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*Improving the Quality of Life in San Francisco*

WE ARE DEDICATED INDIVIDUALS COMMITTED TO TEAMWORK, CUSTOMER SERVICE AND CONTINUOUS IMPROVEMENT IN PARTNERSHIP WITH THE COMMUNITY.



# DEPARTMENT OF PUBLIC WORKS

ANNUAL REPORT 2007 – 2008

Mayor Gavin Newsom

Department of Public Works Director  
Edward D. Reiskin



- Cover photos (clockwise from top left):
- Clean Team volunteers plant trees
  - Upper Noe Recreation Center
  - California Academy of Sciences Project
  - Laguna Honda Hospital
  - JP Murphy Clubhouse

Visitation Valley Greenway



San Bruno Avenue Streetscape Improvements



City Hall Dome Window Renovation



Potrero del Sol Park Renovation

# San Francisco Department of Public Works

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## FY 2007-2008 Annual Report

Gavin Newsom  
Mayor

Edwin M. Lee  
City Administrator

Edward D. Reiskin  
Director, Department of Public Works

### Mission Statement

“Improving the Quality Of Life in San Francisco”

We are dedicated individuals committed to teamwork, customer service and continuous improvement in partnership with the community.

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## A Message from the Director

The Department of Public Works (DPW) serves residents, merchants and visitors of San Francisco with a focus on quality customer service, teamwork, and continuous improvement. Public works services are vital to the lives of every person in San Francisco. They include managing street construction and resurfacing, planting and maintaining city-owned street trees; designing, constructing and maintaining city-owned facilities; inspecting sidewalks and roadways; constructing curb ramps; cleaning streets and public spaces; removing graffiti; and leading volunteer activities that clean and green our City.



DPW embarked on and completed several projects this fiscal year that improved the quality of life in San Francisco. From small neighborhood beautification projects to internationally-recognized capital improvements, DPW has served San Francisco with the highest level of innovation and customer service. DPW is especially proud of its role in delivering the new California Academy of Sciences, which received a Leadership in Energy and Environmental Design (LEED) platinum rating and opened to the public September 2008. The department continues to deliver high quality library upgrades through the Branch Library Improvement Program, which will upgrade 24 of the City's branch libraries by 2011.

DPW carries out its mission through partnerships with the community and this fiscal year, the department led thousands of volunteers in dozens of community beautification projects including, large scale tree plantings in the Western Addition, graffiti abatement throughout the City and transformed vacant public land into beautiful gardens. DPW continued to work closely with the City's 311 Customer Service Center to streamline public requests for public works services. Our partnership with 311 allows DPW to receive timely information from the public about neighborhood needs, dispatch crews quickly, and track our results.

During the fiscal year 2008-09, DPW will embark on a Mechanical Sweeping Improvement Program to align our street cleaning services with neighborhood needs. We will also embark on a strategic planning process to guide our work over the next three years and we will pursue an accreditation with the American Public Works Association. These endeavors ensure we are delivering our services to the highest level of quality, while serving the needs of our residents.

This Annual Report provides information about the important work performed by our committed staff and outlines our achievements. Your feedback is welcome. If you have questions or comments, please go to [sfgov.org/dpw](http://sfgov.org/dpw) or contact my office at 554-6920. An open dialogue with the public is important to the success of DPW and I look forward to hearing from you.

Sincerely,

A handwritten signature in black ink, appearing to read "E. Reiskin". The signature is stylized and fluid.

**Edward D. Reiskin**  
**Director, Department of Public Works**



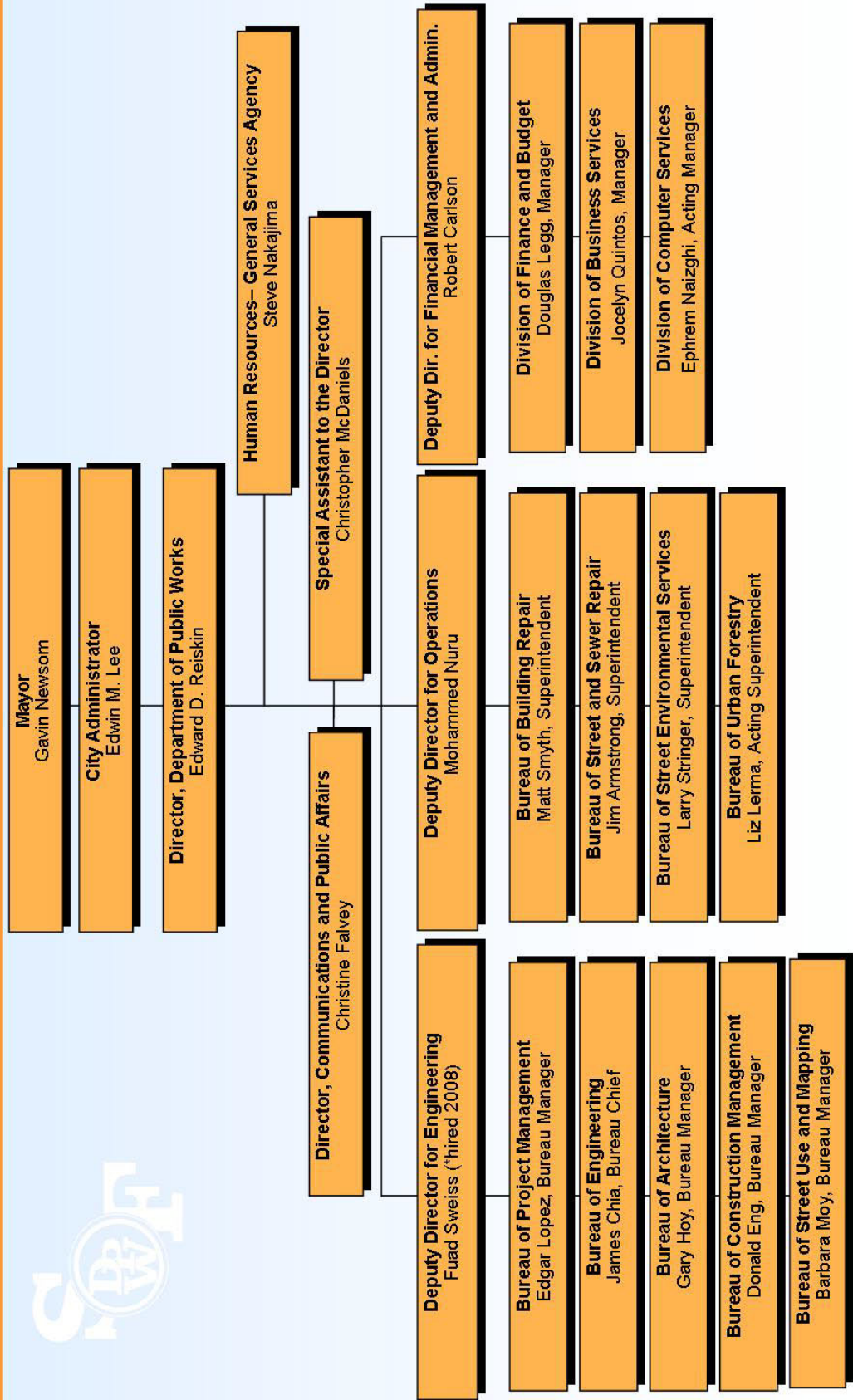
## Overview

The Department of Public Works 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 1,500 employees.

The agency is comprised of:

<b>Operations Bureaus</b>
Bureau of Building Repair (BBR) Bureau of Streets and Sewer Repair (BSSR) Bureau of Street and Environmental Services (BSES) Bureau of Urban Forestry (BUF) Community Programs
<b>Engineering Bureaus</b>
Bureau of Project Management (BPM) Bureau of Engineering (BOE) Bureau of Architecture (BOA) Bureau of Construction Management (BCM) Bureau of Street-Use and Mapping (BSM)
<b>Office of Finance and Administration</b>
Finance and Budget Division Business Services Division Computer Services Division
<b>Office of Communications and Public Affairs</b>
<b>General Services Agency</b>
Environmental Health and Safety Training and Development

# Department of Public Works Organizational Chart





## **OPERATIONS BUREAUS**

**Deputy Director, Mohammed Nuru**

### **Bureau of Street Environmental Services**

#### **Graffiti Removal**

DPW issues private property owners Notices of Violation alerting them to remove graffiti from their buildings. DPW's Bureau of Street Environmental Services notified 4,539 owners in FY 2007-08.

DPW provides graffiti abatement services to other city agencies and strives to meet Mayor Newsom's goal of abating graffiti within 48 hours of a report. DPW abates graffiti on city property, documents the work, and sends an invoice to the responsible agency. In 07-08, DPW abated 41,773 street structures and painted over 810,000 square feet of vandalized property.

#### **Mechanical Street Cleaning**

Mechanical Street Sweeping is the core of DPW's street cleaning program. In fiscal year 2007-08, more than 90 percent of all City streets were swept mechanically at least once per week, with several being swept seven times per week. DPW cleaned more than 150,000 curb miles and removed 27,807 tons of debris from San Francisco's streets this fiscal year.

This fiscal year, DPW continued to study the effectiveness of its Mechanical Street Sweeping Program. Several studies and reports have suggested that DPW's operations could improve by adjusting frequency and still keeping the City clean. DPW recently developed standards for its mechanical street sweeping program; published a Street Maintenance Standards Manual and Evaluation Form to evaluate efficiency and effectiveness; solicited an objective analysis of our work comparing it to best practices in other cities and against industry standards by hiring an independent consultant; and considered a Controller's Annual Report on Parks, Streets, and Sidewalk Maintenance, which suggests changes to the program based on data that rated some streets clean just before scheduled mechanical sweeping. As a result of this comprehensive evaluation, DPW will change the frequency of mechanical street sweeping on city streets where data and customer feedback indicate that we can adjust our schedules with minimal impact on cleanliness. Changes will occur during fiscal year 2008-09.

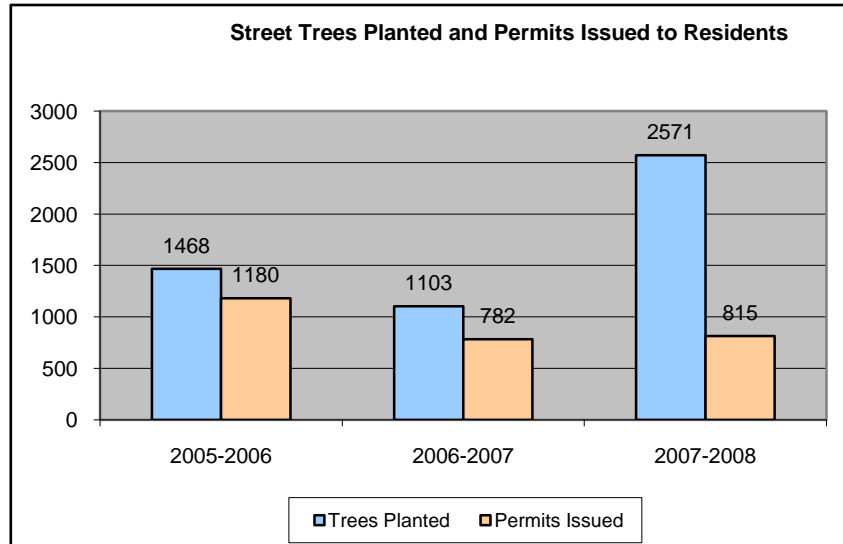
## Bureau of Urban Forestry

The Bureau of Urban Forestry (BUF) plants and maintains street trees, maintains and protects medians and other open space, and supports the greening efforts of residents through the issuance of permits to plant trees, outreach, and code enforcement.

### Planting Street Trees

With the continuation of Mayor Newsom's greening initiative to plant 5,000 trees per year, DPW is responsible for more street trees than at any previous time. The Department now maintains about 35,000 street trees and it is estimated that other agencies and private property owners maintain about 60,000 street trees.

This past year, the San Francisco Giants donated enough funding to plant trees in 800 empty tree basins throughout the City.



The 2008 Arbor Day celebration occurred along Webster Street, and adjacent streets in the Western Addition neighborhood. DPW planted 45 trees and 99 shrubs with community volunteers and children from around the City. As part of the celebration, a Green Resource Fair was held that included major greening non-profits and agencies providing public



**Deputy Director for Operations, Mohammed Nuru, and Mayor Gavin Newsom plant a ceremonial tree for Arbor Day 2008.**

education about tree planting, sidewalk landscaping, recycling and many more environmentally focused initiatives and programs. Tree crews from BUF demonstrated tree climbing and tree maintenance and care. The weeklong Arbor Day celebration was kicked off with the transformation of a cement median into a garden and the planting of a flowering Cherry tree on Webster Street at Grove Street, in honor of community artist, Ruth Asawa, who was present for the tree dedication by the Mayor.

## **Beautification and Maintenance**

DPW continued significant beautification projects throughout San Francisco in 2007-08. These projects unify and green our neighborhoods and commercial corridors while improving major gateways into the City.

The Bureau concentrated maintenance efforts along Sunset Boulevard, removing dead and declining trees, and pruning many large pines and cypress trees for public safety. Other large corridors also received maintenance including Folsom, Guerrero, Hyde and Pine streets, Junipero Serra Boulevard, Persia Avenue, and along Van Ness Avenue.

## **Significant Greening Projects**

- Transformed a cement triangle median at the Duboce Avenue and Mission Street intersection into a garden with irrigation. This effort was completed in collaboration with DPW's Bureau of Building Repair and Caltrans.
- Installed drought tolerant plants, boulders and decomposed granite at the intersection of Golden Gate Avenue and Taylor Street.
- Installed a fence and added new landscaping on a median along Geary Boulevard from Divisadero Street to Baker Street with partners at Kaiser Permanente. In addition to beautifying the area, it also deterred people from jaywalking.
- Built a new landscape median and planted nine olive and four cherry trees at the parking lot on Van Ness Avenue at North Point Street.
- Performed semi-annual maintenance of 81 hanging flower baskets.
- Applied wood chips at all on and off ramps at Highways 80, 101 and 280.
- Planted and installed flax in large fiberglass planters along Alemany Boulevard at Brotherhood Way and Portola Street at Twin Peaks Boulevard medians.
- Began developing a tree farm at Log Cabin Ranch in La Honda by co-hosting three volunteer workdays in partnership with the Juvenile Probation Department.

BUF hosted the Summer Youth Program with Mission Neighborhood Center, creating 120 jobs for youth for a ten week period during the summer. The program serves young adults, ages 16-24, from a variety of communities, including single mothers and fathers, youth on gang injunction lists, on probation, and from public housing, who came together and performed large landscape maintenance projects throughout the City. The program not only provides work opportunities for youth, but also inspires them to consider careers in urban forestry. In addition, BUF planted 250 trees citywide through its 7501 Horticulture Training Program, which provides entry level positions to individuals transitioning into gardening jobs.

## **Sidewalk Maintenance**

The BUF Cement Shop provides repairs for right-of-way street structures such as stairways, landings, retaining walls, and walkways using gas tax funding. BUF also uses local sales tax funds to provide cement repairs around City-maintained trees including sidewalks, curbs and gutters damaged by tree roots.

The Cement Shop created 1,450 sidewalk basins for new tree plantings for the Mayor's tree planting initiative this year. BUF and the Bureau of Engineering built 376 accessible curb ramps with yellow, detectable surfaces on sidewalks to improve access for people with disabilities. The Cement Shop also provided maintenance and repair to City-owned buildings such as fire stations, police facilities, Laguna Honda Hospital and City College.

## **Bureau of Street and Sewer Repair**

The Bureau of Street and Sewer Repair (BSSR) keeps the streets of the City safe for motorists, bicyclists, pedestrians and commercial vehicles through its pothole and patching programs and sewer repair work.

BSSR:

- Responded to more than 13,000 roadway defects
- Patch paved 185,000 square feet of street surface
- Used 2,700 tons of asphalt for pothole and patching

### **Street Resurfacing**

BSSR works in partnership with DPW's Bureau of Engineering to resurface City streets. During the fiscal year, BSSR paved 94 blocks. A large percentage of these blocks were resurfaced with 15 percent recycled asphalt pavement supplied by the City's own asphalt plant.

DPW developed a new cost-effective Proactive Pothole Sweeping Program that prioritizes patch routes based on street pavement scores and data, including traffic volumes, and the presence of bike lanes and bus routes. Through this program, the department can focus its resources in areas where potholes likely exist and where the street usage is the highest.

The department expects that pothole complaints will decrease as crews find and fill more potholes proactively. The program also tracks sewer depressions to quickly identify sewer repair needs.

### **Sewer Repair**

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 sink holes, which are a public safety hazard. DPW crews responded and placed more than 1,200 tons of asphalt related to sewer repairs and depressions at the direction of the SF Public Utilities Commission (SFPUC). DPW repairs sewers so that sewage backups, street collapses and basement floodings are minimized. The bureau made 287 sewer related repairs this fiscal year.



## **Trenches**

A variety of agencies and contractors excavate trenches in City streets in order to install, repair and maintain utilities. To reduce the inconvenience and danger to the public that open trenches can pose, DPW paves trenches to a seamless and smooth street. This past year, BSSR paved 88,500 square feet of trenches along city streets—restoring them to a smooth condition.

## **Asphalt Plant**

The Municipal Asphalt Plant produces hot asphalt for DPW crews to pave and fill potholes. The plant produced more than 36,000 tons of hot asphalt this past year, the largest amount it has produced in 15 years. DPW also sold nearly 20,000 tons of asphalt to private contractors.

Currently, DPW includes 15 percent recycled asphalt in the asphalt it produces. And as the technology evolves, DPW hopes to fill potholes and patch pave more streets with recycled materials, minimizing the impact to the environment and decreasing debris that goes to the landfill. DPW provided a demonstration of an asphalt recycler; which showed the production of the material using 100 percent recycled products.

## **Sand Removal at Ocean Beach**

BSSR manages and oversees the relocation of sand along Ocean Beach. This effort allows the City to reuse and redistribute sand while minimizing recession along the beach front. This past year, DPW relocated 75,000 cubic yards of sand from the promenade, a walkway along Ocean Beach, to low-lying areas south of Sloat Boulevard.

## **Bureau of Building Repair (BBR)**

The Bureau of Building Repair (BBR) provides construction, repair, remodeling, and facility management services to City-owned buildings. BBR is also responsible for providing operations, maintenance, and custodial services for DPW facilities and other City departments including emergency repair services, 24-hours a day.

Highlights include:

### **Van Ness Avenue Irrigation Repairs**

BBR repaired and replaced irrigation lines along the median on Van Ness Avenue. These repairs prevented the irrigation system from further leaks while helping to sustain the beauty of the landscape.





### **Youth Guidance Center Court Improvement Project**

The project provided the courts with new ballistic resistant glazing, Heating Ventilation and Air Conditioning (HVAC) heat pumps, energy efficient lighting and interior court space painting/restoration.

### **Alemanly Trumble Stair Structure Lighting Enhancement**

BBR installed pedestrian lights to illuminate the stairway at Alemanly and Trumble Streets.



### **Francisco Stairway Replacement Project**

The Francisco Stairway, located between Grant Avenue and Kearny Street, received a major facelift. The stairway is an important structure that links the Telegraph Hill and North Beach neighborhoods. This was a team effort that involved BBR, BUF and crews from DPW's Engineering bureaus. The project is a multi-phase effort with Phase III scheduled in 2009.



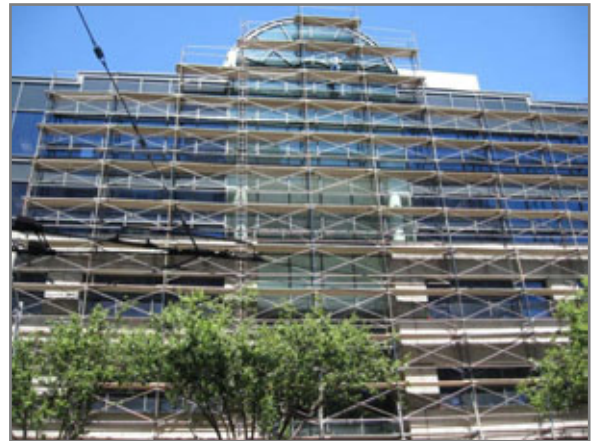


### **EMERGE Project Space Improvements**

BBR removed and installed 4,000 square feet of flooring and constructed a stairway at a city-owned building located at 25 Van Ness Avenue. The project included interior and exterior retrofits. BBR installed pendant energy efficient light fixtures, provided electrical services, fabricated and installed chair rails, and painted the interior of the building.

### **Caulking Project for 1650 Mission**

BBR repaired leaks at 1650 Mission Street. BBR coordinated the scaffolding and caulked glazing to eliminate water intrusion. The interior walls and ceiling were also cleaned of water stains.



## **Community Programs**

### **Adopt-A-Street**

The Adopt-A-Street Program is a public and private partnership between the City and its residents and merchants to keep the sidewalks clean and beautiful. The program is simple: groups or individuals agree to adopt a block and take responsibility for keeping it clean of litter, graffiti and illegal dumping. In return, DPW provides free cleaning supplies, trash pickup, and support for neighborhood clean ups and public





recognition. During this fiscal year, 118 new members joined the program, bringing the total membership number to 1,379. Adopt-A-Street was founded in 1998 and celebrated its 10<sup>th</sup> Anniversary this year during Public Works Week. The event honored volunteers who have been sweeping their sidewalks since the program began.

### **Community Clean Team**

The Community Clean Team engages communities and volunteers in beautifying merchant corridors, schools, open spaces, parks and gardens by organizing a Saturday cleanup event in each of the City's eleven supervisorial districts. In FY year 07-08, more than 3,300 volunteers and 60 community groups participated.



Highlights include:

- Swept 325 blocks of sidewalks, curbs, and alleyways.
- Cleaned 3.6 miles of coastline.
- Planted 1,578 street trees, bushes, and plants.
- Cleaned 1,022 tree basins.
- Applied 231 cubic yard of wood chips on center medians, islands, lots, and parks.
- Removed graffiti from 3,000 pieces of public furniture and property.
- Removed graffiti from more than 86,000 square feet of public space.
- Cleaned eight public school campuses, community gardens, and parks.

The 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. The Clean Team produces additional cleanup events throughout the year at the request of community partners and neighborhood groups.

Clean Team partners include the Recreation and Parks Department, the Sheriff's Department, the Municipal Transportation Agency, the Mayor's Office of Neighborhood Services, SF Parks Trust, all of the District Supervisors' Offices, the Police Department, and the Department of the Environment, and Walgreens. By the end of the fiscal year, the San Francisco Housing Authority also partnered with the Clean Team; which resulted in the cleanup and beautification of four housing development sites.

Norcal Waste Systems, Inc. and San Francisco Clean City are also key partners in the program. They provide the Gigantic 3 Program, which offers residents bulky item drop off, recycling and composting opportunities during their district's Clean Team month. In 2007-2008, Norcal collected 211.4 tons of debris, with a 42 percent waste diversion rate.



### **Graffiti Watch**

DPW's Graffiti Watch Program is a citywide volunteer effort to prevent and remove graffiti from public property, including street furniture such as post boxes, street signs, litter receptacles, utility poles and other surfaces that are defaced by taggers. During the past year, 74 volunteers signed up and participated in keeping a four-block area around where they live, work, or go to school free of graffiti.



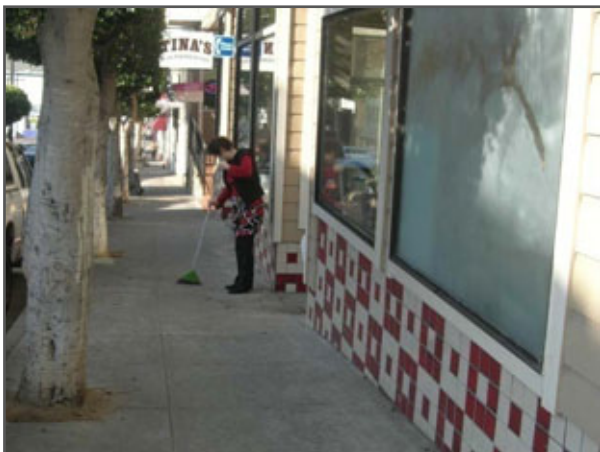
The program's goal is to keep San Francisco's streetscape graffiti-free through vigilant community involvement. DPW, working with the Graffiti Advisory Board, the Police Department and community leaders, empowers residents to take ownership of their neighborhoods.

Volunteers include residents, businesses, neighborhood improvement associations, and high school volunteer groups.

### **Community Corridors Partnership Program**

The Community Corridors Partnership Program provides coordinated and expedited services San Francisco's merchant corridors to keep them clean, green, and vibrant. The pilot program began in 2006 when Mayor Gavin Newsom, in partnership with the Board of Supervisors, launched a citywide initiative to keep 200 of the busiest merchant corridors free of litter and graffiti. Since its inception, residents and merchants have noticed visible improvements to their corridors. Participation among merchants has also increased.

DPW employees, known as the Neighborhood Ambassadors, sweep litter from the sidewalk, clean tree basins, report graffiti and identify and resolve street conditions. DPW provides outreach to merchants to educate them about their responsibility to comply with city codes meant to keep streets clean. The program provides regularly scheduled 'Eco Blitzes' where city staff flush sidewalks, steam clean around litter receptacles, and abate litter.



The program improves the cleanliness of our most-traveled merchant corridors; educates merchants about City Codes and cleanliness standards; provides resources that empower merchants to care for their storefronts and sidewalks; and encourages property owners to form Community Benefits Districts.

**Street Parks**

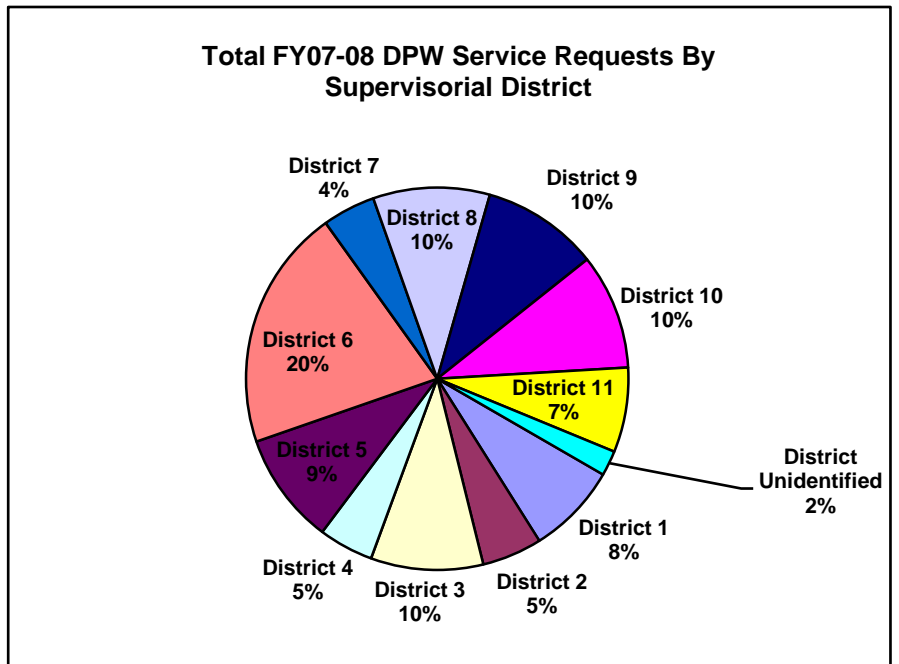
Street Parks is a partnership between DPW and the San Francisco Parks Trust to create public open-space gardens located on city-owned public rights-of-way with the partnership of neighborhood groups. There are numerous undeveloped public open spaces such as vacant lots, rights-of-way, street medians and weedy hillsides; which are in disrepair and subject to illegal dumping and other unwanted activity. A Street Park is a community-managed public open space that transforms these formerly unused plots of land into gardens.

During this fiscal year, garden tools company Fiskars awarded the Goettingen Neighborhood Street Park with \$75,000 to support a complete garden makeover. The initiative included donated labor, design time, project coordination, tools, plants and all the necessary supplies. Since the Street Parks Program began in 2002, 170 people have registered to develop new gardens and street parks. There are now 28 completed street parks and 50 in progress.

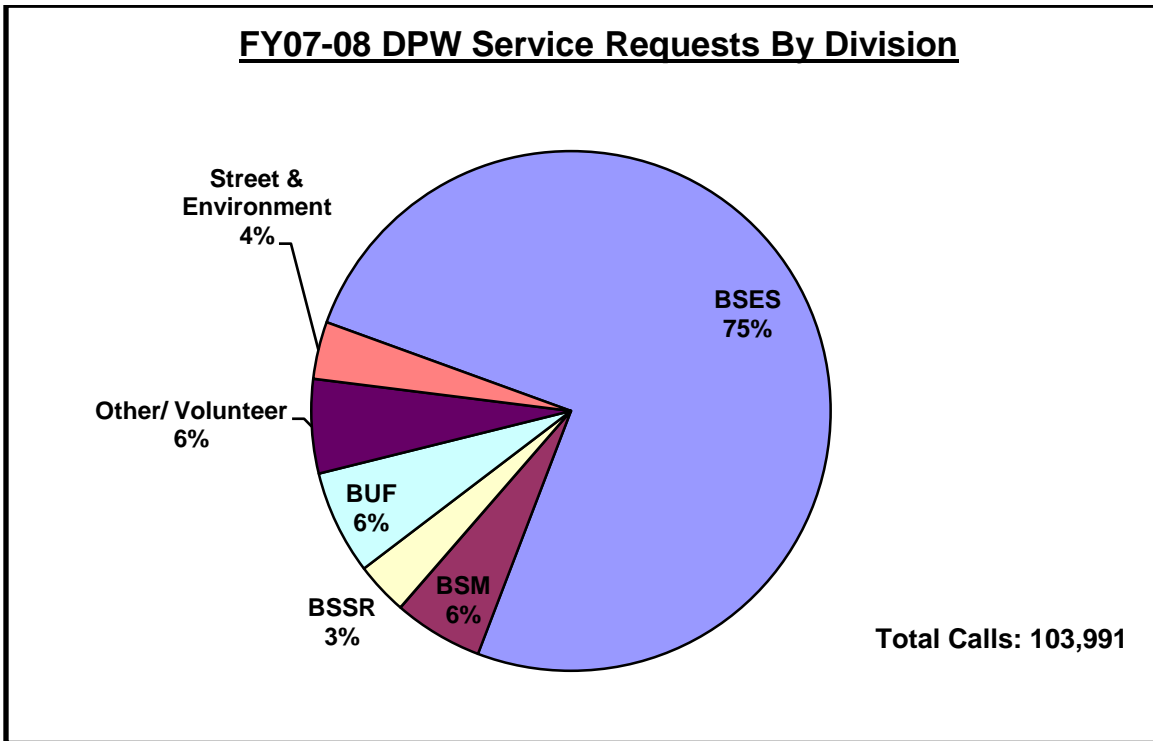
**311 Customer Service Center**

With the inception of the 311 Customer Service Center, service requests are electronically sent to DPW. This fiscal year, DPW processed nearly 118,000 reports, a 13 percent increase over last year. DPW personnel also utilize 311 to resolve issues. DPW resolved more than 36,000 service requests generated by DPW staff. Around 66 percent of the calls are resolved within 48 hours.

DPW is responsible for the cleanliness of San Francisco's streets. Through the use of mechanical street sweepers, strategic litter receptacle placement, and manual cleaning efforts, the streets are kept clean. DPW works to educate



and partner with private property owners about the maintenance and cleanliness of sidewalks. DPW uses Green Machines to sweep sidewalks in heavily used commercial corridors.



**ENGINEERING AND ARCHITECTURE BUREAUS**  
Deputy Director, Fuad Sweiss

**Bureau of Project Management**

DPW’s Project Management Bureau is responsible for delivering complex projects through the management of the planning, designing, documentation and construction process. The Bureau works on a variety of projects on behalf of City agencies including the Recreation and Park Department, the SFPUC, the Department of Public Health, and the San Francisco Police and Fire departments.

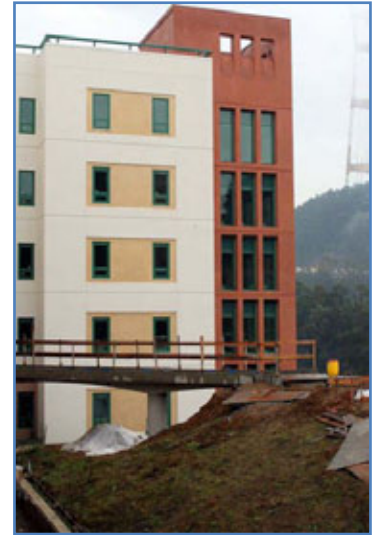
Major capital projects are typically funded through local, state or federal public financing programs, and occasionally in combination with privately raised sources. Capital projects are managed by a select group of engineers and architects within this bureau. These managers are responsible for delivering projects with aggressive schedules, and extensive reviews and approvals.



Highlights include:

### **Laguna Honda Hospital**

In 1999, voters approved a bond measure to replace this almost century-old facility; the largest municipally owned and operated skilled nursing facility in the country. DPW is overseeing the \$594 million project from planning through construction. Construction is currently underway and residents and staff will occupy the new building in 2010.



### **California Academy of Sciences**

In 2000, voters passed a bond to build a new California Academy of Sciences. The Academy is one of the greenest buildings in the world with a Leadership in Energy and Environmental Design (LEED) platinum rating from the U.S. Green Building Council. The design of the Academy contains a natural history museum, a rainforest, the Steinhart Aquarium, and the Morrison Planetarium. DPW is provided project management services for the design and construction of the project. The California Academy of Sciences opened to the public in September 2008.



### **Palace of Fine Arts Restoration**

The Palace of Fine Arts is a well-known and popular San Francisco historic landmark. Originally built as part of the 1915 Panama-Pacific International Exposition, the City rebuilt the Palace of Fine Arts in the 1960's with reinforced concrete.

DPW is leading a \$21 million multi-phase restoration project that includes the repair of the



rotunda roof, the restoration of the lagoon, and improvements to the landscape.

This fiscal year, DPW provided oversight for the restoration of the rotunda and the colonnades. For the rotunda roof, the contractor abated hazardous materials; performed seismic strengthening of the rotunda ceiling support structure, and restored the plaster ceiling and plaster angels. The torus ring on the attic level also received additional anchorage, and masonry repair of critical spalls and cracks was performed. This included the waterproofing of all surfaces to protect the structure. The rotunda was completed in December 2008.

### **Branch Libraries Seismic Upgrades, Renovations and New Construction**

Voters approved a program to refurbish and upgrade 24 of the City's branch libraries (16 renovations and eight new buildings). DPW's Project Management Bureau is leading the Branch Library Improvement Program (BLIP). To date, eight branch projects are complete, six projects are in construction and 10 are in design. The new Portola Branch Library and the renovated Richmond Branch Library open in early 2009. The entire program will be complete in 2011.



### **San Francisco General Hospital Rebuild Program**

DPW's Project Management team is overseeing the rebuild of San Francisco General Hospital, which provides the city's only Trauma Center. The team is responsible for managing the design and construction plans for this project. This initiative includes extensive studies, reports, reviews, design concepts, and collaboration with stakeholders including the Department of Public Health. The design is slated for a LEED gold rating from the U.S. Green Building Council. The program to rebuild and seismically improve the hospital will be presented to the voters in the November 2008 election.



## Future Projects:

### Hall of Justice Facilities Improvement Program

In partnership with consultants and stakeholders, DPW developed a strategy for the implementation of the Joint Facilities Improvement Program (JFIP). The JFIP identifies distinct projects; while studying appropriate venues that will accommodate building users and patrons. DPW worked closely with city agencies to develop the strategy, including the Sheriff's Department, Police Department, Office of the Chief Medical Examiner, the Office of the District Attorney, the Office of the Public Defender, the Adult Probation Department, and the Superior Court.



### SFPUC New Administration Building

DPW is managing the design of a 12-story office building that will house the SFPUC administrative offices. The building will be located at 525 Golden Gate Avenue. The 258,000 square foot state of the art building is designed to achieve a LEED platinum rating from the U.S. Green Building Council.



VIEW FROM FEDERAL PLAZA

### Auxiliary Water Supply System Program

The Auxiliary Water Supply System (AWSS) was constructed following the 1906 Great Earthquake and Fire to provide independent fire protection for the City. The system consists of 135 miles of high-pressure distribution lines and 1,600 high-pressure fire hydrants, 52 suction connections, two water storage tanks, 177 underground cisterns, two reservoirs, two pump stations, and two fireboats.

DPW commissioned a study of the system to determine rehabilitation and retrofit needs. This report will provide an objective assessment of the AWSS. The report will include an evaluation of the day-to-day and post earthquake operations of the San Francisco Fire Department; an assessment of the AWSS core facilities (i.e. reservoir, tank, pump stations, pipelines); and will make recommendations to rehabilitate or retrofit the AWSS.

### Bayview Transportation Improvement Project (BTIP)

DPW is leading the BTIP. The project addresses traffic in the Bayview Hunters Point and South Basin industrial area by developing a direct vehicular route between US Highway 101 and the north and south gateways of the Hunters Point Shipyard. DPW completed a draft report of an Environment Impact Report/Study; which will be published in 2009.

DPW coordinates this project with the Mayor's Office, the Redevelopment Agency and the San Francisco County Transportation Authority.

**SoMa West Improvement Projects (Phase I)**

Phase One of the SoMa West Project is part of the Central Freeway Replacement Ancillary Projects; which were initiated by the San Francisco County Transportation Authority. The SoMa Improvement Project will enhance the urban fabric of the area, calm traffic, and improve transportation safety in the vicinity of the Central Freeway/Octavia Boulevard.

It includes the construction of a new community garden at the end of McCoppin, construction of a landscaped center island on McCoppin St. between Otis and Valencia streets, and streetscape and traffic calming improvements at various alleyways (Stevenson between McCoppin and Duboce, Jessie between McCoppin and South end, Pearl between Market and Duboce, and Elgin Park between Market and Duboce).

**Bureau of Architecture**

The Bureau of Architecture (BOA) provides planning, design, and project management services for the renovation and new construction of City buildings and public spaces. The Bureau employees are licensed architects and Leadership in Energy and Environmental Design (LEED) Accredited Professionals. BOA experienced an increase in demand for services in FY 2007-08, which resulted in 15 projects.

This fiscal year, BOA's clients include the Recreation and Park Department, the Public Library, the SFPUC, and the General Services Administration. BOA staff also assisted in the City's 10-year Capital Plan and the development of the \$887 million San Francisco General Hospital General Obligation Bond Program, which will be on the November 2008 ballot.

Highlights include:

**Recreation and Park Facilities**

BOA completed six recreation facilities with the opening of Minnie and Lovie Ward Recreation Center, Joseph Lee Recreation Center, Upper Noe Valley Recreation Center,



Rolph Clubhouse, Moscone Club House, and Coffman Pool. Construction is continuing on JP Murphy Playground and the Junipero Serra Clubhouses and the Hamilton Pool.

### **Library Facilities**

BOA assisted with design renovations for the ground floor of the Main Public Library. Other branch library projects include the Western Addition, Richmond, Eureka Valley, Bernal Heights, and Potrero Hill. Designs are also underway for the Visitation Valley, Anza, Merced, and Ortega branch libraries. The libraries are designed to meet a Leader in Energy and Environmental Design (LEED) silver rating from the U.S. Green Building Council.

### **SF Public Utilities Commission Projects**

BOA provides architectural services to the SFPUC Capital Improvement programs including support of the Water System Improvement Program (WSIP) and the Waste Water Treatment Plant (WWTP). This past year, BOA assisted in the delivery of several projects including the Bay Division Pipeline Three and Four, Hayward Fault Seismic Upgrade; the Southeast Treatment Plant Bldg. 850 HVAC Upgrade; Skyview Aquavista Pump Station; and the Sunol Pipeline Repair and Readiness Improvement Project.

### **Department of Public Health**

BOA provided support for various projects for the Department of Public Health. The projects include the remodel of General Hospital's Ward 93 Substance Abuse Clinic, Castro Mission Health Center; Chinatown Health Center (Phase One); and the Southeast Health Center (Phase One).

BOA also completed designs and began construction for the trash compactor at General Hospital; the Southeast Health Center (Phase Two), the Ocean Park Health Center Renovation; and the SF General Hospital Traumatic Brain Injury Restroom.

### **Department of Emergency Management**

BOA provided design and construction services to the Department of Emergency Management's headquarters at 1011 Turk Street and continues to design the renovation of the 911 Dispatch Center there. BOA also designed and built a backup Emergency Operation Center as part of the second floor improvements to One South Van Ness Avenue.

### **Real Estate Projects**

BOA completed renovations and tenant improvements to offices for the Real Estate Department, including 1650 Mission Street and One South Van Ness Avenue. These buildings house hundreds of city employees with the Human Services Agency, the Municipal Transportation Agency, and the Department of Technology. BOA also helped improve the City Hall dome windows with little impact to City services and visitors.



## Bureau of Engineering

The Bureau of Engineering (BOE) provides engineering and landscape architectural planning and design services for Capital Projects as well as engineering consultation and management assistance for City-maintained streets, wastewater delivery, water facilities, seismic retrofit design, and structural design. This fiscal year, clients included the Fire Department, Recreation and Park Department, the Municipal Transportation Agency, the SFPUC, and the Department of Public Health.

### Hydraulics Section

The Hydraulics Engineering Section provides planning, design, and consulting services for the City's sewer system with primary focus on the collection system. This Section provides services through SFPUC's Repair and Replacement Program and the Five-Year Capital Improvement Program. This Section responds to sewer emergencies and flooding complaints; develops and maintains a Sewer Geographic Information System; provides support to the SFPUC to improve sewer flow conveyance and collection system asset management, and assists the SFPUC with its Sewer System Master Plan. Services to other departments and private companies are also provided. During this fiscal year, the Hydraulic Engineering section prepared and awarded 18 projects, totaling approximately \$24 million.

Highlights include:

#### Mission Street and Mount Vernon Avenue Sewer Improvement Project

BOE replaced and upgraded the sewer system along Mission Street and Mount Vernon Avenue. The design and construction of this project was managed by DPW and financed by the SFPUC. Construction cost was approximately \$9.4 million.



#### California Street Pavement Renovation and Sewer Replacement

BOE quickly assessed the condition of a sewer system at California Street from Park Presidio to Arguello Boulevard prior to resurfacing. Under the City's Excavation Plan; all street construction work must be coordinated prior to street resurfacing to minimize disruption. The Hydraulic Engineering Section collaborated with DPW Streets and Highways Section to perform a joint contract for sewer and paving construction work worth

approximately \$1.4 million. This project resulted in a newly paved street with an upgraded sewer system.



### **Landscape Architecture Section**

The Landscape Architecture Section provides planning, design and consultation services to agencies responsible for the development, maintenance, and renovation of the city's rights of way, parks, squares, open spaces and other landscaped areas.

Highlights include:

- Forest Knolls Pump Station
- Alemany Pump Station
- Sunset Reservoir
- Stanford Heights Reservoir
- Mount Davidson Pump Station
- Polk Street Greening
- Franklin Square Playground Renovation
- Buena Vista Park Renovation
- Midtown Terrace Playground Renovation
- Sunnyside Conservatory Site Improvements
- Bernal Branch Library Site Improvements

The section continues to provide various planning, design, and construction services for City departments.

### **Sunnyside Playground Renovation**

In November 2007, DPW completed a \$2.4 million renovation of Sunnyside Playground, a terraced hillside neighborhood park. Improvements included a new community gathering space consisting of a children's play area, a regraded lawn providing for level play,



and a restroom/storage building. DPW built an oval-shaped patio terrace for socializing, exercise, and for special events. In addition, DPW repaved the tennis/basketball courts and service drive, and installed ornamental security fencing around the park perimeter.



### **Visitacion Valley Greenway**

The Visitacion Valley Greenway project, received the Robert C. Friese Award for Neighborhood Conservation from San Francisco Beautiful. The Greenway, consisting of a linear series of six parcels, functions as both a recreation area and an outdoor classroom for Visitacion Valley residents. DPW designed two parcels of the project including a hillside garden planted with California native plants, a children's play area, community vegetable and herb gardens, and a senior pavilion with art enrichment features.

### **Potrero del sol Park Renovation**

The \$2.3 million renovation of Potrero del Sol, a landscaped 4.5 acre park in the Mission District, opened to the public in June 2008. The project preserved the existing park's circulation pattern and sculpted landforms. The transformation included a 5,000 square-foot circular children's playground, a 10,000 square-foot skate park, and an informal soccer field. DPW installed a fence and newly paved pathways.



### **San Bruno Streetscape Improvements**

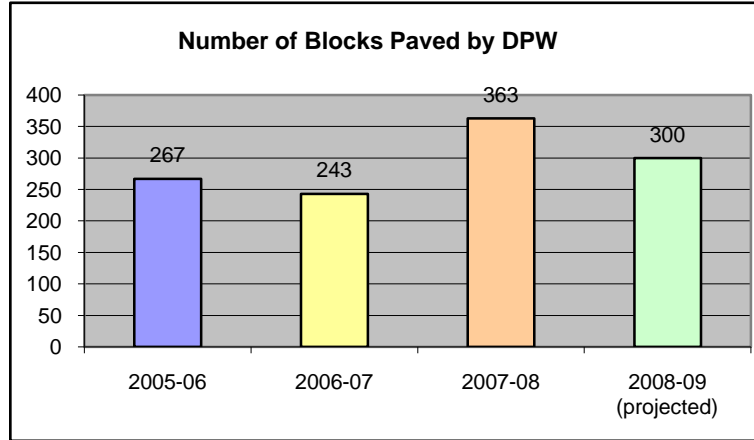
San Bruno Avenue Streetscape Improvements is the first completed project of the Great Streets program. The scope of work included 120 new street trees, enlarged tree wells with Fortnight Lilies and decomposed granite, and the installation of banner poles and banners. Tree species selected for their beauty and suitability to the environment, include Scarlet Maple, Flowering Cherry, and Queen Palm. A Neighborhood Beautification Grant funded the vibrant new community-designed banners.



## Streets and Highways Section

The Streets and Highways Section provides detailed services for the management of pavement renovations, curb ramps, capital projects, and mapping. Civil Engineers are responsible for preparing plans and specifications for existing street renovation projects. During the 2007-2008 fiscal year, DPW focused on preventative maintenance and strategic capital improvement.

DPW paved 363 blocks with a budget of \$36.4 million through the Road Resurfacing Program, which manages 12,458 street segments.

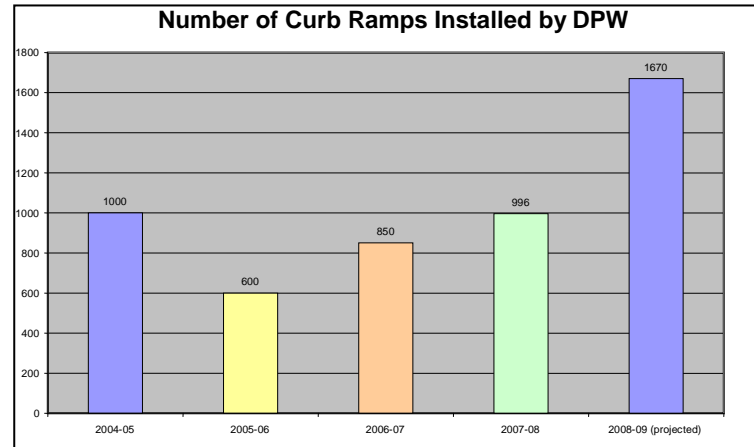


## Disability Access

### Curb Ramps

DPW maintains approximately 7,200 street intersections in San Francisco and provides professional consultation and services for capital projects to ensure accessibility issues are addressed. This work includes the review/audits of public buildings and facilities. Public and private projects in the public right-of-way

are also reviewed for compliance as part of the permit and inspection process. DPW ensures that intersections are evaluated so that new curb ramps comply with state and federal requirements. During this fiscal year, 956 curb ramps were installed and constructed providing safe paths of travel for people with disabilities and pedestrians.



## Structural Engineering Section

The Structural Engineering Section specializes in the design of commercial and industrial buildings, retaining walls, roadway structures, bridges, tunnels and the seismic strengthening of buildings. The section also specializes in geotechnical studies and evaluations supporting everything from new building design to evaluation of potential landslides. The Structural Engineering Section also works with DPW's Operations staff to renovate and construct existing and new street structures.



## Ingerson-Griffith Bus Stop Apron Improvement Project

DPW built the Ingerson-Griffith Bus Stop in Bayview. Prior to the project, bus patrons were forced to stand on soil and landscaping while waiting for the bus. BOE led the project with BBR and BUF operations crew providing support to construct the bus apron and build an adjacent stairway to meet current American Disability Act (ADA) standards.



## Bureau of Construction Management

The Bureau of Construction Management (BCM) provides oversight and ensures that all public works construction projects are consistent with technical plans and specifications, within budget, and completed in a timely manner. Bureau engineers, architects, and inspectors provide a wide range of services for City departments.

BCM Project Highlights include:

- Broadway Streetscape Phase Two
- Bernal Heights Improvements
- Mission Street and Mount Vernon Ave. Sewer System Improvement
- Larsen Park/Charlie Sava Pool
- Richmond Branch Library
- SFGH Medical Center Services Building Seismic Upgrade
- Portola Branch Library
- Ingleside Branch Library
- Ocean Park Medical Clinic
- Moscone Clubhouse
- Upper Noe Valley Recreation Center
- Junipero Serra Playground and Clubhouse
- Minnie & Lovie Ward Recreation Center
- JP Murphy Playground and Clubhouse Renovation
- Joseph Lee Recreation Center
- Coffman Pool Reconstruction
- Visitacion Valley Tioga Lots
- Potrero Del Sol Skate Park
- Mission Bay Development
- Mission Creek Park
- Hunters Point Shipyard Conversion



BCM's quality control efforts include materials testing for construction projects, environmental services, and enforcing construction and building codes.

**Site Assessment and Remediation Division (SAR)** provides environmental and construction services for City departments such as: site history, site investigation, and risk assessment; environmental planning; sediment characterization and coastal engineering; environmental regulatory compliance; environmental contract specifications; surveys, oversight and abatement for lead, asbestos, and other hazardous materials; environmental site remediation of soils and groundwater; compliance testing, permitting and removal of underground storage tanks; environmental monitoring and mitigation on construction projects; and materials special inspection and testing.

**DPW Materials Testing Laboratory (MTL)** is a fully certified testing laboratory. MTL allows DPW to provide professional quality control services to ensure that construction materials used in projects are in compliance with contract plans and specifications. Design consultation, plan and specification review, submittal review, quality assurance, concrete sampling and testing; soils and aggregate sampling and testing; and masonry, asphalt, welding, and reinforced steel testing are provided.



## Bureau of Street Use and Mapping

The Bureau of Street Use and Mapping (BSM) ensure that sidewalks and streets are safe and accessible. BSM ensures the safety of the public by reviewing and issuing permits, conducting inspections of sidewalks, encroachments, and other uses of the public right of way, and manages the official city map, condominium conversions, and other subdivision activities. The Bureau is also responsible for enforcing and enhancing the public right of way through the Public Works Code.

In addition to inspections related to permitting, staff responds to public inquiries and coordinates activities on the public right of way with other city agencies, utility companies, and private construction contractors.

Highlights include:

### **Monument Preservation**

In the 2007-2008 fiscal year, BSM systematically collected an inventory of all monuments citywide. BSM's Survey Division cross referenced this data with current information; allowing an accurate count and concise map of old and existing monuments.

### **Permits and Plan Checking with Building Process Re-Engineering**

In Fiscal Year 2007-2008, BSM processed more than 26,000 permit applications and actively participated in the multi-agency Building Process Re-Engineering effort led by the Department of Building Inspection (DBI). This process involved a public/private collaboration with DBI, Planning, SFPUC, the Fire Department, the Redevelopment Agency, and building industry representatives to identify improvements to the building entitlement process and the permit review and issuance process. Through this initiative, BSM:

- established checklists for permit applicants to clearly define submittal requirements for each stage of the building permit application approval process;
- established a procedure for DBI staff to assist in identifying whether or not a building permit needs to be routed to DPW for review and/or approval; and
- improved DPW counter services at DBI where a permit applicant can drop-by at specified times for sign-off on permit applications or addenda by assigning additional DPW staff.

### **News Rack Program**

During Fiscal Year 2007-2008, BSM installed 264 fixed pedestal news racks throughout the City. The program manages 550 fixed pedestal units and has removed more than 3,700 free standing units from City sidewalks.

### **Sidewalk Improvement and Repair Program**

DPW's Sidewalk Improvement and Repair Program (SIRP) is a proactive approach to improving pedestrian safety on the City's right-of-way. The program allows inspectors to canvas public sidewalks and identify potential defects. DPW works with private property owners, businesses, and city agencies to fix damaged sidewalks in a timely manner. In Fiscal Year 2007-2008, BSM inspected nearly 2 million square feet of sidewalk and identified 148,772 square feet of damaged sidewalk. BSM contacted nearly 1,500 property owners, 613 public agencies and 588 private agencies to begin sidewalk repairs. More than 95 percent of these notices were completed within the deadline. Altogether, 100 square blocks of sidewalk were repaired this past year.



**Newly installed pedmount news rack.**

## Utility Undergrounding Program

In collaboration with utility companies, DPW coordinates the removal of overhead utility wires into underground conduits under streets and sidewalks within legislated Underground Districts. In addition to the overhead removal of utility wires and poles, new streetlights are placed in locations where existing streetlights on utility poles were removed. In Fiscal Year 2007-2008, nine miles of facilities were undergrounded.

<b>Program Summary</b>	<b>FY 2007-08</b>
<b>Permits issued</b>	<b>26,000</b>
<b>Inspection interactions with the public and agencies</b>	<b>15,000</b>
<b>Sidewalk Repair and Improvement Program</b>	<b>100 square blocks repaired</b>
<b>Utility Infrastructure Undergrounded</b>	<b>9 miles of poles removed and streetscapes restored for a total of 31 miles</b>
<b>Pedmount News Racks</b>	<b>264 added for a total of 550 throughout the City</b>

### **OFFICE OF FINANCIAL MANAGEMENT AND ADMINISTRATION Deputy Director, Robert Carlson**

#### **Finance and Budget**

The Finance Budget and Performance Division are responsible for budget preparation and negotiation, grant writing and administration, financial planning, capital planning, performance analysis, measurement, improvement and reporting. The Division develops reports and prepares analyses to implement and control DPW projects and programs. Specifically, the division coordinates the annual budget process; prepares an annual Indirect Cost Plan, which ensures fair allocation of overhead costs across all programs, projects and funding sources; participates in capital planning efforts and bond authorizations; develops departmental capital plans and grant proposals; prepares financial management reports; and coordinates reporting on DPW's performance through the City's performance measurement system and SF Stat.



This past year, the Division assisted in researching improvements to the City's Mechanical Street Sweeping Program, which will result in a savings to taxpayers of more than \$1 million annually. The proposed changes are part of a larger effort to reduce the budget for DPW programs to help close a \$335 million budget deficit faced by the City. In addition, the Division identified reductions in budgets for overhead and management positions to minimize the impact of budget cuts on direct services to San Francisco residents.

## **Business Services Division**

The Business Services Division is responsible for reviewing and processing the Department's accounting and purchasing transactions in the City's online system (FAMIS and ADPICS); preparing grant and other agency billings; processing job orders; performing account analyses; preparing project and organizational reports; providing administrative support for business systems; and coordinating citywide and grant audits. The division is also responsible for contract administration and compliance including development and administration of the competitive bid processes for both construction and professional services.

The recent consolidation of the Contracts Analysis Group between Accounting, Payments and Contract Administration helped standardize processing procedures resulting in faster turnaround times for funding the award and modifications of contracts. Implementation of system tools such as a document management solution for scanning documents and a Payment Tracking and Reporting System to highlight payment status also helped improve overall efficiency. The division focuses on customer service and client partnerships with major capital programs such as the Branch Library Improvement Program and the San Francisco General Hospital Rebuild Program. These partnerships improve accounting, contract administration and financial issues. In fiscal year 2007-2008, the Business Services Division received both employee and team recognition awards for its superior customer service.

## **Computer Services-Information Technology (IT) Division**

The Information Technology Division is responsible for all information systems related services at DPW. The division designs and develops applications, maintains the IT infrastructure, and manages the implementation of IT projects to support users, managers and other city departments. The division is currently creating an integrated IT organization that serves all department needs. The division developed a requisition tracking system to simplify and streamline the managing of requisitions and the approval process. The system allows vendors to transact with DPW's Bureau of Building Repair, efficiently. Internally, the division upgraded an email system to help DPW staff track and inventory its tools and other construction accessories.

## OFFICE OF COMMUNICATIONS AND PUBLIC AFFAIRS Director, Christine Falvey

The Office of Communications and Public Affairs educates and informs San Franciscans about departmental services. In addition to conducting outreach, the office manages and oversees a variety of special events, inquiries, and develops and maintains relationships with residents, businesses, and community groups.

The team also writes and produces reports and collateral materials for the public, coordinates and facilitates public responses; organizes and assists with volunteer events and educational campaigns, and maintains the agency's Web Site.

The Office of Communications and Public Affairs had several highlights this past year:

### **Outreach Events**

The team attended 20 civic events to educate residents about the department's projects and programs and provide an opportunity for residents to ask questions or relay concerns or compliments about DPW services.

### **Clean and Green Summit**

More than 200 neighborhood activists attended the 2<sup>nd</sup> Annual Neighborhood Empowerment Network (NEN) Clean and Green Summit. The event provided resources to residents and non-profits about cleaning and greening projects in the City. DPW participated by facilitating the workshop "*How to Become a Community Leader and Create Long Lasting Improvements to Your Neighborhood.*" Through moderated discussions, workshops and a resource fair, the summit provided City residents with critical information about greening initiatives and DPW's community programs, while offering opportunities for residents to develop valuable connections.

### **National Public Works Week**

DPW celebrated 2008 National Public Works Week (PWW), which included a week of events dedicated to acknowledging and celebrating the accomplishments of DPW staff during the past year. The week included a Pin Ceremony honoring employees that have provided five, ten, and up to 35 years of public service. This year, more than 170 employees received their service pins.

An Open House at the Operations Yard highlighted the work accomplished by the Operations' Bureaus. Five hundred employees and their families enjoyed food, music, tours and demonstrations. During the PWW celebration, employees also had the opportunity to showcase projects managed by DPW project teams including tours of the Coffman Pool, Joseph Lee Recreation Center, Bayview Opera House, Murphy Windmill, and Laguna Honda Hospital. In addition, the Board of Supervisors presented a proclamation to DPW acknowledging and praising the quality services provided to residents, businesses, and visitors of San Francisco.

## **Employee Recognition Dinner**

DPW hosted the 2007 Employee Recognition Dinner in December to acknowledge the excellent work and dedication of employees. The Employee Recognition Selection Committee honored 12 individuals and six teams for their accomplishments during the past year. These teams and employees earned awards by personifying DPW's mission of commitment to teamwork, customer service, and continuous improvement. Trophies and silver stars were awarded for excellence in work ethic, dedication, leadership, innovation, and continuing efforts to make San Francisco a green and clean city.

## **GENERAL SERVICES AGENCY**

The General Services Agency (GSA) is comprised of several departments, divisions, programs, and offices reporting to the City Administrator.

The majority of the services provided by the GSA are provided to support the effective operations of other city departments, including DPW, in the areas of Payroll and Personnel, Environmental Health and Safety, and Training and Development.

### **Payroll and Personnel**

The GSA Human Resources division is responsible for recruiting, training, retaining, and developing a skilled diverse workforce for the department. The organization continues to customize services and improve workforce performance through developing competent supervision/ management, developing a performance culture, creating processes for learning and growing, facilitating collaboration and relationships, and fostering a healthy, safe and productive work environment for employees.

Fiscal year highlights include management training for supervisors, the laborer apprentice program, improvements within the Payroll and Personnel units, and performance consultation.

### **Environmental Health and Safety**

The Environmental Health and Safety Office (EHS) promotes workplace health and safety through education and consultation. This year, EHS implemented its Safety Action Plan for fiscal year 2007-2008 with the overall goals of improving the Safety Program and reducing the injury, illness and motor vehicle accident rates within DPW. EHS recognized several accomplishments pursuant to workplace health and safety.



**DPW Employee Wesly Naha earned a National Safety Award.**

EHS elevated the DPW Safety Program, empowering managers, supervisors and employees in the Operations Bureau to take a more active role in injury prevention, with job site visits, inspections, accident review meetings and employee recognition for safe behavior.

EHS improved the Motor Vehicle Accident Prevention Program. As a part of the enhanced program, EHS implemented a seatbelt use campaign; managers met monthly to review motor vehicle accidents in Operations, and a DPW Truck Driver earned a National Safety Council Award of Honor for Safe Driving.

EHS hosted a Health Fair at the DPW Operations Yard, located on Cesar Chavez. More than 400 employees attended, taking advantage of medical screenings, flu shots, and health and wellness information from various organizations.



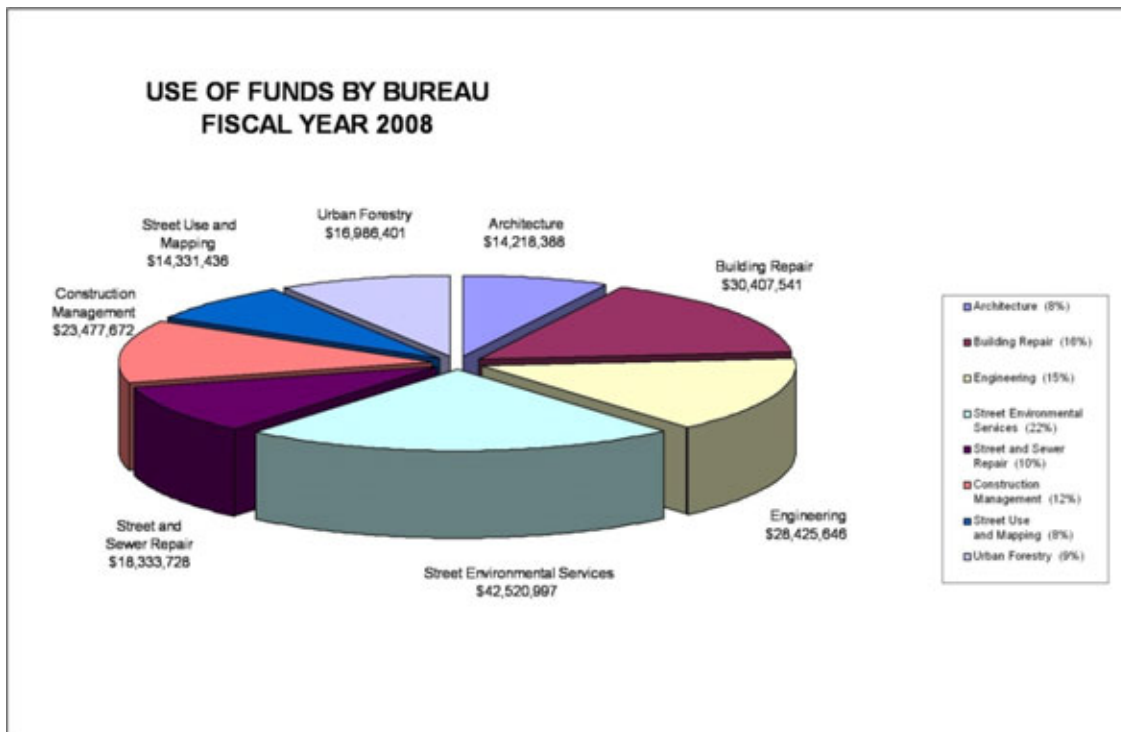
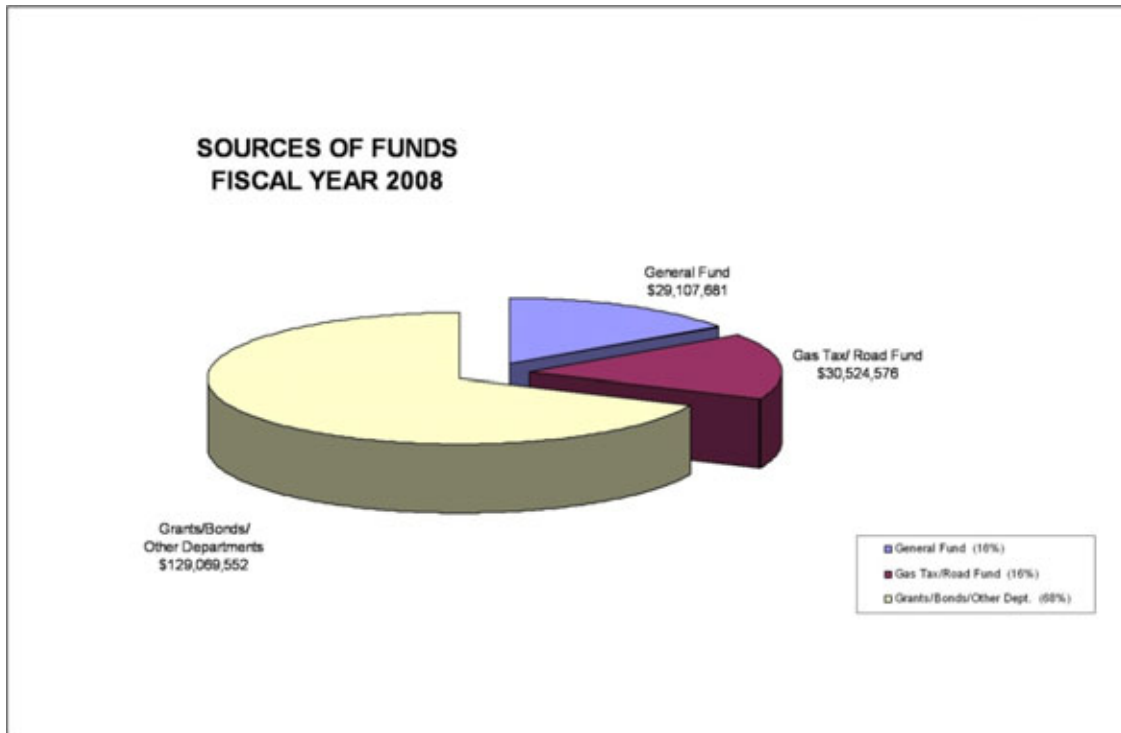
**DPW employees attend Health Fair.**

## **Training and Development**

GSA's Training Division continues to provide a wide variety of services to DPW. Training offered multiple cycles of the Supervisor's Academy to support Mayor Newsom's mandate to provide training to new supervisors. The program continues to improve based on feedback from participants. Training also supported the General Laborers Apprenticeship Program with quarterly training programs and offered an all-day retreat to improve and build on the current program. The division's provides training, facilitation, coaching and teambuilding support and information to all employees of the department through catalog trainings, needs assessments, executive coaching and tailored programs.



## FINANCIAL INFORMATION







Volunteers painting out graffiti



Mayor Newsom at Arbor Day Celebration 2008



DPW Sidewalk Sweeper



DPW Powerwashing Sidewalk

## Services provided by the Department of Public Works



sfgov.org/dpw  
3-1-1

3-1-1 Customer Service Line	Mechanical Street Cleaning
Adopt-A-Street Program	News Rack Program
Arbor Day	Permits (Trees, Street-Use & Excavation, Sidewalk Encroachment, etc)
Architecture Services	Plaza Cleaning
Automatic Public Toilets	Pothole Repair
Capital Improvement Projects	Public Litter Receptacles
Community Clean Team	Sidewalk/Roadway Inspections
Community Corridors Partnership Program	Sidewalk Repair and Improvement Program
Condominium Conversion	Street Construction Coordination
Construction Contracting Task Force	Street Parks
Disability Access	Street Reconstruction
Enforcement	Street Repair
Engineering Services	Street Resurfacing
Graffiti Removal	Street Trees
Graffiti Watch	Subdivision and Mapping
Litter Receptacles	Utility Undergrounding
Maintenance of Public Buildings	
Median Maintenance and Landscaping	

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