



# PUBLIC WORKS STRATEGIC PLAN

## FY 2024-2025

City of Buckeye Public Works | 23454 W. MC Highway 85 | Buckeye, AZ 85326  
[www.buckeyeaz.gov/publicworks](http://www.buckeyeaz.gov/publicworks)

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## Introduction

The City of Buckeye uses performance metrics in the development of its operating budget. The Public Works Department has placed an emphasis on employing performance metrics to help manage its diverse operations.

The American Public Works Association (APWA) accreditation process was identified as a framework for systematically reviewing the operational practices and organization of the Buckeye Public Works Department. This process is directly related to the development of performance measures and the use of this information to optimize operations.

The self-assessment phase of APWA's accreditation process documents the current practices and procedures of the department and allows for thoughtful review and improvement of defined practices. One important step in the accreditation process is the preparation of a formal strategic plan. The department was successful in obtaining the APWA Accreditation in its first attempt and received the acknowledgement on September 15, 2023.

The City of Buckeye is committed to providing the best quality of life for our residents. A place they can be proud of while raising a family, working close to home, and enjoying our unique amenities. Meeting these goals requires strategic planning and input from City Council, employees, and its residents. This plan would not have been possible without the valuable input and strong leadership of the Public Works Department. This plan serves as a visionary document which staff will review and update as needed.

Public Works' Strategic Plan focuses on the following Public Works' divisions:

- Administration
- Environmental
- Facilities
- Fleet
- Street Operations

Each of these focus areas have measurable activities ensuring the department stays on track by delivering deliberate, smart, and sustainable choices for the future of Buckeye and achieve our mission of being the best City of choice for businesses, residents, and employees.

## City Council Goals

### Fiscal Responsibility

The city of Buckeye aspires to implement innovative and responsible policies and business practices to effectively manage its fiscal and human resources. The city aspires to maintain a stable, transparent, forward-looking fiscal condition that provides an outstanding quality of life for our residents. Business practices should be efficient, business friendly, and ensure exceptional customer service to all stakeholders and residents.

1. Demonstrate fiscal responsibility through established financial policies, budgeting practices and financial standards that meet the excellence requirements and benchmarks for financial reporting established by the Governmental Finance Officer Association (GFOA) and the Government

Accounting Standards Board (GASB). Ensure that this information is readily available and transparent to all residents and stakeholders.

2. Implement business processes and operational efficiencies to streamline the cost of government including the examination and identification of cost of services and cost recovery policies.
3. Implement financial initiatives that allows the city to proactively recruit, plan for, maximize, and retain top human resources.
4. Implement innovative technology initiatives to support city business processes, customer service and encourage private development investment.
5. Create and pursue opportunities for collaboration and regional partnerships to maximize resources and address regional issues.
6. Implement and seek diverse revenue sources that withstand and adapt to changing economic conditions.

### Economic Growth

The city of Buckeye aspires to seek diverse, high-quality, and enhanced development that supports the community's economic sustainability and fosters growth and development. Business investment should be fostered through streamlined processes, technology, and on-going partnerships and relationships.

1. Ensure development services are continually streamlined, efficient, customer-focused and responsive to support new growth, local economic development, and the long-term success of existing local businesses.
2. Continually update and refine a long-range planning that incorporates resident and stakeholder input to provide a road map for community design, strategic economic development, infrastructure, and budget planning.
3. Focus on strategic and targeted economic development pursuits that strive to increase local jobs, generate additional revenues, and support the needs of a growing community.
4. Nurture and support existing businesses and entrepreneurial efforts in the city.
5. Employ economic development strategies, including development agreements that invest in public amenities and infrastructure to enhance our quality of life and thereby drive economic growth.
6. Promote balanced housing development that targets a wide variety of options (e.g., types, price ranges, sizes, ownership/rental, and styles) through strategic partnerships and enhanced ordinances/policies.

### Innovative and High-Performing Organization

The city of Buckeye should update programs and policies that create a healthy, safe, inclusive, and sustainable workplace. The city aspires to be the employer of choice, by providing a culture and working environment and benefits to attract and retain a workforce that is committed to providing outstanding service to its residents at an exceptional value for their tax dollars.

1. Establish clear management expectations for all employees and volunteers of the city.
2. Develop initiatives to improve communication and transparency for city employees.
3. Create and maintain a culture of ownership by empowering employees to make decisions. Ensure employees have the necessary intellectual and physical resources to perform their jobs and provide excellent customer service efficiently and effectively.

4. Implement programs and develop projects that create a professional, safe, value-oriented, accountable, and responsive work environment with opportunities for education, advancement, and job fulfillment.
5. Implement and evaluate opportunities to foster employee engagement in meaningful ways that strengthen internal relationships while celebrating accomplishments.

### Safe and Sustainable Quality of Life

The city of Buckeye will continue providing programs, gathering places, and events where the community can come together to participate in opportunities of learning and recreation. Sustainable relationships with the community should be cultivated through resident engagement, outstanding customer service, and clear, accessible communication. We aim to protect our community's history and environment for future generations. The city aspires to implement programs and projects that create a healthy, safe, and sustainable environment that provide residents with opportunities for an engaged, healthy, and active lifestyle.

1. Preserve and enhance the historic and cultural identify/resources that reflect the values and traditions of our community. We support and promote cultural activities that reflect our historic legacy.
2. Support and create partnerships with public/private educational institutions and local school leadership. Provide multi-generational development programs and recreational opportunities.
3. Create an enhanced connection with neighborhoods throughout the city through focused outreach and strategic utilization of various communication methods. We should celebrate our accomplishments through focused outreach to residents.
4. Promote public safety process improvements and innovative programs that ensure a safe community.
5. Foster and support initiatives and evaluate community policies, programs, gathering places, and events that promote healthy and quality lifestyles for our diverse community.
6. Foster citywide "open space" initiatives, policies and city codes that support a clean, well-maintained, and sustainable community.
7. Promote and implement sustainable water management policies and practices.

### Infrastructure

The city of Buckeye should strategically plan, implement, and maintain current and future infrastructure and facilities to support the community's quality of life, economic viability, and protection of the environment.

1. Establish routine and industry best practice maintenance guidelines to monitor the efficiency and operability of current below- and above-grade infrastructure and facilities.
2. Identify programs, technologies, or resources to compliment current operational practices that ensure the sustainability of existing infrastructure and facilities.
3. Establish long-term planning, prioritization and investment strategies for future infrastructure and facilities that improve the quality of life for residents while being financially sustainable.

### Government Organization

The City operates under a council-manager form of government. The seven-member City Council consists of six members elected by district to serve staggered, four-year terms. The Mayor is elected at-large for a four-year term and serves as a voting member of the Council. All City elections are non-

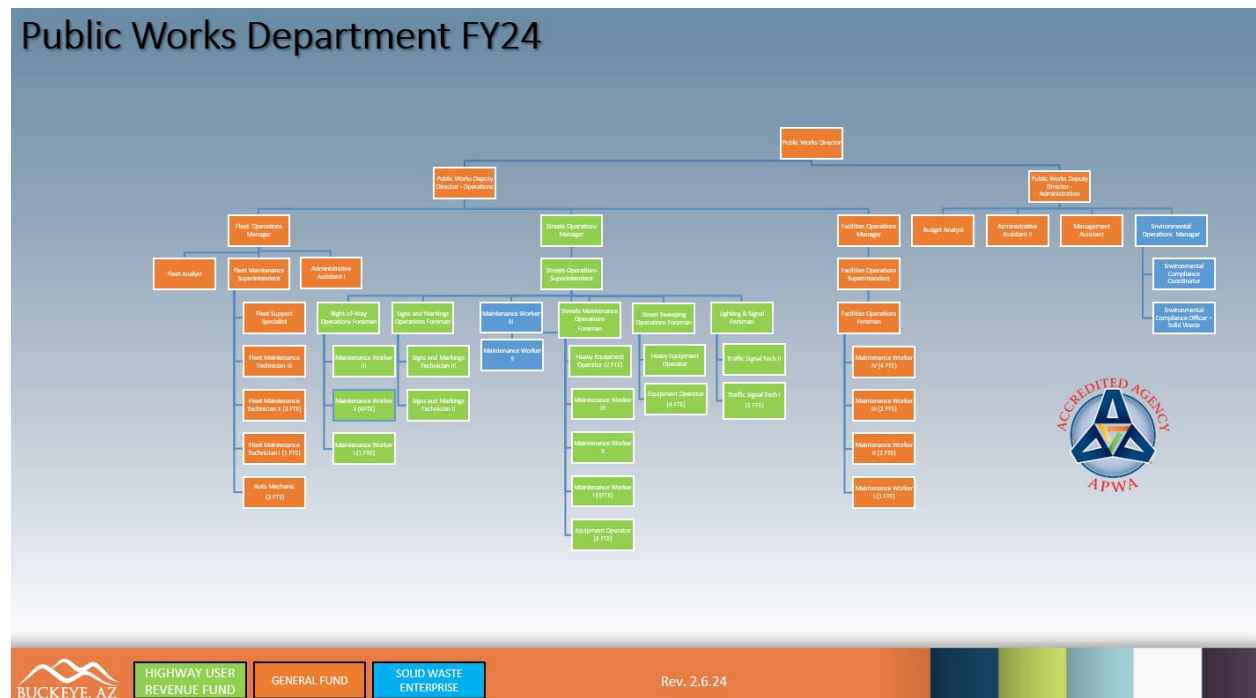
partisan. The City Council is responsible for passing ordinances, adopting the budget, appointing members of commissions and hiring the City Manager.

The City Manager carries out policies and ordinances of the City Council, oversees the day-to-day operations of the City and appoints the various department heads. The City Manager and Deputy City Managers have various departments under their direct report.

### Public Works Department

The Public Works Department employs 68 full-time employees and has an annual operating budget of \$35m. The department is organized into the following divisions:

1. Administration
2. Environmental
3. Facilities
4. Fleet
5. Streets



### Mission

Support the City by providing quality infrastructure management and maintenance in an efficient and responsive manner while being good stewards of City resources.

### Vision

Be the premier Public Works service organization in the Phoenix Metro Valley; one after which others will strive to model themselves.



## Guiding Principles

- Public Works is recognized as a diverse professional team of hard-working men and women who take extraordinary pride in their work
- Maintain relevance to our community
- Value “extra efforts” to delight the customer
- Value teamwork and partnering with other departments and organizations
- Always be the best source of information
- Never allow a customer request to go unanswered
- Value the importance of the individual employee to make a difference
- Value the opportunity for growth, advancement, recognition, and achievement for each member of the Public Works Team

## Administration Division

The Administrative Division provides overall direction, management, support and administrative services for the Public Works department. This division ensures quality and consistent customer service for each of the department’s programs.

## Environmental Division

The Environmental Division operates the following City-wide programs:

1. Residential solid waste collection and disposal (includes trash, recycling, bulk, and household hazardous waste)
2. City solid waste and recycling collection and disposal
3. City’s Air Quality Permit (reports to Maricopa County)
4. City’s street sweeping program
5. City’s Stormwater Permit (reports to Arizona Department of Environmental Quality)
6. Public Works’ educational outreach programs

## Fleet Operations and Maintenance Division

The Fleet Operations and Maintenance Division provides fleet administration and maintenance activities and services to all City Departments, maintaining over 700 assets. This division manages the fleet replacement reserve, an internal services fund providing replacement of equipment to all operating divisions of the City including enterprise and special revenue funds. Fleet maintains the City’s fueling operations at various fueling centers throughout Buckeye.

## Streets Maintenance Division

The Streets Operations Division is a two-fold division responsible for a special revenue account, the Highway User Revenue Fund (HURF) and is responsible for the maintenance and sweeping of over 1,000 linear miles of roadway, over 10,000 streetlights, 32 signaled traffic intersections, over 18,000 street signs, roadway striping, sidewalks, curbs and gutters, and rights-of-way.

Staff strives to provide superior municipal services that offer proactive infrastructure improvement and maintenance while enhancing the quality of life for the community in a safe and sound manner, while being good stewards of resources. This division partners with Public Safety during emergency response, manages the City’s pavement management program and assists with City facility parking lot maintenance.

## Facilities Division

The Facilities Division manages the City's facilities including maintenance services for over 50 buildings at just over 500,000 SF. In 2024, we will add over 100,000 SF of building maintenance services. Facilities oversees the City's janitorial contract, maintains all HVAC units, the City's Aquatic Center, plumbing, LED building lighting conversions, and city-wide entomology services. This division provides landscaping and maintenance for the Buckeye Park and Ride and several other City buildings and assets. This division ensures all facilities are in peak performance to provide a comfortable working environmental for City staff as well as citizens and visitors.

## FY23 Performance Spotlight

### Administration

Received the American Public Works Association (APWA) Public Works Accreditation! Public Works is the 6<sup>th</sup> Agency in the State of Arizona and 195<sup>th</sup> organization since the program's inception to receive this prestigious designation across North America.

This accreditation formally verifies and recognizes that the agency is in full compliance with the recommended management practices set forth in APWA's Public Works Management Practices Manual.

Open to all governmental agencies with responsibilities for public works functions, initial accreditation from APWA is for a four-year period, during which time semi-annual updates will be required to demonstrate continuing compliance. After that time, there is a re-accreditation process that builds on the original accreditation, encouraging continuous improvement and compliance with newly identified practices.

The purpose of accreditation is to promote excellence in the operation and management of a public works agency, its programs, and its employees. Accreditation is designed to assist the agency in the continuous improvement of operations and management, and in providing a valid and objective evaluation of agency programs as a service to the public and the profession.

### Facilities

- Remodeled various departmental office spaces to accommodate continued growth.
- Continued LED lighting conversions throughout City buildings to increase energy efficiency.
- Installed HVAC units to maintain efficient building heating and cooling
- Refreshed paint and carpet throughout various buildings
- Maintains the City's Park and Ride

### Environmental Services

- Recognized by Maricopa County Air Quality (MCAQ) for accomplishments of the operation of the City's Travel Reduction Program
- Recognized by the Arizona Department of Environmental Quality (ADEQ) for Stormwater Quality Program requirements
- Established and continues to maintain the Phase 2 Stormwater Coalition to encourage regional information sharing and cohesiveness



- Formalized successful residential solid waste audit projects helping educate residents on how to properly dispose of solid waste to keep Buckeye sustainable
- Operates one of the best household hazardous waste drop-off programs in the state
- Worked alongside Bureau of Reclamation, City Engineering and Development Services Departments to develop a Low Impact Design (LID) manual. The LID Manual provides guidance to development community to help protect natural resources during the development process

### Fleet Operations

- Recognized as one of the “Best 100 Fleets in North America”
- Fleet Operations Manager and Fleet Superintendent serve on various local and national boards to provide a voice to improve municipal fleet operations nationwide
- Certified ASE Blue Seal shop
- Manages City’s fueling operations

### Streets Maintenance

- TransMap completed inventory of City’s assets including pavement, right-of-way, sidewalks, curb and gutter, traffic signs and markings
- Received a grant from the Maricopa Association of Governments (MAG) for a street sweeper to assist with air quality regulation requirements
- Worked alongside contractors to perform pavement maintenance activities
- Continue to convert high pressure sodium (HPS) street lighting to LED
- Oversee maintenance of over 1,000 pavement lane miles and connecting rights-of-way

### Strategic Objectives and Goals

- Provide efficient facility and fleet maintenance services to maximize City assets
- Oversee and accomplish roadway infrastructure projects to improve or maintain safety and accessibility. Provide effective movement to the traveling public with adequate and well-maintained roadways by maintaining high customer service, proactive maintenance, and innovate solutions to limited resources.
- Provide exceptional customer service to solid waste customers, exceeding their expectations. Remain current in education methods to engage customers in solid waste service requirements and environmental health
- Promote a clean and sustainable community through solid waste disposal, understanding pollution, and action to care for our living areas
- Become a Ford Factory Authorized Warranty provider
- Implementation of an asset management and work order system
- Seek grant funding to help the department improve maintenance activities to keep Buckeye clean and sustainable now and for future generations