

# San Francisco Department of Public Works

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## **2005-2006 Annual Report**

Mayor  
Gavin Newsom

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

### Mission Statement

“Improving the Quality of Life in San Francisco”

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

***[www.sfdpw.org/415-28-CLEAN](http://www.sfdpw.org/415-28-CLEAN)***

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## A MESSAGE FROM THE DIRECTOR



This past year at the Department of Public Works has been a challenging and productive one. With a workforce of more than 1,500 employees, the department continues to provide critical city services to more than 800,000 residents and a commuter and visitor population of well over one million every day. DPW's services include street construction and resurfacing, planting and maintaining city-owned street trees; designing, constructing and maintenance of city-owned facilities, conducting sidewalk and roadway inspections, constructing curb ramps, providing mechanical street cleaning, removing graffiti from public property, and leading volunteer activities that clean and green our City.

In fiscal year 2005-2006, DPW successfully completed several award winning capital improvement projects including the Central Freeway Replacement Project (Octavia Boulevard) and the Harding Park Municipal Golf Course Project. DPW has also provided architectural, engineering, and project management services on some of the City's largest projects, including the Palace of Fine Arts, the new California Academy of Sciences, the Laguna Honda Replacement Project, and several parks and playgrounds throughout the City.

To raise the standard of service provided by frontline staff and to develop and sustain our relationship with key community and merchant groups, our department hosted its third Clean and Green City Summit. The event was a success with a sold-out venue and with an energized group of city residents, community leaders, merchants, city government leaders and frontline staff who provided critical feedback that will allow us to create change, raise standards and improve city services.

As a public service organization, we understand that our first priority is providing seamless and quality service to our customers. The only way we accomplish this is through our dedicated and diverse staff. I thank them for their hard work in completing successful projects, building relationships with the community, and for enthusiastically starting new ones. On that note, I proudly present our 2005-2006 Annual Report.

If you have questions, comments, or need additional information about the Department of Public Works, please log on to [www.sfdpw.org](http://www.sfdpw.org) or contact my office at (415) 554-6920. Continued feedback is an important element to the success of DPW and I look forward to hearing from you.

Sincerely,

A handwritten signature in dark ink, appearing to read "Fred V. Abadi". The signature is fluid and cursive, written in a professional style.

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

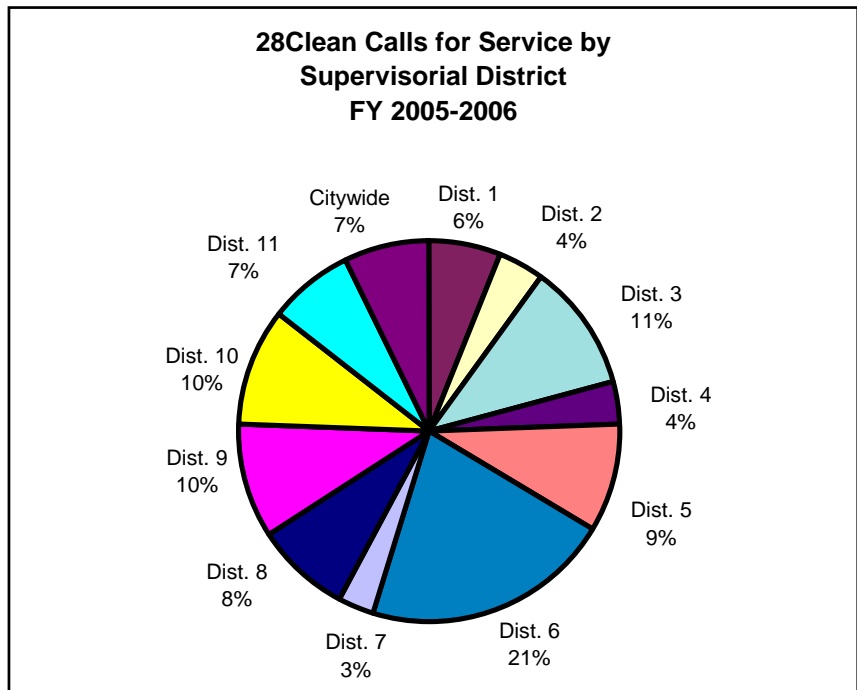
# Operations Bureaus

*Deputy Director, Mohammed Nuru*

## Bureau of Street Environmental Services

### 28-CLEAN CUSTOMER SERVICE LINE

DPW established its 28-CLEAN customer service line in 2001. 28-CLEAN provides the public with an easy to remember telephone number to report trash accumulation, illegal dumping and graffiti. The results: increased and faster customer service. This fiscal year, 28-CLEAN processed nearly 90,000 calls from the public. Twenty-one percent were non-DPW-related calls for service, which department routinely forwards to appropriate agencies. The number of non-DPW calls has increased significantly, in part due to the ease of reporting to 28-CLEAN. Next year the city will implement SF311, a 24-hour, seven day a week Customer Service Center. The Bureau has worked closely with the SF311 team, and DPW will take part in the initial launch in Fiscal Year 2006/2007. 28-CLEAN will continue to operate by dispatching crews when calls for service are received through SF311.

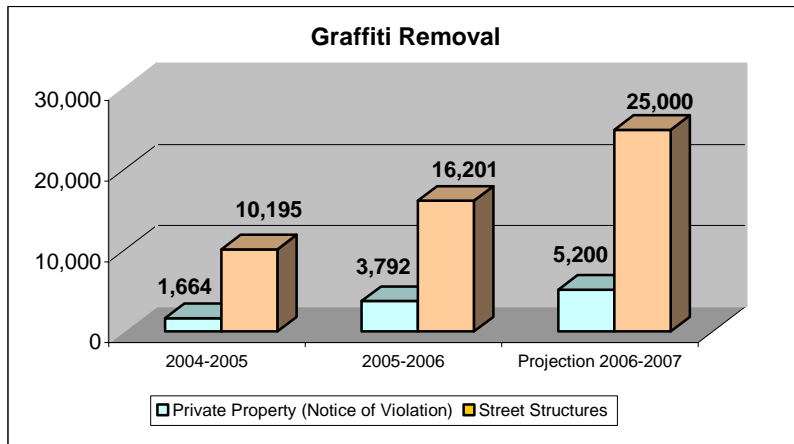


### GRAFFITI REMOVAL

In 2004, the City's Graffiti Ordinance was amended requiring private property owners to abate graffiti from their property within 30 days of notification by DPW. This signified a shift in DPW's program, which previously had provided paint to owners and abated graffiti on private property once per year. This is the first time DPW has had a legal foundation to compel private property owners to abate graffiti. DPW now is responsible for notifying private property owners through a Notice of Violation of the Graffiti Ordinance via certified mail. DPW's Graffiti unit notified 1,664 private property owners of being in violation of the City's Graffiti Ordinance in 2004/2005. The number of violations increased to



**DPW staff painting out graffiti on a public litter receptacle**



3,792 for 2005-2006. DPW is also working toward implementing Mayor Newsom's directive that all public property graffiti be abated within 48 hours. To that end, DPW crafted maintenance agreements with the Municipal Transportation Agency and the SF Public Utilities Commission to abate graffiti on their properties in the right of way. DPW is developing a rigorous reporting system to document and bill the work appropriately. DPW's Graffiti unit abated 10,195 street

structures in fiscal year 2004/2005 and that number increased to 16,201 in 2005/2006.

## MECHANICAL STREET CLEANING

Mechanical Street Sweeping is the backbone of DPW's street cleaning program. Currently, more than 90 percent of all City streets are swept mechanically at least once a week, with several being swept seven times a week. DPW cleaned more than 150,000 curb miles and removed more than 24,000 tons of debris from San Francisco's streets this fiscal year. DPW developed standards for its mechanical street cleaning program in accordance with the voter-mandated Proposition C in 2004. In May 2005, DPW and the City Controller's Office published the Street Maintenance Standards Manual and Evaluation Form and began evaluating the effectiveness of its mechanical street cleaning program using a three-point scale. It was found that many areas were clean both before and after while other areas were found to be dirty both before and after mechanical sweeping. The Bureau has plans to evaluate the mechanical sweeping program in depth next fiscal year and make the necessary changes to reflect both the changing needs and demographics of the city. In addition, DPW now posts street cleaning and maintenance schedules on its website, [www.sfdpw.org](http://www.sfdpw.org).



**Mechanical Street Sweeper on  
Octavia Boulevard**

## COMMUNITY ENGAGEMENT

### *Clean and Green City Summit*

DPW hosted its third Clean and Green City Summit on February 15, 2006. The Summit teamed up a coalition of city residents, community leaders, and merchants with city government leaders and frontline staff with the goals of engaging the community and raising the level of service provided by frontline staff. Over 300 representatives from more than 200 public, private and

non-profit organizations attended this sold-out event. Summit leaders included Mayor Gavin Newsom, City Administrator Ed Lee; members from the Board of Supervisors, Mohammed Nuru, DPW Deputy Director; Marshall Foster, Director of City Greening; Gia Grant, Director of SF Clean City Coalition; and the summit financial sponsors Pacific Gas and Electric Company and Norcal Waste Systems, Inc.

The theme for the Summit was “World Class City / World Class Standards” and participants were asked to attend two of 12 workshops held throughout the day. Topics included: Urban Forestry plans to plant 25,000 new street trees by 2010; Building a Comprehensive Citywide Greening Program; Community Benefit Districts; Schoolyard Gardens; Enforcement; Moving Toward Zero Waste; and Improving our Plazas and Gateways in the City. Recommendations developed by participants have been shared with all relevant city departments to start creating change and raising standards.

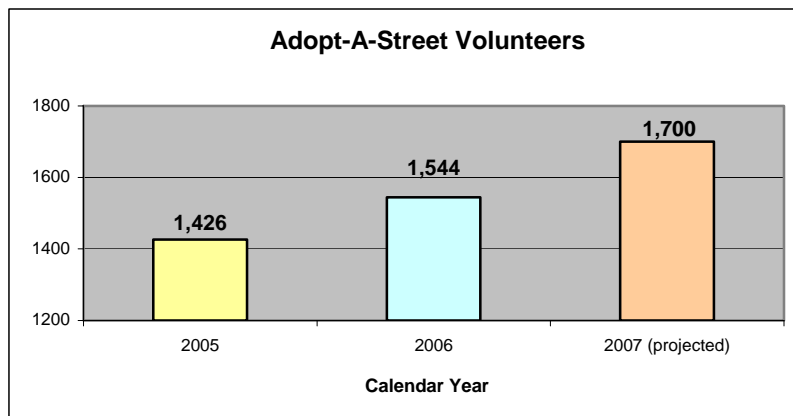


**Mohammed Nuru, DPW Deputy Director, leading the Enforcement workshop**

## VOLUNTEER PROGRAMS

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

The Adopt-A-Street Program is a public/private partnership between the City and its merchants and residents to keep our sidewalks clean and beautiful. The program is simple: groups or individuals agree to adopt a block and take responsibility for keeping it clean (of litter, graffiti and illegal dumping), and DPW provides free cleaning supplies, trash pick up, support for neighborhood clean ups and coordinates public recognition. Adopt-A-Street and the Street Parks programs are tracked in the Adopt-A-Street database.



### ***Street Parks***

Street Parks is a partnership between DPW and the San Francisco Parks Trust that supports urban greening and community-management of public spaces. There are numerous undeveloped public open spaces in our City, such as vacant lots, rights-of-way, street medians and weedy hillsides. Some of this urban open space is in



**A Street Park in Noe Valley on 27<sup>th</sup> Street**



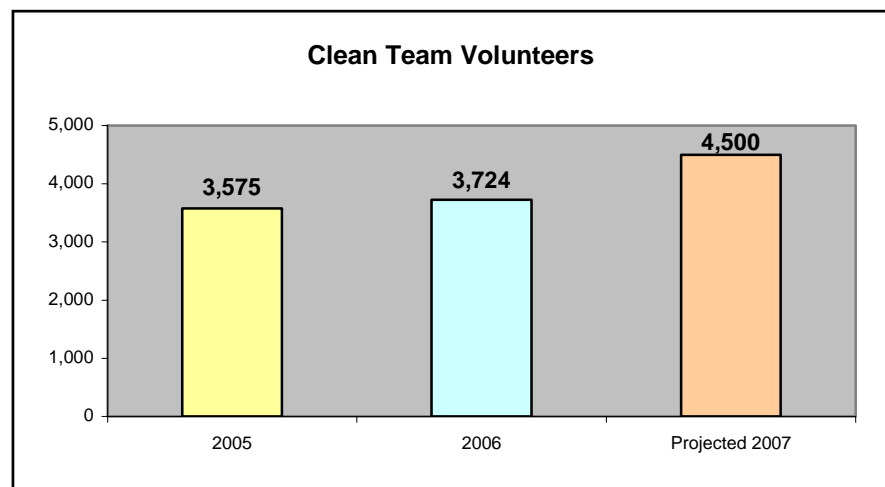
disrepair and experiences illegal dumping and other unhealthy activities. A Street Park is a community-managed open space that can be a school garden, a neighborhood beautification project, a right-of-way stairway, or a community garden. It shows that the community cares about its neighborhood and all of its environment. During 2005-2006 the Street Parks Youth program (SPY) was started. SPY is a youth program that engages high school students in an educational series of service-learning projects in Street Parks. Since the Street Parks program began to work with neighborhood groups in 2002-2003, 33 gardens were developed, including nine new street parks this past year.

### 2005-2006 New Street Parks

- Bridgeview Garden (Bridgeview Drive at Newhall Street)
- Mission Terrace Bridge Garden (San Jose Avenue at Theresa Street)
- Mayflower Garden (Mayflower Street at Bradford Street)
- Market-Merritt-Danvers Garden (Market Street at Merritt and Danvers Streets)
- Pacific Edge Island (48<sup>th</sup> Avenue between Santiago and Taraval Streets)
- Palou-Phelps Mini Park (Quesada Avenue at Phelps Street)
- 16<sup>th</sup> Avenue Tiled Steps (Moraga Avenue at 16<sup>th</sup> Avenue)
- Guerrero Street Medians (Guerrero Street at Cesar Chavez Street & Guerrero from Cesar Chavez to Duncan Street)
- Wheeler Avenue Garden (End of 200 block of Wheeler Avenue at Hester Avenue)

### Community Clean Team

The Community Clean Team is a highly successful neighborhood beautification volunteer program. In 2006, 3,724 volunteers joined the team and picked up 39 tons of debris. In addition, volunteers and city crews swept and cleaned more than 200 blocks of sidewalk, curbs and alleyways; planted 765 trees and plants; and manually cleaned nearly 300 tree basins. The program dedicates an entire month to a supervisorial district with DPW and other city departments performing various street cleaning and neighborhood beautification work. At the same time, volunteers from throughout the district clean and revive their neighborhoods according to the needs and character of each district.



As part of the program, a Saturday is dedicated to beautifying various parks throughout the district, while another Saturday is dedicated to cleaning school campuses and surrounding





**Community Clean Team volunteers  
in District 2**

neighborhoods. Several city departments have signed on as official partners of the Clean Team, including the Recreation and Park Department, the Department of Parking and Traffic, the Sheriff's office, MUNI, the Mayor's Office of Neighborhood Services, the Police Department, the Department of the Environment, and a new volunteer outreach program, SF Connect. Norcal Waste Systems, Inc. and the SF Clean City Coalition have partnered with and supported the Community Clean Team since its inception in 2001 to conduct the Gigantic 3 Program, which offers residents bulky item drop off during their district's Clean Team month. In 2006, 163.3 tons of debris was collected at the events, with 57 percent being diverted from the landfill and

recycled or composted. DPW's non-profit partner has also helped grow the Community Clean Team by providing outreach and education to district residents, businesses, and community based organizations. Beginning in 2007, the Clean Team will be held on one Super Saturday each month, with neighborhood, parks, and school cleanups happening simultaneously throughout a supervisorial district.

### ***Graffiti Watch***

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

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



**Graffiti Watch volunteers  
cleaning and abating graffiti**

## **Bureau of Urban Forestry**

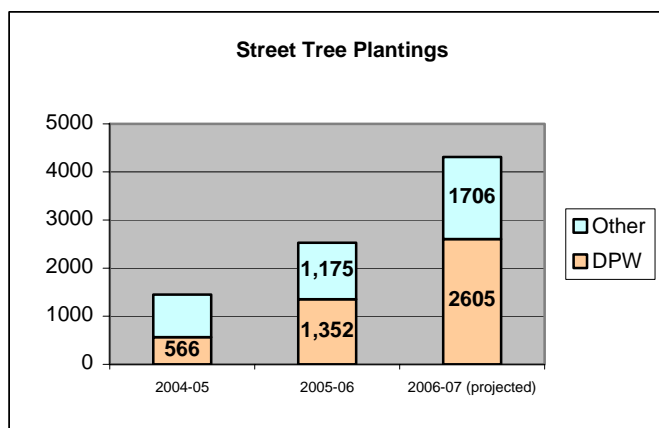
DPW created the Bureau of Urban Forestry in 2002 to specifically address the need for coordinated management of street trees and landscaped medians. The Bureau's programs are focused on increasing the number of trees, maintaining and protecting existing trees and

landscapes, and supporting the greening efforts of residents through urban forestry permits, outreach, and code enforcement.

## PLANTING AND MAINTAINING STREET TREES

Currently, DPW maintains about 30,000 street trees while private property owners and other agencies maintain over 60,000 street trees. In 2006, the bureau pruned more than street trees, planted 1,352 new street and processed 1,175 tree planting permits for private property owners. In addition to regularly scheduled

maintenance duties, arborists respond to emergency calls regarding fallen trees and limbs, frequent during winter storms, to protect public safety for both DPW-maintained and private street trees twenty-four hours a day, seven days a week.



2005-  
2,000  
trees



Mayor Newsom joins Director Fred Abadi and city department heads to plant a tree during SF Arbor Week 2006

A significant increase in tree planting which began in 2005-2006 will continue in 2006-2007 due to increased funding through Mayor Newsom's Greening Initiative and fines paid for unpermitted tree removal or injury. In March 2006, DPW led efforts for San Francisco's Arbor Day activities where hundreds of trees were planted in District 4 around A.P. Giannini School. In addition, a memorial Cork Oak tree was planted on Van Ness Avenue honoring civil rights leader Rosa Parks.

## MEDIAN BEAUTIFICATION AND MAINTENANCE



BUF tree planting

DPW began beautification projects on several medians in the City in 2005-2006. These projects give the street a unified, cohesive feel, and provide a reprieve from traffic and concrete. The outcome is a fresh, unified appearance on many of our medians.

### ***Lombard Street***

The beautification work along Lombard Street was completed this year with plantings between Webster Street to Richardson Street. The center median for the entire length of the State Highway 101 section of Lombard is now improved with the installation of irrigation

lines and clocks and the planting of shrubs and vines. The hedge is Japanese boxwood, which is maintained with regular cutting to create a consistent and formal shape. The vine on the light poles is English ivy, which is fast growing, self-climbing and will mask the concrete poles.

### ***Junipero Serra Boulevard***

Junipero Serra Boulevard is a major gateway into San Francisco's southwestern neighborhoods from State Highways 1 and 280. The median was in poor condition with dilapidated asphalt and trees in declining health. Working with other public works bureaus, more than 48,000 square feet of asphalt were removed from the center median from Winston to 19<sup>th</sup> Avenue and was replaced with crushed rock and about 100 new trees. Trees planted are Liquidambar styraciflua, commonly known as liquidambar, and Eucalyptus ficifolia, commonly known as flame tree.

### ***Hanging Baskets***

DPW began testing a Hanging Basket Pilot Project in FY 2005-2006. San Francisco is one of the first cities to install hanging baskets as a city-sponsored beautification initiative. The goal of the project is to establish an effective model for expanding the use of hanging baskets to major streets and neighborhood shopping streets in the coming years. Twenty flowering baskets filled with "winter flowers" such as begonias, hyacinthus, narcissus and others have been hung around City Hall and Hallidie Plaza near the Powell Street cable car turnaround. DPW plans to install additional hanging baskets around Civic Center Plaza in 2006-2007.



**BBR installs hanging flower baskets in front of City Hall**

### ***Cement Repairs***

DPW Urban Forestry utilizes Sales Tax funds to provide cement repairs around City maintained trees including sidewalks, curbs and gutters damaged by tree roots.

The Cement Shop provides repairs for right-of-way street structures such as stairways, landings, retaining walls, and walkways using Gas Tax funding. Our Cement Shop also cuts new sidewalk basins for new tree plantings. They also provide sidewalk improvements for many City facilities. They are currently in the process of improving access to various facilities by installing curb cuts, sidewalk bulbouts and cutaways. Our goal is to promote public access, maintain proper tree basins and minimize tripping hazards on City right-of-ways.



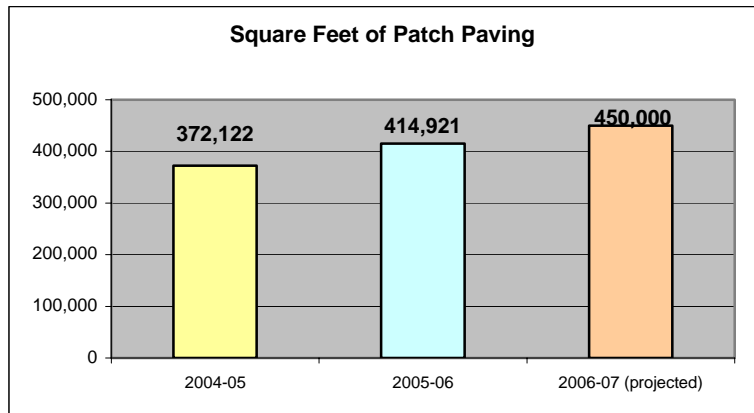
**BUF crew repairs walkway**



## Bureau of Street and Sewer Repair

### POTHOLE REPAIR & PATCH PAVING

Potholes in our streets are a hazard to the public and impede the efficient commerce necessary for the City's economic health. DPW finds these holes and repairs them quickly to minimize the danger they can cause. DPW's Asphalt Plant provides materials to make these repairs. DPW informs the public on how to report the location of potholes and tracks its progress in getting the defects



BSSR crew repairs pothole

repaired. DPW keeps the streets of the City safe for the motoring public, bicyclists, pedestrians and commercial vehicles. The department sometimes patch paves, which covers a larger area when multiple potholes are present. DPW crews find more than 95% of the potholes that are repaired. DPW has initiated a system to survey the City by supervisorial district and through the use of computer driven listings, the department has inspected and repaired every block in the City. This effort has resulted in a major drop in customer calls for service.

### SEWER REPAIR

The City's sewer system is composed of several treatment plants, large box storage structures and an immense system of main and side sewer collection pipes located under City streets. Broken sewer pipes cause street cave-ins, which are a hazard to the public and to property. DPW performs street and sewer repairs at the direction of the Public Utilities Commission. DPW keeps the sewers of the City repaired so that sewage backups, street collapses and basement flooding is minimized. DPW is able to effectively respond and provide service to the City 24 hours a day, 7 days a week.

### TRENCH PAVING



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

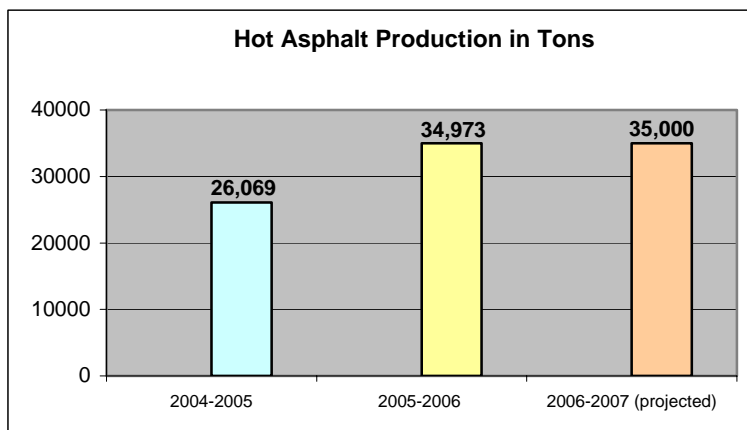
**BSSR crew repaving trench**

## ASPHALT PLANT

The Municipal Asphalt Plant produces hot asphalt for DPW crews to pave City streets. In 2004, DPW installed two hot asphalt storage silos that allow the plant to operate continuously to produce all of the asphalt required for a day's paving operations in addition to storing excess asphalt material for emergencies. The



**DPW's Asphalt Plant**



silos allow for more cost-effective and energy efficient asphalt production, allow the plant to serve larger projects than was previously possible, and extend the life of other plant equipment by limiting the start-stop cycling of the plant. In addition, material is produced and stored in the silos for use on night and weekend paving projects without activating the entire asphalt plant.

## BUREAU OF BUILDING REPAIR

The Bureau of Building Repair (BBR) provides quality professional construction, repair, remodeling and facility management services to City-owned facilities. BBR also provides building operations, maintenance, and custodial services for DPW buildings and other City departments. BBR provides emergency repair services 24 hours a day. This service is especially valuable for the Police and Fire departments as well as other 24-hour operations. By working on time and within budget, San Francisco residents enjoy accessible, safe and clean public facilities that meet federal, state, and city code. BBR plans to hold a customer service summit to engage client departments and improve their service to them.

# ARCHITECTURE AND ENGINEERING BUREAUS

*Deputy Director, Robert Beck*

## ARCHITECTURE

The Bureau of Architecture's (BOA) mission is to provide architectural services from planning through design and construction for City Departments. The bureau experienced an increase in demand for services in 2005-2006, and added six architectural positions.

In 2005-2006, BOA's clients included the Recreation and Park Department, the San Francisco Public Library, the Unified School District, and Administrative Services. Projects ranged from studies for the Hall of Justice Replacement, the drafting of the City's first 10-Year Capital Plan, and space planning studies for numerous City relocation efforts. The Job Order Contract Program continues to expedite construction of small to medium sized building projects, tied to annual capital funding. The program has successfully completed \$3.9 million worth of construction. With its predetermined unit costs, on-call contractors and need for minimal design, it has proven to be an asset for the Department in terms of customer satisfaction.

## HIGHLIGHTS OF ARCHITECTURAL PROJECTS

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

Construction began on the \$10.8 million replacement of one on San Francisco's largest community facilities in early 2006.



### **Eureka Valley Recreation Center**

A \$3.5 million renovation was completed on this facility in early 2006.

### **Upper Noe Valley Recreation Center**

The construction contract for the \$6.7 million renovation and structural rebuild of this major recreation center was awarded in June 2006.



**The Completed Eureka Valley  
Recreation Center**



**The Completed Upper Noe Valley  
Recreation Center**

## The City's Capital Program

Teaming with staff from the General Services Agency and the Mayor's Office, BOA planning staff played a significant role in the development of the City's redefined Capital Program. This effort included the development of the first 10-year Capital Plan that identified the major capital needs of all Departments; the creation of a new "Facility Resource and Renewal Model" which helps project the needs and costs of facility systems renovations and replacements; and started the development of a citywide database for facilities management.

## Bureau of Engineering

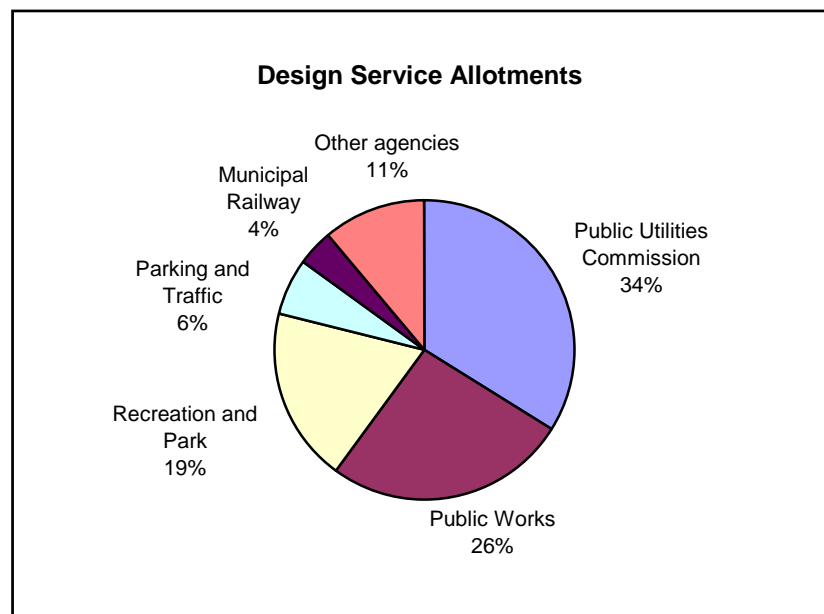
DPW's Bureau of Engineering (BOE) provides planning, design, and consulting services to City departments and assists in the management of City streets, infrastructure and various City structures and recreational facilities. The Bureau is responsible for assuring that projects are completed on schedule, adhere to

applicable codes and standards, and are within budget. The Bureau applies engineering analysis to help optimize use of capital and maintenance funding. Successful engineering projects enhance, improve and respect our community's standard of living and quality of life.

During the fiscal year, BOE provided engineering and landscape architectural consultation and design services to 24 City agencies.

BOE's Hydraulics provides planning, design, and consulting services for sewer replacement through a 5-year Capital Improvement Program; responds to sewer emergencies and flooding complaints; develops and maintains a Sewer Geographic Information System; provides sewer and drainage design services to other Departments; and assists the SFPUC in preparing the Sewer System Master Plan.

DPW coordinates sewer replacement work with street repaving and other reconstruction work. This provides efficient use of construction funds and





minimizes the amount of disruption to businesses and neighborhoods where construction occurs. DPW implements the Sewer Geographic Information System that provides accurate sewer information to designers, utilities and the public rapidly. This results in lower design costs. The program makes San Francisco's infrastructure more stable by replacing sewers, responding to sewer emergencies, and providing sewer information so that policy makers can make informed decisions about replacing San Francisco's infrastructure.

BOE Structural, Mechanical and Electrical provide engineering services to a variety of clients such as the Recreation and Park Department, the Public Library and SF PUC.

In 2005-2006, BOE played a major role in designing several SF PUC projects, including upgrades to the Summit Pump Station and the Forest Knolls Pump Station. These projects are part of SF PUC's Water System Improvement Program (WSIP) and are funded by the 2002 voter approved Proposition A.

## **HIGHLIGHTS OF ENGINEERING PROJECTS**

### **Juvenile Justice Center Replacement Project**

DPW provided project and construction management on San Francisco's new Juvenile Hall. The 90,000 square foot building replaces an outdated facility that was constructed in 1950. The new building, which is anticipated to open in September 2006, provides 110 sleeping rooms, with a capacity of up to 150 beds; and program space with educational, recreational, health care, religious, food service, and visitation areas. The project will deliver significant improvements to health and educational services for youth in the juvenile justice system.



Improvements include a modernized medical clinic with more beds and increased safety and security; a learning center with classrooms and a library that approximate a regular school environment; special education classrooms that will help meet unique educational needs; greater program space in units to facilitate rehabilitative and therapeutic programs for youth; streamlined layout of residential units to augment safety and security; and better heating and ventilation systems to increase comfort. These improvements and additions will provide improved living conditions for young people detained at Juvenile Hall and improved working conditions for Juvenile Hall staff.

### **4th Street Peter Maloney Bridge**

DPW provided project management, civil engineering and construction management for the retrofit of the Fourth Street Bridge. The project involved seismically retrofitting the bridge and its counterweight, renovating its mechanical, electrical and control systems, adding Muni light rail tracks, reconstructing the historic Operator House, and adding overhead power, while maintaining the bridge's historic character. Construction took place from April 2003



and construction is anticipated to be complete in August 2006. The bridge will open to vehicular traffic, bicycles, pedestrians, and marine traffic in September 2006. The bridge carries 5,200 vehicles per day and is raised approximately 35 times per month. JB Strauss, promoter of the Golden Gate Bridge, originally designed the lift span and mechanism. City Engineer, Michael O'Shaughnessy, who also designed the Hetch Hetchy water supply system and the Ocean Beach Seawall, designed the bridge approaches.

### **San Francisco County Jail No. 3 Replacement Project**

DPW provided project management, construction management, and other support services to the new 275,000 square-foot County Jail No. 3 (San Bruno Jail). The project will be substantially complete in August 2006. The replacement project includes a new housing building, an administrative building, vehicle storage areas, three parking lots, upgraded roadways, new heating, ventilation and air conditioning systems, new electrical



services, full capacity electrical emergency generating system, new domestic and fire water systems, sanitary sewage transport and pump systems and other related infrastructure improvements. The housing building contains four separate housing pods, exercise yards, medical/dental/pharmacy facilities, and program space such as classrooms, multipurpose rooms, interview/counseling rooms, and two libraries. The new County Jail No. 3 has 384 cells with housing capacity of 768 inmates.



## Alta Plaza Park

DPW lead a community planning process for design and construction to renovate Alta Plaza Park. Thanks to a partnership between the Recreation and Park Department and the Friends of Alta Plaza Park, \$ 1 million of improvements were privately funded. These included the resurfacing of existing tennis courts and the construction of a new playground. The Recreation and Park Department provided funding for an accessible path of travel to the playground, which is anticipated to be complete in Fall 2006.

## Highlights of Hydraulics Projects

During the fiscal year, the BOE Hydraulics completed 21 design projects and provided engineering support during construction. Projects included:

- Quintara Street (Emergency) Sewer Replacement
- Sewer Work under West Portal Track Improvement Project led by MUNI
- 18th/Texas/Mississippi Streets Sewer Replacement
- Annie Street Emergency Sewer Replacement
- Sewer Improvement under Bernal Heights Improvement, Phase II Project
- Folsom/16th/Excelsior Sewer Replacement and Pavement Renovation
- Teresita Sewer System Improvement
- Shotwell and 18th Drainage Improvement
- Vicente Sewer System Improvement Phase II
- Summit Pump Station Upgrade (drainage work)

## Summit Pump Station

The original Summit Pump Station, located near the intersection of Olympia Way and Dellbrook Avenue, was built in 1953 and has exceeded its useful life and no longer meets building and seismic codes. The new facility, designed by DPW's Mechanical, Structural, Electrical, Architecture and Landscape Architecture bureaus, will ensure that the safety, reliability and quality of the City's drinking water system are maintained. The Summit Pump Station is used to pump potable water to homes and businesses at higher elevations. Due to San Francisco's topography, potable water is pumped mechanically to reservoirs at higher elevations, and then distributed to the City's consumers via gravity flow.

## Forest Knolls Pump Station

DPW also partnered with the SF PUC in the design of the Forest Knolls Pump Station project. DPW was the project engineer and lead designer for the pump

station and the SF PUC designed of the new storage tank. Construction will begin in 2007.

### **Crocker Amazon Pump Station**

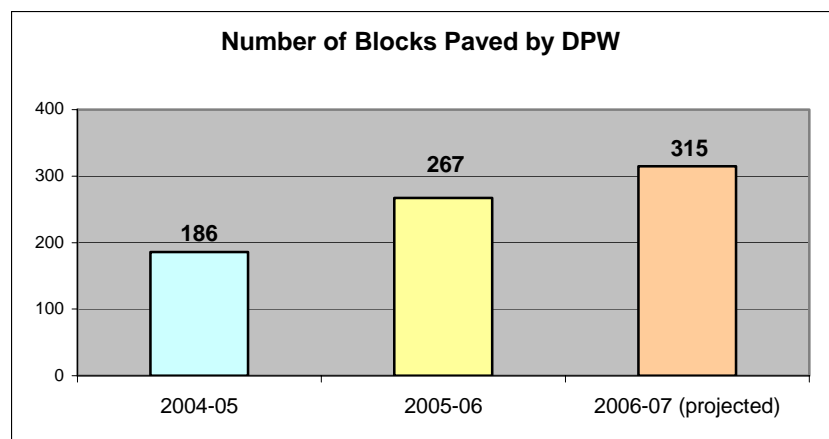
The demolition of the old Crocker Amazon Pump Station and construction of a new pump station was completed this fiscal year as part of PUC's WSIP. DPW performed the Project Engineer role and Mechanical, Structural and Architectural design of the facility.

### **San Francisco Zoo Groundwater Distribution Station**

Construction of the City's first emergency potable groundwater distribution station was completed this fiscal year and is located at the San Francisco Zoo. BOE Mechanical and Electrical designed the facility and the Bureau of Building Repair provided construction services. The original well provided raw water to the zoo, but has now been upgraded to provide approximately one million gallons per day of potable groundwater for filling water tanker trucks, which will distribute water to emergency response sites throughout the City in the event of an earthquake or other disaster.

## **STREET RESURFACING PROGRAM**

DPW maintains 12,458 street segments in the city. A computerized program is used to prioritize streets that need work based on street type, amount of traffic, and the cost of work. From this study, a list of streets to be paved is sent to utility companies for coordination of work. If utility work is necessary, the paving is coordinated



with this work to minimize the impact to the neighborhood and to the driving public. Once all utilities have completed their upgrades or new installations, DPW paves the street and a five-year excavation moratorium is placed on the street.

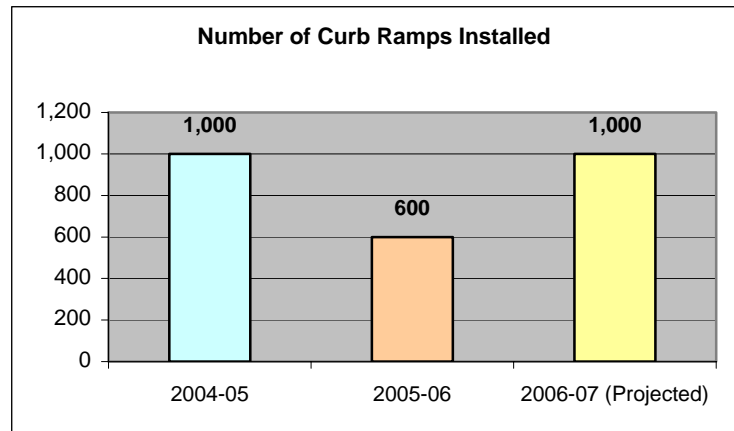
DPW follows the excavation code, which allows for improved street

maintenance coordination; keeps the public informed of new street construction projects; and minimizes construction impacts to the public. In high-density areas, DPW sometimes works nights and weekends to minimize disruption to residents and businesses.

Timely street paving improves the rideability of City streets for motorists and bicyclists while increasing the life of the pavement.

## DISABILITY ACCESS

DPW maintains approximately 7,000 intersections in San Francisco. Some are not accessible for people with disabilities and some are partially or fully accessible. All public and private paving projects and any work within the curb return area are required to provide code compliant curb ramps.



**Installing Code Compliant Curb Ramps**

DPW ensures that the entire intersection is evaluated to provide curb ramps that comply with the code and are properly located. Curb ramps are essential for pedestrian travel on City sidewalks for seniors and people with disabilities.

## LANDSCAPE ARCHITECTURE

DPW provides landscape architectural design and consultation services to agencies and departments responsible for the development, maintenance, and renovation of the City's rights-of-way, parks, squares, open spaces and some landscaped areas. The work of the section improves the quality of life for City residents by providing new and renovated parks with safe and accessible play areas, and beautifully landscaped urban spaces and streetscapes throughout San Francisco.



## Highlights of Landscape Architectural Projects

### 24<sup>th</sup> and York Mini-Park

The deteriorated 24<sup>th</sup> and York Mini-Park will be transformed into a dynamic new park, which is anticipated to open in November 2006. Located in the Mission District, the park is poorly used due to a lack of programmed uses and poor visibility.



The new concept was to design the park as a children's play space and this vision was supported by the community including the Lower 24<sup>th</sup> Street Neighbors Association, Neighborhood Parks Council and Precita Eyes Muralists. The design plays off the colorful murals by transforming the painted images into three-

dimensional sculptural forms. The play area will have contemporary play equipment, including a three-way teeter totter, spinner cup and swing. A curving seat-wall will provide seating and a colorful pathway will lead to a mosaic tiled serpent sculpture representing "Quetzalcoatl," the Mesoamerican feathered serpent god (pictured above). The DPW designers collaborated with Precita Eyes Muralists and a team of artists to ensure that the sculptural elements and play structures enhance the existing murals.

### Palace of Fine Arts Landscape and Lagoon Restoration



The lagoon edge with added stone wall is part of Phase I

One of the City's most treasured landmarks, the Palace of Fine Arts, had fallen into disrepair over the years. The buildings needed attention and the scenic lagoon needed dredging to clear out debris. The lagoon banks had eroded to a point where fences had to be erected as a safety measure to keep visitors away.

This much needed restoration project will be completed in several phases. For the first phase of restoration, the lagoon edge is being reconstructed with an attractive stone wall that will be accented with special plantings. New accessible pathways are being constructed to provide universal access. The banks are being re-graded to gentle landforms and the lawn will

be restored. Special plantings and new site furniture will complete the restoration. DPW designers were faithful to the historic plan while providing improvements and amenities to the project. This phase of the project will be complete in November 2006.

### **Waverly Place, Chinatown**



**Waverly Place is transformed**

Two blocks of deteriorated roadway at Waverly Place in the heart of Chinatown were reconstructed to provide an attractive new streetscape complete with special colored concrete and textured asphalt paving. New sidewalk bulb-outs with concrete seats were provided to reclaim some of the roadway for pedestrians and new ornamental lights replaced the standard “cobra head” street lights. Also, as part of the project objective, all overhead utilities were removed and under-grounded for a

complete visual transformation of the street. This project was completed in January 2006.

## **Bureau of Construction Management**

### **ARCHITECTURAL CONSTRUCTION SERVICES**

All building construction, big or small, belongs to the Bureau of Construction Management’s Architectural Construction Services Section. The Section’s engineers, architects and inspectors manage construction contracts for many City departments. Project types range from parking garages to libraries to fire stations. The engineers handle new buildings as well as small renovations. Keeping projects on schedule, within budget, and ensuring that a quality building is built are all part of the Section’s commitment to service excellence. The Architectural Construction Services Section ensures that public buildings are built according to latest construction codes, safely, on time and within budget. By doing so, the engineers ensure that the public’s tax dollars generated from bond programs are used efficiently.

### **SEWER REPLACEMENT PROJECTS**

The BCM’s General Construction Services Division provides construction management for various construction projects for the SF





PUC's Sewer R&R and CIP Program. In addition to ensuring that the quality of construction performed by private contractors is satisfactory, the team is responsible for keeping projects on schedule and within budget. During this past fiscal year, the Bureau's General Construction Services Division managed the replacement of 60 blocks of sewer mains. The construction value for this year's sewer replacement projects totaled \$24 million. A staff of 20, including 9 engineers, manages sewer replacement projects.

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

### **REORGANIZATION**

In order to improve the Bureau's responsiveness and internal and external communication, the Street Construction Coordination Center (SCCC) at BSM was incorporated within the Permit Division. Previously, different types of excavation permits issued within the Bureau did not received the same level of review and coordination.

The reorganization has improved coordination between all permitting functions, allowed for comprehensive management of related inspections and enforced strict roadway restoration requirements for all excavations in newly paved moratorium streets.

### **INSPECTION AND ENFORCEMENT DIVISION**

The reorganization also included the Bureau's Inspection and Enforcement Division. Right-of-way construction is now grouped under a Division supervisor and district, commercial and special programs are now under a separate Division supervisor. The Special Projects activities are new to the Bureau and include the administering of all citations issued by the Department, the 24/7 litter can program and the SF Green program.

These changes reflect the functional inspection work performed by the Bureau's Inspection and Enforcement Division and have resulted in focused customer service. The Division received and responded to more than 8,101 individual inspections and requests for action in Fiscal Year 2005-2006.

Requests for Action include inspections for roadway defects, sidewalk damage, non-compliant display merchandise, illegal use of the public right-of-way, illegal banners and signs, and permit compliance.

## STREET-USE PERMITTING PROGRAM

DPW's Street-Use Permitting Section ensures that city sidewalks and streets are safe and accessible. Obstructions on the sidewalk, such as planters, tables and chairs, or building construction material, can impede travel. DPW is responsible for permitting uses of the public right-of-way for sidewalks and roadways to ensure that objects on the sidewalks are permitted under City ordinances. The Bureau issued 16,700 permits in Fiscal Year 2005-2006.



**DPW issues permits for placement of tables and chairs on the public right of way**

The activities permitted and regulated by Department staff include:

- Café Tables and Chairs
- Display Merchandise
- General Excavation
- Excavations in the Public Right-of-Way
- Public Pay Telephones
- Banners
- Free Standing News racks
- Signs
- Major and Minor Encroachments
- Special Sidewalk Surfaces
- Sidewalk Improvements (new sidewalks and driveways)
- Over-wide Driveways
- Street Space
- Temporary Occupancy
- Mobile Storage Containers
- Debris Boxes
- Flower Markets

## SUBDIVISIONS AND MAPPING

The Mapping Division is responsible for recording any changes to the official city map, including condominium conversion. The Division implemented significant improvements during Fiscal Year 2005-2006. The Mapping Division reduced the time from an application submission to approval and recordation by 58%, from nearly 24 months to 10 months.

Staff redesigned and updated the Residential Condominium Conversion Application and Procedures for the first time in more than 20 years. The new version replaces inconsistent, redundant, and unclear instructions with a systematic, efficient process, which is easier for the public to understand and complete. The Mapping Division is also modifying other applications based on the Residential Condominium Conversion application. Review time of residential condominium conversion applications has been reduced by over 75%, from an average of 2.5 hour per application to a half hour. Staff developed a more robust, accurate backlog definition and report containing relevant information about the stage and age of a map in the review process. The new backlog definition

measures the amount of time it takes to review and process maps in the Tentative Map Review process (Part I) and the Parcel/Final Map Review process (Part II).

The Controller's Office provided additional recommendations to increase the efficiency and productivity of the division, including a system to track labor hours, new policies and procedures, and performance standards based on time and labor hours to review a map.

## NEWS RACK PROGRAM

The City's News Rack Program is fully operational. Although installations are limited, those areas receiving new fixed pedestal units have been welcomed by all stakeholders.

Installations continued in Union Square, Market Street and in the Civic Center near City Hall throughout 2005-2006. In addition, approvals for installations in South of Market, Fisherman's Wharf and North Beach area were established this past year.



Newly installed news rack  
in front of City Hall

### Fixed Pedestal News Rack Installation Information Fiscal Year 2005/2006

| Pedestal Zone                            | Total<br>Approved for<br>Installation | Total<br>Units Installed | Remaining<br>Units for<br>Installation | Total<br>Freestanding<br>racks removed | Funds<br>Generated |
|--|---------------------------------------|--------------------------|--|--|--------------------|
| Market Phase II                          | 36                                    | 11                       | 25                                     | 111                                    | \$4,920            |
| Union Sq Phase I                         | 30                                    | 23                       | 7                                      | 215                                    | \$2,370            |
| Union Sq Phase II                        | 29                                    | 26                       | 3                                      | 93                                     | \$2,730            |
| Civic Center                             | 31                                    | 8                        | 23                                     | 32                                     | \$4,920            |
| Civic Center/Union Sq<br>(reassignments) | N/A                                   | N/A                      | N/A                                    | N/A                                    | \$510              |
| Market St Ph 1<br>(reassignments)        | N/A                                   | N/A                      | N/A                                    | N/A                                    | \$1,950            |
| <b>FY 05/06 Total</b>                    | <b>126</b>                            | <b>68</b>                | <b>58</b>                              | <b>451</b>                             | <b>\$17,400</b>    |

## UTILITY UNDERGROUNDING PROGRAM

DPW's Undergrounding Program is rapidly completing the goal of completing 45.8 miles of new lights and removing overhead wires. The Program also actively participated in the Board of Supervisors Underground Utility Task Force. This group is charged with developing a report for the Board recommending specific actions needed to continue undergrounding city streets once the current program is completed.

In Fiscal Year 2005-2006, 3.57 miles of overhead utility wires and poles were removed and 117 new streetlights were installed.

## AUTOMATIC PUBLIC TOILETS AND PUBLIC SERVICE KIOSKS

Twenty five public toilets have been successfully operating throughout the City since 1995. Nearly 5 million flushes have been recorded in the units since the first installation. DPW is working with the contractor to explore new toilet locations as prescribed in the contract. Many neighborhoods continue to voice interest in this successful public amenity program.

Based upon random surveys conducted by Department staff during Fiscal Year 2005-2006 the units are fully operational 79% of the time. Staff continues to work with the contractor to improve operational efficiency and the contractor's responsiveness to vandalism.



## Office of Financial Management and Administration

*Deputy Director, Robert Carlson*

The Financial Management and Administration Division identifies, plans and develops the financial, personnel, contractual and computer resources, expertise and information needed by the Department to accomplish its goals. Automation and process improvement is a major focus of the Financial Management and Administration Divisions.

## PERSONNEL

The Personnel Division is responsible for hiring, training, retaining and developing a skilled and diverse workforce for the Department. The personnel division implemented the Department of Human Resources' new Position Based

Testing program to speed up the examination process; continued processing of employee appointments, separations, and discipline; and maintained personnel records and reports.

## **COMPUTER SERVICES**

The Computer Services Division designs, programs, operates and maintains all Department-wide and many Bureau-specific automated information systems needed to support Departmental goals and objectives. Services include planning, software development, network and hardware installation and operations. The division provides comprehensive IBM AS/400, Local Area Network (LAN), Wide Area Network (WAN), and PC (and compatible) hardware, software, network and support services. Highlights include a completed IT infrastructure upgrade at DPW's Corporation Yard; planning for migration off the department's AS400 computer; and customized special financial reports for client departments.

## **FINANCE AND BUDGET**

The Finance and Budget Division is responsible for budget preparation, grants research and administration, financial planning, capital planning, analysis and reporting. The Division develops financial resources and reports and prepares analyses to implement and control its projects and programs. Responsibilities include coordination and input of the annual budget, preparation of an annual Indirect Cost Plan, participation in bond authorizations and sales, development of Departmental capital plans and grant proposals and preparation of financial management reports. This past year, the Finance and Budget Division managed garbage rate increase application through the City process, which was approved by the City's Rate Board; provided analysis and support for the \$15 million street resurfacing supplemental appropriation request approved by the Mayor and Board of Supervisors; and successfully managed the department's budget through the City's process, which included significant increase for the Community Corridor Partnership program and tree planting and maintenance initiatives.

## **BUSINESS SERVICES**

The Business Services Division is responsible for reviewing and entering the Department's accounting and purchasing transactions in the City's on-line Accounting System, FAMIS, preparing grant billings and performing account analyses. The division completed an internal reorganization that improved accounting services to client bureaus; significantly reduced the time it takes to make contract payments and was recognized by the American Public Works Association for their outstanding work; and developed and distributed Bureau staff utilization reports that managers use to monitor and control employee work and leave time.

## **ENVIRONMENTAL HEALTH AND SAFETY**

The Environmental Health and Safety Office promotes workplace health and safety through education, consultation, and control of hazards. In 2005-2006, the Office received, analyzed and processed 436 injury/illness reports and motor vehicle accident reports; provided Health and Safety Training Services to 3,000 employees; and participated in the development and training of department staff on the federal Homeland Security National Incident Management System, which resulted in 200 DPW employees being certified.

## **TRAINING & DEVELOPMENT**

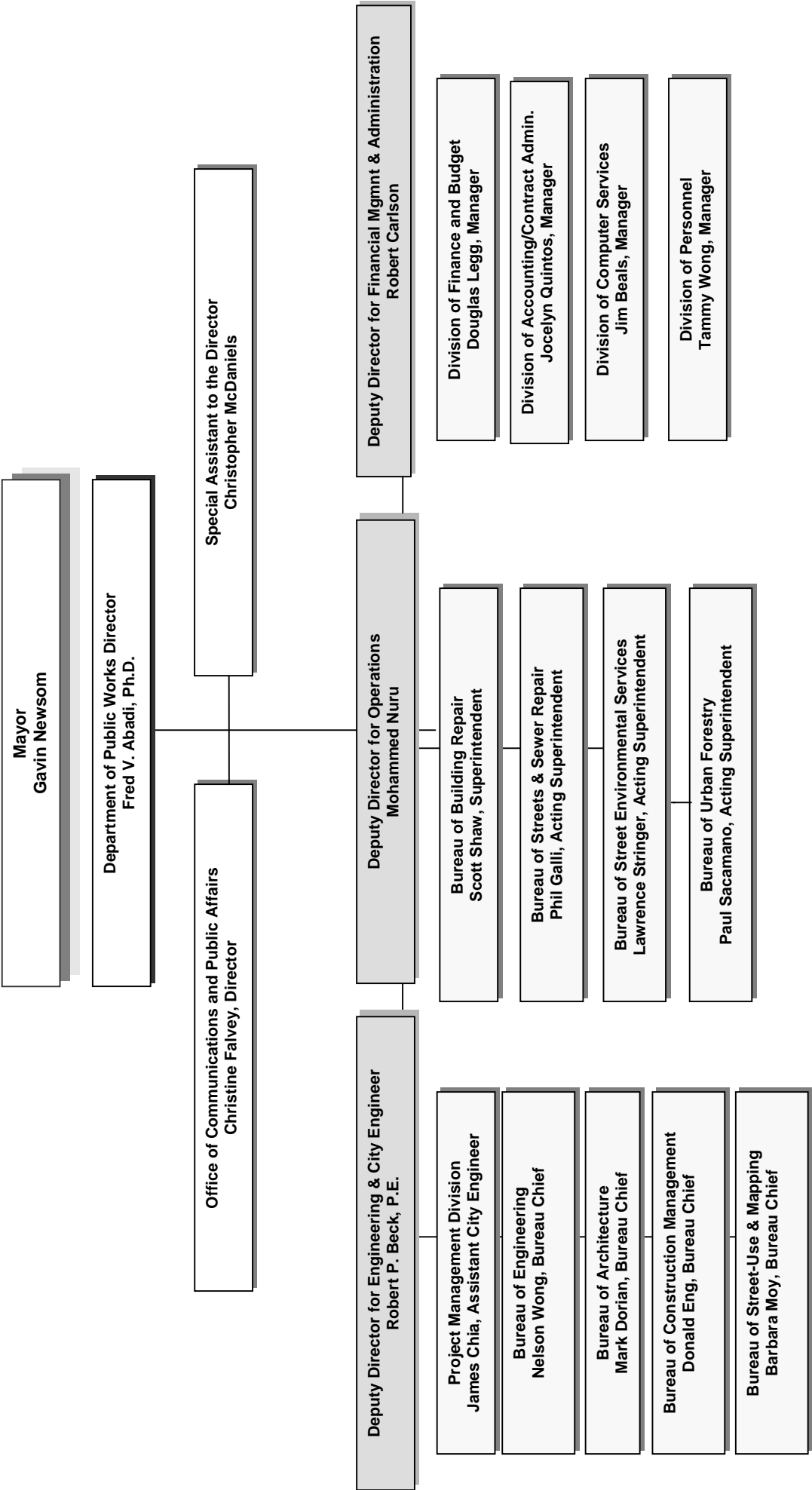
The Training Unit continues to support the Department's core values of customer service and continuous improvement through its current program and workshop offerings. This includes New Employee Orientations, Supervisor's Academy Operations, 7 Habits of Highly Effective People, Harassment Prevention training, computer software workshops, the Project Management Training Program for Engineers and Architects and various supervisory training workshops. The focus for the upcoming fiscal year will be to support the Mayor's mandate for providing new supervisors with the skills necessary to supervise well. In addition, the department is developing executive leadership training for top management. The Unit also continues to provide teambuilding services through its facilitation of group retreats.

### **7501 Environmental Service Worker Apprenticeship Training Program**

DPW's 7501 Environmental Service Worker Apprenticeship Training Program provides opportunities for people with minimal work skills to join DPW's workforce and acquire the skills needed to become general laborers and gardeners through a two-year apprenticeship-training program. The program will celebrate its first graduating class in November and will continue with a new group of apprentices in January 2007.



**DEPARTMENT OF PUBLIC WORKS**  
**Organizational Chart**  
**Fiscal Year 2005/2006**

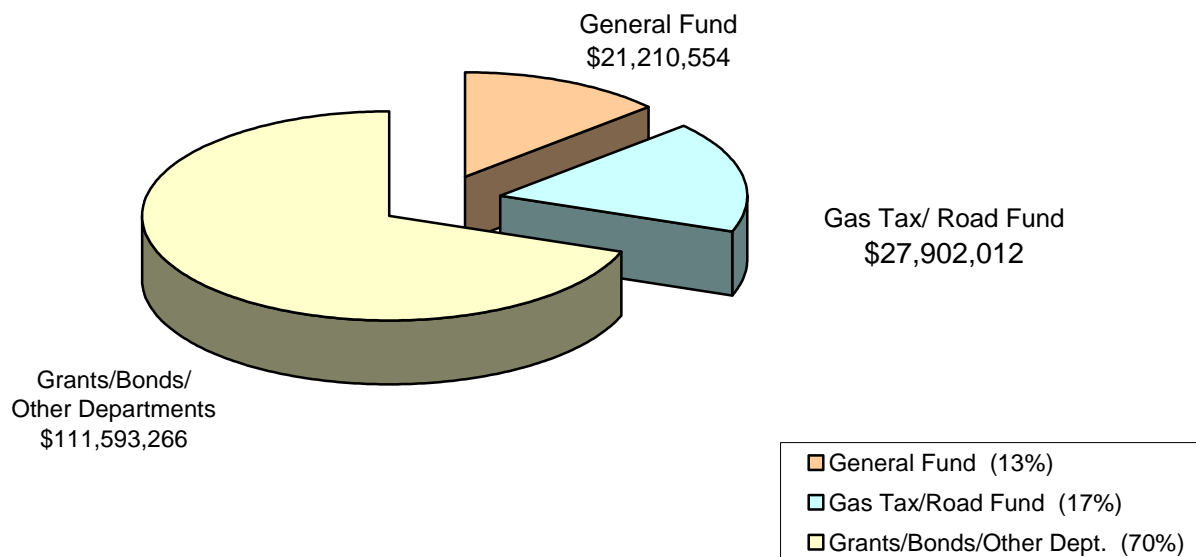




# FISCAL YEAR 2005-06

## Operating Budget

### SOURCES OF FUNDS



### USE OF FUNDS BY BUREAU

