

**SAN JOAQUIN COUNTY  
PUBLIC WORKS DEPARTMENT**

*Working For You*

# Annual Report 2023-2024



**SAN JOAQUIN**  
— COUNTY —  
*Greatness grows here.*



# DIRECTOR'S MESSAGE

Just about anywhere you look in San Joaquin County, you will see Public Works working for you and the positive impact made by the nearly 460 professionals who comprise our San Joaquin County Public Works Department.

Public Works exists to serve the San Joaquin County community. We are here to:

- Support health and safety
- Improve quality of life
- Support a thriving economy and environment
- Provide stewardship and fiscal responsibility of public funds
- Serve the community with excellence

Over the past fiscal year, we've made great progress in advancing our overall mission to plan, design, construct, operate and maintain the County's public infrastructure, which includes the County's public roadway, water, wastewater, flood management, fleet, and solid waste disposal systems. This report is intended to provide an overview of key contributions to the community our Public Works team made during the 2023-2024 fiscal year. I hope the following pages give you a sense of the variety and importance of our accomplishments.

Thank you to our entire Public Works team for your hard work and dedication to providing excellent customer service, being responsive and dependable, embracing our diversity, working with integrity, and being fiscally responsible. Thank you to the San Joaquin County Board of Supervisors for your vision and unwavering support. Finally, thank you to our community for your ongoing support of our team's efforts and providing us with the opportunity to serve.

We look forward to another year of working together to foster a safe, welcoming, thriving, and livable County that residents and businesses love to call home.



Sincerely,

A handwritten signature in black ink, appearing to read 'Fritz Buchman', with a stylized flourish at the end.

Fritz Buchman, Director  
San Joaquin County Department of Public Works

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# MEET OUR EXECUTIVE TEAM



**Fritz Buchman**  
Director



**Alex Chetley**  
Deputy Director  
Development



**David Tolliver**  
Deputy Director  
Operations



**Najee Zarif**  
Deputy Director  
Engineering



**Kristi Rhea**  
Deputy Director  
Administration

## ABOUT PUBLIC WORKS

The primary mission of the San Joaquin County Public Works Department is to enhance the community’s quality of life by protecting its investment in the County’s roadway, fleet, water, wastewater, flood control, utilities, drainage, and solid waste disposal systems. All of this is done by a staff of nearly 460 employees, both in the field and in the office, and with an operating budget of approximately \$280 million.

Public Works is overseen by the Director and an Executive Team composed of four Deputy Directors. The Executive Team is responsible for overseeing 21 budgets in 18 divisions/units which are organized into four service areas: Development, Operations, Engineering, and Administration.

### KEY RESPONSIBILITIES

120

MILES OF UNDERGROUND FACILITIES

265

BRIDGES

3

COUNTY-OWNED WASTE DISPOSAL & RECYCLING FACILITIES

1,642

MILES OF ROADWAY

420

MINOR STRUCTURES (SMALL BRIDGES)

323

MILES OF WATERWAYS / CHANNELS

1,210

FLEET VEHICLES/EQUIPMENT

100+

SPECIAL DISTRICTS

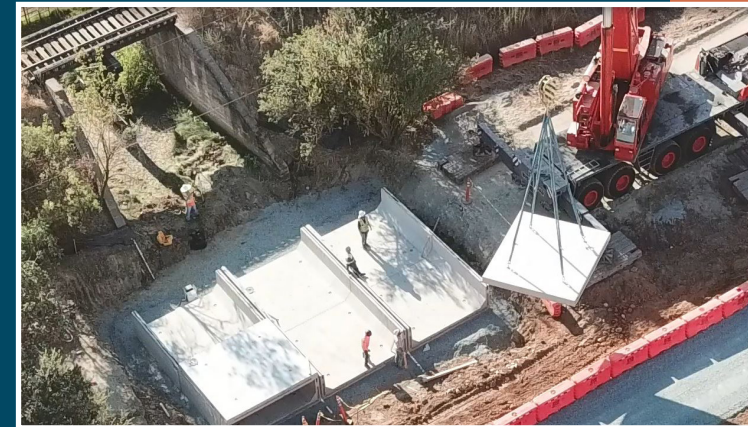
### KEY OVERSIGHT AREAS

- ▶ Public infrastructure planning, design, construction, and maintenance
- ▶ County vehicle and equipment maintenance
- ▶ County solid waste program management
- ▶ Water resources planning and flood management
- ▶ County Surveyor’s office services
- ▶ Private development project review
- ▶ Staff development and fiscal efficiency

# IMPROVING QUALITY OF LIFE FOR SAN JOAQUIN COUNTY RESIDENTS

## Supporting Health & Safety for San Joaquin County Residents

- Completed the Kennefick Road Flood Control Project which included bridge construction, roadway reconstruction, and safety and erosion control enhancements along a 100-foot span of roadway that was washed out following severe rainstorms in 2017. Emergency repairs were swiftly executed to restore temporary basic access for residents. Upon securing federal funding in 2019, the County developed a permanent solution to withstand drainage flows comparable to those experienced in 2017, and construction was completed in three months.
- Completed the Duncan Road and Comstock Road Roundabout, which replaced a partial stop-controlled intersection near Linden. Work included a roundabout to enhance safety for motorists, reduce speeds, improve visibility, provide better traffic operations, and reduce the number of injury-related vehicle collisions. This federally funded project is the first of its kind in San Joaquin County built in a mainly rural agricultural area.
- Implemented a Digital Safety Campaign to increase mindfulness of safety for motorists, cyclists, and pedestrians. Public Works staff created slogans to bring awareness to the highest collision risks facing residents which include unsafe speeds, distracted driving, vulnerable road users, and driving under the influence.
- Completed the Hydrogen Backup Power System Project, which involved upgrading the 31 wholly County-operated traffic signal systems with hydrogen-powered backup systems that can operate for several days in the event of a power outage rather than several hours as with our previous battery backup. This upgrade improves driver safety and allows staff to respond to other areas of concern during storms or extended power interruption-related events.
- Procured six portable pumps and three portable generators using American Rescue Plan Act (ARPA) funds and local funds. With these assets, Public Works is better equipped to remove water from flooded areas and provide power to stormwater facilities during power outage events.
- Approved 18 elevation certificates to ensure buildings in floodplains are compliant with Federal, State, and local ordinance requirements.
- Performed 636 groundwater level measurements in identified wells to generate valuable data that is key to understanding the effectiveness of our groundwater management efforts and address the health and sustainability of groundwater subbasins.



*Kennefick Road Flood Control Project*



*Digital Safety Campaign*



*Hydrogen Backup Power System*

# IMPROVING QUALITY OF LIFE FOR SAN JOAQUIN COUNTY RESIDENTS

## Supporting Health & Safety for San Joaquin County Residents

- Completed improvements along a 3/4-mile segment of Pershing Avenue near Stockton to mitigate congestion, accommodate future traffic demands, and provide complete streets improvements. The project included widening the roadway to add a two-way left turn lane, over 8,000 feet of sidewalks, 3,500 feet of buffered bike lanes, and enhanced storm drainage. Traffic calming elements, including remote monitored radar speed feedback signs, were installed to reduce vehicle speeds, enhance safety, and support enforcement activities.
- Completed the Country Club Boulevard Complete Streets Corridor Plan, which recommends transportation enhancements between Plymouth Road and Pershing Avenue near Stockton. Improvements included new sidewalks, bike lanes, high visibility crosswalks, and public transportation access, increasing safety and mobility for all roadway users.
- Substantially completed the Oro and Section Sidewalks Project located in the Garden Acres community east of Stockton. The project includes newly installed sidewalks on Oro Avenue from Section Avenue to Main Street and Section Avenue from Oro Avenue to Sinclair Avenue, which will enhance pedestrian access and promote alternative modes of travel.
- Continued support for the County's Airpark 599 Development Project, which has made substantial progress over the past year. Public Works staff have coordinated closely with the County Administrator's Office, the Community Development Department and the County's development partner on technical reviews and various land development-related issues.



*Pershing Avenue Improvements*



*Country Club Boulevard Complete Streets Corridor Plan*



*Airpark 599 Buildout*



*Oro and Section Sidewalks Project*

# SERVING THE COMMUNITY

- The County's Delta team and the Delta Counties Coalition continued to advocate against approval of the State's harmful and wasteful Delta Conveyance Project (DCP). Public Works was part of a Delta Counties Coalition team that went to Capitol Hill and met with numerous congressional representatives, the Army Corps of Engineers, and the Department of the Interior to articulate the County's serious concerns regarding adverse DCP impacts on the Delta and its communities.
- Participated in the One Voice San Joaquin trip to Washington D.C. to advocate for funding to support the County's highest priority transportation projects.
- Organized the County's 23rd Annual Coastal Cleanup Day, where nearly 500 volunteers cleared over five tons of trash and debris from local inland waterways including 1,200 pounds of recycled materials across eight different sites.
- Continued its Recycle Program through which the Solid Waste team volunteers their time and skills to reuse, repurpose, and repair discarded bicycles and donates them to the community to benefit youth in need. This year, they restored nearly 100 bicycles, and recipient organizations included the Child Abuse Prevention Council, Mary Graham Hall, Greater Maranatha Church of God in Christ, and Assemblymember Carlos Villapudua's office.
- Investigated 10 flood related complaints/violations.
- Issued 12 watercourse encroachment permits and Central Valley Flood Protection Board Endorsements.



*One Voice Advocacy Trip to Washington D.C.*



*Recycle Program*



*Working to Protect the Sacramento-San Joaquin Delta*



*23rd Annual Coastal Cleanup Day*

# PROVIDING STEWARDSHIP OF PUBLIC FUNDS/FISCAL RESPONSIBILITY

## Grants and American Rescue Plan Act (ARPA) Funding

### Grant Funding

- ▶ **\$650,000** for transportation planning and roadway safety projects in the community.
- ▶ **\$500,000** for emergency power generators in two special districts to help ensure continuous operation of the water systems during power failures.
- ▶ **\$750,000** to recoat a water tank in Thornton and address other aging components related to tank access.
- ▶ **\$325,000** to rehabilitate two water wells in a Tracy special district. The funding will replace several components of the pumps and improve overall water production efficiency.
- ▶ **\$625,000** to address roadway drainage deficiencies in the Tracy area. The project consists of replacing 116 pipes totaling over one mile of pipelines all together. Improved drainage will help reduce future flooding risks for the area.
- ▶ **\$2 million** in Federal funding approved for the Lincoln Village Maintenance District Water Line Replacement Project.



ARPA-Funded Well Improvements Project: Before

### ARPA Funding

- ▶ **\$12 million** in ARPA funding received for water main replacements, sanitary sewer improvements, emergency power generators, remote monitoring, and control of Public Works assets.
- ▶ **\$2.1 million** in ARPA funding was directed to the Eastern San Joaquin Groundwater Authority to drill new wells and install key monitoring hardware. The new wells and instrumentation will help to address groundwater data gaps and improve data collection in the subbasin. Additionally, some of the wells will help to better understand surface and groundwater interactions.
- ▶ **\$700,000** for planning, design, and construction of a new water system for Sunnyside Maintenance District water system including water meters.



ARPA-Funded Well Improvements Project: After

# SUPPORTING A THRIVING ECONOMY & ENVIRONMENT

## 2023 – 2024 Economic & Environmental Accomplishments

- Initiated movable span bridge repairs, which consist of repairing and replacing the mechanical and electrical systems due to their age and condition, on four movable span bridges in San Joaquin County. The repairs will help ensure reliable mobility for both vehicle and marine traffic.
- Received California Department of Water Resources approval of the Groundwater Sustainability Plan (GSP) for the Tracy subbasin. The GSP outlines strategies to achieve sustainable groundwater in the subbasin by 2042.
- Completed a \$700,000 erosion - repair project on the right bank of the Calaveras River through the Department of Water Resources' Flood System Repair Program.



*Calaveras River Erosion Control Project*



*Movable Span Bridge Repairs*



*Public Works Illegal Dumping Waste Removal*



- ▶ 209 miles of roadways preserved and enhanced with chip, crack, and slurry seal treatments
- ▶ \$31.9 million awarded in construction contracts for 24 transportation capital improvement projects
- ▶ 2,500 tons of debris removed
- ▶ 6,349 trees maintained
- ▶ 95,000 cubic yards of debris cleared from channels
- ▶ 20,000 cubic yards of erosion control
- ▶ 2,000 acres of levees cleared
- ▶ 500,000 feet of sewer lines cleaned



# PROVIDING EXCELLENT CUSTOMER SERVICE

## 2023-2024 Customer Service Accomplishments

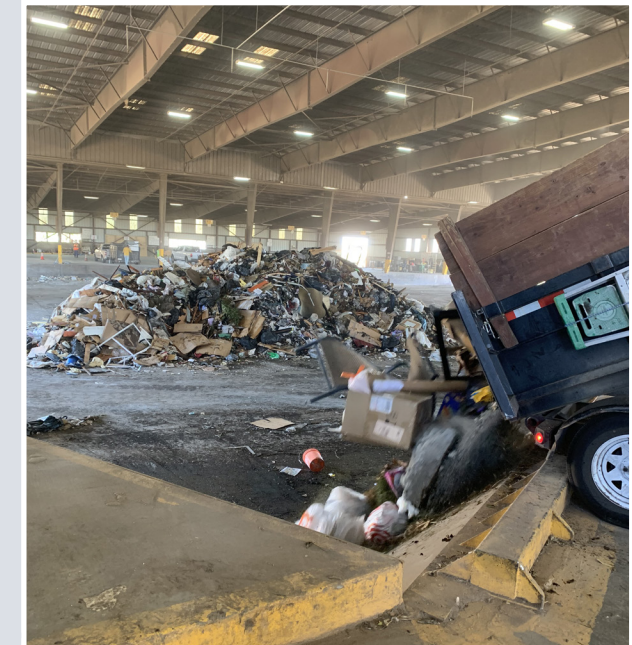
- Completed the Pacific Gardens Sanitary District Sewer Project to help improve sewer transmission reliability and avoid sewer overflows due to system inundation.
- Played a key role in developing and implementing the new Accela permit processing system that will help to streamline development-related permitting.
- Digitized Improvement Plans and Survey Records by converting paper documents to digital and storing them in an electronic document management system.
- Installed 15 speed cushions and three speed tables along six roadways as part of the Speed Hump Program, which is a community-based initiative to implement traffic calming measures along roadways with verified speeding concerns.



Speed Cushion Installation



Pacific Gardens Sanitary District Sewer Project



San Joaquin County Solid Waste Facility

1,045

encroachment permits processed and inspected

1,707

transportation permits processed

21

City and County subdivision maps totaling 2,159 lots reviewed and approved

565

surveying documents reviewed and approved

209

development/planning applications processed

40

flood zone inquiry responses

46

transportation engineering-related service requests addressed

666,880

total tons of waste received

42,721

total tons of recycled materials processed

# INVESTING IN EMPLOYEES

## 2023 – 2024 Staff Development Accomplishments

For much of the 2023 – 2024 fiscal year, the Public Works Department Executive Team and the department’s team leaders engaged in leadership development and team building training as part of our commitment to the long-term success and effectiveness of Public Works. As part of this process, Public Works came to understand that one of the most important things for the department to focus on is to improve employee recruitment and retention. The team solicited input on, and identified a series of initiatives that are intended to improve recruitment effectiveness (lower vacancies) and employee retention (reduce employee turnover). Public Works also formed teams to further develop and implement these initiatives. These efforts helped to reduce our employee vacancy rate from 16% to 13% during the 2023-2024 fiscal year.

Another significant achievement resulting from our leadership development initiative was the American Public Works Association (APWA) acceptance of a proposal by Deputy Director Kristi Rhea and Manager of Strategic Initiatives Lynde Muñoz to present an educational session during the 2023 Public Works Expo, which is APWA’s annual national conference. Their session, titled *Moving Forward Together: Connecting and Communicating With Your Employees*, highlighted initiatives that their teams have implemented over the past several years to improve communications and training within the department. More than 250 people attended their session, which was well-received by the nationwide audience of government leaders and industry partners. Deputy Director Rhea and Fleet Manager, Kevin Myose were asked to present again for the 2024 conference.



*American Public Works Association Presentation*



*American Public Works Association Emerging Leaders Academy*

Amarra Gladney, Engineer IV in Design Engineering, was accepted into and participated in the APWA Emerging Leaders Academy. Amarra was one of 32 candidates selected nationwide and is only the second San Joaquin County Public Works employee to be selected for this privilege. The Emerging Leaders Academy is a year-long national program that provides intensive leadership and management training within the context of public works. It encourages professional growth through a strong network of peers and offers an in-depth introduction to APWA at the national, chapter, and branch levels. Emerging Leaders Academy candidates like Amarra must demonstrate a commitment to leadership in their organization and their community; seek growth in responsibility in their organization, outside of their normal job responsibilities; envision a more significant leadership role in their organization and their community in the future; and clearly articulate their approach to leadership and their leadership goals. Public Works is very proud of Amarra’s notable professional achievement.

# LEARN MORE ABOUT PUBLIC WORKS

## Public Works Gives Back

### Supporting Cancer Patients

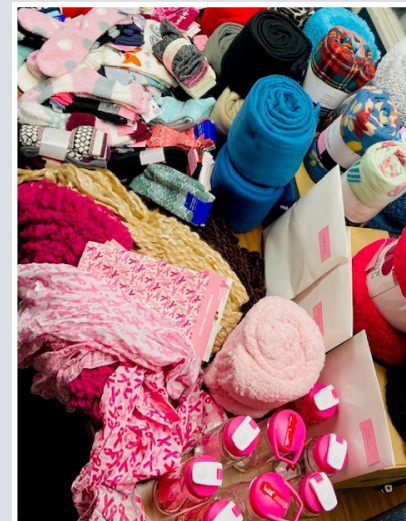
In honor of Breast Cancer Awareness Month in October 2023, Public Works coordinated their annual donation drive for people receiving cancer treatment. Staff responded in abundance collecting blankets, socks, hats, scarves, water bottles, puzzles, and notebooks. Prior to delivering donations to the San Joaquin General Hospital Oncology Department, a small note of support was added to each item in hopes of bringing a little encouragement to those receiving treatment.

### Outreach for Older Adults

“Santa for Seniors” is a holiday gift giving program coordinated by the Human Services Agency’s Aging Community Services Ombudsman Program. The Public Works Department has participated in the program for many years by providing gifts to our senior community. Recipients complete an idea card with gifts they would enjoy receiving and Public Works staff made holiday wishes come true for 25 individuals.

### Engaging Youth

The Public Works Department Employee Recognition Program Committee participated in a Micke Grove Easter Egg Hunt event. Staff attended the event, offered games and prizes, and spoke with parents and children about what we do at Public Works hoping to inspire the next generation of Public Works employees.



Cancer Patient Donations



Santa For Seniors Gift Program



Micke Grove Easter Egg Hunt

## PUBLIC WORKS CONTACT INFORMATION



For immediate assistance from the Public Works Department, download the “My San Joaquin” App or visit [www.sjgov.org/department/pwk/request](http://www.sjgov.org/department/pwk/request).

Channel Maintenance	209-468-9698	Sidewalk Safety Repairs	209-468-3074
Engineering	209-468-3000	Solid Waste	209-468-3066
Fleet Services	209-468-3099	Storm Pump Problems	209-468-3090
Flood Control Benefit Assessment Information	209-468-9596	Stormwater Illicit Dumping	209-468-3055
Flood Zone Information	209-468-9596	Street Light Repair	209-953-7618
Household Hazardous Waste Program	209-468-3066	Street Tree Safety Trimming	209-468-3074
Improvement Plans	209-468-3023	Surveyor	209-468-3000
Landfills - Hours & Acceptable Wastes	209-468-3066	Traffic Impact Mitigation Fees	209-468-3023
Main Switchboard	209-468-3000	Traffic Sign Repairs	209-468-3074
Pothole Repairs	209-468-3074	Transportation Engineering	209-953-7631
Private Development Requirements	209-468-3023	Used Oil Recycling Information	209-468-3066
Public Improvement Requirements	209-468-3023	Utilities Maintenance	209-468-3090
Real Property Information	209-953-7455	Water Account Status Information	209-468-3009
Road and Traffic Maintenance	209-468-3074	Water Mitigation Fees	209-468-3023
Road Permit Inspection	209-468-3022	Water Quality, Leaks, Supply, & Wells	209-468-3090
Road Right-of-way Widths	209-468-9855	Water Resources	209-468-3000
Sanitary Sewer Problems	209-468-3090	Water Service Connections	209-468-3009



**PUBLIC WORKS DEPARTMENT**

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