



SANITATION AND STREETS COMMISSION
CITY AND COUNTY OF SAN FRANCISCO

London N. Breed, Mayor

Correspondence Log
October 8, 2022 through November 14, 2022

Date Received	From	Subject
October 17, 2022	Rachel Alonso, Prop B Project Director	Response through Chair regarding SAS and Public Works job descriptions



Date: October 17, 2022

To: Sanitation and Streets Commission
Chair Maryo Mogannam
Vice Chair Ike Kwon
Thomas Harrison
Kimberlee Hartwig-Schulman
Christopher Simi

Through: Carla Short, Interim Public Works Director

From: Rachel Alonso, Prop B Project Director

CC: Douglas Legg, Deputy City Administrator

Subject: Response Through Chair Regarding SAS and Public Works Director Job Descriptions

Date of Request of Department Staff: October 17, 2022

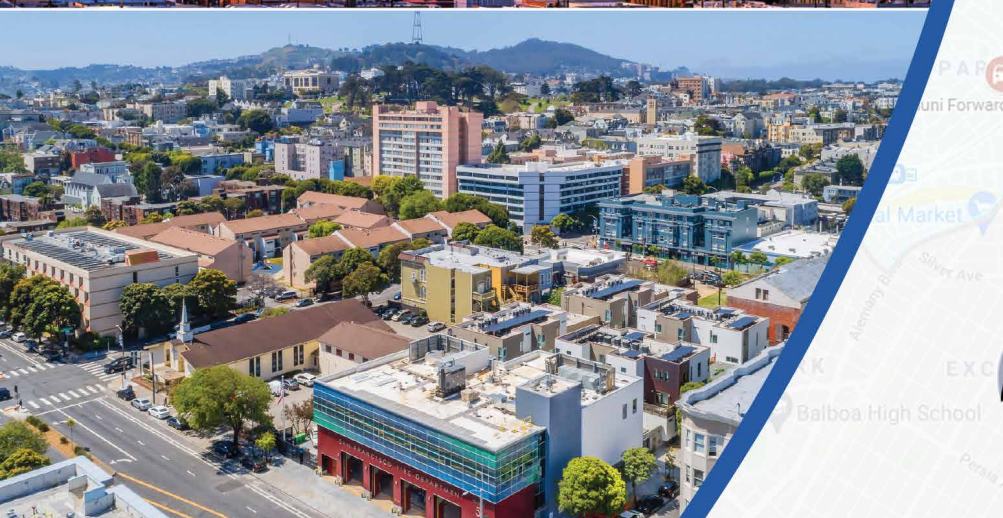
Request of Department Staff: Chair Mogannam requested copies of the draft Sanitation and Streets Director job description and the previous and revised Public Works Director job descriptions.

Response: The requested three job descriptions are attached. The initial Public Works Director brochure from Bob Murray & Associates was posted online in early 2022. The Sanitation and Streets Director job description was drafted in spring 2022. In fall 2022, the Public Works Director job description was revised to reflect changes associated with the potential passage of Proposition B on November 8, 2022.

Additional Actions: Chair Mogannam and the other SAS commissioners shall work with the executive recruiting firm hired by the Department of Human Resources (DHR) to hire a permanent department director. If Proposition B passes on November 8, 2022, the SAS commission will work with an executive recruiting firm still to be determined and the DPW commission to hire a Public Works Director. If Proposition B does not pass on November 8, 2022, the SAS commission will work with the recruiting firm CPS HR Consulting to hire a Sanitation and Streets Director.

Attachments:

1. Public Works Director initial job brochure
2. Revised SAS Director draft job description
3. Revised Public Works Director draft job description



SAN FRANCISCO PUBLIC WORKS

PUBLIC WORKS DIRECTOR

**BOB MURRAY
& ASSOCIATES**
EXPERTS IN EXECUTIVE SEARCH

THE COMMUNITY

San Francisco is one of the most dynamic cities in the world, enriched by diverse communities, cultural attractions and natural beauty etched by the Pacific Ocean, San Francisco Bay, and hilly terrain. It is a city that is at once steeped in history and open to new ideas – a city of innovation and hope. With 880,000 residents and a daytime population that swells north of 1.2 million, San Francisco is a formidable economic hub, with tourism, tech, life sciences and global business contributing to a booming economy. At the same time, thousands of small and locally owned businesses, from restaurants to independent bookstores, are critical to the City's economic vitality.

San Francisco is a city rich with diverse neighborhoods, including the oldest and largest Chinatown in North America, the Castro that gave rise to the gay rights movement and the Mission that serves as the cultural hub of the City's Latinx community. New mixed-use neighborhoods are growing from old industrial districts, highlighted by Treasure Island, Mission Bay, China Basin, and the Hunters Point Shipyard. Renowned for having the most artists and arts organizations per capita in the nation, the arts scene boasts everything from world-class opera, symphony and ballet and prominent museums to pop-up art galleries, experimental theater, and open-mic nights. With the Giants baseball and Warriors basketball teams, professional sports have a strong following in San Francisco. The temperate climate also makes the 220 parks, beaches and waterfront promenades popular destinations for locals and visitors. All this packed into 47 square miles.

Despite all the wonderful aspects of the City – and there are many – San Francisco, like major urban hubs throughout the United States, faces challenges fueled by economic disparities, racial divisions, climate change and substance use addictions. But with those challenges come opportunities to make a positive change through government action. San Francisco's Public Works Director is often at the forefront of forging solutions.

San Francisco has a robust political scene, rooted in neighborhood activism, and long has been at the forefront of environmental and social justice causes. San Francisco is the only joint city-county government in California and is governed by the Mayor, who serves as the chief executive and is elected citywide, and an 11-member Board of Supervisors, the legislative body elected by district. San Francisco also has an elected City Attorney, District Attorney, Public Defender, Sheriff, Assessor-Recorder and Treasurer-Tax Collector.

THE DEPARTMENT

San Francisco Public Works is a department in transition. In 2021, City voters approved a ballot measure to split Public Works in two as of October 1, 2022, creating a new Sanitation and Streets Department that will



encompass the department's Operations work, including street cleaning, street and sewer repair, urban forestry, building repair and community programs. The newly configured Public Works department will retain its focus on capital projects, with a professional staff of engineers, architects, landscape architects, construction managers, surveyors and inspectors. This includes the design and management of projects critical to the vitality and resiliency of a 21st-century urban center. Among the projects: new streetscapes, playgrounds, recreation centers, fire stations, health centers, transit facilities and libraries. With a capital portfolio that exceeds \$3 billion and a staff of approximately 800, the reach is vast. The Public Works team also includes professional engineers who focus on keeping the public right of way and public structures, such as roads, bridges, stairways, retaining walls and hillsides safe and resilient.

Public Works will continue to provide administrative support, including finance, training, communications, IT and human resources, for the new department for a two-year transition period. Support may continue beyond that initial period by agreement between the two departments. The Director of Public Works will perform the duties of the Director of Sanitation and Streets in an acting capacity until the Sanitation and Streets Commission appoints the new department's director. The Director of Public Works currently reports to the Mayor. The Director will report to the Commission once it is established in July 2022, but will continue to be a part of the executive branch and be accountable to the Mayor. Public Works relies on a large roster of partnerships to help deliver capital projects, including contractors and other government agencies. The department's work is guided by the principles of diversity, equity and inclusion. The core values of integrity, responsiveness and respect strengthen the department's foundation.



THE POSITION

The Public Works Director, under broad policy direction, creates the mission and long-term vision of the department, based on effective responsiveness to the public and/or client needs. The Director oversees the development of strategic plans and interim goals; establishes policies and determines priorities; adjusts plans to respond to emerging and/or urgent issues; directs the allocation of resources to achieve timely and effective outcomes and measurable goals within budget guidelines as defined by City Charter and serves as the workforce appointing authority.

Essential job functions of the position include, but are not limited to, the following:

- Directs the development and timely implementation of departmental goals, policies, and strategic plans; manages the allocation of resources and service levels to meet constituent needs.
- Oversees the operation of all departmental functions, activities, and programs; sets objectives and monitors the performance of subordinate staff engaged in defined activities.
- Determines the organizational structure, staff assignments, service levels and administrative systems required to accomplish a department's mission in an effective and efficient manner.
- Beginning July 1, 2022, reports to the new commission regarding department programs and initiatives; coordinates activities with other City departments; represents the department before and/or provides information to other commissions, boards, committees, and representatives from federal, state, and local agencies, as well as community organizations.
- Oversees financial long-term planning; directs the preparation and implementation of the department's annual budget; monitors expenditures to ensure adherence to the approved budget.

THE IDEAL CANDIDATE

The City is seeking a collaborative Public Works Director with strong leadership skills, unimpeachable integrity, a can-do attitude, and proven management capabilities to effectively oversee and guide San Francisco Public Works toward established goals. The new Director will be analytical, politically astute and possess excellent communications skills, both oral and written. The ideal candidate will have exceptional relationship-building skills and strive to improve staff morale through open communication, inclusiveness, and teamwork, creating an environment of trust and mutual respect. Strengthening partnerships with other City agencies will be key.



The City is looking for candidates with demonstrated experience in administration, priority-based budgeting, management, strategic planning, succession planning and reorganization, community partnerships and experience working in a union environment. The selected candidate will be an honest, professional and ethical leader who is willing to make decisions for the greater good of the department and the community through a racial equity lens. The ideal candidate will be customer service-oriented and have a strong and engaged presence in the community. The Director must be responsive to resident concerns and needs and willing to make tough decisions based on best practices, data, and thoughtful policy.

They will be a strategic thinker, problem-solver and skilled public works generalist who can comfortably and effectively represent the City to address San Francisco's challenges that fall within the public works portfolio.

The successful candidate should have knowledge of the principles and practices of construction and public works functions; City policies and procedures governing inspections and maintenance; methods, materials and techniques employed in public works construction; technical, legal, and financial procedures involved in the conduct of municipal public works programs; codes, ordinances, resolutions and other laws affecting San Francisco Public Works; methods of preparing designs, plans, specifications, estimates, reports and recommendations relating to streets, sewers, and other public works areas; principles and practices of effective organizational management and continuous improvement; recent developments, current literature and sources of information in municipal public works administration; principles of organization, administration, budget,



personnel management and project management; and a commitment to successful employee and community engagement around equity, inclusion and diversity.

QUALIFICATIONS

This position requires a bachelor's degree and two (2) to ten (10) years of administrative and supervisory responsibility. Qualified candidates must also have technical training or management experience consistent with their degree. Public Works communications and financial management experience is highly desirable.

COMPENSATION

The annual salary range for the Public Works Director is \$218,530 to \$278,850; an extended salary range is available dependent upon experience and qualifications. The City also provides an excellent benefits package, including:

Health - Management Cafeteria Plan. The City provides management employees with flex credit earnings, which can be spent on the premium contributions for a variety of pre-tax and post-tax benefit options, such as medical and dental plans, disability insurance, additional life insurance and long-term care insurance, paid via payroll deduction.

Management Leave - 5 days per year.

Vacation Leave - 10 days per year (after one year of service); 15 days per year (after five years of service); 20 days per year (after 15 years of service).

Sick Leave - 13 days per year.

Holiday Leave - 12 paid holidays per year.

Floating Holiday - 5 days per year.

Pension Benefits - Most employees are eligible for pension of 2.3% at age 65, based on their highest three-year average salary.

Retirement -

- A 2.0% mandatory contribution to the City's Retiree Health Care Trust Fund; and
- An 11.5% mandatory employee retirement contribution for Fiscal Year 2021-22; and
- A 7.65% mandatory contribution to Federal Insurance Contributions Act (FICA)

Additional benefits information available in the City's Employee Handbook.

TO APPLY

If you are interested in this outstanding opportunity, please apply online at:

www.bobmurrayassoc.com

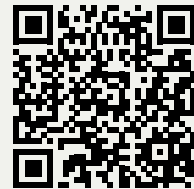
Filing Deadline:

Open Until Filled

Following the closing date, resumes will be screened according to the qualifications outlined. The most qualified candidates will be invited to interview with Bob Murray and Associates. A select group of candidates will be asked to provide references once it is anticipated that they may be recommended as finalists. References will be contacted only following candidate approval. Finalist interviews will be held with the City and County of San Francisco. Candidates will be advised of the status of the recruitment following selection of the Public Works Director.

If you have any questions, please do not hesitate to call Ms. Valerie Phillips at:

(916) 784-9080



THE COMMUNITY

San Francisco is one of the most dynamic cities in the world, enriched by diverse communities, cultural attractions and natural beauty etched by the Pacific Ocean, San Francisco Bay, and hilly terrain. It is a city that is at once steeped in history and open to new ideas – a city of innovation and hope. With 880,000 residents and a daytime population that swells north of 1.2 million, San Francisco is a formidable economic hub, with tourism, tech, life sciences and global business contributing to a booming economy. At the same time, thousands of small and locally-owned businesses, from restaurants to independent bookstores, are critical to the City’s economic vitality. San Francisco is a city rich with diverse neighborhoods, including the oldest and largest Chinatown in North America, the Castro that gave rise to the gay rights movement and the Mission that serves as the cultural hub of the City’s Latinx community. New mixed-use neighborhoods are growing from old industrial districts, highlighted by Treasure Island, Mission Bay, China Basin, and the Hunters Point Shipyard. Renowned for having the most artists and arts organizations per capita in the nation, the arts scene boasts everything from world-class opera, symphony and ballet and prominent museums to pop-up art galleries, experimental theater, and open-mic nights. Despite all the wonderful aspects of the City – and there are many – San Francisco, like major urban hubs throughout the United States, faces challenges fueled by economic disparities, racial divisions, climate change and substance use addictions. But with those challenges come opportunities to make a positive change through government action.

BACKGROUND

In 2021, San Francisco voters approved a charter amendment to split up San Francisco Public Works and spin off a new department that would focus solely on front-line services: street cleaning; street tree maintenance and planting; median landscape maintenance; street and sewer repair; and the repair and renovation of City-owned buildings and facilities.

The new Department of Sanitation and Streets is set to launch on October 1, 2022, as a 24/7 operation with 800 employees that provides both scheduled, routine services and emergency-services to ensure that San Francisco’s roads and public safety and health care facilities are safe and functioning around the clock.

The ballot measure that created the new department focused extensively on the need to improve the cleanliness of San Francisco’s public right of way. The steps to get there are complex, requiring the right mix of resources, innovation, accountability, public buy-in and political will. Coordination with health and human services, as well as law enforcement, will be key to advance citywide initiatives to improve environmental street conditions in San Francisco.

Working under the direction of a 5-member commission, with members appointed by the Mayor, Board of Supervisors and City Controller, the department’s inaugural director will shape the department and set priorities.

The new department will have the following responsibilities:

- Clean streets and curbs using mechanical street sweepers, remove graffiti, add, remove and replace litter receptacles; oversee manual cleaning work crews; and run special operations for citywide initiatives, such as encampment resolutions.
- Maintain and plant trees; maintain landscaped medians; repair sidewalk and build curb ramps through its cement shop; and run volunteer greening and cleaning programs and conduct outreach and enforcement of government codes pertaining to maintaining a clean public right of way.
- Maintain City streets, including repair and replacement of asphalt, concrete, brick, cobblestone, and tile surfaces, through the filling of potholes, slurry sealing, and roadway reconstruction.
- Provide full-service repair and maintenance services, such as carpentry, electrical, plumbing, locksmith, roofing, flooring and glazier work, for civic buildings and facilities.
- Manage the Pit Stop public toilet program and apprenticeship programs.

Until at least 2023, the Department of Sanitation and Streets will share administrative functions with San Francisco Public Works, including human resources, IT, finance, contracting, communications and training.

JOB DUTIES

The Director of Sanitation and Streets will:

- Oversee the operation of all departmental functions, activities, and programs; sets objectives and monitor the performance of subordinate staff engaged in defined activities;
- Develop the department budget, monitor and adjust expenditures throughout the fiscal year to stay within the adopted budget; and advocate for additional resources, as needed, to meet real-time demands;
- Determine the organizational structure, staff assignments, service levels and administrative systems required to accomplish the department's mission in an effective and efficient manner;
- Support implementation of the department's Racial Equity Action Plan and empower racial equity leaders on staff to ensure that action items are implemented, tracked, measured, and kept transparent;
- Lead operations to ensure the delivery of dependable and equitable services to and resources for San Francisco's diverse communities, especially those that are disenfranchised;
- Represent the department at government and commission hearings and community meetings, brief the Mayor and members of the Board of Supervisors on department matters, collaborate with the Mayor's Office and other City departments on citywide initiatives, meet regularly with Caltrans, nonprofit workforce development organizations, Recology, Community Benefit Districts and other entities involved in the upkeep of the public right of way;
- Prepare and present reports and correspondences and be a confident public speaker;

- In consultation with Human Resources, resolve personnel and labor disputes and respond to union inquiries; and
- Receive, investigate and respond to complaints involving department personnel.

THE IDEAL CANDIDATE

The ideal candidate for the position of Director of Sanitation and Streets must demonstrate:

- The highest level of ethical integrity, accountability and professionalism both in leading a diverse organization and in personal conduct;
- An ability to lead and manage the department's deputies on projects, services and financial matters, including funding, personnel management and administration, procurement and contract administration; the desire and ability to work in a high-demand, fast-paced, high-profile environment;
- Knowledge of regulations, procedures and best practices pertaining to public works operations and cleaning and maintenance of high traffic or publicly accessible areas;
- An understanding of the intersection between racial equity and organizational change, with the goals of elevating the potential of all employees and nurturing a positive workplace environment, which in turn can lead to improved performance and the delivery of service;
- Experience working collaboratively with governmental agencies and community stakeholders, and excel in an environment that values teamwork;
- A proven track record achieving goals on time and on budget;
- A willingness to promote a culture that embraces innovation, data and metrics, as well as value human experience and insights;
- Being comfortable working in an active labor environment where consensus and positive relationships are practiced;
- Successful experience in supervising large, diverse groups and using training, mentoring and delegation to achieve desired outcomes; and
- An ability to think strategically to contribute to the City's overall success;

Education, Licenses and Experience:

This position requires a bachelor's degree and eight (8) years of professional experience via technical training or management experience in environmental services or the maintenance, sanitation, or cleaning of public spaces. Experience must demonstrate knowledge of best practices regarding cleaning and maintenance of high-traffic or publicly accessible areas. Six (6) years of the above experience must be in a managerial role supervising staff.

Possession of a valid California Motor Vehicle Operators License. Out of State valid Motor Vehicle Operator's license will be accepted during the application process.

PAY AND BENEFITS PACKAGE

The normal annual salary range for the Sanitation and Streets Director is \$229,996 to \$293,488. Appointment above the maximum of the normal range may be considered based on documented and substantiated recruitment and retention issues or exceptional skills. A special approval process is necessary for appointment above the normal salary range. The City also provides an excellent benefits package, including:

Health – Management Cafeteria Plan. The City provides management employees with flex credit earnings, which can be spent on the premium contributions for a variety of pre-tax and post-tax benefit options, such as medical and dental plans, disability insurance, additional life insurance and long-term care insurance, paid via payroll deduction.

Management Leave – 5 days per year.

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Sick Leave – 13 days per year.

Holiday Leave – 12 paid holidays per year.

Floating Holiday – 5 days per year.

Pension Benefits – Most employees are eligible for pension of 2.3% at age 65, based on their highest three-year average salary.

Retirement –

- A 2.0% mandatory contribution to the City's Retiree Health Care Trust Fund; and
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Additional benefits information available in the City's Employee Handbook.

TO APPLY

If you are interested in this outstanding opportunity, please apply online at: **XXX**

Filing Deadline:

Month, Day, Year

Following the closing date, resumes will be screened according to the qualifications outlined. The most qualified candidates will be invited to interview with CPS HR Consulting. A select group of candidates will be asked to provide references once it is anticipated that they may be recommended as finalists. References will be contacted only following candidate approval. Finalist interviews will be held with the City and County of San Francisco. Candidates will be advised of the status of the recruitment following selection of the Sanitation and Streets Director.

If you have any questions, please do not hesitate to call **XXXXXX** at **(XXX) XXX-XXXX**.

THE COMMUNITY

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Despite all these captivating aspects of the City, San Francisco, like major urban centers throughout the United States, faces challenges fueled by economic disparities, racial divisions, COVID-driven workforce changes, global warming and substance-use addictions. But with those challenges come opportunities to make a positive change through government action. San Francisco's Public Works Director is often at the forefront of forging solutions.

San Francisco has a robust political scene, rooted in neighborhood activism, and long has been at the vanguard of environmental and social justice causes. San Francisco is the only joint city-county government in California and is governed by the Mayor, who serves as the chief executive and is elected citywide, and an 11-member Board of Supervisors, the legislative body elected by district. San Francisco also has an elected City Attorney, District Attorney, Public Defender, Sheriff, Assessor-Recorder, Treasurer-Tax Collector and Board of Education.

THE DEPARTMENT

San Francisco Public Works is one of the largest and most complex municipal operations in the City, with a 1,600-member workforce and a \$447 million annual operating budget. This year's capital programs budget nears \$100 million.

As a 24/7 operation with a multifaceted set of responsibilities, Public Works touches every neighborhood in San Francisco. The staff cleans and greens the right of way, designs and

manages construction of the City's public buildings and streets, maintains civic buildings; runs workforce development programs, keeps the right of way free of hazards, cares for the urban forest, paves the roads, builds curb ramps, repairs bridges and public stairways, oversees mapping and subdivisions and partners with community volunteers to keep neighborhoods clean and beautiful.

The department is divided into four divisions – Operations, Infrastructure Design and Construction, Building Design and Construction and Finance and Administration, plus the Director's Office. The director, four deputies and the communications director make the executive team.

In the summer of 2022, the department began reporting to two 5-member commissions with split appointments by the Mayor, Board of Supervisors and City Controller. The Public Works Commission has general oversight over the department, the power to set policy and the authority to make recommendations to the Mayor for appointment of the department head and to remove the department head. The Sanitation and Streets Commission has more limited authority to set policy regarding sanitation standards and protocols and maintenance of the public right of way, as well as to evaluate data regarding street and sidewalk conditions and to establish minimum standards of cleanliness in the public right of way.

The Director reports to the commissions, but continues to be an integral part of the executive branch and is accountable to the Mayor.

Public Works relies on a large roster of partnerships to help deliver programs and projects: nonprofits, contractors, sister government agencies and volunteers. Racial equity tenets are grounded in all the department's work. The core values of integrity, responsiveness and respect strengthen the department's foundation.

THE POSITION

The Public Works Director, under broad policy direction:

- oversees the operation of all departmental functions, activities, and programs; sets objectives and monitors the performance of subordinate staff engaged in defined activities.
- determines the organizational structure, staff assignments, service levels and administrative systems required to accomplish a department's mission in an effective and efficient manner.
- supports implementation of the department's Racial Equity Action Plan and empower racial equity leaders on staff to ensure that action items are implemented, tracked and kept transparent;
- monitors operations and capital programs to ensure the delivery of consistent and equitable resources for San Francisco's diverse communities;
- reports to the commissions regarding department programs and initiatives; coordinates activities with other City departments; represents the department before and/or

provides information to other commissions, boards, committees and representatives from federal, state and local agencies, as well as community organizations.

- oversees financial long-term planning; directing the preparation and implementation of the department's annual budget; monitoring expenditures to ensure adherence to the approved budget.

THE IDEAL CANDIDATE

The City is seeking a collaborative Public Works Director with strong leadership skills, the highest level of ethical integrity, accountability and professionalism both in leading a diverse organization and in personal conduct, a can-do attitude, proven management capabilities, a strong understanding of the intersection between racial equity and organizational change and the ability to thrive in a high-demand, fast-paced, high-profile environment.

The new Director should be analytical, politically astute and possess excellent communications skills, both verbal and written. The ideal candidate will have exceptional relationship-building skills and strive to improve staff morale through open communication, inclusiveness and teamwork, creating an environment of trust and mutual respect. Strengthening partnerships with other City agencies and neighborhood and civic leaders will be key in bolstering public trust in the department.

The City is looking for candidates with demonstrated experience in administration, priority-based budgeting, management, strategic planning, succession planning and reorganization, and experience working in a union environment. The ideal candidate will be customer service-oriented and have a strong and engaged presence in the community. The Director must be responsive to resident concerns and needs and willing to make tough decisions based on best practices, data and thoughtful policy.

The successful candidate should have demonstrable knowledge of: the delivery of effective and efficient government operations in an urban environment; principles and practices of construction and public works function; City policies and procedures governing inspections, maintenance, methods, materials and techniques employed in public works construction and operations; technical, legal and financial procedures involved in the conduct of municipal public works programs; codes, ordinances, resolutions and other laws affecting San Francisco Public Works; methods of preparing designs, plans, specifications, estimates, reports and recommendations relating to streets, sewers and other public works areas; principles and practices of effective organizational management and continuous improvement; supervision of large, diverse groups; and the use of training, mentoring and delegation to achieve desired outcomes. An outstanding candidates should be curious, solutions-driven, open to new ideas and inspire confidence. The standout candidates also must embrace a commitment to successful employee and community engagement around equity, inclusion and diversity.

QUALIFICATIONS

This position requires a bachelor's degree and eight (8) years of professional experience in the public works field, such as but not limited to, engineering, architecture, landscape architecture,

the delivery of capital projects, street cleaning, infrastructure maintenance and urban forestry. Six (6) years of the above experience must be in a managerial role supervising public works professionals. Public Works communications and financial management experience is highly desirable.

COMPENSATION

The normal annual salary range for the Public Works Director is \$229,996 to \$293,488. Appointment above the maximum of the normal range may be considered based on documented and substantiated recruitment and retention issues or exceptional skills. A special approval process is necessary for appointment above the normal salary range. The City also provides an excellent benefits package, including:

Health – Management Cafeteria Plan. The City provides management employees with flex credit earnings, which can be spent on the premium contributions for a variety of pre-tax and post-tax benefit options, such as medical and dental plans, disability insurance, additional life insurance and long-term care insurance, paid via payroll deduction.

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Sick Leave – 13 days per year.

Holiday Leave – 12 paid holidays per year.

Floating Holiday – 5 days per year.

Pension Benefits – Most employees are eligible for pension of 2.3% at age 65, based on their highest three-year average salary.

Retirement –

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Additional benefits information available in the City’s Employee Handbook.

TO APPLY

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Filing Deadline:

Month, Day, Year

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If you have any questions, please do not hesitate to call **XXXXXX** at **(XXX) XXX-XXXX**.