

**DEPARTMENT OF PUBLIC WORKS AND
ENVIRONMENTAL SERVICES
BUDGET ENTITIES**



The Department of Public Works and Environmental Services FY 2001 Reorganization Initiative

The Department of Public Works and Environmental Services (DPWES) was formed in FY 1999 through the merger of the Department of Public Works, the Department of Environmental Management and the Facilities Management Division, previously in the Department of General Services, which was abolished. It was anticipated at that time that the development of a cohesive organization would be a multi-year process as the Department evaluated its services and overall functionality.

In FY 2000, efforts began to migrate DPWES into a more adaptable organization that:

- focuses on the Department's lines of business (Stormwater, Wastewater, Solid Waste, Capital Construction, Facilities Management, and Land Development);
- builds on the strengths of well-established traditions by functioning in business teams;
- emphasizes creative problem solving within a policy driven system; and,
- fosters collaborative, customer-oriented behavior among all departmental employees.

In FY 2001, migration efforts will continue. Some of the features of the DPWES migration are:

- multi-phase migration with discreet steps as opportunities present themselves through position turnover and reassignments;
- detailed planning for each step in the DPWES process, developing the organizational strategy and revised work processes as each phase is implemented;
- flattened hierarchical structure and reduced management layers by eliminating management positions at each phase of the migration; and,
- reinvestment of management savings into better productivity.

DPWES will establish business teams to provide program leadership in stormwater, wastewater, solid waste, land development, capital facilities, and facilities management and functional teams to improve coordination of financial management, human resources, systems administration, and other business support areas.