



2023-2025 Public Works Strategic Plan

FOUNDATION

Our Mission

To provide excellent public services in all areas of our business.

Our Core Values

Accountability - We take responsibility for our actions and the resulting outcomes.

Customer Service - We provide our customers with the highest level of service and quality.

Innovation - We strive to continuously improve process, performance, and results.

Safety - We demonstrate an uncompromising commitment to safety.

Teamwork - We work together toward achieving a common recognized end.

STRENGTHS

What We Do Best

Professional Development – We actively help our staff develop and grow professionally.

Accreditation – We are an *American Public Works Association* accredited agency, creating a benchmark for best practices.

Collaboration – We bring together resources across divisions to achieve organizational goals.

Readiness – We are ready to respond to community needs.

IMPLEMENTATION

How We Make Strategy a Habit

- Appoint strategic goal project leads.
- Promote leadership and collaboration.
- Allocate appropriate resources.
- Hold ourselves accountable.
- Assess progress continually and report out on progress quarterly.

STRATEGIC GOALS & OBJECTIVES

Community/Customers

Increase Community Access to Services

Intended Outcome:

Enhanced credibility with our community and continued public support for our services.

Objectives:

- Create a mobile-friendly Public Works website.
- Develop a customer satisfaction survey.
- Establish an equity consideration component for programs and services.

Financial Stewardship

Improve Asset Management Practices

Intended Outcome:

Improved decision-making for future infrastructure investments.

Objectives:

- Inventory, condition assess, and catalog all assets.
- Develop standard operating procedures for inventorying, assessing, and cataloging assets.

Internal Processes

Improve Project Delivery

Intended Outcome:

Projects are delivered within defined scope, schedule, and budget. Quality expectations and project changes are well-managed.

Objectives:

- Develop a resource staffing planning tool.
- Develop effective financial tools for managing projects.
- Establish a project file management system.
- Develop a project delivery process for non-capital projects.

Improve Records Management

Intended Outcome:

Improved access to information and reduced storage and operational costs.

Objectives:

- Develop an electronic file structure and standard naming conventions.
- Develop a records management maintenance plan.
- Identify record storage and access best management practices.

Organizational Development

Strengthen Culture of Safety

Intended Outcome:

Strengthen employee's expectations that safety is everyone's responsibility.

Objectives:

- Complete job hazard analysis surveys and develop maintenance plans for all job classifications.
- Evaluate, update, and implement an Equipment Training & Certification Program.

KEY PERFORMANCE INDICATORS

How We Measure Success

of webpage visitors

% of assets inventoried

% of project contract awards planned versus actual

of Terabytes of data storage

of days without a time-loss injury

VISION

What Our Organization Will Look Like

The premier public works organization, accountable and transparent in all services we provide to our community.

COUNTY STRATEGY

Aligned with County-Wide Initiatives

Initiative 8

Support robust and well-maintained infrastructure systems for a thriving community.

Initiative 9

Support environmental health and climate stabilization.

Initiative 13

Increase opportunities for informed and effective civic engagement.

Initiative 16

Provide safe, secure, accessible, and functional facilities to effectively house County services and the associated workforce.

Initiative 17

Make strategic investments in information technology systems and infrastructure.

Initiative 18

Develop, hire, and retain a quality, stable, diverse, and thriving workforce.