

# City of Reedley

Public Works Department

# STRATEGIC PLAN

2015-2017



# City of Reedley Public Works **Strategic Plan**

## *Director's Message*

*March 2015*



The City of Reedley Public Works Department is dedicated to maintaining and improving the quality of life in the City of Reedley. The strategic planning process provides a baseline of where the department is, where it should be in the future and a strategy on how to get there.

The strategic plan provides a basis for monitoring progress, assessing results and the impacts toward reaching the desired outcome. The plan ensures that the department is allocating its resources including funding, and people in a proper and appropriate fashion. Our citizens need us to be proactive leaders. We need to be revolutionary in our thinking in how to deliver services and projects while the environment in which we work continues to become more complex. Given the political and environmental constraints we face, we need extraordinary efforts to succeed.

This plan is a coordinated effort between myself and department supervisors, all whom have diligently worked many hours above and beyond their normal duties to participate in the plan.

Two years from now, it will be time to revisit this plan, to examine our efforts and make refinements. We are a department that prides itself on being able to adjust to changing circumstances and priorities. Our strategic plan is grounded in a timeless commitment to provide superior service, but reflects an ongoing determination to learn, change, and improve.

A handwritten signature in black ink, appearing to read "Russ Robertson".

Russ Robertson, Director  
City of Reedley Public Works

## **Who we are:**

The City of Reedley Public Works Department is comprised of 8 divisions and 49 employees. The divisions include Street Maintenance/Electrical, Fleet Maintenance, Parks Maintenance, Building Maintenance, LLMD Maintenance, Solid Waste Disposal, Water and Waste Water. The Department also provides staff oversight to the Downtown Streetscape Committee, ADA Transition Plan, Annual Storm Water Management Plan, and 44 contracts and agreements.

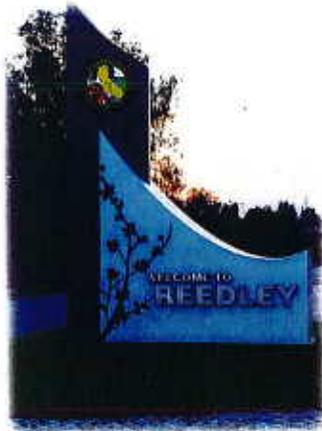
# City of Reedley Public Works

## Mission:

The mission of the Public Works Department of the City of Reedley is to continually provide effective and efficient essential services to the public. This includes safe drinking water, environmentally sound wastewater collection and treatment, storm water management, solid waste collection, recycling and disposal, fleet maintenance, and safe well managed streets, parks, and public facilities.

## Vision:

The City of Reedley Public Works Department strives to build community confidence by providing quality services to its citizens in a safe, responsive, and cost effective manner. We are dedicated to the pursuit of new technologies and innovations that result in service improvements that enhance the quality of life for our residents. We continue to expand our commitment to meet the challenges of the future, yet maintain and enhance the historic integrity of our community.



## Values:

- ❖ **Safety** –Protecting the health and well being of the public and our employees is our top priority.
- ❖ **Professionalism** –Exhibiting high standards of expertise and performance.
- ❖ **Integrity** –Strictly adhering to a code of ethics and adopted values.
- ❖ **Accountability** –Taking responsibility for our actions and their results.
- ❖ **Dedication** –Fully committed to the purpose and mission of the department.
- ❖ **Respect** –Showing compassion, sensitivity, and appreciation for others in the community and work environment.
- ❖ **Innovation** –Solving problems through innovative and original means.
- ❖ **Environmental Stewardship** –Enriching the quality of life through the protection and enhancement of our natural resources.

# Strategic Goals and Objectives

## S.W.O.T Analysis

### Strengths

Leadership  
Teamwork  
Workmanship  
Quality Customer Service  
Dedicated Staff  
Community and Neighboring Relationships

### Weaknesses

Staffing Levels  
Aging Infrastructure  
Aging Equipment  
Lack of Performance Data  
Public Works Facilities  
Fiscal Resources

### Opportunities

Available Technologies  
Operational Training  
Grants  
Central Valley Transportation Center  
Improve Work Order Tracking  
Partnerships

### Threats

Unfunded Mandates  
Environmental Constraints  
New Regulations  
Budgetary Constraints  
Outdated Technology  
Increasing Maint. & Procurement Costs



## Strategic Goals and Objectives:

- Responsible stewardship of public funds
- Safe, efficient, and responsible operations
- Environmental stewardship
- Public education/awareness
- Meet state mandated goals
- Sustain high level of customer service
- Preventive maintenance of infrastructure
- Explore new technology and efficiencies
- Increase partnerships and foster an engaged community

# 2015-2017 Strategic Plan Action Items

		Division											
		Street Maintenance	Parks Maintenance	Water	Sewer	Solid Waste	LLMD	Building Maintenance	Fleet Maintenance				
<b>G</b>	Responsible stewardship of public funds												
<b>O</b>	Safe, efficient, and responsible operations												
<b>A</b>	Environmental stewardship												
<b>L</b>	Public Education and awareness												
<b>S</b>	Meet state mandated goals and requirements												
	Explore new technology and efficiencies												
	Improve City facilities and equipment												
	Maintain a desirable quality of life												
EFFORTS / PROJECTS		TIMELINE											
1.	Develop and implement a data base for street tree inventory - GPS / photo	Jul-16	▲	▲									
2.	Procure all necessary equipment for right of way signage fabrication	Jun-15	▲	▲	▲	▲	▲	▲	▲	▲			
3.	Upgrade City plans and specs related to streets and landscape	Jan-16	▲	▲	▲	▲	▲	▲	▲	▲			
4.	Implement proper training and procedures for sign fabrication	Aug-15	▲	▲	▲	▲	▲	▲	▲	▲			
5.	Manning Ave. median improvements	Aug-15	▲	▲									
6.	City entrance beautification project	Jun-16	▲	▲									
7.	Complete right of way signage digital inventory	Jan-17	▲	▲	▲	▲	▲	▲	▲	▲			
8.	Implement playground equipment maintenance inspection program	Jul-16	▲	▲	▲	▲	▲	▲	▲	▲			
9.	Expand Rail to Trail maintenance plan to include extension to Sports Park	Jul-15	▲	▲									
10.	Implement high efficiency washing machine rebate program	Feb.-16			▲	▲	▲	▲	▲	▲			
11.	Implement water valve exercising program	Apr-16	▲	▲									
12.	Research and implement NPDES permit mandate for water division	Jun-15	▲	▲									
13.	Implement GAC vessel maintenance and media replacement program	Jun-15	▲	▲									
14.	Downtown water tower master plan	Jul-15	▲	▲	▲	▲	▲	▲	▲	▲			
15.	Install 24 hour chlorine monitoring	Jun-16	▲	▲									
16.	Install 24 hour well production monitoring (flow meters)	Dec-15	▲	▲	▲	▲	▲	▲	▲	▲			
17.	Water conservation public information program	on-going	▲	▲	▲	▲	▲	▲	▲	▲			
18.	AWWA training for water division staff	Jun-15	▲	▲	▲	▲	▲	▲	▲	▲			
19.	Abandon water service wells #6, #8, and #9	Dec-15	▲	▲	▲	▲	▲	▲	▲	▲			
20.	Well #10 VFD upgrade	Feb-16	▲	▲	▲	▲	▲	▲	▲	▲			
21.	Upgrade City plans & specs for water infrastructure	Jun-16	▲	▲									
22.	Research and implement Sports Park water tower maintenance program	Jun-15	▲	▲									
23.	Implement sewer collection CCTV program	Apr-15	▲	▲	▲	▲	▲	▲	▲	▲			
24.	Evaluate and upgrade waste water lift stations	Dec-15	▲	▲	▲	▲	▲	▲	▲	▲			
25.	Feasibility study to implement waste water recycling program	Apr-16	▲	▲	▲	▲	▲	▲	▲	▲			
26.	Install influent pump station pump crane	Dec-17	▲	▲	▲	▲	▲	▲	▲	▲			
27.	Lift station contingency plan update	Jul-15	▲	▲									
28.	Evaluate influent pump efficiency and replacement program	Jul-15	▲	▲	▲	▲	▲	▲	▲	▲			
29.	Expand FOG program public outreach efforts	Jun-16	▲	▲	▲	▲	▲	▲	▲	▲			
30.	WWTP contingency plan update - necessary equipment	Feb-16	▲	▲	▲	▲	▲	▲	▲	▲			
31.	Install safety mechanisms throughout WWTP to safe-guard equip. & operations	Jul-15	▲	▲									
32.	Begin phase 1 of radio frequency identification tagging for brown disposal cans	Jun-15	▲	▲									
33.	Reorganize the routing plan for refuse trucks	Jun-16	▲	▲									
34.	Research household hazardous waste drop-off options for City residents	Mar-15	▲	▲	▲	▲	▲	▲	▲	▲			
35.	Complete audit of solid waste commercial accounts for accuracy and efficiency	Aug-15	▲										
36.	Research organics disposal plan as mandated by the State	Jul-16	▲		▲	▲	▲	▲	▲	▲			
37.	Complete implementation of the AB 341 plan	Jul-15	▲										
38.	Implement plant/tree replacement plan for Landscape/Lighting Districts	Jul-15	▲	▲									
39.	Implement tire efficiency and longevity procurement program	Apr-15	▲	▲	▲	▲	▲	▲	▲	▲			
40.	Implement vehicle and equipment replacement cost analysis plan	Jun-15	▲	▲	▲	▲	▲	▲	▲	▲			
41.	SCADA master plan implementation	Dec-15	▲	▲	▲	▲	▲	▲	▲	▲			
42.	Complete off-site work and utility stub outs for the Central Valley Trans. Center	Jun-15	▲	▲	▲	▲	▲	▲	▲	▲			
43.	Complete design and architectural plan for the PW portion of the CVTC	Feb-16	▲	▲	▲	▲	▲	▲	▲	▲			
44.	Research funding options for moving operations to the Cen.Valley Trans. Center	Jul-15	▲	▲	▲	▲	▲	▲	▲	▲			
45.	Update emergency preparedness plan	Jan-16	▲	▲	▲	▲	▲	▲	▲	▲			
46.	Research digital work order and customer service software	Aug-15	▲	▲	▲	▲	▲	▲	▲	▲			
47.	Update the Public Works Department web pages to better inform the public	Sep-15	▲	▲	▲	▲	▲	▲	▲	▲			
48.	Complete the transfer all Public Works documents to the Z drive	Dec-15	▲	▲	▲	▲	▲	▲	▲	▲			
49.	Integrate Public Works assets into GIS	Jan-17	▲	▲	▲	▲	▲	▲	▲	▲			