



**Meeting Date:** November 18, 2024

**To:** Sanitation and Streets Commission

**Through:** Carla Short, Public Works Director  
DiJaida Durden, Deputy Director for Operations

**From:** DiJaida Durden, Deputy Director for Operations

**Subject:** Deputy Director of Operations Report

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**Director's Recommendation:** No recommendation, informational item.

**Executive Summary:** Over the past year, Public Works' Operations Division Bureaus have presented their performance measures to the Commission. This presentation highlights groups that support the entire division and whose function is essential to the Operations Division. The commission will hear from representatives of Public Works' Health and Safety, Fleet and Equipment Management, Tool and Supply Room, Apprenticeships and Workforce Development, and Community Programs.

**Attachments:**

- Attachment 1: Operations Division-wide Performance Report

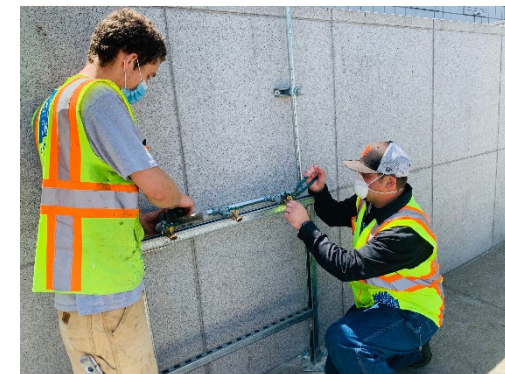


November 18, 2024

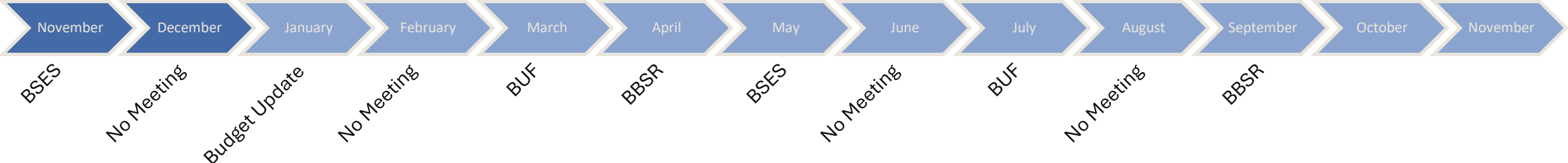
# Operations Division-wide Performance Report

DiJaida Durden

Deputy Director for Operations



# SAS Commission Timeline / Presentations



**Today's Presentation:**  
Highlighting the work of groups that support the entire division



# Operations Division By the Numbers FY23/24

**135,289**

Street Cleaning Service Orders Closed

**1,811**

Trees Planted

**23,104**

Tons of Debris Removed from San Francisco Streets

**1,495,897**

Square Feet of Streets Paved

**40,605**

Public Graffiti Service Orders Closed

**2,908**

Potholes Repaired

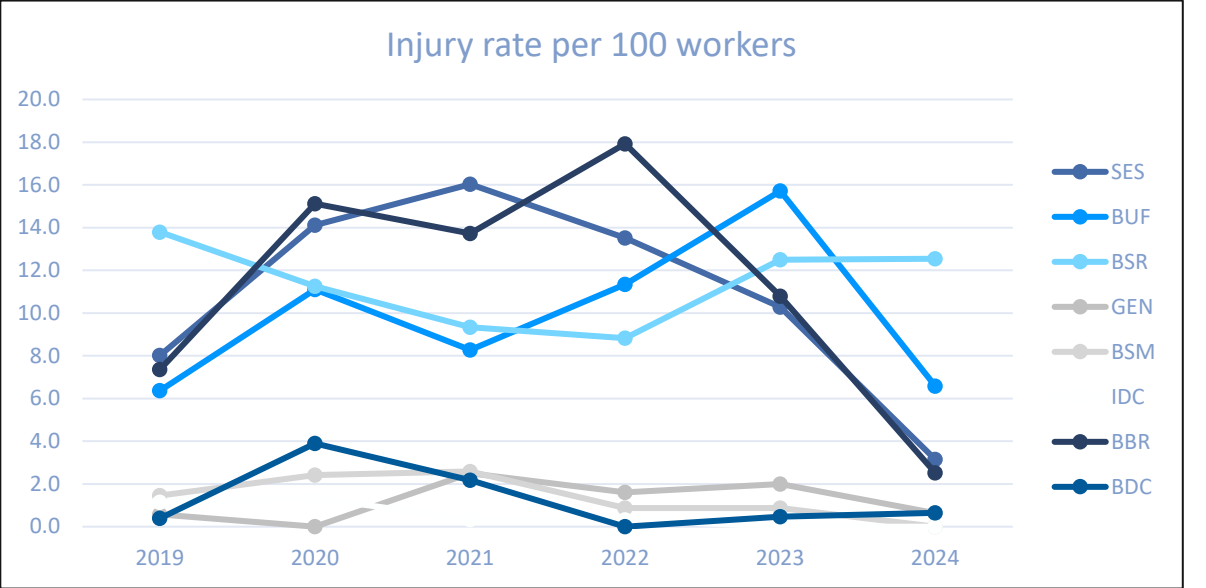
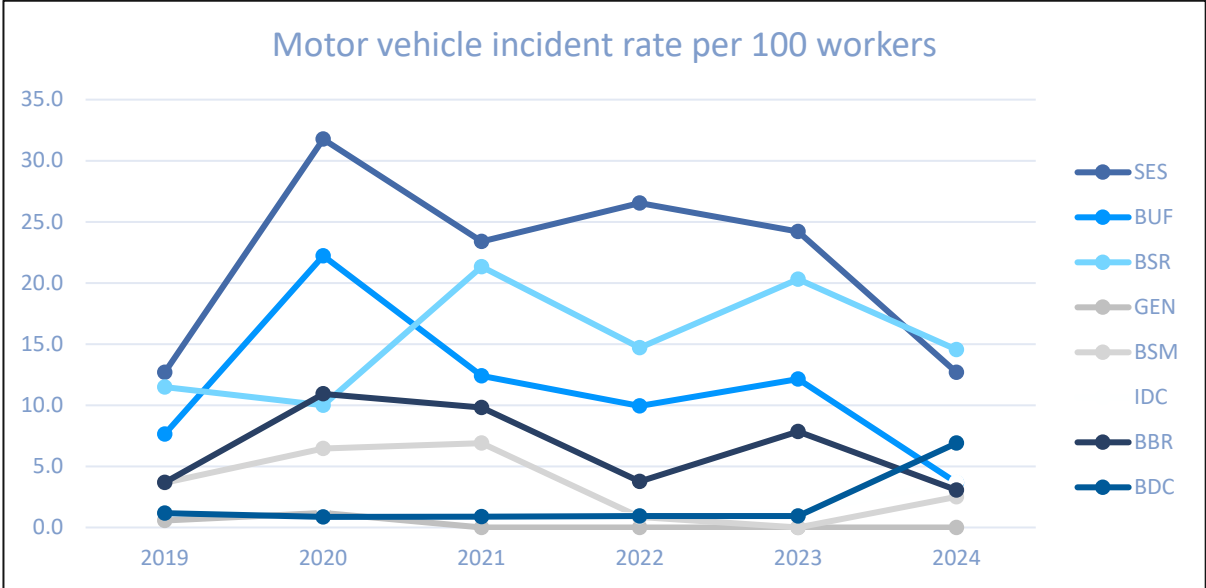
**87,761**

Square Feet of Sidewalk Repaired

**3,994**

Trees Pruned and Maintained

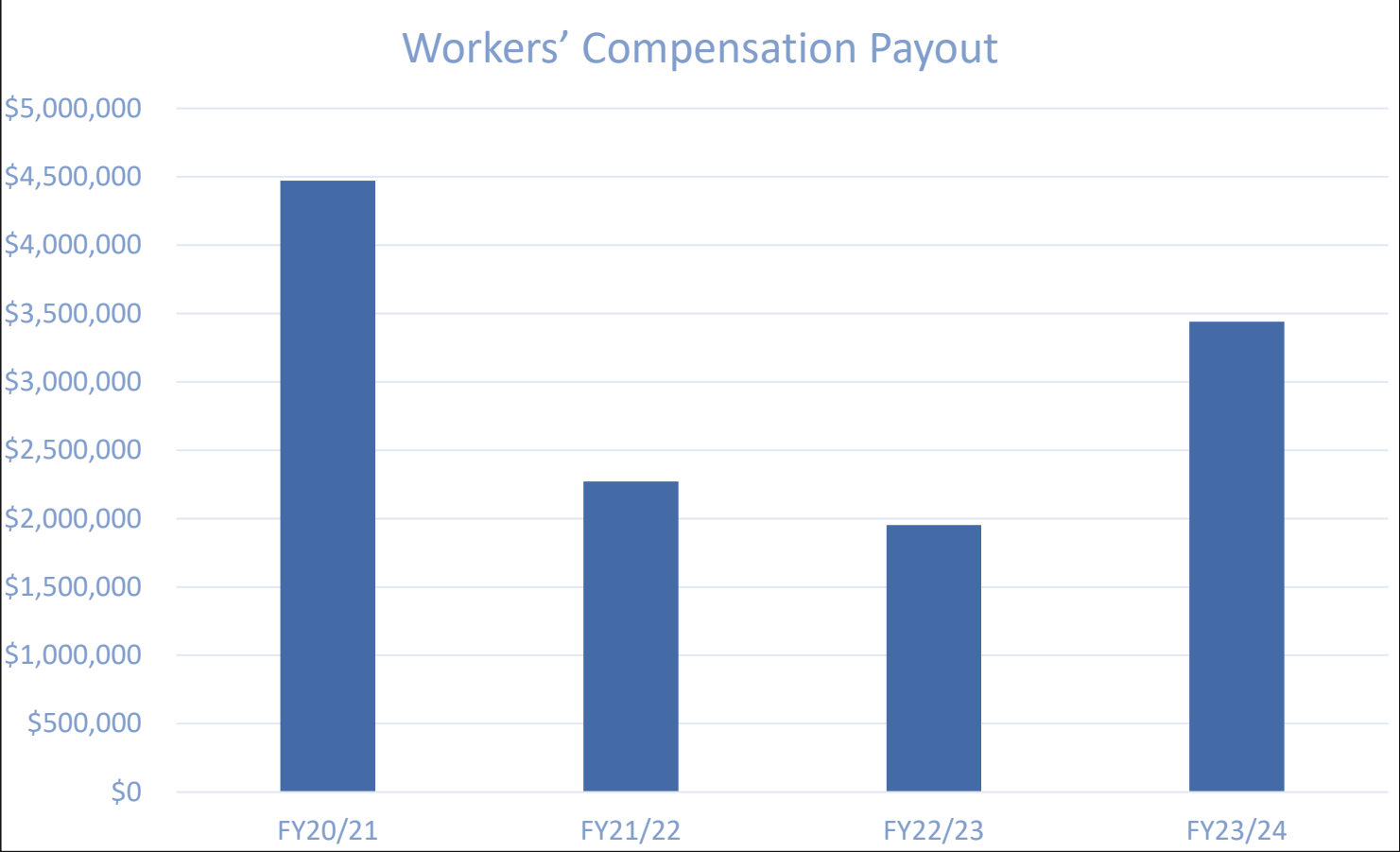
# Health and Safety



## 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.

- There is an uptick in FY24, which can be attributed to the influx of new employees.
- This measure is tracked and reported to supervisors and division management to identify training opportunities.
- Develop 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
FY20/21	40 (39%)	63 (61%)	103
FY21/22	44 (35%)	71 (65%)	125
FY22/23	66 (50%)	66 (50%)	132
FY23/24	56 (46%)	67 (54%)	123

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

### Addressing Motor Vehicle Incidents

Increasing and standardizing driver training program across all Public Works divisions.

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

Improving process after an incident with targeted retraining and updating driver training simulator.

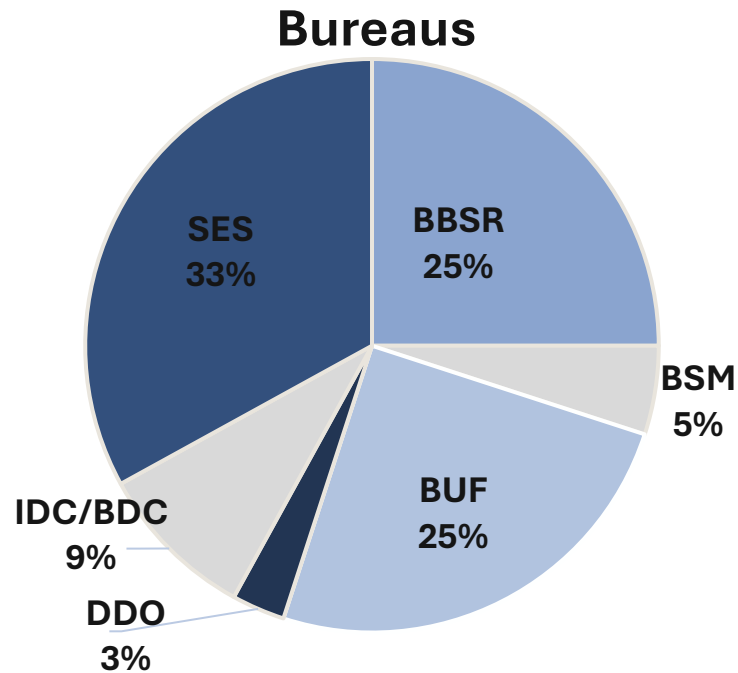


# Equipment / Fleet

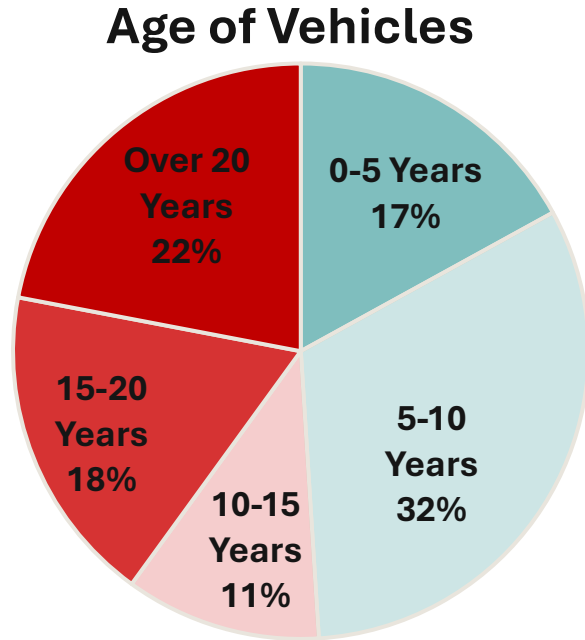


**Public Works Fleet Management** is responsible for the planning, procurement, maintenance and management of more than 1,000 vehicles and pieces of equipment.

# Equipment / Fleet

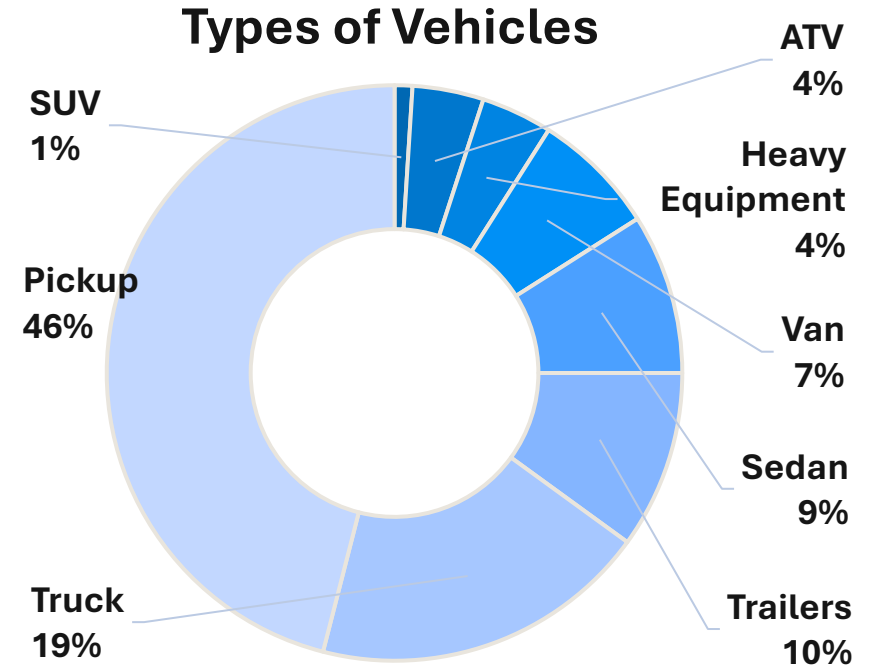


Operations Division accounts for **86%** of the entire fleet.



Average age of Operations Division vehicles is **12.5 years**

*Federal General Services Administration minimum replacement standard for light trucks is 7 years and medium trucks is 10 years*



# Equipment / Fleet

## Highlights

### Zero-Emission Vehicle Transition

California Air Resources Board mandates 100% zero-emission vehicles by 2030.

City mandate for zero-emission vehicle transition currently in place.

Funding for fleet vehicles has been a challenge in the past due to competing budget priorities. With zero-emission vehicles more expensive than gas vehicles, this makes the funding challenge even greater.

# 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

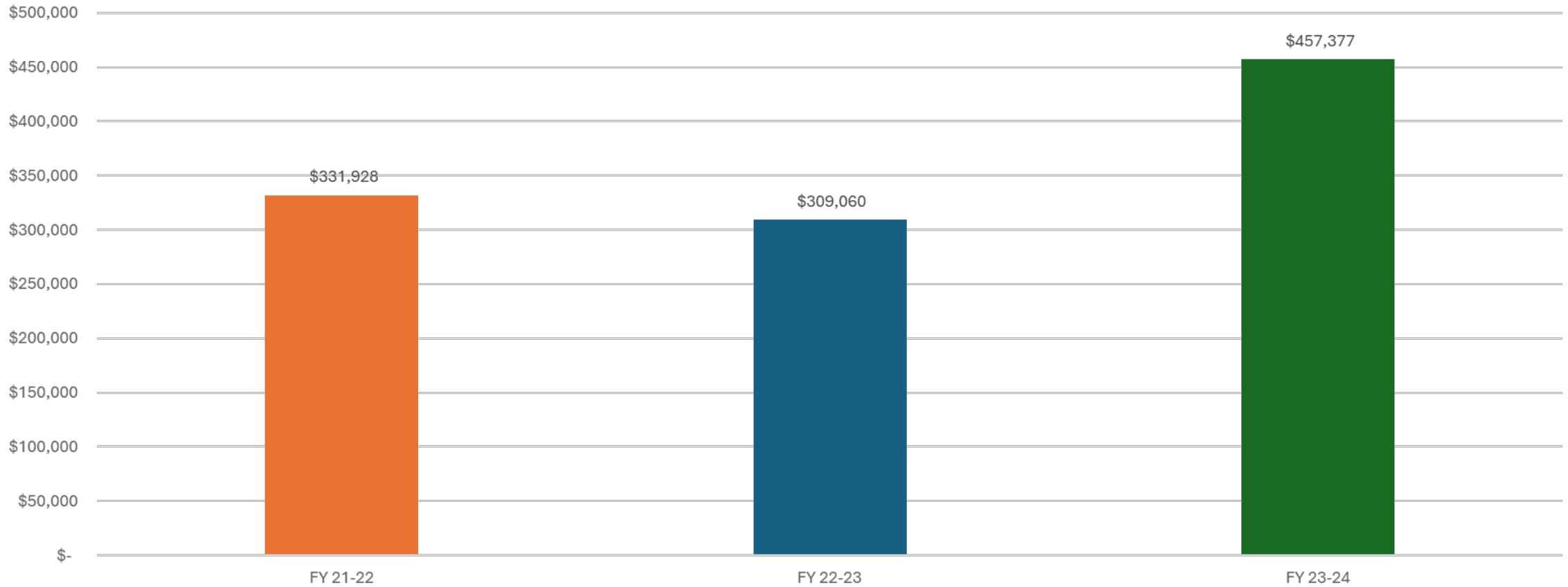
- **Maintain emergency supplies**, including **PPE**, to ensure readiness during urgent situations

## Maintain Records and Reports

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

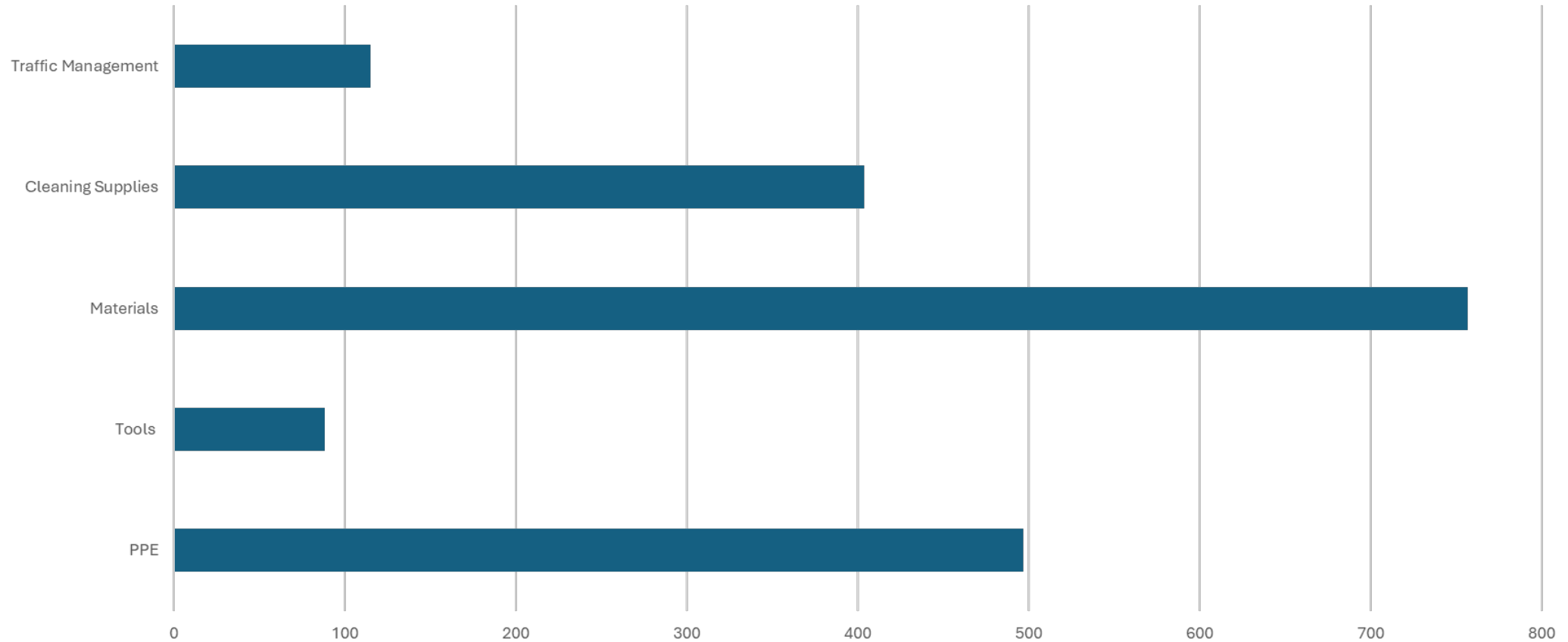
# Tool Room and Operations Supplies

Small Tools and Supplies Expenditure by Fiscal Year



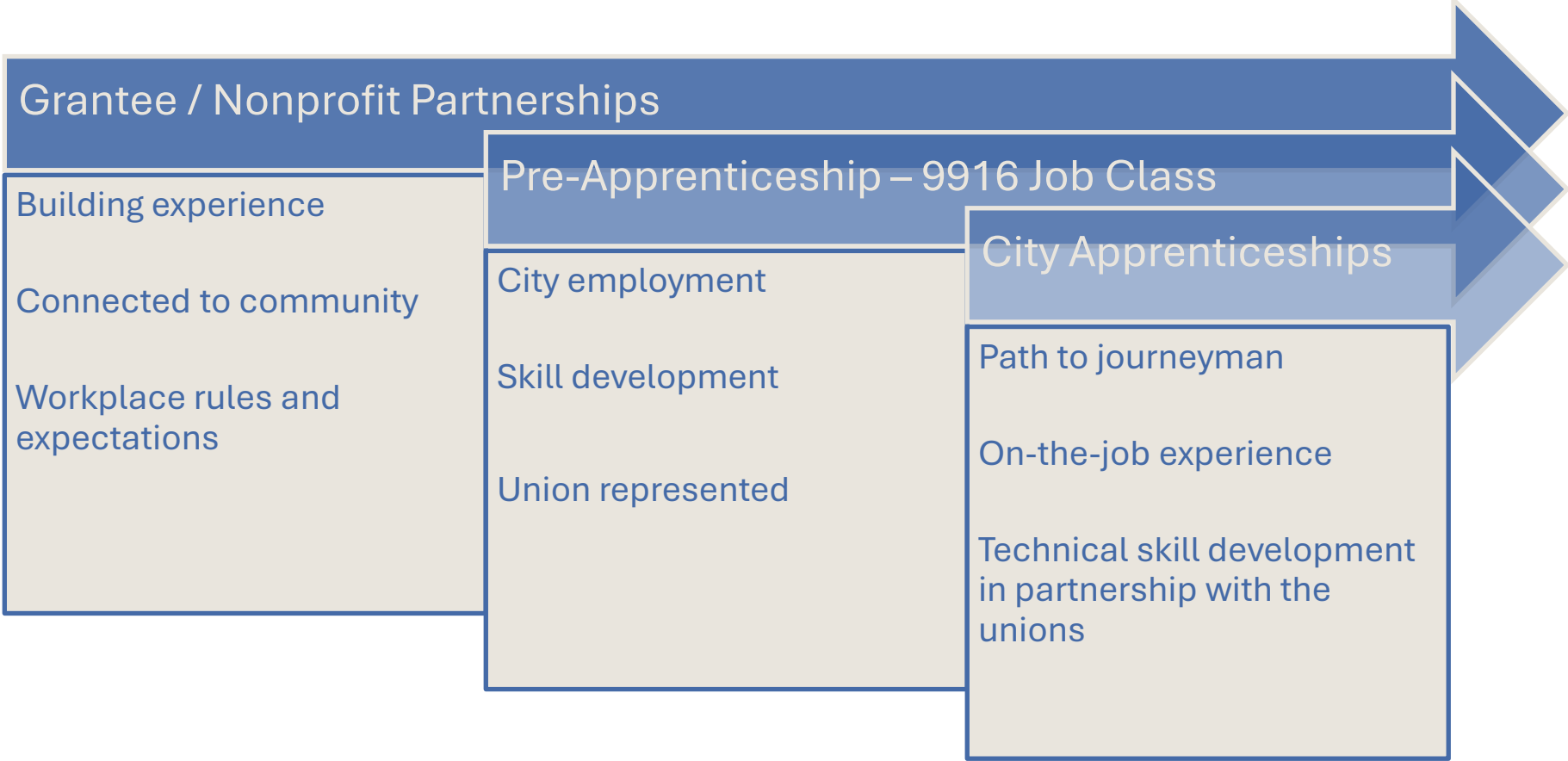
# Tool Room and Operations Supplies

Total Quantities of Items by Category September 2024



# 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.

**20** program graduates out of 114 total participants in FY23/24

### Tenderloin CBD

- Corridor Cleaning
- Adult Participants
- Basic Job Skills

### Community Youth Center

- City Can Steam Cleaning
- Adult Participants
- Basic Job Skills

### Summer Youth Program

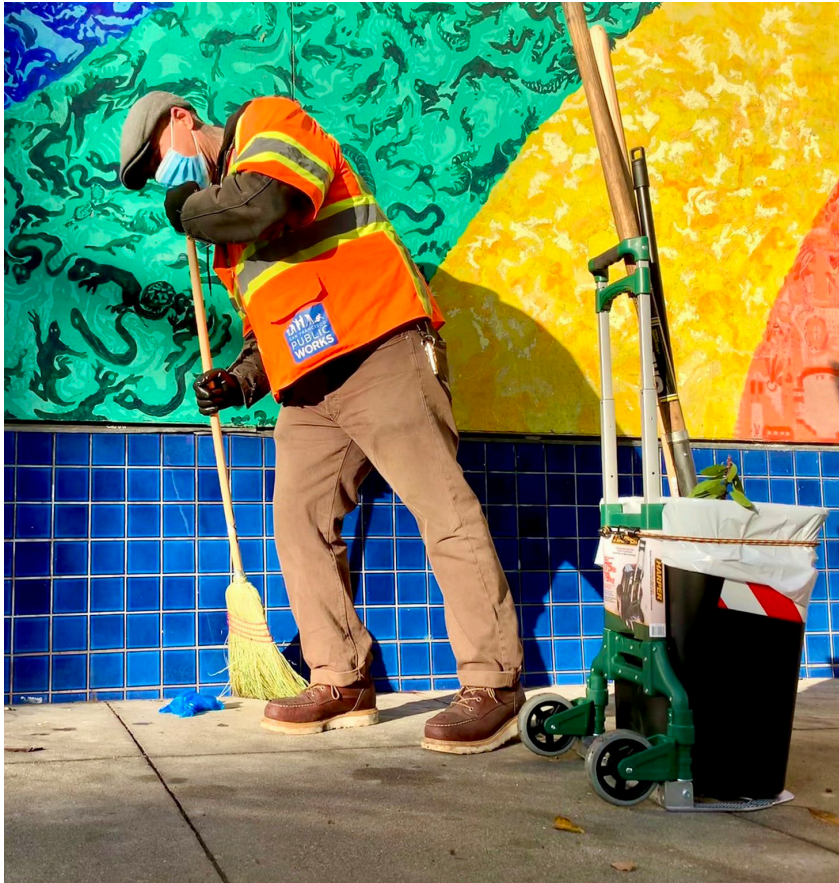
- Landscaping, Median Maintenance and Litter Removal
- High School-Aged Participants
- Basic Job Skills
- Conflict Mediation
- Team Building





# Workforce Development

## 9916 – Public Service Aide / Pre-Apprenticeship Classification



**131** Public Works Positions

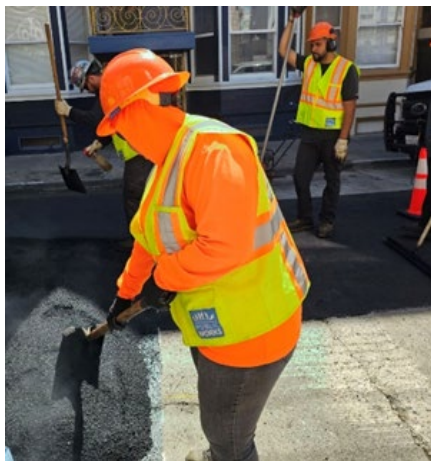
**55** Human Services Agency Positions

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:

19 laborer apprentices

Cohort of nine graduated in October 2024

All were formerly 9916 Public Service Aides with Public Works.

### Plumber Apprenticeship:

Two plumber apprentices recently graduated and accepted jobs with Public Works and the San Francisco International Airport.

# Workforce Development

## Highlights

### Upcoming Apprenticeships:

**New** Plumber Apprenticeship Cohort  
anticipated in Q3 of FY24-25

Stationary Engineering Apprenticeship\*  
Arborist Apprenticeship\*  
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**

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

# Community Programs



In Fiscal Year 2023-2024, the Community Programs team organized **1,376 volunteer events** and reached **30,737 volunteers**.

## Four Volunteer Programs

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

## Community Development Projects

### Event Planning (External / Internal)

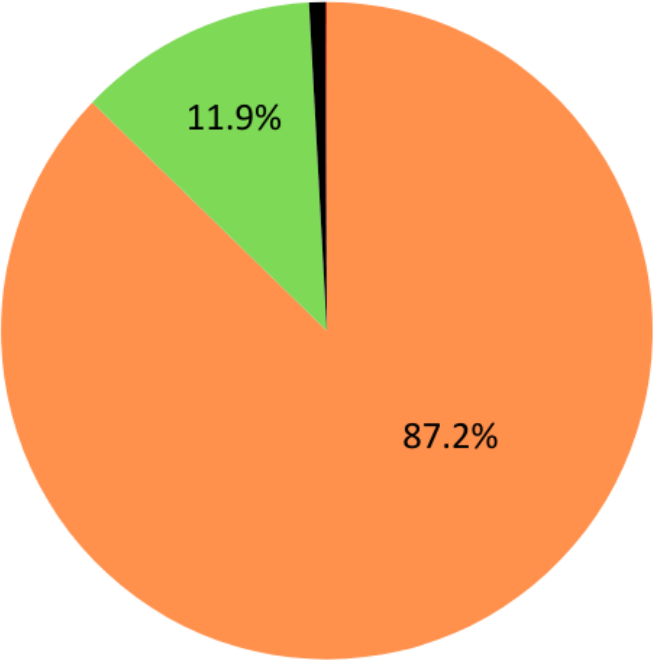
- Arbor Day Fair
- Open House at the Operations Yard
- Employee Health Fair

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 2023-2024

**30,737**  
Total Volunteers

**51,383**  
Total Volunteer Hours



- 1,376 Total Volunteer Events**
- Adopt-A-Street Community Cleanups (1,200)
  - Street Parks Gardening Days (164)
  - Neighborhood Beautification Days (11)
  - Graffiti Wipeouts (1)



30,558 trash bags collected



1,408 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), Refuse Refuse SF, Manny's, Together 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).



# 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 four 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.

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



23 years running, formerly known as Community Clean Team.

11 workdays held January-November that rotate through a different supervisory 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, Communications), SFUSD, SF Environment, Rec-Park.

# 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 will launch soon. The new permit will lower fees and streamline the permitting process.

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

The Burnside Tiled Steps project was in the planning stage during FY 2023-2024 and the installation of tiles on the stair risers was completed in FY 2024-2025. The staircase is located at 59 Burnside Ave. in the Glen Park neighborhood. Ribbon-cutting celebration on Oct. 20, 2024.

# 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 307 attendees and 18 stations at the 2024 Open House.

**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.

# 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

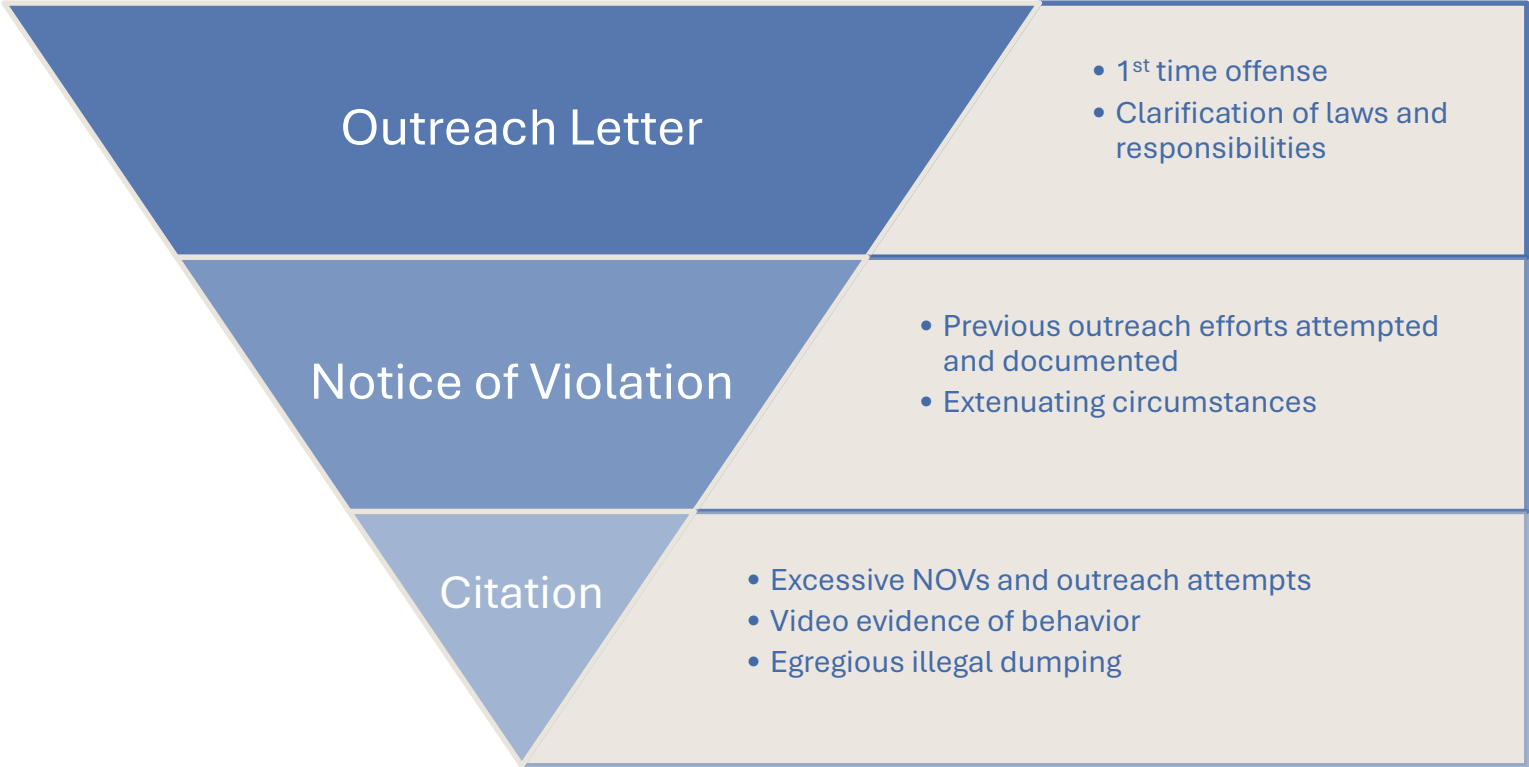
Code Section	Violation Description	1st Violation	2nd Violation	3rd Violation	Additional Violations
MHC 40(a)	Failure to Remove Dog Feces	\$ 100.00	\$ 200.00	\$ 300.00	\$ 300.00
MHC 40(b)	Failure to Possess a Container Suitable for the Removal of Dog Feces	\$ 100.00	\$ 200.00	\$ 300.00	\$ 300.00
MHC 280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



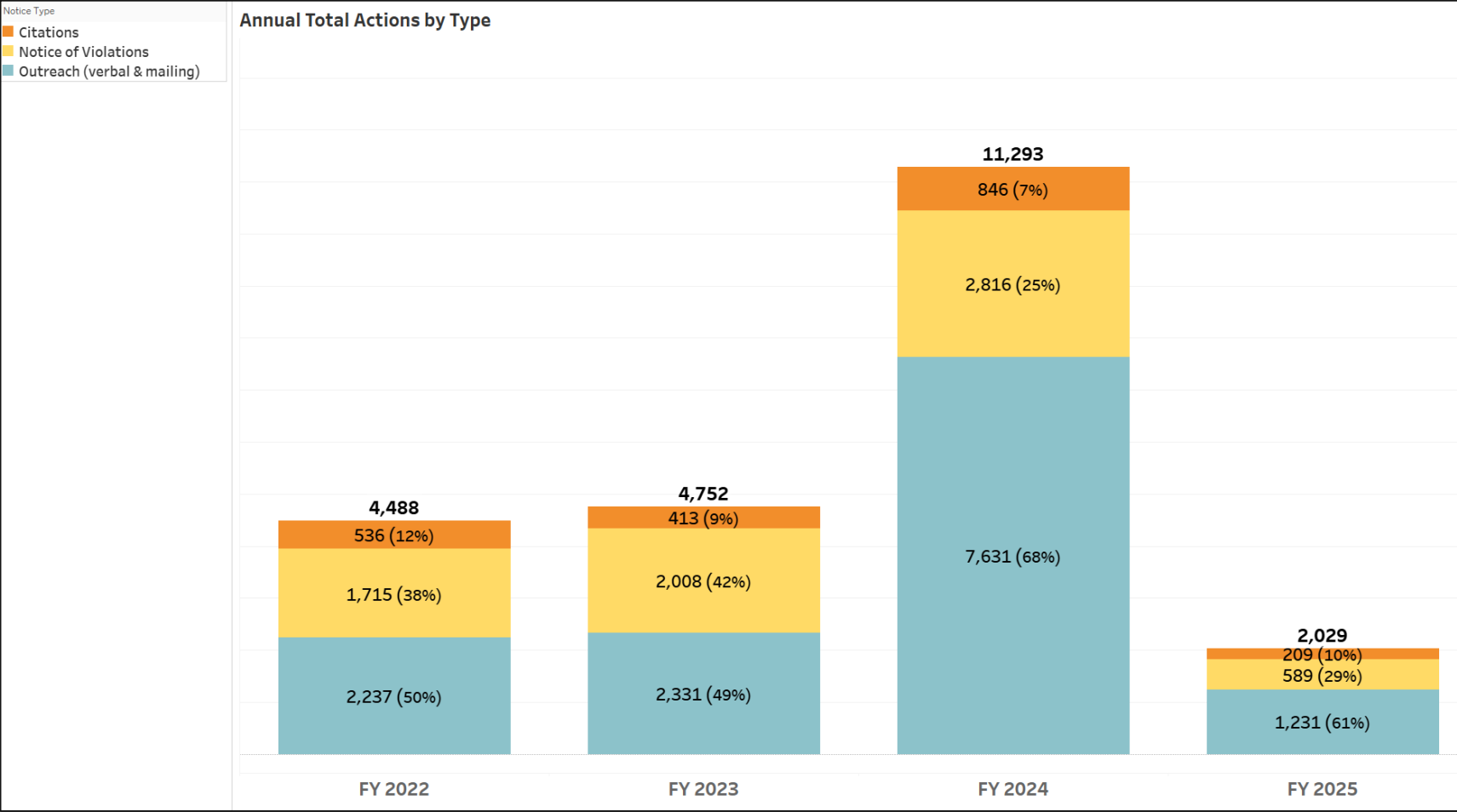
# Outreach and Enforcement: Enforcement Efforts

## Progressive Discipline Model

Outreach BEFORE Enforcement...



# Outreach and Enforcement: By the Numbers

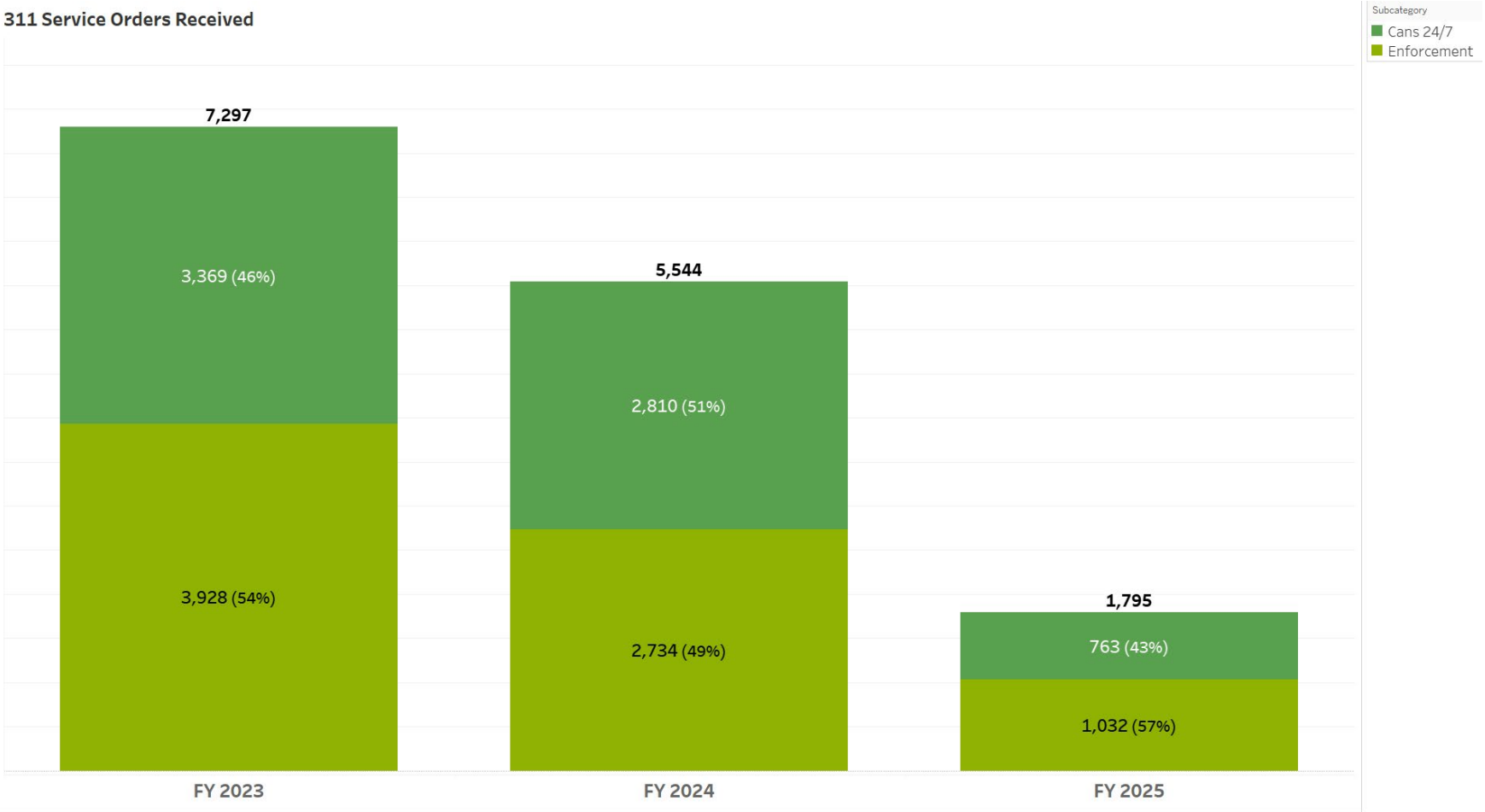


2023-2024 was the first year the OnE Team was fully staffed since 2020.

Staffing led to more active enforcement, more in-depth investigations and an overall major increase in work output for the division.

# Outreach and Enforcement: 311 Responses

311 Service Orders Received



Enhanced community engagement efforts, such as public education campaigns and neighborhood cleanups, may have raised awareness about proper waste disposal, reducing the frequency of violations and the need for 311 requests.

The increase in staff allowed for more active enforcement, which meant that we were better equipped to monitor known hotspots for illegal dumping and code violations. With regular patrols, we were able to address issues before they escalated, reducing the need for people to report through 311.

# 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.

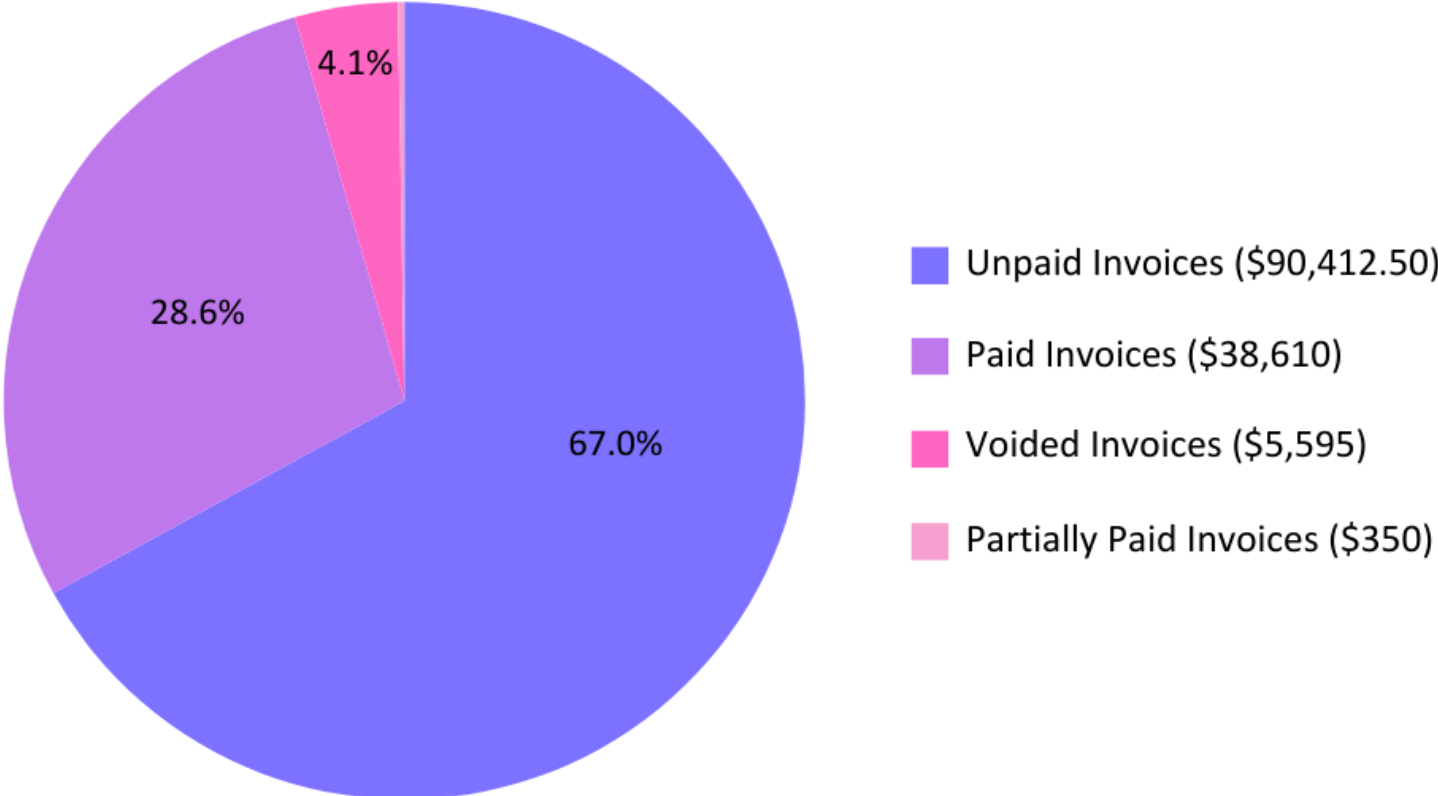
- **Partnership with SF Environment on Sidewalk Bins**

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 2023-2024



OnE Team issued **11,293** citations for \$134,967.50.

Only \$38,960 was collected from those citations.

Much of our financial loss, \$90,412.50, 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

## Highlights



- **Overcoming Staffing Challenges:**

A staffing analysis by the City's Department of Human Resources previously prevented us from filling vital vacant positions within the division, but this issue should be resolved in the upcoming fiscal year, allowing for much-needed new hires.

- **Flock Cameras:**

Instituting a new camera system to monitor illegal dumping hotspots more effectively.

- **Improved Fine Collection Process:**

We will implement an improved collection process, ensuring that individuals who have avoided paying fines are held accountable, boosting our enforcement capabilities.

- **Launch of the New Love Our Neighborhoods Permit:**

This new permit will streamline the process for residents and organizations to improve public spaces, providing a clear, structured path for community projects aimed at enhancing our neighborhoods.



**QUESTIONS?**