

Public Works Oversight and Department Reporting

Including Functions That Could Transfer from Commission to Other Entities and Outlets

DRAFT for discussion only as of 10.6.25

Oversight Topic	Current Process and Reporting	Potential Changes/Additions to Process and/or Reporting	Notes
Contract awards and modifications	Individual contracts approved by Director or Commission (per PWC Contract Approval Delegation Policy) following bid protest period and conclusion of appeals process by PW Contract Management Administration (CMA); all contract bid and award materials published on PW website; CAO's Office of Contract Administration (OCA) reviews select PW contracts; Controller provides contract oversight through annual city audit function; state audits various contracts annually	All contracts approved by Public Works Director; Director Administrative Hearing for CEQA contracts before approval; blanket approval for street paving contracts; contract awards and supporting materials (for all city contracts) published on centralized OCA website in easily navigable location	Pre-2022 Mayor's designee (Public Works Director) approved all Public Works contracts
Delegated contracts	Report of Director's contract approvals included with PWC agendas monthly	Per above	PWC initiated report following Contract Approval Delegation Policy amendment of April 2024
Contract cost monitoring	Quarterly report template being drafted to compare scope, cost, and schedule for capital projects under PWC-approved contracts to engineer's estimate, bid award, and actual delivery	Centralized capital project oversight and public disclosure designed and managed by Capital Planning Committee for projects using any source of public funds (bonds, COPs, private-public partnerships, et al)	Template for PWC-approved contract projects expected to be reviewed by PWC this fall

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Capital project delivery monitoring	Annual update to PWC on scope, cost, and schedule of large capital projects since contract approval; individual project and contract information published on PW website (quality superior to other depts.); PW and Chapter 6 depts. meet quarterly with construction contracting community to build collaboration and improve contracting processes; city-contractor subcommittees address “pain points” and propose solutions	Include as part of Capital Planning Committee public monitoring and reporting above	Annual update includes contract awards and modifications approved by Commission and those delegated to the Director
Perennial and multi-year capital program monitoring	Annual presentation and update on large and/or ongoing citywide projects such as street paving, streetscape improvements, ZSFG campus renovations, etc.; PW annually presents to Capital Planning Committee on capital projects (except street paving)	Include as part of Capital Planning Committee public monitoring and reporting above	Annual update includes contract awards and modifications approved by Commission and those delegated to the Director
Department budget	Annual proposed budget presented at joint PWC hearing with SASC (informational); approved at subsequent PWC meeting (action); public comment on PW budget at annual BOS hearing; annual BOS Budget and Legislative Analyst (BLA) audit of dept. budget	Annual department-initiated public hearing at City Hall on proposed PW budget that conforms with state and local open meeting requirements; participate in relevant budget-focused town halls hosted by Mayor and/or members of BOS	Prior to PWC’s formation, department held annual public budget hearing at City Hall

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Department performance metrics	Annual report presented at PWC hearing as informational item; Controller's office annually audits all city depts.' performance; additional performance audits completed on request by BOS	Submit annual written report on PW performance metrics to BOS; PW would issue press release when report is submitted and post annual data on dept. website (under "Reports" section); present report at public committee hearing if requested by BOS member	Comprehensive reporting initiated by PWC with PW staff; refinement of and improvements to inhouse annual metrics report will continue through FY 2025-26
Department head hiring and firing	Minimum of three qualified candidates submitted by PWC to Mayor when needed to fill PW Director position	Authority and hiring process placed with mayor	Year-long process executed and completed by PWC in calendar year 2023
Public forum for voicing concerns about department operations and/or requesting assistance	Public comment opportunity at each PWC meeting, with Director and senior staff in attendance; public comment opportunity at existing monthly Director's Administrative Hearings; public comment made at BOS meetings; PW govt. relations team works with BOS to troubleshoot constituent complaints and develop legislative solutions to problems when needed; PW staff participate in >1,000 community volunteer events annually and receive feedback on work and policy; staff also attend public meetings a minimum of 1x/week, responding to all invitations; program for school presentations being launched; staff increasing participation on CBD boards and coordinating public services	Annual Public Works town hall (in-person or webinar) with Director and senior staff six months after budget hearing (i.e. two semiannual citywide meetings); PW also could host and publicize a "Meet the Director" session at monthly Neighborhood Beautification volunteer workday in each Supervisorial district	Public comment infrequently used to date at PWC meetings

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Opportunity for public to call attention to and request action on specific department problems	Same as above; BOS holds hearings on specific issues and directs changes/actions as needed	If current BOS process needs to be more robust or more formal effort needed for large or multi-dept. issues, BOS or Mayor could establish temporary special task force or committee, with public representation, to recommend solutions by specified deadline	Task force sunsetted and disbanded after project completion