



**ANNUAL REPORT**  
**2013-14**

San Francisco Public Works

# **FISCAL YEAR 2013-14 ANNUAL REPORT**

Edwin M. Lee, Mayor

Naomi Kelly, City Administrator

Mohammed Nuru, Director of Public Works



**A 24/7 OPERATION, PUBLIC WORKS:**  
**CLEANS AND RESURFACES STREETS**  
**PLANTS AND NURTURES CITY TREES**  
**CONSTRUCTS, MANAGES AND DESIGNS FACILITIES**  
**ERADICATES**  **GRAFFITI**  
**BUILDS CURB**  **RAMP S**  
**GRANTS AND ENFORCES PERMITS**  
**INSPECTS STREETS AND SIDEWALKS**  
**PARTNERS WITH SF NEIGHBORHOODS**  
**TRAINS PEOPLE FOR JOBS**  
**GREENS THE RIGHT OF WAY**  
**EDUCATES OUR COMMUNITIES**









# GREENING

**“TO PLANT A GARDEN IS TO BELIEVE IN TOMORROW.”**

**— AUDREY HEPBURN**

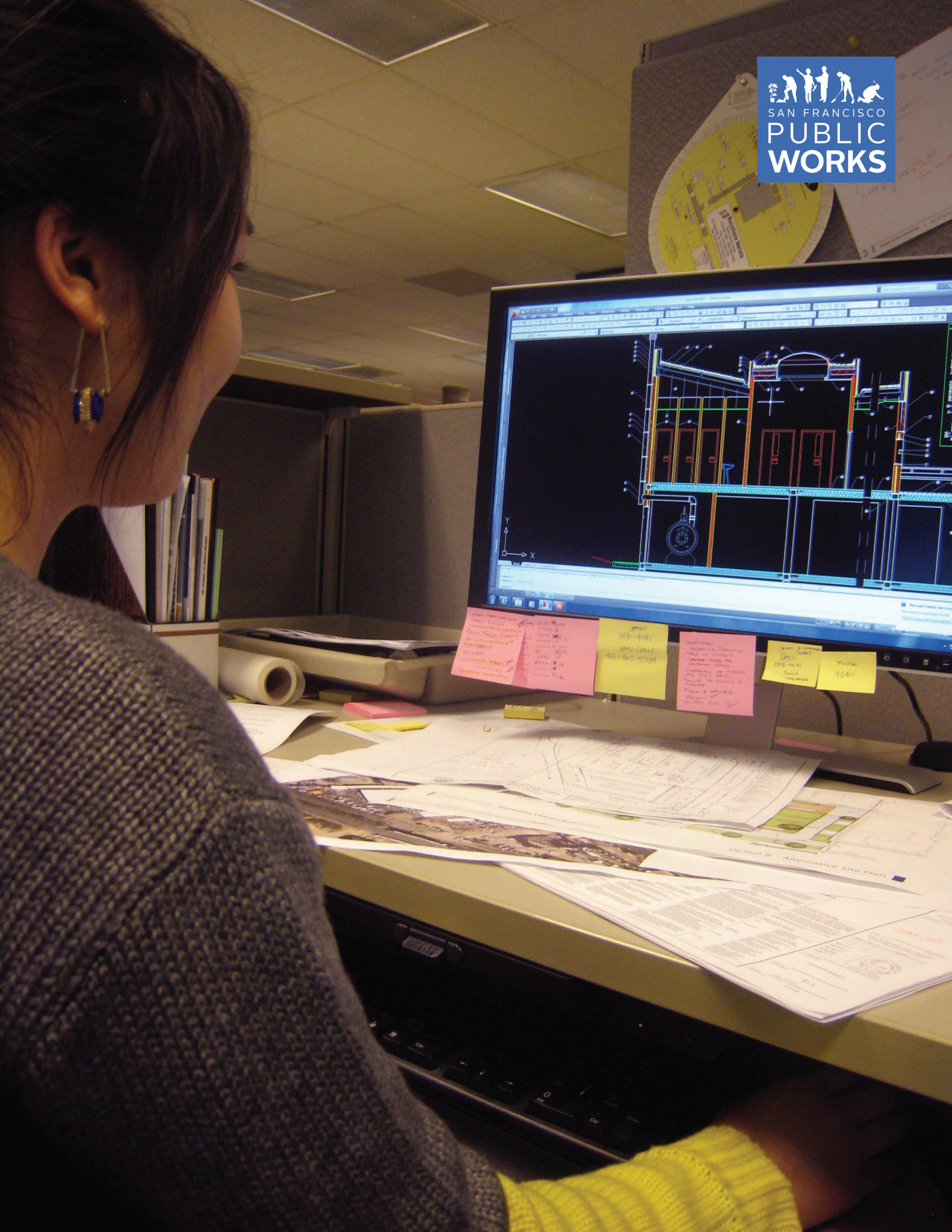


# PLANNING

**“IF YOU FAIL TO PLAN, YOU ARE PLANNING TO FAIL.”**

**— BENJAMIN FRANKLIN**











# CLEANING

“IF A MAN IS CALLED TO BE A STREET SWEEPER, HE SHOULD SWEEP STREETS EVEN AS A MICHELANGELO PAINTED, OR BEETHOVEN COMPOSED MUSIC OR SHAKESPEARE WROTE POETRY. HE SHOULD SWEEP STREETS SO WELL THAT ALL THE HOSTS OF HEAVEN AND EARTH WILL PAUSE TO SAY, ‘HERE LIVED A GREAT STREET SWEEPER WHO DID HIS JOB WELL.’ ”

— THE REV. MARTIN LUTHER KING JR.



# BUILDING

**“THE TIME TO REPAIR THE ROOF IS WHEN THE SUN IS SHINING.”**

**— JOHN F. KENNEDY**









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.





## CONTENTS

|                       |     |
|-----------------------|-----|
| Director's message    | 1   |
| Strategic Plan        | 3   |
| At a glance           | 5   |
| Awards                | 7   |
| Leadership Team       | 9   |
| Budget                | 11  |
| <br>                  |     |
| Greening              | 15  |
| Planning              | 33  |
| Cleaning              | 83  |
| Building              | 99  |
| Working together      | 113 |
| <br>                  |     |
| Divisions and Bureaus | 125 |
| Index                 | 127 |





# MOHAMMED NURU, DIRECTOR



## Dear partners,

San Francisco Public Works is a 24/7 agency that lives by the maxim: We get things done. We lived up to that reputation in Fiscal Year 2013-14, as we carried out our mission of delivering exceptional projects and world-class service.

We clean the streets, plant trees, landscape public spaces, remove graffiti, issue permits, pave roads, respond to landslides, train people for careers, prepare for emergencies, give away sandbags, inspect the public right of way, solve engineering problems, work with volunteers, design buildings and build playgrounds, hospitals, rec centers and libraries – which our trades workers repair. Our tech staff, contracts team, mail clerks, accountants, receptionists, analysts and purchasers make sure our organization keeps moving forward.

This annual report provides a snapshot of our work during the fiscal year, with projects and programs that touched every neighborhood in San Francisco. The list of accomplishments is meaningful – from celebrating the completion

of the transformative Cesar Chavez streetscape project to launching our Outreach and Enforcement (OnE) team to build stronger ties with residents and businesses.

We celebrated the openings of the North Beach Branch Library and Palega Playground, updated our Strategic Plan, strengthened our collaborative partnering initiative, created a new logo and changed our name from DPW to Public Works to put more focus on those two powerful words – public and works. We drastically cut our water usage in response to the severe drought and implemented new greening initiatives to reduce our carbon footprint.

We got Public Works University up and running to better train and inspire our work force and helped develop the voter-backed \$400 million Earthquake Safety and Emergency Response 2014 bond to safeguard our city.

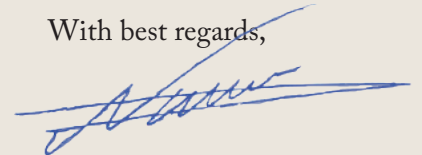
We also introduced core values into our workplace – a set of shared beliefs specific to San Francisco Public Works that directs

how we perform our work and conduct ourselves. The core values are respect, integrity and responsiveness. Together, they will shape the culture of our organization. At the end of the day, the goal is to create a more positive, collaborative work environment that will improve our performance and benefit the people of San Francisco.

We could not have made the progress we did or faced our challenges without our strong and valued partnerships with Mayor Ed Lee, City Administrator Naomi Kelly, all 11 members of the Board of Supervisors and the City's residents, businesses, nonprofits and sister agencies.

As you read through this annual report, I hope you get a better understanding of San Francisco Public Works and our role in serving our great city.

With best regards,



Mohammed Nuru

Director  
San Francisco Public Works



# WHY WE DO





# WHAT WE DO

## STRATEGIC PLAN

This year we updated our Strategic Plan to align with the political and economic times and to take advantage of new technology. This is our third strategic planning cycle to improve our Strategic Plan and enhance our delivery of world-class public service.

Our Strategic Plan is a living document that drives what we do at San Francisco Public Works. It helps us make informed decisions about where to best direct our resources most efficiently and effectively. The plan sets goals, maps out how we expect to achieve them and is used to guide the work of our staff. Progress is methodically

tracked so we can make adjustments as needed.

Twice this year, we conducted all-staff Strategic Plan progress report meetings to inform employees of our progress.

New to this Strategic Plan is the introduction of Core Values, which guide our actions as public servants. Core Values direct how we perform our work and conduct ourselves, shaping the culture of our organization.



[SFPUBLICWORKS.ORG/STRATEGICPLAN](https://SFPUBLICWORKS.ORG/STRATEGICPLAN)





**1,354**  
WORKERS ON STAFF



**3,377**  
STREET TREES MAINTAINED

**\$5.6 BILLION**

IN 510 ACTIVE BUILDING AND INFRASTRUCTURE PROJECTS



**10,029**

COMPLETED SERVICE REQUESTS FOR  
GRAFFITI REMOVAL ON PUBLIC PROPERTY



**941** MILES OF ROADS MAINTAINED



**913** BLOCKS RESURFACED

**1,774**  
CURB RAMPS CONSTRUCTED

**224,030**  
SQURE FEET OF SIDEWALK REPAIRED

**15,823** POTHoles FILLED

**146,343**  
MILES MECHANICALLY SWEEPED

**22,206**  
TONS OF DEBRIS CLEARED FROM  
STREETS AND SIDEWALKS



# AWARDS

## CALIFORNIA COUNTIES ARCHITECTS AND ENGINEERS ASSOCIATION INAUGURAL PUBLIC PROJECTS AWARDS

### **Certificate of Merit**

Cayuga Clubhouse and Playground

## AMERICAN INSTITUTE OF ARCHITECTS NORTHWEST AND PACIFIC REGION

### **2013 Merit Award**

Bayview Branch Library

## GENERAL SERVICES ADMINISTRATION'S CONTRACT MONITORING DIVISION

### **Advocates of the Year Awards**

Stacey Camillo and Jocelyn Quintos

## SIXTH ANNUAL NEIGHBORHOOD EMPOWERMENT NETWORK AWARDS

### **Hall of Fame**

Sandy Cuadra

### **Most Empowering City Employee**

Mindy Linetzky

### **Best Green Community Project**

Burrows Pilot Park

## SPUR MUNICIPAL FISCAL ADVISORY COMMITTEE

### **2014 Good Government Award**

Douglas Legg

## US GREEN BUILDING COUNCIL LEED CERTIFICATION FISCAL YEAR 2013-14

### **Platinum**

San Francisco Public Utilities Commission Headquarters

### **Gold**

Ortega Branch Library

Bayview Branch Library

## AMERICAN INSTITUTE OF ARCHITECTS COMMITTEE ON THE ENVIRONMENT

### **2013 Top 10 Green Projects**

San Francisco Public Utilities Commission Headquarters

## STRUCTURAL ENGINEERS ASSOCIATION CALIFORNIA

### **2013 Sustainable Design Award of Merit**

San Francisco Public Utilities Commission Headquarters

## NATIONAL COUNCIL OF STRUCTURAL ENGINEERS ASSOCIATIONS EXCELLENCE IN STRUCTURAL ENGINEERING AWARDS

### **Outstanding Project**

San Francisco Public Utilities Commission Headquarters





# ACCREDITATION

The American Public Works Association reaccredited San Francisco Public Works – a highly-sought designation that showcases our organization’s strong foundation. The national association’s four-person assessment team reviewed our practices and procedures and gave us a resounding thumbs-up with top scores. The team called out four particular areas for excellence: our Strategic Plan, our partnering initiative, our apprenticeship program and our financial reporting.

The American Public Works Association developed the accreditation program “to enhance the effectiveness of agencies and their competencies in the public works field.” San Francisco Public Works was first accredited in 2010.



...management practices  
...Public Works Association.  
...for their leadership in  
...improvement  
...public.

# LEADERSHIP TEAM

**MOHAMMED NURU**  
DIRECTOR

**CYNTHIA CHONO**  
MANAGER,  
EMERGENCY  
MANAGEMENT  
PROGRAM

**RACHEL GORDON**  
DIRECTOR OF POLICY  
AND COMMUNICATIONS

**FUAD SWEISS**  
CITY ENGINEER  
AND DEPUTY DIRECTOR  
FOR INFRASTRUCTURE

**EDGAR LOPEZ**  
CITY ARCHITECT  
AND DEPUTY DIRECTOR  
FOR BUILDINGS

**JERRY SANGUINETTI**  
MANAGER,  
STREET-USE  
AND MAPPING

**PATRICK RIVERA**  
MANAGER,  
INFRASTRUCTURE DESIGN  
AND CONSTRUCTION

**MAURICE WILLIAMS**  
MANAGER,  
PROJECT CONTROLS  
AND SERVICES

**LARRY STRINGER**  
DEPUTY DIRECTOR  
FOR OPERATIONS

**KEVIN SPORER**  
SUPERINTENDENT,  
BUILDING REPAIR

**MATT NACLERIO**  
SUPERINTENDENT,  
STREET AND SEWER  
REPAIR

**STEVE NAKAJIMA**  
SUPERINTENDENT,  
STREET ENVIRONMENTAL  
SERVICES AND URBAN  
FORESTRY

**JULIA DAWSON**  
DEPUTY DIRECTOR  
FOR FINANCIAL MANAGEMENT  
AND ADMINISTRATION

**EPHREM NAIZGHI**  
CHIEF INFORMATION OFFICER,  
INFORMATION TECHNOLOGY

**JULIA LAUE**  
MANAGER,  
BUILDING DESIGN AND  
CONSTRUCTION

MANAGER,  
PROJECT MANAGEMENT

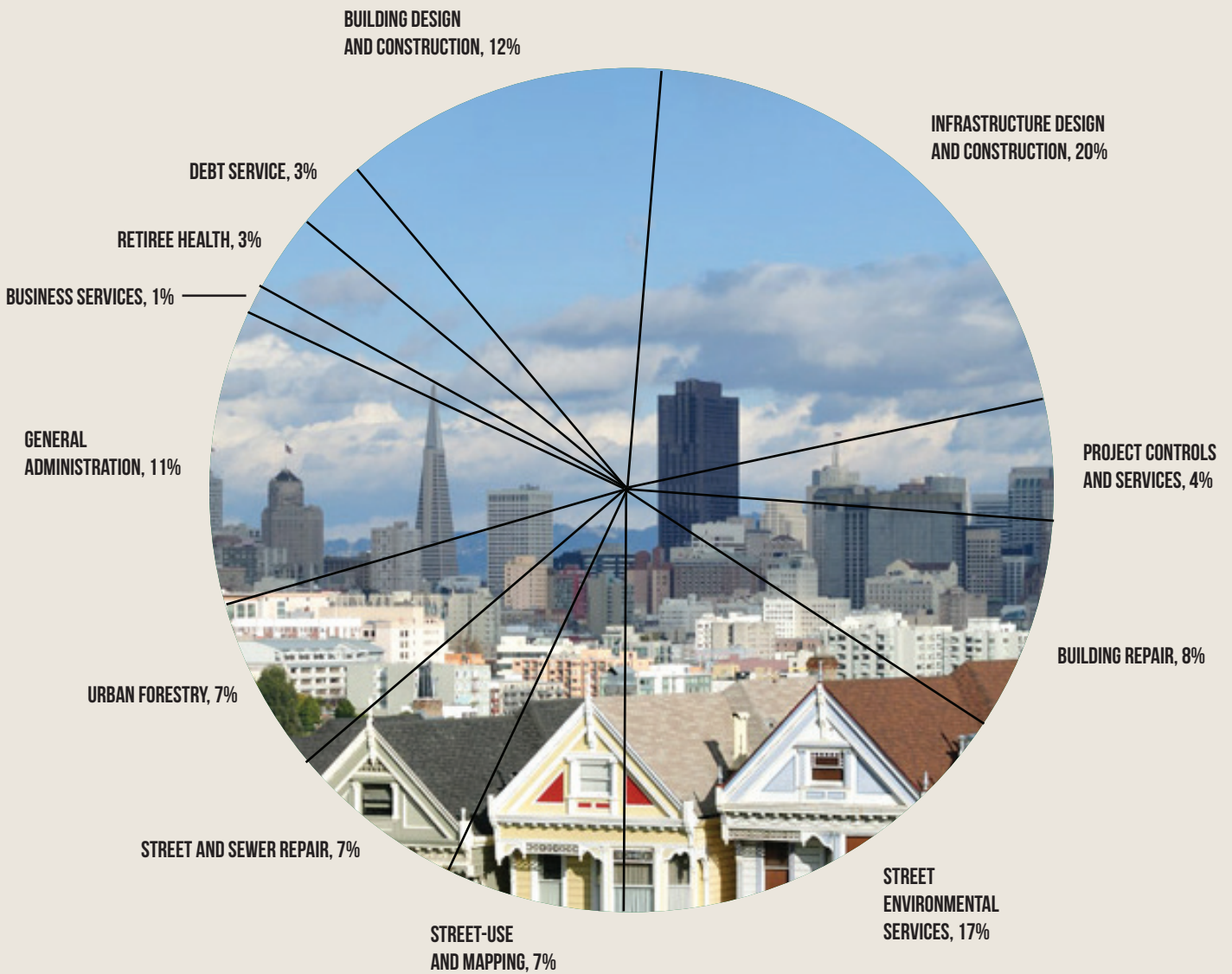
MANAGER,  
FINANCE

MANAGER,  
ADMINISTRATION

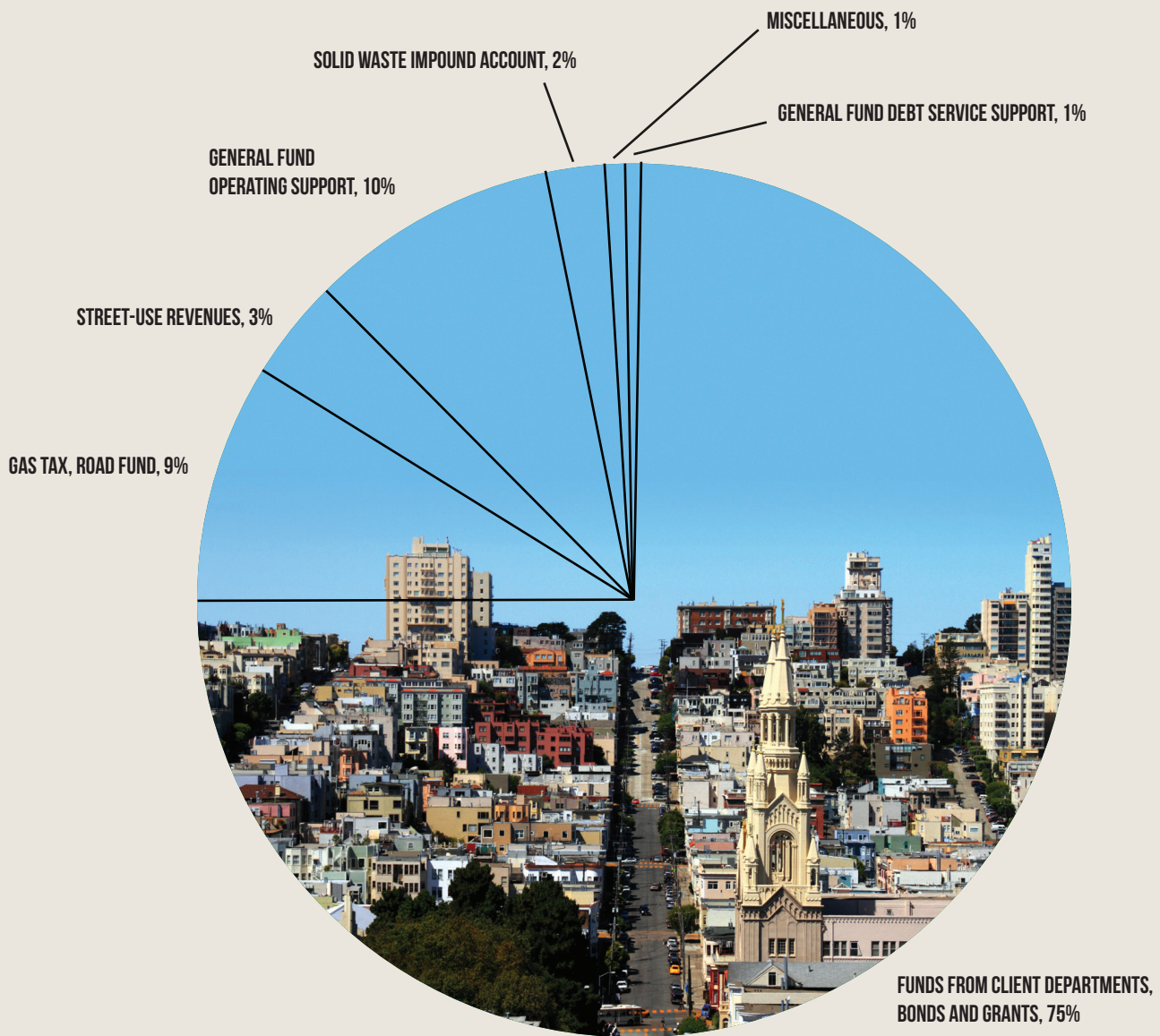


# BUDGET: \$2

## EXPENDITURES



# 14 MILLION REVENUES





A white rectangular video player overlay is centered on the page. It features a blue play button icon in the middle. Above the play button, the text "SAN FRANCISCO" is written in a smaller font. Below the play button, the words "PUBLIC WORKS" are written in a large, bold, black, sans-serif font. The background of the video player shows a faint image of people working.







Our rebranding initiative took hold in Fiscal Year 2013-14, with our communications team working closely with a pro bono consultant, lowercase productions, to create a new identity that captures all we do at Public Works. We held focus groups on who we are, who we wanted to be and how our constituents view us as a public agency.

During the process of developing a new logo, we continually revised the ideas until settling on a symbol that reflects all we do to serve San Francisco.

We also began moving away from referring to our agency by acronym: DPW. Instead,

we emphasized the two meaningful words in our name: public and works. We now are called San Francisco Public Works.

The new logo, a silhouette, represents people working to improve San Francisco: planting, planning, cleaning and building. We also selected a new brand identity color scheme. It was the first update in decades and better reflects who we are as a 21st-century public works organization.

We officially launched the new brand identity in October 2014, but began a soft rollout in the 2013-14 fiscal year.



# GREEN

# PLANNING





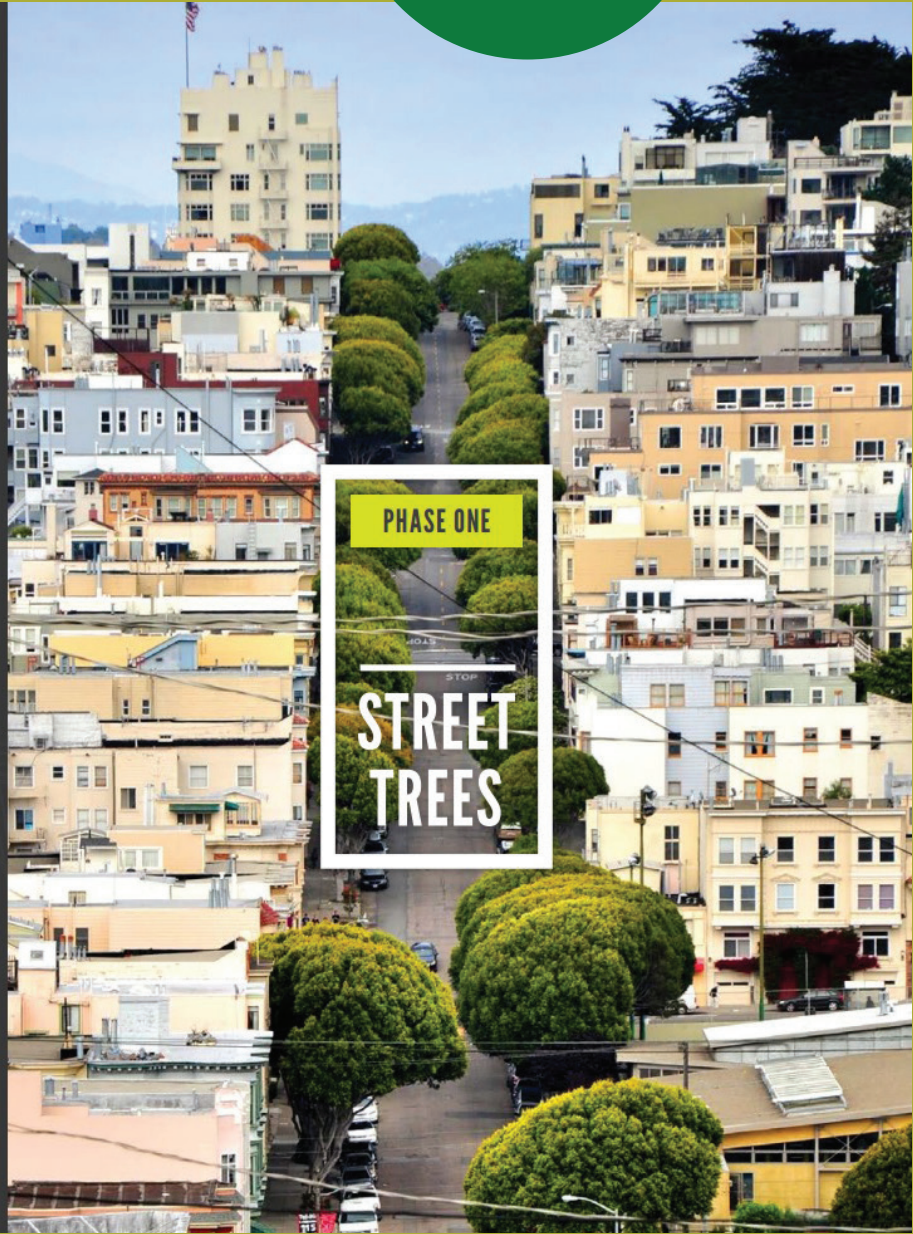
# URBAN FOREST

**105,000**  
STREET TREES

# SAN FRANCISCO URBAN FOREST PLAN

FINAL FALL 2014

Images: San Francisco Planning





In collaboration with the Planning Department and nonprofit Friends of the Urban Forest, we created a plan to promote San Francisco's urban forest with a primary focus on street trees. The Urban Forest Plan identifies policies and strategies to proactively manage and grow the City's street tree population.

The goal of the plan is to create an expanded, healthy and thriving urban forest now and for the future. The plan recommends identifying dedicated, long-term financing for the care of trees in the public right of way, and recommends a municipally managed tree program as the best practice for street tree care.

We have good data on the trees that we maintain, and we also track trees planted with permits. However, many trees are planted or removed without permits. Existing data applies only to a portion of the City's

estimated 105,000 street trees.

As part of the Urban Forest Plan, Public Works, in partnership with Friends of the Urban Forest and Davey Resource Group, conducted a census of 27,000 street trees. Information on location, age, species type and condition was collected. This data will be used to develop an action plan aimed at expanding and improving the health of the City's entire street tree population. The sample census will form the basis for a citywide street tree census. In addition, Public Works and Planning jointly have secured funds to complete the citywide street tree census in the 2014-15 fiscal year.

### Tree Relinquishment

Public Works has maintenance responsibility for about 33,000 of the 105,000 street trees. The

number of City-maintained street trees once peaked at about 40,000, but a program initiated in 2011 began transferring maintenance responsibility of street trees to fronting property owners because the department did not have the money needed to fund proper care. City trees are being pruned every 10 to 12 years, instead of the more ideal schedule of every five years. In Fiscal year 2013-14, Public Works relinquished 4,518 trees. The goal calls for transferring approximately 24,000 City trees to property owners over the seven-year duration of the program.



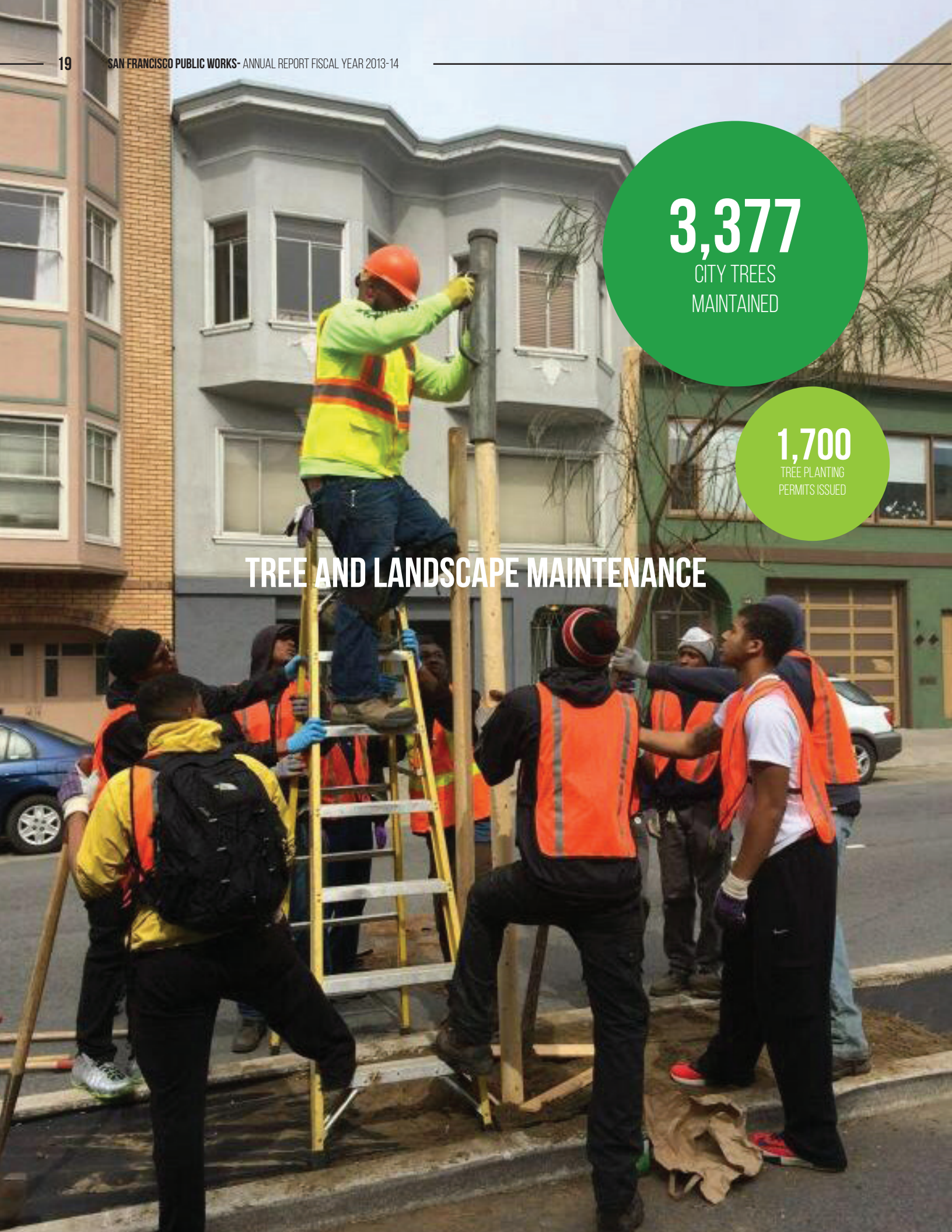
[URBANFOREST.SFPLANNING.ORG](http://URBANFOREST.SFPLANNING.ORG)



**3,377**  
CITY TREES  
MAINTAINED

**1,700**  
TREE PLANTING  
PERMITS ISSUED

# TREE AND LANDSCAPE MAINTENANCE







There are many benefits to trees in the City, such as enhancing livable, beautiful neighborhoods, improving air quality, reducing storm-water runoff, and increasing property values.

Public Works' Bureau of Urban Forestry coordinates the management of street trees and landscaped medians, focusing on maintaining and protecting existing trees and landscapes; supports the greening efforts of residents through urban forestry permits, outreach, and code enforcement; and provides emergency tree response.



[SFPUBLICWORKS.ORG/TREES](https://sfpublicworks.org/trees)



# ARBOR WEEK







We celebrated a great Arbor Week, renewing our commitment to growing a healthy urban forest, working with our community partners to plant and maintain trees and remembering two important people – one who improved the world on the global stage, another whose mark was very local.



We planted our signature tree in honor of the late Nelson Mandela, an advocate for human rights and the former president of South Africa who championed freedom, equality and social justice the world over. The tree, a *Quercus agrifolia*, more commonly known as a Coast Live Oak tree, was planted in March 2014 at the Ella Hill Hutch Community Center in the Western Addition. Large and sturdy, the tree already is taking root.



San Francisco’s signature tree program highlights the contributions of individuals whose leadership, advocacy and civic participation embody the spirit of the city.

We planted a second commemorative tree in March for the late Sandra Cuadra, assistant superintendent for the City’s Bureau of Urban Forestry, who loved street trees and worked tirelessly on behalf of her beloved Mission District community. The tree, *Arbutus marina*, commonly known as a Strawberry tree, was planted near her home at Harrison and 24th streets. Sandy’s family and friends, as well as many of her coworkers, attended the bittersweet ceremony.

In addition to the commemorative tree plantings, we joined more than 100 community volunteers to plant more than 40 street trees and tend to dozens more.



[SFPUBLICWORKS.ORG/ARBORDAY](http://SFPUBLICWORKS.ORG/ARBORDAY)



## HARDSCAPE TO SOFTSCAPE

In Fiscal Year 2013-14, one of the department's strategic objectives was to convert 100,000 square feet of hardscape to softscape in order to reduce stormwater runoff entering our sewer system and treatment plants, improve air quality by planting more trees and shrubs, and to visually improve neighborhoods. We exceeded the goal by converting 104,618 square feet of hardscape to softscape through greening projects, median projects, sidewalk landscaping and new tree plantings.

104,618  
SQUARE FEET OF HARDSCAPE TO SOFTSCAPE





2,846

POUNDS OF FRESH PRODUCE  
COLLECTED AND DONATED

## URBAN HARVESTING

Launched in 2010 as part of the City's Healthy and Sustainable Food Program, the Urban Harvesting Program increases access to healthy and nutritious food for San Francisco residents by partnering with the community to pick and distribute locally grown fruits and vegetables.

The City supports the mission of healthy food production and horticulture by encouraging community, backyard, rooftop and school gardens, edible landscaping, and agricultural incubator projects.

Food that is harvested through this program is donated to shelters, food pantries and other social service organizations. By making healthy produce more accessible, we are building a healthier city.





# BURROWS PILOT PARK







In July 2013, more than 100 neighbors, merchants, designers and City staff gathered to celebrate the Portola neighborhood’s new park at Burrows Street and San Bruno Avenue.

The community transformed a neglected dead-end street that was a site of frequent homeless encampments, dumping and graffiti tags into a park featuring native plants, stone outcroppings, permeable paving, a bio-swale and a bridge over a river of grass.

The Burrows Park project was a pilot intended to show that it is possible to activate the dead-ends on San Bruno Avenue so that residents could have clean, outdoor spaces to enjoy, businesses could use them for outdoor seating and children could play safely. Early on, we removed a barrier at the end of the street allowing neighbors to visualize the space as more than just a neglected stub. We also helped the

community through the permitting process, cleared the hillside, provided tools for planting, regularly watered the plants and trees and helped manage the project during construction.

The Burrows pocket park exemplifies the good that can happen when we all work together to green San Francisco and build strong neighborhoods.



[SFPUBLICWORKS.ORG/STREETPARKS](http://SFPUBLICWORKS.ORG/STREETPARKS)



Burrows Street and San Bruno Avenue

45  
PARKLETS

7  
INSTALLED

# PARKLETS



27 IN REVIEW AND 9 IN THE PERMITTING PROCESS





3876 Noriega Street



903 Cortland Avenue

A parklet repurposes part of the street into a public space for people and provides such amenities as seating, planting, bike parking and art. While parklets are funded and maintained by neighboring businesses, residents and community organizations, they are publicly accessible and open to all.

The world’s first formal public parklets were conceived and installed in San Francisco in 2010. As of July 2014, 45 parklets were installed throughout San Francisco, and the program is being emulated in cities around the world.

We work with the community on eligibility, approval and installation of parklets. In Fiscal Year 2013-14, we received 27 applications for new parklets; nine are in the permitting process and seven new parklets opened to the public.

Parklets enhance our neighborhoods by adding beauty and whimsy to the City’s streets. They reflect the diversity and creativity of the people and organizations who sponsor and design them.

Parklets add to the vitality of the City’s commercial districts. They support local businesses by encouraging people to hang out and linger. Parklets can serve as neighborhood anchors and destination points – providing spaces for neighbors to gather and get to know one another.



[SFPUBLICWORKS.ORG/PARKLET](http://SFPUBLICWORKS.ORG/PARKLET)



# STREET PARKS

**151**  
STREET PARKS



Penny Lane Street Park

## NEW STREET PARKS

- PENNY LANE
- DIAMOND HEIGHTS BOULEVARD
- TRUMBULL STREET
- ALEMANY BOULEVARD
- STILL STREET
- BROTHERHOOD WAY





Brotherhood Way garden



In progress: Still Street garden

The Street Parks Program is a partnership among Public Works, the San Francisco Parks Alliance and residents, to create community-managed gardens on public land. The program transforms underutilized parcels, owned by us, into beautiful community gardens and open space. Since 2004, more than 150 community-managed green spaces have been developed.

Each site is unique, as each street park is created to meet the needs of the community that develops it. They can be ornamental gardens, places of recreation, community meeting spaces, wildlife habitat or have other uses.

The program focuses on activating and improving underutilized rights of way, such as sidewalks, stairways, median strips, traffic circles and unaccepted streets. The program provides a process for local residents to adopt and steward City-owned land in their neighborhoods.

**Program benefits:**

- beautifies neighborhoods and improves quality of life
- provides opportunities for community groups to envision and create a customized park that addresses their specific neighborhood needs
- increases biodiversity and enhances habitat
- builds community
- activates underutilized spaces and creates opportunities for recreation
- decreases blight and unwanted behaviors, such as illegal dumping, and increases safety in neighborhoods
- enhances the value of adjacent properties



[SFPUBLICWORKS.ORG/STREETPARKS](http://SFPUBLICWORKS.ORG/STREETPARKS)



## CLIMATE ACTION PLAN

San Francisco is taking a leading role in addressing global warming and climate change. The City's aggressive goal to reduce greenhouse gas emissions by 80 percent of 2005 levels by 2050 will require all of us to work together to meet the challenge. We are proud to do our part to reduce our carbon footprint. We are committed to reducing our greenhouse gas emissions, as well as designing and constructing projects that promote a reduction in greenhouse gases.

Our commitment is reflected in the Strategic Plan. One of our strategic goals is to ensure safe, clean and green infrastructure and public right of way. This includes not only greening the City's infrastructure but also our business practices. The major source of our greenhouse gas emission is

through the consumption of liquid fuel, primarily the use of gasoline. In order to significantly reduce our greenhouse gas emissions, we are looking at greening our fleet by purchasing more electric and alternative fuel vehicles and equipment as well as promoting a reduction in trips through telephone or web conferences. When we must travel, we first consider alternative transportation modes such as biking, walking, carpooling or public transit.



[SFPUBLICWORKS.ORG/CLIMATE](http://SFPUBLICWORKS.ORG/CLIMATE)





## NEW GREEN PRACTICES

Part of our Strategic Plan is to identify and implement strategies to increase the use of recycled water, materials and approved green products. Here are a few of the products we used last year:

- Poured-in-place rubberized sidewalk, which incorporates recycled tires, was demonstrated on Alemany Boulevard between Brotherhood Way and Arch Street (photo).
- Elephant Armor Ultra High Performance Mortar was tested in front of 1680 Mission St. Elephant Armor is mixed on-site, eliminating the need for concrete trucks, thus helping to reduce greenhouse gases.









# MINING



# SAN FRANCISCO GENERAL HOSPITAL REBUILD PROGRAM



**\$887.4 MILLION**

IN BOND FUNDS APPROVED BY  
VOTERS IN 2008

**LEED  
GOLD  
DESIGN**

SCHEDULED TO OPEN

**2015**





Our project management team is overseeing the design and construction of the San Francisco General Hospital Rebuild Program on behalf of the Department of Public Health. The program includes the construction of a new state-of-the-art, 284-inpatient bed, nine-story acute care facility to replace the existing hospital that does not meet current seismic standards.

To ensure that the hospital will remain operational in the event of a major earthquake, base isolators have been incorporated into the design to allow the structure to safely move 30 inches in any direction. In Fiscal Year 2013-14, we completed the majority of the interior wall framing and drywall; started the interior finishes; brought

permanent power to the site; and proceeded with equipment start-up and testing; and commissioned the major mechanical, electrical and plumbing systems.

Job creation has continued to be one of the project's major accomplishments. Working with the general contractor Webcor Builders, more than 151 Local Business Enterprise contractors, consultants, vendors and suppliers have been hired, equating to more than \$62 million of contract work. At the end of the year, 25 percent of the more than 1.5 million labor hours were attributed to San Francisco local hires. In addition, 214 affiliates with the CityBuild employment program, of which 41 are CityBuild Academy graduates, have been placed

onto the project in various trades, including cement masons, laborers, carpenters, glaziers and iron workers. CityBuild job placements represent an increase of 65 percent from last year's numbers.

Housed separately on the San Francisco General Hospital campus in the service building, emergency generators were accepted for service during July 2013.



[SFPUBLICWORKS.ORG/SFGH](http://SFPUBLICWORKS.ORG/SFGH)



1001 Potrero Avenue



# VETERANS BUILDING SEISMIC UPGRADE AND IMPROVEMENTS



**\$96.5 MILLION**  
PROJECT

SCHEDULED TO OPEN

**2015**





The War Memorial Veterans Building, located in the San Francisco Civic Center Historic District, together with the Opera House and Memorial Court, is designated as City Landmark No. 84. The building, designed by Arthur Brown Jr., the architect of City Hall, was formally dedicated on Armistice Day, November 11, 1932. Since then, the building has been the site of numerous historic events, the most notable of which was the signing of the United Nations Charter in 1945. In 1996, a seismic assessment of the Veterans Building concluded that in a major earthquake, the structure would sustain significant damage and put occupants of the building at risk. In addition, the structure has badly deteriorated building systems, comprised largely

of the original 1932 equipment.

The project, currently under construction, aims to restore this once vital historic civic asset into a venue for arts and veterans organizations. The project includes a seismic upgrade, earthquake damage repair, facility preservation and modernization, accessibility upgrades, hazardous materials abatement and tenant improvements. We also are providing project management and construction management services. Construction is scheduled for completion by fall 2015.



[SFPUBLICWORKS.ORG/WARMEMORIAL](http://SFPUBLICWORKS.ORG/WARMEMORIAL)



401 Van Ness Avenue



**\$243 MILLION**  
FUNDED BY EARTHQUAKE SAFETY  
AND EMERGENCY RESPONSE BOND  
APPROVED BY VOTERS IN 2010

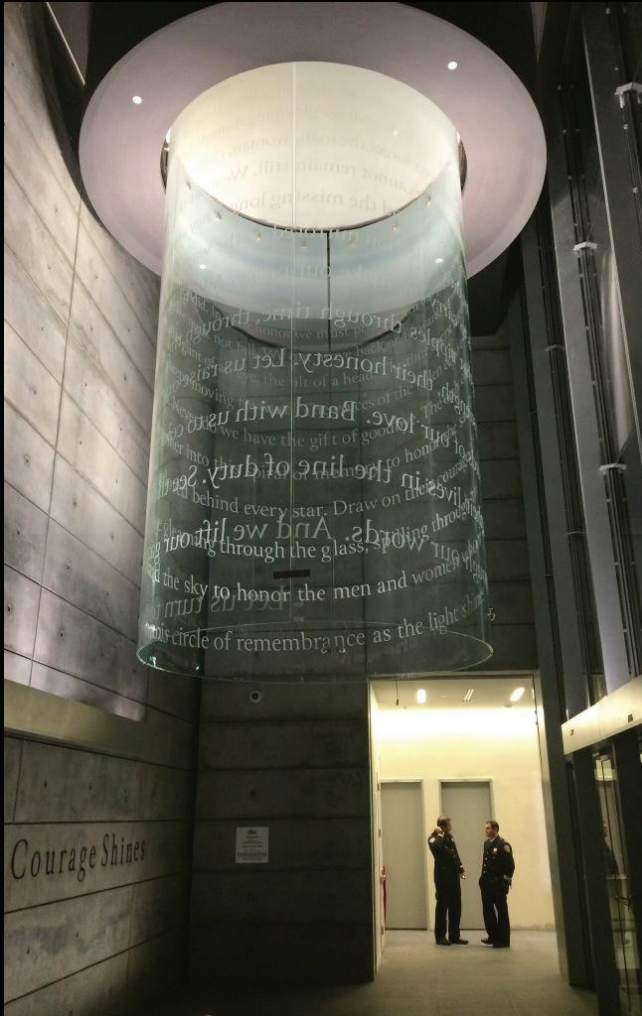
# PUBLIC SAFETY BUILDING



SCHEDULED TO OPEN  
**2015**

**LEED  
GOLD  
DESIGN**





We are managing the construction of the Public Safety Building, which will serve as the new home of San Francisco Police Department headquarters, and the Southern District police station, now located at the earthquake-vulnerable Hall of Justice on Bryant Street. The project also includes Fire Station No. 4, a new facility for Mission Bay.

The building is designed by HOK with Mark Cavagnero Associates. Public Works Building Design and Construction is responsible for programming, planning and interior design services for the police headquarters office space, the police station, the firehouse and the rehabilitation of the historic Fire Station No. 30 that will accommodate the Fire Department's Arson

Task Force and provide community meeting space. Construction began in December 2011 and is expected to be completed in 2015.



[SFPUBLICWORKS.ORG/PSB](http://SFPUBLICWORKS.ORG/PSB)



Third and Mission Rock streets



# MOSCONE CENTER EXPANSION AND IMPROVEMENT PROJECT



**\$500 MILLION**

**LEED  
PLATINUM  
DESIGN**





Our project management team is working with the San Francisco Tourism Improvement District Management Corporation to implement a \$500 million improvement and expansion of the Moscone Convention Center. This project will add more contiguous exhibition space to the Moscone Center, allowing it to remain competitive on a national scale.

The expansion project will add more than 305,000 square feet of functional area, including new exhibition space, new meeting rooms and pre-function space, new ballroom space, new kitchen and other support areas.

The expansion project also will implement a number of urban design and

streetscape changes that are designed to improve both Moscone's connection to the surrounding Yerba Buena neighborhood, and to provide a number of bicycle, pedestrian and right-of-way benefits for neighboring residents and businesses.

In addition to adding new rentable square footage, the project architects – Skidmore, Owings and Merrill – seek to create an iconic building with a sense of arrival that enhances Moscone's civic presence on Howard Street and reconnects it to the surrounding neighborhood through creating lost mid-block passageways and two pedestrian bridges connecting the upper levels of the new Moscone North and Moscone South across Howard Street. The project is designed to meet LEED

Platinum certification.

The project team completed the design development phase, secured the site permit, and worked closely with multiple community groups to collect input on the proposed project design.

A key strategy for this project is to schedule the construction work without disturbing important convention activities. The first construction phase started in November 2014.



[MOSCONEEXPANSION.COM](http://MOSCONEEXPANSION.COM)



Third and Howard streets



# BUILDING BETTER LIBRARIES FOR STRONGER COMMUNITIES — THE BRANCH LIBRARY IMPROVEMENT PROGRAM



**\$105.9 MILLION**  
FUNDED BY BOND MEASURE PASSED  
IN NOVEMBER 2000

**24** LIBRARY PROJECTS

Photo: Bruce Damonte  
North Beach Branch Library teen room



The passage of a \$105.9 million bond measure in November 2000 kicked off a partnership between Public Works and the San Francisco Public Library, which transformed the City's branch library system. Under the auspices of the Branch Library Improvement Program, 16 branches were renovated and eight new buildings were constructed, including the Mission Bay branch, the first new neighborhood library in 40 years.

We managed the program and designed 10 of the projects. Working hand-in-hand with community members, librarians, designers, contractors and many City agencies, we planned, designed and built state-of-the-art libraries across San Francisco. Neighborhoods now have seismically safe,

accessible, sustainable and code-compliant buildings for children, teens and adults to celebrate their love of books and learning. In addition, the branches have increasingly become community spaces, where the library and neighborhood organizations hold meetings and activities. With the opening of the last branch, the new North Beach Branch Library in May 2014, the Branch Library Improvement Program fulfilled its mission.



[SFPUBLICWORKS.ORG/BLIP](http://SFPUBLICWORKS.ORG/BLIP)

**8 new buildings:**

Mission Bay  
Glen Park  
Portola  
Ingleside  
Visitacion Valley  
Ortega  
Bayview  
North Beach

**16 renovations:**

Excelsior  
West Portal  
Sunset  
Marina  
Western Addition  
Noe Valley/Sally Brunn  
Richmond/Sen. Milton Marks  
Eureka Valley/Harvey Milk Memorial  
Bernal Heights  
Potrero  
Parkside  
Park  
Presidio  
Merced  
Anza  
Golden Gate Valley



\$14.5 MILLION

# NORTH BEACH LIBRARY

LEED  
GOLD DESIGN

8,500  
SQUARE FEET



Photo: Bruce Damonte





The new North Beach Branch Library opened on May 10, representing the 24th and final branch library to be built or remodeled through the Branch Library Improvement Program, primarily funded by a \$105.9 million, voter-backed bond measure approved by voters in 2000.

The new library is located at 850 Columbus Ave. at the corner of Lombard Street. The triangular-shaped building, which features two stories with double-height reading rooms and windows opening to views of Coit Tower, the spires of Saints Peter and Paul Church and other North Beach neighborhood icons, was designed by Leddy Maytum Stacy Architects.

The project, first initiated in 2003, was managed by us

and included a community master planning process. The 8,500 square-foot building includes a community room; a larger children's area and new teen space; additional public computers; new furniture and equipment; and an expanded collection of books, DVDs, and CDs, including more materials in multiple languages.

The library is 60 percent larger than the former branch. The building was designed to meet Leadership in Energy and Environmental Design (LEED) Gold certification or greater from the U.S. Green Building Council. Among the environmentally conscious features of the new library are an 11.5-kilowatt solar array which will help to power the building, and 11,350 square feet of insulation made from

recycled denim, equating to approximately 4,500 pairs of jeans.

The total budget was \$14.5 million, with additional funding provided by Friends of the San Francisco Public Library. The library has a unique public art feature – a sound sculpture around the exterior perimeter of the building, Sonic Dreamscape, created by world-renowned sound artist Bill Fontana, features characteristic neighborhood sounds captured from poetry readings, cafés, markets, sea lions, playgrounds, foghorns and more.



[SFPUBLICWORKS.ORG/NORTHBEACHLIBRARY](http://SFPUBLICWORKS.ORG/NORTHBEACHLIBRARY)



850 Columbus Avenue



## SOMA WEST IMPROVEMENT PROJECTS

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 Improvement Projects are a multi-agency collaboration. Public Works managed the design and construction. The Recreation and Park Department is operating the skate park and dog play area.

The Central Freeway replacement created a number of vacant land parcels previously occupied by the former freeway structure. The City dedicated the revenue from the sale of the 22 parcels for various transportation projects, including the implementation of the \$9.3 million SoMa West Improvement Projects. They include four unique and celebrated public spaces.

**\$9.3 MILLION**

**7,000**  
SQUARE-FOOT  
DOG PLAY AREA

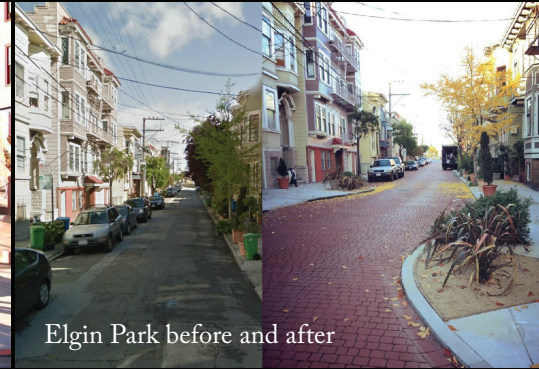
**72,000**  
SQUARE-FOOT  
SKATE PARK



### DOG PLAY AREA

This new 7,000 square-foot open space is a dog play area. The space is owned by Caltrans and through a negotiated lease agreement, the City was able to transform this space into a play area for pet owners and dogs alike.





Elgin Park before and after

## SKATE PARK

East of the dog play area is a new 72,000 square-foot skate park. The space is owned by Caltrans. New Line Skateparks, one of the world's leading design and construction firms specializing in skate parks, designed the attraction.

## MCCOPPIN HUB PLAZA

Located at McCoppin and Valencia streets, this cul-de-sac was transformed into a new, neighborhood-friendly plaza. The firm Boor Bridges Architecture and our architects designed the plaza to revitalize and enliven the once gritty public space. The plaza serves as a safe and welcoming community gathering hub for music, food and cultural events.

## STREETSCAPE AND ALLEYWAYS

The changes include streetscape improvements for McCoppin, Jessie, Stevenson, Valencia, Elgin Park and Pearl streets. Trees, medians, chicanes, landscaping, new lighting, street imprint/cobblestone and brass street name plaques were added, creating a more attractive atmosphere for neighbors.



Near Duboce Avenue and Stevenson Street



## PALEGA PLAYGROUND AND RECREATION CENTER



Photos: San Francisco Recreation and Park Department

**\$21.2 MILLION**

IN BOND FUNDS APPROVED BY  
VOTERS IN 2008



Opened  
November  
2013

## 5-ACRE complex



Hundreds of neighbors celebrated the reopening of Palega Playground and Recreation Center in November 2013. Located on Felton Street in the Portola neighborhood, families cheered the restoration of this 80-year-old, 5-acre complex, which includes new playground equipment; a renovated recreation building that houses a gymnasium, several multi-purpose rooms, kitchen, staff offices, storage and restrooms; basketball and tennis courts; and new soccer, baseball and softball fields. Also included is a mosaic mural located behind the clubhouse's portico windows and visible from the street that depicts greenhouses and windmills, a reference to the Portola's past as the center of the City's commercial flower industry. Public Works oversaw the construction of this \$21.2 million project, funding for which came from the voter-approved 2008 Clean and Safe Neighborhood Parks Bond.



[SFRECPARK.ORG/PROJECT/PALEGA-PLAYGROUND-IMPROVEMENTS](http://SFRECPARK.ORG/PROJECT/PALEGA-PLAYGROUND-IMPROVEMENTS)



500 Felton Street



# GLEN CANYON PLAYGROUND

**160**  
NEW TREES

**\$5.8 MILLION**  
IN BOND FUNDS APPROVED BY  
VOTERS IN 2008







Opened  
March  
2014



The new playground at Glen Canyon Park has been packed with kids playing since the day it opened on March 15, 2014.

Designed by our Building Design & Construction division, the revamped park in the Glen Park neighborhood includes a new accessible playground with an embankment slide, a dome-shaped climbing structure, natural boulders and sandbox; an improved entry and safe drop-off area on Elk Street; accessible pathways; more than 160 new native and Mediterranean trees; and lovely new landscaping that is both beautiful and utilitarian with, for example, built-in terraced seating overlooking the ball fields.

The design team paid special attention to the unique

setting of Glen Canyon itself - more than 60 acres of natural canyon with rock outcrops, a natural Islais Creek and riparian corridor, numerous hiking trails and wonderful views.

The \$5.8 million improvements were funded by the 2008 Clean and Safe Neighborhood Parks Bond, with additional support from The Trust for Public Land and the California Coastal Conservancy.



[SFPUBLICWORKS.ORG/GLENCANYON](http://SFPUBLICWORKS.ORG/GLENCANYON)



Elk and Chenery streets



# COIT TOWER RENOVATION





After a much needed renovation, one of San Francisco's most iconic landmarks reopened to the public in May 2014. Coit Tower, originally constructed in 1933, towers high above the City atop Telegraph Hill. The original construction of the tower was funded by a bequest from Lillie Hitchcock Coit, a wealthy socialite and patron of San Francisco's firefighters, who left one third of her fortune to the City and County of San Francisco "to be expended in an appropriate manner for the purpose of adding to the beauty of the city which I have always loved."

Murals inside the tower were painted in 1934 by a group of some 26 artists employed by the Public Works of Art Project, a precursor to the Works Progress Administration, and depict life in California

during the Great Depression. In 2008, Coit Tower was placed on the National Register of Historic Places.

In 2012, the San Francisco Recreation and Park Department provided \$1.7 million from its capital improvement project savings to fund the Coit Tower building renovation and mural restoration.

The San Francisco Arts Commission oversaw the mural restoration and contributed \$250,000 towards the refurbishment.

The building rehabilitation work, overseen by Public Works, included cleaning and repair of the concrete tower and tower base, as well as repair of damaged stucco, window and door rehabilitation, interior finish repair, signage and barriers to meet modern

accessibility guidelines and mechanical and electrical upgrades. Workers balanced on scaffolding at the very top to repair the concrete and stucco in order to protect the towering structure for years to come. New, lower handrails were added so people could maneuver easier. Better lighting was installed and the ceiling above the murals was repainted and a trim strip added to showcase the murals. Artists lovingly restored the murals, paying close attention to photographs from the 1930s to guide their work.



[BIT.LY/1IG11LT](http://BIT.LY/1IG11LT)



1 Telegraph Hill Boulevard



# SAFEGUARDING SAN FRANCISCO: VOTERS INVEST IN SAFETY





In June 2014, San Francisco voters approved the \$400 million Earthquake Safety and Emergency Response Bond (ESER) with 79 percent approval. The program continues the vital work of the \$412 million 2010 earthquake safety program and pays for repairs and improvements that will allow San Francisco to quickly respond to a major earthquake or disaster.

The first phase of the Public Works-managed program is actively making improvements to neighborhood firehouses, upgrading the emergency firefighting water system and constructing the City's new Public Safety Building.

This most recent voter-approved measure builds on that good work. ESER bond

funding goes toward seismic upgrades and improvements to public safety facilities so that first responders are prepared in case of an earthquake or other emergency.

The 2014 earthquake safety bond funding will make important seismic upgrades to neighborhood firehouses and police stations, repair and upgrade the City's emergency firefighting water system, and relocate the motorcycle police, crime lab and medical examiner to modern facilities.



[SFEARTHQUAKESAFETY.ORG](http://SFEARTHQUAKESAFETY.ORG)



FIRE STATION NO. 44 IS  
OLDEST STILL-ACTIVE  
FIREHOUSE IN THE CITY

**\$1 MILLION**

IN BOND FUNDING APPROVED  
BY VOTERS IN 2010

**100**  
YEARS OLD

## NEIGHBORHOOD FIRE STATIONS







**P**ublic Works is managing the renovation, or in some cases the replacement, of several neighborhood fire stations around the City. The purpose is to provide improved safety and a healthy work environment for firefighters and emergency response personnel providing essential emergency response services to people who need them during times of crisis.

The Neighborhood Fire Stations program is seismically retrofitting and making other necessary health and safety improvements to ensure that selected stations are fully functional after a major earthquake. There are 42 neighborhood fire stations located in every district of San Francisco.

#### **Fire Station No. 44**

This year the 100-year-old Neighborhood Fire Station No. 44 got a \$1 million comprehensive renovation and upgrade with funding from the 2010 Earthquake Safety and Emergency Response bond. The station, at 1298 Girard in the Visitacion Valley neighborhood, was built in 1913 and is the oldest still-active firehouse in the City.

Work included a new roof, new windows, waterproofing, brick work – including challenging, meticulous restoration to maintain the façade – and other enhancements to modernize the station and ensure the highest levels of health, safety and readiness for first responders and fire station personnel.

The work at Fire Station No. 44 is an example of the great work being carried out by the Neighborhood Fire Station program, which is primarily funded by the Earthquake Safety and Emergency Response bond program.

\$64 million is dedicated to the Neighborhood Fire Station program from the ESER 2010 bond, making improvements to half of the 42 neighborhood fire stations. Another \$85 million from ESER 2014 will work to address the needs of many of the remaining fire stations.



[SF.EARTHQUAKESAFETY.ORG](http://SF.EARTHQUAKESAFETY.ORG)



1298 Girard Street



# CONSTRUCTION PARTNERING





San Francisco became the first city in the world to adopt construction partnering requirements across all City agencies. To celebrate our new partnering program, Public Works organized a Partnering Summit in February 2014, where more than 300 contractors, City department leaders and construction industry executives joined Mayor Edwin M. Lee to officially kick off San Francisco's new partnering program.

The partnering process will assist the City and our contractors to develop a collaborative environment, establish clear lines of communication and encourage conflict resolution at the lowest management level. Through partnering, we aim to establish a strong and effective working relationship among all team members

that achieves mutual project goals and objectives through meaningful cooperation. This initiative will help us deliver higher quality projects, reduce delays and cost overruns, increase job satisfaction and safety, and mitigate and resolve claims faster.

Now every City construction contract over \$100,000 includes a provision for partnering. With more than \$25 billion of City projects coming up over the next 10 years to upgrade our public infrastructure and buildings, the need for partnering is paramount.



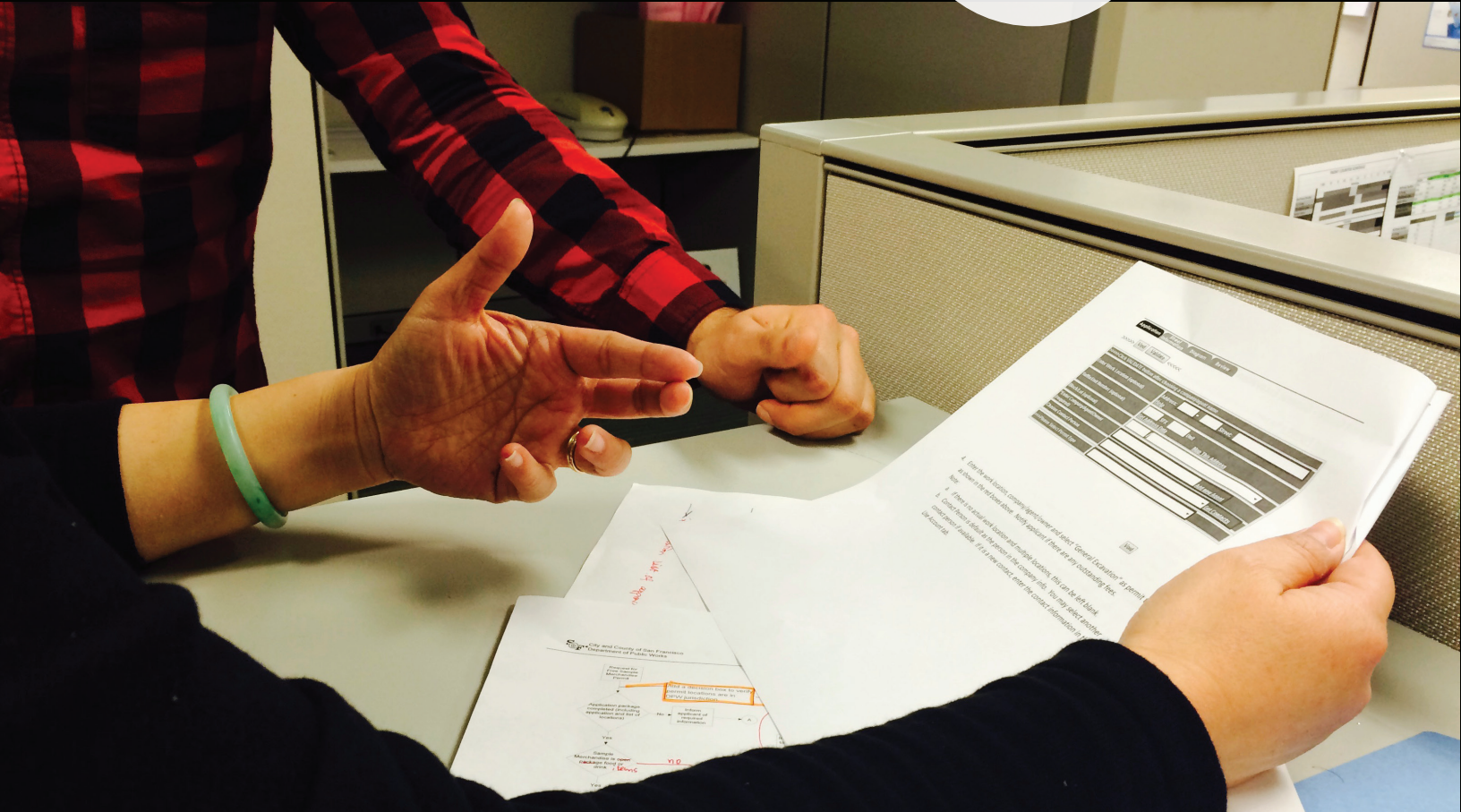
[SFPUBLICWORKS.ORG/PARTNERING](http://SFPUBLICWORKS.ORG/PARTNERING)



## BUREAU OF STREET-USE AND MAPPING

17,000

PERMITS  
REVIEWED



12,000  
RESPONSES  
TO PUBLIC  
REQUESTS

225,000  
SQUARE FEET OF  
SIDEWALK REPAIRED

The Bureau of Street-use and Mapping consists of five sections - permitting, mapping, inspection, urban forestry and the infrastructure task force - each dedicated to providing quality service, developing a safe and beautiful public right of way, and coordinating all improvements to reduce impacts to the people of San Francisco.

The bureau manages more than 30 different types of permits and in Fiscal Year 2013-14, we reviewed 17,000

permits while our inspectors conducted site visits and responded to 12,000 requests for actions from the general public.

Our Sidewalk Inspection and Repair Program improved 225,000 square feet of sidewalk throughout the City and our urban forest team converted sidewalks from gray to green with 30,500 square feet of new sidewalk landscaping and permitted the planting of 1,700 new trees.



## PUTTING SAN FRANCISCANS TO WORK



Public Works manages, designs and builds \$5.6 billion in construction projects across San Francisco. As we build quality libraries, recreation centers, hospitals, streetscapes and other public amenities we want to ensure that San Francisco workers and construction companies reap the benefits.

The City's Contract Monitoring Division oversees the Local Business Enterprise (LBE) Ordinance, which provides contracting

incentives and requirements for small local businesses. According to the Contract Monitoring Division, "Public Works consistently awards the highest percentage of contracts and contract dollars to LBEs of all City agencies."

In Fiscal Year 2013-14, we awarded 75 construction and professional services contracts – 51 contracts (68 percent of our City-funded contracts) went to LBE prime firms. For each project, an LBE goal for subcontractors is

developed and Public Works consistently tries to surpass those goals. In addition, this year we advertised and awarded 15 Micro-LBE set-aside contracts. These are construction contracts under \$400,000 and professional services contracts under \$100,000 that are specifically targeted to certified Micro-LBE firms. Also, on our larger projects we partner with the contractor to break up the work into small trade packages. For instance, on our War Memorial Veterans

Building restoration project, more than 20 Micro-LBE firms were awarded contracts.

Public Works also exceeds our local hire requirements. Depending on what year a project started, contractors are required to hire 20, 25 or 30 percent of their workforce from San Francisco. In Fiscal Year 2013-14, work hours for our 65 construction projects averaged 40 percent local hire, the highest percentage of all City agencies.



## EMERGENCY PREPAREDNESS PROGRAM



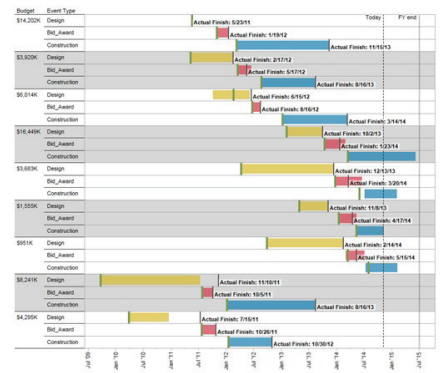
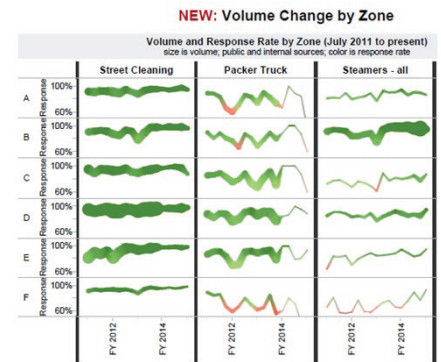
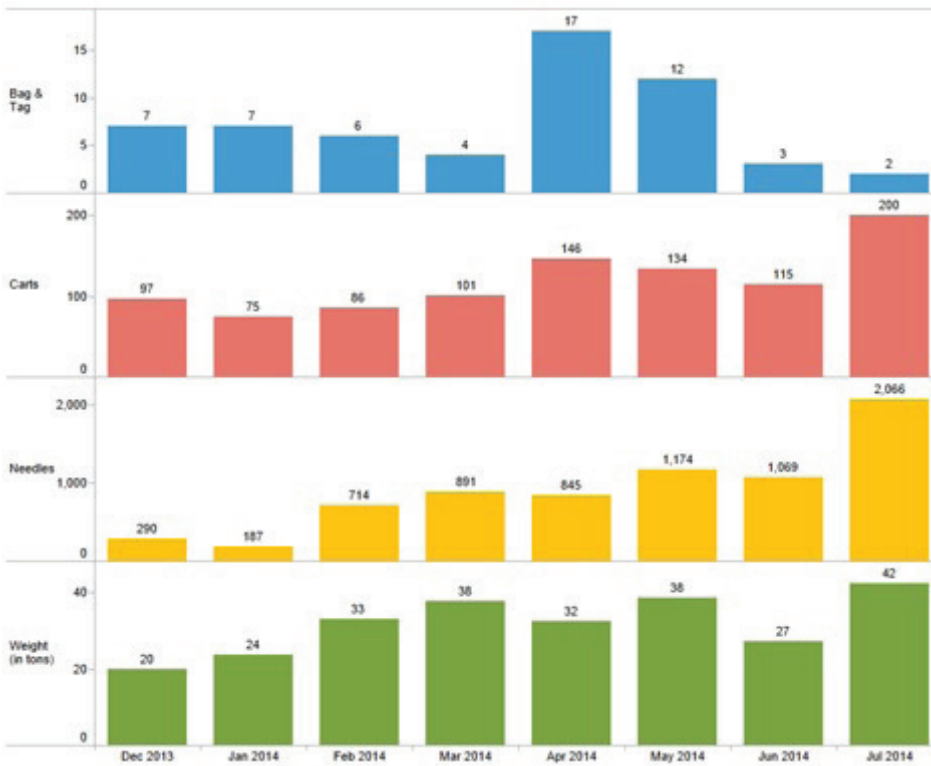
The Emergency Preparedness Program works to continuously improve our capability to prepare for, respond to, and recover from both natural and human-inflicted disasters.

The vision of our Emergency Preparedness Program is to have a well-trained organization that seamlessly transitions from routine business procedures to emergency operations, and continuously becomes more

efficient and effective in responding to and recovering from disasters in order to save lives and reduce the impact on residents, visitors, workers, property, businesses and the environment.

This year, we activated the Department Operations Center for Bay to Breakers, trained 82 percent of managers and 78 percent of supervisors in basic incident command and replaced the 25-year-old training and operations center.

# DPW STAT



DPWStat is a performance management tool to measure and monitor key activities to improve the timeliness, efficiency and quality of services and projects that we deliver.

The DPWStat team continued to improve performance dashboards and analyze new data. New reporting in Operations included the Alley Crew addition to street cleaning and new data from Recology about abandoned waste and overflowing cans.

The team also worked with roadway repair staff to track locations plagued by recurring, frequent potholes and prioritize them for reconstruction.

The team introduced reporting on sewer repairs and continued to provide monthly dashboards on tree and landscape maintenance, sidewalk inspection and repair, curb ramp construction, graffiti inspection and abatement, and repair and maintenance of City facilities.

DPWStat for Capital Projects included new dashboards for our client agencies. With the assistance of IT and project managers, DPWStat was able to view project locations – a major milestone that greatly helps us communicate with the public and coordinate with other city agencies.

DPWStat also took a first look at the capital project contract closeout process and reasons contributing to delays.





## REVITALIZING SAN FRANCISCO STREETS

**410** blocks preserved

**503** blocks paved

---

**913** total blocks treated



Our streets are a vital part of the City's infrastructure and transportation system. They connect us to many places, whether we walk, drive, bike, or ride public transit. Public Works maintains our roads and ensures that they are clean, safe, accessible and enjoyable.

During Fiscal Year 2013-2014, we set another record for repaving and treating the City's roads. We paved and rehabilitated 503 blocks and performed pavement preservation on another 410 city blocks for a total of 913 blocks treated. That is 7 percent of the City's

roads. Public Works is able to improve the condition of the streets at record pace thanks to the support of San Francisco voters who prioritized investing in roads and approved the 2011 Road Repaving and Street Safety Bond.

As part of the Streets Bond and in addition to repaving a record number of blocks each year, we also are implementing two dozen streetscape, bicycle and pedestrian improvement projects.

Streetscape improvement projects revitalize streets

and corridors with several important enhancements: sidewalk widening, bulbouts to shorten the crossing distance for pedestrians, new street trees and plants, landscaping, lighting upgrades, roadway median expansion and other safety improvements for bicyclists and pedestrians.



[SFPUBLICWORKS.ORG/STREETS](http://SFPUBLICWORKS.ORG/STREETS)





# CESAR CHAVEZ STREETScape IMPROVEMENT PROJECT



**7,000**  
NEW PLANTS

**300**  
NEW TREES



\$12 MILLION



The transformative Cesar Chavez Streetscape Improvement Project took a one-mile thoroughfare that once was viewed as an unappealing speedway for cars and trucks zooming to and from the freeway ramps and turned it into a safer and more welcoming corridor that is lined with homes, schools, churches and businesses. The \$12 million, community-backed streetscape improvement project added new bike lanes lining both sides of the street and three dozen new bulb-outs at the intersections to shorten the crossing distance for people on foot and in wheelchairs. We widened the median to offer pedestrians a refuge if they can't make it all the way across the street on one green-light cycle. And we raised the crosswalk at

two intersections - a design technique that has shown to get drivers' attention. More than 300 new trees and 7,000 plants were added to the streetscape area that runs from Hampshire to Guerrero streets, edging the Mission and Bernal Heights neighborhoods. The vibrant palette of flowering plants quickly came to life, reminding passersby that beauty can be created just about anywhere and make a positive contribution to the urban landscape. The community celebrated with a festive ribbon-cutting ceremony in January 2014.



[SFPUBLICWORKS.ORG/CESARCHAVEZ](http://SFPUBLICWORKS.ORG/CESARCHAVEZ)



Cesar Chavez Street, between Hampshire and Guerrero streets



# POLK STREET BIKEWAY IMPROVEMENT PROJECT



Photo: Streetsblog SF

**#1**

NAMED BEST NEW BIKE  
LANE OF 2014 IN THE U.S.  
BY PEOPLEFORBIKES.ORG

**\$1 MILLION**

IN BOND FUNDING APPROVED BY  
VOTERS IN 2011



Completed just in time for Bike Month and the 20th annual Bike to Work Day, the transformative Polk Street Bikeway Improvement Project provides a vital connection to the Civic Center and the City's northern neighborhoods for the many people biking and walking from Market Street.

The highlight of the project is a new separated northbound bike lane, also known as a contraflow lane, because it allows people biking to safely travel against vehicle traffic on the southbound, one-way corridor. Prior to the makeover, many northbound bicyclists trying to reach Polk Street destinations from Market Street, such as City Hall, traveled on the sidewalks along Polk Street or on busy Van Ness Avenue

one block to the west – a stressful ride amid traffic, numerous bus routes and active loading zones.

The national bike advocacy group, PeopleForBikes, picked the project as the best new bike lane in the United States in 2014.

This project is part of the City's initiative to create a safe, interconnected bicycle network and was funded through the 2011 Road Repaving and Street Safety Bond Program, a \$248 million voter-approved general obligation bond.

Other changes and improvements were made: roadway repaving from Market to Grove streets to make the street smoother and safer for all road users; pedestrian safety improvements,

including sidewalk bulb-outs to shorten the crossing distance; upgrades to the existing southbound bike lane; three sets of new bike traffic signals at Market, Hayes and Grove streets, as well as a bike waiting area to guide those turning from eastbound Market Street to northbound Polk Street; a reconfigured passenger loading zone at Fox Plaza; a redesigned pedestrian island at Market and Polk streets; new ADA curb ramps to improve sidewalk access; landscaping and sidewalk upgrades; and sewer renovations.



[SFPUBLICWORKS.ORG/POLKBIKEWAY](http://SFPUBLICWORKS.ORG/POLKBIKEWAY)



Polk Street, between Grove and Market streets



# GREAT HIGHWAY STREETScape PROJECT



**81**  
NEW BOULDERS

We designed and managed construction of the Great Highway Streetscape Project, which was completed in December 2013. The project included new curb ramps, pedestrian crossing and bicycle safety upgrades, and the installation of a landscaped median between Fulton Street and Lincoln Way. Roadway improvements included resurfacing, roadway base repair, concrete sidewalk and curb repairs, adjustment of utility castings to the

new roadway surface, ADA curb ramp construction at pedestrian crossing points, sewer and drainage work, and a water main installation from Point Lobos Avenue to Sloat Boulevard. The median landscape design included functional and decorative elements, such as 83 boulders and 11,000 new plantings.

The Great Highway,  
between Fulton Street  
and Lincoln Boulevard

Folsom Street,  
between 19th and  
Cesar Chavez streets



[SFPUBLICWORKS.ORG/GREATHIGHWAY](http://SFPUBLICWORKS.ORG/GREATHIGHWAY)



# FOLSOM STREET STREETScape IMPROVEMENTS

# 42

NEW STREET TREES



The Folsom Street Streetscape Improvement Project extends from 19th Street to Cesar Chavez Street in the Mission District. For this project, the roadway was resurfaced and re-stripped from four lanes to two, with bike lanes between 19th and 24th streets. Upgraded traffic signal infrastructure went in, allowing for future pedestrian signals at all street crossings and future preferential signal timing for the 12-Folsom bus

line. Bus bulb-outs were installed along the corridor, creating more comfortable waiting areas for Muni riders, shortening crossing distances for pedestrians, and improving transit operations.

Finally, 42 new street trees were planted to complete the vision of Folsom Street as a beautiful, safe and accessible green connector for the neighborhood. Construction wrapped up in January 2014.

The following spring, the traffic signals were re-timed along the stretch to create a “green wave” for cyclists so they can pedal at a moderate pace of 11 to 15 miles per hour and catch the green lights.





# POINT LOBOS STREETScape IMPROVEMENTS



Point Lobos Avenue between 42nd and 48th avenues

Sloat Boulevard, between 19th Avenue and Skyline Drive

Completed in December 2013, the Point Lobos Streetscape Improvement project enhanced the appearance and safety of scenic Point Lobos Avenue between 42nd and 48th avenues in the Outer Richmond neighborhood near the Pacific Ocean. Streetscape improvements included new planted medians, concrete sidewalk and curb reconstruction, lane striping for traffic

control, pedestrian safety upgrades and infill street tree planting.



[SFPUBLICWORKS.ORG/POINTLOBOS](http://SFPUBLICWORKS.ORG/POINTLOBOS)



## SLOAT BOULEVARD IMPROVEMENTS



Managed and engineered by Public Works, the Sloat Boulevard Pedestrian Safety Improvements project will move us closer to the City's Vision Zero goal of no traffic-related fatalities by 2024. In September 2014, we unveiled a new mast-arm traffic beacon on Sloat Boulevard at Forest View Drive where the High-Intensity Activated Crosswalk (HAWK) beacon system is activated by

pedestrians with the push of a button when they're ready to cross the street.

This innovative pedestrian signal is the first of its kind in San Francisco and only the second in California. Other pedestrian-safety improvements at the intersection include an extended median to provide an improved pedestrian refuge area; bulb-outs on three corners to shorten the

crossing distance; pedestrian countdown signals so people know how long they have to get across the street; ADA compliant curb ramps; high-visibility crosswalks to better alert drivers; and additional streetlights.





## BROADWAY STREETScape IMPROVEMENTS

**\$1.8 MILLION**

WITH FUNDING FROM FEDERAL  
GRANTS AND LOCAL PROPOSITION K  
TRANSPORTATION-RELATED  
SALES TAX REVENUE



Broadway Avenue,  
from Kearny to  
Montgomery  
streets

Public Works completed the last phase of the Broadway streetscape improvements in the winter of 2013. The upgrades, which stretched from Kearny to Montgomery streets along the Broadway corridor that straddles the historic North Beach and Chinatown neighborhoods, consisted of intersection bulb-outs to shorten pedestrian crossings; new landscaping and street trees; and pedestrian-friendly street lighting.

The project also included a repaved roadway between Kearny and Battery streets to make for a smoother and safer ride for cyclists and motorists. The \$1.8 million project represented the third phase of improvements to the Broadway streetscape, with the first set of upgrades completed in 2005, and the second in 2008.



[SFPUBLICWORKS.ORG/BROADWAY](http://SFPUBLICWORKS.ORG/BROADWAY)



# Make your MARKET STREET



The City's Make Your Market initiative is inviting a new and vital public life onto Market Street's sidewalks and plazas.

In partnership with community-based organizations, the City is aiming to make San Francisco's busiest street into a place where creative and engaged people experiment with how to make a more beautiful, livable and vibrant city.

While the City finishes its grand plan for a Better Market Street, Make Your Market will be bringing a wide variety of activities and installations to the sidewalks – the Night Market at United Nations Plaza, Mechanics Monument Plaza transformation, Living Innovation Zones, commercial pop-ups, temporary stages, festivals, playful street furnishings, movable tables and chairs and all the inventive,

unexpected ideas that people and communities contribute to urban life.





# MECHANICS MONUMENT PLAZA







A welcome transformation has taken shape in downtown San Francisco, where Bush, Battery and Market streets come together to make Mechanics Monument Plaza. There, Public Works has turned the all-but-abandoned urban patch once favored by pigeons into a vibrant public space.

Today, you will find employees from nearby businesses conducting meetings while using the bright chartreuse movable tables and chairs labeled “Make Your Market,” tourists playing a game of chess or checkers on the giant granite chess board and locals taking a coffee break and admiring the beautiful historical images of the plaza and historical maps of the site on the custom-designed table tops. Bike messengers stop by to take a breather at the base of the monument or to fill their water bottles at the bottle-filling station.

Others may be charging their phone at the solar charging station or resting on the repurposed granite seat blocks.

The plaza renovation includes new planters and planting beds of grasses that reflect the marshland edge that this site was before 1850. New light fixtures were selected that echo the branching structure of the sycamore trees that line Market Street.

The ongoing success of the plaza is made possible by the daily activities of our on-site steward who watches over the area.



[TWITTER.COM/MYMARKETSTREET](https://twitter.com/mymarketstreet)



Market, Bush and Battery streets



# BETTER MARKET STREET





San Francisco's vision for a Better Market Street is a comprehensive program to reconstruct the City's premier cultural, civic and commercial corridor and the region's most important transit street from Octavia Boulevard to The Embarcadero. Multiple City agencies, led by Public Works, are working together to remake our busiest pedestrian street, busiest bicycle thoroughfare and busiest transit corridor, making it easier and safer for people to get around and creating a vibrant and inclusive destination where people want to live, work and visit.

The Better Market Street project will create a sense

of place, optimize mobility, and foster economic development by:

- supporting the City of San Francisco's planned growth and economic development
- providing faster and more reliable transit service for all users
- improving safety, comfort and mobility for pedestrians and bicyclists
- creating thriving public spaces that attract a diversity of people and uses

In Fiscal Year 2013-14, the project held its third round of public workshops gathering input on

three design options for reconstructing Market Street and potentially Mission Street. In addition, the Better Market Street Community Advisory Committee was reformatted and expanded. Now more than 55 members from a diverse selection of demographic, geographic and advocacy groups meet regularly to hear updates and provide advice about the project.



[BETTERMARKETSTREETSF.ORG](http://BETTERMARKETSTREETSF.ORG)



Market Street, from The Embarcadero to Octavia Boulevard



## IN DESIGN HIGHLIGHTS

Seventh Avenue and Lincoln Way intersection improvement  
17th Street and Folsom Street park  
Alameda Creek Dam Control Building  
Alamo Square Restroom and Irrigation Upgrade Project  
Fulton Streetscape Improvement Project  
Geneva Avenue/Balboa Park Station Streetscape Project  
Gilman Playground  
Holloway Green Street  
Irving Streetscape Improvement Project  
Masonic Avenue Streetscape Improvement Project  
Maxine Hall Health Center ADA and Tenant Improvement Project  
Medical Examiner Facility - 1 Newhall St.  
Potrero Streetscape Project  
Regional Groundwater Storage-Recovery Project  
San Francisco Jail No. 3 Replacement Phase II, Deputy Station Project  
San Francisco Municipal Transportation Agency Phelan Plaza  
Sloat Pedestrian Improvements, Phase II  
Main Library Teen Center 2nd Floor, Phase II  
San Francisco Westside Recycled Water Project  
Sunol Master Plan  
Tenderloin Safe Routes to School  
Transbay/Folsom Street Improvement Project  
Van Ness Bus Rapid Transit Project  
West Sunset Park





GREEN

PLAN

CLEAN

BUILD

82

## IN CONSTRUCTION HIGHLIGHTS

Emergency Firefighting Water System: Ashbury Tank and Valve House  
Emergency Firefighting Water System: Jones Street Tank and Valve House  
Emergency Firefighting Water System: Twin Peaks Reservoir  
Calaveras Dam: Replacement-Intake Tower  
Castro Street Improvements  
Chestnut Street Stairs  
Chinatown Safe Routes to School  
Cruise Ship Terminal at Pier 27  
Hall of Justice Emergency Generator Integration  
Kimbell Playground Renovation  
Market and Haight Pedestrian Improvement Project  
Minnie and Lovie Ward Athletic Field Renovation  
Mission Dolores Park Rehabilitation  
Oceanside Water Pollution Control Plant  
San Antonio Backup Pipeline-Control Building  
San Francisco Public Library Teen Center Literacy Center  
Southeast Water Pollution Control Plant Chemical System Relocation and Upgrades  
SF Jail No. 3 Replacement Phase II, Deputy Station  
Municipal Transportation Agency Green Facility Re-Roofing Project  
Fire Station No. 36 Comprehensive Renovation  
Sunset Boulevard - New Traffic Signal  
Sutro Reservoir Upgrade  
Van Ness Corridor - Franklin Street  
Washington Square Park Restroom







# CLEAN



# ANNING





**41,000+**  
PLEDGES SIGNED

# GIANT SWEEP



**8,186**  
STUDENTS  
ENGAGED

**158,000+**  
VOLUNTEER HOURS



Giant Sweep mascot Sweepy poses for a pictures with hard-working volunteers



The Giant Sweep campaign had a strong second year of advocacy and outreach to promote positive behaviors to keep San Francisco's streets, parks and buses free of litter and graffiti.

Giant Sweep uses hands-on volunteer activities and public education to bolster civic pride and keep San Francisco clean and beautiful. Giant Sweep engages residents, schools, community groups, businesses, advocacy organizations and neighborhood associations to help improve the City.

Since the debut in February 2013, Giant Sweep volunteers logged more than 158,000 hours. More than 41,000 people signed the Giant Sweep pledge to be good stewards of the City.

In addition to having organized four major events over the last year, Giant Sweep had ongoing activities, including school assemblies and classroom

presentations, neighborhood cleanups, raffles, contests and parade contingents. The campaign tabled at community fairs and Giants games, and advertised on billboards, bus shelters and on television with a public service announcement featuring Giants star outfielder Hunter Pence.

We held a successful student video contest that generated 27 student entries. A winner was picked in each category: middle school, high school and college.

Join the team. Keep SF clean.



[SFGIANTSWEEP.ORG](http://SFGIANTSWEEP.ORG)



# COMMUNITY CLEAN TEAM



**76**  
TONS OF GARBAGE  
REMOVED FROM  
STREETS

**1,798**  
VOLUNTEERS



The Community Clean Team, our largest and longest-running volunteer program, focuses on cleaning and greening merchant corridors, schools, medians and parks throughout the City. Our staff builds relationships with community organizations, local businesses and schools to support volunteer participation at the events. Each month, the Community Clean Team focuses on a different supervisor's district.

Last year, nearly 1,800 volunteers joined our crews to spruce up the neighborhoods. Clean Team partners include sister city agencies, schools, elected officials and nonprofits. Business partners provide financial, in-kind and

volunteer contributions. Recology and San Francisco Clean City Coalition also are key partners and provide Gigantic 3 service to the program, offering residents free bulky item drop-off, recycling and composting. Last year, the program collected 76 tons of garbage, 110 tons of recyclables and 17 tons of organic waste.



[SFPUBLICWORKS.ORG/VOLUNTEER](https://sfpublicworks.org/volunteer)



255

TONS OF TRASH COLLECTED

## ALLEY CREW PROGRAM



**7,470**  
NEEDLES REMOVED  
FROM THE STREET

**1,035**  
ABANDONED CARTS  
RECOVERED

Our Alley Crew pilot program was initiated in September 2013 in response to the growing number of requests for public cleaning services on some of the most challenging streets and alleyways in San Francisco's downtown neighborhoods.

Our Alley Crew workers include general laborers and environmental service workers. San Francisco

police officers escort the crews along their route for safety.

The Alley Crews' shift begins at 4:30 a.m. and ends at 12:30 p.m., Tuesday through Saturday.

Their routes were selected based on the volume of 3-1-1 service requests for hypodermic needles that pose a risk to public health.



## OUTREACH AND ENFORCEMENT (ONE) TEAM



**D**irty awnings, obstructive A-frame signs blocking the sidewalk, illegal dumping: These are just a few City code violations Public Works' new Outreach and Enforcement Team (OnE) identifies every day.

Just as important, our OnE Team develops a valuable rapport with neighborhood merchants and residents, sealed with handshakes and hugs, to create a mutual

understanding of how to create a safe and beautiful street.

We created the OnE Team to engage the community and educate merchants, property owners and residents of their rights and responsibilities regarding street and sidewalk cleanliness and enforce City codes to ensure sanitation and safety standards are met.

Each OnE Team member covers specific sections of the City, maintaining sensitivity to the unique needs of different areas. The team also serves as a liaison between the public and Recology, the waste management company in San Francisco.





# COMMUNITY CORRIDORS PROGRAM

506  
BLOCKS

100  
CORRIDORS

San Francisco's neighborhood commercial corridors contribute to the City's vitality, serving residents and businesses and showcasing our diverse communities. At Public Works, we are doing our part to keep those areas looking good with our Corridor Ambassadors program that puts under-employed and unemployed people to work sweeping litter from the sidewalk, cleaning tree basins and helping troubleshoot graffiti vandalism, broken sidewalks

and other problems that can degrade a neighborhood.

Community Ambassadors – a contingent of 145 workers – service more than 700 blocks of San Francisco's busiest commercial areas – from the Mission to the Richmond, from North Beach to the Castro. In Fiscal Year 2013-14, we added extra coverage to Union, Fillmore, Greenwich, Chestnut and Jackson streets and the area around the Balboa BART Station. We also partnered

with Caltrans to clean up the areas around the freeway ramps.

The program, which began in 2006, compliments our work encouraging residents and merchants to do their part to keep the sidewalks fronting their homes and businesses clean and safe.



[SFPUBLICWORKS.ORG/CORRIDORS](http://SFPUBLICWORKS.ORG/CORRIDORS)





## TECH CLEANUPS



San Francisco's tech workers grabbed brooms, paint brushes and gardening gloves to help keep San Francisco clean and beautiful in a series of service days that brought out hundreds of volunteers.

In Fiscal Year 2013-14, Square sent 40 to 50 of its employees out to the Mid-Market and South of Market for an hour every week to clean up around the company headquarters at 10th and Market streets. Zendesk's 164 volunteers converged on the South of

Market and Tenderloin for a massive litter sweep, and Twitter workers offered 10 volunteers to clean up the Tenderloin as part of its #FridayforGood program.

The company-supported community service initiatives provide Public Works much-needed support to keep the City in good shape, and also offer employees an opportunity to give back to the neighborhoods where they work.



## BAY TO BREAKERS CLEANUP



# 10.5

TONS OF TRASH COLLECTED



Bay to Breakers:  
Embarcadero to  
Ocean Beach

Public Works crews hustled to clean up after the running (and walking, skipping and cartwheeling) of the 103rd Bay to Breakers race. They methodically tackled each block with brooms, leaf blowers, steamers, flushers and mechanical sweepers as soon as the racers passed by and got the work done by 3 p.m.—less than seven hours after the first racer left the starting line — getting the City in good shape after the only-in-San Francisco extravaganza. The

race was held on Sunday, May 18, 2014. Bay to Breakers, which is part foot race, part parade, part performance art, drew an estimated 40,000 participants. That doesn't count the tens of thousands of spectators who lined the 7.46-mile race course from the Embarcadero to Ocean Beach. Our crews picked up 10.5 tons of trash that all those people left behind on City streets. Not bad for a day's work.





## SUMMER YOUTH PROGRAM

# 400

YOUTHS EMPLOYED  
BY PUBLIC WORKS



San Francisco summers not only mean tourists and fog, but also jobs for youth. Mayor Edwin M. Lee, City departments and the United Way of the Bay Area set an ambitious goal of creating 7,000 summer internships and paid on-the-job training positions for San Francisco residents, ages 14 to 24 years old.

The annual program, which provides opportunities in

the government, nonprofit and private sectors, has been growing every year, with Public Works continuing to do our part. Our department put some 400 young people on the payroll – weeding and planting medians and hillsides, picking up litter, lending a hand to our architects and engineers, helping with public outreach and more over the summer.

The program gives young people something positive to do, puts some money in their pocket and helps them build skills for their future. They also give our organization extra help that benefits the City.



[SFPUBLICWORKS.ORG/INTERNSHIPS](http://SFPUBLICWORKS.ORG/INTERNSHIPS)



# GRAFFITI WATCH



# 438

GRAFFITI WATCH MEMBERS

Graffiti vandalism blemishes our neighborhoods. The Graffiti Watch volunteer program empowers individuals and groups to take back our neighborhoods from vandals by quickly removing graffiti from public property, including utility poles, trash cans, signs and other street furniture. In return, Public Works provides training and tools.

Removing graffiti quickly, ideally within 24 hours, is key to the success of the Graffiti Watch program: The faster graffiti is painted over, the less likely vandals will return.

During Fiscal Year 2013-14 we successfully recruited and trained 71 new Graffiti Watch members from the Mission, Castro, South of Market, Tenderloin, Chinatown, Sunset, Hayes Valley, Park Merced and other neighborhoods. The program boasts more than 438 members; one of whom won the prestigious Neighborhood Empowerment Network Award for “Graffiti Watch Volunteer of the Year.”



[SFPUBLICWORKS.ORG/GRAFFITIWATCH](http://SFPUBLICWORKS.ORG/GRAFFITIWATCH)



# GRAFFITI LEGISLATION



**\$20,000,000**

A YEAR SPENT BY ALL CITY  
AGENCIES TO ABATE GRAFFITI

Taking aim at serial taggers, the San Francisco Board of Supervisors approved legislation on May 6, 2014, that allows the City to sue graffiti vandals and seek penalty fines and reimbursement of abatement costs.

The City Attorney now has the authority to bring civil cases against repeat graffiti offenders. A majority of tags are the unwelcome handiwork of repeat offenders whose spoils can be found all over town.

Police and the District Attorney still could pursue vandals through the criminal justice system, which requires a higher burden of proof than the civil action.

The new law also makes it illegal for anyone to bring spray paint cans or graffiti paraphernalia into City parks and convicted taggers can be banned from bringing those materials onto Muni vehicles.



[SFPUBLICWORKS.ORG/GRAFFITI](http://SFPUBLICWORKS.ORG/GRAFFITI)



## ADOPT-A-STREET PROGRAM

Over the past 14 years, Adopt-A-Street has worked to engage residents to keep San Francisco sidewalks clean and beautiful. Managed by our Community Programs team, the program is a public-private partnership between the City and its residents and merchants to maintain the cleanliness of our neighborhoods.

Participants agree to take responsibility for keeping their street clear of litter, graffiti and illegal dumping. We support their efforts by providing free supplies, such as brooms and trash bags. Last year 82 individuals became Adopt-A-Street members. There are now 1,694 participants.

# 1,694

ADOPT-A-STREET MEMBERS



[SFPUBLICWORKS.ORG/ADOPTASTREET](http://SFPUBLICWORKS.ORG/ADOPTASTREET)





## SERVICE REQUESTS

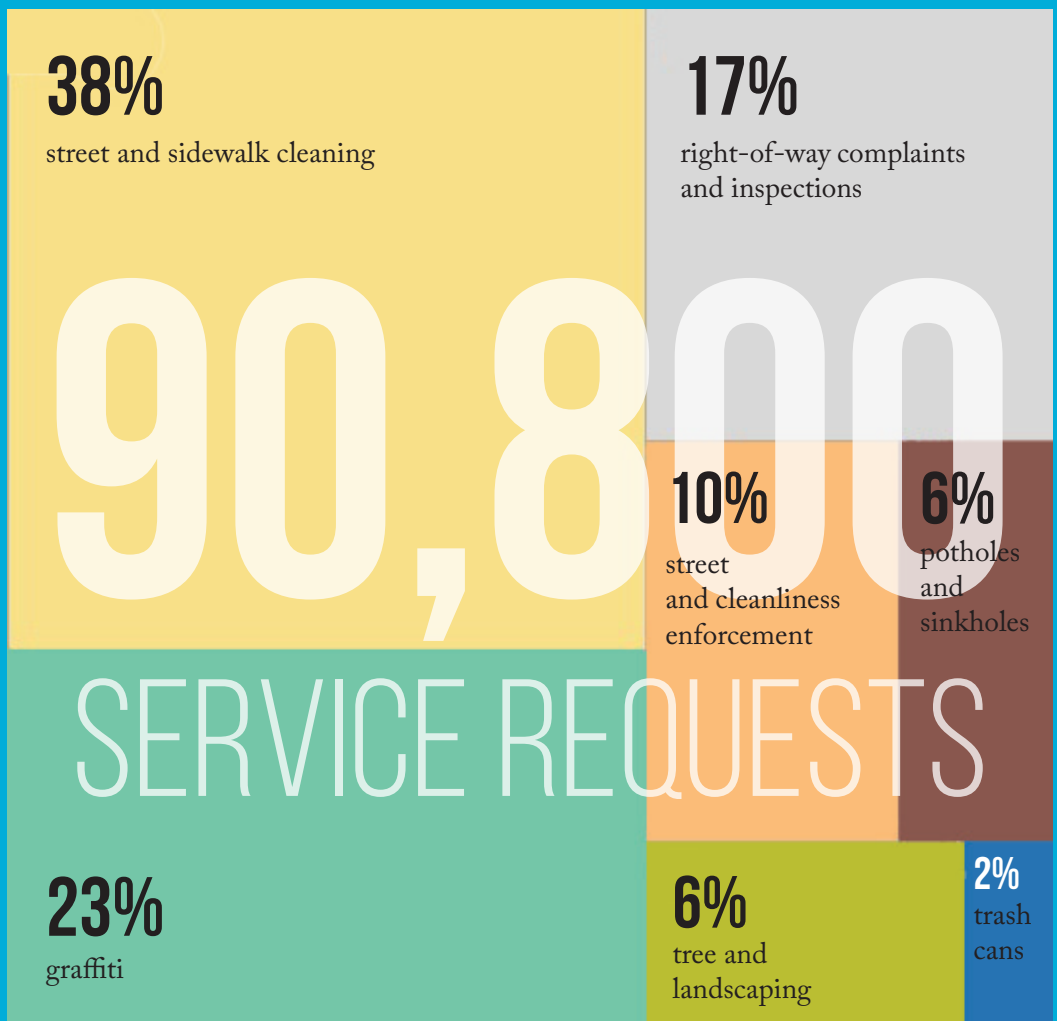
In Fiscal Year 2013-14, Public Works received about 90,800 service requests from constituents, mostly through 311. It reflects a 15 percent reduction from Fiscal Year 2012-13, mainly due to Recology assuming responsibilities for a portion of illegal dumping service requests and litter receptacle maintenance.

We aim to respond to most requests within two to five business days.



[SF311.ORG](http://SF311.ORG)

Our radio room employees are an integral part of handling service requests, both from 311 and our crews. Working around the clock, they dispatch those requests to our workers in the field.







# BU RESTORI

DPW BSSR

MORE

A DANGER  
ELECTRICAL HAZARD

RAILSCO  
WORKS



429 731

100

CA 47583

CALIFORNIA

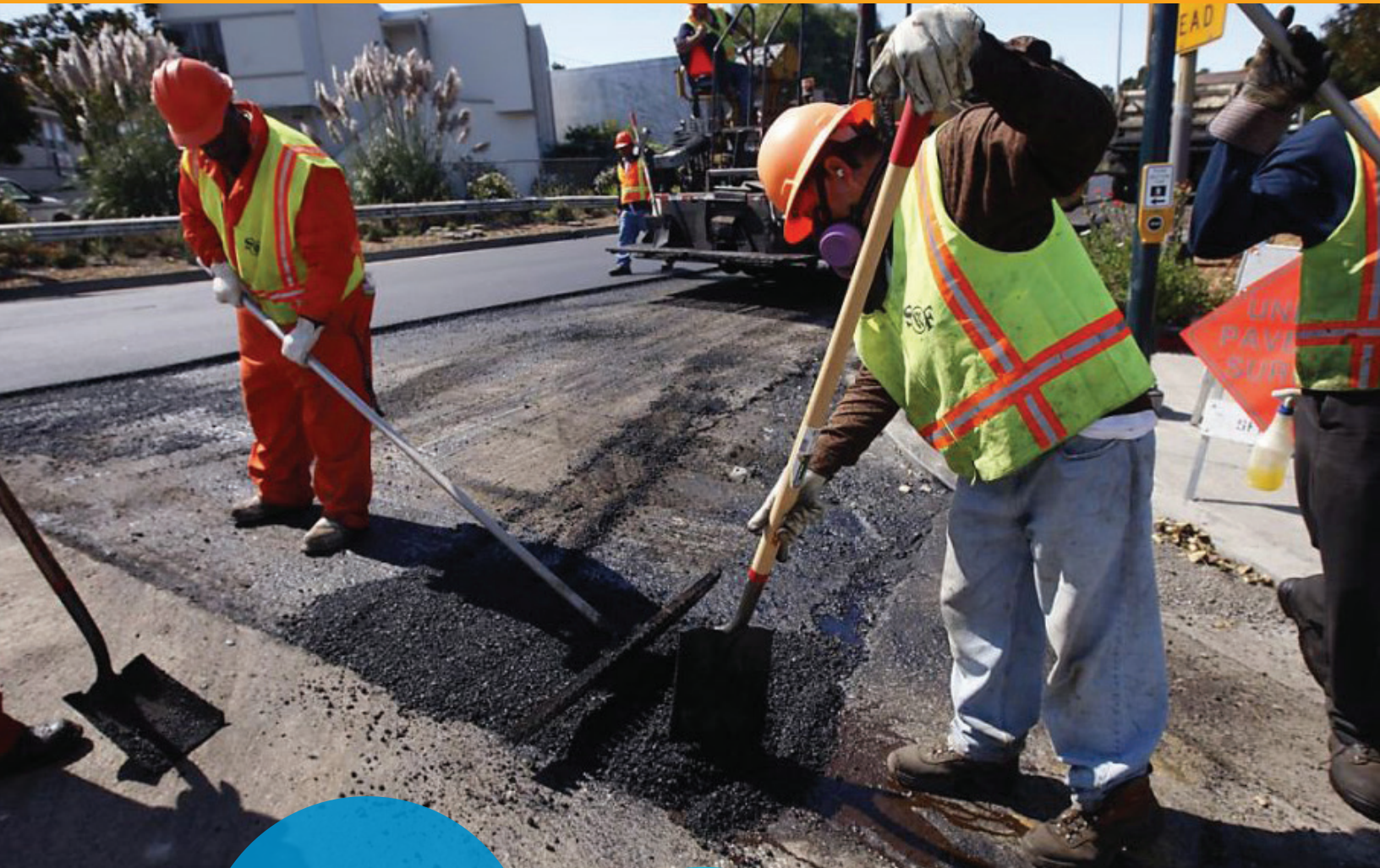
DIESEL  
ONLY

# BUILDING AND REPAIRING





## STREET AND SEWER REPAIR



**15,823**  
POTHOLES FILLED

**152,283**  
SQUARE FEET  
OF PAVEMENT  
PATCH-PAVED



The Bureau of Street and Sewer Repair filled 15,823 potholes and patch-paved a total of 152,283 square feet of pavement to help smooth out the City's roads.

In addition to answering service requests for maintaining the streets in neighborhoods throughout the City, the Bureau of Street and Sewer Repair completed many significant projects in the public right of way:

#### **Mechanics Plaza Makeover**

At the start of the plaza remake, our crews repaired the brick sidewalk, replaced granite pavers and improved water drainage.

#### **Noe and Duboce Bicycle and Pedestrian Improvement Project**

Our cement shop crews installed a brick border for a new bulb-out at Noe and Duboce streets.

#### **Fell Street Bike Lane**

Our street repair crew installed a bike lane on the 1200 block of Fell Street.

#### **Kezar Drive (Golden Gate Park)**

Repaved the pot-holed stretch of roadway in five days and two years sooner than the scheduled fix.

#### **West Portal Safe Routes to School Project**

Public Works' cement crew completed Dewey Circle improvements.

#### **Great Highway Sand Cleanup**

Our street repair crew helped reestablish the bank swallows' nesting habitat.



[SFPUBLICWORKS.ORG/STREETS](http://SFPUBLICWORKS.ORG/STREETS)



## CURB RAMPS



# 1,774

CURB RAMPS CONSTRUCTED

We maintain approximately 7,200 street intersections in San Francisco. Some are not accessible for people with disabilities. All public and private paving and construction projects are required to provide curb ramps that adhere to federal ADA standards.

Curb ramp-specific projects also are constructed

through the Curb Ramp Program, with priority given to locations requested by people with disabilities.

The Curb Ramp Program had a total budget in Fiscal Year 2013-14 of \$5.7 million.

For every project, we evaluate the entire intersection to provide properly located curb

ramps that comply with departmental standards and regulatory requirements.

In Fiscal Year 2013-14, we constructed 1,774 curb ramps in neighborhoods citywide.



[SFPUBLICWORKS.ORG/CURBRAMP](http://SFPUBLICWORKS.ORG/CURBRAMP)





## ROADWAY STRUCTURES

360

ROADWAY STRUCTURES



Public Works maintains more than 360 roadway structures, including tunnels, bridges, stairways, retaining walls and guardrails to ensure public safety.

Our engineers and project managers regularly assess each of the structures' physical condition to determine maintenance and repair needs. Repair work to roadway structures is prioritized according to a rating based on their deficiencies, structural

adequacy and general condition.

We completed several important safety improvement projects during Fiscal Year 2013-14, particularly due to the passage of the 2011 Road Repaving and Street Safety Bond, which provided \$6.8 million in additional funding. This infusion of bond funding allowed for more construction and repair work to be completed than in the average year.

Public Works is a major proponent of the City's Local Business Enterprise (LBE) program and \$3.6 million in 10 roadway structures-related construction contracts went to Micro-LBE contractors.

Highlights of completed construction projects include the Arelious Walker Stairway, Duncan Street stairs, a new sidewalk at Innes Avenue, Sanchez Street stairs and wall, and 16th Avenue stairs.



## PEDESTRIAN SAFETY AND TRAFFIC-CALMING PROJECTS



Ortega Street, near Sunset Elementary School

Public Works performs engineering design and construction for pedestrian safety and traffic-calming projects: sidewalk bulb-outs, curb ramps, median islands, fresh crosswalk paint and signage to provide safer pedestrian crossings, slow down vehicle traffic and improve accessibility for people with disabilities.

### SAFE ROUTES TO SCHOOLS

We perform engineering design and construction for the Safe Routes to Schools program that employs traffic-calming techniques to make crosswalks safer and more visible around our schools, and improve accessibility for people with disabilities. Project

locations include West Portal Elementary School, Jefferson Elementary School, Sunset Elementary School and A.P. Giannini Middle School.



[SFSAFEROUTES.ORG](http://SFSAFEROUTES.ORG)





Powell Street and Geary Street (before)



Powell Street and Geary Street (after)

## UNION SQUARE PEDESTRIAN IMPROVEMENT PROJECT

The project removed the corner pedestrian islands, relocated traffic signal poles, improved bus loading islands, constructed curb ramps and bulb-outs and re-graded sidewalk at the Powell Street and Geary Street intersection. The project was completed in March 2014.

Now, visitors and residents coming to Union Square to shop have safer and more accessible ways to cross the busy streets.



Powell Street and Geary Street



## THE HIDDEN GARDEN STEPS

A beautiful new stairway that connects Lawton Street to the intersection of 16th Avenue and Kirkham Street bordering the Golden Gate Heights and Inner Sunset neighborhoods came to life. After two years of planning and construction, residents and visitors can now enjoy these stairs, featuring an intricate tile mosaic along the steps, a public garden and a wall mural. Public Works put in close to \$100,000 of work on these steps, which includes the reconstruction of a wall, an addition of a flight of steps, gutter improvements and erosion control.

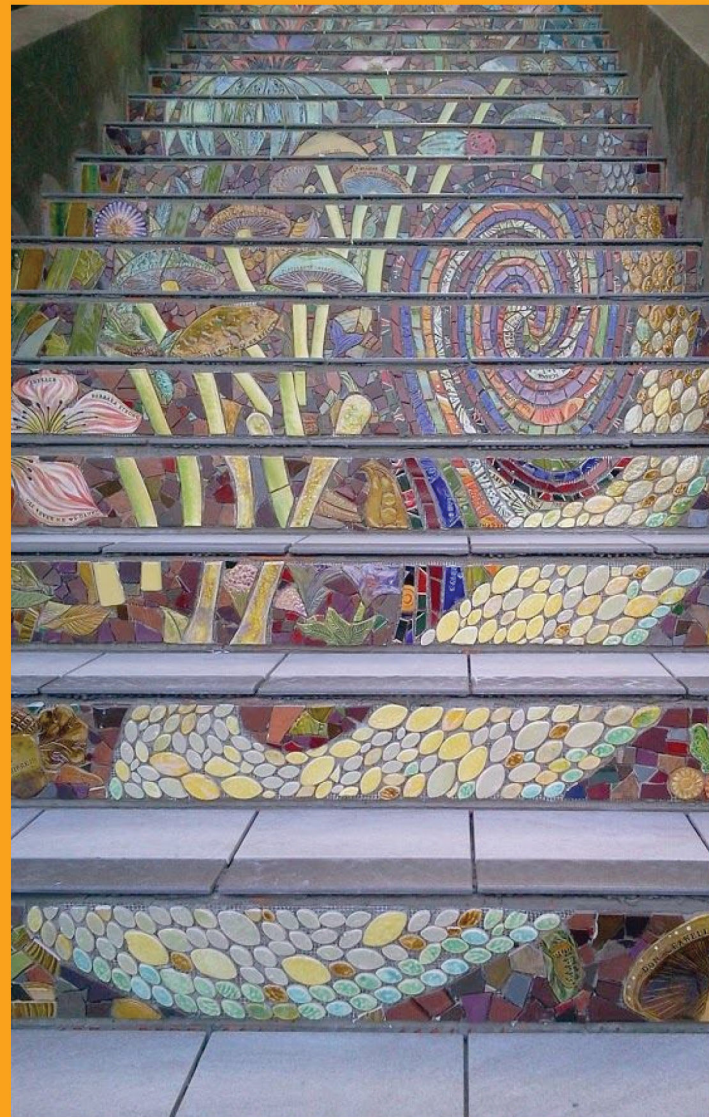
For the mosaic, artists Colette Crutcher and Aileen Barr, also creators of the Moraga Mosaic Steps, designed a lush garden

theme in which butterflies flutter, dragonflies drone and an Indian paintbrush sways in the breeze.

The stairway project is a collaboration among many community volunteers, donors, neighborhood associations, the San Francisco Parks Alliance and Public Works' Street Parks Program.



[HIDDENGARDENSTEPS.ORG](http://HIDDENGARDENSTEPS.ORG)







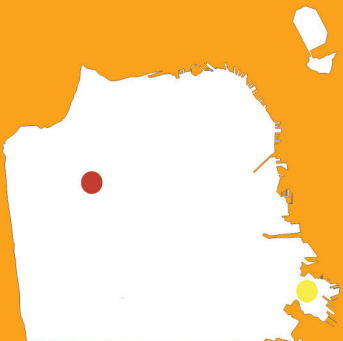
## ARELIOS WALKER STAIRCASE

Named in honor of Dr. Arelious Walker, a local pastor and champion of the Bayview community, the staircase connects Innes Avenue and Northridge Road. Public Works did a complete rebuild to provide safer access for residents to Innes Avenue, the India Basin Shoreline Park and Heron's Head Park. The San Francisco Arts Commission oversaw the stairway art component and commissioned local artists Aileen Barr and Colette Crutcher to embellish the stairway with a mosaic mural, titled "Flights of Fancy."

The transformed 87-step staircase bridges the gap between public housing and open green space at India Basin Park, bringing a beautiful touch to the neighborhood.

The artists designed and fabricated the decorative tiles with input from the community and contributions from youths and adults at tile-making workshops held at the Willie Mays Boys & Girls Club. The design is based on decorative patterns drawn from various cultures, including Adinkra cloth from Ghana, Native American painted pottery, woven materials from Central America and Middle Eastern tile patterns.

Our tile layers worked with young adults in the San Francisco Conservation Corps to install the tiles and learn setting skills. The youth workers also cleared and cleaned the surrounding hillside and planted wildflowers and other native plants to beautify the area.



- Hidden Garden Steps: 16th Avenue and Kirkham Street
- Arelious Walker Staircase: Innes Avenue and Northridge Road



# DOGGIE DINER HEAD



## Doggie Head History

1966: Designed by graphic designer Harold Bachman



2001: Nose busted from a 45-mph windstorm

2005: Restored and adopted by Public Works

2006: Designated San Francisco Landmark No. 254



**“The old saying is that every dog has its day. San Francisco Landmark #254, by contrast, looks to have as many lives as a cat.”**

- John King, SF Chronicle urban design critic, February 15, 2014

**2014:** Where else but in San Francisco could you bring together the mayor, an accordion-guitar duo, a class of energetic fifth graders and about two dozen other folks to celebrate a 3-D model of a large dachshund’s head fashioned out of steel and fiberglass and attached to a tall pole?

The larger-than life dachshund’s head, adorned with a chef’s hat and polka-dotted tie, got a good scrubbing and a fresh coat of paint at the City’s Central Shops. Our steamfitters also pitched in to make the face-lift a success.

The refreshed 7-foot-tall dachshund head was returned to its place at Sloat Boulevard and 45th Avenue where we hosted a Valentine’s Day street party to celebrate the restoration of the Doggie Diner advertising sign. The dachshund head is now a popular piece of roadside pop culture owned by the people of San Francisco.



Sloat Boulevard and 45th Avenue





**19**  
PROJECTS DESIGNED  
AND AWARDED TOTALING UP TO  
**\$34 MILLION**

Installation  
of pipe on Cesar  
Chavez Street





## HYDRAULIC ENGINEERING

### **Mason and Powell Streets Sewer System Improvement and Pavement Renovation**

An extreme storm occurred in October 2009 causing major flooding at two intersections in the North Beach neighborhood, on Powell at Bay and Powell at Francisco streets. In response, a project funded under the San Francisco Public Utilities Commission (SFPUC) Capital Improvement Program was initiated to address the structurally and hydraulically inadequate sewers of the collection system on Mason Street (Columbus Avenue to Jefferson Street) and Powell Street (North Point Street to Francisco Street). Three major sewer design

issues were addressed: rehabilitation of 500 linear feet of sewer; up-sizing 3,750 linear feet of main sewers and construction of an overflow system at Powell and North Point streets; and construction of a junction structure at Powell and Francisco streets. Work was successfully completed in September 2013.

### **Cesar Chavez Street Sewer System Improvement Project, Phase 1**

An extreme storm occurred in February 2004, causing major flooding in the neighborhoods around Cesar Chavez and Mission streets. A project funded under the SFPUC Capital Improvement Program was initiated to improve

the hydraulic performance of the collection system on Cesar Chavez, from Mission Street to Highway 101, in conjunction with roadway and streetscape improvements. Under the project scope, we enhanced the structural integrity of 3,985 linear feet of existing 100-year-old sewers and constructed 6,522 linear feet of main sewers. In joint-venture coordination with the SFPUC and the San Francisco Municipal Transportation Agency, we successfully completed the work in April 2013 prior to the streetscape improvement project.

The project was featured on the cover of the Summer 2014 edition of Concrete Pipe News by the American Concrete Pipe Association.





# WORKING



**G TOGETHER**

San Francisco Public Works

# CORE VALUES

Our workplace core values: Live them. Embrace them. Every day.



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

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

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



San Francisco Public Works has a very strong mission statement: to enhance the quality of life in San Francisco by providing outstanding public service. 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 topic. The group assessed

the core values of other City agencies, government institutions and businesses, and from there created a distinctive set that cements the traits and qualities that represent Public Works' highest priorities: **respect, integrity and responsiveness.**

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

# PUBLIC WORKS WEEK







Public Works Week 2014 – celebrated April 28 through May 2 – mixed fun with learning to showcase the many contributions San Francisco Public Works makes to improve the quality of life in the City, from cleaning and greening the neighborhoods, to paving our roads, to designing and managing building projects and training our residents for jobs in the trades. A major focus was to get students interested in public works-related careers – engineering, architecture, plumbing, sheet metal work, electrical and tree care, among others.

We opened our building and infrastructure divisions to nearly 100 grade-schoolers where they worked side-by-side architects and engineers to build models. More than 300 high school students and young adults joined us at our operations yard to

check out the trades and get hands-on experience working in the carpentry and metal shops, and planting flowers and herbs.

Throughout the week, we scheduled hard-hat tours of our construction projects, including Fire Station No. 36, the War Memorial Veterans Building and the new Public Safety Building.



[SFPUBLICWORKS.ORG/PWW](http://SFPUBLICWORKS.ORG/PWW)

# COMMUNICATIONS AND PUBLIC AFFAIRS





The mission of our communications and public affairs team is to serve as the conduit of timely, accurate and relevant information for Public Works in collaboration with the people who live and work in and visit San Francisco.

The work of the team cuts across all bureaus and divisions in the department, and uses a variety of platforms to promote Public Works and get out information: social media, websites, videos, in-person community outreach, public and in-house presentations, newsletters, press conferences and press releases.

As a 24/7 operation that touches every neighborhood in the City, rarely a day goes by that San Francisco Public Works isn't in the news.

The team ramped up its media outreach strategy in

Fiscal Year 2013-14 to put more emphasis on pitching, or suggesting, stories to reporters and producers that have strong potential for public appeal. The approach paid off, with a diversity of stories that showcased Public Works' efforts to serve San Francisco.

Among them: new rainbow crosswalks in the Castro district, the \$500 million Moscone Center expansion and improvement project; a new law to crack down on graffiti vandalism; a record-high number of blocks paved; the completion of the Cesar Chavez streetscape project; Arbor Day; the refurbishment of the iconic Doggie Diner sign-turned-public art piece; construction of a new "contra-flow" bike lane on Polk Street; the use of a goat herd to weed a hillside; a program to assist Chinatown merchants during the Chinese New

Year; Palega Playground renovation; a study to find sustainable funding for tree care; and the effort to remake Market Street.

Many of these projects were featured in our dynamic monthly employee and community newsletters – complete with videos, photos, stories and links to more information.




---

[SFPUBLICWORKS.ORG/INTHENEWS](http://SFPUBLICWORKS.ORG/INTHENEWS)  
[SFPUBLICWORKS.ORG/NEWSLETTER](http://SFPUBLICWORKS.ORG/NEWSLETTER)

# HEALTH AND SAFETY







Public Works Health Fair 2014



Injury prevention sign



Sunday Streets safety demonstration

**P**ublic Works promotes workplace health and safety, striving for injury- and accident-free workplace. In Fiscal Year 2013-14 we reduced recordable injuries, lost work days and preventable motor vehicle accidents.

### Enhance Wellness

To enhance employee wellness, we held the 7th Annual Health Fair at our Operations Yard to increase and promote health awareness through education and prevention and to provide staff with fun physical activities. More than 400 employees attended and received medical screenings, flu shots and wellness information.

### Injury Prevention

We improved safety in our trucks by installing air ride seats, outfitting metal boxes to hold sharps containers and providing new jackhammer storage boxes.

### Motor Vehicle Accident Prevention

We provided our truck drivers with increased education and training on how to navigate the streets with a better understanding of an increase in bike and pedestrian activity and the need to share the roads. We also continued our truck safety education outreach at Sunday Streets events.

## UNIVERSITY OF PUBLIC WORKS



Staff development and training is a cornerstone of what we do to better serve San Francisco residents, businesses and visitors.

University of Public Works is playing a key role in carrying out that mission. The in-house university, launched in 2013 and expanded in 2014, offers a variety of courses to improve our employees' skills

and provides a forum where staff can learn about cutting-edge and effective strategies in the areas of engineering and architecture, workplace safety, technology, emergency management, construction management and more.

The courses are taught by subject matter experts from both inside and outside of Public Works.



# CEMENT MASON APPRENTICESHIP PROGRAM



In 2013, Public Works launched an 18-month Cement Mason Apprenticeship Program. Six apprentices received on-the-job training in all aspects of cement masonry work, including safe practices; framing; preparing and securing job sites; estimating; mixing, pouring and finishing concrete; demolishing concrete

structures; and learning the proper use and maintenance of tools, equipment and materials utilized in the performance of concrete work. Participants also are required to complete rigorous supplemental instruction courses provided by the state-certified Northern California Cement Masons Joint Apprenticeship and Training Committee. Public Works

also runs apprenticeship programs for asphalt workers, environmental service workers, gardener/horticulture workers and arborists.



[SFPUBLICWORKS.ORG/APPRENTICESHIPS](http://SFPUBLICWORKS.ORG/APPRENTICESHIPS)

# DIVISIONS AND BUREAUS

## DIRECTOR'S OFFICE

### Communications and Public Affairs

The office keeps the public and staff informed of the department's services, projects and programs through mass media, social media, websites, community meetings and other outreach activities. The team produces reports, the monthly community and employee newsletters, 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 cutting-edge and effective strategies in the areas of engineering and architecture, workplace safety, technology, emergency management, construction management and more.

## OPERATIONS

### Deputy Director of Operations

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

### Building Repair

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

### Street Environmental Services and Urban Forestry

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

### Street and Sewer Repair

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

## 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. They work 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**

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

## **INFRASTRUCTURE**

### **Infrastructure Design and Construction**

Infrastructure Design and Construction provides engineering and construction management services through planning, design, project management and construction management to produce projects that are sustainable and highly functional, within budget and meeting the schedule.

### **Street-Use and Mapping**

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 maintains the official City map.

## **OFFICE OF FINANCIAL MANAGEMENT AND ADMINISTRATION**

### **Finance**

This division oversees budget preparation; capital planning, analysis and reporting; grants research and administration; and accounting. It also prepares analyses and produces reports to implement and manage the department's 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 enters 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 division 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**

This division 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.

# INDEX

- accreditation, 8
- Adopt-a-Street program, 97
- Alley Crew program, 89-90
- American Public Works Association, 8
- apprenticeship program, 124
- Arbor Week, 21-22
- Arelious Walker Staircase, 108
- awards, 7
- Bay to Breakers cleanup, 93
- Better Market Street, 79-80
- Branch Library Improvement Program, 43-44
- Broadway Streetscape Improvements, 75
- budget, 11-12
- building, 99
- Bureau of Street-use and Mapping, 61
- Burrows Pilot Park, 25-26
- Cement Mason Apprenticeship Program, 124
- Cesar Chavez Streetscape Improvement Project, 67-68
- cleaning, 83
- Climate Action Plan, 31
- Coit Tower renovation, 53-54
- Communications and Public Affairs, 119-120
- Community Clean Team, 87-88
- Community Corridors Program, 91
- construction partnering, 59-60
- Core Values, 115-116
- curb ramps, 103
- divisions and bureaus, 9-10, 125-126
- Doggie Diner Head, 109-110
- dog play area, 47
- DPWStat, 64
- Earthquake Safety and Emergency Response Bond, 55-58
- Emergency Preparedness Program, 63
- Fell Street Bike Lane, 102
- fire stations, 57-58
- Folsom Street Streetscape Improvement Project, 72
- Giant Sweep, 85-86
- Glen Canyon Playground, 51-52
- graffiti legislation, 96
- Graffiti Watch, 95
- Great Highway sand cleanup, 102
- Great Highway Streetscape Project, 71
- greening, 15
- green practices, 32
- hardscape to softscape, 23
- health and safety, 121-122
- Hidden Garden Steps, 107
- hydraulic engineering, 111-112
- Kezar Drive repaving, 102
- landscape maintenance, 19-20
- leadership team, 9-10
- Local Business Enterprise (LBE), 62
- Make Your Market Street, 76
- Market Street, 76-80
- McCoppin Hub Plaza, 48
- Mechanics Monument Plaza, 77-78, 102
- Moscone Center Expansion Project, 41-42
- Noe and Duboce Bicycle and Pedestrian Project, 102
- North Beach Library, 45-46
- Nuru, Mohammed (Director), 1-2
- organization, 9-10, 125-126
- Outreach and Enforcement (OnE) Team, 90
- Palega Playground and Recreation Center, 49-50
- parklets, 27-28
- partnering, 59-60
- paving, 65-66
- pedestrian safety and traffic calming projects, 105-106
- planning, 33
- Point Lobos Streetscape Improvements, 73
- Polk Street Bikeway Improvement Project, 69-70
- pothole repair, 101-102
- projects in design and construction, 81-82
- Public Safety Building, 39-40
- Public Works Week, 117-118
- rebranding, 13-14
- Road Repaving and Street Safety Bond, 65
- roadway structures, 104
- Safe Routes to Schools, 105
- San Francisco General Hospital Rebuild Program, 35-36
- service requests, 98
- sewer repair, 101-102
- sidewalk landscaping, 23
- skate park, 48
- Sloat Boulevard Pedestrian Safety Improvements, 74
- SoMa West Improvement Projects, 47-48
- strategic plan, 3-4
- street parks, 29-30
- streets and streetscapes, 64-76, 79-80, 101-102



Summer Youth Program, 94  
tech cleanups, 92  
trees, 17-22  
Union Square Pedestrian Improvement Project, 106  
University of Public Works, 123  
urban forest, 17-18  
urban harvesting, 24  
Veterans Building Seismic Upgrade and Improvements, 37-38  
West Portal Safe Routes to School Project, 102  
Working together, 113-114



NO STOPPING

ACTY DR







## FOLLOW US ON:



[twitter.com/sfpublicworks](https://twitter.com/sfpublicworks)



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



[instagram.com/sfpublicworks](https://instagram.com/sfpublicworks)



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



[youtube.com/sfpublicworks](https://youtube.com/sfpublicworks)

## SFPUBLICWORKS.ORG

PRODUCED BY THE OFFICE OF COMMUNICATIONS AND PUBLIC AFFAIRS

San Francisco Public Works  
1 Dr. Carlton B. Goodlett Place, Room 348  
San Francisco, CA 94102  
415-554-6045