



# DEPARTMENT OF PUBLIC WORKS

Mayor Gavin Newsom  
Director Edward D. Reiskin



CELEBRATING 10 YEARS

**COMMUNITY**  
CLEAN TEAM



# 2009 Annual Report 2010

Making San Francisco a  
beautiful, vibrant, and  
sustainable city



Laguna Honda Hospital and Rehabilitation Center  
Photo Credits: Bruce Damonte



# San Francisco Department of Public Works

## Fiscal Year 2009-2010 Annual Report

**Gavin Newsom**

Mayor

**Edwin M. Lee**

City Administrator

**Edward D. Reiskin**

Director, Department of Public Works

### **Vision**

A world class public works organization that contributes to making San Francisco a beautiful, livable, vibrant, and sustainable city.

### **Mission**

The Department of Public Works enhances the quality of life in San Francisco by providing outstanding public service. We design, build, operate, maintain, green, and improve the city's infrastructure, public rights-of-way, and facilities with skill, pride, and responsiveness, in partnership with the San Francisco community.



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Gavin Newsom, Mayor  
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### A Message from the Director

I am pleased to present the annual report for the Department of Public Works. In this report, you will read about some of the many exciting projects the Department of Public Works has accomplished over the course of the 2009-2010 fiscal year. Like many agencies within the city family, DPW was challenged to do more with less, but through valued partnerships with our stakeholders, including neighborhood groups, and volunteers, we were able to continue to deliver world class public service and did so more efficiently.



In fiscal year 2009-2010, we engaged and challenged ourselves by undergoing a process that only three other municipalities in the State and only 56 in the country were able to achieve – accreditation by the American Public Works Association. This journey toward accreditation involved hundreds of employees and reflects our drive to professionalize the department and employ best practices so that we can most effectively serve the people of San Francisco. We also exceeded our repaving goal resulting in 310 newly paved blocks, and enhanced the public realm through Great Streets projects such as two new Pavement-to-Parks sites and the remarkable transformation of Divisadero Street. We took center stage with the grand reopening of the Laguna Honda Hospital, construction groundbreaking of the San Francisco General Hospital, and received accolades for our cleaning and operational services and our capital projects.

This past year, we also marked the 10th Anniversary of the Community Clean Team where we hosted thousands of volunteers who gave back to the community through hands-on cleaning and greening initiatives. It is through this effort that we were able to remove hundreds of square feet of graffiti, tons of litter, and maintain and care for hundreds of trees to help beautify our city.

In June, voters also decisively approved the Earthquake Safety and Emergency Response Bond for which the department will have a vital lead role in project managing and implementation. In all, the department made significant progress and we are pleased to be able to share the achievements made possible by the valuable work that DPW employees perform and provide each and every day for you.

As we look ahead, DPW is committed to continuously improve our services so that every San Francisco resident has a safe, accessible, clean, and green environment. As always, your feedback is valued and welcome.

Sincerely,

Edward D. Reiskin  
Director of the Department of Public Works



## Overview

The Department of Public Works (DPW) is responsible for the care and maintenance of San Francisco's streets and much of its infrastructure. The department designs, builds, resurfaces and cleans streets; plants and maintains city street trees; designs, constructs and maintains city-owned facilities; conducts sidewalk and roadway inspections, constructs curb ramps, provides mechanical and manual street cleaning, removes graffiti from public property; and partners with the diverse neighborhoods in San Francisco. DPW serves San Francisco residents, merchants and visitors 24 hours a day and seven days a week with a workforce of approximately 1,200 employees.

## American Public Works Association Accreditation

On April 14, 2010, DPW became the fourth agency in the State of California and 57th in the country to achieve accreditation by the American Public Works Association (APWA), an international educational and professional association of public and private agencies.

This accreditation reflects the department's drive to professionalize and employ best practices so that staff can most effectively serve the people of San Francisco. The accreditation helps DPW improve as an organization and raises standards across the board by determining how the provision of public works services in San Francisco compare to recommended best practices identified by nationally recognized experts in the field of public works.



APWA Accreditation Plaque

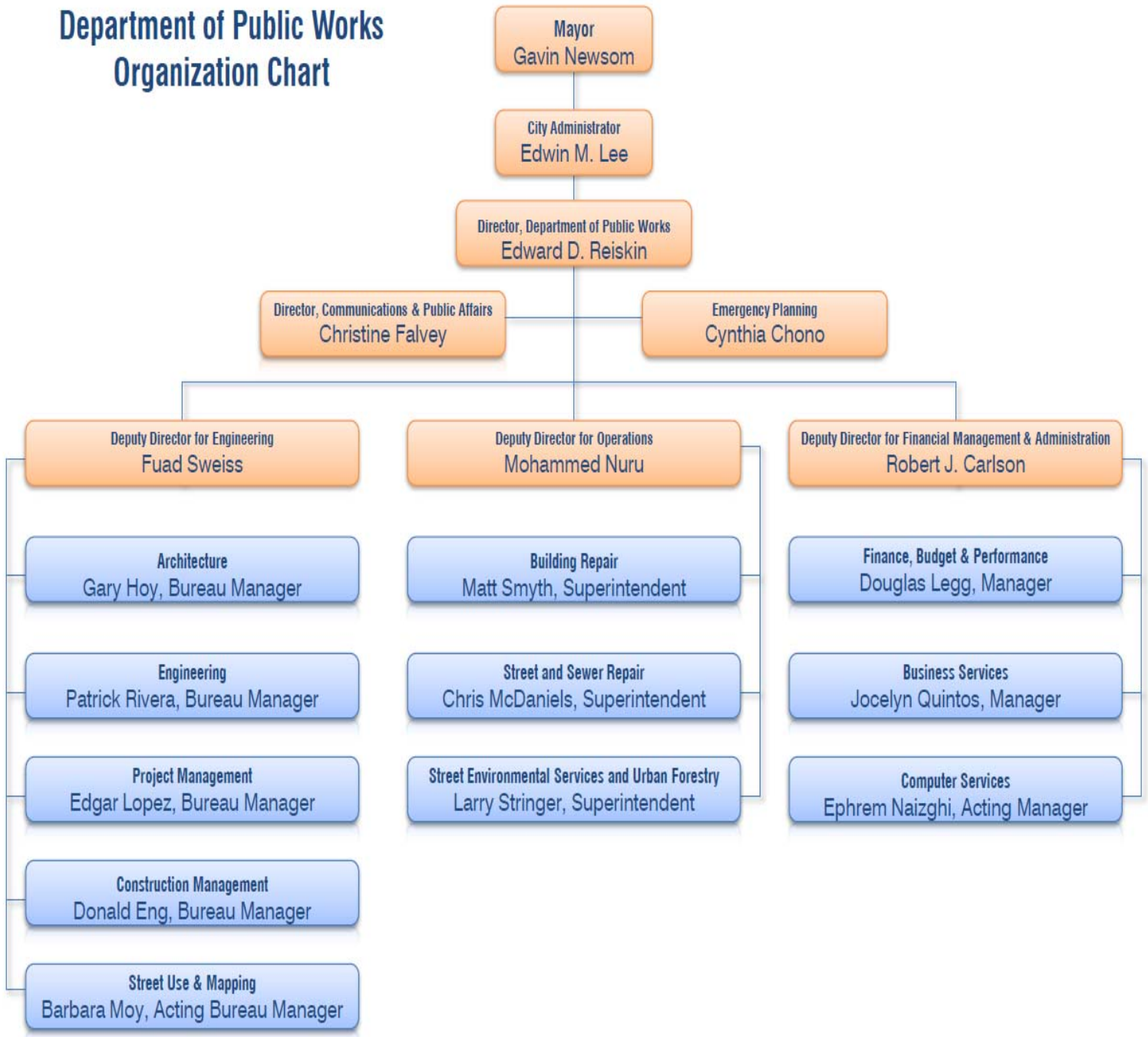


The journey toward accreditation began in 2008 and involved the development, adoption and implementation of the department's strategic plan, a three-year road map to guide the department in achieving its vision and mission. It also entailed the review and assessment of APWA recommended management practices. As a result DPW met national standards for 306 practices; four of these were recognized as model practices: the Department's Strategic Plan, the Strategic Plan review process, capital and infrastructure asset reporting, and the distribution of hazardous materials information.

Today, DPW has an 18-Volume Procedure Manual; which will help the agency continuously improve and contribute to making San Francisco a beautiful, livable, vibrant, and sustainable city.



# Department of Public Works Organization Chart





## OPERATIONS BUREAUS

Deputy Director, Mohammed Nuru



### Bureau of Street Environmental Services (BSES)

Superintendent, Larry Stringer

DPW is responsible for the cleanliness of San Francisco's streets. Through the use of mechanical street sweepers, strategic litter receptacle placement, and manually cleaning effort, the streets are kept clean. DPW works to educate and partner with private property owners about maintenance and cleanliness of sidewalks. As a result, DPW formed partnerships and visible improvements continue to be realized. DPW uses Green Machines to sweep sidewalks in heavily used commercial corridors. Beginning in fiscal year 2010-11, the Bureau will merge with the Bureau of Urban Forestry and will be known as the Bureau of Street Environmental Service and Urban Forestry. More information about this consolidation is in the Urban Forestry section.

### Mechanical Street Cleaning

Mechanical Street Sweeping is the core of DPW's street cleaning program. There are 28 scheduled mechanical sweeping routes throughout the City. In 2009, ten residential mechanical street sweeping routes were reduced from weekly to bimonthly cleaning to better match street cleaning needs and resources. DPW continued to monitor these routes to ensure cleanliness levels were maintained. Mechanical street cleaning of commercial corridors remained the same. DPW cleaned 146,363 curb miles and removed 12,917 tons of debris from San Francisco's streets this fiscal year.

### Graffiti Removal

DPW is responsible for issuing private property owners a Notice of Violation when graffiti appears on their buildings. DPW's Graffiti Unit notified 6,231 owners in FY 2009-10.

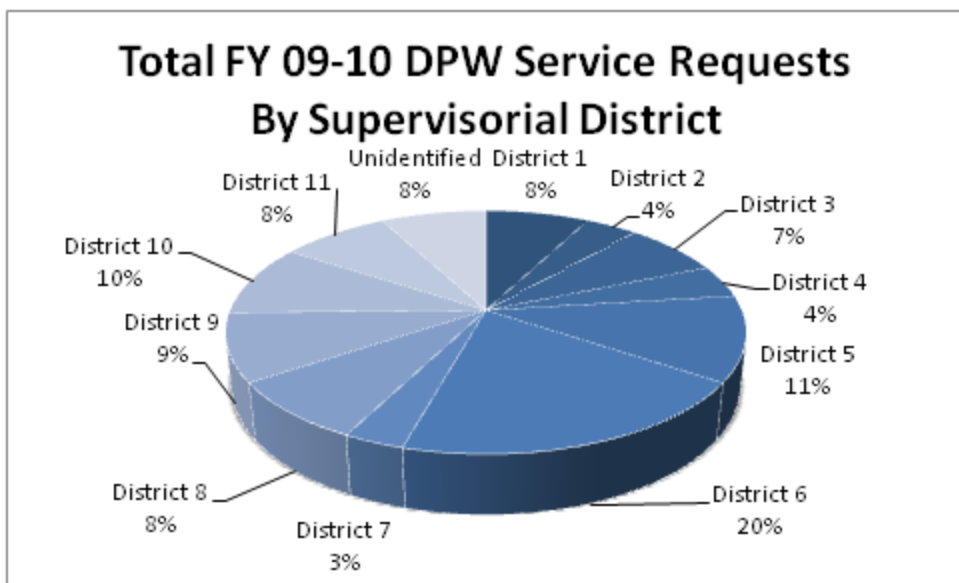
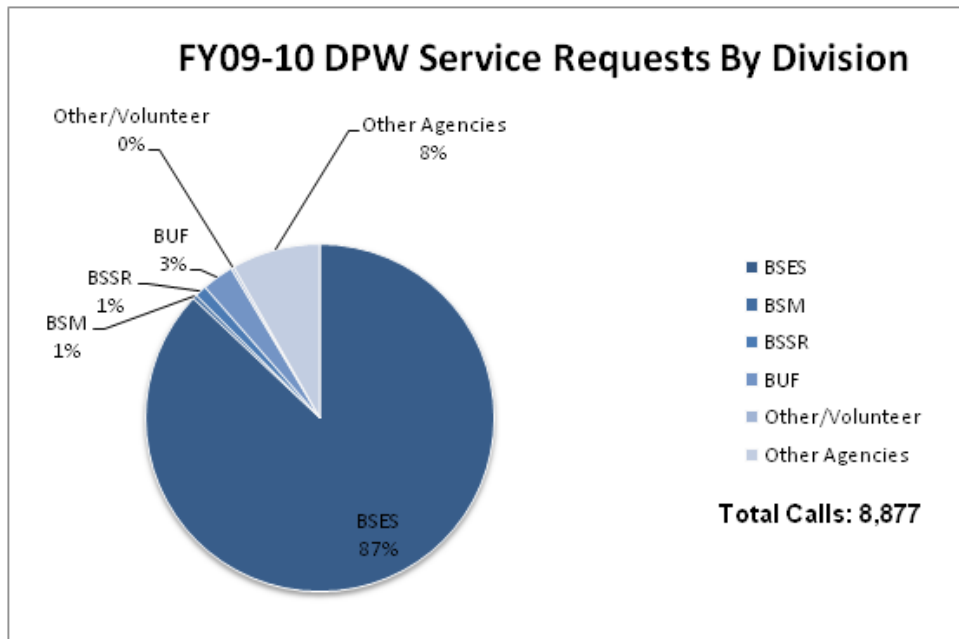
The unit complies with the Mayor's directive to abate graffiti on public buildings within 48 hours of the initial report. Because many city agencies are responsible for the maintenance of a number of buildings and facilities, DPW has an agreement with several agencies to remove graffiti, document the work, and send an invoice to the responsible agency. In FY 2009-10, the DPW Graffiti Unit removed graffiti from 37,408 street structures and painted over 1,287,435 square feet of vandalized property.





### The City's Customer Call Center, 311

With the inception of the 311 Call Center, service requests are directly sent electronically to DPW to resolve. This fiscal year, DPW processed 8,877 reports with more than half of the overall calls resolved within 24hours - 58%, 13% were resolved within 48 hours, and 13% were resolved in over 48 hours.





## Blight Ordinance

In 2008, the City passed the Community Preservation and Blight Reduction Act. BSES began implementing the ordinance, which went into effect August 2009. The ordinance authorizes DPW to serve notices to property owners for blight violations. BSES effectively used the Blight Ordinance to abate graffiti on several properties where owners ignored repeated notices to remove graffiti from their property on their own. DPW abated graffiti and charged the owners. DPW has issued more than 700 Blight notices notifying property owners to remove graffiti within 15 days. This encourages owners to quickly remove graffiti and can prevent more graffiti from appearing on their property.

## Illegal Dumping

In FY 09-10, DPW removed 9,760 tons of illegally dumped debris from San Francisco streets. The debris consisted of illegally dumped contractor material such as roofing and building materials, household garbage, and other bulky furniture.

Illegal dumping occurs when people dump and litter large furniture items and other materials on the public rights of way. These materials can normally be recycled or donated to organizations where they can be reused. Debris commonly dumped on the streets are mattresses, materials from private contractors, household garbage, and large items including television sets, sofas, and other appliances that do not belong on the streets. In some instances, toxic materials such as paint and other dangerous liquids are also left behind. Illegal dumping activity is a form of blight and impacts the public's quality of life.

### Bureau of Urban Forestry (BUF)

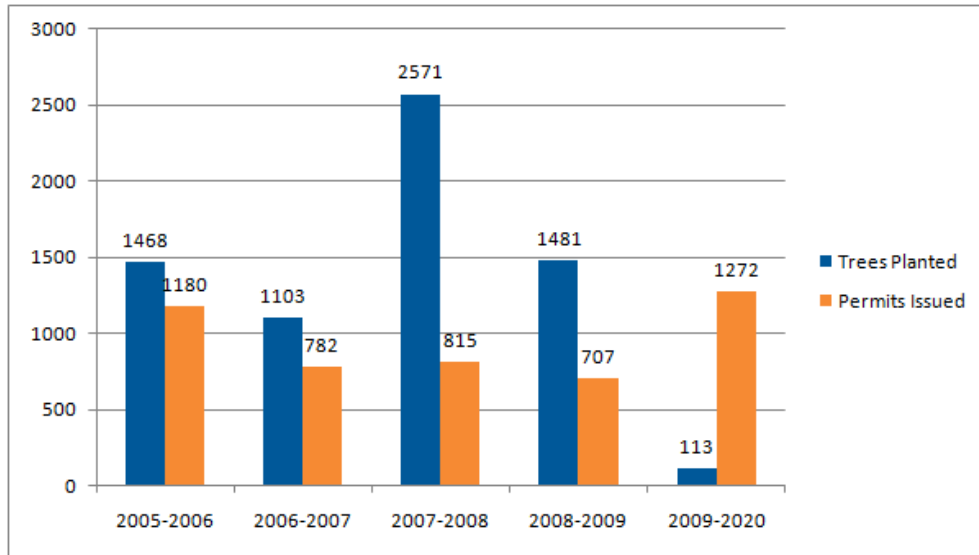
Acting Superintendent, Liz Lerma

BUF coordinates the management of street trees and manages landscaped medians. The Bureau focuses on increasing the number of street trees, maintaining and protecting existing trees and landscapes, and supporting the greening efforts of residents through urban forestry permits, outreach, programming and code enforcement.

In an effort to maximize scarce resources and preserve front line jobs, the department streamlined and consolidated BUF into the Bureau of Street Environmental Services and the Bureau of Street and Sewer Repair in FY 10-11.



**Highlights include:**



### Planting Street Trees

Urban Forestry focused its efforts this fiscal year on tree maintenance after five years of intense planting was completed. With the planting of 26,408 trees over the last five years, DPW exceeded the Mayor’s greening initiative to plant 25,000 trees.



Mayor Newsom’s Trees for Tomorrow Program began in 2004 and challenged City departments to plant 25,000 trees over a five-year period. The trees provide a healthier and more environmentally sustainable City by improving air and water quality, increasing storm water diversion, providing energy savings, improving wildlife habitat, and increasing property values. With the completion of the Trees for Tomorrow program, DPW focused its resources on the establishment and maintenance of 3,754 trees. BUF planted 113 replacement trees this fiscal year. The Department now maintains about 40,000 street and median trees and estimates that other agencies and private property owners maintain another 65,000 street trees.



## 2010 Arbor Day Celebration



**Volunteers Plant a Tree at Alemany Farm**

The 2010 Arbor Day celebration took place at St. Mary’s Farm and at various locations along Alemany Boulevard where staff and volunteers planted and pruned trees, planted shrubs, lavender plants, flax plants, and mulched. BUF also led the planting of trees around the Holly Court Public Housing Development with the San Francisco Housing Authority and the non-profit A Living Library.

As part of the celebration, a Green Resource Fair was held at Alemany Farm that included major greening non-profits and agencies providing public education about tree planting, sidewalk landscaping, recycling and many more environmentally-focused initiatives and programs. The weeklong Arbor Day celebration concluded with the planting of a grove of fruit trees at Balboa High School along Cayuga Avenue, which included two persimmons, four apple, and four quince trees.

Balboa High School’s principal along with Director Ed Reiskin, Deputy Director Mohammed Nuru, and Supervisor John Avalos dedicated these trees to Dana Woldow during a ceremonial tree planting with participation from students of Balboa High School, the Parent Teacher Student Association and teachers. Ms. Woldow was instrumental in making the school the first in the City to ban junk food from its cafeteria and vending machines and launch a pilot program called “Fruit in the Classroom” which led to a federal grant focusing on fresh fruits and vegetables. Fruit trees were planted in her honor.



**2010 Arbor Day Ceremonial Tree Planting at Balboa High School**



## Greening Projects

- BUF cement shop trenched to create irrigation lines for a new pavement to parks installation at Showplace Square. Arborists used an aerial bucket truck to hang an art installation in the plaza, and BUF landscape crews installed trees and shrubs in raised planters and installed a small grassy area within the plaza.



**Pavement to Parks at Showplace Square at 16th & 8th streets**

- BUF complemented Civic Center's Pioneer Monument with a green oasis through the installation of plants, wattles and wood chip mulch.
- Transformed a MUNI platform on Market Street from a crash barrier into a beautiful planted median with drought-tolerant and succulent plants and drip irrigation. The project was completed by Building Repair and Street and Sewer Repair, who built transported and installed the large planter.

The Bureau hosted the **Summer Youth Program**, in collaboration with the Mission Neighborhood Center, helping to create 120 jobs for youth for ten weeks. The program served young adults, ages 16-24, from a variety of at-risk communities, including single mothers and fathers, youth on gang injunction lists, youth on probation, and youth in public housing. This diverse group came together and executed large-scale landscape maintenance projects throughout the City. The program inspired youth to seek careers in the urban forestry field through tree planting and landscape maintenance projects. Certificates were awarded to the participants who completed the program.



**Youth Program Participants Removing Sand from Street**

- Installed new traffic calming islands and planted drought tolerant shrubs throughout the City including locations on Yorba and 36th and 37th avenues, Judah and 8th Avenue, Lawton, Warren and Locksley streets.
- Installed 16 Mediterranean Fan palm trees in planter boxes at the Mission/Duboce off-ramp to help beautify the area.
- Maintained and weeded the on/off ramps along Hwy 1, 80, 101 and 280.
- Constructed accessible parking spaces, curbs and an entrance at DPW's Operations Yard.
- Demolished a cement median at O'Farrell and Anza Vista Streets and planted plants and shrubs on the underutilized space with the help of volunteers.
- Installed an entryway at Ocean and Phelan loop with the help of volunteers



**San Jose & Guerrero Pavement to Parks**

BUF created a pedestrian plaza at the intersection of Guerrero and San Jose Streets. As part of the Pavement to Parks program. Large tree trunks were donated by the Recreation and Park Department, and repurposed as planters with drought tolerant plants to create a pedestrian friendly plaza at this underutilized intersection.



**Hallidie Plaza Holiday Transformation**

BUF transformed Hallidie Plaza during the holiday season by installing poinsettia plants throughout the area making it more inviting for residents and visitors.

## Beautification and Maintenance

DPW completed many significant beautification projects throughout San Francisco in FY 09-10. These projects unify and green our neighborhoods and commercial corridors; while improving major gateways into the City.

The Bureau concentrated maintenance efforts along Sunset Boulevard by removing dead or declining trees and pruning the many large pines and cypress trees to improve public safety. The Bureau pruned the Canary Island Palm Trees along the Embarcadero so that they meet clearance for MUNI lines. Arborists and crews worked through the night to remove dead fronds and lift up the canopy of the palm trees, using only hand saws that required thorough cleaning after each tree use to prevent the spread of Fusarium wilt, a potentially deadly infection.

The Bureau also maintained trees on major thoroughfares, including Monterey, Junipero Serra, Geary, Alemany, Octavia, and Sunset boulevards, Van Ness Avenue, Market, Dolores, Pine, Columbus Hyde, Ingalls, and Fell streets, Brotherhood Way, Persia Avenue, and along 19th Avenue.



## Sidewalk Maintenance

The Cement Shop builds accessible curb ramps for the Mayor’s Office on Disability and uses state sales tax funds to provide cement repairs around City-maintained trees including lifted sidewalks damaged by tree roots, broken curbs and gutters. The Cement Shop also repairs right-of-way street structures such as stairways, landings, retaining walls, and walkways and performs a variety of building repairs that include tile setting, shower pan installation, fence installation assistance and concrete pad construction. Cement Shop laborers provide services for all departments including furniture moving and the removal of debris.

### Cement Shop Accomplishments:

- Constructed 78 accessible curb ramps with yellow, truncated dome surfaces on sidewalks, providing accessibility for people with disabilities. Four raised crosswalks were built, including two at Broadway & Hyde and two at Broadway & Mason as part of the curb ramp installation project.
- Participated in the “Safe Routes to Schools” Program by installing 83 curb ramps in and around San Francisco Unified School District facilities. The Cement Shop also installed 14 mid-block ramps and four bulb-ins near schools.
- Provided maintenance and repair of City buildings such as fire stations, police facilities, San Francisco General Hospital, Laguna Honda Hospital and City College. At Fire Stations One and Three, the Cement Shop completed the installation of new shower pans with ceramic tile surrounds.
- Created a 36,000 square foot concrete foundation for the Treasure Island Development Authority for the installation of a large tent for revenue generating parties and receptions.



1



3



2



4

1 Sidewalk finishing at Geneva & San Jose

2 Curb Ramps and Raised Crosswalk Curb Ramp built by the Cement Shop at Broadway & Hyde Streets

3 Planting concrete median at Market & Kearny Streets

4 Pouring a 36,000 square foot slab on Treasure Island



## Bureau of Street and Sewer Repair (BSSR)

Superintendent, Chris McDaniels

The Bureau of Street and Sewer Repair (BSSR) keeps the streets of the City safe for motorists, bicyclists, pedestrians and commercial vehicles through its resurfacing, pothole and patching programs and through repair work to the City's sewers.

### BSSR highlights include:

- Responded to more than 15,000 roadway defects
- Resurfaced 133 street blocks
- Patch paved 290,000 square feet of street surface
- Produced 12,400 tons of asphalt from DPW's Asphalt Plant
- Repaired 250 sewers or catch basins
- Relocated and reused 19,000 cubic yards of beach sand

### Street Paving

BSSR works in partnership with DPW's Bureau of Engineering to resurface City streets. During the fiscal year, BSSR paved 133 blocks.

The department is researching and looking into modifying the way a pothole or road defect is repaired. BSSR intends to grind and smooth the defect prior to prolong the repair and allow a smoother surface.



DPW Crew Paving Street

### Asphalt Plant

The Municipal Asphalt Plant produced hot asphalt for DPW crews to pave streets and fill potholes. The plant produced about 12,400 tons of hot asphalt this past year.

The plant was shut down this fiscal year after it was determined it is more cost effective to purchase asphalt from outside vendors.





## Sewer Repair

The City’s sewer system is comprised of several treatment plants, large box storage structures and a system of main and side sewer collection pipes located under the streets. Broken sewer pipes can cause street cave-ins and roadway depressions also known as sink holes, which are a public safety hazard. DPW crews responded and placed more than 1,200 tons of asphalt related to sewer repairs and depressions at the direction of the SF Public Utilities Commission.

These sewer repairs prevent and reduce sewage backups, street collapses and basement floodings. The bureau made 250 sewer related repairs and 100 brick sewer repairs around catch basins and manhole covers this fiscal year. In addition, the team responded to brick repairs around plazas maintained by the City.



Crew Repairing Sewer

## Sand Removal at Ocean Beach

BSSR manages and oversees the relocation of sand along Ocean Beach that allows the City to reuse and redistribute sand while minimizing erosion along the beach front. This past year, DPW relocated 19,000 cubic yards of sand from the promenade, a walkway along Ocean Beach, to the high tide line on the beach.



Crews Moving Sand at Ocean Beach

### Bureau of Building Repair (BBR)

Superintendent, Matt Smyth

BBR provides quality professional Leadership in Energy and Environmental Design (LEED) construction improvements, repair and remodeling of City-owned buildings. BBR is responsible for providing building operations and maintenance for street structures such as bridges and tunnels. BBR provides these services 24-hours a day, which is especially valuable for police and fire operations. BBR maintenance programs allow the city’s day-to-day work to occur. By working on time and within budget, San Francisco residents and employees enjoy accessible, safe and clean public facilities that meet city, state, and federal guidelines.



**In addition to fulfilling daily maintenance and repair services, BBR highlights include:**

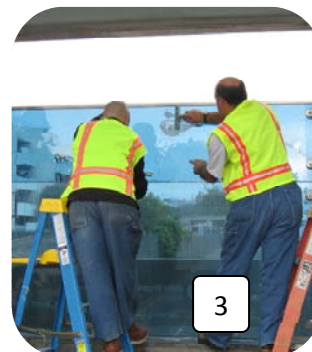
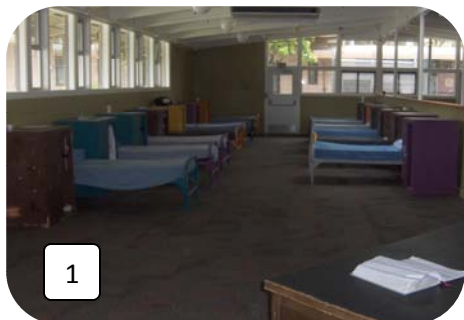
**1. Log Cabin Dormitory Refurbishment:** BBR crafts stripped the facility, replaced floors, sheetrock, paint, HVAC systems while also redistributing data/telecom/ and electrical circuits. Youth Guidance Center (YGC) staff, counselors and residents were delighted with the project which now provides more functionality to the space.

**2. Community Garden:** Crews with BBR and the Bureau of Urban Forestry worked with interns from Project Pull to beautify and enhance a community garden located above the Broadway Tunnel. The project included a community supported plan to grade the area for gardening and the installation of a fence.

**3. Fillmore Jazz District's Blue Bridge** was painted by the BBR Paint Shop and a laminate was also replaced on the Blue Bridge by Glass shop crews to ensure safety and cleanliness of the public right of way.

**4. Street Structures Maintenance Program** BBR works in conjunction with the Bureau of Engineering (BOE) Structural's section, BBR, and BUF on implementing engineered improvements for City structures, rails, stairs, retaining walls, and lights. This photo show BBR helping to install seasonal lights on Market Street.

**5. Education and Awareness:** During National Public Works Week, eighth grade science students from Visitation Valley Middle School received a tour of the Lefty O'Doul Bridge where BBR staff educated the students about its history. Students also received a demonstration of the closing and opening of the bridge. They learned more about its operations and engineering from the tour of the bridge's mechanical electrical operating equipment and control rooms.



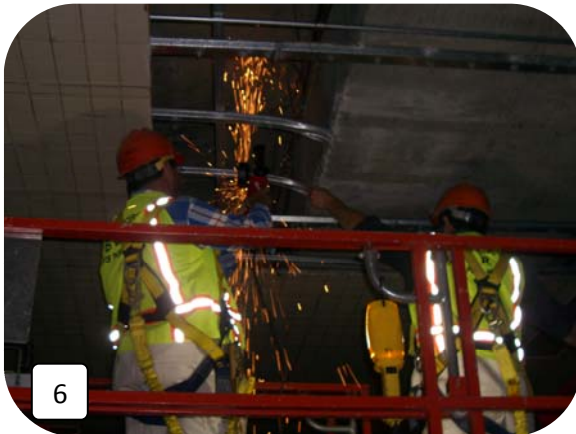


**6. Broadway Tunnel Ceiling Repair:** BBR crew completed the repair of the ceiling which was damaged by a vehicle that did not meet clearance as it entered the tunnel. The repairs included the replacement of the ceiling tiles and recessed light fixtures.

**7. Civic Center Steam Loop** serves to help heat City Hall, Bill Graham Civic Auditorium, Department of Public Health, SF Main Library, and the Court House facilities around the Civic Center. The steam loop at Larkin and McAllister underwent an emergency repair by BBR steam fitters and BSSR operators. The work involved removing large lengths of cracked steam loop piping and replacing it with new pipe and modern insulation.

**8. San Francisco International Airport Art Glass Installation:** The Building Repair Glass shop worked with the SF International Airport and the Arts Commission to install custom glazing art pieces for the Airport Security Connection Ramp. Various installation methods were utilized, such as boom/lift equipment, to handle large custom glazing pieces.

**9. 3rd Street Bridge Repair:** BBR crew completed repair work to the deck plate of the bridge. This effort was part of the Right of Way Safety project; which ensures that any metal plates that may have come loose along the roadway are properly maintained and secured. This ensures the safe passage of ball park patrons as they travel to and from the baseball games.





## Community and Volunteer Programs

The Department of Public Works engages the community by organizing community and volunteer programs so that residents and businesses have the opportunity to partner with the City, give back, and beautify their neighborhoods. The Community Clean Team program began in 2000 and celebrated its 10th Anniversary this year. Over the years, this program has hosted thousands of volunteers cleaning and greening San Francisco through litter pick-up, tree plantings, painting over graffiti, weeding and landscaping, and other cleaning activities.

### Adopt-A-Street

For 12 years, the Adopt-A-Street Program has worked to keep San Francisco sidewalks clean and beautiful. Adopt-A-Street is a public and private partnership between the City and its residents and merchants where community members are empowered to maintain their own blocks.

The program is simple: groups or individuals agree to adopt their block and take responsibility for keeping it clean of litter, graffiti and illegal dumping. DPW provides free cleaning supplies, trash pickup, and support for neighborhood clean ups and public recognition. Community Programs delivers supplies to all of the dedicated Adopt-A-Street members by bringing brooms, trash bags, and much more.



**Adopt-A-Street Merchants Work to Keep Neighborhoods Clean**

During fiscal year 09-10, Adopt-A-Street members grew to 2,089 volunteers, an increase of 480 members. This is a 30 percent increase from last year, exceeding DPW's goal for a 10 percent membership increase.



**Connie Weber sweeping in 1975 and 2008**



# Graffiti WATCH

San Francisco Anti-Graffiti Program

The Graffiti Watch Program is a citywide volunteer effort that empowers residents to take care of their own neighborhoods by painting out graffiti when they see it. DPW supplies residents with the tools and training they need to paint out and fight graffiti on public property. The objective is to remove graffiti as soon as possible (within 48 hours) in order to prevent more vandalism. Graffiti Watch members remove graffiti from street furniture, mailboxes, street signs, litter receptacles, utility poles, walls, and other surfaces that taggers deface.



**Graffiti Watch Volunteer Abates Graffiti**

During this fiscal year, 66 new volunteers signed up, committing to keeping a four-block area around where they live, work, or go to school free of graffiti. Each receives an official yellow safety vest and all the supplies they need to abate graffiti on their block, and new supplies can be ordered for delivery by calling 311.

The program engages San Francisco residents to keep streetscapes graffiti-free. Volunteers cover every neighborhood in the City, and include dedicated residents, business owners, neighborhood associations, and high school volunteer groups.

## Clean and Green Trucks

The Clean and Green Trucks program is a first-of-its-kind campaign to help eliminate graffiti from neighborhoods and business corridors with a service that offers to paint over graffiti vandalism from commercial vehicles. Owners of graffiti covered trucks that meet eligibility requirements can apply to have the vehicle professionally painted green by DPW and the City's Central Shops for free.

This year, the pilot Clean & Green Trucks program painted out 14 tagged up trucks and vans. The pilot program to paint out blight and deter further vandalism is funded by the City Administrator's Community Challenge Grant Program.

"Transformer Green" is the color the City uses to paint over graffiti on utility poles, trash receptacles, retaining walls, and other public property. The dark green color takes away the fresh white canvas that is often a target for taggers and graffiti vandals. DPW plans to fund further treatments for vehicles to ultimately rid neighborhoods of the eyesore caused by large, vandalized trucks.



**Before**

**After**



## Partnership with San Francisco Arts Commission to prevent graffiti

This year, DPW collaborated with the San Francisco Arts Commission (SFAC) to coordinate two new programs aimed to reach out to the City's artist community and prevent graffiti vandalism:

**StreetSmARTs** is an innovative approach to dealing with vandalism, pairing private property owners with established street artists and muralists to produce beautiful, vibrant murals that deter tagging. It also provides urban artists the opportunity to showcase their talent by creating legal artwork.

Ten striking murals were created during the program's pilot year, and to date none has been tagged over with graffiti vandalism. SFAC vetted a competitive list of artists from which private property owners were also able to select from to design a mural for their building. Each artist and property owner collaborated to create visual concepts reflecting the unique feel of the neighborhood.



**Before**

**After**

DPW and the SFAC also partnered to kickoff the **Where Art Lives Program**. The pilot program works to develop the critical thinking of fourth to sixth grade students at six elementary schools with an eight-week set of classes. The curriculum teaches the difference between private, personal and public space.

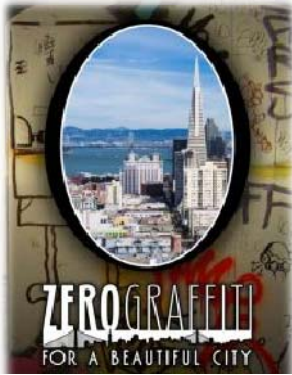
The program engages students at a young age to increase their awareness of the financial, physical and emotional impact of graffiti vandalism. More than 150 students participated in the program and there are plans to increase the program's reach during the next fiscal year.



**Students Participate in Where Art Lives**



## Zero Graffiti Pledge and Graffiti Rewards Fund



This fiscal year, DPW launched the Zero Graffiti Pledge campaign. The pledge asks residents to report graffiti when they see it, support anti-graffiti legislation that strengthens law enforcement activities, and remove graffiti from their property within 48 hours. It is a call to action for residents to join the movement against graffiti vandalism that blights our beautiful City. Since the Pledge began, nearly 2,000 San Francisco residents have signed on and taken the pledge.

In partnership with the San Francisco Police Department and the Office of the District Attorney, DPW handed out reward checks to three residents as a part of the Graffiti Rewards Fund. The Fund offers a \$250 reward for information leading to the arrest and conviction of graffiti vandals. To be eligible for a Graffiti Reward, participants must file a police report, provide information that leads to an arrest, and cooperate with law enforcement during the investigation and trial proceedings.



**First three recipients of the Graffiti Rewards Program receive checks at a press conference set in front of a StreetSmARTs mural.**

## Street Parks

Street Parks is a partnership between DPW and the San Francisco Parks Trust that works with neighborhood groups to create public open-space gardens located on city-owned public rights-of-way. There are numerous undeveloped public open spaces in our City, such as vacant lots, rights-of-way, street medians and weedy hillsides. Some of this urban open space is in disrepair and experience illegal dumping and other unhealthy activities.

A Street Park is a community-managed public open space that can be a school garden, a neighborhood beautification project, stairway along the public right of way, or a community garden. It shows that the community cares about its neighborhood and its environment.

In FY 09-10, the DPW hosted a series of workshops and provided volunteers free resources and grant information to create their own Street Park. During FY 09-10, DPW completed the 6th and Brannan Street Park, a partnership between the neighbors and Caltrans that began several years ago.

DPW also completed the La Playa Street Park featuring a food producing garden and bocce ball court in the median. This street park was supported by the San Francisco Public Utilities Commission, Community Challenge Grant funds, volunteer hours and private donations. Since the Street Parks program began in 2002, 200 people have registered to develop new gardens and street parks. There are now 35 completed street parks and 75 in progress.



**48th & Taraval Street Park**



## Community Corridors Partnership Program

DPW provides dedicated cleaning and greening services along some of the city’s busiest and most well traveled corridors. Through the Community Corridors Partnership Program, Neighborhood Ambassadors are assigned to canvas and clean neighborhoods.

In FY 09-10, the Community Corridors Partnership program served 78 corridors with 400 blocks. Nearly 100 Ambassadors worked closely with each unique neighborhood to help sweep up and collect litter, clean tree basins, report graffiti for removal, and identify and resolve other street conditions.



**DPW Staff Performs Inspection for Eco Blitz**

The partnership included several special cleaning efforts called “Eco Blitzes” and “Night Walks” this fiscal year.

**Eco Blitzes** are daytime inspections and clean ups. They involve DPW staff who inspect, educate and enforce city codes. DPW conducted two Eco Blitzes in FY 09-10:

- 649 notices were given to merchants to educate them about code violations
- 1,453 city trash cans were steam cleaned
- 2,145 bags of trash were collected
- 169 private properties were sent notices to remove graffiti
- 1,485 City trash cans were painted over
- 23,700 square feet of graffiti was removed from street furniture such as utility poles, newspaper stands, and street signs.
- 552 trees were trimmed
- 329 tree basins were weeded and filled with decomposed granite.



**Night Walk Inspectors Reach out to Businesses Open During Late Hours**

**Night Walks** are night time inspections held between 7pm and 9pm. The program reaches out to property owners that are primarily open for business during the later evening hours to educate them about city codes. The group inspects corridors for dirty sidewalks, insufficient or no-garbage service, graffiti, and other City code violations. Two rounds of Night Walks were held this fiscal year; from July to August 2009 and DPW staff issued 213 notices educating property owners of code violations. From February to May 2010, 39 notices were issued for code enforcement. Recology also identified 151 business and residential locations with no-garbage or inadequate waste services.





**Super Eco Blitz** is a three-day intensive clean-up on select streets. There were four this fiscal year along Mission, Geneva, Clement, and Stockton streets. Other City agencies joined in the cleaning effort to improve conditions in these heavily traveled corridors. The Super Eco Blitzes were held in August and September 2009.



**Super Eco Blitz**

**Outreach:** More than 5,000 letters were sent to property owners and merchants in anticipation of each Eco Blitz and Night Walk. This year's outreach included two newsletters produced in the fall and spring which reached more than 1,500 merchants, residents and property owners. The Community Corridors Partnership Program also created a 16-question survey; soliciting input about the effectiveness of the program and areas for improvement which reached nearly 840 merchants, residents and property owners via email. Survey results show the program is effective in cleaning the corridors. The majority of respondents felt that grime, graffiti and litter has reduced significantly with 74% of respondents feeling that the Corridors Program is helpful to their business.



**DPW Reaches out to Property Owners and Merchants**

**Recognition:** Corridors Program Public information Officer, **Peachy Mathias**, was recognized by the Small Business Commission for her work and role in outreach to merchants about the program.



**Peachy Mathias (far right) Accepts Certificate of Recognition from the Small Business Commission**



## Community Clean Team

The Community Clean Team engages communities and volunteers in beautifying merchant corridors, schools, open spaces, parks and community gardens by organizing a Saturday cleanup event in each of the City's eleven supervisorial districts.

Community Clean Team dedicates an entire month to each supervisorial district with DPW and other city departments performing various street cleaning and neighborhood beautification work. Clean Team produces additional cleanup events throughout the year at the request of community partners and neighborhood groups.

This year, the program celebrated its 10-year Anniversary at Alemany Farm where the department honored volunteers, partners, and sponsors who have graciously supported the Community Clean Team program since it began in 2000.

In FY 09-10, 3,975 volunteers joined DPW crews to clean the neighborhoods.

Highlights include:

- Swept 325 blocks of sidewalks, curbs and alleyways
- Cleaned 2.5 miles of coastline
- Planted 571 trees, bushes and plants and cleaned 506 tree basins
- Distributed 216 cubic yards of chips on center islands, lots and parks.
- Removed graffiti on public property from more than 101,000 square feet of public space
- Removed 45,920 pounds of green waste and debris from the public right-of-way



Volunteers at District 4 Cleanup



Clean Team partners include the Recreation and Parks Department, the Department of Parking and Traffic, the San Francisco Housing Authority, the Sheriff's Office, Caltrans, the Municipal Transportation Agency, Caltrain, the Mayor's Office of Neighborhood Services, SF Parks Trust, all of the District Supervisors' Offices, the Police Department, and the Department of the Environment. Walgreens continued to support the program financially with donated water for volunteers.



**Deputy Director Mohammed Nuru and Rich Bridygham at Fisherman's Wharf Cleanup Event**

Recology Waste Systems and San Francisco Clean City are key partners in the program and provide the Gigantic 3 Program, which offers residents bulky item drop off, recycling and composting opportunities during their district's Clean Team month. In FY 09-10, 61.1 tons of trash was collected and another 62.8 tons of recyclables and 19.1 tons of organics were composted.

## Urban Gleaning

As part of Mayor Newsom's Healthy and Sustainable Food Program, DPW launched the Urban Gleaning Program. Through this program, DPW works with San Francisco residents and businesses to collect fruits and vegetables grown from privately owned trees and community gardens and distribute them to shelters, the San Francisco Food Bank, and to other communities in need.

The program increases access to healthy and nutritious food for San Francisco residents by partnering with the community to glean and distribute locally grown fruits and vegetables that already exist throughout the City.

The program adheres to the Healthy and Sustainable Food Program directive in part by coordinating innovative programs that educate food system stakeholders and the general public on the value of healthy food. It also encourages food production and horticulture within the City through urban agriculture including through community, backyard, rooftop, and school gardens; edible landscaping, and agricultural incubator projects.

In the past fiscal year, the program collected and donated 698 pounds of fruit to the San Francisco Food Bank including lemons, apples, figs, loquats, avocados and plums.



## ENGINEERING AND ARCHITECTURE BUREAUS

Deputy Director & City Engineer,

**Fuad Sweiss, PE, PLS, LEED AP**



The Engineering Division of DPW (DDE) consists of five bureaus with about 500 employees responsible for the planning, management, design, and construction of many of the City's infrastructure and facilities with a current level of active projects valued at about \$2 billion. Under the department's comprehensive Strategic Plan, the bureaus of Architecture BOA), Engineering (BOE), Construction Management (BCM), Project Management (BPM), and Street Use & Mapping (BSM) provide outstanding customer service to San Francisco residents, businesses, and client departments through the delivery of world class facilities for the public to use and enjoy.

FY 09-10 achievements included the completion of many projects such as the Hamilton Pool Recreation Facility, Sunnyside Conservatory, Divisadero Streetscape, resurfacing of more than 300 streets and the opening of several branch libraries including Ingleside, Eureka Valley, Bernal Heights, and Potrero Hill libraries. Detailed descriptions of these projects can be found under each bureau in the following sections of this report.



**Architects rendering of Divisadero Street**



Throughout several months over the year, staff from the Engineering bureaus collaborated on writing, updating, and implementing new procedures in accordance with best management practices and the American Public Works Association (APWA) standards in order to meet accreditation requirements. These efforts culminated in May 2009, when the entire department including DDE staff celebrated achieving the APWA Accreditation.

In April 2009, staff at different levels from the four design and construction bureaus (BOA, BOE, BCM, & BPM) participated in an all day Team Building Workshop aimed at exploring better ways to collaborate on delivering integrated project design and management services. The group developed ideas that will shape future reorganizational and succession plan decisions.

Also, DDE Bureaus continued to play a major role in responding to and preparing for emergencies. In January 2010, staff assisted with issuing an Emergency Declaration in response to the extensive erosion at Ocean Beach which impacted parts of the Great Highway. In addition, DDE actively participated in the Pacific Earthquake Engineering Research (PEER) Conference and the 20th Anniversary of the Loma Prieta Earthquake to increase awareness for emergency and earthquake preparedness.

Delegations of engineers from several countries including Singapore, China, Australia, and Turkey visited DPW's DDE bureaus to learn best practices in the building and construction industry. Presentations were given by our engineers and architects on topics around seismic design, instrumentations, sustainable design, and renovation of historic buildings. In April 2009, a delegation from the City of Amman of Jordan visited San Francisco and signed a Sister City Agreement.

Detailed descriptions of the responsibilities and accomplishment of each bureau are presented in the following sections.

## Bureau of Project Management

Bureau Manager, Edgar Lopez

DPW's Project Management Bureau is responsible for delivering major capital projects through planning, design, regulatory approval, and the construction processes. The Bureau delivers a variety of projects on behalf of City agencies including the San Francisco Public Library (SFPL), Public Utilities Commission (SFPUC), Department of Public Health (DPH), Convention Facilities Department, the Port of San Francisco, and the Police and Fire departments.

Major capital projects are funded through local, state or federal public financing programs, and occasionally in combination with local matching or private funds. BPM employs a team of architects and engineers who possess the skills, knowledge and experience to deliver complex capital projects with aggressive schedules and extensive review and approval processes. The Bureau of Project Management delivers major capital projects across all city departments and is a recognized innovator in public/private project delivery that contributes to making San Francisco a beautiful, livable, vibrant, and sustainable City.



## Major projects managed by BPM:

### Earthquake Safety and Emergency Response Bond Program (\$412.3 Million)

DPW is managing the development of the Earthquake Safety and Emergency Response (ESER) Bond Program as an initial step to implement the Justice Facilities Improvement Program (JFIP).

The purpose of the ESER bond program is to enhance earthquake safety and emergency response systems to ensure life safety and assure prompt recovery of the City after a major earthquake or other disaster. The ESER General Obligation Bond measure was approved by 79% of voters in June 2010. The bond program is identified in the City's Ten-year Capital Plan.

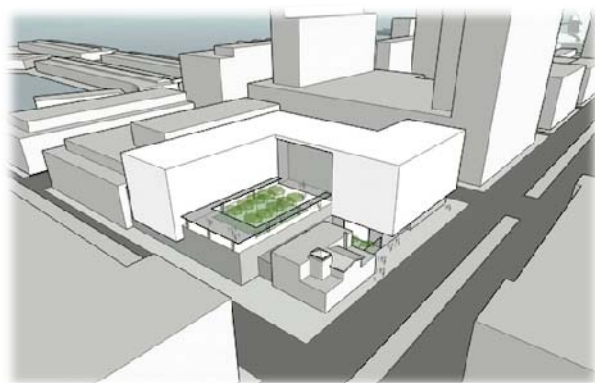
The components of the ESER bond include:

- Seismic strengthening of the above and below ground facilities of the Fire Department Auxiliary Water Supply System
- Seismic strengthening and facility renewal of selected Fire Stations
- Relocation of the Police Command Center and Southern Police Station from the Hall of Justice to a new Public Safety Building that will also house a new fire station serving the Mission Bay neighborhood

These new capital improvements and repairs are critical to not only uninterrupted emergency response to a major disaster but will also improve the provision of ongoing fire and police services. DPW is working with consultants to plan, design, construct, and manage these projects consistent with the commitments made in the ESER Bond.

### Justice Facilities Improvement Program (over \$1 Billion)

DPW developed a strategy, in partnership with consultants and stakeholders, for the implementation of the Justice Facilities Improvement Program (JFIP), a major capital program to replace the aging and seismically vulnerable Hall of Justice. The program will relocate city departments out of the Hall of Justice and into adjacent sites, thereby allowing a phased deconstruction of the building. The JFIP identifies distinct projects while studying appropriate venues that will accommodate building users and patrons.



Justice Facilities Improvement Program

DPW worked closely with City agencies to develop the strategy, including the Sheriff's Department, the Police Department, Office of the Chief Medical Examiner, the District Attorney, the Public Defender, Adult Probation Department, and the Superior Court. All these client departments will be relocated with the exception of the State Superior Court, which is not within the city's jurisdiction. The Earthquake Safety and Emergency Response Bond is the first of several General Obligation Bonds intended to provide funding needed to fully implement the program.



## San Francisco Public Utilities Commission (SFPUC) Headquarters at 525 Golden Gate (\$190 Million)

DPW's Project Management team is leading the design and construction of a new 13-story office building that will serve as the new headquarters of the SFPUC. In addition, DPW is providing oversight of inspection and testing services utilizing DPW's own materials testing laboratory.

The new 277,000-square-foot building is slated to achieve the highest rating from the US Green Building Council, LEED Platinum. Key sustainability features include on-site clean energy generation from photovoltaic panels; 100 percent of waste water treated on-site; low flow toilets; 45 percent daylight harvesting; 55 percent less energy consumption (than mandated under CA Title 24) and 32 percent less electricity demand from the main power grid. The building will utilize an innovative structural system with post tensioned (flexural) cores that will provide high asset preservation while exemplifying the highest standards of sustainability and green building design.



The design team continues to complete the bid documents for all trade packages. Construction began this year with the installation of 192 foundation micropiles, the tower crane foundation, and the Rat/Wearing Slabs required for foundation waterproofing protection. With 75 percent of the construction documents completed, thirty percent of the trade packages were advertised for bids. The project also received its Site and Foundation permits and final approval from the Arts Commission Civic Design Committee.

The project will be complete in spring 2012.

**San Francisco Public Utilities Commission  
Headquarters at 525 Golden Gate**

## Branch Library Improvement Program (\$189Million)

DPW's Project Management team is overseeing the largest building campaign in San Francisco Public Library history. Approved by voters, Branch Library Improvement Program (BLIP) includes the construction and renovation of 24 City branch libraries (16 renovations and 8 new buildings) of which 14 are complete. BLIP will provide the public with seismically safe, accessible, technologically updated, code compliant, and modern branch libraries in every neighborhood.



In fall 2009 and early 2010, the new Ingleside Branch Library and the renovated Eureka Valley, Bernal Heights, and Potrero branch libraries opened their doors to serve neighborhoods of enthusiastic library patrons. The new Visitacion Valley and Ortega branch libraries and the renovated Parkside, Park, Presidio, Anza, Merced, and Golden Gate Valley branch libraries will open to the public by mid 2011. The program is close to completion with the new Bayview Branch Library starting construction this fall. In early 2011, it is anticipated that the new North Beach Branch Library will also complete its environmental review.

A dynamic team of DPW employees is responsible for managing the design, regulatory approval, construction, and delivery of the libraries; whether designed in-house by the bureaus of Architecture and Engineering or by private consultants. DPW's Bureau of Construction Management is responsible for overseeing construction.

- 1 Visitacion Library Construction
- 2 New Children's Area at Bernal Heights Library
- 3 New Ingleside Branch Library
- 4 Potrero Library Grand Opening
- 5 Visitacion Valley Library Construction





### Laguna Honda Hospital Replacement Program (\$594 Million)

DPW is overseeing the \$594 million project from planning through construction, with the major new-construction activities coming to a close this year. The project achieved another major milestone as the first Leadership in Energy and Environmental Design (LEED) certified hospital in California; it was awarded its Silver certification in June. The construction completion of the Pavilion Building and South Residence Tower allowed the furnishing of furniture, fixtures, and equipment in early 2010 with the North Residence Tower scheduled to be furnished by midyear.

Residents will occupy the new buildings in late 2010 with the various Laguna Honda Hospital departments relocating at or around the same time. DPW is managing the contracts to both plan and assist Laguna Honda Hospital in relocating belongings for over 750 patients, and over 30 different hospital divisions.

The Department of Public Works participated in the grand opening of the Laguna Honda Hospital and Rehabilitation Center in July 2010.



Laguna Honda Hospital

### San Francisco General Hospital Rebuild Program (\$887.4 Million)

DPW is overseeing the design and construction of the San Francisco General Hospital (SFGH) 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 the current seismic standards. To ensure that the hospital will remain operational in the event of a major earthquake, the new hospital has been designed utilizing base isolation that will allow the hospital to move 30 inches in any direction. The project will be seeking a LEED Gold rating. In November 2008, 84% of voters approved a bond measure to fund the program.

In FY 09-10, the site utility relocation phase continued with surface improvement and underground utility activities to include the construction of a parking lot to accommodate people with disabilities, underground steam lines, main 12kV electrical duct bank, sanitary sewer and storm drain lines, domestic and fire service lines, reconfiguration of the south parking lot, and a new patient drop-off turnaround and entrance canopy.



San Francisco General Hospital Rebuild Program



Mass excavation and shoring commenced; which included grading and off-haul of soil and the installation of the shoring system for the new hospital.

The Hospital Build-out Increment 4 Drawings have been submitted to Office of Statewide Health Planning and Development (OSHPD) for plan review.



**Groundbreaking Ceremony for SFGH Rebuild Program**



**Underground Work at the Hospital Site**

DPW participated in the ground breaking in October 2009 where Mayor Newsom joined hospital staff and DPW to celebrate the rebuilding of the SFGH inpatient care facility. The groundbreaking ceremony occurred less than one year after San Francisco voters passed Proposition A, which authorized city financing of the project. Mass excavation and site utilities have been advancing earnestly after groundbreaking.

The SFGH Rebuild Program also includes the Emergency Generator Replacement Project that will replace the campus' existing steam-driven turbine engine emergency generators with new reliable diesel generators. This fiscal year design began undergoing the OSHPD plan review process. Construction is anticipated to begin in the last quarter of 2010 with the emergency generators operational by the end of 2011. The new hospital is anticipated to be completed in 2015.

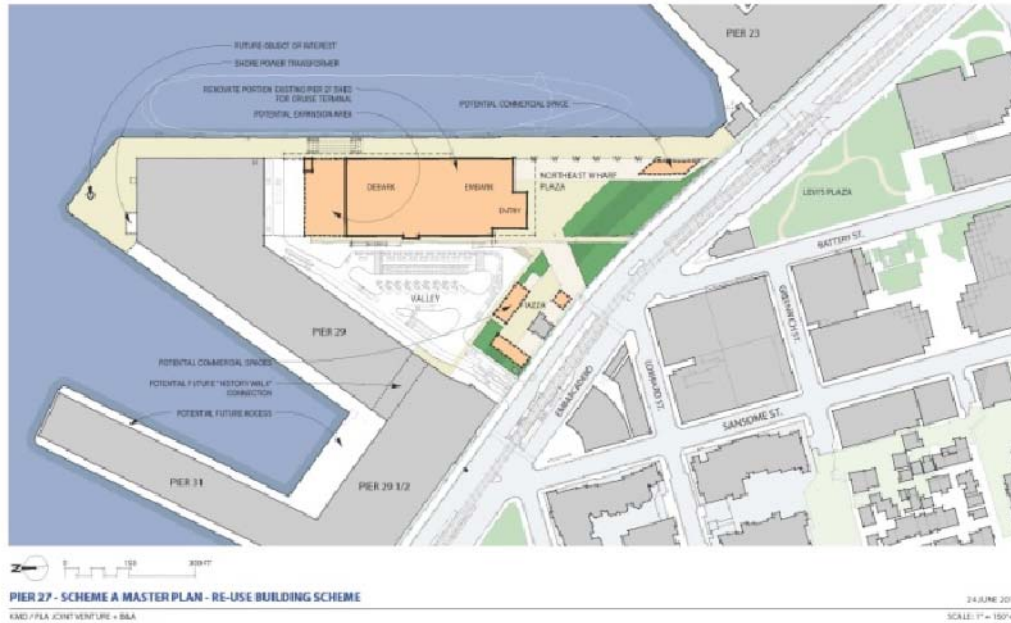


**Excavation Begins for the SFGH Rebuild Program**



## Pier 27 Cruise Ship Terminal Project (\$60 Million)

DPW joined the Port of San Francisco to transform Pier 27 into a new primary cruise ship terminal. DPW is providing overall project management, and architectural and engineering services on behalf of the SF Port. The project design team consists of City architectural and engineering staff and specialized services provided by a Cruise Terminal Design Consultant.



Design for Pier 27 Cruise Ship Terminal Project

Ten-acres of Pier 27 will be transformed into a vibrant year-round cruise terminal, public plaza and a community facility. The project will create facilities that meet the security and passenger handling demands of the cruise industry while allowing for recreation and special event uses for the public.

The Port's goal is to develop a superior home port cruise terminal that meets international cruise terminal standards for mega-cruise vessels, utilizes sustainable design and building practices, and meets community expectations and regulatory requirements. DPW and the Port are committed to excellent public service and seek to create an iconic architectural expression that will enhance San Francisco's reputation as a world-class, waterfront city and tourist destination. The terminal will be LEED Certified and is aiming for a carbon neutral facility that ensures minimal environmental impact.

The total project includes development of a two-acre public plaza and the Northeast Wharf Plaza, fronting the terminal structure on the Embarcadero. During the fiscal year, the following milestones were accomplished:

- Completed a comprehensive Facility Program Statement that included input from multiple stakeholders obtained through a series of workshops.
- Established a Steering Committee to provide input on key decisions that impact the project.
- Completed two design options to evaluate if Pier 27 facility should be renovated or replaced with a new structure



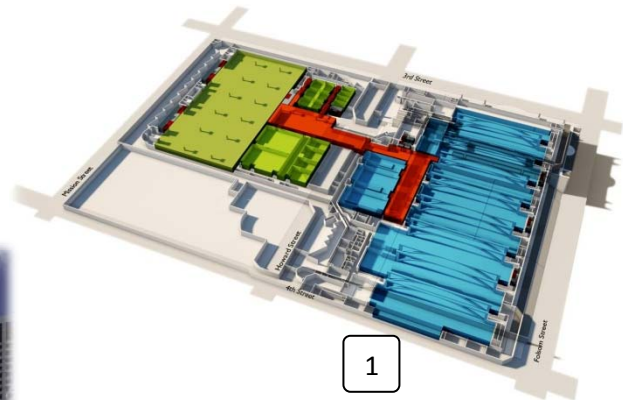
## Moscone Center Capital Improvement Program (\$60 Million)

DPW’s Project Management Bureau is working with the San Francisco Tourism Improvement District Management Corporation (TID) to implement a series of tenant improvements at the Moscone Convention Center’s South, North and West buildings. The project will not only upgrade the facilities, but employ a “branding” strategy to enhance convention visitors’ memories and highlights of San Francisco.

The Moscone Convention Center upgrade is a project using a combination of private and public funds. DPW implemented an Integrated Project Delivery (IPD) method to coordinate the services of a Construction Manager/General Contractor (CM/GC) to offer constructability review and cost estimating services as well as to plan and organize the sequence of the construction.

A key strategy for this project is to schedule the construction work without disturbing important convention activities. The construction will be scheduled in three phases between December 2010 –June 2012. The first phase, which is complete, consisted of painting the South Moscone Exhibit Halls and testing and balancing the HVAC system.

Future work includes the remodeling of 24 bathrooms, painting, installing acoustic ceiling, flooring, & partitions, upgrading the HVAC and electrical systems, and other miscellaneous specialty work scopes.



The project is anticipated to achieve a LEED Silver green building designation.

The project is currently in the development phase with completion scheduled for 2014.



- 1 Moscone Center Palette
- 2 Moscone Center Exterior
- 3 Moscone Center South Hall



## Bureau of Architecture (BOA)

Bureau Manager, Gary Hoy

The Bureau of Architecture (BOA) provides comprehensive planning, management and architectural services for the modernization and renovation of the City's buildings as well as the development of new facilities and urban space for public use. We employ 50 architectural professionals including 26 licensed architects, and 24 associates and assistants and 10 support staff. We are a team-based organization comprised of four design studios, each led by a Senior Architect, affiliated with specific clients. Environmentally sustainable architecture is a key priority with the Bureau. BOA has 30 Leadership in Energy and Environmental Design (LEED) Accredited Professionals on staff and provides consultation for LEED certification to meet or exceed the goals set forth by the City's Resource Efficient Building ordinance. This team is diverse in experience and cultural background enabling the Department of Public Works to outreach to all the City's stakeholders, client agencies and provide skilled services.

## Summary of Fiscal Year Activities

The combined budget for the Bureau of Architecture and the Bureau of Project Management for FY 09-10 totaled \$16.9 million.

## Statistics for the Year

In spite of the economic climate, BOA maintained a steady demand for services, with more than 100 active projects. BOA also made adjustments and aligned resources to maximize efficiency with decreased funding. This year, BOA in conjunction with the Bureau of Engineering, Bureau of Project Management and the Bureau of Construction Management advertised more than \$60 million in new projects, completed construction on more than \$75 million in projects, and continued work on an equivalent value of projects in both design and construction for client agencies. BOA also assisted the SFPUC with the design and construction of more than 44 infrastructure projects, 20 of which were bid to contractors and awarded by SFPUC.

## Performance Measures

On the business end, BOA has a significant role in analyzing and creating cost projections for construction projects prior to sending contracts out for competitive bid. One of BOA's performance measures is the ability to estimate construction costs, and limit the amount of change orders due to Errors or Omissions (E&O) in the contract documents to less than 3%. These two measures are shared with BOE as designers. A third measure is the completion of projects within the construction schedule, which is shared goal between BOA and BCM. Despite the complexities and challenges of developing cost projections based on the current construction market, of the 45 projects that were put out to bid, 10 estimates came back within the projected cost range with most bids coming in lower than the estimate. The result for percentage of E & O change orders for the year ended at 0.71% for all DPW projects. The average percentage of E&O change orders for buildings came in at 1.79%, with only two projects exceeding the 3% threshold.



## Awards

BOA's staff was recognized along with BOE/BCM/BPM by the Northern California Chapter of American Public Works Association (APWA) with awards for the Richmond Branch Library and the Sunnyside Conservatory, two historic preservation projects recognized for their achievement in the \$5-25 million and under \$5 million categories respectively. (The Library was completed in June of FY 2009, and Conservatory was opened in December).



Richmond Branch Library

## Strategic Plan and Goals

In alignment with DPW's Strategic Plan, this year BOA moved aggressively to implement more sustainable architecture into four branch libraries currently under construction and designed to comply with LEED Silver ratings. BOA also designed a new LEED Silver compliant Chinese Recreation Center, which broke ground in June; and provided designs for tenant improvements at various City facilities to comply with interior LEED guidelines. BOA designed and built a green roof atop the City's newest office building, which will provide ecological and environmental benefits to patrons of the building and for both avian and insect wildlife. In instances where LEED certification is not possible, BOA continues to apply sustainable design principles in the selection of materials and finishes to improve the City's overall quality of life.



## Programs

### Citywide Capital Planning

Annually, BOA assists the General Services Administration/Capital Planning Program in the development of the City's 10-year Capital Plan, as well as with project development of the annual Capital Improvement Project budget and schedule for future General Obligation Bonds proposals.

This past year, BOA continued its assistance in conjunction with the Bureau of Project Management to develop the \$412 million Earthquake Safety and Emergency Response Bond, which was passed by the voters in June 2010. This bond will fund improvements to the City's Auxiliary Water Supply System (AWSS) for fire-fighting and protection, seismic upgrades and improvements to several existing fire stations, and construct a new Police Department Headquarters, which will include both a district police station and fire station in Mission Bay.

### Job Order Contracting

BOA's Job Order Contract (JOC) Program continues to play a role in streamlining and expediting the process of constructing small to medium sized building projects. In FY 09-10, BOA issued \$ 5 million in contracts, raising the total awarded through JOC contracts to \$ 33.3 million with \$ 3.8 million currently under construction. This year, JOCs were used for the Department of Human Resource Tenant Improvements at One South Van Ness Avenue, Davies Symphony Hall Architectural Barrier Removal, and various projects for the Recreation and Parks Department. The JOC program has proven to be a very successful vehicle for the participation of Local Business Enterprises (LBE) which comprised 55% of the dollar value of work contracted to either LBE Primes or their LBE Sub-Contractors.

### Architectural Services

In FY 09-10, BOA's major clients continued to include the Recreation and Park Department, the San Francisco Public Library, the SF Public Utilities Commission, and the General Services Agency. In addition, BOA became involved in the Port's new Cruise Terminal on Pier 27 providing LEED administration and participated in the facility's design with consultants directed by the Bureau of Project Management. BOA services for these client agencies are described below.



## Real Estate Projects

Renovations and tenant improvements were completed in three major office buildings for the City's Real Estate Department. At 1650 Mission Street, design work started on projects to upgrade a major server room, the emergency generator, and fire alarm systems. Construction is scheduled to begin next fiscal year.

Tenant improvements also continued at the City's recently acquired property at One South Van Ness where renovations for the Controller's Payroll and Personnel Services Division completed in June. The project staff is aiming for a LEED Silver certification. BOA is also managing the fire alarm and energy efficiency and water conservation improvements and championing the LEED certification of this 600,000 square foot office building which currently houses multiple city departments. BOA directed the design and construction of a bike room in the basement garage to accommodate more than 100 bikes. On the building's roof top, BOA assisted with replacement of the roof to include a living roof with the ability to harvest rain water for irrigation and beekeeping facilities.

At 30 Van Ness Avenue, BOA completed the design and installation of a new fire alarm system; which was completed in June.



30 Van Ness Improvements, 8<sup>th</sup> Floor



Department of Real Estate Tenant Improvements

Also, at 30 Van Ness, improvements were completed to the offices of the Bureau of Project Management which features a modular glazing system designed to be reusable and designed to maximize day lighting for office areas. The improvements were designed to comply with LEED requirements for tenant improvements showcasing efficiency and ease of product installation. The construction work was completed by DPW's Bureau of Building Repair.





## Recreation and Park Facilities

Hamilton Pool, Sunnyside Playground and Sunnyside Conservatory were completed and opened to the public with great success this fiscal year. Sunnyside Conservatory was awarded a 2010 APWA project of the year award for Historic Restoration.

Additionally, BOA is working on the historic preservation and design for the Murphy Windmill Caretakers Cottage and Park Aid Station in



As part of the 2008 Clean and Safe Neighborhood Parks Bond, BOA is renovating three and designing two new Recreation and Park facilities with the Chinese Recreation Center being the first of these projects to be advertised. DPW participated in its ground breaking ceremony in June. Construction documents for Mission Pool and Playground are complete and the project is in permit review, while Sunset Recreation Center is nearing design completion. A new Cayuga Playground will be sent out for bid and the historic renovation of the Fulton Playground Clubhouse will follow. BOA also initiated designs for Cabrillo, Lafayette Park and Kimball playground as part of the second phase of the 2008 Clean & Safe Neighborhood Parks Bond.

## SF Department of Emergency Management

In FY 09-10, construction was completed for the renovation of the 2nd floor of the 911 Dispatch Center at 1011 Turk Street. Originally built in 1999 by DPW, this highly technical call taker/dispatch center was modernized with new computer aided dispatch equipment and furniture systems. Renovations in the administrative areas of the facility will begin next year.

## Mayor's Office on Disability

BOA continued to work with the Mayor's Office on Disability on the implementation of several projects this fiscal year as part of the City's Americans with Disabilities Act (ADA) Transition Plan. These initiatives included new signage at City Hall, several projects at the San Francisco General Hospital campus to improve accessibility, the Sheriff's Department Women's' Re-entry Center and the installation of evacuation chairs at selected sites around the City to assist in fire evacuations. Design work also started on a series of accessibility improvements at Union Square with continued work on ADA improvements at San Francisco General Hospital and at various neighborhood health centers under the Direction of the Mayor's Office on Disability.

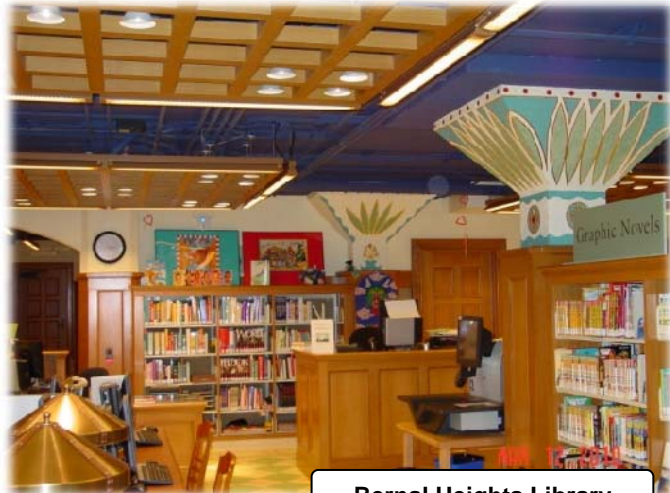


## SF Branch Library Improvement Program (BLIP)

The historic renovation of the Senator Milton Marks Richmond Branch Library was completed May 16, 2009 as part of the Branch Library Improvement Program (BLIP) which was awarded the 2010 American Public Works Association project of the year for Historic Renovation in the category of projects that range between \$5- \$25 million.

In FY 09-10, DPW completed construction on Eureka Valley, Bernal Heights, and Potrero Branch Libraries and they are now open to the public.

This year, construction began on four more branch libraries including the Visitacion Valley & Ortega branch libraries; which broke ground in June 2009 and contracts were awarded for the renovation of Anza and Merced Branch Libraries.



Bernal Heights Library



Potrero Library



Visitation Valley Library



Eureka Valley Harvey Milk Library

The Ortega Branch Library also broke ground in June 2009 followed by Merced and Anza Branch Libraries. All four of these branch libraries were designed to meet LEED Silver Certification and scheduled to open in FY 10-11.



Ortega Library



## San Francisco Public Utilities Commission

This year, BOA began to support the PUC with architectural services for their ground water and recycled water distribution systems within the City and County of San Francisco. These systems will provide an alternative source of non-potable water to the City for irrigation of parks and landscaped areas around City facilities.

BOA is working with PUC to replace the historic Outfall Temple at Calveras Dam. Originally designed in conjunction with the Hetch Hetchy Water System in the early 20th Century, this new structure will replicate the old facility in style but increase in size as the dam is rebuilt to become seismically safe.



**Historic Outfall Temple at Calveras Dam**

In addition, BOA and BOE are assisting PUC in the preparation for the master plans for the Sunol and Millbrae Yards. The master plans call for improvements in land-use and new facilities in both yards, including a visitor center in Sunol and a water quality laboratory in Millbrae.

## Department of Public Health

Working with our client agency, the Department of Public Health, BOA has helped leverage the Americans with Disability Act funding into major improvements at several health centers. Potrero Hill Health Center started construction in December; the Silver Avenue Health Center Children's Behavioral Health Suite was completed in March, and the Chinatown Health Center was completed in June. An improvement to SFGH's Surgical Rooms in Wing 6G also began and the SF General Hospital Traumatic Brain Injury Restroom is under construction.

BOA assisted DPH in the procurement of a \$9.5 million federal grant for a project at the SF Office of AIDS Renovation (SOAR) and started design work in March. The project has a tight delivery schedule in order to meet federal funding guidelines.



## Bureau of Engineering (BOE)

Bureau Manager, Patrick Rivera

BOE provides mechanical, hydraulic, electrical engineering and landscape architectural planning design, and consultation services for a range of capital improvement projects. The Bureau also manages infrastructure programs for the repair, renewal and maintenance of City-maintained streets, the sewer system, wastewater treatment plants, water facilities, street structures, and streetscapes, wastewater delivery, water facilities. This fiscal year, clients included the Fire Department, Recreation and Park Department, the Municipal Transportation Agency (MTA), the SF Public Utilities Commission (SFPUC), the Department of Public Health, the San Francisco General Hospital, the San Francisco Public Library, the Airport, the Youth Guidance Center, the Port, Mayor's Office on Disability, the Department of Building Inspection, and the Redevelopment Agency.

In FY 09-10, BOE completed a number of significant projects.

- The Streets & Highways Section awarded seven paving projects with \$13 million received from the Federal Economic Stimulus Grants under the 2009 American Recovery and Reinvestment Act.
- The Hydraulics Section designed and contracted 21 sewer projects totaling \$63 million for the SF Public Utilities Commission.
- The Mechanical Section designed five projects for the San Francisco Public Library and Recreation and Park Departments that met LEED Silver certification standards and continued to provide pump station designs to support SFPUC's Water System Improvement Program.
- Landscape Architecture continued to provide designs for streetscape and Great Street projects like the Divisadero Streetscape Improvement Project as well as parks and playgrounds for the Recreation and Park Department.
- The Structural Section revamped the Roadway Structures Inspection and Repair Program scoring system, and the sped the inspection process of roadway structures. In addition, the section designed and repaired 35 Street Structures through the program. Finally, in coordination with the Mayor's Office on Disability and the Paving Program, the Curb Ramp Program built 1,850 curb ramps in neighborhoods citywide providing access to the disabled community.

## HYDRAULIC ENGINEERING

The Hydraulic Engineering Section provides planning, design, and consulting engineering services for the City's sewer system with primary focus on the collection system through the SFPUC's Repair and Replacement Program and the Ten-Year Capital Improvement Program. This Section responds to sewer emergencies and flooding/odor complaints; develops and maintains Sewer Geographic Information System; reviews submittals from developers; provides support to the SFPUC to improve sewer flow conveyance and collection system asset management, and assists the SFPUC in the development of its Sewer System Master Plan. During the FY 09-10, Hydraulic engineers designed and contracted 21 projects totaling \$63 million. Hydraulic Engineering services were also provided to other departments and to their consultants on numerous projects.



Highlights include:

- Divisadero Streetscape Improvements and Sewer Replacement
- Colon/Greenwood/Plymouth/Southwood/Wildwood/Miramar Sewer System Improvement and Pavement Renovation
- Great Highway Emergency Slope Stabilization-Drainage Work
- Bernard/Jones/Pacific/Powell/Pleasant/Spring/Taylor Sewer Replacement
- Taylor Street Pavement Renovation Project
- Central Subway Utility Relocation Contract 1
- Sunnydale Sewer System Improvement Project
- Mixed Liquor, Return Activated Sludge and Head works Facilities Odor Control Improvements
- Battery Street Sewer Replacement and Pavement Renovation
- California Cable Car Improvement and Sewer Replacement Project.
- St. Francis Circle Rail Replacement Project and Sewer Improvement
- North Shore to Channel Force Main Improvement Project
- Folsom, 13th and 19th Street Pavement Renovation and Sewer Replacement
- South of Market Alleyway Improvement Project
- Bromley Place Sewer Replacement
- Fell Street Pavement Renovation and Sewer Replacement Project
- Vallejo Street Emergency Sewer Replacement
- Drainage work for the Recreation and Park Department Improvement Project
- John McLaren Memorial Rhododendron Dell Renovation Project

## Vallejo Street Emergency Sewer Replacement

In response to an emergency declared by the SFPUC, DPW's Bureau of Engineering designed and replaced an aging (100+ year-old), collapsing sewer system on Vallejo Street in the Pacific Heights neighborhood. The project consisted of constructing 12" diameter vitrified clay pipe sewer main and replacement of all side sewer laterals. This was part of a coordinated effort with DPW's Bureau of Street and Sewer Repair to repave the roadway after the completion of the emergency work. The photo shows DPW installing a new pipe.



Emergency Sewer Replacement on Vallejo Street



## Battery Street Pavement Restoration and Sewer Replacement

As part of a joint venture project between DPW and SFPUC, existing segments of egg-shaped brick sewers were rehabilitated with cured-in-place liner for the first time in San Francisco along the Battery Street corridor. Other shorter segments of brick sewer were rehabilitated by applying a layer of composite cement mortar to the sewer interior walls. By implementing these rehabilitation methods, sewer replacement by means of open-cut excavation eliminated conflicts with other underground utilities and construction impacts to the public were minimized. The use of open-cut sewer replacement was minimized and implemented at locations where the existing sewer pipes were found to have severe structural deficiencies. The project scope included street resurfacing, curb ramp upgrades and drainage work. A comparison between the existing and rehabilitated sewer is illustrated below.



Battery Street Sewer, Before and After Installation of Lining

## Sunnydale Sewer Improvement Project, Phase I

This project included upgrades to the City's sewer system in the Visitacion Valley neighborhood which experiences severe flooding during winter months. The Sunnydale Auxiliary Sewer Project addresses resident flooding complaints by constructing an auxiliary 9.5' to 11' diameter tunnel using an earth pressure balance machine (EPBM) connecting the existing Sunnydale Transport Box structure on Harney Way to the sewer facilities located just east of the intersection of Bayshore Boulevard and Sunnydale Avenue. A tie-in structure will be constructed at Harney Way and Alana Way. From the tunnel pit at Bayshore Boulevard and Sunnydale Avenue, an 8' diameter pipe will be installed crossing the intersection using micro tunneling. A control structure will be constructed at western end of this 8' diameter pipe and will include future tie-in for work that will take place under Sunnydale Sewer System Improvement Phase II, which upgrades the City's sewer system west of Bayshore Boulevard. The estimated cost of this project is \$40 million and construction will begin in the summer of 2010.



## Taylor Street Improvements

This project will improve the roadway and sidewalk area in front of businesses and restaurants fronting Taylor Street in Fisherman’s Wharf. The project is a joint venture between DPW, the Port of San Francisco and the SFPUC. The sidewalk was widened by 10 feet and the roadway was reconstructed to improve surface drainage. The project also included the relocation of water mains, the construction of 10-inch diameter force main, and the relocation of an existing sewer main and connection to a 51-inch diameter reinforced concrete sewer on Jefferson Street. A trenchless excavation method was used to construct a new sewer segment under the historic F-Line street car. Construction staging plans were included in contract drawings and construction operations were performed at night through early morning due to large pedestrian activity in this tourist area. DPW provided professional engineering services for the design and construction of this project and the Port provided project management and coordination.

### MECHANICAL ENGINEERING

Mechanical engineers perform a variety of services for the improvement and enhancement of several public facilities as well as portions of the City’s infrastructure. In FY 09-10, construction began on five projects designed to meet LEED Silver Certification ratings: Anza Branch Library, Merced Branch Library, Ortega Branch Library, Visitacion Valley Branch Library, and Chinatown Recreation Center.

Several infrastructure projects under BOE mechanical section are highlighted below:

### Alemaný Pump Station Upgrade



Exterior and Interior of Alemany Pump Station

The Alemany Pump Station Upgrade is a project identified in the Water System Improvement Program (WSIP) for repair, replacement, and seismic upgrade of the Hetch Hetchy Water System managed by the SFPUC. The project included demolition of the existing building, construction of a new reinforced concrete building with a bridge crane, new pumps, a sprinkler system, an electrical system, a stand-by generator and generator building, the replacement of surge tanks, security fencing and monitoring systems, landscaping and other site work. This project provided the necessary facilities to support the Supervisory Control and Data Acquisition (SCADA) project by adding automation, where needed. DPW completed the construction of this project in October 2009.





## Mount Davidson Pump Station and Storage Tank Upgrade

The Mount Davidson Pump Station and Storage Tank Upgrade are two other projects identified in the Water System Improvement Program (WSIP) for the repair, replacement and seismic upgrade of the Hetch Hetchy Water System managed by the SFPUC.

The project scope included the demolition of existing building, constructing of a new reinforced concrete building with new pumps, a sprinkler system, an electrical system, new trailer mounted stand-by generator, a surge suppression system, security fencing and monitoring systems, pipeline, landscaping, storage tank and tunnel structural seismic improvements, and public access improvements on site.

This project was essential to support the Supervisory Control and Data Acquisition (SCADA) system by adding equipment automation and control. DPW completed the construction of this project in January 2010.



Exterior and Interior of Mount Davidson Pump Station

## Channel Pump Station Odor Control and Facility Improvement

The Channel Pump Station Odor Control and Facility Improvement project included the replacement of the inlet sluice gate, barscreens, chemical injection system, hydraulic actuators, discharge piping, seal water supply system, control system, power supply system, machine monitoring system, station security system, complete main lifting pumping system assembly, and odor control system. One aspect of this work was treating odors via carbon units. Two units were installed including supportive platform, catwalk, fans, dampers, ductwork and supports. DPW anticipates completion of this project in July 2010.



Channel Pump Station Odor Control and Facility



## San Francisco Fire Department Fireboat Maintenance Contract

The six- year fireboat maintenance contract was developed to provide maintenance service and upgrades to both SFFD fireboats, the Phoenix and Guardian. Under the contract, the contractor performed various maintenance work and upgrades to the Fireboat Phoenix including sea valve servicing, zinc anode replacement, hull cleaning and bottom paint, ultra-sonic hull thickness measurement, steering system and fire pump piping upgrades. During the course of the contract, BOE partnered with SFFD and other key City Divisions to identify contracting improvements and streamline efficiencies. The result of this effort was a written procedure for effectively administering the fireboat contract in future years. Construction work on the fireboat Phoenix was completed in November 2009.



SFFD Fireboat

## SFFD Auxiliary Water Supply System Relocations and New Lines

Construction work this past year included removing and replacing high-pressure hydrants at various locations throughout the City including hydrant laterals to accommodate sidewalk widening for the Valencia Streetscape project and the construction of bus bulb-outs at Jones and McAllister streets for projects with the SFMTA. Completed design packages for high-pressure fire mains included four contracts for the Mission Bay developments which consisted of more than eight blocks of new mains, a dozen new high-pressure hydrants and the kick-off for SFMTA's Central Subway project along Fourth Street.



Auxiliary Water Supply System Mains



## Electrical Engineering

### Security Lighting at Pier 80

BOE provided services for the installation of security lighting at Pier 80 located at the intersection of Cesar Chavez and Maryland streets. This project replaced existing high mast poles and fixtures with three new 80 foot high masts with six 1000Watt metal halide fixtures per pole in new foundations and motorized lowering devices. Pole foundations are 8' wide by 10 ½' high with four 100 foot torque down piles in bay mud. All controls via an astronomical time clock with manual key operated override switch. The work scope also included the replacement of seven poles and fixtures with new 80 foot high mast poles and ten 1000Watt Metal Halide fixtures per pole utilizing existing foundations, conduits and cables. It also included the replacement of all the existing exterior building lights on Shed A and Shed D with energy efficient fixtures which are connected to a photocell and astronomical time clock with key operated manual override.

Empty conduits and pull boxes were provided to the building for future Closed Circuit Television installation.

This Homeland Security project provided enhanced security to the Pier to deter vandalism.



80 Foot High Mast Fixture



Pier 80 Electrical Site



Pier 80 Electrical Site



## SFgo Program

SFgo program is spearheaded by the San Francisco Municipal Transportation Agency and is a citywide transportation management system that promotes transit and reduces traffic congestion. It provides the following:

- Intelligent transit signal priority with peer-to-peer communication between signal controllers.
- Real-time traveler information regarding incidents and special events.
- Monitors traffic to adjust signal timing as needed.
- Ensures reliable and optimum signal timing as well as pedestrian and bicycle safety by installing state-of-the-art traffic signal controllers, equipment, and interconnections.



SFgo at Third and Mariposa

BOE installed five variable message signs in SOMA and on Third Street. The signs are located on Fourth and Minna streets; Fifth and Clara streets; Third and Mariposa streets; Third and Marin streets; and Third and Paul streets and will display street closure, emergency, and public service announcements. The Fourth and Fifth Street signs will also direct travelers to city-owned garages with available parking spaces. These signs are connected by fiber optic cables via the intersection controller.



An SFgo Electronic Alert



## Landscape Design

In FY 09-10, landscape architects planned, designed, and renovated spaces within the City's rights of way, parks, plazas, open spaces and other landscaped areas.

Highlights include:

- Divisadero Streetscape Improvement Project
- Valencia Streetscape Improvement Project
- Leland Avenue Streetscape Improvement Project
- Newcomb Avenue Improvements
- Balboa Streetscape Improvement Project
- Beckett, Wentworth and Cooper Alleyway Improvements in Chinatown
- McCoppin Square Renovation
- Hamilton Pool Site Improvements
- Potrero Hill Recreation Center Site Improvements
- Sue Bierman Park
- Presidio Heights Park Renovation
- Golden Gate Park Carrousel Site Improvements
- Muni street crash barrier to planter on Kearny Street
- Crystal Springs Pump Station Site Improvements
- Crystal Springs Pipeline Site Improvements
- LaGrande Pump Station Site Improvements

## Buena Vista Park Improvements

In November 2009, DPW completed a \$1.9 million renovation of the 36 acre Buena Vista Park in the City's upper Haight neighborhood on behalf of the Recreation and Park Department. The once lush park was in dire need of attention with major erosion problems. A neighborhood group, Buena Vista Neighborhood Association, strongly advocated for the restoration of this City amenity and worked tirelessly with City design staff to make improvements. After years of advocacy, their hard work finally paid off and they were rewarded with a world class park once again.



Buena Vista Park

Park improvements included a mid-slope disabled accessible trail paved with special resin for durability. Mature trees were trimmed and declining vegetation removed for pedestrian safety. Sensitive earth contouring and drainage improvements resolved erosion problems and allowed re-vegetation of the slopes with native and drought tolerant plants. New site furnishings, attractive masonry retaining walls and other park upgrades re-established Buena Vista Park as a must-visit City destination.



## Lincoln Playground Renovation

On April 23, 2010 the City officially reopened Lincoln Park Playground at Clement Street and 33rd Avenue in the Richmond District. The playground was completely renovated with a project budget of \$1.3 million and included all new state of the art play structures, seat walls, picnic tables, a restored lawn, swings and more.

The neighbors and the Friends of Lincoln Park worked collaboratively with City design staff to transform this playground into an exciting brand new facility. Richmond District Supervisor Eric Mar also attended and welcomed the neighborhood to the new park during a ribbon cutting which included participants of the park's main users – happy and excited children from the neighborhood.



Lincoln Playground

## Structural Engineering

The Bureau of Engineering's Structural Section provides planning, consultation, and structural engineering design and construction support services for a variety of projects including sewer repairs, roadway structures, retaining walls, building renovations and seismic strengthening, and new facilities and structures.

In FY 09-10, the section completed numerous design and construction projects. Several of these projects are highlighted below:

## Sunnyside Conservatory

The Sunnyside Conservatory is an historic recreation center. The project included seismic retrofit and partial re-construction of the structure as well as extensive site work to make the grounds compliant under Americans with Disabilities Act guidelines.



Interior of Sunnyside Conservatory



## Pulgas Discharge Channel Modifications Project

The objective of the Pulgas Discharge Channel Modifications Project is to modify the discharge channel to meet the anticipated peak flow of 250 millions of gallons per day (MGD). Thus, improvements to the discharge channel included the repair of cracks in the walls and slab, the stitching of each channel section together, the installation of struts to stabilize the tall tapered retaining wall, and the extension of channel walls with stainless steel plates.



Pulgas Discharge Channel

## Eureka Valley Library

The Eureka Valley Library is a one-story concrete masonry block building. The renovation work included horizontal addition and seismic upgrade, interior alterations, and some site work.



Exterior and Interior of Eureka Valley Library



## Visitacion Valley Branch Library

This new one-story 8,822 square feet building is a steel and wood framed building with a crawl space below wood-framed floor and partial basement. The center wing, which consists of a high-bay octagon reading area, is bounded by four lower wings that house library support function areas. The building is supported laterally by steel moment-resisting-frames and structural wood panel shear walls.



Visitacion Valley Construction

## Ortega Branch Library



Design of Ortega Branch Library

Under construction, Ortega Branch Library is located on Ortega Street and 39th Avenue, adjacent to Recreation and Park Complex Playground. The new one-story 9,300 square feet steel-framed building is laterally supported by steel braced frames.





## Structural Engineering (Street Structures)

DPW maintains more than 300 Street Structures, including tunnels, bridges, overpasses, underpasses, viaducts, stairs, retaining walls, and other structures that are used by the general public. DPW is responsible for keeping these structures in good condition and ensuring that they are safe. The purpose of the Roadway Structures Inspection and Repair Program is to ascertain the structure's physical condition and to determine if it needs maintenance and repair.

Street Structures are rated to indicate their deficiencies, structural adequacy, and overall general condition. With a \$2 million budget for the program in the Fiscal Year of 09-10, BOE designed and repaired 35 Street Structures through the program. DPW also applied and successfully received \$450,000 in Federal Economic Stimulus Grants under the 2009 American Recovery and Reinvestment Act for the improvement of street structures. Construction of repair projects with these funds is scheduled to begin in the Fiscal Year 10-11.

### Highlights include:

#### Bridge/Tunnel Repairs:

- Islais Creek Bridge Concrete Spalling Repair
- Islais Creek Bridge Steel Grating Repair
- 3rd Street Bridge Metal Deck Bolt Repair/Replacement
- Stockton Tunnel Pedestrian Walkway Repair

#### Retaining Wall/Guardrail Repairs:

- Quintara Street Retaining Wall
- Calhoun Street Retaining Wall
- Twin Peaks Boulevard Guardrail
- Montgomery Street Guardrail

#### Stair Concrete Repair:

- Eugenia-Kingston Stairs
- Kearny Street Stairs
- Broadway Street Stairs
- Kearny Street Stairs
- Carolina Street Stairs
- Cascade Walk Stairs
- Aerial Way Stairs
- Sanchez Street Wall and Stairs
- Highland Ave Concrete Pathway

#### Metal Railing Repairs:

- Justin Drive Guardrail
- Geary Expressway Underpass
- Brotherhood Way Pedestrian Overpass
- Romain Street Pedestrian Overpass
- Douglass Street Wall and Stairs
- Rosenkranz Street Stairway
- Holladay Ave Stairway
- Liberty Street Retaining Wall
- Saturn Street Wall and Stairs
- Sanchez Street Wall and Stairs
- Blairwood Lane Stairway
- Upper Market Street Structures

#### Painting Repairs:

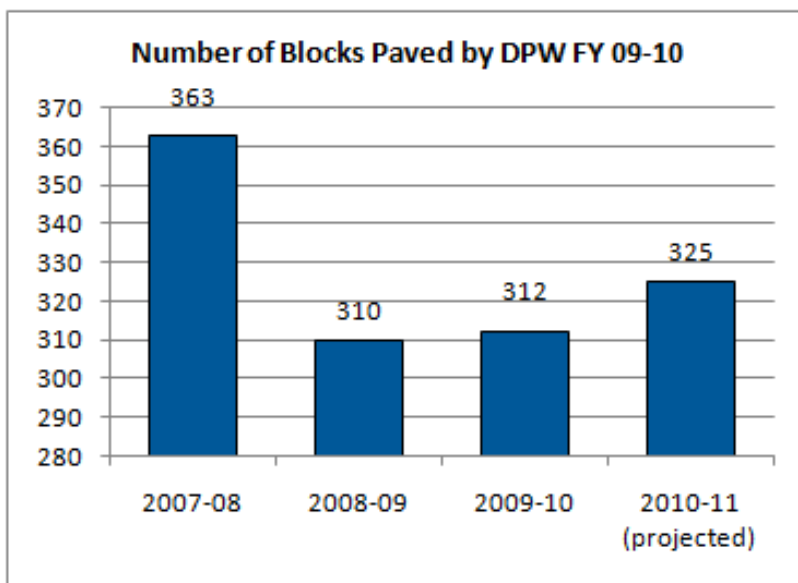
- Market Street Sidehill Viaduct #1 through #6



## Street Resurfacing

With a \$41.7 million budgeted for repaving projects this fiscal year, BOE successfully designed, paved, and rehabilitated 312 blocks, and slurry sealed 160 blocks through the Street Resurfacing Program. The program provides safe, smooth, accessible and high quality streets. DPW also successfully constructed multiple paving projects in 09-10 with \$13 million received from the Federal Economic Stimulus Grants under the 2009 American Recovery and Reinvestment Act.

BOE maintains approximately 850 miles of streets, comprised of 12,517 blocks. The program consists of paving, concrete base repair, sidewalk, curb, and curb ramp reconstruction, and concrete parking strip repair. The work is coordinated with utility companies to minimize excavation conflicts. BOE links its street resurfacing work with the department's Pavement Management and Mapping System (PMMS), which sets priorities for City-maintained streets based on factors such as pavement condition, type of street use, and transit routes.



This fiscal year, BOE improved maintenance coordination and consistently informed the public of upcoming street construction projects in an effort to minimize impacts to everyone that shares the roadway. In high-density neighborhoods, BOE worked closely to coordinate the needs of the community with contractors including working through the nights and weekends. Timely street paving has resulted in a smooth ride for transit riders, pedestrians, motorists and bicyclists, increasing the quality of life for San Franciscans.

## Great Streets Projects

Divisadero Streetscape Improvement project is located on Divisadero Street between Haight Street and Geary Boulevard. Improvements include new bus bulb-outs and median widening with trees, landscaping & irrigation, lighting fixture upgrades, public art, planting of new street trees, new site furnishings, and a newly resurfaced roadway. These improvements coincide with streetscape repaving and a sewer upgrade project. Working with the Divisadero community, DPW, the Municipal Transportation Agency, and the Mayor's Office of Economic and Workforce Development held a series of community workshops in fall 2007 to determine the needs of the Divisadero corridor. The total budget for this project was \$6.3 million.

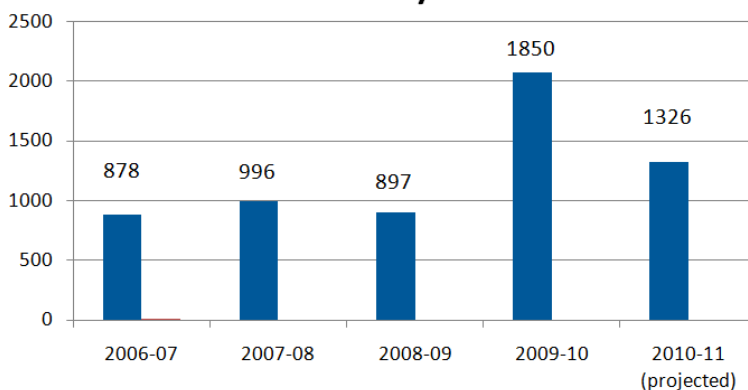


## Curb Ramps

DPW maintains approximately 7,200 street intersections in San Francisco. Some are not accessible for people with disabilities and some are partially or fully accessible. All public and private paving and construction projects are required to provide compliant curb ramps. Curb ramp specific projects are also constructed through the DPW Curb Ramp Program, with priority given to locations requested by persons who are disabled. The DPW Curb Ramp Program had a total budget in FY 09-10 of \$7.6 million.

In coordination with the Mayor's Office on Disability and other city departments, DPW ensures efficient design and the construction of curb ramps. The role of the department is to evaluate the entire intersection to provide properly located curb ramps that comply with departmental standards and regulatory requirements. In FY 09-10, 1,850 curb ramps were constructed in neighborhoods citywide under DPW design and construction; the highest amount in years.

**Number of Curb Ramps Installed by DPW**



### Bureau of Construction Management (BCM)

Bureau Manager, Don Eng

BCM's core responsibility is to oversee and ensure that Public Works construction projects are completed in a timely manner, follow city, state, and federal guidelines and codes, are consistent with technical plans and specifications, are completed within budget while minimizing the impacts of construction on residents and businesses.

The Bureau's engineers, architects, and inspectors provide a wide range of construction management services and expertise for City departments including the San Francisco Municipal Transportation Agency, SF Public Utilities Commission, Fire Department, Recreation and Parks Department, and the Public Library. BCM's quality control efforts include materials testing, environmental services, and the enforcement of all construction and building codes.

The bureau completed nearly 50 projects this fiscal year.



## Street and Streetscape Projects

BCM managed the renovation and construction of repaving projects and streetscape improvements. The group ensured that the rehabilitation of the roadway, repair of the sidewalk curbs and parking strips, the construction of curb ramps, installation of traffic calming features such as bulb-outs; sidewalk widening, street lighting, pedestrian countdown signals, crosswalk treatments, and landscaping are completed according to plans, guidelines, and specifications.

Projects managed this year, include:

- Lower Polk Streetscape Improvements
- Chinatown Alleyway Improvements
- Divisadero Streetscape Improvements
- Valencia Streetscape Improvements
- Taylor Street Improvements
- Van Ness Avenue Improvements
- Leland Avenue Streetscape Improvements
- Jones Street Pavement Improvement



Valencia Street



Leland Avenue

BCM managed the [Inner Sunset Traffic Calming project](#), part of a citywide program to develop safer streets for pedestrians and vehicles. The project built bulb outs at busy intersections along Irving Street to improve visibility for pedestrians and motorists.

BCM was also part of the [SFgo Project](#) that improves safety and provides efficient navigation on city streets by improving traffic engineering technologies around the City. DPW installed interconnect conduits, closed circuit television cameras, controllers, and variable message signs at 24 major intersections throughout the City with the management of staff from BCM.



## San Francisco Municipal Transportation Agency (SFMTA)

In 2009, BCM provided construction management services on behalf of SFMTA for the Central Subway - Moscone Station and Portal Utilities Relocation Project. The project is part of the city's larger Central Subway project, which will link neighborhoods in the southeastern part of San Francisco to Downtown and Chinatown.

Beginning 2010, BCM and SFMTA began collaborating on the project's massive public/private utilities relocation and strengthening as well as stabilizing foundations (underpinning) of existing buildings on Fourth Street from Bryant to Howard streets as a prelude to future construction of the Moscone Station and the Tunnel Portal.



Construction on Fourth Street

BCM's primary roles and responsibilities include managing and coordinating the relocation and construction of utilities that currently reside within the footprint of the proposed new station and portal, and inspecting and overseeing the protection and underpinning of adjacent buildings. BCM assures that the level of quality set by the Plans and Specifications are achieved through reviews, inspections, tests, and audits.

## SF Public Utilities Commission (SFPUC)

In FY 09-10, BCM assisted the SFPUC by providing construction management on several sewer replacement projects and water facility improvements:

- North Shore to Channel Force Main Improvements
- Oceanside WPCP Water Pollution Control Plant Improvements
- Channel Pump Station Odor Control & Facility Improvements

## Branch Library Improvement Program (BLIP)

DPW manages the Branch Library Improvement Program (BLIP) for the San Francisco Public Library. By providing project management and construction oversight, DPW is overseeing the largest building campaign in San Francisco Public Library history. The program includes the construction and renovation of 24 branch libraries (16 renovations and eight new buildings) and will provide seismically safe, accessible, technologically updated, and code compliant branch libraries in every neighborhood.



DPW provided construction management services to the following branch libraries this fiscal year:

- Anza Branch Library
- Bernal Heights Library
- Golden Gate Branch Library
- Merced Branch Library
- Ortega Branch Library
- Park Branch Library
- Parkside Branch Library
- Portola Branch Library
- Potrero Branch Library
- Visitacion Valley Branch Library

BCM also managed construction projects for other city agencies including renovation and improvement projects at:

- African American Art and Culture Complex
- SFMTA, One South Van Ness Tenant Improvements Project
- Emergency Operations Center and 911 Call Center at 1011 Turk Street
- The Mission Bay Development
- Hunters Point Shipyard Conversion

## Recreation and Park Department

BCM managed a number of recreation center and playground projects. Engineers ensured that every detail of a project adhere to current laws and comply with existing guidelines and plans.



Hamilton Pool and Recreation Center



Kimball Playground

- Hamilton Pool and Recreation Center Renovation
- Lincoln Playground Renovation
- Kimball Playground
- St. Mary's Playground Renovation
- SF Zoo Rhino and Hippo Exhibit
- Sunnyside Conservatory
- Harvey Milk Center for Recreational Arts
- Music Concourse Fountains

## Site Assessment and Remediation Division

Through its Site Assessment and Remediation Division, BCM provides a range of environmental and construction services for client departments such as site history and investigation, risk assessment, environmental planning, compliance, monitoring and mitigation, oversight and abatement of hazardous materials, sediment characterization and coastal engineering, environmental site remediation of soils and groundwater, permitting and removal of underground storage tanks; and other inspection and testing of materials.

## The Materials Testing Laboratory

BCM provides professional quality control services through its Materials Testing Laboratory, which is a fully certified testing laboratory that ensures construction materials used on all City projects are in compliance with contract plans and specifications.



## Bureau of Street Use and Mapping (BSM)

Bureau Manager, Barbara Moy

### Permits and Plan Checking

DPW processed more than 24,300 permits in FY 09-10, representing a decrease of approximately 6.7% in the number of permits issued from the previous fiscal year due to the economic turndown.

BSM’s Permit Division continues to embrace the department’s strategic goal in working with various internal and external stakeholders on the creation of DPW Order related to recycling of construction materials and has streamlined the approval process for establishing streets to parks.

BSM worked collaboratively with the Planning and Building departments to establish protocols whereby the departments meets with private developers on a regular basis to identify developmental projects that will improve the right-of-way in accordance with both the department’s Strategic Plan and the citywide Better Streets Plan.

DPW worked collaboratively with utility agencies in identifying projects under the five- year plan that resulted in partnerships between the City and utility companies. These partnership projects resulted in a more refined, finished and restored right-of-way that ultimately benefits the general public while reducing impacts to the community.

BSM Program Summary	FY 2009-2010
Permits Issued	24,300
Inspections Conducted	15,788
Sidewalk Inspection and Repair Program (SIRP)	130 sq blocks inspected
Pedmount Newsracks Installed	80
Mapping Backlog	Decreased by 3%

### Subdivision and Mapping

BSM also manages and organizes the City’s subdivision and mapping. Subdivisions submitted to BSM decreased from 505 active projects with an 8% backlog on July 1, 2009 to 410 active projects with a 5% backlog by the end of the fiscal year. The reductions in active projects and backlog are attributed to continued dedication of DPW staff to make the subdivision process more efficient. The decrease in active project was also due to the current economic climate.

A total of 86 field jobs were contracted with other city agencies increasing our field budget by 16% to a total of \$1.4 million. The increase in the amount of field work was due to the skill level and experience of staff, upgrades in field equipment (survey instruments and Global Positioning System units), and the committed efforts of staff to increase productivity.

BSM staff contributed to a variety of projects such as providing survey work for the MTA’s new Central Subway project, the completion of survey work for Transbay Joint Powers Authority, and the monitoring of the San Francisco General Hospital construction.





## Inspection and Enforcement

Street Inspectors conducted 15,788 inspections for sidewalk damage, utility excavations, and street improvement projects in FY 09-10. These inspections ensure that excavated streets and infrastructure are accessible and provide safe paths of travel on public right of ways. Of these, 71% of requests for action, related to utility work within the public right-of-way, were responded to within 24 hours.

In addition, inspections of over 130 square blocks of sidewalk were performed under the Sidewalk Inspection and Repair Program.

The Inspection Division also assumed responsibility for the Blight Ordinance and worked collaboratively with BSES to investigate and take appropriate actions against blighted properties.

## News Rack Program

During the year, the News Rack Program focused primarily on adding pedmount units (pictured above) to neighborhood commercial corridors. During this time, more than 80 new units were installed in areas such as West Portal, Irving Street, and Taraval Street. The News Rack Program reassigned 515 box spaces in Union Square, Civic Center and the Financial District that had been abandoned during the year because of the economy.



News Racks near AT&T Park

DPW also regulates and monitors free standing news racks belonging to publishers. Program staff ensures that publishers maintain their news racks and keep them free of graffiti and other types of vandalism. DPW began issuing citations to publishers electronically this year, shortening the time it takes to correct problems. DPW issued nearly 5,000 citations for maintenance issues this fiscal year.



## OFFICE OF FINANCIAL MANAGEMENT AND ADMINISTRATION (OFFMA)

Deputy Director, Robert Carlson



### Finance, Budget, and Performance Division

Division Manager, Douglas Legg

The Finance, Budget and Performance Division is responsible for budget preparation and negotiation, grant writing and administration, financial planning, capital planning, performance analysis, measurement, improvement and reporting. The Division develops reports and prepares analyses for the management and implementation of DPW projects and programs. The division coordinates the annual budget process; prepares an annual Indirect Cost Plan, which ensures fair allocation of overhead costs across all programs, projects and funding sources; participates in capital planning efforts and bond authorizations; develops departmental capital plans and grant proposals; prepares financial management reports; and coordinates reporting on DPW's performance through the City's performance measurement system and the Department's strategic planning process.

#### In FY 09-10, the grants unit:

- Applied for and received \$13 million in American Recovery and Reinvestment Act (ARRA) grant funds for repaving, curb ramp, and stairway projects.
- Redirected \$3.1 million in cost savings from ARRA to new paving and curb ramp construction projects
- Completed applications for block grants totaling \$11.5 million streetscape, street resurfacing, and bicycle and pedestrian project funds.
- Received \$6 million in local sales tax program grants for paving, curb ramps, sidewalk repair, tree planting and maintenance, and equipment, and filed applications for \$6.1 million in grants for FY 2010-11
- Applied for and received \$1.3 million in local sales tax program grants for an emergency stabilization project on the Great Highway
- Prepared applications for \$11.2 million in regional Transportation for Livable Cities funds that, if approved, will go toward streetscape improvement projects
- Issued Certificates of Participation with the City's Office of Public Finance to fund \$33 million in projects including street resurfacing, curb ramp construction, street structure renovation, and sidewalk repair.



**Recognition of BSD Super Star Performers**

The division had a leading role on the City's Street Resurfacing Finance Working Group with community stakeholders and other City staff. The group's final report outlined a number of potential avenues for a secure, long-term funding source for maintaining the City's streets. In the coming year, the division will work to share the group's recommendations to key stakeholders.

The performance unit, working with the DPW Information Technology (IT) Division, spearheaded the development and implementation of a Business Intelligence/Data Warehouse project that will improve the delivery of services to client agencies through the timely analysis of data. The division also established baseline information on the time it takes the department to perform key tasks such as repairing a pothole or trimming a tree. This information is key as the department works to increase productivity in order to maximize available resources. The team will also work on procuring new routing software; which will be used to improve the efficiency of DPW's mechanical street sweeping program, as well as other department programs within DPW's Operations Bureaus.



**Business Services Division (BSD)**

Division Manager, Jocelyn Quintos

BSD reviews and processes the department's accounting and procurement transactions within the City's online system (FAMIS and ADPICS); prepares grant and other agency billings; processes job orders; performs account analyses; prepares project and organizational reports; provides administrative support for business systems; and coordinates grant audits citywide. The division is responsible for contract administration and compliance including development and administration of the competitive bid processes for construction and professional services.

The division embodies the four C's- Client Service, Cost Management, Compliance and Controls- in helping to manage millions of dollars in work order funds, bonds, grants, special revenue and general fund for various projects every year.

The Business Services Division processed thousands of complex transactions this fiscal year, including:

- 43,000 journal entries
- 2,500 grant entries
- 83 construction and professional service contracts
- 311 task orders and contract service orders
- 40 change orders
- 3,600 job order requests
- 4,600 cash receipts
- 16,000 payments
- 1,700 work orders
- 4,000 procurement requests
- 7,000 RAS Transactions

This year, the division co-led the development and implementation of the Contract Automation System with the Information Technology (IT) group. This project included the Contract Automated Tracking (CAT) database, online Contract Service Orders (CSO), online DPW orders, and the online OFFMA81 process for construction. The implementation project was expansive, with both the Business Services Division & the IT team training more than 300 internal employees and 120 external vendors. These systems helped streamline the contract process, reduced paper usage and increased the effectiveness and efficiency of contract requests. One notable impact of this project is the reduction of processing time for CSO's from 55 days to seven days.

Through the Contract Automation System, a new way to certify signatures was employed. DPW became the first department to implement the use of digital signatures in legal contract documents in early fiscal year 2009/2010. Hundreds of CSOs and Task Orders were processed successfully utilizing the new electronic work flows and electronic signatures; resulting in a reduction in the processing time from several weeks to a week or less.

The Division was also able to successfully meet the reporting requirements of Chapter 14B, also known as the Local Business Enterprise and Non-Discrimination in the City's Contracting Ordinance, through the CAT and RAS systems; which helped classify contractors and subcontractors between small and micro local businesses as "minority owned," "women owned," or "other owned."



BSD also helped develop and implement a credit card online payment system. In March 2010, the department launched this initiative which allows the public to pay for various permit renewals and penalties through the department's Bureau of Street Use & Mapping online payment system. By the end of the fiscal year, the bureau received more than 100 payments online. This initiative began because of feedback from the business community; specifically from small businesses.

The Federal Highway Administration (FHWA) commended DPW for its review of contractor payments under the Divisadero Streetscape Improvement project which was funded by the American Recovery and Reinvestment Act. During FHWA's annual briefing to Caltrans, DPW was given specific mention for its process on internal controls, separation of duties, detailed pay item quantities and measurement and electronic data systems.

### Information Technology Division (IT)

Acting Division Manager, Ephrem Naizghi

The IT Division is responsible for all information systems related services within the Department of Public Works. The division designs and develops applications, maintains the IT infrastructure, and manages the implementation of projects to support users, managers and other city departments.

#### Summary of Fiscal Year Activities:

Total IT budget for the year \$8,799,749 (includes all Bureau IT budget and work order to Department of Digital Technology)

### Accomplishments and Highlights:

#### IT Consolidation

This past year, the division made significant progress in creating an integrated IT organization that will serve the needs of the department by combining all IT services under one umbrella with the goal of becoming a more efficient and effective centralized enterprise-oriented agency. Highlights include:

- Created a centralized Help Desk section in order to better respond to user requests and track workload and plan for enhanced service;
- Reduced the number of servers by using virtualization; thereby reducing power consumption allowing staff to centrally manage and monitor resources and ensure high availability and uptime.
- Consolidated and centralized the infrastructure to ensure efficient and effective management of all IT related services; providing adequate capacity for the department's growing and expanding technology needs.



## Computerized Maintenance and Management System project (CMMS)

The division began the implementation of an enterprise asset and maintenance management system to support and manage properties and public right of ways maintained and operated by DPW and the City's Real Estate Division (RED), managed under the General Service Agency. This system consolidates information resulting in the improvement of coordination and communications between DPW, RED and client agencies. This system also provides insight on the depreciation or appreciation value of the asset over the course of its life span.

## Business Intelligence Project

The division implemented a department-wide Business Intelligence (BI) and Data Warehouse (DW) solution. The solution extracts, analyzes, and centralizes data from various databases crossing all DPW business or functional areas. It includes two data marts and two OLAP cubes – a service order cube and a projects cube. The service order cube has three measures, nine main dimensions, and 25 sub-dimensions. The projects cube has two levels (Job Order Number level and detail level.) The projects' cube has the capability of measuring the performance in three measure groups and more than 60 individual measures. All project measures can be categorized and sub-categorized by more than 50 main dimensions and more than 200 sub-dimensions. The solution provides department staff at multiple levels within operations, engineering and financial administration access to accurate and timely analyzed data and performance measurements.

## Legacy Application Replacement Project

This past year, the division implemented the integrated application development platform by using collaboration, workflow, and development tools in order to standardize and simplify development of applications.

The IT team continued consolidating various applications in the financial and contract management as part of an overhaul of DPW's strategy of migrating and improving the legacy applications in which previously on- and off-line (paper) processes are being integrated into a single, user-friendly online system.

## Permit and Inspection Systems Enhancements

The division implemented an online payment system for residents and businesses to pay and renew permits and fees and citation fines associated with programs administered by the Bureau of Street Use and Mapping including the Street Inspection Repair Program/Abatement and Major Street Excavation Assessments.

In addition to this online service for the public, the division added two new programs into the inspection system for the management of citations under the Blight and Administrative Codes; which allows the public the ability to view and download violation notices and photographs online.



## Construction Planning and Coordination

DPW's Five Year Paving Plan was enhanced with more features to aid in the coordination of multiple street excavation projects. The enhancements include the capability for planners and project managers to view the history log and it provides notification electronically. The division added a project planning layer for use by planners at various agencies to share their projects with one other, allow users to import and export existing projects and add or edit information. New tools allow projects to import and export existing projects along with the ability to add or edit projects.

## Geographic Information System (GIS) / BaseMap

The division worked with the Office of Communications and Public Affairs on the creation of an online map through the Google platform, to highlight active and completed department projects citywide. The GIS data system includes several levels allowing staff to pinpoint locations on the map by selecting street ranges, inputting addresses and uploading images to the database. This online map was created for the launch of the department's newly designed web site and can be found on the homepage at [www.sfdpw.org](http://www.sfdpw.org).

The team also upgraded to ArcGIS and associated tools; allowing access and availability to GIS Mapping services to both internal users via the intranet and external users via the main public web site.

## Routing

The division began implementation of routing software to efficiently manage schedules and routes for the department's mechanical street cleaning program. The program oversees thousands of street cleaning routes and schedules and this tool will allow staff to establish a baseline for all the routes citywide. Prior to this tool, routes were manually tracked and analyzed.



## OFFICE OF COMMUNICATIONS AND PUBLIC AFFAIRS

Director, Christine Falvey

The Office of Communications and Public Affairs educates, informs, and promotes DPW projects, programs, and services to San Francisco residents and businesses. The office manages and oversees a variety of special events, responds to public inquiries from residents and the media; and develops and maintains relationships with businesses and community groups.

In the 2009/10 year, the Public Affairs team advanced the department's vision toward making San Francisco a beautiful, livable, vibrant, and sustainable city through a variety of initiatives.

### Outreach Events

The team attended more than 20 outreach events throughout the City. By tabling and distributing outreach materials and educating residents about DPW programs and projects, the team was able to reach out and provide education to thousands of people. The events also provide an opportunity for residents to ask questions, relay concerns or give compliments about DPW services. These events provide a personal and direct forum for DPW to engage with the public, which helps the department obtain a detailed and accurate assessment of people's concerns. Events attended this year include Sunday Streets in the Mission, Bayview, and the Great Highway; the Chinese New Year Street Fair; the San Bruno Street Fair; the Cinco De Mayo Street Festival and many more.



Outreach Tabling





## Press Outreach

The Office of Communications and Public Affairs provides clear, concise and timely information to the public via traditional mainstream, ethnic, and social media. The Office distributed 65 press releases on important public information topics, including storm preparedness, availability of volunteer opportunities as well as a number of capital project ground breakings and ribbon cuttings. Press outreach provides an opportunity for the department to raise awareness about important topics such as the department’s innovative pilot programs, department accomplishments, and other important cleaning, greening, and capital improvement initiatives.



DPW’s New Website Homepage

## Website Redesign

In May 2010, DPW launched a new public website. The department significantly transformed and modernized its public website at www.sfdpw.org by increasing accessibility, improving navigation, dynamically integrating social media, organizing and updating content and images, and offering a Google Map function that displays the location of current DPW projects and events. The team developed a more effective content management and organization system and developed and implemented a Sustainability Plan to keep the site constantly updated. The web team’s goal is to have users find their desired information within two or three clicks and in Fiscal Year 10-11, the office will conduct a number of usability tests to ensure that the website is serving the needs of the public.



## Construction Management Outreach

The Office of Communications and Public Affairs is instrumental in informing and engaging the community about upcoming street resurfacing projects, streetscape improvement projects, curb-ramp construction, sewer work, street-signal projects and other utility and infrastructure maintenance. The team reaches out to the public before and during construction in an effort to minimize disruptions.

In the past, our primary method of notifying residents and businesses about pending construction projects were through the post office, flyer distribution, walking door to door along impacted corridors, and attending community meetings. We improved our outreach efforts significantly this year by incorporating the use of social media, such as Facebook and Twitter as well as upgrading our website, which encourages the public to visit our web site to receive frequent project updates and other important information that impact them. Our upgraded site has weekly updates on significant paving projects with contact information, so that we may coordinate our work with the needs of residents and merchants.



**DPW Working to Educate Community about Construction Projects**

This fiscal year, the Public Affairs team conducted outreach on approximately 110 construction projects to ensure that residents, merchants, and people that share the road have access to accurate, consistent, comprehensive, and timely information.

Major projects included:

- Divisadero Streetscape Improvement Project
- Leland Streetscape Improvement Project
- Lower Polk Street Improvement Project
- Valencia Streetscape Improvement Project
- Van Ness Avenue Enhancement Project
- Ocean Beach Erosion /Stabilization Project
- Turk Street Resurfacing Project
- Jones Street Resurfacing Project

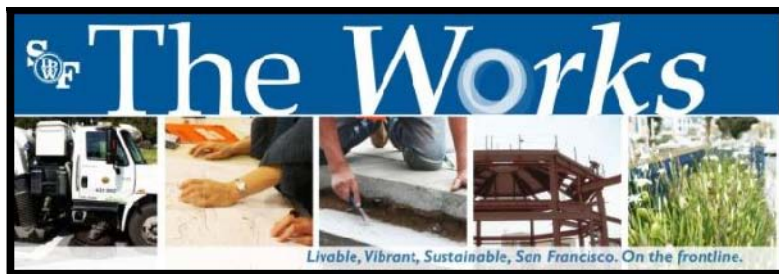


## Social Media

A year after the implementation of social media networking at DPW, tools such as Facebook, Twitter, YouTube and Flickr have served the public by educating people about DPW’s role and function as a service provider and providing important information to merchants and property owners about their responsibilities in keeping San Francisco clean and green. Social media has allowed the department to reach out to a larger audience in a cost effective manner with the capacity to maintain continuous and two way information exchanges. Further benefits from social media include increasing DPW’s ability to market daily achievements; deliver information about and invitations to volunteer events; educate the public about large scale projects; increase methods for open dialogue with constituents; and promote transparency.

DPW’s social media profiles have proven to be very popular. In the past year, with YouTube, we posted 13 videos, which received more than 4,500 views. On the photo sharing site, Flickr, about 8,000 views of uploaded images was recorded. On Facebook, DPW secured more than 325 fans, made more than 180 posts about programs and accomplishments, and received more than 15,000 page views and 3,700 photo views. With Twitter, the micro-blogging program, we generated 625 “tweets” or small phrases of important information, to a base of nearly 2,000 followers.

## Employee Newsletter



Continuing the trend of using technology to educate the public and our own employees in a low cost manner, DPW’s employee newsletter transitioned from a print to an electronic format last year, which not only saves paper and resources, but allows the department to offer dynamic forms of multimedia, such as video and photo sharing to offer employees information about what others in DPW are doing.

## Public Works Week

Public Works Week in 2010 was one of the department’s largest Public Works Weeks in recent memory. Tours of DPW projects were given by architects and project managers from significant capital improvement projects, such as the Richmond Branch Library, Sunnyside Conservatory, Third Street Bridge, and Laguna Honda Hospital.



Project Tour at Eureka Valley Branch Library



Public Works Week Awards Ceremony



Students Learn How to Fill a Pothole

In addition, the Office of Communications and Public Affairs worked closely with the Bureau of Operations for Open House at the operations facility, where more than 500 students from San Francisco schools came for Stop Litter presentations and participated in hands on activities, such as filling potholes, painting over graffiti, and building planters. The department also hosted its annual pin ceremony where employees were honored for their five to 35 years of commitment to public service.

**2010 Employee Recognition Program**



Pin Ceremony

Employees were nominated by their peers and selected for an award ceremony where they were formally recognized during National Public Works Week 2010.

The department recognized and awarded individuals or teams that excelled in the following five categories this fiscal year:

1. Ensuring Safe, Clean, and Green Infrastructure and Public Rights-of-Way
2. Creating and Maintaining Beautiful, Highly Functional, and Sustainable Facilities
3. Delivering World-Class Public Service
4. Embracing Organizational Efficiency and Innovation
5. Promoting Health and Safety



DPW recognized three individuals and four teams:

- [Cliff Wong](#) - Engineering - Delivering World-Class Public Service
- [Jaime Flores-Lovo](#) - Customer Service Division - Delivering World-Class Public Service
- [Mary Ngwe](#) - Street & Sewer Repair - Embracing Organizational Efficiency & Innovation
- The [Contract Automation Team](#) - Embracing Organizational Efficiency & Innovation
- The [Bernal Heights Library Team](#) - Creating and Maintaining Beautiful, Highly Functional, and Sustainable Facilities
- The [Defensive Driving Instructors Team](#) - Promoting Health and Safety
- The [Divisadero Streetscape Improvements Team](#) - Ensuring Safe, Clean, and Green Infrastructure and Public Rights-of-Way

### Emergency Preparedness Program

DPW's Emergency Preparedness Program builds, sustains, and continuously improves the Department's capability to prevent, protect against, respond to, and recover from emergencies, in order to save lives and minimize the impact of a disaster.

DPW's training and exercise strategy includes real-world events as well as planned exercises. This year, DPW partially activated the Departmental Operations Center (DOC) during Halloween and New Year's Eve. As a result of these activations, DPW trained core members of the DOC Command Staff and key Planning Section members and created an Event/Incident Action Plan template that helps improve response to emergencies or planned event. DPW also participated in the 2010 regional Golden Guardian exercise and the October 2009 Statewide Earthquake Exercise called 'Shakeout.' This fiscal year, DPW's DOC Activation Manual and the Debris Management Team Guide were updated and DPW's Disaster Plan was reviewed and reorganized to support a more efficient method to correct, improve, notify, educate and train staff on changes to specific procedures.

In order to facilitate access, review and use of emergency procedures by all DPW staff, a DPW Emergency SharePoint page was developed. This allows staff to easily access and update work flow information, contact numbers, department and citywide policies and procedures.



Departmental Operations Center Activation Exercise



## GENERAL SERVICES AGENCY

**GSA Training & Development** expanded its services this fiscal year by adding two levels of supervisory training programs: Supervisor Academy I for new supervisors and Supervisor Academy II, an advanced program for experienced supervisors. We continued to provide facilitation for Operations' Bureau Community Clean Team events and the Women's Enrichment Group. In addition to training, the team provided workshops around working with varying personalities, how to better communicate, and ways to assist with time management. For Environmental Service Worker Apprentices, the team worked with individuals around communications and interviewing skills. Executive coaching is another service that was offered to support career development for supervisors and managers. Training on harassment prevention, Title VI of the Civil Rights Act information, and training on the New Employee Orientation continued as part of the services this division provides to the Department of Public Works.

**GSA Human Resources Division** provides direct client services to DPW management and employees including payroll processing, personnel processing, recruitment and selection services, classification and compensation services, employee and labor relations, Americans with Disability Act accommodations, and Equal Employment Opportunity. In FY 09-10, the Division completed the review of 40 Human Resources Management Practices and developed more than 25 DPW Personnel Policies and Procedures to help the agency meet national standards and their accreditation from the American Public Works Association. In addition, the Division assisted DPW with the review of the Title VI Civil Rights Act complaint process and form. The GSA decentralized examination unit was able to provide lists of eligible employee candidates for 12 classifications including several management, architecture, inspector, and craft positions. The GSA Human Resources continues to foster a productive work environment for all employees.

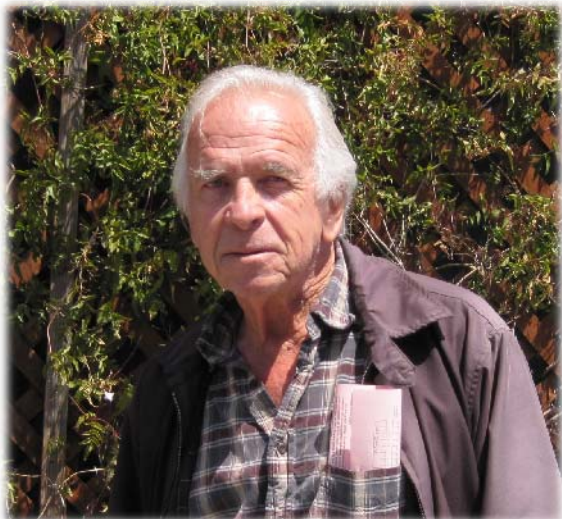
### Environmental Health and Safety (EHS)

EHS promotes workplace health and safety through education and consultation. This year, EHS implemented its Safety Action Plan for FY 09-10 with the goal of elevating Safety and Wellness Programs, reducing injury and motor vehicle accident rates within DPW, and increasing compliance with health and safety regulations.



### Recordable lost work case reduction

DPW significantly reduced the lost workday case rate this fiscal year. The department's Strategic Plan set the goal of reducing the lost workday case rate to five and the agency exceeded this goal with an overall rate of three; a reduction of more than 45% from last fiscal year. This improvement was achieved by a combination of injury prevention programs including the implementation of an aggressive initiative to help get workers back to work in a timely manner. EHS conducted field inspections, developed and updated safe work practices, and implemented efforts to minimize the risks associated with repetitive tasks.



Richard Donovan, Truck Driver, SSR

**2010 National Safety Council, Safe Driver Award of Honor Recipient**

24 years without a motor vehicle accident

### Wellness

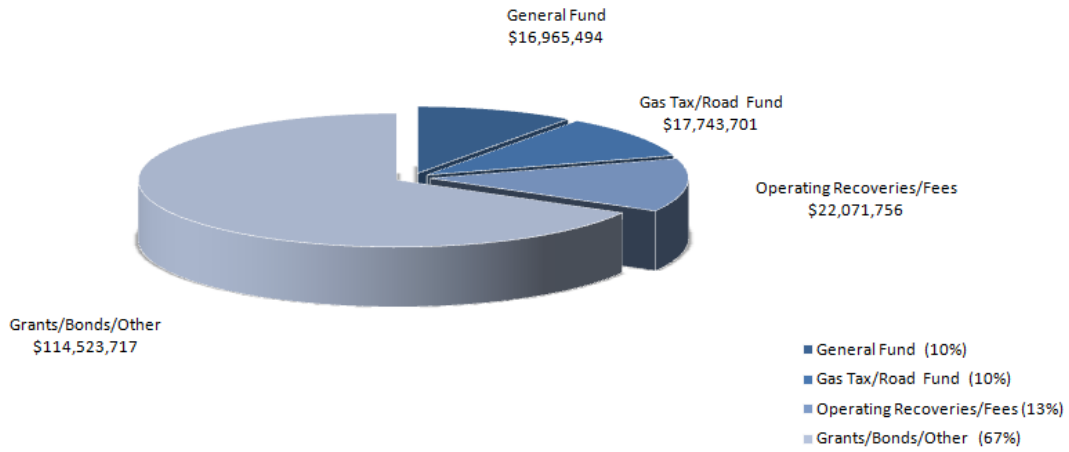
EHS coordinated the Third Annual DPW Health Fair held in October 2009. The Health Fair included free medical screenings, flu shots, chair massages, healthy foods cooking demonstrations and information from other city agencies, non-profit groups, and vendors around tips on healthy lifestyles and diets for 400 employees. EHS arranged lunchtime seminars on cholesterol and high blood pressure. DPW participated in the Fourth Annual Shape-Up San Francisco Walking Challenge where 150 employees participated in the 10-week challenge to get exercise. Participating individuals logged enough miles to walk the length of the State of California!

DPW Health Fair

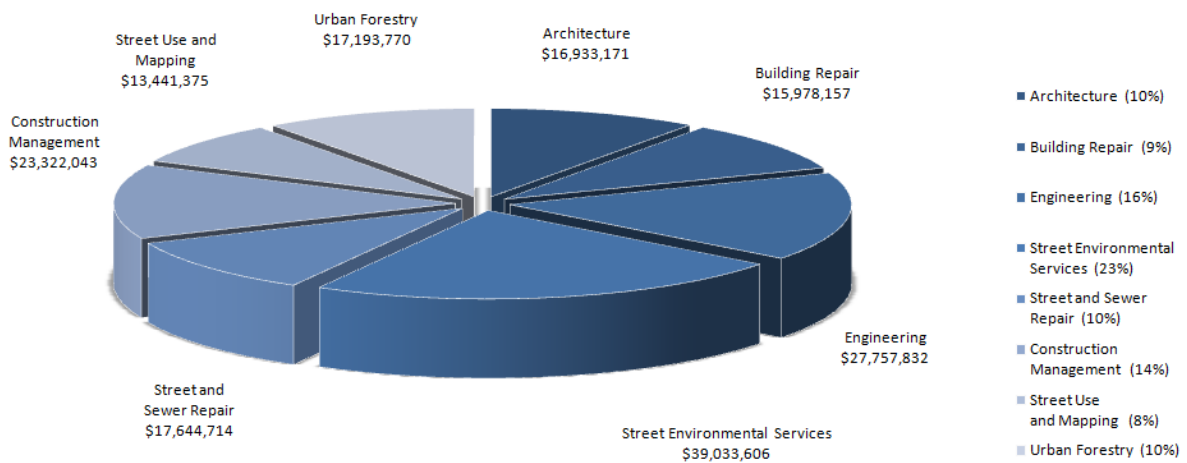




### SOURCES OF FUNDS FISCAL YEAR 2010



### USE OF FUNDS BY BUREAU FISCAL YEAR 2010





# Architectural Engineering

Sunnyside Conservatory  
Renovation



before

after

## Street Improvements



before

after

Resurfacing Streets  
on Van Ness Avenue



before

after

Streetscape  
Improvements  
Divisadero Street

## Graffiti Removal

Clean and Green Trucks Pilot Program



before



after

# Services

provided by the Department of  
Public Works



- Adopt-A-Street Program
- Arbor Day
- Architecture Services
- Automatic Public Toilets
- Capital Improvement Projects
- Community Clean Team
- Community Corridors Partnership Program
- Condominium Conversion
- Construction Management
- Curb Ramp Construction
- Disability Access
- Enforcement
- Engineering Services
- Graffiti Removal
- Graffiti Watch
- Green Buildings (Leadership in Energy and Environmental Design-LEED)
- Litter Receptacles
- Maintenance of Public Buildings
- Median Maintenance and Landscaping
- Mechanical Street Cleaning
- News Rack Program
- Permits (Trees, Street-Use & Excavation, Sidewalk Encroachment, Sidewalk Landscaping, etc)
- Plaza Cleaning
- Pothole Repair
- Public Litter Receptacles
- Sidewalk/Roadway Inspections
- Sidewalk Inspection and Repair Program
- Street Construction Coordination
- Street Parks
- Street Reconstruction
- Street Repair
- Street Resurfacing
- Street Trees
- Subdivision and Mapping
- Surveying
- Urban Gleaning
- Utility Undergrounding
- Volunteer Programs



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