

XII. Departmental Planning



It is important to understand that the purpose of this Long Range Plan is to provide the community with a vision for future service and to be used as a guiding document for *the employees of RVTD* who will be responsible for carrying out the actions of this plan. This document should be used as a reference tool on a regular basis and the only way to achieve that is by involving employees at every level in the planning process.

RVTD has several departments and each rely on one another for the day-to-day operations to run smoothly. It is common knowledge that without the proper tools it is nearly impossible to accomplish a task, at least without wasting a tremendous amount of time. Several employees have worked for RVTD for nearly 20 years and many advances in technology and system processes have occurred in that time with only a portion being adopted. A common stumbling block for any organization is to lose sight of the forest through the trees. RVTD has often been trying to simply 'keep up' and neglected the big picture.

The relative way of conducting business at RVTD has been to ask only for what you absolutely need, not what could accomplish the task in a faster or more efficient manner. Additional constraints have been placed on staffing levels, professional training, maintenance of facilities and other crucial activities to minimize service cuts. At some point everyone needs to take a step back and realize where we are today and where we want to be tomorrow to see what the overall objective is without these constraints looming above.

For the purposes of this Long Range plan, a simple question was asked of each department. What does this department need to have its duties accomplished in a more efficient manner and to improve collaboration with other departments? Additionally, each department was asked, where do you see each of RVTD's departments in 10 years? There were no false promises made as to the viability of implementing any of the requests, simply exploring ideas and putting together a larger puzzle of who RVTD is internally and what it can become. The full list of departmental goals is provided in Appendix O.

Any additional revenue that is generated to support additional service will also be used to improve the overall internal operations of RVTD as well. Many of the items are not resource intensive and can be implemented with minimal costs. Other goals require more staff time and will require grants and other subsidies to accomplish them. With this list, grants can be leveraged and work scopes created. Although it is important to know where you are going it is also important to see how you will get there. This part of the planning process has provided these stepping-stones, generated by RVTD's own employees.