SAN FRANCISCO DEPARTMENT OF PUBLIC WORKS

Mayor Edwin M. Lee
Interim Director Mohammed Nuru

MAKING SAN FRANCISCO A BEAUTIFUL, VIBRANT, AND SUSTAINABLE CITY

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PHOTO CREDITS
Front Cover (Merced Library) - Jason Doiy
Above (1) - Kirsten Aguilar

San Francisco Department of Public Works

Fiscal Year 2010-2011 Annual Report

Edwin M. Lee
Mayor

Amy Brown
Acting City Administrator

Mohammed Nuru
Interim Director, Department of Public Works

Vision

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

Mission

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

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City and County of San Francisco

Edwin M. Lee, Mayor
Mohammed Nuru, Interim Director

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A Message from the Director

I am pleased to present to you the Fiscal year 2010-2011 Annual Report of the Department of Public Works. In this report, you will learn about the many exciting projects and world-class services we have delivered to San Franciscans over the past fiscal year. Without the significant and valued partnerships we have had with the different city agencies, neighborhood groups, volunteers, merchants and citizens, we would not have been able to accomplish so much and carry out our vision of making San Francisco a beautiful, livable, vibrant and sustainable city.

Before highlighting our accomplishments, I must recognize the work and leadership of our former director, Ed Reiskin, who was appointed Executive Director of the San Francisco Municipal Transportation Agency in August 2011. Under his tenure, Ed's commitment to sustainability, his prioritization of comprehensive public realm improvements, and his leadership and implementation of several technology projects to support operational management has provided the vision necessary to deliver and guide the projects and services that you will read about in this report.

In fiscal year 2010-2011, DPW beautifully orchestrated a post-parade cleanup for the World Series winning Giants considering the logistics, scale, and limited time available. Record numbers of volunteers showed up for our Community Clean Team Chinese New Year event and we honored Charlie Starbuck, a volunteer who has planted over 7,000 trees in the past 30 years throughout San Francisco, at our Arbor Day Clean Team in March. The first year of our new urban gleaning program passed with over 2,605 pounds of fruits and vegetables collected, during the fiscal year, for the San Francisco Food Bank.

On the capital side, we cut the ribbon and broke ground on five libraries, as part of the voter supported Branch Library Improvement Program. Through the Great Streets Program, we introduced the Better Market Street project to the public through a series of informative workshops, unveiled the completion of the Valencia and Leland Streetscape projects, and celebrated the topping off of the new Public Utilities Commission Headquarters.

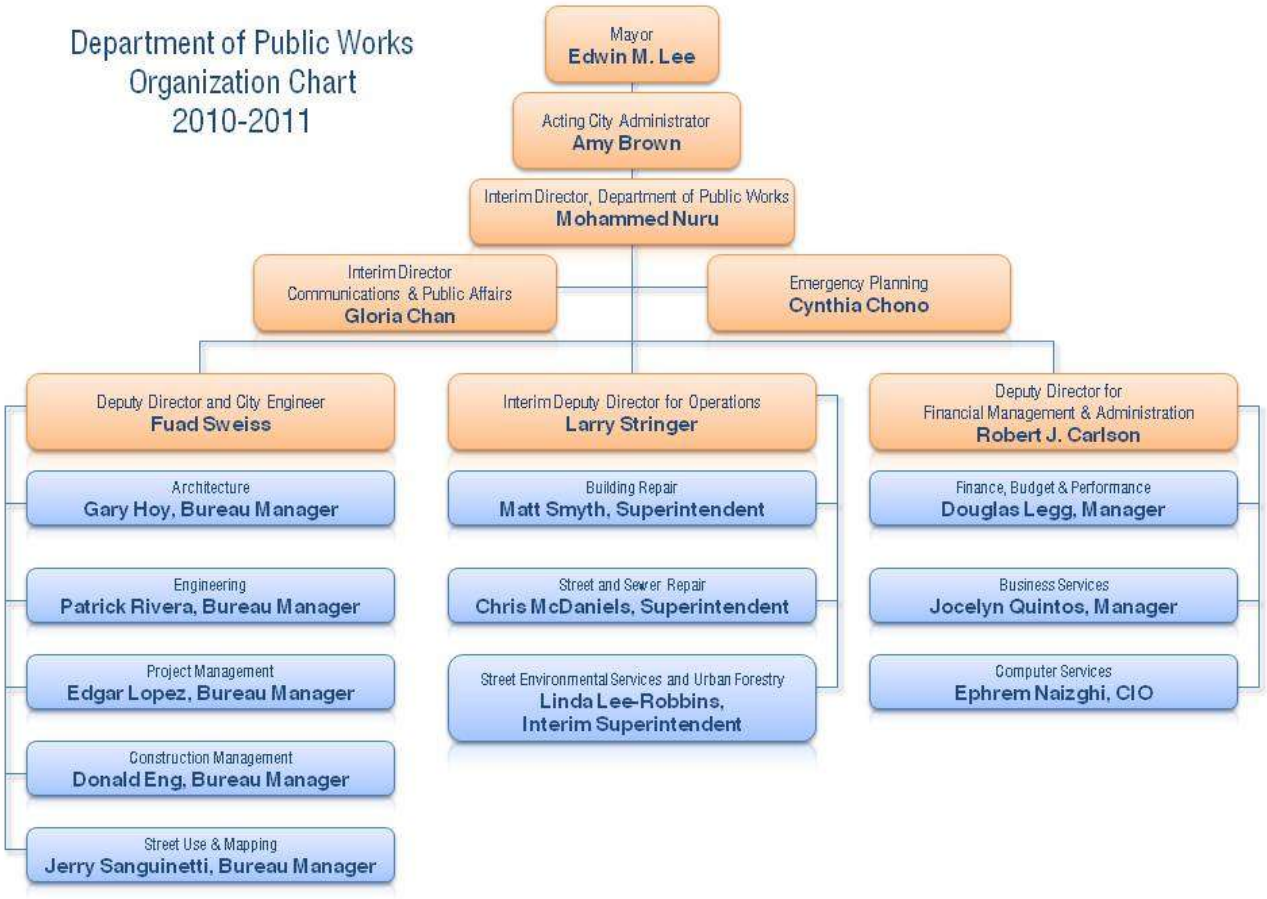
Looking ahead, I look forward to leading DPW with a commitment to fulfilling our vision: making San Francisco beautiful, vibrant and sustainable city.

Sincerely,

Mohammed Nuru
Interim Director of the Department of Public Works

Overview

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



Engineering & Architecture

Deputy Director and City Engineer, Fuad Sweiss

The Engineering Division of DPW (DDE) consists of five bureaus with about 500 employees responsible for the planning, management, design, and construction of many of the City's infrastructure and facilities with a current level of active projects valued at about $2 billion.

Under the department's comprehensive Strategic Plan, the bureaus of Architecture (BOA), Engineering (BOE), Construction Management (BCM), Project Management (BPM), and Street Use & Mapping (BSM) provide outstanding customer service to San Francisco residents, businesses, and client departments through the delivery of world class infrastructure and facilities for the public to use and enjoy.

Fiscal Year 2010-2011 has been a year of achievements to be proud of. All of our bureaus have done excellent work. Over 500 streets were paved or sealed, new streetscapes were completed on Valencia Street and Leland Avenue, 17 blocks of California Street were revamped and over 25 bridges, stairs or other street structures were repaired.

Five renovated branch libraries opened their doors to enthusiastic neighbors, the historic Palace of Fine Arts was fully restored, and major improvements were made to the Moscone Center. New capital projects kicked off such as the Public Safety Building and the Pier 27 Cruise Ship Terminal as well as the repair of neighborhood fire houses. New initiatives managed by BSM such as the Mobile Food Facilities Permit and Parklets have added excitement to San Francisco's neighborhoods.

While we continue to build and manage projects across the City, we are also building and improving our own organization. This past year we began to reorganize our structure in order to achieve higher quality, consistent, and more efficient delivery of projects. The new structure is designed around modern concepts that bring all team members for specific types of projects to work together from project inception to final completion, thus building on the combined strengths of individuals from different bureaus.

We hope that with this integrated approach, we will be able to deliver quality projects more efficiently for our clients and the greater San Francisco community.

Bureau of Engineering

Patrick Rivera, Bureau Manager

BOE provides mechanical, hydraulic, electrical engineering and landscape architectural planning design, and consultation services for a range of capital improvement projects. The Bureau also manages infrastructure programs for the repair, renewal and maintenance of City maintained streets, the sewer system, wastewater treatment plants, water facilities, street structures, and streetscapes, wastewater delivery, water facilities.

This fiscal year, clients included the Fire Department, Recreation and Park Department, the Municipal Transportation Agency (MTA), the SF Public Utilities Commission (SFPUC), the Department of Public Health, the San Francisco General Hospital, the San Francisco Public Library, the Airport, the Youth Guidance Center, the Port, Mayor's Office on Disability, the Department of Building Inspection, and the Redevelopment Agency.

Hydraulic Engineering

This Section responds to sewer emergencies and flooding/odor complaints; develops and maintains the Sewer Geographic Information System; reviews submittals from developers; provides support to the SFPUC to improve sewer flow conveyance and collection system asset management, and assists the SFPUC in development of its Sewer System Master Plan. During the fiscal year, Hydraulic engineers designed and awarded 24 projects totaling $78 million. These projects focus primarily on upgrading the citywide collection system implemented by the SFPUC 5-year Capital Improvement Program and Repair & Replacement Programs.

Highlights include:

- Various Locations Sewer Replacement and Pavement Renovation No.1
- Bromley Place Sewer Replacement
- Polk Street Emergency Sewer Replacement
- Various Locations Pavement Renovation No. 13 And Sewer Replacement
- 21st/23rd/24th/Hampshire/York/Utah Streets And San Bruno Ave Sewer Replacement
- Baker/Grove/Cole/Clayton/Waller/Duboce/Henry Streets Sewer Replacement
- Winfield St Pavement Renovation and Sewer Replacement
- Bush Street Sewer Replacement and Pavement Renovation
- Baker/Blake/Cook/Broderick/Washington/Francisco Streets Sewer Replacement
- Church and Duboce Track Improvement Project
- Auburn Street Sewer/Water Replacement and Pavement Renovation
- Waller Street Sewer Replacement
- Various Locations Pavement Renovation No. 14 & Sewer Replacement
- 18th Street Emergency Sewer Replacement
- Post Street Emergency Sewer Replacement
- Spot Sewer Repair Contracts No. 24 & 25
- Colon/Greenwood/Plymouth/Southwood/Wildwood/Miramar Sewer Replacement
- Sunnydale Auxiliary Sewer Project, Phase I
- Cesar Chavez Street Sewer System Improvements - Phase I
- Islais Creek Maintenance Facility
- Third Street Light Rail, Phase II Central Subway- Contracts 2 & 3
- Newcomb Streetscape Improvements
- Helen Diller Playground at Mission Dolores
- Various Drainage Work Design for Pavement/Streetscape Improvement Projects & Recreation/Park Department Improvement Projects

Sunnydale Auxiliary Sewer Project
Phase I ($37.4 Million)

In September 2010, contractors began construction work on the new auxiliary tunnel line (size ranging from 96" to 114" in diameter) in the Visitacion Valley area. The objective is to minimize flooding incidences within the Sunnydale service area during significant wet weather events. The tunnel will be excavated through trenchless means using an Earth Pressure Balance Tunnel Boring Machine (TBM), microtunneling techniques and pipe-jacking methods. The location of the work begins at Sunnydale Avenue and Bayshore Boulevard heading eastward to tie-in to the existing structure at Harney Way and Alana Way. Upon completion of the subject work, construction work west of Sunnydale Avenue and Bayshore Boulevard will begin under the contract Sunnydale Auxiliary Sewer Project, Phase II.

1- Middle shield portion of TBM lowered into trench at Harney & Alana Way
2- Trailing gear track for TBM within trench at Harney & Alana Way
3- Front shield portion of TBM lowered into trench at Harney & Alana Way

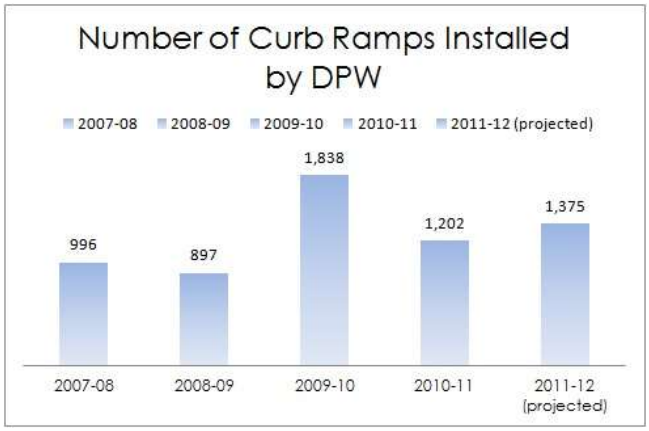
Bush Street Sewer Replacement and Pavement Renovation ($2.2 Million)

Two sewer rehabilitation methods were constructed on the existing 3' x 5' brick sewer segments along four blocks of the Bush Street corridor, stretching from Divisadero Street to Franklin Street. The first was the addition of composite-cement mortar to the inner wall on approximately 1,750 linear feet of sewer. The second was the addition of a cured-in-place liner on approximately 950 linear feet. This trenchless technique minimized construction impacts to the public, eliminated open-cut excavation and avoided potential underground utility conflicts. Open-cut excavation was conducted on the remaining four blocks due to structural inadequacy of the existing sewer. Upon completion of the sewer installation, curb-to-curb street resurfacing was conducted.

19th Street and Castro Street (northwest corner) before and after Construction (Prop K FY08-09 allocation)

Curb Ramps ($7.4 Million)

DPW maintains approximately 7,200 street intersections in San Francisco. Some are not accessible for people with disabilities and some are partially or fully accessible. All public and private paving and construction projects are required to provide compliant curb ramps. Curb ramp specific projects are also constructed through the DPW Curb Ramp Program, with priority given to locations requested by persons who are disabled. Coordination with the Mayor's Office on Disability and other city departments ensures efficient design and construction services. DPW evaluates the entire intersection to provide properly located curb ramps that comply with departmental standards and regulatory requirements. This year, 1,202 curb ramps were constructed in neighborhoods citywide under DPW's design and construction services.



Mechanical-Electrical Engineering

DPW's mechanical and electrical engineers perform a variety of services for the improvement and enhancement of several public facilities as well as portions of the City's infrastructure. Several infrastructure projects designed by the Mechanical-Electrical Section are highlighted below:

Lawrence Livermore National Laboratory & Phase II Thomas Shaft Improvement Project

Thomas Shaft Chlorination Facility Sampling Station

In 1987, the San Francisco Public Utilities Commission entered into a contractual agreement with Lawrence Livermore National Laboratory (LLNL) to deliver potable water to LLNL's Site 300 from the Thomas Shaft station of the Hetch Hetchy Aqueduct. The LLNL Water Quality Improvement Project scope included the installation of two 30 horsepower submersible well pumps, two UV reactors, one surge tank, and water quality monitoring devices. The Phase II Thomas Shaft Chlorination Facility Improvement Project scope included the installation of new fiber-reinforced plastic ladders and guard railings to three existing chemical storage tanks, new exterior steel staircase, cast-in-place concrete landing, chain-link fencing, and the construction of a new cast-in-place concrete vent structure and sampling facility addition. DPW completed the construction of this project in March 2011.

Vista Francisco Pump Station

Vista Francisco Pump Station Upgrade

The Vista Francisco Pump Station Upgrade is part of the SFPUC's Water System Improvement Program (WSIP); which aims to repair, replace and seismically upgrade the Hetch Hetchy Water System. The project scope included demolition of the existing building; replacement of hydro-pneumatic tanks with two 7,250 gallon tanks; construction of a new, reinforced concrete building with bridge crane, new pumps, sprinkler system, new electrical system, new stand-by generator, replacement of the surge system, security fencing and monitoring systems; landscaping and other site work. This project provides the necessary facilities to support the Supervisory Control and Data Acquisition (SCADA) project by adding automation where needed. DPW completed the construction of this project in September 2010.

Anza Branch Library

Merced Branch Library

Leadership in Energy and Environmental Design (LEED) Projects

This section, in keeping with DPW's strategic plan, strives to lead in the design of environmentally green facilities. This year, construction was completed for two of five projects designed to meet LEED Silver Certification standards. Ribbon cutting ceremonies were held to celebrate the re-opening of the Merced Branch Library in May 2011 and the Anza Branch Library in June 2011. Both of these existing facilities were gutted and re-engineered with energy efficient mechanical and electrical systems.

Clarendon and Panorama – New Traffic Signal

Clarendon and Panorama Traffic Signal Project ($179,188)

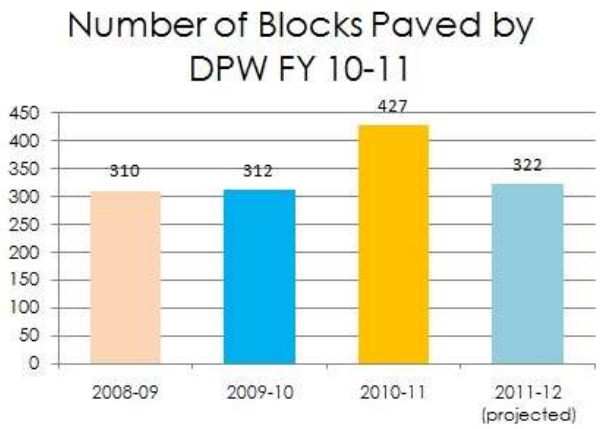
The Clarendon and Panorama Traffic Signal Project is part of the San Francisco Municipal Transportation Agency Safety Program and the Safe Routes to School Program. It was funded by a state Safe Routes to School grant with a local funding Proposition K match. The project scope includes traffic routing work; furnishing and installing poles, conduits, pull boxes, wiring, vehicle and pedestrian signal faces, pedestrian push buttons, signal mounting assembles, and intersection controllers; other electrical work and painting and the restoration of existing curb ramps. DPW completed construction in December 2010.

California Street Cable Car Systems and Pavement Renovation Project

Street Resurfacing ($50.6 Million)

This past year, the DPW successfully designed, paved, and rehabilitated 427 blocks and flex sealed another 101 blocks through the Street Resurfacing program, which provides safe, smooth, accessible and high quality streets.

BOE maintains approximately 878 miles of streets, comprised of 12,855 blocks. The program consists of paving; concrete base repair; sidewalk, curb, and curb ramp reconstruction; and concrete parking strip repair. The work is collectively completed in coordination with utility companies to minimize excavation conflicts. The program links its street resurfacing work with the department's Pavement Management and Mapping System (PMMS); which sets priorities for City-maintained streets based on factors such as pavement condition, type of street use and transit routes.



The division also improved maintenance coordination, kept the public informed of new street construction projects and minimized construction impacts to the public. In high-density areas, staff worked nights and weekends to minimize disruption to residents and businesses. Timely street paving results in a smooth ride for transit riders, pedestrians, motorists and bicyclists and increases the quality of life for San Franciscans, while decreasing the tax burden for future generations.

Waller, Sanchez and Steiner Streets Pavement Project

Woodside & O'Shaughnessy Pavement

Landscape Architecture Design

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

Highlights include:

- Newcomb Avenue Improvements
- Balboa Streetscape Improvements
- McCoppin Square Renovation
- West Sunset Playground Renovation
- Potrero Hill Recreation Center Site Improvements
- Sue Bierman Park
- Palace of Fine Arts Landscape Site Improvements
- Golden Gate Park Carrousel Site Improvements

Palace of Fine Arts

Palace of Fine Arts Landscape Site Improvements ($2.9 Million)

A grand opening of the final phase for the renovation of the Palace of Fine Arts was held in February 2011. The historic buildings and landscape were fully restored to their original grandeur. The landscape architecture section designed the site-work, following historic preservation guidelines, while using modern and durable materials. Special paving, planters, new accessible pathways and landscape plantings completed this long awaited restoration. Neighbors and visitors alike can now fully enjoy the amenities of one of the City's top attractions. This work was completed on behalf of the Recreation and Park Department.

Golden Gate Park Carrousel Site Improvements ($1.2 Million)

In 2002, the Recreation and Park Commission approved a conceptual master plan for the Golden Gate Park Children's Playground (Koret Children's Quarter). The playground renovation was the initial phase of this project, completed in 2007. In Spring 2010, the Recreation and Park Department secured Proposition 40 State Grant Funds for the carrousel plaza renovation with the State of California.

Golden Gate Park Carrousel

The project was completed in June 2011 and the work scope included replacement of the large asphalt plaza with a spectacular pattern of integrally colored concrete; ornamental stone walls and stairs; a secure and screened trash and recycling storage area; landscape irrigation and planting with new site furnishings. Art tiles made by the Sharon Art Studio were incorporated into the new stairs and seat walls. The carrousel remained open to the public during the construction period.

Structural Engineering

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

This year, we completed numerous design projects and construction projects. Several of these projects are highlighted below:

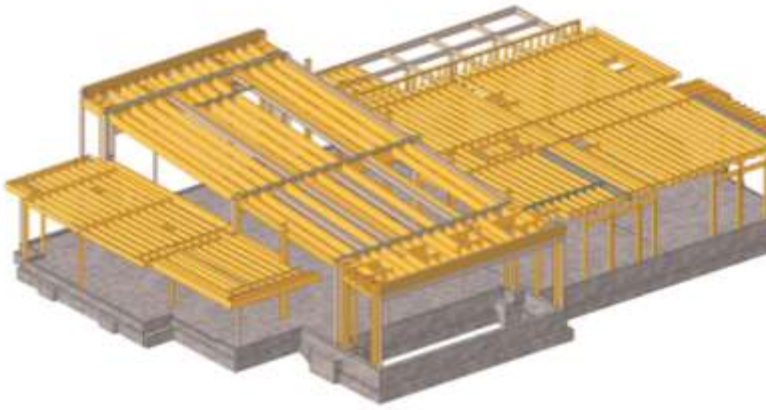
Chinese Recreation Center

DPW provided structural and geotechnical engineering services for the design of the new Chinese Recreation Center. Currently in construction, the recreation center is located at Washington and Mason Streets on Nob Hill. The project includes the erection of a new one-story gymnasium and a three-story clubhouse. Designed as one building, the lateral system will be comprised of special concentrically braced steel frames over special reinforced concrete shear walls that are supported on torque-down piles interconnected by grade beams. The gravity system will be comprised of: steel roof decks over steel beams and columns, third-floor steel decks with concrete fill over the steel beams and columns, and second-floor concrete slab over concrete beams and columns found on piles.

Chinese Recreation Center construction

Cayuga Clubhouse

DPW provided structural and geotechnical engineering services for the design of the new Cayuga Clubhouse located in Cayuga Park. The 4,000 square foot clubhouse will replace the existing, one-story, 2,500 square foot building. The superstructure of the new clubhouse is framed with both timber and structural steel. The large and flexible multipurpose room, which supports a living roof above, is laterally braced with three steel special-moment-resisting-frames in the transverse direction. The rest of the building is laterally braced by plywood shear walls. The soil under the entire clubhouse is improved by vibro-replacement stone columns to mitigate seismic induced differential compaction. The design drawings were completed using Revit, a three-dimensional drafting software package.



Cayuga Clubhouse Rendering

Pier 80 Security Light Poles

DPW provided geotechnical engineering services for the design and construction of three light poles at Pier 80. Four 80-145 foot long steel pipe piles (torque down piles) were installed for each of the light poles. Deep piles were needed due to the thick depth of the very soft bay mud.

University Mound Reservoir

DPW provided geotechnical engineering services for the design and installation of over 500 45-foot long micropiles as part of the seismic retrofit of the SFPUC University Mound Reservoir.

Street Structures Inspection and Repair Program ($1.75 Million)

DPW maintains over 300 street structures in San Francisco. Street structures include tunnels, bridges, overpasses, underpasses, viaducts, stairs, retaining walls, and miscellaneous structures. DPW is responsible for maintaining these structures in good operating condition to ensure public safety. The purpose of the Street Structures Inspection and Repair program is to ascertain the structure's physical condition and to determine its need for maintenance and repair. Street structures are rated and entered in the inventory of the program to indicate their deficiencies, structural adequacy, and overall general condition. This year, DPW designed and repaired over 25 street structures.

Bridge and tunnel repairs:

- Bridge Preventive Maintenance Program
- 3rd Street Bridge- Metal deck bolt repair and replacement
- 3rd Street Bridge- Cleaning and painting of structural steels

Retaining wall and guardrail repairs:

- Jones Street retaining wall
- Diamond Heights Boulevard vehicular guardrail
- Clayton Street guardrail
- Castro Street guardrail
- Roosevelt Street guardrail
- Peralta Street wall
- Montclair Terrace wall

Jones Street retaining wall - before

Jones Street retaining wall - after

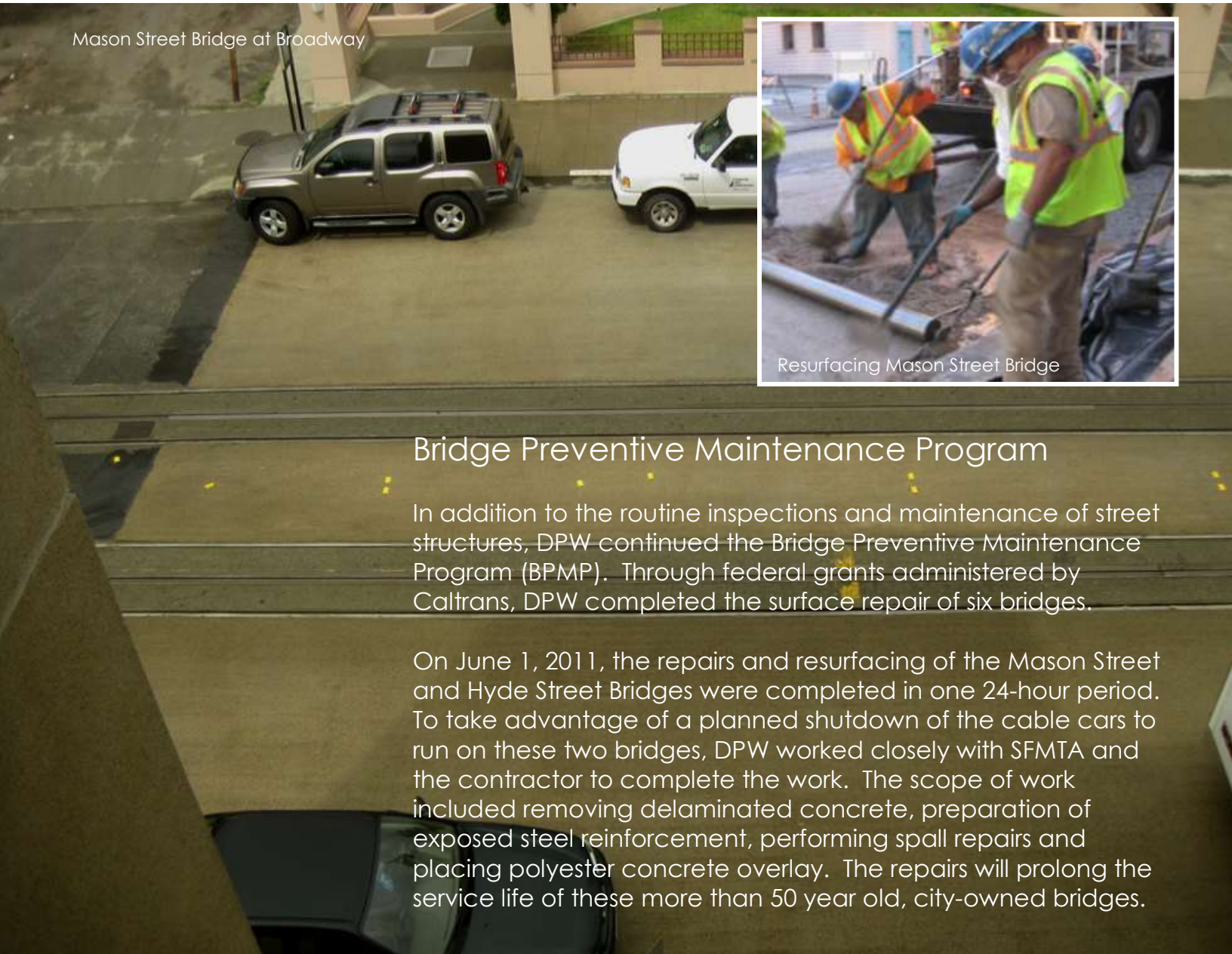
Clayton Street Guardrail - before

Clayton Street Guardrail - after

Stairway repairs:

- Duncan Street
- Chestnut Street
- San Jose Avenue
- Highland Street
- Richland Street
- Vulcan Street
- Farnsworth Lane
- Detroit Street
- Castro Street
- Filbert Street
- Saturn Street
- Green Street
- 16th Avenue
- 3rd Street

San Jose Avenue stairway – before and after



Mason Street Bridge at Broadway

Resurfacing Mason Street Bridge

Bridge Preventive Maintenance Program

In addition to the routine inspections and maintenance of street structures, DPW continued the Bridge Preventive Maintenance Program (BPMP). Through federal grants administered by Caltrans, DPW completed the surface repair of six bridges.

On June 1, 2011, the repairs and resurfacing of the Mason Street and Hyde Street Bridges were completed in one 24-hour period. To take advantage of a planned shutdown of the cable cars to run on these two bridges, DPW worked closely with SFMTA and the contractor to complete the work. The scope of work included removing delaminated concrete, preparation of exposed steel reinforcement, performing spall repairs and placing polyester concrete overlay. The repairs will prolong the service life of these more than 50 year old, city-owned bridges.

Corbin Place Stairway Replacement ($210,000)

DPW, through the Street Structures Inspection and Repair Program, completed the construction of a replacement stairway at Corbin Place. Located between 17th Street and Corbett Avenue, the stairway replacement was completed under budget and on time.

Before and After of Corbin Place Stairway Replacement

Valencia Streetscape Improvement ($6.1 Million)

Completed in 2010, the Valencia Streetscape Improvement Project, between 15th and 19th Streets, provides sidewalk improvements on both the east and west sides of Valencia Street. Improvements include: removal of the striped center median, better spaced and more accommodating curbside loading zones for trucks, improved traffic, parking and bicycle lane alignment, sidewalk widening, bulb-outs, pedestrian scale lighting, and public art.

The purpose of the project was to provide residents and visitors with safe and easy access to businesses, schools, shopping and regional transit connections, enhancing the sense of place with a unified ribbon of streetscape improvements.

Three major goals were identified for Valencia Street through the planning process:

- Improving the commercial corridor by providing a more pleasant pedestrian and bicycling experience
- Making Valencia Street a safer environment with more usable sidewalk space, improved bike and traffic lanes, and sidewalk amenities
- Maintaining the diversity of the neighborhood and balancing the needs of all of the community elements, bike racks, kiosks and new street trees.

Valencia Streetscape Improvement Project

Leland Avenue Streetscape Improvement ($4.2 Million)

Leland Avenue is the civic and commercial heart of the Visitacion Valley neighborhood. Completed September 2011, the Leland Avenue Streetscape Improvement Project includes: pedestrian lighting, new street trees and other plantings, corner bulb-outs at intersections, sidewalk paving, crosswalk improvements, street furniture, storm water management facilities and public art. The streetscape design arrived as a result of a collaborative community process that took place from Fall 2005 to Winter 2006.

Five major goals were identified for Leland Avenue through the planning process, including the following:

- Create a green connector between the Visitaction Valley Greenway and the new Schlage Lock redevelopment site
- Improve the district's identity and appearance
- Create better pedestrian connections to transit
- Enhance pedestrian safety and conditions
- Increase the economic viability of small businesses on Leland Avenue

Leland Avenue is the first street redesign in San Francisco to incorporate sustainable storm water management practices, utilizing Low Impact Development (LID) to:

- Convert hardscape to softscape
- Provide bio-filtration
- Reduce volume and peak flow of storm water
- Reduce contribution to City's combined sewer system

Public workshop at the Warfield

Better Market Street Project (BMS)

The goal of the project is to revitalize Market Street from Octavia Boulevard to The Embarcadero and reestablish the street as the premier cultural, civic and economic center of San Francisco and the Bay Area. The new design should create a comfortable, universally accessible, sustainable, and enjoyable place that attracts more people on foot, bicycle and public transit to visit shops, adjacent neighborhoods and area attractions.

In May 2010, the BMS team hosted a series of public workshops and webinars encouraging people to provide their input and vision on how to transform Market Street into a world-class, vibrant corridor. Online webinars were available for those unable to attend the workshops where participants were able to login online, and in real-time, learn about the project, ask questions, and give feedback to the BMS project team.

The Better Market Street project offers a special opportunity to envision a new Market Street; one that can potentially include enlivened public plazas and sidewalks full of cafes, public art and performances, dedicated bicycle facilities; continued efficient and reliable transit.

The BMS Project is the collaboration of several city agencies, led by DPW, including the SF Planning Department, SF Municipal Transportation Agency, SF County Transportation Authority, and Mayor's Office of Economic and Workforce Development.

Public workshop at Hotel Whitcomb

Public workshop at Hotel Whitcomb

Bureau of Architecture

Gary Hoy, Bureau Manager

The Bureau of Architecture (BOA) provides comprehensive planning, management and architectural services for the modernization and renovation of the City's buildings as well as the development of new facilities and urban space for public use. The bureau includes a staff of 50 architectural professionals including 26 licensed architects, and 20 associates, assistants and 10 support staff. The team-based organization comprised of four design studios, each led by senior architects, affiliated with specific clients. Environmentally sustainable architecture is a key priority. The bureau has 30 Leadership in Energy and Environmental Design (LEED) Accredited Professionals on staff and provides consultation for LEED certification to meet or exceed the City's Resource Efficient Building ordinance. Their diversity enables the team to outreach to all the City's stakeholders.

Summary of Fiscal Year Activities

Statistics for the Year

In spite of the economy, BOA maintained a steady demand for services, which resulted in more than 100 active projects. BOA, in conjunction with Bureau of Project Management (BPM), advertised more than $50 million in new projects (including $1.6 million through the Bureau of Building Repair (BBR) and $2.8 million through Job Order Contracts (JOC)), finished construction on over $30 million of projects, and continued work on an equivalent value of projects in both design and construction. BOA also assisted the Public Utilities Commission (PUC) with the bid and award of an additional $37 million in other projects during the year.

Performance Measures

BOA's performance is measured by the ability to estimate construction costs, and limit change orders due to errors or omissions (E&O) in the contract documents to less than three percent. These two measures are shared with the Bureau of Engineering (BOE) as designers. A third measure is the completion of projects within the construction schedule, a goal shared with the Bureau of Construction Management (BCM).

Estimating construction costs was difficult with the economy in flux but most of the bids were well below estimates. Nine building projects were advertised this year, with only one exceeding the estimate range (which was a Micro, Local Business Enterprise (MLBE) Set Aside). 100% of the projects were awarded after one bid, which met DPW's goal. Overall, bids averaged 87% of the Architecture/Engineer estimate, reflecting the competitive bid climate.

For the E&O measure; 8 of 10 building projects were finished within the three percent threshold for change orders due to errors and omissions equating to an 80% record for fiscal year 2010-2011 vs. the 100% goal. The E&O for buildings was higher than the DPW average (including roads and parks) due to the complexity and number of trades. It tracked 2.24%, slightly higher than the rolling three-year average of 1.71%.

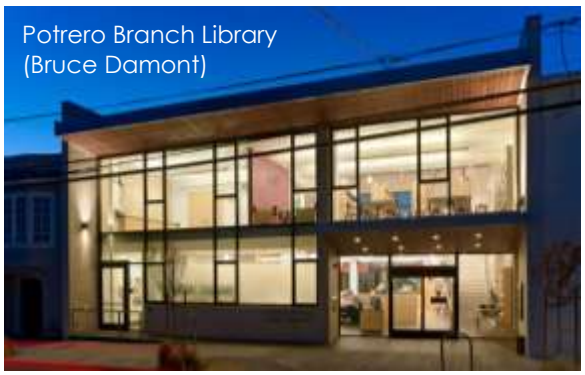
Schedule conformance improved this year as 61% of the projects were completed within the range, better than the three-year average of 44%.

Awards

BOA's staff was recognized, along with BPM/BOE/BCM, by the Northern California Chapter of American Public Works Association (APWA) with awards for two Historic Preservation Projects: The Eureka Valley/Harvey Milk Memorial Branch Library and the Bernal Heights Branch Library in the over $15 million and under $5 million categories respectively. The Bernal Heights Branch Library was subsequently awarded project of the year by the National APWA.

The San Francisco Chronicle, John King, the architectural critic and writer opined that the Potrero Branch Library (designed by BOA) was one of the ten best projects of the year, "San Francisco's Bureau of Architecture worked wonders with a mid-block library on Potrero Hill from 1951, turning the dilapidated structure into a glassy beacon of literacy - including panoramic walls at the rear that showcase the city beyond. Bureaucracy at its best."

Bernal Heights Branch Library
(Michael Kromat)



Potrero Branch Library
(Bruce Damont)

Eureka Valley/ Harvey Milk
Memorial Library
(Michael Kromat)

Sustainability

In alignment with DPW's Strategic Plan, BOA continued to implement more sustainable architecture with four branch libraries near completion in construction and tracking to comply with LEED Silver ratings. BOA completed a green roof atop the City's newest office building, One South Van Ness. BOA also managed the tenant improvements on the 6th floor of this building for the San Francisco Municipal Transportation Agency (SFMTA) and General Services Agency (GSA), which received LEED-CI certification for interiors. Two branch libraries were completed, which are tracking to LEED Silver (Merced and Anza). In cases where LEED certification is not possible or required, BOA continues to apply sustainable design principles in the selection of materials and finishes to improve the City's environmental quality for both its employees and residents.

Green roof at One South Van Ness

Programs of Service

City-wide Capital Planning

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

This year, BOA assisted the War Memorial Performing Arts Center and the San Francisco Opera to secure $130 million in funding for the seismic upgrade and an additional $20 million in pledges for tenant improvements of this historic

War Memorial Performing Arts Center

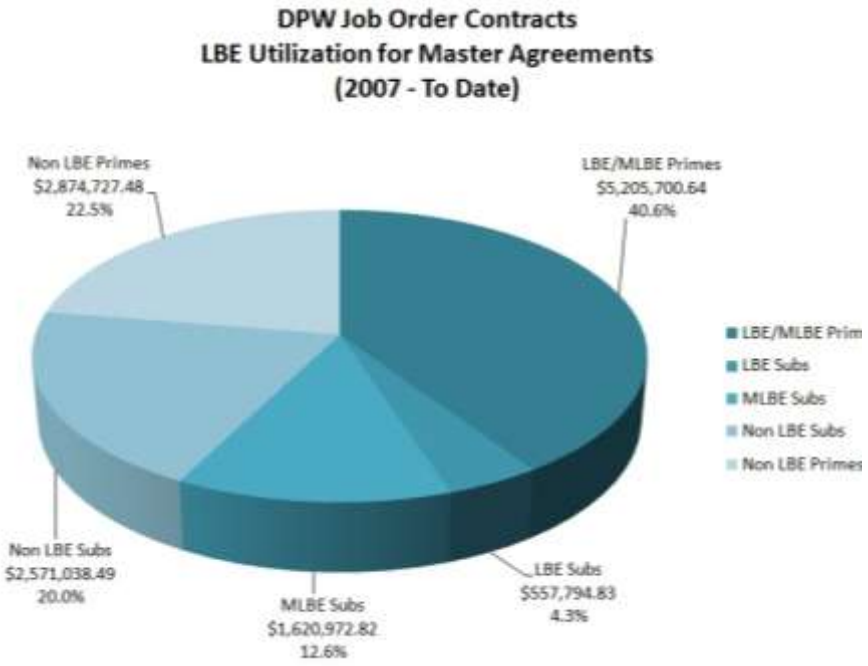
Job Order Contracting

BOA's Job Order Contract (JOC) Program continues to play a role in streamlining and expediting the process of constructing small building projects. This fiscal year, BOA issued four new JOC contracts with a total value of $6.5 million. Two were Micro-LBE Set-Aside contracts and one an American Recovery and Reinvestment Act funded contract. Total construction awarded through the program since the first JOC contract in 2003 was $36.8 million with $2.8 million of task orders issued this year.

The JOC program has been successful in expediting several construction projects including the Pier 22-1/2 SFFD Fireboat Sewage Ejection System project. It was crucial that the fireboat crew took occupancy of the station within a month of the project's initiation through JOC; JOC issued Notice to Proceed (NTP) within 15 days and the project finished within another 15 days.

This year, JOCs were used for the San Francisco County Jail cell safety upgrades, various projects for the San Francisco General Hospital Ward 6G Surgical Light Installation, the Eureka Valley Branch Library lighting, re-roofing at SF Port's Pier 80 Shed A, Potrero Hill Health Center exterior renovation, new public restrooms at Pier 35 and multiple Recreation and Parks Department projects.

San Francisco General Hospital Ward 6G Surgical Light Installation



The JOC program has proven to be a very successful vehicle for Local Business Enterprise (LBE) participation as 57.5% of the dollar value of work is contracted to either LBE Primes or LBE sub-contractors.

Architectural Services

BOA's major clients continue to include the Recreation and Park Department, the San Francisco Public Library, the Public Utilities Commission, and the General Services Administration. In addition, BOA is working with consultants and BOE on the Port's new Cruise Terminal on Pier 27 providing LEED administration and participates in the facility's design. Work for each of these clients is detailed below.

Green Roof at One South Van Ness

Real Estate Projects

Improvements continued at the City's recently acquired property at One South Van Ness. BOA completed the fire alarm, energy efficiency and water conservation improvements and continued the LEED EB certification process of this 600,000 square-foot office building. BOA also completed the design and construction of a bike room in the basement garage to accommodate over 100 bikes and completed a replacement 'living roof' with rainwater harvesting for irrigation and beekeeping facilities.

Two projects were completed at 30 Van Ness Avenue: A new fire alarm system and replacement of the carpet on the fifth floor.

Recreation and Park Facilities

The Chinese Recreation Center is currently under construction and designs for both the Mission Pool and Sunset Recreation Center were completed and began construction during the fiscal year. Designs for the historic renovation and improvements to Golden Gate Park's Murphy Windmill Caretaker Cottage and Park Aid Station were also completed with construction scheduled for next year.

Chinese Recreation Center - Steel framing of gym

BOA is also renovating three and designing two new Recreation and Park facilities as part of the 2008 Clean and Safe Neighborhood Parks Bond. Cayuga Playground and the historic renovation Fulton Playground Clubhouse were advertised and construction will begin next year.

BOA also finished designs for Cabrillo and Lafayette Park and standardized plans for the Recreation and Park Department's restroom renovations as part of the second phase of the 2008 bond program.

Branch Library Improvement Program

The renovation of both the Merced and Anza Branch Libraries were completed as part of Branch Library Improvement Program (BLIP). Articles appeared in the press for each branch and garnered positive reviews. Construction continued on two other branch libraries: the Visitacion Valley and Ortega Branch Libraries. Both of these branches will be completed early next year. All four of these libraries were designed to meet LEED Silver Certification and construction proceeds with openings scheduled later in the year.

1 Visitacion Valley Library (Michael Kromat)

2, 3 Anza Branch Library (Michael Kromat)

4 Merced Branch Library (Jason Doiy)

SF Public Utilities Commission Projects

This year, BOA continued to support PUC with architectural services for their Ground and Recycled Water Distribution Systems within the City and County of San Francisco. These systems will provide an alternative source of non-potable water to the City for irrigation of parks and landscaped areas around City facilities. Construction began on the Ground amd Recycled Water project to irrigate the golf course at Harding Park and the Lake Merced Pump Stations are 70% complete.

BOA completed the interior renovations of PUC's Millbrae Yard and BOA and BOE are assisting PUC in the preparation for the master plans for both the Sunol and Millbrae Yards. The master plans call for improvements in land-use and new facilities in both yards, including a visitor center in Sunol and a water quality laboratory in Millbrae.

Mayor's Office on Disability

BOA continued to work with the Mayor's Office on Disability and completed several projects this year as part of the City's Americans with Disability Act (ADA) transition plan. These included new signage at City Hall, and the Sheriff's Department Women's Re-entry Center. Design was completed on a series of accessibility improvements at Union Square with construction continuing next year.

War Memorial Performing Arts Center

In addition to securing funds for the Veterans Building Seismic Upgrade (see City-wide Capital Planning above), BOA assisted the WMPAC with both the design and construction of ADA improvements to the Davies Symphony Hall through a JOC Contract and the re-carpeting of the Herbst Theatre in the Veterans Building. This latter project was installed by DPW's BBR soft flooring crew during a very tight schedule, between performances.

Herbst Theater

Department of Emergency Management

BOA continued with design and construction services for the renovation of the 911 Call Center at the Department of Emergency Management's headquarters on Turk Street. Following last year's successful completion of the Emergency Operations Center, construction was initiated for the renovation of the second floor of the 911 Dispatch Center at 1011 Turk Street. Originally completed in 1999 by BOA, this highly technical call taker and dispatch center is being modernized with new computer aided dispatch equipment and furniture systems.

SFGH first floor inpatient lobby restroom renovation

SOAR renderings

Department of Public Health (DPH)

BOA continued its work on ADA improvements at San Francisco General Hospital (SFGH) and neighborhood health centers under the direction of the Mayor's Office on Disability to complete work identified in the City's ADA Transition Plan. Working with the DPH, BOA has helped leverage ADA funding into major improvements at health centers and completed work at the Potrero Hill Health Center.

Improvements to several projects at SFGH's campus were completed including: the Building 80/90 loading zone, Building Five emergency room (ER) triage renovation, Ward 6G surgical lights, chapel renovation, first-floor inpatient lobby restroom renovation, 4B Traumatic Brain Injury restroom, 1X65 Radiology Digitizing Lab, 1X41 restrooms, and the Mental Health Rehabilitation Facility's trash compactor.

BOA completed design and secured a $9.5 million federal grant for the San Francisco Office of AIDS Renovation (SOAR) and awarded a contract for construction under the City's Construction Management/General Contractor (CM/GC) contracting statute.

Bureau of Construction Management

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

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

Street Repaving and Streetscape Projects

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

Projects managed this year, include:

- California Street Cable Car Infrastructure Improvement Project
- Waller, Sanchez and Steiner Streets Pavement Renovation
- Valencia Avenue Streetscape Improvement Project
- Leland Avenue Streetscape Improvement Project

Waller, Sanchez and Steiner Streets Pavement Renovation

Paving on Holloway between Harold and Junipero Serra

Paving on O'Shaughnessy between Portola and Bosworth

California Street Improvement Project

In 2010, BCM was called upon by SFMTA to provide construction management services for the California Street Cable Car Infrastructure Improvement Project, which started a yearlong endeavor to improve the City's cable car systems and infrastructure along California Street and adjacent streets.

BCM and SFMTA began collaborating on the project's cable car and public utilities improvements and worked together in partnership with NTK Construction to foster good relationships with prestigious local hotels, communities and the general public to deliver a safe, clean, and successful project. The improvement project was completed in June 2011.

Driveway-curb ramp at the grand entrance of historic Mark Hopkins Hotel, located at California & Mason, were upgraded in compliance to ADA standards. Reconstruction work was a success due to

On January 11, 2011, concrete pavement renovation began at the first block on California, between Mason and Powell Streets. Four blocks of concrete pavement were upgraded on California, between Mason and Kearny Streets. Concrete curing took at least 72 hours after each pour and no traffic was allowed on the fresh concrete until the curing process was completed and the concrete achieved the required strength.

During Phase One of construction, the damaged sidewalk, curb, gutter and parking strip near California and Van Ness were reconstructed while the California Street Cable Car was in operation.

A new parking strip and curb were constructed on California Street, near the California Cable Car Stop at California and Van Ness. Triton barriers were used to block off the construction area.

Center lanes on California, between Drumm and Davis Streets, were completely closed off for Cable Car track upgrades. Traffic routing was set up 24/7 for MTA's gypsy pit and track work. One vehicular traffic lane was opened in each direction of California Street. Suspending Cable Car operation was the only way construction work could have taken place safely between the tracks' right-of-way.

A 15-inch diameter vitrified clay pipe (VCP) sewer line was upgraded on California, between Mason and Powell, by the contractor NTK. Open-trench sewer work was completed prior to street renovation.

Recreation and Park Department

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

BCM managed construction projects for the RPD at:

- Chinese Recreation Center (1)
- Golden Gate Park Carousel (2)
- Japanese Tea Garden (3)
- Music Concourse Fountains (4)
- Palace of Fine Arts (5)
- Park Aid Station (6)
- Polo Fields at Golden Gate Park (7)

Branch Library Improvement Program

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

Installation of windows on Anza Branch Library

DPW provided construction management services to the Anza, Golden Gate Valley, Merced, Ortega, Park, Parkside, and Visitacion Valley branch libraries this fiscal year.

Site Assessment and Remediation Division

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

Materials Testing Laboratory

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

Materials Testing Lab inspector

Bureau of Project Management

Edgar Lopez, Bureau Manager

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

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

Earthquake Safety and Emergency Response Bond Program (ESER 1 - $412.3 Million)

DPW is managing the development of the Earthquake Safety and Emergency Response (ESER 1) Bond Program as an initial step to implement the Justice Facilities Improvement Program (JFIP) and improve the Fire Department's capacity to fight fires.

The purpose of the ESER bond program is to enhance earthquake safety and emergency response by ensuring that police and fire facilities and infrastructure are uncompromised in their mission to ensure the safety of lives, particularly after a major earthquake or other disaster. Another goal of this program is to enhance a prompt return of the City to normalcy by seeking to protect the existing housing stock and the economic engine of our City.

The three components of the ESER bond include:

- Seismic strengthening of the above and below ground facilities of the San Francisco Public Utilities Commission's Auxiliary Water Supply System
- Seismic strengthening and facility renewal of selected fire stations
- The new Public Safety Building

DPW is working with partners and consultants to plan, design, construct, and manage these projects consistent with the commitments made to voters in the ESER Bond; which was passed in June 2010.

Renderings created by HOK + Mark Cavagnero Associates

Public Safety Building ($239 Million)

DPW is overseeing the Public Safety Building (PSB) project which relocates the San Francisco Police Department command center headquarters and the Southern District police station, and provides a new fire station for the Mission Bay community. This building is part of the Earthquake Safety and Emergency Respond Bond which was passed in June 2010 and includes the historic rehabilitation of Fire Station #30 to provide a community meeting room and an office for the fire department's Arson Task Force. This project of approximately 290,000 square feet is designed for LEED Gold-level certification and operational resiliency to enable police leadership to promptly and properly coordinate public safety services in the city after a major earthquake and for decades to come. The project will be delivered employing the City's Integrated Project Delivery approach that places the Architect and Engineering consultants in a collaborative relationship with the Construction Manager and General Contractor. Construction will begin in December 2011.

Neighborhood Fire Stations ($65 Million)

Fire Station renewal work has historically been underfunded has resulted in a significant backlog of renewal needs. Preliminary assessment has identified 20 of the 42 active stations to receive improvements via the ESER bond. DPW's Project Management team is providing detailed planning to identify a focused expenditure of bond funds on scope that is both strategic and cost-effective. Construction is scheduled to begin in Fall 2011.

The renovation strategy is to address 16 stations plus four alternate stations, with one of three levels of improvement:

- Focused Scope: To correct severe deficiencies of selected building components to assure station functionality for eight to 10 years;
- Comprehensive: To correct all deficiencies related to emergency response and health and safety issues and to renovate, renew or replace major building systems to assure station functionality for 15 or more years;
- Seismic: To improve seismic performance to conform to current building regulations and complete comprehensive renovation.

Renderings created by HOK

Moscone Center Capital Improvement Program ($56 Million)

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

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

A key strategy for this project is to schedule the construction work without disturbing important convention activities. To this end, the renovation work has been carefully scheduled to have minimal, if any, impact on existing groups contracted to meet in Moscone Center during the project's time frame. All construction phases were scheduled to take place between August 2010 –June 2012.

A LEED Existing Building Operations and Maintenance (EBOM) Silver certificate is the minimum project requirement; however, through the analysis of the existing building systems and the inclusion of additional work, the team is targeting the LEED EBOM Gold.

During the year, DPW completed four of the six construction phases; received all permit approvals; upgraded 10 of 24 restrooms; refurbished elevators; installed two new escalators, new operable walls, ceiling, carpets, finishes, signage and other miscellaneous specialty scopes. The project is scheduled to complete Summer 2012.

San Francisco General Hospital Rebuild Program ($887.4 Million)

DPW is overseeing the design and construction of the San Francisco General Hospital (SFGH) Rebuild Program on behalf of the Department of Public Health. The program includes the construction of a new state-of-the-art, 284-inpatient bed, nine-story acute care facility to replace the existing hospital that does not meet current seismic standards. To ensure that the hospital will remain operational in the event of a major earthquake, the new hospital has been designed using base isolation that will allow the hospital to move 30 inches in any direction. The project will be seeking a LEED Gold rating. In November 2008, 84 percent of voters approved a bond measure to fund the program.

This year, the project made significant progress with the completion of the majority of the site utility relocation phase and the mass excavation/shoring activities, which included the installation of five underground storage tanks for water, sewage, and decontamination, over 1000 tiebacks to provide lateral support to the vertical shoring walls, 147 hold-downs anchors to prevent building uplift, and the removal of over 120,000 cubic yards of excess soil from the site. The completion of the mass excavation/shoring phase allows for the installation of the below-grade waterproofing membrane, placement of the concrete mat foundation and the erection of the tower crane.

The Hospital Build-out Increment 4 Drawings and Increment 6 (exterior enclosure) Drawings have been submitted to Office of Statewide Health Planning and Development (OSHPD) for plan review, with the Increment 6 building permit expected to be issued by the last quarter of 2011.

The SFGH Rebuild Program also includes the Emergency Generator Replacement Project that will replace the campus's existing steam-driven turbine engine emergency generators with new reliable diesel generators that can supply backup emergency power to the SFGH campus. The Emergency Project received the OSHPD Building Permit in November 2010 and commenced with construction activities including exterior site work, installation of mechanical, electrical, and plumbing systems, installation of fuel oil systems and placement of the interior concrete slab-on-grade and equipment pads.

Anza Branch Library (Michael Kromat)

Merced Branch Library Grand Opening

Branch Library Improvement Program ($189 Million)

DPW's Project Management team is overseeing the largest building campaign in San Francisco Public Library history. Approved by voters, Branch Library Improvement Program (BLIP) includes the construction and renovation of 24 City branch libraries (16 renovations and 8 new buildings), of which, 21 are complete. BLIP will provide the public with seismically safe, accessible, technologically updated, code compliant and modern branch libraries in every neighborhood.

This fiscal year, the renovated Parkside, Park, Presidio, Merced and Anza branch libraries opened their doors to serve neighborhoods of enthusiastic library patrons. The new Visitacion Valley and Ortega branch libraries and renovated Golden Gate Valley branch will open to the public by Fall 2011 with the groundbreaking of the new Bayview Branch Library anticipated for July 2011. The program is close to completion as the last project, the new North Beach Branch Library, has completed its environmental review and is scheduled to start construction in 2012.

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

Parkside Branch Library (Cesar Rubio)

Presidio Branch Library (David Wakely)

Park Branch Library (David Wakely)

Renderings of Pier 27 Cruise Terminal Project (KMD Architects/Pfau Long Architecture)

Pier 27 Cruise Terminal Project ($92 Million)

The Port of San Francisco has retained the services of DPW to oversee the development of the existing Pier 27 into a new primary cruise ship terminal and public plaza. DPW is providing overall project management and landscape architectural services for the construction of this significant capital project. The joint venture of KMD Architects and Pfau Long Architecture is providing the architectural and engineering services. These teams will work in collaboration to deliver a complete, efficient, functional, and operational facility within the targeted quality, budget, and scheduled goals of the project.

With DPW's leadership, the Port intends to transform the existing ten-acre Pier 27 site into a vibrant year-round cruise terminal, public plaza and community facility that meets security and passenger handling demands of the cruise industry, while also allowing for public recreation and special event uses. The terminal will be a 21st-century fresh face for the cruise line visitor, designed to stream line the embarking and debarking exercise and enhance their visit to San Francisco.

With the award of the America's Cup to San Francisco, the James R. Herman Cruise Ship Terminal at Pier 27 will host its first special event as the starting and finishing line for the America's Cup race. After the Cup is completed, Pier 27 will open as San Francisco's premier cruise ship terminal.

Laguna Honda Hospital ($584 Million)

DPW is overseeing the Laguna Honda Hospital (LHH) replacement program from planning through construction. Three new buildings and associated site improvements were completed in time to move over 750 residents to their new home in December 2010. DPW also managed contracts for the storage and handling of $27 million in furniture, fixtures, and medical equipment and the planning and assistance of relocating the facility's 750 patients and 1,500 staff (transition from old facility to new facility); which is reported as one of the largest relocation of patients in the United States for a major hospital. The project is also notable for being the first LEED certified hospital in California: it was awarded its Silver certification in June 2010. DPW continues to manage the $54 million remodel of the existing facility, the future abatement and demolition of the abandoned wards, and the final site improvement project.

San Francisco Public Utilities Commission (SFPUC) Headquarters at 525 Golden Gate ($190.6 Million)

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

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

SFPUC Headquarters at
525 Golden Gate

In FY 2010 - 2011, the structure was completed and celebrated with a "top off" ceremony. Curtain wall installation and interior construction (access flooring, interior partition, plumbing fixtures, fire sprinklers, under-floor HVAC distribution, electrical distribution including lighting and shades) continues at a rapid pace. A complex, telescoping window washing boom was installed and the wind tower steel that will house the art piece "Fire Fly," designed by a MacArthur Genius Award recipient, was completed. Structural steel on the roof will house the photovoltaic panels, roof top equipment (cooling towers, air handling units, elevator machine rooms) and observation deck.

The project is scheduled for completion Summer 2012.

Bureau of Street Use and Mapping

Jerry Sanguinetti, Bureau Manager

Permits Plan and Checking

After coordinating with community stakeholders and other City agencies, the Bureau of Street Use and Mapping's (BSM) Permit Division has implemented the following new programs this year:

Food truck at 'Off the Grid' at Civic Center Plaza

Mobile Food Facility Permit

The Mobile Food Ordinance was adopted on January 3, 2011. A Mobile Food Facility is any type of facility that caters, sells, or distributes food. The BSM team created a tremendous opportunity for many small businesses to introduce a new mobile food service to the City and to easily expand existing Mobile food businesses by creating a fair and effective approach to the permit process. BSM also streamlined the inspection and enforcement process which reduced time, money and resources for DPW, DPH, SFFD, and SFPD.

BSM worked with Deputy City Attorneys (DCAs), Public Health inspectors, SFPD, and DPW's Information Technology Department to finalize new guidelines and forms. The team organized a Town Hall meeting for existing businesses as well as new applicants for a FAQ session. Additionally, presentations were made to various organizations including the Union Square Business Improvement District (BID) and the Building Owners Management Association (BOMA). The team also utilized the Internet and social media to inform the public about the Town Halls and Director's hearings. The business community response, feedback from the public forums, and social media were instrumental in developing the appropriate guidelines.

Parklets

A parklet is a small urban park created by replacing several under-utilized parking spots with a space that can contain a patio, planters, trees, benches, tables with chairs, fountains, artwork, sculptures and bicycle parking. Parklets are designed to provide a public place for residents to relax and enjoy the atmosphere of the city around them, in places where current urban parks are lacking or where existing sidewalks are not wide enough to accommodate vibrant street-life activities.

Parklets can be designed to be either permanent fixtures or temporary and seasonal places when removal is a concern. They provide an economical solution to the desire and need for wider sidewalks and incorporate sidewalk and street furniture, which provide aesthetic enhancements to the streetscape. BSM worked with several stakeholders on the eligibility, approval, & installation of parklets within the public right-of-way including Community Benefit Districts (CBDs), ground-floor business owners, non-profit and community organizations, fronting property owners, and other interested parties.

BSM worked closely with the SF Planning Department to assist participants in the permit process.

Noe Valley Parklet
(Andres Power)

Parklet at 943 Valencia

Parklet at 17th and Castro (Seth Boor)

Parklet at Guerrero Park (Bkuser Flickr)

Increased Landscaping

BSM is working with City Planning, Department of Building Inspection and developers to require landscaping on several major projects throughout the City. Sites for improvement include Jamestown Avenue, Harrison Street, 300 Spear Street and One Rincon.

300 Spear Street

One Rincon

Subdivision and Mapping

BSM also manages and organizes the City's Subdivision and Mapping and has developed a reputation for on-time, on-budget delivery of a wide variety of surveying projects. Subdivisions submitted to BSM increased from 410 active projects with a five percent backlog on July 1, 2010 to 435 active projects with a three percent backlog by the end of the fiscal year.

DPW Surveyor

The increase in active projects, along with the reductions in backlog, is attributed to the surveying and mapping staff; who are dedicated to ensuring the process is delivered in an efficient and timely manner.

This year about 60 new field jobs were contracted with other city agencies, which increased the field budget by 24 percent from last year to a total of $1.84 million. The increase in the amount of field work was due to the skill level and experience of staff, upgrades in field equipment (survey instruments and Global Positioning System units), and the committed efforts of staff to increase productivity. The Subdivision and Mapping staff contributed to a variety of projects such as providing survey work for the MTA's new Central Subway project, the completion of survey work for Transbay Joint Powers Authority, and the monitoring of the San Francisco General Hospital construction.

News Rack Program

BSM is responsible for administrating and enforcing the City's News Rack Ordinance, which includes the Fixed Pedmount News Racks program. Legislation was passed in November 2010 to address the challenges of a changing economy; providing publishers easy access to empty box spaces in pedmount news rack units on a first come basis; enabling the City to modify the number of pedmount news racks at a given location or rack sizes to meet the existing need; and reducing overall program cost by allowing DPW to use electronic mail as a primary means of notification. In February 2011, BSM conducted a workshop outlining the new laws.

48 new pedmount units were installed along neighborhood commercial corridors including Fillmore, Union, Lombard and Chestnut Streets. Over 600 box spaces were reassigned through formal and informal approval processes.

New newsracks at Balboa Park Bart Station

New Partnership

Bay Area Rapid Transit Publishers were asked by BART to remove free standing news racks at the Balboa Bart Station. DPW partnered with BART to obtain approval to replace those racks with the City's pedmount units. The partnership includes newly installed pedmount units at 16th Street, 24th Street and Glen Park Stations.

New newsracks at Glen Park Bart Station

Newsrack Ordinance Legislative Improvements

- Allowed the use of electronic mail as the primary means of distributing and communicating with publishers and distributors, significantly reducing the amount of materials and supplies needed for mailing, filing, photocopying as well as staff hours.
- Reduced the time allowed for correcting news rack violations from ten business days to seven calendar days.
- Imposed administrative fines in accordance to Chapter 100 of the Admin Code, from $50 to $100 to $250 for multiple rack seizures within a 12-month period.
- Established guidelines for pedmount unit consolidation and size modifications (location specific) to allow publishers to gain access to empty box spaces on a first come basis; permit fees reduced from $60 to $50 each.

Inspection and Enforcement

The BSM Inspection Team strives to ensure the safe passage of the public right of way through consistent high quality inspection, education, and code enforcement. BSM has undertaken education and outreach along key commercial corridors and in residential areas to inform merchants and homeowners about their responsibilities to keep sidewalks and streets safe, clean and free of blight.

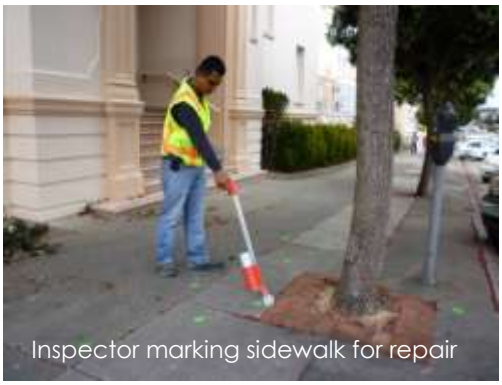
During the year, street inspectors inspected damaged sidewalks, utility excavations, café tables and chairs, sidewalk displays, encroachments, curb reconfigurations, roadway defects, street improvement projects, and other related items in the public right-of-way. Inspectors also posted repair notices, notified property owners to abate blighted conditions and issued correction notices.

Example of sidewalk repair notice

Sidewalk Inspection and Repair Program (SIRP)

The SIRP program was enacted by the City to improve the pedestrian path-of-travel by inspecting and notifying property owners of defects requiring repair. This program provides convenience for property owners by providing them the option to have the City repair the sidewalks and to invoice owners upon completion of the work or have property owners repair the sidewalk on their own.

By coordinating inspections and sidewalk improvements over several blocks at a time, SIRP streamlines the process for property owners to comply with City and State codes that require sidewalks to be maintained free of defects. Proactive sidewalk inspections have increased citywide and all city sidewalks are placed on a 25-year cycle for inspection and repairs. Sidewalks maintained by City agencies or private utilities are also repaired as part of the program.


Inspector marking sidewalk for repair

Street Improvement and Utility Programs

Construction in the public right of way is regulated through street improvement, encroachment, street use, and excavation permits. Permits are reviewed for compliance with the City's Standard Specifications, the Public Works Code, and State and Federal laws. Construction must adhere to all applicable regulations.

Other services provided include preconstruction site meetings, review of permit and plans related to all projects, and review of all construction trailers and debris boxes placed on the street.

Operations

Interim Deputy Director, Larry Stringer

Bureau of Street Environmental Services and Urban Forestry

Interim Superintendent, Linda Lee-Robbins

DPW is responsible for the cleanliness of San Francisco's streets through the use of mechanical street sweepers, strategic placement of litter receptacles, manual cleaning efforts and Green Machines to sweep sidewalks in heavily used commercial corridors. DPW also partners with private property owners and educates them about maintenance and cleanliness of sidewalks.

DPW also coordinates the management of street trees and landscaped medians.

The bureau focuses on increasing the number of street trees, maintaining and protecting existing trees and landscapes, and supporting the greening efforts of residents through urban forestry permits, outreach, programming and code enforcement.

DPW contributed to closing the City's $483 million general fund deficit through a variety of expenditure reductions including a $3.5 million annual budget reduction this fiscal year.

Mechanical Street Sweeping

Mechanical Street Sweeping is the core of DPW's street cleaning program. There are 28 scheduled mechanical sweeping routes throughout the City, of which, ten were on a biweekly cleaning schedule. Mechanical street cleaning of commercial corridors remained on a daily basis. DPW cleaned 146,363 curb miles and removed 11,718 tons of debris from San Francisco's streets this fiscal year.

Graffiti Removal

To keep the City free of blight, DPW is responsible for issuing private property owners a Notice of Violation when graffiti appears on their buildings. DPW's Graffiti Unit notified 7,708 owners this fiscal year.

The unit complies with the Mayor's directive to abate graffiti on public properties within 48 hours of the initial report. Because many other city agencies are responsible for the maintenance of a number of buildings and facilities, DPW has an agreement with some of the agencies to abate graffiti, document the work, and send an invoice to the responsible agency.

In fiscal year 2010-11, DPW's Graffiti Unit abated 28,351 street structures and painted over 1,107,300 square feet of vandalized properties.

Chapter 80, The Community Preservation and Blight Reduction Act was passed in 2008 and DPW started the implementation of the ordinance in August 2009. The ordinance authorized DPW to serve notice to property owners for blight (graffiti) and initiate proceedings to enter the owners' property to abate graffiti at the owners' expense. DPW is authorized to place a property tax lien on the property if the owners fail to pay the abatement cost and administrative fees.

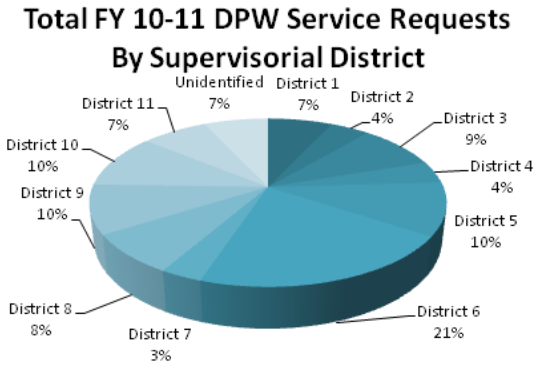
In 2010-11, DPW issued over 588 blight notices notifying property owners to remove graffiti within 15 days or face the possibility of the levied fines. A total of $82,218 Blight Fees were collected in this fiscal year. A total of 126 properties were submitted to the Board of Supervisors for tax liens totaling $34,779.27.

Illegal Dumping

In FY 2010-11, DPW removed 10,426 tons of illegally dumped debris from San Francisco streets. The debris consisted of illegally dumped, roofing and building materials from contractors, household garbage and furniture. The bureau continued with its outreach education program "Don't Leave It On The Sidewalk" by partnering up with SF Environment on door to door outreach in the Bayview where illegal dumping activity was rampant.

The City's Customer Call Center - 311

Since the inception of the 311 Call Center, service requests are directly sent electronically to DPW to resolve. This year, DPW processed 118,525 reports. More than half of the overall calls, 60 percent, were resolved within 24 hours, 13 percent were resolved within 48 hours, 25 percent were resolved within 48 hours, and about two percent went unresolved.

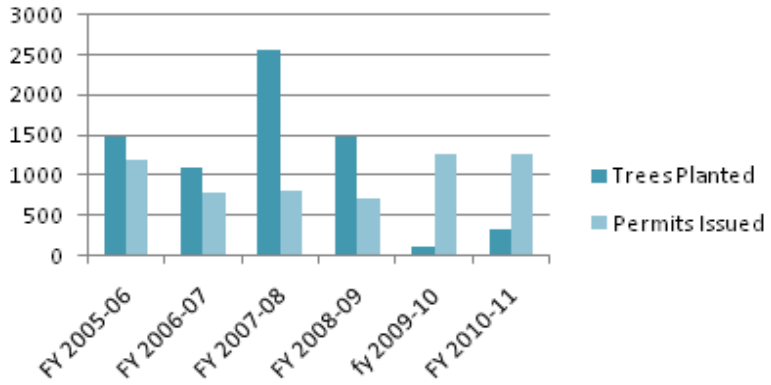


Street Trees

DPW continued to focus its resources on the establishment of approximately 2,929 trees that were on the watering list. This year, around 335 trees were also replaced and planted citywide. The bureau also issued 1,268 tree planting permits and 140 sidewalk landscaping permits to property owners.

Trees planted provide a healthier and more environmentally sustainable City by improving air and water quality, increasing storm water diversion, providing energy savings, improving wildlife habitat, and increasing property values.

The Department maintains about 40,000 street and median trees and estimates that other agencies and private property owners maintain another 65,000 street trees. DPW plans to begin the transfer of agency maintained street trees to property owners next year to align existing resources with the number of assets.



Urban Foresters Planting Tree at Sunset and Ocean

Arbor Day 2011

The 2011 Arbor Day celebration took place at George Washington High School where Mayor Edwin Lee, Supervisor Eric Mar and DPW worked together to celebrate Arbor Day with volunteers and families to clean and green the community. More than 300 volunteers planted 43 street and median trees, worked on landscaping and gardening projects, painted over graffiti, and removed litter in neighborhoods throughout District One.

Volunteers work along Geary Boulevard

Mayor Lee Presents proclamation to Charlie Starbuck

The celebration also included a signature tree planting and dedication to long time volunteer and tree-planter extraordinaire, Charlie Starbuck. Mr. Starbuck has single-handedly planted over 7,000 trees, planting almost every weekend over the past 30 years, in San Francisco. The signature tree is a *quercus suber*, or Cork Oak, the most common source of cork, known for its beauty, evergreen and longetivity of up to several hundred years. The tree was planted on the Geary Boulevard median between 31st and 32nd Avenue, in front of the George Washington High School.

Highlights of the event included the Eco-fair, featuring activities such as planter box building, bucket rides, information on recycling and composting, an Arbor Day poster contest, and other environmental activities.

Signature Tree Planting

Urban foresters landscaping at 7th and Bryant

Beautification and Maintenance

This year, DPW completed many significant beautification projects throughout San Francisco. These projects unify and green our neighborhoods and commercial corridors; while improving major gateways into the City. The bureau renovated the median at 7th and Bryant by weeding, removing litter, pruning existing trees, and then placed landscape fabric, new mulch chips and new shrubs including ceanothus and flax. Geary Boulevard and Steiner Street medians were also grubbed out, and new shrubs and plants were planted, a new fence was installed, and ivy was planted to be trained to grow up along the fence.

The bureau concentrated tree maintenance efforts along Sunset Boulevard by removing dead or declining trees, and pruning the many large pines and cypress trees for public safety. In addition, the bureau performed maintenance on several large corridors of trees maintained by DPW including: Alemany Boulevard from Chester Avenue to Junipero Serra Boulevard; Bosworth Street, from Elk Street to Chenery Street; California Street from Presidio Avenue to Lyon Street and Buchanan Street to Divisadero Street; Folsom Street from 24th Street to 25th Street; Lake Street from 12th Avenue to 20th Avenue; Mansell Avenue from University Street to Bowdoin Street; Sunset Boulevard from Lincoln Way to Lake Merced Boulevard; Valencia Street from 22nd Street to 25th Street; Webster Street from Grove Street to Bush Street.

Summer Youth Program participants cleaning at Arelious Walker Drive and Carroll Avenue

Summer Youth Program

The bureau hosted the Summer Youth Program, in collaboration with Mission Neighborhood Center, to help create 120 jobs for youth for four six-hour days, per week, for ten weeks. The program served young adults, ages 16-22, from a variety of at-risk communities, including youth from single parent families, gang injunction lists, on probation and in public housing. This diverse group came together and executed large-scale landscape maintenance projects throughout the City. The goal of the program is to inspire youth around careers in the urban forestry field through tree planting and landscape maintenance projects. Certificates were awarded to the participants that completed the program.

Greening Projects

Pavement to Parks

A new Pavement to Parks project was created at Geneva and Naples with community which included the installation of a new median and planting of primrose trees and drought tolerant shrubs. To enhance the beauty of the project, decomposed granite paths were also created throughout the garden along with raised planter beds.

Highlights

- Traffic calming islands along Noriega Street were planted with drought tolerant plants
- Traffic calming islands were planted with trees and shrubs along Irving ,8th, Warren and Locksley, Circular and Lawton, Quesada at Hawes, Revere at Hawes, Shafter at Hawes, Underwood at Jennings, the Geary and Jordan median, the 8th and Kirkham median, Kirkham at Funston, and Kirkham at 14th and 15th.
- The 14th and Geary median was renovated with participation from the community. New trees were planted, the median was cleaned, fabric was laid and new wood chips placed.
- The corner right-of-way at Ocean, Geneva, and Phelan was weeded and new landscape fabric, wood chips and shrubs were planted.

Pavement to Parks at Geneva and Naples

Bureau of Building Repair

Superintendent, Matt Smyth

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

Featured Projects

San Francisco Public Library

The Soft Floor Shop removed worn, very colorful carpet and replaced it with a marmoleum vinyl sheet product to match the original color scheme for the Main Library's Children's Center.

Third Street Bridge

Working from custom constructed working platforms and a pontoon, BBR Sheet Metal, Carpenter, and Stationary Engineer workers replaced 20 percent of loose north bound roadway plate anchors. Roadway plates were originally installed to accommodate pedestrians attending AT&T Park events. Bridge roadway automobile use contributed to anchor deterioration and the need for ongoing plate anchor maintenance and repairs.

Filbert Street Steps Improvement Project

BBR repaired, replaced and reinforced many of the aging and deteriorated components of the Filbert Street steps to ensure the continued safety of pedestrians who use this popular and iconic stairway.

The work scope for the project includes the replacement of worn down steps, the installation of new support beams, the repair of damaged railing, and the replacement of the wooden frame and deck pieces due to deterioration.

1) Youth Guidance Center (YGC) Window Replacement

BBR Glass shop replaced 194 existing energy inefficient windows with new aluminum sash and tinted insulated glass. This project will reduce building energy consumption, noise intrusion issues, and improve facade appearance. YGC visitors and tenants were very pleased with the resulting noise abatement and improved temperature controls within the occupied offices and courts.

2) Electric Vehicle (EV) Charging Stations

BBR collaborated with PUC, MTA, and the San Francisco Department of the Environment to complete EV Charge Point America EV charger installations at the following parking garages: SF General Hospital; Pierce Street Garage; Polk and Bush; and Stockton. In addition, BBR installed EV chargers at DPW Central Shops and Animal Control. Many other city agency sites are under consideration for the EV Charger programs, and BBR is ready and willing to assist with the installations for our clients as their needs increase.

BBR Commitment to Sustainability

BBR is committed to sustaining and implementing green materials into buildings. We are able to demonstrate this through the use and reuse of refurbished and recycled content materials. BBR is trained to incorporate sustainable practices into our work so that we meet and achieve the highest environmental standards.

3) Geary Boulevard

DPW retrofitted the Geary Boulevard underpass with new, energy efficient lighting as part of the PUC's ongoing Energy Efficiency programs. The new lights will be brighter, last three times longer and consume less energy than the existing lights. DPW replaced 348 surface mounted fluorescent lighting fixtures with more efficient lamps that have a life expectancy of over 36,000 hours and electronic instant-start capabilities for optimal performance. The project is estimated to save 261,279 kilowatt hours per year.

4) Sunset Boulevard Irrigation Project

The Plumber and Steamfitter shop retrofitted the irrigation system along the center and side medians of Sunset Boulevard, between Rivera Street and Sloat Boulevard. The Sunset Boulevard Water Efficiency project replaced one mile (six blocks) of outdated automatic irrigation systems with new, low-flow systems and rain and solar sensors that help optimize water usage by saving up to seven million gallons of water per year.

Bureau of Street and Sewer Repair

Superintendent, Chris McDaniels

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

BSSR by the Numbers

In Fiscal Year 2010-11, BSSR accomplished the following:

Streets and Paving

- Resurfaced over 139 blocks using 24,212 tons of asphalt over 1,887,476 square feet
- Repaired over 12,136 potholes
- Patch paved 484,465 square feet of street surface using 4,172 tons of asphalt

Sidewalk Repair

- Poured over 32,765 square feet of new sidewalk.
- Repaired 229 sidewalks damaged by trees
- Repaired 665 linear feet of curb

Sewer Repair

- Completed repairs to 220 sewers
- Completed repairs to 192 sewers with surround bricks
- Placed 1,056 tons of asphalt at sewer sites

Sand Removal

- Removed 19,000 cubic yards of sand from Ocean Beach roadway and promenade

Street Paving

BSSR works in partnership with DPW's Bureau of Engineering to resurface City streets. This year, BSSR paved 139 blocks. The department is constantly researching and improving the way a pothole or road defect is repaired. BSSR now grinds and smooth's over the defect prior to repair to prolong the life of the street and allow a smoother surface.

Workers distributing asphalt for paving

Sewer Repair

The City's sewer system is comprised of several treatment plants, large box storage structures and a system of main and side sewer collection pipes located under the streets. Broken sewer pipes can cause street cave-ins and roadway depressions also known as sink holes, which are a public safety hazard. DPW crews responded and placed more than 1,000 tons of asphalt related to sewer repairs and depressions at the direction of the SF Public Utilities Commission.

These sewer repairs prevent and reduce sewage backups, street collapses and basement floodings. The bureau completed 220 sewer related repairs and 192 brick sewer repairs around catch basins and manhole covers this fiscal year. In addition, the team responded to brick repairs around plazas maintained by the City.

BSSR crew repairs catch basin

Sand Removal at Ocean Beach

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

The Great Highway and Ocean Beach

Community and Volunteer Programs

The Department of Public Works engages the community by organizing community and volunteer programs so that residents and businesses have the opportunity to partner with the City, give back, and beautify their neighborhoods. Over the years, these programs have hosted thousands of volunteers cleaning and greening San Francisco through litter pick-up, tree plantings, painting over graffiti, weeding and landscaping, and other cleaning activities.

Community members participating in a neighborhood cleanup event through Adopt-a-Street

Adopt-a-Street

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

The program is simple: groups or individuals agree to adopt their block and take responsibility for keeping it clean of litter, graffiti and illegal dumping. DPW provides public recognition and free cleanups. Community Programs delivers supplies to all of the dedicated Adopt-A-Street members by bringing brooms, trash bags, and much more. This year, there were 224 new Adopt-A-Street members; totaling 2,526 members who are all dedicated to keeping their blocks clean of litter, graffiti and free of illegal dumping.

Community Clean Team

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

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

Chinese New Year

Starbucks cleanup

Arbor Day

This year, in addition to the district-wide Community Clean Team events, DPW organized several special clean ups including one with 1,000 volunteers from Starbucks Corporation, which was recorded as the largest volunteer clean-up effort in DPW history.

In total, more than 5,505 volunteers joined DPW to clean their neighborhoods this fiscal year.

Highlights include:

- Swept 415 blocks of sidewalks, curbs and alleyways
- Planted 1,298 trees, bushes and plants
- Distributed 135 cubic yards of chips on center islands, lots and parks.
- Removed graffiti on public property from more than 90,000 square feet of public space
- Removed 47,850 pounds of green waste and debris from the public right-of-way

Clean Team partners include the Recreation and Parks Department, the San Francisco Housing Authority, the Sheriff's Office, Caltrans, the Municipal Transportation Agency, the Mayor's Office of Neighborhood Services, SF Parks Trust, all of the District Supervisors' Offices, the Police Department, and the Department of the Environment. Walgreens continued to support the program in 2011 financially and with donated water for volunteers.

Recology Waste Systems and San Francisco Clean City are key partners in the program and provide the Gigantic 3 Program, which offers residents bulky item drop off, recycling and composting opportunities during their district's Clean Team month. This year we collected 64.2 tons of trash, 63.7 tons of recyclables and 10.7 tons of organics.

Earth Day

Balboa High School

Ella Hill Hutch Community Center

Urban Gleaning

As part of the Healthy and Sustainable Food Program, DPW launched the Urban Gleaning Program in April 2010. Through this program, DPW works with San Francisco residents and businesses to collect fruits and vegetables grown from privately owned trees and community gardens and distribute them to shelters, the San Francisco Food Bank, and to other communities in need.

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

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

This past year, the program collected and donated 2,605 pounds of fruit to the San Francisco Food Bank including lemons, apples, figs, loquats, avocados, oranges and plums.

Since the program started, the Urban Gleaning Program has collected about 3,070 pounds. Access to healthy fruits and vegetables is not available to all who reside in San Francisco, by making these items more accessible through the food bank, DPW is helping to build a healthier city.

Vista Pointe Garden

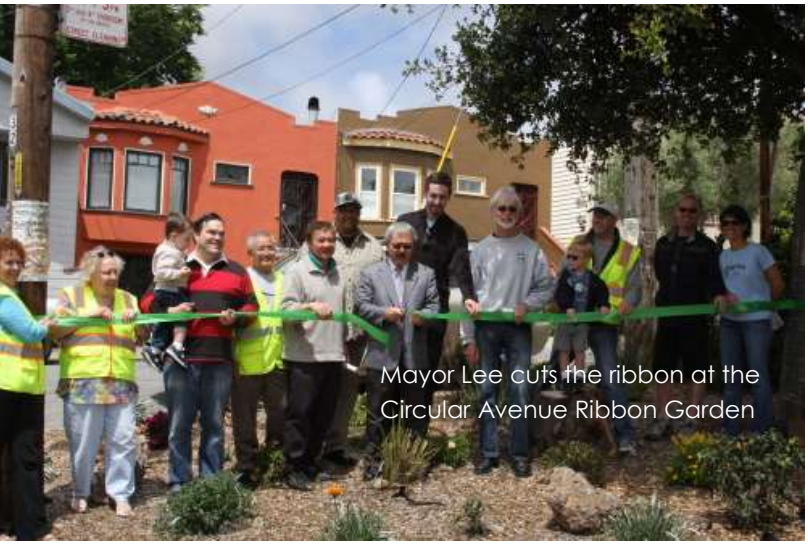
Progress Park

Street Parks

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

A Street Park is a community-managed, public open space that can be a school garden, a neighborhood beautification project, stairway along the public right of way, or a community garden. It shows that the community cares about its neighborhood and its environment. This year, DPW hosted a series of workshops and provided volunteers free resources and grant information to create their own Street Park. DPW completed the Vista Pointe Garden, the Gates/Powhattan Garden, Progress Park, and Circular Avenue Ribbon Garden. DPW also broke ground on the multi-million dollar garden and dog park at Beale and Bryant Streets that the agency worked in partnership with Caltrans and the community to complete.

Since the Street Parks program began in 2002, 250 people have registered to develop new gardens and street parks. There are now 35 completed street parks and 75 in progress.


Mayor Lee cuts the ribbon at the Circular Avenue Ribbon Garden

Gates/Powhattan Garden

Community Corridors Partnership Program

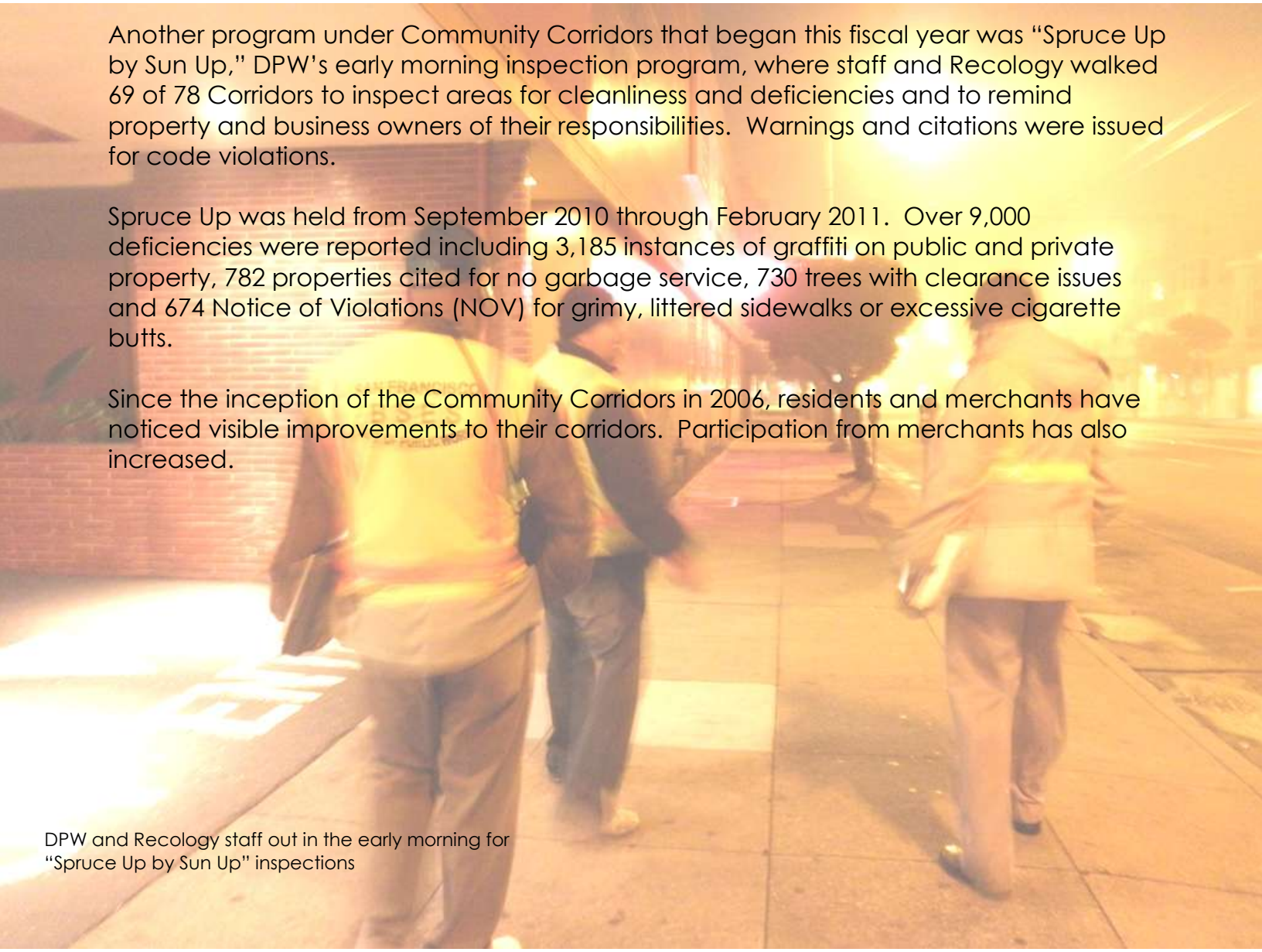
The Community Corridors Partnership Program began in 2006 to address cleaning and greening needs along San Francisco's busiest commercial corridors. The goals of the program are to improve the quality of life on busy San Francisco merchant corridors, help agencies and property owners maintain a higher standard of cleanliness and to encourage property owners to take ownership of their corridor by creating a Community Benefits District (CBD). A CBD is a venue with a dedicated revenue source for the cleaning and greening of neighborhoods. DPW coordinates work between the city and merchants to provide increased and expedited maintenance.

This year, the Corridors Program added Van Ness and South Van Ness Avenue to the corridor list. The two areas were split into nine different sections, therefore increasing the total number of corridors from 53 to 78, with over 500 blocks under the Community Corridors Partnership Program.

Another program under Community Corridors that began this fiscal year was "Spruce Up by Sun Up," DPW's early morning inspection program, where staff and Recology walked 69 of 78 Corridors to inspect areas for cleanliness and deficiencies and to remind property and business owners of their responsibilities. Warnings and citations were issued for code violations.

Spruce Up was held from September 2010 through February 2011. Over 9,000 deficiencies were reported including 3,185 instances of graffiti on public and private property, 782 properties cited for no garbage service, 730 trees with clearance issues and 674 Notice of Violations (NOV) for grimy, littered sidewalks or excessive cigarette butts.

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



DPW and Recology staff out in the early morning for "Spruce Up by Sun Up" inspections

Office of Financial Management and Administration

Deputy Director, Robert Carlson

Business Services Division

Division Manager, Jocelyn Quintos

Business Services Division (BSD) reviews and enters the department's accounting and purchasing transactions to the City's on-line accounting system (FAMIS and ADPICS); prepares grant and other agency billings; monitors job orders to ensure compliance with funding source guidelines; coordinates with granting agencies to prepare city departments for grant audits; provides administrative support for business systems; and prepares account reconciliations and financial reports. BSD is also responsible for contract administration and compliance; which involves the development and administration of the competitive bidding processes for construction and professional services contracts.

The following statistics capture a portion of the large volume of transactions BSD handles as part of its routine operations. During the year, BSD:

- Processed 28,714 journal entries;
- Processed 1,812 transactions (encumbrances and billings) related to work orders for citywide building repairs and maintenance;
- Awarded 76 construction contracts and 17 professional service contracts;
- Issued 484 contracts service orders and task orders, including modifications;
- Reviewed and approved 223 change orders for construction contracts;
- Processed 14,887 payments to vendors; and
- Processed 3,438 procurement transactions

Business Services Division Staff

In addition to performing its traditional responsibilities, BSD took on a number of special projects during the year. BSD led a departmental effort to increase the use of local business and local labor in DPW contracts; it partnered with the Information Technology (IT) group to automate the approval workflow for the advertisement and award of professional services contracts (eOFFMA 81) and the process of paying vendors (ePayments); and it provided administrative support to the Bureau of Construction Management and the IT group in their efforts to automate the processing of construction change orders (eChange Order).

The conversion from paper to electronic processing made an immediate impact on the department's ability to efficiently administer contracts and provide business services. Thanks in large part to the ePayments system, DPW paid 92.5 percent of undisputed professional services invoices and 96.1 percent of undisputed construction invoices within 15 days or less. And following the creation of the eChange Order system, the average time for processing construction change orders decreased from 38.41 days to 13.90 days.

BSD's efforts to increase local business and local labor participation centered around developing reliable reports to allow effective data analysis, and on educating local businesses on the City's contracting processes. With respect to procurement, DPW made 19.13 percent of all purchases from Local Business Enterprises ("LBEs") and 25.87 percent from Non-LBEs located in San Francisco. The biggest increase in local participation was in Prop Q purchases from LBEs, which increased from 14 percent in early 2010 to 26.67 percent for the fiscal year. DPW achieved 68.28 percent LBE participation and 15.7 percent local labor participation on construction and professional services contracts awarded during the year.

Information Technology Division

Interim Division Manager, Ephrem Naizghi

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

Accomplishments and Highlights

IT Consolidation

The DPW-wide IT consolidation started two years ago and is almost completed. IT has now virtualized 90 percent of the department's servers. This past year, the network infrastructure was upgraded to 1GbE between sites and a 10GbE backbone at 30 Van Ness. The infrastructure team built a SQL 2008 cluster for the transition of the AS/400 applications to the Windows platform and provided support for all the projects happening around moving DPW to .NET based, SharePoint and workflow-enabled applications.

Computerized Maintenance and Management System project (CMMS)

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

The Facilities Phase of the implementation has been completed, with the CMMS deployment to RED in Sep tember 2010 and the Bureau of Building Repair in February 2011. To date, over 7,000 Service Orders have been managed by both departments since their go-live dates.

Office of Communications & Public Affairs

Interim Director, Gloria Chan

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

DPW outreach staff provides information to the public

Outreach Events

The team attended more than six outreach events throughout the City. By tabling and distributing outreach materials and educating residents about DPW programs and projects, the team was able to reach out and provide education to thousands of people. The events also provide an opportunity for residents to ask questions, relay concerns or give compliments about DPW services. These events provide a personal and direct forum for DPW to engage with the public, which helps the department obtain a detailed and accurate assessment of people's concerns. Events attended this year include the Chinese New Year Street Fair and Sunday Streets at Civic Center, Western Addition and the Embarcadero.

Press Outreach

The office provides clear, concise and timely information to the public via traditional mainstream, ethnic, and social media. The Office distributed over 60 press releases on important public information topics, including storm preparedness, availability of volunteer opportunities as well as a number of capital project ground breakings and ribbon cuttings. Press outreach also provides an opportunity for the department to raise awareness about the department's innovative pilot programs, accomplishments, and other cleaning, greening, and capital improvement initiatives.

Vista Pointe Press Conference

Employee and Community Newsletters

The office continued the trend of using technology to educate the public and DPW employees in a low cost manner, through employee and community newsletters that allow the department to offer dynamic forms of multimedia, such as video and photo sharing to highlight and promote the work of DPW. The employee newsletter provides a vehicle to inform staff about programs, projects, events, and other information within the different areas of the organization. Similarly, the community newsletter serves to highlight DPW's accomplishments to the public and educates them about their responsibilities as residents of San Francisco.

Website

The DPW website continues to be one of the primary methods for the public to access the latest information about our projects, services and events. We have further incorporated our social media capabilities with the website to offer a more dynamic experience, such as including slideshows and videos of projects that are in progress or completed. The website is also an essential source for the public to access city codes, permits, and other valuable information about the maintenance of sidewalks, trees and garbage receptacles.

DPW Website Banner

The office continues to streamline and organize the structure of the website to facilitate navigation and department/client interaction, such as the contracting and payment processes for outside entities to track available projects and status of their payments, respectively.

Social Media

Using tools such as Facebook, Twitter, YouTube and Flickr have served the public by educating people about DPW's role and function as a service provider and providing important information to merchants and property owners about their responsibilities in keeping San Francisco clean and green. Social media has allowed the department to reach out to a larger audience in a cost effective manner with the capacity to maintain continuous and two way information exchanges.

Further benefits from social media include increasing DPW's ability to share daily achievements; deliver information about upcoming volunteer events; educate the public about large scale projects; increase methods for open dialogue with constituents; and promote transparency.

DPWs social media profiles have proven to be very popular. This year, DPW has created and uploaded through YouTube over 33 videos; which received more than 9,500 views. Through the photo-sharing site, Flickr, received about 30,860 views of 3,920 images from the public. On Facebook, DPW more than doubled its followers with more than 670 "likes" and to date has made more than 700 posts about programs and accomplishments. With Twitter, the micro-blogging program, DPW posted 1,948 "tweets" or small phrases of important information; tripling the amount from previous year and increased followers to a total of 3,133 – an increase of over 1,100.

Construction Management Outreach

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

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

The Public Affairs team conducted outreach on projects to ensure that residents, merchants, and people that share the road have access to accurate, consistent, comprehensive, and timely information.

Major projects included:

- California Street Infrastructure Improvement Project
- Filbert Steps Improvement Project
- Islais Creek Bridge Repairs
- Sunset Boulevard Water Efficiency Project
- Geary Boulevard Underpass Lighting Retrofit Project
- Leland Avenue Streetscape Project
- Bush Street Repaving Project
- Valencia Streetscape Improvement Project
- Leland Avenue Streetscape Improvement Project
- Van Ness Enhancement Project
- Better Market Street Project

Employee picnic

Students get a tour of BBR lock shop

Educating students about litter

Employee recognition and pin ceremony

Tour of 525 Golden Gate, PUC Headquarters

Public Works Week 2011

DPW celebrated national Public Works Week from May 15th-21st, with a variety of activities showcasing and celebrating the hard work and contributions that our staff makes for the City. The week included project tours, an open house for the public at our Operations Yard, an employee picnic and an employee recognition ceremony.

Tours of DPW projects were given by architects and project managers from significant capital improvement projects, such as the Operations Yard, Visitacion Valley Branch Library, Oceanside Treatment Plant, Transbay Terminal and the new PUC Headquarters at 525 Golden Gate.

In addition, Public Affairs worked closely with the DPW Operations for Open House at the operations facility, where over 150 students from San Francisco schools came for Stop Litter presentations and participated in hands-on activities, such as filling potholes, painting over graffiti, and building planters.

The Annual Pin Ceremony at City Hall this year honored employees for their five to 35 years of commitment to public service and was held in conjunction with the Employee Recognition Ceremony, which honored staff for their significant contributions for the year.

Emergency Preparedness

Cynthia Chono, Emergency Management Program Manager

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

1) People: preparing each employee to carry out their emergency response responsibilities efficiently and effectively
2) Process: enhancing department policies and procedures to incorporate preparing for, mitigating against, responding to, and recovering from disasters, and
3) Resources: continuously improve the Department's capacity and capabilities to prevent, mitigate, protect against, respond to, and recover from all types of emergency events by working and learning with others.

DPW's training and exercise strategy includes real-world events as well as planned exercises. This year, DPW facilitated a Department Operations Center (DOC) workshop to develop key action items the DOC Command Staff and each DOC Section would take in the first hours of a disaster.

DPW also partially activated the Departmental Operations Center (DOC) and sent representatives to the city Emergency Operations Center (EOC) during Halloween, the Giants World Series Parade and Celebration, New Year's Eve, Bay to Breakers, and the Pride Parade & Celebration. As a result of these activations, DPW increased coordination with other departments resulting in more efficient debris clearing and reopening of streets to traffic as well as training additional EOC representatives, DOC command and general staff. In October, DPW participated in the California Great ShakeOut for the second time. All DPW worksites participated in the "Drop, Cover, and Hold" statewide earthquake exercise as well as conducted a post disaster Operational Status assessment and report. Field personnel also conducted a radio roll call.

Giants World Series Parade Cleanup

This year DPW's Emergency Management SharePoint page grew to include posting of after action report, NIMS Training Tracking Log, DOC Assignment List and the Emergency Call-out Directory. This allows staff to easily access and update work flow information, contact numbers, department and citywide policies and procedures.

General Services Agency

Training and Development

Training and Development has premiered a comprehensive management development program for supervisors and managers. It is the latest addition to the General Services Agency's (GSA) programmatic approach that supports DPW's strategic plan to "provide supervisors and managers with the skills they need to be successful." The management program focuses on three key areas of importance: analytical skills, managing tasks and managing performance. Participants were offered executive coaching and assessments of their management competency and communications style.

DPW's first Management Program Graduation

In addition, a Public Service Skills Program was launched for DPW Operations' supervisors and captains. The program revolved around building support for the participants' work with the public. Each participant was required to present a topic critical to their work, selecting from ones such as: Prioritizing the Work, Becoming a Resource to the Public, Building Relationships and Best Practices. Training also provided workshops on presentation skills, meeting skills and business writing. One outcome was for supervisors and captains to be able to better represent DPW as a liaison for the public.

The Supervisor Academy continued to provide critical tools and techniques for aspiring, newly promoted and experienced supervisors. Training will continue to provide support for Clean Team Meetings, Harassment Prevention for line-staff and New Employee Orientations.

Human Resources Division

GSA's Human Resources (HR) Division provides strategic leadership in advancing the overall department mission. HR is committed to providing innovative services that will allow for process improvements and increased effectiveness and efficiencies as the City continues to address a fiscal deficit. The division recognized its role in partnering with DPW to develop and retain staff; restructure and redesign services; and develop change management strategies. We continue to provide DPW management and employee client services including payroll processing, personnel processing, recruitment and selection services, classification and compensation services, employee and labor relations, Americans with Disability Act accommodations, and Equal Employment Opportunities.

In FY 10-11, GSA HR assisted in facilitating the changes in the reorganization of the DPW Engineering and Architecture Bureaus. The GSA decentralized examination unit administered and adopted fourteen eligible lists for DPW hires. This year, GSA HR reviewed and improved the quality of hires by documenting processes and tracking time to fill; improving candidate sourcing; and developing a competency dictionary.

Environmental Health and Safety

Environmental Health and Safety (EHS) promotes workplace health and safety through education and consultation. This year, EHS implemented its Safety Action Plan to continuously improve the Safety Program in GSA and reduce the injury and illness and motor vehicle accident rates with the eventual goal of achieving an injury and accident free work place.

Injury Prevention

DPW continued to implement strategies to reduce injuries. By using additional personal protective equipment and new work practices in the Cement Shop, injuries were down 50% for the second half of the fiscal year. Post injury meetings were held and weekly manager safety visits were conducted at job sites. These continued efforts resulted in a 13% reduction in workers' compensation costs for a savings of $283,000.

Thomas Taylor, Truck Driver, BSES – 2011 National Safety Council, Safe Driver Award of Honor Recipient

Motor Vehicle Accident Prevention

As part of the efforts to continue to reduce motor vehicle accidents in DPW, drivers were given intervention training. A videotape on how to safely drive a pickup truck was developed to orient drivers on how to operate larger vehicles. Over 350 Operations vehicles were inspected to identify safety hazards including expired fire extinguishers, missing first aid kits and trash.

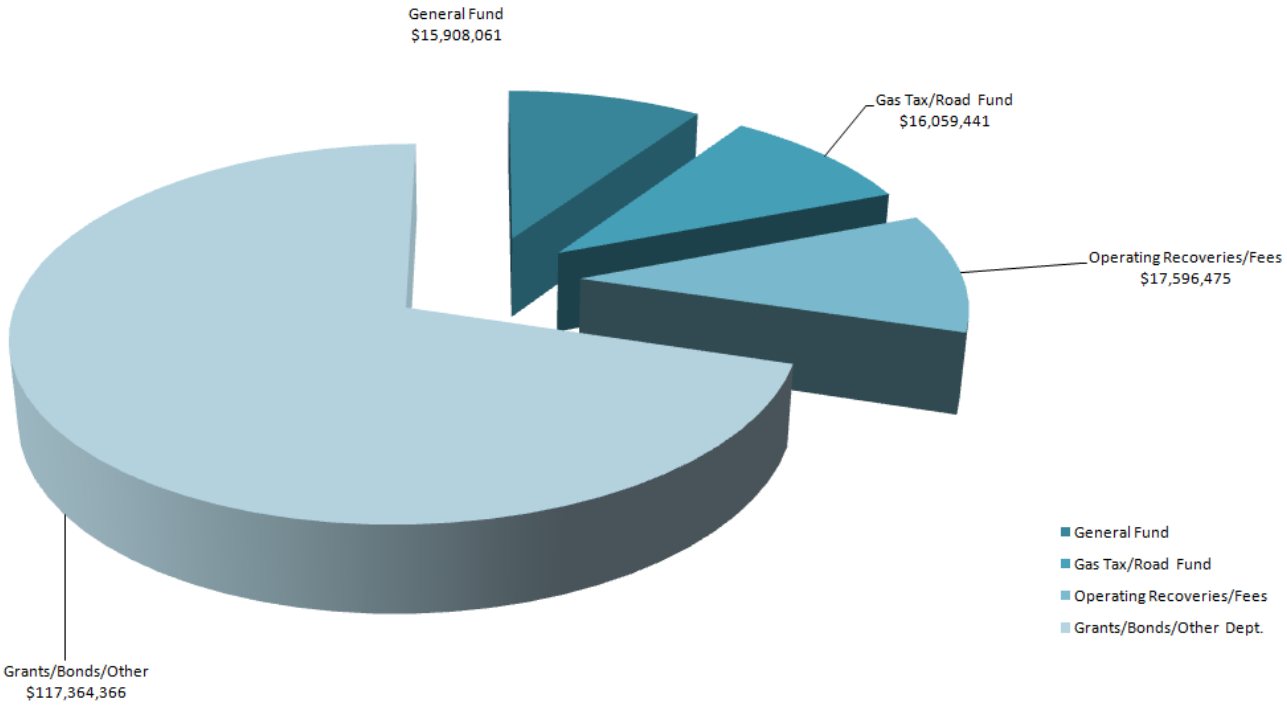
Thomas Taylor was recognized as a Safe Driver Award of Honor Winner for 2011from the National Safety Council.

Wellness

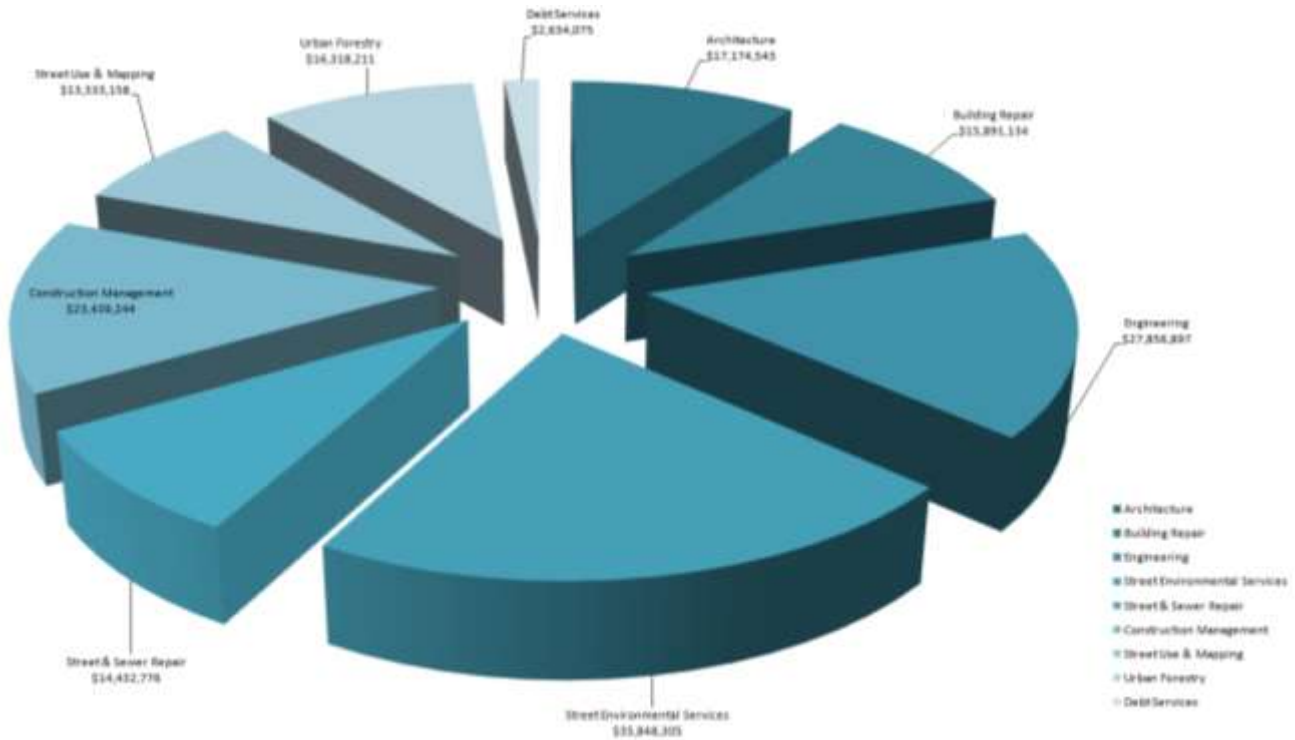
EHS held the 4th Annual DPW Health Fair in October 2010. The Health Fair included free medical screenings, flu shots, chair massages, healthy foods cooking demonstrations and information from other City agencies, non-profit groups, and vendors around tips on healthy lifestyles and diets for 400 employees. EHS arranged lunchtime seminars and mini health fairs with over 150 participants and continued to hold daily stretching in 17 Operations work groups. DPW was nominated for a California Fit Business Award.

DPW Health Fair

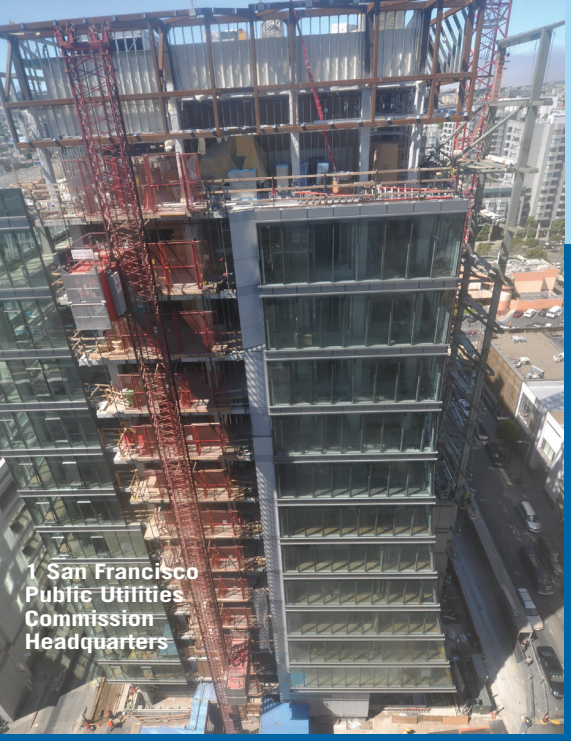
Sources of Funds – Fiscal Year 2011



Use of Funds by Bureau – Fiscal Year 2011



Capital Projects



1 San Francisco Public Utilities Commission Headquarters

2 Ortega Branch Library

3 Public Safety Building

4 Moscone Center

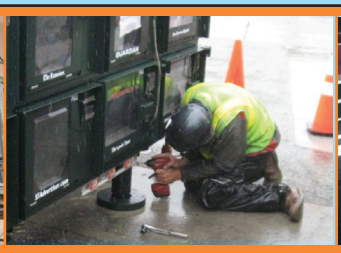
5 San Francisco General Hospital

6 Valencia Streetscape Improvement Project

PHOTO CREDITS
2 Michael Kromat
3 HOK & Mark Cavagnero Associates
4 HOK
5 Perretti & Park Pictures

Services

Provided by the Department of Public Works



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

DPW on Social Media

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