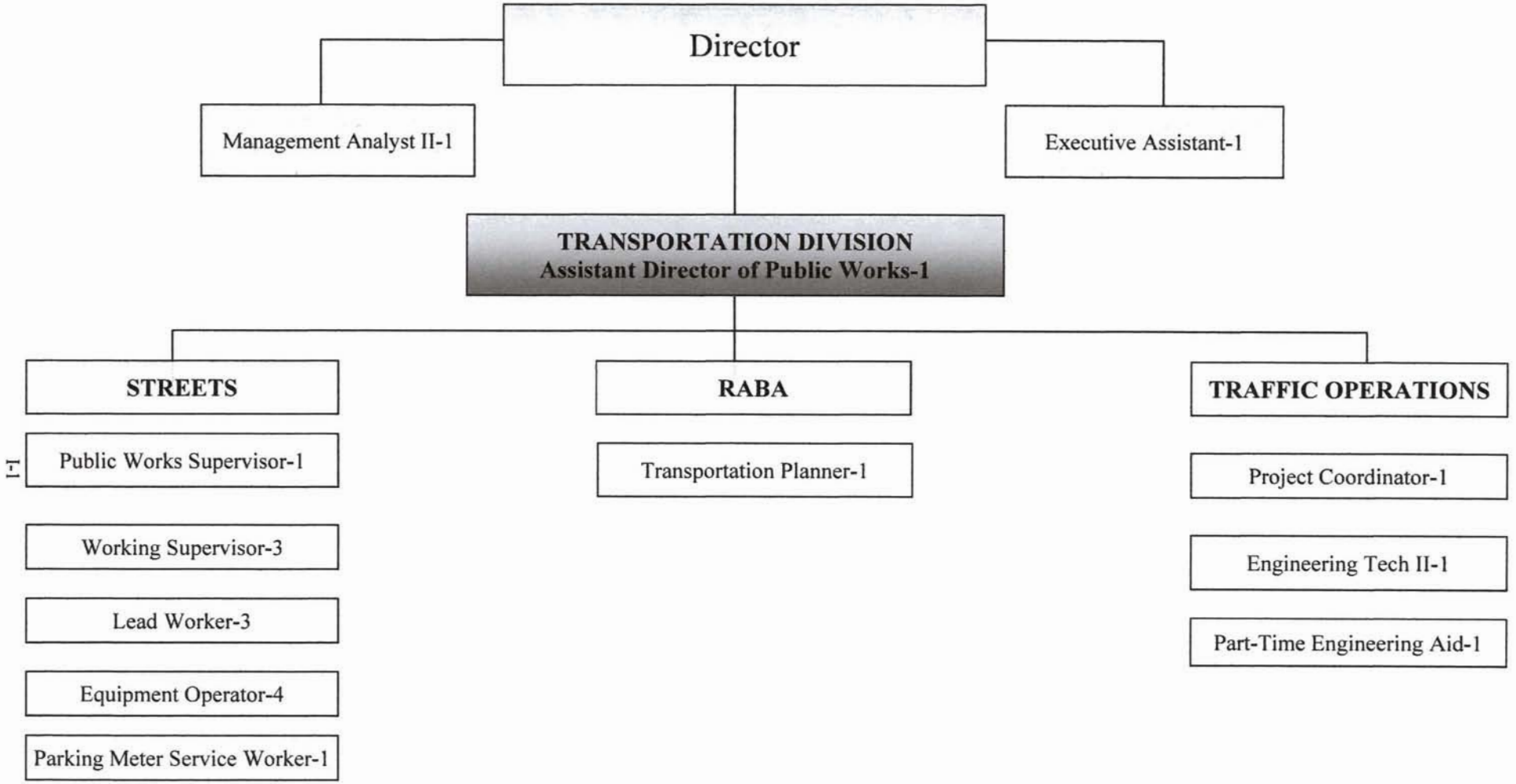
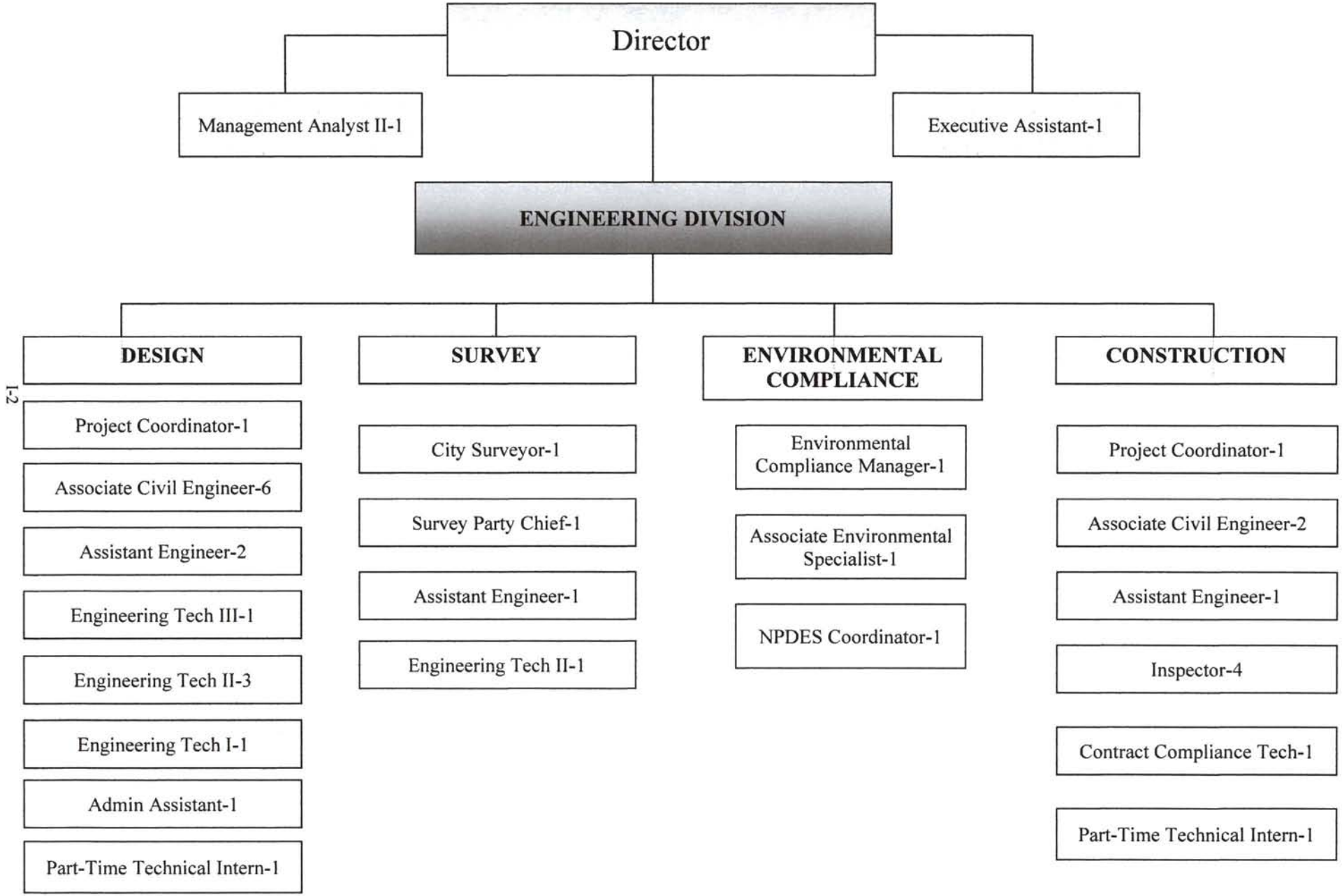
Public Works Department



Public Works Department



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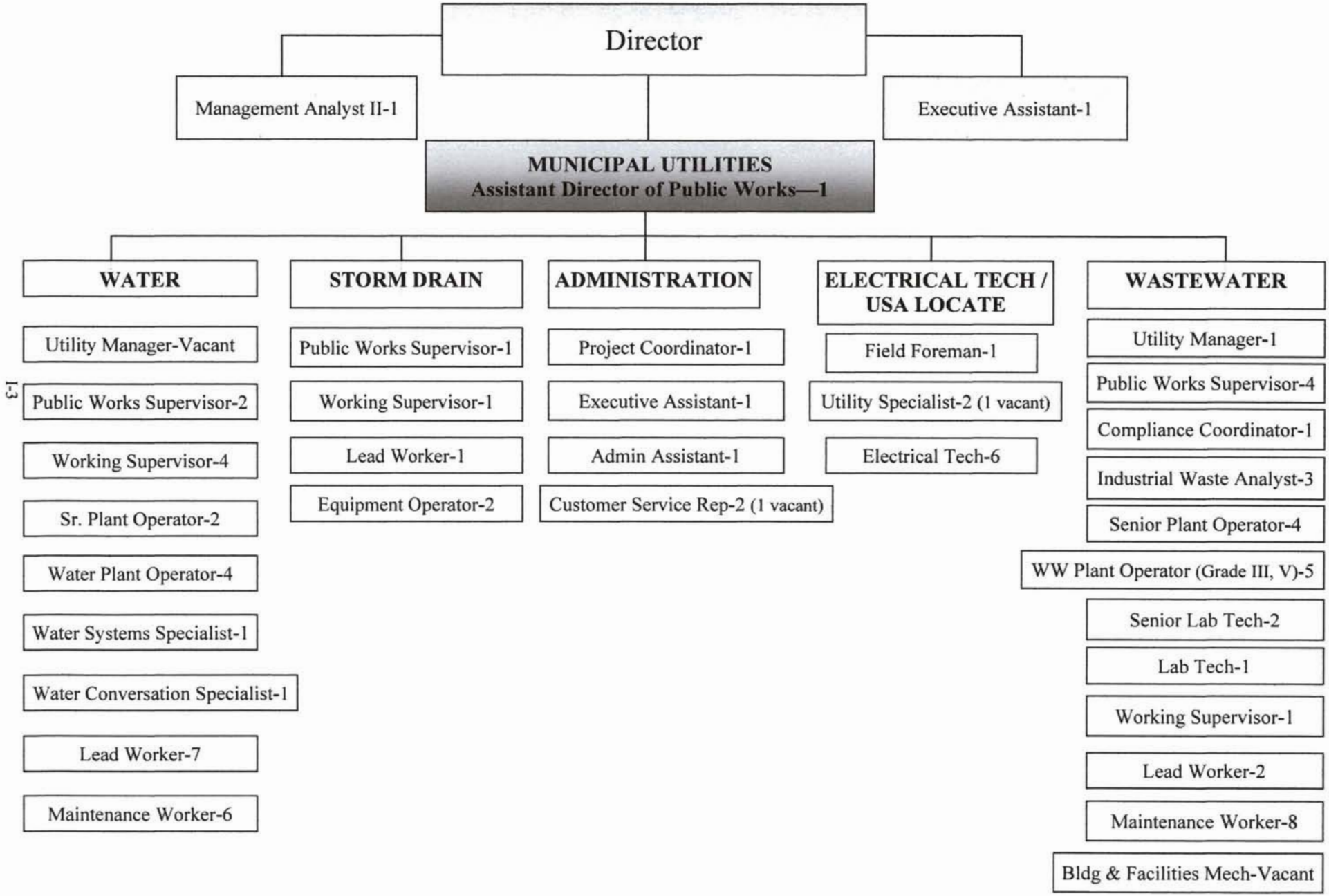
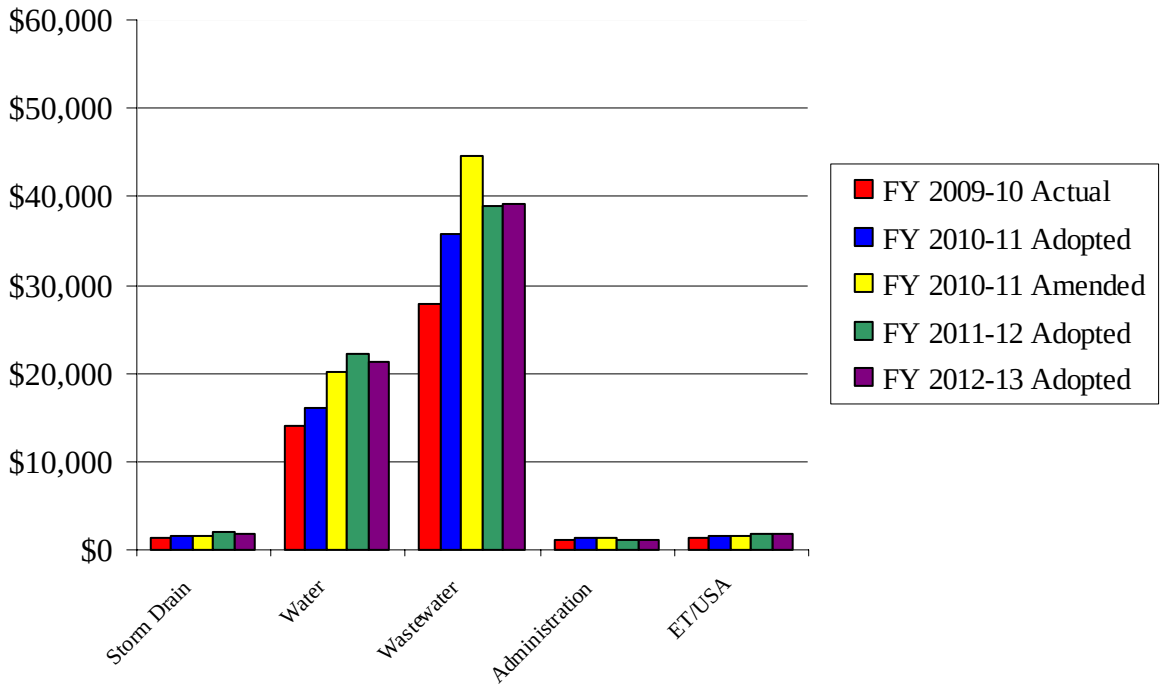


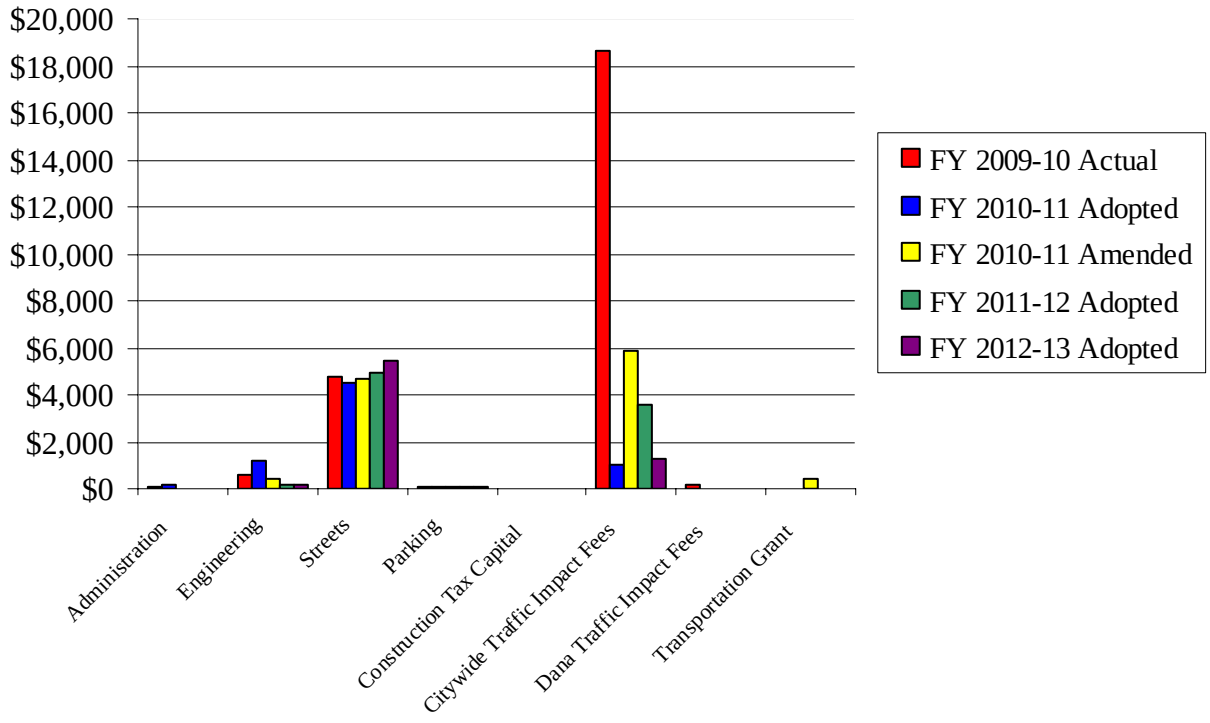
PUBLIC WORKS
UTILITY

Expenditure Comparisons (In Thousands)



PUBLIC WORKS
TRANSPORTATION

Expenditure Comparisons (In Thousands)



PUBLIC WORKS DEPARTMENT

Overview

The Public Works Department's adopted budget for fiscal year 2011-12 totals $74,893,944, a decrease of $6,054,186 from the fiscal year 2010-11 amended budget of $80,948,130 (excluding carry-overs). The adopted budget for fiscal year 2012-13 totals $71,896,730, a decrease of $2,997,214 from fiscal year 2011-12 budget.

The Public Works Department consists of three primary divisions including Municipal Utilities, Transportation and Engineering. The main charge of the Department is to plan, construct, operate and maintain the assigned infrastructure to accommodate an aging and growing urban area. Within Municipal Utilities are four operating divisions including Administration; Storm Drain Utility and ET/USA Locate, Water Utility, and Wastewater Utility. The Municipal Utility is termed Enterprise funded since they operate entirely with self-supporting revenues, requires no General Fund support. Transportation, consisting of Streets, Traffic Operations and the Redding Area Bus Authority for the first time in recent years is largely an Enterprise funded program as General Fund support has been eliminated from the adopted two year budget. Engineering is responsible for the development and delivery of the City's Capital Improvement Program, receives support from various City Department's with capital improvement needs including some limited support from the General Fund. Following is some more detail on each of the primary divisions:

Municipal Utilities:

- **Storm Drain Utility and ET/USA Locate** - Storm Drain Utility is responsible for the planning, operations and maintenance of the City's vast storm drain system including over 240 miles of storm drain pipe, 9350 plus inlets and 195 miles of open channels. The ET/USA Locate portion of the division is internal service funded and provides capital planning, preventive maintenance and emergency repair of electrical and control equipment for the city's treatment plants, traffic signals, lift stations, wells, and Underground Service Alert (USA) location and marking of City owned water, wastewater, and storm drain underground facilities
- **Water Utility** - The Water Utility's focus is to provide clean, reliable potable water and fire flows to the City. The Water Utility maintains two treatment plants (Buckeye and Foothill), over 550 miles of pipeline, and 16 wells. A re-organization of the divisions within the Water Utility is included in the 2011-2012/2012-2013 budget. Previous budgets had been organized such that all personnel were sourced from Division 861 Administration, and treatment and distribution costs were sourced to Division 864. This budget splits treatment and distribution into divisions 863 and 864 respectively, and sources staff accordingly.
- **Waste Water Utility** - The Wastewater Utility's focus is the collection and treatment of the City's wastewater. The Utility maintains two treatment plants (Clear Creek and Stillwater), over 400 miles of pipeline, and 17 lift stations.
- **Municipal Utility Administration** - The administration portion of the utilities includes budget management, comprehensive planning, customer service and overall management of the three key department utilities.

Transportation:

- **Streets** – The Streets Division provides maintenance of the City's 950 plus lane miles of roadway and related sidewalks, signs and roadside infrastructure. It also provides for the management of the City's bridge maintenance, rehabilitation and replacement. The program relies entirely on the limited State and Federal gas taxes to meet the growing maintenance demands.
- **Parking** – The Parking Division provides for the maintenance of the City's parking meter system, public parking lots and the demonstration blocks. Funding for this division is provided by parking meters, permit revenue and a portion of fine revenue from parking violations.
- **Traffic Operations** – Traffic Operations portion of the division is responsible for planning for the safety, operations and growth associated with the City's roadway network. This responsibility includes motorized travel and the increasing expectations and demands of non-motorized travel including pedestrians and bikes.
- **Transportation Planning Administration** – The Administration Division provides for the personnel required to oversee the public transportation system known as the Redding Area Bus Authority (RABA). It also provides for transit system planning as well as shared planning for the City's transportation network including vehicles, cyclists and pedestrians. Funding for this position comes from other Divisions including the RABA and Streets.
- **Redding Area Bus Authority** (RABA) – The City of Redding, through agreement with the other cities and county, provides transit services for all of Shasta County. Working in close coordination with the Shasta County RTPA, the City of Anderson, City of Shasta Lake and Shasta County, RABA staff and the contract operator provide over 650,000 rides per year in the greater Redding area. RABA is a quasi-autonomous agency with its own governing authority and is not covered in this document.
- **Traffic Impact Fees** – Transportation is also responsible for managing the City's various traffic impact fees including the Citywide Traffic Impact Fee, Dana Traffic Impact Fee and North Redding Traffic Benefit District. These various fees assessed to new development in the community provide for related traffic infrastructure needed to support the new traffic demands resulting with the growth.

Engineering:

- **Engineering** − The Engineering Divisions provides the preliminary engineering, environmental compliance, survey and mapping, and construction contract administration for the City's Capital Improvement Program. The project development responsibility is managed by a core technical staff but relies heavily on the private sector to plan and deliver the City's capital improvement program.

The following table depicts the Public Works Department's net budget for the various operating divisions:

Description	FY 2009-10 Actual	FY 2010-11 Adopted	FY 2010-11 Amended	FY 2011-12 Adopted	Increase (Decrease)	FY 2010-11 Adopted	Increase (Decrease)
Storm Drain Utility	$ 1,367,035	$ 1,594,330	$ 1,619,530	$ 2,079,430	$ 459,900	$ 1,714,150	$ (365,280)
Water Utility	14,032,115	16,180,200	20,261,410	22,193,812	1,932,402	21,270,672	(923,140)
Wastewater Utility	27,828,745	35,872,240	44,600,650	39,054,742	(5,545,908)	39,058,863	4,121
Subtotal Enterprise Funds	**$ 43,227,895**	**$ 53,646,770**	**$ 66,481,590**	**$ 63,327,984**	**$ (3,153,606)**	**$ 62,043,685**	**$ (1,284,299)**
RMU Administration	$ 1,244,958	$ 1,398,760	$ 1,398,760	$ 1,090,930	$ (307,830)	$ 1,086,030	$ (4,900)
ET/USA Locate	1,394,237	1,505,760	1,505,760	1,720,410	214,650	1,770,035	49,625
Subtotal Internal Service Funds	**$ 2,639,195**	**$ 2,904,520**	**$ 2,904,520**	**$ 2,811,340**	**$ (93,180)**	**$ 2,856,065**	**$ 44,725**
Transportation Planning Administration	$ 110,904	$ 163,690	$ (6,740)	$ -	$ 6,740	$ -	$ -
Engineering	602,379	1,201,870	432,670	168,750	(263,920)	152,740	(16,010)
Streets	4,785,302	4,506,720	4,687,900	4,911,430	223,530	5,450,520	539,090
Subtotal General Fund	**$ 5,498,585**	**$ 5,872,280**	**$ 5,113,830**	**$ 5,080,180**	**$ (33,650)**	**$ 5,603,260**	**$ 523,080**
Parking	72,424	71,190	71,190	76,700	5,510	78,790	2,090
Construction Tax	$ 4,707	$ -	$ 15,000	$ 40,000	25,000	$ -	$ (40,000)
Citywide TIF	18,608,165	1,061,800	5,909,280	3,557,740	(2,351,540)	1,314,930	(2,242,810)
Dana TIF	204,533	-	-	-	-	-	-
NRTBD	476	-	-	-	-	-	-
Transportation Grant	23,339	-	452,720	-	(452,720)	-	-
Subtotal Special Revenue	**$ 18,913,644**	**$ 1,132,990**	**$ 6,448,190**	**$ 3,674,440**	**$ (2,773,750)**	**$ 1,393,720**	**$ (2,280,720)**
Totals	**$ 70,279,319**	**$ 63,556,560**	**$ 80,948,130**	**$ 74,893,944**	**$ (6,054,186)**	**$ 71,896,730**	**$ (2,997,214)**

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

Division		Personnel	Materials, Supplies & Services	Capital Outlay	Service	Total
RMU Administration	FY 2012-13 Adopted	$ 846,710	$ 239,320	$ -	$ -	$ 1,086,030
	FY 2011-12 Adopted	$ 855,840	$ 235,090	$ -	$ -	$ 1,090,930
	FY 2010-11 Amended	$ 1,244,880	$ 153,880	$ -	$ -	$ 1,398,760
	FY 2009-10 Actual	$ 1,118,915	$ 126,043	$ -	$ -	$ 1,244,958
ET/USA Locate	FY 2012-13 Adopted	1,482,820	287,215	-	-	1,770,035
	FY 2011-12 Adopted	1,442,330	278,080	-	-	1,720,410
	FY 2010-11 Amended	1,250,270	255,490	-	-	1,505,760
	FY 2009-10 Actual	1,198,961	195,018	258	-	1,394,237
Storm Drain Utility	FY 2012-13 Adopted	514,790	499,360	700,000		1,714,150
	FY 2011-12 Adopted	494,470	484,960	1,100,000	-	2,079,430
	FY 2010-11 Amended	486,720	861,210	271,600	-	1,619,530
	FY 2009-10 Actual	439,955	759,141	167,939	-	1,367,035
Water Utility	FY 2012-13 Adopted	3,787,642	9,068,390	7,387,430	1,027,210	21,270,672
	FY 2011-12 Adopted	3,632,402	8,740,260	8,796,000	1,025,150	22,193,812
	FY 2010-11 Amended	3,521,310	8,119,560	7,402,910	1,217,630	20,261,410
	FY 2009-10 Actual	2,925,754	7,303,966	2,579,907	1,222,488	14,032,115
Wastewater Utility	FY 2012-13 Adopted	4,386,743	7,545,950	21,028,010	6,098,160	39,058,863
	FY 2011-12 Adopted	4,250,217	7,387,715	21,889,400	5,527,410	39,054,742
	FY 2010-11 Amended	4,130,820	6,804,260	28,906,820	4,758,750	44,600,650
	FY 2009-10 Actual	3,708,791	5,861,762	14,636,880	3,621,312	27,828,745
Transportation Planning Administration	FY 2012-13 Adopted	-	-	-	-	-
	FY 2011-12 Adopted	-	-	-	-	-
	FY 2010-11 Amended	(7,810)	1,070	-	-	(6,740)
	FY 2009-10 Actual	75,022	35,882	-	-	110,904
Engineering	FY 2012-13 Adopted	(478,640)	631,380	-	-	152,740
	FY 2011-12 Adopted	(449,300)	618,050	-	-	168,750
	FY 2010-11 Amended	(101,010)	487,950	35,000	10,730	432,670
	FY 2009-10 Actual	135,522	437,538	18,603	10,716	602,379
Streets	FY 2012-13 Adopted	1,882,800	1,577,230	1,990,490		5,450,520
	FY 2011-12 Adopted	1,778,420	1,523,010	1,610,000	-	4,911,430
	FY 2010-11 Amended	1,663,620	1,667,460	1,356,820	-	4,687,900
	FY 2009-10 Actual	1,599,042	1,293,730	1,892,530	-	4,785,302

Division		Personnel	Materials, Supplies & Services	Capital Outlay	Service	Total
Parking	FY 2012-13 Adopted	61,800	16,990	-	-	78,790
	FY 2011-12 Adopted	60,000	16,700	-	-	76,700
	FY 2010-11 Amended	54,900	16,290	-	-	71,190
	FY 2009-10 Actual	52,036	12,109	8,279	-	72,424
Construction Tax Capital	FY 2012-13 Adopted	-	-	-	-	-
	FY 2011-12 Adopted	-	-	40,000	-	40,000
	FY 2010-11 Amended	-	-	15,000	-	15,000
	FY 2009-10 Actual	-	920	3,787	-	4,707
Citywide TIF	FY 2012-13 Adopted	-	16,220	79,700	1,219,010	1,314,930
	FY 2011-12 Adopted	-	15,920	2,320,030	1,221,790	3,557,740
	FY 2010-11 Amended	-	15,920	4,981,980	911,380	5,909,280
	FY 2009-10 Actual	-	13,578	17,419,875	1,174,712	18,608,165
Dana TIF	FY 2012-13 Adopted	-	-	-	-	-
	FY 2011-12 Adopted	-	-	-	-	-
	FY 2010-11 Amended	-	-	-	-	-
	FY 2009-10 Actual	-	-	204,533	-	204,533
NRTBD	FY 2012-13 Adopted	-	-	-	-	-
	FY 2011-12 Adopted	-	-	-	-	-
	FY 2010-11 Amended	-	-	-	-	-
	FY 2009-10 Actual	-	476	-	-	476
Transportation Grant Projects	FY 2012-13 Adopted	-	-	-	-	-
	FY 2011-12 Adopted	-	-	-	-	-
	FY 2010-11 Amended	-	-	452,720	-	452,720
	FY 2009-10 Actual	-	-	23,339	-	23,339
Total	FY 2012-13 Adopted	$ 12,484,665	$ 19,882,055	$ 31,185,630	$ 8,344,380	$ 71,896,730
	FY 2011-12 Adopted	$ 12,064,379	$ 19,299,785	$ 35,755,430	$ 7,774,350	$ 74,893,944
	FY 2010-11 Amended	$ 12,243,700	$ 18,383,090	$ 43,422,850	$ 6,898,490	$ 80,948,130
	FY 2009-10 Actual	$ 11,253,998	$ 16,040,163	$ 36,955,930	$ 6,029,228	$ 70,279,319

Personnel

The following table depicts the personnel assigned by division within the Municipal Utilities Department:

Description		FY 2009-10 Actual	FY 2010-11 Adopted	FY 2010-11 Amended	FY 2011-12 Adopted	Increase (Decrease)	FY 2012-13 Adopted	Increase (Decrease)
RMU Administration	F/T	8.00	8.00	7.00	6.00	(1.00)	6.00	-
	P/T	2.10	2.10	2.10	1.35	(0.75)	0.75	(0.60)
	Total	10.10	10.10	9.10	7.35	(1.75)	6.75	(0.60)
ET/USA Locate	F/T	9.00	9.00	9.00	9.00	-	9.00	-
	P/T	0.46	0.46	0.46	0.48	0.02	0.48	-
	Total	9.46	9.46	9.46	9.48	0.02	9.48	-
Storm Drain Utility	F/T	6.00	6.00	6.00	5.00	(1.00)	5.00	-
	P/T	-	-	-	-	-	-	-
	Total	6.00	6.00	6.00	5.00	(1.00)	5.00	-
Water Utility	F/T	28.00	28.00	28.00	28.00	-	28.00	-
	P/T	2.55	2.55	2.55	2.40	(0.15)	2.40	-
	Total	30.55	30.55	30.55	30.40	(0.15)	30.40	-
Wastewater Utility	F/T	32.00	32.00	32.00	33.00	1.00	33.00	-
	P/T	1.44	1.44	1.44	1.92	0.48	1.92	-
	Total	33.44	33.44	33.44	34.92	1.48	34.92	-
Transportation Planning Administration	F/T	2.00	2.00	1.00	1.00	-	1.00	-
	P/T	-	-	-	-	-	-	-
	Total	2.00	2.00	1.00	1.00	-	1.00	-
Engineering	F/T	34.00	34.00	32.00	35.00	2.00	35.00	-
	P/T	0.48	0.48	0.48	1.44	0.96	1.44	-
	Total	34.48	34.48	32.48	36.44	3.96	36.44	-
Streets	F/T	16.00	16.00	15.00	14.00	(1.00)	14.00	-
	P/T	0.48	0.48	0.48	2.88	2.40	2.88	-
	Total	16.48	16.48	15.48	16.88	1.40	16.88	-
Parking	F/T	-	-	-	-	-	-	-
	P/T	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-
Total	F/T	135.00	135.00	130.00	131.00	-	131.00	-
	P/T	7.51	7.51	7.51	10.47	2.96	9.87	(0.60)
	Total	142.51	142.51	137.51	141.47	2.96	140.87	(0.60)

Capital Outlay

The capital outlay program for the Public Works Department consists of three components: purchasing of new equipment, replacement of rolling stock, and infrastructure improvement projects. The rolling stock replacement / retro-fit / refurbish program is developed in conformance with a set of criteria provided by the City and implemented by utilizing funds made available annually to the Department within the respective operating divisions. Requirements of the State of California Air Resources Board related to air quality will impact vehicle costs and the timeframe of replacement. Capital projects are selected by need and review of master plans. The following is a brief description of the major projects within each division by budget year:

Capital Projects – 2011-2012

Municipal Utilities:

Solid Waste Utility

Capital Improvements are budgeted in the amount of $1,000,000 for system improvements needed due to land development. The budgeted expenditure is for construction of a detention basin and channel improvements in the vicinity of Linden Avenue and West Street to mitigate peak flows due to development in the upper reaches of the Linden watershed; channel improvements at Mullen Parkway and Reflection Street to reduce flooding; and installation of trash interceptors on outfalls at various locations throughout the City to comply with water quality regulations.

Water Utility

The major capital expenditures in FY 2011-12 include: General system improvements and various water line replacements in the amount of $3,790,000, El Reno pump station replacement in the amount of $300,000, well head treatment improvements in the amount of $1,200,000, and treatment plant up-grades in the amount of $1,150,000.

Wastewater Utility

The major capital expenditures in FY 2011-12 include: I&I control in the amount of $1,000,000; Line replacement / maintenance in the amount of $1,000,000; Churn Creek Lift Station Improvements in the amount of $500,000; and continued Clear Creek Treatment Plant Expansion in the amount of $10,775,000.

Streets Division

The major Street related capital improvements include: $1,180,000 for overlay and preservation; $150,000 for sidewalk repair and ADA improvements; $180,000 for street striping and pavement markings; $40,000 for traffic calming devices; and $80,000 for engineering time related to pavement and bridge capital management. Note that this is a City-funded program, but staff will continue to compete for the numerous state and federal grant programs that has resulted in projects like Cypress Bridge, Buenaventura turn lanes, and more. Street funds may be used to match various state and federal transportation programs.

Transportation:

Citywide Traffic Impact Fee Program

Capital projects utilizing Citywide Traffic Impact Fee funds include: $240,000 in funds to match state and federal grant projects; $4,800,000 for the Placer Street Widening project; and $1,153,000 for the Quartz Hill Widening project; and $400,000 for traffic control devices at the SR299/Churn Creek Road ramps. In addition, funds will be used to begin design efforts on the Hilltop Overcrossing of I-5, Victor Avenue Widening and Twin View Boulevard Realignment near Oasis Road.

North Redding Traffic Benefit District (NRTBD)

Capital Improvements in the North Redding Traffic Benefit District area in 2011-12 are dependent on development in the Oasis Regional Specific Plan (ORSP) area. The recent construction of the first phase of the Oasis Road Interchange (funded with Citywide TIF and Federal American Recovery and Reinvestment Act (ARRA) funds) resulted in additional capacity for future growth in the plan area. Should additional development being contemplated actually occur, NRTBD funding will likely be used to meet some of the infrastructure demands including, but not limited to, the realignment of Twin View Boulevard, widening of Oasis Road near the interchange, and various intersection improvements. At this time none of these improvements are budgeted.

Capital Projects – 2012-2013

Municipal Utilities:

Storm Drain Utility

Capital Improvements are budgeted in the amount of $700,000 for system improvements needed due to land development. Projects include channel improvements at Mullen Parkway and Reflection Street to reduce flooding, and installation of trash interceptors on outfalls at various locations throughout the City to comply with water quality regulations.

Water Utility

The major capital expenditures in FY 12-13 include: General system improvements and various water main replacements in the amount of $1,600,000, Foothill Water Treatment Plant Facility Plan Upgrades in the amount of $750,000, well head treatment improvements in the amount of $3,900,000, and Cypress booster pump station in the amount of $625,050.

Wastewater Utility

The major capital expenditures in FY 12-13 include: I&I control in the amount of $1,036,000; Line replacement / maintenance in the amount of $1,036,000; Line replacement in conjunction with Westside Interceptor – Phase II in the amount of $2,920,000; Lift Station improvements in the amount of $828,800; and Phase 1C of the Stillwater Treatment Plant Expansion in the amount of $13,000,000.

Transportation:

Streets Division

The major Street related capital improvements include: $600,000 for overlay and preservation; $150,000 for sidewalk repair and ADA improvements; $180,000 for street striping and pavement markings; $40,000 for traffic calming devices; and $80,000 for engineering time related to pavement and bridge capital management.

Citywide Traffic Impact Fee Program

Traffic impact fee funds will be used to continue design efforts on the Victor Avenue Widening project as well as $300,000 set aside for a priority traffic control device and grant matching funds.

North Redding Traffic Benefit District (NRTBD)

Capital Improvements in the North Redding Traffic Benefit District area in 2012-13 are dependent on development in the Oasis Regional Specific Plan (ORSP) area. The recent construction of the first phase of the Oasis Road Interchange (funded with Citywide TIF and Federal American Recovery and Reinvestment Act (ARRA) funds) resulted in additional capacity for future growth in the plan area. Should additional development being contemplated actually occur, NRTBD funding will likely be used to meet some of the infrastructure demands including, but not limited to, the realignment of Twin View Boulevard, widening of Oasis Road near the interchange, and various intersection improvements. At this time none of these improvements are budgeted.

Significant Issues

RMU Administration

Besides overall management, the focus is on the following:

- Succession planning: Maintaining a well-trained, efficient, and safe workforce continues to be a challenge given the high number of recent retirements, aging workforce, and difficulty recruiting qualified candidates.
- Asset management: Implementation of a database system to improve useful lifetime record keeping, mapping, repair records, work orders, and inventory control to enable the divisions to do a better job of managing and preventing failures.
- Communications and Controls: Update and integrate the communication network and Supervisory Control and Data Acquisition (SCADA) systems currently used to control the collection, distribution and treatment operations of the utilities.
- Customer Service: Continued assessment, correction, and reconciliation of customer utility accounts.
- Safety: Formalize the organization, coordination, and record keeping of safety training activities.
- Cost of Services: Have cost of service analyses and rate recommendations prepared for the Water and Wastewater utilities.

Storm Drain Utility

The significant issue for the Storm Drain utility is insufficient revenue to maintain the system. The utility does not have the ability to increase monthly service rates to maintain the system without a 2/3 vote of the electorate as a result of Proposition 218. This has resulted in revenues being insufficient to cover staffing at the level needed to maintain an aging and expanding storm drain system subject to increasing regulatory requirements. The current monthly rate is the same today as it was when established in 1993. The Utility has little to no funding to meet N.P.D.E.S. requirements, emergencies, and to replace failing capital infrastructure. The focus will be on having property owners maintain detention basins and having developers install low maintenance channels for storm water runoff. Regulatory agencies continue to restrict use of mechanical equipment to clean channels that can become filled with sediment and overgrown with heavy vegetation. Cleaning by hand labor is prohibitive in a City the size of Redding with this climate.

Wastewater

The significant issue facing the Wastewater utility is infiltration and inflow of ground water (I&I) into the City's sewer system. A significant reduction in the amount of I&I is necessary to satisfy State of California Regional Water Quality Control Board requirements. Major sources of I&I are deficient private sewer lateral connections to the City's sewer system and an aging system allowing inflow at system access points and infiltration from various underground sources. Currently, the utility has no means to control, regulate, or remedy the private lateral portion of the problem, but is evaluating alternatives to address the issue in the future.

Transportation:

Streets Division

The preservation of City streets continues to be the biggest challenge as funding sources have declined and costs are high. This is a challenge facing most cities as the State and Federal government's debate existing infrastructure maintenance needs and related funding support.

Parking Division

The Parking Division maintenance activities have been reduced by 20% due to budget cuts. Despite these cuts, a satisfactory level of maintenance has been maintained. The biggest issue facing the Parking Division is how to maintain revenues for maintenance and capital projects while paying the Risk Management debt. The City, along with downtown area business owners will debate parking meters, pay stations or another system for overall parking management and maintenance.

Transportation Planning Administration

The focus of the Division is serving as staff for RABA where the biggest issue is meeting the required farebox ratio as set by the Shasta County Transportation Planning Agency. There is also a continued emphasis on developing and maintaining alternative modes of transportation including the addition of bicycle lanes, completing sidewalk gaps between intersections and ensuring compliance with the Americans with Disabilities Act. Limited funding are available for these improvements.

Engineering

The most significant issues facing the Division continue to be regulatory and budget issues associated with the delivery and support of the capital program. Regulatory restrictions in the process continue to complicate and add cost and time to the project delivery, process including, but certainly not limited to, recent implementation of green house gas legislation (AB32, SB375, etc) and the new NPDES Construction Permit. In addition, budget pressures have resulted in continual efforts to reduce support costs and timelines while maintaining the City's high quality standards and project development tools.

The following tables illustrate the projected operating and capital fund balances for the next five years for the Enterprise Funds:

Storm Drain

Storm Drain Utility Rate Fund	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16
Beginning Balance	$ 186,890	$ 360,370	$ 501,426	$ 508,894	$ 533,746
Revenues	1,192,910	1,150,206	1,154,807	1,161,736	1,170,449
Expenses	(1,019,430)	(1,009,150)	(1,147,340)	(1,136,883)	(1,170,611)
Net Income	173,480	141,056	7,467	24,853	(162)
Ending Balance	$ 360,370	$ 501,426	$ 508,894	$ 533,746	$ 533,584

Storm Drain Utility Connection Fee Fund	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16
Beginning Balance	$ 2,674,580	$ 1,664,124	$ 1,053,858	$ 1,047,248	$ 894,645
Revenues	94,544	94,734	98,537	102,696	107,191
Expenses	(1,105,000)	(705,000)	(105,148)	(255,299)	(255,456)
Net Income	(1,010,456)	(610,266)	(6,611)	(152,603)	(148,265)
Ending Balance	$ 1,664,124	$ 1,053,858	$ 1,047,248	$ 894,645	$ 746,380

Water

Water Utility Rate Fund	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16
Beginning Balance	$ 11,557,954	$ 8,008,941	$ 7,248,708	$ 7,826,643	$ 8,810,872
Revenues	17,384,435	20,031,839	21,319,395	22,403,074	19,792,770
Expenses	(20,933,448)	(20,792,072)	(20,741,460)	(21,418,844)	(18,813,332)
Net Income	(3,549,013)	(760,233)	577,935	984,230	979,438
Ending Balance	$ 8,008,941	$ 7,248,708	$ 7,826,643	$ 8,810,872	$ 9,790,310

Water Utility Connection Fee Fund	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16
Beginning Balance	$ 39,522	$ 128,257	$ 415,013	$ 366,437	$ 793,783
Revenues	1,027,693	1,069,088	1,119,327	1,164,862	1,227,140
Expenses	(938,958)	(782,332)	(1,167,903)	(737,515)	(746,960)
Net Income	88,735	286,756	(48,576)	427,347	480,180
Ending Balance	$ 128,257	$ 415,013	$ 366,437	$ 793,783	$ 1,273,963

Wastewater

Wastewater Utility Rate Fund	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16
Beginning Balance	$ 14,263,287	$ 15,582,131	$ 11,653,300	$ 12,815,078	$ 9,462,676
Revenues	50,502,838	26,166,893	34,041,488	29,845,703	25,921,190
Expenses	(49,183,994)	(30,095,723)	(32,879,709)	(33,198,106)	(27,860,505)
Net Income	1,318,844	(3,928,830)	1,161,779	(3,352,403)	(1,939,315)
Ending Balance	$ 15,582,131	$ 11,653,300	$ 12,815,078	$ 9,462,676	$ 7,523,360

Wastewater Utility Connection Fee Fund	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16
Beginning Balance	$ 17,640,032	$ 17,702,212	$ 15,525,954	$ 14,734,704	$ 12,321,932
Revenues	11,197,412	3,441,914	5,723,367	4,248,586	2,661,080
Expenses	(11,135,232)	(5,618,172)	(6,514,617)	(6,661,358)	(5,056,764)
Net Income	62,180	(2,176,258)	(791,250)	(2,412,772)	(2,395,684)
Ending Balance	$ 17,702,212	$ 15,525,954	$ 14,734,704	$ 12,321,932	$ 9,926,248

2009-2011 Goals and Accomplishments

Municipal Utilities:

Storm Drain Utility

Goal

Maintain the City's Storm Drain System in the most efficient manner possible and continue to improve service to the public.

Accomplishments

1. Continued implementation of the Storm Drain Maintenance Operational Plan.
2. Implement computerized storm drain maintenance management program for better accountability.
3. Continued working with Regional Water Quality Control Board on issues pertaining to NPDES Phase 2 requirements.
4. Completed inventory of all outfalls within the MS4.
5. Worked closely with the Engineering Division to finalize the Churn Creek Basin Storm Drain Master Plan for the City.
6. Submitted a Stream Bed Alteration/Maintenance permit application through the Departments of Fish and Game and Army Corp of Engineers. The application was approved and a five (5) year permit was granted from Fish and Game. There was no response, either positive or negative from the Army Corp of Engineers.

Water Utility

Goal

Provide clean potable water to the citizens of the City.

Accomplishments

1. Satisfied all water quality standards established by the USEPA and the California Department of Public Health - Division of Drinking Water.
2. Met City-wide water demands (during peak demand period).
3. Improved the monitoring and control system for water treatment plants, pumping stations and groundwater wells.
4. Developed long term strategy and selected standard technology for treatment of new groundwater well sources, as needed to meet State and Federal water quality standards.
5. Completed a Spill Prevention Control and Countermeasure (SPCC) Plan for the Foothill WTP as required by the Regional Water Quality Control Board. This is an on-going program and effort.
6. Completed a Facility Plan for the Foothill Water Treatment Plant.

Goal

Provide public information and education on water issues.

Accomplishments

1. Provided water quality information through the Consumer Confidence Report to enhance public awareness.
2. Participated in the annual Energy Fairs, with educational displays on water efficient fixtures and landscaping, treatment, and distribution services.
3. Distributed free CD's with water-wise landscaping information.
4. Conducted print and television advertising for public awareness of water conservation during peak use periods.
5. Funded water efficiency related displays at Turtle Bay.
6. Funded rebates for water efficient appliance rebates through REU.
7. Implemented a high school education program in partnership with REU and local water agencies.
8. Participated in the Whole Earth Watershed Festival and pharmaceutical collection events.

Goal

Maintain and improve the City's existing water supply and distribution facilities.

Accomplishments

1. Completed the Foothill WTP Filtration System Improvements which covered the replacement of filter influent and backwash drain valves, filter under-drains, filter media and installation of a new air scour system to improve capacity and reliability for this critical facility.
2. Completed replacement of 5,000 feet of 18-inch cast iron raw water supply main, with a new 30-inch ductile iron water main from Pump House 1 to the Foothill WTP.
3. Upgraded and replaced aging equipment at the water treatment plants for improved control, energy efficiency and to meet current Federal and State water quality regulations.

4. Water Treatment personnel along with Wastewater personnel are continuing to train as HAZMAT Industry Technicians for emergency responses to hazardous chemical releases at the city's water and wastewater treatment plants, groundwater well system, and throughout the city.
5. Replaced 52 polybutylene water services in the Polybutylene Replacement Program. All known polybutylene services have been replaced and now crews are replacing the unknown services as they come across them in the course of daily work activities.
6. Completed construction on replacement of 500 feet of old 4" steel water main with new 6"C-900 water main and fire hydrants on Pine Cone Lane in the Buckeye Pressure Zone.
7. Continued implementation of recommended security improvement measures recommended from the Vulnerability Assessment.
8. Installed new 30-inch mag-meter at FWTP to improve accuracy of water flow measurements.
9. Installed new 12-inch pressure reducing valve at Palisades vault with automated controls which can be operated by SCADA from FWTP to control flow from Buckeye Pressure Zone to Hilltop Pressure Zone.
10. Installed new 8-inch pressure reducing valve at Pump House 3 with automated controls which can be operated by SCADA from FWTP to control flow from the Buckeye Pressure Zone to the Foothill Pressure Zone.
11. Entered into an agreement with the Anderson Cottonwood Irrigation District (ACID) for up to 2000 acre-feet annually of raw water from the Sacramento River to better ensure the City meet projected capacity and quality demands.

Goal

Expand the water system capital facilities to accommodate new growth and development.

Accomplishments

1. Replacement of the Raw Water Supply line from Pump House No.1 to Foothill Water Treatment Plant.
2. Palisades Supervisory Vault replacement to increase water deliveries from the Buckeye Zone to the Hilltop-Dana Zone.
3. Continued development of Master Plan and water system model to identify future water system improvements.

Wastewater Utility

Goal

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

Accomplishments

1. Completed construction of the Mary Street Force Main project in fall 2010. This new force main was necessary due to growth including, but not limited to, the approved Salt Creek Heights Subdivision in the Western service area and current capacity of the existing parallel force main that limited the Mary Street Lift Station pumping capacity and resulted in the Mary Street pump station overflowing into an emergency overflow pond during a major rain event in spring 2009.

2. Completed construction of the Mary Street Lift Station replacement project in spring 2011. This is a medium-sized lift station, located at the end of the Jenny Creek collection system. This lift station was due for replacement due to age, reliability, and the capacity of the existing lift station. The new design incorporates reliability and redundancy with pumping capacity. This project will implement an improved SCADA system, and a new backup power system. This project will also accommodate growth in the Western service area of the City of Redding.
3. Completed the construction of the Boulder Creek Interceptor Phase 1. This sanitary sewer collection system traverses approximately five miles of Boulder Creek, located in north Redding. This system is currently over wet-weather flow capacity, and has experienced sanitary sewer overflows. Design of Boulder Creek Interceptor Phase 2 & 3 is completed and currently under environmental review and right-of-way acquisition. Construction of phase two of this project is expected to begin in FY 2011-2012. Completion of this project will ensure the environment in the Boulder Creek area and that downstream water users are protected from sanitary sewer overflows and provides capacity for anticipated growth resulting from current and projected development including, but not limited to, the Highlands Park Subdivision.
4. Completion of the Stillwater Business Park sewer system in the summer of 2010. This project added approximately four miles of collection and force main piping, and a lift station capable of pumping two million gallons per day of wastewater to the Stillwater Treatment Plant. This new addition will provide the necessary sewer collection system for the business park allowing for new large scale manufacturing business development.
5. Completed Bid Packages 3 and 4 of the Clear Creek Wastewater Treatment Plant Facility Rehabilitation and Expansion Project in 2009 and 2010. The project consists of seven bid packages. Bid Packages 1, 2, 3 and 4, are now complete and Bid Package 6 is currently under construction at approximately 50% complete. Bid Package 5 design is completed and construction is expected to begin in summer 2011. Bid Package 7, the final bid package, will begin the design phase in summer 2011. The $80 million dollar project rehabilitates and replaces aging elements of the current plant and greatly increases dry weather and wet weather of the plant to meet current and projected demands.
6. Stillwater Wastewater Treatment Plant Expansion Project Phase 1A and 1B design was completed in fall 2010. Construction of Phase 1A and 1B is expected to begin in summer 2011. The Phase 1A and 1B improvements will allow treatment capacity for growth in the service area, including the Stillwater Business Park. Phase 1A and 1B will additionally provide for wet-weather flow treatment capacity which will significantly reduce or eliminate the need for storage of wastewater during major rain events.
7. Stillwater Wastewater Treatment Plant Diffuser Rehabilitation Project was completed in winter 2010. In 2005, the Stillwater in-river plant effluent diffuser was determined to be significantly malfunctioning with only one of twenty diffuser ports open. All other ports where blocked with river sediment and thus the discharge of plant effluent into the Sacramento River was found to be non-compliant with the facility NPDES permit. The diffuser ports where raised and upgraded to prevent river sediment from entering the ports and future diffuser failure.
8. Completion of the Sunny Hill Lift Station Generator Replacement project in the fall of 2009. This generator was original equipment at the lift station and was experiencing significant mechanical and operational failures. This generator is critical backup equipment for the lift station in the event of power failure to the station.
9. Completed the Churn Creek sewer lining project. Work included cured-in-place lining of 1,700 feet of 12” clay sewer pipe to reduce I&I.

10. Completed the Sulfur Creek 8” sewer line relocation project. Work included replacement and rerouting of 730 feet of 6” clay pipe.
11. Completed the Parkview Neighborhood alley improvement project. Work included replacement of 915 feet of failing 12” clay pipe (1920 era).
12. Completed the 2010 Sanitary Sewer Replacement project. Work included replacement of 1,430 feet of failing pipe at various locations throughout the City.

Goal

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

Accomplishments

1. A combination of an aggressive hydro-cleaning schedule to prevent stoppages in sewer mains, effective use of the latest Closed Circuit Television (CCTV) and related technologies, annual inspection and maintenance of our remote manhole systems, and increased effort to provide inspection of newly constructed systems has resulted in a continued reduction in mainline stoppages. The 25-year average is 35 stoppages per year. We reduced the number to 18 stoppages in 2010 by utilizing the methods listed above and with the addition of a second hydro-cleaning crew in 2010.
    a. Hydro-cleaned a minimum of 51% of all 6"-12” sewer mains.
    b. Kept the total number of annual mainline stoppages to 18.
    c. Annually inspected and performed maintenance on 3951 manholes. This is approximately 50% of the Wastewater Utility’s total inventory of manholes.
    d. Performed CCTV inspection of any suspected sewer mains as indicated by hydro-cleaning and manhole inspection. The total number of miles inspected through TV viewing for 2010 was 24.7 miles, or approximately 6 % of the 430 miles of collection system.
    e. Worked with Engineering and Public Works Inspectors to reduce the number of defective wastewater systems that were accepted.
2. Located and eliminated sources of inflow and infiltration. Previous flow monitoring efforts have allowed us to reduce inflow and infiltration through line repairs and sealing projects. Further and improved monitoring will provide specific targeted sewer mains, manholes, and private laterals rehabilitation, repair or replacement.

Goal

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

Accomplishments

1. Operated both the Stillwater and Clear Creek Plants to achieve and maintain good compliance records, with five discharge permit violations (4 in 2009, 1 in 2010, and 2 in 2011) in spite of the growing challenge of keeping treatment operations stable with unreliable aging equipment, high inflow and infiltration during wet weather periods, and during a complex plant expansion.
2. Continued to repair and replace aging equipment at the Clear Creek and Stillwater Wastewater Treatment Plants for improved process control and energy efficiency and to meet current regulatory and safety standards.

3. Implemented the use of Key Performance Indicators (KPI's) as a data and process management tool. This enables an 'at-a-glance' overview and transparency in the process control of the Wastewater Treatment Plants (WWTP). Through the use of KPI's, staff and supervisors are better equipped to recognize and understand process trends, and control the WWTP's in a strategic manner that produces higher efficiency and effluent discharge compliance.
4. Added remote desktop access to each of the WWTP's and the collection system's SCADA systems. This allows for immediate operational and mechanical remote troubleshooting of system failures or areas of concern during periods such as nights and weekends when the WWTP's and facilities are not staffed. Additionally, added standby coverage seven days a week by on-call operations staff.

Goal

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

Accomplishments

1. Audited food preparation accounts to document appropriate billing categories and prepared revenue program restructuring proposal to bring the City of Redding Wastewater rates into compliance with requirements of the State Water Resources Control Board.
2. Established on-going review and auditing process for new and existing utility accounts to ensure proper classification for accurate billing. As necessary, accounts that have been identified as having been incorrectly entered into the utility system have been corrected.
3. Responded to customer billing questions regarding the proposed rate restructuring based on both sewage strength and volume.
4. Assisted with the development of the required City of Redding's Storm Water Quality Improvement Plan to comply with the Federal NPDES Phase II Storm Water regulations.

ET/USA Locate

Goal

Provide system troubleshooting and repair of process control systems at all facilities.

Accomplishments

1. All troubleshooting requests addressed (processed 586 work orders from Operations).
2. All required repairs made.
3. Established wireless communication system working with IT to connect critical facilities to the Foothill Water Treatment plant Supervisory Control and Data Acquisition (SCADA) system.
4. Upgraded three of the six Programmable Logic Controller (PLC) central Processing Units (CPU) at Foothill and one at Buckeye Water Treatment Plants.
5. Developed design for uninterruptible power supply (UPS) installation on Foothill Water Treatment plant critical power circuits.
6. Removed and replaced chemical injection system at Foothill, including new automated chemical analyzers and injectors, and SCADA interface.
7. Installed new controls for Clarifier return pump and flow meter at Foothill and SCADA interface.
8. Replaced old, hard-wired filter backwash system with new automated filter backwash controls, including installation of new valve operators, automated backwash pump and blower motor controls, and SCADA interface.

9. Designed and built control panel for automated remote control of Palisades Pressure Reducing Valve (PRV) vault and provide construction inspection.
10. Provided construction inspection of the continuing expansion of the Clear Creek Wastewater Treatment plant.

Goal

Provide routine maintenance and repair on the City's 87 traffic signals.

Accomplishments

1. Inspected all traffic signals every 60 days.
2. All deficiencies identified during traffic signal inspection repaired.
3. Replaced failed detection cameras.

Goal

Provide construction contract inspection for new traffic signals.

Accomplishments

1. Mistletoe School Pedestrian Crossing inspected during construction.
2. No new traffic signals constructed although upgrades were made to the Buenaventura/Railroad Avenue as part of the Buenaventura Widening Project.

Engineering:

Goal

Maintain internal customer service, project efficiency, and quality construction documents.

Accomplishments

1. Utilized scoping documents for nearly every project delivered.
2. Held monthly or quarterly project status meetings with various capital improvement program customers.
3. Developed and managed a Capital Project Status Report for Engineering's portion of the City's Capital Improvement Program to track and report internally and externally.
4. Maintained low bid under the engineer's estimate on over 90% of the projects.
5. Construction change orders were routinely below 5%.
6. Provided assistance to other departments managing engineering consultant contracts by providing the Capital Improvement and Maintenance Project Submittal Requirements guidebook and being available for questions.
7. Provided site inspection of capital projects. The majority of capital projects had site inspection of approximately four hours per day.

Goal

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

Accomplishments

1. Completed scanning and indexing of all past and current record drawings for capital projects and made the program online for internal and external use.
2. Promptly returned telephone calls and written correspondence, generally within four hours and four days, respectively. Phone calls and written correspondences were returned timely and generally within the goal.
3. Maintained cost history database for use by internal and external customers.
4. Implementing program to provide project information to public including (but not limited to) periodic information meetings with the media, presentations to local service groups and project updates in City Council reports.

Goal

Deliver capital projects in the year for which they are budgeted.

Accomplishments

1. Maintained program-wide management of the Capital Improvement Plan (CIP). CIP information was incorporated into a data base to facilitate project status tracking and future CIP updates.
2. Project Status Report database was expanded and made available online.
3. Increased one-on-one communication with other departments needing engineering services. Monthly meetings are held with Redding Municipal Utilities to provide project status updates. Other meetings are held as necessary with other departments to provide project updates.

Goal

Continue to maintain the quality of surveys and map processing.

Accomplishments

1. Provided accurate and complete field and office surveys for design and land disposition. This objective was met.
2. Reviewed and evaluated development-related submittals. First check within three weeks and second check within two weeks. This objective was met.
3. Performed surveys for correction of citywide vertical datum. This is an ongoing project with work performed as time allows.

Transportation:

Streets

Goal

Continue to manage and maintain current roadways system with available funding.

Accomplishments

1. Utilized the Street Work Calendar to monitor and improve efficiency and daily work productivity.
2. Continued to rate existing pavement conditions on arterial roadways to meet goal of every four years and collectors and residential roadways every two years utilizing the current Pavement Management System.
3. Explored alternative paving methods such as rubberized cape seals, micro seals, and other advanced paving technologies.
4. Maintained as appropriate, with available funding, striping, signs, and pavement markings through in-house and outside contractual services. Made and installed 2,896 regulatory, warning and guide signs. Installed 189 miles of striping and 27,195 SF of pavement markings using in-house and contractual services.
5. Completed annual reflectivity night survey. Completed 1,084 work orders from the night survey.

Goal

Improve the pavement rating status of City roadways within the funding levels available.

Accomplishments

1. Applied asphalt overlay to 18 lane miles.
2. Crack sealed 40 lane miles of streets.
3. Completed wheel path grinding of approximately 15 lane miles utilizing outside contractual services.
4. Cape/slurry sealed 15 lane miles of pavement.

Goal

Continue with the development of various inventories to assist future budget and maintenance plan development.

Accomplishments

1. Worked closely with Information Technology and GIS to maintain the inventory of street stripping, pavement markings, and signs.
2. Maintained a computerized inventory system that is used for collection of all inventories associated within the Streets Division.

Goal

Ensure appropriate update and maintenance of the Vehicles and Traffic Ordinance

Accomplishments

1. Worked with GIS and traffic operations to develop and maintain a traffic control map accessible on the City's map server. Project is complete and available for in-house use.
2. Developed process to accurately update the traffic control map as new devices are installed.
3. Did not update incorrect and outdated references within the ordinance. However, worked with the community to determine common needs for parking downtown as well as a capacity analysis of the current parking system.

Traffic Operations

Goal

Enhance vehicular and pedestrian safety on public streets.

Accomplishments

1. Developed a cycle-based program to assess safety, accident, signing, delineation, speed, volume and bicycle/pedestrian facilities along major corridors. Completed first corridor study on Lake Blvd. resulting in the application and successful award of a safety grant to install medians in high collision areas.
2. Worked closely with Police Traffic Unit, streets personnel, operations, signal technicians, Caltrans, and engineering through bi-weekly meetings to coordinate requests for traffic controls, parking and enforcement.
3. Leveraged grant opportunities through Highway Safety Improvement Program, Bicycle Transportation Account, Safe Routes to School, and Office of Traffic Safety programs. Awarded two Safe Routes to School grants totaling $844,000 and awarded three Highway Safety Improvement grants totaling $1,746,000
4. Educated community members regarding traffic safety through brochures, posters, media stories and spots, website and community events.
5. Developed draft traffic calming program for neighborhoods.

Parking

Goal

Maintain and manage parking structure and offsite parking facilities owned by the City.

Accomplishments

1. Continued to meet regularly with property owners/business owners in the downtown and resolve parking-related issues and concerns.
2. Installed diagonal parking on Sacramento Street to increase parking capacity.
3. Completed a parking inventory and capacity analysis.
4. Continued to provide a satisfactory level of maintenance in and around the Downtown parking facility despite budget cuts resulting in reduced time allocated to downtown.
5. Completed repairs to failing hand rails and concrete repair to the stairwells.

Transportation Planning Administration

Goal

Enhance vehicular, cyclist and pedestrian safety on public streets.

Accomplishments

1. Implemented pedestrian safety improvements on Court Street, East Street, Tehama Street and the Tehama/Court signal system.
2. Completed a Pedestrian Safety Assessment of the downtown area.
3. Instituted a Bicycle Advisory Committee charged to advise staff on bicycle related issues and develop priorities for grant project submissions.

Performance Measures and Workload Indicators

Municipal Utilities:

Storm Drain Utility

The Storm Drain Utility is responsible for the maintenance of ditches, culverts, pipes, and catch basins; and capital improvements needed to maintain or upgrade the existing facilities. The system consists of 197 miles of open ditches and channels, 243 miles of storm drain pipe, 10,253 inlets, and 113 detention basins. There are five employees assigned to the maintenance of the storm drain system.

WORKLOAD AND PERFORMANCE MEASURES	2008-09 Actual	2009-10 Actual	2010-11 Estimated	2011-12 Projected	2012-13 Projected
Miles of Storm Drain Pipe	242	243	245	247	250
Miles of Ditches/Channels	191	197	199	201	203
Number of Maintained Drainage Basins	3	3	3	3	3
Miles of Ditches/Channels to be Maintained	47	22	22	22	22
Percentage of Maintained Ditches/Channels to be Inspected Annually	100%	100%	100%	100%	100%
Percentage of Inspected Ditches/Channels to be Maintained Annually	10%	15%	15%	15%	15%
Number of Inlets	10,090	10,253	10,355	10,459	10,563
Percentage of Inlets Inspected Annually	0%	50%	49%	48%	47%
Percentage of Inlets Cleaned/Maintained Annually	3.0%	3.0%	3.0%	3.0%	3.0%
Number of Outfalls	1,665	1,719	1,736	1,753	1,771
Percentage of Outfalls Inspected Annually	100%	80%	79%	78%	77%
Percentage of Inspected Outfalls Cleaned / Maintained Annually	3.0%	3.0%	3.0%	3.0%	3.0%

Water Utility

The Water Utility provides domestic water and fire flows to the community and parts of Shasta County outside the City limits. Water sources are the Sacramento River, Whiskeytown Lake via the spring Creek Conduit, and groundwater wells. Performance indicators are as follows:

WORKLOAD AND PERFORMANCE MEASURES	2009-10 Actual	2010-11 Estimated	2011-12 Projected	2012-13 Projected
Number of customers/services	28,717	28,817	28,917	29,017
Net Annual New Services	125	100	100	100
Quantity of water produced (acre feet)	25,818	25,818	25,818	25,818
Percentage of days water quality met standards	100%	100%	100%	100%
Number of customer service calls (including water quality)	1,639	1,550	1,550	1,550
Miles of water mains	558	560	562	564
Miles of substandard mains	42	42	42	42
Number of main and water service failures/disruptions per year	526	550	550	550
Number of polybutylene (PB) service breaks	27	25	20	20
Number of PB scheduled replacement	0	0	0	0
Number of PB services remaining	1,363	1,338	1,318	1,298
Total O & M expenditures (x $1,000)	$7,312	$8,217	$8,799	$9,125
O & M cost per acre foot produced	$283	$318	$341	$353
Services per employee	1,025	1,029	1,032	1,036

Wastewater Utility

The Wastewater system consists of the domestic and industrial sewage collection, treatment, and disposal facilities serving the City. This system includes over 430 miles of interceptor and trunk sewers, 17 sewer lift stations, and 2 secondary wastewater and effluent filtration treatment plants. The entire Wastewater Utility staff has worked hard to meet the goals established during the last budget term as listed below. The heavy workload to maintain an aging system and the funding of system rehabilitation and expansion are the major challenges.

WORKLOAD AND PERFORMANCE MEASURES	2009-10 Actual	2010-11 Estimated	2011-12 Projected	2012-13 Projected
No. of Residential HEs	30,887	30,917	30,947	30,977
No. of Commercial/Industrial HEs	10,655	10,665	10,655	10,665
Total HEs Served	41,542	41,583	41,613	41,643
Clear Creek Plant MGD** Dry Flow	7.2	7.2	7.2	7.2
Stillwater Plant MGD Dry Flow	2.6	2.6	2.6	2.6
Total Peak MGD Flows ***	51.2	51.3	51.3	51.3
Total GPD **** Dry Flow per Total HEs	236	235	235	235
Miles of Sewer Main	430	430	434	438
Total FTE Utility Staff	33	33	34	34
Total HEs Served per Total Staff	1,258	1,260	1,223	1,224

Notes:

* 1 HE = household equivalent = 240 gpd.

** MGD = million gallons per day.

*** Total peak wet weather flows are limited to 45 MGD at the Clear Creek WWTP and total peak flows listed above 45 MGD are from the Stillwater WWTP.

**** gpd = gallons per day.

Engineering Division

Activity	2009-010 Actual	2010-11 Estimated	2011-12 Projected	2012-13 Projected
Subdivision Parcel Maps	4	3	3	3
Subdivision Final Maps	2	3	3	3
Lots Recorded	83	59	59	59
Property Line Adjustments	15	11	11	11
Encroachment Permits	107	160	160	160
Value of Projects Advertised for Bid	$18,005,620	$34,068,971	$ 30,000,000	$ 30,000,000
Number of Projects Advertised for Bid	20	31	25	25
Grading Permits	18	15	15	15
Easements	28	32	32	32
RFPs Prepared and Circulated	3	3	3	3

Streets Division

Activity	2009-10 Actual	2010-11 Estimated	2011-12 Projected	2012-13 Projected
Miles of Streets Maintained	465.5	467	467	470
Miles of Street Striping	455	460	465	475
Number of Signs	10,500	10,675	10,800	11,000
Number of Traffic Signals	87	88	90	91
Miles of Streets Resurfaced	10.2	7.8	15	0
Miles of Streets Preserved	0	0	15	15
Miles of In-house Wheel Path Grinding	15	0	0	0
Tons of Asphalt Material	783	900	1,500	1,500

Parking Division

Activity	2009-10 Actual	2010-11 Estimated	2011-12 Projected	2012-13 Projected
Number of On-Street Parking Meters	404	388	388	388
Number of Off-Street Parking Meters	102	0	0	0
Number of Parking Spaces	1374	1312	1320	1320
Number of Parking Lots	6	5	5	5

2009-11 Goals and Objectives

Municipal Utilities:

Storm Drain Utility

Goal

Maintain the City's Storm Drain System in the most efficient manner possible and continue to improve service to the public.

Objectives

1. Continue implementation of the Storm Drain Maintenance Operational Plan.
2. Continue working with Water Quality Control on issues pertaining to NPDES Phase 2 requirements.
3. Update of the Storm Drain Impact Fee as part of the Council directed update.

ET/USA Locate

Goal

Provide system troubleshooting and repair of process control systems at all facilities.

Objectives

1. Address all troubleshooting requests.
2. Make all required repairs.
3. Maintain wireless communication system for SCADA system.
4. Maintain Programmable Logic Controllers at treatment plants and lift stations.
5. Maintain backup power supply systems for critical treatment plant systems.
6. Maintain chemical injection systems and analyzers for treatment plant systems.

Goal

Provide routine maintenance and repair on the City's 87 traffic signals.

Objectives

1. Inspect all traffic signals every 60 days.
2. Repair all deficiencies identified during traffic signal inspection.

Goal

Provide construction contract inspection for new traffic signals.

Objectives

1. Provide technical support during signal design.
2. Inspect all traffic signals during construction.

Goal

Respond to Utility Service Alert (USA) requests.

Objectives

Provide two-working-day response for all utility locating requests.

Water Utility

Goal

Provide clean potable water to the citizens of the City.

Objectives

1. Meet all water quality standards established by the USEPA and the California Department of Public Health - Division of Drinking Water.
2. Complete unregulated contaminant monitoring regulation water sampling and analysis.
3. Reduce the number of customer complaints regarding water quality.

Goal

Provide public information and education on water issues.

Objectives

1. Provide water quality information through the Consumer Confidence Report to enhance public awareness.
2. Expand the water conservation program outreach to reduce peak season demands, reduce operating costs, maximize the reliability of the City's existing water supplies, and to conserve energy during the high electrical demand periods of the summer.
3. Continue to implement and update the Best Management Practices from the Bureau of Reclamation Water Conservation Plan.
4. Continue to implement and update Urban Water Master Plan.

Goal

Improve and maintain the City's existing water facilities.

Objectives

1. Improve preventative maintenance and replacement programs for the distribution system valves, hydrants, and customer meters.
2. Continue upgrades to communications and electrical equipment to maximize operational reliability and efficiency at pump stations, groundwater wells, and treatment plants.
3. Continue annual replacement of approximately 5,000 feet per year of old cast iron and steel water mains each year.
4. Complete construction of well-head treatment system for iron and manganese removal as needed.

Goal

Expand the water system capital facilities to accommodate new growth and development.

Objectives

1. Implement measures identified in the recently completed Foothill Water Treatment Plant Facility Plan.

Goal

Promote a safe working environment while maintaining and operating facilities

Objectives

1. Continue to train for hazardous chemical spills at Water and Wastewater facilities.
2. Maintain and repair equipment before premature failures.
3. Continue to provide training on equipment and employee safety.
4. Implement Vulnerability Assessment security recommendations.

Wastewater Utility

Goal

Construction of Capital Improvement Projects (CIP) to meet the demands of the City's aging and undersized waste water infrastructure.

Objectives

1. Construct Boulder Creek Interceptor Phases 2 and 3, in FY 11/12 and 12/13.
2. Complete construction of Stillwater Wastewater Treatment Plant Expansion Project Phase 1A and 1B.
3. Complete the design, environmental review, and begin construction of improvements to the Stillwater Wastewater Treatment Plant Expansion Project Phase 1C.
4. Complete the design, environmental review, and begin construction of Clear Creek WWTP Regional Solids Handling Facility.
5. Complete design and construction of improvements to the Clear Creek WWTP Bid Packages 5 and 7.
6. Complete design and construction of the Clear Creek WWTP Backup Generator Project.
7. Complete construction of Country Oaks Sewer Replacement Project.
8. Complete construction of the Stillwater WWTP Electrical and Instrumentation Shop.
9. Complete design and construction of the Auditorium Drive Lift Station Replacement/Highway 44 undercrossing Project.
10. Begin design of the Westside Interceptor Phase 2 & 3.
11. Complete the Wastewater Utility Master Plan Update.
12. Complete the Kapusta Park Access Improvement Project as mitigation for SWTP Phase 1C pipeline project.
13. Complete Design and Construction of the 2011 and 2012 Sewer Replacement Projects of 6- through 12-inch sewer collection pipeline.

Goal

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

Objectives

1. Hydro-clean a minimum of 33% of the sewer collection system main lines annually.
2. Conduct intensive flow monitoring and leak detection in the drainage basins tributary to downtown Redding and on the west side of town and then replace, repair and rehabilitate the system as needed.
3. Replace approximately 3,000 feet of failing clay sewer main and portions of the sewer connections in west Redding.
4. Upgrade aged and failing manholes located in the street right-of-way, and remote locations, with newer frames and covers to prevent unauthorized access and vandalism.
5. Insure compliance with State and Federal regulations:
    a. Participate in the establishment of the electronic filing system for reporting sanitary sewer overflows on schedule.
    b. Insure all Waste Discharge Requirements are complied with.
    c. Actively and effectively participate in the creation of our Sanitary Sewer Master Plan.
    d. Establish an effective and reliable Computerized Maintenance Management System.
    e. Investigate sources of I&I and make necessary repairs.
6. Continue to increase efficiency operations with the effective use of new technologies:
7. Continue to utilize our CCTV operations with regular data acquisition, pipe profiling, and system inspections.
8. Improve our rainfall monitoring by providing instrumentation that will monitor the rain gauges and show rainfall amounts on our SCADA system.
9. Acquire and utilize a Computer Maintenance and Management System to store and control all manner of wastewater collection system data.
10. Improve our root control and smoke testing capabilities.
11. Conduct hydro-cleaning and CCTV in our remote areas with the use of remote camera systems.
12. Complete upgrades of existing flow monitoring equipment.
13. Continue efficient operations and excellent customer service.
14. Continue to support and participate in activities that enhance the skills and knowledge of the Wastewater Collection staff. This will insure our staff is properly trained and motivated for the future.
15. Actively participate in the California Water Environment Association including the Voluntary Certification Program, Local Section activities, Annual and Northern Regional Conferences, and specialty training.
16. Insure personnel remain current with all manner of pertinent training such as safety issues, operation and maintenance, computer skills, and laws and regulations.

Goal

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

Objectives

1. Operate both the Stillwater and Clear Creek Plants efficiently and effectively to prevent plant process upsets, mechanical failures and NPDES discharge violations.
2. Continue to upgrade the aging equipment throughout the treatment plants for improved control and energy efficiency and to meet current safety standards.
3. Manage assets and preventative maintenance efficiently and effectively to ensure proper plant operation and minimize reactive or emergency maintenance.
4. Manage plant process control to provide the highest quality of wastewater treatment while maintaining low usage of chemicals and energy.

Goal

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

Objectives

1. Continue to implement a restructured Wastewater rate schedule based on both sewage flow and strength that complies with requirements of the State Water Resources Control Board.
2. Continue to implement ongoing account audit procedures to ensure businesses are classified and billed properly.
3. Continue to implement updated local limits with all significant industrial users.
4. Assist with the implementation of the City of Redding's Storm Water Quality Improvement Plan which is required by the Federal NPDES Phase II Storm Water regulations, as follows:

Storm Drain Utility

Goal

Maintain the City's Storm Drain System in the most efficient manner possible and continue to improve service to the public.

Objective

1. Continue implementation of the Storm Drain Maintenance Operational Plan.
2. Implement the computerized Storm Drain Maintenance Program for better accountability.
3. Continue working with Water Quality Control on issues pertaining to N.P.D.E.S. Phase 2 requirements.
4. Work closely with the Engineering Division to determine which drainage basin should be considered for master plan update.
5. Search of additional funding opportunities for increased maintenance of the system.
6. Inventory the number of driveway culverts and street crossings to assist in the development of projected future maintenance needs.
    a. Implement an illicit discharge detection and elimination program including notification of un-permitted industrial sites.
    b. Perform industrial site inspections.

c. Public education regarding illicit storm water discharges and best management practices to minimize storm water impacts.
d. Implement a regular storm drain piping inspection program utilizing the Wastewater Collection Division remote control underground video inspection system.
e. Continue our public education campaign to reduce Storm Water Pollution.

RMU Administration

Goal

Effectively manage the Department and assist the Divisions in meeting their goals.

Objectives

1. Meet regularly with Division Managers to discuss progress on objectives.
2. Develop and implement an effective budget management program that includes responsibility and accountability at all levels of the various Divisions.
3. Effectively work with other managers in the Department and City to support efforts in furthering other Department and City objectives.
4. Working with the other Department Managers, support Department efforts to identify and implement improved customer service and communication.
5. Host the California Water Environment Association Northern Regional Training Conference at the Convention Center in September 2011, to provide local access to technical training on water environment issues.

Transportation:

Streets Division

Goal

Continue to manage and maintain current roadways system with approved funding.

Objectives

1. Develop and implement programs such as shoulder backing, alleyway maintenance, crack seal, and sidewalk and asphalt removal and replacement.
2. Utilize the Street and Signs Work Calendars to monitor and improve efficiency and daily work productivity.
3. Maintain existing roadway pavement striping, markings and signing using city staff and contractual services as funding allows.
4. Complete annual reflectivity night survey.
5. Continue to rate existing pavement conditions on Arterial roadways every four years and Collectors and Residential roadways every two years, utilizing the current pavement management system.
6. Continue to explore and utilize alternative paving methods such as Rubberized Cape Seals, Micro Seals and other advanced paving technologies.
7. Assist other departments relative to safe traffic control during planned work and emergency response.

Goal

Improve the pavement rating status of City roadways within the funding levels approved by the City Council.

Objectives

1. Apply slurry seal or other alternative paving methods to approximately 12 miles of streets. A particular focus on neighborhood streets for this budget cycle.
2. Crack seal 15-20 miles of streets each year.
3. Wheel Path grind approximately 10 miles of streets.
4. Utilize in-house forces for targeted asphalt repair and replacement in areas of base failures prior to seal applications
5. Seek additional funds for street maintenance that may become available during each fiscal year.

Goal

Continue with the development of various inventories to assist future budget and maintenance plan development.

Objectives

1. Work closely with Information Technology and GIS to maintain up-to-date inventory of street barricades, alleyways, street striping, pavement markings and signs using such methods as mobile GPS units and laptop computers.
2. Work closely with Information Technology to maintain up-to-date inventory and utilize a computerized inventory system that will be used for collection of inventories within the Streets Division.
3. Implement new work order management system and ensure smooth transition from the old system.

Traffic Operations Division

Goal

Enhance vehicular, cyclist and pedestrian safety on public streets

Objectives

1. Continue to assess safety, collision, signing, delineation, speed, volume and bicycle/pedestrian facilities along major corridors and use the information in preparation of grant applications.
2. Work closely with Redding Police, streets personnel, traffic operations, signal technicians, Caltrans and city engineering through bi-weekly meetings to asses current traffic operation issues; coordinate requests for engineering analysis, changes in traffic control devices, striping and signing changes and additional law enforcement.
3. Use available City funds to leverage grant opportunities available through the Highway Safety Improvement Program, Safe Routes to School Program, Bicycle Transportation Account and Office of Traffic Safety program.
4. Educate the community regarding vehicle, bicycle and pedestrian safety through safety brochures, posters, media stories, the City website and community events.
5. Develop a traffic calming program and policy to help neighborhoods deal with excessive speeds on neighborhood streets.
6. Use Crossroads software to compile, analyze and report collision history and trends found in the City and minimize the need for comprehensive paper archiving.
7. Complete required traffic studies, traffic counts, turning movement studies, and ensure state compliance with management systems.

Goal

Ensure timely update and maintenance of the Redding Municipal Code as it pertains to traffic laws, encroachments, network planning, impact fees and established Speed Zones.

Objectives

1. Work with GIS and traffic operations to develop and maintain the traffic control map and allow accessibility on the City's map server.
2. Update as appropriate incorrect and outdated references within the Redding Municipal Code.
3. Update Speed Zones as required by the California Manual on Uniform Traffic Control Devices.
4. Review developments for traffic related operational issues, parking, alternative transportation modes, network planning and impact fee assessments.
5. Ensure timely review and issuance of encroachment, special events and transportation permits that adhere to recognized standards.
6. Complete ADA transition plan for curb ramps and traffic signal facilities.

Transportation Planning Division

Goal

Ensure adequate planning and consideration for alternate modes of transportation

Objectives

1. Work with Development Services to develop a complete streets ordinance
2. Work with the Bicycle Advisory Group to address cycling concerns and develop priorities for targeted grant applications
3. Ensure implementation of adopted Bicycle Action Plan.
4. Develop and implement various pedestrian safety improvements

Parking Division

Goal

Maintain and manage parking structure and offsite parking facilities owned by the City.

Objectives

1. Maintain inventory of existing striping and pavement markings, parking meters and signs within the downtown parking structure.
2. Continue to work in close relationship with property owners and business owners in the downtown area on parking system improvements.
3. Continue the current level of maintenance in and around the downtown parking facility including alternating of enforcement efforts.
4. Work with Development Services and the Redevelopment Agency to complete the Downtown Area Specific Plan to include parking system management objectives.

Engineering:

Goal

Maintain internal and external customer service and project efficiency.

Objectives

1. Continue to use scoping documents on all projects.
2. Maintain average contract bid within 10% of engineer's estimate.
3. Keep corrective contract change orders at 5% of construction cost.
4. Continue to identify and implement means to improve communication with various customers, internal and external.
5. Continue increased level of site inspection of capital projects.

Goal

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

Objectives

1. Improve on-line project information including more comprehensive and timely project information.
2. Continue to provide high standards on direct public contact including timely returning phone calls letters and emails and working towards always resolve various public issues brought to the attention of staff.
3. Develop and implement a proactive program to present project updates to Council, service clubs and other interested groups.

Goal

Deliver 90% plus of the projects in the year the project is identified in the Capital Improvement Program.

Objectives

1. Work with customers to accurately develop the City's five year Capital Improvement Program.
2. Develop project scoping documents before starting on every capital improvement project and include customer buy in in the process.
3. Continue to develop status reports for customers.
4. Maintain budgeted level of cross charges.
5. Hold regular project status meetings with the various engineering customers.

Goal

Continue to increase the quality of surveys and map processing.

Objectives

1. Provide accurate and complete field and office surveys for design and land disposition.
2. Review and evaluate development-related submittals. First check within three weeks and second check within two weeks.
3. Review and evaluate development-related submittals. First check within three weeks, second check within two weeks
4. Perform surveys for correction of citywide vertical datum.

Unmet Needs

Municipal Utilities:

Storm Drain Utility

1. Additional maintenance positions - there are currently five (5) authorized positions (1 Supervisor, 1 Lead Worker, 2 Operators, 1 Maintenance Worker) for the entire City of Redding. Additional positions are needed, but not requested due to revenue constraints.
2. Increased maintenance funding for facility replacement and upgrade; completed by both contract and utility personnel.
3. Funding for the implementation of NPDES regulations, capital projects that relate to maintenance of the existing system, and funding for emergency repair projects. There is currently no funding identified for these work tasks. NPDES implementation alone is estimated to be $1 million +/- annually.

In a study of six California Cities, published in January 2005, the cost of compliance with NPDES requirements was estimated to average about $38 per household with a range of $29 to $46 per household. Most of these Cities have lower rainfall amounts than Redding. The cost for NPDES compliance breaks down into 10 categories:

- Construction Site Runoff Control
- Illicit Discharge Detection and Elimination
- Watershed Management
- Industrial and Commercial Programs
- Overall Stormwater Program Management
- Pollution Prevention
- Good Housekeeping for Municipal Operations
- Public Education Outreach Involvement
- Water Quality Monitoring
- Post Construction Monitoring for new development

An additional $300,000 in 2011-12, and $300,000 in 2012-13, is estimated to be necessary to cover costs for increased public education, cleaning, monitoring, and illicit discharge compliance. The bulk of these costs will be due to added field operations and maintenance obligations. Due to lack of funds in the Storm Drain Utility, these costs will be paid using other funds.

Water Utility

1. Funding for well head treatment facilities.
2. Funding for Foothill Water Treatment Plant rehabilitation. A Facilities Plan is currently being prepared by PACE Civil for the facility.
3. Funding for removal of Westwood Manor surface-water well system and reservoirs.
4. Additional funding to increase annual replacement of cast-iron and steel water mains within the water distribution system.
5. Sufficient funding for Pump House 1.

Transportation:

Streets Division

1. Street maintenance continues to be the major challenge for the Streets Division. The Pavement Management Program (PMP) classifies the condition of the various street segments and provides a rating. The current backlog of pavement needs totals $30.6 million in order to bring the entire system to a "very good" rating. The current pavement condition index systemwide is 55 out of a 100 scale with residential streets falling in the "poor" category. To maintain the current rating, an investment of $7.5 million annually is needed. The current budget dedicates only a $1M per year investment.
2. Pedestrian facilities are experiencing deterioration and need continual repair and replacement and there are many gaps in the system that need new sidewalk and other enhancements. A backlog of $5 million has been identified to meet this need.

Parking Division

1. An investment of $65,000 is needed to convert existing parking meters to programmable electronic meters in order for the City Council to consider meter rate changes to keep pace with maintenance.
2. The public parking lots are in need of pavement overlay and preservation applications.
3. The downtown parking structure continues to age and limited funds are available for needed rehabilitation and repairs.

Engineering:

Budget circumstances in the City have resulted in an inability to fund and meet needs typically funded by the General Fund including:

- Update of the City's Construction Standards.
- Development of City Standard Specifications (General and Technical)
- Some specific technical training
- Survey grade GPS with fixed base station.