



Unified Government Public Works

2022-2024 STRATEGIC PLAN



We Can & We Must

2022-2024 Strategic Plan

Philosophy and Expectations

It is always exciting to reimagine our future here in Public Works. This new Strategic Plan is a product of several thoughtful discussions among team members that represent various perspectives from all levels of the department.

This Plan is the third edition in six years and is meant to be an enduring guide toward the highest impact outcomes possible for this department and the community it serves. We believe developing leadership at all levels and team culture are the most important priorities. With a high level of success in each comes great outcomes for the individuals on the team and great outcomes for the community.

The Public Works Department comprises over 300 teammates, and it is essential to act in concert and with a great attitude toward our work. This Plan will be the foundation for how we operate and meet the challenges we face now and into the future. It will guide how we set our division and individual goals for the foreseeable future.

The values and outcomes do not represent all that we live by or pursue but are the most important right now. We are by no means perfect; we have much work to do in several areas, but we have developed into a strong team with momentum we want to continue to build on. We have also heard the many discussions amongst the elected body over recent months and attempted in this plan to recognize those discussions within the “values” and “outcomes”; those that public works can affect. The team understands it has an important role in economic vitality and community welfare, particularly regarding the condition of public infrastructure.

This team very much wants to play a role in helping this organization and community be a community of choice with a bright, sustainable future for all. We appreciate our role and understand we must be the best we can be.



Jeff Fisher
Public Works

WE CAN & WE MUST

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Vision

We build leadership at all levels

Motto

We can and we must

Mission

Promote great culture, act boldly, and provide sustainable infrastructure that protects and enhances our community

Values

Positive culture – we do our business of delivering essential and vital services to our community with energy, selflessness, and seamless teamwork.

1. Commit to leadership development at all levels
2. Lead positive change and continually improve
3. Diversity of thought creates better decisions
4. Hire for attitude and train for skills
5. Leave everything better than when we found it

Great customer service – take great care to treat all customers with a high level of professionalism, respect, and empathy, and to be prudent & honest stewards of public funds.

1. Be active listeners
2. Be empathetic
3. See customer requests as opportunities
4. Close the customer service loop
5. Respond to all customers within 24 hours

Smart investment – utilize verified data and information to optimize public and private funds to strategically do the community's work and make objective recommendations to the elected and appointed officials.

1. Invest in team members' growth
2. Be data-driven
3. Prioritize what we can be great at
4. Return on investment drives decisions
5. Seek opportunities to reduce and right-size

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Outcomes

We measure success with outcomes and the difference we make. Goals, strategies, and outputs must be consistent with our values, and we must create goals that bring us closer to these outcomes:

- 1. *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, reduce bureaucracy and streamline processes to promote economic vitality.
- 3. *Culture of excellence*** – Commit to leadership development at all levels; 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.

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Updated October 2022 | Next Review September 2024