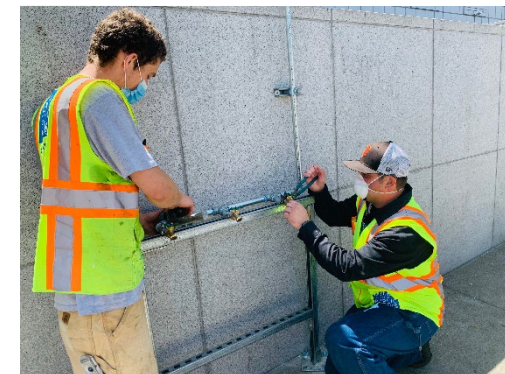




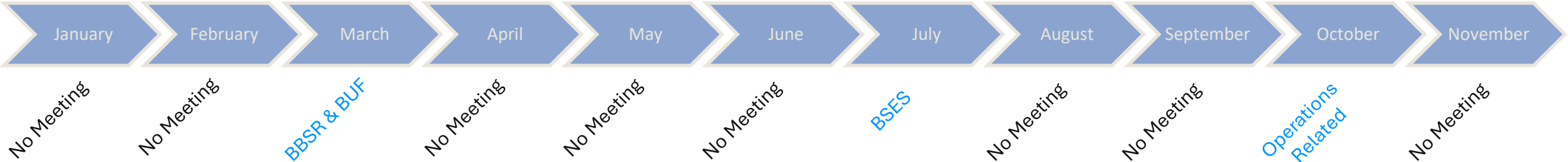
October 19, 2026

Operations-Related Activities Performance Report

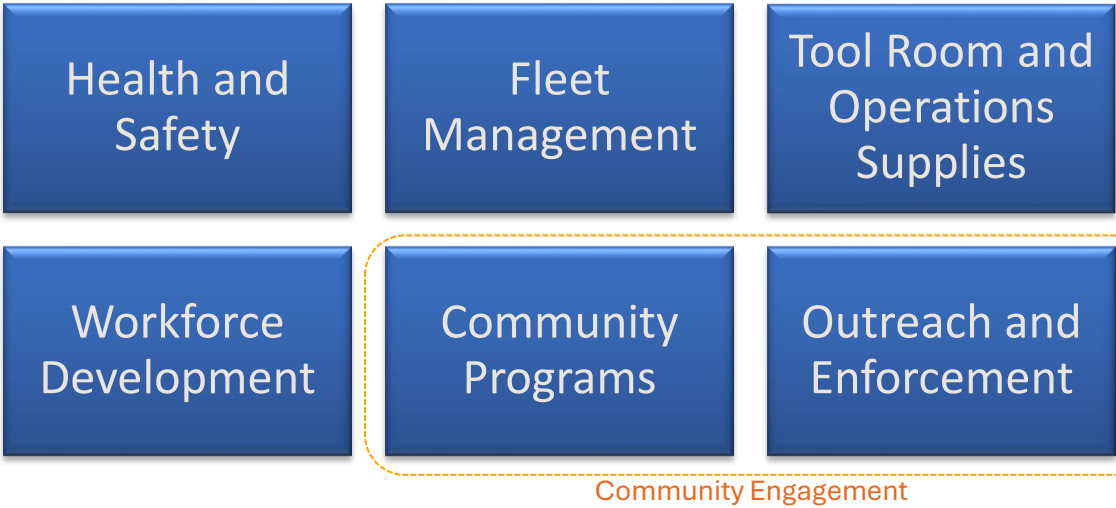
Dilaida Durden
Deputy Director for Operations



SAS Commission Timeline / Presentations



Today’s Presentation:
Highlighting the work
of groups that support
the entire Operations
Division



Operations Division by the Numbers FY25/26

180,183

Street Cleaning Service Orders Closed

25,468

Tons of Debris Removed

52,194

Public Graffiti Service Orders Closed

106,880

Square Feet of Sidewalk Repaired

1,883

Trees Planted

1,569,037

Square Feet of Streets Paved

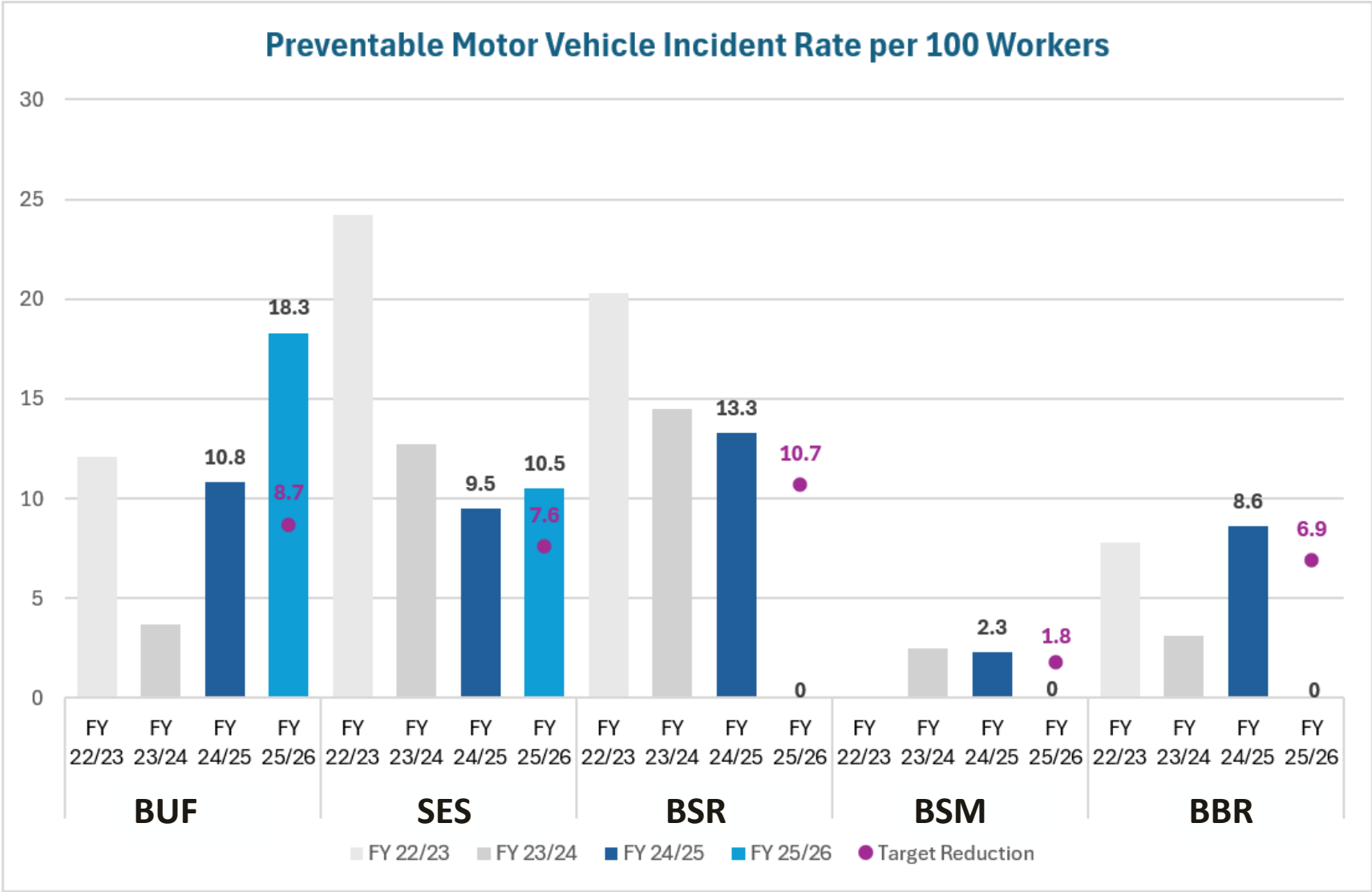
6,378

Potholes Repaired

7,411

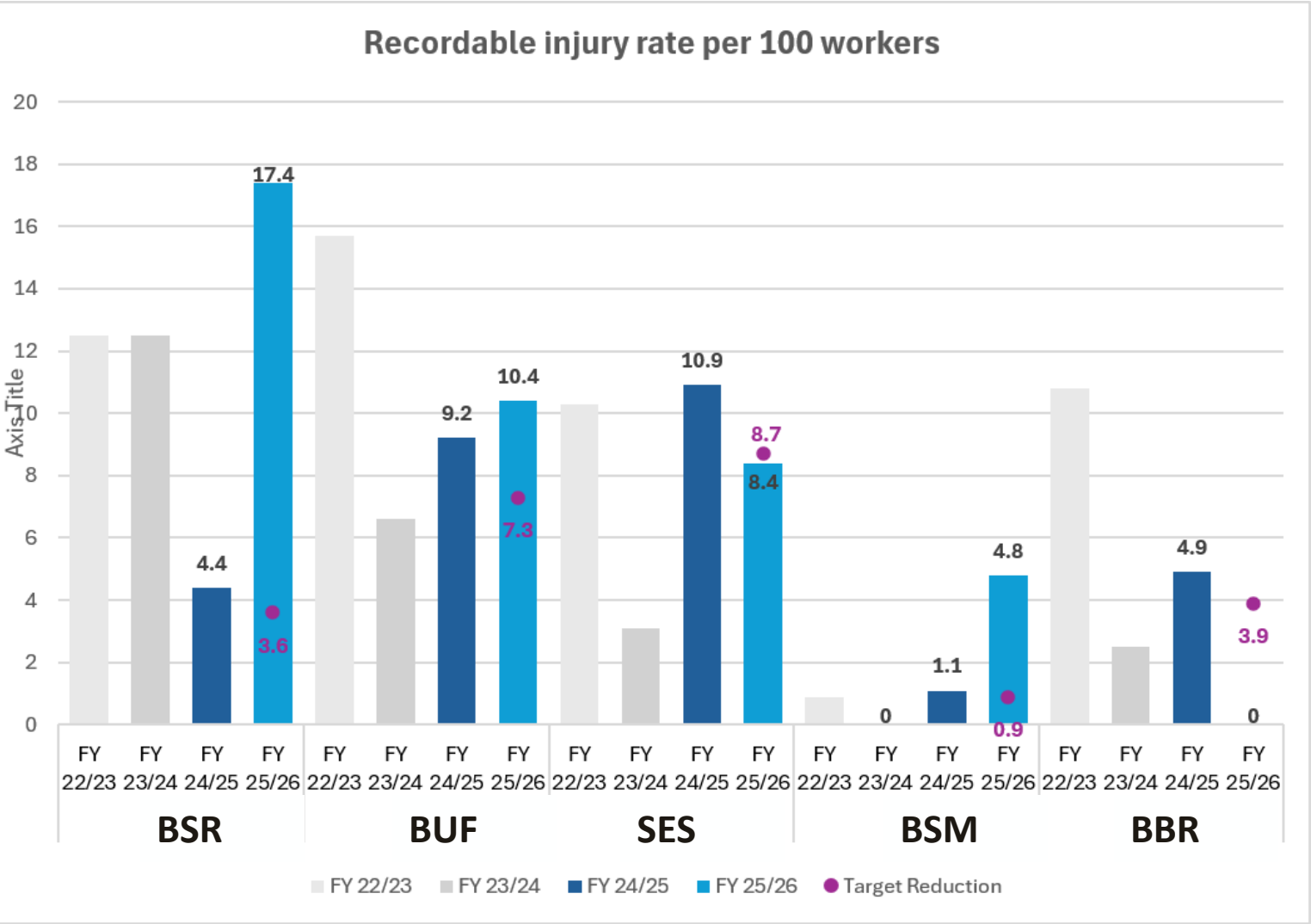
Trees Pruned and Maintained

Health and Safety



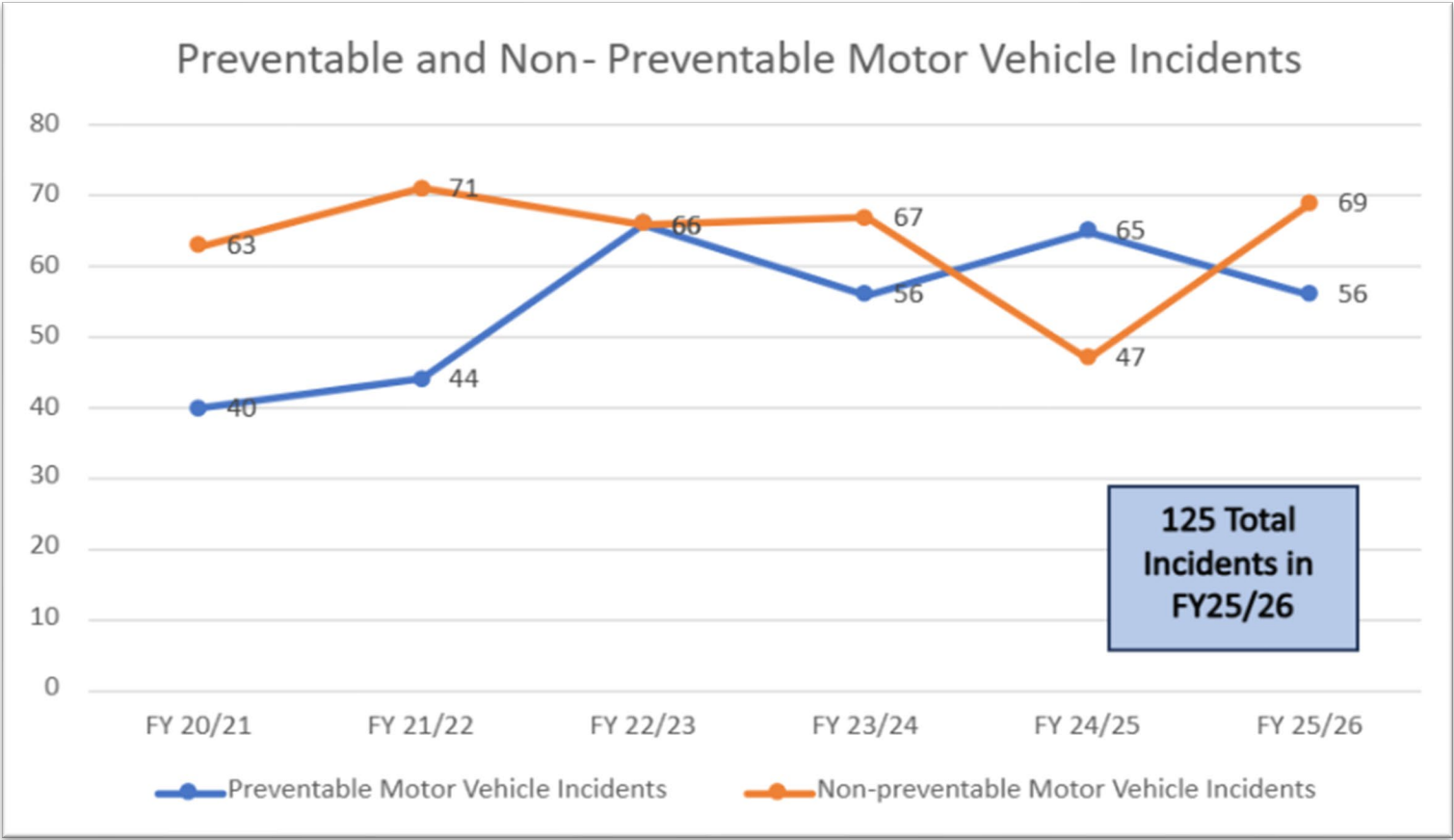
- Preventable motor vehicle incidents decreased by 13% overall in FY25/26
- Met 20% reduction
 - Street Repair (BSR)
 - Building Repair (BBR)
 - Code Enforcement (BSM)
- Did not meet 20% reduction
 - Urban Forestry (BUF)
 - Street Environmental Services (SES)
- **FY 26/27 Goal: Reduce rate by 15%**

Health and Safety



- Recordable injury rate increased by 12% overall in FY25/26
- Met 20% reduction
 - Street Environmental Services (SES)
 - Building Repair (BBR)
- Did not meet 20% reduction
 - Street Repair (BSR)
 - Urban Forestry (BUF)
 - Code Enforcement (BSM)
- FY 26/27 Goal: Reduce rate by 15%**

Health and Safety

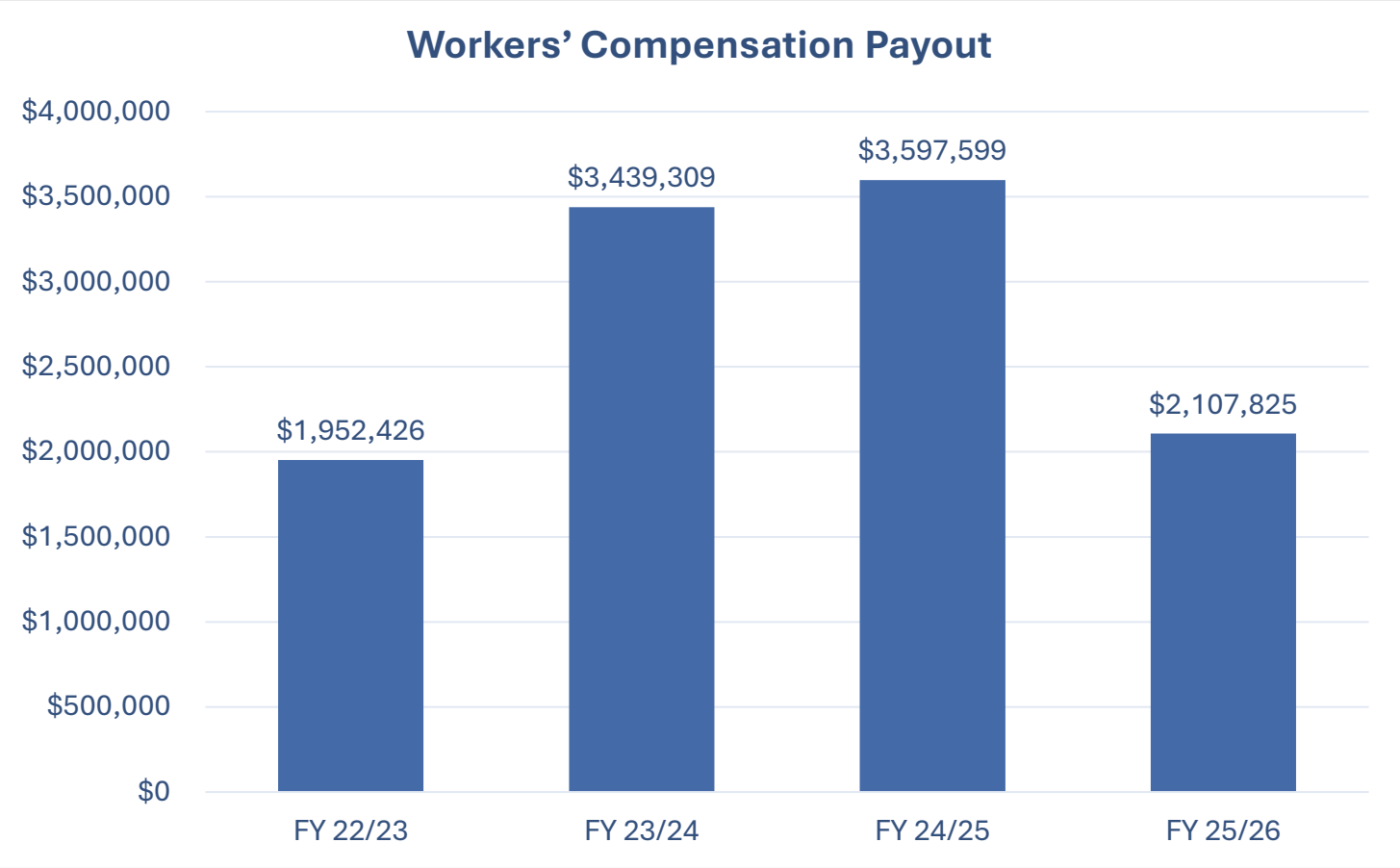


We used statistical analysis to determine how many preventable and non-preventable motor vehicle incidents each employee had within the last 18 months.

Each of these incidents was reviewed and based on established City and departmental safety guidelines, the determination was made as to whether the motor vehicle incident was preventable or not.

We are in the process of writing guidelines where each employee’s supervisor will be notified and – based on the severity of the preventable motor vehicle incidents – supervisor will act according to the new guidelines.

Health and Safety



Workers' Compensation Payout is a measure of total claims paid.

Public Works is aggressively closing all the old cases, which resulted in the savings of \$1,489,774 in FY 25/26.

- FY 24/25: 71 new cases, 27 closed cases
- FY 25/26: 89 new cases, 151 closed cases

Health and Safety

Highlights:

Instituted mandatory refresher training for all employees involved in a motor vehicle accident

- SFMTA Street Sidewalk Safety Seminar
- Traffic School
- Driver Simulator training
- Smith System training
- Driving training
- Refresher Tailgate training

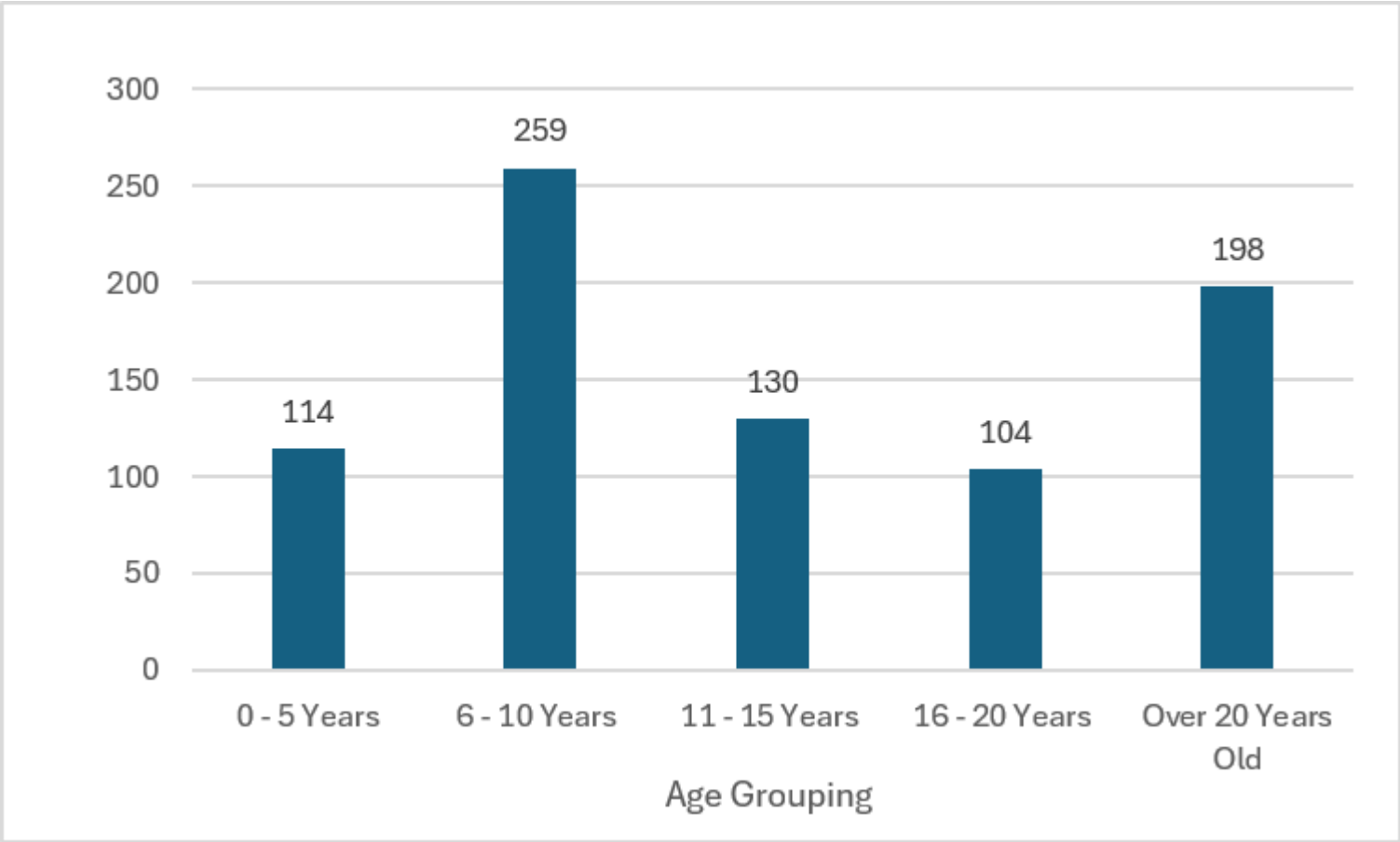
Increased the number of division-based trainers to expand driver training for new hires

Fleet Electrification Updates

- **California Air Resource Board (CARB) exemptions for Internal Combustion Engine (ICE) trucks**
 - Some ICE trucks that were previously required to be electric have become exempt
 - Allowed for the purchase of **16 trucks for SES**
 - New exemptions will help purchase trucks that need to be replaced
- **Building and Grounds Acting Superintendent and Fleet Manager met with electrical engineers and architects in August 2025 for a site visit at Operations Yard**
 - Discussed the current and future charging needs for the Operations Yard
 - Funding for preliminary study of West Yard Electrification has been provided

Fleet Useful Life

Count of asset by age group*



*Operations Division

Tool Room and Operations Supplies

Inventory Management

- **Track** and **monitor** all storeroom items and equipment, ensuring **accurate records** for stock control

Issue and Receive Equipment

- **Authorize** and **distribute** tools to employees, then **verify** and **log** their return in good condition

Volunteer Tool Orders

- **Coordinate** and **distribute** tools and supplies for volunteer and community cleanup events

Restock Supplies

- Regularly **review stock levels** and **reorder supplies** as needed based on usage patterns

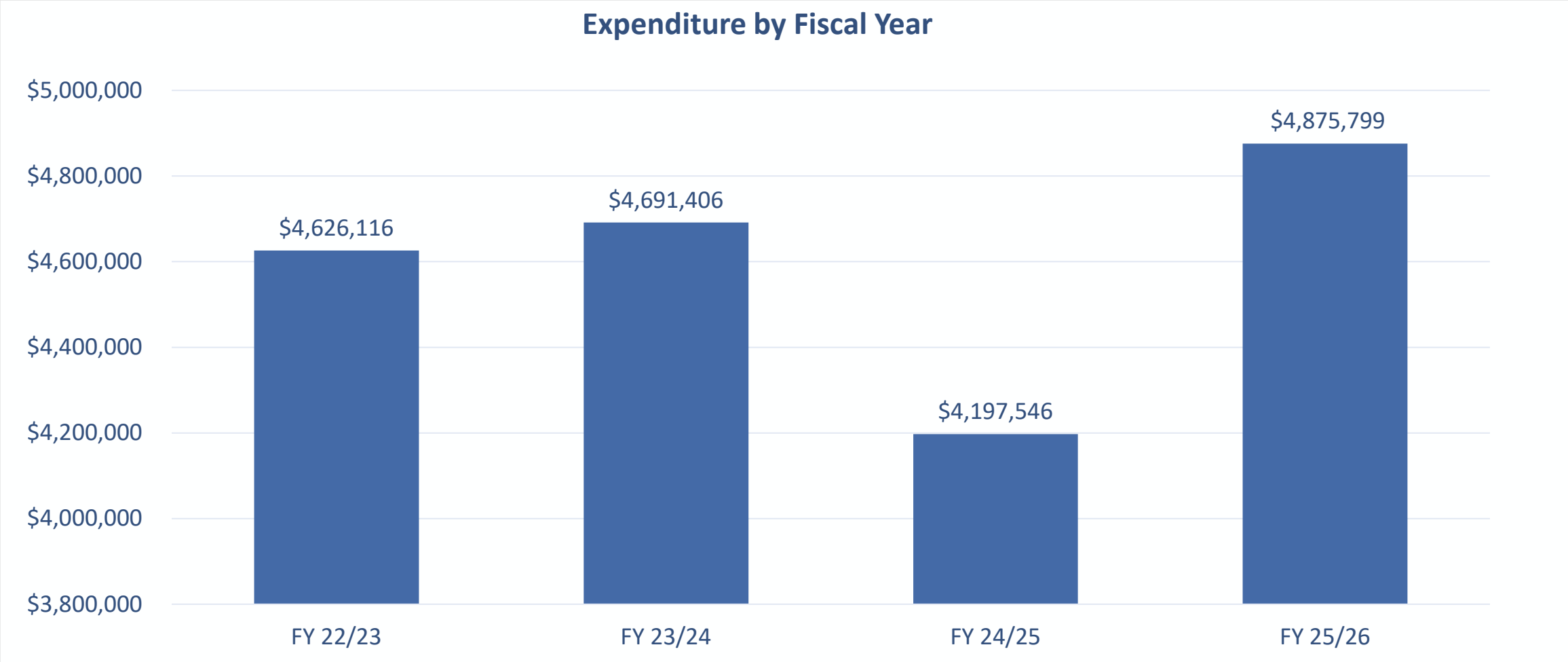
Prepare for Emergencies

- **Maintain emergency supplies**, including **PPE**, to ensure readiness during urgent situations

Maintain Records and Reports

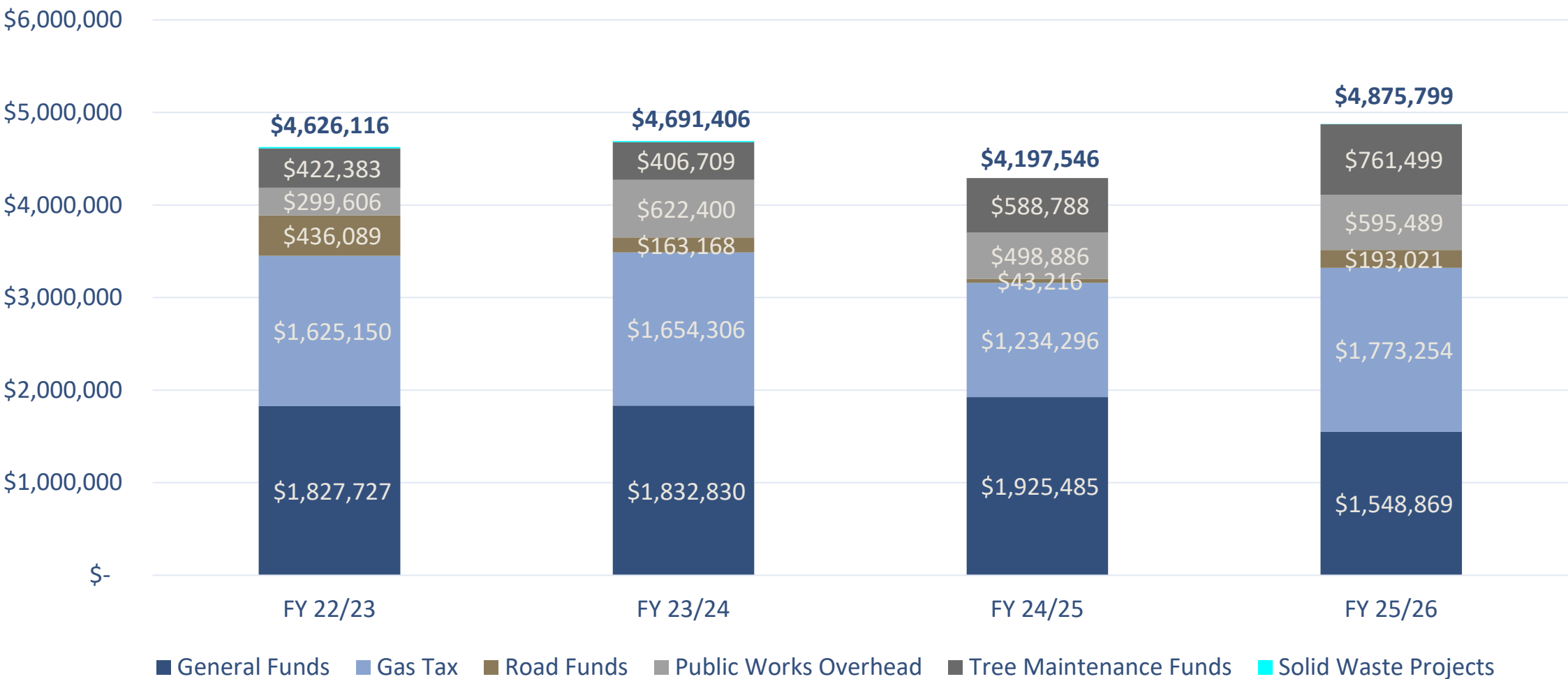
- **Keep** a detailed **database** of tool usage, returns and stock levels, **and generate quarterly reports** for management review

Tool Room and Operations Supplies

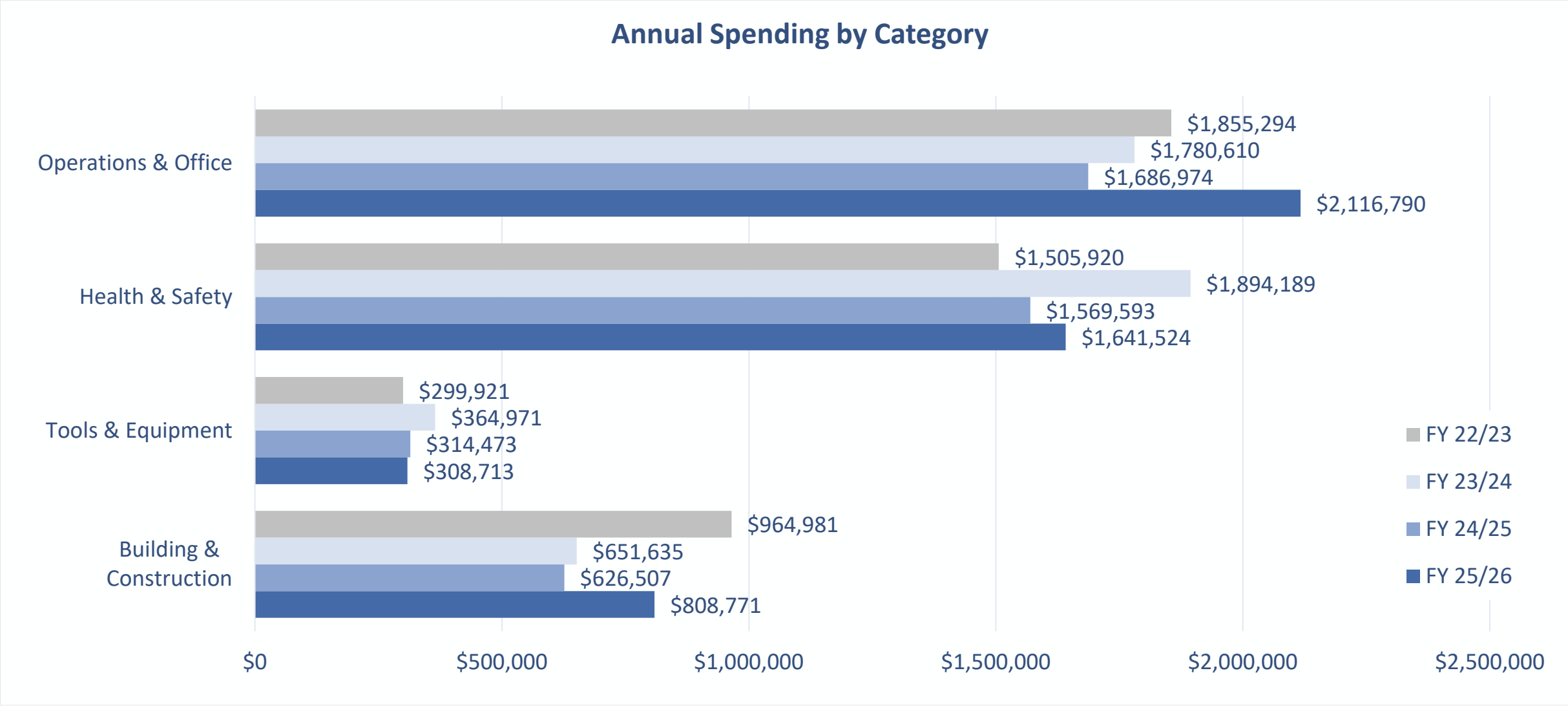


Tool Room and Operations Supplies

Total Spending by Funding Source



Tool Room and Operations Supplies



Tool Room and Operations Supplies: Looking Ahead



Inventory Management

- Strengthen **inventory tracking** and **accountability** for tools and supplies.



Purchasing & Fund Allocation

- Improve monitoring of **multi-use purchases** and appropriate **funding allocations**.



Storm Preparedness

- Review **critical supplies** and anticipate **increased demand** during storm season.



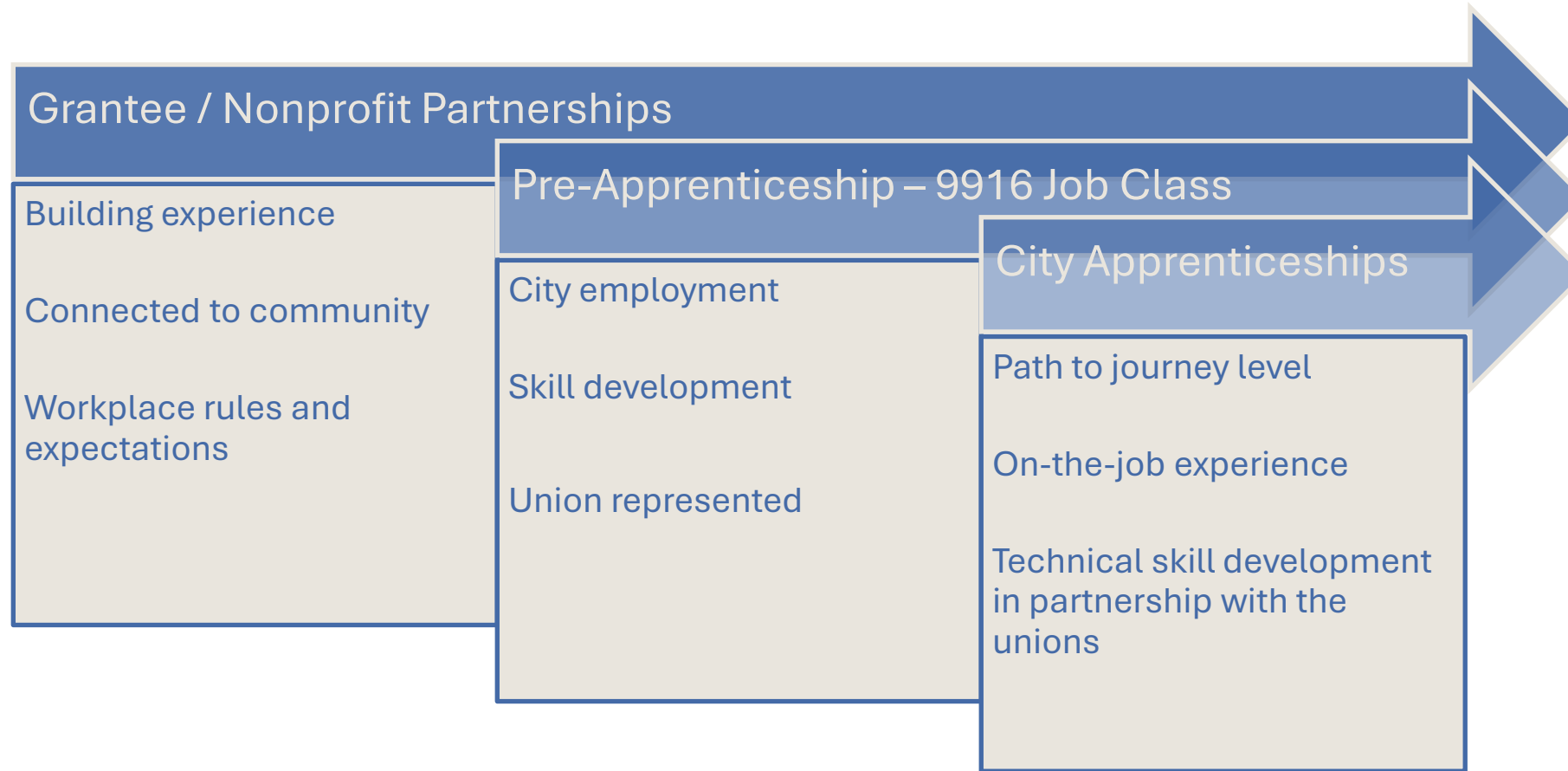
Financial Reporting

- Improve **expenditure analysis** to identify **purchasing trends** and **cost drivers**.



Workforce Development

High-level overview of the workforce development pipeline



Workforce Development

Grantee and Nonprofit Partnerships

These programs provide workforce development support services, as well as services that help keep our city clean and green.

252 total participants, **47** placed in employment in FY 2025-2026



Tenderloin CBD	Community Youth Center	Summer Youth Program Hunters Point Family	Pit Stop Mission Hiring Hall	Friends of the Urban Forest	SF Clean City Coalition
•Corridor Cleaning •Adult Participants •Basic Job Skills	•City Can Steam Cleaning •Adult Participants •Basic Job Skills	•Landscaping, Median Maintenance and Litter Removal •High School-Aged Participants •Basic Job Skills •Conflict Mediation •Team Building	•Cleaning and Monitoring Portable Restroom and JCDecaux Toilets •Adult Participants •Basic Job Skills •Customer Service •Conflict Mediation	•Tree Planting and Watering •Street Tree Nursery Operations •Classroom and Hands-On Training in Arboriculture •Career Readiness and Financial Literacy Workshops •Young Adult Participants (18-24 years old)	•Tree Watering •Tree Planting •Career Readiness Workshops •Job Placement Assistance

Workforce Development

9916 – Public Service Aide / Pre-Apprenticeship Classification



134 - Public Works Positions

6 - Pre-Apprentice Program

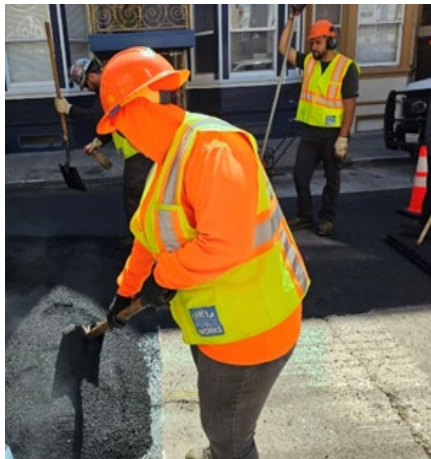
48 - Human Services Agency Positions

Builds foundational skills, job history and exposure for various career paths and opportunities.

\$26/hour compensation rate and represented by Laborers Local 261.

Workforce Development

Public Works Apprenticeship Programs



Laborer Apprenticeship:

- 6 graduates FY 25-26
- All were formerly 9916 Public Service Aides with Public Works

Plumber Apprenticeship:

- 1 plumber apprentice worked

Workforce Development Highlights

- Workforce Development delivered high-volume public services while participants advanced into different employment, union pathways, CityBuild, maintenance, security, logistics, healthcare support, case management and/or received internal promotions.
- Program partners helped participants overcome barriers to employment through paid work experience, supportive supervision, coaching, training and skill-building.
- 35 TL Clean completions and 33 job placement and employment outcomes.
- Pit Stop reported 11 job placement or employment outcomes, with participants moving into maintenance, security, logistics, skilled trades, healthcare support and case management.
- All 19 participants from CYCSF successfully completed the program; 100% completed workplace readiness trainings and eliminated long-term barriers to employment.
- Six 7501 apprentices completed on the job training(OJT) and related supplemental instruction(RSI) requirements and graduated with Environmental Service Worker certificates.
- The Division is positioned to expand programs, strengthen partnerships and create more meaningful career pathways in the year ahead.

Community Engagement Team



The Community Engagement Team is composed of two units:

Community Programs

Outreach and Enforcement

Our goal is to establish and deepen a culture of community partnership and neighborhood beautification and cleanliness in San Francisco.

Community Programs



In Fiscal Year 2025-2026, the Community Programs team organized **1,548 volunteer events** and reached **33,161 volunteers**.

Four Volunteer Programs

- Adopt-A-Street (community cleanups)
- Graffiti Watch (graffiti wipeouts)
- Street Parks (gardening days)
- Neighborhood Beautification Days

Community Development Projects

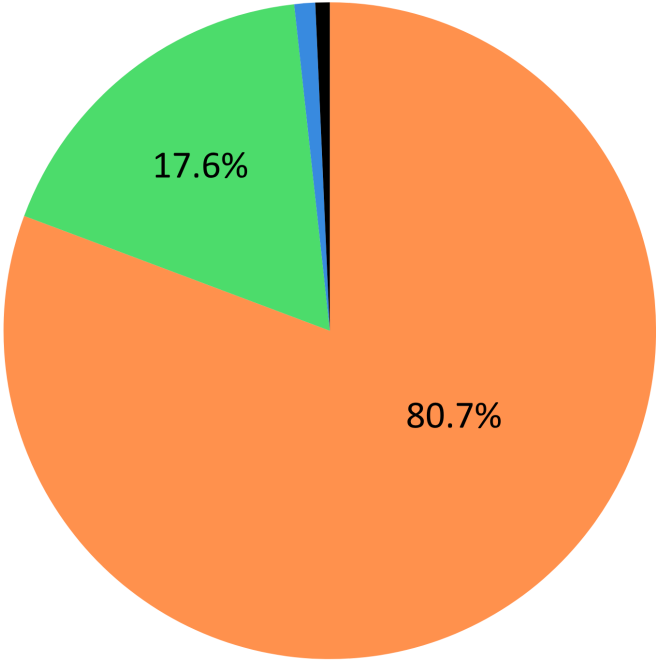
Anti-Litter School Engagement

Event Planning (External / Internal)

- Arbor Day Fair
- Street Park Summit
- Open House at the Operations Yard
- Employee Health Fair

The Community Programs team collaborates with various bureaus, volunteers, other City agencies, schools, merchants, City officials, nonprofits, the Green Benefit District and Community Benefit Districts.

Community Programs: Event Stats for FY 2025-2026



- 1,548 Total Volunteer Events
- Adopt-A-Street Community Cleanups (1,249)
 - Street Parks Gardening Days (272)
 - Adopt A Schoolyard events (16)
 - Neighborhood Beautification Days (11)
 - Graffiti Wipeouts (0)



30,065 trash bags collected



1,639 bags of green waste collected



Community Programs: Adopt-A-Street



Adopt-A-Street provides supplies for community-hosted cleanup events, including pickers, safety vests, orange trash bags, gloves, brooms and green waste compost bags.

Volunteers can pick up litter on their own schedule or organize recurring cleanup events.

The Community Programs team assists with organizing events, promoting them, delivering and retrieving the supplies and coordinating debris pickups.

Our oldest and most popular volunteer program.

Frequent collaborators: other bureaus (BSES), Le Beau Market, Russian Hill Neighbors, Refuse Refuse, Ocean Beach Café, SFUSD schools, Dogpatch Neighborhood Association.

Community Programs: Graffiti Watch



Volunteers are instrumental in helping deter taggers from targeting frequently hit City furniture.

Graffiti Watch volunteers can:

- Watch a training video and learn to identify and tackle various graffiti issues.
- Request paint and abatement supplies.
- Paint over graffiti on City furniture and City property.
- Contribute to faster abatement response.

The Community Programs team:

- Enrolls new volunteers, organizes graffiti wipeout events and answers questions.
- Packs and delivers paint.

Frequent collaborators: other bureaus (BSES Public Graffiti), Tenderloin CBD, Merced Extension Triangle Neighborhood Association (METNA).

Community Programs: Street Parks



Residents can create, beautify and maintain green spaces on City-owned land.

Street Park Stewards can request:

- Tool loans
- Guidance and grant support
- Green waste pickups
- Wood chip deliveries
- Lane closure for medians

160+ total registered Street Parks.

Street Park Boom!

30+ new Street Parks since February 2026.

Frequent collaborators: other bureaus (BUF, Landscape Architecture, BSES), California Native Plant Society Yerba Buena Chapter, district supervisors.

Community Programs: Street Park Summit



Inaugural event on April 18, 2026

Goals:

- Providing resources and community to new and potential Street Park Stewards
- Small, cozy networking event
- Exchanging ideas and best practices

Agenda:

1. Welcome and Networking
2. Information Rotation Session: Stewards rotated through the tents and talked to various organizations.
3. Street Park Tour: We visited four Street Parks and received mini-tours from long-time stewards.

Turnout:

About 25 total volunteers



Community Programs: Neighborhood Beautification Days



History:

- 25 years running, formerly known as Community Clean Team Day
- Each month, we visit a different supervisorial district and plan 7-12 beautification projects; 11 events per year from January – November
- 60-180 volunteers typically attend each event
- Most popular event is in March — Arbor Day Fair

Goals:

- Turn constituents' ideas into reality
- Collaborate with district supervisors
- Showcase some of the work that we do daily with volunteers

NBD All-Stars:

Top student volunteers can earn "NBD All-Star" certificates.

Frequent collaborators: other bureaus (BUF, BSES), SFUSD, SF Environment, SF Recreation and Parks Department.

Community Programs: Event Planning



Community Programs also plans three major annual events.

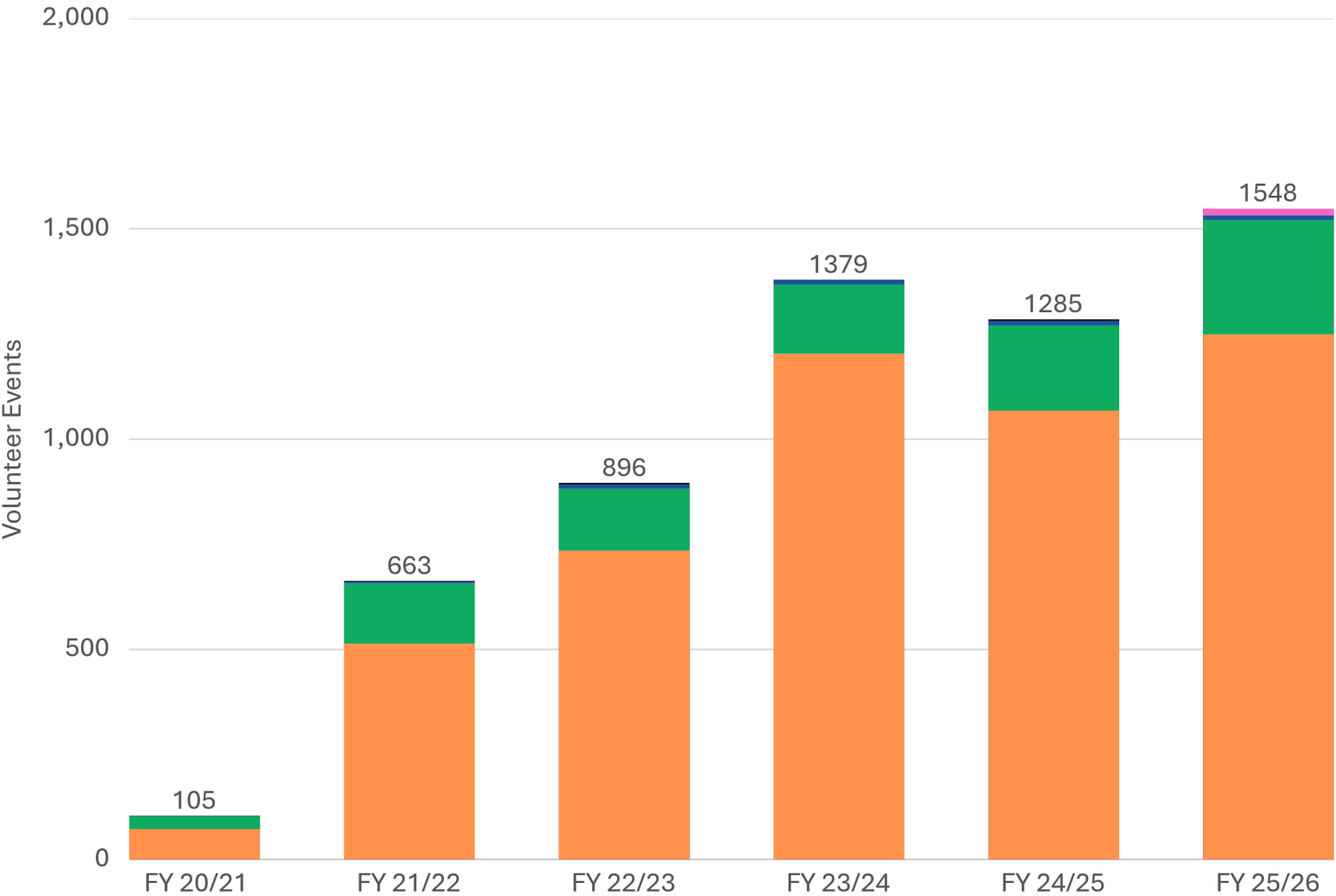
Arbor Day Fair — an annual free fair that celebrates trees and urban environmentalism. 250-300 attendees, 15-24 vendors, interactive activities.

Open House at the Operations Yard — an annual Open House for all SF students during Public Works Week. Students explore different trades, ride bucket trucks, patch potholes and build wood planter boxes and metal tool caddies. The event also serves as a bring-your-kids-to-work day for Public Works staff. There were 20 stations and 421 total attendees at the 2026 Open House.



Employee Health Fair — an annual flu shot clinic and health fair for employees. Employees can learn about various healthcare options during the open enrollment period. 250-400 attendees, 18-25 vendors.

Community Programs: Event Stats from FY 2020 – 2026



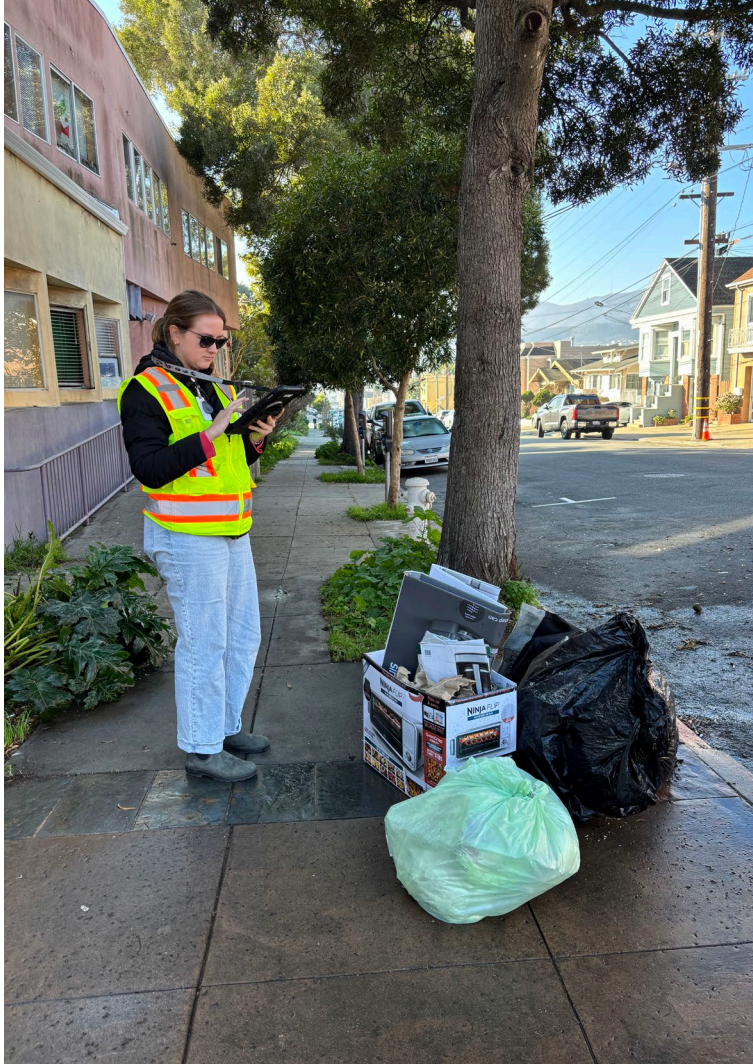
Community Programs is the Tiny Team That Could!

With only 2 staff in FY 2020-2021 and 3 staff in FY 2021-2022, the Community Programs team supported more and more volunteer events by streamlining workflows and creating templates and guides. They managed to juggle the return of annual internal events and non-volunteer events in FY 2022-2023.

There are currently 5 staff and their hard work has led to a rise in new Street Parks.

- Legend
- Adopt-A-Street Community Cleanups
 - Street Parks Gardening Days
 - Neighborhood Beautification Days
 - Graffiti Wipeouts
 - Adopt A Schoolyard events

Outreach and Enforcement

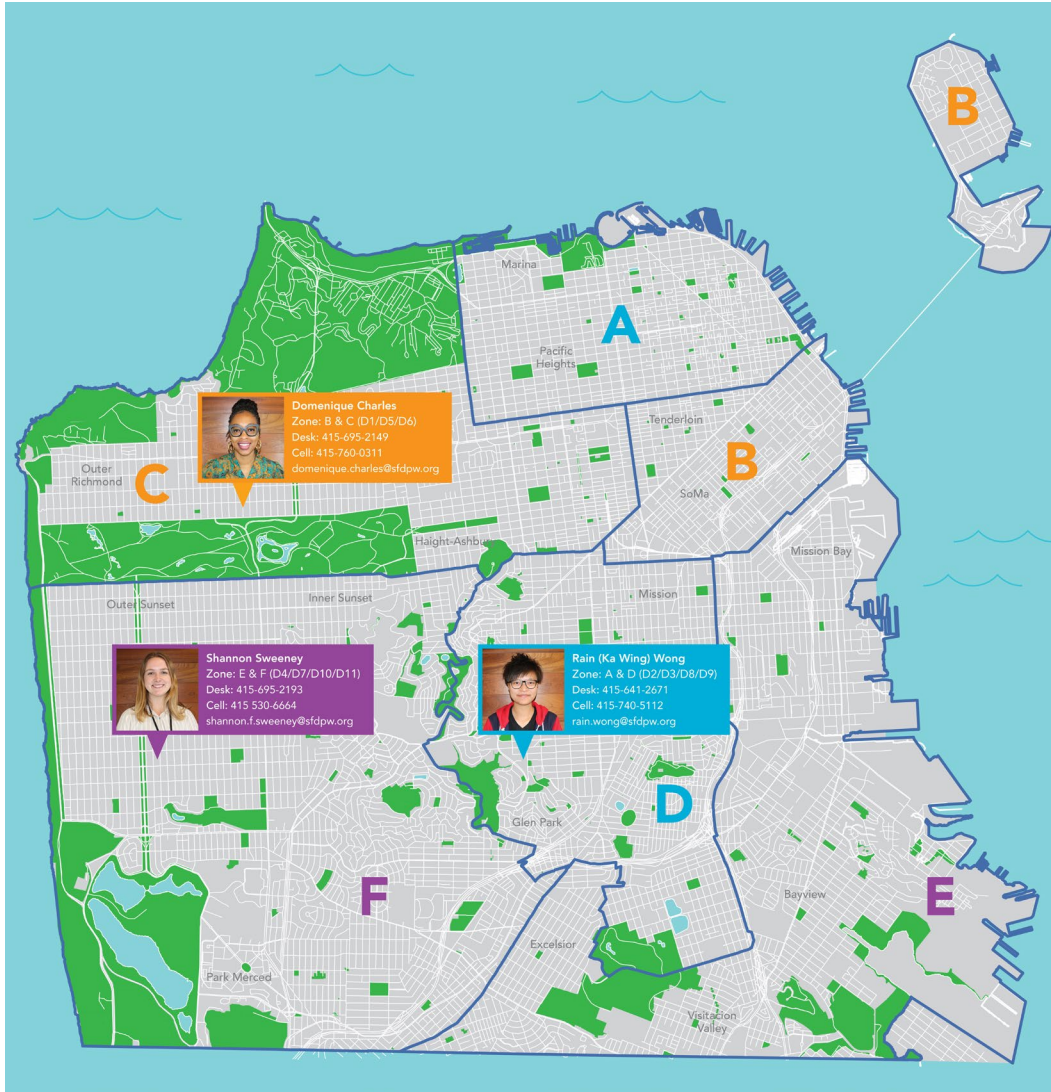


Outreach and Enforcement (OnE) Team educates merchants, property owners and residents on their rights and responsibilities regarding street and sidewalk cleanliness.

This team is also responsible for issuing notices of violation and citations as issues persist.

The primary goal is to actively engage with the community to promote behaviors that support a shared responsibility toward cleanliness in our community.

Outreach and Enforcement: One Team, One Dream



Dedicated Outreach Coordinator: Each area within the Bureau of Street and Environmental Services zones has one designated outreach coordinator.

Primary Role: Their main responsibility is to inform residents, businesses and property owners about local codes and regulations, such as waste management, illegal dumping prevention and sidewalk maintenance.

Education and Awareness: They engage in community outreach to educate people on the importance of compliance with City codes, helping to promote cleaner and safer streets.

Escalation for Non-Compliance: If individuals or entities fail to comply after being informed of the regulations, the outreach coordinator escalates the issue to enforcement teams, potentially leading to penalties or other corrective actions.

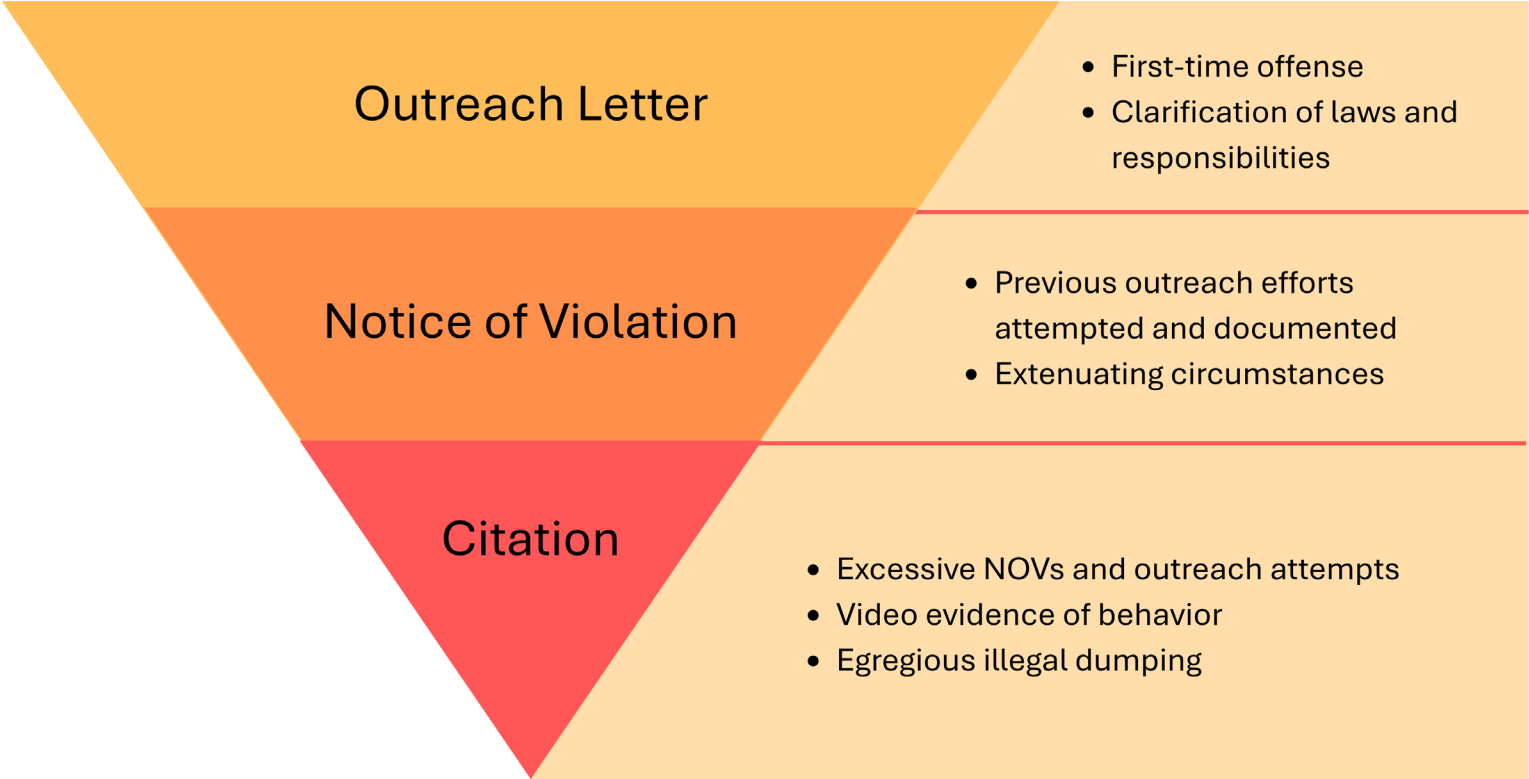
Outreach and Enforcement: One Team, One Dream

Code Section	Violation Description	1st Violation	2nd Violation	3rd Violation	Additional Violations
MHC 40(a)	Failure to Remove Dog Feces	\$ 100.00	\$ 200.00	\$ 300.00	\$ 300.00
MHC 40(b)	Failure to Possess a Container Suitable for the Removal of Dog Feces	\$ 100.00	\$ 200.00	\$ 300.00	\$ 300.00
MHC 280	Dumping of Refuse, Etc. in Designated Places	\$ 250.00	\$ 500.00	\$ 750.00	\$ 1,000.00
MHC 283	Improper Containerization and/or Binding of Refuse	\$ 250.00	\$ 500.00	\$ 750.00	\$ 1,000.00
MHC 291.2	Failure to Initiate and/or Maintain Adequate Refuse Service	\$ 100.00	\$ 250.00	\$ 500.00	\$ 1,000.00
MHC 581	Health & Safety Nuisance (Private Property)	\$ 250.00	\$ 500.00	\$ 750.00	\$ 1,000.00
MPC 33	Rubbish, Throwing or Sweeping onto Streets (Littering)	\$ 250.00	\$ 500.00	\$ 750.00	\$ 1,000.00
MPC 34	Accumulation of Litter on Sidewalk	\$ 250.00	\$ 500.00	\$ 750.00	\$ 1,000.00
MPC 35(a)	Improper Use of City Litter Receptacle(s)	\$ 250.00	\$ 500.00	\$ 750.00	\$ 1,000.00
MPC 63(a)	Obstructions on Streets and/or Sidewalks	\$ 150.00	\$ 250.00	\$ 300.00	\$ 300.00
PWC 170(a)	Garbage Receptacles - 24/7 Toters, Improper Storage	\$ 250.00	\$ 250.00	\$ 250.00	\$ 250.00
PWC 170(b)	Failure to Initiate Lock Service as Required	\$ 250.00	\$ 250.00	\$ 250.00	\$ 250.00
PWC 173(b)	Failure to Provide and/or Maintain Litter Receptacles	\$ 150.00	\$ 200.00	\$ 250.00	\$ 250.00
PWC 173(c)	Failure to Provide and/or Maintain Ashtrays	\$ 150.00	\$ 200.00	\$ 250.00	\$ 250.00
PWC 173(e)	Failure to Maintain Litter Receptacles and/or Ashtrays	\$ 150.00	\$ 200.00	\$ 250.00	\$ 250.00
PWC 174	Sidewalk Nuisance (Public Property)	\$ 250.00	\$ 500.00	\$ 750.00	\$ 1,000.00
PWC 184.57(b)	Signs on Public Property Prohibited	\$ 100.00	\$ 200.00	\$ 500.00	\$ 500.00
PWC 184.58(b)	Posting Signs on Historic or Decorative Lamp Posts Prohibited	\$ 100.00	\$ 200.00	\$ 500.00	\$ 500.00
PWC 184.60	Prohibition on Damage to City Property (Structures, Signs, Trees, etc)	\$ 100.00	\$ 200.00	\$ 500.00	\$ 500.00
PWC 184.70(b)	Improper Posting of Handbills when "No Handbills" Sign is Posted	\$ 100.00	\$ 200.00	\$ 500.00	\$ 500.00
PWC 184.70(c)	Improper Distribution of Handbills (Must be Folded)	\$ 100.00	\$ 200.00	\$ 500.00	\$ 500.00
PWC 724.4	Messy Construction or Demolition Sites	\$ 300.00	\$ 300.00	\$ 300.00	\$ 300.00
PWC 735	Blighted Vacant Lot	\$ 250.00	\$ 500.00	\$ 750.00	\$ 1,000.00
PWC 808(a)	Injury or Destruction of Trees	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00
PWC 808(b)	Injury or Destruction of Landscape	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00

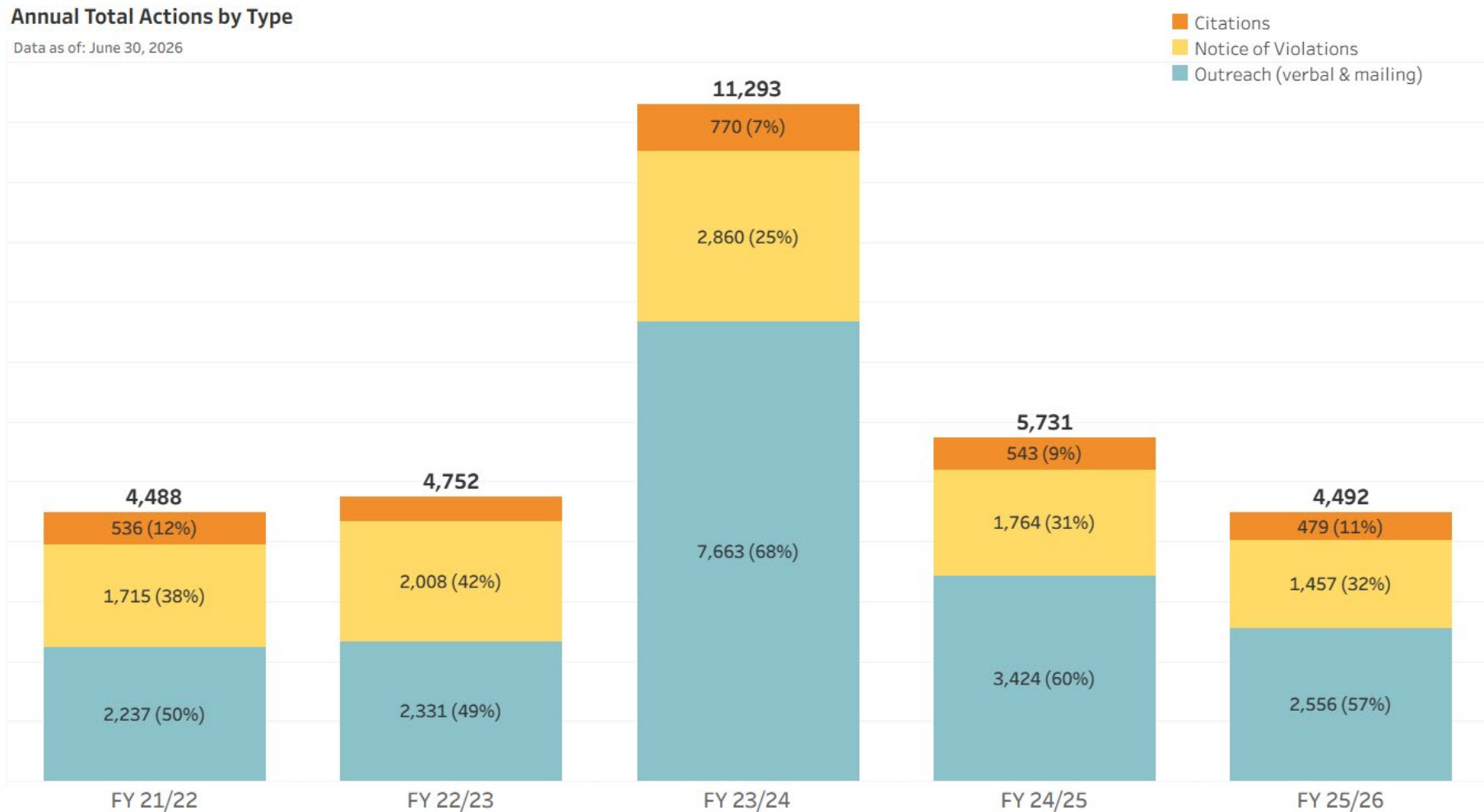
Outreach and Enforcement: Enforcement Efforts



Progressive Discipline Model Outreach BEFORE Enforcement...



Outreach and Enforcement: By the Numbers



In FY 2023-2024, there were 6 total outreach coordinators, one per zone.

Due to staff departures, only 3 outreach coordinators were left in FY 2024-2025 and the OnE Team's work output halved compared to the previous year. This trend has continued in FY 2025-2026.

Hiring is a priority, especially since the 3 remaining outreach coordinators are now expected to cover 6 zones and illegal dumping takes place 24/7.

Outreach and Enforcement: 311 Responses

311 Service Orders Received

Data as of: June 30, 2026



311 requests have increased, probably due to increases in shuttered storefronts, illegal dumping and overall downward trend of the local economy.

To promote pro-social behavior and combat illegal dumping, the OnE Team continues to build strong relationships with Community Benefit Districts, merchants and local community groups.

Outreach and Enforcement: Partners

Creative Solutions Beyond Citations

The Outreach and Enforcement team seeks innovative approaches beyond just issuing violations, focusing on addressing root causes of community challenges.

Collaboration with Key Partners

We work closely with Recology, SF Environment and Department of Public Health to tackle larger issues contributing to neighborhood cleanliness and waste management.

- **Joint Strategies with Recology**

Our team meets regularly with Recology to manage overflowing bins, address problematic City receptacles and reduce abandoned waste.

- **Partnership with SF Environment on Sidewalk Bins**

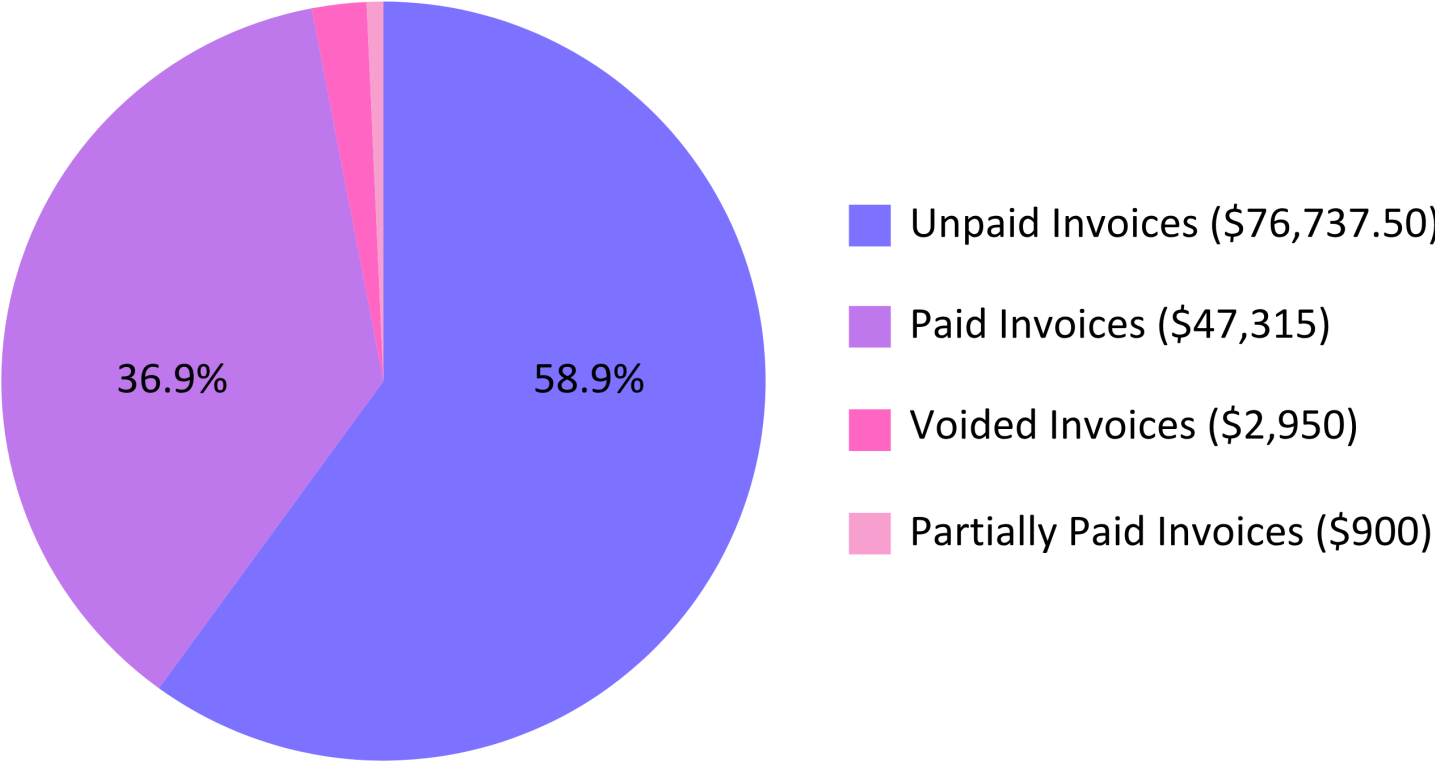
We collaborate with SF Environment to explore solutions for reducing sidewalk clutter, including potential recycling bin enclosure waivers.

- **Community Benefit Districts and Green Benefit District**

We meet weekly with Community Benefit Districts and the Green Benefit District to address the challenges they face keeping their coverage areas clean and rely on them for information related to illegal dumping cases.



Outreach and Enforcement – Citations for FY 2025-2026



OnE Team issued 472 citations for a total of \$127,902.50.

Only \$47,315 was collected from those citations.

Much of our financial loss — \$76,737.50 — came from unpaid citations, often from people who refuse to comply.



Outreach and Enforcement: Collection Efforts

- **Initiating Collection on Unpaid Citations**
 - Our team is in the early stages of collecting on unpaid citations through a formal process that leads to fines.
- **Collaboration with the Clerk of the Board**
 - We work closely with the Clerk of the Board of Supervisors, utilizing a process to ensure outstanding citations are addressed.
- **Annual Check for Unpaid Citations**
 - We will establish an annual review of unpaid citations to ensure this process happens consistently every year.
- **Targeting Previous Fiscal Year Citations**
 - Our focus always will be on collecting citations from the previous fiscal year to ensure timely enforcement.

One City Day – New Partnership, New Initiative



The first lady of San Francisco planned a citywide day of service.

Planning Coordination

We visited potential kickoff sites with the first lady and designed kickoff site plans for 12 kickoff sites. During the week of July 11, our BSES Special Projects team delivered tents and tables to the SF Recreation and Parks sites.

Graphic Design

We edited flyers and social media graphics for various kickoff sites, Mobilize event pages and volunteer groups. Our communications graphic designer also designed large coral banners.

Mobilize Software Support

We partnered with Mobilize, our IT team and finance team to upgrade our Mobilize subscription and create a new dashboard for One City Day. In late May, we reviewed 110+ community-nominated projects. Then we created 180+ event pages for the projects — many of which will be led by the community and other City agencies.

Day of Staffing

The Community Engagement team helped volunteers register, troubleshoot issues and assign volunteers to teams.

Community Engagement Team: Looking Ahead



Overcoming Staffing Challenges

Due to the 3374 reclassification process, there was an unexpected delay in filling critical vacancies. The issue is expected to be resolved in the upcoming fiscal year.

One City Day (July 11, 2026)

The first lady of San Francisco is planning the second annual One City Day event — a citywide day of service. Like the July 11 event, we will provide planning coordination, graphic design, Mobilize software support and day-of staffing.

Love Our Neighborhoods Permit & Workflow

Since launching the Love Our Neighborhoods Permit in July 2025, we've gathered valuable community feedback. We will continue to work with partner bureaus to refine the permit process and make it easier for residents to beautify their neighborhoods.

Illegal Dumping Cameras

We are exploring different brands of illegal dumping camera systems, which will allow us to deter and investigate illegal dumping.

Street Cleaning Summit (Oct. 28, 2026)

Bay Area city agencies are invited to the inaugural Street Cleaning Summit where they can discuss best practices, illegal dumping mitigation and long-term systems coordination.





QUESTIONS?