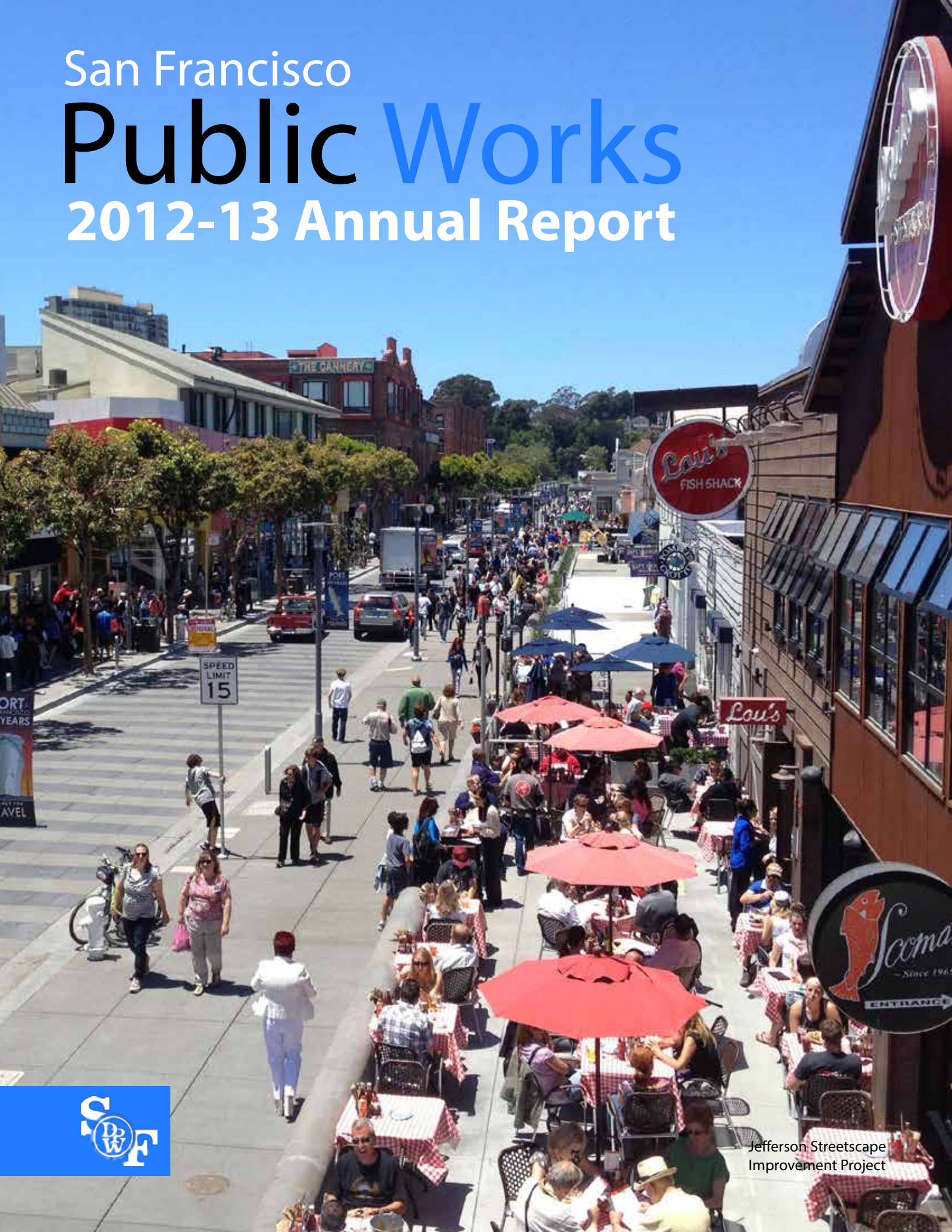


San Francisco

# Public Works

## 2012-13 Annual Report



Jefferson Streetscape  
Improvement Project





**A 24/7 operation, Public Works:**

**cleans** and resurfaces streets; **plants** and **nurtures** City trees; **designs**, **constructs** and **maintains** City-owned facilities; **inspects** streets and sidewalks; **builds** curb ramps; **eradicates** graffiti; **grants** and **enforces** permits; **partners** with SF neighborhoods; **trains** people for jobs; **greens** the right of way and **educates** our communities.

San Francisco Public Works

# Fiscal Year 2012-13 **annual report**

[Edwin M. Lee](#), Mayor

[Naomi Kelly](#), City Administrator

[Mohammed Nuru](#), Director of Public Works







**Edwin M. Lee**  
Mayor

Visit any neighborhood in San Francisco, and you can feel the reach of Public Works – from the beautiful new library in the Bayview to the freshly paved roads in North Beach, from new landscaping along the Great Highway to the regularly swept sidewalks in Glen Park.

The investments we are making in our City make me proud, both as mayor of this great City and as the former Public Works director.

Public Works has embraced innovation, expanded the use of tablets for field inspections to improve efficiency and accuracy, and is using data-driven analysis to steer resources to where they are needed most. The department has delivered on big projects, including the Jefferson Streetscape in the heart of historic Fisherman’s Wharf.

Public Works also has been instrumental in helping to implement the Mayor’s 17-Point

Jobs Plan that aims to create more economic opportunity for our residents, employ more San Franciscans and help San Francisco businesses succeed. As part of the Mayor’s Summer Jobs + program, Public Works put 423 young people on the payroll, double last year’s number, and expanded apprenticeship programs for people who have been unemployed or underemployed.

Public Works also launched the successful Giant Sweep campaign to create a citywide anti-litter campaign with the San Francisco Giants and thousands of volunteers and students to foster pride in our City and keep it clean and beautiful.

You can find out more about the many other Public Works projects and programs in this annual report. Take a look. I think you’ll be impressed!



**Naomi Kelly**  
City Administrator

Public Works continues to deliver world-class service in San Francisco. The 24/7 agency cleans and beautifies our streets, provides job training and career paths for our residents, greens our fleet and our public buildings and implements programs to help revitalize our commercial corridors.

The department always is willing to step up as a strong and reliable City partner. When the City needed to get waterfront properties in good shape for the America’s Cup races, Public Works was there. When the struggling Housing Authority needed help maintaining the public housing developments, Public Works came through. When a water main broke in West Portal causing major flooding, Public Works crews jumped in to clean the streets and help get them rebuilt.

The department also has proven to be a strong community partner, working with neighborhood groups and merchant associations to make their districts safer, more attractive and more vibrant.

As City Administrator, I am grateful to have Public Works on my roster. With a staff of more than 1,200 – from architects and engineers to street sweepers and carpenters – it is a department with a deep well of experience and knowledge and a can-do attitude.

That comes through in the pages of this annual report.

San Francisco is an exciting, ever-changing City, with new challenges and new opportunities facing us every day. Public Works is right there at the forefront, making sure that our residents are well served.





**Mohammed Nuru**  
**Director**  
**San Francisco Public Works**

Green. Clean. Plan. Build. Design.  
Repair. Operate. Manage. Plant.  
Pave. Educate. Partner. Employ.  
Train. Innovate.

Those are just some of the things we do at San Francisco Public Works to make the City a beautiful, livable, vibrant and sustainable community. I'd like to add one more verb: dream.

San Francisco is a city built on dreams – the Gold Rush, Golden

Gate Park, the cable cars, Hetch Hetchy, the World War II ship-building boom, the Beatniks, the Freeway Revolt, the Summer of Love, gay liberation, the dot-com bubble, Crissy Field, Mission Bay. The list of transformational infrastructure and social movements is long. Our city of 47 square miles is ever-evolving, often driven by a dream of an individual or a collective interest.

At Public Works, we help San Francisco implement civic dreams to make our city better. The work we accomplished in Fiscal Year 2012-13 was no exception, as you will see in this annual report.

We made great progress in our commitment to environmental stewardship, designing and constructing green buildings, reducing our fleet's carbon footprint, adding solar power and water-saving devices to our older public buildings and converting more asphalt and concrete streets and sidewalks into planted public spaces.

We advanced City policies to make neighborhoods more vibrant and inviting by activating the streets with parklets, food trucks and fun events, including pingpong on Market Street. We made the streets safer for pedestrians and cyclists with new bike lanes, bulb-outs, curb ramps and medians, and we paved and preserved a record 854 blocks, thanks in large part to funding made available under the voter-approved Road Repaving and Street Safety Bond.

Across Public Works, we are expanding the use of technology to make our operation and services more effective and efficient. The use of electronic tablets by our field inspectors has resulted in increased productivity and speedier response to constituent concerns, and the launch of the web-based Envista construction project mapping system has led to better coordination among City agencies and utility companies to minimize disruptions to the public.

Our design and construction-management teams had a productive and successful year completing numerous playground, recreation center and library projects in neighborhoods throughout the City, finishing the first phase of the Pier 27 cruise ship terminal in time for America's Cup and hitting important milestones in two of our biggest building projects still under construction: the new San Francisco General Hospital and the Public Safety Building.

We also never lost sight of our obligation to keep the City clean, with crews on the job around the clock sweeping up litter, hauling away debris and washing and steaming the roads and sidewalks. At the same time, we strengthened our partnerships with residents, neighborhood groups, businesses and schools to join the effort. In February, we teamed up with Mayor Ed Lee and the Giants baseball team to launch Giant Sweep, our

signature anti-litter campaign that aims to create a culture of clean in San Francisco through hands-on activities and public education.

And among the programs that I'm most passionate about involve job training, career development and City contracts for local residents and businesses – initiatives that benefit our constituents. Last year we made sure our projects employed San Franciscans and that we bought goods and services from San Francisco firms. We put hundreds of young people to work in our summer jobs programs, trained apprentices for good-paying jobs and gave our existing work force advanced training through DPW University. Those programs are still with us and growing.

I want to thank my management team: operations chief Larry Stringer, City Engineer Fuad Sweiss, City Architect Edgar Lopez and Robert Carlson, who recently retired as the head of finance and administration, for helping Public Works cement its reputation in 2012-13 as a municipal agency that gets things done. With the assistance of our City and community partners, we're well on our way to making even greater strides in the new year.

**Mohammed Nuru**  
**Director**  
**San Francisco Public Works**



# Public Works **strategic plan**

## 1 Ensure safe, clean and green infrastructure and public right of way

- Enable the safe use of public spaces
- Enhance the cleanliness of the City
- Green the City's infrastructure
- Enhance the attractiveness and utility of the public right of way

## 2 Create and maintain beautiful, highly functional and sustainable facilities

- Design, build and renovate facilities to meet or exceed intended uses
- Maintain City facilities to ensure long-term sustainability
- Establish Public Works as the service provider of choice

## 3 Deliver world-class public service

- Retain, develop and recruit a capable, motivated and diverse workforce
- Embrace organizational efficiency and innovation
- Communicate effectively

## 4 Expand the SF economy and lead in the creation of jobs for our residents

- Provide training opportunities for San Francisco residents
- Ensure San Francisco residents and businesses are employed on Public Works contracts
- Use Public Works' resources to improve blighted areas and spur economic development



San Francisco Public Works' Strategic Plan is a living document that drives what we do, day in and day out, and helps us make smart decisions about where to best direct our resources efficiently and effectively.

In crafting our Strategic Plan, we decided what's needed to carry out our mission of enhancing the quality of life in San Francisco by providing outstanding public service.

We set four goals to carry out that mission. From there, we mapped out objectives on how we can meet those goals.

We created measurable actions to track our progress no less than quarterly to see if we're heading in the right direction. If we're not, we want to know why so we can take steps to get back on track.

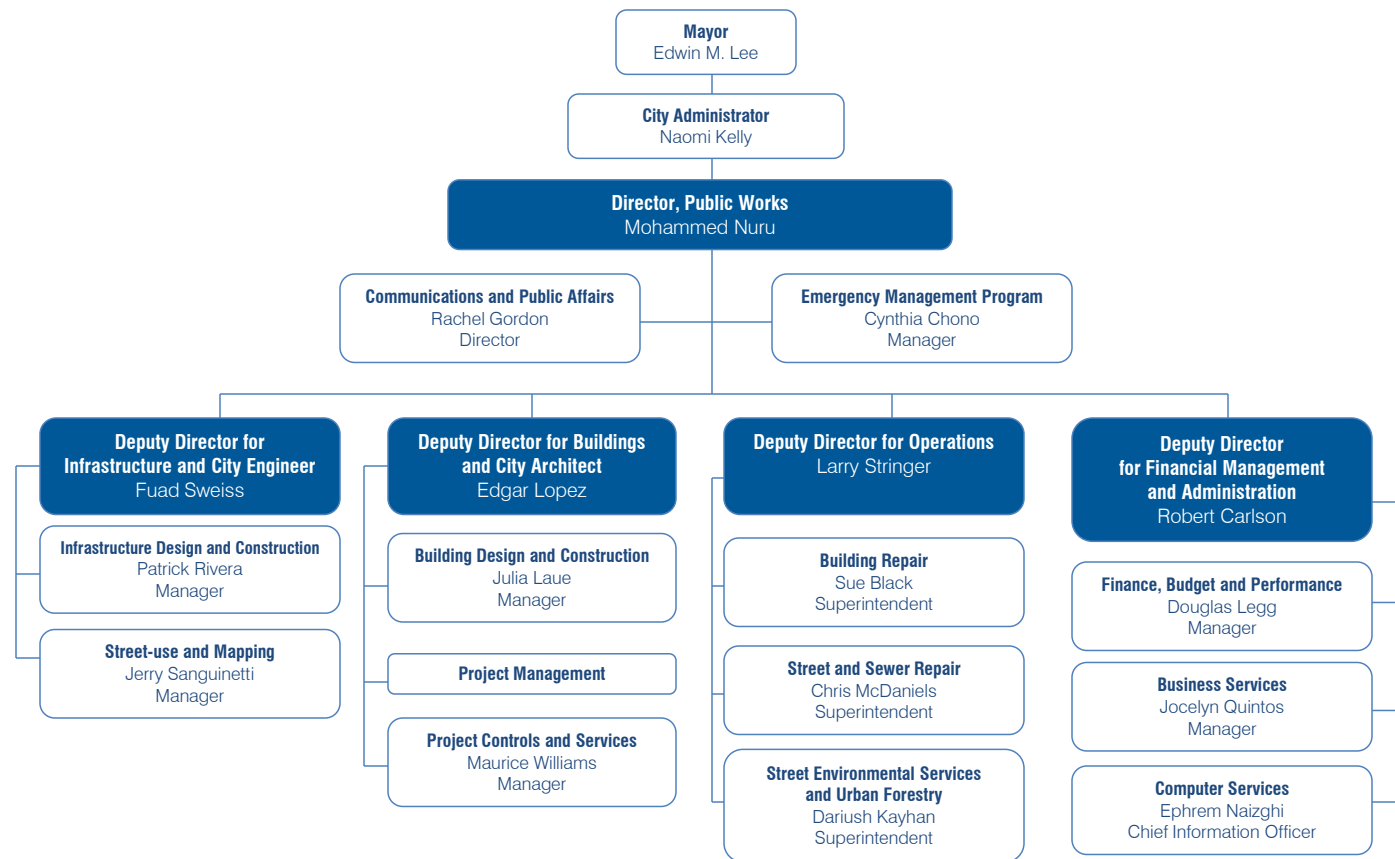
We enacted our first Strategic Plan in 2009, revised it in 2012

and will revamp it again in 2014 to keep it fresh and relevant. The Strategic Plan creates a culture that threads together individual employees, bureaus and divisions and the department as a whole, setting us on a unified course to best serve the public.

And even when faced with new, unexpected demands, we can use the Strategic Plan to guide our daily decisions and to serve as a beacon.



# our leadership team



San Francisco Public Works

# awards

## Fifth Annual Neighborhood Empowerment Network Awards

- 2012 Most Empowering City Employee  
**Sandra Zuniga**

## American Institute of Architects

- 2013 Sustainability Award  
**Bayview Branch Library**

## California Preservation Foundation

- 2012 Preservation Design Award  
**Golden Gate Valley Branch Library**

## San Francisco Environment Blue and Green Awards 2012

- Outstanding Transportation Champion  
**Cynthia Chono**, Emergency Management Program
- Greatest Community-wide Impact  
**Public Works**, Planning Department and Municipal Transportation Agency for the Pavement to Parks program

## International Partnering Institute

### Partnered Project of the Year Award, Sapphire Level 2013

- **Parking guidance systems and pavement renovation project team**

## Municipal Fiscal Advisory Committee

- Good Government Award 2013  
**Jaime Flores-Lovo**, Information Technology Applications Department Manager

## National Safety Council

- 2013 Safe Driver of the Year Award for Pacific Region  
**Terrance "Terry" Costello**

## US Green Building Council LEED certification

- Platinum
  - **San Francisco Public Utilities Commission Headquarters at 525 Golden Gate**
- Gold
  - **Merced Branch Library**
  - **Golden Gate Valley Branch Library**
  - **Ortega Branch Library**
  - **Bayview Branch Library**
  - **Chinese Recreation Center**
  - **Mosccone Tenant Improvements**
- Silver
  - **Office of AIDS first-floor renovation**
- Existing Buildings certification
  - **1680 Mission Street**

## Engineering News Record (ENR) California 2013 Owner of the Year

### Public Works

From April 8, 2013 issue of ENR California: "City and County of San Francisco Awarded 2013 Owner of the Year."

"With billions of dollars in public-sector construction under way, the San Francisco Bay Area is an epicenter of activity for design and construction firms that build government-funded facilities. But working with public agencies can be a challenge for firms with little-to-no experience in government contracting.

The San Francisco Dept. of Public Works, which oversees design and construction for numerous city agencies, has been seeking to improve and expand its relationships with the construction industry. It has adopted new measures to streamline its internal structure, open lines of communication and speed payments. DPW also is promoting building-team integration and embracing innovative techniques to meet its aggressive goals. **For its efforts to innovate and change its construction program, ENR California has named the City and County of San Francisco its 2013 Owner of the Year."**



# Fiscal Year 2012-13 budget

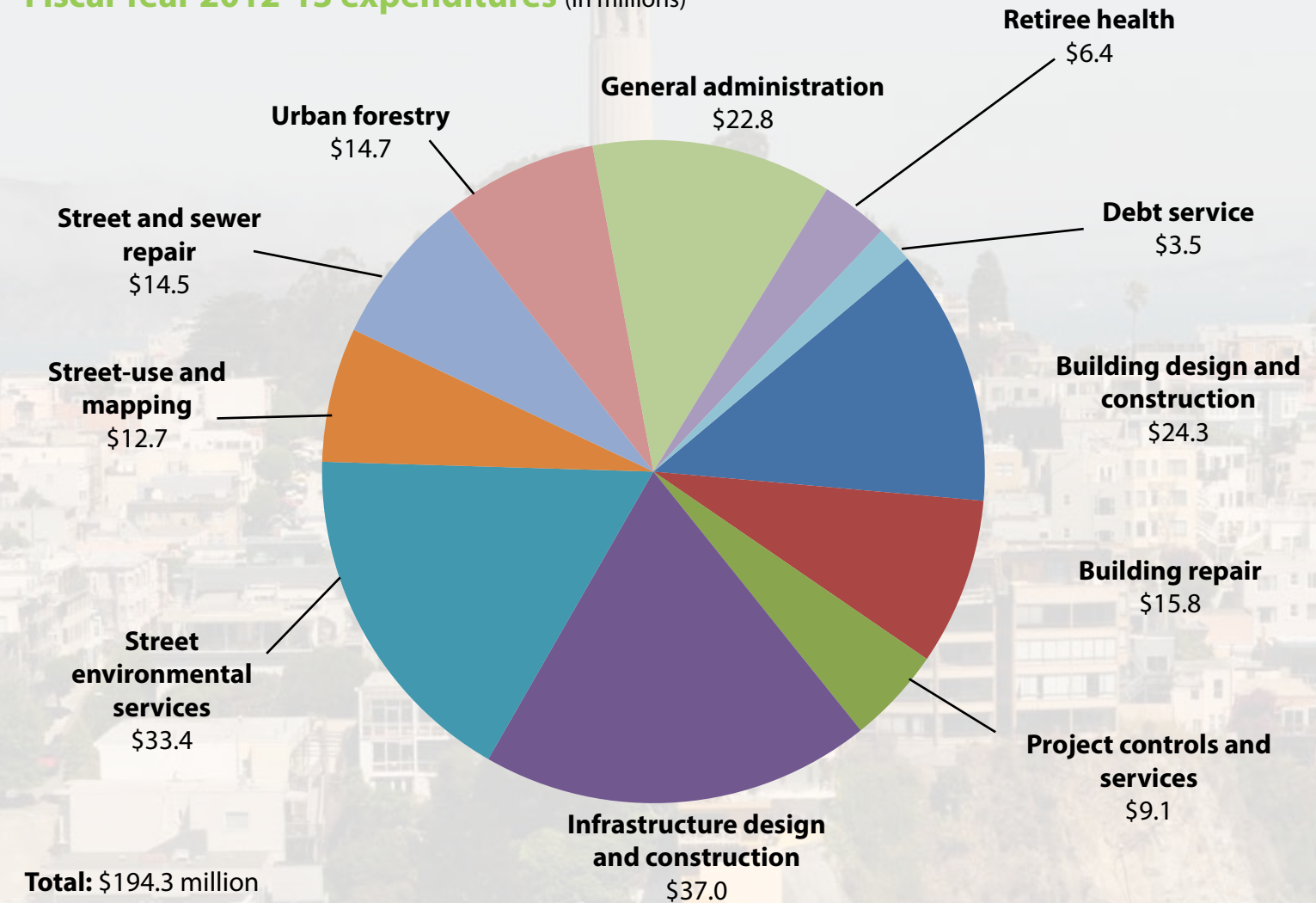
Over the past five years, Public Works has helped the City balance funding shortfalls by reducing costs while preserving core services. As the City recovers from the economic downturn, we developed a two-year budget that emphasizes frontline service for the City's residents, businesses and visitors; centralizes administrative functions, such as information technology and construction management; and ensures efficient delivery of major infrastructure and building capital projects. The budget also continues the tree-maintenance transfer that began in Fiscal Year 2011-12. Over the next two fiscal years, we will inspect an additional 10,000 street trees to prepare for transfer of responsibility to fronting property owners.

To minimize service impacts, we continue to strengthen public outreach programs and invest in strategic partnerships in commercial corridors. We also sought additional revenue and made better use of technology, resulting in efficiencies and cost savings. Our Fiscal Year 2012-13 total budget was \$194.3 million for the operating and capital bureaus, administration, retiree health and debt service. The Fiscal Year 2013-14 budget totals \$203.7 million.

## Fiscal Year 2012-13 budget highlights:

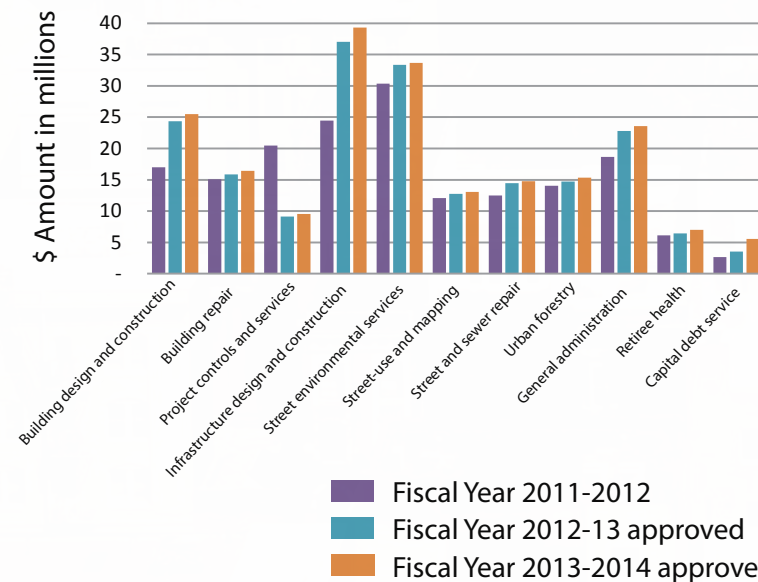
- \$17.7 million in general fund support for operations
- \$16.1 million in gas tax revenues
- \$11.3 million in other revenues, including an additional \$667,500 from street-use permit fees
- Funding for approximately 1,216 full-time and part-time employees, of which 296 are general fund supported
- An \$800,000 investment in the Community Corridors Pre-Apprenticeship Program
- Reorganized capital bureaus to consolidate construction managers into the building and infrastructure divisions
- Centralization of IT functions

## Fiscal Year 2012-13 expenditures (in millions)

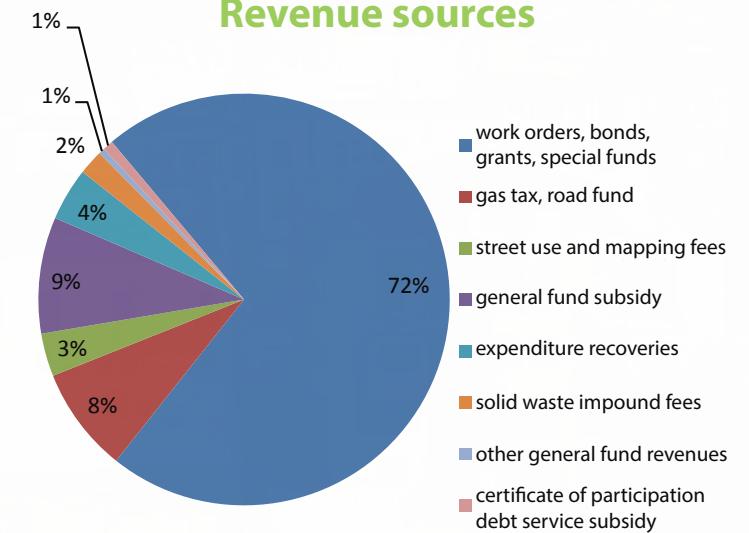


## Budget comparison

Fiscal Year 2011-12 and Fiscal Year 2013-14



## Revenue sources





# Public Works

Fiscal Year 2012-13







Ensure safe, clean and green infrastructure and public right of way

- Enable the safe use of public spaces
- Enhance the cleanliness of the City
- Green the City's infrastructure
- Enhance the attractiveness and utility of the public right of way

Folsom Streetscape Improvement Project



# street resurfacing

**854** blocks resurfaced

**11,096,802** square feet paved

**16,065** potholes filled



**941** miles of roads maintained

**Street resurfacing completed in-house by our Bureau of Street and Sewer Repair:**

162 blocks paved  
2,019,217 square feet paved  
25,287 tons of asphalt and concrete used

We successfully paved and rehabilitated 521 blocks and performed pavement preservation on another 333 blocks through the street resurfacing program, which provides safe, smooth, accessible and high-quality roads. A total of 854 blocks treated in a single year is an all-time high for San Francisco.

We are responsible

for maintenance on approximately 941 miles of streets, comprised of 12,865 blocks. Our street resurfacing program resurfaces pavement; performs base repair; replaces curb, gutter and parking strips; and constructs bus pads, sidewalks related to curb repairs and curb ramps.

Streets with transit routes, bike lanes, high usage or those in

bad condition get priority for resurfacing.

We also have improved maintenance coordination and kept neighbors informed of new street construction projects. In high-density areas, we have scheduled work to take place at night and on weekends to minimize disruption to residents and businesses.



## street and sewer repair

**199**  
dig-up sewer repairs

**187**  
brick sewer repairs

Sewer main replacement work at 24th Street (Guerrero-San Jose Avenue)

### Lombard Street (Crooked Street)



Of the hundreds of projects worked on annually by the Bureau of Street and Sewer Repair, one of the most challenging involved brick work on the curvy portion of Lombard Street, a high-profile tourist destination and residential block in Russian Hill. Installing new bricks on portions of the steep, picturesque street required a complicated setting process and attention to detail.

### Pier 19 (waterfront paving)



The Port of San Francisco called on Public Works to pave Pier 19 as part of a larger restoration project. The assignment required special training for our repair crews, who wore life vests on the job that took them near and over the Bay.

### Rubber sidewalk installation



Looking for innovative ways to repair damaged sidewalks, cement crews experimented with installing rubber pavers near trees, whose roots can buckle the sidewalk. The flexible pavers sit atop gravel and a weed-barrier fabric, fit together with dowels and are framed by concrete. They are easy to install and replace, making repairs quicker and less disruptive.

### Market Street curb-lip pilot project



A pilot project tested two quick-setting mortar compounds to repair gaps between curb ramps and the Market Street roadway. The less expensive "Rapid Set" product was picked as the preferred option. Last year, cement masons installed 61 curb-lips to make the transition from sidewalk to street safer and smoother for pedestrians, including wheelchair users. Fifty-seven are targeted for the new fiscal year.



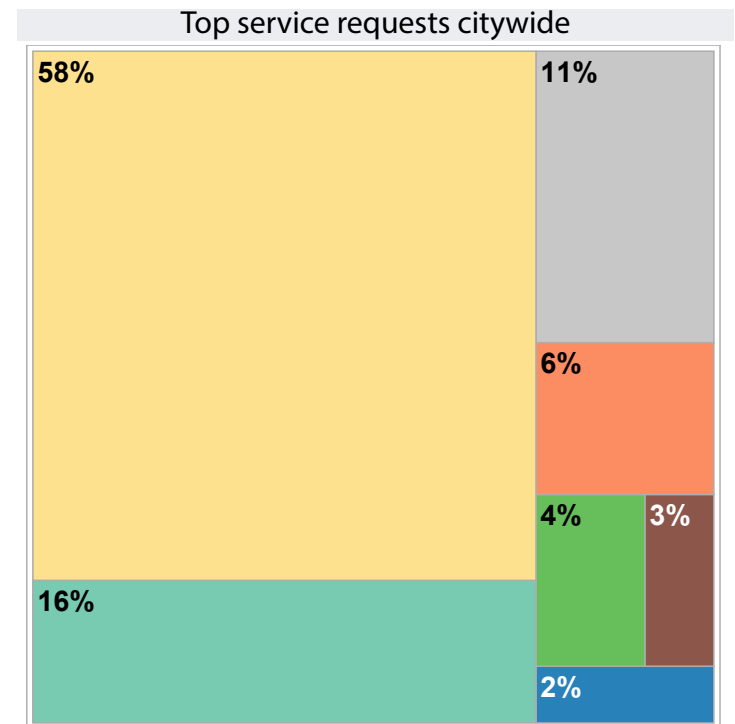
# service requests



**1,955**  
curb ramps constructed

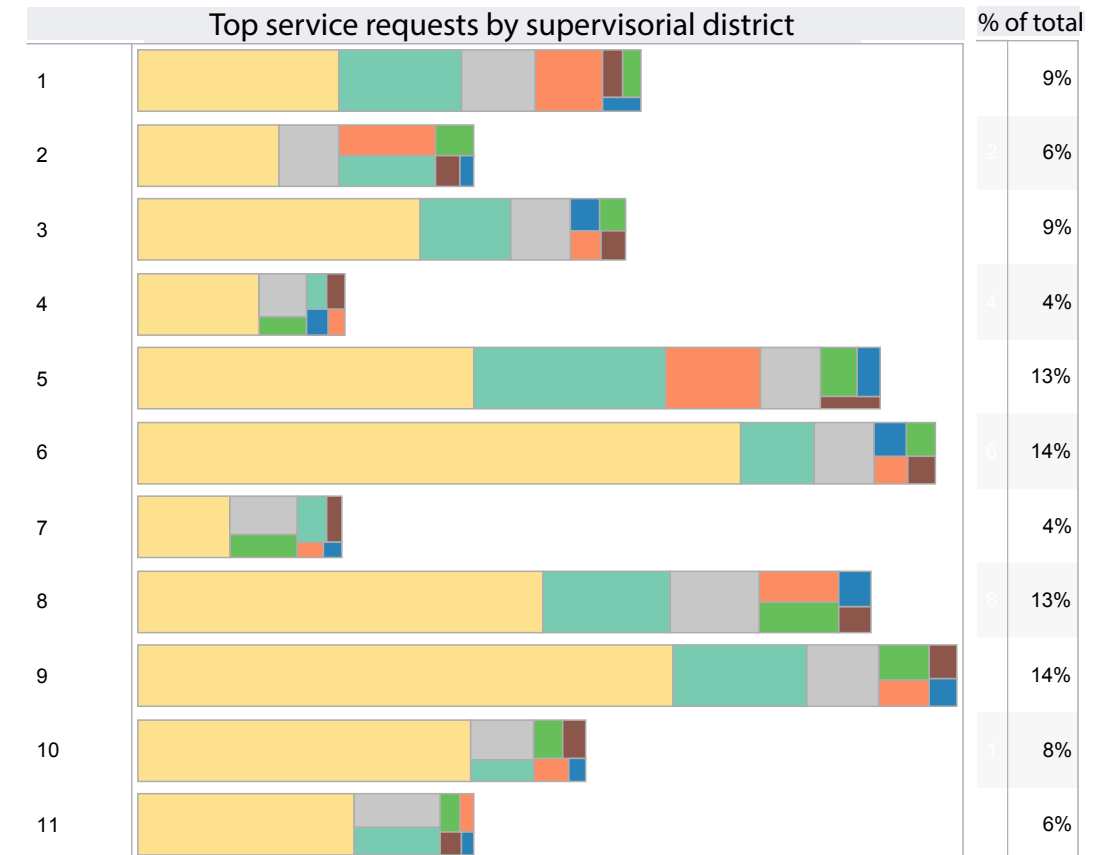
## curb ramps

We maintain approximately 7,200 street intersections in San Francisco, with varying degrees of accessibility. All public and private paving and construction projects are required to provide compliant curb ramps. Curb ramp-specific projects are constructed through the Curb Ramp Program, with priority given to locations requested by people with disabilities. The \$5.5 million-a-year Curb Ramp Program coordinates with the Mayor's Office on Disability and other City departments to ensure efficient design and construction services. Last year, 1,955 curb ramps were constructed in neighborhoods citywide - an all time high.



In Fiscal Year 2012-13, Public Works received 106,660 service requests from constituents, mostly through 311 customer service center. We aim to respond to requests within 2-5 business days.

- street and sidewalk cleaning
- graffiti
- right of way complaints/inspections
- street and environmental services enforcement
- trees and landscaping
- potholes and sinkholes
- litter receptacles/overflowing cans





# streets bond

The \$248 million Road Repaving and Street Safety Bond (Streets Bond) was approved by San Francisco voters in November 2011, allowing the City to repave streets; make traffic, pedestrian, and bicycle safety-focused improvements; and repair deteriorating bridges, overpasses and street structures.

Funding for the first year (\$73.4 million) of the three-year program was allocated in March 2012. The second bond sale occurred in June 2013, with \$130 million made available to fund Streets Bond activities.

The first two years of the bond included more than 50 paving projects resulting in more than 1,300 freshly paved blocks in every neighborhood of the City.

Over the course of the bond program, resurfacing, repairs and repaving projects are planned for 2,300 blocks with bond and non-bond funding sources, representing one-fifth of all blocks in San Francisco.

The massive scale of paving projects

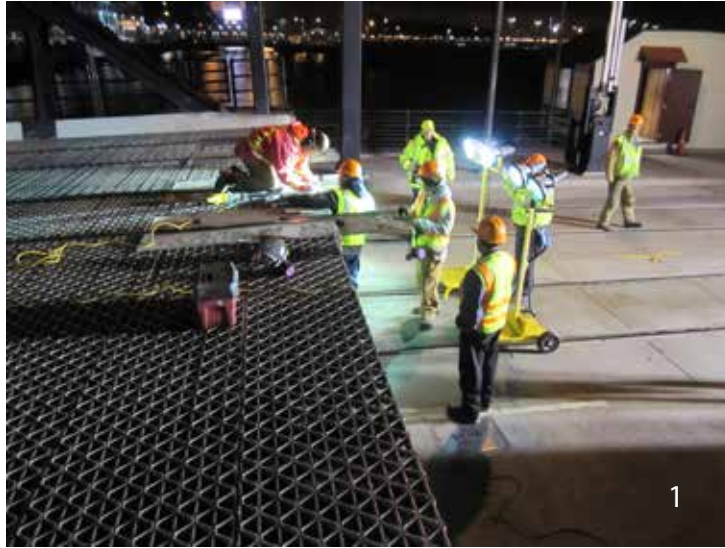
requires innovative management. Public Works meets monthly with the San Francisco Public Utilities Commission to coordinate all paving projects and underground sewer and water projects to increase efficiency, save money and reduce construction impacts to residents and visitors.

More than 1,350 curb ramps are being designed and constructed. Of those, about a third are complete and the rest are in the planning and design phase with priority for locations identified by people with disabilities.

Two dozen signature streetscape projects are in the works, including street revitalizations on Castro, Potrero, Irving, Polk, Palou, Fulton, Taraval and Bartlett streets. Most projects are in the planning and design phase. The Great Highway will be the first streetscape project to be completed with bond funds. More than 50 smaller-scale streetscape and pedestrian-safety improvement projects also are under way.



# street structures



1



2



3



4

We maintain more than 360 structures, including tunnels, bridges, stairs, retaining walls and guardrails to ensure public safety. The Roadway Structures Inspection and Repair Program assesses the structures' physical condition and determines maintenance and repair needs. We rate roadway structures based on their deficiencies, structural adequacy and overall general condition. Our crews and contractors perform repair work.



5



6

## Highlights from Fiscal Year 2012-13:

1. [Fourth Street bridge](#) – expanded gap
2. [16th Avenue wall and stairs](#) – repaired and replaced damaged retaining wall and top stairway section
3. [Alemany Boulevard guardrail](#) – replaced damaged vehicular guardrail
4. [Arelious Walker Drive stairway](#) – replaced damaged stairway
5. [Esmeralda Street stairs landing](#) – repaired damaged concrete bollards
6. [Market Street guardrail](#) – repaired damaged wooden guardrail
7. [Saturn Street stairs](#) – installed two solar lighting systems



7

To improve public safety and adhere to our commitment to green the City's infrastructure, we installed two solar lighting systems along the Saturn Street stairs.





## rapid response

A 24/7 operation, we serve as a primary go-to City department when rapid response is required. When a water main broke one night last winter in the West Portal neighborhood, flooding nearby streets, cars and homes, crews were on the scene quickly, helping mop up the mess. When 100 gallons of cooking oil spilled from a truck in the South of Market, making the roads treacherous for cyclists, pedestrians and drivers, our employees got to work right away to make the area clean and safe. Our workers clean up after spontaneous street celebrations, devastating fires, trees felled by storms and the recklessness of vandals.

Oil cleanup at Fourth and Howard streets (photo: Rafael Ramirez)



# hydraulic engineering

As a team that assists the San Francisco Public Utilities Commission in improving the City's aging sewer system, our hydraulic engineering section designed 27 joint-venture projects out of the 40 contracts awarded. Last year's showcase project addressed the structurally and hydraulically inadequate Powell and Mason sewers that run below North Beach streets. The project, focused on reducing the risk of flooding, rehabilitated 500 linear feet of sewer, increased the size of the sewer main along 3,750 linear feet and constructed a new overflow system and a new junction structure. To cap it off, paving crews resurfaced the streets in the project area.





## GIANT SWEEP

At the direction of Mayor Ed Lee and in partnership with the San Francisco Giants, we launched Giant Sweep, a citywide anti-litter campaign that uses hands-on volunteer activities and public education to bolster civic pride and keep San Francisco clean and beautiful. Giant Sweep engages schools, community groups, businesses, advocacy organizations and neighborhood associations to help improve the City.

The campaign received widespread media attention, attracted corporate sponsors and signed on other City agencies, including the Municipal Transportation Agency, the Department of the Environment and the Arts Commission.

Since the debut in February 2013, Giant Sweep volunteers logged more than 53,000 hours. More than 24,000 people signed the Giant Sweep pledge in which they committed to do their part to keep San Francisco's streets, parks and buses free of litter and graffiti.

In addition to having organized four major events over the first year, Giant Sweep had ongoing activities, including neighborhood cleanups, raffles and contests, tabling at community fairs and Giants games, and advertising on billboards, bus shelters and on television with a public service announcement featuring Giants star outfielder Hunter Pence.





Initiated classroom presentations on the importance of keeping San Francisco clean and beautiful



Logged more than 50,000 volunteer hours cleaning and greening the City



Launched sfgiantsweep.org website and social media platforms



Advertised on billboards, bus shelters, Muni vehicles and television



Promoted Giant Sweep with commissioned flash mob performances at community cleaning events and the annual Gay Pride Parade



Gathered more than 21,000 Giant Sweep "I will not litter" pledges



Received more than 300 submissions from 22 schools for Giant Sweep poster contest



Signed up corporate partners, including Starbucks, Recology, the San Francisco Giants and Webcor



# 2012 Giants World Series parade cleanup



We supported the Giants World Series victory parade for the second time in three years, last year on Halloween, October 31, 2012. Estimates put the crowd at more than 1 million. Although cleaning up was not easy, we learned a lot from our 2010 cleanup and were able to complete the task within hours.





# Community Corridors Partnership Program

98 corridors

9,077 deficiencies reported

564 blocks



Community Corridors Partnership Program routes

Since 2006, the Community Corridors Partnership Program has focused on improving the quality of life in the City's busiest commercial corridors through education and outreach. The program encourages merchants and property owners to maintain a higher standard of cleanliness by providing them the tools, information and City support

they need to make our neighborhoods cleaner and more appealing.

As part of our Strategic Plan, the program added several new routes, including the blossoming 16th Street section between Folsom Street and Potrero Avenue, the popular Valencia Street segment between 20th Street and Cesar

Chavez Street, the Bernal Heights/Excelsior stretch of Mission Street between Cesar Chavez Street and Silver Avenue, and Union Street from Van Ness Avenue to Steiner Street.

Working with the San Francisco Human Services Agency, Goodwill, Mission Neighborhood Center and the

Economic Opportunity Council, we put under-employed and unemployed San Franciscans into Community Corridors jobs. Corridor Ambassadors sweep litter from the sidewalk, clean tree basins, call in graffiti vandalism and identify and resolve poor street conditions.

Our staff walked the corridors to inspect for cleanliness and

safety hazards, to remind property and business owners of their responsibilities and to cite them for violations. Owners and businesses were told verbally and in writing how to correct problems to avoid fines. For violations found on public property, the appropriate agency was notified of the corrective action required.

## Night Walks

Our initial round of inspections, focused on businesses open in the early evening. Running from July through September 2012, this effort lasted nine weeks and covered 22 corridors. A total of 1,691 deficiencies were noted, with 271 Notices of Violation

sent and 54 citations issued.

## Spruce Up by Sun Up

The pre-dawn inspections focused on street and sidewalk issues. Lasting eight weeks, from September through November 2012, staff walked 20 corridors, reporting a total of 1,361 deficiencies, including 83 Notices of Violation and 90 citations.

## Eco Blitz

These mid-day inspections took place from February to June 2013, lasting 20 weeks. In that time, inspectors reported 6,025 deficiencies, covering 220 Notices of Violation and 336 citations.





# Adopt-a-Street program

Over the past 13 years, the Adopt-A-Street program has worked to engage residents to keep San Francisco sidewalks clean and beautiful. Managed by our Community Programs office, the Adopt-A-Street program is a public and private partnership between the City and its residents and merchants to maintain the cleanliness of our neighborhoods.

Adopt-A-Street participants agree to take responsibility for keeping their street clear of litter, graffiti and illegal dumping. We support their efforts by providing free supplies, such as brooms and trash bags.

Last year, 49 residents became Adopt-A-Street members. To date, there are a total of 1,612 participants.



**1,612** members

# Starbucks Global Day of Service

We partnered with Starbucks for the third year in a row to beautify and clean San Francisco. With help from 1,200 Starbucks volunteers, we planted 445 plants, spread 175 cubic yards of mulch, added 6,000 pounds of decomposed granite in tree basins, cleared 15,950 pounds of green waste, swept and collected 2,200 pounds of trash and abated 13,750 square feet of graffiti.



**1,200** volunteers

**15,950** pounds of green waste removed

**2,200** pounds of trash collected

**13,750** square feet of graffiti abated



# Community Clean Team

**2,609**  
volunteers

**78,400**  
square feet of graffiti removed  
from public space

**569** blocks swept

**55,105**  
pounds of green waste  
and debris removed

The Community Clean Team is our premier volunteer program, focusing on cleaning and greening merchant corridors, schools, open spaces, parks and community spaces throughout the City.

Clean Team dedicates an entire month to each of the 11 supervisory districts, where we and other City departments clean streets and beautify neighborhoods. Our staff builds relationships with community organizations, local businesses and schools to support volunteer participation at each event.

Last year, more than 2,600 volunteers joined our crews to spruce up the neighborhoods.

Clean Team partners include the Recreation and Park Department, San Francisco Housing Authority, Sheriff's Department, Caltrans, Municipal Transportation Agency, San Francisco Unified School District, San Francisco Parks Alliance, Mayor Ed Lee and the Board of Supervisors, the City Administrator, San Francisco Police Department, Department of the Environment, Department of Corrections and Pretrial Diversion.

Walgreens, Starbucks, Luxor Cabs, PG&E, Recology, Academy of Art University, the San Francisco Hilton and the Emerald Fund provide financial, in-kind and volunteer contributions.

Recology and San Francisco Clean City Coalition are key partners in the program and provide Gigantic 3 service to the program, offering residents bulky item drop-off, recycling and composting. Last year, the program collected 45 tons of garbage, 70 tons of recyclables and 17 tons of organic waste.





# Graffiti Watch



Graffiti vandalism blemishes our neighborhoods. The Graffiti Watch volunteer program empowers individuals and groups to take ownership of heavily-tagged areas in their neighborhoods and remove graffiti from public property, including utility poles, trash cans, signs and other street furniture. In return, Public Works provides training and tools.

Removing graffiti quickly, ideally within 24 hours, is key to the

success of the Graffiti Watch program: The faster graffiti is painted over, the less likely vandals will return.

Last year we successfully recruited and trained 61 new Graffiti Watch members from the Mission, South of Market, Tenderloin, Chinatown, Hayes Valley, Park Merced and other neighborhoods.

The program boasts more than 375 active members.

**375**  
Graffiti Watch members

# Zero Graffiti International Conference



Photo: Rafael Ramirez

In January, Public Works along with San Francisco's Graffiti Advisory Board, San Francisco Beautiful and the Bay Area nonprofit Stop Urban Blight hosted the 2013 Zero Graffiti International Conference and declared a call to action to eradicate graffiti vandalism.

More than 150 graffiti fighters from all over the world gathered along with City leaders and Public Works graffiti unit staff to offer ideas and share ways to fight graffiti through public education, community involvement, the arts and the criminal justice system.

At the three-day conference, keynote speakers and workshop participants addressed the rise of hip-hop graffiti; the use of technology to report and track graffiti; the role of restorative justice programs in deterring graffiti; ways to involve the community; and effective criminal justice and legislative tools to prevent graffiti and to hold offenders accountable.

The gathering created a worldwide network of municipalities, neighborhood associations and businesses to share experiences that can help eradicate graffiti vandalism, recruit new graffiti fighters and ultimately reduce costs associated with the unwanted tagging.



# illegal dumping

**24,737**  
reports of illegal dumping

Last year, we responded to 24,737 reports of illegal dumping, a nearly 9 percent increase from 2011-2012 thanks to growing public awareness about this chronic problem. By engaging San Francisco neighbors as partners in reporting dumping and focusing door-to-door outreach on the most affected neighborhoods, we empowered residents and merchants to help us be more efficient and effective. This year, we attended 25 community meetings, discussed dumping problems with merchants during corridor walks, such as Spruce Up by Sun Up and Eco Blitz, and used the Giant Sweep campaign to promote our efforts.

With the assistance of an extended two-year CalRecycle grant, concentrated efforts in the southeastern portion of the City have resulted in cleaner and safer neighborhoods and a well-educated population. We mailed more than 7,500 letters to residents informing them of their responsibilities and refuse-collection options, and consistently followed up on violations. Through partnerships with merchant and neighborhood associations, Recology, the Police Department, the District Attorney's Office and the City Attorney's Office, we were able to address dumping issues with enforcement tactics and strategies.

Most debris consists of household items, such as furniture, mattresses and bags of refuse. Large-scale criminal dumping includes construction debris, shingles, glass, insulation, carpet, green waste and sometimes hazardous materials. Last year we responded to 80 percent of service requests within one to two days. Recology will be taking on more responsibility for responding to bulky item dumping, allowing us to put more energy towards proactive solutions, which have proven to have a longer-lasting and more significant impact on resolving this constant challenge.





# 33rd Annual American Community Gardening Association Conference

Driven by support of community gardening and our strategic goals of greening and enhancing the utility of public spaces, Public Works hosted, in August 2012, the American Community Gardening Association's (ACGA) 33rd annual conference in San

Francisco, with the theme, "Gardening on the Cutting Edge." We worked with the ACGA, Parks Alliance, Recreation and Park, Department of the Environment and local businesses and nonprofits to coordinate the

conference. Nearly 300 attendees from around the world attended 45 workshops, nine different Bay Area tours, a silent auction, evening celebration at City Hall and films at the Conservatory of Flowers. Conference topics ranged from urban land trusts to

seed libraries to gardening with youth, the disabled and college students. We organized the conference, produced materials, created and led tours, and managed conference finances.



Take these seeds and **plant them** in the early spring or fall. **Spread them evenly** and **place them gently** into the soil, but not too deep. Give them **water, sun** & bless them with **love**. In the spring and summer, they'll start to **bloom** and bit by bit **San Francisco** will become more **beautiful**.

One of our missions at San Francisco **Public Works** is to green the City. With this packet of **Baby Blue Eyes**, you can help. **Enjoy!**



# urban harvesting



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

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

We collected and donated 1,361 pounds of fresh produce. Food that is harvested through this program is donated to shelters, food pantries and other social service organizations. By making healthy produce more accessible, we are building a healthier city.

## 1,361

pounds of fresh produce collected and donated



## 145

street parks

# street parks

The Street Parks program is a partnership among Public Works, the San Francisco Parks Alliance and neighborhood groups to improve public open green space.

The program offers residents a way to take over underutilized parcels, such as vacant lots, street medians and weedy hillsides – some in poor condition and pocked by illegal dumping and other unhealthy and unsightly activities.

A street park can take the

form of community gardens, neighborhood beautification projects and stairways along the public right of way. These projects help to unify the neighborhood and increase needed open green space.

Last year, we hosted a series of networking workshops that allowed participants to collaborate on best practices and learn about available resources to assist them with their projects. During this time, we supported the continued development of

Progress Park, the Pennsylvania and 17th Street Railroad Garden, the terracing of the Athens Avalon Green Space, the landscaped stairway construction at Penny Lane, the renovation of the Hidden Garden Steps and the build-out of the Burrows Street pocket park.

Since the Street Parks program began in 2002, more than 350 people have registered to develop new gardens and street parks. There are more than 145 street parks in San Francisco.



# urban forest

**374** trees planted

**895** tree planting permits issued

**228** sidewalk landscaping permits issued

**1,029** City trees pruned





# tree transfer program

There are many benefits to an urban forest and maintaining it is essential to San Francisco's well-being. Regular tree maintenance keeps trees healthy and as a result improves personal health and air quality, reduces stormwater runoff, conserves water, reduces soil erosion, reduces noise pollution, creates wildlife and plant diversity, increases property values, takes up carbon dioxide and contributes to the beauty of the City. Lack of maintenance can cause limb failures that threaten public safety and damage property.

Public Works does not have the resources to prune and maintain trees at a frequency recommended by tree-care experts. Tough budget years have forced us to cut back on tree maintenance to protect the City's core services.

There are more than 35,000 street trees that are the maintenance responsibility

of the City. In order to sustain a healthy urban forest and align our assets with available resources, we have been transferring maintenance responsibility to property owners with street trees in the public right of way since January 2012.

Two-thirds of property owners already are responsible for trees in front of their properties, while the maintenance of the remaining one-third is provided by City crews to private property owners. For the program, the City proposed transferring maintenance responsibility of approximately 24,000 trees to individual property owners over seven years to allocate responsibility more equitably. Last year, we transferred 2,969 trees.

We will continue to maintain trees on street medians and City property and be responsible for responding to all emergency-related tree incidents.



# Grey2Green sidewalk landscaping

Our Grey2Green program invites San Franciscans to transform their sidewalk into a green oasis. We offer a low-cost permit for property owners to convert impervious sidewalk into garden space.

San Francisco was paved over during the residential development boom between the 1930s and the 1950s. Paved streets and sidewalks now comprise more than 25 percent of San Francisco's land area – more than all its parks combined.

Transforming portions of San Francisco's hardscape into greenscape improves the City's livability, creates opportunities for increasing both native and beneficial non-native species and habitat, helps decrease carbon monoxide levels, and increases permeable surface area to reduce runoff to an overloaded sewer system that, during heavy rains, causes the discharge of potentially polluted water into the Bay and ocean.

Sidewalk landscaping also increases property values, makes a more pedestrian-friendly environment, connects ecological corridors and creates better growing conditions for urban trees.

Some property owners receive notices from the City to fix sidewalks. This is a perfect opportunity to remove some of the concrete permanently and install a garden. Permits are required to ensure that the public right of way remains accessible to all users and to help protect the City and the property owner.

We offer many helpful tools, including plant palettes, lists of drought-tolerant recommended plants, permit information and applications, templates for designing a sidewalk garden and how-to videos.

We issued 228 permits to property owners for sidewalk landscaping last year.



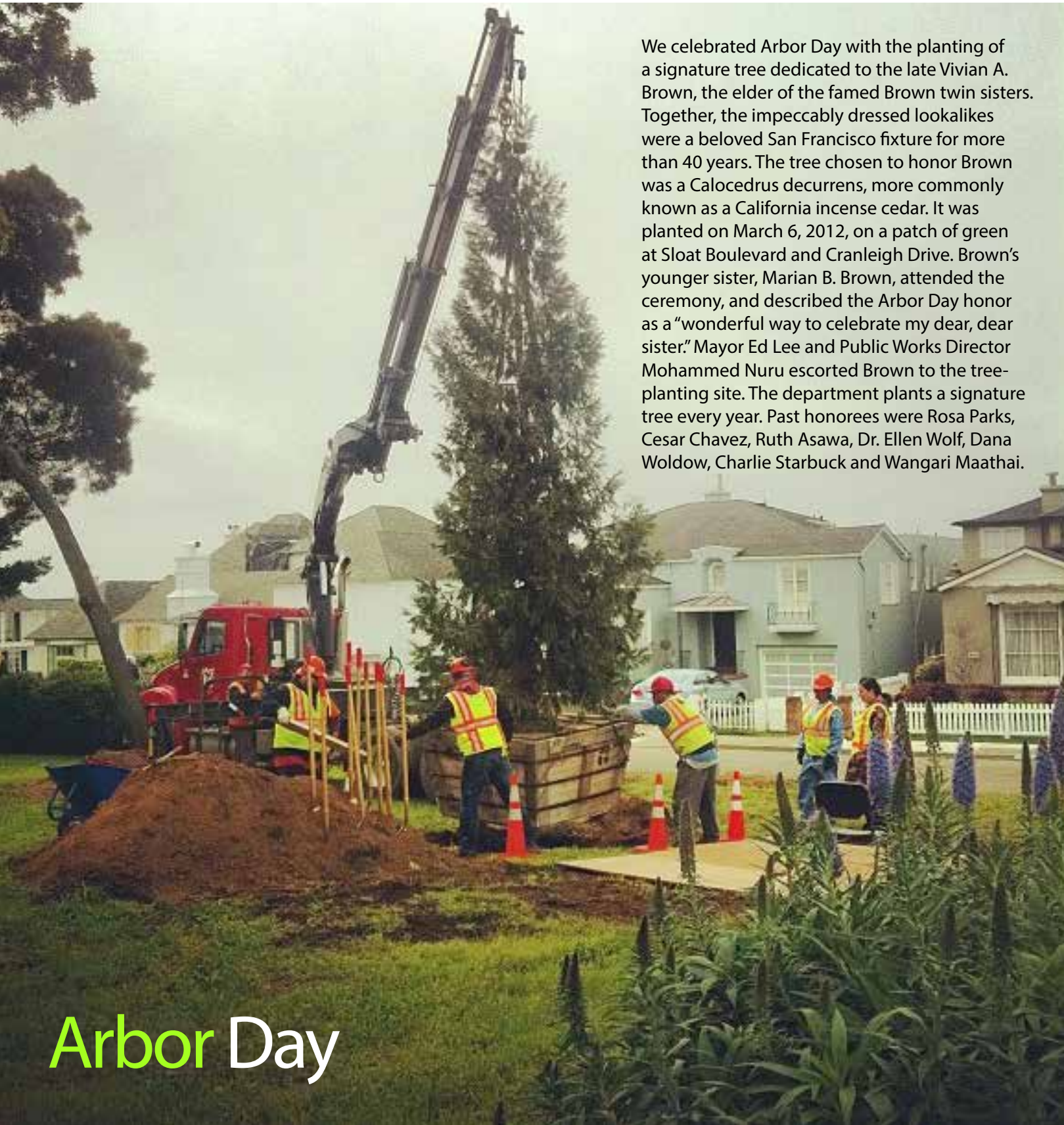
**100,910**

square feet of hardscape to softscape

**228**

permits issued to property owners for sidewalk landscaping





We celebrated Arbor Day with the planting of a signature tree dedicated to the late Vivian A. Brown, the elder of the famed Brown twin sisters. Together, the impeccably dressed lookalikes were a beloved San Francisco fixture for more than 40 years. The tree chosen to honor Brown was a *Calocedrus decurrens*, more commonly known as a California incense cedar. It was planted on March 6, 2012, on a patch of green at Sloat Boulevard and Cranleigh Drive. Brown's younger sister, Marian B. Brown, attended the ceremony, and described the Arbor Day honor as a "wonderful way to celebrate my dear, dear sister." Mayor Ed Lee and Public Works Director Mohammed Nuru escorted Brown to the tree-planting site. The department plants a signature tree every year. Past honorees were Rosa Parks, Cesar Chavez, Ruth Asawa, Dr. Ellen Wolf, Dana Woldow, Charlie Starbuck and Wangari Maathai.

# Arbor Day







# parklets

Parklets turn underused pavement and parking into beautiful green areas where neighbors and businesses come together to create community.

The Pavement to Parks program, a joint effort by our Bureau of Street-use and Mapping, Planning Department, Municipal Transportation Agency and Department of Public Health, assists property owners to

install parklets.

Parklets provide an economical solution for wider sidewalks and aesthetic enhancements to the streetscape that include planters, trees, street furniture and artwork.

These public spaces allow residents and business patrons to relax and enjoy the atmosphere of the City, primarily in areas where open

space and urban parks are lacking, or where existing sidewalks are not wide enough to accommodate vibrant street-life activities.

We work with the community on the eligibility, approval and installation of parklets within the public right of way.

Last year, we received 13 applications for new parklets; 11 were approved and six new parklets opened.

Parklets opened Fiscal Year 2012-13

Business location	Address
EHS Pilates	1452 Valencia Street
Sandbox Bakery	903 Cortland Avenue
Rapha Cycle Club	2198 Filbert Street
Cumaica Coffee	200 Clement Street
Other Avenues Food Store	3930 Judah Street
DNA Lounge	375 11th Street





# sidewalk repair

**251,863**  
square feet of sidewalk repaired

## Sidewalk Inspection and Repair Program

The Sidewalk Inspection and Repair Program inspects all sidewalks on a 25-year cycle with a schedule that prioritizes inspections based on pedestrian usage. Inspectors inform public and private property owners of sidewalk damage and quickly coordinate repairs to improve pedestrian safety.

Locations that receive priority for sidewalk inspection and repair are those identified with the greatest number of community elements: commercially zoned districts; Muni routes; sidewalks within 500 feet of schools, public facilities, hospitals or senior centers; and densely populated areas. The program also prioritizes areas in

accordance with the American with Disabilities Act (ADA), giving "...priority to walkways serving entities covered by the Act, including state and local government offices and facilities, transportation, public accommodations and employers, followed by walkways serving other areas."

Funding from the 2011 Road Repaving and Street Safety Bond helped us exceed our goals by funding the inspection of 200 square blocks and repair of 25,000 square feet of damaged sidewalk.

As a result of the assessments, we issued 3,341 Notices to Repair to private property owners, and 2,415 notices to public agencies and private utilities. The program has repaired 251,863 square feet of

sidewalk fronting 206 square blocks, of which 126,999 square feet are public.

## Accelerated Sidewalk Abatement Program

The Accelerated Sidewalk Abatement Program inspects and quickly repairs sidewalks with egregious conditions along the "throughway zone," an area defined by the City's Better Streets Plan, with ADA accessibility-related issues, around City-maintained trees and in front of City agencies.

With the 2011 Road Repaving and Street Safety Bond, the program repaired 51,181 square feet of damaged sidewalk around 106 public locations, exceeding the goal of 45,000 square feet.



# permits

We processed more than 26,000 and issued more than 23,000 street-use permits last year. This represented a significant increase in the number of permits processed and issued due to the upturn in the economy and the amount of ongoing construction projects within the public right of way.

Our permit division works with other City agencies, project managers and private development teams on various projects related to the Better Streets Plan, stormwater reduction plans, and the activation of Market Street and various plazas throughout the City.

Last year, we implemented new “No Parking Tow-Away” signs for all street-use permits issued to provide uniformity and clarity to the public and assist enforcement of public works and traffic codes.

We also supported revisions to the Mobile Food Facility Ordinance to set clearer rules and help the San Francisco Department of Public Health regulate food trucks and push carts in the City.

**23,000**

street-use permits issued



# Stockton Street Pedestrian Enhancement Program

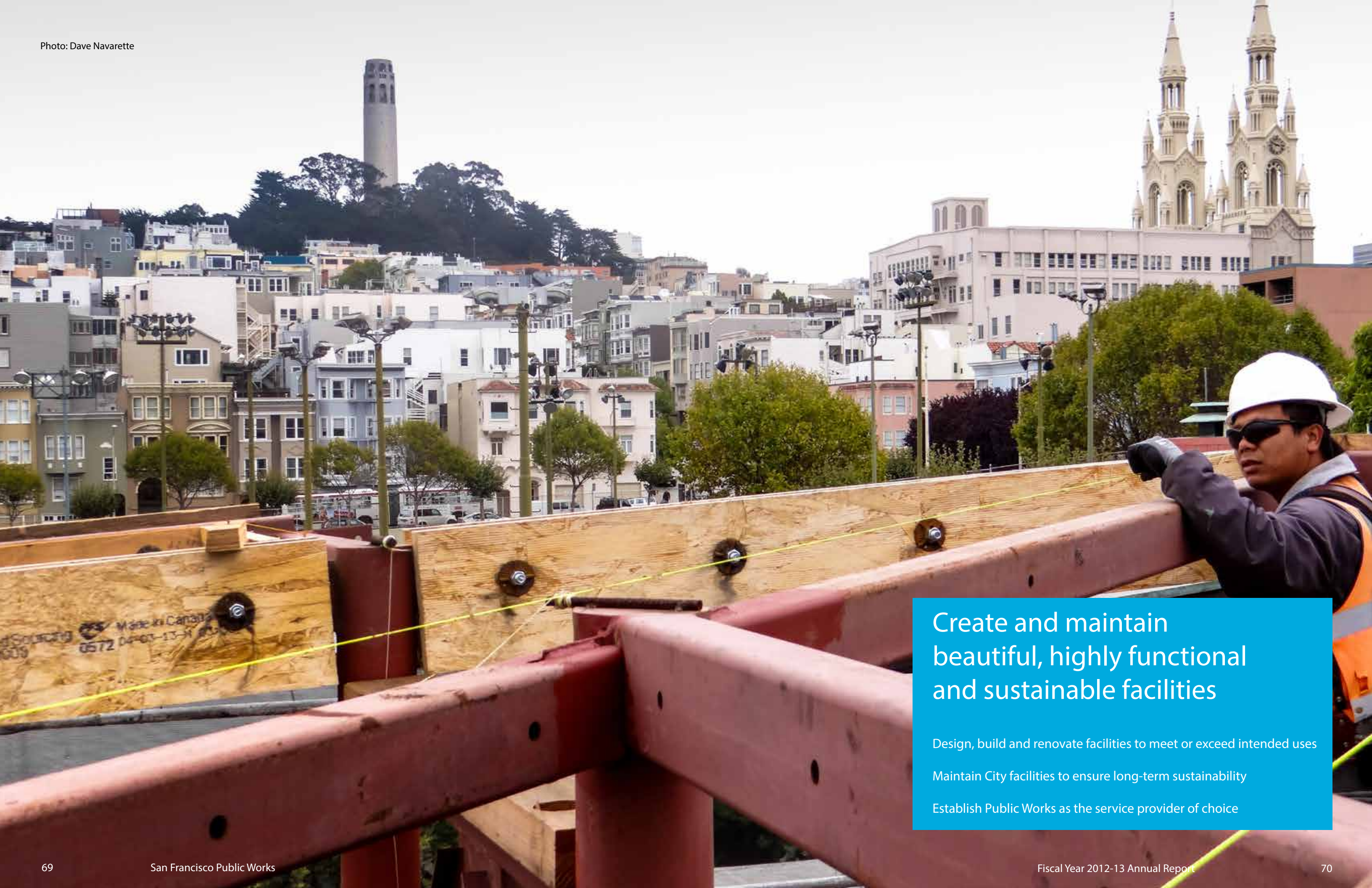
San Francisco's vibrant and culturally rich Chinatown neighborhood was the scene of the second annual Stockton Street Pedestrian Enhancement Program. Overseen by Public Works, the program, which began with a pilot in 2012, allows shopkeepers on the Stockton Street commercial corridor to secure a special permit to set up merchandise displays in the parking spaces fronting their businesses during the bustling Chinese New Year season.

Our permitting and inspection team worked closely with the Department of Public Health, the Municipal Transportation Agency and Chinatown business and community groups to make the program a success. For the two weeks leading up to the New Year, daytime parking was banned along the five-block stretch of Stockton Street, between Broadway and Sacramento streets, to make more room for merchant displays and to accommodate large crowds of holiday shoppers. Our crews, aided by neighborhood youth, set up metal police barricades every morning to mark off the expanded outdoor merchandise zone, and retrieved the barricades every evening.

The City has made the program an annual event.







**Create and maintain beautiful, highly functional and sustainable facilities**

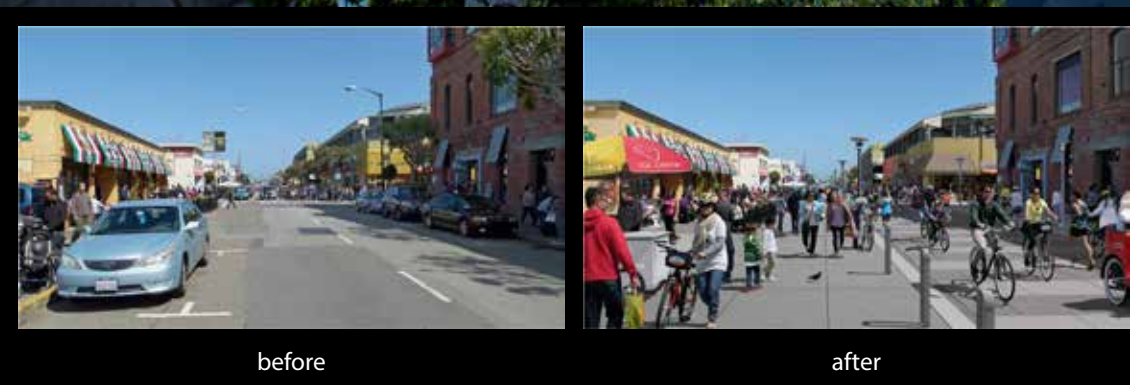
- Design, build and renovate facilities to meet or exceed intended uses
- Maintain City facilities to ensure long-term sustainability
- Establish Public Works as the service provider of choice



# Jefferson Street



Photo: Brian Wong



before

after

## Schedule

Construction:  
January-June 2013

## Budget

\$5.5 million, funded mostly through the general fund with the remainder from 2006 state Proposition 1B transportation funding

## Project Team

Public Works  
Planning Department  
Municipal Transportation Agency  
Port of San Francisco  
ROMA Design

A modern design and pedestrian-friendly upgrades provided a major facelift to the popular Jefferson Street corridor in Fisherman's Wharf and were a highlight of last year's completed streetscape projects.

Fisherman's Wharf is one of California's most visited destinations, with up to 100,000 people crowding the sidewalks on a busy day.

The Jefferson Streetscape Improvement Project, which underwent a public process for design and planning with

merchants and businesses along Jefferson, was implemented to improve the visitor experience and boost business. Construction met its ambitious goal of project completion before the opening series of the America's Cup boating races in the summer of 2013.

The project transformed Jefferson into a safer, more complete street with several improvements along the two-block esplanade, including the installation of geometrically patterned streets, widened sidewalks, new street lights for better visibility and bike parking. New landscaping, street trees and public seating further energized the public space.

Most significantly, Jefferson underwent a conversion from a one-way to two-way street, helping to calm traffic and improve bicycle and pedestrian safety.

The Jefferson project created a safer street that adds to the attractiveness and history of this landmark neighborhood, and exemplifies the caliber of streetscape improvements happening all over San Francisco.



# streetscapes completed



**19th Avenue**

This 15-block landscaping project, from Wawona Street to Lincoln Way in the Sunset District, enhanced the beauty and improved the safety of the entire length of this important thoroughfare.

Along the median, we planted drought-tolerant ornamental plants – primarily succulents – to soften the landscape.



**Marina Green Bicycle Trail**

This project completed a vital pedestrian and bicycle link in the San Francisco Bay Trail between Fort Mason and Crissy Field. This segment serves thousands of residents, commuters and tourists daily.

Improvements included widening segments of the path, repaving the entire length, removing existing barriers and upgrading accessibility. The project also complements the repaving of Marina Boulevard.

# streetscapes in construction



**Broadway Street Phase III**

Phases I and II of the Broadway Streetscape Improvement project, completed in 2005 and 2008, resurfaced and made transit and pedestrian improvements to two segments of Broadway.

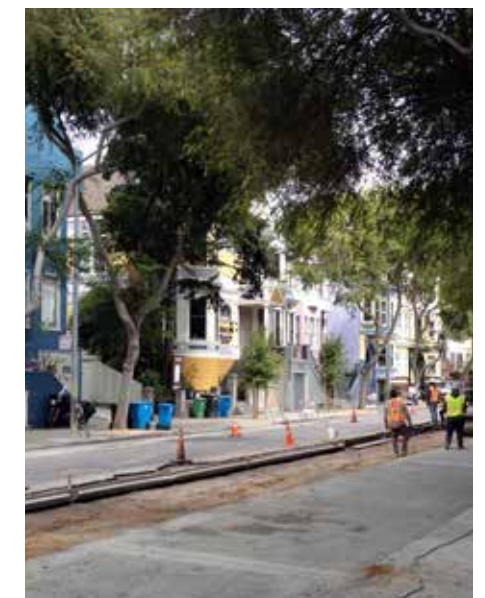
Phase III connects the previous work with streetscape improvements on Broadway between Kearny and Montgomery streets and resurfaces the roadway between Kearny and Battery streets.

The project includes sidewalk bulb-outs at intersections, new street trees, pedestrian-scale street lighting and roadway resurfacing and restriping.



**Cesar Chavez Street**

Streetscape work on Cesar Chavez, between Hampshire and Guerrero streets, will widen the existing median to allow for more street trees and landscaping; provide left-turn pockets for turning vehicles; widen the sidewalk at the corners; install stormwater planters that will add landscaping and provide for stormwater management; and upgrade the street lighting along the corridor to LED to provide brighter, whiter light and reduce energy consumption. Low-impact development features, such as permeable paving and bioretention, have been integrated into the street design.



**Folsom Street**

This project extends from 19th Street to Cesar Chavez Street in the Mission District and includes resurfacing and restriping the roadway and reducing traffic lanes from four lanes to two, with bike lanes between 19th and 24th streets; upgrading traffic-signal infrastructure; building bus bulb-outs to create more comfortable waiting areas, shortened crossing distances for pedestrians, and improved transit operations; and planting 42 street trees to complete the vision of Folsom Street as a beautiful, safe and accessible green connector for the neighborhood.



Great Highway

As a part of the Great Highway project that rebuilt and paved the roadway from Point Lobos to Sloat Boulevard, we added pedestrian safety and streetscape improvements between Fulton and Lincoln streets, parallel to Ocean Beach and on the western edge of Golden Gate Park.

The improvements included new curb ramps, pedestrian crossings and bicycle safety upgrades and the installation of a beautifully landscaped roadway median. The newly separated roadway means safer crossings for visitors to this world-famous beach destination and heavily trafficked state route. The median landscaping installation included 11,000 plants and shrubs, 83 decorative boulders and rows of pavers.

We accelerated the paving schedule, finishing four months ahead of the original timeline so that the work was completed for the celebrated annual Bay to Breakers race, which has its finish line on the Great Highway.



**11,000**  
new plants and shrubs

**16,000**  
tons of asphalt used

# streetscapes in planning and design

## Second Street

The Second Street Improvement Project extends from Market Street to King Street, stretching from downtown San Francisco to the SoMa district. The community identified the street as a primary pedestrian, bicycle and transit corridor and a green connector for the neighborhood. This project will implement

that vision by transforming Second Street into a more pleasant experience that improves safety and access for pedestrians, bicyclists, transit and drivers.

In accordance with the San Francisco Bicycle Plan, the project will provide designated bicycle space along the entire length of Second Street.

Streetscape improvements

may include special crosswalks and new street trees, a pedestrian refuge at the South Park Avenue intersection, and expansion of an existing pedestrian refuge at Harrison Street.

The project also includes roadway resurfacing, concrete curb reconstruction, the installation of ADA-compliant curb ramps and upgrades to the traffic signal system.



### Streetscape improvements also in planning:

- Balboa Street
- Bartlett Street
- Castro Street
- Irving Street
- Mansell Corridor-McLaren Park
- Polk Complete Street
- Polk Street-10th Street-Fell Street area
- Potrero Avenue
- Sloat Boulevard
- SoMa West
- Spofford Street
- Taraval Street
- The Wiggle



# Better Market Street



The Better Market Street project aims to rejuvenate Market Street from Octavia Boulevard to The Embarcadero. It calls for re-establishing the street as the premier cultural, civic and economic center of San Francisco and the Bay Area – a vibrant and inclusive destination where people want to live, work and visit – and to make it easier and safer for them to get around. The project is led by Public Works, in partnership with the Planning Department, Municipal Transportation Agency, San Francisco County Transportation Authority, Office of Economic and Workforce Development and San Francisco Public Utilities Commission.

## Public Workshops

The team conducted a second round of public workshops in July 2012, where we collected feedback on initial concepts and asked for help prioritizing specific improvements.

Based on these priorities, the team spent the next year advancing three design options. They were presented at a third round of public workshops and a webinar in July 2013<sup>1</sup>.

More than 300 people participated in thoughtful discussion<sup>2</sup>. They also had a chance to experience the vision of planners and designers<sup>3</sup> with the use of the OWL™ – a cutting-edge virtual reality device that premiered at the workshops, letting viewers see the conceptual designs as 3-D models and look around as if they were actually standing on Market Street in the future<sup>4</sup>.

Public Outreach

The team engaged in a variety of outreach activities, including pop-ups in October 2012, when we used a storefront and JCDecaux kiosks along Market Street to gather input on the design concepts from merchants, neighbors, and passersby<sup>5,6</sup>. We also held a design charette with representatives from 15 organizations to work together on design challenges and partnered with Walk San Francisco to present film showings of “This is Market Street” to more than 200 people<sup>7</sup>.

## Concept Design

The team finished conceptual designs for two versions of Market Street and one for Mission Street that illustrate the potential street designs and also visions for United Nations and Hallidie plazas. These conceptual design options aim to reconstruct Market Street for the 21st century, bringing Increased transit efficiency and speed to the Muni transit system; added bicycle capacity through an improved cycle facility; Increased safety for pedestrians and bicyclists; and more active public sidewalk spaces that support the City’s most important boulevard.

## Mission Street

The team identified constraints within the Market Street right of way to create a world-class boulevard for all users, and feedback from public workshops guided the Better Market Street project team to include Mission Street as a potential complementary corridor to improve both transportation and public life<sup>8</sup>.

## Partnering

The multi-agency team participated in a series of partnering sessions to establish a common understanding and commitment to the collaborative process of the project. During this series of meetings, the team defined the project scope for the 5-year project and 25-year City vision, and established decision-making protocols.







# Earthquake Safety and Emergency Response (ESER) Bond Program



for the highest level of health, safety and welfare achievable for all San Franciscans. ESER 2010 focused on three areas for improvements: the Public Safety Building, neighborhood fire stations and the emergency firefighting water system.

Planning, design and construction work continued on 23 of the City's fire stations, including roof repair, painting and refurbishing, mechanical and general facilities upgrades, comprehensive renovations and larger-scale seismic projects.

The topping out of the Public Safety Building in Mission Bay was celebrated in April 2013 and is scheduled for completion in 2014. Significant system-improvement work is under way for the emergency firefighting water system, for which the San Francisco Public Utilities Commission is responsible and Public Works oversees financially. Approximately 30 new cisterns are being constructed, with plans to improve or build two dozen more. Nine pipeline and tunnel projects have begun, as well as construction on core facilities, including the Twin Peaks Reservoir, Ashbury Heights Tank, Jones Street Tank and Pump Stations 1 and 2.

## Projects under the bond

- Seismic strengthening and facility renewal of selected fire stations (\$73.2 million)
- New Public Safety Building (\$243 million)
- Seismic strengthening of selected facilities of the San Francisco Public Utilities Commission's Emergency Firefighting Water System

(\$104.2 million)

## Budget

\$420.4 million bond approved by voters in 2010

We oversee a comprehensive program to enhance earthquake safety and emergency response by ensuring that police and fire

facilities and infrastructure are not compromised after a major earthquake or other disaster. The ESER bond program is part of the funding plan for the City's Justice Facilities Improvement Program, which defines a strategic approach to replace the seismically deficient Hall of Justice, located at 850 Bryant Street. Implementation

of the Justice Facilities Improvement Program relies on funding provided over many years by a combination of general obligation bonds and the City's general fund.

The \$420.4 million ESER 2010 bond, approved by 79 percent of San Francisco voters, represented the first phase of funding for improvements to essential public safety facilities and a wide range of projects to seismically upgrade the City's aging infrastructure and enhance emergency response





# Public Safety Building



**Location**  
Third and Mission Rock streets

**Schedule**  
Opening: November 2014

**Budget**  
\$243 million, funded by Earthquake Safety and Emergency Response Bond approved by City voters in 2010

**Project Team**  
Public Works  
HOK in association with Mark Cavagnero Associates  
SF Fire Department  
SF Police Department

**Contractor**  
Charles Pankow Builder

**Green Building** LEED Gold

Public Works is managing the construction of the Public Safety Building which will provide a new venue for the Police Department headquarters, and includes the relocation of the Southern District police station and construction of a new Mission Bay fire station. Both the police headquarters and the Southern District station

are located at the Hall of Justice, 850 Bryant St. This facility is more than 50 years old and does not meet current seismic codes. In the event of a major earthquake, the building is not expected to remain operational. The Public Safety Building is part of a larger strategy to relocate all functions out of the Hall of Justice.

The Public Safety Building is designed by HOK and Mark Cavagnero Associates. Our architects are responsible for programming, planning and

interior design services for the police headquarters office space, Fire Station 4 and the police station, as well as the rehabilitation of the adjacent historic Fire Station 30 that will serve as a multipurpose facility for the Fire Department and the community.

Construction began in December 2011 and a topping out ceremony was held on April 18, 2013 to celebrate the completion of the structural steel erection. Installation of architectural concrete walls began in May 2013, in preparation for the installation of the exterior curtain wall.





# San Francisco General Hospital

**151**  
subcontractors hired

**26%**  
of workers SF residents



incorporated into the design to allow the structure to move 30 inches in any direction. Last year, we completed the building's exterior and began the interior with wall framing and drywall; installation of major mechanical, electrical, plumbing and fire protection building systems; and weatherproofing. All state-issued hospital building permits have been secured, allowing major medical equipment to be installed.

Job creation has been one of the project's major accomplishments. Working with the general contractor Webcor Builders, more than 151 Local Business Enterprise (LBE) subcontractors have been hired and more than \$62.8 million awarded to LBE contractors, consultants, vendors and suppliers. As of June 2013, the project is tracking 26 percent for San Francisco resident local hiring. In addition, 129 affiliates with the CityBuild employment program, of which 29 are CityBuild Academy graduates, have been placed onto the project in various trades, including cement masons, laborers, carpenters, glaziers and iron workers.

**Location**  
Potrero Avenue  
between 22nd and 23rd streets

**Budget**  
\$887.4 million in Proposition A  
general obligation bonds, passed  
by City voters in 2008

Gayner Engineers  
FW Engineers

**Contractor**  
Webcor Builders

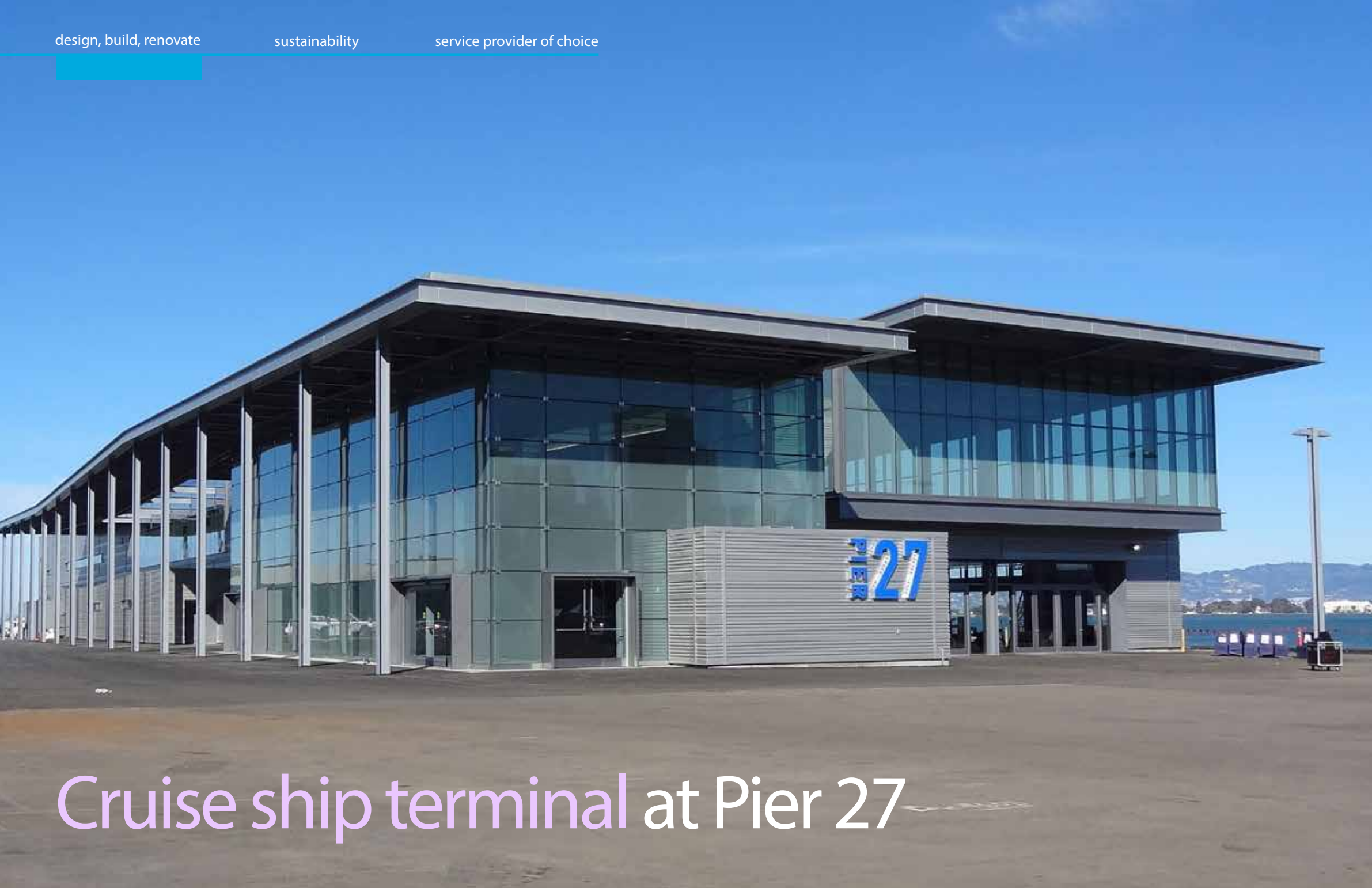
**Green Building**  
LEED Gold

- Schedule**
- 2012: Structural steel
  - 2013: Exterior enclosure
  - 2014: Interior build-out and licensing
  - 2015: Complete interior build-out and final site improvements
  - 2015: Target opening

**Project Team**  
Public Works  
Department of Public Health  
Fong and Chan Architects  
Robert La Rocca and Associates  
Brio Engineering Associates  
ARUP

Our project management team is overseeing the design and construction of the San Francisco General Hospital Rebuild Program on behalf of the Department of Public Health. The program includes the construction of a new state-of-the-art, 284-inpatient bed, nine-story acute care facility to replace the existing hospital that does not meet current seismic standards. To ensure that the hospital will remain operational in the event of a major earthquake, base isolators have been





# Cruise ship terminal at Pier 27



terminal, which will house ticket, baggage, customs, border-protection and security operations. Working within a tight schedule, we met our goal of completing Phase I in time for the America's Cup festivities.

During Phase II, the cruise terminal improvements will include installation of new maritime equipment, including a mobile overhead gangway for boarding passengers along the Pier 27 apron. The cruise ship shore-side power infrastructure will be in place to provide electricity to power the ship while in berth, allowing cruise ships to cease running their on-board engines.

The paved triangular, 3-acre area between Piers 27 and 29, or "the valley," is proposed as the ground transportation area for vehicle access at the cruise terminal. The proposed Northeast Wharf Plaza will provide 2.5 acres of open space at the western end of Pier 27 to support recreation and provide views of San Francisco Bay.

**Location**

Pier 27 at Battery Street on The Embarcadero

**Schedule**

Phase I  
Completion: February 2013  
  
Phase II  
Completion: July 2014

**Budget**

Phase I: \$67 million  
  
Phase II: \$43 million

**Project Team**

Public Works  
Port of San Francisco  
Turner Construction Co.  
KMD/Pfau Long JV Architects

**Contractor**

Turner Construction Co.

**Green Building**

LEED Silver

The Phase I project, managed by Public Works called for the demolition of the existing Pier 27 maritime shed, opening up the site for construction of an approximately 88,000 square-foot, two-level cruise terminal and the Northeast Wharf Plaza. The proposed size of the terminal was defined as optimal to serve current and anticipated ship-berthing requirements and passenger flows. Passengers departing and arriving in San Francisco will pass through the





# Bayview Branch Library

**Location**  
5075 Third Street

**Schedule**  
Opened February 2013

**Budget**  
\$13.5 million, funded by the City voter-approved 2000 Branch Library Improvement Program bond

**Project Team**  
Public Works  
San Francisco Public Library  
THA Architecture  
Karin Payson A+D  
Arts Commission

**Contractor**  
KCK Builders

**Green Building** LEED Gold

The Bayview Branch Library is the 23rd completed project in the bond-funded program managed by Public Works.

The new, seismically safe and accessible 9,000 square-foot library features a designated teen area, a children’s area with interactive learning spaces, an expanded collection of books and materials

with a large Chinese-language collection, more public computers, two quiet study rooms, an interior courtyard and a meeting room with after-hours access for community meetings and events. Environmental features include solar panels, two living roof gardens and an innovative air-circulation system.

The project required that at least 30 percent of the construction companies and trades building the new branch were certified as Local



Business Enterprises (LBE). The City far exceeded that threshold, with more than 68 percent LBE participation – surpassing all other similar projects.

A key feature of the new library building is a display of photograms created by artist and Bayview resident Ron Saunders. In addition, the building façade features 10 glass panels that depict images from historic photographs of the people and places from the Bayview neighborhood.





# Lafayette Park

**Location**

11.5 acres bordered by Gough, Laguna, Washington and Sacramento streets

**Schedule**

Opened June 2013

**Budget**

\$10.2 million, funded by the City

voter-approved 2008 Clean and Safe Neighborhood Parks bond

**Project Team**

Public Works  
Recreation and Park Department  
Arts Commission  
Jeff Miller (playground consultant)

**Contractor**

Bauman Landscape and Construction, Inc.

Lafayette Park extends four full city blocks in the Pacific Heights neighborhood with views of Twin Peaks and Alcatraz. While the existing site offered stunning

views and extensive paths, the park features were limited. Our goal was not only to renovate the basic infrastructure, but also expand park amenities to provide greater public use and enjoyment.

The new park, designed by Public Works, includes an accessible path to unite major



program areas. It starts at the children’s playground, picnic and restroom areas, rises to a seating area with views toward Twin Peaks, then winds toward two tennis courts and a dog play area, and culminates in a meadow with an amphitheater space. At the summit of the park with a view of Alcatraz and the San Francisco Bay, there is

a new picnic area and a nestled maintenance building.

An additional goal of the Lafayette Park project was to reduce lawn and introduce new plantings and habitat. The design, in combination with a new irrigation system, reduced water use and met new water-conservation guidelines.





# Fulton Playground and Clubhouse

**Location**  
855 27th Avenue

**Schedule**  
Opened October 2012

**Budget**  
\$3.15 million construction, funded by the voter-approved 2008 Clean and Safe Neighborhood Parks Bond

**Project Team**  
Public Works  
Recreation and Park Department  
Arts Commission

**Contractor**  
CLW Builder Inc.

**Green Building**  
LEED exempt; however sustainable and green design strategies were incorporated including energy efficient electrical and mechanical systems, and use of green and sustainable materials

Fulton Playground is located in the Outer Richmond neighborhood. The playground and the historically significant

William Merchant-designed clubhouse were redesigned and renovated by Public Works to meet the Recreation and Park Department's programmatic and operational needs and the demands of the park users. The outdoor play areas and courts were redesigned to comply with accessibility and modern play-structure codes. The location of the play areas, tennis court and basketball court was configured to improve staff supervision, and new covered-seating areas provide parents and guardians a place to relax while their children

play. The historic 1,913 square-foot clubhouse was seismically improved with a new deep foundation system and shear walls.

The project is unique in that the entire clubhouse was lifted and moved to allow for the installation of the new foundation system, and was later returned to its original location.

Much of the main clubroom and director's office original wood paneling were retained, preserving the original character of the 1938 building.







# Cayuga Playground and Clubhouse

**Location**  
301 Naglee Avenue

**Schedule**  
Opened August 2013

**Budget**  
\$6 million construction, funded by the voter-approved 2008 Clean and Safe Neighborhood Parks Bond

**Project Team**  
Public Works  
Recreation and Park Department  
Arts Commission

**Contractor**  
CDX Builders

**Green Building**  
This project was LEED exempt; however, significant sustainable

and green design strategies were implemented including incorporation of a living roof over the clubhouse multi-purpose room, natural daylighting, cross ventilation, energy efficient electrical and mechanical systems, and stormwater management and diversion.

Cayuga Playground is a 4-acre park located in the Outer Mission neighborhood. The park is unique in that it houses a vast collection of wooden folk art sculptures carved by former park gardener Demetrio Bracerros.

The Cayuga Playground and Clubhouse project, designed by Public Works, addressed many of the park's problems, including vandalism, vagrancy, flooding of the athletic field, infrastructure deficiencies,

and nonconformance with playground, building and access codes.

A contemporary 3,400 square-foot clubhouse replaced the former 1950s-era clubhouse. A new accessible children's playground and expanded outdoor patio replaced the

outdated play area. The outdoor tennis courts were completely redone and located in the area of the park that allows for improved supervision by staff. The restored gardens and sculptures have re-established Cayuga Playground as one of the most colorful and unique neighborhood parks.







# Sunset Playground

**Location**  
2225 Lawton Street

**Schedule**  
Opened November 2012

**Budget**  
\$14 million, funded by the voter-approved 2008 Clean and Safe Neighborhood Parks Bond

**Project Team**  
Public Works  
Recreation and Park Department  
Arts Commission

**Green Building**  
Designed for LEED Silver certification

**Contractor**  
CLW Builders Inc.

Sunset Playground, designed by Public Works, is a 4-acre park that occupies a full city block between 28th and 29th avenues. In addition to a recreation center, the site has two tennis courts, a basketball court, a baseball field and children's play area. Part of the surrounding fencing is topped by metal sculpture work, reminiscent

of wind and fog, by noted Bay Area artist Brian Tedrick. The recreation center contains a large gymnasium with retractable bleachers and a pingpong/exercise room. The clubhouse portion of the recreation center has a large community room, an office, a kitchen, bathrooms, and multi-purpose room.

The project scope included the

repair and renovation of the recreation center; new children's play area; new athletic field and courts; pathways; upgrades to the irrigation and lighting systems; modifications to the site to remove barriers and improve accessibility; and overall reconditioning of the park landscape.

Green features include rooftop solar collectors and a rain garden.







# Mission Clubhouse, Pool and Playground

**Location**  
3555 19th Street

**Schedule**  
Completed July 2013

**Budget**  
\$7.5 million, funded by the voter-approved 2008 Clean and Safe Neighborhood Parks Bond

**Project Team**  
Public Works  
Recreation and Park Department

**Contractors**  
Fineline Construction, Inc  
Azul Works Construction  
Yerba Buena Construction

Located in the heart of the Mission District, our design work included the renovation and seismic retrofit of the existing clubhouse and pool buildings, and renovation of the existing playground.

The clubhouse renovation

included a reconfiguration; accessibility, mechanical, plumbing and electrical upgrades; and seismic retrofits.

The pool building renovation included accessibility, mechanical and plumbing system upgrades; new pool deck and pool shell finish; and seismic retrofits.

The playground renovation and site work included

renovating the existing park space adjacent to Valencia Street; providing an accessible path of travel around the existing playground structures; providing sports court and pedestrian path resurfacing; adding a water play feature, fencing, planting and irrigation, a synthetic turf soccer field, furnishings (benches, picnic tables and shade structures); and improving lighting and drainage.







# Cabrillo Playground and Clubhouse

**Location**

851 38th Avenue

**Schedule**

Opened August 2013

**Budget**

\$4.5 million, funded by the voter-approved 2008 Clean and Safe Neighborhood Parks Bond

**Project Team**

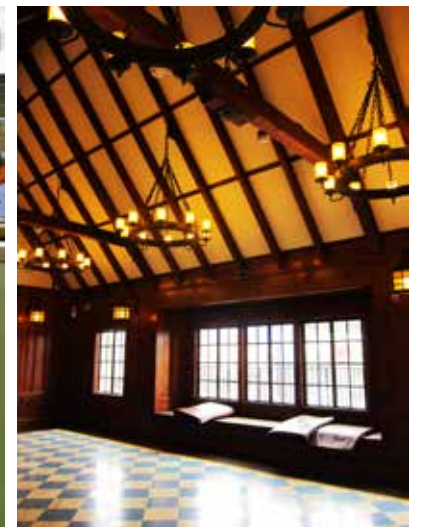
Public Works  
Recreation and Park Department  
Arts Commission

**Contractor**

CM Construction

The Cabrillo Playground and Clubhouse project, designed by Public Works, included the renovation of the 1,234 square-foot clubhouse, a tennis

court, two basketball courts and children's play areas. The clubhouse renovation included seismic and accessibility upgrades; a new kitchen; upgraded building systems; restored woodwork, windows and ceilings; and new period light fixtures. The playground, which is now 1 1/2 times larger than before, is designed around a pirate theme and has two distinct play areas for children of different ages.





# other completed projects



## Buena Vista Park

This project improved an existing, but run-down area of lawn at the base of the southeast slope of Buena Vista Park – San Francisco's oldest park. A larger capital improvement project completed in 2009 renovated a large area of the southeast park slope. The lawn project originally was part of the larger improvement phase, but wasn't included due to budget constraints.

The existing semi-circular lawn area was renovated with construction of a retaining wall at the base of the hillside; a new paved, accessible path leading to three new benches at the back of the lawn; turf restoration; and a large area of overgrown upper slope was restored with new native California plantings and erosion-control measures.



## San Francisco Office of AIDS

The San Francisco Office of AIDS renovation project consisted of interior renovation and tenant-improvement work on multiple floors of the Department of Public Health building at 25 Van Ness Ave. The building is an ornate and historically significant, seven-story neoclassical structure constructed in 1911. Due to the rapid growth of the AIDS office in recent years, the existing facilities no longer were able to accommodate the various research and program activities.

The renovation project reprogrammed and redesigned the existing facilities and expanded the AIDS office to the unoccupied first floor. The first floor expansion added 9,100 square feet of new clinical exam, interview and counseling rooms; additional chart storage; and administrative offices and related support spaces. The first floor tenant improvement was awarded LEED Silver certification for its numerous sustainability features and green materials.

Renovation on the third, fifth and sixth floors provided new community meeting rooms; upgraded exam rooms; relocation of the registry area to optimize storage and access; and improved offices and workspaces for staff and trainees to enhance productivity and efficiency.



## Brannan Street Wharf

Located on The Embarcadero between Piers 30-32 and Pier 38, the Brannan Street Wharf is a new 57,000 square-foot, wedge-shaped public park over the water.

The project required the demolition of historic Pier 36, a pier shed and platform that had been condemned due to structural deterioration.

Major project components included a 400-foot-long lawn area, a waterside walkway with seating, a shade structure and a small-craft floating dock for kayaks and recreational water vessels. The design recalls its San Francisco waterfront history by retaining the shape of Pier 38 in its original location and through interpretive exhibits. The wharf is designed to be mostly flat with the lawn contained in a raised planter of about 18 inches in height and surrounded by a wall for sitting. The openness of the site is intended to orient the wharf both toward the Bay and the adjacent neighborhood.

Work included construction of the new pile-supported public open space wharf, modification of portions of the existing promenade and repairs to the existing bulkhead seawall.



## Pier 43 1/2 Promenade

The new promenade extends The Embarcadero Promenade from Powell Street to Taylor Street, 880 feet into the heart of Fisherman's Wharf, and features views of the Bay, the historic Pier 43 ferry arch and Alcatraz. The \$10 million renovation project, funded in part by the voter-approved 2008 Clean and Safe Neighborhood Parks Bond, included removing the piers and sidewalk up to the seawall, repairing the seawall, protecting the shoreline and building a new public promenade – enhancing the quality of the pedestrian experience and providing more usable open space. The promenade features tables, chairs and landscaping with views of Alcatraz and the ferry arch. The Promenade also closes a gap in the San Francisco Bay Trail.

This new public promenade will serve millions of visitors each year – allowing them to pause and enjoy the view.

Construction work included replacing the seawall and creating a new concrete promenade along the waterfront; adding benches and new lighting; removing the deteriorated timber wharf; installing concrete piles to support the new promenade structure; reconstructing 1,000 feet of existing roadway; and improving accessibility and public safety.





## Palega Playground

Palega Playground, a Portola neighborhood favorite, offers the perfect balance of indoor and outdoor recreation space. This 80-year-old park and playground underwent a complete \$21 million makeover that includes a restored recreation center; new children's play areas and sports courts; new pathways; upgraded irrigation; lighting; and improved park accessibility. It reopened in November 2013.



## North Beach Branch Library

The new library will be located at the corner of Lombard and Columbus streets and will be approximately 8,500 square feet on two levels. Highlights include separate adult, children and teen areas; a program room with after-hours access for community use; an expanded collection of books and materials; more public computers; fully accessible spaces; and an environmentally sensitive green building.

Plans for the library and adjacent park are the result of input from hundreds of residents who participated in publicly held master-planning meetings.

This is the last of 24 library projects managed by Public Works. The project broke ground in November 2012 and is scheduled to reopen in 2014.



## Glen Canyon Park

Glen Canyon Park is a 66.6-acre recreation area located off of Elk Street and O'Shaughnessy Boulevard in the Glen Park neighborhood. The park is valued by local residents as a wildlife refuge in the City and offers visitors a 17,600 square-foot recreation center, including a gym, auditorium and offices; a two-story building used by Silver Tree Day Camp and Glenridge Co-op Nursery School; hiking trails and open space; two baseball fields; two tennis courts; and a playground. The canyon itself, one of the City's designated significant natural resource areas, has naturally forested slopes, native chert (rock) outcroppings and an abundance of wildflowers.

The improvement project will focus on a larger welcoming entry with a vehicular drop-off on Elk Street; a pedestrian path and landscaping; a new expanded children's playground; new tennis courts; and recreation center repairs and upgrades.



### War Memorial Veterans Building

The War Memorial Veterans Building, designed by Arthur Brown Jr., the architect of City Hall, was formally dedicated on Armistice Day, November 11, 1932. Since then, the building has been the site of numerous historic events, the most notable of which was the signing of the United Nations Charter in 1945. In 1989, the Loma Prieta earthquake caused damage at all levels of this historic building. The seismic assessment concluded that in a major earthquake, the structure would sustain significant damage and pose appreciable life-safety hazards to building occupants. In addition, the building has badly deteriorated building systems, comprised largely of the original 1932 equipment, including 80-year-old boilers. The seismic upgrade and improvements project provides the City with the opportunity to save and transform this underused civic asset into a vibrant and lively home for arts and veterans organizations. The \$96.5 million project is estimated to be completed in July 2015. All work will comply with the Federal Secretary of the Interior's Standards for the Treatment of Historic Properties.



Photo: Brian Wong





**Wastewater Sewer Collection Division and Sewer System Improvement Program Office Building**

The San Francisco Public Utilities Commission purchased the property located at 1550 Evans Ave. in the fall of 2012 after considering other sites, including a new building to be built at the Griffith Yard Pump Station. There are two buildings on the site: a two-story office building and a warehouse. The existing office building will consolidate the Wastewater Sewer Collection Division and the Sewer System Improvement Program into one location. The project consists of improvements to an existing two-story, 32,600 square-foot, steel-framed office building and construction of a two-story, 6,000-square-foot, steel-framed addition.

We provided design services through the Conceptual Engineering Report phase on the Griffith Yard facility. We also assisted the San Francisco Public Utilities Commission on the due diligence studies associated with purchase of the property and provided architectural and engineering services for the existing building and addition.



**Larsen Playground**

The Larsen Playground Renovation Project's goal is to improve and expand upon the existing Larsen Playground located on the west side of the City at the corner of 19th Avenue and Vicente Street. The existing playground will be demolished and replaced with new play areas that are at least twice as large as the one there now. The new playground will feature a custom-designed airplane that will reference the iconic Navy jets (four different ones from the 1950s to 1990s) that used to occupy the lawn area. Growing up in the district, neighbors have fond memories of playing on an original jet plane and are happy to be bringing an essence of the former planes back to the new playground.



**Municipal Transportation Agency Public Plaza**

The plaza will be the first large open space of its kind in the Ingleside neighborhood. Located off Ocean Avenue at Phelan Avenue, the public plaza will serve as the heart of the community, bringing together people from surrounding neighborhoods, City College of San Francisco, new family housing currently under construction on Ocean and nearby offices.

The elongated shape of the plaza will include seating, large open areas for multi-purpose use, special and unique paving, landscaping and lighting. The community also is excited about the north end of the plaza where a 14-foot tall climbing sculptural element is proposed.





### Moscone Expansion Project

The Moscone Center – San Francisco’s primary convention, exhibit and meeting facility – consists of three components that were developed over the last 30 years. They encompass more than 2 million square feet of building area that includes more than 700,000 square feet of exhibit space, up to 106 meeting rooms and nearly 123,000 square feet of lobbies. As the City and the convention industry continue to grow, the Moscone Expansion Project plans to meet that need by expanding exhibition space and

increasing the amount of flexible meeting and ballroom spaces. The project also contemplates a number of urban design and streetscape elements to improve Moscone’s connection to the surrounding Yerba Buena neighborhood and to make travel safer and more convenient for cyclists and pedestrians.

As project manager, Public Works plans to maintain convention operations throughout this entire process and follow a strict construction timeline.



### Fire Station 16

Fire Station 16, built in 1930, is located at 2251 Greenwich St., in the Cow Hollow neighborhood. As a part of the 2010 Earthquake Safety and Emergency Response Bond program, the station will be torn down and rebuilt to be seismically safe.

A new station using the same footprint has been reorganized to comply with current code and the San Francisco Fire Department’s programmatic and operational needs for a modern firefighting facility.

The station also includes adding new communications technology, upgrading the antiquated systems in existence since the original station was built. Also new to this station will be the “Dormette” model – individual sleeping rooms and bathrooms that will replace the dorm arrangement and make more efficient use of space by eliminating the need for separate spaces for men and women.



### Joe DiMaggio Playground

By relocating the new North Beach Branch Library to a former parking lot known as “the Triangle” and closing off the adjacent portion of Mason Street, additional open space became available to build and expand the Joe DiMaggio Playground. Plans include enhanced children’s play areas, access improvements, new pathways, seating and landscaping.





#### San Francisco Public Library Teen Center

The new Teen Center for the Main Library will provide a digital learning lab to increase the skills and knowledge of digital media and technology that are not typically available to youth. The Teen Center will offer multiple spaces designed for creativity and performance while promoting learning and the exploration of new technology.

Public Works' Building Design and Construction worked closely with a group of young students, through a series of design charrettes, to help determine the requirements of the space and to choose the conceptual design. The youth also are involved throughout the design process to ensure the space fits the current needs of teens. The Teen Center will provide a series of spaces to allow for both digital and artistic development. The center will include sound and video recording studios and also will provide inspiring places for study and research while promoting group interaction. The design will provide an open and flexible layout to allow for variation and adjustments for future use and technologies.



#### Rossi Playground restroom

The project replaces the existing restroom building located at the Rossi Annex, a mid-block property, located off Edwards Street and across the street from the Rossi Playground. The new restroom is a traditional prototype design approved by the Recreation and Park Department to be the standard restroom building for its properties. The new restroom will be accessible from the street via a new path. Other site improvements include replacing the existing chain-link fence with a new ornamental fence.



#### Sunol Yard and Alameda Creek Watershed Center

Public Works is designing new environmentally friendly buildings and site improvements at the San Francisco Public Utilities Commission Sunol Yard in the East Bay.

The Sunol Yard Improvements will include construction of new buildings, replacement of most of the existing buildings and site improvements throughout the yard. New buildings and structures include an administration building, three shop buildings, four covered storage structures and a canopy for above-ground fuel tanks.

Temple Road improvements will include new paving, landscaping and restoration of the main entrance gate between Temple Road and Highway 84.

The Alameda Creek Watershed Center will be a new facility located near the Sunol Water Temple to serve the community and water temple visitors. It will consist of buildings with exhibit spaces, conference areas, classrooms and Alameda Creek Watershed Center offices.





## Solar panel installation - Alvarado Elementary School

Last year, the Bureau of Building Repair installed 180 solar panels on the rooftop of Alvarado Elementary School in Noe Valley. The panels are the first to be designed, installed and owned by City agencies.

The San Francisco Public Utilities Commission designed the panels and estimates they will generate up to 50 kilowatts per day and fulfill about 40 percent of the school's power demands.

The Alvarado project, which went online in November 2012, is the first of many installations planned for the City's schools.



## Civic Center Sustainable Project

The San Francisco Public Utilities Commission received a grant from the U.S. Environmental Protection Agency for the Civic Center Sustainable Project to evaluate opportunities for the sustainable management of water, wastewater and stormwater in the Civic Center district.

Last year Public Works retrofitted many plumbing fixtures in some of the district's iconic buildings. The project resulted in immediate water and wastewater savings with the replacement of nearly 600 old and inefficient toilets and urinals in six Civic Center buildings, including City Hall, the Department of Public Health, War Memorial Opera House, Davies Symphony Hall and Bill Graham Civic Auditorium.



# service provider of choice

Public Works strives to be the service provider of choice for City and County of San Francisco agencies by determining what our clients want and then delivering the projects and services that meet or exceed expectations on quality, schedule and budget.

The following projects are a few examples of our partnerships with sister agencies.



**Sunset Boulevard signals**  
Municipal Transportation Agency

To improve pedestrian safety on Sunset Boulevard, the Municipal Transportation Agency allocated federal Highway Improvement Safety Improvement Program and local Proposition K sales tax funding to have Public Works add pedestrian countdown signals at four key intersections. We also bolstered safety by installing large 12-foot traffic signals on separate poles to make them more visible to drivers. Additional intersections will be improved to complete the Sunset corridor.



**Folsom and Russ streets signals**  
Office of Community Investment and Infrastructure

With the support of local neighborhood organizations and schools, Public Works installed new traffic signals at the intersection of Folsom and Russ streets. The new signalized crossing provides pedestrians safer crossing to a neighborhood park across a busy intersection. In addition, streetlights were added to improve safety and visibility.



**Fell Street and Masonic Avenue signals**  
Municipal Transportation Agency

Public Works installed a red light camera system and a new mast arm signal at Fell Street and Masonic Avenue in response to the high number of collisions occurring between bicyclists using the popular Panhandle bike path and westbound vehicles making illegal left turns onto Masonic Avenue.



**Wastewater Enterprise facility security**  
San Francisco Public Utilities Commission

To ensure the safety of plant personnel and proper operation of essential water management facilities, Public Works will upgrade the digital video management and access control management systems at the Southeast Water Pollution Control Plant at 750 Phelps St., the Oceanside Water Pollution Control Plant at 3500 Great Highway, and the Westside Pump Station at 3000 Great Highway. The project began in September 2012 with expected completion in December 2013.

Security system upgrades will replace security gate operating mechanisms, replace or install access card readers with controllers and security cameras and install perimeter fencing and gates.

The new security equipment, combined with the expansion of network management servers, will allow personnel to monitor and protect the facilities from the central control room or a remote site. The new communications network is a necessary upgrade, making use of fiber optic cables and a backup wireless network to provide more reliability and flexibility.





**Deliver world-class public service**

- Retain, develop and recruit a capable, motivated and diverse workforce
- Embrace organizational efficiency and innovation
- Communicate effectively



# Public Works Week

Public Works Week, in May 2013, was packed with activities. From introducing students to the world of engineering to recognizing our dedicated staff for decades of service, Public Works Week demonstrated and educated the public about the great work we do for San Francisco everyday.

## Food, fun, and fiddling: Public Works picnic

We were at Youngblood-Coleman Playground for our annual Public Works picnic with family and friends, eating great food, playing sports and hanging out!



## Public Works project tours

Tours showcased the best of Public Works, including behind-the-scenes looks at the new Public Safety Building, the SF General Hospital rebuild and more. We also hosted a parklet bicycle tour with the Planning Department.



## Building our future: architecture and engineering open house

The design and construction offices hosted 100 fourth- and fifth-grade students and taught them about the City's public buildings and infrastructure through hands-on design projects, demonstrations and other fun activities.



## Creating jobs, crafting futures: operations open house

This year, the operations yard opened its gates to people interested in careers with Public Works by holding an event for young women and men to learn about the skills needed and the paths to be taken for careers in the crafts trades.



## Celebrating our own: awards and pin ceremony

The annual employee recognition awards and anniversary pin ceremony was held at City Hall's south light court to congratulate the more than 150 employees who have reached a milestone in their careers at Public Works.



## Making progress: Strategic Plan update

We held our spring Strategic Plan update where the champions of the strategic goals gave a "show and tell" of how we measured up to the benchmarks that we set for ourselves.



# DPW University

Launched during the fiscal year, DPW University's goal is to provide Public Works employees core-competency courses that bolster professional development, create a common understanding of Public Works business practices and policies, strengthen a results-driven culture and retain a motivated and diverse workforce to better serve our government partners and the public.

## Fiscal Year 2012-13 courses

1. General Conditions and Contract Administration
2. Change Orders
3. Basic Scheduling, Delay Claims and Constructive Acceleration
4. How to Communicate Design Ideas Effectively to Clients
5. Understanding and Leading an Ethical Project Team and Performing Efficient and Effective Constructibility Reviews

"DPW University is our commitment to giving our employees the tools they need to grow professionally, remain competitive in the industry and better serve the public. It provides cutting-edge training and skill development for our workforce to succeed."

- Director Mohammed Nuru





# emergency preparedness

Our disaster preparedness program uses emergency management strategies of planning, training and correcting to improve our ability to mitigate hazards and prepare for, respond to and recover from natural and other disasters.

Disasters may strike at anytime. The U.S. Geological Survey calculates a 63 percent probability for one or more earthquakes with a 6.7 magnitude or greater in the San Francisco Bay Area before 2032. The U.S. Department of Homeland Security designates San Francisco as a possible terrorist target.

If there is a disaster, Public Works will be called upon to assist residents, businesses, workers and visitors in San Francisco.

Creating and maintaining an organization that is prepared to efficiently and effectively respond to all levels and complexities of disasters requires continuous preparation and training.



Mobile command van (Photo: Rafael Ramirez)





# training

**21,000**

hours of training completed

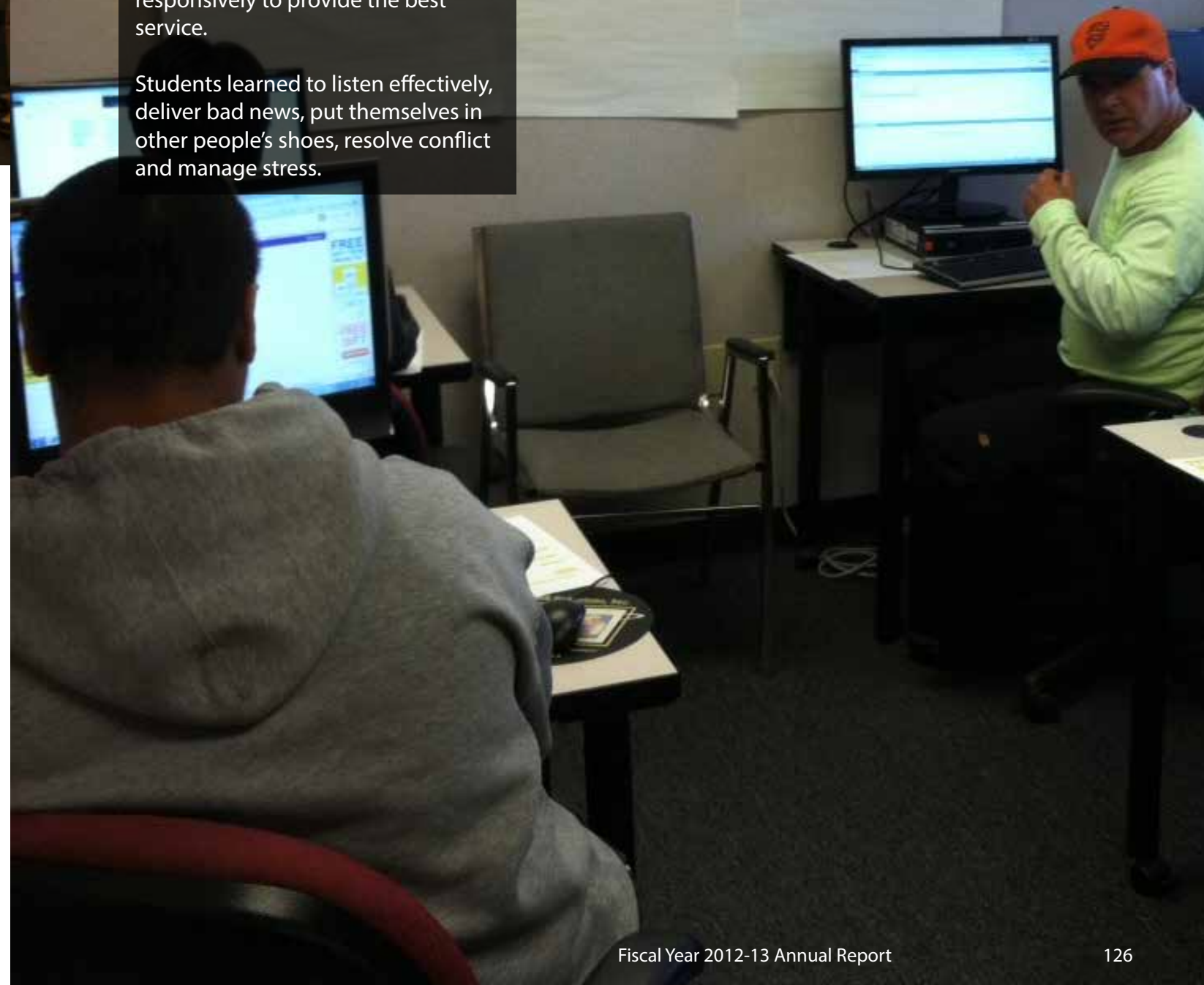
**58%**

of employees completed 10 hours or more of training

Public Works staff completed more than 21,000 hours of training for 1,137 employees, with 58 percent completing 10 or more hours.

In addition, the General Services Agency offered the Employee Enrichment Workshop, where 203 employees learned how to communicate effectively and responsively to provide the best service.

Students learned to listen effectively, deliver bad news, put themselves in other people's shoes, resolve conflict and manage stress.



## Fiscal Year 2012-13 accomplishments

Last year, we prepared all employees to carry out their emergency response responsibilities by:

- assigning our employees to emergency response teams and reporting locations
- modifying our organizational chart to include the emergency response assignment of each position and work unit
- conducting our Department Operations Center (DOC) group activation and reporting drill with the California ShakeOut exercise
- completing National Incident Management System trainings
- conducting two DOC

functional exercises: one with the Department of Defense on road clearance and another involving Public Works DOC command and general staff coordinating radio training with Cal Guard and other City agencies

- Activating the DOC for five events: Giants World Series parade and post-parade rally, Fleet Week, America's Cup, New Year's Eve and Bay to Breakers
- supporting the activation of the City Emergency Operations Center (EOC) on seven occasions

We enhanced department policies and procedures by:

- publishing and conducting training on the Post Disaster

Safety Assessment Guide. The guide was adopted by the City Administrator and 14 City agencies, including the Department of Emergency Management

- providing radio room training on new update procedures, which include text messages
- updating and posting DOC activation manual for staff

We improved our capacity to prevent, mitigate, protect against, respond to and recover from all types of emergency events by:

- adding mobile command van from the Department of Building Inspection to our fleet
- upgrading the communications van with the ability to patch into fire, police and other radio systems





# health and safety



Public Works promotes workplace health and safety through education and consultation. Our Safety Action Plan continuously improves the safety program and reduces injury, illness and motor vehicle accident rates, with the goal of achieving an injury- and accident-free workplace. We achieved a 5 percent reduction in recordable injuries and lost workdays over the year.

### Wellness

Last year, we held the fifth annual Health Fair to increase and promote health awareness through education and prevention and to provide staff

with fun physical activities, such as rock climbing, tricycle racing and pingpong.

The Health Fair also provided immunizations, blood pressure checks and medical screenings to our employees. In addition, a variety of information booths were available to help our employees learn more about the many health-related programs, services and providers located in our community.

### Motor vehicle accident prevention

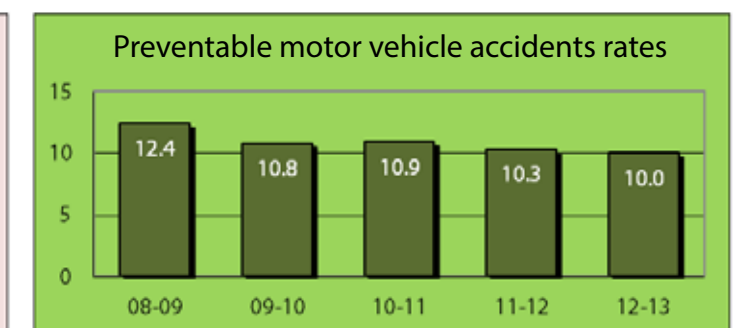
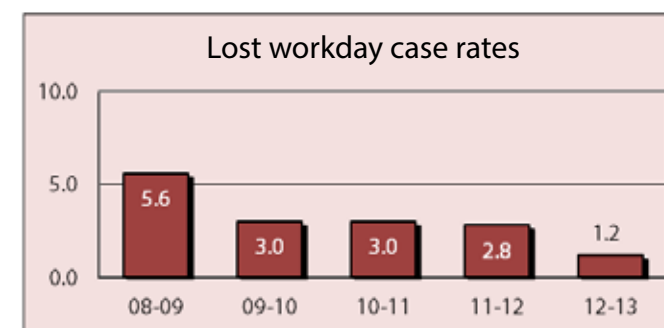
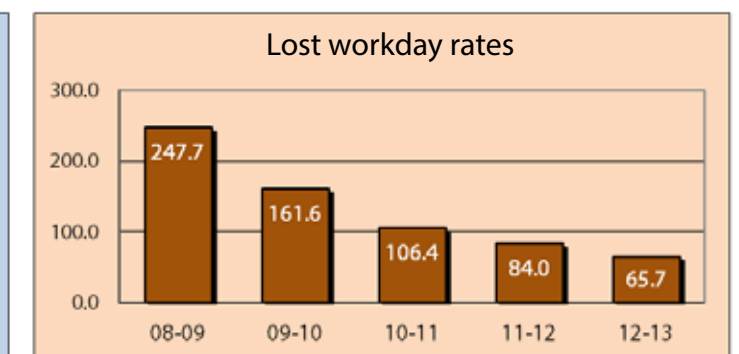
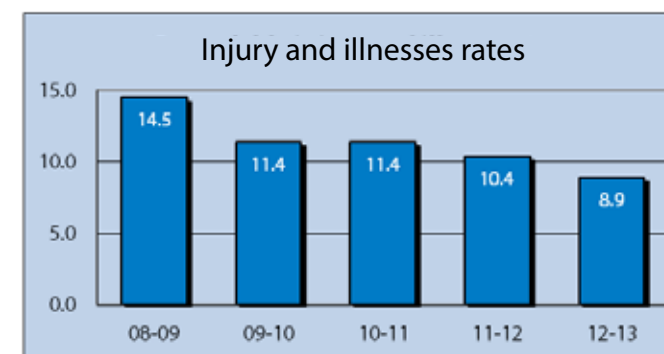
As part of the efforts to continue to reduce

motor vehicle accidents in Public Works, drivers received refresher behind-the-wheel, defensive-driving training. Monthly safety training highlighted the use of safety belts and distracted driving.

Terrance "Terry" Costello (right) has driven truck for Public Works for more than 16 years and has never been involved in a preventable accident.

Costello's extraordinary achievement was recognized by the National Safety Council, which honored him with the Safe Driver of the Year Award for the Pacific region in 2013.

### Fiscal Year 2012-13



**Injury and illnesses rate** = number of recordable cases x 200,000 hours ÷ total staff hours worked during period  
**Lost workday case rate** = number of lost work day cases x 200,000 ÷ hours total staff hours worked during period  
**Lost workday rate** = number of calendar days lost x 200,000 hours ÷ hours total staff hours worked during period  
**Preventable motor vehicle accidents rate** = number of preventable motor vehicle accidents x 100 ÷ vehicle count





# information technology

## Help desk

The Public Works Information Technology (IT) help desk is a central point of support for our information technology infrastructure and applications. A team of eight IT technicians work to install hardware and software, reset passwords, resolve printing problems and troubleshoot problems with applications. There were 8,722 service requests last year.

# 8,722

help desk service requests



### Computerized Maintenance and Management System Project (CMMS)

IT created a system to support and manage properties and the public right of way maintained and operated by Public Works and the City's Real Estate Division and improve coordination and communication with their client agencies.

There are two major phases of the project: facilities and right of way.

Information on all right of way assets managed by Public Works, including street segments, intersections, curb ramps, medians, trees and plazas are stored in CMMS and integrated with Public Works' Geographic Information System (GIS).

Upcoming improvements include

a software upgrade, mobile management and the completion of the integration of assets maintained by our Bureau of Street and Environmental Services and Urban Forestry. Since implementation, more than 36,000 service orders have been managed by Public Works.

### Public Works Enterprise Project Management System

Public Works implemented the Enterprise Project Management System to track capital projects from the design, engineering, construction management and project management groups.

The system provides the source data for DPWStat, a monthly project review meeting for the design and construction divisions that reports on project, financial

and schedule information to Public Works staff and client departments.

### Envista

Public Works launched Envista in April 2013. The web-based program helps City departments, utilities and state agencies coordinate construction work on the City's streets to minimize costs and disruptions to the public. Information on special events, such as parades, foot races and community festivals, is included on Envista to reduce construction-related surprises.

A public version of Envista debuted to give residents and businesses real-time information on projects in their neighborhoods.

### Business Impact Analysis Project

In Fiscal Year 2012-13, Public Works started the Business Impact Analysis project, a method for assessing disruptions to Public Works' key services and gathering information needed to develop recovery strategies to resume our core functions after an emergency. We looked at such areas as network connectivity, staffing, equipment, power supply, outside vendors and contractors. We also prioritized the steps needed to recover critical systems.

### Wireless access for Public Works

IT installed wireless service at all Public Works locations, providing full Internet access for employees and limited access for guests and contractors.





## tablets

Public Works implemented electronic tablets to collect field data, allowing inspectors to remain in the field longer to increase the number of inspections and reduce duplicate data entry and office time.

All Bureau of Street-use and Mapping inspectors are now using tablets. Productivity has more than doubled and new improvements have been made to streamline the process even further by grouping inspections within specified geographic locations. Data entry and access to data in the field also have contributed to productivity.

The graffiti unit has experienced as much as a threefold increase in productivity. Almost everything now can be completed and accessed in the field, such as data, complaints and pictures captured in initial and follow-up inspections.

In addition, the tablets provide tree inspectors full field access to their inspection cases and inspection history of each tree.

Infrastructure Design and Construction inspection staff are testing the tablets, allowing them remote access to documents and plans stored on the department's servers and providing remote connections to their desktops and terminal servers.



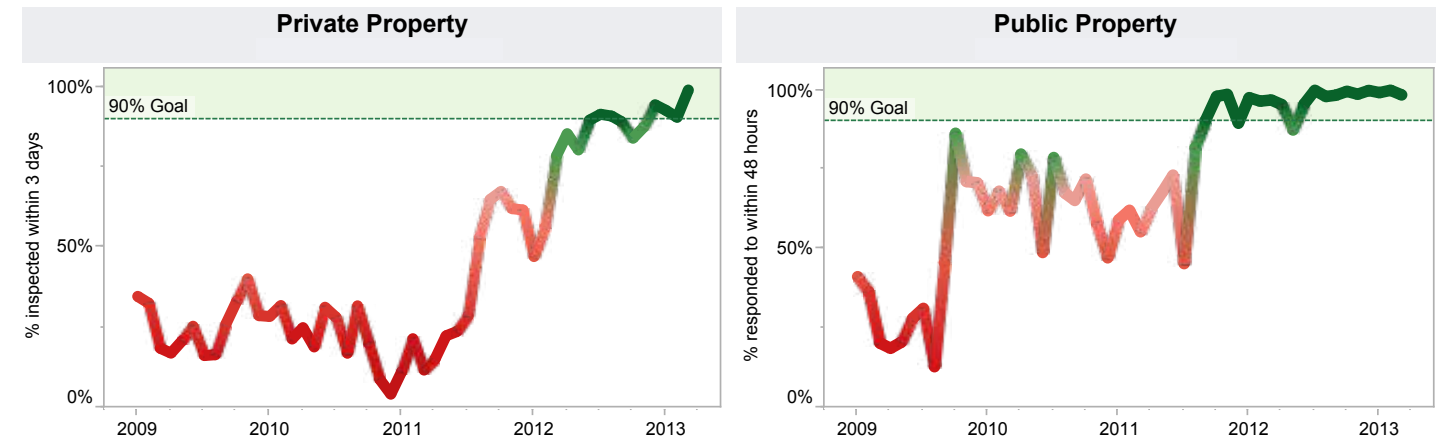
# DPWStat

Since October 2010, department managers and line staff have used the performance management tool DPWStat to measure and monitor key operational activities with the goal of improving the timeliness, efficiency and quality of service delivered to the public and our clients. Budget, Finance and Performance Division staff created dashboards on performance using information from our data warehouse. At monthly department-wide meetings, managers and supervisors presented dashboards and discussed bureau services, highlights and challenges.

Last year, DPWStat added design and construction disciplines, and useful dashboards were created with data from the new Enterprise Project Management and Computerized Maintenance Management systems. This process helped the department reallocate resources and improve accountability of managers and line staff in achieving our mission.

DPWStat can help us solve problems. The tracking of our graffiti-response rates is a great example. DPWStat helped demonstrate the need to reorganize and shift graffiti unit resources. The response rate steadily climbed towards our goal of 90 percent, a level frequently surpassed throughout the past fiscal year. The service level goal for addressing graffiti on private property also was improved.

**Graffiti Monthly Response**  
July 2009 - September 2013



**Private Graffiti Volume Entered by Quarter**







## business services

With a diverse staff including managers, supervisors, professional accountants and financial and contract analysts, the Business Services Division (BSD) works with all Public Works divisions, the vendor community and client departments of the City.

BSD reviews and enters Public Works' accounting and purchasing transactions on the City's online accounting system; prepares grant and other agency billings; monitors job orders to ensure compliance with funding source guidelines; coordinates with granting agencies to prepare City departments for grant audits; provides administrative support for business systems; and prepares account reconciliations and financial reports. BSD is also responsible for contract

administration and compliance, which involve the development and administration of the competitive bidding processes for construction and professional services contracts.

### Public Works' new website portal

In August 2012, BSD unveiled the new Contracts and Bid Opportunities website portal to make working with the City easier for local contractors. Since its launch, the portal has improved access to Public Works contract information and increased transparency along all stages of the contract process for local contractors and consultants.

### Prompt-payment directive

In addition, the portal enables prime contractors and subcontractors to track the status of Public Works payments online – in real time. In June 2013, in compliance with the Mayor's Executive Directive 12-01 to improve the prompt-payment process for contractors, BSD implemented a payment system that sends an automated email notification to all listed subcontractors when the prime contractor is paid, enabling contractors to manage their finances and businesses much more effectively.

### MyTime

Our workforce became even more productive, efficient and profitable this year with the launch of MyTime, our new web-based timekeeping system. Working in collaboration with Information Technology, BSD replaced the outdated system that had been utilized by Public Works for 18 years.

The MyTime system is designed to eliminate redundancies, increase speed, maintain a high level of security and reduce opportunities for timekeeping and payroll errors. It enables employees and managers to better collect, submit for approval and track time and attendance information online.

Because MyTime has a browser-based design, the program is very intuitive. The simpler interface and clearly tabbed sections make MyTime easy to understand and navigate – a big improvement over the former cumbersome system. It allows staff to concentrate less on tracking time and more on production and efficiency.

### Workflow automation

With the migration of the Job Order Automation and ePayment systems to a web-based platform, we have improved processing times:

# 534

job orders processed with an average time of 0.5 days

# 718

payments processed with an average time of 3.95 days

# 4,693

purchase orders processed with an average time of 1.8 days



# partnering

In the coming decade, San Francisco will be performing more than \$25 billion worth of construction projects. In order to deliver these projects on time, within budget and at the highest quality, we are changing the way we do business. Public Works convened contractor associations and five other City agencies to create a construction partnering program and in December 2012 Mayor Ed Lee codified our partnering recommendations through an executive directive. This partnering process, common across all City departments, will guide the City and our contractors to develop a more collaborative environment, establish clear lines of communication and encourage conflict resolution at the lowest management level. Through collaboration and cooperation we aim to deliver higher quality projects, reduce delays, increase job satisfaction and safety, and minimize claims.

Contractors work on Jefferson Streetscape Improvement project (photo: Dave Navarette)



# project controls and services

Project Controls and Services (PCS) assists, augments and provides specialized services to the Building Design and Construction and the Infrastructure Design and Construction divisions. PCS is comprised of experienced architects, engineers, construction managers, inspectors, technicians, cost estimators and other professionals with a focus on buildings, infrastructure, institutional and transportation projects.

# 2,500,000

digital files are managed by Project Controls and Services

## Fiscal Year 2012-13 highlights

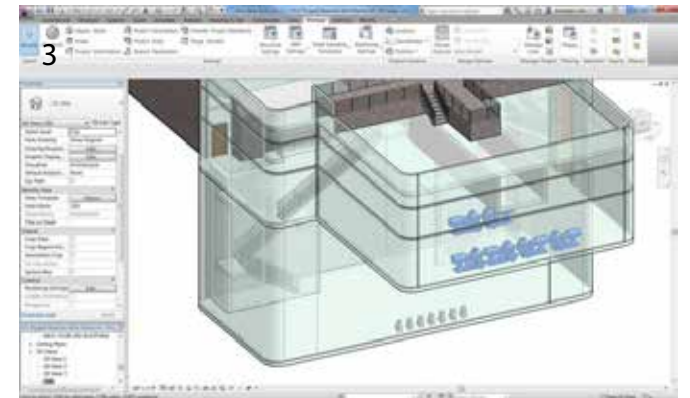
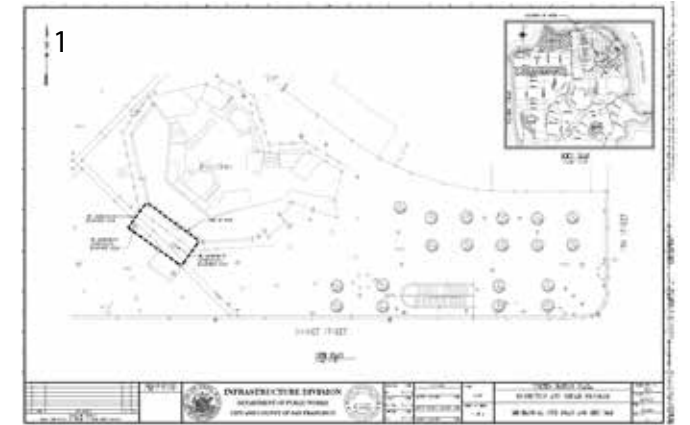
PCS team members archived, scanned, uploaded and indexed 82,181 digital files<sup>1</sup> for 754 projects last year.

They also demonstrated how AutoDESK tools can be used for efficiency and productivity at a project management training. Pictured right: rendering of North Shore Pump Station, created by InfraWorks<sup>2</sup>.

PCS used AutoDESK Revit<sup>3</sup> to develop 3-D and 4-D models of the existing Southeast Treatment Plant structures and distribution systems. By adding the fourth dimension of time, PCS was able to integrate operations and maintenance schedules and cycles into the models.

Public Works' own fully accredited Materials Testing Laboratory<sup>4</sup> has been testing construction materials for various City projects since the early 1900s. The lab once was located in the basement of City Hall, occasionally filling its corridors with the sweet smell of sulfur, but was moved to its current location at 2099 Kearny St. in 1995 during the City Hall seismic retrofit project.

The Materials Testing Lab<sup>4</sup> also is used by other City departments to perform quality assurance testing as required by federal, state and local specifications. Our technicians perform quality-assurance testing of asphalt, concrete, soils, aggregate and metals for projects from as far away as Sunol to the east and La Honda to the south.





# communications and public affairs

The mission of the Office of Communications and Public Affairs is to promote Public Works programs and projects and to provide accurate, timely and relevant information to residents, businesses, community groups, elected officials and other government agencies through traditional and social media, trade publications, flyers, brochures, community events, in-house publications and face-to-face meetings with our diverse constituency. We produce press conference and background briefings and respond to constituent inquiries.

## Fiscal Year 2012-13 achievements:

### Community outreach

Public Affairs workers spent more time in the community, walking corridors to talk one-on-one with residents and business owners about streetscape and paving projects that may prove disruptive in the short run during construction but ultimately make the neighborhoods safer and more beautiful.



### Strategic Plan

Restructured staff presentations to make them more lively and accessible and designed and published a booklet-style progress report with easy-to-understand graphics and a rich display of photos to showcase the Strategic Plan.



### Newsletter

Increased publication of the employee newsletter from quarterly to monthly and updated the design to a dynamic online platform.



### Giant Sweep campaign

By far the biggest initiative of the Office of Communications and Public Affairs in Fiscal Year 2012-13 was the launch of Giant Sweep, a three-year anti-litter campaign in partnership with Mayor Ed Lee and the World Champion San Francisco Giants. The goal: create a culture of clean in San Francisco through public education and hands-on activities.

Press events, advertising and outreach at street fairs and other community gatherings take place regularly to keep Giant Sweep in the public eye.

- **Developed a motto:** Join the Team. Keep SF clean.
- **Created a logo:** Sweepy
- **Branded Sweepy** on billboards, bus shelters, posters, flyers, hats, t-shirts, magnets, pins and temporary tattoos
- **Produced background materials, briefings and talking points** for the mayor and district supervisors, partner City agencies and private sponsors
- **Shaped content for website**
- **Assisted in fund-raising and securing corporate sponsorships**
- **Worked with the San Francisco Giants** on script for public service announcement featuring Giants star outfielder Hunter Pence and messaging for stadium's electronic billboard



Giant Sweep ads line Muni boarding platform across from AT&T Park



How we get our message out:

**1,200**  
Facebook fans  
facebook.com/sfdpw

more than **5,000** tweets  
and **8,900** followers  
on Twitter  
twitter.com/sfdpw

**YouTube**  
**Blogs**  
**Trade publications**  
**Radio**  
**Fact sheets**  
**Newsletters**  
**Newspapers**  
**One-on-one outreach**  
**Instagram**  
**Twitter**  
**Community meetings**  
**Weibo**  
**Websites**  
**Facebook**  
**Television**  
**Booklets**



**52** press releases

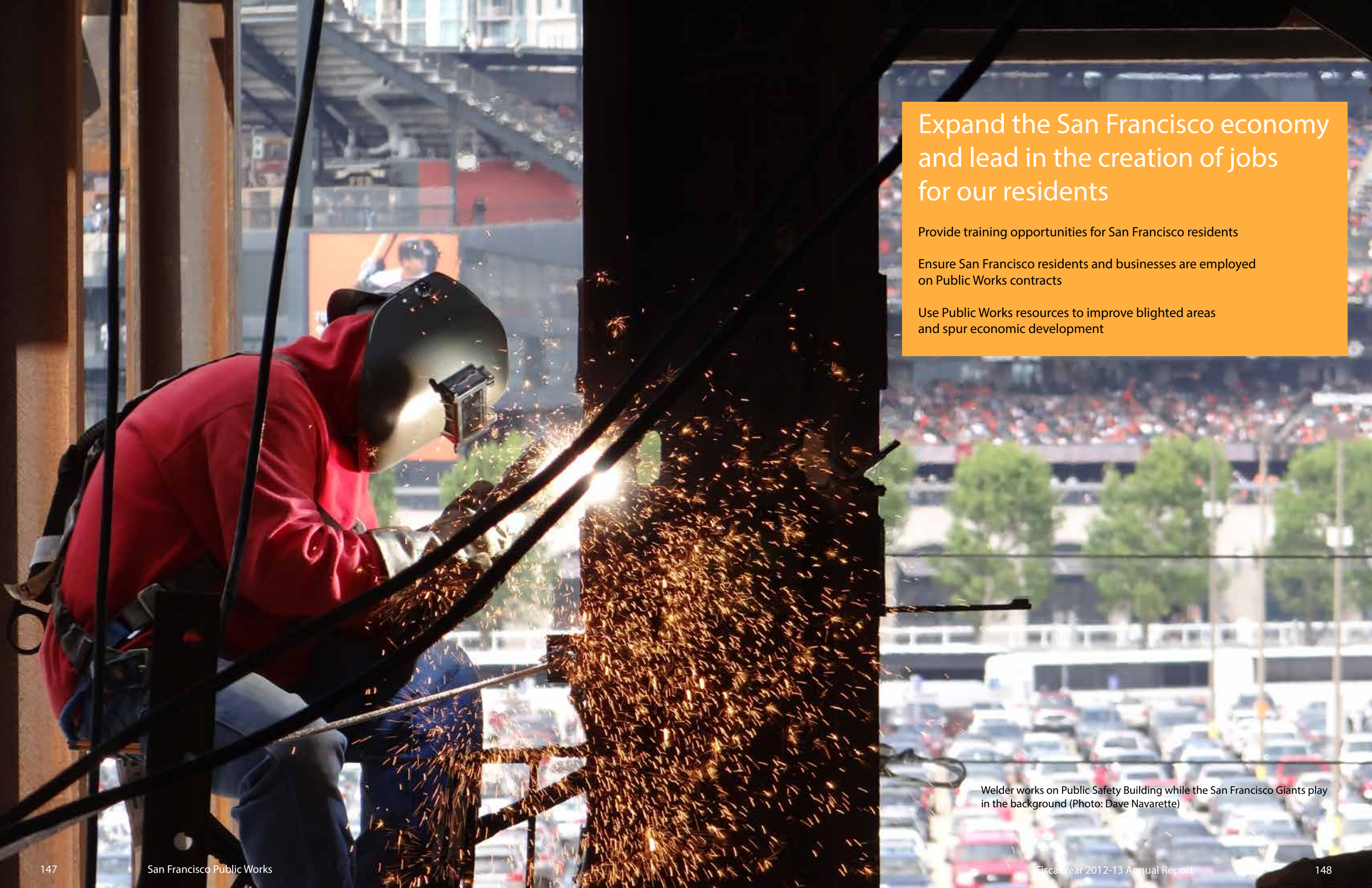
Press conferences

- Launch of the **Giant Sweep** anti-litter campaign
- Topping out ceremony for the new **Public Safety Building**
- Work completed on the **Jefferson Street** streetscape project
- **Arbor Day** tree planting
- Kickoff of **Community Clean Team 2013**

Public Works in the news:

- High-tech companies joining the department's **Giant Sweep** anti-litter campaign
- "Topping out" construction milestone for the City's new **Public Safety Building**
- Mayor plays pingpong on **Market Street** to activate the Mid-Market neighborhood
- Day in the life of a **street-cleaning** crew in the gritty Mission
- Signature **Arbor Day** tree planted in honor of iconic San Francisco twin
- Crews work overnight to repave **Market Street**
- Beautification of the **Great Highway**
- 100th block paved under Streets Bond funding
- Public Works moves to new model of **street-tree care**
- **Median improvements** for busy 19th Avenue
- Great Highway **sand removal** never-ending task
- **Corridor worker** comes to aid of dying homeless man
- **Market Street** overhaul rethinks Mission too





## Expand the San Francisco economy and lead in the creation of jobs for our residents

Provide training opportunities for San Francisco residents

Ensure San Francisco residents and businesses are employed on Public Works contracts

Use Public Works resources to improve blighted areas and spur economic development

Welder works on Public Safety Building while the San Francisco Giants play in the background (Photo: Dave Navarette)



Public Works is proud to offer a growing number of apprenticeship programs that provide San Franciscans with a combination of on-the-job training and classroom instruction, which enable apprentice workers to learn both the practical and theoretical aspects of laborer and trade worker occupations. Apprenticeship programs were established to diversify the City's workforce and provide opportunity for those with limited work experience.

In accordance with Mayor Ed Lee's 17-Point Jobs Plan, the Public Works apprenticeship programs create opportunities for San Francisco residents to develop the discipline, knowledge and skills necessary to secure employment in both the public and private sectors.

# apprenticeship programs

## 7501 Asphalt Worker Apprenticeship Program

The 7501 Asphalt Worker Apprenticeship Program (Asphalt Program) was established during Fiscal Year 2012-13 and is a sponsored by Public Works and Laborers Local 261.

Asphalt Program participants receive one year of on-the-job training. They assist journey-level asphalt laborers in removing old pavement material; preparing surfaces for repair; spreading, compacting and smoothing hot asphalt and other road resurfacing applications in connection with street maintenance and repair projects; and operating an asphalt kettle and/or automatic emulsion spray rake and tool heater.

Currently, all asphalt program apprentices are performing well and are expected to successfully complete the asphalt program during Fiscal Year 2013-14.

## 7501 Environmental Service Worker Apprenticeship Program

The 7501 Environmental Service Worker Apprenticeship Program provides apprentices with on-the-job training and is a two-year program sponsored by Public Works and Laborers Local 261.

Apprentices assist laborer and gardener classifications in grounds maintenance and servicing, including the removal of graffiti and debris. In order to successfully complete the 7501 Program, apprentices are required to perform 3,000 on-the-job work hours and obtain technical training certifications from the Laborers Training and Retraining Trust Fund for Northern California.

In addition, apprentices are required to participate in support meetings, which focus on building soft skills (e.g., communication) and job skills (e.g., resume building and interviewing).

During Fiscal Year 2012-13, the 7501 Program had 35 participants, with 31 still active and on track to successfully complete the program.





### 3410 Gardener/Horticulture Worker Apprenticeship Program

The 3410 Gardener/Horticulture Worker Apprenticeship Program provides apprentices with on-the-job training. It is a three-year program sponsored by Public Works and Laborers Local 261.

Participants assist journey-level gardeners in the care of athletic fields, squares, parks, playgrounds, stadiums, thoroughfares, medians and other landscaped areas by performing planting, pruning and pest control; removing debris and litter; operating hand or power lawn mowers; and performing routine maintenance of tools and equipment.

In order to successfully complete the program, apprentices are required to perform 4,000 on-the-job work hours and complete horticulture courses at City College of San Francisco.

The first class of six apprentices started the program in January 2012, and four additional apprentices started in August 2012. Of the 10 apprentices who started in 2012, three have accepted full-time gardener positions with the Recreation and Park Department. Fifty percent of the initial six apprentices and 30 percent of the overall introductory class have received permanent, full-time gardener positions after successfully completing one year of the gardener program.



# Summer Youth program

**423** young people hired



Mayor Ed Lee and the United Way of the Bay Area, along with City departments and private-sector employers, launched Summer Jobs+ 2013, challenging employers to create 6,000 jobs and paid internships for San Francisco youth, ages 16 to 25 years old. Summer Jobs+ 2013 connected San Francisco employers with low-income and disconnected San Francisco youth.

Public Works put 423 young people on the payroll – almost double the number from the previous year.

Some summer workers weeded and planted medians and picked up litter; others worked side-by-side with architects and engineers, learning how to create computer-assisted designs and checking if newly paved streets have properly cured.

Not only are the young workers helping us at Public Works fulfill our mission of enhancing the quality of life in San Francisco, but they're also earning money and checking out possible careers in public service firsthand.



# local hiring

Giving San Francisco residents and businesses City work is a high priority for us. We hire local San Francisco businesses, or Local Business Enterprises (LBE), and we ensure our contractors hire people who live in San Francisco.

The Bayview Branch Library was one example where Public Works went out of its way to bid the project so people had opportunities to make this happen. The LBE goal at the library was set at 30 percent and we met an unprecedented level of 68 percent, in part by awarding the prime contract to an LBE firm. And we hired workers not just from San Francisco, but from the local community, with 43 workers from the Bayview and surrounding neighborhoods.

Many workers started on early phases of the library project and were kept on for later phases, demonstrating that if opportunities are real and you're willing to put people into a job, they can and will succeed.

On our large-scale construction projects we also are met and exceeded expectations. For example, on the San Francisco General Hospital project, 151 LBE contracts were in place as of June 2013, with an estimated value of \$63 million. On the Jefferson Streetscape project, our LBE goal was 25 percent, but it tracked at 39 percent, and for the Great Highway improvements, the LBE goal was 25 percent, but we accomplished 61 percent.

We work hard to make sure that we employ as many San Francisco residents as possible. For every additional construction worker that we add to the projects, we not only are creating a job, we are helping the local economy. The average construction worker earns \$85,000 per year. Based on U.S. Census data, this person is likely to support a family of two and spend about two-thirds of his or her take-home income in San Francisco. That translates to spending an average of \$688 in groceries per month, helping to expand the San Francisco economy.



Photo: David Navarette



# local artisans

One component of the Mayor's 17-Point Jobs Plan is to support local artisan manufacturing. When our architects were asked to renovate the Cabrillo Clubhouse, originally built in the late 1930s, they looked to Phoenix Day to craft chandeliers and wall sconces. Phoenix Day, whose factory is in the Bayview neighborhood, was founded in 1850 and has been in business ever since. Likewise, the new Bayview Branch Library included locally made tiles from Heath Ceramics, a Bay Area company that recently opened a new factory in San Francisco.



Photo: David Navarette



# Market Street paving

As part of Mayor Ed Lee's 17-Point Jobs Plan, Public Works supports local and new businesses in the Central Market area. We significantly impacted the area by making roadway improvements to Market Street from Van Ness Avenue to The Embarcadero. Crews worked around the clock over three separate weekends to minimize impacts to the businesses, planned special events and the summer tourist season. Crews laid down 673 tons of asphalt covering 53,800 square feet of roadway and improved the curb lanes on Market Street to provide a safer experience for cyclists and motorists.



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Photo: David Navarette





**A 24/7 operation, Public Works:**

**cleans** and resurfaces streets; **plants** and **nurtures** City trees; **designs, constructs** and **maintains** City-owned facilities; **inspects** streets and sidewalks; **builds** curb ramps; **eradicates** graffiti; **grants** and **enforces** permits; **partners** with SF neighborhoods; **trains** people for jobs; **greens** the right of way and **educates** our communities.



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