

# Operations Services Department Strategic Plan

October 2016



*Includes*

Mission and Vision  
Statements

Organizational  
Values

Goals

Strategies

*Prepared for the City of Pleasanton Operations Services Department by Management Partners*



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# City of Pleasanton

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# City of Pleasanton Vision and Values Statements

*The Operations Services Department (OSD) strategic plan is in alignment with the City of Pleasanton's vision for the future and organizational values.*



## Vision

Pleasanton is a well-planned, balanced community with desirable neighborhoods, an award-winning downtown with its small-town character, a diversified economic base, excellent schools, and a wide variety of community facilities. Pleasanton is a great place to live, raise a family, work, and do business. As our City approaches buildout in the next few years, we will strive to maintain these desirable qualities by continuing to develop a safe, convenient, and uncongested circulation system; by providing a comprehensive system of bicycle and pedestrian trails; by providing additional recreational and cultural facilities for the health and well-being of our residents; by strengthening our outreach to business of all sizes; and by preserving our natural resources, including water and air quality, and our community's environmental sensitivity. We will seek to minimize health and safety hazards.

Pleasanton is committed to sustainable community principles and will meet the needs of the current generation without compromising the ability of future generations to meet their needs. Pleasanton will maintain a positive and productive relationship with the Tri-Valley region, working collaboratively to address traffic and land use issues. We will continue to emphasize community participation and model the principles of the "Community of Character" of respect, responsibility, compassion, self-discipline, honesty, and integrity. The City's future, this vision, will depend upon maintaining a balanced budget, using our financial resources wisely, and continuing to promote Pleasanton as the premier place to live, work, and do business.

## Values

We value **COMMUNICATION** by actively listening and sharing information through open and honest conversation.

We value **SERVICE** by being professional, courteous and responsive to others internally and externally.

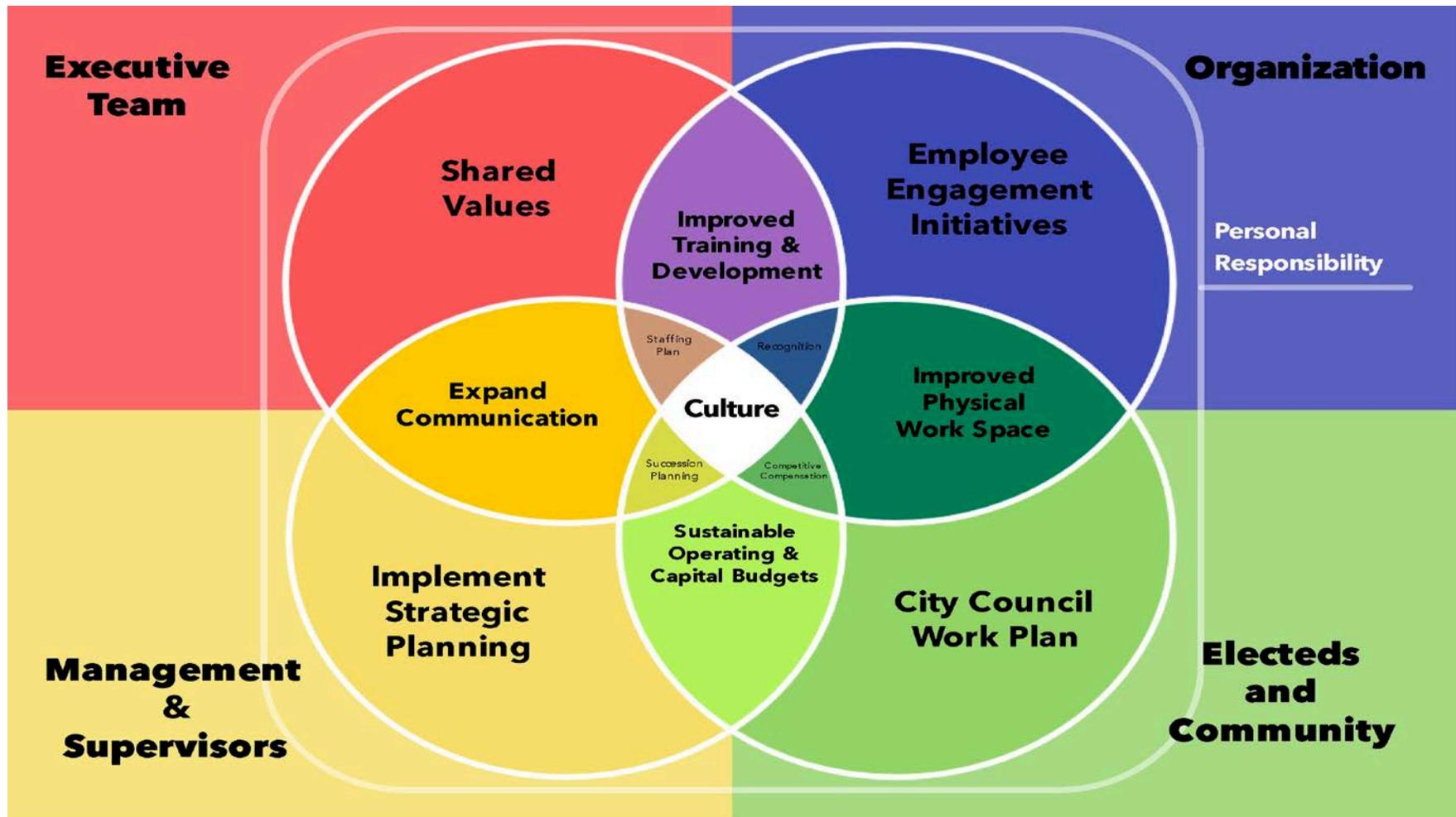
We value **LEADERSHIP** by setting the example, being visionary, thoughtful, strategic, supportive, and public service oriented.

We value **COLLABORATION** by engaging in cooperative work across departments and promoting teamwork.

We value **INTEGRITY** by doing what is right, being accountable for our actions and demonstrating trust and transparency.

We value **COMPASSION** by keeping an open mind, assuming the best of others, and taking actions that promote a safe and supportive work environment.

We value **LEARNING** by providing opportunities for professional growth and development throughout the organization.



# City of Pleasanton

## Integrated Initiatives for Organizational Success

\*The above strategic initiatives for organizational success is in draft form. Final adoption of the work plan by the City's executive team is scheduled for January 2017 with implementation to follow in calendar year 2017 and amended annually to reflect progress, organizational change and new priorities.

# Process Overview



*The Operations Services Department’s strategic plan establishes a vision for the future, a clear mission, and a set of organizational values. It also identifies a set of prioritized goals and strategies, as well as success indicators to measure progress toward each goal.*

The City of Pleasanton engaged Management Partners, a local government consulting firm, to help the Operations Services Department develop a strategic plan. The department’s strategic plan is in alignment with the City’s vision, values and goals. It was developed using input from an environmental scan, individual and group interviews, three employee focus groups, written feedback from department supervisors and managers, an online survey issued to departmental employees, and three strategic planning workshops.

## Environmental Scan

Department staff prepared an environmental scan as part of the strategic planning process. The environmental scan identified factors that will likely influence the department, as well as the City, in the short and long term. It includes information on the department’s budget, services and organizational structure, data about employee and resident demographics and trends, and potential internal and external challenges likely to affect the department in the future. Attachment A contains the environmental scan.

## Interviews

Management Partners started the strategic planning process by conducting interviews with the City Manager, Assistant City Manager, Director of Engineering, Operations Services Director and Assistant Director. Group interviews were also conducted with Operations Services Department managers and supervisors. The interviews offered early opportunities for gaining insights

*The environmental scan included data on:*

- Budget information
- Services and organizational structure
- Resident and employee demographics
- Factors likely to impact services

about strengths of the department, opportunities for the future and potential challenges that may affect the department.

## Employee Focus Groups

Three employee focus groups were held to obtain input from field staff and lead workers on the department's strengths and weaknesses, opportunities for the future, and potential challenges that may affect the department.

## Manager and Supervisor Questionnaire

All managers and supervisors were given the opportunity to provide written feedback on existing strengths and challenges of the department, as well as its priorities for the future.

## Online Employee Survey

Management Partners developed an electronic survey to collect feedback from department employees on potential words and phrases to be included in the department's mission and vision statements, organizational values, and opportunities for improvement.

## Strategic Planning Workshops

Three strategic planning workshops were held. The first strategic planning workshop was held on June 6, 2016 and focused on organizational structure, and roles and responsibilities. The second workshop was held on June 30, 2016 and provided an opportunity for the department's leadership team to give feedback on the department's draft mission and vision statements as well as discuss departmental values, goals and strategies. The final workshop was held on October 5, 2016 to develop an implementation action plan (IAP).

## Implementation Action Plan

The implementation action plan is the blueprint for carrying out the strategic plan. It contains a schedule and key steps for ensuring the goals and strategies are achieved. The action plan also contains a set of success indicators for each of the goals. The department will measure its success in achieving goals through these success indicators. The department also has a set of other metrics regarding its work. Over time, the success indicators in this strategic plan and the other department metrics will be reviewed together in the context of industry standards. The action plan is contained in a separate document.

**38** Department

employees participated in focus groups.

**66** Department

employees (83% of all staff) responded to the online survey.

# Department Mission Statement

*The Operations Services Department provides high-quality essential services that improve and maintain public infrastructure to protect and enrich the lives of our residents.*



*The mission states the purpose of the Operations Services Department.*

*It fundamentally defines what the department stands for and what it will do.*

# Department Vision Statement

*Together, we will be leaders in environmentally sound and innovative practices to ensure the reliability of Pleasanton's infrastructure for future generations.*

*A vision states the desired future of the Operations Services Department.*

*It describes what the department wants to accomplish and what kind of organization it hopes to become.*



# Department Values



*The department has four key values that all members follow in their everyday work.*

## Respect

- We work together to find common ground to achieve the department’s mission.
- We are aware of the impact of our words and actions on each other and the community.
- We act with courtesy and professionalism in all we do.
- We respond in a thoughtful way to challenging circumstances.



## Integrity

- We promote ethical behavior and act with transparency and honesty in all we do.
- We strive to serve as a positive example and represent our department and City well.
- We make decisions based on what’s right for the City organization as a whole.



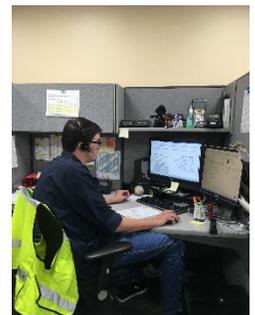
## Responsibility

- We follow through on commitments.
- We complete our work effectively and efficiently.
- We acknowledge when a mistake occurs, inform others and take corrective action.
- We actively seek ways to continually improve our services.
- We provide opportunities for staff growth and offer helpful feedback on a regular basis.
- We respond quickly and effectively to problems that arise.



## Communication

- We communicate clearly, honestly and courteously with each other, community members, and other city departments.
- We actively listen and are open to different opinions and suggestions.
- We take the time needed to effectively communicate with each other and community members, and use a variety of methods based on what will best foster understanding and clarity.



# Goal A: Facilities, Fleet and Infrastructure

*Enhance the department's ability to improve, repair and replace public facilities and infrastructure as well as the City's fleet.*



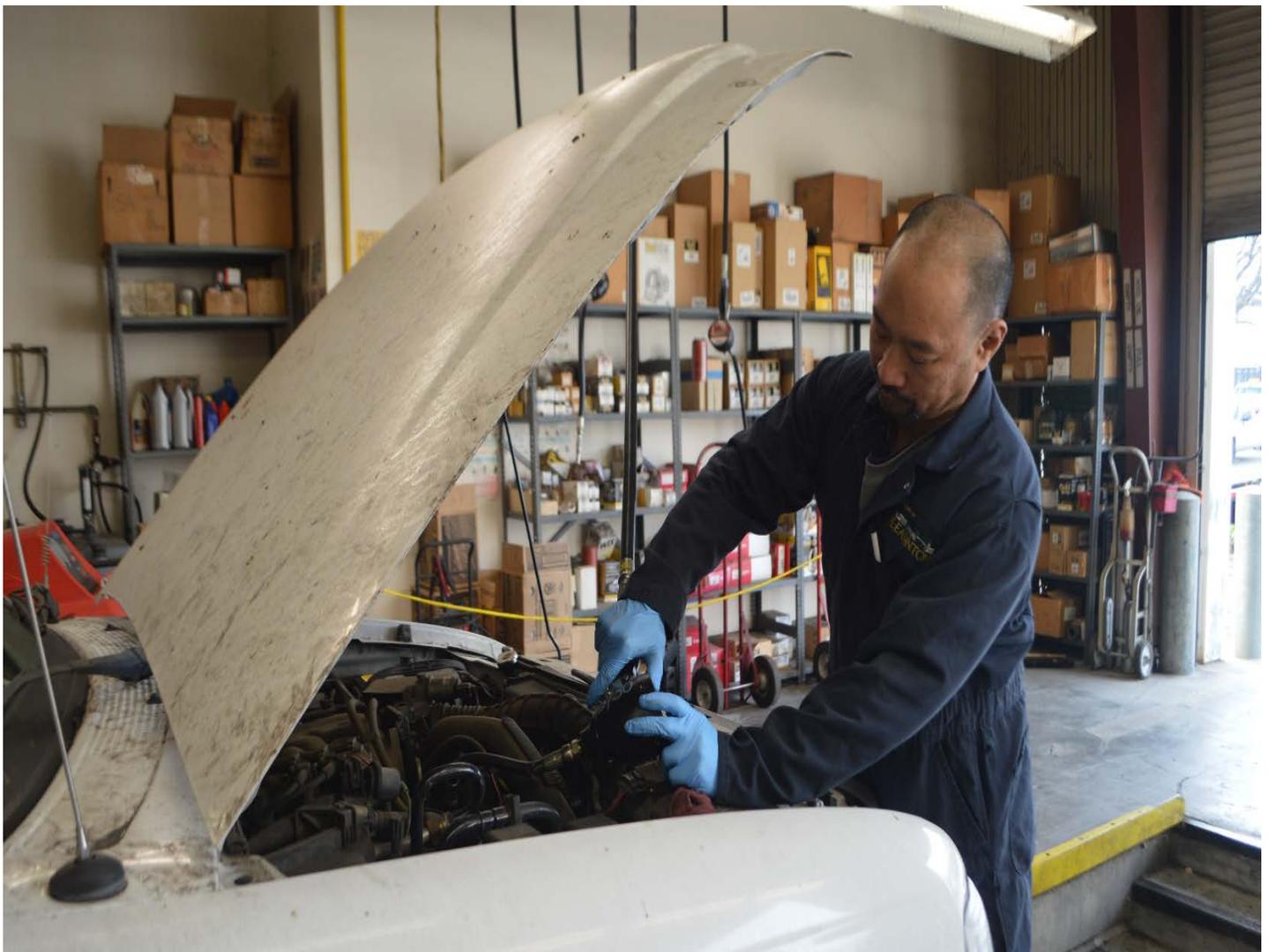
## Strategies

1. Conduct an assessment of City facilities, infrastructure and fleet to identify needed improvements or replacements.
2. In collaboration with Engineering, develop a comprehensive capital improvement program (to include the repair and replacement plan), which prioritizes infrastructure projects.
3. Establish a preventive maintenance schedule for City facilities, fleet and infrastructure.
4. Create or update master plans that are the responsibility of the department, and develop an implementation schedule for each.
5. Develop a comprehensive replacement schedule and expenditure plan for fleet vehicles and heavy equipment.
6. Develop a departmental asset management plan and integrate it with the City-wide asset management plan to ensure the department meets its standards of service.



# Goal A: Facilities, Fleet and Infrastructure (Continued)

7. Evaluate the long-term costs and implications for the Enterprise Fleet Lease Program to determine if the program is cost effective and sustainable.



# Goal B: Environmental Sustainability



*Promote environmentally friendly infrastructure and collaborate with partners to encourage water conservation, energy efficiency and environmental stewardship.*

## Strategies

1. Expand use of drought-tolerant landscaping in City of Pleasanton parks, medians and facilities.
2. Update and implement the Climate Action Plan to promote energy conservation and environmental sustainability.
3. Develop a new, multi-faceted approach to reducing pollution in storm drains and waterways.
4. Expand community outreach and public information activities to promote environmental sustainability.
5. Ensure compliance with all regulatory areas (California Air Resources Board, National Pollutant Discharge Elimination System, pesticide application, drinking water distribution and recycled water).
6. Determine the department's role in diversifying the City's water supply and establishing reliable alternatives.

Supporting Conservation  
Recycled Water is  
Used at this site  
for Irrigation  
**DO NOT DRINK**  
CITY OF PLEASANTON 925-931-5500

# Goal C: Technology

*Invest in technology and resources to support and ensure quick response to service requests and expand public access to vital information.*



## Strategies

1. Collaborate with the City's Information Technology (IT) Department to develop a five-year IT plan that schedules acquisition and implementation of high-priority IT projects.
2. Identify mobile technology opportunities to enhance and streamline data collection and improve communication between field crews and the Customer Service Center.
3. Obtain and implement a new computerized maintenance management system that is easy for staff to use, accessible to the public, and available as a mobile application.
4. Identify and provide staff capacity, training, and other support necessary to ensure successful implementation of new technology.
5. Improve coordination with IT and GIS for citywide IT improvements and infrastructure tracking.

# Goal D: Organizational Effectiveness



*Strengthen the organization's ability to cooperatively carry out services efficiently and effectively.*

## Strategies

1. Prepare descriptions of the purpose of each division, identify the key programs and service delivery areas, develop work plans and resource needs, and communicate this information to everyone in the department.
2. Develop and/or modify policies and procedures to improve consistency across divisions, minimize duplication and improve operational efficiency.
3. Develop tools to measure internal and external customer satisfaction and attainment of performance standards, and use the information to improve service delivery.
4. Implement and periodically update the department's emergency preparedness plan and provide emergency response training for staff.
5. Strengthen intra-department collaboration and teamwork with teambuilding opportunities and cross-divisional projects.

# Goal D: Organizational Effectiveness (Continued)

6. Develop new communication mechanisms to inform, listen to and dialogue with department staff with the goal of improving the staff/management relationship.
7. Collaborate with external service providers, community-based organizations and other City departments to engage in and improve long-term infrastructure and environmental resource planning.
8. Research and implement industry-wide best management practices across all divisions.
9. Establish a standard for responding to customer work order requests, create a customer service staff process for customer inquiries, and track timeliness of response and resolution of the issue.
10. For each division, determine key indicators and develop benchmarks that reflect industry standards; prepare reports on the results.



# Goal E: Talent Management

*Foster a productive and engaged workforce committed to continuous improvement working in a way that reflects the department's organizational values.*

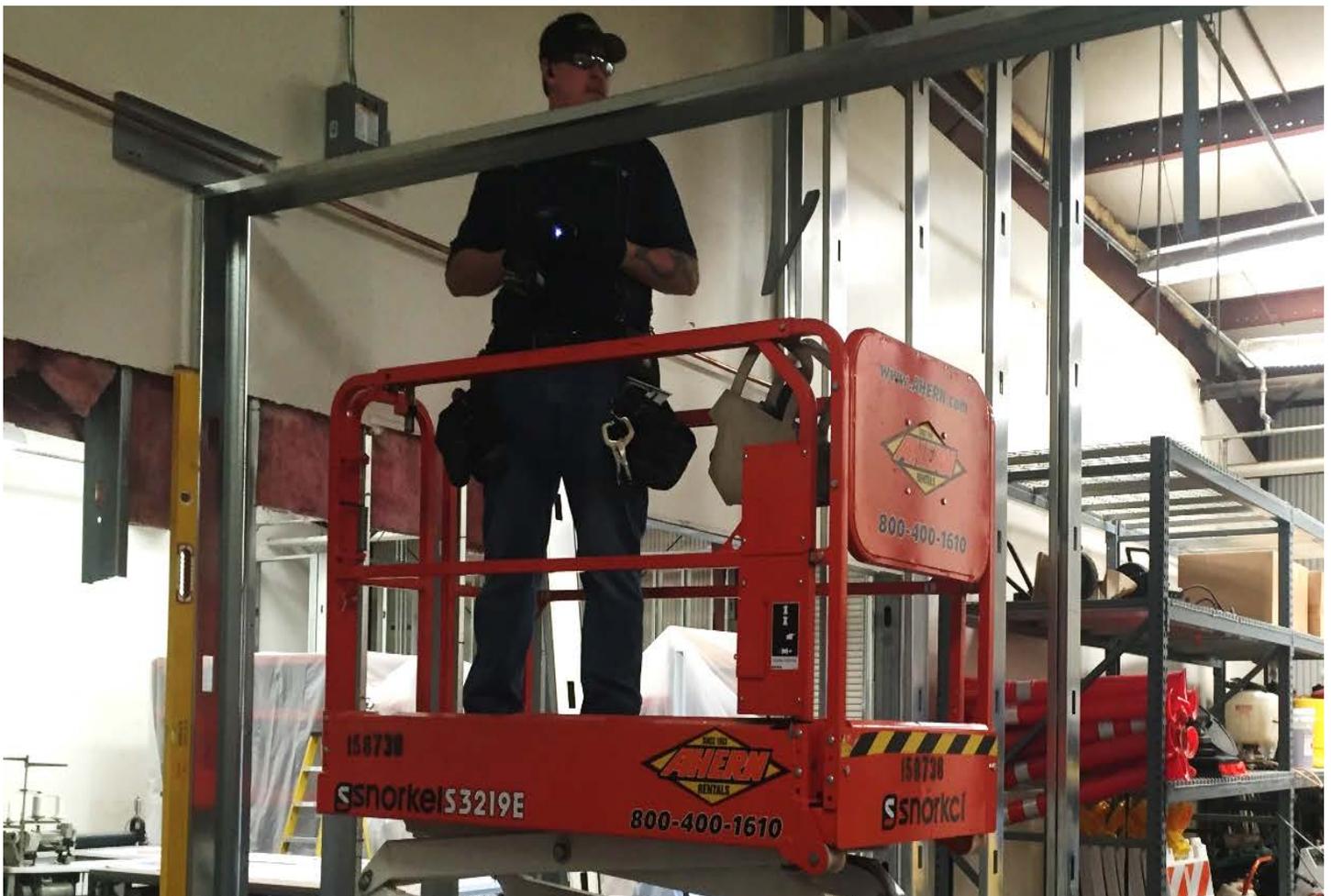


## Strategies

1. Collaborate with the City's Human Resources Department to fill vacancies in a timely manner with high-quality candidates that share the department's values.
2. Develop a robust, centralized training program that ensures compliance with safety standards, fulfills training requirements for certifications and classification descriptions, and fosters professional development of each individual.
3. Develop a formal succession planning program that includes methods of capturing institutional knowledge before people retire to effectively plan for future employee transitions.
4. Expand opportunities for staff to obtain leadership and management training to develop skills and prepare for future promotional opportunities and employee transitions.
5. Develop a department-wide employee evaluation process that also serves as an employee development tool to support professional development and improve performance.

## Goal E: Talent Management (Continued)

6. Evaluate position classifications, including the operations services maintenance worker classification, and determine what changes, if any, need to occur.
7. Develop an internship/apprenticeship program to increase the pool of viable candidates.



# Conclusion



This strategic plan will guide the work and future of the City of Pleasanton Operations Services Department. A tremendous amount of work went into developing this strategic plan. Employees at all levels participated in a confidential employee survey and focus groups. Three workshops with supervisors, lead workers and managers were held to discuss all of the employees' input and create goals and strategies for the future. The team is committed to implementing this plan and reporting progress to employees and other stakeholders. The plan complements Citywide initiatives and is consistent with the City of Pleasanton's vision and organizational values. The plan will be implemented in collaboration with other City departments. We are enthusiastic about our department's future, and that of the City of Pleasanton.

*"The future is not some place we are going, but one we are creating. The paths are not to be found, but made. And the activity of making them changes both the maker and the destination."*

*-John Schaar*

# Attachment A: Environmental Scan