



**PUBLIC WORKS DEPARTMENT  
STRATEGIC PLAN  
2008 - 2010**

## **Purpose of Strategic Plan**

This document serves as the road map for the Public Works Department. It identifies where we are going and how we are going to get there, and will serve as the driver for all forward thinking activities in the Public Works Department. This document was prepared by the Director and the Division Managers. It will guide our thoughts, decisions, and actions as we move forward.

## **Elements**

This plan consists of five elements:

Values: Values are the underlying principles that guide our actions. They are the underpinning, the foundation, of all we do. They reflect our culture and our priorities.

Mission Statement: A mission statement focuses on the present; it defines where we are now, our purpose, and why we exist.

Vision: A vision statement focuses on the future; it defines where we want to be, and establishes clear decision making criteria.

Goals: Goals guide us to action. They are the major categories of effort in which we need to progress.

Objectives: Objectives are the specific actions through which we will achieve our goals and realize our vision. These should be SMART plans of action; that is, they are Specific, Measurable, Achievable, Relevant and Timebound.

## **VALUES**

Team Spirit

Continuous Improvement

Responsiveness

Integrity

Individual Worth

## **MISSION STATEMENT**

The staff of the Public Works Department fully supports the City of Abilene mission statement: “*We work together to build a community of the highest quality for present and future generations*”. We do our part by providing superior public services: by collecting solid waste in a predictable and consistent manner, by maintaining and improving the condition of our street and alley system, by keeping our drainage ways open and free of debris, by maintaining and operating all City controlled traffic signals, signs, and pavement markings in a safe and effective manner, by providing safe and reliable public transportation, and by providing excellent delivery of capital projects.

## **VISION**

The City of Abilene Public Works Department will be a recognized leader in the delivery of public services; known for our responsiveness, reliability, good stewardship of fiscal and human resources, and caring attention given to every single person we encounter.

## **GOALS**

- GOAL #1**      **Provide superior capital project delivery.**  
Expedite all aspects of road and drainage construction projects including right of way acquisition, utility relocation, plan preparation, bidding, construction administration, and inspection; and ensure that all new infrastructure is of the highest quality.
- GOAL #2**      **Invest in people.**  
Show great care for our people, building team spirit, encouraging continuous improvement for the individual, and fostering a sense of personal worth for each employee.
- GOAL #3**      **Improve the effectiveness of our services.**  
Make the best use of taxpayer money by doing the right things, by focusing our resources on those services that have the greatest positive impact on quality of life. We challenge ourselves by asking the questions: *“Is this particular service necessary and meaningful to the public? Is there something else we should be doing?”* When we find that our services need to change, we make it happen.
- GOAL # 4**      **Improve our facilities.**  
Improve the condition and functionality of places where people work and where equipment and materials are stored.
- GOAL # 5**      **Improve external communication.**  
Utilize multiple pathways to transfer information between the citizens of Abilene and the Public Works staff.
- GOAL # 6**      **Strengthen partnerships with internal customers.**  
Increase the contribution of Public Works personnel to the overall process of city government.

## ***OBJECTIVES***

**GOAL #1      Provide superior capital project delivery.**

- Objective 1.1      Complete all 2006 Series GO street and drainage projects by 2011.
- Objective 1.2      Bid all Public Works annual CO projects within 6 months of debt sale.
- Objective 1.3      Develop written policy for communication with property owners.

**GOAL #2      Invest in people.**

- Objective 2.1      Ensure that every employee has appropriate personal protective equipment.
- Objective 2.2      Eliminate all preventable personal injuries and vehicular accidents.
- Objective 2.3      Implement cross training process within the Street Division.
- Objective 2.4      Implement cross training process within the Stormwater Division.
- Objective 2.5      Obtain APWA certification of all Construction Inspectors.
- Objective 2.6      Complete training in Solid Waste for hazardous waste and spill response.
- Objective 2.7      Obtain 100% employee completion of the City's core training program.
- Objective 2.8      Ensure that every employee attends at least one training program each year.
- Objective 2.9      Develop advancement and succession plan.

**GOAL #3      Improve the effectiveness of our services.**

- Objective 3.1      Prepare Solid Waste Business Plan.
- Objective 3.2      Develop Annual Street Maintenance Work Plan.
- Objective 3.3      Implement system to track utility pavement cuts and ensure proper repair.
- Objective 3.4      Revise City Code regarding ROW management.
- Objective 3.5      Implement Traffic Signal Timing Evaluation and Adjustment Plan.
- Objective 3.6      Implement system to improve visibility of lane delineation.
- Objective 3.7      Reconstruct downtown traffic signal system.
- Objective 3.8      Implement program for compliance with sign retro-reflectivity standards.
- Objective 3.9      Complete route optimization study for CityLink Transit.
- Objective 3.10      Implement CityLink vehicle maintenance program in accordance with FTA.
- Objective 3.11      Establish annual funding in Stormwater Utility for local drainage projects.
- Objective 3.12      Establish scheduled brush and bulky collection in alleys.
- Objective 3.13      Increase the number of neighborhood drop off recycling locations to 15.
- Objective 3.14      Develop written policy and procedure manual for each Division.
- Objective 3.15      Implement biannual After Action Review (AAR) for this Strategic Plan.

**GOAL # 4      Improve facilities.**

- Objective 4.1 Upgrade facilities at Sandy Street Yard.
  - Objective 4.1.1      New building for Stormwater Division
  - Objective 4.1.2      New cover for materials bin
  - Objective 4.1.3      Upgrade yard lighting
  - Objective 4.1.4      Install new bitumen storage tanks
- Objective 4.2 Set up equipment and material storage sites for Street Division on North side and South side of the city.
- Objective 4.3 Improve operational driving surfaces for Solid Waste Division.
  - Objective 4.2.1      Resurface vehicle parking area
  - Objective 4.2.2      Resurface ERC operational area
  - Objective 4.2.3      Stabilize surface at compost site
- Objective 4.4 Reconstruct Solid Waste container maintenance facilities.
- Objective 4.5 Construct equipment and employee facilities at compost site.
- Objective 4.6 Develop improvement plan for CityLink facilities.

**GOAL # 5      Improve external communication.**

- Objective 5.1 Update and maintain the Public Works Department webpage.
- Objective 5.2 Develop and publish regular Public Works Newsletter.
- Objective 5.3 Develop a plan to utilize Code Red technology.
- Objective 5.4 Utilize CRM technology to its full potential.
- Objective 5.5 Update and clarify WebEOC resource database.

**GOAL # 6      Strengthen partnerships with internal customers.**

- Objective 6.1 Assist in establishment of development standards in the ETJ.
- Objective 6.2 Assist in completion of the Land Development Code.
- Objective 6.3 Assist in implementation of red light photo enforcement program.
- Objective 6.4 Attend monthly meetings of City Council and P&Z Commission.
- Objective 6.5 Support Fleet Management in their efforts to decrease delivery times.