

**CITY OF PASADENA**  
**DEPARTMENT OF PUBLIC WORKS**  
**STRATEGIC PLAN**



# TABLE OF CONTENTS

<b>EXECUTIVE SUMMARY</b>	<b>3</b>
<b>VISION &amp; MISSION STATEMENT</b>	<b>4</b>
<b>DEPARTMENT OF PUBLIC WORKS DRIVING FORCE</b>	<b>5</b>
<b>SWOT ANALYSIS</b>	<b>6</b>
<b>VALUES</b>	<b>7</b>
<b>LONG-TERM GOALS</b>	<b>8</b>
<b>BUILDING SYSTEMS AND FLEET MAINTENANCE DIVISION (BSFMD)</b>	<b>9</b>
<b>CITIZEN SERVICE CENTER (CSC)</b>	<b>10</b>
<b>ENGINEERING</b>	<b>11</b>
<b>FINANCE AND MANAGEMENT SERVICES (FMS)</b>	<b>12</b>
<b>PARKS AND NATURAL RESOURCES (PNR)</b>	<b>13</b>
<b>STREET MAINTENANCE AND INTEGRATED WASTE MGMT. DIVISION (SMIWM)</b>	<b>14</b>
<b>CLOSING REMARKS</b>	<b>15</b>

# EXECUTIVE SUMMARY

## “Leadership is the capacity to translate vision into reality” —Warren Bennis

Strategic thinking and planning is one of the most critical elements for Public Works management. The easy answer regarding the need for a strategic plan: it’s a method to improve and prepare. Without a plan as a long-term roadmap, the organization becomes reactionary and employee fatigue surfaces, which affects the morale of the workforce and the level of service that is delivered. It is, therefore, one of the key success factors that must be woven into the fabric of the organization.

Strategic planning is a process that is issue driven. In most cases, there would be no need for public agencies if there were not issues or problems that created community needs in the first place. The Public Works Department is a perfect example. If there were no potholes, no flooding, no infrastructure deterioration, and no need for new roads, there would be no need for public works agencies.<sup>1</sup>

Therefore, given the critical role the Public Works Department has in determining the quality life of the citizens, the core purpose for the organization is summed up in its Mission Statement:

*“The Pasadena Department of Public Works, through our valued employees, preserves, maintains, and enhances the City’s infrastructure and natural resources in a sustainable manner for the benefit of our residents, businesses, and visitors.”*

The Public Works Department is strongly influenced by social, economic, and political forces on the federal, state, and local levels. In order to carry out effectively the mission and provide exemplary service to the community, the Public Works Department must anticipate and respond to these forces. Some of the forces or issues acting on the Department are:

- City image after embezzlement fraud
- Customer needs
- Deteriorating infrastructure/ maintenance of existing infrastructure
- Inability to replace critical equipment in a timely manner
- Limitations on resources
- Human resources/Diversity in the workplace
- Technology/Information explosion
- Council/Citizen involvement and influence
- Need for greater customer awareness of the Department’s capabilities
- Need to balance the provision of basic services against competing needs
- Aging workforce



<sup>1</sup> Sterling, Will, Strategic Planning For Public Works Organization, 2008

# VISION & MISSION STATEMENT

The Public Works Department is an organization that is challenged with the opportunity to remain progressive with changes that occur in the community it serves. Customer demand and influence continues to increase along with technological advances, requiring the need to provide access to data via social media interfaces.

A tremendous opportunity for the Public Works Department is available to promote the positive influence it has on the residents of Pasadena. To address these needs the following vision and mission statements were created and improved:

## VISION STATEMENT

We are a premier Public Works Department that delivers exceptional customer service.

## MISSION STATEMENT

The Pasadena Department of Public Works, through our valued employees, preserves, maintains, and enhances the City's infrastructure and natural resources in a sustainable manner for the benefit of our residents, businesses, and visitors.

To maintain consistency and focus over time, the Strategic Plan established four long-term strategic objectives associated with: Financial, Customer, Internal/Operational, and Employee and Personal Development. Following these objectives as guidelines, short-term goals were then established with milestones focused on engagement of all employees.

Furthermore, the Public Works Department will achieve a higher level of competency, efficiency, and service delivery optimization by pursuing the American Public Works Association (APWA) accreditation.

This accreditation (conducted through a peer review), which must be reviewed every three years, is a recognition of a review of 462 Best Management Practices utilized in the provision of public works services throughout the United States.



# PUBLIC WORKS DRIVING FORCE

The Public Works Department is an organization strongly influenced by social, economic and political forces on the federal, state and local level. It is tasked with remaining relevant with the dynamic nature of the City's residents.

In order to effectively carry out the mission and provide exemplary service to the community, the Public Works Department must anticipate and respond to these forces. Some of the primary forces acting on the Department are:

- Customer needs/response
- Deteriorating infrastructure/maintenance of existing infrastructure
- Inability to replace critical equipment in a timely manner
- Growth and the demands on service it makes
- Limitations on resources
- Competing needs and programs
- Personnel/human resources/diversity in the workplace
- Technology/information explosion
- Council/citizen/employee involvement
- Federal and state storm water management mandates
- Need for greater customer awareness of the Department's capabilities
- Need to balance basic services provisions against competing needs

To understand the organizational core competencies that are available to address the needs of the City, a strength, weakness, opportunity and threat (SWOT) analysis was conducted that included all Public Works Department employees.





# SWOT ANALYSIS



The following chart depicts the common themes associated with the organization:

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>▪ Institutional knowledge</li> <li>▪ High tenure with years of experience</li> <li>▪ Pride in completing work</li> <li>▪ Equality and diversity</li> <li>▪ Customer centric</li> <li>▪ Focused on meeting customer needs</li> <li>▪ Influx of new people with new ideas</li> <li>▪ Great teamwork (Internal)</li> <li>▪ Resilient</li> </ul>	<ul style="list-style-type: none"> <li>▪ Embezzlement “Cloud” (Fallout)               <ul style="list-style-type: none"> <li>▪ Heavy scrutiny</li> <li>▪ Stringent guidelines creating delays</li> <li>▪ Negative impact on morale</li> </ul> </li> <li>▪ Lack of funding (doing more with less)</li> <li>▪ Reduction of staff</li> <li>▪ Potential retirements will create institutional knowledge drain</li> <li>▪ No Division Succession Plans</li> <li>▪ Improve Intradepartmental teamwork</li> <li>▪ Not enough upward mobility</li> </ul>
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>▪ Potential to contract expertise out to other communities for a fee</li> <li>▪ Improve communication with customers (residents)</li> <li>▪ Use social media to promote our good work</li> <li>▪ Improve Management Practices</li> </ul>	<ul style="list-style-type: none"> <li>▪ Outsourcing</li> <li>▪ Economic slowdown</li> <li>▪ Extended internal processes are limiting the contractors that we have to work with</li> <li>▪ Negative City image (embezzlement)</li> </ul>

# CORE VALUES

To maintain operational consistency and continuity, the following operating principles were created. These operating principles reflect our values, define our organizational culture, and guide the approach we take in delivering services to our customers.

## RESPECT

We treat others the way we like to be treated.

## ACCOUNTABILITY/INTEGRITY

We take responsibility for being truthful and doing the right thing.

## PEOPLE AND VALUES

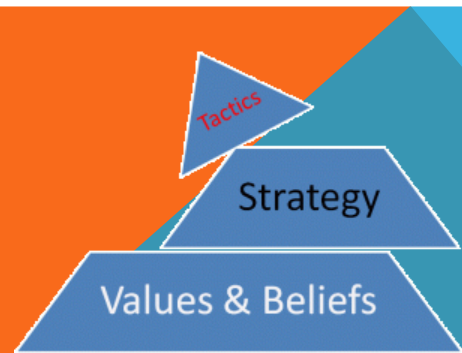
All major achievements are team efforts.

## RESPONSIVE

We resolve all of our customers' concerns in a timely and efficient manner.

## TRUST

We believe in open and honest communications. We promote a sharing of ideas and information in a manner that is honest and respectful, emphasizing listening by all participants, which results in understanding of each other's perspectives and interests.





# LONG TERM GOALS

To ensure that the Department remains focused in the long term to provide its services to all citizens of the City of Pasadena in an efficient, cost-effective, and responsive manner, the Department has established four long-term strategic objectives.

**Financial Accountability** - Insure integrity in financial management systems to provide public accountability and transparency for funds entrusted to the Public Works Department.

**Customer Service Delivery Excellence** - Deliver exceptional service and communicate successes to our internal/external customers.

**Internal/Operational** - Enhance our operational efficiencies and develop creative processes to work within our budgetary guidelines.

**Employee and Professional Development** - Create an environment where employees have an opportunity to grow professionally and personally in order to meet the present and future needs of Public Works Department.

In addition, the Public Works Department will achieve a higher level of competency, efficiency, and service delivery optimization by pursuing APWA accreditation.

This accreditation (conducted through a peer review), which must be reviewed every three years, is a recognition of a review of 462 Best Management Practices utilized in the provision of public works services throughout the United States<sup>2</sup>. The objectives of the accreditation program are to:

- Create impetus for organization self-improvement and stimulate general raising of standards.
- Offer a voluntary evaluation and education program rather than government regulated activity.
- Recognize good performance and provide motivation to maintain and improve performance.
- Improve public works performance and the provision of services.
- Increase professionalism.
- Instill pride among agency staff, elected officials, and the local community.

The long-term objectives were then used as a reference point to develop the following short-term objectives to be implemented through the organization. The following goals were developed for each of the Public Works Divisions.

<sup>2</sup><https://www.apwa.net/credentialing/accreditation>







# LEADING THE STRATEGIC PLAN



Division	Accountable Leader
Administration	Ara Maloyan Director
Building Systems and Fleet Management	Randy Rich Administrator
Citizen Service Center	Mandy Templeton Administrator
Engineering	Kris Markarian City Engineer
Finance and Management Services	Phyllis Hallowell/Susan Kim Management Analyst V
Parks and Natural Resources	Charles Peretz Administrator
Street Maintenance and Integrated Waste Management	Andy Torres Administrator

# BUILDING SYSTEMS AND FLEET MANAGEMENT (BSFMD)

**Discussion:** The Fleet includes fleet maintenance and repairs as well as vehicle/equipment replacement (with the exception of Water & Power and Sanitation vehicles). BSFMD also provides housekeeping and janitorial services through a contract vendor on a three-year contract with a two-year renewal option.

## Short Term Goals:

- Focus on mechanic employees' concerns by establishing meetings with the Director and BSFMD management team and employees to review SWOT concerns with proposed actions by September 2016.
- Focus on building employees' concerns by establishing four meetings with BSFMD management team and building employees to review SWOT concerns and prioritize items to address by November 2016.
- Create an informed employee base by establishing a monthly schedule for information sharing meetings by year end 2016.
- Research alternative cost control by reviewing alternative methods for inventory control by year end 2017.
- Building Assessment/CNG Analysis Fleet Building

## Long Term Goals:

- Adjust building service fees to our customers to improve operations
- Adjust vehicle replacement fee.
- Establish Inventory Control System—(address surplus) which will insure correct part is available for jobs (option to privatize inventory control).
- Implement a comprehensive stand-by program to include electrician and building maintenance.
- Complete Implementation of Lucity Programs



# CITIZEN SERVICE CENTER (CSC)

**Discussion:** The Pasadena Citizen Service Center (CSC) is the City's 311 Citizen Service Center and serves as the primary point of contact for the public submitting service requests and seeking information about City programs and services. The Center's hours are 7:30 a.m. to 5 p.m. Monday through Friday. The call center opened January 24, 2014 and is staffed with five FTEs.

## Short Term Goals:

- Meet with CSC staff to prioritize SWOT weaknesses and establish action items by August 2016.
- Hire and train new CSC staff to support day-to-day operations by September 2016.
- Update and transition to new Public Works website format by July 2017.
- Incorporate chat function on CSC website by March 2017.
- Introduce and implement new Citywide calendar by July 2017.
- Add functionality to mobile App-Calendar/news/Facebook/Twitter

## Long-Term Goals:

- Continue to increase City department participation in Call Center.
- Move CSC off of existing platform to new, more robust system.
- Integrate with all City work order systems.
- Text Service to CSC

# ENGINEERING

**Discussion:** The Engineering Division is responsible for planning, design, construction and renovation of the City's infrastructure. This includes roads and bridges; traffic signals and street lights; sanitary sewers; storm drains; park projects; municipal building renovation projects; management of the use of the public right-of-way through issuance of permits and imposition of conditional requirements; and design oversight, coordination, and construction management services for the City's infrastructure/capital improvement projects.

## Short Term Goals:

- Achieve a higher level of customer satisfaction by completing a manual of policies and procedures by February 2017
- Derive financial efficiencies (time savings) by organizing the server to provide better access to files by August 2017.
- Increase project manager effectiveness (project design, construction and completion) by creating one quarterly update that is used for all reports by February 2017. Create a learning environment by providing training and job shadowing to allow promotion from within when opportunities arise.
- Tracking projects, schedules, budgets
- Training Programs for Inspectors/Engineers

## Long Term Goals:

- Adjust Exempt parks and municipal building projects from the CUP (Conditional Use Permit) process, and exempt park restroom projects from Design Commission review in order to achieve greater efficiency and customer satisfaction.
- Adjust Create a process to work with Council and the community to create more realistic projects and project completion dates by establishing schedules based on staff's professional expertise and resources.
- 5 year program for Infrastructures
- Updates all Master Plans
- Designing Sustainable Projects
- Update Specifications
- Bring existing inventory into GIS-end of year



# FINANCE AND MANAGEMENT SERVICES (FMS)

**Discussion:** A financially responsible Department must have financial management systems that provide managers with the data needed to control costs. Using present technology, reports can be provided to managers to monitor expenditures, and to top-level managers to identify opportunities to lower the Department overhead. Accurate, up-to-date financial data is essential to good management decisions.

## Short Term Goals:

- FMS employees will ride along with other division employees once per quarter.
- Attend one professional development training course (off-site) per year.
- Prepare Public Works policy and procedure manual by December 2017
- Prepare the FY 2019 – FY 2023 CIP and get adopted by the City Council by June 30, 2018.
- Complete Public Works policy and procedure manual by December 30, 2017.
- Help with the implementation of the HR Module of Tyler Munis and the upgrade of the timekeeping system, VTI, by developing and providing customized training for PW staff members.

## Long-Term Goals:

- Prepare and adopt FY 2019 – FY 2023 CIP by June 20, 2017
- Conduct Tyler Munis sharing/collaboration sessions for Public Works employees by January 2017.
  - Quarterly sessions for any interested department employees.
  - Friday sessions for FMS employees.
- Conduct a PW Department financial and procurement information needs assessment and develop solutions to the identified needs (solutions could include training, creation of reports, etc.).



# PARKS AND NATURAL RESOURCES (PNR)

**Discussion:** The Parks and Natural Resources Division is responsible for maintenance and enhancement of the City's park and non-park landscaped areas, preservation of habitat for the enjoyment of humans and wildlife through the restoration of natural habitats and stream courses, and regeneration and maintenance of the City's urban forest, including public education outreach.

## Short Term Goals:

- Engage all employees in the division to address concerns/weaknesses noted in the SWOT by November 30.
- Enhance utilization of Work Order/Database Management system to enhance work planning/execution and resources allocation through the development and use of preventative maintenance work orders by November 30.
- Create developmental opportunities by providing acting assignments during position vacancies and long-term absences (e.g. WC or medical leave) to provide training/professional development.
- Development of inventory of park trees
- Develop and publish publically searchable tool for Master Street Tree Plan
- Development of maintenance and training manual for use of small landscape equipment

## Long-Term Goals:

- Complete policies and procedures manual (Department-wide effort).
- Establish employee recognition program (Department-wide effort).
- Identify a Wood Lot for wood/mulch storage and transport.



# STREET MAINTENANCE AND INTEGRATED WASTE MANAGEMENT (SMIWM)

**Discussion:** SMIWM has a strong team actively managing in-house Integrated Waste Management Services, monitoring 22 commercial solid waste franchise haulers, and promoting a wide variety of recycling opportunities and events, which has resulted in a Citywide diversion rate of 75%.

## Short Term Goals:

- Achieve a higher level of employee satisfaction by scheduling a monthly staff meeting to informally discuss concerns, understand employee needs, and allow for input and ideas by December 2016.
- Increase employee morale by promoting from within whenever possible.
- Create a succession pool of candidates by offering cross training and acting assignments when available.
- Enhance employee proficiencies by evaluating city training curriculum and scheduling training for staff.
- Enhance and mentor new hires for potential openings by utilizing the MASH program.
- Reduce operating cost by reevaluating vehicle replacement list and fleet maintenance history, and upgrade vehicles as necessary by first quarter 2017 (superintendent, supervisor).
- Reduce cost and increase employee productivity by superintendents and supervisors meeting monthly with crews to evaluate fleet and equipment.

## Long-Term Goals:

- Review and implement new PW Dept. policies and review Pasadena Training Academy with all staff and schedule classes.-Dept. Wide
- Rotate managerial assignments within the division to address succession planning.
- Nominate SMIWM staff members to participate in the Leadership Pasadena Program.
- Organics Recycling Programs





# CLOSING REMARKS

Strategic planning for the City of Pasadena Public Works Department is a systematic process to create a long-term view for thinking and planning to address the needs of the community by leveraging the assets of the organization. To insure the Public Works Department remains progressive with the demands associated with technology and the dynamic nature of the Pasadena demographics, strategic planning is one of the critical success factors for the organization. The Public Works leadership team has established goals that form a basis for future performance based evaluation systems.

