

**Policy: AD-06-07**

**Policy Title: Strategic Plan**

**Policy Purpose: Develop planning strategies to better serve its customer base**

**Implementation Date: 06/09/2006**

**Revision Date: N/A**

## **TOWN OF WESTFIELD PUBLIC WORKS DEPARTMENT**

### **STRATEGIC PLAN**

In 2005, the Town of Westfield's Public Works Department embarked on a strategic plan effort, bringing department and division heads together to develop a mission, vision, goals, objectives, and planning strategies to better serve its customer base.

At the meetings, the department developed and implemented the mission and vision statements. Additionally, the department goals were established.

#### Organizational Mission

The Westfield Public Works Department is committed to the promotion of services for our customers including sewer and water services, wastewater management, and thoroughfare maintenance. Our management and staff are dedicated to providing quality, professional services, and outstanding customer service while maintaining a safe and reliable infrastructure in a cost effective manner. Last revised 05/23/2006

#### Vision Statement

Westfield Public Works strives to be a premier organization by exceeding industry standards through innovation and team member excellence, while ensuring the satisfaction of all customers.

#### Department Goals

1. Communication
  - a. Defining Department Mission and Vision
  - b. Interdepartmental Communication and Coordination
  - c. Public Relations
  - d. Department Relations Building (i.e. PW and Planning, PW and I.I., etc.)
2. Safety
3. Fiscal Management
  - a. Fiscal Responsibility
  - b. Inventory Control

- c. Cost Savings
- 4. Standard Operating Procedures
- 5. Skill Development and Training
- 6. Efficiencies and Productivity
- 7. Customer Focus and Satisfaction

### Division and Individual Goals

The department determined that in developing division and individual goals that they should mirror and be an integral part of the mission, vision, and overall department goals. A departmental policy (AD-06-03 Performance Planning and Evaluation Policy) was developed, adopted and implemented. This policy sets forth the following six (6) strategic goals:

1. Department Goals (Goal 1): goals which are broad and encompasses each division as a whole. Prior to December 31<sup>st</sup>, the Director and supervisory staff will meet and determine these goals for the following year.
2. Division Goals (Goal 2): goals which compliment the department goals and ensures their achievement. Division Heads formulate and define their division goals which complement the department goals.
3. Individual Goals (Goal 3): goals that are directly related to the associates division duties and responsibilities. Once division goals are determined and measures of success defined, these goals are established to achieve division goals.
4. Key Responsibilities Goals (Goal 4): goals that are directly associated with daily, weekly, monthly, and yearly responsibilities of an associate. Management and direct supervisors determine these goals. They will be thoroughly defined and specific measures of success will also be outlined.
5. Specific Goals (Goal 5): goals that are tailored to improve an associates performance in areas that may have been designated for improvement. These are tailored to the associate and determined by management.
6. Project Goals (Goal 6): goals that are assigned by management that are to be achieved in the following year by the individual associate. Assigned by management and direct supervisor. They will be thoroughly defined and specific measures of success will be outlined.

Each associate is responsible to determine their Career Goals, both short term (within 1 year) and long term (1-5 years). The associate and their supervisor will determine the development needs and activities to help the associate in attaining their goals along with a specified time frame. Once the above process is complete each associate and their direct supervisor will have a one-on-one performance and development review. Each associate is required to participate in at least one interim review prior to August 31<sup>st</sup> of the review year.

All Department and Division Goals are monitored and documented on a monthly basis. The Operating Letter compiles performance measures that are assigned to each division and are reported on a monthly basis. The Director and division heads review this information to monitor and ensure goals and objectives are on track. The Operating Letter is maintained and available to management within the Operation Manager's Office.

In helping to gauge our effectiveness in the utility industry, the department began benchmarking their successes against other utilities throughout the Midwest in June 2005. The department provides summary information to the American Water Works Association (AWWA) which helps in the following:

- Identify, track, and measure already established and tested performance indicators
- Compare your performance against your peers
- Identify specific processes needing improvement
- Implement outstanding processes at your utility to improve performance

This information is compiled on a monthly basis and provided to the AWWA on an annual basis. The Performance Indicator Report is maintained and available to management within the Operation Manager's Office.

Bruce A. Hauk, Director  
Westfield Public Works