



Item 10 - Commission Responsibilities Under Proposition B

August 25, 2022

Responsibilities Under Proposition B

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

Sanitation & Streets 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

Sanitation & Streets Commission - Mandate

Prop B – Sanitation and Streets Commission Shall:

- Beginning on September 1, 2022... exercise all the powers and duties of boards and commissions
- Review and evaluate data regarding street and sidewalk conditions, including but not limited to data collected by the Department, and annual reports generated by the Controller;
- Establish minimum standards of cleanliness for the public right of way, and set baselines for services to be administered by the Department;
- Approve all contracts proposed to be entered into, provided that the Commission may delegate this responsibility to the Director of the Department, or the Director's Designee;
- Perform an annual cost analysis evaluating whether there are inefficiencies or waste in the Department's administration and operation;
- 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 4.139(c)(1)

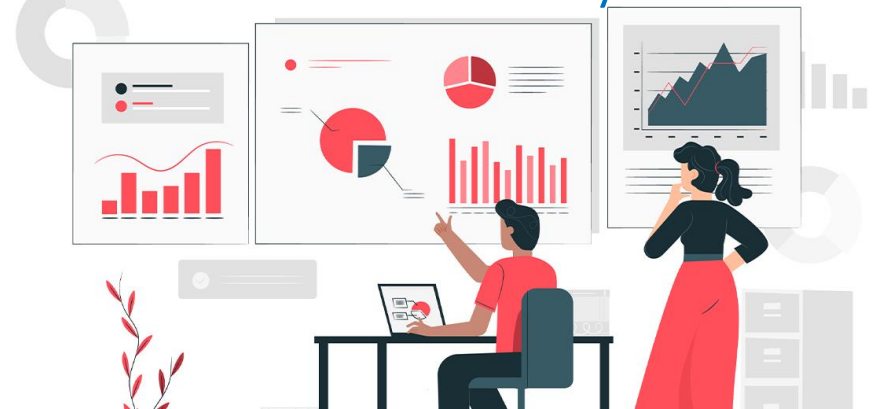
- review and evaluate data regarding street and sidewalk conditions, including but not limited to data collected by the Department, and annual reports generated by the Controller;

Recommendation

- Receive monthly reports and presentations rotating between three topics.
- 22 key measures identified + 26 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

Street Cleaning

Status	Measure
Ready	# of street & sidewalk cleaning requests (311)
	% of street & sidewalk cleaning requests responded within service level agreement (48 hours)
	# of litter receptacle service orders (311)
	Number of curb miles mechanically swept
	Percent of San Franciscans who rate the cleanliness of their neighborhood streets and sidewalks as good or very good (Biennial City Survey)
	Tons of debris collected
Under Development	Controller's Office Proposition C
	Bag and tag
	Encampment resolutions (proactive)
	Corridor clean-ups (proactive)
	# of street & sidewalk cleaning requests (proactive)
	Special projects (parades, conventions, etc)

Mandate – Performance and Data Evaluation Graffiti

Status	Measure
Ready	Percentage of graffiti requests abated within 48 hours (public property)
	Percentage of graffiti requests on private property inspected within three days
	Volume of graffiti service orders received (private)
	Volume of graffiti service orders received (public)

Mandate – Performance and Data Evaluation

Central Operations

Program	Status	Measure
Outreach & Enforcement	Ready	# of outreach, notices and citations issued
Community Programs	Under Development	# clean-ups / events / volunteers
		# of volunteer hours
		Tonnage from clean-ups / events / volunteers
Fleet	Under Development	Repair time
		Age of fleet
Workforce development	Under Development	Pit Stops
		# of people entering apprentice and pre-apprentice programs
		# of people exiting apprentice and pre-apprentice program into relevant jobs
Radio Room	Ready	# of monthly requests

Mandate – Performance and Data Evaluation

Urban Forestry

Program	Status	Measure
Street Tree Inspection & Maintenance, Median Maintenance, Inspection	Ready	# of tree inspections conducted
		Status of StreetTreeSF (# of trees completed, awarded, unassigned) since 7/1/2017
	Under Development	# of trees planted
		# of sidewalk landscaping permits issued
Cement Shop	Ready	Units installed (i.e., plants planted; linear ft of medians maintained)
		# of cement shop projects completed
		Units built (i.e., linear feet of curb repaired; curb ramps built; sq. ft. sidewalk repaired)

Mandate – Performance and Data Evaluation

Street Repair

Status	Measure
Ready	Number of blocks of City streets paved or preserved by SSR
	Number of pothole service orders received
	Percentage of 311 pothole service requests responded to within 72 hours
	Square footage of patch paves
	Square footage of voids/depressions paved
	MTA traffic control devices installed
	# of curb ramp asphalt conforms completed
	Linear foot of crack sealing
	After hour responses to emergencies
	Cost for providing blocking trucks to City-wide events
Under Development	Cost per block paved
	Number of potholes filled (proactive + reactive)
	Measurement (TBD) for Great Highway Work
	Measurement (TBD) special assignments (k-rail installs, mud/rockslides, illegal dumping/homeless encampments assistance, MTA quick builds, other department/bureau projects, etc.)

Mandate – Performance and Data Evaluation

Building Repair

Status	Measure
Ready	# of corrective and project service orders received by client
	# of corrective and project service orders received by shop
	% of estimates that convert in projects
Under Development	Results from client satisfaction surveys
	Actual cost versus estimated cost for project service orders
	Actual duration versus estimated duration for project service orders
	Time from “work assigned” to “in progress” status
	TBD – public infrastructure work (plazas, bridges, tunnels, structures)

Mandate – Performance and Data Evaluation

Other Metrics

Bureau	Status	Measure
Urban Forestry	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 services
		Identifying relevant benchmarks for select Key Performance Indicators

Mandate – Minimum Standards of Cleanliness, Service Baselines

Charter Section 4.139(c)(2) – part 1

- Establish minimum standards of cleanliness for the public right of way, and set baselines for services to be administered by the Department

Recommendation

- Rely on Controller’s Office **Proposition C** with methodological changes/ caveats proposed by the department.

CHARTER SECTION F1.102. STREET, SIDEWALK, AND PARK CLEANING AND MAINTENANCE.

(a) The Services Audit Unit shall conduct annually a performance audit of the City's street [and] sidewalk... maintenance and cleaning operations. The annual audit shall:

1. Include quantifiable, measurable, objective standards for street [and] sidewalk... maintenance, to be developed in cooperation and consultation with the Department of Sanitation and Streets [and] the Department of Public Works;
2. Based upon such measures, report on the condition of each geographic portion of the City;
3. To the extent that standards are not met, assess the causes of such failure and make recommendations of actions that will enhance the achievement of those standards in the future;
4. Ensure that all bond funds related to streets...are spent in strict accordance with the stated purposes and permissible uses of such bonds, as approved by the voters.

Outside of the audit process, the City departments charged with cleaning and maintaining streets, sidewalks, and parks shall remain responsible for addressing individual complaints regarding specific sites, although the Controller may receive and investigate such complaints under Section F1.107.

Mandate – Minimum Standards of Cleanliness, Service Baselines

Charter Section 4.139(c)(2) – part 2

- Establish minimum standards of cleanliness for the public right of way, and **set baselines for services to be administered by the Department**

Recommendation

- Provide service baselines in **three ways for each bureau:**

Budget

- \$XM annually



of FTE's

- X # of employees



List of services

Examples:

- Mechanical street sweeping
- Trash can placement
- Hot spot crew
- Alley crew

Mandate – Contract Approvals

Charter Section 4.139(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 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 – Annual Cost Analysis

Charter Section 4.139(c)(4)

- Perform an **annual cost analysis evaluating whether there are inefficiencies or waste** in the Department’s administration and operations

Charter Section F1.102(b)

- The Services Audit Unit shall conduct annually a cost and waste analysis evaluating whether there are inefficiencies or waste in the administration and operations of the Department of Sanitation and Streets, and the Department of Public Works or inefficiencies or waste in the division of labor between the two departments. The annual audit shall make quantifiable, measurable recommendations for the elimination of inefficient operations and functions, and shall include:
 1. Consolidation of duplicative and overlapping activities and functions;
 2. Integration and standardization of information maintenance systems that promote interdepartmental sharing of information and resources;
 3. Departmental accounting for expenditure of resources in terms of effectiveness of the service or product delivered;
 4. Departmental deployment and utilization of personnel, the City’s personnel procurement system, and reforms to enhance the quality of work performance of public employees; and
 5. Methods of operation to reduce consumption and waste of resources.

Recommendation

- **CON to present proposal to commission in spring 2023.** Details are currently TBD, pending FY22/23 CON work plan.

Mandate – Hiring and Vacancy Reporting

Charter Section 4.139(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 seven 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"> • Operations Division Overview • Employee and Department Development • Street Cleanliness Challenges (focused street cleaning presentation #1)
Oct 2022	<ul style="list-style-type: none"> • Central Operations bureau presentation • Street Environmental Services bureau presentation • Street Environmental Services and Central Operations performance measure report • Director hiring update (closed session)
Nov 2022	<ul style="list-style-type: none"> • Proactive cleaning (focused street cleaning presentation #2) • Urban Forestry bureau presentation • Urban Forestry performance measure report
Dec 2022	<ul style="list-style-type: none"> • Routine maintenance (focused street cleaning presentation #3) • Establishing Minimum Standards of Cleanliness • Street and Building Repair bureau presentation • Street and Building Repair performance measure report
Jan 2023	<ul style="list-style-type: none"> • Budget hearing • Street Environmental Services and Central Operations performance measure report • Special Events (focused street cleaning presentation #4)
Feb 2023	<ul style="list-style-type: none"> • Budget vote • Racial Equity Action Plan progress report • Urban Forestry performance measure report

Program Calendar

Month	Report Content
Mar 2023	<ul style="list-style-type: none">• Hiring and vacancy report• Street and Building Repair performance measure report
Apr 2023	<ul style="list-style-type: none">• Controller's Proposed Methodology for the Annual Cost/Waste Report• Street Environmental Services and Central Operations performance measure report
May 2023	<ul style="list-style-type: none">• Urban Forestry performance measure report
Jun 2023	<ul style="list-style-type: none">• Director and Secretary reviews (Closed Session)• Commission performance report and discussion• Street and Building Repair performance measure report
Jul 2023	<ul style="list-style-type: none">• Organizational meeting• Street Environmental Services and Central Operations performance measure report
Aug 2023	<ul style="list-style-type: none">• Urban Forestry 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 committee scheduling

