintained infrastructure supports a healthy environment by minimizing damage to vehicles. Well-functioning storm drains effectively convey water to creeks and the ocean, while decreasing the amount of transported debris, sediment, and litter.

SANTA BARBARA STREETS MAINTENANCE EVALUATION:

The Santa Barbara Public Works Street Maintenance Evaluation, dated August 2015, from LA Consulting, Inc., has been placed in the Mayor and Council Office's Reading File and is available for public review in the City Clerk's Office.

PREPARED BY: Chris Toth, Transportation Division Manager/mh

SUBMITTED BY: Rebecca J. Bjork, Public Works Director

APPROVED BY: City Administrator's Office



Consulting, Inc.

October 8, 2015

Ms. Rebecca J. Bjork, MPA
City of Santa Barbara
Public Works Director
RBjork@SantaBarbaraCA.gov
630 Garden Street
P.O. Box 1990
Santa Barbara CA 93102

Subject: Project 080-001: Submittal of the Final Report for Select Groups in the Transportation Division of the City of Santa Barbara

Dear Ms. Bjork:

LA Consulting, Inc. (LAC) is pleased to submit the subject final report, which has been prepared using information collected during on-site and off-site efforts through meetings, interviews, review of City documents, and LAC's observation of field crews. City feedback from the two working papers and revised draft report was evaluated and incorporated using all relevant comments.

Two specific comments on recommendations were received from Mr. Brandon Beaudette, though relevant, are directly related to implementation and actually apply to several recommendations.

His first comment was on Recommendation #3 which states, "Integrate GIS with all work tracking and train operations staff to utilize." He indicated that... "This item was to have language added that can be used with the acquisition of the new CMMS System for the City." This effort is normally part of a complete effort to develop a request for proposal (RFP) with considerable language and linkages to many of the recommendations in the report. Preparation of this work would be included in the implementation action plan as a series of tasks to develop business requirements, solicit potential software vendors, and negotiate the purchase.

His second was addressing our recommendation #42, "Develop a documented, defined process for planning, scheduling and performing work." His comment was "This item needs clarification of it's purpose. Requested a recommendation for a succession plan." The recommendation content clearly identifies that this process development is necessary to institutionalize processes so that "...with historical public request and contacts should be transferred to the Cartegraph system to help store this institutional knowledge." Though a succession plan would help the City and any agency, and should be part of all planning, this recommendation was covering the need

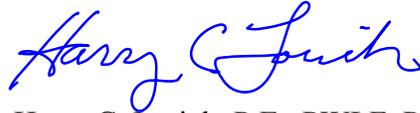
"We Help Public Works Work"

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Phone: 310-374-5777 • Fax: 310-374-5557 • email: info@laconsulting.com
1209 Manhattan Ave, Suite 310 • Manhattan Beach, California 90266
Internet address: www.laconsulting.com

to develop a system so that past experience and business practices that were established could be maintained that would be independent of staff holding the manager and supervisor positions.

We appreciate the opportunity to assist the City in performing this operations review and attempting to maximize resources to maintain the public assets in the City.

Sincerely,



Harry C. Lorick, P.E., PWLF, PTOE
Principal

cc: Brandon Beaudette



Santa Barbara Public Works Street Maintenance Evaluation Final Report August 2015



Consulting, Inc.

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Phone: (310) 374-5777
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Email: info@laconsulting.com
www.laconsulting.com

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SECTION 1 EXECUTIVE SUMMARY

LA Consulting, Inc. (LAC) has reviewed the City of Santa Barbara's Public Works Street Maintenance (Division), and found that it has many good and innovative practices occurring that are creating a positive environment for work and improvement. During this process, LAC prepared a report on the effective and efficient management practices and found additional opportunities for improvements. This report outlines and provides a plan of how the Division can improve existing operations through implementing actions using the key management principles of Planning, Organizing, Directing, and Controlling/Improving. LAC's evaluation approach was to investigate and document current operations and to identify opportunities to improve in various business process aspects (e.g. organizational structure, labor and equipment usage, technology needs, work management, effectiveness, and efficiency).

The information used by LAC is a compilation of field interviews, field and office observations, and research of agency documents. The information is supplemented by input from LAC staff experienced in operations, engineering, and management systems. Analysis of the Division's performance was conducted to determine trends and current practices, and then compared to ideal industry and similar agencies' performance. Specific details are described in the body of the report in three separate sections: Baseline, Findings, and Recommendations. Specific findings as compared to the ideal industry and similar agencies' practices were made, with seventy (70) identified findings. Fifty-three (53) key recommendations for further improving management operations are also outlined.

The Department of Public Works is a dynamic organization and information in this report is presented as historical and 'point-in-time' data, which may have changed since the initial discovery. Baseline and findings information compilation was provided to the City and confirmed by staff throughout the evaluation process in an extensive employee involvement program with approximately sixty employees being interviewed, observed, and/or their current work processes discussed, along with any suggestions for improvement. Some other general areas for opportunities were found including the lack/use of systems technology, communication, organization structure, work schedules, resources optimization and projection, quality control and business accountability processes.

The recommendations were then compiled and fully vetted with both management and employees to ensure the basis for the recommendations was correct. The recommendations are solely those of LA Consulting's conclusions based upon agreed facts and statements. The recommendations are broken into four mentioned key management principles. If ALL of these recommendations are implemented, the City will generate a considerable savings AFTER systems investments are implemented.

These recommendations are a combination of best business practices, technology system improvement, sharing of resources, and some independent actions. The recommendations are not in order of priority, but in an implementation sequence. However, there are some independent recommendations that do not require any external financial investments that could be readily done such as addressing work scheduling, integration of work functions, and sharing resources. The savings of all of the recommendations are a mixture of actual cost reduction

recommendations as well as doing more work with the same resources, and many recommendations will take 1-2 years to implement before bearing any results.

The recommendations described above were developed by LAC in conjunction with input from the department's engineering, maintenance, and administrative staff to ultimately improve the streets division of the Public Works Department effort's in a manner that would realize not only fiscal savings but also empowerment of the labor force. Many of the opportunities are related to system automation, linking processes, and providing the training to managers and staff for using the system to improve operations.

The recommendations were categorized to facilitate a sequence for implementation of the recommendations with assistance in coaching and guiding the completion. The resulting savings and improved work environment from implementation of the recommendations will represent critically missed opportunities of cost and improvement savings and future improvement for the City, if not implemented and adopted. Once implemented, over a 12-24 month period, the recommendations would result in a considerable positive impact in the effectiveness of public dollars being expended, efficiency of work being performed, and a positive attitude by the involvement of all staff.

Report Structure

Executive Summary – Summary of the City's Public Works Street Maintenance operations with an overview of recommendations and supporting information.

Baseline Section – The Baseline section includes an overall understanding of the operational processes and maintenance for the Division. The section outlines general information, including good practices and innovative ideas, agency vision and general management directions, service areas, description of Street Maintenance system assets and their characteristics, previous studies, and current systems and their support.

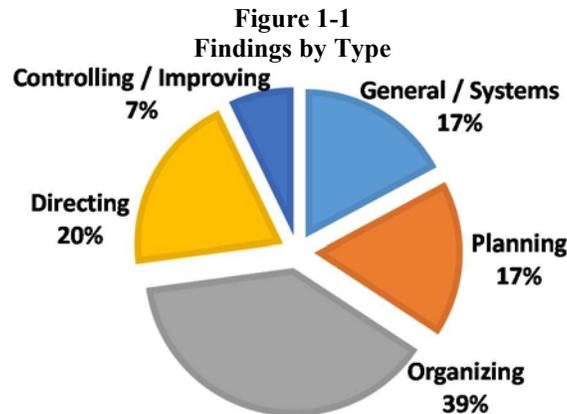
The section also outlines the resources, organization, and activities of the groups found within the Division. The section further describes and outlines the operational processes found in each group. Concluding this section is an outline of system reports and outputs that are documented. This section was compiled using employee feedback on a submitted working paper.

Findings Section – The Findings section provides support information and analysis of opportunities to improve the operational processes and maintenance for the Division. This section also includes research and analysis, which identified findings that provided the basis for the evaluations of key recommendations for improvement. The section is structured in the categories of General, Planning, Organizing, Directing, and Controlling/Improving. By organizing the findings in this section under each category, the Division can approach the issues in a systematic manner.

The evaluation's findings are supported from observations, interviews, collected data, comparisons, prior knowledge, and analysis. Further, the findings are not presented in order of importance, but by sequence. However, many of the findings are related and should be reviewed

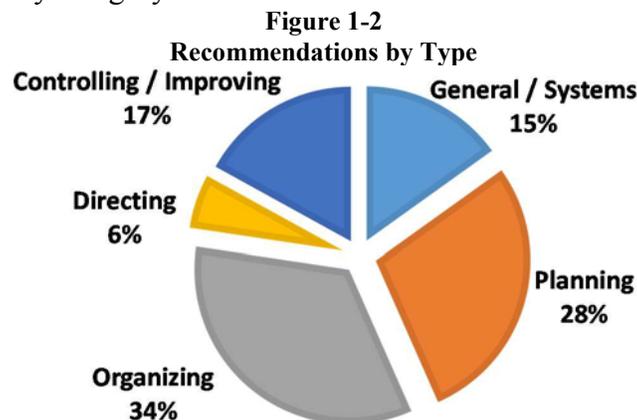
in total, rather than each one independently. It should be noted that much of the support information used to determine the findings derives primarily from baseline information in Section 2.

The evaluation concluded seventy (70) findings, including twelve (12) in the General category, twelve (12) in Planning, twenty-seven (27) in Organizing, Directing returned fourteen (14) findings, and Controlling/Improving had five (5). The following Figure 1-1 shows the breakdown of findings per category with 56% in the top two categories of Planning and Organizing.



Recommendation Section – The Recommendations Section outlines and details the evaluation recommendations. The fifty-three (53) key recommendations are not listed in priority, but are in a suggested implementation sequence after the general recommendations. The recommendations are not always in a “one-to-one” relationship with the findings and are often “many-to-one” or one finding may actually support several recommendations. Also, the recommendations are related in many cases so that complete benefit may not occur without the prior recommendations being implemented. All recommendations are listed at the end of this section and outlined in detail in Section 4.

The fifty-three (53) recommendations are divided into categories, with eight (8) in the General category, fifteen (15) in Planning, eighteen (18) in Organizing, three (3) in Directing/Scheduling, and nine (9) in Controlling/Improving. The following figure (Figure 1-2) shows the breakdown of the recommendations by category.



General Recommendations – The eight (8) General recommendations are overarching and should be applied to the overall organization. These recommendations address the specific goals and vision of Street Maintenance, enhancement of the computerized maintenance management system (CMMS), and employee training to utilize the system and related tools.

The purpose of this category of recommendations is to improve the Division overall, making key recommendations that would not only provide positive change and improvement to individual groups, but the entire organization.

Planning Recommendations – The fifteen (15) Planning recommendations are concentrated on the improvement in efficiency and effectiveness of the planning processes. Some examples of recommendations in this category are: establish levels of service with effort for each asset; develop a performance based budget and integrate with CMMS data (this would include performance measures directly linked to financial, labor, and equipment resources); plan based on the level of service, inventory, and productivity and link to a quality standard by activity. Also, the division should configure the CMMS with an avoidable overhead for calculating unit cost of work. The purpose of the recommendations presented in this category is to improve specific annual work planning processes.

Organizing Recommendations – The eighteen (18) Organizing recommendations are concentrated on the improvement of the organizational structures of the Streets Maintenance group. These recommendations focus on aligning the organization with City direction. Some examples of recommendations in this category are: work shifts and schedules; supervisor roles; and employee certifications.

The purpose of the recommendations presented in this category is to provide key recommendations to improve the existing organizational alignment with appropriate resource mix found in the individual groups. If implemented, these key recommendations will improve the organizational structure of the Division.

Directing/Scheduling Recommendations – The three (3) Directing/Scheduling recommendations are concentrated on the improvement of the directing, assigning and scheduling of work. An example of a recommendation found in this category is: enhancing the routine PM programs and schedule all work two weeks in advance.

The purpose of this category of recommendations is to provide ways to improve work assignment and scheduling as well as to provide accountability to maintain the City's assets. Fully implemented recommendations will assist Street Maintenance in having a more optimal mix of resource assignments to achieve expectations and directives.

Controlling and Improving Recommendations – The nine (9) Controlling and Improving recommendations are concentrated on the improvement of performance and managing of work. Some examples of recommendations found in this category are: reporting of resources and accomplishment; account for all employee time; standardize tracking by activity and asset; and establish a continuous improvement process.

The purpose of this category of recommendations is to provide tools to improve the controlling and accountability, document actions and establish productivity monitoring, and benchmark activities for continuous improvement.

List of Recommendations: The following is a listing of all of the recommendations. The specifics for each are in the recommendations section 4. Some recommendations are noted as INDEPENDENT and could be accomplished by the City in any sequence. Other recommendations are noted as RELATED to indicate those that are sequenced requiring completion of other recommendations for successful implementation and full benefit.

GENERAL / SYSTEMS

1. Review and document all prior study recommendations and either accept and implement or identify rationale for not completing. (INDEPENDENT)
2. Ensure that all City divisions have the necessary resources including equipment and staff to provide basic services as a result of emergency or natural disasters. (INDEPENDENT)
3. Integrate GIS with all work tracking and train operations staff to utilize. (RELATED)
4. Fully utilize the Cartegraph system to proactively plan the work and monitor work accomplishment and productivity. (RELATED)
5. Integrate traffic signal maintenance group with streets into one system (Cartegraph) and provide traffic engineering the abilities to monitor and maintain system. (RELATED)
6. Develop a sustainable plan with resource needs to maintain the pump station with specific routines for maintenance and rehabilitation scheduled. Consider working with utilities and/or contractors to help support the effort. (INDEPENDENT)
7. Utilize the pavement condition index (PCI) rating scale that is assigned to the current system (MTC) being operated and report condition based on that criteria. (INDEPENDENT)
8. Clearly define the roles of the coordinator, supervisor, and managers and educate the employees of their roles. (INDEPENDENT)

PLANNING

9. Establish employee teams to review the various improvement opportunities and annual plans. Utilize the teams on an annual basis to assist in update of work methods, quality control, annual plans and equipment needs. (RELATED)
10. Maintain sign database and keep current with location, age, condition and/or any replacement. (INDEPENDENT)
11. Develop plan to meet sidewalk needs with a sustainable effort based on priority and use multiple strategies. (INDEPENDENT)
12. Define and document all activities and train staff in their utilization for reporting. Track all work to an activity with a predefined performance measure. (RELATED)
13. Expand the procedures on an activity basis using employee teams and benchmarks to include crew size and projected productivity along with asset linkage. (RELATED)
14. Develop performance metrics and responsibilities for supervisors to perform daily visits and monitor crews. (RELATED)
15. Establish proactive, preventive maintenance programs for all major efforts similar to traffic PMs and street sweeping and link to zones. (RELATED)
16. Develop an analytical condition assessment process for all infrastructure asset types, including traffic, storm, and right-of-way, which is repeatable and uses standard technology. (RELATED)
17. All signs installed at heights greater than 8 feet may exceed driver expectancy and should be affirmed by the traffic engineer. (INDEPENDENT)
18. Develop two overhead rates that reflect the City’s actual cost. Develop an avoidable overhead cost and use a default value in Cartegraph. A second overhead rate should be used for external billing and reimbursement. Further, develop an annual process to update the overhead rate, integrate the rates into Cartegraph, and use for job costing. (RELATED)
19. Identify actual equipment rates for each equipment class that include all cost – repair, maintenance, fuel and fluids, replacement, and use. “Out of yard” hours for each piece should be tracked in Cartegraph. Use for costing as well as to determine low and high use equipment. (RELATED)
20. Review existing efficiency of the agreement with Parks Department’s Forestry Division for tree maintenance. Determine and document anticipated work quantity and expected quality for this support to evaluate effectiveness of this agreement and opportunity to determine the optimum service provider. (INDEPENDENT)

21. Project a budget based on the work planned by activity that is linked to the activity procedures or guidelines. (RELATED)
22. Develop a capital plan for all asset needs and outline overall funding needs. (RELATED)
23. Consider funding the capital program for the road rehabilitation as outlined in the pavement management evaluation. Both the expenditures and related conditions on streets are decreasing and putting many streets in the “poor” category which requires more costly repairs. The amount spent to maintain roadways is 1/3 of what is estimated. (INDEPENDENT)

ORGANIZING

24. Consider direct assignment of administrative staff directly to those groups where they work. (INDEPENDENT)
25. Develop a plan to transfer all street traffic staff (signs and markings) to traffic engineering with the exception of median and graffiti support that should be with operations. (INDEPENDENT)
26. Utilize coordinators to schedule all work done by groups with priorities established. (RELATED)
27. Standardize working hours and days in Operations to assure there are adequate resources for all working days including Friday with key lead staff available. Establish a work schedule where all employees have a supervisor assigned and present. (INDEPENDENT)
28. Re-evaluate Street Maintenance staffing levels after implementation of system and scheduling recommendations. (INDEPENDENT)
29. Give Operations “floaters” direct responsibilities that are scheduled and at a time when a supervisor or coordinator is present. (INDEPENDENT)
30. Standardize work hours for Cleanup/Markings group, along with lunch and work days. Start working each day at a time when key supervisor staff can be present. Early morning starts should be project focused on the large scale striping operations. Supervisors and coordinators should work the same hours as the crew and yet be able to communicate with the Streets Manager. (INDEPENDENT)
31. Actual data should be used to annually verify that staff are performing work in the budget categories they are assigned to, or modify time tracking procedures to account for time as they work. (RELATED)
32. Require all maintenance categories from the supervisor level to have and maintain a Class B CDL. (INDEPENDENT)

33. Reclassify traffic signal maintenance staff to a specific category and require traffic signal certifications. (INDEPENDENT)
34. Cross train some street lighting staff as backup for traffic signal maintenance employees. (INDEPENDENT)
35. Require all traffic staff to obtain and maintain IMSA certifications for signs and markings. (INDEPENDENT)
36. Evaluate the work being done and use of the equipment resources as compared to the cost for the manual processes. Specifically, review the equipment for sidewalk removal and the application of traffic paint instead of thermoplastic. (INDEPENDENT)
37. Equipment should be related to specific work being done within the City. Specific consideration for small trucks should be used in narrow and width restricted areas. (RELATED)
38. Fleet charge rates should be based on cost to operate, maintain and replace vehicles not just current fleet staffing and related cost. (RELATED)
39. Justification should be provided for use of higher internal charge rates for materials and sublet work by Fleet Maintenance. (INDEPENDENT)
40. Asphalt work should be planned with a haul unit dispensed prior to crew starting work. The City should consider and evaluate the need for obtaining hot patch trucks. (INDEPENDENT)
41. Develop candidate decision evaluation process for the use of external resources and use the data from systems and other factors in the process. (RELATED)

DIRECTING

42. Develop a documented, defined process for planning, scheduling and performing work. (RELATED)
43. Establish, document and publish priorities to allow for scheduling of work. (RELATED)
44. Fully develop a two-week schedule procedure and hold Supervisors and Streets Manager accountable. Integrate with all systems and distribute schedule to staff. Relate schedules to annual work plans and routine processes. Educate staff on use and standardize work scheduling throughout the Division. All projects and non-operations routines should be fully scheduled based on productivity and activity procedures. (RELATED)

CONTROLLING / IMPROVING

45. All groups should standardize the tracking of labor, equipment and materials by activity and link to a specific asset or location. (RELATED)

- 46.** Account for one hundred percent (100%) of employee time, equipment and key materials in the system. All work done for the City and others should be adequately reported in the same system with accomplishment. (RELATED)
- 47.** Develop capabilities to monitor and compare efficiency to include productivity and unit cost. (RELATED)
- 48.** Collect and quality control performance data and place the accomplishment and other performance measures in a unified tracking system. (RELATED)
- 49.** All supervisors and managers should be trained to fully understand and be capable of using the Cartegraph outputs to monitor production and schedule adherence. They should be trained to understand and be fully capable of using the Cartegraph and linked GIS. (RELATED)
- 50.** Design outputs to identify work status and guide managers to evaluate and act on productivity and accomplishment versus benchmarks. (RELATED)
- 51.** All supervisors should utilize the same system for work tracking and planning. Streets should create a monthly report in a similar format. Establish a monthly meeting to review data from Cartegraph with management responsible for creating accountability. (RELATED)
- 52.** Use Cartegraph to cost all components of work including actual labor, equipment, materials, overhead and contract costs. (RELATED)
- 53.** Establish a continuous improvement process with a quarterly update given to staff using the Cartegraph data. Provide an annual ‘State of Streets’ report to the Director of Public Works that compares planned activities, work days, accomplishment, total costs, and unit costs versus actual efforts for all groups. Provide the ‘State of Streets’ report annually to the City Administrator. (RELATED)

SECTION 2 BASELINE – EXISTING OPERATIONS

LA Consulting (LAC) was retained by the City of Santa Barbara (City) to perform an evaluation of the Streets Maintenance Section (Section) of the Transportation Division within the Public Works Department (Department). This effort included a complete review of the basic management functions of planning, organizing, scheduling, and controlling maintenance work as well as a review of the various systems and processes utilized by management. Maintenance and Engineering groups were interviewed and many of the crews were observed in the field. Additional interviews and follow-up reviews are still being planned. The two traffic signal maintenance employees in Traffic Engineering were included as a part of this evaluation effort.

The purpose of this evaluation is to identify opportunities for improvement and develop an action plan for implementation. The action plan will include recommendations which, when implemented, can result in productivity improvements for the City and savings for the citizens of Santa Barbara.

This section outlines the baseline information that will be used as a basis to identify opportunities for improvement. It was compiled from many sources including information obtained during interviews, field observations, data from both paper and electronic databases, work history, inventories, budgets, LAC expertise, and considerable input from City staff. LAC assumed the information provided was accurate and complete and performs some minor validity checks during the process. A reference list of acronyms is included in the Appendix.

Public Works is a dynamic organization and is constantly developing. Information in this report is presented as historical and ‘point-in-time’ data which may have changed since discovery. Baseline and findings information was provided to the City and confirmed by staff throughout the evaluation process. Most changes in policy, organization, and process that occur after the initial discovery are not consequently revisited as part of this effort due to significant impact on schedule and cost.

EVALUATION PROCESS

To assist in meeting the desired goals of the City, LAC was contracted to do the following; first, to evaluate and document current street maintenance operations (**Baseline**); secondly, compare and outline opportunities for improvement (**Findings**); and lastly, make recommendations for improvement (**Recommendations**).

This effort can be outlined as:

Baseline includes:

- Establishing a foundation for the work process and services performed.
- Review of various products and records.
- Analysis of provided records.
- Interview all appropriate operations staff (Director, Manager, Supervisors, Maintenance Crew Leads, Crews, Administrative/Support).

Findings include:

- Expertise of the LAC staff in other similar projects.
- Process conclusions and cost evaluations.
- Modeling of workload and maintenance budgets.

Recommendations include:

- Outline an Action Plan for improvement and sustainability.
- Predict needs to meet future workload projections.

Results from this effort will include a baseline database that relates infrastructure inventory, budgets, work units, resource hours, productivity, and LAC observations into a work plan which is calibrated to resource limitations. This work plan can be used as the basis for resource needs, levels of service, productivity, and unit cost. The estimated work plan by activity is included in the Appendix.

Ideal Maintenance Management System

Typically, a well-structured management process involves completion of the planning, organization, directing, and controlling functions regarding maintenance. A graphic of this process is depicted in Figure 2-1. This model is used as a foundational basis for most of LAC's observations and is outlined in the American Public Works Administrative Manual (2008) along with other documented support processes (AWPA, 2011; Michel, 2004; NACE, 1992).

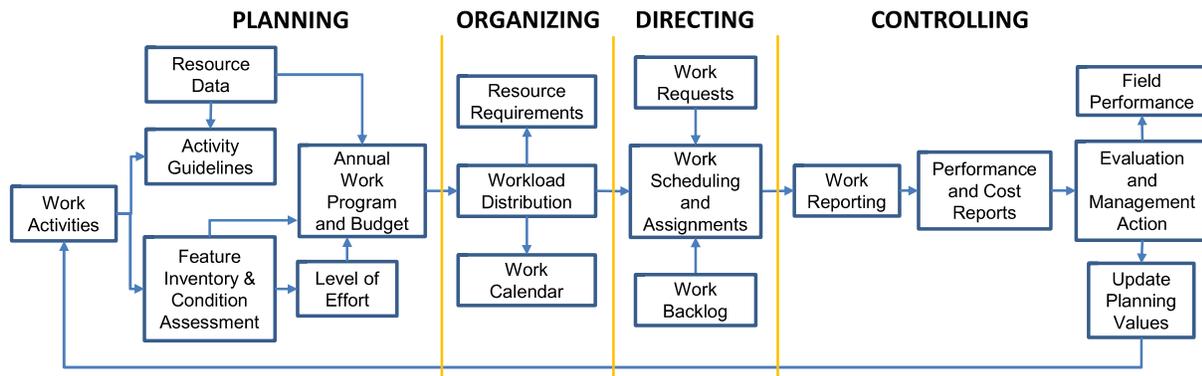
The planning effort involves determining major activities, defining guidelines, obtaining resource information, performing a condition assessment, and computing the level of effort that, in turn, allows a work program and budget to be determined. Upon completion of the process, the planning effort determines for the agency the amount of work to be performed on an annual basis.

The next phase, organization, further divides the work program into work to be performed on a monthly basis. This phase allows the work by activity and resource requirements (labor, equipment, and materials) to be determined each month.

The direction phase uses the calendar, work requests, routine maintenance programs, and work backlog to generate a short-term schedule. This schedule is then used to direct staff to perform work by location.

The completed work is recorded and tracked within an automated system. A series of outputs are then generated which give managers the planned versus actual effort of maintenance. This information is used to evaluate the field effort and identify opportunities to improve field performance. Actual accomplishment information derived from the process is used to update planning values each year, thus facilitating the improvement process.

**Figure 2-1
Ideal Maintenance Management System**



GENERAL INFORMATION

This section outlines the existing operations for the City of Santa Barbara’s Street Maintenance section which includes the maintenance and repair of paved roadways, sidewalks, curbs & gutters, and signs, as well as a portion of the Traffic Engineering section which is responsible for traffic signal maintenance throughout the City. The management and work processes found within the section are also identified.

The following topics are discussed in this section:

- General Information
- Good Practices and Innovative Ideas
- Critical Issues
- Prior Studies
- Budget
- Systems and Technology
- Assets and Features
- Work Activities
- Resource Data
- Organization
- Work Management Processes
- Work Reporting and System Outputs

General City Facts

The City of Santa Barbara was incorporated April 9th, 1850 as a full service city. The City is located on 19 square miles of land with a population of 90,385 persons as of 2014. Being a coastal city with fair weather, Santa Barbara Pier is a prestigious tourist destination. In addition, Santa Barbara has an Airport and Port Facility. Travel time to other urban areas is significant and, in recent times, has been temporarily isolated because of slides on major arteries. The number of surface transportation access points to the City is restricted by geographical barriers such as mountains and the ocean.

The Public Works Department Street Maintenance section is responsible for the maintenance and repair of 254 centerline road miles, sidewalk, curb & gutter, bike paths, storm drains, traffic signs, signals, and the Laguna pump station.

Vision and Mission Statement

The City of Santa Barbara’s Public Works Department mission statement depicted in the Full Cost Allocation Plan (FY 2015) is *“To provide for the public’s needs relative to the City’s transportation system, water and wastewater services, refuse collection, construction and*

maintenance of all City facilities, automotive equipment, communications equipment, and repair and maintenance of all streets, sidewalks, and street lights throughout the City.”

The vision statement has been identified and is located on the wall of the Public Works Department office and states, “*Our vision is a unified department that coordinates and collaborates effectively and earns the trust and high regard of our community.*”

Further, the more recently adopted Department mission states, “*We provide our community with the sustainable foundation to thrive by delivering quality services and public infrastructure through efficient and fiscally responsible practices.*”

In the City of Santa Barbara’s P3 Annual Report (FY 13), the program mission for Transportation and Drainage Systems Maintenance is to “*Clean, maintain and repair transportation and drainage system infrastructure and other public property within the public right-of-way, to enhance community mobility, to improve community appearance, and to preserve creek and water quality.*” Additionally the program mission for Street Sweeping is to “*Clean streets to improve community appearance and water quality in urban creeks.*” Lastly, the program mission for Traffic Signals is to “*Maintain a safe, efficient and reliable Citywide Traffic Signal System Network and provide funding for electrical energy for streetlights and traffic signals.*”

Good Practices and Innovative Ideas

The Transportation Division has many positive efforts both underway and completed, though only some of these are outlined. A sampling of these is in the baseline, but includes only a few of the many ideas and actions which outline the City’s innovative efforts to optimize the use of resources and various work processes.

The City has implemented and established many innovative processes, practices and actions which include:

- Performance Measures in the Paradise Performance Program (P3) that are fully outlined for all groups in the budget and other operational documents;
- Sheriff’s Work Alternative Program – ‘SWAP’ crews for weekend / vegetation work that allows the city to expand its resources;
- Seasoned leadership and employees with considerable experience in public works;
- Traffic Signal Manager has both technical and operational background and supports both areas;
- Cartegraph maintenance system is used by PW groups for ten years and is used to account for all maintenance work except traffic signals;
- Proactive signalized intersection preventative maintenance program is underway including signal PMs done quarterly and a traffic signal cabinet replacement program that is underway and planned for next year;
- Traffic sign fabrication contract is used for cost effective manufacturing of traffic signs;
- Fleet costing system exists that tracks and accounts for all cost for the equipment’s replacement and maintenance;
- Street after-hours, weekend stand-by and initial response is vetted first by Water Operations employees and then only requests Street Maintenance support as necessary;

- Six (6) maintenance work zones used for routine planning of rehabilitation and cyclical pavement and markings that allows for work coordination;
- Accounting for the cost of technical support is done by City Engineers by charging time with overhead to projects;
- Procedure manual developed for 13 maintenance and operations functions that can be used to guide employees in work planning; and,
- Demonstrated competitive capabilities as shown by providing support for Union Pacific (UP) thorough a Memorandum of Understanding (MOU) to provide assistance (graffiti, weed abatement) in UP rail rights of way.

Critical Issues

Some critical and/or significant issues facing the City have been identified by employees and LA Consulting and are shown in the list below. Not all of these are being addressed by this effort, but many have a direct impact on both maintenance and operations and their context is reflected in this effort.

- Some incomplete communication between crews and leadership;
- Pavement Condition systems have changed and rating schemes vary;
- Sidewalks / trip hazards are being identified yet plan for action and related expenditures to reduce potential liability have not occurred;
- Narrow streets with access present operational issues with traffic control and maintenance vehicle size;
- Recently Streets and traffic groups has absorbed 4.5 miles of Cliff Drive with no additional funding yet added to workload;
- Resource sharing – labor and equipment is somewhat done;
- Travel distance to asphalt plant is significant and requires considerable planning;
- Quality control on data collected and performance data; and
- Stolen street signs – approximately 628 last year are creating increased workload.

Prior Studies and Past Efforts

Various internal memos and consultant studies have been produced which address and outline specific issues within Transportation. Some of these are outlined below including a review of street sweeping operations, sidewalk condition assessment, and operations assessments by a consultant, Jim Weeks.

Street Sweeping Review (November 2014)

- Includes a brief history of the street sweeping program along with a summary of work accomplishment. In FY2014, the City reported 2,378 tons of debris removed from 19,496 swept curb miles. Street sweeping is performed by contract (Continental Janitorial Services) at a rate of \$15.88 per mile for commercial and \$20.13 per mile for residential. The City recently eliminated the City-owned street sweeper from service. Total budget expense for commercial is \$185,555 and residential is \$761,255. Revenue is collected from parking enforcement with total transfers to the sweeping program equaling \$658,183. In FY2014, Street Maintenance paid \$341,453 to the Police for parking enforcement operations, along with \$8 each for approximately 23,000 tickets. The total payment to the contractor for residential and commercial sweeping was \$333,318.

Harris Sidewalk Assessment (November 2004)

- Performed by contractor (Harris) and identifies complete sidewalk inventory with some related features (curb, parkway, trees, and offsets). Reports a total of 6,748,069 square feet of sidewalk with 17,470 tree wells. Condition data exists for sidewalk, curb, and vaults. Database was provided to the City by Harris, yet was indicated by employees to provide little usefulness as well as difficulty to use asset and condition data to manage. Figure 2-2 shows an image of the sidewalk assessment database.

Figure 2-2
Sidewalk Assessment Database Screen

The screenshot displays a software interface for a Sidewalk Assessment Database. At the top, there are search and filter fields for Block ID (761), Block No (00200), Street Name (Yanona), Street Dir, Length (440), To Street (Santa Barbara), and From Street (Garden St.). Below this, there are four main sections, each with a search bar and a 'No Filter' button:

- SIDEWALK:** Fields include Street Side (NS), Type (PCC), SW Length (0), Width (0), Station Beginning, Station Ending, Adjusted Area, Ramps, Missing, SW Missing Length (373), and Reason.
- CURB:** Fields include Curb Type, Curb Length (440), Curb Face (Standard), Curb Missing Length (0), and Gutter Size (18").
- PARKWAY:** Fields include Parkway Type (None), Parkway Length (0), and Parkway Width (0).
- STREET TREES:** Fields include Address, Station, Diameter (0), Empty Tree Well, Tree Well Size, Depth of Tree Well, and Grate Raised or Flush.
- OFFSETS:** Fields include Address (211), Station (1+33), Location (Sidewalk), Twisted, Padded, H Displacement, V Displacement, V Offset, and Vault Owner.

Each section also includes a 'Record: 1 of 1' indicator and a search button.

Consultant Jim Weeks Final Report (September 2003)

- Compilation of a series of status reports which address a myriad of topics including: Personnel and Equipment, Review of Graffiti and Solid Waste Abatement Practices, Lunch Break Abuse, Work hours, Night sweeper position, Vacant supervisor, Work space allocation, Tree Trimming, Sidewalk Inventory, Pavement Management and Street Rehabilitation Cap Improvement, Work Order system, and Street Sweeping implementation and contract. Recommendations for graffiti and solid waste abatement were provided in regards to budget, grants, policy and ordinance, and contract trash retrieval. Personnel and equipment assignment recommendations include equipment modification, Street staff involvement in fleet confirmation, and personnel assignments. Other recommendations addressed break policy, night shift assignment for signs & markings and sweeping, staffing, work order system interface with GIS, sidewalk inventory, fund responsibility, and sweeper contractor coordination.

Goals and Objectives

The City has specific goals and objectives that are planned, have been established in the budget and are tracked. Santa Barbara has developed a complete citywide approach to measurement of performance which is called the Paradise Performance Program (P3). The P3 performance measures identified 176 objectives for Public Works in FY 2013 of which 155 or 88% were completed. Goals and reported accomplishments related to Street Maintenance and some Engineering from the FY2014 budget are listed below with indication if they were completed (COMPLETED) last year.

Measureable Objectives:

- Repair 75,000 square feet of paved street. (COMPLETED)
- Replace or repair 9,500 square feet of damaged sidewalk including curb, gutter, and driveway. (COMPLETED)
- Repaint 160,000 lineal feet of the existing curb markings. (COMPLETED)
- Refresh paint on 200 crosswalks. (COMPLETED)
- Replace 450 traffic signs. (COMPLETED)
- Restripe 350,000 lineal feet of pavement lane striping. (COMPLETED)
- Sweep 17,400 curb miles on scheduled routes. (COMPLETED)
- Update traffic signal timing at 40 intersections. (COMPLETED)

Other Program Measures:

- 15 Special event set-ups completed. (12 projected)
- 1,000 staff hours spent on special events. (COMPLETED)
- 270,000 square feet of graffiti removed or painted over. (COMPLETED)
- 1,000 staff hours spent on storm drain maintenance. (342 projected)
- 900 staff hours spent on landscape maintenance and weed abatement. (COMPLETED)
- 1,731 work orders completed by Street Section. (1,368 projected)
- 20 lane miles receive asphalt pavement treatment. (NOT REPORTED)
- Zero feet of new City sidewalk infill installed. (COMPLETED)
- 17 access ramps installed. (10 projected)

Further, the City of Santa Barbara has also established goals and objectives for FY2015 for specific measures.

Measureable Objectives:

- Repair 75,000 square feet of paved street.
- Replace or repair 9,500 square feet of damaged sidewalk including curb, gutter, and driveway.
- Repaint 160,000 lineal feet of the existing curb markings.
- Refresh paint on 200 crosswalks.
- Replace 450 traffic signs.
- Restripe 350,000 lineal feet of pavement lane striping.
- Sweep 18,750 curb miles on scheduled routes.
- Update traffic signal timing at 40 intersections.

Other Program Measures:

- 12 Special event set-ups completed.
- 1,500 staff hours spent on special events.
- 350,000 square feet of graffiti removed or painted over.
- 1,000 staff hours spent on storm drain maintenance.
- 1,700 staff hours spent on landscape maintenance and weed abatement.
- 1,700 work orders completed by Street Section.
- 450,000 square feet of City streets receive asphalt overlay.
- 300,000 square feet of City streets receive slurry seal.
- Zero feet of new City sidewalk infill installed.
- 10 access ramps installed.

Systems and System Users

The City maintains several databases for maintenance and operations with some being integrated. The databases are maintained in a variety of different systems and applications. A list of the major systems identified and observed by LAC and their functions is provided below. Additional details are included in the following section for systems used primarily by Street Maintenance.

- **Cartegraph** – Work order system used by multiple groups in the City for more than 10 years. Explained further in the following section.
- **MTC Street Saver (used MicroPaver until 2012)** – Pavement management system used primarily by Engineering for pavement evaluation and bi-annual reporting.
- **ESRI GIS** – Geographic Information System (GIS) used by various groups and maintained by Engineering.
- **Facility Dude** – Facility and traffic signal work orders used since 2013; Replaced Maximo/Sprocket. Traffic signal employees use system as they were once a part of facilities.
- **Quicknet** – Real-time traffic signal monitoring used by Traffic Signal Operations to monitor signalized intersection in real time.
- **MUNIS/Tyler** – Recently acquired financial system used by the City.
- **Tidemark** – Enterprise resource planning (ERP) software package used throughout the City.
- **CRIS** – Centralized Reporting Information Systems for budget, assets, billing, payroll, and A/P.
- **Fleet Focus/Asset Works** – Fleet management software that manages the all equipment maintenance and operation.
- **INVERS** – Vehicle reservation and key management used by fleet.
- Pump Station alarm system that sends text alerts to Supervisors for specific issues.
- **MS Office** – (Word, Excel, PowerPoint, Access) Used by all groups to varying degrees.

Cartegraph CMMS Database

The City has configured the Cartegraph Computerized Maintenance Management System (CMMS) for Streets, Transportation, Water, Wastewater, Parks, Downtown Parking, and the Airport. It is used mainly by the Supervisors and Coordinators for work assignment and some performance measure computation. The database contains various asset data information on streets, signs, bridges, and storm drains. Employees generate work requests and work orders that include ‘issue’ and ‘action’ information with work flow status and dates. A City user group

meets twice annually to discuss system use and potential enhancements. The database is minimally used for generating management reports. An internal city memo from 2003 indicated the purpose of the CMMS is “...to serve as a management tool to properly schedule the workload and determine backlog...”

The Cartegraph database contains 128 issue codes including 21 which were used by Streets in FY2014. The database also includes 1,163 activity codes (90 assigned to streets; 14 to signs), 20,343 traffic signs, 104 active employees (29 in streets; 2 in transportation), 701 material inventory items (29 of which are streets), 35 P3 performance measures (24 for streets), and 114,252 work orders (24,470 for streets; and 575 for transportation). Street Maintenance employees reported 21,867 labor hours in the database during FY2014.

GIS Asset Database

The City’s GIS database is currently unlinked to the Cartegraph database. However, the City has located and mapped many asset features. City GIS includes 3,411 centerline records for City, County, CalTrans, and private roads. City ownership is attributed to 259.21 miles. There are a total of 5,632 storm drain nodes records for City, County, CalTrans, and private assets, yet only 1,642 are indicated as City owned. There are 3,919 storm drain pipes in the database measured at 430,600 linear feet (LF) with pipes ranging between 4” and 96” in diameter. The City owns 5.2 miles or 254 segments of storm drain pipe. The GIS database also contains 1,068 storm drain channels (405,734 LF), 140 traffic control boxes (cabinets), 894 traffic signals, and 20,343 street signs. Update and maintenance of asset data requires dual entry at separate physical locations: once in GIS located at the Engineering office and once in Cartegraph in maintenance area.

Facility Dude Database

The Facility Dude database is a web-based solution hosted by the City which has been used by Facilities since 2013. Traffic Operations recently were assigned the two traffic signal technical support staff from facilities and they kept the use of the Facility Dude system after the transfer to Traffic Engineering.

Two (2) Electrical/Communications Tech II use the database for traffic signal work orders. It was initially configured by a contractor but is operated and maintained by City employees in the Facilities section. Work orders are created for both preventive and reactive traffic signal maintenance and closed upon completion of work. Daily work hours are tracked by Electrical/Communications Tech II on all work orders. The system costs the labor based on a \$98 hourly rate.

ASSETS AND FEATURES

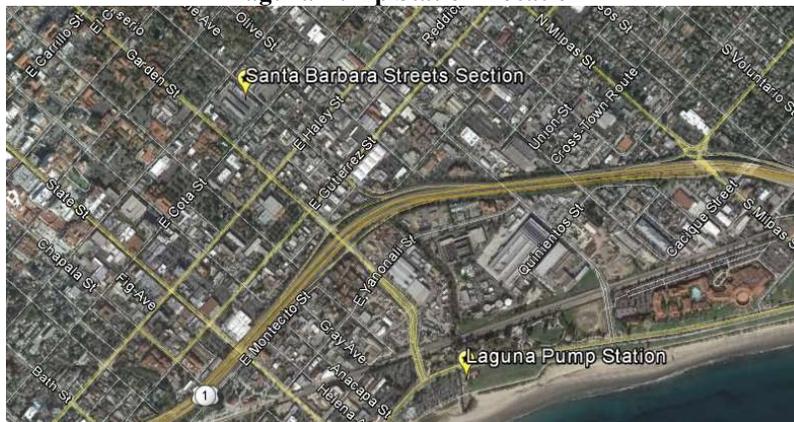
The City is responsible for operation, maintenance, and repair of numerous transportation assets. A summary of compiled inventories is listed below, as well as some key asset features for which inventories have been estimated by the City but not confirmed.

- 244.5 centerline miles / 524.4 lane miles from the City’s Engineering Pavement Survey
 - 126 residential, 47 arterial, 69 collector, 3 alleys facilities
- 41,000,000 square feet of pavement
- 7,000,000 square feet of sidewalk
- 115 bridges (City, CalTrans, Union Pacific Railroad, City College)
 - Maintenance responsibility for 72 City-owned
 - City inspects 9 road /11 pedestrian bridges; Caltrans does the rest of bridges
- 1 storm pump station
- 1,642 City-owned storm nodes (City’s GIS)
- Unspecified number of miles of bike paths w/features
- 116 signalized intersections (though there are 894 records in City’s GIS for all intersections)
- 20,343 street signs (City’s GIS)
- Annex yard (To be transferred to Facility responsibility starting July 2015)

Laguna Pump Station

The Laguna Pump Station is located approximately 1.5 miles southeast of the maintenance yard and is monitored and operated by Street Maintenance employees. Two pumps exist at this location: one primary pump and one ‘scavenger’ pump. The Scavenger pump is activated approximately once daily by a Supervisor or Maintenance Crew Lead. Pumps are activated automatically and are triggered by the water level in the channel. During storm events, staff is assigned to monitor water levels in the channel, storm conditions, and tide levels as well as operate the station accordingly. Crews are monitored by their Supervisor and may perform debris cleanup after storm events. However, the facility is in disrepair with considerable capital and maintenance needs identified. There has been a recent budget allocation of \$500,000 for the rehabilitation of this facility. Figure 2-3 shows the location of the pump station and maintenance yard.

**Figure 2-3
Laguna Pump Station Location**



Annex Yard

The Annex Yard located at 401 East Yanonali Street which is south of the US 1/US 101 shown in Figure 2-4, and is used by various City divisions including Parks & Recreation and Water Operations as well as Transportation. The Streets section uses the yard for materials, stockpile and debris storage as well as storage for some materials such as traffic control devices, fill and base. This location is monitored full-time by a Maintenance Worker II. General procedures for yard maintenance are documented in the procedures manual. Responsibility for this location will transfer to Facilities Maintenance starting July 2015.

**Figure 2-4
Annex Yard Location**



Pavement Condition

Pavement condition assessment is performed by City Engineering employees with data compiled in a final report. The City is divided into six (6) maintenance zones with cyclical evaluations performed on two zones each year. Evaluations for Zone 2 and Zone 3 were completed in August 2014 while Zone 1 and Zone 6 were completed in September 2012. The most recent report indicates a total of 245 miles of paved surface (40 million square feet) including 126 miles residential, 47 miles arterial, 68 miles collector, and 3 miles of alleys. An overall Pavement Condition Index (PCI) rating of 64 was reported by the City, which is a slight increase from 63 in September 2012. This increase is attributed to the recent acquisition of 4.5 miles of SR225. The replacement value of the pavement was estimated at \$397 million and would require \$7.5 million annually for five (5) years to maintain a 64 PCI. The City currently budgets approximately \$2 million annually.

The City had used the MicroPAVER system for pavement evaluation and condition rating until 2012 and then switched to the MTC StreetSaver program.

Several rating scales exist for pavement maintenance and vary according to the specific software and method that is being applied. A condensed rating scale is shown in Figure 2-5 which includes the variety of rating values and the thresholds applied in the Army Corps of Engineers (ACOE) MicroPAVER system, the Metropolitan Transportation Commission (MTC) StreetSaver program, and the Statewide criteria referenced in the City's pavement evaluation.

**Figure 2-5
Pavement Rating Scales for Various Systems**

PCI	Paver	MTC	Statewide
100	Good	Very Good-Excellent	Good/Excellent
85	Good	Very Good-Excellent	Good/Excellent
84	Satisfactory	Very Good-Excellent	Good/Excellent
80	Satisfactory	Very Good-Excellent	Good/Excellent
79	Satisfactory	Good	Good/Excellent
70	Satisfactory	Good	Good/Excellent
69	Fair	Fair	At Risk
60	Fair	Fair	At Risk
59	Fair	At Risk	At Risk
55	Fair	At Risk	At Risk
54	Poor	At Risk	At Risk
50	Poor	At Risk	At Risk
49	Poor	Poor	Poor
40	Poor	Poor	Poor
39	Very Poor	Poor	Poor
25	Very Poor	Poor	Poor
24	Serious	Failed	Very Poor/Failed
11	Serious	Failed	Very Poor/Failed
10	Failed	Failed	Very Poor/Failed
0	Failed	Failed	Very Poor/Failed

Sidewalk Assessment

Sidewalk inventory data was compiled by a consultant (Harris) and condition assessment was performed in 2007 for a cost of \$250,000. Upon completion of the study, a database was provided to the City. Unfortunately, City employees said the information in the database is difficult to extract and use for asset management. The evaluation also indicated an inspection cost of approximately \$280-\$300 per mile.

The City paid \$566,370 for 85 trip and fall claims during the period from 2005 to 2015. In March 2015, a citywide sidewalk inspection plan had been drafted by Street Maintenance and is currently under review. This plan organizes the work into three priority corridors (1-year, 2-year, and 5-year) and five zones with evaluation criteria based on trip edge, spalling, and cracking. Figure 2-6 shows the proposed evaluation criteria.

**Figure 2-6
Proposed Sidewalk Condition Assessment Criteria**

A (minor uplift) = 0" to ¼" B (moderate uplift) = ¼" to 2" C (severe uplift) = greater than 2"				
HTA Overall Condition	Single Trip Edge	Spalled (Sidewalk Area)	Cracking (Panels Affected)	Priority
New	5mm or smaller	5% or less	little or none	3
Fair	5mm or smaller	5% to 10%	60% or less	3
Average	5mm to 10mm	10% to 20%	60% to 80%	2
Poor	10mm to 20mm	20% to 50%	80% or greater	2
Very Poor	15mm or greater	50% to 100%	80% or greater	1

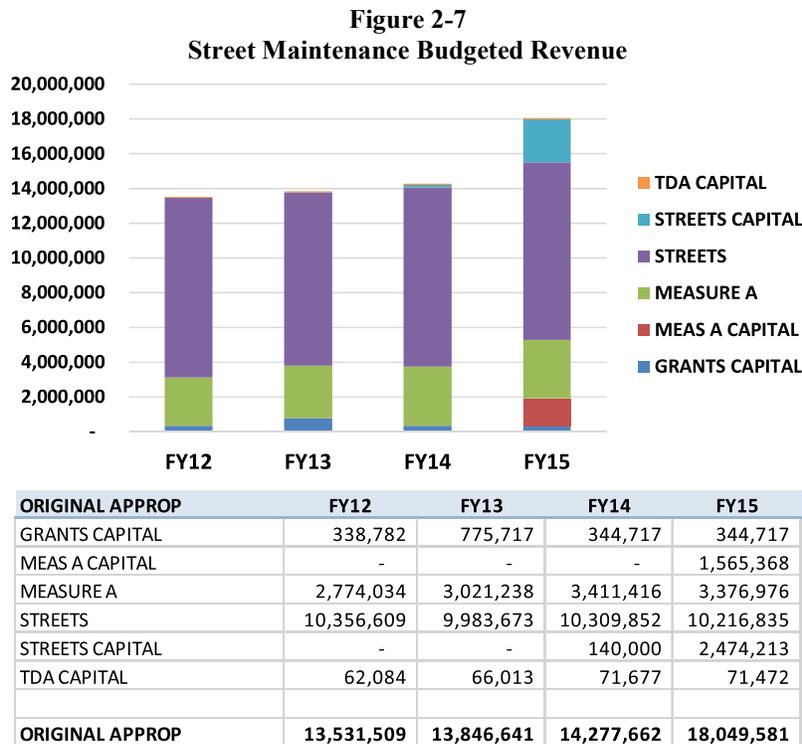
STA Overall Condition	Single Trip Edge	Spalled (Sidewalk Area)	Cracking (Panels Affected)	Priority
New	5mm or smaller	little or none	little or none	3
Fair	5mm to 10mm	25% or less	50% or less	3
Average	10mm to 20mm	25% to 50%	50% to 80%	2
Poor	20mm to 25mm	50% to 75%	50% to 80%	2
Very Poor	25mm or	75% to 100%	80% to 100%	1

BUDGET

The City of Santa Barbara Streets budget is organized into six (6) fund groups. These are identified as Measure A, Streets, TDA Capital, Streets Capital, Grants Capital, and Measure A Capital. The City’s budget is also grouped into 20 object codes and 229 accounts.

Budgeted revenues for Street Maintenance totaled \$13.5 million in FY2012, \$13.8 million in FY2013, \$14.3 million in FY2014, and \$18.0 million in FY2015. Recent changes in budget organization resulted in changes to how the Streets Capital budget appeared in FY2015, although this was not an actual change in the allocation of funds. Street Maintenance is not normally allocated funds from the General Fund, although a one-time allocation did occur in FY2014 as a result of the dissolution of the City redevelopment agency.

Figure 2-7 shows the total budgeted revenue from FY2012 to FY2015.



Actual reported revenue totaled \$19.6 million in FY2012, \$22.5 million in FY2013, and \$24.5 million in FY2014. This includes all grants and transfers which may not be included in the original budgeted amounts.

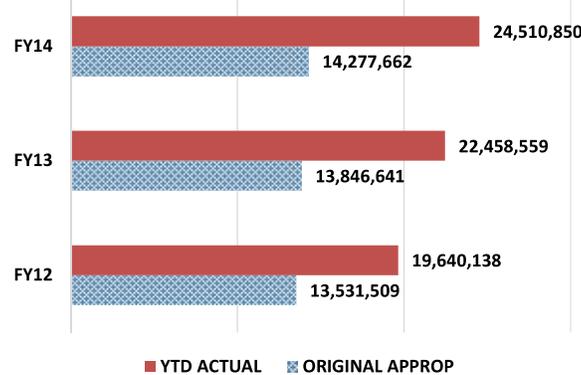
Revenue is primarily generated by the Utility User Tax (UUT), Gas Tax, and Measure A Road Improvements Tax. Actual revenue from UUT is approximately \$7.0 million annually since FY2012. Actual Gas Tax revenue totaled \$2.6 million in FY2012, \$2.0 million in FY2013, and \$2.9 million in FY2014. Measure A Road Improvement Tax revenue totaled \$3.1 million in FY2012, \$3.3 million in FY2013, and \$3.4 million in FY2014. Figure 2-8 shows the total actual revenue for major funding groups including Utility User Tax, Gas Tax, and Measure A Road Improvements Tax.

**Figure 2-8
Street Maintenance Actual Revenue in Major Fund Groups**

YTD ACTUAL	FY12	FY13	FY14
Utility Users Tax - Cable TV	(763,552)	(720,186)	(745,806)
Utility Users Tax - Cellular	(1,303,690)	(1,263,570)	(1,161,052)
Utility Users Tax - Electric	(2,014,903)	(2,053,366)	(2,084,252)
Utility Users Tax - Refuse	(569,721)	(599,693)	(636,579)
Utility Users Tax - Water	(811,575)	(917,932)	(876,771)
Utility Users Tax - Gas	(605,579)	(577,423)	(606,208)
Utility Users Tax-Telephone	(903,694)	(861,310)	(858,998)
Utility Users Tax-VOIP	(14,251)	(29,292)	(38,513)
Actual UUT Revenue	6,986,966	7,022,772	7,008,178
CA Gas Tax - Section 2103	(1,266,107)	(739,699)	(1,299,878)
CA Gas Tax - Section 2105	(428,402)	(407,379)	(634,569)
CA Gas Tax - Section 2106	(248,973)	(252,212)	(258,398)
CA Gas Tax - Section 2107	(614,902)	(667,547)	(678,821)
CA Gas Tax - Section 2107.5	(7,500)	(7,500)	(7,500)
Actual Gas Tax Revenue	2,565,884	2,074,337	2,879,166
Msre A Road Imprvmts Tax	3,128,354	3,260,811	3,421,651

A significant portion of actual revenue is obtained through grants and transfers for capital projects. Figure 2-9 shows the comparison of budgeted and actual revenue totals. The primary cause in variation between budgeted and actual amounts appears to be due to unplanned and carry-over amounts from prior years in the Grants Capital and Streets Capital budget groups. Monies are not appropriated until projects actually begin.

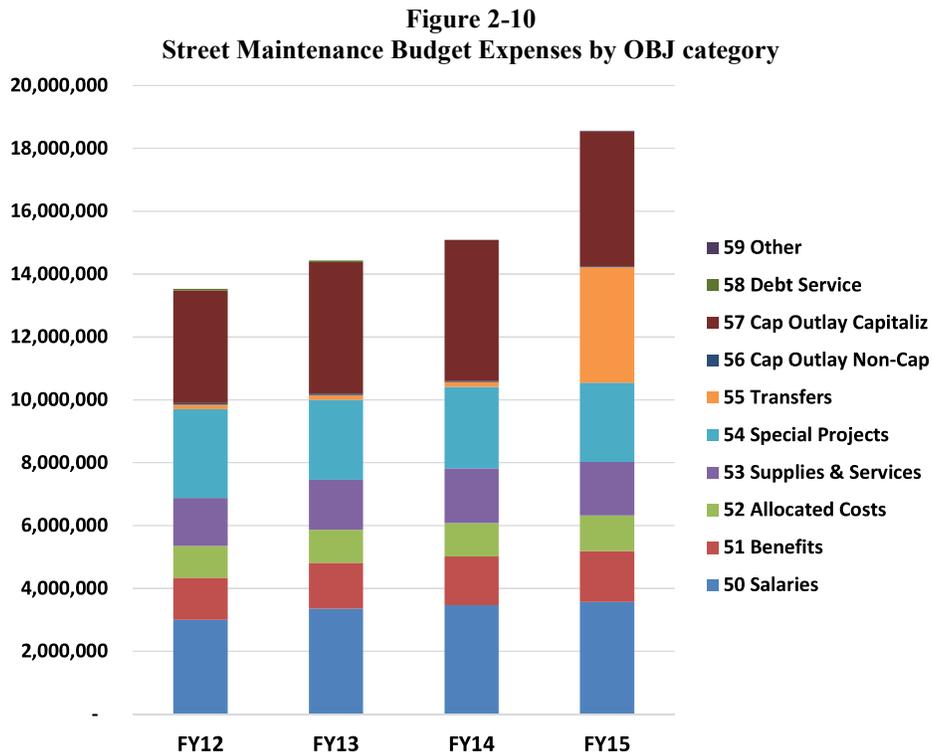
**Figure 2-9
Street Maintenance Budget vs. Actual Revenue**



ORIGINAL APPROP	FY12	FY13	FY14	FY15
GRANTS CAPITAL	338,782	775,717	344,717	344,717
MEAS A CAPITAL	-	-	-	1,565,368
MEASURE A	2,774,034	3,021,238	3,411,416	3,376,976
STREETS	10,356,609	9,983,673	10,309,852	10,216,835
STREETS CAPITAL	-	-	140,000	2,474,213
TDA CAPITAL	62,084	66,013	71,677	71,472
ORIGINAL APPROP	13,531,509	13,846,641	14,277,662	18,049,581
YTD ACTUAL	FY12	FY13	FY14	FY15
GRANTS CAPITAL	5,663,323	8,225,460	6,278,380	682,712
MEAS A CAPITAL	-	-	-	1,043,579
MEASURE A	3,142,352	3,265,500	3,446,965	2,431,994
STREETS	10,534,953	9,783,834	10,405,187	6,188,651
STREETS CAPITAL	237,678	1,121,664	4,311,452	2,146,522
TDA CAPITAL	61,832	62,103	68,866	48,856
YTD ACTUAL	19,640,138	22,458,559	24,510,850	12,542,314

The City receives considerable revenue for bridge projects. Many of the bridges are 50 plus years old and meet state and federal requirements for upgrades. More than \$116 million in projects have been identified with over \$112 million being funded. The City has expended \$36 million through March of FY2015. The State reimburses the City 88.5% for approved bridge replacement and enhancement while the City receives 100% reimbursement from the Federal government meeting specific criteria.

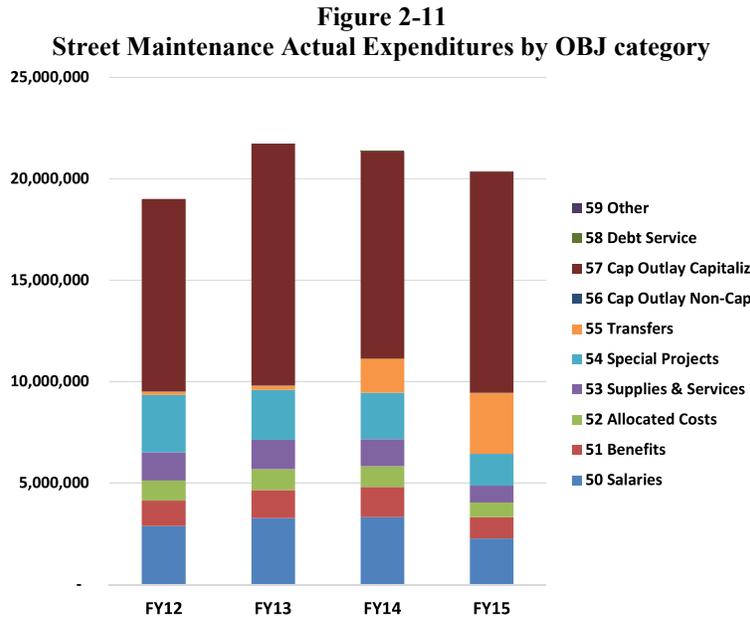
Budgeted expenses in Street Maintenance totaled \$13.5 million in FY2012, \$14.4 million in FY2013, \$15.0 million in FY2014, and \$18.6 million in FY2015. Figure 2-10 shows the total budgeted expense by Major Object (OBJ) category.



ORIGINAL APPROP	FY12	FY13	FY14	FY15
50 Salaries	3,003,482	3,361,606	3,463,738	3,573,367
51 Benefits	1,338,212	1,454,993	1,553,485	1,623,906
52 Allocated Costs	1,004,772	1,049,983	1,067,789	1,133,111
53 Supplies & Services	1,535,025	1,599,332	1,732,837	1,691,830
54 Special Projects	2,816,942	2,534,216	2,592,995	2,521,822
55 Transfers	150,000	150,000	150,000	3,671,690
56 Cap Outlay Non-Cap	46,976	46,976	37,700	37,700
57 Cap Outlay Capitaliz	3,586,100	4,181,499	4,478,586	4,288,770
58 Debt Service	50,000	50,000	-	-
59 Other	-	-	12,755	12,755
ORIGINAL APPROP	13,531,509	14,428,605	15,089,885	18,554,951

Actual Street Maintenance expenditures totaled \$19.0 million in FY2012, \$21.7 million in FY2013, and \$21.3 million in FY2014. Actual salaries totaled \$2.9 million in FY2012, \$3.3

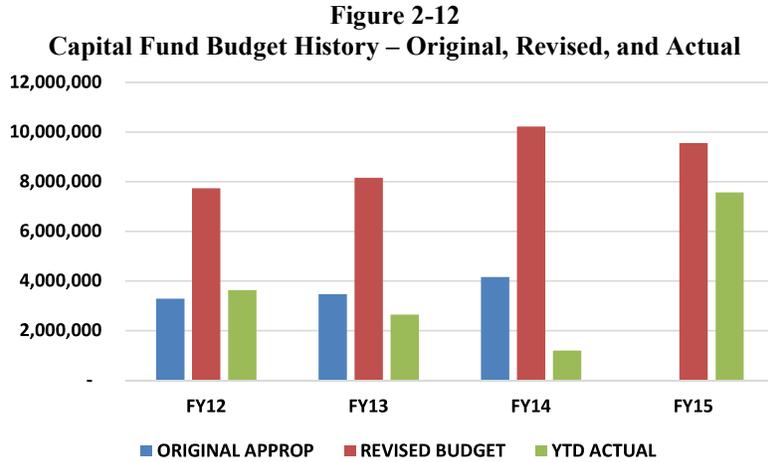
million in FY2013, and \$3.3 million in FY2014. Figure 2-11 shows the total actual expenditures by OBJ category.



YTD ACTUAL	FY12	FY13	FY14
50 Salaries	2,891,813	3,279,495	3,325,778
51 Benefits	1,239,792	1,366,848	1,476,510
52 Allocated Costs	1,000,014	1,040,346	1,026,481
53 Supplies & Services	1,391,318	1,443,150	1,326,537
54 Special Projects	2,825,679	2,453,445	2,299,943
55 Transfers	150,000	205,524	1,687,341
56 Cap Outlay Non-Cap	13,512	30,622	10,289
57 Cap Outlay Capitaliz	9,485,796	11,912,628	10,192,638
58 Debt Service	-	-	4,208
59 Other	-	-	12,755
YTD ACTUAL	18,997,925	21,732,058	21,362,480

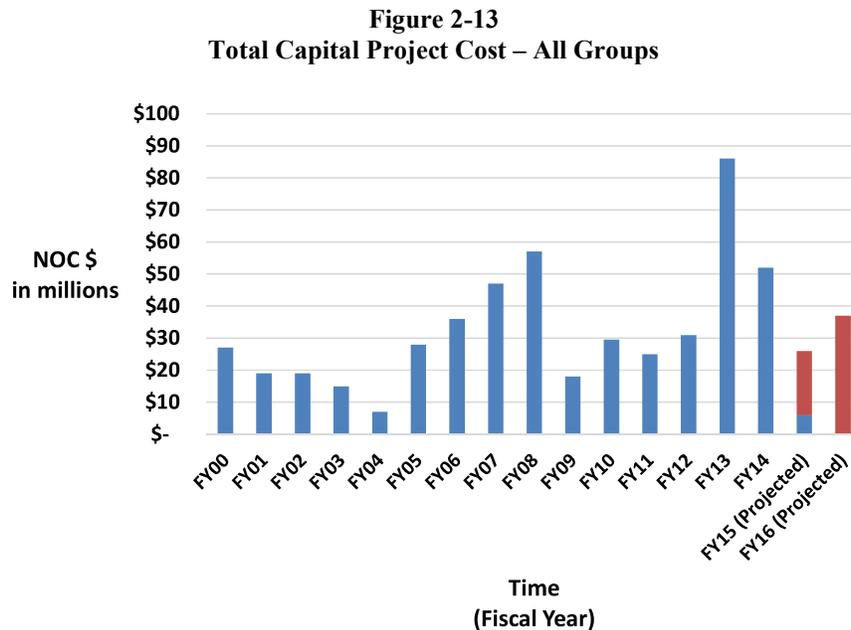
Capital Improvement Plan

The City’s budget for capital consists of four (4) fund groups: Grants Capital, Measure A Capital, Streets Capital, and TDA Capital. Actual expenses reported during FY2012 totaled \$3.6M, followed by \$2.6M during FY2013, and \$1.2M during FY2014. The actual expended amounts do not match the budgeted amounts as show in Figure 2-12, which is often due to project carry overs from one year to the next.



CAPITAL (COMBINED)	FY12	FY13	FY14	FY15
ORIGINAL APPROP	3,281,234	3,459,769	4,152,192	-
REVISED BUDGET	7,728,499	8,161,938	10,218,713	9,555,077
YTD ACTUAL	3,632,435	2,647,298	1,196,151	7,561,805

The Road Maintenance Annual Plan, or Road MAP, of 2014 shows improvement plans for Roads, Bridges, Drainage, Streetlights, Sidewalks, Access Ramps, and Engineering. The Road MAP is a summary of all the Grant funded projects and identifies all Capital needs. The capital improvement plan (CIP) is a 6 year plan and is prepared bi-annually. The projects have ranged from \$18M to \$88M over the last ten years. In the FY2015, there is an allocation of \$58M for 22 different projects. Figure 2-13 below shows the total project costs over the last 15 years.



The project cost for Streets varies annually but shows a generally increasing trend. However, pavement rehabilitation efforts appear to be decreasing. Figure 2-14 shows the total streets project costs by fiscal year from 2008 to 2013.

**Figure 2-14
Total Cost of Streets Projects**

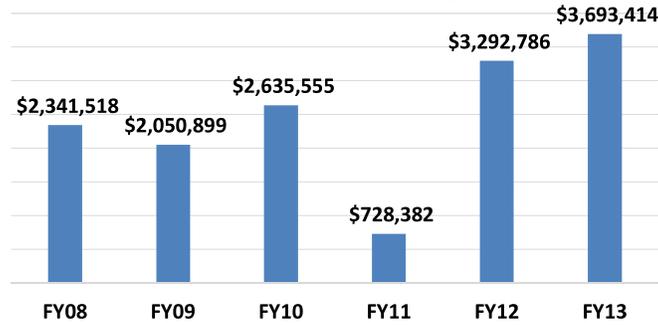
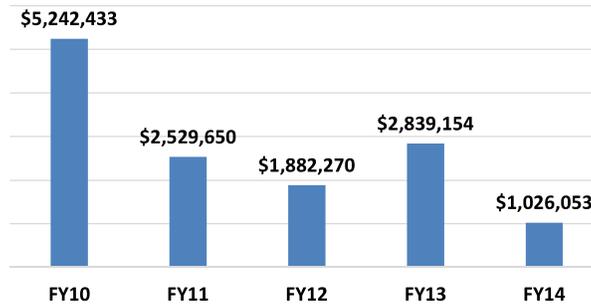


Figure 2-15 shows pavement rehabilitation history and the notice of completion (NOC) amount since 2010 with supporting data.

**Figure 2-15
Pavement Project NOC Amount**



Fiscal Year	Project Name	Type of Work	NOC Amount
2014	Zone 1 Pavement Preparation/Overlay	Spot repairs; overlay	\$249,302*
2014	Zone 1 Slurry Seal	Crack seal; slurry seal	\$776,751*
2013	Zone 6 (FY 13) Pavement Preparation/Overlay	Spot repairs; overlay	\$1,656,386
2013	Zone 6 (FY 13) Slurry Seal	Crack seal; slurry seal	\$1,182,768
2012	Zone 5 Pavement Preparation/Overlay	Spot repairs; overlay	\$812,806
2012	Zone 5 Slurry Seal	Crack seal; slurry seal	\$1,069,464
2011	Zone 6 Pavement Preparation	Spot repairs; overlay	\$1,526,855
2011	Zone 6 Slurry Seal	Crack seal; slurry seal	\$1,002,795
2010	American Recovery and Reinvestment Act (ARRA) Pavement Preparation/Overlay	Spot Repairs; overlay	\$1,209,223
2010	American Recovery and Reinvestment Act (ARRA) Slurry Seal	Crack seal, slurry seal; cape seal	\$994,518
2010	Zone 4 Pavement Preparation/Overlay	Crack seal; slurry seal	\$846,549
2010	Zone 4 Slurry Seal	Crack seal; slurry seal	\$2,192,143

WORK ACTIVITIES

Activities performed by Street Maintenance have been identified in the Cartegraph database. However, most activities lack definition and units of measure for performance reporting. Sixty-nine (69) unique activities were reported by Street Maintenance employees in Cartegraph during FY2014. Nearly 20% of total labor was reported to “Remove And Replace”, followed by “A/C Patching-ST” (19.5%), “Check And Clean If Necessary” (10.6%), “Remove Graffiti Or Repaint” (8.7%), “Posting And Barricades” (6%), and “Weed Abatement” (5.7%). Figure 2-16 shows the

top reported activities based on total labor hours reported during FY2014 along with the proportion of total reported hours in Cartegraph.

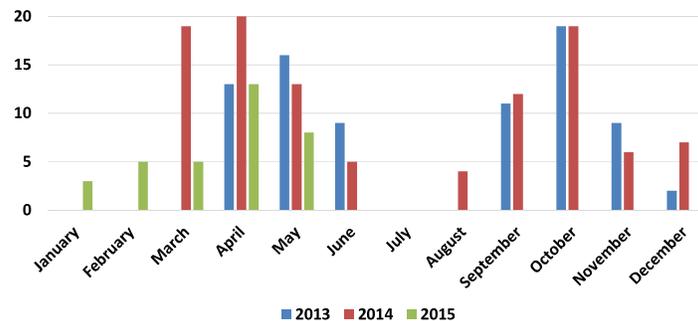
**Figure 2-16
Top 20 Reported Street Maintenance Activities in Cartegraph**

Top Reported Activities	FY14 Hrs	Percent of Total Reported Labor
Remove And Replace	4,293	19.6%
A/C Patching-ST	4,273	19.5%
Check And Clean If Necessary	2,322	10.6%
Remove Graffiti Or Repaint	1,897	8.7%
Posting And Barricades	1,315	6.0%
Weed abatement	1,257	5.7%
Install New	645	2.9%
Striping, Curb/Line Markings	471	2.2%
Legends-Re-Paint	412	1.9%
Brick Leveling/Replacement	402	1.8%
Landscape And Island Maint.	354	1.6%
Paint (General)	290	1.3%
UNDEFINED ACTIVITY	274	1.3%
Set Out And Pick Up Barricades	239	1.1%
Clean	233	1.1%
Investigate	230	1.0%
Replace - ST	213	1.0%
Pad	204	0.9%
Repaint	192	0.9%
Cut Back Brush	190	0.9%

Some work activities were observed by LAC which were not easily identifiable in the Cartegraph database. This includes effort related to storm drain maintenance, access ramps, irrigation systems, illegal camp cleanup, and storm pipes/inlets. LAC has made a preliminary estimate of the work load for these activities in the baseline work plan that is included in the Appendix.

Special events occur throughout the City which are supported by Street Maintenance crews to perform traffic control, barricade setup, and event cleanup. The number of events per month reported by the City is shown in Figure 2-17.

**Figure 2-17
Special Events by Month Since 2013**



Routine Maintenance Programs

The City has established some routine programs for capital pavement rehabilitation and storm drain cleaning. Pavement evaluation and rehabilitation efforts are organized into six (6)

maintenance zones. Evaluations are performed on a six (6) year cycle with zone 2 and zone 3 being most the most recent completed in August 2014. Two different zones are completed every two years. Maintenance crews make concerted effort to coordinate with Engineering for support of these paving and seal coat projects.

Employees use GIS to identify locations and schedule work based on activity and budget. For example, the City has identified eight (8) drainage zones. The locations are distinguished in GIS and exported to spreadsheets. The maintenance of these zones is seasonal, prior to the City’s rainy season.

Street sweeping routes are performed by a contractor. The City provides defined residential routes and shows the scheduled times on the City’s website. The schedule also shows days the street sweeping is not performed (i.e. holidays). A supervisor within the City maintains a spreadsheet list of the streets not swept. This includes the street name and various the rationales for not sweeping. Figure 2-18 shows a small example of the spreadsheet.

**Figure 2-18
Streets Not Swept with Reasons (sample)**

Street Name	Too Narrow	Too Steep	No Curb/Gutter	Too Remote from Swept Area	Heavily parked	uneven pavement	Could add to enforced routes	Posting no parking required	short	Could create a traffic hazard
Abigail		X	X	X						X
APS- 1800 to 5 points roundabout	X	X								X
Alisal Rd	X	X		X						X
Alston			X	X						
Alston Place			X	X					X	
Alturas Del Sol	X	X		X						X
Arbolado	X	X		X						X
Arbolado Lane										X

Routines also exist for traffic signals too. Traffic signalized intersection preventative maintenance is scheduled quarterly with an annual conflict monitor review and uses a checklist to report work accomplishment. Further, Traffic has routines for annual generator checks. Both of these are established proactively by the Facility Dude system

Guidelines, Methods, and Procedures

The City is currently developing a procedures manual which depicts an overview of the crews’ responsibilities and includes P3 performance measures. Some projected accomplishment is shown in units; however, the manual lacks guidelines for productivity measurement. Specific procedures exist for thirteen (13) of the various activities.

These include:

- Pavement and Sidewalk Maintenance – Asphalt
- Sidewalk, Curb and Gutter Maintenance – Concrete
- Cartegraph Work Order System
- Debris and Graffiti Clean-up (aka “456”)
- Wet weather storm drain maintenance and sand bags
- Graffiti Abatement Notice Procedure

- Dry Weather Storm Drain Inspection and Cleaning
- Special Event Procedure
- Street Striping and Street Legend Paint Crew
- Street Regulatory Sign Replacement
- Street Sweeping Procedure – Commercial Sweeping
- Street Sweeping Procedure – Residential Sweeping
- Transportation Operations and Special Work Orders

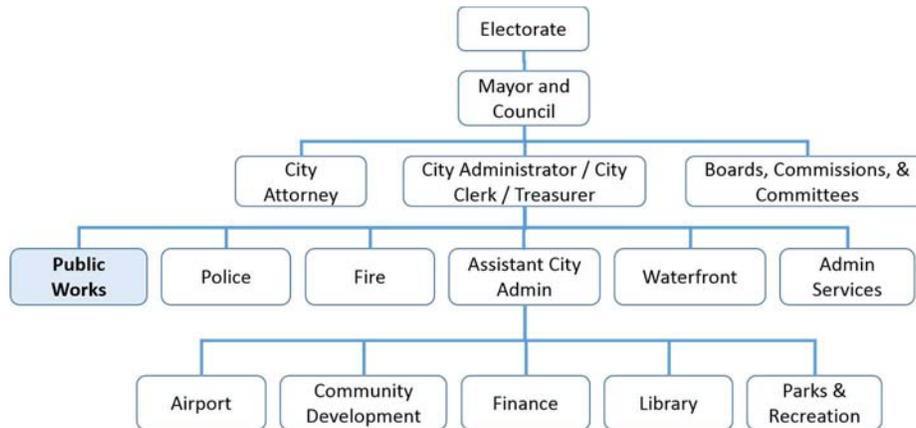
The procedures manual shows many attributes for the thirteen defined activities. A general program description is given with the responsible supervisor assigned, a budget program code and the crew responsibilities. The number and classification of available staff is shown along with the specific work activities that will be performed. Additionally, performance measures, procedures and routines, miscellaneous crew assignments, and which work is contracted are also specified.

The City also has a specific Annex Yard daily checklist and a Traffic Signal preventative maintenance checklist. In a nonstandard approach, traffic signs are sometimes installed at heights up to thirteen (13) feet in an effort to reduce vandalism.

ORGANIZATION AND RESOURCE DATA

The City is governed by a mayor and a six (6) member council. The Public Works Director (Director) reports directly to the City Administrator. Figure 2-19 shows the City’s organization chart with Public Works indicated by the shaded box.

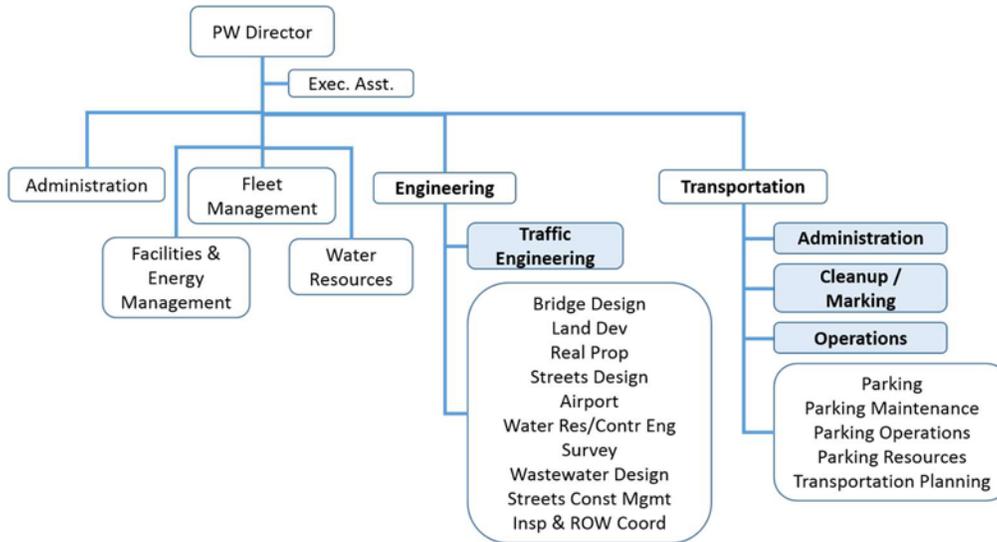
**Figure 2-19
Santa Barbara Organization**



Span of control indicates the number of employees that report directly to a manager/supervisor. The Director has a span of control of 1:6 and includes the Transportation Manager, PW Business Manager, City Engineer, Facilities & Energy Manager, Fleet Manager, and Water Resources Manager. The Executive Assistant reports to the Business Manager while providing support to the Director.

Figure 2-20 shows the general organization of the Public Works department with an emphasis on Transportation and Engineering which are the focus of this evaluation.

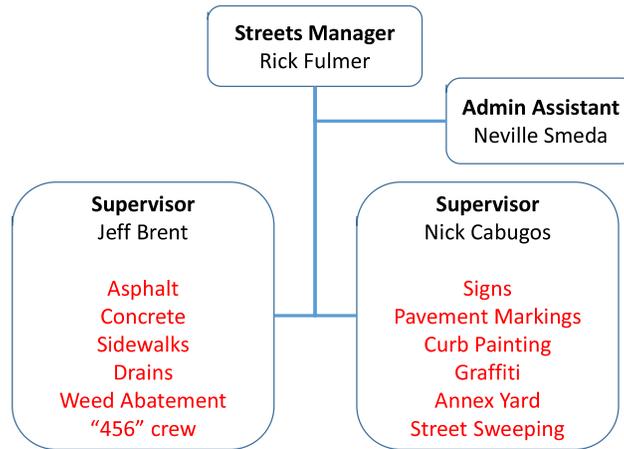
**Figure 2-20
Public Works Organization**



Traffic Engineering is under the City Engineer who has a span of control of 1:6 and includes a Supervising Transportation Engineer. The Supervising Transportation Engineer span of control is 1:5 and includes two (2) employees who maintain traffic signals yet have varying job descriptions. Other responsibilities in this section include planning, design, maintenance and construction of signalized traffic control.

The Streets Manager has a span of control of 1:3 and reports to the Transportation Manager. Two Supervisors and one Administrative Assistant report to the Streets Manager. Street Maintenance has thirty-one (31) employees with three levels of organization. One Supervisor is responsible for asphalt, concrete, sidewalks, drains, weed abatement, and debris pickup. The other Supervisor is responsible for signs, pavement markings, curb painting, graffiti abatement, Annex Yard operation, and the street sweeping contract. Figure 2-21 shows the functional organization of Streets Maintenance.

**Figure 2-21
Street Maintenance Functional Organization**

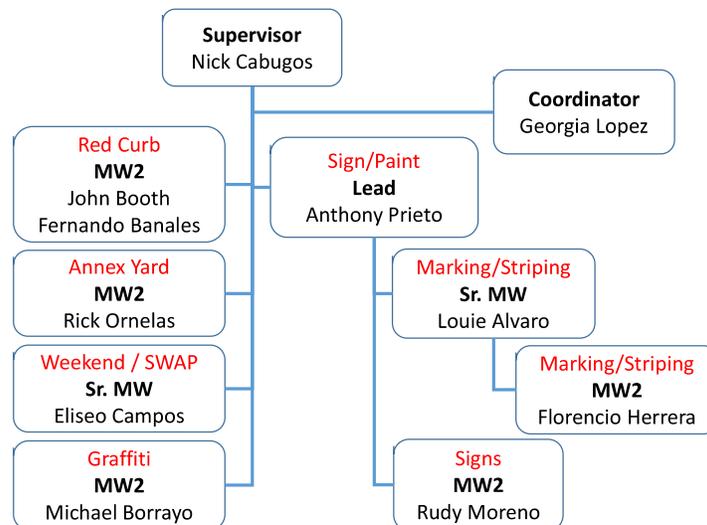


There are also two maintenance coordinators who report to the supervisors. They assist in work identification and work assignment and help group and plan work.

Labor

The signs and markings group has eleven (11) employees including the Supervisor, Maintenance Coordinator, one Leadworker, two (2) Sr. Maintenance Workers, and six (6) Maintenance Worker II's. Supervisor span of control varies between 1:7 and 1:10 based on daily staffing. Figure 2-22 shows the organization and general responsibilities for the signs and markings group.

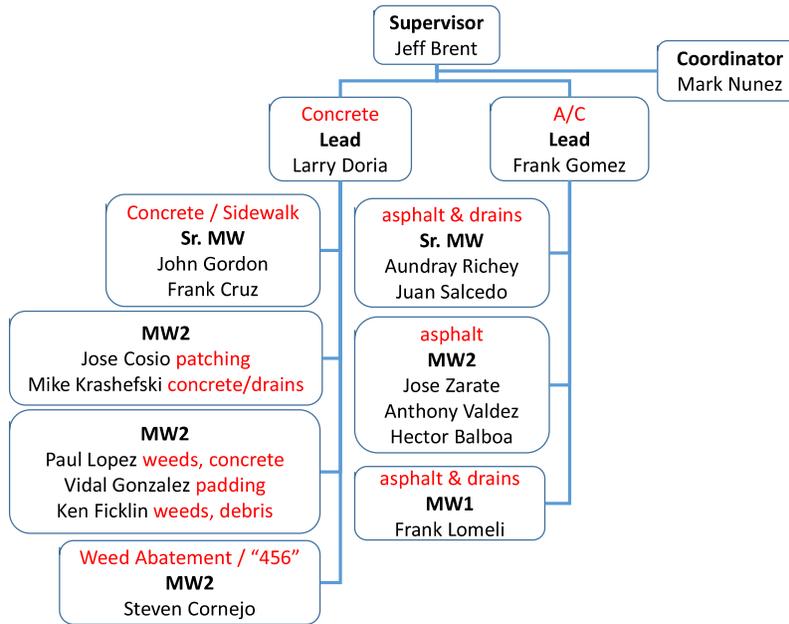
**Figure 2-22
Signs and Markings Group – General Responsibilities**



The pavement and concrete group has eighteen (18) employees including the Supervisor, Maintenance Coordinator, two (2) Leadworkers, four (4) Sr. Maintenance Workers, nine (9)

Maintenance Worker II's, and one (1) Maintenance Worker I. Supervisor span of control in this group is 1:3. Figure 2-23 shows the organization and general responsibilities for the pavement and concrete group.

**Figure 2-23
Pavement and Concrete Group – General Responsibilities**



Budgeted positions are allocated by fund category based on prior experience of the manger and anticipated work. Labor assignments are allocated at the beginning of the year with the magnitude of each position being estimated using judgment and collaboration. There are 19.6 positions not in Street Maintenance that are paid from the 2400 fund group. Figure 2-24 shows the allocation of labor for FY2016 with the fund group listed in the column on the left and the employee work group listed across the top row. For example, the first row shows the fund group of “10004111 ADMIN” which is paying for six (6) full-time equivalent (FTE) positions in Administration (ADMIN) and 0.5 FTEs in Engineering. Green rows indicate positions working outside of street maintenance while pink rows indicate positions paid from street maintenance funds, yet do not directly work in street maintenance. One exception is the fund 24004532 STREETS-TRAFFIC SIGNALS which funds the two (2) traffic signal technicians and a portion of Supervision. White rows indicate positions paid for by Street Maintenance that directly perform street maintenance work.

**Figure 2-24
FY2016 Budget Labor Allocation**

FY16 Allocation (Fund Group)	ADMIN	ENGIN	ENV COMP	DTP	STREETS	TRANSP	Grand Total
10004111 ADMIN	6.00	0.50					6.50
10004211 ENGIN	0.50	34.30					34.80
10004212 LD/PROW		7.50					7.50
10004213 ENV COMP			1.00				1.00
24004215 STREETS-TRAFFIC OPS		4.20					4.20
24004411 RDWY MTCE				0.15	7.95		8.10
24004412 SIDEWALK MTCE					6.20		6.20
24004413 STORM DRN REP					0.75		0.75
24004414 GRAFFITI ABATE					1.95		1.95
24004415 TRFC SIGN & PAINT					7.25		7.25
24004416 TRANS PLAN		0.60		0.85		5.70	7.15
24004418 ALT TRANS		0.10		0.10		0.50	0.70
24004419 WORK TRIP PROG						0.25	0.25
24004532 STREETS-TRAFFIC SIGNALS		2.30					2.30
24054421 COMM STR SWPG					0.20		0.20
24054422 RES STR SWPG					0.75		0.75
24404211 STREETS-MEAS A		5.00					5.00
24404411 RDWY MTC MEAS A					2.25		2.25
24404412 SIDEWALK MTCE MEAS A					1.80		1.80
24404413 STORM DRN MEAS A					1.25		1.25
50004611 WATER	0.50	0.50			0.65		1.65
53004315 DTP				0.40		0.50	0.90
53004316 PARKING MGMT				0.10			0.10
Grand Total	7.00	55.00	1.00	1.60	31.00	6.95	102.55

Work Category Roles

Formal job descriptions, roles and assignments are identified on the City website. The Transportation Manager plans, coordinates, and directs the activities and operations of the Division. He coordinates activities with other public works divisions, city programs, and service providers. He is also responsible for providing support to the Public Works Director.

The Streets Manager function in the job description is to budget, plan, coordinate, and oversee the activities and operations of Streets Maintenance as well as coordinate and supervise activities with other parties. They also provide professional, administrative, and technical support to the Transportation Manager. This includes preparation of monthly status reports, performance measure updates, and work order reviews. The Streets Manager job description assumes the employment of a Street Superintendent, although the Street Superintendent position has been eliminated by the City.

The Maintenance Supervisor's outlined responsibilities include supervising Street Maintenance crews as well as preparing program budgets, preparing analytical and statistical reports, monitoring efficiency, and identifying resource needs. They are to assign and review work performed by crews as well as oversee and participate in all work activities.

Streets Maintenance Coordinators are responsible for managing streets maintenance contracts, procuring materials, and performing a variety of technical tasks as well as work scheduling,

preparing work orders, monitoring job progress, prepare cost estimates, and establishing maintenance procedures.

The Maintenance Crew Leader is to lead, oversee, and possibly participate in the complex work of maintenance and construction. Leadworkers may supervise lower level crews with minimal direction from the Supervisor, yet often work directly on job assignments with crews.

The Senior Maintenance Worker is a skilled worker and may supervise lower level crews, however, their main responsibilities are to oversee and perform the work including the most complex maintenance and construction tasks. This may include operation of specialty vehicles and equipment. This position often directs crews on the job site and is responsible for maintaining accurate records of maintenance repairs and services.

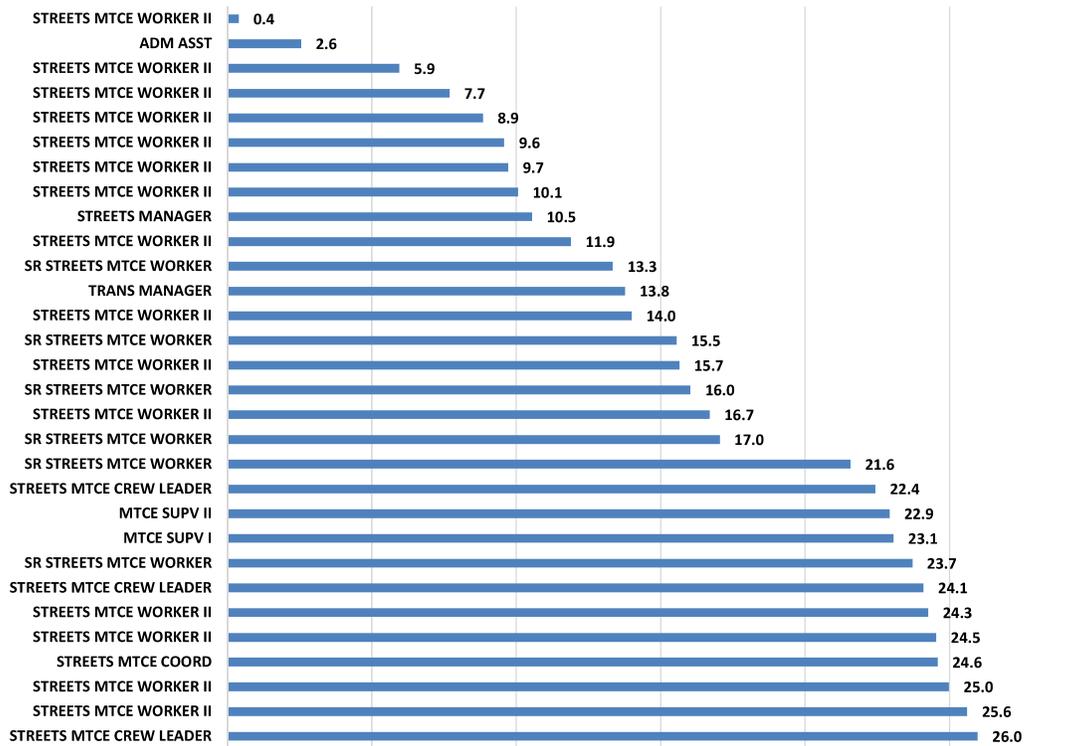
A Maintenance Worker II is a semi-skilled worker who is responsible for the full range of maintenance duties as assigned including equipment operation. The Maintenance Worker I position is the entry-level class of Maintenance Worker generally assigned to more routine, yet less complex duties.

The Maintenance Worker Is and IIs must have a State Class B driver's license for operating equipment.

Length of Service

Figure 2-25 shows the length of service for all Street Maintenance section employees by classification. The average length of service for all employees is 16.2 years with a range of less than one (1) year for a Streets Maintenance Worker II and up to 26 years for Street Maintenance Crew Leader. Some of the employees holding key job categories are near retirement.

**Figure 2-25
Employee Length of Service With Streets Maintenance (Years)**



Certifications and Training

The City employee’s all have various certifications. Employment for all Maintenance Worker I and II’s require the Class B License within six (6) months of hiring. The Signs and Markings section, however, is lacking certifications while both traffic signal technicians have IMSA Traffic Signal Level II certifications. The City provides bi-weekly safety training meetings and education classes. Some staff have traffic control certifications.

Work Shifts

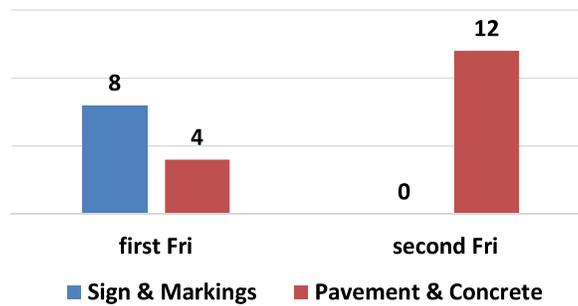
In the signs and markings group, the Supervisor works a 9@80 schedule, from 7:00 am to 5:00 pm. The Leadworker works a 9@80 schedule starting at 3:30am as well as the Maintenance Worker II’s on the curb crew and the signs and markings crew. The Maintenance Worker II in the Annex Yard works a 5@8 schedule starting at 7:00am. The Maintenance Worker II in charge of graffiti works a 9@80 schedule starting at 4:00am. The Sr. Maintenance Worker on weekends works a 5@8 schedule starting at 7am, Thursday through Monday. The Coordinator works a 4@10 schedule starting at 5:30am.

In the pavement and concrete group, the Supervisor and most employees work a 9@80 schedule starting at 7am. The Leadworker for concrete and one Sr. Maintenance Worker work a 4@10 schedule starting at 7am. The Hourly Maintenance Worker I is allocated for up to 1,000 hours annually.

Traffic Signal Technicians work alternating 4@10 schedules so there is coverage Monday through Friday. One technician starts at 5:30am and the other starts at 6:00am.

The Supervisor in pavement and concrete is assigned to work on the second Friday of the pay period. The signs and markings Supervisor may provide supervisory support to the pavement and concrete crew during the first Friday of the pay period, if needed. No employees in the signs and markings group with a 9@80 schedule are assigned to work on the second Friday of the pay period, although two (2) employees work 5@8 schedules with one of these assigned to the Annex Yard and the other employee assigned to weekend crews. Figure 2-26 shows the Friday staffing by function for employees assigned the 9@80 work schedule for each alternating Friday.

Figure 2-26
Friday Staffing by Function for 9@80 Employees



Further, four staff (three Senior Maintenance Workers and one Maintenance Crew Leader) are on a 9@80 work schedule and take every Friday off using their vacation time so they work only 8 days every two weeks. On the first Friday, two from the Pavement and Concrete group actually work with 8 others from the Signs and Markings group while on the second Friday, 12 employees work. From Monday to Thursday there are 25 crew employees working, not including the Supervisors and Coordinators.

Direction to the employees on the first Friday comes from the Signs and Markings Supervisor and Maintenance Crew Leaders, with two Concrete and Pavement Maintenance workers joining six staff from Signs and Markings. On the other Friday, crews are led by a Pavement and Concrete Supervisor and a Coordinator with eight Maintenance Workers Is and IIs without any Maintenance Crew Leaders or Senior Maintenance Workers available.

Crew Size

Crew size varies among groups and by activity. Long line striping is assigned a crew of three employees while stenciling and pavement markings are assigned two to three crew members. Sign installation and maintenance is generally covered by a one-man crew, although a two-person crew may occasionally be utilized. Curb painting is assigned two full-time employees. Graffiti abatement is handled by one or two employees. One employee is assigned to weekend support with SWAP crews. Traffic signal preventive maintenance is normally performed by a one-person crew.

The Pavement and concrete crew is compiled and assigned based on the job, workload and staff availability. The sidewalk ramping effort can be one to three employees while sidewalk replacement can be three to five people. The asphalt crew varies and can be two to three employees for potholes, four to eight for dig outs with storm inlet cleaning and maintenance covered by two to four employees.

Traffic signal maintenance is normally a one person effort for signal PMs, underground service alerts (USAs) and fiber work with exceptions of major intersection work and/or traffic control needs. Also, fiber installation work can require considerable support that may require utilizing other Public Works staff.

Standby and On-Call

Street Maintenance employees do not participate in standby duty. After-hours support is provided by Water Operations employees with occasional requests made to Street Maintenance employees for on-call assistance, and who are paid overtime with a minimum call time of two hours.

After hours traffic signal response is normally handled directly by the Traffic Engineer unless further assistance is needed in which one of the Traffic Signal Technicians are called out for assistance. Traffic Signal Technicians are on standby during weekends and holidays between 9am and 5pm.

Equipment

The City owns thirty-seven (37) vehicles/equipment which are assigned to the Transportation Division or Traffic Signal Maintenance. The average age of equipment is 11.9 years with most pieces in the range between one and 24 years old. One compressor is more than 30 years old and one trailer is over 55 years old.

Figure 2-27 shows the equipment inventory listing assigned to Street Maintenance along with statistics obtained from the Fleet Manager.

Figure 2-27
Street Maintenance Equipment Inventory

Dept	Prog	Type	EquipID	EquipDesc	Year	Org Cost	Met Type	Curr Meter	12-Mo Fuel \$	12-Mo T&M \$	Life Yrs	Fuel Type	12-Mo Fuel Gals
2400	4411	AG	2495	ROLLER	2009	32,416	H	585	13	4,188	21	DSL	3.30
2440	4411	AL	110	TILT TRAILER	1960	1,500	NONE	-	-	890	21	NA	NA
2400	4411	AL	1780	TRAILER	1992	11,528	NONE	-	-	890	21	NA	NA
2400	4215	AL	2550	RADAR TRAILER	2011	-	NONE	-	-	890	6	NA	NA
2400	4411	AM	1815	TILT TRAILER	1994	10,408	NONE	-	-	1,957	25	NA	NA
2440	4411	AM	2549	EMULSION TRAILER	2012	-	NONE	-	-	1,957	30	NA	NA
2440	4411	AT-N	1373	COMPRESSOR	1984	10,000	H	1,313	114	2,263	20	B20	29.26
2400	4411	AT-N	1792	COMPRESSOR	1993	11,631	H	900	4	2,263	20	B20	1.35
2400	4413	BO	1785	BACKHOE 4WD	1993	44,984	H	4,362	703	6,741	21	B20	181.74
2400	4413	BO	2633 (1658)	BACKHOE 4WD	2014	106,149	H	148	559	6,741	20	B20	147.08
2400	4411	BQ	2574	LOADER 4WD	2013	161,966	H	280	129	10,565	21	B20	32.10
2400	4413	EG	2519	EASTSIDE PUMP ENGINE #1	2009	202,243	H	362	-	4,057	30	CNG	NA
2400	4413	EG	2520	EASTSDIE PUMP ENGINE #2	2009	202,243	H	340	-	4,057	30	CNG	NA
2440	4211	TA	2414	COMPACT SUV HYBRID	2009	26,395	M	22,109	455	2,777	11	GAS	117.24
2400	4411	TA-4WD	2003 (REPL 2016)	FULL SIZE SUV 4WD	1999	31,212	M	73,078	1,304	2,249	-	GAS	341.00
2405	4421	TB	2214	MID SIZE CREW CAB	2003	16,641	M	103,962	2,223	2,330	12	GAS	580.03
2440	4211	TB	2219	COMPACT PUX	2003	16,005	M	37,053	690	2,330	12	GAS	181.67
2440	4211	TD	2221	1/2 TON PU XTRA CAB A/C	2003	16,932	M	62,600	2,080	2,280	12	GAS	542.22
2400	4215	TD	2628 (1994)	1/2 TON EXT CAB A/C	2014	27,209	M	2,173	573	1,874	12	GAS	160.16
2400	4413	TE	2167	3/4 TON PICKUP	2002	18,381	M	35,820	1,263	2,956	12	GAS	338.85
2400	4415	TE	2235	3/4 TON PICKUP	2003	15,828	M	89,864	4,005	2,956	12	GAS	1,056.45
2400	4411	TE	2242	3/4 TON FLAT/DUMP	2003	26,838	M	79,510	3,001	2,956	12	GAS	809.11
2400	4215	TE	2271	3/4 TON EXT CAB SERVICE	2004	26,838	M	38,762	1,614	2,956	12	GAS	424.57
2400	4411	TE	2347	3/4 TON EXT CAB PU LIFT	2007	25,762	M	98,468	5,603	2,956	12	GAS	1,486.93
2400	4415	TE	2350	3/4 TON SERVICE	2007	31,557	M	42,836	1,537	2,956	12	GAS	428.30
2400	4415	TE	2351	3/4 TON SERVICE	2007	31,557	M	48,319	2,287	2,956	12	GAS	608.99
2400	4411	TE	2604 (2010)	3/4 TON PU	2014	30,318	M	5,000	1,600	2,956	12	GAS	433.89
2400	4413	TE	2596 (2169)	3/4 CREW FLATBED DUMP	2015	42,151	M	3,159	599	2,956	12	GAS	190.26
2400	4411	TE	2597 (2170)	3/4 CREW SERVICE	2015	37,871	M	3,495	773	2,956	12	GAS	238.90
2400	4413	TE-CNG	2047	3/4 TON PICKUP CNG	2000	27,961	M	66,770	2,391	2,956	16	GAS	650.20
2400	4411	TG	2492	1 TON DUMP BODY	2009	40,556	M	37,025	4,507	3,167	12	B20	1,159.55
2400	4411	TG-4WD	2457	1 TON 4WD DUMP BED	2008	43,780	M	35,822	3,845	5,030	12	B20	991.73
2400	4215	TG-AER	1823	1 TON 29' VERSALIFT AERIAL	1994	46,874	M	84,961	2,859	8,562	17	GAS	758.54
2400	4411	TG-HRS	2302	1 1/2 TON GRAFFITI TRUCK	2006	91,164	H	7,487	7,214	3,167	17	GAS	1,891.95
2400	4415	TG-HRS	2354	1 1/2 TON STENCIL TRUCK	2006	95,979	H	3,420	3,076	3,167	17	GAS	812.63
2400	4415	TJ-SWEEP	2365	1 1/2 TON STRIPER	2007	168,475	H	804	564	6,175	17	B20	142.16
2400	4413	TK-HRBIT	2020	2 1/2 TON PATCH TRUCK	1999	105,348	H	4,702	3,461	10,796	25	B20	884.71

Figure 2-28 shows a summary of values obtained from the City’s equipment database. This includes twenty (20) assorted trucks, two (2) backhoes, one (1) loader, and one (1) roller, along with other stationary equipment such as compressors and generators.

Figure 2-28
Street Maintenance Equipment Summary

Equipment Type	Count	Avg Age	Sum Ann Hrs	Sum Ann Mi	Avg Ann Hrs	Avg Ann Mi	12-Mo Fuel\$	Fuel Type
1 1/2 TON SWEEPER	1	8.3	97	0	97	0	\$564	B20
1 TON AERIAL	1	21.3	0	3,998	0	3,998	\$2,859	GAS
1 TON TRUCK	1	6.3	0	5,924	0	5,924	\$4,507	B20
1 TON TRUCK-4WD	1	7.3	0	4,941	0	4,941	\$3,845	B20
1 TON TRUCK-HRS	2	9.3	1,179	0	590	0	\$10,289	GAS
1/2 TON TRUCK	2	6.8	0	6,849	0	3,424	\$2,653	GAS
2 1/2 T TRUCK HRSBIT	1	16.3	289	0	289	0	\$3,461	B20
3/4 TON TRUCK	10	7.6	0	73,576	0	7,358	\$22,282	GAS
3/4 TON TRUCK-CNG	1	15.3	0	4,378	0	4,378	\$2,391	GAS
COMPACT TRUCK	2	12.3	0	11,511	0	5,756	\$2,913	GAS
COMPRESSOR	2	26.8	82	0	41	0	\$118	B20
EMERGENCY GENERATOR	2	6.3	112	0	56	0	-	CNG
HEAVY TRAILER	2	12.3	0	0	0	0	-	N/A
LOADER	1	2.3	124	0	124	0	\$129	B20
ROLLER	1	6.3	94	0	94	0	\$13	DSL
TRACTOR/BACKHOE	2	11.8	314	0	157	0	\$1,262	B20
TRAILER	3	27.6	0	0	0	0	-	N/A
UTILITY WAGON	1	6.3	0	3,537	0	3,537	\$455	GAS
UTILITY WAGON-4WD	1	16.3	0	4,497	0	4,497	\$1,304	GAS

A heavy equipment pool was started in 2014 to optimize resource utilization throughout the City. The City does use a rental equipment vendor located in Ventura for items such as a Vacuum truck. Some items recently removed from the City’s inventory include a paver, dump truck, and a sweeper vehicle.

All Mechanic rates and charges are allocated based on fleet staffing and match a five-year average maintenance cost of approximately \$2.5 million annually for 483 total pieces maintained by Fleet. Fuel rates are \$.05 per gallon for outside fuel and \$0.40 inside. Rates for parts are 40% discounted and all parts sublet for 40%. Rates are estimated utilizing a 2% annual increase for capital and a five percent salvage rate.

Actual equipment related expenses are about \$500k annually. An internal service fund (ISF) for replacement exists. Figure 2-29 shows the actual equipment-related expenses by account for the past three (3) years.

Figure 2-29
Summary of Annual Equipment Related Expenses

YTD ACTUAL by ACCOUNT	FY12	FY13	FY14
Equipment	696	5,068	3,585
Equipment Rental	6,302	6,369	287
Equipment Repair	18,558	13,807	25,145
Generator Replacements			4,717
Motor Veh Expenses	17		35
Pooled Vehicle Fuel	595	12,725	13,464
Vehicle Fuel	76,798	67,268	69,682
Vehicle Maintenance	190,077	211,526	218,674
Vehicle Replacement	124,634	147,420	166,973
Grand Total	417,676	464,182	502,561

Materials

Material inventory is stored in various locations throughout the maintenance yard. Traffic control devices are stored in one room while a separate room exists for concrete supplies. Centralized inventory control is lacking without a monitoring and re-ordering system in place.

Travel time from the yard to the nearest asphalt plant is up to two hours one way, as Buellton is approximately forty-five miles one-way and Oxnard is approximately thirty-eight miles. Traffic marking crews utilize paint for most all applications with only some minor effort via contract using thermoplastic. The City is investigating ways to protect street name signs faces as they tend to fade from brown to green. The City currently contracts sign fabrication yet the need for sign materials have increased as a result of street sweeping delineation and theft.

Traffic sign fabrication contract costs are approximately \$32,360 for 106 different sign types. This includes \$27,859 for 3,591 signs as well as \$3,681 for hardware including brackets, rivets, bolts, and washers. The remaining \$820 is for temporary pavement markings and pavement delineators.

Contracts

The City outsources several major functions. The list below identifies the contracts and their cost which are utilized in various ways to support Streets Maintenance.

- Sidewalk Replacement \$250,000 for approximately 20,000 SF
- Street Sweeping (Continental Janitorial Services)
 - Residential \$225,000 @ \$20.13/mile (>11K miles)
 - Commercial \$125,000 @ \$15.88/mile (<8K miles)
 - Weed Abatement ~\$18,000
- Sign Fabrication and delivery \$32,359; up to 3,591 signs
- MarBorg hauling – part of franchise agreement

Coordination With Others

The City interacts with various groups by providing and receiving support. In coordination with Street Maintenance, Engineering charges 160% overhead for their support. They manage some contract maintenance and provide technical support on projects. Engineering has monthly meetings with the Transportation Manager and his staff to coordinate projects, identify work (sign obstructions, etc.), and resolve concerns. Additionally, the Transportation Manager and City Engineer meet monthly to discuss project efforts.

Water Operations offers after-hours stand-by and only requests Street Maintenance support as needed. Water Operations contracts out all paving work after water related rehabilitation or construction. Fleet Services participates in the Streets Maintenance heavy equipment pool and provides storm pump motor maintenance. Streets Maintenance pays \$1M annually to the Forestry section primarily for street tree maintenance as well as approximately \$50,000 for medians and has a fund allocation for tree removal. The contract Arborist performs tree root inspection and must coordinate with Streets Maintenance upon discovery.

The Santa Barbara Metropolitan Transit District (MTD) improves their bus routes through the Traffic Signal Priority (TSP) program and is supported by the City for traffic signal operations at up to thirty (30) locations improving such things as timing and emergency systems. The County coordinates some street maintenance efforts with the City of Santa Barbara's Streets Maintenance Section. Facilities perform street light maintenance and parking lot paving. Traffic signal maintenance is paid for by Streets Maintenance but is performed by Traffic Engineering along with graffiti abatement on City-owned traffic signal equipment. Starting in July of 2015, the Annex yard will be Facilities responsibility.

The City pays approximately \$1,500 per signal, per quarter for maintenance at eight (8) CalTrans signalized freeway ramp locations. The Police Department retains \$8 of every \$48 street sweeping parking citation. The City of Goleta maintains six (6) signalized intersections on Hollister Road near the airport. The City of Santa Barbara pays a share of the actual cost for the maintenance, repair, and electricity which is based on the ownership of the approach.

Union Pacific Railroad (UPRR) pays up to \$85k annually for work managed and performed by Streets Maintenance employees which includes an annual fixed cost of \$24k for graffiti abatement. Weed abatement cost varies annually and is based on the actual effort. The actual revenue from the Union Pacific has ranged between \$64K and \$86K over the past three (3)

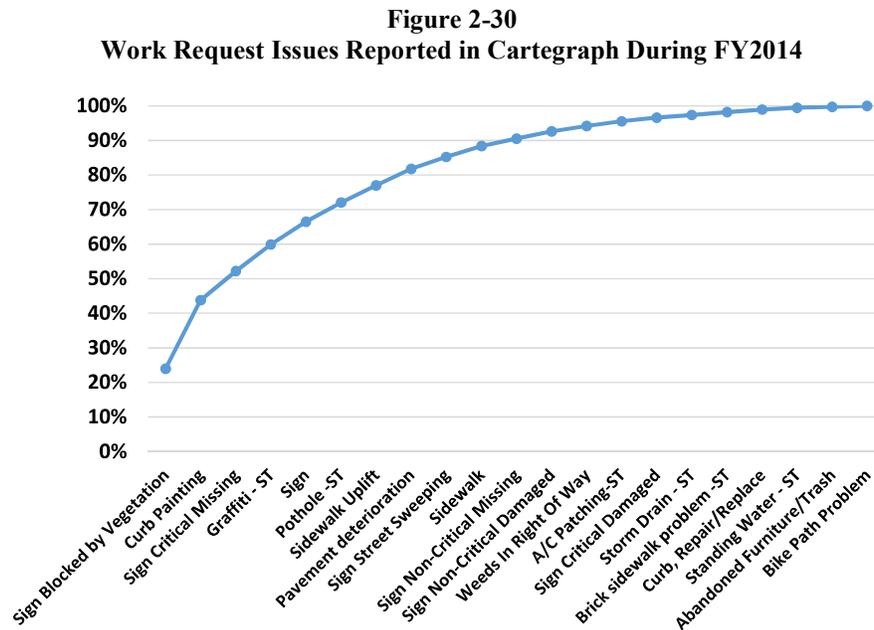
years. The actual direct expenses for work performed have ranged between \$43K and \$68K during the same time period. The City has indicated an anticipated decrease in support requested by Union Pacific.

WORK REQUESTS AND WORK ORDERS

The Cartegraph database is used to generate work requests for maintenance needs identified by crew observation, citizen request, or leadership. Supervisors, Coordinators, and crew employees are the primary users of the work request system with some users in other departments also submitting requests for maintenance work. Requests are assigned an “issue” and “action” code to indicate the type of work to be performed. Email notifications can be sent automatically to employees by the Cartegraph system upon creation of a new request with priority based on Supervisor judgement.

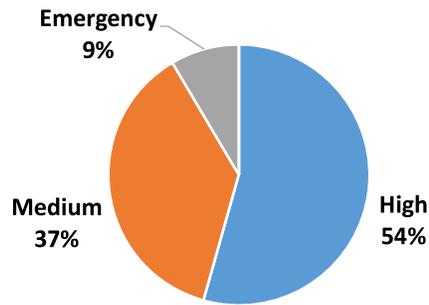
The City website also provides capability for citizens to submit work requests for street sign repair, graffiti removal, street/sidewalk damage, or traffic engineering investigation. Requests from the City website are sent to Supervisors in the form of an email message and may be duplicated in the Cartegraph database.

During FY2014, a total of 379 requests were reported in the Cartegraph database for Street Maintenance. Request issues consisted mostly of “Sign Blocked by Vegetation” (91 requests, or 24% of total), “Curb Painting” (75 requests, or 20%), and “Sign Critical Missing” (32 requests, or 8%). Figure 2-30 shows the cumulative percentage of request issues reported to Streets Maintenance during FY2014.



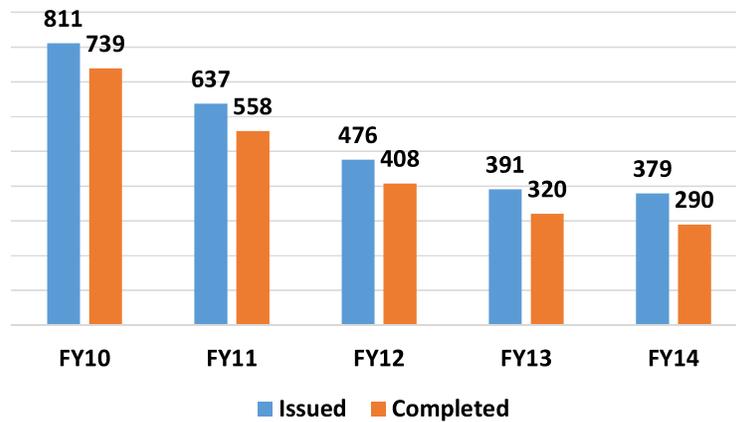
Work request priority is assigned by the person creating the work order and based on individual judgement. The majority of work requests issued in FY2014 were “High” priority (205 requests, or 54%), followed by 140 “Medium” priority (37%), and 32 “Emergency” priority (9%). Figure 2-31 shows the distribution of work request priority assigned in Cartegraph during FY2014.

**Figure 2-31
FY2014 Work Request Priority Assignment**



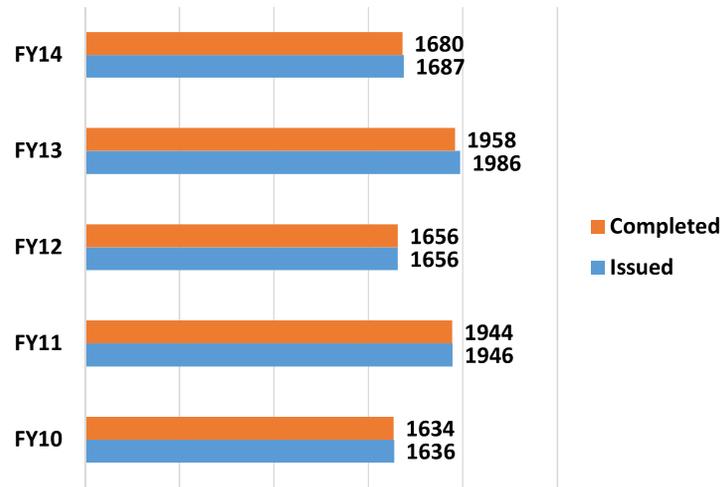
Completed work requests are identified by the status in the Cartegraph database. A total of 290 work requests were marked as “Completed” during FY2014. Figure 2-32 shows the five-year history of work requests issued and completed in Cartegraph.

**Figure 2-32
Five-Year History of Streets Maintenance Work Requests – Issued and Completed**



Work requests are converted to work orders by the Supervisor when crews are assigned to perform the work. Some work orders are created in the database without the need for a preceding work request. Figure 2-33 shows the five-year summary of work orders issued and completed in the Cartegraph database.

**Figure 2-33
Five-Year History of Streets Maintenance Work Orders – Issued and Completed**



Traffic Signals

Since the installation of Facility Dude system in 2013 there have been 2,063 work orders created for traffic signals and fiber. The work done in the system is depicted by a general description which is a free form text field, making activity compilation difficult. Majority of work orders (1,421 or 69%) are for traffic signal monthly and annual PMs with the remainder being a combination of response, repairs, new installations, USAs and fiber work. The USAs were noted to be an activity that takes 1-2 hours daily and is one of the most significant labor efforts next to traffic signal PMs.

WORK SCHEDULING AND ASSIGNMENT

Annual work planning procedures linking work and budgets are lacking and the Cartegraph database is not configured or used for performance-based budgets. Pavement evaluations and pavement maintenance is organized into six (6) maintenance zones and planned on a three-year cycle, with two (2) zones maintained each year. Drainage maintenance for inspection and cleaning of catch basins is organized into eight (8) areas and assigned to employees prior to the rainy season.

Traffic engineering identifies much of the work for signals as well as signs and markings. Preventive maintenance of traffic signals is scheduled annually and quarterly. Reflectivity Sign inspection program that is mandated by state MUTCD was performed by the consultant initially with internal updates since that effort has yet to be done.

Work requests in Cartegraph are monitored by the Supervisors and assigned to crews daily. Cartegraph work orders may be printed and distributed to crews upon assignment of duties. Crew assignment consists of three general functions: concrete, asphalt, and signs & markings. Additional employee assignments include the Annex Yard, weekend SWAP crew, graffiti abatement, and debris pickup (also known as the “456” crew).

WORK REPORTING

Some P3 performance measures are planned and integrated with the work order reporting feature in Cartegraph. Cartegraph work orders may contain location information along with some labor, equipment, and material resource utilization reported to specific jobs. Resource cost rates in the Cartegraph database were initially established in 2004 with intermittent updates occurring during the past ten years for individual resources.

Figure 2-34 shows the total number of labor hours reported by Streets Maintenance employees in Cartegraph during each fiscal year. Values range from 20,220 in FY2012 to 21,958 in FY2010. A total of 21,867 labor hours were reported by Streets Maintenance employees during FY2014.

Figure 2-34
Total Labor Hours Reported in Cartegraph by Streets Maintenance

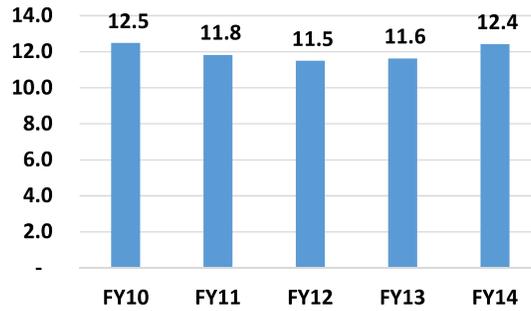


Full-time equivalent employees (FTE's) indicate the number of positions required to accomplish the identified work. Provided a 40-hour work week for fifty-two (52) weeks per year, each employee is employed approximately 2,080 hours annually. Assuming eleven (11) holidays at eight (8) hours each for a total of eighty-eight (88) holiday hours, and an average of thirty (30) days combined leave per employee at eight (8) hours for a total of two hundred forty (240) hours combined leave, approximately 1,760 hours per employee is available for maintenance work. This is an average number used to determine the number of FTE's required.

- 40-hour weeks, 52 weeks per year = 2,080 available hours per employee
- 11 holidays = 88 hours
- 30 days combined leave = 240 hours
- Available hours (minus) holiday (minus) combined leave = $2,080 - 88 - 240 = 1,760$ productive hours available
- 1,760 hours = One full-time equivalent for maintenance

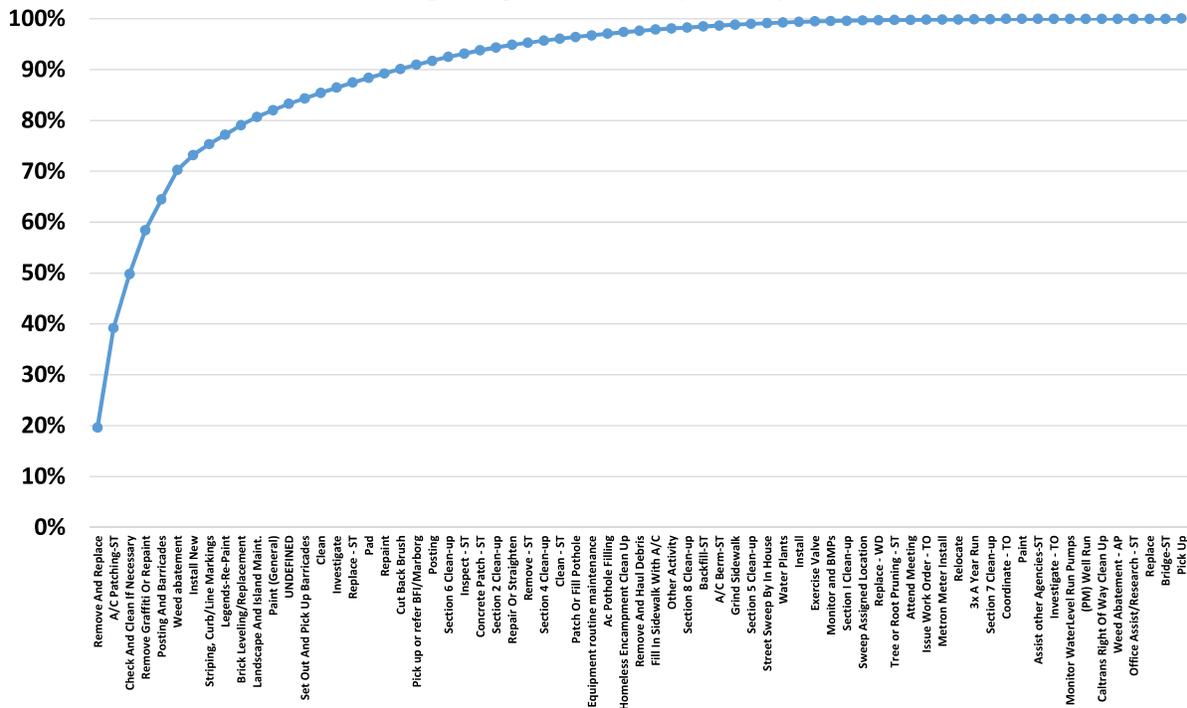
Figure 2-35 shows the estimated FTEs reported in the Cartegraph database.

Figure 2-35
Full-Time Equivalent Employees Reported in Cartegraph (1,760 annual hours)



Work order activity reporting in the Cartegraph database is difficult to compile with standard reports not yet configured. Top activities reported in FY2014 include “Remove And Replace” with 4,293 hours (20%), “A/C Patching-ST” with 4,273 hours (20%), “Check And Clean If Necessary” with 2,322 hours (11%), “Remove Graffiti Or Repaint” with 1,897 hours (9%), “Posting And Barricades” with 1,315 hours (6%), “Weed abatement” with 1,257 hours (6%), “Install New” with 645 hours (3%), “Striping, Curb/Line Markings” with 471 hours (2%), “Legends-Re-Paint” with 412 hours (2%), and “Brick Leveling/Replacement” with 402 hours (2%). Employees reported 274 hours on work orders without an activity. A distribution of labor hours by activity is shown in Figure 2-36.

Figure 2-36
Labor Reporting Distribution by Activity FY2014



Cartegraph work orders also have capabilities of tracking work unit accomplishment for non-P3 measurements, yet the City has not utilized this feature.

Traffic signal preventive maintenance logs are updated and maintained at each of the 108 traffic signal cabinet locations in the City. Traffic signal maintenance employees also report work in the Facility Dude database. Work orders are created for quarterly and annual routine preventive maintenance (PM) as well as some repair USAs, fiber maintenance, inspection and capital projects. Traffic operations employees reported a total of 602.5 hours in FY2014 to complete 432 PM events as well as 108.5 hours to complete 108 annual conflict monitor tests.

Overtime

The actual overtime cost is reported to be less than one percent of all permanent salaries. Figure 2-37 shows the total actual reported expense for permanent salaries and overtime since FY2012.

**Figure 2-37
Actual Overtime Expense as Percentage of Permanent Salaries**

Pay Type Account	FY12	FY13	FY14
Actual Salaries-Permanent	2,870,586	3,090,275	3,168,068
Actual Salaries-Overtime	17,956	18,375	30,635
OT as % of Permanent	0.63%	0.59%	0.97%

Compensatory Time

Labor reporting of compensatory time taken by Street Maintenance and Traffic Signal Maintenance employees totaled 225 hours in FY13 and 379 hours in FY14. This is less than 1% of total regular hours reported in the timekeeping system during FY13 (43,025) and FY14 (43,619). Figure 2-38 shows the total regular hours and comp time taken during the past two fiscal years.

**Figure 2-38
Compensatory Time Taken**

	FY13	FY14
COMP TIME TAKEN	225	379
REGULAR HOURS	43,025	43,619

Workers Compensation

Workers compensation data from 2011 through 2013 indicates an average of 471 days reported per year in Streets Maintenance (Figure 2-39). Zero days were reported during 2014.

**Figure 2-39
Total Annual Workers Comp Days by Position**

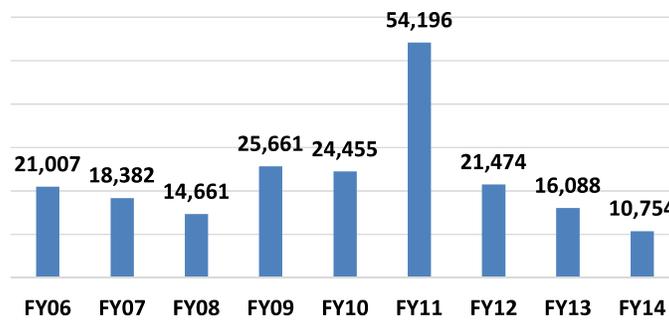
POSITION	CY2011	CY2012	CY2013
MAINTENANCE WORKER I		14	
SENIOR STREETS MAINTENANCE WORKER	14		
STREETS MAINTENANCE COORDINATOR		194	
STREETS MAINTENANCE CREW LEADER			
STREETS MAINTENANCE WORKER II	576	180	435
TOTAL DAYS	590	388	435

System Outputs

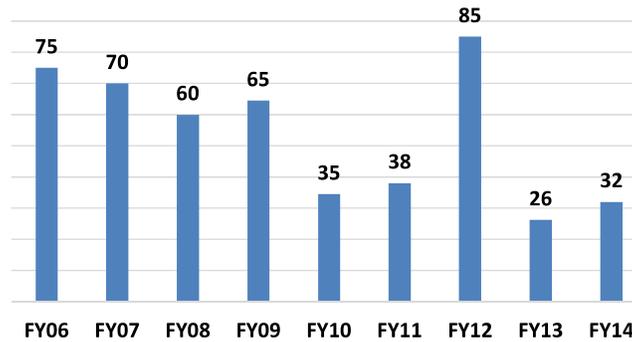
Each year, the City produces the Comprehensive Annual Financial Report (CAFR) which includes actual revenue and expenditures by fund group. Some additional statistics related to population and assets are also included. Information specific to Street Maintenance is not easily identifiable and is included within totals for Public Works and Transportation.

Work accomplishment summary values are reported for installed concrete, street resurfacing, and debris collected by street sweeping. Figure 2-40 shows the history of reported values in the CAFR for square feet of installed concrete, since FY2006. Figure 2-41 shows the reported miles of street resurfacing. Figure 2-42 shows the total tons of debris removed by street sweeping.

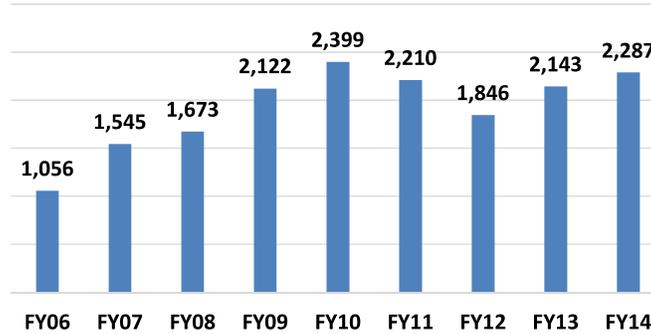
**Figure 2-40
Square Feet of Installed Concrete Since FY2006**



**Figure 2-41
Miles of Street Resurfacing Since FY2006**



**Figure 2-42
Tons of Debris Collected by Street Sweepers since FY2006**



Cartegraph also has the ability to produce work order reports which include details such as location, issue, activity, status, priority, dates, and employee assignment. Summary reports can also be generated which compile effort and cost into a single report. Figure 2-43 shows an example of a standard Cartegraph work order report.

**Figure 2-43
Cartegraph Work Order Report**

ST - Costs & P3 Information on Current Work Order						
WO Number	ST-1421-05			Date of Report:	December 9, 2014	
Issue	Sidewalk Uplift			Division	Streets Operations	
Activity	Pad			Assigned To	Doria, Larry E	
Transaction Date	10/3/2005 2:53:40 PM			Priority	High	
Address Number	431 State St			Status	Completed	
Nearest Intersecting Street				Start Date Actual	4/20/2006 3:52:01 PM	
Block Number				Stop Date Actual	4/20/2006 3:52:09 PM	
Details	431 State Street (in front of El Mariachi Restaurant there is an area of uneven tiles that is a trip hazard. Reported by Marshall Rose of Downtown Organization..					
Notes						
Total Cost Actual	\$57.03					
Labor Details						
Cruz, Frank E	Pad	Default	4/20/2006	0.50	\$26.81	
Valdez, Anthony F	Pad	Default	4/20/2006	4/20/2006	0.50	\$22.84
				Total Hours	1.00	\$49.65
Equipment						
2169-ST	4/20/2006	F-250 Pick-up	Pad	0.50	\$7.38	
				Equipment Cost and Hours	0.50	\$7.38
Material						
						Material Cost
						\$0.00
P3 Quantities						
Material Type	Notes			Quantity	Unit of Measurement	
Asphalt				12.00	Sq.Ft.	
				P3 Total:	12.00	Sq.Ft.
Multiple Work Locations With Quantities						
				Total	0.00 (Unit of Measurement)	
Attachments						

Overhead Rates

The City has indicated that it does not regularly provide labor and/or equipment resources to other agencies or departments for Street Maintenance and, therefore, does not utilize standard overhead rates for costing or billing. Inter-departmental work may have an overhead rate applied for estimating cost or obtaining reimbursement. For example, Engineering applies an overhead factor of 160% to labor charges when performing work for others.

Billing

Street Maintenance does not routinely bill others for work performed. In the event that inter-departmental charges must be calculated by one group to be paid by another, the cost is

MAINTENANCE MANAGEMENT PROCESS

Work is identified primarily by requests from citizens, management, council, or crew observation. Some pavement and storm drain maintenance is planned in general areas on an annual basis. Incoming requests are created in the Cartegraph database by the Maintenance Coordinator, Maintenance Supervisor, or Streets Manager. If work priority is determined by Supervisors to be an ‘emergency’ then a crew is dispatched immediately and the work order is created after-the-fact.

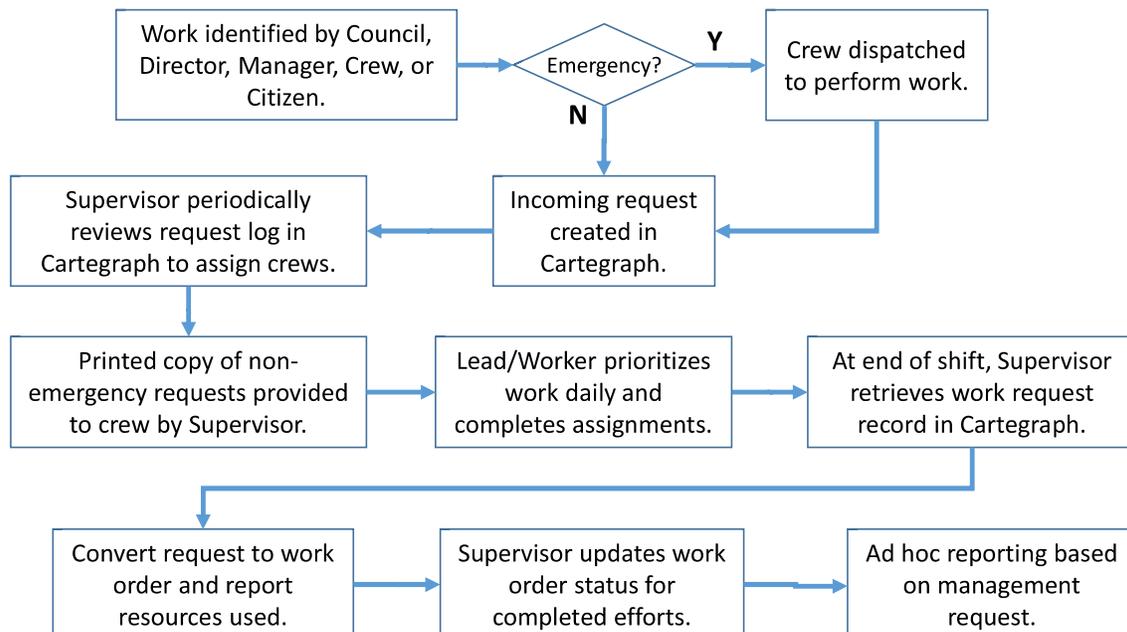
Non-emergency work requests are retained in the Cartegraph backlog and monitored by Supervisors. Crews are assigned work daily by each of the Supervisors and a printed copy of the work order is provided to the assigned employee. The assigned Leadworker prioritizes their daily assignments and performs the work.

At the end of each shift, work assigned via Cartegraph is reported to the Supervisor on the printed work order form. Supervisors update the Cartegraph database with details related to the specific job which may include labor hours reported, equipment utilization, or material inventory used. Some P3 performance measures have been integrated with the Cartegraph work orders and allows employees to directly report key performance measures to specific jobs.

Completed work orders are updated in the Cartegraph database and closed by the Supervisors. Some ad hoc reporting of work accomplishment and cost is done based on management request. Work order cost reports are also generated when the agency is seeking reimbursement or to account for work performed between departments.

A graphic representation of this process is shown in Figure 2-45.

**Figure 2-45
Street Maintenance General Work Management Process**



SECTION 3 FINDINGS

This section provides support information and analysis on opportunities to improve the existing operation. This section also includes research and analysis identifying findings that will provide a basis for specific and significant recommendations. These findings follow the fundamental management functions of planning, organizing, directing and controlling/improving. The evaluation of efficiency involved two areas. First was the identification of opportunities to manage work in a more efficient manner. Second was the determination of the processes that would establish methods for continual improvement to meet the infrastructure maintenance needs within the City of Santa Barbara.

The following findings are based on observations, interviews, data collection, comparisons, prior knowledge and evaluation. The seventy (70) findings are classified into five categories – general/systems (12), planning (12), organizing (27), directing (14), and controlling (5). These findings are *not* presented in order of importance but management flow sequence; however, many of the findings are related and should be reviewed in total and not on an independent basis. Also, an appendix of projected work plans are included that LAC used to help in understanding the work.

It should be noted that much of the support information used to determine the findings is derived from the baseline information previously submitted, and was “point-in-time” data that was provided from the City and interviews with staff. Most baseline data is not repeated in this section, only referenced for the sake of brevity.

GENERAL / SYSTEMS

1. Street Maintenance employees are performing many good and innovative practices which demonstrate a philosophy of change and capability for continuous improvement.

Public Works employees have demonstrated an earnest desire to optimize work effort and improve. Some good skills, practices and innovative ideas that were observed include:

- Established Paradise Performance Program (P3) for performance measures in the annual budget which are used for tracking and reporting progress for 176 specific efforts for long-term planning, organization improvement and learning.
- Cartegraph maintenance system used by Public Works groups to assign, track and monitor work.
- Utilization of low cost weekend crews through the Sheriff’s Work Alternative Program (SWAP) to assist in various manual work efforts.
- Utilized available seasoned employees to perform work with minimal guidance.
- Sharing of resources and the monitoring of assets via after-hours response by Water Operations with as-needed support provided by Street Maintenance.
- Seasoned leadership with lengthy government experience for Transportation and Streets manager along with a capable Traffic Signal Manager who has both technical and operational backgrounds in planning, engineering, maintenance and operations.
- Use of routine maintenance programs such Traffic Signal cabinet replacement is performed in lieu of component repair and traffic signal PMs.

- Contract support for both street sweeping and traffic sign fabrication contract that is cost effective.
- Complete fleet costing system that exists and tracks cost by vehicle for repairs, contracts replacement and fuel.
- Establishment of work areas using six (6) maintenance work zones used for of future work planning and scheduling.
- Account for engineering support via engineers charging for their time to projects.
- Developed a procedure manual for 13 maintenance and operations functions outlining general methods and resources needed.
- Obtaining a complete contract via Union Pacific MOU to provide paid support (graffiti, weed abatement).

These are just some of the good efforts, skills and practices displayed by the City employees indicating their capabilities and desires.

2. Prior studies on street assets and process improvements have occurred.

A series of studies have been completed in the past and have provided suggestions, findings, and recommendations for the City to improve their performance and be more cost-effective. Further, a pavement surface assessment is performed in an area of the City every two years, with the entire pavement network being evaluated on a six-year cycle. The results are used for guiding capital and rehabilitation project planning. In the past, sidewalk feature inventories have been collected along with condition data for sidewalk and curb locations by utilizing consultant support. Finally, a management study was completed that generated a series of internal memos in 2003 which identified improvement opportunities for Public Works operations that are related to thirteen various operational components such as night work shifts and the work order system.

3. Sidewalk condition data was collected through assessment yet was not fully used due to City's inability to access the data.

The sidewalk inventory database, prepared by a consultant, contains condition data for sidewalk, curb, parkways, and tree wells including areas with missing sidewalk and/or curb. Information on condition was available including twisted, padded, displaced, and offset sidewalk areas which were identified in the database, yet City employees could not easily extract and use this information.

The condition data has not been used by the City to make decisions on repairs or plan improvements. Instead, the City has relied on internal spot inspections and surveys as well as complaint and liability issues to identify work. An internal plan is underway to develop a totally new sidewalk assessment program by the Streets Manager.

4. Many recommendations from the Weeks study and others have yet to be addressed or documented. Some issues outlined are similar to some identified by LAC.

Consultant Jim Weeks, in 2003, prepared a series of status reports concluding with recommendations for improvement. The review covered twelve various topics including Personnel and Equipment, Review of Graffiti and Solid Waste Abatement Practices, Lunch Break Abuse, Work Hours, Night Sweeper Position, Vacant supervisor, Work space allocation, Tree Trimming, Sidewalk inventory, Pavement Management and Street Rehabilitation Capital Improvement, Work Order System, and Street Sweeping implementation and contract.

Some of those categories had recommendations that have not been addressed or implemented such as working hour shifts, lunch breaks not being taken, and the work order system integration with GIS. These issues are also noted in this review. No action, clarification or documentation of the rationale for not following consultant's recommendations was produced.

5. Street sweeping cost per mile is very cost effective and competitive.

The City has utilized several contracts for street sweeping with the current one being successful. The City contract is with a local Santa Barbara firm, Continental Janitorial Services, which provides residential street sweeping for \$20.13 per mile. The contractor also performs street sweeping in commercial areas for \$15.88 per mile which includes most parade and emergency sweeping.

An internal memo from November 2014 outlined the Street Sweeping program including areas swept, debris recovered, and revenue from citations with historical values. The current contractor has been successful in assisting the City and provides the service at a cost-effective rate that is lower than LAC's 33 California Cities benchmark average by 17%. In addition, the City is satisfied with the quality and response.

Street sweeping's contract administration is performed by the Maintenance Coordinator in the Cleanup & Markings section with support by the Supervisor. Commercial street sweeping had previously been done by in-house forces until recent years when the street sweeping equipment was removed from City fleet. This work has since been included in the residential street sweeping contract with Continental.

6. Public Works must be able to function as an independent entity because of geographical environment and potential for isolation.

The City's geography is that of a coastal city bordered by mountains and the Pacific Ocean. The City is limited to three primary access points for major road transportation and access to the City. Most external services outside the City from other large municipalities require one hour or more of travel time in any direction. This creates a unique situation which requires the City to have the basic internal capabilities to operate and maintain services; minimal response is available from outside support including access from contractors. Further, the

potential for natural disasters and emergency incidents (i.e. firestorms, mudslides, and earthquakes) could, and have, made access to the City difficult and created isolated land transportation for short periods of time.

7. Several mission statements are identified from various sources with a focus on customer service. Both Public Works and Traffic Signals have mission statements that call for safety and efficiency.

Various mission and vision statements for the City and Public Works were identified in the P3 annual report, cost allocation plan, and depicted on the wall of the Public Works office which indicate a focus on performing the work effectively and providing service. The recently adopted mission statement for Public Works indicates a focus on efficient practices while the Traffic Signal mission also mentions efficiency and safety. These mission statements indicate both effectiveness and efficiency as stated goals of the Department. Though both efficiency and effectiveness are listed in these statements, virtually no systems are in place to measure productivity or unit cost which are key elements in efficiency measurement.

8. Many systems and tools exist yet are not linked and require some duplication. Usage of GIS in maintenance is minimal.

Employees use a combination of databases and file systems. This includes the work order systems, GIS, spreadsheets, manual hard copy files and word documents to manage work, yet these tools are not linked or integrated with operations. Dual-entry of asset data in GIS must be coordinated with the work order Cartegraph database to retain data integrity. Though the City has multiple databases and systems, they lack integration to meet stated goals of the Department and are cumbersome to use and compile relevant management data.

Usage of GIS in maintenance is minimal as Engineering is required to update and utilize the system. The work management system, Cartegraph, and the GIS are manually connected through duplicate entry and coordination between Street Maintenance and Engineering.

9. Cartegraph is used mainly for the assignment of requests and tracking work. Little backlog is created.

The Cartegraph system is a client-server database that is used by various groups in the City including Airport, Water Distribution, Waterfront, Street Operations, Parking, and Wastewater. Street Maintenance uses the system mainly for response with minimal proactive planning. The Cartegraph database review indicated minimal backlog and work appears to be scheduled and done as it is received, mainly from external requests. A total 9,149 of 9,931 (92%) work requests for Street Maintenance were marked as completed.

This can be understood that in approximately 21% (24,470) of all Cartegraph work orders (114,252) were assigned to “Street Operations” in the database. A total of 143 Street Operations work orders included a status of “cancelled” or “closed” (<1%), 24,066 completed (>98%), 35 with a status of “in progress” or “on hold” (<1%), and 226 (~1%) with

a status of “planned” indicated on the work order. Most work orders are marked completed with little backlog being depicted in the database.

10. Cartegraph is used to account for daily operations using work requests, work orders, and work reporting.

Cartegraph has various functions available within the database. The system is used primarily by the City for creation of work requests and work order records with some reporting of labor, equipment, and material resources. Other capabilities exist within the program yet are not being applied for work planning, costing or proactive scheduling. Many agencies similar to the City use work and asset systems to proactively plan, schedule, and track maintenance and operations, yet also proactively schedule preventive maintenance, future projects and enhancements.

11. Separate database systems are maintained by Facilities and used by Traffic Engineering for maintenance and operation of signals. They are used both for proactive and responsive work as well as accounting for what work has occurred.

Facility Dude is a web-based work order system used by Traffic Signal maintenance employees to report work completion at specific intersections. Work order records include assigned employee, status, request date, completion date, and a comment field to describe the work. The system was implemented for all facility work in the City in 2013 when the traffic signal maintenance was part of facility maintenance. The system is maintained by the Facilities Maintenance group and used for building related operations, maintenance and repair; Traffic Signal Maintenance is also one of its’ many users.

This software requires Streets and Traffic to use two separate databases for traffic related items; one for signs & markings, and another for traffic signals. Also, the administration of the Facility Dude system is by non-traffic employees who may not fully understand Traffic’s needs. This dual system requires traffic maintenance employees in both sections to understand and use two different systems.

12. Facility Dude is used for the Traffic Signals’ support staff work and the majority is for PMs.

City traffic signal maintenance staff utilizes Facility Dude to track when work is performed on a specific job or project. They account for the time they actually perform the work and travel to the job site. Other work done without a work request or administrative function such as training, consultation, attending meetings, etc. is not accounted for in the Facility Dude system.

The preventive maintenance work orders accounted for 68% of all of their effort. Work such as preventive maintenance on traffic signals, response to citizen and public requests, and construction rehabilitation projects are tracked in the system but their focus is in preventive maintenance.

PLANNING**13. A considerable amount of detail related to performance measurement is reported, without a specific focus.**

Public Works reports on 176 performance measures annually and they reported completion of 155 during FY2014. This is a large number of performance measures and requires considerable effort to compile the values which are difficult for management to interpret. Some performance measures are established at a higher level and link to some of the other measures, yet lack a direct relationship to the budget and/or resources.

Most goals are being reported as being met, yet details supporting all could not be determined. The City reported 12 of 17 completed performance measures during FY2014 which related directly to Street Operations and Engineering pavement projects. LAC was unable to reconcile this data with the Cartegraph database as it did not appear that all work accomplishment was reported to work orders. It appears that some of the reported values may be estimated without supporting system documentation.

New goals have been established also without defined linkages or rationale of many of the measures. Annually, new goals are established using estimates with prior, unverified data, thus perpetuating an incomplete approach to monitoring performance.

14. Laguna Pump Station facility is in a state of disrepair, with considerable capital and maintenance needs. A documented maintenance program is lacking for this major asset.

The pump station is a large facility that lacks systematic maintenance and assigned resources. Considerable amount of work is planned to rehabilitate portions of the facility that may be a result of inadequate preventive maintenance, however, routine work is done on a small scavenger pump.

The City lacks a proactive preventive program for a pump facility and the staffs in Street Maintenance lack the skillset to maintain such an asset. Other divisions within Public Works, such as utilities, may have capabilities to maintain such a pumping station. Most agencies establish a routine program for maintenance and operations for pump stations.

15. Responsibility for the Annex Yard is being transferred to Facilities along with staff from the Cleanup & Markings group.

One full-time street maintenance worker has been assigned responsibility of maintaining the Annex Yard on-site. This function is being moved from the Street Operations group to Facility Maintenance with the existing position having been utilized in the Cleanup & Markings group starting July 1, 2015. The re-assignment of the employee who worked at the Annex Yard for the Cleanup & Markings group will now report to Facilities.

16. Pavement conditions appear to be declining and backlog increasing.

The pavement condition rating decreased from 72 to 64 from 2004 to 2014, which has resulted in more roads falling into the “at risk” category. This means that instead of preventive and routine strategies, more costly rehabilitation and replacement projects must be utilized to provide an adequate roadway surface and structure. In fact, in 2014, to keep the City pavement at its’ current PCI of 64 would have required \$7.5 million annually for rehabilitation with less than half of that now being budgeted. It appears this may further increase backlog and push even more roads to the “at risk” and “poor” categories which will require more costly repairs, also further increasing the backlog amount.

17. Change in the pavement management system has resulted in value change with different interpretation of the condition rating. The pavement evaluation report uses a statewide rating criteria, yet the City uses MTC StreetSaver for its’ rating score. The City reports “at risk” pavement with a value of 64, yet the MTC scale indicates “fair.”

The City changed the pavement evaluation program from MicroPAVER to MTC StreetSaver in 2012. These two systems rate roadways differently with different scales. Further, there is a statewide rating scale which is measured zero to 100, but is different than MicroPAVER and MTC StreetSaver. The City’s latest report indicates that the overall rating has a value of 64 and indicates it is in the “at risk” category, however, the current program that the City uses indicates a value of 64 is considered a “fair” rating. It appears that though the City uses the MTC StreetSaver program, they are instead are applying the statewide rating scale. This does allow them to compare condition on a statewide basis but may not depict the actual condition category as depicted by the MTC system. The County is reported to also use the statewide rating scheme.

18. Eleven of the 69 activity codes in Cartegraph account for 80% of the reported work with three accounting for 50%. Work activity is not always used.

A small amount of the used activity codes account for most of the work. Nearly half of all Street Maintenance labor effort in Cartegraph (~50%) was reported to three activities in the database for Street Operations during FY2014. This includes “Remove and Replace” with 4,293 hours; “A/C Patching-ST” with 4,273 hours; and “Check and Clean If Necessary” with 2,322 hours. Most labor hours (>80%) were reported to only 11 of 69 activity codes used by Street Operations along with 274 hours reported without a specific activity code. The work orders without an activity code prevent the analysis of performance and measurement of efficiency.

19. Annual work planning is driven by geographical zones for Capital and some maintenance tasks, which are directly loaded into Cartegraph. Major work efforts are based on 6 maintenance zones, including concrete and striping.

The City has divided the area into geographic zones for capital and rehabilitation planning. Further, maintenance attempts to link to this concept in some of their work such as traffic markings and sign repair. Maintenance of pavement and storm drains have been organized

into geographic zones for the purpose of routine planning. Pavement is grouped into six areas which are on a 6-year cycle, with one area maintained each year. Storm drains are organized into eight areas and assigned to various employees prior to the storm season. The overlay and seal program managed by Engineering is followed in the next year with striping by the Cleanup & Markings group as the markings done by contract are thought by City staff not to be adequate and therefore requiring a need to be refurbished.

20. Some methods being applied are done inefficiently without a use of basic equipment or materials. Among those include the crews removing asphalt and their use of jackhammers and manual drain cleaning who had previously used a vacuum truck.

Some work being done by crews was noted as being completed in an inefficient manner. For example, crews use jackhammers for removal of asphalt when doing repairs while many agencies use a concrete or pavement saw. Also, drain cleaning is done with manual labor whereas it had been done previously by using vac-trucks or vacuum units. In the past, a vac-truck was available for Street Maintenance but has been removed from the fleet. Another example is the vehicles that are used for sign maintenance are not always equipped with ladders, thus impacting work efficiency as crews must return to the yard to obtain them, especially for higher signs.

Also, it was noted that the City continues to utilize paint which has a shorter life (1-2 years) than thermoplastic (6-7 years) whereas thermoplastic material is now being used in most other California cities. This paint method is cheaper for installation than thermoplastic, but requires more frequent maintenance applications and thus more frequent impact to the motoring public. The unit cost is about the same per year not accounting for safety and impact to motoring public. Use of thermoplastic would require a considerable change in equipment for a long line but could be done with minimal impact to stencils and lettering markings operations.

Further, staff has changed to ladder crosswalks, which are higher cost to paint and maintain without documented benefit of such an installation.

21. Procedures have been developed and documented for some key functions, yet contain primarily program descriptions, lacking optimum crew configurations.

The Division has recently prepared an updated procedures manual which outlines various functions performed by employees along with some related information for crew mix, work methods, and outcomes. Although procedures exist for some key activities, many critical functions are undefined and lack productivity measurement or other planning values useful for work management such as asset inventory, service levels, or scheduling criteria.

A good business practice that is promoted by the industry, and organizations such as APWA (2008), is the development of specific guidelines, or methods, by activity which include resources, work method, productivity, and quality standards. The procedures the City has are a good start, but lack the detail to be used as the basis for good work planning.

The procedures manually produced by the City covers some major groupings of activities and have useful information documented. However, many employees appear to be unaware of their existence or how they should be used. For such planning tools to be functional, they must be shared and understood. Such concepts are also outlined in the APWA Accreditation Manual (2014).

22. Each group uses several fund categories, which are allocated by position at the start of the fiscal year based on the judgement of key staff.

The City budgets labor resources based on allocations at the start of the fiscal year. This allocation is based on the judgment of the financial and management staff without the use of any actual work-based data. Funding for some employee positions are shared by more than one section in the budget. The Street Maintenance budget funds 19.6 FTE's outside of Operations including 4.2 positions in Engineering, 7.15 in Transportation Planning, 0.7 in Alternate Transportation, 0.25 in Work Trip Program, 2.3 in Street-Traffic Signals, and 5.0 in Measure A.

The budget allocation is complex and difficult to understand. It is based on judgement and historical allocations without actual data verification.

23. The City has many older bridges, which are being upgraded with federal and state dollars, with minimal need of matching funds.

The City has a total of 115 bridges with many that are functionally and structurally obsolescent and have low bridge ratings. This results in a need for rehabilitation and replacement that has been funded by Federal and State monies. The Federal share for many of the bridges is 100% of the cost, while the State share is 88.5%. This has resulted in a large amount of Federal and State grants and has impacted the Engineers workload dramatically. Further, the amount of matching funds makes other asset needs, such as streets and storm drains, not as desirable because they lack the same external funding support.

24. Major capital programs exist with support for the airport, bridges, and roadways with roadways obtaining a minor portion.

A major capital program exists that has ranged widely from \$5 million to \$90 million annually. The FY2015 capital plan indicates \$30 million in planned projects. The streets and roadways are part of the capital program with rehabilitation and preventive programs making up a very small portion of the total CIP. Rehabilitation and pavement efforts appear to be decreasing.

Rehabilitation has varied from \$5.2 million in 2010 to \$1 million in 2014, yet the pavement condition rating is lower each year for the last ten years. This appears to show that street and pavement rehabilitation is a minor portion > 15 % of the overall City's capital program, yet is a large part of the City's \$395 million assets. The City's PMS 2014 report indicates that \$7.5 million is needed annually just to maintain the current PCI whereas, even with a new 50-year life, \$6 million would be needed annually to maintain the PCI.

ORGANIZING

25. The Public Works Director is one of six who reports to the City Administrator, which is within span of control for these positions. Seven positions report directly to the Public Works Director.

Span of control indicates how many employees report directly to one supervisor. The City Administrator has six direct reports, including the Public Works Director, for a span of control of 1:6. Other departments that report to the City Administrator include Police, Fire, Waterfront, and Admin Services, along with the Assistant City Administrator.

Employees reporting directly to the Public Works Director include the Public Works Business Manager, City Engineer, Facilities & Energy Manager, Fleet Manager, Transportation Manager, Water Resources Manager, and an Executive Assistant. These spans of control are within the range of industry benchmarks of 1:4 to 1:8 for this level of management position.

26. Some administrative employee positions report to more than one manager for obtaining work assignments and direction.

Administration has ten (10) people in the group, yet five (5) reports directly to other divisions for daily assignment including Transportation and Engineering, while Water Resources, Facilities, and Fleet have their own administrative staff. This matrix-type of staff assignment results in those five employees reporting to two managers.

27. Street Maintenance employees and Traffic Signal Maintenance employees report to two different managers, yet work on similar traffic control infrastructure.

Street Maintenance is organized under the Transportation Division with a Transportation Manager directing the Streets Manager. Traffic Signal Maintenance is organized under the Engineering group with the City Engineer directing the Supervising Transportation Engineer. These two sections work on related traffic control assets such as signs, markings, and signals, yet report to different managers. The traffic signs & markings work is managed by Street Maintenance, yet considerable amount of the work is generated by Traffic Engineering as well as technical support.

28. Traffic Engineering is one group that has planning, design, maintenance and construction responsibilities, and also provides coordination and technical support for the Cleanup and Marking group.

Traffic Engineering reports to the City Engineer and provides all types of functions for traffic assets including planning, design, maintenance (traffic signals), and construction. The Traffic Engineer also provides direct support to the traffic & markings groups in Street Maintenance for signs, marking and traffic control. This includes work identification, technical support, and work guidance.

29. Span of control for the Street Manager is 1:3 and supervisors are functional at a span of control of 1:4 to 1:8 that varies by day.

Span of control for the Street Manager and Maintenance Supervisors appear to be within range of recommended best practices for operations which is between 4-8 employees.

Employees who report directly to the Streets Manager include two (2) Supervisors and one (1) Administrative Assistant. Employees reporting directly to the Signs & Markings Supervisor include one (1) Coordinator, one (1) Leadworker, one (1) Sr. Maintenance Worker, and four (4) Maintenance Worker II's for a span of control of 1:7. This may increase to 1:8 during various days and times due to staggered schedules. Employees reporting directly to the Concrete/Pavement Supervisor include one (1) Coordinator, two (2) Maintenance Crew Leads, and one (1) Maintenance Worker II for a span of control of 1:4. Maintenance Crew Leads often provide direct guidance to the employees on their daily work assignments.

30. Coordinators are often used for “Assistant Street Supervisor”, yet the two operate differently.

There are two Coordinators in Street Maintenance; one for operations and another for cleanup & markings. Management often utilizes these Coordinators as assistant Street Supervisors. The Operations Supervisor effectively manages small numbers of the “floating” staff, focuses on work identification and spends considerable time in the field. The cleanup & markings Coordinator focuses more on management of contracts, maintaining the database and graffiti with some work identification from the office. The two Coordinators work different work shifts which results in different overlaps with the crews. Both Coordinators have an extensive operations and maintenance background. Work identification is a only a part of their work as one has street sweeping administration and the other “trip and fall” sidewalk investigation and scheduling that are taking considerable effort.

31. Historically, it has been reported that crews were directed by a Superintendent. Now the responsibilities have been delegated to the Supervisors with support from the Coordinators who also further delegate the day-to-day operations to Maintenance Crew Leads.

The City, in previous administrations, had a direct maintenance and operations focused leadership from a strong Superintendent. This has changed after the Superintendent retired in 2005 to one of delegated responsibility to Supervisors and then further delegation to the Maintenance Crew Leads to direct specific assignments and projects. This plus the difference in work times for crews and Supervisors often support the Maintenance Crew Leads guiding the work.

This type of delegation often requires considerable business processes to be in place for effective operation. Supervisors historically had worked with crews in the field, yet their functions now have shifted to a more administrative and contract management role. Many of

these such as annual planning, routine establishment, short-term scheduling, and work monitoring are lacking.

32. The Supervisors and Coordinators appear confused on their roles and that of the Manager.

The Supervisors and the Coordinators have defined job descriptions, yet they appear to lack complete understanding of their role versus that of the Streets Manager and the Maintenance Crew Leads. This has resulted in individual decision making hesitation and confusion which lacks coordination and understanding by all Supervisors and Managers. Further, the two Supervisors have assumed a more administrative role rather than one directing and monitoring crews daily. Coordinators have transformed to their areas of strengths and comfort not necessarily one that matches their job descriptions. The Street Manager has delegated many functions to the budgeting and administration staff that may not yet have the skills sets to adequately manage.

33. Inadequate resources are available for much of the work for asphalt and Concrete crews on Fridays. Organization on Fridays are led by the Cleanup & Markings Supervisor and Maintenance Crew Lead, and other Fridays by one A/C Supervisor and an A/C Coordinator.

The City managers and supervisors have allowed employees the flexibility to work different work shifts and work hours. There are five different schedules in the Concrete & Pavement group, with employees sometimes being unsupervised and/or requiring crews to come in early because a member has ended their work day but another employee's work day still is happening. This has resulted in Fridays with a minimum amount of seasoned Maintenance Crew Leads available. In fact, there are none on one Friday and one the other Friday.

Further, the operations group consisting of a pavement and a concrete crew has only two Maintenance Worker IIs and one Maintenance Worker I on one Friday, while one Sr. Maintenance Worker, two Maintenance Worker IIs and one Maintenance Worker I work on the other Friday. Further, for the concrete crew, only two staff ever work on a Friday (one Maintenance Worker II and one Maintenance Worker I).

Both Maintenance Crew Leads and 3 of 4 Sr. Maintenance Workers in the Concrete & Pavement group do not work on Fridays. Hence, there is little staff to perform the normal workload on Friday and in essence the productive crews are working the maximum of four days at 8-9 hours each.

34. Seven of the Cleanup & Marking crew are self-directed for the first 3 ½ hours (39%) of every day and overlap with supervisor only 56% of time. There are five different start and end times.

The Cleanup & Marking crew has several start and end times that results in considerable self-directed work without a Supervisor or Coordinator present. One Maintenance Crew Lead, one Sr. Maintenance Worker, and five (5) Maintenance Worker II's in the Signs & Markings

group start at 3:30am or 4:00am with no Supervisor scheduled to arrive until 7:00am. Employee regular schedules are a combination of 5@8, 4@10, and 9@80 schedules. Start times include 3:30am, 4am, 5:30am, 6:30am, and 7am so that during a good portion of the time, work is underway without direct supervision. In addition, the 3 early morning crew members, except the supervisor, do not take a charged lunch break and receive extra pay for starting early.

The Coordinator in the Cleanup & Markings group is working during the same time as crew members for 65 % of their time, and has a focus on graffiti and data entry when working. Each group has varying work shifts, with some employees working different shifts with different supervisors.

35. The purpose of early start times are indicated primarily for striping, which is only performed 20-40 days a year.

Traffic staff have early morning schedules starting at 3:30am for most employees to allow for work in high-traffic areas to be conducted in an effective manner. Traffic striping is one the major concerns being impacted by congested local streets. It is performed between 20 and 40 crew days annually while the rest of the work that is done includes sign installation and maintenance, curb markings, graffiti, and stenciling. The non-striping effort is done in many urban areas during peak traffic with minimal impact to employees and staff by proper scheduling. The early start time for traffic striping is unusual as compared to other cities, but is sometimes done by other cities on a project-by-project basis.

36. Red curb painting is performed with two staff and is assigned considerable resources. Sign maintenance appears to be on a very low service level with less than 6% of signs changed annually.

The City dedicates considerable resources for red curb painting, with two people assigned daily, which is about 30% of all available staff assigned to signs & markings. In addition, the two-person crew works together. Curb painting does not receive such a high priority in most other cities and often is done by a one-person crew. This effort exceeds that of sign maintenance. Sign maintenance reports about 600 signs annually which is only 3% of the 21,300 signs. Even if underreported by 100%, that would only be 6% of the signs. Also, signs have a 7-10 year life, so 10-14% is expected. Hence, it appears that crucial effort to properly maintain the sign inventory reported is lacking resources.

37. Several staff are unassigned to crews or “floaters” who receive assignments daily, with Coordinators discussing and planning with Maintenance Crew Leads.

In the operations crew, several employees are assigned as “floaters” which perform small jobs and operate independently with direction from the Coordinator and review with Maintenance Crew Leads. Sometimes they are assigned to be part of concrete and /or asphalt, but often they work alone or in small crews. These employees are the lower skilled staff in this group and do work such as trash cleanup, various customer service, curb

patching, etc. They also are the ones working on Friday, often independently, without the supervision of other senior members of the concrete or asphalt crews.

38. Only the MWs are required to have CDLs (Class B), yet the functions are imperative for all to have this capability. Most staff currently do have this capability.

The City's current job classifications require the Maintenance Worker I and IIs to have and maintain a Class B driver's license. Other job categories including Maintenance Crew Lead, Sr. Maintenance Worker, Maintenance Coordinator, and Supervisor are not required to have a Class B license. The lack of this license could impact work flexibility and getting the job done. Currently, most of the employees mentioned do have a Class B license yet the requirement was not included in their job description.

39. The job category descriptions for Elec/Comm Technicians in traffic signals are the same as those in electrical facilities, but functions and employees are not interchangeable.

The traffic signal maintenance staff is classified in the job descriptions the same as other electrical/communication technicians in facilities. The work that the traffic signal employee performs is a combination of electrical, electronic, and systems related specifically to roadway signalized intersections and other electronic traffic control devices. The facilities technicians have totally different functions with more building and electrical facilities related work. There is little overlap and the employees are not interchangeable. Most cities and counties have separate signal technician position categories separated from electrician or electronic technicians.

40. Traffic signals per staff are on the upper end of the ITE and LAC benchmarks.

The two traffic signal technicians maintain 116 traffic signals which equates to 58 signals per technician. This exceeds most city and county organizations and even ITE industry standards resulting in an average of 35 signals per technician (Giblin, 2000). A combination of historical proactive routines and systematic replacement of equipment is believed by Traffic Engineering to allow this coverage to occur. The only backup support for these traffic technicians is provided by the Traffic Engineer, who lives in the City. While working currently, this may be a practice which is a hard to sustain. Further, even though the City has other Elec/Comm Technicians, they are not interchangeable and do not have the current skill set or training to provide support as their focus is more as an electrician, not as traffic signal technicians.

41. Staffing per 100 road miles is 10.6, which is within LAC database range.

The City's staffing per road mile for roads is similar to other agencies in LACs benchmark database. Further, there is a low amount of both overtime and compensatory time, implying lack of needs. Also, there appears to be a small backlog of work in the Cartegraph database and the amount of overtime is low (<1%) also for this group of people. The staffing levels

appear adequate even with the current situation of a lack of annual planning, minimal proactive work schedules, and ineffective and uncoordinated working hour shifts.

42. Average employee length of service is 16.2 years and more than LAC’s benchmark average. Length of service ranges from 26 years for a Maintenance Crew Lead to 6 years for Maintenance Workers. Only one maintenance employee has less than 5 years of service.

The City’s work force in Street Maintenance has a higher than average length of City service with leave and holiday time averaging 404 hours per employee since 2009. This situation of having long term employees results in less working hours and a higher probability of retirement and loss of institutional knowledge.

The amount of annual leave is higher than LAC’s average of 320 hours, which may reflect upon the average length of service.

43. The practice for standby and on-call seems to be effective with shared cost with Utilities. The amount of comp time and overtime is relatively low at approximately 1%, as compared to the LAC database.

The City’s comp and overtime rates are low. The City’s practice of using Utilities employees for on-call appears to be a very effective way of reducing Street Maintenance overtime. The workers compensation time is low (1.3%) for the Department, however, three of nine current employees are on modified duty which does impact work in Cleanup & Markings.

44. Traffic Signs and Marking employees lack any certifications, while all Traffic Signal staff have industry official recognition.

Traffic signal staff have certifications in the work they do through the International Municipal Signal Association (IMSA) that help them comply with the Manual on Uniform Traffic Control Devices (MUTCD) and other industry practices which outlines the standards by which traffic signs, road surface markings, and signals are designed, installed, and used. The traffic signs and marking staff, though capable, do not have certifications and do not receive continuing education of installation, maintenance and policy. This lack of certifications and education could pose a potential liability issue as well as a lack of knowledge of current industry practices such as MUTCD. Most cities require and / or encourage the key sign maintenance employees to have some certifications. These certifications require continual education programs which help insure agency employees are aware of current mandated requirements, industry standards, regulations and policies.

45. Equipment per employee is 1.0, which is lower than similar agencies.

The City rolling stock per employee is lower than LACs average. Further, observations of work and crews indicated an adequate amount of equipment on the job site. This action by itself is only one fact, but along with the mentioned use of some ineffective manual methods, this could mean this is an issue that should be reviewed. For example, some work was

observed that could have been more effectively done by using additional or proper equipment that was previously mentioned, such as asphalt repair or storm drain cleaning.

46. Several of the road vehicles are big and difficult to maneuver and operate on narrow roadways. Some agencies use smaller vehicles in this type of environment.

The City has attempted logically to standardize its rolling stock and optimize the number of types of equipment. However, the streets within the City are often narrow with heavy vegetation on both sides of the roadway which are often in exclusive areas. Also, Street Maintenance has experienced collisions with vehicle mirrors as a result of these narrow facilities as well as difficulty in the closing of lanes and the establishment of traffic control. The current standard trucks being used do not work well in these narrow roadways. Other agencies supplement their fleet with some smaller vehicles to allow for effectively working in such environments.

47. Parts and sublet amounts are higher than most like agencies.

The City's Fleet Department charges other departments for work done on their assigned equipment. This includes the hourly rates of the mechanics as well as the parts and sublets or contracted work. The City uses rates of 40% over value for parts and sublets. These rates exceed and are higher than industry averages and LAC's database average of 10-15%. These larger rates lack documented competitive justification for such a charge other than indicating that is the actual cost.

48. Fleet charges are adjusted annually to match actual expenditures.

Fleet is an internal service department and they charge member departments for services provided. They use amounts that are computed based on the Fleet's cost incurred for maintenance, repair, and replacement in relation to the amount of mechanics and fleet support staff. For example, the cost for all services is determined to include the cost of current fleet staffing. This amount then is prorated against those vehicles within the fleet. This process does consider the varying support by vehicle type such as police patrol, dump truck, or pickup, yet this approach results in the cost for fleet labor being allocated independent of incremental changes in the size of the fleet. Thus, a slight reduction or enlargement in fleet would still have the same fleet labor cost in the next year unless the fleet manager added or reduced fleet staffing. Labor charges assigned to equipment is not based on vehicle needs, it is simply based on the fleet staff available. With minimal fleet change from year to year, there is little consequence; but with significant change of size or mix of the fleet from one year to the next, this could be an inappropriate allocation that is not based on needs. For example, a fleet reduction of 20% would have the same total labor charge to a department as was done prior to the fleet reduction; further, the rate per mechanic hour would increase.

49. Round trip travel time to the asphalt plant is between 1.5 and 2.5 hours, which impacts work productivity.

An asphalt plant does not exist in the City limits and obtaining this material requires a travel time between 1.5 and 2.5 hours round trip to plants in adjacent communities of Oxnard or Buellton. This travel time greatly influences the work planning of hot asphalt related repairs and rehabilitation. Hence, the asphalt related work is dependent on the asphalt being delivered and thus impacts the productivity. Crews of 3-6 may be waiting for delivery of needed material before they can complete related work. Other agencies with this similar issue utilize cold mix and/or hot patch trucks, contracts, or adjusted schedules for asphalt delivery.

50. The purchasing of paint supplies is done on an as-needed basis, without a blanket purchase order. The type of paint purchased varies and is inconsistent.

The City utilizes traffic paint for intersections and other traffic markings such as stop bars and crosswalks, as well as longline traffic striping. The work is performed throughout the year with a general idea of the amount of effort, as depicted in the P3 performance measures. The staff obtains paint by project in a reactive manner using the City procurement process when they have specific needs. This method results often in delays in performing work and proactively applying traffic paint. Alternative approaches used by many agencies include obtaining traffic painting materials on a contract or blanket purchase order, allowing them to obtain paint when needed without delays of following a procurement process.

51. Outsourcing has been effectively used by the City for several major functions. This includes street sweeping and sign fabrication.

The City uses outsourcing as a tool for effective work. It has been able to efficiently and effectively obtain residential street sweeping services at a cost of \$20.13 per mile and Commercial Street sweeping for \$15.88 per mile which includes most parade and emergency sweeping. Sign fabrication has also been a very efficient practice with many signs being purchased for less than it would cost to purchase the materials and manufacture them. The decision making in use of contract support has been on a "case by case" basis using related facts of cost, staff and equipment availability and response to determine support needs.

DIRECTING

52. Coordination with the arborist can often delay jobs when tree roots are exposed. Requires 1-2 day response time.

The major impact to sidewalk needs is a result of an uplift of concrete panels from tree root growth. The work to repair sidewalks, remove potential "trip-and-fall" hazards, and allow for a proper rated sidewalk often requires coordination with the City arborist to guide in dealing with tree roots.

The first step, in the work method often results in removal of the concrete that has been uplifted and exposing the roots. The next step often requires consultation with the City arborist on how best to adjust/shave/trim tree roots so the sidewalk can be repaired. The

response from the arborist often takes 1-2 days, thus delaying the work and adding efforts for traffic control and impacting the assignment of labor to deal with the tree root and then replace the concrete sidewalk.

53. Coordination is performed through various levels of the Transportation group.

The City must coordinate with various groups inside and outside of Street Maintenance. This includes the different employees within Transportation such as the Transportation Manager, Streets Manager, Supervisor, and Coordinator who coordinate with various groups within the City including Engineering, Police Department, Water Operations, as well as other entities such as the County, City of Goleta, Santa Barbara Metropolitan Transit District, and Union Pacific. The number of employees coordinating with this many groups creates a very complex and time consuming situation.

54. The City is compensated by Union Pacific for graffiti and weed abatement. It appears that the cost actually expended, may be less than revenue, without a full overhead.

The City has a unique memorandum of understanding since 2007 with Union Pacific railroad to maintain 5.9 miles of rail rights of way within City limits to minimize urban blight by debris pickup, graffiti removal and trimming overgrown vegetation. The current amount established for graffiti removal is \$85 per hour (up to \$30,000 annually) and \$1875 per day for the CCC crew with equipment.

Comparing the cost for this service versus the revenue is difficult as rates used are an assumed value. It is not apparent how these rates were determined and if this cost to the City is greater than the revenue collected to support this effort. It appears that the actual full overhead cost may not be reported.

55. Much of the work is response driven, with priorities often decided by crew leaders. Systems are not used to monitor completion or priority. City focus is on responding to customer needs, with little proactive planning in streets. Priorities are subjective and lack documented definition.

The City's Cartegraph system has capabilities for assigning priorities to work requests and work orders. This capability is used by Coordinators and Supervisors using their own arbitrary definitions of various priority levels. This has resulted in the lack of consistency and full understanding of the priorities and how they can be used for scheduling. Many agencies standardize these definitions and use them directly in assigning and scheduling work.

Annual work plans are lacking while a preventive program is somewhat developed for preventive maintenance of pavement and storm drains. Most work performed by crews is in response to requests from citizens or other City employees without a unique priority assigned. The Maintenance Crew Leads often make the decision on the timing of doing the work.

56. MUTCD requires a preventive plan for sign inspections, and the City had utilized a consultant several years ago to complete the inventory, yet a system is lacking to meet mandated requirements.

The Federal Highway Administration and recent MUTCD have mandated the inspection of traffic signs for reflectivity. The City conducted an inventory and a one-time evaluation of all signs in 2013. The inspection identified signs and their condition, however, the MUTCD requirement is not being fully met as there has been no systematic inspection approach prepared. Data collected to date has some key attributes such as location, type, and modification date; however, many signs lack this basic information and other key attributes such as age and condition which are not being stored in the database. The City is updating the Cartegraph system with sign repairs as well as updating the GIS system, however, there is no systematic approach to meet these Federal requirements. The consequences of this lack of systematic inspection include increased liability risk as well as being a poor management practice.

57. The City uses several inconsistent ways to track accomplishment, and often relies on employees to enter or log data upon completion of the work effort.

The City uses Cartegraph, spreadsheets and other manual documents to account for the work they complete. Often the accomplishment reported in Cartegraph is different than the P3 values that are annually reported as being completed. For example, curb painting in Cartegraph shows less than 41,000 linear feet of curb painted in FY2014 while the P3 indicated 216,000 linear feet. The accuracy of the accomplishment reported appears to be a direct result of the individual employees who are tracking work in different ways with quality control practices in place yet no confirmation by any staff within Public Works. These various sources of information, which often conflict, create doubt in the validity of the data reported and application in decision making.

58. Work requests are primarily traffic control related.

The Cartegraph work requests are predominantly traffic control related requests. Sign blockage, curb painting, and ‘critical sign missing’ accounts for 50% of all request issues in FY2014. These requests come from multiple sources including Engineering, Police, and internal departments and are typically completed by the Cleanup & Markings crew. These requests often take relatively small amounts of time (1-2 hours) to complete, yet often require investigation and confirmation of the validity of the request.

59. Work scheduling and crew assignments are performed informally each day, with Maintenance Crew Leads given flexibility as the result of work schedules.

The Street Maintenance group scheduling is focused on daily assignment process, normally directed by the Maintenance Crew Leads, who have been given work orders from the Supervisors or Coordinators. Most work is based on a direct response to external requests with only a small amount of the work being proactively planned. Maintenance Crew Leads are given considerable latitude to select and perform work given to them in the priority they

think is appropriate. The short-term work scheduling is a very informal process that is done at the lowest supervisory level.

60. Large numbers of activity codes make it difficult to analyze and interpret data.

The Cartegraph system has an attribute field to report work activity of employees which has been populated over a period of years and has now resulted in over 1,100 unique activity descriptions. This results in actual and potential confusion and miscommunication for the definitions of codes and how they should be interpreted. Streets in FY2014, reported to 69 different activity descriptions on Street Operations work orders in Cartegraph. Three codes accounted for nearly 50% of reported labor while the top eleven (11) activities accounted for more than 80%. These activity codes lack definition and are left for the interpretation of the users. Further, the activities lack any work measurement units to be assigned, reducing the opportunity to determine productivity, unit cost, and measure accomplishment for the P3s.

61. Only a portion of Street Maintenance labor effort is captured in Cartegraph, while a best business practice is 100% capture of time. An average of 13.2 FTE's has been reported annually since 2007.

The City tracks work done in the Street Maintenance group, yet does not capture all time used to perform related activities. In fact, approximately 50% of street maintenance labor effort is captured in Cartegraph while a best business practice is a complete capture of time. An average of 13.2 full-time equivalents has been reported in Cartegraph annually since 2007 with more than double the amount of employees. Also, limited equipment and material tracking is done. This results in the inability to account for all work done as well as provide justification of labor usage and proper job costing.

One full-time employee is estimated to work approximately 1,676 hours annually on direct maintenance efforts. Twenty-eight individual street maintenance employees reported a total 21,026 hours in the Cartegraph database during FY2014. Using 1,676 annual labor hours to estimate one full-time equivalent, this equates to approximately 12.5 FTEs. Reported hours peaked at 26,188 in FY2008, while all other years since FY2007 ranged between 22,598 and 20,219.

Complete work reporting of resource utilization and work accomplishment for all efforts will provide useful management data for evaluating efficiency as well as confirming what work is being performed with related costs.

62. Only some P3 work units are reported in the database to measure work accomplishment, thus minimizing capabilities for productivity and unit cost measurement.

Both employees in Traffic and in Street Maintenance do not use their systems for recording work accomplished which then impacts the ability for measurements of productivity and unit cost. Work orders in the Cartegraph and Facility Dude databases can be used for reporting to specific asset features such as a street segment or signalized intersection. Square footage,

linear miles, and signal PM's are examples of units that can be entered as a quantifiable work accomplishment for specific tasks. Some work unit measurements have been configured in the Cartegraph database for specific P3 performance measurements that are reported in the annual budget, however, most work unit measurement is not reported to work orders in either database.

Measuring of work accomplishment allows for the calculation, for productivity (i.e. signs per day) and unit cost measurement (cost per SF sidewalk) which are each useful for management decision making support. The City's work order systems cannot readily compute their effectiveness and efficiency parameters with the data currently being recorded by crews and then entered into the system.

63. Activity reporting is limited. Most work reported by activity in FY14 was for Remove and Replace, A/C Patching-ST, and Check And Clean If Necessary. Yet information is incomplete and lacks adequate data and configuration to determine productivity and/or unit cost.

The Street Maintenance reports some activities, but does not account for all available labor. In FY2014, 69 unique activity descriptions were recorded in the database with a total of 21,867 labor hours. Eleven (11) of these accounted for 80% of the reported work. The top three activities of "Remove and Replace" at 19.6% of the total, "A/C Patching-ST" at 19.5%, and "Check And Clean If Necessary" at 10.6% accounted for 10,888 hours, or nearly 50% of all reported labor.

Assuming 1,676 productive labor hours are available to one full-time employee each year, total labor reporting accounts for 13 FTEs in FY2014. Work accomplishment reporting is lacking on most work orders. Cost reporting is incomplete and utilizes rates that are estimated and/or outdated. This results in a lack of efficiency and productivity measurements for all of the crew's work.

64. The City installs signs exceeding the height of normal practice. Concerns over driver expectation have resulted in one state limiting the height.

City employees install signs at heights above 8 feet, up to 14 feet, to help negate potential vandalism of the sign from paint and stickers. This height is unusual as it increases the sign cost, adds to potential wind loading, and may exceed driver expectations. Signs are installed at heights that LAC has not experienced in benchmarks. Though no standard exists in the industry and flexibility exists in the MUTCD, this may be an issue with driver expectations of sign location and the reflectivity of the signs from headlights, as well as the cost. In the State of Virginia, there is an established height limit of 8 feet because of those issues, unless otherwise approved by engineer.

65. A considerable amount of traffic signal work is performed through preventive routines, which are loaded within the Facility Dude database.

A considerable amount of the work for the traffic signal staff appears to be for preventive maintenance, which is planned in Facility Dude and is also used for reporting traffic signal PM events completed by the technicians. Approximately 708 combined hours were reported by both technicians to perform traffic signal PM activities. Using an estimated value of 1,676 available productive hours per employee, this equates to nearly 42% of the available work time for one full-time employee. However, the observations of the work appear to show more time being expended for preventive maintenance than was indicated by City staff and appears that some under reporting may be occurring.

CONTROLLING / IMPROVING

66. Standard report outputs are used for after-the-fact inquiries. Evaluation of management reports with productivity, cost or accomplishment is minimal.

Street Maintenance makes marginal use of outputs from the Cartegraph system, with a focus mainly on just affirmation of the completion of work orders. However, the Cartegraph database includes a variety of reporting tools to provide managers with standard information for evaluating performance. Custom reports can be developed for summarizing and presenting useful management data.

Also, employees periodically review system outputs for after-the-fact inquiries of specific work orders. Hence, the outputs from Cartegraph are primarily used for billing or specific requests. The system usage of cost, accomplishment, productivity and labor data for management control, monitoring, and improvement is insignificant.

67. Complete costing with overhead, equipment and material costs are lacking, along with productivity measurement. Engineering uses overhead rates but other groups do not consider them. Minimal cost accounting is being performed and an overhead rate is lacking for maintenance operations.

Street Maintenance use of Cartegraph is mainly for monitoring work order completion without taking advantage of estimating cost and/or productivity. One of the reasons this is the case is that the department lacks the ability to cost work since a key component of overhead is not included in the work reporting database.

Using the FY2015 budget and current salaries, an avoidable overhead rate of 161% was calculated by LAC for street maintenance operations. This was estimated by identifying all avoidable costs in the entire fiscal year budget and dividing by the direct, billable labor that could be reported by employees in the work order system. This does not include engineering or traffic operations employees and consists of the avoidable costs related to street maintenance only. The overhead amount for many agencies is one of the largest components of cost often exceeding the actual labor, equipment, or materials.

Finally, due to the lack of consistent reporting of units accomplished and all resources used, an accurate unit costing cannot be determined. As a result, management is not able to utilize quantitative information to help make management decisions in regards to efficiencies and effectiveness of work being performed. Further, consideration and analysis of efficiency related factors such as unit cost, hour per unit, average daily production, and planned versus actual work for all crews are excluded from routine evaluations.

For proper evaluation, costs charged to maintenance work must include labor, equipment and materials as well as overhead (APWA, 2008; Michel, 2004). Resource rates in Cartegraph and Facility Dude are not updated regularly and the true avoidable cost is not accounted for with a calculated overhead rate.

68. The CAFR does keep track of some performance measures on a historical basis.

The City's financial system includes information about Street Maintenance. The use of the CAFR shows a 9-year history of operating indicators and capital asset statistics. Some related to street maintenance include miles of streets resurfaced, tons of debris removed by street sweepers, as well as capital asset inventory values for street miles and square feet of concrete installed (sidewalk, curb & gutter).

This information is useful for historical comparisons and should be readily available from the Cartegraph system. For example, the amount of street surfacing and concrete work has dropped dramatically. The CAFR includes annual summary values of work accomplishment for street resurfacing. The City reported at least 60 miles annually until 2009 with annual reported values have decreased since then. This information can be useful for trend analysis and evaluating what maintenance work is being done.

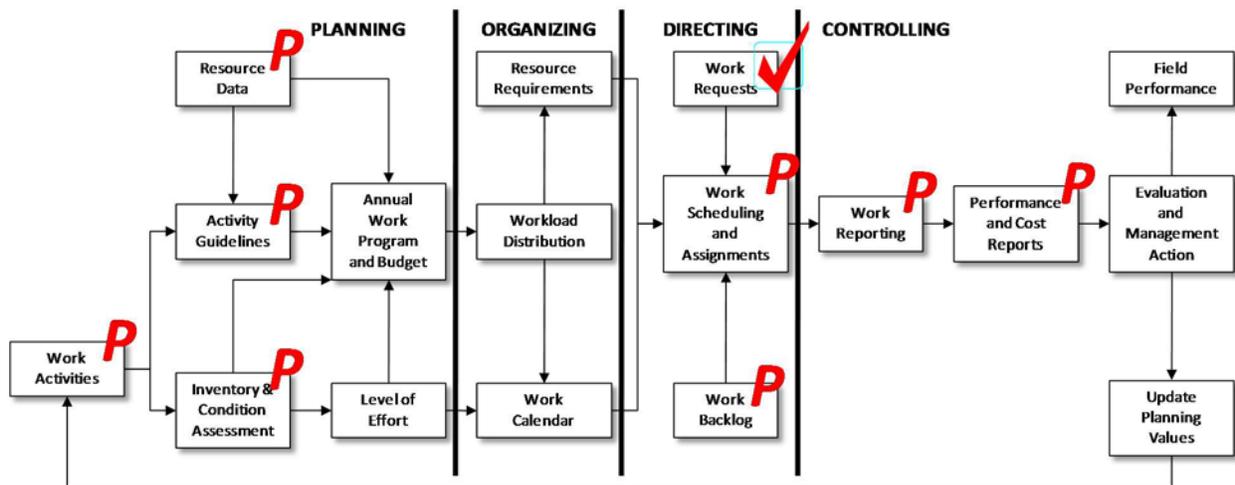
69. Traffic, in Facility Dude, uses a rate of \$98 per hour and lacks accomplishment reporting. However, data is primarily used for monitoring work done, not productivity, cost, or efficiency.

Traffic signal maintenance staff utilize the Facility Dude maintenance program to track work done on electronic traffic control devices. This includes preventive and reactive repair maintenance work. The reporting of work is tracked for labor and some materials. The Facility Dude program does not have a specific data field for tracking of accomplishment. The cost in the program is based on a constant \$98 per hour and lacks accounting for equipment and most materials used on the job. The incomplete recording of resources used and inability to account for accomplishment prevents compiling adequate cost and productivity information. The program is mainly used for accounting for completion of a task.

70. Many desired management functions are being partially performed. Those that exist, lack linkage or integration. This condition leads to a lack of uniformity and accountability tools being utilized. Focus is on response by delegating priority.

The City is performing some functions of the ideal maintenance management process (APWA, 2008). Work activities exist, but are mostly undefined. Some resource data is available for labor, equipment, materials, and contracts. Asset inventory data exists for most key features with a complete condition assessment for pavement. Effort levels are established for some activities, yet an annual work program has not been established. Resource requirements and the annual work calendar are not determined. Work requests and a work backlog exists in the work order database. Short-term scheduling is lacking and some crew assignment occurs daily. Some work is reported in the database with related resource utilization and cost. Monitoring of field crews and work performance evaluation is minimal. A continuous improvement process has not yet been established. Figure 3-1 shows functions partially in place with a ‘P’ and those in place with a check mark✓.

**Figure 3-1
Santa Barbara Current Maintenance Management Process**



SECTION 4 RECOMMENDATIONS

This section outlines fifty-three (53) recommendations for improving existing operations. Some recommendations are noted as INDEPENDENT and could be accomplished by the City in any sequence. Other recommendations are noted as RELATED to indicate those requiring completion of other prior recommendations for a most successful implementation.

GENERAL / SYSTEMS

1. Review and document all prior study recommendations and either accept and implement or identify rationale for not completing. (INDEPENDENT)

Prior evaluation efforts in 2003 by a consultant, Jim Weeks, identified 13 opportunities for improvement. This report and others included some similar recommendations to LAC, which were related to night shift assignment, lunch breaks, and staffing. Some of these recommendations were acted on and have been implemented. Those non-implemented recommendations appear also to have merit with supporting information, yet no action has been enacted. The City should address all the specific opportunities outlined in these previous studies and either act on them or document the justification and rationale for a lack of any action.

2. Ensure that all City divisions have the necessary resources including equipment and staff to provide basic services as a result of emergency or natural disasters. (INDEPENDENT)

The City of Santa Barbara has limited roadway access with only three major roads from other urban areas. In the past, as a result of storm events, mudslides, and/or fires, these access points have been closed or restricted. Further, many potential contractors and support services that the City could use are located in other urban areas that must travel on these corridors. The City employees must be able to provide the basic services for the transportation and stormwater systems within the City, assuming minimal external help in extreme situations. Therefore, the City should maintain the necessary equipment and labor resources to maintain the key assets and systems for the public within the City in those types of extreme situations. Those key work activities should be planned and projected, and can be achieved by using both internal and local external service providers without the need to retain external capabilities from outside of Santa Barbara.

3. Integrate GIS with all work tracking and train operations staff to utilize. (RELATED)

The City Engineering staff has developed a GIS database with key attributes for roadway, stormwater and traffic assets. However, the Street Maintenance employees use GIS maps for only minor work efforts including development of the pavement assessment report and planning for routine maintenance zones. The use is based on reliance of requests directly to engineering, which minimizes their understanding and usage. The Cartegraph database should be configured and integrated with the existing GIS to allow work reporting to a specific asset or location for all maintenance and operations work. Managers, Supervisors,

and Coordinators should be trained to utilize components of the GIS relevant to their operations for work planning and reporting.

4. Fully utilize the Cartegraph system to proactively plan the work and monitor work accomplishment and productivity. (RELATED)

The current database has many tools and potential capabilities that are not being applied to manage the street related work. There is an emphasis on response to request and documenting their completion. The Cartegraph database has not been configured for work planning or work monitoring. Routine preventative assignments lack programming and planning efforts and are not integrated with daily operations. Evaluation of reported work is minimal and lacks a focus on efficiency with monitoring mainly on just completion of the work request being the main goal.

The system should be developed as a proactive management tool for planning all work with efficiency benchmarks that can be compared to actual work reporting. Specific activities and work orders should be scheduled in advance with estimated values for cost and production. Standard reports should be created, which will allow managers to evaluate actual performance to the planned values. A complete training program for several employees, who understand the system completely (i.e. super users), should occur of which would then update other users on a monthly basis of key utilization enhancements, features and/or changes.

5. Integrate traffic signal maintenance group with streets into one system (Cartegraph) and provide traffic engineering the abilities to monitor and maintain system. (RELATED)

Two systems are used for traffic related items; the Traffic Signal Maintenance group uses the FacilityDude software for work management while signs and markings are maintained in the Cartegraph database.

Two employees in traffic signal maintenance use the FacilityDude database for work orders which are linked to specific intersections for both work planning using proactive routines and reporting. All similar traffic assets and related work should be managed in the same system with permissions enabled to allow Traffic Engineering access and asset management capabilities. Cartegraph database is used by the entire streets group for over ten years and is a system that is often used by other agencies for traffic signals. The FacilityDude database is mainly used and maintained by the facilities employees for building and related crafts. All groups in traffic and streets should use the same system, Cartegraph. The proactive routines for traffic signals should be established in Cartegraph as it is now in FacilityDude.

This would allow all asset and work management data for related assets to be contained in the same centralized system which could be linked to GIS. Standard reports could be generated to enable managing all maintenance and operations efforts in a similar manner.

6. Develop a sustainable plan with resource needs to maintain the pump station with specific routines for maintenance and rehabilitation scheduled. Consider working with utilities and/or contractors to help or perform the support effort. (INDEPENDENT)

The Laguna Pump Station is maintained and operated by Street Maintenance employees with most work occurring in reactive response after storm events. This type of asset, in many organizations, uses trained mechanical pump mechanics rather than street maintenance staff. The work done to ensure operation of such a type pumping facility requires a systematic PM program and monitoring by skilled mechanical staff.

An asset management plan is lacking for this critical asset along with routine procedures for preventive maintenance which could reduce the cost of ownership during the lifetime of the asset and minimize extensive repairs. The City should establish a long-term maintenance and rehabilitation plan for the anticipated life of the asset. Capital plans should include a sustainable approach to providing service to the community. Maintenance efforts should be evaluated to identify any opportunities to utilize contract support during peak workloads. Further, the Division should consider outsourcing this maintenance effort to either City utilities or private contractors who have expertise in this work.

7. Utilize the pavement condition index (PCI) rating scale that is assigned to the current system (MTC) being operated and report condition based on that criteria. (INDEPENDENT)

There are different scales or ranges of the PCI for measuring pavement condition categories of “excellent,” “good,” “fair,” “at risk,” “poor” and “failed.” These scales include MicroPaver from APWA, StreetSaver from the Metropolitan Transportation Commission (MTC) system and another that was used as a statewide pavement assessment in California. The recent pavement management study completed by the City uses the statewide rating scale for identifying pavement condition category values, while the rating scale in the MTC StreetSaver software actually used by City Engineering rates pavement condition on a different scale. The overall conclusions in values of the rating are different. All rating values and condition types should be consistently applied and reported following the same scale used by engineering in the compilation of the PCI in MTC software.

8. Clearly define the roles of the coordinator, supervisor, and managers and educate the employees of their roles. (INDEPENDENT)

The key staff lacks understanding of their roles and that of their immediate supervisor. Job descriptions exist for all employee classifications in Street Maintenance, yet the actual work of these positions appears to be a blend of shared responsibilities with significant delegation of management functions to Maintenance Crew Leads and Coordinators. Employee goals should match job descriptions with tools provided to educate and empower staff on their roles and functions.

Overlapping responsibilities in the job descriptions exist. A meeting of the parties in Street Maintenance along with the Transportation Manager and Director of Public Works should

occur for input and confirmation. These key staff should decide on the specifics of their work assignments, employee review processes, and budget evaluation and compilation with each role for the work and related responsibilities.

PLANNING

9. Establish employee teams to review the various improvement opportunities and annual plans. Utilize the teams on an annual basis to assist in update of work methods, quality control, annual plans and equipment needs. (RELATED)

Street Maintenance employees have demonstrated an earnest desire to implement good business practices for continuous improvement. To allow the improvement process to be effective, employee involvement can be a key component in the future implementation of improvement opportunities.

Employee support and “buy-in” can be further enhanced by establishing capable employee teams that will work to provide ideas and information during the implementation of recommendations that have been outlined in this report including the development of work methods, annual work plans and equipment needs. The Supervisors and Maintenance Crew Leads should be consulted on work methods and activity guidelines to ensure valuable input is obtained from those closest to the work.

The involvement of employee teams is crucial to a successful implementation and development of methods for continuous improvement. The teams would also be used on an annual basis to update work methods and guidelines as well as reviewing the annual work plans. They should be established by function (signs, markings, concrete, etc.) to assist in development and implementation of specific needs, including a mix of employees from Maintenance Workers to Supervisors. These teams of 4-5 people should be rotated annually and include employees at various levels in the organization with supervisors and coordinators included.

10. Maintain sign database and keep current with location, age, condition and/or any replacement. (INDEPENDENT)

Sign inspection is mandated by the Manual on Uniform Traffic Control Devices (MUTCD) to establish and implement a sign assessment or management method that will maintain minimum levels of sign retro reflectivity. A reflectivity survey was recently performed by a contractor and imported to the City GIS. However, a methodology to maintain this information is not currently planned.

The City has collected traffic sign attribute data in a GIS database as well as placing data into Cartegraph. The sign asset inventory database should be used by City staff to plan routine maintenance, routine replacement, and develop work plans and resource needs. The sign inventory should be linked to the Cartegraph with procedures established and documented to maintain the data.

The database is an accountability system, and if it is not properly and systematically maintained and updated, it could misrepresent the City in the actual location and related parameters of traffic signs, which has regulatory, warning and guide indications. This would put the City at a potential liability by not following mandated requirements as well minimize the capability to routine schedule maintenance, enhancement or replacement.

11. Develop plan to meet sidewalk needs with a sustainable effort based on priority and use multiple strategies. (INDEPENDENT)

The City contracted to have a complete sidewalk assessment completed. However, the information from the study was provided in a format that the City could not readily retrieve and use the information for sidewalk decisions. Sidewalk installations, replacement and rehabilitations make up a significant portion of the City's work repairs and, without action, have created potential liability issues in the past. A complete plan, including sidewalk inventory and condition evaluation with necessary resource allocations for improvement, should be prepared and then utilized as a guide for work assignments. This effort should be a sustainable plan that information can be retrieved as well as kept current as sidewalk condition and status change. The plan should outline specifics to be achieved with estimates on time, cost and accomplishment. This plan should be linked to specific work orders in the Cartegraph system and monitored for status.

12. Define and document all activities and train staff in their utilization for reporting. Track all work to an activity with a predefined performance measure. (RELATED)

Street Maintenance should establish employee teams consisting of key employees who are familiar with operations as indicated in recommendation 9. A series of meetings should occur to determine the activity list for each function (pavement, signs, concrete, etc.). This would also include an asset or feature inventory item that is the primary workload driver and identify a meaningful unit of measure for each activity.

The City should focus on the "critical" activities that were identified using the Pareto principle, which allows effective and efficient management of 80% of the work effort by focusing on a limited amount of activities, thereby improving the accuracy of work tracking for all groups while optimizing the resources to monitor them (APWA, 2008).

Measurement units should be identified for each activity. For example, the linear footage for centerline striping effort, and the measurement unit value should be linked to both budget and performance. These activities should be reviewed each year by employee teams for relevance and updated to match requirements or mandates.

13. Expand the procedures on an activity basis using employee teams and benchmarks to include crew size and projected productivity along with asset linkage. (RELATED)

Complete guidelines do not exist for major activities. Guidelines can assist operations employees, as well as management, to understand the tasks that are to be performed and to provide guidance and expectations. Documented performance guidelines should be reviewed

annually and enhanced, if needed, for each activity. Employee teams consisting of management and crews should be included in the process to provide input and confirmation of information. Some standard operation procedures have been compiled, yet planned resources have yet to be assigned and anticipated production is not yet estimated.

The guidelines for each activity should include:

- Activity definition;
- Criteria to use for work identification;
- Mix of resources required;
- Method to conduct work;
- Expected daily productivity; and
- Work quality expectation.

This information would serve as a baseline and resource for all the work planning, as well as providing the additional benefit of common terminology, a device for training, and most importantly, a tool for continuous improvement. The establishment of an annual update process of new methods, technology, and processes will be considered as part of the guideline improvement process for each year. The guidelines would also serve as a basis for comparison to determine how various decisions are affecting efficiency and allow for staff input in the work process.

The guidelines should be made available to all maintenance staff and employees updated annually to describe how they will be used and the intent of their use in work planning.

14. Develop performance metrics and responsibilities for supervisors to perform daily visits and monitor crews. (RELATED)

The two supervisors in Streets appear to expend most of their work hours on administrative functions, responding to service requests, and issuing work orders. Because of the multiple crew work schedules and their administrative functions, little “day-to-day” direction is provided to crews. Further, most work is completed with little on-site field monitoring and direction by the supervisors. Performance measures that are identified for both the Streets groups (Operations and Cleanup/Marking) have little performance, efficiency or quality measures.

One key role for these supervisory positions is monitoring work and job completion, yet minimal time is being expended in those areas. The City should develop performance measures counting these field observations/interactions that encourage this effort. A measurement of the daily field visits to each crew would provide accountability and help ensure field involvement and guidance of work by these supervisors.

15. Establish proactive, preventive maintenance programs for all major efforts similar to traffic PMs and street sweeping and link to zones. (RELATED)

Preventive routines are lacking for many street maintenance efforts with only some pavement, storm drains, and street sweeping functions being programmed annually. Street

Maintenance should establish routine programs using the Cartegraph and the GIS capabilities for critical infrastructures assets including signs, markings, ditches, rights of way and roadways. Among these activities could be sign inspection, pavement markings, sidewalk repair and culvert cleaning. Routines would allow for a proactive effort allowing for scheduling and maintaining asset reducing needs for costly response as well as increasing service to citizens. Prior effort for traffic signal PMs in the FacilityDude system have demonstrated the effectiveness of this approach.

Also, the City should consider establishment for a routine sign replacement schedule. The City reports less than 3% of signs being replaced annually, or a >30-year cycle, which exceeds the useful life for most signs. A routine sign replacement schedule should be established using the GIS and estimated lifecycle of a standard sign. This is normally in the range of 10-15 years and may vary based on environment and sign materials. This would reduce response calls and should ensure signs functionality of properly guiding the public. Only two staff are assigned to work on signs with one also supporting pavement markings. However, two full time staff are assigned curb painting work. This amount of curb painting effort in relation to sign work is unusual in most other cities and counties.

16. Develop an analytical condition assessment process for all infrastructure asset types, including traffic, storm, and right-of-way, which is repeatable and uses standard technology. (RELATED)

The City should develop and document a complete condition assessment plan and outline the process for the primary system assets (streets, signs & marking, drainage, etc.).

This information will allow for a more analytical process and can be used as a guide for future CIP budget projections and combined with the current processes being applied. Further, the City should use the maintenance performance information that is captured in the CMMS to determine trends and help identify areas to assess conditions.

Utilizing employee knowledge, condition rating and historic cost information will provide a defined approach to addressing needs and outlining requirements for rehabilitation and determining frequencies of maintenance.

17. All signs installed at heights greater than 8 feet may exceed driver expectancy and should be affirmed by the traffic engineer. (INDEPENDENT)

The City has implemented a strategy of placement of traffic signs that are installed higher than 8 feet sometimes exceeding 12 feet as a result of their concern and experience about vandalism and defacing of the signs in some specific locations. This practice may create a potential safety risk for drivers who may not be familiar with this unusual practice. Driver expectation and headlight visibility should be considered when placement for any new signs installations or replacement at heights exceeding standard practice of less than 8 feet. Though no federal or California state upper height limit standards appear to exist, the State of Virginia does preclude routine installation greater than 8 feet. The City Traffic Engineer

should review and affirm that all signs that exceed this height threshold are functional and are within anticipated driver expectations, creating no safety issue.

18. Develop two overhead rates that reflect the City’s actual cost. Develop an avoidable overhead cost and use a default value in Cartegraph. A second overhead rate should be used for external billing and reimbursement. Further, develop an annual process to update the overhead rate, integrate the rates into Cartegraph, and use for job costing. (RELATED)

Street Maintenance should establish an avoidable rate for internal cost comparison and outsourcing determination that is based upon avoidable cost. Applying this rate allows analysis, benchmarking, and other comparative studies in relation to maintenance costs and outsourcing evaluation. These rates should be reviewed and updated on an annual basis.

A second rate should be determined for the full overhead allocation to take into account the costs related to all aspects of the operation that includes various fees, administrative salaries, insurance, professional services, and rents/leases. This rate should be applied to work conducted for other agencies to recoup the full costs. Both overhead rates should be stored in the Cartegraph, with labor resource reporting applying the avoidable rate for job costing.

19. Identify actual equipment rates for each equipment class that include all cost – repair, maintenance, fuel and fluids, replacement, and use. “Out of yard” hours for each piece should be tracked in Cartegraph. Use for costing as well as to determine low and high use equipment. (RELATED)

Equipment rate determination methods should be developed and documented for consistency using all costs such as repair, maintenance, fuel and lubrication, and replacement. This is significant when determining the total cost of performing a particular activity (resource costs of labor, equipment, and materials). The true cost of the operation could be distorted by using standard industry rates that are not representative.

Further, the rates should be based on the amount of hours that the vehicle or equipment leaves the yard, is staged and committed for a particular activity, and is unavailable for other employees to use (out-of-yard hours). This measurement would be in addition to the operating hours of the equipment or the running time of the hour meter or mile meter. The CMMS should be utilized to track the “out-of-yard” hours for each piece of equipment.

The Federal Emergency Management Agency (FEMA) has specific rental rates established for various equipment classes. When the City requests reimbursement for national declared disasters, such as floods or fires, a specific process must be followed including the use of a specific equipment rate scheme. Special FEMA codes should be assigned to each piece of equipment in order to apply these rates for FEMA reimbursable events. These codes will provide the ability to track equipment at specified rates, track operational hours for rolling and non-rolling stock, and associated equipment operators.

20. Review existing efficiency of the agreement with Parks Department’s Forestry Division for tree maintenance. Determine and document anticipated work quantity and expected quality for this support to evaluate effectiveness of this agreement and opportunity to determine the optimum service provider. (INDEPENDENT)

Street Maintenance uses the Forestry division for \$1.3 million support which is a significant part of their budget. Measuring the effectiveness of this effort is difficult since work is not consistently reported or documented in a centralized system to allow compilation of costs and related accomplishment. The City should review and evaluate the effectiveness of existing internal agreements and determine a methodology of documentation, outlining resources used and units of measure to quantify completed effort by others.

Actual costs with labor, equipment and materials resources should be related to measureable work units to provide Street’s management capabilities to determine if the work support is cost effective and/or if an opportunity exists for improved resource utilization via internal work by Street Maintenance or an external contract. Recent information provided for FY15 indicates a cost of \$188 per tree by Forestry employees and \$83 by contract. It appears that if the entire work was contracted, then a savings of \$105 per tree, or over \$470,000 annually.

At a minimum, documentation on resources used and cost charged, along with work accomplished should be documented and provided to the Streets Division by the Forestry Division monthly. However, a potential for complete contracting of this work should be investigated. Many City and County agencies have found that such tree service can be more effectively and efficiently performed by use of contracts which also provides complete accountability and documentation.

21. Project a budget based on the work planned by activity that is linked to the activity procedures or guidelines. (RELATED)

Currently, the City does not have a documented process of determining resource needs and future estimates of workload instead uses history and management judgement. Establish a process to allow each section to produce a performance plan and budget that is based on an annual work program and for the work performance that is anticipated. A performance plan and budget allows planned dollars to be directly linked to the quantity and quality of work budgeted. The CMMS should be configured to utilize this information using management report outputs.

This work program should be established for each function by activity and include inventory, level of service, productivity, and required resources. Also, each outcome (signal PM’s, linear feet of striping) should be linked to a quality standard. For example, develop a goal that includes the number of potholes repaired and establish a budget based upon actual maintenance performance.

The performance budget would not only establish accountability for maintenance, but it is a good business practice because it ensures that work is planned based on a desired maintenance outcome.

Seasonal variations may occur for some activities, which are a function of weather or community schedules. The performance plan should be adjusted to account for these seasonal variations in workload, and resources planned accordingly. An opportunity may exist for utilization of temporary or contract support during peak workloads.

This effort will also produce a work calendar, which quantifies the amount of work units planned each month. Major activities with frequent, routine work can be broken down into manageable amounts for both scheduling and coordination purposes. The City should utilize this study estimate as the basis for the initial performance plan generation. This plan also provides an internal benchmark of work, cost and productivity that can be compared to the work being done.

22. Develop a capital plan for all asset needs and outline overall funding needs. (RELATED)

The 6-year CIP is developed annually for Street Maintenance projects related to bike paths, bridges, pavement, drainage, intersections, sidewalks, streetlights, and signals. The City should utilize existing systems and asset attribute information for making management decisions and budgeting for rehabilitation and capital improvements. Using the asset inventories, condition and the CMMS work history, the City can develop a long-term rehabilitation plan for maintaining all major assets.

Utilizing this information, the City can make logical and lifecycle-based decisions on how to maintain the current assets as well as make the best use of resources by scheduling work defined in the plan on an annual basis for specific assets maintained by Streets.

A key factor in evaluating assets and developing a long term rehabilitation plan is to use the information to make decisions by prioritizing work and performing work at the optimal life cycle point in time. Establishment of such a process will make the best use of City resources by increasing the life of the asset and planning for budgetary needs in advance.

Once capital and rehabilitation plans have been developed, they should reside in the CMMS and/or within an asset management database linked to the CMMS. Storing information in one location that is integrated with the CMMS will allow all users including Administration, Engineering and Maintenance access to the information to make informed decisions on planning and scheduling maintenance.

23. Consider funding the capital program for the road rehabilitation as outlined in the pavement management evaluation. Both the expenditures and related conditions on streets are decreasing and putting many streets in the “poor” category which requires more costly repairs. The amount spent to maintain roadways is 1/3 of what is estimated. (INDEPENDENT)

The MTC system has projected that the current pavement condition requires roadway rehabilitation and improvements of \$7.5 million annually to maintain the current PCI rating

of 64. The 64 PCI value has the roadways being placed in a “fair category” if the condition deteriorates further, it falls into a category of “at risk” which normally is then translated to a roadway that must be reconstructed or rehabilitated using more expensive strategies. The rating has dropped from 72 in 2004 to a value of 64 in 2014. The amount of resources being budgeted is about one-third of what is needed to maintain the current PCI rating. Without more financial support, it will most likely result in a rating that will continue to fall, thus making pavement repairs more expensive. It is cheaper to maintain roadways using preventive strategies in a “fair” condition than to allow them to deteriorate to "at risk" requiring more extensive repairs (Shahin, 2005). The City should fund the pavement effort to maintain to the current level at a minimum, as it will preserve the asset and actually be cheaper in the long term.

Operational improvements occurring from the systematic approach identified in this study, could result in actual savings of labor, equipment, and materials which may be utilized to help fund some of these needs. An example of this could be contracting out tree pruning services, as outlined in recommendation 20, which appears that it could generate \$400,000 of financial resources.

ORGANIZING

24. Consider direct assignment of administrative staff directly to those groups where they work. (INDEPENDENT)

The administrative support staff in Public Works is support for various divisions for clerical, data compilation, record keeping, filing, meeting coordination and document management functions. Some groups have direct assignment of those staff who report to division managers such as Facilities, Fleet and Water resources. Other groups have support from the Administration Division where staff is managed by the Administration Division but report to the divisions.

The matrix management situation in Public Works results in that some administrative employees are reporting to section managers for daily operations, yet are also assigned to the Administration Division. This includes specific employee assignments to the Director, Engineering Manager, and Transportation Manager. These employees should be reassigned to the specific groups where they perform work, similar to the employees assigned to Water Operations, Fleet, and Facilities as need for this complexity does not seem warranted.

25. Develop a plan to transfer all street traffic staff (signs and markings) to traffic engineering with the exception of median and graffiti support that should be with operations. (INDEPENDENT)

Street Maintenance under the Streets Manager has two distinct groups led by supervisors - one is for operations that handle asphalt and concrete work and the other is for cleanup/markings. The two groups generally work independently except during emergency or special events.

The Cleanup and Markings group performs maintenance and installation work mainly for sign, traffic and curb markings. Other functions include graffiti control, annex yard maintenance and weekend support crews for cleanup. The Manager also coordinates street sweeping with assistance from the Maintenance Coordinator. Most of the work done through request is generated or refereed by Traffic Engineering who work under the Engineering section. The Traffic Engineering group also is used for consultant support for traffic technical issues by the Cleanup and Markings group. Further, the Traffic Engineering group already has planning, design and construction functions now, as well as manages the traffic signal maintenance support. The direction provided on specific work though Streets Maintenance is minimal to the Cleanup and Markings group yet Traffic Engineering Staff are often consulted.

The current Transportation Engineer is fully capable of managing all traffic related functions. However, due to the current staff needs and traffic workload in planning, construction, design and traffic signal maintenance, he is unable to take on other responsibilities without being provided support. The City should develop a plan to transfer all sign, curb and markings responsibilities in the future after assessing the traffic engineer's workload and staff. Other support employees for graffiti and weekend support should remain with Streets. If this were done, then consideration should occur for restructuring the Street Maintenance group with reduced management support to a simpler structure as ½ of the basic functions would be eliminated.

26. Utilize coordinators to schedule all work done by groups with priorities established. (RELATED)

The Coordinators are used in many roles including work identification, contract administration, data entry and some minor work direction to unassigned employees. They are often used as support and backup for supervisors. Though they use the Cartegraph system, it is mainly used to monitor requests from citizens and others. Minimal work coordination, establishment of proactive routines, and developing direction for employees is done.

The Coordinators should use the annual performance plan from recommendation 21 for preliminary work order scheduling with new incoming requests assigned a priority. Emergency requests that require immediate dispatch of crews should be defined, and all other requests provided a response time. Non-emergency requests should be assigned an initial priority by the Coordinators and grouped into logical "packages" for work scheduling and assignment. Further, they should lead staff in establishing proactive preventative routines within the Cartegraph system to schedule work.

27. Standardize working hours and days in Operations to assure there are adequate resources for all working days including Friday with key lead staff available. Establish a work schedule where all employees have a supervisor assigned and present. (INDEPENDENT)

The variety of work shifts and start times in operations has created a situation where employees often work without direct supervision. Further, only a small number of employees

ever work on Friday, which reduces the division ability to complete work. Work shifts and employee schedules should be standardized with schedule exceptions on a project-by-project basis. Work shift start times should be aligned for all employees and changes made only when a specific assignment has been scheduled due to safety, weather, etc.

Employees are often scheduled without direct supervision, while crew assignments have no supervision for the entire shift on Fridays. Work schedules should be modified to provide supervisory support for the entire work shift each day. There are five different schedules, with employees sometimes being unsupervised and/or requiring crews to come in early to allow member with different work end time to leave. Both leads and all the SMWs do not work on Fridays.

Crews without a direct Supervisor on-site should be assigned a Maintenance Crew Lead for supervisory support with capabilities to communicate with the Manager or Supervisor on duty. Supervisors, Coordinators and Maintenance Crew Leads should all be scheduled to provide consistent and direct coverage of all assigned employees during normal working hours. A process should be planned to transition groups to a schedule that focuses on optimization of work, with key supervision being available and work teams being whole crews for completing work every day the crew are working.

28. Re-evaluate Street Maintenance staffing levels after implementation of system and scheduling recommendations. (INDEPENDENT)

In review of work done, overtime, backlog and LAC benchmarks it appears the staffing levels in Street Maintenance for operations are adequate based on asset amount and condition and equipment.

Staffing levels should be maintained until after other operational improvements have been implemented, specifically those related to planning and scheduling for work and time of the day. Once a performance baseline has been established using the automated system, staffing levels should be re-evaluated and aligned to match the work needs of the City. It is anticipated that more work will be done after these changes and the focus and organization structure should reflect those changes.

29. Give Operations “floaters” direct responsibilities that are scheduled and at a time when a supervisor or coordinator is present. (INDEPENDENT)

In Operations some employee “floaters” or individuals not always in a crew are assigned some tasks on a daily basis such as weed abatement and debris pickup with little direction. These employees are often given leeway to develop their own schedules and perform mainly a response-based effort. Specific tasks should be provided to these employees with work orders assigned and scheduled in the database and supervisor available to guide, mentor and monitor their performance.

30. Standardize work hours for Cleanup/Markings group, along with lunch and work days. Start working each day at a time when key supervisor staff can be present. Early morning starts should be project focused on the large scale striping operations. Supervisors and coordinators should work the same hours as the crew and yet be able to communicate with the Streets Manager. (INDEPENDENT)

Seven employees of the Cleanup/Markings crew are self-directed for the first 3½ hours (35%) of every day. There are six different start and end times for these 11 people, which impacts daily monitoring and coordination. Most of the crew starts at 3:30am and works until 12:30pm with no lunch time. The stated purpose of the early start times were mainly for striping, which is only performed 20-40 days a year and normally by a three person crew.

The coordinator is working at the same time as the crews 60% of the time or 48 hours every two weeks, and she has a focus on Graffiti and street sweeping. She is not assigned a vehicle, so on-site monitoring only occurs when she scheduled to overlap with others, and is infrequent. The Supervisors only overlap the sign, curb and marking crews about 51% of the day.

The start times being used are different and earlier than any in LAC's database of over 60 cities and counties with only a couple of California and Arizona desert cities starting early in the morning during the summer, with their supervisor, being close to this start time due to extreme temperatures. Some cities will bring a crew in to stripe or mark heavily travelled or congested street areas on a project basis. The Weeks' 2003 study recommended shifted start times later and aligns with supervisors and create a lunch break. No other City crew work without a lunch break and there is no documented policy allowing for such an occurrence. Also, working in night time for signs and red curb is very questionable as the work is impacted minimally by traffic and actually may be negatively impacted by darkness and the inability to work in neighborhoods in the early morning. Finally, though road construction projects have reported that working at night creates both productivity and safety issues that can be mitigated with proper measures (Elrahman, 2008), most sign and marking traffic work is not in this same category of major road construction without comparable lighting, traffic control and enforcement support. As far as working at night, studies (Folkard & Tucker, 2002) have shown that both productivity and safety may be compromised by night shift work.

Cleanup/Markings crew should work at the same time as their supervisor and coordinator and make adjustments for particular projects that require striping in downtown or heavily travelled areas. A start time of 5:30am, for example, would allow for most situations to be addressed and allow all staff to be on the same schedule where supervisors and coordinators could perform their assigned responsibility of managing resources and assigning work directly with staff. Further, all staff should take lunch breaks unless approved by the Director of Public Works as it is most likely that during a nine-hour day, employees will actually take a meal.

31. Actual data should be used to annually verify that staff are performing work in the budget categories they are assigned to, or modify time tracking procedures to account for time as they work. (RELATED)

The budget allocates position funding by fund category using the manager’s judgment and collaboration with the Administration Division and Director of Public Works. In FY2016 19.6 equivalent positions that were not in the Street Maintenance Division were funded from street funds. The accounting for actual time expended by functions is not available.

The employees report time to a department and program in the timekeeping system, which is charged to a fund rather than a specific action. In Streets, employees report to specific activities and locations in Cartegraph, while others outside of Streets mostly lack a system for direct accounting for their time. Engineering employees do account for their time on projects, which allow an understanding of the effort being done.

The amount outside of Streets is over 39% of all street funded positions. Actual work reporting data should be used for calculating the amount of actual support effort provided to each department or program by employee ensuring transparency and accountability of the use of those funds. Employee labor hour reporting data should also be used to confirm that the allocated budget amounts are appropriate as well as demonstrate the need for this shared support effort. Any dollar allocations not warranted should be utilized to address pavement rehabilitation needs.

32. Require all maintenance categories from the supervisor level to have and maintain a Class B CDL. (INDEPENDENT)

Employees are required to have a Class B CDL for initial employment and should retain these certifications throughout duration of service to the City. If loss of Class B CDL occurs, a process should be established to guide the employees to re-obtain the CDL in order to retain employment. Employees without Class B CDL reduce the City’s capabilities to provide service to citizens and meet their work plan goals.

Currently, City job descriptions only require a Class B CDL for the Maintenance Worker I and II while others do not. Job descriptions should be changed for all groups to ensure having and maintaining a Class B. This will provide capabilities of response and having staff interchangeable especially during response and/or emergency situations.

33. Reclassify traffic signal maintenance staff to a specific category and require traffic signal certifications. (INDEPENDENT)

The two traffic signal technicians perform specialty work that no other City employees, besides the City Transportation Engineer, can perform on signalized intersections and related features. However, City employee job classifications are identical for staff that perform traffic signal maintenance to those that perform electrical work within buildings or lighting. The type of work between those that work on traffic signals and that of electricians has a large variance and employees are not interchangeable.

Traffic signal maintenance employees should be re-classified to position description that more adequately describes their function and capabilities. Traffic signal experience along with certifications from IMSA should be a requirement for employment at this classification. Most cities classify traffic signal technicians as a separate classification from electricians. Having both groups in a single employee category may result in delays of hiring and recruitment as well as possible internal transfer of staff to positions where they are not qualified.

34. Cross train some street lighting staff as backup for traffic signal maintenance employees. (INDEPENDENT)

There are two traffic signal technicians with some support from the Transportation Engineer who maintain 108 signalized intersections. The staffing per signal is high as compared to LAC's benchmarks and industry standards (Giblin, 2000); and, there is little backup traffic signal support within the City.

Employees in the Facility Maintenance section perform some electrical work on streetlights and circuits. Traffic signal maintenance employees perform some specialty work that could be supported by cross-trained employees in the Facility Maintenance group. Facility Maintenance electrical technicians should be cross-trained to be able to provide basic support traffic signal maintenance efforts where certifications are not required or as backup during peak workloads.

35. Require all traffic staff to obtain and maintain IMSA certifications for signs and markings. (INDEPENDENT)

Currently, traffic signal staff have certifications for performing maintenance and repair for signalized intersections from a reputable certification organization, International Municipal Signal Association (IMSA). The sign and marking staff also work on traffic control devices that impact and guide the public. The potential risk of liability as a result of an accident could require justification for traffic control placement and standard installation as well as current state and federal mandates and standards.

Though the sign and marking staff appear capable and knowledgeable, they lack certifications that are often observed in cities throughout California. The lack of these certifications could put the City at risk and could result in installation of devices that are not current or meet mandates. The City should require all senior traffic and marking staff to have certifications indicating their knowledge of maintenance, repair, and installation of traffic control devices.

36. Evaluate the work being done and use of the equipment resources as compared to the cost for the manual processes. Specifically, review the equipment for sidewalk removal and the application of traffic paint instead of thermoplastic. (INDEPENDENT)

The initial review of work methods identified some opportunities for work method improvement using equipment and materials. For example, the use of jackhammers for pavement removal in lieu of concrete saws, and application of traffic paint for pavement markings instead of thermoplastic, can result in decreased overall production and increased cost of owning the asset. Also, results of performing this jackhammer work could also increase workers risk for injury and the longer lasting thermoplastic would minimize employees working in road rights of way by the increased life cycle of thermoplastic (4-7 years) versus paint at 1-2 years. The City should evaluate the cost and impact of a modified work approach with improved methods using all support tools and material via purchase, contract and/or lease.

37. Equipment should be related to specific work being done within the City. Specific consideration for small trucks should be used in narrow and width restricted areas. (RELATED)

Work methods developed in a prior recommendation 13 should be outlined with equipment and materials that can improve their operations in both effectiveness and efficiency. Several items were noted including manual cleaning of storm drains where vacuum trucks are often used. Another example is vehicles used for sign maintenance are not always equipped with ladders, thus impacting work efficiency. A third one is several of the trucks used a larger model that were difficult to maneuver and operate on narrow roadways. Some other agencies use smaller pickup vehicles in this type of environment. The quality and quantity of the work being done is a function of the type of equipment and resources being used. Work standards should be developed that consider work method and labor resources and optimal equipment used.

38. Fleet charge rates should be based on cost to operate, maintain and replace vehicles not just current fleet staffing and related cost. (RELATED)

The City currently determines fleet charge rates for labor and support based on the current fleet department staffing. The cost of the fleet department is allocated to the units that are being utilized by various departments within the City. The total allocation is not directly related to the size of the fleet and is based strictly on the allocation of Fleet labor cost to the amount of vehicles in the fleet and those being used. If vehicles are reduced from the fleet, the maintenance cost from fleet employees and mechanic's labor effort for those vehicles is then reallocated to the remaining fleet. The allocation is based on usage, yet the total cost of the mechanic labor and benefits are recovered regardless of the fleet size.

The City should adopt the methods outlined in APWA's *Managing Public Equipment* (APWA, 2009). Utilizing this method is useful in many ways:

- **Communication with customers** – being able to break down the equipment rate allows users to understand what the rate includes.
- **Comparison with others** – having rate components available can facilitate an “apples-to-apples” comparison with other agencies and service providers.
- **Financial management** – allows an agency to periodically track actual cost by component and compare these against approved budgets.

The rates should be determined based on actual labor, equipment, materials, fuel, and overhead that are used for various vehicle classifications. The current methodology does not require fleet department to consider the actual cost for their service versus the assets they must maintain.

39. Justification should be provided for use of higher internal charge rates for materials and sublet work by Fleet Maintenance. (INDEPENDENT)

The rates for sublet and materials include a 40% surcharge. This amount exceeds LACs benchmark database and suggested rates by APWA. The City should review why this amount is being charged and determine the validity of the departments bearing the burden for these higher rates. It appears that these charges are higher because of the size of the fleet versus those staff used to support warehouse inventories and manage contractual support. If justification is not available or cannot be provided, consideration should be for using rates that are in the 10-20% range and identify work that those assigned employees could assist in fleet maintenance and operations.

40. Asphalt work should be planned with a haul unit dispensed prior to crew starting work. The City should consider and evaluate the need for obtaining hot patch trucks. (INDEPENDENT)

Repairs of the City streets often require hot asphalt material to patch, repair and rehabilitate the roadway surface and some rights-of-way features. The City obtains hot asphalt from two different sources (Oxnard and Buellton) which are both 1-2 hour travel times from the City yard. This results in the crews having to wait upon hot asphalt arriving to the job which creates work delays and scheduling issues.

The City, by planning their work in advance, could assign an earlier start for crew members who obtain hot asphalt to reduce these delays or contract for its delivery. Another opportunity would be to obtain a hot patch truck, which could retain asphalt for a multi-day period, allowing the City to use the asphalt when needed, while minimizing the existing delays.

41. Develop candidate decision evaluation process for the use of external resources and use the data from systems and other factors in the process. (RELATED)

The current process to outsource work is made through a combination of factors, such as cost, availability, accountability and work type. These decisions are made differently in

different situations and locations. A formalized and documented process to determine if work should be considered as a candidate to be contracted or performed in-house is now lacking.

A process should be established that would enable the Division and Public Works to produce the information necessary to conduct this analysis. An overall unit cost by activity should be utilized that would incorporate actual labor, equipment, and material costs, including an applied avoidable overhead rate. This will allow the comparison of the true cost for conducting maintenance operations and compare the cost with other agencies for benchmarking and goal setting purposes.

Other factors should be logically considered following a defined process such as amount of work done, availability of alternative service providers, specialty service, and shortage of staff or training, lack of equipment, risk, legal requirements, customer needs and/or cost to determine if an activity should be considered to contract. Following this defined process would help guide employees to focus on being competitive and performing work that is making the best use of the public dollar. Further, each group will be able to evaluate their internal efficiency by analyzing productivity levels, having the opportunity to correct any deviation and allow for continuous improvement. One component required to accomplish this effort is development of the performance plan and activity budget in recommendation 21. The purpose is to create a competitive environment and encourage continuous improvement.

In addition, the Streets Division should have the capability to develop a work plan for contracted work with a defined work quantity and projected cost. This will allow for proper contract management and monitoring progress based upon both accomplishment and cost. Further, any contracted work should have a defined quality measure for the finished product to compare the expected end product delivered. The defined quality standard should be clearly outlined and communicated with both the contractor and staff that monitor the contract.

The generalized procedure would enable the City to evaluate all activities annually and determine whether any activities appear to warrant consideration for in-house work or outsourcing work. The City could then take action to improve that activity or function, or consider it as a candidate to outsource in a competitive effort. This process would be overseen by the Transportation Manager with considerable input from the Streets Manager.

DIRECTING

42. Develop a documented, defined process for planning, scheduling and performing work. (RELATED)

The average length of service in Street Maintenance is more than 16 years with several employees have been working with the City for nearly 30 years and will most likely depart from the City in the immediate future. With their departure, institutional knowledge of work locations and assets will be lost. A complete documented approach for identifying, planning, organizing, directing, and reporting work is necessary to ensure a systematic and sustainable work force. This employee knowledge of work process, job locations, routine maintenance

and asset condition along with historical public request and contacts should be transferred to the Cartegraph system to help store this institutional knowledge.

**43. Establish, document and publish priorities to allow for scheduling of work.
(RELATED)**

Cartegraph work orders have the capability to assign priority rankings, yet have not been defined or documented to establish a systematic approach to work identification. This has created inconsistency, confusion, and reduced the ability to schedule work based on priority. Supervisors and Coordinators use professional judgment to assign a priority which is not based on any documented inspection criteria.

The City should define maintenance “emergencies” that require immediate dispatch with criteria established on priority and response time for all non-emergency requests. Other categories such as schedule “within two weeks,” “beyond two weeks” and “backlog” are used by some agencies. These should be documented and staff trained to understand and utilize these codes as they are key to performing work. All work requested externally should be inspected and priority assigned for scheduling. Any unsafe situation should be immediately remedied with at least an interim solution until the proper action with resources can be planned, scheduled and allocated.

**44. Fully develop a two-week schedule procedure and hold Supervisors and Streets Manager accountable. Integrate with all systems and distribute schedule to staff. Relate schedules to annual work plans and routine processes. Educate staff on use and standardize work scheduling throughout the Division. All projects and non-operations routines should be fully scheduled based on productivity and activity procedures.
(RELATED)**

The development of a systematic two-week scheduling process should occur with staff education to utilize and enhance the current daily work assignment process. This process of scheduling needs to include all work by activity to be accomplished in a specific time period based on a developed annual work plan and outstanding service requests. A systematic involvement of the Manager, Supervisors, and Coordinators should occur to assist with the coordination of equipment, labor and material needs, methodology and any special circumstances. This meeting would involve the Manager and Supervisor’s to discuss the adherence to, and future efforts of, these schedules. Various points related to this process include:

- Allow for maximum use and sharing of limited resources
- Minimize work insertions and ‘fire-fighting’
- Communicate among all employees with regard to the work plan and available resources
- Provide for employee involvement and feedback in planning work
- Reduce resource conflicts

The schedule should be prepared and released for all City maintenance employees to be aware of the planned work. Further, the Supervisor should be required to discuss their new

schedules, comparing it with the prior two-week timeframe to determine the adherence to the previous schedule.

The Supervisor should be held accountable for the schedule completion. Several tools such as performance plans, preventive routines, training and an adequately configured CMMS must be in place prior for a scheduling system to be fully effective.

Work assignments should be directed by the Supervisor's for their respective sections with support provided by the Coordinator's and Maintenance Crew Leads. Schedules should be derived primarily from the annual work plan and work calendar, which is broken down into manageable 'projects' on a two-week basis. The Manager should use the two-week schedules for guiding daily assignments, with adjustments made for defined emergencies or urgent requests only.

Supervisors should focus on adherence to the two-week schedule with field support by informed Coordinators, Maintenance Crew Leads, etc. This will assist in completion of the annual plan and established performance measures.

CONTROLLING / IMPROVING

45. All groups should standardize the tracking of labor, equipment and materials by activity and link to a specific asset or location. (RELATED)

Key data should be collected to allow for performance measurement of cost, productivity, unit cost and accomplishment. All resources used should be tracked for each activity performed. Work should be tracked in a standardized method that is done consistently by all employees, including preparatory and travel time to the job site by activity. When possible, work should also be tracked to specific assets (i.e. inlet) and/or locations (i.e. street) to allow lifecycle costing of infrastructure assets and maintenance history reporting. The data on accomplishment would be included in work reporting along with labor, equipment, materials and contract resources used to complete the activity.

46. Account for one hundred percent (100%) of employee time, equipment and key materials in the system. All work done for the City and others should be adequately reported in the same system with accomplishment. (RELATED)

Less than 50% of Street Maintenance labor effort is captured in Cartegraph as well as resource reporting is limited, while a best business practice is 100% capture of time (APWA, 2008). Approximately 13 total FTE's have been reported annually since 2007. Further, only some P3 work units are reported in in Cartegraph. This lack of measured work accomplishment minimizes capabilities for efficiency items such as estimating productivity such as signs repaired per day and unit cost measurement such as cost per SF sidewalk.

Street Maintenance and Traffic Signal Maintenance should report 100% of labor hours in one system for all groups. Santa Barbara currently does limited work tracking using a combination of work reporting processes. The work being reported varies for each employee

as outlined in the Baseline, with incomplete and inconsistent work information being documented. All resources used (labor, equipment, materials, and contractors) should be tracked to each activity performed.

The data on accomplishment (number of potholes repaired, pump station PM's, LF of striping) would be included in work reporting. All work activities would then be stored in Cartegraph. Furthermore, asset locations for catch basins, signs, curb markings, etc. would be systematically reported and stored by activity. This will assist with future reporting and compilation of data. Reports will be able to be run by location, activity, or an entire section to determine where work effort is being expended.

47. Develop capabilities to monitor and compare efficiency to include productivity and unit cost. (RELATED)

The City has a defined mission and vision statements for both the City overall and Public Works as well as the traffic group which directly state efficiency as a key objective. However, no performance measures are established that quantify efficiency, but instead they are focused on effectiveness of getting the work done. The City does report and compile overall work accomplishment in various ways using spreadsheets, the Cartegraph database, and other manual methods without linking to the resource effort. Some resource utilization is reported including labor and equipment hours with related cost, however, costs are not all kept current and are based on FEMA rates or other sources that do not link to the actual usage.

This situation makes it very difficult for managers to evaluate efficiency in a systematic way. The system should be configured to provide these basic efficiency measurements of production such as units per hour or unit cost by activity for a specific time period. Management tools should be developed to allow monitoring of performance goals using costs that have been calculated using actual data along with an avoidable overhead applied and amount of work done per time period. This would allow a direct linkage with performance measure to the mission and vision.

48. Collect and quality control performance data and place the accomplishment and other performance measures in a unified tracking system. (RELATED)

Performance measures are reported in various systems and City employees use different tools for compiling summary values. The P3 (Paradise Performance Program) performance measures are reported annually for all departments and require significant manual effort to coordinate compilation of the data among employees. All performance measures should be reported in the same tracking system with procedures established to monitor and control data quality. Confirmation of the reported values should occur on a systematic daily and monthly basis to ensure accuracy and completeness.

49. All supervisors and managers should be trained to fully understand and be capable of using the Cartegraph outputs to monitor production and schedule adherence. They should be trained to understand and be fully capable of using the Cartegraph and linked GIS. (RELATED)

The current Cartegraph system exists with only a few Street Maintenance staff utilizing some of the capabilities. There are no management reports produced for improvement and performance enhancement. Key supervisors and managers lack a basic understanding of the capabilities of the system. Only a few capabilities are being used. GIS utilization is minimal with manual effort required to maintain linkage to Cartegraph.

The Cartegraph system process should involve complete training on utilization for managing operations and process monitoring with updates annually. System outputs should be developed to analyze work done and provide guidance to all levels of supervision and management from Maintenance Crew Leads to the Director of Public Works.

50. Design outputs to identify work status and guide managers to evaluate and act on productivity and accomplishment versus benchmarks. (RELATED)

Cartegraph system has outputs such as Work Request Notification, Work Order Report and Summary Reports as well as FacilityDude has some reports. These outputs are used mainly for work assignment and after-the-fact inquiry. The information produced provides little to guide and direct the Manager and Supervisors to take action to monitor and improve the operations.

Standard reports should be developed to be used by the Manager and Supervisors for work performance evaluation with comparison to a plan, performance measures and /or benchmarks. Work planning values should be established as a baseline benchmark in the database with a systematic method for evaluating planned versus actual performance by activity for hours, units, productivity, cost and unit cost.

51. All supervisors should utilize the same system for work tracking and planning. Streets should create a monthly report in a similar format. Establish a monthly meeting to review data from Cartegraph with management responsible for creating accountability. (RELATED)

The current method for tracking work performance information varies depending on the type of effort being performed. The ability to process and utilize unit cost and productivity measurement data is currently underutilized and a formal process has not been established.

All work should be tracked directly in the Cartegraph, without the need for additional databases and work reporting tools. The Cartegraph should be configured to allow management to compile comprehensive summaries of accomplished work (i.e. unit costs, work accomplished and dollars expended) and to disseminate this information to key employees for work management purposes. Further, the system should involve management personnel in using the information to improve the operations. For this to occur, three criteria

must take place: 1) complete employee training in the use of the Cartegraph, 2) a realistic performance plan should be established, and 3) processes should be set up to systematically review the information.

Additional support and coaching should be provided to key employees that use information to manage. Those who are utilizing this information to continually improve the organization should be rewarded and those that choose not to use the information should be given guidance and direction to apply it in their daily operation.

The Supervisors and managers along with other key employees should review the work done versus the plan in terms of hours, cost, units, productivity and unit cost and determine variances that occurred each month. The actions should be taken to understand the variances and to adjust as necessary to align actual work to the plan by better planning, scheduling, guiding and training.

52. Use Cartegraph to cost all components of work including actual labor, equipment, materials, overhead and contract costs. (RELATED)

Cartegraph work orders are used for only some reporting of resource utilization with related costs. Labor rates in the database are not current and do not appear to be updated to match actual employee wages. Equipment rates are not calculated based on actual usage and cost of the vehicle. Minimal material utilization and contractor cost is reported to work orders, with an overhead factor not being applied.

The City should report all resource utilization to specific work orders including equipment, materials, and contractor efforts. An avoidable overhead rate should be applied to labor reporting in Cartegraph, along with calculated equipment rates, direct material usage, and any vendor cost incurred for work efforts. This would provide managers with useful management information for costing, comparison, and improvement.

53. Establish a continuous improvement process with a quarterly update given to staff using the Cartegraph data. Provide an annual ‘State of Streets’ report to the Director of Public Works that compares planned activities, work days, accomplishment, total costs, and unit costs versus actual efforts for all groups. Provide the ‘State of Streets’ report annually to the City Administrator. (RELATED)

The Streets Maintenance section has many good work processes in place, yet they are not linked and integrated. System feedback is not used to update any planning or scheduling data from one year to the next. Some work is tracked, yet there is a lack of linkage to any work plans, or collection of costing or productivity. A few tools are in place, but they lack systems integration as well as understanding by employees on how they should work together.

A systematic method for evaluating effectiveness and efficiency of the operation is not currently available. The Division’s mechanism for tracking, planning and scheduling does not allow for evaluation on cost effectiveness and/or measurement of efficiency.

The Cartograph system should be fully utilized as a planning tool to establish a baseline consisting of frequency of service, desired quality, and quantity of work and unit cost for all activities that can be extracted on a routine basis by any specific time frame and/or location. By developing these capabilities, training supervisors, and re-engineering processes, methods could be established to have an integrated business like operation.

The divisions should have tools to review all alternatives for providing cost-effective, quality service, and select the best options (internal, contract or a combination) that best meet these criteria. These tools, if implemented, could provide a process and mechanism to maximize the best use of the public's dollars and increase stewardship of City assets.

A complete continuous improvement process as outlined in APWA's Public Works Administrative Manual (2008, p. 110) should be implemented with facilitation and all of these independent systems linked and optimized. Training should be done to guide managers and supervisors on how to fully utilize system concepts to plan, organize, schedule and improve their work.

This system would then provide both data and feedback methods to all levels to work toward continuous improvement. The City has many of the processes, but they are not tied together and employees lack the background on how to implement this concept.

A monthly meeting should occur where all employees provide summary information on costing, productivity and accomplishment. Actions planned as a result of this information should be outlined. Results of various activities should be posted for all employees to observe.

A quarterly meeting should occur where summary information on costing, productivity and accomplishment is actually presented to all employees. Actions planned as a result of this information should be documented and used as targets for improvement. Various activities preface should be available and posted for all employees to observe results.

Further, information should be compiled on an annual basis in a short report and provided to the Division Transportation Manager and Streets manager, outlining the results of work effort and compliance to the annual performance work plan. Information on response to customers, performance measures, unit cost, accomplishment, and productivity should be provided. Proposed actions to ensure compliance and acknowledgment of success should also be provided. The Division should review all alternatives for providing cost-effective, quality service, and select the options that best meet these criteria. The established activity-based approach in the enhanced system could provide the City with the mechanism to maximize the best use of the public's dollars. Information on performance measures, unit cost, accomplishment and productivity compared to the established plan should be provided.

Once information is confirmed and reviewed, a short annual State of Streets report for the division should be prepared and provided to the Public Works Director. The State of Streets should also be annually provided to the City Administrator and City Council.

APPENDIX

List of Acronyms

ACOE – Army Corps of Engineers
APWA – American Public Works Association
BMP – Best Management Practices
CAFR – Comprehensive Annual Financial Report
CDL – Commercial Driver’s License
CIP – Capital Improvement Plan / Capital Improvement Program
CMMS – Computerized Maintenance Management System
CRIS – Centralized Reporting Information System
ERP – Enterprise Resource Planning
FHWA – Federal Highway Administration
FTE – Full-time equivalent employee
FY – Fiscal Year
GASB – General Accounting Standards Board
GIS – Geographic Information System
IIMM – International Infrastructure Management Manual
IMSA – International Municipal Signal Association
ISF – Internal Service Fund
LAC – LA Consulting, Inc.
LF – Linear Feet
MOU – Memorandum of Understanding
MSA – Maintenance Superintendents’ Association
MTC – Metropolitan Transportation Commission
MUTCD – Manual on Uniform Traffic Control Devices
NOC – Notice of Completion
O&M – Operations and Maintenance
PCI – Pavement Condition Index
PM – Preventive Maintenance
PMS – Pavement Management System
PPE – Personal Protective Equipment
P3 – Paradise Performance Program
SF – square foot/feet
SWAP – Sheriff’s Work Alternative Program
TSP – Traffic Signal Priority program
UP/UPRR – Union Pacific / Union Pacific Railroad
USA – Underground Service Alert
UUT – Utility User Tax

Estimated Baseline Work Plan

The estimated work plan represents the current annual work load being completed by Santa Barbara Street Maintenance and Traffic Signal Maintenance.

<u>Activity</u>	<u>Program</u>	<u>Inventory</u>	<u>Work Qty</u>	<u>Work Unit</u>	<u>Labor Days</u>
30	TRANSP-SIGNALS				
55	TRAFFIC SIGNALS 4532				
5501	TRAFFIC SIGNAL PM 90-DAY	108 SIG INTERSECT	432	EACH	108
5502	TRAFFIC SIGNAL PM ANNUAL	108 SIG INTERSECT	108	EACH	36
5503	SIGNAL CABINET REPLACEMENT	108 CABINETS	5	EACH	8
5505	TRAFFIC SIGNAL TIMING UPGRADE	108 SIG INTERSECT	19	EACH	38
5506	TRAFFIC SIGNAL REPAIR	108 SIG INTERSECT	108	EACH	36
5507	TRAFFIC SIGNAL INTERCONNECT	107 SIG INTERSECT	107	HOURS	12
90	MISCELLANEOUS				
9020	USA LOCATES	108 SIG INTERSECT	290	EACH	29
95	ADMIN/OVERHEAD				
9501	SUPERVISION	2 EMPLOYEES	0	HOURS	0
9502	MEETINGS	2 EMPLOYEES	120	HOURS	13
9503	TRAINING	2 EMPLOYEES	80	HOURS	9
9504	LEAVE	2 EMPLOYEES	600	HOURS	67
9505	CONTRACT ADMINISTRATION	9,999 CONTRACT \$	199	HOURS	22
9506	DATABASE ADMINISTRATION	12 MONTHS	351	HOURS	39

<u>Activity</u>	<u>Program</u>	<u>Inventory</u>	<u>Work Qty</u>	<u>Work Unit</u>	<u>Labor Days</u>
41	STREETS ADMIN				
20	ROADWAY MAINT & SWALKS 4411				
2001C	SLURRY SEAL (CONTRACT)	254 ROAD MILES	32	LANE MILES	0
2004C	WEED ABATEMENT (CONTRACT)	9 ACRES	0	ACRES	0
25	SIDEWALK MAINTENANCE 4412				
2502C	SIDEWALK REPLACEMENT (CONTRACT)	6,999 K SF	20,000	SF	0
30	STORM DRAINS 4413				
3006C	STREET SWEEPING (CONTRACT)	254 CURB MILES	10,000	MILES	0
95	ADMIN/OVERHEAD				
9501	SUPERVISION	30 EMPLOYEES	1,287	HOURS	143
9502	MEETINGS	2 EMPLOYEES	200	HOURS	22
9503	TRAINING	2 EMPLOYEES	80	HOURS	9
9504	LEAVE	2 EMPLOYEES	600	HOURS	67
9505	CONTRACT ADMINISTRATION	999,999 CONTRACT \$	100	HOURS	11
9506	DATABASE ADMINISTRATION	12 MONTHS	1,386	HOURS	154
9509	CUSTOMER SERVICE	90,412 CITIZENS	506	HOURS	56

	<u>Activity</u>	<u>Program</u>	<u>Inventory</u>	<u>Work Qty</u>	<u>Work Unit</u>	<u>Labor Days</u>
42	STREETS SIGNS & MARKINGS					
20	ROADWAY MAINT & SWALKS 4411					
2002	LANDSCAPE MAINTENANCE		254 ROAD MILES	31,080	SF	156
2020	ROW DEBRIS PICKUP		254 ROAD MILES	720	HOURS	400
35	GRAFFITI ABATEMENT 4414					
3501	GRAFFITI ABATEMENT		254 ROAD MILES	350,000	SF	167
3502	UNION PACIFIC-GRAFFITI ABATEMENT		1 LOCATIONS	9,999	SF	6
40	TRAFFIC MARKINGS & SIGNS 4415					
4001	SIGN MAINT/REPLACE		20,331 SIGNS	450	EACH	90
4002	SIGN INSTALLATION		20,331 SIGNS	99	EACH	30
4003	SIGN FABRICATION		20,331 SIGNS	49	EACH	8
4004	SIGN INSPECTION		20,331 SIGNS	0	EACH	0
4006	CURB PAINTING		508 CURB MILES	160,000	LF	291
4007	PAINT CROSSWALKS		1,199 LOCATION	200	EACH	133
4008	PAVEMENT MARKING & STENCILING		254 ROAD MILES	2,204	EACH	232
4009	BIKE PATH STRIPING		258,699 LF	51,740	LF	16
4010	CENTERLINE STRIPING		1,341,120 LF	350,000	LF	53
90	MISCELLANEOUS					
9002	EVENT SET UP/CLEANUP		5 EVENTS	1,000	HOURS	111
9003	ANNEX YARD MAINT		12 MONTHS	1,700	HOURS	189
9007	LITTER REMOVAL		19 CANS	988	CANS	99
9012	UNION PACIFIC-DEBRIS/CAMP CLEANUP		1 YEAR	199	HOURS	133
9015	IRRIGATION SYSTEM REPAIRS		99,999 LF-IRRIG	0	EACH	0
95	ADMIN/OVERHEAD					
9501	SUPERVISION		10 EMPLOYEES	1,683	HOURS	187
9502	MEETINGS		11 EMPLOYEES	660	HOURS	73
9503	TRAINING		11 EMPLOYEES	440	HOURS	49
9504	LEAVE		11 EMPLOYEES	3,300	HOURS	367
9506	DATABASE ADMINISTRATION		12 MONTHS	1,350	HOURS	150
9509	CUSTOMER SERVICE		90,412 CITIZENS	353	HOURS	39
43	STREETS OPERATIONS					
95	ADMIN/OVERHEAD					
9501	SUPERVISION		17 EMPLOYEES	1,683	HOURS	187
9502	MEETINGS		2 EMPLOYEES	120	HOURS	13
9503	TRAINING		2 EMPLOYEES	80	HOURS	9
9504	LEAVE		2 EMPLOYEES	600	HOURS	67
9506	DATABASE ADMINISTRATION		12 MONTHS	1,332	HOURS	148
9509	CUSTOMER SERVICE		90,412 CITIZENS	344	HOURS	38

	<u>Activity</u>	<u>Program</u>	<u>Inventory</u>	<u>Work Qty</u>	<u>Work Unit</u>	<u>Labor Days</u>
431	STREETS OPS-CONCRETE					
15	TRAFFIC OPERATIONS 4215					
1501	SAND STONE WALL REPAIRS		9 LOCATIONS	7	EACH	14
1502	ACCESS RAMP INSTALLATION		99 RAMPS	10	EACH	70
20	ROADWAY MAINT & SWALKS 4411					
2500	NEW SIDEWALK INSTALLATION		6,999 K SF	5,350	SF	125
9010	456 CREW CLEANUP		254 ROAD MILES	1,999	HOURS	222
25	SIDEWALK MAINTENANCE 4412					
2501	SIDEWALK RAMPING		6,999 K SF	499	SF	41
2502	SIDEWALK RPR/RPL		6,999 K SF	4,999	SF	84
2503	SIDEWALK CONCRETE GRINDING		6,999 K SF	4,999	LF	13
2504	BRICK SWK/XWK MAINT		6,999 K SF	999	SF	13
2505	SIDEWALK PADDING W/ASPHALT		6,999 K SF	199	BLOCKS	63
2506	SIDEWALK INFILL		6,999 K SF	0	SF	0
2507	SIDEWALK INSPECTION		6,999 K SF	0	HOURS	0
30	STORM DRAINS 4413					
3001	STORM PIPE REPAIR		99 PIPE MILES	4	EACH	10
3002	STORM DRAIN INSPECTION		1,569 STORM DRAINS	1,569	EACH	80
3003	STORM DRAIN PIPE CCTV		99 PIPE MILES	29,999	LF	30
3004	STORM DRAIN MAINT		1,569 STORM DRAINS	428	EACH	100
3005	STORM DRAIN RPR/RPL		1,569 STORM DRAINS	24	EACH	72
3007	STORM INLET MAINT		838 INLETS	39	EACH	39
3008	C&G RPR/RPL		508 CURB MILES	2,999	LF	60
3009	STORM WATCH/PATROL		1 YEAR	299	HOURS	18
3020	LAGUNA PUMP STATION MONITORING		1 LOCATION	199	HOURS	22
3021	LAGUNA PUMP STATION OPERATION		1 LOCATION	99	HOURS	11
3022	LAGUNA PUMP STATION MAINT		1 LOCATIONS	99	HOURS	11
3023	LAGUNA CHANNEL DEBRIS CLEANUP		1 LOCATION	3	TONS	26
90	MISCELLANEOUS					
9001	MISC ROAD MAINT		254 ROAD MILES	585	HOURS	65
9002	EVENT SETUP/CLEANUP		5 EVENTS	900	HOURS	100
9004	SHOPPING CART RETREIVAL		1 YEAR	299	EACH	21
9005	MATERIAL HAULING/DISPOSAL		1 YEAR	1,481	LOADS	165
9006	SANDBAG FILLING/DISTRIBUTION		1 YEAR	1,316	EACH	84
9008	PED/FOOT BRIDGE MAINT/RPR		4 PED BRIDGES	14	EACH	24
9009	OTHER CAPITAL CONSTRUCTION		1 YEAR	241	HOURS	54
9011	ILLEGAL CAMP CLEANUP		1 YEAR	199	HOURS	44
95	ADMIN/OVERHEAD					
9502	MEETINGS		9 EMPLOYEES	540	HOURS	60
9503	TRAINING		9 EMPLOYEES	360	HOURS	40
9504	LEAVE		9 EMPLOYEES	2,700	HOURS	300

	<u>Activity</u>	<u>Program</u>	<u>Inventory</u>	<u>Work Qty</u>	<u>Work Unit</u>	<u>Labor Days</u>
432	STREETS OPS-PAVEMENT					
<i>20</i>	<i>ROADWAY MAINT & SWALKS 4411</i>					
2004	WEED ABATEMENT		9 ACRES	379	ACRES	190
2005	UNION PACIFIC-WEED ABATEMENT/TREES		9 ACRES	49	HOURS	5
2010	PAVEMENT PATCHING		254 ROAD MILES	75,000	SF	250
2011	ASPHALT OVERLAY		254 ROAD MILES	195,176	SF	122
2012	POTHOLE FILLING		254 ROAD MILES	517	SF	89
<i>30</i>	<i>STORM DRAINS 4413</i>					
3001	STORM PIPE REPAIR		99 PIPE MILES	4	EACH	10
3002	STORM DRAIN INSPECTION		1,569 STORM DRAINS	1,569	EACH	80
3003	STORM DRAIN PIPE CCTV		99 PIPE MILES	29,999	LF	24
3004	STORM DRAIN MAINT		1,569 STORM DRAINS	428	EACH	90
3005	STORM DRAIN RPR/RPL		1,569 STORM DRAINS	27	EACH	53
3007	STORM INLET MAINT		838 INLETS	39	EACH	39
3009	STORM WATCH/PATROL		1 YEAR	299	HOURS	29
<i>90</i>	<i>MISCELLANEOUS</i>					
9001	MISC ROAD MAINT		254 ROAD MILES	199	HOURS	22
9002	EVENT SETUP/CLEANUP		5 EVENTS	800	HOURS	89
9005	MATERIAL HAULING/DISPOSAL		1 YEAR	499	LOADS	55
9006	SANDBAG FILLING/DISTRIBUTION		1 YEAR	316	EACH	28
9009	OTHER CAPITAL CONSTRUCTION		1 YEAR	245	HOURS	24
9011	ILLEGAL CAMP CLEANUP		1 YEAR	199	HOURS	22
<i>95</i>	<i>ADMIN/OVERHEAD</i>					
9502	MEETINGS		7 EMPLOYEES	420	HOURS	47
9503	TRAINING		7 EMPLOYEES	280	HOURS	31
9504	LEAVE		6 EMPLOYEES	1,800	HOURS	200

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CITY OF SANTA BARBARA CITY COUNCIL MINUTES

REGULAR MEETING February 23, 2016 COUNCIL CHAMBER, 735 ANACAPA STREET

CALL TO ORDER

Mayor Helene Schneider called the meeting to order at 2:00 p.m. (The Finance Committee met at 12:30 p.m. The Ordinance Committee, which ordinarily meets at 12:30 p.m., did not meet on this date.)

PLEDGE OF ALLEGIANCE

Mayor Schneider.

ROLL CALL

Councilmembers present: Jason Dominguez, Gregg Hart, Frank Hotchkiss, Cathy Murillo, Randy Rowse, Bendy White, Mayor Schneider.

Councilmembers absent: None.

Staff present: City Administrator Paul Casey, City Attorney Ariel Pierre Calonne, Deputy City Clerk Deborah L. Applegate.

CHANGES TO THE AGENDA

Item Removed from Agenda

City Administrator Casey stated that the following item was being removed from the Agenda:

16. Subject: Reserve Management Policy Direction For The Fiscal Year 2017 Water Rate Study (540.11)

Recommendation: That Council receive a presentation and provide direction on assumptions for the Fiscal Year 2017 Water Rate Study, specifically for the planned reserves management during continued drought conditions.

(Cont'd)

16. (Cont'd)

Motion:

Councilmembers Murillo/Rowse to remove Item No. 16 from the agenda and bring it back to Council at a future date.

Vote:

Unanimous voice vote.

PUBLIC COMMENT

Speakers: Matt Dies, VOW4MAL; Ryan Todey, VOW4MAL; Matt Moore, VOW4MAL; Bram Vandereist, VOW4MAL; Joyce Dudley, VOW4MAL; Don Goldberg, VOW4MAL; Officer Jonathan Gutierrez, California Highway Patrol; Tom Widroe, City Watch; Reverend Arthur Stevens; Judy Stevens; Jean Alexander; Pete Dal Bello; Melody Joy Baker; Dr. Anna Kokotovic; Phil Walker; Kenneth Loch; Robert Burke; Jennifer Bergguirt; Lizzie Rodriguez, Restorative Community Network.

CONSENT CALENDAR (Item Nos. 1 – 12)

The titles of the ordinances and resolutions related to Consent Calendar items were read.

Motion:

Councilmembers Hart/White to approve the Consent Calendar as recommended.

Vote:

Unanimous roll call vote.

1. Subject: Minutes

Recommendation: That Council waive further reading and approve the minutes of the regular meetings of January 26 and February 2, 2016, and the cancelled regular meeting of February 16, 2016.

Action: Approved the recommendation.

2. Subject: Amendment To Legal Services Agreement With Best, Best & Krieger For Litigation Services In City of Santa Barbara v. Virginia Castagnola-Hunter, et al. (160.03)

Recommendation: That Council authorize the City Attorney to execute the first amendment to the legal service agreement with Best, Best & Krieger, LLP, Contract No. 25,032, to increase the total not to exceed amount from \$200,000 to as much as \$450,000, for special legal services to the City on matters related to the Cabrillo Bridge Replacement Project. This matter has been settled, so we will be closing this agreement as soon as the final settlement-related actions are complete.

(Cont'd)

2. (Cont'd)

Action: Approved the recommendation; Agreement No. 25,032.1 (February 23, 2016, report from the City Attorney).

3. Subject: January 2016 Investment Report (260.02)

Recommendation: That Council accept the January 2016 Investment Report.

Action: Approved the recommendation (February 23, 2016, report from the Finance Director).

4. Subject: Two-Year Lease Agreement With The Harbor Mail Center Located At 125 Harbor Way #6 (570.04)

Recommendation: That City Council approve a two-year lease agreement with Jacque Bertrand and David Villazana, doing business as Harbor Mail Center, at an average initial base rent of \$468.75 per month for the 140 square foot lease space located at 125 Harbor Way #6.

Action: Approved the recommendation; Agreement No. 25,430 (February 23, 2016, report from the Waterfront Director).

5. Subject: Ordinance Extending Lease Agreements With Santa Barbara Unified School District For Fire Station No. Five And Eastside Library (570.04)

Recommendation: That Council introduce and subsequently adopt, by reading of title only, An Ordinance of the Council of the City of Santa Barbara Authorizing the City Administrator to Execute Amendments Extending the Term of Lease Agreement No. 4,840, for Use and Maintenance of Fire Station No. 5 with the Santa Barbara Unified School District, and Lease Agreement No. 24,336 with the Santa Barbara Unified School District for its use of a portion of the Eastside Library and Franklin Center real property, both through April 30, 2018.

Action: Approved the recommendation (February 23, 2016, report from the Administrative Services Director; proposed ordinance).

6. Subject: Donations For The Andrée Clark Bird Refuge Stretch Area Project (570.08)

Recommendation: That Council increase appropriations and estimated revenues by \$20,000 in the Fiscal Year (FY) 2016 Parks and Recreation Capital Improvement Fund for the Andrée Clark Bird Refuge Stretch Area Project (Project) funded from two \$10,000 donations, one from the PARC Foundation and the second from Mr. and Mrs. McIntosh.

6. (Cont'd)

Action: Approved the recommendation (February 23, 2016, report from the Parks and Recreation Director).

7. **Subject: Professional Services Agreement With Van Sande Structural Consultants, Inc., For The Kids World Renovation Project (570.05)**

Recommendation: That Council:

- A. Authorize the Parks and Recreation Director to execute a professional services agreement with Van Sande Structural Consultants, Inc. in the amount of \$86,150.88 to complete Schematic Design, Design Development and Construction Documents for the permitting and repair of the Kids World Renovation Project; and
- B. Authorize the Parks and Recreation Director to approve additional expenditures up to \$8,615 to cover any cost increases that may result from necessary changes in the scope of work.

Action: Approved the recommendations; Agreement No. 25,431 (February 23, 2016, report from the Parks and Recreation Director).

8. **Subject: Resolution Authorizing Agreement With California Department Of Transportation For The Lower State Street Railroad Crossing Improvement Project (700.05)**

Recommendation: That Council:

- A. Accept Section 130 Program grant funding in the amount of \$526,500 for the Lower State Street Railroad Crossing Improvement Project;
- B. Authorize an increase in appropriations and estimated revenues related to the Section 130 Program grant funding in the Fiscal Year 2016 Streets Grant Fund; and
- C. Adopt, by reading of title only, A Resolution of the Council of the City of Santa Barbara Authorizing the Public Works Director to Execute Service Contract No. 75LX287, and Any Other Related Agreements or Amendments, Subject to Approval as to Form by the City Attorney, with the California Department of Transportation for the Lower State Street Railroad Crossing Improvement Project.

Action: Approved the recommendations; Resolution No. 16-007; Agreement No. 25,432 (February 23, 2016, report from the Public Works Director; proposed resolution).

9. Subject: Introduction Of An Ordinance For A Lease Agreement With Chandlery On The Breakwater, Inc. (570.03)

Recommendation: That Council introduce and subsequently adopt, by reading of title only, An Ordinance of the Council of the City of Santa Barbara Approving a Five-Year Lease Agreement with One Five-Year Option with Chandlery on the Breakwater, Inc., at an Average Initial Base Rent of \$1,541.15 per Month, For the Premises Located at 125 Harbor Way, Suites #3, 4, and 5, Effective April 1, 2016.

Action: Approved the recommendation (February 23, 2016, report from the Waterfront Director; proposed ordinance).

10. Subject: Contract For El Estero Work Order Management System Replacement (540.13)

Recommendation: That Council:

- A. Authorize the Public Works Director to execute a City Professional Services Contract with Maintenance Connection, Inc., in the amount of \$166,879.94 to replace the Computerized Maintenance Management System at El Estero Wastewater Treatment Plant; and
- B. Authorize the General Services Manager to issue subsequent annual Purchase Orders to Maintenance Connection, Inc., for software support and maintenance, through Fiscal Year 2020 in an annual amount not to exceed \$11,396.94 per fiscal year, subject to budget appropriation.

Action: Approved the recommendations; Agreement No. 25,433 (February 23, 2016, report from the Public Works Director).

11. Subject: Library Positions And Salary Control Fiscal Year 2016 Resolution (570.04)

Recommendation: That Council adopt, by reading of title only, A Resolution of the Council of the City of Santa Barbara Establishing the Number of Full and Part Time Library Department Positions and Salary Control for Fiscal Year 2016, Effective July 14, 2015, and Rescinding Resolution No. 15-056.

Action: Approved the recommendation; Resolution No. 16-008 (February 23, 2016, report from the Library Director; proposed resolution).

NOTICES

12. The City Clerk has on Thursday, February 18, 2016, posted this agenda in the Office of the City Clerk, on the City Hall Public Notice Board on the outside balcony of City Hall, and on the Internet.

This concluded the Consent Calendar.

REPORT FROM THE FINANCE COMMITTEE

Finance Committee Chair Gregg Hart reported that the Committee met to hear: 1) the loan restatement request on property located at 1018-1028 Castillo Street; and 2) the Fiscal Year 2016 Mid-Year Review. Staff will make a presentation regarding the Fiscal Year 2016 Mid-Year Review to the full Council as part of Agenda Item No. 14.

CITY COUNCIL ADMINISTRATIVE AND ATTORNEY REPORTS

COMMUNITY DEVELOPMENT DEPARTMENT

13. Subject: El Nino Homeless Day Center Funding Request (660.04)

Recommendation: That the City Council allocate \$30,000 from the General Fund appropriated reserves to the Community Development Department to reimburse the County of Santa Barbara for one-half of the costs associated with the provision of El Nino Homeless Day Center services between February 1 and April 30, 2016.

Documents:

- February 23, 2016, report from the Community Development Director.
- PowerPoint presentation prepared and made by Staff.

Speakers:

- Staff: Community Development Business Manager Sue Gray.
- Members of the Public: Reverend Julia Hamilton, Unitarian Society; Tom Widroe, Santa Barbara City Watch.

Motion:

Councilmembers Murillo/Hart to approve the recommendation.

Vote:

Unanimous voice vote.

FINANCE DEPARTMENT

14. Subject: Fiscal Year 2016 Mid-Year Review (230.05)

Recommendation: That Council:

- A. Hear a report from staff on the status of revenues and expenditures in relation to budget for the six months ended December 31, 2015;
- B. Accept the Fiscal Year 2016 Interim Financial Statements for the Six Months Ended December 31, 2015; and

- C. Approve the proposed mid-year adjustments to Fiscal Year 2016 appropriations and estimated revenues as detailed in the attached schedule of Proposed Mid-Year Adjustments.

(Cont'd)

14. (Cont'd)

Documents:

- February 23, 2016, report from the Finance Director.
- PowerPoint presentation prepared and made by Staff.

Speakers:

- Staff: Treasury Manager Julie Nemes; Accounting Manager Jennifer Tomaszewski.

Motion:

Councilmembers Hotchkiss/Hart to approve recommendations B and C.

Vote:

Unanimous voice vote.

PUBLIC WORKS DEPARTMENT

15. Subject: Stage Three Drought Update (540.05)

Recommendation: The Council receive an update on the status of the current drought, drought-response capital projects, and continuing conservation efforts.

Documents:

- February 23, 2016, report from the Public Works Director.
- PowerPoint presentation prepared and made by Staff.

Speakers:

- Staff: Water Resources Manager Joshua Haggmark, Water Conservation Specialist Madeline Ward.

Councilmembers heard the report and their questions were answered.

PUBLIC HEARING

17. Subject: Public Hearing For The 2016 Downtown And Old Town Business Improvement Districts Assessments (290.00)

Recommendation: That Council:

- A. Conduct a public hearing and consider appropriate protests to the renewal of the Downtown and Old Town Business Improvement Districts Assessments for 2016, as required under the California Parking and Business Improvement Area Law of 1989; and

- B. Adopt, by reading of title only, A Resolution of the Council of the City of Santa Barbara Confirming the Fiscal Year 2016 Downtown and Old Town Business Improvement District Annual Assessment Report and Renewing the Downtown Business Improvement District and Old Town Business Improvement District Assessments for 2016. (Cont'd)

17. (Cont'd)

Documents:

- February 23, 2016, report from the City Administrator.
- Proposed Resolution.
- PowerPoint presentation prepared and made by Staff.
- Affidavit of Publication.

The title of the proposed resolution was read.

Councilmembers Randy Rowse and Frank Hotchkiss stated they would recuse themselves from participating in this item due to conflicts of interest related to owning or operating a business located within the districts.

Councilmembers Rowse and Hotchkiss left the meeting at 4:18 p.m.

Public Comment Opened:

4:19 p.m.

Speakers:

Staff: Assistant to the City Administrator Nina Johnson.

Public Comment Closed:

4:23 p.m.

Motion:

Councilmembers Hart/Murillo to approve the recommendation; Resolution No. 16-009.

Vote:

Unanimous roll call vote.

Councilmembers Rowse and Hotchkiss returned to the meeting at 4:24 p.m.

COUNCILMEMBER COMMITTEE ASSIGNMENT REPORTS

Information:

- Mayor Schneider acknowledged the passing of George Gaynes, father of former Santa Barbara Councilwoman Iya Falcone, and the passing of former Santa Barbara Councilman Harold "Rusty" Fairly.
- Councilmember Murillo reported on her attendance at: 1) the Westside Community Group Meeting where she acknowledged the afterschool program

“AOK”; 2) the ribbon cutting ceremony for the Cota Street Bridge; and 3) Robert Scheer’s lecture entitled “War, Peace, Truth and the Media”.

(Cont’d)

COUNCILMEMBER COMMITTEE ASSIGNMENT REPORTS (CONT’D)

Information (Cont’d):

- Councilmember White commented that the current managers of the Cachuma Operation and Maintenance Board and Central Coast Water Authority have announced their retirement or intent to retire.
- Councilmember Dominguez reported on his attendance at the following meetings: 1) Access Advisory Committee; 2) Neighborhood Advisory Council; 3) Single Family Design Board; and 4) Coast Village Road Association.

RECESS

4:25 p.m. – 6:00 p.m.

Mayor Schneider presiding.

Councilmembers present: Dominguez, Hart, Hotchkiss, Murillo, Rowse, White, Mayor Schneider.

Staff present: City Administrator Casey, City Attorney Calonne, Deputy City Clerk Applegate.

PUBLIC COMMENT

No one indicated a desire to speak.

CITY COUNCIL ADMINISTRATIVE AND ATTORNEY REPORTS

PUBLIC WORKS DEPARTMENT

18. Subject: Adoption Of The 2016 Santa Barbara Bicycle Master Plan (670.04)

Recommendation: That Council:

- A. Adopt by reading of title only, A Resolution of the Council of the City of Santa Barbara Adopting the 2016 Santa Barbara Bicycle Master Plan, with the Exception of the Chino Bicycle Boulevard, and Direct the City Administrator to Seek Grant Funding Opportunities to Implement the Bicycle Master Plan; and
- B. Adopt by reading of title only, A Resolution of the Council of the City of Santa Barbara Amending the 2016 Santa Barbara Bicycle Master Plan to Include the Chino Bicycle Boulevard as a Project.

Documents:

- February 23, 2016, report from the Public Works Director.

- Proposed resolutions.
- PowerPoint presentation prepared and made by Staff.
- February 17, 2016, letter from Terrie A. Furukawa.
- February 18, 2016, email from Eve Sanford.
- February 18, 2016, email from Ed France.

(Cont'd)

19. (Cont'd)

Documents (Cont'd):

- February 18, 2016, email from Sigrid Wright.
- February 18, 2016, email from John Day and Ann Marie Konn.
- February 19, 2016, email from John Day and Ann Marie Konn (2).
- February 19, 2016, letter from SABOR.
- February 22, 2016, email from Kristen Santiago.
- February 22, 2016, email from Peter & Marsha Campiglio.
- February 22, 2016, email from Tim Mahoney.
- February 22, 2016, email from Catherine Bastug Vincenti.
- February 22, 2016, email from Catherine Bastug Vincenti (2).
- February 22, 2016, email from Judy Cota.
- February 22, 2016, email from Donn Longstreet.
- February 22, 2016, email from Holly Starley.
- February 22, 2016, email from Stella Larson.
- February 22, 2016, email from Sebastian Aldana, Jr.
- February 22, 2016, email from Jack Ucciferri.
- February 22, 2016, email from Jenna Stadler.
- February 22, 2016, email from Acacia Benton.
- February 22, 2016, email from Adamariz Rios.
- February 23, 2016, email from Aylin Casas.
- February 23, 2016, email from Luis Aguirre-Banos.
- February 23, 2016, email from James Padden-Rubin.
- February 23, 2016, email from Juvy Olsen.
- February 23, 2016, email from James Hurst.
- February 23, 2016, letter from Jeff Havlik.
- February 23, 2016, flier from James Hurst.
- February 23, 2016, letter and email from Nancy Gottlieb.
- February 23, 2016, email from Donald and Bonnie Vincent.
- February 23, 2016, email from Maggie Campbell.
- February 23, 2016, letter from Yvonne Ashton.
- February 23, 2016, letter from Elizabeth Moiso.
- February 23, 2016, letter from Scott Wenz.
- February 23, 2016, letter from Scott Wenz (2).
- February 23, 2016, letter from Anna Campbell.
- February 23, 2016, letter from Greg Hawkins.
- February 23, 2016, letter from John Campbell.
- February 23, 2016, letter from Sharon Wilson.
- February 23, 2016, letter from Mel Sahyon.
- February 23, 2016, letter from Irene Saltule.

- February 23, 2016, letter from Dora Anne Little.
- February 23, 2016, letter from Heather Campbell.
- February 23, 2016, letter from Bernard Terman.
- February 23, 2016, letter from Elizabeth Moiso (2).

(Cont'd)

18. (Cont'd)

The titles of the proposed resolutions were read.

Mayor Schneider stated she would recuse herself from participating in the portion of the discussion relating to Chino Street and Cabrillo Boulevard Projects due to conflicts of interest related to her ownership of a residence located on Chino Street.

Councilmember Murillo stated she would recuse herself from participating in the portion of the discussion relating to Chino Street and Cabrillo Boulevard Projects due to conflicts of interest related to her residence at a property located within 500 feet from Chino Street.

Discussion of the Bicycle Master Plan began with the Chino Street project excluded.

Speakers:

- Staff: Principal Transportation Planner Rob Dayton, Supervising Transportation Engineer Derek Bailey.
- Planning Commission: Commissioners Adison Thompson, John Campanella.
- Transportation and Circulation Committee: Members Cynthia Boche, Hillary Blackerby.
- Members of the Public: Tom Widroe, City Watch; Ed France; Matthew Bailey; Catherine Brozowski; Dr. Daniel Fishbein; Mike Suding; Pete Dal Bello; Robert Burke; Tom Becker; Virginia Milhoan; John Milhoan; Mark Christman; Nancy Gottlib; Terrie Furukawa; Gabrielle Johnson; Walter Larsen; Bernard Unterman; Camaron Clark; Amy Steinfeld; Steven Botts; Joe DeFirn; Brett Stone; Betsy Spaulding; Douglas Beard; Donn Longstreet; Dean Stewart; Bonnie Raisin; Katie Davis, Sierra Club; Carol Sipper; Alexander Rush Favacho; Jennifer Larsen; Leslie Sanderson; Cameron Gray, Community Environmental Council; Laurel Hall; Ben Ellenberger; Tom Reed, Unity Shoppe; Karen Mora, Accountability Plus; Jose Arturo Gallegos; Todd Amspoker, Micheltorena Neighborhood Association.

Recess: 8:44 p.m. – 9:55 p.m.

Speakers (Cont'd):

- David Hodges; Grace Wilde; Woody Wilde; Scott Wenz, Cars Are Basic; Jamey Wagner; Robert Price; Kalon Kelley; Marvin Luzum; David Singh; Barry Remis; Catherine Mullin; Robert Bernstein; Martha Sadler, Sierra Club; Holly Starley; Laura Almengor, Dons Net Café and SBici; Erika
- (Cont'd)

18. (Cont'd)

Speakers (Cont'd):

- Lindemann; Cade Harris; Je Goolsby; Jeff Rawlings; John Day, Micheltorena Neighborhood Organization; Heather Rose; Ken Yamamoto, Santa Barbara Bicycle Coalition; Robin Elander, SB Open Streets; David Campbell, Santa Barbara Bicycle Coalition; Eve Senford, Santa Barbara Bicycle Coalition; Jim Cadenhead; David Nordahl; Vern McCascin; Howard Green; Riley Hubbell, Loatree; Sergio Garcia; Alan Kuhn; Kim Stanley; James Biega, Alliance SB, Inc.; Glenn Fisher; Simon Kiefer; Michael Kwan; Crystal Carlson; Tom Mitchell, Coronel Court Homeowners; John Holehouse, Micheltorena Neighborhood Association; Joey Juhasz-Lukoski; Gayle Nagy; Yvonne P. Ashton, Micheltorena Neighborhood Association.

Motion:

Councilmembers Murillo/White to direct staff to: 1) move forward with the Micheltorena component of the Bicycle Master Plan; 2) bring back to Council, at a future date, an analysis of legal issues and supporting documentation necessary to implement the Micheltorena component of the Bicycle Master Plan; 3) conduct additional analysis of the Bicycle Master Plan as requested by Council; and 4) refer parking mitigation measures, including on-demand parking apps, and additional bicycle parking to the Neighborhood Advisory Council (NAC), and to bring back the NAC's recommendations to Council.

Vote:

Majority voice vote (Noes: Councilmembers Hotchkiss, Rowse).

Motion:

Councilmembers White/Dominguez to direct staff to: 1) move forward with approval of the Bicycle Master Plan, without Chino Street and Cabrillo Boulevard; and 2) bring back to Council, at a future date, an analysis of legal issues and supporting documentation necessary to take action to implement the Bicycle Master Plan, without Chino Street and Cabrillo Boulevard.

Vote:

Majority voice vote (Noes: Councilmember Rowse).

Recess: 11:22 p.m. – 11:27 p.m. Mayor Schneider and Councilmember Murillo were absent when the Council reconvened. Mayor Pro Tempore White presided for the remainder of the meeting.

Discussion of the Bicycle Master Plan continued with the Chino Street project included.

(Cont'd)

18. (Cont'd)

Speakers (Cont'd):

- Lily Bastug Vincenti; Jose Arturo Gallegos; Mary Lynn Schlomkowitz; Ed France.

Motion:

Councilmembers Hart/Dominguez to direct staff to: 1) move forward with approval of the Bicycle Master Plan, including Chino Street; and 2) bring back to Council, at a future date, an analysis of legal issues and supporting documentation necessary to take action to implement the Bicycle Master Plan, including Chino Street.

Vote:

Unanimous voice vote.

This item was adjourned to March 15, 2016, at 2:00 p.m.

ADJOURNMENT

Mayor Pro Tempore adjourned the meeting at 11:36 p.m.

SANTA BARBARA CITY COUNCIL

SANTA BARBARA
CITY CLERK'S OFFICE

_____ ATTEST: _____
 HELENE SCHNEIDER DEBORAH L. APPLGATE
 MAYOR DEPUTY CITY CLERK

_____ ATTEST: _____
 HARWOOD WHITE MATTHEW FORE
 MAYOR PRO TEMPORE ACTING CITY CLERK SERVICES
 MANAGER

ORDINANCE NO. _____

AN ORDINANCE OF THE COUNCIL OF THE CITY OF SANTA BARBARA APPROVING A FIVE-YEAR LEASE AGREEMENT WITH ONE FIVE-YEAR OPTION WITH ALLIED VOYAGE, LLC, DOING BUSINESS AS OCEAN AIRE, AT AN AVERAGE INITIAL BASE RENT OF \$1,200 PER MONTH, FOR THE 339 SQUARE-FOOT OFFICE SPACE LOCATED AT 125 HARBOR WAY, SUITE #7, EFFECTIVE APRIL 15, 2016

THE CITY COUNCIL OF THE CITY OF SANTA BARBARA DOES ORDAIN AS FOLLOWS:

SECTION 1. In accordance with the provisions of Section 521 of the Charter of the City of Santa Barbara, An Ordinance of the Council of the City of Santa Barbara Approving a Lease With Allied Voyage, LLC, Doing Business As Ocean Aire, Effective April 15, 2016, is hereby approved.

MAR 15 2016 #2
(330.04)

ORDINANCE NO. _____

AN ORDINANCE OF THE COUNCIL OF THE CITY OF
SANTA BARBARA AMENDING CHAPTER 9.16 OF THE
SANTA BARBARA MUNICIPAL CODE IN ITS ENTIRETY
PERTAINING TO NOISE

THE CITY COUNCIL OF THE CITY OF SANTA BARBARA DOES ORDAIN AS
FOLLOWS:

SECTION 1. Findings and Intent. It is hereby declared to be the policy of the City of Santa Barbara to minimize the exposure of residents to the harmful physiological and psychological effects of excessive noise. It is the express intent of the City Council to control the level of noise in a manner which promotes commerce, the use, value and enjoyment of property, sleep and repose, and the quality of the environment. The City Council finds that the occurrence of loud or disturbing noises in the City of Santa Barbara constitutes an immediate and ongoing threat to the public health, safety, and welfare of the residents of the City. As a matter of legislative determination and public policy, the provisions, regulations and prohibitions of this ordinance are in pursuit of and for the purpose of securing and promoting the public health, safety, and welfare and the peace and quiet of the City of Santa Barbara and its residents. Moreover, the City Council finds that this ordinance is in furtherance of, and consistent with, the Santa Barbara General Plan, including specifically Noise Policy ER31.

SECTION 2. Chapter 9.16 of Title 9 of the Santa Barbara Municipal Code is amended in its entirety to read as follows:

9.16.010 Generally.

A. CAUSING ANNOYANCE, DISCOMFORT OR DISTURBING THE PEACE. It shall be unlawful for any person to make, cause or suffer or permit to be made or caused, upon any premises owned, occupied or controlled by said person in the City, any noises or sounds which cause annoyance or discomfort to persons of ordinary sensitivity or which disturb the peace and quiet of any neighborhood.

B. FACTORS USED IN DETERMINING WHETHER A VIOLATION HAS OCCURRED. The factors which shall be considered by the City in determining whether to issue a citation for a violation and whether a violation of this Section has occurred shall include, but not be limited to, the following:

1. The volume of the noise, music, or related sound;
2. The intensity of the noise, music, or related sound;
3. The duration, continuousness or repetitive nature of the noise, music, or related sound;

4. Whether the origin of the noise, music, or related sound is natural or unnatural to the area in which it occurs;
5. The volume and intensity of the background noise or sound, if any;
6. The proximity of the noise, music, or related sound to residential sleeping facilities or to overnight accommodations, such as hotels and motels;
7. The proximity to offices, places of business or other areas where work is known to be carried on, of the noise, music, or related sound;
8. The nature and zoning of the area within which the noise, music, or related sound emanates;
9. The time of day or night the noise, music, or related sound occurs and the relationship of this time to the normal activities of the area in which it occurs and in relation to the other factors listed in this subsection;
10. Whether the noise, music, or related sound is recurrent, intermittent, or constant;
11. Whether the noise, music, or related sound is produced by a commercial or a noncommercial activity;
12. Whether the person or business responsible for the noise, music, or related sound has been previously recently warned that complaints have been received about the noise, music, or related sound and such person or business has failed to reduce it to an appropriate level.

9.16.020 Noise Disturbance Prohibited.

No person shall make, continue or cause to be made or continued, or permit or allow to be made or continued, any noise disturbance in such a manner as to be plainly audible by a person of ordinary sensitivity at a distance of fifty (50) feet from the noise source; provided, nothing in this section shall be construed to prohibit any noise which does not penetrate beyond the boundaries of the noise source's own premises or does not constitute an unreasonable disturbance to people lawfully on those premises.

9.16.030 Specific Conduct Prohibited.

A. The following subsections set forth specific conduct which shall be unlawful:

1. Radios, Television Sets, Musical Instruments and Similar Devices. Operating, playing or permitting the operation or playing of any radio, television set, music player, drum, musical instrument, or similar device which produces or reproduces sound between the hours of ten (10) P.M. and seven (7) A.M. in such a manner as to create a noise disturbance audible by a person of ordinary sensitivity across a residential or commercial real property line.

2. Loudspeakers and Amplified Sound. Using or operating for any purpose any loudspeaker, loudspeaker system or similar device between the hours of ten (10) P.M. and seven (7) A.M. in such a manner that the sound creates a noise disturbance audible by a person of ordinary sensitivity across a residential real property line.

3. Animals and Birds. Keeping, maintaining or possessing or harboring any animal or bird which frequently or for long duration, howls, barks, meows, squawks or makes other sounds which create a noise disturbance audible by a person of ordinary sensitivity across a residential or commercial real property line.

B. EXCLUSIONS.

1. Amplification of sound by a person as part of an event or activity sponsored or approved by the County of Santa Barbara on property owned by or leased to the County, provided the County has adopted or approved a sound control plan for the property which is applicable to the event or activity.

2. Amplification of sound by a person as a part of an event or activity sponsored or approved by the County of Santa Barbara on property owned by or leased to the County of Santa Barbara and for which property the County has not developed a sound control plan.

3. Amplification of sound by a person as part of an activity or event sponsored or approved by the City of Santa Barbara on property owned by or leased to the City of Santa Barbara.

4. Amplification of sound by a person as part of an activity or event sponsored by or approved by a nursery school or day care, elementary school, secondary school or college or university on property owned by or leased to the educational institution.

5. Amplification of sound by a person as part of an activity or event sponsored by or approved by a public entity on property owned by or leased to the public entity.

9.16.040 Construction Work at Night Prohibited.

It shall be unlawful for any person, between the hours of 8:00 P.M. of any day and 7:00 A.M. of the following day to erect, construct, demolish, excavate for, alter or repair any building or structure unless a special permit has been applied for and granted by the Chief Building Official. In granting such special permit, the Chief Building Official shall consider if construction noise in the vicinity of the proposed work site would be less objectionable at night than during daytime because of different population levels or different neighboring activities, if obstruction and interference with traffic, particularly on streets of major importance, would be less objectionable at night than during daytime, if the kind of work to be performed emits noises at such a low level as to not cause significant disturbance in the vicinity of the work site, if the neighborhood of the proposed work site is primarily residential in character wherein sleep could be disturbed, if great economic hardship would occur if the work were spread over a longer time, if the work will abate or prevent hazard to life or property, if the proposed night work is in the general public interest; and he shall prescribe such conditions, working times, types of construction equipment to be used, and permissible noise emissions, as he deems to be required in the public interest. This section shall not be applicable to activities of public or private utilities when restoring utility service following a public calamity or when doing work required to protect persons or property from an imminent exposure to danger.

9.16.050 Leaf Blowers - Restriction on Use.

A. DEFINITIONS.

1. Leaf Blower. Any device used, designed or operated to produce a current of air by fuel, electricity or other means to push, propel or blow cuttings, refuse or debris.

2. Noise Level Standards. Measured in accordance with those standards developed under the supervision of the American National Standards Institute's (ANSI) "Committee for Sound Level Labeling Standard for Hand Held and Back Pack Gasoline Engine Powered Blowers" presently adopted as ANSI B-175.2-1990 with the maximum noise level of 65 decibels.

B. PROHIBITION IN RESIDENTIAL ZONES.

It is unlawful for any person to operate a leaf blower within two hundred fifty feet (250') of any residential zone, as that term is defined in Title 28 of this Code, before 9:00 A.M. or after 5:00 P.M. Monday through Saturday or at any time on Sundays or national holidays, provided that the City Parks and Recreation Department employees shall be allowed to use leaf blowers between the hours of 7:00 A.M. and 9:00 A.M. Monday through Saturday when cleaning parking lots adjacent to the City's Beachfront parks.

C. CLEAN-UP OF DEBRIS.

It is unlawful for any person operating any type of leaf blower to blow cuttings, refuse or debris onto a neighboring property or into a street or gutter. It is also unlawful for any person operating any leaf blower to fail to properly dispose of accumulated debris, leaves, or refuse in a sealed trash or refuse container.

D. PHASE-OUT OF CERTAIN LEAF BLOWERS.

1. Existing Leaf Blowers. The use of leaf blowers which are not manufactured to meet or exceed the Noise Level Standards is prohibited in all areas of the City under all circumstances, after October 9, 1997.

2. Sale of New Leaf Blowers. It is unlawful to sell or offer for sale within the City of Santa Barbara leaf blowers which are not manufactured to meet or exceed the Noise Level Standards of 65 decibels.

E. CERTIFICATION.

Owners and operators will present equipment to the City Parks and Recreation Director or designee, with an application and reasonable fee, for noise testing according to ANSI testing criteria in the Noise Level Standards. Leaf Blowers which generate 65 decibels or less according to the test will be issued a certification sticker, which is valid for one year following the date of testing. The use of a leaf blower, without a current and valid certification sticker affixed to it, within the City after July 1, 1998 is an infraction. All sound level measurements described in this section shall be taken with a Sound Level Meter.

F. GUIDELINES FOR THE PROPER USE OF LEAF BLOWERS.

The City Parks and Recreation Director is hereby authorized and directed to adopt guidelines for the proper use of leaf blowers which guidelines shall promote the safe and efficient use of leaf blowers, while also mitigating, to the extent possible, the noise and nuisance effects of leaf blowers. The Finance Department is hereby directed to provide a copy of this ordinance and the leaf blower guidelines to each person obtaining a City business license for the operating of a gardening or landscaping maintenance service or business within the City. The operator of every business establishment selling leaf blowers within the City of Santa Barbara shall post in a conspicuous location and shall distribute to all purchasers a copy of this ordinance and the guidelines.

9.16.060 Use of Gasoline Powered Leaf Blowers Prohibited.

Measure D97, adopted November 4, 1997, provides: In order to secure and promote the public health, comfort, safety and welfare, and to protect the rights of its citizens to privacy and freedom from nuisance, it is the purpose of this ordinance to prohibit unnecessary, excessive and annoying noises at levels which are detrimental to the health and welfare of the community, and to minimize airborne dust and pollen. It shall be unlawful for any person within the City to use or operate any portable machine powered with a gasoline engine, or gasoline powered generator, to blow leaves, dirt, and other debris off sidewalks, driveways, lawns, or other surfaces.

9.16.070 Regulation of Noise Affecting Parcels Zoned or Used for Residential Purposes.

A. HOURS OF OPERATION. Hours of operation on property zoned for agricultural use and used for planting, grading, vegetation removal, harvesting, sorting, cleaning, packing, shipping, and pesticide application shall be limited to 7:00 A.M. to 7:00 P.M. Monday through Saturday. Hours of operation for the above-stated activities shall be limited to 8:00 A.M. to 7:00 P.M. on Sunday and holidays.

B. MOTOR VEHICLE HORNS AND SIGNALING DEVICES. The following acts and the causing thereof are declared to be in violation of this ordinance:

1. The sounding of any horn or other auditory signaling device on or in any motor vehicle on any public right-of-way or public space except as a warning of danger as provided in Section 27000 of the California Vehicle Code.

2. The sounding of any horn or other auditory signaling device which produces a sound level in excess of 60 dB(A) at a distance of 200 feet.

3. Exception. Emergency vehicles may be equipped with and use auditory signaling devices that do not comply with the requirements of this section.

C. MECHANICAL EQUIPMENT. Mechanical equipment other than vehicles and equipment which is operated by electricity obtained from an electricity utility company shall not be used outside before 8:00 A.M. or after 7:00 P.M. on Saturday, Sunday or holidays or before 7:00 A.M. or after 7:00 P.M. Monday through Friday.

D. NOISE LIMITATIONS. All mechanical equipment other than vehicles (including heating, ventilation, and air conditioning systems) shall be insulated. Sound at the property line of any adjacent parcel used or zoned for residential, institutional, or park purposes shall not exceed sixty A-weighted decibels using the Community Noise Equivalent Level (60 dB(A) CNEL). All wind machines are prohibited in the City.

9.16.080 Sound Amplification.

No person shall amplify sound using sound amplifying equipment contrary to any of the following:

A. The only amplified sound permitted shall be either music or the human voice or both.

B. Sound emanating from any public park or place shall not be amplified above the ambient noise level so as to be audible within any hospital, rest home, convalescent hospital, or church while services therein are being conducted.

C. The volume of amplified sound shall not exceed 60dB(A) when measured outdoors at or beyond the property line of the property from which the sound emanates.

D. The volume of amplified sound inside a structure shall not exceed 45dB(A) when measured inside a building used for residential purposes. This maximum noise level shall not apply to the dwelling unit from which the sound is emanating.

E. The limits set forth above shall not apply to the following:

1. Amplification of sound by a person as part of an event or activity sponsored or approved by the County of Santa Barbara on property owned by or leased to the County, provided the County has adopted or approved a sound control plan for the property which is applicable to the event or activity.
2. Amplification of sound by a person as a part of an event or activity sponsored or approved by the County of Santa Barbara on property owned by or leased to the County of Santa Barbara and for which property the County has not developed a sound control plan.
3. Amplification of sound by a person as part of an activity or event sponsored or approved by the City of Santa Barbara on property owned by or leased to the City of Santa Barbara.
4. Amplification of sound by a person as part of an activity or event sponsored by or approved by a nursery school, elementary school, secondary school or college or university on property owned by or leased to said educational institution.
5. Amplification of sound by a person as part of an activity or event sponsored by or approved by a public entity on property owned by or leased to said public entity.

9.16.090 Definitions.

Unless the context otherwise clearly requires, technical words and phrases used in this chapter are defined as follows:

A. SOUND AMPLIFYING EQUIPMENT. "Sound amplifying equipment" shall mean any machine or device for the amplification of the human voice, music, or any other sound. "Sound amplifying equipment" shall not include standard automobile radios when used and heard only by the occupants of the vehicle in which the automobile radio is installed. "Sound amplifying equipment" as used in this chapter, shall not include warning devices on authorized emergency vehicles or horns or other warning devices on any vehicle used only for traffic safety purposes and shall not include communication equipment used by public or private utilities when restoring utility service following a public calamity or when doing work required to protect persons or property from an imminent exposure to danger.

B. AMBIENT NOISE. "Ambient noise" is the all-encompassing noise associated with a given environment, being usually composed of sounds from many sources near and far. For the purpose of this ordinance, ambient noise level is the level obtained when the noise level is averaged over a period of five (5) minutes without inclusion of noise from isolated identifiable sources, at the location and time of day near that at which a comparison is to be made.

C. NOISE DISTURBANCE. "Noise disturbance" shall mean any sound which (a) endangers or injures the safety or health of human beings or animals, or (b) annoys or disturbs reasonable persons of normal sensitivities, or (c) endangers or injures personal or real property, or (d) violates the factors set forth in Section 9.16.010 of this Chapter. Compliance with the quantitative standards as listed in this Chapter shall constitute elimination of a noise disturbance.

D. DECIBEL. "Decibel" (dB) shall mean an intensity unit which denotes the ratio between two (2) quantities which are proportional to power; the number of decibels corresponding to the ratio is ten (10) times the common logarithm of this ratio.

E. SOUND LEVEL. "Sound level" (noise level) in decibels is the value of a sound measurement using the "A" weighting network of a sound level meter. Slow response of the sound level meter needle shall be used except where the sound is impulsive or rapidly varying in nature in which case fast response shall be used.

F. PERSON. "Person" shall mean a person, firm, association, co-partnership, joint venture, corporation, or any entity, public or private in nature.

G. SOUND LEVEL METER. "Sound level meter" shall mean an instrument including a microphone, an amplifier, an output meter, and frequency weighting networks for the measurement of sound levels which satisfies the pertinent

requirements in American National Standards Institute's specification S1.4 2014 or the most recent revision thereof for type S-2A general purpose sound level meters.

H. SUPPLEMENTARY DEFINITIONS OF TECHNICAL TERMS. Definitions of technical terms not defined herein shall be obtained from the American National Standards Institute's Acoustical Terminology S11 1994 or the most recent revision thereof.

9.16.100 Measurement Methods.

A. Any decibel measurement made pursuant to the provisions of this Chapter shall be based on a reference sound pressure of twenty (20) micronewtons per square meter (0.0002 microbar) as measured with a sound level meter using the "A" weighting, and using the slow meter response.

B. Unless otherwise provided, outdoor measurements shall be taken with the microphone located at any point on the property line of the noise source, but no closer than five (5) feet from any wall or vertical obstruction and three (3) to five (5) feet above ground level whenever possible.

C. Unless otherwise provided, indoor measurements shall be taken inside the structure with the microphone located at any point as follows: (1) no less than three (3) feet above floor level; (2) no less than five (5) feet from any wall or vertical obstruction; and (3) not under common possession and control with the building or portion of the building from which the sound is emanating.

9.16.110 Enforcement.

A. PRIMA FACIE VIOLATION. Any noise exceeding the noise level limits in Section 9.16.080, or the prohibited actions as provided in Sections 9.16.010, 9.16.020 and 9.16.030, shall be deemed to be prima facie evidence of a violation of the provisions of this Chapter.

B. VIOLATIONS. Any violation of the provisions of this Chapter shall be an infraction or be subject to administrative code enforcement pursuant to Chapter 1.25 of this code. Each hour such violation is committed or permitted to continue shall constitute a separate offense and shall be punishable as such.

C. ABATEMENT ORDERS.

1. In lieu of issuing a notice of violation as provided for in subsection B of this section, the zoning enforcement or police department staff responsible for enforcement of any provision of this Chapter may issue an order requiring abatement of a sound source alleged to be in violation, within a reasonable time period and according to guidelines which the police department may prescribe.

2. No complaint or further action shall be taken in the event that the cause of the violation has been removed, the condition abated or fully corrected within the time period specified in the written notice.

D. CONTINUED VIOLATIONS. Once a violation of any provision of this Chapter has been verified by a zoning enforcement or police department staff, the owner(s) of the property where the violation occurred may be subject to administrative action or infraction citation for allowing a subsequent violation of this Chapter to occur on the property within nine (9) months after the date of a previous violation, provided the property owner has received notification from the City of the previous violation and at least fourteen (14) days have passed since the date the notification was mailed to the property owner(s).

9.16.120 Violations - Additional Remedies - Injunctions.

As an additional remedy, the operation or maintenance of any sound amplifying equipment, device, instrument, vehicle, or machinery in violation of any provision of this Chapter, which operation or maintenance causes discomfort or annoyance to reasonable persons of normal sensitiveness or which endangers the comfort, repose, health or peace of residents in the area, shall be deemed and is declared to be, a public nuisance and may be subject to abatement summarily by a restraining order or injunction issued by a court of competent jurisdiction.



CITY OF SANTA BARBARA

COUNCIL AGENDA REPORT

AGENDA DATE: March 15, 2016

TO: Mayor and Councilmembers

FROM: Administration, Library Department

SUBJECT: Sole Source Purchase Order for Automated Materials Handling (AMH)

RECOMMENDATION: That Council:

- A. Authorize the Library Director to execute a sole source Purchase Order to Lyngsoe Systems in the amount of \$131,000, plus an additional \$13,100 for extra services according to the Sole Source provisions of Santa Barbara Municipal Code Section 4.52.070 (K) in order to install automated material handling (AMH) equipment;
- B. Authorize the Library Director to execute Purchase Orders to Lyngsoe Systems in the amount of \$17,036 and \$17,718, for support, maintenance and parts in Fiscal Years 2018 and 2019, respectively, subject to availability and approval of budgeted funds; and
- C. Authorize the increase of estimated revenues and appropriations in the Fiscal Year 2016 Library Public Services Program in the General Fund by \$144,100 from Fenton Davison Trust to cover the cost of the Lyngsoe Systems, Automated Materials Handling equipment.

DISCUSSION:

Automated materials handling (AMH) equipment is designed to automate the sorting of library items and eliminate manual tasks in the circulation room, providing library patrons a higher level of service. The Santa Barbara Public Library System circulates nearly 1.7 million items a year, and an AMH purchase will improve the efficiency at which books and other items are returned. The proposed system will seamlessly integrate with the existing Polaris Integrated Library System (ILS) and Bibliotheca RFID system for improved book return and streamlined handling of materials.

Library staff has done extensive research on the various vendors that provide AMH equipment. Lyngsoe Systems offers many features that the other vendors do not, including:

- Radio Frequency Identification (RFID) compatible with the current RFID system in place; making installation, support and ongoing maintenance easier, more cost effective and manageable.
- Expandable and reconfigurable with minimal costs and effort; unlike other systems, we could easily expand to a system that manages multiple floors or move the system completely.
- Full capability to connect with long distance transport conveyors, item lifts between floors.
- Tote Check in system – which automates the processing of transfer bins to branch libraries.
- Intelligent Materials Management System (IMMS) or ‘Smart floating collection management’ which interfaces directly to the SortMate assigning the collection to the branches where it is needed most-not just where it is returned.
- Offers a hybrid model that automatically checks in barcodes as well as items with RFID tags; several systems within the Black Gold Cooperative do not have RFID technology. In order to not just optimize, but eliminate check-in from staff workflow completely the Library must purchase a system with the ability to do both.

The implementation of the AMH system will save patrons time and improve the turnaround of library materials, and is in line with the goal of advancing the use of technology at the Library. Books will be returned to the shelf faster and holds will be filled faster, improving our overall level of service. AMH in the Library will create a whole new world of possibilities by alleviating the time consuming day-to-day tasks that are essential in running a successful Library, having equipment do it instead, and freeing up valuable staff time. The purchase of this AMH system will be the first such purchase within the Black Gold Cooperative. However, the San Luis Obispo Library System is also preparing to move forward with an AMH project using Lyngsoe System, and purchasing the same system will allow Black Gold I.T. staff to optimally support both the Santa Barbara and San Luis Obispo Libraries.

BUDGET/FINANCIAL INFORMATION:

The Library will cover the costs to purchase and install the equipment from the Fenton Davison Trust in the amount of \$144,100.

ATTACHMENT: Proposal from Lyngsoe Systems

SUBMITTED BY: Jessica Cadiente, Library Director

APPROVED BY: City Administrator's Office

Dec 16, 2015

Ms. Ruth Barefoot
Santa Barbara Public Library
40 East Anapamu Street
Santa Barbara, CA 93101

Ref: Lyngsoe Systems Proposal 185.024.003 Santa Barbara Public Library

Dear Ms. Barefoot,

Thank you for your request for a proposal for the Lyngsoe Systems SortMate™ branch sorting system. We are pleased to provide you with fixed pricing for the Santa Barbara Public Library.

SYSTEM DESCRIPTION

This proposal for Lyngsoe Systems' Automated Material Handling Equipment is designed to automate the sorting of library items and eliminate manual tasks in the circulation room, providing library patrons a higher level of service. Patrons will approach one of the LibraryMates® and insert items. Items are received one at a time from each LibraryMate® then transported to the Lyngsoe SortMate™. These items are automatically inducted onto the sorter. Once inducted, the items will then be sorted and discharged directly to one of the following destinations:

1. ErgoTrolley Chutes (all configurable by library staff)
 - a. Return to shelf
 - i. Sort by SIP2 fields (location code, item types, call number, etc.).
 - b. Holds
 - c. Transfers
2. Overflow destination

The SortMate™ is configurable and easily expandable. If the Santa Barbara Public Library would decide to add additional sort points in the future, a new SortMate™ module could be added and running within a few hours—easily completed during off-hours with no impact to patrons and minimal to staff.

CAPACITY

The throughput for each system is 2,500 items per hour. However, this is regulated by the capacity of the LibraryMates® and Staff Inductions™ configured on the system. For example, one LibraryMate® has an average throughput of 900 items per hour and the Staff Induction™ has an average throughput of 1,100 items per hour thus resulting in an average throughput of 1,760 items per hour. This can be increased with the addition of induction points. Lyngsoe Systems has optimized the system controls so that items never stop on the sorter while other items are diverting. This allows for continuous flow from the LibraryMates®, higher throughputs, and longer life expectancy from your sorter drive components.

CHUTES

Included in this proposal is the pricing for one ErgoTrolley™ auto-leveling bin per sort point. Unit pricing for the ErgoTrolley™ is also included for spares. These trolleys are extremely durable and wheel easily over most surfaces. One auto-level trolley holds 12.4 ft³ with a capacity of 250 mixed library items (or 500 CD's or DVD's). They are a great addition to your work room. The ErgoTrolley™ features an auto-leveling floor, with a cushioned base; it assures gentle handling of library items. The auto-leveling feature is spring activated, so there is NO expensive and time-consuming maintenance required for batteries, chargers, lifting mechanisms, etc.

FINISH

Lyngsoe uses a baked-on powder-coat finish for all major components. The standard color is grey (Custom RAL colors can be supplied for an additional cost).

VOLTAGE

Standard voltage is 120-240VAC, 1 phase.

HOST INTERFACE SOFTWARE

All LibraryMates® include support for custom sort configurations, and can collect statistics for items that are return-to-shelf, holds, transits, and transit holds. Statistics are also available for numbers of sorts per hour.

EMERGENCY CONTROL DEVICES

One (1) emergency stop button is included per system.

Additional safety devices can be supplied and quoted upon customer request.

WARRANTY

A one-year parts warranty is included on all equipment. Further Service Agreements can be supplied and quoted upon request. System issues deemed not mechanical or software related (i.e.: vandalism, damage due to neglect, or unauthorized modifications) will be subject to a service charge TBD.

OWNER'S RESPONSIBILITIES

- a) Provide any necessary permits and/or licenses.
- b) Provide power to a location in close proximity to the sorter and coordinated points near the conveyor route (within 10 feet) 120V single phase.
- c) Provide 2 network drops per LibraryMate® or Staff Induction™ and one for each sorter for communication and support.
- d) Provide one SIP license for each check-in station.
- e) Provide a clear path for access to and from the installation site for personnel and equipment.
- f) Provide secure, dry, convenient storage for equipment, tools and materials used on site.
- g) Provide adequate working space for the installation crew.
- h) Provide lighting for installation at the location where the work is to be performed.
- i) Provide parking and restroom facilities.
- j) If special lift equipment is required, Lyngsoe Systems must have access to a ramp door.
- k) On site security.
- l) Areas of installation to be broom swept by other contractors prior to the start of Lyngsoe Systems installation.
- m) Provide no later than the scheduled start of installation date, the installation site free and clear and ready for Lyngsoe Systems to begin installation. Lyngsoe Systems acknowledges that some degree of facility construction may be underway during installation. The Purchaser acknowledges its responsibility to minimize possible resulting disruptions to Lyngsoe Systems' installation process.
- n) Provide no later than start of installation date, all civil work and necessary removal or modifications of existing equipment or buildings. For instance the building modifications required for the installation of the LibraryMates® in exterior or interior walls, and penetration points through walls required by the conveyor run. Architectural finishing of penetration points after installation of LibraryMates® if required.

DESCRIPTION OF THE LIBRARYMATE® 1200 SELF CHECK-IN (INTERNAL UNIT)

The LibraryMate® 1200 is the latest offering from the Lyngsoe LibraryMate® product line. This unit is wall mounted and has a very small form factor for use in high traffic areas

The LibraryMate® 1200 self-return-machine was designed specifically for the library market to be the centerpiece of your self-service initiative. Check-ins using the LM1200 provide secure transactions, assuring that the item presented to the barcode scanner or RFID reader, is the item that is being returned. The patron simply places the material to be returned on the belt, and the LM1200 completes the transaction. Utilizing sensors along the inside of the LM1200, the item is tracked and scanned on the inside of the tunnel. When the check in is complete, it is transferred to the SortMate 2000 module for sorting

With the capacity to handle over 1100 items per hour, library users no longer have to wait in long lines to return items. The feed opening will accommodate up to 99% of all library materials.

Benefits of the LibraryMate® 1200:

- Touchscreen for language selection or receipt options
- Sturdy shelf for patron use
- Height of shelf and opening can be configured to different set heights to accommodate all patrons or varying backroom elevations
- Optional receipt printer
- Optional Color selections available for shelf, and back plate (shown in green below)



Figure 1- LibraryMate 1200

LIBRARYMATE FUNCTIONAL DESCRIPTION

The machine function is as follows:

- The default language in the initial screen picture is English, but as a standard three other languages are available and can be retrieved via the screen. If no alternative language is retrieved, the dialogue will continue in English.
- The user inserts the items one by one by pushing them into the machine. When the LibraryMate detects a new item in the opening, the machine starts the conveyor belt automatically.

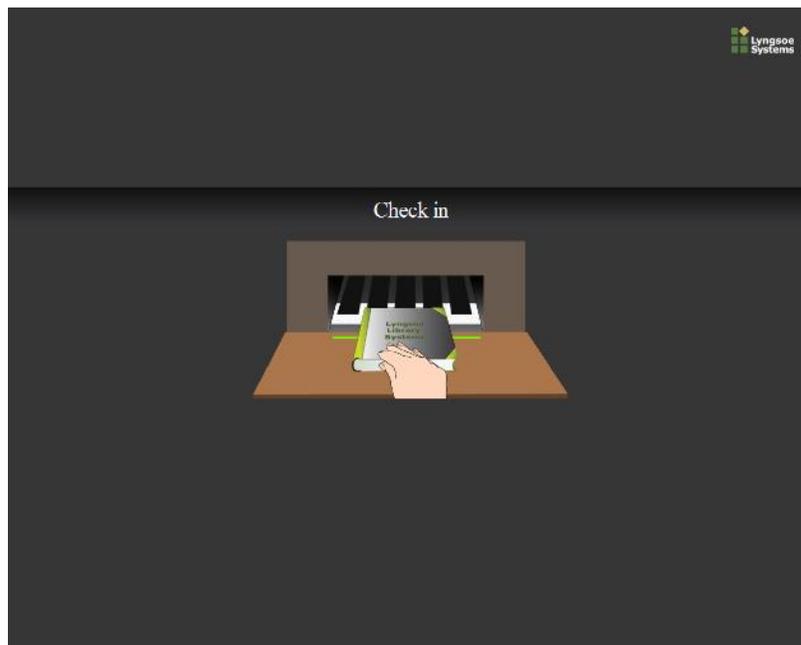


Figure 2- Patron Instruction Screen

- While the item passes through the machine, the item ID is read from the barcode or the RFID tag, the item is checked in with the ILS and the material protection (RFID or EM) is activated before the item is sent to the sorter.
- If a RFID tag or barcode is not detected in the tunnel, the LibraryMate can be configured to reject the item and return it to the patron.

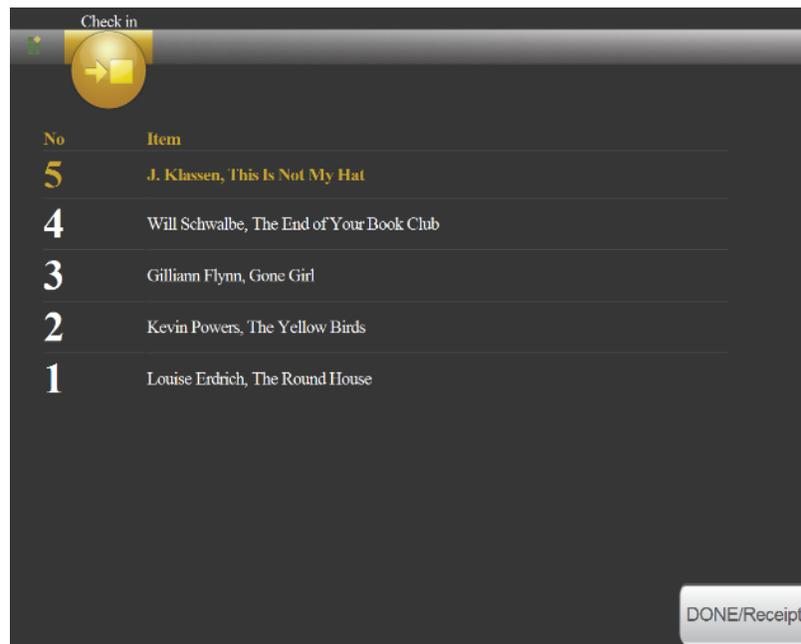


Figure 3- Check-in Confirmation Screen

- Once the machine is ready for the next item, the light in the opening changes from red to green.
- The above procedure must be repeated until all items have been returned.
- When all items have been returned, the user finishes the procedure by pressing “End” on the screen. Subsequently a receipt is printed. The screen displays an animation of the receipt printing. If the user does not press “End” within a defined period, the receipt is printed automatically so that the machine can get ready for the next user.
- If the receipt is not removed within a defined period, it is drawn back into the machine and dropped into an integrated paper bin. This way no printed receipt will end up on the floor in the return-machine area.

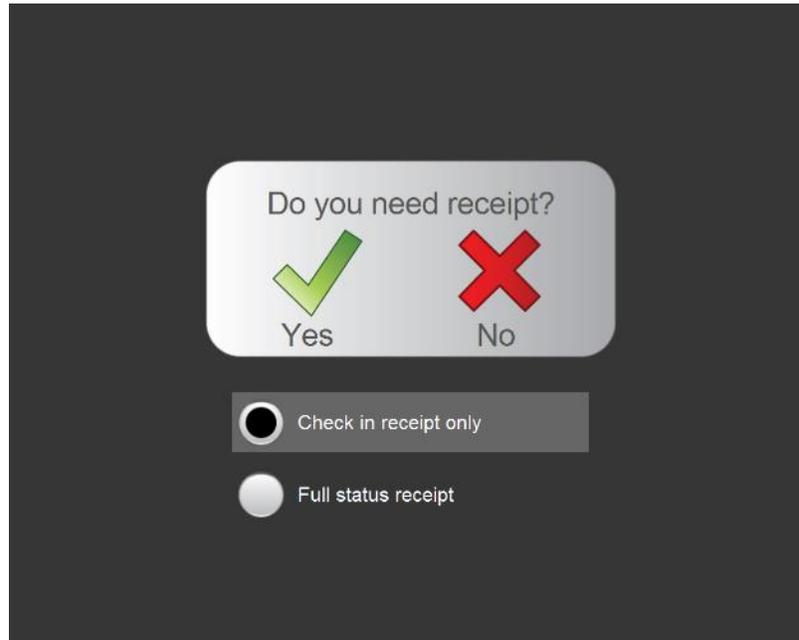


Figure 4- Patron Instruction Screen

Off Line mode

If the connection between machine and library network is down, the machine continues in off line mode and prints an off line receipt stating the material IDs for the user. Information about the returned materials is stored in the machine control and transmitted to the library database as soon as the connection to the library network has been re-established.

System configuration

During the engineering phase of the project, the Lyngsoe Project Manager will work with the Library to configure the machine with languages, sort schemes, receipt text, etc. Once we have the configuration, our engineers will assure that the programming on your machine meets all of your expectations

DESCRIPTION OF THE LYNGSOE SYSTEMS ERGOSTAFF 1200 STAFF INDUCTION™

The Lyngsoe Systems Staff Induction™ automates and optimizes material processing for library staff. The Staff Induction™ quickly becomes the workhorse of your circulation room by rapidly and efficiently checking in branch transfers, new material, and any items that need to be sorted and returned to shelf.

With the capacity of up to 1500 items per hour; library staff will not have to perform time-consuming and repetitive check-in processes, library materials will be on the shelf quicker and back into the hands of your patrons.

Your library staff will interface with the Staff Induction™ via a user-friendly touch screen with a graphical interface. Barcodes or RFID tags are read quickly and communicated with your Integrated Library System, RFID security is enabled, backdating and hold slip printing can all happen automatically, and check-in statistics can be monitored remotely. The Staff Induction™ work surface is height adjustable between 31.5” and 47.25”, ensuring an ergonomic work environment standing or sitting.

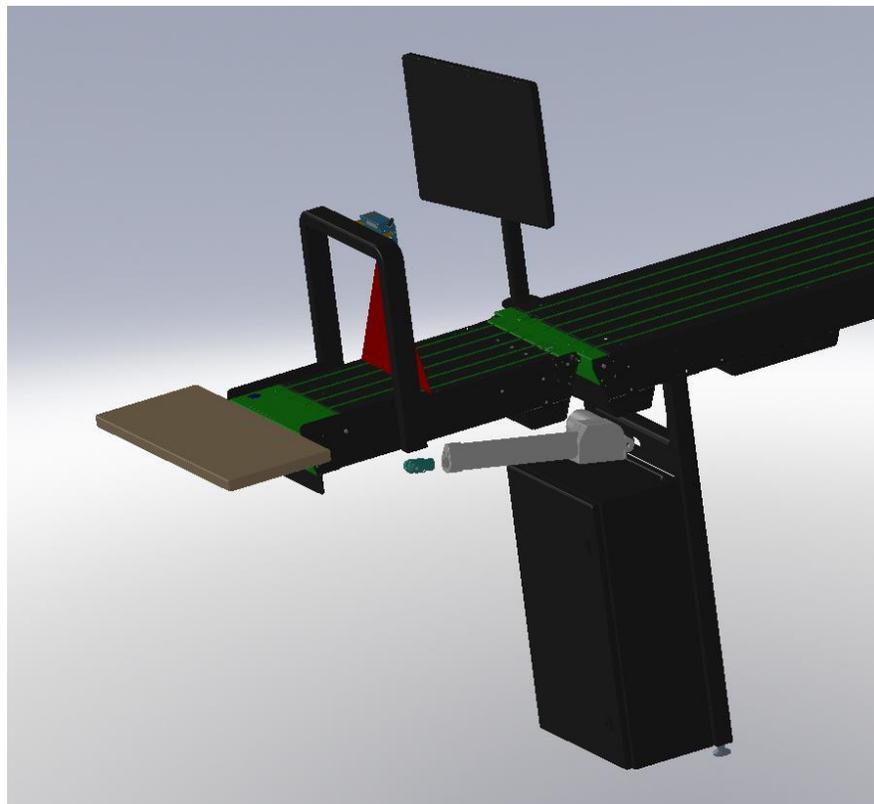


Figure 5- Lyngsoe ErgoStaff 1200

DESCRIPTION OF THE SORTMATE™ 2000

The Lyngsoe SortMate™ is a high-speed sorting system that is the brawn behind the Lyngsoe Systems Automated Material Handling system. This sorter has been specifically designed for libraries, and is the ideal solution for sorting a vast array of library materials. Items checked in using a LibraryMate® or Staff Induction™ are electronically tracked throughout the length of the SortMate™ and sent to the proper discharge location.

Sensors located throughout the system assure that your library material is accurately sent to the proper destination. Lyngsoe has optimized the system controls so that items never stop on the sorter while other items are diverting. This allows for continuous flow from the LibraryMates®, higher throughputs, and longer life expectancy from your sorter drive components.

The SortMate™ has a low profile and whisper-quiet operation which will blend into your circulation room, not clutter it. The sorter features multiple transport belts for item stability and unsurpassed durability. Seated in between the transport belts are electrically actuated pop-up rollers that divert items to sort destinations on either side. Optional discharge configurations can accommodate auto-leveling ErgoTrolleys™, ErgoCarts™, Ergo Volumes™, media totes, or inter-library bulk tote containers.



Figure 6-SortMate™ external 5-bin configuration

Technical Specifications – SortMate™

Sorting capacity:	2,500 material units per hour
Material dimensions:	<p>Max: 400 x 300 x 100 mm (L x W x H) 15.8 x 11.8 x 4 inches (L x W x H)</p> <p>Min: 100 x 100 x 5mm (L x W x H) 2.6 x 2.6 x .1 inches (L x W x H)</p> <p>Max weight: 5 kg Min weight: 30 g</p>
Material types that can be handled in the machine:	Books, CD-ROMs, books with enclosures, talking books, video tapes, cassette tapes. Book-like material units containing cassette tapes / CDs.
Requirements for materials:	The bottom side of the item must be flat.
Floor level:	The floor where the sorting system is installed must not vary more than +/- 5 mm.

SORTMATE FUNCTIONAL DESCRIPTION

Interface

The LibraryMate® check-in units and Staff Inductions™ communicate to the Library’s ILS using the SIP2 protocol. Once the item has been checked-in, information about the items to be sorted is transferred through an Ethernet interface to the sorter control system and the item is sent to its proper destination.

For effective remote support, a VPN connection must be established between our Hotline/Service department and the sorting system. This VPN connection will assure that the technicians from the Lyngsoe Systems Hotline can gain direct access to the sorting system controls to quickly and efficiently diagnose any system issues.

The drawing below (See Figure 5) shows the basic communication structure between the sorting system and the library system.

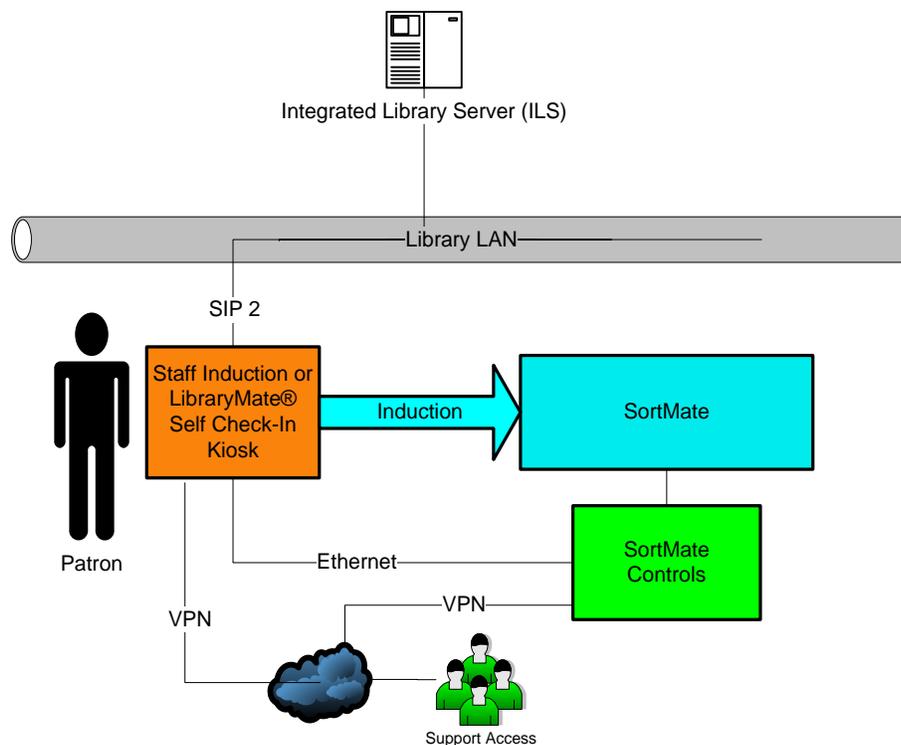


Figure 7- Basic Communication Structure

Sorter Design

The SortMate™ is a linear belt sorter consisting of a straight conveying section, on which each piece of library material is transported. The conveying section consists of 6 parallel belts conveying the material to the correct discharge. The round belts on the sorter provide reliable transport of soft materials such as newspapers, magazines, books without hard cover, etc.

At each sorting system discharge, pop-up transverse rollers (diverters) are mounted which lift electrically when items pass over them. When the item is lifted, the rollers roll right or left, directing the items into the book carts placed on either side of the sorting system.



Figure 8- SortMate components

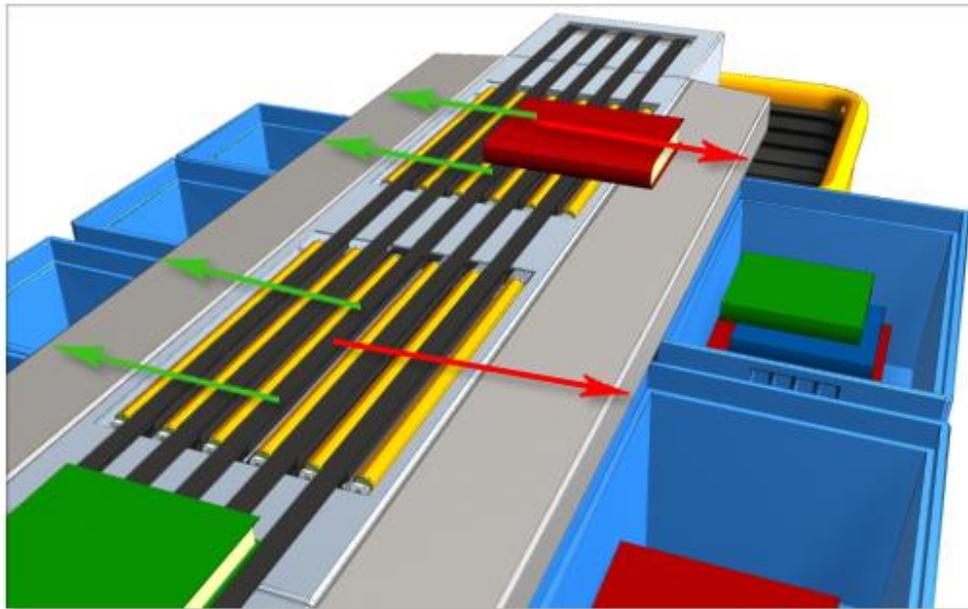


Figure 9- Sorting Principle

Function

The sorting system works as follows:

- The patron inducts one item at a time into the check-in.
- The material ID is read from either the barcode or RFID tag on the item being returned and is checked with the information in the ILS.
- If the material is accepted by the ILS, a “location” or classification for the material is returned to the LibraryMate®.
- The material is automatically conveyed into the sorting system towards the correct discharge.
- When the material reaches the correct discharge, it is automatically lifted by the transverse rollers, which then puts it in the correct bin at one of the sorting system sides.
- The patron continues this process until all their items are returned.
- Once complete, a receipt is printed (optional).

Discharge of Reserved Items

Normally the sorting system will include a special destination for reserved or “hold” items. If the library issues all reserved items with reservation tickets, the ticket printing can be linked to the sorting. Once the reserved item has been transferred from the LibraryMate®, the sorting system informs the library system and subsequently the reservation ticket is printed. In which case, reservation ticket printing and discharge of the item reserved takes place simultaneously.

Monitoring

Remote supervision of the system via a web-based monitoring service is included. This utility allows the library staff to view the sorting system status from any PC in the library network. The following system information can be accessed via the web-interface:

- Communication failure with the library system
- LibraryMate® is stopped
- Sorting system is stopped
- System sort configuration parameters
- Review error logs
- Change other system parameters

Staff Functions

During the sorting system commissioning, a sorting table is configured determining where items are to be discharged. The sorting system controls can store alternative sorting tables. Training selected staff members during sorting system delivery ensures that afterwards library staff will be able to make the following adjustments on their own:

- Backdating at the Staff Induction
- Edit the sorting table of which locations to be sorted into which discharges
- View returns and sorting statistics from the system
- Choose alternative sorting tables, if an alternative or finer sorting is required
- Set up special chutes
- Change display text on patron screen, or receipts

DISCHARGE TYPE – ERGOTROLLEY

If your library sorts a large amount of items without emptying the book carts, Lyngsoe offers a trolley with extra capacity and a spring-loaded auto-leveling floor.

When items are sorted into the trolley, the bottom will lower incrementally. Chute full monitoring can take place by a photo cell transmitting a signal to the sorting system control when the book cart is full and a replacement cart required.

The trolley can be placed at either side of the sorting system or at the end of the SortMate™.



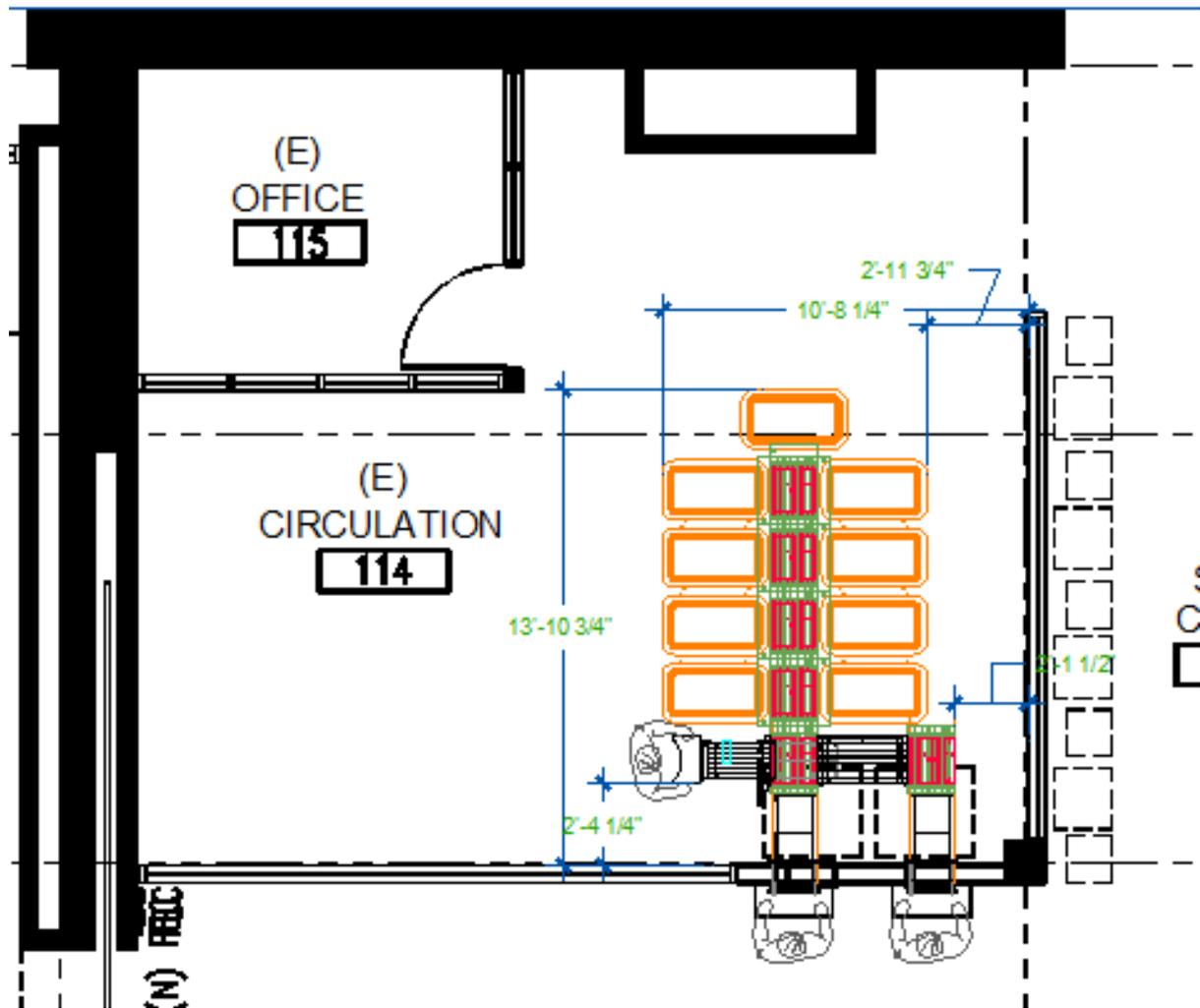
Figure 10-ErgoTrolley

Technical Specifications

Book cart size:	36.8 x 20.9 x 26.7 inches (L x W x H) 935 x 530 x 935 mm (L x W x H)
Book cart weight:	88.2 lbs. (40 kg)
Maximum load:	264.6 lbs. (120 kg)
ErgoTrolley™ capacity of assorted books:	250-300
Items convenient for stacking into book carts:	Books, books with enclosures, talking books, video tapes, cassette tapes, CDs, DVDs, newspapers, magazines and other items in “soft” covers. Book-like items, e.g. items containing cassette tapes/CDs

DRAWINGS

Figure 11- Upstairs system with 2 patron returns



PRICING SUMMARY

Santa Barbara Public Library *upstairs Drawing B25366-0-2-1		Price
<p><u>Sortation System – Interior system</u></p> <ul style="list-style-type: none"> • Qty (2) LibraryMate 1200 check-in station (RFID and Barcode Hybrid) <ul style="list-style-type: none"> ▪ Touchscreen Monitor ▪ Shelf ▪ Receipt printing options- paper, email, or SMS • Qty (1) Staff Induction check-in station (RFID and Barcode Hybrid) <ul style="list-style-type: none"> ▪ Height adjustable ▪ Touchscreen monitor for staff interface ▪ Hold Slip printing *selection of standard layouts • SortMate 2000 Sorter Modules <ul style="list-style-type: none"> ▪ Total of (9) sort destinations <ul style="list-style-type: none"> • 8 ErgoTrolley destinations with full sensors • 1 exceptions destination • Qty (9) ErgoTrolleys • Sorting/Check-in operator software • Installation • Commissioning • Training • Spare Parts • Shipping • Parts Warranty (Standard 1 year) • Hotline (24/7) – (Standard 1 Year) 		
Base price		\$156,721 USD
BASE PRICE DISCOUNT		-\$25,721 USD
TOTAL		\$131,000 USD

FUTURE SERVICE AGREEMENT BUDGET COSTS

<ul style="list-style-type: none"> • Service Agreement (year 2) <ul style="list-style-type: none"> ▪ Parts Warranty ▪ Hotline (24/7) ▪ Preventative Maintenance and Service Inspection (1 visit) 	
price	\$17,036 USD
<ul style="list-style-type: none"> • Service Agreement (year 3) <ul style="list-style-type: none"> ▪ Parts Warranty ▪ Hotline (24/7) ▪ Preventative Maintenance and Service Inspection (1 visit) 	
price	\$17,718 USD

OPTIONS

Santa Barbara Public Library	
	Price
<p><u>Optional add 2 sort destinations</u></p> <ul style="list-style-type: none"> • SortMate 2000 Sorter Modules <ul style="list-style-type: none"> ▪ Total of (2) sort destinations <ul style="list-style-type: none"> • 2 ErgoTrolley destinations with full sensors • Qty (2) ErgoTrolleys • Installation • Commissioning • Shipping • Parts Warranty (Standard 1 year) 	
price	\$14,115 USD

PRELIMINARY PROJECT SCHEDULE

Contract Signature/Letter of Authorization	: Receipt of PO
Drawings Approved	: 1 weeks At Receipt of Order (ARO)
Shipment	: 14 weeks ARO
Start Installation	: 18 weeks ARO
Installation Completed	: 19 weeks ARO
Final Acceptance (Start of Warranty)	: 19 weeks ARO

THIS PROPOSAL IS VALID FOR 90 DAYS

We trust the above information has met with the approval of Santa Barbara Public Library System. Lyngsoe Systems strives to meet the challenge of providing high-quality Sorters and related equipment to an ever-changing library market.

Yours Truly,

Jason Downs
Lyngsoe Systems, Inc.
Library Systems North America

Attachments: drawings



CITY OF SANTA BARBARA

COUNCIL AGENDA REPORT

AGENDA DATE: March 15, 2016

TO: Mayor and Councilmembers

FROM: Facilities Planning and Development Division, Airport Department
Planning Division, Community Development Department

SUBJECT: Airport Industrial Area Specific Plan Amendment And Zone Change
Initiation

RECOMMENDATION:

That Council initiate a Zone Change to align the Airport Approach and Operations Zone (A-A-O) and the Airport Industrial Zone (A-I-2) at 6290 Hollister Avenue (Assessor's Parcel Nos. 073-080-041, -042).

DISCUSSION:

Background

The Airport Industrial Area Specific Plan, adopted by City Council in September 1998, was intended to guide the development of approximately 225.2 of Airport property located along the north and south sides of Hollister Avenue including both aviation and non-aviation uses. The goals of the Specific Plan, stated in a resolution of the City Council on November 20, 1990, were to:

1. Provide the community with direct access to the National Air Transportation System;
2. Assess future development of the Airport property as it relates to the Goleta Slough and other sensitive habitats consistent with the intent and purpose of the Local Coastal Plan and the Coastal Act;
3. Ensure that the Airport continues to be a vital economic contributor to the community by maintaining the Airport's economic self-sufficiency through effective use of its existing resources;
4. Coordinate planning for the Airport and related facilities with the surrounding community.

The Specific Plan's inclusion of an auto dealership at 6290 Hollister Avenue was in furtherance of the goal of ensuring that the Airport maintains its economic self-sufficiency through maintaining the then-existing auto dealership.

When the Chrysler dealership closed in December 2010, the Airport did not pursue locating a new tenant in that space because updated Federal Aviation Regulations identified the structures as incompatible with the federally-designated Runway Protection Zone (RPZ), given the proximity to Runway 15L. The site has remained vacant since demolition and has not generated any lease revenue for the Airport Department.

Proposed Chrysler Dealership (6210 Hollister Avenue)

The Airport Department requests that City Council initiate a Zone Change so that the zoning is consistent with the Runway Protection Zone (RPZ) and to allow for development of an automobile dealership at 6210-6290 Hollister Avenue. The subject property is three vacant lots totaling 6 acres, in Sub-Area 2. A majority of the site is in the Airport Industrial Zone (A-I-2), however a portion is in the Airport Approach and Operations Zone (A-A-O). The intent of the A-A-O Zone is to comply with Federal Aviation safety standards by prohibiting incompatible land uses in the Runway Protection Zone. However the A-A-O Zone does not accurately reflect the current dimensions of the RPZ as defined by Federal Aviation Regulations.

While the proposed Chrysler dealership is consistent with the Airport Industrial Specific Plan land use designation of "Light Industrial and/or Commercial" the dimensions of the RPZ overlay are inconsistent with both the Airport Zoning Ordinance (Title 29) and Federal airport design standards (AC 150/5300-13A).

Proposed Zone Change

Staff recommends initiation of a Zone Change of 1.13 acres of Airport Industrial Zone (A-I-2) to Airport Approach and Operations Zone (A-A-O), and 0.76 acres of Airport Approach and Operations Zone (A-A-O) to Airport Industrial Zone (A-I-2) at 6210-6290 Hollister Avenue. These changes would implement the Specific Plan Amendment in the Airport Zoning Ordinance (SBMC Title 29) and bring it into compliance with Federal Airport Design Guidance (AC 150/5300-13A).

Although the applicant has provided concept designs for the projects, they have not been submitted for review yet. Following submittal of a complete application, staff would complete environmental review for the projects and the Planning Commission would hold a public hearing for a Development Plan and make a recommendation to City Council on the Zone Change. Planning Commission approval of a Development Plan would be contingent on City Council's approval of the Zone Change. The project is also subject to review and approval by the Architectural Board of Review and that review would be concurrent with the Planning Commission review, as is usually done in the review process.

The initiation of a Zone Change can be found categorically exempt per CEQA Section 15305, Minor Alterations in Land Use Limitations. The exemption allows for minor Zoning Ordinance amendments that do not significantly change planned uses in an area.

ATTACHMENTS: 1. Proposed Zone Change
 2. Airport Industrial Area Specific Plan Zone Map

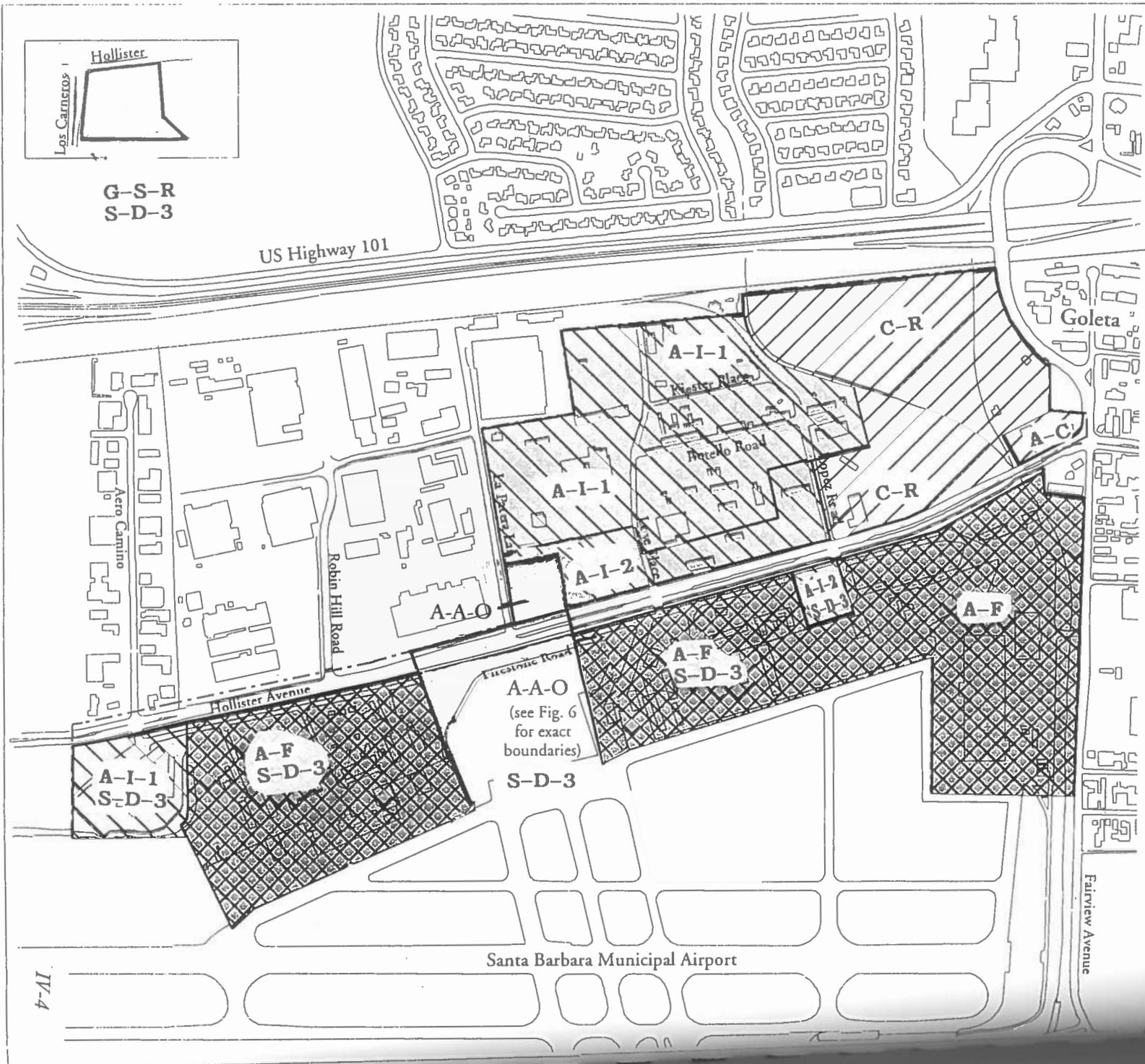
PREPARED BY: Andrew Bermond, AICP, Project Planner

SUBMITTED BY: Hazel Johns, Airport Director

APPROVED BY: City Administrator's Office

Santa Barbara Airport Commercial/Industrial Specific Plan

Figure 11
Proposed Zoning and
General Plan Designations



Zoning

-  A-F Aviation Facilities
-  A-I 1&2-Airport Industrial
-  A-C Airport Commercial
-  C-R Commercial Recreation

A-A-O Airport Approach Operations Surface

S-D-3 Special District 3 Coastal Overlay Zone

General Plan

-  Commercial
-  Industrial
-  Major Public and Institutional





CITY OF SANTA BARBARA

COUNCIL AGENDA REPORT

AGENDA DATE: March 15, 2016

TO: Mayor and Councilmembers

FROM: Administration, Housing and Human Services Division, Community Development

SUBJECT: Termination Of Seventeen La Colina Village Resale Restrictions

RECOMMENDATION:

That Council authorize the Community Development Director to execute, subject to approval as to form by the City Attorney, such agreements as necessary to terminate seventeen (17) Resale Restrictions on units owned by seventeen original owners in La Colina Village.

DISCUSSION:

Background

La Colina Village ("Project") is a 50-unit condominium complex affordable to moderate income households built in 1985. The Planning Commission approved the Project and the "Agreement Relating to Conditions Imposed on a Subdivision Map" restricted the units to moderate-income households for an average period of at least thirty (30) years. This resale restriction was consistent with City of Santa Barbara policy to ensure long-term affordability on owner-occupied projects developed during this time-period. The Project developer, Community Housing Corporation (CHC), however, executed the resale restrictions on the Project's units with a term of thirty-five (35) years.

After the initial sale of the units, the thirty-five year resale restrictions and other CHC documents were assigned to the City. Over time, thirty-one (31) of the fifty original owners sold their units to new, qualified buyers and those units are not a part of this request.

Nineteen (19) of the fifty units are still owned by the original purchasers. Due to refinancing or other causes, the processing of the resale restrictions on these nineteen units was inconsistently handled. As shown on the Attachment, and described in more detail below, this has resulted in inequities among the nineteen original owners concerning the term of their resale restriction.

Two of the originally owned units had resale restrictions that were changed to thirty years. The resale restrictions for these two units have expired and were terminated on October 30, 2015 and January 14, 2016. These two units are also not a part of this request.

This request pertains to the remaining seventeen (17) original owners that still have a resale restriction in place. Housing staff has confirmed that each of these seventeen original owners has met the original Planning Commission requirements and the "Agreement Relating to Conditions Imposed on a Subdivision Map" by fulfilling an affordable term of thirty years.

Conclusion

In order to be consistent with the Planning Commission requirements, the Subdivision Map Agreement, City policy at the time, and to achieve equity between the remaining original owners, it is recommended that the resale restriction be terminated for the remaining seventeen original owners.

ATTACHMENT: La Colina Village Summary of Term of Resale Restrictions

PREPARED BY: Deirdre Randolph, Community Development Programs
Supervisor/MMB/SLG

SUBMITTED BY: George Buell, Community Development Director

APPROVED BY: City Administrator's Office

LA COLINA VILLAGE

Summary of Term of Resale Restrictions

Property Address	Purchase Date	Term of Resale Restriction	Term per PC Resolution & City Policy (at that time)	Term Fulfilled as of 3/15/2016
(2) Original Owners with Terminated Resale Restrictions (not a part of this request)				
3906 Via Diego, Unit A	10/30/1985	30 yrs.	30 yrs.	30 yrs.
402 Via Rosa, Unit B	1/14/1986	30 yrs.	30 yrs.	30 yrs.
(17) Original Owners with a Request to Terminate their Resale Restriction				
3902 Via Diego, Unit B	10/21/1985	35 yrs.	30 yrs.	30 yrs. 4 mos.
3922 Via Diego, Unit C	11/05/1985	35 yrs.	30 yrs.	30 yrs. 4 mos.
3906 Via Diego, Unit B	11/21/1985	35 yrs.	30 yrs.	30 yrs. 3 mos.
3930 Via Diego, Unit C	11/21/1985	35 yrs.	30 yrs.	30 yrs. 3 mos.
3918 Via Diego, Unit B	12/11/1985	35 yrs.	30 yrs.	30 yrs. 3 mos.
404 Via Rosa, Unit A	12/17/1985	35 yrs.	30 yrs.	30 yrs. 2 mos.
3922 Via Diego, Unit B	01/15/1986	35 yrs.	30 yrs.	30 yrs. 2 mos.
424 Via Rosa, Unit A	02/20/1986	35 yrs. 8 mos.	30 yrs.	30 yrs.
406 Via Rosa, Unit B	12/20/1985	35 yrs. 11 mos.	30 yrs.	30 yrs. 2 mos.
3922 Via Diego, Unit A	01/15/1986	36 yrs.	30 yrs.	30 yrs. 2 mos.
432 Via Rosa, Unit A	03/07/1986	36 yrs.	30 yrs.	30 yrs.
3926 Via Diego, Unit A	11/21/1985	36 yrs. 1 mos.	30 yrs.	30 yrs. 3 mos.
3908 Via Diego, Unit B	12/03/1985	36 yrs. 1 mos.	30 yrs.	30 yrs. 3 mos.
432 Via Rosa, Unit C	12/12/1985	36 yrs. 2 mos.	30 yrs.	30 yrs. 3 mos.
428 Via Rosa, Unit A	11/15/1985	36 yrs. 4 mos.	30 yrs.	30 yrs. 4 mos.
426 Via Rosa, Unit B	01/09/1986	36 yrs. 5 mos.	30 yrs.	30 yrs. 2 mos.
3926 Via Diego, Unit B	11/27/1985	40 yrs. 11 mos.	30 yrs.	30 yrs. 3 mos.



CITY OF SANTA BARBARA

COUNCIL AGENDA REPORT

AGENDA DATE: March 15, 2016

TO: Mayor and Councilmembers

FROM: City Attorney's Office

SUBJECT: Conference with City Attorney - Anticipated Litigation - Gov. Code 54956.9(D)(2) & (E)(2) Significant Exposure To Litigation Arising Out Of Potential City Council Action Adopting The 2016 Bicycle Master Plan

RECOMMENDATION:

That Council hold a closed session to consider anticipated litigation pursuant to subsections 54956.9(d)(2) & (e)(2) of the Government Code and take appropriate action as needed.

Significant exposure to litigation arising out of potential City Council action adopting the 2016 Bicycle Master Plan.

SCHEDULING: Duration, 30 minutes; Prior to consideration of Bicycle Master Plan

REPORT: None anticipated

SUBMITTED BY: Ariel Calonne, City Attorney

APPROVED BY: City Administrator's Office



CITY OF SANTA BARBARA

COUNCIL AGENDA REPORT

AGENDA DATE: March 15, 2016

TO: Mayor and Councilmembers

FROM: Transportation Division, Public Works Department

SUBJECT: Continuance Of Council Consideration Of The Bicycle Master Plan

RECOMMENDATION:

That Council continue consideration of the Bicycle Master Plan to the regular meeting of May 10, 2016.

DISCUSSION:

On February 23, 2016, Council directed staff to take the actions necessary to prepare the 2016 Draft Bicycle Master Plan (BMP) for final consideration. Council directed the inclusion of the Micheltorena Street Green Lanes Project, but in response to staff's request for additional time to review recently received legal challenges and complete the appropriate documents for the adoption of the BMP, the item was continued to the meeting of March 15, 2016, without taking action to adopt the BMP. Staff is requesting that Council again continue the BMP for consideration to the Council meeting of May 10, 2016.

Staff has determined that the revisions required for Council's action, documents, and the BMP itself will require an additional public hearing before the Transportation & Circulation Committee (TCC), as well as Council. Staff intends to notice the BMP for a hearing before the TCC on March 24, 2016. Taking the updated draft BMP to the TCC will allow an additional opportunity for public comment and BMP finalization.

PREPARED BY: Robert J. Dayton, Principal Transportation Planner/mj

SUBMITTED BY: Rebecca J. Bjork, Public Works Director

APPROVED BY: City Administrator's Office



CITY OF SANTA BARBARA

COUNCIL AGENDA REPORT

AGENDA DATE: March 15, 2016

TO: Mayor and Councilmembers

FROM: Engineering Division, Public Works Department

SUBJECT: Contract For Design Services For The Proposed Development At 6100 Hollister Avenue

RECOMMENDATION: That Council:

- A. Authorize the Public Works Director to execute a City Professional Services contract with Flowers & Associates, Inc., in the amount of \$205,500 for Civil Engineering design services for 6100 Hollister Avenue, and authorize the Public Works Director to approve expenditures of up to \$20,550 for extra services of Flowers & Associates, Inc., that may result from necessary changes in the scope of work;
- B. Increase appropriations by \$226,050 in the Airport's Capital Fund for Commercial/Industrial Area Development, to be funded from Airport Capital Fund reserves; and
- C. Receive a staff presentation on the Airport's Light Industrial Area Development at 6100 Hollister Avenue.

DISCUSSION:

Airport Department staff has been working to develop portions of the Airport Industrial Area Specific Plan (SP-6 Airport property, north of Hollister Avenue) for many years. Several private developers tried to develop the largest parcel (Parcel 22, located at 6100 Hollister Avenue) but were unsuccessful for economic reasons. In August 2014, Council approved a Purchase and Sale Agreement with Direct Relief (DR) for the sale of an eight acre portion of Parcel 22. The DR project includes a Development Plan for a 125,000 square-foot warehouse and office space. The sale of the property to DR is expected to be completed in late spring 2016, for an amount estimated to be \$8.7 million.

Airport staff proposes to use proceeds from the sale to develop commercial industrial space on the remaining six acres of Parcel 22. The Airport Project (Project) includes approximately 42,000 square feet of light industrial space, and approximately 8,000 square feet of retail space.

The first phase of the Project would encompass approximately 4,000 square feet of retail space and 19,000 square feet of light industrial space.

Project Description

The work consists of the civil engineering design of improvements associated with the development of 6100 Hollister Avenue. This includes the preparation of plans for onsite grading, drainage, paving, storm water treatment, storm water detention, and erosion control plans. The work will include both plans and specifications required to secure a building permit and bid the Project.

Design Phase Consultant Engineering Services

Staff recommends that Council authorize the Public Works Director to execute a contract with Flowers & Associates, Inc., in the amount of \$205,500 for design and \$20,550 for potential extra services, for a total amount of \$226,050. Flowers & Associates, Inc., is experienced in this type of work and was selected as part of a Request for Qualifications process.

Funding

The following summarizes all estimated total Project costs:

ESTIMATED TOTAL PROJECT COST

Design (by Contract)	\$226,050
Other Estimated Design Costs – (Kupiec Architects)	\$600,000
Subtotal	\$826,050
Estimated Construction Contract w/Change Order Allowance	\$6,800,000
Estimated Construction Management/Inspection (by Contract)	\$500,000
Subtotal	\$7,300,000
TOTAL PROJECT COST	\$8,126,050

There are sufficient funds in the Airport Capital Fund reserves to cover the cost of the design contract. Other costs, including construction, will be funded from the proceeds of the sale of property to DR.

PREPARED BY: Brian D’Amour, City Engineer/LR/mj

SUBMITTED BY: Rebecca J. Bjork, Public Works Director

APPROVED BY: City Administrator’s Office



CITY OF SANTA BARBARA

COUNCIL AGENDA REPORT

AGENDA DATE: March 15, 2016
TO: Mayor and Councilmembers
FROM: City Administrator's Office
SUBJECT: Conference With Labor Negotiator

RECOMMENDATION:

That Council hold a closed session pursuant to the authority of Government Code Section 54957.6 to consider instructions to City negotiator Kristine Schmidt, Administrative Services Director, regarding negotiations with the Firefighters Association, Supervisors Association, and Police Officers Association.

SCHEDULING: Duration, 30 minutes; anytime
REPORT: None anticipated
SUBMITTED BY: Kristine Schmidt, Administrative Services Director
APPROVED BY: City Administrator's Office