

MEMORANDUM



TO: VICTOR CARDENAS, CITY MANAGER
FROM: MEGAN MIKUS, DEPUTY DIRECTOR OF PUBLIC WORKS
SUBJECT: DPW STRATEGIC PLAN 2026-2030
DATE: MARCH 26, 2026

The APWA accreditation process requires the Department of Public Works to have a strategic plan and update it every four years. DPW's first strategic plan for 2021- 2025 was developed after several focus group sessions with staff at all levels.

The 2021-2025 plan focused on these objectives:

- ✓ Improve community outreach and engagement.
- ✓ Enhance operational services.
- ✓ Engage in proactive, sustainable planning.
- ✓ Develop team members to function as a high-performing organization.

Takeaways from the previous plan were:

- A top-down approach was used to make sure goals were completed, which meant there was not as much involvement from front-line staff.
 - Establish future goals where frontline staff have more ownership in completing and more involvement in communicating their progress.
- Support or buy-in from external stakeholders was required to accomplish previous goals, which created time-consuming facilitation.
 - Create goals that the department has sole agency to complete.

Updates to the DPW 2026-2030 Strategic Plan include:

- Aligning the department's vision and values with the City's revamped mission and values statements, which were completed in 2024.
- Each division/ functional work group was tasked to come up with up to five goals. The goals were devised by front-line staff with guidance from managerial staff. Objectives provided when devising the goals were:
 - A new tool/ technology you can incorporate in your work (commitment/ innovation).
 - An external customer service improvement or level of service improvement (commitment/ trust).
 - A task you can stop doing or streamline to be more efficient (commitment/ innovation).

- A stretch goal/outside-of-the-box thinking (innovation).
- An internal culture improvement (team/ trust).

Moving forward, staff at all levels are responsible for the execution and status reporting of the department's goals.

Attached is the **DPW Strategic Plan Update 2026-2030**.