



SAN FRANCISCO PUBLIC WORKS FY2025-2028 STRATEGIC PLAN



GOAL 1 Valuing Our People

Objectives

- 1A Provide career support
- 1B Hire efficiently and timely for long-term success
- 1C Improve the workplace experience

GOAL 2 Delivering Impactful Projects and Services

Objectives

- 2A Improve key partnerships and optimize our core services
- 2B Be a leader in climate resilience and sustainability
- 2C Reinvigorate our Emergency Management Program
- 2D Assess organizational structure to determine the most effective framework for project delivery

GOAL 3 Revitalizing the City

Objectives

- 3A Beautify shared and public spaces
- 3B Support citywide housing priorities and initiatives
- 3C Identify and prioritize ongoing maintenance funding for capital projects

VISION

Be valued as a driver of San Francisco's comeback.

MISSION

Public Works - to make San Francisco cleaner, safer and more beautiful, morning, noon and night.

CORE VALUES

Safety • Respect • Responsiveness • Teamwork • Integrity

FOUNDATIONAL STATEMENT

We are committed to creating a diverse, equitable and inclusive environment.



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Vision

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Foundational Statement

We are committed to creating a diverse, equitable and inclusive environment.

Core Values

Safety

Safe practices are integrated into everything we do.

Teamwork

Our work is better together.

Respect

We treat each other as we would like to be treated.

Integrity

Making ethical, transparent and well-intended decisions. (Doing the right thing even when no one is watching.)

Responsiveness

We act quickly and positively. (How can I help?)

Goals	Objectives	Executive Sponsors	Objective Co-Champions
Goal 1: Valuing Our People	1A – Provide career support	Executive Sponsor: Co- Sponsors:	Co-Champions:
	1B – Hire efficiently and timely for long-term success		Co-Champions:
	1C – Improve the workplace experience		Co-Champions:
Goal 2: Delivering Impactful Projects and Services	2A – Improve key partnerships and optimize our core services	Executive Sponsor: Co- Sponsors:	Co-Champions:
	2B – Be a leader in climate resilience and sustainability		Co-Champions:
	2C – Reinvigorate our Emergency Management Program		Co-Champions:
	2D – Assess organizational structure to determine the most effective framework for project delivery		Co-Champion:
Goal 3: Revitalizing the City	3A – Beautify shared and public spaces	Executive Sponsor: Co- Sponsors:	Co-Champions:
	3B – Support citywide housing priorities and initiatives		Co-Champions:
	3C – Identify and prioritize ongoing maintenance funding for capital projects		Co-Champions:



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Goal 1: Valuing Our People

Objective 1A: Provide career support

Champion: | Co-Champion:

Draft Actions:

1. Create a career-pathing program that equitably provides pathways to new opportunities focused on, but not limited to, entry-level and starting-wage job classes and BIPOC (Black Indigenous and People of Color) employees
 - a. Develop core competencies and career pathways for critical job classes (i.e. starting-wage, entry-level, and new City employees) and BIPOC employees
 - i. Identify desirable skills (non-minimum qualification skills) that are important to move into different job classes
 - ii. Develop an informational guide and provide resources for promotive pathways within current and related classification series/apprenticeship programs.
 - iii. Identify and track baselines and trends in career pathways
 - b. Develop and pilot career-pathing workshops and trainings for critical job classes
 - i. Year 1: Initiate Operations pilot program
 - ii. Year 2: Expand the program to other parts of Public Works and apply lessons learned and best practices
 - c. Work with internal and external human resources to review hiring policies to promote upward mobility
 - i. Review and revise the minimum requirements from Department of Human Resources to take advantage of different skillsets and eligible experiences
 - ii. Adjust or create new job classification requirements to provide flexible eligible experiences
2. Develop and sustain a process for ensuring employees who are entry-wage and/or BIPOC are provided with immediate basic needs support while exploring longer-term solutions
 - a. Inform and connect employees to income-based social safety net programs such as childcare, housing, food insecurity and transportation resources to meet immediate needs
 - b. Explore policy changes to ensure employees are not in need of income-based social safety net programs
 - c. Explore potential resources for affordable City Employee housing projects

Objective 1B: Hire efficiently and timely for long-term success

Champion: | Co-Champion:

Draft Actions:

1. Reduce time to hire by streamlining and improving both the capacity and transparency of our hiring process
 - a. Year 1: Focus on critical, hard-to-fill classifications
 - b. Year 2: Develop a clear and expansive recruitment process that addresses barriers to access employment opportunities, including minimum qualifications
2. Increase diversity and hire the right people at the right time by improving the recruitment process, with a focus on outreach
 - a. Generate and post a list of benefits for working for Public Works/City County of San Francisco
 - b. Include in-person and online events and other forums and platforms in addition to job fairs
 - c. Ensure adequate and accessible outreach to potential BIPOC employees
3. Improve the accessibility and clarity of the job application and hiring processes for both applicants and hiring managers
 - a. Examples include verification of employment experience, standard operating procedures/checklists, clarification of roles, etc.

Objective 1C: Improve the workplace experience

Champion: | Co-Champion:

Draft Actions:

1. Improve Retention
 - a. Establish and formalize an exit interview process that includes key performance indicators to incorporate feedback on our promotion and retention policies, especially for low-retention job classes and positions
 - b. Continue supporting the implementation of workplace initiatives addressing Employee Experience Survey findings
 - c. Review technical and manager roles for pay equity and work assignment opportunities, such as exploring the possibility of increasing steps for additional job classes and positions
 - d. Improve the employee onboarding experience
 - e. Develop and implement formal policies and procedures for rotational acting assignments and lead assignments
2. Strengthen the culture of recognition throughout Public Works
 - a. Create a living list of recognition practices that managers can access and implement
 - b. Develop and implement procedures and processes that give managers opportunities to regularly recognize their employees (platforms such as newsletters, in-person and online breakout sessions and commission meetings)



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Goal 2: Delivering Impactful Projects and Services

Objective 2A: Improve key partnerships and optimize our core services

Champion: | Co-Champion:

Draft Actions:

1. Define and implement an approach for improving the efficiency and quality of our core services, with a focus on those that are high priority for the department and the City:
 - a. Street cleaning, with a focus on capturing and tracking proactive work
 - b. Permitting
2. For the core services involving project design and delivery, establish and improve project delivery metrics related to budget, schedule, scope and quality
 - a. Implement the Project and Construction Management System and relevant processes
 - b. Enhance financial reporting to improve project tracking and trust with our partner City agencies
 - c. Develop and track best practices and key performance indicators on a project-by-project basis
3. Establish best practices for working with our partner City agencies to improve our collaboration and service delivery
 - a. Develop best practices by tracking and measuring successful collaborations and lessons learned based on:
 - i. Internal knowledge and lessons learned (both in-house and involving City partnerships)
 - ii. External knowledge and best practices from organizations like the Benchmarking Group, Paving Summit and other jurisdictions
4. Improve coordination with key external stakeholders to improve our service delivery
 - a. Consistently build and improve relationships with key stakeholders
 - b. Leverage relationships with key stakeholders to improve service delivery

Objective 2B: Be a leader in climate resilience and sustainability

Champion: | Co-Champion:

Draft Actions:

1. Establish an interdisciplinary Climate Action Team within Public Works to direct and formalize climate and sustainability efforts within the department and liaise with the citywide Climate Action Team
 - a. Identify existing climate resilience/sustainability tools for staff in relevant work streams to use
 - b. Explore and implement cutting-edge sustainability and climate resilience practices, such as repurposing old buildings, nature-based solutions, etc.
 - c. Communicate efforts and importance for Public Works to be a leader in this space (both internal and external, i.e. long-term goal of incorporating an annual climate impact report into our annual report)

Objective 2C: Reinvigorate our Emergency Management Program

Champion: | Co-Champion:

Draft Actions:

1. Develop, execute and assess Public Works' disaster planning program
 - a. Develop and implement a mission-specific process for creating and updating the Department Operations Center (DOC) organization chart
 - b. Establish and maintain an up-to-date DOC training curriculum that requires appropriate certification/training levels for relevant staff
 - c. Require drills/simulation trainings that simulate real-world disasters, in addition to event-based DOC opportunities
2. Explore linkages and ensure alignment with other departments between emergency planning and climate resilience
 - a. Proactively identify opportunities for federal funding
 - b. Consider strategies that link these two topics
 - c. Identify current and upcoming projects that can be multifunctional and used by San Franciscans during climate-related emergencies

Objective 2D: Assess organizational structure to determine the most effective framework for project delivery

Champion: | Co-Champion:

Draft Actions:

1. Assess the primary pain points in relation to project delivery
 - a. Evaluate with internal project delivery staff in all contributing divisions
 - b. Engage with external stakeholders to solicit feedback
2. Identify opportunities to reduce redundancies within organizational structure, while retaining effective project delivery
3. Propose any changes to organizational structure to maximize project service delivery efficiency and performance



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Goal 3: Revitalizing the City

Objective 3A: Beautify shared and public spaces

Champion: | Co-Champion:

Draft Actions:

1. Create a maintenance review procedure and integrate a maintenance planner/manager role for interdepartmental projects to strengthen our cross-bureau design processes. Examples of this include, but are not limited to:
 - a. Establish cross-bureau design reviews where design bureaus incorporate maintenance feedback from operations bureaus during the design phase, ensuring sustainable maintenance after project completion
 - b. Establish cross-bureau handoff procedures before substantial completion
2. Identify grant opportunities to advance revitalization initiatives
 - a. Engage with Mayor’s government affairs team and relevant Public Works bureaus and sections, such as Urban Forestry, Landscape Architecture and Streetscapes, to track grant opportunities and applications

Objective 3B: Support citywide housing priorities and initiatives

Champion: | Co-Champion:

Draft Actions:

1. Reduce the permit approval time by 50% from baseline and increase the transparency of the process
 - a. Enhance the permit application process by improving accessibility, ease of use, transparency, as well as feedback clarity and timeliness - for both the applicant and our staff
 - b. Engage with the Permit Center to ensure effective and efficient coordination on high priority housing where multiple departments are involved
2. Support citywide housing initiatives by improving collaboration with relevant City agencies
 - a. Explore new initiatives to house people experiencing homelessness
 - b. Support other City initiatives to expand availability of housing stock
 - c. Expand Public Works’ role in maintaining City-sponsored housing
3. Explore the feasibility of mixed-use development at the Public Works Operations Yard at 2323 Cesar Chavez Street

Objective 3C: Identify and prioritize ongoing maintenance funding for capital projects

Champion: | Co-Champion:

Draft Actions:

1. Explore options to incorporate a maintenance funding requirement when establishing new projects
 - a. Establish asset inventories that allow us to track, manage and prioritize maintenance of Public Works-owned assets. Factors to consider:
 - i. Ensure a system can produce information that allows us to communicate citywide since different agencies have different systems
 - ii. Identify an application or system after establishing our process (not letting a specific application/system dictate our process)
 - b. Establish a mandatory minimum __% maintenance allocation for our projects
 - i. Factors to consider: who will maintain the completed project – Public Works, client/partner agencies, or Real Estate?
 - ii. Use historical data to inform the minimum
 - c. Do not proceed with capital projects until the ongoing maintenance plan is developed and discussed
 - i. Ensure funding is identified for maintenance before proceeding