



# San Francisco Public Works Government Audit and Oversight Committee

March 4, 2020





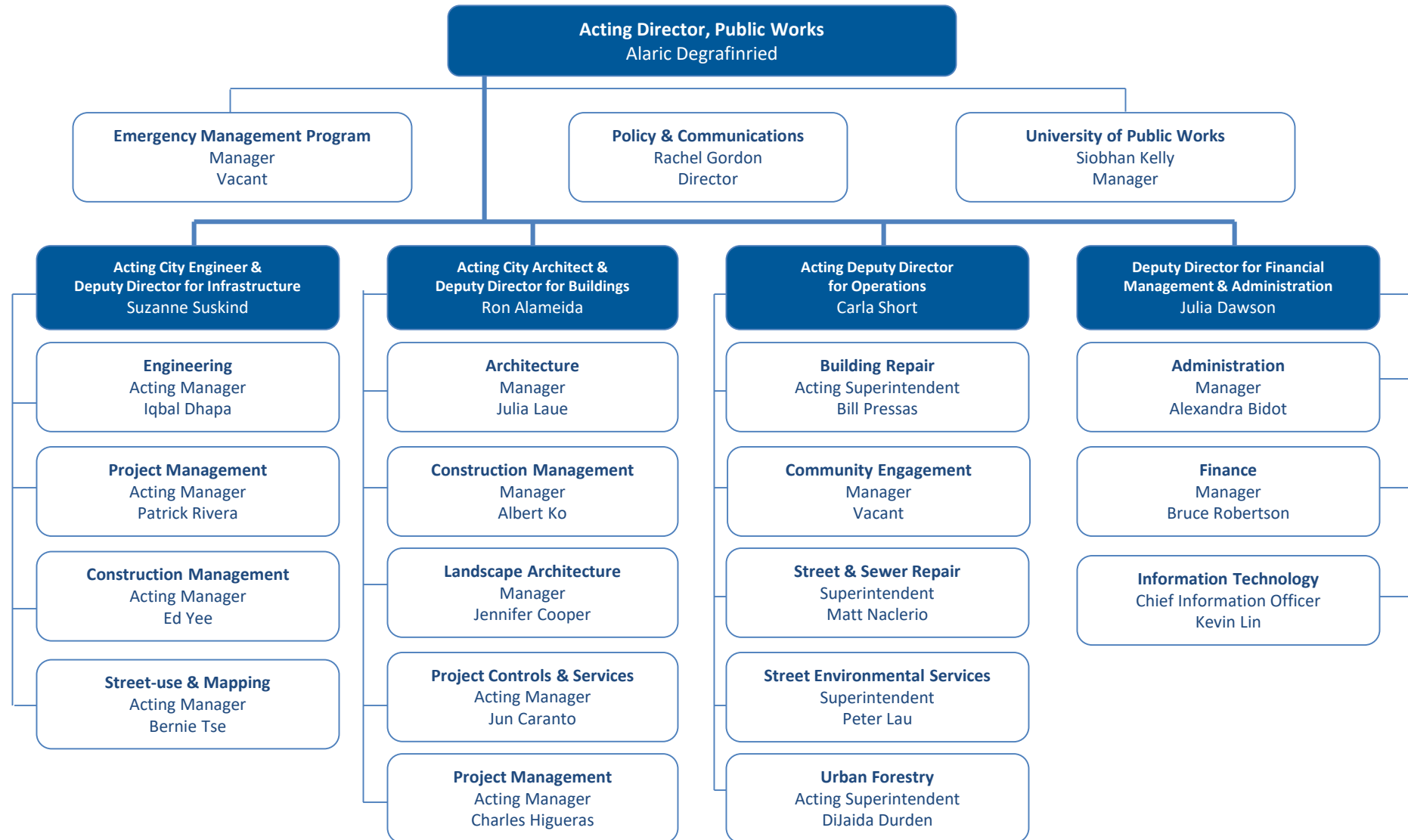
# Strategic Plan

Goal 1: Be the Best Place to Work

Goal 2: Drive Innovation and Exceptional Service

Goal 3: Improve and Inspire Stewardship of Public Spaces

# Organizational Structure



# 8 Bureaus



Building Design  
and Construction



Infrastructure Design  
and Construction



Street-Use and  
Mapping



Building Repair



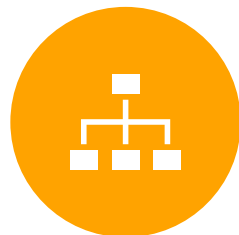
Urban Forestry



Street Environmental  
Services



Street and  
Sewer Repair



General  
Administration

# Key Services and Work Processes

Key Services	Bureaus = Subservices	Work Processes				
		Design Public Facilities and Infrastructure	Build Public Facilities and Infrastructure	Maintain Public Facilities and Infrastructure	Regulate the Public Right of Way	Manage Public Facilities and Infrastructure Projects
Building Design and Construction	Architecture	X				X
	Landscape Architecture	X				X
	Project Management					X
	Construction Management		X			
Infrastructure Design and Construction	Engineering	X				X
	Project Management					X
	Construction Management		X			
	Street-Use and Mapping			X	X	X
Operations	Building Repair		X	X		X
	Street and Sewer Repair		X	X		
	Street Environmental Services			X	X	
	Urban Forestry		X	X	X	
	Community Engagement			X		

# Key Support Services

Division	Support Services
Building Design and Construction	Materials Testing Services
	Project Controls
Infrastructure Design and Construction	Surveying Services
Operations	Fleet Management
	Materials Management and Inventory
General Support	Accounting
	Budget Management
	Communications/Public Affairs
	Contract Administration
	Information Technology
	Performance Management
City Administrator	Human Resources
	Safety
	Training

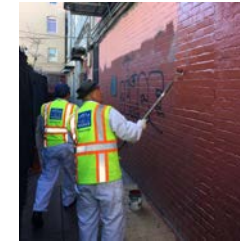
# Public Works by the Numbers\*



**1,898**  
Curb Ramps  
Constructed



**128,628**  
Street Cleaning  
Requests Completed



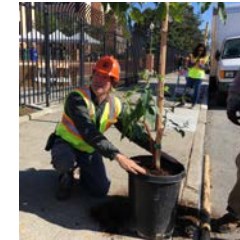
**31,562**  
Graffiti Requests  
Completed



**664**  
Blocks  
Paved



**14,971**  
Potholes  
Filled



**1,932**  
Trees  
Planted



**16,564**  
Trees  
Maintained



**6**  
Buildings  
Completed



**3,931**  
Building  
Repairs

\*Statistics measured by FY 2018-19 performance metrics

# Jurisdiction in the Right of Way

- **Public Works:**  
Streets, sidewalks, medians, street trees, curb ramps
- **Private utility work is coordinated and regulated by Public Works**  
PG&E, AT&T, Comcast etc
- **SFMTA:**  
Traffic engineering, traffic signals, Muni tracks and right of way
- **SFPUC:**  
Most streetlights, water and sewer systems





# Client Agencies

- **Delivery of bond-funded projects:**

San Francisco Public Library, Recreation and Parks, San Francisco Fire Department, San Francisco Police Department, Department of Public Health, SFMTA, Public Utilities Commission and Department of Emergency Management, Office of Community Investment and Infrastructure

- **Design and construction management services:**

Department of Homelessness and Supportive Housing shelters and the Real Estate Division renovations

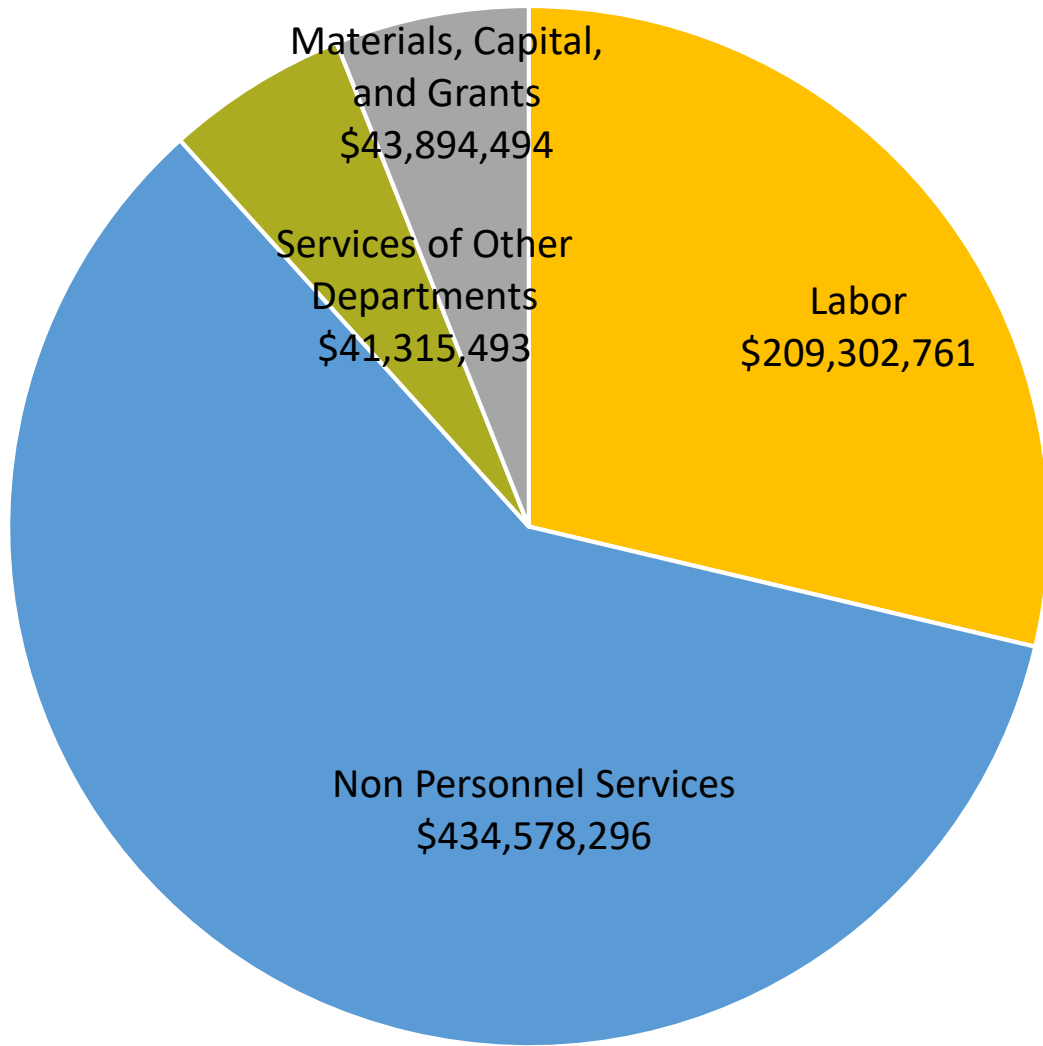
- **Vision Zero infrastructure and utility infrastructure improvements:**

SFMTA and Public Utilities Commission work following paving projects

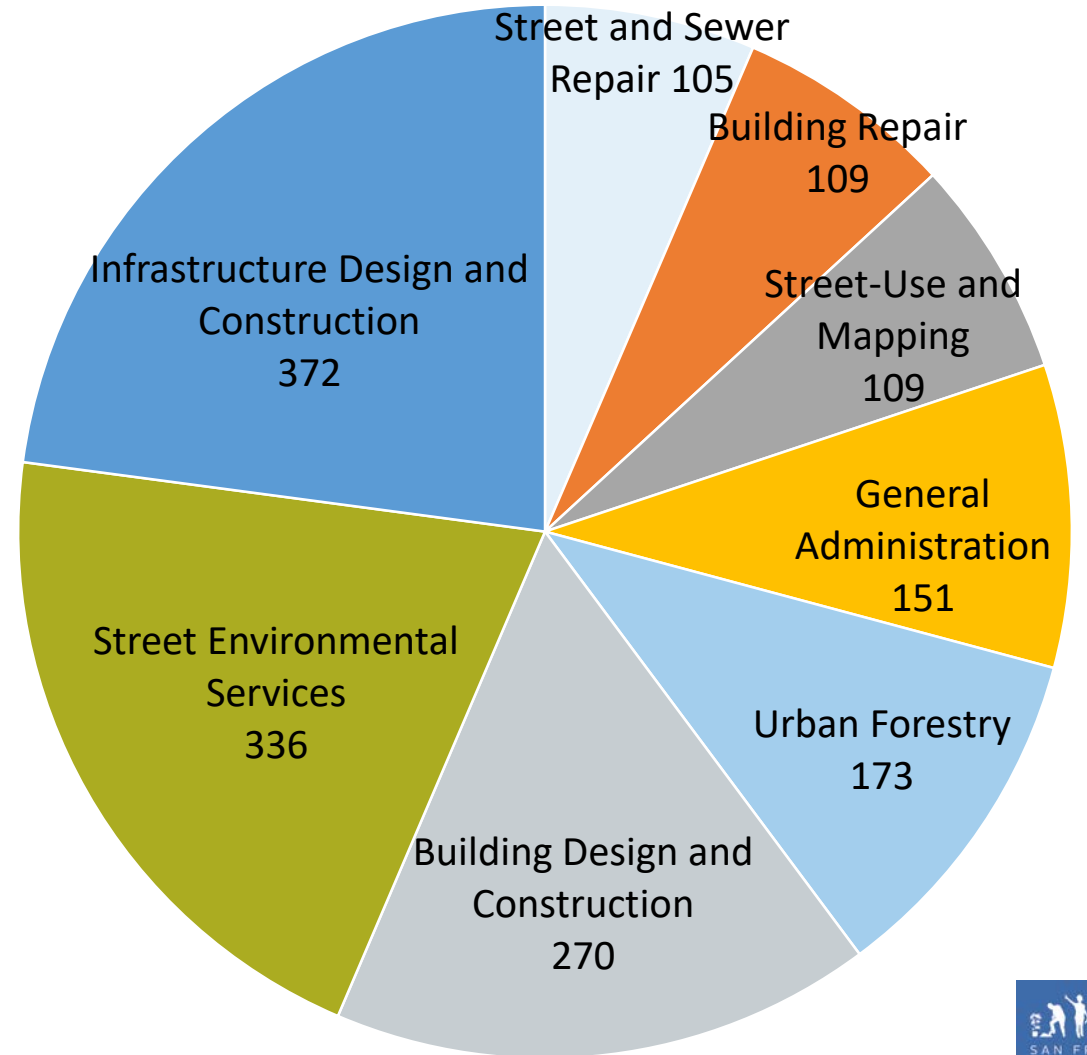
- **Work order maintenance and repair projects:**

Completed by the Bureau of Building Repair sometimes in collaboration with the Bureau of Architecture

# Expenditures and Employees (FTE)



All FY 2018-19 Actuals: \$729,091,044



FY 2018-19 FTE: 1,625



# Contracting Methods for Chapter 21

Procurement Type	Procurement Document	Method	Approving Agency
Professional services	Contract and Purchase Order	RFQ and/or RFP	Department runs the procurement process, Office of Contract Administration reviews and approves
Commodities	Term Contracts	Bid	Department requests and compiles information, Office of Contract Administration reviews and runs the bidding and award process
	Requisition to Purchase Order	Bid over \$10,000	Department develops the specifications, Office of Contract Administration reviews and runs the bidding and award process
	Prop Q Purchase Order	Under \$10,000	Delegated from Office of Contract Administration to trained City department purchasing staff
	Direct Voucher Purchase Order	Under \$200	Department processes
	Non-Compliant Purchase Orders		Reviewed and approved by Office of Contract Administration and Controller

# Contracting Methods for Chapter 6

Contract Type	Contract Method	Code Section	Micro Set Aside	Service/Task Order (Direct Assignment)	Service Order Low Bid	Three Quotes Required	Direct to Award	PSC required (Charter)	Special Code Section
<b>Construction</b>	Formal (Low Bid)	6.20 - 6.23							
	Informal (Low Quote)	6.20 - 6.23	x			x			x
	Best Value (Low Bid + Non-Cost Criteria)	6.74							
	Construction Manager/General Contractor (CM/GC)	6.68							
	Design Build	6.61						x	x
	Master As Needed Request for Qualifications (RFQ) to Awarded Pool	6.64b	x			x			
	Hazmat (RFQ to Awarded Pool)	6.63				x			
	General As-Needed	6.64a			x				
	Job Order Contracting (JOC) (Formal bid with factor)	6.62	x		x				
	Emergency	6.60					x		
	Sole Source	6.73						x	
	Under 10K	6.20						x	
	(Self Perform)	6.20							
<b>Professional Services</b>									
	Request for Qualification (RFQ)	6.43						x	
	As needed pool with awarded contracts				x				
	Stand alone								
	Request for Proposal (RFP)	6.41						x	
	Stand alone								
	Under 10K	6.20							
	Emergency	6.60							

# Chapter 6 Departments \*

- Public Works
- San Francisco Municipal Transportation Agency
- San Francisco International Airport
- San Francisco Public Utilities Commission
- San Francisco Recreation and Park Department
- Port of San Francisco

**Aside from SFO, only Public Works has architects and can provide architectural services**

\*All other departments or commissions must procure construction and related services through Public Works



# Contracts (in millions)

Type of Contract	Current Number	Awarded Value	FY 19 Expenditures*
Construction	71	\$334	<b>\$404.4</b>
Professional Services for Construction	27	\$20.2	
Professional Services	14	\$6.6	
Grants	17	\$12.8	
Commodities	4,097	\$26.7	
<b>Grand Total</b>	<b>4,226</b>	<b>\$400.3</b>	

\*FY 19 expenditures include all contract types awarded in FY19 and in prior fiscal years.

# Grants

Grant Program	Current Number (Active in FY19)	Awarded Value (FY19)	Spent to Date (FY19)
Litter reduction	8	\$5,304,758	\$4,742,893
Monitor and Ambassador	5	\$4,505,201	\$4,182,346
Landscape Maintenance and Planting	3	\$2,156,357	\$2,117,727
Youth and Young Adult Summer Employment	1	\$540,000	\$388,001
<b>Grand Total</b>	<b>17</b>	<b>\$12,506,316</b>	<b>\$11,430,966</b>

# Reforms

- Expanded ethics training for all staff
- Tightened solicitation rules and expanded transparency for homeless shelter and emergency construction contracts
- Improved and more transparent grant solicitation and award process following best practices





