



PUBLIC WORKS

# 2020-2022 STRATEGIC PLAN

**PAUSE-CRAWL-WALK-RUN**



# Public Works 2020-2022 Strategic Plan

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## Philosophy and Expectations

Over the past few years, this team has been working hard to reinvent itself and improve upon the essential services it provides. We recognize the importance of strategic planning to our future and that of the community; it is paramount to aligning the broad range of resources and services toward great customer service. This new plan is exciting because it is bold, simple, flexible, and streamlined. The Vision, Mission, Values, and Goal Statements reflect who we are, who we aspire to be, and what is most important.

We are in the public service business. Delivering great services to our community is our single most important objective, and is expected from each and every person on this team. Even on our own time, we must be example residents and great representatives of the Unified Government. When we have discussions - including on social media - with our customers, our family, our neighbors, or even when we are at the convenience store, we must represent the Unified Government with the highest level of professionalism and integrity.

Providing great services starts with making sure we have the right people on the team at all levels. It requires that we come to work each day with a great attitude about our work and our mission. Public service is a noble profession and requires selfless servants to provide truly great services. It is up to each of us to do the things that will make us better and improve our ability to achieve individual and team excellence each day.

In addition to the right people, we must improve and create systems that help us to be smart and efficient in our work and our services. It is critical that we do the simple, routine things with excellence. There must be systems for communication in all directions as well as systems for planning, maintenance of infrastructure, and project management.

It is important to the welfare of the community that we maximize the life of the assets we build and maintain, and that we create a culture of continuous improvement. Using the right applications at the right times and being systematic is critical to the wise stewardship of public funds. We must reflect and evaluate often; be outstanding at doing the basics, and pursue excellence in all we do.

This is not just a job – it is a profession, a career with purpose. We are privileged to be employed by the people, and delivering great services to them is a reasonable expectation. To achieve this result, each of us must pursue our best.

Jeff Fisher, Director



2020

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## Vision

Preserving the past, improving today, building the future

## Mission

With the right culture, provide efficient, reliable, and sustainable infrastructure to best serve the community and protect the environment into the future

## Values

- 1. Positive culture** – we do our business of delivering essential and vital services to our community with energy, selflessness, and seamless teamwork
- 2. Great service** – take great care to treat all customers with a high level of professionalism, respect, empathy, and to be prudent & honest stewards of public funds
- 3. Smart investment** – utilize verified data and information to optimize public and private funds to strategically do the work of the community and to make objective recommendations to the elected and appointed officials.

## Strengths, Opportunities, Weaknesses, and Threats

### Strengths

- Attitude
- Adaptability
- Openness for Change
- Risk Tolerance
- Talent
- Leadership

### Opportunities

- New infrastructure goal
- Career Plan
- Asset Mgmt./data
- Technology
- Internal/External Communications
- Knowledge transfer
- Priority Based Budgeting

### Weaknesses

- System Thinking
- Documented Processes
- Spending Limits
- Performance Management
- Public Perception
- Selfishness
- Managing Existing Assets
- Service Delivery
- Accountability

### Threats

- Recruitment
- Trust
- Weather
- Low Investment Infrastructure
- Economic Down Turn
- “Good Enough” Mindset

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## Goals

Reducing blight and improving the safety and appearance of the community is one of the UG's highest priorities. The Public Works Department is actively pursuing and working on solutions to meet the Stabilization Occupation And Revitalization (SOAR) Program goals related to the Department.

The goals stated below are, generally speaking, specific to the Department. It is recognized, however, that the Department depends on and works closely with other Departments. It is important for Public Works staff to understand that to be successful, there must be thoughtful strategies accounting for the priorities of other stakeholders.

Each goal will be supported by action plans developed by and for each division of Public Works:

- 1. Community trust in Public Works** – Conduct business in a transparent manner, with great foresight & preparation; and provide excellent internal and external customer service, as well as effective public communications to promote public awareness.
- 2. Sustainable systems for delivering public services** – Evaluate all business systems, create best practices, document best practices through policies and procedures; and become an American Public Works Association Accredited Agency.
- 3. Culture of excellence** – Team members have a selfless, supportive, mission-oriented attitude; highly disciplined thought and action create an environment of accountability, quality work, reliability, achievement, trust, safety, and pride.
- 4. Safety** – Evaluate safety criteria, procedures, and policies; establish or enhance educational systems which increase safety awareness, individual accountability, and engender safety-first attitudes; execute best practices so that team members go home each day uninjured and enjoy their personal time.



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