

## DIRECTOR'S MESSAGE

With the end of Fiscal Year 2003-04 on June 30, 2004, Public Works Services had completed a significantly challenging year of analysis and planning, driven by these factors:

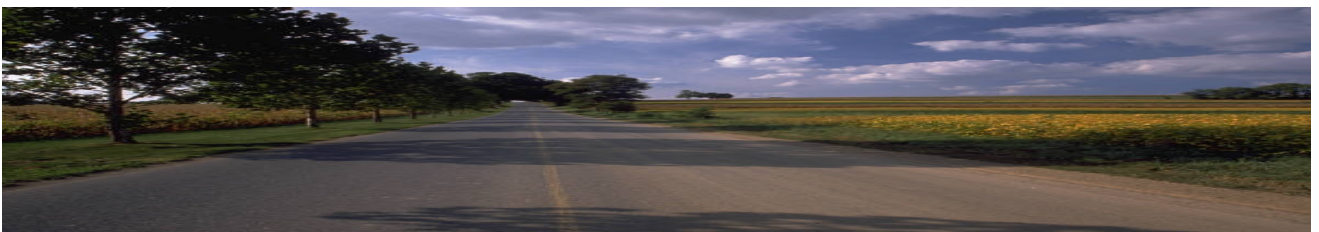
- Continued tough regional economic times
- More citywide service reductions and budget cuts
- Staffing reductions: Since July 2001, 7 of 89 full-time positions have been cut, resulting in the loss of 325 service years of knowledge and experience
- The emerging realization that – with the improvement in retirement benefits due to begin in July 2006 – as many as 17 department employees (including up to half of the management team) could decide to retire by 2006-2007
- Increased state and federal regulation of our services, such as the water system operator certification requirement for all water system employees
- The approval of the Recycled Water Project by the City Council, and the subsequent recommendations to Council by the Community Task Force on Recycled Water
- Increased use of technology in virtually every aspect of our work processes

Some of the key accomplishments by the PWS Department are:

- 25 promotions in the last three years
- Over 1,000 service years of experience still coming to work each day
- Budget reduction recommendations created by the whole department that involved no layoffs – which were accepted by the City Manager and adopted by the City Council
- A continued, demonstrated commitment to employee development and growth via:
  - Redwood City Profiles in Leadership Program
  - PWS Water Certification Incentive Program
  - Chamber of Commerce Leadership Program
  - Redwood City Coaching Pilot Program
  - Equipment Services Division automotive certifications
  - New Employee Welcome Orientation
- Highest 5-session average participant ratings of all city departments – Partnership Academy for Community Teamwork (PACT)
- Regional leadership position – water conservation and recycling

Our goals for the future – or vision of where we are going include:

- Positioning the department to generate revenues via regional “contract in” opportunities
- A department that is able to respond quickly to other unforeseen or unanticipated challenges
- A water system properly certified to meet California regulations by Dec. 2006
- A new department unit staffed and in place to execute the City Council’s water conservation policies – and lead us into the next level of stewardship





## DIRECTOR'S MESSAGE (Continued)

And – perhaps most importantly – successor employees for all key department positions will have self-identified and will be implementing their own personal development plans, thereby positioning themselves to confidently compete for the promotional opportunities ahead.

This is the vision of succession planning!

This annual report provides valuable information that may serve as a basis for implementing our vision and continuously improving our service delivery. I encourage you to spend some time looking at the report and discussing it with your peers. And I thank each of you for your contributions to the fine performance of the Public Works Services Department. You should feel proud to be a member of this organization and this fabulous community.

*Peter Ingram*  
Public Works Services Director  
December 2004

The Redwood City Public Works Services Department is one of ten operating departments within the city organization. By extension of the City's core purpose and reflecting the core values in the way we do our work, one way to describe who we are might be:

*Redwood City's Public Works Services Department  
is helping to build a great community  
by providing the essential services for daily life*

### *CORE PURPOSE*

*Build a Great Community Together*

### *CORE VALUES*

#### *Excellence:*

*Passion to Do Our Best in Each Moment*

#### *Integrity:*

*Do the Right Thing, Not the Easy Thing*

#### *Service:*

*We Care and It Makes a Difference*

#### *Creativity:*

*Freedom to Imagine and Courage to Act*