

### **STREET AND SIDEWALK MAINTENANCE STANDARDS:**

#### **ANNUAL REPORT FY 2009-10**

**Less litter on streets and sidewalks,  
less illegal dumping and cleaner  
trees during FY 2009-10 street and  
sidewalk inspections.**



*October 28, 2010*

**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 Standards Annual Report FY 2009-10

October 28, 2010

### 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 2009-10, discusses 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 383 inspections were performed during FY 2009-10, and more than 1,240 inspections have been conducted over the past four fiscal years.
- Street and sidewalk cleanliness improved (less litter) from FY 2008-09 to FY 2009-10 in all 11 Supervisorial Districts, as determined by counts of litter taken at the midpoint between mechanical street sweepings.
- The citywide improvement in street and sidewalk cleanliness scores is 18 percent and 10 percent, respectively, from FY 2008-09 to FY 2009-10.
- Illegal sidewalk dumping and the presence of feces, needles, broken glass and condoms scores are now the best they have been in the past three fiscal years.
- Although graffiti found on non-DPW public property improved (less graffiti) from FY 2008-09 to FY 2009-10, graffiti found on private property is the highest it has been in the past four fiscal years.
- DPW experienced a reduction to their street cleaning workforce across many functions in FY 2009-10.

### Recommendations:

1. Revise inspection standards and methodology to clarify and modify based on results of the Street and Sidewalk Perception Study.
2. Combine various sources of data through the following initiatives to understand what is driving positive change in scores:
  - a. Street and Sidewalk Maintenance Program inspections;
  - b. 311 Reporting;
  - c. City Survey;
  - d. Department of Environment Litter Audits;
  - e. Mechanical street sweeping litter reports;
  - f. DPW "Eco Blitzes" and "Night Walks";
  - g. DPW street cleaning crews; and
  - h. Business Improvement District Information.

*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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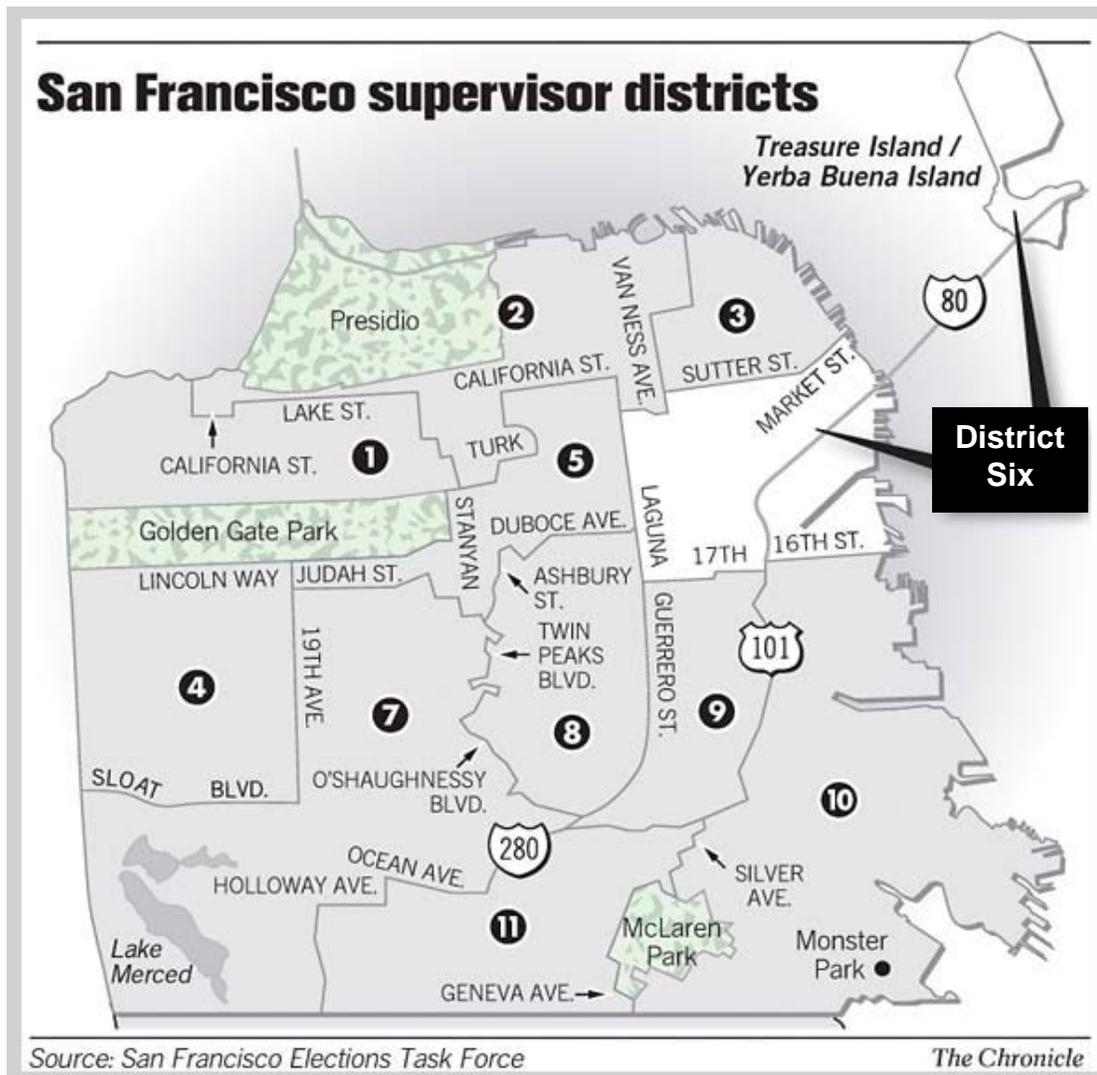
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## LIST OF ACRONYMS

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)

## SAN FRANCISCO SUPERVISORIAL DISTRICT MAP



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## BACKGROUND

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### 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 website<sup>1</sup> containing maintenance schedules. Inspection results can be found on the Controller's Proposition C Compliance: Street, Sidewalk, and Park Maintenance

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<sup>1</sup> Schedules and standards are available at the following website: <http://www.sfdpw.org/index.aspx?page=322>

website<sup>2</sup> under the “Inspection Results Data” section and on Data SF<sup>3</sup>.

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

<b>EXHIBIT 1</b>	
<b>Street and Sidewalk Inspection Standards</b>	
<b>Feature</b>	<b>Standard</b>
<b>Street Cleanliness</b>	<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"> <li>▪ 1 = Acceptably clean, less than 5 pieces of litter per 100 curb feet examined.</li> <li>▪ 2 = Not acceptably clean, 5-15 pieces of litter per 100 curb feet examined.</li> <li>▪ 3 = Very Dirty, over 15 pieces of litter per 100 curb feet examined.</li> </ul> <p>A final average rating of less than 2 must be attained to meet the standard for the route.</p>
<b>Sidewalk Cleanliness</b>	<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"> <li>▪ 90% of sidewalk shall be free of grime, leaks and spills.</li> <li>▪ 100% of sidewalk shall be free of graffiti.</li> <li>▪ 100% of sidewalk shall be free of illegal dumping.</li> <li>▪ 100% of sidewalk shall be free of feces, needles, broken glass and condoms.</li> </ul>
<b>Graffiti</b>	<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"> <li>▪ DPW public property (street surfaces, city trash receptacles).</li> <li>▪ Non-DPW public property (street signs, meters, mailboxes, etc).</li> <li>▪ Private property.</li> </ul>
<b>Trash Receptacles</b>	<ul style="list-style-type: none"> <li>▪ Trash receptacle is clean and not overflowing.</li> <li>▪ No more than 5 pieces of litter in the area around the receptacle.</li> <li>▪ Structure must have a uniform coat of paint.</li> <li>▪ Structure must be free of large cracks or damage that affects use.</li> <li>▪ The door must be closed.</li> </ul>
<b>Trees and Landscaping</b>	<ul style="list-style-type: none"> <li>▪ 90% of trees, tree wells and planters shall be free of litter.</li> <li>▪ 90% of trees are free of damage or hanging limbs; no tree is dead.</li> <li>▪ 90% of tree wells and planters are free of weeds and vines.</li> <li>▪ 90% of trees with limbs and foliage provide clearance over the sidewalk and street.</li> </ul>

<sup>2</sup> Inspection data is available at the following website: <http://sfcontroller.org/index.aspx?page=49>

<sup>3</sup> Data SF is accessible through the following website: <http://datasf.org/>

## FY 2006-07 TO FY 2009-10 RESULTS SUMMARY

<b>EXHIBIT 2</b> Average Inspection Scores from FY 2006-07 to FY 2009-10					
Criteria	n=44	n=393	n=428	n=383	Trend
<b>1.0 Street Cleanliness</b>	FY 2006-07	FY 2007-08	FY 2008-09	FY 2009-10	
1.1 Litter (1 = acceptably clean to 3 = very dirty)	n/a	2.07	2.37	1.97	Positive
<b>2.0 Sidewalk Cleanliness</b>					
2.1 Litter (1 = acceptably clean to 3 = very dirty)	1.76	1.83	2.07	1.89	Positive
2.2 Grime, leaks, spills (% of sidewalk free)	97.4%	96.6%	96.7%	96.8%	Positive
2.3 Graffiti (# on sidewalk)	0.3	0.3	0.1	0.3	Negative
2.4 Percentage of inspections with no illegal dumping	61.4%	39.7%	60.0%	84.3%	Positive
2.5 Percentage of inspections with no feces, needles, broken glass and condoms	34.1%	16.5%	29.2%	55.4%	Positive
<b>3.0 Graffiti</b> - Average number of incidents per block					
3.1 DPW	0.9	0.5	0.2	0.3	Negative
3.2 Non-DPW public	4.1	6.5	11.3	8.9	Positive
3.3 Private	4.2	14.6	15.3	15.4	Negative
<b>4.0 Trash Receptacles</b> – Percent that meet the standard					
4.1 Fullness	89.4%	94.2%	95.3%	98.9%	Positive
4.2 Cleanliness of trash receptacles	89.5%	93.6%	95.7%	97.7%	Positive
4.3 Cleanliness around trash receptacles	81.9%	82.1%	85.2%	95.9%	Positive
4.4 Painting	90.0%	99.5%	98.8%	99.2%	Positive
4.5 Structural integrity and function	91.9%	97.0%	96.5%	99.6%	Positive
4.6 Doors	90.9%	99.5%	99.4%	99.5%	Positive
<b>5.0 Trees and Landscaping</b> - Percent that meet the standard					
5.1 Cleanliness	54.9%	71.5%	78.8%	90.9%	Positive
5.2 Appearance	94.6%	77.4%	82.8%	98.9%	Positive
5.3 Weediness	68.3%	91.8%	96.3%	93.7%	Negative
5.4 Clearance	92.7%	96.0%	98.4%	98.0%	Negative
Positive 1-year trend (Getting Cleaner)		Negative 1-year trend (Getting Dirtier)		Neutral 1-year trend (No Change)	

Data reported in FY 2006-07 through FY 2008-09 may vary slightly from prior Street and Sidewalk Maintenance Standards reports due to data corrections made during FY 2009-10.

# Citywide Summary

## Overall Results

Fourteen of the nineteen standards achieved improved average inspection scores in FY 2009-10 from FY 2008-09. This represents the highest number of average inspection scores showing improvement since FY 2006-07.

## Citywide Street and Sidewalk Litter Results

Street and sidewalk litter scores passed the standard (<2.00 is acceptably clean) in FY 2009-10. Street litter results improved from an average of 2.37 in FY 2008-09 to 1.97 in FY 2009-10. Sidewalk litter results improved from an average of 2.07 in FY 2008-09 to 1.89 in FY 2009-10.

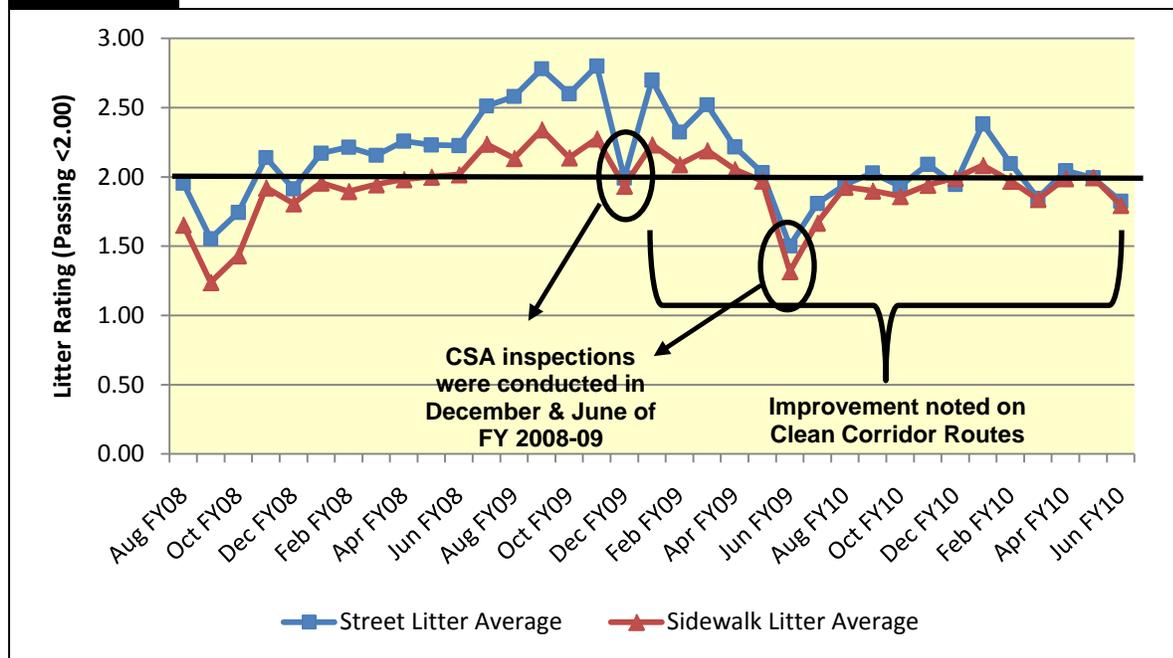


A clean street and sidewalk on the corner of Mission and Geneva in District 11.

Between September 2007 and November 2008, street and sidewalk litter results had steadily worsened (more litter). Results from December 2008 through June 2009 improved (less litter) mainly due to the inclusion of CSA inspection results, which tend to be more positive, and improved ratings on Clean Corridor routes. From September 2009 through June 2010, results remained fairly consistent around the 2.00 standard.

Exhibit 3 shows street and sidewalk litter results from FY 2007-08 through FY 2009-10. Scores less than 2.00 are considered passing.

**EXHIBIT 3 Street & Sidewalk Litter Results from FY 2007-08 to FY 2009-10**



**Street and Sidewalk Litter Results by Supervisorial District**

Street and sidewalk litter results improved in all Districts in FY 2009-10 compared to FY 2008-09.

Exhibit 4 shows the street and sidewalk average litter results by Supervisorial District during FY 2009-10 and the percentage change from FY 2008-09. Results listed in green text indicate a passing score (<2.00) while results listed in red text indicate a failing score.

Criteria	Supervisorial District											
	1	2	3	4	5	6	7	8	9	10	11	All
Street Litter	1.82	1.86	2.05	1.90	1.99	2.17	1.78	1.86	2.07	1.97	2.04	1.97
% Change from FY 2008-09	21%	15%	18%	14%	19%	13%	19%	15%	17%	18%	15%	18%
Sidewalk Litter	1.81	1.87	1.92	1.86	1.90	2.03	1.68	1.81	2.01	1.90	1.94	1.89
% Change from FY 2008-09	9%	2%	14%	2%	10%	8%	7%	10%	4%	10%	8%	10%

The citywide improvement in street and sidewalk litter results is 18 percent and 10 percent, respectively, in FY 2009-10 from FY 2008-09. All street and sidewalk average litter scores improved from FY 2008-09 to FY 2009-10 in all Supervisorial Districts.

**Cleanest and Dirtiest Corridors**



*Clement Street in District 1 not passing the street cleanliness standard.*

Some corridors have consistently scored well on inspections since FY 2006-07 while others have not. Inspections conducted on sections of Monterey (District 7), Dolores (District 8), San Benito (District 7), Octavia (District 2), and Noriega (District 4) have achieved the cleanest street and sidewalk litter scores over the past four fiscal years. Inspections conducted on sections of Geary, 16<sup>th</sup> Street, 15<sup>th</sup> Street, Mission (all of which are located in District 6), and 3<sup>rd</sup> Street (District 10) have had the dirtiest street and sidewalk litter results.

Exhibit 5 shows the street and sidewalk inspection result averages from FY 2006-07 to FY 2009-10 for the five cleanest and dirtiest corridors inspected. The cleanest corridors include average street and sidewalk litter scores of 1.30 or lower while the dirtiest corridors include average scores of 2.25 or higher over the past four fiscal years (only corridors where three or more inspections have been conducted are included).

**EXHIBIT 5 Cleanest and Dirtiest Corridors from FY 2006-07 to FY 2009-10**



**DPW Operational Changes**

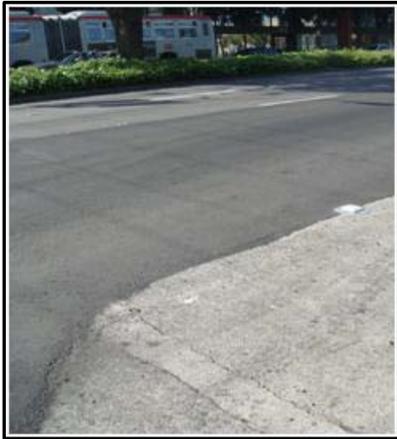
During FY 2008-09, DPW adjusted the frequency of sweeping on many residential streets from weekly to twice a month. Also, DPW experienced a reduction to their street cleaning workforce across many functions. In FY 2009-10, five street cleaning broom support staff reductions have occurred and 68 trash receptacles have been removed in various locations throughout the City. DPW was involved in the JOBS NOW!<sup>4</sup> program in FY 2009-10 by assigning street and sidewalk cleaning activities on the Clean Corridor routes to more than 90 program participants. This program ended on September 30, 2010.

<sup>4</sup> Information about the JOBS NOW! program is available at the following website: <http://www.jobsnowsf.org/>

# STREETS

<b>EXHIBIT 6 Street Cleanliness Summary from FY 2006-07 to FY 2009-10</b>					
Criteria	Average				Trend
	n=44	n=393	n=428	n=383	
<b>1.0 Street Cleanliness</b>	FY 2006-07	FY 2007-08	FY 2008-09	FY 2009-10	
1.1 Litter ( 1= acceptably clean to 3 = very dirty)	n/a	2.07	2.37	1.97	Positive
Positive 1-year trend (Getting Cleaner)		Negative 1-year trend (Getting Dirtier)		Neutral 1-year trend (No Change)	

## 1.1 Street Litter



A clean street on Geary Boulevard in District 1.

Street litter ratings improved for all Districts in FY 2009-10 compared to FY 2008-09.

Residential street litter ratings showed slight improvement in FY 2009-10 compared to the prior two fiscal years.

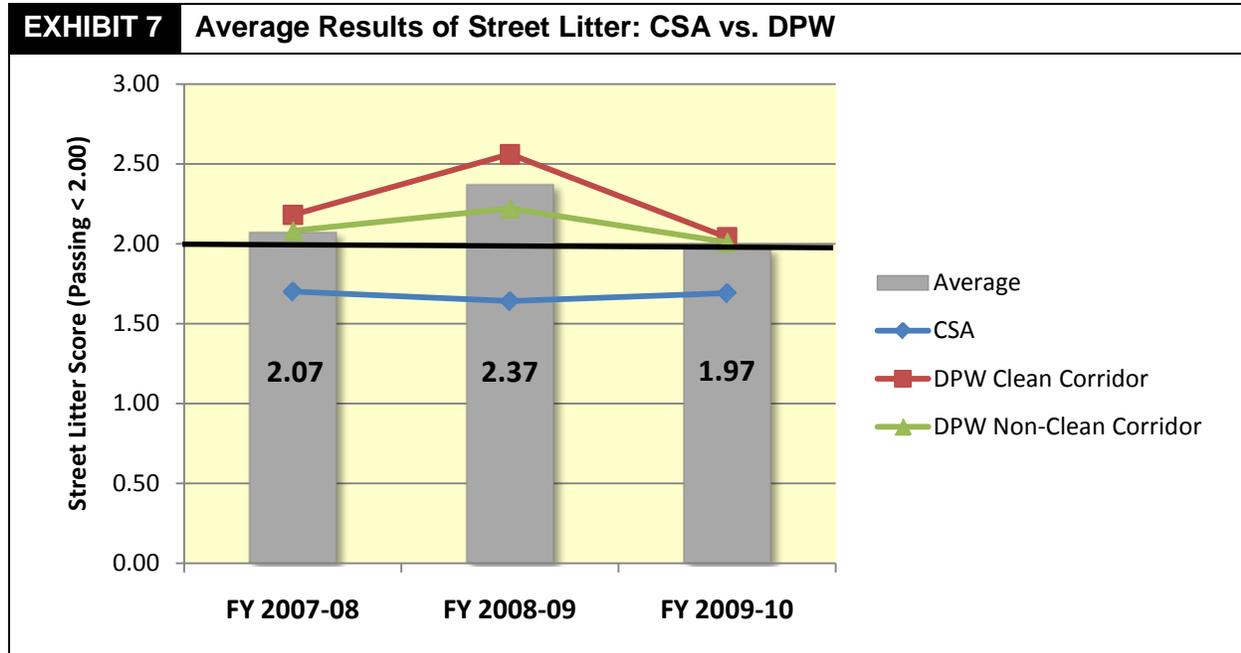
Inspectors score streets for the presence of litter along the route, scoring 1.00 if the street averages less than 5 pieces of litter per 100 curb feet, 2.00 for averages of 5-15 pieces per 100 curb feet, and 3.00 for averages of more than 15 pieces per 100 curb feet. Scores of less than 2.00 are considered passing. Starting in FY 2009-10, inspectors began recording counts of litter.

Street litter results improved significantly (less litter) during FY 2009-10, from an average of 2.37 in FY 2008-09 to 1.97 in FY 2009-10. In total, 34 percent of the routes inspected passed this standard, which is more than double the 15 percent that passed in FY 2008-09. The average litter count per block was 9.8 pieces of litter. Four inspections noted less than an average of one piece of litter per block while three inspections noted more than an average of thirty pieces of litter per block. Street litter results improved for all Districts in FY 2009-10 compared to FY 2008-09. The most significant improvement came from District 1, with a passing result of 1.82 in FY 2009-10 compared to 2.32 in FY 2008-10, a 21 percent improvement.

Differences exist between CSA and DPW inspection results. The CSA-only average for street litter in FY 2009-10 is 1.69, which is a slight decline from 1.64 in FY 2008-09. DPW inspections found more litter on the streets, averaging 2.01 excluding Clean Corridor (C.C.) routes and 2.04 on Clean Corridor routes in FY 2009-10.

Street litter results showed improvement for residential routes. The residential average in FY 2009-10 is 1.82, lower than 2.04 in FY 2008-09 and 1.95 in FY 2007-08.

Exhibit 7 displays the differences between the CSA and DPW average results of street litter over the past three fiscal years.

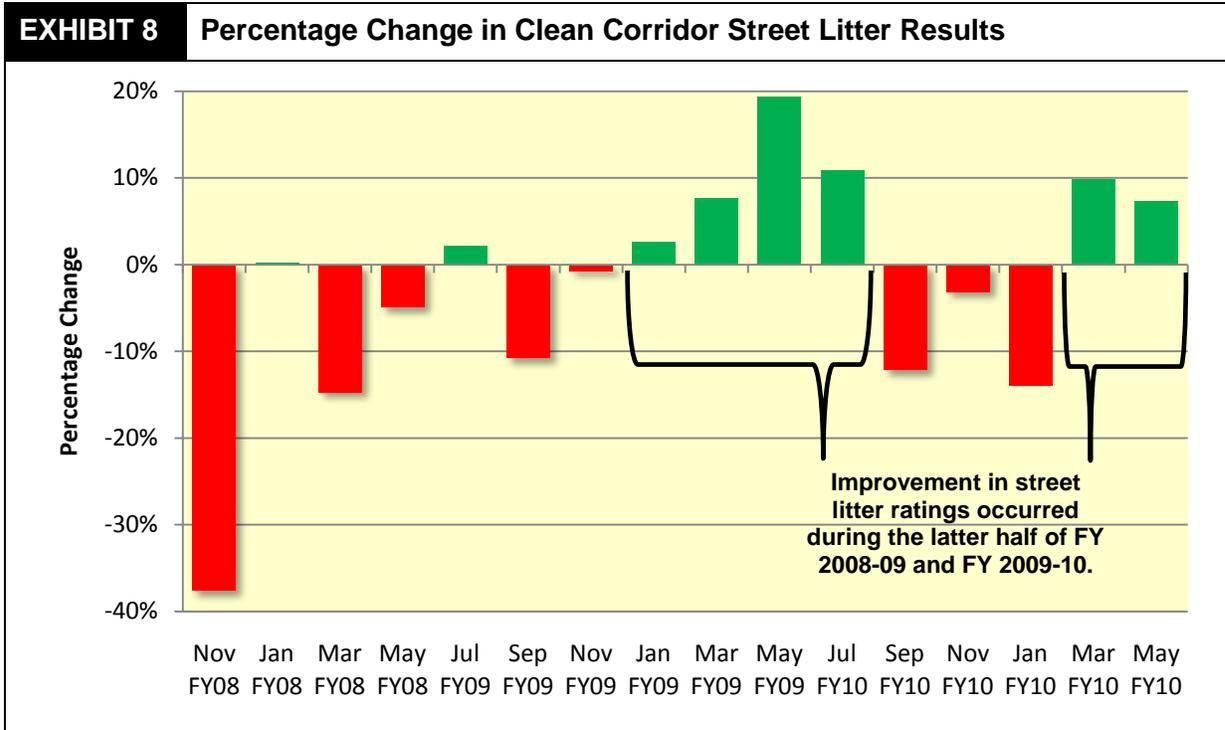


Forty-nine percent of inspections in FY 2009-10 were conducted on Clean Corridor routes. These routes are more trafficked commercial corridors with worse street litter and sidewalk cleanliness ratings compared to other commercial routes.

*Street litter results on Clean Corridor routes improved significantly in FY 2009-08.*

Throughout FY 2008-09 and FY 2009-10, DPW has focused cleaning and enforcement efforts on these routes and more recently has been citing property owners for excessive litter and instances of graffiti. Street litter results improved significantly on Clean Corridor routes in FY 2009-10, from a high of 2.78 in November 2008 to a low of 1.81 in July 2009. Although street litter results on Clean Corridor routes got slightly worse in September, November, and January of FY 2009-10 with scores of 2.03, 2.09 and 2.38, respectively, scores improved during the last half of FY 2009-10 and are generally lower than the average street litter score of 2.29 on Clean Corridor routes since the beginning of the program mainly due to the increased cleaning activities of the JOBS NOW! program.

Exhibit 8 shows the percentage change in Clean Corridor street litter results from the prior month in which Clean Corridor routes were inspected.



*A strong positive relationship exists between street and sidewalk litter results.*

A strong relationship exists between street and sidewalk litter results. On routes that did not pass the street litter standard, it is likely the sidewalk litter score also did not pass. This strong, positive relationship is true for commercial and residential routes, CSA and DPW inspections, and for all Districts.

## SIDEWALKS

<b>EXHIBIT 9 Sidewalk Cleanliness Summary from FY 2006-07 to FY 2009-10</b>								
Criteria	Average				Trend			
	n=44	n=393	n=428	n=383				
	FY 2006-07	FY 2007-08	FY 2008-09	FY 2009-10				
<b>2.0 Sidewalk Cleanliness</b>								
2.1 Litter (1 = acceptably clean to 3 = very dirty)	1.76	1.83	2.07	1.89	Positive			
2.2 Grime, leaks, spills (% of sidewalk free)	97.4%	96.6%	96.7%	96.8%	Positive			
2.3 Sidewalk graffiti (block averages for each route per block on sidewalk)	0.3	0.3	0.1	0.3	Negative			
2.4 Percentage of inspections with no illegal dumping	61.4%	39.7%	60.0%	84.3%	Positive			
2.5 Percentage of inspections with no feces, needles, broken glass and condoms	34.1%	16.5%	29.2%	55.4%	Positive			
<table border="0" style="width:100%; text-align:center;"> <tr> <td style="width:33%; color:green;">Positive 1-year trend (Getting Cleaner)</td> <td style="width:33%; color:red;">Negative 1-year trend (Getting Dirtier)</td> <td style="width:33%;">Neutral 1-year trend (No Change)</td> </tr> </table>						Positive 1-year trend (Getting Cleaner)	Negative 1-year trend (Getting Dirtier)	Neutral 1-year trend (No Change)
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 on Polk Street in District 3.*

*Sidewalk litter results improved for all Districts in FY 2009-10 compared to FY 2008-09.*

Sidewalks are rated, as streets are, for the presence of litter along the route, scoring 1.00 if the sidewalk averages less than 5 pieces of litter per 100 curb feet; 2.00 for averages of 5-15 pieces per 100 curb feet; and 3.00 for averages of more than 15 pieces per 100 curb feet. Scores of 2.00 or higher are considered failing.

Sidewalk litter results improved (less litter) from an average of 2.07 in FY 2008-09 to 1.89 in FY 2009-10. In total, 31 percent of the routes inspected passed this standard in FY 2009-10, nearly double the 16 percent that passed in FY 2008-09. The average litter count per block was 8.8 pieces of litter. Two inspections conducted in District 2 (sections of Fillmore and Chestnut) recorded more than an average of fifty pieces of litter per block.

Street litter results improved for all Districts in FY 2009-10 compared to FY 2008-09. The most significant improvement came from District 3, with a passing score of 1.92 in FY 2009-10 compared to 2.23 in FY 2008-10, a 14 percent improvement.

Sidewalk litter results achieved a passing score of 1.93 on commercial routes in FY 2009-10, an improvement from FY 2008-09 with a failing score of 2.13. Sidewalk litter ratings remained nearly unchanged for residential routes. The residential average in FY 2009-10 is 1.79, very similar to average result of 1.73 over the prior three fiscal years.

## 2.2 Sidewalk Grime

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

Inspectors evaluate the percentage of the sidewalk that is free of grime. A sidewalk must be 90 percent free of grime to be considered passing. The percent remained nearly unchanged at 96.8 percent in FY 2009-10 compared to 96.7 percent in FY 2008-09. Only 7 of 383 inspections noted sidewalks that failed the standard, with the worst rating of 70.6 percent occurring on an inspection of Market Street between 3<sup>rd</sup> Street and 8<sup>th</sup> Street in December FY 2009-10.

## 2.3 Sidewalk Graffiti



*Sidewalk graffiti in District 3*

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 DPW property.

An average of 0.3 instances of graffiti was found on the sidewalk per block in FY 2009-10, which is higher than the 0.1 instances found in FY 2008-09. Eight-six percent, or 330, of sidewalks inspected were free of graffiti in FY 2009-10. Only 3 inspections found ten or more incidents per block, two of which were found in District 8 on Noe Street between Market Street and Duboce Avenue and on Market Street between Laguna Street and Noe Street.

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

*Results for both standards are the highest they've been in the past four fiscal years.*

There is zero tolerance for sidewalk dumping and feces, needles, broken glass and condoms along a route to pass the standard. Results for both standards improved in FY 2009-10 from FY 2008-09 and are the highest they've been in the past four fiscal years.

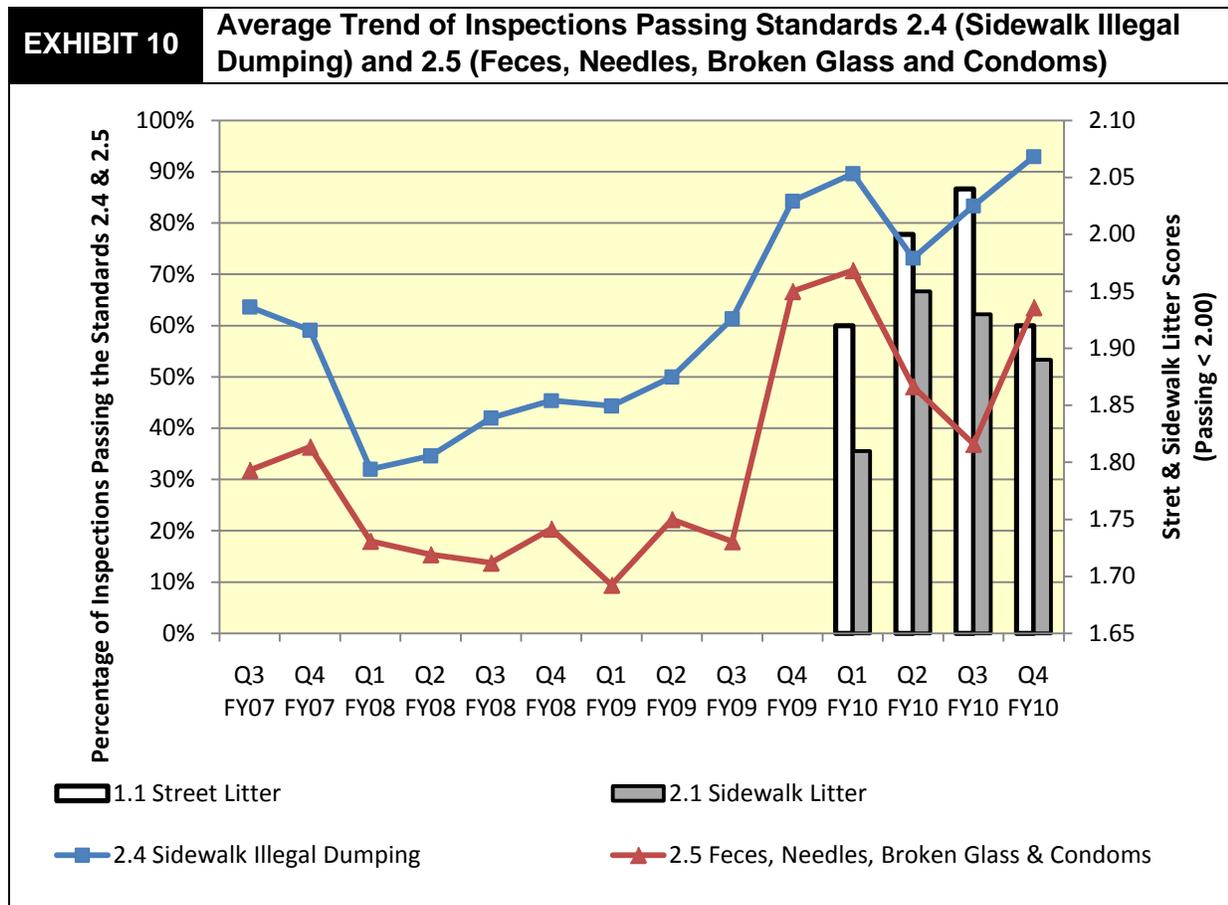
Sixty-four percent of inspections found no illegally dumped items in FY 2009-10, and 55.4 percent of inspections found no feces, needles, broken glass and condoms in FY 2009-10.



Broken glass found on a sidewalk in District 9

A weakness of both the sidewalk dumping and major incidents standards 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.

Exhibit 10 shows the average trend of inspections that pass the sidewalk illegal dumping and feces, needles, broken glass and condoms standards from Q3 of FY 2006-07 through Q4 of FY 2009-10. Scores in Q2 and Q3 of FY 2009-10 are lower than in Q1 and Q4 of FY 2009-10. During Q2 and Q3 of FY 2009-10, street and sidewalk litter counts increased also. Routes where illegal dumping and feces, needles, broken glass and condoms are found tend to have more street and sidewalk litter.



# GRAFFITI

EXHIBIT 11 Graffiti Summary from FY 2006-07 to FY 2009-10					
Criteria	Average				Trend
	n=44	n=393	n=428	n=383	
<b>3.0 Graffiti</b> Average number of incidents per block	FY 2006-07	FY 2007-08	FY 2008-09	FY 2009-10	
3.1 DPW property (street surfaces, city trash receptacles)	0.9	0.5	0.2	0.3	Negative
3.2 Non-DPW public property (street signs, meters, mailboxes, etc)	4.1	6.5	11.3	8.9	Positive
3.3 Private property	4.2	14.6	15.3	15.4	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 1.

Counts of graffiti on non-DPW public property improved in all Districts in FY 2009-10 from FY 2008-09.

Graffiti is noted separately on DPW, non-DPW public, and private property during inspections. Non-DPW public property is any street and sidewalk feature that a public entity other than DPW holds responsibility for maintaining. These include street signs, parking meters, mailboxes, bus stops, and other types of property. The citywide standard for graffiti is zero instances, as set by Mayor's policy.

Only twelve inspections met this standard for all property types (DPW, non-DPW public, and private), seven of which were recorded on the same route. Zero instances of graffiti were noted on all seven inspections conducted on Monterey Boulevard between San Rafael Way and Santa Clara Avenue in District 7 in FY 2009-10.

The average number of instances of graffiti per block on non-DPW public property improved citywide from 11.3 in FY 2008-09 to 8.9 in FY 2009-10. Results improved in all Districts in FY 2009-10 from FY 2008-09. The most significant improvement in graffiti was found in District 1, where the result improved from 7.5 in FY 2008-09 to 5.1 in FY 2009-10, a 31.8 percent improvement.

Exhibit 12 shows the average graffiti count summary by Supervisorial District.

<b>EXHIBIT 12 Average FY 2009-10 Graffiti Count Summary by Supervisorial District</b>												
<b>Criteria</b>	<b>Supervisorial District</b>											
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>	<b>11</b>	<b>All</b>
DPW Property	0.2	0.2	0.1	0.0	0.6	0.4	0.2	0.8	0.7	0.1	0.1	<b>0.3</b>
Non-DPW Public Property	5.1	5.0	8.5	4.1	9.9	14.3	7.2	9.2	11.5	10.0	8.4	<b>8.9</b>
Private Property	10.5	10.5	16.5	7.9	17.4	25.3	13.5	14.2	19.3	14.4	14.1	<b>15.4</b>

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



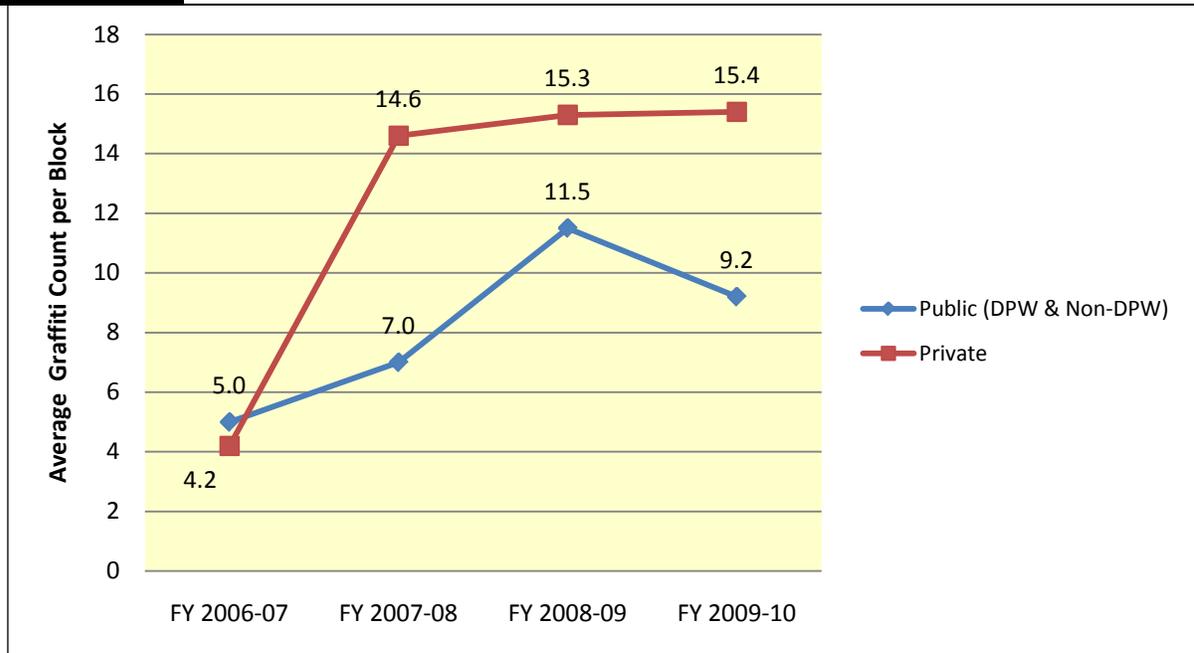
*Graffiti found on a newspaper stand (private property) in District 11.*

Counts of graffiti on private property are the highest of all types of graffiti. The average count of private graffiti remained nearly unchanged at 15.4 in FY 2009-10 from 15.3 in FY 2008-09. The highest average count of graffiti on private property was recorded in District 6, as it has been over the past two fiscal years, at 25.3 in FY 2009-10. District 10 experienced a 17.5 percent improved private graffiti count in FY 2009-10 from FY 2008-09, at 14.4 compared to 17.5, respectively.

DPW inspections noted much higher levels of graffiti than CSA inspections, most significantly on Clean Corridor routes. As illustrated in Appendix C, CSA inspections averaged 5.1 instances of graffiti on non-DPW public property in FY 2009-10, whereas DPW inspections averaged 9.6 instances. CSA inspections averaged 5.2 instances of graffiti on private property in FY 2009-10, whereas DPW inspections averaged 17.5 instances. DPW inspections conducted on Clean Corridor routes averaged 22.2 instances of graffiti on private property in FY 2009-10.

Exhibit 13 shows the four year trend of average graffiti count on Public (DPW and non-DPW) and private property.

**EXHIBIT 13 Average Graffiti Count: Four Fiscal Year Trend**



For many routes with high non-DPW public graffiti counts, high private graffiti counts were also found. Much less graffiti has been found on residential routes compared to commercial routes over the past four fiscal years. Non-DPW graffiti was frequently found on parking meters and signs. Private graffiti was frequently found on store fronts, awnings, and newspaper stands. DPW began enforcing the Blight Ordinance<sup>5</sup> in August of 2009 for graffiti on private property. Since the implementation, over 700 Blight Notices have been issued to remove graffiti within 15 days or face the possibility of levied fines.

<sup>5</sup> San Francisco Administrative Code Section 80.3 Anti-Blight Enforcement: is available at the following website: [http://library.municode.com/HTML/14131/level1/C80.html#C80\\_s80.3](http://library.municode.com/HTML/14131/level1/C80.html#C80_s80.3)

## TRASH RECEPTACLES

EXHIBIT 14 Trash Receptacle Summary from FY 2006-07 to FY 2009-10					
Criteria	Average				Trend
	n=44	n=393	n=428	n=383	
<u>4.0 Trash Receptacles</u>	FY 2006-07	FY 2007-08	FY 2008-09	FY 2009-10	
4.1 Fullness	89.4%	94.2%	95.3%	98.9%	Positive
4.2 Cleanliness of trash receptacles	89.5%	93.6%	95.7%	97.7%	Positive
4.3 Cleanliness around trash receptacles	81.9%	82.1%	85.2%	95.9%	Positive
4.4 Painting	90.0%	99.5%	98.8%	99.2%	Positive
4.5 Structural integrity and function	91.9%	97.0%	96.5%	99.6%	Positive
4.6 Doors	90.9%	99.5%	99.4%	99.5%	Positive
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 11 passing all standards.

Average scores for all trash receptacle standards passed 90 percent for the first time in the past four fiscal years.

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.

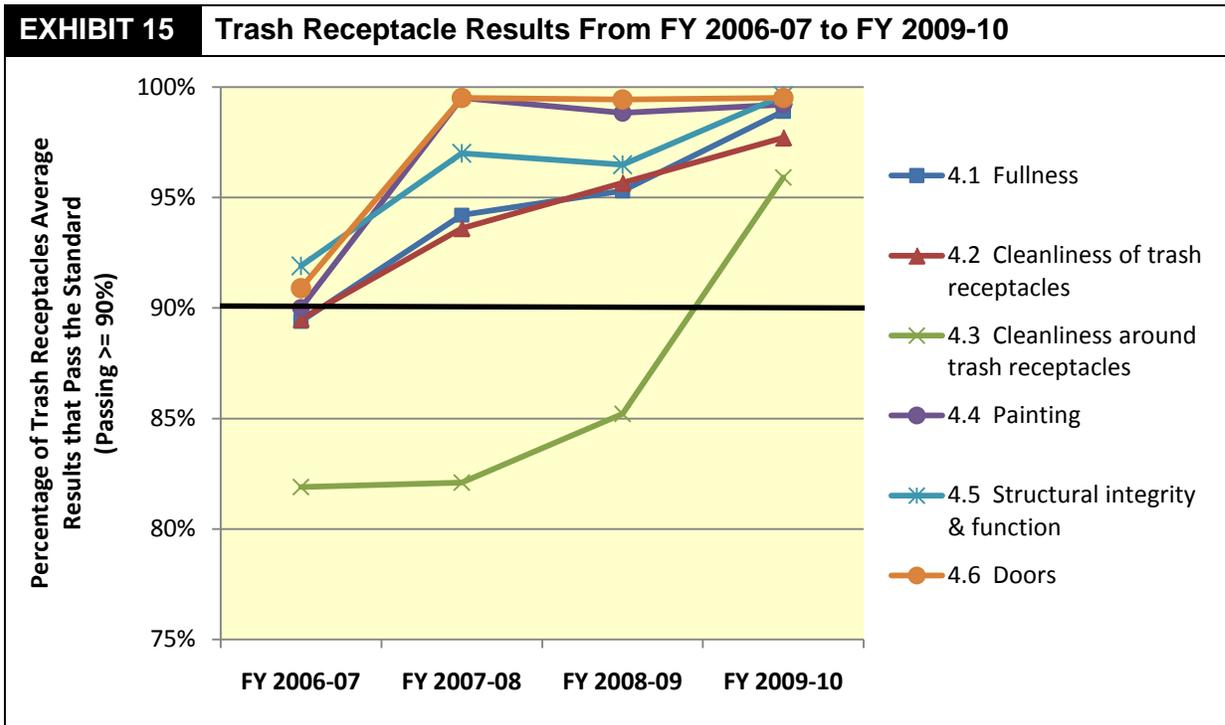
Scores in all six trash receptacle standards improved in FY 2009-10 from FY 2008-09, and, for the first time in the past four fiscal years, all average scores passed 90 percent. All six trash receptacle standards passed 90 percent for all Districts, except the cleanliness around trash receptacles standard for District 2, which scored 86.6 percent in FY 2009-10, still an improvement over the prior two fiscal years' scores.

The cleanliness around trash receptacles results experienced the greatest improvement in FY 2009-10 from FY 2008-09 with a 12.5 percent increase. The most significant improvement was found on commercial routes on DPW inspections, where the average results improved to 99.5 percent in FY 2009-10 from 86.2 percent in FY 2008-

09. Of the 318 DPW inspections conducted in FY 2009-10, all but five inspections scored a perfect 100 percent for the cleanliness around trash receptacles standard. This improvement may be attributed to the additional sidewalk cleaning activities on the Clean Corridor routes of the JOBS NOW! program.

Over the past two fiscal years, DPW has removed trash receptacles on routes throughout the City where a route had multiple receptacles on a given block. Also, some trash receptacles have been steam cleaned more frequently, which may have attributed to the higher cleanliness of the trash receptacles score.

Exhibit 15 shows trash receptacle results from FY 2006-07 through FY 2009-10.



## TREES AND LANDSCAPING

<b>EXHIBIT 16</b> Trees and Landscaping Summary from FY 2006-07 to FY 2009-10					
Criteria	Average				Trend
	n=44	n=393	n=428	n=383	
<b>5.0 Trees and Landscaping</b>	FY 2006-07	FY 2007-08	FY 2008-09	FY 2009-10	
5.1 Cleanliness	54.9%	71.5%	78.8%	90.9%	Positive
5.2 Tree appearance	94.6%	77.4%	82.8%	98.9%	Positive
5.3 Weediness	68.3%	91.8%	96.3%	93.7%	Negative
5.4 Clearance	92.7%	96.0%	98.4%	98.0%	Negative
Positive 1-year trend (Getting Cleaner)		Negative 1-year trend (Getting Dirtier)		Neutral 1-year trend (No Change)	

### 5.0 Tree Ratings



Clean, healthy trees in District 1.

Results for tree cleanliness and appearance improved from FY 2008-09 to FY 2009-10.

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).<sup>6</sup> 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.

Results for tree and landscaping criteria were mixed in FY 2009-10 from FY 2008-09. Tree cleanliness and appearance results in FY 2009-10 showed significant improvement from FY 2008-09 while tree weediness and clearance results in FY 2009-10 slightly declined from FY 2008-09.

Significant differences exist between CSA and DPW average results. CSA inspection averages for tree cleanliness and weediness were 56.5 percent and 62.9 percent in FY 2009-10, respectively. DPW inspection averages for tree cleanliness and weediness were 97.8 percent and 99.9 percent in FY 2009-10,

<sup>6</sup> Information about the Friends of the Urban Forest is available at the following website: <http://www.fuf.net/>

Significant differences exist between CSA and DPW average results for tree cleanliness and weediness in FY 2009-10.

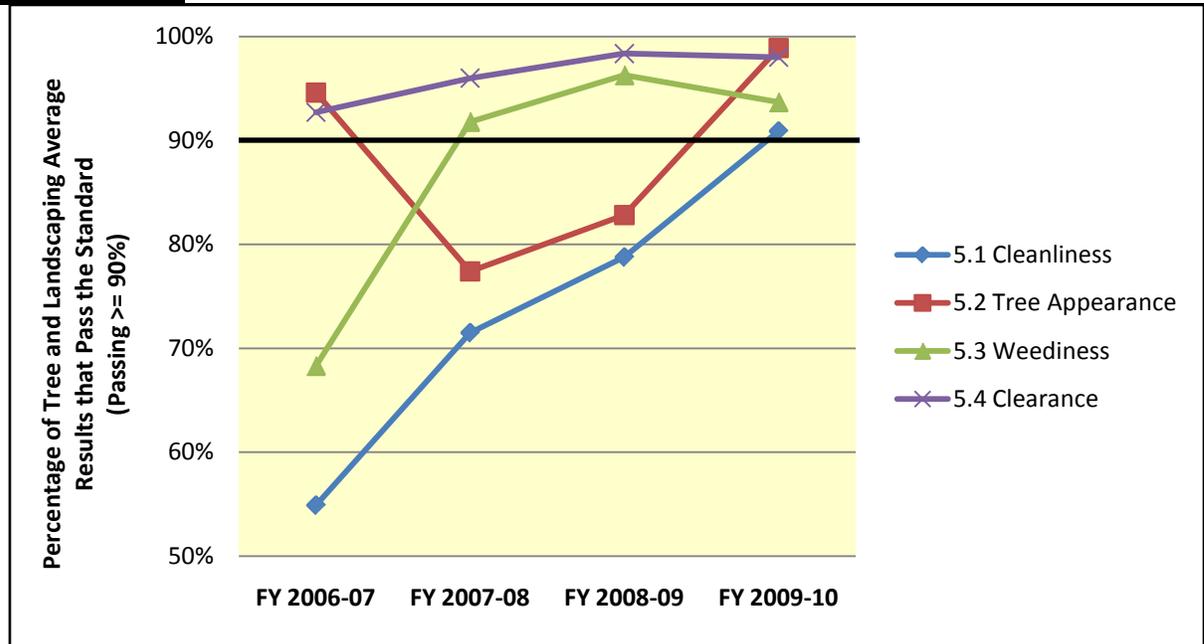
respectively. CSA inspection results for tree cleanliness over the past four fiscal years have not changed much while DPW inspection results have shown significant improvement.

Many Districts had improved tree and landscaping results in FY 2009-10 from FY 2008-09. Most notably, Districts 5, 9, 10, and 11 had a 20 percent or higher improvement in their tree cleanliness and appearance results in FY 2009-10 from FY 2008-09.

The improvement in the tree cleanliness score may be attributed to the additional sidewalk cleaning activities on the Clean Corridor routes of the JOBS NOW! program, which includes litter removal from tree wells. Also, decomposed granite has been used more frequently to pave around trees, which makes it less likely for litter to collect around trees.

Exhibit 17 shows tree and landscaping results from FY 2006-07 through FY 2009-10.

**EXHIBIT 17** Trees and Landscaping Results from FY 2006-07 to FY 2009-10



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.

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## RECOMMENDATIONS

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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 and Methodology**

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.

CSA and DPW inspectors have conducted inspections on their same respective routes since the program began. Other City routes may need to be considered to ensure a representative sample of routes is inspected. Also, the program would benefit from improved documentation on how the midpoint inspection day and time is determined for a route's mechanical street sweeping schedule.

To clarify and improve the standards and route sampling and midpoint methodologies, the Controller's Office recommends:

*Street and Sidewalk Perception Study.*

a. Using results from the Street and Sidewalk Perception Study to focus standards on public maintenance priorities. The study, which is being implemented by CSA, will gather data on residents', visitors', and merchants' views of street and sidewalk conditions. Results, which will be available by October 2010, should be used to add or modify inspection standards.

*Ambiguous standard descriptions.*

b. 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 through feedback from inspectors and quality control inspections. These descriptions should be clearly described in the standards revision.

*Route Sampling and Midpoint Methodologies*

c. Developing and implementing an updated route sampling methodology that ensures representativeness of types of street (i.e. commercial and residential) and documenting a midpoint methodology for street sweeping. Additional explanations for differences between CSA and DPW inspection results may be discovered after implementing the revised

methodologies. CSA and DPW should consider suspending inspections during the beginning of FY 2010-11 until the inspection standards and sampling methodology have been revised and implemented.

**2. Combine various sources of data to understand what is driving positive changes**

A tremendous amount of data and information has been and is currently gathered to assess streets and sidewalk cleanliness, graffiti, trash receptacles, and trees and landscaping through the following initiatives:

- a. Street and Sidewalk Maintenance Program inspections;
- b. 311 Reporting;
- c. City Survey;
- d. Department of Environment Litter Audits from 2007, 2008, and 2009;
- e. Mechanical street sweeping tonnage of litter;
- f. Department of Public Works Programs, such as “Eco Blitzes” and “Night Walks”;
- g. Input from DPW street cleaning crews; and
- h. Business Improvement District information.

The Controller’s Office recommends using data and information 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. Data from all available sources should be analyzing together to assess the Street and Sidewalk Maintenance Standards more completely and robustly.

DPW will be implementing Business Intelligence and Content Management Systems in FY 2010-11 to facilitate more strategic and analytical capabilities for street cleaning and related activities. The additional data and information gathered can be used in conjunction with these initiatives to support decision making.

# APPENDIX A: STATUS OF PREVIOUS FISCAL YEAR'S RECOMMENDATIONS

Some of the recommendations made in the FY 2008-09 annual report were implemented during FY 2009-10. Exhibit 18 lists recommendations from FY 2008-09 and actions taken towards implementing them in FY 2009-10.

<b>EXHIBIT 18 Recommendations from the FY 2008-09 Annual Report and Actions Taken during FY 2009-10</b>	
<b>Recommendations</b>	<b>Actions Taken</b>
<b>1. Revise and clarify inspections standards based on results from the Street and Sidewalk Perception Study, broader litter grading scale, quality control inspections, and ambiguous standard descriptions.</b>	A Street and Sidewalk Perception Study is currently underway with the final report expected by October 2010, the results of which will be used to possibly revise the inspection standards in FY 2010-11. In December 2009, inspectors began counting litter on streets and sidewalks. Quality control inspections continue to inform consistent inspection methodology and interpretation of standards.
<b>2. Develop a database to assemble and analyze inspection results and expand data analysis to include more granular trending of results.</b>	The development of a database is on hold. Historical inspection results have been consolidated into a single data file and verified against prior annual reports in order to allow for more trending analysis, some of which was included in the six month report and this report. The data file is available on Data SF.
<b>3. Continue to expand public outreach and education.</b>	DPW continues to conduct Eco Blitzes and Night Walks to educate property owners and the public on keeping the sidewalks safe, clean and litter-free. DPW began a new campaign aimed at getting smokers to properly dispose of cigarette butts and packaging.
<b>4. Publicly report inspection results more frequently in quarterly summary reports, a Board of Supervisors hearing, and making inspection data available to the public on Data SF.</b>	Quarterly inspection results have not been publicly reported and a Board of Supervisors hearing was not held in FY 2009-10. DPW and CSA staff verified all historical inspection data and made the data available on the Proposition C Compliance website <sup>7</sup> and on Data SF <sup>8</sup> . CSA issued a Street and Sidewalk Maintenance Six Month Report during FY 2009-10 providing an update of inspection results for the first half of the fiscal year.
<b>5. Use all available data sources to support operational decision making.</b>	DPW is evaluating MNC inspection data and using a Business Intelligence (BI) System to make operational decisions and potential operational changes.
<b>6. Assess the effectiveness of litter and graffiti enforcement programs.</b>	DPW began enforcing the Blight Ordinance in August 2009 for graffiti on private property. Since the implementation, DPW issued over 700 Blight Notices notifying property owners to remove graffiti within 15 days or face the possibility of the levied fines. DPW also reorganize the graffiti staff and implemented procedure changes for the enforcement process. DPW continued to conduct Day and Night Walks and ECO Blitzes on the Clean Corridor Routes.

<sup>7</sup> The Proposition C Compliance website can be accessed here: <http://sfcontroller.org/index.aspx?page=49>

<sup>8</sup> Complete street and sidewalk inspection data from FY 2006-07 through Q3 of FY 2009-10 can be accessed here: <http://datasf.org/story.php?title=street-and-sidewalk-inspection-results-data-fy07-fy10q3>

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## APPENDIX B: RESULTS BY FISCAL YEAR AND DISTRICT

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Exhibit 19 compares average inspection results in each of the 11 Supervisorial Districts between FY 2006-07 and FY 2009-10. Data reported in FY 2006-07 through FY 2008-09 may vary slightly from prior Street and Sidewalk Maintenance Standards reports<sup>9</sup> due to data corrections made during FY 2009-10.



*A clean street and sidewalk, with clean trees, on Irving Street in District 4.*

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<sup>9</sup> The FY 2009-10 Street and Sidewalk Maintenance Six Month Report is available at the following website:

<http://co.sfgov.org/webreports/details.aspx?id=1030>

The FY 2008-09 Street and Sidewalk Maintenance Annual Report is available at the following website: <http://co.sfgov.org/webreports/details.aspx?id=1008>

The FY 2007-08 Street and Sidewalk Maintenance Annual Report is available at the following website: <http://co.sfgov.org/webreports/details.aspx?id=906>

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>

**EXHIBIT 19 Average Inspection Scores by District and Fiscal Year from FY 2006-07 to FY 2009-10**

Supervisory District	1.0 Street Litter (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			
	Standard (<2.0)				Standard (<2.0)				Standard (90%)				Standard (0.0)				Standard (100%)			
	FY07	FY08	FY09	FY10	FY07	FY08	FY09	FY10	FY07	FY08	FY09	FY10	FY07	FY08	FY09	FY10	FY07	FY08	FY09	FY10
1	n/a	2.2	2.3	1.8	1.8	1.9	2.0	1.8	100%	97%	97%	98%	0.5	0.1	0.0	0.1	n/a	23%	80%	89%
2	n/a	2.0	2.2	1.9	1.7	1.8	1.9	1.9	99%	97%	97%	96%	0.1	0.2	0.0	0.2	n/a	48%	77%	91%
3	n/a	2.1	2.5	2.1	1.9	1.8	2.2	1.9	97%	97%	97%	97%	0.2	0.2	0.1	0.2	n/a	44%	40%	91%
4	n/a	1.8	2.2	1.9	1.3	1.6	1.9	1.8	99%	97%	97%	98%	0.2	0.5	0.2	0.2	n/a	58%	75%	85%
5	n/a	2.2	2.5	2.0	1.6	1.9	2.1	1.9	97%	96%	96%	97%	0.1	0.4	0.2	0.4	n/a	36%	56%	90%
6	n/a	2.2	2.5	2.2	1.9	2.0	2.2	2.0	100%	96%	96%	96%	0.7	0.3	0.2	0.3	n/a	39%	52%	74%
7	n/a	1.8	2.2	1.8	1.7	1.6	1.8	1.7	100%	98%	97%	98%	0.2	0.1	0.0	0.1	n/a	60%	77%	100%
8	n/a	1.9	2.2	1.9	1.5	1.6	2.0	1.8	99%	97%	97%	97%	0.5	0.4	0.0	1.4	n/a	42%	71%	90%
9	n/a	2.1	2.5	2.1	2.0	1.9	2.1	2.0	88%	96%	96%	97%	0.3	0.3	0.1	0.5	n/a	27%	50%	73%
10	n/a	2.1	2.4	2.0	2.0	1.9	2.1	1.9	97%	97%	97%	97%	0.2	0.1	0.0	0.1	n/a	42%	54%	80%
11	n/a	2.3	2.4	2.0	1.9	2.2	2.1	1.9	96%	96%	97%	97%	0.4	0.4	0.1	0.2	n/a	29%	53%	71%
<b>Avg</b>	<b>n/a</b>	<b>2.1</b>	<b>2.4</b>	<b>2.0</b>	<b>1.8</b>	<b>1.8</b>	<b>2.1</b>	<b>1.9</b>	<b>97%</b>	<b>97%</b>	<b>97%</b>	<b>97%</b>	<b>0.3</b>	<b>0.3</b>	<b>0.1</b>	<b>0.3</b>	<b>61%</b>	<b>40%</b>	<b>60%</b>	<b>84%</b>

**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) were not reported numerically in the FY 2006-07 report for each Supervisory District.

**EXHIBIT 19 (cont.)**

**Average Inspection Scores by District and Fiscal Year from FY 2006-07 to FY 2009-10**

Supervisory District	2.5 Percentage of inspections with no feces, needles, broken glass, and condoms				3.1 Graffiti on DPW property				3.2 Graffiti on public property				3.3 Graffiti on private property			
	Standard (100%)				Standard (0.0)				Standard (0.0)				Standard (0.0)			
	FY07	FY08	FY09	FY10	FY07	FY08	FY09	FY10	FY07	FY08	FY09	FY10	FY07	FY08	FY09	FY10
1	n/a	9%	33%	75%	0.3	0.2	0.2	0.2	4.2	3.9	7.5	5.1	9.2	13.0	10.6	10.5
2	n/a	17%	36%	62%	0.1	0.8	0.2	0.2	3.1	3.0	6.2	5.0	1.6	7.5	9.0	10.5
3	n/a	17%	33%	57%	0.3	0.1	0.2	0.1	11.9	6.9	12.0	8.5	3.9	14.2	13.5	16.5
4	n/a	46%	46%	63%	0.5	0.9	0.1	0.0	0.3	2.5	4.9	4.1	1.5	7.5	7.6	7.9
5	n/a	17%	26%	51%	1.3	0.4	0.2	0.6	0.9	16.9	14.1	9.9	1.1	24.0	20.0	17.4
6	n/a	12%	19%	37%	0.9	0.4	0.3	0.4	8.3	10.0	17.9	14.3	5.9	20.1	22.6	25.3
7	n/a	40%	47%	70%	0.3	0.2	0.1	0.2	7.5	3.0	8.5	7.2	2.4	13.6	13.7	13.5
8	n/a	21%	49%	68%	0.7	0.4	0.3	0.8	0.9	2.9	10.8	9.2	0.6	8.8	12.1	14.2
9	n/a	5%	15%	49%	2.5	1.0	0.5	0.7	1.9	7.8	13.4	11.5	14.4	22.8	20.2	19.3
10	n/a	3%	17%	54%	2.5	0.5	0.1	0.1	3.1	2.8	13.2	10.0	3.3	7.3	17.5	14.4
11	n/a	6%	18%	29%	0.3	0.4	0.3	0.1	2.9	6.2	9.7	8.4	2.6	13.6	14.0	14.1
<b>Avg</b>	<b>34%</b>	<b>17%</b>	<b>29%</b>	<b>55%</b>	<b>0.9</b>	<b>0.5</b>	<b>0.2</b>	<b>0.3</b>	<b>4.1</b>	<b>6.5</b>	<b>11.3</b>	<b>8.9</b>	<b>4.2</b>	<b>14.6</b>	<b>15.3</b>	<b>15.4</b>

**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 feces, needles, broken glass and condoms (2.5) were not reported numerically in the FY 2006-07 report for each Supervisory District.

**EXHIBIT 19 (cont.) Average Inspection Scores by District and Fiscal Year from FY 2006-07 to FY 2009-10**

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			
	Standard (90%)				Standard (90%)				Standard (90%)				Standard (90%)				Standard (90%)			
	FY07	FY08	FY09	FY10	FY07	FY08	FY09	FY10	FY07	FY08	FY09	FY10	FY07	FY08	FY09	FY10	FY07	FY08	FY09	FY10
1	83%	92%	96%	96%	83%	94%	93%	100%	83%	78%	74%	96%	100%	99%	100%	100%	100%	97%	96%	100%
2	100%	97%	90%	95%	100%	91%	97%	93%	100%	75%	83%	87%	67%	100%	92%	99%	100%	99%	98%	100%
3	83%	96%	96%	100%	100%	97%	96%	97%	67%	91%	86%	93%	100%	100%	99%	97%	100%	97%	96%	100%
4	83%	88%	100%	99%	71%	90%	99%	99%	83%	81%	80%	98%	100%	100%	96%	100%	88%	95%	100%	99%
5	100%	95%	98%	100%	100%	93%	98%	100%	95%	85%	83%	98%	100%	99%	100%	100%	100%	97%	98%	99%
6	100%	97%	92%	99%	93%	93%	91%	95%	100%	74%	83%	96%	100%	100%	97%	99%	80%	98%	94%	99%
7	100%	96%	98%	99%	100%	94%	98%	99%	33%	80%	94%	99%	50%	100%	100%	100%	75%	99%	98%	99%
8	72%	95%	95%	99%	75%	97%	99%	96%	94%	86%	98%	93%	69%	100%	100%	100%	75%	97%	97%	100%
9	88%	95%	95%	99%	75%	96%	93%	99%	38%	83%	87%	96%	100%	99%	100%	100%	100%	99%	97%	100%
10	100%	98%	96%	99%	100%	95%	94%	99%	100%	86%	80%	99%	100%	98%	100%	99%	100%	98%	96%	99%
11	75%	86%	90%	100%	75%	87%	98%	94%	50%	77%	89%	96%	100%	100%	99%	98%	100%	89%	94%	100%
<b>Avg</b>	<b>89%</b>	<b>94%</b>	<b>95%</b>	<b>99%</b>	<b>90%</b>	<b>94%</b>	<b>96%</b>	<b>98%</b>	<b>82%</b>	<b>82%</b>	<b>85%</b>	<b>96%</b>	<b>90%</b>	<b>100%</b>	<b>99%</b>	<b>99%</b>	<b>92%</b>	<b>97%</b>	<b>97%</b>	<b>100%</b>

**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 19 (cont.)**

**Average Inspection Scores by District and Fiscal Year from FY 2006-07 to FY 2009-10**

Supervisory District	4.6 Doors				5.1 Cleanliness				5.2 Tree appearance				5.3 Weediness				5.4 Clearance			
	Standard (90%)				Standard (90%)				Standard (90%)				Standard (90%)				Standard (90%)			
	FY07	FY08	FY09	FY10	FY07	FY08	FY09	FY10	FY07	FY08	FY09	FY10	FY07	FY08	FY09	FY10	FY07	FY08	FY09	FY10
1	100%	96%	100%	100%	42%	69%	80%	91%	89%	78%	87%	99%	50%	93%	94%	94%	75%	99%	97%	98%
2	100%	99%	97%	100%	54%	69%	86%	85%	96%	82%	93%	98%	79%	93%	94%	89%	92%	90%	95%	93%
3	100%	100%	100%	100%	24%	74%	83%	93%	97%	81%	85%	100%	71%	90%	100%	97%	92%	95%	99%	100%
4	100%	100%	100%	100%	82%	77%	82%	92%	92%	80%	84%	97%	57%	94%	94%	89%	91%	95%	98%	96%
5	100%	100%	99%	99%	72%	76%	76%	90%	94%	80%	79%	99%	81%	93%	99%	95%	96%	96%	99%	98%
6	67%	99%	98%	99%	47%	71%	75%	86%	99%	77%	80%	99%	87%	97%	99%	98%	98%	99%	100%	99%
7	83%	100%	100%	100%	53%	80%	86%	95%	95%	83%	87%	100%	63%	93%	95%	95%	85%	96%	99%	98%
8	67%	100%	100%	99%	86%	88%	92%	96%	99%	91%	92%	100%	80%	92%	99%	94%	94%	98%	99%	100%
9	100%	100%	99%	99%	29%	62%	70%	92%	97%	69%	75%	100%	63%	92%	96%	95%	100%	98%	98%	99%
10	100%	100%	100%	99%	43%	67%	76%	93%	89%	74%	82%	99%	50%	87%	94%	94%	96%	92%	99%	99%
11	100%	100%	100%	100%	66%	56%	71%	85%	96%	60%	77%	98%	71%	85%	94%	86%	99%	95%	97%	96%
<b>Avg</b>	<b>91%</b>	<b>100%</b>	<b>99%</b>	<b>100%</b>	<b>55%</b>	<b>72%</b>	<b>79%</b>	<b>91%</b>	<b>95%</b>	<b>77%</b>	<b>83%</b>	<b>99%</b>	<b>68%</b>	<b>92%</b>	<b>96%</b>	<b>94%</b>	<b>93%</b>	<b>96%</b>	<b>98%</b>	<b>98%</b>

**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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# APPENDIX C: DETAILED METHODOLOGY

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## History & 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 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 mechanical 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.

## Inspection Timing

Prior to FY 2007-08, inspections were conducted before and after street sweepings. For the last three fiscal years, inspections have been conducted at the midpoint of a route's mechanical street sweeping schedule. For example, a route that is swept on Monday, Wednesday

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

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 weekly to two times per month.<sup>10</sup> The inspections on these residential streets were conducted at the new midpoint of the route's sweeping schedule.

## **Routes Selection**

CSA conducted 65 inspections on three sets of routes during December, March and June of FY 2009-10. CSA inspected the same routes as in prior fiscal years. Routes were chosen in consultation with DPW to represent residential and commercial streets throughout the 11 Supervisorial Districts in the City.

*Route choices for inspections were coordinated between CSA and DPW.*

For DPW, a dedicated contractor, MNC, performed inspections on a monthly basis. Inspection results from July 2009 through June 2010 are included in this report.

MNC conducted 318 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 Supervisorial Districts. MNC conducted 42 inspections of routes included in the Clean Corridors Program during July, September, and November of FY 2009-10. During January, March, and May of FY 2009-10, MNC conducted 20 inspections of routes included in the Clean Corridors Program.

Appendix E provides a full list of routes inspected by CSA and MNC.

## **Analysis**

CSA and DPW used the same inspection methodology and covered many of the same routes. Inspection results for the two groups are analyzed together; therefore, inspection results are based on 383

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<sup>10</sup> More information about the Mechanical Street Sweeping Program changes is available at the following website: <http://www.sfdpw.org/index.aspx?page=327>

inspections for FY 2009-10. 1,248 inspections have been conducted since FY 2006-07, and summary data from all inspections is provided in this report.

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, 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. Clean Corridor results are provided in Appendix D.

### **FY 2009-10 Inspection Methodology Changes**

CSA inspectors began recording litter counts on streets and sidewalks in December FY 2009-10, and MNC inspectors began recording litter in January of FY 2009-10. Litter count information will be used to revise and clarify inspection standards, along with the results of the Street and Sidewalk Perception Study.

CSA and DPW improved the methodology used to determine the correct midpoint inspection day and time of a mechanical street sweeping schedule. All CSA and DPW inspection days and times were reviewed and communicated to inspectors. CSA confirmed with DPW if any mechanical street sweeping changes were made by reviewing an internal DPW report on a quarterly basis, prior to conducting inspections. This report is the primary source used to calculate the midpoint inspection day and time.

Pending the results of the Street and Sidewalk Perception Study, CSA and MNC inspections may be suspended during the first half of FY 2010-11 until new standards are developed, tested, and implemented.

### **Quality Control**

Quality control inspections help ensure that the maintenance standards are applied consistently across all inspections and to correct any issues of

*Three quality control inspections were conducted in FY 2009-10.*

inconsistency for future inspections. Three quality control inspections were conducted by the CSA program lead in December FY 2009-10.

For CSA inspections, the quality control inspection took place during the midpoint of a street sweeping schedule, but on a different day than the actual CSA inspection. The CSA inspector was unaware of the quality control inspection being conducted on their route. For the DPW inspection, the MNC contractor and the CSA program lead conducted the inspection together at the exact same day and time during the midpoint of the street sweeping schedule.

No major findings were noted from quality control inspections conducted on the two CSA inspections during FY 2009-10. During the DPW quality control inspection, the sidewalk litter count differed significantly on multiple segments inspected. For example, the CSA program lead noted 28 pieces of litter while the MNC contractor noted 12 pieces of litter on the same 100 foot segment.

Findings from quality control inspections will be used by DPW and CSA to revise and clarify the standards, ensure proper inspection training, and clarify the inspection methodology.

## **Reporting Major Incidents**

The FY 2007-08 annual report recommended that CSA inspectors routinely report major incidents observed during inspections to the City's 311 system<sup>11</sup>, San Francisco's 24-hour customer service center, 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.

*CSA placed 4 calls to 311 during FY 2009-10.*

CSA placed four calls to 311 during FY 2009-10 inspections. The calls made to report illegal dumping and broken glass have been resolved as of the date of this report. The other two calls were made to report sidewalk cracks or holes, which have not been repaired as of the date of this report.

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<sup>11</sup> Information about San Francisco's 311 system is available at the following website: <http://www.sf311.org/>

## APPENDIX D: MAJOR DIFFERENCES BETWEEN CSA AND DPW INSPECTION RESULTS

Though CSA and DPW inspected many of the same routes using the same methodology, some inspection average results differed significantly between the two groups. Major differences between CSA and DPW inspections results, including Clean Corridor (C.C.) routes, are noted in Exhibit 20.

<b>EXHIBIT 20 Significant Differences Between CSA and DPW Inspections Results</b>								
Criteria	FY 2008-09				FY 2009-10			
	CSA	DPW	DPW (C.C.)	DPW (Non-C.C.)	CSA	DPW	DPW (C.C.)	DPW (Non-C.C.)
1.1 Street Litter	1.64	2.45	2.56	2.22	1.69	2.03	2.04	2.01
2.4 Percentage of inspections with no illegal dumping	50.0%	61.2%	53.9%	76.2%	63.1%	88.7%	85.5%	93.2%
2.5 Percentage of inspections with no feces, needles, broken glass and condoms	50.0%	26.8%	19.8%	41.3%	30.8%	60.4%	57.5%	64.4%
3.2 Graffiti on non-DPW public property	4.5	12.1	14.6	7.1	5.1	9.6	11.8	6.6
3.3 Graffiti on private property	4.8	16.6	20.6	8.2	5.2	17.5	22.2	10.9
4.2 Cleanliness of trash receptacle	85.5%	96.6%	95.5%	100.0%	86.0%	99.6%	99.7%	99.4%
4.3 Cleanliness around trash receptacle	69.9%	86.6%	84.7%	93.0%	73.1%	99.5%	99.6%	99.4%
5.1 Tree cleanliness	61.4%	80.8%	79.3%	83.8%	56.5%	97.8%	97.7%	98.0%
5.3 Tree weediness	72.6%	99.0%	99.4%	98.3%	62.9%	99.9%	99.9%	99.8%

DPW street cleanliness inspection results on C. C. routes improved in FY 2009-10 to 2.01 from 2.56 in FY 2008-10. DPW street litter scores continue to be worse than CSA results. The percentage of DPW inspections with no illegal dumping, and no feces, needles, broken glass and condoms is higher than CSA inspections in FY 2009-10.

Graffiti counts on DPW-public and private property continues to be higher on DPW inspections than CSA inspections over the past three fiscal years. This

difference can be partially attributed to the high graffiti counts found on C.C. routes. DPW inspections also report higher scores on trash cleanliness standards and tree cleanliness and weediness standards in FY 2009-10.

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

# APPENDIX E: COMMUNITY CORRIDORS PARTNERSHIP

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## Program Background

The Community Corridors Partnership Program (“Clean Corridors”) is a cleaning initiative that began in 2006.<sup>12</sup> 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. 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. Between FY 2007-08 and FY 2009-10, 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 Centers (MNC), conducted 186 inspections of routes included in the Clean Corridor program during in FY 2009-10.*

DPW contractor, Mission Neighborhood Centers (MNC), conducted 186 inspections of routes included in the Clean Corridor program during July, September, November, January, March, and May of FY 2009-10. DPW reduced the number of MNC inspections conducted on Clean Corridor routes from 42 to 20 starting January of FY 2009-10. Inspections were conducted at the midpoint between a route’s mechanical street sweeping schedule, mirroring the inspection methodology on all other inspections. All inspections occurred when block ambassadors were not present.

## Results

The average street litter score for Clean Corridor routes is 2.04 in FY 2009-10, which is a significant improvement from 2.56 in FY 2008-09. The average sidewalk litter score for Clean Corridor routes is 1.90 in FY 2009-10, which passed the standard of 2.00 and improved from 2.21 in FY 2008-09.

*The average count of graffiti on private property on Clean Corridor routes is the highest it’s been in FY 2009-10 over*

The average count of non-DPW public graffiti significantly increased to 14.6 from FY 2007-08 to FY 2008-09, but improved to 11.8 in FY 2009-10. Graffiti on private property continues to increase from an average result of 20.6 in

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<sup>12</sup> More information about the Community Corridor Partnership Program is available at the following website: <http://www.sfdpw.org/index.aspx?page=352>

the past three fiscal years.

FY 2008-09 to 22.2 in FY 2009-10. This represents the highest average graffiti count on private property over the past three fiscal years.

Some improvements were noted on Clean Corridor routes for the cleanliness around trash receptacle standard and tree cleanliness and appearance standards from FY 2008-09 to FY 2009-10. The improvements in these scores may be attributed to the additional sidewalk cleaning activities on the Clean Corridor routes of the JOBS NOW! program.

See Exhibit 21 for a detailed comparison of Clean Corridor result averages with non-Clean Corridor commercial result averages in FY 2008-09 and FY 2009-10.

<b>EXHIBIT 21 Clean Corridor (C.C.) vs. Non-Clean Corridor Commercial Results</b>				
Criteria	FY 2008-09		FY 2009-10	
	n=258	n=60	N=186	N=68
	C.C.	Non C.C.	C.C.	Non C.C.
1.1 Street Litter (1= acceptably clean to 3= very dirty)	2.56	2.25	2.04	2.11
<b>2.0 Sidewalk Cleanliness</b>				
2.1 Litter (1= acceptably clean to 3= very dirty)	2.21	1.94	1.90	1.97
2.2 Grime, leaks, spills (% of sidewalk)	96.7%	97.1%	96.9%	97.0%
2.3 Graffiti (# on sidewalk)	0.0	0.0	0.1	0.0
2.4 Illegal dumping (percentage of inspections meeting standard, '0' incidents)	53.9%	76.7%	85.5%	91.2%
2.5 Feces, needles, broken glass and condoms (percentage of inspections meeting standard, '0' incidents)	19.8%	35.0%	57.5%	57.4%
<b>3.0 Graffiti - Average number of incidents per block</b>				
3.1 DPW	0.2	0.1	0.2	0.1
3.2 Non-DPW public	14.6	8.4	11.8	8.2
3.3 Private	20.6	11.0	22.2	14.9
<b>4.0 Trash Receptacles – Percent that meet the standard</b>				
4.1 Fullness	96.1%	98.1%	99.7%	99.3%
4.2 Cleanliness of trash receptacles	95.5%	100.0%	99.7%	99.3%
4.3 Cleanliness around trash receptacles	84.7%	93.7%	99.6%	99.3%
4.4 Painting	99.5%	100.0%	99.8%	100.0%
4.5 Structural integrity and function	96.0%	98.1%	99.7%	99.3%
4.6 Doors	99.5%	99.5%	99.7%	100.0%
<b>5.0 Trees and Landscaping – Percent that meet the standard</b>				
5.1 Cleanliness	79.3%	83.7%	97.7%	97.3%
5.2 Tree appearance	79.8%	84.5%	99.9%	99.6%
5.3 Weediness	99.4%	98.4%	99.9%	99.6%
5.4 Clearance	99.5%	98.8%	99.9%	99.6%

## **APPENDIX F: CSA AND DPW INSPECTION ROUTES**

<b>EXHIBIT 22 CSA Inspection Routes (December FY 2009-10)</b>					
<b>District</b>	<b>Corridor</b>	<b>Begin Street</b>	<b>End Street</b>	<b>Side of Street</b>	<b>Type</b>
1	Clement	6 <sup>th</sup> Avenue	9 <sup>th</sup> Avenue	South	Commercial
	12 <sup>th</sup> Avenue	California	Geary	West	Residential
2	Chestnut	Fillmore	Divisadero	North	Commercial
	Greenwich	Lyon	Baker	South	Residential
3	Columbus	Pacific	Filbert	Northeast	Commercial
	Polk	Jackson	Pine	West	Residential
4	Taraval	27 <sup>th</sup> Avenue	32 <sup>nd</sup> Avenue	North	Commercial
	Irving	43 <sup>rd</sup> Avenue	48 <sup>th</sup> Avenue	South	Residential
5	Divisadero	Sutter	Eddy	West	Commercial
	Haight	Octavia	Steiner	North	Residential
6	Market	3 <sup>rd</sup> Street	8 <sup>th</sup> Street	Southeast	Residential
	11 <sup>th</sup> Street	Mission	Howard	Southwest	Commercial
7	Judson	Hazelwood	Edna	South	Residential
	San Benito	Ocean	St. Francis	East	Residential
8	Dolores	Cesar Chavez	24 <sup>th</sup> Street	East	Residential
	19th Street	Diamond	Castro	South	Residential
9	Cortland	Ellsworth	Bennington	North	Commercial
	South Van Ness	21 <sup>st</sup> Street	26 <sup>th</sup> Street	East	Residential
10	San Bruno	Olmstead	Burrows	West	Commercial
	Oakdale	Rankin	3 <sup>rd</sup> Street	South	Commercial
11	Mission	Geneva	Naglee	Northwest	Commercial
	Jules	Lakeview	Ocean	East	Residential

**EXHIBIT 23 CSA Inspection Routes (March FY 2009-10)**

<b>District</b>	<b>Corridor</b>	<b>Begin Street</b>	<b>End Street</b>	<b>Side of Street</b>	<b>Type</b>
1	25th Avenue	Clement	Fulton	West	Residential
	Geary	3rd Avenue	8th Avenue	North	Commercial
2	Lombard	Laguna	Pierce	North	Commercial
	Octavia	Lombard	Vallejo	East	Residential
3	Francisco	Jones	Grant	South	Residential
	Grant	Jackson	Filbert	West	Commercial
4	41st Avenue	Noriega	Santiago	West	Residential
	Noriega	19th Avenue	24th Avenue	South	Commercial
5	Irving	6th Avenue	11th Avenue	South	Commercial
	Pine	Octavia	Steiner	North	Residential
6	Franklin	McAllister	O'Farrell	West	Residential
	Mission	1st Street	4th Street	South	Commercial
7	Arballo	Vidal	Vidal	West	Residential
	Ocean	Junipero Serra	19th Avenue	North	Commercial
8	24th Street	Church	Diamond	South	Commercial
	Dolores	18th Street	23rd Street	East	Residential
9	Eugenia	Mission	Bocana	South	Residential
	Valencia	23rd Street	Mission	West	Commercial
10	Kansas	17th Street	21st Street	West	Residential
	Oakdale	Bayshore	Industrial/ Selby	South	Commercial
11	Geneva	Paris	Alemanly	North	Commercial
	Santa Rosa	San Jose	Mission	South	Residential

<b>EXHIBIT 24</b>		<b>CSA Inspection Routes (June FY 2009-10) and DPW Inspection Routes (August, October, December, February, April and June FY 2009-10)</b>			
<b>District</b>	<b>Corridor</b>	<b>Begin Street</b>	<b>End Street</b>	<b>Side of Street</b>	<b>Type</b>
<b>1</b>	Clement	21 <sup>st</sup> Avenue	26 <sup>th</sup> Avenue	North	Commercial
	Anza	25 <sup>th</sup> Avenue	30 <sup>th</sup> Avenue	South	Residential
<b>2</b>	Fillmore	Union	Chestnut	West	Commercial
	Franklin	Broadway	Greenwich	East	Residential
<b>3</b>	Battery	Union	Broadway	West	Commercial
	Washington	Larkin	Mason	South	Residential
<b>4</b>	Taraval	19 <sup>th</sup> Avenue	24 <sup>th</sup> Avenue	South	Commercial
	Lincoln	30 <sup>th</sup> Avenue	35 <sup>th</sup> Avenue	South	Residential
<b>5</b>	Fillmore	Post	California	West	Commercial
	Webster	Ellis	Fulton	West	Residential
<b>6</b>	16 <sup>th</sup> Street	Guerrero	Capp	North	Commercial
	Brannan	Embarcadero	3 <sup>rd</sup> Street	North	Residential
<b>7</b>	Taraval	14 <sup>th</sup> Avenue	19 <sup>th</sup> Avenue	North	Commercial
	Monterey	San Rafael	Santa Clara	North	Residential
<b>8</b>	Market	Laguna	Noe	North	Commercial
	Noe	Market	Duboce	East	Residential
<b>9</b>	Cesar Chavez	Shotwell	Guerrero	South	Commercial
	Silver	Barneveld	Dunsmuir	South	Residential
<b>10</b>	16 <sup>th</sup> Street	De Haro	Portrero	South	Commercial
	Blanken	Tunnel	Gillette	South	Residential
<b>11</b>	Randolph	Orizaba	Arch	South	Commercial
	Brazil	Mission	Edinburgh	North	Residential

In District 7, the Taraval corridor between 14<sup>th</sup> Avenue and 19<sup>th</sup> Avenue was not inspected by CSA in June of FY 2009-10 but was inspected by DPW throughout FY 2009-10.

**EXHIBIT 25****Clean Corridor Inspection Routes (July, September and November  
FY 2009-10, All Routes Commercial)**

<b>District</b>	<b>Corridor</b>	<b>Begin Street</b>	<b>End Street</b>
<b>1</b>	Clement	5 <sup>th</sup> Avenue	10 <sup>th</sup> Avenue
	Clement	Arguello	5 <sup>th</sup> Avenue
	Geary	17 <sup>th</sup> Avenue	23 <sup>rd</sup> Avenue
	Geary	Arguello	7 <sup>th</sup> Avenue
<b>2</b>	Chestnut	Fillmore	Divisadero
<b>3</b>	Columbus	Powell	Pacific
	Grant	Broadway	California
	Kearny	California	Broadway
	Larkin	O'Farrell	Sacramento
	Polk	California	Broadway
	Stockton	Green	Sacramento
<b>4</b>	Irving	19 <sup>th</sup> Avenue	25 <sup>th</sup> Avenue
	Taraval	18 <sup>th</sup> Avenue	23 <sup>rd</sup> Avenue
<b>5</b>	Divisadero	Geary	McAllister
	Divisadero	Haight	McAllister
	Haight	Webster	Divisadero
	Haight	Stanyan	Masonic
	Irving	6 <sup>th</sup> Avenue	Funston
<b>6</b>	16 <sup>th</sup> Street	Valencia	Folsom
	3 <sup>rd</sup> Street	20 <sup>th</sup> Street	King (AT&T)
	Geary	Jones	Van Ness
	Mission	Duboce	18 <sup>th</sup> Street
	Polk	California	O'Farrell
<b>7</b>	Ocean	Capitol	Manor
	Ocean	Capitol	Phelan
	West Portal	Ulloa	14 <sup>th</sup> Avenue
<b>8</b>	18 <sup>th</sup> Street	Church	Dolores
	Church	Duboce	18 <sup>th</sup> Street
	Diamond	Chenery	Monterey
<b>9</b>	24 <sup>th</sup> Street	Potrero	Folsom
	24 <sup>th</sup> Street	Folsom	Valencia
	Mission	18 <sup>th</sup> Street	22 <sup>nd</sup> Street
	Mission	22 <sup>nd</sup> Street	Cesar Chavez
	Potrero	20 <sup>th</sup> Street	25 <sup>th</sup> Street
<b>10</b>	3 <sup>rd</sup> Street	22 <sup>nd</sup> Street	Evans
	3 <sup>rd</sup> Street	Evans	Quesada
	Bayshore	Hester	Sunnydale
	Leland	Bayshore	Cora
	San Bruno	Silver	Wayland
<b>11</b>	Geneva	Alemanly	Naples
	Mission	Excelsior	France

<b>EXHIBIT 25</b>		<b>Clean Corridor Inspection Routes (July, September and November FY 2009-10, All Routes Commercial)</b>	
	Mission	France	Rolph

Beginning in January of FY 2009-10, DPW reduced the number of Clean Corridor routes inspected from 42 to 20.

<b>EXHIBIT 25</b>		<b>Clean Corridor Inspection Routes (January, March and May FY 2009-10, All Routes Commercial)</b>	
<b>District</b>	<b>Corridor</b>	<b>Begin Street</b>	<b>End Street</b>
<b>1</b>	Clement	Arguello	5th Avenue
	Geary	17th Avenue	23rd Avenue
	Haight	Stanyan	Masonic
<b>3</b>	Grant	Broadway	California
	Stockton	Green	Sacramento
<b>5</b>	Irving	6th Avenue	Funston
<b>6</b>	Mission	Duboce	18th Street
	Mission	18th Street	22nd Street
<b>7</b>	Taraval	18th Avenue	23rd Avenue
	West Portal	Ulloa	14th
<b>8</b>	18th Street	Church	Dolores
	Church	Duboce	18th Street
<b>9</b>	24th Street	Folsom	Valencia
	Mission	22nd Street	Cesar Chavez
	San Bruno	Silliman	Wayland
<b>10</b>	24th Street	Potrero	Folsom
	Bayshore	Hester	Sunnydale
	Leland	Bayshore	Cora
<b>11</b>	Ocean	Phelan	Capitol
	Ocean	Capitol	Manor

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