



City of Chattanooga Department of Public Works **Strategic Plan**

FY 2017-2020 | Justin Holland, Administrator



1250 Market Street, Ste 2100
Chattanooga, TN 37402

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Preface

Message from Justin Holland, Administrator

The Department of Public Works' three year Strategic Plan sets the department's direction, the mission, vision, values, and goals in a comprehensive document. This plan was carefully developed by the department's leadership to provide guidance to all employees as we serve the City of Chattanooga's residents, visitors, businesses, and neighborhoods. By strategically designing the department's blueprint for success, employees will be clearly focused on common goals to improve our services and the City's infrastructure.

Our employees have the power to bring positive and long lasting change to our communities and neighborhoods. The implementation of the department's strategic plan will ensure all employees in the department share the same values when interacting with the public and each other. This document maps out our goals and how we expect to achieve them. As we track our progress methodically, we will determine what works and then make informed decisions about adjustments that are needed.

Regardless of your specific daily responsibilities, every employee is asked to serve the public in some way, every day. We all play a part in the overall success of our organization and we can all add value, improve on what we do, and consistently evaluate our own operations to leverage technology, reduce red-tape, and alternative service options.

Specific performance measures will identify and demonstrate our success but are also used to focus on and identify areas where we can improve. We are a department that has adapted and embraced change and will continue to do so with this map for success.

Using this strategic plan, we will become a more intentional, more efficient, and more effective department, motivated to improve the lives of every Chattanooga and visitor in every neighborhood, every day. The content in this plan is important to the success of the department, to the City, and every employee. This plan was not created for one person, it was created for all of us. Working together, our department will provide world-class services to our world-class City. We should all be proud to be a part of this plan.

Sincerely,



Justin C. Holland
Administrator, Department of Public Works

Mission

To preserve and enhance the quality of the physical environment and infrastructure through prompt, cost effective and courteous delivery of services to protect the health, safety, and welfare of all citizens and visitors.

Vision

Be a world-class public works department supporting our employees and our community with integrity and excellence.

Values

Safety, People, Excellence, Service, and Accountability.

I. Safety

We believe no job is so important that it cannot be performed safely. We will ensure that the safety and health of our employees and community is the first priority.

II. People

Our citizens are our customers. We also believe people are our most valuable resources. We will embrace innovation, invest in our employees, reward excellence, and partner with our communities to improve our city. .

III. Excellence

We believe in doing it right the first time. We will be well organized to provide quality services and products efficiently and effectively.

IV. Service

We believe public service is the highest calling. We will maximize the capabilities of our resources to respond to the community's needs promptly and effectively.

V. Accountability

We believe in being accountable for all public funds. We will hold ourselves accountable to the highest standards, work to earn and maintain the public's trust, and be transparent.

Core Services

Engineering, Parks, Solid Waste and Recycling, Street Construction and Maintenance, Wastewater, and Water Quality.

I. Engineering

Efficiently plan, design, manage, and inspect construction projects. Provide geographic information services.

II. Parks

Operate and maintain city parks, greenways, streetscapes, and public green spaces.

III. Solid Waste and Recycling

Provide responsible solid waste management services and facilities for yard waste, municipal solid waste, recycling, bulky trash, and household hazardous waste.

IV. Street Construction and Maintenance

Maintain and construct the city's streets and sidewalks.

V. Wastewater

Operate and maintain the interceptor sewer system and regional wastewater treatment plant.

VI. Water Quality

Implement NPDES environmental mandates; manage surface water quality, flooding, and pollution related to urbanization of watersheds.

Goals

Innovate, Manage Risks, Promote Teamwork, Improve Customer Service, Promote Public Works, Ensure Sustainable Practices

I. Innovate

Create efficiencies, reward excellent performance, reduce costs, improve effectiveness, leverage technology, and research and explore possibilities.

II. Manage Risks

Encourage and promote control measures to reduce negative consequences and increase safety in all operations.

III. Promote Teamwork

Invest in the workforce, encourage collaboration, strengthen community relationships, and build partnerships.

IV. Improve Customer Service

Ensure every customer interaction is positive by responding promptly, with cost effective solutions and service. Improve customer service with quality assurance and quality control programs.

V. Promote Public Works

Promote the importance of our services and the impact that these services have throughout the community.

VI. Ensure Sustainable Practices

Ensure an appropriate balance between the environment, the community, and fiscal responsibility in all operations and practices. This includes maintaining total compliance with all environmental and facility permits and requirements.

Performance Measures and Plans

I. Administration

Decrease job injuries.

- Develop and implement a comprehensive safety program.

Achieve and maintain accreditation through the American Public Works Association.

- Develop and maintain written procedures, plans, practices, and policies for all operations.

Resolve all service requests promptly.

- Ensure resources are available to resolve all requests within established service level agreements.

Improve employee engagement.

- Listen to employees, communicate about issues and concerns, and recognize accomplishments.

II. Engineering

Improve project deliverables and ensure projects are completed within budget and on time.

- Develop deadlines that optimize capital project sequencing while recognizing budgetary constraints.

III. Parks

Increase volunteer hours in parks.

- Engage people in parks and communities to create volunteer opportunities.

Increase park patron satisfaction.

- Use survey results regularly to improve areas of concern.

IV. Solid Waste and Recycling

Decrease the number of garbage and recycle collection complaints.

- Develop and maintain comprehensive plans to include training and customer engagement.

Increase waste diversion tonnage and citizen participation.

- Develop strategies to increase waste diversion and make services more convenient and accessible.

Decrease solid waste facility permit violations.

- Increase internal inspection intervals, resolve problems immediately, and improve employee training.

V. Street Construction and Maintenance

Maintain streets to improve safety, aesthetics, and function.

- Develop systematic processes and train staff to resolve to recognize problems.

Resolve road hazard requests promptly.

- Improve communication, training, and processes.

VI. Wastewater

Decrease the number of plant violations.

- Improve processes, and increase employee awareness and training.

Decrease the number of sewer overflows.

- Continue to develop infrastructure.

VII. Water Quality

Effectively manage stormwater drainage system.

- Evaluate, maintain, and develop drainage systems using sustainable practices.

Manage surface water quality.

- Analyze and develop strategic plans and processes to monitor and improve surface water quality.

Increase educational outreach effectiveness.

- Increase training and outreach opportunities by targeting audiences with appropriate activities.

Organizational Chart

The Department of Public Works organization has five divisions which all work together to construct and maintain the City's infrastructure and provide essential services. Divisions include Administration, Engineering, Wastewater, Parks, and City-Wide Services. These divisions all provide essential municipal services touching the lives of every citizen, business, and visitor, every day. The Administrator is appointed by the Mayor and reports to the Mayor's Chief Operating Officer. The department has more than 600 positions and manages a \$122 million operating budget.

