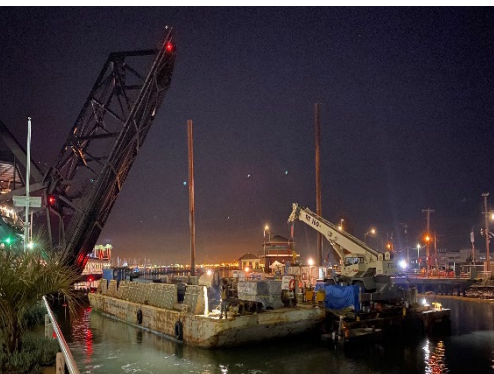
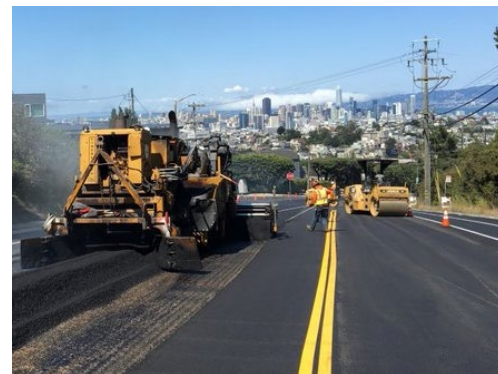
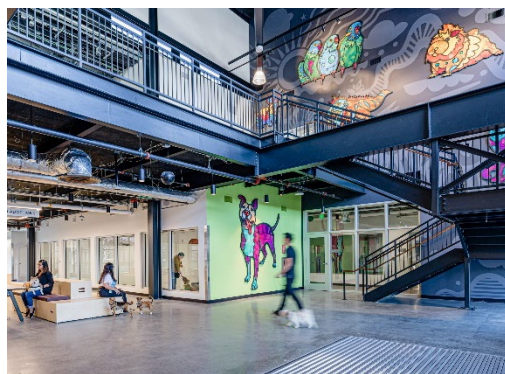
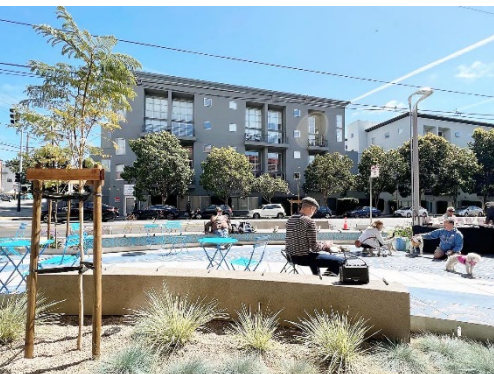




June 18, 2026

San Francisco Public Works FY27 and FY28 Budget

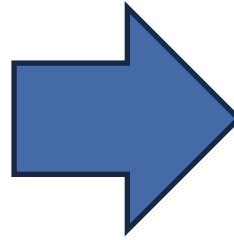
Carla Short
Director



Public Works Proactive in Addressing the City's Structural Deficit

Since FY25, Public Works Has:

- ✓ Completed a Department-wide Reorganization
- ✓ Reduced Management Positions
- ✓ Expanded Spans of Control
- ✓ Reduced Overhead Costs by 26%
- ✓ Absorbed Additional Attrition Savings



Mayor's Budget Includes:

- Deletion of 24.00 FTE
- 9.00 Layoffs
- 4.00 Management Position Deletions
- \$4.5M additional attrition savings, or reduced funding for 23.00 FTE, in FY2027-28 of front-line staff

Public Works Accepted Most BLA Recommendations

Areas of Agreement

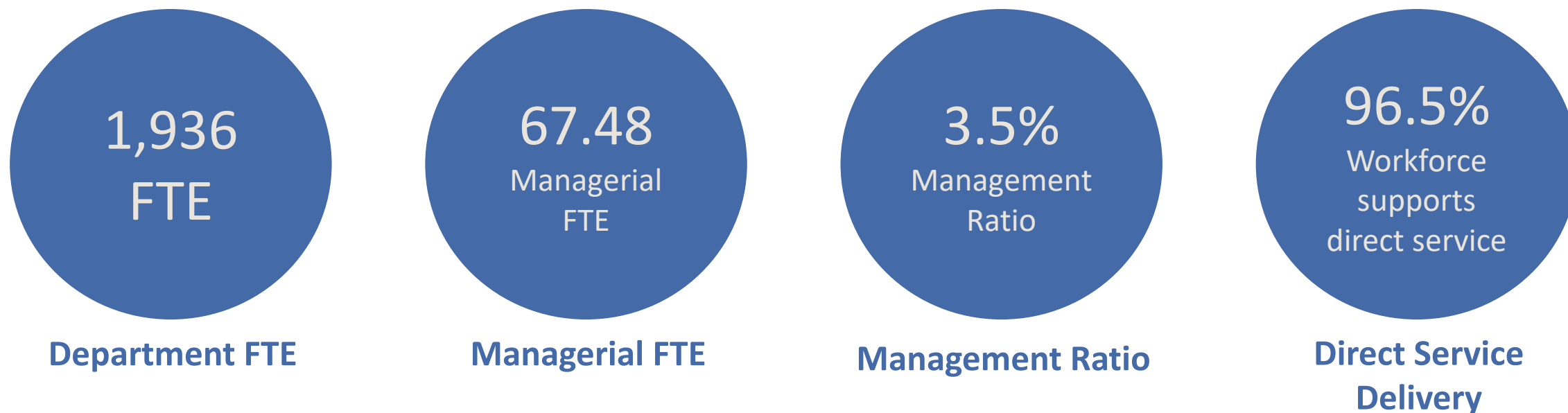
- Agree with \$4.7M
- Equipment Reductions
- Position Cut
- Position Substitution
- Debt Service Reduction

Disagreements

- Street Repaving Program
- Street Cleaning
- Critical Positions



Public Works Already Operates with a Lean Management Structure



Eliminated 14 Management Positions

- 3 management positions eliminated this year (FY26), including three (3) layoffs
- 4 management positions eliminated in the budget year (FY27)
- 7 management positions converted to technical classifications for the budget year (FY27)

DPW-1 and DPW-2: Innovation Coordination & Permit Reform

Positions Deleted

No.	Position	FTE	Span of Control	Vacancy Status	Hiring Status
DPW-1	0942 Innovation Manager	1.00	5	Dec 2024	Hiring underway; position pending approval
DPW-2	1070 PermitSF Project Director	1.00	N/A	N/A	Position pending DHR & MBO reapproval

Innovation Manager

- Oversees team of five (5) project managers and analysts
- Leads capital project delivery process improvements; Lean six-Sigma and Kaizen efforts
- Key Strategic Plan initiative and moved part of reorganization

PermitSF IT Project Director

- Lead IT staff for construction permit system in PermitSF
- Needed to replace current system that is failing
- Will direct team of technical staff, IT analysts and consultant staff

DPW-6 – DPW-7: Street Cleaning

Positions Deleted

No.	Position	FTE	Span of Control	Vacancy Status	Hiring Status
DPW-6	7514 General Laborer	2.00	N/A	N/A	Pending new list. Prior lists from February 2026, December 2024 completely exhausted.
DPW-7	7215 General Laborer Supervisor	1.00	N/A	N/A	Pending new list. Last list exhausted.

- 7514 – General Laborer classification is the front-line position responsible for keeping the City clean
- 7215 – General Laborer Supervisor 1 is a working supervisor in the field with street cleaning and graffiti removal crews to ensure the efficient and thorough cleaning of City streets and sidewalks
- We continue to exhaust eligibility lists, which means we have more positions than candidates
- We have been hiring more temporary 9916 Corridor workers with the goal of training staff and expanding the number of 7514 General Laborer candidates in future recruitment efforts

DPW-8: Policy, Communications and Outreach

Position Deleted

No.	Position	FTE	Span of Control	Vacancy Status	Hiring Status
DPW-8	0941 Director of Policy, Communications and Outreach	1.00	33	Dec 2024	Job posted on 1/23/26; selection made. Position reapproved on June 5 by Mayor’s Office. Offer pending.

- Oversees a team of 33 staff with six (6) direct reports
- Supervises the Outreach and Enforcement Team that focuses on cleanliness-related code compliance in the public right of way, with a primary focus on illegal dumping
- Directs the construction outreach team to keep residents and businesses informed of all Public Works-managed capital and maintenance projects
- Manages the community programs team, which organizes and/or supports more than 1,000 volunteer events a year, including the 11 Neighborhood Beautification Day events
- Oversees the government relations team, which addresses constituent concerns that come through the Board of Supervisors offices, facilitates Public Works matters through the legislative process and collaborates with other City departments on joint initiatives

DPW-9: Street Resurfacing Program

Reduction of \$2.0M (FY2026-27); \$3.0M (FY2027-28)



- Any reduction to the proposed budget undermines stabilization of the Pavement Condition Index at **75** and protection of over **\$1B** in prior investments
- Continuation of deferred investment in roadway maintenance leads to significantly **5-10x higher** costs in the future vs. optimally timed paving
- As paving strategy pivots more toward major corridors and challenging areas, meeting the funding requirement becomes ever more critical

Policy DPW-14: Street Environmental Services Superintendent

Position Deleted

No.	Position	FTE	Span of Control	Vacancy Status	Hiring Status
DPW-14	0942 Street Environmental Services Superintendent	1.00	8-direct 500+ staff	Nov 2021	Three unsuccessful recruitments. Mayor’s hiring freeze in March. Will resume recruitment. Position reapproved June 5.

- Leads the City's street cleaning and neighborhood services operation (500+ staff)
- Oversees response to 163,783 street cleaning requests annually
- Oversees response to 53,933 graffiti requests annually
- Directs illegal dumping response, Neighborhood Street Teams, and public trash can programs
- Coordinates citywide operations for major events and emergency response
- Vacancy reflects recruitment challenges; responsibilities continue through acting assignments

Policy DPW-15: 0932 Internal Paving Program Manager

Position Deleted

No.	Position	FTE	Span of Control	Vacancy Status	Hiring Status
DPW-15	0932 Internal Paving Program Manager	1.00	64 staff	Dec 2025	Employee vacated in Dec 2025. Mayor’s hiring freeze in March. Position reapproval pending.

- Oversees a paving operation with 64 employees with four (4) direct reports
- Leads Public Works' internal street resurfacing program
- Responsible for paving 120 blocks and over 11,000 potholes annually
- Supports pavement preservation and reduces future maintenance costs
- Vacancy occurred in December 2025; recruitment paused by hiring freeze; reapproval
- Eliminating leadership while reducing paving funding compounds the impact on service delivery

Policy DPW-16: 0922 Urban Forester

Position Deleted

No.	Position	FTE	Span of Control	Vacancy Status	Hiring Status
DPW-16	0922 Urban Forester	1.00	11	Jan 2026	Position Reapproved June 5

- Leads an 11-person tree inspection team, all direct reports
- Position oversees inspection and management of 125,000 street trees
- Evaluates hazardous trees and public safety risks
- Administers a \$12 million Federal IRA Urban Forestry Grant and \$22 million in annual tree maintenance and planting funds
- Oversees the City's tree canopy expansion program
- Supports housing delivery through tree permit review

Policy DPW-17: 0932 Employment Services & Talent Acquisition Director

Position Deleted

No.	Position	FTE	Span of Control	Vacancy Status	Hiring Status
DPW-17	0932 Employment Services and Talent Acquisition Director	1.00	18	Apr 2026	Employee retired 2 months ago. Position reapproved DHR & MBO; hiring underway

- Oversees a team of 18 Human Resources professionals with five (5) direct reports
- Leads hiring and recruitment for a department with 1,900 positions
- Manages recruitment for front-line, technical and operational positions
- Supports filling critical vacancies across Public Works
- Position became vacant only 45 days ago due to retirement. Recruitment expected to move forward



QUESTIONS