

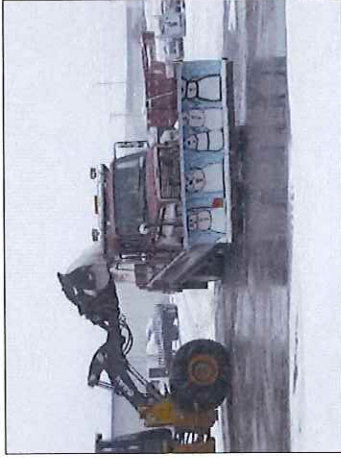
Department of Public Works

2017 Strategic Plan



City's Vision Statement:

"Appleton is the place where people can use their talents to thrive."



Department of Public Work's Mission Statement:

"Providing quality, cost-effective services for our customers."



Divisions of Public Works

(159 employees strong!)

- ❖ Building Inspections
- ❖ Central Equipment Agency
- ❖ Engineering
- ❖ Forestry
- ❖ Parking
- ❖ Sanitation
- ❖ Street
- ❖ Traffic
- ❖ Water
- ❖ Stormwater



7 Key Strategies

1. Responsibly deliver excellent services.
2. Encourage active community participation and involvement.
3. Recognize and grow everyone's talents (internal and external).
4. Continuously assess trends affecting the community and proactively respond.
5. Promote an environment that is respectful and inclusive.
6. Create opportunities and learn from successes and failures.
7. Communicate our success through stories and testimonials.



Key Strategy #1

Responsibly deliver excellent services.

- ▶ Efficiently provide essential services
 - Utilize Work Groups and employee feedback to review and improve programs & services
 - Input from external stakeholders
- ▶ Visit other communities for best practices
 - Communicate with other communities
 - Schedule field trips accordingly
- ▶ Prioritize our work and review quarterly
 - Create seasonal work list.
 - Review with staff
 - Revisit MADI Program

OUTCOME: Customer satisfaction
(Measure through point of service surveys and general survey)



Key Strategy #2

Encourage active community participation and involvement.

- ▶ **Social Media**
 - Management staff directly connected to social media
 - Train staff on various social media options and how to get "in front" of story
 - Utilize Marketing Team to champion this initiative
 - Social media ride-alongs
 - Regular updates and timely responses
- ▶ **Public input**
 - Conduct survey for input on services
 - Market the survey through social media
 - Analyze data and share feedback
 - Target diverse audience
- ▶ **Citizen Engagement**
 - Participate in annual Citizens Academy
 - Timber Rattler tree plantings/others
- ▶ **Public Information Meetings**
 - Invite stakeholders to project meetings
 - Listen to community input
 - Informational meetings
 - Special Event Support



OUTCOME: *Community participation in street designs and major studies*

Key Strategy #3

Recognize and grow everyone's talents (internal and external).

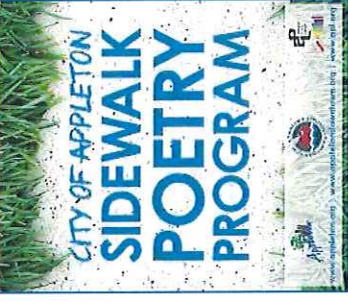
- ▶ Identify employees strengths and goals
 - Assign job duties and training accordingly
 - Implement Leadership Development Program
 - Succession planning
 - Group Stay Interviews
- ▶ Training
 - Identify needs, priorities and opportunities
 - Stay current in technology and job skills
 - Cross training
 - Budget accordingly
- ▶ Provide opportunities for future leaders
 - Utilize seasonal staff
 - Internships
 - Volunteer programs
- ▶ Support art in the community
 - Continue with sidewalk poetry and snowplow painting programs
 - Include members of the art community in project planning
 - Utilize Marketing Team to champion this initiative



OUTCOME: Percent of high performers retained (internal)

Key Strategy #4

Continuously assess trends affecting the community and proactively respond.



- ▶ Use social media to educate and solicit feedback
 - Respond to citizen inquiries
 - Provide educational feedback
 - Utilize feedback for possible service improvements
- ▶ Explore non-traditional DPW services
 - Support art in the community
 - Support community special events
- ▶ Empower business associations and neighborhood organizations
 - Gather information from businesses to determine what Public Works can do to help them be more successful
 - Meet with neighborhood groups to educate them on the role of Public Works in our community and listen to their feedback
 - Business/Community involvement

OUTCOME: The number of respondents that see Appleton as a progressive community.



Key Strategy #5

Promote an environment that is respectful and inclusive.

- ▶ Training
 - Work with Human Resources to identify types of training and presenters
 - Cultural awareness
 - Generational differences
 - Personality differences
 - Leadership development
 - Develop training implementation calendar
- ▶ Increase diversity & improve culture within the workplace
 - Use recruitment video to target a diverse audience
 - Recruit candidates from schools, volunteer groups and other organizations
- ▶ Respond to community needs
 - Utilize interpreters
 - Provide multi-lingual communication
 - Promote ADA awareness and improvements



OUTCOME: Percent of employees that feel welcomed and respected

Key Strategy #6

Create opportunities and learn from successes and failures.

- ▶ Network within Department
 - Share information and learn from each other
- ▶ Network with other Departments
 - Share information and learn from each other
 - Project coordination and communication
 - Compare DPW website content for consistency and ideas
 - Utilize Work groups
 - Department surveys
- ▶ Network with other communities
 - Build relationships
 - Learn from each other
 - Compare programs and services
 - Opportunities for collaborations
 - Compare staffing levels and overall level of service provided
- ▶ Training/Role development
- ▶ Customer feedback



OUTCOME: Number of employee ideas submitted and number implemented

Key Strategy #7

Communicate our successes.

- ▶ Communicate our successes with entire DPW staff
 - Share success stories at management staff meetings
 - Share success stories with staff
 - Discuss "What can we learn" at Work Groups and staff meetings
- ▶ Sell story to others
 - Share at Work Groups and staff meetings
 - Share Great Ideas List with Municipal Services Committee and Council
 - Share successful ideas via social media
 - Presentations at conferences

OUTCOME: Percent of customers with a positive perception of Public Works



