

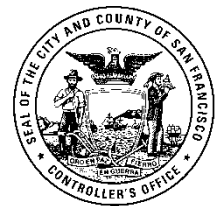
City and County of San Francisco

Office of the Controller – City Services Auditor

STREET AND SIDEWALK MAINTENANCE

ANNUAL REPORT

**Less litter on the sidewalks, more
on the streets and more graffiti on
private property during 2007-08
street and sidewalk inspections**



May 6, 2009

**CONTROLLER'S OFFICE
CITY SERVICES AUDITOR**

The City Services Auditor was created within the Controller's Office through an amendment to the City Charter that was approved by voters in November 2003. Under Appendix F to the City Charter, the City Services Auditor has broad authority for:

- Reporting on the level and effectiveness of San Francisco's public services and benchmarking the city to other public agencies and jurisdictions.
- Conducting financial and performance audits of city departments, contractors, and functions to assess efficiency and effectiveness of processes and services.
- Operating a whistleblower hotline and website and investigating reports of waste, fraud, and abuse of city resources.
- Ensuring the financial integrity and improving the overall performance and efficiency of city government.

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CSA Performance Analysts and Auditors



City and County of San Francisco

Office of the Controller - City Services Auditor

Street and Sidewalk Maintenance Annual Report, Fiscal Year 2007-08

May 6, 2009

Purpose of the Report

The City Services Auditor Charter Amendment requires that the Controller's Office and the Department of Public Works (DPW) develop and implement standards for street and sidewalk maintenance. The Charter Amendment mandates that the City Services Auditor (CSA) issue an annual report of the City's performance under the standards, with geographic detail.

This report provides the results of inspections conducted in FY 2007-08, discusses other relevant street and sidewalk maintenance efforts, and includes recommendations to improve the City's work in this area.

Highlights

- Results from both CSA and DPW inspections are analyzed in the annual report. A total of 393 inspections were performed during FY 2007-08.
- Routes inspected in supervisorial districts 4, 7, and 8 had the cleanest streets and sidewalks on average, as measured by litter counts.
- Street cleanliness ratings declined in FY 2007-08 relative to FY 2006-07. Six of eleven districts moved from passing this standard in FY 2006-07 to failing in FY 2007-08.
- All districts, except 11, passed the standard for sidewalk cleanliness. Though sidewalk cleanliness ratings were strong, most inspections noted the presence of sidewalk dumping and major incidents (feces, needles, or broken glass).
- There were dramatic increases in average counts of graffiti on private property. Routes in four districts saw the average number of instances of graffiti on private property increase by more than 10 per block (Districts 5, 6, 7, and 9).
- There are significant differences between CSA and DPW results for sidewalk dumping, sidewalk major incidents, and incidents of graffiti on private property.

Recommendations:

1. Expand public outreach and education by creating a public awareness campaign identifying behavioral changes that would improve street and sidewalk cleanliness and making timely inspection results more publicly accessible.
2. Evaluate 311 data to inform inspection standards and route selection.
3. Use biennial City Survey results to confirm district-level and citywide street and sidewalk cleanliness results.
4. Clarify and expand inspection standards to match public perceptions and priorities using data from the planned Street and Sidewalk Perception Study.
5. CSA inspectors should more routinely use the City's 311 system to report major incidents observed during inspections.
6. Revise methodology for route selection by using a stratified random sample method based on street categories identified in the San Francisco Better Streets Plan.

Copies of the full report may be obtained at:

Controller's Office • City Hall, Room 316 • 1 Dr. Carlton B. Goodlett Place • San Francisco, CA 94102 • 415.554.7500
or on the Internet at <http://www.sfgov.org/controller>

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CITY AND COUNTY OF SAN FRANCISCO
OFFICE OF THE CONTROLLER

Ben Rosenfield
Controller

Monique Zmuda
Deputy Controller

May 6, 2009

Honorable Mayor Gavin Newsom
1 Dr. Carlton B. Goodlett Place
City Hall, Room 200
San Francisco, CA 94102

President David Chiu
Board of Supervisors
City Hall, Room 256
San Francisco, CA 94102

Dear Mayor Newsom and President Chiu:

The City Services Auditor Charter Amendment requires that standards be established for street and sidewalk maintenance, and that the City Services Auditor (CSA) issue an annual report on performance under the standards. This report provides the results from inspections in Fiscal Year (FY) 2007-08 and includes recommendations to improve the City's performance.

Inspections of San Francisco streets and sidewalks were conducted by the Department of Public Works (DPW) and CSA. Shared methodology and routes allowed inspection results from both departments to be analyzed together for the first time in an annual report. A total of 393 inspections during FY 2007-08 were reviewed.

Street cleanliness ratings, as determined by counts of litter taken at the midpoint between street sweepings, declined in FY 2007-08 relative to FY 2006-07. Conversely, less litter was found on sidewalks, and average inspection results for almost all districts passed the standard. Routes inspected in supervisorial districts 4, 7, and 8 had the cleanest streets and sidewalks on average.

Despite diminished litter counts on sidewalks, most inspections noted the presence of sidewalk dumping and major incidents (feces, needles, or broken glass). There were significant increases in average counts of graffiti on private property. Routes in four districts saw the average number of instances of graffiti on private property increase by more than 10 per block (Districts 5, 6, 7, and 9).

We thank department staff for this year's work on the implementation of the standards. We are interested in improving the City's work in this area and invite your ideas and comments.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "Ben Rosenfield".

Ben Rosenfield
Controller

cc: Mayor
Board of Supervisors
Civil Grand Jury
Budget Analyst
Public Library

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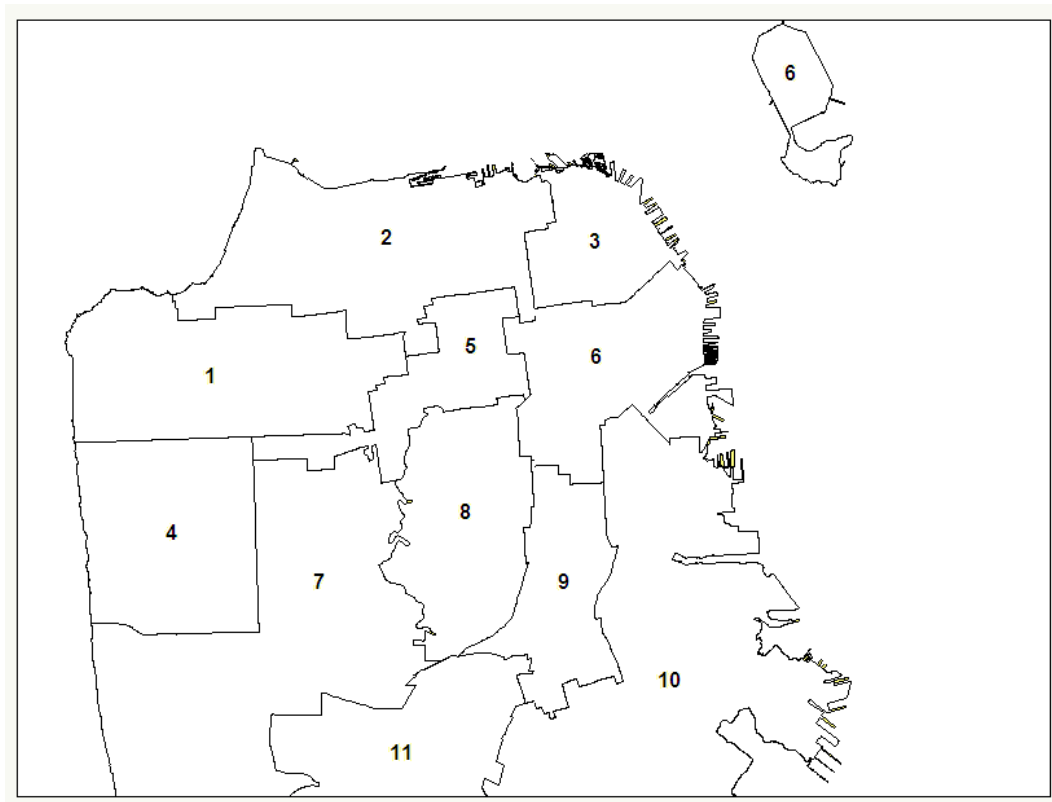
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LIST OF ACRONYMS

CC	Clean Corridors (Community Corridors Partnership Program)
CSA	City Services Auditor
DPW	Department of Public Works
FY	Fiscal Year
MNC	Mission Neighborhood Centers
PROP C	Proposition C (City Charter Amendment, Passed November 2003)

SAN FRANCISCO SUPERVISORIAL DISTRICT MAP



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BACKGROUND

Mandate

In November 2003, San Francisco voters passed Proposition C, amending the City Charter to mandate that the City Services Auditor (CSA) division of the Controller's Office work with the Department of Public Works (DPW) in three ways: to develop objective and measurable standards for street maintenance; to establish publicly posted street maintenance and staff schedule compliance reports; and to issue an annual report on the state of the City's streets and sidewalks as measured by inspections.

Specifically, the annual report shall:

- (1) Include quantifiable, measurable, objective standards for street and sidewalk maintenance, reporting on the condition of each geographic portion of the City;
- (2) To the extent that standards are not met, assess the causes of such failure and make recommendations that will enhance the achievement of those standards in the future;
- (3) Monitor compliance with street maintenance schedules, and regularly publish data showing the extent to which the department has met its published schedules;
- (4) Furnish recommendations for making the information public regarding the timing, amount and kind of services provided.

Methodology

DPW uses a contracted organization, Mission Neighborhood Centers (MNC) to inspect, while CSA uses City staff to perform inspections

CSA and DPW inspect streets and sidewalks on a quarterly and monthly basis, respectively. DPW uses a contracted organization, Mission Neighborhood Centers (MNC) to perform inspections, while CSA uses its own staff. Inspections generally cover five continuous city blocks.

Nineteen quantifiable standards are rated in five different street and sidewalk categories: street litter; sidewalk litter; graffiti on public and private property; trash receptacles; and trees and landscaping.

DPW maintains a Maintenance Schedules and Standards website¹ containing maintenance schedules, but not inspection results. CSA inspections in FY 2005-06 and FY 2006-07 found that DPW was complying with street sweeping schedules; therefore, compliance with street sweeping schedules was not evaluated in FY 2007-08.

A list of the inspection standards is provided in Exhibit 1.

EXHIBIT 1	Streets and Sidewalks Inspection Standards
Feature	Standard
Street Cleaning	<p>Streets shall be free of litter and will be rated on a scale of 1 to 3</p> <ul style="list-style-type: none"> ▪ 1 = Acceptably clean, less than 5 pieces of litter per 100 curb feet examined ▪ 2 = Not acceptably clean, 5-15 pieces of litter per 100 curb feet examined ▪ 3 = Very Dirty, over 15 pieces of litter per 100 curb feet examined <p>A final average rating of less than 2 must be attained to meet the standard for the route</p>
Sidewalk Cleaning	<ul style="list-style-type: none"> ▪ Sidewalk shall be free of litter and will be rated on a scale of 1 to 3 (same as above) ▪ 90% of sidewalk shall be free of grime, leaks and spills ▪ 100% of sidewalk shall be free of graffiti ▪ 100% of sidewalk shall be free of illegal dumping ▪ 100% of sidewalk shall be free of feces, needles, broken glass, or condoms
Graffiti	<p>100% of the street surface, public and private structures, buildings and sidewalks must be free of graffiti. The following categories are rated:</p> <ul style="list-style-type: none"> ▪ DPW public property (street surfaces, City trash receptacles) ▪ Non-DPW public property (street signs, meters, mailboxes, etc) ▪ Private property
Trash Receptacles	<ul style="list-style-type: none"> ▪ Trash receptacle is clean and not overflowing. ▪ No more than 5 pieces of litter in the area around the receptacle ▪ Structure must have a uniform coat of paint ▪ Structure must be free of large cracks or damage that affects use ▪ The door must be closed

¹ Last accessed 2/25/09, available: http://www.sfgov.org/site/sfdpw_page.asp?id=79573

Trees and Landscaping	<ul style="list-style-type: none">▪ 90% of trees, tree wells and planters shall be free of litter▪ 90% of trees are free of damage or hanging limbs; no tree is dead▪ 90% of tree wells and planters are free of weeds and vines▪ 90% of trees with limbs and foliage provide clearance over the sidewalk and street
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Route Selection

CSA inspected routes in December, March, and May of FY 2007-08 for a total of 66 inspections. Routes were chosen in consultation with DPW to represent residential and commercial streets throughout the 11 supervisorial districts in the City.

DPW conducted 327 inspections on three different sets of routes during the year. Route selections were alternated monthly between two sets of routes chosen to replicate CSA inspections, and routes included in the Community Corridors Partnership Program "Clean Corridors." Unlike CSA, a dedicated contractor performed inspections on a monthly basis. Inspection results from August 2007 through June 2008 are included in this report.²

Appendix C lists the routes inspected by CSA and DPW.

Analysis

CSA and DPW used the same inspection methodology and covered many of the same routes. Inspections results for the two groups are analyzed together, therefore inspections results are based on 393 inspections.³

Combining CSA and DPW inspections results

Analysis revealed some systematic differences between CSA and DPW scores. Large differences were found between CSA and DPW averages on six measures: graffiti on private property; sidewalk dumping; major incidents on sidewalks (feces, needles, or broken glass); tree appearance; litter in tree wells; and levels of weeds in and around trees. On tree weediness and tree litter, DPW scores tended to be better (cleaner) than CSA scores.

² DPW inspections conducted in July 2007 were not included in this report because they were timed to occur immediately before and after street cleanings, rather than at their midpoint, and therefore are not comparable to other inspections conducted in this fiscal year.

³ This is a significant change from the FY 2006-07 report that included analysis of 44 inspections.

DPW results include inspections of Clean Corridor routes

Differences between CSA and DPW inspection averages are driven by inclusion of results from DPW inspections of Clean Corridor routes,⁴ which CSA did not inspect and are in general more trafficked city corridors than the routes inspected by CSA.




















DPW and CSA also use different inspection approaches: CSA uses multiple staff members to inspect routes, while a single inspector performs all DPW inspections. The individual rating tendencies of the single DPW inspector strongly influence DPW ratings, while CSA inspection results are a composite picture of inspections done by the entire department.




A table of major differences between CSA and DPW inspection averages is provided in Appendix C.

⁴ The Community Corridors Partnership program (Clean Corridors) and FY 2007-08 results are discussed separately in Appendix A.

FY 2006-07 AND FY 2007-08 COMPARISON

Exhibit 2 compares inspection results on measures between FY 2006-07 and FY 2007-08.

EXHIBIT 2 Average Inspection Scores FY 2006-07 vs. FY 2007-08			
Criteria/ Feature	n=44		Trend
	FY 2006/07	n=393 FY 2007/08	
1.0 Street Cleanliness			
1.1 Score (1= Acceptably Clean to 3= Very Dirty)	1.7	2.1	
2.0 Sidewalk Cleanliness			
2.1 Litter (1= Acceptably Clean to 3= Very Dirty)	1.8	1.8	
2.2 Grime, Leaks, Spills (% of sidewalk free)	97.4%	96.7%	
2.3 Graffiti (# on sidewalk)	0.3	0.3	
2.4 Percentage of inspections with no Illegal Dumping	70.0%	40.8%	
2.5 Percentage of inspections with no major incidents (Feces, Needles, Glass, Condoms)	61.0%	18.1%	
3.0 Graffiti-Average number of incidents per block			
3.1 DPW	0.9	0.5	
3.2 Public, Non-DPW	4.1	6.1	
3.3 Private	4.2	14.0	
4.0 Trash Receptacles			
4.1 Fullness	88.0%	94.5%	
4.2 Cleanliness of trash receptacles	88.1%	93.8%	
4.3 Cleanliness around trash receptacles	80.5%	82.1%	
4.4 Painting	88.5%	99.2%	
4.5 Structural integrity & function	90.4%	97.3%	
4.6 Doors	89.4%	99.5%	
5.0 Trees and Landscaping			
5.1 Cleanliness	54.9%	71.8%	
5.2 Tree Appearance	94.8%	77.4%	
5.3 Weediness	68.7%	92.0%	
5.4 Clearance	92.7%	96.1%	

Note:  Indicates that trend is positive  Indicates that the trend is negative  Indicates trend is neutral.

TRENDS BY FEATURE – STREETS

EXHIBIT 3 Street Cleanliness Summary: FY 2006-07 vs. FY 2007-08			
Criteria/ Feature	Average		Trend
	n=44 FY 2006-07	n=393 FY 2007-08	
1.0 Street Cleanliness			
1.1 Score (1= Acceptably Clean to 3= Very Dirty)	1.66	2.07	■

Note: ● Indicates that trend is positive ■ Indicates that the trend is negative ■ Indicates trend is neutral.

Street Litter



An acceptably clean street

Only 4 of 11 districts passed on average during FY 2007-08 inspections: Districts 2, 4, 7, and 8.

Inspectors score streets for the presence of litter along the route, scoring 1 if the street averages less than 5 pieces of litter per 100 curb feet, 2 for averages of 5-15 pieces per 100 curb feet, and 3 for averages of more than 15 pieces per 100 curb feet. Scores of less than 2 are considered passing.

Street litter ratings declined significantly (more litter) during FY 2007-08, from an average of 1.66 in FY 2006-07 to 2.04 in FY 2007-08. In total, 40.2 percent of the routes inspected (158) passed on this measure – less than half of all inspections. Only 4 of 11 districts passed on average during FY 2007-08 inspections: Districts 2, 4, 7, and 8.

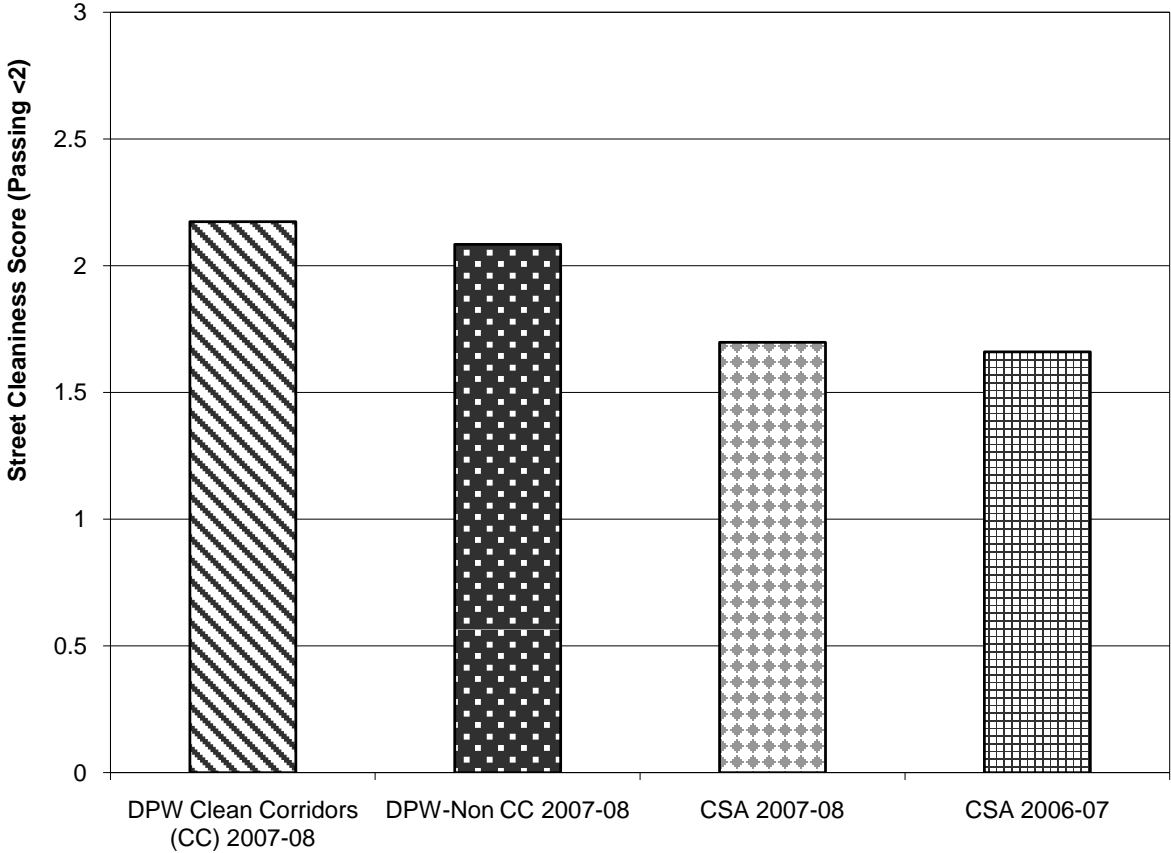
Performance differences between the two years mirror differences between CSA and DPW inspection results. The CSA-only average for street cleaning in FY 2007-08 is 1.7, nearly identical to the average rating for FY 2006-07, 1.66.⁵ DPW inspections found more litter on the streets, averaging 2.1 excluding Clean Corridor routes and 2.2 on Clean Corridor routes.

Exhibit 4 displays the differences between the CSA and DPW average scores of street litter.

⁵ Only data from CSA inspections were considered in the FY 2006-07 Annual Report.

EXHIBIT 4

Average Ratings of Street Cleanliness: CSA vs. DPW



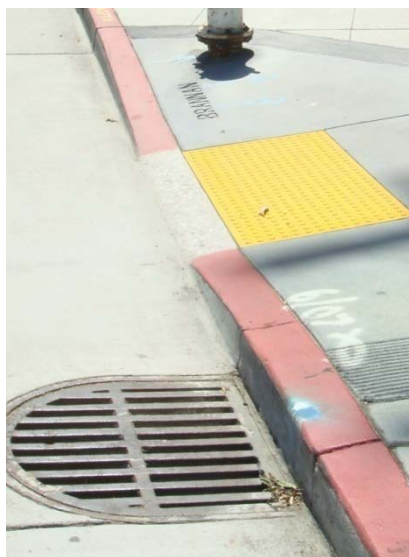
Note: All inspections occurred at the midpoint in a route's street sweeping schedule.

SIDEWALKS

EXHIBIT 5 Sidewalk Cleanliness Summary: FY 2006-07 vs. FY 2007-08			
Criteria/ Feature	Average		Trend
	n=44	n=393	
2.0 Sidewalk Cleanliness	FY 2006-07	FY 2007-08	
2.1 Litter (1= Acceptably Clean to 3= Very Dirty)	1.76	1.82	■
2.2 Grime, leaks, spills (% of sidewalk free)	97.4%	96.7%	■
2.3 Sidewalk Graffiti (block averages for each route per block on sidewalk)	0.3	0.3	■
2.4 Percentage of inspections with no illegal dumping	70.0%	40.8%	■
2.5 Percentage of inspections with no major incidents (feces, needles, glass, or condoms)	61.0%	18.1%	■

Note: ● Indicates that trend is positive ■ Indicates that the trend is negative ■ Indicates trend is neutral

Sidewalk Litter



A clean sidewalk in District 6

Sidewalk inspections in 10 of 11 supervisory districts passed the standard for sidewalk cleanliness. Scores for Districts 4, 7, and 8 averaged much better than those from other districts (Exhibit 2).

Of the features inspected that are the responsibility of private property owners (sidewalks, graffiti on private property, and some trees), standards measuring sidewalk litter scored the cleanest. This is in part a reflection of the emphasis placed on removing sidewalk litter from streets in the Clean Corridors Program.

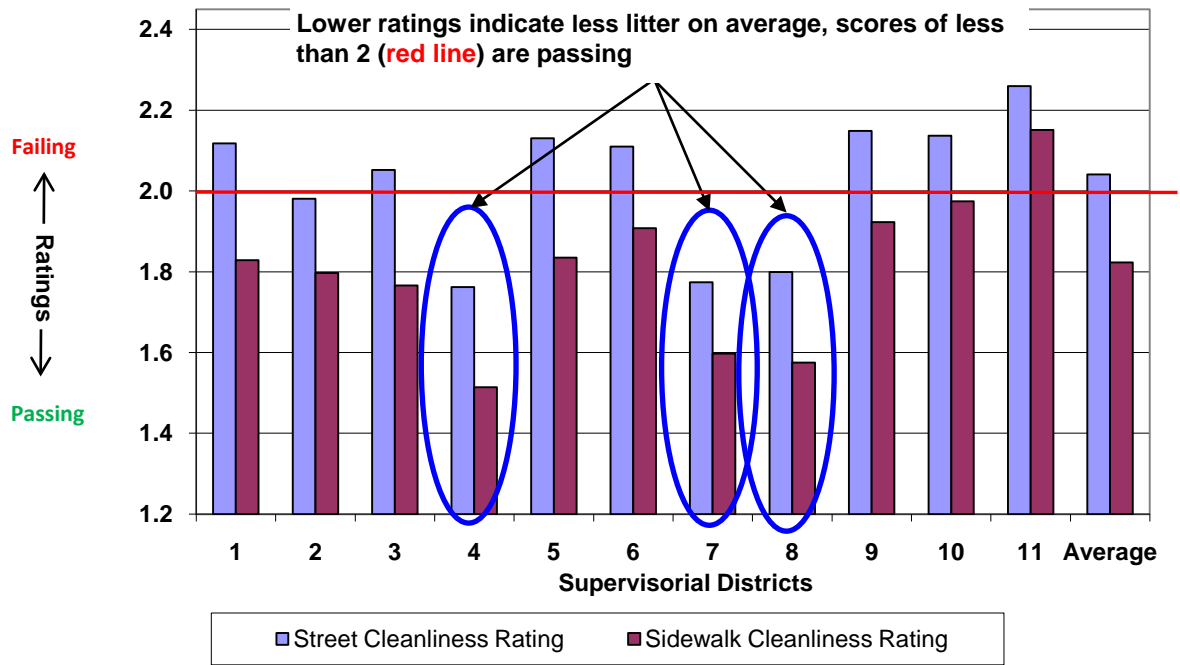
Sidewalks are rated, as streets are, for the presence of litter along the route: scoring 1 if the sidewalk averages less than 5 pieces of litter per 100 curb feet; 2 for averages of 5-15 pieces per 100 curb feet; and 3 for averages of more than 15 pieces per 100 curb feet. Scores of 2 or higher are considered failing.

Routes in supervisory districts 4, 7, and 8 were noteworthy for a lack of litter on streets and sidewalks. On average, routes in these districts:

- Had less litter than streets and sidewalks inspected in all other districts;
- Were the only districts to pass ratings of street litter.

Exhibit 6 compares average street and sidewalk litter ratings by district. Sidewalk inspections in 10 of 11 supervisory districts passed the standard for sidewalk litter. Only District 11 failed on average (2.19). Routes in District 4 scored cleanest (lowest) on average with 1.53.

EXHIBIT 6 FY 2007-08 Street and Sidewalk Ratings by District



Sidewalk Grime



Sidewalk grime in District 11

Inspections for grime on the sidewalk evaluate the percentage of the sidewalk free of grime; ratings of 90 percent and above are considered passing. Only 4 of 393 inspections (1 percent) noted sidewalks that failed the standard: two in District 9 and two in District 11.

Sidewalk Graffiti

Of the surfaces evaluated for graffiti (sidewalks; DPW property; public, non-DPW property; and private property), graffiti was least likely to be found on the sidewalk. There were no instances of graffiti on the sidewalk in 212 of 393 inspections (53.9 percent). Only 31 inspections found more than one incident, and the most instances noted on a route were four. There is zero tolerance for graffiti on the sidewalk, as is the case for graffiti on any surface: to pass there must be no incidents on an inspection.

Sidewalk Dumping and Major Incidents



*Sidewalk dumping found on
FY 2007-08 inspections.*

*40.8 percent of inspections found
no illegally dumped items
compared with 70 percent last
year*

*Inspections should provide more
detail on sidewalk dumping and
major incident results*

Though sidewalk cleanliness ratings were strong, results for sidewalk dumping and the presence of “major incident” items (feces, needles, or broken glass) were more negative. The standard for a route to pass the inspection on sidewalk dumping and major incidents is no instances of either along the route; 40.8 percent of inspections found no illegally dumped items compared with 70 percent last year. A majority of inspections also noted the presence of major incidents. Only 18.1 percent of routes inspected found no major incidents.

Similar to street cleanliness ratings, there were significant differences between CSA and DPW results on these measures. When considering only CSA results for sidewalk dumping, 68.2 percent of all routes passed, close to last year’s rate of 70 percent.

A weakness of both the sidewalk dumping and major incidents measures is that inspections score only “Yes/No” as to the presence of flaws. If any of the five blocks has even a single instance of sidewalk dumping or a major incident item (broken glass, needles, or feces), the route is recorded as failing. Therefore, it is difficult to measure either intensity or incremental changes on these measures.

A recommendation of this report is to provide more detail on sidewalk dumping and major incidents during inspections. One solution would be to model the measures on graffiti indicators which count the number of instances per block and per route.

GRAFFITI

EXHIBIT 7 Graffiti Summary: FY 2006-07 Compared to FY 2007-08			
Criteria/ Feature	Average		Trend
	n=44	n=393	
<u>2.0 Graffiti average per block on different property</u>	FY 2006-07	FY 2007-08	
DPW property (street surfaces, City trash receptacles)	0.87	0.46	●
Non-DPW public property (street signs, meters, mailboxes, etc)	4.09	6.12	■
Private property	4.23	14.01	■

Note: ● Indicates that trend is positive ■ Indicates that the trend is negative ■ Indicates trend is neutral

Graffiti on Public and Private Property



Graffiti on private property

Counts of graffiti on private property were particularly high. The Citywide average increased by almost 10 instances per block.

Graffiti is noted separately on private, DPW, and public, non-DPW maintained property during inspections. Public, non-DPW maintained property is considered any street and sidewalk feature that DPW or private property owners do not hold responsibility for maintaining; these include street signs, meters, mailboxes, bus stops, and other types of property. The Citywide standard for graffiti is zero instances, as set by Mayor's policy. No inspections met this standard for all property types (sidewalks; DPW; public, non-DPW; or private). Overall trends for graffiti in the City are mixed.

Graffiti on DPW property averaged less than one incident per route, matching last year's performance.

The average number of instances of graffiti per block on public, non-DPW property increased Citywide from 4.1 to 6.1. The range of averages of graffiti on public, non-DPW property is large: from a low average of 2.7 on routes inspected in District 10, to the high of 18.2 in District 5. A determining factor in this measure is the number of public property spaces present on the route being inspected, which varies by district and route.

Counts of graffiti on private property were particularly high. The average number of instances of graffiti on private property in increased by more than 10 in four districts (Districts 5, 6, 7, and 9), and two other districts

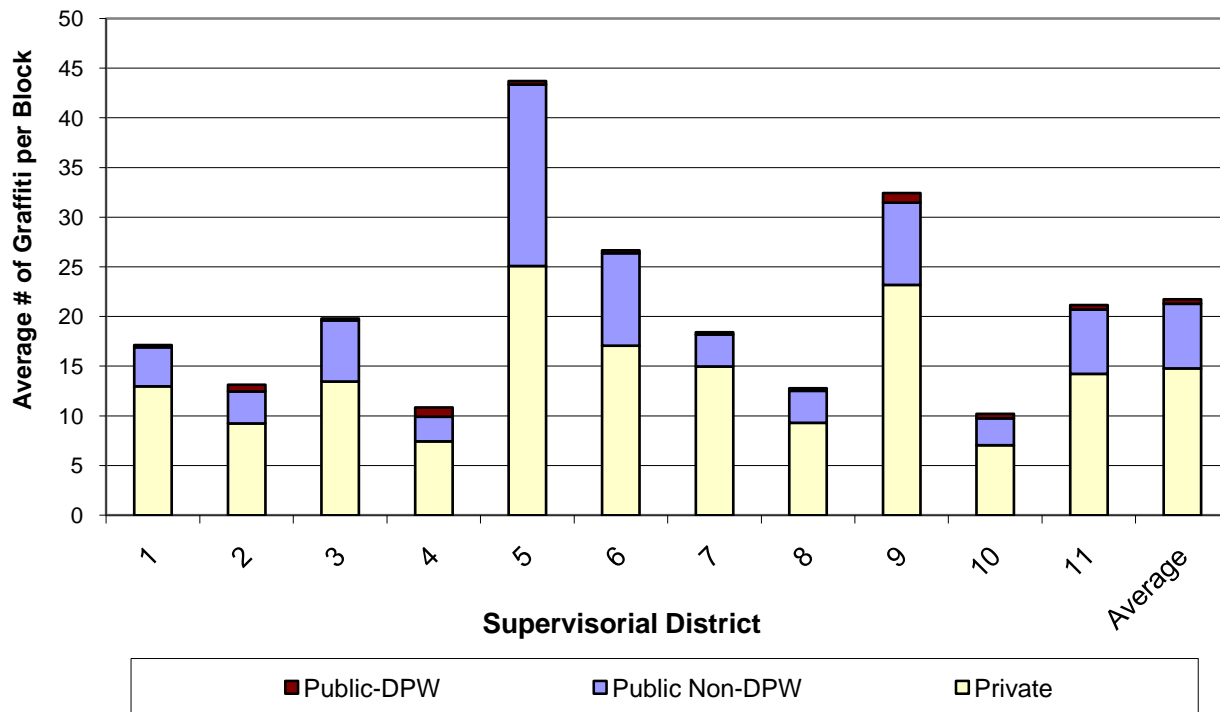
saw average increases of nearly 10 (Districts 3 and 9). The Citywide average increased by almost 10 instances per block.

The average number of instances of graffiti on private property increased by more than 10 in four districts (Districts 5, 6, 7, and 9)

Increases in instances of private graffiti were significantly influenced by merging DPW's results with CSA's, most significantly the Clean Corridor results. As illustrated above in Appendix C, CSA inspections averaged 5.4 instances of graffiti on private property per block, whereas DPW Clean Corridors and non-Clean Corridors inspections averaged 21.4 and 8.0 instances respectively.

Exhibit 8 displays average graffiti counts by district and property type; results for sidewalk graffiti are not included as they averaged less than one for all districts.

EXHIBIT 8 FY 2007-08 Graffiti Averages by Supervisorial District



Graffiti in District 5

Of the 38 inspections completed in District 5 during FY 2007-08, 12 found 30 or more incidents of graffiti on private property. Ten of the twelve were done on different points along the Haight Street corridor, and six of these were on the same section of Haight, between Stanyan and Masonic. This route is part of the Clean Corridors program, described in detail in Appendix A.

As a result, inspections in District 5 found significant increases in the number of instances of graffiti on public and private property, as noted in Exhibit 9.



Graffiti on public, non-DPW property in District 5

EXHIBIT 9 Graffiti Averages in District 5: FY 2006-07 & FY 2007-08		
Criteria/ Feature	Average	
<u>2.0 Graffiti average per block on different property</u>	FY 2006-07	FY 2007-08
DPW property (street surfaces, City trash receptacles)	1.3	.4
Non-DPW public property (street signs, meters, mailboxes, etc)	.9	18.2
Private property	1.1	25.1

TRASH RECEPTACLES

EXHIBIT 10			
Trash Receptacle Summary: FY 2006-07 Compared to FY 2007-08			
Criteria/ Feature	Average		
	n=44	n=393	
4.0 Trash Receptacles	FY 2006-07	FY 2007-08	Trend
4.1 Fullness	88.0%	94.5%	●
4.2 Cleanliness of trash receptacles	88.1%	93.8%	●
4.3 Cleanliness around trash receptacles	80.5%	82.1%	●
4.4 Painting	88.5%	99.2%	●
4.5 Structural integrity & function	90.4%	97.3%	●
4.6 Doors	89.4%	99.5%	●

Note: ● Indicates that trend is positive ■ Indicates that the trend is negative □ Indicates trend is neutral

Trash Receptacles

Scores in all six of the trash receptacle standards improved, five of the six standards averaged over 90 percent

Improvements were found in all six of the trash receptacle indicators evaluated during inspections. Each trash receptacle on a route is evaluated for: fullness; surface and surrounding cleanliness; uniformity of painting; structural integrity; and doors. The number of receptacles passing on each of these measures is then divided by the total number of receptacles on a route to calculate the percentage that passed. An entire route is considered to have passed if at least five of the six measures scored 90 percent or above.

Scores in all six of the trash receptacle standards improved – five of the six standards averaged over 90 percent. Only cleanliness around trash receptacles scored below 90 percent (82.1 percent). On average, only routes in District 3 passed for this standard (94.3 percent).

TREES

EXHIBIT 11		Tree Ratings: FY 2006-07 vs. FY 2007-08		
Criteria/ Feature	Average			
	n=44	n=393		
<u>5.0 Trees and Landscaping</u>	FY 2006-07	FY 2007-08	Trend	
5.1 Cleanliness	54.9%	71.8%	●	
5.2 Tree Appearance	94.8%	77.4%	■	
5.3 Weediness	68.7%	82.0%	●	
5.4 Clearance	92.7%	96.1%	●	

Note: ● Indicates that trend is positive ■ Indicates that the trend is negative ■ Indicates trend is neutral

Tree Ratings



Clean and healthy tree in District 11

Ratings of trees for cleanliness, weediness, and clearance improved significantly from FY 2006-07 to FY 2007-08.

Tree cleanliness, appearance, weediness, and clearance were measured during inspections. A route is considered to have passed if at least three of the four measures scored 90 percent or above.

Responsibility for tree maintenance in San Francisco is shared between DPW and private property owners, often with assistance from San Francisco urban forestry nonprofit Friends of the Urban Forest (FUF).⁶ The Bureau of Urban Forestry, which is a division of DPW, has responsibility for trees on many routes. Trees on Clean Corridor routes are the responsibility of DPW, and some routes have privately maintained trees.

Ratings of trees for cleanliness, weediness, and clearance improved from FY 2006-07 to FY 2007-08, most dramatically for cleanliness and weediness. Ratings for appearance declined.

Tree appearance results are especially difficult to interpret. Inspectors are not trained arborists or necessarily knowledgeable in the landscape maintenance field. Even “unattractive and unsightly” trees might be healthy.

Significant differences exist between CSA and DPW

⁶ Information from a Center for Urban Forest Research report. Accessed 3/2/09, available: http://www.fs.fed.us/psw/programs/cufr/research/studies_detail.php?ProjID=121



Tree basin with weeds

averages. CSA inspections tended to rate trees as having a better appearance than DPW (91.9 percent passed CSA inspections on this measure, while 74.4 percent of DPW inspections passed), while the opposite was the case for measures of tree cleanliness and tree weediness. Performance on the tree clearance (“limbs and foliage of tree provide clearance over the sidewalk and street”) measure was exemplary in both CSA and DPW averages.

Tree Cleanliness

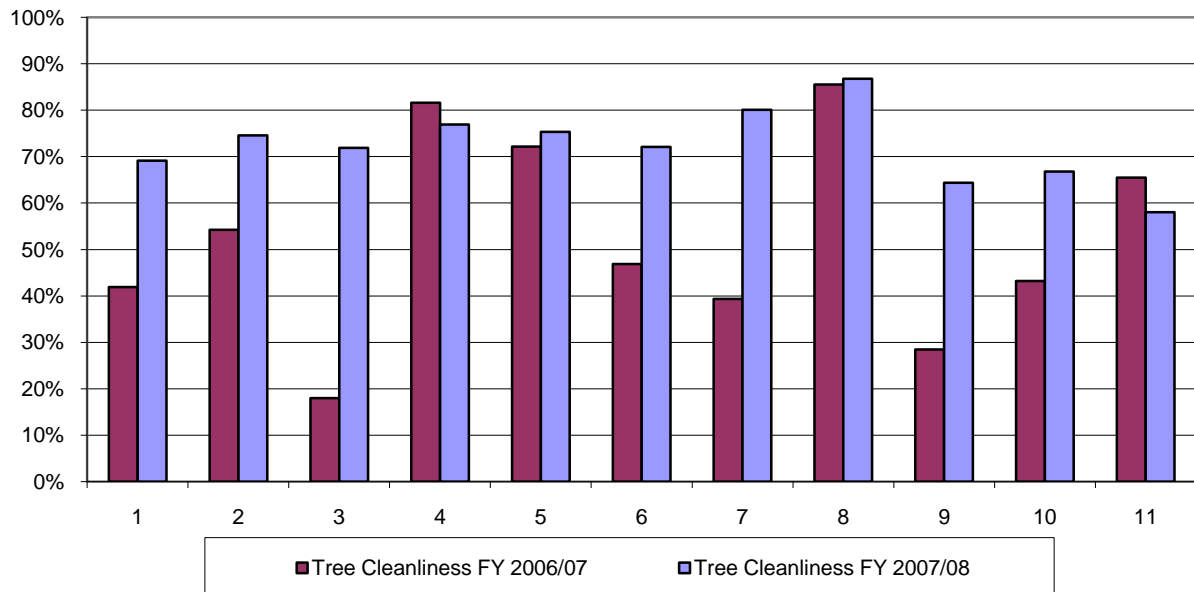


Healthy, maintained tree

Exhibit 12 shows tree cleanliness averages compared between FY 2006-07 and FY 2007-08. Ratings of tree cleanliness (litter) on inspections in seven districts increased by 20 or more percentage points and the overall City average increased from 52.4 percent to 71.8 percent as compared to last year. However, despite the improvements in most districts, none of the districts had an average passing score (90 percent).

Scores in District 8 came closest to passing, averaging 86.7 percent of routes having no more than three pieces of litter in the tree, tree well, or tree planter. Inspections in District 11 did particularly poorly, averaging just 58 percent of trees, tree wells or planters free of litter.

EXHIBIT 12 Average Ratings of Tree Well Cleanliness (Litter) by District and Year



Tree Appearance

Tree appearance scores declined. Ninety-five percent of inspections during FY 2006-07 passed, while only 77 percent of inspections met the standard during FY 2007-08.

Tree Weediness

No districts passed on tree weediness scores during FY 2006-07 inspections, when averaged by district. In FY 2007-08, 8 of the 11 supervisorial districts passed on average.



A weedy tree in District 10.

Tree Clearance

Tree clearance scores repeated their strong performance: in FY 2006-07 92 percent of routes with trees met the standard for tree clearance, in FY 2007-08 96.1 percent of routes had trees that passed the clearance standard.

RESULTS BY YEAR AND DISTRICT⁷

The tables on the following two pages compare average inspection results in each of the 11 supervisorial districts during fiscal years 2006-07 and 2007-08. Results for FY 2006-07 are taken directly from the Parks, Streets, and Sidewalk Maintenance FY 2006-07 Annual Report.



A clean sidewalk and well maintained hedge in District 7

⁷ Results for sidewalk dumping and major incidents were not reported numerically during FY 2006-07.

EXHIBIT 13 Average Inspection Scores FY 2007-08 by District and Year

Supervisory District	1.0 Street Cleanliness (1= Clean to 3= Very Dirty)		2.1 Litter (1= Acceptably Clean to 3= Very Dirty)		2.2 Grime, Leaks, Spills (% of sidewalk free)		2.3 Graffiti (# on sidewalk)		2.4 Percentage of inspections with no Illegal Dumping		2.5 Percentage of inspections with no major incidents (Feces, Needles, Glass, or Condoms)		3.1 Graffiti on DPW Property		3.2 Graffiti on Public Property		3.3 Graffiti on Private Property	
	FY07	FY08	FY07	FY08	FY07	FY08	FY07	FY08	FY07	FY08	FY07	FY08	FY07	FY08	FY07	FY08	FY07	FY08
1	1.5	2.2	1.8	1.9	100%	97%	0.5	0.1		23%		9%	0.3	0.2	4.2	4.0	9.2	13.0
2	1.4	2.0	1.8	1.8	99%	97%	0.1	0.1		55%		19%	0.1	0.7	3.1	3.2	1.6	9.2
3	2.3	2.0	1.9	1.8	97%	97%	0.2	0.3		50%		21%	0.3	0.2	11.9	6.2	3.9	13.5
4	1.3	1.8	1.3	1.5	99%	97%	0.2	0.5		58%		50%	0.5	0.9	0.3	2.5	1.5	7.5
5	1.5	2.2	1.6	1.8	97%	96%	0.1	0.5		32%		16%	1.3	0.4	0.9	18.2	1.1	25.1
6	1.5	2.2	1.9	1.9	100%	96%	0.7	0.3		37%		12%	0.9	0.3	8.3	9.3	5.9	17.1
7	1.7	1.8	1.7	1.6	100%	98%	0.2	0.1		60%		38%	0.3	0.2	7.5	3.2	2.4	15.0
8	1.5	1.8	1.5	1.6	99%	98%	0.5	0.4		38%		21%	0.7	0.3	0.9	3.3	0.6	9.3
9	2.0	2.2	2.0	1.9	88%	96%	0.3	0.2		28%		6%	2.5	1	1.9	8.3	14.4	23.2
10	1.8	2.2	2.0	2.0	97%	97%	0.2	0.1		42%		5%	2.5	0.5	3.1	2.7	3.3	7.1
11	1.9	2.3	1.9	2.2	96%	96%	0.4	0.4		27%		3%	0.2	0.5	2.9	6.5	2.6	14.2
AVG	1.7	2.0	1.8	1.8	97%	97%	0.3	0.3		41%		18%	0.9	0.5	4.1	6.1	4.2	14.0

Note: Results for sidewalk dumping and major incidents were not reported numerically in the FY 2006-07 report and averages are not available. Results listed in green text indicate a passing average for the feature and district, red indicates a failing average. Street inspection averages in Districts 2 and 3 rounded to 2.0 but passed and failed with 1.98 and 2.03 respectively.

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Supervisory District	4.1 Fullness		4.2 Cleanliness of trash receptacles		4.3 Cleanliness around trash receptacles		4.4 Painting		4.5 Structural integrity & function		4.6 Doors		5.1 Cleanliness		5.2 Tree Appearance		5.3 Weediness		5.4 Clearance	
	FY07	FY08	FY07	FY08	FY07	FY08	FY07	FY08	FY07	FY08	FY07	FY08	FY07	FY08	FY07	FY08	FY07	FY08	FY07	FY08
1	63%	92%	63%	94%	63%	75%	75%	95%	75%	97%	75%	97%	42%	69%	88%	78%	50%	93%	75%	99%
2	50%	97%	50%	92%	50%	81%	33%	100%	50%	98%	50%	99%	54%	75%	96%	84%	79%	94%	92%	92%
3	63%	96%	75%	98%	50%	94%	75%	100%	75%	98%	75%	100%	18%	72%	73%	81%	53%	88%	69%	96%
4	42%	90%	35%	89%	42%	82%	50%	100%	50%	95%	50%	100%	82%	77%	92%	80%	57%	94%	91%	95%
5	100%	94%	100%	92%	95%	84%	100%	99%	100%	97%	100%	100%	72%	75%	94%	80%	81%	93%	96%	96%
6	75%	97%	70%	92%	75%	74%	75%	100%	50%	98%	50%	100%	47%	72%	99%	79%	87%	96%	98%	97%
7	50%	94%	50%	95%	17%	79%	25%	100%	42%	99%	42%	100%	39%	80%	71%	83%	47%	93%	64%	96%
8	72%	97%	75%	98%	94%	86%	69%	100%	67%	98%	67%	100%	86%	87%	99%	89%	80%	91%	94%	98%
9	22%	98%	19%	95%	9%	86%	25%	98%	25%	98%	25%	100%	29%	64%	97%	70%	63%	94%	100%	99%
10	75%	98%	75%	95%	75%	86%	75%	98%	75%	98%	75%	100%	43%	67%	89%	73%	50%	86%	96%	92%
11	38%	90%	38%	91%	25%	81%	50%	100%	50%	93%	50%	100%	66%	58%	96%	61%	71%	89%	99%	96%
AVG	88%	95%	88%	94%	81%	82%	89%	99%	90%	97%	89%	100%	55%	72%	95%	78%	69%	92%	93%	96%

Note: Results for sidewalk dumping and major incidents were not reported numerically in the FY 2006-07 report and averages are not available. Results listed in green text indicate a passing average for the feature and district, red indicates a failing average.

RECOMMENDATIONS

This section responds to the Proposition C requirement to assess and make recommendations to enhance the achievement of standards that are not met during inspections.

1. Expand Public Outreach and Education

Street and sidewalk cleanliness outcomes are the responsibility of a multitude of City agencies and groups. DPW already partners with residents, businesses, and community organizations through the Adopt a Street and Graffiti Watch programs. The recently launched Turn Brown Leaves Green project proactively engages with the public to clean brown leaves off of streets and sidewalks.⁸

Engaging with the public to improve street and sidewalk maintenance is a Citywide issue, not only DPW's.

Many of the features that scored the weakest during FY 2007-08 inspections were the responsibility of private property owners, not DPW (sidewalk dumping and major incidents, graffiti on private property). These results should be addressed by using inspections results to continue to expand efforts to educate and engage with the public about street and sidewalk conditions. Improving results depends on the cooperation of private property owners.

Two steps are recommended to increase public engagement:

Public awareness campaign

a. Create a public awareness campaign identifying behavioral changes that would improve street and sidewalk cleanliness. The results among features that are primarily the responsibility of private property owners must be addressed through increased public awareness. DPW is already engaged with Department of the Environment in an anti-litter education program through the San Francisco Unified School District. DPW is also already significantly engaged in abating graffiti on City property, as well as working with private property owners on abatement.

Make timely inspection results more publicly accessible

b. Make inspection results more timely and publicly available. CSA and DPW have recently initiated a process for creating a searchable database to store and report results. Making these reports accessible can foster public engagement.

⁸ Last accessed 2/25/09, available: http://www.sfgov.org/site/sfdpw_page.asp?id=95750

2. Evaluate Trends in 311 Data to Develop Standards and Route Selection

DPW has already used 311⁹ data in conjunction with inspection results to allocate street sweeping resources in the Street Sweeping Reduction program. DPW could continue to use 311 data to learn about public priorities for street and sidewalk maintenance. The volume and geographic spread of requests is informative of the public's perception of street and sidewalk maintenance issues and can be used in route selection or standards development.

3. Use City Survey Results to Confirm Street and Sidewalk Cleanliness Results

The biennial City Survey conducted by the Controller's Office measures public perceptions of street and sidewalk cleanliness. City Survey results should be compared to inspection results to identify parts of the City where the two measures agree and parts where they differ. Discrepancies could highlight the need to change inspection standards or methodology, such as route selection methods.

4. Revise and Clarify Inspections Standards

The Street and Sidewalk Maintenance Standards Manual and Evaluation Form is the reference document and scoring sheet for street and sidewalk inspection standards. The manual was last updated in February 2007 and some of the standards now require clarification. Inspection standards should also be evaluated broadly to ensure that they reflect operational and public concerns and priorities.

To clarify and improve the standards, the Controller's Office recommends:

- a. Using results from the Street and Sidewalk Perception to focus standards on public maintenance priorities. The study will be coordinated by CSA to gather data on residents', visitors', and merchants' views of street and sidewalk conditions. Results should be used to add or modify inspection standards.
- b. Addressing the following question: Where is the dividing line between sidewalk or street litter and litter around trash receptacles? Could the dividing line mirror Norcal's contract which stipulates that trash from specified areas around the trash receptacle must be picked up when emptying the receptacle itself?

Street and Sidewalk Perception Study

Street and sidewalk litter vs. litter around trash receptacles

⁹ The City and County of San Francisco established 311 to provide an easy-to-remember telephone number that connects residents, businesses, and visitors to highly-trained Customer Service Representatives ready to help with general government information and services including work order requests for street and sidewalk maintenance items.

Any revision to the standards must be coordinated between CSA and DPW. Quarterly meetings discussed in the first recommendation should be the platform for coordination. The significant differences between CSA and DPW inspection results (sidewalk dumping, sidewalk-major incidents, and instances of private graffiti) must also be addressed. One way to foster common understandings of inspection standards would be to return to the practice of sending DPW and CSA out together on annual training inspections

5. CSA Inspectors Should More Routinely Use the City's 311 System

The resources spent to conduct inspections should be leveraged to improve the conditions of streets and sidewalks directly. Immediate maintenance needs discovered during DPW inspections are reported by the DPW inspector to 311. CSA inspectors should formalize a system for similar reporting; including clarification of the severity of incidents that should prompt inspectors to report to 311 immediately.

Revise Methodology for Route Selection

The mandate requires annual reporting on each geographical area of the City. One model for sampling could be a stratified random sample based on street categories identified by the Better Streets Plan shown in Exhibit 17.¹⁰ Just as important as choosing a representative sample is choosing representative times for inspections. Routes experience different issues and different uses at different times of the day.

EXHIBIT 14 City Route Types Identified in San Francisco Better Streets Plan (6/08)	
o Downtown Commercial	o Industrial
o Commercial Throughways	o Parkways
o Neighborhood Commercial	o Park Edge Streets
o Downtown Residential	o Boulevards
o Residential Throughways	o Ceremonial (Civic)
o Neighborhood Residential	o Alleys
o Industrial Mixed Use	o Paseos

¹⁰ The Better Streets San Francisco draft plan is available: http://www.sfgov.org/site/uploadedfiles/planning/Citywide/Better_Streets/index.htm, last accessed 12/1/08.

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APPENDIX A: STATUS OF PREVIOUS YEAR'S RECOMMENDATIONS

All of the recommendations made in the FY 2006-07 Annual Report were implemented partially or fully during FY 2007-08. Below, recommendations made last year are listed in bold and actions taken towards implementing them are described in the table that follows.

EXHIBIT 15 Recommendations for FY 2006-07 Annual Report and Actions Taken	
Recommendation	Action Taken
DPW needs to conduct regular and consistent inspections.	Fully implemented during FY 2007-08. DPW inspector MNC conducted monthly inspections in FY 2007-08 using the same standards and methodology as CSA.
DPW should use midpoint inspections.	Fully implemented during FY 2007-08. After July 2007, MNC conducted all of their inspections at the midpoint between street cleanings.
Reallocate DPW street sweeping resources	In process of implementation during FY 2007-08. Planned during FY 2007-08, DPW began a four-phased street sweeping reduction in August 2008 targeting residential routes in the City that consistently rated cleaner on the street cleanliness measure during inspections.
Improve evaluation of Community Corridor Partnership Program	Fully implemented during FY 2007-08. For the first time, the FY 2007-08 Annual Report evaluated Clean Corridor inspection results with results from non-Clean Corridor street and sidewalk inspections. Results from this year will function as baseline data for trends to be identified in the FY 2008-09 report
Obtain in-depth information on perceptions of street cleanliness	In process of implementation during FY 2007-08. As of November 2008, Public Research Institute has been selected to conduct the Street and Sidewalk Perception Study, and details are being finalized

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APPENDIX B: DETAILED METHODOLOGY

History – Street and Sidewalk Methodology

The Department of Public Works (DPW) and the Controller's Office, City Services Auditor (CSA) division developed and tested street maintenance standards in FY 2004-05.

The standards were finalized and in FY 2005-06, DPW and CSA inspected streets throughout the City for three issues: (1) street litter/cleanliness; (2) graffiti on public and private property; and (3) cleanliness of City trash receptacles.

Much of the methodology for street inspections has remained the same since its development in FY 2004-05. During most inspections, five blocks on one side of the street are evaluated. CSA continues to utilize its own staff of analysts and auditors to conduct the evaluations.

Some changes were introduced in FY 2006-07 to refocus inspections to be a better barometer of an average citizen's experience of streets and sidewalks. Changes included additional standards, new routes chosen for their commercial or residential character, and inspections timed to occur at the midpoint in a route's street sweeping schedule. Additionally, DPW contracted with Mission Neighborhood Centers (MNC) in order to expand the number of annual inspections. These changes are described below.

Inspection Standards

Standards added in FY 2006-07 included measures for sidewalk and tree maintenance. The new standards represented an expansion into features that are primarily the responsibility of private property owners, who are responsible for maintaining the cleanliness of sidewalks adjacent to their property, including most trees and planters. DPW is responsible for enforcement of the cleanliness codes Citywide.

Standards were not changed in FY 2007-08; Exhibit 1 lists the standards and elements that CSA and MNC use. A full copy of the updated standards manual is available at:

http://www.sfgov.org/site/controller_page.asp?id=29122

Inspection Timing

Inspections are held at the midpoint in their street cleaning schedule to better capture the public's perception during weekdays

Inspections are held at the midpoint of a route's mechanical sweeping. For example, a route that is swept on Monday/Wednesday/Friday would be inspected on Tuesday or Thursday; and a route that is swept once a week on Tuesday morning would be inspected on a Friday. All CSA inspections occur weekdays between 8:00 a.m. and 5:00 p.m. to accommodate the staff's office hours.

Routes Inspected

CSA conducted 66 inspections on three sets of routes during December, March, and May of FY 2007-08. Routes inspected during Quarter 2 were a combination of routes inspected in April 2005 and December 2005; routes inspected in Quarters 3 and 4 matched those inspected during the same time periods in FY 2006-07 by CSA.

Route choices for inspections were coordinated between CSA and DPW

MNC conducted inspections on a monthly basis, alternating between routes included in the Clean Corridors Program and routes chosen to match CSA inspections.

MNC did inspections of routes included in the Clean Corridor Program during July, September, November, January, March, and May of FY 2007-08.

Appendix E provides a full list of routes inspected by CSA and MNC, not including Clean Corridors routes.

APPENDIX C: MAJOR DIFFERENCES BETWEEN CSA AND DPW INSPECTION AVERAGES

Though CSA and DPW inspected many of the same routes using the same methodology, some inspection results differed significantly between the two groups.

The CSA-only average for street cleanliness¹¹ in FY 2007-08 was 1.7, nearly identical to the average rating for FY 2006-07, 1.66.¹² DPW inspections found more litter on the streets, averaging 2.1 per route. Similar to street cleanliness ratings, there were significant differences between CSA and DPW results on sidewalk dumping; 68.2 percent of routes passed (no observed incidents of sidewalk dumping) on CSA inspections, close to last year's rate of 70 percent, while 34 percent of routes passed DPW inspections. Features with major differences between CSA and DPW inspections averages are noted in Exhibit 19.

Differences in the inspections results could be a result of including DPW inspection results of Clean Corridor results and different inspections approaches by CSA and DPW, as noted previously.

EXHIBIT 16	Standards With Large Differences Between CSA & DPW Inspections Averages			
	CSA (n=66)	DPW (n=327)	DPW (Clean Corridors)(n=208)	DPW (non-Clean Corridors)(N=119)
Streets shall be free of litter and will be rated on a scale of 1 to 3.	1.7	2.1	2.2	2.1
The sidewalk shall be free of illegal dumping.*	68%	34%	32%	37%
The sidewalk shall be free of major incidents (feces, needles, broken glass, or condoms).*	42%	11%	8%	18%
Incidents of graffiti on Non-DPW, public property (street signs, meters, mailboxes, etc).	3.1	7.2	8.8	4.4
Incidents of graffiti on private property.	5.4	16.5	21.4	8.0
Trees are free of damage or hanging limbs. No tree is dead.	92%	74%	76%	73%
Trees, tree wells and planters shall be free of litter	58%	75%	76%	73%
Tree wells and planters are free of weeds and vines	73%	96%	98%	94%

¹¹ Street and sidewalk cleanliness ratings are derived as litter counts, scoring 1 if less than 5 pieces of litter per 100 curb feet are found, 2 if 5-15 pieces are found, and 3 if 15 or more pieces are found.

¹² Only data from CSA inspections were considered in the FY 2006-07 Annual Report.

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APPENDIX D: COMMUNITY CORRIDORS PARTNERSHIP

Program Background

The **Community Corridors Partnership Program** (“Clean Corridors”) is a cleaning initiative that began in 2006. The Department of Public Works (DPW) leads the effort to assist merchants in keeping their sidewalks clean by working with other City agencies to coordinate services (curb painting, tree basin maintenance, sidewalk repair, etc.). There are 200 merchant blocks under this program. Many blocks have appointed “ambassadors” responsible for coordinating cleaning efforts on their block.

The Community Corridors Partnership was designed to address some of the most problematic commercial areas in the City. During FY 2007-08, CSA deliberately inspected different routes than those in the Clean Corridors partnership in order to expand the sampling of City streets covered by inspections, as DPW was inspecting Clean Corridor routes. More information on the partnership can be found on DPW’s website: http://www.sfgov.org/site/sfdpw_page.asp?id=54049

Inspections

DPW contractor Mission Neighborhood Center (MNC) did 208 inspections of routes included in the Clean Corridor program during in FY 2007-08

DPW contractor Mission Neighborhood Centers (MNC) performed 208 inspections of routes included in the Clean Corridor program during September, November, January, March, and May of FY 2007-08. Inspections were conducted at the midpoint between a route’s scheduled cleanings, mirroring inspection methodology on all other inspections. MNC also inspected Clean Corridor routes during July 2007, but on a before and after street sweeping schedule, precluding comparisons with the rest of FY 2007-08 results. All inspections occurred when block ambassadors were not present.

Results

Trash receptacles and trees on Clean Corridor routes tended to score well, while sidewalk dumping, major incidents on sidewalks (feces, needles, or broken glass), and incidents of graffiti on public, and private property all scored relatively poorly. See Exhibit 17 for a detailed comparison of Clean Corridor result averages with non-Clean Corridor result averages. No baseline data is available for conclusions to be drawn as to trends on Clean Corridor routes.

EXHIBIT 17		
FY 2007-08 Clean Corridor Results vs. Non-Clean Corridor Routes		
Criteria/ Feature	CC (n=208)	Non CC, Commercial only (n=92)
1.0 Street Cleanliness		
1.1 Score (1= Acceptably Clean to 3= Very Dirty)	2.2	2.0
2.0 Sidewalk Cleanliness		
2.1 Litter (1= Acceptably Clean to 3= Very Dirty)	1.9	1.8
2.2 Grime, Leaks, Spills (% of sidewalk)	96.5%	96.7%
2.3 Graffiti (# on sidewalk)	0.2	0.3
2.4 Illegal Dumping (Percentage of inspections meeting standard, '0' incidents)	32.2%	52.2%
2.5 Feces, Needles, Glass, Condoms (Percentage of inspections not meeting standard, '0' incidents)	7.7%	25%
3.0 Graffiti-Average number of incidents per block		
3.1 DPW	0.4	0.6
3.2 Non-DPW	8.8	4.1
3.3 Private	21.7	9.8
4.0 Trash Receptacles		
4.1 Fullness	94.2%	94.5%
4.2 Cleanliness of trash receptacles	95.9%	92.8%
4.3 Cleanliness around trash receptacles	83.3%	81.0%
4.4 Painting	99.2%	99.3%
4.5 Structural integrity & function	96.1%	96.6%
4.6 Doors	100.0%	98.6%
5.0 Trees and Landscaping		
5.1 Cleanliness	75.9%	64.6%
5.2 Tree Appearance	75.5%	79.4%
5.3 Weediness	97.6%	88.2%
5.4 Clearance	98.2%	94.4%

APPENDIX E: CSA AND DPW INSPECTION ROUTES

EXHIBIT 18		Routes Inspected During Quarter 3 of FY 2006-07 & FY 2007-08				
District	Route	DPW Route	Corridor	Begin Street	End Street	Type
1	Richmond	1	Geary St.	3 rd Ave.	8 th Ave.	Commercial
	Richmond	1	25 th Ave.	Clement St.	Fulton Ave.	Residential
2	Marina	19	Octavia St.	Lombard	Vallejo	Residential
	Marina	19	Lombard St.	Pierce	Laguna	Commercial
3	North Beach/Chinatown	3	Francisco	Grant Ave.	Jones St.	Residential
	North Beach/Chinatown	3	Grant St.	Jackson St.	Filbert Ave.	Commercial
4	Sunset	7 & 8	41 st Ave.	Noriega St.	Santiago St.	Residential
	Sunset	7	Noriega St.	19 th Ave.	24 th Ave.	Commercial
5	Haight/Western Addition	2 & 11	Pine	Steiner	Octavia	Residential
	Haight/Western Addition	16	Irving	6 th Ave.	11 th Ave.	Commercial
6	Mission	11 & 31	Franklin St.	O'Farrell	McAllister	Residential
	Mission	23 & 32	Mission	4 th St.	1 st St.	Commercial
7	Lakeview/Ocean	12	Ocean	Junipero Serra Ave.	19 th St.	Commercial
	Lakeview/Ocean	7 & 17	Arballo	Vidal Dr.	Vidal Dr.	Residential
8	Eureka/Castro	13	24 th	Church	Diamond	Commercial
	Eureka/Castro	14, 34, & 45	Dolores	18 th St.	23 rd Street	Residential
9	Glen Park/Bernal Heights	22	Eugenia	Mission	Bocana	Residential
	Glen Park/Bernal Heights	13 & 35	Valencia	Mission	23 rd St.	Commercial
10	Bayview	9	Kansas	End St.	17 th St.	Residential
	Bayview	10 & 21	Oakdale	Bayshore	Industrial	Commercial
11	Excelsior	23 & 5	Geneva	Paris	Alemany	Commercial
	Excelsior	5	Santa Rosa Ave.	San Jose	Mission	Residential
Total Number of Inspections		22 (Several routed on different corridors but were still 5 blocks)				

EXHIBIT 19		CSA Inspection Routes During Quarter 4 of FY 2006-07 & FY 2007-08 and DPW Inspection Routes (10/07, 12/07, 2/08, 4/08, 6/08)				
District	Route	Route No.	Corridor	Begin Street	End Street	Type
1	Richmond	1	Clement	26 th	21 st	Commercial
	Richmond	1	Anza	25th	30th	Residential
2	Marina/Pacific Heights	19	Fillmore	Union	Chestnut	Commercial
	Marina/Pacific Heights	19	Franklin	Broadway	Greenwich	Residential
3	N. Beach/Chinatown	3	Battery	Union	Broadway	Commercial
	N. Beach/Chinatown	NONE	Washington	Larkin	Mason	Residential
4	Sunset	16 & 27	Taraval	19 th	24 th	Commercial
	Sunset	7	Lincoln	30th	35th	Residential
5	Haight/W. Addition	2 & 25	Fillmore	California	Post	Commercial
	Haight/W. Addition	11	Webster	Ellis	Fulton	Residential
6	Mission	23	16th	Guerrero	Capp	Commercial
	Mission	20	Brannan	Embarcadero	3rd	Residential
7	Lakeview/Ocean	16 & 27	Taraval	19 th	14 th	Commercial
	Lakeview/Ocean	17	Monterey	San Rafael Way	Santa Clara	Residential
8	Eureka/Castro	23	Market	Laguna	Noe	Commercial
	Eureka/Castro	11, 14, & 15	Noe	Market	Duboce	Residential
9	Glen Park/Bernal Hts	9, 13, 23, & 35	Cesar Chavez	Guerrero	Shotwell	Commercial
	Glen Park/Bernal Hts	6	Silver	Barneveld	Dunsmuir	Residential
10	Bayview	21	16th	DeHaro	Portrero	Commercial
	Bayview	6	Blanken	Tunnel	Gillette	Residential
11	Excelsior	12	Randolph	Orizaba	Arch	Commercial
	Excelsior	5	Brazil	Mission	Edinburgh	Residential
Total Number of Inspections		22 (Several routed on different corridors but were still 5 blocks)				

EXHIBIT 20		CSA Inspection Routes (quarter 2 of FY 2007-08) and DPW inspection Routes (8/07)				
District	Route	Route No.	Corridor	Begin Street	End Street	Type
1	Richmond	2	Clement	19th	17th	Commercial
	Richmond	2	Clement	9th	6th	Commercial
	Richmond	2	10 th	Anza St.	Clement	Residential
2	Marina/Pacific Heights	19	Chestnut	Divisadero	Fillmore	Commercial
	Marina/Pacific Heights	19	Greenwich	Lyon	Baker	Residential
3	N. Beach/Chinatown	3	Columbus (North/East)	Pacific	Filbert	Commercial
	Western Addition	11	Polk (West)	Jackson	Pine	Residential
4	Sunset	8	Taraval	27th	32nd	Commercial
	Sunset	7	Irving (South)	48th	43rd	Residential
5	Haight/W. Addition	15	Divisadero	Eddy	Sutter	Commercial
	Haight/W. Addition	11	Haight	Octavia	Steiner	Residential
6	Mission	24	Market	8th	3rd	Residential
	Mission	20	11th St. (South/West)	Mission	Howard	Commercial
	Mission	20	Folsom	11 th	10 th	Commercial
	Mission	20	10 th	Folsom	Harrison	Commercial
	Mission	20	Harrison	10 th	11 th	Commercial
	Mission	20	12 th	Folsom	Harrison	Commercial
7	Lakeview	12	Judson (South)	Hazelwood	Edna	Residential
	Park Merced/St. Francis	17	San Benito Way (East)	Ocean	St. Francis	Residential
8	Eureka/Castro		Dolores	Cesar Chavez	24 th	Residential
	Eureka/Castro	14	19th	Diamond	Castro	Residential
	Eureka/Castro	14	Castro	18 th	17 th	Residential
	Eureka/Castro	14	19 th	17 th	16 th	Residential
9	Glen Park/Bernal Hts	18	Cortland	Ellsworth	Bennington	Commercial
	Glen Park/Bernal Hts	9	S. Van Ness (East)	26th	21st	Residential
10	Portola	6	San Bruno Ave (West)	Olmstead	Burroughs	Commercial
	Bayview	10	Oakdale	Rankin	3rd	Commercial
11	Excelsior	5	Mission	Geneva	Nagalee	Commercial
	Excelsior	12	Jules	Lakeview	Ocean	Residential
Total Number of Inspections		22 (Several routed on different corridors but were still 5 blocks)				

EXHIBIT 21		Clean Corridor Inspection Routes (All Routes Commercial)	
District	Corridor	Begin Street	End Street
1	Clement	10th	5th
	Clement	4th	10th
	Clement	5th	10th
	Clement	5th	Arguello
	Clement	Arguello	4th
	Clement	Arguello	5th
	Geary	17th	23rd
	Geary	Arguello	7th
2	Chestnut	Divisadero	Fillmore
	Chestnut	Fillmore	Divisadero
	Divisadero	Geary	McAllister
	Kearny	Columbus	California
3	Columbus	Pacific	Powell
	Columbus	Powell	Pacific
	Grant	Broadway	California
	Grant	California	Broadway
	Polk	California	Broadway
	Stockton	Green	Sacramento
4	Irving	19th	25th
	Irving	25th	19th
	Taraval	18th	23rd
5	Divisadero	Haight	McAllister
	Haight	Divisadero	Webster
	Haight	Masonic	Central
	Haight	Masonic	Stanyan
	Haight	Stanyan	Masonic
	Haight	Webster	Divisadero
	Irving	6th	Funston
6	16th	Valencia	Folsom
	3rd	AT&T	20th
	Geary	Jones	Van Ness
	Larkin	O'Farrell	Sacramento
	Larkin	Sacramento	O'Farrell
	Market	O'Farrell	Sacramento
	Polk	California	Broadway
	Polk	California	O'Farrell
	Polk	O'Farrell	California
	Valencia	16th	17th
7	Ocean	Capitol	Manor
	Ocean	Capitol	Phelan
	Ocean	Phelan	Capitol

EXHIBIT 21		Clean Corridor Inspection Routes (All Routes Commercial)	
	Taraval	18th	23rd
	West Portal	Ulloa	14th
	West Portal	Ulloa	15th
8	Bosworth	Diamond	Arlington
	Chenery	Diamond	Castro
	Church	Duboce	18th
	Diamond	Chenery	Bosworth
	Diamond	Chenery	Castro
	Diamond	Chenery	Monterrey
	Diamond	Chenery	San Jose
	Diamond	Monterrey	Bosworth
9	18th	Church	Dolores
	24th	Folsom	Valencia
	24th	Portrero	Folsom
	Mission	18th	22nd
	Mission	18th	Duboce
	Mission	22nd	18th
	Mission	22nd	Cesar Chavez
	Mission	Cesar Chavez	22nd
	Mission	Duboce	18th
	Portrero	23rd	18th
	Portrero	25th	20th
	Portrero	25th	30th
10	3rd	20th	Burke
	3rd	20th	Evans
	3rd	Evans	Quesada
	Bayshore	Hester	Sunnydale
	Leland	Bayshore	Cora
	Naples	Geneva	Rolph
	Ocean	Mission	Aleman
	San Bruno	Silver	Wayland
	San Bruno	Wayland	Silver
11	Geneva	Aleman	Edinburgh
	Geneva	Aleman	Naples
	Mission	Excelsior	France
	Mission	France	Excelsior
	Mission	France	Rolph
	Mission	Rolph	France

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APPENDIX F: DEPARTMENT RESPONSE

City and County of San Francisco



Gavin Newsom, Mayor
Edward D. Reiskin, Director



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Department of Public Works
Office of the Director
City Hall, Room 348
1 Dr. Carlton B. Goodlett Place
San Francisco, CA 94102-4645

April 28, 2009

Mr. Ben Rosenfield
Controller
City & County of San Francisco
City Hall, Room 316
1 Dr. Carlton B. Goodlett Place
San Francisco, CA 94102

Dear Mr. Rosenfield:

Thank you for the opportunity to review the FY 2007-08 Street & Sidewalk Maintenance Annual Report. The Department of Public Works (DPW) carefully reviewed the report and we look forward to collaborating with the Controller's Office as we implement many of the recommendations.

As you reference in the Annual Report, DPW restructured its mechanical sweeping program last year by changing sweeping frequency from four or five times per month to twice monthly on ten mechanical street cleaning routes. We made the decision to adjust mechanical sweeping frequency, in part, as a result of prior Street & Sidewalk Maintenance Annual Report recommendations. DPW selected areas based on a number of criteria, including residential density, number of complaints, and street cleaning inspections. We are closely monitoring service level impacts associated with these changes. In addition the department is closely monitoring service level impacts to the Community Corridors Program.

Due to budget constraints and expected changes to the street inspection program, in FY 2009-10, DPW will strategically target street inspections in critical areas. A planned perception study and other analyses will help revise and improve the street maintenance standards and prepare for the FY 2010-11 street inspection program.

We generally agree with the Street & Sidewalk Maintenance Annual Report recommendations. I want to emphasize a particular recommendation, "Expand public outreach and education." I am happy to report that expanded education and outreach is a strategic objective in DPW's new three-year Strategic Plan and we are currently developing strategic actions to meet that objective. We are optimistic that changes to the street inspection program, in collaboration with the Controller's Office, will also help improve DPW's cleaning and maintenance efforts.

Sincerely,

A handwritten signature in black ink, appearing to read "E. Reiskin".

Edward D. Reiskin
Director