

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

v2.1 • Oct 2025 • Outcome-based goals • Owners • Metrics • Last updated:
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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 →](#)