

30/60/90-Day Plan · Director of Public Works

v2.1 · Oct 2025 · Outcome-based goals · Owners · Metrics · Last updated:
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matthewjamescarbonell.com

Mission: In the first 90 days, the Director will stabilize core operations, modernize workflows, and set a transparent performance culture for FY 2026.

Executive Snapshot (One Page)

🔍 30 Days — Build the Baseline

Focus: Establish baselines, clarify structure, verify readiness.

- Audit all divisions: Public Works, Utilities, Sanitation, Fleet, Landscaping, Construction, Engineering.
- Confirm org charts, training gaps, open requisitions; review FY budgets, CIP, vendor contracts.
- Establish KPI baseline (service reliability, repair response); refresh NIMS/ICS checklist.

Metrics: 100% org charts validated; KPI dashboard framework drafted.

Baseline KPI dashboard configuration

⚙️ 60 Days — Optimize the Engine

Focus: Process standardization, performance management, automation.

- Refresh SOPs (water/sewer, stormwater, lighting, fleet).
- Implement CMMS updates, GIS integration, and work-order tracking; launch weekly coordination.
- Deliver mid-year budget adjustments and staffing plan.

Metrics: Dashboard live with monthly cadence; response time -15%.

Avg work-order closure time ↓ 15% · Fleet availability ↑ 10%

📊 90 Days — Deliver Results

Focus: Institutionalize data, transparency, and resilience.

- Publish FY work program with division goals and metrics; finalize AAR process and drills calendar.
- Present first performance briefing to City Manager & Commission.

Metrics: 100% departments reporting monthly KPIs; SLA baseline for developer review & ROW permitting.



Outcome Table by Phase

Phase	Goal	Deliverable	Owner	Metric	Status
30	Baseline operations	Division audits + org charts validated	Directors	100% charts; risks logged	● ✅ Done
30	Budget clarity	FY budgets/CIP/vendor review	Finance + PW	Variances >10% flagged	● ⚙️ In Progress
30	Emergency readiness	NIMS/ICS checklist refreshed	PIO + Ops	Checklist approved	● ⚙️ In Progress

Phase	Goal	Deliverable	Owner	Metric	Status
60	Standardize services	SOPs refreshed	Ops Leads	Top 4 services updated	● ⚙️ In Progress
60	Data foundation	CMMS + GIS integrated	IT + Ops	All WOs tracked	● ⚙️ In Progress
60	Budget & staffing	Mid-year adjustments + staffing plan	HR + Finance	Plan approved	● ⏳ Pending

Phase	Goal	Deliverable	Owner	Metric	Status

90	Publish work program	Annual plan with metrics	All Divisions	Published on time	Pending
90	Transparency	Performance briefing	Director	Briefing delivered	Pending
90	SLA baseline	Developer review & ROW	Engineering	Baselines set	Pending

Detailed Plan (Domains)

Days 1–30: Discovery + Stabilize

Domain	Updated Focus
Org & People	Confirm org structure; leadership huddles; identify critical roles + succession gaps.
Budget	Map FY25 operating/CIP funding; flag variances >10%.
Operations	Benchmark outage restoration time, storm prep checklist, vendor performance.
Compliance	Verify permits, state/federal reporting, records retention.
Technology	Assess CMMS → integrate GIS; identify 3 automation quick wins.
Communications	Weekly division report; complaint-to-closure tracker live by Day 25.

Days 31–60: Improve + Implement

Domain	Updated Focus
People	Launch coaching plan; fill ≥75% critical vacancies.
Process	Standardize plan review checklist; set ROW permit SLA target (≤10 days).
Assets	Implement preventive maintenance schedule across all asset classes.
Procurement	Draft vendor KPIs (response, quality, completion time).
Reporting	KPI dashboard presented to City Manager by Day 60.

Days 61–90: Scale + Report

Domain	Updated Focus
Programs	Publish annual work plan; codify metrics by function.
Risk	Conduct emergency drill + after-action review.
Transparency	Citizen-facing project map + monthly progress highlights.
Next Quarter	Deliver automation roadmap (5-year asset optimization).

Design & Presentation



Header · Inter/Public Sans 18pt Body · Inter/Public Sans 12pt

- Use thin gold rules under headers; expand table row padding to 10–12px; keep 24px gaps between sections.
- Icons: Discovery (magnifier), Implementation (gears), Reporting (chart) with alt text.
- Accessibility: Headings hierarchy (H2/H3), alt text, ≥ 4.5:1 contrast.

Integration with Leadership Tools

- 🔗 Align KPIs with Monthly Dashboard and KPI Definitions.
- ➔ Plug into Emergency Comms Checklist (NIMS / ICS alignment).
- 🌐 Convert Org + KPI review into a Commission leave-behind.

Next Quarter Vision: Scale automation and asset optimization while increasing citizen transparency. [Live dashboard & strategic plans →](#)