



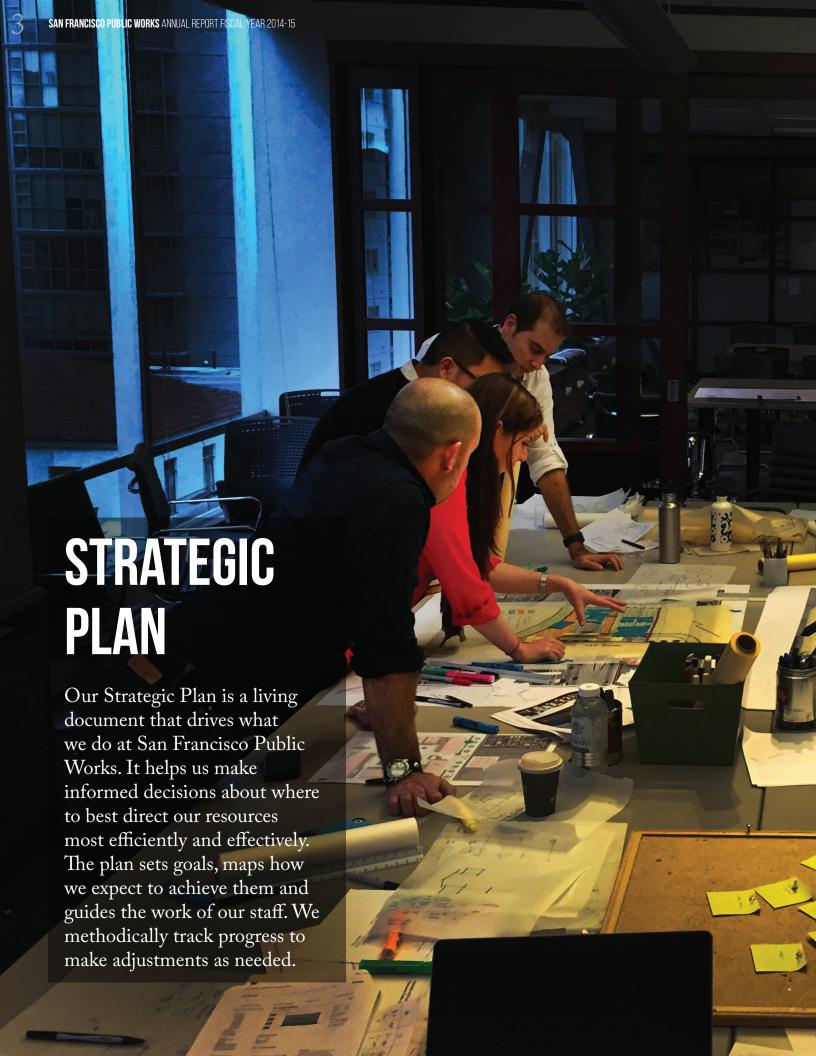


# **OUR MISSION**

San Francisco 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 right of way and facilities with skill, pride and responsiveness in partnership with the San Francisco community.

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# MOHAMMED NURU, DIRECTOR



Dear Friends,

As I look back on the year, I am impressed and grateful for all that we accomplished at San Francisco Public Works. Together, we made a real difference for the people who live, work and visit here.

In Fiscal Year 2014-15, our Community Clean Team celebrated its 15th year of giving back to the neighborhoods, with more than 3,000 volunteers greening and cleaning across the City. We also cut ribbons on the Public Safety Building, the James R. Herman Cruise Terminal and the Mix at SFPL. We made tremendous progress on the new Zuckerberg San Francisco General Hospital.

Our designers, trades workers and landscapers helped open the City's first Navigation Center, an innovative approach to help transition homeless people from the streets to more stable housing. We finished the Taraval and Castro streetscapes; paved a record-high 927 blocks; brought the Friday Night Market and Art Night SF to life at UN Plaza; and expanded our successful Pit Stop public toilet program.

We remodeled Joe DiMaggio and Kimbell playgrounds and made an international splash with the launch of our pilot program to combat public urination.

These are but a few of the many accomplishments in Fiscal Year 2014-15. More importantly, as an

organization, our different bureaus and divisions worked as a team to get these projects done and to deliver services. We did this while incorporating the Public Works Core Values: respect, integrity and responsiveness. We also followed our Strategic Plan – setting goals, tracking progress and refocusing our efforts when needed.

At the end of the day, we have a strong, dedicated team that works hard taking care of and improving our diverse city. But we could not have accomplished all that we did without the support of our community partners, the residents and merchants of San Francisco, Mayor Ed Lee, City Administrator Naomi Kelly, all 11 members of the Board of Supervisors and our sister City agencies.

Just as it was a winning year for the San Francisco Giants, it was a winning year for Public Works. As you look through this annual report, I hope you will get a better understanding of San Francisco Public Works' role in serving our great city.

With best regards,

Mohammed Nuru

The war

Director San Francisco Public Works





# **AWARDS**

#### AMERICAN PUBLIC WORKS ASSOCIATION

#### Northern California

- Pier 27 Cruise Ship Terminal and Northeast Wharf Plaza – Structures category for projects more than \$75 million and project of the year
- Castro Streetscape Improvement Project –
  Structures category for projects between \$5 million and \$25 million

#### National

• "In the Works" Community Newsletter –
Exceptional Performance Award in Journalism

#### INTERNATIONAL PARTNERING INSTITUTE

- Collaborative Partnering Program
- Pedestrian Countdown Signals project Transportation projects under \$25 million, with Bay Area Lightworks, Inc.
- Castro Streetscape Improvement Project Honorable mention with Ghilotti Bros.

#### SF AMERICAN INSTITUTE OF ARCHITECTS

• Palega Recreation Center Honor Award

## INSTITUTE OF TRANSPORTATION ENGINEERS, SF BAY SECTION

• Cesar Chavez Streetscape Improvements Project – 2014 Transportation Project of the Year Award

#### CALIFORNIA TRANSPORTATION FOUNDATION

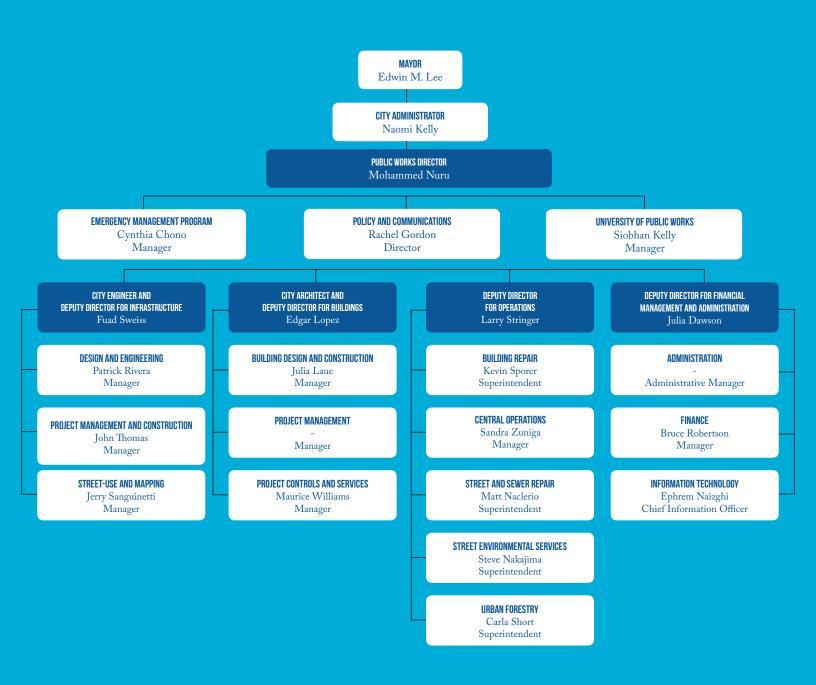
• Cesar Chavez Streetscape Improvements Project – Project Award, Local Streets

#### PEOPLE FOR BIKES

Polk Street Separated Bikeway Project –
 No. 1 on America's 10 Best New Bike Lanes of 2014

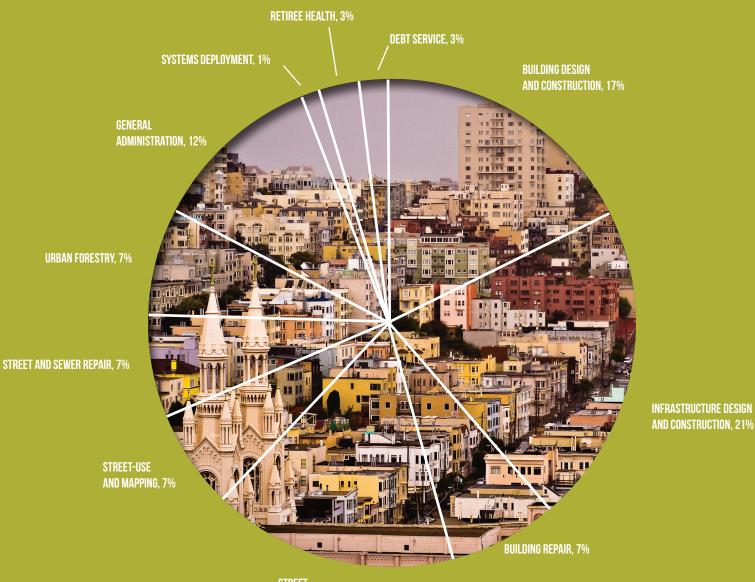
# **LEADERSHIP TEAM**





# BUDGET \$214 MILLION

## EXPENDITURES



STREET Environmental Services, 16%

## REVENUES





Our crews clean and green. They make SF livable. And work 'round the clock.

15 SAN FRANCISCO PUBLIC WORKS ANNUAL REPORT FISCAL YEAR 2014-15







Market Street, from The Embarcadero to City Hall

23 tons of trash removed

tons of trash femore

90

people on our crew cleaning up

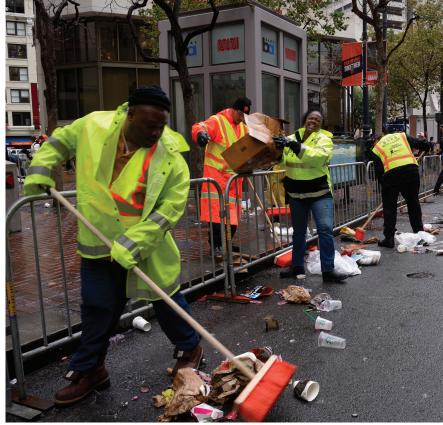
WORLD SERIES VICTORY PARADE CLEANUP On Oct. 29, 2014, the San Francisco Giants clinched their third World Series victory of the decade, besting the Kansas City Royals in the decisive Game 7 of the fall classic. Two days later, on Halloween, a cascade of black and orange confetti rained down on Market Street for the home team's victory parade.

A Public Works team, 90 staffers strong, followed the parade, picking up nearly 23 tons of trash left behind by the revelers. They used brooms, rakes, blowers, pressure washers and street-sweeping and flusher trucks to clean the route, which stretched from The Embarcadero to City Hall.









### PIT STOP

The Pit Stop program provides clean and safe public toilets, sinks, used needle receptacles and dog waste stations in San Francisco's most impacted neighborhoods – providing a place for people to take care of their bathroom needs with dignity, improving neighborhood livability and reducing demands on Public Works staff to clean up human waste from the City's sidewalks, doorways and streets.

The key to the Pit Stop's success is that all the facilities are staffed by paid attendants who help ensure that the toilets are well maintained and used for their intended purpose.

Usage of the Pit Stop toilets has been increasing steadily since the program began and averages 17,000 flushes a month. Representatives from several U.S. cities have visited the Pit Stops to see about starting a similar program in their areas; in 2015, the Miami Pit Stop began operations.

Tenderloin Pit Stop d 5 minutes inside the restroom. V tes are up, you will receive a courtesy knock xit the stall immediately. are not permitted to watch any of your ep them with you. 3. NO smoking allowed inside the bathroom stall. 4. Leave the bathroom space as you found it. Please the space CLEAN. You must remove everything the into the stall. There is a trash/recycling receptacl disposal located outside of the stalls. 5. RESPECT the bathroom space and the monitor at CLEAN CITY



17 locations

375
requests citywide to clean away
urine from Jan. 2015 - June 2015

# PILOT PROGRAM TO PREVENT PUBLIC URINATION

Public Works coated 17 locations citywide with a hydrophobic coating that repels liquids in an effort to reduce public urination.

When someone urinates on a specially coated wall, the liquid bounces back onto the person's shoes and pants, making them think twice about urinating again in public.

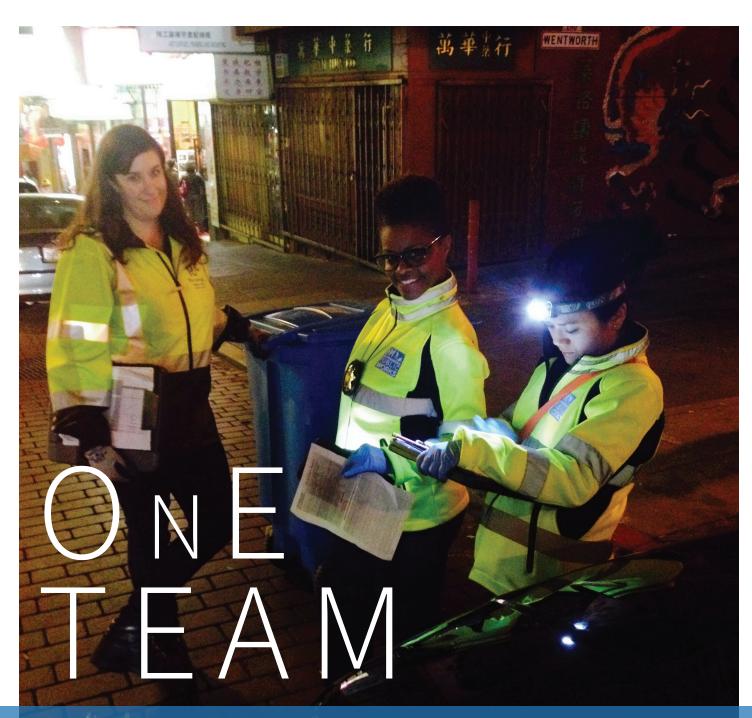
We also installed signs on coated areas to warn would-be violators that public urination is against the law. The initiative activated a public conversation and showed that Public Works seeks innovative solutions to long-entrenched problems. Word of our program circulated globally, with coverage across the country, England, Germany, Malaysia and more.











150 community meetings attended

6,000 outreach contacts

Comprised of public information officers and program analysts, the Outreach and Enforcement Team has a strong community presence. They are responsible for educating merchants, property owners and residents of their rights and responsibilities regarding street and sidewalk cleanliness and enforcing City codes to ensure sanitation

standards are met. The OnE Team meets regularly with the community, attends neighborhood meetings, investigates complaints, enforces City codes, inspects City streets and sidewalks and collaborates with public agencies and private organizations to solve problems.

sfpublicworks.org/oneteam >>



4 a.m. start for workdays

years program has been in service

The Hot Spots Crews have been highly successful, receiving accolades from residents, business owners, community groups and the media. The mission of the Hot Spots Crews is to clean debris from encampments in alleys, sidewalks, underpasses and plazas. These crews work in

close coordination with the San Francisco Police Department and the Department of Public Health's Homeless Outreach Team seven days a week to ensure safety and assistance for all involved. They have helped transport people and personal belongings from encampments to shelters.

### GIANT SWEEP

Our Giant Sweep anti-litter campaign hit full stride in Fiscal Year 2014-15. Highlights included an all-school rally at Presidio Middle School where more than 1,000 students took the pledge to not trash the City's sidewalks, parks and buses and we held a series of raffles for Giant Sweep participants who got a chance to win electric bikes, iPads, Giants tickets and baseballs signed by Giants all-star fielder Hunter Pence.

The Giant Sweep team also tabled at Sunday Streets, the Night Market at UN Plaza and other community events, and the San Francisco Giants featured the campaign on its giant electronic scoreboard during three home games. Campaign mascot Sweepy energized the crowds at the Pride Parade.

Launched in February 2013 in partnership with the Giants, Giant Sweep mixes public education with hands-on activities to promote an antilitter message. During the first two years, nearly 40,000 people took the Giant Sweep pledge and volunteers gave more than 75,000 hours of their time in Giant Sweep cleanup events.

The motto: Join the Team. Keep SF Clean.







15 years

148,000 volunteer hours

**30,000** plants

3 million square feet of graffiti removed

# COMMUNITY CLEAN TEAM 15-YEAR ANNIVERSARY

2015 marked the 15th anniversary of Community Clean Team - our largest and longest-running volunteer program that improves neighborhoods, builds community and bolsters civic pride.

Thousands of public serviceminded participants planted, painted, built and swept to help make our City cleaner and more beautiful.

Community Clean Team is a public-private partnership run by

Public Works that brings together City agencies, schools, residents, community and merchant groups and volunteer organizations to take care of our shared spaces.

Over the past 15 years, the program logged more than 148,000 volunteer hours, added more than 30,000 plants to public landscaped areas and painted over approximately 3 million square feet of graffiti.

sfpublicworks.org/volunteer >>









## GRAFFITI REMOVAL

Public Works paints out graffiti vandalism on public property and notifies private property owners so they can remove it quickly.

Residents can report graffiti to the 311 customer service center. That helps us respond quickly and gather and track data about where and when vandalism occurs.

In Fiscal Year 2014-15 there were 26,927 service orders for graffiti on public and private property. Half of those requests for cleanup came from just six neighborhoods: the Mission, SoMa, Civic Center, Western Addition, Haight-Ashbury and Chinatown.

We also sponsor several programs to prevent graffiti. The Zero Graffiti Pledge aims to make San Francisco a

graffiti-free city, with residents committing to report graffiti and participate in the fight against blight. Also, for those who want to join in to keep our neighborhoods graffiti-free, we host the volunteer Graffiti Watch program. The volunteer program is more than 300 strong, with 25 new members signed up in Fiscal Year 2014-15.

Engaging artists also is important. Public Works and the San Francisco Arts Commission facilitate the StreetSmARTS program, connecting artists with private property owners to create beautiful murals and deter tagging in our neighborhoods. In the most tagged parts of the City, 14 new murals went up in Fiscal Year 2014-15 to deter future vandalism.

sfpublicworks.org/graffiti >>







26,927 service orders for graffiti

new murals

> 300

Graffiti Watch members



We design and dream.
Parks, playgrounds and libraries.
We build legacies.



The new Fire Station No. 4 at the new Public Safety Building campus Photo: Tim Griffith



### PUBLIC SAFETY BUILDING

In April 2015, San Francisco's new Police Department Headquarters and public safety campus officially opened. Public Works provided project and construction management, collaborating with the architects on interior design for the police headquarters, the adjacent police and fire stations and the rehabilitation of historic Fire Station 30. The state-of-the-art Public Safety Building broke ground in late 2011. The \$243 million project was funded by the 2010 voterapproved Earthquake Safety and Emergency Response Bond and showcases the City's commitment to seismic resiliency.

sfpublicworks.org/publicsafetybuilding >>



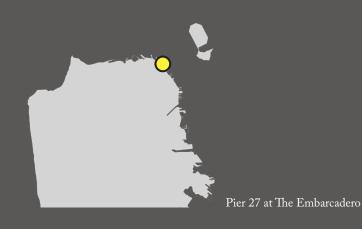


\$243 million budget

April 2015
grand opening date

1245 3rd Street





\$110 million

**29%** certified local business participation

**43.7%** certified small business participation

JAMES R. HERMAN

CRUISE TERMINAL

AND NORTHEAST

WHARF PLAZA

PROJECT AT PIER 27

Completed in October 2014, Public Works oversaw the development of the existing Pier 27 into a new primary cruise ship terminal and public plaza. We provided overall project management and landscape architectural services for the construction of this significant capital project.

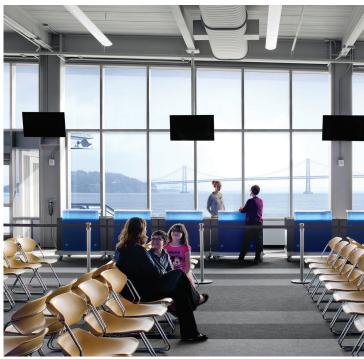
The newly opened cruise terminal elevates the passenger experience to a spectacular new level. It boasts views of the Bay Bridge, the City skyline and Telegraph Hill. Designed to handle ships with up to 4,000 passengers, the cruise terminal is built for the evolving trends in the passenger cruise industry.

It includes the latest passenger and security features, and can double as a spectacular event space on non-cruise days.

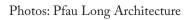
Outside The Embarcadero side of the cruise terminal is the expansive lawn of the new 2.5-acre Northeast Wharf Plaza. Visitors to the Port can take awe of the size of cruise ships when they berth adjacent to the plaza. More than 50 benches provide seating options, while the lawn offers opportunity for play and relaxation.

sfpublicworks.org/ cruiseshipterminal >>











8,000

square feet of new public open space and enhanced children's gardens with a new tot lot

100%

recycled structural steel

We are managing the Moscone Center Expansion project, which broke ground on May 21, 2015 and is expected to be completed in late 2018. This \$500 million project will add more than 500,000 square feet of contiguous space to the Moscone Center that can be used for exhibitions and meetings – almost double the amount of space currently offered in its largest hall. The

upgrades allow San Francisco to remain a competitive draw in the convention industry.

The expansion project also will include urban design and streetscape elements designed to improve Moscone's connection to the surrounding Yerba Buena neighborhood and to provide bicycle, pedestrian and neighborhood enhancements for nearby residents and businesses.

When completed, the convention center will have the lowest carbon emissions per visitor of any U.S. convention center and will house San Francisco's largest rooftop photo voltaic array in the City.

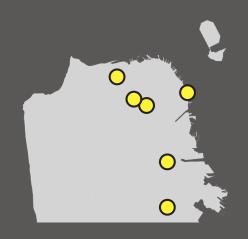
In addition, the project is expected to create an estimated 3,407 construction jobs through 2018.

mosconeexpansion.com >>



747 Howard Street





#### Highlights

Comprehensive renovations on stations:

- No. 36 at 109 Oak Street
- No. 44 at 1298 Girard Street

Seismic retrofits on stations:

- No. 16 at 2251 Greenwich Street
- No. 5 at 1301 Turk Street
- No. 9 at 2245 Jerrold Street
- No. 35 (fire boat station) at Piers 22½ and 24

44

neighborhood fire stations in San Francisco

\$150 million bond-funded budget

EARTHQUAKE
SAFETY
PROJECTS:
FIRE STATIONS

The voter-approved Earthquake Safety and Emergency Response Bond program has \$150 million devoted to improving neighborhood fire stations. Sixteen projects have been completed, including roof construction, repainting and general upgrades. There are 44 neighborhood fire stations citywide, and each will undergo improvements.

sfearthquakesafety.org >>















#### THE MIX AT SFPL



100 Larkin Street

The Mix at the SFPL, a new 4,770-square-foot teen digital media center and lab, located within San Francisco's Main Library, offers a state-of-the-art recording studio, a Hollywood-worthy video production space, a bank of high-end digital equipment and a makerspace with many of today's fabrication technologies, including a 3-D printer. In addition, The Mix has a brand-new collection of books, movies and music, amphitheater-style seating and performance area, and

a safe and comfortable space for Bay Area teens to hang out, read and study.

This project was designed by our architectural team, which worked hand-in-hand with teenagers who remained involved throughout the design process, picking out colors and materials and giving input about how the space should reflect their generation.

themixatsfpl.org >>









#### THE BRIDGE AT MAIN



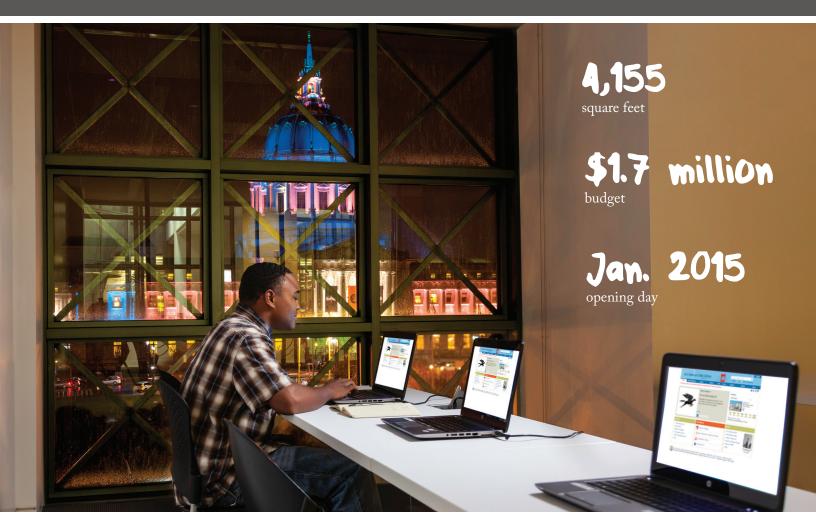
100 Larkin Street

The Bridge at Main is a literacy and learning center that prioritizes community learning, adult, youth and family literacy and technology fluency to create a learning environment for 21st-century skills. There are three resource collections (Learning Differences, Project Read and Veterans Resources) and a variety of services supporting literacy and learning.

Several Public Works bureaus and divisions were involved in the project,

which was completed on time and within budget. We provided project and construction management; designed and engineered the new space; and performed the majority of the construction work. The successful partnership between the design and construction branches of Public Works served as a model for a new design-build initiative that we are implementing for other projects.

sfpl.org >>



#### CASTRO STREETSCAPE

Castro Street is one of the most well-known neighborhood commercial districts in San Francisco, serving the needs of local residents and celebrating its role as the center of the LGBT community. The project enhanced the streetscape with widened sidewalks, repaving, new lighting and street trees. Additionally, in coordination with the community and local businesses, the streetscape project hosts the Rainbow Honor Walk, a series of inlaid plaques of LGBT heroines and heroes, as well as dynamic pedestrian lighting and decorative crosswalks. These improvements elevate the neighborhood experience of an already famous City destination.

Designed and constructed in collaboration among San Francisco Public Works, San Francisco Planning Department and the San Francisco Municipal Transportation Agency, and funded by the 2011 Road Repaying and Street Safety Bond and the Federal Transportation Administration, the project included special paving and barrier improvements to Jane Warner Plaza, ADAcompliant curb ramps, bike outs to shorten pedestrian crossings. In addition, all of 18th Street was repaved.

parking, street trees and bulb-Castro Street and a portion of



sfpublicworks.org/castrostreet >>





Taraval Street, between 46th and 48th avenues \$1.2 million budget

July 2015
opening community celebration

#### TARAVAL STREETSCAPE

The Taraval Streetscape Improvements Project runs along Taraval Street from 46th Avenue to 48th Avenue in the Outer Sunset. Neighborhood residents and businesses helped develop the design, which includes decorative crosswalks at 46th, 47th and 48th avenues, a public seating area at the northwest corner of 46th Avenue, new landscaped bulbouts to shorten the crossing distance at intersections and newly planted palm trees.

We installed new sand-colored sidewalks, as a nod to the beach nearby. The parking strip

was outfitted with pervious pavers that allow rain water to percolate into the aquifer instead of the sewer.

Our landscape architects designed the streetscape with turquoise-colored slab boulders for seating, granite boulders and Mexican fan palms to reinforce the oceanside neighborhood's relationship to the Pacific. The showpiece of the improvements is a mosaic gateway installed in the center of the new traffic circle at 48th and Taraval.

sfpublicworks.org/taraval >>









### 24TH STREET URBAN VILLAGE STREETSCAPE IMPROVEMENT PROJECT

Noe Valley's 24th Street, one of San Francisco's most vibrant commercial corridors, got a makeover that improved pedestrian safety, bolstered Muni efficiency and beautified the stretch that runs from Castro to Church streets.

The Public Works streetscape team led the 24th Street Urban Village Streetscape Improvement Project, which added decorative, highvisibility crosswalks at Castro, Noe, Sanchez and Church streets; improved bus stops with wider sidewalks to ease the boarding and unloading of passengers, decorative brick trim along the curb line, and new benches and planters at Castro and Noe streets;

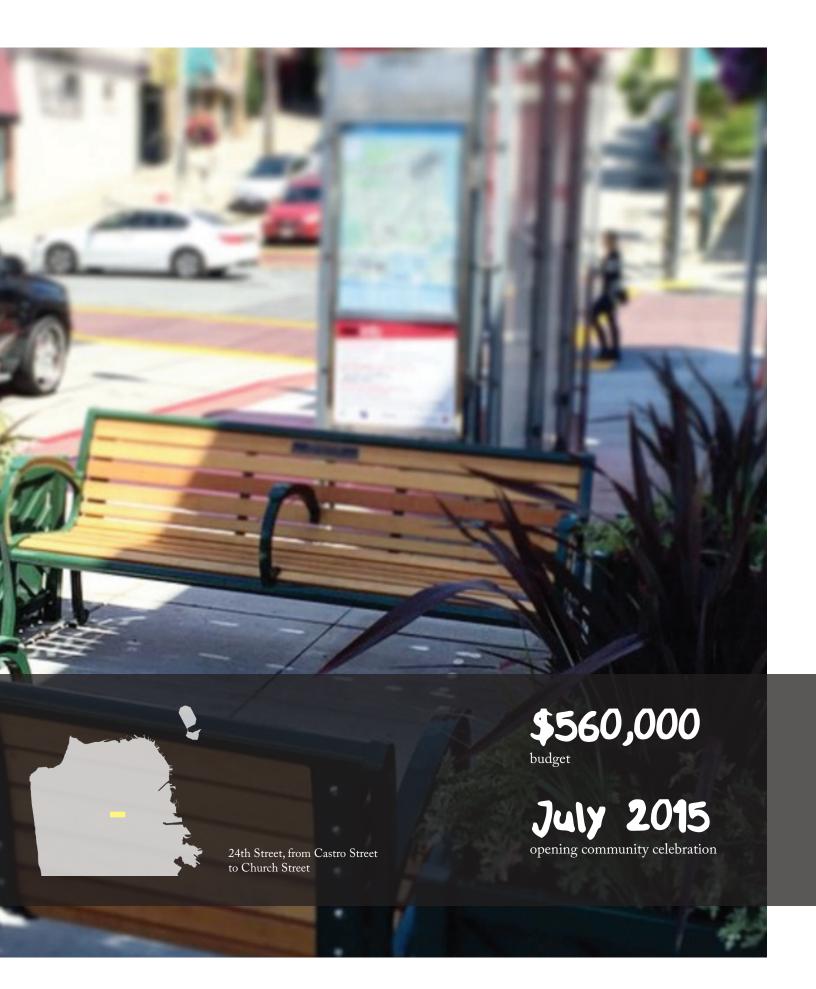
upgraded curb ramps along the corridor; and modernized, easier-to-see traffic signals at Castro Street.

The \$560,000 neighborhood improvement project was funded through the voterbacked 2011 Road Repaving and Street Safety Bond. The new streetscape built on the long-term 24th Street strategic plan created with community input in 2007.

The official ribbon-cutting ceremony was held in July 2015, while all but the finishing touches were completed in Fiscal Year 2014-15.

sfpublicworks.org/24th >>









The voter-backed Road Repaving and Street Safety Bond-funded project brought new bikeways, wider sidewalks at intersection crossings, new neighborhood greening and stormwater management measures to the heavily used strips of roadway on Fell and Oak streets just east of the Panhandle.

The project bridged a critical gap in the bike network by connecting the Panhandle and the Wiggle to the central downtown area, making cycling safer. After these improvements were made, there was a decrease in bicyclists riding on the sidewalk, more cyclists obeying traffic lights and a roughly 3-5 mile-per-hour reduction in vehicle speeds. What was once a terrifying stretch of road for people on bikes is now a safer and more beautiful bike lane comfortable for people of all ages.

sfpublicworks.org/felloak >>

\$1.5 million

> 800

people bike on Fell Street every evening

4

rain gardens built at pedestrian bulb-outs

200

feet of median planters along Oak Street 295

feet of landscaped medians and rain gardens along Fell Street

May 2015

opening celebration

SFMTA Photo | http://sfmta.com/photo

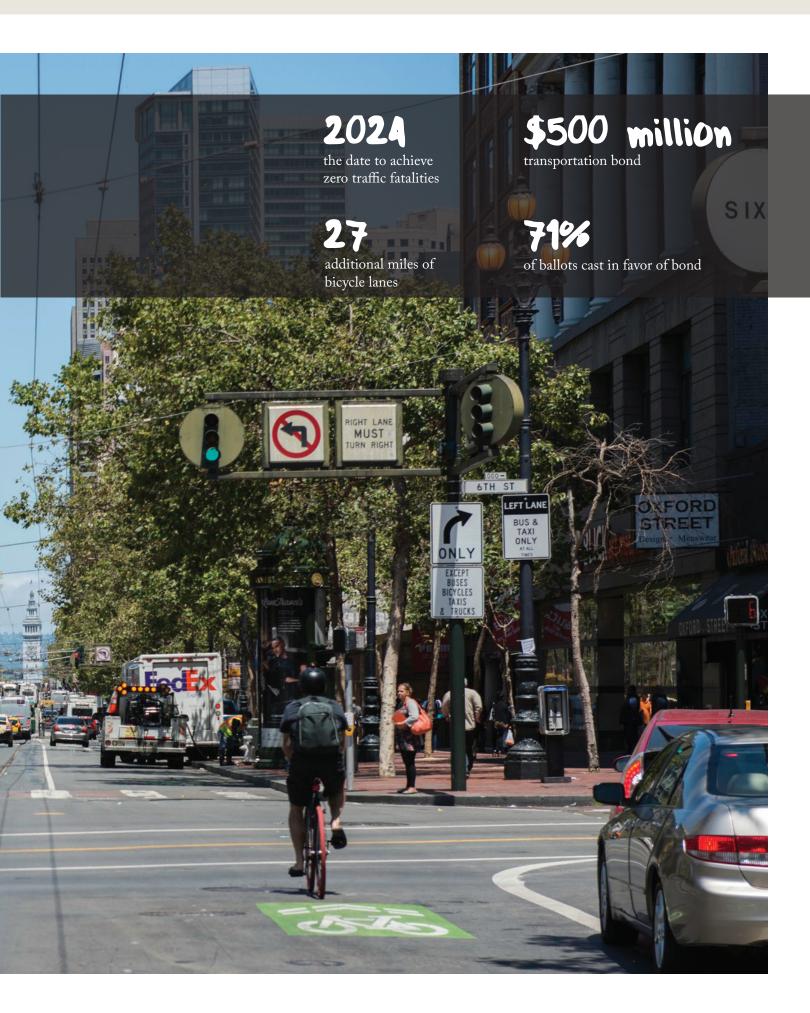
## VOTERS BACK TRANSPORTATION BOND

San Francisco voters overwhelmingly approved the City's \$500 transportation bond in the November 2014 election, with 71 percent of the ballots cast in favor of additional funding to improve street safety and make the Muni transit system more reliable.

Public Works was tapped to manage many of the bond-financed infrastructure improvements – safer and more efficient transit stops and Vision Zero projects to make the streets safer for people who walk, bike, ride buses and drive.

San Francisco's Vision Zero policy aims to eliminate traffic-related fatalities by 2024 through street design, public education and enforcement.







Aug. 2014 opened for play

**21,000** square-foot skate park

Under the Central Freeway, between Valencia and Otis streets **7,000** square-foot dog play area

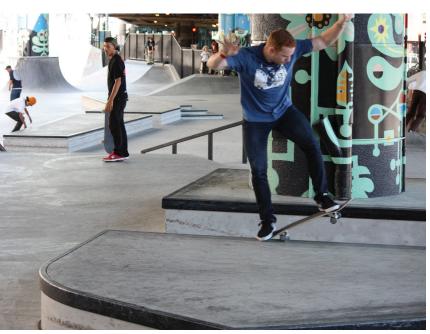
#### SOMA WEST SKATE PARK AND DOG PLAY AREA

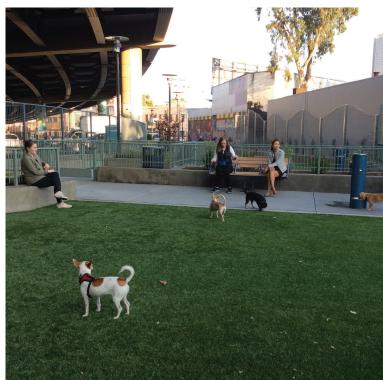
Tucked beneath the elevated Central Freeway between Valencia and Otis streets are new public spaces designed to bring recreational opportunities to the neighborhood and activate underutilized public areas.

The SoMa West Skate Park and Dog Play Area was a collaboration between Public Works, which managed the design and construction, the Office of Economic and Workforce Development and the Recreation and Park Department, which is operating the skate park and dog play area.

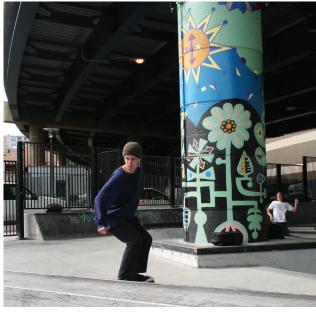
East of the 7,000 squarefoot dog play area is the 21,000 square-foot skate park. New Line Skateparks, one of the world's leading design and construction firms specializing in skate parks, designed the attraction.

sfpublicworks.org/somawest >>









# MISSION DOLORES PARK NORTHSIDE RENOVATION

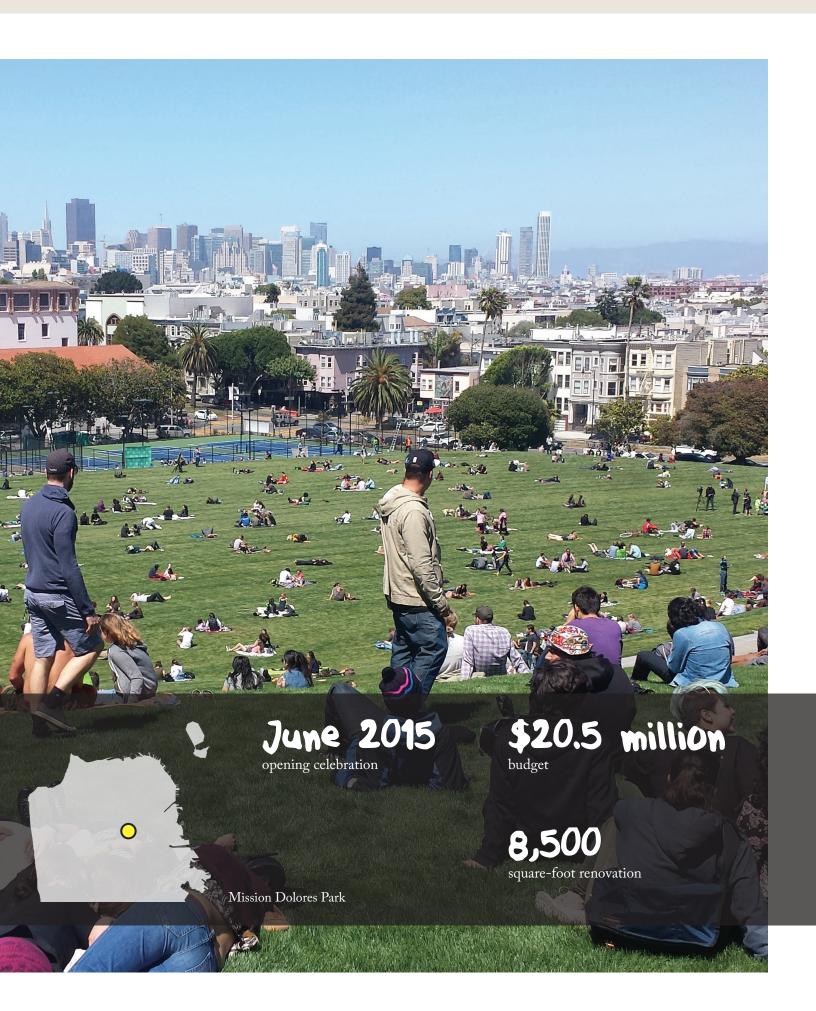
Hundreds of folks danced via a silent disco party to celebrate the opening of the north side of Dolores Park after its renovation.

The \$20 million project included the repair and renovation of the sport courts; construction of three buildings, including two restrooms; new grass fields and dog play area; restoration of existing roads and pathways; upgrades to subsurface infrastructure, irrigation and lighting; modifications to the site to remove barriers and improve accessibility; and overall reconditioning of the park landscape.

Completed in June 2015, Public Works provided landscape architecture and engineering services, and managed the construction project.

sfrecpark.org/project/ mission-dolores-park -improvements >>









Opened in June 2015, we provided design and construction management for the \$4.1 million Kimbell Playground Improvement Project in the Western Addition, which included renovation of the restrooms, a new children's play area, new lawns, restoration of roads and pathways, lighting and irrigation improvements, as well as accessibility improvements.

A key goal was water conservation. Prior to the playground renovation, 2.5 acres of non-athletic ornamental turf were irrigated. The irrigated area has been reduced to 1 acre, thanks to use of water-wise plantings and drought-resistant no-mow turf. More than 2,000 water-wise shrubs and perennials and 52 new trees were added to the playground to support habitat. Additionally, stormwater is captured in an underground cistern in the playground to help recharge groundwater.

sfrecpark.org/destination/ raymond-kimbell-playground >>



At Steiner Street, Geary Boulevard and Pierce Street

\$4.1 million project budget

**2,000** water-wise shrubs and perennials

52

new trees

June 2015 opening celebration

**15,000** permits issued

5†h
anniversary of parklet program

**200** night noise permits issued

#### PERMITS

Our permits bureau issues some 15,000 permits a year for everything from food trucks and construction parking to sidewalk repairs and outdoor utility boxes. The Bureau of Street-use and Mapping also issues permits for parklets.

The spring of 2015 marked the fifth anniversary of the parklet program. Five years ago, two parking spaces disappeared from Divisadero Street near Alamo Square and a new form of public space was born: the parklet. San Francisco has been credited with introducing the first

parklet in the United States. Every year more and more parklets sprout throughout San Francisco under a collaborative effort among Public Works, the Planning Department, the Municipal Transportation Agency and the sponsorship of nonprofits, small businesses and neighborhood groups.

Parklets often feature seating, landscaping, art and bicycle parking. They offer an inexpensive solution to create gathering spaces for the neighborhood.

sfpublicworks.org/permits >>







Public Works issues permits for a variety of street uses, among them: sidewalk landscaping, parklets, food trucks and sidewalk tables and chairs.



**20**Night Market events

2 visiting goats

> 25
giant bubble balls each night

**qq0**feet of glowing string lights around UN Plaza

#### FRIDAY NIGHT MARKET

In fall 2014, Public Works and the nonprofit Market Street Association began an experiment to see if we could bring fun and vibrancy back to a traditionally uninviting area of Central Market by creating a night market at UN Plaza. There are night markets all over the world. Why not here in San Francisco?

Amid the backdrop of a glowing City Hall and twinkling string lights, the Friday Night Market attracted nearby workers, neighborhood families, students and visitors to spend a Friday evening eating, playing, shopping and listening to music in the historic plaza. It became a place where the diverse and changing populations of Mid-Market could all come together and create community.

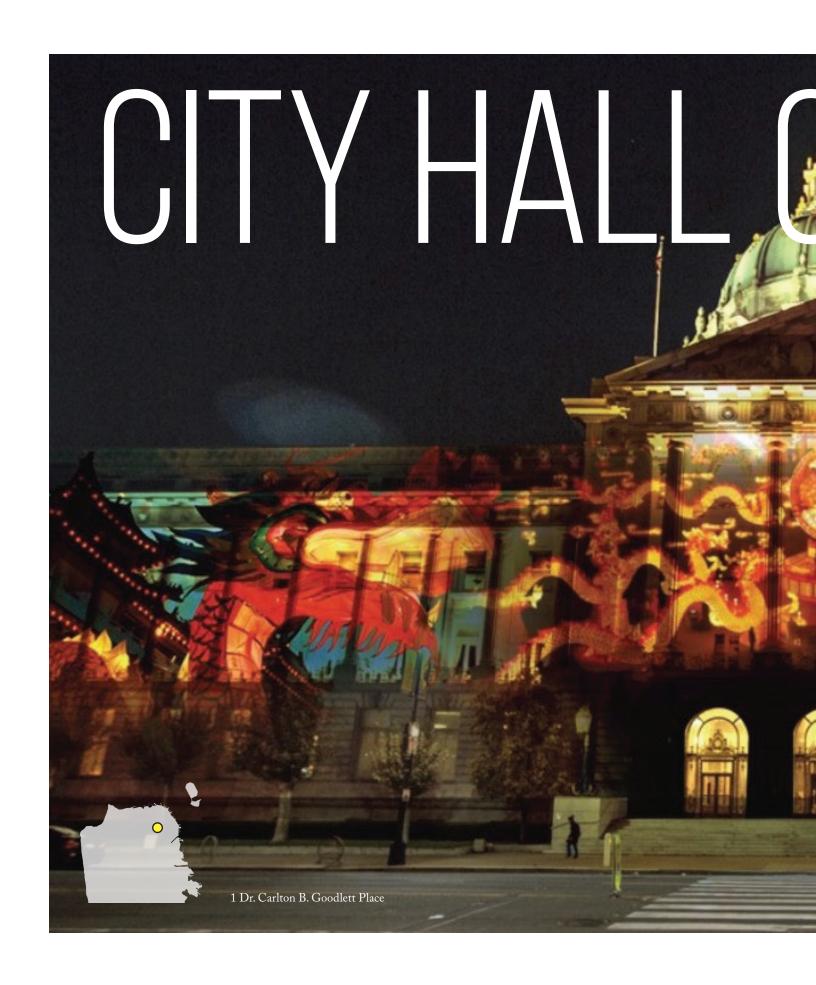
facebook.com/fridaynightmarket >>











# ENTENNAL

June 19, 2015 marked the 100th birthday of San Francisco's City Hall.

The public fête of City Hall's centennial took place with thousands gathering at Civic Center Plaza to enjoy live entertainment, local music, food trucks, and a massive, crazy multimedia projection experience on the exterior of City Hall!

The Centennial Celebration was nearly two years in the planning, and was organized by a Centennial Planning Committee that worked to develop the grand events and also raise funds for muchneeded capital improvements to City Hall, so folks can enjoy the historic building for generations to come.

Since the devastating 1906 earthquake, this site has witnessed the City's development and progress over the years.

Construction of the new City Hall was paid for with voterapproved bonds totaling \$8.8 million. The measure put before voters in 1912 passed with strong support.

After the 1989 Loma Prieta Earthquake damaged City Hall, the building underwent a \$300 million restoration. Public Works provided the architectural services that brought City Hall up to modern seismic standards, including the installation of a state-of-the-art base isolation system to better guard against quake damage. We added contemporary security measures and restored the building to its historic grandeur. The four-year project was completed in 1999.

sfpublicworks.org/cityhall >>



The University of Public Works is the point of entry for Public Works employees to access learning and development opportunities. Courses bolster professional development, create a common understanding of Public Works' business practices and policies, strengthen a results-driven culture and work to

retain a motivated and diverse workforce.

In Fiscal Year 2014-15, we opened a new classroom space dedicated to the university at our 30 Van Ness Ave. offices.

The courses offered through the University of Public Works are conducted by subjectmatter experts from within our department, other City departments and private industry and organizations. The majority of our course topics are suggested by our employees. Subjects range from project management skills to the identification of hazardous materials in the field to public speaking.



Collaborative partnering is a structured process that develops and grows a culture of trust among the various parties involved in a construction project.

Through partnering, we want to deliver higher quality projects, reduce delays and cost overruns, increase job satisfaction and safety and avoid legal claims. We hope to establish and maintain a relationship of shared trust, equity and commitment. For all construction projects above \$100,000, we utilize a neutral facilitator to improve communication and teamwork.

sfpublicworks.org/ contractorresources >>

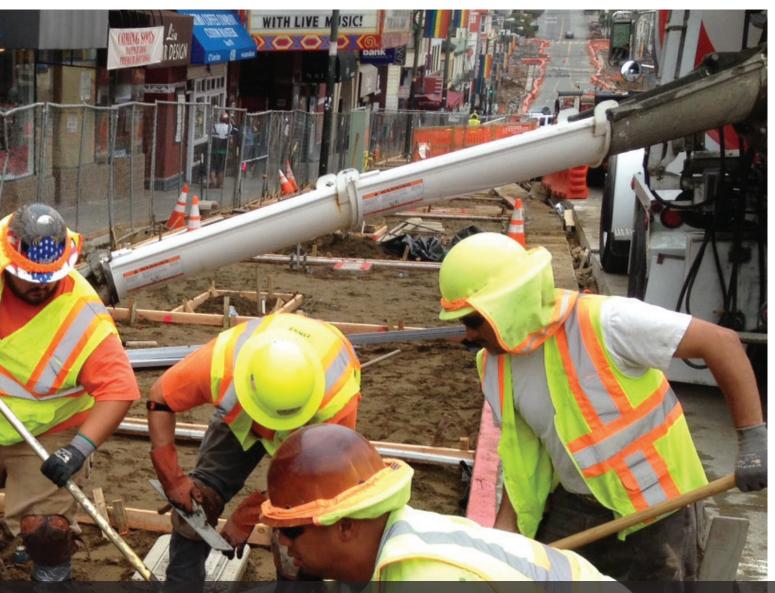


LOCAL BUSINESS ENTERPRISE Public Works manages, designs and builds nearly \$5 billion in construction projects across San Francisco. As we build libraries, recreation centers, hospitals, streetscapes and other public amenities, we want to ensure that San Francisco workers and construction companies reap the benefits.

According to the City's Contract Monitoring Division, Public

Works consistently awards the highest percentage of contracts and contract dollars to Local Business Enterprises (LBE) among all City agencies.

In Fiscal Year 2014-15, 85 percent of our construction contracts were awarded to LBE prime contractors. This translates into more than \$125 million going to small San Francisco contractors and consultants.



We also awarded 41 micro LBE contracts. These are jobs valued at less than \$400,000 and are specifically targeted to very small certified local professional service providers and general contractors.

We're committed to helping small firms get a foothold in our projects and expanding the San Francisco economy by keeping taxpayer dollars in our city. \$125 million

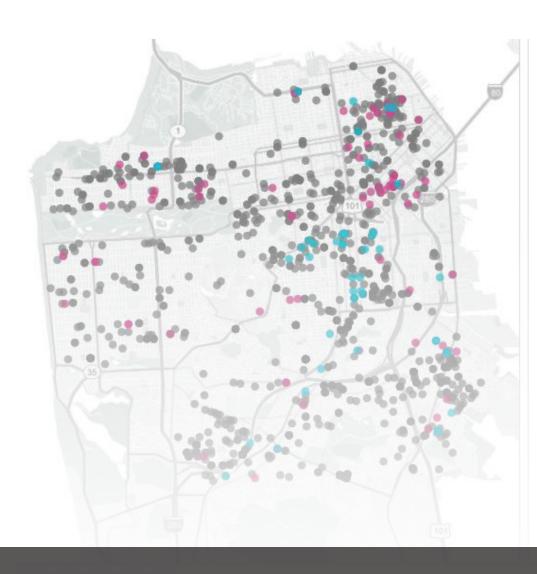
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41

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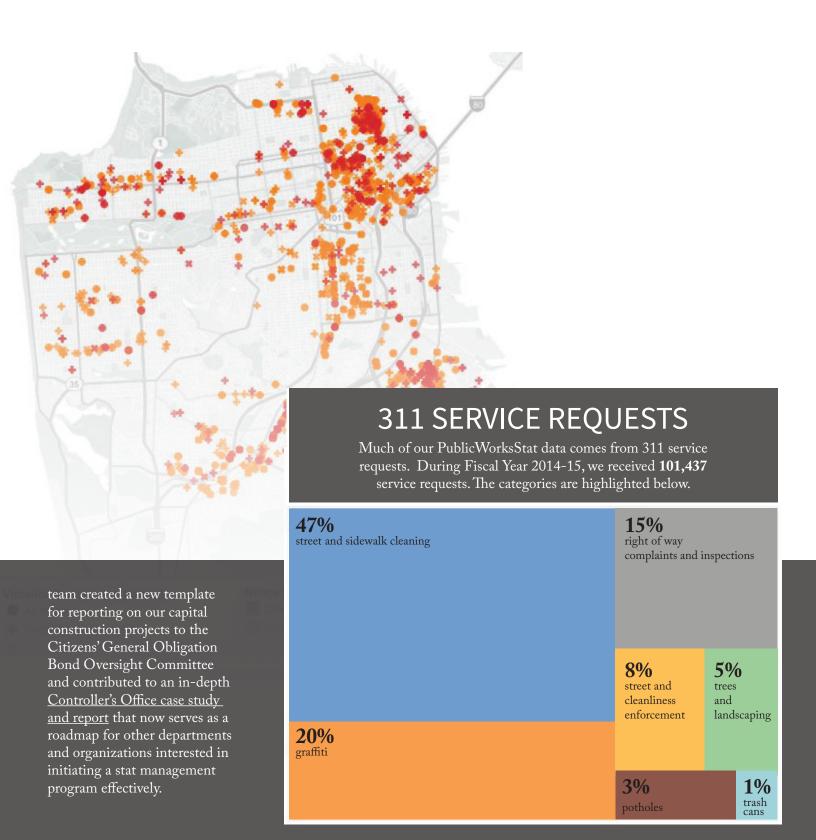


## PUBLIC WORKS STAT

PublicWorksStat is a performancemanagement tool to measure and monitor everything from street cleaning response times to number of curb ramps built by our cement shop. We monitor key activities to improve timeliness, efficiency and quality of services and projects that we deliver.

In Fiscal Year 2014-15, PublicWorksStat led the development of new dashboards for integrating labor data into our operations division, revised dashboards for tree and landscaping maintenance and a Vision Zero dashboard in partnership with the SFMTA.

The performance management team also crafted dashboards for the newly created Outreach and Enforcement Team, for payment turnaround times and for our contract administration. The



# EMERGENCY



EMERGENCY PREPAREDNESS PROGRAM The Emergency Preparedness Program improves our ability to prepare for, respond to and recover from natural and humaninflicted disasters.

Last year, we simulated a 1906type earthquake to test our resilience during and after an earthquake and apply what we learned to develop tactics for the future. We worked with representatives from Recology, the San Francisco Public Utilities Commission, Department of Building Inspection and Department of the Environment.

## REPAREDNESS



In November 2014, Public Works issued a Director's Order outlining new criteria for the removal of ficus trees in San Francisco. This order came in response to a number of ficus tree failures and limb losses. As a result, and in anticipation of a wet winter due to El Niño, Urban Forestry staff assessed City-maintained ficus trees along major corridors to determine if the trees merited removal. In addition, more than 41 City-maintained trees and numerous privately maintained trees were identified by property owners.

In most cases, any tree that is removed must be replaced with a more appropriate tree.

sfpublicworks.org/trees >>



A wet and windy storm walloped San Francisco during the second week of December in 2014, toppling trees and causing localized flooding in low-lying areas. Residents flocked to our Operations Yard to retrieve free sandbags.

At one point, we were giving out 20 sandbags a minute, as we hustled to keep enough sandbags on hand to meet the surging demand. We brought in crews to fill sandbags by hand after our regular suppliers ran out.

We provided nearly 14,000 sandbags leading up to and during the heavy rains to help people keep their homes from flooding.

sfpublicworks.org/sandbags >>









Every year, we remove sand buildup on the Great Highway between Noriega and Santiago streets, adjacent to the seawall in accordance with the approved Golden Gate National Recreation Agency maintenance agreement. Removal of sand buildup

along Judah and Lawton streets also were included this year.

Public Works has a small window to perform the annual sand relocation work; it must be timed to make sure crews do not disturb the Snowy Western Plover,

a small shorebird that is protected under the U.S. Endangered Species Act. The plovers can be found at Ocean Beach about 10 months out of the year, but take off in the spring to nest in other coastal areas and inland salt flats.





More solar, less waste.

More plants and trees, less concrete.

Our quest: Green SF.









Cranleigh Drive and Sloat Boulevard triangle

The City planted its annual Arbor Day signature tree in honor of the late Marian Brown in a small grove next to where a memorial tree was planted previously for her twin sister, Vivian.

Vivian Brown died in January 2013 at age 85. Marian Brown died in November 2014. Now, they are together once again – symbolically.

Both trees are California incense cedars, or Calocedrus decurrens, which can tower 100 feet or taller at maturity.

Marian Brown had attended the tree planting honoring her sister in what ended up being one of her last public appearances.

Each year for Arbor Day, San Francisco Public Works plants a signature tree dedicated to community leaders and advocates. In addition to Vivian Brown, past honorees include Nelson Mandela, Sandra Cuadra, Wangari Maathai, Charlie Starbuck, Rosa Parks, Cesar Chavez, Ruth Asawa, Dr. Ellen Wolf and Dana Woldow.





### 61%

reduction in water use from 112 million gallons in Fiscal Year 2013-14 to 44 million in Fiscal Year 2014-15

### 504,607

gallons of recycled water used from the southeast treatment plant

### WATER CONSERVATION <u>EFFORTS</u>

In Fiscal Year 2014-15, we reduced our water use by 61 percent, dropping from 112 million gallons used in Fiscal Year 2013-14 to 44 million gallons. The biggest savings came from turning off the automatic irrigation systems on our landscaped medians.

Since we began using recycled water from the City's southeast treatment plant in Fiscal Year 2013-14, we've increased our recycled water usage by 60 percent, to 504,607 gallons. Last year we also began topping off the UN Plaza fountain with reclaimed groundwater.

# APPRENTICESHIP PROGRAMS

San Francisco will invest more than \$32 billion in improving and maintaining the City's infrastructure through the Ten-Year Capital Plan and create tens of thousands of jobs. We are committed to helping San Franciscans attain the skills and experience they need to be part of this growing workforce. In partnership with local unions, our apprenticeship programs provide training to dozens of participants annually.

We offer a growing number of apprenticeship programs that provide San Franciscans a combination of on-the-job training and classroom education to enhance the knowledge of various trade worker occupations.

In June 2015, we implemented the Arborist

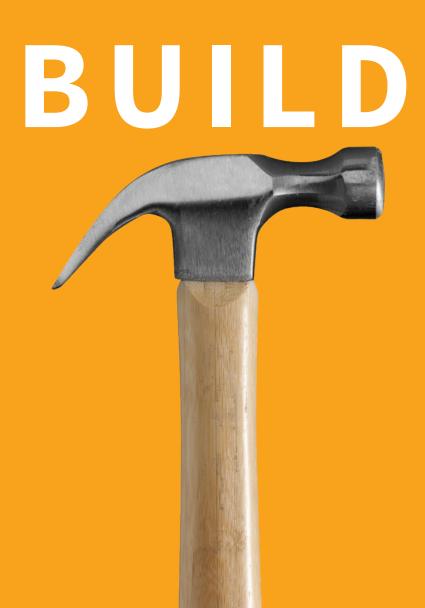
Apprenticeship Program, adding to the existing laborer/environmental worker, gardener, cement mason and stationary engineer apprenticeships.

The arborist apprentices assist arborists and receive 6,000 training hours performing arboriculture duties, such as trimming trees and shrubs; climbing trees to remove dead, diseased, damaged or unwanted limbs or tree tops; pruning, felling and cutting up trees; and piling trimmings. We maintain more than 35,000 street trees and we're excited to train people to take care of them.

sfpublicworks.org/ apprenticeships >>

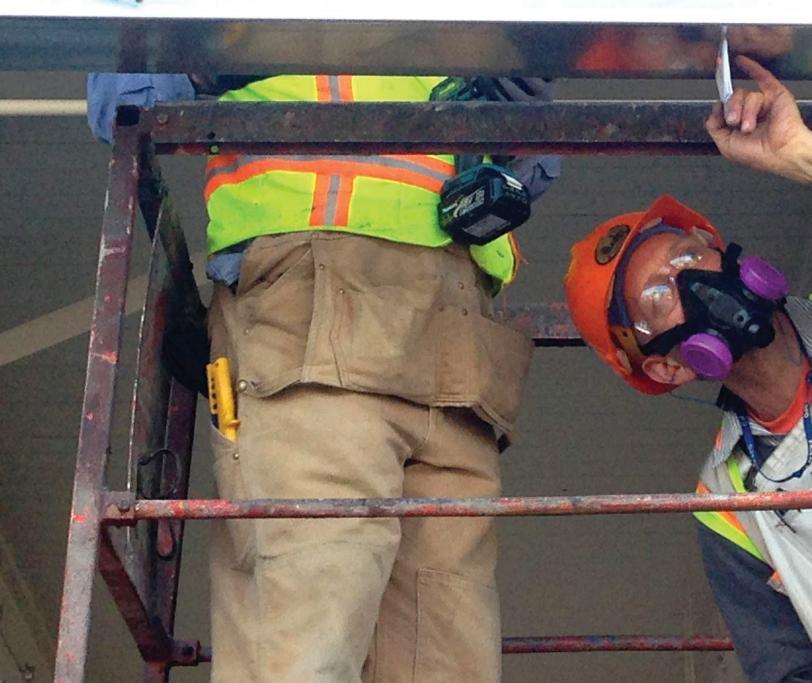






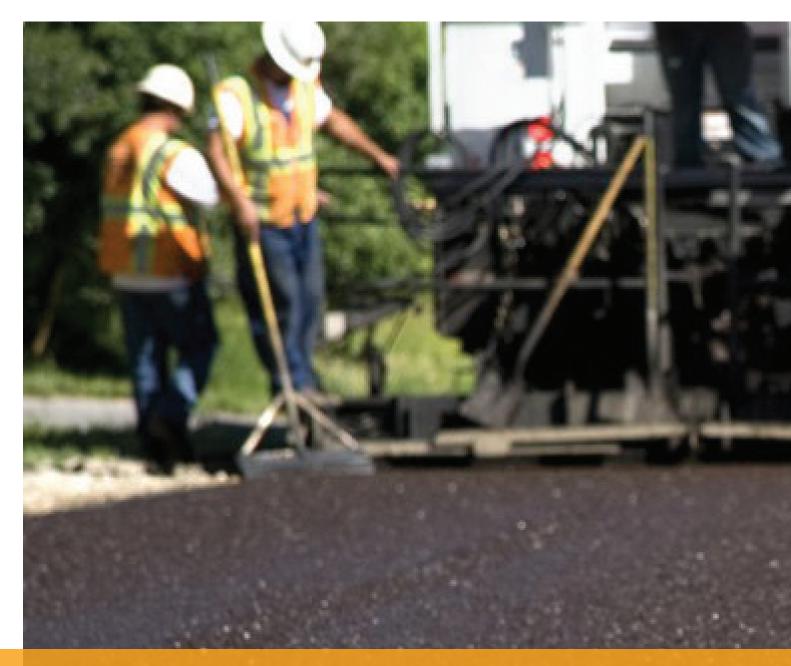
Our trades build, repair.
They keep our city working.
Saws. Pliers. And pride.











SAN FRANCISCO SETS

NEW ONE-YEAR RECORD

FOR NUMBER OF

BLOCKS RESURFACED

Public Works resurfaced 927 blocks in the last year, the most ever in San Francisco for a one-year period. That's the third year in a row that the City bested its previous record, delivering on a promise made to voters in 2011 when they passed the Road Repaving and Street Safety Bond. In the last three

years, 20 percent of the City's roads have been made smoother and safer. The paving work took place in neighborhoods throughout San Francisco. Before passage of the three-year 2011 Streets Bond, San Francisco resurfaced about 400 blocks a year.

sfpublicworks.org/streets >>







#### Market Street Bike Lane Repaying

To get ready for a national transportation conference coming to town in the fall of 2014, we repaved approximately **12,000 square feet** of Market Street bike lanes in just five days.

# SEWER



Our Hydraulic Engineering section designed and oversaw 15 projects, replacing a total of 15 miles of sewer main during Fiscal Year 2014-15.

All the projects were performed in conjunction with other construction work to minimize traffic disruptions and other public inconveniences. The sewer work was performed by Public Works crews and contracted firms.

15 projects

15 miles of sewer replaced

## REPAIR





#### Schwerin Street Sewer System Improvement Project

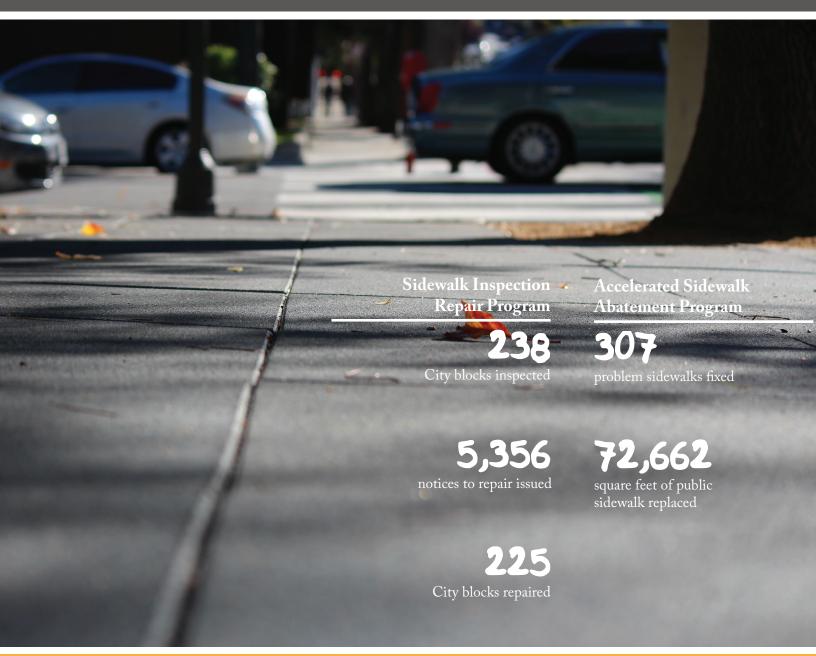
When large storms hit lowlying areas of Visitacion Valley, the streets flooded, impacting residents and merchants.

That compelled us to move forward with a \$7 million project

to improve the reliability of the Sunnydale/Visitacion Valley sewer system on Schwerin Street, between Kelloch and Sunnydale avenues.

The goal: Reduce the potential for future flooding. Funding came from the San Francisco Public Utilities Commission.

## SIDEW



SIDEWALK
REPAIR
AND
INSPECTIONS

Our sidewalk inspection and repair program ensures that the City's 5,000 blocks are inspected on a 25-year cycle with a schedule that prioritizes sidewalks that get the most use. The program informs public and private property owners of sidewalk damage and coordinates repairs to improve pedestrian safety and reduce tripping hazards.

The Bureau of Street-use and Mapping's complaint-driven Accelerated Sidewalk Abatement Program inspects and accelerates sidewalk repairs for sidewalks in extremely poor condition. Complaints pertaining to inaccessibility and to problems in high-traffic pedestrian areas get priority.

sfpublicworks.org/sirp >>

# / A L K S



DRUMM
STREET
SIDEWALK
BRICK WORK

The sidewalk project on Drumm Street, near the cable car turnaround at Market and California streets, is an offshoot of a major sewer replacement project. Crews had to meticulously match the existing concentric pattern fronting Embarcadero Center.

The dedicated team included expert tilesetters, brick layers, hod carriers and cement workers.



1950 Mission Street

75

maximum number of clients served at one time

March 2015

opening day

24

hours a day the dining room is open

\$3 million

donated to open the enhanced shelter

### NAVIGATION CENTER

The Navigation Center is an innovative initiative to help homeless people move off the streets and into stable housing or residential treatment programs and access the services and benefits they need to stabilize their lives.

The center provides homeless people with beds, showers, meals and laundry facilities at one location, and staff is on hand to assess clients' needs for health care, substance abuse and mental health treatment.

The goal is to help people move into stable housing and

rehabilitation programs or to reunite people with their families.

What makes it different from other shelters is that the Navigation Center can accommodate entire homeless encampments, allowing people to stay with their community, keep their pets with them and bring their belongings.

We designed and, working with a private contractor, built and landscaped the complex.

navigationcentersf.org >>











Public Works performs engineering design and construction for various pedestrian-safety and trafficcalming projects. Sidewalk bulbouts, curb ramps, median islands, fresh crosswalk paint and signage provide safer pedestrian crossings and slow down vehicle traffic.

Fiscal Year 2014-15 projects included work at Del Vale and O'Shaughnessy, Ocean and Persia, and several locations along Gough, Divisadero, Oak and Fell streets.

1,736 curb ramps constructed

7,200

street intersections maintained in San Francisco





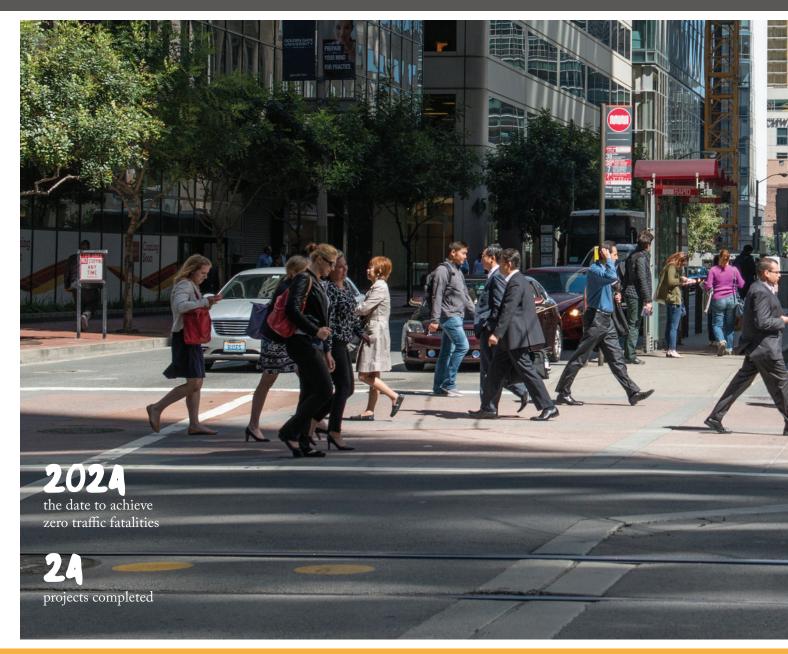
#### **Curb Ramp Program**

We maintain approximately 7,200 street intersections in San Francisco. Many are only partially or not accessible for people with disabilities. All new public and private paving and construction projects are required to provide compliant curb ramps. Curb ramps also

are constructed through our Curb Ramp Program, with priority given to locations requested by people with disabilities. The program budget this fiscal year was \$6.2 million, with 1,736 curb ramps constructed.

sfpublicworks.org/ curbrampprogram >>

## PEDESTRIA



VISION ZERO: 24 PROJECTS IN 24 MONTHS

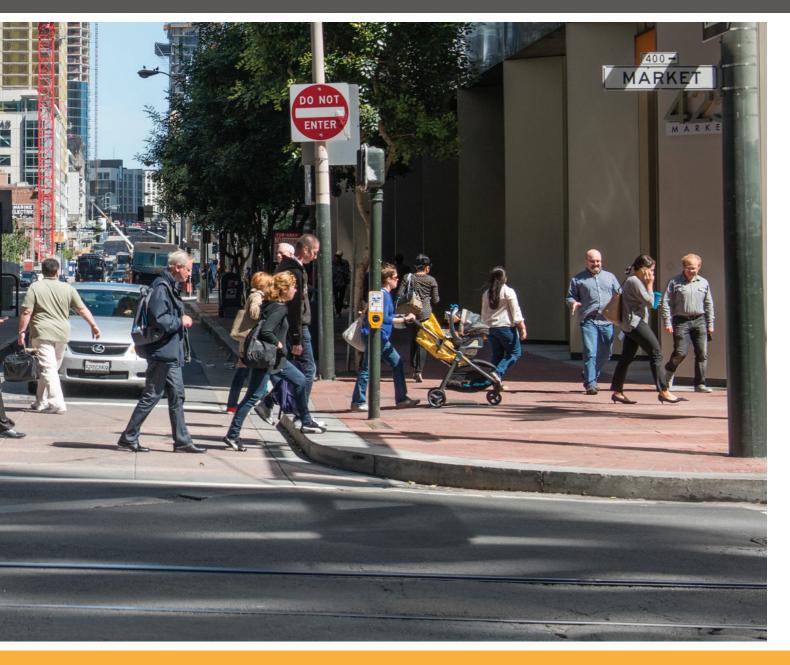
Vision Zero is the City's policy to eliminate traffic deaths by 2024. As part of the policy, the City also committed to completing 24 projects to improve safety on our streets. That goal was met December 2014, ahead of schedule.

visionzerosf.org >>

#### Examples of projects:

- installed safety zones at 27 intersections to reduce turning speeds
- made crosswalks more visible at 123 intersections
- modified traffic signal timing at 41 intersections to give those walking a head start to cross the street

## N S A F E T Y





#### Safe Routes to Schools

Public Works performs engineering design and construction for the **Safe Routes to Schools** program. Sidewalk bulb-outs, curb ramps, median islands and fresh crosswalk paint and signage provide safer pedestrian crossings and calms vehicle traffic around our schools. Accessibility for people with disabilities is improved. The school locations are selected through a prioritization process that is coordinated with other government agencies. Projects include work at Tenderloin Elementary, Alamo Elementary, ER Taylor Elementary and Longfellow Elementary schools.

## DIVISIONS AND BUREAUS

#### DIRECTOR'S OFFICE

#### **Policy and Communications**

The office keeps the public and staff informed of the department's services, projects and programs through print and broadcast media, social media, websites, community meetings and other outreach activities. The team produces reports, a monthly digital newsletter, briefs elected officials and troubleshoots constituent concerns. The team also oversees media relations and organizes press conferences and special events to celebrate project milestones.

#### **Emergency Management Program**

The program works to continuously improve our capability to prepare for, respond to and recover from both natural and human-inflicted disasters.

#### **University of Public Works**

University of Public Works is our in-house training and education program. Launched in 2013 and expanded in 2014, the university offers a variety of courses to improve our employees' technical skills and provides a forum where staff can learn about cuttingedge and effective strategies in the areas of engineering and architecture, workplace safety, technology, emergency management, construction management and more.

#### **OPERATIONS**

#### **Central Operations**

The office runs community programs, including Graffiti Watch, Community Clean Team, Adopt-A-Street, urban harvesting and street parks. It also operates the Outreach and Enforcement Team and apprenticeship programs.

#### **Building Repair**

The bureau provides quality professional construction, repair, remodeling and management services for Cityowned facilities. It also provides emergency-repair services 24 hours a day, ensuring that police, fire and other public safety operations are fully functional at all times.

#### **Street Environmental Services**

The bureau uses mechanical street sweepers, strategic litter receptacle placement and City work crews to clean streets and curbs and to remove graffiti. Sidewalk maintenance remains the responsibility of property owners; however, we sweep sidewalks in heavily-used commercial corridors.

#### Street and Sewer Repair

The bureau oversees paving and street repair work, sewer repair, patch-paving and pothole fixes. In addition, crews repair sidewalks and build curb ramps.

#### **Urban Forestry**

Urban Forestry is responsible for median maintenance and tree planting and maintenance of City-owned trees.

#### BUILDINGS

#### **Building Design and Construction**

Building Design and Construction provides programming, architectural design, site and master planning, conceptual design, landscape architecture and construction management services. It works closely with client departments and community groups to create buildings and spaces that are sustainable, respect the urban context and reflect the uniqueness of San Francisco neighborhoods.

#### Project Management

Project Management is responsible for delivering major capital projects through planning, design, regulatory approval and construction processes. The bureau delivers a variety of major projects on behalf of City agencies.

#### **Project Controls and Services**

The team assists, augments and provides specialized services, such as materials testing, contract preparation, site remediation and contract management, with a focus on buildings, infrastructure and transportation projects.

#### INFRASTRUCTURE

#### Design and Engineering

The engineering division consists of mechanical, electrical, structural, hydraulics and streets and highway sections. The division designs streetscapes, roadway paving and construction, curb ramps, sewer pipe installations, retaining walls, stairways, building systems and more. The team also coordinates disability access and regulatory affairs.

#### **Project Management and Construction**

The division is responsible for project management for all phases of our infrastructure projects, including planning, design and construction for streets and highways, streetscapes, curb ramps and other infrastructure projects. The division's capital improvements section works with other City agencies to provide construction management services for new developments within the City.

#### Street-use and Mapping

The bureau ensures that City sidewalks and streets are safe and accessible by permitting and inspecting the use of the public right of way. The bureau also does surveying and maintains the official City map.

#### OFFICE OF FINANCIAL MANAGEMENT AND ADMINISTRATION

#### Finance

The group oversees budget preparation; capital planning, analysis and reporting; grants research and administration; and accounting. It also prepares, analyzes and produces reports to implement and manage our projects and programs. Responsibilities include the creation and monitoring of the annual budget; preparation of an annual indirect cost plan; participation in bond authorizations and sales; development of the capital plan; and grant proposals. Accounting reviews and records financial and purchasing transactions; prepares grant billings and account analyses; collects revenues; disburses funds; and guides funds through required procedures until final liquidation.

#### Administration

The group includes Contract Administration and Performance Management. Contract Administration is responsible for advertising bids, distributing plans and specifications, receiving bids, processing documents, handling bid protests, awarding contracts, and ensuring compliance with insurance, bonding and licensing requirements. Performance Management monitors key activities of the agency to improve the quality of services delivered, as well as support the monitoring and measurement of the Strategic Plan.

#### Information Technology

The group designs, programs, operates and maintains all department-wide automated information systems and equipment. Services include process analysis and planning; software development, configuration and implementation; network and hardware installation; technology operations; help desk and security; and software support and system compliance functions.

### **CORE VALUES**

San Francisco Public Works has a very strong mission statement: to enhance the quality of life in San Francisco by providing outstanding public service. But to do that, we must have a strong foundation that permeates our organization to carry out that mission.

In the spring of 2014, an in-house committee represented by a broad cross-section of the department dug deep into the issue. The group assessed the core values of other City agencies, government institutions and businesses, and from there created our own distinctive set that cements the traits and qualities representing Public Works' highest priorities: respect, integrity and responsiveness.

Those three words are powerful, and starting with the introduction of the Core Values concept in Fiscal Year 2013-14, will be an integral part of the organization moving forward.



We treat each other with respect We communicate openly and fully We listen to one another, to our clients and to the community

Integrit

We work together as one team
We are accountable to ourselves, to each other and to the public
We all are responsible for our successes and failures

Responsivenes

We are responsive to the diverse needs of all communities
We pursue new ideas and ways of working
We celebrate our accomplishments



# INTEGRITY



We behave with integrity
We work together as one team

We are accountable to ourselves, to each other and to the public We all are responsible for our successes and failures

Respect We treat ea

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We pursue new ideas and ways of working
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# RESPONSIVENESS



We are responsive to the diverse needs of all communities We pursue new ideas and ways of working We celebrate our accomplishments

Respect

We treat each other with respect
We communicate openly and fully
We listen to one another to our clients and to the community

Integrity

We behave with integrity
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