



SAN FRANCISCO  
**PUBLIC WORKS**

---

**ANNUAL REPORT / FY16-17**



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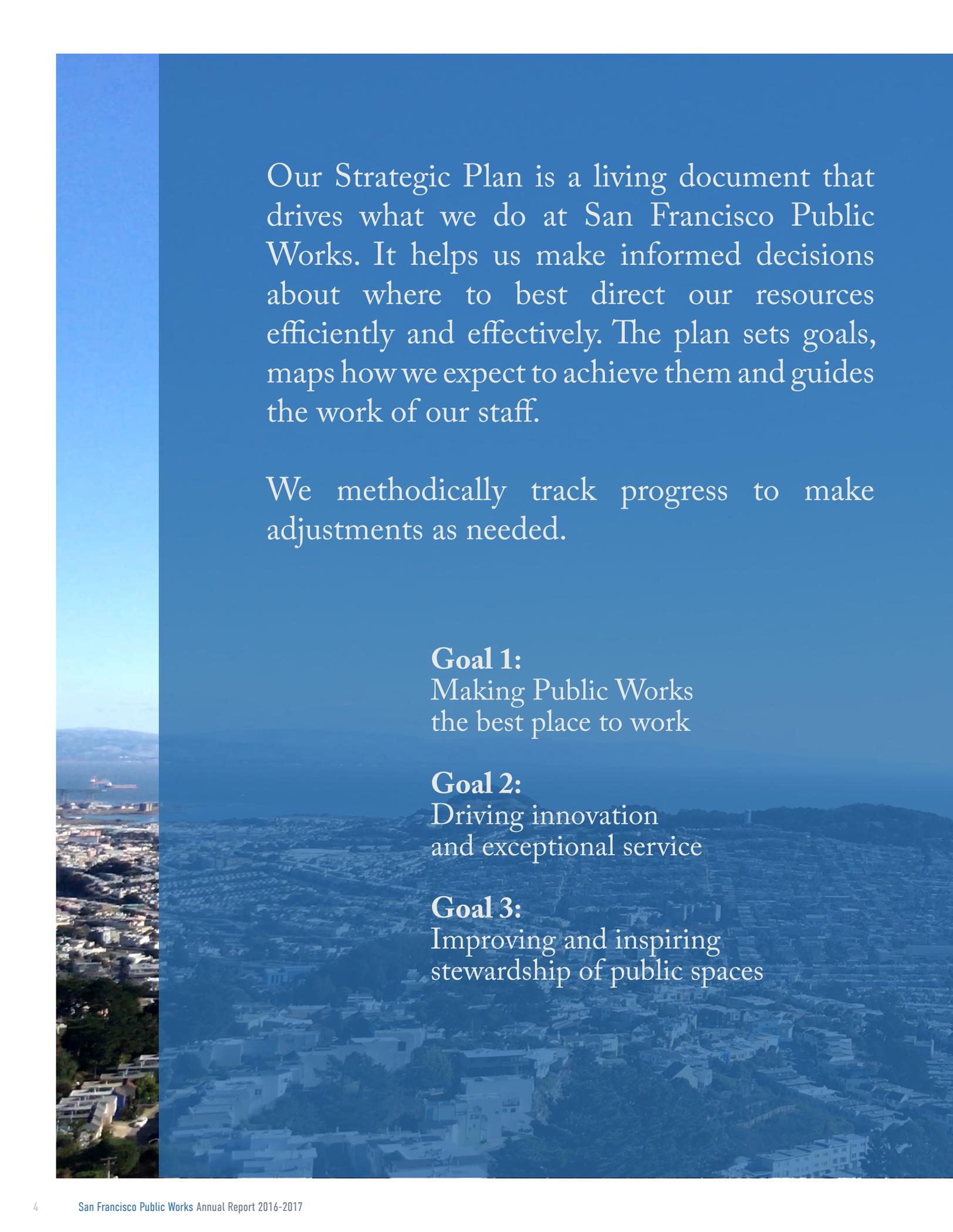


San Francisco Public Works enhances the quality of life in San Francisco by providing outstanding public service.

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.



# OUR MISSION

An aerial photograph of San Francisco, California, showing the city's dense urban landscape and the Golden Gate Bridge in the distance. The image is overlaid with a semi-transparent blue filter. On the left side, there is a vertical strip of the original, unfiltered image.

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 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:**  
Making Public Works  
the best place to work

**Goal 2:**  
Driving innovation  
and exceptional service

**Goal 3:**  
Improving and inspiring  
stewardship of public spaces

An aerial photograph of a city, likely Berkeley, California, showing a dense residential area with a mix of greenery and buildings. The city is set against a backdrop of rolling hills and a clear blue sky. A large, semi-transparent blue vertical bar covers the left side of the image. The text 'STRATEGIC PLAN' is overlaid in the center-right area in a bold, blue, sans-serif font. A solid blue vertical bar is positioned to the right of the text.

# STRATEGIC PLAN



## DIRECTOR'S MESSAGE

Every day, San Francisco Public Works is on the ground delivering projects and services to improve the quality of life for the City's residents, visitors and workers by cleaning the right of way and maintaining the roads and bridges; adding beauty in our neighborhoods by planting trees and landscaping medians; managing major capital investments; designing civic buildings; and bolstering partnerships with nonprofits and volunteers to take care of our diverse neighborhoods.



As I look back at all we accomplished in Fiscal Year 2016-17, I proudly can say that Public Works got the job done.

This annual report provides a snapshot of the year's work, including the remodeling of Alamo Square Park and Mission Dolores Park, the opening of the new In Chan Kaajal Park and upgrading the historic Glen Canyon Recreation Center.

We completed three much-anticipated streetscape projects to better serve the needs of a 21st-century San Francisco and designed and built the City's third Navigation Center to help move homeless people from the streets into a more stable living situation.

We also celebrated passage of a ballot measure to create StreetTreeSF, a transformational program that sets aside \$19 million a year for Public Works to care for the City's 124,000-plus street trees.

Our accomplishments wouldn't have been possible without the support and cooperation of Mayor Ed Lee, City Administrator Naomi Kelly, members of the Board of Supervisors, our partner City agencies, and countless contractors, merchants, residents, schools, nonprofits and community groups.

There is not a neighborhood in San Francisco that is not touched by Public Works. The 1,600 men and women who make up our organization take pride in that tremendous responsibility.

We made great progress in Fiscal Year 2016-17 and laid the groundwork to keep the momentum moving forward.

Best regards,

Mohammed Nuru  
Director



# ORGANIZATION

**Mohammed Nuru**  
Director

Policy & Communications  
Emergency Management Program  
University of Public Works  
Office Administration/Public Records

**Financial Management & Administration**  
Finance  
Information Technology  
Performance

**Buildings & City Architect**  
Building Design & Construction  
Project Controls & Services  
Project Management  
Landscape Division

**Infrastructure & City Engineer**  
Design & Engineering  
Project Management & Construction  
Street-Use & Mapping

**Operations**  
Building Repair  
Street & Sewer Repair  
Street & Environmental Services  
Urban Forestry  
Central Operations

**Rachel Gordon**, Director  
**Cynthia Chono**, Manager  
**Siobhán Kelly**, Manager  
**Frank W. Lee**, Manager

**Julia Dawson**, Deputy Director  
Bruce Robertson, Manager  
Ephrem Naizghi, Chief Information Officer  
Alexandra Bidot, Manager

**Edgar Lopez**, Deputy Director  
Julia Laue, Manager  
Maurice Williams, Manager  
Vacant  
Vacant

**John Thomas**, Deputy Director  
Patrick Rivera, Manager  
Suzanne Suskind, Manager  
Jerry Sanguinetti, Manager

**Larry Stringer**, Deputy Director  
Kevin Sporer, Superintendent  
Matthew Naclerio, Superintendent  
Tom Smith, Acting Superintendent  
Carla Short, Superintendent  
Vacant

## OFFICE OF FINANCIAL MANAGEMENT AND ADMINISTRATION

**Finance** 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** includes Contract Administration and Performance Management. Contract Administration is responsible for advertising upcoming projects, distributing plans and specifications, receiving bids, processing documents, handling bid protests, awarding contracts, and ensuring compliance with insurance, bonding and licensing requirements.

**Information Technology** 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.

**Performance Management** runs the PublicWorksStat performance-management tool used to measure and monitor programs and projects; tracks the department's Strategic Plan; and is involved in the development of organizational excellence initiatives.

## BUILDINGS

**Building Design & 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** 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 & Services** 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 & Engineering** consists of mechanical, electrical, structural, hydraulics and streets and highway sections. The division designs streetscapes, manages 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 & Construction** 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.

# DIVISIONS & BUREAUS

**Street-Use & Mapping** 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.

## OPERATIONS

**Central Operations** runs community programs, including Graffiti Watch, Giant Sweep, Community Clean Team, Adopt-A-Street, urban harvesting, street parks, Green Benefit Districts, and Pit Stop public toilets. It also operates the Outreach and Enforcement Team and apprenticeship programs.

**Building Repair** 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** keeps the City's streets, sidewalks and other public spaces clean with mechanical and manual sweeping, graffiti abatement and power-washing.

**Street & Sewer Repair** oversees paving and street repair work, sewer repair, patch-paving and pothole fixes. In addition, crews repair sidewalks and build curb ramps.

**Urban Forestry** is responsible for median maintenance, tree planting, maintenance of City-owned trees and the cement shop.

## DIRECTOR'S OFFICE

**Policy & Communications** keeps the public and staff informed of the department's services, projects and programs through print, social media, websites, community meetings, events and other outreach activities. The team provides construction outreach services and produces reports, a monthly digital newsletter, briefs elected officials and troubleshoots constituent concerns.

**Emergency Management Program** works to continuously improve our capability to prepare for, respond to and recover from both natural and human-inflicted disasters.

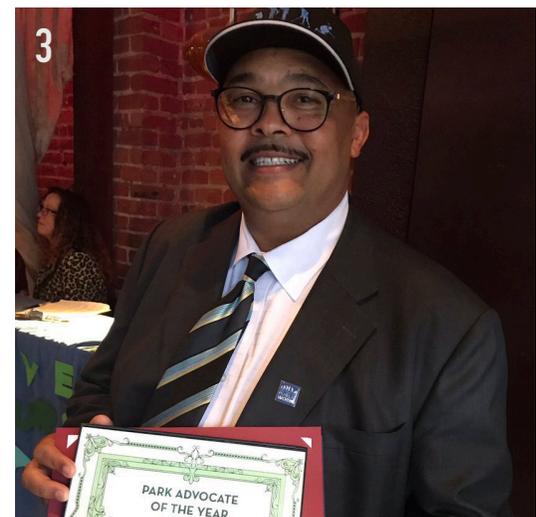
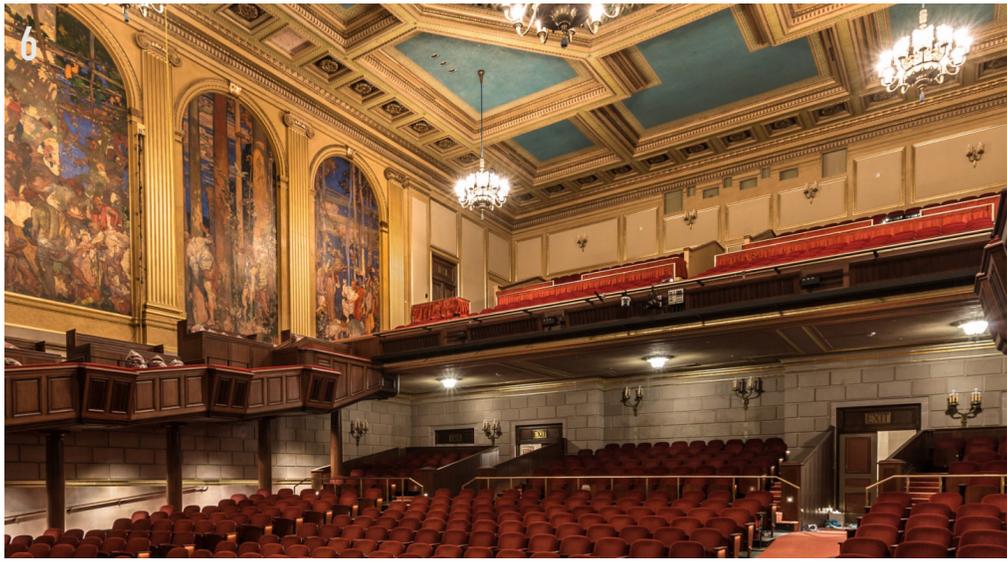
**University of Public Works** is our in-house training and education program. Launched in 2013 and expanded in 2014, the university offers a variety of courses to improve our employees' technical skills and provides a forum where staff can learn about cutting-edge and effective strategies in the areas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

**Special Services** coordinates director's hearings, processes director's orders and responds to public records requests.

**4** BUILDS CURB RAMPS; ERADICATES GRAFFITI; TRAINS PEOPLE FOR JOBS; GREENS THE RIGHT OF WAY; EDUCATES OUR COMMUNITIES; GRANTS AND ENFORCES PERMITS; CLEANS AND RESURFACES STREETS; INSPECTS OUR STREETS AND SIDEWALKS; PLANTS AND NURTURES THE URBAN FOREST; CONSTRUCTS, MANAGES AND DESIGNS FACILITIES; PARTNERS WITH SAN FRANCISCO NEIGHBORHOODS BUILDS CURB RAMPS; ERADICATES GRAFFITI; TRAINS PEOPLE FOR JOBS; GREENS THE RIGHT OF WAY; EDUCATES OUR COMMUNITIES; GRANTS AND ENFORCES PERMITS; CLEANS AND RESURFACES STREETS; INSPECTS OUR STREETS AND SIDEWALKS; PLANTS AND NURTURES THE URBAN FOREST; CONSTRUCTS, MANAGES AND DESIGNS FACILITIES; PARTNERS WITH SAN FRANCISCO NEIGHBORHOODS

**SAN FRANCISCO PUBLIC WORKS**  
**ADOPTED BUDGET**  
 FISCAL YEAR 2016-17 AND FISCAL YEAR 2017-18

BUILDS CURB RAMPS; ERADICATES GRAFFITI; TRAINS PEOPLE FOR JOBS; GREENS THE RIGHT OF WAY; EDUCATES OUR COMMUNITIES; GRANTS AND ENFORCES PERMITS; CLEANS AND RESURFACES STREETS; INSPECTS OUR STREETS AND SIDEWALKS; PLANTS AND NURTURES THE URBAN FOREST; CONSTRUCTS, MANAGES AND DESIGNS FACILITIES; PARTNERS WITH SAN FRANCISCO NEIGHBORHOODS BUILDS CURB RAMPS; ERADICATES GRAFFITI; TRAINS PEOPLE FOR JOBS; GREENS THE RIGHT OF WAY; EDUCATES OUR COMMUNITIES; GRANTS AND ENFORCES PERMITS; CLEANS AND RESURFACES STREETS; INSPECTS OUR STREETS AND SIDEWALKS; PLANTS AND NURTURES THE URBAN FOREST; CONSTRUCTS, MANAGES AND DESIGNS FACILITIES; PARTNERS WITH SAN FRANCISCO NEIGHBORHOODS BUILDS CURB RAMPS; ERADICATES GRAFFITI; TRAINS PEOPLE FOR JOBS; GREENS THE RIGHT OF WAY; EDUCATES OUR COMMUNITIES; GRANTS AND ENFORCES PERMITS; CLEANS AND RESURFACES STREETS; INSPECTS OUR STREETS AND SIDEWALKS; PLANTS AND NURTURES THE URBAN FOREST; CONSTRUCTS, MANAGES AND DESIGNS FACILITIES; PARTNERS WITH SAN FRANCISCO NEIGHBORHOODS



# AWARDS

## 1. Cristina Calderón Olea, manager of the Streetscape Program

### **Rising Star Award**

Civil + Structural Engineer Magazine

## 2. EveryTreeSF - Street Tree Census, Bureau of Urban Forestry staff

### **Picture is Worth a Thousand Words Award**

Office of Mayor Edwin M. Lee

## 3. Mohammed Nuru, Director of Public Works

### **Love Your Parks Day - 2017 Park Advocate of the Year Award**

San Francisco Parks Alliance

## 4. Public Works Budget Team

### **Distinguished Budget Presentation Award**

Government Finance Officers Association

## 5. Public Safety Campus Project Team

### **Top Honors - Projects more than \$75 million**

American Public Works Association Northern California Chapter

## 6. San Francisco War Memorial Veterans Building Seismic Upgrade and Improvements Project

### **2016 Award of Merit, Northern California - Renovation/Restoration**

Engineering News-Record

## 7. Sloat Boulevard Pedestrian Hybrid Beacon System

### **2016 Excellence in Transportation Award - Transportation System Operations Improvement**

California Transportation Commission

## 8. Zuckerberg San Francisco General Hospital and Trauma Center

### **2016 Best Project, Northern California - Health Care Award**

Engineering News-Record

### **Best Master-Planning Healthcare Building Project 2016**

Build Magazine

### **People's Choice Award**

American Institute of Steel Construction

### **LEED Gold Certification**

116

contracts awarded

53

construction and professional services  
contracts awarded to Micro-Local  
Business Enterprises

\$281 million

in awarded contracts

\$149 million

contract value awarded to Local  
Business Enterprises as prime contractors

99.9%

of time information  
systems are operational

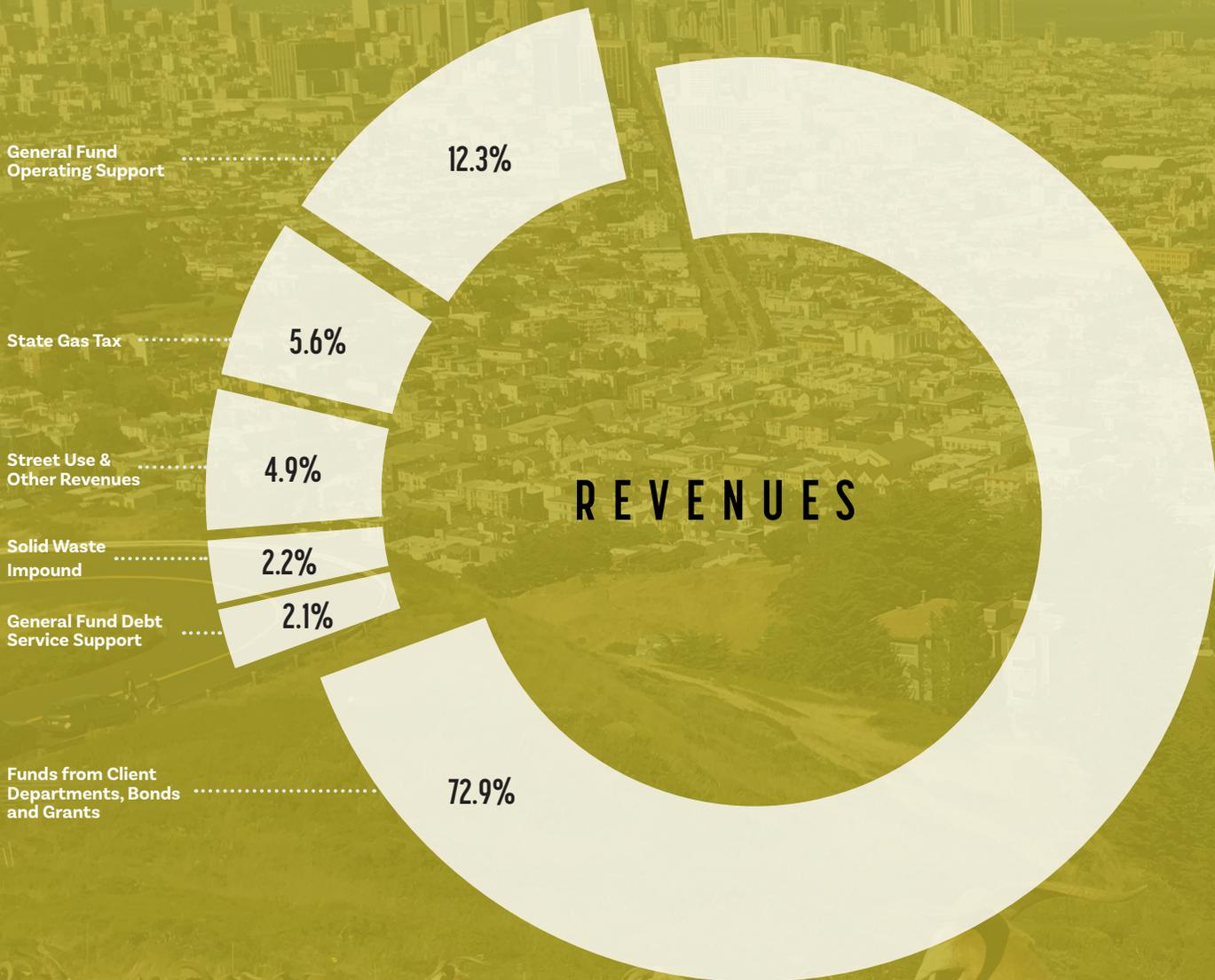


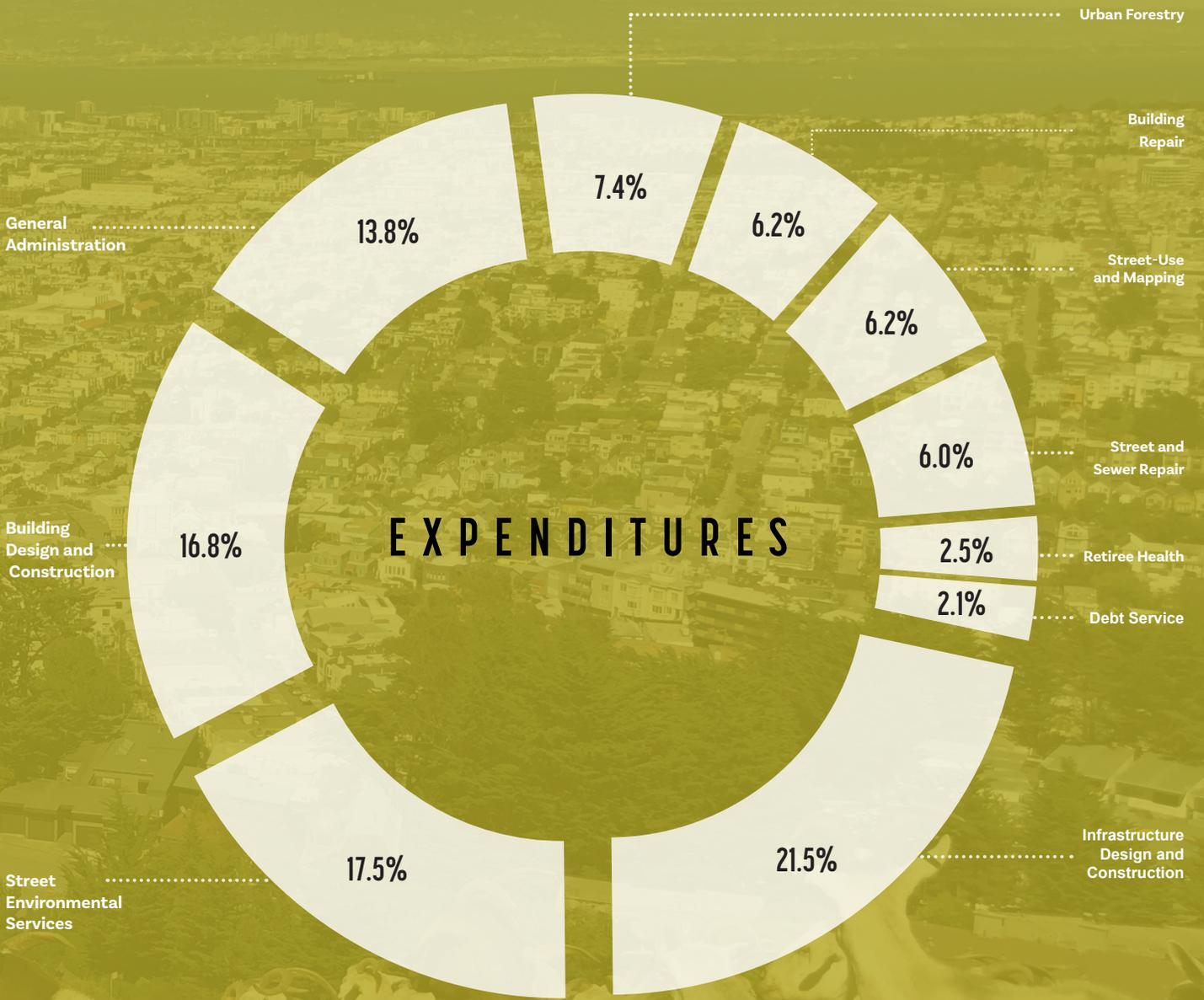


# OFFICE OF FINANCE & ADMINISTRATION

# Budget

\$279.5 Million





**36**  
projects completed

**121**  
projects in design





# BUILDING DESIGN & CONSTRUCTION





# Dogpatch Navigation Center

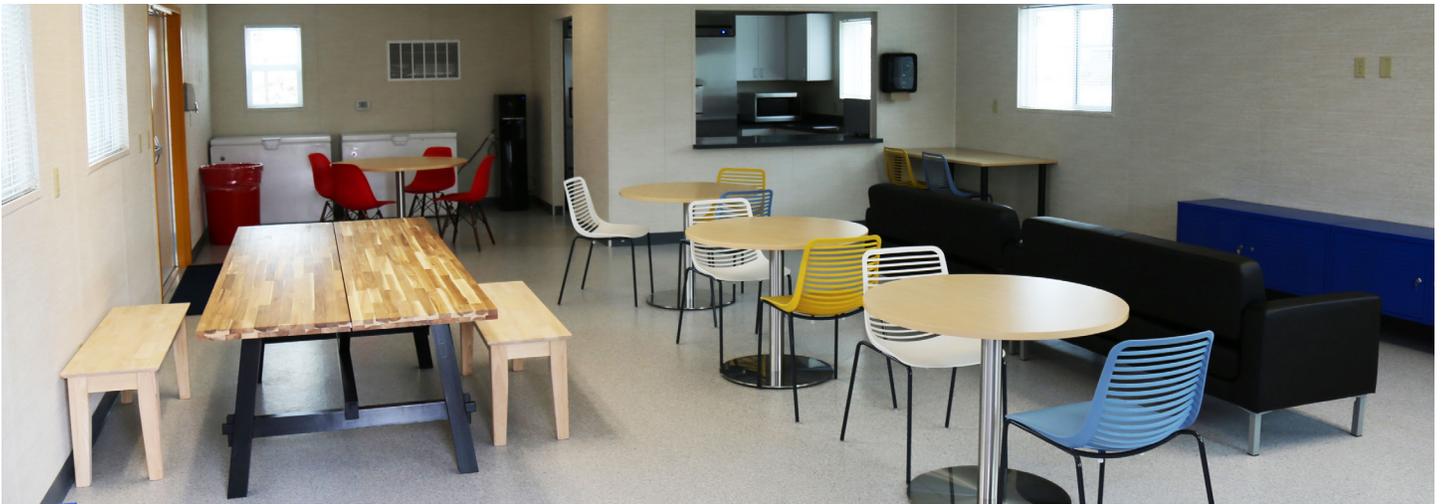
25th and Michigan streets  
[sfpublishworks.org/navigationcenter](https://sfpublishworks.org/navigationcenter)

“This place represents what we wanted to do with people who are on our streets: Give them a safe place to change their lives.”

— Mayor Edwin M. Lee

## Dogpatch Navigation Center

**San Francisco's newest Navigation Center came to life in the Dogpatch neighborhood this fiscal year, demonstrating the City's continuing effort to move people out of tent encampments and into a more stable living environment.**



The colorful 64-bed campus is located on the eastern foot of 25th and Michigan streets. It consists of modular buildings with dorms for sleeping, a dining hall and lounge, bathrooms, a counseling center, storage facilities and a welcoming outdoor space with gardens, seating and picnic tables.

Public Works architects and landscape architects designed the center; our carpenters, plumbers, electricians, sheet metal workers, general laborers, landscapers and cement masons made it move-in ready.

The project was a team effort: Mayor Ed Lee drove the funding; the Port of San Francisco lent the land and the Department of Homelessness and Supportive Housing oversees operations. The nonprofit Episcopal Community Services and Providence Foundation provides on-site operations and services. District 10 Supervisor Malia Cohen and Dogpatch neighbors offered critical support.

This Navigation Center sets a great example of how we can use creative solutions to address the challenge of homelessness in our city. We turned



a stretch of the public right of way into a safe and welcoming village where people who have been living on the streets in often dangerous situations can sleep, eat, shower, avail themselves to services and get back on more solid ground.

The Navigation Center model allows people to bring their pets and belongings with them, and they can move in with others from their encampments. Once in the Navigation Center, they are offered intensive case management and connections to health care, drug treatment and

government benefits programs. The first residents started to move in on May 30. This is the City's third Navigation Center since the first one opened in the Mission, at 1950 Mission St.; the other Navigation Center is in the Mid-Market area, at Market and 12th streets.

Public Works spends a lot of time and resources cleaning up around tent encampments, which are often dirty, unhealthy and unsafe for the people who live in them and those who live and work nearby. Encampment cleaning is a job we

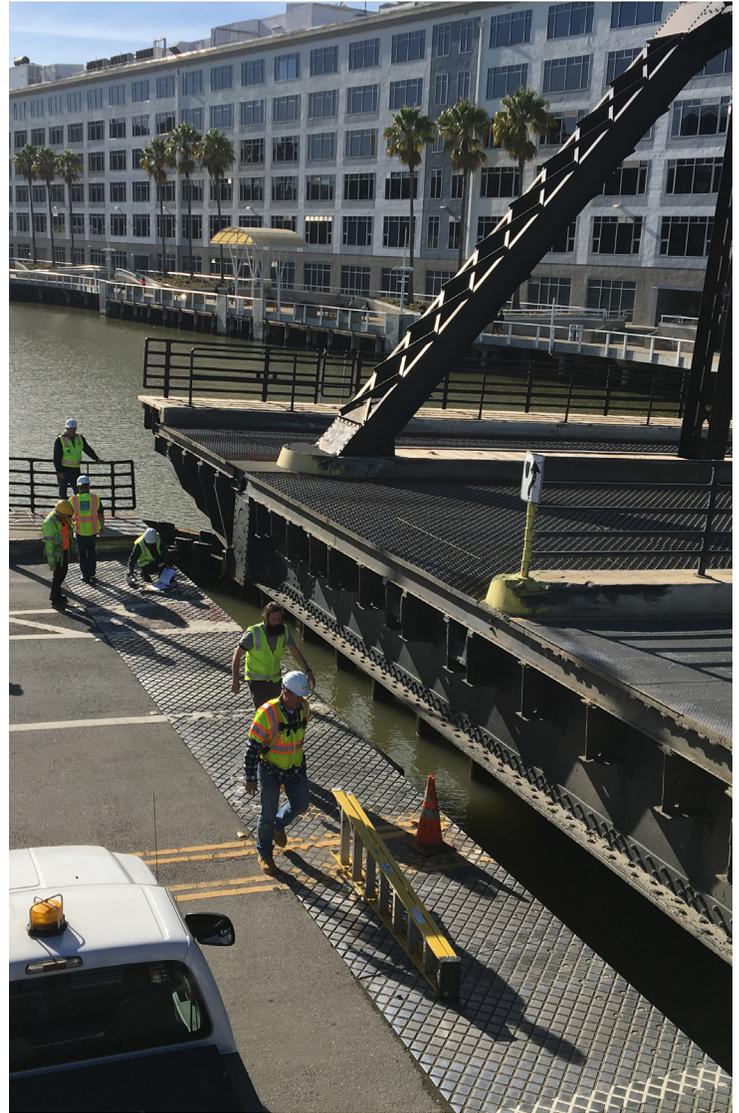
will continue to do until the need no longer exists.

Meanwhile, the Navigation Centers offer a life-changing alternative for individuals living on the streets and into a more tenable environment. Public Works is proud to be part of the Navigation Center team.



# Third Street Bridge

Third Street, between Berry Street and Terry Francois Boulevard  
[sfpublicworks.org/thirdstreetbridge](http://sfpublicworks.org/thirdstreetbridge)



This Public Works-managed project aims to restore the iconic Third Street Bridge, also known as the Lefty O'Doul Bridge, which spans Mission Channel Waterway at China Basin. The bridge, designed by Strauss Engineering Corp., first opened in 1933 and has been featured in various Hollywood films, such as "A View to a Kill," "The Enforcer" and "San Andreas."

Construction will be divided into several phases, over the span of a few years, that will focus on repairing the deck, counterweight, electrical and mechanical systems and support structures. Once all the repairs are made, the workhorse bridge will be tested and balanced, a pedestrian gate will be installed and the bridge will be cleaned and repainted to bring it back to its former glory.

The project team has worked closely with the San Francisco Giants to coordinate work and bridge closures to minimize disruptions during home games at the adjacent ballpark.





# Glen Canyon Recreation Center

70 Elk St.  
[sfpublicworks.org/glen-canyon](http://sfpublicworks.org/glen-canyon)

“Compared to what it was,  
this is the Taj Mahal of  
San Francisco Rec and Park.”

— Oskar Rosas, recreation coordinator  
for the Glen Canyon Rec Center

Glen Canyon  
Recreation Center

The oldest recreation center in the City has emerged from a \$14 million makeover as perhaps the most magnificent.





The Glen Canyon Recreation Center in San Francisco's Glen Park neighborhood opened in 1938 during the Great Depression – and certainly showed its age. But a major renovation refurbished the gym and auditorium; overhauled the mechanical systems, roofing, floors, windows and walls; added accessible restrooms; and brought the first indoor climbing walls to the City's park system.

We designed and managed the project, in partnership with the Recreation and Park Department. The Glen Park community provided integral input during the planning and design phases.

The Glen Park Recreation Center renovation project is a spectacular demonstration of how we can incorporate a 21st-century design into a historic building and make it work majestically.

# In Chan Kaajal Park

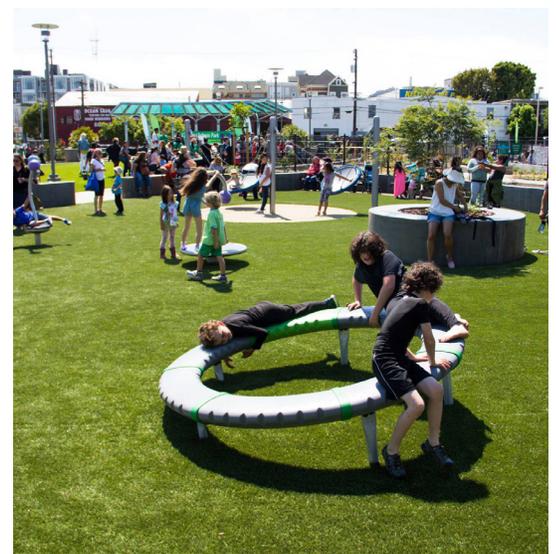
17th and Folsom streets  
[sfrecpark.org/destination/in-chan-kaajal-park](http://sfrecpark.org/destination/in-chan-kaajal-park)

In Chan Kaajal is a Mayan phrase that means “My Little Town” or “My Little Village” and gives a nod to both the Mission District's cultural roots and the park’s community focus.

Located at 17th and Folsom streets, the 31,850-square-foot park is packed with amenities for people of all ages. There’s a large central lawn with an amphitheater; a children’s play area with interactive water features; an adult fitness zone; a community garden and drought-tolerant landscaping that provides habitat for wildlife. In Chan Kaajal Park gives families and friends a fun, beautiful and safe place to play, exercise and catch some fresh air.

Working closely with Rec and Park, Public Works provided design, engineering and construction management services.





“This park offers ample recreation and relaxation opportunities for families right outside their door and is the result of years of community advocacy – a big win for the Mission.”  
— Elaine Yee, Mission Economic Development Agency, senior project manager



# Fire Station No.5

1301 Turk St.  
[sfearthquakesafety.org/firestation5](http://sfearthquakesafety.org/firestation5)

**\$14.8 million**  
project

**Fall 2018**  
completion date

One of San Francisco's oldest fire stations is getting rebuilt from the ground up as part of the City's continuing efforts to ensure public safety after a major earthquake or other disaster. It is part of the Earthquake Safety and Emergency Response (ESER 2010) bond program which funds renovations and replacement of selected fire stations.

Fire Station No. 5, located in the Western Addition at Turk and Webster streets, was built in 1956. The replacement facility will conform to today's building codes, meaning it will be seismically safe, ADA accessible and better for the environment with new systems that use less water and energy to meet today's needs.

# Fire Station No. 16

2251 Greenwich St.  
[sfearthquakesafety.org/firestation16](http://sfearthquakesafety.org/firestation16)



Fire Station No. 16, originally built in 1938, is also part of the ESER program.

On behalf of the San Francisco Fire Department, San Francisco Public Works is providing construction management services. The existing building has been

demolished and will be replaced with a new fire station that features state-of-the-art life-safety systems, seismic retrofitting and improved ADA accessibility. The project is designed to achieve LEED Gold certification.

# Alamo Square Park

Steiner and Hayes streets  
[sfrecpark.org/destination/alamo-square](http://sfrecpark.org/destination/alamo-square)



A \$5.3 million renovation of Alamo Square Park makes the historic open-space gem in the Western Addition more environmentally sustainable, beautiful and accessible for all users.

The 12.7-acre park offers visitors an iconic view of the Painted Ladies, the row of Victorian houses located across Steiner Street with downtown San Francisco in the backdrop.

The park upgrades include a new water-saving irrigation system and new drought-tolerant landscaping. Together, the changes are expected to cut annual water usage by a third, or 2.5 million gallons. The makeover also includes ADA-accessible pathways and bathrooms.

The project was funded by voter-approved parks bonds and a water conservation grant from the San Francisco Public Utilities Commission.



# Mission Dolores Park

Dolores and 19th streets  
[sfrecpark.org/destination/mission-dolores-park](http://sfrecpark.org/destination/mission-dolores-park)

**\$20.5 million**

renovation

**13.7**

acres

Mission Dolores Park, in the heart of the City, has been enjoyed by San Francisco residents and visitors for more than a century – and now it's even better.

San Francisco Public Works provided design, engineering and construction management for the park's south side renovation, made possible by the voter-approved 2008 Clean and Safe Neighborhood Parks Bond.

Highlights include 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 the repair and renovation of the tennis, basketball and multi-use courts; construction of a maintenance area; restoration of existing roads and pathways; and overall reconditioning of the park landscape.

# 1,535

curb ramps constructed

# 178

blocks of sidewalk repaired

# 69

Pavement Condition Index score

# 600

blocks paved or preserved

# 32,318

permits issued

# 65

projects completed

# 419

square feet of new parklets





# INFRASTRUCTURE DESIGN & CONSTRUCTION





# Bartlett Street Streetscape Project

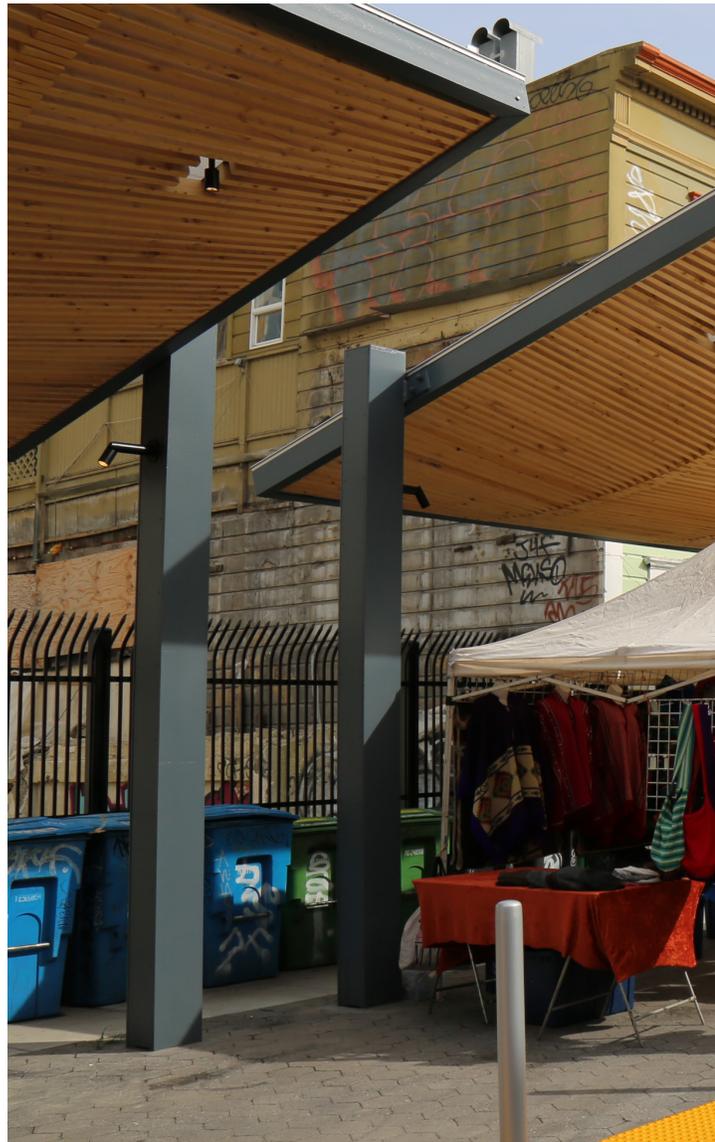
Bartlett Street, between 21st and 22nd streets  
[sfpublicworks.org/bartlett](http://sfpublicworks.org/bartlett)

“The project is focused on growing small businesses, providing fresh food incentives and nutrition counseling, showcasing local music and youth talent, and improving the quality of the public realm.”

— Gehl Studio

## Bartlett Street Streetscape Project

The transformation of Bartlett Street in the heart of the Mission District came to life at a festive ribbon-cutting ceremony on March 16, coinciding with the season's opening of the popular Mission Community Market.



The Bartlett Streetscape Improvement and Mercado Plaza project, on Bartlett Street between 21st and 22nd streets, features architecturally intriguing pergolas that bring a distinct look to this residential and commercial block and serve as permanent shelters for farmers markets and community events.

Street trees act as a gateway into the plaza and new pedestrian-scale lighting increases safety and visibility.

Other improvements include wider sidewalks, new bike parking, sidewalk gardens and a road-





way design to slow traffic to make the stretch safer for people who live, walk and bike there.

The community-driven design involved residents and merchants, the Mission Community Market Collaborative, San Francisco Public Works, the Planning Department, the San Francisco Municipal Transportation Agency and design firm Gehl Studio. District 9 Supervisor Hillary Ronen, and her predecessor,

David Campos, provided key support to bring this project to life.

In addition, the project builds on the goals of the Mission Streetscape Plan, a two-year community-based effort led by the San Francisco Planning Department, and the place-making efforts of the Mission Community Market.

The project creates a beautiful, safe and much-needed public space

for a wide variety of community programs, such as outdoor markets, art fairs, cultural performances and other neighborhood-friendly activities. The goal is to provide a flexible urban space for families, local artists and merchants to gather, meet and enjoy the vibrant life of the Mission District.

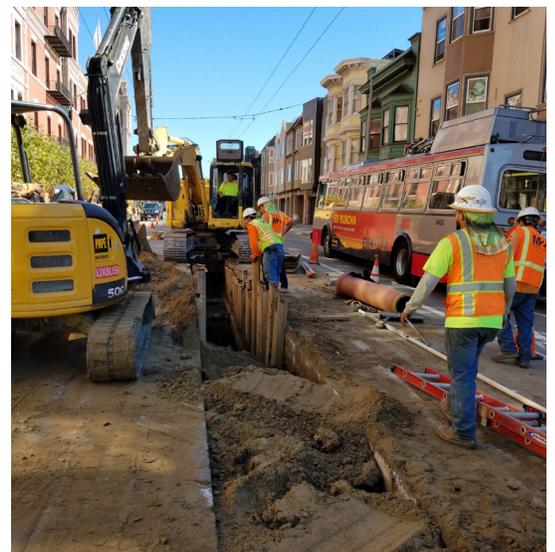
# Polk Street Streetscape Project

Polk Street, from Beach to McAllister streets  
[sfpublicworks.org/polk](http://sfpublicworks.org/polk)

Construction broke ground Oct. 17 on the Polk Streetscape Project, which aims to make the high-injury commercial corridor safer for people who walk and bike. Polk Street has some of the highest pedestrian and bicycle collision rates in the City, with 122 people on foot or bike having been hit by vehicles over the past five years. The new design includes corridor-wide safety improvements and additional streetscape features at key locations.

The two-year, \$18 million streetscape project includes repaving, street-base repair, sidewalk corner bulb-outs to shorten the crossing distance, curb ramp upgrades, bus bulb-outs for easier boarding, new left- and right-turn lanes to improve traffic flow, raised cycle tracks, green bike lanes, sewer replacements, water line replacement, traffic signal upgrades, high visibility crosswalks and new landscaping and trees.





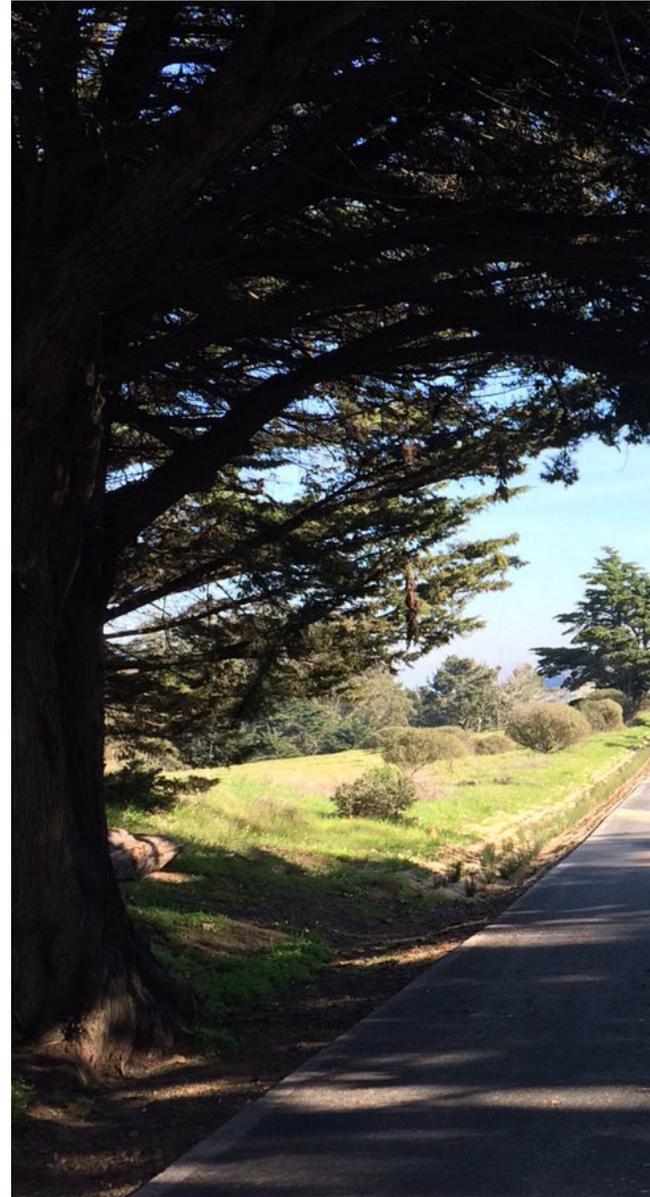
# Mansell Street Streetscape Project

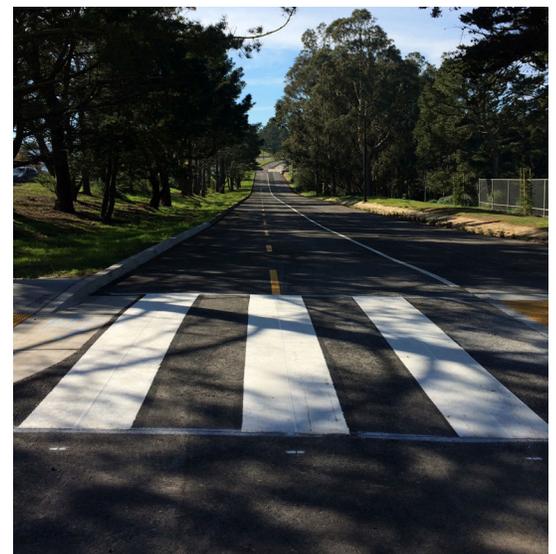
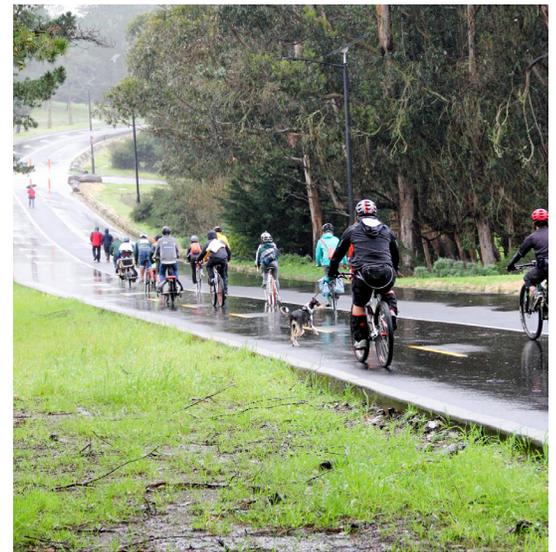
Mansell Street  
[sfpublicworks.org/mansell](http://sfpublicworks.org/mansell)

The \$7 million Mansell Streetscape project converted two busy lanes of vehicle traffic into permanent pedestrian and bicycle-only pathways in McLaren Park – a first for San Francisco.

The four-lane road, which some described as a speedway, was transformed. Two lanes were kept for vehicle traffic. The two other lanes were made into a protected pathway for cyclists, pedestrians, skaters and joggers. A planted median separates the motorists from the other users.

The project also added signage, raised crosswalks, flashing beacons, solar-powered street lights, landscaped bioswales for wastewater management, bus stop benches and clearly marked crosswalks at major intersections. Plus, the condition of the road used by vehicles was vastly improved with new paving.





“Finally young families with babies in strollers, folks using wheelchairs and bike riders, from little kids with training wheels to accomplished cyclists, can all enjoy true accessibility to McLaren Park.”

— Linda Litehiser, McLaren Park Collaborative

# Ocean Avenue Streetscape Project

Ocean Avenue, from Manor Drive to Brighton Avenue  
[sfpublishworks.org/ocean](http://sfpublishworks.org/ocean)



The Ocean Avenue Streetscape Project has brought new life, beauty, updated fixtures and fresh plantings along Ocean Avenue, from Manor Drive to Brighton Avenue, in the Westwood Park and Ingleside neighborhoods of District 7.

Elements of the project include large precast buff-tone pavers, concrete planting pots and striking blue street furnishings that were chosen to match existing light posts

along Ocean Avenue. These furnishings were arranged and clustered in a thoughtful way to create inviting outdoor spaces and bring together the community to encourage interaction and conversation.

The landscaping planted throughout the project site includes drought-tolerant native plantings, succulents, grasses and flowering perennials.



## Irving Street Streetscape Project

Irving Street, from 19th to 27th avenues  
[sfpublicworks.org/irving](http://sfpublicworks.org/irving)

The Irving Street Streetscape Project blossomed with the installation of new trees, public seating, bulb-outs to shorten the crossing distance for pedestrians and fresh paving to smooth the roadway.

**\$9 million**  
project

The project, in the bustling Sunset commercial district, also added decorative crosswalks at 20th, 22nd and 27th avenues and special gateway columns to bolster the neighborhood's sense of place. In addition, we planted tristania trees to add to the mix.

60,482

volunteer hours

23,752

potholes and pavement voids filled

390

trees planted

17

Pit Stop locations

16,403

graffiti service requests (311)

98,695

street cleaning service requests (311)





# OPERATIONS





# StreetTreeSF

Throughout San Francisco  
[sfpublishworks.org/streettreesf](https://sfpublishworks.org/streettreesf)

“Now that the City’s street tree maintenance program is adequately funded and property owners are relieved of the financial burden of maintaining street trees and repairing tree-related sidewalk damage, San Francisco’s urban forest has a much brighter future.”

— Dan Flanagan, executive director of Friends of the Urban Forest



Public Works is honored to have inherited the responsibility of maintaining all of the City’s street trees, thanks to the overwhelming support of San Francisco voters. StreetTreeSF, a voter-backed initiative, is a major feat for our organization and provides a \$19 million set-aside from the City’s General Fund to properly and carefully care for our growing urban forest.

The ballot measure, Proposition E, was approved by 79 percent of voters in the November 2016 election, creating a comprehensive municipal tree maintenance program that allows Public Works to care for the City’s nearly 125,000 street trees and fix tree-related sidewalk damage.

StreetTreeSF relieves property owners of the responsibility for street tree maintenance. The stable funding provides Public Works – for the first time – the ability to put San Francisco’s street trees on a regular pruning cycle, based on their species and condition.

Prior to voter approval, the City conducted a comprehensive tree census that identified all street trees, noting their species, location and condition. The data informed a tree-maintenance plan allowing us to start with the worst first.

The pruning of street trees is prioritized based on safety considerations, structural flaws and necessary clearances for overhead wires, traffic signs and signals, adjacent buildings and traffic flow. This is expected to take several years, and routine pruning of street trees is anticipated to begin in 2020.

StreetTreeSF grew out of the San Francisco Urban Forest Plan, which was overseen by the Planning Department in collaboration with Public Works, the Urban Forestry Council and Friends of the Urban Forest, the nonprofit that provided instrumental support in winning backing for the measure.





**“Now we can feel great about planting trees because we know we can take care of them.”**

**— Carla Short, superintendent**  
Bureau of Urban Forestry

# Signature Tree Planting

[sfpublicworks.org/signaturetrees](http://sfpublicworks.org/signaturetrees)

Every year, Public Works plants a signature tree - living tributes to civic leaders, community advocates, artists and activists for their dedication and devotion to their communities.

On March 16, 2017, dozens of people gathered in St. Mary's Square in the heart of Chinatown to plant a tree honoring neighborhood champion and political powerhouse Rose Pak.

Pak, who died in September 2016, was an influential civic leader who devoted herself to serving the community.

In Pak's honor, we planted a Ginkgo biloba tree, a slow-growing medicinal tree with beautiful fan-shaped leaves that turn a stunning yellow color in autumn.





“Rose has been Chinatown’s guardian angel for the last four decades.”

— Malcolm Yeung, deputy director of the Chinatown Community Development Center





# Pit Stop Expansion

Various locations across the City  
[sfpublishworks.org/pitstop](http://sfpublishworks.org/pitstop)

“The more Pit Stops we open,  
the more places people have a safe,  
secure and clean place to go.”

— Mohammed Nuru, director of Public Works

## Pit Stop Expansion



The Pit Stop program provides 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 demands on Public Works staff to clean up human waste from the City's sidewalks, doorways and streets.

By the end of the fiscal year, we increased the number of Pit Stop locations to 17, serving the Tenderloin, Mission, SoMa, Civic Center, Mid-Market, Castro, Bayview and Haight-Ashbury neighborhoods. The program began as a pilot with three locations in the Tenderloin in July 2014.

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



The Pit Stops provide a safe, secure and clean place to go, and our crews have seen a decrease in requests to clean up human waste.

The program utilizes both portable toilets, which are trucked to the sites on the days of operation after overnight servicing off site, and the semi-permanent JCDecaux toilets.

San Francisco partners with the nonprofit Hunters Point Family to staff the Pit Stops. The program provides job-skills training and entry-level positions for people with little or no job experience.

The Pit Stop program also was recognized by Harvard Kennedy School for innovation and has served as a national model for other cities, such as Miami and Sacramento.



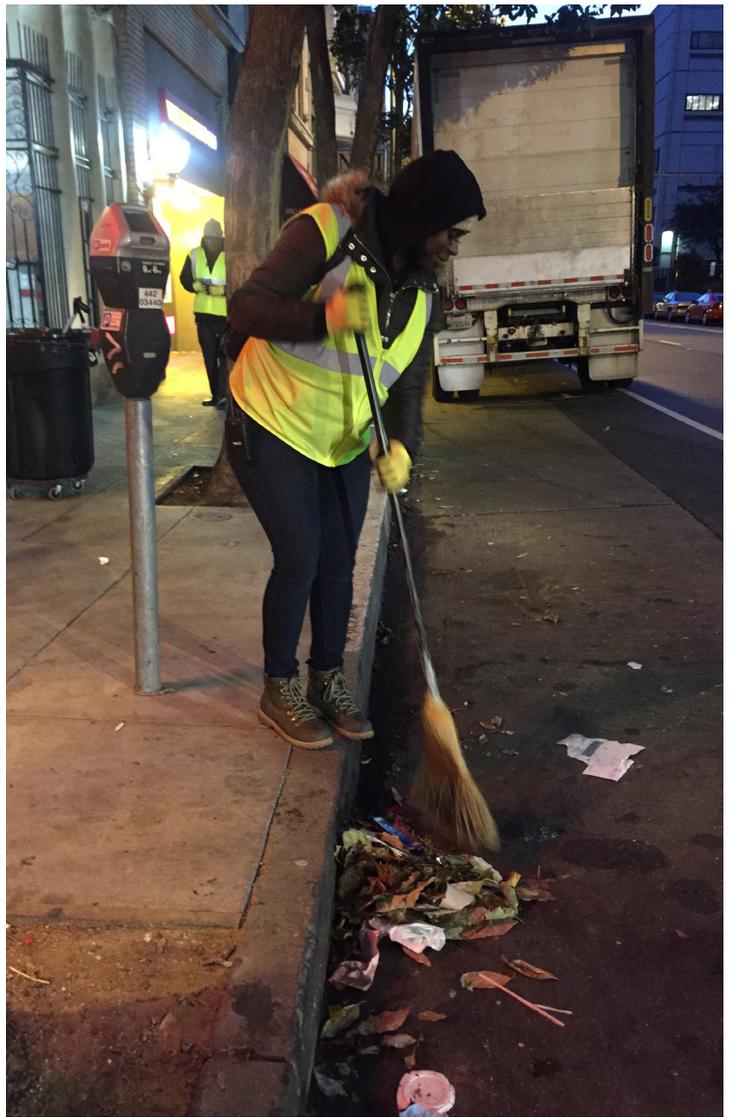
“When you can restore the ability for people to live with dignity and to maintain their integrity, that’s the greatest gift you could ever give.”

— Louie Hammonds  
Pit Stop monitor



# TLClean Team

The Tenderloin



Every weekday morning, starting at 5 a.m., a team of street cleaners spreads out across the Tenderloin to pick up trash from some of San Francisco's grittiest sidewalks. They work a four-hour shift that starts before dawn and ends as the central city neighborhood is awakening.

The TLClean Team began in October 2016 and is staffed by public housing residents and state parolees who are participating in a workforce development program run by Hunters Point Family and funded by Public Works.

The purpose of TLClean Team is threefold: improve the cleanliness of the Tenderloin, free up Public Works street cleaners so they can give more attention to other neighborhoods and provide jobs for people who have faced barriers to employment.

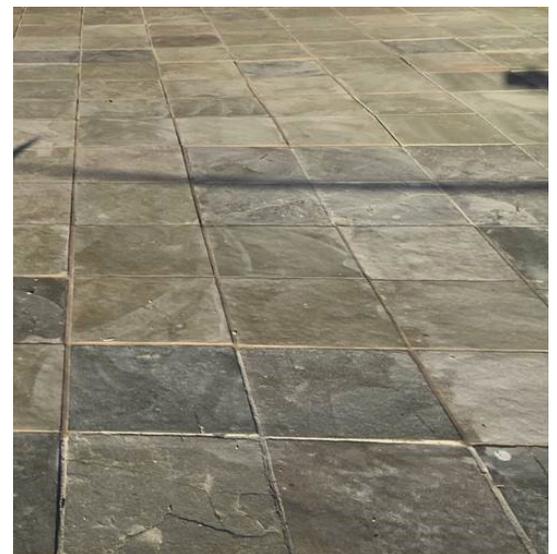
# Peace Plaza Tiles

1610 Geary Blvd.

After the community alerted us to the needed repairs at the Japantown Peace Plaza, we got to work to make the fixes. More than 200 of the tiles that covered the ground were either broken or displaced, creating an eyesore and a potential tripping hazard.

The plaza, located at Post and Buchanan streets, serves as a popular community gathering spot in the heart of Japantown. In less than a month, three of our cement finishers from the Bureau of Urban Forestry replaced and sealed the tiles and polished and safely secured them in time for the busy springtime events, including the popular Cherry Blossom Festival.





Our crews delivered.  
Peace Plaza tiles repaired.  
Time to celebrate.  
— Public Works Haiku

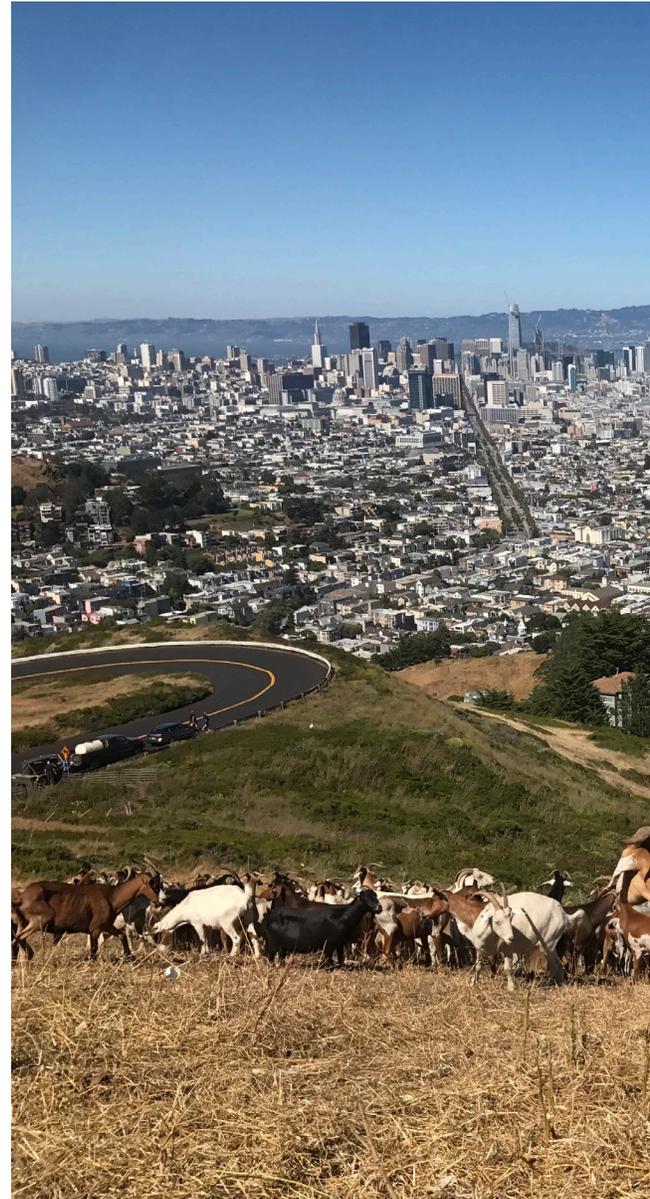
# Landscaping Goats

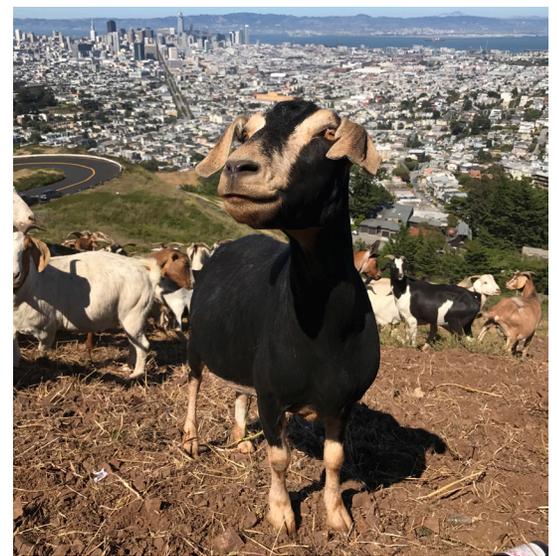
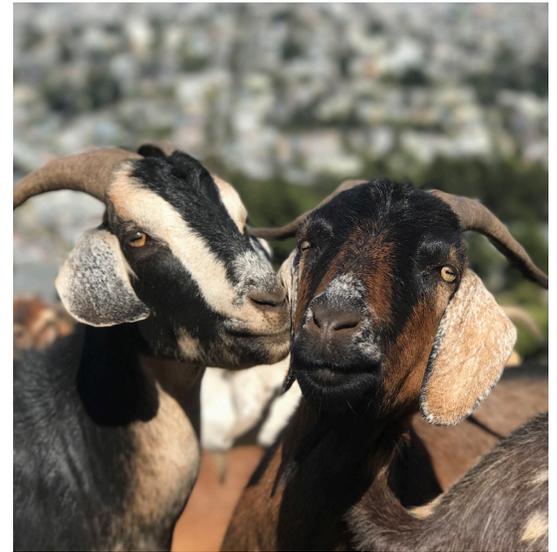
Twin Peaks

Each year before the Pride festivities roll in, a friendly herd of goats are hard at work prepping for the installation of the Pink Triangle, a 200-foot symbol of pride placed at the top of the Twin Peaks hillside to remind us that hate and intolerance have no place in San Francisco. On a clear day, the iconic symbol can be seen from up to 15 miles away.

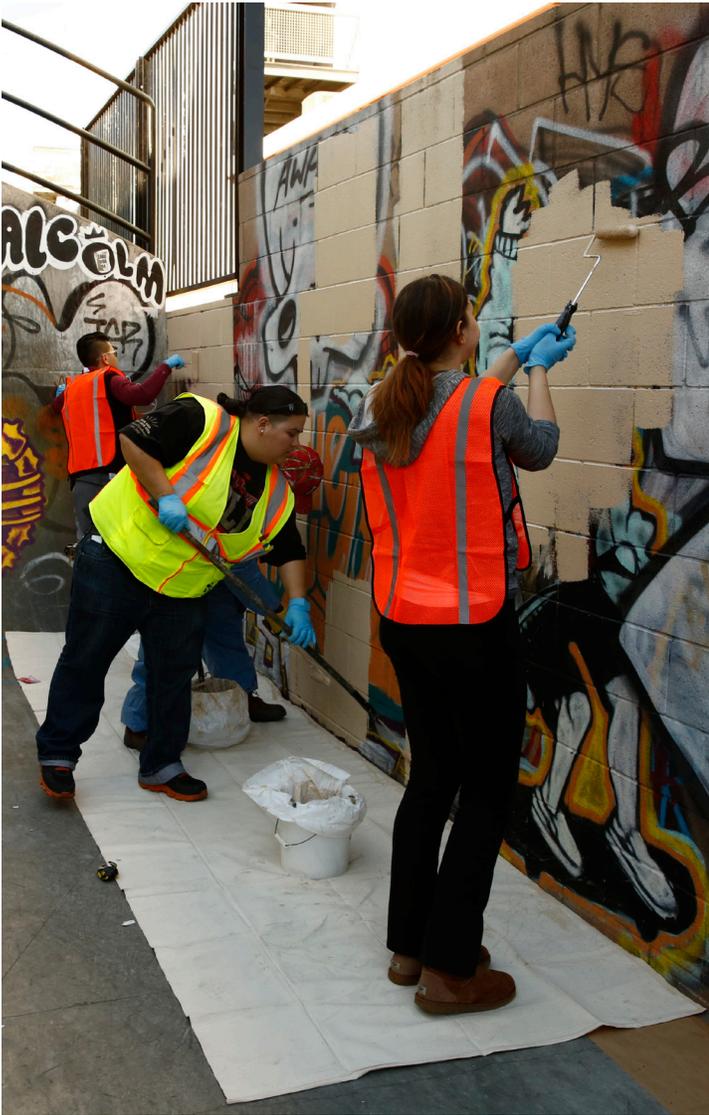
In order to have the area ready for the annual event, goats are brought in to clear overgrown weeds on the north-facing hillside that overlooks downtown and many neighborhoods, including the Castro, Noe Valley and the Mission.

The goats provide an organic weed abatement service that has quickly become a favorite tradition among us goat fans here at Public Works.





“Bleat, bleat.”  
— Charmer the goat



# Community Clean Team

Various locations across the City  
[sfpublicworks.org/volunteer](http://sfpublicworks.org/volunteer)

**2,866**

volunteers

**515**

trees planted



The year 2017 marked the 17th anniversary of Community Clean Team – our largest and longest-running volunteer program that improves neighborhoods and builds community.

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.

**39,110**

pounds of green waste removed

**60,800**

square feet weeded

**78,825**

square feet of graffiti removed

# Giant Sweep

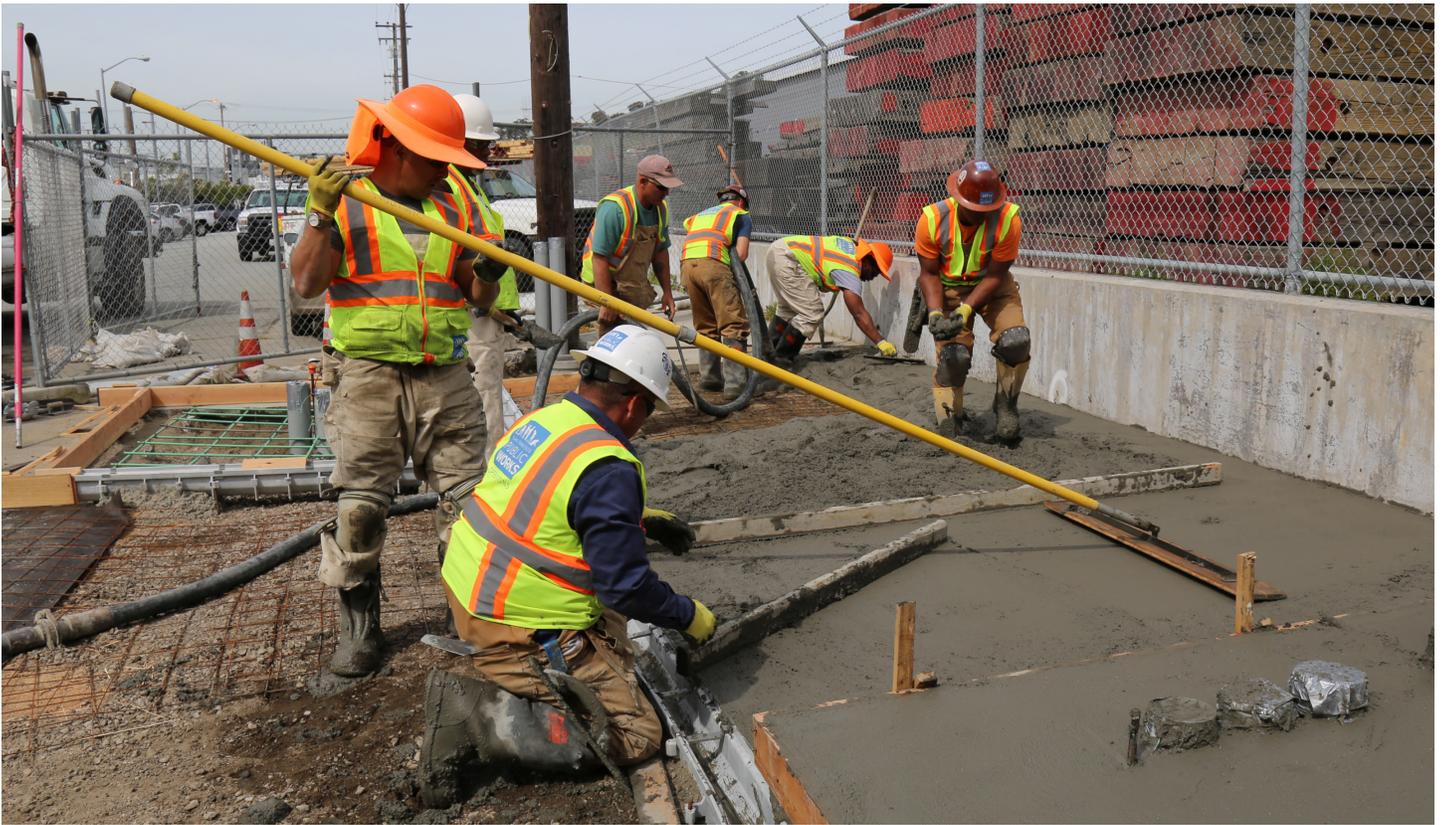
Citywide  
[sfgiantsweep.org](http://sfgiantsweep.org)



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 67,000 people have 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.



## Safety Record

1,000

days without a lost-time  
accident

1 million

working hours without  
an accident

During the fiscal year, the Public Works Bureau of Building Repair reached and then surpassed a major milestone: 1,000 days – or almost 1 million working hours – without a lost-time injury.

That means for more than three years there have been no injuries on the job necessitating that an employee miss work and stay home.

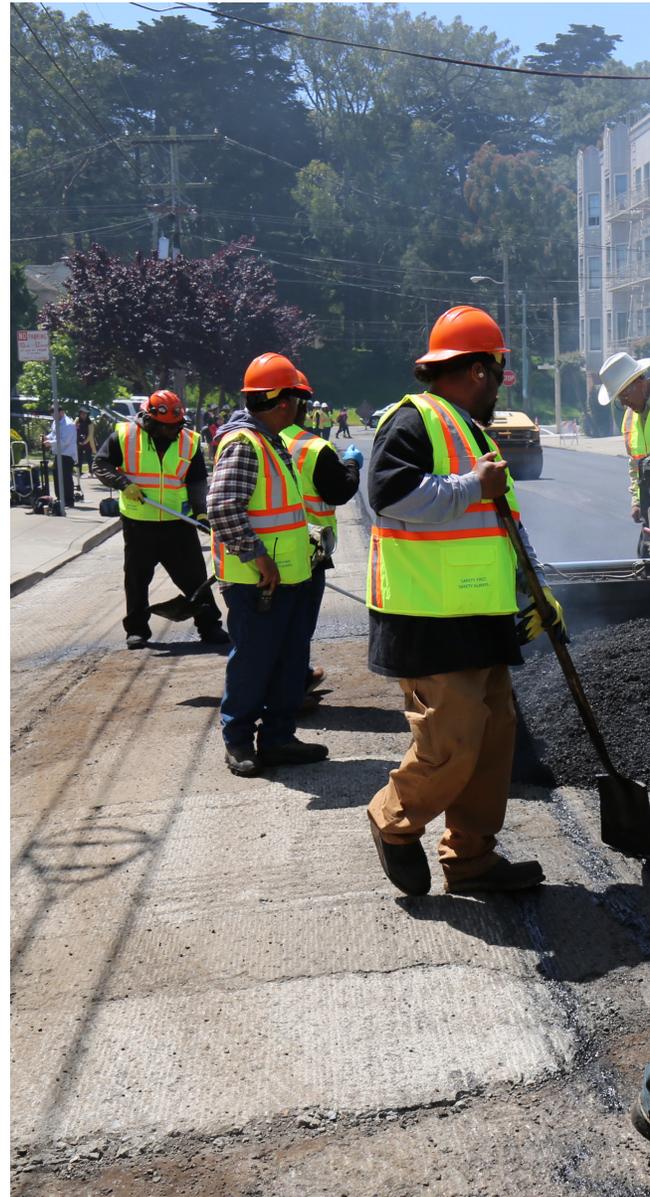
This was a new record for Building Repair and more than triple the previous record of 301 days set in 2014.

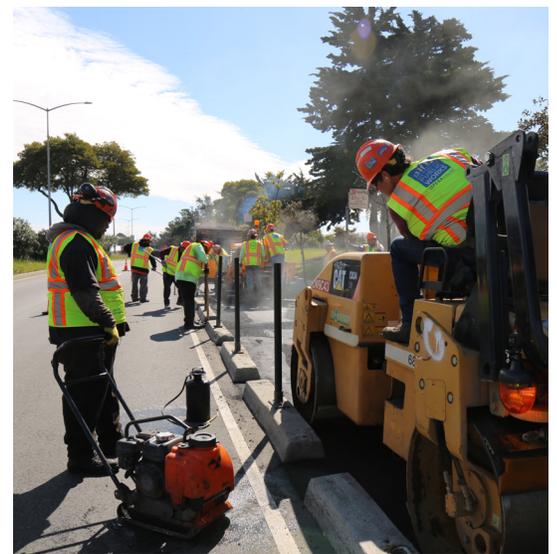
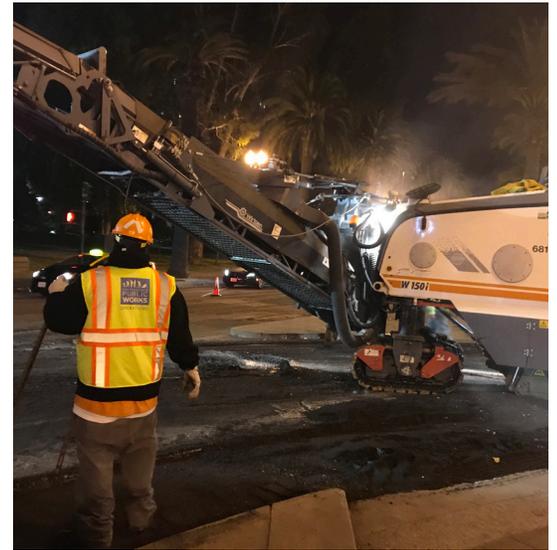
The bureau's employees include carpenters, plumbers, metal workers, electricians and others in the trades. They perform construction, maintenance and repair activities daily, working with a variety of tools and materials in our shops and in the field.

# Paving

Throughout San Francisco  
[sfpublishworks.org/paving](http://sfpublishworks.org/paving)

The City has pledged to commit nearly \$90 million of the capital budget for street resurfacing over the next two years – a critical investment expected to build on recent progress made in improving the condition of San Francisco’s roads. Public Works and our contractor crews have been paving more than 700 blocks a year since passage of the 2011 Road Repaving and Street Safety Bond – almost double the number of blocks resurfaced prior to the bond.





“Through these strategic investments, we are seeing the positive impact in every neighborhood. The result is smoother roads for drivers, cyclists and public transit riders.”

— Mayor Edwin M. Lee



## Public Works Week

[sfpublishworks.org/publicworksweek](http://sfpublishworks.org/publicworksweek)

From tours of our budding projects to hands-on activities for students with our trades workers, architects and engineers, Public Works Week gives 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.



## Partnering

[sfpublishworks.org/partnering](http://sfpublishworks.org/partnering)

Over the next 10 years, San Francisco agencies will oversee more than \$32 billion in construction projects. 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.



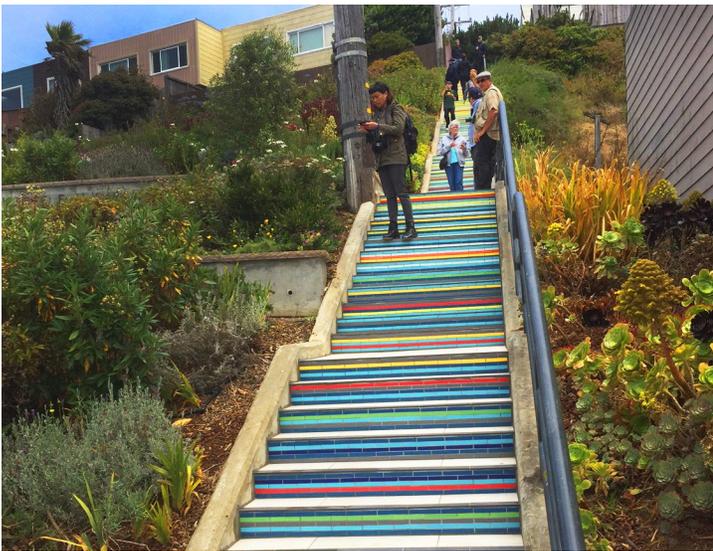
## Special Services

The office oversees director's hearings; processes director's orders; handles whistleblower complaints; and responds to public records requests, which averaged nearly 14 a week.



## University of Public Works

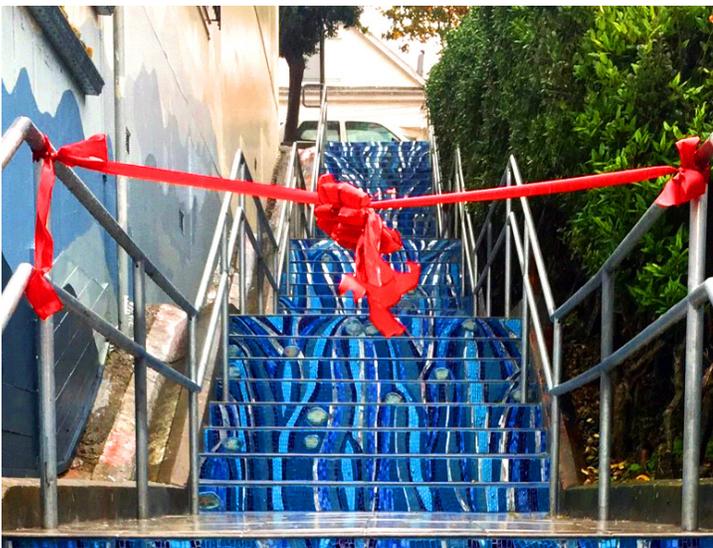
The University of Public Works is the point of entry for Public Works employees to access learning and development opportunities. Courses build professional development, create a common understanding of our business practices and policies, strengthen a results-driven culture and help retain a motivated and diverse workforce. Courses are conducted by subject-matter experts from within and outside our department. Some popular courses include architectural design, presentation skills and contract administration.



## Athens Avalon Greenspace

[sfparksalliance.org](http://sfparksalliance.org)

The Athens Avalon Greenspace is a collaborative Street Parks Program project involving neighbors, Public Works and the San Francisco Parks Alliance. This fiscal year, we marked the project's completion with a ribbon cutting and community celebration. Volunteers gave their time to transform the steep hillside at Athens and Avalon streets into beautiful terraced open space graced with drought-tolerant plants, and the drab concrete staircase has been brightened with colorful tiles.



## Kenny Alley

[kennyallestairs.com](http://kennyallestairs.com)

Located in the Excelsior District and part of the Street Parks Program, Kenny Alley is a mid-block pedestrian right of way, providing neighbors with a shortcut to the Mission Street commercial corridor. Improvements made this year include a new mural, solar lighting, landscaping, tree planting, a vertical cactus garden, stair resurfacing, a new banister and, of course, the centerpiece of the project: a beautiful mosaic tile installation on the face of the 47 steps at Kenny Alley.



## Cigarette Butt Cleaning Initiative

We launched a pilot program with SF Environment aimed at reducing cigarette litter by placing butt receptacles in the Richmond and Sunset districts. The goal is to get smokers to stop using our sidewalks and streets as their ashtrays. The six-month pilot program provided for the installation of 40 cigarette butt receptacles along Irving Street, Noriega Street, Balboa Street, Geary Boulevard and the Ocean Beach promenade.



## Sandbags

[sfpublicworks.org/sandbags](http://sfpublicworks.org/sandbags)

During the winter rainy season, we helped residents prepare for storms with our annual sandbag giveaway. The sandbags were intended for people whose properties are prone to flooding. San Franciscans can retrieve up to 10 free sandbags at the Public Works Operations Yard, where our staff was on hand to assist with loading them into vehicles.



## Potholes

[sfpublicworks.org/paving](http://sfpublicworks.org/paving)

In a typical month, Public Works pothole crews patch some 1,500 roadway ruts. In January of 2017, the number skyrocketed to nearly 3,000. Public Works dispatched up to six crews, seven days a week, to smooth out the roads that were damaged by the unrelenting rainy season.



## Parade Cleanups

Our crews cleaned up 16,700 pounds of debris in 3 ½ hours after the Chinese New Year Parade in 2017. At the Bay to Breakers footrace event, our street cleaning crews picked up 30,618 pounds of litter left behind by the runners and onlookers. At the 47th annual Pride Parade, we cleaned up more than 30 tons of trash along the parade route and around the festival area.



## Yes We Can!

Public Works rolled out the Yes We Can! pilot program in the Mission District to make more public trash cans available. The goal: Reduce litter. The City installed an additional 38 garbage cans along the Mission Street corridor between 14th and Cesar Chavez streets, for a total of 73 cans.



## Mission Valencia Green Gateway

[sfwater.org](http://sfwater.org)

The Mission Valencia Green Gateway features rain gardens and permeable pavement to allow stormwater to soak into the soil on site before it can enter the combined sewer system. The project created a new plaza area at the corner of Valencia and Mission streets, in addition to streetscape improvements benefiting transit, bicycle and pedestrian access across the project area.



## Telegraph Hill Rock Slope Safety Project

[sfpublicworks.org/telegraphhill](http://sfpublicworks.org/telegraphhill)

The rocky hillside below Coit Tower is a lot more secure now that the Telegraph Hill Rock slope Safety Project is complete. In December, crews completed two years of work, placing hundreds of rock anchors onto the hillside. Crews drilled more than 600 30-foot holes and installed strong steel anchors. The vital, lasting fixes to the crumbling cliff addressed the safety needs of the hillside with a history of rock slides. The budget for the project was more than \$8 million.



## O'Shaughnessy Boulevard Rock Removal

[sfrecpark.org/destination/oshaghnessy-hollow](http://sfrecpark.org/destination/oshaghnessy-hollow)

Faced with the threat of rain-driven rockslides onto O'Shaughnessy Boulevard, our engineers and on-the-ground crews quickly jumped into action to make the hillside safe. The rocky slope – historically vulnerable to landslides – is located on the west side of O'Shaughnessy, across from Glen Canyon Park. After small boulders tumbled down the hill forcing a temporary closure of the roadway, geotechnical engineers were brought in to assess the undeveloped hillside for potential rockslides and recommended that loose rocks near the top be knocked away in a controlled manner.



## Curb Ramps

[sfpublicworks.org/curbrampprogram](http://sfpublicworks.org/curbrampprogram)

We maintain approximately 7,200 street intersections in San Francisco. Many are only partially or not accessible for people with disabilities. All new public and private paving and construction projects are required to provide ADA-compliant curb ramps. Curb ramps also are constructed through our Curb Ramp Program, with priority given to locations requested by people with disabilities. The program constructed 1,535 curb ramps this fiscal year.



## Daggett Plaza

[oewd.org/daggett-project](http://oewd.org/daggett-project)

Daggett Street, a short, underused stretch of roadway near the crossroads of 16th Street and 7th Street, has blossomed into a vibrant, landscaped public plaza with a large lawn area, a whimsical art piece, a fenced-in dog run and other amenities to serve neighbors living in the surrounding Potrero Hill, Dogpatch and Mission Bay neighborhoods. Public Works was instrumental in guiding the process to transform the space and provided construction management and inspection oversight of the public infrastructure improvements during the construction of the plaza.



## Diamond Heights Sidewalks

[sfpublicworks.org/project](http://sfpublicworks.org/project)

At the urging of the Diamond Heights Community Association, Public Works developed a two-phase plan to construct 16,000 square feet of new sidewalk in the neighborhood to enhance accessibility. Additional work includes 42 new curb ramps, a new water main, bulb-outs to shorten the crossing distance across Diamond Heights Boulevard, a flashing beacon light and fresh paving.



## Holloway Green Street Project

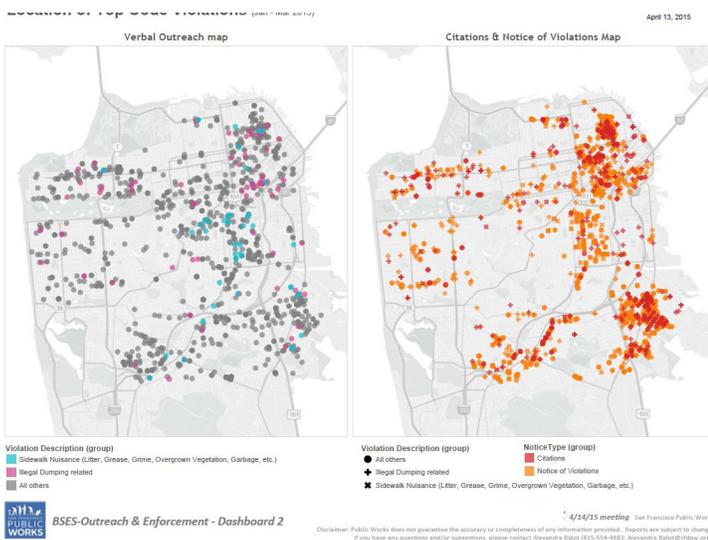
[sfwater.org](http://sfwater.org)

The project creates a welcoming and vibrant green street with permeable pavement and rain gardens to manage stormwater through local infiltration. The use of vegetated rain gardens and permeable pavement in parking lanes, beautifies and changes the look of the street, to make it safer and more welcoming for pedestrians and cyclists.



## Information Technology

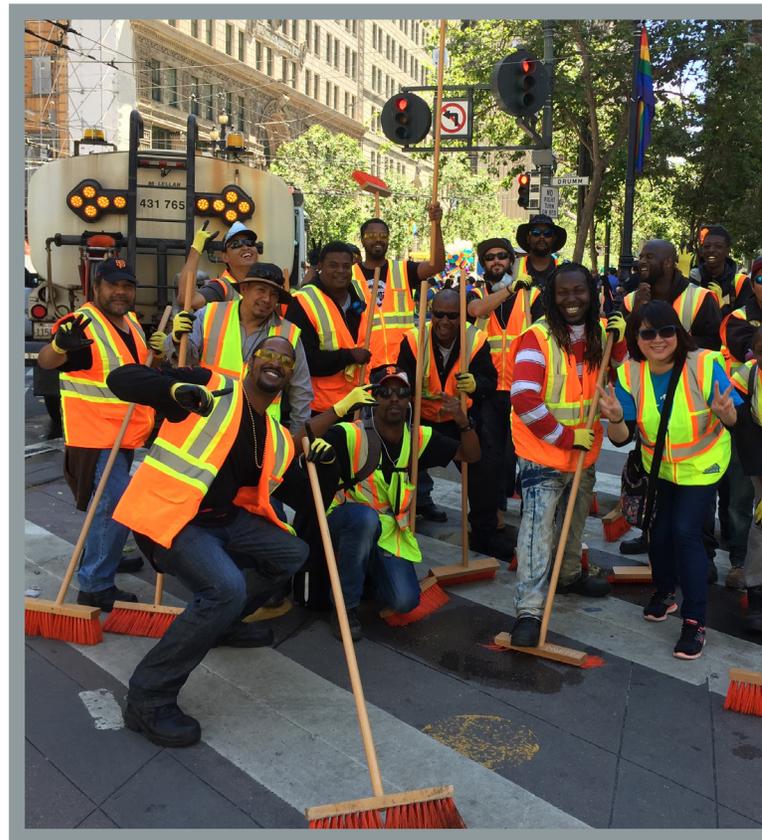
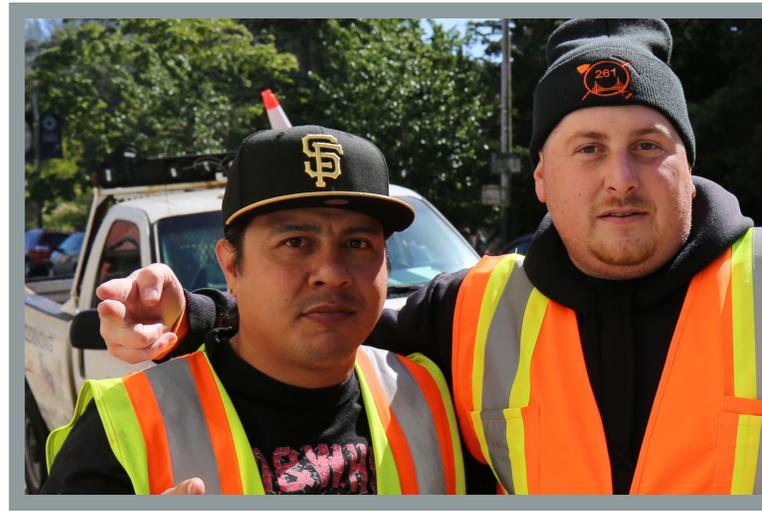
The Public Works Information Technology (IT) help desk is a central point of support for our information technology infrastructure and applications. A team of eight IT technicians works to install hardware and software, reset passwords, resolve printing problems and troubleshoot problems with applications. There were 19,670 service requests last year.



## PublicWorksStat

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







# CORE VALUES

Core values establish the quality of our work environment and shape the culture of our organization. They also direct how we conduct ourselves at work and guide our actions as public servants and co-workers. Serving as a code of conduct, our core values guide behaviors throughout all ranks of the organization and drive cultural change, help address unacceptable behavior in a non-threatening way and reinforce desired behaviors.

## RESPECT

- We treat each other with respect
- We communicate openly and fully
- We listen to one another, to our clients, and to the community
- We value the safety of our workforce and the public

## INTEGRITY

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

## RESPONSIVENESS

- We are responsive to the diverse needs of all communities
- We pursue new ideas and ways of working
- We celebrate our accomplishments
- We incorporate safety as key to quality customer service



@SFPUBLICWORKS

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**San Francisco Public Works**

[sfpublicworks.org](http://sfpublicworks.org)

415-554-6920