



# City and County of San Francisco

Director of Public Works

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# The Community

San Francisco is one of the most dynamic cities in the world, enriched by diverse communities, cultural attractions and natural beauty etched by the Pacific Ocean, San Francisco Bay, and hilly terrain. It is a city that is at once steeped in history and open to new ideas – a city of innovation and hope. With 875,000 residents and a daytime population that swells north of 1 million, San Francisco long has been a formidable economic hub, with tourism, tech, life sciences and global business contributing to the local economy. At the same time, thousands of small and locally owned businesses, from restaurants to independent bookstores, are critical to the City's economic vitality. Like communities big and small across the country and the globe, businesses are learning how to successfully navigate the post-pandemic environment. San Francisco's proven history of creativity and innovation is driving the City's comeback. San Francisco is a city rich with diverse neighborhoods, including the oldest and largest Chinatown in North America, the Castro that gave rise to the gay rights movement and the Mission that serves as the cultural hub of the City's Latinx community. New mixed-use neighborhoods are growing from old reclaimed industrial districts, highlighted by Treasure Island, Mission Bay, China Basin, and the Hunters Point Shipyard.

Renowned for having the most artists and arts organizations per capita in the nation, the arts scene boasts everything from world-class opera, symphony and ballet and prominent museums to pop-up art galleries, experimental theater, and open-mic nights. With the San Francisco Giants baseball and Warriors basketball teams, playing in world-class venues, professional sports have a strong local following. The temperate climate also makes the City's 220 parks, beaches and waterfront promenades popular destinations for locals and visitors. All this packed into 47 square miles.

Despite all these captivating aspects of the City, San Francisco, like major urban centers throughout the United States, faces challenges fueled by economic disparities, racial divisions, COVID-driven workforce changes, global warming and substance-use addictions. But with those challenges come opportunities to make a positive change through government action. San Francisco's Public Works Director is often at the forefront of forging solutions.

San Francisco has a robust political scene, rooted in neighborhood activism, and long has been at the vanguard of environmental and social justice causes. San Francisco is the only joint city-county government in California. It is governed by the Mayor, who serves as the chief executive and is elected citywide, and an 11-member Board of Supervisors, the legislative body elected by district. San Francisco also has an elected City Attorney, District Attorney, Public Defender, Sheriff, Assessor-Recorder, Treasurer-Tax Collector and Board of Education.

# The Department of Public Works

San Francisco Public Works is one of the oldest, largest and most complex municipal operations in the City, with a 1,700-member workforce and a \$447 million annual operating budget. This year's capital programs budget nears \$100 million in an over \$4 billion portfolio.

As a 24/7 operation with a multifaceted set of responsibilities, Public Works touches every neighborhood in San Francisco. The staff cleans and greens the right of way, designs and manages construction of the City's public buildings and streets, maintains civic buildings; runs workforce development programs, keeps the right of way free of hazards, cares for the urban forest, paves the roads, builds curb ramps, repairs bridges and public stairways, oversees mapping and subdivisions and partners with community volunteers to keep neighborhoods clean and beautiful.

The department is divided into four divisions – Operations, Infrastructure Design and Construction, Building Design and Construction and Finance and Administration, plus the Director's Office. The director, four deputies and the communications director form the executive team.

In the summer of 2022, the department began reporting to two 5-member commissions with split appointments by the Mayor, Board of Supervisors and City Controller. The Public Works Commission has general oversight over the department, the power to set policy and the authority to make recommendations to the Mayor for appointment of the department head and to remove the department head. The Sanitation and Streets Commission has more limited authority to set policy regarding sanitation standards and protocols and maintenance of the public right of way, as well as to evaluate data regarding street and sidewalk conditions and to establish minimum standards of cleanliness in the public right of way.

The Director reports to the commissions but is an integral part of the City's executive branch and accountable to the Mayor.

Public Works relies on a large roster of partnerships to help deliver programs and projects: nonprofits, contractors, sister government agencies and volunteers. Racial equity tenets are grounded in all the department's work. The core values of integrity, responsiveness and respect strengthen the department's foundation.





# The Director Position

The Public Works Director, under broad policy direction:

- oversees the operation of all departmental functions, activities, and programs; sets objectives and monitors the performance of subordinate staff engaged in defined activities.
- determines the organizational structure, staff assignments, service levels and administrative systems required to accomplish the department's mission in an effective and efficient manner.
- supports implementation of the department's Racial Equity Action Plan and empowers racial equity leaders on staff to ensure that action items are implemented, tracked and kept transparent;
- supports implementation of the City's economic recovery program through activation of the public realm, ensuring streets are clean, safe, accessible and inviting, and seeks opportunities to streamline permitting ;
- collaborates with other City departments to address challenging street conditions, including unhoused populations;
- monitors operations and capital programs to ensure the delivery of consistent and equitable resources for San Francisco's diverse communities;
- reports to the commissions regarding department programs and initiatives; coordinates activities with other City departments; represents the department before and/or provides information to other commissions, boards, committees and representatives from federal, state and local agencies, as well as community organizations.
- oversees financial long-term planning; directing the preparation and implementation of the department's annual budget and monitoring expenditures to ensure adherence to the approved budget.



# Ideal Candidate

- The City is seeking a collaborative Public Works Director with strong leadership skills, the highest level of ethical integrity, accountability and professionalism both in leading a diverse organization and in personal conduct, a can-do attitude, proven management capabilities, a strong understanding of the intersection between racial equity and organizational change and the ability to thrive in a high-demand, fast-paced, high-profile environment.
- The new Director should be analytical, politically astute and possess excellent communications skills, both verbal and written. The ideal candidate will have exceptional relationship-building skills and strive to improve staff morale through open communication, inclusiveness and teamwork, creating an environment of trust and mutual respect. Strengthening partnerships with other City agencies and neighborhood and civic leaders will be key in bolstering public trust in the department.
- The City is looking for candidates with demonstrated experience in administration, priority-based budgeting, management, strategic planning, succession planning and reorganization, and experience working in a union environment. The ideal candidate will be customer service-oriented and have a strong and engaged presence in the community. The Director must be responsive to resident and business owner concerns and needs and willing to make tough decisions based on best practices, data and thoughtful policy.
- The successful candidate should have demonstrable knowledge of: the delivery of effective and efficient government operations in an urban environment; principles and practices of construction and public works functions; City policies and procedures governing inspections, maintenance, methods, materials and techniques employed in public works construction and operations; technical, legal and financial procedures involved in the conduct of municipal public works programs; codes, ordinances, resolutions and other laws affecting San Francisco Public Works; methods of preparing designs, plans, specifications, estimates, reports and recommendations relating to streets, sewers and other public works areas; principles and practices of effective organizational management and continuous improvement; supervision of large, diverse groups; and the use of training, mentoring and delegation to achieve desired outcomes. An outstanding candidate should be curious, solutions-driven, open to new ideas and inspire confidence. The standout candidate also must embrace a commitment to successful employee and community engagement around equity, inclusion and diversity.



# Required Qualifications

- Required: Bachelor's degree
- Required: 6-8 years of managerial experience, of which all **must include** supervisory experience
- Substitution: May substitute up to 2 years of education for Bachelor degree with additional years of experience (consistent with citywide practice on MQs for professional classifications)
- Desired: Ideal candidates should have technical training or management experience in the public works field, such as but not limited to, operations, engineering, architecture, landscape architecture, the delivery of capital projects and public services and experience with Public Works communications or financial management.

# Compensation & Benefits

- The annual salary range for the Public Works Director is \$229,996 to \$339,820; extended salary range dependent upon experience and qualifications. The City also provides an excellent benefits package, including:

- **Health** – Management Cafeteria Plan. The City provides management employees with flex credit earnings, which can be spent on the premium contributions for a variety of pre-tax and post-tax benefit options, such as medical and dental plans, disability insurance, additional life insurance and long-term care insurance, paid via payroll deduction.

- **Management Leave** – 5 days per year.

- **Vacation Leave** – 10 days per year (after one year of service); 15 days per year (after five years of service); 20 days per year (after 15 years of service).

- **Sick Leave** – 13 days per year.

- **Holiday Leave** – 12 paid holidays per year.

- **Floating Holiday** – 5 days per year.

- **Pension Benefits** – Most employees are eligible for pension of 2.3% at age 65, based on their highest three-year average salary.

- **Retirement** –

- A 2.0% mandatory contribution to the City's Retiree Health Care Trust Fund; and an 11.5% mandatory employee retirement contribution for Fiscal Year 2021-22; and a 7.65% mandatory contribution to Federal Insurance Contributions Act (FICA)

- Additional benefits information available in the City's Employee Handbook.





# How to Apply

The hiring of San Francisco's Director of Public Works is a confidential process and will be handled accordingly throughout the various stages of recruitment. References will not be contacted until mutual interest has been established.

This position will be considered "open" until final selection is made. Candidates must apply by **March 20, 2023**, for first consideration. Electronic submittals to [SF-DPW@berkeleysearch.com](mailto:SF-DPW@berkeleysearch.com) are strongly preferred and should include the following:

- Comprehensive resume
- Cover Letter

For more information, please contact Julia Morse [jmorse@berkeleysearch.com](mailto:jmorse@berkeleysearch.com) or Toni Rodriguez [trodriguez@berkeleysearch.com](mailto:trodriguez@berkeleysearch.com) at Berkeley Search Consultants.





Confidential inquiries and questions regarding this career opportunity should be directed to Julia Morse [jmorse@berkeleysearch.com](mailto:jmorse@berkeleysearch.com) or Toni Rodriguez at Berkeley Search Consultants [trodriguez@berkeleysearch.com](mailto:trodriguez@berkeleysearch.com).

*CONDITION OF EMPLOYMENT: All City and County of San Francisco employees are required to be vaccinated against COVID-19 as a condition of employment. For details on how it is applicable to your employment, please click [here](#).*