

# PUBLIC WORKS

**Department Purpose:** Public Works (PW) Department provides essential vehicular, pedestrian, and drainage infrastructure, as well as, critical natural and urban environmental resources for the residents and visitors of Pinellas County.

## **Performance Summary:**

- Over the last year, Public Works, with the assistance of the Strategic Performance Management (SPM) Team, has refined many of its performance measures with the intent to make them more meaningful to citizens and the Board of County Commissioners. This process included the development of new performance measures focused on outcomes and the elimination of older measures that were not meaningful or beneficial in making business decisions. Additional refinements will occur over the next year as part of ongoing planning efforts.
- Public Works has a large list of Work Plan items that are in progress and largely remain on track. A few Work Plan items have been impacted by COVID-19, which delayed meetings and other collaborations as resources were shifted. Meetings are being rescheduled and teams are working to achieve Work Plan schedules.

## **COVID-19 Performance Impacts:**

- COVID-19 heavily impacted Public Works employees and operations. To protect employees, individuals who were able to work remotely were transitioned or were assigned alternate schedules. These employees are in regular contact with their supervisors and provide daily work reports to ensure productivity while working remotely. Employees who could not work remotely continue to come to work, but procedures were changed to protect employees. These efforts include social distancing measures to keep employees apart by driving in separate vehicles, and providing protective equipment such as masks, gloves, and disinfectants.
- The reduction of fuel purchases has negatively impacted the anticipated revenue for the Transportation Trust Fund. Projects relying on the Penny for Pinellas will also be affected by the loss of sales tax revenue. Public Works and Office of Management and Budget are working to determine the impact to revenue sources and what that will mean for future operating and capital budgets.
- Impacts to services are still being analyzed. It is anticipated that there will be some efficiencies lost as employees practice social distancing and other recommended safety guidelines.

## **Opportunities for Efficiencies:**

- Two (2) Decision Packages
  - Data Automation Project for Water Quality Monitoring (one-time consultant expense of \$100,000 funded by the Surface Water Fund). This project's purpose is to automate, streamline, and improve the water quality data collection, processing, and reporting process. Water quality data collection and reporting is

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a regulatory requirement. Currently, most of this data is collected on handwritten forms, entered into an electronic format manually by staff, collated across computer formats, double-checked by staff for quality assurance/quality control, and then submitted in two different formats to the State and a consultant. This process currently takes up to six months with multiple staff members playing a role, and the risk of potential transcriptional errors is high. The department would like to collect data in an electronic format rather than paper and automate data collation and reporting in order to reduce staff time required to accomplish reporting to regulatory agencies and the public. Staff currently spends 2,312 hours annually for data processing. By automating the project, only 200 hours will be needed, resulting in \$75,000 savings annually.

- Public Works Academy Internship (\$27,500 split between Transportation Trust Fund, General Fund, and Surface Water Fund). The collaboration with Pinellas Technical College will allow students to complete the required on-the-job training with Public Works. The interns would be potential candidates to fill vacancies and reduce turnover that the department currently experiences. The department currently spends \$3,000 per employee to cover costs associated with employee training for CDL licenses. CDL training may be a potential savings to County, since Public Works Academy graduates have their CDL license. Additionally, less staff time is expected to be utilized on recruiting and training staff if short-term turnover is reduced.
- Implementation of a new program approach to maintain/inspect County waterway markers and facilitate derelict vessel removals as approved by the FY20 Decision Package.\*
  - The newly created Marine Safety Coordinator, hired in January 2020, is expected to be fully functional and equipped in FY21.
  - This position will replace previously contracted services more efficiently, with improved turnaround time, improved boater safety, and at a lower annual cost.
- Surface Water Governance and Rate Study\*
  - Consulting firm was selected, moving to negotiations.
  - Study aims to look at our current rate structure and program and find a way to improve and possibly include major drainage.
- Ongoing Accela Implementation\*
  - Configuration still ongoing, to be followed by User Acceptance Testing in June and potential Go Live late summer 2020.
  - Will provide efficiencies between departments and the public for matters related to compliance and permitting.
- Transferring Transportation and Stormwater rights-of-way to municipalities, if rights-of-way are owned by the County and located within city limits. Phase 1 transfers are 90% complete, Phase 2 transfers are 30% complete, and drainage transfers are 25% complete.\*

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- The Capital Improvements Division was created by consolidating project support staff from three divisions with an overall goal of improving the effectiveness of the capital program. Ongoing efforts in this area include development and implementation of standard project management practices, process improvement evaluations, and training. For FY21, existing staff were moved to the new division as part of this reorganization.

\*Currently underway

### Potential Threats/Risks:

- Beach Nourishment - The lack of necessary property rights (easements) along the beach could result in a reduction in federal funding or the loss of the federal authorization altogether. The County could potentially become responsible for 100% of project costs and project management.
- State Reimbursement of Derelict Vessel Removal Costs – The annual boater registration fee allocation provided to Florida counties (no grant request required), including Pinellas, has been reduced by 1/3 over previous allocations. The State has used the 1/3 funding reduction to counties to supplement a derelict vessel removal grant program fund. The risk is that once the annual State grant fund is used up, no more grant dollars will be available for reimbursement until the next year. This may require using other funding sources to cover some derelict vessel removal costs each year.
- Sustainable funding is an issue in the Transportation Trust Fund.
- Sidewalk trip and fall claims have trended up. As the County’s sidewalks age, the department is unable to keep up with the sidewalk repair service requests received.

### Budget Summary:

#### Revenue Summary

	<b>FY17 Actuals</b>	<b>FY18 Actuals</b>	<b>FY19 Actuals</b>	<b>FY20 Budget</b>	<b>FY20 Estimate</b>	<b>FY21 Request</b>
General Fund	628,462	2,708,432	5,472,718	1,238,310	1,413,860	1,282,880
Transportation Trust Fund	31,310,829	32,162,530	32,459,290	31,363,590	29,656,036	30,355,440
Air Quality Tag Fee Fund	1,362,587	1,445,738	1,496,014	1,376,030	1,485,045	1,433,880
Surface Water Utility Fund	20,016,868	20,316,528	20,607,765	20,049,090	20,075,710	20,433,320
<b>Total Revenue</b>	<b>53,318,746</b>	<b>56,633,228</b>	<b>60,035,787</b>	<b>54,027,020</b>	<b>52,630,651</b>	<b>53,505,520</b>

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## Expenditure Summary

	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Budget	FY20 Estimate	FY21 Total Request
Personal Services	27,838,271	30,180,901	33,725,186	37,635,460	37,367,022	38,886,400
Operating Expenses	28,058,537	31,961,674	38,827,767	37,738,740	34,593,135	35,058,250
Capital Outlay	3,214,417	4,055,204	3,757,251	4,205,040	3,108,255	3,174,180
Debt Service	0	142,580	207,904	225,010	196,024	213,330
Grants and Aids	33,501	37,502	209,352	492,440	492,440	193,680
Transfers to Other Funds	1,598,610	1,700,000	12,250,000	3,700,000	3,700,000	0
Constitutional Officers Transfers	284,678	286,533	285,075	303,000	303,000	295,170
<b>Total</b>	<b>61,028,014</b>	<b>68,364,394</b>	<b>89,262,535</b>	<b>84,299,690</b>	<b>79,759,876</b>	<b>77,821,010</b>

## Staffing Summary:

Program	Fund	FY17	FY18	FY19	FY20	FY21
Air Quality*	Air Quality - Tag Fee	10.0	9.0	10.0	9.0	10.0
	General Fund	11.0	12.0	10.0	10.0	9.0
Capital Improvement Program Support	General Fund	78.7	77.9	80.0	83.7	77.6
Environmental Services	County Transportation Trust	17.6	18.5	14.8	13.9	13.7
	General Fund	34.5	36.4	34.5	37.3	41.5
Mosquito Control, Vegetation Management & Urban Forestry	County Transportation Trust	34.9	34.4	45.8	46.9	48.0
	General Fund	44.4	46.5	42.6	40.9	43.5
Streets and Bridges	County Transportation Trust	66.0	58.9	59.4	59.8	59.3
	General Fund	0.0	0.0	0.6	0.0	0.0
Surface Water	Surface Water Utility Fund	84.7	94.1	99.5	98.7	96.2
Transportation Management	County Transportation Trust	73.4	89.4	89.3	90.4	88.5
	General Fund	0.0	0.0	0.6	0.0	0.0
<b>Total FTE (Full time equivalent positions)</b>		<b>455.2</b>	<b>477.1</b>	<b>487.1</b>	<b>490.6</b>	<b>487.3</b>

There will be anticipated FY21 personnel moves (included in the Budget Summary table above) due to reorganization under the new Capital Improvements Division.

\*The table above includes Air Quality FTE that were previously budgeted in Parks and Conservation Resources for FY17-FY19.

## Budget Highlights:

**Revenues:** Total revenues for Public Works are decreasing by \$521,500 or 1.0% for FY21 compared to the FY20 Budget. There are no proposed changes in FY21 User Fees.

- Total revenues for General Fund (F0001) are increasing by \$44,570, or 3.6% compared to the FY20 Budget. This is mainly attributed to the increased revenues in the following:
  - FDEP Grant monitoring of sea turtle nests.
  - Interlocal Agreement with Tampa Bay Estuary Program for Tampa Bay Environmental Restoration Fund (TBERF).

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- Philippe Park Living Shoreline Project reimbursement from TBERF.
- Increases are partially offset by the decrease in Federal Restore Act Grant-Vulnerability Assessment.
- Total revenues for Transportation Trust Fund (F1001) are decreasing by \$1.0M, or 3.2% compared to the FY20 Budget.
  - Non-recurring FY20 Tierra Verde landscape beautification grant reimbursement of \$1.0M – project is complete.
- Total revenues for Air Quality Tag Fee Fund (F1075) are increasing by \$57,850, or 4.2% compared to the FY20 Budget to align with actual revenue received in previous years.
- Total revenues for the Surface Water Utility Fund (F1094) are increasing by \$384,230, or 1.9% compared to the FY20 Budget.
  - Increase in watershed plan reimbursements, based on the current and upcoming watershed plans contracts.

### Revenues COVID-19 Impacts:

- Transportation Trust Fund:
  - Revenues in FY20 were impacted since less fuel taxes were collected. The impacts of COVID-19 are projected to reduce fuel tax collections by \$3.2M or 11.2% compared to the original Transportation Trust Fund revenue projections.

Revenue	FY20 Original Estimate	FY20 COVID-19 Estimate
O3123001 Cnty 9-Cent Voted Fuel Tx	4,175,000	3,707,700
O3124101 1st Local Option Fuel Tx	14,000,000	12,433,040
O3354904 Second Gas Tax-80% Dist	5,950,000	5,284,040
O3354905 Second Gas Tax-20% Dist	1,490,000	1,323,230
O3354906 county Gas Tax	3,250,000	2,886,240
<b>Total</b>	<b>28,865,000</b>	<b>25,634,250</b>
FY20 TTF Revenue Impact	-3,230,750	-11.2%

- Public Works General Fund, Surface Water Utility Fund, and Air Quality Tag Fee Fund are not projected to have revenue impacts due to COVID-19.

**Expenditures:** Total expenses for Public Works are decreasing by \$6.5M, or 7.7% for FY21 compared to the FY20 Budget.

- Personal services reflect a net increase of \$1.3M, or 3.3% for FY21.
  - Increase is attributed to changes in salaries and benefits resulting from the implementation of the exempt employee pay plan (Evergreen comp/class study)

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and countywide salary and benefit increases. These increases are partially offset by the reduction of three (3) Enterprise Asset Management (EAM) FTE. The department utilized existing resources to support the EAM needs.

- Operating expenditures are reduced by \$2.7M, or 7.1% for FY21.
  - There is a \$779,750, or 11.1% decrease in General Fund (F0001) compared to the FY20 Budget. This is attributed to the following changes:
    - Decrease of \$133,800 for Vulnerability Assessment Project-RESTORE Act due to receiving true anticipated workload update from WSP USA consulting project team.
    - Decrease of \$328,000 due to completion of the FY20 projects and bringing the Marine program in-house (as noted above).
    - Decrease of \$134,040 in Repair & Maintenance Equipment for the Lance Aviation contract due to one of the Mosquito Control helicopters being grounded and utilized for parts.
    - Decrease of \$96,000 for Coastal Management due to the Estuary Circulation Model-USF project requiring less funding.
    - Decrease of \$44,190 in Training and Education to align with a three-year actuals trending.
  - Transportation Trust Fund (F1001) operating expenditures decreased by \$995,820, or 5.5% compared to the FY20 Budget. This is attributed to the following changes:
    - Decrease of \$1.0M in Street Maintenance due to a one-time funding in FY20 to reduce sidewalk repair backlog.
    - Decrease of \$494,460 in the BTS allocation since Public Works completed the Cityworks implementation project.
    - Decrease of \$351,000 in effort to better align with historical expenditure trend and minimize “as needed” budget requests for materials and supplies, consultants, contracted services, and rentals and leases.
    - Decrease of \$300,030 in Fleet vehicle replacement program allocation. The decrease in cost is primarily due to lower vehicle replacement program (VRP) surcharge. The surcharge can vary from year to year.
    - Decrease of \$231,690 in Transportation Operations for Tierra Verde landscape beautification grant project due to completion.
    - Decrease of \$67,630 for reduction of County’s contribution for TBARTA Membership. The non-recurring funding request of the FY20 TBARTA Membership was removed.
    - These decreases are offset by a \$1.6M increase in Full Cost Allocation to account for the intragovernmental charges, not allocated via a Full Cost Allocation in FY20. The methodology of allocating the cost of Public Works’ internal service divisions was changed to reflect more accurate allocations.

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- Air Quality Tag Fee Fund (F1075) operating expenses increased by \$15,830, or 6.7% compared to the FY20 Budget.
  - The increase is attributed to the Full Cost and Information Technology Allocations increases, partially offset by \$9,500 decrease in Miscellaneous Supplies to align with a three-year trending.
- Surface Water Utility Fund (F1094) operating expenses decreased by \$920,550, or 7.5% compared to the FY20 Budget. This increase is attributed to the following changes:
  - Decrease of \$470,000 in Watershed Management Plans to match what the County submitted to SWFWMD as the cooperative funding agreement; offset by a \$98,000 increase in Consulting Fees for Surface Water Assessment Study due to the delay in starting the study. FY20 Estimate was decreased and re-allocated to FY21 Budget Request.
  - Decrease of \$132,570 in Total Maximum Daily Loads (TMDLs) for Alum for Lake Seminole Subbasin 1/Bypass Canal regional water quality treatment facilities (based on 30 alum deliveries).
  - Decrease of \$257,520 in Business Technology Services Cost Allocation due to the conclusion of the Cityworks implementation project.
  - Decrease of \$802,000 in effort to better align with historical expenditure trend and minimize “as needed” budget requests for legal services, materials and supplies, sod & seed purchases, consultants, and contracted services.
  - These decreases are offset by a \$552,340 increase in Full Cost Allocation to account for the intragovernmental charges, not accounted via a Full Cost Allocation in FY20, and \$92,700 increase in Risk Allocation. The methodology of allocating the cost of Public Works’ internal service divisions was changed to reflect more accurate allocations.
- Capital Outlay is reduced by \$1.0M, or 24.5% for FY21.
  - \$800,000 decrease is due to a carry-forward of CIP funding from FY19 in Stormwater Management Surface Water Fund due to a contractor unable to finish the project. The FY21 requested CIP appropriation remains at \$2.5M as compared to the FY20 Revised Budget of \$3.3M.
  - \$269,100 decrease for the replacement of capital assets (such as Survey equipment and Motorola radios) that are at the end of their lifecycle.
  - These decreases are offset by a \$39,570 increase in computer replacements based on the BTS PC replacement schedule.
- Debt Service decreased by \$11,680, or 5.2% for FY21, based on amortization schedule for street sweeper leases.
- Grants and Aids decreased by \$298,760, or 60.7% for FY21.
  - Interlocal Agreement with the City of Tarpon Springs for Anclote Dredging is expected to be completed in FY20 (General Fund).

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- Transfer to Other Funds decreased by \$3.7M, or 100% for FY21.
  - This is attributed to a Transportation Trust Fund \$2.0M one-time transfer to the CIP Project Fund in FY20 for additional local road resurfacing. The annual transfer of the \$1.7M to the CIP Project Fund for ATMS/ITS projects was removed for FY21 due to the COVID-19 related revenue impact.
- Constitutional Officers Transfers decreased by \$7,830, or 2.6% in the Surface Water Utility Fund for FY21 pursuant the agreements with TCO and PAO

### **Expenditures COVID-19 Impacts:**

- FY20 Expenditure Estimates are reduced by \$149,926.
  - Operating Expenditures:
    - Travel and per diem reduced by \$69,578 department-wide.
    - Training and education reduced by \$46,851 department-wide.
    - Public Works opted to reduce FY20 spending by \$33,497 in the General Fund for operating supplies, contracted services, and rentals and leases to help alleviate the COVID-19 impacts on revenue.
- As noted above, FY21 Expenditure Budget Request in Transportation Trust Fund is reduced by \$1.7M, which is attributed to eliminating the transfer of ninth-cent fuel tax for CIP ATMS/ITS projects due to COVID-19 impacts on fuel tax revenues.

**User Fee Changes:** There are no changes proposed for User Fees in FY21.

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## Attachments:

- 1) Performance Data
  - Workplan
  - Performance Measures
- 2) Budget Reports
  - Expenditure Budget Report – Public Works (All Funds)
  - Public Works - General Fund Revenue Summary
  - Transportation Trust Fund Revenue & Expenditures Summary
  - Air Quality Tag Fee Fund Revenue & Expenditures Summary
  - Surface Water Utility Fund Revenue & Expenditures Summary
  - Transportation Trust Fund Forecast
  - Surface Water Utility Fund Forecast
- 3) Organizational Chart
- 4) User Fees