

# City of Champaign Public Works Department Strategic Plan



**APRIL 13, 2009**

# Public Works Department Strategic Plan

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# SECTION 1

## PUBLIC WORKS VALUES



Mission Statement: The Public Works Department's purpose is to develop and maintain the City's infrastructure, buildings, grounds and vehicular equipment and provide specialized community services, such as tree care, recycling service, and parking management. Public Works operates in partnership with the community to develop and maintain its publicly owned physical assets.

### Values

**P**roductivity

**R**esponsibility

**I**nitiative

**D**edication

**E**xcellence

with Accountability

## Value - Productivity

### Means

1. Define the outcome, set standards and expectations for work activities and products
2. Plan and monitor daily assignments and accomplish these in the most efficient and effective manner
3. Make decisions consistent with priorities and goals
4. Complete assigned tasks, meeting performance standards and using assigned resources within the scheduled expected time and measured results
5. Work well with others, combining the strengths of all team members
6. Have fun
7. Make your moves count

## Value - Responsibility

### Means

1. Delivering on commitments
2. Communicate accurate, honest messages, pertinent information and be transparent
3. Admit to mistakes and setbacks and learn for the next time
4. Model behavior to reflect the values of the city and Public Works
5. Take ownership of the work product and outcomes
6. Support the city policies and decisions
7. Care about the customer and outcomes

## Value - Initiative

### Means

1. Anticipate issues, problems and opportunities and provide solutions
2. Adapt plans and working activities to get the best results
3. Encourage others to share ideas and suggestions
4. Seek and take opportunities to improve process, services and products
5. Try new things
6. Be willing to do more than assigned without being told
7. Learn from the experience for next time

## Value - Dedication

### Means

1. Care enough to do the right thing
2. Take actions to serve and support others
3. Have a positive attitude – believe your efforts will make a difference
4. Focus on the needs of the customer
5. Accept change and give it a chance
6. Stay focused on the job at work
7. Take pride in work

## Value - Excellence

### Means

1. Seek and take opportunities to improve
2. Define success and set high standards
3. Learn from experience and improve performance
4. Meet customer needs and strive to exceed expectations
5. Give your best all day, everyday
6. Produce quality work consistent with council direction, city policies, industry standards
7. Go the extra mile to produce the best results

## Value - Accountability

### Means

1. Maintain high standards for behavior and work product
2. Set measurable expectations and outcomes
3. Hold self and others accountable for their actions and work products
4. Recognize the talents of individuals and place them where they can succeed
5. Use time and resources effectively
6. Tell the truth
7. Provide regular updates on projects and what has been done

## **SECTION 2**

### **Public Works Goals**

#### **2009 – 14**

#### Community Goals

Goal 1: Safe, Efficient Transportation System

Goal 2: Protection of Environment Quality,  
Preservation of Natural Resources

Goal 3: Support for City Development and  
Redevelopment

Goal 4: Quality City Buildings, Facilities and  
Equipment

#### Organizational Goals

Goal 1: Highly Productive Public Works Department

Goal 2: High Level of Customer Satisfaction

Goal 3: Diverse, Quality Workforce

# Public Works Community Goals 2009 – 14

Goal 1: Safe, Efficient Transportation System

Goal 2: Protection of Environment Quality,  
Preservation of Natural Resources

Goal 3: Support for City Development and  
Redevelopment

Goal 4: Quality City Buildings, Facilities and  
Equipment

# Goal 1: Safe, Efficient Transportation System

## Objectives

1. Improve connectivity with interstate and regional roadway systems
2. Improve pedestrian safety
3. Maintain a safe and rideable pavement condition
4. Improve railroad crossings, rideability and safety
5. Maintain a high quality, customer friendly parking system
6. Incorporate complete streets concept into transportation system
7. Support local and regional bicycle and trail systems

## Means to Citizens

1. Easy mobility within the city
2. Easy and convenient parking
3. More pedestrian-friendly neighborhoods and urban areas
4. Protection of property values
5. Improve quality of streets and sidewalks in neighborhoods
6. Supports business vitality – greater ease in access to businesses
7. Reduce gas consumption and auto repairs
8. Reduction in driver frustration
9. Extending life of streets through maintenance and address road problems early – savings for taxpayers



## Challenges and Opportunities

1. Funding for improvements and preventative maintenance
2. Resistance to increased parking fees
3. IDOT: funding, rural attitude, delays in projects and bureaucratic processes
4. Intergovernmental cooperation with Urbana and University of Illinois
5. Planning and project prioritization
6. Staffing for project management
7. Land acquisition
8. Competing needs: safety, traffic flow, walkability,
9. Railroads

## Actions In Progress (2009)

1. Complete annual infrastructure maintenance, rehabilitation and reconstruction projects. Transportation infrastructure systems include sidewalks, pavements (brick, asphalt, concrete, oil and chip), bridges, pavement markings, street light lamping, traffic signs, parking lots, bicycle lanes, alleys, guardrails, neighborhood street lights, traffic signals (upgrades, interconnects and uninterruptible power supply), infrastructure enhancements
2. Complete Curtis Road improvements from Wynstone to Wesley
3. Complete Curtis Road/Interstate 57 interchange enhancement project
4. Complete railroad crossing improvement projects at Neil and Hickory
5. Work with the Village of Savoy to complete Prospect Avenue improvements from Windsor Road to Curtis Road
6. Work with IDOT to incorporate widening for bicycles/pedestrians and enhancements per the Overpass Enhancement Master Plan to overpass bridge replacements on Windsor, Kirby, Staley and Mattis
7. Complete the DSC Bradley Avenue Crossing improvements
8. Complete First Street improvements north of Windsor Road
9. Installation of pay-by-space station at the Washington/Walnut Street parking lot
10. Rehabilitate parking lot P located north of the Orpheum Children's Science Museum
11. Complete downtown pedestrian and traffic signal improvements at University/Neil, University/Walnut, University/Market and University/Randolph
12. Complete traffic signal improvements at Fourth and University
13. Complete the Downtown Parking Plan
14. Obtain public input on the Downtown and Campustown streetscape maintenance plan
15. Assist with the development of a plan to fund neighborhood infrastructure needs, streetscape maintenance, unfunded recommendations from the infrastructure master plans and arterial street improvements
16. Continue parking program marketing efforts (directional signage, new signage for parking lots, more cash key promotions)
17. Develop a plan for Downtown volunteer parking
18. Develop business validation program
19. Evaluate parking fine collection procedures and follow-up with changes if needed

## Future Actions (2010-2014)

1. Develop an improvement plan for Staley Road (Springfield to Route 150) and Market Street (Ford Harris Road to I-74)
2. Update the infrastructure master plans for street lights, pavements, traffic signals, pavement markings, traffic signs and alleys
3. Extend Neil Street from Interstate Drive to Olympian Drive
4. Complete arterial street improvements (Duncan Road – Curtis to Windsor, Mattis Avenue – Curtis to Windsor)
5. Complete Duncan and Windsor Road intersection and drainage improvements
6. Complete viaduct master plan
7. Construction Windsor and First Street intersection improvements
8. Complete Downtown street light upgrades
9. Provide support for developing a project to connect Olympian Drive to Route 45
10. Implement a systematic program to improve all railroad crossings in the City
11. Update the Bridge Master Plan
12. Complete Duncan Road improvement from Kirby to Springfield
13. Complete Prospect Avenue from Meijer to Olympian Drive
14. Evaluate and monitor LED technology for street lights
15. Develop Campustown Parking Plan
16. Develop annual project to maintain infrastructure enhancements (landscaping) and repair guardrails
17. Continue implementation of preemption system using GIS
18. Expand web services for parking customers (contests, meter bags, etc.)
19. Develop a rehabilitation plan for the parking lots, signage, pavement markings and implement the plan
20. Review time zone ordinance and follow-up with changes if needed
21. Develop an operational plan for the Hill Street Parking Deck
22. Develop a traffic signal replacement plan for LED's
23. Complete study to determine the value of pavement crack sealing



## Goal 2: Protection of Environment Quality, Preservation of Natural Resources

### Objectives

1. Develop stormwater and sanitary systems to reduce flooding, backups and improve environmental quality
2. Maintain "Tree City" designation and effective urban forest program
3. Expand and maintain streetscape in University District and Downtown
4. Incorporate open space and recreational opportunities into Public Works projects

### Means to Citizens

1. More attractive and safe community
2. Enhancing the health of citizens
3. Reduced potential for flooding
4. Greater access to recreation activities
5. Reducing use of energy
6. Enhancing property values



### Challenges and Opportunities

1. Funding for community beautification
2. Funding for maintenance
3. Short-term perspective without understanding the impacts of today's decisions
4. Property acquisition
5. City's cost sharing and who pays what amount

### Actions in Progress (2009)

1. Complete annual infrastructure maintenance, rehabilitation and reconstruction projects (storm and sanitary sewers, channels, urban forest)
2. Monitor Ameren's remediation work for the former manufactured gas plant
3. Complete the Scott Park Boneyard Creek channel improvements
4. Assist with the Fountainhead detachment
5. Coordinate with FEMA Lower and Upper Boneyard Floodplain re-mapping
6. Finalize landfill closure

### Actions in Progress (2009)

7. Implement IEPA approved revisions to the landfill groundwater monitoring wells.
8. Provide support for the Landfill Reuse Plan by assisting with grant applications and IEPA permit applications
9. Complete Boneyard Creek Second Street channel improvements north of Springfield Avenue
10. Complete storm sewer improvements for the Logan, University, Springfield and Chester viaducts
11. Implement the recommendations from the Daniel/Willis Drainage Study
12. Update the Forestry Master Plan
13. Work with the Park District to determine the feasibility of using Heritage Lake for stormwater detention (Copper Slough Master Plan)
14. Continue property acquisitions for Boneyard Creek projects north of University Avenue
15. Complete streetscape projects on Green Street (First to Fourth), University Avenue (Third to Wright), First Street (Logan to Healey/Green alley) and Burnham redevelopment
16. Obtain from FEMA/IDNR City CRS rating
17. Follow-up on Council direction to provide apartment recycling, establish commercial recycling, expand list of recycled materials, expand special recycling events, increase community marketing, increase community education, expand recycling drop-off site and increase monitoring and auditing of hauler recycling efforts
18. Support the City's Sustainability Plan
19. Implement pilot program for on street recycling program for Campustown
20. Monitor solar compactor and identify future uses for compactors
21. Promote low impact development strategies
22. Support the Mahomet Aquifer Consortium and the East Central Regional Water Supply Planning Committee

### Future Actions (2010-14)

1. Promote "green" initiatives such as permeable pavements, alternatives to salting, green roofs, etc.
2. Initiate education programs to help citizens be "green"



### Future Actions (2010-14)

3. Develop maintenance plans for Boneyard Creek Second Street improvements
4. Complete sanitary sewer, stormwater drainage and streetscape master plans
5. Review and revise Public Work's response to community flooding events
6. Develop a plan to clean storm sewer and detention facilities for Boneyard Creek improvements from First to Sixth Streets
7. Develop a plan for improving stormwater drainage in the Washington Street basin
8. Develop improvement plan for the Phinney Branch Channel from Crescent Drive to Windsor Road
9. Construct sanitary sewers in the Kenwood area
10. Remove and replace trees infected by the Emerald Ash Borer
11. Develop alternatives for reducing grease in the sanitary sewer systems
12. Evaluate existing hazardous sump pump discharge program and determine if revisions are needed
13. Update the Corridor Entryway Master Plan

## Goal 3: Support for City Development and Redevelopment

### Objectives

1. Complete the necessary infrastructure evaluations and planning to ensure infrastructure can support population and geographic growth
2. Ensure that new developments meet public infrastructure standards
3. Ensure that redevelopment and new development are compatible with infrastructure capacity
4. Coordinate growth with private and public utilities
5. Regulate the use of right-of-way (ROW) to protect the public interest

### Means to Citizens

1. Consistent level of service among neighborhoods
2. Long-term, lasting city infrastructure
3. Protection of community interests through monitoring franchise agreements
4. Coordinated public infrastructure projects among various agencies
5. Higher level of service to residents
6. City investing in the city's future
7. Protection of property values
8. Responsible stewardship of the public's tax dollars
9. Public investment to stimulate and support private investment



### Challenges and Opportunities

1. Funding for backlog projects
2. City's role: investment and regulatory
3. Responsibility of private and public utilities
4. Developers willingness to pay their fair share for infrastructure
5. Limited by franchise agreements
6. Redevelopment more complex

### Actions in Progress (2009)

1. Work with Planning Department to identify sidewalk deferment locations and develop a plan to fill these locations
2. Support Beardsley Park Redevelopment
3. Construct Fourth Street extension and Bradley/Fourth Street intersection improvements
4. Complete Hill Street Parking Deck and related alley, streetscape improvements
5. Complete North Prospect Avenue circulation improvements, this includes traffic signals at Town Center/Moreland, improvements at Town Center at access drives for Burger King, Borders, Target and Old Navy and development of an improvement plan for Marketview/Broadway
6. Assist with the completion of the Greenway and Trails Master Plan
7. Work to provide sanitary sewer service to the area adjacent to the Curtis Road I-57 interchange
8. Provide support for fiscal impact analysis of new development and development of a cost recovery policy

### Future Actions (2010-14)

1. Investigate the feasibility of a pavement and right-of-way degradation fee
2. Study and prepare Council Report for alkali silica reaction (ACR) pavement degradation
3. Complete Olympian Drive Alignment Study
4. Complete Phase II of Olympian Drive West
5. Support implementation of the recommendations from the Communications Network Master Plan
6. Develop additional education programs and materials to assist homeowner and lake owner associations with maintenance and rehabilitation of subdivision detention basins
7. Update the Manual of Practice to incorporate revisions for backyard sump pump tiles, placement of new storm and sanitary sewer lines, pavement thickness for commercial/industrial development

## Goal 4: Quality City Buildings, Facilities and Equipment

### Objectives

1. Provide appropriate equipment and technology for employees to promote efficiency and safety
2. Provide and maintain city buildings and facilities that are attractive, functional and customer-friendly
3. Reduce unneeded city-owned real estate
4. Build with life cycle maintenance cost in mind
5. Incorporate LEED standards where practical into City facility rehabilitation and expansion projects
6. Support City sustainability efforts

### Means to Citizens

1. Community pride – the buildings belonging to the citizens
2. Saving public dollars and increased productivity
3. Higher level of city services
4. Customer-friendly environment
5. Safe working environment for city employees
6. City facilities setting the community standards
7. People wanting to work for the city – attractive work environment
8. Reducing expenses and increasing tax roll – excess city property



### Challenges and Opportunities

1. Funding for higher facility standards
2. Managing city facilities – a lot of people involved in the process
3. Short-term perspective vs. long-term perspective
4. Competing priorities: infrastructure vs. facilities
5. Aging facilities
6. Fragmented organizational responsibilities for property management and disposal

### Actions in Progress (2009)

1. Complete City Building Masonry Rehabilitation Project
2. Demolish Meadow Gold Building

### Actions in Progress (2009)

3. Complete City Facilities Master Plan
4. Complete energy audit for City Building, main Fire Station and Police Department
5. Complete and implement recommendations from City facilities energy audits
6. Purchase Public Works Work and Asset Management System
7. Obtain public input on the Public Works Facility Plan
8. Assist with developing a funding plan to implement the recommendations in the Public Works Facility Plan
9. Catch up on vehicle purchases and disposal of surplus vehicles
10. Work with other governments to establish a compressed gas (CNG) fueling facility
11. Incorporate into the City's vehicle replacement plan alternative fuel vehicles
12. Assist with the formation of a clean cities cooperative in the area
13. Implement changes for Public Works take home vehicles
14. Help develop and support the City's Vehicle Idling Policy
15. Support the City's Sustainability Plan as it applies to City Facilities



### Future Actions (2010-14)

1. Develop a comprehensive and systematic system for disposal of surplus City equipment and property
2. Automate fleet inventory, work order and preventive maintenance scheduling
3. Update vehicle replacement database
4. Implement automated bar-coded inventory system for parts
5. Develop a web-based customer feedback system for fleet services

# Public Works Organizational Goals 2009 – 14

Goal 1: Highly Productive Public Works Department

Goal 2: High Level of Customer Satisfaction

Goal 3: Diverse, Quality Workforce

## Goal 1: Highly Productive Public Works Department

### Objectives

1. Apply proven technology to perform work tasks more efficiently
2. Develop and maintain a GIS system for city's infrastructure systems
3. Establish performance management plan with benchmarks for measuring cost of services, productivity and performance
4. Use functional teams to complete work activities and projects across divisions within the Public Works Department
5. Increase productivity and reduce costs of service within Public Works
6. Complete projects on time and within budget

### Means to Employees

1. Taking pride in work products and services
2. More accountability for the outcomes and results
3. Ability to do the job in a shorter timeframe
4. Getting more things done
5. Continuous changes within the work unit
6. Continuously looking for better ways to do the job



### Challenges and Opportunities

1. Changing traditional daily operations
2. Overcoming the fear of performance monitoring and accountability
3. Communicating the reasons and potential benefits of changes
4. Committing time and resources to enhance productivity and manage changes
5. Developing employees and managers through training
6. Funding and resources for GIS
7. Competing priorities among work units and individuals
8. Developing effective production measures and workable performance system

### Actions In Progress (2009)

1. Implement Public Works Work and Asset Management System
2. Complete GIS data collection for each infrastructure system

### Actions In Progress (2009)

3. Support and assist with the implementation of the GIS Strategic Plan
4. Develop the procedures and resources required to maintain the GIS infrastructure databases and maps
5. Assist and support the completion of the Cost of Services Study and the Fiscal Impact Study for new development
6. Establish expectations for Public Works supervisors and managers for organizational leadership, resource management and performance monitoring
7. Work to align Public Works staff with City values
8. Improve staff communication within Public Works
9. Work with other City Departments to align Public Works budget to City revenues
10. Complete an OSHA compliant respirator program
11. Revise the reporting form for the weekly operations work plan to incorporate productivity goals

### Future Actions (2010-14)

1. Develop benchmarks for productivity
2. Implement an AVL (Automated Vehicle Location) system
3. Prepare a Public Works Annual Report
4. Prepare pre-plans for Public Works emergencies (flood event and wind storm)
5. Centralize purchasing in Public Works when efficiencies can be achieved
6. Construct salt brine production facilities for Snow and Ice Program
7. Review procedures for on-call supervisors' weekend duties and responses and develop a manual that can be used by on-call supervisors

## Goal 2: High Level of Customer Satisfaction

### Objectives

1. Develop methods to measure customer satisfaction
2. Increase citizen understanding of Public Works functions, goals, practices and procedures
3. Establish personal contact with citizens by participating in neighborhood meetings and working with the community on projects
4. Develop and maintain strong working relationships with other city departments
5. Develop and maintain an effective customer services response system
6. Have continuously improving level of customer satisfaction
7. Have citizens valuing the services provided by the Public Works Department

### Means to Employees

1. Knowing your customer – their needs, desires and expectations
2. Having patience and empathy with our customers and demonstrating that you really care
3. Knowing our job better and having the ability to explain the job and goals to the customer
4. Taking time to educate and explain decisions
5. Seeking and using feedback to improve daily operations
6. Developing a 1-1 contact with residents
7. Responding in a timely matter
8. Striving to exceed the customer's expectations



### Challenges and Opportunities

1. Lack of understanding of Public Works services
2. Employees seeing the importance of the customer
3. Taking the time to do it – level of personal priority
4. Instilling a sense of professionalism and professional image
5. Providing a timely and accurate response
6. Establishing personal contact – knowing the customers' preference and exceeding expectations

### Actions in Progress (2009)

1. Implement programs to continue improving communication with Council and the public, letting them know what we are doing and why
2. Support the City's Media Liaison Committee, CGTV programs and Champaign Connection
3. Provide support for the Public Works Advisory Board (PWAB)
4. Post street sweeping schedule and procedures on City website

### Future Actions (2010-14)

1. Develop customer service feedback tool/survey
2. Enhance City website on Public Works
3. Improve tracking system for customer service requests
4. Develop customer service protocols for Public Works
5. Develop capability to provide customer service requests online
6. Consolidate customer services to one location at Public Works
7. Develop capability to handle parking complaints online
8. Identify opportunities and develop community outreach program
9. Utilize the City's website to communicate information to customers concerning Public Works maintenance activities and construction projects (work plans, lane closures, schedules, etc.)

## Goal 3: Diverse, Quality Workforce

### Objectives

1. Increase Public Works diversity to support the City's affirmative action plan
2. Maintain a safe environment and fair process for all Public Works employees
3. Align the Public Works organizational culture with city values
4. Develop and retain qualified, well-trained Public Works employees, supervisors and managers
5. Empower employees to use their knowledge and experiences to improve services and solve problems
6. Recruit and select the excellent employees aligned with Public Works goals, missions and core values
7. Provide resources to help employees meet expectations and deal directly with deficiencies

### Means to Employees

1. A diverse workplace
2. Taking responsibility and leadership in aligning the organization
3. Continually assessing and developing self
4. Having managers and supervisors seeking and using employee input
5. "Ok" to try to solve a problem; having a setback; and learning for next time
6. Respecting self and others



### Challenges and Opportunities

1. Encouraging appropriate levels of trust and initiative between supervisors and employees
2. Resources
3. Holding self and others accountable
4. Difficulty in attracting diverse candidates for all positions
5. Difficulty identifying training opportunities

### Actions in Progress (2009)

1. Continue to develop and update training programs for staff, supervisors and managers

### Actions in Progress (2009)

2. Continue to enroll Public Works staff in the Illinois Public Service Institute training program
3. Complete required NIMS training
4. Support the City's Diversity Leadership Council
5. Enhance minority outreach programs used by Public Works to attract qualified candidates for vacant positions
6. Refine Public Works hiring process, emphasizing City values in the selection process
7. Support City programs that encourage succession planning
8. Monitor Public Works staffing levels so Departments can continue to deliver quality core City services
9. Train and implement Public Works behavior standards
10. Identify specific approaches that will increase the number of minority contractors utilized by the City for construction projects

### Future Actions (2010-14)

1. Update and standardize Public Works performance evaluation forms and process
2. Update new employee orientation process
3. Expand responsibilities of the Public Works Safety Committee to include review of vehicle accidents, equipment damage and work place injuries

# **SECTION 3**

## Public Works Services

### Core Services – No Choice

- A. Stormwater Management
- B. Sanitary Sewers
- C. Emergency Management
- D. Landfill Management

### Core Services – Choice

- A. Roads
- B. Development Services and Inspections
- C. Traffic Management and Pedestrian Safety
- D. Utility (Private) Support and Accountability

## Quality of Life Services

- A. Sidewalks
- B. Public Parking
- C. Community Aesthetics
- D. ROW Management
- E. City Facilities Management
- F. Capital Program Management
- G. Alleys
- H. Environmental Services
- I. Neighborhood Services
- J. Urban Forest

## Community Add-on Services

- A. Street Lights
- B. Community Support Services

# Hierarchy of Services

## **Community Add-Ons**

Special services or higher service levels in response to citizen demand; may not be of general public benefit; often based on willingness to pay

## **Quality of Life Services**

Services that add to the unique character of our community and distinguish our City from others; we choose to provide them to improve the overall quality of life in the community; service quality above the basic level to meet essential needs

## **Core Services by Choice**

Basic services and baseline service levels that Council and citizens expect to be provided by the City; essential services that are not provided by other agencies; services that generally benefit the public as a whole

## **Core Services – No Choice**

Services that are required by law or essential to life, health, safety

## Core Services – No Choice

### A. Stormwater Management

1. Respond to customer service requests concerning basement, building, property and street flooding
2. Manage cost share program for hazardous sump pump elimination
3. Manage the City's NPDES Phase II stormwater programs
4. Complete annual stormwater infrastructure maintenance, rehabilitation and reconstruction projects (storm sewers, inlets, manholes and channels)
5. Manage annual contract to clean and televise sections of the City's storm sewer system
6. Clean and maintain storm sewer inlets and storm sewer system (inlets, pipes and manholes)
7. Clean debris from drainage channels (Boneyard Creek, Phinney Branch, etc.) and major inlet structures located on the channels
8. Maintain channel bank vegetation and address bank erosion problems
9. Monitor stormwater quality
10. Monitor existing stormwater infrastructure capacity and plan for future expansions
11. Monitor the condition of stormwater infrastructure and identify needs
12. Review, recommend and develop standards for stormwater infrastructure
13. Monitor changes in Federal and State regulations and funding for stormwater infrastructure
14. Monitor changes in stormwater technologies
15. Inspect enclosed sections of the Boneyard from First Street to Sixth Street
16. Sweep streets
17. Support the viaduct maintenance plan (litter collections, painting, street sweeping, street washing, etc.)



## B. Sanitary Sewers

1. Respond to customer service requests concerning sanitary sewer backups and sanitary sewer overflow
2. Manage cost share program for overhead sewers, shared sewer services, septic tank elimination and right-of-way restoration
3. Manage programs to identify and eliminate infiltration and inflow (I/I) from the sanitary sewer system
4. Support the sanitary sewer intergovernmental technical committee
5. Complete annual sanitary sewer pipe and manhole infrastructure maintenance, rehabilitation and reconstruction projects
6. Clean and televise 90,000 l.f. of sanitary sewer annually
7. Identify sanitary sewer lines and manholes subject to grease accumulation and treat these areas monthly
8. Conduct monthly meetings to review sanitary sewer backup problems and identify corrective actions
9. Respond to sanitary sewer odor complaints
10. Monitor infrastructure capacity and plan for future expansion
11. Monitor the condition of sanitary sewer infrastructure and identify needs
12. Review, recommend and develop standards for sanitary sewer infrastructure
13. Monitor changes in Federal and State regulations and funding for sanitary sewer infrastructure
14. Monitor changes in sanitary sewer technology

## C. Emergency Management

1. Update annually Snow & Ice Plan and Reference Manual
2. Implement Snow & Ice Plan
3. Participate in emergency management planning and functions
4. Update emergency Public Works operational plans
5. Provide Public Works representation at the EOC during emergencies
6. Provide resources to assist with City-wide emergencies and post emergency cleanup and recovery
7. Maintain and manage Public Works record keeping for emergency events
8. Develop and manage Public Works mutual aid agreements
9. Train Public Works staff for emergency response (NIMS)



C. Emergency Management

10. Respond to and support hazardous spill containment and cleanup efforts
11. Monitor viaducts and streets during potential flooding situations and place barricades where needed
12. Coordinate emergency repairs to City infrastructure (streets, sanitary/storm sewers, etc.) and manage emergency infrastructure annual repair contract
13. Provide traffic control, barricades and other types of support for community emergencies such as fires, crime scenes, water main breaks, down power lines, etc.

D. Landfill Management

1. Coordinate annual landfill groundwater monitoring program
2. Review groundwater monitoring results and identify follow-up issues
3. Monitor landfill uses and site conditions for conformance with approved closure plan
4. Manage vegetation
5. Complete cover inspections and address problems
6. Manage lease agreement
7. Review requests to use the landfill site for various purposes
8. Provide staff support for the post-closure care plan for the closed Champaign-Urbana Solid Waste Disposal System (CUSWDS) landfill

## Core Services - Choice

### A. Roads

1. Maintain stone shoulders along streets that do not have curbs and gutters
2. Use slab raising or grinding equipment to adjust misaligned concrete and asphalt pavements
3. Complete concrete pavement patches and hot mix asphalt repairs
4. Complete concrete curb repairs
5. Complete curb, pavement, sidewalk and driveway repairs resulting from repairs to City storm and sanitary sewer facilities
6. Fill potholes
7. Seal cracks in pavement and asphalt pavements
8. Inspect, repair and replace pavement delineator posts
9. Provide support for CUAATS and the Campus Area Traffic Study (CATS)
10. Submit annual applications for Safe Routes to Schools and HSIP (Highway Safety Improvement Project) grants and implement projects if grants are awarded
11. Coordinate the updates of the City's Pavement Management System (pavement condition index)
12. Meet annually with IDOT and share upcoming project schedules/scope and discuss issues of mutual interest
13. Complete annual bridge inspections
14. Implement recommendations from the bridge and transportation master plans
15. Monitor pavement and traffic conditions and identify needs
16. Review, recommend and develop standards for roads, pavement and traffic control
17. Monitor changes in Federal and State regulations and funding for transportation
18. Monitor changes in pavement and traffic technology and determine if they are applicable in the City
19. Complete annual pavement maintenance and rehabilitation projects
20. Evaluate needs for traffic calming



## B. Development Services and Inspections

1. Review subdivision plans, plans for infill projects and building site plans (i.e. new development)
2. Inspect infrastructure installed as part of new development to ensure the infrastructure meets City standards
3. Issue permits (sewer, right-of-way, NPDES, etc.)
4. Assist with development of annexation agreements
5. Coordinate traffic, utilities and infrastructure that will be installed or result from new development
6. Review, develop and enforce the requirements in the Manual of Practice, subdivision regulations/requirements
7. Monitor existing infrastructure capacities and plan for future expansions
8. Works on development related issues with other City departments, the Development Services Team and Planning Commission
9. Administer developer's performance bonds
10. Manage the City's erosion control ordinance
11. Manage the City's annual rapid response engineering services contract
12. Promote low impact development strategies
13. Manage the Homeowner and Lake Owner Associations Assistance Program that helps with maintenance and rehabilitation of subdivision detention basins
14. Manage AT & T Project Lightspeed landscape screening process



## C. Traffic Management & Pedestrian Safety

1. Respond to traffic service requests
2. Review traffic control plans for lane and street closures
3. Annually review and update the City's traffic control manual and standards
4. Install pavement marking and traffic signs resulting from traffic service requests
5. Maintain and repair street signs
6. Replace street signs on a fifteen year cycle
7. Install custom signage requests (adopt-a-highway, honorary street signs, neighborhood watch, etc.)

### C. Traffic Management & Pedestrian Safety

8. Install and maintain illuminated street signs
9. Maintain and repair City traffic signals
10. Maintain and repair IDOT and University of Illinois traffic signals located within the City
11. Complete traffic signal upgrades and interconnects as recommended in the Traffic Signal Master Plan
12. Install uninterruptible power supplies at five intersections annually
13. Maintain and repair pavement markings
14. Replace all thermoplastic pavement markings on an eight year cycle
15. Re-paint all paint pavement markings on a two year cycle
16. Inspect annually railroad and school pavement markings and rehabilitate as needed
17. Install new pavement markings in campus area as directed and recommended by CATS
18. Manage annual pavement marking contract
19. Install new pavement markings for bicycle routes as recommended in the Transportation Master Plan
20. Control vegetation growth that reduces visibility
21. Implement CATS recommendations
22. Implement neighborhood street light program. This program installs street lighting at City intersections where safety is an issue (schools, parks, arterial/collector intersection)



### D. Utility (Private) Support and Accountability

1. Participate in efforts to ensure the community has high quality, reliable and reasonably priced private utilities (water, gas, electricity, etc.)
2. Hold monthly utility meetings to coordinate private and public construction activities
3. Support the Mahomet Aquifer Consortium and East Central Regional Water Supply Planning Committee
4. Assist with the development of franchise agreements
5. Monitor compliance with franchise agreements
6. Help coordinate City compliance activities for franchise agreements
7. Assist and help coordinate ICC interventions

8. Assist with City gas and electric procurement activities
9. Review and coordinate payment of City utility bills
10. Support long-range utility planning for the future
11. Evaluate service reliability issues

## Quality of Life Services

### A. Sidewalks

1. Replace deteriorated sidewalks
2. Complete curb, pavement and driveway repairs resulting from repairs or replacement of City sidewalks
3. Install handicap ramps
4. Remove sidewalk tripping hazards by placing temporary hot-mix asphalt
5. Use slab-raising or grinding equipment to adjust misaligned sidewalks
6. Construct new sidewalks to fill "gaps" in existing sidewalk networks
7. Update sidewalk inventory to reflect sidewalks annually replaced by public works
8. Complete projects to fill existing sidewalk gaps
9. Complete minor sidewalk maintenance activities
10. Monitor sidewalk construction activities completed by utility companies and contractors
11. Assist with sidewalk claims

### B. Public Parking

1. Review annually meter and permit parking rates and adjust as needed
2. Maintain a current database of parking violations and their status
3. Manage web-based applications for citation payments and permits
4. Respond to customer inquiries and complaints
5. Manage collection efforts on tickets
6. Provide parking meter covers for temporary construction activities
7. Respond to parking problems and issues
8. Enforce parking regulations (includes boot and towing programs)
9. Repair and maintain parking meters and equipment
10. Collect parking revenues
11. Manage metered and permit parking spaces
12. Issue parking permits
13. Clean and maintain City parking lots
14. Remove snow from City parking lots



## B. Public Parking

15. Manage car share program
16. Develop and update parking ordinances and regulations

## C. Community Aesthetics

1. Assist other City Departments in neighborhood cleanups, campus move-in and move-out and special alley clearing/cleanup projects
2. Pick up debris/trash dumped in the right-of-way
3. Mow City owned property
4. Mow islands, medians, IDOT and railroad right-of-way within the City limits that is not adequately maintained, right-of-ways that cannot be safely mowed by the adjacent property owner, other locations that have been historically mowed by City crews
5. Provide weed control for tree grates in Downtown and Campustown streetscape areas
6. Remove graffiti from City facilities and structures in the City's right-of-way
7. Pick-up and dispose of dead animals from City right-of-way
8. Track barricade placement and complete repairs within sixty days of initial barricade placement
9. Complete recommended projects from the Corridor Entryway Master Plan
10. Maintain City landscaping beds that are part of the Campustown and Downtown Streetscape
11. Maintain wildflower planting area
12. Oversee Developmental Services Center contract that collects litter in the Downtown, Campustown and Boneyard linear park and removes posters in Campustown
13. Complete miscellaneous concrete related projects such as curb repairs, sidewalk retaining walls, electrical pull boxes, etc.
14. Repair damaged hardscape



## D. ROW Management

1. Issue driveway, grading and drainage, right-of-way excavation, right-of-way occupancy, sanitary sewer connection, sidewalk, erosion control and storm sewer connection permits
2. Perform inspections for the above permits
3. Inspect sump pump outlets for new construction
4. Assign addresses to new lots
5. Review proposed street names for new development
6. Update the GIS infrastructure databases
7. Update the "official" City street map and produce paper copies of the street map for public distribution every two years
8. Respond to service requests concerning issues and complaints involving the right-of-way
9. Manage bicycle collection, inventory and disposal
10. Manage the City's JULIE program
11. Locate City utilities within the right-of-way
12. Enforce right-of-way requirements from the City's Manual of Practice
13. Coordinate distribution of cones and barricades for neighborhood events that will use the City right-of-way
14. Coordinate the Adopt-A-Highway program
15. Participate and assist in the removal of signs/posters/banners that are located in the right-of-way
16. Review traffic control plans for lane and street closures. Distribute closure information to the public and media outlets
17. Monitor all lane and street closures for conformance to the approved plan
18. Administer insurance and bonding for individuals working in the right-of-way
19. Work with individuals who plan to work in the right-of-way to mitigate impacts
20. Review plans for work in the right-of-way to ensure the City's infrastructure located in the right-of-way is adequately protected (trees)
21. Monitor construction in the right-of-way to make sure actual work is in conformance to the approved plan and the right-of-way is cleaned up and restored after construction
22. Assist in the preparation and review of license agreements for locating or placing items in the right of way



## D. ROW Management

23. Monitor compliance with ROW license agreements
24. Repair turf and mailbox damage by City snow and ice response
25. Monitor hazardous sump pump discharges and develop solutions to eliminate them

## E. City Facilities Management & Support

1. Respond to service requests from City Departments concerning City facilities (painting, plumbing, electrical, carpentry, etc.)
2. Manage building systems for City facilities (HVAC, elevators, pest control, janitorial services, security, etc.)
3. Provide support services for City staff (meeting setups, delivery of supplies, moving office furniture, pick-up/disposal of surplus items, etc.)
4. Provide snow and ice removal from sidewalks on City properties
5. Perform various types of landscape and property maintenance activities on City properties (lawn mowing, litter collection, mulching, weeding, flower planting, watering, etc.)
6. Provide remodeling services for City facilities (small remodeling projects, floor covering replacements, sidewalk and parking lot repairs, etc.)
7. Implement recommendations from the City Facilities Master Plan and Energy Audits
8. Complete minor building and property repairs (doors, floor, windows, fences, etc.)
9. Manage solid waste and recycling services for City facilities
10. Deliver interoffice mail to City facilities and post office
11. Complete annual inspections of life safety systems in City facilities
12. Dispose of debris that is collected from the City right-of-way
13. Dispose of wood chips and tree removals
14. Maintain and manage inventories at Public Works facility for sand, topsoil, salt and other de-icing materials
15. Perform preventive maintenance and other vehicle repairs as needed on City vehicles
16. Maintain an inventory of spare parts



## E. City Facilities Management

17. Prepare new vehicles for service
18. Purchase fuel
19. Manage recycling programs (oil, antifreeze, battery, etc.)
20. Manage accident damage repair of City vehicles
21. Maintain database for all fleet transactions
22. Purchase new and replacement vehicles
23. Dispose of used vehicles
24. Make recommendations regarding appropriate replacement vehicles and equipment and specifications for new vehicles

## F. Capital Program Management

1. Identify, evaluate, review and prioritize capital projects
2. Identify capital projects from Neighborhood Wellness Prescriptions
3. Complete planning sheets for the capital improvement budget
4. Assist in preparation and presentation of the capital improvement plan
5. Manage the selection of consultants for capital projects
6. Prepare construction plans and specifications for limited number of capital projects
7. Provide project management for capital projects (includes managing consultant contracts, reviewing construction plans, specifications and contract documents, coordinating bidding and contract award, administering construction contract, processing pay requests, inspecting construction work and coordinating project close out)
8. Coordinate capital projects with other City Departments, other government agencies and private utilities
9. Assist other City Departments with their capital projects
10. Communicate and coordinate capital projects with the public and affected residents
11. Apply for and manage grants for capital projects
12. Complete and update infrastructure master plans
13. Manage Council goals and actions related to infrastructure and City facilities
14. Comply with GASB 34 infrastructure requirements



## F. Capital Program Management

15. Monitor citizen response to construction projects by mailing out service comment cards analyzing the results to improve customer service
16. Complete projects budgeted in the City's Capital Improvement Plan

## G. Alleys

1. Maintain City alley surfaces (blading, spreading gravel and millings, filling potholes, etc.)
2. Oil and chip three alleys annually
3. Complete annual alley rehabilitation project
4. Remove trash and debris illegally dumped in the alleys
5. Remove vegetation and trees that interfere with alley usage
6. Reconstruct alleys
7. Assist with alley Right of Way vacations
8. Manage alley right of ways (service requests, parking uses, garbage pick-up, etc.)

## H. Environmental Services

1. Manage the City's curbside recycling program
2. Manage the City's drop-off recycling site
3. Manage all activities associated with emptying and maintaining the City owned streetscape litter receptacles
4. Provide yard waste collection in the Spring and Fall and Christmas tree collection
5. Work with other governmental units to provide solid waste recycling events in the community (hazardous waste, tires, electronic)
6. Coordinate City efforts for the Encephalitis Program
7. Support the Landscape Recycling Center

## I. Neighborhood Services

1. Support the Neighborhood Wellness Plan
2. Prepare and update three year Neighborhood Wellness Prescriptions
3. Coordinate GIS implementation with the County Consortium and other City Departments



I. Neighborhood Services

4. Support the development and implementation of a Neighborhood Action Plan
5. Continue to evaluate neighborhood infrastructure conditions
6. Work with neighborhoods/customers to define problems and develop solutions to solve Public Works related service requests
7. Respond to and track completion of customer service requests
8. Communicate Public Works' services, programs, policies and procedures to citizens, the general public and the media
9. Coordinate activities of the Public Works Advisory Board

J. Urban Forest

1. Remove dead, diseased or structurally unsound trees
2. Prune existing trees
3. Plant new trees
4. Manage cost share program for infill tree planting
5. Monitor the spread of the Emerald Ash Borer infestation

## Community Add-on Services

### A. Street Lights

1. Maintain and repair City street lights
2. Evaluate the cause of City street light outages
3. Re-lamp City street lights on a four year cycle
4. Complete quarterly inspections of Ameren street lights and report outages
5. Complete monthly inspections of City street lights and correct outages
6. Monitor, review and pay power bills for street lights and traffic signals
7. Coordinate replacement of knockdowns of Ameren street lights
8. Cleanup and replace City street light knockdowns
9. Assist with cost recovery from insurance company for City street light knockdowns
10. Provide information for City ICC challenges for proposed Ameren street light rate increases
11. Develop, evaluate and update street light standards



### B. Community Support Services

1. Provide street sweeping and cleanup services after community events
2. Provide traffic and pedestrian control services for community events
3. Provide miscellaneous support services for community events (Parade of Lights truck, Christmas tree assembly, banner installation, installation of City Building Christmas decorations, electrical troubleshooting of street light Christmas decorations)
4. Assist with City legislative efforts
5. Assist with City efforts to obtain State and Federal funding