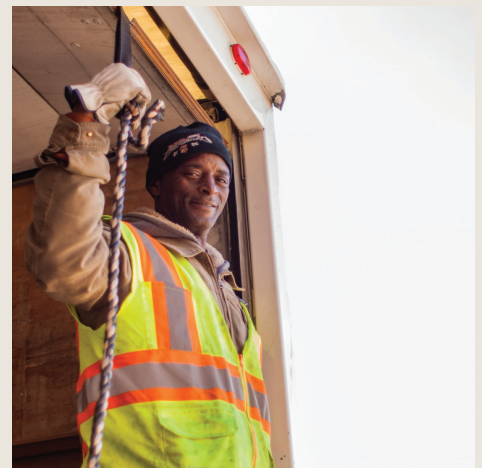
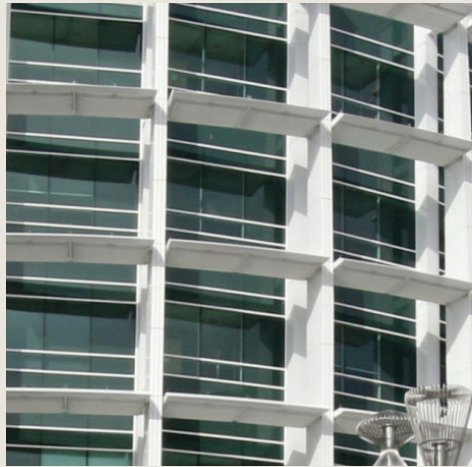
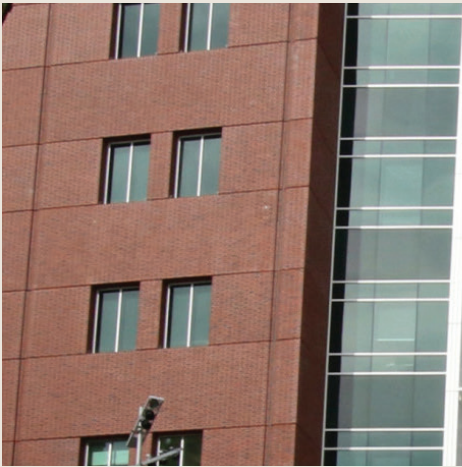
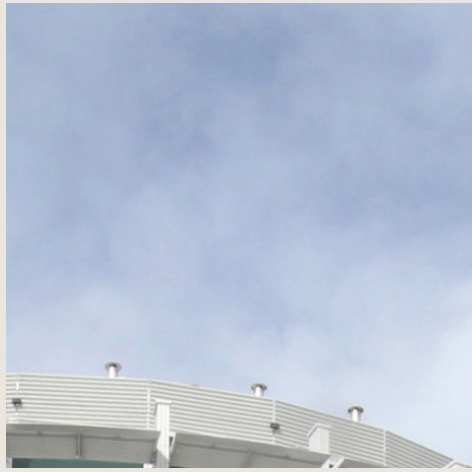


SAN FRANCISCO
PUBLIC WORKS
ANNUAL REPORT
FISCAL YEAR 2015-16





OUR MISSION



San Francisco 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 right of way and facilities with skill, pride and responsiveness in partnership with the San Francisco community.



STRATEGIC PLAN

Our Strategic Plan is a living document that drives what we do at San Francisco Public Works. It helps us make informed decisions about where to best direct our resources most efficiently and effectively. The plan sets goals, maps how we expect to achieve them and guides the work of our staff. We methodically track progress to make adjustments as needed.

Goal 1: Ensure safe, clean, sustainable and inviting public spaces

Goal 2: Be the service provider of choice for design, construction, maintenance and management

Goal 3: Foster a culture of opportunity, continuous improvement and excellence to deliver world-class public service





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Zuckerberg San Francisco General Hospital

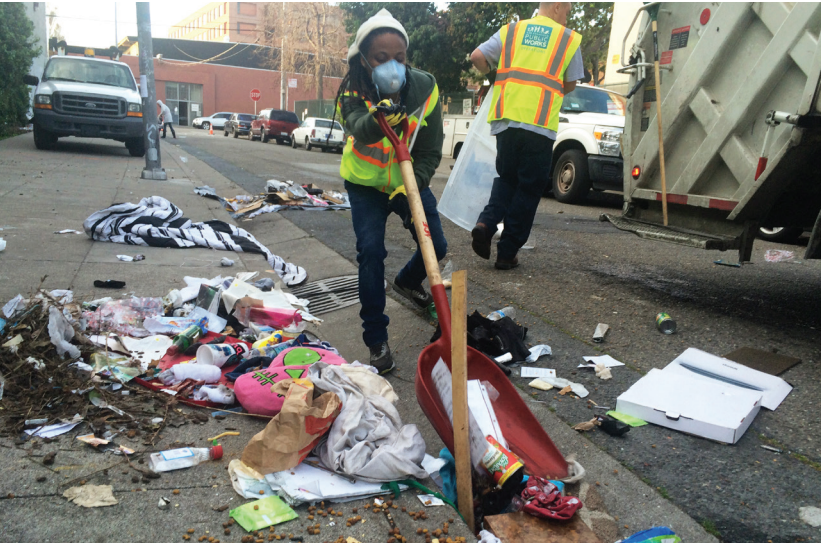


Green Benefit District

18



72
Hot Spots
Crews



54
Taraval
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MOHAMMED NURU, DIRECTOR



San Francisco Public Works is the City's oldest municipal department – and also one of the most forward-thinking. Those truths are illuminating as I look back at what our organization accomplished in Fiscal Year 2015-16:

We strengthened our community partnerships, improved our workforce, ushered through magnificent construction projects, improved neighborhood livability, greened and cleaned our city and made our public spaces and assets safer.

We relied on our expertise and experience to respond innovatively to

San Francisco's biggest challenges. From tree care to construction management, from building maintenance to street improvements, from workforce development to street-use oversight – with a wide variety of programs and projects in between – Public Works was on the job, 24/7.

When it came to our core functions, such as street cleaning, we found ways to do it better, for example, by expanding our Hot Spots encampment crews and Pit Stop public toilet program. When it came to innovation, we didn't shy away. Under Mayor Ed Lee's direction, we helped launch Fix-It Team SF,

a citywide initiative that focuses on improving the quality of life in our neighborhoods. We needed to get San Francisco's new acute care hospital and trauma center built and we delivered.

We ushered through creation of the first-in-the-nation Green Benefit District to bolster maintenance and capital improvements to parks, sidewalks and open spaces. We also made sure that more San Francisco businesses and residents were given opportunities to work with us.

Every day of the week, Public Works employees are at community meetings and in the field working with residents, merchants, students and contractors to make San Francisco a better place to live, work and visit.

At the end of the day, San Francisco Public Works is about people – the people of San Francisco we serve, and the nearly 1,500 people in our workforce who embody the organization's core values of respect, integrity and responsiveness.

As the director of Public Works, I am proud of the work we do. We accomplished a lot last year. I hope you take the time to read through this annual report to learn more.

Best regards,

A handwritten signature in blue ink, appearing to read 'Mohammed Nuru'.

Mohammed Nuru
Director
San Francisco Public Works



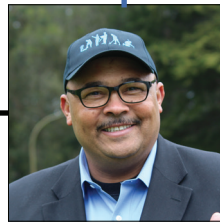
ORGANIZATION



MAYOR
Edwin M. Lee



CITY ADMINISTRATOR
Naomi Kelly



DIRECTOR, PUBLIC WORKS
Mohammed Nuru



**PROGRAM MANAGER,
EMERGENCY MANAGEMENT**
Cynthia Chono



**DIRECTOR, POLICY
AND COMMUNICATIONS**
Rachel Gordon



**MANAGER,
UNIVERSITY OF PUBLIC WORKS**
Siobhan Kelly



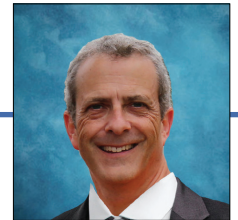
**DEPUTY DIRECTOR FOR FINANCIAL
MANAGEMENT AND ADMINISTRATION**
Julia Dawson



**CITY ARCHITECT AND DEPUTY
DIRECTOR FOR BUILDINGS**
Edgar Lopez



**DEPUTY DIRECTOR FOR
OPERATIONS**
Larry Stringer



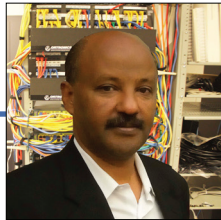
**ACTING CITY ENGINEER
AND DEPUTY DIRECTOR FOR
INFRASTRUCTURE**
John Thomas



**ADMINISTRATION,
ADMINISTRATIVE MANAGER**



**FINANCE,
MANAGER**
Bruce Robertson



**INFORMATION TECHNOLOGY,
CHIEF INFORMATION OFFICER**
Ephrem Naizghi



**BUILDING DESIGN AND
CONSTRUCTION, MANAGER**
Julia Laue



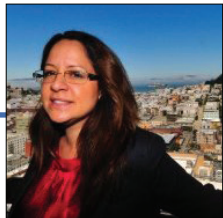
**PROJECT MANAGEMENT,
MANAGER**



**PROJECT CONTROLS
AND SERVICES, MANAGER**
Maurice Williams



**BUILDING REPAIR,
SUPERINTENDENT**
Kevin Sporer



**CENTRAL OPERATIONS,
MANAGER**
Sandra Zuniga



**STREET AND SEWER REPAIR,
SUPERINTENDENT**
Matt Naclerio



**STREET ENVIRONMENTAL
SERVICES, SUPERINTENDENT**
Steve Nakajima



**URBAN FORESTRY,
SUPERINTENDENT**
Carla Short



**DESIGN AND ENGINEERING,
MANAGER**
Patrick Rivera

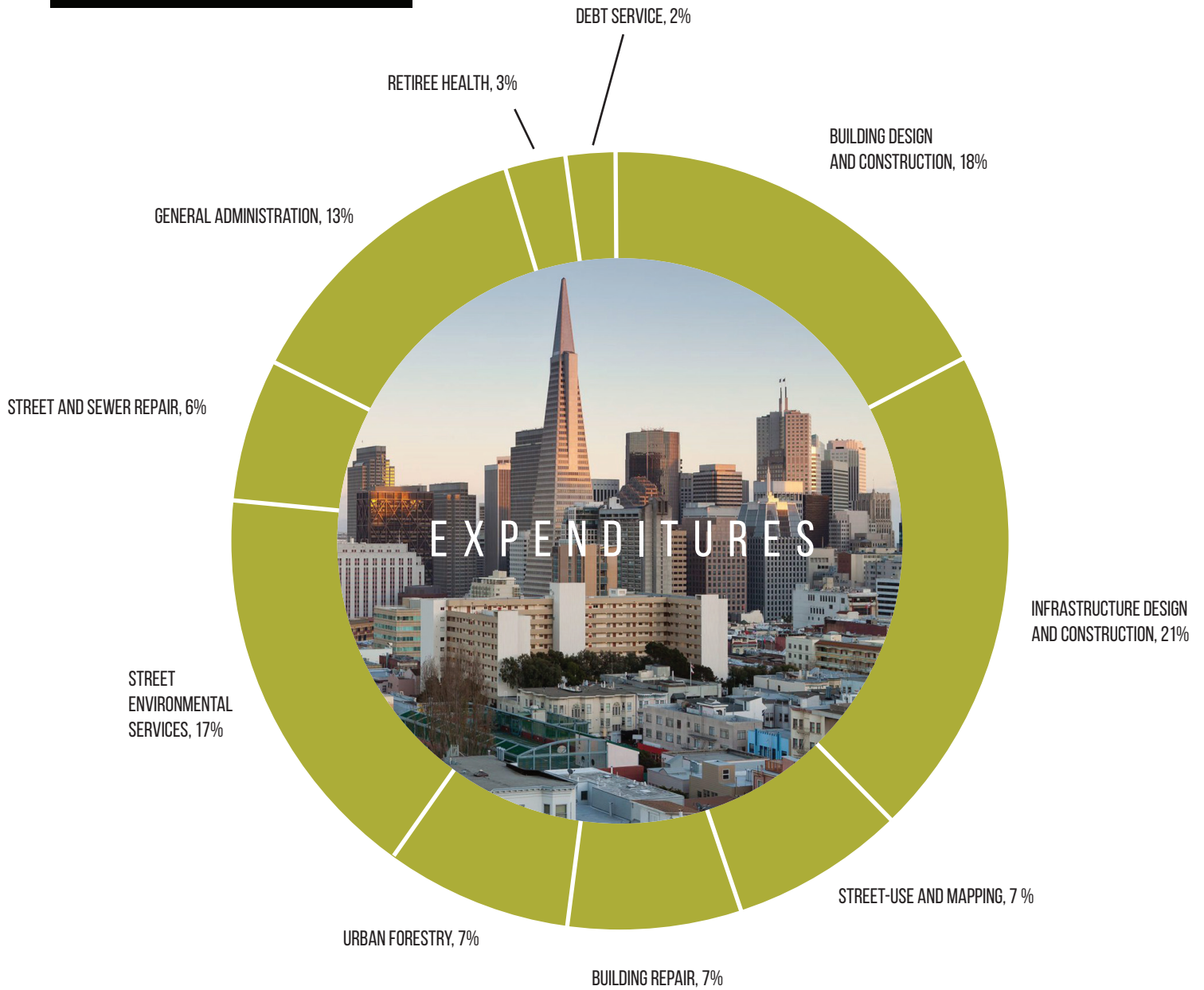


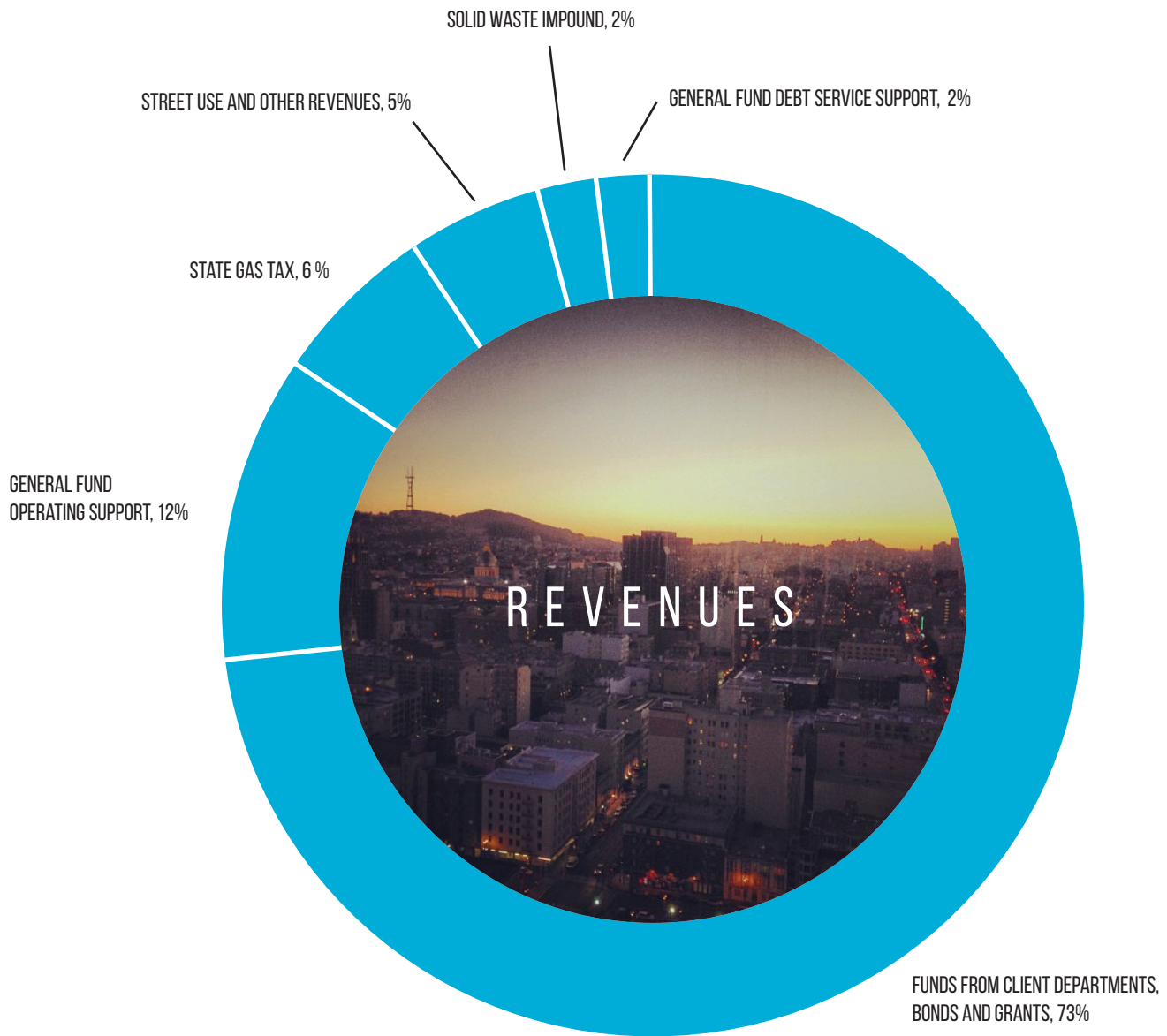
**PROJECT MANAGEMENT AND
CONSTRUCTION, MANAGER**



**STREET-USE AND MAPPING,
MANAGER**
Jerry Sanguinetti

BUDGET – \$256 MILLION





AWARDS

2015 San Francisco Beautiful Beautification Awards

- Public Program Award – Pit Stop¹
- Seven Hills Award – Esmeralda Slide Park Renovation²
- Partnership Award – Dogpatch & Northwest Potrero Hill Green Benefit District Formation Committee

2015 Library Journal

- New Landmark Libraries – Bayview/Linda Brooks Burton Branch Library³

2015 Caltrans Excellence in Transportation Awards

- Community Enhancement – Castro Streetscape Improvement Project⁴

2015 American Society of Civil Engineers – San Francisco Section

- Outstanding Roadway and Highway Project – Cesar Chavez Streetscape Project
- Outstanding Bikeways & Trails Project – Polk Street Bikeway Improvement Project⁵
- James R. Herman Cruise Terminal – Outstanding Airports and Ports Project

AIA San Francisco Community Alliance Awards

- Local Government Award – Lizzy Hirsch, Landscape Architect

Governor’s Historic Preservation Award

- The Coit Tower Restoration Project

San Francisco Chamber of Commerce Excellence in Business (Ebbies) Awards

- Building San Francisco Award – Public Safety Building⁶

American Institute of Architects

- San Francisco Special Commendation for Historic Preservation – War Memorial Veterans Building⁷

National American Public Works Association

- Public Works Project of the Year – War Memorial Veterans Building

Structural Engineers Association of Northern California

- 2016 Excellence in Structural Engineering Awards – Award of Merit for Historic Preservation – War Memorial Veterans Building

2016 International Slurry Surfacing Association

- Award for Excellence in Pavement Preservation – North America Paul Barradas, Paving Project Manager⁸

American Institute of Architects – San Francisco

- Merit Award – North Beach Branch Library

American Institute of Architects – San Francisco

- Citation Award – Public Safety Campus

San Francisco Parks Alliance

- Playground of the Year – Joe DiMaggio Playground⁹

Construction Management Association of America

- Northern California Project Achievement Award Zuckerberg – San Francisco General Hospital and Trauma Center Project¹⁰

San Francisco Business Times

- Real Estate Deal of the Year Award – Zuckerberg San Francisco General Hospital and Trauma Center Project

National American Public Works Association

- Public Works Project of the Year – Zuckerberg San Francisco General Hospital and Trauma Center Project

California Parks and Recreation Society

- Excellence in Park Planning – Cayuga Playground and Clubhouse¹¹

2016 International Partnering Institute

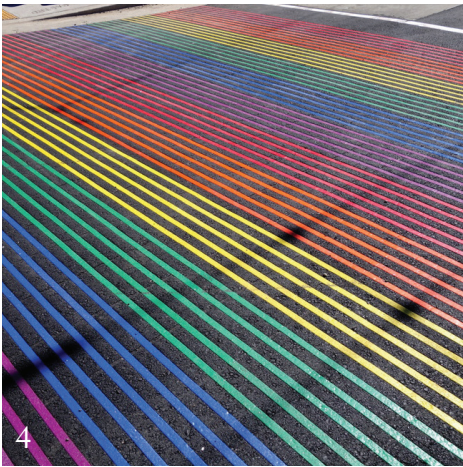
- Partnered Project of the Year Award – Pier 49 Sewer Upgrade Project Team¹²

2016 WalkSF

- Golden Millipede Award

Construction Management Association of America – Northern California Chapter

- 2016 Distinguished Owner Honoree – San Francisco Public Works



BY THE NUMBERS — FISCAL YEAR 2015-16

141,220
TOTAL 311 SERVICE REQUESTS

55% STREET AND SIDEWALK CLEANING

18%
GRAFFITI
ABATEMENT

14%
RIGHT-OF-WAY
COMPLAINTS
AND
INSPECTIONS

5% TREES AND
LANDSCAPING

5% STREET
CLEANLINESS
ENFORCEMENT

4%
POTHoles

1% TRASH CANS

44,000
VOLUNTEER HOURS

456,174
SQUARE FEET OF
SIDEWALK INSPECTED

867
DAYS WITHOUT
BUILDING TRADES INJURIES

83%
WATER USE REDUCTION
SINCE FISCAL YEAR 2013-14

615
BLOCKS PAVED

568
PUBLIC TREES
PLANTED

59
CONTRACTS WENT
TO MICRO-LBES

33,196
PERMITS ISSUED

52
ECO-BLITZES

\$5.6
BILLION IN ACTIVE
PROJECTS

14,088
POTHoles FILLED

1,326
CURB RAMPS
INSTALLED



GREENING



Trees

I think that I shall never see
A poem lovely as a tree
A tree whose hungry mouth is pressed
Against the earth's sweet flowing breast;
A tree that looks at God all day
And lifts her leafy arms to pray;
A tree that may in summer wear
A nest of robins in her hair;
Upon whose bosom snow has lain;
Who intimately lives with rain.
Poems are made by fools like me,
But only God can make a tree.

- Joyce Kilmer





2015 San Francisco Beautiful
Beautification Awards –
Partnership Award Winner

GREEN BENEFIT DISTRICT

San Francisco became the first city in the nation to form a Green Benefit District – an innovative, community-backed approach to improve neighborhoods.

The district encompasses two neighborhoods: Dogpatch and Northwest Potrero Hill. Property owners in the special assessment district voted to levy an annual fee on themselves to expand the maintenance and development of parks, open spaces and green infrastructure within its boundaries. A nonprofit board, elected at the neighborhood level, governs the district and





CONTINUED FROM 19

determines the scope of the enhanced services. City agencies, including Public Works, must maintain the level of baseline cleaning and greening services that were in place before the Green Benefit District was formed.

The new funding provides maintenance and capital improvements throughout the entire public right of way in the district, including sidewalk landscaping, street tree plantings, traffic-calming measures, graffiti removal and better lighting. The public right of way accounts for 33 percent of all land in the district, and touches all properties, creating a significant benefit for residents, business owners and visitors to these neighborhoods. The creation of the Green Benefit District was community-driven and entailed a two-year process, which ended July 31, 2015, when the Board of Supervisors approved its formation.

The board action came after property owners voted overwhelmingly to support the district, with **76.21 percent in favor** and 23.79 percent opposed.

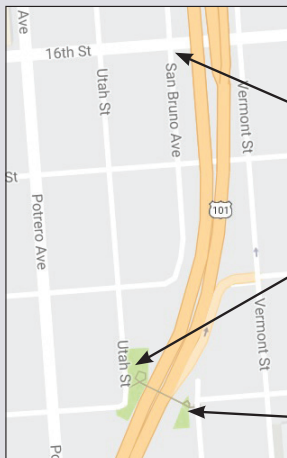
The district is roughly bounded by 16th Street, Cesar Chavez Street, Pennsylvania Avenue and Third Street. It encompasses about **1,350 properties** – residential, commercial, industrial, vacant lots and open spaces. Assessments are based on property use and square footage.



“THIS GIVES US A CHANCE TO PARTNER MORE CLOSELY WITH CITY AGENCIES. COLLECTIVELY, WE CAN MONITOR AND ENHANCE CURRENT AND FUTURE PARKS, PLAZAS, SIDEWALKS AND STREETS IN DOGPATCH AND NORTHWEST POTRERO HILL.”

– BRUCE HUIE
Co-chair of the Green Benefit District Formation Committee

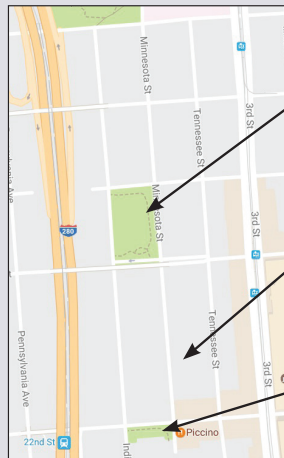
INITIAL GREEN BENEFIT DISTRICT PROJECTS



Potrero Gateway
Trash and graffiti removal; sidewalk fixtures; paint railings; landscaping

Fallen Bridge Mini-Park
Tree pruning; planting; irrigation system installation

Benches Garden + Park
Tree pruning



Esprit Park
Improvements coming soon

IM Scott School
Planting; tree pruning; landscaping

Woods Yard
Planting; tree pruning; landscaping



The program is about residents and businesses coming together to invest in making their neighborhoods nicer places.

At Public Works, we're excited to help create the nation's pioneer Green Benefit District – the outcome of a community process to empower neighborhoods and provide additional resources for landscaping and park beautification projects.

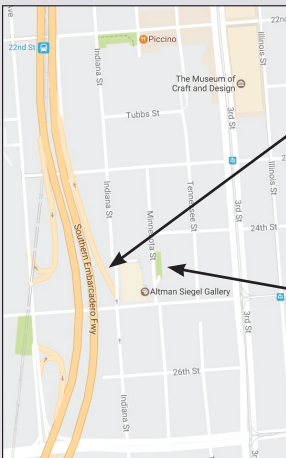
DNWPH-GBD.ORG

76.21

percent voted in favor of GBD

1,350

properties the GBD encompasses



Progress Park
Redwood retaining edge for dog park; improve drainage; landscaping

Minnesota Grove
Remove surplus trees; landscaping; light installation



Angel Alley, in San Francisco's Dogpatch neighborhood, came to life this fiscal year – marking the first Green Benefit District project to be completed under the program. The alley, once a gritty dead-end patch of Tennessee Street between Tubbs and 22nd streets, has blossomed into a neighborhood-serving street park with palm trees, seating, a fountain and a succulent garden.

ARBOR DAY

Each year for Arbor Day, Public Works plants a signature tree or two dedicated to community leaders and inspirational advocates. This year's recipients of the living tributes were two passionate champions of their southeastern neighborhoods who died earlier in the year.

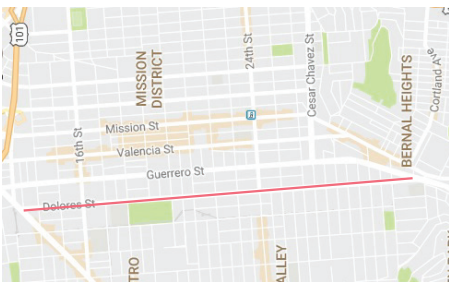
We planted a drought-tolerant cork oak tree on the Mansell Street median to remember Irene Crescio, a tenacious advocate for her neighborhood, working into her 80s as a board member for the Portola Neighborhood Association. Public Works also planted a coast live oak tree on the Evans Avenue median in recognition of Dr. Espanola Jackson, a longtime Bayview-Hunters Point resident and community activist with four decades of experience dealing with environmental, social and economic justice issues.

In addition, more than **400 volunteers** joined us to celebrate Arbor Day with greening and cleaning activities in North Beach, Chinatown and other District 3 neighborhoods and to take part in our family-fun Eco Fair featuring bucket truck rides, planter box-building, carnival games and a friendly herd of landscaping goats.





POLLINATOR BOULEVARD



Public Works crews and community volunteers transformed a stretch of the Dolores Street median from a water-thirsty lawn into a beautiful landscaped habitat. The Dolores Street Pollinator Boulevard project created a healthy garden with California poppies, sages and other blooming plants that produce pollen and nectar for bees, butterflies and other beneficial insects. The garden is designed in rainbow colors with peak blooms coinciding with Pride festivities in June.

The project started with a one-block stretch of the Dolores Street median

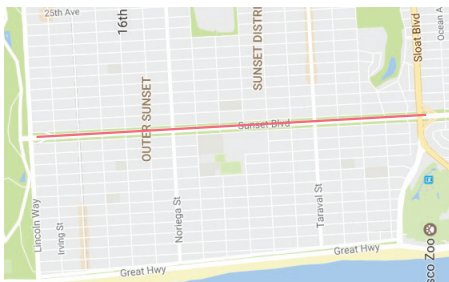
just south of Market Street. Public Works helped organizers navigate the permit and grant processes and assisted with workday traffic control, provided tools and helped mulch and plant. The hope is to add more Dolores Street blocks to Pollinator Boulevard.

Funding for the project came through a Community Challenge Grant and is part of the Street Parks program in partnership with BASE Landscape Architecture.

BASELANDSCAPE.COM/PORTFOLIO/POLLINATOR-BOULEVARD



SUNSET RAIN GARDENS

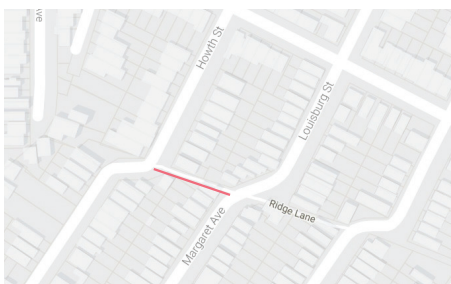


The Sunset rain gardens were constructed as part of the City's mission to transform San Francisco's hardscape into planted and permeable landscape. The rain gardens divert stormwater from the street into landscaped areas in order to reduce the amount of water going to treatment plants. Rainwater is collected from the street via catch basins and piped into garden areas that have been lined with a special soil mix, allowing water to percolate at a predetermined flow rate.

SFWATER.ORG/INDEX.ASPX?PAGE=682



RIDGE LANE



Spearheaded by local residents in the Ingleside neighborhood, the remaking of Ridge Lane turned an unwelcoming dirt path owned by Public Works into a pleasant open space with benches, trees, landscaping and a newly paved pathway. This one-block stretch between Howth and Margaret streets, is the first of four blocks that will undergo a total makeover. The project spans from Howth Street to San Jose Avenue.

For years, Ridge Lane served as a vital community connector and shortcut for people making their way to and from the nearby

Balboa Park BART station. Over time, Ridge Lane became overgrown and pocked by crime – a place neighbors wanted to avoid. Since 2012, Ridge Lane Neighbors has worked to improve the neighborhood’s quality of life and unite the community by focusing on the pathway.

Public Works and the San Francisco Parks Alliance have been committed partners in the effort. Students from Academy of Art University helped design the improvements.

RIDGELANENEIGHBORS.ORG



NAVIGATION @ CIVIC CENTER



PLANNING



Following the Blueprints

To the open possibility
of steel against sky
we weld, bolt and strap wide staircases of marble, arched
skylights, commanding views

serviced by windowless corridors
where ceilings hang low, as though
the ones who will push carts and carry trays
are unusually small or
prefer to scurry, like mice
in closed dark spaces

or as though extra headroom might give them
ideas.

- Susan Eisenberg





PRISCILLA CHAN AND MARK ZUCKERBERG SAN FRANCISCO GENERAL HOSPITAL AND TRAUMA CENTER

31

Hundreds came out on Nov. 21, 2015 to celebrate San Francisco's new seismically safe acute care and trauma center at San Francisco General Hospital and the official naming of the campus in honor of husband-and-wife donors Dr. Priscilla Chan and Mark Zuckerberg, the founder of Facebook.

Hospital construction was financed by an **\$887.4 million bond**, passed with strong support from San Francisco voters in 2008.

San Francisco Public Works managed construction of the building that was

CONTINUED ON 34



CONTINUED FROM 31

designed by Fong & Chan Architects and built by Webcor Builders, with executive management by Jacobs Engineering. The facility is now officially known as the Priscilla Chan and Mark Zuckerberg San Francisco General Hospital and Trauma Center. The seven-story hospital is **484,000 square feet** with an emergency room three times the size as the one in the old hospital and has more operating rooms. With **284 beds**, the hospital offers birthing suites with soaking tubs, a specialized geriatric unit, a dedicated pediatric waiting room, a rooftop garden and new equipment to meet the needs of a 21st-century hospital and regional trauma center.

Architects and medical staff collaboratively designed the new acute care and trauma center, creating a facility that enhances patient experience, promotes wellness and healing and speeds life-saving care. Seismic safety was paramount in the design. The acute care and trauma center is the only hospital facility in the City with a cutting-edge base-isolation system foundation, the most advanced earthquake-resistant design known today. It is an eco-friendly building for reduced water and energy use and was designed for LEED Gold Certification.

In addition, the new hospital features spectacular artwork commissioned by the San Francisco Arts Commission. **Fourteen permanent works** and more than **200 framed artworks by 69 local artists** were chosen in partnership with hospital staff.



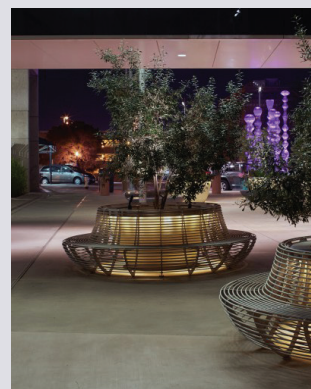
“PEOPLE DEPEND ON US, SO WE WANTED TO BUILD THE TRAUMA CENTER OF THE FUTURE, AND THIS IS IT.”

– DR. ANDRE CAMPBELL, Trauma Surgeon
Zuckerberg San Francisco General Hospital

THE ART OF ZUCKERBERG GENERAL

The new hospital features artwork commissioned by the San Francisco Arts Commission.

Photos: San Francisco Arts Commission - left to right: *Ethereal Bodies* - Cliff Garten; *Archipelago* - Anna Valentina Murch; *Nature of Medicine* - Rupert Garcia; *The Streets and Hills of San Francisco* - Arthur Stern





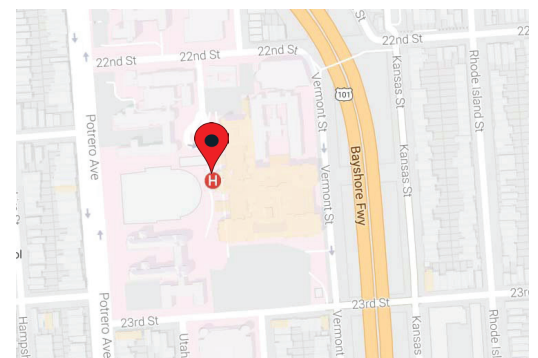
They helped select pieces intended to promote a healing environment. These works include metal and stone sculptures, beautiful seating, contemporary stained glass, mosaic murals, terrazzo floor design and a video installation.

The building project, among the biggest in City history, began at a low point in our economy and, over nine years, created more than **3,000 new jobs**, including **1,000 for San Francisco residents**. More than **147 small local contractors and consultants** were awarded **\$71 million of work**.

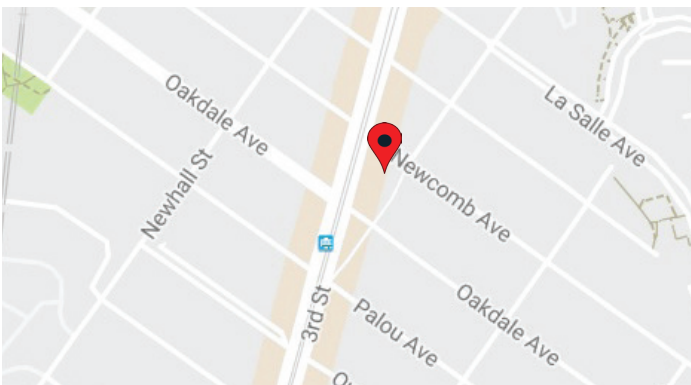
The success was due to our alliance with Webcor Builders, our general contractor. Webcor partnered with CityBuild Academy, a construction job-training program for local residents. Cement masons, laborers, carpenters and iron workers who went through the academy worked on the hospital project.

The first patients moved in on May 21, 2016.

ZUCKERBERGSANFRANCISCOGENERAL.ORG



BAYVIEW OPERA HOUSE



THE BAYVIEW OPERA HOUSE "HOLDS A LOT OF HISTORY FOR AN AFRICAN AMERICAN COMMUNITY THAT HAS EXPERIENCED STRESS AND DISLOCATION. THE PASSION IN DOING A BEAUTIFUL RENOVATION IS TO SEND A MESSAGE THAT WE RECOGNIZE HOW IMPORTANT THIS BUILDING IS AND WILL CONTINUE TO BE."

– JUDY NEMZOFF
Director of Community Investments
for the San Francisco Arts Commission



A 21st-century makeover of the landmark Bayview Opera House brought life to the neighborhood gem.

The renovation improved ADA access in and around the historic building and transformed the plaza adjacent to the building into a more inviting community gathering space for performing arts events and life celebrations.

The **\$5.7 million renovation** was led by the San Francisco Arts Commission, which owns the property, in collaboration with the Mayor's Office on Disability, San Francisco Public Works and the San Francisco Municipal Transportation Agency. Renowned landscape architect and artist Walter Hood of Hood Design in partnership with TEF Design/Knapp Architects, Joint Venture oversaw the redesign of the plaza. Public Works managed the project from design to construction.

The architects' design demonstrates sensitivity to the historic character of the building, while making much-needed upgrades for accessibility and functionality. The expansion enables the use of the plaza as a performance venue and event and festival space with a newly designed wood stage

and amphitheater seating surrounded by sustainable green landscape. Interior improvements include three fully accessible ADA-compliant restrooms, an expanded lobby and stabilization of the historic balcony.

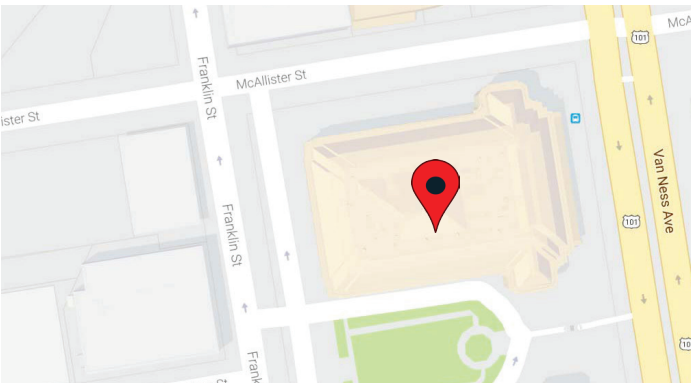
Built by the Masons in 1888, the Bayview Opera House is the oldest-standing theater in San Francisco and survived the 1906 Earthquake and Fire. It is the first and so far only building in San Francisco's District 10 to be included in the National Register of Historic Places.

Run by the nonprofit Bayview Opera House, Inc., the facility is dedicated to providing year-round arts education for at-risk youth for free or at a low cost. The organization also presents many cultural events throughout the year for all ages, including art exhibits, concerts, plays and community celebrations.

BVOH.ORG

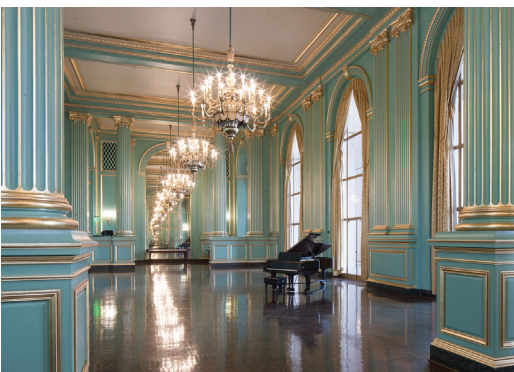
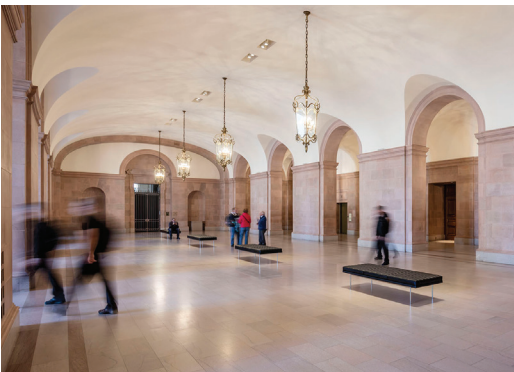
\$5.7 million renovation

WAR MEMORIAL VETERANS BUILDING



“EVERY ONE OF THE CONSTRUCTION WORKERS WERE NOT JUST WORKERS, THEY WERE ARTISTS. WHEN PUBLIC WORKS DOES A BUILDING, THEY PUT THEIR HEART INTO IT.”

— ED LEE
San Francisco mayor



\$156.4 million

33% LBE participation

The renovation project brought the magnificent Depression-era building up to modern standards, including for seismic resiliency and energy efficiency; repaired damage sustained in the 1989 Loma Prieta Earthquake; freshened the interior; improved accessibility for ADA compliance; and made other tenant improvements for the arts and veterans organizations housed there.

Public Works managed the project and provided architectural services. The total project cost of **\$156,369,000** was funded by certificates of participation, City funds, grants and gift funds.

Pankow Builders was the general contractor of the project. The firm exceeded its Local Business Enterprise (LBE) participation goal set at 18 percent, with **33.11 percent** of its sub-contractors local businesses.

The Veterans Building, which reopened in Sept. 2015, is home to the Herbst Theatre and the grand Green Room reception space. The San Francisco Posts of the American Legion returned to the Veterans Building to occupy meeting rooms and administrative offices.

The facility, located on Van Ness Avenue at McAllister Street, now houses the offices of the San Francisco Arts Commission and Grants for the Arts, as well as a new **4,400-square-foot** San Francisco Arts Commission gallery. The San Francisco Opera invested **\$21 million** in private funds for

improvements to the fourth floor, now home to new performance spaces.

The War Memorial Veterans Building was completed in 1932 as part of the War Memorial Complex, which included the Veterans Building, the War Memorial Opera House and the Memorial Court.

The building served as the birthplace of the United Nations, with the signing of the United Nations Charter there.

Designed by architect Arthur Brown, Jr., the Veterans Building was one of the last Beaux Arts buildings to be completed in the United States. It completes a quintet of buildings Brown designed for San Francisco's Civic Center: City Hall, the Opera House, Civic Auditorium and the former San Francisco Public Library building, which now houses the Asian Art Museum.

SFPUBLICWORKS.ORG/VETERANSBUILDING

American Institute of Architects San Francisco – Special Commendation for Historic Preservation



National American Public Works Association's Public Works Project of the Year

Structural Engineers Association of Northern California – 2016 Excellence in Structural Engineering Awards: Award of Merit for Historic Preservation

PUBLIC HEALTH AND SAFETY BOND

San Francisco voters in the June election approved the 2016 Public Health and Safety Bond, Proposition A, with **79 percent support**.

The **\$350 million initiative** funds capital improvements to City facilities to meet critical health and safety needs in San Francisco. Thanks to our voters, we are well-positioned to provide better health care with improved emergency and medical response and expanded services to our homeless population.

The bond is dedicated to improving community medical and mental health services, emergency safety and medical response, vital neighborhood fire stations and homeless service sites. Public Works will work with partner City agencies to manage bond activities. Several billions of dollars in seismic safety and modernization work – much of it designed, managed and overseen by Public Works staff – is fortifying our world-class city now and for generations to come.

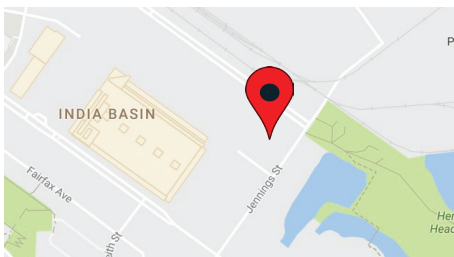
SFPUBLICWORKS.ORG/PUBLICHEALTHBOND



Rendering of the new
Office of the Chief Medical Examiner



OFFICE OF THE CHIEF MEDICAL EXAMINER



IN CONSTRUCTION:

The new Office of the Chief Medical Examiner, a **\$65 million**, bond-funded project, will move the Medical Examiner out of the cramped, seismically deficient Hall of Justice at 850 Bryant St. into a modern, expanded facility in the Bayview.

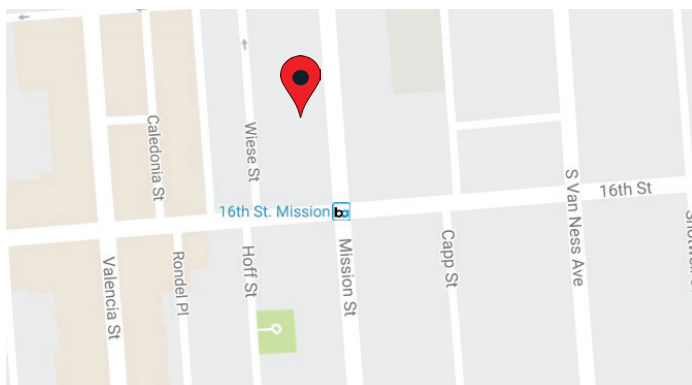
Public Works is managing the design and construction of the project. This is the first major project

to begin construction funded by the \$400 million Earthquake Safety and Emergency Response Bond, approved in 2014 by **79 percent of San Francisco voters**.

The modern facility will provide improved laboratory space and workstations for staff to perform their critical work and also will offer better accommodations for relatives and friends of the deceased.

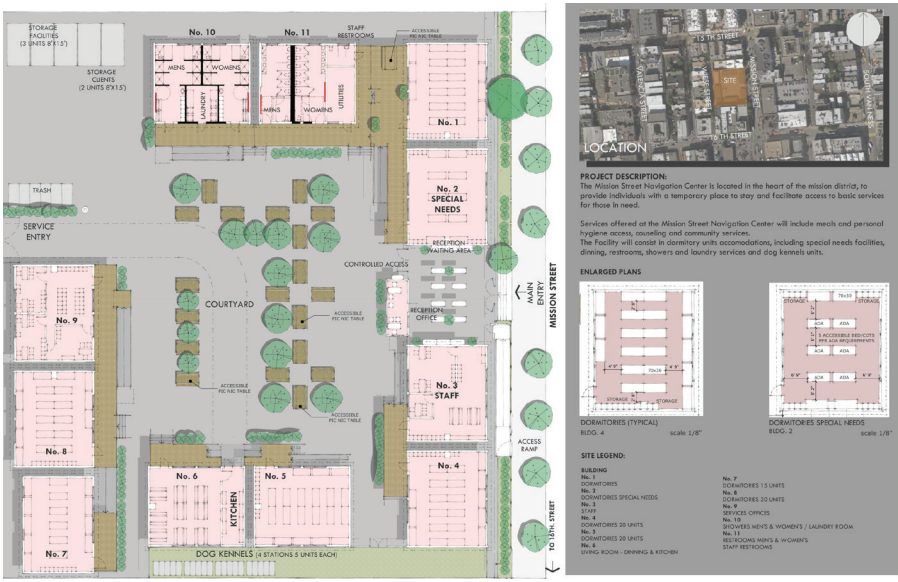
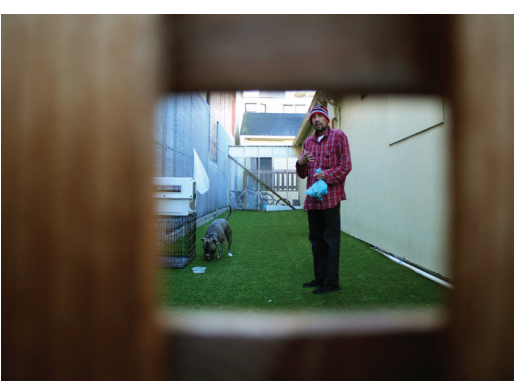
SFPUBLICWORKS.ORG/OCME

MISSION ST. NAVIGATION CENTER



"IT'S BETTER THAN THE STREETS. IT'S ANOTHER CHANCE."

– ENRIQUE GONZALEZ
Navigation Center client



San Francisco's first Navigation Center opened in March 2016 at a former school site in the Mission District. The innovative homeless shelter aims to move people living in street encampments into more stable housing.

The Navigation Center, at 1950 Mission St., graced with art, a landscaped courtyard, a dining hall that stays open around the clock and a dog run for the clients' pet bowzers, brings services on site. The Navigation Center takes a different approach to sheltering the homeless by allowing entire encampments to come in together so people don't have to be

separated from their loved ones, friends and even their dogs as they navigate off the streets. They also can bring along their possessions and with no hard deadline to vacate, create a hint of home. But stays there are intended to be temporary, from a couple of weeks to several or more months. The goal is to get people back on their feet at the Navigation Center and lined up with social and health services, government benefits and housing before they move on.

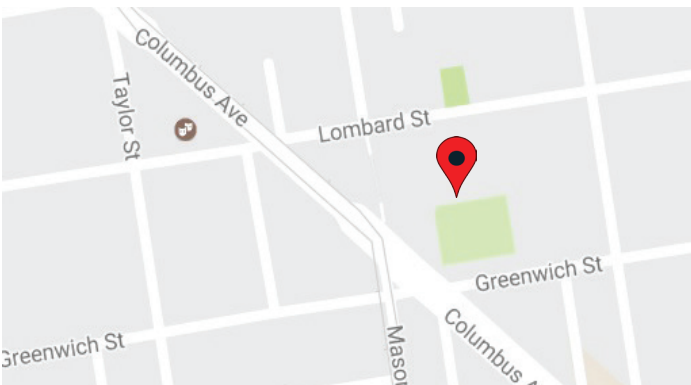
Public Works design and building trades staff worked on the project.

ECS-SF.ORG/PROGRAMS/NAVCENTER.HTML

JOE DIMAGGIO PLAYGROUND



San Francisco
Parks Alliance –
Playground
of the Year



"THE JOE DIMAGGIO/NORTH BEACH PLAYGROUND IS A 2-ACRE PARK IN THE MIDDLE OF ONE OF THE MOST DENSELY SETTLED RESIDENTIAL AREAS IN THE U.S. THE NEWLY REIMAGINED PARK TURNED AN ASPHALT PLAYGROUND ZONE INTO A VIBRANT CIVIC HUB – LINKING A LIBRARY, PARK AND POOL INTO A SINGLE UNIFIED SPACE THAT SERVES ALL AGES."

– LIZZY HIRSCH
Public Works landscape architect



\$7.3 million

96 percent local contractors

Joe DiMaggio Playground in North Beach brought new play equipment, tennis courts, a refurbished ball field and robust new landscaping to one of San Francisco's most iconic neighborhoods. Neighbors worked for years to get the playground at Lombard and Mason streets built – attending numerous meetings, winning City approvals, working on the design and raising money to create an amazing neighborhood park.

Some of the most active parents started on the project when their children were toddlers, only to see it completed when they were in high school. We held the ribbon-cutting in October 2016.

Renovating the playground was no simple feat. It was designed in conjunction with the new North Beach Branch Library and involved the closure of one block of Mason Street between the two projects to serve as a landscaped area that now connects the two. The idea: A parent or child could check out a book and read it while enjoying the outdoor public space. The new 8,500-square-foot library has windows overlooking the entire park and its plaza entrance leads directly to the playground.

Public Works managed the master planning process and construction of the renovated playground and new library. Working closely with the community, our landscape architects designed the Recreation and Park

Department playground – new layout, play structures, landscaping and more. Materials from the old playground were repurposed; the former concrete paths are now seating walls and the trees that needed to be cut down have been turned into seating. The drought-tolerant Mediterranean landscape – olive trees, lavender and fan palms – nod to the neighborhood's Italian heritage. There's also a whimsical fish-shaped play sculpture that reflects the historic fishing culture of North Beach.

The project also was good for the economy – the Local Business Enterprise goal was 22 percent, but working with our general contractor, Baumann Landscape & Construction, Inc., Public Works far surpassed the goal. More than **96 percent** of the contractors on the job were small local businesses.

The **\$7.3 million renovation** of Joe DiMaggio Playground was funded by the 2012 Parks Bond, state grants and a generous donation from the Friends of Joe DiMaggio Playground.

Named after Joe DiMaggio, the great Yankees center fielder and slugger who grew up in San Francisco, the playground that bears his name is finally worthy of its namesake.

SFRECPARK.ORG/PROJECT/JOE-DIMAGGIO-PLAYGROUND

GILMAN PLAYGROUND



"THE PEOPLE IN THIS COMMUNITY LOVE GILMAN PARK. I AM EXCITED THAT IT HAS BEEN RENOVATED AND CANNOT WAIT TO SEE MY KIDS REACTIONS WHEN THEY COME HERE."

— MAYA RODGERS
founder of Parks 94124



1. NET COMPOSITE STRUCTURE



TURTLE (EXISTING)



2. ZIPKROOZ



4. INDEPENDENT SPINNERS

The **\$1.8 million** renovated Gilman Playground was made possible by the voter-supported 2012 Clean and Safe Neighborhood Parks Bond. The entirely new play area includes two play structures connected by a giant 40-foot web net for climbing. Neighbors helped come up with the design ideas.

The new playground, which opened in June 2016, features numerous swings and apparatuses, including a zip line and spinning play equipment popular with kids. The rubber ground surface depicts a shoreline setting in reference to the park's former proximity to the San Francisco Bay.

New trees provide much-needed shade. A separate tot area with imaginative play panels are set up at a nearby picnic area.

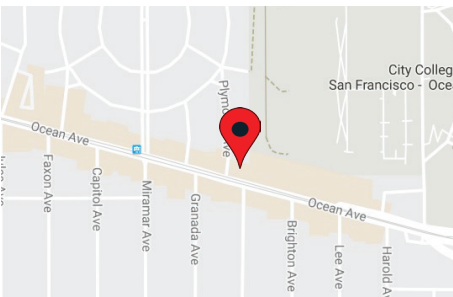
Our staff designed the playground, restroom renovation and site lighting and oversaw construction.

In addition to playground improvements, the Recreation and Park Department installed outdoor fitness equipment, including five exercise stations to work out abs, triceps, back, legs and chest.

SFRECPARK.ORG/DESTINATION/GILMAN-PLAYGROUND



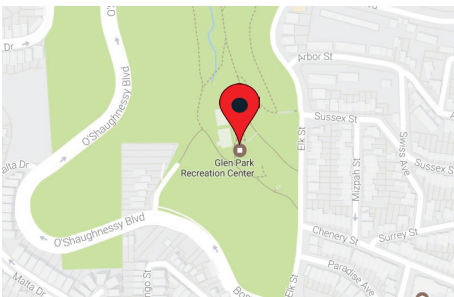
INGLESIDE BRANCH LIBRARY GARDEN



The Ingleside Branch Library opened a delightful new garden and play-to-learn space. The al fresco project merged the library's courtyard with an adjacent, undeveloped parcel of San Francisco Public Utilities Commission land. We designed the project and managed construction. The garden features mushroom-shaped little steppers, owls carved into seats, fossil digs that kids can discover in the planting areas, interactive play panels and triangular-shaped rubber matting for children to climb on. Total project budget: **\$550,000**.



GLEN CANYON PARK RECREATION CENTER



UNDER CONSTRUCTION:

Glen Canyon Park, bordering the Glen Park and Diamond Heights neighborhoods, offers a natural experience amid a dense urban environment. The **67-acre park** houses a recreation center, which includes a gymnasium, auditorium, offices and bathrooms; a two-story building that serves as a nursery school and summer camp; hiking trails; two baseball fields; two tennis courts; a children's play area; and a picnic area. Islais Creek flows freely through the canyon

and it's not unusual to see snakes, coyotes and an occasional owl.

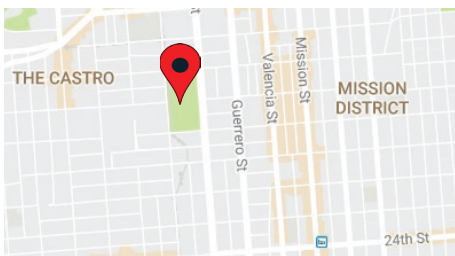
The project includes renovation of the existing recreation center to provide an additional **4,500 square feet** of multi-purpose space.

This project is funded by the 2012 Clean and Safe Neighborhood Parks Bond and has been allocated **\$12 million**.

SFRECPARK.ORG/PROJECT/GLEN-CANYON-PARK-2012-BOND



MISSION DOLORES PARK



The south side of Mission Dolores Park opened to the public after a **\$20.5 million** renovation was made possible by the voter-approved 2008 Clean and Safe Neighborhood Parks Bond.

We provided design, engineering and construction management for the renovation. Working with our general contractor, Alten Construction, the project included a new bathroom facility, a pissoir, picnic areas, an off-leash dog play area and an

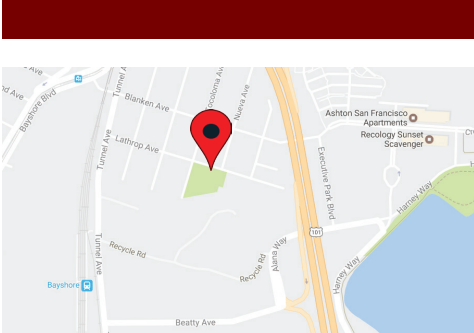
overlook at 20th and Church Streets – one of the finest views in San Francisco.

Other improvements include repair and renovation of the tennis, basketball and multi-use courts; construction of a maintenance area; restoration of existing roads and pathways; irrigation and lighting; accessibility improvements and reconditioning of the park landscape.

SFRECPARK.ORG/DESTINATION/MISSION-DOLORES-PARK



LITTLE HOLLYWOOD PARK



Hidden in the hills of the Little Hollywood district of Visitacion Valley lies an oasis. The renovated Little Hollywood Park, at the top of Tocoloma Avenue, has been transformed. Drought-tolerant planting replaced half of the previous water-consuming sod. Visitors now enjoy the native grass, view and picnic tables.

The renovation was a joint venture with the Recreation and Park Department, supported by the Little Hollywood Neighborhood Association. Funding for the **\$516,180** project came from the City's General Fund and Open Space Fund.

SFRECPARK.ORG/PROJECT/LITTLE-HOLLYWOOD-PARK-RENOVATION

PARKSIDE PARKLET

The Parkside neighborhood feted the long-awaited opening of its first parklet outside the Rolling-Out Café and Bakery at 1722 Taraval St. The parklet is an exciting addition to the neighborhood, as it serves as a safe and welcoming location to sit back and enjoy a bite to eat.

The parklet program is an innovative way to increase open space where our neighborhoods need it most. Parklets throughout the City provide more greenery on our streets and a place for people to join together and build community. The program was launched in 2010 and has continued to grow each year with the help of local nonprofits, small businesses, neighborhood groups and residents.

The Parkside parklet, made out of redwood and steel, was sponsored by Bruno Tse, the owner of the Rolling-Out Café and Bakery. Public Works landscape architects and structural engineers worked with our ADA coordinator to design a layout to ensure that the parklet is accessible – a challenge given the steep 7 percent grade of the street.

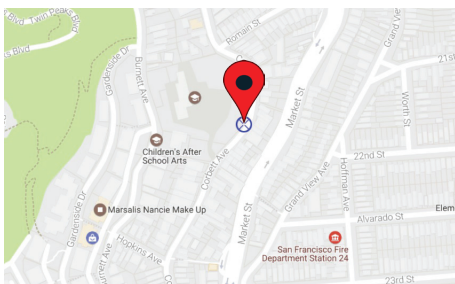
Tse wished to incorporate a sense of originality to the project, which ultimately led to the unique sign on the front-end of the parklet. The sign, which spells out “Taraval,” reads “Ta” “Ra” “Va” “L” – depicting four chemical elements on the periodic table and highlighting Tse’s educational background in chemistry.

PAVEMENTTOPARKS.ORG/PARKLETS





CENTER OF THE CITY



37°45' 16.3" north latitude by **122°26'33.2" west longitude.** That's surveyor speak for the geographic center of San Francisco. In layperson terms, the spot lands on the 700 block of Corbett Avenue on a sidewalk adjacent to an undeveloped hillside.

Our surveyors found the location using a GPS mapping system fed by U.S. and Russian satellites and marked it with a brass marker, known as a monument, on June 2, 2016. The location was calculated using San Francisco's traditional land-mass boundaries. We created a

perimeter that interprets the average shoreline and then mathematically derived the center of the perimeter. We didn't count Treasure Island in the middle of the Bay or the Farallon Islands off the Pacific Coast – both parts of official San Francisco.

The destination became an instant hit after news broke, drawing curious neighbors and others from further away who wanted to stand in the center of one of the greatest cities on Earth.

[SFPUBLICWORKS.ORG/SERVICES/MONUMENT-PRESERVATION](https://sfpublicworks.org/services/monument-preservation)





TARAVAL STREETSCAPE IMPROVEMENTS PROJECT

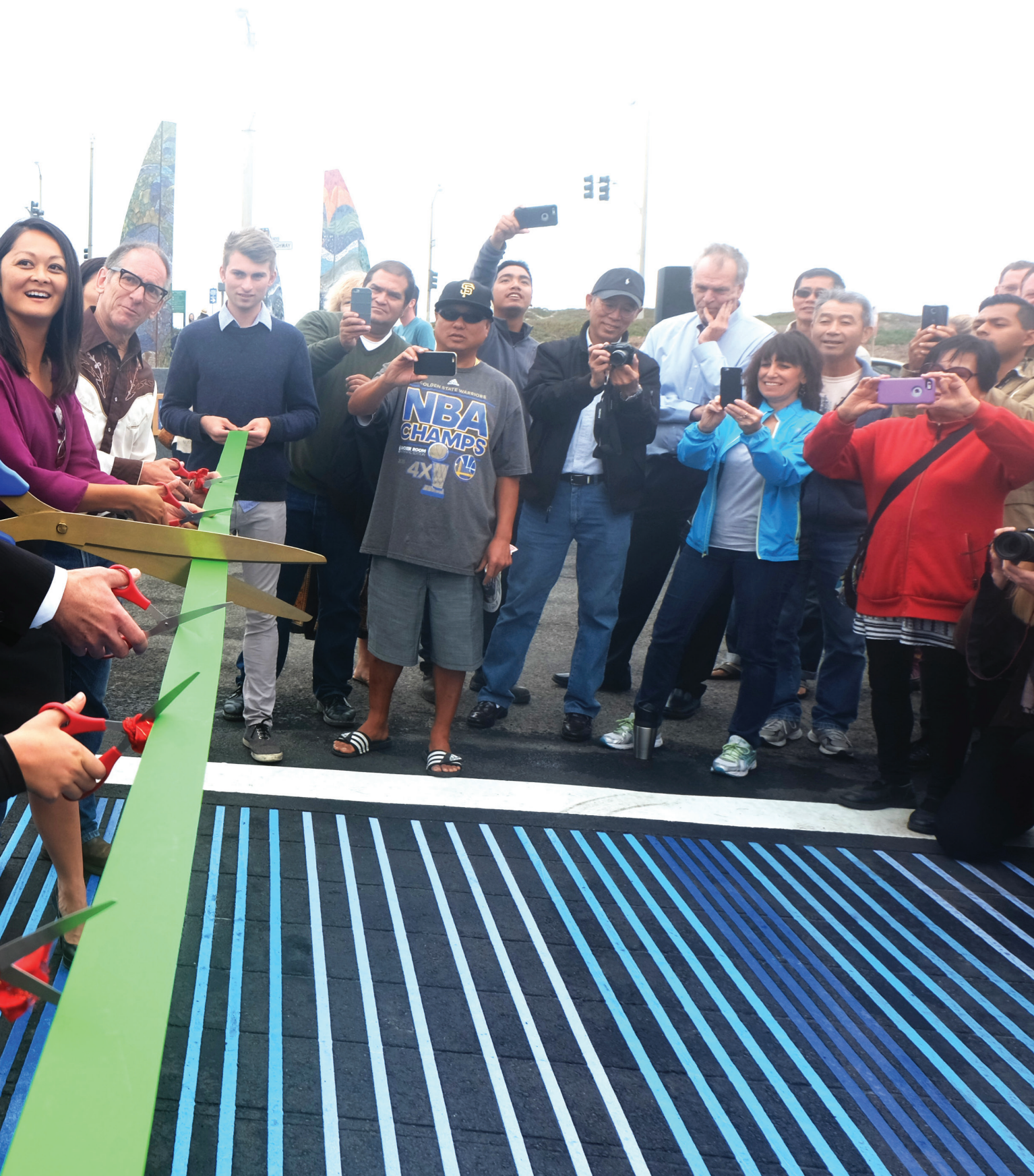
The transformation of Taraval Street, at the western edge of San Francisco, creates a safer environment for pedestrians and a more beautiful streetscape for all to enjoy.

The Taraval Streetscape Improvements Project runs along Taraval Street from 46th Avenue to 48th Avenue in the Outer Sunset. Neighborhood residents and businesses helped craft the design.

The project includes decorative crosswalks, a public seating area, new landscaped bulb-outs to

CONTINUED ON 58





CONTINUED FROM 55

shorten the crossing distance at intersections and newly planted palm trees.

The City installed sand-colored sidewalks, as a nod to the beach nearby. In addition, the parking strip was outfitted with pervious pavers that allow rainwater to percolate into the aquifer instead of the sewer.

Public Works' landscape architects designed the streetscape with turquoise-colored slab boulders for seating, granite boulders and Mexican fan palms to reinforce the oceanside neighborhood's relationship to the Pacific. The showpiece of the improvements is a mosaic gateway in the center of the new traffic circle at 48th and Taraval. The art piece, featuring three concrete sails, was created by Colette Crutcher, a Bay Area artist known for her mosaic staircases. The piece utilizes oceanic themes, zeroing in on small details and enlarging them to open the viewer's eyes to new perspectives on the watery world.

The **\$1.2 million** neighborhood improvement project was funded through the voter-approved 2011 Road Repaving and Street Safety Bond.

SFPUBLICWORKS.ORG/TARAVAL

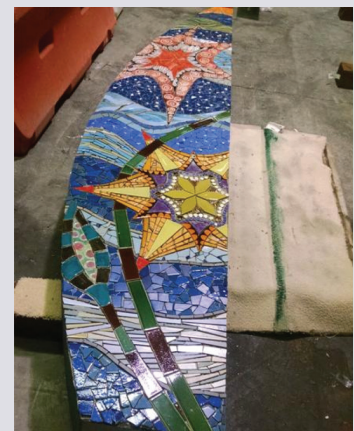


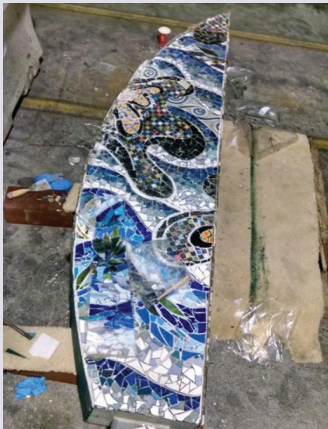
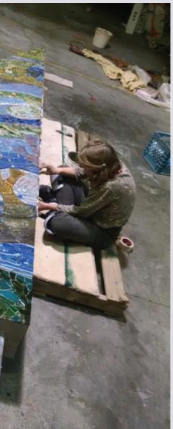
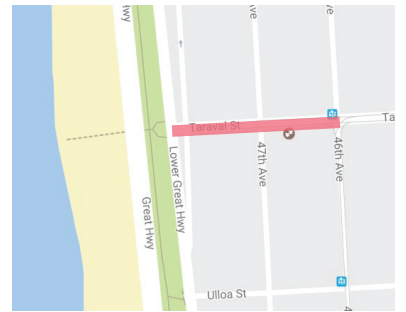
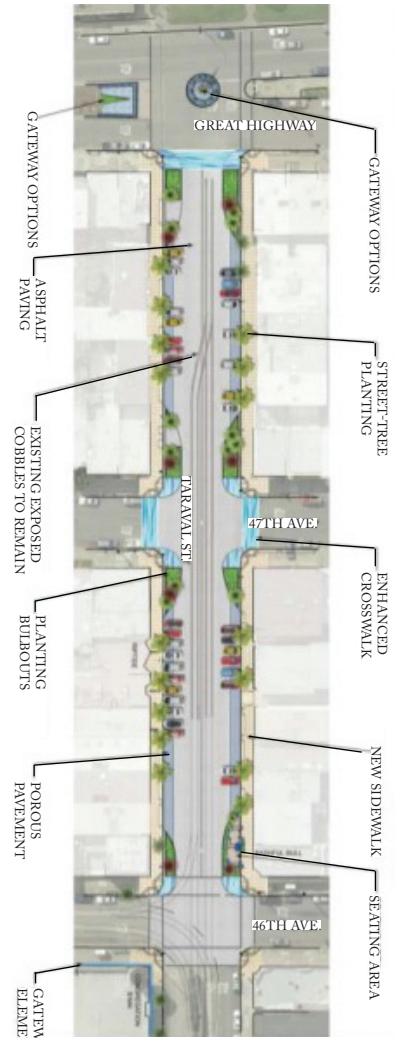
“THE INVESTMENT IN TARAVAL STREET HIGHLIGHTS THE CORRIDOR AS A GATEWAY TO OCEAN BEACH AND CREATES A VIBRANT AREA FOR RESIDENTS AND VISITORS TO GATHER. WE HOPE THAT THE POSITIVE CHANGES WILL ATTRACT MORE NEIGHBORHOOD-SERVING BUSINESSES TO THE AREA.”

– KATY TANG, District 4 Supervisor

CREATING SURFHENGE

These sculptures designed by Public Works landscape architecture combine the lightness and fragility of surfboards or sails with monumental weight and verticality, while the tile work by **Colette Crutcher** suggests the ceaseless dance of the ocean and its creatures.





VISION ZERO



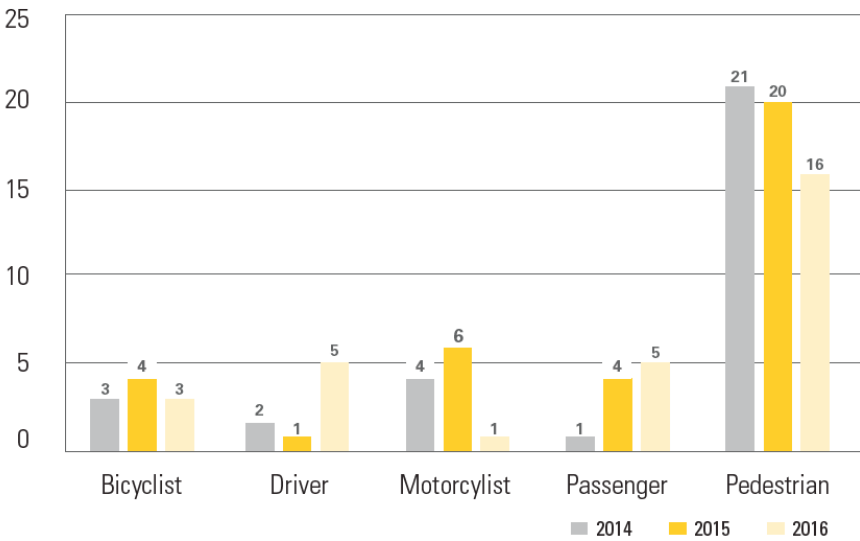
Rendering of Potrero Avenue
Roadway Improvement Project



“WE KNOW THAT VISION ZERO IS POSSIBLE – CRASHES AREN’T MERELY ACCIDENTS, THEY’RE PREDICTABLE AND PREVENTABLE. BUT TO ACHIEVE VISION ZERO, THE CITY MUST TAKE A MORE URGENT AND COURAGEOUS APPROACH TO CREATING A TRULY SAFE TRANSPORTATION SYSTEM.”

– NICOLE FERRARA
Executive Director of Walk San Francisco

ANNUAL FATALITIES BY TRAVEL MODE



San Francisco’s Vision Zero policy calls for eliminating all traffic-related deaths and serious injuries in the City by 2024 – an ambitious undertaking strongly supported by Public Works. The focus is to make the streets safer through engineering, enforcement and education.

Public Works worked closely with our sister City agencies to complete 24 projects by December 2015, including the construction of bulb-outs at Mission Street and Silver Avenue and Geary Boulevard and Palm Avenue across from the Institute on Aging. Bulb-outs are just one roadway design tool to improve pedestrian safety by shortening the crossing distance and slowing traffic.

We also started construction on the transformative Potrero Avenue Roadway Improvement Project, which when completed in 2018, will make the high-injury corridor safer for people who bike and walk. The goal of Vision Zero is threaded throughout all of our streetscape improvements.

VISIONZEROSF.ORG



BARTLETT STREETScape

UNDER CONSTRUCTION:

The new design for the **\$2.9 million** Bartlett Street Streetscape Improvement Project will enhance the weekly outdoor market with reconfigured parking and wider sidewalks to make the area safer and more inviting for pedestrians. The project also brings new trees and landscaping, raised crosswalks at both ends and provides new pergolas to shelter vendors at the market. Estimated completion: March 2017.

SFPUBLICWORKS.ORG/BARTLETT



IRVING STREETScape

UNDER CONSTRUCTION:

The **\$3 million** Irving Streetscape Improvement Project will transform Irving Street between 19th and 27th avenues. Improvements will include new sidewalks, bulb-outs, resting areas with large stone pedestals, new trees, gateway columns at 22nd Avenue, decorative crosswalks and new LED streetlights. In addition, the project includes sewer rehabilitation and replacement, road repaving and ADA curb ramp upgrades. Estimated completion: Summer 2017.

SFPUBLICWORKS.ORG/IRVING



MANSELL STREETScape

UNDER CONSTRUCTION:

The Mansell Streetscape Improvement Project – a transformative undertaking that will improve safety and access in McLaren Park – is a **\$6.8 million** project that is a first in San Francisco: The design takes a four-lane road, separated by a median, and remakes it into two lanes of vehicular traffic and a protected two-lane bike and pedestrian pathway. The project also includes additional traffic-calming measures, including raised crosswalks, flashing beacons and clearly marked crosswalks at the major intersections. Estimated completion: January 2017.

SFPUBLICWORKS.ORG/MANSELL





24TH STREET URBAN VILLAGE



Noe Valley's 24th Street, one of San Francisco's most vibrant commercial corridors, got a makeover that improves pedestrian safety, bolsters Muni efficiency and beautifies the stretch that runs from Castro to Church streets.

The 24th Street Urban Village Streetscape Improvement Project includes decorative, high-visibility crosswalks at Castro, Noe, Sanchez and Church streets; improved bus stops with wider sidewalks to ease the boarding and unloading of passengers; decorative brick trim along the curb line; new benches

and planters at Castro and Noe streets; upgraded curb ramps along the corridor; and modernized, easier-to-see traffic signals at Castro Street.

The **\$560,000** neighborhood improvement project was funded through the voter-backed 2011 Road Repaving and Street Safety Bond. The new streetscape builds on the long-term 24th Street Strategic Plan created with community input in 2007.

SFPUBLICWORKS.ORG/24TH

OCEAN STREETSCAPE

UNDER CONSTRUCTION:

The Ocean Avenue Streetscape Improvement Project encompasses the commercial district along Ocean Avenue in the Ingleside neighborhood. The **\$650,000** project aims to beautify the public realm, increase overall greening, restore the pedestrian bridge and build a cohesive neighborhood identity. Improvements include tree planting, sidewalk landscaping and installation of planters. Estimated completion: July 2016.

SFPUBLICWORKS.ORG/OCEAN



FULTON-MUNI FORWARD

UNDER CONSTRUCTION:

Located at Fulton Street from 24th Avenue to The Great Highway, the **\$2.5 million** Fulton Muni Forward Improvement Project will include 13 new transit bulb-outs built to service the 5-Fulton bus line and speed transit in the area. The project was funded by the 2011 Road Repaving & Street Safety Bond. Estimated completion: April 2017.

SFMTA.COM/PROJECTS-PLANNING/PROJECTS/5-FULTON-RAPID-PROJECT



POTRERO STREETSCAPE

UNDER CONSTRUCTION:

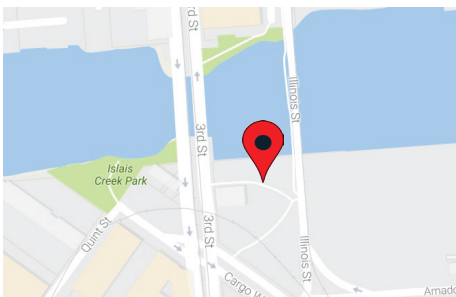
The **\$23 million** Potrero Avenue Roadway Improvement Project is a major redesign of the street that leads to Zuckerberg San Francisco General Hospital. Improvements include sewer and water main replacements, installation of the City's first earthquake resistant water main, planted medians, sidewalk widening, bulb-outs and pedestrian refuge islands, new street trees, upgraded street lights and new pedestrian lights. Estimated completion: Spring 2018.

SFPUBLICWORKS.ORG/POTRERO





BAYVIEW GATEWAY



In September 2015, the City celebrated the opening of the Bayview Gateway – a 1-acre green open space located at Third Street and Cargo Way near Pier 90. The location and design provide a gateway to the Bayview community with new landscaping, plaza areas, open access to the waterfront and improved pedestrian amenities. The open space was designed to reflect the natural and cultural history of the neighborhood and to be compatible with the Port's cargo and maritime industrial operations.

The Bayview Gateway creates a new walkway along Islais Creek

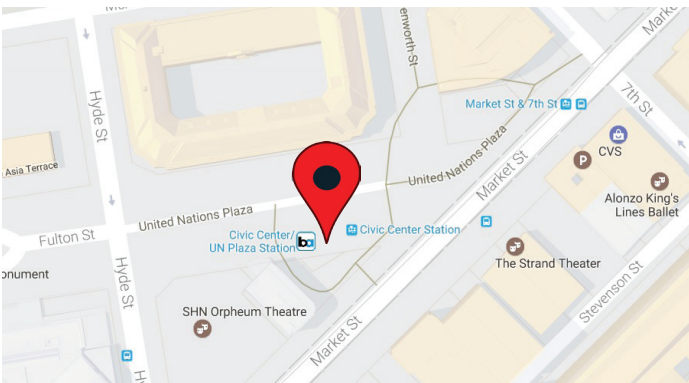
between the Third Street and Illinois Street bridges, and offers places to picnic and enjoy the view of the Bayview Rise mural.

Sustainable design is carried throughout the open space, with locally sourced construction and landscape materials, and a drainage system that processes and retains 100 percent of the site's storm-water runoff.

The project was funded with **\$4.6 million** from the City's voter-approved 2008 Clean and Safe Neighborhood Parks Bond and Port funds.

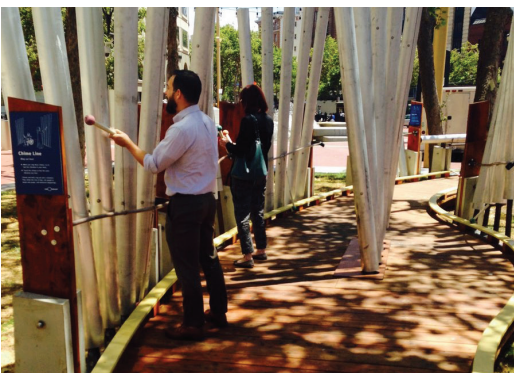
SFPORT.COM/BAYVIEW-GATEWAY

UN PLAZA ACTIVATION



“EACH EVENT BROUGHT A NEW PERSPECTIVE TO THE NEIGHBORHOOD. FIRST-TIME VISITORS TO UN PLAZA SHOWED US THE POTENTIAL OF THIS UNDERUSED PLAZA. I COULDN'T HELP BUT BE IMPRESSED WITH THE CREATIVITY AND THE DIVERSITY.”

— CAROLYN DIAMOND
Market Street Association



Public Works and the Market Street Association continued to experiment to see if we could bring vitality back to a traditionally uninviting area of Mid-Market by creating exciting and enticing events at United Nations Plaza.

Amid the backdrop of a glowing City Hall and twinkling string lights, the Friday Night Market at UN Plaza attracted nearby workers, neighborhood families, students and visitors alike to spend a Friday evening eating, playing, shopping and listening to music in the historic plaza. It became a place where the diverse and changing populations of Mid-Market could all join together.

In addition to the Night Market, in fall 2015, we launched a three-date pilot of ART NIGHT SF, a collaboration of local galleries, museums, arts nonprofits, City agencies and independent artists with the collective aim of publicly championing the arts in San Francisco. On the last night, UN Plaza hosted an estimated **5,000 artists and participants**. Projects were engaging, interactive, accessible, fun and free for all. Over the three evenings, a total of **200 creative people** were involved and showcased their work. As we got feedback from the community, it was

clear that ART NIGHT SF had serious momentum.

The 2016 season of activations for UN Plaza combined the best of these events and in the spirit of experimentation we added a morning dance and exercise event. In combination with food, beverages, music and a curated program of activities for all ages, ART NIGHT SF and other special activations publicly championed the arts, encouraged curiosity and brought people together for memorable outdoor happenings.

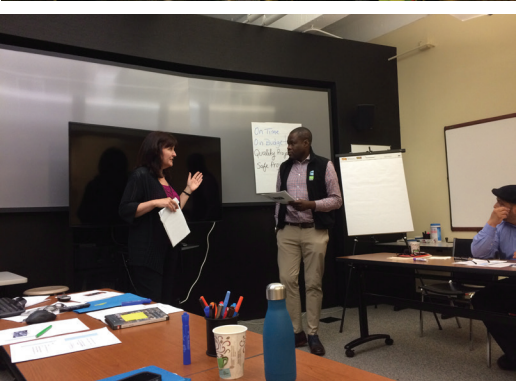
By reinforcing the San Francisco ethos of creativity, exploration, entrepreneurship and bohemianism, the City sustains its magic. All events were free and open to the public, driven to activate spaces with accessible community projects, dynamic entertainment and interactive events.

We also supported the Exploratorium's Sound Commons, a sound-based installation composed of interactive musical elements to encourage social interaction and play. Stewards watch over the instruments, maintain the area and educate the participants.

ARTNIGHTSF.COM

PARTNERING





Over the next 10 years, San Francisco agencies will oversee more than **\$32 billion of construction projects** – and we’re looking to do them smarter, better and with the most value for our residents’ tax dollars.

One approach to improving construction outcomes: collaborative partnering.

Collaborative partnering is a structured process that develops and grows a culture of trust among the various parties involved in a construction project. Through partnering, we strive to deliver higher-quality projects, reduce delays and cost overruns, increase safety and avoid legal claims.

In June 2016, we kicked off the San Francisco Collaborative Partnering Steering Committee comprised of City department managers and leaders from the construction industry. The committee was formed with three main objectives: to make the City and County of San Francisco the “owner of choice” for construction projects; to identify barriers to delivering highly collaborative projects and develop recommendations to overcome them; and to serve as partnering champions who will help drive the culture of collaboration for construction projects in San Francisco.

This executive-level advisory committee is working to strengthen

and improve the City’s Collaborative Partnering Program. Members will identify barriers to effective partnering, evaluate and develop new practices, review policies, measure progress and make recommendations to implement improvements. As representatives of their agencies and organizations, they are committed to drive change towards creating a world-class collaborative construction environment in San Francisco.

Members include managers from San Francisco Public Works, the Port of San Francisco, San Francisco International Airport, San Francisco Municipal Transportation Agency, San Francisco Public Utilities Commission, San Francisco Recreation and Park Department and the mayor’s budget office.

Key to the committee’s success are construction industry representatives from the Associated General Contractors of California, United Contractors, Construction Employers Association, Asian American Contractors Association, National Association of Minority Contractors Northern California Chapter, Construction Management Association of America-Northern California, American Institute of Architects - San Francisco, American Society of Civil Engineers and the International Partnering Institute.

SFPUBLICWORKS.ORG/CONTRACTORRESOURCES



The Street Cleaner

My old friend Bill who sweeps the street
At the corner of Broad and Thirty-four
Has worked there forty years and more
(In age he's going on four score,
His figure stooped, his long hair hoar);
In winter storms and summer heat
He toils to keep his corner neat.

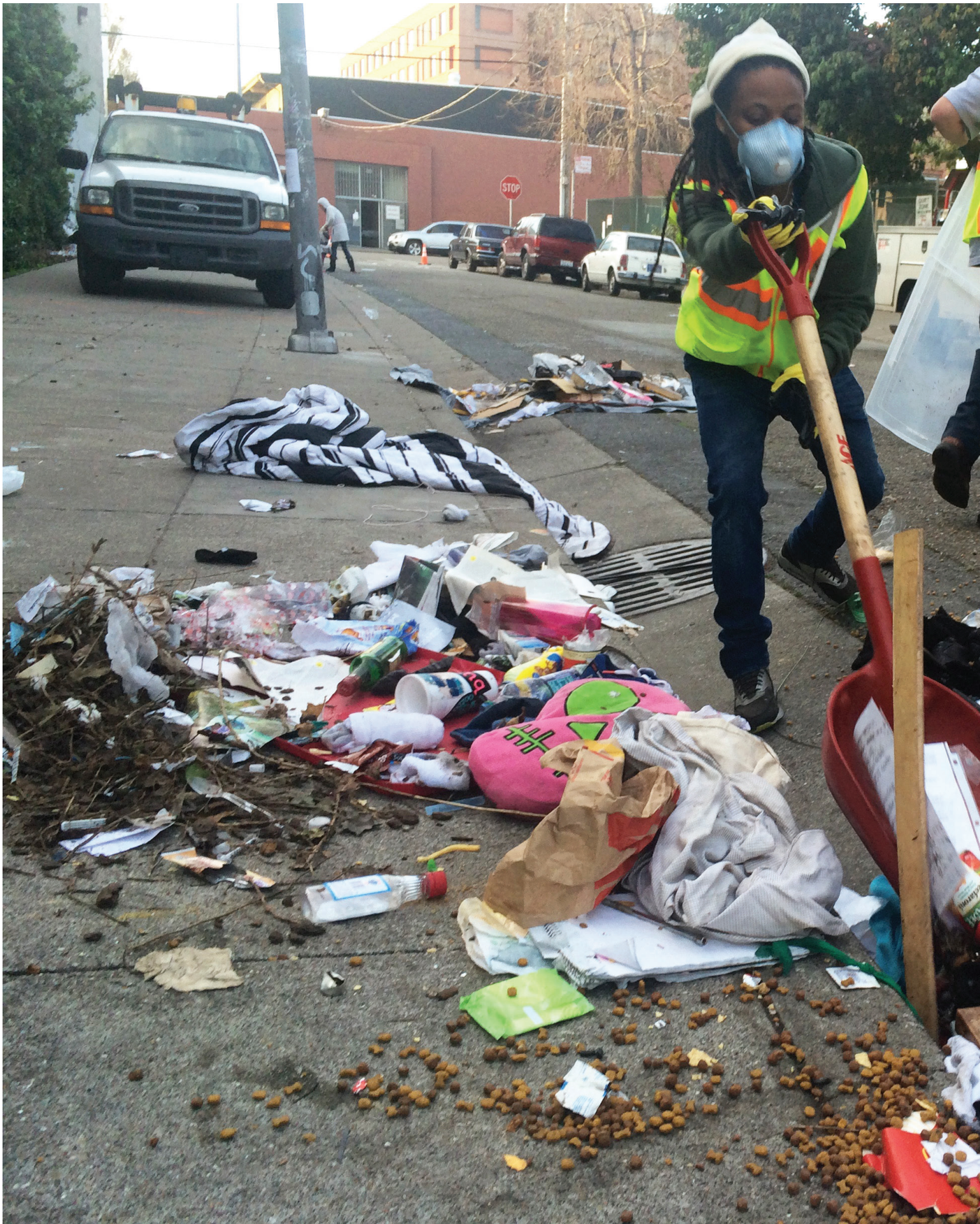
He piles the filth in little heaps,
Banana peels and peanut shells,
Dust and dung-hills, dirty smells,
(The homes of microbes, human hells!),
Then scoops it in his rolling wells;
And when that's done, he smiles and sweeps,
Goes hobbling home, tired out, and sleeps.
One time, he says, the President
(Twelve years ago, come the first of May)
Left other streets to ride that way;
A royal prince in rich array
Passed up and down his street one day;
And a beggar, old and blind and bent,
Comes begging there to pay his rent.

CLEANING

For forty years he's watched parades
With heroes marching brave ahead
To join the ranks of those who've bled;
Processions, marriages, the dead
By grieving friends packed off to bed;
But daylight passes, twilight fades,
He waits in peace the falling shades.

He's orthodox, my old friend Bill,
Believes in heaven, palm-leaf fans,
Robes and haloes, Beuhla-lands,
Limpid streams and crystals strands;
And when he's folded here his hands,
God willing, he'll be sweeping still
The Golden Street up Heaven's Hill.

– Walter Clyde Curry





HOT SPOTS CREWS

Our Hot Spots crews have one of the most challenging jobs in the City: cleaning the homeless encampments that are concentrated in the Mission, South of Market, Civic Center, Potrero Hill and Bayview neighborhoods. They start their workday at 4 a.m., cleaning areas that are littered with rotting garbage, used needles, feces, urine and other unsafe, unsanitary and unsightly debris.

The crews show patience and compassion as they make their rounds, giving people a chance to pick up their belongings to allow for a deep cleaning. Sometimes they're met with thanks, sometimes with anger. But they have a job to do, and they do it with professionalism and integrity.

CONTINUED ON 76





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Hot Spots workers collaborate closely with the City's Homeless Outreach Team, which tries to connect encampment dwellers with housing and services, and the Police Department, which provides on-site protection for the street cleaners, to address one of San Francisco's most vexing problems.

The number of active encampments in San Francisco fluctuates between approximately 70 and 125. The identified sites are on a cleaning rotation, with priority given to those that are extra filthy and/or blocking sidewalks. It's not unusual for our crews to haul away 4 or more tons of trash in one day.

In addition to cleaning the sidewalks and streets, we transport people's belongings to shelters if they request it. And as is policy when Public Works is asked to clean up an encampment, some personal belongings are taken to our Operations Yard, where they are stored for up to 90 days should people want to retrieve them.

The Hot Spots crews perform their work with the knowledge that their job is never done. Just because a street is cleaned up one day, it doesn't mean it won't be trashed the next day or the day after that. But just imagine what San Francisco would look like without the work of the Hot Spots team.



"THE CONDITIONS (ON DIVISION STREET) HAVE REALLY DETERIORATED AND IT IS NO LONGER SAFE FOR THEM. WHEN YOU HAVE GROWING NUMBERS OF PEOPLE LIVING IN THOSE TYPES OF ENVIRONMENTS, THE OPPORTUNITY FOR DISEASE TO SPREAD AND OTHER RISKS MULTIPLY."

– RACHAEL KAGAN
San Francisco Department of Health

BEFORE AND AFTER

Our cleaning crews get to work clearing encampment debris from Trainor Street to abate public health nuisance.





Encampment locations in San Francisco.

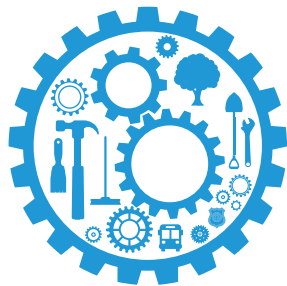
Removing an abandoned tent on Division Street.



FIX-IT TEAM



**FIX-IT
TEAM SF**



Keeping our neighborhoods safe & clean

“THE MAIN GOAL OF FIX-IT IS TO IDENTIFY IMMEDIATE PROBLEMS THAT CAN BE ADDRESSED AND WORK COLLABORATIVELY WITH CITY DEPARTMENTS TO PRIORITIZE POSITIVE OUTCOMES FOR NEIGHBORHOODS.”

- SANDRA ZUNIGA
Director of Fix-It Team SF

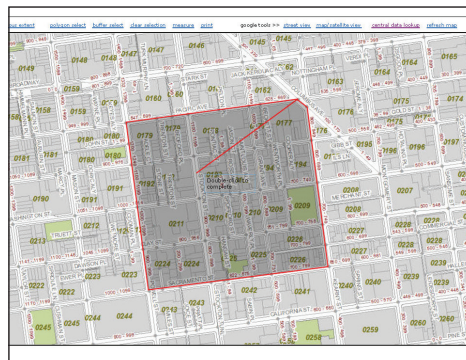
ECO-BLITZ



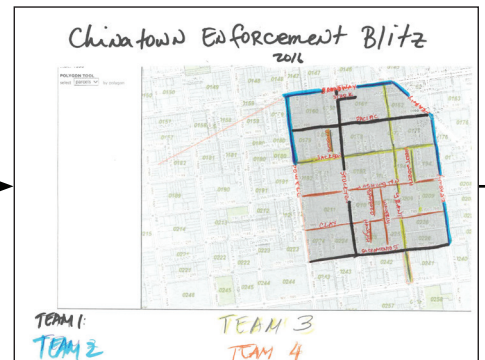
How a corridor gets blitzed:

1. An area is identified for Eco Blitz
2. A plan is developed for cleaning and outreach
3. Staff hit the streets to clean, educate and enforce

1



2





The Eco Blitz program marked its 10th anniversary, focusing on cleanliness issues in our commercial corridors, alleyways and in the City’s hot-spot and business-dense areas.

Based on service request data and community input, **80 corridors** around San Francisco get the special treatment with dedicated, expert cleaning crews teaming up with merchants and residents to make the sidewalks and streets sparkle. These mid-morning cleanups add to the regularly scheduled cleaning services.

Like an army of super-scrubbing grimefighters, the teams tackle sidewalks and streets block by block. They sweep and steam clean sidewalks; flush down streets; pull weeds; spruce up public trash cans; paint out graffiti; freshen tree basins; prune City-maintained trees; clear leaves and litter from catch basins and remove illegal postings from utility poles.

Our Outreach and Enforcement (OnE) Team members also are on the ground working with businesses and property owners to remind them of their responsibilities in keeping

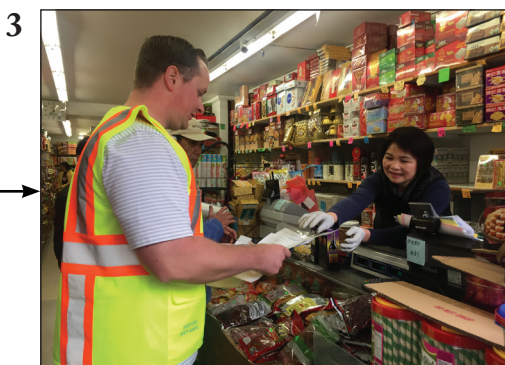
their sidewalks free of grime and litter.

The outreach team looks for public right-of-way issues, such as broken street lights, fading curb paint and vandalized trash cans, and they follow up to get the problems resolved.

SFPUBLICWORKS.ORG/SERVICES/ECO-BLITZ

THE ECO BLITZ TEAM:

- SWEEPS AND STEAM CLEANS SIDEWALKS
- FLUSHES DOWN STREETS
- PULLS WEEDS
- SPRUCES UP PUBLIC TRASH CANS
- PAINTS OUT GRAFFITI
- FRESHENS TREE BASINS
- PRUNES CITY-MAINTAINED TREES
- CLEARS LEAVES AND LITTER FROM CATCH BASINS
- REMOVES ILLEGAL POSTINGS FROM UTILITY POLES
- EDUCATES THE PUBLIC AND ENFORCES CODES





SUPER BOWL CITY

Super Bowl 50 was more than a game: It was a week-long celebration that provided opportunities for local businesses, hotels and restaurants across the Bay Area to benefit from the surge of revelers. Organizers also provided grants to more than **150 nonprofits**, benefiting more than **500,000 children, youth and young adults** living in the region.

San Francisco was the host city for fan experience events and activities.

From Jan. 30 through Feb. 7, 2016 more than **1,100,000 fans** attended Super Bowl City at the foot of Market Street and the NFL Fan Experience at Moscone Center.

Public Works was busy working with the Super Bowl 50 Host Committee and its many vendors, coordinating cleaning and permitting for use of the public right of way. We helped keep the City safe and clean while everybody enjoyed the festivities.

CHINESE NEW YEAR

When the Chinese New Year Parade on Feb. 20, 2016 came to an end and the crowds dispersed, our crews got to work on the massive cleanup, tailing the long parade. Nearly 60 Public Works staffers swept the sidewalk and streets, power washed bleachers and trash cans and flushed the street to make sure all the debris left behind by merrymakers was removed as quickly as possible so the streets could be reopened. Crews finished less than two hours after the parade officially ended, picking up **5,640 pounds of rubbish**.



BAY TO BREAKERS

As soon as the last runner left the starting line of the 2016 Bay to Breakers race, another race began to scour the affected neighborhoods. Our street cleaners followed the race participants with brooms, rakes, blowers, shovels and steam cleaners and a fleet of sweeper, packer and flusher trucks. A behind-the-scenes team monitored the situation via two-way radios and real-time video feed to choreograph the complex operation. The goal: Clean up the garbage left behind by racers and onlookers as quickly as possible so the blocked-off streets could be reopened. Their haul: **23,000 pounds of trash**.



PRIDE CELEBRATION

For the 46th year, the San Francisco Pride Celebration and Parade brought together hundreds of thousands of revelers from all over the world to party, educate, liberate and be proud. It is the largest gathering of the LGBT community and allies in the nation! Public Works crews cleaned and picked up after the partying – from the pink triangle ceremony and the Trans March to the Dyke March and the world-renowned parade. Before the events, we deployed street inspectors to clear the sidewalks and construction zones of hazards, landscapers to tidy up medians and pothole crews to smooth our roads.





San Francisco's tech workers grabbed brooms, paint brushes and gardening gloves to help keep the City clean and beautiful in a series of service days that brought out hundreds of volunteers. Among the companies that partner with us are Square, Adobe, Twitter, Zynga and Advent.

The company-supported community service initiatives provide Public Works much-needed support to keep the City in good shape and also offer employees an opportunity to give back to neighborhoods where they work.

SFPUBLICWORKS.ORG/VOLUNTEER

CORPORATE CLEANUPS



Our Giant Sweep anti-litter campaign uses hands-on volunteer activities and public education to bolster civic pride and keep San Francisco clean and beautiful. Giant Sweep engages residents, schools, community groups, businesses, advocacy organizations and neighborhood associations to help improve the City.

Since the debut in February 2013, Giant Sweep volunteers logged more than **182,000 hours**. More than **61,000 people** signed the Giant Sweep pledge to be good stewards of the City.

Giant Sweep also holds school assemblies and classroom presentations, neighborhood cleanups, raffles and contests and participates in civic parades. The campaign tables community fairs and Giants games and highlights the work of staff and community members with advertisements on bus shelters and inspirational videos.

GIANT SWEEP

SFGIANTSWEEP.ORG

COMMUNITY CLEAN TEAM

2016 marked the 16th anniversary of Community Clean Team – our largest and longest-running volunteer program that improves neighborhoods, builds community and flexes civic pride.

Thousands of public service-minded participants plant, paint, build and sweep to help make our City cleaner and more beautiful at volunteer workdays held each month in a different supervisorial district.

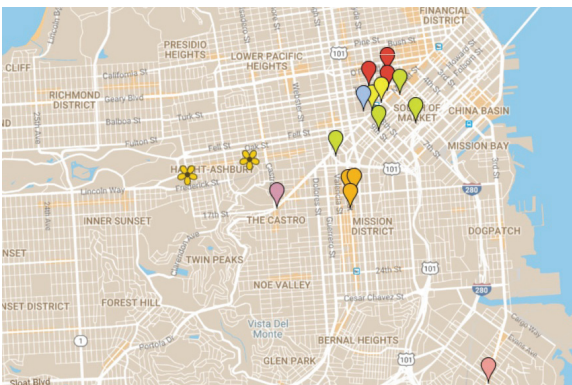
Community Clean Team is a public-private partnership run by Public Works that brings together City agencies, schools, residents, community and merchant groups and volunteer organizations to take care of our shared spaces.

In 2015, Community Clean Team's **3,193 volunteers** planted **980 plants** and **105 trees**, groomed **480 tree basins**, removed **61,000 square feet of graffiti**, collected **1,146 bags of litter** and swept **408 blocks**. Since the program began in 2000, volunteers collectively have given more than **165,000** hours of their time.

SFPUBLICWORKS.ORG/VOLUNTEER



PIT STOP



"IT'S PRIVATE, IT'S CLEAN, IT HAS A SINK, IT HAS SOAP, IT HAS SEAT COVERS, IT HAS PAPER TOWELS, IT HAS A LIGHT. IT'S WONDERFUL. IT'S A BLESSING. IT'S THE WAY I WAS RAISED."

— MISCHA FISHER
a homeless San Francisco resident who uses the Pit Stops



The Pit Stop program provides clean and safe public toilets, sinks, used needle receptacles and dog waste stations in San Francisco’s most impacted neighborhoods – providing a place for people to take care of their bathroom needs with dignity, improving neighborhood livability and reducing demand on Public Works staff to clean up human waste from the City’s sidewalks, doorways and streets.

The key to the Pit Stop’s success is that all the facilities are staffed by paid attendants who ensure that the toilets are well-maintained and used for their intended purpose.

Public Works partners with the nonprofit Hunters Point Family organization, which provides the staffing as part of its workforce development program for formerly incarcerated men and women.

Usage of the Pit Stops has increased steadily since the program began in 2014 and averaged **17,000 flushes** a month at the end of Fiscal Year 2015-16. Representatives from several U.S. cities have visited the Pit Stops to see about starting a similar program in their areas.

SFPUBLICWORKS.ORG/PITSTOP





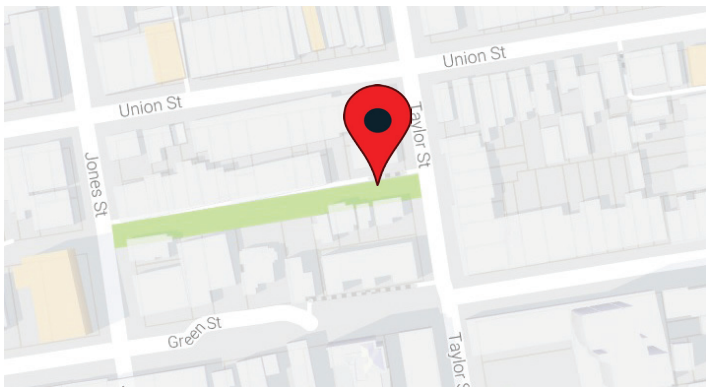
BUILDING



Ah, to build, to build!
That is the noblest art of all the arts.

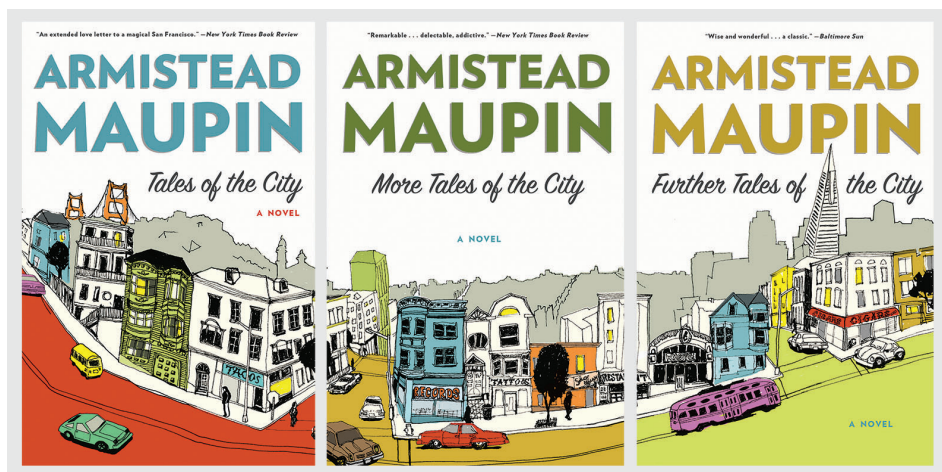
– Henry Wadsworth Longfellow

MACONDRAY STEPS



"THE INSPIRATION FOR BARBARY LANE – RENOVATED JUST THIS WEEK FOR A NEW GENERATION OF VISITORS. MAKES ME SMILE!"

– ARMISTEAD MAUPIN
Author



Macondray Lane, a two-block pedestrian pathway on the southeastern side of Russian Hill, served as the inspiration for Barbary Lane in Armistead Maupin's *Tales of the City* series.

His main characters, Anna Madrigal, Mary Ann Singleton and Michael "Mouse" Tolliver, lived in an apartment house at the make-believe 28 Barbary Lane. One way they got there was to climb a wooden staircase from Taylor Street.

That staircase is real – and recently rebuilt by Public Works.

The project took five months to complete and involved some 20 of our workers: engineers, carpenters, laborers, painters and a cement shop crew. They made the much-photographed redwood staircase safer and stronger and ready to carry the next generation of tourists and locals to a piece of San Francisco magic.

ARMISTEADMAUPIN.COM

PAVING





Our streets are a vital part of the City’s infrastructure and transportation system. They connect us to many places, whether we walk, drive, bike or ride public transit. Public Works maintains our roads and ensures that they are clean, safe, accessible and enjoyable.

During Fiscal Year 2015-16, Public Works resurfaced **615 blocks**.

Public Works is able to improve the condition of the streets at a record pace thanks to the support of San Francisco voters who prioritized investing in roads and approved the \$248 million 2011 Road Repaving and Street Safety Bond.

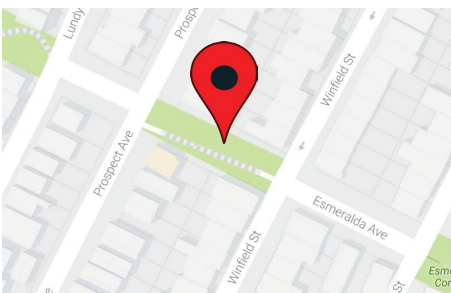
At the end of calendar year 2015, our Paving Condition Index (PCI) score was 68, continuing the trend of steady improvements since the bond passed.

The regionally tracked PCI score is based on visual surveys performed by specially trained and certified staff. Each segment is evaluated based on ride quality, cracking and signs that the roadway may be breaking up in places. With 100 as the top rating, the average score for San Francisco roads peaked at 77 in the late 1980s and gradually declined down to the low point of 64, where the average score hovered for a decade. In recent years, our score has been going up steadily.

**615
BLOCKS
PAVED**



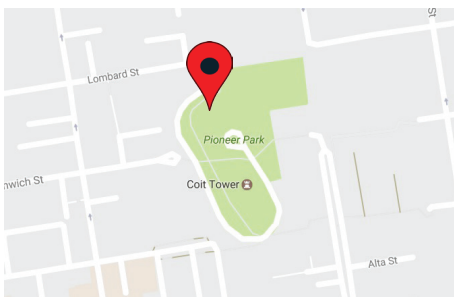
ESMERALDA SLIDE



First built in the 1970s when neighbors approached Public Works about putting in a slide on a steep unused roadway, the Esmeralda slide and garden have been a special place for residents of the west slope of Bernal Heights. By the late 1990s, wear and tear had taken its toll on the slide, and the structure needed to be completely replaced. This year, neighbors and Public Works got together to restore the area's small plaza, planter boxes, picnic table, trellis and retaining walls and fix up the slide. The project cost about **\$50,000**.



TELEGRAPH HILL



The Telegraph Hill rock slope safety improvement project stabilized the vulnerable cliff below Coit Tower. The Telegraph Hill rock slope has had a long history of rockslides over the years.

Work on Phase One of the project lasted from November 2014 to June 2015 and secured about half of the hillside with the installation of more than **400 anchors** into the rock.

In Phase Two, crews installed more than **220 rock anchors**, a sturdy wire mesh and shotcrete

at select locations to make the lasting, vital safety repairs. Public Works oversaw the contracted construction workers who had expertise in rock climbing. Total budget: **\$9.4 million**.

These are challenging and unique projects for San Francisco that had our engineers and construction managers working to reinforce the hillside with a generational fix to protect the public right of way and ensure safety for this precious and heavily visited part of town.

SFPUBLICWORKS.ORG/TELEGRAPHHILL



LEARNING



I Can Read With My Eyes Shut!

The more that you read,
the more things you will know.
The more that you learn,
the more places you'll go.

– Dr. Seuss





WORKFORCE DEVELOPMENT

Every day we fulfill our mission of keeping our neighborhoods clean, green, safe and beautiful, while providing City residents who face barriers to employment or who are exploring career paths a chance to work and earn a living.

Together with nonprofits we promote employment opportunities for teens and adults who are in and out of school, formerly incarcerated men and women, people who are homeless and other residents who have little or no job experience. Through on-the-job-training, help with resume writing, interview





CONTINUED FROM 99

preparation and education, we emphasize the importance of job-readiness and prepare individuals for stable and productive income opportunities that benefit the community.

Below, you will find more information about the organizations that participate in our workforce development programs:

Hunters Point Family empowers youth, young adults and formerly incarcerated at-risk residents. Hunters Point Family provides Public Works with monitors for the highly successful Pit Stop public toilet program.

The Economic Opportunity Council promotes self-sufficiency and sustainable well-being by providing community programs and employment opportunities to underserved residents. E.O.C. assists Public Works by cleaning the community corridors in the Fillmore neighborhood.

United Playaz is a violence-prevention and youth-development organization located in the South of Market neighborhood. The youth and young adults at United Playaz help Public Works activate United Nations Plaza through such events as Friday Night Market, ART NIGHT SF and Healthy Mornings.

The A. Philip Randolph Institute supports racial equality and economic justice for underserved San Francisco residents through community engagement and civic participation. The organization's goal is to provide a pathway for more sustainable employment opportunities. Participants work on Saturdays and Sundays cleaning the rights of way in and around the Tenderloin neighborhood.

Human Services Agency is a City department that promotes the well-being and self-sufficiency of San Francisco residents through their subsidized job placement program, JobsNow. JobsNow provides low-income residents with

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employment services and the opportunity to be a part of our Corridors Program.

Taking It To The Streets empowers homeless youth and young adults to lead better lives by providing employment opportunities that build job skills and workforce readiness, in addition to providing safe housing and personal mentoring to support self-sufficiency. Taking It To The Streets focuses on litter reduction, sidewalk sweeping and graffiti abatement in the Haight Ashbury and Cole Valley neighborhoods.

The San Francisco Clean City Coalition focuses on cleaning, greening and beautifying the City. Clean City organizes and provides staff for the monthly Gigantic 3 recycling event that allows residents to recycle unwanted household items and electronic devices. Participants also assist Public Works with coordinating cleaning services and outreach in the Tenderloin.

The San Francisco Conservation Corps provides youth with the opportunity to improve quality of life through service work, while developing their academic abilities and job skills. Corps members work with Public Works to inspire residents and merchants to engage in clean and healthy outdoor spaces located in commercial districts. Corps members assess the City's parklets to identify any deficiencies and violations.



“PUBLIC WORKS HAS LED THE WAY FOR THE CITY TO HIRE OUR YOUNG KIDS WHO GO ON TO EARNING A LIVING TO MAKE A LIFE FOR THEMSELVES.”

– CATHRINE SNEED
The Garden Project

RANDY CARTER'S STORY



In August 2015, representatives from the nonprofit Hunters Point Family organization visited the prison where **Randy Carter** was eagerly awaiting a decision on his parole.

They were actively recruiting potential staff for the City's

Pit Stop program (see page 86), which provides clean and safe public toilets, sinks, used needle receptacles and dog waste stations in San Francisco's most impacted neighborhoods.

Prophetically, before their visit, Carter had a dream



Mission Neighborhood Centers

provides a continuum of educational and workforce development programs built on the foundation of empowerment, cultural affirmation and personal responsibility. Each program has unique attributes and caters to a specific demographic group, while focusing on promoting leadership skills among underserved youth and preparing them for entering the workforce. The participants clean and maintain landscaped areas.

The Public Works Summer Student Internship Program

allows college students to grow in the engineering, architecture, information technology, planning and project management fields through hands-on experience and mentorship opportunities with skilled professionals. The internship program prepares students for a smooth transition into the workforce and exposes them to the possibilities of a career with Public Works.

Apprenticeship Programs give young adults entering the workforce or changing careers the opportunity to gain on-the-job training as cement workers, gardeners, laborers and environmental service workers. The City-run programs provide detailed training on how to use tools, equipment and materials, while working side by side skilled Public Works employees. At the end of the program, apprentices may be given the chance to transition into a full-time position with Public Works.

SFPUBLICWORKS.ORG/WORKFORCEDEVELOPMENT

about working a job that put him outdoors while helping people.

Half a year later, Randy Carter was released on parole at the age of 52. He had spent 34 years – his entire adult life – in prison. He was on track to immediately start working for the Pit Stop

program but still needed to acquire his California ID and Social Security cards – crucial documents for day-to-day life he'd never had the chance to get.

In short time, after exhibiting hard work and dedication, Carter became a supervisor for the Pit Stop program –

the program's first internal promotion since its inception.

Hunters Point Family and Public Works will continue to offer more of these valuable opportunities to give people like Carter, who have spent a lifetime of healing and redemption, a second chance.



BALDRIGE WORKSHOP

Public Works is aiming high, hoping to land a coveted Malcolm Baldrige National Quality Award.

The federal award is presented annually by the U.S. president to organizations that demonstrate performance excellence.

The award process will guide us through a systematic evaluation of our processes, procedures and performance against the Baldrige framework. As part of the award application process, we will receive a professional assessment of our organization and recommendations for improvement.

Our staff and representatives from the Baldrige Foundation gathered for a three-day workshop in June 2016 to learn about the Baldrige principles. Their takeaway after spending a good part of a week with us was that Public Works is customer/client-focused; a can-do, action-oriented organization; open to constructive criticism and self-reflection; proud yet humble; and deeply committed to making San Francisco a better place to live, work and visit.



PUBLIC WORKS ESSENTIALS

The Public Works Essentials orientation, which began in January 2016, is designed to provide our new employees with information about San Francisco Public Works and how we serve the people of San Francisco. This program is an opportunity to learn about our work, our projects, our services, and the many people who make up the Public Works family. The course includes multiple speakers and a tour of some of our projects and places. It also introduces resources that help new staff begin their journey with our diverse organization.



UNIVERSITY OF PUBLIC WORKS

The University of Public Works is the point of entry for Public Works employees to access learning and development opportunities. Courses build professional development, create a common understanding of our business practices and policies, strengthen a results-driven culture and work to retain a motivated and diverse workforce.

In Fiscal Year 2015-16, we launched the Operations Supervisors Support Series, a peer support and discussion group to

share best practices on a particular subject. We also launched the Supervisor Test Battery book club and lending library. The group meets once a month and discusses the assigned reading, and the facilitator shares industry best practices.

Courses are conducted by subject-matter experts from within and outside our department. The majority of courses are suggested by our employees. Some popular courses include architectural design, presentation skills and photography.

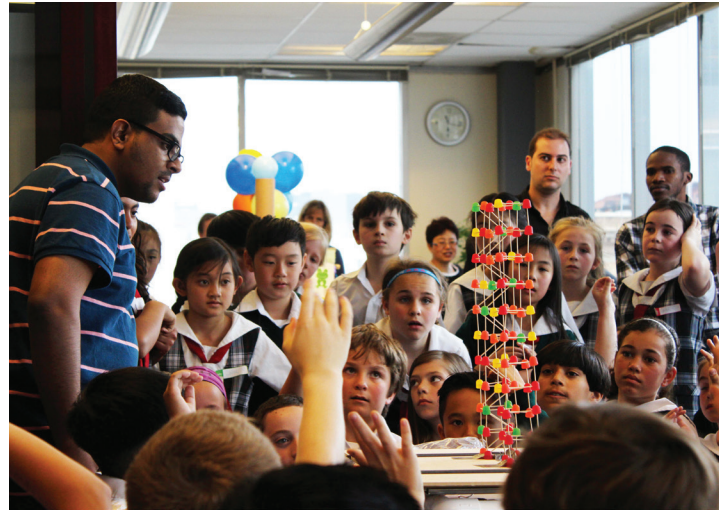
PUBLIC WORKS WEEK

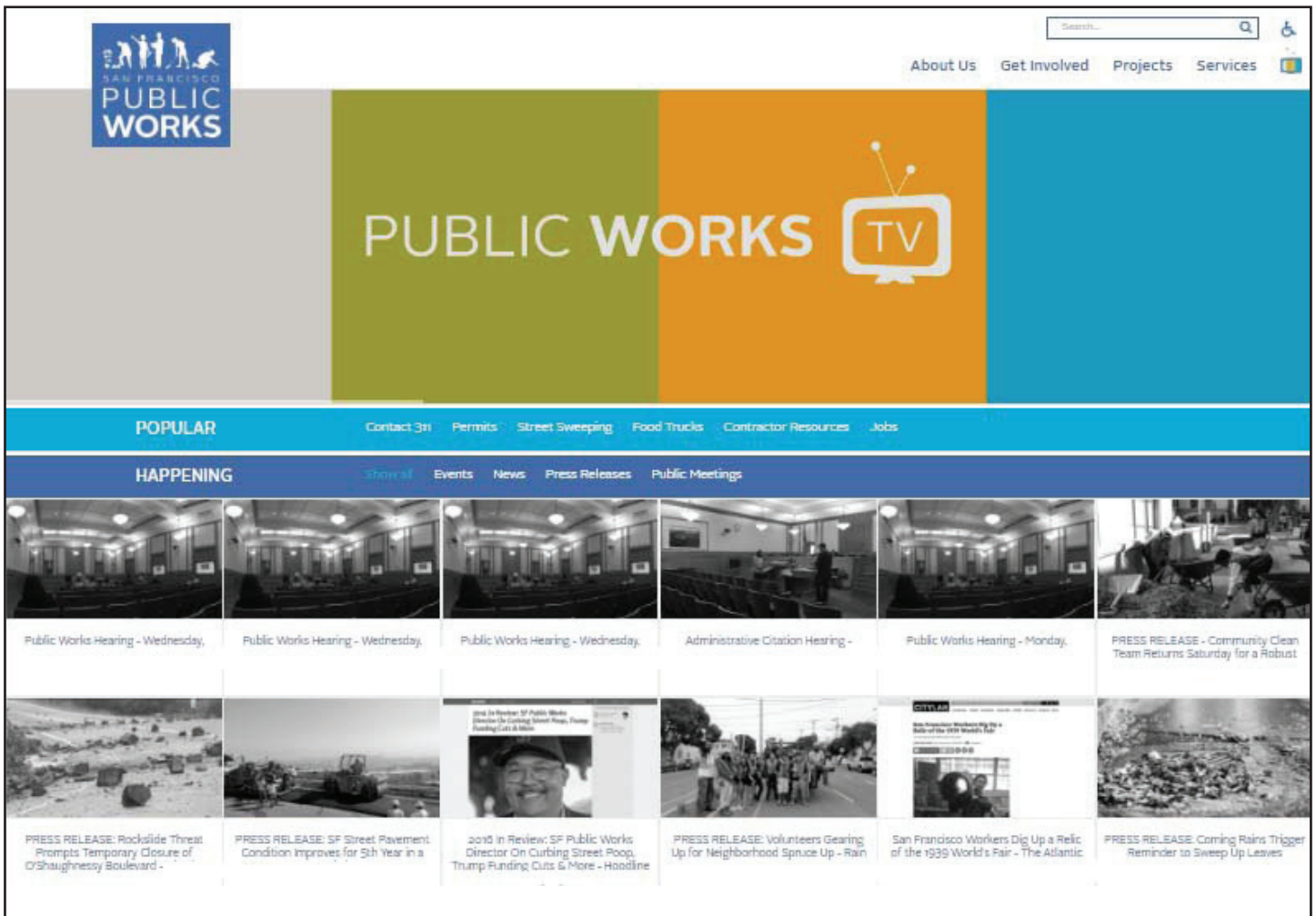
From tours of the budding Transbay Terminal and our materials testing lab to hands-on activities for students with our trades workers, architects and engineers, Public Works Week 2016 gave us a chance to celebrate our accomplishments and provide residents with a better understanding of what our 24/7 organization does to enhance the quality of life in San Francisco.

We hosted our annual open house at our architectural and engineering offices, where more than 100 students from St. Cecelia and St. Monica schools worked side by side our architects and engineers to build model cities and then test the resiliency of their creative creations on a “shake” table to see whether their designs could withstand a major quake.

Public Works employees gathered at City Hall for our annual awards and pins ceremony. There, we recognized the service of 180 of our employees who marked their milestone anniversaries working for the City.

We also hosted an open house at our Operations Yard, where nearly 200 visitors, from grade-schoolers to young adults, got to learn more about the crafts trades and cleaning operations, while participating in fun activities.





WEBSITE

We launched our website redesign in April 2016, offering a more modern aesthetic and more sophisticated navigation.

Residents, business owners, contractors and partner organizations can find what they need in just a few clicks, be alerted to important information and learn about our latest projects and initiatives.

A highlight of the new website is the projects portfolio, which showcases Public Works' capital projects and allows users to organize the projects by categories, such as district location, project type and cost. Other improvements include a

more dynamic home page that features the latest Public Works' events, news and meetings; improved language and ADA accessibility; and reorganized menus and content, all with an emphasis on high-quality visual content.

The redesigned website dovetailed with our new logo and rebranding initiative, which we introduced in 2014.

To design the new website, Public Works partnered with **lowercase productions**, a local graphic communications and branding firm.

SFPUBLICWORKS.ORG



TABLETS

Harnessing new technology to make our work better and more efficient, we expanded use of electronic tablets to help us collect field data and allow inspectors to remain in the field longer to increase the number of inspections and reduce duplicate data entry and office time. Data entry and access to data in the field also have contributed to productivity.

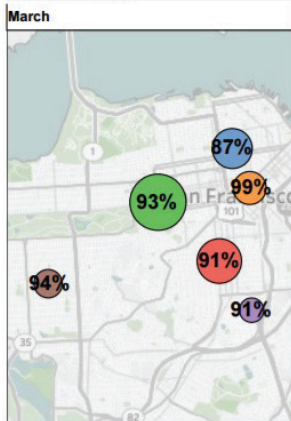
Public Works street inspectors were the first group to use tablets in the field and in Fiscal Year 2015-16 the initiative was expanded to the Outreach and Enforcement (OnE) Team and the graffiti unit.



Public Graffiti Response by Zone and Month

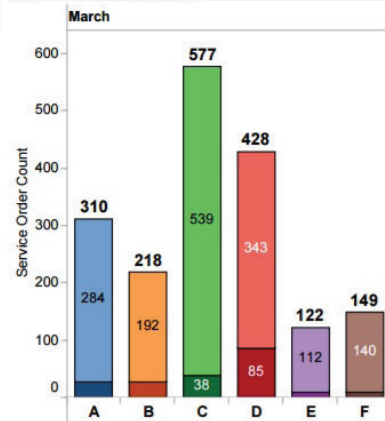
Response within Time Goal

Does not include Steamer subcategory (Public Source only)

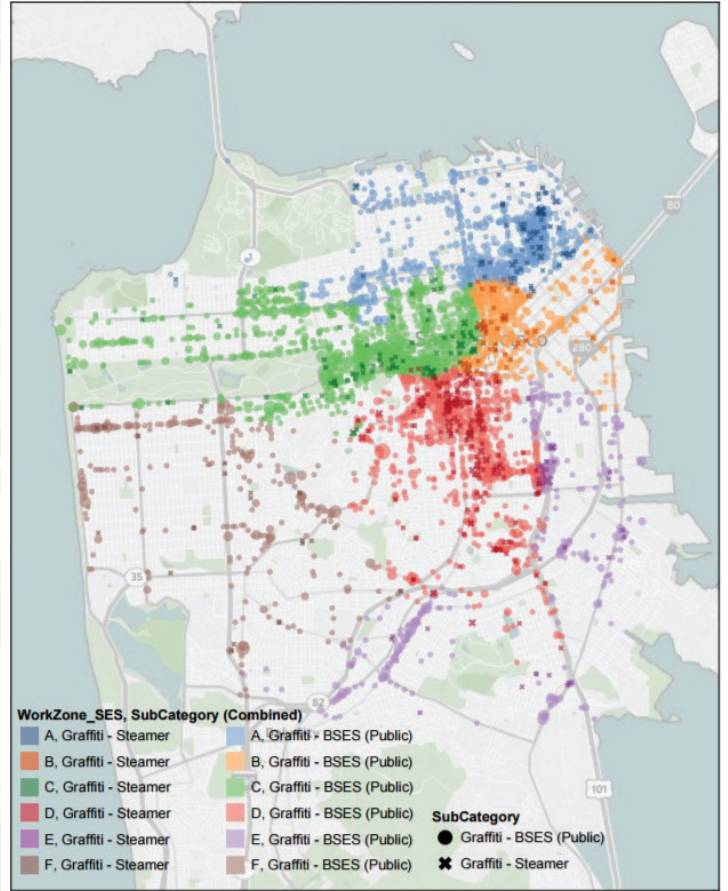


Volume

Includes Steamer subcategory (Internal and Public Sources)



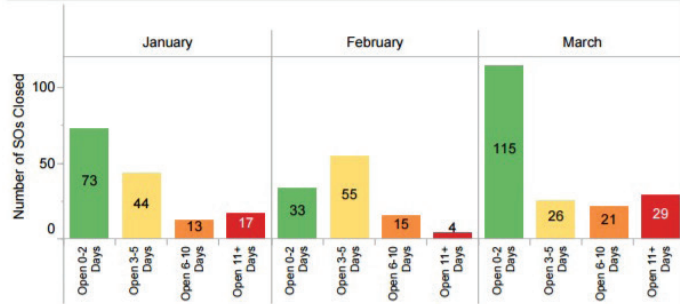
Graffiti - Zone Map (Last Three Months; Public and Internal Sources)



Graffiti-Steamer Response Rate (public source only; entered in last three months)



Graffiti Steamer Days to Close (public source; date entered)



PUBLICWORKSSTAT

PublicWorksStat is a performance-management tool to measure and monitor everything from street cleaning response times to number of curb ramps built. Our performance management team monitors key activities to improve the timeliness, efficiency and quality of services and projects that we deliver.

In Fiscal Year 2015-16, PublicWorksStat led the

development of new dashboards for the Pit Stop program, tree relinquishment, asset reporting, time off and overtime use, and forecasting design and construction projects.

The team also initiated dashboards to measure the time it takes to fill vacant positions, demand for and progress on sidewalk repairs, street cleaning services and projects that involve multiple Public Works shops or bureaus.

DIVISIONS AND BUREAUS

DIRECTOR'S OFFICE

Policy and Communications

The office keeps the public and staff informed of the department's services, projects and programs through print and broadcast media, social media, websites, community meetings and other outreach activities. The team produces reports, a monthly digital newsletter, briefs elected officials and troubleshoots constituent concerns. The team also oversees media relations and organizes press conferences and special events to celebrate project milestones.

Emergency Management Program

The program works to continuously improve our capability to prepare for, respond to and recover from both natural and human-inflicted disasters.

University of Public Works

University of Public Works is our in-house training and education program. Launched in 2013 and expanded in 2014, the university offers a variety of courses to improve our employees' technical skills and provides a forum where staff can learn about cutting-edge and effective strategies in the areas of engineering and architecture, workplace safety, technology, emergency management, construction management and more.

Special Services

The office coordinates director's hearings, processes director's orders and responds to public records requests.

OPERATIONS

Central Operations

The office runs community programs, including Graffiti Watch, Giant Sweep, Community Clean Team, Adopt-A-Street, urban harvesting and street

parks. It also operates the Outreach and Enforcement Team and apprenticeship programs.

Building Repair

The bureau provides quality professional construction, repair, remodeling and management services for City-owned facilities. It also provides emergency-repair services 24 hours a day, ensuring that police, fire and other public safety operations are fully functional at all times.

Street Environmental Services

The bureau uses mechanical street sweepers, strategic litter receptacle placement and City work crews to clean streets and curbs and to remove graffiti. Sidewalk maintenance remains the responsibility of property owners; however, we sweep sidewalks in heavily-used commercial corridors.

Street and Sewer Repair

The bureau oversees paving and street repair work, sewer repair, patch-paving and pothole fixes. In addition, crews repair sidewalks and build curb ramps.

Urban Forestry

Urban Forestry is responsible for median maintenance and tree planting and maintenance of City-owned trees.

BUILDINGS

Building Design and Construction

Building Design and Construction provides programming, architectural design, site and master planning, landscape architecture and construction management services. It works closely with client departments and community groups to create buildings and spaces that are sustainable, respect the urban context and reflect the uniqueness of San Francisco neighborhoods.

Project Management

Project Management is responsible for delivering major capital projects through planning, design, regulatory approval and construction processes. The bureau delivers a variety of major projects on behalf of City agencies.

Project Controls and Services

The team assists, augments and provides specialized services, such as materials testing, contract preparation, site remediation and contract management, with a focus on buildings, infrastructure and transportation projects.

INFRASTRUCTURE

Design and Engineering

The engineering division consists of mechanical, electrical, structural, hydraulics and streets and highway sections. The division designs streetscapes, roadway paving and construction, curb ramps, sewer pipe installations, retaining walls, stairways, building systems and more. The team also coordinates disability access and regulatory affairs.

Project Management and Construction

The division is responsible for project management for all phases of our infrastructure projects, including planning, design and construction for streets and highways, streetscapes, curb ramps and other infrastructure projects. The division's capital improvements section works with other City agencies to provide construction management services for new developments within the City.

Street-use and Mapping

The bureau ensures that City sidewalks and streets are safe and accessible by permitting and inspecting the use of the public right of way. The bureau also does surveying and maintains the official City map.

OFFICE OF FINANCIAL MANAGEMENT AND ADMINISTRATION

Finance

The group oversees budget preparation; capital planning, analysis and reporting; grants research and administration; and accounting. It also prepares, analyzes and produces reports to implement and manage our projects and programs. Responsibilities include the creation and monitoring of the annual budget; preparation of an annual indirect cost plan; participation in bond authorizations and sales; development of the capital plan; and grant proposals. Accounting reviews and records financial and purchasing transactions; prepares grant billings and account analyses; collects revenues; disburses funds; and guides funds through required procedures until final liquidation.

Administration

The group includes Contract Administration and Performance Management. Contract Administration is responsible for advertising bids, distributing plans and specifications, receiving bids, processing documents, handling bid protests, awarding contracts, and ensuring compliance with insurance, bonding and licensing requirements. Performance Management monitors key activities of the agency to improve the quality of services delivered, as well as support the monitoring and measurement of the Strategic Plan.

Information Technology

The group designs, programs, operates and maintains all department-wide automated information systems and equipment. Services include process analysis and planning; software development, configuration and implementation; network and hardware installation; technology operations; help desk and security; and software support and system compliance functions.

CORE VALUES

San Francisco Public Works has a very strong mission statement: to enhance the quality of life in San Francisco by providing outstanding public service. But to do that, we must have a solid foundation that permeates our organization to carry out that mission.

In the spring of 2014, an in-house committee represented by a broad cross-section of the department dug deep into the issue. The group assessed the core values of other City agencies, government institutions and businesses, and from there created our own distinctive set that cements the traits and qualities representing Public Works' highest priorities: respect, integrity and responsiveness.

Those three words are powerful and are an integral part of our organization as we move forward.



RESPECT

San Francisco Public Works
CORE VALUES
Our workplace core values: Live them. Embrace them. Every day.

We treat each other with respect
We communicate openly and fully
We listen to one another, to our clients and to the community

Integrity
We behave with integrity
We work together as one team
We are accountable to ourselves, to each other and to the public
We all are responsible for our successes and failures

Responsiveness
We are responsive to the diverse needs of all communities
We pursue new ideas and ways of working
We celebrate our accomplishments





INTEGRITY

San Francisco Public Works

CORE VALUES

Our workplace core values: Live them. Embrace them. Every day.

Malala Yousafzai was born on July 12, 1997, in Mingora, Pakistan. As a child, she became an advocate for girls' education, which resulted in the Taliban issuing a death threat against her. On October 9, 2012, a gunman shot Malala when she was traveling home from school. She survived and has continued to speak out on the importance of education. In 2014, she became the youngest person to receive the Nobel Peace Prize.



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RESPONSIVENESS

San Francisco Public Works

CORE VALUES

Our workplace core values: Live them. Embrace them. Every day.

Marine Corporal William "Kyle" Carpenter leapt between a live grenade thrown at him and a fellow Marine at their rooftop post in Afghanistan in 2010. His quick, selfless action to use his body as a human shield saved his comrade's life. Four years later, President Obama awarded him the Medal of Honor. Carpenter, who absorbed the brunt of the explosive power with his body, sustained serious injuries, including the loss of an eye, a shattered jaw and broken arm. He survived, and has since run a marathon, parachuted from planes and is now enrolled in university.



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