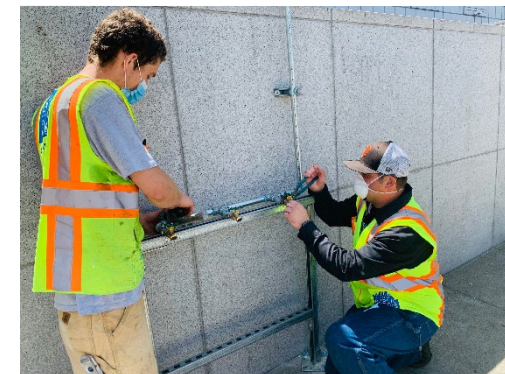




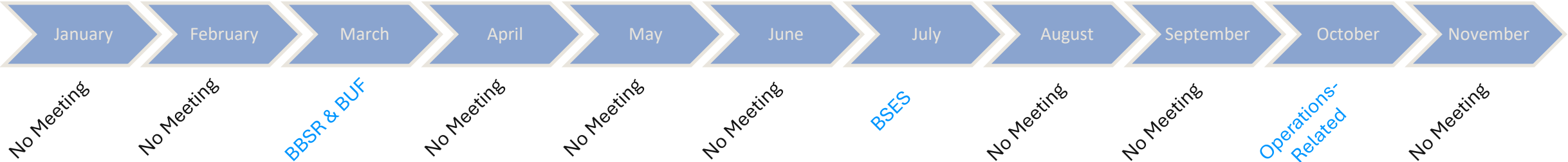
October 20, 2025

Operations related activities - Performance Report

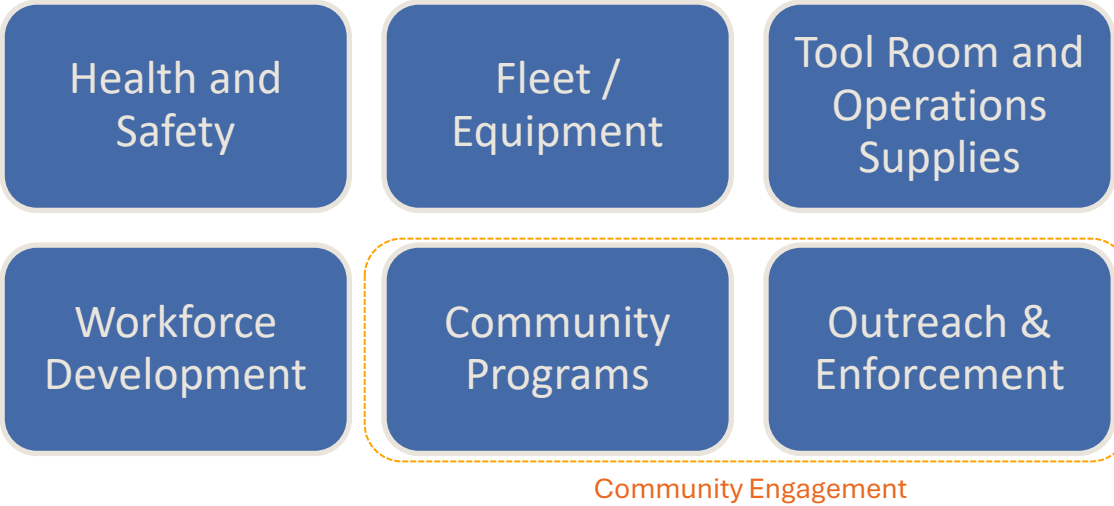
Dilaida Durden
Deputy Director for Operations



SAS Commission Timeline / Presentations



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



Operations Division By the Numbers FY24/25

161,650

Street Cleaning Service Orders Closed

25,348

Tons of Debris Removed

38,482

Public Graffiti Service Orders Closed

73,651

Square Feet of Sidewalk Repaired

1,787

Trees Planted

1,549,978

Square Feet of Streets Paved

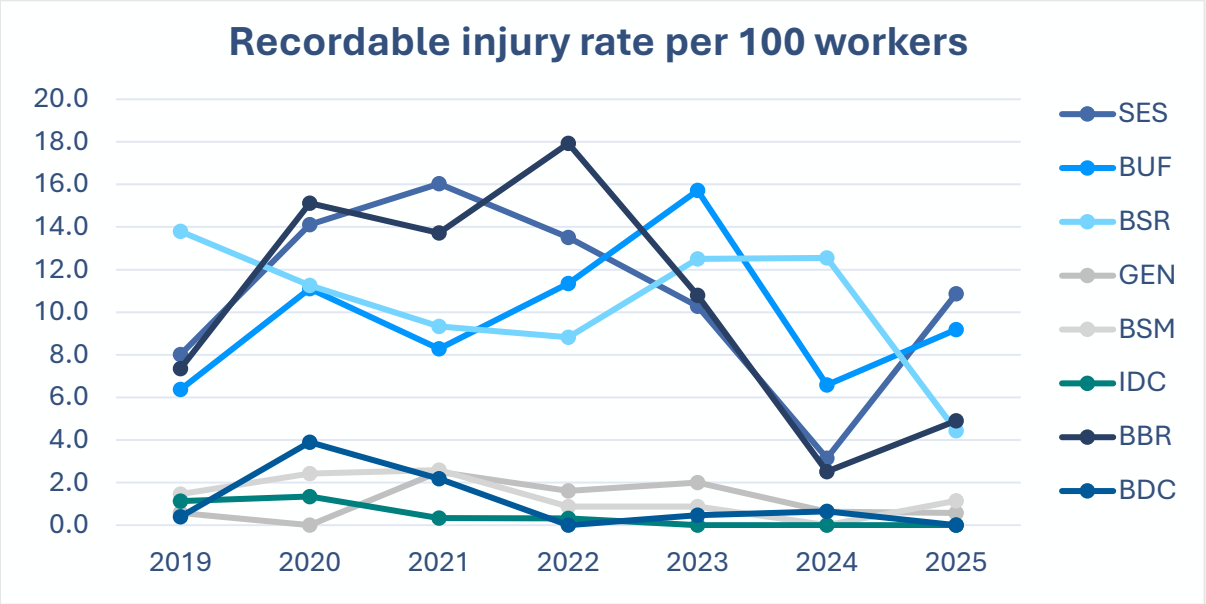
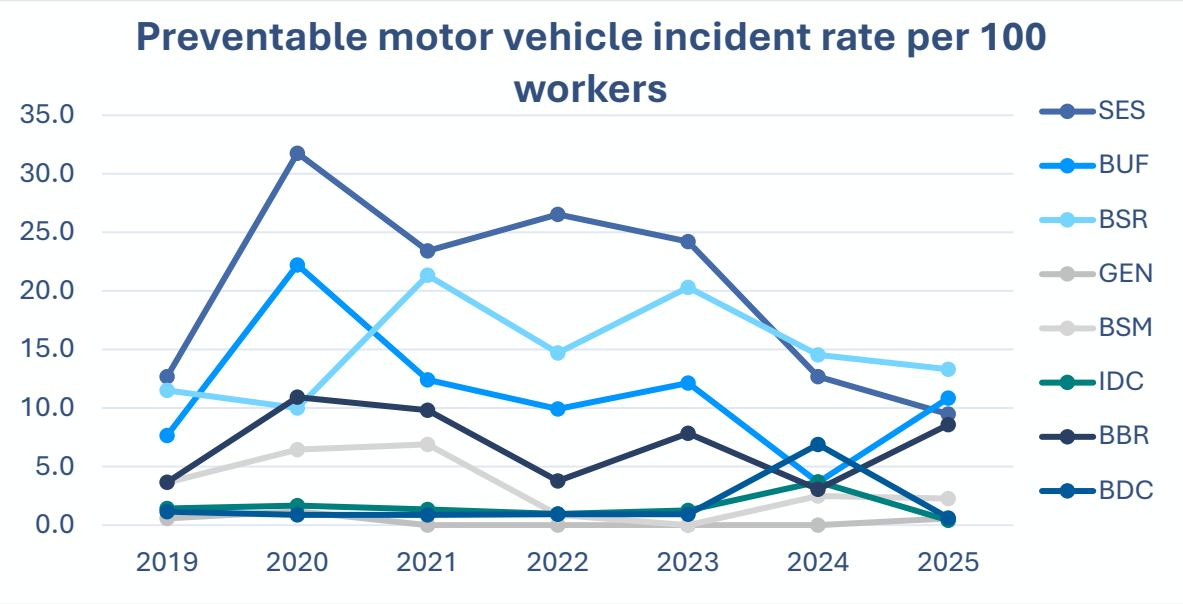
9,440

Potholes Repaired

5,453

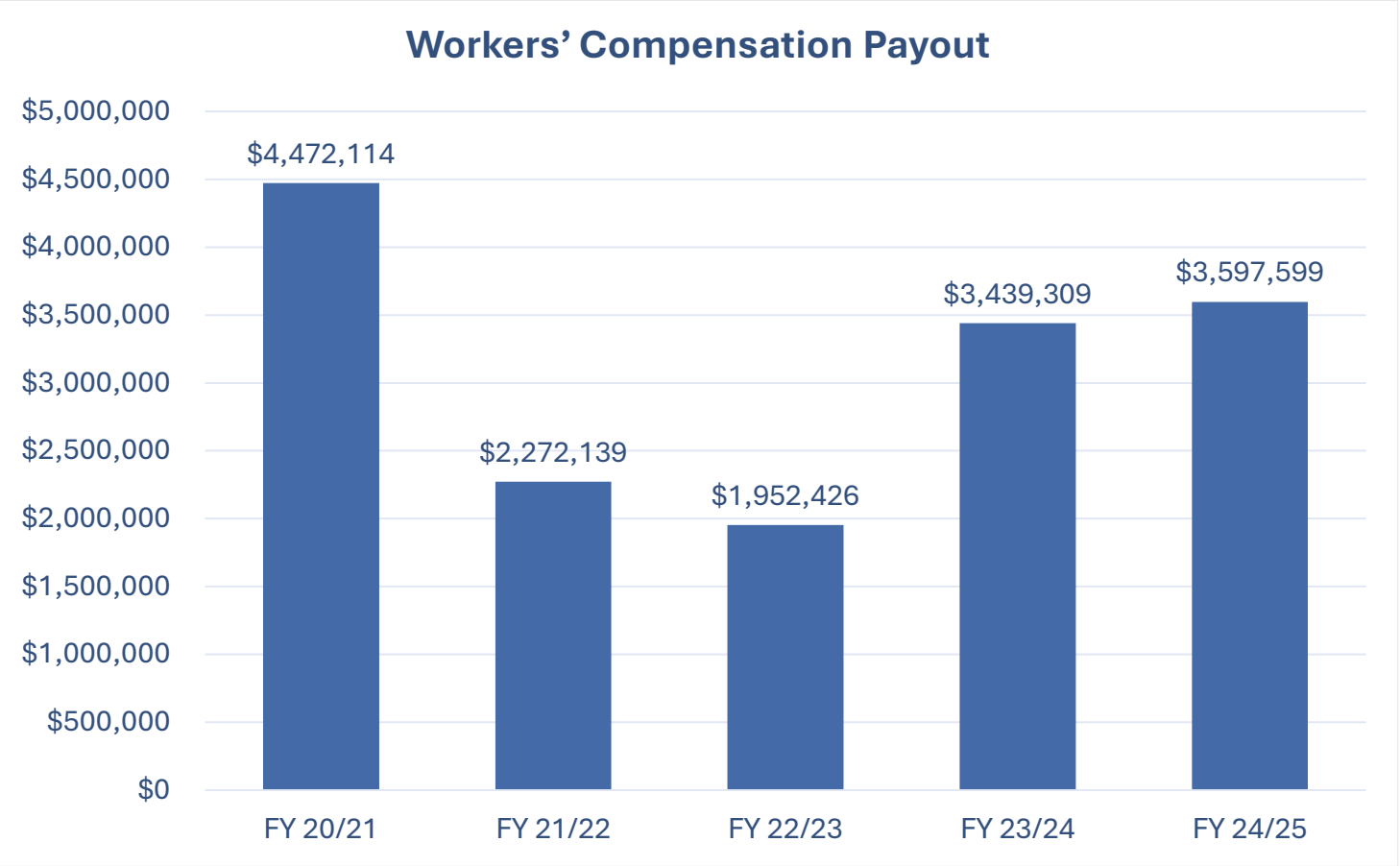
Trees Pruned and Maintained

Health and Safety



Two Key Measures: Tracking these rates helps Public Works identify where training, process improvement and/or corrective action needs to take place to keep our employees and the public safe as we carry out operational services.

Health and Safety



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

- This measure is tracked and reported to supervisors and division management to identify training opportunities.
- Developed an employee return-to-work plan where employees must be retrained prior to returning to work to prevent similar accidents in the future.

Health and Safety

Fiscal Year	Preventable Motor Vehicle Incidents	Non-preventable Motor Vehicle Incidents	Total Motor Vehicle Incidents
FY 20/21	40 (39%)	63 (61%)	103
FY 21/22	44 (35%)	71 (65%)	125
FY 22/23	66 (50%)	66 (50%)	132
FY 23/24	56 (46%)	67 (54%)	123
FY 24/25	65 (58%)	47 (42%)	112

Preventable motor vehicle incidents are incidents that could have been avoided if the employee had taken reasonable precautions.

Non-preventable motor vehicle incidents are incidents that occurred despite the employee’s best effort to avoid them.

We look at these statistics to understand trends regarding types of motor vehicle incident, locations, skill level of driver and day/time of the week.

Health and Safety

Highlights

Increase number of division-based trainers to reduce driver training backlog for new hires.

Improve the process after a motor vehicle incident with targeted retraining and updated driver training simulator.

Update the process for scheduling annual medical examinations.

Streamline the process for annual respiratory fit testing and training.

Centralize Environmental Health and Safety job specific training courses.

Equipment / Fleet



Public Works Fleet Management is responsible for the planning, procurement, maintenance and management of more than 1,000 vehicles and pieces of equipment.

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

Restock Supplies

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

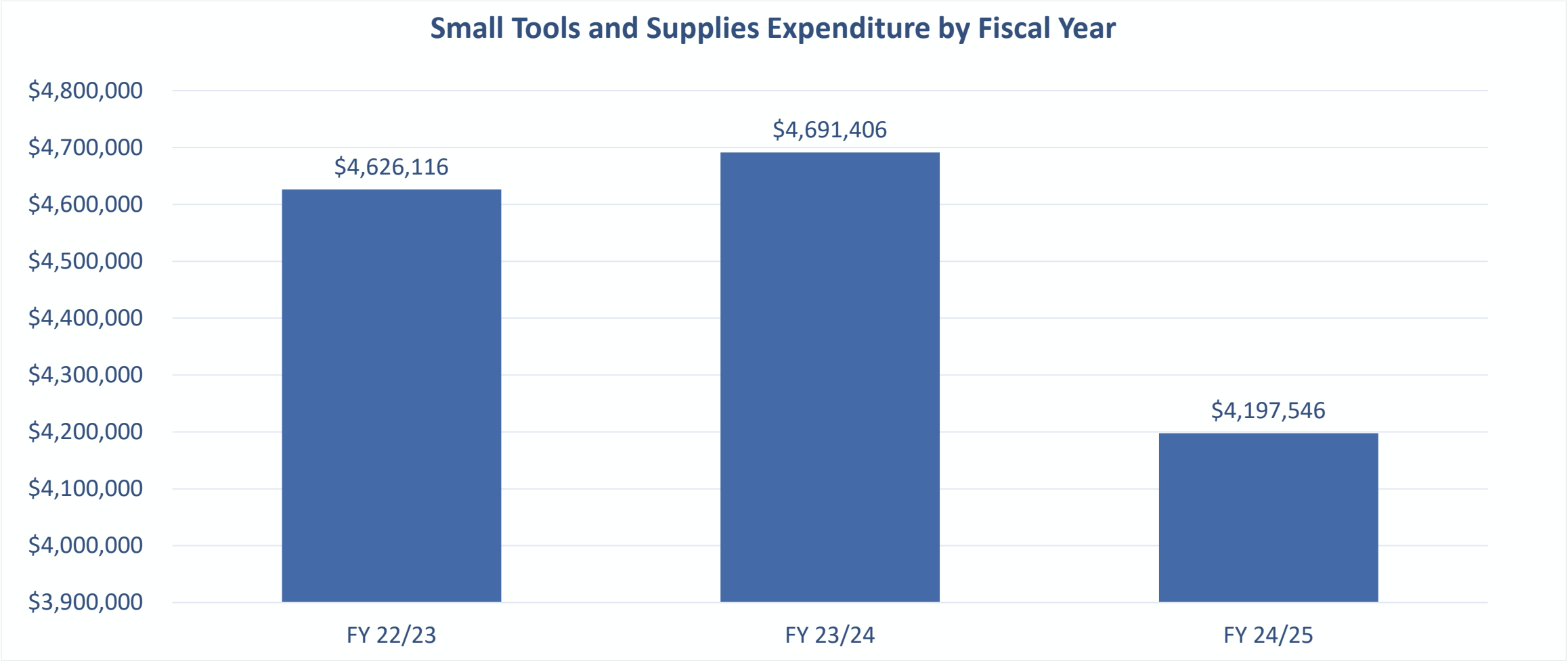
Prepare for Emergencies

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

Maintain Records and Reports

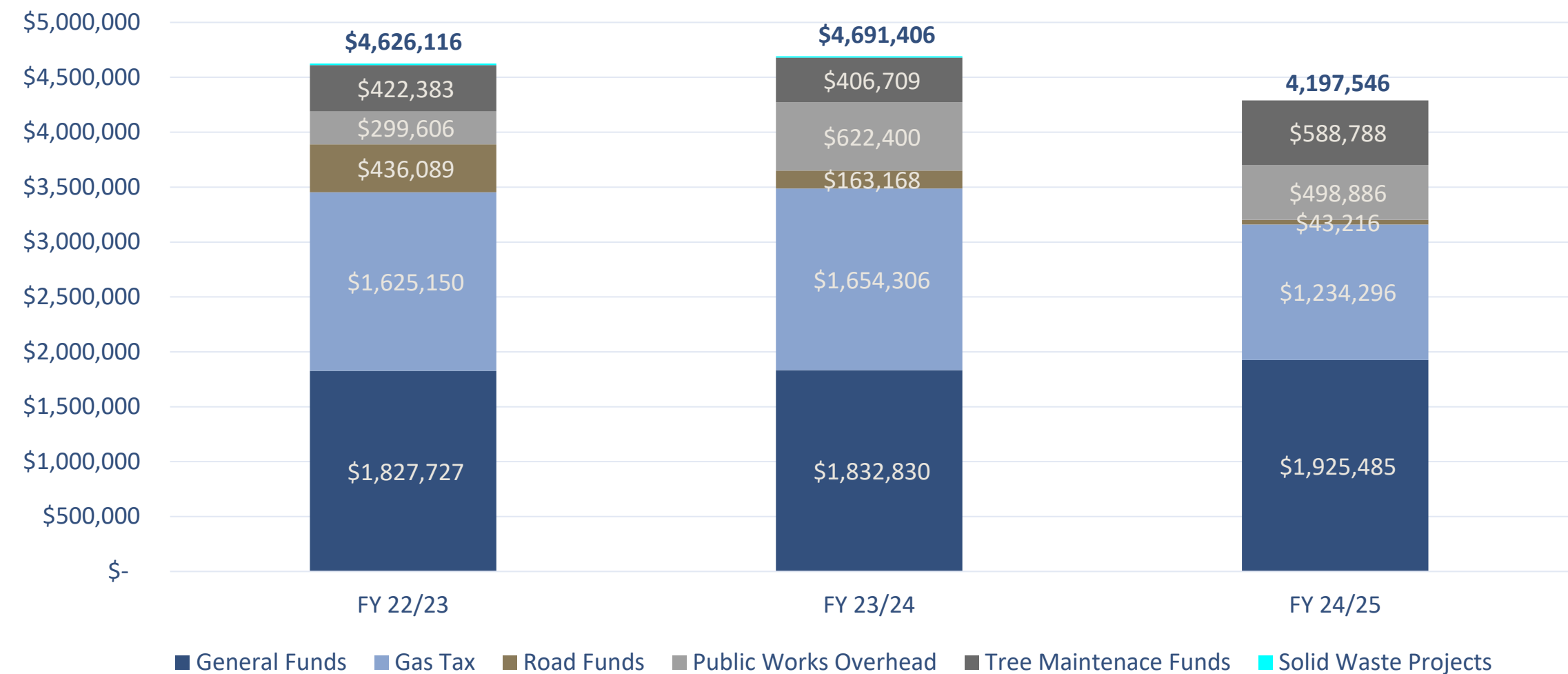
- **Keep** a detailed **database** of tool usage, returns, and stock levels and **generate quarterly reports** for management review

Tool Room and Operations Supplies

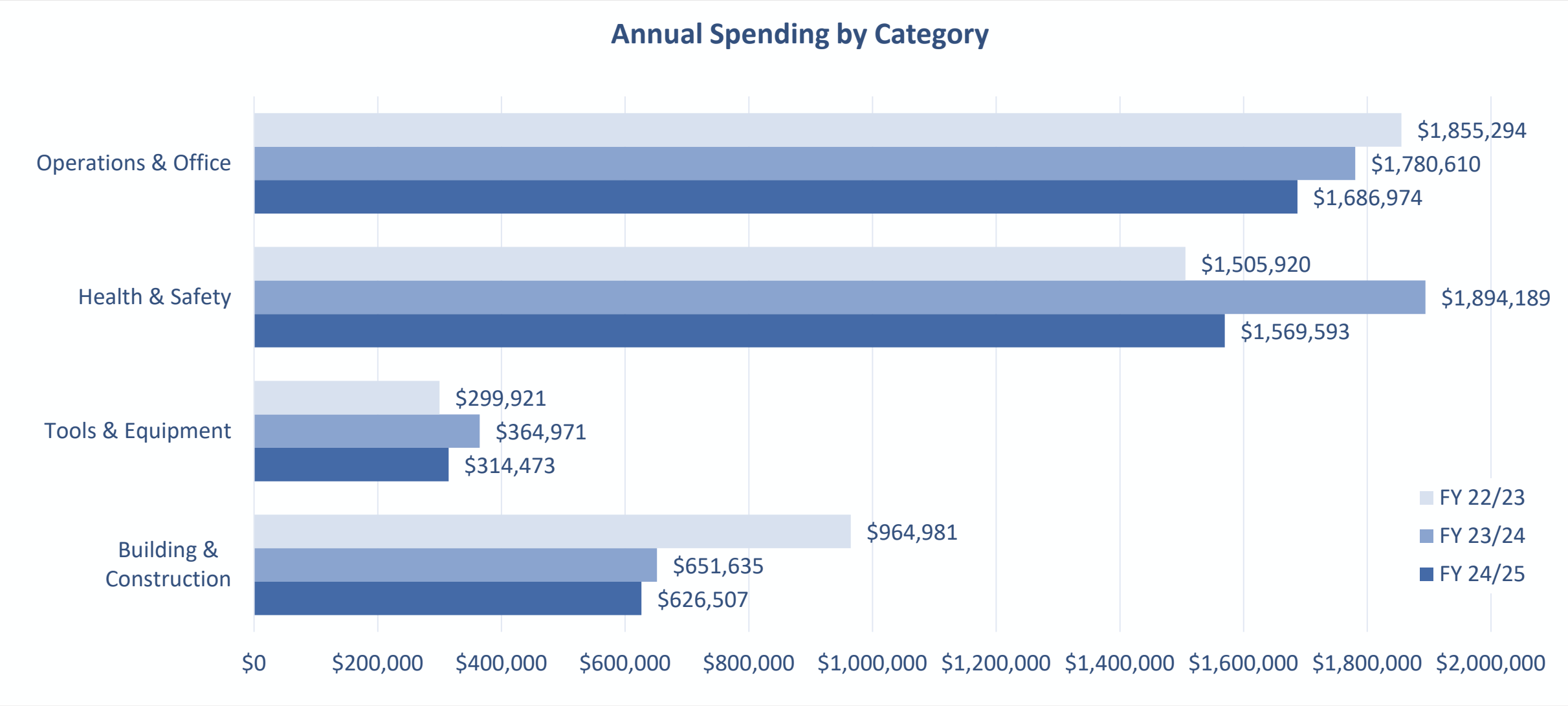


Tool Room and Operations Supplies

Total Spending by Funding Source

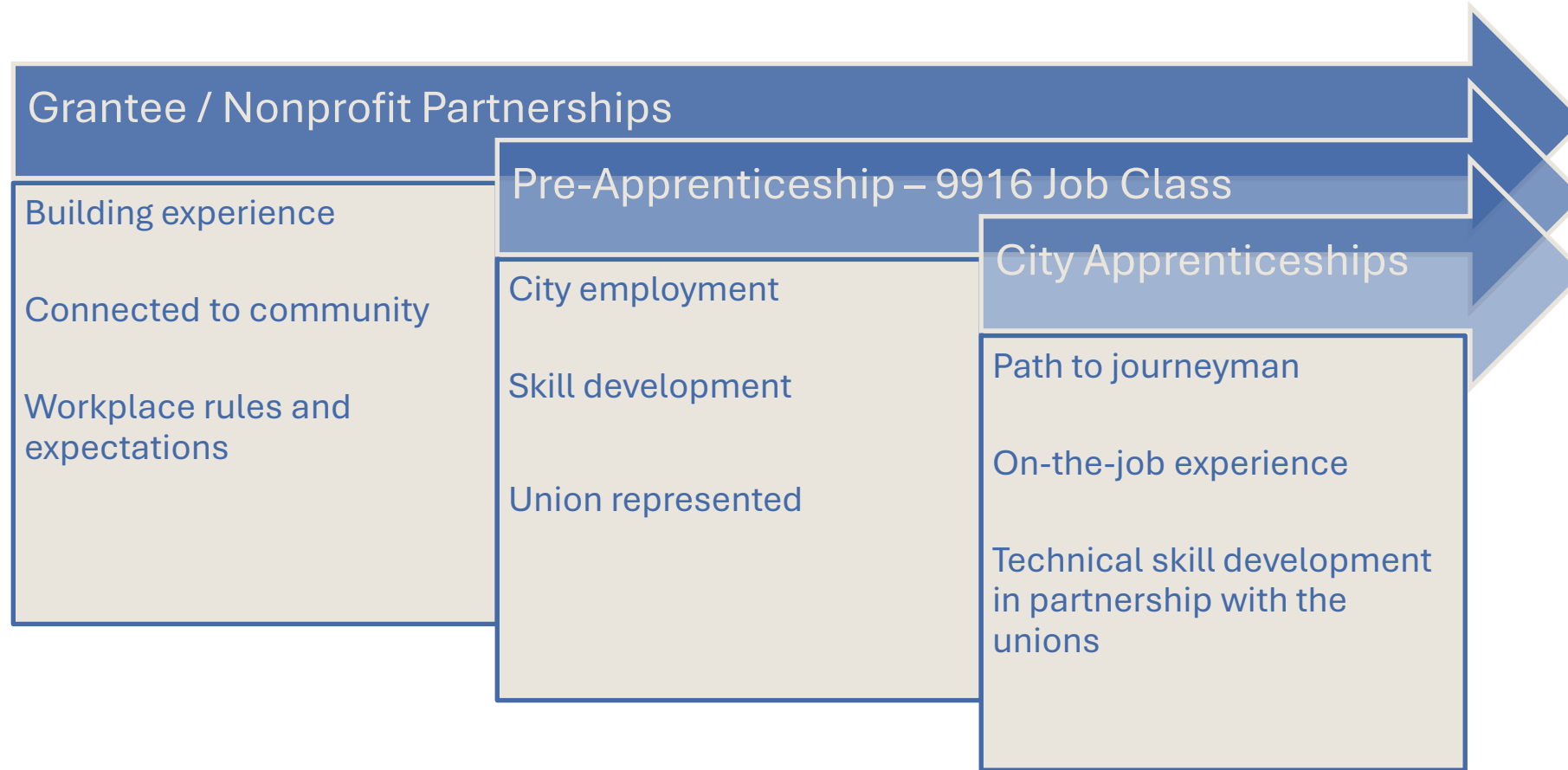


Tool Room and Operations Supplies



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.

157 program graduates out of 334 total participants in FY24/25



Tenderloin CBD	Community Youth Center	Summer Youth Program	Lanval	Pit Stop Hunter's Point Family and Mission Hiring Hall	Friends of the Urban Forest
•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	•Adult Participants •Basic Job Skills	•Cleaning and Monitoring portable restroom and JC Decaux toilets •Adult Participants •Basic Job Skills	•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)

Workforce Development

9916 – Public Service Aide / Pre-Apprenticeship Classification



166 Public Works Positions

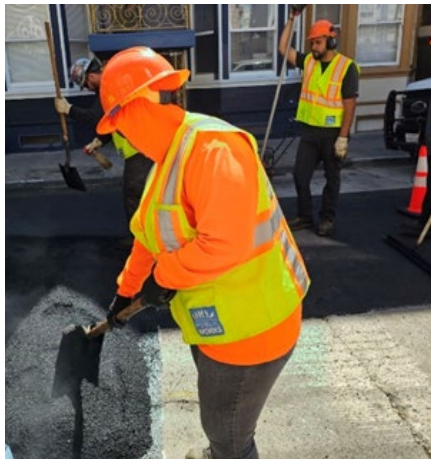
78 Human Services Agency Positions

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

\$25-an-hour compensation rate and represented by Laborers Local 261.

Workforce Development

Public Works Apprenticeship Programs



Laborer Apprenticeship:

2 laborer apprentices hired in FY25

13 worked in FY25

All were formerly 9916 Public Service Aides with Public Works.

Plumber Apprenticeship:

2 plumber apprentices hired.

Workforce Development

Highlights

Upcoming Apprenticeships:

Cement Mason Apprenticeship*

*Availability of apprenticeships depends on agreements with the unions and sufficient ratio of permanent staff in those job classifications

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 2024-2025, the Community Programs team organized **1,282 volunteer events** and reached **30,083 volunteers**.

Four Volunteer Programs

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

Community Development Projects

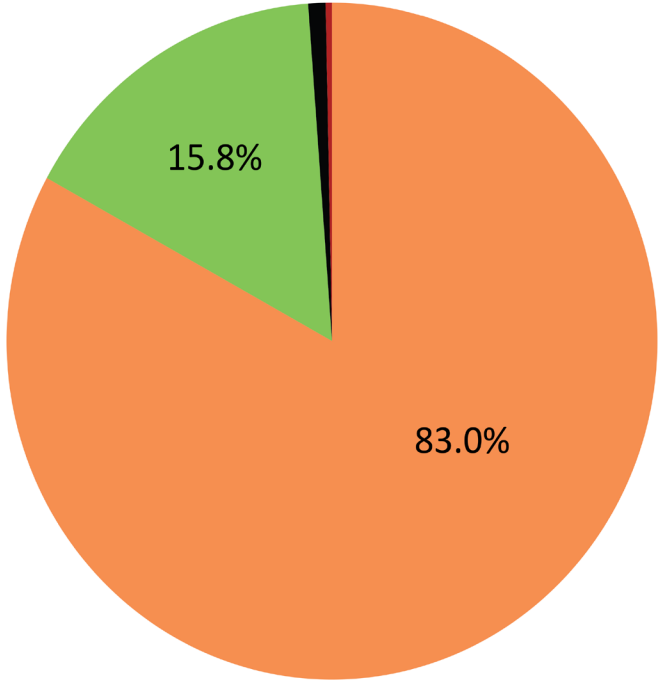
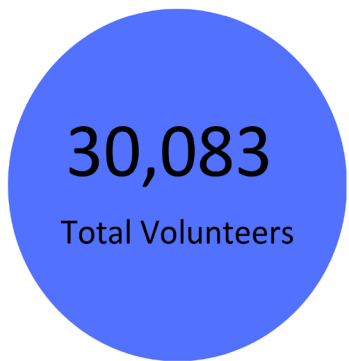
Anti-Litter School Assemblies

Event Planning (External / Internal)

- Arbor Day Fair
- 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, Green Benefit District and Community Benefit Districts.

Community Programs: Event Stats for FY 2024-2025



1,282 Total Volunteer Events

- Adopt-A-Street Community Cleanups (1,064)
- Street Parks Gardening Days (203)
- Neighborhood Beautification Days (11)
- Graffiti Wipeouts (4)



28,250 trash bags collected



1,106 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), Manny's, Russian Hill Neighbors, Refuse Refuse SF, Ocean Beach Café, SFUSD schools, Dogpatch Neighborhood Association.

Community Programs: Graffiti Watch



Volunteers are provided with abatement supplies and can paint over graffiti on City furniture and City property.

Volunteers watch a training video and learn to identify and tackle various graffiti issues.

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

Our partnership with Tenderloin Community Benefit District and other CBDs leads to faster abatement response, more community engagement and more graffiti wipeout events with new volunteers.

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

Community Programs: Street Parks



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

Stewards can borrow tools, receive guidance, schedule green waste pickups and wood chip deliveries and request lane closures.

This program allows community members to transform Public Works assets into open green spaces, community gardens, gathering spaces, safer staircases and more.

Frequent collaborators: other bureaus (BUF, Landscape Architecture, BSES), Glen Park Greenway, Athens Avalon Green Space, California Native Plant Society Yerba Buena Chapter, Portola Neighborhood Association, district supervisors.

Community Programs: Street Parks Highlight



Once a year, 120-200 Lick-Wilmerding High School students volunteer at three to six nearby Street Parks — giving back to the Excelsior, Portola, Ingleside and Glen Park neighborhoods. Students mulch, prune and remove ivy and litter.

This annual volunteer day has taken place each October/November since 2021.

FY 2024-2025 was noteworthy: we supported three large scale volunteer days — November 15, January 14, and May 2.



Community Programs team collaborates with Lick-Wilmerding High School's Public Purpose Program to plan these projects, recruit Street Parks, schedule debris pickups and provide tools and staffing.

Great example of our partnerships with Street Parks and local schools.

Community Programs: Neighborhood Beautification Days



24 years running, formerly known as Community Clean Team Day.

11 workdays held January-November that rotate through a different supervisorial district every month; each event includes 7-12 projects.

Instrumental way for us to turn constituents' ideas into reality; collaborate with district supervisors; and showcase some of the work that we do daily with volunteers.

Since the post-pandemic reboot, 80-180 volunteers typically attend each event. Many Public Works employees also volunteer on their days off.

Most popular event is usually in March, coinciding with Arbor Day Fair.

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

Community Programs: Community Development Projects



Residents can beautify City-owned spaces with murals, sidewalk benches, small libraries, tiled staircases, plaques, string lighting, planters, sculptures, rain gardens and more. Projects are usually funded by the Community Challenge Grant.

Above and beyond regular City maintenance.

May take 1-5 years from start to finish.

Community Programs staff provides guidance, approval and letters of support to residents.

The Love Our Neighborhoods Permit launched in July 2025. The new permit lowers fees and streamlines the permitting process.

Frequent collaborators: other bureaus (Permits, Communications, Engineering), City agencies, City Attorney's Office, City officials.

Community Programs: Love Our Neighborhoods Permit



For the last few years, Community Programs staff was actively involved in the development of the Love Our Neighborhoods Permit.

- Help craft the permit legislation
- Triage Community Challenge Grant project proposals from Street Park stewards and the public
- Provide guidance and standard operating procedures on Community Development Projects to Public Works staff
- Advocate for street park stewards and share their perspectives and struggles
- Help organize the launch event in July 2025
- Assist staff with the soft rollout of the permit application
- Assess project proposals and determine the permit tier
- Provide feedback on the permit website

Frequent collaborators: other bureaus (Permits, Communications, Engineering), City agencies, City Attorney's Office, City officials.

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, 13-18 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 18 stations and 547 total attendees at the 2025 Open House. Record turnout!

Employee Health Fair — an annual flu shot clinic and wellness and health fair for employees. Employees can learn about various healthcare options during the open enrollment period. 250-400 attendees, 15-20 vendors.

Community Programs: Anti-Litter School Assemblies



Before 2020, Community Programs staff visited local schools often and did large Giant Sweep presentations. In spring 2025, long-time staff infused their experience from the old presentations into developing three new Anti-Litter Zero Waste presentations. Each presentation targets a different age group.

In September 2025, Anti-Litter Zero Waste Presentations launched at Visitacion Valley Middle School. 300+ students attended the assemblies and committed to ongoing weekly school yard cleanups.

There are 3 main components:

- Education. Students learn about litter and how litter can harm pets and the environment.
- Action. Students participate in litter cleanups and/or gardening workdays.
- Lasting impact. Students pledge to keep their community clean and inspire their families and friends to do the same.

Frequent collaborators: SFUSD, SF Environment

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.

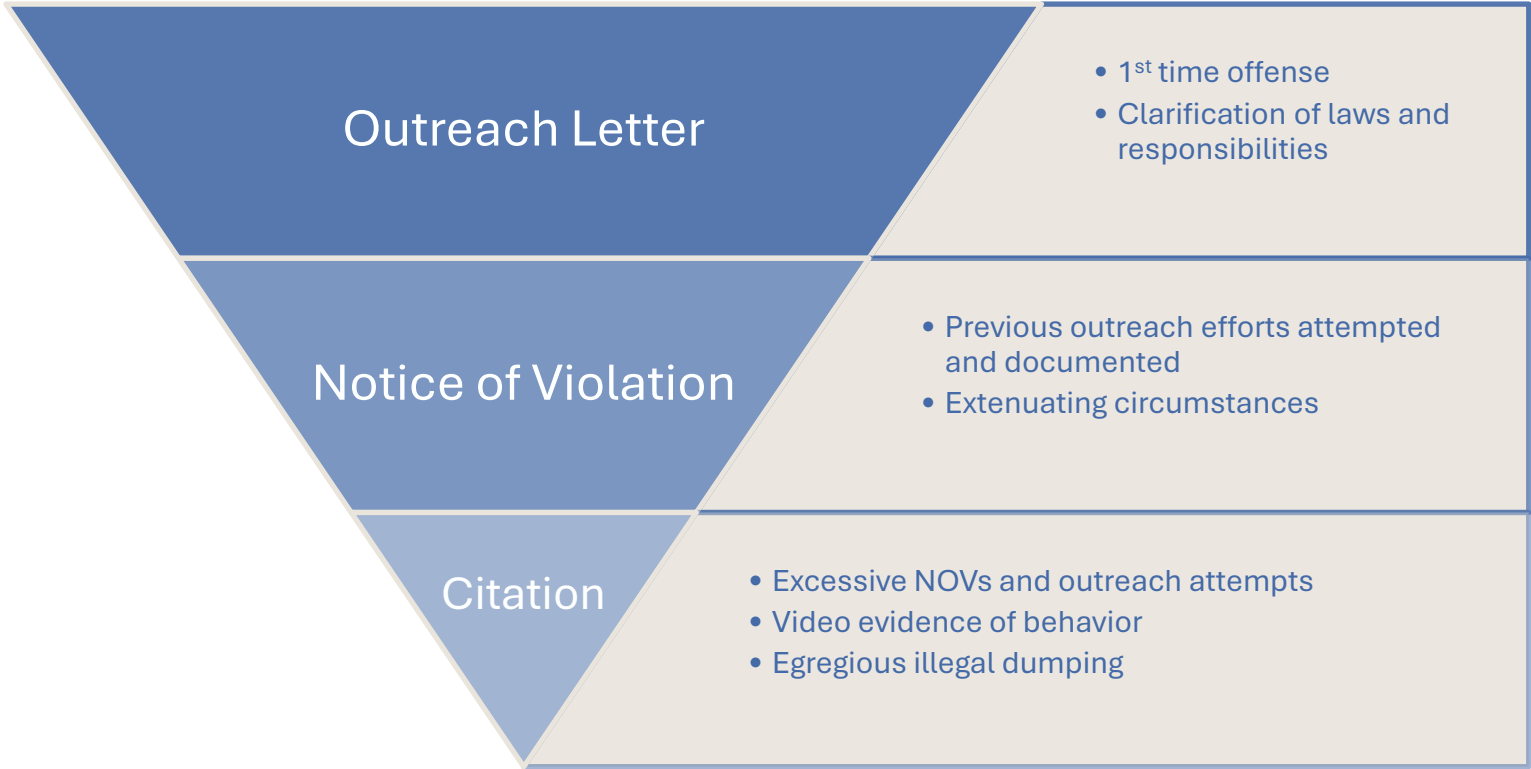
Escalation for Non-Compliance: If individuals or entities fail to comply after being informed of the regulations, the outreach coordinator escalates the issue to enforcement teams, potentially leading to penalties or other corrective actions.

Outreach and Enforcement: One Team – One Dream

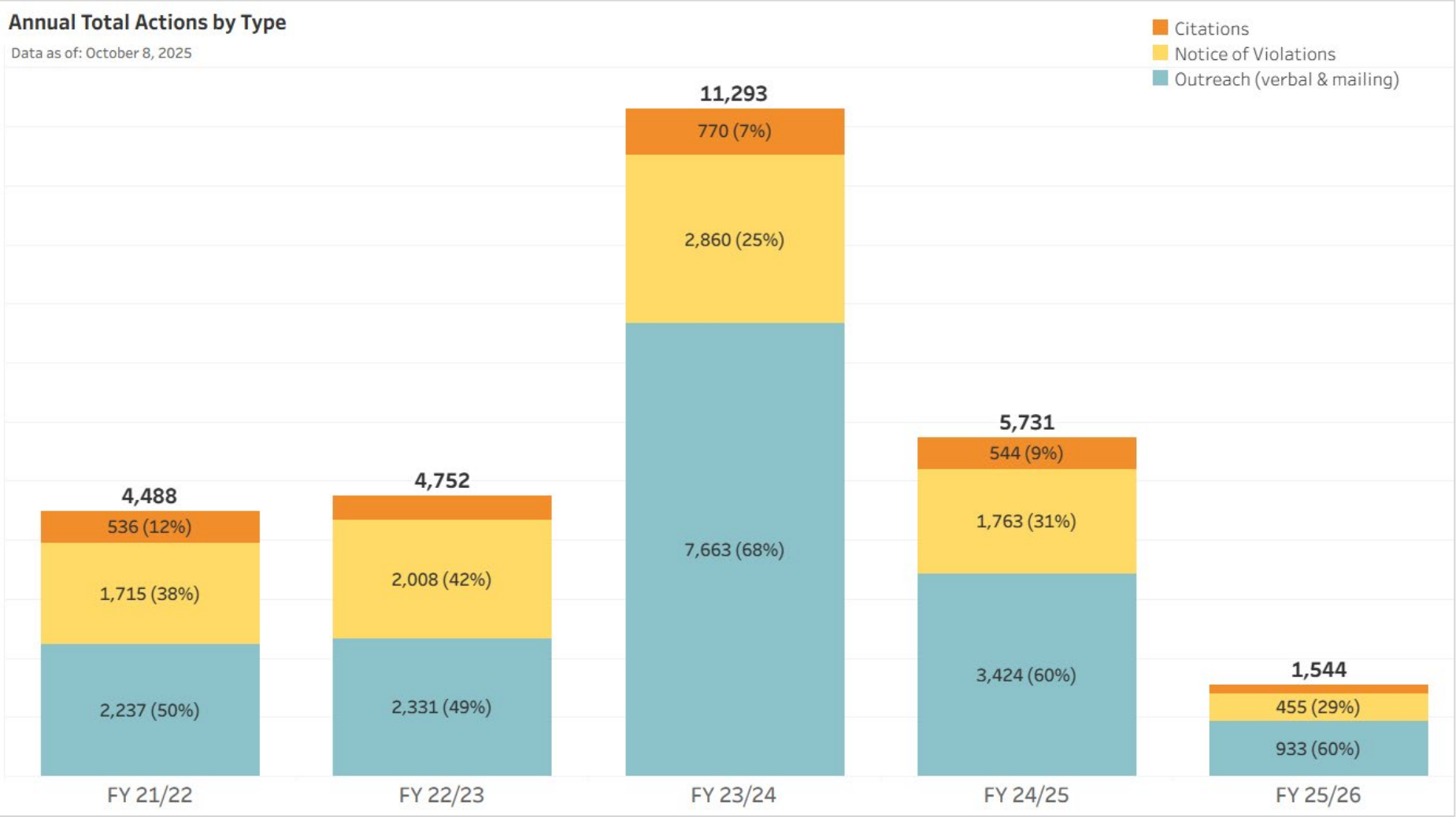
Code Section	Violation Description	1st Violation	2nd Violation	3rd Violation	Additional Violations
MHC 40(a)	Failure to Remove Dog Feces	\$ 100.00	\$ 200.00	\$ 300.00	\$ 300.00
MHC 40(b)	Failure to Possess a Container Suitable for the Removal of Dog Feces	\$ 100.00	\$ 200.00	\$ 300.00	\$ 300.00
MHC 280	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

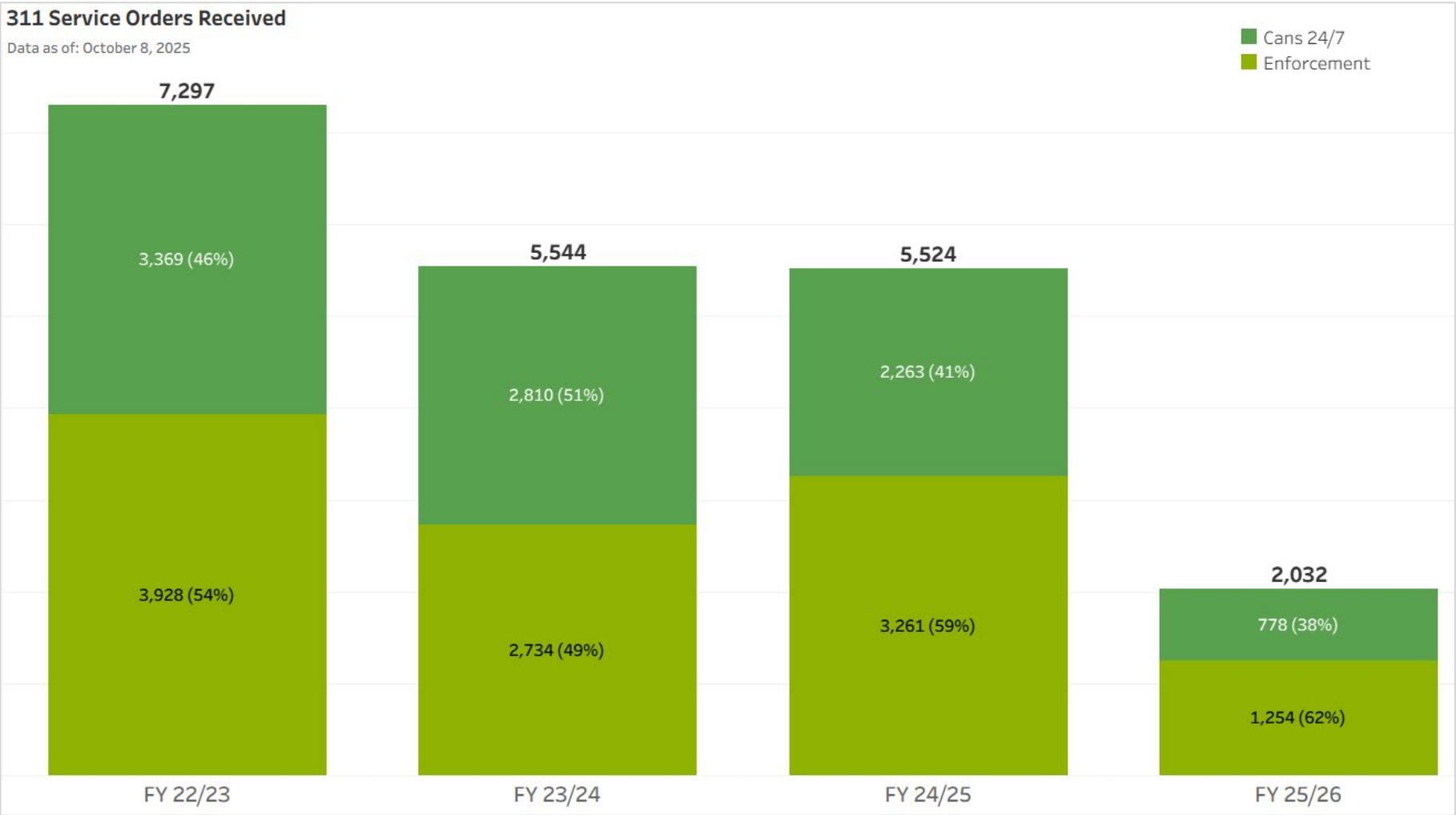


In FY 2023-2024, there were 6 total outreach coordinators, one per zone.

Due to staff departures, only 3 outreach coordinators were left in FY 2024-2025. Hence, the OnE Team's work output has halved.

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 requests have stabilized, probably due to ongoing public education campaigns, merchant walks, and stronger relationships with neighborhood associations and Community Benefit Districts. For instance, the OnE Team regularly attends Sunday Streets tabling events to answer questions about illegal dumping and promote our volunteer programs.

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.

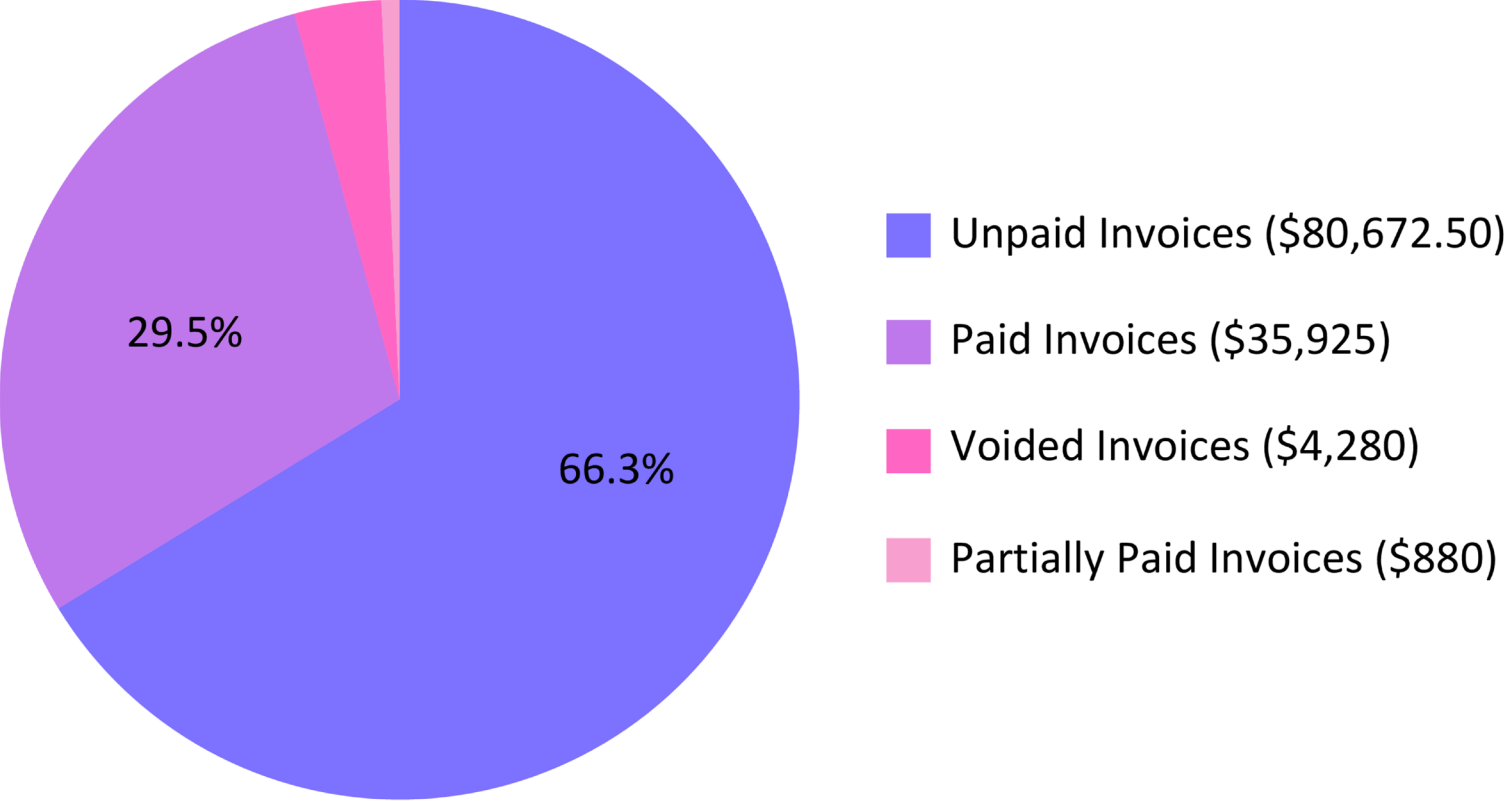
- **Partnership with SF Environment on Sidewalk Bins**

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 2024-2025



OnE Team issued 517 citations for a total of \$121,757.50.

Only \$35,925 was collected from those citations.

Much of our financial loss — \$80,672.50 — 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.

Community Engagement Team: Looking Ahead



Overcoming Staffing Challenges

A prior staffing analysis by the Department of Human Resources delayed our ability to fill critical vacancies. The issue is expected to be resolved in the upcoming fiscal year, allowing us to bring on much-needed new hires and strengthen division capacity.

Street Parks Summit

Planning is underway for the first Street Parks Summit — a fun, informative event to connect and celebrate new Street Park Stewards.

More Partners for Neighborhood Beautification Day Events

We are looking for more community partners and sister agencies to promote and/or collaborate with on our monthly Neighborhood Beautification Day events.

Love Our Neighborhoods Permit & Workflow

Since launching the Love Our Neighborhoods (LON) permit in July 2025, we've gathered valuable community feedback. As more Community Development Projects roll out and the Community Challenge Grant program returns this fall, we'll work with partner bureaus to refine the permit process, improve response times, and make it easier for residents to beautify their neighborhoods.

Flock Illegal Dumping Cameras

We're finalizing implementation of the Flock Video System to deter and investigate illegal dumping.





QUESTIONS?