



**PUBLIC WORKS**  
DEPARTMENT

# CITY OF SURPRISE PUBLIC WORKS DEPARTMENT



## STRATEGIC PLAN FY2020 - FY2024



## Message from the Director

---

During our strategic planning process, we established areas of enhancement for our department through our vision – **To provide a sustainable foundation for the community’s future by ensuring responsible management of natural and fiscal resources, allowing the City to reach its greatest potential.** Our Mission remains the same ‘**Dedicated to the community by delivering safe, customer focused services with the highest level of integrity and professionalism.**’ Placing into practice our values **Customer Focused, Safe, Professional, Integrity; and Good Stewards** will help us carry our mission and guide us as we work towards our vision each day.

We describe the Public Works department Culture of Quality that is needed for us to be successful in realizing this vision:

**Culture of Quality is to provide clear expectations for our team members**

- Communication – build trust through good communication
- Transparency – honesty and open communication
- Realistic Expectations-under promise and over deliver
- Measure Satisfaction- survey employees
- Accountability- accountable
- Appreciation- show gratitude
- Empowerment-promote growth opportunities

Each team member must understand our individual responsibility and role in ensuring our success in achieving this department’s culture. Only then can we be successful in achieving our vision and carrying out our mission.

Mike Gent  
Director





## TABLE OF CONTENTS

Introduction.....	4
Public Works Organization.....	5
Mission, Vision and Values.....	6
Department Culture.....	7
Challenges, Opportunities & Accomplishments.....	8
Goals and Objectives.....	9
Health and Safety.....	9
Levels of Service.....	9
Process Improvement.....	10



## Introduction

---

The Public Works Department provides services to both internal and external customers through its three branches: Engineering, Operations, and Business Management.

- Engineering Division
  - Development Review (engineering plan review, permitting, inspections, and utility locating)
  - Survey
  - Traffic (engineering plan review, traffic control and Intelligent Transportation System (ITS) signal operations)
  - Capital Improvement Programming
- Operations Division
  - Fleet Operations
  - Facilities Management
  - Streets Operations
  - Solid Waste
- Business Division
  - Administration
  - Budget
  - Data Support
  - Transit

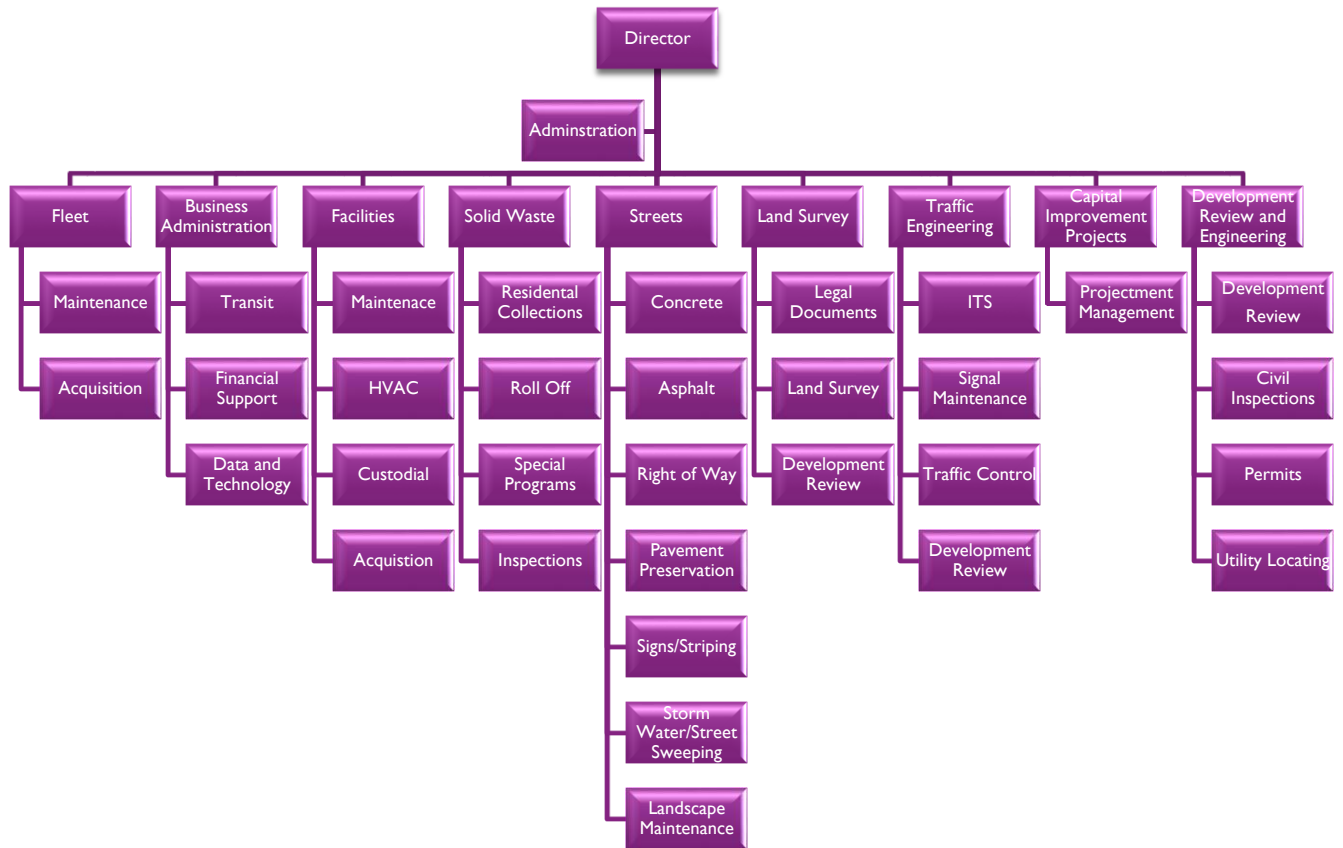
Public Works programs and services contribute to the quality of life of the community, and are an essential component in place making creating and maintaining an environment that supports economic growth and vitality.

The plan outlines the goals and objectives of the Public Works Department in fulfilling the City of Surprise vision outlined in the City's Strategic Plan for FY2020, providing a path for continuous improvement.



## Public Works Organization

Public Works is organized into nine major functional areas: fleet, business administration, facilities, solid waste, streets, land surveying, traffic engineering, capital improvement projects, development and engineering.



## Mission, Vision and Values

---

### **City of Surprise Mission**

Develop a high standard of community life through shared vision, superior service, and sustainable practices.

### **Public Works Mission:**

The City of Surprise Public Works Department is dedicated to the community by delivering safe, customer focused services with the highest level of integrity and professionalism.

### **Public Works Vision:**

Provide a sustainable foundation for the community's future by ensuring responsible management of natural and fiscal resources, allowing the City to reach its greatest potential.

### **Public Works Values:**

**Customer Focused:** We provide customer focused services that produce the highest level of value, results, and satisfaction.

**Safe:** We work for the safety of each other and those using our systems and services in everything we do.

**Professional:** We strive for excellence and treat each other and those we serve with courtesy, consideration, and the respect.

**Integrity:** We behave in an ethical and honest way that furthers the principles of good government.

**Good Stewards:** We are good guardians of the public resources entrusted with us and of the environment we live and work within.



## Department Culture

Our department strives for excellence in all areas of the organization. We are committed to the City of Surprise residents and all staff members.



## Challenges & Opportunities

---

### **Challenges**

The main challenges anticipated over the next year include the following;

- Increased demand for higher level of service with limited staff and resources
- Availability and implementation of AssetWorks and new development review software will require extensive staff training
- Transition of staff and operations to the new Public Works facility
- Increased amount of plan review due to City growth
- Increased impact on projects due to continued construction cost growth

### **Opportunities for advancement**

The following opportunities exist to further advance and grow our department include:

- Efforts will be to continue to improve communication at all levels and enhance staff engagement
- Continue to review processes and procedures to identify any potential improvements and efficiencies.
- Embrace sustainable practices in delivery of projects and services.
- Implementation of AssetWorks and other innovative applications will enhance quality and efficiency of services and maximize utilization of resources.





## FY20 Goals and Objectives

---

### Health and Safety

1. Provide a safe, secure, and efficient environment for all Public Works employees.
  - 1.1 Review current processes and work environments for safety enhancements
  - 1.2 Provide employee safety monitoring and measurements.

### Employee Development

1. Training and Development Opportunities
  - 1.1 Enable employees to be technically competent, innovative, and regionally recognized leaders in “what they do.”
  - 1.2 Develop on-the-job training to prepare employees for success and advancement within the department.
  - 1.3 Encourage participation in professional state, regional, and national technical committees and associations.
  - 1.4 Encourage licenses and certifications
  - 1.5 Encourage professional development opportunities for individuals.
2. Recruitment and Retention
  - 2.1 Develop recruitment techniques to attract the best candidates.
  - 2.2 Provide internships to develop students’ interest in Public Works.
  - 2.3 Promote a diverse workforce to reflect the community we serve.
3. Employee Performance
  - 3.1 Provide regular feedback opportunities on accomplishments and performance.
  - 3.2 Promote departmental values and standards of conduct by providing training and consistent employee discipline when appropriate.
4. Employee Recognition
  - 4.1 Support employee recognition activities.
  - 4.2 Encourage applications for awards and recognition of success by outside organizations.

### Levels of Service

1. Budget Management
  - 1.1 Prepare, implement, and manage annual budget, procurement, and accounting within the citywide timeline, policies, and procedures.
  - 1.2 Meet or exceed project management budget and schedule expectations while clearly collaborating with and communicating to stakeholders through successful project completion.
2. Transit
  - 2.1 Manage local transit options at an acceptable level, while planning for future enhancements.

- 2.2 Maintain a safe, efficient, cost effective, multi-modal transportation system that provides connectivity to the region, ease of movement into, within, and out of Surprise, and supports a high standard of community life.
3. Design and Construction Standards
  - 3.1 Promote quality design and construction standards, with responsive, collaborative, professional service to the community within the citywide timeline, policies, and procedures.
4. External Customers: Streets and Solid Waste
  - 4.1 Maintain citywide overall pavement condition index rating of good or excellent.
  - 4.2 Sweep all paved city streets at least 20 times per year to promote a safe, clean, and attractive community and enhance storm water and air quality.
  - 4.3 Manage weekly curbside trash and recycling collection at regionally competitive rates, while offering additional services such as bulk pick-up and household hazardous waste collection.
5. Internal Customers Fleet and Facilities
  - 5.1 Maintain an efficient and effective asset management program for fleet and facilities that balances life cycle maximization with exceptional customer service.

## Process Improvement

1. Project Delivery:
  - 1.1 Create a successful project delivery system to enhance the productivity of the department and encourage progressive process improvement in delivering effective and efficient services.
2. Continuous Improvement:
  - 2.1 Focus on continuous and incremental improvements to processes
3. Communication and Performance
  - 3.1 Ensure accountability of the management of city resources and communicate what we accomplish to City Manager, City Council, employees, other departments and agencies, and the public.
4. Asset Management:
  - 4.1 Develop an effective system to effectively manage all of our physical assets
5. Sustainability
  - 5.1 Develop and implement a plan to incorporate sustainable practices in all we do
6. Policies and Procedures
  - 6.1 Update and create comprehensive and effective policies and procedures which are consistent with American Public Works Association best practices and standards.