

Department of Public Works

Strategic Plan in Brief

2009-2012



VISION

A world class public works organization that contributes to making San Francisco a beautiful, livable, vibrant, and sustainable city

MISSION

DPW enhances the quality of life in San Francisco by providing outstanding public service. We design, build, operate, maintain, green, and improve the city's infrastructure, public rights-of-way, and facilities with skill, pride, and responsiveness, in partnership with the San Francisco community.

GOALS

GOAL 1:
Ensure Safe, Clean, and Green Infrastructure and Public Rights-of-Way

GOAL 2:
Create and Maintain Beautiful, Highly Functional, and Sustainable Facilities

GOAL 3:
Deliver World Class Public Service



STRATEGIC GOALS AND OBJECTIVES

STRATEGIC GOAL 1: *Ensure Safe, Clean, and Green Infrastructure and Public Rights-of-Way*

A) ENABLE THE SAFE USE OF PUBLIC SPACES

- Objective 1.1:** Repair and maintain the city's streets and sewers to maximize public safety
- Objective 1.2:** Coordinate with other entities to ensure safety of streets, curb ramps, sidewalks, plazas, pedestrian walkways, stairs, bicycle routes/paths, and other public rights-of-way
- Objective 1.3:** Collaborate with public and private agencies to maintain properly functioning infrastructure

B) ENHANCE THE CLEANLINESS OF THE CITY

- Objective 1.4:** Remove litter, debris, and graffiti from city streets, and other public spaces to meet or exceed cleanliness standards
- Objective 1.5:** Employ design and operating standards and best practices to improve the city's cleanliness
- Objective 1.6:** Foster a culture of cleanliness through education, enforcement, collaboration, and partnerships with stakeholders

C) GREEN THE CITY'S INFRASTRUCTURE

- Objective 1.7:** Expand the city's green space by installing and maintaining trees, public landscapes, and medians
- Objective 1.8:** Increase sustainability of infrastructure to support natural and man-made systems
- Objective 1.9:** Demonstrate leadership in sustainability by developing and incorporating environmental standards into our business practices

D) ENHANCE THE ATTRACTIVENESS AND UTILITY OF PUBLIC RIGHTS-OF-WAY

- Objective 1.10:** Improve aesthetic and other qualities of public space through innovation and collaborative projects
- Objective 1.11:** Ensure public rights-of-way are designed and maintained to be clean, safe, and welcoming
- Objective 1.12:** Coordinate improvements and competing use of the public rights-of-way through collaboration, permitting, and enforcement to maximize positive outcomes and minimize adverse impacts

STRATEGIC GOAL 2: *Create and Maintain Beautiful, Highly Functional, and Sustainable Facilities*

A) DESIGN, BUILD, AND RENOVATE FACILITIES TO MEET AND EXCEED INTENDED USES

- Objective 2.1:** Deliver outstanding customer service by thoroughly identifying client department and public requirements, and working collaboratively within DPW and with our customers to meet expectations and milestones
- Objective 2.2:** Implement design, project management, construction management and maintenance standards and best practices
- Objective 2.3:** Cultivate public pride through world class design and maintenance

B) MAINTAIN CITY FACILITIES TO ENSURE LONG-TERM SUSTAINABILITY

- Objective 2.4:** Repair and maintain buildings and other city facilities to maximize lifespan and minimize capital improvements
- Objective 2.5:** Build and renovate facilities to the most applicable and highest achievable environmental standards
- Objective 2.6:** Employ asset management approaches to capital planning, design, and maintenance
- Objective 2.7:** Adopt life-cycle cost analysis for long-term budgeting

STRATEGIC GOAL 3: *Deliver World Class Public Service*

A) RETAIN, DEVELOP, AND RECRUIT A CAPABLE, MOTIVATED, AND DIVERSE WORKFORCE

- Objective 3.1:** Ensure employees understand their professional objectives and are recognized and rewarded appropriately
- Objective 3.2:** Provide managers with the skills and authority they need to be successful and ensure accountability for management performance
- Objective 3.3:** Provide a safe, healthy, and supportive work environment to ensure employees are valued and respected
- Objective 3.4:** Enhance DPW's capacity to provide career opportunities that reach San Francisco's diverse communities

B) EMBRACE ORGANIZATIONAL EFFICIENCY AND INNOVATION

- Objective 3.5:** Improve the effectiveness and efficiency of DPW processes and organizational structure by encouraging and rewarding innovation
- Objective 3.6:** Maximize existing and future revenue sources to ensure sustainable delivery of DPW services
- Objective 3.7:** Leverage technology to improve services and increase operating effectiveness and efficiency
- Objective 3.8:** Identify, engage, and partner with private and public organizations to further DPW's mission

C) ESTABLISH DPW AS THE SERVICE PROVIDER OF CHOICE

- Objective 3.9:** Identify customer requirements and deliver projects to meet or exceed expectations on quality, schedule, and budget
- Objective 3.10:** Anticipate and prioritize services requiring routine and emergency responses
- Objective 3.11:** Deliver unparalleled response through managing and exceeding stakeholders' expectations
- Objective 3.12:** Ensure DPW staff is fully trained on and integrates into day-to-day operations the essential elements of emergency response

D) COMMUNICATE EFFECTIVELY

- Objective 3.13:** Deliver clear, coordinated, and timely information within and across bureaus at all levels of the organization
- Objective 3.14:** Provide the public with accurate, consistent, comprehensive, and timely information
- Objective 3.15:** Obtain, assess, and implement feedback from key stakeholders, including the public and staff