

**SAN FRANCISCO  
DEPARTMENT OF  
PUBLIC WORKS**

**Mayor Edwin M. Lee  
City Administrator Naomi Kelly  
Director Mohammed Nuru**

**2011-2012  
ANNUAL  
REPORT**



**Making San Francisco a beautiful, vibrant and sustainable city.**

**San Francisco General Hospital**



**Moscone Center Capital Improvement Project**



**Betty Ann Ong Chinese Recreation Center**



**Ortega Branch Library**



**525 Golden Gate Avenue  
SF Public Utilities  
Commission Headquarters**



**Newcomb Avenue Streetscape Improvement Project**

San Francisco Department of Public Works

# Fiscal Year 2011-2012 Annual Report

Edwin M. Lee, Mayor

Naomi Kelly, City Administrator

Mohammed Nuru, Director of the Department of Public Works

## Vision

A world class public works organization that contributes to making San Francisco a beautiful, livable, vibrant and sustainable city.

## Mission

The Department of Public Works enhances the quality of life in San Francisco by providing outstanding public service. We design, build, operate, maintain, green and improve the city's infrastructure, public rights-of-way and facilities with skill, pride and responsiveness in partnership with the San Francisco community.

# A Message from Mayor Edwin M. Lee



As a former Director of the Department of Public Works, I have first-hand knowledge of the innumerable programs and services that DPW provides for the City of San Francisco and the incredible amount of skillful work their staff must perform to make our city beautiful, clean, safe and sustainable.

In the next five years, we will invest nearly \$9 billion in improving the City's infrastructure, and DPW will play an essential role in implementing and delivering world-class projects and services to our communities. In addition, much of their work has been instrumental in carrying forth my 17-Point Jobs Plan, a series of initiatives that continues to create jobs and spur economic growth in San Francisco.

Last fiscal year, DPW exceeded their local hire requirements, ensuring that City-funded projects hire San Franciscans and employ local contractors. They have also ramped up their apprenticeship programs, hiring locals to care for their own neighborhoods while giving them the training and experience they need to pursue successful careers.

DPW's efforts to transform our streetscapes, neighborhoods and corridors are making areas inviting and safer for small businesses to invest in and for residents to spend more time outside. DPW's significant progress on the Moscone Convention Center and the James R. Herman Cruise Ship Terminal will be instrumental in increasing tourism and international trade to our City.

As you read through DPW's Fiscal Year 2011-2012 Annual Report, I invite you to learn about the valuable programs and services that the men and women of our Department of Public Works are delivering to San Francisco every day.

# A Message from Director Mohammed Nuru

Every part of San Francisco, including each resident and visitor, is touched by the work of our department. DPW works 24 hours a day, seven days a week cleaning, greening, paving, building, designing, operating and maintaining the City's infrastructure. Our dedicated staff carries out these tasks with the community, merchants and partner City agencies. I am proud to showcase our accomplishments in this year's Annual Report for FY 2011-2012, which illustrates the valuable contributions to San Francisco that our over 1,200 DPW employees have made over the past twelve months.

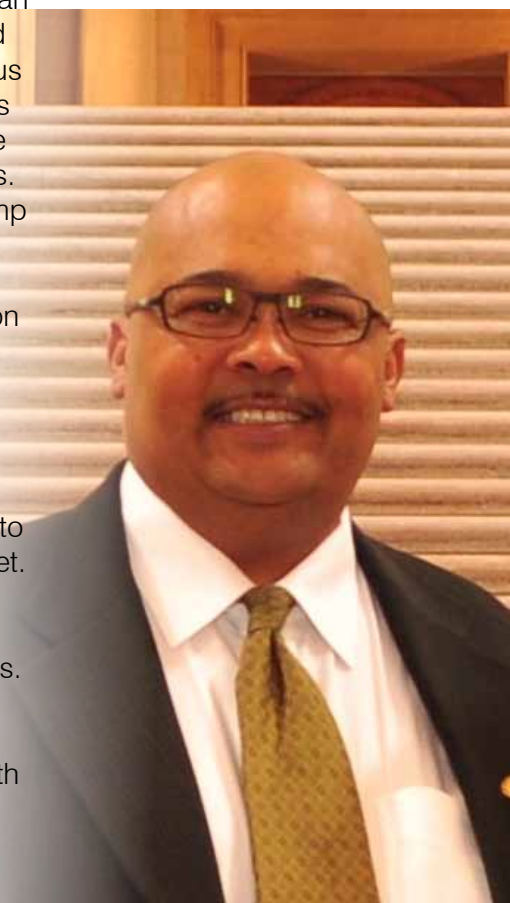
This year, the annual report reflects our updated three-year Strategic Plan, the agency's guiding document. DPW developed the new 2013-2015 Strategic Plan in a series of meetings and workshops where DPW staff and stakeholders from the community and City agencies revised strategic objectives to develop goals and actions for DPW in the next three years. The resulting plan will guide us in serving San Francisco as a world-class public organization. I am very committed to the plan and its process, as it cultivates an environment of teamwork and requires that our bureaus and departments work together toward common goals. This isn't a plan that just sits on the shelf. It is a living, working document, and each month we gather to measure progress in achieving objectives, and we discuss strategies to improve our practices. As you read the pages of the Annual Report, statistics and accomplishments will jump out at you showing that this process works!

DPW has been a part of some excellent work this year. We kicked off the \$248 million Road Repair and Street Safety Bond, passed by voters last November, which will provide much needed repairs to San Francisco's streets, sidewalks, bridges and other structures. And as the amount of street improvement projects is increasing dramatically, we are working together with City departments to increase efficiency in our approach to making the street repairs. We are improving coordination for joint projects like sewer replacements, bus signals, curb ramps, and major streetscapes to save the City money and most effectively bring these important projects to your street.

This year, we witnessed the grand opening of the award winning, DPW-managed Public Utilities Commission Headquarters, one of North America's greenest buildings. We broke ground on the new Public Safety Building and the Bayview Library. We completed the Newcomb Streetscape Improvement Project and moved forward the Better Market Street project. DPW is managing over \$3 billion of capital projects, with more in the pipeline!

DPW launched our Pre-Apprenticeship jobs program to help develop career paths for residents and we are working on new apprenticeship programs to help put San Francisco residents to work. Our construction projects exceeded the required local hire percentages and every year we hire more local businesses for DPW contracts. I am also very proud that we continued the great tradition of the Community Clean Team events with cleanups in every neighborhood this year with over 6,600 volunteers. Last April, we teamed up with the folks at Starbucks to organize the largest single-day volunteer event in DPW's history. Over 1,700 volunteers turned out to clean up litter, remove graffiti and landscape throughout the City.

There are many more accomplishments from this year and much to look forward to. As always, DPW will be continually improving how this department can deliver outstanding public service to San Francisco. I welcome your feedback on how we can make our city more beautiful, livable, vibrant and sustainable.

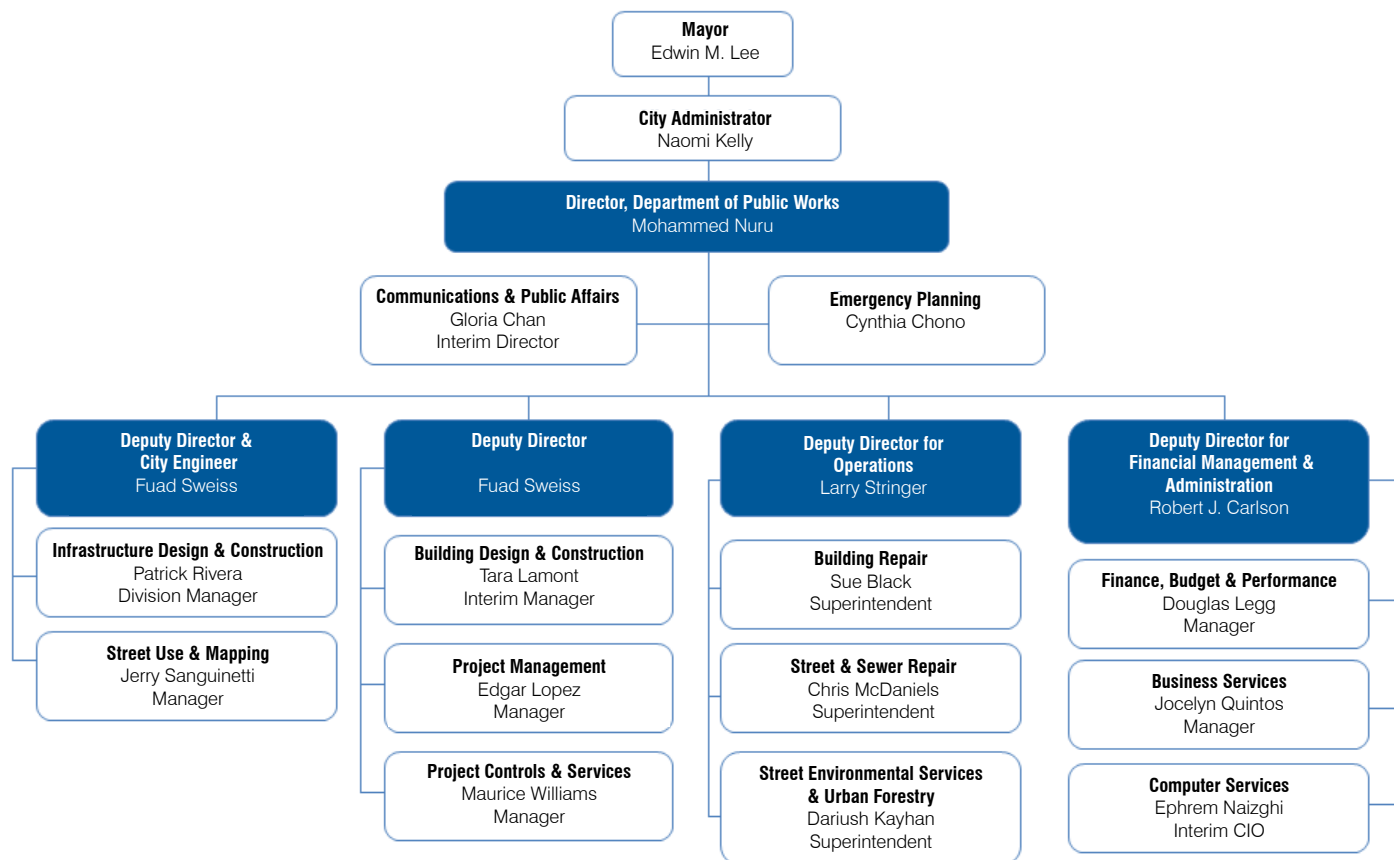


# DPW Strategic Plan

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# Organization Chart



## Overview

The Department of Public Works (DPW) is responsible for the care and maintenance of San Francisco's streets and much of its infrastructure. The department designs, builds, resurfaces and cleans streets; plants and maintains city street trees; designs, constructs and maintains city-owned facilities; conducts sidewalk and roadway inspections, constructs curb ramps, provides mechanical and manual street cleaning, removes graffiti from public property; and partners with the diverse neighborhoods in San Francisco. DPW serves San Francisco residents, merchants and visitors 24 hours a day and seven days a week with a workforce of approximately 1,200 employees.

**1,200** employees



Ensure Safe,  
Clean, and Green  
Infrastructure and  
Public Rights-of-Way



# Letter from the Deputy Director of Operations, Larry Stringer

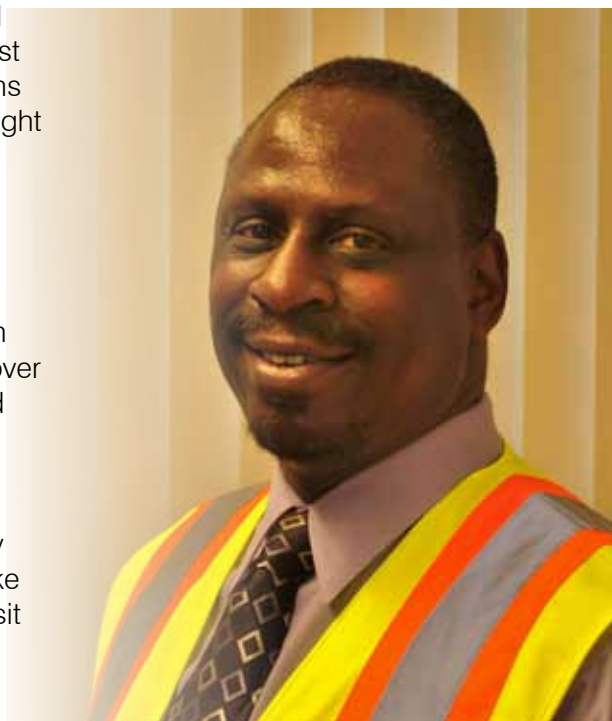
Maintaining San Francisco's rights-of-way to be safe, clean and green is an enormous undertaking. It requires hundreds of DPW staff out in the streets, at all times of the day, with a deep familiarity of the neighborhoods they work in and an ability to develop strong relationships and communicate well with residents and merchants. As you read through the annual report, we hope you will be able to understand the scope of work that our crews perform every day – often with limited resources.

Encouraging, educating and assisting residents and merchants to take stewardship of their neighborhoods are paramount to successfully maintain cleanliness and safety. Our Community Corridors Program has hired and trained over 150 Ambassadors to clean and green San Francisco's busiest corridors. Meanwhile, our early morning Spruce Up by Sun Up inspections continued in its second year, alerting store owners to correct trash and blight issues.

After 12 years, our Community Clean Team volunteer program continues to partner city agencies with volunteer groups and businesses to execute large-scale cleanup events. I am also proud to have been a part of the Starbucks Global Day of Service Event -- DPW's largest volunteer event in history and the equivalent of 11 Community Clean Team events – where over 1,700 volunteers from Starbucks picked up trash, painted over graffiti and beautified our city.

I am particularly pleased that the voter approved, Road Repair and Street Safety Bond has already begun to fund work to pave and repair our many roads that are in disrepair, as well as fix sidewalks, build curb ramps, make repairs to bridges, enhance and improve the streetscape, and make transit signal upgrades.

DPW continues in its mission to transform underused and vacant public spaces to vibrant places for gathering and fostering community. Our Street Parks program saw the opening of the Beale and Bryant Dog Park and Progress Park; the Newcomb Avenue Streetscape Improvement Project; and the City's Better Market Street project moved forward with public workshops to get feedback from the public on ways to transform how people move and spend time on Market.



# Enable the Safe use of Public Spaces

## Street and Sewer Repair

### Street Paving

The Bureau of Street and Sewer Repair (BSSR) works in partnership with Infrastructure Design and Construction (IDC) to resurface the city streets. This year, BSSR paved 108 blocks. The department is constantly researching and improving methods to repair potholes and other road defects. BSSR now grinds and smooths over defects prior to repair to prolong the life of the street and allow a smoother surface.

**130** blocks paved using  
**21,048** tons of asphalt over  
**1,646,810** square feet

### Sewer Paving

The City's sewer system is comprised of several treatment plants, large box storage structures and a system of main and side sewer collection pipes located under the streets. Broken sewer pipes can cause street cave-ins and roadway depressions also known as sinkholes, which are public safety hazards. DPW crews responded and paved more than 1,000 tons of asphalt related to sewer repairs and depressions in partnership with the SF Public Utilities Commission.

These sewer repairs prevent and reduce sewage backups, street collapses and basement flooding. This fiscal year, the bureau completed 216 sewer related repairs and 226 brick sewer repairs around catch basins and manhole covers. In addition, the team responded to brick repairs around plazas maintained by the city.

**12,283**  
potholes repaired





## Sand Removal

DPW, in cooperation with National Park service, performed its annual Great Highway Ocean Beach Sand and Maintenance project. Each year the Bureau of Street and Sewer Repair (BBSR) assesses the physical condition of Ocean Beach in front of the Noriega Seawall and the Great Highway to determine where to move sand from a number of places on Ocean Beach.

BBSR manages and oversees the relocation of sand for reuse and redistribution while minimizing erosion along the beach front. This past year, DPW relocated 19,000 cubic yards of sand from the promenade to the high tide line on the beach.

The program also focused on grading two areas at the seawall and moving stockpiled sand at Judah, Ulloa and Vicente.

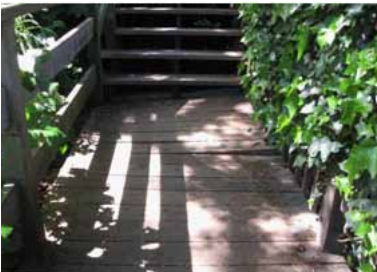
**19,000** cubic yards  
of sand relocated



Bernal Heights Guardrail (before and after)



Roosevelt Way Guardrail (before and after)



Filbert Street Stairway (before and after)



3rd Street Bridge Guardrail (before and after)



Diamond Heights Boulevard Guardrail (before and after)

# Street Structures, Stairways and Bridges

The Department of Public Works maintains over 300 street structures in the city of San Francisco including tunnels, bridges, overpasses, underpasses, viaducts, stairs, retaining walls, and other structures. Infrastructure Design and Construction's Structural Engineering Section and the Bureau of Building Repair (BBR) have the responsibility of maintaining these structures in good operating condition to ensure public safety. The purpose of the Street Structures Inspection and Repair program is to assess the structure's physical condition and need for maintenance and repair. Street structures are rated by the program to indicate their deficiencies, structural adequacy and overall general condition.

### Bridge Preventative Maintenance Program

To extend the service life of City-owned bridges, DPW's Structural Engineering Section successfully applied for, designed, bid, and administered the contract for construction of waterproofing, repairs and overlays on ten bridges in FY 2011-2012. DPW began the Bridge Preventive Maintenance Program (BPMP) in 2006 and has successfully used local and Federal Highway Administration (FHWA) funds to prolong the life of sixteen city owned bridges for another ten to fifteen years.

Many of these bridges are more than 50 years old and required asphalt concrete removal, extensive concrete spall repairs, methacrylate resin deck treatment, and polyester concrete overlay and joint seal replacement. For FY 2011-2012, the BPMP successfully repaired the following bridges: Market Street (6 bridges), Highland and Richland Bridges (over San Jose Ave.), and Evans and L-Line bridges. DPW IDC Infrastructure provided Construction Management, and we worked closely with traffic engineers at the San Francisco Municipal Transit Agency.



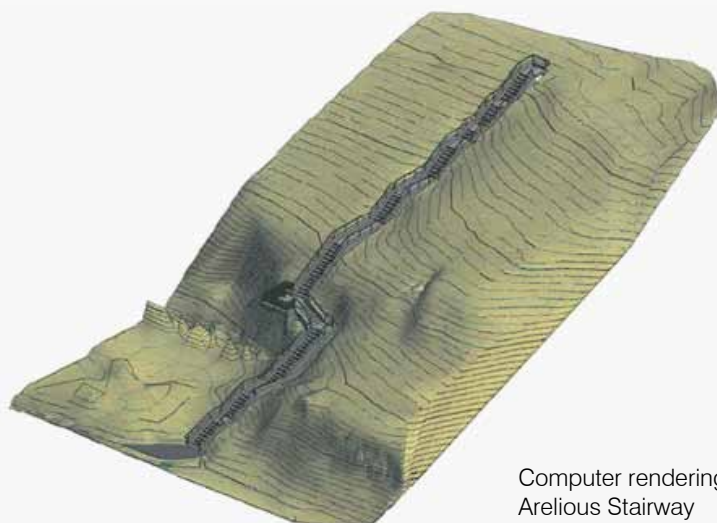
Evans Bridge (before and after)



Richland Bridge (before and after)

### Arelious Stairway Replacement

DPW's Project Management and IDC provided project management and structural engineering services for the design of the new Arelious Walker Stairway. The replacement project strives to provide safer public access and further enhance the character and livability of the neighborhood.



Computer rendering of the Arelious Stairway



# Repaving and Street Bond Programs

This past year, DPW successfully paved, and rehabilitated 339 blocks and slurry sealed another 84 blocks through the street resurfacing program, which provides safe, smooth, accessible and high quality streets.

DPW Infrastructure Design and Construction Division (IDC) maintains approximately 878 miles of streets, comprised of 12,855 blocks. The IDC Street Resurfacing Program consists of pavement resurfacing; base repair; curb, gutter and parking strip replacement; sidewalk construction related to curb repairs; bus pad construction; curb ramp construction; and roadway striping.

With the passage of the 2011 Road Repaving and Street Safety Bond and with the annual funding the program receives; DPW will repave, repair, and reconstruct various street segments throughout the City to ensure safety in the public-right-of-way for pedestrians, and all vehicles, such as transit buses, cars, trucks, and bicycles. The program links its street resurfacing work with the department's Pavement Management and Mapping System (PMMS); which sets priorities for City-maintained streets based on factors such as the street pavement condition index score (PCI), type of street, geographic location, usage frequency and transit routes.

IDC has also improved maintenance coordination, kept the public informed of new street construction projects and minimized construction impacts to the public. In high-density areas, IDC has coordinated work to take place at nights and weekends to minimize disruption to residents and businesses. Timely street paving has resulted in a smooth ride for transit riders, pedestrians, motorists and bicyclists, increasing the quality of life for San Franciscans while decreasing the tax burden for future generations.

## Road Repaving and Street Safety Bond

The \$248 million Road Repaving and Street Safety Bond (Streets Bond) was approved by voters in November 2011. With it, the City will repave streets in neighborhoods throughout San Francisco; repair deteriorating bridges, overpasses and stairways; and make traffic, pedestrian, and bicycle and safety improvements.

Funding for the first year (\$73.4 million) of the three-year program was allocated in March 2012 and DPW began the first phase of construction in April. Road resurfacing, repairs and repaving projects are planned for 2,300 city blocks, of those approximately 1,400 are bond funded. In a partnership to increase efficiency, DPW staff is working closely with the Public Utilities Commission staff to coordinate all paving projects throughout the City. About 1,700 curb ramps will be designed and constructed with location priorities that residents with disabilities have identified.

# 2,300

 city blocks


For the sidewalk portion of the bond, DPW will repair and improve 125,000 square feet of damaged sidewalks. Streetscape improvement projects will be made in every supervisorial district. Streetscape projects include enhancements for a revitalization of the street: sidewalk extension, bulbouts, street tree planting, landscaping, lighting, roadway median expansion, bicycle improvements, and pedestrian improvements. Finally, the City will upgrade the traffic signal infrastructure to manage traffic congestion and improve the overall reliability of the MUNI transportation system. Work on all projects will continue through 2015.

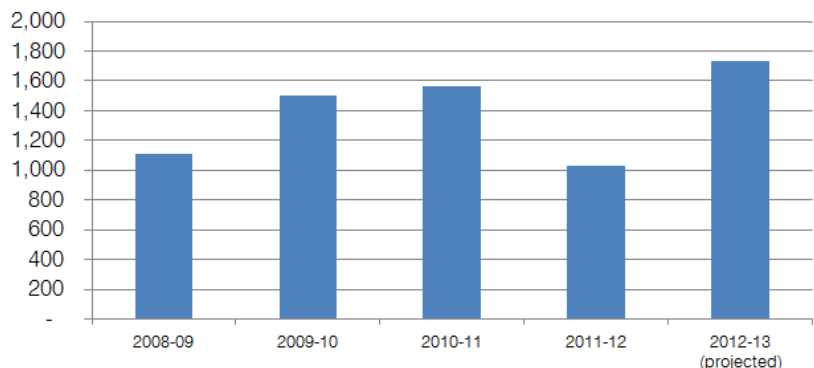
# Curb Ramps



Northwest corner of Precita and Alabama (before and after)

DPW maintains approximately 7,200 street intersections in San Francisco and accessibility at these locations for people with disabilities range from inaccessible to fully accessible. All public and private paving and construction projects are required to provide compliant curb ramps.

In DPW's Curb Ramp Program, through Infrastructure Design and Construction (IDC) and the Bureau of Street and Sewer Repair (BSSR), constructs curb ramp specific projects, and gives priority to locations requested by the disabled. The DPW Curb Ramp Program had a total budget in FY 2010-2011 of \$5.4 million. Coordination with the Mayor's Office on Disability and other city departments ensures efficient design and construction services. DPW evaluates the entire intersection to provide properly located curb ramps that comply with departmental standards and regulatory requirements. In FY 2011-2012, 1,028 curb ramps were constructed in neighborhoods citywide.



**Number of curb ramps installed by DPW**



## Pier 43 (\$6.5 million)



DPW's Building Design and Construction is managing the construction of a new public promenade for the Port of San Francisco at Pier 43, along The Embarcadero between Powell and Taylor Streets.

The project consists of demolition of the majority of Pier 43-1/2 and a portion of Pier 43, both partially condemned asphalt covered timber piers; replacement of the seawall along The Embarcadero between Powell Street and the Franciscan Restaurant including new rip-rap; construction of a new pile supported concrete wharf to serve as a public promenade; reconstruction and re-alignment of a portion of The Embarcadero at Jefferson Street; reconstruction of combined curb and gutter and sidewalk along the northern edge of The Embarcadero; construction of ADA compliant curb ramps; modification and installation of storm water utilities; installation of street and site lights; adjustment and protection of existing utilities; surface improvements to a portion of the bulkead wharf at Pier 45; and temporary traffic and pedestrian control.

# Enhance the Cleanliness of the City



## Street Sweeping

DPW's Bureau of Street Environmental Services and Urban Forestry (BSES-UF) is responsible for the cleanliness of San Francisco's streets through the use of mechanical street sweepers and Green Machines, strategic placement of litter receptacles and manual cleaning efforts such as sweeping sidewalks in heavily used commercial corridors. DPW removed more than 12,000 tons of debris from San Francisco's streets this year.

**12,000** tons of debris removed

DPW responded to 22,728 reports of illegal dumping this year, dispatching crews to clear debris from sidewalks and streets -- approximately 62 reports each day. Most debris is household items such as furniture, mattresses and bags of refuse.

There are two categories of dumping: sidewalk dumping, which represents the bulk of the items collected by the City, and large-scale, criminal dumping that includes construction debris, shingles, glass, insulation, carpet, green waste and sometimes hazardous materials. DPW addresses the large-scale illegal dumping issues by pursuing criminal investigations and partnering with residents, the SFPD, the District Attorney's Office and the City Attorney's Office -- and when dumping occurs in parks, with the Recreation and Parks Department. DPW attempts to hold businesses accountable for illegal dumping costs.



To help prevent sidewalk dumping, DPW focuses on education with the Don't Leave it on the Sidewalk campaign, which educates residents and businesses about free garbage pickup and how to identify illegal dumping and report it. This year DPW partnered with Mayor Lee to produce a Public Service Announcement that highlighted the sidewalk dumping campaign. We also sent a mailer out to 10,000 apartment complexes to target dumping that occurs when people move. DPW continued to clean 25 hotspots in southeastern San Francisco with the CalRecycle grant, which funds two years of cleaning.



Enhance the Cleanliness of the City

# Graffiti Removal



To keep the City free of blight, BSES's Graffiti Unit is responsible for issuing private property owners a Notice of Violation when graffiti appears on their buildings.

Chapter 80, the Community Preservation and Blight Reduction Act, was passed in 2008. The ordinance authorized DPW to serve notice to property owners for blight (graffiti) and initiate proceedings to enter the owner's property to abate graffiti at the owner's expense. DPW is authorized to place a property tax lien on the property if the owner fails to pay the abatement cost and administrative fees.

In FY 2011-2012, DPW's Graffiti unit notified 9,521 owners and issued 532 blight notices.

The unit also complies with the Mayor's directive to abate graffiti on public properties within 48 hours of a report. Because many other city agencies are responsible for the maintenance of a number of buildings and facilities, DPW has an agreement with some of the agencies to abate graffiti, document the work, and send them an invoice.



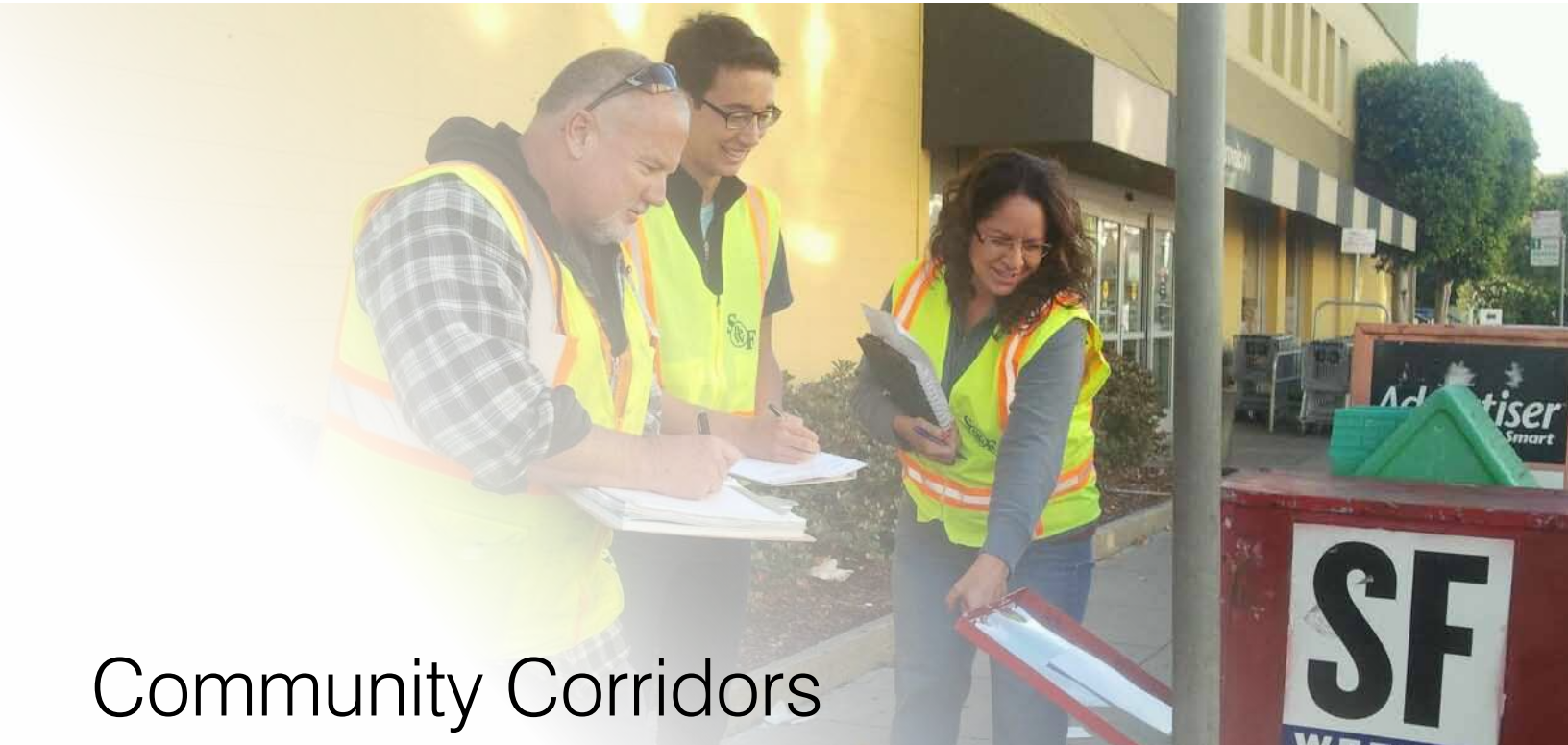
**1,563** members in Adopt-a-Street

## Adopt-a-Street Program

For 12 years, the Adopt-A-Street Program has worked to keep San Francisco sidewalks clean and beautiful. Administered by DPW Community Programs, Adopt-A-Street is a public and private partnership, between the City and its residents and merchants, where community members are empowered to maintain their own neighborhoods.

The program is simple: groups or individuals adopt their block and take responsibility for keeping it clean of litter, graffiti and illegal dumping. DPW provides free cleaning supplies and public recognition. Community Programs delivers supplies to all of the dedicated Adopt-A-Street members by providing brooms, trash bags and more.

During FY 2011-2012, 167 residents became Adopt-A-Street members. To date, there are a total 1,563 members dedicated to the program.



# Community Corridors

The Community Corridors Program began in 2006 to improve the quality of life in the City's busiest commercial corridors through education and outreach. The program helps agencies and property owners maintain a higher standard of cleanliness and encourages them to take ownership of their Corridor by creating a Community Benefits District (CBD): a venue with a dedicated revenue source for the cleaning and greening of neighborhoods.

During FY 2011-2012, Corridors Program added 28 new corridors: ten routes in the Fillmore District, four on Market Street, two on Duboce Street, and one corridor each on Taylor Street, Mission Street near the Financial District, Mason Street, Justin Herman Plaza, Judah Street, Jones Street, Hyde Street, Drumm Street, Cortland Avenue, Harvey Milk Plaza in the Castro District, California Street and 6th Street. These new additions increased the number of corridors in the program from 78 to 106. This means that there are close to 700 blocks under the Community Corridors Partnership Program. A Corridor by definition is between five to eight City blocks.

**700** blocks in the Corridors program

### Corridors Ambassador Program

The increase in the Corridor routes has also supported the creation of jobs in San Francisco. All corridors now have a dedicated Community Corridors Ambassador: men and women hired to help sweep litter from the sidewalk, clean tree basins, call in graffiti and identify and resolve street conditions. As of July 2012, 150 ambassadors have been trained. DPW partners with the San Francisco Human Services Agency, Goodwill, Mission Neighborhood Center and Economic Opportunity Council to seek potential hires.

Launch of the Community Corridors Pre-Apprenticeship Program



Community Corridors Ambassadors

**6,060** deficiencies found through Spruce Up by Sun Up

### Spruce Up by Sun Up

“Spruce Up by Sun Up” is an inspection program where DPW inspectors set out before dawn to look for and address issues that affect the quality of life in San Francisco, such as missing or inadequate garbage service, sidewalk cleanliness, and graffiti and blight issues.

All merchants and property owners receive an inspection schedule in advance with detailed information about City maintenance standards for garbage receptacles, tree foliage and basins; storefronts; awnings; and sidewalks. The goal of the campaign is to keep streets clean and inviting for residents, customers and other visitors.



During FY 2011-2012, for twenty weeks, from August 2011 through February 2012, DPW staff and Recology walked 69 Corridors and found over 6,060 deficiencies including 1687 instances of graffiti on public and private property, 1883 tree-related issues, 1186 private entity issues, and 667 other city agency issues. 361 properties were cited for no garbage service and 933 Notices of Violation (NOV) were issued to property owners for grimy, littered sidewalks or excessive cigarette butts.

# Community Clean Team



Over  
**6,600**  
volunteers:



Planted  
**1,795** trees, bushes & plants

Removed graffiti from  
**90,000** square feet  
of public space

Removed  
**68,850** pounds  
of green waste and debris

The Community Clean Team engages communities and volunteers in beautifying merchant corridors, schools, open spaces, parks and community gardens by organizing a Saturday cleanup event in each of the City's eleven supervisorial districts.

Community Clean Team dedicates an entire month to each supervisorial district with DPW and other city departments performing various street cleaning and neighborhood beautification work. Clean Team produces additional cleanup events throughout the year at the request of community partners and neighborhood groups.

In FY 2011-2012, more than 6,600 volunteers joined DPW crews to clean the neighborhoods.



Swept **415** blocks



Clean Team partners include the Recreation and Parks Department, the San Francisco Housing Authority, the Sheriff's Office, Caltrans, the Municipal Transportation Agency, the San Francisco Unified School District, Caltrain, the Mayor's Office of Neighborhood Services, SF Parks Alliance, all of the District Supervisors' Offices, the San Francisco Police Department, Department of the Environment, SF Parks Trust, Department of Corrections and Pretrial Diversion.

Walgreens, Luxor Cab Company, PG&E, Recology, Academy of Art University, Starbucks, the San Francisco Hilton, and the Emerald Fund all make financial, in-kind contributions, and volunteer contributions to the Community Clean Team.

Recology Waste Systems and San Francisco Clean City are key partners in the program and provide the Gigantic 3 Program, which offers residents bulky item drop off, recycling and composting opportunities during their district's Clean Team month. In FY 2011-2012, 50 tons of trash, 51 tons of recyclables and 9.5 tons of organics was collected from residents through this free program.



# Starbucks Global Day of Service



Starbucks volunteers meet at City Hall for the kickoff

In partnership with DPW, Starbucks Coffee Company held its second annual Global Day of Service on Saturday, April 28, 2012. Starbucks enlisted over 1,700 volunteers to complete projects in eleven neighborhoods across the city that include planting, graffiti removal, and other cleaning and greening activities in some of San Francisco's most iconic areas and community gathering spaces.

DPW's Operations Bureaus and Community Programs worked closely with Starbucks to provide logistical support by scouting locations in need of care and maintenance, and providing equipment and support staff to tackle the extensive work scope. The San Francisco event was Starbucks's largest one-day event ever in the world and the largest volunteer event coordinated in DPW's history.

In the one day, three hour period, volunteers:

- Planted 820 plants
- Spread 82 yards of chips
- Installed 4 yards of decomposed granite
- Weeded 85 tree basins
- Removed graffiti from 25,000 square feet of public space
- Trimmed and removed 86,450 pounds of green waste
- Swept debris and collected 40 bags of trash

Over  
**1,749** volunteers:

Removed graffiti from  
**25,000** square feet  
of public space

Removed  
**86,450** pounds  
of green waste and debris

Planted  
**820** plants

# Green the City's Infrastructure



## Street Parks

The Street Parks program is a collaboration among DPW's Community Programs and Bureau of Urban Forestry, the San Francisco Parks Trust, and neighborhood groups to create public open-space gardens located on city-owned public rights-of-way. There are numerous undeveloped public open spaces in our City, such as vacant lots, street medians and weedy hillsides -- some of which are in poor condition and suffer from illegal dumping and other unhealthy activities.

A Street Park is a community-managed public open space that can be a school garden, neighborhood beautification project, stairway along the public right of way, or community garden that demonstrates the community's commitment to its neighborhood and its environment. In FY 2011-2012, the DPW hosted a series of workshops and provided volunteers free resources and grant information to create their own Street Park. During this time, DPW also completed the [Beale and Bryant Dog Park](#)<sup>1,2</sup> and continued to improve [Progress Park](#)<sup>3</sup>. The latter street park was supported by the San Francisco Public Utilities Commission, Community Challenge Grant funds, volunteer hours and private donations. Since the Street Parks program began in 2002, 300 people have registered to develop new gardens and street parks. There are now 145 Street Parks.





# Streetscapes

1

## **Newcomb Avenue Streetscape Improvement Project**

The [Newcomb Avenue Streetscape Improvement Project](#)<sup>1</sup>, located on the 1700 block of Newcomb Avenue (between Phelps and Newhall), includes a myriad of safety and greening features such as the replacement of pavement with landscaped areas; planting of 20 new street trees; and construction of raised crosswalks, corner bulb-outs, curb ramps and mid-block chicanes for pedestrian safety.

The project team also installed stormwater management facilities, such as bio-filtration planters, and transformed 20,000 square feet of impermeable surfaces to permeable ones that will minimize stormwater runoff into the sewer system. Also, the project replaced the main sewer line and installed conduits for future street lighting improvements.



2

Streetscape projects under design during FY 2011-2012 include:

- 19th Avenue Streetscape Improvements
- Balboa Streetscape Improvements
- Broadway Streetscape Improvements Phase 3
- Folsom Streetscape Improvements
- Point Lobos Streetscape Improvements
- [Jefferson Street Improvements \(rendering pictured\)](#)<sup>2</sup>
- Great Highway Streetscape Improvements

### Church & Duboce Track and Street Improvement Project

The Church & Duboce Track and Street Improvement Project is a collaborative effort between various City agencies and local community groups led by the the SFMTA Capital Investment Program.

With the incorporation of community-based input and inter-agency support from the San Francisco Public Utilities Commission, Department of Public Works, City Planning Department, San Francisco Arts Commission and the San Francisco County Transportation Authority, this coordinated joint venture is meant to serve as a model for future capital projects. By integrating infrastructure and streetscape enhancements along with Better Streets policies, the Church & Duboce Track & Street Improvement Project will create a safer, more attractive, multimodal neighborhood environment.

Streetscape infrastructure improvements include:

- Sidewalk extensions and special street paving treatments
- Widened and beautified boarding islands with special paving treatments
- Installation of new transit shelters with NextMuni electronic signs on boarding islands
- Painted poles and decorative streetlight fixtures
- A new, dedicated bike lane on Duboce between Church and Fillmore Streets
- A new crosswalk along westbound Market Street at Church and 14th Streets
- New seating, plantings and public art
- Curb ramp upgrades
- Water and sewer improvements
- Streetlight replacement



Rendering of the Church & Duboce Street Improvement Project

Design Services were provided by DPW Landscape Architecture and Streets and Highways Sections.

DPW staff oversaw design and construction of:

- Sidewalk extensions and special street paving treatments
- Widened and beautified boarding islands with special paving treatments
- New seating, plantings, and railings
- Curb ramp upgrades
- Worked closely with SF Arts Commission on the public art component



# Better Market Street

The goal of the Better Market Street project is to revitalize Market Street from Octavia Boulevard to The Embarcadero and re-establish the street as a premier cultural, civic, transportation and economic center of San Francisco and the Bay Area.

During the fiscal year, the Better Market Street Project team presented research on the current state of the corridor and exemplary uses based on precedents from around the world. They also identified four priorities that citizens ranked most important for the corridor: place-making, or improving the quality and character of public spaces; creating an interesting and attractive pedestrian experience; building an infrastructure that facilitates bicycling; and reinvigorating economic vitality by inviting businesses to replace vacant storefronts.

The team also prepared for the [second round of workshops and webinar for the project, held July 2012](#), to share initial concepts with the public that will inform the future design of the corridor. The workshops and webinar, attended by over 300 people, allowed participants to discuss ideas to improve the way people move and spend time along the street and share feedback on initial ideas on how to make the street safer and more efficient to walk, bike and take public transportation; and how to develop the sidewalks and public spaces into more inviting places to shop and experience the arts and enjoy the vibrancy of San Francisco.

The Better Market Street Project is led by the SF Department of Public Works in collaboration with the SF Planning Department, SF Municipal Transportation Agency, SF County Transit Authority, and the Office of Economic and Workforce Development. Learn more about the project at [www.bettermarketstreetsf.org](http://www.bettermarketstreetsf.org)

# Greening Projects



DPW's Bureau of Urban Forestry and Community Programs completed many significant beautification projects throughout San Francisco to green our neighborhoods and commercial corridors and improve major gateways into the City.

During the FY 2011-2012, the DPW greened the

- Geary medians from Funston Street to 7th Avenue with new landscape fabric, chips and shrub planting<sup>3</sup>.
- Van Ness medians from Union Street to Pacific Avenue doing work such as deadheading flowers, planting shrubs and spreading chips.
- Sunset Boulevard by replacing the grass in the center medians with a type that requires low water use and less mowing; working with the PUC to upgrade irrigation; and adding decomposed granite to the path along Sunset Boulevard<sup>2</sup>.

and performed tree maintenance along

- Sunset Boulevard by removing dead or declining trees and pruning many large pines and cypress trees for public safety<sup>3</sup>.
- 24th Street, from Potrero Avenue to Osage Street
- 3rd Street, from 16th Street to Bayshore Boulevard
- California Street, from Mason Street to 33rd Avenue
- Columbus Avenue, from Montgomery Street to North Point
- Cortland Avenue, from Mission Street to Bayshore Boulevard
- Divisadero Street, from Waller Street to Pine Street

**40,000** street trees  
are maintained by DPW



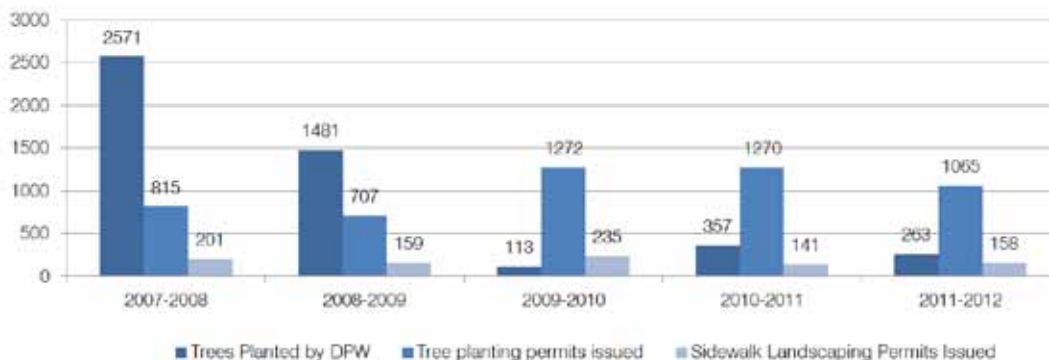
## Street Trees

The DPW's Bureau of Urban Forestry maintains about 40,000 street and median trees and estimates that other agencies and private property owners maintain another 65,000 street trees. Last fiscal year, DPW began the transfer of DPW maintained street trees to property owners and approximately 1,000 trees have been transferred.

During FY 2011-2012, DPW focused on the watering, re-staking and weeding of approximately 2,929 trees and replaced and planted 263 trees citywide. The bureau also issued 1,065 tree planting permits and 158 sidewalk landscaping permits to property owners. Tree planting provides a healthier and more environmentally sustainable City by improving air and water quality, increasing storm water diversion, providing energy savings, improving wildlife habitat and increasing property values.



## Street Trees Planted - DPW and Permitted Sites

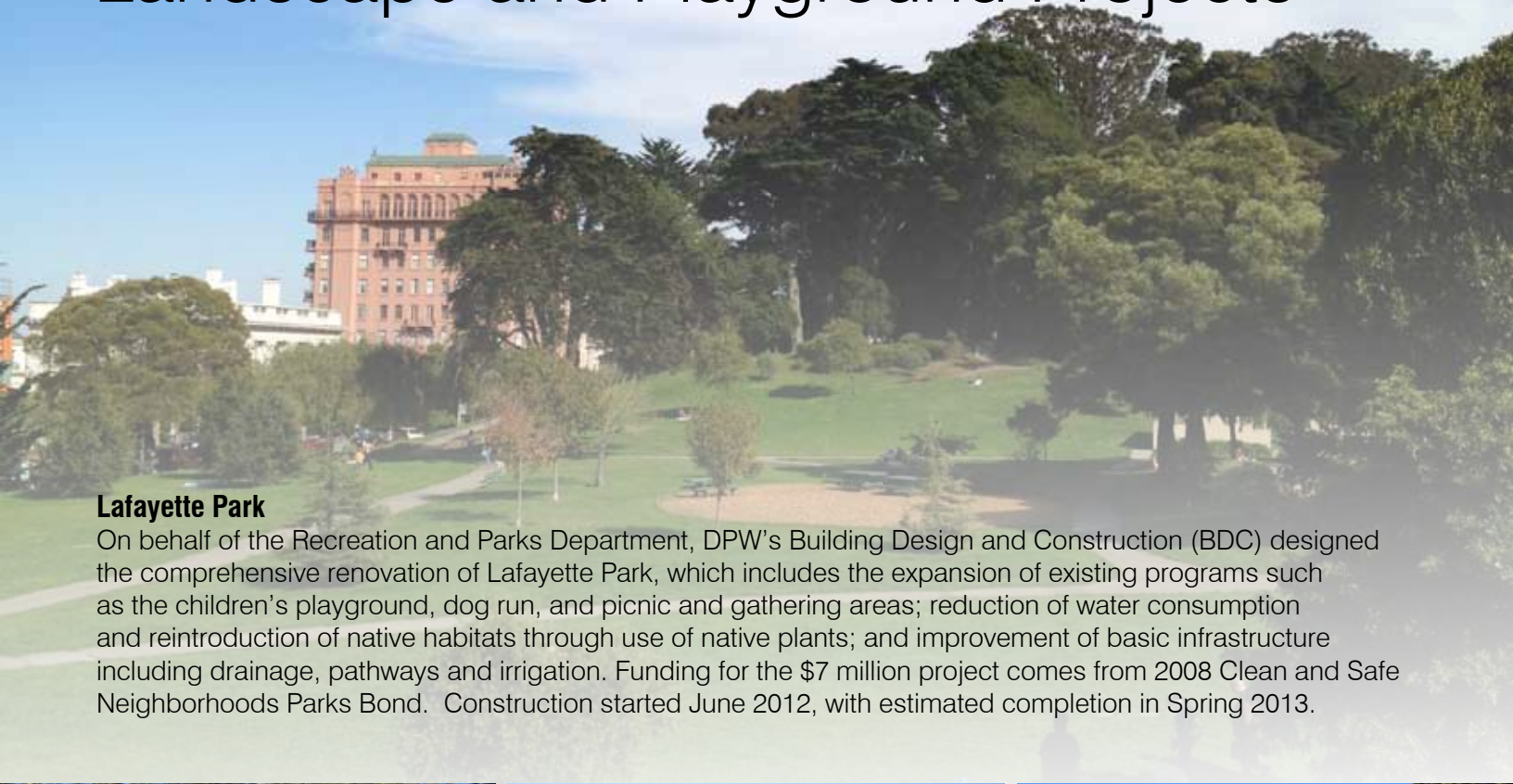


### 2011 Arbor Day

The 2011 Arbor Day celebration took place at Brotherhood Way where Mayor Edwin Lee and DPW worked with volunteers and families to focus on maintenance of the trees that were planted for Arbor Day in 2009, along Brotherhood Way. More than [300 volunteers](#)<sup>1</sup> placed landscape fabric and mulch along medians, replaced shrubs and helped with tree pruning.

The celebration also included a [signature tree planting](#)<sup>2</sup> and dedication to Nobel Laureate and Green Belt founder, [Wangari Muta Maathai](#)<sup>3</sup>. Dr. Maathai inspired the planting of millions of trees worldwide, and used tree planting and environmental restoration as a tool to empower women in rural communities. The founding member of the US Green Belt Movement, Huey Long, attended the event and received the Mayor’s declaration on behalf of the Maathai family and the green belt movement. The signature tree is a *Rhus lancea*, or African Sumac, an African tree well-suited to San Francisco’s climate. Other highlights included the Eco-fair, featuring activities such as planter box building, bucket rides, information on recycling and composting, an Arbor Day poster contest and other environmental activities.

# Landscape and Playground Projects



## Lafayette Park

On behalf of the Recreation and Parks Department, DPW's Building Design and Construction (BDC) designed the comprehensive renovation of Lafayette Park, which includes the expansion of existing programs such as the children's playground, dog run, and picnic and gathering areas; reduction of water consumption and reintroduction of native habitats through use of native plants; and improvement of basic infrastructure including drainage, pathways and irrigation. Funding for the \$7 million project comes from 2008 Clean and Safe Neighborhoods Parks Bond. Construction started June 2012, with estimated completion in Spring 2013.



## McCoppin Square

On behalf of the Recreation and Parks Department, BDC led the renovation of [McCoppin Square](#)<sup>1,2,3</sup>, which included work such as ADA accessibility improvements to previously inaccessible areas of the park; expansion of the existing playground; improvements to the baseball field, tennis court, and basketball court; addition of a new set of restrooms; and a new contemplative garden.

McCoppin Square, an 8.9-acre park in San Francisco's District 4, reopened October 2011 after a \$3.8 million renovation. The project is the first to be completed under the Clean and Safe Neighborhood Parks Bond, which voters overwhelmingly supported in 2008 and \$1.5 million under budget, a direct result of efficiency from project management teams from the San Francisco Recreation and Park and the Department of Public Works.

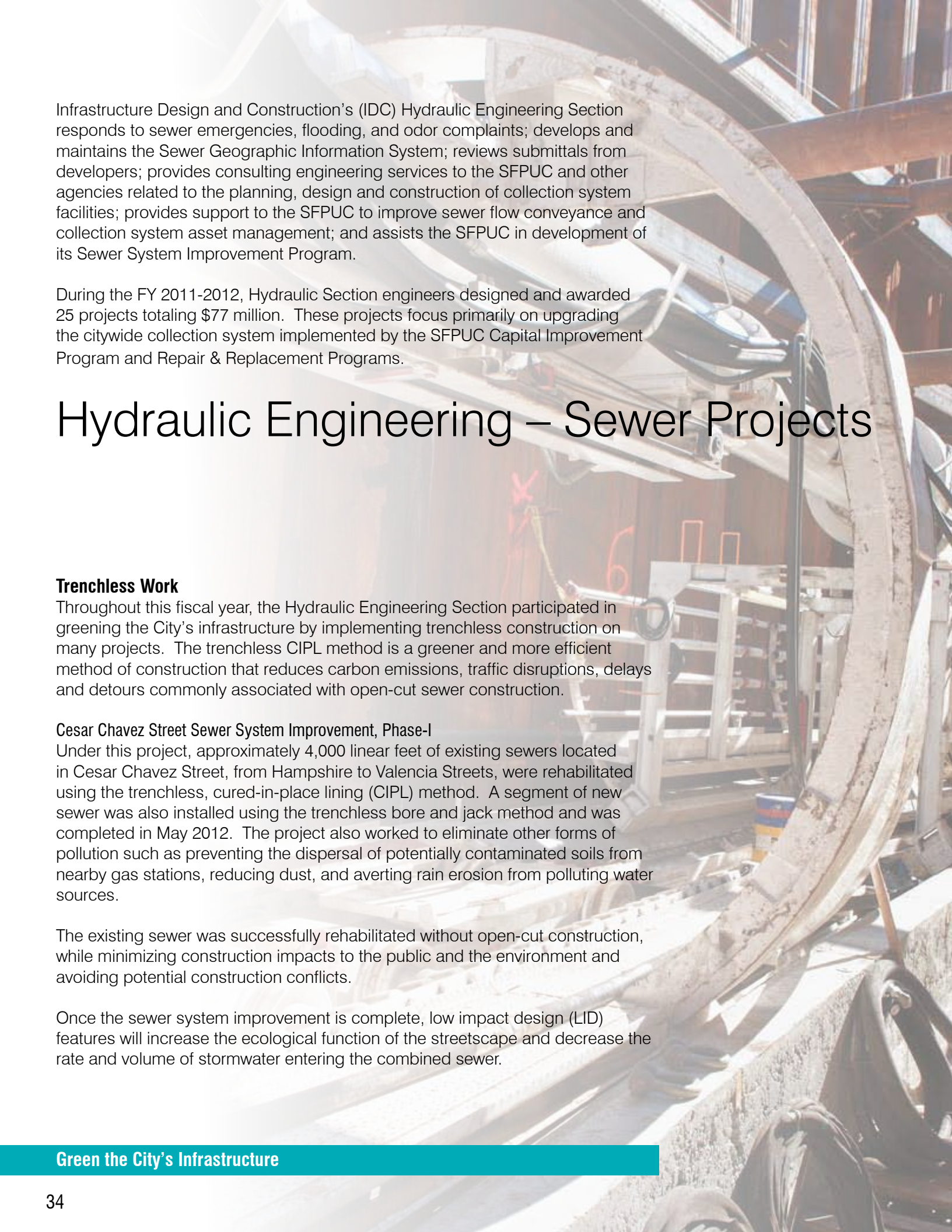
### Potrero Playground Renovation

On behalf of the Recreation and Parks Department, BDC led the renovation and expansion of the [Potrero Playground](#)<sup>1,2</sup>; reconfigured palm trees to create sense of entry; provided new accessible parking and passenger loading zones; installed new perimeter fencing; created a new baseball field with fencing, a backstop and landscaping; and cleared existing vegetation at the eastern edge of the site to provide vistas of the bay.



### West Sunset Playground

On behalf of the Recreation and Parks Department, BDC led the renovation of the [West Sunset Playground](#)<sup>4,5,6</sup> and public plaza adjacent to the West Sunset Clubhouse and Ortega Branch Library. Improvements included two new playgrounds -- one for school-aged children and the other for pre-school aged children; preservation and rehabilitation of the existing pine tree grove; and repaving and beautification of a large public gathering place immediately south of the library.



Infrastructure Design and Construction's (IDC) Hydraulic Engineering Section responds to sewer emergencies, flooding, and odor complaints; develops and maintains the Sewer Geographic Information System; reviews submittals from developers; provides consulting engineering services to the SFPUC and other agencies related to the planning, design and construction of collection system facilities; provides support to the SFPUC to improve sewer flow conveyance and collection system asset management; and assists the SFPUC in development of its Sewer System Improvement Program.

During the FY 2011-2012, Hydraulic Section engineers designed and awarded 25 projects totaling \$77 million. These projects focus primarily on upgrading the citywide collection system implemented by the SFPUC Capital Improvement Program and Repair & Replacement Programs.

## Hydraulic Engineering – Sewer Projects

### **Trenchless Work**

Throughout this fiscal year, the Hydraulic Engineering Section participated in greening the City's infrastructure by implementing trenchless construction on many projects. The trenchless CIPL method is a greener and more efficient method of construction that reduces carbon emissions, traffic disruptions, delays and detours commonly associated with open-cut sewer construction.

### **Cesar Chavez Street Sewer System Improvement, Phase-I**

Under this project, approximately 4,000 linear feet of existing sewers located in Cesar Chavez Street, from Hampshire to Valencia Streets, were rehabilitated using the trenchless, cured-in-place lining (CIPL) method. A segment of new sewer was also installed using the trenchless bore and jack method and was completed in May 2012. The project also worked to eliminate other forms of pollution such as preventing the dispersal of potentially contaminated soils from nearby gas stations, reducing dust, and averting rain erosion from polluting water sources.

The existing sewer was successfully rehabilitated without open-cut construction, while minimizing construction impacts to the public and the environment and avoiding potential construction conflicts.

Once the sewer system improvement is complete, low impact design (LID) features will increase the ecological function of the streetscape and decrease the rate and volume of stormwater entering the combined sewer.



1

# Parklets

Parklets turn underused pavement and parking into beautiful green areas where neighbors and businesses come together to create community. The Pavement to Parks program, a joint effort by DPW's Bureau of Street Use and Mapping (BSM), Planning Department, SFMTA and Department of Public Health, provides assistance for property owners to install parklets around the City.

Parklets provide an economical solution for wider sidewalks and provide aesthetic enhancements to the streetscape that include planters, trees, street furniture, artwork, and sculptures. These public spaces allow residents and business customers to relax and enjoy the atmosphere of the City, primarily in areas where open space or urban parks are lacking, or where existing sidewalks are not wide enough to accommodate vibrant street-life activities. BSM continues to work with the various stakeholders on the eligibility, approval and installation of parklets within the public rights-of-way including Community Benefit Districts(CBDs), ground-floor business owners, nonprofit and community organizations, fronting property owners and other interested parties.

During FY 2011-2012, BSM received 30 applications for new Parklets and all were approved.

## Parklets

- 1 375 Valencia
- 2 3876 Noriega
- 3 384 Hayes
- 4 754 Post



2



3



4

# Heron's Head Park



Heron's Head Park is a peninsular park located on 24 acres of San Francisco's Southern Waterfront. Formerly constructed as Pier 98, this location was slated to be a shipping terminal in the 1970s, an endeavor which never materialized. Over time, a salt marsh emerged and attracted various birds and aquatic wildlife. In the late 1990s collaborative funding from various entities expanded the marsh, constructed trails, picnic and bird-viewing areas, and a fishing pier. Since Pier 98 was officially reopened to the public as Heron's Head Park in 1999, each year the park is visited by thousands of walkers, bird-watchers, students, and more than 100 bird species. The park is home to the EcoCenter, where environmental education programs managed by a local non-profit organization have been offered to urban youth, free of charge.

Currently, DPW BDC is managing the construction of the Heron's Head Park Improvement project, which upon completion will enhance the educational and recreational use of the park with the following new features: a parking lot, a meadow, a dog run, picnic areas with barbeque pits and tables, composting toilets, solar powered light fixtures, and paving for the 12' wide path which leads over half a mile into the San Francisco Bay with GraniteCrete, a patented paving product installed in areas such as Monterey, Carmel and the visitors area at the south end of the Golden Gate Bridge.

# Enhance the attractiveness and utility of public rights-of-way

## Sidewalk Inspection and Repair Program

The Sidewalk Inspection and Repair Program (SIRP), instituted in 2007 by the Bureau of Street Use and Mapping, is a program that inspects all sidewalks on a 25 year cycle with a schedule that prioritizes inspections by pedestrian usage. The SIRP program informs public and private property owners of sidewalk damage and quickly coordinates repairs to improve pedestrian safety.

Locations that receive priority for sidewalk inspection and repair are those identified with the greatest number of community elements: commercially-zoned districts; MUNI routes; sidewalks within 500 feet of schools, public facilities, hospitals, or senior centers; and densely populated areas. The SIRP program also prioritizes areas in accordance with the American with Disabilities Act (ADA), giving "... priority to walkways serving entities covered by the Act, including State and local government offices and facilities, transportation, public accommodations and employers, followed by walkways serving other areas."

During FY 2011-2012, SIRP inspected 205 square blocks, issued 3,421 notices to repair to private property owners, and 1,416 to City agencies, public and private utility agencies. SIRP has repaired 171,350 square feet of sidewalk fronting 217 square blocks, of which 71,872 square feet are fronting public sidewalks. Out of the Notices to Repair issued and repaired, invoiced and collected, SIRP has referred 93 outstanding invoices to the Board of Supervisors to approve as assessments on the property owners' property taxes.



**171,350** square feet  
of sidewalk repaired



# Accelerated Sidewalk Abatement Program

The Bureau of Street Use and Mapping's (BSM) Accelerated Sidewalk Abatement Program (ASAP) inspects and quickly repairs sidewalks with egregious conditions along the Throughway Zone, an area defined by the City's Better Streets Plan, with ADA accessibility-related issues, around City-maintained trees and in front of City agencies such as the Real Estate Department, SF Public Library, SF Unified School District, Juvenile Court, Fire Department, Recreation and Park Department, Social Services and DPW offices.

During FY 2011-2012, the ASAP repaired 42,208 square feet of damaged sidewalks around 74 public locations.

Under City and State codes, fronting property owners are responsible for the repair and maintenance of the sidewalk fronting their property. If they fail to repair the sidewalk after having been duly notified, the City will perform the repair and invoice the property owner for the cost of inspection and abatement.



# Newsracks

Sidewalk clutter, caused by free standing news racks, can be an eyesore and make it difficult for residents, visitors, and people with disabilities to use our sidewalks. BSM is responsible for administering the City's News Rack Ordinance, which reduces sidewalk clutter from freestanding news racks by requiring fixed-pedestal news racks instead of individual, free-standing racks. Article 5.4, Section 184 (the News Rack Ordinance) regulates the placement and maintenance of free standing news racks. During FY 2011-2012, more than 3,000 citations were issued to publishers for free standing news racks found non-compliant.

During the fiscal year, 19 pedmount units were installed throughout the city. More than 40 vacant box spaces were reassigned to publishers through reallocations.

**Enhance the attractiveness and utility of public rights-of-way**





Create and Maintain  
Beautiful, Highly Functional,  
and Sustainable Facilities

# Letter from Fuad Sweiss, PE, PLS, LEED AP City Engineer & Deputy Director for Public Works, Infrastructure & Building Divisions

Fiscal Year 2011-2012 marked the milestone transition of DPW's Engineering Division from five Bureaus with about 780 employees into two Divisions; Infrastructure and Building. The new Infrastructure Design & Construction Division was created to deliver design and construction management services for horizontal projects such as streets, underground utilities,

sidewalks, and curb ramps. The Building Design & Construction Division was structured to provide design and construction management services for vertical projects such as libraries, hospitals, fire stations, and port facilities. The reorganization was mainly based on modern concepts used by the industry, as well as ideas developed by our own staff through various workshops. Under the new structure, teams of architects, engineers, and construction managers work hand in hand on projects from inception to completion.

While navigating through this challenging reorganization, we nevertheless continued to work on our expansive portfolio of projects valued over \$3.0 Billion. Through this Annual Report, I am pleased to present some of these projects and commend my staff for the exemplary work and services they delivered throughout the year.

By the end of June 2012, we celebrated the completion of the state-of-the-art LEED Platinum Public Utilities Commission Headquarters, Betty Ann Ong Recreation Center, Helen Diller Park, Aids Clinic, Potrero Hill Health Center, and the Visitacion Valley, Ortega, and Golden Gate Libraries. We managed a \$50 Million renovation for the Moscone Center, with crews working around the clock; and made significant progress on the \$887 Million General Hospital project including topping off the steel structure of the Trauma Center. Also, we broke ground on the \$164 Million Public Safety Building, the Bayview Library, Lafayette Park, Cabrillo Playground, and began work on many of the City's fire stations.

As host of the International 34th America's Cup sailing race, San Francisco planned major improvements along the Embarcadero to be used as venues. Our engineers worked hard with the Port of San Francisco on the design and construction of the \$100 Million James R. Herman Cruise Ship Terminal at Pier 27, first to be used as the Cup's main venue, then to be converted into San Francisco's World-class cruise ship terminal.

In November 2011, San Francisco voters passed an important bond measure for DPW: the \$248 Million Road Repaving and Street Safety Bond intended to inject additional funds for street and sidewalk projects, bike lanes, and improved access for the disabled. Through close collaboration with other City departments and community organizations, we carefully scheduled all bond projects to make sure they are completed by 2015.

The year didn't pass without major improvements in the way we work together and deliver services. We started implementing our own Enterprise Project Management System to assist in managing projects and we acquired computer tablets for our street inspectors to improve efficiency. Also, our staff participated in several exercises with other departments and continued to play an active role in responding to emergencies. We hosted delegations of engineers from various countries including New Zealand, China, Turkey, Palestine, and Israel, in order to exchange information and ideas. As City Engineer, I travelled with a team of experts to Turkey to inspect and learn from the impact of two devastating earthquakes that hit the Van region in October 2011. Further, we participated in discussions with UC Berkeley scientists to implement the Earthquake Early Warning program, making San Francisco the first city in the nation to invest in such a system.

The projects, activities, and accomplishments are too many to list here and I invite you to read more about our work throughout this report. Moving forward, we are focused on pursuing the highest standards in our designs while achieving long-term sustainability. I look forward to continue leading the design and construction teams of DPW and working on the new projects we have planned for the upcoming years!

# Design, build, and renovate facilities to meet or exceed intended uses

## Capital Projects



### Betty Ann Ong Chinese Recreation Center (\$21 million)

On behalf of the Recreation and Park Department, DPW's Building Design & Construction and Infrastructure Design & Construction provided architectural, landscape design, engineering and construction management services for the new Betty Ann Ong Chinese Recreation Center. Amid lion dancers, musicians, elected officials and hundreds of community residents, the new complex opened to the public on July 14, 2012.

The new building is 24,234 square feet with over 10,000 square feet of outdoor space. The three-level above ground complex has new landscaping, play equipment and a repaved basketball court. The major interior program spaces include a gymnasium, arts and crafts room, weight room, multi-purpose room, and supporting facilities such as offices, restrooms, a kitchen, mechanical and electrical rooms, and storage. Designed as a green building to LEED Silver specifications, though it will likely receive Gold certification, green features include storm water collection on site for irrigation, use of low-emitting materials, daylight for over 75% of spaces, exterior views for over 90% of spaces, increased ventilation, energy efficient HVAC system, air delivery monitoring, and public transportation access.

On September 1, 2011 a topping off ceremony was held where the mayor announced the intention to dedicate the center to Betty Ann Ong, an American Airlines flight attendant during 9/11.



Design, build and renovate facilities to meet or exceed intended uses



## San Francisco War Memorial Veterans Building Seismic Upgrade & Improvements (\$96.5 million)

The War Memorial Veterans Building, designed by Arthur Brown Jr., the architect of City Hall, was formally dedicated on Armistice Day, November 11, 1932. Since then the building has been the site of numerous historic events, the most notable of which was the signing of the United Nations Charter in 1945. In 1989, the Loma Prieta earthquake caused damage at all levels of this historic building. The seismic assessment conducted in 1996 concluded that in a major earthquake, the structure would sustain significant damage and pose appreciable life safety hazards to building occupants. In addition, the building has badly deteriorated building systems, comprised largely of the original 1932 equipment including 80-year old boilers.

On behalf of the San Francisco War Memorial and Performing Arts Center, DPW's Building Design & Construction (BDC) and Infrastructure Design & Construction (IDC) are providing project management, architecture, engineering, and construction management services for the project. The proposed seismic upgrade and improvements will save and transform this underutilized historic civic asset into a vibrant and lively home for arts and veterans organizations. All work on the project will comply with the Secretary of the Interior's Standards for the Treatment of Historic Properties.

The key components are seismic upgrade and earthquake damage repair, facility preservation and modernization, ADA compliance, hazardous materials abatement, and tenant improvements to the basement, first, second, and third floors. The project is scheduled to be completed in mid 2015.



## San Francisco Office of the AIDS Renovation (\$5.3 million)

On behalf of San Francisco Department of Public Health, DPW's Building Design & Construction is providing architecture and engineering services for the San Francisco Office of the AIDS Renovation (SOAR) Project, which consists of 21,280 SF of interior renovation and tenant improvement work on various floors of an eight story 1911 building at 25 Van Ness Avenue. Due to the rapid growth of the AIDS Office in recent years, the existing facilities were no longer able to accommodate current research activities and prohibited further expansion.

Space limitations pose a significant barrier to maximizing the speed, efficacy, and effectiveness of current and future HIV research efforts. The renovation project mitigates many of these issues by reprogramming and redesigning the existing facilities and expanding and consolidating the AIDS Office. The First Floor expansion adds 9,100 SF of new clinical exam, interview, and counseling rooms; additional chart storage; administrative offices and related support spaces. Renovation on the Third, Fifth, and Sixth Floors provides a new community meeting space; more efficient and better ventilated exam rooms; relocation of the Registry optimizing storage and access; and improved offices and workspaces for staff and trainees. Phase 1 (65% of renovation on first floor) is complete as of August 2012, with project completion targeted for early 2013.



**Design, build and renovate facilities to meet or exceed intended uses**



**525 Golden Gate**  
San Francisco Public  
Utilities Commission  
Headquarters  
(\$201 million)

Design, build and renovate facilities to meet or exceed intended uses

DPW's Project Management team celebrated the successful grand opening of the new headquarters of the San Francisco Public Utilities Commission (SFPUC). The new 13-story office building houses 1,000 employees and has been featured in numerous media and industry publications. It is expected to achieve the highest Leadership in Energy and Environmental Design (LEED) certification, LEED Platinum, by utilizing innovative sustainability features such as a 100% on-site waste water recycling system; renewable electricity generation from photovoltaic panels and wind turbines; water conservation through low-flow fixtures; and a highly efficient automated lighting system. The building also utilizes an innovative structural system with post-tensioned concrete vertical cores that will allow for immediate occupancy following a seismic event. It has been designed for a 100-year lifespan, allowing the SFPUC to save rate payers \$3.7 billion over the life of the building (\$500M in today's dollars).



DPW managed the design team that consisted of joint ventured executive architects and 28 sub consultants. The SFPUC Headquarters was constructed ahead of time and within budget. Key building features include a childcare center, café, 68 interior bicycle racks, showers and lockers for employees, \$4.5 million worth of public art, an integrated building management system, photovoltaic panels, wind turbines, underfloor heating and cooling, and automated exterior and interior window shading systems. The project was substantially complete June 2012, two months ahead of schedule.



# Earthquake Safety and Emergency Response (ESER) Bond Program

DPW's Project Management team is overseeing a comprehensive program to enhance earthquake safety and emergency response by ensuring that police and fire facilities and infrastructure are uncompromised in the mission to ensure life safety, particularly after a major earthquake or other disaster. The program also ensures a prompt return of the City to normalcy by seeking to protect the existing housing stock and the economic engine of our City. The City's Capital Plan envisions multiple ESER bond programs. ESER 1 was overwhelmingly approved by the voters in June 2010 and ESER 2 is scheduled to be placed on the ballot in 2013.

## **ESER 1 (\$420.4 million)**

In partnership with the SFPD, SFFD, and SFPUC, DPW is managing the Earthquake Safety and Emergency Response (ESER 1) Bond Program as an initial step to implement the Justice Facilities Improvement Program (JFIP) as well as improve the Fire Department's capacity to fight fires. The three components of ESER 1 include:

- Seismic strengthening and facility renewal of selected Fire Stations (\$73.2 million)
- New Public Safety Building (\$243 million)
- Seismic strengthening of selected above and below ground facilities of the SF Public Utilities Commission's Auxiliary Water Supply System (\$104.2 million)

## **ESER 2 (\$390 million - planned)**

Planning funds have been approved for consolidation of the Forensic Services Division (FSD) into a new location. Current FSD facilities at the Hall of Justice and Building 606, Hunter's Point Shipyard will be vacated. Planning funds have also been approved for relocation of the Office of Chief Medical Examiner out of the Hall of Justice to a new location at 1 Newhall Street. The City purchased the site in late 2011 and conceptual planning is under way.

## **HOJ Replacement Jail (\$435 million – planned)**

The planned replacement of Jails #3 and #4 are part of a larger strategy to replace the Hall of Justice, established in the City's Capital Plan as the Justice Facilities Improvement Program (JFIP). Funds have been approved to commence planning. The initial jail population survey indicates that 900 beds need to be replaced. However, due to funding constraints, the City may choose to construct a Phase 1 replacement with fewer than 900 beds. The City's preferred site is the block immediately east of the existing Hall of Justice on Bryant.





## Public Safety Building (\$243 million)

DPW is managing the construction of the Public Safety Building (PSB) which will provide a new venue for the SFPD Headquarters – effectively the command and control administration of the City’s police department- including the relocation of Southern District Station and a new Mission Bay Fire Station.

Both the Police Headquarters and the Southern District Police station are located at 850 Bryant, also known as the Hall of Justice. This facility is over 50 years old and does not meet current seismic codes and requirements. In the event of a major earthquake, this building is not expected to be operational. The PSB will provide a new venue for these two police elements that are a part of a larger strategy to replace the Hall of Justice, established in the City’s Capital Plan as the Justice Facilities Improvement Program (JFIP).



The project is designed by [HOK and Mark Cavagnero Associates<sup>1,2</sup>](#), in collaboration with the DPW Building Design and Construction (BDC). BDC is responsible for programming, planning and interior design services for 290,000 SF of the Police Headquarters office space, Fire Station 4 and the Police Station as well as the rehabilitation of historic Fire Station #30 that will serve as a multi-purpose facility for the Fire Department and the community.

A ground breaking ceremony was held on September 8, 2011 and construction began in December 2011. The basement level excavation and shoring wall has been completed, with pile-driving underway. The project schedule aligns with commitment to voters, with a target move-in date of fall 2014. Substantial completion is on track and the project is trending below the budget, as evidenced by the cumulative bid prices to date on the 20 out of 30 already bid trade packages.

**Design, build and renovate facilities to meet or exceed intended uses**

## Neighborhood Fire Stations (\$73.2 million)

Fire Station renewal work has historically been underfunded resulting in a significant backlog of renewal needs. At 42 active fire stations, DPW's Project Management team provided detailed planning to identify a focused expenditure of bond funds on scope that is both strategic and cost effective. As a result of this deliberate process of existing conditions' verification and refinement of preferred scope of work, the final reconciled list of projects was accepted by the Fire Commission in April 2012.

The renovation strategy is to address 22 stations with one of three levels of improvement:

- Focused Scope, to correct severe deficiencies of selected building components to assure station functionality for 8 – 10 years at 16 fire stations. DPW Building Design & Construction is providing architectural services on these projects and the Bureau of Building Repair is constructing selected scopes of work such as windows and showers.
- Comprehensive, to correct all deficiencies related to emergency response and health and safety issues, and to renovate, renew or replace major building systems to assure station functionality for 15+ years at one fire station.
- Seismic, to improve seismic performance at five SFFD facilities to conform to current building regulations, as well as to complete a comprehensive renovation.

This year, all projects have commenced planning and design, and construction began on schedule in fall 2011 on the Focused Scope projects.

## Auxiliary Water Supply System (\$104.2M)

DPW provides financial oversight and reporting of the AWSS component of the ESER 1 bond. The SFPUC is responsible for the implementation of this program and has begun comprehensive planning for the modernization of the entire AWSS. The SFPUC is also moving forward with system improvements funded by ESER 1 including the Ashbury Heights & Jones Street tanks, Pumping Station 1, Twin Peaks Reservoir, Pumping Station 2, and the repair and construction of selected AWSS cisterns.

Photo: AWSS Cistern



Design, build and renovate facilities to meet or exceed intended uses



## James R. Herman Cruise Ship Terminal at Pier 27 (\$92 million)

The Port of San Francisco has retained the services of DPW to develop the existing Pier 27 into a new primary cruise ship terminal and public plaza. DPW Project Management is overseeing the \$92 million project with Building Design & Construction providing mechanical engineering and landscape architectural services for the construction of this significant capital project. The joint venture of [KMD Architects and Pfau Long Architecture](#)<sup>1</sup> is providing the architectural and engineering services. These teams will work in collaboration to deliver a complete, efficient, functional, and operational facility within the targeted budget and schedule goals of the project.



With DPW's leadership, the Port intends to transform the existing ten-acre Pier 27 site into a vibrant year-round cruise terminal, public plaza and community facility that meets security and passenger handling demands of the cruise industry, while also allowing for public recreation and special event uses. The terminal will be a 21st century new fresh face for the cruise line visitor designed to stream line the embarking and debarking exercise and enhance their visit to San Francisco. With the award of the America's Cup to San Francisco, the Cruise Ship Terminal at Pier 27 will host its first special event, as the starting & finishing line for the America's Cup. After the Cup is completed, Pier 27 will open as San Francisco's premier cruise ship terminal.

The Project will be constructed in two phases. As a part of the agreement with the America's Cup, substantial completion of [Phase I of the Terminal project](#)<sup>2</sup> will be completed in March 2013. At the close of the event, the Terminal building will be returned to the Port and Phase 2 will begin. Phase 2 includes completing the interior spaces specific to the needs of the Cruise Terminal, landscaping, and the public plaza. The project is on schedule and this fiscal year, the demolition of the former Pier 27 shed and the Administration Building were completed and the contractor erected structural steel and formed the elevator/escalator and sewer ejector pits.



**Moscone Center Capital Improvement Program (\$56 million)**



Design, build and renovate facilities to meet or exceed intended uses

DPW's Project Management team, in partnership with the San Francisco Tourism Improvement District Management Corporation, successfully completed on schedule and under budget, a series of tenant improvements at the Moscone Convention Center's South, North and West buildings. The project not only upgraded the facilities, but employed a "branding" strategy to enhance convention visitors' memories of San Francisco. The "branding" Approach was a creative, colorful, sustainable environment developed by HOK Architects that used a bright and modern palette to showcase our cultures and communities within a backdrop of natural materials from California.

DPW implemented an Integrated Project Delivery (IPD) method to coordinate the services of a Construction Manager / General Contractor (CM/GC) to offer constructability review and cost estimating services as well as to plan and organize the sequence of construction. A key strategy was to schedule the construction work without disturbing important convention activities. To this end, the construction was bid in a series of packages between December 2010 and June 2012.



Work included remodeling restrooms; upgrading HVAC equipment, finishes, and kitchen equipment; and refurbishing escalators. Thirty-seven graphics, depicting San Francisco and the Bay Area's beautiful natural setting were installed on the walls throughout the buildings. Moscone is now considered fully accessible and with the installation of a comprehensive way finding program, convention visitors will find it much easier to navigate throughout its vast spaces. In addition, the installation of a permanent wireless system with the highest density of any facility in the country positions Moscone as a pioneer in the convention industry and places them ahead of their competitors. The project is on track to receive Gold LEED Existing Building Operations and Maintenance (EBOM) certification. Although the project was awarded prior to the local hiring ordinance, the project met 20% local hiring participation and exceeded its LBE goal by 9%, bringing total LBE participation to 27%.

# Branch Library Improvement Program (\$196 million)

DPW's Project Management team is overseeing the largest building campaign in San Francisco Public Library (SFPL) history. Approved by voters in 2000, the Branch Library Improvement Program (BLIP) calls for the construction and renovation of 24 City branch libraries (16 renovations and 8 new buildings) of which 22 are complete and opened to the public. BLIP will provide the public with seismically upgraded, fully accessible, technologically updated, code compliant and modern branch libraries in every neighborhood.



This year the new Visitacion Valley and Ortega branch libraries opened to crowds of neighborhood residents excited to patronize their new, larger, state-of-the-art libraries. The renovated Golden Gate Valley Branch Library reopened and neighbors were very pleased by the historic restoration of their beloved branch.

Designed by DPW Building Design & Construction (BDC), the new 9,945 Visitacion Valley Branch Library replaces one of the smallest facilities in SFPL and features a prominent corner entrance; separate children, teens, and adult spaces; a new program room accessible after hours for community use; a study room; outdoor patios; and different roof heights with acoustical treatments to create quiet spaces. The project received LEED Gold certification.

## Libraries

1. Golden Gate Valley Library (Bruce Lamonte)
2. Visitacion Valley Library
3. Visitacion Valley Library
4. Bayview Library rendering (THA Architecture)

Also designed by BDC, the new 9,300 SF Ortega Branch Library, adjacent to a BDC designed playground, includes a green living roof; a beautiful view to the Pacific Ocean; a program room with sliding glass walls that can be opened for larger programs; an adjacent outdoor terrace; a large reading area; distinct children’s and teen spaces; drought-tolerant and native species landscaping; bioswales to capture water from the roof for use on site; and maximum use of natural light. LEED Silver certification or greater is expected.

## 24 libraries will be constructed & renovated under BLIP



**Libraries**

1. Ortega Branch Library
2. Ortega Branch Library
3. Visitacion Valley Library
4. North Beach Library rendering (Leddy, Maytum, Stacy Architects)

A ground breaking ceremony for the new Bayview Branch Library was held and the building is scheduled to be completed in early 2013. The BLIP is drawing to a close as the last project, the new North Beach Branch Library, went out to bid and is scheduled to start construction in fall 2012.

A dynamic and dedicated team of DPW employees is responsible for managing the planning, design, regulatory approval, construction, and delivery of the libraries; whether designed in-house by Building Design & Construction (BDC) or by private consultants. BDC is also responsible for providing construction management.

## **San Francisco General Hospital Rebuild Program (\$887.4 Million)**

DPW's Project Management team is overseeing the design and construction of the San Francisco General Hospital (SFGH) Rebuild Program on behalf of the Department of Public Health. The program includes the construction of a new state-of-the-art, 284-inpatient bed, nine-story acute care facility to replace the existing hospital that does not meet the current seismic standards. To ensure that the hospital will remain operational in the event of a major earthquake, the new hospital has been designed utilizing base isolation that will allow the hospital to move 30 inches in any direction. The project will be seeking a LEED Gold rating and expects to be completed in 2015.

# **San Francisco General Hospital Rebuild Program**

**Design, build and renovate facilities to meet or exceed intended uses**



This year, the community gathered around the hospital for a [beam signing and topping off ceremony](#)<sup>1,2</sup> to celebrate the final beam lowered onto the building. This milestone demonstrated the project's significant progress which includes the completion of the mass excavation/shoring activities, the construction of the building mat foundation, installation of the 115 seismic base isolators, and the completion of the steel building structure. To create a weather-tight building, the project is proceeding with the off-site fabrication of precast panels for the exterior enclosure.



With today's economy, the part of this project that DPW is most proud of is job creation. Working with the general contractor Webcor, over 140 LBE sub contractors have been hired and over \$59 million awarded to LBE contractors, consultants, vendors and suppliers. As of June 2012, the overall project is tracking 30% for San Francisco resident local hiring with Webcor alone tracking at 41%. In addition 70 CityBuild graduates have been placed onto the project in various trades, including cement masons, laborers, carpenters, and iron workers.

Complementary to the SFGH Rebuild Program is the SFGH Emergency Generator Project. This project is replacing the campus' existing steam-driven turbine engine emergency generators with new reliable [diesel generators](#)<sup>3</sup> that can supply emergency back-up power to the SFGH campus. The Emergency Generator Project continued construction in FY 2011-2012 at the Service Building. Activities included exterior sitework; installation of major equipment – emergency generators, radiators, switchgear, electrical control panels, and load bank; installation of various mechanical, electrical, and plumbing systems including major mechanical ductwork; installation of civil and structural elements including concrete equipment pads, a retaining wall, and drainage system for rain runoff; and installation of fuel oil systems including interior day tank.

# Laguna Honda Hospital

(\$57 million)



After completing Laguna Honda Hospital's much acclaimed replacement program in 2010, DPW's Project Management team is focused on the \$57 million remodel of the existing facility. This project includes seismic retrofit work, additional rest-rooms, office space, open space for modular furniture, remodeled space for material's management, a new area for medical central supply, and a new morgue. The remodel work also includes entirely new electrical, mechanical, plumbing, and fire suppression systems. Completion is estimated for December 2012. Planning for the future abatement and demolition of the F & G wings necessary to complete the main loading dock and final site improvements, is currently underway.

# Building Repair

DPW provides construction improvements, repair and remodeling, and building operations and maintenance for many City-owned buildings, bridges and tunnels. DPW Bureau of Building Repair (BBR) maintenance programs allow the City's day to day work to occur. By working on time and within budget, San Franciscans enjoy accessible, safe and clean public facilities.



1

## **San Francisco General Hospital new learning center floor and paint work (1)**

BBR Soft Floor and Paint Shops worked alongside contractors on the renovation project for the new SFGH Learning Center. BBR Soft Floor Shop replaced approximately 8,000-10,000 sq. ft. of marmoleum, along with new rubber base boards. BBR Paint Shop prepped and painted approximately 7500 sq. ft. of space. They also performed extra repairs and patchwork to walls following the contractor's work. BBR's portion of work came in on time and within budget per the client's restrictions and funding source modifications.

## San Francisco Port Pier 48 (2)

BBR Electric Shop was engaged by the Port of San Francisco to perform a Security Upgrade Project at several Port piers. BBR electricians installed conduit for power and data to facilitate the CCTV camera systems. BBR installed approximately 3000 linear feet of conduit for the Port Authority to upgrade seven piers in preparation for the upcoming America's Cup.

## Pier 40, South Beach Harbor (3)

The San Francisco Redevelopment Agency contracted with BBR Sheet Metal Shop to repair a failing hinge assembly that supports a public ramp to a floating pier. The Sheet Metal Shop fabricated and replaced the ramp hinge for Pier 40 at South Beach Harbor. The original hinge was damaged due to excessive wear and tear from age and excessive breakwaters in the harbor. The BBR Sheet Metal Shop fabricated a heavy duty ramp hinge from stainless steel, which will have an extended life cycle compared to the original hinge made from cast aluminum.



## Board of Supervisors Chambers ADA ramp, rail, dias And clerks desk modification (4)

After many years of design and planning, the ADA modification to the Board of Supervisors chambers came to fruition. BBR Carpentry, Soft Floor, Sheet Metal and Electric Shops performed modifications to this historical chamber within City Hall in preparation for the construction of an ADA ramp rail system. The work involved lowering the president's dais and clerk's desk to accommodate the ramp configuration. Conduits for SFTV, audio, video, computers and power were also set lower to tie into the new elevations for the clerk and president's furniture. New finish wood was crafted to fill the void left by lowering and to match the existing Manchurian oak (which is no longer available in the market place).

### Marin Wall retaining wall (1)

BBR's Sheet Metal and Carpenter Shops worked alongside Street and Sewer Repair's (SSR) Cement Shop and Department of Technology's (DT) Drill Rig Operators during the installation of the new Marin Street retaining wall. This retaining wall is the southeast perimeter wall for the Operations Yard, at 2323 Cesar Chavez St. The old wooden retaining wall was in a state of imminent failure. BBR met with IDC's structural engineers to put together a plan to replace the failing structure. This project is one example of many complex multi-trade projects that BBR completed this year, in partnership with other DPW bureaus.



### Ortega Branch Library landscape irrigation grounds work (2)

Often times some projects need a little help. When the construction of the new Ortega Branch Library project hit a critical point, BBR was asked to assist the Branch Library Improvement Project to help complete the work for the grand opening event. BBR painters worked on the exterior perimeter wall and library interior walls. BBR glaziers finished installing the large sliding glass door trim and sealing trim window interlocking pieces. BBR Soft Floor Shop looked at flawed flooring elements and advised on potential repairs. BBR Carpenter, Plumber and Cement Shops installed the landscape, pavers, retaining wall work, irrigation, and fence/grounds benches and bike racks. BBR Locksmith Shop worked on new panic hardware for ADA modifications. Again, another example of a successful multi-trade project.

# Maintain city facilities to ensure long-term sustainability

## LEED Certification - FY 2011-2012

LEED, or Leadership in Energy and Environmental Design, is an internationally recognized mark of excellence that provides a framework for identifying and implementing practical and measurable green building design, construction, operations and maintenance solutions. LEED certification provides independent, third-party verification that a building was designed and built using strategies aimed at achieving high performance in key areas of human and environmental health: sustainable site development, water savings, energy efficiency, materials selection and indoor environmental quality.

A number of DPW projects have been awarded, or are on target or being designed for LEED certification.

### Certified LEED

#### Gold

- Visitation Valley, Park, and Anza branch libraries

#### Silver

- The Presidio and Parkside branch libraries
- Laguna Honda Hospital replacement – First LEED hospital in California

### Completed projects, targeted, and on track for LEED

#### Platinum

- SFPUC Headquarters

#### Gold

- Moscone Center Capital Improvement Program
- Merced Branch Library
- Golden Gate Valley Branch Library

#### Silver

- Ortega Branch Library
- Betty Ann Ong Chinese Recreation Center - The project is on track to get LEED Silver certification but will likely receive LEED Gold certification, pending USGBC's approval of several construction phase credits.

### Designed for LEED

#### Gold

- Public Service Building
- SF General Hospital

#### Silver

- SOAR first floor renovation

# Establish DPW as the Service Provider of Choice

## Clients

DPW strives to be the service provider of choice for the City and County of San Francisco and its related agencies through the identification of customer requirements and delivery of projects that meet or exceed expectations on quality, schedule, and budget; and to anticipate and prioritize services requiring routine and emergency responses.

The following is a list of client agencies that DPW served during FY 2011-2012:

Adult Probation	Human Services Agency
Airport, San Francisco International	Juvenile Probation
Arts Commission	Library, San Francisco Public
Asian Art Museum	Mayor's Office
Assessor / Recorder	Medical Examiner
Board of Supervisors	Municipal Transportation Agency
Building Inspection	Planning Department
California Academy of Sciences	Police Department
Children; Youth & their Families	Port of San Francisco
City Administrator, Office Of	Public Health, Department of
Controller	Public Utilities Commission
Convention Facilities Department	Real Estate Division
District Attorney	Recreation and Parks Department
Economic and Workforce Development	Redevelopment Agency
Elections	School District, San Francisco Unified
Emergency Management, Department of	Sheriff Department
Environment, Department of the	Transportation Authority, San Francisco County
Fire Department	Treasurer/Tax Collector
	War Memorial and Performing Arts Center

Deliver world-class service





FY 2012-15 Strategic Plan workshop at Treasure Island (Photo by Rafael Ramirez)



# Retain, develop, and recruit a capable, motivated, and diverse workforce

## Letter from the Deputy Director for Financial Management and Administration, Robert Carlson



Delivering world-class service requires world-class employees and our staff have demonstrated this consistently through their hard work, creativity and dedication. From developing and implementing technology that makes our work more efficient and easier to ensuring that our employees get the best training possible; from improving how we communicate our programs and services to the public to inventing innovative programs that address the City's issues, our focus is on creating a highly motivated and capable workforce that delivers.

And our efforts have not gone unrecognized. During FY 2011-2012, Jocelyn Quintos won the 2012 MFAC Public Managerial Excellence Award for her leadership and management of DPW's accounting operations; and the Branch Library Improvement Team and the DPW Joint Paving, Streetscape and Utility Contract Team were also nominated for their outstanding contributions to the City.

DPW continues to make workplace health and safety a priority. Through training and education, we achieved our goal of a 5% reduction in recordable injuries last year, lost work days and preventable motor-vehicle accidents. I would especially like to recognize Larry Marcaletti, a truck driver from the Bureau of Street & Environmental Services, for winning the 2012 National Safety Council Safe Driver Award of Honor for 23 years without a motor vehicle accident!

This will be the second year of DPWStat, a performance management tool that we have been using to help our managers and staff communicate, measure and monitor the performance of key operational activities to improve the quality of service delivered to the public. DPWStat has led to increased equity and speed in response to service requests, reduction of maintenance backlogs, and improved allocation of resources.

Our Information Technology department has been working hard to roll out applications such as the new Sharepoint 2010. They have also invested in the production of online applications that will make working with the City easier, such as eModifications, eHRC forms, and ePayments. These systems will greatly reduce processing time for change orders and payments. Finally, through a collaboration of DPW's Business, IT and Public Affairs offices, we have created a new Contracts and Bids website portal that will consolidate many of our contract-related resources into a single, user-friendly online system.

As we enter FY 2012-2013, I look forward to championing this strategic goal that includes developing a workforce of the highest caliber, pursuing the most relevant and innovative tools to make our work more effective and efficient, and communicating in a manner that is accessible, relevant and interesting to the public.



## Managerial Excellence Awards to DPW

### **2012 MFAC Public Managerial Excellence Award Winner**

Jocelyn Quintos, Division Manager, Business Services Division, Finance and Administration was chosen for her outstanding leadership and management of DPW's accounting operations. Her diligence and dedication, working across many City departments over a mere six months, led to the automation of DPW's Contract Service Orders, Change Orders, and HRC Compliance/Payment Authorization systems. This work resulted in a significant reduction in processing times, faster mobilization of contractors to start work and complete elimination of delays associated with paper-based approval processes.

Also nominated were the Branch Library Improvement Team and the DPW Joint Paving, Streetscape and Utility Contract Team.

### **Other Awards and Nominations**

2011 Green and Blue Awards - Cynthia Chono and Patrick Rivera

- Outstanding Transportation Outreach
- Collaboration for the Climate

American Institute of Architects San Francisco

- Samuel Chui was elected to sit on the board of the American Institute of Architects San Francisco Chapter (AIA-SF)
- Branch Library Improvement Program (BLIP) team won Historic Preservation award for the Golden Gate Valley Branch Library

# Emergency Preparedness



Fleet Week DOC Activation

DPW's Emergency Preparedness Program builds, sustains and improves the department's ability to prevent, protect against, respond to and recover from emergencies in order to save lives and reduce the impact of a disaster. The program goals focus on:

1. People: preparing each employee to carry out their emergency response responsibilities efficiently and effectively
2. Process: enhancing department policies and procedures to prepare for, mitigate against, respond to, and recover from disasters, and
3. Resources: continuously improve the Department's capacity to prevent, mitigate, protect against, respond to and recover from all types of emergency events by working and learning with others.

This past year we focused on establishing Departmental Operations Center (DOC) command and general assignments based on DPW positions rather than on individuals. The DOC Organization Chart was updated with all DPW Sections emergency response team assignments along with highlights of the team's major functions and mobilization locations. To ensure that DPW employees understand their emergency response role, responsibilities and emergency training will be included in the job descriptions of DPW managers and supervisors.

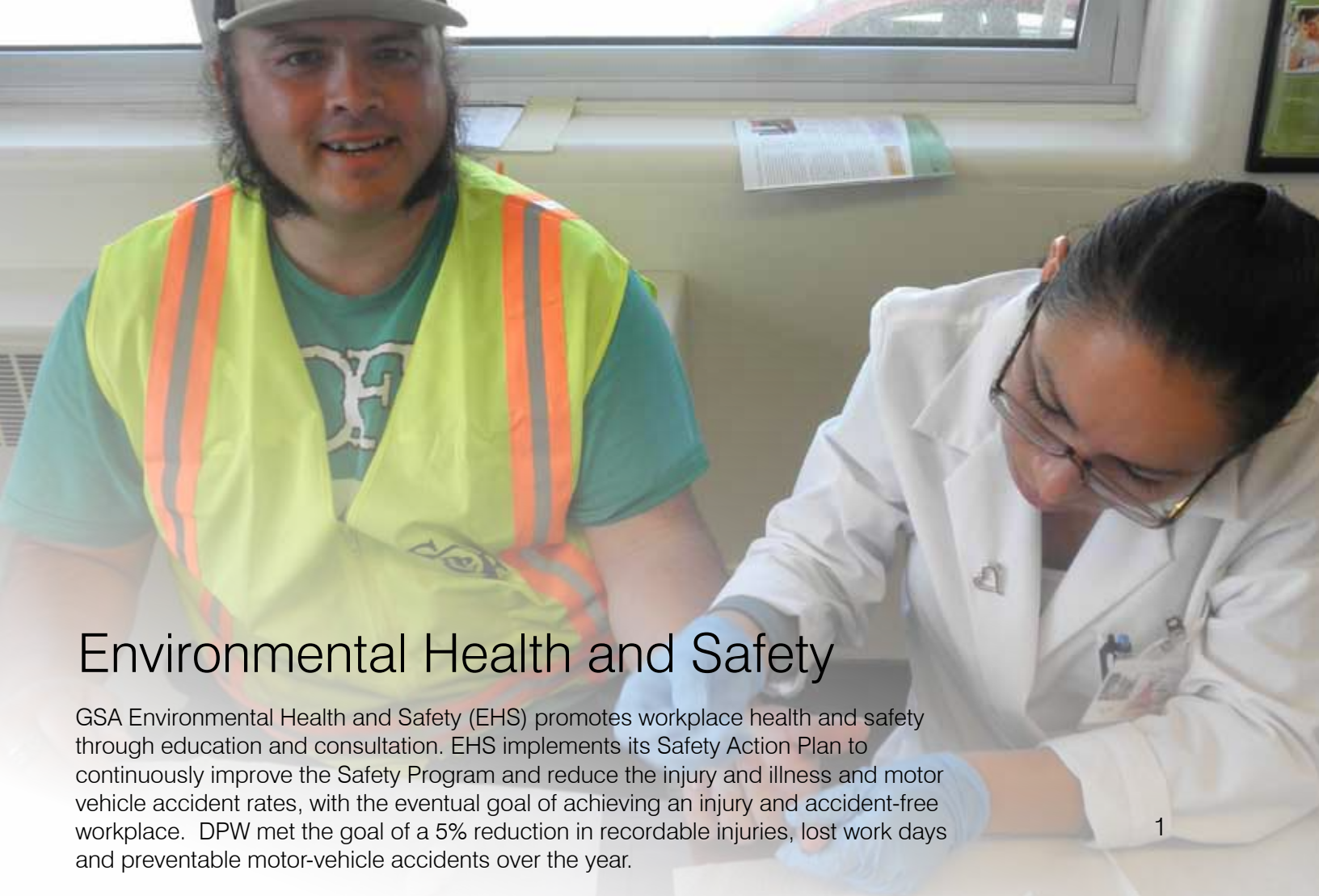
DPW's Radio Room<sup>1</sup> is the center of DPW's emergency communications. The Radio Room is staffed 24 hours a day 365 days a year. It is responsible for receiving, documenting, assigning, and distributing communications and service requests for the department. Information is received and sent through various formats including: 311, phone, email, text messaging, and the 800 MHz radio systems. For improved access, DPW's Emergency Call-out Directory, which provides 24 hour contact numbers and instructions for routing emergency service requests received after normal business was uploaded to SharePoint, DPW's internal website. Radio Room Staff received training on accessing the database and on How to Send a DOC Activation Notice.



This year we participated in drafting the Post Disaster Safety Assessment Guide and plan to conduct training on the guide next year. We also updated the Post Disaster Debris Management Team Guide.

DPW's training and exercise strategy includes real-world events as well as planned exercises. Over the last several years DPW partially activated the DOC for major events such as Fleet Week, Halloween, New Year's Eve, and [Bay to Breakers](#)<sup>2,3</sup> and sent representatives to staff the City's Emergency Operations Center (EOC) for many of the same events. As a result of these activations DPW has trained many more staff on the functions of the DOC and EOC.

In October 2011, DPW participated in the annual California Great ShakeOut. All DPW worksites participated in the "Drop, Cover, and Hold" statewide earthquake exercise and site managers conducted a post disaster Operational Status and assessment report. Field personnel conducted the annual radio roll call and this year was the first time office staff reported to their emergency team mobilization site.



# Environmental Health and Safety

GSA Environmental Health and Safety (EHS) promotes workplace health and safety through education and consultation. EHS implements its Safety Action Plan to continuously improve the Safety Program and reduce the injury and illness and motor vehicle accident rates, with the eventual goal of achieving an injury and accident-free workplace. DPW met the goal of a 5% reduction in recordable injuries, lost work days and preventable motor-vehicle accidents over the year.

## Wellness

EHS held the [5th Annual DPW Health Fair](#)<sup>1</sup> in October 2011. Attended by 400 employees, the Health Fair included free medical screenings, flu shots, chair massages, and information from other city agencies, non-profit groups, and vendors around tips on healthy lifestyles and diets. DPW continued to hold daily stretching in 17 Operations work groups.

## Motor Vehicle Accident Prevention

As part of the efforts to continue to reduce motor vehicle accidents in DPW, drivers received refresher behind the wheel defensive driving training. Monthly safety training focused on use of safety belts and distracted driving.

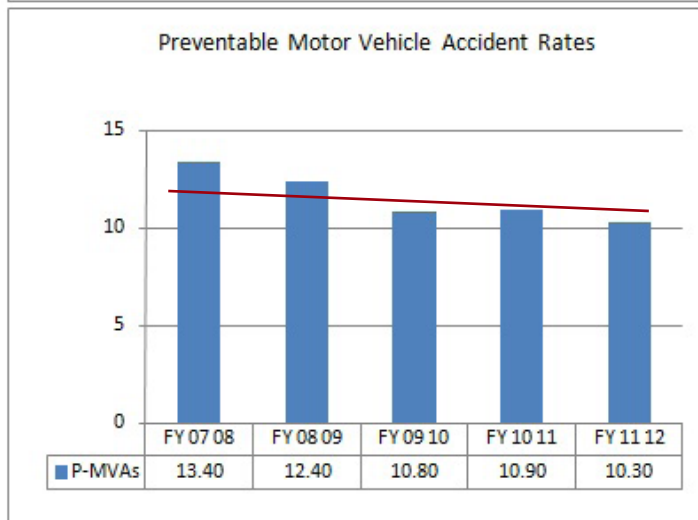
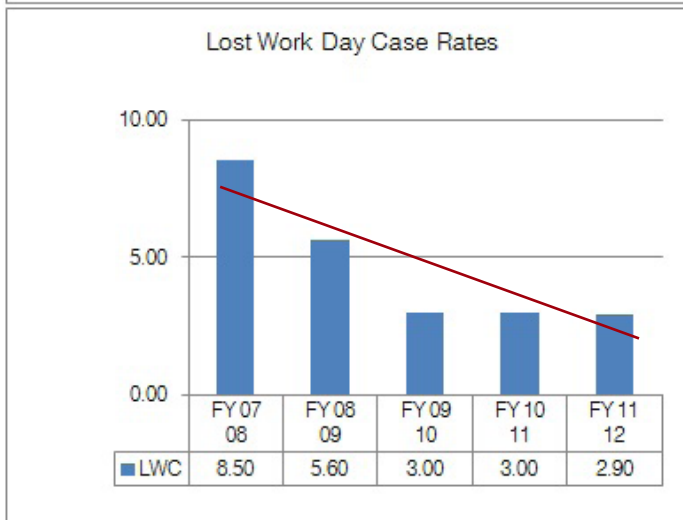
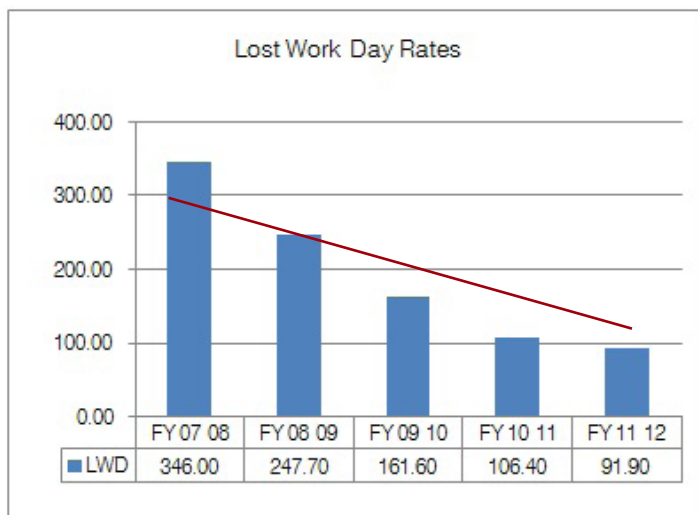


Larry Marcaletti, Truck Driver, Bureau of Street & Environmental Services

2012 National Safety Council Safe Driver Award of Honor Recipient for 23 years without a motor vehicle accident.

Department of Public Works

**Safety Statistics - FY 2011-2012**



Note: Data does not include changes received after 07/05/2012. FY1112 data include records from July 1, 2011 through June 30, 2012. EHS 07/05/2012

**Injury Prevention**

DPW implemented the following strategies to reduce injuries:

- DPW Operations, Bureau of Street and Sewer Repair put two skid steer loaders (bobcats) into service to reduce the injuries to employees who previously used jack hammers for demolition activities.
- The use of heavy equipment in the Cement Shop has reduced injuries by 50 % over the past few years.
- Job specific safety procedures were revised and distributed to Operations work groups.
- Monthly management safety meetings were held to reinforce the message that safety is important. These continued efforts resulted in a significant savings in workers' compensation costs from last year. DPW saved \$284,644 compared to the previous fiscal year.

**\$741,136**

saved last fiscal year in worker's compensation costs

Retain, develop, and recruit a capable, motivated, and diverse workforce



## GSA Training

General Services Agency (GSA) Training & Development has been working closely with DPW on a variety of long term and far reaching programs.

This year marked the premier of the [DPW Management Program](#)<sup>1</sup>. Twenty-five employees participated in this tailored program to support DPW's management competencies. Topics included: Political Savvy, Data Collection, a 360 management skills assessment and individual coaching. Our goal is to continue to build on each successive program with revisions to reflect improvements suggested by participants.

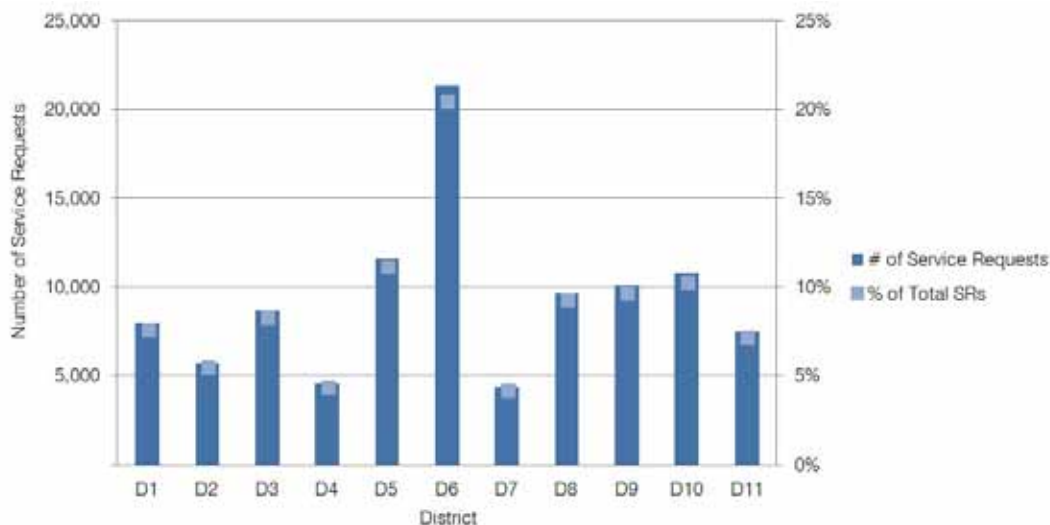
We developed a year-long intensive program for DPW's Supervisor II's and Captains. The goal of this program was to build competency in presentation skills at public meetings. Trainers delivered a monthly skills workshop on topics such as: Presentation Skills, Motivation, Training Techniques, and Seven Habits of Highly Effective People. In addition, each participant was required to prepare and deliver a presentation on a topic relevant to his work. Trainers provided coaching support.

GSA Training worked with DPW to facilitate the development of the DPW FY 2012-2015 strategic plan. The six month process of working with DPW's managers culminated in a workshop held at Treasure Island for 161 DPW employees and key client departments. The implementation of this plan is supported by the development of performance plans tied directly to strategic actions and goals. Training was conducted for each of the division's managers and supervisors.



# Embrace Organizational Efficiency and Innovation

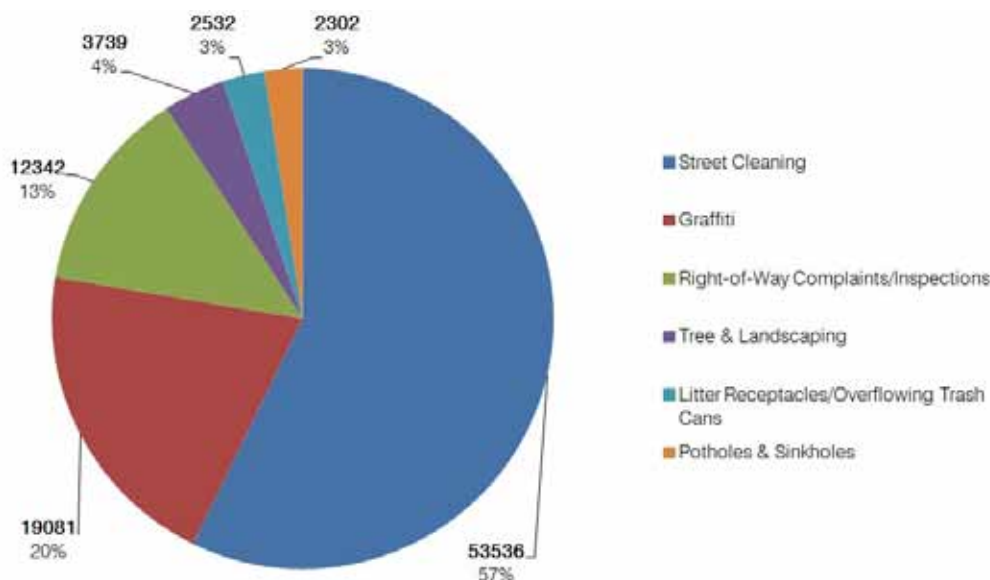
## Total Number & Percentage of FY 2011-2012 DPW Service Requests by Supervisorial District



## 3-1-1 Service Requests

In FY 2011-2012, DPW received about 105,000 service requests from the public, 96 percent of which are from 311. The strong partnership of DPW and 311 ensures the public can find relevant information about DPW services and submit their service requests to a central location. DPW aims to respond to most requests within 2-5 business days.

## Top Service Requests

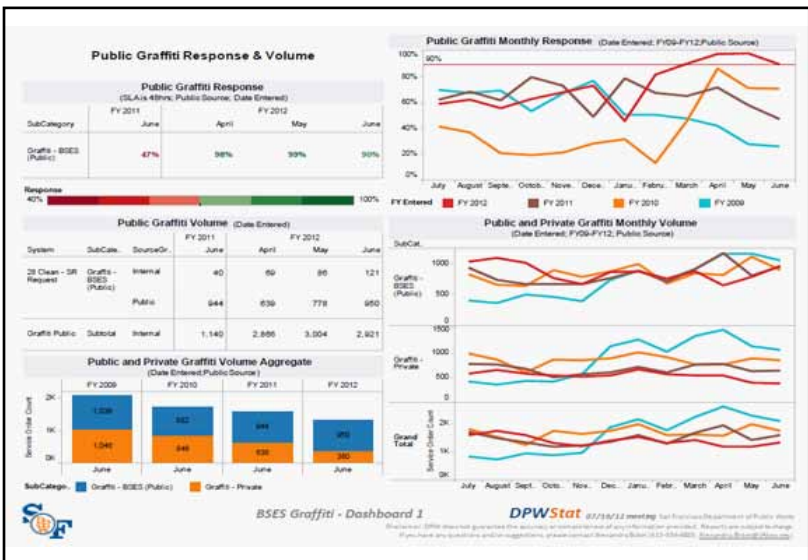
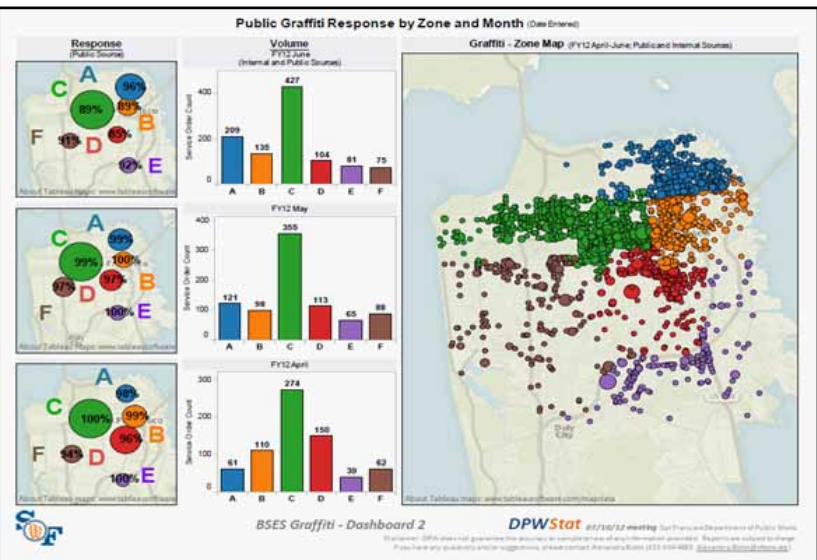




# DPW Stat

Monthly DPW Stat Meeting

DPWStat is a performance management tool that allows San Francisco Department of Public Works managers and staff to communicate, measure and monitor the performance of key operational activities to improve the quality of service delivered to the public. Using Business Intelligence software, the Budget, Finance & Performance Division staff created dashboards on performance using information from DPW's Data Warehouse. Dashboards are reviewed by bureau management on a daily or weekly basis in most bureaus, and monthly meetings are held where managers and supervisors present dashboards to a department-wide audience regarding the services and performance of their bureaus. The process has improved communication and collaboration among multiple levels of managers and staff.



Examples of DPW Stat Dashboards

Sample Accomplishments	Business changes
<b>Inspection Services</b>	
<p>Improved average days to inspect from 42% within SLA (Service Level Agreement, the Department's Goal for time to respond to citizen requests, in December 2010 to 81% in June 2011 and surpassed its SLA goal of 90% in January 2011 to 93%</p> <p>Improved equity of response time throughout City so no neighborhood has consistently longer wait times for requested inspection.</p>	<p>Supervisors began holding weekly internal meetings to review data</p> <p>Reprioritized work locations for inspectors in the field</p>
<b>Street Cleaning</b>	
<p>Improved response times to street cleaning requests in the Southeast part of the City, from an average of 84% within response time SLA to over 95%.</p>	<p>Staff worked with Recology increasing garbage accounts in areas with high volumes of illegal dumping.</p> <p>Prompted evaluation of anti-illegal dumping campaign, "Don't leave it on the Sidewalk."</p> <p>Data revealed how lack of adequate equipment effects response time, and corrective actions were taken.</p>
<b>Graffiti Abatement</b>	
<p>BSES Public Graffiti showed a disproportionate response time throughout all SES work zones. In June 2011 the response time varied from 22% to 64% in Zone E and C respectively. As a result of increased staffing in January 2012, February response times in all zones but notably in Zone E to 79% and Zone D to 89% Responses times continued to improve so in the last quarter of the fiscal year, all zones were achieving response times above 90%.</p>	<p>High volume of service requests and low response time over time revealed the need for an increase in staff levels</p>
<b>Landscape maintenance</b>	
<p>Landscaping crews reduced their backlog by 91% from May 2011 to April 2012 from (289 to 35 service orders)</p>	<p>Improved allocation of resources between incoming service requests and backlog.</p>



## Mobile Food Permits



**182** Permits issued for  
Mobile Food Facilities

The Mobile Food Ordinance was adopted in January 2011. The DPW's Bureau of Street Use and Mapping (BSM) worked with many City departments, including the Department of Public Health and San Francisco Fire and Police Departments to develop a new streamlined permit and inspection process that helps small businesses operate Mobile Food facilities to cater, sell, or distribute food within the public rights-of-way.

The BSM team continues to work with all applicants, small businesses and organizations such as the Union Square Business Improvement District (BID) and the Building Owners Management Association (BOMA) to create and maintain a fair and effective way to allow the Mobile Food Facilities to operate within the public rights-of-way. The objective is to create an excellent opportunity for many small businesses to introduce new types of food and service to the City's residents and visitors with the least amount of impact to existing and surrounding businesses.

During FY 2011-2012, BSM received 72 new applications for mobile food vendors, and issued a total of 182 new permits, including renewals of original mobile food permits previously issued by SFPD and those issued last fiscal year.

## Urban Gleaning



DPW launched the Urban Gleaning Program in April 2010 as part of the City's Healthy and Sustainable Food Program. The DPW Operations Department's Community Programs works with San Francisco residents and businesses to collect fruits and vegetables grown from privately owned trees and community gardens and distributes them to shelters, the San Francisco Food Bank, and to other communities in needs.

The program increases access to healthy and nutritious food for San Francisco residents by partnering with the community to glean and distribute locally grown fruits and vegetables that already exist throughout the City.

The Program adheres to the Healthy and Sustainable Food program directive by coordinating innovative programs that educate food system stakeholders and the general public on the value of healthy food. It also encourages food production and horticulture through urban agriculture using community, backyard, rooftop, and school gardens; edible landscaping and agricultural incubator projects.

This past year, the program collected and donated 2,132 pounds of fresh produce. Access to healthy fruits and vegetables is not available to all who reside in San Francisco. By making these items more accessible through the food bank, DPW is helping to build a healthier city.

**2,132** pounds  
 of fresh produce have been collected  
 for the Urban Gleaning program

# Business Services Division

With a diverse staff of 36 employees including managers, supervisors, professional accountants and financial and contract analysts, the Business Services Division (BSD) works with all nine DPW bureaus, the vendor community and client departments of the City.

BSD reviews and enters the department's accounting and purchasing transactions to the City's online accounting system (FAMIS); prepares grant and other agency billings; monitors job orders to ensure compliance with funding source guidelines; coordinates with granting agencies to prepare City Departments for grant audits; provides administrative support for business systems; and prepares account reconciliations and financial reports. BSD is also responsible for contract administration and compliance; which involves the development and administration of the competitive bidding processes for construction and professional services contracts.



## **Workflow Automation**

BSD used technology to streamline and improve work processes without significant staff increases. In November 2011, the Department migrated its Job Order Automation system from the legacy AS400 application to a web-based context with new features such as the ability to export data to excel, attach documents to a job order and link automatically to other databases. The eJOA and ePMDB systems allow for more efficient processes, user-friendly functionality and better tracking of accounts. Training was made available online, lowering training costs while increasing the convenience and flexibility of learning.

Web based applications implemented in the prior fiscal year continued to contribute to efficiency throughout FY 2011-2012. The following contract and payment statistics capture a portion of the large volume of transactions now processed and electronically approved in a web based application.

- Processed and electronically approved 37 construction contract awards and 15 professional services contract awards. The average contract processing time from initiation to final approval was 11 days for construction contracts and 13 days for professional services.
- Processed and electronically approved 546 contract service orders with an average of 8 days per order.
- Processed and electronically approved 160 construction contract change orders with an average of 11 days per order.

A solid comprehensive training program trained over 400 private contractors (both prime and sub) and 500 DPW end-users. Along with the use of online training, BSD staff personally conducted training classes. BSD continues to maintain excellence in customer service through the establishment of an online support help desk.

Clearly, the Department's workflow automation, using technological tools, streamlined complex processes; reduced errors and inaccuracies; saved staff time; increased productivity; saved storage space; provided information sharing and facilitated contract and payments to vendors. It involved many people in private and public organizations. There have been plenty of awards received in recognition of these achievements. In FY 2011-2012, two key members received individual awards related to organizational efficiency innovation, the MFAC Public Managerial Excellence Award and the DPW Employee Recognition Award.



### **Payment Processing**

The City Charter requires City departments to encumber funds for all purchasing and services needs. During the third quarter of last fiscal year, the Department processed 1,144 direct vouchers, bypassing the City encumbrance requirement, resulting in over half of the citywide count of 2,072 direct vouchers. Through the collaborative efforts, staff from BSD and the Yard Bureau Administration, actively worked with shop foremen and vendors to process requests more quickly. For urgent situations, processing can sometimes be issued under 15 minutes. Reducing the number of direct vouchers not only makes the Department a more compliant department, but also speeds up the payment process. Through their efforts, employees from BSD and the Operations Bureau administration were honored with the DPW Team Recognition Award for Organizational Efficiency and Innovation.

### **Tribute to the Deputy Director of Financial Management and Administration**

FY 2011-2012 was a busy year for the Business Services Division full of system initiatives and special projects in addition to daily operational responsibilities. In recognition of strong leadership in cultivating a healthy, happy and productive environment, staff nominated their Deputy Director, Robert Carlson, for the DPW Employee Recognition Award for Championing Health and Safety in the Workplace. [Jerome Hou and the Operations/OFFMA Payment & Procurement Team won the Embracing Organizational Efficiency & Innovation Award at the annual Awards and Pin Ceremony.](#)

### **Providing Accounting Services to Other City Departments**

Upon the signing of the Memorandum of Understanding (MOU) in September 2011, the Department entered into a partnership with San Francisco Recreation and Parks Department (Rec Park) to support them in all business aspects, from strategic guidance in developing better systems to financial reporting to daily operations, including management of the Rec Park accounting staff. BSD was tasked with taking the lead in implementing this MOU. BSD also partnered with the Controller's Office to provide Rec Park advice on complicated accounting transactions and project closeouts.

# Information Technology Division

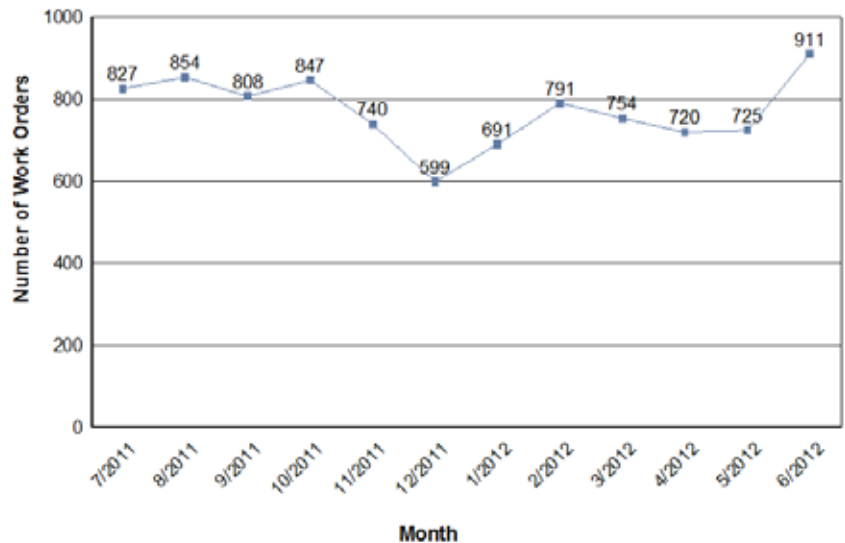
## Help Desk Office

In FY 2011-12, the DPW Information Technology Division (IT) Help Desk provided support for information technology infrastructure services to all of DPW's divisions and bureaus. The Help Desk is a team of seven IT technicians who provide services from installing new hardware and software to resolving printing problems and resetting passwords. Its goal is to provide assistance with the highest level of courtesy and quickest response.

The Help Desk uses a ticketing application that allows users to submit tickets via the intranet, email or telephone call. Based on data gathered from the system, there were a total of 9,267 tickets for the fiscal year. A breakdown of monthly volume is shown in the chart below.

The Help Desk provides support for DPW's in-house SharePoint applications. As the Applications Development Team upgrades the system and rolls out new SharePoint functionality, there is an increase in monthly ticket volume.

### Total Work Orders Opened by Month



## Computerized Maintenance and Management System Project (CMMS)

The division began an enterprise asset and maintenance management system to support and manage properties and public right of ways maintained and operated by DPW and the City's Real Estate Division (RED), managed under the General Service Agency. This system consolidates information that improves coordination and communications between DPW, RED and client agencies. The project is divided into two major phases: Facilities and Right-of-Way. The Facilities Phase has been completed, with the CMMS deployment to RED in September 2010 and the Bureau of Building Repair in February 2011. To date, over 14,000 Service Orders have been managed by both departments since their go-live dates. The Right-of-Way implementation is currently in progress. All Right-of-Way assets managed by DPW, including street segments, intersections, curb ramps, medians, trees, and plazas are stored within CMMS and directly integrated with DPW's GIS system. A major portion of the Bureau of Street and Sewer Repair has been implemented since March 2012. Work performed by the Cement, Sewer and Brick Shops are managed directly within CMMS, totaling over 2,000 service orders.



## DPW Enterprise Project Management Server

Phase I of the Microsoft Enterprise Project Management Server 2010 (EPM) was completed in 2011. The system is used to manage capital projects and replace the old BOA/BOE project milestone databases and applications, and integrated major construction milestone management and reporting functionalities from the BCM Blue Report. It provides the department-wide central platform with the following core functionalities to DPW management, Project Managers (PM), project leads, and all other staff working on various projects:

1. A DPW Standard Project Template to simplify project initiation
2. Ability for PMs to define baseline schedule, budget, & scope, which derive the initial MOU
3. Forecasting, tracking, and updating project schedule and cost
4. Automatic variance calculation & reporting (Baseline vs. Actual)
5. Tracking of project highlights and issues
6. Project workspace for team members to share information and collaborate efforts
7. Collection and present location data in GIS
8. Planning and allocation resources at project level
9. Link up of external project related data with DPW financial, contract administration, utility 5-year plan, and certified payroll from Elation.
10. Flexible and dynamic reporting

## Tablets for Inspectors

IT developed programming for the Android tablet, which district inspection staff will use to complete inspection duties out in the field with real-time information from the central database servers. The inspectors are also able to research past inspections, nearby permits and property owner information in the field, reducing commute time and allowing them to complete more inspections during the day.



## 311 Led Communication Hub

Through the combined effort of a team involving several City departments led by 311, IT built a service request communication hub to transfer service requests and updates between departments' disparate service order management systems - including DPW's CMMS system.

## Address Location System

DPW cleaned, validated and expanded the address dataset to serve the needs of various systems both within DPW and other departments including 311, PUC, Office of the Treasurer and Tax Collector, SFMTA and DT in support of DBI. In addition to official addresses and other known addresses, the system has expanded to include POI (points of interest), city parks, Housing Authority properties and Port properties. For each address record, DPW has also expanded the number of attributes to include not only property ownership data, but also GIS coordinates, alternate address, district numbers and jurisdiction.

# Project Controls and Services (PCS)

DPW established the PCS Division in FY 2011-2012 to assist, augment and provide specialized services to the Building Design and Construction (BDC) and the Infrastructure Design and Construction (IDC). PCS is comprised of experienced architects, engineers, construction managers, inspectors, technicians, cost estimators, and other professionals with a focus on buildings, infrastructure, institutional and transportation projects. PCS works on various capital projects, including projects from other City agencies.

## **Architectural As-Needed Consultant Contracting**

PCS continued to manage as-needed consultant contracts for architectural services. Our current master contracts include four Architectural contracts and four Architectural Medical contracts. The total contact capacity for these contracts is \$8,245,000 and DPW has awarded a total of over \$3.7 million Contract Service Orders.

## **As-Needed Engineering Consultant Contracting**

The As-Needed Engineering Consultant Contracting unit continued to manage 17 master contracts covering six disciplines. In addition, we processed and awarded 7 new master contracts: 4 contracts for Civil/Structural, and three for Surveying. This fiscal year, DPW issued a total of 40 new Contract Service Orders (CSOs) with a total amount of over \$3.8 million, and 21 CSO Modifications totaling over \$600,000. Projects include curb ramp designs, bridge inspection, pump station studies, tree inspections, sewer studies, and marina facilities.

## **CADD/BIM Management**

The CADD/BIM Management unit continued to provide technical support services to the design team in regards to CADD and Revit. We facilitate, implement, and enforce DPW's CAD Standards; install and update DPW's CAD Productivity Tools and related Utilities (CCSFtools). We are currently converting outdated CCSFtools Autodesk VBA scripts to new Windows dot-net type utilities and scripts. We also provide DPW On-Going Revit Training, Revit Content Development, Revit Project Setup & Startup Services, Interference Checking & Conflict Resolution Services, and Revit Project Collaboration with engineers, designers and contractors.

## **Certified Payroll Records Unit (CPR)**

The Certified Payroll Records Unit continued to monitor construction projects in regards to compliance with City, State, and Federal prevailing wages laws via the submission of contractors and subcontractors electronic Certified Payroll Records (CPR). In FY 2011-2012, highlights included:

- 112 projects with a total of over one billion dollars (\$1,026,070,185.00) in contract value, including \$690,000,000 for San Francisco General Hospital Rebuild Program.
- Approximately 16,000 weekly Certified Payroll records were submitted by 696 contractors and subcontractors.
- Copies of over 3,000 pages of certified payroll documents were provided to the public under the Freedom of Information Act and the California Public Records Act.

## **Contract Preparation and Project Controls (CPC)**

Contract Preparation provides support services to the design divisions that include bid document preparation for advertisement and quality assurance review. The Contract Preparation unit provided contract preparation services and QA/QC reviews for projects advertised by DPW. For this fiscal year, CPC advertised 51 projects with a total construction estimate of over \$100 million. Out of the 51 projects, five were advertised as Micro-LBE Set-Aside Programs, and three were Job Order Contracts.

## Cost Estimating and Scheduling

PCS has initiated the Cost Estimating and Scheduling Unit by hiring one staff to be trained to perform such duties. We are in the process of developing the training strategies for cost estimating. Our goal is to have a well trained staff in cost estimating with two years. The project scheduling task will be developed at a later time.

## DPW Procedures

DPW has over 500 written procedures department wide detailing the way our organization conducts business. DPW's policies and practices are outlined in them and require periodic review for compliance with American Public Works Association (APWA) accreditation.

APWA's Public Works Management Practices Manual is the basis for the accreditation program. It contains the practices identified by public works practitioners as being important in providing services. DPW uses the recommended practices contained in the manual as a model for developing or improving its current practices. DPW achieved accreditation for the first time in April 2010, and will strive to achieve re-accreditation in 2014.

## Electronic Document Management

The Electronic Document Management unit continued to provide technical support services to the design teams in regards to archiving and electronic document management. We organize in order to increase the value of our resources, balancing our methods with user-feedback, so that our Archives survive the test-of-time, and may be of use to staff working on future projects. This process is also recognized as "Asset-Management". This fiscal year, EDMS Staff organized and archived 110 closed projects consisting of 36,869 project files.

## Materials Testing Laboratory

PCS provides professional quality control and assurance services through its Materials Testing Laboratory, which is a fully accredited testing laboratory that ensures construction materials used on all City projects are in compliance with contract plans and specifications.

## Site Assessment & Remediation (SAR)

SAR is a Section of the Project Controls and Services group, which provides as-needed environmental and hazardous materials management support services throughout all City Departments. These services are requested from City Departments during the planning, design, and construction phases of a project. SAR seeks to improve operational performance, save time and money, and increase service quality in order to ensure City departments are repeated users of our services.

SAR provides services in the areas of environmental consulting and planning; asbestos, lead, and industrial hygiene consulting; sediment characterization and coastal engineering; hazardous materials abatement; environmental remediation of soils, groundwater, and underground storage tanks; multi-discipline construction management; and developing and designing environmental specifications.

Project highlights include: Sunnysdale Auxiliary Sewer Project; War Memorial Renovation Project; Laguna Honda Hospital Replacement Project; Central Subway Projects for SFMTA; Northshore to Channel Force Main Project; ESER Bond Project; and County Jail#3 – Demolition Phase.

Materials Testing Lab

# Communicate Effectively

## Office of Communications and Public Affairs

The Office of Communications and Public Affairs (PA) educates, informs and promotes DPW projects, programs and services to San Francisco's residents and businesses. The office manages and oversees a variety of special events, responds to public inquiries from residents and the media, develops communications planning for programs and projects, and develops and maintains relationships with businesses and community groups.

## Events

Through attending events across the City, tabling and distributing outreach materials and educating residents about DPW programs and projects, the team was able to reach out and provide education to thousands of people. The events also provide an opportunity for residents to ask questions, relay concerns or give compliments about DPW services. These events provide a personal and direct forum for DPW to engage with the public, which helps the department obtain a detailed and accurate assessment of people's concerns. Events attended this year include the [Chinese New Year Street Fair](#)<sup>1</sup>, [2011 National Night Out](#)<sup>2</sup>, Off the Grid, Carnival and [Sunday Streets](#)<sup>3</sup> on the Great Highway.





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## Press

The Office of Communications and Public Affairs provides clear, concise and timely information to the public via traditional, ethnic and social media. We also distributed over 53 press releases on important public information across topics such as storm preparedness, volunteer opportunities, and capital projects. The office organizes ground breakings and ribbon cuttings for DPW's new buildings, gardens and streetscape projects. Press outreach also provides an opportunity for the department to raise awareness about the its innovative pilot programs, accomplishments, and other cleaning, greening and capital improvement initiatives.

- 4. Public Safety Building Groundbreaking
- 5. Interview with Director Mohammed Nuru at the Ocean Beach Master Plan unveiling
- 6. Newcomb Avenue Streetscape Improvement ribbon cutting ceremony



# Social Media

This is DPW's third year of implementing social media networking tools such as Facebook, Twitter, YouTube and Flickr. Through these tools, we were capable of attracting a larger audience than ever before, in a cost-effective manner - maintaining continuous contact and providing immediate information dissemination in real time. Strategies of driving the public back to DPW's website and a focus on Strategic vision, mission and goals were used to guide postings. Further benefits from social media include increasing DPW's ability to share daily achievements; deliver information about upcoming volunteer events; educate the public about large scale projects; increase methods for open dialogue with constituents; and promote transparency.

DPW has posted 44 videos on YouTube, which received more than 15,000 views; posted over 5,000 Flickr photos which were viewed over 60,000 times. On Facebook, DPW accumulated more than 930 "likes" and made more than 200 posts of information about our programs and accomplishments. With Twitter, we generated 1000 original "tweets" or small phrases of important information, to a group of almost 5,400 followers. In the past year, we have increased our followers by almost 85 percent. These tweets were resent by our followers and posted on Examiner and SFGATE.





[facebook.com/sfdpw](https://facebook.com/sfdpw)



Over **5,400** Twitter followers  
[twitter.com/sfdpw](https://twitter.com/sfdpw)

## Tweets All / No replies

-  **Mohammed Nuru** @MrCleanSF 4h  
@sfdpw participates in City emergency activation exercise at the Operations yard. [yfrog.com/h882112362j](https://yfrog.com/h882112362j)  
Retweeted by SF Public Works  
[View photo](#)
-  **SF Public Works** @sfdpw 4h  
These tutorial... the steps to transform concrete side... [bit.ly/NNU6rW](https://bit.ly/NNU6rW)  
Expand
-  **SF Public Works** @sfdpw 5h  
Crews to move sand from Ocean Beach 8/12-9/12: Great Highway SB (Lincoln-Sloat) closed during work hours. NB unaffected [bit.ly/Sj4JGn](https://bit.ly/Sj4JGn)  
Expand
-  **SF Public Works** @sfdpw 5h  
Let there be light! Another pic of our crew that finished re-lamping the Broadway Tunnel last week [yfrog.com/gy1aggivj](https://yfrog.com/gy1aggivj)  
[View photo](#)
-  **SF Public Works** @sfdpw 13 Aug  
The Great Highway is now open in both directions.  
Expand
-  **SF Public Works** @sfdpw 13 Aug  
RT @mayoredlee War Men infrastructure increase acc... [bit.ly/Nu...](https://bit.ly/Nu...)  
Expand
-  **Carmen Chu** @supervisor 13 Aug  
Sunset Blvd. Clean Up Day is Sat. Aug.25 9a-noon. Call 554-7460 to "adopt a block". DPW provides supplies, but we need your muscle!  
Retweeted by SF Public Works  
Expand



Over **5,000** flickr photos

**261,868**  
 website visits  
 to **sfdpw.org**

## Website

The DPW website<sup>1</sup> continues to be one of the primary methods for the public to access the latest information about our projects, services and events. We have further incorporated our social media capabilities with the website to offer a more dynamic experience, such as including slideshows and videos of projects that are in progress or completed. The website is also an essential source for the public to access city codes, permits, and other valuable information about the maintenance of sidewalks, trees and garbage receptacles.

The office continues to streamline and organize the structure of the website to facilitate navigation and department/client interaction, such as the contracting and payment processes for outside entities to track available projects and status of their payments, respectively.

The Office of Communications and Public Affairs has also helped to guide the implementation of the websites for the SF Better Streets Guide<sup>1</sup>, the Earthquake Safety and Emergency Response Bond<sup>2</sup>, and the Better Market Street Project<sup>3</sup>.



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## Outreach Materials

PA designs and produces outreach materials such as flyers, posters, construction notices, email blasts and the department's Annual Report to inform the public of upcoming events; educate them about City codes and policy changes; inform them of construction in their neighborhood; showcase DPW's work and much more. The office works closely with other divisions and bureaus to produce materials that are accurate, informative, effective and attractive.

## Newsletter

PA continued the trend of using technology to educate the public and DPW employees in a low cost manner, through employee and community newsletters that allow the department to offer dynamic forms of multimedia, such as video and photo sharing to highlight and promote the work of DPW. The employee newsletter provides a vehicle to inform staff about programs, projects, events, and other information within the different areas of the organization. Similarly, the community newsletter serves to highlight DPW's accomplishments to the public and educates them about their responsibilities as residents of San Francisco.



DPW celebrated national Public Works Week from May 21st to May 25th, with a variety of activities showcasing and celebrating the hard work and contributions that our staff makes for the City. The week included project tours, an open house for the public at our Operations Yard and Design and Construction offices, an employee picnic and an employee recognition ceremony.

Tours of DPW projects were given by architects and project managers from significant capital improvement projects, such as the Oceanside Treatment Plant, Transbay Transit Center, Parklets in the Mission area, [Betty Ann Ong Chinese Recreation Center](#)<sup>1</sup> and the new Bayview Library. We also offered DPW staff exclusive tours of Recology's facilities and the new Public Utilities Commission Headquarters at 525 Golden Gate Avenue.

## Public Works Week



PA worked closely with the DPW Operations for [Open House at the operations facility](#)<sup>2</sup>, where students from San Francisco schools came for Stop Litter and Graffiti presentations and participated in hands-on activities, such as filling potholes, bucket truck rides and building planters.

PA also worked with the Building Design and Construction division to host its [First Annual "Exploring Architecture" event](#)<sup>3</sup>, an open house to showcase the work of DPW architects for students around the City. Children from Longfellow Elementary School participated in activities including a treasure hunt, an introduction to architecture and the hands-on design and construction of a Fire Station, which they took home.

The [Annual Pin Ceremony](#)<sup>4</sup> at City Hall this year honored employees for their five to 35 years of commitment to public service and was held in conjunction with the Employee Recognition Ceremony, which honored staff for their significant contributions for the year.



## Construction Management Outreach

Public Affairs is instrumental in informing and engaging the community about upcoming street resurfacing projects, streetscape improvement projects, curb-ramp construction, sewer work, street-signal projects and other utility and infrastructure maintenance. The team reaches out to the public before and during construction in an effort to minimize disruptions.

Though the primary method of notifying residents and businesses about pending construction projects is through mailers, flyer distribution, walking door to door along impacted corridors, and attending community meetings, the office improved upon its outreach efforts significantly by incorporating the use of social media, such as Facebook and Twitter as well as upgrading our website, which encourages the public to visit the website to receive frequent project updates and other important information that impact them. The upgraded site has weekly updates on significant paving projects with contact information, so that the team may coordinate work with the needs of residents and merchants.

The Public Affairs team conducted outreach on projects to ensure that residents, merchants, and people that share the road have access to accurate, consistent, comprehensive, and timely information.

# Expand the SF Economy and Lead in the Creation of Jobs for our Residents



# A message from City Administrator, Naomi Kelly



As City Administrator, I am proud to oversee the Department of Public Works. Their programs and services touch everyone in San Francisco and their workers perform with dedication and skill. One of my main objectives is to ensure that we hire San Franciscans and employ local contractors for City-funded projects to support Mayor Lee's 17-Point Economic Plan for Good Jobs. Working closely with City departments, contractors, and the broader community, we have made great progress towards these goals.

In March 2012, I joined Mayor Edwin Lee, construction industry partners and the community to celebrate the one year anniversary of the landmark San Francisco Local Hiring Policy for Construction. I am proud to declare that DPW reached 37 percent of project work hours performed by San Francisco residents on City-funded construction projects, significantly exceeding a first year goal of 20 percent.

DPW is using our local hire law to put San Franciscans to work by awarding contracts to local businesses and contractors. Also, with its Apprenticeship and Youth Employment programs, they are training the next generation of San Francisco's residents with the skills they need to build lifelong careers. These programs are integral in sustaining our economic recovery.

We are also working closely with DPW and other City Agencies to spur economic development through the revitalization of key corridors such as the Central/Mid-Market area and others identified through DPW's Corridors Program. These efforts will bring in new businesses, attract visitors and transform these neighborhoods into places that are beautiful and sustainable.

In the coming years, I look forward to working with DPW on all of their important programs to bolster our economy and contribute to making San Francisco a world-class city.

# Provide Training Opportunities for San Francisco Residents

## Apprenticeship Programs

San Francisco will invest nearly \$9 billion in improving and maintaining the City's infrastructure through the Ten-Year Capital Plan and create tens of thousands of jobs. DPW is committed to helping San Franciscans attain the skills and experience they need to be part of this growing workforce. In partnership with SF Human Services Agency, JOBSNOW and local unions, DPW apprenticeship programs provide training to hundreds of participants.

### Pre-Apprenticeship Program

DPW's Pre-Apprenticeship Program prepares Public Service Aides for future training as apprentice gardeners and laborers. Participants learn about DPW functions and programs, practice basic record keeping, provide information to the public, assist maintenance workers and gardeners, and much more. They participate in training classes on health and safety; communication skills; graffiti removal including product application and best practices; sweeping and weeding techniques; litter and debris pick-up; equipment and radio use and proper protocol and procedures. Currently DPW employs 106 Pre-Apprentices.



### General Laborer "7501" Apprenticeship Program

DPW's state certified program provides entry level positions to individuals transitioning into laborer jobs. Participants learn to remove graffiti, refuse and dirt, operate power equipment, load and unload material in a safe manner, set up traffic barricades, repair equipment and much more. They participate in training programs and work hand in hand with DPW employees to beautify and maintain city streets, landscaped areas and public facilities in a safe, healthy and attractive condition. Currently, DPW has 24 General Labor Apprentices enrolled in this program.

### Summer Youth Employment Program

DPW hosted the Summer Youth Program, in collaboration with Mission Neighborhood Center, and created 120 jobs for youth for four six-hour days per week, for ten weeks. The program served young adults, ages 16-22, from a variety of at-risk communities, including youth from single parent families, gang injunction lists, on probation and in public housing. This diverse group came together and executed large-scale landscape maintenance projects throughout the City. The goal of the program was to inspire youth around careers in the urban forestry field through tree planting and landscape maintenance projects. Certificates were awarded to the participants who completed the program.

### Gardener Apprentice Program

DPW's Horticulture Training Program provides entry level positions to individuals transitioning into gardening jobs. Participants learn to perform care and maintenance of plants and landscaped areas including planting, pruning and pest control. They participate in training programs and work hand in hand with DPW gardeners to maintain public squares, parks, median strips, playgrounds and other landscaped areas. Currently DPW has 10 Gardener Apprentices.

# Ensure SF Residents and Businesses are Employed on DPW Contracts

## New Mandatory Local Hiring Ordinance

This year DPW managed projects exceeded the required local hiring and apprenticeship goals.

Construction contracts estimated to cost over \$400,000 and advertised after March 25, 2011 are subject to San Francisco's Mandatory Local Hiring Ordinance. Projects that are not 100% locally funded may be excluded from the Ordinance. For covered projects advertised between March 25, 2011 and March 24, 2012, local residents must perform 20% of all project work hours within each trade. For covered projects advertised between March 25, 2012 and March 24, 2013, local residents must perform 25% of all project work hours within each trade. At least 50% of project work hours performed by apprentices within each trade must be completed by local residents.

FY 2011-2012 was the first year DPW had to monitor projects for compliance with the Local Hiring Ordinance. DPW advertised some projects in FY 2010-11, but none of these projects began construction until FY 2011-2012. Because the Ordinance was so new, most of DPW's efforts were spent getting accustomed to the many details of the ordinance, the administrative requirements, and mechanisms for tracking compliance. Near the end of the fiscal year DPW started posting monthly Local Hire project summaries on the intranet so project managers and other DPW staff could monitor project performance.

Local resident participation on DPW projects subject to the Local Hiring Ordinance far exceeded the minimum requirement. 75,924 project work hours were performed on 18 covered DPW projects during FY 2011-12. Of these 75,924 project work hours, 28,719 (37.83%) were performed by San Francisco residents.

DPW also exceeded the required local resident participation for work performed by apprentices. San Francisco Apprentices performed 66.78% (4,011.50) of the total apprentice work hours (6,007)!



**37.83%**  
of project work hours  
were performed by  
SF residents, far  
exceeding our goal of  
20%

# DPW and Local Business Enterprises

Small local businesses that meet the requirements of San Francisco Administrative Code Chapter 14B can apply to the San Francisco Human Rights Commission (“HRC”) to be certified as Local Business Enterprises (LBEs). LBEs are listed in the HRC’s online directory and receive bid discounts on certain competitively bid contracts, and most Chapter 6 contracts such as Construction and Professional Services contain LBE subcontracting goals. LBEs are certified in different categories depending on the types of goods and services they provide and are classified by economic threshold (average annual gross receipts) as Small, Micro, or SBA. Certain contracts can be set aside for competitive bid only to Micro-LBE firms.

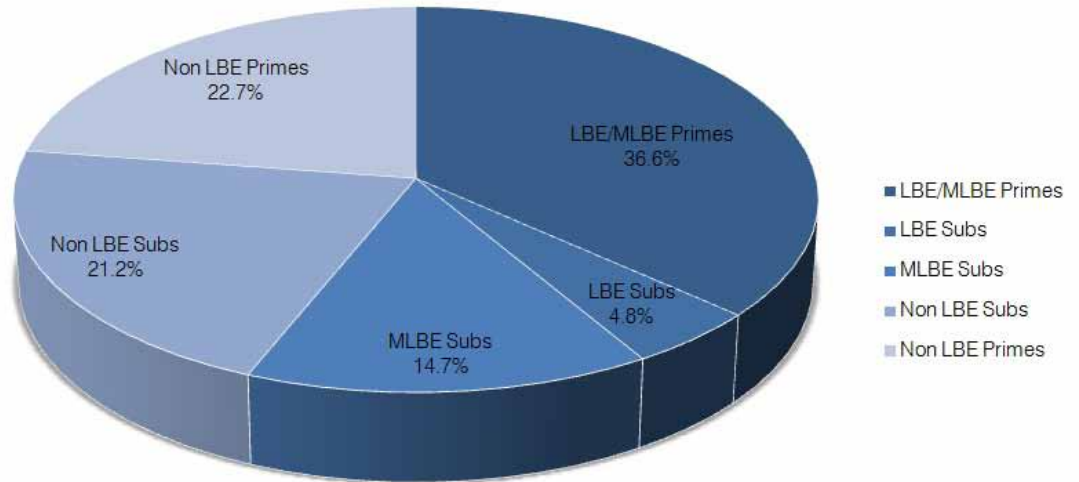
Last year, DPW tracked LBE participation in both Chapter 6 and Chapter 21 (Commodities and Services) contracts. For Chapter 6 contracts, DPW sought to increase LBE participation by bidding and awarding Micro LBE Set-Aside contracts whenever possible. DPW was successful in this regard, awarding 100% (3 of 3) of eligible contracts as Micro Set-Asides, including one Job Order Contract for \$1 million!

For Chapter 21 contracts, DPW focused on increasing LBE participation in Delegated Departmental Purchases (purchases under \$10,000). These purchases account for roughly half of all DPW’s purchases, and they do not have to be formally bid through the Office of Contract Administration. DPW did an excellent job in this category, making \$959,704, or 28.34%, from LBEs.

DPW made 16% of its \$7,318,867 of Chapter 21 purchases from LBEs. \$3,386,715.23 (49%) percent of DPW’s purchases were made through Delegated Departmental Purchases, and \$3,758,332.63 (51%) were made through contracts (Purchase Orders, Departmental Blankets, and City Term Contracts). DPW’s LBE participation in Departmental Purchases and Contracts were 28.34% and 5.53%, respectively.

DPW awarded 30 Chapter 6 construction contracts in FY 2011-2012 that were subject to LBE requirements (Admin Code Chapter 14B). 24 were formal contracts, 3 were informal, 1 was a Micro-LBE Set-Aside, and three were Job Order Contracts (one of which was a Micro Set-Aside). 25 of the 30 contracts were awarded to LBE prime contractors. For the 27 non Job Order Contracts, LBE prime contractors were scheduled to perform 65% and LBE subcontractors were scheduled to perform 28% of the work.

## DPW Job Order Contracts LBE Utilization for Master Agreements 2007 - To Date



### Job Order Contracting

DPW's Job Order Contracting Program (JOC) continues to play a role in streamlining and expediting the process of constructing small building projects. In FY 2011-2012, Project Controls and Services issued three new JOC contracts with a total value of \$7 million in contracts, including one Micro-LBE Set-Aside contract. Total construction awarded through the JOC Program since the first JOC contract in 2003 is \$41.3 million with \$5.1 million of task orders issued in FY 2011-2012.

This year JOCs were used for the SFFD roof replacements at four fire stations, Chinatown Branch Library Façade Restoration, Ortega Branch Library roof repairs and site work for completion in time for the Grand Opening, Telegraph Hill Rockslide rocks removal, various OSHPD projects for the San Francisco General Hospital and various projects for the Fire Department and Recreation and Parks Department.

The JOC program has been successful in expediting procurement of several construction task orders including the Marina Green Restroom Replacement which was time critical for the upcoming America's Cup Exhibition events starting in August 2012, the Kezar Pavilion Gymnasium Flooring replacement project which had a limited schedule of shutdown for construction due to popular use of the facility, and the SFGH Building 30 Learning Center which was time critical to preserve grant funding.

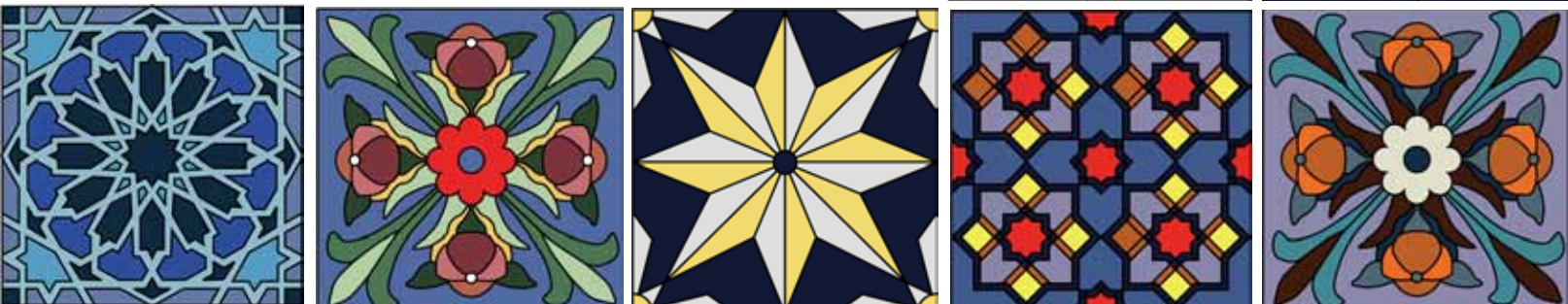
The JOC program has proven to be a very successful vehicle for LBE and Micro-LBE participation as 56.2% of the dollar value of work is contracted to either LBE/Micro-LBE Primes or LBE/Micro-LBE Sub-Contractors since 2007.





## Maintain a database of local artisan manufacturers

DPW prides itself on creating and maintaining beautiful, highly functional, and sustainable facilities. A strategy to design sustainable as well as beautiful buildings, is to use local artisans and manufacturers. For example, the signature tower at the new Betty Ann Ong Recreation Center was covered in Heath Tiles, a company who recently opened a branch in San Francisco. [The mosaic tiles for the renovated Mission Pool \(shown in background\)](#) were individually designed and then fabricated by Fire Clay Tile, a San Jose manufacturer whose owner lives in San Francisco. Cirecast, Inc. has casted historic style door levers, handrails, and lighting features for several City facilities. Julian and Anna Billotte painstakingly restored the ceilings at the renovated Anza Branch Library as well as guiding the signage at the Bernal Heights Branch Library.



Ensure SF Residents and Businesses are Employed on DPW Contracts

# Use DPW Resources to Improve Blighted Areas and Spur Economic Development



To help support the Mayor's 17-Point Jobs Plan, DPW is partnering with several City agencies and the community to improve blighted areas and spur economic development. Key to this goal is the revitalization of the Central/Mid-Market neighborhood and increasing DPW resources in targeted commercial corridors. Last year, DPW contributed by beginning the renovation of a building to house the new [6th Street Police Substation](#)<sup>1</sup>.

Also, the [Better Market Street](#)<sup>2</sup> project intends to create a compelling, enjoyable and attractive street that is always active in its six districts, including the Mid-Market area. Mid-Market would be re-established as the cultural heart of the city: from edgy clubs to more mainstream theaters, the area offers a chance to provide entertainment for all. The former "lights and glitz" spirit of the area would be re-imagined for the 21st century, with many opportunities for the virtual, digital and physical worlds to interact. The plan also envisions UN Plaza as a space for markets, recreation, food trucks, civic events and parades. Planning continues and conceptual designs are expected in early 2013.

In addition, DPW is partnering with the Office of Economic and Workforce Development and local Community Benefit District organizations to identify needed improvements and increase our [Community Corridors programs](#)<sup>3</sup> on targeted blocks. We are also looking into the feasibility of moving some DPW offices onto Market Street, which will contribute to the already growing workforce in that area.

Finally, DPW is a major partner in the Mayor's Invest in Neighborhoods initiative and will be working with other City agencies to increase resources for selected commercial corridors.

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Parklets



Starbucks Global Day of Service



Paving



Apprenticeship Programs



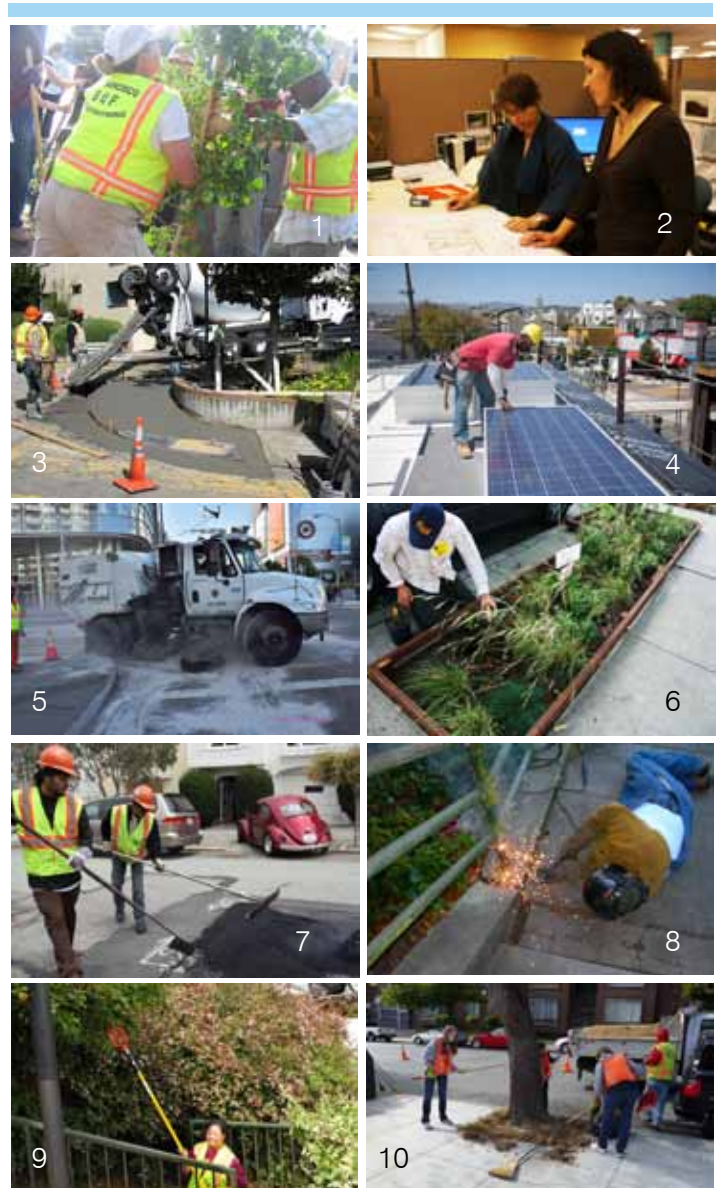
Mobile Food Facilities

# Services and Programs

Provided by the Department of Public Works



- Adopt-A-Street Program
- Arbor Day<sup>1</sup>
- Architecture<sup>2</sup>
- Automatic Public Toilets
- Community Clean Team
- Community Corridors Partnership Program
- Condominium Conversion
- Construction Management
- Curb Ramp Construction<sup>3</sup>
- Engineering
- Graffiti Removal
- Landscape Architecture
- Litter Receptacles
- Maintenance of Public Buildings
- Materials Testing Lab
- Median Maintenance and Landscaping
- Mechanical Street Cleaning<sup>5</sup>
- News Rack Program
- Permits<sup>6</sup>
- Plaza Cleaning
- Pothole Repair<sup>7</sup>
- Project Management<sup>4</sup>
- Public Litter Receptacles
- Sidewalk Inspection and Repair Program
- Site Assessment and Remediation
- Street Construction Coordination
- Street Resurfacing
- Street Structures<sup>8</sup>
- Street Sweeping
- Street Trees
- Subdivision and Mapping
- Surveying
- Urban Gleaning<sup>9</sup>
- Volunteer Programs<sup>10</sup>



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