



2018-2022 Strategic Plan in Brief

Vision

A forward-thinking organization that honors the public trust

Mission

We care for and build the City's assets for the people of San Francisco

Organizational Principles

Building a learning organization with a culture of respect, integrity, responsiveness and continuous improvement

Core Values

Respect

We treat each other with respect.
 We communicate openly and fully.
 We listen to one another, our clients, and to the community.
 We value the safety of our workforce and the public.

Integrity

We behave with integrity.
 We work together as one team.
 We are accountable to ourselves, to each other and to the public.
 We are all responsible for our successes and failures.
 We practice safety every day.

Responsiveness

We are responsive to the diverse needs of all communities.
 We pursue new ideas and ways of working.
 We celebrate our accomplishments.
 We incorporate safety as key to quality customer service.

Goals	Objectives	Executive Sponsors	Objective Champions
Goal 1: Be the best place to work	1A - Attract, engage and empower a diverse, creative and motivated workforce	Larry Stringer	Bruce Robertson
	1B - Provide professional and personal development opportunities	Edgar Lopez	Simon Yeung
	1C - Communicate timely, accurate and relevant information	John Thomas	Rachel Gordon
Goal 2: Drive innovation and exceptional service	2A - Embrace continuous improvement and best practices	Edgar Lopez	Albert Ko
	2B - Advance and develop visionary practices	Larry Stringer	Eddy Ching
	2C - Be the service provider of choice	John Thomas	Paul Barradas
Goal 3: Improve and inspire stewardship of public spaces	3A - Build and strengthen partnerships	Larry Stringer	Kelli Rudnick
	3B - Reimagine and activate public spaces	Edgar Lopez	Greta Jones
	3C - Maintain clean and safe public spaces	John Thomas	Matt Naclerio



Goal 1: Be the best place to work

Objective 1A: Attract, engage and empower a diverse, creative and motivated workforce

Executive Sponsor: Larry Stringer | Champion: Bruce Robertson

Key Initiatives:

1. Streamline time to hire; improve recruitment process, including updating job descriptions to align with actual job functions and need, and modernizing job postings; and provide flexible work environment and schedules
2. Improve the employee performance plan and appraisal process to become more meaningful, constructive and tailored to employee development; and develop a systematic process to engage and acknowledge our workforce
3. Develop an employee work culture survey and process to review feedback and implement changes
4. Develop and strengthen apprenticeship programs, internships and entry-level (hard-to-fill) positions

Objective 1B: Provide professional and personal development opportunities

Executive Sponsor: Edgar Lopez | Champion: Simon Yeung

Key Initiatives:

1. Develop training curriculum for job classes per division based on core and functional competencies
2. Expand rotation and cross-training programs
3. Create mentoring program and procedure for stretch assignments
4. Develop and implement succession plans and support career-pathing
5. Enhance tracking of professional and personal development

Objective 1C: Communicate timely, accurate and relevant information

Executive Sponsor: John Thomas | Champion: Rachel Gordon

Key Initiatives:

1. Improve internal communications by developing regular messaging for staff meetings and tailgates regarding key events and initiatives; improving employee portal (SharePoint); and creating Public Works Informational Guide: What, Who, Where and Why
2. Develop and implement Public Works website 2.0
3. Invigorate Public Works TV with segments to highlight events and accomplishments

Goal 2: Drive innovation and exceptional service

Objective 2A: Embrace continuous improvement and best practices

Executive Sponsor: Edgar Lopez | Champion: Albert Ko

Key Initiatives:

1. Use Baldrige Performance Excellence framework to improve our key planning and business processes
2. Implement new safety practices and strengthen current ones
3. Improve allocation of financial and other resources in key areas of the organization
4. Identify and implement sustainable business and environmental practices across of levels of the organization, including obtaining modern equipment and fleet
5. Develop a comprehensive Public Works asset management plan to unify existing programs

Objective 2B: Advance and develop visionary practices

Executive Sponsor: Larry Stringer | Champion: Eddy Ching

Key Initiatives:

1. Envision new tools, training, processes and/or materials to support the execution of our mission
2. Create collaborative working teams that enable risk-taking and experimentation and are focused on specific challenges or issues
3. Create and sustain Public Works think tank
4. Create framework for a new fellowship program

Objective 2C: Be the service provider of choice

Executive Sponsor: John Thomas | Champion: Paul Barradas

Key Initiatives:

1. Proactively anticipate client and customer needs; incorporate and standardize client and customer feedback for department-wide use; and improve project and service delivery by improving estimating and reducing project turnaround time
2. Create an in-house strategy to address service demands related to hazardous materials
3. Establish a pilot program for preventative and ongoing maintenance for key facilities
4. Improve client and customer relationships by identifying client relationship leads for all service groups; creating a centralized location for all client relations information; and producing a department-wide document showcasing our client-based services
5. Establish a community engagement process within key City organizations to solicit and consider the community's needs in project delivery

Goal 3: Improve and inspire stewardship of public spaces

Objective 3A: Build and strengthen partnerships

Executive Sponsor: Larry Stringer | Champion: Kelli Rudnick

Key Initiatives:

1. Catalogue and describe our partnerships
2. Develop guiding principles for our partnerships that clarify and set expectations tailored to types of partnerships, and improve accountability
3. Promote and develop targeted partnership opportunities

Objective 3B: Reimagine and activate public spaces

Executive Sponsor: Edgar Lopez | Champion: Greta Jones

Key Initiatives:

1. Work with our partners to identify locations and opportunities to meet the objective
2. Create maintenance standards to be incorporated into the design of capital projects
3. Identify viable spaces to shelter homeless people and develop design standards to expedite their implementation

Objective 3C: Maintain clean and safe public spaces

Executive Sponsor: John Thomas | Champion: Matt Naclerio

Key Initiatives:

1. Look for and implement new ways to efficiently and effectively clean and maintain our public spaces, while adapting to changing environments
2. Create and support mechanisms to improve and fund ongoing maintenance for new capital projects as part of capital program budget process and prior to construction
3. Identify and formalize shared maintenance responsibilities between Public Works and government agencies and nonprofit organizations
4. Coordinate and collaborate with other City departments to address homeless-related issues