

**San Francisco Department of
Public Works**

Efficiency Plan

February 1, 2010

Efficiency Plan

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I. Strategic Plan

Vision Statement

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

Mission Statement¹

“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.”

Program Areas

The Department of Public Works (DPW) is responsible for the management of the City’s Rights of Way and the provision of interdepartmental infrastructure services.

DPW has broad responsibilities within the City’s public rights of way. The Department coordinates and regulates private and public construction activity in the public rights of way; regulates physical and commercial encroachments; programs, designs, and manages capital improvement of the City’s streets; and cleans, landscapes, and maintains the City’s streets.

The Department is the City’s principal infrastructure agency. DPW is the centralized resource for infrastructure and facility services within the City. The Department provides, craft trades, design, and construction management services to other City agencies. For departments without contracting authority, DPW provides capital program and project management services.

Delivering world class public service is a primary goal of DPW. The Department works closely with community groups and other stakeholders on all manners of activities from neighborhood cleanups and beautification projects to needs analyses for libraries, parks and other facilities for public use. The Department strives to design facilities and spaces that incorporate community needs and desires in a manner that effectively utilizes the limited public funds that are available, and the Department manages its construction activities and the activities of other public and private agencies to minimize the adverse impacts on the City’s residents and businesses.

¹ DPW released its final FY 2009 - 2012 Strategic Plan in September of 2009.

Major Activities

The Department has eight functional bureaus, and a general administration division (accounting, computer services, and finance, budget & performance). The GSA serves DPW for personnel and employee training needs. The primary work of the bureaus is outlined below. Budget amounts for each program area are for the approved FY 2009-10 budget, and include allocated bureau and department overhead.

Bureau of Street Environmental Services

Mechanical Street Sweeping (\$10.8 million). Mechanical Street Sweeping is the backbone of DPW's street cleaning program. Currently, more than 90 percent of all City streets are swept mechanically once a week or twice per month, with several being swept seven times a week. Annually, DPW cleans more than 150,000 curb miles and removes more than 25,000 tons of debris from San Francisco's streets.

Manual Cleaning (\$20.2 million). DPW performs manual cleaning of streets, plazas and under the recently implemented Community Corridor Partnership Program, sidewalks in certain identified neighborhood commercial corridors in the City. Much of the manual cleaning is accomplished by apprentices who are receiving skills training to get and keep well paid employment as laborers.

Illegal Dumping Pickup (\$4.4 million). DPW's illegal dumping cleanup program removes debris left on the streets and sidewalks from contractors, haulers and residents. The Department of Public Works can cite owners for debris left in front of their property and will cite anyone caught leaving items on the sidewalk. Fines can range from \$200-\$1,000. In FY 08-09 127 citations were issued. DPW also inspects illegal dumping sites to check for evidence to capture illegal dumpers.

Graffiti Removal (\$3.7 million). DPW's graffiti removal program is working toward abating all graffiti on public property within 48 hours. DPW has work orders from MTA and PUC to abate graffiti on those agencies' property which is commonly found in the public right of way. In addition, DPW is responsible for monitoring and reporting on graffiti on private property. DPW now is responsible for notifying private property owners of their graffiti abatement responsibility. DPW's Graffiti unit notified 6,439 owners of being in violation of the City's Graffiti Ordinance in FY 2008-09.

Bureau of Urban Forestry

Planting And Maintaining Street Trees (\$4 million). DPW maintains about 35,000 street trees while private property owners and other agencies

maintain over 65,000 street trees. In FY 2008-09, the bureau planted 1,975 (862 in-house) new DPW street trees and processed 777 tree planting permits for private property owners. By Arbor Day in 2009, the Department had planted 26,408 street trees, surpassing the Mayor's goal of 25,000 new trees. In addition to regularly scheduled maintenance duties, arborists respond to emergency calls regarding fallen trees and limbs, frequent during winter storms, to protect public safety for both DPW-maintained and private street trees.

Median Landscaping and Maintenance (\$5.7 million). DPW plants, weeds and maintains medians throughout the City. In FY 2008-09 the bureau implemented a number of beautification projects replacing concrete medians with planted medians on streets such as Howard Street and San Van Ness Avenue intersection.

Sidewalk Repair, Curb Ramps and Concrete Work (\$7.5 million). The bureau's concrete shop repairs sidewalks that are broken, mainly due to street trees, and that are the responsibility of the City. In FY 2008-09 BUF repaired sidewalks around 180 DPW street trees. The concrete shop also constructs a large number of curb ramps through work order funds from the Mayor's Office of Disability.

Bureau of Street & Sewer Repair

Repair of City Streets (\$7.6 million). DPW keeps the streets of the City safe for the motoring public, bicyclists, pedestrians and commercial vehicles through filling of potholes and patch paving (which covers a larger area when multiple potholes are present).

Sewer Repair (\$5.5 million). DPW performs street and sewer repairs at the direction of the Public Utilities Commission. DPW keeps the sewers of the City repaired so that sewage backups, street collapses and basement flooding is minimized.

Asphalt Plant (\$4.3 million). The Municipal Asphalt Plant produces hot asphalt for DPW crews and contractors to pave City streets. Material is produced and stored in the silos and can be used on night and weekend paving projects without activating the entire asphalt plant. The Municipal Asphalt Plant was closed late in 2009. Asphalt will be purchased from vendors to pave City streets.

Bureau of Building Repair

Maintenance of Buildings, Bridges, Tunnels & Plazas (\$16.3 million). The Bureau provides professional construction, repair, remodeling and facility

management services to City-owned facilities. BBR also provides building operations, and maintenance services for DPW buildings and other City departments. Additionally, BBR operates the City's various draw bridges and repairs and maintains bridges, tunnels and City structures throughout the City BBR provides emergency repair services 24 hours a day.

Bureau of Street Use & Mapping

Street Use Permits, Inspections, Subdivisions (\$13.4 million). The bureau regulates use of the right-of-way by issuing permits for street and sidewalk use, utility excavations and inspecting to ensure city codes are met. As part of this right-of-way management function, the department manages the City's newsrack and automatic public toilet and public service kiosk programs. The bureau also maintains the City's official map, and approves all subdivisions, including condominiums.

BSM leads DPW's Sidewalk Improvement and Repair Program (SIRP), our proactive approach to improving public safety on the city's right of ways. The programs allow inspectors to canvas public sidewalks and identify potential defects. DPW works with private property owners, businesses, and city agencies alike to remediate any defects in a timely manner. Since the program began in early 2007, DPW inspected over 365 blocks and issued almost 9,706 citations. More than 300 blocks were repaired as a result of the inspections.

The Bureau is working collaboratively with the Department of Building Inspection, the City Attorney's Office and DPW staff to implement the newly passed Community Preservation and Blight Reduction Act. BSM will act as the lead agency investigating concerns about blighted private properties. Investigations will determine an appropriate response up to and including abatement by city contractors. Fines, administrative costs, and abatement costs will be deposited into the newly created Blight Fund.

Bureaus of Architecture, Engineering & Construction Management

Design and Construction Management Services (\$68 million). These bureaus provide project management, design and construction management services for the City's right-of-way capital projects, for general fund department capital projects, and for many projects at the Recreation and Park Department, MTA, PUC, Port and Airport.

Goals and Objectives

DPW developed and published a three-year Strategic Plan in September 2009, affirming and clarifying the department's mission, and establishing strategic goals to achieve a shared vision of becoming a world class public works organization.

The Plan is now operational and has become institutionalized through monthly reporting of the progress of each strategic goal and the implementation of the Plan is the department's organizational structure and performance management system. Implementing elements of the plan are integrated into managers' jobs; implementation tasks are integrated into employees' performance plans; measures of our performance on all aspects of Plan implementation are integrated into management and employee performance reviews. The plan focuses the department efforts in three goal areas: 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. Objectives have been identified for each goal as follows:

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 DPW 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

II. Customer Service Plan

DPW's Internal Customers

DPW provides a full range of facility support services to other City departments, including maintenance and repair services, architectural and engineering design services, and construction contracting and management services. Individually, the departments do not require a sufficient level of these services to support an independent staff, and by centralizing these functions into a single department, the City achieves higher quality services while realizing significant efficiencies in administration.

DPW's External Customers

DPW's external customers include individual residents, property owners, merchants, businesses, visitors, commuters, state and local government agencies, federal government agencies, elected officials, commissions, committees, all users of the City's streets and sidewalks and all users of City-owned facilities that DPW maintains or builds.

DPW's Website

A new customer-focused DPW website will be launched in early 2010, to streamline requests for information and services and realign our public face with the vision, mission and strategic goals established in DPW's 2009-2012 Strategic Plan. The new site will be more user friendly, information will be presented in a more consistent manner across bureaus and the site will provide information in a more customer-focused manner. In short, the new website will:

- Provide convenient access to public works information, programs and services
- Provide better customer service by maximizing our use of online forms
- Improve our ability to connect with the many diverse communities of San Francisco
- Showcase our projects and services

In addition, DPW's home page will continue to offer Spanish, Mandarin and Cantonese speaking customers to immediately email or call a representative who can help them report and resolve neighborhood complaints. The department is developing a map where the public can easily find public works projects and volunteer opportunities in their neighborhood.

National Accreditation

In 2008, DPW began seeking an accreditation from the American Public Works Association (APWA), an international educational and professional association of

public agencies, private sector companies, and individuals dedicated to providing high quality public works goods and services. DPW is seeking to join an elite group of only three California public works agencies that are accredited by the APWA. Accreditation includes a five-phase process: Self-Assessment, Improvement, Evaluation, Application, and Accreditation. The process to achieve accreditation involves a systematic method by which the department assesses and improves agency practices and procedures. APWA describes and lists best practices that are necessary for a full-service public works agency to perform. Involved in the accreditation process is a self-assessment of the organization.

This process will enhance DPW's effectiveness by providing a framework to continuously improve the delivery of public works operations and services through verifying, documenting, and assessing nearly 300 public works practices once every three years. Accreditation is expected in mid-2010.

Social Media & Government 2.0

In order to meet improve customer service and communicate effectively, DPW began using social media tools and practices as a component of its overall communications plan in 2009. This includes supplementing traditional communication mediums with new and innovative means, broadening the communications scope of reach and leveraging new, emergent technologies to reinforce DPW's commitment to government transparency and accountability.

Using Facebook, YouTube Flickr, and Twitter does not take the place of traditional message dissemination through web and news outlets, but rather supplements these information portals in a way that provides a more complete, two-way communication exchange. Social Media consists of tools for civic engagement and increased civic interaction -as opposed to top-down information feeds- allowing for an inclusive and flattened public service communications model that better serves constituent needs and enhances DPW's capacities to achieve its mission. DPW's website is major part of the Social Media Strategy, and most information and posts are driving stakeholders to the website.

In addition, DPW has made 18 datasets available on the city's website DataSF.org, a clearinghouse of datasets available from the City & County of San Francisco. DPW is complying with Mayor Newsom's directive to make non confidential datasets available in order to improve access to data; help our community create innovative applications that can serve our stakeholders; and get feedback on the quality of our datasets. The site allows stakeholders to find datasets to improve access to city data through open machine-readable formats.

Establishing Procedures to Meet Customer Service Objectives

- In 2007, DPW transitioned from its central intake telephone number, 28-CLEAN to the new citywide 311 number. DPW has worked closely with the 311 team to prepare for the initial launch in March 2007, and to fully implement the protocols. DPW staff continues to meet with 311 staff and to train them on DPW programs and to update them on DPW activities. The 28-CLEAN center continues to operate by dispatching crews when calls for service are received through 311, and the Department is working to close the loop on service calls received at 311, so call tags can be closed out and response times measured.
- Staff continues to receive training on providing quality customer service.
- DPW engages the community through multiple forums to solicit feedback to provide better services (examples below).
- DPW prepares a memorandum of understanding for capital projects to identify the client's needs and establish mutual expectations for completing projects.
- DPW's street resurfacing projects significantly impact the community. Therefore, it is essential to conduct informative outreach efforts to neighborhoods about upcoming projects. DPW's Public Affairs team solicits comments and feedback from the public in order to minimize disruption. A component of this effort includes conducting informational presentations, creating and distributing outreach flyers, and developing and maintaining relationships with constituents.

Establishing Service Quality Standards (Benchmarks)

DPW's goal is to meet and exceed customer service standards through employee training, regular feedback on performance, adequate resources to get the job done, state-of-the-art equipment that is in good working order, and by providing employees with incentives.

Specific Customer Service Benchmarks include:

- DPW will respond to service requests based on established service level agreements (E.g., street cleaning requests abated within 48 hours). However, based on anticipated budget cuts, DPW's performance will be negatively affected, and some of the service level agreements and performance goals may need revision.
- Written inquires will be acknowledged and responded to within 10 working days.
- DPW will respond to internet customer service complaints within 48 hours or less.
- DPW staff will attend training and development courses in customer service training.

- DPW will collect information from its internal and external customers and respond accordingly by adjusting services to reflect changing neighborhood and client needs.

Internal Customer Feedback

DPW has several mechanisms to solicit feedback from internal customers who have hired the Department to perform architectural, engineering, construction management, building repair, street and sewer repair, and street environmental services. The following are examples:

- Conducts follow-up surveys after large capital projects.
- Invites clients to take part in post-construction project reviews.
- Initiates one-to-one contact between DPW staff and client representatives.
- Meets regularly with clients to promote communication and improve relations.

Proposition C

Proposition C, passed in November 2003, is a Charter amendment that requires the City's Controller to serve as City Services Auditor (CSA). The CSA monitors the level and effectiveness of services provided by the City to its residents. In accordance with Prop C, DPW now posts street cleaning and maintenance schedules on its website. The schedules include general Citywide information, as well as information by City street through SFViewer. Additionally, the public can easily find cleaning and maintenance information on public areas (plazas, bridges, and tunnels), street paving, tree maintenance, and other efforts that keep San Francisco's streets clean. Part of the program consists of an evaluation component that rates services as acceptable or unacceptable. A segment of the routes are evaluated as a sample of the whole route. The Controller's Office conducts audits of the standards implementation, utilizing a sampling of the selected routes.

Performance evaluations and regular audits related to street and sidewalk maintenance and cleaning improve the effectiveness, efficiency and responsiveness of the Department's programs.

Providing Convenient Public Access

DPW takes every opportunity to provide residents with increased access to City services and communicates with its customers through numerous methods.

- Over the telephone through the City's 311 customer service line.
- On-line through a customer service link that documents and refers complaints about graffiti, illegal dumping, excessive litter, public right of way issues, etc.
- At town hall and community meetings where customers are regularly engaged by DPW staff. Meeting locations are typically in the neighborhoods, accessible for the disabled, held after work to encourage parents and the

working public to attend. Materials from these meeting are available in multiple languages and in alternative formats.

- Face to face with employees in the field, over the counter at the Department's permitting bureau and in community meetings related to the Department's capital projects.
- At large district-wide community beautification events, scheduled year round.
- Community newsletters. The newsletter informs, educates, and updates the public on DPW's Graffiti and Street Cleaning programs
- Through media releases, targeted mailings, outdoor advertising, etc.
- Through multilingual outreach communication in English, Chinese, and Spanish, and, depending on neighborhood needs, materials have also been disseminated in Russian, Tagalog, and Vietnamese.
- Via signage associated with public construction projects that lists a contact person in the Public Affairs Department, who tracks and resolves customer complaints on a daily basis.
- Through Social Media Sites.

Soliciting Public Comment and Measuring Customer Satisfaction

As described below, DPW utilizes several methods to solicit public comment and measure customer satisfaction. The public is actively invited to engage staff on the provision of Department services.

- The City Survey, conducted by the Controller's Office (in English, Spanish and Chinese), is an important measure of how San Francisco's government is doing in providing services to San Francisco residents. The 2009 survey included responses from randomly selected San Franciscans. Citizens answered questions about the cleanliness of the City's streets and sidewalks and about the condition of pavement in the City. The 2009 grade was a C+, an improvement from 2007 when street and sidewalk cleanliness scored a C.
- Post-Construction Surveys are sent to residents and merchants after street resurfacing projects to assess the quality of DPW's service.
- In accordance with Proc C, DPW posts Public Works services on its webpage and solicits feedback through this Program.
- DPW receives regular email correspondence from the public requesting and commenting on DPW services through its website, www.sfdpw.org.
- DPW leaders, such as the Director, Deputy Directors, and Director of Communications regularly attend community meetings, mayor's town hall meetings, and constituent meetings, called by members of the Board of Supervisors, where constituent concerns are recorded and addressed.
- DPW is the lead City agency on the Citywide Graffiti Advisory Board (GAB). The GAB is an independent board made up of several City agencies, merchants, non-profits, community leaders, school district representatives and business leaders who advise the Board of Supervisors and the Mayor about the problem of graffiti in neighborhoods and in the downtown area of San Francisco.

Graffiti enforcement, clean-up, and prevention strategies are discussed at board meetings, with DPW gaining valuable insight from the community that allows the Department to realign its services to be more responsive and efficient.

- DPW utilizes the results of all of these methods to refine services and target training to staff.
- DPW will launch a Menu and Flyering Task Force in early 2010 to solicit internal and external stakeholder feedback on this issue.
- DPW will participate in a Street Finance Work Group that will work with internal and external stakeholders to develop a funding plan for street resurfacing.

Involving the community

DPW hosts the annual Community Clean Team events that works to recruit and engage volunteers to help clean and green city streets. In 2009, volunteers planted 1,155 trees, bushes and plants; removed more than 58 tons of litter and debris from sidewalks and parks, plus 22 tons of green waste; painted out more than 100,000 square feet of graffiti; and cleaned and weeded 55,400 square feet of center islands and lots. DPW and volunteer efforts helped Mayor Newsom achieve his five year goal of planting 25,000 trees in the city. The Gigantic Three portion of the Clean Team program collected 64 tons of garbage, recycled 89 tons of mixed recyclables, and removed 17 tons of yard waste.

More highlights from this year's Clean Team events:

- Cleaned and made improvements to 24 parks, stairways and community gardens
- Cleaned three SF United School District campuses and seven SF Housing Authority properties
- Trimmed 50 trees
- Cleaned 298 tree basins and placed 10 tons of decomposed granite
- Edged 3,600 linear feet of sidewalk
- Swept 325 blocks of sidewalks, curbs and alleyways

Other Customer Service Initiatives

- DPW completed rebuilding the "5 Year Plan" to more accurately reflect planned construction, identify and plan for coordination of excavation and paving projects and reduce conflicts and moratorium cuts. The 5 Year Plan, will soon feature an application planning tool, which allows for the creation of potential capital and maintenance project schedule scenarios. This will further assist DPW in identifying opportunities for joint projects and improve joint coordination among streetscape, utility excavations and paving project. The planning tool is being tested and readied for training and roll out.

- DPW continues to meet regularly with City agencies, utility companies, and other stakeholders to improve street inspection, permit services, and subdivision processes.
- DPW initiated an expedited permit signoff process by implementing regularly scheduled drop in hours for permit applicants. Also, DPW implemented an application review process that segregates simple from complex projects to improve efficiency in the permit review process.

Training Workforce to Accomplish Service Objectives-Improve Customer Service, Continuous Improvement and Supervisory Skills

The focus of GSA's Training Unit is to support the Department's vision of providing "seamless customer service" both internally and externally. Commitment to "being responsive, prepared, professional and responsible" is reinforced through the training provided to line-staff, supervisors, and management.

The unit provides a variety of training/coaching services to all DPW employees and other City departments for professional development, teambuilding and meeting facilitation services. These services are provided for the employees' convenience on-site and at centralized locations at the Operations Yard and the Van Ness area. In order to provide supervisors and managers with the tools needed to lead their employees, the unit will focus many of its resources on supervisory skills training in the form of individual workshops and certificate programs.

The Training Unit's services include:

- Customer service skills training
- Communication skills: working effectively with the public
- Supervisor's Academy for Operations
- Supervisory skills workshops and certificate programs
- Seven Habits of Highly Effective People Training
- Resolving Conflict
- Team Building utilizing Myers-Briggs
- Presentation and interviewing skills training
- Meeting facilitation services
- Franklin Covey time management skills training
- Communication coaching
- Career development coaching
- Executive Coaching
- Communication Assessments and Skills Training

Supervisor's Academy

The Supervisor's Academies are comprehensive training programs designed to provide participants with information on key supervisory skills tailored to the needs of Operations staff. These Supervisor Academies are certificate programs that are conducted two to three times per year. The program was developed in support of the Departmental core value of continuous improvement. The program is intended for those currently in supervisory positions and those interested in applying for supervisory positions. The program focuses primarily on leadership skills and human resources issues. DPW's leadership modules include communication skills, resolving conflict, delegating and training, coaching and motivating teams. DPW's human resources issues modules include personnel procedures, writing and delivering performance appraisals, progressive discipline, stress and personal management,

7501 Environmental Service Worker Apprenticeship Training Program

The 7501 Apprenticeship Training Program provides opportunities for people with minimal work skills to join DPW's workforce and acquire the skills needed to become general laborers in an apprenticeship-training program. The program is a unique partnership between DPW and Local 261's apprenticeship training program and it combines hands-on work experience, a tailored state-approved apprenticeship program and supportive skills training.

In addition to the work experience and technical training, apprentices will have attended six support meetings conducted by DPW's Training and Development Unit. These meetings provide a forum for program feedback and training in supportive skills such as "Effective Conflict Resolution Skills" and "Interviewing Skills." Guest speakers have included laborer supervisors from other City departments and members of local 261 who discuss job opportunities and the practical experience necessary to qualify for jobs in the public and private sectors.

III. Budget Performance Measures

See attached.