

San Francisco Department of Public Works

2002-2003 Annual Report

“When you drive down a city street, take a stroll on the sidewalk, or enjoy the shade of a city-owned street tree, you are benefiting from the many services provided to you by the San Francisco Department of Public Works.”

Mayor
Willie L. Brown, Jr.

Department of Public Works Director
Edwin M. Lee

Mission Statement

“Improving the Quality of Life in San Francisco”

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

www.sfdpw.com

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A MESSAGE FROM THE DIRECTOR

I am pleased to present the Department of Public Works' 2002-2003 Annual Report. It has been a very exciting and productive year at DPW. Our mission of providing seamless and quality customer service to San Franciscans continues to be our driving force in our day-to-day operations.

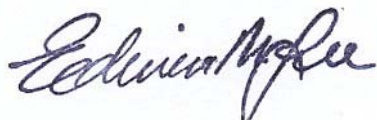
DPW has and continues to work closely with other departments with related missions and responsibilities to streamline services. The SF Public Utilities Commission, the Recreation and Parks Department, the Department of Parking and Traffic, MUNI and the Department of the Environment are key departments with which DPW has close working relationships to bring about the efficient and effective provision of services to residents of San Francisco.

We continue to promote our 28-CLEAN street-cleaning hotline, and the department has embarked on several projects to establish public-private partnerships that combine and maximize the resources of the private and public sectors in pursuit of our goal of keeping San Francisco's streets clean. For example, the department's Clean Patrol program works with merchants and property owners to develop and implement an independently funded cleaning and beautification program in key merchant corridors. DPW has also partnered with community organizations to form Neighborhood Beautification Advisory Committees in several districts of the City, so the department can solicit concerns, respond and develop an on-going relationship with the community.

DPW manages the repair and rehabilitation of San Francisco's streets and permits and regulates the work of utilities and contractors in the public right-of-way. The department also has provided architectural, engineering, and project management services on some of the City's largest projects, including the Laguna Honda Replacement Project, Mission Bay, San Bruno Jail, Moscone West Convention Facilities, and Harding Park Golf Course.

We will continue to work with and serve the residents of San Francisco as we improve the quality of life in our City through quality customer service and continuous improvement. If you have questions or comments, please log on to www.sfdpw.com or contact my office at (415) 554-6920. Continued feedback is an important element to the success of DPW, and I look forward to hearing from you.

Sincerely,

A handwritten signature in black ink, appearing to read "Edwin M. Lee". The signature is fluid and cursive, written in a professional style.

Edwin M. Lee
Director of Public Works

DPW'S GOALS AND OBJECTIVES

DPW's central role is to provide for the management, care, maintenance, design and construction of public infrastructure. In this role, DPW represents the public's quality concerns and fiduciary interests in these activities.

The Department's infrastructure management skills are applied in two broad areas. In the first realm, the Department is the primary caretaker for the City's streets. DPW cleans and beautifies the City's streets providing street sweeping, landscaping and graffiti abatement services to maintain the beauty and character of all of San Francisco's many communities. DPW continuously monitors and assesses the condition of the City's streets; providing minor repairs where appropriate and maintaining an inventory of street resurfacing and reconstruction needs. DPW initiates and manages capital improvement projects based on those assessments. DPW also inspects and maintains retaining walls, bridges, stairs and other street structures; establishes grades and elevations of roadways; and maintains the official City map. Finally, the Department manages the five-year construction plans of private utilities and other City departments in the public right-of-way; and coordinates, permits, and inspects all construction activities to minimize the impacts of construction on the community.

In its second area of infrastructure management, DPW provides services to other City departments that otherwise would not be able to sustain or manage architectural, engineering, maintenance or custodial workforces. Because infrastructure management is the Department's core function, DPW is able to bring a greater level of attention and professionalism to these activities than departments whose core missions lie elsewhere. In addition, by centralizing these responsibilities within DPW, the City is able to sustain a professional capacity that would not be possible in a decentralized environment.

Public service is a constant theme in all of the Department's endeavors. DPW works closely with community groups and other stakeholders on all manners of activities from neighborhood cleanup and beautification projects to needs analyses for libraries, parks and other facilities for public use. The Department strives to design facilities and spaces that incorporate community needs and desires in a manner that effectively utilize the limited public funds that are available. DPW also manages its construction activities and the activities of other public and private agencies to minimize the adverse impacts on the City's residents and businesses.

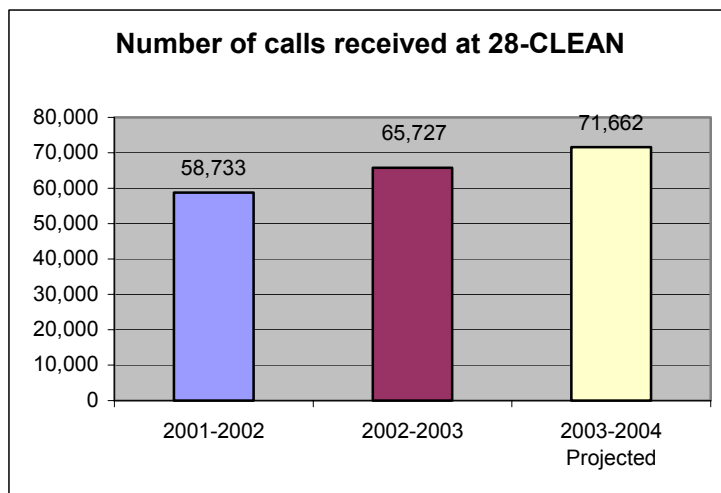
The Department further serves the public interest by exercising the highest level of fiduciary accountability in its management of public infrastructure, construction projects and programs. DPW assists policy makers by providing essential expertise in the assessment of public facilities and planning for capital improvement programs, and the Department's contract management and accounting practices ensure that contract goals are met and design and labor budgets are strictly adhered to. The scrutiny of its client departments ensures that the Department rigidly adheres to budgetary and schedule commitments and pushes the Department to meet or exceed the quality and cost effectiveness of private sector consulting firms.

BUREAU OF STREET ENVIRONMENTAL SERVICES

STREET CLEANING SERVICES

28-Clean Customer Service Line

DPW established its 28-CLEAN customer service line in 2001. 28-CLEAN provides the public with an easy to remember telephone number to report trash accumulation, illegal dumping and graffiti. The results: increased and faster customer service. In a typical month, 28-CLEAN processes nearly 6,000 calls from the public. 28-CLEAN also receives a number of non-DPW-related calls for service and the department regularly forwards these service requests to appropriate agencies providing seamless service to the public.



Litter Law Enforcement and Educational Outreach

DPW's Environmental Control Officers (ECO) identify and educate people responsible for breaking City litter laws. ECOs respond to specific complaints and patrol the city to ensure that merchants and residents are in compliance with city regulations that are meant to keep our city clean and beautiful. Their goal is to encourage change by educating residents and business owners about their responsibilities. In cases where education alone does not result in changing people's behavior, an ECO will follow up with an official warning and a citation. In response to many violators ignoring warnings and citations, the City has changed its litter-related violations from criminal infraction proceedings to an administrative procedure. In this way, a more streamlined enforcement and follow up procedure can be taken. Now, DPW holds hearings for those individuals and companies disputing a litter-related ticket and utilizes trained hearing officers from the Rent Board to adjudicate those disputes and the Treasurer/Tax Collector to collect the fines and pursue non-payments.

Graffiti Removal

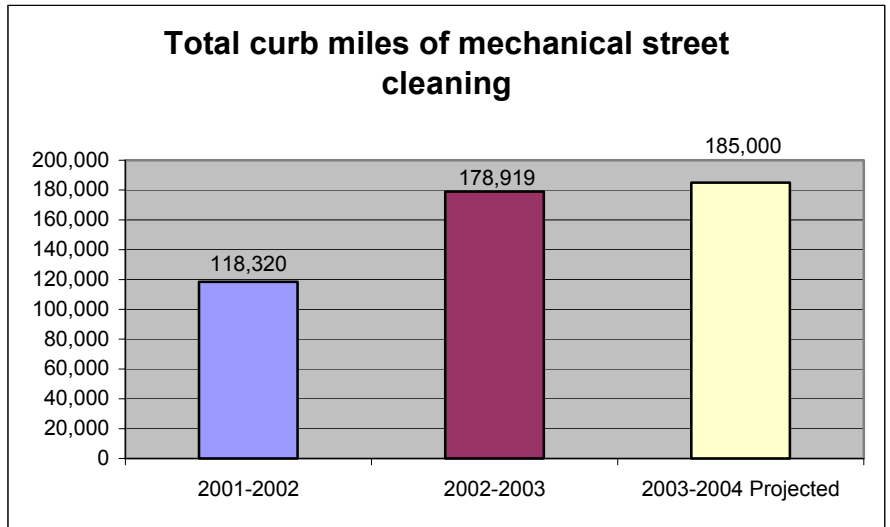
Graffiti is a highly visible form of vandalism that affects our quality of life. It results in costly clean ups, lowered property values and visual blight. DPW cleans up more than 1.1 million square feet of graffiti every year. The program has 14 employees, and 4 vans equipped with a computerized paint color matching system. DPW also helps enforce graffiti laws, educates those who vandalize, and works with residents to provide them with the resources they need to clean up graffiti. DPW keeps our neighborhoods clean by immediate graffiti removal, educational outreach, community involvement, and by working with the police. Graffiti is unsightly and if left untreated can depreciate the value of neighborhoods in addition to bringing more vandals into

the area. By removing graffiti immediately, residents can prevent their neighborhood from becoming a graffiti “hot spot.” DPW’s 28-CLEAN Customer Service phone line logged nearly 4,500 calls about graffiti in Fiscal Year 2002-03.

In early 2003, DPW convened a 23-member Graffiti Advisory Board to advise the Mayor and the Board of Supervisors about pending anti-graffiti legislation, graffiti enforcement, cleanup and prevention strategies and is beginning a grassroots Anti-Graffiti volunteer program.

Mechanical Street Cleaning

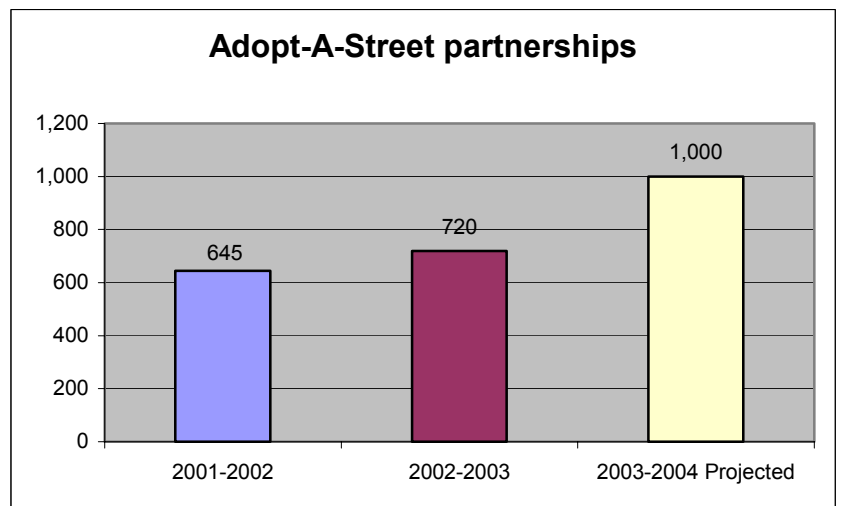
Mechanical Street Sweeping is the backbone of DPW’s street cleaning program. Currently, more than 90 percent of all City streets are swept mechanically at least once a week, with several being swept seven times a week. DPW cleans more than 150,000 curb miles (136,800 controlled parking, 20,788 non-controlled parking) and removes nearly 28,000 tons of litter and debris from San Francisco’s streets annually.



Public Plaza and Major Thoroughfare Maintenance

DPW has been increasing its maintenance of public plazas and major thoroughfares through creative strategies. For instance, United Nations Plaza, long plagued by crime and trash, has been cleaned out and the benches removed to discourage loitering and activities that lead to a blighted plaza. In addition, DPW has

partnered with other agencies and community volunteers to beautify major thoroughfares such as Van Ness Avenue, Brotherhood Way and Sloat Boulevard all of which have recently received increased maintenance, such as pruning, weeding and new plantings to improve the look and feel of these important city corridors. We have also made an effort to enhance street corners at major intersections with additional landscaping and heightened maintenance, for example at San Bruno Avenue and Bayshore Boulevard.



Increased Recycling

DPW recently began recycling more of the waste it picks up off of the street as well as that generated at its corporation yard. This improvement is primarily achieved through DPW directly hauling waste to Sanitary Fill's transfer station rather than Sanitary Fill picking up the waste from DPW's "pit" at the yard and hauling it to the landfill. At Sanitary Fill's transfer station, DPW's recycled materials are sorted out from the garbage and taken to their recycling facility. In this way, DPW is supporting the City's efforts to meet its 75 percent recycling goal.

VOLUNTEER PROGRAMS

Adopt-A-Street

The Adopt-A-Street Program is a partnership between the City and its merchants and residents, which enhances the City's cleanliness and beauty. The program is simple: groups or individuals agree to adopt a street or an area and take responsibility for keeping it clean (of litter, graffiti, weeds and illegal dumping), and DPW provides free cleaning supplies, support for neighborhood clean ups and coordinates public recognition. In partnership with the Department of Human Services the program has also contracted with the non-profit San Francisco League of Urban Gardeners (SLUG) in a welfare-to-work sidewalk sweeping program that provides transitional work experience to support the participants' move to unsubsidized employment.

Community Clean Team

The Community Clean Team is a highly successful neighborhood beautification volunteer program. Since its inception in 2001, nearly 20,000 volunteers have joined the team and have picked up 67,000 pounds of debris. In addition, volunteers and city crews have swept and cleaned more than 210 miles of sidewalk, curbs and alleyways; and have manually cleaned over 1,400 tree basins. The program dedicates an entire month to a supervisorial district with DPW and other city departments performing various street cleaning and neighborhood beautification work. At the same time, volunteers from throughout the district clean and revive their neighborhoods according to the needs and character of each district. As part of the program, a Saturday is dedicated to beautifying various parks throughout the district, as well as dedicating a Saturday when hundreds of students volunteer at their campus. Several city departments have signed on as official partners of the Clean Team, including the Recreation and Parks Department, the Department of Parking and Traffic, the Sheriff's office, MUNI, the Mayor's office, the Police Department, and the Department of the Environment to name a few. Norcal Waste Systems, Inc. has partnered with the Community Clean Team to offer residents bulky item drop off during their district's Clean Team month. Nearly 500 tons of debris has been collected at the events in 2003, with 47 percent being diverted from the landfill and recycled. DPW's non-profit partner, The Clean City Coalition, has helped maintain the Community Clean Team since its inception by providing consistent outreach and education to district residents, businesses, schools and community based organizations.

Graffiti Abatement Outreach and Volunteer Program

Currently in the planning phase, DPW's Anti-Graffiti Program is a citywide volunteer effort to prevent and remove graffiti from public and private buildings, sidewalks, street furniture and every other surface taggers deface. The program's goal is to keep San Francisco's landscape graffiti-free through community involvement and enforcement. DPW, working with the citywide Graffiti Advisory Board, the Police Department and community leaders, will empower residents to take ownership of their neighborhoods. DPW supplies the training and tools and the community will take charge from there. Volunteers will commit to an area around where they live or work for a period of two years and will be responsible for keeping the area free of graffiti. Involvement by San Francisco residents is key to the long-term success of the program.

Club DPW

Club DPW is a citywide program to enlist the support of middle and high school students in keeping San Francisco clean. More than 600 students now belong to Club DPW. DPW works in partnership with businesses to develop incentive and rewards for Club members. DPW is currently refining the program to offer employment and volunteer opportunities to youth, to be launched in 2004 under a new name – SFCRUE. The new program is currently is being established in Hallidie Plaza.

PUBLIC PRIVATE PARTNERSHIPS

Neighborhood Beautification Advisory Committees & Streetfacts

DPW created several Neighborhood Beautification Advisory Committees in key districts of the City, so the department can solicit concerns, respond and develop a partnering relationship with the community. Current neighborhoods include the Mid-Market Street area, Chinatown, North Beach, the Mission, the Lower Polk neighborhood, the Portola District, and the Fisherman's Wharf area. These partnerships have led to better coordination between City departments and neighborhood and merchant groups. Results include newly designed and freshly painted litter receptacles with neighborhood specific logos; extensive landscaping; and banners displaying unique community characteristics. DPW is also partnering with the Clean City Coalition and the San Francisco Chamber of Commerce to improve the cleanliness and safety of San Francisco streets with StreetFacts, a performance evaluation demonstration project. Volunteers from the Neighborhood Beautification Advisory Committees and other groups will use hand-held computers to perform weekly surveys of the condition of San Francisco's streets, plazas and rights of way. The initial survey will include a small number of items such as litter, graffiti, and public trash receptacles. Ultimately, the survey may expand to include lighting, tree boxes and planters, building façades, sidewalks, roadways and signage. Data will be transmitted to DPW for action.

The Clean Patrol

DPW began the Clean Patrol in 2002 as a pilot model cleaning and beautification program. The department has worked with merchant associations in such areas as San Bruno Avenue,

Clement Street, and the Castro District to provide specialized cleaning services. While typical services include graffiti removal, landscaping services, and steam cleaning, the Clean Patrol is tailored to the individual needs of each merchant corridor. The department's goal is to have the merchant corridors evolve into self-sufficient, independently funded Maintenance Improvement Districts that will continue the increased efforts after the city's program concludes.

Neighborhood Green Project

DPW, the Recreation and Parks Department, the Neighborhood Jobs Initiative, and Strybing Arboretum received funding from the Department of the Environment in 2002 to create an education and job training program for residents of the Bayview and Potrero Hill neighborhoods. Called the Neighborhood Green Project, it is an innovative 14-month program preparing residents of the city's poorest neighborhoods for careers in horticulture. By the end of the program, fifteen program participants were prepared to work in city gardening jobs, at local nurseries or even start their own landscaping businesses.

TRAINING AND DEVELOPMENT

The DPW Operations Yard has developed an "Operations Resources Center" or "Training Trailer" where workers can enjoy access to job training, computer classes, job announcements, instructional videos, career services and more. Formerly, training mostly was provided off-site and was difficult to access by the department's trades and street cleaning crews. DPW employees also have access to the new Supervisor's Academy Training, which trains staff on leadership skills, conflict resolution, appraisals, and identifying stress, generally preparing them to become good and effective supervisors. In addition to catalog trainings such as Covey's 7 Habits of Highly Effective People and Myers-Briggs Personality Assessment Trainings, Training and Development offers tailored trainings, meeting facilitation and retreat planning for the entire department. The department's Equal Employment Opportunity Officer is also located at the Training Trailer for easy access to operations employees.

BUREAU OF URBAN FORESTRY

PLANTING AND MAINTAINING CITY-OWNED TREES

Street trees and other plantings soften what can be a harsh and cold cityscape of concrete, glass, and steel. They offer a range of fragrance, color, and texture that is uplifting to the spirit. Trees also improve air quality and reduce stormwater runoff, thereby providing a healthier environment for everyone.

In order to better enhance and maintain the City's Urban Forest, DPW created the Bureau of Urban Forestry in 2002 to specifically address the city's needs for coordinated maintenance of street trees and landscaped medians. DPW has shifted the city's management of medians and trees from a reactive mode to a coordinated, programmatic maintenance and improvement program. This represents a historical shift in the maintenance of green spaces and trees for the city of San Francisco.

DPW arborists also respond to emergency calls involving public safety for both public and private street trees twenty-four hours a day, seven days a week. In addition to regularly scheduled maintenance duties, arborists pruned approximately 5,000 street trees and responded to over 500 call-outs for tree failures and other emergency tree-related problems.

Along with program partners Friends of the Urban Forest and the TreeCorps, DPW works to plant over 700 street trees annually. The emphasis of the planting program has recently shifted from simply planting new trees to providing sufficient care to ensure their successful establishment and long term survival.

Currently DPW maintains about 30,000 street trees while private property owners and other agencies maintain 60,000 street trees. Major projects undertaken recently include the pruning of palm trees along Market, Dolores, and Mission streets. This reflects the department's coordinator effort to enhance the beauty of many of our city corridors.

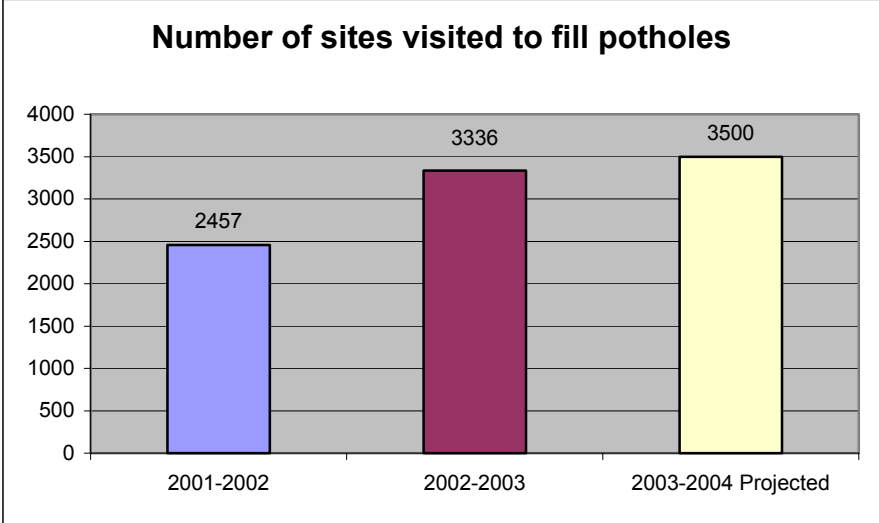
MEDIAN MAINTENANCE

The bureau has developed new designs for San Francisco's median strips and easements that are both attractive and low-maintenance. For instance, Sloat Boulevard, Monterey Boulevard, Van Ness Avenue, and Brotherhood Way have seen major improvements under the supervision and coordination of the Bureau of Urban Forestry. The bureau is currently studying implementation of new and less costly landscaping technologies for medians throughout San Francisco that include native and locally adapted plant species.

BUREAU OF STREET AND SEWER REPAIR

POTHOLE REPAIR

Potholes in our streets are a hazard to the public and impede the efficient commerce necessary for the City's economic health. DPW finds these holes and repairs them quickly to minimize the danger they can cause. The program has 6 employees, 3 cold patch trucks, 3 hot patch trucks and utilizes the Municipal Asphalt Plant to provide the materials to make these repairs. DPW informs the public on how to report the location of potholes and tracks its progress in getting the defects repaired. DPW



DPW keeps the streets of the City safe for the motoring public, bicyclists, pedestrians and commercial vehicles. This effort reduces injuries to the customer, costly claims to the City and improves customer satisfaction when riding on smooth streets.

DPW crews find more than 95 percent of the potholes that are repaired. DPW has initiated a system to survey the City by supervisorial district and through the use of computer driven listings, the department has inspected and repaired every street block in the City. This effort has resulted in a major drop-off in customer calls for service, meaning that we are finding and fixing new potholes before the customer notices that a problem exists.

The Public may call 695-2100 to report potholes. DPW will inspect the pothole within 24 hours.

PERCENT OF POTHOLES INVESTIGATED WITHIN 24 HOURS----- 83%
AND PAVED WITHIN 48 HOURS----- 74%

SEWER REPAIR

The City's sewer system is composed of several treatment plants, large box storage structures and an immense system of main and side sewer collection pipes located under City streets.

Broken sewer pipes cause street cave-ins, which are a hazard to the public and to property. DPW performs street and sewer repairs at the direction of the Public Utilities Commission as a service to the public. The program has 17 employees, 6 crew trucks and 6 backhoe loaders. DPW keeps the sewers of the City repaired so that sewage backups, street collapses and basement floodings are minimized. DPW is able to effectively respond and provide service to the City 24 hours a day, 7 days a week.

TRENCH PAVING

A variety of agencies and contractors excavate trenches in City streets in order to install, repair and maintain buried utility pipes. To reduce the inconvenience and danger to the public that such open trenches create, DPW paves trenches to conform to a seamless and smooth street. Utilizing the DPW Municipal Asphalt Plant, the department is able to respond to requests for paving rapidly, reducing the time open trenches are unpaved. The program has 7 employees, 1 crew truck, and 1 hot patch truck.

ASPHALT PLANT

The Municipal Asphalt Plant produces hot asphalt for DPW crews to pave City streets. However, the plant is not currently producing at its capacity and a program to sell hot asphalt to private paving contractors and other City agencies is currently in development. DPW can offer contractors a high quality product at a significant cost savings realized from lowered transportation cost due to the plant's convenient location within the City. DPW plans to install a storage silo that will allow the plant to operate continuously to produce all of the asphalt required for a day's paving operations in addition to storing excess asphalt material for private sale or emergency weekend work.

The proposed silos, which will be complete in 2004, will allow for more cost-effective and energy efficient asphalt production; will allow the plant to serve larger projects than currently possible; and extend the life of other plant equipment by limiting the start-stop cycling of the plant. In addition, material can be produced and stored in the silos for use on night and weekend paving projects without activating the entire asphalt plant.

OCEAN BEACH PROMENADE

DPW, partnering with the Golden Gate National Recreation Area, successfully completed the Ocean Beach sand relocation project, improving beach access for San Franciscans and providing erosion control along San Francisco's coastline. In June 2003, DPW cleared the eight-block-long Promenade using heavy machinery and eliminated the berm in front of the seawall, which had allowed ocean winds to easily blow sand over the seawall and onto the pathway. Approximately 23,000 cubic yards of sand was transported just south of Sloat Boulevard near the San Francisco Zoo and dumped to simultaneously address the problem of erosion between the south parking lot and Fort Funston. GGNRA was on hand to protect wildlife and native plants throughout the project. DPW continues to maintain the Promenade, so people can enjoy the beach.

CITY TUNNEL MAINTENANCE

DPW is providing routine maintenance and coordinated service for the Stockton, Broadway, and Geary street tunnels. In cooperation with the Department of Parking and Traffic and the Police Department, DPW maintains the tunnels quarterly. Maintenance includes waxing and washing tiles, checking lighting and maintaining guardrails. This proactive approach ensures that our

tunnels are safe, clean and well lit for drivers, bicyclists and pedestrians and has led to a decrease in public complaints associated with City tunnels.

BUREAU OF BUILDING REPAIR

The Bureau of Building Repair (BBR) provides quality professional construction, repair, remodeling and facility management services to City-owned facilities. These services are provided at or below private contractor prices. BBR also provides building operations, maintenance, and custodial services for DPW buildings and other City departments. BBR provides emergency repair services 24 hours a day. This service is especially valuable for the Police and Fire departments as well as other 24-hour operations. By working on time and within budget, San Francisco residents enjoy accessible, safe and clean public facilities that meet federal, state, and city code.

PERFORMANCE MEASUREMENTS

	2001-02	2002-03	2003-04
I. Maintenance and Operation of Buildings			
Janitorial Service Units (1,000 square feet)	200,000	200,000	200,000
Percentage of Equipment Breakdown	0.01%	0.01%	0.01%
II. I.D. Maintenance and Operation of Buildings			
Valuation of Inter-Departmental Work	\$18.35	\$18.5	\$18.5
Percentage of Re-Work on Interdepartmental Work	0.01%	0.01%	0.01%

ARCHITECTURE, ENGINEERING AND CONSTRUCTION MANAGEMENT SERVICES

LARGE CAPITAL PROJECTS

One of DPW's primary responsibilities is to provide project management, engineering, architectural, and construction management services on some of the City's largest capital projects.

Highlights

Branch Library Improvement Bond

In November of 2000, the voters of San Francisco approved the \$105.3 million General Obligation Bond Measure Branch Library Improvement Program. The San Francisco Public Library will improve the branch library system with these funds and previously allocated \$2.4 million bond for seismic safety, an anticipated \$10 million State Public Library Construction & Renovation Bond Act of 2000 (Prop 14), and \$15 million of private donations. The improvement program will be carried out over ten years and is broken up into 5 phases to minimize the impact to operations and library services. Nineteen existing branches will be renovated and/or enlarged, five new branches will be built, and one new support services facility will be provided. Four of the five new branch libraries will replace existing branches, which operate in leased space. The fifth, at the new Mission Bay development, will be a new branch. The goals of the Branch Bond Program are to increase public safety through seismic strengthening and hazardous materials abatement; increase accessibility by conforming with the Americans with Disabilities Act; improve infrastructure through modernization and code compliance upgrades; and improve public library service and functionality through reconfigured interior spaces, adaptations for technology and, where possible, expansion.

Moscone Center West

Construction of Moscone West, the \$191 million, 300,000 square foot addition to San Francisco's Moscone Center, opened on schedule in Spring 2003. Moscone West, located at the corner of Fourth and Howard streets, complements the two existing adjacent buildings, Moscone North and South, which combined provide over 600,000 total square feet of meeting and tradeshow space. At 300,000 square feet, the new hall triples the amount of meeting and exhibit space available at Moscone. This new state-of-the-art building, with its luminescent glass facade and 27-foot ceilings, consists of three floors, each measuring approximately 100,000 square feet of multi-use space. DPW provided project management, design and construction management services to its client, the Visitors and Convention Bureau from the project's beginning to end. Moscone West may be one of the country's first construction projects to document conclusively the amount of materials recycled from a building construction site. The City's Resource Efficient Building Ordinance, aims to increase energy and water efficiency, save financial resources, and reduce the negative environmental impact of construction, demolition, and operation of City and County buildings and establishes stricter guidelines for contractors

than nearly any city government in the U.S. Although the project was underway before the implementation of the legislation, DPW complied with the new "green building law."

Laguna Honda Hospital Replacement Program

The City owns and operates Laguna Honda Hospital, which opened in 1866 with its existing facilities built between 1924 and 1940. In 1999, voters approved a \$299 million bond proposal to replace Laguna Honda Hospital after it was damaged in the 1989 Loma Prieta Earthquake. The project is also using an additional \$100 million from a settlement with tobacco companies to help fund construction. DPW is providing project management, construction management, and overseeing the design of the replacement project. DPW is working with the Department of Public Health and construction is scheduled to begin next summer. Three new buildings and the renovation of an existing building should be completed by 2007, and another new building will be finished by 2009.

Mission Bay Development

DPW is the lead facilitator in processing the mapping and permit applications for the Mission Bay Development Project. The project encompasses over 300 acres of San Francisco's bay front and includes realigning streets, and redrawing blocks and lot boundaries. The most complex issues before the City are the numerous subdivision and mapping applications that are submitted to DPW over the course of the project, a period of many years. Because Mission Bay Development will reconfigure every parcel and realign virtually every street in the project area, a mapping application will be necessary before any project in the Mission Bay area may proceed. Every application will be reviewed by DPW and approved by the Board of Supervisors.

San Francisco County Jail #3 Replacement Project

The San Francisco County Jail No. 3 Replacement Project, located in San Bruno, California, is one of the City's first design-build projects, which upon completion will provide a complete, functional, and operable 768-bed, maximum-level detention facility for the San Francisco Sheriff's Department. The completed complex will replace the existing Jail No. 3 (built in 1934 with a 560-bed capacity) and become the Sheriff Department's newest jail facility.

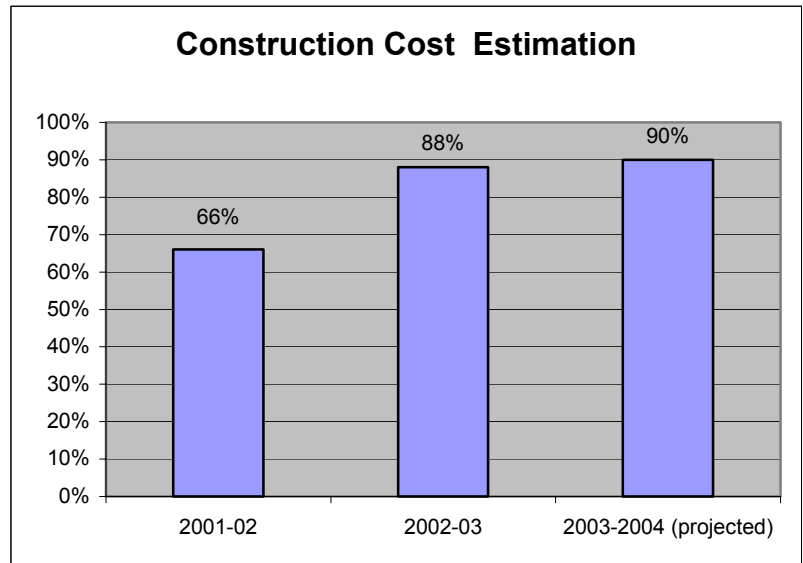
The main facility consists of the new Jail No. 3 housing building and the administration building. The footprint of the new Jail No. 3 resembles a "four-leaf clover" with a square central core and four housing unit pods. The core contains educational, counseling, medical, and dental spaces. Each of the four housing pods extends from one side of the core and consists of ninety-six double-occupancy cells on four levels, with two recreation areas. The administration building contains inmate intake, laundry, food service, inmate visiting, and the Sheriff Department's staff areas. The facilities are designed to retain occupancy for at least seven consecutive days following a "code" magnitude earthquake. The Contract's total budget is \$115 million and is scheduled for final completion in January 2004.

ENGINEERING

DPW's Bureau of Engineering provides planning, design, and construction consultation services to City departments and assists in the management of City streets, infrastructure and various City structures and recreational facilities. The Bureau is responsible for assuring that projects are completed on schedule, adhere to applicable codes and standards, and are within budget. The Bureau applies engineering analysis to help optimize use of capital and maintenance funding. Successful engineering projects enhance, improve and respect our community's standard of living and quality of life.

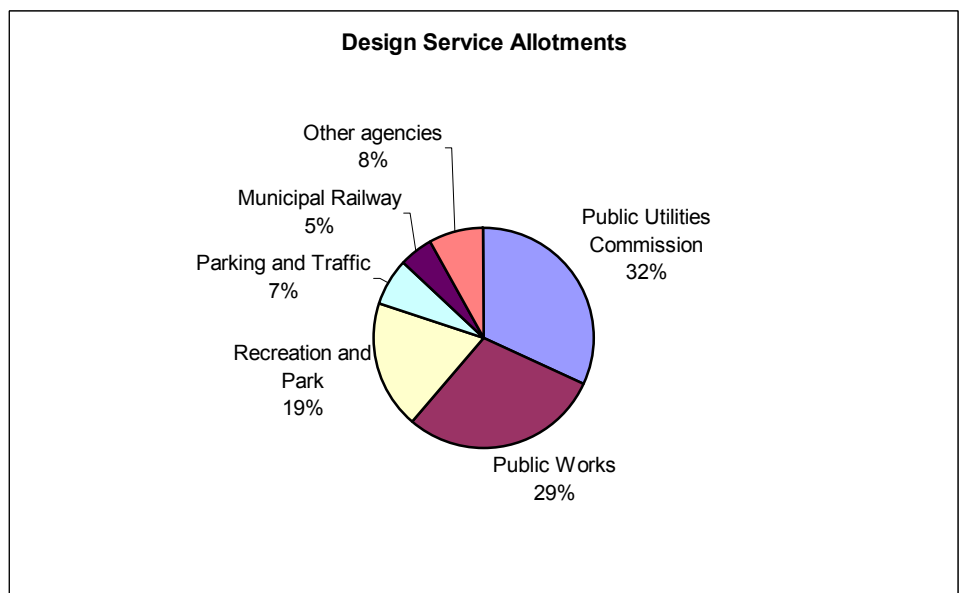
Goal

For every construction contract advertised, there is an engineer's cost estimate prepared prior to advertising for bids. The Bureau's goal is to be accurate in our cost estimates such that the awarded bid will be equal to or less than 105% of the engineer's estimate for 90% of the construction contracts awarded.



Design Service Allotments

During the fiscal year, the Bureau of Engineering provided engineering and landscape architecture consultation and design services to twenty-four different City agencies and departments. The percent breakdown in terms of total number of active projects is:



Highlights

Ocean Avenue Reconstruction and Improvement Project

This project is an example of successful collaboration between city departments. The project was initiated by MUNI's need to replace 1.7 miles of worn and aging streetcar tracks between Junipero Serra and the Balboa Park Muni Facility. With extensive collaboration between the Board of Supervisors, various city agencies, utility companies, and residents and merchants of Ocean Avenue, the project grew into a comprehensive neighborhood improvement effort. In addition to track replacement work, pavement reconstruction and new traffic signals, the project includes streetscape elements such as, sidewalk bulbouts, palm trees and ornamental lights, all designed to improve traffic flow and the look and feel of Ocean Avenue. The result is revitalized commercial activity through a more pedestrian-friendly atmosphere and a fresh distinctive "look" for the entire neighborhood. By working in partnership, MUNI and DPW were able to deliver a project to revitalize a neighborhood rather than merely rehabilitating a trackway.

Harry Tracy Water Treatment Plant

BOE designed this \$8.5 million project for the San Francisco PUC to handle filter residuals at the existing Harry Tracy Water Treatment Plant located in San Bruno. The new facilities allow residuals to be stored and thickened prior to transport to the Oceanside Water Pollution Control Plant for treatment and disposal.

Parque Niños Unidos (Park of United Children)

Parque Niños Unidos, located on 23rd Street between Folsom and Treat streets, is a new neighborhood park in the Inner Mission District. The program for the facility includes a 1,200 square-foot clubhouse with an outdoor courtyard and patio, children's play areas featuring a large climbing net structure and playhouse, community garden, multi-use lawn area, and garden pavilion. The park has something for every age group and sparkles in a neighborhood with a high need for recreational facilities. This \$1.7 million project was designed jointly by the Bureaus of Engineering and Architecture for the Recreation and Parks Department.

Harding Park Golf Course

The Harding Park Golf Course renovation project is a \$24 million phased project to return the municipal course to a world class facility capable of hosting PGA events. The first PGA event is scheduled for October 2005. Project phases include:

- Renovation of the 18-hole Harding Park Golf Course and the 9-hole Jack Fleming Golf Course.
- A new \$12 million driving range which includes a complete reconstruction of all tees, greens, bunkers, cart paths, and irrigation.
- A new parking lot with 240 spaces with 'green' drainage system that allows natural filtration of oils/grease and percolation into ground.

- A new \$2.9 million maintenance facility, which includes a 10,000 square foot facility to enable maintenance of course at high level. completion: March 2004.
- A new \$7.5 million Clubhouse with 20,000 square feet of dining and event capability for daily use and large tournaments. Completion: June 2005.

DPW has performed construction management and project management for all phases and has designed all phases except the golf course renovation.

ARCHITECTURE

The Bureau of Architecture (BOA) provides quality public architecture through excellence in management and design. This Bureau provides comprehensive planning, facility management and architectural services for new buildings and the modernization and renovation of existing public buildings in San Francisco. BOA continued its practice of conducting annual customer satisfaction surveys with client departments to solicit feedback on performance and improvements. BOA partnered with the Department of the Environment in developing the next generation of the Resource Efficient City Buildings Ordinance and anticipates playing a key role in moving the City toward a more sustainable business model.

The bureau's continuous improvement goals were emphasized through focused training of bureau staff in the areas of Sustainable Design and Construction, Project Management, Drafting, Design and 3D presentations, and other professional skills. This training resulted in more cost effective and efficient project delivery capability.

Highlights

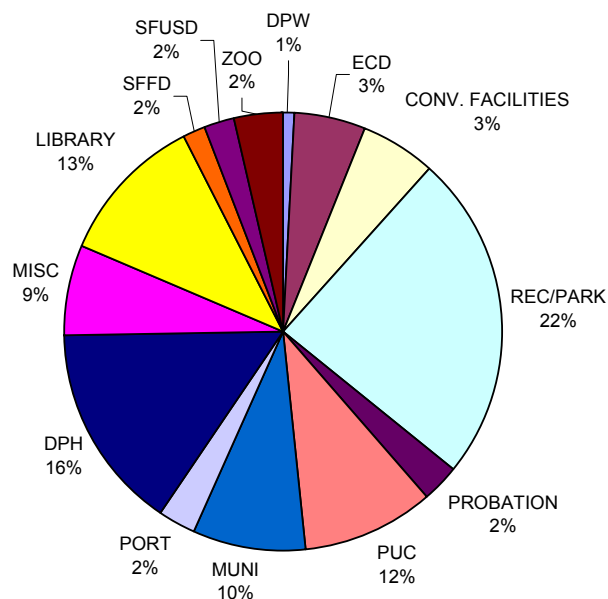
Minnie and Lovey Ward Recreation Center

This is a 17,000 square foot replacement facility for the Oceanview Recreation Center, one of the City's larger recreation facilities. This approximately \$17 million project includes a new community building and gymnasium.

Lincoln Pump Station

One of a series of new pump station replacement projects being designed for the Public Utilities Commission

**BOA Programs By Client
FY 2002-2003**



to ensure a continuing supply of high-quality water to San Francisco.

Visitacion Valley Recreation Center

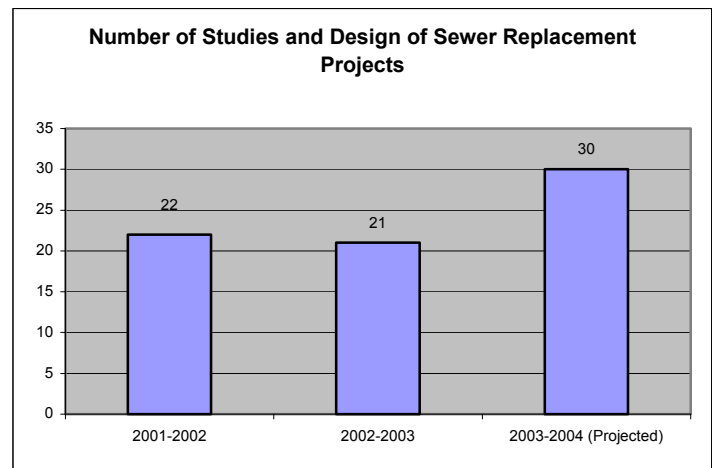
The Visitacion Valley Clubhouse is a new 2,600 square foot community facility for the Recreation and Park Department. It is one of 10 pilot projects from the Resource Efficient Building Ordinance; emphasizing natural lighting and ventilation, and sustainable materials that are non-toxic and/or recycled.

HYDRAULIC SECTION

DPW's Hydraulic Section provides planning, design, and consulting services to the San Francisco Public Utilities Commission (SFPUC). These services include:

- Replacing sewers through the Replacement and Renewal Program
- Responding to sewer emergencies
- Providing sewer information to the public, SFPUC, DPW and utility agencies
- Developing and maintaining a Sewer Geographic Information System (GIS)

DPW coordinates sewer replacement work with street repaving and other reconstruction work. This provides efficient use of construction funds and minimizes the amount of disruption to businesses and neighborhoods where construction occurs. DPW implements the Sewer Geographic Information System, providing sewer information to designers, utilities and the public more rapidly. This results in lower design costs and more accurate information. The program makes San Francisco's infrastructure more stable and sound by replacing sewers, responding to sewer emergencies, and providing sewer information so that policy makers can make informed decisions about replacing San Francisco's infrastructure.



Highlights

Lucerne Drainage Improvements

The area located south of the Market Street is built over marshland and has settled over the years. During heavy rains and high tides, the sewers serving this area back up and buildings are flooded. This flooding has been more significant especially in the blocks of Harriet and Lucerne streets located in south of Brannan Street between 6th and 7th Streets.

In January 2002, Public Utilities Commission decided to alleviate this flooding problem by constructing a lift station including a diversion structure at the corner of Harriet and Brannan Streets. During dry weather, the flow would continue to be discharged to the Brannan St. sewer. During wet weather, the flow would be diverted and pumped to the 6th Street sewer. BOE conducted the hydraulic analysis and prepared the design documents. The total project cost was \$1.5 million.

STREET RESURFACING PROGRAM

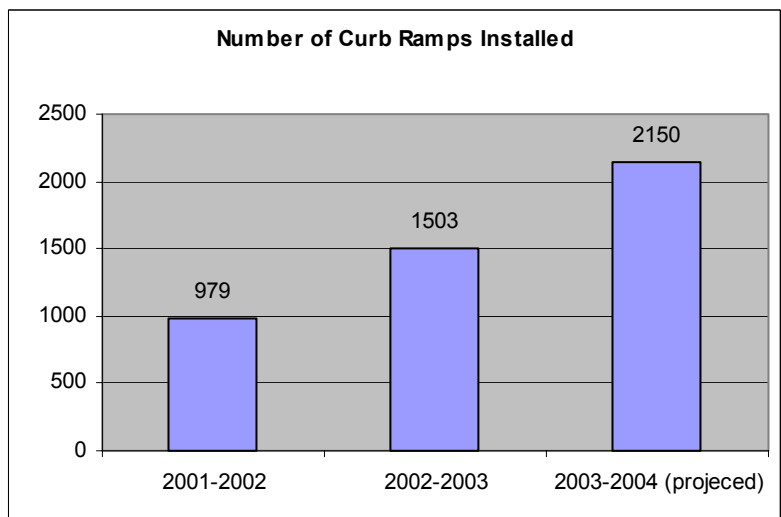
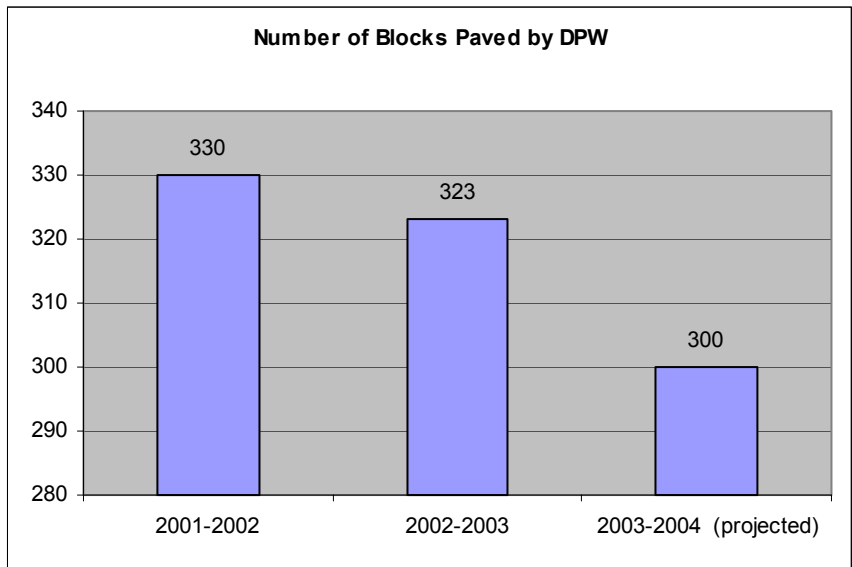
DPW maintains 11,528 blocks of city streets. A computerized program is used to prioritize streets that need work based on street type, amount of traffic, and the cost of work. From this study, a list of streets to be paved is sent to utility companies for coordination of services. If utility work is necessary, the paving is coordinated with the street resurfacing plan to minimize the impact to the neighborhood and the driving public. Once all utilities have completed their work, DPW paves the street and a five-year excavation moratorium is placed on the street.

DPW follows the excavation code, which allows for improved street maintenance coordination; keeps the public informed of new street construction projects; and minimizes the impact that these kinds of projects have on neighborhoods. In extremely high density areas, DPW sometimes works nights and weekends to minimize disruption to residents and businesses.

Timely street paving improves the rideability of City streets for motorists and bicyclists while increasing the life of the pavement. This program also preserves the taxpayers investment in City streets.

DISABILITY ACCESS

DPW maintains more than 7,000 intersections in San Francisco. Some are not accessible for people with disabilities and some are partially or

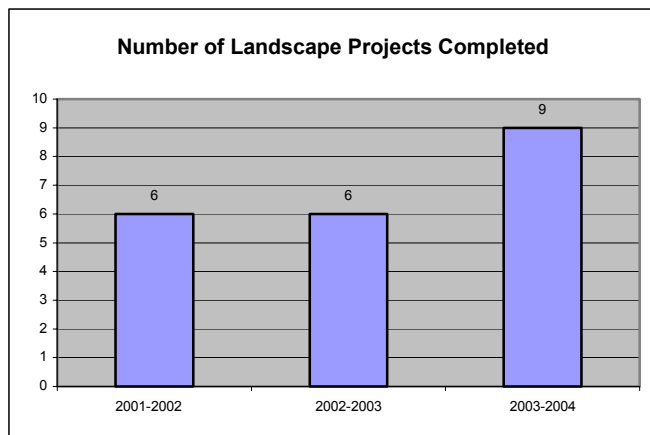


fully accessible. All public and private paving projects are required to provide curb ramps. Last year, approximately 1,500 curb ramps were constructed through DPW projects. Additional curb ramps were built through other public and private projects. DPW ensures that all intersections have up-to-code curb ramps that are properly located. The Curb Ramp Program has received funding to develop a database that assesses existing curb ramp conditions and tracks all curb ramp construction. This gives DPW up-to-date information for prioritizing curb ramp construction, permitting right-of-way work and answering complaints from the community.

Curb ramps are essential for pedestrian travel on City sidewalks for many members of the disabled and elderly communities. In addition, all San Franciscans enjoy greater pedestrian access to City sidewalks through increased curb ramps.

LANDSCAPE ARCHITECTURE

This section provides landscape architectural design and consultation services to agencies and departments responsible for the development, maintenance, and renovation of the City's right-of-ways, parks, squares, open spaces and ancillary landscape areas. The work of the section improves the quality of life for City residents by providing new and renovated parks with safe and accessible play areas, and beautifully landscaped urban spaces and streetscapes throughout the City.



Highlights

Parkside Square Playground

Working with community advocates and the City's Disability Access Coordinator, this new playground has been designed as the first fully accessible playground in the City. Amenities in this park include age appropriate play structures, a meandering pathway with ample seating and picnic tables, a unique water play element, a maze, interactive play elements and a large expanse of safety surfacing for all types of active play. Completion of the park scheduled for early 2004.

Turf Soccer Fields

The City's first two state of the art synthetic turf soccer fields were completed in the summer of 2003 to provide safe fields that can be used in all weather conditions. Avid soccer players have given these fields an enthusiastic thumbs-up.

BUREAU OF CONSTRUCTION MANAGEMENT

ARCHITECTURAL CONSTRUCTION SERVICES

The Bureau of Construction Management's Architectural Construction Services Section manages a full range of building construction projects from Recreation and Parks clubhouses to the replacement of the Youth Guidance Center. The Section's inspectors monitors work for all City Departments. Project types range from parking garages to libraries to fire stations. The engineers handle new buildings as well as small renovations. Keeping projects on schedule, within budget, and ensuring that a quality building is built are all part of the Section's commitment to service excellence. The Architectural Construction Services Section ensures that public buildings are built according to latest construction codes, safely, on time and within budget. By doing so, the engineers guarantee the public's tax dollars generated from bond programs are used efficiently.

SEWER REPLACEMENT PROJECTS

The Bureau of Construction Management's General Construction Services Division monitors and regulates various construction projects for the Public Utilities Commission's Sewer R&R Program. Besides ensuring the quality of the construction performed by private contractors, the team is responsible for keeping projects on schedule and within budget. During this past year, the Bureau's General Construction Services Division managed the replacement of 50 blocks of sewer mains. The construction value for this year's sewer replacement projects totaled \$5.1 million.

A staff of 22, including 9 engineers, manages the sewer replacement projects the system in prime condition.

BUREAU OF STREET USE AND MAPPING

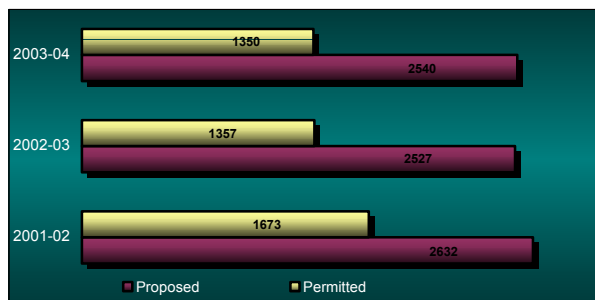
STREET CONSTRUCTION COORDINATION CENTER

The Street Construction Coordination Center (SCCC) was created in 1999 to minimize the disruptive impact of street construction on neighborhoods and the traveling public. The SCCC has improved construction coordination, informed the public of new construction, and reduced uneven pavement on City streets.

In Fiscal Year 2002-03, municipal and utility excavators planned major excavation projects in 2,527 blocks Citywide. The cooperative efforts of many city agencies, utility companies and contractors enabled the Center to facilitate the reduction of major excavation projects in the City by 48 percent, from 2,527 planned blocks to 1,275 actual blocks excavated. These joint projects represent 21 percent of large permits.

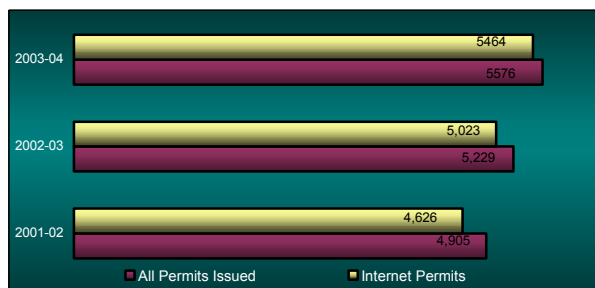
The SCCC also provides an Electronic Permit and Information Center (EPIC) system. Excavation permits can be applied for and approved over the Internet. This has reduced the number of days to receive an approved permit to excavation in a single block from five to seven days to one to three days. About 96 percent of all excavation permits are now applied for and approved over the Internet. The EPIC system allows the public to obtain permit information from DPW's website at www.sfdpw.com.

Blocks Proposed vs. Permitted to be excavated by Major Projects



	2001-02	2002-03	Projected 2003-04
Blocks Proposed to be Excavated	2,632	2,527	2,540
Blocks Permitted to be Excavated	1,673	1,357	1,350

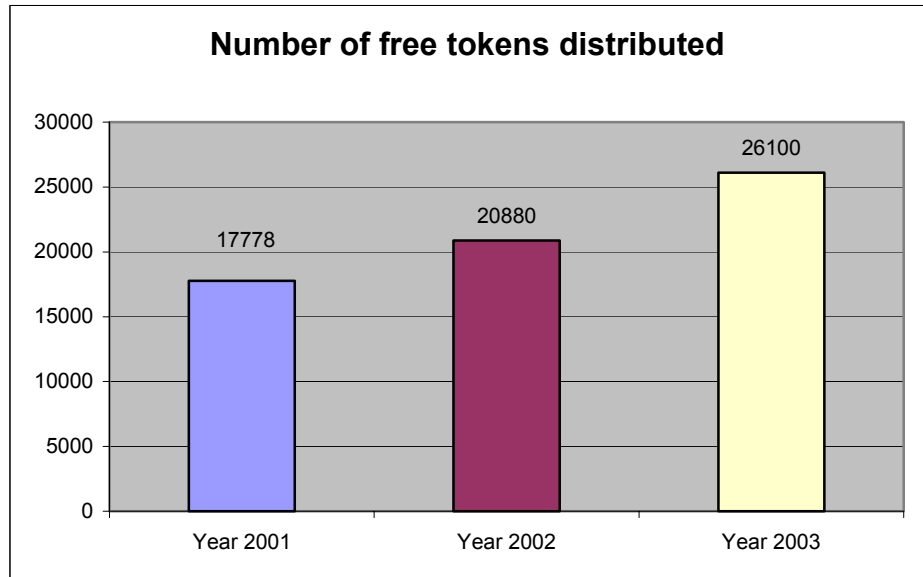
Permits Issued Over the Internet



	2001-02	2002-03	Projected 2003-04
Permits Issued	4,905	5,229	5,576
Permits Issued over the Internet	4,626	5,023	5,464

AUTOMATIC PUBLIC TOILETS AND PUBLIC SERVICE KIOSKS

The Automatic Public Toilet Program was developed because of a growing civic concern about the lack of sufficient public toilet facilities in the City. The toilets cost a quarter to operate, are designed to automatically clean themselves after each use, and are fully accessible to people with disabilities. Free tokens distributed by various non-profit organizations are given to those that cannot afford the 25 cents entry fee.



This program is operated at no cost to the City. In exchange for the toilets, the City allows the contractor to install public service/advertising kiosks on City sidewalks. Advertising revenue generated by the kiosks pays for the installation and maintenance of the toilets. There are currently 25 Automatic Public Toilets in operation, in addition to three in the planning or construction phase. Since the installation of the automatic public toilets in 1995, DPW has recorded more than 4.1 million flushes.

NEWS RACK PROGRAM

Sidewalk clutter caused by free standing news racks is a problem, which can be an eyesore and make it difficult for residents, visitors, and people with disabilities to traverse our sidewalks and enjoy our City. DPW is responsible for administering the City's News Rack Ordinance, which aims to reduce the amount of sidewalk clutter associated with freestanding news racks, by requiring Fixed Pedestal News Racks in many parts of the City, instead of the individual free standing racks. In Fiscal Year 2002-03, DPW continued the implementation of the News Rack Program by establishing 250 sites and fabricating 78 fixed pedestal news racks to be installed in the downtown area in the first quarter of 2004. The department also continued its practice of citing and seizing news racks that are not in compliance with maintenance and display standards. DPW cited 2,235 news racks and seized 460 in 2002-03.

STREET-USE PERMITTING PROGRAM

DPW's Street-Use Permitting Section ensures that city sidewalks and streets are safe and accessible. Obstructions on the sidewalk, such as planters, tables and chairs, or building construction material, can impede travel. DPW is responsible for permitting uses of the public right-of-way for sidewalks and roadways to ensure that objects on the sidewalks are permitted under City ordinances. Items requiring DPW permits include:

- Café Tables and Chairs
- Display Merchandise
- General Excavation
- Underground Tank Removals or Abandonment
- Public Pay Telephones
- Banners
- Signs
- Major and Minor Encroachments
- Special Sidewalk Surfaces
- Sidewalk Improvements (new sidewalks and driveways)
- Over-wide Driveways

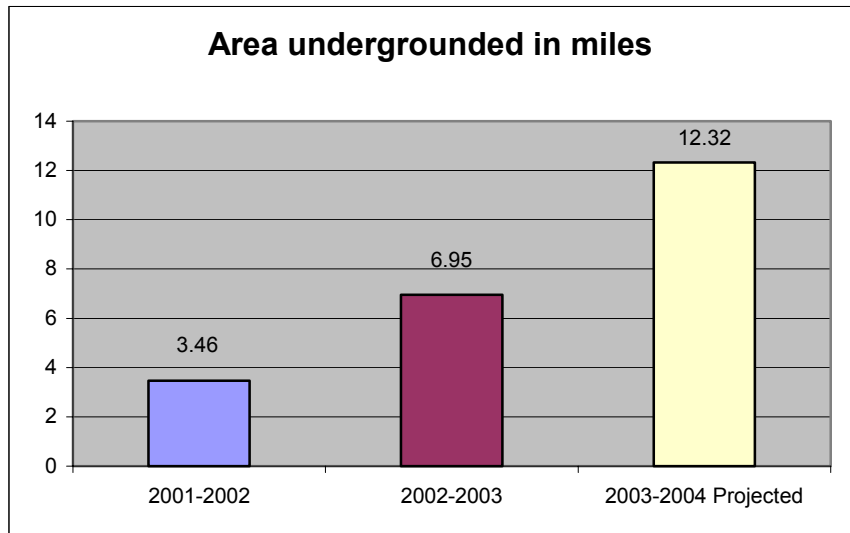
SUBDIVISIONS AND MAPPING

The Subdivisions and Mapping Division is responsible for official City map data and is essentially the City's official custodian of all data related to every piece of land within San Francisco. The Bureau reviews and processes applications for new subdivision maps, condominium conversions, lot line adjustments, certificates of compliance, records of surveys, street name changes, street vacations, and street grade changes. Each of the changes to the official City map must be recorded with the City Recorder's Office after review and approval by DPW and must be in compliance with the San Francisco Subdivision Code and the California Subdivision Map Act. We work hand-in-hand with the Department of City Planning and the Department of Building Inspection to assure that conditions on the development of any parcel of land within the City are complied with prior to being officially recorded. The department is legally charged with assuring compliance with the California Subdivision Map Act and the San Francisco Subdivision Code. Our customers are property owners, developers, engineers, land surveyors and the general public who have an interest in new subdivisions, street vacations, street renaming and official datum. It is our responsibility to maintain the integrity of the official City map.

UTILITY UNDERGROUNDING PROGRAM

DPW coordinates and monitors efforts to move overhead utility wires into underground conduits under streets and sidewalks throughout the City, greatly improving aesthetics and lighting on City streets. Each underground district is created by an ordinance, which mandates that utility companies, such as PG&E, Pacific Bell, cable TV, and other telecommunications companies, pay for moving their own

facilities subject to funding availability as regulated by the California Public Utilities Commission. The San Francisco Public Utilities Commission is responsible for the provision of streetlights in these underground districts.



MANAGEMENT INFORMATION SYSTEM

The MIS division is responsible for developing and maintaining computer programs; setting up and maintaining the local area network; supporting users and managers; and providing maintenance of the city's GIS basemap data.

Highlights

Mobile Storage Containers Permitting System

This web-based program allows applicants to enter their permit application information to acquire approval. DPW staff then review the application and approve the permit. The applicant accesses the web-based system and retrieves and prints their permit. The link is available at www.sfdpw.com.

Utility Excavation Permit System Upgrade

The map component was upgraded to allow permit checkers to assess the impact of an excavation permit on a neighborhood. This is achieved by displaying all the permits in the vicinity of the proposed permit. The link is available at www.sfdpw.com.

Inspectomatic

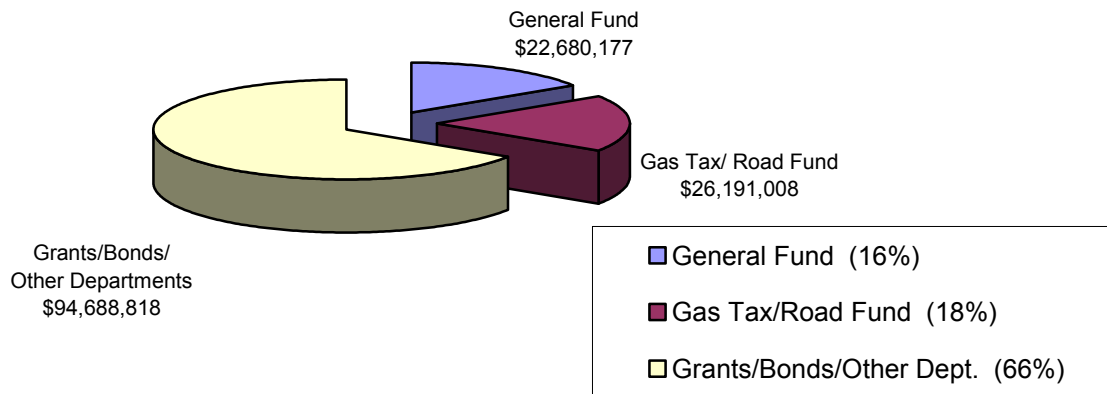
This program automates the inspection functions performed by the Inspection Division. The program uses email and digital photos to notify various utility companies and city agencies about street defects.

Central Data Lookup

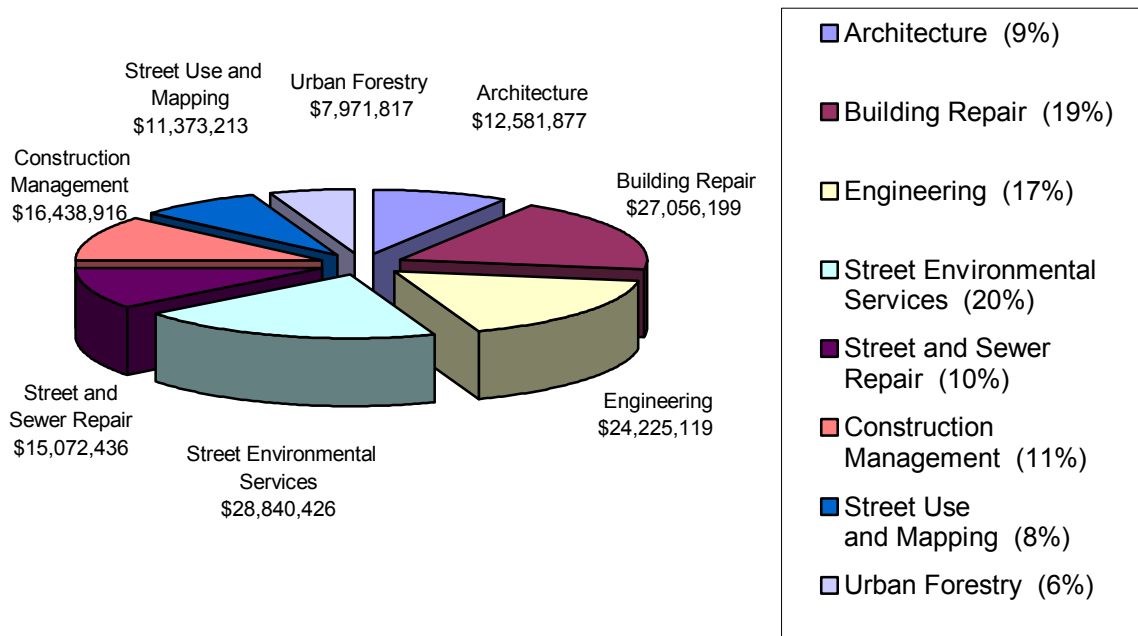
This web-based program allows users to access data from most of DPW's systems. The program is available on the Internet for DPW managers to access off site. The data available includes permits issued by DPW, subdivision data and maps, inspections, complaints and 5 year data.

Department of Public Works Financial Information 2002/2003

SOURCES OF FUNDS



USE OF FUNDS BY BUREAU





DEPARTMENT OF PUBLIC WORKS

Organization Chart

