

# San Francisco Department of Public Works

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## 2006-2007 Annual Report

Mayor  
Gavin Newsom

Department of Public Works Director  
Fred V. Abadi, Ph.D.

### Mission Statement

“Improving the Quality of Life in San Francisco”

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

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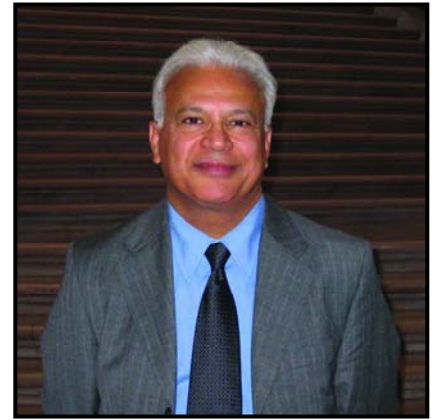
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## A MESSAGE FROM THE DIRECTOR

During the past year, the Department of Public Works (DPW) has maintained the City's streets and much of its infrastructure, continuing to improve the quality of life in San Francisco. The department cleans and resurfaces streets, plants and maintains city-owned 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 to make the city cleaner and greener. With an annual budget of \$170 million (excluding capital projects) and a workforce of more than 1,500 employees, DPW serves the public with a focus on quality customer service, teamwork and continuous improvement.



In the 2006-2007 fiscal year DPW increased its street cleaning, sidewalk repair and street resurfacing programs by reorganizing and streamlining services. DPW's new Sidewalk Improvement and Repair Program was initiated to inspect and repair all City sidewalks over a 25-year cycle. The program increases pedestrian safety while making it easier and less expensive for property owners to comply with city and state codes that require them to maintain their sidewalks.

To maintain and improve the condition of our roadways in a more efficient way, our department introduced a variety of initiatives such as: improved restoration guidelines for utilities to decrease the occurrence of roadway defects; amended design standards for transit corridors to extend the life of pavement; and a proactive pothole program based on vehicle usage, pedestrians, bike users and transit routes to efficiently provide routine maintenance.

In addition, DPW continues to provide architectural, engineering, and project management services on some of the City's largest projects, including Golden Gate Park's Music Concourse, Laguna Honda Hospital, and several parks, libraries and playgrounds throughout the City.

As a public service organization, it is our goal to provide efficient and high quality service to our customers. With the occasion of presenting our 2006-2007 Annual Report, I thank San Francisco residents for providing our department with feedback to improve our programs and thank my dedicated, enthusiastic and diverse staff for completing successful projects, building relationships with the community, and starting new programs to improve the quality of life in our city.

Sincerely,

A handwritten signature in cursive script, reading "Fred V. Abadi". The ink is dark and the signature is fluid and legible.

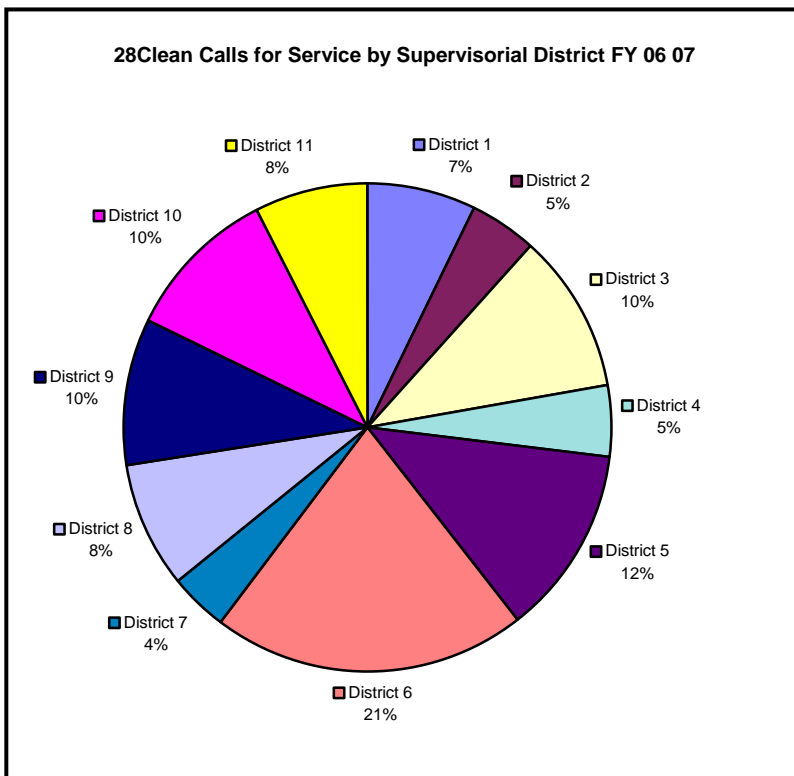
Fred V. Abadi, Ph.D.  
Director of Public Works

# Operations Bureaus

Deputy Director, Mohammed Nuru

## Bureau of Street Environmental Services

### 28-CLEAN CUSTOMER SERVICE LINE TRANSITIONS TO 311



DPW established its 28-CLEAN customer service line in 2001 to provide the public with an easy to remember number to report trash accumulation, illegal dumping, graffiti and other issues. Beginning in March 2007, the City's new 311 Call Center was activated and all 28-Clean calls were automatically rerouted to the new call center. The 311 Call Center Service Requests are now sent electronically to DPW. This fiscal year DPW processed nearly 104,000 Service Requests, a fifteen percent increase over last year. Over 23,000 of these calls were generated by the 311 Call Center in just the last three months of the fiscal year.

### Mechanical Street Cleaning

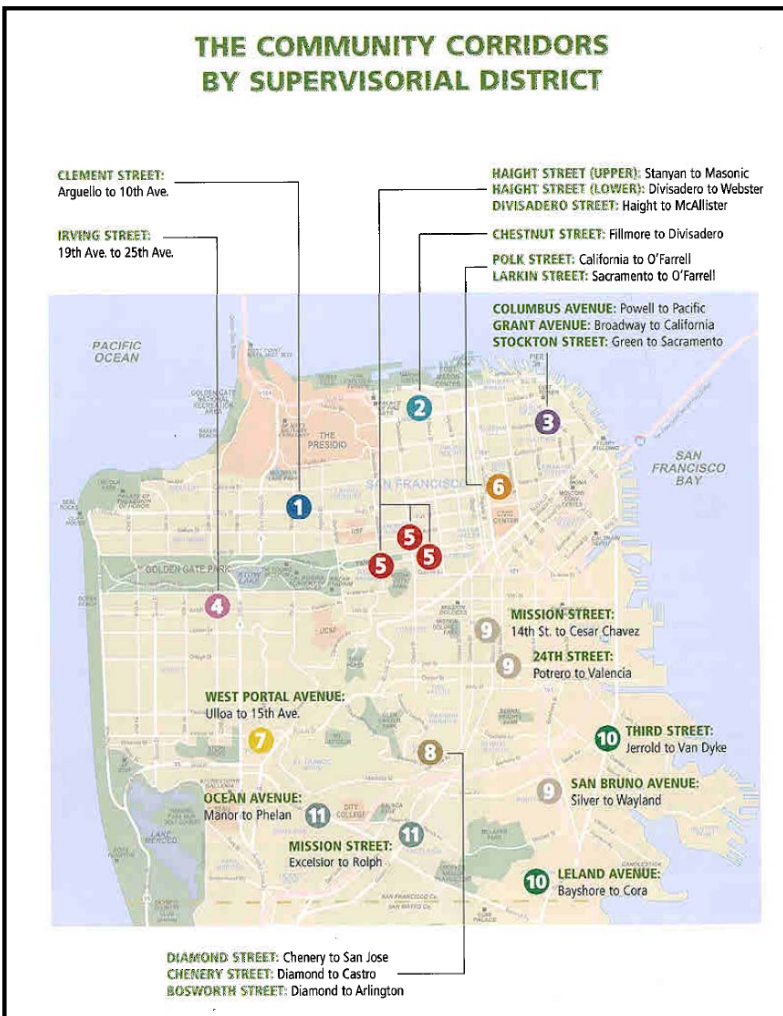
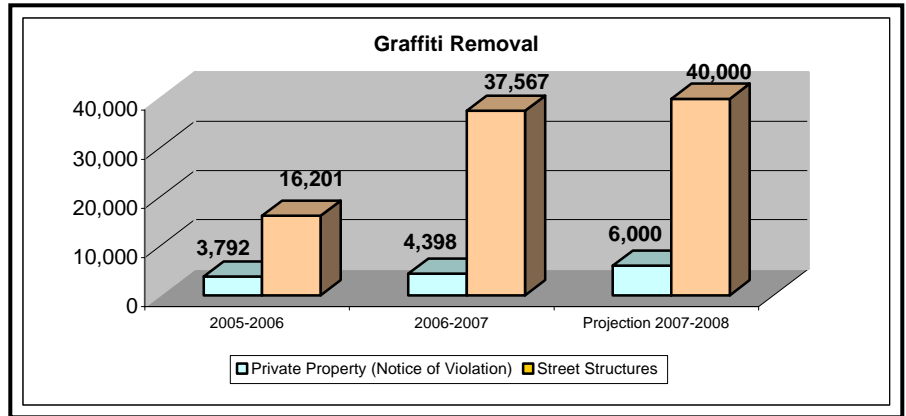
Mechanical Street Sweeping is the backbone of DPW's street cleaning program. Currently, more than 90 percent of all City streets are swept mechanically at least once per week, with several being swept seven times per week. DPW cleaned more than 150,000 curb miles and removed 26,600 tons of debris from San Francisco's streets this fiscal year, a 10% increase from 2005/06. DPW developed standards for its mechanical street cleaning program in accordance with the voter-mandated Proposition C in 2004. In May 2005, DPW and the Controller's Office published the Street Maintenance Standards Manual and Evaluation Form and began evaluating the effectiveness of its mechanical street sweeping program. In addition to DPW's work with the Controller's office to improve this program, DPW hired an outside engineering firm to provide evaluation and analysis of mechanical street sweeping operations in San Francisco. The report, to be published in the next fiscal year, will provide a number of recommendations to provide a level of service consistent with the City's policy directives and in the most efficient and effective possible manner.

## GRAFFITI REMOVAL

DPW is responsible for giving private property owners a Notice of Violation when graffiti appears on their buildings. DPW's Graffiti unit notified 4,398 owners in 2006/07. DPW is also implementing Mayor Newsom's directive to abate all public property graffiti within 48 hours. DPW, together with other City agencies, has crafted maintenance agreements to document and bill work.

In 2006-07 DPW's Graffiti unit abated 37,567 street structures and painted over 700,000 square feet of vandalized property.

## COMMUNITY ENGAGEMENT



## Community Corridors Partnership

Mayor Gavin Newsom, in partnership with the Board of Supervisors, launched a citywide initiative in 2006 to help keep the streets of San Francisco clean. DPW, together with private agencies, collaborated to keep 100 of the City's busiest merchant blocks free from graffiti and litter. During the pilot program, several DPW employees worked in the Corridors as ambassadors, sweeping sidewalks, and identifying and resolving difficult street conditions. Painting contractors helped remove graffiti from private properties. Since October 2006, DPW and other city agencies and private entities, have inspected the Corridors several times, compiled information, and initiated problem resolution. The goals of the program are: to improve the quality of live in the City's busiest commercial corridors; to provide results; to change perceptions and behavior; to help agencies and property owners to maintain a higher standard of cleanliness; and to encourage property owners to take



ownership of their Corridor. The success of the program has resulted in 100 additional merchant blocks being added to the original 100 blocks.

## **VOLUNTEER PROGRAMS**

### ***Adopt-A-Street***



**San Carlos Neighborhood Adopt-A-Street Group**

The Adopt-A-Street Program is a public/private partnership between the City and its merchants and residents to keep our sidewalks clean and beautiful. The program is simple: groups or individuals agree to adopt a block and take responsibility for keeping it clean (of litter, graffiti and illegal dumping), and DPW provides free cleaning supplies, trash pick up, support for neighborhood clean ups and coordinates public recognition. During the fiscal year 2006-2007, 76 new members joined, bringing the total membership number to 1,396. Adopt-A-Street was founded in 1998 and will celebrate its 10<sup>th</sup> Anniversary in 2008.

### ***Street Parks***

Street Parks is a partnership between DPW and the San Francisco Parks Trust to support urban greening and community-management of public spaces. 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 experiences 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, a right-of-way stairway, or a community garden. It shows that the community cares about its neighborhood and its environment. The Street Parks Youth program (SPY) was started in 2005 to engage high school students in an educational series of service-learning projects in Street Parks. Since the Street Parks program started in 2002-2003, 112 people have registered to develop new gardens and street parks. There are now 25 completed street parks and 14 in progress.



**The 16th Avenue Tiled Steps Project**

### **Community Clean Team**

Launched in 2000, the Community Clean Team engages communities and volunteers in beautifying merchant corridors, schools, open spaces, parks and community gardens in each of the 11 supervisorial districts month by month. In 2007, the Community Clean Team partnered with the nonprofit SF Green Connect to expand outreach activities and recruit more volunteers.

In 2007, more than 4,000 volunteers joined DPW crews to sweep 200 blocks of sidewalks, curbs and alleyways; clean 2.5 miles of coastline and seven wetland parks, plant 703 trees; bushes and plants; trim 103 trees and shrubs; clean 571 tree basins; place 272 cubic yards of chips on center islands, lots and parks; weed 26,112 square feet of center islands, lots and parks; and edge 10,580 linear feet of sidewalk. Painting out graffiti remained a key focus of volunteer activity and graffiti was wiped off of 2,046 pieces of public property and off of more than 266,000 square feet of public space during the 2007 program year. The team also cleaned 18 San Francisco school campuses and 33 parks.



**Community volunteers cleaning up Warm Water Cove Park**

The 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. There are also additional events generated throughout the year requested by DPW's community partners and neighbors.

Clean Team partners include the Recreation and Parks Department, the Department of Parking and Traffic, the Sheriff's Office, the Municipal Transportation Agency, 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 in 2007 financially and with donated water for volunteers.

Norcal Waste Systems, Inc. and SF 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 2007, 213.1 tons was collected with a 61 percent diversion rate.

### **Graffiti Watch**

DPW's Graffiti Watch Program is a citywide volunteer effort to prevent and remove graffiti from public property, including street furniture such as post boxes, street signs, litter receptacles, utility poles and other surfaces that taggers deface. Launched in February 2005, the program's goal is to keep San Francisco's streetscape graffiti-free through vigilant community involvement. DPW, working with the citywide Graffiti Advisory Board,

the Police Department and community leaders, empowers residents to take ownership of their



**New Graffiti Watch member gets trained by DPW Graffiti Unit Staff**

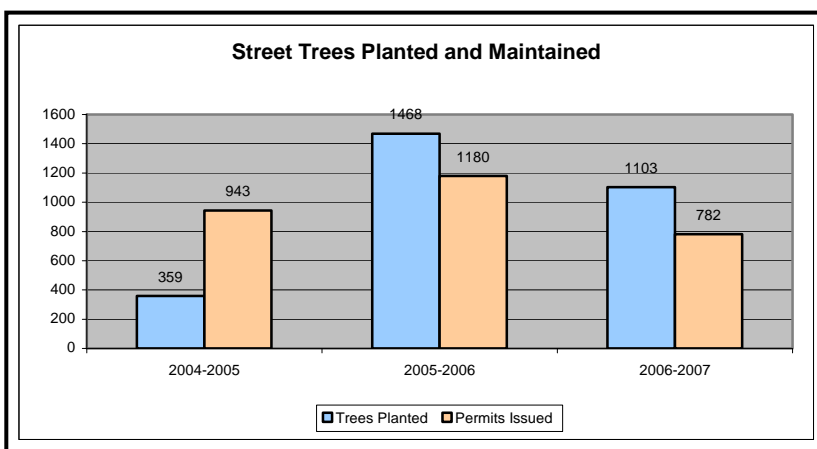


neighborhoods. DPW supplies the training and tools and volunteers commit to keep a four-block area around where they live, work or go to school graffiti free for a period of two years. Volunteers include residents, businesses, neighborhood improvement associations, and high school volunteer groups.

## Bureau of Urban Forestry

DPW created the Bureau of Urban Forestry in 2002 to coordinate the management of street trees and landscaped medians. The Bureau’s programs are focused on increasing the number of trees, maintaining and protecting existing trees and landscapes, and supporting the greening efforts of residents through urban forestry permits, outreach, and code enforcement.

### PLANTING AND MAINTAINING STREET TREES



With the continuation of the Mayor’s greening initiative, DPW is responsible for more street trees than at any previous time. The Department now maintains about 31,277 street trees and it is estimated that other agencies and private property owners maintain about 60,000 street trees. Tree planting numbers are now reported between successive Arbor Day celebrations, which occur typically the first week of March each year.

The Arbor Day 2005 to Arbor Day 2006 tree count is high relative to other years due to several large capital improvement projects. The total “Permits for Others’ for Arbor Day 2006 to Arbor Day 2007 is low relative to other years as DPW has not yet received all permit applications for that time period.

The 2007 Arbor Day celebration occurred along Brotherhood Way near Alemany Boulevard in the city’s southeastern quadrant. More than 100 trees and many drought tolerant shrubs were planted with community volunteers and children from around the City. As part of the celebration, a Green Resource Fair was held 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 week-long Arbor Day celebration was kicked off with the planting of a Magnolia tree on Cesar Chavez Street in memory of civil rights leader Cesar Chavez.

### MEDIAN BEAUTIFICATION AND MAINTENANCE

DPW continued significant beautification projects throughout San Francisco in 2006/07. These projects unify and green our neighborhoods and commercial corridors while improving major gateways into the City.

## NEW LEGISLATIVE INITIATIVES IN SUPPORT OF THE URBAN FOREST

Mayor Newsom launched a new permit process, which simplifies the process and reduces the cost for property owners who wish to green their neighborhood. The sidewalk-landscaping permit, developed in 2006, allows property owners to convert a portion of the sidewalk in front of their property into an attractive landscaped area. Sidewalk landscaping increases property values, helps reduce storm water runoff, and creates more livable public spaces. Before this permit process was established, property owners were required to apply for costly encroachment permits for the same purpose – typically costing as much as \$800 and requiring months of review. The new permit cost ranges from \$160 to \$215 per property, with discounted rates when neighbors work together to green their block.

### ***8<sup>th</sup> Street at Harrison Street Off-Ramp***

DPW, with the support of Oracle Corporation, directed the improvement of a CalTrans off ramp and major entrance into the center of San Francisco. DPW crews replaced old plants with new ones, including four new large Canary Island date palms and several hundreds shrubs. A new irrigation system and signage denoting this gateway to San Francisco's South of Market Area completed the project.

### ***Replacement Trees***

Penalties for vandalizing, removing without permit, or otherwise damaging street trees were drastically increased in order to more accurately reflect the current cost to install and establish replacement trees. The minimum fine was raised from \$560 to \$1,489 and may be adjusted in future years to reflect changing costs.

### ***Sidewalk Repair***

The Bureau of Urban Forestry (BUF) uses state sales tax funds to provide cement repairs around City maintained trees including sidewalks, curbs and gutters damaged by tree roots. BUF's Cement Shop provides repairs for right-of-way street structures such as stairways, landings, retaining walls, and walkways using Gas Tax funding. BUF's Cement Shop also cuts new sidewalk basins for new tree plantings.



**'Welcome to SoMa' signage now greets motorists at the 8<sup>th</sup> Street & Harrison offramp.**

## ***Hanging Flower Baskets***

A Hanging Basket Pilot Project began in late 2005 with twenty flower baskets filled with winter flowers around City Hall and Hallidie Plaza. The project has now been expanded to more than 80 baskets, in addition to the 70 new baskets installed along 3<sup>rd</sup> St as part of the beautification effort for the July All Star Baseball game. Working closely with the Mayor's Clean and Green Initiative, the goal is to establish an effective model for expanding the use of hanging baskets to major streets and neighborhood shopping corridors in the coming years.



**Flower baskets were installed for the All Star Baseball Game**

## **Bureau of Street and Sewer Repair**

### **ROADWAY DEFECT REPAIRS AND PATCH PAVING**



**BSSR crew patch paving a street**

DPW keeps the streets of the City safe for the motoring public, bicyclists, pedestrians and commercial vehicles through its pothole and patching programs. During the 2005-2006 fiscal year, DPW developed a new cost-effective pothole sweep strategy prioritizing its routes based on street pavement scores and data that include traffic volumes, and the presence of bike lanes and bus routes. The department now focuses its resources in areas where it is more likely potholes exist and the street usage is the highest. The department expects that pothole complaints will decrease as crews find

and fill more potholes and that the amount of lane miles that can be covered will increase. This is the first time DPW has linked its pavement management

system with its pothole and patching program. The program also tracks sewer depressions for better management of needed sewer repairs.

### **SEWER REPAIR**

The City's sewer system is comprised of several treatment plants, large box storage structures and an immense system of main and side sewer collection pipes located under City streets. Broken sewer pipes cause street cave-ins, which are a hazard to the public and to property. DPW performs street and sewer repairs at the direction of the Public Utilities Commission. DPW keeps the sewers of the City repaired so that sewage backups, street collapses and basement flooding are minimized. DPW is able to effectively respond and provide service to the City 24

hours a day, 7 days per week. The new proactive pothole program reporting will also assist in prioritizing sewer repairs. The bureau repaired 279 sewers this fiscal year.

## **TRENCH PAVING**

A variety of agencies and contractors excavate trenches in City streets in order to install, repair and maintain utilities. To reduce the inconvenience and danger to the public that such open trenches create, DPW paves back trenches to a seamless and smooth street. Utilizing the DPW Municipal Asphalt Plant, the department is able to respond to requests for paving rapidly, reducing the time open trenches are unpaved.

## **ASPHALT PLANT**

The Municipal Asphalt Plant produces hot asphalt for DPW crews to pave City streets. In 2004, DPW installed two hot asphalt storage silos that allow the plant to operate continuously to produce all of the asphalt required for a day of DPW's paving operations in addition to storing excess asphalt material for emergencies. This year, DPW began researching more efficient ways to fill potholes and patch pave streets while decreasing the amount of construction debris that goes to the landfill. Currently, the crew purchases asphalt produced from raw materials, including aggregate, sand and oil. DPW is researching the feasibility of purchasing a recycling machine that could allow DPW to produce asphalt from ground up asphalt from grinding and paving jobs from San Francisco's own streets that can then be used to patch pave or fill potholes throughout the City. Currently, DPW recycles 15% of asphalt taken from the City's streets.



**DPW's Municipal Asphalt Plant**

## **Bureau of Building Repair**

The Bureau of Building Repair (BBR) provides quality professional construction, repair, remodeling, and facility management services to City-owned buildings. BBR also provides building operations, maintenance, and custodial services for DPW facilities and other City departments. BBR provides emergency repair services 24 hours a day, which is especially valuable for Police and Fire operations. By working on time and within budget, San Francisco residents enjoy accessible, safe and clean public facilities that meet federal, state, and city codes. BBR plans to hold a Customer Service Summit to engage client departments and continue to improve services to them. BBR's maintenance programs differentiate between maintenance and repair. Maintenance is the day-to-day, or periodically scheduled work required to preserve or restore a facility to a condition in which it may be effectively utilized for its designated purpose.



## HIGHLIGHTS OF BUILDING REPAIR PROJECTS

### Great Highway Retaining Wall Repair Project

BBR Carpenter Shop reconstructed 200 feet of retaining wall destroyed by last winter storms. The project used concrete from BUF's Cement Shop.



### 24th & Lilac Streets Parking Lot Renovation

The project provided new landscaping, asphalt paving, concrete sidewalk entrances and exits, automatic gates, an ornamental metal fence, exterior security lighting and a wood fence with community mural.

### PUC Central Pump Station Facility on Sloat Boulevard

BBR Paint Shop refinished the exterior of the Public Utilities Commission's Pump Station Facility. The ornamental features were highlighted to accentuate the facilities historical significance.



### All Star Game Hanging Flower Basket On 3<sup>rd</sup> Street

The Sheet Metal Shop installed hanging flower basket brackets and signs for All Star week activities. BBR works with the community to help beautify city streets and structures.



# Architecture and Engineering Bureaus

## Architecture

The Bureau of Architecture (BOA) provides planning, design, and project management services for the renovation, modernization and new construction of City buildings. As a result of a renewed focus on capital planning, the bureau experienced a steady increase in demand for services in FY 2006-07.

In the past fiscal year, BOA's clients included the Recreation and Park Department, the Public Library, the Fire Department, the SF Public Utilities Commission (SFPUC), and Administrative Services. Projects ranged from construction of recreational centers, park facilities and libraries, to planning for an \$800 million replacement of San Francisco General Hospital. BOA also assisted with the completion of the new 311 Call Center, located at One South Van Ness Avenue.

The Job Order Contract Program continues to expedite construction of small-to medium-sized building projects, tied to annual capital funding. During the past fiscal year, the program was used to contract more than \$9.2 million in construction. With its predetermined unit costs, on-call contractors and need for minimal design, it continues to be an asset in terms of customer satisfaction.

### HIGHLIGHTS OF ARCHITECTURAL PROJECTS

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

Construction continued on the \$10.8 million replacement of one San Francisco's largest community facilities. Construction for the Minnie and Lovie Ward Recreation Center started in early 2006.



#### **Joseph Lee Recreation Center**

BOA finished the renovation and addition for this \$6.7 million community Recreation Center in June 2007.

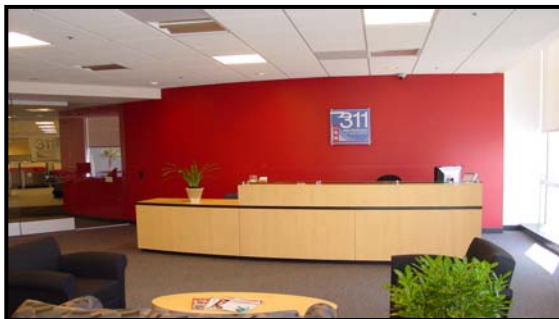


### **Western Addition Branch Library**

BOA provided the design for modernization and seismic upgrade for the Western Addition Branch Library, part of the Branch Library Improvement Program. The project will be completed in the upcoming fiscal year.

### **Glen Park Branch Library**

A new branch library was built in the Glen Park neighborhood. BOA, together with a team of consultants lead by Tom Eliot Fisch, provided interior design for the project.



### **311 Call Center**

San Francisco's new 311 Call Center is now located in the City's latest office building acquisition at One South Van Ness Avenue. Studios Architecture designed the project and BOE provided construction services.

## Bureau of Engineering

The Bureau of Engineering (BOE) provides engineering and landscape architectural planning and design services for Capital Projects worth \$300 million as well as engineering consultation and management assistance for City-maintained streets, wastewater delivery, water facilities, seismic retrofit design, and structural design. This fiscal year, client departments included the Fire Department, Recreation and Park, Municipal Transportation Agency, SFPUC, and the Health Department. Projects are funded by sales tax and through other capital projects.

The **Hydraulic Section** provides planning, design, and consulting services for sewer replacement through a Repair and Replacement Program and the Five-Year Capital Improvement Program. The section responds to sewer emergencies and flooding complaints; develops and maintains a Sewer Geographic Information System; provides sewer and drainage design services to other departments; and assists the SFPUC in preparing the Sewer System Master Plan. During FY2006-07, the Hydraulic section was awarded the design of 20 projects totaling \$35 million.

The **Mechanical Section** specializes in the design of building systems, industrial facilities and underground utilities. The Building Systems Group provides design for plumbing and fire protection systems for City buildings including hospitals, schools, laboratories, libraries, recreation centers, industrial facilities, City administration buildings and offices; and police and fire stations. The Underground Utilities Group designs, upgrades and improves the City's Auxiliary Water Supply System and large scale irrigation systems for the City's parks and green areas. The Industrial Facilities Group provides design services for water and wastewater pump stations and treatment plants, recycled water treatment plants, pump stations and distribution piping, energy recovery facilities and power plants.

The **Structural Engineering Section** specializes in the design of commercial and industrial buildings, retaining walls, roadway structures, bridges, tunnels and the seismic strengthening of buildings. The section also specializes in geotechnical studies and evaluations supporting everything from new building design to evaluation of landslides.

### HIGHLIGHTS OF ENGINEERING PROJECTS

#### **Lincoln Park Pump Station and Storage Tank Upgrade**

One of the design services undertaken in FY 2006-07 is the Lincoln Park Pump Station and Storage Tank Upgrade. DPW partnered with SFPUC to design this Water System Improvement Program in Lincoln Park. The project consisted of a complete demolition of existing defunct and seismically deficient domestic water facilities, and its replacement with a new seismically resistant Pump Station and Storage Tank. The new facilities were designed to improve water circulation and water quality to San Francisco residents. Landscape enhancements were also made along the adjacent Lincoln Park golf course. Construction was completed in June 2007.



**The Lincoln Park Pump Station**

## Central Pump Station



Built in 1915, the Central Pump Station had become vulnerable to damage from earthquakes, fire and is deteriorating from continual use. A number of improvements have enhanced the operational reliability and have increased its seismic stability. The improvements include seismically upgrading the aging pump station to an essential facility building. The historic exterior has been maintained with the majority

of the reconstruction occurring inside the building. BOE's engineers gutted the interior, built a new foundation and roof and provided seismic bracing. Existing outdated electrical controls, switches and pumps have been replaced with updated, energy-efficient models. A new emergency generator system was constructed to ensure that the pump station will continue to be operational in the event of a power outage.

## Stanyan Street Emergency Sewer Replacement

An existing structurally damaged sewer on Stanyan Street between Belgrave and Clarendon avenues was replaced. The SFPUC declared emergency an emergency in December 2006 and requested that BOE replace the failed sewer under an emergency contract. BOE engineers quickly completed the contract documents and selected a competitively priced contractor. The sewer was replaced using a pipe bursting method to expedite project completion and minimize excavation on this privately-maintained street. A portion of the hillside damaged during the process was also restored. The project was completed in January 2007.



**Stanyan Street Emergency Sewer Replacement**



## Project Management Division

DPW plans, designs and oversees the construction of many capital projects on behalf of other City agencies, such as the Recreation and Park Department, the SFPUC, the Health Department and the San Francisco Police and Fire departments.

Major capital projects are typically funded through local, state or federal public financing programs, and occasionally from privately raised sources. Capital projects are managed by a select group of engineers and architects under the Project Management Division. These managers are responsible for delivering complex capital projects with aggressive schedules, and complex project reviews and approvals.

### PROJECT HIGHLIGHTS

#### Laguna Honda Hospital

In 1999, voters approved a bond measure to replace this almost century-old facility; the largest municipally owned and operated skilled nursing facility in the country. DPW is overseeing the \$483 million project from planning through construction. Construction is currently underway and residents and staff are expected to start occupying the new building in late 2009.



**Replacing the largest municipally owned and operated skilled nursing hospital in the country**

#### Academy of Sciences



One of the world's largest natural history museums is currently under construction in scenic Golden Gate Park. DPW provided comprehensive project management services, including helping with the selection of the renowned Italian architect Renzo Piano of Genoa to design the new Academy. The \$302 million project will be completed in 2007 and open to the public in 2008.

**The Academy of Sciences is one of the world's largest natural history museums**



## Palace of Fine Arts Restoration



Originally built as part of the 1915 Panama-Pacific International Exposition, the Palace of Fine Arts was rebuilt in the 1960's in reinforced concrete. The Palace is a well-known and popular San Francisco historical landmark. DPW is leading a multi-phase restoration project. The repair of the rotunda roof, restoration of the lagoon and improvements to the eastern landscape are complete. In Fall 2007, DPW will start the seismic strengthening and architectural restoration of the rotunda and the colonnades. The \$21 million project is expected to be complete by 2009.

**Rotunda, Colonnade and Landscape Restoration are part of the multi-phase restoration project**

## Branch Libraries Seismic Upgrades and Renovations

Voters overwhelmingly passed a bond to refurbish and upgrade 17 of the City's branch libraries. DPW's Project Management Division is providing overall project management services for the Branch Library Improvement Program and two renovated branches in the Excelsior and West Portal have opened. Several branches are under construction and the Sunset, Marina and new Glen Park libraries will open in 2007. The upgrade will be complete in 2010.



**West Portal Branch Library gets renovated**



**New addition to the Marina Branch Public Library**

## **FUTURE PROJECTS**

### **San Francisco General Hospital Seismic Retrofit**

The current acute-care hospital does not meet mandated seismic safety requirements and it must comply with state law by 2013. One of the challenges will be to maintain service on site while construction is taking place.

### **Hall of Justice/Justice Facilities Improvement Program**

A program to seismically retrofit the Hall of Justice is also planned. The Hall of Justice, built in 1958, houses 13 superior courtrooms, two traffic courtrooms, and a secured detention facility for 800 prisoners. On a daily basis, in addition to the 1,400 building occupants, there are between 2,000 and 4,000 visitors.

### **Auxiliary Water Supply**

The Auxiliary Water Supply System (AWSS) was constructed following the 1906 Great Earthquake and Fire to provide independent fire protection for the City of San Francisco. The system consists of 135 miles of high-pressure distribution lines and 1,600 high-pressure fire hydrants, 52 suction connections, two water storage tanks, 177 underground cisterns, two reservoirs, two pump stations, and two fireboats. Differential soil settlement has contributed to pipes and joint failures. The system has served the citizens of San Francisco well, but after more than eighty years of service and several earthquakes, the system requires upgrades and repairs worth between \$89 and \$144 million.

### **Bayview Transportation Improvements Project**

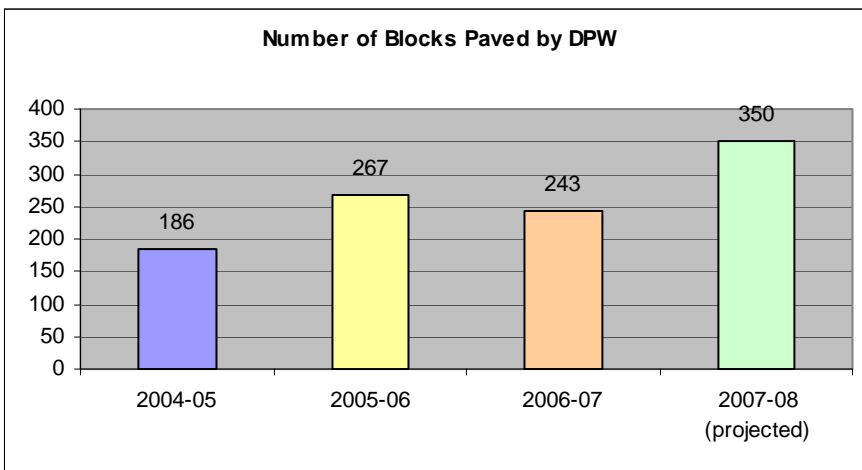
The Bayview Transportation Improvements Project is an initiative to address traffic into and between the Bayview and Hunters Point areas. The goal is to discourage truck traffic from using Third Street and neighborhood residential streets and encourage it to take a more direct truck route. Funding for the project comes from a Federal Highway Administration grant matched by local funds from the San Francisco Redevelopment Agency. DPW is the local leading agency.

### **SoMa West Improvement Projects - Phase I**

The Central Freeway Replacement Ancillary Projects were initiated by the San Francisco County Transportation Authority (SFCTA) to fund public improvements to enhance the urban fabric of the area, calm traffic, and improve transportation safety in the vicinity of the Central Freeway/Octavia Boulevard. The SFCTA will fund the projects with proceeds from the sale of parcels made available by the demolition of the Central Freeway. According to the most recent land value projections, the sale of the vacant parcels will generate approximately \$5.75 million in revenue.

## STREET RESURFACING PROGRAM

DPW maintains 12,458 street segments in the City and due to the traditional funding shortfall for street maintenance the department had concentrated its effort on emergency repair. Since 2005, however, DPW's resurfacing budget has substantially increased. During FY 2006-07, DPW has increased its road resurfacing program with a focus on preventative maintenance and strategic capital improvement. With a budget of \$36.4 million, DPW paved 243 blocks this fiscal year, one of which had not been repaved since the 1960s. DPW is projected to pave 350 blocks in the upcoming year.



DPW also began efforts this fiscal year to improve street maintenance by increasing the efficiency of its pothole repair program. DPW linked its pothole repair with the department's Pavement Management and Mapping System (PMMS) that sets priorities for resurfacing City-maintained streets. Priorities are determined by pavement condition, type of street use, and transit routes.

By following the excavation code, DPW has also improved maintenance coordination, kept the public informed of new street construction projects and minimized construction impacts to the public. In high-density areas, DPW has sometimes worked nights and weekends to minimize disruption to residents and businesses. Timely street paving has resulted in a smooth ride for transit riders, pedestrians, motorists and bicyclists, increasing the quality of life for San Franciscans while decreasing the tax burden for future generations.



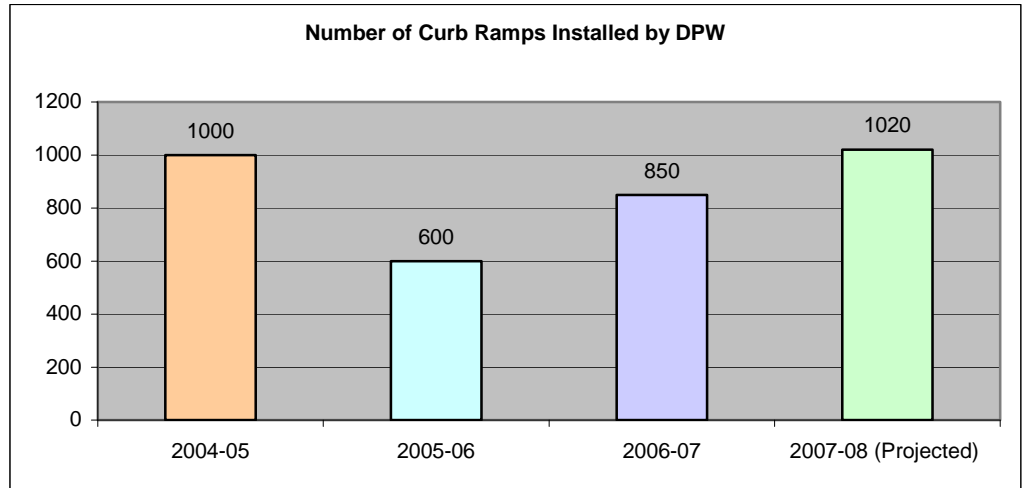
**Monterey Boulevard Renovation Project**

## DISABILITY ACCESS

### 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 citywide, with priority given to locations requested by persons who are disabled. DPW ensures that the entire intersection is evaluated to provide properly located curb ramps that comply with departmental standards and regulatory requirements. Curb ramps are essential for pedestrians on City sidewalks, for people with disabilities, and for seniors.



### Sidewalks

DPW works to assure that sidewalks are accessible to persons with disabilities. In addition to its work to have sidewalk damage repaired, DPW adopts and enforces policies that establish requirements to maintain pedestrian accessibility adjacent to construction sites, through sidewalk scaffolding, around sidewalk tables and chairs; displays; and street trees.

### Buildings and Facilities

For capital projects delivered by the department, DPW provides professional accessibility consultation, facility evaluation, design review, permit application review, and compliance inspection services. This work includes many types of public buildings and facilities. Public and private projects in the public right-of-way are also reviewed for access compliance as part of the permit and inspection process.

### Landscape Architecture

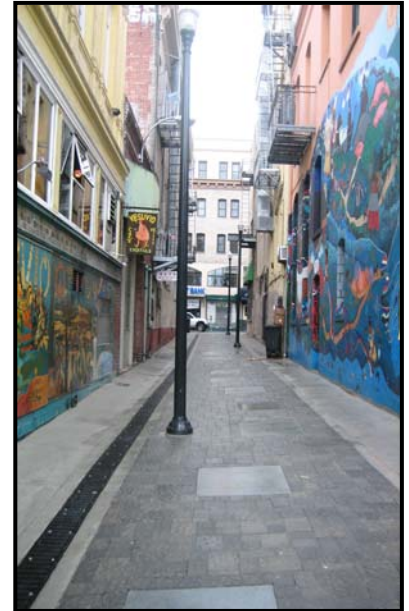
The Landscape Architecture Section provides planning, design and consultation services to agencies and departments responsible for the development, maintenance, and renovation of the City's rights of way, parks, squares, and open spaces. Clients include the SFPUC, Recreation and Park Department, and the MTA. Project designs completed during the this fiscal year include: Palo Alto Pump Station, Summit Pump Station, Stanford Heights Reservoir, San Bruno Avenue Landscape Improvements, Palace of Fine Arts Landscape Improvements Phase IIB, IIC, Potrero Del Sol Playground Renovation, Rolph Playground Renovation, Visitacion Valley - Tioga Park, Junipero Serra Playground Renovation, St. Mary's Playground Renovation, Pine Lake Landscape Improvements, Hamilton Pool Landscape Improvements, and Richmond Library Landscape Site Improvements. The design section is working on various planning, design, and construction projects for SFPUC, Recreation and Park Department, and the MTA.



## HIGHLIGHTS OF LANDSCAPE ARCHITECTURAL PROJECTS

### Jack Kerouac Alley Renovation

The renovation of Jack Kerouac Alley was completed in early February as phase four of the Chinatown Alleyway Master Plan. The \$300,000 reconstruction project links the vibrant Chinatown and North Beach communities and is flanked by two historic North Beach institutions: City Lights Bookstore and Vesuvio's Bar, both at the epicenter of the Beatnik movement during the 1950's. San Franciscans celebrated the legacy of the "Beat Generation" writer Jack Kerouac by renaming this alley, formerly known as Adler Street. The alley's design, the result of a community planning process, conveys an "East meets West" concept, expressed in the bilingual bronze text cast into special concrete pavers embedded in the new cobblestone alley paving. English quotes evoke the alley's literary past, while Chinese quotes speak to universal truths about humanity. New pedestrian-scale ornamental light fixtures highlight the quotations and illuminate the alley for safety.



**Jack Kerouac Alley is transformed**

The renovation process also included a new sewer and storm drainage system. Thanks to the work of the Chinatown Community Development Center (CCDC), the street is now closed to vehicular traffic.

### Golden Gate Park Music Concourse



**The Music Concourse**

Music Concourse is comprised of a large, central sunken space with a bosque of pollarded trees, paths, benches, fountains, and the Spreckels Temple of Music band shell anchoring one end.

This 11-acre concourse is the major cultural and civic space in San Francisco's Golden Gate Park, which itself is listed on the National Register of Historic Places. The Secretary of the Interior's Standard for the Treatment of Historic Properties was the guiding principle behind this important project.

Surrounded by the M.H. de Young Museum and the California Academy of

Sciences—both new buildings by world-renowned architects—the



At the start of the project, the site's stairs and walkways had structural problems, turf areas had been degraded by gophers, and the Concourse's trees and hedges were aging or missing. In recent years, the space has been affected by the adjacent museum construction and a new underground parking garage. The site also needed to meet new accessibility guidelines, and all rehabilitation had to avoid adversely affecting the historic design.

The \$9 million rehabilitation project preserved the historic bosque of pollarded trees in the Concourse bowl, repaved all surfaces, replanted turf and shrub areas, and added new benches and other site furnishings. Missing trees were replaced to fill out the bosque, one of the defining features of the site.

The existing roadway around the Music Concourse was narrowed to a single lane for traffic calming, and bicycle and pedestrian safety improvements were incorporated in the design, thereby strengthening the role of the upper and lower promenades around the perimeter of the bowl. Accessible pathways and the addition of more than 170 park benches offer visitors a chance to linger and enjoy the combination of the historic landscape and the modern museum buildings.



**Golden Gate Park's Music Concourse**

## **Rossi Playground**



**A renovated Rossi Playground in San Francisco's Richmond District**

This beautifully renovated park in the City's Richmond District opened in May 2007. The project was completed on schedule. The design team partnered with the Friends of Rossi Park to develop concepts and arrived at an excellent master plan. The designers provided many sculptural play structures and placed them amidst a lush landscaped setting of lawn, flowering shrubs and existing specimen trees.

## **Bureau of Construction Management**

### **Architectural Construction Services**

All building construction, big or small, falls under the Architectural Construction Services Section of the Bureau of Construction Management (BCM) at DPW. The Section's engineers, architects and inspectors manage construction contracts for many City departments. Project range from parking garages to libraries to fire stations. The engineers handle new buildings as well as small renovations. The Architectural Construction Services Section ensures that public buildings are built according to the latest construction codes, safely, on time and within budget. By doing so, the engineers ensure that the public's tax dollars generated from bond programs are used efficiently.

### **Sewer Replacement Projects**

BCM's General Construction Services Division provides construction management for construction projects for several City departments, including SFPUC's Sewer Program. In addition to ensuring that the quality of construction performed by private contractors is satisfactory, the team is responsible for keeping projects on schedule and within budget.

## **Bureau of Street Use and Mapping**

The Bureau of Street Use and Mapping (BSM) ensures that city sidewalks and streets are safe and accessible. The bureau is responsible for permitting uses of the public right of way and maintains the official city map. BSM protects and enhances the public right-of-way through the issuance of permits for work and ensures that work is done according to applicable codes. BSM enhances the public right-of-way through the Utility Undergrounding Program, Automatic Public Toilet Program, the Newsrack Program, and others.

**The Monument Preservation Fund** has been in place for the entire fiscal year. The fund is used to maintain more than 3,000 survey monuments found in the public right-of-way. The monuments are used to determine property lines, roadway configurations and describe the legal boundaries of all properties within the City. During FY 2006-07, BSM collected \$155,000 in funds and inspected and repaired 104 monuments.

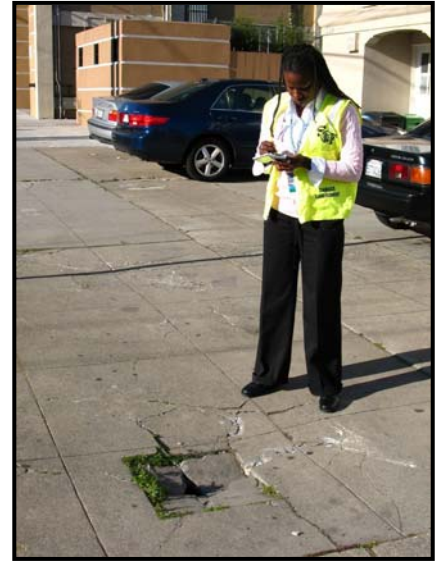
**New Restoration Standards** have been implemented through amendments to the Public Works Code and Excavation Regulations. The new regulations govern work in the roadway and the manner in which excavations are restored. Restoration standards require contractors to repair the roadway surface to a condition that is equal to or better than prior to the commencement of the work.

**The Sidewalk Improvement and Repair Program** was initiated during the present fiscal year to inspect and repair all of the City's sidewalks on a 25-year cycle. The program increases pedestrian safety while making it easier and less expensive for property owners to comply with City and state codes that require them to maintain their sidewalks. The program allows private property owners to include necessary sidewalk repairs in large-scale sidewalk repair contracts negotiated by the City, resulting in greater cost efficiencies and expedited repairs.

Program areas were selected by zoning, residential population density, proximity to MUNI routes, nearby schools, senior housing, and hospitals. During the initial stages of the program, DPW notified property owners in affected neighborhoods and inspected, identified and mapped damaged. During the last half of FY 2006-07, the program inspected 33 square blocks and repaired 10,985 square feet of damaged sidewalk. The approval of a new \$1.2 million fund together with increased communication allowed for greater and more extensive repairs.

**News Rack Program**

The News Rack Program installed new pedestal mounted units throughout the downtown area including around AT&T Ball Park. During the fiscal year, 218 units were installed resulting in the removal of 1,470 freestanding news racks.



**DPW employee inspects sidewalks**

**Highlights Of Street Use and Mapping Projects**

**Inspection Division Staff/Personal Digital Assistant**

Staff uses PDAs to collect data in the field and download it directly to reports, forms and mail services. This technology improvement implemented by BSM staff has improved customer service and allowed the full implementation of the Sidewalk Improvement and Repair Program.

**Interdepartmental Work Orders Increased**

BSM survey group increased Interdepartmental Work Orders by over 100%. The field survey team has worked with other governmental agencies to provide cost effective field services for operational and capital projects. The field surveyors mapped infrastructure for the SFPUC and existing field conditions for the Joint Powers Board.

<b>Program Summary</b>	<b>FY 2006/07</b>
Permits Issued	17,810
Requests for Action Received by Inspection Division	6,003 requests received (37% received response within 48 hours)
Utility Infrastructure Undergrounded	5.01 miles
Pedmount Newsracks Installed	286
Mapping Backlog	Reduced by 14%

## **Office of Financial Management and Administration**

***Deputy Director, Robert Carlson***

### **Payroll and Personnel Division**

This year, the Department of Public Works' Payroll and Personnel Division was consolidated under the General Services Agency (GSA) organization. The integration of the Department of Public Works' Human Resources into the General Services Agency Human Resources will provide the opportunity to consolidate functions, streamline processes, allow for cross-training and provide a broader platform for staff development. The consolidation of the human resources functions will improve Human Resources service programs and service delivery through a more flexible workforce with a broader and deeper base of expertise.

The Payroll and Personnel Division supported several important initiatives, including the recruitment and staffing of employees to support DPW's Operations bureaus, including the Bureau of Street Environmental Services, the 7501 apprentice program, and the implementation of the Department of Human Resources' Position Based Testing Program that helped eliminate the number of provisional hires and accelerate the permanent hiring process for DPW.

### **Computer Services**

The Computer Services Division designs, programs, operates and maintains all Department-wide and many Bureau-specific automated information systems needed to support DPW goals and objectives. Services include planning, software development, network and hardware installation and operations. The division provides comprehensive IBM AS/400, Local Area Network (LAN), Wide Area Network (WAN), and PC (and compatible) hardware, software, network and support services. During FY 2006-07, the Computer Services Division completed IT infrastructure upgrade at DPW's Corporation Yard, planned for a switch from the AS400 Computer System, and customized special financial reports for client departments. The Computer Services Division is currently focused on upgrading the existing client systems and on integrating the DPW systems with the new 311 Customer Service Center.

### **Finance and Budget**

The Finance and Budget Division is responsible for budget preparation and negotiation, grant writing and administration, financial planning, capital planning, analysis and reporting. The Division develops reports and prepares analyses to implement and control DPW projects and programs. Specifically, the division coordinates the annual budget process; prepares an annual Indirect Cost Plan which allows 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 SF Stat.

This past year, the Finance and Budget Division analyzed the City's Asphalt Plant and compared the costs and benefits of maintaining the City-operated plant; managed a study of mechanical street sweeping in San Francisco; coordinated DPW's action plan in response to the 2007 Management Audit of the Department; and successfully managed the department's budget through the City's process, which included expansion of the Community Corridors Partnership

Program to an additional 100 blocks. For the first time, the Finance and Budget Division provided funding for maintenance of trees, medians, and irrigation systems through the citywide Capital Plan and Annual Capital Budget.

### **Business Services Division**

The Business Services Division is responsible for reviewing and processing the Department's accounting and purchasing transactions in the City's online system (FAMIS and ADPICS); preparing grant and other agency billings; processing job orders; performing account analyses; and coordinating citywide and grant audits. The division is also responsible for contract administration and compliance including development and administration of the competitive bid processes for both construction and professional services.

Significant projects included the Requisition Automation Tracking System (RAS, formerly called RAT) which shortened the processing time for proving orders, expediting merchandise deliveries and payments to vendors; participation in a citywide effort to improve timely processing of contracts and payment of vendors; development and distribution of project and client reports to control projects expenditures; and participation in DPW's efforts to provide customer service and improve communication with client departments. Collaboration efforts with the Finance and Budget group as well as the Library Department resulted in better control and reporting of project expenditures.

### **Environmental Health and Safety**

The Office of Environmental Health and Safety (EHS) promotes workplace health and safety through education, consultation and control of hazards. The goal of our office is to be injury free. In FY2006-07, EHS conducted various initiatives to achieve and maintain a safe and healthful workplace including: reissuing a departmental safety policy statement and distributing it to all employees; posting statement at worksites and adding it to our policy manual; implementing a wellness program as part of the Mayor's Shape Up San Francisco Campaign; and conducting a targeted intervention to reduce risk factors in a work group that had a high injury rate. The Bureau of Urban Forestry, Cement Shop was selected for the implementation of a targeted intervention to reduce job injuries. After identifying risk factors, EHS implemented four controls: daily pre-shift stretching, proper use of personal protective equipment, use of newer/lighter jackhammers, and development of new work procedures for demolition that reduce the risk of injury.

### **Training and Development**

The Training department continues to expand the services it provides to DPW. This past year, the unit focused on supporting the Mayor's mandate to provide supervisory skills training to new supervisors. The training department offered opportunities for supervisory academies tailored to the Operations and the Engineering bureaus, as well as catalog workshops for individual supervisory skills, such as progressive discipline, performance management, writing appraisals and coaching/feedback. Training is available to new and experienced supervisors, as well as those interested in becoming supervisors. One of our key goals for the next fiscal year will be to continue to provide this training and refine the programs based on participants' feedback.

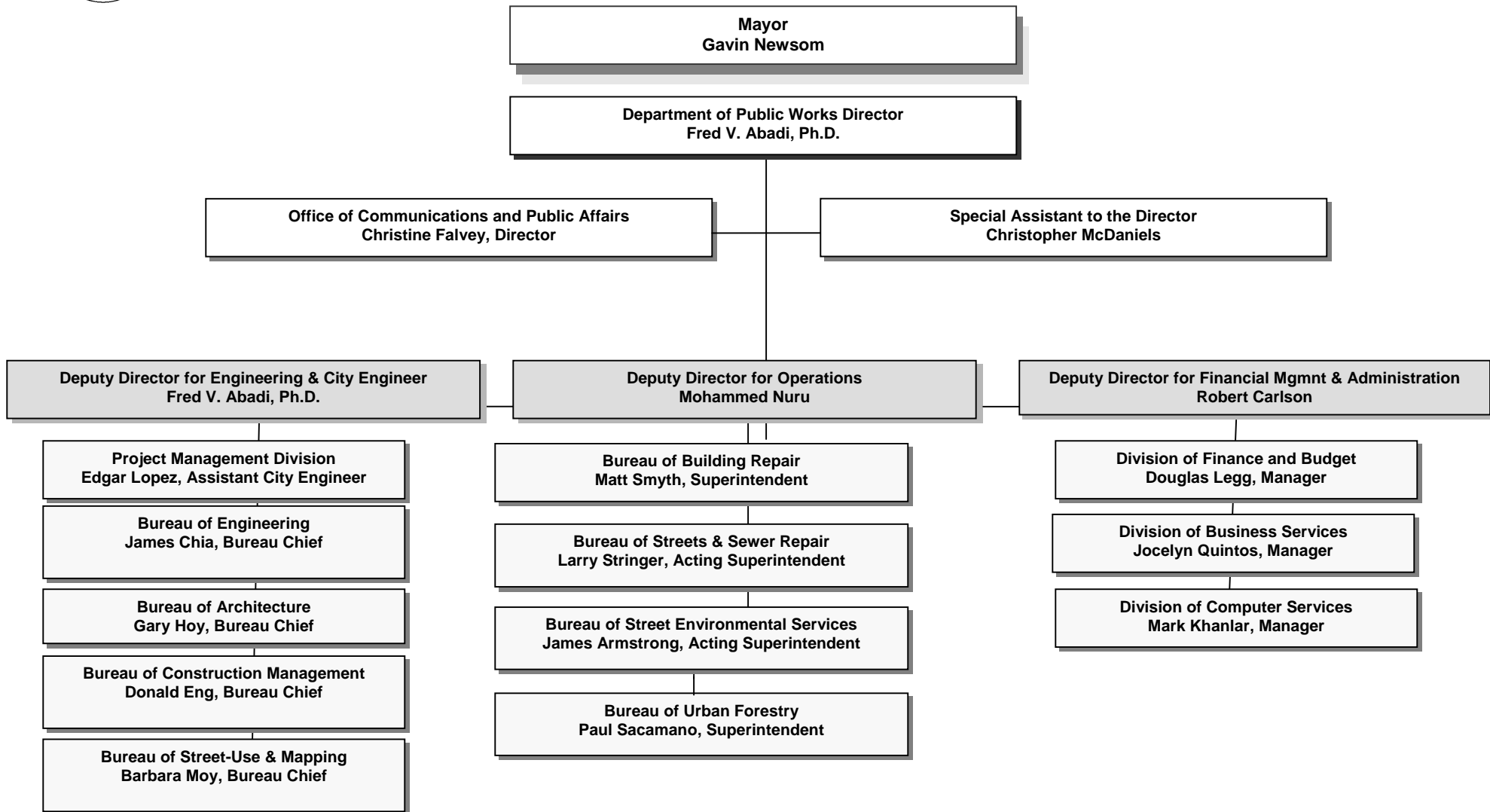




# DEPARTMENT OF PUBLIC WORKS

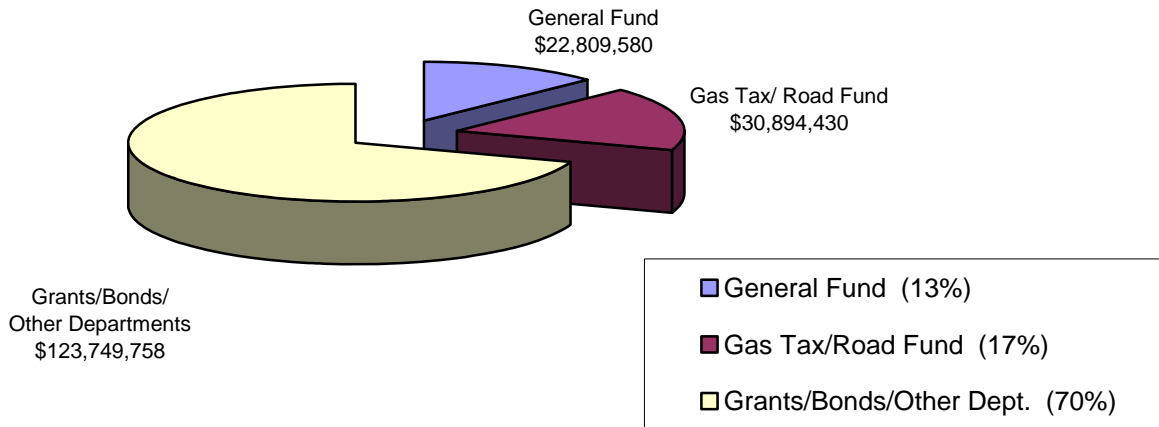
## Organizational Chart

### Fiscal Year 2006/2007



# FISCAL YEAR 2006-07 Operating Budget

## SOURCES OF FUNDS



## USE OF FUNDS BY BUREAU

