



## Public Works Officers Department 2010 SUMMER NEWSLETTER



### Message from the President



By Larry Patterson, Director of Public Works, City of San Mateo  
2009-2010 Public Works Officers Department President

A single event or issue can have a remarkable impact on City organizations. The recent revelation of exorbitant salaries in the small town of Bell has sent shock waves through local government. There are certainly questions about how such abuses can occur within California with our transparent governments and active public oversight. But it may be more important to consider the ramifications for those of us in the public service sector. Compensation and benefits have been, and will continue to be, a topic for debate by the state Legislature and in our own communities. Salaries for employees of the City of San Mateo have been disclosed to the press and posted on our website for years. This will probably become the norm if not a requirement of the State. This topic of debate surely will continue as we struggle to balance our budgets in this unprecedented time of economic challenges.

There are clearly some issues that need to be addressed with compensation and benefits for public employees. In my own community, we have found that in some cases, employee compensation has made contracting for services more cost effective. Benefits are a significant component of compensation costs. Currently, my benefit costs are fully paid by the City but it is unlikely that this practice will continue at the same level. So as I look at my compensation and that of others within my own organization I see no opportunity for significant salary growth and expect my take-home pay could be reduced as I begin to pay a share of my benefit costs. What all of this represents is a logical adjustment that is occurring in many cities because of the economic stresses placed on our organizations by current conditions. I understand this and have already adjusted my expectations for the future.

*“The current orderly process could be replaced with a knee-jerk reaction.”*

However, the events in Bell have the potential to disrupt this orderly adjustment of public employee compensation that is being addressed by our individual agencies. The current orderly process could be replaced with a knee-jerk reaction that adversely influences the changes that will occur. The risk is that disruption of the orderly changes to compensation could have adverse effects on our agencies. It will be difficult to retain outstanding employees when they see their take-home pay shrinking. Outstanding employees always have options. Retaining these employees in the coming years may become difficult. Maintaining a quality staff and building institutional memory will become harder as the economy improves and competition increases between private and public employers for the available talent.

The League has been quick to respond to the revelations in Bell and will be a thoughtful, moderating force in any

#### INSIDE THIS ISSUE

Converted Landscaping Maximizes Efficiency in Concord	pg 3
Turf Buy-Back Program a Smart Idea for Palm Desert	pg 4
Cold In-Place Recycling Saves as it Paves in Agoura Hills	pg 6
Patterson Corporation Yard Updates 40 Year Old Facility	pg 7
Greening Efforts Save Resources, Money in Thousand Oaks	pg 8

resultant legislative or regulatory responses. The League clearly plays an essential role in this and other issues impacting our communities. So, as I reach the end of my term as your President, I encourage you to become involved in the League's Public Works Officers Department, then stay engaged and find the ways that you can best help in addressing the challenges that will face cities in California. ◀

# Message from the Director: Bylaws and Propositions

By Lisa Ann Rapp, Director of Public Works/City Engineer, City of Lakewood  
2008-2010 Public Works Officers Department Director



As my term on the Board begins to draw to a close, I find myself in a real flurry of activity. I have had the honor and privilege of serving on several Board committees, including the By-Laws Committee, the AB 32/SB 375 Task Force, and the Nominating Committee. I enjoyed the work of these committees and have come to a greater understanding of, and appreciation for, the delicate arts of negotiation, compromise, and collaboration.

The By-Laws Committee did some very good work in refining the process to nominate Board members and officers that should result in creating a Board that recognizes the diversity of our organization with highly qualified candidates. The committee also recommended that the diversity caucuses be allowed voting seats on each policy committee in order to develop LOCC experience in members of those caucuses. These proposals were approved by the Board and will be considered by the League membership for adoption as "Resolution #1" at the League's Annual Conference in San Diego, September 15—17.

*"The state of California's continuing fiscal crisis forces the state to divert revenues that rightfully belong to local government."*

The Board of Director's summer meeting was held in Riverside on July 15 and 16. Executive Director Chris McKenzie kept the Board laser-focused on Proposition 22. The Board has divided into fundraising committees by industry. I am working on the Consulting Engineers/Contractor's committee, and I need your help to collect a list of names and contact information from you that includes your project consultants, and your contractors. (You can email me at: [lrapp@lakewoodcity.org](mailto:lrapp@lakewoodcity.org).)

The Committee will reach out to them in our fundraising efforts, if you are not able to make that contact yourself. It is expected that the LOCC and its partners will need over \$5 million to be successful in this campaign. I cannot stress strongly enough how important Prop 22 will be to the future health of local government. The state of California's continuing fiscal crisis forces the state to divert revenues that rightfully belong to local government. And consequently, when local government's budgets are impacted by the State's funding grabs, our engineering consultants and contractors will be impacted by postponement or cancellation of projects. They get it!

Finally, in September at the Annual Conference, I will attend my last Board Meeting, and it will be my pleasure to introduce Uche Udemezue as the Public Works Officers Department's appointment to the Board of Directors for the next two years. Uche is the Director of Transportation & Engineering for the City of San Leandro, and is a past president of our Public Works Officers Department, having served from 2007-08. He will be formally installed at the Annual Conference, and will have his first Board Meeting at the League Leader's Conference in November. Uche is highly qualified to represent us on the Board, and I wish him the best of luck and that he may enjoy his experience on the Board as much as I have! ◀

## League of California Cities Staff Contacts



Dorothy (Johnson) Holzem, Legislative Analyst

dholzem@cacities.org      916-658-8214

Jennifer Whiting, Legislative Representative

jwhiting@cacities.org;      916-658-8249

## SAVE THE DATE!

### March 23—25, 2011

League of California Cities +  
County Engineers Association of California

*host the*

### 2011 Public Works Officers Institute

*San Diego Marriott*

\*\*\* Registration opens mid-September!\*\*\*

# Concord Street Medians Revamped for More Efficient Maintenance

By Jeff Roubal, Senior Administrative Analyst, City of Concord

City of Concord street medians were hit hard by recent water-reduction measures stipulated by the Contra Costa Water District (CCWD). Rather than spend resources on turf renovation such as seeding or re-sodding, Public Works & Engineering staff opted to replace the grass with new flowering shrubs and plants that require less water, eliminate mowing, and make medians more attractive and better able to survive future droughts.

Several medians were selected for the conversion which also included an upgrade to the irrigation system to increase water efficiency, allowing the City to apply for CCWD's rebates for turf conversion and irrigation upgrades. These rebates will cover 90% of the costs associated with the median renovations. ◀

*Below: Before (left) and after (right) images of the converted median landscaping.*



## EVER ASK YOURSELF.....

- ***Why does the League have their own Public Works Officers Department?***
- ***What do they actually do for cities? What can they do for me?***
- ***Do they work with the County Engineers?***
- ***How are they different than APWA?***
- ***Is there a role that I can play?***



Find out these answers and more at the Department Meeting in San Diego on September 16th from 1:15 pm 2:45 pm @ the League's Annual Conference: [www.cacities.org/ac](http://www.cacities.org/ac)

# Palm Desert Turf Buy Back Program a Smart Idea

By H. Spencer Knight, Landscape Manager and Diane Hollinger, Landscape Specialist

The City of Palm Desert (City) and the Coachella Valley Water District (CVWD) teamed up to offer a Cooperative Landscape Water Management Program to increase water conservation and reduce nuisance water run-off. Eligible properties are single family residential front yards and homeowners' association (HOA) parkways. The program consists of installation of curbside landscape buffers, conversion of turf areas to water efficient drip irrigated desert landscape, installation of new generation spray nozzles if street-adjacent turf remains, and installation of a "Smart" irrigation controller. The program also requires that the applicant own the property, be a customer of CVWD in good standing, have a fully functioning irrigation system run by an irrigation timer/clock, and have actively growing turf.

On the first day that applications were accepted, a substantial line formed well before the doors of city hall opened. Forty-seven applications were received – 40 within the first hour. A total of 67 residential and 33 HOA applications were received. Total program funding of \$120,000 is being jointly provided by the City and CVWD. \$100,000 is allocated to the turf removal component split equally between residential and HOA property, and \$20,000 is allocated for the spray nozzle exchange component. Residential property owners can receive \$2 per square foot of turf removed, up to a maximum of \$2,000. For an HOA, the reimbursement will be up to \$5,000 for the curbside *(continued on page 6)*

## Inaugural Annual Report Highlights Santa Barbara's Challenges and Achievements

By Kathy Kefaver, Public Works Analyst III, City of Santa Barbara

The City of Santa Barbara's Public Works Department has released the inaugural *2010 Public Works Department Annual Report*. The Annual Report highlights the Department's organization and services, City infrastructure improvements completed in Fiscal Year 2010, day-to-day operations, and special programs and events accomplished by the dedicated staff over the past 12-month period.

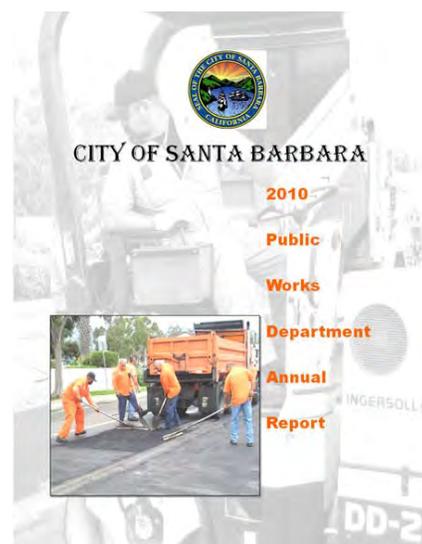
The Report also describes extraordinary events such as the unprecedented Jesusita Fire in May 2009, which required the Department to respond to and accomplish a number of fire damage repair and flood hazard mitigation projects prior to the winter rains. The Department also identified opportunities facilitated by the American Recovery and Reinvestment Act of 2009 to create jobs and upgrade the City's infrastructure. In addition, the Department led the City's Sustainable Santa Barbara Program by:

- Managing the Work TRIP Program where City staff are encouraged to leave their car at home and use alternative forms of transportation to commute to work,
- Completing lighting upgrades in parking garages that are expected to save over 45% in lighting costs,
- Adding more alternative fuel and hybrid vehicles comprising 63% of all vehicles ordered last year, and
- Certifying The City of Santa Barbara's office building at 630 Garden Street as LEED®-EB (Leadership in Energy and Environmental Design – Existing Building) Platinum Certification by the U.S. Green Building Council.

The Annual Report is intended to give the public an overview of the work accomplished and successes achieved by the Department for the benefit of the community, similar to an annual report prepared for private business investors. The Annual Report provides the reader with an overall picture of the Department; work accomplished for the year, and explains how the Department leverages each and every dollar to extend the City's buying power.

"Through this Annual Report, we invite you to learn about our employees and the services they provide to the community, along with some of the innovative approaches to getting our work done." said Christine Andersen, Public Works Director.

The Public Works Department is committed to maintaining our dedication to public service through the maintenance work and infrastructure projects that the Department carries out throughout the year. The *2010 Public Works Department Annual Report* is available on-line at: <http://www.santabarbaraca.gov/Government/Departments/PW/>. ◀



# Cold In-Place Recycling Saves as it Paves in Agoura Hills

By Ramiro S. Adeva III, PE, City Engineer, City of Agoura Hills

The City of Agoura Hills is a suburban community, located just 50 miles north of downtown Los Angeles. Annually, the City's street rehabilitation program typically resurfaces two to three miles of roads with asphalt-rubber hot mix overlay. For the City's 2010 street rehabilitation program Thousand Oaks Boulevard was the only road slated for restoration.

Thousand Oaks Boulevard is classified as one of the City's primary arterials, providing access to many of the City's residential neighborhoods, and designed to move high volumes of traffic at higher speeds. Over the years, Thousand Oaks Boulevard has undergone much wear-and-tear, as can be seen by the asphalt shoving and crack-sealing throughout the roadway. Although crack-sealing and occasional removals and replacements are okay for quick fixes, every road reaches a point at which an overlay becomes the correct rehabilitation method. Thousand Oaks Boulevard covered over 2 miles through the City and consisted of pavement that was over 30 years old, had never been resurfaced, has a relatively straight alignment and a thick base, making it an optimal candidate for Cold In-Place Recycling (CIPR).

---

***“The existing materials in our old roads contain valuable non-renewable resources.”***

---

CIPR has been in use for over 30 years by many other states and the Federal Highway Administration for pavement restoration. More recently, Caltrans and other local jurisdictions have approved and started to use CIPR to rehabilitate their highways and roadways. The existing materials in our old roads contain valuable non-renewable resources— the biggest fraction, the engineered aggregates that comprise 95% of the roadway are in many cases of higher quality than the aggregates that are mined today. Recycling in-place allows those aggregates to be reused, saving money, saving energy, and thereby helping both the taxpayer and

the environment. CIPR offers an effective tool to rehabilitate Thousand Oaks Boulevard, which will not only meet the City's PCI rating goal, but also meet the City's goal of reducing energy and environmental impacts.

This past July, Pavement Recycling Systems, Inc. paired with Excel Paving to CIPR the existing pavement on Thousand Oaks Boulevard. The City of Agoura Hills has embraced the economic and environmental savings that Cold In-place Recycling provides. Thousand Oaks Boulevard was completed this year and more projects are to be considered in the following years. We are also proud to have been an example for other agencies to view CIPR as we received visitors from multiple agencies during the duration of the process.

EFFICIENCY: 1) Cold In-place Recycling or CIPR translates into fewer dollars per lane mile, less energy used in construction, more efficient labor utilization and less construction traffic. CIPR can result in up to 50% cost savings comparing equivalent structural sections in comparison

2) Energy use less by over 1,000,000 BTU's per ton of recycled asphalt produced compared to virgin hot mix asphalt. In other words, CIPR uses 1/5 of the energy expenditure of Hot Mix Asphalt. One mile of 3-inch CIPR uses two trucks on the roadways compared to 85 used for an equivalent “mill and fill” operation with hot mix asphalt. That takes over 83 trucks off of the roadway for every mile that is constructed that would ordinarily increase congestion, energy usage and greenhouse gases.

3) On-site recycle crews typically consist of a 20-man team: a) Two people drive the engine and steer the train; b) One person operates a water truck for tool lubrication and water in which to distribute the recycling agent; c) One person controls the recycler and monitors computer interlocked pumps and meters; d) A fourth person acts a trouble-shooter, constantly surveying the operation and clearing up bottlenecks and snags; e) Three people on the paver including the operator and two screed operators; f) Two rakers to match seams, and adjust for adjacent structures like storm drains and manhole covers; g) Three people on the rollers to compact the recycled mat; *(continued on page 6)*

---

## *A Wealth of Information at your Finger Tips*

Join the Transportation, Communications, Public Works (TCPW) List Serv and communicate with public works departments from throughout the state! Ask your own questions or share your knowledge with colleagues from other cities!

Sign up today at: [www.cacities.org/](http://www.cacities.org/)

## Cold-In Place Recycling Continued

(from page 5)

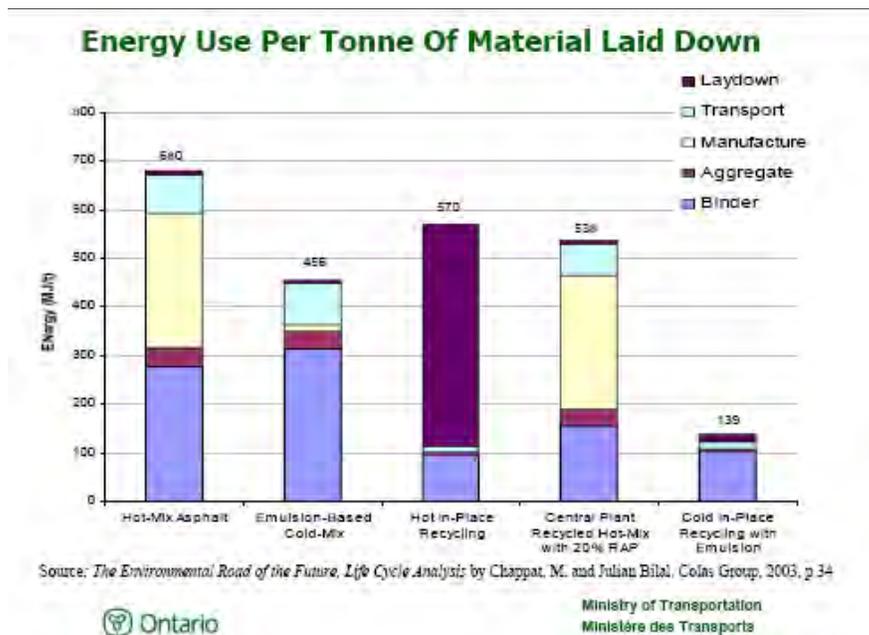
h) Two on-site supervisors – one for the recycle train, one for the paving operation; i) Typically two people on full time traffic control; j) Two people (at a time) delivering emulsified recycling agent to the recycle train; k) The Engineer, and/or the inspector verifying the work is per “plans and specifications”; l) Many more people operate in the background aiding in the dispatch of crews and equipment, project management and estimating, manufacture and delivery of recycling agents, repair and maintenance of equipment, and countless tasks to put the crew on the job with the right equipment and correct design parameters.

**CARBON FOOT PRINT:** As can be seen in the graph (below) from the Ontario Ministry of Transportation, CIPR is the most energy efficient technology for roadway preservation and rehabilitation.

**DESIGN:** CIPR requires minimal design work. Cores and asphalt samples are taken throughout the project to provide a good representation of the existing asphalt thickness. Samples are sent to an AASHTO approved lab for mix design. At most, the profile of the street to be recycled might increase by 1 to 1.5” in thickness. Typically, the extra thickness is required for additional loading beyond the street’s originally designed traffic index. Other projects may require full width profile milling prior to CIPR operations to allow for the additional final asphalt overlay back to existing elevations. Adjacent improvements (curb and gutter, storm drains, and bridge abutments) require no adjustment. Often-times, utility covers do require adjusting to the final grades.

When properly constructed and designed, the structural load-carrying capability of the CIPR asphalt section is completed in-place and utilizes existing city asphalt assets. Additional asphalt thickness to the final overlay section can be added to account for any future increase to the traffic index.

**SUMMARY:** Recycling makes the most sense when it not only spends less resources and uses less energy, but also when recycling gives an equivalent or better product. CIPR fits those criteria. ◀



## Turf exchange continued

(from page 4) page buffer option, or up to a maximum of \$10,000 for a complete landscape conversion. The sprinkler replacement component of the program will pay \$5 per head replaced up to a maximum of \$100 per property for an individual residence, and up to \$1,000 per property for an HOA. Property owners are required to have their landscape plans approved by the City and, prior to requesting reimbursement, the newly installed landscape must pass a final City inspection.

City landscape staff has been available to assist with design; however, a significant number of property owners have personally designed creative and efficient landscaping. Rather than requiring full landscape plans, property owner sketches have been accepted in an effort to help control costs.

The program has been enthusiastically received and has been a great success. ◀

# New Corporation Yard Ready for City of Patterson

*Submitted by Mary Encinas, Department of Public Works, City of Patterson*

Patterson takes great pride in the historical roots of our community. With a current population of 20,875, Patterson is a rural, small town surrounded by agricultural land. The Corporation Yard was a much needed project that will be able to provide a larger base of operations to better serve the community for its current and future needs. This new facility will be the home for Public Works and Parks staff. The City's old corporation yard was established in the 1960's and sits on less than one acre in a residential area. The new building is an ample 12,000 sq ft, has multiple offices, a large conference room/ training room, SCADA office, multiple restrooms and locker room, and 5 garages for 50+ city vehicles. The land for this project was purchased using MelloRoos funds and the improvements will be paid for using a combination of developer fees, water, sewer, and storm funds. Today Patterson continues to take pride in our rich heritage while promoting balanced growth in a well planned community. ◀



# City of Encinitas Departments Receive National Accreditation

*By Larry Watt, Public Works Director, City of Encinitas*

The City of Encinitas Public Works and Engineering Departments have been awarded full accreditation by the American Public Works Association (APWA), an international educational and professional association of public agencies. The City is the 1<sup>st</sup> agency in Southern California and the 59<sup>th</sup> in the country to receive this prestigious recognition following a comprehensive evaluation by the APWA.

The City began the voluntary APWA accreditation process in 2008 with full support from City Council. "This exercise was very comprehensive and required us to conduct a detailed self assessment. We compared our practices and procedures for everything we do against nationally developed best practices," said Public Works Director Larry Watt. "Going through this process proved very valuable. We identified numerous ways to streamline our operations and improve our service delivery to our residents." The self assessment required the City to meet all applicable practices outlined in the *Public Works Management Practices Manual*. In this case, 416 best practices were documented.

Not only did the 18 month long self assessment prepare the agency for accreditation, it proved beneficial in enhancing staff communication, teamwork, and improving work processes, while instilling pride within the departments, the City Council and the community.

Upon completion of the assessment, a four-member APWA peer evaluation team scheduled an on-site visit to review the Departments' policies and procedures. The evaluation process included presentations from City departments detailing their work methods, practices and procedures to the peer evaluation team.

The City also took the evaluation team on a half-day tour of the City so they could get a first-hand feel for the City's infrastructure and programs. After an extensive review of the Departments' practices, the APWA evaluation team recommended full accreditation. The Departments must continue to be evaluated every four years to maintain accredited status. Obtaining accreditation has strengthened the agency by recognizing its dedication to the continuous improvement of public works management practices, and reinforcing the agency's commitment to beautifying and maintaining the City of Encinitas.

*For more information, please call Larry Watt at (760) 633-2873. ◀*

# City of Thousand Oaks and Municipal Service Center "Greening" Efforts Save Money, Resources



*By Mark Watkins, Public Works Director, City of Thousand Oaks*

The City of Thousand Oaks Municipal Service Center (MSC) maintains the city's infrastructure, with the Water, Wastewater, Streets, Landscaping, Fleet and Transit Divisions, which has 111 employees.

The MSC was recently recognized by the State as a "green" fleet shop for the use of re-refined oil, non-toxic antifreeze, water based parts cleaner, re-tread large truck tires; recycling tires, oil filters, and for using alternative fuel vehicles whenever possible. Some of the many recent environmental improvements at the MSC include the following:



- **Lead Wheel Weight Elimination** - Until recently lead wheel weights clipped to the rims of wheels to balance vehicles were commonly used by the city and most agencies. Lead weights often fell off on the ground to be run over, or upon disposal of each tire the lead from these weights would be discarded, creating an environmental hazard. Annually approximately 2,000 tons of lead in weights is lost nationwide on the roadways. To address this issue, city Fleet Division staff worked aggressively with suppliers to substitute the use of lead weights with a less polluting alternative, comprised of zinc, aluminum and copper. This alternative product is superior to lead and less costly.



- **Pressure Switch Mercury Reduction** - Pressure switches (photo provided) in water pumps used for high and low discharge pressures have traditionally included the use of mercury. To improve employee safety and protect the environment, Water Division staff recently replaced 47 pressure switches with mercury free switches; all switches will be mercury free by September 2010.

- **Solar Bus Shelters** - The first installed solar powered shelter (photo provided) is located in front of city hall and is fully self-contained, using bright, LED lighting fixtures. Over the next year, grant funds will be used to install 12 additional solar shelters as a cost effective, clean energy, lighting option for bus shelters.



- **Catch Basin Biofilters** - To further minimize pollution from storm water run-off, the MSC has installed specially designed biofilters (photo provided) in each of its catch basins. Catch basin filters reduce sediment, dissolved solids, oil and grease entering waterways.

- **Green Waste and Metal Recycling** - Landscape debris from field operations that was being landfilled is now being removed by a local vendor who takes the green waste, wood chips and wood stumps from the MSC to their facility and creates high quality mulch. About 500 tons of green waste is diverted annually saving money, energy and valuable landfill space.



- **Used water meters** (photo provided) and other metal that would otherwise be discarded is recycled and sold. Annually about 25 tons of metal is diverted. Another "green" practice of the MSC is to recycle damaged Street Division signs by refurbishing for reuse through the City's sign fabrication shop. The MSC has a vendor that picks up the signs about once a quarter for refurbishment or recycling. Most signs are recycled at least twice, which is about 2100 sq ft of aluminum recycled into new signs each year.

The city and MSC have a passion to save the environment, and if we can, save money too. Our lesson to other agencies is little things will continue to add up in big way. ◀

*Above: (From top) Pressure switch mercury reduction; Solar powered bus shelter; Catch basin biofilters before; Catch basin biofilters after; Water meters for recycling*