



**DEPARTMENT OF
PUBLIC WORKS**

Mayor Gavin Newsom
Director Edward D. Reiskin

**2008
Annual Report
2009**

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



sfgov.org/dpw
3-1-1



Mechanical Street Sweeping Program



Summer Youth Apprenticeship Program



Community Outreach



Strategic Planning



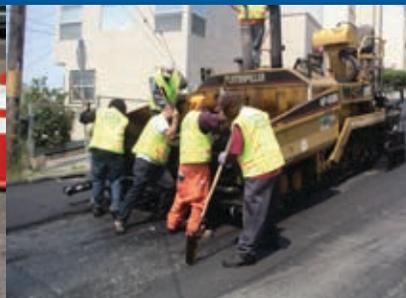
The Department of Public Works is now active on Facebook and Twitter



Arbor Day-Celebrated 25,000 Trees



Cement work for new sidewalk and curb ramp



Street Resurfacing



Urban Forestry

San Francisco Department of Public Works

Fiscal Year (FY) 2008-2009 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.

TABLE OF CONTENTS

INTRODUCTION

A Message from the Director	3
DPW Overview	4
Organizational Chart	6

OPERATIONS BUREAUS

<i>Bureau of Street Environmental Services</i>	10
<i>Bureau of Urban Forestry</i>	11
<i>Bureau of Street and Sewer Repair</i>	15
<i>Bureau of Building Repair</i>	17
<i>Community and Volunteer Programs</i>	18

ENGINEERING & ARCHITECTURE BUREAUS

<i>Bureau of Project Management</i>	24
<i>Bureau of Architecture</i>	31
<i>Bureau of Engineering</i>	36
<i>Bureau of Construction Management</i>	45
<i>Bureau of Street Use and Mapping</i>	48

OFFICE OF FINANCIAL MANAGEMENT AND ADMINISTRATION

<i>Financial Management and Administration Division</i>	51
---	----

OFFICE OF COMMUNICATIONS AND PUBLIC AFFAIRS

GENERAL SERVICES AGENCY	59
--------------------------------	----

FINANCIAL INFORMATION	62
------------------------------	----



Gavin Newsom, Mayor
Edward D. Reiskin, Director

Department of Public Works
Office of the Director
City Hall, Room 348
1 Dr. Carlton B. Goodlett Place
San Francisco, CA 94102-4645

A Message from the Director

The efforts of San Francisco's Department of Public Works (DPW) can be seen in every corner of the City, and the impacts of our work can be felt in the daily lives of each resident and visitor. DPW is a responsive public service organization that delivers superior projects and services; ensuring that San Francisco's infrastructure is safe, well maintained, and modernized. We do all this as part of a collaborative endeavor with the broader community, partnering with businesses and neighborhoods to keep the City beautiful and livable.



As we look back on the year, there's a lot that DPW has to be proud about. One of the things I am most proud of is the progress we made on the department's Strategic Plan, which we will be implementing in the new fiscal year. It was an effort of hundreds of employees, resulting in a plan that will guide DPW toward a vision of a world class public works organization. Simultaneously, we continued our pursuit of accreditation with the American Public Works Association. These endeavors will improve how we deliver quality services, programs, and projects that serve the needs of our residents.

DPW also celebrated the successful completion of many capital improvements projects during the year, big and small. We opened newly renovated branch libraries and recreation centers, completed the planting of more than 25,000 street trees, repaired and cleaned streets and sidewalks, ensured safety and compliance on the public realm, managed renovation of the Palace of Fine Arts, transformed and beautified street medians and streetscapes, and repaved some of the City's most traveled thoroughfares.

We also weathered something that few, if any of us anticipated, the global recession that brought very real and tangible local impacts. Through these successes and challenges, DPW has persevered to make this organization the provider of choice and a demonstrated leader in efficiency and excellence.

The FY 2008-2009 Annual Report is a record of the valuable work that the more than 1,200 committed DPW employees perform each and every day. These achievements are a springboard for a future of continuous improvements. As we look ahead, DPW will continue embarking on substantial projects citywide, whether we are cleaning your local neighborhood, greening your environment, or designing and constructing facilities that improve and enhance your quality of life, we look forward to sharing these accomplishments with the community.

As always, your feedback is welcome. For questions or comments, please visit www.sfgov.org/dpw or contact my office at (415) 554-6920.

Sincerely,

A handwritten signature in black ink, appearing to read "E. Reiskin".

Edward D. Reiskin
Director, Department of Public Works



Overview

The Department of Public Works 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.

In Fiscal Year 2008-2009, DPW engaged in several special projects.

American Public Works Association Accreditation

DPW has a long and proud history of providing services to San Franciscans. Today’s increasing economic challenges compel DPW to look for new ways of providing quality services in more efficient and effective ways. In the spring of 2008, DPW began the process of seeking accreditation from the American Public Works Association (APWA).

The APWA is an international, educational and professional association of public agencies, private sector companies, and individuals dedicated to providing high quality public works goods and services. APWA provides a forum in which public works professionals can exchange ideas, improve professional competency, increase the performance of their agencies, and bring important public works-related topics to the public’s attention in local, state and federal arenas. The process to achieve accreditation involves a systematic method by which the department assesses and improves agency practices and procedures.

APWA describes and lists best practices that are necessary for a full-service public works agency to perform. Involved in the accreditation process is a self-assessment of the organization. In June, DPW completed this self-assessment, identified areas for improvement, and developed procedures to guide the agency in the most effective and efficient manner. A DPW Procedure Manual was created to streamline all of DPW’s existing procedures. The Manual is indexed into eighteen volumes organized by DPW services.

An overview of the DPW Procedure Manual includes:

Volume	Title	Volume	Title	Volume	Title
1.	Departmental Strategic Plan	7.	Information System Management	13.	Street Use & Mapping
2.	Administrative	8.	Emergency Preparedness Planning	14.	Building Repair
3.	Personnel	9.	Project Delivery	15.	Street & Sewer Repair
4.	Health and Safety	10.	Engineering Services	16.	Street Environmental Services
5.	Financial Management	11.	Architectural Services	17.	Urban Forestry
6.	Contracting & Procurement	12.	Construction Management Services	18.	Equipment & Supply Mgmt.



Over the next year, DPW will submit the self-assessment findings to the Board of Supervisors, provide an improvement plan, and formally apply for accreditation with the APWA. The goal is to receive accreditation by May 2010.

Strategic Plan: 2009-2012

In the summer of 2008, DPW embarked on a 12-month strategic planning process to engage the organization and create a practical roadmap for long-term planning. The creation and adoption of the Strategic Plan establishes a strong foundation and institutionalizes a continuous cycle of visioning, goal-setting, and improvements. The goal is to provide residents with world class public works services, making San Francisco a beautiful, livable, vibrant, and sustainable City.

The strategic planning process included the development of a steering committee recruited from a cross-section of the department and the participation of more than 380 employees. This steering committee, along with the DPW workforce, attended a staff retreat, focus group meetings titled "Mission Shout-outs," and workshops on developing the vision, mission and goals. Multiple brain storming sessions led by assigned staff members called "champions" were initiated to solicit feedback on how to implement the plan's objectives. Staff also participated by providing feedback by filling out online surveys.

Department of Public Works Strategic Plan in Brief 2009-2012

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

MISSION
DPW 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.

GOALS

- GOAL 1: Ensure Safe, Clean, and Green Infrastructure and Public Rights-of-Way**
- GOAL 2: Create and Maintain Beautiful, Highly Functional, and Sustainable Facilities**
- GOAL 3: Deliver World Class Public Service**

STRATEGIC GOALS AND OBJECTIVES

STRATEGIC GOAL 1: Ensure Safe, Clean, and Green Infrastructure and Public Rights-of-Way

- OBJECTIVE 1.1: ENHANCE THE SAFE USE OF PUBLIC SPACES**
 - Objective 1.1.1: Repair and maintain the city's streets and sidewalks to maintain public safety.
 - Objective 1.1.2: Coordinate with other city departments to ensure safety of streets, curbs, sidewalks, plazas, transit on sidewalks, stairs, ramps, wheelchair, and other public rights-of-way.
 - Objective 1.1.3: Collaborate with public and private agencies to maximize already existing infrastructure.
- OBJECTIVE 1.2: ENHANCE THE CLEANLINESS OF THE CITY**
 - Objective 1.2.1: Remove litter, debris, and graffiti from city streets, and other public spaces to meet or exceed cleanliness standards.
 - Objective 1.2.2: Develop design and operating standards and best practices to improve the city's cleanliness.
 - Objective 1.2.3: Foster a culture of cleanliness through education, enforcement, collaboration, and partnerships with stakeholders.
- OBJECTIVE 1.3: GREEN THE CITY'S INFRASTRUCTURE**
 - Objective 1.3.1: Expand the city's green space by installing and maintaining trees, public landscaping, and meadows.
 - Objective 1.3.2: Increase sustainability of infrastructure to support outdoor and on-street activities.
 - Objective 1.3.3: Promote sustainability and sustainability by developing and adopting environmental standards and business practices.
- OBJECTIVE 1.4: ENHANCE THE ATTRACTIVENESS AND QUALITY OF PUBLIC RIGHTS-OF-WAY**
 - Objective 1.4.1: Review aesthetics and the quality of public space through innovation and collaborative projects.
 - Objective 1.4.2: Create public rights-of-way design and maintain to be clean, safe, and welcoming.
 - Objective 1.4.3: Coordinate improvements and consider use of the public rights-of-way through collaboration, permitting, and enforcement to maximize public-safety and increase adverse impacts.

STRATEGIC GOAL 2: Create and Maintain Beautiful, Highly Functional, and Sustainable Facilities

- OBJECTIVE 2.1: DESIGN, BUILD, AND MAINTAIN FACILITIES TO MEET AND EXCEED INTERNATIONAL STANDARDS**
 - Objective 2.1.1: Bolster customer service by thoroughly identifying client department and public requirements, and working collaboratively with DPW and other city customers to meet expectations and standards.
 - Objective 2.1.2: Implement design, project management, construction management and maintenance standards and best practices.
 - Objective 2.1.3: Evaluate public goods through world class design and maintenance.

STRATEGIC GOAL 3: Deliver World Class Public Service

- OBJECTIVE 3.1: RETAIN, DEVELOP AND RECRUIT A CAPABLE, MOTIVATED, AND DIVERSE WORKFORCE**
 - Objective 3.1.1: Create an environment that attracts and retains professional employees and are recognized and rewarded appropriately.
 - Objective 3.1.2: Provide managers with the skills and authority they need to be successful and ensure accountability for management performance.
 - Objective 3.1.3: Provide a safe, healthy, and supportive work environment to ensure employees are valued and respected.
 - Objective 3.1.4: Enhance DPW's capacity to provide career opportunities for world class San Francisco's diverse workforce.
- OBJECTIVE 3.2: ENHANCE ORGANIZATIONAL EFFICIENCY AND PRODUCTIVITY**
 - Objective 3.2.1: Improve the efficiency and efficacy of DPW processes and organizational structure by encouraging and rewarding innovation.
 - Objective 3.2.2: Maximize existing and future employee resources to ensure sustainable delivery of DPW services through technology to improve services and increase operating effectiveness and efficiency.
 - Objective 3.2.3: Identify, engage, and partner with private and public organizations to further DPW's mission.
- OBJECTIVE 3.3: ESTABLISH DPW AS THE SERVICE PROVIDER OF CHOICE**
 - Objective 3.3.1: Identify customer requirements and deliver projects to meet or exceed expectations in quality, schedule, and budget.
 - Objective 3.3.2: Establish and practice services regarding routine and emergency responses.
 - Objective 3.3.3: Deliver unparalleled responses through managing and exceeding all deadlines, regardless of time.
 - Objective 3.3.4: Ensure DPW staff is fully trained on and integrates into day-to-day operations for successful outcomes of emergency responses.
- OBJECTIVE 3.4: COMMUNICATE EFFECTIVELY**
 - Objective 3.4.1: Deliver clear, consistent, and timely information within and across business units of the organization.
 - Objective 3.4.2: Provide the public with accurate, consistent, comprehensive, and timely information through various channels, including the public and staff.

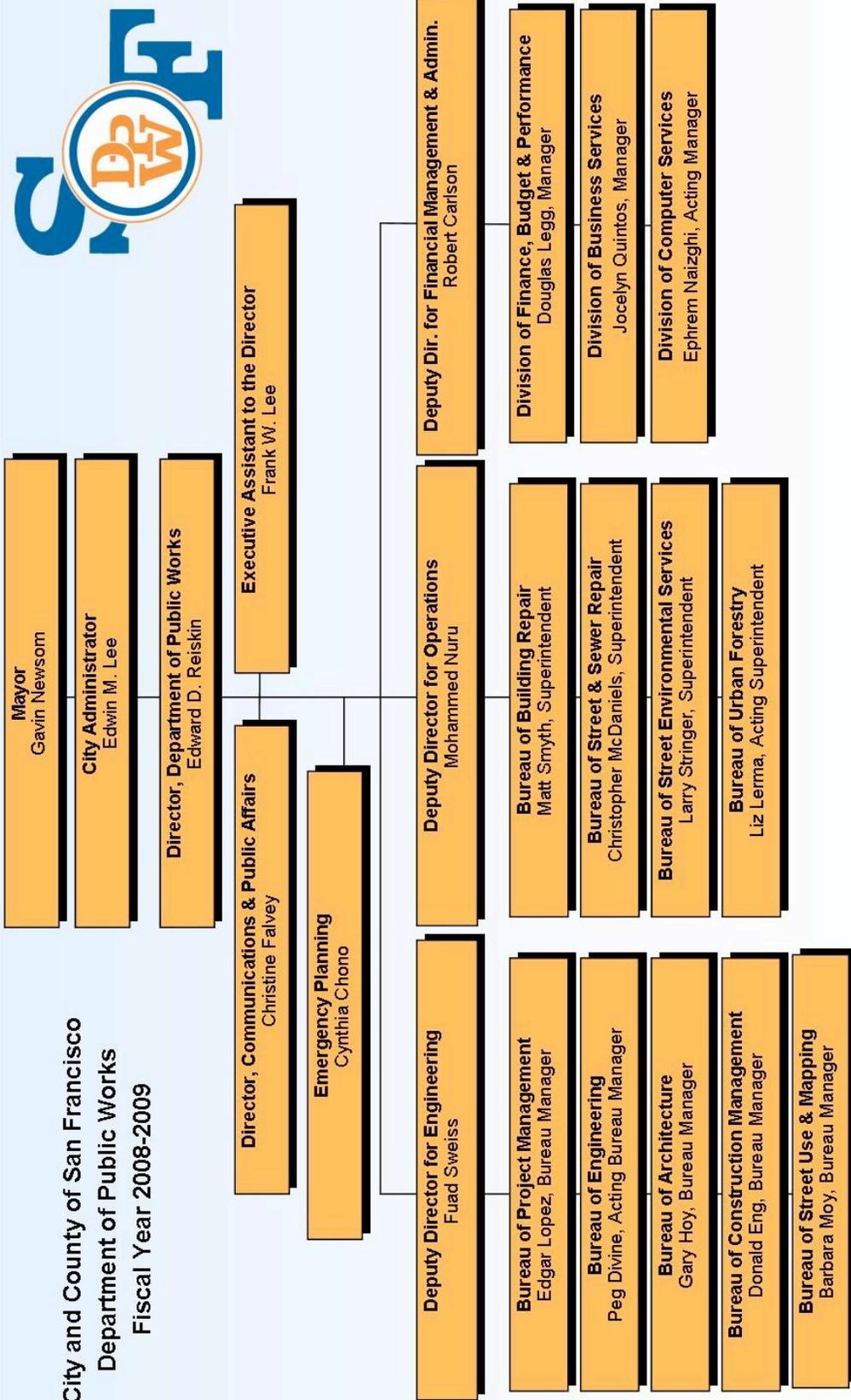
Department of Public Works | 1 Dr. Carlton B. Goodlett Place, City Hall, Room 300 | San Francisco, CA 94102
 (415) 554-0920 | Fax: (415) 554-6344 | TDD: (415) 554-0900 | www.sfgov.org/dpw
 Design: Peterzell/Johnson - Incorporated, Inc. | © 2008 Department of Public Works, SFPD/DPW/DPW

The three-year Strategic Plan outlines a vision, mission, and goals, and provides steps on how DPW can attain these goals and objectives, measure its successes, and build best practices into the performance of every employee.

The Strategic Plan will be completed and released in the fall of 2009. It will serve as a living document to inform the policy, planning, budget, and operations processes. The plan is available on DPW's Web site www.sfgov.org/dpw.



Department of Public Works Organizational Chart





OPERATIONS BUREAUS **Deputy Director, Mohammed Nuru**

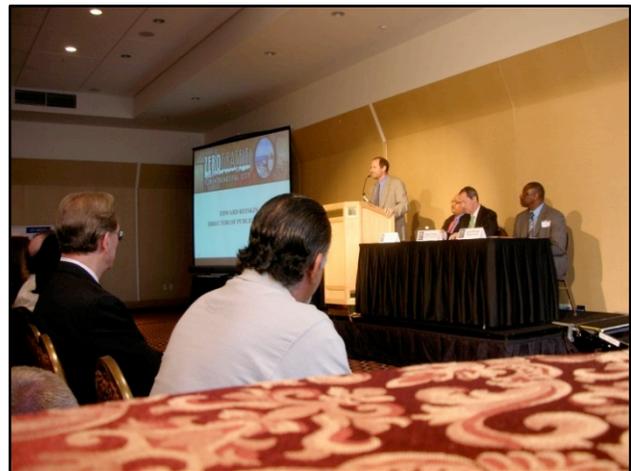
DPW manages four bureaus that are responsible for ensuring our streets and rights of ways are clean, green, and safe. The Bureaus of Street Environmental Services, Urban Forestry, Street and Sewer Repair, and Building Repair provide around the clock world class public services to improve and enhance the quality of life in San Francisco. These services include the removal of graffiti, litter, debris, cleaning and repairing rights of ways and street structures, tree planting and landscaping, and forming partnerships with residents and businesses.

In FY 08-09, achievements included the hosting of the 2nd Graffiti Huddle, the successful completion of the Trees for Tomorrow Program, the filling of thousands of potholes, the installation of an electric charging station for city vehicles, and the organization of community events and cleaning initiatives throughout the City.

These initiatives and many more were successfully completed with less resources this past year. The bureaus demonstrated leadership, innovation and creativity into the business practice and the impacts are felt far and wide.

Graffiti Huddle

In April, DPW and the Graffiti Advisory Board coordinated and hosted the 2nd Anti-Graffiti Super Huddle. With the title “Zero Graffiti for a Beautiful City,” the forum educated and informed the public about DPW’s campaign to end graffiti vandalism in partnership with residents, businesses, and city agencies. During the all-day event, DPW announced several programs to help stem the spread of graffiti and alleviate its strain on City resources. New programs include a citywide pledge to participate in the fight against graffiti, and an Arts Education Project sponsored by the SF Arts Commission and DPW. The project connects urban artists with private property owners and others to provide spaces to develop artwork. More than 300 community members gathered to discuss solutions to graffiti tagging in San Francisco. A short video produced by local film makers was showcased at the meeting.



Guests gathered for the 2nd Annual Anti-Graffiti Super Huddle

Trees for Tomorrow, Arbor Day

DPW celebrated the successful completion of the Trees for Tomorrow Program, which began in 2004. The program was Mayor Newsom’s greening initiative to plant 25,000 street trees. DPW exceeded this goal and coordinated the planting 26,408 trees. This accomplishment was celebrated during Arbor Day, which was hosted by DPW in March.



Mayor Gavin Newsom planting and dedicating a Pear Tree in honor of the late Dr. Ellen Wolfe

The weeklong Arbor Day celebration kicked off with the transformation of a cement median into a garden and the planting of a flowering Pear tree on South Van Ness Avenue at Howard Street, in honor of the late Ellen Wolfe, a local nurse and children’s public health advocate. Mayor Gavin Newsom and the City dedicated the tree to Dr. Wolfe during a ceremonial tree planting attended by the youth she served, staff with the General Hospital and the Department of Public Health (DPH), and other officials.

Electrical Vehicle Charging Station

Building Repair craft workers and the Bureau of Urban Forestry supported the City’s greening initiative by constructing and installing an electric vehicle recharging station at Civic Center Plaza. The station is a pilot project to advance and support the City’s alternative fuel vehicle fleet. (See also Bureau of Urban Forestry.)



Electric Vehicle Charging Station



Tables and chairs set up at the newly transformed plaza on 17th & Castro

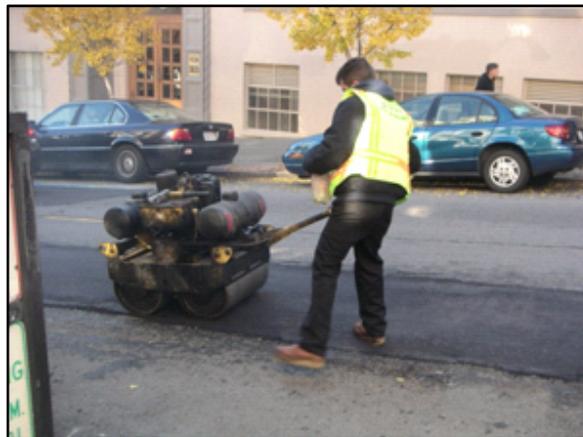
Pavement to Parks Pilot Project

DPW participated and transformed 7,800 square feet of space at 17th and Castro into an inviting plaza for residents to enjoy. The plaza includes open space with chairs, tables, and landscaped areas. The Pavement to Parks Pilot Project is an effort to create new public spaces by piloting and reclaiming excess roadway, through the use of simple and low-cost design interventions.



Potholes and Street Repair

- DPW responded to more than 14,000 road defects,
- Patch paved 360,000 square feet of street surface, and
- Repaired 220 sewers or catch basins.



Staff Smoothing Out Asphalt on a Filled Pothole



Community Clean Team

In FY 08-09, more than 3,500 volunteers, including 60 community groups, joined DPW crews to clean neighborhoods citywide.

Volunteer Landscaping during a Community Clean Team event



**BUREAU OF STREET ENVIRONMENTAL SERVICES (BSES)
Superintendent, Larry Stringer**

Graffiti Removal

In order to keep the City free of blight, DPW removes graffiti quickly and is responsible for notifying private property owners to do the same. As part of this effort, a Notice of Violation is issued when graffiti appears on buildings. This notice informs and provides property owners with information about how they can clean and remove graffiti. In FY 08-09, DPW's Graffiti Unit notified 6,439 property owners.

The Graffiti Unit's goal is to meet Mayor Newsom's directive to abate graffiti on public buildings within 48 hours of report. Because several city agencies are responsible for maintenance of street structures in the public right of way and cit buildings, DPW has entered into an agreement with some of these agencies to abate graffiti, document the work, and send an invoice to the responsible agency. This year, the Graffiti Unit painted over graffiti on 65,943 street structures, such as light poles and street signs; and painted over 1,337,496 square feet of vandalized property.

Mechanical Street Cleaning

Mechanical Street Sweeping is an important part 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 146,525 curb miles and removed 25,825 tons of debris from San Francisco's streets this fiscal year.

In the past few years, several studies were conducted on the City's mechanical street cleaning program. The studies evaluated cleaning standards and identified areas for improvements and efficiencies. These recommendations included realigning street routes and reducing street cleaning frequencies in residential areas with the least impact.



Mechanical Street Cleaning Sweeper

As a result of these recommendations, DPW shifted and reduced its street cleaning schedule in parts of San Francisco. DPW rolled out these changes in four phases and launched an outreach educational campaign to residents affected by these changes; which included presentations at community and at merchant meetings, mailers to residents and property owners, information posted on the DPW Web site, and an initiative to promote composting by encouraging residents to sweep leaves off the streets and into the City's green cart for composting.



The adjustments included mechanical street cleaning changes from four times per month to two times per month in some areas. DPW consolidated ten mechanical street sweeping routes into five routes. This realignment helps improve the efficiency of street cleaning operations, without significantly impacting cleanliness and maintenance of city streets. DPW continues to monitor feedback from the community about this transition.

**BUREAU OF URBAN FORESTRY (BUF)
Acting Superintendent, Liz Lerma**

The Bureau of Urban Forestry (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.

BUF plants trees, manages the issuance of tree permits, maintains approximately 35,000 street trees and estimates that other agencies and private property owners maintain another 65,000 street trees. BUF also managed the Trees for Tomorrow Program and the events leading up to the weeklong Arbor Day celebration in March.



The program challenged City departments to plant 25,000 trees over a five-year period. The program provides 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. DPW was the coordinating agency for the Trees for Tomorrow program and partnered with the Recreation and Park Department, Friends of the Urban Forest, SF Unified School District,

Volunteers Planting Tree in Celebration of Arbor Day

SF Public Utilities Commission (SFPUC), SF Environment, Housing Authority, and SF International Airport. Arbor Day sponsors and partners also included Walgreens, AAA, Local 261, Clear Channel, A. Ruiz Construction, Norcal Waste Systems, Inc., American Express, and the San Francisco Parks Trust.

DPW was awarded a grant of \$100,000 from American Express to reforest Sunset Boulevard. Almost 1,000 trees were planted along Sunset Boulevard as part of this important effort to maintain this iconic greenbelt; which is one of the most beautiful and lush thoroughfares in the City.



The 2009 Arbor Day celebration occurred along Sunset Boulevard, in the Sunset neighborhood. On March 14, 2009 about 400 trees 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.



Billboard recognizing the planting of 25,000 trees

In FY 08-09, the Arbor Day Foundation presented an official Tree City USA certification to the department. The certification provides national recognition of community and forestry programs. Currently there are 3,300 communities with a Tree City USA designation. The program highlights communities with specific programs to encourage tree planting and maintenance. Each city must meet certain criteria, including a yearly observance for trees, a tree board, and forestry program with an annual budget to match the size of the city.

Beautification and Maintenance

DPW completed many significant beautification projects throughout San Francisco in FY 2008/09. These projects unify and green our neighborhoods and commercial corridors; while improving major gateways into the City.

The Bureau concentrated maintenance efforts on Sunset Boulevard by removing dead or declining trees, and pruning the many large pines and cypress trees for public safety. The Bureau maintained 49 Canary Palm Trees along Upper Market Street between Octavia Boulevard and Castro Street. Trained arborists and crew members removed dead fronds and lifted up the canopy of the palm trees, using only hand saws that were thoroughly cleaned after each tree use to prevent the spread of Fusarium wilt, a potentially deadly infection. In addition, the Bureau performed maintenance on several large corridors of trees including Monterey, Sunset, Sloat, Junipero Serra, Arguello and Geary boulevards, Persia Avenue, Brotherhood Way, Hyde Street, Van Ness Avenue, Market Street, West Portal Avenue, Lake Street, and Lombard Street. The Embarcadero palms were also pruned using hand saws.

Greening Projects and Highlights:

- A MUNI platform on Market and 8th Street was transformed from a crash barrier into a beautiful planted median full of drought-tolerant and succulent plants. A water barrel was installed to provide drip irrigation to these new additions to Market Street. The BUF cement shop worked with Engineering, Building Repair and Street



and Sewer Repair to design, build, transport, and install the large planter on Market Street.

- Installed new planters and “green screen” columns to allow Jasmine and Passion Flowers to grow up the columns, softening the streetscape at Turk and Taylor Streets. Trees in planters were also installed.
- Created a new mini-park at Broadway and Himmelman that will serve seniors and two nearby schools with a community garden space.
- Removed and replaced 81 hanging flower baskets twice this year and continued to maintain them on a daily basis.
- Maintained the on/off ramps for Hwy 1, 101, 80, and 280.
- Extended the median on Guerrero north from Cesar Chavez to 21st Street using drought-tolerant plants and trees to continue storm water diversion, beautification and traffic calming of this busy roadway in collaboration with neighborhood groups.
- Created a temporary pedestrian plaza at 17th Street and Castro by transforming a street intersection into a seating area complete with barriers created by planters and with moveable gates.
- Updated and transformed the entrance into the DPW Operations Yard on Kansas Street from an industrial, unpleasant entrance into a beautifully planted, terraced entry.
- Renovated the slope at Hallidie Plaza at Cyril Magnin with succulent hanging baskets and drought-tolerant plants. A solar panel was also installed to power the control of the irrigation.



Newly Installed Greening Barrier on Market & 8th Streets



Newly Installed Floral Hanging Baskets at Hallidie Day Plaza

The Bureau hosted the Summer Youth Program with the Mission Neighborhood Center creating 120 jobs for youth for ten weeks. The program

served young adults, ages 16-24, some from at-risk communities. Participants completed large landscape maintenance projects throughout the City. The program inspires youth to enter into careers in urban forestry by providing demonstrations from arborists and cement shop workers. In addition, BUF hosted the 7501 Horticulture Training Program.



Sidewalk Maintenance

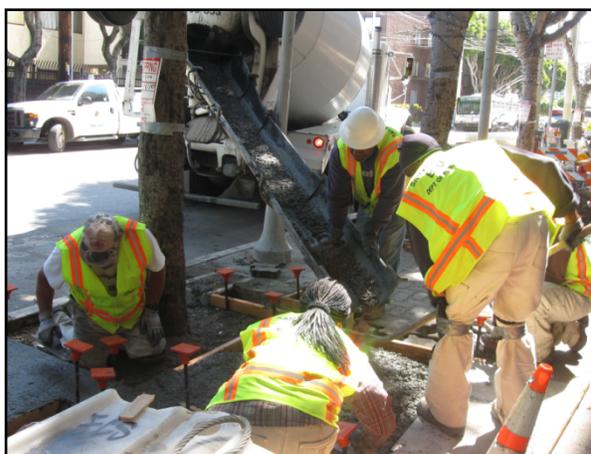
The Bureau of Urban Forestry uses state sales tax to repair sidewalks around city maintained trees damaged by roots, broken curbs and gutters. The BUF Cement Shop repairs City maintained street structures such as stairways, landings, retaining walls, and walkways.

Cement Shop accomplishments:

- Built 603 sidewalk basins for new tree plantings.
- Constructed 149 accessible curb ramps with yellow, detectable surfaces on sidewalks, providing additional access for people with disabilities. Engineering provided design services.
- Installed 50 bulb-ins, bulb-outs and curb ramps in and around San Francisco Unified School District facilities.
- Created three electric vehicle charging stations in front of City Hall. The charging stations are used by car sharing organizations, Zipcar and City CarShare, and by plug-in cars that are part of San Francisco's municipal fleet. The chargers are part of a "Green Vehicle Showcase" that highlight green transportation options, including natural gas vehicles, car-sharing systems and electric cars. This work was completed in collaboration with Street Use and Mapping and Building Repair.
- Provided maintenance and repair of City-owned buildings such as fire stations, police facilities, General Hospital, Laguna Honda Hospital and City College. At Kezar Pavilion, BUF completed the restoration of the existing structure, including doweling rebar into and patching the exterior walls.
- Repaired the sidewalks along the Fillmore Jazz District to improve access and safety for pedestrians. Tree basins were also expanded, improving the health and quality of the trees, and created space to plant flowering shrubs.



Newly constructed Curb Ramp for Safe Accessibility



Staff Repairing Sidewalk in the Fillmore Jazz District



**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 14,000 roadway defects
- Resurfaced 90 street blocks
- Patch paved 360,000 square feet of street surface
- Produced 17,000 tons of asphalt from DPW’s Asphalt Plant
- Repaired 220 sewers or catch basins
- Relocated and reused 11,500 cubic yards of beach sand

Street Paving



Crew Paving Street Block

BSSR works in partnership with DPW’s Bureau of Engineering to resurface City streets. During the fiscal year, BSSR paved 90 blocks. A large percentage of these blocks were resurfaced with 15 percent recycled asphalt produced and supplied by the City’s own asphalt plant.

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.

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 SFPUC.



Crew Using Machinery to Dig and Trench Street to Repair Sewer Line



These sewer repairs prevent and reduce sewage backups, street collapses and basement floodings. The bureau made 220 sewer related repairs this fiscal year. The bureau also repaired about 100 brick sewers around catch basins and manhole covers this past fiscal year. This team also responds to brick repairs around plazas maintained by the City.

Asphalt Plant



Crew Filling Pothole with Asphalt Produced by the City

The Municipal Asphalt Plant produces hot asphalt for DPW crews to pave streets and fill potholes. The plant produced more than 17,000 tons of hot asphalt this past year and generated enough asphalt to also sell to private contractors.

Currently, DPW includes 15 percent recycled asphalt in its production. As technology evolves, DPW hopes to fill potholes and patch pave more streets with higher recycled content materials that will minimize the impact to the environment and decrease the amount of debris that goes to the landfill.

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 11,500 cubic yards of sand from the promenade, a walkway along Ocean Beach, to low-lying eroded areas south of Sloat Boulevard.



Sand Relocation to Prevent Erosion along Ocean Beach



**BUREAU OF BUILDING REPAIR (BBR)
Superintendent, Matt Smyth**

The Bureau of Building Repair (BBR) provides quality professional construction, repair, remodeling, and facilities management services to City-owned buildings. BBR is also responsible for providing building operations and maintenance for DPW facilities and other City departments including emergency repair services, 24-hours a day, which is especially valuable for Police and Fire operations. BBR maintenance programs are 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. 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 custodial and maintenance services, BBR highlights include:

Broadway Tunnel Re-Lighting Project

The Broadway Tunnel underwent an upgrade to its lighting system. BBR electricians, stationary engineers and custodians provided essential services to this project including repairs to the light fixtures, re-lamping, and cleaning services to the tunnel. These improvements provide a safe environment for both vehicular and pedestrian traffic.



Crew Installing New Lights in the Broadway Tunnel



Staff Completing Maintenance Repairs on Islais Creek Bridge

Islais Creek Bridge

As part of the Bridge Maintenance Program, BBR sheet metal workers regularly maintain and repair the Islais Creek Bridge. This bridge is an important access route for trucks, buses, and motor vehicles.



Hall of Justice Generator Installation

The Hall of Justice provides numerous essential safety and security services for San Francisco residents. It is one of the most visited facilities in the City. In order to ensure uninterrupted service during an emergency or power outage, BBR craft workers installed two generators. These serve as back-up and will provide greater electrical capacity to all areas of the facility during a major outage. This effort allows first responders to continue to support the City in a disaster.



Crew Installing the Foundation for Two Backup Generators at the Hall of Justice

Highland Bridge Repair

BBR contributed with the repair of the Highland Bridge with BOE and BUF. This project included the repair of the damaged concrete balusters and sidewalk rails. Because of its location, traffic control was instrumental throughout the process.

Community and Volunteer Programs

DPW engages the community by organizing community and volunteer programs so that residents and businesses have the opportunity to partner with the City to beautify their neighborhoods.

Community Corridors Partnership Program

The Corridors Program serves 53 of the busiest and most traveled merchant corridors (more than 200 blocks) in the City. DPW Ambassadors help sweep litter from the sidewalk, clean tree basins, call in graffiti and identify and resolve street conditions.



Newly Painted Litter Receptacle in the Chinatown Corridor

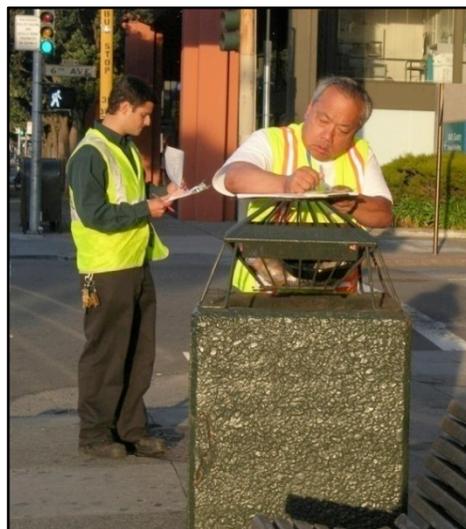
DPW hosted three Eco Blitzes this year in each corridor, which provides extra cleaning service such as steam cleaning City litter receptacles and the surrounding area, graffiti abatement, and sidewalk and curb sweeping. DPW staff walk each corridor to provide outreach and education to merchants about partnership opportunities and their responsibilities to keep their corridor clean and safe. Warnings or citations were issued for code violations.



Night Walks were added to the program to reach out to businesses such as bars, clubs, and restaurants only open at night. The inspections allowed DPW, Norcal Waste Systems, the Police Department and the Entertainment Commission to educate property owners about the importance of maintaining and keeping sidewalks clean.

Since the inception of the pilot project in 2006, residents and merchants have noticed improvements to their corridors. Participation from merchants has also increased.

The goals of the program are to improve the quality of life in the City's busiest commercial corridors, to provide results, to change perceptions and behavior, to help agencies and property owners maintain a higher standard of cleanliness, and to encourage property owners to take ownership of their corridor by creating a Community Benefits District (CBD), a venue with a dedicated revenue source for the cleaning and greening of neighborhoods.



Staff Walking the Commercial Corridors and taking notes



Dedicated Volunteers Sweeping Up Litter

Adopt-A-Street

The Adopt-A-Street Program is a public and private partnership between the City and its residents and merchants to keep the 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. In return, DPW provides free cleaning supplies, trash pickup, and support for neighborhood clean ups and public recognition. During FY 08-09, 170 new members joined the program and are actively cleaning and beautifying City streets. The program has 1,549 members.



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 by organizing Saturday cleanup events in each of the City's eleven supervisorial districts. The Community Clean Team dedicates an entire month to each district with DPW and other city departments performing various street cleaning and neighborhood beautification work. The Clean Team hosts additional cleanup events throughout the year at the request of



community partners and neighborhood groups.

These cleaning and greening days allow the City to do more with less in the areas of litter pickup, graffiti abatement, tree planting, landscaping and gardening. This year, the program added a Neighborhood Request component whereby neighborhood groups host their own cleanup events with the support of DPW.

Volunteers Picking Up Trash

In FY 08-09, more than 3,500 volunteers, including 60 community groups, joined DPW crews to clean the neighborhoods.

Highlights include:

- Swept 325 blocks of sidewalks, curbs and alleyways
- Cleaned 3.6 miles of coastline
- Planted 1,978 trees, bushes and plant and cleaned 1,022 tree basins
- Distributed 231 cubic yards of chips on center islands, lots and parks
- Edged 11,400 linear feet of sidewalk.
- Removed graffiti from 4,000 pieces of public property and from more than 88,000 square feet of public space
- Cleaned eight San Francisco school campuses and 29 community gardens and parks.

Clean Team partners include the Recreation and Parks Department, the Department of Parking and Traffic, the Sheriff's Office, the MTA, 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 2009 financially and with donated water for volunteers. At the end of the fiscal year, the Clean Team began a new partnership with the San Francisco Housing Authority to clean and beautify four community-housing sites as part of the Community Clean Team program.



Norcal Waste Systems, Inc. and San Francisco Clean City Coalition are key partners in the program and provided the Gigantic 3 Program, which offered residents bulky item drop off, recycling and composting opportunities during their district’s Clean Team month. In FY 08-09, 231 tons of debris were collected with a 38 percent waste 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.

During the past year, 50 volunteers signed up and participated in keeping a four-block area around where they live, work, or go to school free of graffiti.

The program’s goal is to keep San Francisco’s streetscape graffiti-free through vigilant community involvement. DPW, working with the Graffiti Advisory Board, the Police Department and community leaders, empowers residents to take ownership of their neighborhoods. Volunteers include residents, businesses, neighborhood improvement associations, and high school volunteer groups.

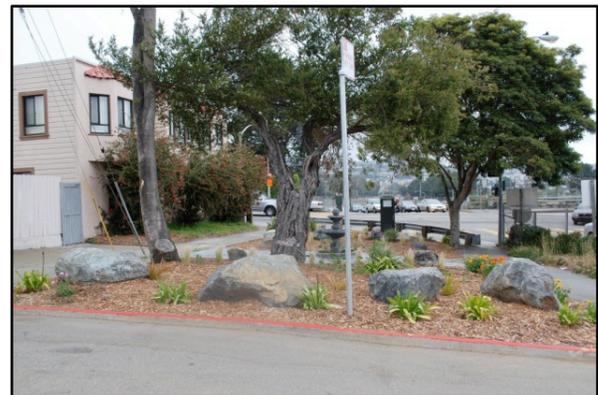
Street Parks

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 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. In early 2009, the program hosted its first workshop and provided free resources and grant information to create Street Parks. During FY 08-09, the Tara Street Park began its renovation after receiving a \$2,000 Innovator Grant from our partner, the San Francisco Parks Trust. What was once an eyesore for the community was transformed into a source of pride for the local neighborhood. Since the Street Parks program began in 2002, 170



Corner of Tara Street Before



Corner of Tara Street After

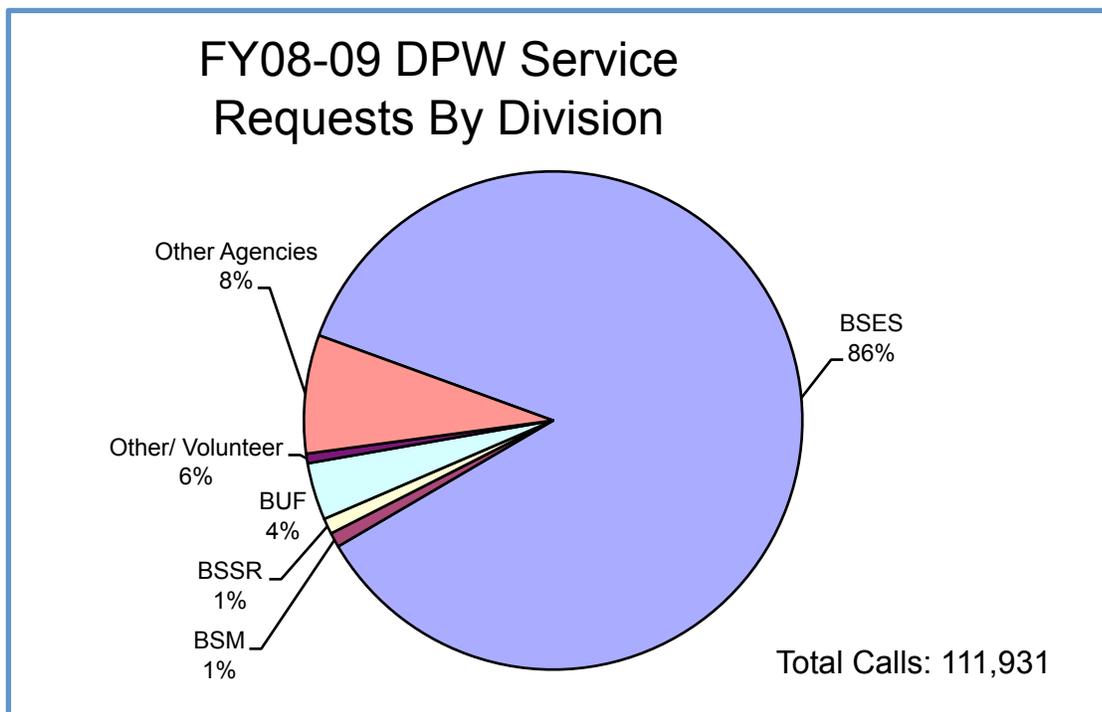


people have registered to develop new gardens and street parks. There are now 28 completed street parks and 55 in progress.

311 Customer Service Center

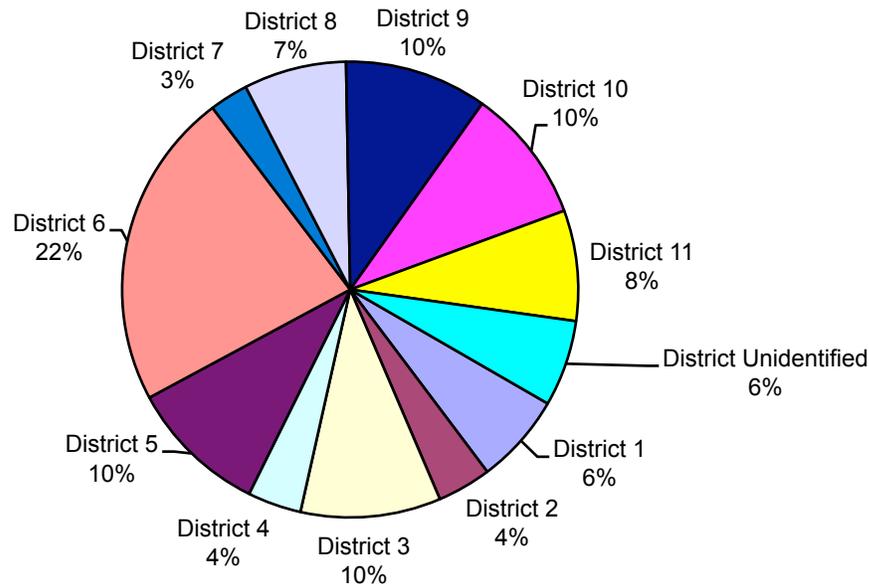
Through the city’s customer service center, the 311 Call Center, residents can connect with government agencies to request services. Once residents make the call, 3-1-1 sends an electronic request with detailed information to DPW. The City can now track calls and monitor the time it takes to resolve complaints. This past fiscal year, DPW processed nearly 112,000 reports.

- 56 percent were resolved within 24 hours
- 13 percent were resolved within 48 hours
- 29 percent were resolved in more than 48 hours
- 2 percent went unresolved or to another city agency





Total FY08-09 DPW Service Requests By Supervisorial District



ENGINEERING AND ARCHITECTURE BUREAUS
Deputy Director & City Engineer, Fuad Sweiss, PE, PLS, LEED AP

DPW’s Engineering Division includes five bureaus with over 500 employees that are responsible for the management, design, and construction of the City infrastructure and public facilities with a current level of active projects valued at over \$1 billion. The bureaus of Project Management, Architecture, Engineering, Construction Management, and Street Use and Mapping 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. These services include design, project and construction management of new construction, the rehabilitation and modernization of building and infrastructure projects; regulating and inspecting activities within the street right-of-way; and managing the City’s official map.

In FY 08-09, achievements included the completion and opening of the California Academy of Sciences, the Portola and Richmond Branch Libraries, the Recreation and Park Department’s JP Murphy, Rolph, and Junipero Serra Playgrounds, as well as tenant improvements for the relocation of the Department of Human Resources and the Municipal Transportation Agency, the resurfacing of many streets, the completion of streetscape improvement projects, and numerous other projects throughout the City.



Citywide LEED Accredited Professionals

DPW is committed to improving the environment by reducing the City's carbon footprint and creating more sustainable facilities through the design and construction process. In early 2009, the department organized and conducted in-house study seminars to increase the number of accredited professionals in the USGBC (U.S. Green Building Council) Leadership in Energy Efficiency and Design (LEED) system. The result was an increased number of accredited professionals from 26 in 2008 to 60 in 2009.

Also in early 2009, DPW organized and hosted town hall meetings to improve communications with contractors and solicit their input in improving contract requirements, specifications, and construction procedures. One of the most significant results of these meetings was the elimination of paper drawings and bid documents and completely converting to providing all plans and bid documents to contractors in electronic format through the City's and department Web sites.

Over the course of several months, Engineering staff contributed greatly to the creation and implementation of DPW's Strategic Plan. Each of the five Bureau Managers took it on their own to champion a specific departmental goal under this plan and will work with managers and employees from various sections to implement its goals and objectives. Specific measures were translated into annual employee performance plan actions to be implemented over a period of three years.

In alignment with the Strategic Plan, Engineering staff worked hard on revisiting, improving, and creating standard operating procedures as part of DPW's pursuit of APWA (American Public Works Association) Accreditation to be accomplished by May 2010.



More detailed descriptions of the responsibilities and accomplishment of each bureau are given below.

BUREAU OF PROJECT MANAGEMENT (BPM)

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), Recreation and Park Department (RPD), Public Utilities Commission (SFPUC), Department of Public Health (DPH), 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. Capital projects are managed by a fine group of engineers, architects, and project managers within this bureau. These managers are responsible for delivering projects with aggressive schedules and extensive review and approval processes.

Following are some of the major projects managed by BPM:

San Francisco General Hospital Rebuild Program (\$887Million)



Rendering of the San Francisco General Hospital

In November 2008, 84 percent of voters approved a bond measure to fund this project, which will rebuild and seismically improve the San Francisco General Hospital, the City’s only Trauma Center. DPW’s Project Management team is overseeing the project on behalf of the City’s Department of Public Health. The team is responsible for managing the design and construction phases for this project including extensive studies, reports, reviews, design concepts, construction documents, scheduling, and the collaboration with various stakeholders. The project is seeking a Leadership in Energy and Environmental

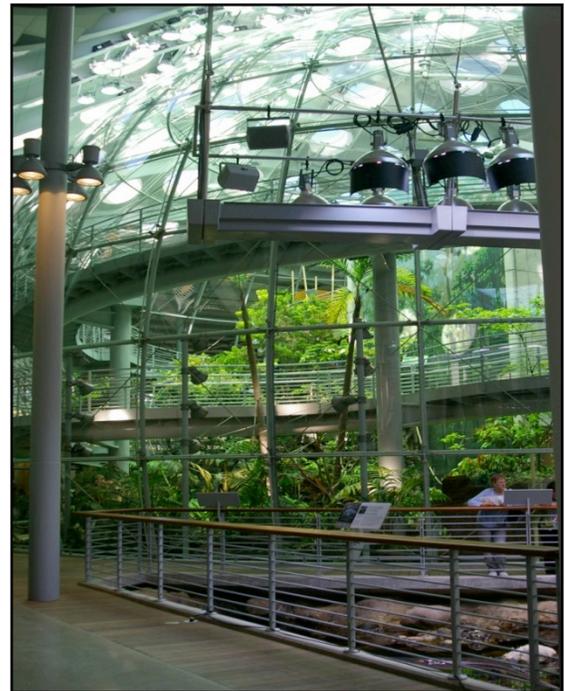
Design (LEED) Gold rating from the US Green Building Council (USGBC). Structural drawings were submitted to the Office of Statewide Health Planning and Development (OSHPD) for plan review. Phase I of the hazardous material abatement was completed during FY 08-09. The relocation phase of the project is scheduled to begin in the summer/fall of 2009.



California Academy of Sciences (\$488 Million)

World renowned architect Renzo Piano designed the new California Academy of Sciences. To date, it is considered one of the greenest buildings in the world with a LEED Platinum rating from the U.S. Green Building Council.

DPW structured a unique public and private partnership for the successful delivery of the Academy of Sciences, which included a project delivery method that became the basis by which the City’s new Integrated Project Delivery approach for other major capital projects is utilized. DPW managed the sale of two General Obligation bonds totaling more than \$116 million and provided fiscal oversight of all public funds totaling more than \$136 million. The California Academy of Sciences opened to the public in September 2008.



The Rain Forest at the California Academy of Sciences



Academy’s Green Roof

In February, the Municipal Fiscal Advisory Committee (MFAC), a project of San Francisco Planning and Urban Research Association (SPUR), recognized project managers Brook Mebrahtu and Edgar Lopez with the Public Managerial Excellence Award for their exemplary leadership and vision for the rebuild of the Academy Sciences.



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

DPW Project Management team is managing the design and construction of a new 13-story office building that will serve as the SFPUC's new headquarters. In addition to project management services, DPW is providing construction management oversight including inspection and testing services utilizing DPW's own materials testing laboratory. The new 277,000-square-foot building located at 525 Golden Gate Avenue is slated to achieve a LEED Platinum rating from the USGBC. Key sustainability features include on-site clean energy generation through photo voltaic; 100 percent of waste water treated on site; use of low-flow toilets and waterless urinals; 45 percent daylight harvesting; and the consumption of 55 percent less energy and a 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 the highest asset preservation for the building.



Rendering of the PUC Building

Justice Facilities Improvement Program (\$898 Million)

In partnership with consultants and stakeholders, DPW developed a strategy for the implementation of the Justice Facilities Improvement Program (JFIP) that will relocate certain departments out of the aging Hall of Justice and into adjacent sites, thereby allowing a phased replacement of the building. The JFIP identifies distinct projects while studying appropriate venues that will accommodate building users and patrons. DPW worked closely with City agencies to develop the strategy, including the Sheriff's Department, the Police Department, Office of the Chief Medical Examiner, Office of the District Attorney, Office of the Public Defender, Adult Probation Department, and the Superior Court.



(E) Hall of Justice Building at 850 Bryant St.



Earthquake Safety and Emergency Response Bond Program (\$580 Million)

As an initial step to implement the Justice Facilities Improvement Program, DPW is managing the development of the Earthquake Safety and Emergency Response (ESER) Bond Program. The purpose of the ESER bond program is to enhance earthquake safety and emergency response systems to protect life safety and assure prompt recovery of the City after a major earthquake or disaster. The bond program is identified in the City's Ten-year Capital Plan.

The components of the first phase of ESER include:

1. Earthquake strengthening of the core facilities of the Fire Department Auxiliary Water Supply System.
2. Earthquake strengthening and facility renewal of selected Fire Stations.
3. Relocation of the Police Headquarters and Southern Police Station from the Hall of Justice to a new Public Safety Building that will also house a fire station serving the new Mission Bay neighborhood.
4. Relocation of the Medical Examiner and Police Department's Forensic Services Division from the Hall of Justice.

These new capital improvements and repairs are critical to emergency response during and after a major earthquake or a disaster. DPW selected a design firm to lead the early stage of the planning and design efforts. (See also Bureau of Architecture.)

Laguna Honda Hospital Replacement Program (\$594 Million)

DPW is overseeing the \$594 million Laguna Honda Hospital Replacement Project from planning through construction. The Program includes the construction and renovation of three campuses: the South Residence Building, the Link Building, and the East Residence Building. Together, the new facilities will accommodate 780 beds. The hospital will be the first California green hospital to implement sustainable features in its design, construction, and operations. The goal is to meet a LEED Certified rating under the USGBC.



The East Wing of Laguna Honda Hospital

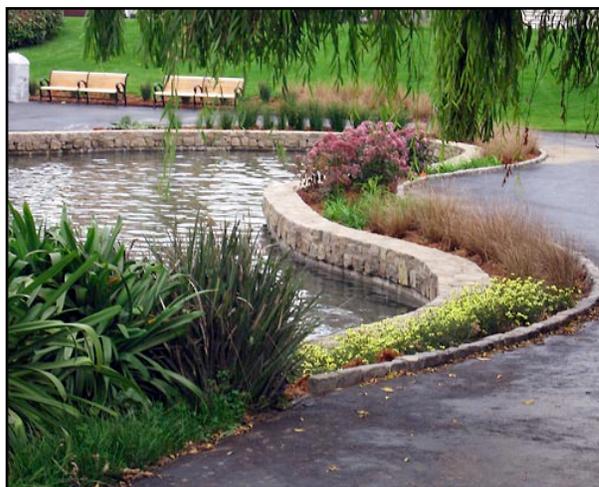


Nurse Station at the Laguna Honda Hospital

The 90-year-old Clarendon Hall demolition was completed at the beginning of the year. The Pavilion Building and two Residence Towers will be substantially completed by the end of 2009. Residents are scheduled to occupy the new buildings in early 2010. The remodel and partial retrofit of the existing buildings is currently underway, and the first phase is anticipated to be complete in 2011.

Palace of Fine Arts Restoration (\$21 Million)

DPW led a \$21 million multi-phase renovation project for the historic Palace of Fine Arts, originally built in 1915. The successful renovation included seismic upgrades to the rotunda and colonnades; restoration of the walkways around the facility and the edge of the lagoon; electrical and mechanical upgrades to help improve circulation to the water of the lagoon; and landscaping and other treatments to preserve the beauty of the Palace of Fine Arts. The Palace of Fine Arts is a popular site visited by thousands of residents and tourists every year.

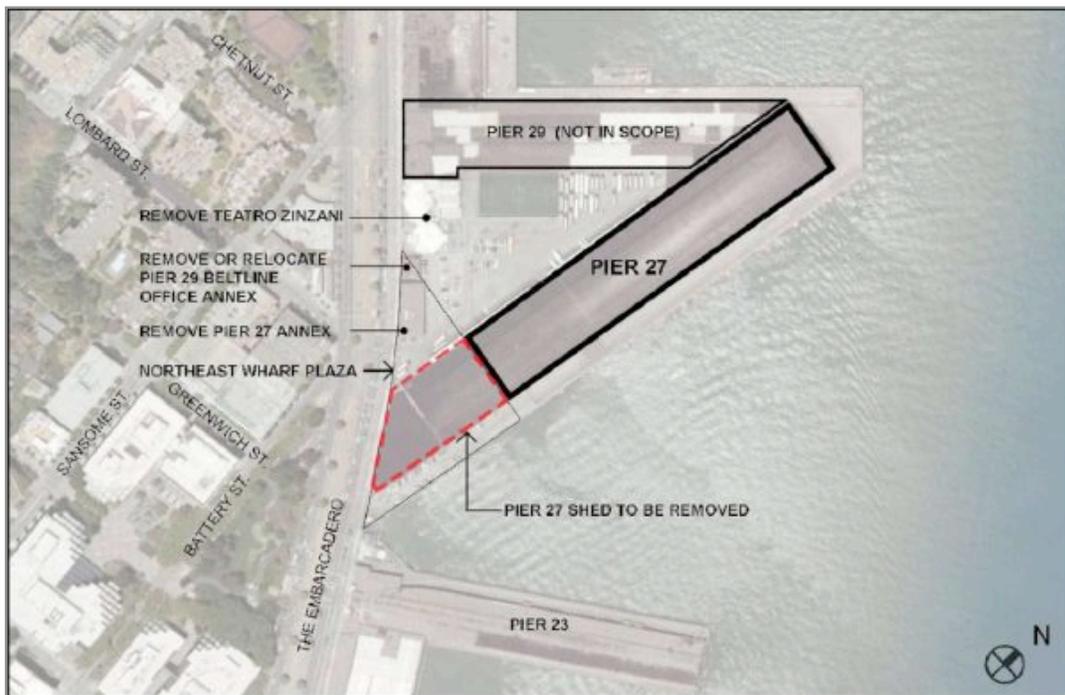


Landscaping around the lagoon of the Palace of Fine Arts

Pier 27 Cruise Ship Terminal Project (\$87 Million)

DPW has joined with the Port of San Francisco in a development project to transform t Pier 27 into a new primary cruise ship terminal. DPW is providing overall project management, architectural and engineering services to the Port for the construction of this significant capital project. The project design team consists of City architectural and engineering staff and specialized services provided by a Cruise Terminal Design Consultant. These teams will work in collaboration to deliver a complete, efficient, functional, and operational facility within the targeted quality, budget, and schedule goals of the project.

With DPW's leadership, the Port intends to transform the ten-acre Pier 27 site into a vibrant year-round cruise terminal, public plaza and community facility that meets security and passenger handling demands of the cruise industry, while also allowing for recreation and special event uses for the public.



Rendering of the Pier 27 Cruise Ship Terminal

Branch Library Improvement Program (\$187million)

DPW manages the Branch Library Improvement Program (BLIP) for the San Francisco Public Library. By providing project management and construction oversight, DPW oversees the largest building campaign in San Francisco Public Library history. In November 2000, the voters passed a bond measure for \$106 million to upgrade San Francisco’s branch library system and in November 2007, the voters overwhelmingly passed Proposition D authorizing additional funding to improve the branches. BLIP will provide the public with seismically safe, accessible, technologically updated, and code compliant branch libraries in every neighborhood.



Mayor Gavin Newsom Celebrating the Opening of the Portola Branch Library

BLIP calls for sixteen branches to be renovated, four leased facilities to be replaced with City-owned buildings, three branches to be replaced with new buildings, and a new branch in Mission Bay – the first in 40 years – which opened in July 2006.



BPM Project Managers are responsible for managing the design, construction, and delivery of these projects whether designed in-house by BOA and BOE or by private consultants. BCM is responsible for managing the construction aspects of these projects. A more detailed description of the roles of each Bureau is given below.

BUREAU OF ARCHITECTURE (BOA)
Bureau Manager, Gary Hoy

The Bureau of Architecture (BOA) provides planning, design, and project management services for the renovation and construction of City buildings and public spaces. In FY 08/09, BOA met a steady demand for services, which resulted in more than 120 active projects. DPW completed almost all of these in conjunction with engineers from other Engineering Bureaus and the SFPUC.

In FY 08/09, BOA’s clients continued to include the Recreation and Park Department, the Public Library, the SFPUC, the SF Port, Department of Emergency Management, and the General Services Agency. Projects ranged from the construction and design of recreational centers, park facilities and libraries, to design and planning for major capital improvement projects. Future projects include the SF Port’s new Cruise Terminal on Pier 27.

Citywide Capital Planning

BOA continues to assist the General Services Agency in the development of the City’s Ten year Capital Plan including capital improvement projects and future General Obligation Bond programs. The Ten Year Capital Plan reviews and analyzes infrastructure needs and facility conditions; evaluates capital project requests; reports on existing capital projects; and establishes financing strategies to meet the City’s long- and short-term capital needs.

This year, BOA assisted DPW’s Bureau of Project Management with the development of the Earthquake Safety and Emergency Response Bond Program.



Rendering of proposed Police Headquarters in Mission Bay

Job Order Contracting

BOA’s Job Order Contract (JOC) Program continued to play a role in streamlining and expediting the process of constructing small to medium sized building projects. In FY 08/09, BOA issued \$4.6 million in contracts raising the total through JOC contracts to \$26.9 million with \$12.5 million currently under construction.



Recreation and Park Facilities



Rendering for the Chinese Recreation Center

The City celebrated the re-opening of three facilities designed by BOA: JP Murphy Playground, Rolph Playground and the Junipero Serra Clubhouse. Construction continued on three other projects: Hamilton Pool, Sunnyside Playground Clubhouse, and the Sunnyside Conservatory on Monterey Boulevard. Designs continued for improvements to Golden Gate Park’s Murphy Windmill Caretakers Cottage, the Park Aid Station, and the renovations to the Bowling Green Restrooms.

BOA also began the design of five new Recreation and Park facilities as part of the voter approved 2008 Clean and Safe Neighborhood Parks General Obligation Bond. BOA and BOE led the design phase for the Chinese Recreation Center, Sunset Recreation Center, Mission Pool and Playground, and for both the Cayuga and Fulton Playground clubhouses. Contracts for these projects will be advertised in FY 09-10.



JP Murphy Playground & Clubhouse

Branch Library Improvement Program (BLIP)

Approved by San Francisco voters, the BLIP program includes the construction and renovation of 24 branch libraries (16 renovations and eight new buildings). The program will be complete in 2011.

BOA managed the design of libraries under the BLIP. The Ortega Branch Library is designed to meet LEED green building standards and includes a large reading area, distinct children’s and teen spaces, and a program room with community access after-hours. Other highlights include a study room, views of the ocean, maximum use of natural light, public art installation, and new furniture, shelving, and materials displays. Construction on the Ortega Branch began in June and it will reopen in 2010.



Rendering for Ortega Branch Library

In spring 2009, the new Portola Branch Library and the renovated Richmond Branch Library opened their doors to serve neighborhoods of enthusiastic library patrons. DPW's architects and engineers designed these renovations and DPW provided project and construction management.

The Ingleside Branch Library and the renovations to the Eureka Valley, Bernal Heights, and Potrero Branch Libraries will be completed and ready to open to the public next fiscal year. Several of these branch libraries were designed to meet Leadership in Environment and Energy Design (LEED) Silver Certification by the U.S. Green Building Council.



Richmond Branch Library: Courtesy photograph by Michael Kromat



San Francisco Public Utilities Commission (SFPUC)

BOA provided architectural services to SFPUC's capital improvement programs including support of the Water System Improvement Program (WSIP) and the Waste Water Treatment Plant (WWTP). BOA assisted the PUC in the delivery of several WSIP projects this year including the Alameda Siphon Crossing, the Roselle and Bay Division Pipeline Crossover Facilities, and the Vista Francisco and Lake Merced Pump Station Upgrades.

This year, BOA began supporting the PUC with architectural services for their Ground and Recycled Water Distribution Systems. These systems will provide an alternative source of non-potable water to the City for the irrigation of parks and landscaped areas.



Rendering for Lake Merced Pump Station

Mayor's Office on Disability (MOD)

The Bureau continues to work with the Mayor's Office on Disability to implement several projects as part of the Americans with Disability Act (ADA) Transition Plan. These include providing accessibility and safe paths of travel for the public and the disabled at City Hall, the African American Arts and Culture Center, at several health centers, and at the San Francisco General Hospital campus.

Department of Emergency Management (DEM)

BOA continued with design and construction services for Phase II of the Department of Emergency Management's headquarters at 1011 Turk Street. Phase 1 included successful completion of the Emergency Operations Center Improvements. Under phase II construction was initiated for the renovation of the 2nd floor of the 911 Dispatch Center at 1011 Turk Street. This highly technical dispatch center is being modernized with new computer aided dispatch equipment and furniture.



Department of Public Health (DPH)



Ocean Park Health Center

BOA continued to support DPH with design and construction services for both General Hospital and neighborhood health centers. DPW renovated the Ocean Park Health Center in June 2009. The projects for the Chinatown and Potrero Hill Health Centers are in the bidding stage. Design work for the Southeast Health Center Phase II is underway; and the Traumatic Brain Injury Restroom at the SF General Hospital is under construction.

Real Estate Department

Renovations and tenant Improvements were completed in three office buildings for the City's Real Estate Department. Tenant Improvements for the Human Services Agency were completed at 1650 Mission Street in August 2008; followed by renovations for the Department of Human Resources and MTA staff on the 4th and 6th Floors of One South Van Ness in May 2009. BOA is also managing energy efficiency improvements and LEED certification of the Department of



Renovation of the DPW offices at 30 Van Ness

Real Estate's 600,000 square feet office building at One South Van Ness, and bid a contract to replace the roof with a green roof alternative. For its own office space at 30 Van Ness Avenue (above), DPW used sustainable materials and recycled wall systems from other projects to improve the work environment.



BUREAU OF ENGINEERING (BOE) Acting Bureau Manager, Peg Divine

The Bureau of Engineering (BOE) provides mechanical, hydraulic, and electrical engineering and landscape architectural planning design, and consultation services for a range of capital improvement projects. The Bureau 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, waste water delivery, and water facilities. This fiscal year, clients included the Fire Department, Recreation and Park Department, the Municipal Transportation Agency (MTA), the SFPUC, DPH, the San Francisco General Hospital, the San Francisco Public Library, SF Airport, Youth Guidance Center, Port of San Francisco, Mayor's Office on Disability, Department of Building Inspection, and the Redevelopment Agency.

The Bureau of Engineering includes six Sections with different engineering disciplines. The functions and projects undertaken by each section are listed below.

Hydraulic Engineering

Hydraulic engineers designed and contracted 18 projects totaling \$23.6 million in FY 08-09 focusing on the repair and replacement of the City's sewer system. Highlights:

- Noe/Sanchez/Ford Streets Sewer Replacement
- North University Mound System Upgrade Project
- Noriega Street Sewer Replacement and Pavement Renovation
- 3rd/7th/Howard/Leavenworth Streets Sewer Replacement
- Van Ness Avenue Emergency Sewer Replacement
- Balboa Street Sewer Replacement and Pavement Renovation
- Baker Street Emergency Sewer Replacement
- Valencia Street Greening and Beautification - Drainage Work
- Vista Francisco Pump Station Upgrade - Drainage Work
- Leland Avenue Streetscape and Sewer Replacement
- Lexington and San Carlos Streets Emergency Sewer Replacement
- California Street Emergency Sewer Replacement
- Bernal Heights Streets Improvement Phase 3 and Sewer Replacement
- Lincoln Way Pavement Renovation and Sewer Replacement
- Chinatown Alleyway Improvement Project – Phase 5 Drainage Work
- San Francisco Botanical Gardens Pathway Improvement Project, Drainage Work
- John McLaren Memorial Rhododendron Dell Renovation Project, Drainage Work



Baker Street Emergency Sewer Replacement

In response to an emergency, BOE designed and replaced a broken sewer system on Baker Street. After the completion of the emergency work, the concrete street was reconstructed and repaved.

3rd, 7th, Howard, & Leavenworth Streets Sewer Replacement

This project utilized a mixture of traditional open-cut replacement and rehabilitation methods to strengthen the sewer system within the project limits. Project scope included the relining of small sewers, the rehabilitation of 100+ year-old brick sewers with spray mortar, and the rehabilitation of a large 66-inch diameter reinforced concrete sewer along 7th Street using a cured-in-place-liner (CIPP) made of polyester fibers. This liner was soaked with an epoxy resin and inverted inside the existing pipe through an access manhole then steam cured. The construction cost was approximately \$1.65 million. The picture shows the liner being inserted into the existing sewer. DPW managed the design and construction of this project.



CIPP Liner Installation for an Existing 66" Concrete SD/Sewer Pipe

Noriega Street Pavement Renovation and Sewer Replacement Project



Sewer Pipe Replacement along Noriega Street

As part of a joint project between DPW and the SFPUC, the sewer system on Noriega Street was enlarged and connected to the system on 40th Avenue. The project improves wastewater flows during both dry and rainy conditions. The work scope included replacement of the existing sewer line with a 54-inch diameter reinforced concrete pipe, street repaving, curb ramp upgrades, and new landscaped medians.



North University Mound System Upgrade

The Hydraulic Engineering Section provided planning and design services to link the University Mound Reservoir System and the Sunset Reservoir System to improve the delivery of water. The extensive work scope included the installation of a water transmission main in 31 street blocks, replacement of a water distribution main, replacement of sewers, and resurfacing and reconstruction of impacted streets. The installation of the water transmission main line is part of the SFPUC's Water System Improvement Program (WSIP). The project will improve the reliability of the City's water distribution system during emergencies or a major disaster. When completed, this new water transmission main will supplement the Lombard Reservoir System. The construction cost is approximately \$13.6 million and will be complete in 2010.

Landscape Design

In FY 08-09, landscape architects planned, designed, and renovated many spaces within the City's rights of way, parks, plazas, open spaces and other landscaped areas.

Highlights include:

- Buena Vista Park
- Lincoln Playground
- Rhododendron Dell in Golden Gate Park
- Franklin Square Playground
- St. Mary's Playground
- Midtown Terrace Playground
- Buena Vista Park
- Sunnyside Conservatory.
- Anza Branch Library
- Merced Branch Library
- Ortega Branch, Bernal Branch Library
- Eureka Valley Branch Library
- Visitacion Branch Library
- Richmond Branch Library
- Mount Davidson Pump Station
- Vista Francisco Pump Station
- Lake Merced Pump Station
- San Antonio Pump Station
- Muni Street Crash Barrier



Franklin Square Playground

In April 2009, DPW completed a \$1.2 million renovation of Franklin Square Playground west of Potrero Avenue. The park was last renovated in 1976 and was in disrepair. Three years ago, with strong community support, the Friends of Franklin Square championed this park project, and the result is a reclaimed neighborhood amenity. Park improvements included the expansion of the pre-school play area and the school-aged children’s play area including striking modern play equipment. Seating areas with picnic tables are provided for family gatherings. New landscaping blended the work within the existing park setting.



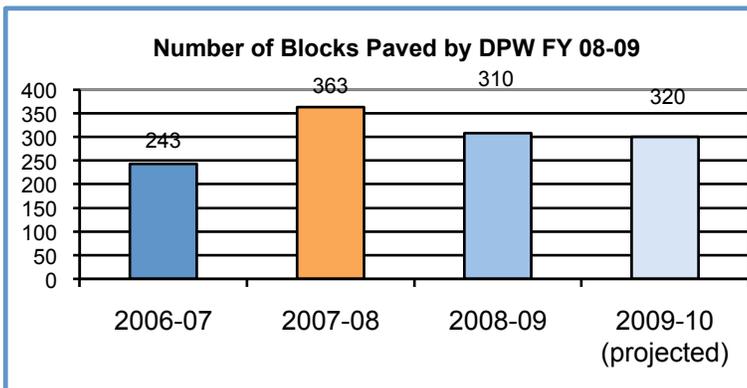
Newly renovated Franklin Square Playground

Street Resurfacing

With a \$37.7 million budgeted for repaving projects this past year, BOE successfully designed, paved, and rehabilitated 310 blocks through the Street Resurfacing Program. The program goals are to provide safe, smooth, accessible and high quality streets. DPW also applied for and successfully received \$13 million in Federal Economic Stimulus Grants under the 2009 American Recovery and Reinvestment Act (ARRA). Construction of multiple paving projects with these funds is scheduled to begin in the 09-10 Fiscal year.



Newly repaved streets along Portola Avenue

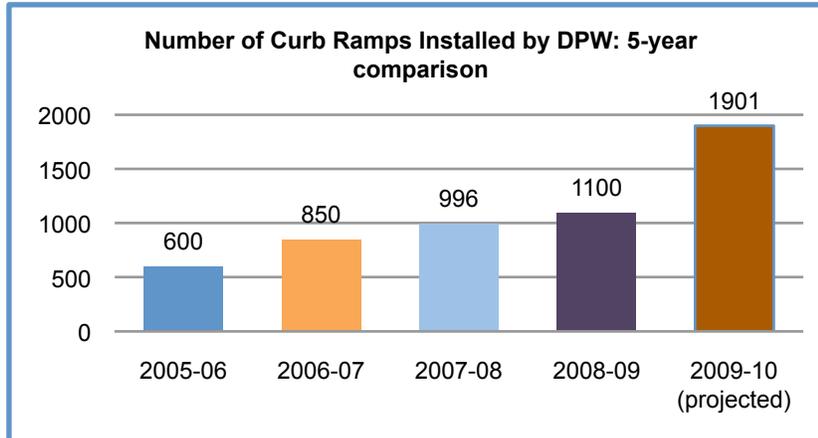


BOE manages approximately 850 miles of streets, comprised of 12,517 blocks. The program consists of paving, concrete base repair, sidewalk, curb, and curb ramp reconstruction, and concrete parking strip repair. The work is collectively completed in coordination with utility companies to minimize excavation conflicts.



Curb Ramps

Curb ramps are designed and constructed in conjunction with repaving projects. In FY 08-09, 1100 curb ramps were constructed in neighborhoods citywide. Curb ramps are essential to providing accessibility to people with disabilities and pedestrians. BOE ensures that the 7,200 street intersections in San Francisco comply with the Americans with Disability Act and state and federal laws. Many of the 26,000 intersection corners either do have curb ramps or have curb ramps that are in disrepair, too steep, or too narrow.



Streetscapes and Street Structures



Broadway Streetscape Improvement Project

Mayor Newsom created the Great Streets Program in 2005 to demonstrate best practices in design and to highlight the value of landscaping, lighting, and pedestrian safety. Great Streets projects are funded through a multi-year federal transportation bill called “SAFETEA” and other federal and state grants. Each project is tailored to each street, neighborhood, and community. The streetscape improvements, outlined in the Better Streets Plan, include sidewalk extension, bulb-outs, crosswalk treatments, pedestrian countdown signals/lighting, utility undergrounding, street tree plantings, roadway median expansion, road lighting, bicycle improvements, and public art elements.



In FY 08-09, DPW designed six capital streetscape improvement projects:

- Divisadero Streetscape Improvements
- Leland Avenue Streetscape Improvements
- Valencia Streetscape Improvements
- Van Ness Avenue Enhancements
- Lower Polk Streetscape Improvements
- Balboa Streetscape Improvements
- Broadway Streetscape Improvement Project

Streetscape Improvement Project

The Broadway Streetscape Improvement Project began as a vision between Chinatown and North Beach community members. Broadway connects these two historic communities, two of the densest neighborhoods in San Francisco. With heavy pedestrian and vehicular travel, the Broadway Streetscape Improvement Project has created a pedestrian-friendly street.

DPW made significant improvements to the public realm including:

- Sidewalk Widening
- Curb Ramp Installation
- Storm Drain Installation
- New Benches and Street Lights
- New Traffic & Pedestrian Signal Lights
- Concrete Street Repair
- New Irrigation System
- Replacement of Sewer and Water Main
- Repaving
- New Art Plaza and Artwork



Construction crew installing artwork on the new art plaza on Broadway

The project's crown jewel is the new art plaza at Columbus & Broadway. The plaza is the gateway into the two communities. A component of the project includes the installation of a new public art display called "**Language of the Birds.**" The artwork consists of 23 illuminated faux books suspended over a plaza of embedded text -- representing languages from around the world-- which appear to have tumbled helter-skelter to the ground from the pages of the open books.



Repaired Highland Bridge

BOE is also responsible for monitoring and repairing 304 roadway structures within the City. These structures include tunnels, bridges, pedestrian overpasses, underpasses, stairways, guardrails, and retaining walls. Timely repairs of these structures are required to prevent deterioration and provide public safety. The scope of work includes repairing stairways, landings, railings, fences, mechanical and electrical equipment, and other structural deficiencies. During FY 08-09, DPW repaired the Highland Street Bridge and the Francisco Street Stairway with DPW's Bureau of Building Repair. (See also Bureau of Building and Repair.)

Electrical and Mechanical Engineering

BOE mechanical and electrical engineers performed a variety of services for the improvement and enhancement of several public facilities and to control systems that power and operate the City's infrastructure efficiently. DPW completed several projects to meet LEED standards.

Hall of Justice 6th and 7th Floor Ventilation Improvements

BOE provided design, construction support, and project management services for the retrofit of the fans and filter systems serving the 6th and 7th floors of the Hall of Justice. The Hall of Justice had been using the same fans and filter system since their installation in 1959. The newly installed fan system uses the innovative modular fan wall technology and variable frequency drives to reduce fan vibration and noise while producing more uniform air discharge than the large single fans they replaced.



Installation of Modular Fan Wall Technology at the Hall of Justice



Forest Knolls Pump Station and Storage Tank Upgrade

The Forest Knolls Pump Station is one of 77 Water System Improvement Program (WSIP) projects identified to repair, replace and seismically upgrade the Hetch Hetchy Water System managed by the SFPUC. This project included the demolition of an existing storage reservoir and pump station facility and construction of a new seismically reinforced concrete reservoir and pump station building that includes two hydro-pneumatic tanks, four new pumps, fire suppression systems, site drainage improvements, and landscaping. The project also included a new electrical motor control center that provides adjustable frequency drive controllers for water supply distribution pump controls and a new backup generator capable of operating pump loads during power outages. Work included the installation of a Remote Telemetry Unit allowing the SFPUC to monitor and control the pump station via radio, telephone, or satellite. DPW completed this project in June 2009.



Forest Knolls Pump Station & Storage Tank

Illinois Street Bridge Fireboat Manifold



Relocation of a manifold at The Illinois Street Bridge

Under contract by the Port of San Francisco, BOE relocated a fireboat wharf manifold on Third Street to a location east of the new Illinois Street Bridge vehicle/freight rail bridge. This relocation will allow first responders to access the fireboats should the bridge not function after a major earthquake or disaster. The work included installing approximately 500 feet of new AWSS pipe under an active railroad track and through a maze of underground utilities along with the installation of two new high-pressure hydrants. The project required coordination with other utility agencies and many stakeholders.

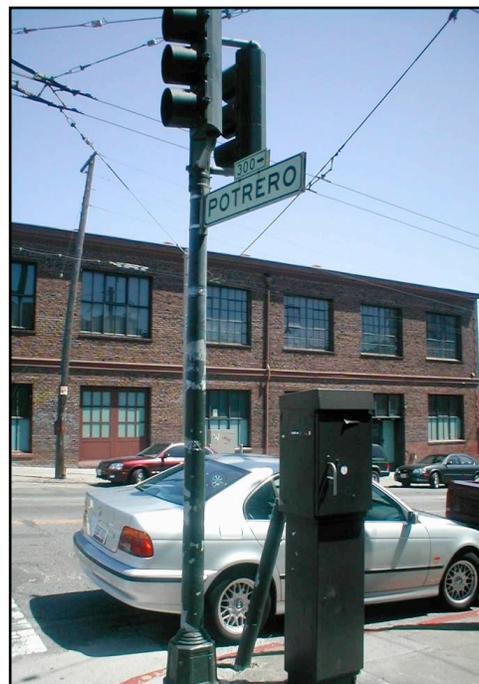


Potrero Avenue Traffic Signal Upgrade

This project consisted of upgrading traffic signals on Potrero Avenue from Alameda Street to 25th Street. The work included new traffic signal poles, conduits, pull boxes, wiring, vehicle and pedestrian signal faces, pedestrian push buttons, signal mounting assemblies, interconnect cable, street lighting, painting, roadwork, and concrete curb ramp installation with detectable surface.

Mission Street Traffic Signal Upgrade

This project, designed for the MTA included installing new intersection controllers and traffic signal upgrades at numerous intersections in the Mission Street area. The work included new traffic signal poles, conduits, pull boxes, wiring, vehicle and pedestrian signal faces, signal mounting assemblies, pedestrian push buttons for crosswalks, street lighting, an interconnect cable system for synchronizing the signals, restoring special sidewalk bricks, blue and red tile installation, painting, removing and reconstructing curb ramps, and repairing sidewalks and curbs.



Upgraded Traffic Signals at Potrero Ave.



Newly installed control systems

Westside Pump Station (WSS) and Oceanside Water Pollution Control Plant (OSP)

BOE replaced bar screens that are placed between large sewer pipes and pump stations to keep metal objects, concrete debris and wood debris from entering the pump station. These bars act as filters and keep the debris from damaging the system. The life of these devices is approximately 25 years. BOE also installed control systems that allow personnel to manage and monitor the system from a remote location in real time. This technology reduces costs and improves reliability during power outages. DPW completed this project with the SFPUC.



BUREAU OF CONSTRUCTION MANAGEMENT (BCM) **Bureau Manager, Don Eng**

The Bureau of Construction Management's (BCM) core responsibility is to oversee and ensure that all Public Works construction projects are completed in a timely manner, follow codes, are consistent with technical plans and specifications, are within budget and do not unduly impact residents and businesses.

The Bureau's engineers, architects, and inspectors provide a wide range of construction management services for City departments including to the MTA, SFPUC, SF 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.

BCM, along with other DPW bureaus and city agencies streamlined the procurement process by implementing simple electronic mechanisms for contractors to do or consider business with the City.

Municipal Transportation Agency (MTA)

BCM managed the construction projects for the installation and modification of new traffic signal lights citywide. Locations included 15th and Geary Streets, 30th and Lincoln Avenue, Santa Rosa and Mission Streets, Filbert and Mason Streets, Monterey and Forester, Stockton and O'Farrell Streets, Gough and Golden Gate Street, Valencia and Duboce Avenue, and Dolores and 29th Streets.

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 along Third Street, Kezar and Stanyan streets, Divisadero and Fell streets, Octavia and Market streets, and Sixth and Howard streets.



Staff installing new technology to improve traffic flows through the SFgo Project

Street and Streetscape Projects

BCM managed the renovation and construction of repaving projects and streetscape improvement projects. 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. BCM managed several projects this fiscal year:

- Lower Polk Streetscape Improvements
- Chinatown Alleyway Improvements
- Lincoln Way Pavement Renovation
- Stockton Tunnel Pedestrian and Lighting Improvements

SF Public Utilities Commission (SFPUC)

In FY 08-09, BCM assisted client agencies such as the SFPUC on the construction management of several sewer replacement projects and to improvements to water facilities:

- Third, Seventh, Howard & Leavenworth Street Sewer Replacement
- Brotherhood Way and Saint Charles Ave Sewer Improvements
- Oceanside WPCP Water Pollution Control Plant Improvements
- Channel Pump Station Odor Control & Facility Improvements

Recreation and Park Department

BCM also managed projects including the reopening of recreation centers and playgrounds. The engineers ensure that every detail of a project adhere to current laws and comply with existing guidelines and plans.

- Larsen Park/Charlie Sava Pool
- Palace of Fine Arts Restoration Project
- JP Murphy Recreation Center
- Junipero Serra Playground and Clubhouse
- Coffman Pool
- Hamilton Pool
- Potrero Del Sol Skate Park
- Franklin Square Playground
- Harvey Milk Center
- Spreckels Temple of Music Restoration

Branch Library Improvement Program (BLIP)

- Richmond Branch Library
- Eureka Valley Harvey Milk Library
- Bernal Heights Library
- Potrero Branch Library
- Portola Branch Library
- Ingleside Branch Library



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

- SF General Hospital Seismic Upgrade
- Ocean Park Medical Clinic
- Community Justice Courthouse
- MTA, Sixth Floor Tenant Improvement
- Emergency Operations Center and 911 Call Center at 111 Turk Street
- The Mission Bay Development
- Hunters Point Shipyard Conversion

Highlights:

BCM managed the construction of the Ingleside Branch Library to open in September 2009. The new library, located at 1298 Ocean Avenue, is 6,000 square feet and will include defined children's and teen areas, a program room, expanded area for the collection of books, videos, DVDs and books on tape, include more public computers and provide a variety of seating.



Ingleside Branch Library in Construction



Contract Crew Repaving Street Blocks

BCM managed the Lincoln Way Pavement Renovation Project. This initiative repaved the roadway from Third Avenue to 36th Avenue. Repairs to the sewer lines were also completed. BCM ensured the contractors completed the work according to the plans and contract.

Site Assessment and Remediation Division

Through its Site Assessment and Remediation Division (SAR), 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.

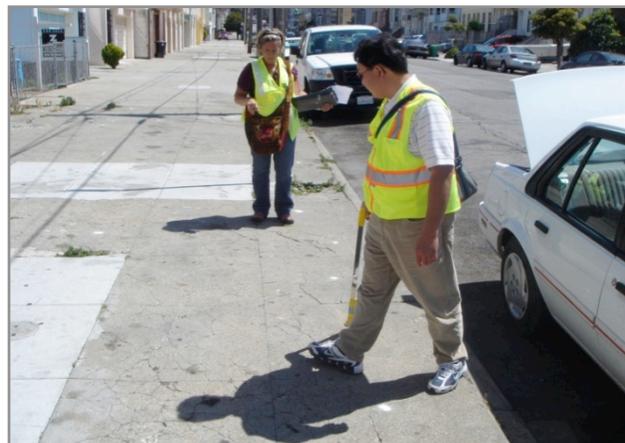
The Materials Testing Laboratory (MTL) is a fully certified testing laboratory that allows DPW to provide professional quality control services and ensures that construction materials used on all projects are in compliance with contract plans and specifications.

BUREAU OF STREET USE AND MAPPING (BSM)
Bureau Manager, Barbara Moy

The Bureau of Street Use and Mapping (BSM) ensure that sidewalks and streets are safe and accessible. The Bureau confirms the accuracy of the official city map, approving parcel maps, condominium conversions and other subdivision activities. BSM employs the City and County Surveyor who is responsible for ensuring compliance with the California Map Act and San Francisco Subdivision Code in addition to providing survey services to City agencies.

BSM protects and enhances the public right-of-way through the issuance of permits and through the enforcement of the Public Works Code. BSM's role is to review design concepts and engineering plans to optimize the interface between public and private property. Public and private projects are coordinated to minimize community impacts and identify opportunities for beautification.

In addition to inspections related to permitting, staff responded to public inquiries and conducted scheduled inspections of sidewalk conditions, encroachments and commercial use of the sidewalk. The Bureau manages streetscape improvement projects such as the Utility Undergrounding Program, Automatic Public Toilet Program, and the Fixed Pedestal News Rack Program.



Staff Inspecting Sidewalks for Defects

Highlights include:

Subdivisions and Mapping

The Subdivision and Mapping Division continues to decrease the mapping backlog and increase recorded projects. BSM staff worked hard to reduce the mapping backlog from 50% about five years ago to a historic low of 9%.

BSM is also finalizing an agreement with the San Francisco Redevelopment Agency that will allow DPW to receive all of its subdivision work. The San Francisco Housing Authority and the MTA have also contracted subdivision projects to BSM.



In FY 04-05, work orders for field surveying totaled \$235,000. In comparison, for FY 08-09, work orders increased to \$1,145,000. The increase in work orders is attributed to an increase in client confidence achieved through customer service.

Year	Applications Received	Projects Recorded	Fiscal year	Applications Received	Projects Recorded
998	173	278	1998-1999	307	236
1999	428	317	1999-2000	481	358
2000	515	331	2000-2001	496	385
2001	471	418	2001-2002	496	398
2002	475	388	2002-2003	442	398
2003	436	379	2003-2004	452	395
2004	486	337	2004-2005	543	311
2005	546	275	2005-2006	526	385
2006	505	629	2006-2007	510	640
2007	533	584	2007-2008	496	699
2008	460	620	2008-2009	419 (YTD)	473 (YTD)

Permits and Plan Checking

In response to the nation’s economic downturn, BSM proactively worked to reduce the length of time to process permit applications. This effort expedited construction work while keeping the construction industry engaged.

BSM is an active participant in a working group comprised of representatives with the Department of Building Inspection, Planning and the Fire Department to review development plans with project sponsors prior to permit application submittal or environmental clearance. The goal is to improve developers’ understanding of the City’s requirements, resulting in a more efficient and cost effective process.

In order to minimize impacts on neighborhoods due to sewer and water system upgrades, electric and gas line replacement projects and street resurfacing projects, the Bureau works collaboratively with public and private entities such as the SFPUC and PG&E to improve coordination. Oftentimes, infrastructure projects by various agencies occur sequentially, impacting the neighborhood for an extended period of time. The goal of the collaborative effort is to perform joint projects so that there is minimal disruption to local residents and businesses.

The use of the public right away and street excavations require permits through BSM. This past fiscal year, DPW processed over 25,700 permits. BSM also integrated these two databases as an effort to streamline information and improve efficiencies.



News Rack Program

The News Rack Program is working its way into neighborhood commercial corridors. Prior to this year, pedmounts were predominately installed in the downtown and financial districts. This past year, 65 pedmount units were installed in the Noe Valley, Polk Street, Mission, and Chinatown neighborhoods. This resulted in the removal of 575 freestanding News Racks. DPW also regulates and monitors free standing news racks belonging to publishers. Program staff ensures that publishers maintains their news racks and keep them free of graffiti and other types of vandalism. DPW issued more than 5,000 citations for maintenance issues this fiscal year.



Newly Installed News Racks

Sidewalk Improvement and Repair Program (SIRP)

DPW's Sidewalk Improvement and Repair Program continued to proactively inspect and repair some of the most heavily traveled corridors in the City. This past year, commercial corridors and adjoining blocks such as Third Street, Ocean Avenue, and areas in Chinatown were canvassed and repaired. Today, these sidewalks provide improved access for all residents.

In FY 08-09, BSM inspected 2,779,190 square feet of sidewalk and identified 155,798 square feet of sidewalk as damaged. DPW issued sidewalk repair notifications to 2,316 property owners, 979 public agencies and 611 to private agencies. More than 90 percent of these repairs were completed within the allowable timeframe. Altogether, 185 square blocks of sidewalk was repaired this fiscal year.

BSM Program Summary	FY 2008-2009
Permits issued	25,700
Inspection interactions with the public and agencies	16,143
Sidewalk Repair and Improvement Program (SIRP)	185 square blocks repaired
Utility Infrastructure Undergrounded	899 poles removed for a total of 12.7 miles of wires undergrounded
Pedmount News Racks	65 added for a total of 624 throughout the City
Mapping Backlog	Decreased by 4 percent



**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 to implement and control DPW projects and programs. Specifically, 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 SF Stat.

This past year, the Division assisted in implementing and evaluating improvements to the City's Mechanical Street Sweeping Program, which resulted in savings to taxpayers of more than \$1 million annually. In addition to this cost efficiency, an analysis of the mechanical sweeper fleet resulted in a 17 percent reduction in fleet size.

The division also advocated for and processed \$13 million in grants under the federal economic stimulus program, the American Recovery and Reinvestment Act 2009. These grants will allow the City to undergo much needed infrastructure work such as building curb ramps and resurfacing the streets. The division also helped secure millions more through state and regional grant programs.

In FY 08-09, the City and County of San Francisco faced a \$335 million budget deficit because of the national economic downturn. The division worked closely with key agencies to help close this deficit by identifying reductions in budgets for overhead and management positions without adverse impacts on direct services to San Francisco residents. The Division also assisted in the development of work scopes and business processes for procurement of new routing software and consultant assistance for development of a Business Intelligence/Data Warehouse system.



Business Services Division Division Manager, Jocelyn Quintos

The Business Services Division (BSD) 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; preparing project and organizational reports; providing administrative support for business systems; and coordinating grant audits citywide. 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.

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 monies for DPW projects.

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

- 3,500 job order requests
- 5,000 cash receipts
- 20,000 payments
- 1,000 work orders
- 5,000 procurement requests
- 45,000 journal entries
- 5,000 grant entries

This year, the division led the development and implementation of operating systems for the agency. These systems will help streamline the procurement process. One of the systems developed is the Contract Automation and Tracking System (CAT). This system integrates contract-related information into a central database. Information captured in this database includes contractor and subcontractor information, contract amounts, insurance information, Human Rights Commission (HRC)-required information and approvals, and accounting encumbrance and payment data. CAT will improve operating efficiencies for many DPW projects.



OFFMA Employees Awarded and Recognized for their Outstanding Work

Another system that was successfully developed and is currently in the implementation phase is the use of Hostbridge Software. This system will eliminate duplicate data entry for procurement transactions. During project development, BSD not only worked closely with



all DPW bureaus and divisions but also partnered with other City departments such as the Human Rights Commission, the Controller's Office, and the Department of Human Resources to ensure these systems met specific guidelines and requirements.

In May 2009, DPW received an Award for Excellence in Government Finance from the Government Finance Officers Association (GFOA) for the Requisition Approval and Tracking System (RAS). GFOA is a national organization that aims to enhance and promote the professional management of governments for the public benefit by identifying and developing financial policies and practices and promoting them through education, training and leadership.

Computer Services- Information Technology (IT) Division Acting Division Manager, Ephrem Naizghi

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

The division is currently creating an integrated IT organization that will serve the department's needs by combining all IT services under one umbrella with the goal to become a more efficient and effective centralized enterprise-oriented agency.

Highlights include:

- Created a centralized Help Desk System to better respond to users and track staff-work-load;
- Produced and updated American Public Works Association (APWA) policies and procedures as part of the process to obtain accreditation;
- Reduced the number of servers and applications; thereby reducing data redundancies;
- Procured the purchase of software to allow more efficient reporting and data collection; computerized Maintenance Management System / Enterprise Asset Management (CMMS /EAM)
- Developed a requisition tracking system to simplify and streamline the managing of requisitions and the approval processes. This system allows the vendors to transact with DPW's Bureau of Building Repair efficiently.



OFFICE OF COMMUNICATIONS AND PUBLIC AFFAIRS
Director, Christine Falvey

The Office of Communications and Public Affairs educates, informs, and promotes services of the department to San Francisco residents and businesses. In addition to conducting outreach about department projects and programs, the office manages and oversees a variety of special events and inquiries; and develops and maintains relationships with residents, businesses, and community groups.

The team is also responsible for writing and producing reports and collateral materials to the public, coordinating and facilitating responses; organizing and promoting volunteer events and educational campaigns, and maintaining the agency's Web Site and other social media tools.

The Office of Communications and Public Affairs had many highlights this past year:

Outreach Events

The team attended 22 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 or relay concerns or compliments about DPW services. Some of the events that were attended this year include the Asian Heritage Street Celebration, the Glen Park Festival, the Portola Festival, and the SFPUC Green Fair.



Outreach Tabling

Mechanical Street Cleaning Reduction Outreach

DPW changed its Mechanical Street Sweeping Program this year by adjusting the frequency of sweeping on residential streets. The changes were made in response to several studies conducted by the City's Controller's Office and a consultant recommending the reduction to realize cost savings. The changes saved the City money by allowing DPW to provide this service in a more effective and efficient manner. The changes affected a significant portion of San Francisco residents. During this transition, the Office of Communications and Public Affairs worked closely with other city agencies and led community outreach efforts by attending neighborhood meetings, creating and distributing informational flyers and postcards with the new information, creating a calendar of street sweeping days, and maintaining updates to the Web site for the community to access.



Leaf Campaign

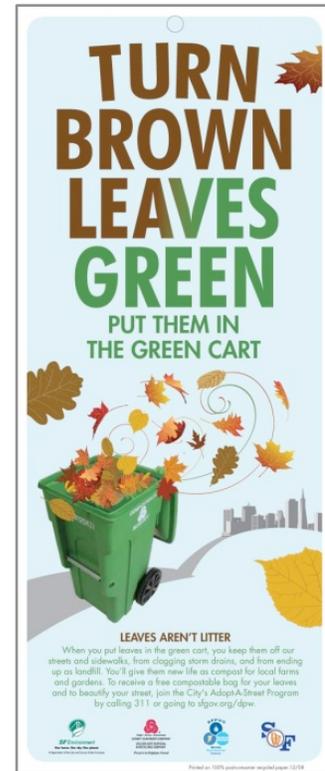
DPW partnered with SFPUC, the Department of Environment and Sunset Scavenger Company to promote the *Turn Brown Leaves Green* campaign. This initiative encouraged residents to clean and green the City, by maintaining cleanliness on the sidewalks and by keeping fallen leaves off the streets, sidewalks, and off of the catch basins (storm drains). The campaign also educated residents about the City’s recycling program and the importance of sweeping the leaves off the streets and into the green compost cart.

To help with the effort, the City offered residents free tools including brown leaf bags and coupons to save on the purchase of a new rake at participating stores when they signed up to participate in DPW’s Adopt-A-Street Program.

New Social Media Tools

This year, DPW began to utilize modern social networking tools, such as Facebook, Twitter, and YouTube, to disseminate important messages to the public. Participants on these sites have the ability to access dynamic, real-time information about DPW projects, activities, events, and updates. These tools allow for an inclusive, open dialogue between DPW and the public, increasing opportunities for feedback and civic participation. Sites are updated on a daily to weekly basis.

In January, DPW started to employ the use of electronic newsletters and dynamic email distributions in order to keep the public informed of DPW events and accomplishments. The office uses the electronic announcements and updates to invite volunteers to community events, inform the public and city departments about DPW projects and activities, replace the hard copies of employee newsletters to save resources and minimize environmental impacts, and distribute photos of events in a timelier manner. The office expects that the utilization of these tools will grow in the future.



Door hangers for the Leaf Campaign

Follow DPW on Twitter  (www.twitter.com/sfdpw)

and fan us on Facebook  (San Francisco Department of Public Works Page)

Construction Management Outreach

The Office of Communications and Public Affairs is instrumental in communicating to residents and businesses about upcoming street resurfacing projects, streetscape projects, curb ramp construction, sewer work, street signal projects and other types of street construction work. The team reaches out to the public before and during construction in an effort to minimize disruptions by sending mailers, distributing flyers,



walking door to door along impacted corridors, and by attending community meetings. The contact information of individual staff is provided to public so that the residents and businesses have a point of contact throughout the whole process. This allows for more personalized, one-on-one interactions, which is in line with the goal of the agency to deliver world class public service under the DPW Strategic Plan.

National Public Works Week

The Office of Communications and Public Affairs coordinated the 2009 National Public Works Week, which DPW celebrated during the third week of May. The events incorporated the theme of Revitalize, Reinvest, and Renew. With several activities throughout the week, employees and the public were able to see first-hand the important work that DPW does during the year.



Open House at the Operations Yard during Public Works Week

A picnic was also organized at the Glen Park Recreation Center, where nearly 300 employees and their families attended. On May 19th, DPW gathered in Golden Gate Park for the annual Employee Pin Ceremony honoring the years of public service from committed DPW employees. This year 206 pins were awarded to employees for 5, 10, and up to 35 years of service, totaling 2,875 years of service. The Board of Supervisors awarded DPW a Proclamation in honor of the year’s accomplishments and perennial world-class public service. The week also included the annual Open House on May 21st. DPW invited the public and their families to tour the inner workings of the Operations Yard. There were demonstrations, workshops, tours, and a dedication of the James D. Armstrong Employee Resource Trailer.

DPW Employee Recognition Program

Every year, DPW recognizes employees who perform far beyond what is expected – they work for the future of DPW, and their work reflects their pride in themselves, DPW, and the City they serve.

The 2008 DPW Employee Recognition Program plays an important role in expressing appreciation to hardworking employees by recognizing their achievements and outstanding job performance. These



Director Ed Reiskin Congratulates Winners of the Employee Recognition Program



employees and teams were nominated for demonstrating excellence on the job, having a thorough understanding of the aim and purpose of the department, the ability to create an imaginative and innovative approach toward delivering quality service, the ability to accommodate the public’s needs and requests, and worked to identify solutions to health and safety problems.

This past year, the following individuals and teams were awarded and recognized for their outstanding public service during Public Works Week:

Individuals

- Cab Covay, BBR
- Christina Pali, BCM
- Rafael Gutierrez, BOA
- Melina Markarian, BOA
- Pak Choi, BOE
- Paul Renzi, BSES
- Tim Hines, BSES
- Bruce Storrs, BSM
- Meme Casey, BSM
- Nick Elsner, BSM
- Joel Prather, BSSR
- Nikki Mixon, BUF
- Carla Short, BUF
- Jocelyn Quintos, OFFMA
- Cris Lui, GSA

Teams

- Hall of Justice Emergency Response Team, BBR, BSES, GSA
- Street Space Administrative Team, BSM
- Electric Vehicle Charging Station Project Team, BUF, BBR
- Accounting Analysis, Including Grants and Audits, Team, OFFMA
- The DPW Clean Team, OFFMA/GEN, BSES, BUF, GSA

Emergency Preparedness Program



Departmental Operations Center Activation Exercise

DPW’s Emergency Preparedness Program coordinates the department’s emergency preparedness in the areas of planning and training in conjunction with other city departments and agencies. This coordination ensures DPW’s efforts are aligned with the City’s overall preparedness to respond to and recover from all types of emergencies and are in compliance local, state and federal laws.

The goal of the program is to continuously improve the department’s capability and capacity to respond to and recover from emergencies including earthquakes, and



to seamlessly transition from daily operations to emergency response.

This past year’s accomplishments include:

- Completed core trainings in emergency preparedness for all DPW staff as disaster service workers. These trainings include a series of sessions within the Incident Command System (ICS 100, 200, 300, 400; IS 700 and 800).
- Participated in the development of the City’s Emergency Response Plan, Appendix: Emergency Support Function 3; for which the department is responsible for coordinating
- Updated the Department’s Emergency Operations Center (DOC) Activation Manual
- Participated in several exercises including:
 - The Silver Sentinel Exercise, activating our DOC and staffing the EOC Infrastructure Branch. This purpose of this citywide exercise included exercising and testing the communication capabilities of Department Operations Centers (DOC) with the EOC.
 - Participated in the citywide activation of the Emergency Operations Center (EOC) regarding the HINI flu.
 - ShakeUp San Francisco, the first citywide earthquake drill;
- Supported several other specific emergency function exercises:
 - Downtown high-rise release of toxic substance
 - Regional mass prophylaxis
- Implemented a post event department status report called “Initial Operational Status Report”, reporting initial status of all bureaus.
- Activated the Situation Status Unit in the Departmental Operations Center (DOC) for two planned events: Halloween, and New Years Eve.



Emergency Operations Center (EOC) activation for the HINI flu

GENERAL SERVICES AGENCY

The General Services Agency is comprised of a broad range of departments, divisions, programs, and offices reporting to the City Administrator.

The GSA also oversees committees, commissions, and task forces developed by the City. It is also responsible for developing the Ten-year Capital Plan. The plan identifies, analyzes, and prioritizes all of the capital improvement needs throughout the City and develops funding recommendations to undergo these improvements.



The majority of the services provided by the GSA support the effective operations of city departments, including DPW, in the areas of Payroll and Personnel, Environmental Health and Safety, and Training and Development.

Payroll and Personnel

The GSA Human Resources (HR) division provides direct support and services to DPW management and employees on personnel related matters including recruitment and selection services, classification and compensation services, employee and labor relations, Americans with Disability Act accommodations, and Equal Employment Opportunity programs.

The division is committed to supporting the changing needs of the department. During the past fiscal year, the HR worked collaboratively with DPW as the department faced difficult decisions related to the downturn with the nation's economy. The financial crisis impacted DPW's budget and HR worked closely with DPW managers and staff as the City closed a record budget deficit. During the FY 2009-10 Union Memorandum of Understanding negotiations, HR represented DPW at the bargaining table.

Environmental Health and Safety

The Environmental Health and Safety (EHS) division promotes workplace health and safety through education and consultation. This year, EHS implemented its Safety Action Plan for FY 08-09 with the overall goal of enhancing Safety and Wellness Programs and reducing injury and motor vehicle accident rates within DPW.

Recordable lost work cases reduction

This year, DPW significantly reduced the lost workday case rate by more than 30 percent, a reduction of approximately 44 lost day injuries— exceeding our goal of a 10 percent reduction. This reduction was achieved by a combination of injury prevention programs and the implementation of an aggressive program to help get workers back in the field. EHS conducted field inspections, developed and updated codes and guidelines for safe practices, and implemented specialty training sessions on equipment use in order to reduce manual lifting. The team also developed guidelines for personnel under modified duty assignments.

Preventable motor vehicle accident reduction

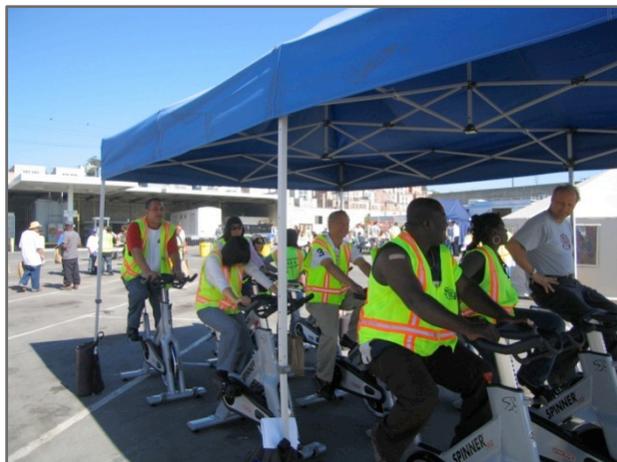
DPW reduced the motor vehicle accident rate by 12 percent, a reduction of approximately 13 preventable motor vehicle accidents— exceeding our goal of a 10 percent reduction. This reduction was achieved through a combination of accident prevention and disciplinary action for unsafe drivers. Drivers received behind the wheel refresher defensive driving training, management spot checks for seat belt use, and daily radio reminders to staff about the importance of driving safely, wearing seatbelts, and the prohibition of cellular



phone use and smoking while driving. EHS held monthly management meetings to review accidents and driving history to implement consistent disciplinary action.

Operations Health Fair

EHS coordinated the second annual DPW Health Fair, held in October. The Health Fair included free medical screenings, flu shots, chair massages, lunch, and information from city agencies, non-profit groups, and vendors about healthy lifestyles. DPW also partnered with DPH and their Emergency Medical Services team.



DPW Operations Employee Health Fair

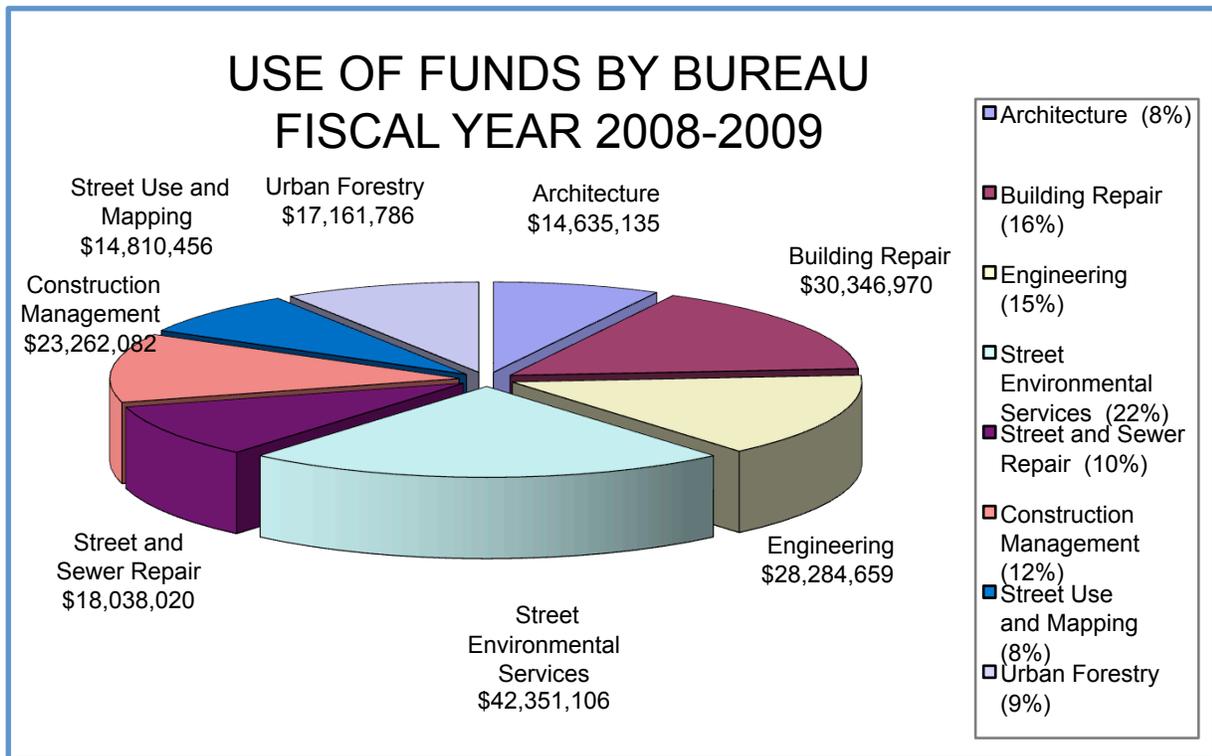
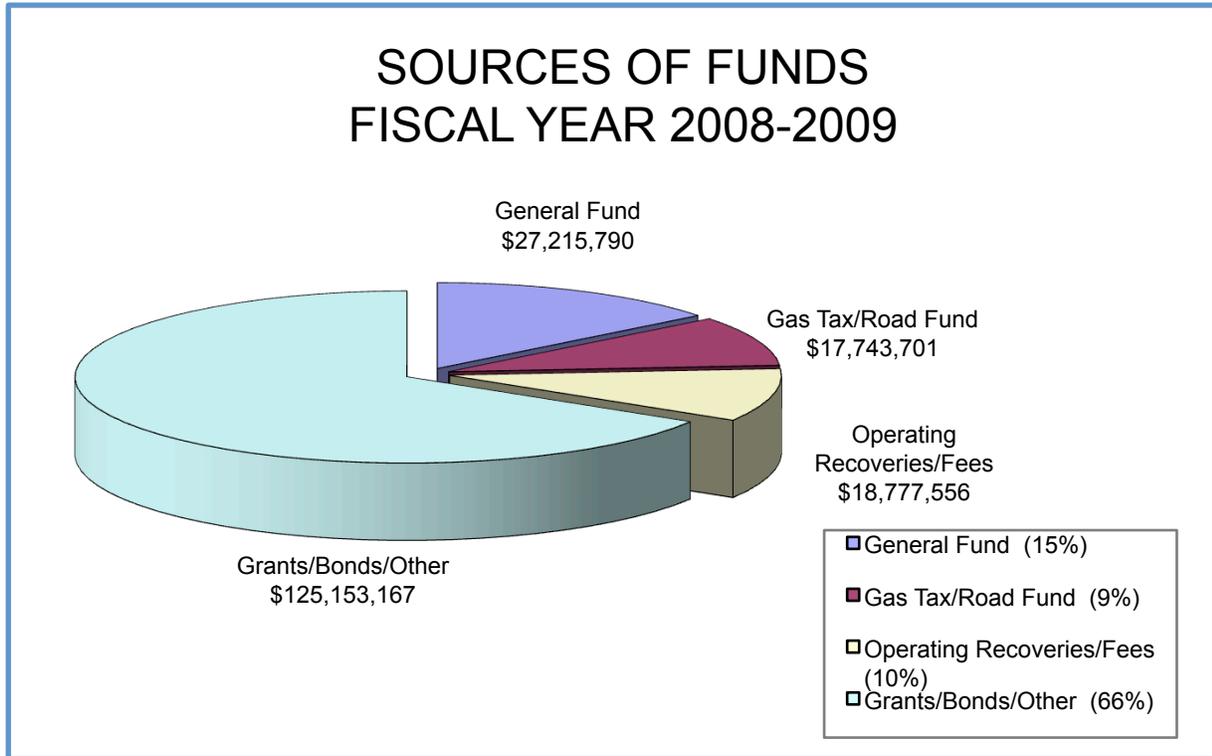
Training and Development

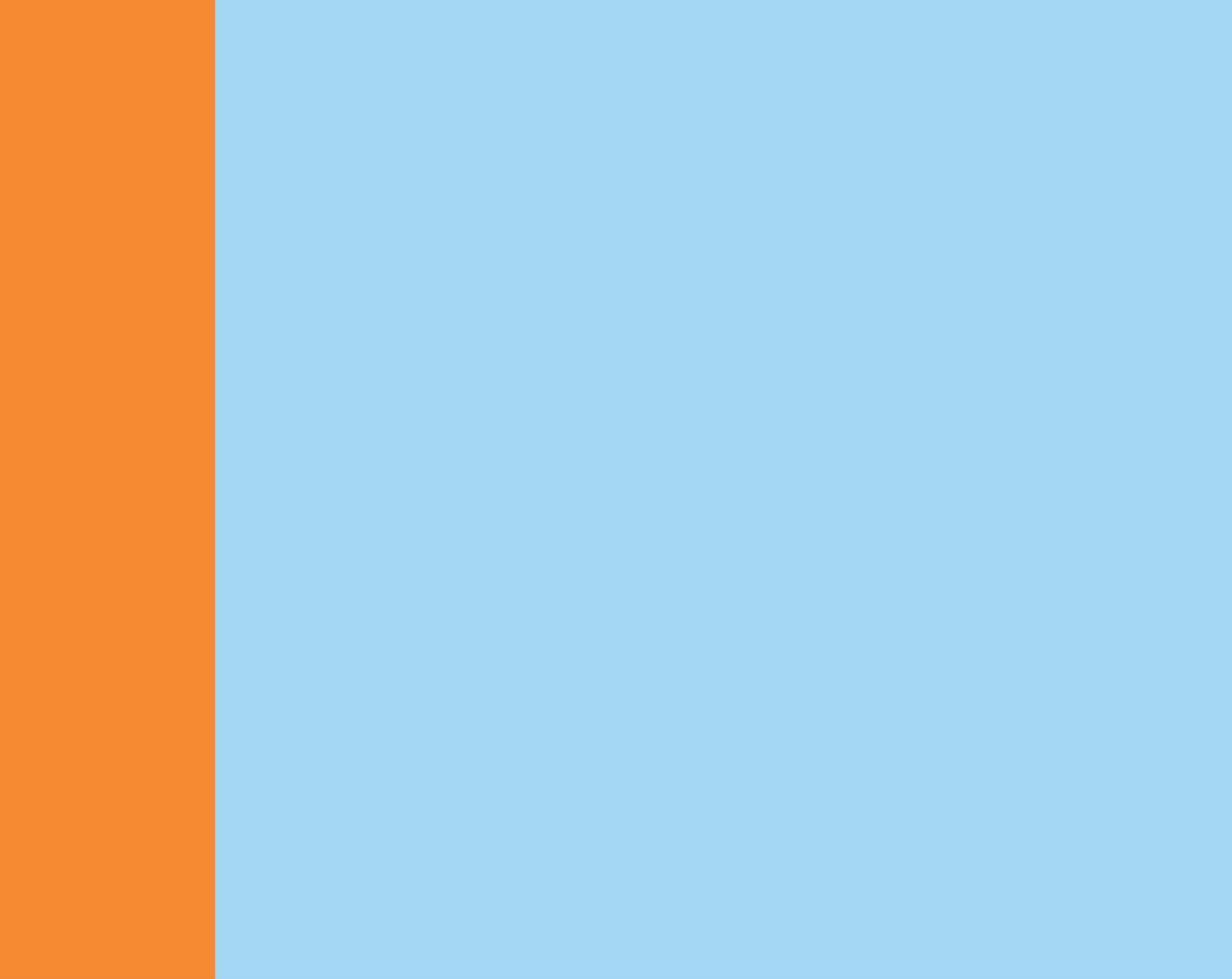
The GSA Training and Development division provided a variety of services to DPW at all levels of the organization this year. The division provided facilitation and consultation services for a number of programs and events including the strategic planning process, the monthly Women's Enrichment Group, the monthly Clean Team events, the quarterly 7501 apprenticeship program, at supervisorial meetings, and at the first Town Hall meeting highlighting and educating contractors about the City's procurement process. Trainings were provided to managers and supervisors about harassment prevention, performance planning, organizational transitions, conflict resolution and meeting development, and at the Supervisor Academy. Special interest brown bags were also developed for employees, which included topics such as coping with holiday stress, parenting, raising children, and caring for aging parents. A monthly orientation was also launched for new employees including an overview of the department and information on harassment prevention, as well as their role of a disaster service worker.

Plans for the coming year include a leadership program for managers, a management development program, the development of a mentoring program, and pre-supervisory workshop.



FINANCIAL INFORMATION





The newly renovated Palace of Fine Arts.

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 Contracting Task Force
- Construction Management
- Disability Access
- Enforcement
- Engineering Services
- Graffiti Removal
- Graffiti Watch
- 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
- Utility Undergrounding
- Volunteer Programs

A WORLD CLASS PUBLIC WORKS ORGANIZATION



San Francisco Department of Public Works
1 Dr. Carlton B. Goodlett Place, Room 348
San Francisco, CA 94102
(415) 554-6920
sfgov.org/dpw

Produced by DPW's Office of Communications and Public Affairs.

