City of Gainesville
Public Works Department
Strategic Plan FY15-FY19
This plan aligns the Public Works efforts with the City Commission goals and objectives. It outlines the priorities over the next five year period to achieve excellence in service delivery and customer service while building and maintaining infrastructure to support the economic vitality, quality of living and resilience of the community.
MESSAGE FROM THE DIRECTOR

During our biennial strategic planning process we established a new vision for the department – *A model department creating sustainable, livable places*. Our mission remains the same *Manage and improve the city’s transportation, stormwater, and solid waste systems to enhance the quality of life for the Gainesville community.* Putting into practice our values *Diversity; Integrity; Responsibility; Environment; Community satisfaction; and Teamwork* will help us each day as we carry out our mission and guide us as we work towards our vision.

We described the organizational culture that is needed for us to succeed in realizing this vision:

- striving for excellence in all areas of service and at all levels of the organization, emphasizing the *4Cs Service Excellence Philosophy*;
- value and embrace diversity in employees and leadership styles that foster engagement and collaboration;
- value and recognize customer service and are responsive to all customers and to one another;
- value statements: honesty, trust, reliability, respect and transparency in all actions are entrenched in practice by all employees; and
- the work environment fosters collaboration – a safe environment for open, honest debate, where different points of view converge into unified solutions.

Each member of the PW team must understand our individual responsibility and role in ensuring our success in achieving this organizational culture. Only then will we be successful in achieving our vision and carrying out our mission each day.

Teresa Scott, P.E., PWLF
Director
The project which was substantially completed in 2014, restores (re-hydrates) over 1,300 acres of formerly impacted wetlands; attains regulatory water quality requirements for the City; and creates approximately 125 acres of high-quality wetland habitat open to the public as a nature study area. The project was built in collaboration with the Gainesville Regional Utilities. Opening to the public is scheduled for May 2015.
INTRODUCTION

The Public Works Department (PWD) is responsible for all transportation and stormwater services and infrastructure owned by the City of Gainesville. In addition, the department maintains and operates traffic signal infrastructure throughout Alachua County, and is responsible for selected facilities as determined by maintenance agreements with the County and the State of Florida. The department also provides solid waste and mosquito control services and coordinates closely with transit services. In FY15 PWD will employ 158.375 FTEs in 6 divisions, operating with a projected budget of $25.38 million funded by general fund (41%), the stormwater management utility fund (25%) and the solid waste fund (34%).¹

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.

This plan outlines the goals and objectives of the Public Works Department in fulfilling the City Commission’s vision outlined in the City’s Strategic Plan for FY15-FY16 and beyond, providing a path for continuous improvement.

¹ Transit projections for employment and operating budget not included.
Public Works Organization

Public Works is organized into five major functional areas: administration, engineering, planning, operations, solid waste and traffic operations; and provides oversight of transit.


**City’s Vision Statement:**
The City of Gainesville will set the standard of excellence for a top ten mid-sized America city recognized nationally as an innovative provider of high quality cost effective services.

**PW Vision:**
A model department creating sustainable, livable places.

**PW Mission:**
Manage and improve the city’s transportation, stormwater, and solid waste systems to enhance the quality of life for the Gainesville Community.

**PW Values:**

- **Diversity:** we recognize and embrace the community’s diversity to achieve our vision.
- **Integrity:** our actions demonstrate honesty, trustworthiness, reliability, and transparency.
- **Responsibility:** we provide effective and sustainable stewardship of the community’s assets and resources.
- **Environment:** we promote and protect the environment in the delivery of our services.
- **Community satisfaction:** we provide professional, ethical, reliable and courteous services in achieving our vision.
- **Teamwork:** we work together to achieve our vision.
ORGANIZATIONAL CULTURE

The department strives for excellence in all areas of service and at all levels of the organization, emphasizing the 4Cs Service Excellence Philosophy. Currently several practices and programs are recognized as models for other communities.

*Value and embrace diversity.* Public Works staff recognizes the value of diversity in employees and leadership styles that foster engagement and collaboration.

*Value and recognize good customer service.* Public Works staff is responsive to all customers and to one another.

*Value statements are entrenched in practice.* Public Works staff values honesty, trust, reliability, respect and transparency in all actions.

*The work environment fosters collaboration.* Public Works leadership provides a safe environment for open, honest debate, where different points of view converge into unified solutions.

VISION FOR GAINESVILLE 2030

*Gainesville will be a vibrant city in healthy economic, social, and environmental relationship with our region,*

*where we each live in safe and supportive community near recreation, wilderness, shopping, and our schools and jobs.*

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Public Works Strategic Plan, FY15-FY19
**Challenges**

The main challenges anticipated over the next 5-year period include staff transition and knowledge transfer associated with expected retirements; reduction in staffing levels; declining revenue sources for programs and services; and, increased demand for higher productivity and performance. In addition, compliance with federal and state mandates may also affect performance of objectives. Availability and implementation of new technologies will require extensive staff training.

**Opportunities**

Efforts should continue to improve communications at all levels of the organization and enhance staff engagement. Continue to seek alternative funding sources for projects and programs. Embrace sustainable practices in delivery of projects and services. Cityworks implementation and other innovative applications will enhance quality and efficiency of services and maximize utilization of resources.

**Accomplishments (FY13/FY14)**

*Completed capital projects:* Depot Stormwater Park; Paynes Prairie/Sweetwater Sheetflow; Sixth St Trail construction; NW 22nd St reconstruction; phase 2 of Depot Ave reconstruction; SW 16th Ave reconstruction; and, the Main St lighting project.

*Facilitated the development review process:* reviewed 171 development applications and monitored the construction of privately funded road projects such as Hull Rd and SW 38th Ter. and the realignment and reconstruction of NW 23rd St. between US 441 and NW 34th St.

*Implemented strategies to improve multimodal mobility and safety:* installed a bike box, bike boulevards, and neighborhood connectors; installed and/or retrofitted 174 access ramps to meet current ADA standards; installed approximately 2 miles of sidewalks; repaved 7 miles of roadways.

*Reduced congestion and increased safety of transportation system:* efficiently managed 271 incidents with the Traffic Management System; replaced 1,091 traffic signs to meet current retro-reflectivity standards; and conducted preventative maintenance of 89 traffic signal overhead structures.

*Protected the environment:* collected an average of 26,500 tons of recyclable materials per year; swept an average of 17,000 curb miles per year improving water quality; and converted 113 street light fixtures to LED to reduce energy consumption.
Goals & Objectives

(1 – 5 years)
A. Operation and Maintenance of Assets

Public Works maintains and operates public infrastructure systems for transportation and stormwater. Effective maintenance of assets is critical to reduce system failures, to control costs and to maximize allocation and utilization of resources, resulting in higher productivity and improved service delivery.

Objectives are tied to the City Commission strategic goals of Governance to ‘measure and improve the cost-effectiveness of government services’, Environment & Energy to ‘protect and sustain our natural environment and address future energy needs’ and Infrastructure & Transportation to ‘invest in community infrastructure and continue to enhance the transportation network and systems’.

DEPOT PARK STORMWATER BASIN

The stormwater basin is the focus piece of a new park site and provides stormwater treatment for the downtown area enabling redevelopment efforts. The project was developed as a collaborative brownfield redevelopment effort between several local agencies with substantial completion in 2015.
**Operation & Maintenance Objectives:**

1. **Develop operational/maintenance plan for resource needs with each project (private & public)**
   - 1.1. Complete GIS inventory of all infrastructure
   - 1.2. Develop cost per unit by maintenance/operation type
   - 1.3. Establish review/approval aspects during project development to ensure maintenance/operation resources are identified before construction
   - 1.4. Develop budget needs plan for assuming maintenance and operation responsibility for external agency projects (i.e., CRA, FDOT)

2. **Conduct an operational assessment**
   - 2.1. Develop communication plan and tools to keep employees informed
   - 2.2. Conduct teambuilding and leadership training sessions at all levels of the organization

3. **Effective delivery of services**
   - 3.1. Maximize utilization of resources
     - 3.1.1. Implement Cityworks
     - 3.1.2. Monthly reports to track utility usage and monitor revenues and expenditures of the enterprise funds
   - 3.2. Enhance collaboration between divisions and at all levels of the organization
   - 3.3. Ensure stakeholder involvement
   - 3.4. Develop procedures/practices for gathering, evaluating and implementing innovative ideas
   - 3.5. Maintain accreditation through the American Public Works Association
   - 3.6. Develop and implement a Records Management System including digitization of maps and plans
   - 3.7. Develop and implement protocols for project management
   - 3.8. Coordinate with land development to ensure provision of adequate infrastructure and services
   - 3.9. Acquire equipment needed for construction crew and maintenance facility

4. **Enhance the operation and maintenance of existing infrastructure**
   - 4.1. Develop a written daily maintenance and operation plan as well as a long-range plan for the parking garage infrastructure and operating systems
   - 4.2. Develop budget plan for current unfunded maintenance requirements such as the painting of brick-textured crosswalks
   - 4.3. Complete the Traffic Management System implementation and explore partnership options for regional expansion
   - 4.4. Implement use of Transit Signal Priority along a state highway corridor
   - 4.5. Market the parking garage to maximize daytime usage
   - 4.6. Achieve compliance with MUTCD by 2018
B. Safety

Public Works maintains a safe and accessible transportation system for all users, seeking to reduce the incidence of crashes resulting in deaths or serious injuries. Public Works will continue to serve as first responder to emergencies together with Police and Fire Rescue. Public Works will provide a work environment that promotes safety.

Objectives are tied to the City Commission strategic goals of Public Safety to ‘maintain a safe and healthy community in which to live’ and Infrastructure & Transportation to ‘invest in community infrastructure and continue to enhance the transportation network and systems’.

SIXTH STREET RAIL TRAIL

The Sixth Street Rail Trail was a high priority project to enhance connectivity of the trail system, provide a safe alternative for commuters and expand recreational opportunities. The project was developed in collaboration with the Florida Department of Transportation and the University of Florida. Construction was completed in late 2014; landscaping is programmed for 2015.
SAFETY OBJECTIVES:

1. **Decrease incidence of crashes resulting in death or serious injuries of vulnerable road users by 5% by FY19, compared to FY14**
   
   1.1. Projects are designed to accommodate the needs of all users
   1.2. Annual crash rates for vulnerable users are monitored and hot spots evaluated for implementation of solutions
   1.3. Funding sources are identified
   1.4. Lead efforts for implementation of a robust traffic safety education program

2. **Provide an accident-free work environment**
   
   2.1. Workforce development through training to ensure awareness and compliance with safety rules and regulations
   2.2. The Public Works Safety Team will continue to review incidents and provide guidance, encouragement and incentives to prevent reoccurrence.
   2.3. Job sites are properly secured to ensure safety of workers and the public

3. **Respond to emergency events**
   
   3.1. All workforce is trained and certified through the National Incident Management System (NIMS) as appropriate
   3.2. Designated staff serves on incident command post with GPD and GFR

4. **Conduct outreach**
   
   4.1. Use various media platforms to conduct public outreach
   4.2. Coordinate with other agencies and departments as needed to facilitate distribution and access to information
C. Quality of Life

Public Works programs and services are essential to maintain and enhance the quality of life of the community, enabling and supporting placemaking efforts. Through partnerships and coordination with key stakeholders projects and program are developed and implemented using sustainable practices that preserve the environment, promote the safety and comfort of the public, and positions the City to achieve its economic development goals.

Objectives are tied to the City Commission strategic goals of Quality of Life to ‘improve the quality of life in our neighborhoods for the benefits of all residents’, Environment & Energy to ‘protect and sustain our natural environment and address future energy needs’ and Infrastructure & Transportation to ‘invest in community infrastructure and continue to enhance the transportation network and systems’.

DEPOT AVENUE AT SW 11TH STREET

The innovative roundabout design implemented in late 2014 replaced a traffic signal at the intersection improving operational efficiency reducing delays and addressing safety concerns. The roundabout is part of a major corridor reconstruction project to upgrade a two-lane roadway to current standards, including complete streets elements and advancing the City’s economic redevelopment goals. Landscaping programmed.
Quality of Life Objectives:

1. Protect the environment
   1.1. Protect water quality by managing the NPDES program
   1.2. Reduce carbon emissions by enforcing anti-idling policy in all PW vehicles
   1.3. Reduce energy consumption in street lighting by evaluating and implementing alternative fixtures such as LED lighting
   1.4. Develop a clean-up plan for the old Materials Storage Facility property

2. Reduce waste
   2.1. Achieve 75% recycling goal by 2020
   2.2. Develop a Food Scrap Recycling program
   2.3. Provide public recycling where City provides public trash containers
   2.4. Review all ordinances to provide more incentive to increase recycling and reduce solid waste at the source
   2.5. Develop plan to increase reuse of materials in operations and projects
   2.6. Further develop partnership with Alachua County to ensure effective and sustainable solid waste management practices in the future

3. Promote transportation choices
   3.1. Reduce average commute times through efficiencies gained through the Traffic Management System
   3.2. Develop and implement strategies to facilitate integration of modes
   3.3. Continue to expand the bicycle and pedestrian network

4. Provide infrastructure that supports economic development
   4.1. Work with land developers and other stakeholders to ensure infrastructure needs are met to support increased densities and redevelopment
   4.2. Coordinate with other departments such as Parks & Recreation to ensure inclusion of elements that serve multiple goals in effective manner
D. STRENGTHENING OF WORK ENVIRONMENT

Public Works promotes a healthy work environment that values diversity and considers employees as the most valuable asset. Public Works embraces the 4Cs and encourages excellence in internal and external customer service. Staff is encouraged and empowered to seek and implement innovative and cost-effective solutions. Investments in staff development and engagement result in increased productivity and effectiveness in the delivery of services.

Objectives are tied to the City Commission strategic goals of Human Potential to ‘assist every person to reach their true potential’.

2015 ROADEO EVENT

Public Works staff gathers to celebrate Public Works Week, testing skills with different heavy equipment and competing for a chance to participate at the State level competition during the annual Roadeo event.
WORK ENVIRONMENT OBJECTIVES:

1. Develop the workforce
   1.1. Provide training to enhance and expand skill sets, including use of technology, effective delegation and decision-making skills
   1.2. Provide mentoring and shadowing opportunities to increase information exchange and provide opportunities for growth
   1.3. Establish clear expectations and accountability
   1.4. Develop an effective staffing succession plan

2. Continue to promote diversity and equality
   2.1. Raise awareness of the value of diversity at all levels of the organization
   2.2. Expand applicant pools
   2.3. Increase opportunities for DBEs through purchasing

3. Achieve the organizational culture
   3.1. Celebrate and communicate our successes and achievements, both internally and externally
   3.2. Hold periodic leadership meetings to monitor progress
   3.3. Develop open, flexible work space where appropriate
   3.4. Ensure a hospitable work environment
   3.5. Encourage employee appreciation at all levels of the organization
Goals & Objectives

(5 – 10 years)
LONG TERM OBJECTIVES

Public Works will continue to seek opportunities to enhance the levels of service to the community, staying abreast of best practices and current technologies.

Long-term objectives include:

1. Conversion of all street lights to LED
2. Fully fund infrastructure maintenance, operation and replacement
3. Develop a sustainable fleet replacement program
4. Monitor effectiveness of traffic management system in reducing carbon emissions