



Date: November 13, 2025

To: Public Works Commission

From: Bob Fuller – Commission Affairs Manager
San Francisco Public Works

Subject: Public Works Commission Annual Report – Fiscal Year 2024-2025

Dear Commissioners,

The attached is the Public Works Commission Annual Report for Fiscal Year 2024-2025. If adopted and filed with the Mayor's Office and Clerk of the Board of Supervisors, the Commission will have fulfilled its mandate under Charter section 4.103.

Sincerely,

Bob Fuller – Public Works Commission Affairs Manager

**PUBLIC WORKS COMMISSION
CITY AND COUNTY OF SAN FRANCISCO**

RESOLUTION NO. _____

WHEREAS, Pursuant to the San Francisco Charter Section 4.103, each board and commission of the City and County shall be required by ordinance to prepare an annual report describing its activities; and,

WHEREAS, Each commission shall file the annual report with the Mayor and Clerk of the Board of Supervisors; and, be it

RESOLVED, The San Francisco Public Works Commission adopts its Fiscal Year 2024-2025 annual report; and, be it

FURTHER RESOLVED, The annual report of the San Francisco Public Works Commission will be posted on-line and filed with the Mayor and Clerk of the Board of Supervisors.

I hereby certify that the foregoing resolution was adopted by the Public Works Commission at its meeting of _____.

Commission Affairs Manager
Public Works Commission

**San Francisco Public Works Commission
Annual Report for July 1, 2024 through June 30, 2025**

1. Personnel

a. Members and Leadership

- Chair Lauren Post – reappointed by the Controller and confirmed by the Board of Supervisors for a term expiring July 2, 2028.
- Vice Chair Fady Zoubi – reappointed and confirmed by the Board of Supervisors for a term expiring July 2, 2028.
- Commissioner Eleanor Blume – appointed by the Mayor and confirmed by the Board of Supervisors for a term expiring July 2, 2026.
- Commissioner Gerald Turner – reappointed and confirmed by the Board of Supervisors for a term expiring July 2, 2028.
- Commissioner Paul Woolford – appointed by the Mayor and confirmed by the Board of Supervisors for a term expiring July 2, 2026.

b. Appointments, Reappointments, Vacancies, and Attendance

- Eleanor Blume was appointed by Mayor London Breed on July 2, 2024 and confirmed by the Board of Supervisors on September 24, 2024.
- There were no reappointments during the reporting period of July 1, 2024 through June 30, 2025.
- The Commission had a 78% average attendance record, consistently making quorum. The Commission is a demanding volunteer assignment and meets during business hours. A majority of members have full-time professional careers requiring travel, and retired members maintain other civic volunteer commitments.

Member	Meetings Held During Term	Meetings Attended During Term	Attendance Rate
Eleanor Blume	16*	12	75%
Lauren Post	19	19	100%
Gerald Turner	19	14	74%
Paul Woolford	19	12	63%
Fady Zoubi	19	15	79%
Commission-wide	92	72	78%

*Commissioner Blume took office in late September 2024, following the last September meeting.

2. Statement of purpose

San Francisco Public Works Commission - Statement of Jurisdiction and Purpose

The San Francisco Public Works Commission (Commission) is a five-member volunteer body tasked with providing public oversight of San Francisco Public Works (Department).

Composition

Two of the Commission's five members are appointed by the Mayor, subject to confirmation by the Board of Supervisors. Two members are appointed by the Board of Supervisors. One member is appointed by the Controller, subject to confirmation by the Board of Supervisors. Commission meetings are open to the public and are generally held twice per month at San Francisco City Hall.

Jurisdiction and Authority

As provided in Section 4.141 of the San Francisco Charter, with regard to the Department, the Commission shall exercise all powers and duties of boards and commissions set forth in Sections 4.102, 4.103, and 4.104, except for the authority conferred to the Sanitation and Streets Commission in Section 4.139. In addition, the Commission may take other actions as prescribed by City ordinances.

The Commission's significant powers include, but are not limited to:

1. Approval of the Department's annual budget, subject to the Mayor's authority to initiate, prepare, and submit the proposed budget.
2. Recommendation of rates, fees, and similar charges to the Mayor for approval by the Board of Supervisors.
3. Approval of Department contracts according to Chapter 6 of the San Francisco Administrative Code.
4. Conducting investigations into Department operations and making recommendations to the Board of Supervisors.
5. Removal of the Department head.
6. In the case of a Department head vacancy, submittal to the Mayor of three or more qualified applicants for the position, subject to appointment by the Mayor.

Apart from hiring the Commission Affairs Manager, the Commission does not have power over hiring decisions, workforce deployment, or other day-to-day departmental operations. The Department head exercises those operational powers.

Purpose and Goals

1. Enhance the quality of life in San Francisco by providing effective oversight of the construction and maintenance of public facilities and the public right-of-way.
2. Evaluate the performance of the Department in executing its responsibilities.

3. Set Department policies that reflect industry best practices and the input of San Franciscans.
4. Create a forum for the public to learn about and comment on the work of the Department.
5. Serve the public interest with integrity, openness, and independence.

Statement of Purpose Adopted September 11, 2025.

3. Meeting Schedule and Logistics

Through December 2024, the Public Works Commission met on the 2nd and 4th Mondays of the month in City Hall room 408. Starting in January 2025, the Commission held its meetings on the 2nd and 4th Thursdays of the month to maximize commissioner attendance.

4. Regular Business of the Public Works Commission from July 2024 through June 2025

- a. Prepared for and held 19 public meetings.
- b. Met in public session for a total of 37 hours.
- c. Average public meeting time of 1 hour, 56 minutes.
- d. Prepared for and heard 18 informational reports.
- e. Heard 25 Public Comments and requested staff follow-up when appropriate.
- f. Reviewed and awarded 82 Contracts with a total value of \$438 million.
- g. Reviewed and approved 21 Contract Modifications with a total value of \$23 million.
- h. Reviewed and approved 14 Grant Agreements with a total value of \$21.7 million.

5. Accomplishments in Fiscal Year 2024-25

A. Initiated Regular Department Performance Reporting

Since the Public Works Commission's launch in 2022, it has executed its responsibility to represent the public's interest in ensuring that the Public Works Department meets the City's expectations for service and does so cost-effectively. To fulfill this mandate, the Commission has provided input into the Department's annual priorities and budget, approved construction and other contracts, made site visits to taxpayer-funded capital projects, and heard informational presentations.

The Commission heard the first performance report for all Public Works services in January 2025. Commissioners and the public were able to comment on the report and provide feedback. The performance report template is being continually refined and improved, with prior fiscal year results and five-year tracking scheduled to be heard annually ahead of the Public Works budget hearing with the Commission. The performance reporting initiative, already underway, was underscored by the June 20, 2024 San Francisco Civil Grand Jury report, "Building San Francisco", which suggested how Public Works and the Commission could better monitor and measure the Department's work.

B. Refined Capital Project Updates

A significant portion of Commission business is the approval of contracts supporting multi-million-dollar capital projects managed by Public Works. In late 2023, the Commission requested annual updates on projects with contract values greater than \$5 million, so that large projects' scope, schedule, and budget can be monitored against initial projections and public expectations. The first capital project updates were heard in June 2024 and continued throughout the reporting period.

Beginning in the next reporting period, Staff will group some project updates by program – paving, streetscapes, and campuses with multiple projects, such as Zuckerberg Chan General Hospital – for ease of reporting. In addition to information published about individual capital projects on the Department's website, the updates presented at Commission meetings help the public track construction progress.

C. Amended the Contract Approval Delegation Policy

In April 2024, the Commission adopted an amendment to its contract approval delegation policy to improve Commission and Department efficiency. The amendment raised the value thresholds for contracts to be heard by the Commission and delegated the approval of lower-cost contract awards and modifications to the Department Director. It further clarified the thresholds for contracts that qualify for the consent calendar and those heard and voted on individually on the regular calendar. The amendment also delegated term-only contract modifications to the Director. These changes have reduced the number of routine contracts on the Commission's meeting agendas, focusing Commission attention on larger capital projects and programs. The Commission receives regular reports of contracts now delegated to the Director.

During the reporting period, the Commission requested suggestions for additional amendments that would delegate more routine matters to the Director and focus the Regular Calendar of the agenda on truly large project contracts and Department performance. Department staff and the City Attorney's Office provided multiple amendment options. The Commission anticipates adoption of a revised contract approval policy during the Fiscal Year 2025-26 reporting period.

D. Collaborated with the Sanitation and Streets Commission

The Public Works Commission (PWC) and Sanitation and Streets Commission (SASC) have significant overlap in their respective mandates. SASC oversees the Department's Operations Division while PWC oversees the entire Department, *including* Operations. In 2022, Proposition B reversed a previously-approved spin-off of Operations into its own department. SASC remained, however, with its contract approval power removed and placed with PWC.

Following the passage of the proposition, the two commission chairs collaborated to ensure that members of both bodies understood their respective mandates and jurisdictions. The Commissions’ ongoing collaboration includes distribution of all meeting agendas to members of both Commissions, a report on the activities of SASC provided at PWC meetings and vice versa, and a joint Commission annual meeting to review and comment on the Department’s budget.

E. Responded to the Civil Grand Jury Report “Building San Francisco”

In June 2024, the Civil Grand Jury published its report “Building San Francisco: Designing, Constructing and Maintaining City Infrastructure,” which suggested the Public Works Commission should do more to oversee the Department. The Commission held a retreat with senior Department staff in July 2024 to discuss this report and its suggestions. In September 2024, the Commission sent its official [response to the Civil Grand Jury](#), agreeing with some suggestions while disagreeing with others. The Commission’s response was focused on the continuing partnership between the Commission and staff to improve the Department’s performance and its reporting. The Commission continues to encourage staff to build and use reporting tools that rely on data to demonstrate accomplishments, delineate challenges and show what’s being done to meet them, and monitor capital project construction progress through to delivery.

F. Supported Public Works Leadership to Advance Department

The Commission is charged with overseeing one of San Francisco’s largest and most complex public agencies. During the reporting period, the Commission supported staff efforts to provide the public with meaningful information and insights into department operations and programs, foster public participation in community-building events, and partner with other city departments to advance the public interest. As directed by former Mayor Breed and current Mayor Lurie, Public Works increased its effectiveness in meeting external challenges as part of a broader city coordination effort to improve the quality of life of San Franciscans.

Plans for Fiscal Year 2025-26

A. Continue Regular Business

The Commission will continue to conduct its regular business at semi-monthly meetings, which include contract and grant approvals, informational reports on Department services and policies, and collaboration with SASC.

B. Advance Department Performance Reporting

In January 2025, the Commission received its first annual comprehensive performance report from the Department. The report is timed to precede the beginning of the annual budget approval cycle. This important document enables the Commission to appropriately monitor and comment on the Public Works

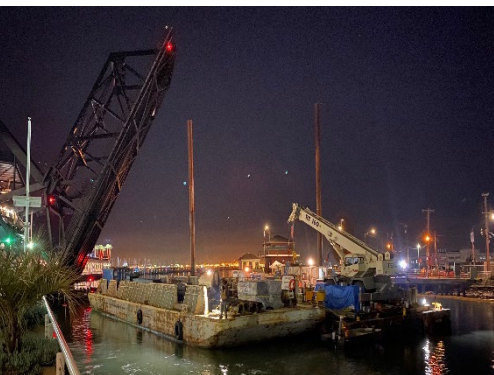
Department's performance each year. The Commission will continue to improve this reporting tool with Department staff.

C. Receive Capital Project Updates

Capital project updates will continue to be heard through Fiscal Year 2025-26. The Commission will continue to work with Department staff to refine the capital project update process and template so that these regular reports convey useful information to the public, including how taxpayer funds are spent. As was mentioned above, projects that fit within larger programs will be presented together moving forward. The grouping of projects within programs will streamline the update process and show individual projects within their larger programmatic context.

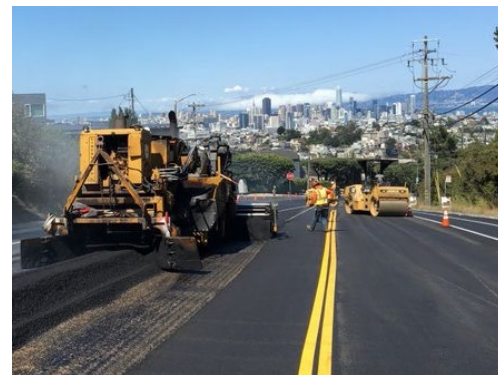
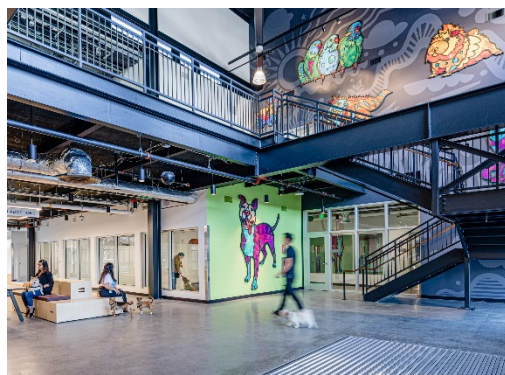
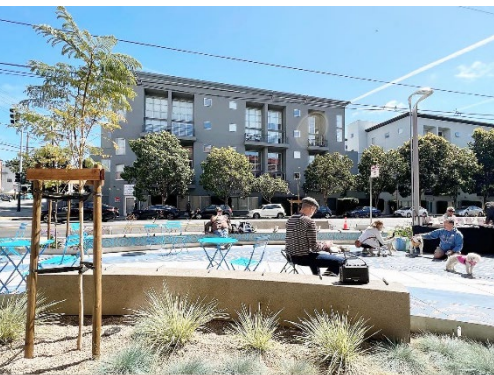
D. Collaborate with the Commission Streamlining Task Force

Since passage of Proposition E on the November 5, 2024 ballot, the Commission has responded to requests for information from the Commission Streamlining Task Force to help inform the Task Force's recommendations on how the City can best provide public oversight of Public Works and all City departments and ensure sufficient public input into policy decisions. The Commission will continue to be responsive to the Task Force and contribute to the broader discussion of good governance and the role of the public in evaluating if City government is responsive and performing its duties efficiently and cost-effectively.



Public Works Commission Annual Report July '24 - June '25

Bob Fuller
Commission Affairs Manager



Commission Activities

July 2022-June 2025

Meetings Held

July 2022-July 2023 – 21
July 2023-June 2024 – 20
July 2024-June 2025 - 19

Total Meeting Time

July 2022-July 2023 – 64 hours
July 2023-June 2024 – 48 hours
July 2024-June 2025 - 37 hours

Average Meeting Time

July 2022-July 2023
3 hours

July 2023-June 2024
2 hours, 40 minutes

July 2024- June 2025
1 hour, 56 minutes

Contract Awards

July 2022-July 2023 – 36 with \$225m
July 2023-June 2024 – 60 with \$324m
July 2024- June 2025 - 82 with \$438m

Contract Modifications

July 2022-July 2023 – 23 with \$31.8m
July 2023-June 2024 – 30 with \$42m
July 2024- June 2025 - 21 with \$23m

Grant Approvals and Modifications

July 2022-July 2023 – 7 with \$9.6m
July 2023-June 2024 – 9 with \$17.5m
July 2024- June 2025 - 14 with \$21.7m

Public Comments

July 2022-July 2023 – 107
July 2023-June 2024 – 54
July 2024- June 2025 – 25

Reports Heard

July 2022-July 2023 – 33
July 2023-June 2024 – 19
July 2024- June 2025 – 18

Meeting Calendar for 2026

2nd and 4th Thursdays of the Month

- **Jan. 8 and 22— Joint Budget Hearing with Sanitation and Streets Commission**
- **Feb. 12 (budget approval) and 26**
- **Mar. 12**
- **April 9 and 23**
- **May 7 and 21**
- **June 11 and 25**
- **July 9 and 23**
- **Sept. 10 and 24**
- **Oct. 8 and 22**
- **Nov. 12**
- **Dec. 10**

Commission Mandate

SF Charter Sections 4.102 and 4.141

SEC. 4.102. BOARDS AND COMMISSIONS – POWERS AND DUTIES.

Unless otherwise provided in this Charter, each appointive board, commission or other unit of government of the executive branch of the City and County shall:

1. Formulate, evaluate and approve goals, objectives, plans and programs and set policies consistent with the overall objectives of the City and County, as established by the Mayor and the Board of Supervisors through the adoption of City legislation;
2. Develop and keep current an Annual Statement of Purpose outlining its areas of jurisdiction, authorities, purpose and goals, subject to review and approval by the Mayor and the Board of Supervisors;
3. After public hearing, approve applicable departmental budgets or any budget modifications or fund transfers requiring the approval of the Board of Supervisors, subject to the Mayor's final authority to initiate, prepare and submit the annual proposed budget on behalf of the executive branch and the Board of Supervisors' authority under Section [9.103](#);
4. Recommend to the Mayor for submission to the Board of Supervisors rates, fees and similar charges with respect to appropriate items coming within their respective jurisdictions;
5. Unless otherwise specifically provided, submit to the Mayor at least three qualified applicants, and if rejected, to make additional nominations in the same manner, for the position of department head, subject to appointment by the Mayor;
6. Remove a department head; the Mayor may recommend removal of a department head to the commission, and it shall be the commission's duty to act on the Mayor's recommendation by removing or retaining the department head within 30 days; failure to act on the Mayor's recommendation shall constitute official misconduct;
7. Conduct investigations into any aspect of governmental operations within its jurisdiction through the power of inquiry, and make recommendations to the Mayor or the Board of Supervisors;
8. Exercise such other powers and duties as shall be prescribed by the Board of Supervisors; and
9. Appoint an executive secretary to manage the affairs and operations of the board or commission.

In furtherance of the discharge of its responsibilities, an appointive board, commission or other unit of government may:

10. Hold hearings and take testimony; and
11. Retain temporary counsel for specific purposes, subject to the consent of the Mayor and the City Attorney.

Each board or commission, relative to the affairs of its own department, shall deal with administrative matters solely through the department head or his or her designees, and any dictation, suggestion or interference herein prohibited on the part of any member of a board or commission shall constitute official misconduct; provided, however, that nothing herein contained shall restrict the board or commission's powers of hearing and inquiry as provided in this Charter.

SEC. 4.141(c) Powers and Duties. With regard to the Department of Public Works, the Commission shall exercise all the powers and duties of boards and commissions set forth in Sections [4.102](#), [4.103](#), and [4.104](#), except for the authority conferred on the Sanitation and Streets Commission in Section [4.139](#), and may take other actions as prescribed by ordinance.

Commissioner Terms

<u>Commissioner</u>	<u>Appointed</u>	<u>Term Expires</u>
Eleanor Blume	Mayor	July 2, 2026
Paul Woolford	Mayor	July 2, 2026
Lauren Post	Controller	July 2, 2028
Gerald Turner	Bd. of Supervisors	July 2, 2028
Fady Zoubi	Bd. of Supervisors	July 2, 2028



QUESTIONS