



# City of Appleton

## Public Works Strategic Plan 2013-2016

### Mission:

"The Department of Public Works provides quality, cost-effective services for our customers"

### Community Values:

Quality Education  
Recreational and Cultural Opportunities  
Safe, healthy, accepting environment  
Welcoming and neighborhood-orientated  
Strong and balanced economy

### Vision:

Providing essential services in an exceptional manner

### Planning Assumptions

Workforce is changing (internal—retirements; external—competition for skilled and talented employees)  
Increased utilization and dependency on technology  
State and federal funding decline  
Demographics of our community will continue to change.  
Imbalance of service demands versus available resources.  
Why and how people work will change.  
Increasing demand for transparency and response.  
Increased rate of change.

### Key Strategies:

- 1) Determine and communicate City priorities and allocate resources accordingly.
- 2) Proactively pursue collaboration and cooperative agreements to meet the needs of our community.
- 3) Embrace a culture of continuous improvement.
- 4) Attract and retain an inspired, engaged workforce.
- 5) Increase visibility, accessibility, transparency and marketing in communication.
- 6) Encourage sustainability.
- 7) Embrace inclusion within our community.

### Key Performance Measures:

TBD

### Operational Plans:

1. Conduct a customer survey by July 1, 2014.
2. Prioritize process improvements based on customer survey feedback.
3. Meet with surrounding communities for joint bidding opportunities in 2014 for 2015 bid date implementation. (Use Glenwood model)
4. Update Department's Succession Plan by June, 2014.
5. Develop DPW facebook and webpage improvements by July, 2014.
6. Create a Sidewalk Poetry Program for 2014 implementation.
7. Create an urban in-fill planting initiative for 2014.
8. Create a "places of interest" walk similar to Boston's Freedom Trail for 2015 implementation.
9. Complete year 4 of City's On-Street Bike Lane Plan including an educational component.
10. Work with other Departments to link strategic goals by August, 2014.
11. Review performance indicators for relevance.
12. Pursue public/private opportunities for future Blue Parking Ramp by December, 2015.
13. Work with other Departments to coordinate Washington Square Development.