

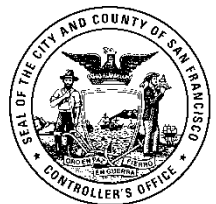
City and County of San Francisco

Office of the Controller – City Services Auditor

STREET AND SIDEWALK MAINTENANCE

ANNUAL REPORT FY 2008-09

More litter on commercial streets and sidewalks, less illegal dumping and more public and private graffiti during FY 2008-09 street and sidewalk inspections.



December 16, 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.

Project Team: Peg Stevenson, Director
Andrew Murray, Deputy Director
Keith DeMartini, Performance Analyst
CSA Performance and Audit Staff



City and County of San Francisco

Office of the Controller - City Services Auditor

Street and Sidewalk Maintenance Annual Report Fiscal Year 2008-09

December 16, 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 2008-09, 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 428 inspections were performed during FY 2008-09, and more than 860 inspections have been conducted over the past three fiscal years.
- Street cleanliness results declined (more litter) in FY 2008-09 from FY 2007-08 in all 11 Districts. Sidewalk cleanliness results declined in 10 Districts.
- Residential street and sidewalk litter results remained nearly unchanged from FY 2007-08 to FY 2008-09.
- Though sidewalk cleanliness ratings declined, sidewalk dumping and the presence of feces, needles, broken glass and condoms improved from the prior fiscal year.
- Routes inspected in Supervisorial Districts 4, 7 and 8 have had the cleanest streets and sidewalks on average over the past three fiscal years.
- Graffiti found on non-DPW public and private property was the highest it has been in the past three fiscal years. For many routes with high non-DPW public graffiti counts, high private graffiti was also found.
- Significant differences exist between CSA and DPW results for street and sidewalk cleanliness, sidewalk incidents, and graffiti on non-DPW public and private property.

Recommendations:

1. Revise inspection standards to clarify and perhaps modify based on results from the upcoming Street and Sidewalk Perception Study and findings from quality control inspections.
2. Develop a database to assemble and analyze inspection results and expand data analyses to include more granular trending and statistical analyses.
3. Continue to expand public outreach and education.
4. Publicly report inspection results more frequently, including posting reports to the DPW website, requesting a Board of Supervisors hearing, and making inspection data available on DataSF.
5. Use all available data sources to support operational decision making.
6. Assess the effectiveness of litter and graffiti enforcement programs.

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

December 16, 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) 2008-09 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 second time in an annual report. A total of 428 inspections during FY 2008-09 were reviewed.

Street cleanliness ratings, as determined by counts of litter taken at the midpoint between mechanical street sweepings, declined last fiscal year from the prior fiscal year in all Districts. Sidewalk cleanliness ratings also declined from FY 2007-08 to FY 2008-09 in all Districts except District 11. DPW experienced a reduction to their street cleaning workforce during the second half of FY 2008-09. Routes inspected in Districts 4, 7, and 8 have had the cleanest streets and sidewalks on average over the past three fiscal years.

Most inspections noted the presence of feces, needles, broken glass and/or condoms on sidewalks. Significant increases in average counts of graffiti on non-DPW public property were also found. All trees and landscaping results improved in FY 2008-09.

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,

Ben Rosenfield
Controller

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

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TABLE OF CONTENTS

Background	1
Mandate	1
Methodology	1
Route Selection	2
Analysis	3
Quality Control	4
Reporting Major Incidents	4
 FY 2006-07 to FY 2008-09 Results Comparison	 5
 Trends by Feature	 7
Streets	7
Sidewalks	9
Graffiti	13
Trash Receptacles	16
Trees and Landscaping	18
 Results by Year and District	 21
 Recommendations	 27
1. Revise and clarify inspection standards	27
2. Develop a database to assemble and analyze inspection results	28
3. Continue to expand public outreach and education	28
4. Publicly report inspection results more frequently	28
5. Use all available data sources to support operational decision making	29
6. Assess the effectiveness of litter and graffiti enforcement programs	29
 Appendix A – Status of Previous Year’s Recommendations	
Appendix B – Detailed Methodology	
Appendix C – Major Differences between CSA and DPW Inspection Averages	
Appendix D – Community Corridors Partnership	
Appendix E – City Survey, Litter Study and Business Improvement Districts	
Appendix F – CSA and DPW Inspection Routes	

Appendix G – Department Response

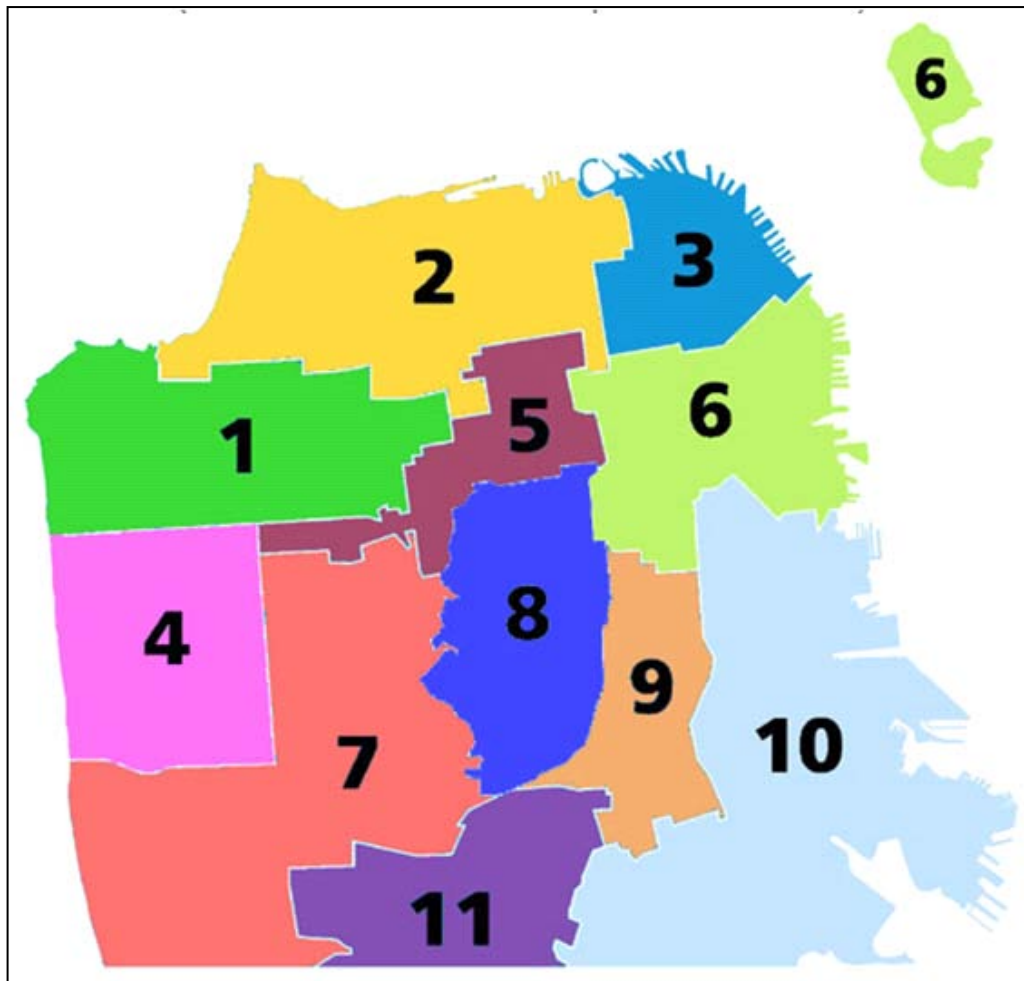
Exhibits

1. Street and Sidewalk Inspection Standards.....	2
2. Average Inspection Scores from FY 2006-07 to FY 2008-09	5
3. Worst Scoring Route Averages for Street Cleanliness	6
4. Best Scoring Route Averages for Street Cleanliness	6
5. Street Cleanliness Summary from FY 2006-07 to FY 2008-09.....	7
6. Average Ratings of Street Cleanliness: CSA vs. DPW	8
7. Sidewalk Cleanliness Summary from FY 2006-07 to FY 2008-09	9
8. FY 2008-09 Street and Sidewalk Ratings by Supervisorial District.....	10
9. Three Year Street and Sidewalk Cleanliness Results	10
10. Percent Change in Street and Sidewalk Cleanliness Results from the Prior Fiscal Year.....	11
11. Graffiti Summary from FY 2006-07 to FY 2008-09	13
12. FY 2008-09 Graffiti Averages by Supervisorial District.....	14
13. Graffiti Averages Three Year Trend	15
14. Graffiti Averages in District 10 from FY 2006-07 to FY 2008-09.....	15
15. Trash Receptacle Summary from FY 2006-07 to FY 2008-09.....	16
16. Trash Receptacle Results by Supervisorial District	17
17. Trees and Landscaping Summary from FY 2006-07 to FY 2008-09.....	18
18. District Tree Cleanliness Averages: FY 2008-09 & Three Year Average.....	19
19. Tree Averages Three Year Trend	20
20. Average Inspection Scores by District and Year from FY 2006-07 to FY 2008-09.....	22
21. Recommendations for FY 2007-08 Annual Report and Actions Taken.....	A-1
22. Quality Control Inspections - Main Findings	B-3
23. Summary of Major Incidents Observed During CSA Inspections.....	B-4
24. Standards with Large Differences Between CSA and DPW Inspections Averages	C-1
25. Clean Corridor (C.C.) Results vs. Non-Clean Corridor Commercial Routes .	D-2
26. City Survey - Street Cleanliness	E-1
27. Proportion of Residents Rating San Francisco Street Cleanliness as Good or Very Good	E-1
28. Litter Study - Average Litter Count per Site.....	E-1
29. Litter Study - Average Litter Count per Site (Adjust 100 foot segments).....	E-2
30. CSA Inspection Routes (June FY 2008-09) and DPW Inspection Routes (August, October, December, February, April & June FY 2008-09).....	F-1
31. CSA Inspection Routes (December of FY 2008-09)	F-2
32. Clean Corridor Inspection Routes (July, September, November, January, March, May FY 2008-09, All Routes Commercial)	F-3

LIST OF ACRONYMS

Acronym	Description
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)
BID	Business Improvement District

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; and
- (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 conduct 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

¹ Schedules and standards are available at the following website:
http://www.sfgov.org/site/sfdpw_page.asp?id=79573

sweeping schedules was not evaluated in FY 2007-08 or FY 2008-09.

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

EXHIBIT 1	Street and Sidewalk 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	<p>Sidewalk shall be free of litter and will be rated on a scale of 1 to 3 (same as above).</p> <ul style="list-style-type: none"> 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 and 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.
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.

Route Selection

CSA inspected routes in December and June of FY 2008-09 for a total of 44 inspections. Routes were chosen in consultation with DPW to represent residential and commercial streets throughout the 11 Supervisorial Districts in the City. Routes that CSA inspected in FY 2008-09 were the same as in the prior fiscal year.

*CSA inspected 44 routes
while DPW inspected 384
routes*

DPW conducted 384 inspections on two different sets of routes during the year. One set of routes replicates CSA inspection routes, and the other set includes streets in the Community Corridors Partnership Program, "Clean Corridors." These routes include inspections conducted on the following corridors:

- 3rd Street
- Haight Street
- Mission Street
- Geary Boulevard

For DPW, a dedicated contractor performed inspections on a monthly basis. Inspection results from July 2008 through June 2009 are included in this report.

Appendix F lists the routes inspected by CSA and DPW, including those in the Clean Corridors Partnership Program.

Analysis

CSA and DPW used the same inspection methodology and covered many of the same routes. All inspections were conducted at the midpoint, or middle, of a street sweeping schedule for each route, which is the same as FY 2007-08. Inspection results for the two groups are analyzed together; therefore, inspection results are based on 428 inspections.

*DPW results include
inspections of Clean Corridor
routes*

Analysis revealed some systematic differences between CSA and DPW scores. Large differences were found between CSA and DPW averages on many features, including street and sidewalk cleanliness, among others. Differences between CSA and DPW inspection averages may be driven by inclusion of results from DPW inspections of Clean Corridor routes,² which are in general more trafficked city corridors than other routes. Also, CSA uses multiple staff members to inspect routes while a single inspector performs all DPW inspections.

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

² The Community Corridors Partnership program (Clean Corridors) and FY 2008-09 results are discussed separately in Appendix D.

Quality Control

Findings from quality control inspections will be used to revise and clarify the standards

Quality control inspections help ensure the maintenance standards are applied consistently across all street inspections. Six quality control inspections were conducted in FY 2008-09, and the findings will be used by DPW and CSA to revise and clarify the standards, ensure proper inspection training, and clarify the inspection methodology.

Findings from quality control inspections conducted in FY 2008-09 are provided in Appendix B.

Reporting Major Incidents

CSA inspectors called 311 if a major incident was observed during June 2009 inspections

During CSA inspections conducted in June of 2009, inspectors were directed to call 311, San Francisco's 24-hour customer service center, if a major incident was observed, such as illegal dumping. This process was implemented in response to a recommendation from the FY 2007-08 annual report.

A summary of major incidents observed during CSA inspections in FY 2008-09 is provided in Appendix B.

FY 2006-07 TO FY 2008-09 RESULTS COMPARISON

Exhibit 2 compares inspection results on measures between FY 2006-07 and FY 2008-09.

EXHIBIT 2 Average Inspection Scores from FY 2006-07 to FY 2008-09				
Criteria	n=44	n=393	n=428	Trend
1.0 Street Cleanliness	FY 2006-07	FY 2007-08	FY 2008-09	
1.1 Score (1 = acceptably clean to 3 = very dirty)	n/a	2.1	2.4	Negative
2.0 Sidewalk Cleanliness				
2.1 Litter (1 = acceptably clean to 3 = very dirty)	1.8	1.8	2.1	Negative
2.2 Grime, leaks, spills (% of sidewalk free)	97.4%	96.7%	96.7%	Neutral
2.3 Graffiti (# on sidewalk)	0.3	0.3	0.1	Positive
2.4 Percentage of inspections with no illegal dumping	70.0%	40.8%	60.0%	Positive
2.5 Percentage of inspections with no feces, needles, broken glass and condoms	61.0%	18.1%	29.2%	Positive
3.0 Graffiti - Average number of incidents per block				
3.1 DPW	0.9	0.5	0.2	Positive
3.2 Non-DPW public	4.1	6.1	11.3	Negative
3.3 Private	4.2	14.0	15.3	Negative
4.0 Trash Receptacles – Percent that meet the standard				
4.1 Fullness	88.0%	94.5%	95.3%	Positive
4.2 Cleanliness of trash receptacles	88.1%	93.8%	95.7%	Positive
4.3 Cleanliness around trash receptacles	80.5%	82.1%	85.2%	Positive
4.4 Painting	88.5%	99.2%	98.8%	Negative
4.5 Structural integrity and function	90.4%	97.3%	96.5%	Negative
4.6 Doors	89.4%	99.5%	99.4%	Negative
5.0 Trees and Landscaping - Percent that meet the standard				
5.1 Cleanliness	54.9%	71.8%	78.8%	Positive
5.2 Tree appearance	94.8%	77.4%	82.8%	Positive
5.3 Weediness	68.7%	92.0%	96.3%	Positive
5.4 Clearance	92.7%	96.1%	98.4%	Positive
<div>Positive 1-year trend (Getting Cleaner)</div> <div>Negative 1-year trend (Getting Dirtier)</div> <div>Neutral 1-year trend (No Change)</div>				

Exhibit 3 shows the 10 worst (most litter) scoring route averages in FY 2008-09 for street cleanliness and other select criteria for those routes.

EXHIBIT 3 Worst Scoring Route Averages for Street Cleanliness								
Route	Dist.	Street	Sidewalks		Graffiti		Trees	
		1.1	2.1	2.5	3.2	3.3	5.1	5.2
Mission	9	2.9	2.3	0.0%	25.6	46.2	75.0%	75.0%
Stockton	3	2.9	2.7	16.7%	23.4	31.9	83.3%	83.3%
3 rd	10	2.9	2.5	0.0%	23.9	37.9	82.0%	82.0%
Geary	6	2.8	2.6	16.7%	26.4	30.8	73.9%	73.9%
16 th	6	2.8	2.3	16.7%	15.4	20.3	66.7%	66.7%
15 th	6	2.8	2.4	0.0%	16.8	19.7	76.5%	76.5%
Mission	9	2.8	2.5	0.0%	25.0	42.5	61.1%	65.5%
Larkin	6	2.8	2.4	16.7%	15.0	13.5	70.5%	70.5%
12 th	1	2.8	2.5	0.0%	4.2	1.8	17.6%	100.0%
Oakdale	10	2.8	2.8	100.0%	1.4	1.0	27.6%	75.9%
Average		2.8	2.5	16.7%	17.7	24.6	63.4%	76.9%

Exhibit 4 shows the 10 best (least litter) scoring route averages in FY 2008-09 for street cleanliness and other select criteria for those routes.

EXHIBIT 4 Best Scoring Route Averages for Street Cleanliness								
Route	Dist.	Street	Sidewalks		Graffiti		Trees	
		1.1	2.1	2.5	3.2	3.3	5.1	5.2
Dolores	8	1.0	1.0	100.0%	0.3	0.0	100.0%	100.0%
Judson	7	1.0	1.3	0.0%	3.4	4.6	81.4%	100.0%
San Benito	7	1.1	1.0	100.0%	1.4	0.0	100.0%	98.4%
Divisadero	5	1.1	2.0	0.0%	5.2	20.6	75.0%	100.0%
19 th	8	1.1	1.1	100.0%	0.0	0.4	95.2%	100.0%
Market	8	1.3	2.3	100.0%	13.6	14.0	16.0%	100.0%
Monterey	7	1.5	1.5	100.0%	0.4	0.1	100.0%	100.0%
Polk	3	1.5	1.5	100.0%	0.0	0.8	86.7%	93.3%
11 th	6	1.6	2.0	0.0%	5.4	2.4	74.5%	100.0%
Taraval	4	1.6	1.1	100.0%	0.0	2.4	100.0%	100.0%
Average		1.3	1.5	70.0%	3.0	4.5	82.9%	99.2%

For the 10 worst (most litter) scoring route averages, the street and sidewalk cleanliness results are 2.8 and 2.5, respectively, much higher than 1.3 and 1.5, respectively, for the 10 best scoring route averages.

The 10 best (least litter) scoring routes in street cleanliness also experienced less sidewalk litter, less feces, needles, broken glass and condoms, less graffiti, and cleaner trees and landscaping.

STREETS

EXHIBIT 5 Street Cleanliness Summary from FY 2006-07 to FY 2008-09				
Criteria	Average			Trend
	n=44	n=393	n=428	
1.0 Street Cleanliness	FY 2006-07	FY 2007-08	FY 2008-09	
1.1 Score (1= acceptably clean to 3 = very dirty)	n/a	2.1	2.4	Negative
<div> <div>Positive 1-year trend (Getting Cleaner)</div> <div>Negative 1-year trend (Getting Dirtier)</div> <div>Neutral 1-year trend (No Change)</div> </div>				

1.1 Street Litter



An unacceptably clean street in District 10

Street litter ratings declined for all Districts in FY 2008-09 compared to FY 2007-08. No District passed this standard.

Residential street litter ratings remained nearly unchanged

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.

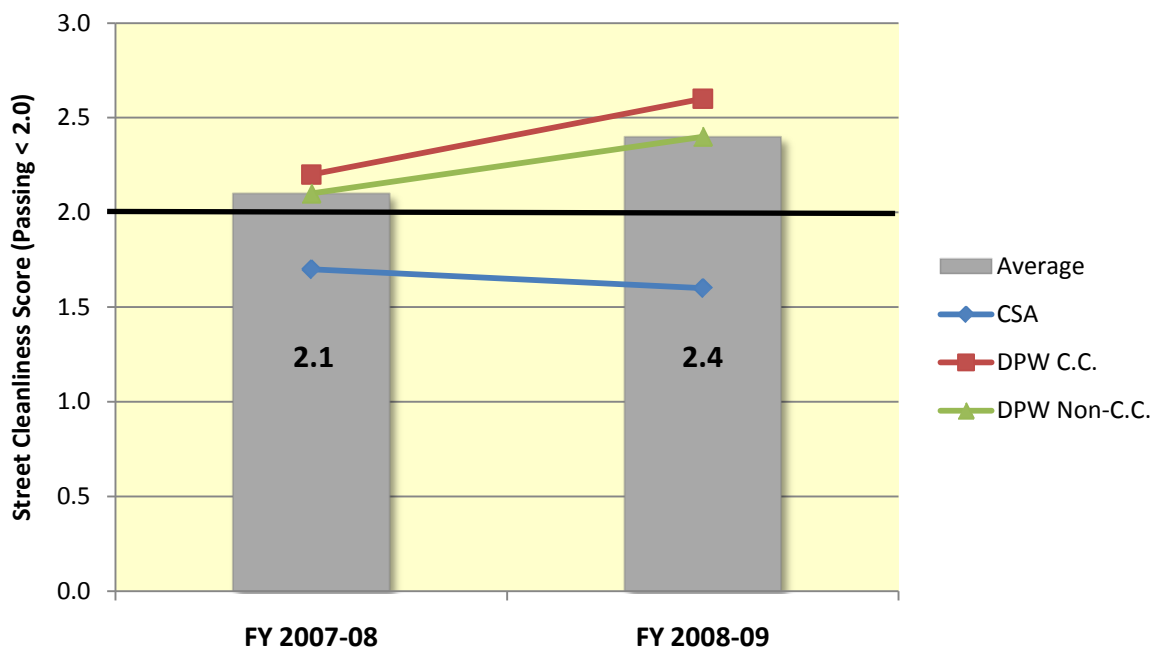
Street litter ratings declined significantly (more litter) during FY 2008-09, from an average of 2.1 in FY 2007-08 to 2.4 in FY 2008-09. In total, 14.7 percent of the routes inspected (63) passed this standard, which is significantly less than 40.2 percent in FY 2007-08. Street litter ratings declined for all Districts in FY 2008-09 compared to FY 2007-08. No District passed this standard.

Differences in results between the two years mirror differences between CSA and DPW inspection results. The CSA-only average for street cleaning in FY 2008-09 is 1.6, which is a slight improvement from 1.7 in the prior fiscal year. DPW inspections found more litter on the streets, averaging 2.4 excluding Clean Corridor (C.C.) routes and 2.6 on Clean Corridor routes in FY 2008-09. Litter found on DPW inspections increased in FY 2008-09 from 2.1 excluding Clean Corridor routes and 2.2 on Clean Corridor routes in FY 2007-08.

Street litter ratings remained nearly unchanged for residential routes. The residential average in FY 2008-09 is 2.0, very similar to 1.9 in FY 2007-08.

Exhibit 6 displays the differences between the CSA and DPW average scores of street litter over the past three fiscal years.

EXHIBIT 6 Average Ratings of Street Cleanliness: CSA vs. DPW



Prior to FY 2007-08, inspections were conducted before and after street sweepings. For the last two fiscal years, inspections have been conducted at the midpoint of streets sweepings.

A strong positive relationship exists between street and sidewalk cleanliness

A strong relationship exists between street and sidewalk cleanliness. On routes that did not pass the street cleanliness standard, it is likely the sidewalk cleanliness score also did not pass. On routes that tended to have clean streets, sidewalks also tended to be clean. This strong, positive relationship is true for commercial and residential routes, CSA and DPW inspections, and for all Districts. No other strong relationships are found between street cleanliness and the other features.

SIDEWALKS

EXHIBIT 7 Sidewalk Cleanliness Summary from FY 2006-07 to FY 2008-09				
Criteria	Average			Trend
	n=44	n=393	n=428	
2.0 Sidewalk Cleanliness	FY 2006-07	FY 2007-08	FY 2008-09	
2.1 Litter (1 = acceptably clean to 3 = very dirty)	1.8	1.8	2.1	Negative
2.2 Grime, leaks, spills (% of sidewalk free)	97.4%	96.7%	96.7%	Neutral
2.3 Sidewalk graffiti (block averages for each route per block on sidewalk)	0.3	0.3	0.1	Positive
2.4 Percentage of inspections with no illegal dumping	70.0%	40.8%	60.0%	Positive
2.5 Percentage of inspections with no feces, needles, broken glass and condoms	61.0%	18.1%	29.2%	Positive
Positive 1-year trend (Getting Cleaner)		Negative 1-year trend (Getting Dirtier)		Neutral 1-year trend (No Change)

2.1 Sidewalk Litter



A clean sidewalk in District 11

Sidewalk litter ratings declined for all Districts in FY 2008-09 compared to FY 2007-08 except in District 11

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.

Sidewalk litter ratings declined (more litter) from an average of 1.8 in FY 2007-08 to 2.1 in FY 2008-09. In total, 16.4 percent of the routes inspected (70) passed this standard. Street litter ratings declined for all Districts in FY 2008-09 compared to FY 2007-08 except for District 11, where the rating slightly improved from 2.2 in FY 2007-08 to 2.1 in FY 2008-09, which still does not meet the standard.

Routes in Supervisorial Districts 4, 7, and 8 were the only Districts to pass this standard, although all scores declined from FY 2007-08 to FY 2008-09.

Sidewalk litter ratings remained nearly unchanged for residential routes. The residential average in FY 2008-09 is 1.8, very similar to 1.7 in FY 2007-08.

Exhibit 8 compares average street and sidewalk litter ratings by Supervisorial District.

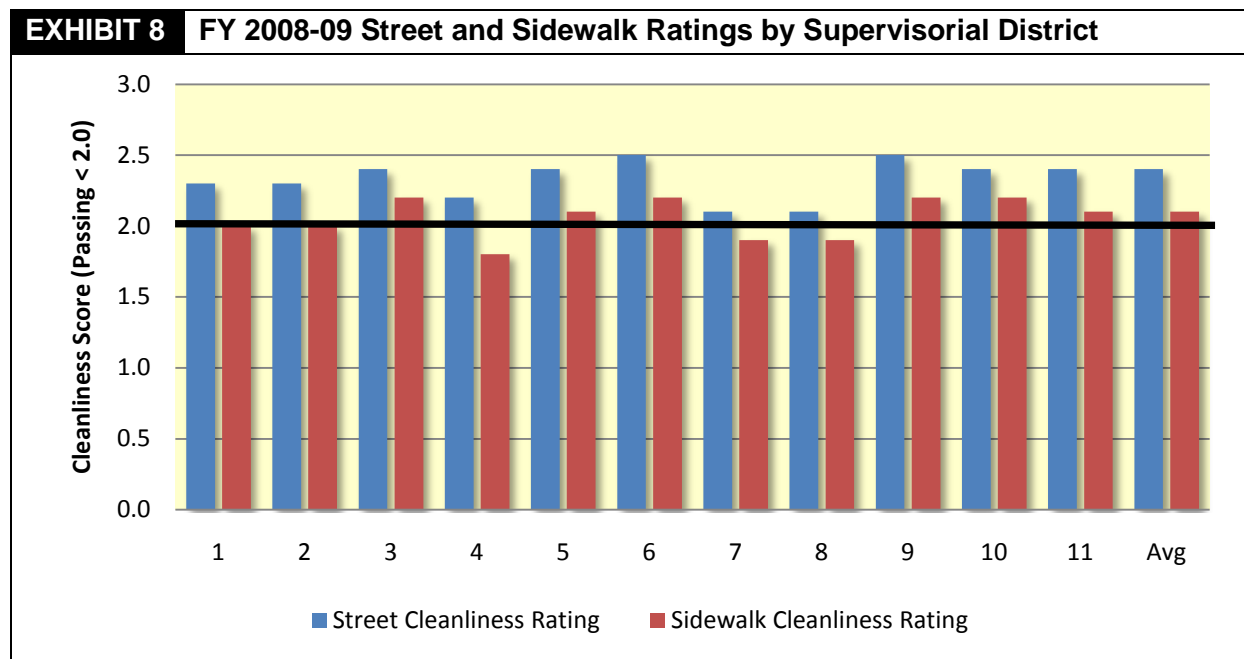
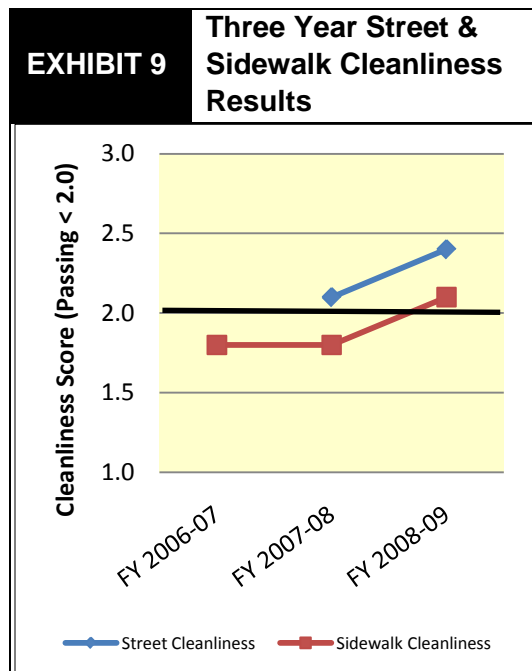


Exhibit 9 compares street and sidewalk cleanliness inspection results over the past three fiscal years.



Street and sidewalk cleanliness results declined (more litter) in FY 2008-09 from FY 2007-08. A final average rating of less than 2 must be attained to meet the standard; therefore, both results failed to meet the standard in FY 2008-09.

Between August and December 2008, DPW changed its Mechanical Street Sweeping Program by adjusting the frequency of sweeping on many residential streets from weekly to twice a month.³ The impact of the sweeping changes has not been assessed directly from inspection data; however, DPW received some calls from constituents regarding more litter after the sweeping change on affected routes. Also, DPW experienced a reduction to their street cleaning workforce during the second half of FY 2008-09.

³ Information regarding the Mechanical Street Sweeping changes in FY 2008-09 is available at the following website: http://www.sfgov.org/site/sfdpw_page.asp?id=81930

Exhibit 10 shows the percent change in street and sidewalk cleanliness results from the prior fiscal year by District. Results listed in green text indicate a positive change while results listed in red text indicate a negative change from the prior fiscal year.

Street cleanliness results have declined (more litter) in all Districts in FY 2008-09 from the prior fiscal year. Sidewalk cleanliness results have declined in all but one District in FY 2008-09 from the prior fiscal year.

The citywide decline in street and sidewalk cleanliness scores is 13 percent and 14 percent, respectively, in FY 2008-09 from the prior fiscal year. Inspections starting in FY 2007-08 were conducted at the midpoint of a sweeping schedule.

EXHIBIT 10		Percent Change in Street & Sidewalk Cleanliness Results from the Prior Fiscal Year		
Dist.	Street Cleanliness		Sidewalk Cleanliness	
	FY 2007-08	FY 2008-09	FY 2007-08	FY 2008-09
1	n/a	7%	5%	6%
2	n/a	15%	-1%	12%
3	n/a	20%	-6%	25%
4	n/a	22%	17%	21%
5	n/a	14%	15%	14%
6	n/a	17%	3%	15%
7	n/a	19%	-8%	17%
8	n/a	16%	3%	20%
9	n/a	15%	-2%	12%
10	n/a	11%	-2%	9%
11	n/a	3%	16%	-5%
Avg.	n/a	13%	3%	14%

2.2 Sidewalk Grime



Sidewalk grime in District 1.

Many routes with clean sidewalks also had less grime, leaks and spills.

Inspections for grime on the sidewalk evaluate the percentage of the sidewalk free of grime. A sidewalk must be 90 percent free of grime to be considered passing. The percent remained unchanged at 96.7% from FY 2007-08 to FY 2008-09. Only 8 of 428 inspections (2 percent) noted sidewalks that failed the standard.

Although the relationship between sidewalk litter and the percent of sidewalks that are free of grime, leaks or spills is not significant, the Districts with good sidewalk cleanliness average results also show less grime, leaks and spills. This relationship was particularly strong for Districts 2, 3, 7 and 8.

2.3 Sidewalk Graffiti

There is zero tolerance for graffiti on the sidewalk, as is the case for graffiti on any surface, to pass the standard. Of the surfaces evaluated for graffiti (DPW property; non-DPW public property; and private property), graffiti was least likely to be found on the sidewalk.

An average of 0.1 instances of graffiti was found on the sidewalk in FY 2008-09, which is an improvement from 0.3 instances in FY 2007-08. 80.1 percent (343) of sidewalks inspected were free of graffiti in FY 2008-09,



Sidewalk graffiti in District 9

higher than the 53.9 percent of sidewalks inspected in FY 2007-08. Only 12 inspections, or 2.8 percent, found one or more incident per block, and the most instances noted on a route were three per block.

2.4 & 2.5 Sidewalk Dumping and Feces, Needles, Broken Glass and Condoms



Illegally dumped tire found in District 9

The standard for a route to pass the inspection on sidewalk dumping and feces, needles, broken glass and condoms is no instances of either along the route. Though sidewalk cleanliness ratings declined, results from sidewalk dumping and the presence of feces, needles, broken glass and condoms were positive from the prior fiscal year.

60.0 percent of inspections found no illegally dumped items in FY 2008-09, an improvement from 40.8 percent in FY 2007-08. 29.2 percent of inspections found no feces, needles, broken glass and condoms in FY 2008-09 compared to 18.1 percent in FY 2007-08.

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

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

GRAFFITI

EXHIBIT 11 Graffiti Summary from FY 2006-07 to FY 2008-09				
Criteria	Average			Trend
	n=44	n=393	n=428	
3.0 Graffiti Average number of incidents per block	FY 2006-07	FY 2007-08	FY 2008-09	
3.1 DPW property (street surfaces, city trash receptacles)	0.9	0.5	0.2	Positive
3.2 Non-DPW public property (street signs, meters, mailboxes, etc)	4.1	6.1	11.3	Negative
3.3 Private property	4.2	14.0	15.3	Negative
Positive 1-year trend (Getting Cleaner)		Negative 1-year trend (Getting Dirtier)		Neutral 1-year trend (No Change)

3.0 Graffiti on Public and Private Property



Graffiti on non-DPW public property in District 6

Counts of graffiti on non-DPW public property nearly doubled from the prior fiscal year

Graffiti is noted separately on DPW, non-DPW public, and privately maintained property during inspections. Non-DPW public 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. Only three inspections met this standard for all property types (DPW, non-DPW public and private).

Graffiti on DPW property averaged less than one incident per route. Results for this standard have been steadily improving over the past three fiscal years.

The average number of instances of graffiti per block on non-DPW public property nearly doubled citywide from 6.1 in FY 2007-08 to 11.3 in FY 2008-09. Results declined in all Districts from the prior fiscal year except for District 5, where the score improved from 18.2 to 14.8. The most significant increase in graffiti was found in District 10, where the result declined from 2.7 to 14.1 from the prior fiscal year. Six inspections conducted in District 10 recorded instances of graffiti on non-DPW public property in excess of 30 per block.

Counts of graffiti on private property are the highest of all types of graffiti



Graffiti on private property in District 7

Counts of graffiti on private property are the highest of all types of graffiti. The average number of instances of private graffiti increased slightly to 15.3 from the prior fiscal year. The average number of instances of graffiti on private property increased by more than 10 in District 10, from 7.1 FY 2007-08 to 17.9 in FY 2008-09. Districts 5 and 9 have instances greater than 20 per block, although both Districts showed improvement from the prior fiscal year.

DPW inspections noted much higher levels of graffiti than CSA inspections, most significantly the Clean Corridor results. As illustrated in Appendix C, CSA inspections averaged 4.5 instances of graffiti on non-DPW public property, whereas DPW inspections averaged 12.1 instances. CSA inspections averaged 4.8 instances of graffiti on private property per block, whereas DPW inspections averaged 16.6 instances. As noted in Exhibit 23, a DPW inspection noted less obvious instances of graffiti than the quality control inspection due to the inspector's heightened familiarity of the route, which may explain this increase over time.

Exhibit 12 displays average graffiti counts by District and property type.

EXHIBIT 12 FY 2008-09 Graffiti Averages by Supervisorial District

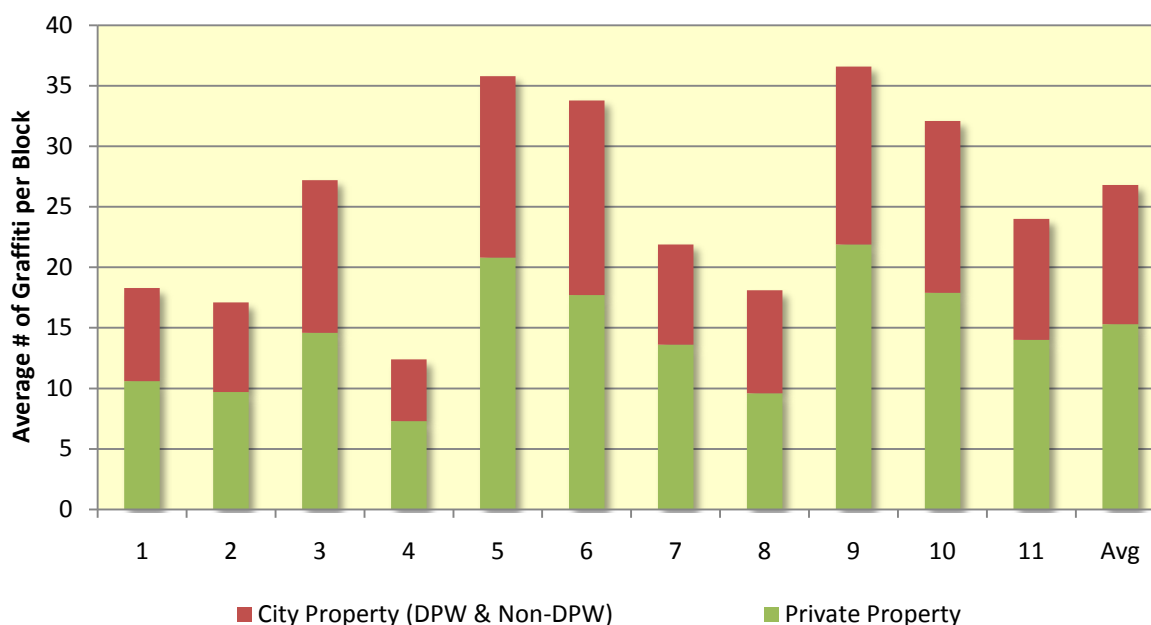


EXHIBIT 13 Graffiti Averages Three Year Trend

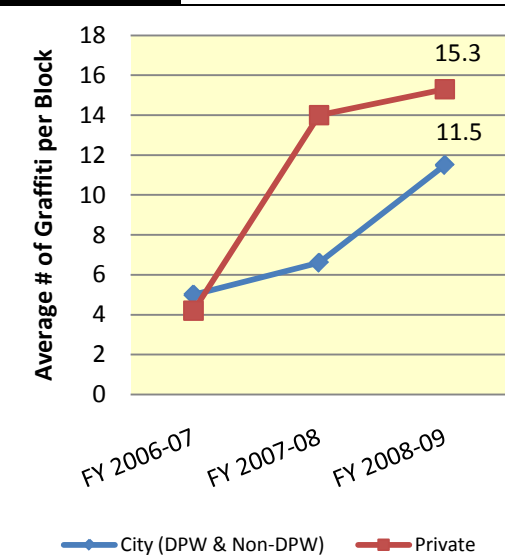


Exhibit 13 shows the three year trend of graffiti on DPW, non-DPW public, and private property.

Graffiti found on non-DPW public and private property is the highest it has been in the past three fiscal years. For many routes with high non-DPW public graffiti counts, high private graffiti was also found. This relationship is significant for all Districts in FY 2008-09. Much less graffiti is found on residential routes compared to commercial routes over the past three fiscal years. Non-DPW graffiti was frequently found on parking meters and signs. Private graffiti was frequently found on store fronts and awnings. Exhibit 14 shows a summary of graffiti results in District 10.

EXHIBIT 14 Graffiti Averages in District 10 from FY 2006-07 to FY 2008-09

Criteria	Average			Trend
	FY 2006-07	FY 2007-08	FY 2008-09	
<u>3.0 Graffiti average per block on different property</u>				
3.1 DPW property (street surfaces, city trash receptacles)	2.5	0.5	0.1	Positive
3.2 Non-DPW public property (street signs, meters, mailboxes, etc)	3.1	2.7	14.1	Negative
3.3 Private property	3.3	7.1	17.9	Negative
Positive 1-year trend (Getting Cleaner)	Negative 1-year trend (Getting Dirtier)		Neutral 1-year trend (No change)	



Graffiti on private property in District 10

Of the 49 inspections completed in District 10 during FY 2008-09, 6 inspections found 30 or more incidents of graffiti on non-DPW public property, and 10 found 30 or more incidents of graffiti on private property. These high instances of graffiti were found during inspections conducted on different points of a Clean Corridor route along the 3rd Street corridor.

Of the 15 total inspections conducted on the 3rd Street Clean Corridor route in FY 2008-09, the average street cleanliness score was 2.6 and the average sidewalk cleanliness score was 2.4, above the citywide averages of 2.4 and 2.1, respectively.

TRASH RECEPTACLES

EXHIBIT 15 Trash Receptacle Summary from FY 2006-07 to FY 2008-09				
Criteria	Average			Trend
	n=44	n=393	n=428	
<u>4.0 Trash Receptacles</u>	FY 2006-07	FY 2007-08	FY 2008-09	
4.1 Fullness	88.0%	94.5%	95.3%	Positive
4.2 Cleanliness of trash receptacles	88.1%	93.8%	95.7%	Positive
4.3 Cleanliness around trash receptacles	80.5%	82.1%	85.2%	Positive
4.4 Painting	88.5%	99.2%	98.8%	Negative
4.5 Structural integrity and function	90.4%	97.3%	96.5%	Negative
4.6 Doors	89.4%	99.5%	99.4%	Negative
Positive 1-year trend (Getting Cleaner)	Negative 1-year trend (Getting Dirtier)		Neutral 1-year trend (No Change)	

4.0 Trash Receptacles



A trash receptacle in District 1 passing all standards

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

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 pass. An entire route is considered to have passed if at least five of the six measures scored 90 percent or above.

Scores in three of the six trash receptacle standards improved in FY 2008-09 from FY 2007-08. Five of the six standards averaged over 90 percent. Only cleanliness around trash receptacles scored below 90 percent (85.2 percent).

On a majority of routes, trash receptacles that were found to be less full were also found to be more clean and of high structural integrity. This relationship was true for a majority of Districts, especially Districts 3, 5, 6, 7, and 9.

Exhibit 16 shows the trash receptacle results by Supervisorial District.

EXHIBIT 16 Trash Receptacle Results by Supervisorial District											
Criteria	Supervisorial District										
	1	2	3	4	5	6	7	8	9	10	11
4.1 Fullness	96%	93%	96%	100%	97%	93%	98%	93%	95%	96%	90%
4.2 Cleanliness of trash receptacles	93%	97%	96%	99%	97%	92%	98%	98%	94%	95%	98%
4.3 Cleanliness around trash receptacles	74%	83%	90%	78%	82%	82%	94%	98%	88%	82%	89%
4.4 Painting	100%	96%	98%	96%	99%	98%	100%	100%	100%	100%	99%
4.5 Structural integrity and function	96%	98%	96%	100%	97%	94%	98%	94%	97%	96%	94%
4.6 Doors	100%	99%	99%	100%	99%	98%	100%	99%	99%	100%	100%
5 of 6 Criteria Meeting the Standard	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes



A trash receptacle in District 6 not passing the cleanliness around trash receptacles standard

All Districts passed at least five of the six trash receptacle standards. On average, only routes in District 3, 7 and 8 passed for all trash receptacle standards. All remaining Districts scored below 90 percent for cleanliness around trash receptacles.

TREES AND LANDSCAPING

EXHIBIT 17 Trees and Landscaping Summary from FY 2006-07 to FY 2008-09				
Criteria	Average			Trend
	n=44	n=393	n=428	
<u>5.0 Trees and Landscaping</u>	FY 2006-07	FY 2007-08	FY 2008-09	
5.1 Cleanliness	54.9%	71.8%	78.8%	Positive
5.2 Tree appearance	94.8%	77.4%	82.8%	Positive
5.3 Weediness	68.7%	92.0%	96.3%	Positive
5.4 Clearance	92.7%	96.1%	98.4%	Positive
Positive 1-year trend (Getting Cleaner)		Negative 1-year trend (Getting Dirtier)		Neutral 1-year trend (No Change)

5.0 Tree Ratings



A clean, healthy tree in District 4

Results for all tree and landscaping criteria improved slightly from FY 2007-08 to FY 2008-09

Tree cleanliness, appearance, weediness, and clearance are measured during inspections. 90 percent compliance is required to meet the standard for each element.

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).⁴ The Bureau of Urban Forestry, which is a division of DPW, has responsibility for trees on many routes, including all of those on Clean Corridor routes.

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.

Results for all tree and landscaping criteria improved slightly from FY 2007-08 to FY 2008-09. Significant differences exist between CSA and DPW averages. CSA inspections tended to rate trees as having a better appearance than DPW (95.6 percent passed CSA inspections on this measure, while 81.3 percent of DPW inspections passed), while the opposite was the

⁴ Information about the Friends of the Urban Forest is available at the following website: <http://www.fuf.net/>

case for measures of tree cleanliness and tree weediness. Similar differences existed in FY 2007-08 as well. Results on the tree clearance (“limbs and foliage of tree provide clearance over the sidewalk and street”) criteria continue to be exemplary.

5.1 Tree Cleanliness



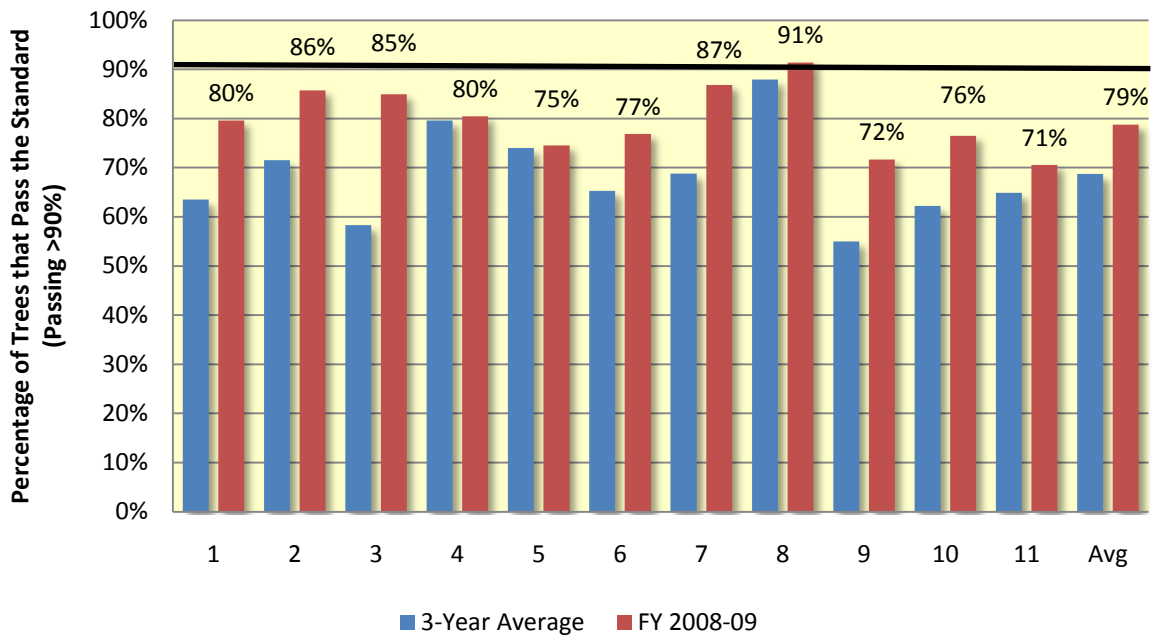
A clean tree in District 11

No more than three pieces of litter in the tree, tree well, and tree planter can be visible to meet the standard. Exhibit 18 shows tree cleanliness averages for FY 2008-09 compared to the three year average score. Tree cleanliness improved from 71.8 percent in FY 2007-08 to 78.8 percent in FY 2008-09. Results for all Districts in FY 2008-09 were better than the three year average.

Despite the improvements in most Districts and in the city overall, only District 8 has an average passing score of 91.4 percent. The next closest score of 86.8 percent is District 7.

Routes with tree wells and planters free of litter were more likely to have trees of better appearance. This relationship is significant for commercial and residential routes, and was found to be much stronger on DPW inspections.

EXHIBIT 18 District Tree Cleanliness Averages: FY 2008-09 & Three Year Average



5.2 – 5.4 Tree Appearance, Weediness & Clearance



A weedy tree well in District 9

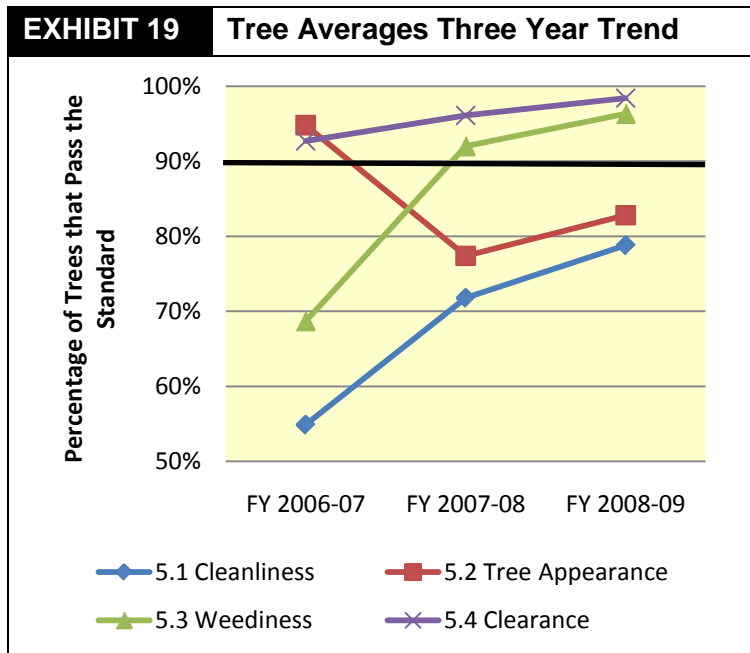
Tree appearance results improved from 77.4 percent in FY 2007-08 to 82.8 percent in FY 2008-09. Results improved for all Districts from the prior fiscal year except for a slight decline in District 5 from 79.9 percent to 77.9 percent in FY 2008-09.

Tree weediness results improved from 92.0 percent in FY 2007-08 to 96.3 percent in FY 2008-09. Results have shown significant improvement over the past three years: no Districts passing in FY 2006-07, eight Districts passing in FY 2007-08, and all Districts passing in FY 2008-09.

Tree clearance results continue to be strong. Results improved slightly from 96.1 percent in FY 2007-08 to 98.4 percent in FY 2008-09. All trees inspected in District 6 during FY 2008-09 met this standard.

Routes where trees were found to be less weedy also met the clearance standard more frequently. This relationship is consistent among commercial and residential streets and in many Districts, especially Districts 2, 4, 8, and 11.

Exhibit 19 shows the three year trend of tree and landscaping cleanliness, appearance, weediness, and clearance. Aside from tree appearance dropping from 94.8 percent in FY 2006-07 to 77.4 percent in FY 2007-08, all scores have improved over the past three fiscal years.



RESULTS BY YEAR AND DISTRICT

The tables on the following four pages compare average inspection results in each of the 11 Supervisorial Districts between FY 2006-07 and FY 2008-09. Results for FY 2006-07 are taken directly from the Parks, Streets, and Sidewalk Maintenance FY 2006-07 Annual Report.⁵ Results for FY 2007-08 are taken directly from the Street and Sidewalk Maintenance FY 2007-08 Annual Report.⁶



A clean street and sidewalk on Market Street in District 8.

⁵ The FY 2006-07 Parks, Streets, and Sidewalk Maintenance Annual Report is available at the following website:
<http://co.sfgov.org/webreports/details.aspx?id=645>

⁶ The FY 2007-08 Street and Sidewalk Maintenance Annual Report is available at the following website:
<http://www.sfgov.org/site/uploadedfiles/controller/reports/0708Streets%20SidewalkRpt.pdf>

EXHIBIT 20 Average Inspection Scores by District and Year from FY 2006-07 to FY 2008-09																		
Supervisory District	1.0 Street cleanliness (1= clean to 3= very dirty)			2.1 Sidewalk 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 feces, needles, broken glass, and condoms		
	Standard (<2.0)			Standard (<2.0)			Standard (90%)			Standard (0.0)			Standard (100%)			Standard (100%)		
	FY07	FY08	FY09	FY07	FY08	FY09	FY07	FY08	FY09	FY07	FY08	FY09	FY07	FY08	FY09	FY07	FY08	FY09
1	n/a	2.2	2.3	1.8	1.9	2.0	100%	97%	97%	0.5	0.1	0.0	n/a	23%	80%	n/a	9%	33%
2	n/a	2.0	2.3	1.8	1.8	2.0	99%	97%	97%	0.1	0.1	0.0	n/a	55%	74%	n/a	19%	35%
3	n/a	2.0	2.4	1.9	1.8	2.2	97%	97%	97%	0.2	0.3	0.1	n/a	50%	38%	n/a	21%	38%
4	n/a	1.8	2.2	1.3	1.5	1.8	99%	97%	97%	0.2	0.5	0.2	n/a	58%	73%	n/a	50%	42%
5	n/a	2.2	2.4	1.6	1.8	2.1	97%	96%	96%	0.1	0.5	0.2	n/a	32%	54%	n/a	16%	24%
6	n/a	2.2	2.5	1.9	1.9	2.2	100%	96%	96%	0.7	0.3	0.2	n/a	37%	55%	n/a	12%	20%
7	n/a	1.8	2.1	1.7	1.6	1.9	100%	98%	97%	0.2	0.1	0.0	n/a	60%	78%	n/a	38%	50%
8	n/a	1.8	2.1	1.5	1.6	1.9	99%	98%	97%	0.5	0.4	0.0	n/a	38%	68%	n/a	21%	60%
9	n/a	2.2	2.5	2.0	1.9	2.2	88%	96%	96%	0.3	0.2	0.1	n/a	28%	50%	n/a	6%	16%
10	n/a	2.2	2.4	2.0	2.0	2.2	97%	97%	97%	0.2	0.1	0.0	n/a	42%	53%	n/a	5%	16%
11	n/a	2.3	2.4	1.9	2.2	2.1	96%	96%	97%	0.4	0.4	0.1	n/a	27%	53%	n/a	3%	18%
AVG	n/a	2.1	2.4	1.8	1.8	2.1	97%	97%	97%	0.3	0.3	0.1	70%	41%	60%	61%	18%	29%

Note: Results listed in green text indicate a passing average for the feature and District as compared to the standard while red indicates a failing average. Results for sidewalk dumping (2.4) and feces, needles, broken glass and condoms (2.5) were not reported numerically in the FY 2006-07 report for each Supervisory District.

EXHIBIT 20 (cont.)		Average Inspection Scores by District and Year from FY 2006-07 to FY 2008-09							
Supervisory District	3.1 Graffiti on DPW property			3.2 Graffiti on public property			3.3 Graffiti on private property		
	Standard (0.0)			Standard (0.0)			Standard (0.0)		
	FY07	FY08	FY09	FY07	FY08	FY09	FY07	FY08	FY09
1	0.3	0.2	0.2	4.2	4.0	7.5	9.2	13.0	10.6
2	0.1	0.7	0.2	3.1	3.2	7.2	1.6	9.2	9.7
3	0.3	0.2	0.2	11.9	6.2	12.4	3.9	13.5	14.6
4	0.5	0.9	0.1	0.3	2.5	5.0	1.5	7.5	7.3
5	1.3	0.4	0.2	0.9	18.2	14.8	1.1	25.1	20.8
6	0.9	0.3	0.2	8.3	9.3	15.9	5.9	17.1	17.7
7	0.3	0.2	0.1	7.5	3.2	8.2	2.4	15.0	13.6
8	0.7	0.3	0.2	0.9	3.3	8.3	0.6	9.3	9.6
9	2.5	1.0	0.5	1.9	8.3	14.2	14.4	23.2	21.9
10	2.5	0.5	0.1	3.1	2.7	14.1	3.3	7.1	17.9
11	0.2	0.5	0.3	2.9	6.5	9.7	2.6	14.2	14.0
AVG	0.9	0.5	0.2	4.1	6.1	11.3	4.2	14.0	15.3

Note: Results listed in green text indicate a passing average for the feature and District as compared to the standard while red indicates a failing average.

EXHIBIT 20 (cont.) Average Inspection Scores by District and Year from FY 2006-07 to FY 2008-09																		
Supervisory District	4.1 Fullness			4.2 Cleanliness of trash receptacles			4.3 Cleanliness around trash receptacles			4.4 Painting			4.5 Structural integrity and function			4.6 Doors		
	Standard (90%)			Standard (90%)			Standard (90%)			Standard (90%)			Standard (90%)			Standard (90%)		
	FY07	FY08	FY09	FY07	FY08	FY09	FY07	FY08	FY09	FY07	FY08	FY09	FY07	FY08	FY09	FY07	FY08	FY09
1	63%	92%	96%	63%	94%	93%	63%	75%	74%	75%	95%	100%	75%	97%	96%	75%	97%	100%
2	50%	97%	93%	50%	92%	97%	50%	81%	83%	33%	100%	96%	50%	98%	98%	50%	99%	99%
3	63%	96%	96%	75%	98%	96%	50%	94%	90%	75%	100%	98%	75%	98%	96%	75%	100%	99%
4	42%	90%	100%	35%	89%	99%	42%	82%	78%	50%	100%	96%	50%	95%	100%	50%	100%	100%
5	100%	94%	97%	100%	92%	97%	95%	84%	82%	100%	99%	99%	100%	97%	97%	100%	100%	99%
6	75%	97%	93%	70%	92%	92%	75%	74%	82%	75%	100%	98%	50%	98%	94%	50%	100%	98%
7	50%	94%	98%	50%	95%	98%	17%	79%	94%	25%	100%	100%	42%	99%	98%	42%	100%	100%
8	72%	97%	93%	75%	98%	98%	94%	86%	98%	69%	100%	100%	67%	98%	94%	67%	100%	99%
9	22%	98%	95%	19%	95%	94%	9%	86%	88%	25%	98%	100%	25%	98%	97%	25%	100%	99%
10	75%	98%	96%	75%	95%	95%	75%	86%	82%	75%	98%	100%	75%	98%	96%	75%	100%	100%
11	38%	90%	90%	38%	91%	98%	25%	81%	89%	50%	100%	99%	50%	93%	94%	50%	100%	100%
AVG	88%	95%	95%	88%	94%	96%	81%	82%	85%	89%	99%	99%	90%	97%	96%	89%	100%	99%

Note: Results listed in green text indicate a passing average for the feature and District as compared to the standard while red indicates a failing average.

EXHIBIT 20 (cont.)		Average Inspection Scores by District and Year from FY 2006-07 to FY 2008-09										
Supervisory District	5.1 Cleanliness			5.2 Tree appearance			5.3 Weediness			5.4 Clearance		
	Standard (90%)			Standard (90%)			Standard (90%)			Standard (90%)		
	FY07	FY08	FY09	FY07	FY08	FY09	FY07	FY08	FY09	FY07	FY08	FY09
1	42%	69%	80%	88%	78%	87%	50%	93%	94%	75%	99%	97%
2	54%	75%	86%	96%	84%	91%	79%	94%	96%	92%	92%	97%
3	18%	72%	85%	73%	81%	87%	53%	88%	99%	69%	96%	99%
4	82%	77%	80%	92%	80%	83%	57%	94%	93%	91%	95%	98%
5	72%	75%	75%	94%	80%	78%	81%	93%	99%	96%	96%	99%
6	47%	72%	77%	99%	79%	81%	87%	96%	99%	98%	97%	100%
7	39%	80%	87%	71%	83%	88%	47%	93%	96%	64%	96%	99%
8	86%	87%	91%	99%	89%	92%	80%	91%	98%	94%	98%	98%
9	29%	64%	72%	97%	70%	76%	63%	94%	97%	100%	99%	98%
10	43%	67%	76%	89%	73%	82%	50%	86%	95%	96%	92%	99%
11	66%	58%	71%	96%	61%	77%	71%	89%	93%	99%	96%	97%
AVG	55%	72%	79%	95%	77%	83%	69%	92%	96%	93%	96%	98%

Note: Results listed in green text indicate a passing average for the feature and District as compared to the standard while red indicates a failing average.

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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. 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 inspections. 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:

Street and Sidewalk Perception Study

- a. Using results from the upcoming Street and Sidewalk Perception Study 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.

Broader grading scale for litter

- b. Revising the standards for street and sidewalk cleanliness by counting litter to develop a broader grading scale.

Quality control

- c. Revising the standards based on findings from the quality control inspections conducted in FY 2008-09. Quality control inspections were conducted for the first time in FY 2008-09 to help ensure the maintenance standards are applied consistently across all street inspections; uncover any issues in interpreting those standards while conducting an inspection; and correct any issues for future inspections. Findings from these inspections should be used to inform the standards revision.

Ambiguous standard descriptions

- d. Clearly describing criteria in the standards manual and evaluation form. Issues regarding ambiguous standard descriptions have been documented throughout the past two fiscal years of inspections. These descriptions should be clearly described in the standards revision.

2. Develop a Database to Assemble and Analyze Inspection Results

Over 860 inspections have been conducted over the past three fiscal years. A tremendous amount of data has been gathered to assess streets and sidewalks, graffiti, trash receptacles, and trees and landscaping. DPW lacks a database tool to assemble inspection results every month and strategically analyze data to inform operational decisions.

The Controller's Office recommends developing and implementing an inspection results database, timely input of inspection data, and proper analyses to support decision making.

Expanded data analyses may include more granular trending, such as seasonality, of results throughout the fiscal year and more advanced statistical analyses, such as correlations, between features over time. This will increase the understanding of what is changing and why, which will inform operational decisions.

3. Continue to Expand Public Outreach and Education

In FY 2008-09, DPW expanded public outreach by conducting 159 "Eco Blitzes" on Clean Corridor routes, which includes providing brochures on keeping the sidewalks safe, clean and litter-free and providing other services to merchants. Through this program, 509 warnings were issued, 51 citations were issued, 1,688 bags of trash were collected, 1,203 trash receptacles were steam cleaned, and 1,008 trash receptacles were painted. DPW also conducted 13 "Night Walks" to educate bar and club owners about their responsibilities in keeping sidewalks clean.⁷

The Controller's Office recommends that DPW continue their efforts in expanding public outreach and education.

DPW's continued efforts in public outreach on Clean Corridor routes may improve inspection scores on these routes over time. Similar efforts focusing on other routes or specific criteria may also improve scores.

4. Publicly Report Inspection Results More Frequently

Historically, inspection data has only been reported in the annual report. In FY 2008-09, inspection results were collected and analyzed quarterly by CSA, and consolidated data and reports were provided to DPW. Select inspection results will also be reported in the Controller's Government Barometer in FY 2009-10.

⁷ Information on DPW "Eco Blitzes" and "Night Walks" is available at the following website:
http://www.sfgov.org/site/sfdpw_page.asp?id=54049

The Controller's Office recommends inspection data and results be published more frequently in the following ways:

Quarterly summary report

- a. A summary report, including inspection results, should be reported quarterly on the DPW website to provide easy report access to the public.

Board of Supervisors hearing

- b. A request for a Board of Supervisors hearing should be made after the perception study has been conducted to review the Street and Sidewalk Maintenance Program, a summary of inspection results of the past three years, and DPW operational changes that were informed by inspection results.

Inspection data available to the public

All historical and new quarterly inspection data should be posted to DataSF, which gives the public access to view and analyze datasets. CSA will also publish a six-month report summarizing inspection data and report data in the Controller's Government Barometer.

5. Use All Available Data Sources to Support Operational Decision Making

As previously mentioned, a tremendous amount of data has been gathered to assess streets and sidewalks, graffiti, trash receptacles, and trees and landscaping through the following initiatives:

- a. Street and Sidewalk Maintenance Program
- b. 311 Reporting
- c. City Survey
- d. Department of Environment Litter Audit
- e. Department of Public Works Programs, such as "Eco Blitzes" and "Night Walks."

The Controller's Office recommends using data gathered through these initiatives to support decision making.

Data should be analyzed, and drivers of positive results should be identified and bolstered where appropriate. Drivers of negative results should also be identified and remedied where appropriate. Gaps in data should be highlighted and assessed for future initiatives.

6. Assess the Effectiveness of Litter and Graffiti Enforcement Programs

In addition to continuing efforts in public education and outreach, DPW administers various enforcement programs, such as issuing notices of violations of litter and graffiti and issuing tree permits. These programs are in place to help reduce litter and graffiti; however, an assessment of the effectiveness of the enforcement programs has not been conducted.

For some routes inspected in FY 2008-09, high instances of graffiti were consistently found on the same route. Instances of graffiti found on these routes may be the same instances identified inspection after inspection.

The Controller's Office recommends that an assessment of the effectiveness of litter and graffiti enforcement programs be conducted.

APPENDIX A: STATUS OF PREVIOUS YEAR'S RECOMMENDATIONS

Some of the recommendations made in the FY 2007-08 annual report were implemented during FY 2008-09. Exhibit 21 lists recommendations from FY 2007-08 and actions taken towards implementing them in FY 2008-09.

EXHIBIT 21 Recommendations for FY 2007-08 Annual Report and Actions Taken	
Recommendation	Action Taken
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.	Implemented in FY 2008-09. DPW expanded public outreach by providing brochures on keeping the sidewalks safe, clean and litter-free on Clean Corridor routes through "Eco Blitzes." DPW educated bar and club owners about their responsibilities in keeping sidewalks clean through "Night Walks." DPW used social media to promote clean City codes and practices, issued press releases, and attended civic events to promote litter and graffiti prevention and education.
2. Evaluate 311 data to inform inspection standards and route selection.	Fully implemented during FY 2008-09. DPW used 311 data to determine areas where street cleaning services were in high demand. DPW reallocated manual street cleaning resources to accommodate and alleviate the high demand.
3. Use biennial City Survey results to confirm District-level and citywide street and sidewalk cleanliness results.	Fully implemented during FY 2008-09. DPW adjusted the mechanical sweeping on many residential streets by considering the results of the biennial City Survey, among other data sources.
4. Clarify and expand inspection standards to match public perceptions and priorities using data from the planned Street and Sidewalk Perception Study.	Not implemented during FY 2008-09. This project was put on hold and is planned to be completed in FY 2009-10. Data will be gathered on residents', visitors', and merchants' view of street and sidewalk conditions. Results should be used to add or modify inspection standards.
5. CSA inspectors should more routinely use the City's 311 system to report major incidents observed during inspections.	Fully implemented during FY 2008-09. In June of 2009, CSA inspectors began calling 311 while conducting inspections if major incidents were observed.
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.	Not implemented during FY 2008-09. Routes inspected in FY 2008-09 were the same as in FY 2007-08. No route inspection changes are expected in FY 2009-10.

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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 to conduct the evaluations. Prior to FY 2006-07, DPW unit managers conducted inspections.

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 cleanliness 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 have not been changed since FY 2006-07. Exhibit 1 lists the standards and elements that CSA and MNC use.⁸

⁸ A full copy of the standards manual is available at the following website:
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 conducted at the midpoint of a route's mechanical sweeping. For example, a route that is swept on Monday, Wednesday and 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 afternoon. All CSA inspections occur weekdays between 8:00 a.m. and 5:00 p.m. to accommodate the staff's regular work hours.

During August and December 2008, DPW changed its Mechanical Street Sweeping Program by adjusting the frequency of sweeping on many residential streets from four or five times per month to two times per month.⁹ The inspections on these residential streets were conducted at the new midpoint of the route's sweeping schedule.

Routes Inspected

Route choices for inspections were coordinated between CSA and DPW

CSA conducted 44 inspections on two sets of routes during December and June of FY 2008-09. CSA inspected the same routes during the same months in FY 2007-08.

MNC conducted inspections on a monthly basis, alternating between routes included in the Clean Corridors Program and routes chosen to match CSA inspections of residential and commercial routes in all Districts. MNC conducted inspections of routes included in the Clean Corridors Program during July, September, November, January, March, and May of FY 2008-09.

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

Quality Control

Six quality control inspections were conducted in FY 2008-09

Quality control inspections help ensure the maintenance standards are applied consistently across all street inspections and correct any issues of inconsistency for future inspections. Six quality control inspections were conducted for the first time by the CSA program lead in FY 2008-09. Two inspections were conducted in December 2008 for CSA inspections. Four inspections were conducted in June 2009: two for CSA inspections and two for DPW inspections.

⁹ More information about the Mechanical Street Sweeping Program changes is available at the following website:
http://www.sfgov.org/site/sfdpw_page.asp?id=81930

For CSA inspections, the quality control inspection took place either directly before or after the actual inspection on the same day or the next day. The CSA inspector was unaware of the quality control inspection being conducted on their route. For DPW inspections, the MNC contractor and the CSA program lead conducted the inspection at the exact same day and time. All inspections were conducted during the midpoint of a street sweeping schedule.

Exhibit 22 summarizes the main findings from the quality control inspections. These findings will be used by DPW and CSA to revise and clarify the standards, ensure proper inspection training, and clarify the inspection methodology.

EXHIBIT 22 Quality Control Inspections - Main Findings		
Standard	Finding	Description
Overall	Estimating 100 foot segments per block	One inspection noted two segments per block while the quality control inspection noted four. Accurately inspecting the correct number of segments is necessary to calculate correct results.
1.1 Street cleanliness	Broken glass found on the street	The standard does not describe how to account for broken glass on the street. The quality control inspector counted individual pieces of broken glass on multiple routes while other inspections counted groupings of broken glass.
2.2 Grime, leaks, spills (% of sidewalk free)	Estimating percent of sidewalk free of grime, leaks and spills	The percent of the sidewalk free of grime, leaks and spills was 77.5% on one inspection and 96.4% on the quality control inspection. This standard may be difficult to rate on non-uniform sidewalks.
3.0 Graffiti	MNC noting instances of graffiti	The MNC contractor noted less obvious instances of graffiti than the quality control inspection possibly due to his heightened familiarity with the routes. These instances of graffiti may not be identifiable by the general public.
4.3 Cleanliness around trash receptacle	Litter on sidewalk vs. around trash receptacle	One inspection may have incorrectly accounted for litter on the sidewalk in the cleanliness around the trash receptacle standard (4.3) rather than in sidewalk cleanliness (2.1).
5.0 Trees and landscaping	Many discrepancies	The cleanliness (5.1), appearance (5.2) and weediness (5.3) standards all showed discrepancies between the inspection and quality control inspections.

Reporting Major Incidents

CSA placed 4 calls to 311 during June FY 2008-09

The FY 2007-08 annual report recommended that CSA inspectors routinely report major incidents observed during inspections to the City's 311 system to improve the conditions of streets and sidewalks more directly and immediately. In June of FY 2008-09, this process was implemented. Major incidents may include excessive graffiti, illegal dumping, and an existing sidewalk condition such as a large crack, among others.

Exhibit 23 summarizes the four incidents observed by CSA inspectors.

EXHIBIT 23 Summary of Major Incidents Observed During CSA Inspections			
Street	District	Observed Incident	Service Request Status
Silver	9	Illegally dumped tire and broken glass	Closed
16 th Street	6	Hole observed in sidewalk, approximately 4 inches wide by 4 inches long	Closed
		Illegally dumped broken typewriter	Closed
		Excessive trash on sidewalk	Closed

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.

Features with major differences between CSA and DPW inspections averages, including Clean Corridor routes, are noted in Exhibit 24.

EXHIBIT 24		Standards With Large Differences Between CSA and DPW Inspections Averages						
Criteria	FY 2007-08				FY 2008-09			
	n=66	n=327	n=208	n=119	n=44	n=384	n=252	n=132
	CSA	DPW	DPW (C.C.)	DPW (Non-C.C.)	CSA	DPW	DPW (C.C.)	DPW (Non-C.C.)
1.1 Street cleanliness	1.7	2.1	2.2	2.1	1.6	2.4	2.6	2.2
2.1 Sidewalk cleanliness	1.7	1.9	1.9	1.8	1.6	2.1	2.2	2.0
2.5 Percentage of inspections with no feces, needles, broken glass and condoms	42%	11%	8%	18%	50%	27%	20%	40%
3.2 Graffiti on non-DPW public property	3.1	7.2	8.8	4.4	4.5	12.1	14.7	7.3
3.3 Graffiti on private property	5.4	16.5	21.4	8.0	4.8	16.6	20.7	8.6
4.1 Trash receptacle fullness	96%	90%	94%	63%	83%	96%	96%	98%
4.2 Cleanliness of trash receptacle	93%	88%	96%	60%	85%	97%	95%	100%
4.3 Cleanliness around trash receptacle	83%	79%	83%	54%	70%	87%	84%	93%
5.1 Tree cleanliness	58%	75%	76%	73%	61%	81%	79%	84%
5.2 Tree appearance	92%	74%	76%	73%	96%	81%	80%	84%
5.3 Tree weediness	73%	96%	98%	94%	73%	99%	99%	98%

The CSA-only average for street cleanliness in FY 2008-09 was 1.6, nearly identical to the average rating of 1.7 for FY 2007-08. DPW inspections found more litter on the streets in FY 2008-09, averaging 2.4 per route, which was mainly driven by the 2.6 average on Clean Corridor (C.C.) routes. Similarly, DPW

inspections noted more instances of non-DPW public and private graffiti in FY 2008-09 (12.1 and 16.6, respectively) than CSA inspections (4.5 and 4.8, respectively). These differences can be attributed to the high graffiti averages found on Clean Corridor routes.

Differences in the other inspection results may also be attributed to different inspection approaches by CSA and DPW, as noted previously.

APPENDIX D: COMMUNITY CORRIDORS PARTNERSHIP

Program Background

The **Community Corridors Partnership Program** (“Clean Corridors”) is a cleaning initiative that began in 2006.¹⁰ The Department of Public Works (DPW) leads the effort to assist merchants in cleaning sidewalks, painting over graffiti, providing education and outreach, and repairing streets and sidewalks by working with other city agencies to coordinate services. There are 200 merchant blocks under this program. Many blocks have appointed “ambassadors” responsible for coordinating cleaning efforts on their block, and DPW staff is assigned to conduct manual cleaning.

CSA inspected different routes than those in the Clean Corridor Partnership

The Community Corridors Partnership was designed to address some of the most problematic commercial areas in the city. During FY 2007-08 and FY 2008-09, 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.

Inspections

DPW contractor, Mission Neighborhood Center (MNC), conducted 252 inspections of routes included in the Clean Corridor program during in FY 2008-09

DPW contractor, Mission Neighborhood Centers (MNC), conducted 252 inspections of routes included in the Clean Corridor program during July, September, November, January, March, and May of FY 2008-09. Inspections were conducted at the midpoint between a route’s scheduled cleanings, mirroring inspection methodology on all other inspections. All inspections occurred when block ambassadors were not present.

Results

The average street cleanliness result for Clean Corridor routes is 2.6 in FY 2008-09, slightly higher than the prior Clean Corridor route average of 2.2 in FY 2007-08 and the total commercial street average of 2.4 in FY 2008-09. The average sidewalk cleanliness result for Clean Corridor routes is 2.2 in FY 2008-09, higher than the prior fiscal year of 1.9.

Inspections with no illegal dumping and feces, needles, broken glass and condoms increased in FY 2008-09 from the prior fiscal year

The percentage of inspections with no illegal dumping and no feces, needles, broken glass and condoms increased in FY 2008-09 to 54.0 percent and 19.8 percent respectively from FY 2007-08. A significant increase in non-DPW public graffiti was found on Clean Corridor routes in FY 2008-09

¹⁰ More information about the Community Corridor Partnership Program is available at the following website:
http://www.sfgov.org/site/sfdpw_page.asp?id=54049

(14.7) from FY 2007-08 (8.8), an increase of 67 percent. No major changes were noted for trash receptacles or trees and landscaping. Results of non-Clean Corridor commercial routes stayed generally the same or improved in FY 2008-09 from the prior fiscal year.

See Exhibit 25 for a detailed comparison of Clean Corridor result averages with non-Clean Corridor result averages in FY 2007-08 and FY 2008-09.

EXHIBIT 25 Clean Corridor (C.C.) vs. Non-Clean Corridor Commercial Results				
Criteria	FY 2007-08		FY 2008-09	
	n=208	n=92	n=252	n=89
	C.C.	Non C.C.	C.C.	Non C.C.
1.1 Street cleanliness (1= acceptably clean to 3= very dirty)	2.2	2.0	2.6	2.1
2.0 Sidewalk Cleanliness				
2.1 Litter (1= acceptably clean to 3= very dirty)	1.9	1.8	2.2	1.9
2.2 Grime, leaks, spills (% of sidewalk)	96.5%	96.7%	96.7%	96.3%
2.3 Graffiti (# on sidewalk)	0.2	0.3	0.0	0.2
2.4 Illegal dumping (percentage of inspections meeting standard, '0' incidents)	32.2%	52.2%	54.0%	67.4%
2.5 Feces, needles, broken glass and condoms (percentage of inspections meeting standard, '0' incidents)	7.7%	25%	19.8%	36.0%
3.0 Graffiti - Average number of incidents per block				
3.1 DPW	0.4	0.6	0.2	0.3
3.2 Non-DPW public	8.8	4.1	14.7	7.9
3.3 Private	21.7	9.8	20.7	10.0
4.0 Trash Receptacles – Percent that meet the standard				
4.1 Fullness	94.2%	94.5%	96.0%	95.7%
4.2 Cleanliness of trash receptacles	95.9%	92.8%	95.4%	97.5%
4.3 Cleanliness around trash receptacles	83.3%	81.0%	84.3%	90.8%
4.4 Painting	99.2%	99.3%	99.5%	98.6%
4.5 Structural integrity and function	96.1%	96.6%	95.9%	98.2%
4.6 Doors	100.0%	98.6%	99.5%	99.4%
5.0 Trees and Landscaping – Percent that meet the standard				
5.1 Cleanliness	75.9%	64.6%	79.3%	77.5%
5.2 Tree appearance	75.5%	79.4%	79.7%	87.2%
5.3 Weediness	97.6%	88.2%	99.4%	93.2%
5.4 Clearance	98.2%	94.4%	99.4%	95.7%

APPENDIX E: CITY SURVEY, LITTER STUDY and BUSINESS IMPROVEMENT DISTRICTS

The City Survey and Litter Study provide additional information regarding the cleanliness of streets and sidewalks in San Francisco. Below is a summary of these reports.

City Survey

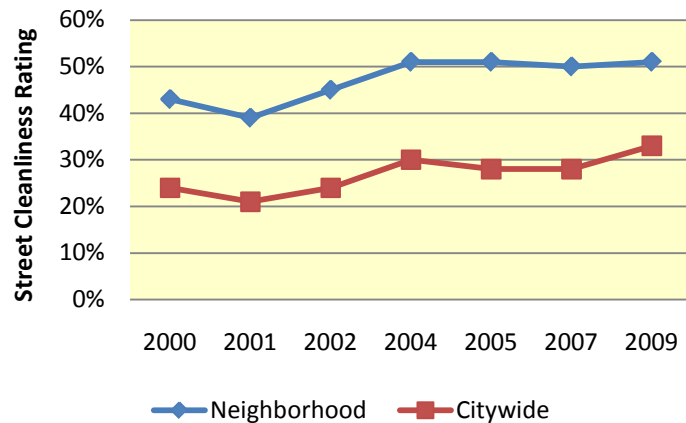
Street and sidewalk cleanliness showed improvement from 2007 to 2009

EXHIBIT 26 Street Cleanliness		
Year	Neighborhood	Citywide
2000	43%	24%
2001	39%	21%
2002	45%	24%
2004	51%	30%
2005	51%	28%
2007	50%	28%
2009	51%	33%

Exhibit 27 shows the proportion of residents rating San Francisco street cleanliness as good or very good, which displays a slight gradual improvement over the past 9 years

A City Survey¹¹ is conducted biennially by the Controller's Office. The City Survey measures San Franciscans' opinions about public services they experience every day, such as cleanliness of city streets. Grades for street and sidewalk cleanliness showed improvement from 2007 to 2009, not necessarily consistent with the results from this Street and Sidewalk Maintenance Program report which showed declining (more litter) street and sidewalk cleanliness scores in FY 2008-09 from prior fiscal years. Street cleanliness declined (more litter) to 2.4 in FY 2008-09 from 2.1 in FY 2007-08 although almost entirely due to commercial streets.

EXHIBIT 27 Proportion of Residents Rating San Francisco Street Cleanliness as Good or Very Good



Litter Study

EXHIBIT 28 Average Litter Count per Site			
Litter Type	2007	2008	Change
Small	23	18	-21.7%
Large	36	30	-16.7%
Total	59	48	-18.6%

In 2007 and 2008, the San Francisco Department of the Environment contracted with HDR/BVA Engineering to conduct a Litter Study. The 2008 study released in July 2008 counted small and large litter at 132 sites across the city. Small litter was classified as smaller than four square inches in size while large litter was classified as anything larger than four square inches in size.

¹¹Full results from the 2009 City Survey is available at the following website:
http://www.sfgov.org/site/controller_csa_index.asp?id=59064

Litter counts declined by 18.6% citywide from 2007 to 2008

Sites were randomly selected and inspected for litter between April 9 and 20, 2007 and April 7 and 28, 2008. Inspected sites were 200 feet in length, and litter was counted on portions of both the street and sidewalk of each site. Exhibit 28 summarizes the average litter count per site in 2007 and 2008. In total, average litter counts declined by 18.6 percent citywide from 2007 to 2008.

EXHIBIT 29		Average Litter Count per Site (Adjust 100 foot segments)	
Litter Type	2007	2008	Change
Small	11.5	9.0	-21.7%
Large	18.0	15.0	-16.7%
Total	29.5	24.0	-18.6%

In the Street and Sidewalk Maintenance Program, street and sidewalk segments inspected are 100 feet in length. Exhibit 29 adjusts the average litter counts per site as if they were counted for 100 foot segments. On average, 24 pieces of litter were counted on a city block during the 2008 Litter Study, which includes portions of the street and sidewalk.

Average litter counts in 2008 in the Litter Study appear to be consistent with the street and sidewalk cleanliness results in FY 2008-09

The street and sidewalk standard for cleanliness is scoring 1 if less than 5 pieces of litter are counted; scoring 2 if between 5 and 15 pieces of litter are counted; and scoring 3 if greater than 15 pieces of litter are counted per 100 curb feet segments. Assuming litter is counted equally as much on the street and sidewalk, sites inspected during the Litter Study would have received, on average, a score of a 2 (counting 12 pieces on litter on the street and sidewalk) in 2008. The Litter Study¹² results appear to be consistent with the street and sidewalk cleanliness results (2.4 and 2.1, respectively) in FY 2008-09 and over the prior three fiscal years.

Business Improvement Districts

Many property owners around San Francisco are taking it upon themselves to improve the cleanliness of the streets and sidewalks by creating a Business Improvement District (BID), which gives them authority to raise taxes to increase maintenance efforts, such as graffiti removal, litter collection, and street sweeping.¹³

Property owners in Union Square provide sidewalk and curb cleaning and graffiti removal

The Union Square BID is one example of property owners keeping their streets and sidewalks clean.¹⁴

¹² The 2008 Litter Study report is available at the following website:
www.sfenvironment.org/downloads/library/2008_litter_audit.pdf

¹³ A Legislative Analyst report on Business Improvement Districts is available at the following website:
http://www.sfgov.org/site/bdsupvrs_page.asp?id=33480

¹⁴ More information on the Union Square BID is available at the following website:
<http://www.unionsquarebid.com/index.html>

APPENDIX F: CSA AND DPW INSPECTION ROUTES

EXHIBIT 30		CSA Inspection Routes (June FY 2008-09) and DPW Inspection Routes (August, October, December, February, April & June FY 2008-09)				
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 31 CSA Inspection Routes (December of FY 2008-09)						
District	Route	Route No.	Corridor	Begin Street	End Street	Type
1	Richmond	2	Clement	9th	6th	Commercial
	Richmond	2	12th	California	Geary	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
7	Lakeview	12	Judson (South)	Hazel-wood	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
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 32		Clean Corridor Inspection Routes (July, September, November, January, March, May FY 2008-09, All Routes Commercial)		
District	Corridor	Begin Street	End Street	Side of Street
1	Clement	5th	10th	North
	Clement	5th	10th	South
	Clement	Arguello	5th	North
	Clement	Arguello	5th	South
	Geary	17th	23rd	North
	Geary	Arguello	7th	North
2	Chestnut	Fillmore	Divisadero	North
	Chestnut	Fillmore	Divisadero	South
	Divisadero	Geary	McAllister	East
	Divisadero	Geary	McAllister	West
	Kearny	California	Broadway	East
	Kearny	Columbus	California	East
	Kearny	Columbus	California	West
3	Columbus	Powell	Pacific	North
	Columbus	Powell	Pacific	South
	Grant	Broadway	California	East
	Grant	Broadway	California	West
	Grant	California	Broadway	North
	Stockton	Green	Sacramento	East
	Stockton	Green	Sacramento	West
4	Irving	18th	24th	North
	Irving	18th	24th	South
	Irving	19th	25th	North
	Irving	19th	25th	South
5	Divisadero	Haight	McAllister	East
	Divisadero	Haight	McAllister	West
	Haight	Stanyan	Masonic	North
	Haight	Stanyan	Masonic	South
	Haight	Webster	Divisadero	North
	Haight	Webster	Divisadero	South
	Irving	6th	Funston	North
	Irving	6th	Funston	South
6	16th	Valencia	Folsom	North
	16th	Valencia	Folsom	South
	3rd	AT&T Park	20th	East
	3rd	AT&T Park	20th	West
	3rd	Willie Mays	22nd	East
	Geary	Jones	Van Ness	North
	Geary	Jones	Van Ness	South
	Larkin	O'Farrell	Sacramento	East
	Larkin	O'Farrell	Sacramento	West

EXHIBIT 32		Clean Corridor Inspection Routes (July, September, November, January, March, May FY 2008-09, All Routes Commercial)		
District	Corridor	Begin Street	End Street	Side of Street
6	Polk	California	Broadway	East
	Polk	California	Broadway	West
	Polk	California	O'Farrell	East
7	Ocean	Capitol	Manor	North
	Ocean	Capitol	Manor	South
	Ocean	Capitol	Phellan	North
	Ocean	Capitol	Phellan	South
	Ocean	Manor	Capitol	North
	Ocean	Manor	Capitol	South
	Ocean	Phelan	Capitol	North
	Ocean	Phelan	Capitol	South
	Taraval	18th	22nd	South
	Taraval	18th	23rd	North
	West Portal	Ulloa	14th	North
	West Portal	Ulloa	14th	South
8	Church	Duboce	18th	East
	Diamond	Chenery	Bosworth	South
	Diamond	Chenery	Monterey	South
9	18th	Church	Dolores	North
	18th	Church	Dolores	South
	24th	Folsom	Valencia	North
	24th	Folsom	Valencia	South
	24th	Potrero	Folsom	North
	24th	Potrero	Folsom	South
	Mission	14th	18th	West
	Mission	18th	22nd	East
	Mission	18th	22nd	West
	Mission	22nd	Cesar Chavez	East
	Mission	22nd	Cesar Chavez	West
	Mission	Duboce	18th	East
	Mission	Duboce	18th	West
	Potrero	25th	20th	East
	Potrero	25th	20th	West
10	3rd	20th	Evans	East
	3rd	20th	Evans	West
	3rd	22nd	Evans	East
	3rd	22nd	Evans	West
	3rd	Evans	Quesada	East
	3rd	Evans	Quesada	West
	3rd	Willie Mays	22nd	East
	3rd	Willie Mays	22nd	West

EXHIBIT 32		Clean Corridor Inspection Routes (July, September, November, January, March, May FY 2008-09, All Routes Commercial)		
District	Corridor	Begin Street	End Street	Side of Street
10	Bayshore	Hester	Sunnydale	East
	Bayshore	Hester	Sunnysale	West
	Leland	Bayshore	Cora	North
	Leland	Bayshore	Cora	South
	San Bruno	Silliman	Wayland	West
	San Bruno	Silver	Wayland	East
11	Geneva	Aleman	Edinburgh	North
	Geneva	Aleman	Naples	North
	Geneva	Naples	Aleman	North
	Geneva	Naples	Aleman	South
	Mission	Excelsior	France	East
	Mission	Excelsior	France	West
	Mission	France	Rolph	East
	Mission	France	Rolph	West

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APPENDIX G: 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

December 10, 2009

Ben Rosenfield
Controller
City and 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 2008-09 Street and Sidewalk Maintenance Annual Report. In an era of limited street cleaning resources, I am pleased to see that our focused efforts to make quality of life improvements are seeing gains with respect to illegal dumping, graffiti on property maintained by the Department of Public Works (DPW), the cleanliness of litter receptacles, and the quality of our tree and landscaping maintenance.

Analysis such as this helps us examine and refine operational changes we make, such as our recent changes to the frequency of mechanical sweeping in residential areas. In fact, DPW used this Annual Report, among other data sources, to make these changes, and we are pleased to see that this latest analysis supports the decision and demonstrates that the change in frequency better aligns our service provision with the City's street cleaning needs.

Our challenge remains in commercial areas where most of the activity and litter generation is taking place. The data show the close relationship between sidewalk and street cleanliness and that we need to ensure that merchants understand and abide by their legal responsibility to keep their sidewalk clean, as sidewalk cleanliness has a dramatic impact on their entire street. Another challenging area remains graffiti prevention and abatement. While we have improved in the rapid removal of graffiti from DPW property, more taggers now vandalize non-DPW and private property because their tags tend to remain longer. When DPW set about meeting Mayor Newsom's directive to remove graffiti from our property within 48 hours, we anticipated an increase in the incidence of graffiti on other types of property and as preemptive measures we hosted a Graffiti Huddle, which engaged other city departments and the public; began an anti-graffiti pledge drive, and began using the city's new blight ordinance to facilitate expedited graffiti removal from other property. We also revamped private property inspections and the citation process to improve abatement efforts.

We agree with your recommendations and have or will be taking the following steps to implement them:

IMPROVING THE QUALITY OF LIFE IN SAN FRANCISCO
Customer Service Teamwork Continuous Improvement

Ben Rosenfield
FY 2008-09 Street and Sidewalk Maintenance Annual Report
December 10, 2009
Page 2 of 2



Recommendation: Revise inspection standards to clarify and perhaps modify based on results from the upcoming Street and Sidewalk Perception Study and findings from quality control inspections.

Action: We are working with your office to clarify and improve standards used to measure cleanliness and revise the Street and Sidewalk Maintenance procedures manual to ensure quality inspections.

Recommendation: Develop a database to assemble and analyze inspection results and expand data analyses to include more granular trending and statistical analyses.

Action: We are developing a data warehouse and business intelligence tools to enable better tracking, analysis, so that our managers and supervisors and support staff have access to the data they need to make informed, strategic decisions.

Recommendation: Continue to expand public outreach and education.

Action: We continue to expand outreach and education through additional eco-blitzes, traditional media, social media, volunteer events and presence at citywide special events.

Recommendation: Publicly report inspection results more frequently, including posting reports to the DPW website, requesting a Board of Supervisors hearing, and making inspection data available on DataSF.

Action: DPW is researching how we can publicly report inspection results on our own website and possibly through datasf.org. Within the next fiscal year, DPW will request a public hearing through the Board of Supervisors about street cleaning issues.

Recommendation: Use all available data sources to support operational decision making.

Action: DPW continues to use 311 data, the Annual Report, the City Survey, etc to align our services with need. Our business intelligence project, mentioned above, will significantly enhance our capability to use data in support of operational and managerial decision making.

Recommendation: Assess the effectiveness of litter and graffiti enforcement programs.

Action: We are assessing the effectiveness of these services as a focused effort as part of the implementation of our strategic plan. We will be looking at cost effectiveness, deployment, routing, operational efficiency, cost recovery, and other aspects of these critical services so that we can ensure we are delivering them in the most effective and efficient ways possible.

Thank you again for the opportunity to work with your office on this report. Our street cleaning resources are such that we must use every taxpayer dollar wisely and we will continue to target these limited resources in such a way that benefits our City. We look forward to implementing the recommendations and continuing our partnership to help keep San Francisco clean.

Sincerely,

A handwritten signature in black ink, appearing to read 'Edward D. Reiskin'.

Edward D. Reiskin
Director

City and County of San Francisco · Department of Public Works