



LEAGUE OF  
**CALIFORNIA  
CITIES**



March 8-10, 2023 ◆ Universal City, CA

# Public Works Officers **Institute**

Find session materials online at [www.calcities.org/PWOI](http://www.calcities.org/PWOI)

**Wifi Network:** Hilton Honors Meeting

**Access Code:** OrangeCones23

# WEDNESDAY, MARCH 8

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|---------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 10:00 a.m.-6:00 p.m.                        | <b>Cal Cities Registration Open</b><br>Foyer                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| 10:00 a.m.-6:30 p.m.                        | <b>Exhibit Hall Open</b> ( <i>Wednesday Only</i> )<br>Sierra Ballroom A                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| 11:00 a.m.-12:30 p.m.                       | <b>Lunch On Your Own</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| 1:00-2:30 p.m.                              | <b>Opening General Session</b><br>Sierra Ballroom CD<br><br><b>Cal Cities and CEAC President's Welcome</b><br><i>Brian Balbas, President, County Engineers Association of California and Public Works Director/Chief Engineer, Contra Costa County</i><br><i>Benjamin A. Fine, P.E., President, Cal Cities Public Works Officers Department and Director of Public Works/City Engineer, Pismo Beach</i><br><br><b>Opening Keynote: Leading Change by Changing the Way We Lead</b><br>As a leader, you get better by change, not chance. The world of work has changed and continues to change. Blue-collar workers are more often recognized as the backbone of local government. What are the skills needed to lead this important group? How can managers create a purpose-filled vision that instills passion, drives performance, and produces collective success? Learn the skills and habits of 21st Century leaders by attending this session designed to make you laugh, learn, and leave with new mindsets and skill sets. You'll also find out workplace cold hard facts, why managers fail to get better, and how to ignite your public works team members through engagement, encouragement, and empowerment. Lastly, you'll understand how to develop your "positivity" reflex and utilize it in the future, long after the presentation.<br><b>Keynote Speaker:</b> Ron Williams, Vice President of Personal Services Plus, LLC |
| 2:30-2:45 p.m.                              | <b>Visit with Exhibitors</b><br>Sierra Ballroom A                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| 2:45-4:00 p.m.<br><i>Concurrent Session</i> | <b>Public Construction and Contracting Law Update for California</b><br>Sierra Ballroom B<br>Discover the case studies, public project contractor negotiation, and best practices that can safeguard your community from disputed agreements and potential litigation. These disagreements often result from legislative and regulatory changes in California public construction and contracting law that impact cities and counties.<br><b>Moderator and Speaker:</b> Deirdre Joan Cox, Partner, Burke, Williams & Sorensen, LLP<br><b>Speaker:</b> Mark Mercer, Senior Associate, Burke, Williams & Sorensen, LLP                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| 2:45-4:00 p.m.<br><i>Concurrent Session</i> | <b>Becoming Part of the Conversation: Increasing Public Works' Public Perception</b><br>Hiro Room<br>Public works departments play a significant role in making everyday life as safe and convenient as possible for everyone. By helping the community understand our work, we can generate goodwill, gain compliance with new regulations, and keep the public safe. This panel discussion will focus on how research, planning, implementation, and evaluation can inform effective public education strategies when communicating major infrastructure projects, newly enacted state laws like SB 1383 (the organics mandate) and inspire calls to action related to natural disasters like floods, wildfires, and earthquakes.<br><b>Moderator:</b> Julie Hagen, Deputy Public Works Director, County of Santa Barbara<br><b>Speakers:</b> Maurice Chaney, Public Information Officer, Roseville<br>Lael Wageneck, Public Information Officer, Santa Barbara County Public Works                                                                                                                                                                                                                                                                                                                                                                                                                                                         |

## WEDNESDAY, MARCH 8

- 4:00-4:15 p.m. Visit with Exhibitors  
Sierra Ballroom A
- 4:15-5:30 p.m. Public Input that Works: Strategies for Successful Community Engagement  
*Concurrent Session*  
Club Room  
The public's increasing desire to have their say about everything from road designs to rate structures, environmental programs and more has posed new challenges for public works professionals. Learn how to meet new expectations for community engagement without giving up control or compromising your technical expertise. This session will provide real-life case study examples of how to engage the right people at the right time on the right decisions, plus some painful lessons from public engagement gone terribly wrong. In the end, participants will leave feeling more empowered, confident, and prepared when asked to "engage the public."  
**Moderator and Speaker:** *Kristina Ray, Communication & Engagement Director, Carlsbad*  
**Speaker:** *Carmen Kasner, Southwest Operations Director, Arduro*
- 4:15-5:30 p.m. Effective Pavement Program Management for Cities and Counties  
*Concurrent Session*  
Hiro Room  
Agencies throughout California utilize pavement management systems to monitor existing pavement conditions. A successful program integrates the existing pavement condition with a toolbox of various treatments for different pavement needs. The session will also briefly provide an overview of the importance of pavement compaction and an overview of the roles of contractors and agency representatives to maximize the performance of the pavement. Panelists will offer insight and best practices drawn from many years of research into effective pavement program management. Lastly, receive an update on the latest activities and initiatives sponsored by the City County Pavement Improvement Center (CCPIC) followed by an engaging discussion with the audience on local agency pavement management issues.  
**Moderator:** *Matt Randall, Road Maintenance Division Manager, Placer County DPW*  
**Speakers:** *John Harvey, Professor, Director, City and County Pavement Improvement Center, UC Davis*  
*Erik Updyke, Specialist, City and County Pavement Improvement Center*
- 4:15-5:30 p.m. Drought and Potable Reuse on California's Central Coast  
*Concurrent Session*  
Sierra Ballroom B  
A combination of drought and population growth has overstressed California's water supply infrastructure. The California Central Coast is now implementing multiple advanced treated recycled water projects to create a new and sustainable water supply. These projects represent pinnacle engineering efforts to secure sustainable water for our communities, with each project injecting the purified water into their respective groundwater basins for storage and protection against seawater intrusion. Panelists will address the permitting, public support, financing, and engineering elements necessary to implement recycled water projects.  
**Moderator:** *Justin Pickard, Project Manager, Water Systems Consulting*  
**Speakers:** *Gina Dorrington, General Manager, Ventura Water*  
*Benjamin A. Fine, P.E., President, Cal Cities Public Works Officers Department and Director of Public Works/City Engineer, Pismo Beach*  
*Andrew Salvesson, Vice President, Carollo Engineers*
- 5:30-6:30 p.m. Networking Reception  
Sierra Ballroom A  
Make new friends and catch up with old ones while enjoying delicious appetizers, tasty beverages, and visiting with exhibitors during the evening networking reception. It's the perfect opportunity to form support networks inside and outside your profession.

## THURSDAY, MARCH 9

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| 8:00 a.m.-4:00 p.m. | Cal Cities Registration Open<br>Foyer                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| 8:00-9:00 a.m.      | Joint Networking Breakfast<br>Sierra Ballroom CD                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| 9:00-10:30 a.m.     | <b>General Session</b><br>Sierra Ballroom CD<br><br>Cal Cities and CEAC President's Welcome<br><br>Local Streets and Roads Awards<br><i>Brian Balbas, President, County Engineers Association of California and Public Works Director/Chief Engineer, Contra Costa County</i><br><i>Benjamin A. Fine, P.E., President, Public Works Officers Department and Director of Public Works/City Engineer, Pismo Beach</i><br><br>What Public Works Professionals Need to Know about Finance<br>Learn the latest hot topics when it comes to California's municipal public works financing, including the latest on state and local transportation funding. Geared towards public works professionals, understand the rules and trends in taxes, fees and other revenues; the relationship with the state budget, and problems and prospects for reform. Get answers to the most pressing fiscal issues facing public works.<br><b>Speaker:</b> <i>Michael Coleman, CaliforniaCityFinance.com</i> |
| 10:30-10:45 a.m.    | Break                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |

### 2022 - 2023 Cal Cities Department Officers

*President, Benjamin A. Fine, P.E.,  
Director of Public Works/City Engineer, Pismo Beach*

*First Vice President, Julie Lucido,  
Director of Public Works, Napa*

*Second Vice President, Scott Smith,  
Deputy Director of Public Works and Transportation, Irvine*

*Department Director, Rene Guerrero,  
Director of Public Works, Pomona*

*Immediate Past President, Jason Nutt,  
Assistant City Manager, Santa Rosa*

## THURSDAY, MARCH 9

10:45 a.m.-noon  
Concurrent Session

### Project Labor Agreements for Local Public Works Projects Sierra Ballroom B

Project Labor Agreements (PLAs), once limited to mega projects, are being used on routine, local projects. Why is that, and what are the advantages and downsides? This session will provide the basic legal background on PLAs, including enabling legislation and history, what they do and don't do, legal pros and cons, and how their use has changed over time. Leading PLA experts will detail their experience with the implementation of PLAs, including the impact on the bidding process, management, and cost of their projects.

**Moderator and Speaker:** *Jonathan Holtzman, Partner, Renne Public Law Group*

**Speakers:** *Julian Gross, Principal, Law Office of Julian Gross*

*Sebrina Owens-Wilson, Regional Impact Program Manager, Metro*

10:45 a.m.-noon  
Concurrent Session

### The Changing Landscape of Recycling: Local Market Development and Participation Hiro Room

The way we recycle in California is on the verge of drastic change. With the passage of several new landmark bills, California will need to recycle the old recycling system. Hear from experts on the latest in the recycling space and what your area needs to do to navigate the new recycling mandates.

**Moderator:** *Tom Koutroulis, Director, OC Waste & Recycling*

**Speakers:** *Dr. David Crohn, Cooperative Extension Waste Management Specialist, Department of Environmental Sciences (Retired), University of California Cooperative Extension*

*Tim Goncharoff, President, TAG Consulting*

*Heidi Sanborn, Executive Director, National Stewardship Action Council*

10:45 a.m.-noon  
Concurrent Session

### Extreme Hazards: Planning, Recovery and Resilience Club Room

Fire, flashflood, debris flows, extreme heat, and seismic hazards - this session builds off of instant polling feedback received at the 2022 Public Works Officers Institute and dives deeper into the current and future "extreme hazard" challenges facing California's cities and counties. State and local leaders will share the latest lessons learned, and GIS resources: funding and technical assistance available for suburban, urban, and rural communities. Interactive polling will be used to jump-start conversations with your colleagues on overcoming the many hurdles (i.e.: documentation and contracting!) and cost-effective, realistic-to-implement ideas that you can take home to your team.

**Moderator:** *Sarah Rubin, Outreach and Engagement Advisor, CA Department of Conservation*

**Speakers:** *Jeremy Lancaster, Supervising Engineering Geologist, California Geological Survey*

*Brian Olson, Senior Engineering Geologist, California Geological Survey*

*Jeff Pratt, Public Works Agency Director Ventura County*

noon-1:30 p.m.

### Networking Luncheon Sierra Ballroom CD

## THURSDAY, MARCH 9

1:30-2:45 p.m.  
Concurrent Session

### State of Infrastructure Investment and Jobs Act

Sierra Ballroom B

Over the next five years, the federal government is making significant funding available to states and localities to improve roads and bridges, water infrastructure, resilience, internet, and more. In this session, hear from lead state agencies on the status of the formula funding, where and how to best apply, and discuss best practices with other local governments about applying for competitive grants.

**Moderator:** Paz Gomez, Deputy City Manager, Public Works, Carlsbad

**Speakers:** Sean Maguire, Board Member, State Water Resources Control Board

Paul-Albert Marquez, Deputy District Director - Planning, Goods Movement, and Local Assistance, District 7, California Department of Transportation

Robert Osborn, Director, California Public Utilities Commission

1:30-2:45 p.m.  
Concurrent Session

### Don't Throw Paving Dollars Out with the Trash

Hiro Room

Do you have enough money for pavement maintenance? The statewide average Pavement Condition Index for local streets and roads is 66. This "at risk" condition indicates that current maintenance funds are insufficient. Hear how one California city successfully secured extra funding sources, and how you can adopt these financial saving practices in your community.

**Moderator:** David Leamon, Public Works Director, Stanislaus County Public Works

**Speakers:** Debaroti Ghosh, Pavement Engineer/Specialist, Nichols Consulting Engineers

Lisa Petersen, Public Works Director, Pacifica

Margot Yapp, President/CEO, Nichols Consulting Engineers

1:30-2:45 p.m.  
Concurrent Session

### SB378 and New Innovations for the Deployment of Fiber Networks

Club Room

The panel will focus on broadband deployment strategies and the use of innovative methodologies to install fiber networks more efficiently and with less impact on streets. Also highlighted will be potential cost savings, lighter environmental impacts (spoils, air quality, vehicle trip reductions, etc.), and maximizing investment dollars for community benefit.

**Moderator:** Rochelle Swanson, Lead of CA State Policy & NorCal Government Affairs, Crown Castle

**Speakers:** Ted Allen, City Engineer, Los Angeles, Bureau of Engineering

Daniel Schweizer, Director, Government Affairs, Crown Castle

Walter Tustin, Federal Funding Program Manager, Crown Castle Fiber LLC

2:45-3:00 p.m.

Break



## THURSDAY, MARCH 9

3:00-4:15 p.m.  
Concurrent Session

### Case Study: Broadband Internet and Smart City Applications Club Room

Learn how the city of Placentia entered into a unique partnership to deliver fiber optic broadband internet access to every home and business in the city utilizing a new micro-trenching technique within the city's road right-of-way. The Placentia FiberCity® Project is a privately funded, \$35 million investment in Placentia that will deliver high speed broadband access to every resident and business. This presentation will focus on the construction methods used to install the fiber system as well as how the city managed the contractor's efforts in delivering this city-wide project.

**Moderator:** Marcus Bowman, Community Relations Manager, SiFi Networks

**Speakers:** Luis Estevez, Deputy City Administrator, Placentia

Jordan Harris, Area Manager, SiFi Networks

Jean Miller, Area Manager, MidWest Region, SiFi Networks

3:00-4:15 p.m.  
Concurrent Session

### Making Public Works an Attractive Option in a Changing Workplace Sierra Ballroom B

The current workplace looks different, the labor force has changed, and the job market is volatile. Public works organizations are facing new workforce challenges while the largest ever investment in infrastructure is happening. So, how do we find success in this divergent situation? It requires that public works leaders find creative means of retaining talent, recruiting in competitive markets, and inspiring the next generation to join our professions.

**Moderator:** Jason Drew, Principal, NCE

**Speakers:** Joan Araujo, Director Central Services, Ventura County Public Works Agency

Joshua Pack, Director of Public Works, County of Butte

Walter Rubalcava, Civil Engineer, County of Santa Barbara

Paul Valadao, Lecturer, Cal Poly State University, San Luis Obispo

3:00-4:15 p.m.  
Concurrent Session

### Going to the Well: Discussing Municipal Water Issues Hiro Room

As climate change continues to impact California's water supply, hear from the State Water Board and local water utilities on challenges and successes in responding to this current drought and planning for improved water supply resiliency in future droughts.

**Moderator:** Brian Balbas, President, County Engineers Association of California and Public Works Director/Chief Engineer, Contra Costa County

**Speakers:** Jessica Bean, Assistant Deputy for Drought and Water Rights Modernization, State Water Resources Control Board

Elizabeth Lovsted, Water Resources Manager, San Diego County Water Authority

Peter Martin, Deputy Director Water Resources, Santa Rosa Water

# FRIDAY, MARCH 10

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| 8:00-10:00 a.m.  | <b>Cal Cities Registration Open</b><br>Foyer                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| 8:00-9:00 a.m.   | <b>Cal Cities Breakfast</b><br>Sierra Ballroom CD                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| 9:00-10:00 a.m.  | <b>Cal Cities General Session</b><br>Sierra Ballroom CD<br>Receive a legislative update curated for public works professionals leading California cities.<br><b>Moderator:</b> Benjamin A. Fine, P.E., President, Cal Cities Public Works Officers Department and Director of Public Works/City Engineer, Pismo Beach<br><b>Speaker:</b> Damon Conklin, Legislative Representative, League of California Cities                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| 10:00-10:10 a.m. | <b>Break</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| 10:10-11:30 a.m. | <b>Closing General Session</b><br>Sierra Ballroom CD<br><br><b>Closing Keynote: Leading High Performance</b><br>Is your team known for consistently delivering on objectives? Do team members act as resources for each other? Does your team work well together, learn quickly and adapt easily to change? Effective delivery of Public Works services requires teamwork at all levels, and today's Public Works environment requires teams to be more nimble, adaptable, and resilient than ever before. Whether you're an experienced manager or new to the role, this session will help you unlock the full potential of your team.<br><br>During this interactive, fast paced session, participants will: 1. leverage Six Sigma communication techniques to fuel efficiency and reduce or eliminate rework 2. learn to maximize the benefits of conflict (innovation, inclusion, and diversity of thought), while at the same time, preserving and strengthening relationships and 3. learn two powerful coaching strategies to fuel development for team members and capacity for leaders.<br><b>Moderator:</b> Julie Lucido, First Vice President, Cal Cities Public Works Officers Department and Director of Public Works, Napa<br><b>Keynote Speaker:</b> Jennifer Coyle, President, North Star Consulting, Inc. |
| 11:30 a.m.       | <b>Adjourn</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |

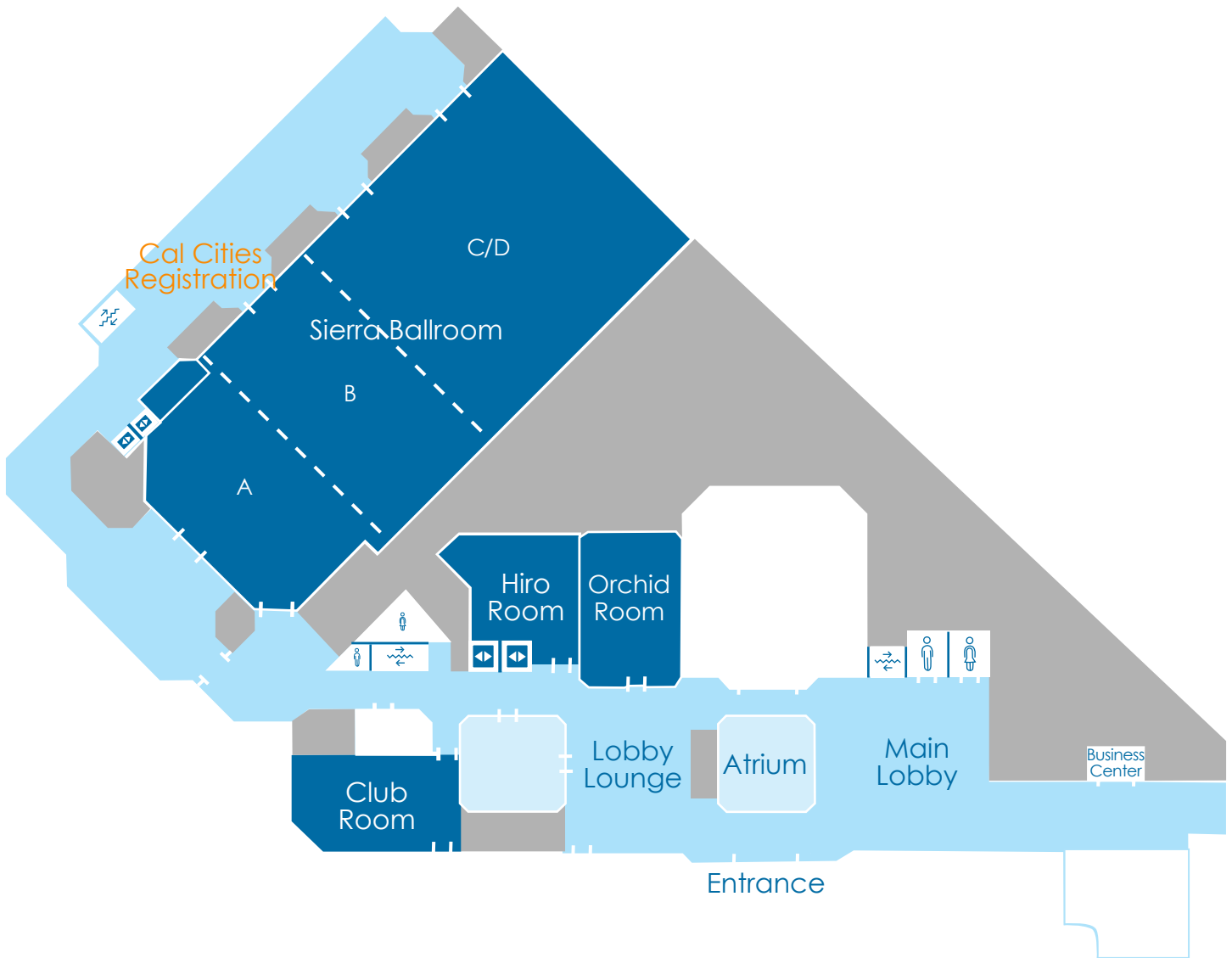
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# FLOOR PLAN



## Save The Dates:

2023 ANNUAL CONFERENCE AND EXPO  
SEPT. 20-22 | SAFE CREDIT UNION CONVENTION CENTER, SACRAMENTO

2024 PUBLIC WORKS OFFICERS INSTITUTE  
MARCH 13-15 | PORTOLA HOTEL, MONTEREY



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