



Item 10 - Commission Responsibilities Under Proposition B

August 19, 2022

Responsibilities Under Proposition B

- Mandate
- Working Group Recommendations
- Program Calendar
- New Ballot Initiative Scenarios

Public Works Commission - Mandate

All Commissions

- Formulate, evaluate and approve goals, objectives, plans and programs and set policies;
- Develop Annual Statement of Purpose outlining its areas of jurisdiction, authorities, purpose and goals;
- After public hearing, approve applicable departmental budgets;
- Recommend...rates, fees and similar charges;
- Submit to the Mayor at least three qualified applicants...for the position of department head;
- Remove a department head;
- Conduct investigations into any aspect of governmental operations within its jurisdiction;
- Exercise such other powers and duties as shall be prescribed by Board of Supervisors;
- Appoint an executive secretary to manage its affairs and operations;
- Hold hearings and take testimony; and
- Retain temporary counsel for specific purposes, subject to the consent of the Mayor and the City Attorney

Public Works Commission - Mandate

Prop B - Public Works Commission Shall:

- Beginning on September 1, 2022... exercise all the powers and duties of boards and commissions
- Oversee the Department's performance, including evaluation of data collected by the Department, the Controller and other City agencies;
- Approve all contracts proposed to be entered into, provided that the Commission may delegate this responsibility to the Director of Public Works;
- Require the Director of Public Works, or the Director's designee, to provide proof of adequate performance of any contract entered into for public works involving the City's infrastructure or public right of way;
- Perform an annual review on the designation and filling of positions, as exempt, temporary, provisional, part-time, seasonal or permanent status, the number of positions that are vacant, and at the Commission's discretion, other data regarding the Department's workforce...

Mandate – Performance and Data Evaluation

Charter Section 4.141(c)(2)

- **Oversee the Department’s performance, including evaluation of data** collected by the Department, the Controller, and other City agencies.

Recommendation

- Receive **bi-monthly reports** and presentations rotating between two themes.
19 key measures identified + 12 additional in process.

Goals

- Fully represent the department, providing equal coverage so **all key services** are included. Provide meaningful, actionable information at a high level.
What does the Commission need to know in order to most effectively set policies and goals?



Mandate – Performance and Data Evaluation Capital Projects

Topic	Status	Measure
Project Summary/ Memorandum of Understanding/ Agreements/ Schedules/ Locations		# of active capital projects
	Ready	# of projects that completed design or construction milestones
		Universe of clients
	Under Development	Adherence to project schedule Estimated dollar value of capital projects portfolio

Mandate – Performance and Data Evaluation Capital Projects

Topic	Status	Measure
Contract Administration	Ready	Percentage of construction contracts advertised wherein the lowest bid received is within a range of 80% to 110% of the Architect-Engineer cost estimate
		Percentage of projects for which contracts are awarded on first bid solicitation
		time to complete contract award milestones
		# of contracts awarded by type
		dollar value of contracts awarded
Construction Change Orders	Under Development	# of projects with change orders by range of Errors and Omissions
		% of projects with change orders by range of Errors and Omissions

Mandate – Performance and Data Evaluation Capital Programs

Program	Status	Measure
Paving	Ready	Number of blocks of City streets paved or preserved
		Pavement Condition Index score (PCI)
Curb Ramps	Ready	Overall condition of ramps
		Percentage of buildable locations with curb ramps in good condition
Roadway Structures	Ready	condition of roadway structures based on inspection results

Mandate – Performance and Data Evaluation

Street Use & Mapping

Program	Status	Measure
		# of permits issued
Right of Way Permits	Ready	Percentage of decisions rendered on street use permit requests (i.e. % of permits approved) within established time frames (service level agreements)
		# of right-of-way inspection service requests (311)
Right of Way Inspections	Ready	Percentage of street use complaints responded to (i.e. ROW inspections completed) within service level agreement time frames

Mandate – Performance and Data Evaluation

Street Use & Mapping

Program	Status	Measure
ASAP/ SIRP (sidewalk repairs)	Under Development	# of notice to repairs or x1104s issued
		# of square block inspections completed
		# of square feet of sidewalk repaired
		square blocks of sidewalk repair completed
Subdivision & Mapping	Under Development	Subdivision & Mapping (refine)
		Map backlog as a percentage of all active maps
		Map backlog as a percentage of all active maps for housing projects
		Percent of all approvals for property subdivisions and condominium conversions issued within 50 days

Mandate – Performance and Data Evaluation

Other Metrics

Division	Status	Measure
Infrastructure Design and Construction (IDC)	Under Development	Percent of San Franciscans who rate the condition of their neighborhood sidewalk pavement and curb ramps as good or very good (Biennial City Survey)
All	Ready	Lost Workday Rate (due to injury or illness)
		Preventable motor vehicle accident rate per 100 vehicles in Public Works fleet
	Under Development	Checking racial equity in service delivery
		Confirming Key Performance Indicators for key services
		Identifying relevant benchmarks for select Key Performance Indicators

Mandate – Contract Approvals

Charter Section 4.141(c)(3)

- **Approve all contracts** proposed to be entered into by the Department, provided that the Commission may delegate this responsibility to the Director of the Department, or the Director's designee

Recommendation

- Commission adopt delegation policy incorporating thresholds for contract awards and modifications based on contract type and size. Thresholds are informed by other Chapter 6 departments' thresholds and average contract actions per-meeting.

Goals

- Oversight that is meaningful
- Continued departmental operations
- Sufficient time in meeting agendas for non-contract items
- Comfort and confidence with contract approvals and delegation policy

Mandate – Proof of Contract Performance

Charter Section 4.141(c)(4)

- Require the Director of Public Works, or the Director’s designee, to **provide the Commission with proof of adequate performance of any contract entered into by the Department for public works** involving the City’s infrastructure or public right of way, based on written documentation including documentation that the building official has issued a building or site permit and a final certificate of occupancy.

Recommendation

- Provide the commission with two reports listing the contracts for which substantial completion and final completion have been issued. Reports shall be annual and provided in late spring / early summer, no later than the end of the fiscal year.

Goals

- Rely on existing systems and processes (do not “reinvent the wheel”)

Mandate – Hiring and Vacancy Reporting

Charter Section 4.141(c)(5)

- Perform an annual review on the designation and filling of Department positions, as exempt, temporary, provisional, part-time, seasonal or permanent status, the number of positions that are vacant, and at the Commission's discretion, other data regarding the Department's workforce.

Recommendation

- Report annually in March, after budget submissions are complete.
- In addition to 7 mandatory categories, also include a breakdown of ethnicity and gender across bureaus.

Goals

- Track down data and define the seven requirements

Program Calendar



Program Calendar

Month	Report Content
Sep 2022	<ul style="list-style-type: none">• Contract Approval Delegation Policy• Infrastructure and Building Divisions Overview• Director hiring update (closed session)• Building Project Management bureau presentation
Oct 2022	<ul style="list-style-type: none">• Employee and Department Development• Infrastructure Project Management bureau presentation• Capital Projects performance measure report
Nov 2022	<ul style="list-style-type: none">• Architecture bureau presentation
Dec 2022	<ul style="list-style-type: none">• Street Use and Mapping bureau presentation• Bureau of Street Use and Mapping performance measure report
Jan 2023	<ul style="list-style-type: none">• Landscape Architecture bureau presentation• Budget hearing
Feb 2023	<ul style="list-style-type: none">• Budget vote• Racial Equity Action Plan progress report• Engineering bureau presentation• Capital Projects performance measure report

Program Calendar

Month	Report Content
Mar 2023	<ul style="list-style-type: none">• Hiring and vacancy report• Building Construction Management bureau presentation
Apr 2023	<ul style="list-style-type: none">• Controller's annual cost/waste report proposed methodology• Infrastructure Construction Management bureau presentation• Street Use and Mapping performance measure report
May 2023	<ul style="list-style-type: none">• Proof of adequate contract performance report• Project Controls & Services bureau presentation
Jun 2023	<ul style="list-style-type: none">• Director and Secretary reviews (Closed Session)• Information Technology bureau presentation• Commission performance report and discussion• Capital Projects performance measure report
Jul 2023	<ul style="list-style-type: none">• Organizational meeting• Finance bureau presentation
Aug 2023	<ul style="list-style-type: none">• Planning and Performance bureau presentation• Human Resources bureau presentation• Street Use and Mapping performance measure report

New Ballot Measure – Nov 8th

If Approved by Voters:

- Eliminate the Department of Sanitation and Streets effective January 1, 2023
- Transfer of Sanitation and Streets power and duties back to Public Works
- Limit SAS Commission to holding hearings, review data and set policy related to sanitation standards and protocols, and maintenance of the public way
- Authorize Public Works Commission to remove Dept. Director
- Change qualifications for all commissioners to desirable from required
- Commissions continue to exist uninterrupted, and appointed members may continue to serve current terms

Implementation Progress

- Convened 3+ working groups and a steering committee which have met since May 2021
- Met with 748 employees in 48 informational sessions
- Held 7 meetings with union representatives
- Hired Public Works commission secretary
- Obtained approval for shared administrative services ordinance before 7/1 deadline
- Submitted code cleanup ordinance by 7/1 deadline
- Developed recommendations for complying with charter-mandated commission duties
- Cross-department connection point decisions for inter-departmental MOU
- Drafted 43 improvement opportunities
- Coordinated budget submission for Prop B implementation
 - Includes new SAS executive team, administrative staff to function under a commission setting, annual commission operating expenses, and one-time costs related to office spaces and rebranding
- Commissions established; onboarding is underway
- Commission websites developed, published
- SAS logo created, commission added to 311 system, listed for public record requests
- System developed and launched and users trained for commission agenda item workflow

October 1st Charter Requirements

- “There shall be a Department of Sanitation and Streets, which shall come into existence three months after the Transition Date [7/1/2022] for the [SAS] Commission”
- “The Department shall be headed by the Director of [SAS]”
- “The Department shall assume all responsibilities previously under the jurisdiction of the Department of Public Works that pertain to the duties specified in subsection (b).”
- “The Director of Public Works or person serving in an acting capacity as Director of Public Works, at the time the Commission comes into existence, shall perform the duties of the Director of the Department of Sanitation and Streets in an acting capacity until the Commission appoints a new Director in accordance with the Charter provisions governing appointment of a department head serving under a commission.”

Implementation Modifications

- Work had been on track for October 1st
- Goal: use limited resources efficiently, minimize potential re-work
- In consultation with City Attorney and Controller, plan modifications include...



Implementation Modifications

- Work had been on track for October 1st
- Goal: use limited resources efficiently, minimize potential re-work
- In consultation with City Attorney and Controller, plan modifications include...
 - Financial: the department ID tagged to positions, budget, expenditures, and PO's
 - 311 service request department label/description
 - Email domain used by Operations employees (@sfdpw.org -vs- @sfgov.org)
 - Hiring SAS-dedicated staff (commission secretary, management asst., admin asst.)
 - Branded PPE, vehicles, and buildings
 - Tenant improvements to create office space for SAS-dedicated staff
 - Social media coverage / accounts
 - Creating separate strategic plans
 - Code cleanup legislation



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