

# **PUBLIC WORKS GOALS AND INITIATIVES 2010**

## **INTRODUCTION**

The Allegheny County Department of Public Works is the proud caretaker of the County's infrastructure that includes more than 820 lane miles of roads, 522 bridges and culverts, a 12,000-acre park system, 45 major buildings and many other structures and buildings. To ensure that we provide the highest quality services in an efficient, timely and cost-effective manner, the Department completed a comprehensive analysis of its operations and management practices as part of its accreditation process. The Department achieved accreditation by the American Public Works Association making us the first in Pennsylvania and the 46<sup>th</sup> in North America to have earned this prestigious award.

## **EXECUTIVE SUMMARY**

The Public Works Department is strongly influenced by social, economic, and political forces on the Federal, State, and local levels. In order to effectively carry out our mission and provide exemplary service to the community, the Public Works Department must anticipate and respond to these forces. Some of the primary forces acting on the Department are:

- Customer service/response
- Deteriorating infrastructure/maintenance of existing infrastructure
- Transportation systems improvements
- Inability to replace critical equipment in a timely manner
- Limitations on resources
- Competing needs and programs
- Personnel/human resources/labor relations
- Minority, Women and Disadvantaged Business Enterprise Program requirements
- Technology/information
- Economic development and the demands on service it makes
- Council/citizen/employee involvement
- Federal , state and local regulatory requirements
- Need for greater customer awareness of the Department's capabilities
- Need to balance basic services provisions against competing needs

## **MISSION STATEMENT**

We, the employees of the Allegheny County Department of Public Works, are committed to providing the citizens of this County with world-class infrastructure, maintenance and engineering services that are efficient, effective, responsive and responsible. We are dedicated to our vision and core values.

## **VISION STATEMENT**

Commitment to our mission enhances the quality of life, promotes economic prosperity, and improves mobility for the citizens of Allegheny County. As a recognized public works leader, we strive to continuously improve our operations in order to provide a safe and sustainable environment.

**PUBLIC WORKS  
GOALS AND INITIATIVES 2010 (continued)**

**CORE VALUES AND OPERATING PRINCIPLES**

- **Customer Service** – We measure the quality of our services by the satisfaction of those we serve.
- **Excellence** – We aim to excel in all that we do and continually strive to do better.
- **Teamwork** – We build organizational strength through cooperation and collaboration with others.
- **Integrity** – We dedicate ourselves to the highest levels of ethical and professional conduct in serving our customers and working with others.
- **Accountability** – We are personally responsible and accountable for “doing what we were hired to do.”
- **Selflessness** – We do whatever it takes to get the job done.
- **Diversity** – We respect and value the differences of others and realize that taking diversity into consideration leads to cohesiveness and unity.
- **Innovation** – We accept change as an opportunity to find better ways to accomplish our mission.
- **Adaptability** – We are open and flexible to changing priorities, strategies, procedures and methods.
- **Commitment** – We are dedicated to the delivery of high-quality and responsive services.

**DIVISIONAL OVERVIEW**

The success of the Allegheny County Department of Public Works as a whole is a direct result of partnerships among its Divisions, the unselfish desire to contribute, and the diverse talent and qualifications of respective staff. The Department is comprised of the Divisions of Administration and Operations; Engineering and Construction; Facilities Management; Fleet Management; and Roads, Bridges and Parks Maintenance.

**Administration & Operations Division**

The Administration and Operations Division serves as the hub for all department operations and acts as the mortar that keeps the other divisions working together towards our broader goals. This division plans, directs and manages communications, information technology, training and development, human resources and fiscal affairs for the department

**Mission:** To plan, direct, oversee and improve the Department’s administrative and operational activities and to ensure that expectations are met or exceeded in the most efficient, effective, responsive and responsible manner.

**PUBLIC WORKS**  
**GOALS AND INITIATIVES 2010 (continued)**

**Engineering & Construction Division**

The Engineering and Construction Division provides engineering expertise, architectural design and construction management services to all County departments and governmental agencies. The division also prepares and implements the annual capital budget and oversees the work of professional consultants and contractors engaged in infrastructure improvement projects. These are the professionals who plan and execute the rehabilitation and construction of bridges, roads, buildings and other structural amenities.

***Mission:*** To provide engineering expertise, architectural design and construction management services for the County, its departments and other governmental agencies in the most efficient, effective, responsive and responsible manner.

**Road, Bridge & Park Maintenance**

The Maintenance Division collaborates with County Officials, citizens and municipalities to identify opportunities for improving County assets and to develop cost-effective and reliable maintenance and repair solutions. All assets are maintained and repaired in a cost-effective manner to extend their useful lives until funds are available for major rehabilitation and reconstruction.

***Mission:*** To provide and maintain all County roads, bridges and parks in a safe and accessible condition in the most efficient, effective, responsive and responsible manner.

**Facilities Management**

The Facilities Management Division is responsible for maintaining and improving the County's building infrastructure by providing services such as efficient heating and cooling, building renovation and building trade services. This division ensures that County facilities are constructed, renovated and maintained to provide for a safe and functional environment for its occupants.

***Mission:*** To provide and maintain a safe, accessible and functional environment for employees, tenants and visitors of all County facilities and grounds in the most efficient, effective, responsive and responsible manner.

**Fleet Management**

The Fleet Management Division maintains and services the County's heavy equipment and vehicle fleet and administers a cost-effective fuel purchasing program for fleet operations. This division ensures that County vehicles and heavy equipment are safe, reliable, economical and environmentally sound.

***Mission:*** To provide and maintain safe, reliable, and appropriate vehicles, heavy equipment and fleet services for all County Departments in the most efficient, effective, responsive and responsible manner.

**PUBLIC WORKS**  
**GOALS AND INITIATIVES 2010 (continued)**

The primary challenge we face is the inevitable fact that we must learn to do more with less. As a result, the 2010 Strategic Plan includes five major goals to improve the delivery of our services and the accomplishment of our mission.

- ◆ **Goal: Continuous Improvement - We will continually seek ways to deliver the highest quality services at a cost-effective price and take measures that will meet or exceed expectations.**
  - Continue assessment of practices in preparation of Re-Accreditation.
  - Practice greater fiscal restraint as operating budget levels fall.
  - Develop Capital Projects to reduce operating and maintenance costs.
  - Add extended service plans beyond completion of Capital Projects.
  - Expand snow and ice agreements to improve cost-effectiveness.
  - Hire temporary labor, contractors and third-party vendors to supplement County workforces.
  - Upgrade the County fleet and/or lease or rent specialty equipment from third-party vendors in order to reduce operating costs.
  
- ◆ **Goal: Workforce Development – We will improve performance by enhancing the skills, knowledge and abilities of our employees.**
  - Increase Employee Development efforts by offering and encouraging participation in professional development programs.
  - Identify training opportunities to improve knowledge, skills and abilities of employees.
  - Identify knowledge, skills and abilities of current staff for promotional opportunities and resource allocation.
  
- ◆ **Goal: Teamwork – We will foster a team environment to collaborate inter- and intra-departmentally as well as with applicable outside agencies to increase effectiveness and productivity.**
  - Identify opportunities to share resources or enter into purchasing partnerships or agility agreements to improve productivity and cost-effectiveness.
  - Identify opportunities to cooperate with other federal, state and local agencies and other County Departments to improve project development activities.
  - Identify opportunities for public-private partnerships.
  - Collaborate with building trades unions and the Shuman Center and Jail workforces to improve levels of service.
  - Build and maintain effective relationships with other County departments, unions, contractors or third-party vendors to improve levels of service.

**PUBLIC WORKS**  
**GOALS AND INITIATIVES 2010 (continued)**

- ◆ **Goal: Improved Communications – We will provide effective internal and external communications through various media outlets to share knowledge and ideas and to disseminate important information to all stakeholders.**
  - Centralize and strengthen internal and external communications using various media outlets and the DPW Call Center.
  - Improve communication with all divisions and stakeholders in project development activities and project status.
  - Improve online communication to inform the public of road closures, detours and other pertinent information.
  
- ◆ **Goal: Technological Advancement – We will encourage sharing and developing ideas, information, knowledge and skills as well as the application of modern technologies for the operation, management and maintenance of our roads, bridges, buildings and parks.**
  - Improve levels of service through implementation of technology.
  - Expand or install building component systems that reduce maintenance costs and extend operating life of systems.
  - Consider energy efficiency and low maintenance in the selection and installation of all future systems and equipment.
  - Develop bridge monitoring systems to provide real time data to management and Bridge Engineering staff.
  - Replace outdated equipment to reduce labor and repair costs.
  - Implement the trades work order system to monitor projects and affiliated labor, materials and costs.
  - Automate preventive maintenance scheduling.
  - When performing replacement analysis, consider alternative options that decrease operational expenditures while promoting a cleaner environment.