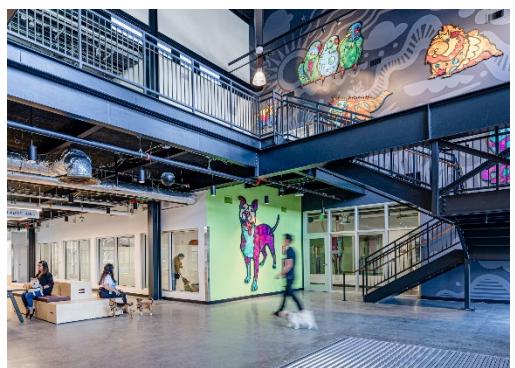




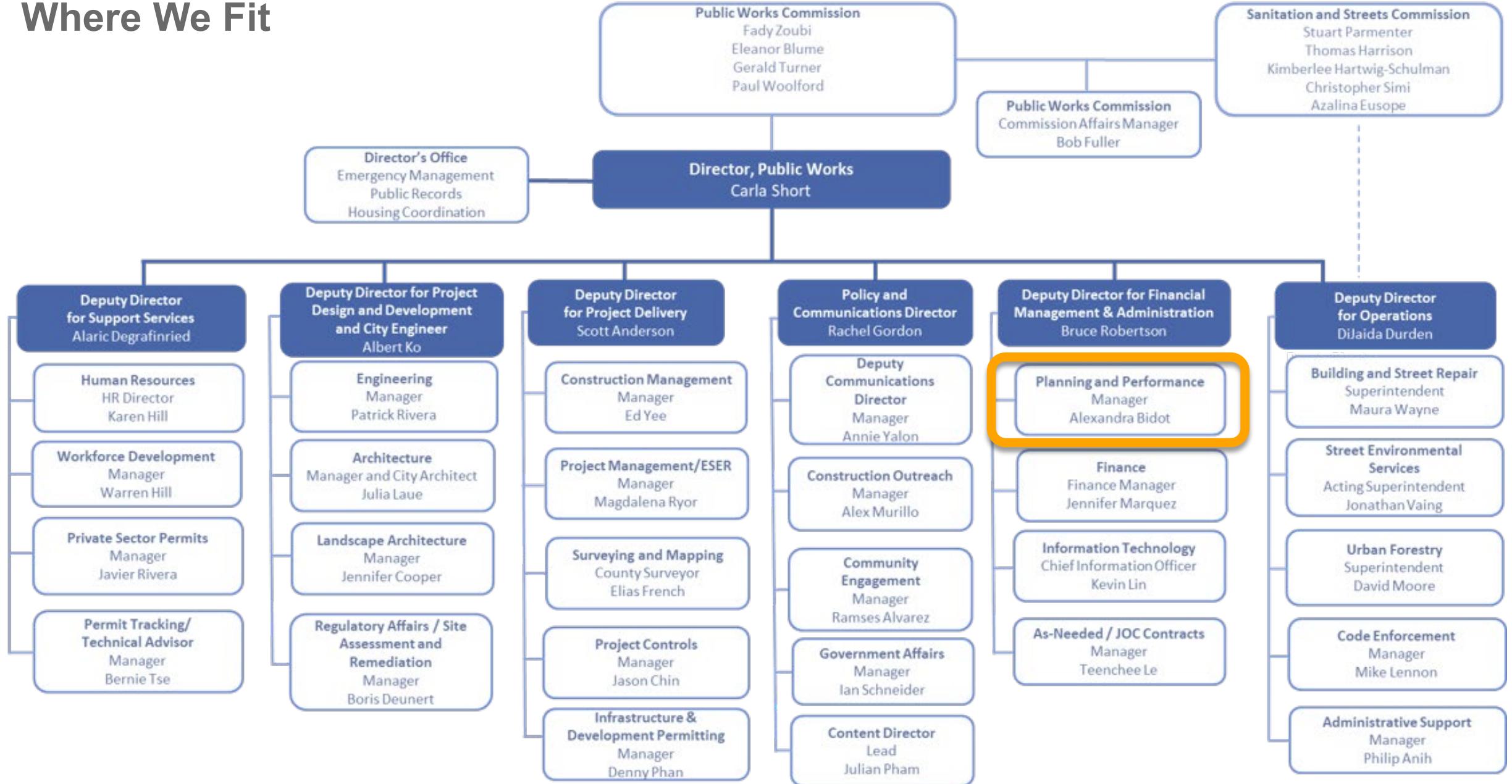
January 8, 2026

# Strategic Plan Update

Christopher Koh  
Strategic Planning Manager



# Where We Fit



# San Francisco Public Works FY2025-2028 Strategic Plan



# Continuous Improvement and the Strategic Planning Process

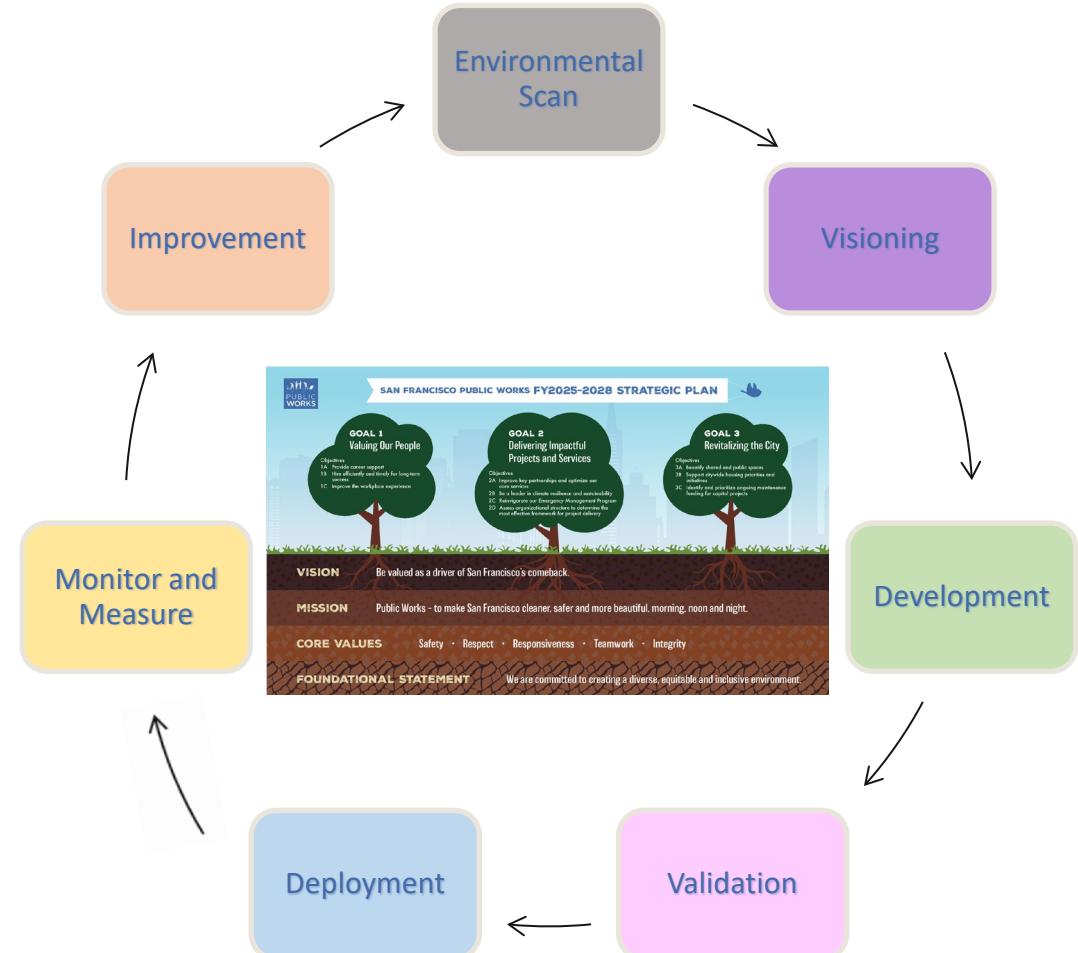
## Baldridge Excellence Framework

- Drives continuous improvement *journey*
- Industry-agnostic, non-prescriptive
- Performance outcomes, leadership, customers and clients, systematic approaches

Descriptor	Process	Results
Reactive	Strategic and Operational Goals	<ul style="list-style-type: none"><li>Operations are characterized by activities rather than processes, and they are largely responsive to immediate needs or problems. Goals are poorly defined.</li><li>Results that are important to the organization's ongoing success are missing, not used, or randomly reported.</li></ul>
Early	Strategic and Operational Goals	<ul style="list-style-type: none"><li>The organization is beginning to carry out operations with repeatable processes, evaluation, and improvement, and there is some early coordination among organizational units. Strategy and quantitative goals are being defined.</li><li>Results that are important to the organization's ongoing success are reported, tracked over time, and improving.</li></ul>
Mature	Strategic and Operational Goals	<ul style="list-style-type: none"><li>Operations are characterized by repeatable processes that are regularly evaluated for improvement. Learnings are shared, and there is coordination among organizational units. Processes address key strategies and goals.</li><li>Results that are important to the organization's ongoing success are trending in the right direction and doing well relative to competitors or other relevant organizations.</li></ul>
Role Model	Strategic and Operational Goals	<ul style="list-style-type: none"><li>Operations are characterized by repeatable processes that are regularly evaluated for change and improvement in collaboration with other affected units. The organization seeks and achieves efficiencies across units through analysis, innovation, and the sharing of information and knowledge. Processes and measures track progress on key strategic and operational goals.</li><li>The full array of results that are important to the organization's ongoing success are reported and trended over time, indicating top performance relative to other organizations.</li></ul>

## Strategic Planning Process

- Model for managing the Strategic Plan
- 7 phases and iterative



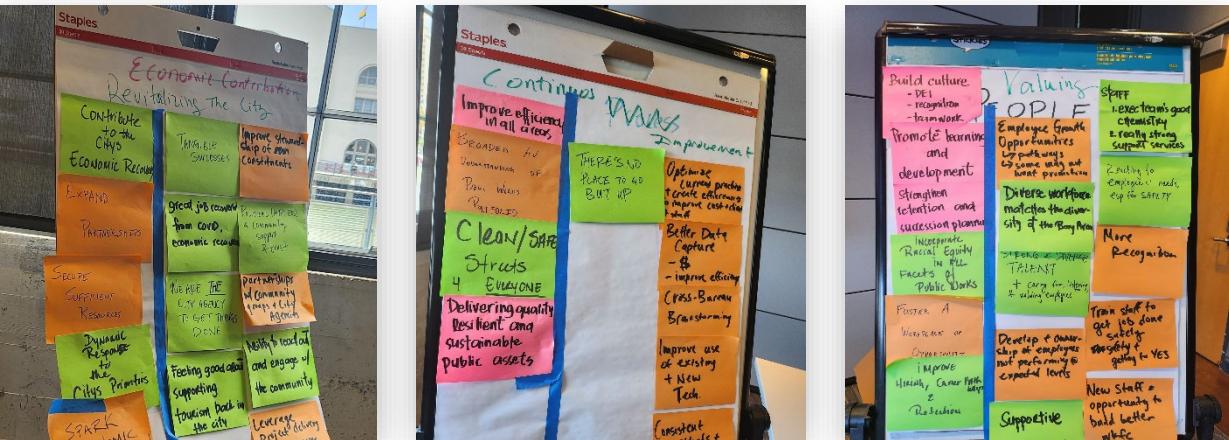
# Phase 1 – Environmental Scan

- Employee Experience Results
- Racial Equity Action Plan Phase 1
- SF Economic Recovery Plan
- Executive Team Key Issues
- Others
  - 2020 Hazards and Climate Resilience Plan
  - SF Joint Report of Economy
  - Baldrige Strategic Advantages and Challenges



## Phase 2 – Visioning

- Full-day Visioning session with the Executive Team to initiate the Strategic Plan
- Shared results of Environmental Scan with the Executive Team
- Review previous Strategic Plans



# Phase 3 – Development

- **Build on full-day session with the Executive Team**
- **Categorize ideas into buckets to develop Goals, Objectives and Actions**
- **About a year of regular meetings with the Executive Team**

## Goal 1: Valuing Our People

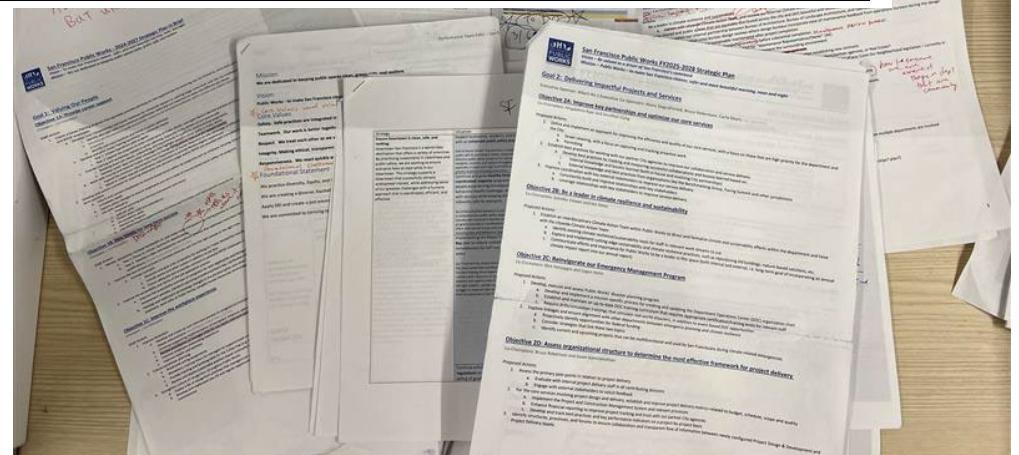
*This goal was developed to improve the workplace to better meet the needs of our workforce*

*The goal and objectives will address the following Strategic Advantages and Strategic Opportunities:*

Strategic Advantages	Strategic Opportunities
<ul style="list-style-type: none"><li>• A diverse workforce that matches the diversity of the Bay Area</li><li>• Strong and diverse talent; caring for, listening to, and valuing employees</li><li>• A supportive Commission</li><li>• Staff</li><li>• Chemistry within the Executive Team</li><li>• Strong support services</li><li>• Effective reaction to employee's needs, particularly in the area of safety</li></ul>	<ul style="list-style-type: none"><li>• Employee growth opportunities and pathways</li><li>• Some employees may not want promotions</li><li>• More recognition</li><li>• Train staff to get job done safely (Safety while "getting to Yes")</li><li>• New Staff brings new opportunities to build a better workforce</li><li>• Ownership of and development of employees not performing at expected levels</li><li>• Foster a workplace of opportunity</li></ul>

*Goal Themes: these were developed by the Executive team to address the strategic advantages and opportunities*

Theme 1: Build culture	Theme 2: Build growth and opportunity
<ul style="list-style-type: none"><li>-Incorporate racial equity in all facets of Public Works</li></ul>	<ul style="list-style-type: none"><li>-Promote* learning and development</li><li>-Foster a workplace of opportunity</li><li>-Improve hiring, career pathways, and retention</li><li>-Incorporate specifics for Human Resources Training and University goals as they relate to applying for jobs (i.e. Verification of Employment, references, meeting minimum qualifications, etc.)</li><li>-Collaborate with Unions on assisting with hiring</li></ul>



## Phase 4 – Validation

- Held feedback sessions from staff and managers across the organization
- Additional SME Focus Group sessions
- Adjusted based on feedback (i.e. Mission and Vision)
- Aligned to Racial Equity Action Plan and Employee Experience Survey Workplace Initiatives
- Final prioritization by Executive Team

The line of questioning to be used for focus groups is meant to provide feedback on <b>status, feasibility, effort, and impact</b> of the content within the Strategic Plan.		
<b>Status</b>	Are there any projects or items that you are working on that can be tied to any of the goals, objectives, or actions listed within the Strategic Plan? What is the status?	
<b>Feasibility</b>	What is the feasibility of executing this goal, objective, or action? Are there any major hurdles that need to be addressed?	
<b>Effort</b>	What is the effort needed to execute this goal, objective, or action? Do these outweigh the benefits gained?	
<b>Impact</b>	What is the impact that executing this goal, objective, or action will have on department? Does the impact outweigh the efforts needed to execute?	
Strategic vs Operational	Priority Score	Priority Level
Strategic - some work being done, but not yet institutionalized.	135	High
Strategic - needs work.	125	High
Strategic - will require long-term effort and lots of coordination with other parties.	124	High
Strategic - work being done, but not yet institutionalized (and goal has not been reached?)	123	High
Strategic - some work being done, but not yet institutionalized.	116	High
Strategic - needs development, not yet institutionalized.	113	Medium
Strategic - will likely require long-term effort and lots of coordination with other parties.	110	Medium
Strategic - some work being done, but not yet institutionalized.	106	Medium
Operational	82	Medium
Operational - review courses offered by DHR and other resources.	61	Low
Operational - review courses offered by DHR and other resources.	52	Low
Operational - review courses offered by DHR and other resources.		

# Phase 5 – Deployment

- **Executive Team nominated and approved self-nominations of leaders into roles:**
  - Objective Champions
  - Action Leads
  - Action Working Groups
- **Orientation**
- **Trained on Kotter and Trust frameworks**

New Strategic Plan Action Working Group Members: You've Been Nominated!

Strategic Plan 2025-2028 FY2... 3B\_Action Working Group Nom...

Short, Carla (DPW)

Flag for follow up. Completed on 1/14/2025.

Strategic Plan 2025-2028 FY24-... 3B\_Action Working Group Nom...

281 KB 24 KB

2 attachments (305 KB) Save all to OneDrive - CCSF Save All Attachments

Hello Co-workers,

I am excited to announce that we are ready to launch the new Public Works Strategic Plan. This is a living document that will guide our department over the next three years. I am reaching out because our executive team has nominated you to serve on an Action Working Group.

The Action you're nominated to work on falls under Goal 3: Revitalizing the City, Objective 3B: Support citywide housing priorities and initiatives.

Please see the attached Excel file to find which Action Working Group role – Lead, Member, Contributor – you have been nominated for. The Excel file also contains a description of each of the roles and expected time commitments. The most updated Strategic Plan has been attached, where you can find more details on the Action you have been nominated for.

As we enter the deployment phase, the executive team, made up of Deputy Directors Alaric Degrafinried, Dijaida Durden, Albert Ko and Bruce Robertson, Communications Director Rachel Gordon and me, carefully considered the people on staff we believe would be strongly suited to help lead the implementation.

Strategic Goal and Objective:		Team:			Executive Sponsor:		
1. Urgency – Create a sense of urgency		4. Leaders – Enlist a team			7. Alignment – Sustain acceleration		
What does your objective matter to the department/organization? Connect to crisis, market changes, deadlines, mandates, or current resource issues.		What will be undertaken to achieve this year's Objective Champion, Action Lead and Working Group Member? Use the departmental "does" with the expertise, skills, and resources needed to be successful! They will demonstrate, facilitate decision making, provide leadership, keep expenses in check, etc.			Leverage your role to lead in implementation. Change, remove, or align each policy, rule, regulation, standard, and/or process to support your vision. Ensure budget to support implementation.		
What are you experiencing in your department/organization that requires immediate attention? What are the key technical skills, and details from the Executive Sponsor? Survey highlight difficulties with implementation, lead to the most effective solutions.		How are you experiencing challenges with your team? There are two types of challenges they face: those that require immediate attention to prevent further damage, which could produce negative outcomes, and those that require continued attention over time, especially during the period of budget shortfalls.			What are the departmental "does" with the expertise, skills, and resources needed to be successful! They will demonstrate, facilitate decision making, provide leadership, keep expenses in check, etc.		
How do you see your role changing in the future? What type of role do they feel they have the ability to allow them to continue, or is a change in vision to have a different definition of success?		How are you experiencing challenges with your team? There are two types of challenges they face: those that require immediate attention to prevent further damage, which could produce negative outcomes, and those that require continued attention over time, especially during the period of budget shortfalls.			What are the departmental "does" with the expertise, skills, and resources needed to be successful! They will demonstrate, facilitate decision making, provide leadership, keep expenses in check, etc.		
2. Sponsors – Build a guiding coalition		5. Stakeholders – Enable action by removing barriers			8. Momentum – Institute change		
How are you demonstrating leadership to your team? What are the key resources required, and how do you plan to use them? What type of support do they feel they have the ability to allow them to continue, or is a change in vision to have a different definition of success?		What is directly impacted by the project? How would their changes help them? What do they keep them from getting in the way? What is needed to remove the barrier to success? What is the V-Stakeholder? The public, staff, senior, executive, regulators, media, people that you work in the loop (i.e. neighborhood, construction partners, etc.)			Articulate the connection between success and momentum to success. Create a culture of trust, accountability, and transparency. Encourage and reward positive behaviors. Encourage staff to take ownership and responsibility for their actions.		
How do you see your role changing in the future? What type of role do they feel they have the ability to allow them to continue, or is a change in vision to have a different definition of success?		How are you experiencing challenges with your team? There are two types of challenges they face: those that require immediate attention to prevent further damage, which could produce negative outcomes, and those that require continued attention over time, especially during the period of budget shortfalls.			What is the "win"? Measure it regularly! How will it be reinforced?		
3. Vision – Form a strategic vision		6. Metrics – Generate short term wins			9. Project Milestones (placeholder)		
What is the purpose of your organization, what would you do? What are the scope of your organization? What is the mission? What is the vision?		How will you know you are making progress? Metrics describe our effort that helps you gauge whether your changed is having impact.			What are your key project milestones?		
What is the purpose of your organization, what would you do? What are the scope of your organization? What is the mission? What is the vision?		10.8 Key Metric			Project Name/placeholder		
What is the purpose of your organization, what would you do? What are the scope of your organization? What is the mission? What is the vision?		Exit: Satisfaction score for employee recognition			Item Start Date End Date		
What is the purpose of your organization, what would you do? What are the scope of your organization? What is the mission? What is the vision?		1					
What is the purpose of your organization, what would you do? What are the scope of your organization? What is the mission? What is the vision?		2					
What is the purpose of your organization, what would you do? What are the scope of your organization? What is the mission? What is the vision?		3					

# Phase 6 – Monitor and Measure

- Accountability – monthly Strategic Plan Director's Meetings**

- Administrative elements**
  - PowerPoint templates
  - Executive Team briefing meetings
  - Follow-up items

- Support development of strategic measures – focus on outcomes, not outputs**

## ACTION 1A.2 CHANGES

Original	Proposed Changes
<p>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</p> <ul style="list-style-type: none"><li>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</li></ul>	<p>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</p> <ul style="list-style-type: none"><li>a. Inform and connect employees to income-based social safety net programs such as childcare (<b>Family Friendly Work Ordinance</b>), housing, food insecurity and transportation resources, and financial</li></ul>

Objective 1A: Provide Career Support

## Objective-Level Successes & Sticking Points

What are your successes so far?	What sticking points need to be addressed?
<p><b>Objective 1A.1</b></p> <ul style="list-style-type: none"><li>Teams channel created to share information material documents and updates</li><li>Draft SharePoint site created for presenting materials for management presentation</li><li>Initial draft for entry level classification core competencies (engineering) started</li></ul>	<p><b>Objective 1A.1</b></p>
<p><b>Objective 1A.2</b></p> <ul style="list-style-type: none"><li>Working group has met 3 times so far and the work is on-going</li><li>Check-in meetings have been regularly attended by all members</li></ul>	<p><b>Objective 1A.2</b></p> <ul style="list-style-type: none"><li>The need for a dedicated communication strategy is evident as we create this tool. Although the resource may be available on the Hub, we recognize that many staff may not have the digital literacy to access it and /or use it. As such, we will be thinking of creative ways to share this resource to staff who need it. Some additional considerations include:</li><li>Not requiring authentication to access the library</li><li>Creating pamphlets</li></ul>

MILESTONES AND MEASURES UPDATE – Aug 2025

### Action 1: Create a career-pathing program

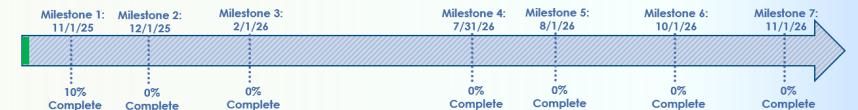
ID	Date	Milestone
1	11/1/25	Develop 1 <sup>st</sup> draft career pathway informational material
2	12/1/25	External review and comment on 1 <sup>st</sup> draft career pathway informational material
3	2/1/26	Finalize career pathway informational material
4	7/31/26	Develop draft of career-pathing workshops and training courses for critical all promotional job classes
5	8/1/26	External review and comment on draft of career-pathing workshops and training courses
6	10/1/26	Finalize career-pathing workshops and training courses
7	11/1/26	Propose updates to civil service job classification descriptions including MQ's to DHR for review and consideration—Identify job classifications to update

**Action 1 strategic measure:**

- Create career pathing flowcharts for the trades, engineering, architecture, landscape architecture, and construction inspection classifications

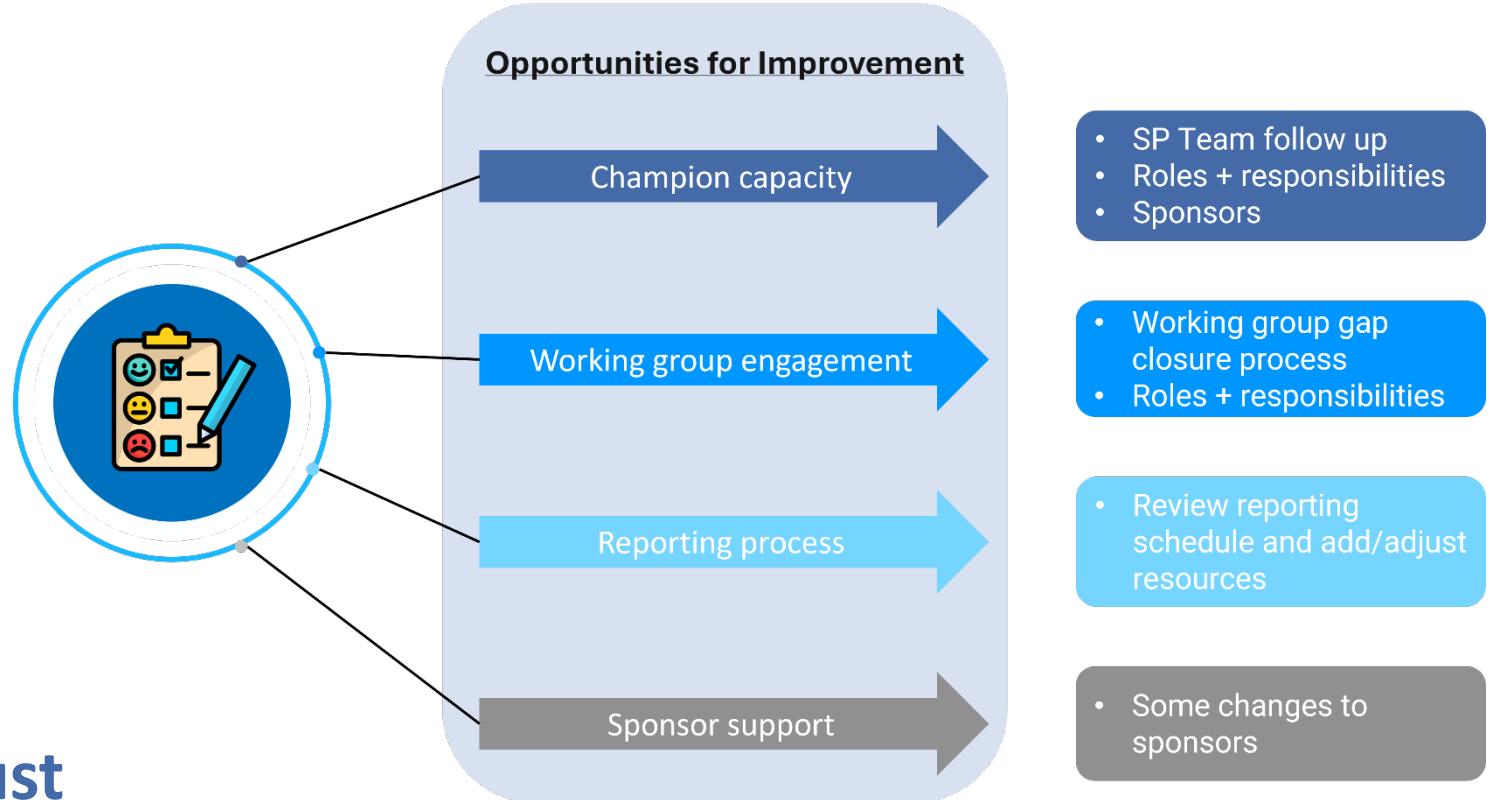
**Measure Target for Year 1:**

- Flowcharts created and shared with The University and Bureau managers



## Phase 7 – Improvement

- **Pause to celebrate accomplishments**
- **Lessons learned list**
- **Administered survey to Objective Champions to adjust processes**



# Strategic Plan Update – Goal 1: Valuing Our People

## Objective 1A: Provide Career Support

- First draft of the "Basic Needs Library" completed and submitted for internal review and comment
- Career-pathing program flowcharts/material drafted

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

- Developed and finalized hiring process flowcharts and functional org charts to aide in improving and streamlining the hiring process

## Objective 1C: Improve the Workplace Experience

- Administered Employee Experience Survey, and discussed results with bureau managers
- Wellness team launched 5+ events

# Strategic Plan Update – Goal 2: Delivering Impactful Projects and Services

## Objective 2A: Improve Key Partnerships & Optimize Our Core Services

- Implementation of proactive street cleaning service order tracking, increasing service order parity from <10% to over 20%
- Developed financial reporting format to improve clarity of capital projects

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

- Engaging in Climate Action Plan workshops
- Working on fleet electrification, healthy ecosystems and low-carbon concrete (Buchanan Mall pilot)

## Objective 2C: Reinvigorate our Emergency Management Program

- Incident Management Teams have been formed, are being trained and have conducted several drills; 7.8 magnitude earthquake training exercise held during Fleet Week with 63 Public Works employees

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

- Implemented reorganization of our Capital Projects divisions in November 2024
- Established Project Design, Development and Delivery working group
- Developing key performance indicators for capital projects

# Strategic Plan Update – Goal 3: Revitalizing the City

## Objective 3A: Beautify shared and public spaces

- Updated design checklists with Operations checkpoints to ensure consistency amongst all projects
- Grant consultant onboarded and working on identifying and applying to grants that support revitalization efforts

## Objective 3B: Support Citywide Housing Priorities and Initiatives

- Bluebeam rollout is showing positive results with fewer review cycles
- Permit tracking database beta was launched in August 2025

## Objective 3C: Identify and Prioritize Ongoing Maintenance Funding for Capital Projects

- Strategic Asset Management Plan has been finalized, and asset-specific management plans are starting to be developed
- Leading a citywide asset management working group for information and lessons learned sharing



# QUESTIONS