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TO: Matt Haney, Supervisor of District 6 and Budget and Appropriations Committee Chair

FROM: Alaric Degrafinried, Acting Director of San Francisco Public Works

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SUBJECT: San Francisco Public Works response to the Budget and Appropriations Committee

After an unprecedented year that severely impacted San Francisco's local economy and public trust, Public Works recognizes the urgency to implement plans and policies that align with the changing needs of the City. The following memo is in response to the Budget and Appropriations Committee's request for City departments to provide relevant information on their plans to eliminate corruption and waste; rebuild a better city post-COVID; and use innovation that focuses on positive impact.

### **Eliminate Corruption and Waste**

#### **How are you setting a "tone at the top" that demonstrates ethics, transparency and the public interest?**

##### Ethics:

San Francisco Public Works actively continues working to reset a "tone at the top" to demonstrate ethics, transparency and the public interest. Public Works is an organization with 1,600-plus employees and we want to ensure that the entire workforce has the tools and training needed to meet the ethical standards the City and state demand, as they perform their work keeping San Francisco clean, safe, beautiful and resilient.

Public Works recently expanded its ethics training requirements to cover all employees and is developing internal trainings specifically for our staff outlining specific Public Works staff scenarios. In the past, only the Public Works director, deputy directors and any staff involved in the contracting and purchasing processes were required to take an online ethics training course.

The mandatory training for all Public Works employees is to provide information about statements of economic interests; gifts and honoraria; conflicts of interest; post-employment restrictions; and statements of incompatible activities. The required ethics trainings also emphasize the responsibilities of City employees to not use their positions for any private gain or advantage. It is now also mandatory for all department bureau and section managers to review the ethics standards with all staff during team meetings.

Transparency:

Public Works continuously demonstrates transparency and a respect for the public interest by soliciting feedback on our many construction projects during their planning phases through community meetings and online surveys. As a recent example, the department hosted a virtual community meeting where we gathered public input for the Transbay Block 3 Park project that will add play features, informal gathering spaces, landscape furnishings, trees and plantings to the City's East Cut neighborhood. The department also welcomes community feedback on its adopted budget each year at public hearings and virtual presentations. Additionally, the department's social media accounts, newsletters, press releases and annual reports highlight the department's projects and services.

Waste:

We are training frontline staff and leaders on how to identify and eliminate waste through a series of trainings on Lean Six Sigma methodology across all areas of the department. To date, we have identified and put into action two training cohorts, which provided a venue for managers to hone their skills in providing support for process improvement projects, while enabling staff to build their skillset by using new tools and methodologies. Participants in each cohort and their project sponsors became stewards for process improvement, advocating for reduction of waste and improving efficiency within Public Works. The knowledge gained includes identifying waste and developing efficient processes that are standardized, measured and managed, resulting in better quality and a higher value for clients and constituents; as well as change management to increase awareness, acceptance and alignment around new ideas. This leads to understanding the impact of change and engaging those who are affected through effective communications methods. These process improvement Lean Six Sigma trainings help enhance our culture of continuous improvement.

**What protections do you have to ensure transparent and effective contract and spending oversight?**

All Public Works staff who take part in the contracting process are required to take ethics training and to follow necessary steps and procedures to ensure transparent and effective contract and spending oversight. Among the requirements:

1. Solicit the professional services of an external independent cost estimator to provide projected minimum and maximum costs for design and construction work.
2. Solicit bids from at least three qualified contractors for all procurements. At a minimum, two bids shall be required to move forward, unless approved in writing by the Director of Public Works and the City Administrator.
3. Work with the City's Contract Monitoring Division on outreach to ensure that Contract Monitoring Division-certified contractors are aware of bid opportunities.
4. Post all contract opportunities on the SF City Partners public website and on the Public Works website.

5. Ensure a three-working day posting period between solicitation and acceptance of bids.

Bids must be sent to the Public Works Contract Administration Section and not opened by the project manager nor the project team. The Contract Administration Section tabulates the bids received and reviews the information to ensure responsiveness and the project manager ensures responsibility with a review of qualifications and experience. Once the review is complete, the bid tabulations will be posted by the Contract Administration Section to the SF City Partner and Public Works websites. The Contract Administration Section prepares a Public Works Order or Service Order, as applicable, which shall be reviewed and approved by the relevant Public Works deputy director and the director.

### **How do you evaluate and measure performance on contracts?**

The public relies on private contractors and subcontractors for most of the City's construction projects. As such, Public Works must properly evaluate and measure the performance of the skilled pool of contractors we hire. These evaluations are used for internal reporting, reporting to the public, reporting to oversight bodies and recording lessons learned that may be useful on future jobs.

Per City law, Public Works evaluates all contractor performance and tracks such reviews in a central database, which is maintained by the Controller's Office. To collect contractor performance reviews, Public Works uses an online tool that is standard across all six of the City's construction departments and collects the input of contractors. Reviews collect basic, objective information about projects and performance, as well as the informed impressions of project staff and contractors. When contractor performance falls below a certain standard, departments may decline to award a project.

Projects that are greater than five months in duration require a contractor to be reviewed at least twice, including the at the mid-point of construction and at closeout. There may be additional interim reviews, depending on the duration of a project. The review questions are phrased as objectively as possible, seeking out basic information, such as lost days due to accidents, reports of law violations and closeout duration.

Reviews that reflect unsafe, poor or inconsistent work can be used as a management and communications tool by the Public Works project team to address issues. If a performance issue is unsatisfactory enough – and after reasonable opportunities to correct and due process are exhausted – the department may decide the contractor is ineligible for a particular job, provided that the past poor performance is relevant and current, and that the contractor had an opportunity to respond.

### **When was your latest audit or performance audit? How did the results of those audits or performance audits impact your work?**

#### Performance Audits:

Public Works works closely with auditors from the Controller's Office and external auditors to generate performance audits that evaluate the efficiency and effectiveness of our many programs and initiatives. The Controller's City Services Auditor conducts multiple audits per year of

individual Public Works projects, as well as general operations and procedures of the department. Audits result in specific, detailed recommendations.

The Budget and Legislative Analyst is working a performance audit of the StreetTreeSF Program and the Street Resurfacing Program. This audit will likely be issued within the next month. The most recent performance audit generated by the Controller's Office was in June 2020, *Public Integrity Review: Preliminary Assessment of San Francisco Public Works Contracting*. The review assessed the processes in which Public Works awards contracts for various construction projects. The results and recommendations from the assessment include the requirement for Public Works to adhere to new procurement procedures for awarding contracts and other related procedures, many of which were implemented before the release of their report. The full list of recommendations are as follows:

- Under Chapter 6 of the Administrative Code, the Mayor should delegate final approval for Public Works construction contracts to an official other than the department director.
- The Ethics Commission should examine and close loopholes in the San Francisco Campaign and Governmental Conduct Code to ensure that city law does not create avenues for unethical behavior in acceptance of gifts.
- The Ethics Commission should expeditiously enable and require that all Statements of Economic Interests (Form 700s) be filed electronically by all required filers and conduct annual compliance reviews of these filings.
- The Mayor, Board of Supervisors and Office of Contract Administration should establish clear guidelines for selecting a vendor or vendors from a pre-qualified pool.
- The Mayor, Board of Supervisors and Office of Contract Administration should establish minimum requirements to ensure competitive solicitation of grants, similar to requirements for contracts, and formalize these requirements in code and policy.
- City departments should be required to use the City's centralized systems throughout the purchasing life cycle, from planning through contract award.
- The City should close gaps in centralized monitoring of all procurement activities by strengthening and resourcing the Office of Contract Administration or some other city entity to expand its monitoring and oversight to all city procurement activities.

#### Financial Audits:

In addition to performance audits, financial audits that impact Public Works are performed regularly. The most recent financial audits performed on the department are the following:

- **Calendar Year 2019 Controller's Office Post Audit – March 2021:** The Controller's post-audit program is designed to help assess each department's accounting and internal control practices and compliance with City laws, regulations and policies. Documents selected for audit are from different transactions cycles using a risk-based approach. The result of the Fiscal Year 2018-19 Post-Audit helped identify areas that are working well and highlighted those that need immediate attention for change and improvement. The

action plan to address the findings called for modifying current procedures to improve processing time for supplier payments, cash receipts and revenues.

- **Indirect Cost Plan Proposal Audit – March 2020:** The California Department of Finance conducted an audit of Public Works Indirect Cost Rate Proposal for Fiscal Year 2017-18 at the request of Caltrans' Independent Office of Audits and Investigations. The objective of the audit is to determine if Public Works' ICRP complies with Title 2 Code of Federal Regulations Part 200 and Caltrans' Local Assistance Procedures Manual. In response to the findings identified in the audit, Public Works has hired a consulting firm, NBS Government Finance Group, which has extensive experience in developing indirect cost plans, ensuring full compliance with 2 CFR 200. NBS helped Public Works develop new methodology for its ICRP for Fiscal Years 2019-20 and 2020-21. Public Works updated all relevant policies and procedures, and trainings were provided to finance staff.
- **2016 Public Health and Safety General Obligation Audit – January 2020:** The objective of the Public Health and Safety Audit is to evaluate whether the bond funds were spent in accordance with the ballot measure authorizing the bonds. The compliance audit found that the audited expenditures under the 2016 Public Health and Safety Bond Program were spent in accordance with the ballot measure with sufficient documentation to support the scope of work for designated projects, programs and other allowable expenses. The audit result demonstrates the effectiveness of our department's policies and procedures on spending bond proceeds for their intended purpose.

**What are you doing to reduce the number of positions that are either temporary or interim within your department?**

An overwhelming majority, 1,019, or 69%, of Public Works positions are permanent civil service (PCS) hires. However, because of the nature of the work performed by Public Works, much of which is project based, the department always will have a high number of exempt hires, since much of our work is contingent on work orders from other City departments and for projects that have a specific start and stop date.

There are currently 464 employees with an exempt appointment, either a temporary-exempt appointment (TEX) or a permanent-exempt appointment (PEX). Under civil service rules and/or budgeted restrictions, some positions only can be hired as an exempt appointment. These positions, totaling 201, or 43% of all exempts, include department head, deputy directors, Proposition F retirees, director appointments, interns, Commercial Corridor positions and apprenticeship positions.

Public Works has more staff working part-time or on a schedule of fewer than 1,040 hours annually because of the nature of the budget and the programs. For example, the highly successful Commercial Corridor Program which began in the Fiscal Year 2019 budget, was only funded using temporary salaries in the budget, requiring Public Works to hire exempt staff, generally on a part-time basis.

## **Rebuild a Better City**

**Who within your department's service portfolio was especially impacted negatively during pandemic--how are you targeting your resources to help them recover, make them whole, and protect them in the future?**

Throughout the ongoing COVID-19 pandemic, Public Works has targeted its resources to help vulnerable, low-income and underserved communities get access to personal protective equipment, food, bathrooms, safe sleeping sites and COVID-19 testing and vaccinations. Public Works expanded its successful Pit Stop program to a total of 60 locations in neighborhoods that are predominately Black and Latinx, and with a disproportionate number of unhoused residents. Such neighborhoods include the Bayview-Hunters Point, Tenderloin, Western Addition, Mission, South of Market, Mid-Market and Richmond. Additionally, in these neighborhoods, Public Works installed and managed handwashing stations, distributed hand sanitizer and masks, helped develop a food distribution equity program and steam cleaned sidewalks fronting emergency food distribution sites.

Staff from the Building Design and Construction Division scouted locations and drew up plans for safe sleeping sites across the City where unhoused residents are given a safe place to sleep and free access to basic hygiene and safety services. Also, to help serve the homeless population, Public Works carpenters, landscapers and electricians built popup shelters with separated sleeping sods for safe social distancing. Additionally, staff from the Bureau of Street and Sewer Repair graded lots where temporary COVID-19 testing and vaccination sites were set up that gave free access to critical services for those most negatively impacted by the virus.

**What inequities and gaps did you identify during FY 2020 and 2021?**

Public Works' budget request includes programs and projects that benefit the people who live, work and visit San Francisco. Many programs, including curb ramps, tree planting and street resurfacing, have developed prioritization criteria that incorporate geographic equity to extend improvements to all of San Francisco's neighborhoods.

The curb ramp program, in coordination with the Mayor's Office on Disability, prioritizes locations most requested by people with disabilities; our tree planting program focuses on areas where there is less tree canopy cover, which usually corresponds with low-income and disadvantaged communities; and the street resurfacing program is prioritized based on a specific street's regionally tracked Pavement Condition Index (PCI) score, and how it's used. For example, roads with bike lanes and transit routes are prioritized. Public Works' apprenticeship and workforce development opportunities support the department's citywide cleanliness and beautification efforts. They also support action items listed in our Racial Equity Action Plan that call for more robust entryways into the workforce and encourage small and minority-owned businesses to participate in our construction contract opportunities.

Public Works projects that are funded by General Obligation bonds follow a criteria methodology process that prioritizes the most time-sensitive and critical needs of infrastructure and buildings in San Francisco. Prior to facing the voters, Public Works, in partnership with client City agencies, identifies these needs and strategically distributes bond funding to specific projects and/or programs. Most recently, the 2020 Earthquake Safety and Emergency Response Bond, which received 81% voter approval in March

2020, will provide \$628.5 million in funding for the aging first response facilities and the 2020 Health and Recovery Bond, which received 70% of voter approval, will allocate \$41.5 million for street resurfacing and right-of-way projects.

### **How is your budget aligned to address those gaps, inequities, and inefficiencies?**

#### Geographic Equity:

The Public Works' capital budget request includes a combination of programs and projects that provides benefits across the entire City. Our work in the public right of way provides benefits to both residents and visitors. Programs, such as Street Resurfacing and Curb Ramps, have developed prioritization criteria that incorporate geographic equity to extend improvements to all neighborhoods in San Francisco. For example, the Curb Ramp Program, in coordination with the Mayor's Office on Disability, prioritizes locations most requested by people with disabilities, and our tree planting efforts focus on areas where there is less tree canopy cover, which usually corresponds with low-income and disadvantaged communities.

#### Capital Projects and District Projects:

In addition to our programmatic requests, our capital budget request includes several named projects that provide benefits to different communities. These projects are a combination of community requests and projects in areas where there is limited funding. For example, in this year's request, we included the Alemany Interchange Phase 2 project, which will construct a new bicycle and pedestrian path to connect the Alemany Farmer's Market to under resourced communities in District 10. Another project included in our request will improve lighting, sidewalks and public realm in alleyways throughout Chinatown, improving safety particularly for seniors and residents who do not own vehicles.

Our Capital Budget request supports our continued work across all neighborhoods in San Francisco and supports action items included in our Racial Equity Action Plan that encourages participation of small and minority-owned businesses in our construction contract opportunities. While the department's initial Racial Equity Action Plan focuses on what we can do internally to address racial equity, we will work towards incorporating data disaggregated by race to guide our programs and projects.

#### Workforce Development:

Every day we fulfill our mission of keeping our neighborhoods clean, green, safe and beautiful, while providing City residents who face barriers to employment or who are exploring career paths a chance to work and earn a living wage.

Together with nonprofits, we promote employment opportunities for teens and adults who are in and out of school, formerly incarcerated men and women, people who are homeless and other residents who have little or no job experience. Through on-the-job-training, help with resume writing, interview preparation and education, we emphasize the importance of job-readiness and prepare individuals for stable and productive income opportunities that benefit the community. Our partnership programs with community-based organizations include a tree

planting program, the Pit Stop public toilet program and the Tenderloin Neighborhood Litter Reduction initiative, known as TL Clean.

In addition, Public Works, in partnership with organizations, the Human Services Agency, the Department of Human Resources, JobsNOW and local unions, offers a variety of apprenticeship programs that give young adults and others entering the workforce or changing careers the opportunity to gain on-the-job training as cement workers, gardeners, laborers and environmental service workers. Our apprenticeship programs provide detailed training on how to use tools, equipment and materials, while working alongside skilled Public Works employees. At the end of the program, apprentices may be given the chance to transition into a full-time position with Public Works.

### **What is your department doing to support our city's small businesses and improve the climate for small businesses in the City?**

During the past year, Public Works has implemented programs and policies to support the City's small businesses, as many of them struggled as a result of the COVID-19 pandemic.

#### Shared Spaces:

Most notably, as part of San Francisco's COVID-19 Economic Recovery Task Force's Shared Spaces Program, the Bureau of Street-use and Mapping enabled businesses to conditionally use sidewalk and parking lane spaces within the public right of way to resume business when indoor dining and personal services were prohibited. As part of this program, permit fees were temporarily eliminated for small businesses to use street furniture, such as tables, chairs and heaters, in the public right of way.

#### Graffiti Abatement:

Traditionally, business owners are financially responsible for painting over graffiti on their properties. However, during the early months of the pandemic when graffiti vandalizations skyrocketed, Public Works performed courtesy graffiti abatement on storefronts and rollup doors of small businesses in Chinatown, the Mission, Lower Haight, Haight-Ashbury and Tenderloin neighborhoods.

#### CleanCorridorsSF and Street Cleaning:

Through the department's Community Corridors program, Public Works deploys corridor workers to perform regular manual block sweeping in the City's many commercial corridors and operates the CleanCorridorsSF program that provides targeted deep cleanings to make neighborhoods more inviting as patrons are returning to restaurants and in-person shopping. These specialized programs support the department's routine litter patrol, packer truck and steam cleaning services that are dispatched 24 hours a day, seven days a week.



**How are you planning for the future? What are the big goals and outcomes you have for the next 3-5 years?**

We plan for the future through our strategic planning processes, input in the development of the City's 10-year Capital Plan, and most recently, the development of the Public Works' Racial Equity Action Plan. We also are working to rebuild the public trust and are starting preliminary discussions with the City Administrator's Office, members of the Board of Supervisors and the Mayor's Office on the Proposition B implementation framework.

**Strategic Plan:**

Public Works' vision is to be a forward-thinking organization that honors the public trust. We carry out that vision with the mission to care for and build the City's assets for the people of San Francisco. Public Works' FY 2018-22 Strategic Plan is built on the foundation of three strategic goals:

- **Be the best place to work**
- **Drive innovation and exceptional service**
- **Improve and inspire stewardship of public spaces**

The department is currently working on an updated strategic plan that will guide the department after 2022.

**Racial Equity Plan:**

Public Works' Racial Equity Action Plan focuses on five themes, identified as priorities by Public Works staff. In total, there are 100-plus action items to be completed over three to five years that are currently in the prioritization process. The Racial Equity Action Plan is coordinated with the Strategic Plan, ensuring a joint and complementary implementation of strategies. The five themes and goals of the Racial Equity Plan are as follows:

1. **Empower frontline workers:** Value and engage the voices of our frontline workers and take unambiguous proactive steps to elevate the voices of Black, Indigenous and People of Color (BIPOC) workers. Engage frontline workers in decision-making around process improvements and policies, as well as in implementing the Racial Equity Action Plan.
2. **Broaden diversity of staff in all bureaus and at all levels:** Bolster outreach and recruitment of employees who are Black, Indigenous and People of Color, particularly for technical and management positions. Invest in and expand internship and apprenticeship programs, increasing racial diversity of participants in all opportunities.
3. **Support and train managers to be stronger leaders:** Ensure that managers model fair, consistent and equitable leadership and nurture their staff to succeed. Support managers through training, recognition and accountability. Develop a mentorship program that supports mentors and mentees and builds a culture of excellent leadership.

4. **Reform and rethink disciplinary processes:** Ensure processes are transparent, fair and consistent across divisions and bureaus, and reinforce the need for accountability; empower, train and hold accountable supervisors and staff to work through difficult situations with compassion and equity; invest in communications trainings that are based in understanding implicit bias; provide coaching for supervisors that promotes compassionate feedback and personal growth during the discipline process; and implement peer mediation and other complaint processes.
5. **Develop career pathways, particularly for lower-wage workers:** Ensure that pathways are transparent and achievable through management support, professional development, clear and wide-ranging communications, and staff affinity groups; and support staff in diverse and creative ways to attain career advancement.

### Public Trust and Proposition B:

Public Works is actively working to set a “tone at the top” to demonstrate ethics, transparency, and the public interest. The department has extended its ethics training requirements to cover all employees and working on other ways to ensure all Public Works staff have the tools and training they need to meet the ethical standards the City and state demand, as they perform their work keeping San Francisco clean, safe, beautiful and resilient.

Preliminary discussions are underway with the City Administrator's Office, members of the Board of Supervisors, the Mayor's Office and San Francisco Public Works about the steps needed to develop a Proposition B implementation framework. We are identifying the staff and actions required to move the charter amendment forward. We expect a more detailed implementation plan will be developed in the coming months.

### Innovate by Focusing on Impact

**What big systems changes do you have planned for 2021-2022 that will make your work more efficient, proactive, and impactful?**

Public Works has the following system changes and updates planned for the next fiscal year that will make our work more efficient, proactive and impactful.

- **Updated GIS System:** Public Works Information Technology staff are currently working to update the department's GIS system with new servers, software, data transformations and base map maintenance. This system update will allow Public Works to improve the quality of the GIS products the department produces and shares with the public and our clients, which include detailed dataset and maps; upgrade and improve existing processes; and remove workarounds, manual work and outdated systems.
- **Right-of-Way Software:** Public Works is working on a Right-of-Way Coordination Tool replacement that will provide a modernized approach to effectively manage and coordinate the development of assets located in the public right of way. The future system will allow for real-time map views and uploading of pertinent artifacts in secure manner and will offer robust reporting views for all users and capable to scale out as City

demands increase in the public right of way.

- **Permitting System Changes:** Public Works will be replacing its aging and obsolete Permitting and Inspections application with a modern and commercial off-the-shelf, Software as a Service (SaaS) cloud-based Permitting and Inspection application solution. The replacement system will process approximately 60-plus construction, commercial subdivision and urban forestry permit types and will provide a modernized approach for applicants to easily use the online system, with a robust online help process; allow for the tracing of permit lifecycle status; and efficiently invoice the applicant for payment processing and permit issuance. It also will allow for robust reporting for all levels of users, internal to external, as to the overall performance of Public Works permitting and inspection in the right of way.
- **Project and Construction Management System Implementation:** Public Works is working to provide a comprehensive Project and Construction Management software solution to better manage construction and project delivery. As Public Works collaborates with contractors on behalf of multiple City departments, a comprehensive tool is needed to collect, process and report on the construction phase of our projects and, as a future phase of the project, deliver budget, funding and scheduling processes and functionality.
- **Connected Worker Application/311 Pilot Tool:** In partnership with the East Cut Community Benefit District (ECCBD), Public Works is working on a new system that will eliminate duplicate efforts when resolving 311 service requests for street cleaning. In many instances, 311 service requests are resolved by Community Benefit District personnel prior to the arrival of Public Works crews, which causes unnecessary stops for crews on their routes. The new system will allow ECCBD staff access to Public Works' service requests using the Connected Worker application and the ability to close requests in real time, eliminating the need for Public Works staff to re-route and arrive on-scene to a request that already has been resolved.

### **How do you measure your impact in a way that aligns your funding to the greatest impact for our residents?**

To help measure how we align our funding to the greatest impact for our residents, we will group our general steps into a Plan, Do, Check and Adjust (PDCA) process, and illustrate how the process works through some examples from our operations, building and infrastructure divisions.

- **Plan:** Public Works typically identifies needs or areas of concerns from our customers and clients using various sources and methods. We then analyze that need and consider key factors relevant to the type of service. This step often helps better define, coordinate and prioritize the work needed. We recommend funding through the City's operational budget and Capital Planning Committee processes to address the greatest needs.
- **Do:** Once funding approval is obtained, we identify and assign resources and deliver services to the community directly or indirectly by serving other sister agencies.
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- **Check:** We monitor or evaluate our service delivery. This step helps identify areas of success and opportunities for improvement as well as lessons learned that can be considered in future planning and delivery of services.
- **Adjust:** Using data, lessons learned and input from different sources, we continuously improve our service delivery and adjust services to where the greatest needs are.

### Operations:

Our street cleaning operations typically identify areas of concerns through PublicWorksStat, our performance management program. We look at volume and time to respond to 311 service requests. Input from staff, community members and elected officials also help define work scope. For example, increased volume of service requests helped us obtain additional funding over the last few years to enhance street cleaning operations in alleys at night and more resources for the high-need Tenderloin and Chinatown neighborhoods. Field staff proactively clean select routes and hot-spot areas based on historical data. Our regular monitoring of the data allowed us to recently shift resources for alley cleaning from the night crews to swing shift crews. Data on steam cleaning requests for feces, feedback from community members and field staff input helped create the Pit Stop public toilets. Also, members of the Board of Supervisors helped create the Commercial Corridors Program and identify the commercial routes of highest impact for their districts.

### Buildings:

Our building projects and programs typically are driven by the needs of our client departments. With a broader lens, Public Works reviews the departments' needs and balances out other factors, such as alignment and coordination with projects from Public Works and other agencies (e.g., SFPUC, Port, SFMTA), regulatory processes, economy and communities to be impacted. Often, our building projects reach beyond the areas they are located. Examples of this include medical facilities and recreation centers, as well as civic and public safety facilities. With financial support from client departments, Public Works often conducts studies and investigations or project initiation services that help define the scope and forecast costs and timelines of projects and develop actionable plans. Clients' input and the City's Capital Planning Committee help align and prioritize projects. Once projects receive funding, we assign resources to deliver them. While lessons learned may inform future projects, we remain flexible to recognize the time, space, economic and other conditions influencing new projects.

### Infrastructure:

For infrastructure projects, particularly paving projects, the Pavement Condition Index (PCI) for the City's street network is the main indicator used to measure the greatest impact for residents. We follow industry best practices to ensure streets receive the right treatment with available funding. Some of the factors considered to ensure we align funding and select the right blocks to pave include: the PCI score of the street; multi-modal routes; project readiness and coordination with utility companies and City agencies; geographic equity; public requests and funding. Once all factors have been considered, the department determines the type of treatment needed and an estimated schedule for resurfacing.

### COVID-19 Impact:

Over the years, Public Works has shown its flexibility to respond to emergencies and adapt to emergent needs, effectively working across divisions and with sister agencies. Most recently for COVID-19 response, Public Works shifted resources to the greatest need of our residents, including helping to establish Shared Places and safe sleeping sites; installing cubicle dividers to keep staff and public safe; and expanding Pit Stop toilet locations.

Through thorough and ongoing review of data and processes in place to analyze and determine service needs, Public Works continually looks out for the needs of the people of San Francisco.

### **How do you collaborate with Digital Services or the Office of Civic Innovation? Have you utilized user/human centered design in your service delivery?**

Public Works has collaborated with Digital Services and the Office of Civic Innovation on projects that make our work more efficient and allow our workforce to better serve San Francisco.

### Digital Services:

In collaboration with Digital Services and SFMTA, the Permit Portal for Shared Spaces was created to help businesses utilize outdoor spaces such as sidewalks, streets and open lots during the COVID-19 pandemic when indoor services were prohibited. To date, the City has received more than 2,500 applications for Shared Spaces permits and more than 1,900 have been approved.

### Office of Civic Innovation:

The Office of Civic Innovation's Startup in Residence (STiR) program connects government agencies with startups to develop technology products that make them and their services more collaborative, inventive and responsive. Public Works has been successful in its participation with STiR in recent years, with past and current projects including:

- **Street Sweeping Route Editing and Navigation Tool:** Replacing traditional paper routes with an electronic tool, allowing allow staff to better manage and navigate their street cleaning routes. This tool is expected to launch in July 2021.
- **Can Sensor Project Pilot:** Adding sensors to garbage cans to detect when full to dispatch service to those cans and keep from overflowing.

### **How can San Francisco residents participate actively in supporting your department's work?**

### Volunteer Programs:

Nonprofits, businesses and residents collaborate with Public Works through our many volunteer programs. Public Works' Adopt-A-Street, Graffiti Watch and Community Clean Team programs

are the department's largest volunteer programs and collectively bring in thousands of volunteers each year.

- **Adopt-A-Street Program:** A partnership between the City and its merchants and residents. Groups or individuals agree to adopt an area and take responsibility for keeping the street, sidewalk and any storm drains in the area clean.
- **Graffiti Watch:** Graffiti Watch is a partnership between the City and its residents, but with a focus on keeping graffiti off our streets and sidewalks. Graffiti Watch empowers San Franciscans to take ownership of a heavily tagged four-block area in their neighborhood and remove graffiti from public property such as utility poles, mailboxes, trash receptacles and other street furniture.
- **Community Clean Team:** Public Works' longest-running and largest volunteer program that keeps San Francisco beautiful through landscaping and gardening projects, graffiti removal and litter cleanup. Since the program began in 2000, volunteers have logged more than 200,000 hours, painted out nearly 4 million square feet of graffiti, collected more than 5,000 bags of litter and added more than 3,500 plants and 1,000 trees to the City's public spaces. Community Clean Team is currently on hold due to the COVID-19 pandemic, but there are plans to resume the program in during the next fiscal year.

#### Community Engagement and Voter Support:

In addition to volunteer programs, residents can support the department's efforts in keeping San Francisco clean and safe by utilizing 311 to report unsanitary street conditions and illegal dumping. When residents actively use 311, San Francisco's streets and sidewalks are better maintained. Another avenue in which San Franciscans can support the department's work are by voting in support of General Obligation bonds that fund programs, such as street resurfacing, pothole repairs and the renovation and construction of existing and new capital infrastructure, such as fire stations and police stations. Public Works has maintained an excellent track record of receiving voter support on ballot measures, having received more than \$2.3 billion in bond funding since 2005.

#### **How are you being more transparent in 2021-2022 with data that you share publicly that will help residents understand your goals and impact?**

Public Works is actively working to be more transparent with the data we share with the public on DataSF and the department's public-facing website. We currently have more than 30 datasets available to the public on DataSF that include information on 311 service requests, permits, road resurfacing and paving, trees, street sweeping, curb ramps and more.

Public Works utilizes Google Maps and GIS Mapping software to visualize the status of active projects across the City on its public-facing website. Such projects can be filtered by a variety of categories, including street resurfacing, underground utility work, streetscapes, street tree maintenance and capital buildings. The data that supports the interactive maps and project webpages featured on the department's website is routinely updated.

Additionally, Public Works IT staff are currently in the planning stages of adding a visual representation that highlights our work with Community Benefit Districts, and publishing

visualizations from PublicWorksStat, the department's performance management program, on such services as street cleaning, graffiti abatement, landscaping and tree planting, on the department's website.

### **Conclusion**

The projects and services delivered by San Francisco Public Works enhance the safety, livability and resiliency of San Francisco. Through greater transparent and good-government safeguards, we have critical tools in place to rebuild public trust in the department. Our embrace of innovation, equity, diversity and continuous organizational, makes us a stronger agency to meet the needs of a changing city, and our skilled workforce demonstrates, most recently throughout the COVID pandemic, that we can pivot quickly and effectively support the people of San Francisco to meet today's needs and be prepared for future demands.