

# San Francisco Department of Public Works

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## 2003-2005 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  
Gavin Newsom

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.org/415-28-CLEAN](http://www.sfdpw.org/415-28-CLEAN)**

## TABLE OF CONTENTS

### Introduction

|                                    |   |
|------------------------------------|---|
| A Message from the Director        | 3 |
| DPW's General Goals and Objectives | 4 |

### Bureau of Street Environmental Services

|                                      |   |
|--------------------------------------|---|
| 28-CLEAN Customer Service Line       | 5 |
| Anti-Litter Campaign/Enforcement     | 5 |
| Graffiti Removal                     | 6 |
| Mechanical Street Cleaning           | 7 |
| Plaza Beautification and Maintenance | 7 |
| Volunteer Programs                   | 8 |

### Bureau of Urban Forestry

|   |    |
|---|----|
| Planting and Maintaining City-Owned Trees | 9  |
| Median Beautification and Maintenance     | 10 |

### Bureau of Street and Sewer Repair

|                |    |
|----------------|----|
| Pothole Repair | 11 |
| Sewer Repair   | 11 |
| Trench Paving  | 12 |
| Asphalt Plant  | 12 |

### Bureau of Building Repair

|                 |    |
|-----------------|----|
| Building Repair | 12 |
|-----------------|----|

### Engineering & Architecture Services

|                            |    |
|----------------------------|----|
| Architecture               | 13 |
| Engineering                | 15 |
| Hydraulic Section          | 16 |
| Street Resurfacing Program | 17 |
| Disability Access          | 18 |
| Landscape Architecture     | 18 |

### Bureau of Construction Management

|                                     |    |
|-------------------------------------|----|
| Architectural Construction Services | 19 |
| Sewer Replacement Projects          | 19 |

|  |    |
|--|----|
| Bureau of Street Use and Mapping                                   |    |
| Street Construction Coordination Center                            | 20 |
| Automatic Public Toilets and Public Service Kiosks                 | 20 |
| News Rack Program  | 21 |
| Street-Use Permitting Program                                      | 21 |
| Subdivisions and Mapping   | 22 |
| Utility Undergrounding   | 23 |
| Office of Financial Management and Administration                  |    |
| Training and Development   | 23 |
| Supervisor's Academy   | 24 |
| 7501 Apprenticeship Program  | 24 |
| Emergency Preparedness and Response                                | 25 |
| Organizational Chart   | 26 |
| Financial Information  |    |
| Sources of Funds & Use of Funds by Bureau<br>Fiscal Year 2003-2004 | 27 |
| Sources of Funds & Use of Funds by Bureau<br>Fiscal Year 2004-2005 | 28 |

## A MESSAGE FROM THE DIRECTOR

I am pleased to present the San Francisco Department of Public Works' 2003-2004 & 2004-2005 Annual Reports. DPW provides many services to the public. These include street construction and resurfacing, planting and maintaining city-owned street trees; the designing, constructing and maintenance of city-owned facilities, conducting sidewalk and roadway inspections, constructing curb ramps, providing mechanical street cleaning, removing graffiti from public property, and leading volunteer activities that clean and green our City.

Our workforce of more than 1,500 workers serves more than 800,000 residents and a commuter population of well over two million every day.

We look forward to continuing to work with and serve the residents, merchants and visitors of San Francisco throughout the next year.

If you have questions or comments, please log on to [www.sfdpw.org](http://www.sfdpw.org) 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, with a large, stylized initial "E".

Edwin M. Lee  
Director of Public Works

## **DPW'S GENERAL GOALS AND OBJECTIVES**

The Department of Public Works' central role is to provide for the management, care, maintenance, design and construction of public infrastructure, and the Department's mission is to represent 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. The Department 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; coordinating, permitting, and inspecting 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 whose core competencies do not include architectural, engineering, maintenance or custodial skills. Because infrastructure management is the Department's core function, the Department is able to bring a greater level of attention and professionalism to these activities than departments whose core missions lie elsewhere. Furthermore, 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. The Department works closely with community groups and other stakeholders on all manners of activities from neighborhood cleanups 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 utilizes the limited public funds that are available, and the Department 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 levels 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.

# Operations Bureaus

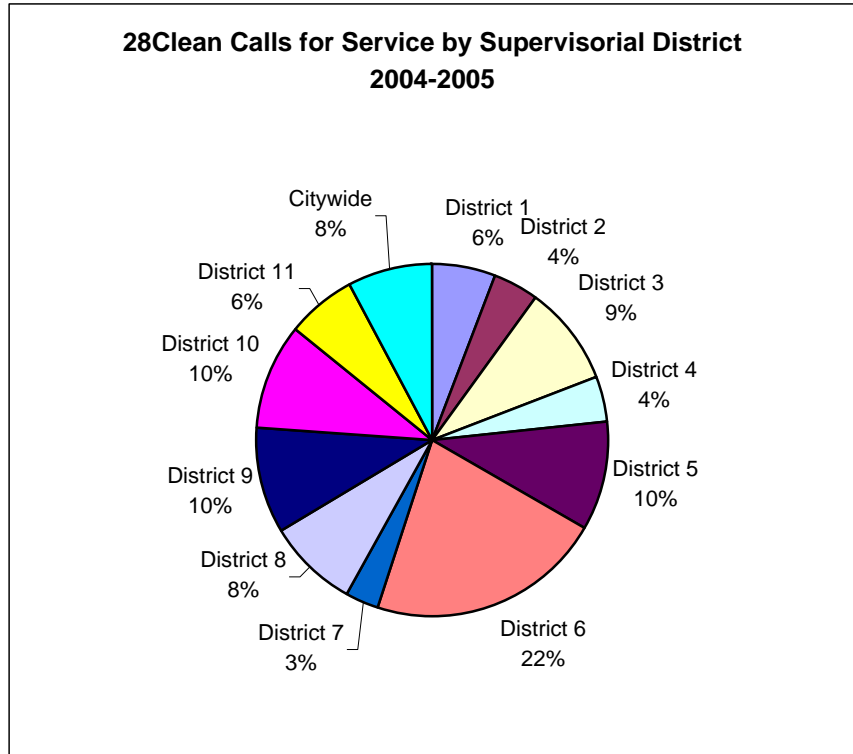
Deputy Director, Mohammed Nuru

## Bureau of Street Environmental 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 8,000 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. DPW is currently coordinating with other

city departments to try to close the loop on their 28-CLEAN calls more efficiently to provide better service to the public. DPW strives to educate the public about its 28-CLEAN customer service line through various outreach means, such as public service announcements, street banners, direct mailings and utility bill inserts.



### **ENFORCEMENT**

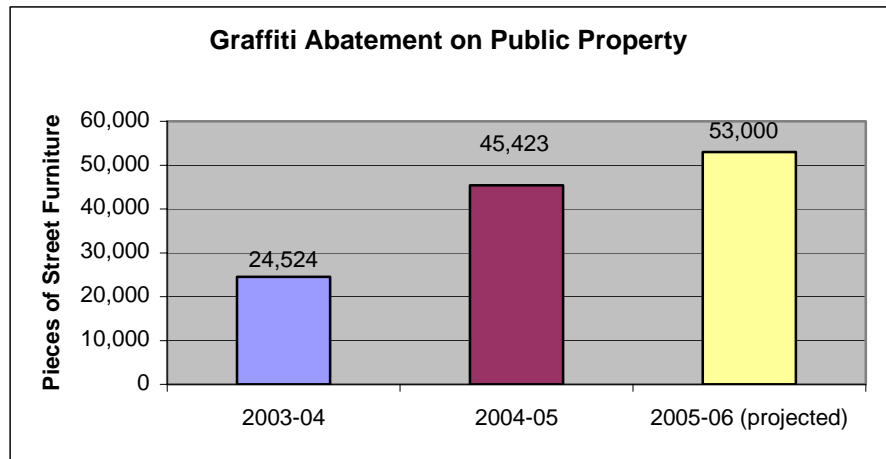
#### ***Litter Citation Walks***

In February 2005, Mayor Gavin Newsom launched a citywide Anti-Litter Campaign, which includes a new approach to enforcement using city staff volunteers to provide enforcement duties. The program utilizes a team of 395 city employees who are already authorized, through the City's Administrative Code, to issue citations, which include codes for littering, time, placement and security of garbage for collection; containerization of garbage; sidewalk litter receptacle use; and sidewalk nuisance laws. The goal of the program is to educate, warn and cite residents and business owners for violation of clean city laws and to engage and cite people who litter on city streets. In cases where it is determined that education alone does not result in changing people's behavior, a citation may be issued. The program was launched at a citywide training on February 24, 2005 and was attended by 216 city employees (137 of whom are already authorized to issue citations). Forty-two classifications are currently authorized.

Representatives from DPW, the City Attorney’s Office, the District Attorney’s Office and the Police Department were represented on the training panel. Those who attended were trained on how to engage people, how to identify violations and how to correctly complete the citation forms. The first Citation Walk took place on March 16, 2005 covering 35 blocks in San Francisco’s most challenging neighborhoods: the Tenderloin, Downtown and South of Market areas. Employees, who were dispatched in groups of three, issued twenty-four citations that day for a total of \$2,420. Subsequent walks occurred in Glen Park, Bayview, and Haight Street, Chinatown. A total of 71 citations and 38 official warnings have been issued in the amount of \$10,185 for the six Citation Walks conducted, to date. In addition, an estimated 247 individual contacts have been made by the Citation Walk Teams who are also instructed to engage people on the streets and inform them of litter laws. 346 courtesy notices through visits to businesses, residential hotels, community-based organizations and churches in the areas the program has visited have also been made. City employees continue to participate in the 41 scheduled Citation Walks for 2005. The selected areas for Citation Walks are concentrated in merchant corridors and areas where 28-CLEAN data inform the department that there are problems with adherence to city litter codes.

**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. In August 2004, the City’s Graffiti Ordinance was amended requiring private property owners to abate their graffiti within 30 days. This signified a shift in DPW’s program, which previously had provided



paint to owners and would abate graffiti on private property once per year. This is the first time that DPW has had a legal foundation to compel property owners to abate graffiti. DPW now abates graffiti on public property only and is creating a program to provide notices to property owners. According to the ordinance, DPW is responsible for notifying property owners through certified mail with photographic evidence of graffiti on their property. 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” and DPW is educating the public about the benefits of vigilance and quick abatement. DPW’s 28-CLEAN Customer Service phone line logged 4,299 calls about graffiti in calendar year 2003 and that number increased to 7,088 in 2004.

**Graffiti Advisory Board**

In 2003, DPW facilitated the establishment of the 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. The Graffiti Advisory Board meets monthly and has submitted two detailed reports with recommendations on graffiti prevention, abatement and enforcement efforts to the Mayor and the Board of Supervisors.

## **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 and removes about 8,500 tons of litter and debris from San Francisco's streets annually. DPW began developing standards for its mechanical street cleaning program in accordance with the voter-mandated Proposition C in 2004. In May 2005, DPW and the City Controller's Office published the Street Maintenance Standards Manual and Evaluation Form and began evaluating the effectiveness of its mechanical street cleaning program using a three-point scale. In addition, DPW now posts street cleaning and maintenance schedules on its website, [www.sfdpw.org](http://www.sfdpw.org).

## **PLAZA BEAUTIFICATION AND MAINTENANCE**

DPW has been increasing its maintenance of public plazas through creative strategies. In December 2004, DPW co-hosted a design charrette to re-envision and improve Hallidie Plaza, a central transit hub in San Francisco adjacent to Market Street. The three-day event created an open forum for the public, local merchants and representatives, together with a small group of architects and designers, to explore the widest range of possibilities for transforming the area into a successful downtown plaza and open space. All ideas were considered with a maintenance and user framework to ensure long-term success.



**United Nations Plaza Upgrades**

DPW's Engineering and Operations groups also provided capital improvements to United Nations Plaza, which is one of the City's most used and well-known plazas located at 7<sup>th</sup> and Market streets. Between January and May 2005, DPW installed globe light fixtures, pedestrian lights, replaced bollards and chain around the plaza's fountain, provided ADA improvements to the path of travel along Leavenworth Street, hung 191 member nation flags, inscribed new member nation names on light pylons, and installed a new stone monument commemorating UN World Environment Day 2005 and the 60<sup>th</sup> Anniversary of the signing of the UN charter. DPW unveiled the Commemorative Plaque, a 7-foot diameter granite plaque, during the City's World Environment Day activities in June 2005. DPW is responsible for the upkeep of Hallidie Plaza, United Nations Plaza and Justin Herman Plaza. These plazas are swept, groomed and steam cleaned daily and nightly to ensure that they are always welcoming to visitors.

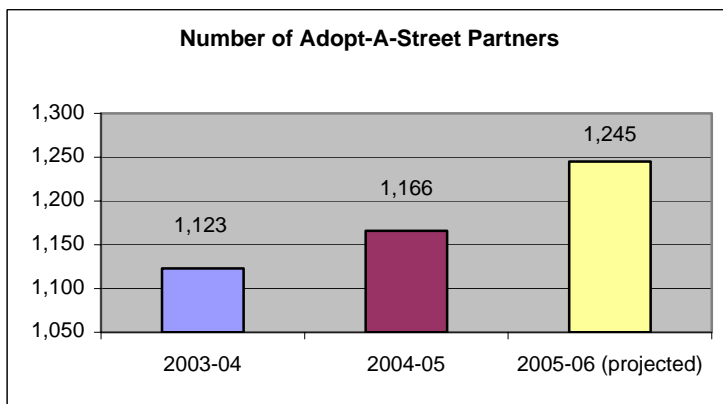


## VOLUNTEER PROGRAMS

### ADOPT-A-STREET & STREET PARKS

The Adopt-A-Street and Street Parks Programs are public/private partnerships between the City and its merchants and residents to keep our streets, rights-of-way and public open spaces clean and beautiful. The programs are simple: groups or individuals agree to adopt a street or a right-of-way and take

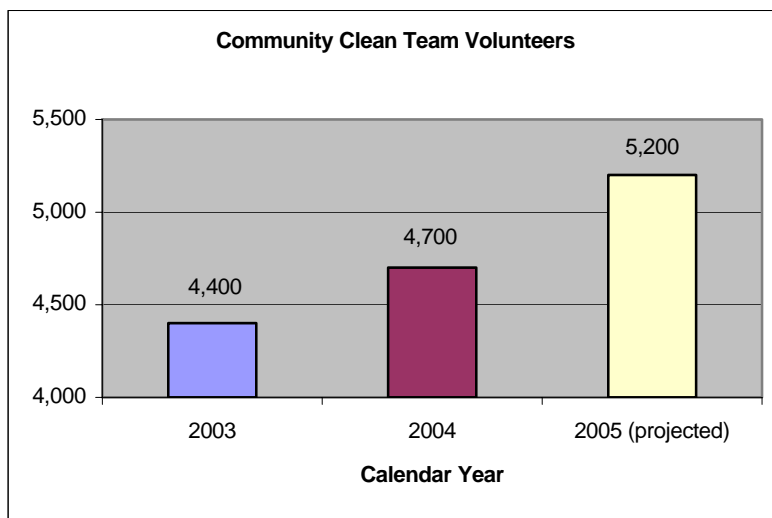
responsibility for keeping it clean (of litter, graffiti, weeds and illegal dumping), and DPW provides free cleaning supplies, support for neighborhood clean ups and coordinates public recognition. The Street Parks program is a gardening version of Adopt-A-Street. It supports neighborhood groups that want to adopt a right-of-way and develop and maintain a public open space garden. In the Street Parks program, DPW also provides free horticultural advice and wood chips, when available.



### COMMUNITY CLEAN TEAM

The Community Clean Team is a highly successful neighborhood beautification volunteer program. In 2004, 4,700 volunteers joined the team and picked up 40 tons of debris. In addition, volunteers and city crews swept and cleaned more than 200 blocks of sidewalk, curbs and alleyways; and have manually cleaned nearly 200 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 Park 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 launch the Gigantic 3 Program, which offers residents bulky item drop off during their district's Clean Team month. In 2004 and 2005, 370 tons of debris was collected at the events, with 50 percent being diverted from the landfill and recycled or composted. DPW's non-profit partner, the Clean City



Coalition, has helped maintain the Community Clean Team since its inception by providing outreach and education to district residents, businesses, and community based organizations.

### GRAFFITI WATCH

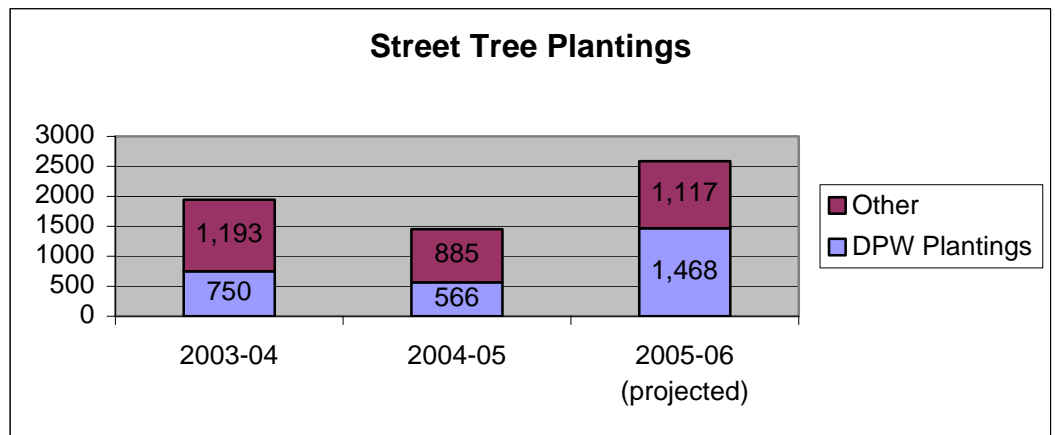
DPW’s Graffiti Watch Program is a citywide volunteer effort to prevent and remove graffiti from public property, including sidewalks, street furniture, post boxes, street signs, litter receptacles and every other surface taggers deface. Launched in February 2005, the program’s goal is to keep San Francisco’s landscape graffiti-free through vigilant community involvement. DPW, working with the citywide Graffiti Advisory Board, the Police Department and community leaders, empowers residents to take ownership of their neighborhoods. DPW supplies the training and tools and volunteers commit to keep an area around where they live or work graffiti free for a period of two years.



### Bureau of Urban Forestry

#### PLANTING AND MAINTAINING CITY-OWNED TREES

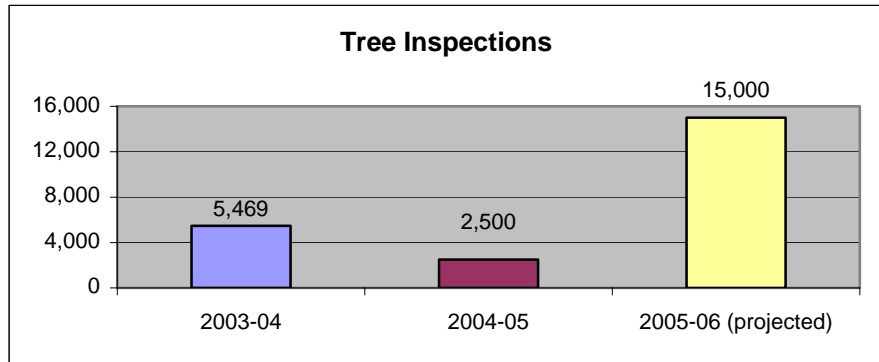
In order to better enhance and maintain the City’s Urban Forest, DPW created the Bureau of Urban Forestry in 2002 to specifically address the city’s needs for coordinated



maintenance of street trees and landscaped medians. DPW 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 San Francisco.

Currently, DPW maintains about 30,000 street trees while private property owners and other agencies maintain about 60,000 street trees. DPW arborists 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 7,643 street trees in 2003-04 and 2004-05 and processed 1,942 tree planting and removal permits over that same time period.

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. A significant increase in tree planting will occur in Fiscal Year 2005/2006 due to increased funding through Mayor Newsom's Greening Initiative and through funding available through a legal settlement in the City's Bayview and Hunter's Point area. In March 2005, DPW led efforts for San Francisco's first large scale Arbor Day activities where hundreds of trees were planted in District 10. A spike in tree inspections projected for 2005-06 is the result of an arborist being dedicated to this activity.



**MEDIAN BEAUTIFICATION AND MAINTENANCE**



**Sloat Boulevard Planting**

DPW began beautification projects on several medians in the City in 2003 - 2005. The goal of these projects is to give the street a unified, cohesive feel, and to provide a reprieve from traffic and concrete. The outcome is a fresh, unified appearance on many of our medians.

**Van Ness Avenue**

In 2004, DPW began to beautify the median strip on Van Ness Avenue from Bay to Market by transforming it from a large overgrown and concrete median to a lush landscaped thoroughfare. The color scheme is red (ivy geraniums), white (African Iris) and blue (California Lilac). Existing red flowering gum trees remain and cork oak trees replaced older trees that were removed. Stamped concrete border strips and grouted cobblestones have been installed next to the median curb and large bushes and a chain link fence have been replaced by a decorative wrought iron fence.

**Lombard Street**

Lombard Street, from Van Ness to Webster, has been improved with the installation of irrigation lines and clocks, backfilling of soil, and the planting of shrubs and vines. The hedge is Japanese boxwood, which is maintained with regular cutting to create a consistent and formal shape. The vine on the light poles is English ivy, which is fast growing, self-climbing and will mask the concrete poles. The department plans to landscape an additional six blocks in late 2005.

**Sloat Boulevard**

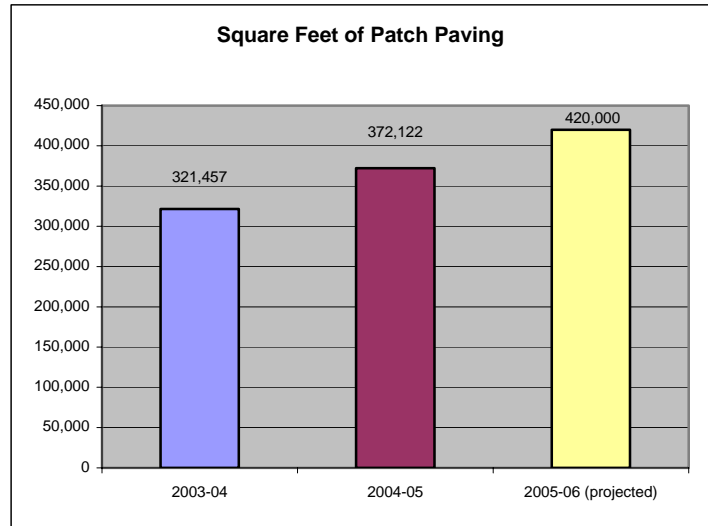
DPW partnered with Caltrans to improve Sloat Boulevard from Junipero Serra to 21<sup>st</sup> Avenue. More than 1700 drought-tolerant, low-maintenance plant species were planted. Plant selection is whimsical and rich in color and include Blue Oat Grass, Red Kangaroo Paw, cream-colored

and small burgundy Flax, and Society Garlic. Concrete has been imprinted around the median perimeter and at varying intervals to allow the median to be easily maintained. Boulders on bermed earthen mounds serve as accent points and complement the existing trees.

## Bureau of Street and Sewer Repair

### POTHOLE REPAIR & PATCH PAVING

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. DPW's Asphalt Plant provides 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 keeps the streets of the City safe for the motoring public, bicyclists, pedestrians and commercial vehicles. The department sometimes patch paves, which covers a larger area when multiple potholes are present.



DPW crews find more than 95% 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 block in the City. This effort has resulted in a major drop in customer calls for service.

### SEWER REPAIR

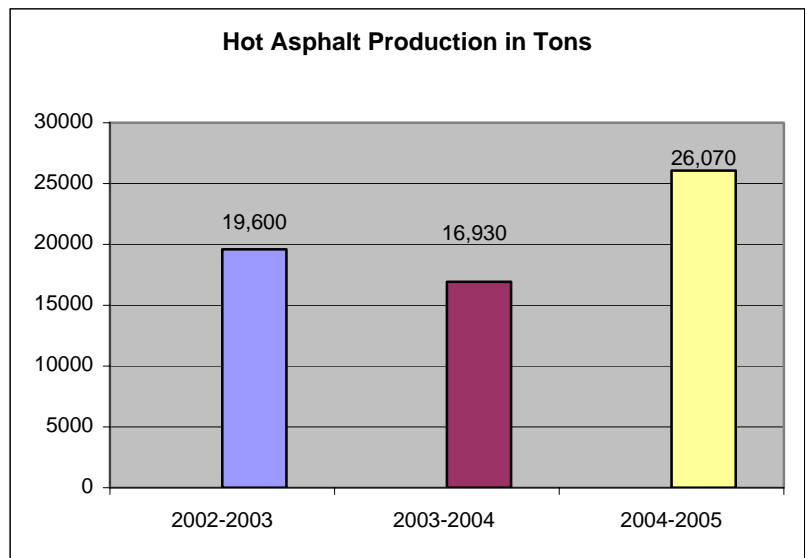
The City's sewer system is composed of several treatment plants, large box storage structures and an immense system of main and side sewer collection pipes located under City streets. Broken sewer pipes cause street cave-ins, which are a hazard to the public and to property. DPW performs street and sewer repairs at the direction of the Public Utilities Commission. DPW keeps the sewers of the City repaired so that sewage backups, street collapses and basement flooding is 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 utilities. To reduce the inconvenience and danger to the public that such open trenches create, DPW paves back 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.

## ASPHALT PLANT

The Municipal Asphalt Plant produces hot asphalt for DPW crews to pave City streets. In 2004, DPW installed two hot asphalt storage silos that 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 emergencies. The silos allow for more cost-effective and energy efficient asphalt production, allow the plant to serve larger projects than was previously possible, and extend the life of other plant equipment by limiting the start-stop cycling of the plant. In addition, material is produced and stored in the silos for use on night and weekend paving projects without activating the entire asphalt plant.



## 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.

# ARCHITECTURE AND ENGINEERING BUREAUS

*Deputy Director, Robert Beck*

## ARCHITECTURE



The Bureau of Architecture (BOA) has provided quality public architecture since 1907. The bureau performs comprehensive planning, facility management and architectural services for new buildings and modernizes and renovates existing public buildings in San Francisco. BOA partners with the Department of the Environment and other City departments in implementing the Resource Efficient City Building Ordinance and plays a

key role in moving the City toward a more sustainable business model.

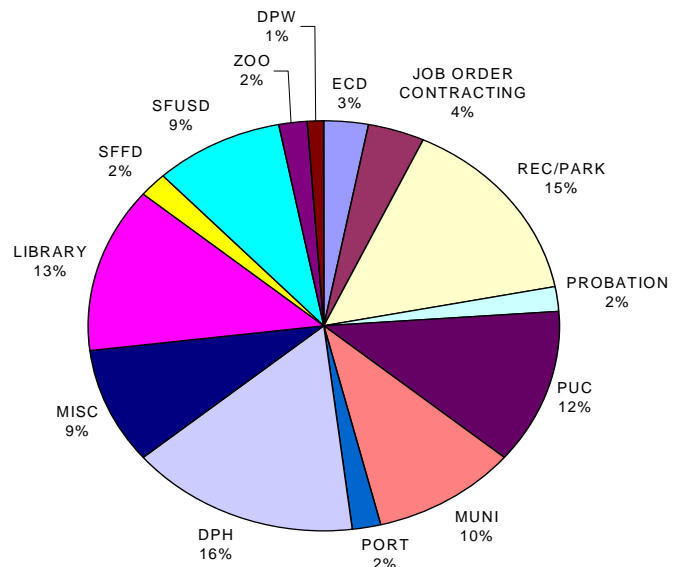
The bureau's continuous improvement goals are emphasized through focused training of bureau staff in the areas of Sustainable Design and Construction, Project Management, Drafting, Design, and 3D presentations, Emergency Preparedness and other professional skills. In 2005, ongoing training will result in more cost effective and efficient project delivery.

## HIGHLIGHTS OF ARCHITECTURAL PROJECTS

### **Minnie and Lovie Ward Recreation Center**

This is a 17,000 square foot replacement facility for the Oceanview Recreation Center, one of the City's larger facilities. This \$10 million project includes a new community building and gymnasium and is anticipated to go to bid in the summer of 2005.

**BOA Programs By Client  
FY 2003-2004 and 2004-2005**



### **Excelsior Branch Library**

**Renovation:** The Excelsior Branch Library reopened on July 8, 2005 following seismic retrofit and other improvements. Design, project management and construction management were all provided by DPW.



The newly refurbished 8,300 square foot branch includes a number of modern and updated features, including solar panels on the roof to improve energy efficiency and light; a special designated teen area as well as children's space; new furniture, shelving and materials display; new computers with access to Library online resources and the Internet. Library users enjoy clear signage, an after hours book return, and comfortable seating. The program room is adjacent to a garden patio. Additional green features include natural ventilation and added insulation throughout the building. The Excelsior Branch was completed on schedule and on budget and is the first of 19 branch library renovations funded through the Branch Library Improvement Program (BLIP), approved by San Francisco voters in 2000. The program also includes construction of five new libraries in Glen Park, Ingleside, Mission Bay, Portola, and Visitacion Valley.

### **Eureka Valley Recreation Center Renovation**

This \$3.5 million project will modernize and expand an aged community facility. Construction will be complete in late 2005.

### **Visitacion Valley Clubhouse**

This new community recreation center was built for the Recreation and Park Department at a cost of approximately \$1.5 million. The project received an award from S.F. Beautiful in 2004.

### **Harding Park Clubhouse**

This \$5.5 million project is the only PGA-approved golf clubhouse designed by municipal architectural staff and won a Distinguished Project Award from the Northern California Chapter of the American Public Works Association.



## Bureau of Engineering

DPW's Bureau of Engineering provides planning, design, and consulting 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.

### Highlights of Engineering Projects for 2003-2005



**Octavia Boulevard:** DPW designed and constructed the new Octavia Boulevard as part of the overall Central Freeway Replacement Project. The project started in March 2003 with the demolition of the existing Central Freeway structure by Caltrans. The new boulevard will carry traffic that once traveled on the elevated double-decked freeway structure. The new boulevard and the freeway on/off ramp, which will

touch down on Market Street and leads cars to and from the new boulevard, will reopen in September 2005.

The \$24.3 million boulevard project includes the design and construction of the new Hayes Green, a park at the end of the boulevard that is now enjoyed by residents and visitors.

**Rochambeau Playground:** DPW provided architectural, engineering and construction management service for this parks project. This playground, located in the Richmond District, contains a clubhouse, children's play structure, tennis court, and multi-use courts with minor landscape elements. Thanks to the input of community leaders and neighbors, the project included a renovation of the entire site - the clubhouse, courts, play areas and landscaping. The project officially began in May of 2003 and Friends of Rochambeau helped to open the park to the community on April 24, 2004.

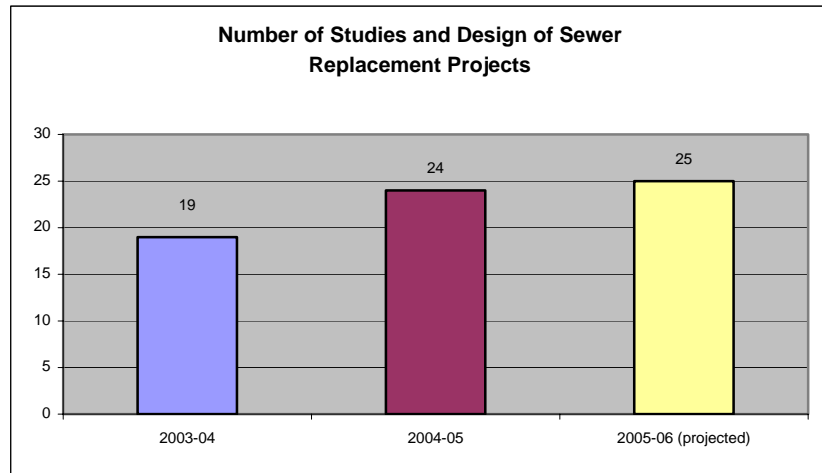


## HYDRAULIC SECTION

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

- Replacing sewers through R&R /5 year Capital Improvement 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).
- Providing sewer and drainage design services to other Departments.

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 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 of Hydraulic Section Projects

2003/2004: During this fiscal year, the Hydraulic Section completed design on 19 projects and provided engineering support during construction. In addition, 38 studies were completed during this period.

- Octavia Boulevard Improvement Project (Sewer and Drainage Design)
- McAllister Street Emergency Sewer Replacement Project
- Bush/Kearny/Pine Streets Pavement Renovation and Sewer Replacement Project
- Russia Avenue Sewer Replacement

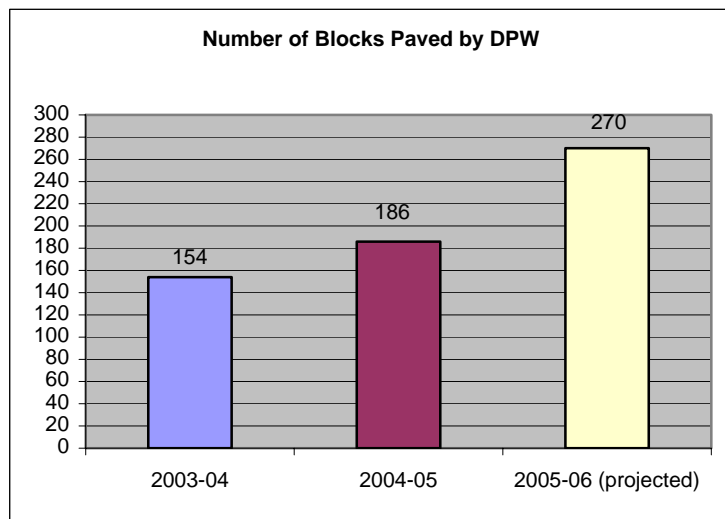
- Lucern Street Pump Station

2004/2005: During this fiscal year, the Hydraulic Section completed design on 24 projects and provided engineering support during construction. In addition, 49 studies were completed during this year.

- Golden Gate Park Music Concourse – Drainage Design
- Teresita Boulevard North Sewer System Improvement
- North Point Wet Weather Facility Improvement Project
- Chinatown Alleyway Improvement Phase III and Sewer Rehabilitation
- Vicente Street Sewer System Improvement, Phase I
- Monterey/Baden/Circular Avenue Sewer Improvement
- Mission/Foote Streets Sewer Improvement

## STREET RESURFACING PROGRAM

DPW maintains 11,528 blocks of city streets. Streets are prioritized for resurfacing 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 this work to minimize the impact to the neighborhood and to the driving public. Once all



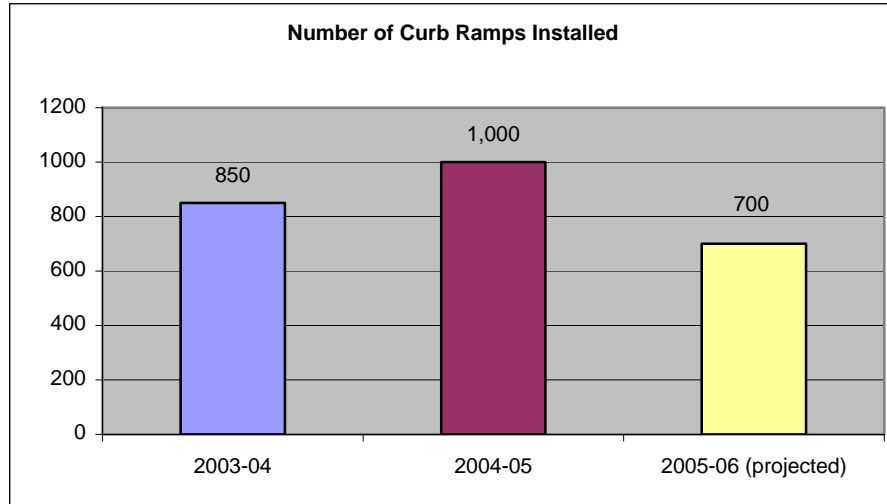
utilities have completed their work, DPW paves the street and a five-year excavation moratorium is placed on the street.

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 in the neighborhoods where they occur. 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 tax payers investment in City streets.

## DISABILITY ACCESS

DPW maintains approximately 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. DPW ensures that the entire intersection is evaluated to provide curb ramps that comply with the code and are properly located. 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 San Francisco.

### Highlights of Landscape Architectural Projects

2003/04 & 2004/05

#### Parque Ninos Unidos

This new neighborhood park in the inner Mission District was completed in 2003. The former vacant lot, an eyesore and site of illegal dumping, has been transformed into a neighborhood amenity complete with an attractive clubhouse, two outdoor patios, separate play areas for pre-school and school-age children

with state-of-the-art play structures, a multi-purpose lawn area, a vine-shaded pavilion, and a community garden. This 23,000 square foot facility is now a popular destination for kids and families alike. This project was honored with a Beautification Award from San Francisco Beautiful.

### **KidPower Park**

After identifying the need for additional recreational facilities in their community, local youth, through a series of appearances before the city's Recreation and Park Commission, successfully advocated for the acquisition of new parkland. Flanking an entry courtyard featuring a cast-iron fountain and palm trees, the park contains two separate playgrounds for pre-school and school age children. Directly behind the courtyard is a small community garden. Design elements reflect the Mission District's predominantly Central and South American cultural influences. The primary colors are vibrant reds and greens, and plants of tropical origin create a lush landscape setting. The metal fencing and arbors defining the park's perimeter and interior spaces were enhanced with metal artwork depicting corn, tropical flowers, and other traditional symbolic imagery.

To honor and recognize the spirited effort that had driven this project from the beginning, the City of San Francisco's Recreation and Park Commission approved naming this small vest pocket park on Hoff Street "KidPower Park". The park opened with much youthful celebration on September 18, 2004. This project was chosen for a Distinguished Project Award by the American Public Works Association and a Beautification Award from San Francisco Beautiful.

## **Bureau of Construction Management**

### **ARCHITECTURAL CONSTRUCTION SERVICES**

All building construction, big or small, belongs to the Bureau of Construction Management's Architectural Construction Services Section. The Section's engineers and inspectors manage construction contracts for many 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 ensure that 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 construction management of various construction projects for the San

Francisco Public Utilities Commission's Sewer R&R and CIP Program for compliance with contract plans and specifications. Besides ensuring the quality of the construction performed by private contractors, a staff of 20, including 9 engineers 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 27 blocks of sewer mains. The construction value for this year's sewer replacement projects totaled \$4.9 million.

## **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 upcoming construction, and reduced uneven pavement on City streets.

In Fiscal Year 2003-04, the Electronic Permit and Information Center (EPIC) system was fully embraced by municipal and utility excavators. This paperless system has improved the Bureau's ability to review and issue permits within a shortened timeframe. The time spent on public inquiries related to information on approved permits continues to be reduced through the increased use of the Department's web page link to the permit database. In Fiscal Year 2003-04, 6,367 permits were issued, representing 5.4 million square feet of construction.

Fiscal Year 2004-05 showed increased street excavation coordination planning by nearly doubling (10 to 18 agencies) the number of utility agencies participating in the 5-year Plan. The increased cooperation of the various agencies is clearly demonstrated by nearly 50% of excavation projects having more than one agency performing work. The cooperation reduces the number of cuts into the street and minimized traffic disruptions. In Fiscal year 2004-05, 4,326 permits were issued representing 7.4 million square feet of construction.

### **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 clean themselves automatically after each use, and are fully accessible to people with disabilities. Free tokens distributed by various non-profit organizations are given to those that could not afford the 25-cent entry fee. This is a no cost program for 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 one 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.

During Fiscal Year 2003-04 DPW approved the installation of six Public Service Kiosks completing the contractual obligations related to the operation of 25 Automatic Public Toilets. A toilet location for the Haight Ashbury neighborhood continued to be vetted to the community.

During Fiscal Year 2004-05 the City the number of Toilets installed did not increase and the Department focused on improved operational reliability through inspections and the review of training programs conducted by the contractor for its maintenance staff.

**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 2003-04, the proposed placement of the pedestal units were postponed as the City and city newspaper publishers developed an agreement to settle the dispute regarding the Fixed Pedestal Newsrack Contract. The Contract commenced in Fiscal Year 2004-05 with the installation of fixed pedestals in the Market Street and Financial District Pedmount Zones.

**Fixed pedestal installation information**

| <b>Pedestal Zone</b>              | <b>FY Installation Information</b> | <b>Number of new Pedestal Units</b> | <b>Number of Freestanding racks removed</b> | <b>Funds generated</b> |
|-----------------------------------|------------------------------------|-------------------------------------|---|------------------------|
| <b>Market St. Phase 1</b>         | <b>FY 04/05</b>                    | <b>107</b>                          | <b>900</b>                                  | <b>\$25,000</b>        |
| <b>Financial District Phase 1</b> | <b>FY 04/05</b>                    | <b>18</b>                           | <b>110</b>                                  | <b>\$3,240</b>         |

**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. The

Bureau issued 8,199 permits Fiscal Year 2003-04 and issued 10,284 permits in 2004-05.

Items that might be found on city streets 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
- Street Space
- Temporary Occupancy
- Mobile Storage Containers
- Debris Boxes
- Flower Markets

## **SUBDIVISIONS AND MAPPING**

The Subdivisions and Mapping Division is responsible for official City map data. 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. DPW coordinates with the City Planning and 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.

DPW is essentially the City's official custodian of official data related to every piece of land within San Francisco. 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. In Fiscal Year 2003-04, the Subdivision and Mapping Division received 452 map applications and recorded 395 maps. In Fiscal Year 2004-05, the division received 543 maps and recorded 311.

## UTILITY UNDERGROUNDING PROGRAM

DPW's Undergrounding Program moves 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. The City is responsible for the provision of streetlights in these underground districts.

In Fiscal Year 2003-04, 3.99 miles of overhead utility wires and poles were removed and the DPW Underground Program installed 45 new streetlights.

In Fiscal Year 2004-05, 3.43 miles of overhead utility wires and poles were removed and 71 new streetlights were installed.

## Office of Financial Management and Administration

*Deputy Director, Robert Carlson*

### TRAINING AND DEVELOPMENT

The long-term professional training and development of staff is key to ensuring that the department fulfills one of its core values of providing quality customer service. In addition to annual performance evaluations for each employee, DPW's

leadership supports training goals and objectives established by the department's Staff Training and Development Unit. This unit, established in 1996, provides a full service training program available to all employees and other city departments for career enrichment and guidance, customer service training, and skills training. In addition, the DPW Operations Yard has developed an "Operations Resources Center" or "Training Trailer" where workers 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.





Typical courses include:

- Quality, process improvement and customer service training
- New Employee training with a focus on customer service
- New Supervisor's Academy
- Seven Habits of Highly Effective People Training
- Diversity and sexual harassment/discrimination prevention training
- Computer software training
- Project Management Training (comprehensive training for engineers and architects interested in pursuing a project management career at DPW)
- Project Management Training for existing Project Managers to learn current best practices.
- People Reading: Can They Hear What We're Saying?
- Resolving Conflict
- Team Building
- Project Managers also receive education credits through the department to participate at U.C. Berkeley Extension's Project Management Certification Program

### **Supervisor Academy**

Supervisor Academy is a comprehensive training program designed to provide participants with information on supervisory skills tailored to the needs of Operations staff. Supervisor Academy is a certificate program that is conducted two to three times per year. The program was developed in support of the departmental core value of continuous improvement. The program is intended for those currently in supervisory positions and those interested in applying for supervisory positions. The program focuses primarily on leadership skills and human resources issues. Our leadership modules include communication skills, resolving conflict, delegating and training, coaching and motivating teams. Our human resources issues modules include personnel procedures, writing and delivering performance appraisals, progressive discipline, stress and personal management and recognizing and handling drug and alcohol abuse. The program also contains a finance and budget piece as well as computer skills classes.

### **7501 Environmental Service Worker Apprenticeship Training Program**

DPW has revitalized its 7501 Environmental Service Worker Apprenticeship Training Program to provide opportunities for people with minimal work skills to join DPW's workforce and acquire the skills needed to become general laborers and gardeners in an apprenticeship-training program. The revised program is a unique partnership between DPW and Local 261's apprenticeship training program and it combines hands-on work experience, a tailored state-approved apprenticeship program and supportive skills training. The two-year program is

both comprehensive and rigorous. Trainees are required to acquire a minimum of three thousand work hours and attend six weeks of training locally and at the Union's Training Center located in San Ramon. Those successfully completing the program will be qualified to participate in the city's exams for general laborer and gardener positions and will also be eligible for union positions within the State.

The overall goals of the program are to:

- Support the community by providing full time jobs and skills training with long-term career opportunities
- Build a local skilled workforce for the many future construction projects in San Francisco and the state
- Continue to grow a stronger DPW workforce to provide services to San Francisco

## **Emergency Preparedness and Response**

During 2003/04 & 2004/05 the emergency management program furthered the department's mission to increase its readiness to efficiently and effectively respond to emergency situations. The department:

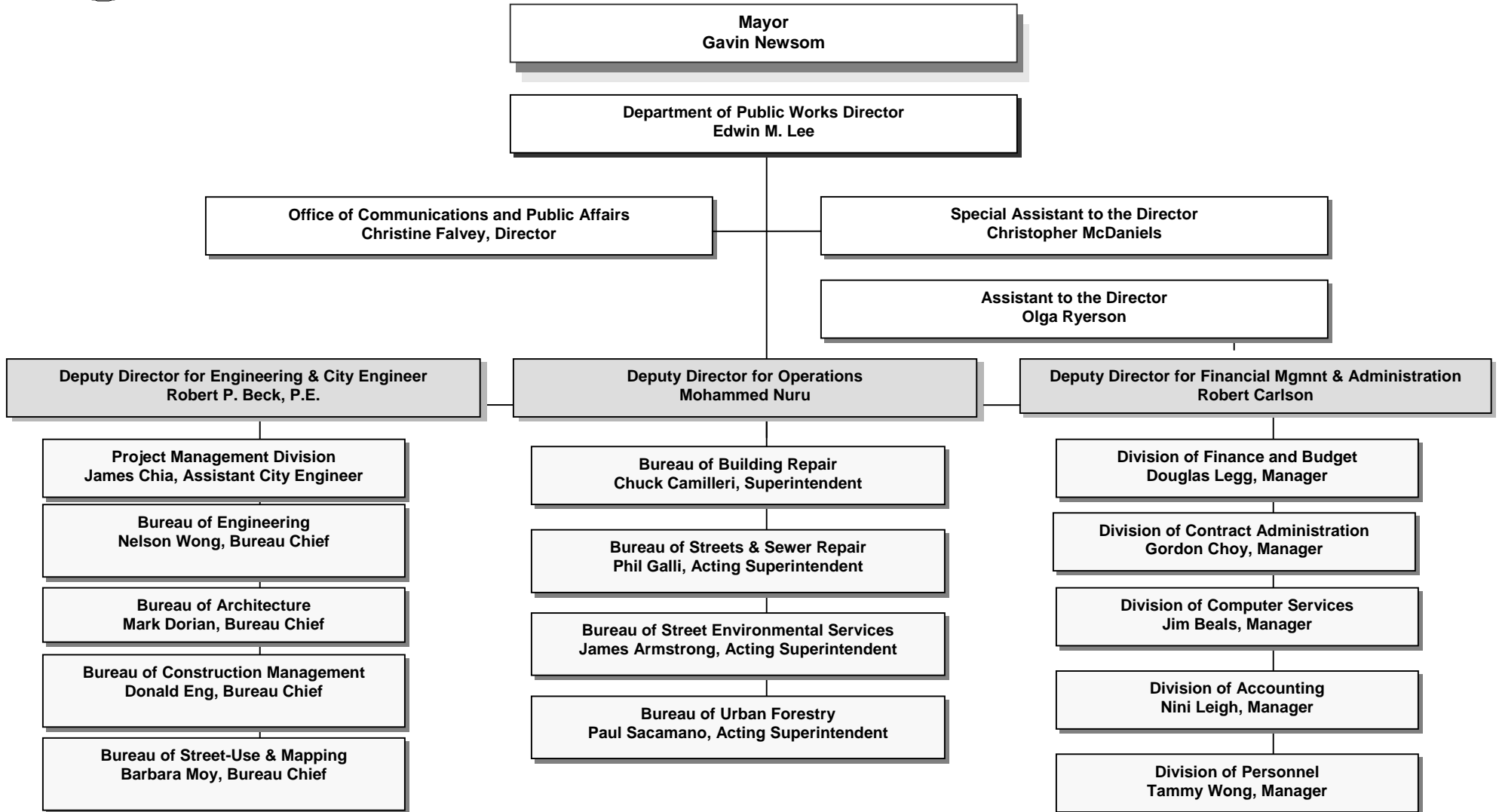
- Conducted a functional Earthquake Exercise on April 20, 2004, which focused on DPW's Plans and Intel Plan and on the flow of information and the creation of situation status reports using ETeam, the City's emergency management computer program. The exercise resulted in DPW receiving a Homeland Security Grant to integrate our databases so that more effective reports and maps could be produced efficiently.
- Sent "Building Safety Assessment" team leaders to training from the State's Safety Assessment Program (SAP). This training educated DPW workers about how to most effectively work with other departments and outside agencies to build a team of certified SAP evaluators.
- Participated in the Office of Emergency Services (OES) Emergency Operations Plan Task Force that resulted in the EOP part one adoption in January 2005 by the Disaster Council. Next fiscal year the Emergency Management Program goals include updating and aligning Department Response Plans, and participating in trainings and exercises with the National Incident Management System released by the Department of Homeland Security on March 1, 2004 and the National Preparedness Goal released in March 2005.



# DEPARTMENT OF PUBLIC WORKS

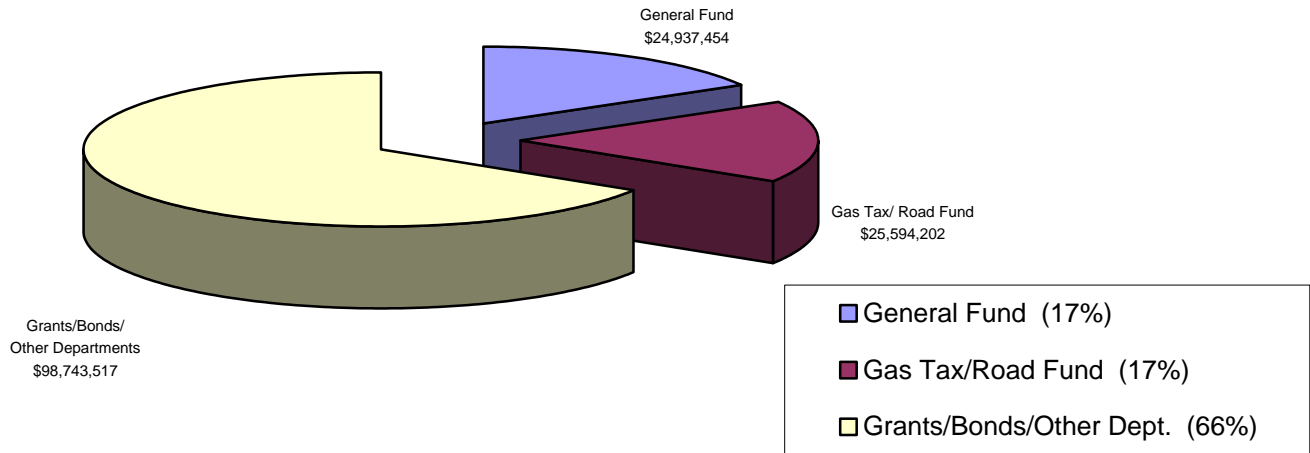
## Organization Chart

### 2004

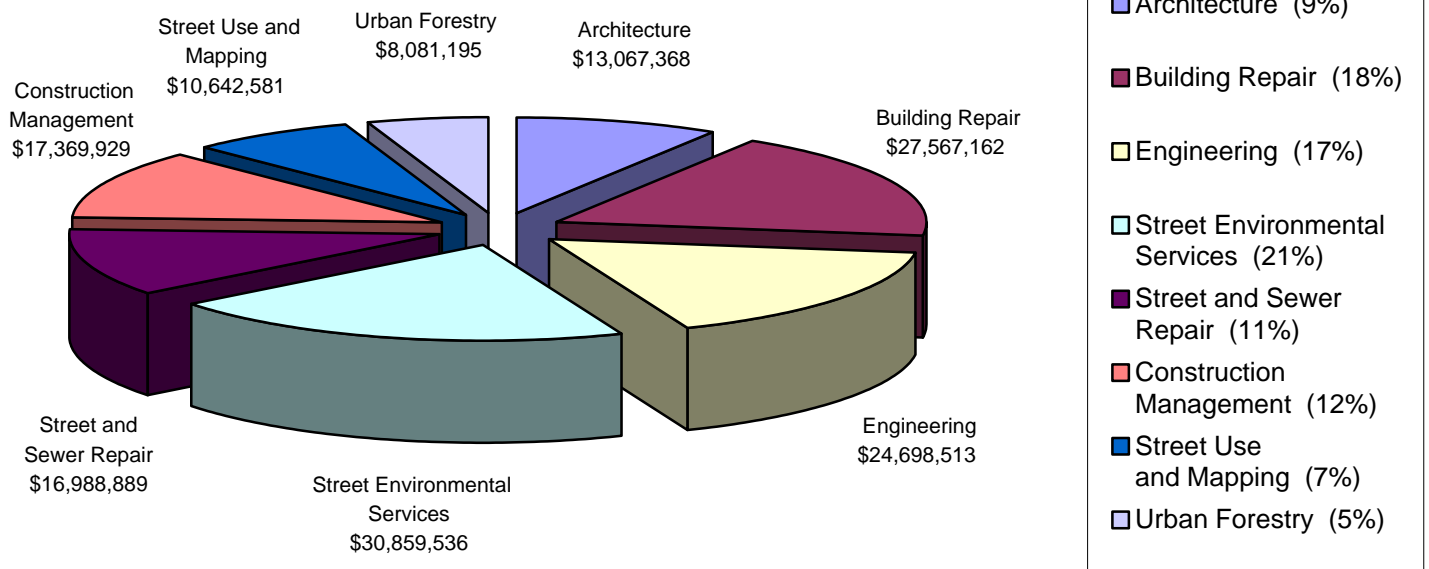


# Fiscal Year 2003-04

## SOURCES OF FUNDS

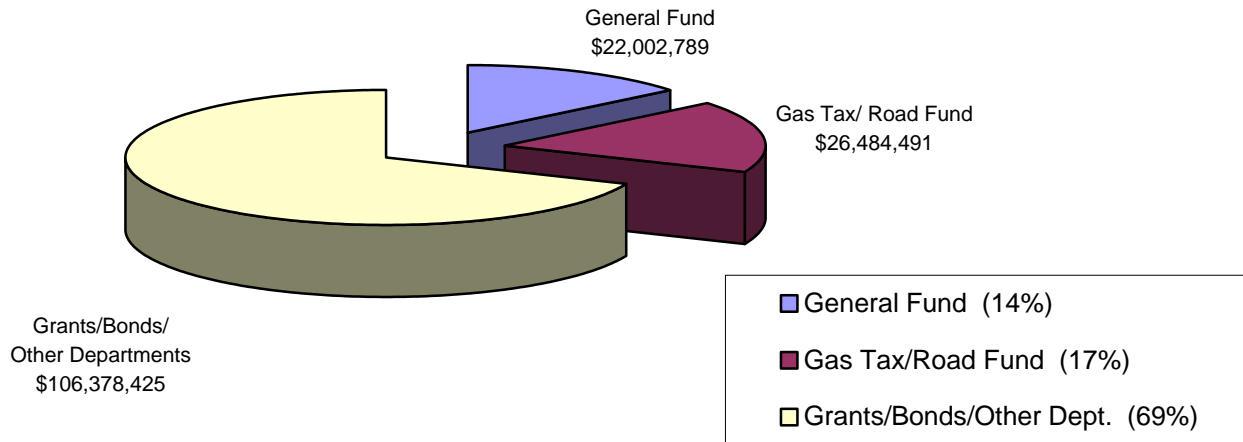


## USE OF FUNDS BY BUREAU



# FISCAL YEAR 2004-05

## SOURCES OF FUNDS



## USE OF FUNDS BY BUREAU

