

CITY OF OAKLAND
AGENDA REPORT

OFFICE OF THE CITY CLERK
CITY OF OAKLAND

TO: Office of the City Administrator
ATTN: Deborah Edgerly
FROM: Public Works Agency
DATE: October 25, 2005

2005 OCT 13 AM 11:52

RE: Report on the Public Works Agency FY 2004-05 Performance Measure Results and FY 2005-07 Adopted Budget Goals and Programs

SUMMARY

This report presents the Fiscal Year 2004-05 performance measure results specific to the Public Works Agency (PWA), as well as the PWA mission statement, business goals, and program descriptions as adopted by the City Council during the FY 2005-07 budget deliberations last Spring. This information is found in Attachment A.

The Citywide performance results for FY 2004-05 are simultaneously being discussed at the Finance and Management Committee on October 25, 2005. The FY 2004-05 performance measure results are presented at the program level. The PWA programs include the following:

- Electrical and Energy Efficiency
- Engineering, Planning & Design
- Environmental Compliance and Remediation
- Facilities Management and Maintenance
- Fleet Management and Maintenance
- Keep Oakland Clean and Beautiful
- Parks, Grounds and Medians
- Project Delivery
- Recycling and Solid Waste
- Safety and Liability
- Sanitary and Storm Sewer Management and Maintenance
- Streets and Sidewalks Management and Maintenance
- Transportation and Pedestrian Safety
- Trees
- Watershed and Waterways

Attachment B is the FY 2003-04 Efficiency Plan for the San Francisco Department of Public Works. The Efficiency Plan includes the annual performance measures for the department. It is noted that staff did not provide the more recent FY 2004-05 Efficiency Plan because this plan did not include performance measure information.

At the October 11, 2005 Public Works Committee meeting, it was requested that staff bring to the Committee the PWA performance measures, goals and programs, as well as a copy of the Efficiency Plan for the San Francisco Department of Public Works. The FY 2003-04 Efficiency Plan is provided as Attachment B.

Item: _____
Public Works Committee
October 25, 2005

FISCAL IMPACT

There is no direct fiscal impact from the information presented in this report. However, the degree to which the agency is meeting its performance targets does impact and is reflected in the overall financial performance.

BACKGROUND

At the Public Works Committee meeting of October 11, 2005, the Committee directed staff to bring to the Committee the FY 2004-05 performance measures specific to the Public Works Agency. In addition, the Committee requested a copy of the Efficiency Plan for the San Francisco Department of Public Works. The FY 2003-04 Efficiency Plan is provided as Attachment B.

DISCUSSION

FY 2004-05 marks the City's seventh year of performance data collection and reporting. For each PWA program, Attachment A provides the following information:

- a) Financial Performance: Provides a summary of the revenues and expenditures (prior year actuals, current year adjusted budget and current year actuals), and the number of authorized positions (in Full-Time Equivalents, or FTEs) for the current year. Explanations of major deviation in revenue collection or spending, compared to the prior year actual results or the current year budget, are provided.
- b) Operational Performance: Measures assigned to the program, with prior year actuals, current year target and current year actuals are provided. Explanations for each performance measure, whether or not the performance target has been achieved, are provided.

PWA also participates in the California Multi-Agency Capital Improvement Project Benchmarking Study. This study is a cooperative effort aimed at providing a general analysis of the efficiency of capital project delivery systems within the various agencies. The participating agencies include:

1. City of Long Beach, Department of Public Works
2. City of Los Angeles, Department of Public Works/Bureau of Engineering
3. City of Oakland, Public Works Agency
4. City of Sacramento, Department of Public Works
5. City of San Diego, Engineering and Capital Projects
6. City & County of San Francisco, Department of Public Works / Bureau of Engineering / Bureau of Construction Management / Bureau of Architecture
7. City of San Jose, Department of Public Works

SUSTAINABLE OPPORTUNITIES

This report does not directly impact economic, environmental or equity issues.

DISABILITY AND SENIOR CITIZEN ACCESS

This report does not directly impact disability or senior access.

RECOMMENDATION OR ACTION REQUESTED OF THE CITY COUNCIL

This report contains results of FY 2004-05 PWA performance measure results and FY 2005-07 PWA adopted budget goals and programs. Staff recommends that the Committee accept the report.


Respectfully submitted,



RAUL GODINEZ II
Public Works Agency Director

Prepared by:
Stephanie Hom, Agency Administrator

APPROVED AND FORWARDED TO THE
PUBLIC WORKS COMMITTEE


OFFICE OF THE CITY ADMINISTRATOR

Attachments:

- A – City of Oakland, Public Works Agency, FY 2005-07 Adopted Budget and FY 2004-05 Performance Measure Results
- B – San Francisco Department of Public Works Efficiency Plan, FY 2003-04



Public Works Agency

**FY 2005-07 Adopted Budget
and
FY 2004-05 Performance Measure Results**

MISSION STATEMENT

Design, construct, manage and maintain the City's infrastructure — including streets, trees, sidewalks and pathways, parks, creeks, sewers and storm drains, buildings and structures, vehicles and equipment, street lights and traffic signals; manage community volunteer programs for beautification and clean-up projects, residential garbage and recycling, graffiti abatement and facilitates environmental compliance; strive to provide top quality, professional, effective, and timely services to residents, businesses and internal customers, focusing on relationships and on customer service and satisfaction, thus improving image and maintaining the community's trust.

BUSINESS GOALS

1. Improve livability through clean, well-maintained, and accessible streets, trees, sidewalks, parks, and facilities.
2. Plan, build, and renovate the City's infrastructure to meet current and future needs of our neighborhoods, support development, and reduce the City's exposure to liability.
3. Create a sustainable City through implementing green buildings, renewable energy and efficiency projects, alternative fueled vehicles, and recycling/solid waste services.
4. Leverage existing resources by seeking grants, and by enhancing volunteerism and sponsorship opportunities.
5. Foster collaborative opportunities with other agencies and individuals to improve service delivery.
6. Continue focusing on high-quality service and customer satisfaction to be the "provider of choice" for our customers.
7. Develop a well-planned capital improvement program.

PROGRAMS

ELECTRICAL AND ENERGY EFFICIENCY (IN07)—monitors, manages, and maintains electrical and alternative energy apparatus and programs throughout the City. The components of this program include street lighting, traffic signals, energy efficiency programs, and electrical-related capital improvements.

ENGINEERING, PLANNING & DESIGN (IN05)—facilitates program, project management, engineering and inspection services for City activities including sanitary sewer rehabilitation, major street improvement, storm drainage and utilities. This program also includes providing project management services on a wide variety of technical projects in support of CEDA, City Administrator, City Attorney, City Council, Parks and Recreation and others.

ENVIRONMENTAL COMPLIANCE AND REMEDIATION (SC16)—provides environmental consulting and compliance services to the City organization and the Oakland Redevelopment Agency. Activities include assessing City-owned buildings for compliance with Federal and State mandates related to asbestos and lead-based paint; conducting Phase I property assessments; environmental sampling and site characterizations; designing and implementing remediation projects; negotiating cleanup options with regulatory agencies; tracking and arranging for hazardous waste disposal from City-owned properties and operations; developing and coordinating the Urban Land Redevelopment Program; and responding to health and environmental projects and directives.

FACILITIES MANAGEMENT AND MAINTENANCE (IN02)—facilitates the safe design, construction and maintenance of facilities and auxiliary equipment. Activities include facility and equipment repair and maintenance (including structural, mechanical, electrical, and plumbing), building retrofit for compliance with current codes and health and safety regulations, and janitorial and security services. Staff is also responsible for the review of all Capital Improvement projects at City facilities.

FLEET MANAGEMENT AND MAINTENANCE (IN01)—facilitates vehicle and equipment management and maintenance for the City organization. Activities include determining fleet requirements in collaboration with departments; preparing specifications for acquisition; performing preventive maintenance and repairs to the fleet; providing fuel; and disposing of surplus equipment.

KEEP OAKLAND CLEAN AND BEAUTIFUL (NB35)—maintains and enhances the cleanliness, health, and appearance of City streets and neighborhoods. Activities include street cleaning, litter and illegal dumping removal and enforcement, support of special events, graffiti abatement, and median litter abatement. It also supports volunteerism in community clean-ups and programs and Citywide Earth Day.

PARKS, GROUNDS AND MEDIANS (NB07)—facilitates the maintenance of all parks, public grounds, open space, landscaped street medians, and streetscapes in the City. Activities include litter and debris removal, mowing, irrigation repair, weeding, planting, fertilizing, and pruning, with over 611 acres of developed park property and 1,200 acres of open space being maintained by staff. Activities also include coordination of park volunteers, and review of planned Capital Improvement projects in parks, medians, and buildings.

PROJECT DELIVERY (IN06)—manages and implements capital improvement projects in a professional, comprehensive, efficient, and cost effective manner. These projects serve the community and City employees in the forms of new facilities, expanded facilities, increased comfort, safety, and modernization of facilities, improved access for the disabled, improved storm and sewer services and long-term maintenance, street beautification, and improved traffic and pedestrian safety.

RECYCLING AND SOLID WASTE (SC17)—provides services that maintain the City’s 50 percent reduction of solid waste currently going into landfills (in accordance with State mandate) and to further reduce the waste disposed to 75 percent by 2010 (in accordance to County and City mandate). Activities include overseeing the implementation of the Construction and Demolition Debris Recycling Ordinance, and participating in planning and development of sustainable initiatives, especially in the area of Green Building and procurement. The program oversees facility recycling and manages contracts for residential services (over 329,000 units) including weekly recycling, unlimited yard trimmings, food scraps, and garbage collection. This program also provides education and public information in support of all its activities.

SAFETY AND LIABILITY (IP40)—serves all Public Works Agency employees and aggressively addresses and improves issues of employee safety and training, reduces workers’ compensation claims, increases the number of employees returning to work, and decreases the amount of exposure and liability to the City. Activities within the program include training in sound safety and health practices, developing and enforcing safety and health rules, and investigating every accident promptly and thoroughly to determine cause and implement proper measures to prevent recurrence. This Public Works Agency program works closely with the City Attorney’s Office, the City’s Risk Management Division and the third party administrator.

SANITARY AND STORM SEWER MANAGEMENT AND MAINTENANCE (IN03)—facilitates the inspection, cleaning, and repair of sanitary and storm sewer structures such as inlets, manholes, pipes, culverts, V-ditches, pump stations, and open channels. Investigation and assistance is also provided in solving problems with private sewer laterals.

STREETS AND SIDEWALKS MANAGEMENT AND MAINTENANCE (IN04)—facilitates safe vehicular and pedestrian passage throughout the City. The program’s two major components are streets and sidewalks. Street activities concentrate on providing safe and comfortable road surface conditions through resurfacing, asphalt overlaying, pavement reinforcement, and base repair. Other street activities include speed bump installation, crack and joint sealing, and repair of pot holes, guard rails, fencings, cross culverts, and paths and stairways. Sidewalk activity concentrates on repairing damaged sidewalks, curbs, gutters, and tree removal; and inspecting newly constructed sidewalks, assessing damaged sidewalks and providing support for claims investigations.

TRANSPORTATION AND PEDESTRIAN SAFETY (NB33)—enhances vehicular and pedestrian safety on City streets and around schools, parks and senior centers. Activities include designing, installing, and maintaining traffic signs, signals, audible pedestrian signal heads, pavement markings, residential blue zones, speed bumps, circles, barriers and other traffic calming devices. This program manages City-owned parking facilities assuring that clean, safe and affordable parking is available Citywide. This program also promotes alternative modes of transportation such as walking and bicycling.

TREES (NB09)—facilitates all aspects of tree maintenance and abatement of hazardous tree conditions for trees growing on the City’s public right-of-way. This program includes: planting, truck watering (limited to medians and specific commercial locations), pruning both limbs and roots and removing trees and stumps. In addition, this program provides the essential service of responding to tree-related emergency calls 24/7. Activities include overseeing various Municipal Code Ordinances including: the Protected Trees, View, Blight, Street Trees and Shrubs, Hazardous Trees, and the Sidewalk Repair and Street Trees Ordinance.

WATERSHED AND WATERWAYS (NB34)—protects and improves the quality of storm water runoff, creeks, and riparian corridors. Activities include coordination of volunteers, creek cleanups, Creek-to-Bay Day, outreach and stewardship, illegal dumping prevention, creek improvement projects, oversight of the implementation of the Creek Protection Ordinance and the Clean Water NPDES Permit, and the stewardship of Lake Merritt.

Council Goal: Build Community and Foster Livable Neighborhoods
Citywide Objective: Provide for clean, well-maintained and accessible streets and sidewalks, facilities, amenities, parks, recreational facilities and trees
Agency/Department: Public Works
Program: Electrical and Energy Efficiency (IN07)
Program Description: This program monitors, manages, and maintains electrical and alternative energy apparatus and programs throughout the city. The components of this program include street lighting, traffic signals, energy efficiency programs, and electrical-related capital improvements.

PART 1: FINANCIALS

Summary of Revenues, Expenditures and Positions

Prior Year Actuals (FY 2003-04)		Current Year Adj. Budget (FY 2004-05)		Current Year Actuals (FY 2004-05)		Authorized FTEs
Revenue	Expenditure	Revenue	Expenditure	Revenue	Expenditure	
\$1,453,949	\$7,137,479	\$1,450,433	\$9,222,286	\$1,167,542	\$8,943,327	29.69

Explanation of Revenue Collection and Spending

Actual revenues were slightly under budget due to delays in processing work order payments and un-recovered charges.

Under spending in the program is due to (a) vacancies, retirements and workers compensation absences, and (b) savings in Contract Services due to problems with a trenching contractor.

Council Goal: Build Community and Foster Livable Neighborhoods

Citywide Objective: Provide for clean, well-maintained and accessible streets and sidewalks, facilities, amenities, parks, recreational facilities and trees

Agency/Department: Public Works

Program: Electrical and Energy Efficiency (IN07)

Program Description: This program monitors, manages, and maintains electrical and alternative energy apparatus and programs throughout the city. The components of this program include street lighting, traffic signals, energy efficiency programs, and electrical-related capital improvements.

PART 2: PERFORMANCE

Program-Related Selected Performance Measures

Measure	(FY 02-03) Actual	(FY 03-04) Actual	(FY 04-05) Target	(FY 04-05) Actual
1. Percentage of repair calls responded to and repaired within one working day	88.00%	87.00%	80.00%	69.03%
2. Average number of hours to repair traffic signals	2	1	2	1

Explanation of Performance

Measure 1: In street lighting, only 69.0 percent of the repair calls were responded to and repaired within one working day instead of the 80 percent goal. Electrical Services has received a 16.7 percent increase in the number of streetlight repair calls while staffing levels have remained the same.

Measure 2: In traffic signals, PWA-Electrical used 1.5 labor hours on average to repair traffic signal repair calls. 86.8 percent of the traffic signal repair calls were responded to and repaired within two hours.

Council Goal: Build Community and Foster Livable Neighborhoods
Citywide Objective: Provide for clean, well-maintained and accessible streets and sidewalks, facilities, amenities, parks, recreational facilities and trees
Agency/Department: Public Works
Program: Engineering Planning and Design (IN05)
Program Description: Facilitates program, project management, engineering and inspection services for City activities including sanitary sewer rehabilitation, major street improvement, storm drainage and utilities. This program also provides project management services on a wide variety of technical projects in support of CEDA, City Administrator, City Attorney, City Council, Parks and Recreation and others.

PART 1: FINANCIALS

Summary of Revenues, Expenditures and Positions

Prior Year Actuals (FY 2003-04)		Current Year Adj. Budget (FY 2004-05)		Current Year Actuals (FY 2004-05)		Authorized FTEs
Revenue	Expenditure	Revenue	Expenditure	Revenue	Expenditure	
\$14,127,569	\$3,967,386	\$8,742,796	\$11,118,685	\$5,888,421	\$3,818,068	54.91

Explanation of Revenue Collection and Spending

Revenue for this program is under realized due (a) not receiving previously anticipated grants, and (b) charging staff costs directly to projects instead of receiving reimbursements in the form of revenue.

The apparent under spending between the FY 2004-05 Adjusted Budget and Actuals is due to multi-year capital projects. Specifically, a capital project is budgeted for in full, including funding for staff costs, at the beginning of a project. The implementation of a capital project is likely to span multiple years so as a fiscal year ends, the unused funds are carried forward into the next year. The Adjusted Budget reflects the project carry forward amounts that will be drawn upon as a project progresses. In addition, some variance between budget and actual expenditures is attributable to vacancies that existed during the year.

Council Goal: Build Community and Foster Livable Neighborhoods

Citywide Objective: Provide for clean, well-maintained and accessible streets and sidewalks, facilities, amenities, parks, recreational facilities and trees

Agency/Department: Public Works

Program: Engineering Planning and Design (IN05)

Program Description: Facilitates program, project management, engineering and inspection services for City activities including sanitary sewer rehabilitation, major street improvement, storm drainage and utilities. This program also provides project management services on a wide variety of technical projects in support of CEDA, City Administrator, City Attorney, City Council, Parks and Recreation and others.

PART 2: PERFORMANCE

Program-Related Selected Performance Measures

Measure	(FY 02-03) Actual	(FY 03-04) Actual	(FY 04-05) Target	(FY 04-05) Actual
1. Engineering costs as a percentage of total construction cost - below average benchmarked costs for major California cities	N/A	N/A	18.00%	13.00%
2. Percentage of projects completed within schedule	N/A	N/A	85.00%	82.00%
3. Maximum percentage of Type C (design-related) change orders for new construction	N/A	N/A	3.00%	2.00%

Explanation of Performance

Measure 1: Engineering costs as a percentage of total construction costs were well below the anticipated target. These costs represented only 13 percent of the total construction costs for projects delivered during fiscal year 2004/2005.

Measure 2: Projects completed percentage was calculated by dividing the number of projects that were within schedule by total projects for fiscal year 2004/2005. Delays for some projects were caused due to reprioritization of work to accommodate for new, high-priority projects.

Measure 3: Satisfactorily meeting target. This percentage is calculated by dividing type 'C' change order costs by total construction costs for project delivered during fiscal year 2004/2005.

Council Goal: Develop a Sustainable City
Citywide Objective: Maximize socially and environmentally sustainable economic growth, including conserving natural resources
Agency/Department: Public Works
Program: Environmental Compliance and Remediation (SC16)
Program Description: This program provides for environmental consulting and compliance services to the city organization and the Oakland Redevelopment Agency. Activities include assessing city-owned buildings for compliance with Federal and State mandates related to asbestos and lead-based paint; conducting Phase I property assessments; environmental sampling and site characterizations; designing and implementing remediation projects; negotiating cleanup options with regulatory agencies; tracking and arranging for hazardous waste disposal from city-owned properties and operations; developing and coordinating the Urban Land Redevelopment Program; and responding to health, and environmental projects and directives.

PART 1: FINANCIALS

Summary of Revenues, Expenditures and Positions

Prior Year Actuals (FY 2003-04)		Current Year Adj. Budget (FY 2004-05)		Current Year Actuals (FY 2004-05)		Authorized FTEs
Revenue	Expenditure	Revenue	Expenditure	Revenue	Expenditure	
\$183,503	\$844,924	\$330,498	\$1,356,159	\$0	\$1,014,104	5.17

Explanation of Revenue Collection and Spending

The revenue budget is an off-set used to balance staff costs that are directly charged to projects as opposed to receiving reimbursements in the form of revenue. Actual expenditures were under budget due to a vacant Environmental Program Specialist position for part of the year, and contract payments that are coordinated via calendar year versus fiscal year (e.g., as-need remediation consulting).

Council Goal: Develop a Sustainable City

Citywide Objective: Maximize socially and environmentally sustainable economic growth, including conserving natural resources

Agency/Department: Public Works

Program: Environmental Compliance and Remediation (SC16)

Program Description: This program provides for environmental consulting and compliance services to the city organization and the Oakland Redevelopment Agency. Activities include assessing city-owned buildings for compliance with Federal and State mandates related to asbestos and lead-based paint; conducting Phase I property assessments; environmental sampling and site characterizations; designing and implementing remediation projects; negotiating cleanup options with regulatory agencies; tracking and arranging for hazardous waste disposal from city-owned properties and operations; developing and coordinating the Urban Land Redevelopment Program; and responding to health, and environmental projects and directives.

PART 2: PERFORMANCE

Program-Related Selected Performance Measures

Measure	(FY 02-03) Actual	(FY 03-04) Actual	(FY 04-05) Target	(FY 04-05) Actual
1. Number of buildings posted with annual asbestos notifications	N/A	106	80	106
2. Number of hazardous materials business plans updated	N/A	25	22	44
3. Number of hazardous waste pick ups performed annually	N/A	N/A	6	8
4. Number of required fuel tank tests performed annually	N/A	N/A	6	7

Explanation of Performance

Measure 1: Compliance and Remediation exceeded the performance target by visiting nearly every City building where asbestos is known or suspected to exist. In a few cases where buildings were inaccessible, the notifications were sent to City staff with instructions on posting.

Measure 2: Compliance and Remediation exceeded the performance target. A project to proactively survey many high-occupancy City facilities included review and update of Hazardous Materials Business Plans. All City HMBPs were updated this year.

Measure 3: The City's routine hazardous waste is being picked up each quarter at 7101 Edgewater Drive, and one-time waste related to process changes, facility changes, and/or unforeseen spills are being picked up as needed.

Measure 4: In addition to the annual monitoring system certifications required at our four Underground Storage Tank sites, we also fulfilled a requirement from the Bay Area Air Quality Management District to upgrade and test the overflow systems on the City's three unleaded gasoline tanks.

Council Goal: Build Community and Foster Livable Neighborhoods
Citywide Objective: Provide for clean, well-maintained and accessible streets and sidewalks, facilities, amenities, parks, recreational facilities and trees
Agency/Department: Public Works
Program: Facilities Management and Development (IN02)
Program Description: This program provides for safe, well-maintained and functionally designed and constructed buildings and facilities used by city employees and the community. Activities include building maintenance, janitorial, and security services; as well as planning, securing funding, and managing development and reconstruction of city parks, trails, recreation centers, libraries and other facilities.

PART 1: FINANCIALS

Summary of Revenues, Expenditures and Positions

Prior Year Actuals (FY 2003-04)		Current Year Adj. Budget (FY 2004-05)		Current Year Actuals (FY 2004-05)		Authorized FTEs
Revenue	Expenditure	Revenue	Expenditure	Revenue	Expenditure	
\$16,499,424	\$20,306,033	\$15,593,167	\$20,539,292	\$15,907,613	\$16,697,296	152.55

Explanation of Revenue Collection and Spending

Revenues were above budgeted estimates based on unanticipated work orders and lease revenues.

Expenditures were under budget due to vacancies of higher paying positions for more than 6 month of the year (e.g., Chief Stationery Engineers, various supervisory positions). A decrease in the electrical rates contributed to the savings reflected in the actual expenditure for utilities. However, a significant increase in rates is expected for FY 2005-06 based on data received by municipalities from PG&E in September 2005.

Council Goal: Build Community and Foster Livable Neighborhoods

Citywide Objective: Provide for clean, well-maintained and accessible streets and sidewalks, facilities, amenities, parks, recreational facilities and trees

Agency/Department: Public Works

Program: Facilities Management and Development (IN02)

Program Description: This program provides for safe, well-maintained and functionally designed and constructed buildings and facilities used by city employees and the community. Activities include building maintenance, janitorial, and security services; as well as planning, securing funding, and managing development and reconstruction of city parks, trails, recreation centers, libraries and other facilities.

PART 2: PERFORMANCE

Program-Related Selected Performance Measures

Measure	(FY 02-03) Actual	(FY 03-04) Actual	(FY 04-05) Target	(FY 04-05) Actual
1. Percentage of non-emergency, minor building maintenance requests responded to within 48 hours	N/A	N/A	90.00%	N/A
2. Percentage of non-emergency, custodial maintenance requests responded to within 48 hours	N/A	N/A	90.00%	N/A
3. Percentage of facilities design projects delivered on time and within budget	N/A	N/A	90.00%	80.00%
4. Number of volunteer hours served annually	N/A	N/A	5,000	N/A

Explanation of Performance

Measure 1: This is a new measure for which data collection began in FY 2005-06 and reporting will start at the end of that year.

Measure 2: This is a new measure for which data collection began in FY 2005-06 and reporting will start at the end of that year.

Measure 3: Performance on this measure was affected by reduced staffing and unanticipated cost increases.

Measure 4: This measure was included with this program in error and should only be applied to Program NB34 - Watershed & Waterways. Therefore, no data is available. The measure will be deleted for the FY 2005-06 reporting.

Council Goal: Build Community and Foster Livable Neighborhoods
Citywide Objective: Provide for clean, well-maintained and accessible streets and sidewalks, facilities, amenities, parks, recreational facilities and trees
Agency/Department: Public Works
Program: Fleet Management and Maintenance (IN01)
Program Description: Facilitates vehicle and equipment management and maintenance for the City organization. Activities include determining fleet requirements in collaboration with departments; preparing specifications for acquisition; performing preventative maintenance and repairs to the fleet; providing fuel; and disposing of surplus equipment.

PART 1: FINANCIALS

Summary of Revenues, Expenditures and Positions

Prior Year Actuals (FY 2003-04)		Current Year Adj. Budget (FY 2004-05)		Current Year Actuals (FY 2004-05)		Authorized FTEs
Revenue	Expenditure	Revenue	Expenditure	Revenue	Expenditure	
\$12,104,069	\$15,979,760	\$12,163,027	\$21,787,689	\$11,988,420	\$15,110,095	59.35

Explanation of Revenue Collection and Spending

Revenue actuals fell below the budget due to several uncollectible accounts based on Accident/Collision reports. Another contributing factor was the loss of the contracted vendor, resulting in unrealized revenues from the lack of auction sales.

The actual expenditures do not reflect the payment of the equipment master leases since it is processed from a trust account and is not captured in the Oracle financial system.

Council Goal: Build Community and Foster Livable Neighborhoods

Citywide Objective: Provide for clean, well-maintained and accessible streets and sidewalks, facilities, amenities, parks, recreational facilities and trees

Agency/Department: Public Works

Program: Fleet Management and Maintenance (IN01)

Program Description: Facilitates vehicle and equipment management and maintenance for the City organization. Activities include determining fleet requirements in collaboration with departments; preparing specifications for acquisition; performing preventative maintenance and repairs to the fleet; providing fuel; and disposing of surplus equipment.

PART 2: PERFORMANCE

Program-Related Selected Performance Measures

Measure	(FY 02-03) Actual	(FY 03-04) Actual	(FY 04-05) Target	(FY 04-05) Actual
1. Percentage of fleet available for use by operating personnel - Police Services	N/A	N/A	92.00%	N/A
2. Percentage of fleet available for use by operating personnel - Fire Services	N/A	N/A	92.00%	N/A
3. Percentage of fleet available for use by operating personnel - Public Works	N/A	N/A	92.00%	N/A
4. Percentage of fleet available for use by operating personnel - All other	N/A	N/A	92.00%	N/A
5. Average maintenance cost per mile - Police vehicles	N/A	N/A	\$0.63	N/A
6. Average maintenance cost per mile - Fire vehicles	N/A	N/A	\$0.68	N/A
7. Average maintenance cost per mile - All other vehicles	N/A	N/A	\$0.56	N/A
8. Average fuel cost per mile	N/A	N/A	\$0.15	N/A

Explanation of Performance

Council Goal: Build Community and Foster Livable Neighborhoods

Citywide Objective: Provide for clean, well-maintained and accessible streets and sidewalks, facilities, amenities, parks, recreational facilities and trees

Agency/Department: Public Works

Program: Fleet Management and Maintenance (IN01)

Program Description: Facilitates vehicle and equipment management and maintenance for the City organization. Activities include determining fleet requirements in collaboration with departments; preparing specifications for acquisition; performing preventative maintenance and repairs to the fleet; providing fuel; and disposing of surplus equipment.

PART 2: PERFORMANCE

Program-Related Selected Performance Measures

Measure	(FY 02-03) Actual	(FY 03-04) Actual	(FY 04-05) Target	(FY 04-05) Actual
---------	----------------------	----------------------	----------------------	----------------------

Measure 1: (and Measures 2-8): Many of the divisions performance measure indicators are to be captured by its new fleet management and shop store inventory system. Data collection began in May of 2005 when Maximus was implemented. Reporting will start at the end of FY 2005-06.

Measure 2:

Measure 3:

Measure 4:

Measure 5:

Measure 6:

Measure 7:

Measure 8:

Council Goal: Build Community and Foster Livable Neighborhoods
Citywide Objective: Reduce blight and nuisance
Agency/Department: Public Works
Program: Keep Oakland Clean and Beautiful (NB35)
Program Description: This program maintains and enhances the cleanliness, health, and appearance of city streets and neighborhoods. Activities include street cleaning, litter and illegal dumping removal and enforcement, support of special events, graffiti abatement, and median litter abatement. It also supports volunteerism in community clean-ups and programs and Citywide Earth Day.

PART 1: FINANCIALS

Summary of Revenues, Expenditures and Positions

Prior Year Actuals (FY 2003-04)		Current Year Adj. Budget (FY 2004-05)		Current Year Actuals (FY 2004-05)		Authorized FTEs
Revenue	Expenditure	Revenue	Expenditure	Revenue	Expenditure	
\$17,127,518	\$12,806,525	\$16,092,438	\$12,884,346	\$14,288,963	\$12,776,962	136.36

Explanation of Revenue Collection and Spending

Expenditures were slightly under budget due to vacancies throughout the year (e.g., PW Maintenance Worker) and contract payments that are coordinated via calendar year versus fiscal year (e.g., Team Oakland).

Revenues are primarily generated from the Waste Management of Alameda County garbage surcharge. The revenue target will be met once the FY 2004-05 payment is booked in the Oracle system as a FY 2004-05 audit adjustment.

Council Goal: Build Community and Foster Livable Neighborhoods
Citywide Objective: Reduce blight and nuisance
Agency/Department: Public Works
Program: Keep Oakland Clean and Beautiful (NB35)
Program Description: This program maintains and enhances the cleanliness, health, and appearance of city streets and neighborhoods. Activities include street cleaning, litter and illegal dumping removal and enforcement, support of special events, graffiti abatement, and median litter abatement. It also supports volunteerism in community clean-ups and programs and Citywide Earth Day.

PART 2: PERFORMANCE

Program-Related Selected Performance Measures

Measure	(FY 02-03) Actual	(FY 03-04) Actual	(FY 04-05) Target	(FY 04-05) Actual
1. Number of street miles swept	N/A	105,200	105,000	90,790
2. Number of abandoned vehicles cited	N/A	1,697	600	1,831
3. Number of volunteer hours served on community clean-up and beautification	N/A	N/A	25,000	N/A
4. Percentage of illegal dumping incidents responded to and resolved within 72 hours	N/A	N/A	100.00%	N/A
5. Number of new illegal dumping cases filed	N/A	N/A	300	N/A
6. Percentage of graffiti removed within 48 hours	N/A	N/A	100.00%	N/A

Explanation of Performance

Measure 1: The number of miles swept appears to be substantially lower than the target due to an error in reporting. In FY 2003-04, the target for residential streets was 83,400 miles, and the actual number of miles swept was 81,310. However, in the FY 2005-07 budget, both the FY 2004-05 target and FY 2003-04 actuals were mistakenly over-stated (as seen in the table above). This will be corrected for the FY 2005-06 evaluation.

This year's actuals include both residential (62,200 miles swept) and commercial (28,950 miles swept) district streets.

Measure 2: The Litter Enforcement Officers are now responsible for citing abandoned vehicles so our capacity to issue citations has increased.

Measure 3: This is a new measure for which data collection began in FY 2005-06 and reporting will start at the end of that year.

Measure 4: This is a new measure for which data collection began in FY 2005-06 and reporting will start at the end of that year.

Measure 5: This is a new measure for which data collection began in FY 2005-06 and reporting will start at the end of that year.

Measure 6: This is a new measure for which data collection began in FY 2005-06 and reporting will start at the end of that year.

Council Goal: Build Community and Foster Livable Neighborhoods
Citywide Objective: Provide for clean, well-maintained and accessible streets and sidewalks, facilities, amenities, parks, recreational facilities and trees
Agency/Department: Public Works
Program: Parks, Grounds and Medians (NB07)
Program Description: Facilitates the maintenance of all parks, public grounds, open space, landscaped street medians, and streetscapes in the City. Activities include litter and debris removal, mowing, irrigation repair, weeding, planting, fertilizing, and pruning, with over 611 acres of developed park property and 1,200 acres of open space being maintained by staff. Activities also include coordination of park volunteers, and review of planned Capital Improvement Projects in parks, medians and buildings.

PART 1: FINANCIALS

Summary of Revenues, Expenditures and Positions

Prior Year Actuals (FY 2003-04)		Current Year Adj. Budget (FY 2004-05)		Current Year Actuals (FY 2004-05)		Authorized FTEs
Revenue	Expenditure	Revenue	Expenditure	Revenue	Expenditure	
\$0	\$6,761,649	\$0	\$8,784,331	\$0	\$8,548,222	97.67

Explanation of Revenue Collection and Spending

Expenditures were under budget due to vacancies throughout the year (e.g., Gardner Crew Leader and Gardener II).

Council Goal: Build Community and Foster Livable Neighborhoods

Citywide Objective: Provide for clean, well-maintained and accessible streets and sidewalks, facilities, amenities, parks, recreational facilities and trees

Agency/Department: Public Works

Program: Parks, Grounds and Medians (NB07)

Program Description: Facilitates the maintenance of all parks, public grounds, open space, landscaped street medians, and streetscapes in the City. Activities include litter and debris removal, mowing, irrigation repair, weeding, planting, fertilizing, and pruning, with over 611 acres of developed park property and 1,200 acres of open space being maintained by staff. Activities also include coordination of park volunteers, and review of planned Capital Improvement Projects in parks, medians and buildings.

PART 2: PERFORMANCE

Program-Related Selected Performance Measures

Measure	(FY 02-03) Actual	(FY 03-04) Actual	(FY 04-05) Target	(FY 04-05) Actual
1. Percentage of customer complaints responded to within 72 hours	N/A	N/A	90.00%	N/A
2. Percentage of fields mowed within 10 days	N/A	N/A	95.00%	N/A
3. Number of volunteer hours served	N/A	N/A	10,000	N/A

Explanation of Performance

Measure 1: This is a new measure for which data collection began in FY 2005-06 and reporting will start at the end of that year.

Measure 2: This is a new measure for which data collection began in FY 2005-06 and reporting will start at the end of that year.

Measure 3: This is a new measure for which data collection began in FY 2005-06 and reporting will start at the end of that year.

Council Goal: Build Community and Foster Livable Neighborhoods
Citywide Objective: Provide for clean, well-maintained and accessible streets and sidewalks, facilities, amenities, parks, recreational facilities and trees
Agency/Department: Public Works
Program: Project Delivery (IN06)
Program Description: This program manages and implements capital improvement projects in a professional, comprehensive, efficient, and cost effective manner. These projects serve the community and city employees in the forms of new facilities, expanded facilities, increased comfort, safety, and modernization of facilities, improved access for the disabled, improved storm and sewer services and long-term maintenance, street beautification, and improved traffic and pedestrian safety.

PART 1: FINANCIALS

Summary of Revenues, Expenditures and Positions

Prior Year Actuals (FY 2003-04)		Current Year Adj. Budget (FY 2004-05)		Current Year Actuals (FY 2004-05)		Authorized FTEs
Revenue	Expenditure	Revenue	Expenditure	Revenue	Expenditure	
\$475,372	\$5,229,931	\$9,415,002	\$15,070,899	\$299,548	\$5,925,797	54.25

Explanation of Revenue Collection and Spending

Revenue for this program appears under realized due to (a) not yet received but expected grant draw-downs, and (b) charging costs directly to other programs instead of receiving reimbursements in the form of revenue.

The apparent under spending between the FY 2004-05 Adjusted Budget and Actuals is due to multi-year capital projects. Specifically, a capital project is budgeted for in full, including funding for staff costs, at the beginning of a project. The implementation of a capital project is likely to span multiple years so as a fiscal year ends, the unused funds are carried forward into the next year. The Adjusted Budget reflects the project carry forward amounts that will be drawn upon as a project progresses. In addition, some variance between budget and actual expenditures is attributable to vacancies that existed during the year.

Council Goal: Build Community and Foster Livable Neighborhoods

Citywide Objective: Provide for clean, well-maintained and accessible streets and sidewalks, facilities, amenities, parks, recreational facilities and trees

Agency/Department: Public Works

Program: Project Delivery (IN06)

Program Description: This program manages and implements capital improvement projects in a professional, comprehensive, efficient, and cost effective manner. These projects serve the community and city employees in the forms of new facilities, expanded facilities, increased comfort, safety, and modernization of facilities, improved access for the disabled, improved storm and sewer services and long-term maintenance, street beautification, and improved traffic and pedestrian safety.

PART 2: PERFORMANCE

Program-Related Selected Performance Measures

Measure	(FY 02-03) Actual	(FY 03-04) Actual	(FY 04-05) Target	(FY 04-05) Actual
1. Construction management cost as percentage of total construction cost	N/A	N/A	10.00%	N/A
2. Project management cost as percentage of total construction cost	N/A	N/A	7.00%	N/A
3. Percentage of Facilities Planning and Development grant funds applied for reimbursed within 90 days of project completion	N/A	N/A	100.00%	100.00%
4. Average number of weeks to process and execute contracts from City Council approval	N/A	N/A	6	6

Explanation of Performance

Measure 1: This is a new measure for which data collection began in FY 2005-06 and reporting will start at the end of that year.

Measure 2: This is a new measure for which data collection began in FY 2005-06 and reporting will start at the end of that year.

Measure 3: Satisfactory meeting target. All the grant reimbursements have been filed within 90 days of project completion. During FY 2004-05 the total number of grants submitted for reimbursements is 14 and the total reimbursed grant amount is \$3,874,899.

Measure 4: The current target of 6 days has been met.

Council Goal: Develop a Sustainable City

Citywide Objective: Maximize socially and environmentally sustainable economic growth, including conserving natural resources

Agency/Department: Public Works

Program: Recycling and Solid Waste (SC17)

Program Description: This program provides for services that maintain the city's 50% reduction of solid waste currently going into landfills (in accordance with State mandate) and to further reduce the waste disposed to 75% by 2010 (in accordance to County and City mandate). Activities include overseeing the implementation of the Construction and Demolition Debris Recycling Ordinance, and participating in planning and development of sustainable initiatives, especially in the area of Green Building and procurement. The program oversees facility recycling and manages contracts for residential services (over 329,000 units) including recycling, yard trimmings, and garbage collection. This program also provides education and public information in support of all its activities.

PART 1: FINANCIALS

Summary of Revenues, Expenditures and Positions

Prior Year Actuals (FY 2003-04)		Current Year Adj. Budget (FY 2004-05)		Current Year Actuals (FY 2004-05)		Authorized FTEs
Revenue	Expenditure	Revenue	Expenditure	Revenue	Expenditure	
\$7,107,643	\$6,480,474	\$7,690,660	\$8,016,770	\$6,826,119	\$6,885,399	11.21

Explanation of Revenue Collection and Spending

Actual revenues show as below estimates due to the differing timelines (between the grantor's and the City's processes) on drawdowns for grant funding. Actual expenditures were under budget due to contract payments that are coordinated via calendar year versus fiscal year (e.g., recycling contracts).

Council Goal: Develop a Sustainable City

Citywide Objective: Maximize socially and environmentally sustainable economic growth, including conserving natural resources

Agency/Department: Public Works

Program: Recycling and Solid Waste (SC17)

Program Description: This program provides for services that maintain the city's 50% reduction of solid waste currently going into landfills (in accordance with State mandate) and to further reduce the waste disposed to 75% by 2010 (in accordance to County and City mandate). Activities include overseeing the implementation of the Construction and Demolition Debris Recycling Ordinance, and participating in planning and development of sustainable initiatives, especially in the area of Green Building and procurement. The program oversees facility recycling and manages contracts for residential services (over 329,000 units) including recycling, yard trimmings, and garbage collection. This program also provides education and public information in support of all its activities.

PART 2: PERFORMANCE

Program-Related Selected Performance Measures

Measure	(FY 02-03) Actual	(FY 03-04) Actual	(FY 04-05) Target	(FY 04-05) Actual
1. Number of pounds of residential recycled materials collected	N/A	56,883,130	58,000,000	65,148,048
2. Number of calls resolved annually via the recycling and solid waste hotline	N/A	3,359	5,500	3,753

Explanation of Performance

Measure 1: Residential recycling programs are essential to meeting local and state waste diversion goals. Oakland meets the statewide goal of 50 percent waste reduction, with a rate of 53 percent in 2003 (the last year for which the final state-approved calculation has been made), and is working toward the County and City goal of 75 percent. Residential recycling tonnage increased dramatically in FY 2004-05 with the 2005 residential recycling expansion, which included implementation of weekly one-cart recycling and weekly residential yard/ food waste collection citywide. The increase exceeded staff predictions of improved tonnages.

Measure 2: Staff had anticipated a significant spike in call volume in FY 2004-05, related to the roll-out of new residential recycling programs beginning in February 2005. Though calls resolved through the Recycling Hotline climbed steeply in the third and fourth quarters of FY 2004/05, the increase was much smaller than anticipated.. Call volume should decrease in subsequent quarters as residents become accustomed to the new residential recycling program, and are encouraged to call the service providers directly.

Council Goal: Develop a Sustainable City
Citywide Objective: Develop and institutionalize sound financial management policies and practices
Agency/Department: Public Works
Program: Safety and Liability (IP40)
Program Description: This program serves all Public Works Agency employees and aggressively addresses and improves issues of employee safety and training, reduces worker's compensation claims, increases the number of employees returning to work, and decreases the amount of exposure and liability to the city. Activities within the program include training in sound safety and health practices, developing and enforcing safety and health rules, and investigating every accident promptly and thoroughly to determine cause and implement proper measures to prevent recurrence. This Public Works Agency program works closely with the City Attorney's Office, City's Risk Management Division and the third party administrator.

PART 1: FINANCIALS

Summary of Revenues, Expenditures and Positions

Prior Year Actuals (FY 2003-04)		Current Year Adj. Budget (FY 2004-05)		Current Year Actuals (FY 2004-05)		Authorized FTEs
Revenue	Expenditure	Revenue	Expenditure	Revenue	Expenditure	
\$2,778,953	\$4,038,817	\$1,728,236	\$3,619,608	\$1,263,952	\$3,464,067	2.66

Explanation of Revenue Collection and Spending

Revenue for this program is derived from utility inspection fees (from the Construction Inspection). The function collected less than projected primarily because of several outstanding payments that have not yet been collected from contractors and are under dispute.

Actual expenditures were less than budget due to vacancies.

Council Goal: Develop a Sustainable City

Citywide Objective: Develop and institutionalize sound financial management policies and practices

Agency/Department: Public Works

Program: Safety and Liability (IP40)

Program Description: This program serves all Public Works Agency employees and aggressively addresses and improves issues of employee safety and training, reduces worker's compensation claims, increases the number of employees returning to work, and decreases the amount of exposure and liability to the city. Activities within the program include training in sound safety and health practices, developing and enforcing safety and health rules, and investigating every accident promptly and thoroughly to determine cause and implement proper measures to prevent recurrence. This Public Works Agency program works closely with the City Attorney's Office, City's Risk Management Division and the third party administrator.

PART 2: PERFORMANCE

Program-Related Selected Performance Measures

Measure	(FY 02-03) Actual	(FY 03-04) Actual	(FY 04-05) Target	(FY 04-05) Actual
1. Percentage of workers compensation paperwork forwarded to third-party administrator within three business days	N/A	98.00%	90.00%	100.00%
2. Percentage of new supervisors and managers receiving workers compensation training within one year	N/A	100.00%	100.00%	100.00%
3. Number of workers compensation days saved annually due to the Transitional Duty Program	N/A	2,239	2,500	2,842
4. Percentage of Public Works Agency employees who were provided quarterly health and safety awareness training	N/A	100.00%	100.00%	100.00%
5. Percentage of Public Works Agency employees who were provided annual safety training	N/A	100.00%	100.00%	100.00%

Explanation of Performance

Council Goal: Develop a Sustainable City

Citywide Objective: Develop and institutionalize sound financial management policies and practices

Agency/Department: Public Works

Program: Safety and Liability (IP40)

Program Description: This program serves all Public Works Agency employees and aggressively addresses and improves issues of employee safety and training, reduces worker’s compensation claims, increases the number of employees returning to work, and decreases the amount of exposure and liability to the city. Activities within the program include training in sound safety and health practices, developing and enforcing safety and health rules, and investigating every accident promptly and thoroughly to determine cause and implement proper measures to prevent recurrence. This Public Works Agency program works closely with the City Attorney’s Office, City’s Risk Management Division and the third party administrator.

PART 2: PERFORMANCE

Program-Related Selected Performance Measures

Measure	(FY 02-03) Actual	(FY 03-04) Actual	(FY 04-05) Target	(FY 04-05) Actual
---------	----------------------	----------------------	----------------------	----------------------

Measure 1: We have successfully exceeded our 90 percent goal and we will work closely with supervisors and managers to ensure they get the paperwork back to us quickly to continue to meet or exceed our goal. The average number of days it took to forward paperwork to third-party administrators was 2.27.

Measure 2: All new supervisors and managers received workers compensation training. Specifically, all employees transferred to Public Works from Parks and Recreation, as a part of the reorganization, received the necessary training.

Measure 3: The Transitional Duty Program was more successful than anticipated and the target was exceeded.

Measure 4: In addition to training, the PWA quarterly Health and Safety newsletter serves as a communication tool. It offers information and tips on safe work habits and the importance of healthy living. The newsletter is distributed to all PWA employees quarterly.

Measure 5: This year PWA held its own Annual Safety Academy. All PWA employees were able to satisfy their Cal-OSHA required safety trainings through the Academy as well as through Citywide Training. This years Safety Academy provided training in Work zone Safety, First Aid/CPR, Forklift, Fall Protection, Vector Control, Aerial Lift, Bloodborne Pathogens, Workplace Violence Prevention, Back Safety and Lockout/Tagout

Council Goal: Build Community and Foster Livable Neighborhoods
Citywide Objective: Provide for clean, well-maintained and accessible streets and sidewalks, facilities, amenities, parks, recreational facilities and trees
Agency/Department: Public Works
Program: Sanitary and Storm Sewer Mgmt and Maintenance (IN03)
Program Description: This program provides for the inspection, cleaning, and repair of sanitary and storm sewer structures such as inlets, manholes, pipes, culverts, V-ditches, pump stations, and open channels. Investigation and assistance is also provided in solving problems with private sewer laterals.

PART 1: FINANCIALS

Summary of Revenues, Expenditures and Positions

Prior Year Actuals (FY 2003-04)		Current Year Adj. Budget (FY 2004-05)		Current Year Actuals (FY 2004-05)		Authorized FTEs
Revenue	Expenditure	Revenue	Expenditure	Revenue	Expenditure	
\$19,142,376	\$8,663,809	\$21,702,591	\$8,366,636	\$20,100,942	\$7,967,253	82.03

Explanation of Revenue Collection and Spending

Actual revenues show as below budget because the revenue collected by EBMUD for June is received after the close of the fiscal year. However, the June revenue will be posted to Oracle FY 2004-05 revenues as an audit adjustment once the City's audit is complete.

Actual expenditures are lower than anticipated due to several vacancies (e.g., PW Operations Manager, Public Works Maintenance Worker, and a Street Maintenance Leader).

Council Goal: Build Community and Foster Livable Neighborhoods

Citywide Objective: Provide for clean, well-maintained and accessible streets and sidewalks, facilities, amenities, parks, recreational facilities and trees

Agency/Department: Public Works

Program: Sanitary and Storm Sewer Mgmt and Maintenance (IN03)

Program Description: This program provides for the inspection, cleaning, and repair of sanitary and storm sewer structures such as inlets, manholes, pipes, culverts, V-ditches, pump stations, and open channels. Investigation and assistance is also provided in solving problems with private sewer laterals.

PART 2: PERFORMANCE

Program-Related Selected Performance Measures

Measure	(FY 02-03) Actual	(FY 03-04) Actual	(FY 04-05) Target	(FY 04-05) Actual
1. Average number of hours to respond to and resolve all reports of sewer backups	3	3	3	3
2. Number of storm water inlets inspected annually	N/A	N/A	7,000	3,716
3. Average number of hours to respond to and resolve all reports of flooding	1	1	1	2
4. Number of miles of sanitary sewer pipe cleaned and inspected annually	N/A	N/A	300	361

Explanation of Performance

Council Goal: Build Community and Foster Livable Neighborhoods

Citywide Objective: Provide for clean, well-maintained and accessible streets and sidewalks, facilities, amenities, parks, recreational facilities and trees

Agency/Department: Public Works

Program: Sanitary and Storm Sewer Mgmt and Maintenance (IN03)

Program Description: This program provides for the inspection, cleaning, and repair of sanitary and storm sewer structures such as inlets, manholes, pipes, culverts, V-ditches, pump stations, and open channels. Investigation and assistance is also provided in solving problems with private sewer laterals.

PART 2: PERFORMANCE

Program-Related Selected Performance Measures

Measure	(FY 02-03) Actual	(FY 03-04) Actual	(FY 04-05) Target	(FY 04-05) Actual
---------	----------------------	----------------------	----------------------	----------------------

Measure 1: All calls are responded to and resolved in 2.5 hours 95 percent of the time. The other 5 percent of the time may have taken longer than 2.5 hours if sewer pipe was collapsed or if there was heavy roots or grease present. For FY 2004-05, approximately 2,642 complaint calls were received, of which 622 involved plugged mains and 277 involved plugged private sewer laterals, 643 complaints were dye tested, and 215 tap inspections were conducted for private contractors. 885 calls received were non-sewer related and were referred to other departments.

Measure 2: The target was not met during the period of August to November, when 3,716 (53 percent) storm water inlets were cleaned. During the month of September, Storm Drainage staff, and Public Works stand-by crews worked overtime to keep up with the high volume of calls during the long rainy season. Other Public Works forces from Keep Oakland Beautiful and Clean (KOCB) and Heavy Paving were also redeployed to support scheduled pre-storming clean-up activities in East and Central Oakland, respectively. Storm Drainage staff cleaned storm drainage structures throughout Oakland, but concentrated on map zones in the West/North Oakland area, as well as concentrating on watercourse maintenance and hydro flushing requests forwarded by Heavy Paving and KOCB staff. Each crew is assigned to work in map zones until that area is cleaned. Supervisors tally up the total amount of storm structures cleaned daily.

Measure 3: The target was not met for FY 2004-05. Our response time was longer due to the high volume of calls during this years extreme winter storms, which out numbered the work force that was available to respond to these calls. Also, there were many repeat calls of debris on inlets in rural areas after crews had already cleaned storm drains. The reports of flooding were mainly caused by leaves and debris that had collected in our inlets and culverts, which restricted water flow into our storm structures, mainly in the rural unimproved areas in Oakland. Also, during heavy down pours, our storm drain infrastructure was not able to handle the amount of water in some locations.

Measure 4: For FY 2004-05, a total of 361 miles of sanitary sewer pipe was cleaned, 177.3 miles by power rodders and 183.7 miles by hydro flushers. City sewer maintenance crews also inspected and televised 39.8 miles of sanitary sewer mains by Closed Circuit TV (CCTV).

Council Goal: Build Community and Foster Livable Neighborhoods

Citywide Objective: Provide for clean, well-maintained and accessible streets and sidewalks, facilities, amenities, parks, recreational facilities and trees

Agency/Department: Public Works

Program: Streets and Sidewalks Mgmt and Maintenance (IN04)

Program Description: This program provides for safe vehicular and pedestrian passage throughout the city's limits. The program's two major components are streets and sidewalks. Street activities concentrate on providing safe and comfortable road surface conditions through resurfacing, asphalt overlaying, pavement reinforcement, and base repair. Other street activities include speed bump installation, crack and joint sealing, and repair of pot holes, guard rails, fences, cross culverts, and paths and stairways. Sidewalk activity concentrates on repairing damaged sidewalks, curbs, gutters, and tree removal; and inspecting newly constructed sidewalks, assessing damaged sidewalks and providing support for claims investigations.

PART 1: FINANCIALS

Summary of Revenues, Expenditures and Positions

Prior Year Actuals (FY 2003-04)		Current Year Adj. Budget (FY 2004-05)		Current Year Actuals (FY 2004-05)		Authorized FTEs
Revenue	Expenditure	Revenue	Expenditure	Revenue	Expenditure	
\$10,354,779	\$6,563,510	\$8,434,958	\$7,546,466	\$8,403,226	\$6,282,613	65.93

Explanation of Revenue Collection and Spending

The revenues in this program come from the State Gas Tax.

Actual expenditures were less than budget due to vacancies and to capital project implementation that spans multiple years.

Council Goal: Build Community and Foster Livable Neighborhoods

Citywide Objective: Provide for clean, well-maintained and accessible streets and sidewalks, facilities, amenities, parks, recreational facilities and trees

Agency/Department: Public Works

Program: Streets and Sidewalks Mgmt and Maintenance (IN04)

Program Description: This program provides for safe vehicular and pedestrian passage throughout the city's limits. The program's two major components are streets and sidewalks. Street activities concentrate on providing safe and comfortable road surface conditions through resurfacing, asphalt overlaying, pavement reinforcement, and base repair. Other street activities include speed bump installation, crack and joint sealing, and repair of pot holes, guard rails, fencings, cross culverts, and paths and stairways. Sidewalk activity concentrates on repairing damaged sidewalks, curbs, gutters, and tree removal; and inspecting newly constructed sidewalks, assessing damaged sidewalks and providing support for claims investigations.

PART 2: PERFORMANCE

Program-Related Selected Performance Measures

Measure	(FY 02-03) Actual	(FY 03-04) Actual	(FY 04-05) Target	(FY 04-05) Actual
1. Percentage of lane miles resurfaced by contract, of total lane miles maintained	1.57%	1.21%	0.70%	1.60%
2. Percentage change in lane miles of streets rated in fair condition	N/A	N/A	3.84%	1.60%
3. Average number of calendar days between pothole repair requests and potholes filled by staff	8	6	5	7
4. Average number of working days to respond to sidewalk complaints received	3	4	3	4

Explanation of Performance

Measure 1: One resurfacing contract was in progress for FY 2004-05. The funds for this project were from an ACTIA project specific grant, ACTIA Project No. 16. Approximately 14 centerline miles of streets were resurfaced under this contract this fiscal year

Measure 2: One resurfacing contract was in progress for FY 2004-05. The funds for this project were from an ACTIA project specific grant, ACTIA Project No. 16. Approximately 14 centerline miles of streets were resurfaced under this contract this fiscal year, which represents a change of 1.6percent of streets rated in fair condition.

Measure 3: For FY 2004/2005, staffing vacancies (15 FTEs) from layoffs, promotions, retirements and job injuries, caused an increase to the average number of working days to fill a pothole. For Quarter 1 (July thru September) and Quarter 3 (January thru March), three pothole crews were assigned. For Quarter 2 (October thru December) and Quarter 4 (April thru June), one to two pothole crews were redeployed due to prior commitments to support other maintenance functions, such as storm drainage pre-storming activities, base repair, guardrail repairs and crack sealing.

Measure 4: Approximately 750 sidewalk repairs were completed this year out of a total sidewalk backlog of more than 16,000 locations citywide. The total percentage of sidewalk repairs completed has decreased because the amount of new sidewalk damage reported and added to the backlog is growing at a faster rate than the sidewalk repairs.

Council Goal: Build Community and Foster Livable Neighborhoods
Citywide Objective: Provide for clean, well-maintained and accessible streets and sidewalks, facilities, amenities, parks, recreational facilities and trees
Agency/Department: Public Works
Program: Transportation and Pedestrian Safety (NB33)
Program Description: This program enhances vehicular and pedestrian safety on city streets and around schools, parks and senior centers. Activities include designing, installing, and maintaining traffic signs, signals, audible pedestrian signal heads, pavement markings, residential blue zones, speed bumps, circles, barriers and other traffic calming devices. This program manages city-owned parking facilities assuring that clean, safe and affordable parking is available citywide. This program also promotes alternative modes of transportation such as walking and bicycling.

PART 1: FINANCIALS

Summary of Revenues, Expenditures and Positions

Prior Year Actuals (FY 2003-04)		Current Year Adj. Budget (FY 2004-05)		Current Year Actuals (FY 2004-05)		Authorized FTEs
Revenue	Expenditure	Revenue	Expenditure	Revenue	Expenditure	
\$11,768,474	\$7,959,044	\$15,923,139	\$9,973,539	\$15,734,208	\$8,754,681	55.57

Explanation of Revenue Collection and Spending

The majority of revenue comes from on-street parking meters, off-street parking fees, and Measure B grant drawdowns.

The under spending is due to multi-year funding for capital projects. These projects span multiple years in implementation and the funds will be drawn upon as the projects progress. Some savings are also due to vacancies.

Council Goal: Build Community and Foster Livable Neighborhoods

Citywide Objective: Provide for clean, well-maintained and accessible streets and sidewalks, facilities, amenities, parks, recreational facilities and trees

Agency/Department: Public Works

Program: Transportation and Pedestrian Safety (NB33)

Program Description: This program enhances vehicular and pedestrian safety on city streets and around schools, parks and senior centers. Activities include designing, installing, and maintaining traffic signs, signals, audible pedestrian signal heads, pavement markings, residential blue zones, speed bumps, circles, barriers and other traffic calming devices. This program manages city-owned parking facilities assuring that clean, safe and affordable parking is available citywide. This program also promotes alternative modes of transportation such as walking and bicycling.

PART 2: PERFORMANCE

Program-Related Selected Performance Measures

Measure	(FY 02-03) Actual	(FY 03-04) Actual	(FY 04-05) Target	(FY 04-05) Actual
1. Number of days required to repair a damaged/knocked down sign	N/A	1	1	2
2. Number of traffic signals designed/installed annually	N/A	3	3	3
3. Percentage of damaged/knocked down signs replaced within two business days	N/A	N/A	90.00%	N/A
4. Traffic signal design cost as a share of total construction cost - percentage below average benchmarked cost for major California cities	N/A	N/A	18.00%	N/A
5. Percentage of traffic safety requests responded to with 1) staff contract information, and 2) estimated schedule for resolution, within three business days	N/A	N/A	90.00%	N/A

Explanation of Performance

Measure 1: Staff response time to repair and install damage/knocked down signs are two days (due in part to vacancies). Signs that are reported during the work shift are repaired the same day. Other signs that are reported after the work shift are repaired the following business day.

Measure 2: Three signals were designed and installed during the Fiscal year 2004/2005, same as in the prior year.

Measure 3: This is a new measure for which data collection began in FY 2005-06 and reporting will start at the end of that year.

Measure 4: This is a new measure for which data collection began in FY 2005-06 and reporting will start at the end of that year.

Measure 5: This is a new measure for which data collection began in FY 2005-06 and reporting will start at the end of that year.

Council Goal: Build Community and Foster Livable Neighborhoods
Citywide Objective: Provide for clean, well-maintained and accessible streets and sidewalks, facilities, amenities, parks, recreational facilities and trees
Agency/Department: Public Works
Program: Trees (NB09)
Program Description: Facilitates all aspects of tree maintenance and abatement of hazardous tree conditions for trees growing on the City's public right of way. This program includes: planting, truck watering (limited to medians and specific commercial locations), pruning both limbs and roots and removing trees and stumps. In addition, this program provides the essential service of responding to tree-related emergency calls, 24/7. Activities include overseeing various Municipal Code Ordinances including: Protected Trees, View, Blight, Street Trees and Shrubs, Hazardous Trees, and the Sidewalk Repair and Trees Ordinances.

PART 1: FINANCIALS

Summary of Revenues, Expenditures and Positions

Prior Year Actuals (FY 2003-04)		Current Year Adj. Budget (FY 2004-05)		Current Year Actuals (FY 2004-05)		Authorized FTEs
Revenue	Expenditure	Revenue	Expenditure	Revenue	Expenditure	
\$22,499	\$2,482,971	\$124,727	\$2,768,137	\$11,490	\$2,572,637	28.46

Explanation of Revenue Collection and Spending

Revenues are below budget due to an accounting discrepancy: a one-time bequest was received by the City in FY 2003-04, however, the budget for this revenue was entered into the Oracle financial system in FY 2004-05.

Actual expenditures are less than budget due to vacancies.

Council Goal: Build Community and Foster Livable Neighborhoods

Citywide Objective: Provide for clean, well-maintained and accessible streets and sidewalks, facilities, amenities, parks, recreational facilities and trees

Agency/Department: Public Works

Program: Trees (NB09)

Program Description: Facilitates all aspects of tree maintenance and abatement of hazardous tree conditions for trees growing on the City's public right of way. This program includes: planting, truck watering (limited to medians and specific commercial locations), pruning both limbs and roots and removing trees and stumps. In addition, this program provides the essential service of responding to tree-related emergency calls, 24/7. Activities include overseeing various Municipal Code Ordinances including: Protected Trees, View, Blight, Street Trees and Shrubs, Hazardous Trees, and the Sidewalk Repair and Trees Ordinances.

PART 2: PERFORMANCE

Program-Related Selected Performance Measures

Measure	(FY 02-03) Actual	(FY 03-04) Actual	(FY 04-05) Target	(FY 04-05) Actual
1. Number of trees planted annually	N/A	N/A	1,000	N/A
2. Number of trees pruned annually	N/A	N/A	3,000	N/A

Explanation of Performance

Measure 1: This is a new measure for which data collection began in FY 2005-06 and reporting will start at the end of that year.

Measure 2: This is a new measure for which data collection began in FY 2005-06 and reporting will start at the end of that year.

Council Goal: Develop a Sustainable City
Citywide Objective: Maximize socially and environmentally sustainable economic growth, including conserving natural resources
Agency/Department: Public Works
Program: Watershed and Waterways (NB34)
Program Description: The purpose of this program is to protect and improve the quality of storm water runoff, creeks, and riparian corridors. Activities include coordinating creek cleanups, outreach and stewardship, illegal dumping prevention, creek projects, overseeing the implementation of the Creek Protection Ordinance and the Clean Water NPDES Permit, and the stewardship of Lake Merritt.

PART 1: FINANCIALS

Summary of Revenues, Expenditures and Positions

Prior Year Actuals (FY 2003-04)		Current Year Adj. Budget (FY 2004-05)		Current Year Actuals (FY 2004-05)		Authorized FTEs
Revenue	Expenditure	Revenue	Expenditure	Revenue	Expenditure	
\$491,576	\$1,140,052	\$366,000	\$2,712,258	\$495,643	\$1,142,460	8.03

Explanation of Revenue Collection and Spending

Revenues were above estimates based on the variance between City's fiscal year and grantor calendar year processing (i.e., overlap in disbursement). Expenditures were under budget because some projects have not yet been fully implemented (e.g., RFP for consulting, materials purchasing).

Council Goal: Develop a Sustainable City

Citywide Objective: Maximize socially and environmentally sustainable economic growth, including conserving natural resources

Agency/Department: Public Works

Program: Watershed and Waterways (NB34)

Program Description: The purpose of this program is to protect and improve the quality of storm water runoff, creeks, and riparian corridors. Activities include coordinating creek cleanups, outreach and stewardship, illegal dumping prevention, creek projects, overseeing the implementation of the Creek Protection Ordinance and the Clean Water NPDES Permit, and the stewardship of Lake Merritt.

PART 2: PERFORMANCE

Program-Related Selected Performance Measures

Measure	(FY 02-03) Actual	(FY 03-04) Actual	(FY 04-05) Target	(FY 04-05) Actual
1. Number of pounds of trash removed from Lake Merritt annually	37,400	51,160	40,000	59,380
2. Percentage of illicit discharge complaints and inspections responded to within 72 hours	N/A	N/A	2.00%	N/A
3. Number of volunteer hours served annually	N/A	N/A	5,000	N/A

Explanation of Performance

Measure 1: Two explanations for the increase in trash removal from Lake Merritt are: 1) increased volunteering, and 2) the additional ten inches of rain received in Oakland (which washed additional trash in to the Lake that was subsequently removed by volunteers).

Measure 2: This is a new measure for which data collection began in FY 2005-06 and reporting will start at the end of that year.

Measure 3: This is a new measure for which data collection began in FY 2005-06 and reporting will start at the end of that year.

**San Francisco
Department of Public
Works**

Efficiency Plan

FY 2003-04

November 3, 2003

<p>San Francisco Department of Public Works (DPW) Efficiency Plan - FY 2003-04 Index</p>

<u>Section</u>	<u>Page</u>
DPW's Mission Statement	1
DPW's General Goals and Objectives	1
DPW's 3-Year Strategic Goals and Objectives	2
Infrastructure and Capital Projects	2
Street Cleaning and Enforcement	6
Environmental Improvements	7
Revenue Generation and Administrative Improvements	7
Public/Private Partnerships	10
Street-Based Events	10
Customer Service Plan	11
DPW's Internal Customers	11
DPW's External Customers	11
Establishing Service Quality Standards (Benchmarks)	11
Setting Customer Service Objectives	12
Establishing Procedures to Meet Customer Service Objectives	12
Providing Convenient Public Access	12
Soliciting Public Comment and Measuring Customer Satisfaction	13
Resolving Complaints and Addressing Requests	14
Internal Customer Feedback	14
Training the Workforce to Accomplish Service Objectives/Improve Quality	14
Comparisons to Other Cities and Departments	15
Annual Performance Plan	16
Annual Performance Evaluation	19

Introduction

As required by the City's Performance and Review Ordinance of 1999, the following is the Department of Public Works (DPW) FY 2003-04 Efficiency Plan. We consider this Plan a work in progress as our goals and objectives evolve and adjust to the City's changing demands.

DPW's Mission Statement

The mission of the Department of Public Works is to provide for the safe and clean operation and maintenance of city streets; to design, construct and maintain city-owned facilities; and to enforce streets and sidewalk codes.

DPW's Vision Statement

The Department of Public Works provides seamless customer service through technical and organizational innovation. All employees are committed to being responsive, prepared, professional and responsible.

DPW's Core Values

Customer service, teamwork, and continuous improvement.

DPW's General Goals and Objectives

The Department of Public Works' central role is to provide for the management, care, maintenance, design and construction of public infrastructure, and the Department's mission is to represent the public's quality concerns and fiduciary interests in these activities.

The Department's infrastructure management skills are applied in two broad areas. In the first realm, the Department is the primary caretaker for the City's streets. DPW cleans and beautifies the City's streets providing street sweeping, landscaping and graffiti abatement services to maintain the beauty and character of all of San Francisco's many communities. DPW continuously monitors and assesses the condition of the City's streets; providing minor repairs where appropriate and maintaining an inventory of street resurfacing and reconstruction needs. The Department of Public Works initiates and manages capital improvement projects based on those assessments. The Department also inspects and maintains retaining walls, bridges, stairs and other street structures; establishes grades and elevations of roadways; and maintains the official City map. Finally, the Department manages the five-year construction plans of private utilities and other City departments in the public right-of-way; coordinating, permitting, and inspecting all construction activities to minimize the impacts of construction on the community.

In its second area of infrastructure management, DPW provides services to other City departments that otherwise would not be able to sustain or manage architectural, engineering, maintenance or custodial workforces. Because infrastructure management is the Department's core function, the Department is able to bring a greater level of attention and professionalism to these activities than departments whose core missions lie elsewhere. Furthermore, by centralizing these responsibilities within the Department of Public Works, the City is able to sustain a professional capacity that would not be possible in a decentralized environment.

Public service is a constant theme in all of the Department's endeavors. The Department works closely with community groups and other stakeholders on all manners of activities from neighborhood cleanups and beautification projects to needs analyses for libraries, parks and other facilities for public use. The Department strives to design facilities and spaces that incorporate community needs and desires in a manner that effectively utilizes the limited public funds that are available, and the Department manages its construction activities and the activities of other public and private agencies to minimize the adverse impacts on the City's residents and businesses.

The Department further serves the public interest by exercising the highest levels of fiduciary accountability in its management of public infrastructure, construction projects and programs. DPW assists policy makers by providing essential expertise in the assessment of public facilities and planning for capital improvement programs, and the Department's contract management and accounting practices ensure that contract goals are met and design and labor budgets are strictly adhered to. The scrutiny of its client departments ensures that the Department rigidly adheres to budgetary and schedule commitments and pushes the Department to meet or exceed the quality and cost effectiveness of private sector consulting firms.

DPW's 3-Year Strategic Goals and Objectives

This section outlines DPW's specific strategic goals in the various areas of its responsibilities: infrastructure maintenance and capital projects, street cleaning, enforcement, revenue generation, and administrative processes.

Infrastructure Maintenance and Capital Project Goals

Hall of Justice – The Hall of Justice continues to present maintenance challenges to DPW. About \$250,000 is being expended per year for facility repairs and maintenance to address life safety system and mission critical operations deficiencies that exceed \$20 million. The \$20 million estimate does not include the costs of seismic upgrade of the facility, which is rated SHR3. A rating of SHR3 means that in the event of a major earthquake, the building can be expected

to suffer significant damage that could pose appreciable life safety hazards to the occupants.

The HOJ Facility Condition Report, prepared by *3D/International, Consultants*, September 2001 stated, "The building systems have exceeded their life and need replacement." The *3D/International* report estimates the cost of repairing all deficiencies, including the seismic upgrade, is 95% of estimated cost of replacing the facility.

The HOJ Replacement Feasibility Study prepared by the Bureau of Architecture in 1997 recommended the following course of action:

- Acquire new site adjacent to existing HOJ
- Construct new Courts, 445-bed Jail, & Coroner facility
- Relocate HOJ occupants to new facility & County Jail No. 3
- Demolish HOJ
- Construct 365-bed Jail – prepare balance of site for new uses

An HOJ facility replacement program will require about 7-9 years and about \$500 million, depending on when the replacement program is funded and which justice agency facilities are included in the program.

Street Resurfacing – Proposition B funds for street resurfacing will begin to decline from \$15 million annually in FY 2002-03 to \$10 million annually in FY 2003-04 until FY 2006-07 when Prop B funds will decline to \$4.4 million. In FY 2007-08, Prop B funds for street resurfacing will be fully expended. To some extent, we expected these losses to be offset by AB 2928 funds of approximately \$3.5 million annually that the City received in FY 2001-02 and expected to receive through FY 2005-06 and again in FY 2008-09. However, the State's current budget proposal eliminates this funding for local street repair and resurfacing projects in the current year and FY 2003-04 budgets. It is unclear when the State will become financially sound enough to resume this funding program. Thus, DPW's street resurfacing program faces dramatic declines in funding and could potentially be without funding for a few years. We don't currently have a plan in place to address this projected shortfall. Our goal over the next three years will be to identify and secure adequate funding to resurface the City's streets.

Undergrounding Utilities – Pacific Gas and Electric (PG&E) has not kept up with the demand by San Franciscans to underground utilities. The City may want to consider assuming this responsibility from PG&E by asking the CPUC to allocate state funding to the City to underground utilities rather than to PG&E. We are researching and hope to have a plan in place over the next three years to underground utilities over a greater area of the City.

Sidewalk Repairs – The City has a backlog of approximately \$3.56 million in sidewalk repairs and the only funding DPW receives is from the City’s Prop B program. In FY 2003-04, its funding will be reduced from \$500,000 to \$350,000 and will discontinue thereafter. The City currently pays approximately \$500,000 annually in claims associated with its poorly maintained sidewalks. Unless the City identifies and/or allocates funding for sidewalk repairs, this amount will only increase as well as the backlog. Over the next three years, we need to identify and secure adequate funding for the City’s sidewalk repair program.

Curb Ramps – Last year, DPW conducted a comprehensive survey of street corners that concluded 12,215 require new or reconstructed curb ramps. These 12,215 curb ramps are estimated to cost approximately \$175 million. DPW currently received approximately \$300,000 annually in state Transportation Development Act (TDA) for curb ramps and another \$500,000 in General Fund monies annually from the Mayor’s Office on Disability. DPW also includes curb ramps in its street resurfacing construction contracts. At this rate, DPW could complete constructing the required 12,215 curb ramps in the next 100 years. Again, over the next three years, DPW will work on identifying and securing funding for the City’s curb ramp program.

Street Structures – DPW is responsible for maintaining street structures throughout the City. Street structures include stairways, retaining walls, and guardrails. The current back-log in structural repair work costs approximately \$2 million. In addition, DPW estimates that the annual funding required to keep up with street structure maintenance is approximately \$330,000 annually. DPW’s Road Fund budget includes approximately \$120,000 annually for street structure repairs or \$210,000 less than required. DPW does not currently have a plan to meet this funding gap. DPW will work on identifying and securing funding for the City’s street structures repair program.

Street Tree Maintenance and Planting - Currently the Department maintains approximately 25,000 trees while private property owners and other agencies maintain approximately 55,000-60,000 trees. Tree Corps and Friends of the Urban Forest (FUF) plant trees funded by the City. The following is a summary of DPW’s tree planting and maintenance goals compared to actual achievements:

	<u>Actual</u>	<u>Desired</u>	<u>Difference</u>
Trees Pruned	2,500	5,000	2,500
Trees Planted			
Permits Processed	1,800	3,500	1,700
Tree Inspections	4,000	6,000	2,000

To achieve these goals, DPW would require approximately \$3.5 million annually in additional funding of which \$1 million would be allocated to FUF and Tree Corps. Along with FUF and Tree Corps, we have been researching an Assessment District type funding mechanism to plant and maintain street trees and median island landscaping in the City. Such an approach would include assuming street tree maintenance responsibility from private property owners and would require voter approval.

Unaccepted Streets – There are several unaccepted streets in San Francisco that are the responsibility of private property owners to maintain. It is quite expensive to bring these streets up to the City’s standards. DPW would like funding source such as a revolving fund to assist private property owners in upgrading unaccepted streets.

Surplus Capital Asset Management - The Department is assessing its property holdings in order to sell off property on the open market that is unsuitable for development but represent a maintenance and personal injury liability for the department and the City. By disposing of the property – most likely to the adjoining private property owner(s) – the department achieves two goals: an increase in revenue, and a decrease in costs, both real and potential. The Bureau of Urban Forestry, in conjunction with the Department of Real Estate, will be undertaking the project.

Citywide Capital Plan – In FY 2003-04, the Mayor’s Office transferred the Capital Planning group from the City Administrator’s Office to DPW. DPW has begun developing a Citywide capital plan for General Fund buildings that will identify the costs to repair General Fund buildings as well as identify capital projects that will require funding such as replacing General Hospital. The goal of this capital plan is to develop a 10-year funding plan to repair buildings and implement capital projects. Eventually, we want to include non-General Fund departments’ capital plans and create one Citywide capital plan that will identify future funded projects, funding shortfalls, and develop funding plans to address those shortfalls.

In addition, the capital plan will allow the City to develop workforce projections for engineering and architectural positions. These workforce projections will help the City recruit qualified staff at entry-level and senior positions based on its projected needs for specific specialties. It will also allow the City to determine the workforce peaks and valleys to evaluate the optimal level of professional design and construction management contracting services required.

2323 Cesar Chavez Street Yard – DPW recently purchased the lower portion of its 2323 Cesar Chavez Street yard facility. This purchase affords the Department an opportunity to reorganize its corporation yard to better utilize the space. Over

the next three years DPW will evaluate its yard facility and put together a proposal to reorganize it and consolidate buildings. Such a proposal will most likely result in a General Fund Capital Improvement program (CIP) request to fund design, demolition and construction costs.

PUC Capital Program – The recently approved \$3 billion PUC capital program will most likely create the need for DPW to add new engineering and architecture positions to help the PUC implement its capital program. DPW will analyze its projected workload associated with the PUC capital program and, if necessary, request additional positions to support that program.

As-needed Custodians – DPW’s Bureau of Building Repair (BBR) currently has 29 FTE As-needed custodians that it would like to shift to permanent positions to provide a more stable workforce and to fairly compensate these staff for the work they do. DPW has enough constant demand for custodial services to support these positions as permanent.

Bureau of Building Repair – Continue to diversify client-base such as the PUC and School District to better manage the ebbs and flows of building maintenance work-orders. Analyze BBR’s costs to determine where there are possibilities to reduce costs while maintaining quality services.

Emergency Preparedness - We are improving the Department's emergency preparedness by focusing on training all team leaders and unit leaders on emergency response protocols and procedures so that they know what they are supposed to do and how they need to relate to other City resources, and on the preparations that they can take with their respective work units (such as re-arranged agreements with vendors, etc.).

Street Cleaning and Enforcement

28-CLEAN Phone System – DPW has been receiving an increasing number of non-DPW-related calls for service at its’ 28-CLEAN phone number. The City should evaluate whether to expand the 28-CLEAN number to a 311-type Citywide phone service that addresses all City services. The cost of developing and operating a 311 phone system would need to be evaluated.

Vehicle Replacements – DPW has 637 vehicles that it’s employees use daily to do their jobs. These vehicles include large specialty vehicles such as street sweepers as well as smaller pick-up trucks and sedans. DPW’s operations bureaus (Street Environmental Services, Building Repair, Street and Sewer Repair, and Urban Forestry) use 496 or 78% of these vehicles. Unfortunately, most of DPW’s General Fund support is for its’ operations bureaus. Thus, securing funding for

replacement and new vehicles for DPW's operations bureaus has been a challenge. Currently, DPW needs to replace over 150 of its operations bureaus' vehicle fleet. Because of DPW has been unable to adhere to its fleet replacement plans, the Bureau of Street Environmental Services (SES) vehicle maintenance expenditures have increased by over \$600,000 or 60% in the past five years. It is our goal to significantly reduce the number of vehicles that we need to replace over the next three years.

Environmental Improvements

Increased Recycling – DPW recently began recycling more of the waste it picks up off of the street as well as that generated at its corporation yard. This improvement is primarily achieved through DPW directly hauling waste to Sanitary Fill's transfer station rather than Sanitary Fill picking up the waste from DPW's "pit" at the yard and hauling it to the landfill. At Sanitary Fill's transfer station, DPW's recycled materials are sorted out from the garbage and taken to their recycling facility. We want to continue with these efforts to help the City meet its 75% recycling goal.

Green Building Design Standards – The Bureau of Architecture has been a partner with the Department of Environment (SFE) since 1995/96, when the first Resource Efficient Building Ordinance was being conceived, and has been a principal participant in the drafting of the current Amended Ordinance, which will likely be heard at the Board of Supervisors in October/November, 2003. If adopted, the Ordinance will require all building projects exceeding 5000 sq ft in scope to meet the qualifications for a LEED Silver rating or show cause why they cannot. DPW's BOA and BCM will be participating with SFE in a review of all capital projects to determine compliance at two points in a project's life: Initially, at the midpoint of conceptual design, and subsequently at the completion of contract documents, to warrant compliance prior to a Building Permit application. Projects that cannot meet LEED Silver standards will be required to maximize their utilization of reasonably achievable green building measures. DPW's assumption of key responsibilities for the implementation of the Green Building Program will ensure a process that incorporates the best design and construction practices in an efficient and cost-effective manner.

Revenue Generation and Administrative Improvements

Street Use and Mapping General Fund Budget – DPW's Bureau of Street Use and Mapping's General Fund budget has been supported by approximately \$3 million in Street Use fee revenues. If the fee revenues exceed budget, the City's General Fund receives the surplus and if they come in short, the Mayor's Office

has asked DPW to make-up the shortfall. As an alternative, the City could create a new fund for BSM's Street Use fees. In that way, BSM could use the surpluses from prior years to cover shortfalls, which would help stabilize BSM.

Asphalt Plant – DPW is installing a storage silo for its asphalt plant that will permit DPW's plant to operate continuously to produce all of the asphalt required for the day's paving operations and store the material until required. The asphalt will be loaded from the silos into the trucks as they arrive at the plant. It will take approximately 10 minutes less to load asphalt on a truck, from 12 minutes to less than two minutes, after we install the silos.

The proposed silos will allow for more cost-effective and energy efficient asphalt production, will allow the plant to serve larger projects than currently possible, and extend the life of other plant equipment by limiting the start-stop cycling of the plant. In addition, material can be produced and stored in the silos for use on night and week-end paving projects without having to activate the entire asphalt plant.

DPW's ultimate goal is to sell asphalt to the private sector so we can generate surplus revenues to support DPW's General Fund programs. After the silos and the Plant are fully operational, the DPW will seek additional private sector sales in FY 2005-06 though if everything goes well, we may seek such sales in FY 2004-05. Potential customers would include the City's PUC, Pacific Bell and PG&E's patching and paving contractors. In addition, there is legislation pending before the Board of Supervisors that would require all City departments that use asphalt within the City limits to purchase that asphalt from DPW's asphalt plant.

The price per ton at DPW's Asphalt Plant after the storage silos are constructed will still be approximately \$9.53 higher than is the market rate (\$56.53 compared to \$47.00). However, because the nearest asphalt plants are in Brisbane and South San Francisco, the City and private contractors would incur labor and non-labor costs to drive to these plants to pick-up asphalt. We've estimated that it would cost DPW \$23.12 per ton to drive to the Brisbane or South San Francisco to pick-up all of its asphalt. Thus, when factoring in these travel costs, DPW's plant is actually \$13.59 less expensive per ton than purchasing asphalt from the Brisbane or South San Francisco plants.

Since its DPW's long-term goal to make the Plant a revenue generator for DPW's General Fund programs such as street cleaning, it is critical that we run the Plant efficiently and effectively to be able to produce the tonnage we projected at the cost we projected. As a result, management of the Plant will increasingly become a high priority for DPW.

Quality of Life Citations – The City recently enacted legislation that changed the litter-related violations from criminal infractions, similar to traffic violations, for which violators are charged a penalty fee by the Trial Courts to administrative procedures and penalties and that revenues generated from these penalties be allocated to DPW. DPW implemented this law beginning July 2003. Now, DPW holds hearings for those individuals and companies disputing a litter-related ticket issued by a DPW employee. DPW uses Administrative Law judges from the Rent Board to adjudicate those disputes and the Treasurer/Tax Collector is responsible for collecting the fines and pursuing non-payments. In FY 2003-04 DPW budgeted \$600,000 in revenues associated with this new approach. Because we didn't have experience issuing and collecting from these types of citations, we didn't have a strong basis for this revenue estimate. Thus, it is critical that we continuously review the actual revenues generated and citations issued to ensure this program generates the estimated revenues. If not, the Mayor and Board of Supervisors will need to decide whether they want this program to receive General Fund support.

Sell DPW's Systems to other City Agencies– Over the past five years, DPW has embarked on several system improvements designed to expedite administrative processes. For example, DPW has automated its job order process so job order managers can set-up job order budgets electronically and process it including the various approval levels electronically. Recently, DPW has created a grants database consolidates information and data from FAMIS on all DPW grants. The grants database brings data that took Project Managers and Accountants hours to gather into a single, easily accessible place. The result has been saving time and reducing errors in billings and reporting and improving financial management of projects. DPW's long-term goal is to sell this database to other City departments that manage multiple grants. Because DPW recovers its administrative costs through overhead rates, selling the grants database to other City departments would help reduce DPW's overhead rates which is one of DPW's long-term goals.

Create One Project Control Financial and Contracts System for both DPW and PUC – Currently, DPW and the City's Public Utilities Commission (PUC) have their own timekeeping systems and project management systems to help staff manage capital projects. The PUC is in the process of implementing a multi-billion capital improvement program (CIP) that will require DPW's assistance to deliver. To ensure CIP efficiency, accountability and productivity, SFPUC is pursuing a special project in collaboration with DPW: a comprehensive project management and control system that will result in automated time entry; coordinated timekeeping, scheduling and accounting functions; and full integration with the system presently used by DPW. This new system will ultimately replace manual processing when it comes to time entry, generating reports, etc. It will improve the timeliness and frequency of reporting, as well as the integrity of the data that is analyzed and utilized, thus providing the best

information possible for scheduling, forecasting and budgeting. Ultimately, it will enhance DPW's present system with expanded features, while also enabling the two departments to share vital information as the complexity of the CIP work increases and intensifies. DPW is committed to working with the PUC to develop one project control financial and contracts system that both departments will use to manage capital projects. Ultimately, it is our hope that all City departments responsible for capital project implementation will use the same system that will save costs and create uniformity in the data generated for capital projects.

Public/Private Partnerships

Relationships with Other City Departments - DPW has and continues to work closely with other city departments with overlapping missions and responsibilities to streamline services. The city's Public Utilities Commission, the Recreation and Parks Department and the Department of the Environment are key departments with which DPW has formally established close working relationships to bring about the efficient and effective provision of city services to residents of San Francisco. DPW intends to develop additional relationships with other City departments and strengthen the ones it currently has.

Relationships with the Private Sector - Taking this one step further, DPW has also embarked on several projects driving the department toward public-private partnership models that combine and maximize the resources of the private and public sectors as the department achieves its mission of keeping San Francisco's streets clean. For instance, the department's Clean Patrol program works with merchants and property owners to develop and implement an independently funded cleaning and beautification program in key merchant corridors. The department provides the initial outreach, coordination, and organization, which results in independently-funded merchant corridors where members identify and fund their own projects from simple steam cleaning and litter pick up to facade improvements, ornamental street lighting, neighborhood banners, landscaping and more.

Street-Based Events

The department has become an active planner in the City's larger street-based events that contribute to the economic and cultural vitality of San Francisco. Events such as the San Francisco Grand Prix, New Year's Eve Fireworks Display, Car-Free Day, and dozens of neighborhood street fairs, and citywide parades are made more effective by the internal coordination and preparation provided by the department. Affected streets are surveyed for street defects, litter, graffiti, etc. pre-event and action is taken.

Customer Service Plan

DPW's Internal Customers

The Department of Public Works (DPW) provides a full range of facility support services to other City departments, including custodial services, maintenance and repair services, architectural and engineering design services, and construction contracting and management services. Individually, the departments do not require a sufficient level of these services to support an independent staff, and by centralizing these functions into a single department the City achieves higher quality services while realizing significant efficiencies in administration.

DPW's External Customers

DPW's external customers include individual residents, state and local government agencies, federal government agencies, the City's Board of Supervisors and their legislative aides; commissions, committees, the general public at large, visitors and newcomers, all users of the City's streets and sidewalks and all users of City-owned facilities that DPW either oversaw the construction of and/or currently maintains.

Establishing Service Quality Standards (Benchmarks)

DPW's goal is to meet and exceed customer service standards through employee training, regular feedback on performance, adequate resources to get the job done, state-of-the-art equipment that is in good working order, and by providing employees with incentives.

Specific Customer Service Benchmarks include:

- Written inquiries will be acknowledged within 48 hours and responded to within 10 working days;
- Customers who call 28-CLEAN, will speak to a knowledgeable person who will answer their question, take their complaint or refer it properly, and then track and resolve the complaint;
- DPW will respond to internet customer service complaints within 48 hours or less.
- DPW staff will attend training and development courses in customer service training.
- DPW will collect information from its customers and respond accordingly by adjusting services to reflect changing neighborhood needs.

Setting Customer Service Objectives

DPW's Customer Service Objective is to create positive interactions between staff and internal and external customers that result in the provision of quality customer service and document and make improvements to services based on customer feedback.

Establishing Procedures to Meet Customer Service Objectives

- DPW has established a central intake telephone number for all Operations-related complaints to document and track problems.
- Staff receives training on providing quality customer service.
- DPW engages the community through multiple forums to solicit feedback to provide better services.

Providing Convenient Public Access

DPW takes every opportunity to provide residents with increased access to city services and communicates with its customers through numerous methods.

- Over the telephone through its much-publicized 28-CLEAN customer service line.
- On-line through a customer service link that documents and refers complaints about graffiti, illegal dumping, excessive litter, public right of way issues, etc.
- At town hall and community meetings where customers are regularly engaged by DPW staff. Meeting locations are typically in the neighborhood, accessible for the disabled, held after work to encourage parents and the working public to attend, and materials from these meeting are available in multiple languages and in alternative formats.
- Face to face over the counter at the department's permitting bureaus and with employees in the field.
- At large district-wide community beautification events, scheduled year round.
- Public awareness of department services is also achieved through fliers, bill inserts, media releases, targeted mailings, outdoor advertising, etc.
- To increase convenient public access to city services, the department also provides multilingual outreach communication in English, Chinese, and Spanish, and depending on neighborhood needs, materials have also been disseminated in Russian, Tagalog, and Vietnamese.
- Public construction projects are posted with large signage that lists a contact person in the Public Affairs Department, who tracks and resolves customer complaints on a daily basis.

Soliciting Public Comment and Measuring Customer Satisfaction

As described below, DPW utilizes several methods to solicit public comment and measure customer satisfaction and the public is actively invited to engage staff on the provision of department services.

- When customers call DPW's 28-CLEAN line, their complaints are given a tracking number, and customers can request a call-back to let them know the job has been completed.
- Door hangers with a questionnaire inviting the public to comment on whether DPW's Operations services (tree pruning, potholes, steam cleaning, graffiti eradication, mechanical street sweeping, etc.) were provided timely and in a professional manner are distributed after a service is provided.
- DPW's website compiles information through an online customer satisfaction survey.
- Pre-Construction surveys and community meetings are scheduled for large capital projects to solicit community feedback on project elements and to engage residents on how to minimize impacts to their neighborhood.
- Post-Construction Surveys are sent to residents and merchants after street resurfacing projects to assess the quality of our service.
- The department has participated in a Customer Satisfaction Survey through a City Pilot Project in 2000 and again in 2003.
- Through its **Community Clean Team Program**, the department contacts every neighborhood and merchant organization at least one time per year to solicit feedback on neighborhood concerns. The department then addresses those concerns through the program.
- DPW hosted two citywide multi-departmental "**Clean City Summits**" attended by hundreds of community members. Extensive community input was collected and acted upon, including the creation of a DPW Youth Program called Club DPW, the coordination of street tree and median maintenance, and the creation of several neighborhood beautification committees.
- DPW created several **Neighborhood Beautification Advisory Committees** in key districts of the City, so the department can solicit community concerns, respond and develop a partnering relationship with the community. Current neighborhoods include the Mid-Market Street area, Chinatown, North Beach, the Mission, the Lower Polk neighborhood, and Fisherman's Wharf.
- DPW has partnered with the San Francisco Clean City Coalition and the San Francisco Chamber of Commerce to improve the cleanliness and safety of San Francisco streets through public feedback in a program called **StreetFacts**. It is a performance evaluation demonstration project that will utilize electronic survey data provided by residents to prepare survey reports, identify trends, create analysis and provide improvement strategies for DPW. The Department of Public Works is the lead city agency on the new Graffiti Advisory Board (GAB). The GAB is an independent board made up of several city agencies, merchants, non-

profits, community leaders, school district representatives and business leaders who advise the department on the problem of graffiti in neighborhoods and in the downtown area of San Francisco. Graffiti enforcement, cleanup and prevention strategies are discussed at board meetings, with DPW gaining valuable insight from the community that allows the department to amend its services to be more responsive and efficient.

DPW utilizes the results of all of these methods to refine services and target training to staff.

Resolving Complaints and Addressing Requests

DPW will answer a customer's written inquiries within 10 working days and utilizes a system to ensure letters are tracked and action is taken. If more time is needed to research the answer, DPW will contact the customer within those 10 working days.

Internal Customer Feedback

DPW has several mechanisms to also solicit feedback from our internal customers who have hired the Department to perform architectural, engineering, construction management, building repair, street and sewer repair and street environmental services. The following are examples of these mechanisms:

- Created the Customer Relations Institute, a department-wide program that provides client agencies with a DPW Partnership-Coordinator to facilitate communication.
- Regularly sends out customer service questionnaires to client agencies;
- Meets with clients to discuss feedback from surveys;
- Conducts follow-up surveys after large capital projects;
- Invites clients to take part in post-construction project reviews;
- Initiates one-to-one contact between our staff and client representatives;
- Meets regularly with clients to promote communication and improve relations.

The department tracks responses and looks for trends to indicate that improvements to our services may be needed.

Training Workforce to Accomplish Service Objectives/Improve Quality

The long-term professional training and development of staff is key to ensuring that the department fulfills one of its core values of providing quality customer service.

In addition to annual performance evaluations for each employee, DPW's leadership supports training goals and objectives established by the department's Staff Training and Development Unit. This unit, established in 1996, provides a full service training

program available to all employees and other city departments for career enrichment and guidance, customer service training, and skills training. In addition, the DPW Operations Yard has developed an “Operations Resources Center” or “Training Trailer” where workers can enjoy access to job training, computer classes, job announcements, instructional videos, career services and more. Formerly, training mostly was provided off-site and was difficult to access by the department’s trades and street cleaning crews. The department’s Equal Employment Opportunity Officer is also located at the Training Trailer for easy access to operations employees.

Typical courses include:

- Quality, process improvement and customer service training
- New Employee training with a focus on customer service
- New Supervisor’s Academy
- Seven Habits of Highly Effective People Training
- Diversity and sexual harassment/discrimination prevention training
- Computer software training
- Project Management Training (comprehensive training for engineers and architects interested in pursuing a project management career at DPW)
- Project Management Training for existing Project Managers to learn current best practices.
- People Reading: Can They Hear What We're Saying?
- Resolving Conflict
- Team Building
- Project Managers also receive education credits through the department to participate at U.C. Berkeley Extension’s Project Management Certification Program

Comparisons to other Cities and Departments

DPW recently participated in an extensive multi-agency¹ benchmark study of capital improvement project (CIP) delivery methods and costs. This study benchmarked best 24 management practices as well as comparing soft costs (design and construction management) as a percent of construction contracts and overhead rates. The intent of the study is to provide a collaborative means to exchange experiences and outcomes from various approaches to delivering capital projects and to determine whether there are cost trends related to types of capital projects (libraries, streets, recreational activities, etc) and to the size of the project. The study concluded that design and construction management costs as a percent of construction costs averaged 33%. San Francisco’s DPW design and construction management costs averaged 27.2% of construction costs or below the

¹ The study included public works departments from Sacramento, Los Angeles, Long Beach, Oakland, San Jose, and San Diego.

study's average. San Francisco's DPW has also implemented the majority of the 24 best management practices identified in the study.

DPW has also compared several of its costs to other City departments and the private sector. For example, DPW regularly compares its design and construction management bureaus' overhead rates to the private sector and other San Francisco City departments that have overhead rates. Currently, DPW's overhead rate for design and construction management services is 155%. Muni's overhead rate is 180%, the Public Utilities Commission overhead rate is 190% and comparable private sector firms are 180%. The average overhead rate from the benchmark study mentioned above was 152%. Thus, DPW's overhead rate for these services is reasonable.

Finally, DPW has compared its costs to resurface streets to that of private firms and concluded that it costs less to resurface streets in-house than contracting it out. However, that cost differential needs to be adjusted for the fact that DPW's crews only resurface smaller residential streets that are less expensive to pave because the work can be done during the day without significant traffic re-routing. Also, DPW does not have to design, put together contract specs, or incur construction management costs for work performed in-house. DPW has done a similar cost comparison for curb ramp construction projects. Again, it is less expensive to use DPW's crews because DPW avoids paying for the same costs listed above for street resurfacing projects.

Annual Performance Plan

Each year the Department works with the Controller's Office and the Mayor's Budget Office to establish the annual performance plan. The goals and measures in this plan were drawn from a larger number of measures that managers in DPW's various bureaus and divisions use in measuring their performance and managing their programs. In the coming year we will be developing new measures for the Bureau of Urban Forestry that we created last fiscal year.

The following goals and measures are included in the annual performance plan. Details of performance for FYs 2001-02 and 2002-03, as well as targets for the budget year 2003-04 are in Attachment A. The plan includes customer and citizen satisfaction goals, efficiency goals and service outcome goals. In summary, the current goals and measures for DPW are as follows:

Bureau of Street and Sewer Repair

Goal: Maintain City streets in good repair

Measure: Number of Potholes Repaired by Location

Measure: Percentage of San Franciscans who rate the pavement condition of City streets as good or better

Bureau of Engineering

Goal: Develop accurate engineering cost estimates for City projects
Measure: Percentage of bids that do not exceed 105% of the engineer's estimate

Goal: Maintain quality of City streets through repaving program
Measure: Number of City streets repaved

Bureau of Construction Management

Goal: Control City construction project costs
Measure: Percentage change order to original contracts for projects exceeding \$2 million
Measure: Percentage change order to original contracts for projects not exceeding \$2 million

Bureau of Architecture

Goal: Develop accurate construction cost estimates for City projects
Measure: Percentage of awarded contracts that are within 10% of the architect's estimate

Bureau of Building Repair

Goal: Provide high quality and cost-efficient repair, maintenance and cleaning of City buildings
Measure: Percentage of customers "satisfied" or "very satisfied"

Bureau of Street Use Management

Goal: Provide approval for street use permits
Measure: Percentage of decisions (approval, conditional approval, or disapproval) rendered on street use permit requests within established time frames

Goal: Respond to street construction related complaints on a timely basis
Measure: Percentage of complaints responded to within 24 hours

Bureau of Street Environmental Services

Goal: Maintain cleanliness of City streets/sidewalks, through direct services as well as regulations and education
Measure: Percentage of San Franciscans who rate the cleanliness of their streets as good or very good
Measure: Number of curb miles of streets mechanically swept

In addition, the DPW Operations Yard has developed an "Operations Resources Center" or "Training Trailer" where workers can enjoy access to job training, computer classes, job announcements, instructional videos, career services and more. Formerly, training

mostly was provided off-site and was difficult to access by the department's trades and street cleaning crews. The department's Equal Employment Opportunity Officer is also located at the Training Trailer for easy access to operations employees.

Bureau managers regularly review their performance on the goals and measures in the annual performance plans, as well as additional goals and measures that are not included in the Mayor's budget book.

In the Capital bureaus (Architecture, Engineering, and Construction Management), performance is regularly reviewed with client departments (the Library, Recreation and Park, DPH, etc.). DPW project managers and public information officers also attend various commission meetings and community meetings on projects in which DPW is involved. Performance of the Operations divisions (Street and Sewer Repair, Street Environmental Services, and Building Repair) is regularly discussed at community forums in which the Department participates. Feedback from the community is gathered at these forums and through citizen phone calls made to the Department's central 28-CLEAN phone number. Questions are included on the Controller's Citizen Survey on pavement conditions and street cleanliness. The Bureau of Street Use Management gets feedback from users at their customer service counter, through calls to 28-CLEAN, and through Community meetings and meetings with permittees such as street excavators or contractors.

Each of the goals has measures that can be tracked through review of actual data, including outputs, service levels or outcomes. The measures are compared to targets and from year to year. DPW generally meets, or comes close to meeting, its performance targets. We report reasons for significant variances between targets and actual performance, or between actual performance from year to year, which are reported to the Controller.

Both external and internal factors influence our ability to meet certain performance targets. A prime example of external forces affecting our performance can be found in our cost estimating goals. The department fell short of its targets for cost estimates of its projects during 1999 and 2000. The uncertain bidding environment related to a construction boom in the Bay Area primarily caused this. An internal factor that sometimes affects performance is the inability to fill certain vacant positions (which may occur because of budget constraints, the lack of eligible lists from DHR, or a tight labor market). If a position is vacant for a significant period of time, the Department will not have the necessary labor force to respond to complaints in as timely a manner as targeted, or to provide the level of service that is ideal.

Annual Performance Evaluation

Attachment A, Details of Performance Measures from the Controller's Office database, explains variances in actual performance and targeted performance, as well as variances from year to year.

**City and County of San Francisco
Budget Year 2003-2004**

Detail of Proposed Performance Measures

Dept: DPW DEPARTMENT OF PUBLIC WORKS
Program: BA2 STREET AND SEWER REPAIR
Goal: 01 Maintain City streets in good repair
Measure: 01 Number of potholes repaired by location

Measure Type	2001-2002		2002-2003			2003-2004	
	Actual	Budget	6 mos Actual	Projected	12 mos Actual	Target	Revised Target
Output	2,457	2,600	1,541	3,650	3,336	3,000	3,000

Definition of Measure

Number of locations to which pothole crews are dispatched. Each location may have a number of separate potholes.

Data Collection Method and Location of Documentation

Crews enter the number of dispatch locations into the BSSR database on a daily basis.

Explanation of FY 2003 6 Month Actual and Projection

Number of pothole locations for the full fiscal year is greater than half of the locations for the first half of the year because San Francisco has more wet weather January-June than July-December.

Explanation of FY 2003 12 Month Actual

Although we did not meet the projection, we were able to repair more potholes than in previous years.

Explanation of FY 2004 Target (Original & Revised)

The number of locations anticipated in a year with average rainfall. A wetter winter will likely result in more pothole locations.

Department's Comments

**City and County of San Francisco
Budget Year 2003-2004**

Detail of Proposed Performance Measures

Dept: DPW DEPARTMENT OF PUBLIC WORKS
 Program: BA2 STREET AND SEWER REPAIR
 Goal: 01 Maintain City streets in good repair
 Measure: 02 Percentage of San Franciscans who rate the condition of the pavement of their neighborhood streets as good or very good

Measure Type	2001-2002		2002-2003			2003-2004	
	Actual	Budget	6 mos Actual	Projected	12 mos Actual	Target	Revised Target
Outcome		45%		45%	45%	45%	45%

Definition of Measure

Percentage of San Francisco residents that rate the pavement condition, or smoothness, of City streets as "good" or "very good" in annual (mail and telephone) survey.

Data Collection Method and Location of Documentation

Annual citizen survey conducted by the Controller's Office. Mail and telephone surveys are conducted between January-February of each year and results are reported in early spring. 5,500 mail surveys are sent out and roughly 400 telephone interviews are conducted each year. Documentation is located within the Controller's Office.

Explanation of FY 2003 6 Month Actual and Projection

Question not asked in 2002 Survey so FY 01-02 data is not available. Projection is based on the results of the 2003 City (Citizen) Survey.

Explanation of FY 2003 12 Month Actual

Result of 2003 Survey. Improvement of 8% since the question was last asked in 2001. Percentage of residents who rated the condition of pavement for the city overall as good or very good was 29%.

Explanation of FY 2004 Target (Original & Revised)

Set at FY 02-03 level as budgetary reductions may impact the department's ability to maintain pavement conditions.

Department's Comments

**City and County of San Francisco
 Budget Year 2003-2004**

Detail of Proposed Performance Measures

Dept: DPW DEPARTMENT OF PUBLIC WORKS
 Program: BAA ENGINEERING
 Goal: 01 Develop accurate engineering cost estimates for City projects
 Measure: 01 Percentage of bids that do not exceed 105% of the engineer's estimate

Measure Type	2001-2002		2002-2003			2003-2004	
	Actual	Budget	6 mos Actual	Projected	12 mos Actual	Target	Revised Target
Outcome	66%	90%	92%	90%	88%	90%	90%

Definition of Measure

For every construction contract advertised, there is an engineer's cost estimate prepared prior to advertising for bids. Our goal is to be accurate in our cost estimating such that the low bid will be equal to or less than 105% of the engineer's estimate for 90% the construction contracts awarded.

Data Collection Method and Location of Documentation

Data are derived from the Tabulation of Bids documents prepared by Contract Administration for each construction contract awarded. Documentation is stored in the MIS Section office of the Bureau of Engineering at 30 Van Ness Avenue, 5th Floor.

Explanation of FY 2003 6 Month Actual and Projection

Although we were not able to achieve this target in the past due to contractor overbidding, the economic downturn has resulted in more realistic contractor bids, which will enable us to achieve 90% this year.

Explanation of FY 2003 12 Month Actual

While we barely missed the goal of 90%, this is the first time in the last three years that we came close to meeting the goal. This better performance is due in part to getting more realistic bids from contractors in these poor economic times.

Explanation of FY 2004 Target (Original & Revised)

Although we have not been able to meet this target in the past, we will continue to retain the 90% target because it is challenging but yet achievable.

Department's Comments

**City and County of San Francisco
Budget Year 2003-2004**

Detail of Proposed Performance Measures

Dept: DPW DEPARTMENT OF PUBLIC WORKS
Program: BAA ENGINEERING
Goal: 02 Maintain quality of City streets through repaving program
Measure: 01 Number of blocks of City streets repaved

Measure Type	2001-2002		2002-2003			2003-2004	
	Actual	Budget	6 mos Actual	Projected	12 mos Actual	Target	Revised Target
Output	324		73	268	292	190	190

Definition of Measure

Number of blocks of city streets repaved through construction contracts and City forces.

Data Collection Method and Location of Documentation

Data on the number of blocks repaved is extracted from the Bureau of Street Use and Mapping's computerized report on paving moratorium streets. The information resides in BSM's server located at 875 Stevenson Street and is accessible via the Department's intranet.

Explanation of FY 2003 6 Month Actual and Projection

More streets were paved in the second half of the fiscal year due to the push to expend grant funds for paving by the June 30 deadline.

Explanation of FY 2003 12 Month Actual

The original estimate did not include the blocks paved under a Muni contract. Adding these blocks increased the actuals.

Explanation of FY 2004 Target (Original & Revised)

The target is reduced from previous years because of cuts in the state budget and the reduced allocation of local Sales Tax funds.

Department's Comments

Future paving targets are expected to decline as the availability of funds for paving continues to decline. The proposed reauthorization of the 1/2 cent Sales Tax measure can reverse this trend.

City and County of San Francisco
Budget Year 2003-2004

Detail of Proposed Performance Measures

Dept: DPW DEPARTMENT OF PUBLIC WORKS
Program: BAG CONSTRUCTION MANAGEMENT SERVICES
Goal: 01 Track City construction project costs
Measure: 01 Percentage change order cost to original contracts, for projects exceeding \$2 million

Measure Type	2001-2002		2002-2003			2003-2004	
	Actual	Budget	6 mos Actual	Projected	12 mos Actual	Target	Revised Target
Outcome	8.87%	7.00%	5.20%	6.90%	5.30%	7.10%	7.10%

Definition of Measure

Contracts are awarded for a certain bid amount. This measures the change in the original cost of contracts due to contract change orders.

Data Collection Method and Location of Documentation

The information comes from a report which is regularly updated by the Bureau. Each ongoing project provides the data on a monthly basis, and the MIS staff collates the information and makes it available on the BCM network. The original documentation is maintained in the project files which are located at various jobsites during the construction as well as at 1680 Mission Street. A summary of this documentation which includes percentages and cost data is kept and updated by BCM's MIS Division.

Explanation of FY 2003 6 Month Actual and Projection

Based on historical data and experience.

Explanation of FY 2003 12 Month Actual

Based on actual data.

Explanation of FY 2004 Target (Original & Revised)

Based upon previous experience, the target is set within a reasonable range to account for unforeseen conditions, design errors and omissions, an large number of client requests to be accommodated.

Department's Comments

**City and County of San Francisco
Budget Year 2003-2004**

Detail of Proposed Performance Measures

Dept: DPW DEPARTMENT OF PUBLIC WORKS
 Program: BAG CONSTRUCTION MANAGEMENT SERVICES
 Goal: 01 Track City construction project costs
 Measure: 02 Percentage change order cost to original contracts, for projects not exceeding \$2 million

Measure Type	2001-2002		2002-2003			2003-2004	
	Actual	Budget	6 mos Actual	Projected	12 mos Actual	Target	Revised Target
Outcome	5.99%	10.00%	9.00%	9.50%	6.38%	10.00%	10.00%

Definition of Measure

N/A

Data Collection Method and Location of Documentation

The information comes from a report which is regularly updated by the Bureau. Each ongoing project provides the data on a monthly basis, and the MIS staff collates the information and makes it available on the BCM network. The original documentation is maintained in the project files which are located at various jobsites as well as at 1680 Mission Street. A summary of this documentation, which includes percentages and cost data, is kept and updated by BCM's MIS Division.

Explanation of FY 2003 6 Month Actual and Projection

We use historical data to make projections with the exception of cases where unusual projects require a judgment call to be made from the Resident Engineers who are involved with the projects on a daily basis.

Explanation of FY 2003 12 Month Actual

Based on actual data.

Explanation of FY 2004 Target (Original & Revised)

Based upon previous experience, the target is set within a reasonable range to account for unforeseen conditions, design errors and omissions, an large number of client requests to be accommodated.

Department's Comments

**City and County of San Francisco
Budget Year 2003-2004**

Detail of Proposed Performance Measures

Dept: DPW DEPARTMENT OF PUBLIC WORKS
Program: BAM ARCHITECTURE
Goal: 01 Develop accurate construction cost estimates for City projects
Measure: 01 Percentage of awarded contracts that are within 10% of the architect's estimate

Measure Type	2001-2002		2002-2003			2003-2004	
	Actual	Budget	6 mos Actual	Projected	12 mos Actual	Target	Revised Target
Outcome	47%	75%	67%	75%	71%	75%	75%

Definition of Measure

Ensure lowest responsible bid is no more than 10% above the Architect's estimate for at least 75% of contracts awarded. Lowest responsible bid is the best measure of those elements within the control of architects.

Data Collection Method and Location of Documentation

Data is derived from the Tabulation of Bids received for each construction project from the lowest responsive and responsible bidder. Documentation is stored in a MS Access database maintained by the Bureau of Architecture, 30 Van Ness Avenue

Explanation of FY 2003 6 Month Actual and Projection

Marketplace remains volatile in face of continuing uncertainty on many fronts.

Explanation of FY 2003 12 Month Actual

12 of 17 projects qualified toward the goal and enabled to Bureau to nearly meet the primary performance objective.

Explanation of FY 2004 Target (Original & Revised)

Given the variations typically seen in project bids, 75% is a challenging, but achievable, goal.

Department's Comments

**City and County of San Francisco
 Budget Year 2003-2004**

Detail of Proposed Performance Measures

Dept: DPW DEPARTMENT OF PUBLIC WORKS
 Program: BAR BUILDING REPAIR AND MAINTENANCE
 Goal: 01 Provide high quality and cost-efficient repair, maintenance and cleaning of City buildings
 Measure: 01 Percentage of customers "satisfied" or "very satisfied" with service

Measure Type	2001-2002		2002-2003			2003-2004	
	Actual	Budget	6 mos Actual	Projected	12 mos Actual	Target	Revised Target
Outcome	93%	93%	0%	93%	86%	93%	93%

Definition of Measure

Rating of "good" or "excellent" on Quarterly Customer Satisfaction Survey. The average of the percentage of customers responding positively to five work performance questions covering satisfactory completion, on-time completion, completion within budget, Bureau response and, quality of work.

Data Collection Method and Location of Documentation

Quarterly Customer Satisfaction Survey. BBR files, 72 customers surveyed annually. 2323 Cesar Chavez St., Bldg. A.

Surveys were sent to 72 different departments and divisions, including SFPD, Candlestick Park, SFUSD, Tax Collector, Museums, and many others (full list is available). The questions asked are: What kind of work did we do for you? Was your work completed satisfactorily? Was your work completed on time? Was the work done within budget? Was BBR response during the job good? Was the quality of work OK? What do you think about the bill? Customers are asked to rate whether they received good value for the price and whether the price was fair and competitive on a scale of 1-5. Customers are asked to rank in order of importance on time performance, quality work, reliability, communications. Finally customers are asked an open ended question of how BBR can serve them better.

Explanation of FY 2003 6 Month Actual and Projection

Due to staff shortages and turnover, no surveys were sent during the first half of the year. We expect to maintain last year's rating.

Explanation of FY 2003 12 Month Actual

BBR could not send the survey form every quarter. Forms were sent one time for the entire fiscal year so the results are skewed.

Explanation of FY 2004 Target (Original & Revised)

We expect to maintain satisfaction levels.

Department's Comments

Survey form to be revised to more accurately measure bureau performance and customer satisfaction. Focus of questions to be narrowed to include specific work processes.CON:

**City and County of San Francisco
Budget Year 2003-2004**

Detail of Proposed Performance Measures

Dept: DPW DEPARTMENT OF PUBLIC WORKS
 Program: BAT STREET USE MANAGEMENT
 Goal: 01 Provide approval for street use permits
 Measure: 01 Percentage of decisions (approval, conditional approval, or disapproval) rendered on street use permit requests within established time frames

Measure Type	2001-2002		2002-2003			2003-2004	
	Actual	Budget	6 mos Actual	Projected	12 mos Actual	Target	Revised Target
Outcome	88%	90%	89%	89%	90%	90%	90%

Definition of Measure

Percentage of decisions rendered on street use permits (street improvements, minor sidewalk encroachments, general street excavation, excavation side sewer, temporary occupancy, display merchandise, tables & chairs, underground tank removal).

Data Collection Method and Location of Documentation

Permit section computer database BSM database

Explanation of FY 2003 6 Month Actual and Projection

Based on 2002-03 July through Dec actual, with the assumption of no budget cuts and continued staffing levels.

Explanation of FY 2003 12 Month Actual

Based on actual data. Similar performance to prior years.

Explanation of FY 2004 Target (Original & Revised)

Continue the same target as FY 2002-03.

Department's Comments

**City and County of San Francisco
Budget Year 2003-2004**

Detail of Proposed Performance Measures

Dept: DPW DEPARTMENT OF PUBLIC WORKS
Program: BAT STREET USE MANAGEMENT
Goal: 02 Respond to street construction-related complaints on a timely basis
Measure: 01 Percentage of complaints responded to within 24 hours

Measure Type	2001-2002		2002-2003			2003-2004	
	Actual	Budget	6 mos Actual	Projected	12 mos Actual	Target	Revised Target
Outcome	64%	65%	65%	65%	65%	65%	65%

Definition of Measure

The department receives complaints about street construction projects (poor patching, improper use of plates to cover excavations, night noise, etc.). This is a measure of how many of these complaints Department staff respond to within a 24-hour period of receiving the complaint.

Data Collection Method and Location of Documentation

As complaints are received, information is entered into a database, a hard copy printed and given to the appropriate inspector for inspection and action. The inspector reports back the date of inspection, the condition found and what action was taken and the date of action. The information is updated on a weekly basis. Monthly reports are distributed to inspectors to update and/or follow-up on any outstanding complaints. The database is located on the bureau's network. Hard copies of the original documents are filed in a central street file and are retained for five years.

Explanation of FY 2003 6 Month Actual and Projection

Based on 2002-03 July through Dec actual, with the assumption of no budget cuts and continued staffing levels.

Explanation of FY 2003 12 Month Actual

Based on actual data. Similar performance to prior years.

Explanation of FY 2004 Target (Original & Revised)

Based on historical data, and previous experience.

Department's Comments

**City and County of San Francisco
Budget Year 2003-2004**

Detail of Proposed Performance Measures

Dept: DPW DEPARTMENT OF PUBLIC WORKS
 Program: BAZ STREET ENVIRONMENTAL SERVICES
 Goal: 01 Maintain cleanliness of City streets/sidewalks, through direct services as well as regulations and education
 Measure: 01 Percentage of San Franciscans who rate the cleanliness of their neighborhood streets as good or very good

Measure Type	2001-2002		2002-2003		2003-2004		
	Actual	Budget	6 mos Actual	Projected	12 mos Actual	Target	Revised Target
Outcome	45%	50%				50%	50%

Definition of Measure

Percentage of San Francisco residents that rate the cleanliness of City streets as "good" or "very good" in annual (mail and telephone) survey.

Data Collection Method and Location of Documentation

Annual citizen survey conducted by the Controller's Office. Mail and telephone surveys are conducted between January-February of each year and results are reported in early spring. 5,500 mail surveys are sent out and roughly 400 telephone interviews are conducted each year. Documentation is located within the Controller's Office.

Explanation of FY 2003 6 Month Actual and Projection

Question was not asked in 2003 City (Citizen) Survey.

Explanation of FY 2003 12 Month Actual

Question was not asked in 2003 City (Citizen) Survey.

Explanation of FY 2004 Target (Original & Revised)

Set at FY 02-03 level although budget reductions may result in more infrequent cleanings of streets.

Department's Comments

**City and County of San Francisco
Budget Year 2003-2004**

Detail of Proposed Performance Measures

Dept: DPW DEPARTMENT OF PUBLIC WORKS
 Program: BAZ STREET ENVIRONMENTAL SERVICES
 Goal: 01 Maintain cleanliness of City streets/sidewalks, through direct services as well as regulations and education
 Measure: 02 Number of curb miles of streets mechanically swept

Measure Type	2001-2002		2002-2003			2003-2004	
	Actual	Budget	6 mos Actual	Projected	12 mos Actual	Target	Revised Target
Output	169,354	169,354	88,452	176,900	178,919	176,900	176,900

Definition of Measure

Number of miles of streets mechanically swept.

Data Collection Method and Location of Documentation

Time keeping records for Class 7355 drivers of mechanical sweeping trucks. On an eight hour shift, an average of 5 hours are broom down sweeping, with the other three hours for deadhead hours to and from routes and in between routes. An average of 25 miles is actually swept on each 8 hour route assignment.

Explanation of FY 2003 6 Month Actual and Projection

The six month actual is from time records. The full year projection is twice the six month actuals.

Explanation of FY 2003 12 Month Actual

This figure is calculated from the actual time records for the activity of Mechanical Sweeping. It includes Mechanical Sweeping for both controlled parking and uncontrolled parking locations. This is 1% above BSES' Target.

Explanation of FY 2004 Target (Original & Revised)

We anticipate a static level of service in FY 2003-04.

Department's Comments

City and County of San Francisco
Budget Year 2003-2004

Detail of Proposed Performance Measures

Dept: DPW DEPARTMENT OF PUBLIC WORKS
Program: BAZ STREET ENVIRONMENTAL SERVICES
Goal: 01 Maintain cleanliness of City streets/sidewalks, through direct services as well as regulations and education
Measure: 03 Number of labor hours per curb mile swept

Measure Type	2001-2002		2002-2003			2003-2004	
	Actual	Budget	6 mos Actual	Projected	12 mos Actual	Target	Revised Target
Efficiency		0.98					

Definition of Measure

1 hour = 1 curb mile

Data Collection Method and Location of Documentation

Daily time roll, 2323 Cesar Chavez St.

Explanation of FY 2003 6 Month Actual and Projection

Not set at this time as the measure is being revised to ensure data accuracy.

Explanation of FY 2003 12 Month Actual

Explanation of FY 2004 Target (Original & Revised)

N/A.

Department's Comments

Note: Data for this measure is not considered complete, so it is no longer included in the budget book. CON: If goal also pertains to regulations and education, are there measures that could be used to correspond to the goal such as number of fines given?