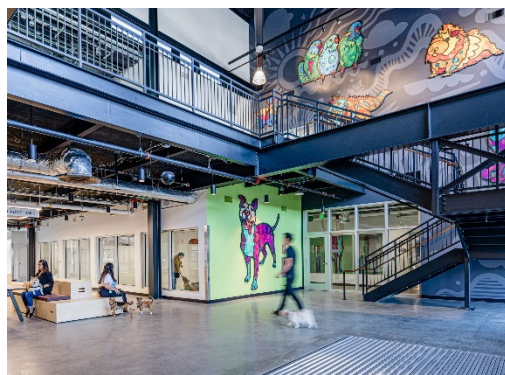
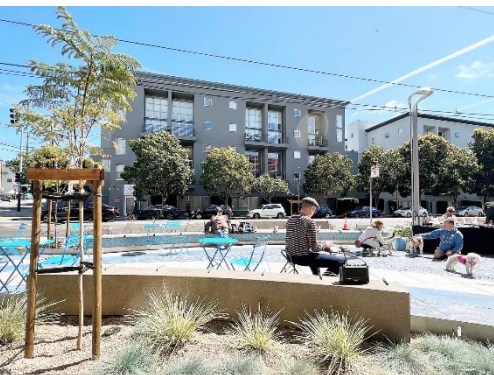




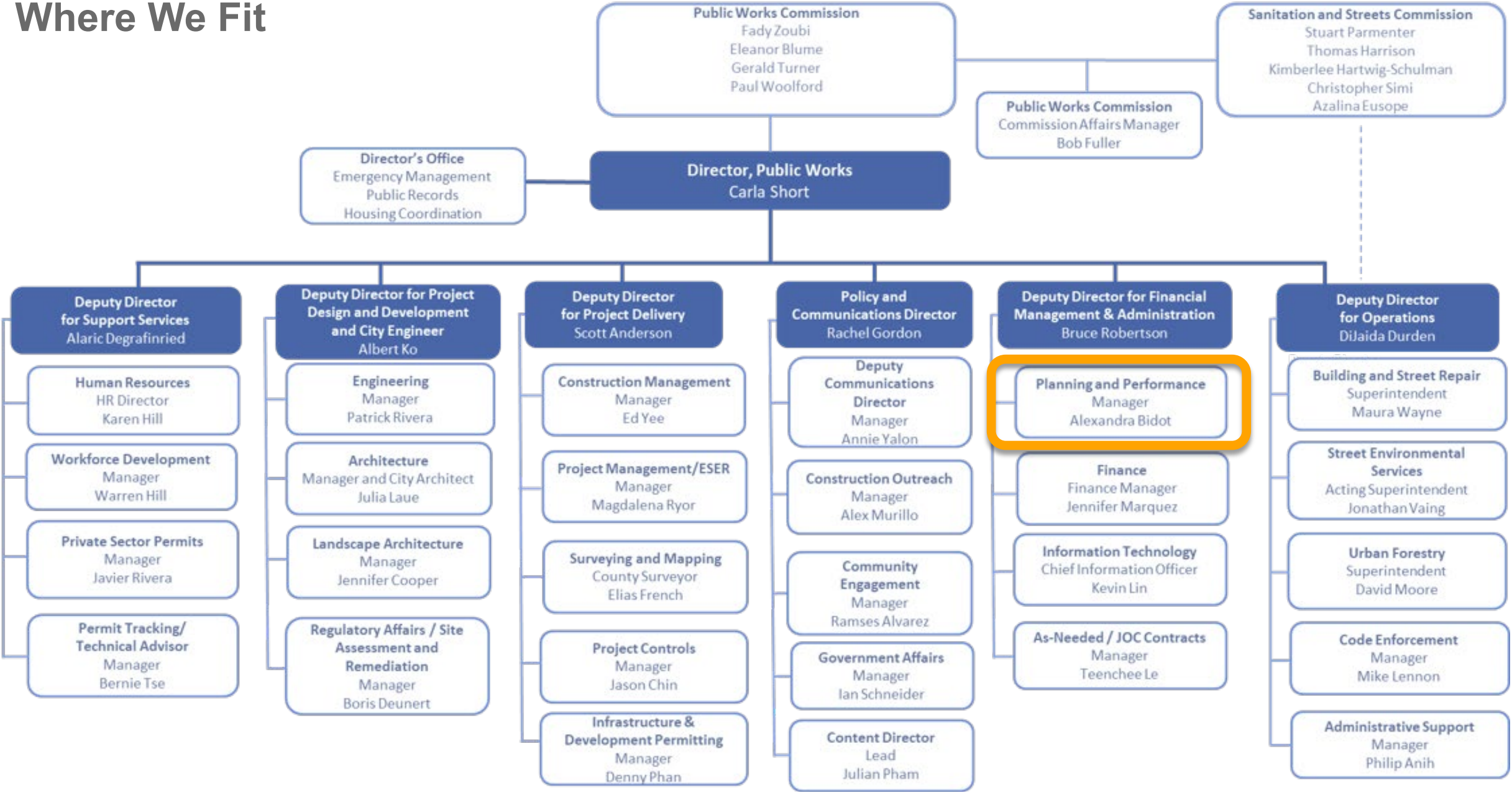
January 8, 2026

Strategic Plan Update

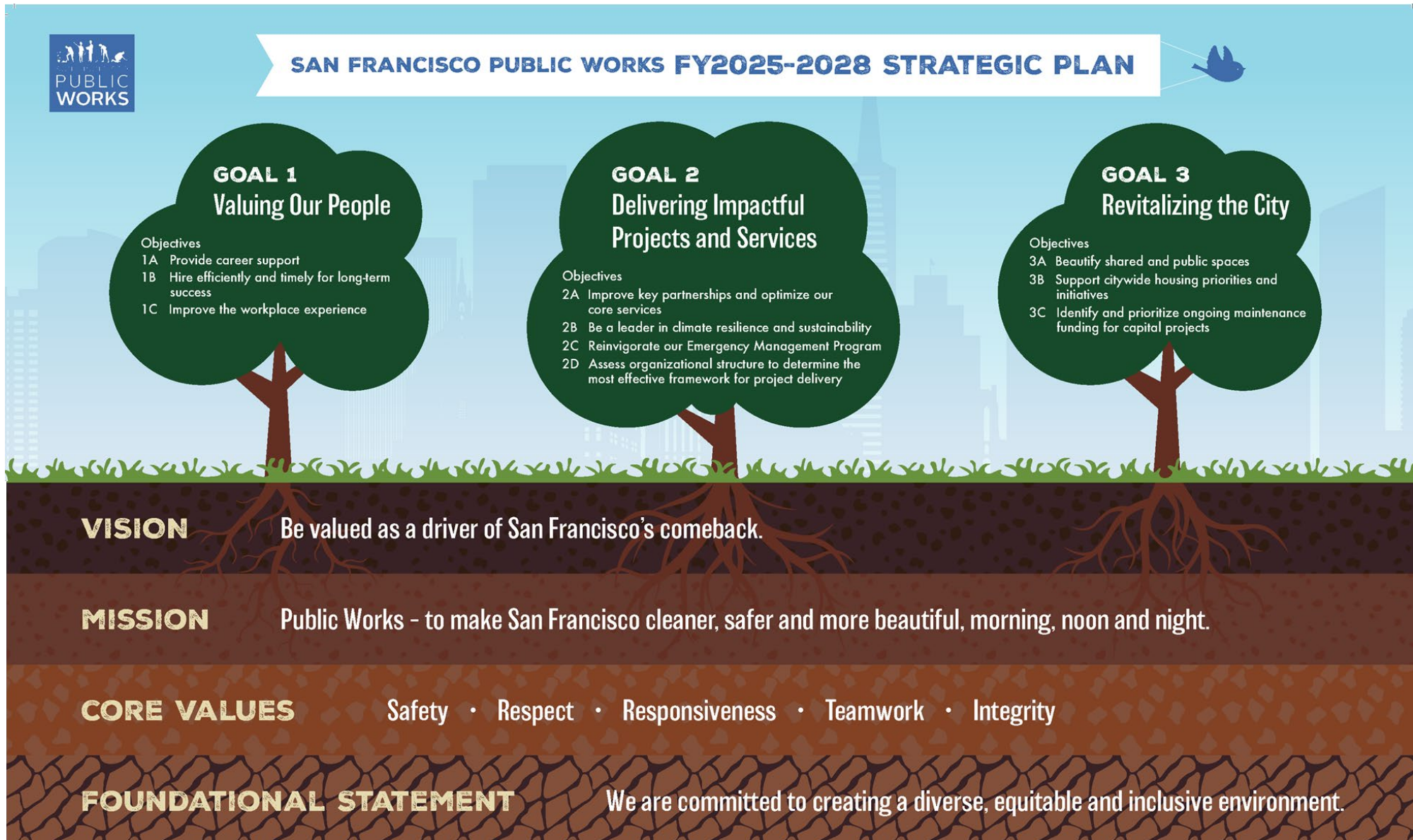
Christopher Koh
Strategic Planning Manager



Where We Fit




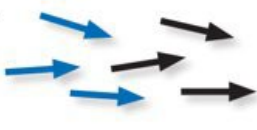

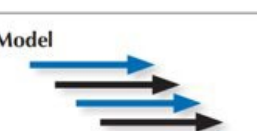
San Francisco Public Works FY2025-2028 Strategic Plan



Continuous Improvement and the Strategic Planning Process

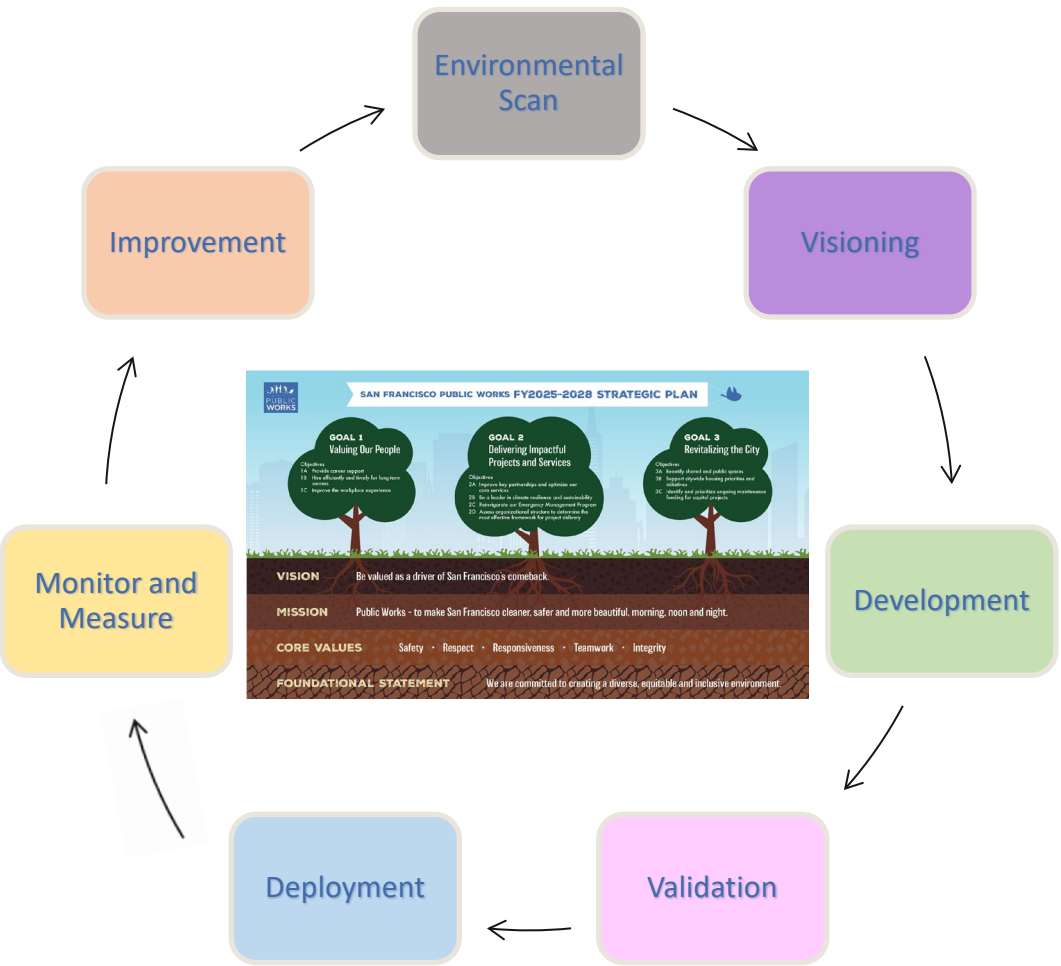
Baldrige Excellence Framework

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

DESCRIPTOR	PROCESS	RESULTS
Reactive 	Operations are characterized by activities rather than by processes, and they are largely responsive to immediate needs or problems. Goals are poorly defined.	Results that are important to the organization's ongoing success are missing, not used, or randomly reported.
Early 	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.	Results that are important to the organization's ongoing success are reported, tracked over time, and improving.
Mature 	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.	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.
Role Model 	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.	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.

Strategic Planning Process

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



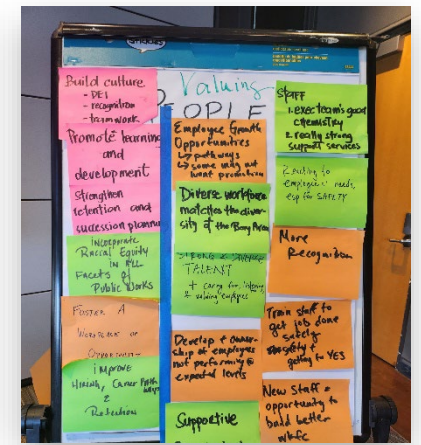
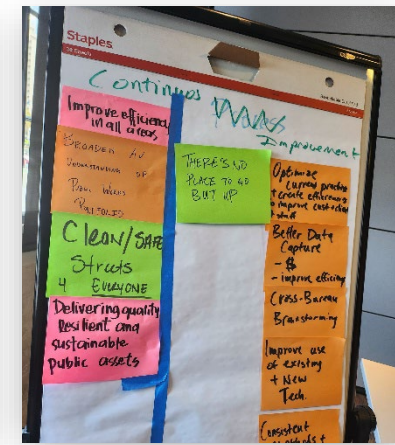
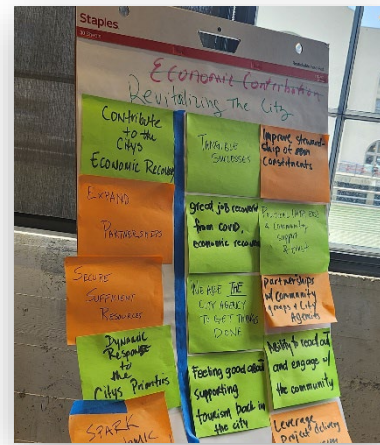
Phase 1 – Environmental Scan

- 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

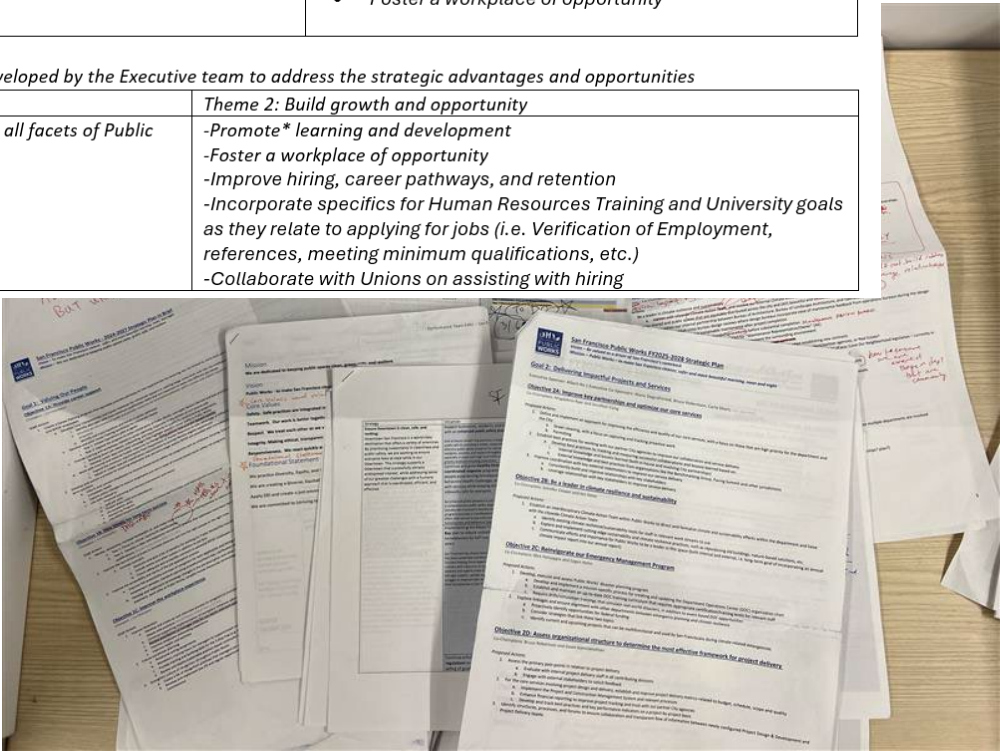
This goal was developed to improve the workplace to better meet the needs of our workforce

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

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

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">-Incorporate racial equity in all facets of Public Works	<ul style="list-style-type: none">-Promote* learning and development-Foster a workplace of opportunity-Improve hiring, career pathways, and retention-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.)-Collaborate with Unions on assisting with hiring



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 status, feasibility, effort, and impact of the content within the Strategic Plan.		
Status	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?	
Feasibility	What is the feasibility of executing this goal, objective, or action? Are there any major hurdles that need to be addressed?	
Effort	What is the effort needed to execute this goal, objective, or action? Do these outweigh the benefits gained?	
Impact	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

2. Develop and sustain a process for ensuring employees who are entry-wage and/or BIPOC a basic needs support while exploring longer-term solutions

a. Inform and connect employees to income-based social safety net programs such as 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

▲ **Racial Equity Analysis Summary:** Objective 1A Action 2 is aligned with the REAP priority of ensuring frontline workers although this is not made explicit. We recommend they are centered in the action. The action targets the right groups – identified as BIPOC and entry wage staff, it specifically call out our frontline staff. The implied root causes (again not explicitly call out specific policies that this action is targeting aren't mentioned.

Linkages to Workplace Initiatives and Racial Equity Action Plan Phase 2

Employee Experience Survey - Workplace Initiatives

• 14. Implement Flex-Up program to increase performance-based promotions. Implement advertisement of positions ONLY for promotive purposes. BOA (2024-07-01/In progress)

• 15. Provide more financial parity between the Project Architects/Sr. Project Managers (2024-07-01/In progress)

• 37. Create new captain positions in Landscape, Arborists, and Inspection. BUF (2024-03-31/In progress)

• 38. Offer career-specific training to the different shops. BUF (2024-03-31/In progress)

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**

[illegible]

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
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 <ul style="list-style-type: none">a. Inform and connect employees to income-based social safety net programs such as childcare, housing, food insecurity and transportation resources to meet immediate needsb. Explore policy changes in need of income-basedc. Explore potential resource Employee housing projects	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 <ul style="list-style-type: none">a. Inform and connect employees to income-based social safety net programs such as childcare (Family Friendly Work Ordinance), housing, food insecurity and transportation resources, and financial

Objective 1A: Provide Career Support

Objective-Level Successes & Sticking Points

What are your successes so far?	What sticking points need to be addressed?
Objective 1A.1 <ul style="list-style-type: none">• Teams channel created to share information material documents and updates• Draft SharePoint site created for presenting materials for management presentation• Initial draft for entry level classification core competencies (engineering) started Objective 1A.2 <ul style="list-style-type: none">• Working group has met 3 times so far and the work is on-going• Check-in meetings have been regularly attended by all members	Objective 1A.1 Objective 1A.2 <ul style="list-style-type: none">• 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:<ul style="list-style-type: none">• Not requiring authentication to access the library• Creating pamphlets

Action 1: Create a career-pathing program

MILESTONES AND MEASURES UPDATE – Aug 2025

ID	Date	Milestone
1	11/1/25	Develop 1 st draft career pathway informational material
2	12/1/25	External review and comment on 1 st 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 promotive job classes
5	8/1/26	External review and comment on draft or 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



Opportunities for Improvement

Champion capacity

Working group engagement

Reporting process

Sponsor support

- SP Team follow up
- Roles + responsibilities
- Sponsors

- Working group gap closure process
- Roles + responsibilities

- Review reporting schedule and add/adjust resources

- Some changes to sponsors



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