

MEMORANDUM



Public Works Department

Date: December 28, 2016
To: Tempe City Council and Southeast Valley Regional Association of Realtors®
From: Don Bessler, Public Works Director (350-8205)
Subject: Local Community Highlights: What Tempe has to Offer

Overview

In 2010, the City of Tempe re-created the Public Works Department in response to unprecedented financial challenges with the world economy. This effort involved merging three separate departments (Water Utilities, Public Works, and Parks and Golf) into the current Public Works Department. These former departments, consisting of service areas aligned in traditional municipal silos, have now become a more complex set of service areas blended together by a common theme of operational focus and resource stewardship. In order to address these dynamic conditions, Public Works Department divisions had to retool team theory, reporting structure and operational focus. The City of Tempe's Public Works Department has nearly 400 employees responsible for maintaining and rebuilding a majority of the City's infrastructure systems totaling \$7.03 billion in value.

- Transportation, Streets & Bridges
- Transit
- Storm Drainage,
- Parks - Diablo Stadium & Golf Courses
- Water and Wastewater Utility
- Solid Waste, Recycling & Green Organics

Environmental Stewardship



The department provides a number of life essential city services to Tempe businesses and residents including trash, recycling, household hazardous waste collection, and transit operations. Public Works manages a number of Councils goals including the outward facing Solid Waste diversion goals and inward facing citywide Energy Management Program whose core work is to manage energy efficiency projects and renewable energy projects throughout city facilities. Goals of the Energy Management Program include:

20% of municipal operations energy from renewable energy sources by 2025; 15% reduction in energy usage in city facilities by 2025. The re-purposing of green waste at the neighborhood level has allowed the city to process thousands of tons of organic materials that are used in our parks and given free back to our residents.



Financial Stewardship

Asset Management starts with our City Council at the policy level and has defined the efficient and equitable allocation of resources amongst many competing goals and objectives. At the operational level this policy drives two fundamental concepts, **Systems Thinking and Proactive Behavior** that can be supported by the following strategies that directly impact our residents:

- Ensure city infrastructure systems are supported by our fiscal policies
- Development impact fees to ensure growth pays its fair share
- Rate structures that promote conservation and equity

- Service structures that reward non-consumptive behavior
- Reduce the demand for new assets by creating Best Management Practices, (BMP) to maintain existing assets through both routine and preventative maintenance.
- Demonstrate accountability by the work we do and the way we do it



Public Works manages the city's water, solid waste, & golf enterprise funds as well as the other major special revenue funds including HURF and Transit. All funds are balanced and meet or exceed their financial requirements.

Social Equity

Public Works has developed specific operational tools to help ensure our city infrastructure is maintained properly across the community and that the next best dollar spent is based on sound asset management business practices. This approach drives our decision making and provides supportable solutions that equitably address citizen requests. For example Public Works has adopted best practices for the determination of roads and parking lots pavement projects through measuring and using the PQI method of quantifying pavement condition.



Tempe cares about our parks. Parks serve as our community's playground and brings neighborhoods together. Parks can provide the heart of our neighborhoods and enhance the quality of life for our residents. Tempe City Council has made reinvesting Tempe Park system one of their top priorities, over the current 5 years CIP approximately \$32 million will be spent on parks projects that support either asset management of social equity to ensure underserved neighborhoods are brought up to par.

Parks projects are unique in that they represent one of the few publically owned infrastructure systems that neighbors and residents touch interactively and organically. Residents seek a high degree of involvement in decisions that affect their quality of life and parks are a touchstone that can reflect the character and personality of the neighborhood. A condition rating of the assets in each park is used to allocate capital improvement for parks projects. To access the list of different park assets go to <http://www.tempe.gov/city-hall/community-services/parks/parks-capital-improvements-plan>.

