

# **Attachment 2**



*Service exceeding expectations...*  
*City of Beverly Hills Public Works Services- Strategic Plan 2013-2018*



# Message from the Director



In the summer of 2013, the Public Works Services Department was created and I was given the opportunity to lead this newly formed department. This new department was named, placing an emphasis on public services, and I am excited to be a part of this team.

To properly establish an identity and focus for the newly formed Public Works Services Department, a dynamic team made up of volunteers embarked on developing a strategic plan. The Strategic Planning Team was made up of over forty employees from all divisions and levels of the department. This diverse team spent focused time over several days developing a shared mission, vision and values, along with strategic priorities for the Department.

As a participant in this process, I had the opportunity to listen to everyone's opinions and concerns. I also learned about the high level of pride Public Works employees take in doing the behind-the-scenes work most people take for granted. This level of involvement with employees so early on provided me with a keen understanding of the challenges the Department currently faces. For example, it is apparent that Public Works employees take great pride in customer service and responding to community needs; *doing whatever it takes to get the job done*. It also became clear that the Department has not had the opportunity to take advantage of the latest training and technologies that could maximize our efforts to serve the community more efficiently.

As we move forward, our strategic plan will serve as a tool to help guide decision-making throughout the Department. It incorporates department priorities and is in alignment with existing plans such as the City's *Strategic Plan, Economic Sustainability*, and other related plans. It also provides a great platform to communicate our established goals and priorities to the City Council, Public Works Commission, and Community. Over the course of the next several years, we will systematically implement and update the plan as the environment changes.

Thank you for your commitment to this fine community. I look forward to working with you to accomplish our vision of providing ***Service Exceeding Expectations***.

A handwritten signature in black ink, appearing to be "G Chavez".

George Chavez  
Director of Public Works Services



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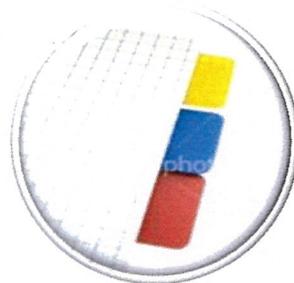
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Our Commitment



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# Chapter 1

## Our Commitment



“Our commitment is evident in our daily community involvement and attentiveness to our customers’ needs.”



# Defining Our Commitment

Our Vision



Our Mission



Our Values



Strategic Priorities:

Establishing Our Role

Effective Communication

Quality Service

Employee Development

Effective Leadership Strategies

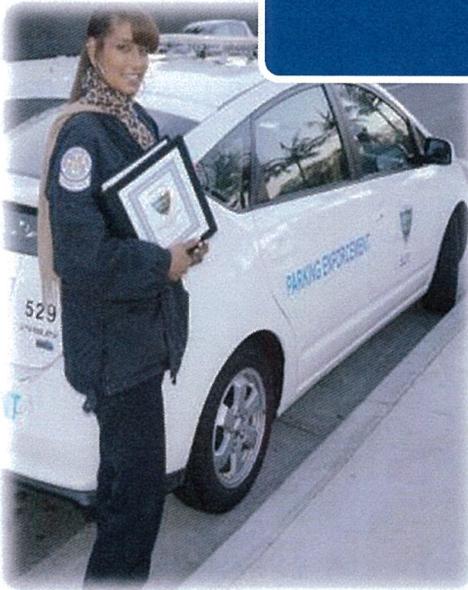
Core Service Areas:





# Defining Our Commitment – Our Vision

Service exceeding expectations . . .

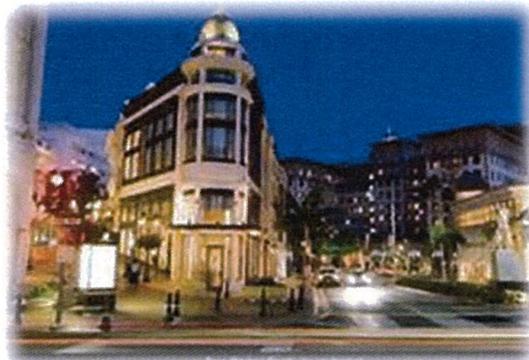




# Defining Our Commitment – Our Mission



**We provide quality public works services  
for all who experience the world class  
City of Beverly Hills**





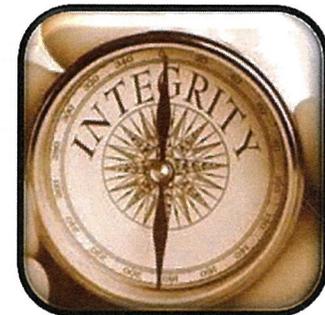
# Defining Our Commitment – Our Values



Safety



Teamwork



Integrity



Sustainability



Leadership

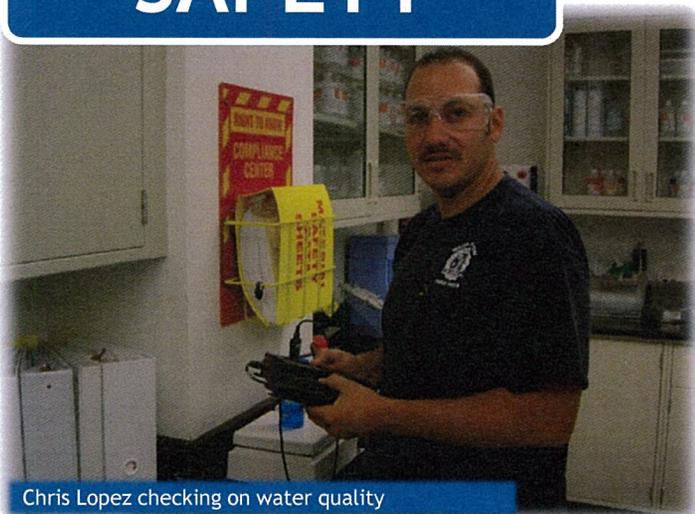


Excellence

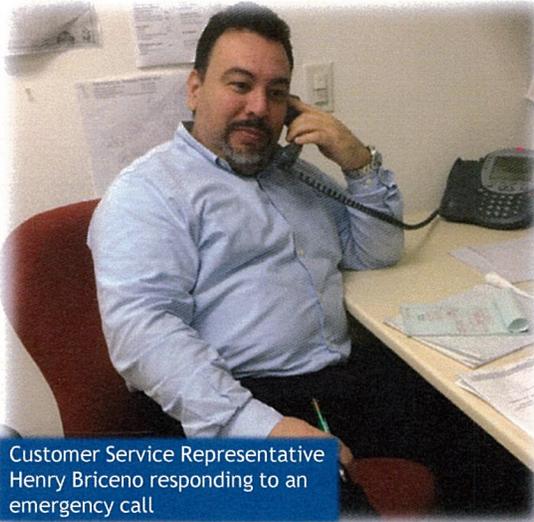


# Defining Our Commitment – Our Values

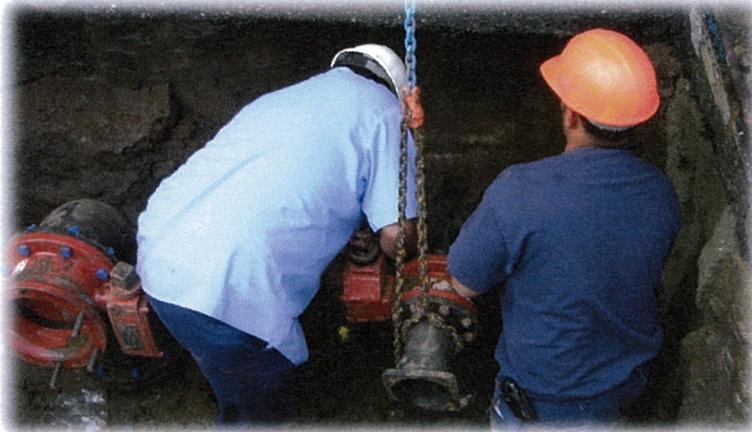
## SAFETY



Chris Lopez checking on water quality



Customer Service Representative Henry Briceno responding to an emergency call



We protect our employees and community from injuries and hazardous conditions.

We provide an immediate response to emergency calls 24-hours a day, 7-days a week

We maintain safe streets and sidewalks.

We provide a continuous supply of water for fire suppression to the Cities of Beverly Hills and West Hollywood.



# Defining Our Commitment – Our Values

## TEAMWORK



Members of Parking Enforcement who collaborated with the Police Department to conduct a sweep aimed at reducing misuse of disabled parking placards.



Rolando Rebollo Jr. receiving an award from the Police Department for reporting suspicious activity while on duty that led to an arrest.



Public Works Services Street Maintenance Team

Teamwork is about collaboration and diversity.

We believe that every success we create is due to a collaborative effort amongst our staff members, customers, stakeholders and partner agencies.

For us, diversity is making sure that every voice is heard and that decisions are made collectively after considering a variety of perspectives.



# Defining Our Commitment – Our Values

## INTEGRITY



Department of Public Works Services Customer Service Team

As community service providers, we are committed to being our very best at all times.

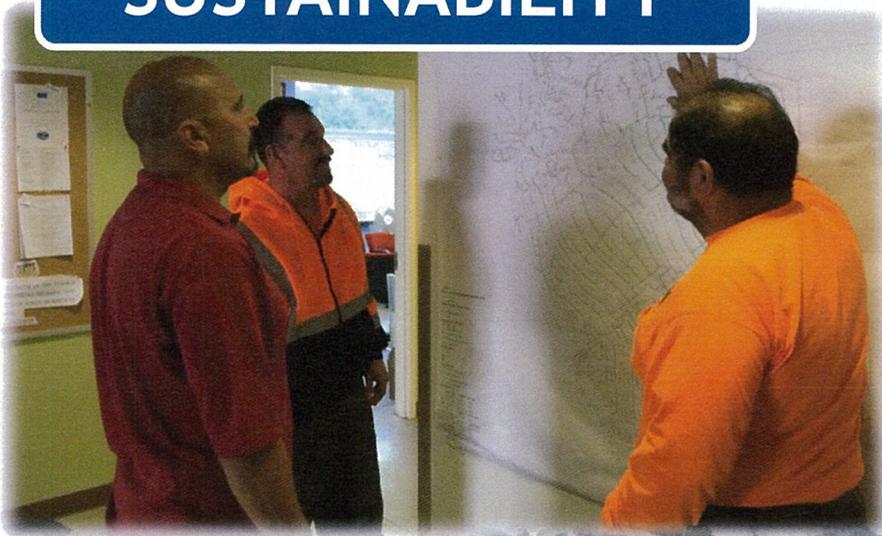
When we are faced with a challenge, we pledge to exhibit the tenacity needed to overcome obstacles and find solutions.

We are confident that our highly skilled staff will practice due diligence and take great pride in every response.



# Defining Our Commitment – Our Values

## SUSTAINABILITY



Solar panels located above City Hall and surrounding buildings

Sustainability is about being environmentally responsible in our daily decisions, investing in our employees, engaging with our customers, and being progressive in our approach to doing business.

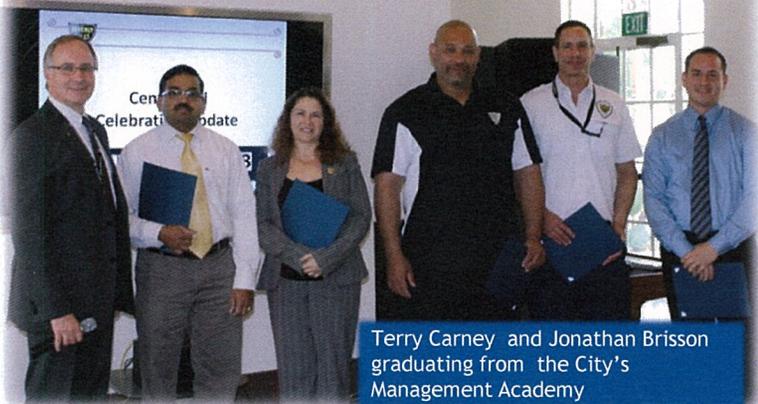


Our State of the Art CNG station



# Defining Our Commitment – Our Values

## LEADERSHIP



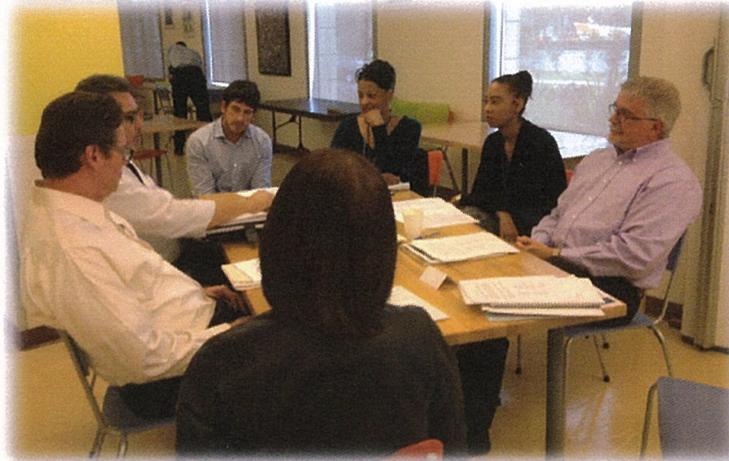
Terry Carney and Jonathan Brisson  
graduating from the City's  
Management Academy



Trish Rhay, Utilities Manager  
presenting on Customer  
Expectations and Service Levels



Chad Lynn and Genevieve Row  
presenting to Council



- ❖ We take action in the present moment.
- ❖ We are looking ahead to predict what is coming our way.
- ❖ We are engaged in solution-driven conversations.



# Defining Our Commitment – Our Values

## EXCELLENCE



Public Works Vehicles 1950



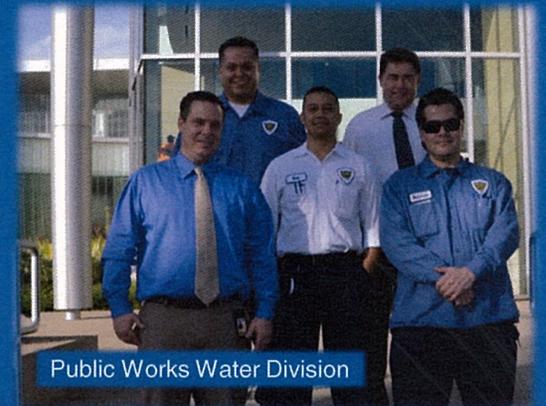
This vehicle runs on Compressed Natural Gas (CNG).

Excellence is the only acceptable standard of service for our team.

We are consistent, dedicated and responsive in our service approach.



Facilities Team serving our community during National Night Out 2013



Public Works Water Division



# Chapter 2

## State of the Department



- ❖ Leadership Perspectives
- ❖ Common Themes and Trends
- ❖ SWOT Analysis





# State of the Department Leadership's Perspective





# State of the Department Leadership's Perspective

“We have observed the Public Works Services employees as some of the most dedicated and reliable in the City. Employees take pride in unmatched responsiveness, however, the reality is we need to become more measured and proactive in the work we do.

Changing the culture to be more proactive as opposed to reactive is one of the most important things we need to address in order to ensure our long-term success. The good news is the employees are ready for a change and we are committed to making these changes together.”

~Public Works Services Management Team



# State of the Department

## Common Themes and Trends

After several days of strategic planning discussions, these were some of the reoccurring themes and trends that resonated throughout our department:

Training &  
certification  
opportunities

Effective &  
consistent  
communication

Employee  
development  
opportunities

Career  
advancement  
opportunities

Consistent  
messages from the  
formal leadership  
team

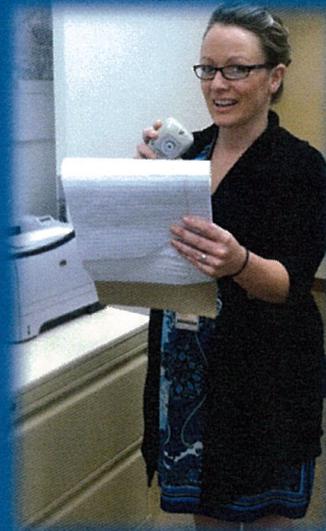
Efficient & effective  
delivery of  
services

Create a positive  
image in the eyes  
of our  
stakeholders



# State of the Department SWOT Analysis

**STRENGTHS** - As an organization, we feel the following list expresses our greatest strengths:



## Emergency Response

We respond to emergency calls from our customers 24-hours a day, 7-days a week.

## Exceptional Employees

Our staff members are dedicated to providing excellence in everything we do. Even in the busiest of times, our employees remain flexible, knowing that when an emergency arises, our top priority is to serve our community first and foremost.



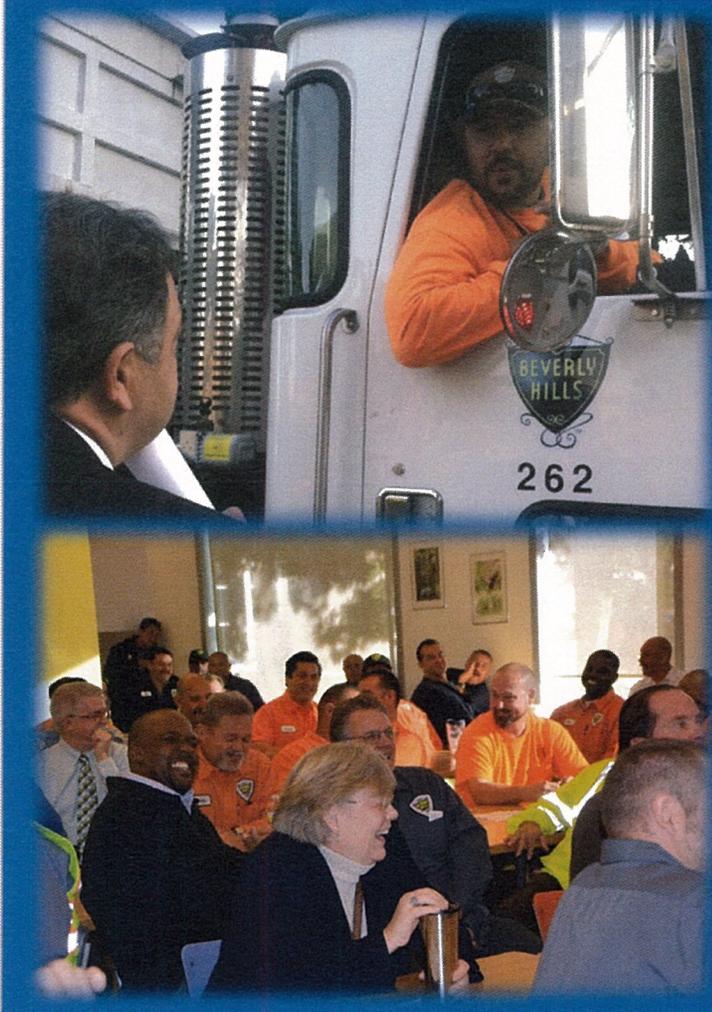
## Quality Service

We can assure you that if you call us for assistance, our highly skilled staff will take a positive approach to resolving the issue.



# State of the Department SWOT Analysis

**WEAKNESSES** - As with any organization, there are always areas to improve upon.  
The following are our top priorities:



## Communication Platforms

There is significant room for improvement when it comes to the communication amongst managers, supervisors and front line employees.

## Establishing Standards and Service Levels

We need to review and revise all standard operating procedures as well as communicate those standards in an effective way to all employees.

In addition, we need to clarify industry standards and determine how to best meet those standards.



# State of the Department SWOT Analysis

**WEAKNESSES** - As with any organization, there are always areas to improve upon.  
The following are our top priorities:

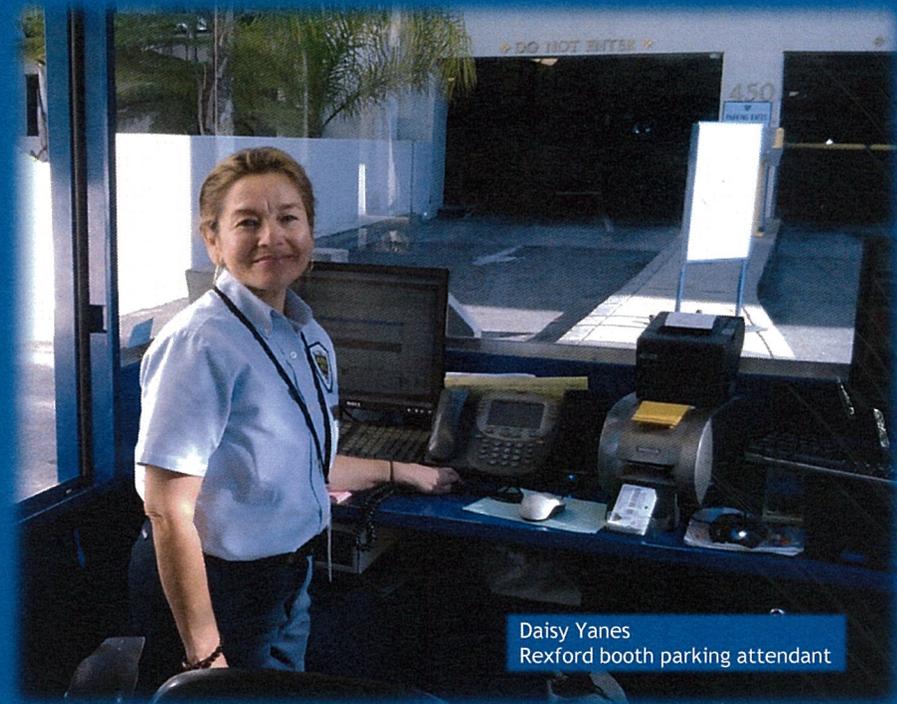
## Matching Resources to Current Needs

### ❖ Staffing Levels

Employees are constantly responding to unplanned service requests and because of this are failing to meet service levels as well as customer expectations.

### ❖ Equipment and Technology

Some of our current equipment and technology are not capable of meeting the ever changing needs of the services we provide.



Daisy Yanes  
Rexford booth parking attendant



# State of the Department SWOT Analysis

**OPPORTUNITIES-** After looking at the strengths and weaknesses of our department, we noted a few exciting opportunities to take advantage of in order to position ourselves for a successful future:

## Career Advancement

- ❖ We would like to see currently open staff positions filled.
- ❖ We want to create a culture where we set our employees up to attain their long-term career aspirations while remaining on staff with our department.
- ❖ By providing employees with a diverse set of learning opportunities, we believe we can set employees up for optimal success.





# State of the Department SWOT Analysis

**OPPORTUNITIES-** After looking at the strengths and weaknesses of our department, we noted a few exciting opportunities to take advantage of in order to position ourselves for a successful future:

## Life-long Learning

Technical and leadership training; Certifications; Cross-training; Formal education; On-the-job-mentoring





# State of the Department SWOT Analysis

**THREATS**- In any workplace, there are always internal and external threats impacting the work of the organization. Here are a few that we identified in our department:

- ❖ Having our core business contracted to outside agencies
- ❖ A continuously growing workload
- ❖ Crisis-driven priorities versus planned and forecasted priorities
- ❖ Matching service levels and expectations with number of staff needed to do the job
- ❖ Environmental Regulations
- ❖ Having a competitive salary and benefits package
- ❖ Management and Employee Association Relationship





# Chapter 3

## Ensuring a Plan for Success



- ❖ Core Service Areas
- ❖ Strategic Priorities
- ❖ Asking the Questions
- ❖ Desired Results



# Ensuring a Plan for Success

## Core Service Areas



**Emergency Management**



**Utilities**



**Parking Services**



**Infrastructure Management**



**Public Works Services Administration**



**Event Services**



**Environmental Sustainability**



# Ensuring a Plan for Success

## Strategic Priorities

- 1- Establishing Our Role
- 2- Effective Communication
- 3- Quality Service
- 4- Employee Development
- 5- Effective Leadership Strategies





# Ensuring a Plan for Success

## Strategic Priority 1

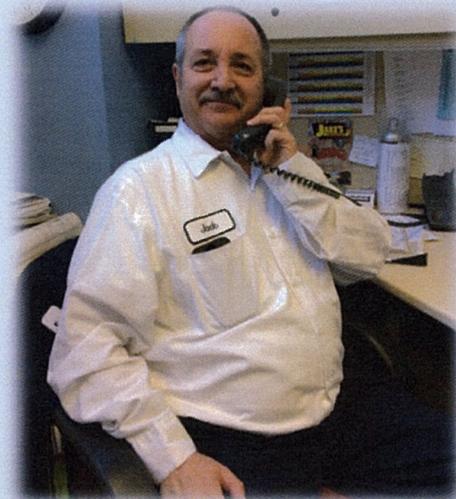
- ❖ Establishing our role

## Desired Results

- ❖ People understand what they are paying for and why our service is invaluable.
- ❖ We have an active partnership with those we serve.
- ❖ Public Works Services is a high priority to City Council.

## Asking the Questions

- ❖ How do we communicate what we do and the quality of services we provide?





# Ensuring a Plan for Success

## Strategic Priority 2

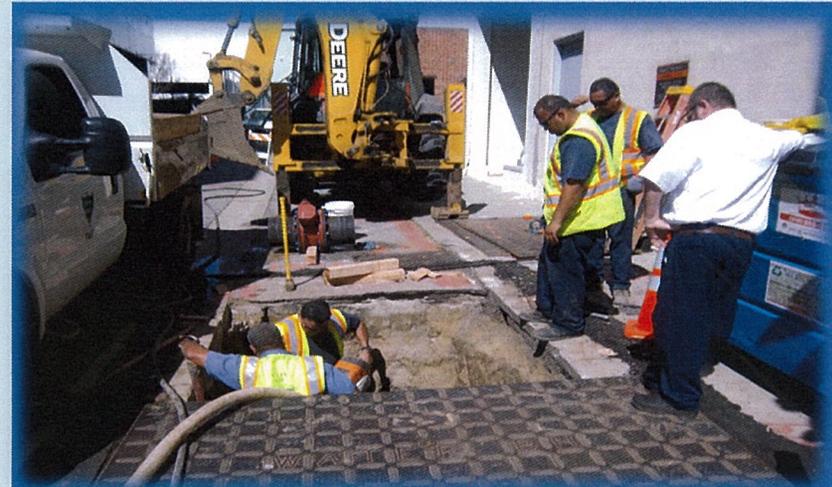
### ❖ Effective Communication

## Desired Results

- ❖ As a department, we are cohesive and going in the same direction.

## Asking the Questions

- ❖ What platforms are needed for effective communication to occur?
- ❖ How do we collaborate effectively with other City Departments such as:
  - ❑ Community Development, Parks and Recreation, Administrative Services, Engineering, etc.

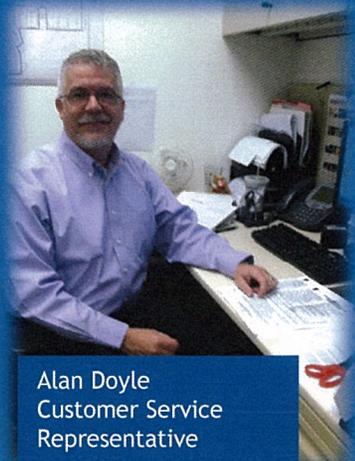




# Ensuring a Plan for Success

## Strategic Priority 3

### ❖ Quality Service



## Asking the Questions

- ❖ How do we know we are delivering quality service?
- ❖ How do we compare to other municipalities?
- ❖ What does quality mean to us?
- ❖ What does quality mean to our stakeholders?

## Desired Results

- ❖ We are all doing the right work at the right time at the right cost.
- ❖ Public Works Services is recognized for providing superior service.
- ❖ Other agencies are coming to us to get ideas and observing best practices.
- ❖ Five years from now, the body and the head know what one another are doing and are working together towards the same shared vision.
- ❖ We have established an onsite training program, where many people and work groups come from all over to learn and grow.



# Ensuring a Plan for Success

## Strategic Priority 4

### ❖ Employee Development

#### Asking the Questions

- ❖ Do we have clear, established career paths for our employees to pursue?
- ❖ Are we guiding our employees in the right direction so they can achieve their goals?
- ❖ Are we filling vacant positions in a timely manner?
- ❖ Are we giving our employees the right opportunities to assist them in advancing their individual careers?
- ❖ Are we taking a proactive approach to ensuring that no glass ceilings are in place that may be hindering employees from advancement?

- ❖ Do we budget our time and money to ensure proper training is in place?
- ❖ Do we provide adequate training for the tasks our employees are expected to perform along with the necessary support needed to ensure ample opportunity for success?
- ❖ Are we following up to ensure retention of training content?
- ❖ Do our employees have access to pertinent information?
- ❖ Are we holding our employees accountable, expecting them to meet established standards and expectations?
- ❖ Are we conducting exit interviews?



# Ensuring a Plan for Success

## Desired Results

- ❖ Our employees are supported by Management with progressive training programs and an effective performance development process.
- ❖ Our employees are provided with a state of the art training room where we host dynamic learning opportunities for ourselves as well as other organizations that want to develop their skills and abilities.
- ❖ Our work environment is one where leaders throughout the organization encourage advancement and innovative thinking.
- ❖ Anyone can step into our organization and identity a clear career path along with various alternative routes to take in order to attain professional and personal goals.

## Desired Results

- ❖ Throughout the ranks, we have a robust accountability system, where Managers and Supervisors welcome constructive feedback and actively coach and develop their employees.
- ❖ A standard of excellence has been clarified in every division and each work team is striving for excellence.





# Ensuring a Plan for Success

## Strategic Priority 5

- ❖ Effective Leadership Strategies

## Asking the Questions

- ❖ What do managers need in order to sustain momentum and push forward?
- ❖ What are the roles and expectations of leaders throughout the organization?
- ❖ Are leaders throughout the organization willing to lead by example?

- ❖ How committed are our leaders and do they have the support and accountability needed to stay committed for the long haul?
- ❖ In what ways does Public Works Services need to adapt in order to survive and succeed in an ever changing industry?
- ❖ Do we have systems in place to prepare for change?

## Desired Results

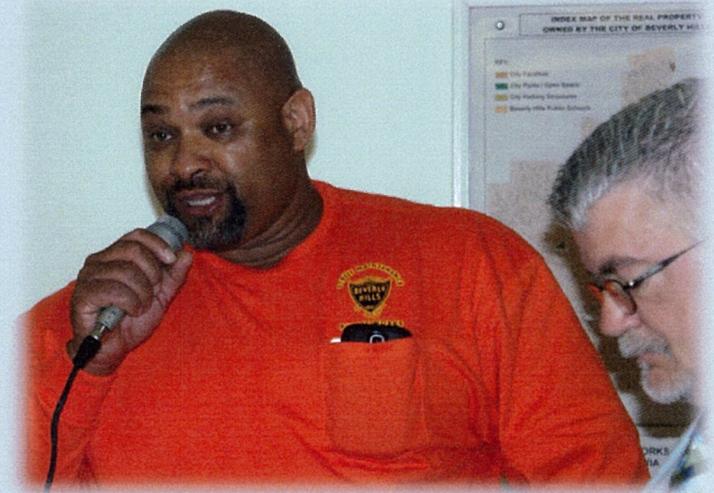
- ❖ Our managers and supervisors are taking a progressive approach to leading their work teams.



# Ensuring a Plan for Success

## Desired Results

- ❖ Every employee is clear when it comes to understanding job specific roles and responsibilities and feels fully equipped to accomplish any task put before them.
- ❖ Throughout the department, people are modeling leadership in their daily choices and actions.
- ❖ There is a solid platform of accountability and efficiency in place, ensuring continuous leadership growth and development.
- ❖ We are achieving our strategic priorities and we are continually revisiting, reviewing and revising our strategic plan to ensure the fulfillment of our vision of *service exceeding expectations*.





# Chapter 4 Measuring & Reporting Success



If you can  
measure it,



You can  
improve it.

# Measuring Success

## Our Strategy

In order to ensure the ongoing implementation of our strategic plan, the Public Works Services Department is employing a collaborative communication process which invites employees throughout the department as well as stakeholders to participate in ongoing discussions regarding the advancement of our strategic priorities and core service areas.



# Measuring Success

## Our Strategy

Some of the questions we will be continuously asking are as follows:

- ❖ What results are we striving to achieve?
- ❖ What data is out there that indicates our progress at achieving these results?
- ❖ What do the results tell us about how we are doing business?
- ❖ What must we do now to be better at what we do?



# Measuring Success

## Our Strategy

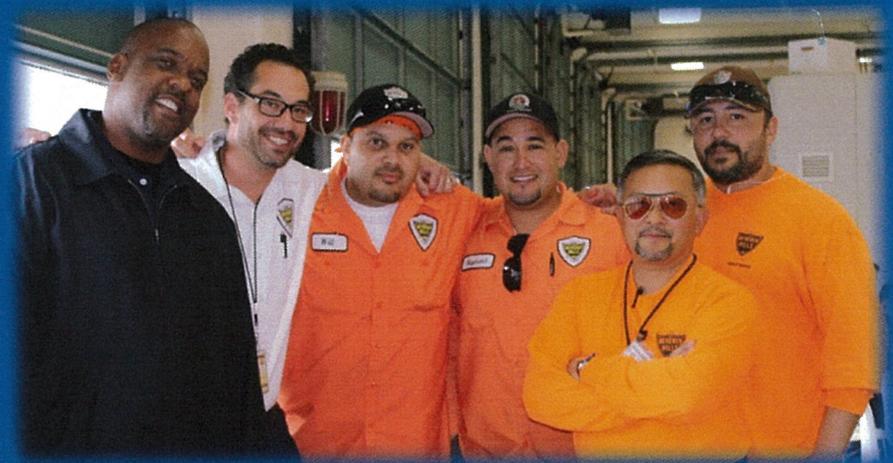
Convener Groups will utilize the following process when addressing strategic priorities:

1. Define the issue.
  - ❖ Put the challenge in writing.
2. Establish Goals.
  - ❖ What will success look like?
  - ❖ What are your success measurements?
3. Develop an action plan.
  - ❖ Clarify deliverables and improvement/performance measurements.

# Measuring Success

## Our Strategy

4. Establish timelines.
  - ❖ The Improvement Plan must include priorities, deadlines and project schedules.
  
5. Decide on a method of evaluation.
  - ❖ Schedule periodic meetings or conferences to review the progress, challenges and successes.





# Measuring Success

## Our Strategy

Convener Group activities will include:

- ❖ Research of best practices
- ❖ Conducting comparative analysis
- ❖ Reporting to Management on progress and challenges
- ❖ Ongoing solution-driven discussions
- ❖ Revisions to action plans as needed to ensure a realistic approach to goal realization
- ❖ Addressing content found in survey results



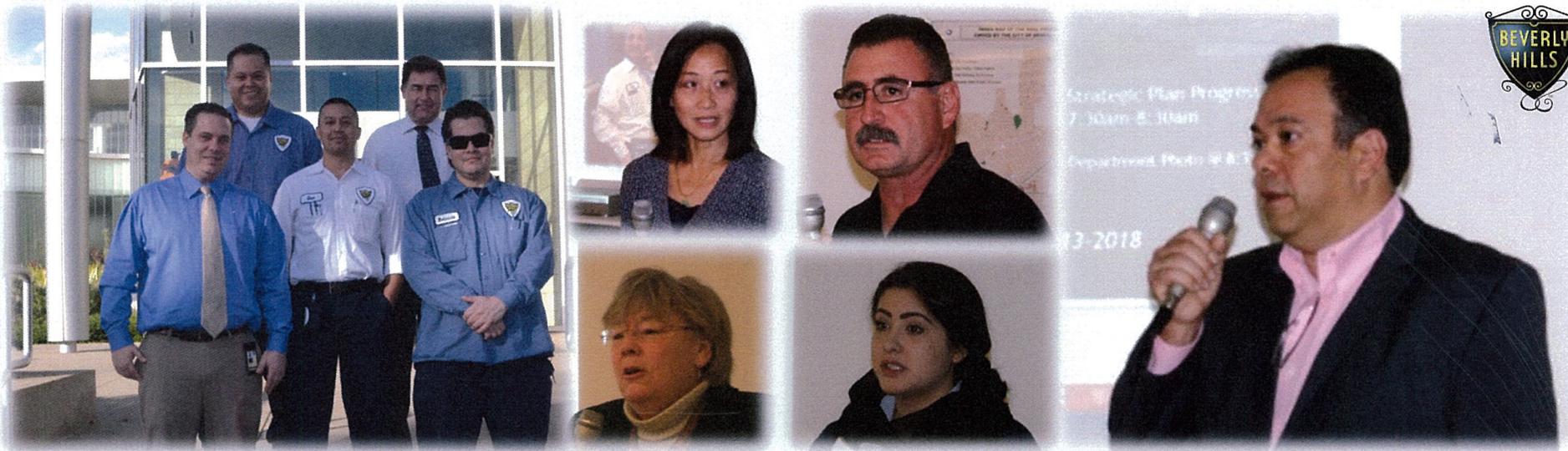
# Reporting Success

## Our Strategy

Regular reporting of Action Plan progress and success to:

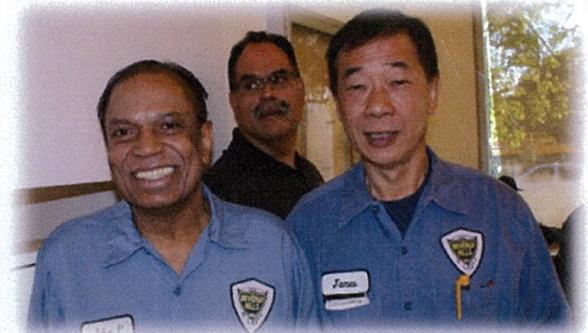
- ❖ The Director of Public Works Services during monthly team meetings
- ❖ The Public Works Services Employees during quarterly team meetings
- ❖ Our stakeholders:
  - City Council
  - Public Works Commission
  - Other City Departments
  - Beverly Hills Community





***“Change will not come if we wait for some other person, or if we wait for some other time. We are the ones we've been waiting for. We are the change that we seek.”***

**~Barack Obama**



# STRATEGIES & ACTION ITEMS

2013-2014

**Strategic Priority: Establishing Our Role**

**Convener Group:** Alan Doyle, Eugene Ysaguirre, Francisco Ruiz, Frank Victoria, Genevieve Row, Glenn Claudio, Harry Kalindjian, Ray Mayorga, Trish Rhay, Russell Platamone, James Burnley

No.	Action Items	Strategies	Timeframe
1	Get internal buy-in around this goal and be committed to what we are seeking to achieve	Facilitate a kick-off ceremony where we reveal the strategic plan.	0-3 months
		Supervisors will host tailgate conversations on a monthly basis at the Division level to provide teambuilding and thought partnering opportunities.	3-6 months
		At the Division level, all Supervisors will conduct weekly huddles, where employees offer one another brief updates, support and feedback.	6 months-1year
		All Supervisors will clarify current priorities, challenges and achievements with their respective work groups consistently and effectively.	3-5 years
		Executive staff will meet with Supervisors to clarify current priorities, challenges and achievements along with any opportunities on the horizon.	Quarterly
		Address challenges and obstacles at the Division level and implement solutions.	2-3 years
		Management will commit to a retreat/advance in order to participate in teambuilding, vision casting, and future planning.	Annually

Strategic Priority: Establishing Our Role			
No.	Action Items	Strategies	Timeframe
2	Build Partnerships	Partner with Community Development on upcoming community events.	3-6 months
		Coordinate committees to implement marketing campaigns with Team Beverly Hills.	3-6 months
		Provide a satisfaction survey in person as employees complete a service request.	6 months-1year
		Host a fundraiser with the Fire Department and challenge fire employees to participate in a basketball tournament.	1-2 years
		Partner with Emergency Management in hosting a community education event.	1-2 years
		Have presence within the school systems of Beverly Hills.	4-5 years
3	Build rapport with the City Manager, Public Works Commission and City Council	Request that City Council do a ribbon cutting for our new warehouse.	0-3 months
		Survey stakeholders to see what they know about what we do.	0-3 months
		Plan a tour of our facility and invite our stakeholders to see what we do.	6 months-1year
		Present stakeholders with accurate data and metrics to factually show what we need in order to meet and exceed expectations of Council and the Community we serve.	2-3 years

<b>Strategic Priority: Effective Communication</b>			
<b>Convener Group: Michael Couty, Craig Crowder, Daniel Morales, Francisco Ruiz, Genevieve Row, Glenn Claudio, Rick Gomez, Terry Carney, Trish Rhay, Kevin Watson, Arnetta Eason</b>			
<b>No.</b>	<b>Action Items</b>	<b>Strategies</b>	<b>Timeframe</b>
1	A collaborative communication process will be implemented at all levels throughout the department	Get all of Management to buy-in or at least adhere to a collaborative approach to communication.	0-3 months
		Executive staff will conduct quarterly staff meetings with Division managers to update, collaborate and find solutions.	0-3 months
		Weekly discussions will take place with line service and their supervisors to update, collaborate and find solutions.	0-3 months
		Division Managers will facilitate discussions with front line supervisors on a monthly basis to update, collaborate and find solutions.	0-3 months
		Every employee will be offered an opportunity to freely give feedback and suggestions.	6 months-1year
		Managers and Supervisors will establish "open office" hours.	0-6 months
		Management will facilitate meetings with Engineering on a quarterly basis to identify progress, give projects direction, and communicate the impact various actions have on PWS.	0-3 months
2	Engage in collaborative and unified effort with Division Management, Unions and Supervisors	Work with HR directly to make this action item a reality.	3-5 years
		Cultivate a deep enough level of trust between line staff and Management that line staff can trust Management to look out for their personal interest when meeting with Union Representatives.	3-5 years
		Communicate with City Council consistently regarding established service levels and the demand on Public Works to perform to industry standards.	Ongoing

Strategic Priority: Quality Service			
Convener Group: Mario Inga, Rick Gomez, Craig Crowder, D'Andre Williams, Genevieve Row, Kevin Watson, Renato Talavera, Robert Martell, Trish Rhay, Vijay Kokatay, John Russell, David Hillyer, Terry Carney			
No.	Action Items	Strategies	Timeframe
1	Get clear on what we consider our core business	Come to a consensus on what to contract out and what to keep in-house.	0-3 months
		Communicate with Engineering to determine what standards of service are acceptable in order to ensure that we are all providing the same quality service.	0-6 months
		Identify industry standard service levels in each area of our core business.	6 months-1year
		Train each Division to industry standards, clearly communicating what is expected.	2-3 years
		Continuously review and revise standards of service.	Ongoing on a quarterly basis
		Make sure each Division has the resources needed to perform to industry standard.	3-5 years
2	Provide customer service training to all department employees along with any department that collaborates with PWS to serve our customers	This training must be aligned with the City standards that have already been determined.	6 months-1year
		Implement a process by which customer expectations are translated to specific job tasks and industry standards.	3-5 years
3	Utilize Hansen to manage our assets and help determine ongoing work priorities, gaps and action steps	Develop the base to include current assets and tasks. Once this data is in place, turn on the reminder option.	1-2 years
		Train employees to use Hansen until they have shown they can operate all aspects of the system.	1-2 years
		Match service levels with appropriate number of staff to ensure expectations are met.	1-2 years

Strategic Priority: Quality Service			
No.	Action Items	Strategies	Timeframe
4	Utilize technology to streamline work	Scan barcodes on equipment to help with maintenance of equipment.	3-6 months
		Install ipads in every public works vehicle.	1-2 years
		Develop our GIS system.	1-2 years
		Coordinate closely with IT in purchasing equipment and providing training to maintain our fiber optics.	1-2 years
		Every employee will be offered an opportunity to give anonymous feedback and suggestions.	6 months-1year
5	Prioritize environmental sustainability	Set thermostats a few degrees lower in the winter and a few degrees higher in the summer to save on heating and cooling costs.	0-3 months
		Install compact fluorescent light bulbs (CFL's) as our older incandescent bulbs burn out.	6 months-1year
		Install motion sensors for light usage anywhere they don't exist.	2-3 years
		Tap into more solar/green technology.	0-3 months
6	Create, communicate, and implement a policy regarding what on and off street parking is available for City Staff		0-3 months
7	Get the "Best Water Treatment Plant Award of the Year"		3 years
8	Develop SOP manuals for every position and make them available and visible		5 years

Strategic Priority: Quality Service			
No.	Action Items	Strategies	Timeframe
9	Attain APWA (American Public Works Association) accreditation		5 years
10	Streamline our procedure work order	Create a system that is so effective that in five years a customer can put in a request, a Customer Service Representative will put in a work order and the work order will be sent out into the field where it will become someone's priority and all work will done in real time.	5 years

**Strategic Priority: Employee Development**

**Convener Group:** Rick Gomez, David Hillyer, Elisa Lopez, Genevieve Row, Gregg Routt, Kearran Hayes, Roy Zarate, Trish Rhay, Mario Inga, Hector Leyva, James Burnley, Ariel Garcia, Arnetta Eason, Alan Doyle, Jonathan Brisson

No.	Action Items	Strategies	Timeframe
1	Set dynamic career paths with each employee	Supervisors will sit down with subordinates and determine their strengths, interests, and professional goals.	6 months-1year
		Implement an effective and consistent performance development and review process.	1-2 years
		Get employees on a formal training path based on current position and future goals.	1-2 years
		Implement an accountability system to ensure that Supervisors are developing their staff and are aware of the value of mentorship in the workplace.	2-3 years
2	Cultivate an environment where employees feel inspired, fulfilled, equipped and challenged.		5 years
3	All of Management will encourage employees to be “their best” and express that being your best doesn’t always mean you must promote		5 years
4	Train Managers and Supervisors on how to establish a budget and run the division as an effective business		6 months-1year
5	Collaborate with HR to establish a robust recruitment program		1-2 years
6	Conduct an orientation for all new employees	Provide the following training: <ul style="list-style-type: none"> <li>• Safety and Confined Space</li> <li>• Munis software and how to use it effectively</li> <li>• Job specific training</li> </ul>	1-2 years

Strategic Priority: Employee Development			
No.	Action Items	Strategies	Timeframe
7	Make sure all staff is trained in the duties they are expected to perform (SOP)	Update SOP manuals.	3-4 years
8	Conduct cross-training throughout the organization	Announce cross-training opportunities on the Bevy.	2-3 years
		Identify who wants to learn beyond their current and required job skills.	2-3 years
		Invite Engineering, Design, Construction, IT, Community Development and Transportation to participate.	2-3 years
9	Address and apply the Salary Survey effectively		2-3 years
10	Fill vacant positions	Work closely with HR.	4-5 years

**Strategic Priority: Effective Leadership Strategies**

**Convener Group:** Mario Inga, Alan Doyle, Andrew Diaz, Arnetta Eason, Genevieve Row, Lucy Quiralte, Russell Platamone, Trish Rhay, Michael Couty, Elisa Lopez

No.	Action Items	Strategies	Timeframe
1	Assist in prioritizing the action plans related to each strategic priority		
2	Report on progress, challenges and opportunities on the horizon		Quarterly Department Meetings
3	Formally celebrate accomplishments		Quarterly or sooner is appropriate
4	Elicit feedback on upcoming changes		Quarterly
5	Provide a platform for employees to have a voice in the organization		Quarterly Department meetings
6	Be prepared to tell the Public Works Services story in ways that relate to our stakeholders		
7	Push ourselves and one another beyond our comfort zones		
8	Facilitate an annual review of the strategic plan		
9	Keep the convener groups representing the organization motivated and committed to the ongoing implementation of our strategic plan		Ongoing on a quarterly and annual basis

# STRATEGIES & ACTION ITEMS

2014-2015

### Strategic Priority: Establishing Our Role

Convener Group: Alan Doyle, Joe Evans, Frank Victoria, Jeff Bartizal, James Burnley, Venneri Santos, Chad Lynn, Donielle Kahikina

No.	Action Items	Strategies	Implementation/Completion Timeframe
1	Improve internal communication.	The Department will launch a monthly newsletter, suggestion box, and bulletin board to improve internal communication. (Point People: Joe Evans and Venneri Santos)	November 1, 2014
2	Cultivate internal buy-in.	Appreciation Reports will be formulated and communicated to staff on a biannual basis in the Fall and Spring. (Point Person: Donielle Kahikina)	October 29, 2014 & April 20, 2015
3	Build Rapport with City Manager, Council and Commission.	As employees, we need to strive to understand the dynamic role of our legislative bodies and realize that they still value the work we do as individuals regardless of their political stances. (Point Person: Chad Lynn)	Ongoing
		Plan a Work-Along-Side Day and invite Council members individually to get to know us better and learn more about what we do. (Point Person: Donielle Kahikina and Audrey Wright)	March 15, 2015
4	Improve our external communication to the community and stakeholders we serve.	Display Division focused PWAs City-wide so we have live video streaming throughout the City expressing the valuable work we do each day. (Point People: James Burnley and Joe Evans)	January 25, 2015
		Send our quarterly newsletters with a survey portion and a mailer insert with raffle offered. (Point Person: Arnetta Eason)	April 30, 2015
5	Collaborate with other agencies.	Work with Police, Fire, and Community Development to facilitate an annual fund raiser. (Point People: Venneri Santos and Joe Evans)	September 2016
		Work with Emergency Management to host a community awareness event in October 2014. (Point People: Arnetta Eason and Donielle Kahikina)	March 15, 2015

**Strategic Priority: Effective Communication**

**Convener Group:** Venneri Santos, Arnetta Eason, Lucy Quiralte, Rose Marie Acaba, Elizabeth Winston, Harry Kalindjian, Jack Merluzzo, Donielle Kahikina, Rob Wilcoxon, Audrey Wright, Mario Inga, Lai David, Renato Talavera, Ricardo Gomez, Terry Carney, Martin, Shelley Ovrom, Karine Shirinian

No.	Action Items	Strategies	Implementation/Completion Timeframe
1	Improve communication throughout the Public Works Services Department.	Executive staff is committed to weekly discussions on Wednesdays at 2pm as well as daily 10 minute huddles Monday-Thursday. (Point People: George Chavez, Chad Lynn, Trish Rhay, and Donielle Kahikina)	October 2014-Ongoing
		Executive staff, Management, and Direct Reports are committed to a monthly discussion on the off Tuesday from Council meetings. (Point Person: Donielle Kahikina)	October 2014-Ongoing
		Management and Direct Reports are committed to close the communication loop by reporting back to work groups by Thursday following the Tuesday meeting to ensure that valuable information is passed on to staff. (Point People: All attendees of the Executive Staff, Management, and Direct Reports meeting)	October 2014-Ongoing
		Executive staff and Management will participate in a vision casting and team building retreat. (Point Person: Chad Lynn and Mario Inga)	March 15, 2015
		All staff will utilize the standardized agenda format that has been created to ensure effective communication throughout the department. (Point People: Donielle Kahikina)	October 2014-Ongoing
2	Work with HR to establish open and effective communication amongst Division Management, Unions, and Supervisors.	Upon request, Shelley and Karine will facilitate discussions with Division Management, Unions, and Supervisors. (Point People: Donielle Kahikina)	January 2015-Ongoing

**Strategic Priority: Effective Communication**

**Convener Group:** Venneri Santos, Arnetta Eason, Lucy Quiralte, Rose Marie Acaba, Elizabeth Winston, Harry Kalindjian, Jack Merluzzo, Donielle Kahikina, Rob Wilcoxon, Audrey Wright, Mario Inga, Lai David, Renato Talavera, Ricardo Gomez, Terry Carney, Martin, Shelley Ovrom, Karine Shirinian

No.	Action Items	Strategies	Implementation/Completion Timeframe
3	Work with HR to improve the recruitment and hiring process.	Shelley Ovrom will attend Public Works Recruitment and Hiring meetings monthly. (Point Person: Donielle Kahikina)	October 2014-Ongong
		Public Works Services employees will support the successful completion of the City-wide class study by participating in the following: <ul style="list-style-type: none"> <li>• Completing PDQs</li> <li>• Tracking what we do and how much time each work task takes to complete</li> </ul> (Point People: Public Works Services Employees)	December 2014-Completion
4	Implement Munis effectively.	Public Works Services Account Technicians will meet with Finance representatives to seek clarity on MUNIS processes and procedures. (Point Person: Michelle Tse)	November 2014-Completion

## Strategic Priority: Quality Service

**Convener Group:** Jonathan Brisson, Jack Merluzzo, Venneri Santos, John Russell, Renato Talavera, Arnetta Eason, Albert Muro, Mario Inga, Oscar Aquino, Tiffany Rodriguez, Eliza Lopez, Alay Doyle, Melonie Alvarez, Joe Evans, Donielle Kahikina, Trish Rhay, Alvin Collins, Mark Villarreal, James Burnley

No.	Action Items	Strategies	Implementation/Completion Timeframe
1	Get clear on what we consider our core business and the resources needed to meet industry standards.	Complete the Desk Manuals stating what we do now. (Point Person: Donielle Kahikina and Carla Browning)	October 15, 2014-January 15, 2015
		At the division level, identify industry standards for specific work tasks, what we are able to do now, and what resources are needed to be able to meet industry standards. (Point Person: Donielle Kahikina and Carla Browning)	January 10, 2015-April 10, 2015
2	Expand and improve Hansen's capabilities.	Identify a point person for Public Works to oversee Hansen and facilitate a communication platform to ensure clarity and collaboration. (Point People: Trish Rhay)	November 1, 2014
		Bring on a long-term Hansen consultant in November for the next 18 months. (Point Person: Trish Rhay)	January 2015-July 2016
		Plan ahead as to how we roll out Hansen such as making sure employees have enough computers to close out work orders. (Point Person: Trish Rhay)	January 2015-July 2016
		Unify data between Hansen and City GIS. (Point People: Donielle Kahikina and Trish Rhay)	January 2015-July 2016
		Focus our efforts on getting buy-in from staff because it's not about the software but the willingness of the people to maximize the capabilities of the software. (Point People: Hansen Consultant, Hansen Trainers, and Management)	January 2015-Ongoing

Strategic Priority: Quality Service			
No.	Action Items	Strategies	Implementation/Completion Timeframe
3	Work with Engineering, IT (Lema), and Community Development to address projects that impact our service levels.	Facilitate a monthly discussion with representatives from all three departments to improve communication and provide vital updates needed to work effectively. (Point Person: Donielle Kahikina)	December 10, 2014-Ongoing
4	Utilize GIS on the Bevy to view scopes of projects.	Seek input from Lema and provide him feedback as to how effective this platform is for Public Works Services employees. (Point Person: Donielle Kahikina)	November 2014-December 2014
5	Show our commitment to environmental sustainability.	Engage Edison to see how we can track savings more effectively. (Point Person: Chad Lynn)	January 10, 2015-Ongoing
		Change all street lights to LEDs. (Point Person: Trish Rhay)	January 2015-March 2015
		Work with Chad to get clarity regarding Climatec's role and how we can partner with them. (Point Person: Chad Lynn)	October 29, 2014-December 2014
		Be open to working with new vendors and new technology if it will support our commitment to environmental sustainability.  (Point People: All staff involved with vendor relations and ordering parts/products.)	Ongoing
		Help City reduce water usage by 20% by doing the following: <ul style="list-style-type: none"> <li>Assess irrigation systems.</li> <li>Be conscious of our actions- turning facets off, calling Facilities if a toilet appears to be running, etc.</li> <li>Discuss how Parks and Recreation supports this goal.</li> </ul> (Point People: Trish Rhay and Chad Lynn)	Ongoing
		Set up and send out a chain of communication to report various issues regarding environmental sustainability and make sure supervisors communicate to staff. (Point Person: James Burnley )	January 30, 2015
6	Improve service levels and exceed customer expectations.	Work with City to maximize Comcate or another Customer Relationship Management program. (Point Person: Donielle Kahikina)	March 30, 2015

**Strategic Priority: Employee Development**

**Convener Group:** Roy Esqueda, Matt Hilton, Joe Evans, Daniel Morales, Jonathan Brisson, Roy Zarate, Alice Mckibben, Alan Doyle, Jeff Bartizal, Kearran Hayes, Art Saenz, Venneri Santos, Evelyn Fukuji, Arturo Barrios, Mario Inga, Shelley Ovrom, Karine Shirinian

No.	Action Items	Strategies	Implementation/Completion Timeframe
1	Implement a training program that represents a stratified, multi-tiered, and targeted approach to employee development.	Research and report out on required training for all employees for the 2015-2016 FY, keeping two criteria in mind-fairness and focus. (Point Person: Donielle Kahikina)	October 10, 2014-November 21, 2014
		Present findings to Executive staff to forecast training budget. (Point Person: Donielle Kahikina)	November 22, 2014
		Once approved, schedule training and add to master training calendar. (Point People: Donielle Kahikina and Audrey Wright)	February 1, 2015
2	Utilize Warehouse space effectively.	Phase 1- Set up a meeting room for employees to perform admin duties and conduct group meetings. (Point Person: Donielle Kahikina)	February 1, 2015
		Phase 2-Collaborate with consultant, Steve Buckman to complete the Warehouse Operations Plan. (Point Person- Donielle Kahikina)	March 20, 2015
		Phase 3- Go to Council to approve funding for a state of the art training room. (Point Person: Donielle Kahikina )	July 15, 2015
3	Improve the performance review and development process.	In a city-wide effort, work closely with IT to customize Munis to meet our performance review/development needs.  (Point People: Donielle Kahikina and Lucy Quiralte)	March 20, 2015

## Strategic Priority: Employee Development

No.	Action Items	Strategies	Implementation/Completion Timeframe
3	Improve the performance review and development process.	Executive staff will implement a formal process that holds all managers and supervisors accountable to providing performance feedback and ongoing career development support throughout the year. (Point People: George Chavez, Chad Lynn, Trish Rhay, and Donielle Kahikina)	January 30, 2015
		Staff members will pursue immediate supervisors to schedule performance reviews if supervisor is not completing reviews in a timely manner. (Point People: All Public Works Employees)	Ongoing
4	Take hold of the opportunity with the City to attain a formal education.	Before taking classes, seek clarity with HR as to whether or not training qualifies for tuition reimbursement. (Point People: All Public Works Employees)	Annually Before October 1st
		Call Woodbury to see if they will work with you regarding pre-requisite classes. (Point People: All Public Works Employees)	Annually Before October 1st each year
		Speak to specific Department heads to identify specialized training needed for advancement. (Point Person: Donielle Kahikina)	Annually Before October 1st each year

**Strategic Priority: Effective Leadership Strategies****Convener Group: All Department Members**

No.	Action Items	Strategies	Implementation/Completion Timeframe
1	Conduct quarterly reviews of the strategic plan.	Identify accomplishments, revise action items and strategies, and assign point people to ensure follow through. (Point Person: Donielle Kahikina)	March 10, 2015
2	Report on progress, challenges and upcoming opportunities.	Facilitate two annual <i>All Members Sessions</i> , including a State of the Department Address and a Budget Update. (Point Person: Donielle Kahikina)	April 2015 October 2015
3	Practice a collaborative communication model.	Executive staff will lead by example by including Management in the brainstorming process and Management will do the same at the division level to ensure feedback has been heard and considered before decisions are made and changes are implemented. (Point Person: George Chavez)	Ongoing
4	Be prepared to tell the Public Works Services story in ways that relate to our stakeholders.	Present service level demands and the capacity we have to meet those demands as often as appropriate with key stakeholders. (Point People: George Chavez, Trish Rhay, Chad Lynn, Donielle Kahikina)	Ongoing
		Leverage significant events such as Public Works Services Week and Earth Day to create interactive and engaging experiences that tell the Public Works story while establishing value in the eyes of stakeholders. (Point People: Arnetta Eason, Joe Evans and Venneri Santos)	Ongoing