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**Subject:** Public Works Annual Report

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**From:** Nuru, Mohammed [mailto: Mohammed.Nuru@sfdpw.org]

**Sent:** Tuesday, December 10, 2013 9:56 AM

**To:** Pointer Department Heads

**Cc:** Gordon, Rachel; Folan, Annie

**Subject:** Public Works Annual Report

Dear Colleagues,

I'm happy to share with you the San Francisco Public Works Annual Report for 2012-13. The link can be found here:

<http://sfdpw.org/Modules/ShowDocument.aspx?documentid=3761>

This document is a great reminder of all that we have accomplished in the past year -- often times in partnership with our sister City agencies -- and provides an historical record for future generations. Please take a look, I think you'll enjoy it.

Mohammed

**Document is available  
at the Clerk's Office  
Room 244, City Hall**

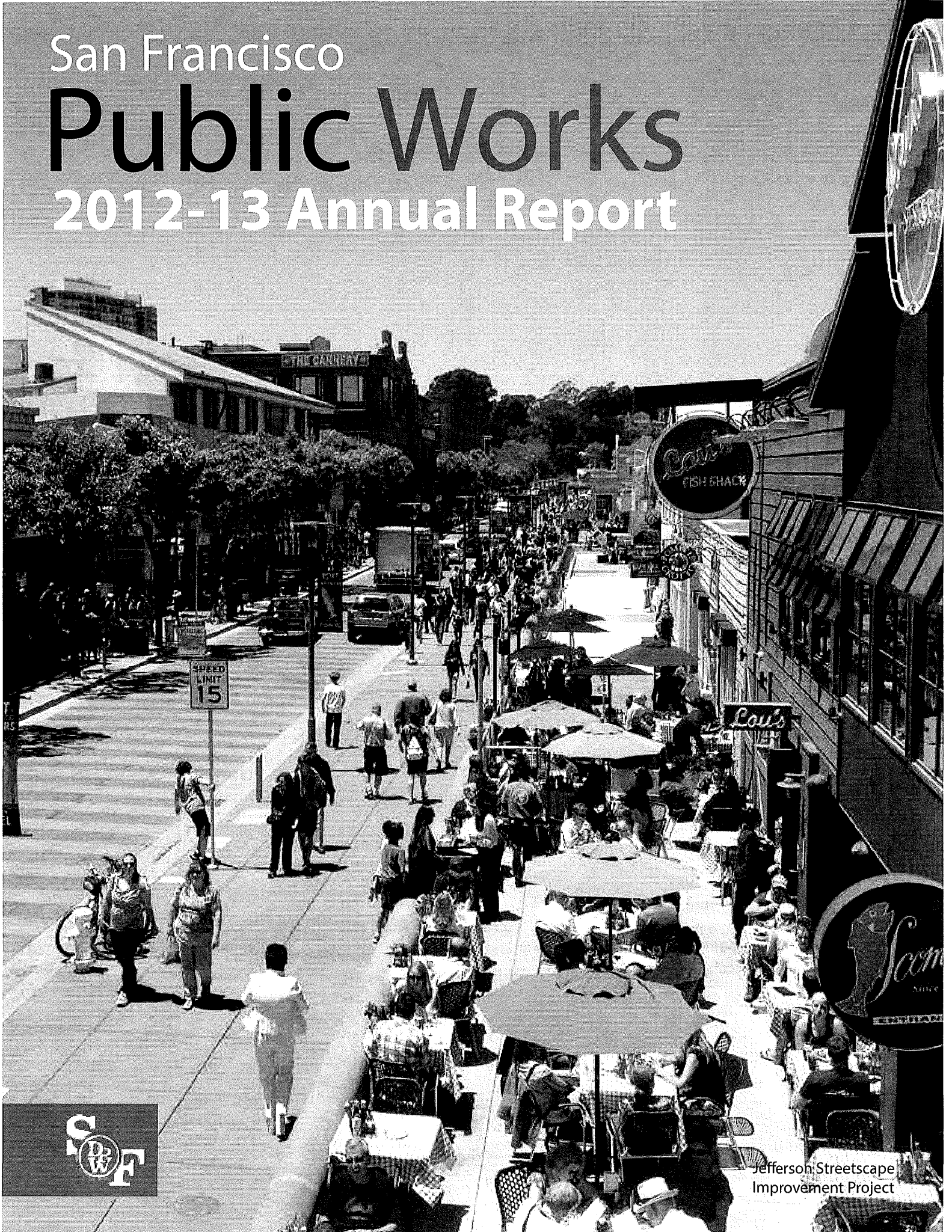
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San Francisco

# Public Works

## 2012-13 Annual Report



Jefferson Streetscape Improvement Project





orks:

streets; **plants** and **nurtures** City trees;  
and **maintains** City-owned facilities; **inspects**  
S curb ramps; **eradicates** graffiti; **grants** and  
**ERS** with SF neighborhoods; **trains** people for  
ay and **educates** our communities.

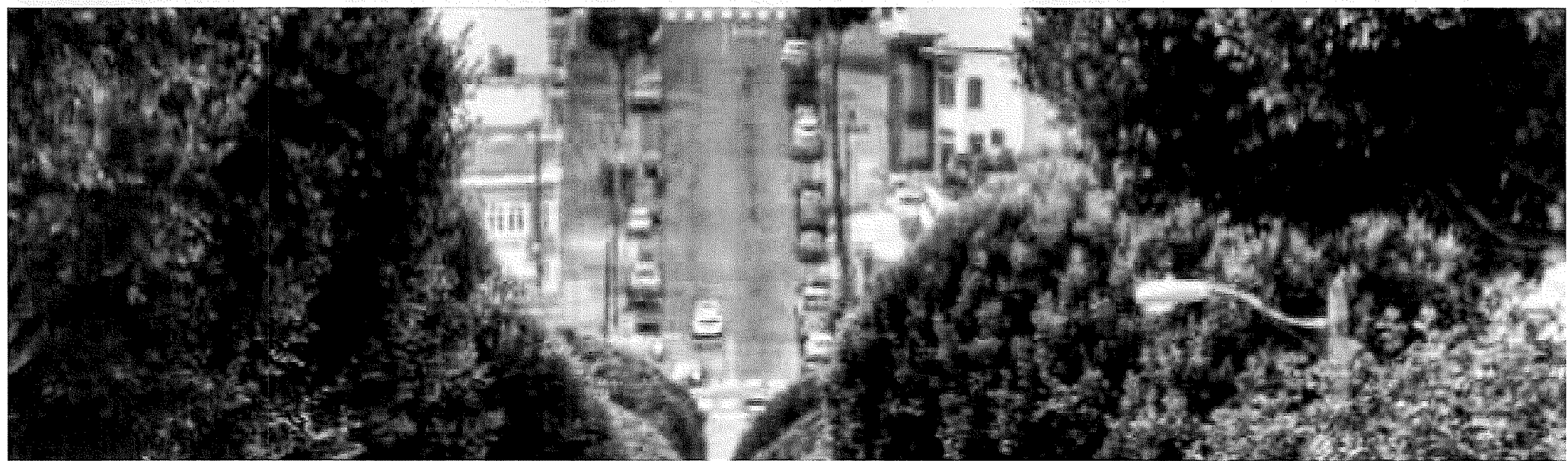
San Francisco Public Works

# Fiscal Year 2012-13 ann

Edwin M. Lee, Mayor

Naomi Kelly, City Administrator

Mohammed Nuru, Director of Public Works





## Edwin M. Lee Mayor

Jobs Plan that aims to create more economic opportunity for our residents, employ more San Franciscans and help San Francisco businesses succeed. As part of the Mayor's Summer Jobs + program, Public Works put 423 young people on the payroll, double last year's number, and expanded apprenticeship programs for people who have been unemployed or underemployed.

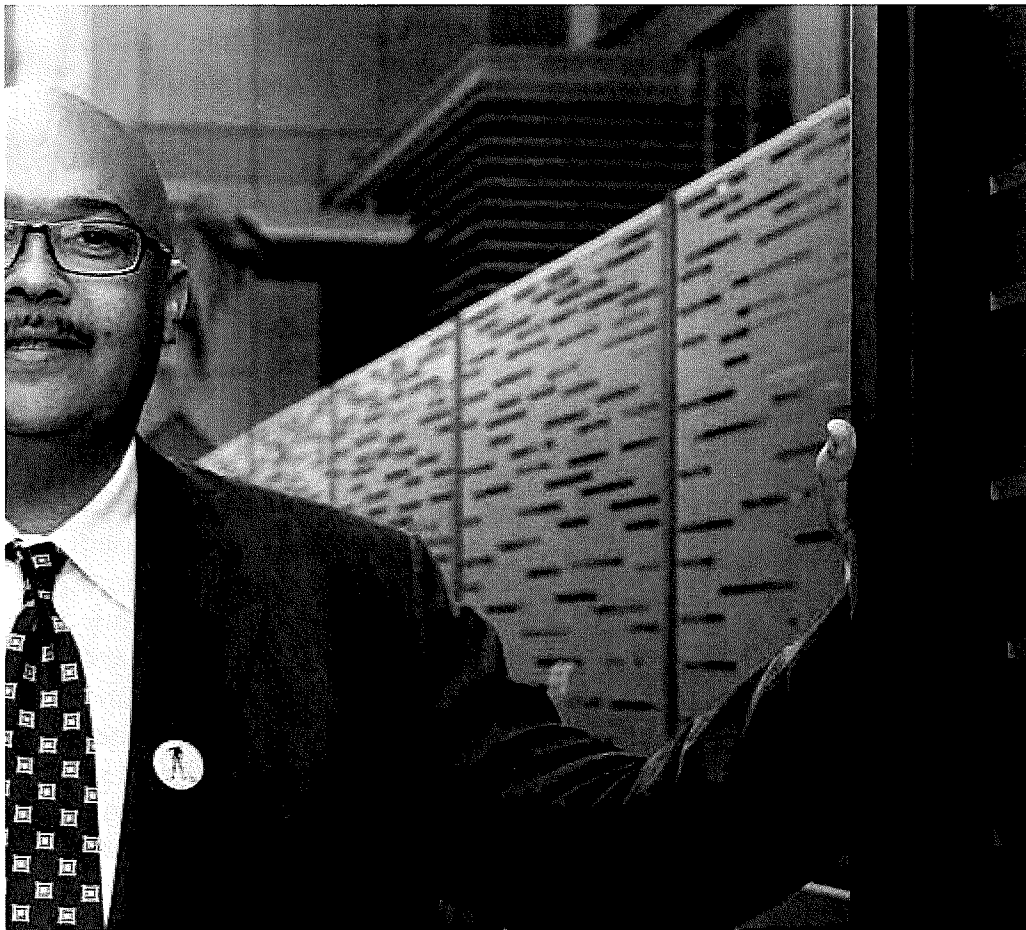
Public Works also launched the successful Giant Sweep campaign to create a citywide anti-litter campaign with the San Francisco Giants and thousands of volunteers and students to foster pride in our City and keep it clean and beautiful.

You can find out more about the many other Public Works projects and programs in this annual



Public Works continues to deliver world-class service in San Francisco. The 24/7 agency cleans and beautifies our streets, provides job training and career paths for our residents, greens our fleet and our public buildings and implements programs to help revitalize our commercial corridors.

The department always is willing to step up as a strong and reliable City partner. When the City needed to get waterfront properties in good shape for the America's Cup races, Public Works was there. When the struggling Housing Authority needed help maintaining the public housing developments, Public Works came through. When a water main broke in West Portal causing major flooding, Public Works crews jumped in to clean the streets and help get them rebuilt.



Green. Clean. Plan. Build. Design.  
Repair. Operate. Manage. Plant.  
Pave. Educate. Partner. Employ.  
Train. Innovate.

Those are just some of the things we do at San Francisco Public Works to make the City a beautiful, livable, vibrant and sustainable community. I'd like to add one more verb: dream.

com bubble, Crissy Field, Mission Bay. The list of transformational infrastructure and social movements is long. Our city of 47 square miles is ever-evolving, often driven by a dream of an individual or a collective interest.

At Public Works, we help San Francisco implement civic dreams to make our city better. The work we accomplished in Fiscal Year 2012-13 was no exception, as you will see in this annual report.

We made great progress in our commitment to environmental stewardship, designing and constructing green buildings, reducing our fleet's carbon footprint, adding solar power and water-saving devices to our older public buildings and converting more asphalt and concrete streets and sidewalks into planted public spaces.

We advanced City policies to make neighborhoods more vibrant and inviting by activating the streets with parklets, food trucks and fun events, including pingpong on Market Street. We made the streets safer for pedestrians and cyclists with new bike lanes, bulb-outs, curb ramps and medians, and we paved and preserved a record 854 blocks, thanks in large part to funding made available under the voter-

tablets by our field inspectors has resulted in increased productivity and speedier response to constituent concerns, and the launch of the web-based Envista construction project mapping system has led to better coordination among City agencies and utility companies to minimize disruptions to the public.

Our design and construction-management teams had a productive and successful year completing numerous playground, recreation center and library projects in neighborhoods throughout the City, finishing the first phase of the Pier 27 cruise ship terminal in time for America's Cup and hitting important milestones in two of our biggest building projects still under construction: the new San Francisco General Hospital and the Public Safety Building.

We also never lost sight of our obligation to keep the City clean with crews on the job around the clock sweeping up litter, hauling away debris and washing and steaming the roads and sidewalks. At the same time, we strengthened our partnerships with residents, neighborhood groups, businesses and schools to join the effort. In February, we teamed up with Mayor Ed

# Public Works strategic plan

Structure and public right of way

Access  
City

Utility of the public right of way

Functional and sustainable facilities

Facilities to meet or exceed intended uses  
Long-term sustainability  
Service provider of choice

Skilled, capable, motivated and diverse workforce  
Productivity and innovation

The creation of jobs for our residents

More jobs for San Francisco residents  
More workers and businesses are employed on Public Works contracts  
Improve blighted areas and spur economic development



San Francisco Public Works' Strategic Plan is a living document that drives what we do, day in and day out, and helps us make smart decisions about where to best direct our resources efficiently and effectively.

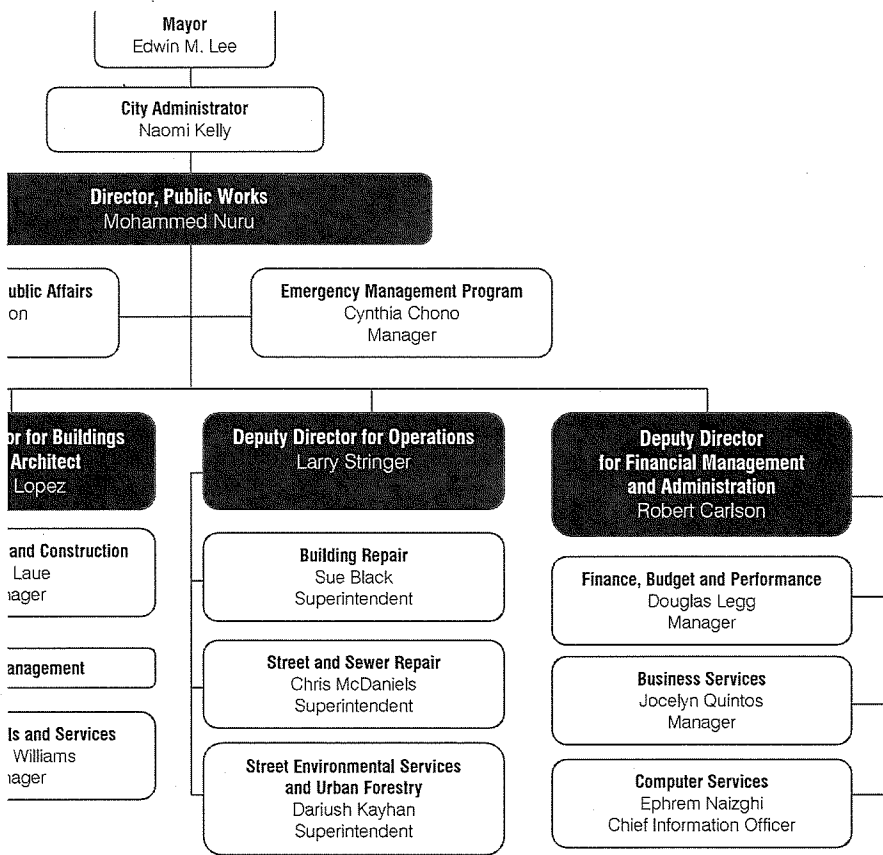
In crafting our Strategic Plan, we decided what's needed to carry out our mission of enhancing the quality of life in San Francisco by providing

We set four goals to carry out that mission. From there, we mapped out objectives on how we can meet those goals.

We created measurable actions to track our progress no less than quarterly to see if we're heading in the right direction. If we're not, we want to know why so we can take steps to get back on track.

We enacted our first Strategic





American Institute of Architects

- 2013 Sustainability Award  
**Bayview Branch Library**

California Preservation Foundation

- 2012 Preservation Design Award  
**Golden Gate Valley Branch Library**

San Francisco Environment Blue and Green Awards 2012

- Outstanding Transportation Champion  
**Cynthia Chono**, Emergency Management Program
- Greatest Community-wide Impact  
**Public Works**, Planning Department and Municipal Transportation Agency for the Pavement to Parks program

International Partnering Institute

Partnered Project of the Year Award, Sapphire Level 2013

- **Parking guidance systems and pavement renovation project team**

Municipal Fiscal Advisory Committee

- Good Government Award 2013  
**Jaime Flores-Lovo**, Information Technology Applications Department Manager

National Safety Council

- 2013 Safe Driver of the Year Award for Pacific Region  
**Terrance "Terry" Costello**

US Green Building Council LEED certification

- Platinum
  - **San Francisco Public Utilities Commission Headquarters at 525 Golden Gate**
- Gold
  - **Merced Branch Library**
  - **Golden Gate Valley Branch Library**
  - **Ortega Branch Library**
  - **Bayview Branch Library**
  - **Chinese Recreation Center**
  - **Moscone Tenant Improvements**
- Silver

# Ear 2012-13

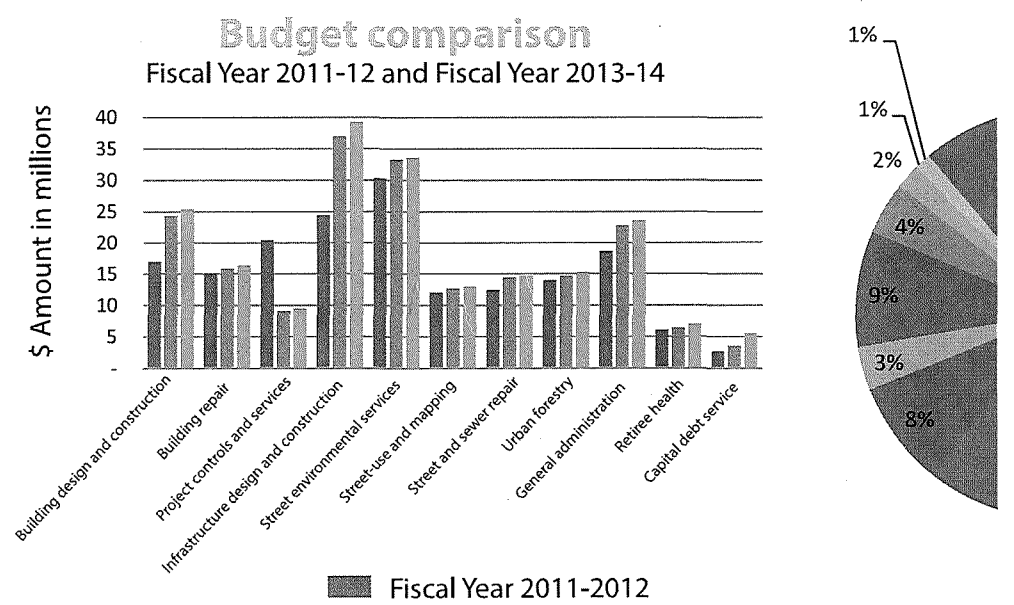
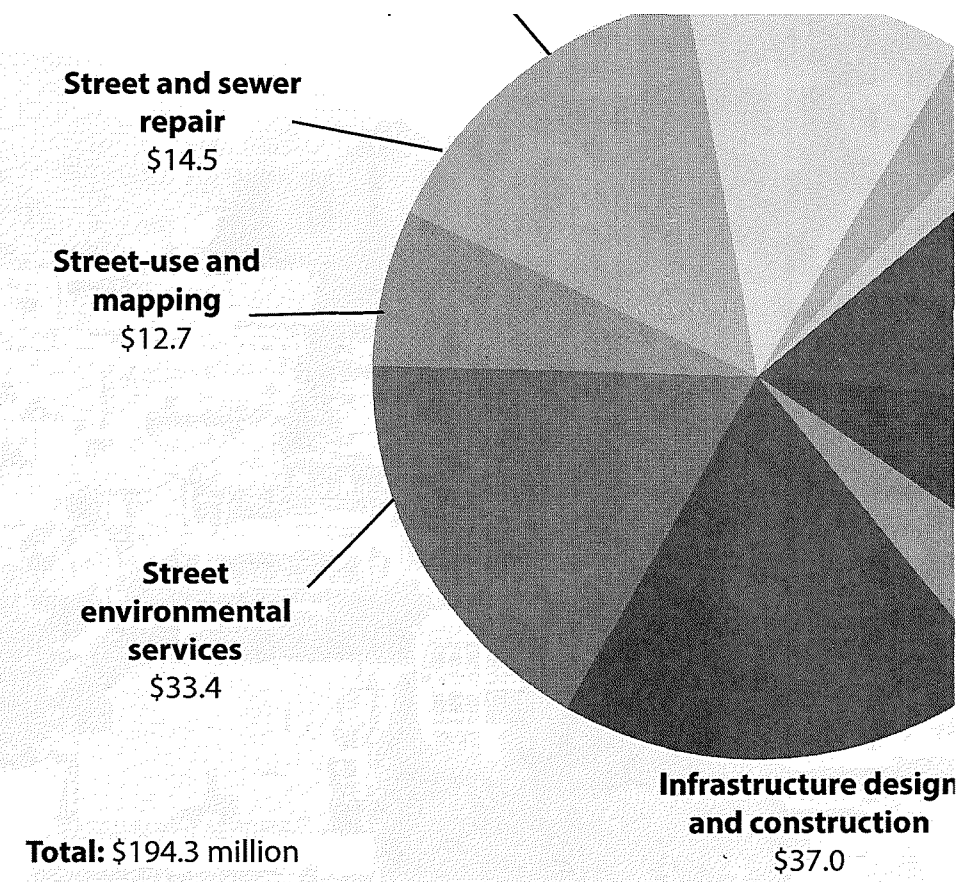
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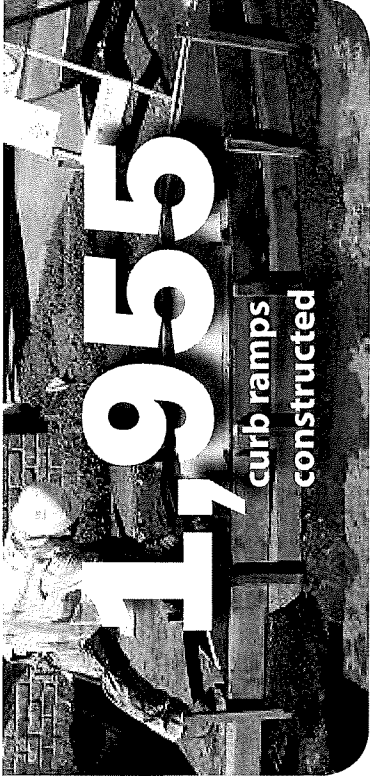
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Fiscal Year 2012-13 budget highlights:

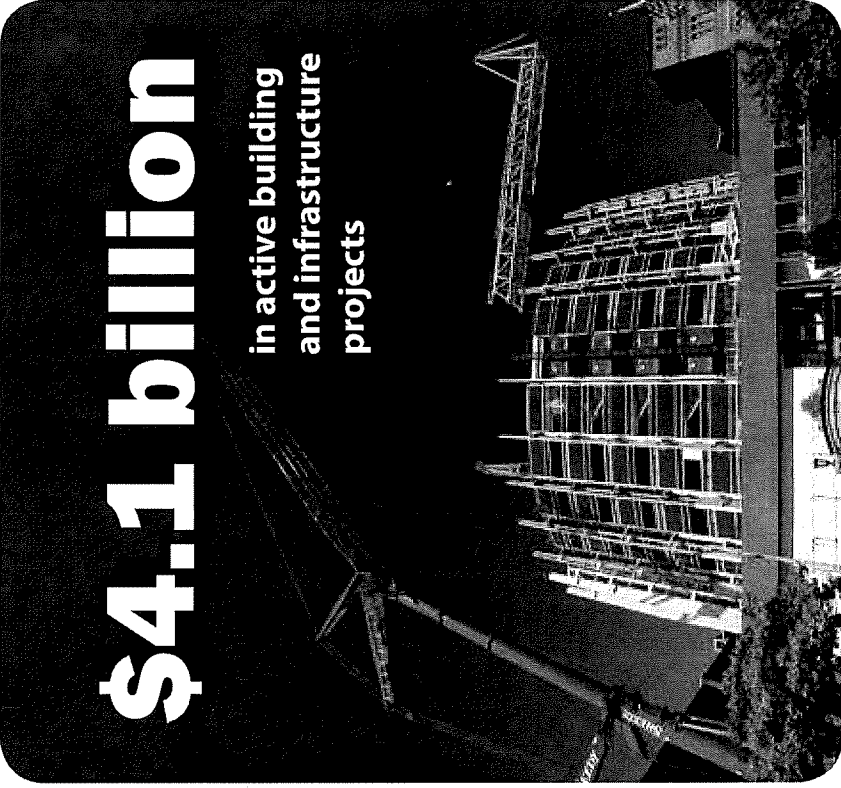
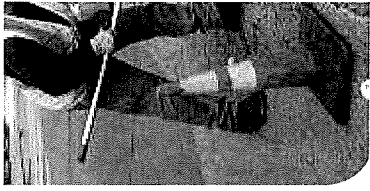
- \$17.7 million in general fund support for operations
- \$16.1 million in gas tax revenues
- \$11.3 million in other revenues, including an additional \$667,500 from street-use permit fees
- Funding for approximately 1,216 full-time and part-time employees, of which 296 are general fund supported
- An \$800,000 investment in the Community Corridors Pre-Apprenticeship Program
- Reorganized capital bureaus to consolidate construction managers into the building and infrastructure divisions
- Centralization of IT functions

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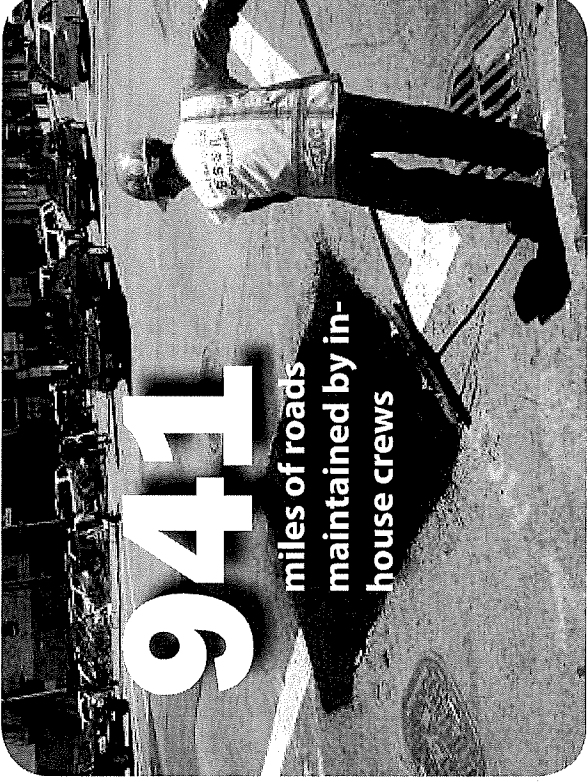




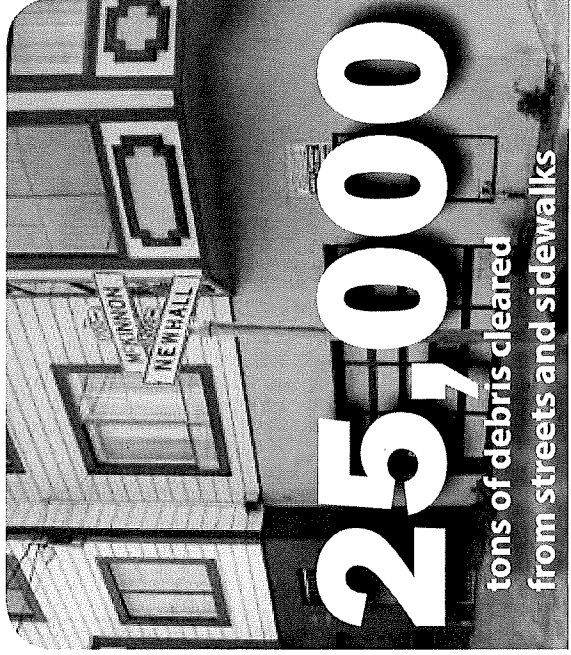
**1,955**  
curb ramps  
constructed



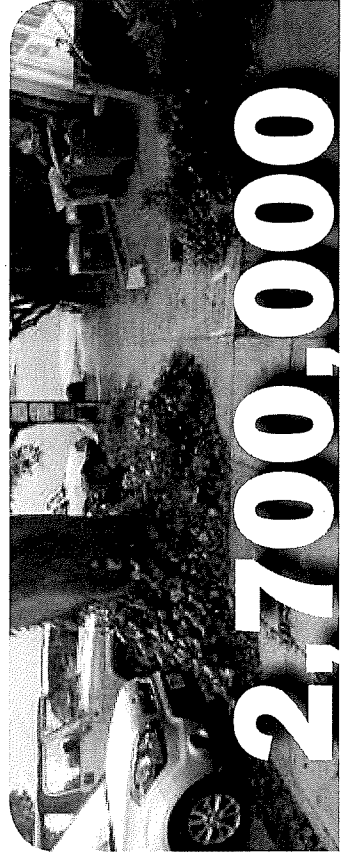
**\$4.1 billion**  
in active building  
and infrastructure  
projects



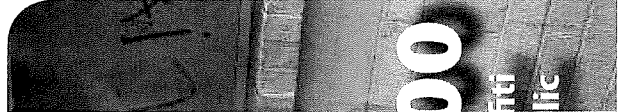
**941**  
miles of roads  
maintained by in-  
house crews



**25,000**  
tons of debris cleared  
from streets and sidewalks



**2,700,000**



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Titi  
lic



**140**



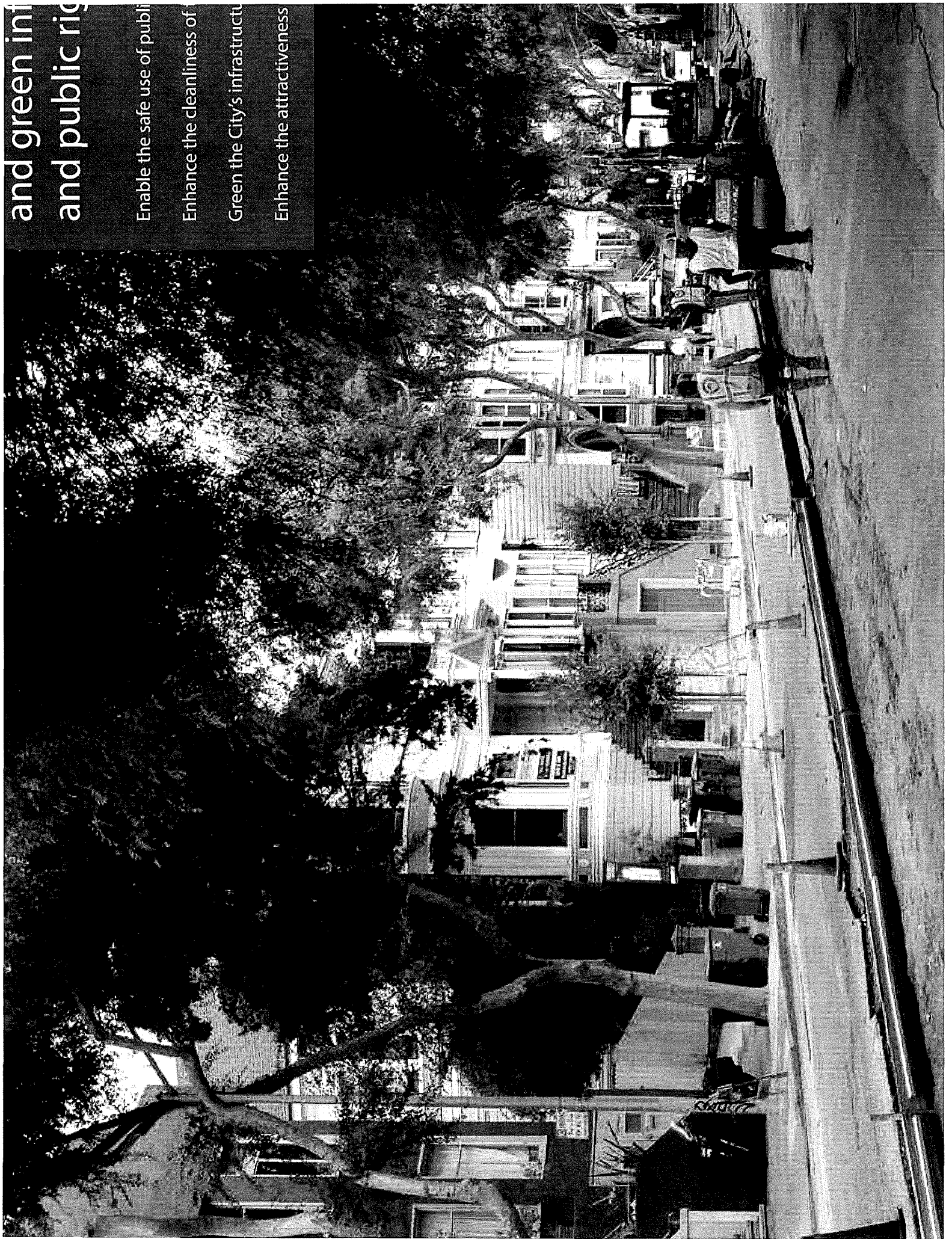
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Enable the safe use of publi

Enhance the cleanliness of

Green the City's infrastru

Enhance the attractiveness



# 854

blocks resurfaced

# 6,802

square feet paved

# 16,065

potholes filled



# 941

miles of roads maintained

Streets  
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162  
2,0  
25,

We successfully paved and rehabilitated 521 blocks and performed pavement preservation on another 333 blocks through the street resurfacing program, which provides safe, smooth, accessible and high-quality roads. A total of 854 blocks treated in a single year is an all-time high for San Francisco.

for maintenance on approximately 941 miles of streets, comprised of 12,865 blocks. Our street resurfacing program resurfaces pavement; performs base repair; replaces curb, gutter and parking strips; and constructs bus pads, sidewalks related to curb repairs and curb ramps.



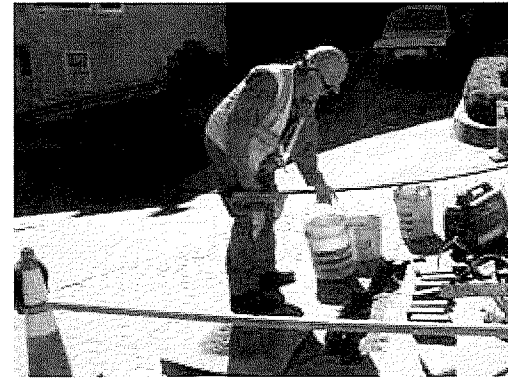
# Street and Sewer Repair



**199**  
dig-up sewer repairs

**187**  
brick sewer repairs

Sewer main replacement work at 24th Street (Guerrero-San Jose Avenue)



Lombard Street (Crooked S

Of the hundreds of projects of Street and Sewer Repair, brick work on the curvy portion of a tourist destination and residential area required new bricks on portions of the project due to a complicated setting process.



Pier 19 (waterfront paving)

The Port of San Francisco conducted special training for our repair crew as part of a larger restoration project. This job that took them near an



Rubber sidewalk installation

Looking for innovative ways to manage trees, whose roots can buckle sidewalks, crews experimented with rubber tiles atop gravel and a weed-barrier. The tiles are framed by concrete, making repairs quicker and



Market Street curb-lip pilot

A pilot project tested two curb repair methods to close gaps between curbs and sidewalks. The less expensive "Rapid Seal" method was used on a portion of the project.



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1,955  
curb ramps constructed

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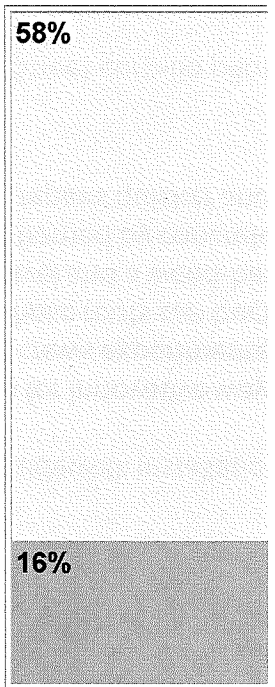
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# Service requests

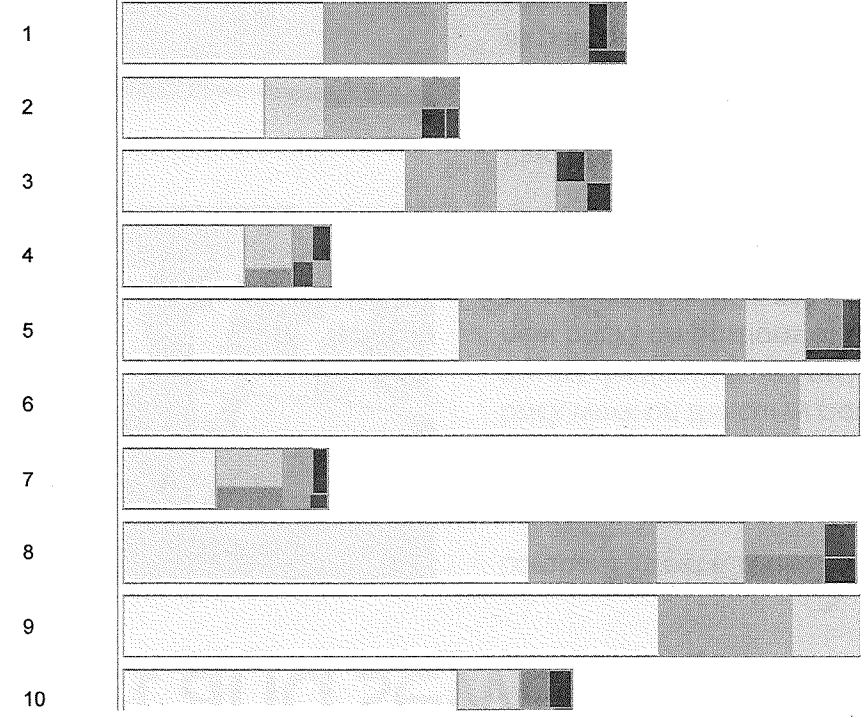
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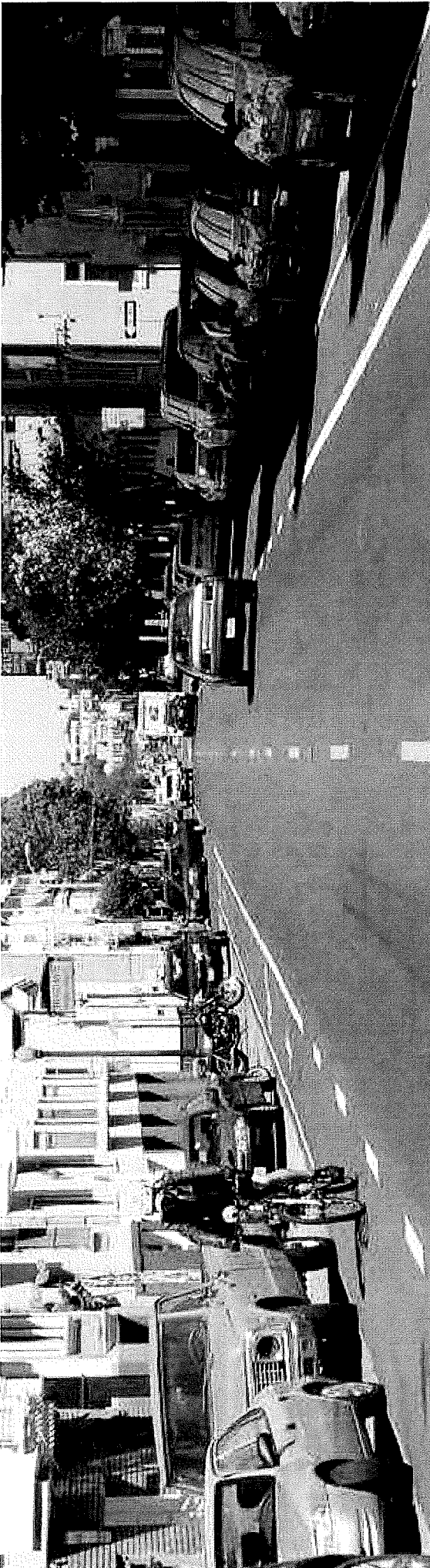
In Fiscal Year 2012-13, Public Works received 106,660 service requests from constituents, mostly through 311 customer service center. We aim to respond to requests within 2-5 business days.

- street and sidewalk cleaning
- graffiti
- right of way complaints/inspections
- street and environmental services enforcement
- trees and landscaping
- potholes and sinkholes
- litter receptacles/overflowing cans



Top service requests by supervisorial district





The \$248 million Road Repaving and Street Safety Bond (Streets Bond) was approved by San Francisco voters in November 2011, allowing the City to repave streets; make traffic, pedestrian, and bicycle safety-focused improvements; and repair deteriorating bridges, overpasses and street structures.

Funding for the first year (\$73.4 million) of the three-year program was allocated in March 2012. The second bond sale occurred in June 2013, with \$130 million made available to fund Streets Bond activities.

The first two years of the bond included more than 50 paving projects resulting in more than 1,300 freshly paved blocks in every neighborhood of the City.

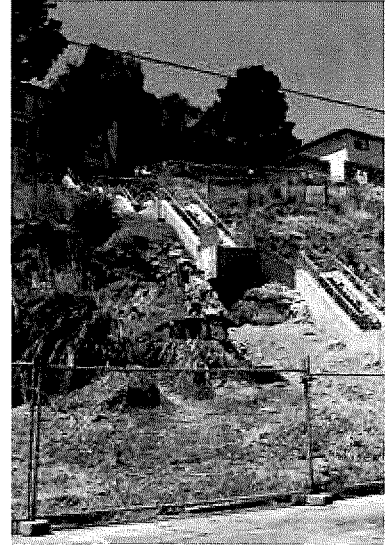
Over the course of the bond program, resurfacing, repairs and repaving projects are planned for 2,300 blocks with bond and non-bond funding

requires innovative management. Public Works meets monthly with the San Francisco Public Utilities Commission to coordinate all paving projects and underground sewer and water projects to increase efficiency, save money and reduce construction impacts to residents and visitors.

More than 1,350 curb ramps are being designed and constructed. Of those, about a third are complete and the rest are in the planning and design phase with priority for locations identified by people with disabilities.

Two dozen signature streetscape projects are in the works, including street revitalizations on Castro, Potrero, Irving, Polk, Palou, Fulton, Taraval and Bartlett streets. Most projects are in the planning and design phase. The Great Highway will be the first streetscape project to be completed with bond funds. More than 50 smaller-scale





gap  
ired and replaced damaged retaining wall and top stairway section  
placed damaged vehicular guardrail  
placed damaged stairway  
repaired damaged concrete bollards

To improve public safety and adhere to our commitment to green the City's infrastructure, we installed two solar lighting systems along the Saturn Street stairs.

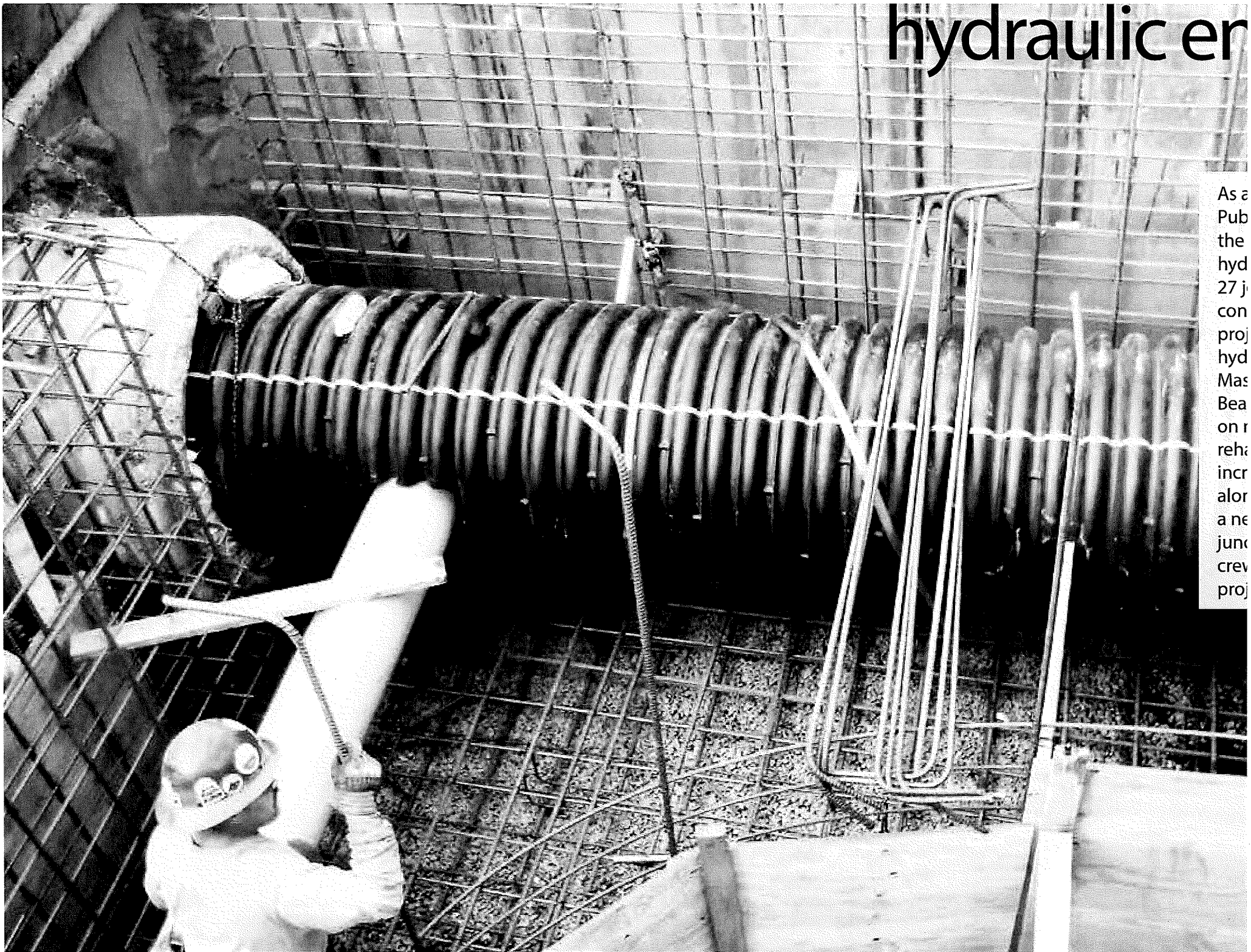






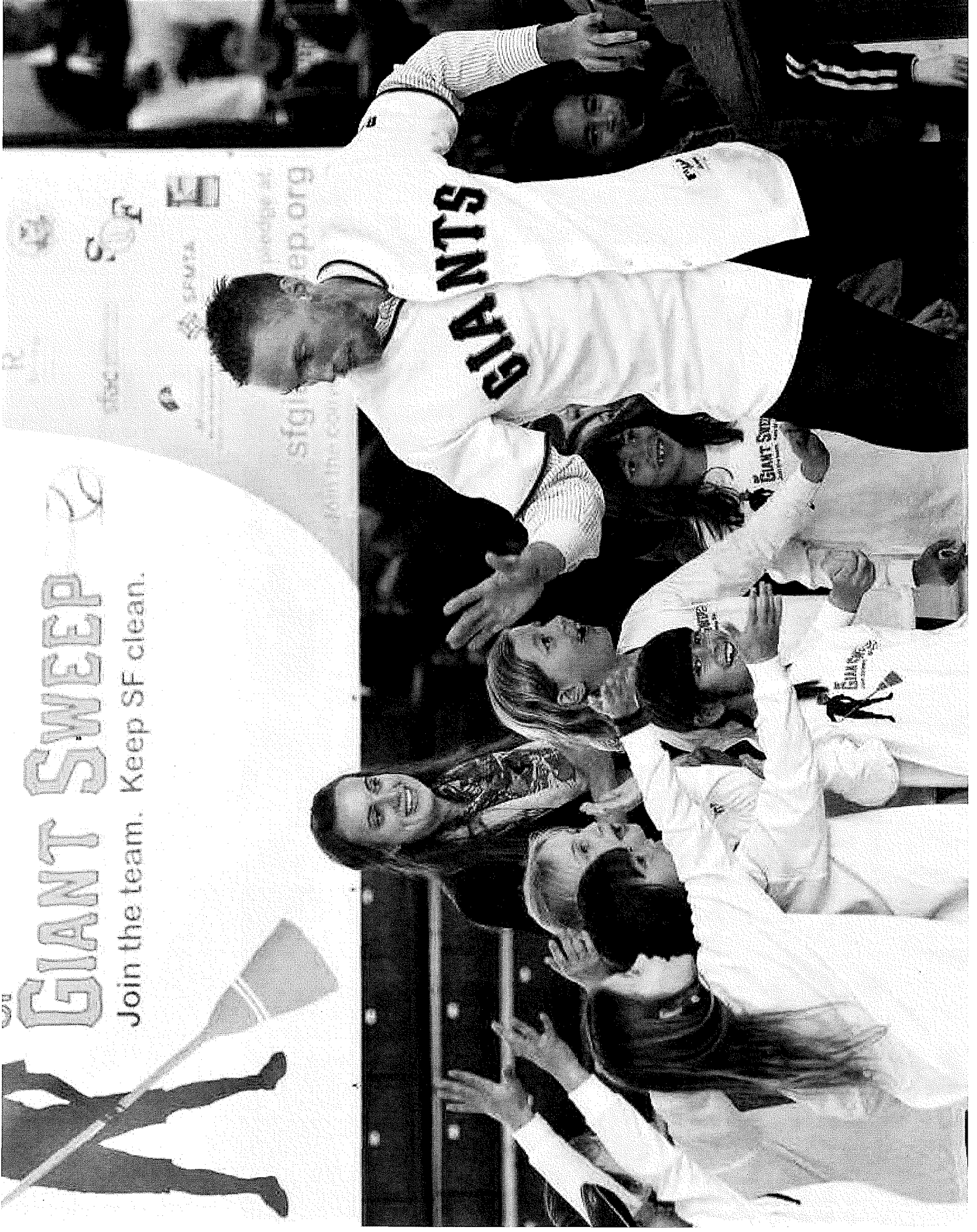
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# GIANT SWEEP

Join the team. Keep SF clean.



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Launched sfgiantsweep.org website and social media platforms



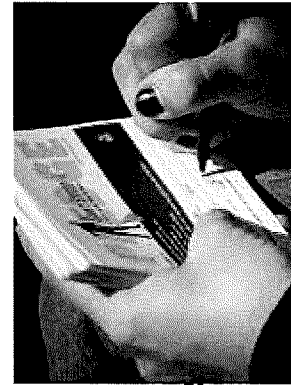
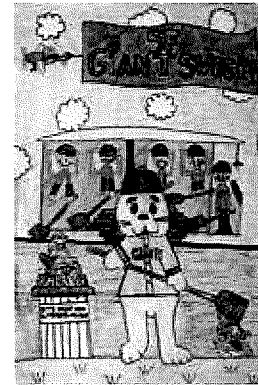
Advertised on Muni vehicles a



Logged more than 50,000 volunteer hours cleaning and greening the City



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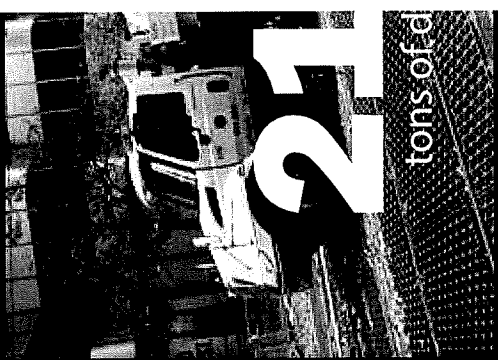
Gathered more than 21,000 Giant Sweep "I will not litter" pledges



Received more than 300

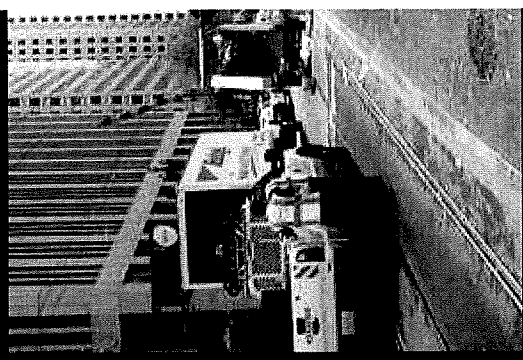
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# 2012 GIANTS WOMEN SERIES PARADE



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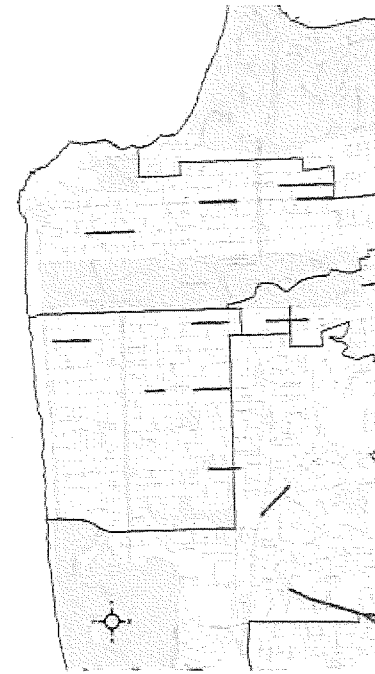


We supported the Giants for the second time in three years on Halloween, October 31, 2012, with a parade float carrying more than 1 million. All thanks to the support of our customers. It was a great experience and we learned a lot from the task.



# Community Corridors Partnership Program

**98** corridors  
**9,077** deficiencies reported  
**564** blocks



Community

safety hazards, to remind property and business owners of their responsibilities and to cite them for violations. Owners and businesses were told verbally and in writing how to correct problems to avoid fines. For violations found on public property, the appropriate agency was notified of the corrective action required.

## Night Walks

Our initial round of inspection focused on businesses open in the early evening. Running from July through September 2012,

they need to make our neighborhoods cleaner and more appealing.

As part of our Strategic Plan, the program added several new routes, including the blossoming 16th Street section between Folsom Street and

Chavez Street, the Bernal Heights/Excelsior stretch of Mission Street between Cesar Chavez Street and Silver Avenue, and Union Street from Van Ness Avenue to Steiner Street.

Working with the San

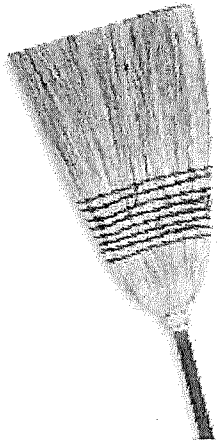
Economic Opportunity Council, we put under-employed and unemployed San Franciscans into Community Corridors jobs. Corridor Ambassadors sweep litter from the sidewalk, clean tree basins, call in graffiti vandalism and identify and resolve poor street conditions.





# street program

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A-Street

**1,612**  
members

# Starbucks Global Day of Service

We partnered with Starbucks for the third year in a row to beautify and clean San Francisco. With help from 1,200 Starbucks volunteers, we planted 445 plants, spread 175 cubic yards of mulch, added 6,000 pounds of decomposed granite in tree

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**2,609**  
volunteers

**78,400**  
square feet of graffiti removed  
from public space

**569**  
blocks swept

**55,105**

greening merchant corridors, schools, open spaces, parks and community spaces throughout the City.

Clean Team dedicates an entire month to each of the 11 supervisorial districts, where we and other City departments clean streets and beautify neighborhoods. Our staff builds relationships with community organizations, local businesses and schools to support volunteer participation at each event.

Last year, more than 2,600 volunteers joined our crews to spruce up the neighborhoods.

Clean Team partners include the Recreation and Park Department, San Francisco Housing Authority, Sheriff's Department, Caltrans, Municipal Transportation Agency, San Francisco Unified School District, San Francisco Parks Alliance, Mayor Ed Lee and the Board of Supervisors, the City Administrator, San Francisco Police Department, Department of the Environment, Department of Corrections and Pretrial Diversion.

Walgreens, Starbucks, Luxor Cabs, PG&E, Recology, Academy of Art University, the San Francisco Hilton and the Emerald Fund provide financial, in-kind and volunteer contributions.

Recology and San Francisco Clean City Coalition are key partners in the program and provide Gigantic 3 service to the program, offering residents bulky item drop-off, recycling and composting. Last year, the program collected 45 tons of garbage, 70 tons of recyclables and 17 tons of organic waste.

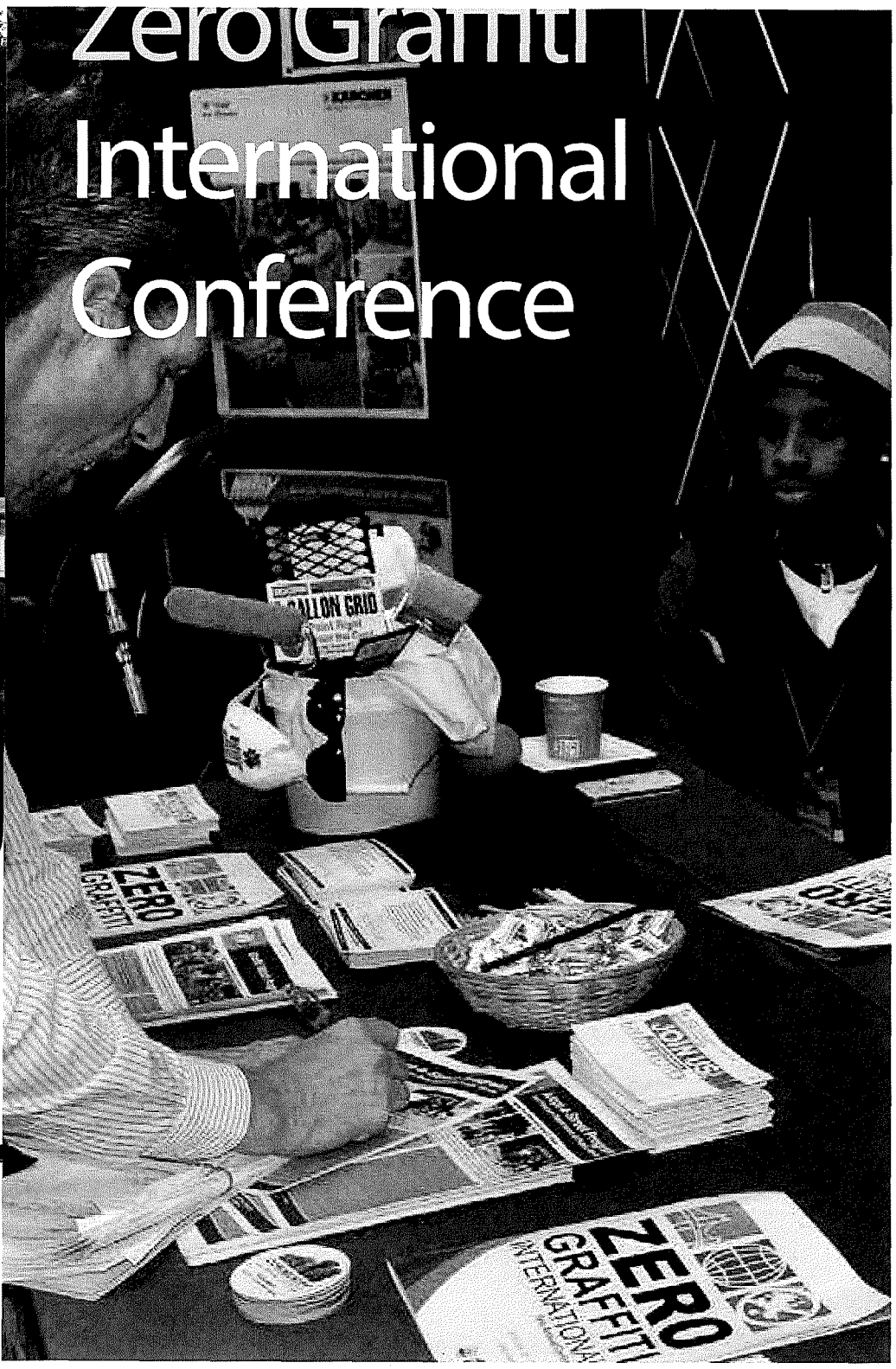




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# Zero Graffiti International Conference



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rogram: The faster graffiti is  
ainted over, the less likely  
andals will return.

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cruited and trained 61 new  
raffiti Watch members from  
e Mission, South of Market,  
enderloin, Chinatown, Hayes  
alley, Park Merced and other  
eighborhoods.

**375**  
Graffiti Watch members



# umping

# 4,737

reports of illegal dumping



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Driven by support of community gardening and our strategic goals of greening and enhancing the utility of public spaces, Public Works hosted, in August 2012, the American Community Gardening Association's (ACGA) 33rd annual conference in San Francisco, with the theme, "Gardening on the Cutting Edge."

We worked with the ACGA, Parks Alliance, Recreation and Park, Department of the Environment and local businesses and nonprofits to coordinate the

conference. N attendees fro the world atte 45 workshops different Bay 7 tours, a silent evening celeb at City Hall an at the Conser Flowers. Conf topics ranged urban land tr



# Annual American Community Gardening Conference

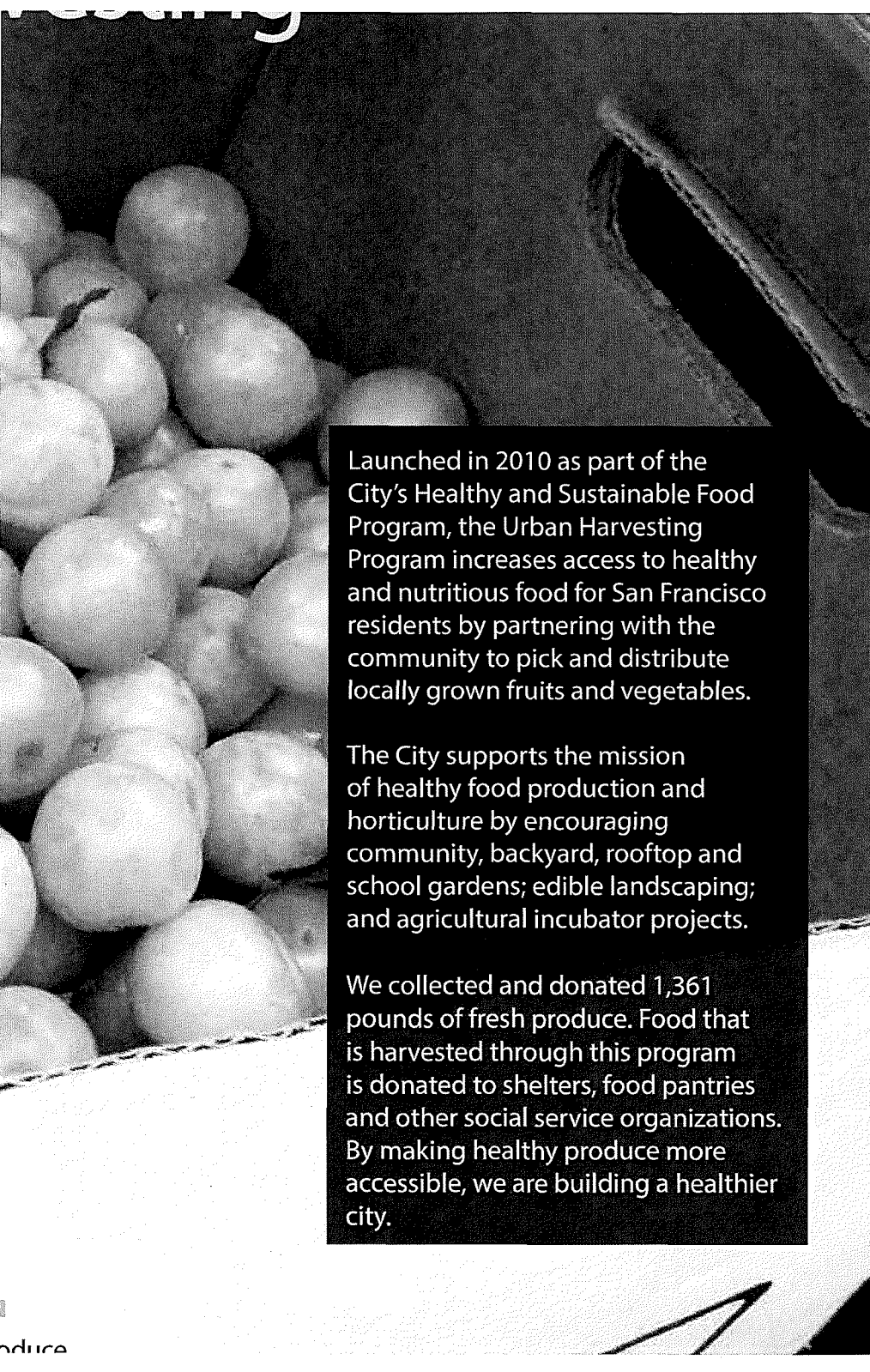


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fall. Spread them  
place them gently into  
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& bless them with love. In  
summer, they'll start to  
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sions at San Francisco  
KS is to green the City. With  
Baby Blue Eyes, you can







Launched in 2010 as part of the City's Healthy and Sustainable Food Program, the Urban Harvesting Program increases access to healthy and nutritious food for San Francisco residents by partnering with the community to pick and distribute locally grown fruits and vegetables.

The City supports the mission of healthy food production and horticulture by encouraging community, backyard, rooftop and school gardens; edible landscaping; and agricultural incubator projects.

We collected and donated 1,361 pounds of fresh produce. Food that is harvested through this program is donated to shelters, food pantries and other social service organizations. By making healthy produce more accessible, we are building a healthier city.



## street parks

The Street Parks program is a partnership among Public Works, the San Francisco Parks Alliance and neighborhood groups to improve public open green space.

The program offers residents a way to take over underutilized parcels, such as vacant lots, street medians and weedy hillsides – some in poor condition and pocked by illegal dumping and other unhealthy and unsightly

form of community gardens, neighborhood beautification projects and stairways along the public right of way. These projects help to unify the neighborhood and increase needed open green space.

Last year, we hosted a series of networking workshops that allowed participants to collaborate on best practices and learn about available resources



15

permits issued

discarding permits issued

trees pruned



# tree maintenance

There are many benefits to an urban forest and maintaining it is essential to San Francisco's well-being. Regular tree maintenance keeps trees healthy and as a result improves personal health and air quality, reduces stormwater runoff, conserves water, reduces soil erosion, reduces noise pollution, creates wildlife and plant diversity, increases property values, takes up carbon dioxide and contributes to the beauty of the City. Lack of maintenance can cause limb failures that threaten public safety and damage property.

Public Works does not have the resources to prune and maintain trees at a frequency recommended by tree-care experts. Tough budget years have forced us to cut back on tree maintenance to protect the City's core services.

There are more than 35,000 street trees that are the maintenance responsibility



# landscaping

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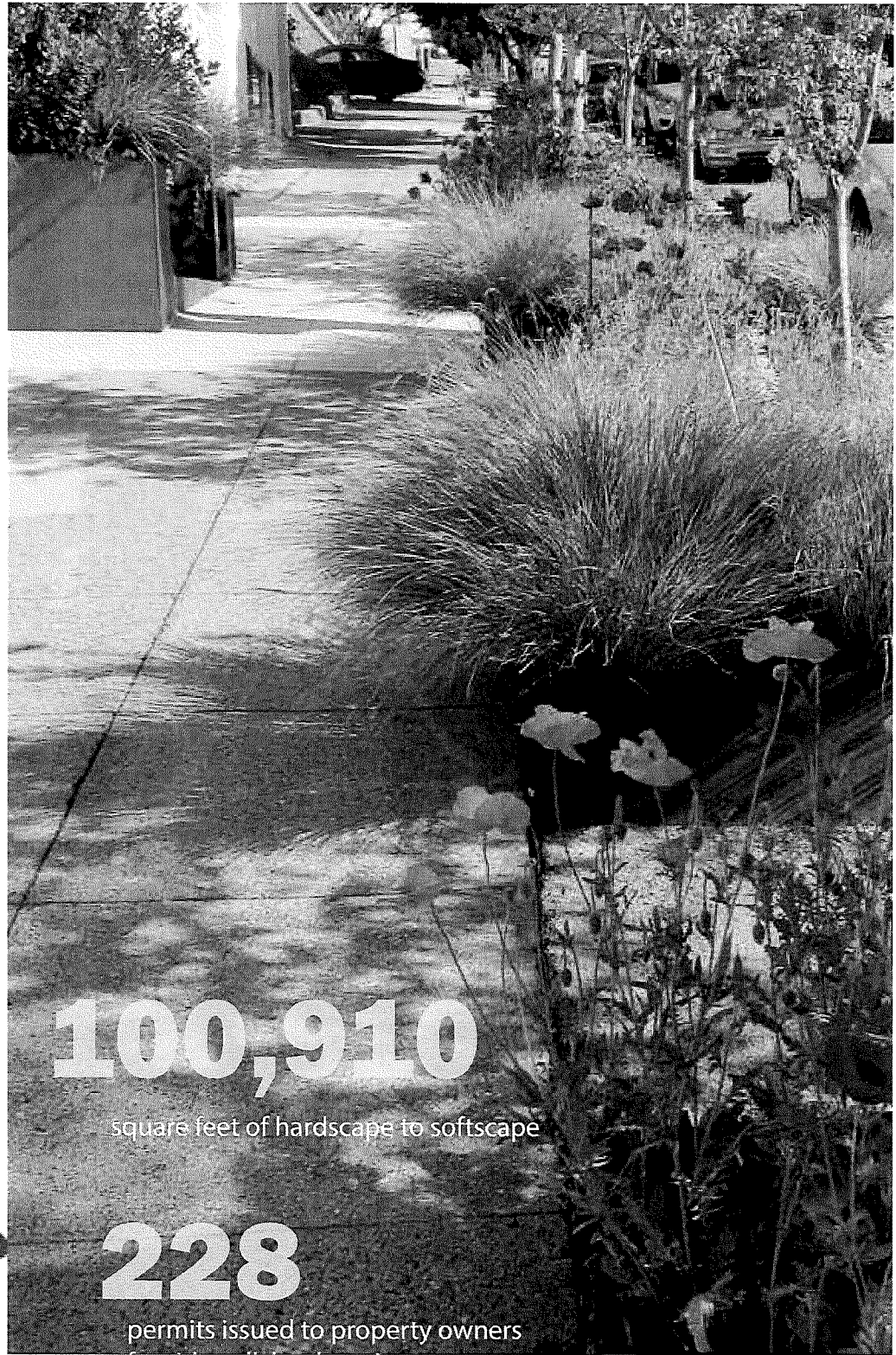
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Sidewalk landscaping also increases property values, makes a more pedestrian-friendly environment, connects ecological corridors and creates better growing conditions for urban trees.

Some property owners receive notices from the City to fix sidewalks. This is a perfect opportunity to remove some of the concrete permanently and install a garden. Permits are required to ensure that the public right of way remains accessible to all users and to help protect the City and the property owner.

We offer many helpful tools, including plant palettes, lists of drought-tolerant recommended plants, permit information and applications, templates for designing a sidewalk garden and how-to videos.

We issued 228 permits to property owners for sidewalk landscaping last year.



**100,910**

square feet of hardscape to softscape

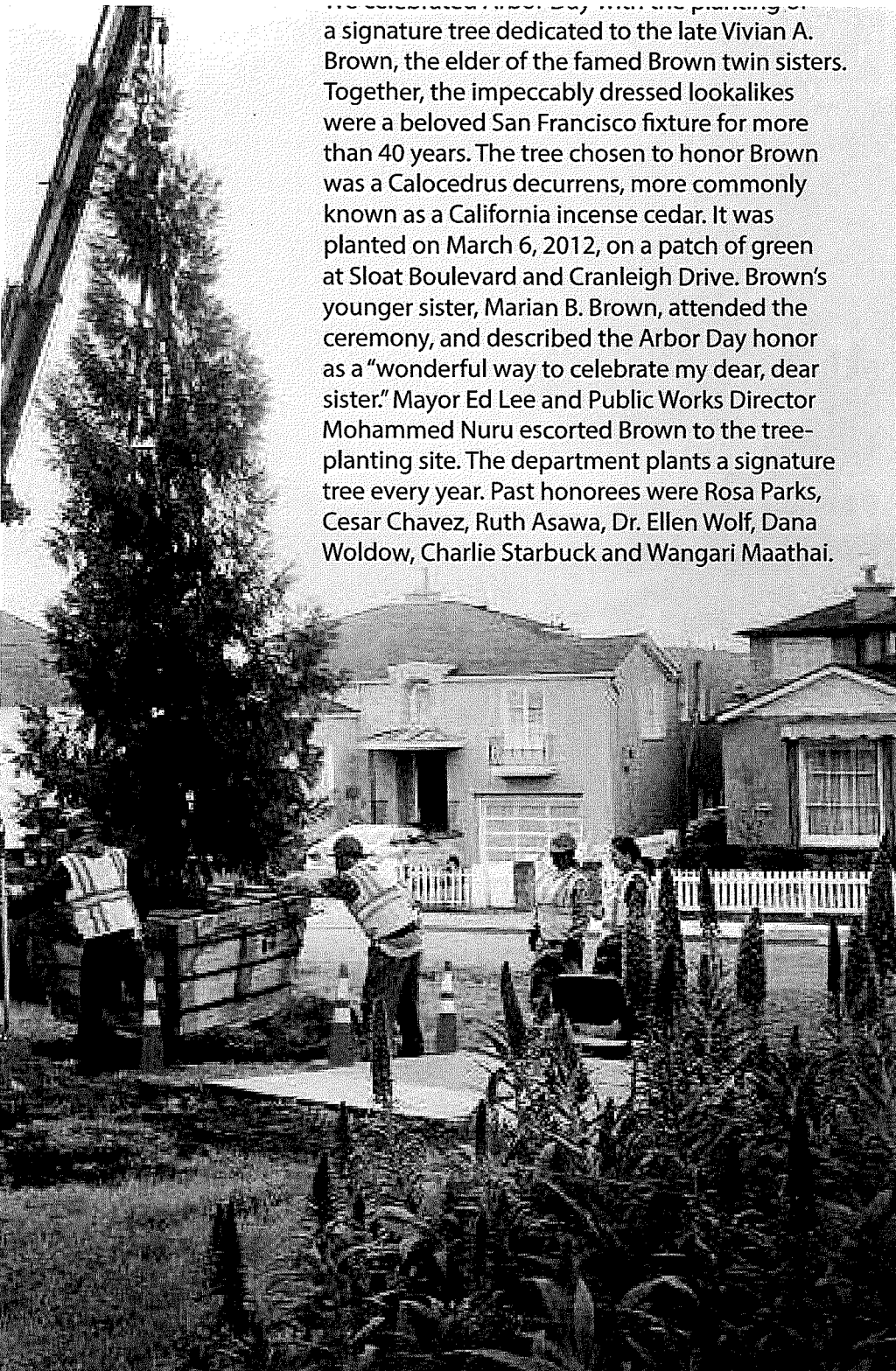
**228**

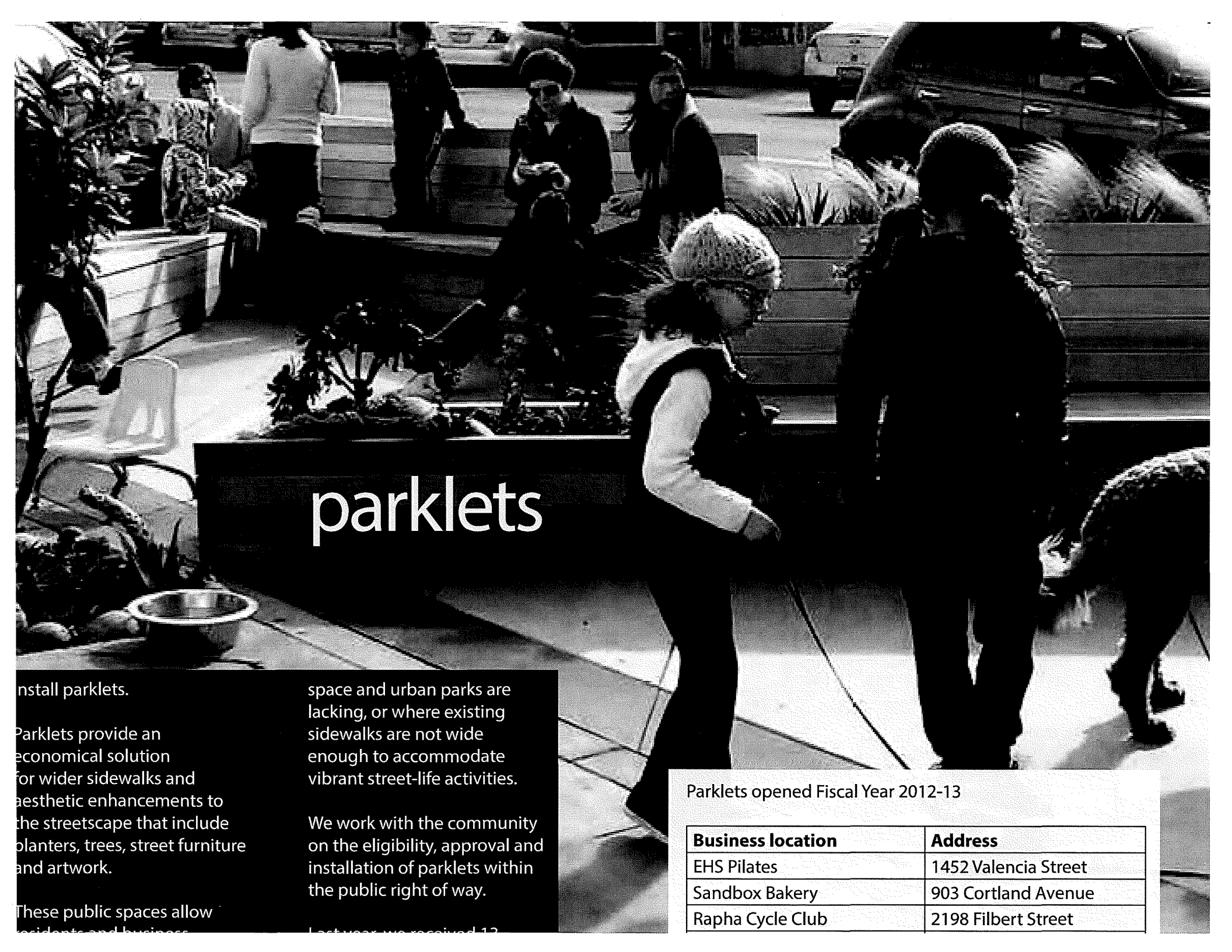
permits issued to property owners





The celebration Arbor Day with the planting of a signature tree dedicated to the late Vivian A. Brown, the elder of the famed Brown twin sisters. Together, the impeccably dressed lookalikes were a beloved San Francisco fixture for more than 40 years. The tree chosen to honor Brown was a *Calocedrus decurrens*, more commonly known as a California incense cedar. It was planted on March 6, 2012, on a patch of green at Sloat Boulevard and Cranleigh Drive. Brown's younger sister, Marian B. Brown, attended the ceremony, and described the Arbor Day honor as a "wonderful way to celebrate my dear, dear sister." Mayor Ed Lee and Public Works Director Mohammed Nuru escorted Brown to the tree-planting site. The department plants a signature tree every year. Past honorees were Rosa Parks, Cesar Chavez, Ruth Asawa, Dr. Ellen Wolf, Dana Woldow, Charlie Starbuck and Wangari Maathai.





# parklets

install parklets.

Parklets provide an economical solution for wider sidewalks and aesthetic enhancements to the streetscape that include planters, trees, street furniture and artwork.

These public spaces allow residents and business

space and urban parks are lacking, or where existing sidewalks are not wide enough to accommodate vibrant street-life activities.

We work with the community on the eligibility, approval and installation of parklets within the public right of way.

Last year we received 12

## Parklets opened Fiscal Year 2012-13

Business location	Address
EHS Pilates	1452 Valencia Street
Sandbox Bakery	903 Cortland Avenue
Rapha Cycle Club	2198 Filbert Street





## Sidewalk Inspection and Repair Program

The Sidewalk Inspection and Repair Program inspects all sidewalks on a 25-year cycle with a schedule that prioritizes inspections based on pedestrian usage. Inspectors inform public and private property owners of sidewalk damage and quickly coordinate repairs to improve pedestrian safety.

Locations that receive priority for sidewalk inspection and repair are those identified with the greatest number of community elements: commercially zoned districts; Muni routes; sidewalks within 500 feet of schools, public facilities, hospitals or senior centers; and densely populated areas. The program also prioritizes areas in

accordance with the American with Disabilities Act (ADA), giving "...priority to walkways serving entities covered by the Act, including state and local government offices and facilities, transportation, public accommodations and employers, followed by walkways serving other areas."

Funding from the 2011 Road Repaving and Street Safety Bond helped us exceed our goals by funding the inspection of 200 square blocks and repair of 25,000 square feet of damaged sidewalk.

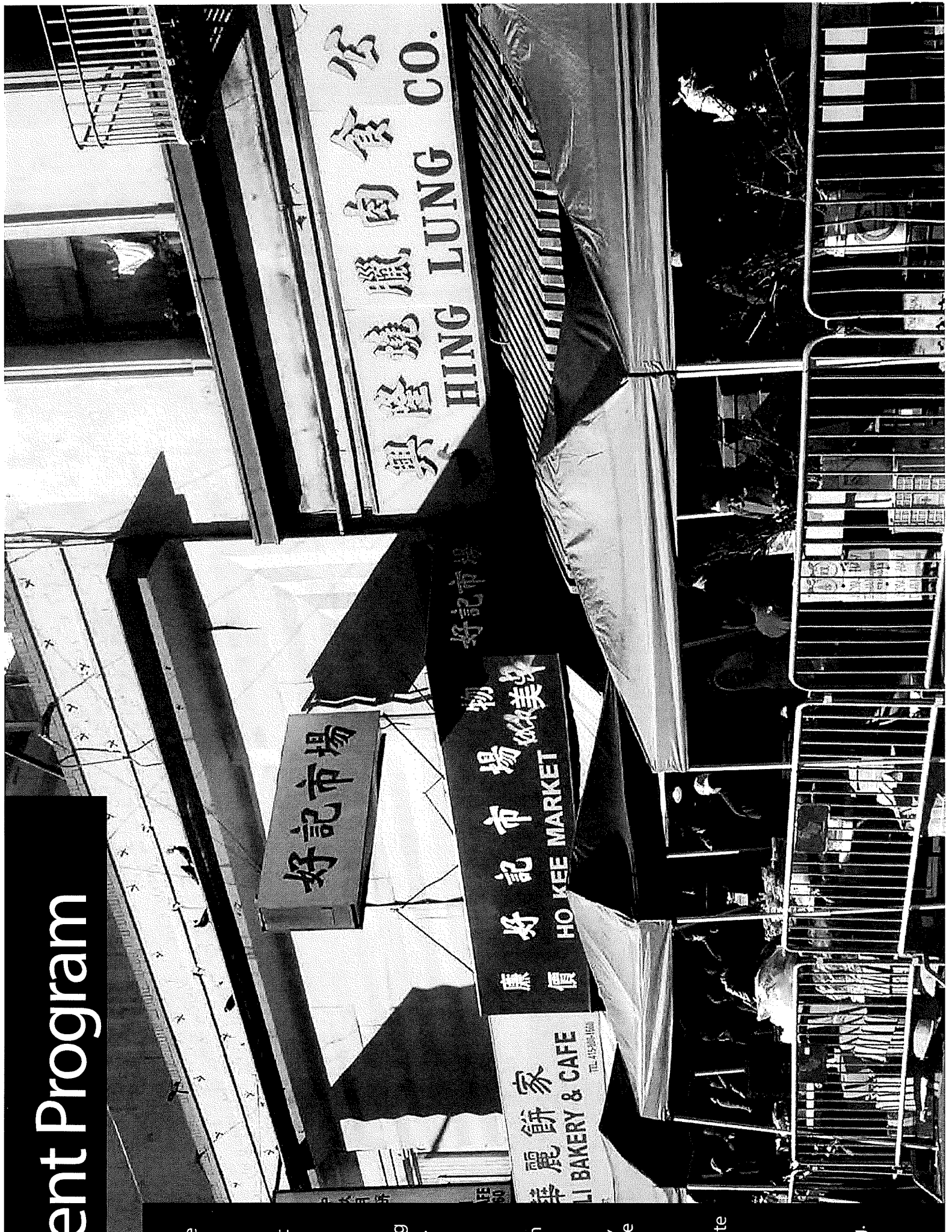
As a result of the assessments, we issued 3,341 Notices to Repair to private property owners, and 2,415 notices to public agencies and private utilities. The program has repaired 251,863 square feet of



23,000



# ent Program



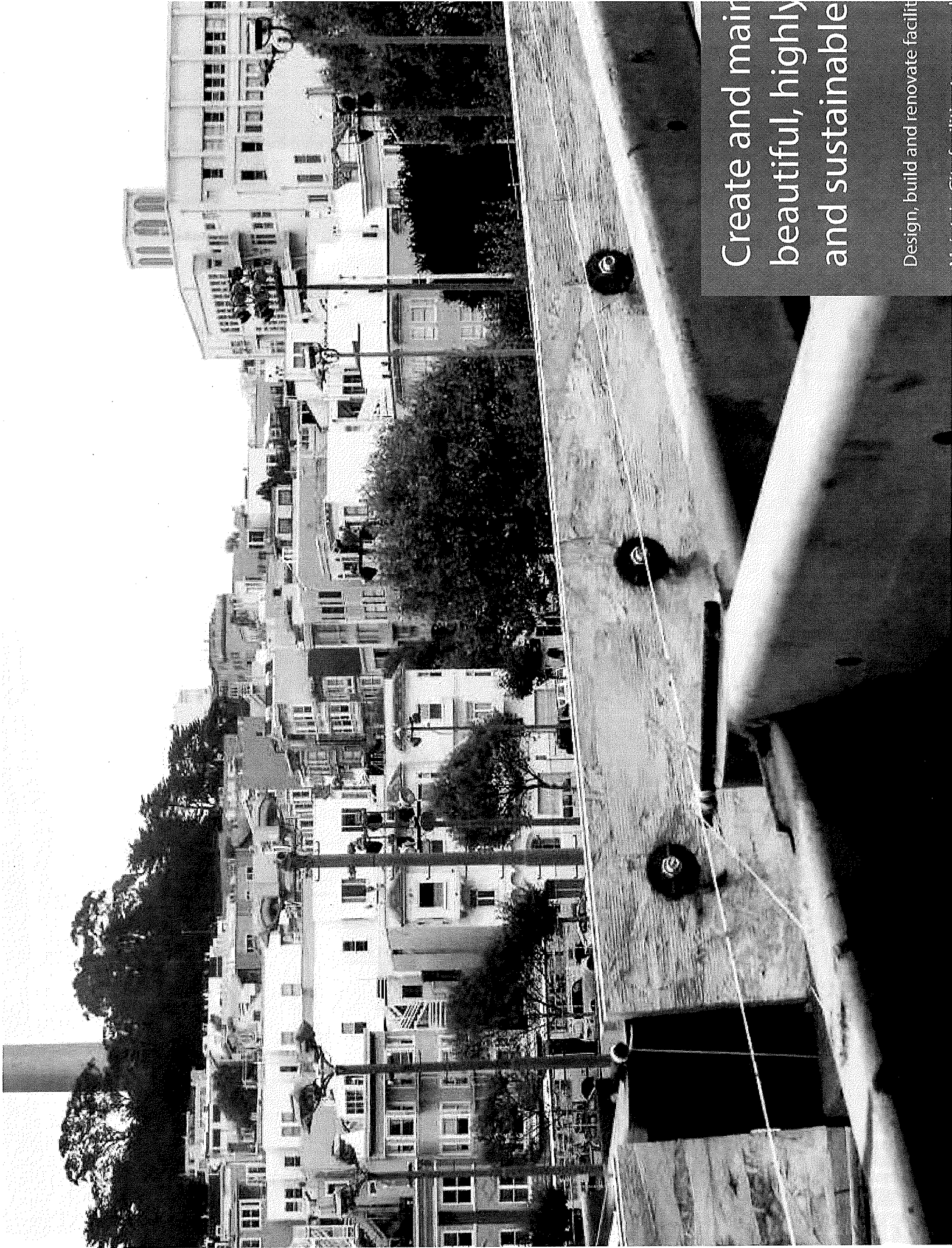
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TEL: 455-8148

興隆臘肉食品公司  
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beautiful, highly  
and sustainable

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## **Schedule**

Construction:

January-June 2013

## **Budget**

\$5.5 million, funded mostly through the general fund with the remainder from 2006 state Proposition 1B transportation funding

## **Project Team**

Public Works

Planning Department

Municipal Transportation Agency

Port of San Francisco

ROMA Design

A modern design and pedestrian-friendly upgrades provided a major facelift to the popular Jefferson Street corridor in Fisherman's Wharf and were a highlight of last year's complete streetscape projects.

Fisherman's Wharf is one of California's most visited destinations, with up to 100,000 people crowding the sidewalks on a busy day.

The Jefferson Streetscape Improvement Project, which underwent a public process for design and planning with



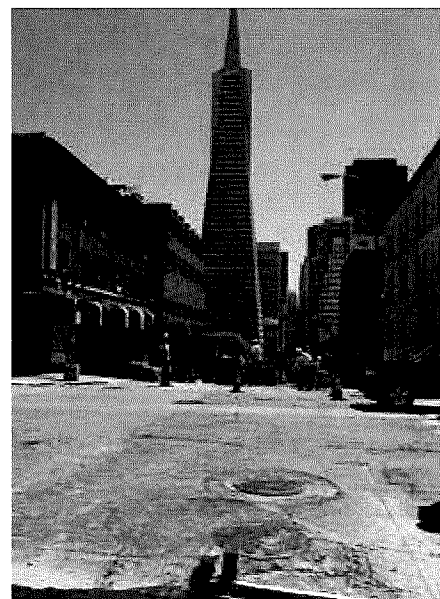
es completed

### 19th Avenue

This 15-block landscaping project, from Wawona Street to Lincoln Way in the Sunset District, enhanced the beauty and improved the safety of the entire length of this important thoroughfare.

Along the median, we planted drought-tolerant ornamental plants – primarily succulents – to soften the landscape.

# streetscapes in constructio

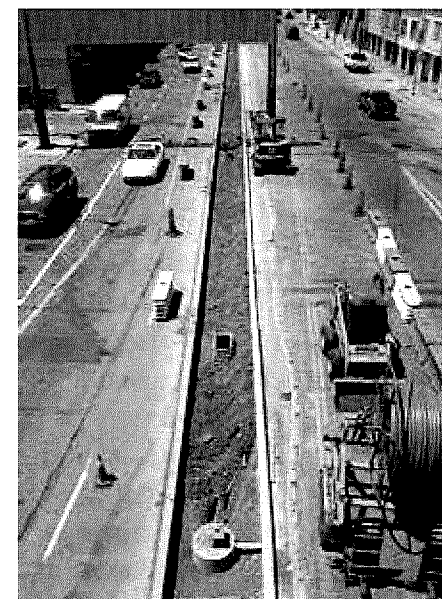


Broadway Street Phase III

Phases I and II of the Broadway Streetscape Improvement project, completed in 2005 and 2008, resurfaced and made transit and pedestrian improvements to two segments of Broadway.

Phase III connects the previous work with streetscape improvements on Broadway between Kearny and Montgomery streets and resurfaces the roadway between Kearny and Battery streets.

The project includes sidewalk bulb-outs at intersections, new

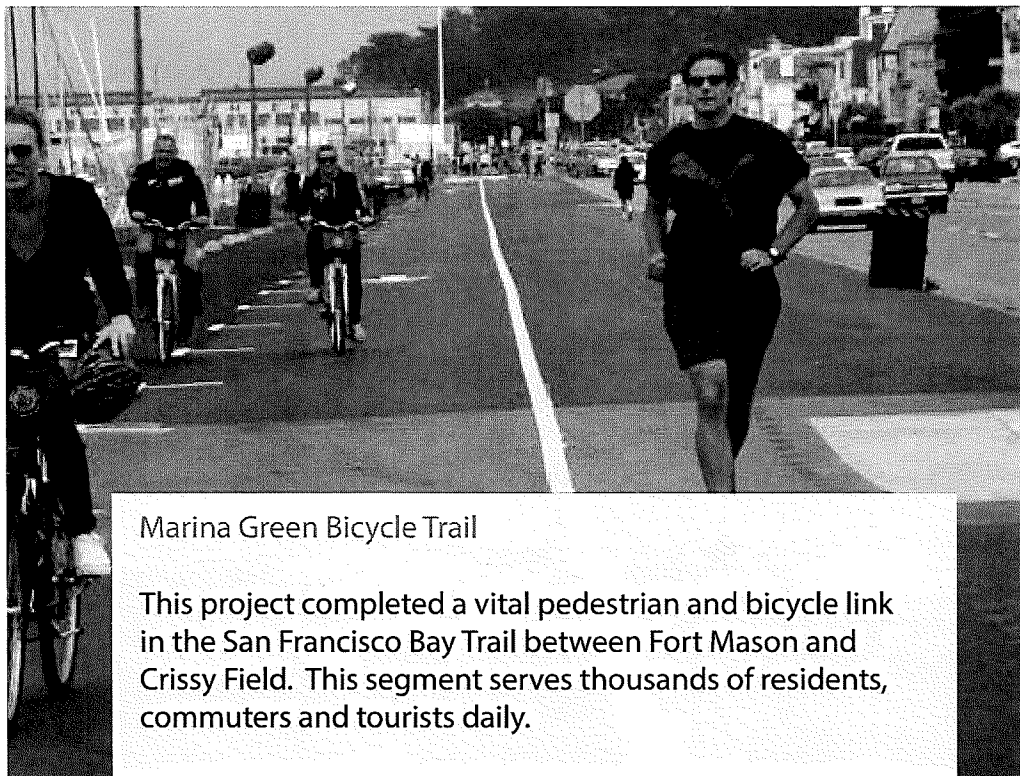


Cesar Chavez Street

Streetscape work on Cesar Chavez, between Hampshire and Guerrero streets, will widen the existing median to allow for more street trees and landscaping; provide left-turn pockets for turning vehicles; widen the sidewalk at the corners; install stormwater planters that will add landscaping and provide for stormwater management; and upgrade the street lighting along the corridor to LED to provide brighter, whiter light and reduce energy consumption. Low-impact development features,

### Marina Green Bicycle Trail

This project completed a vital pedestrian and bicycle link in the San Francisco Bay Trail between Fort Mason and Crissy Field. This segment serves thousands of residents, commuters and tourists daily.





# STREETSCAPES II | P I A N I I I I I

## Second Street

The Second Street Improvement Project extends from Market Street to King Street, stretching from downtown San Francisco to the SoMa district. The community identified the street as a primary pedestrian, bicycle and transit corridor and a green connector for the neighborhood. This project will implement

that vision by transforming Second Street into a more pleasant experience that improves safety and access for pedestrians, bicyclists, transit and drivers.

In accordance with the San Francisco Bicycle Plan, the project will provide designated bicycle space along the entire length of Second Street.

## Streetscape improvements



**11,000**  
new plants and shrubs

## Streetscapes

- Balboa S
- Bartlett S
- Castro St
- Irving St
- Mansell S
- Polk Con
- Polk Stre
- Potrero /
- Sloat Bo
- SoMa We

# Market Street



The Better Market Street project aims to rejuvenate Market Street from Octavia Boulevard to The Embarcadero. It calls for re-establishing the street as the premier cultural, civic and economic center of San Francisco and the Bay Area – a vibrant and inclusive destination where people want to live, work and visit – and to make it easier and safer for them to get around. The project is led by Public Works, in partnership with the Planning Department, Municipal Transportation Agency, San Francisco County Transportation Authority, Office of Economic and Workforce Development and San Francisco Public Utilities Commission.

## Public Workshops

The team conducted a second round of public workshops in July 2012, where we collected feedback on initial concepts and asked for help prioritizing specific improvements.

Based on these priorities, the team spent the next year advancing three design options. They were presented at a third round of public workshops and a webinar in July 2013<sup>1</sup>.

More than 300 people participated in thoughtful discussion<sup>2</sup>. They also had a chance to experience the vision of planners and designers<sup>3</sup> with the use of the OWL™ – a cutting-edge virtual reality device that premiered at the workshops, letting viewers

The team engaged in a variety of outreach activities, including pop-ups in October 2012, when we used a storefront and JCDecaux kiosks along Market Street to gather input on the design concepts from merchants, neighbors, and passersby<sup>5,6</sup>. We also held a design charette with representatives from 15 organizations to work together on design challenges and partnered with Walk San Francisco to present film showings of “This is Market Street” to more than 200 people<sup>7</sup>.

## Concept Design

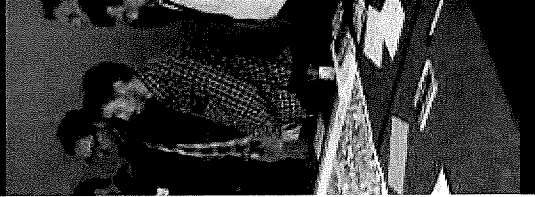
The team finished conceptual designs for two versions of Market Street and one for Mission Street that illustrate the potential street designs and also visions for United Nations and Hallidie plazas. These conceptual design options aim to reconstruct Market Street for the 21st century, bringing increased transit efficiency and speed to the Muni transit system; added bicycle capacity through an improved cycle facility; Increased safety for pedestrians and bicyclists; and more active public sidewalk spaces that support the City’s most important boulevard.

## Mission Street

The team identified constraints within the Market Street right of way to create a world-class boulevard for all users, and feedback from public workshops guided the Better Market Street project team to include Mission Street as a potential complementary corridor to improve both transportation and public life<sup>8</sup>.

## Partnering

The multi-agency team participated in a series of partnering sessions to establish a common understanding and commitment to the collaborative process of the project. During this







# Public Safety Emergency Response and Program

(\$104.2 million)

## Budget

\$420.4 million bond approved by voters in 2010

facilities and infrastructure are not compromised after a major earthquake or other disaster. The ESER bond program is part of the funding plan for the City's Justice Facilities Improvement Program, which

of the Justice Facilities Improvement Program relies on funding provided over many years by a combination of general obligation bonds and the City's general fund.

The \$420.4 million ESER 2010 bond, approved by 79 percent of San Francisco voters, represented



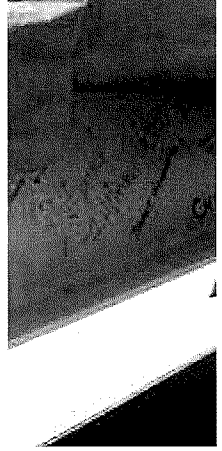
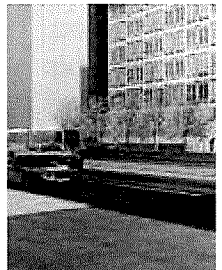
for the highest achievable focus on the Public Safety and the emergency

Planning, design, construction, repair, painting and general renovations

The topping out of Mission Bay is scheduled for system-improvement emergency for the San Francisco is responsible financially. A being constructed build two de



# Public Safety Building



**Project Team**  
Public Works  
COK in association  
with Mark Cavagnero Associates  
C Fire Department  
C Police Department

Public Works is managing the construction of the Public Safety Building which will provide a new venue for the Police Department headquarters, and includes the relocation of the Southern District police station

are located at the Hall of Justice, 850 Bryant St. This facility is more than 50 years old and does not meet current seismic codes. In the event of a major earthquake, the building is not expected to remain operational. The Public Safety Building is part of a larger strategy to relocate all functions out of the Hall of Justice

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Construction be





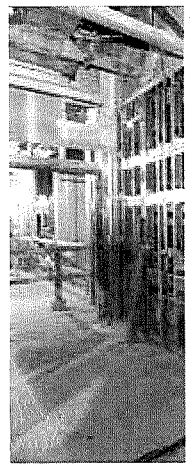
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subcontractors hired

26%

of workers SF residents

# SCO Hospital



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**Budget**  
\$887.4 million in Proposition A  
general obligation bonds, passed  
by City voters in 2008

**Project Team**  
Public Works  
Department of Public Health

Gayner Engineers  
FW Engineers

**Contractor**  
Webcor Builders

**Green Building**  
LEED Gold

Our project management team is overseeing the design and construction of the San Francisco General Hospital 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



# o terminal at Pier 27



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**Budget**  
Phase I: \$67 million

Phase II: \$43 million

**Contractor**  
Turner Construction Co.

**Green Building**  
LEED Silver

The Phase I project, managed by Public Works called for the demolition of the existing Pier 27 maritime shed, opening up the site for construction of an approximately 88,000 square-foot, two-level cruise terminal and the Northeast Waterfront. The proposed site of the terminal





# Bayview Branch Library

**Project Team**  
Public Works  
San Francisco Public Library  
HA Architecture  
Marin Payson A+D  
Sports Commission

The Bayview Branch Library is the 23rd completed project in the bond-funded program managed by Public Works.

The new, seismically safe and accessible 9,000 square-foot library

with a large Chinese-language collection, more public computers, two quiet study rooms, an interior courtyard and a meeting room with after-hours access for community meetings and events. Environmental features include solar panels, two living roof gardens and an innovative air-circulation system.

Business Enter  
that threshold,  
participation –

A key feature c  
of photograms:  
resident Ron S



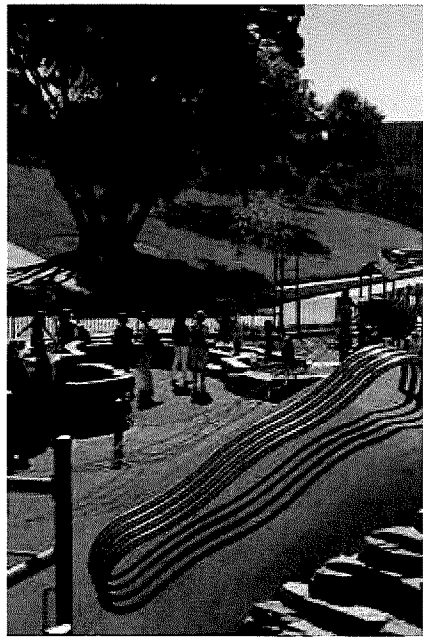
# Park

oter-approved 2008 Clean and  
afe Neighborhood Parks bond

**roject Team**  
ublic Works

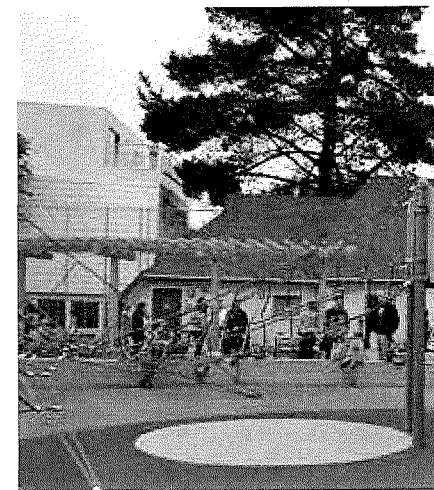
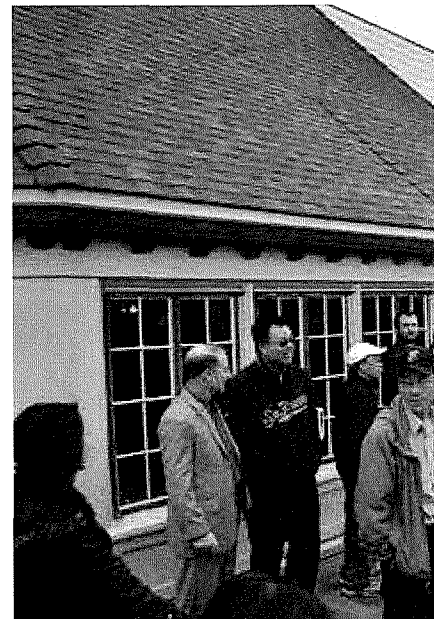
**Contractor**  
Bauman Landscape and  
Construction, Inc.

views and extensive paths, the  
park features were limited. Our  
goal was not only to renovate  
the basic infrastructure, but  
also expand park amenities to  
provide greater public use and



program areas. It starts at the  
children's playground, picnic  
and restroom areas, rises to a  
seating area with views toward  
Twin Peaks, then winds toward  
two tennis courts and a dog





**Contractor**  
 ILW Builder Inc.

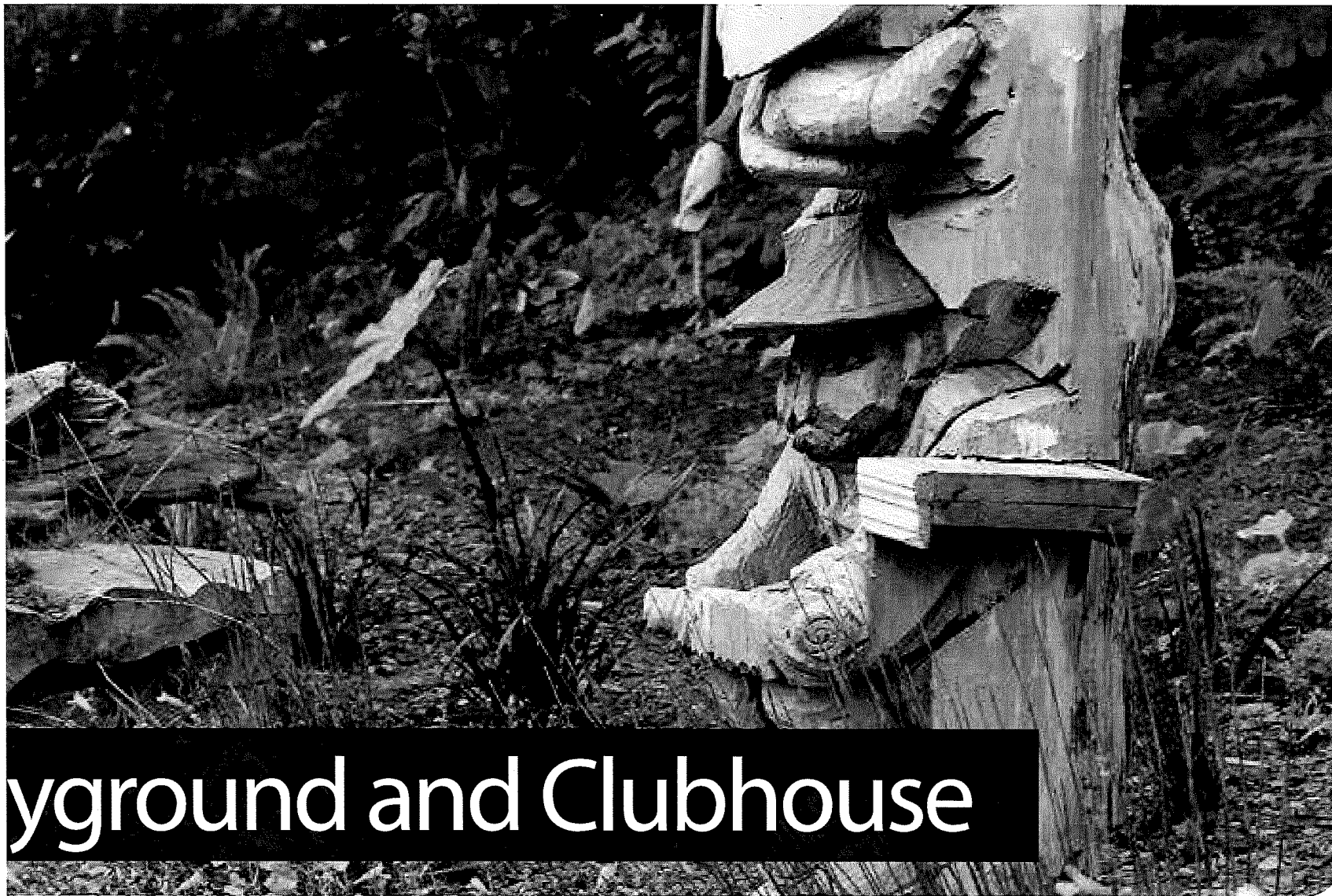
**Green Building**  
 LEED exempt; however sustainable and green design strategies were incorporated including energy efficient electrical and mechanical systems, and use of green and sustainable materials

William Merchant-designed clubhouse were redesigned and renovated by Public Works to meet the Recreation and Park Department's programmatic and operational needs and the demands of the park users. The outdoor play areas and courts were redesigned to comply with accessibility and modern play-structure codes. The location of the play areas, tennis court and basketball court was configured to improve staff supervision

play. The historic 1,913 square-foot clubhouse was seismically improved with a new deep foundation system and shear walls.

The project is unique in that the entire clubhouse was lifted and moved to allow for the installation of the new foundation system, and was later returned to its original location.

Much of the main clubroom and



# Playground and Clubhouse



**Project Team**  
 Public Works  
 Recreation and Park Department  
 Arts Commission

**Contractor**  
 CDX Builders

and green design strategies were implemented including incorporation of a living roof over the clubhouse multi-purpose room, natural daylighting, cross ventilation, energy efficient electrical and mechanical systems, and stormwater management and

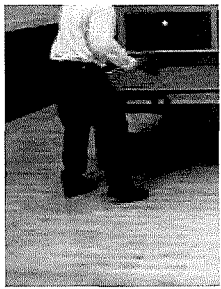
Cayuga Playground is a 4-acre park located in the Outer Mission neighborhood. The park is unique in that it houses a vast collection of wooden folk art sculptures carved by former park gardener Demetrio Bracerros.

The Cayuga Playground and Clubhouse project, designed by [unreadable] and [unreadable]

and nonconformance with playground, building and access codes.

A contemporary 3,400 square-foot clubhouse building





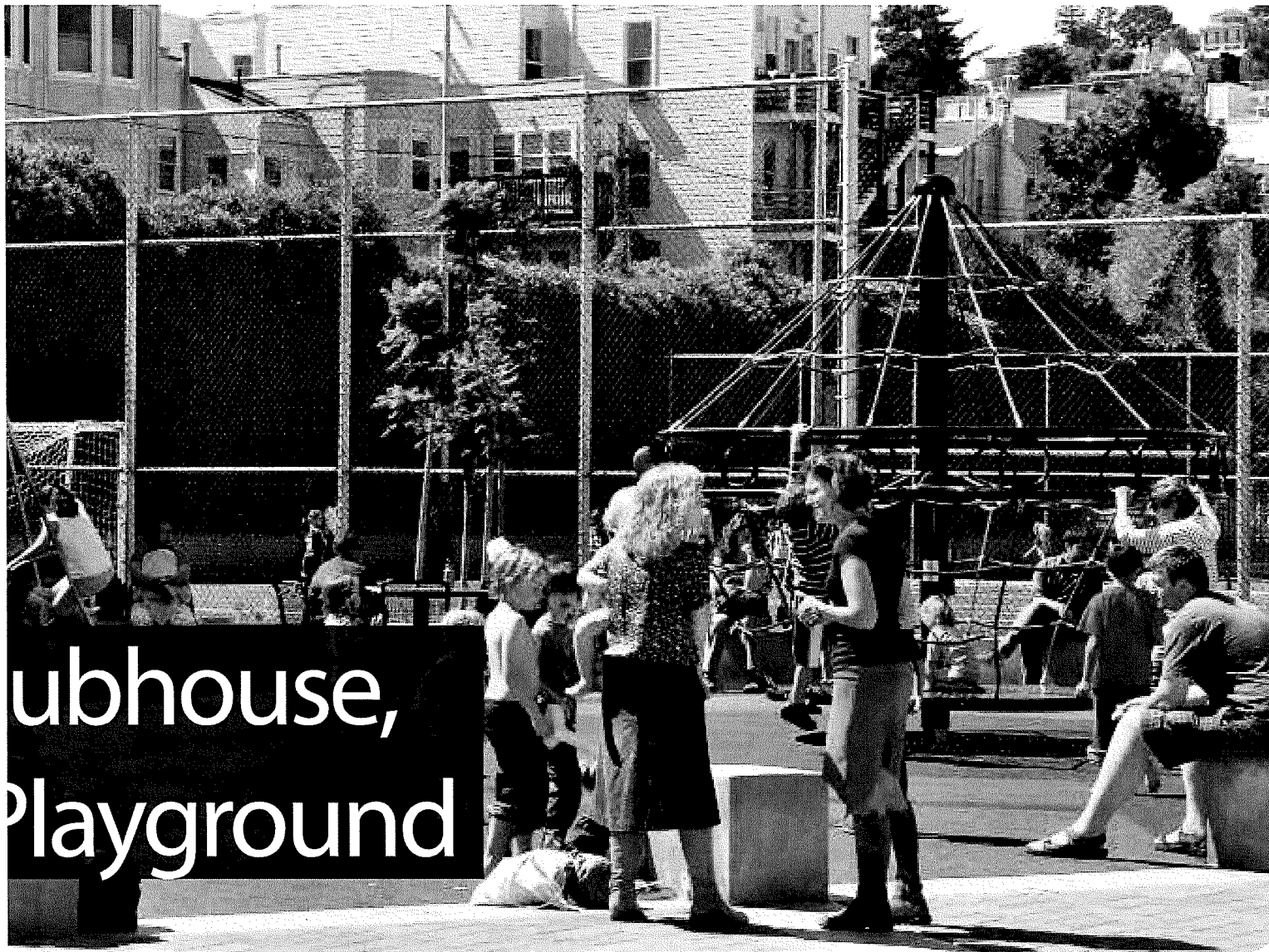
**Project Team**  
Public Works  
Recreation and Park Department  
Arts Commission

**Green Building**  
Designed for LEED Silver  
certification

Sunset Playground, designed by Public Works, is a 4-acre park that occupies a full city block between 28th and 29th avenues. In addition to a recreation center, the site has two tennis courts, a basketball court, a baseball

of wind and fog, by noted Bay Area artist Brian Tedrick. The recreation center contains a large gymnasium with retractable bleachers and a pingpong/exercise room. The clubhouse portion of the recreation center has a large community room, an office, a

repair and renovation of the recreation center; new children's play area; new athletic fields; courts; pathways; upgrade irrigation and lighting systems; modifications to the site to add barriers and improve access and overall reconditioning



# ubhouse, Playground

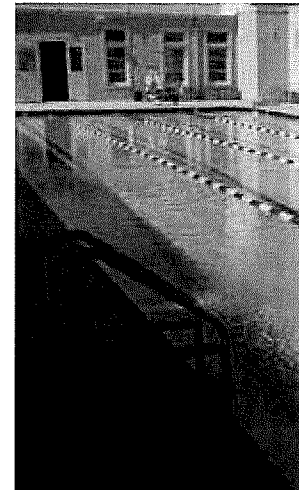
**Contractors**  
 Fineline Construction, Inc  
 Azul Works Construction  
 Yerba Buena Construction

Located in the heart of the Mission District, our design work included the renovation and seismic retrofit of the

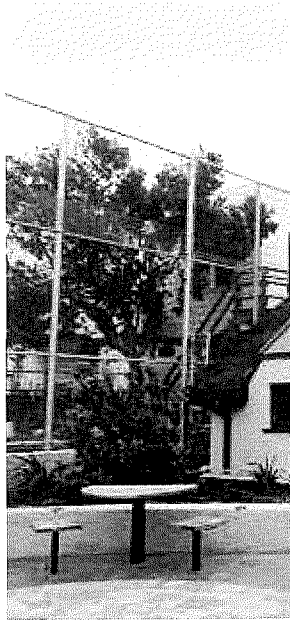
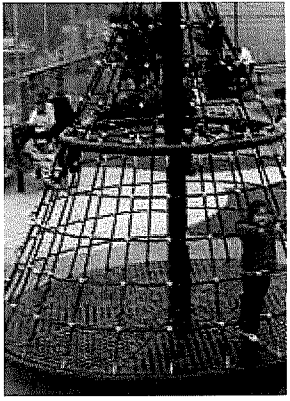
included a reconfiguration; accessibility, mechanical, plumbing and electrical upgrades; and seismic retrofits.

The pool building renovation included accessibility, mechanical and plumbing system upgrades; new pool

renovating the existing park space adjacent to Valencia Street; providing an accessible path of travel around the existing playground structures; providing sports court and pedestrian path resurfacing; adding a water play feature, fencing, planting and irrigation,







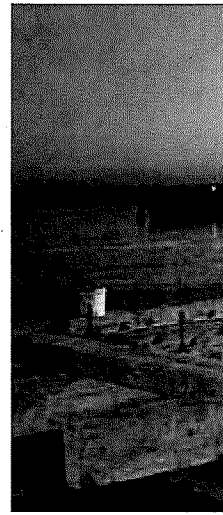
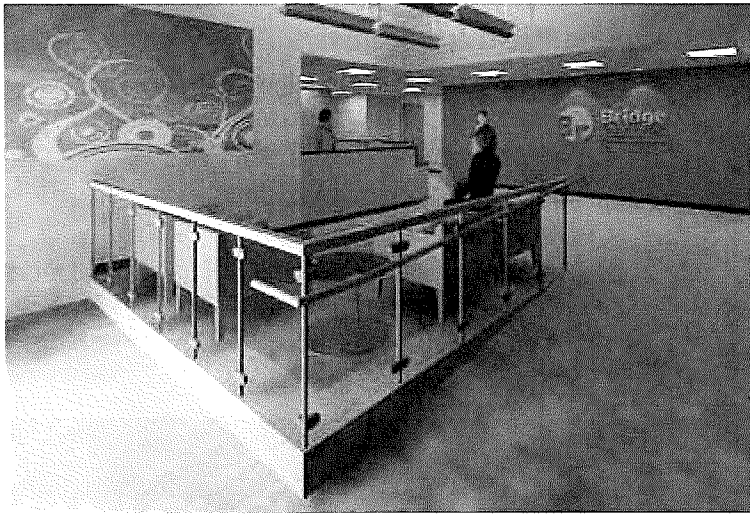
# ayground and Clubhouse

**Project Team**  
Public Works  
Recreation and Park Department  
Sports Commission

**Contractor**  
M Construction

court, two basketball courts and children's play areas. The clubhouse renovation included seismic and accessibility upgrades; a new kitchen; upgraded building systems; restored woodwork, windows and ceilings; and new period light fixtures. The playground, which is now 1 1/2 times larger

he Cabrillo Playground and



### San Francisco Office of AIDS

The San Francisco Office of AIDS renovation project consisted of interior renovation and tenant-improvement work on multiple floors of the Department of Public Health building at 25 Van Ness Ave. The building is an ornate and historically significant, seven-story neoclassical structure constructed in 1911. Due to the rapid growth of the AIDS office in recent years, the existing facilities no longer were able to accommodate the various research and program activities.

The renovation project reprogrammed and redesigned the existing facilities and expanded the AIDS office to the unoccupied first floor. The first floor expansion added 9,100 square feet of new clinical exam, interview and counseling rooms; additional chart storage; and administrative offices and related support spaces. The first floor tenant improvement was awarded LEED Silver certification for its numerous sustainability features and green materials.

Renovation on the third, fifth and sixth floors provided new community meeting rooms; upgraded exam rooms; relocation of the registry area to optimize storage and access; and improved offices and workspaces for staff and trainees to enhance

### Brannan Street Wharf

Located on The Embarcadero between Piers 30-32 and Pier 38, the Brannan Street Wharf is a new 57,000 square-foot, wedge-shaped public park over the water.

The project required the demolition of historic Pier 36, a pier shed and platform that had been condemned due to structural deterioration.

Major project components included a 400-foot-long lawn area, a waterside walkway with seating, a shade structure and a small-craft floating dock for kayaks and recreational water vessels. The design recalls its San Francisco waterfront history by retaining the shape of Pier 38 in its original location and through interpretive exhibits. The wharf is designed to be mostly flat with the lawn contained in a raised planter of about 18 inches in height and surrounded by a wall for sitting. The openness of the site is intended to orient the wharf both toward the Bay and the adjacent neighborhood.

Work included construction of the new pile-supported public open space wharf, modification of portions of the existing promenade and

### Pier 43 1/2 Promenade

The new Promenade from the Embarcadero into the heart of the city, the historic Pier 43 1/2. The \$10 million reauthorized voter-approved 2008 Bond, included reworking the seawall, repairing the existing building a new promenade of the pedestrian open space. The landscaping with the Promenade also

This new public park will be completed each year – allow

Construction work is under way and creating a new waterfront; adding the deteriorated pier to support the new 1,000 feet of existing and public safety.





### North Beach Branch Library

The new library will be located at the corner of Lombard and Columbus streets and will be approximately 8,500 square feet on two levels. Highlights include separate adult, children and teen areas; a program room with after-hours access for community use; an expanded collection of books and materials; more public computers; fully accessible spaces; and an environmentally sensitive green building.

Plans for the library and adjacent park are the result of input from hundreds of residents who participated in publicly held master-planning meetings.

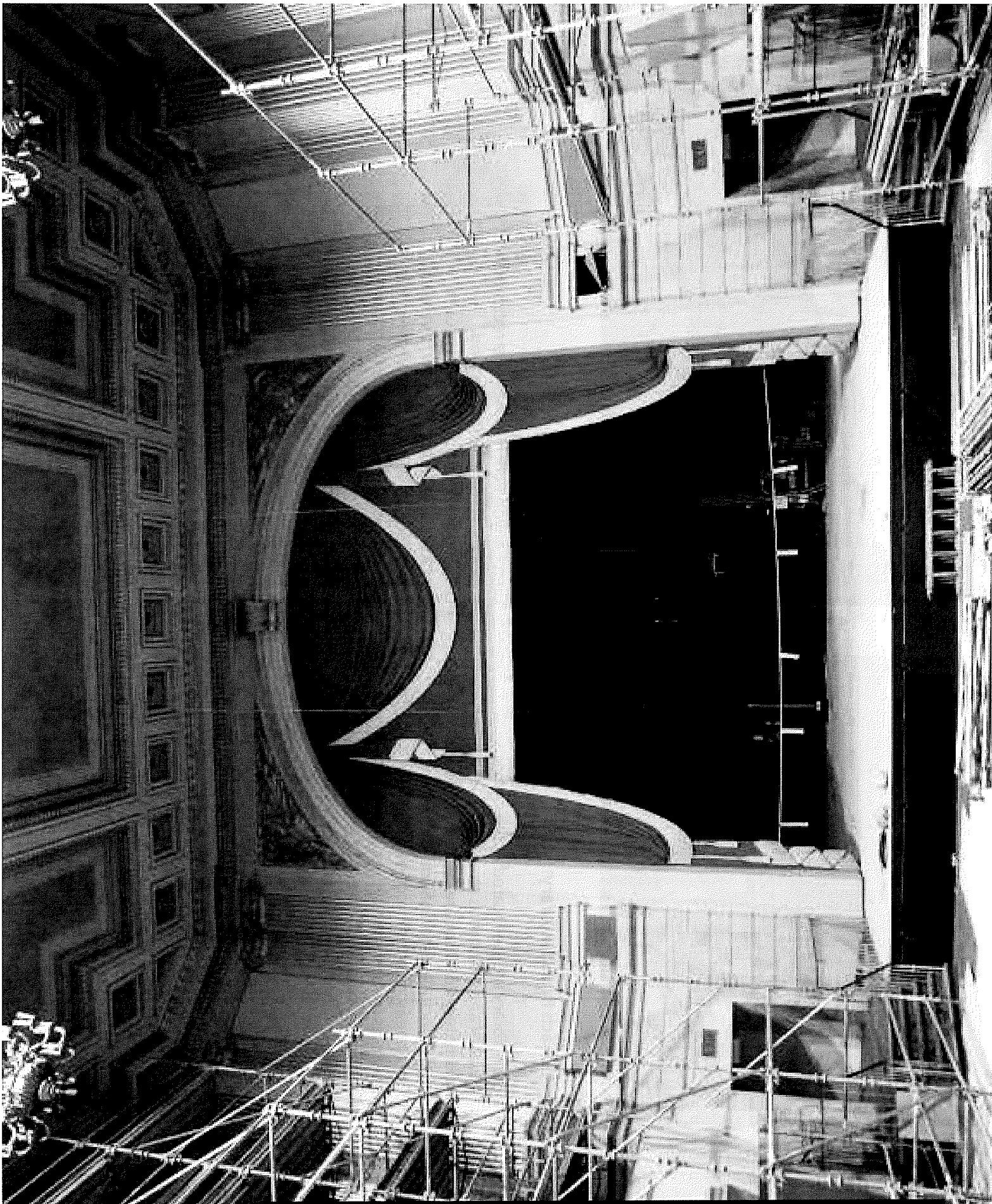
This is the last of 24 library projects managed by Public Works. The project broke ground in November 2012 and is scheduled to reopen in 2014.



### Glen Canyon Park

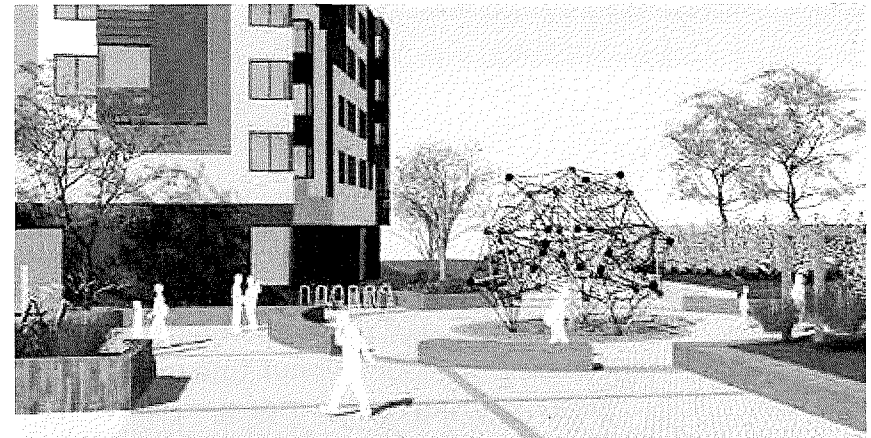
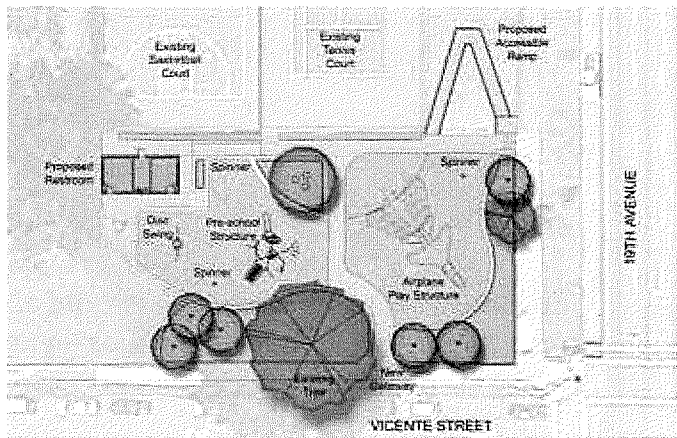
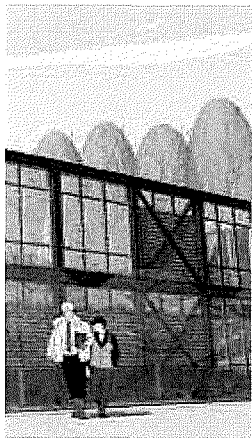
Glen Canyon Park is a 66.6-acre recreation area located off of Elk Street and O'Shaughnessy Boulevard in the Glen Park neighborhood. The park is valued by local residents as a wildlife refuge in the City and offers visitors a 17,600 square-foot recreation center, including a gym, auditorium and offices; a two-story building used by Silver Tree Day Camp and Glenridge Co-op Nursery School; hiking trails and open space; two baseball fields; two tennis courts; and a playground. The canyon itself, one of the City's designated significant natural resource areas, has naturally forested slopes, native chert (rock) outcroppings and an abundance of wildflowers.

The improvement project will focus on a larger welcoming entry with a vehicular drop-off on Elk Street; a pedestrian path and landscaping; a new expanded children's



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### Larsen Playground

The Larsen Playground Renovation Project's goal is to improve and expand upon the existing Larsen Playground located on the west side of the City at the corner of 19th Avenue and Vicente Street. The existing playground will be demolished and replaced with new play areas that are at least twice as large as the one there now. The new playground will feature a custom-designed airplane that will reference the iconic Navy jets (four different ones from the 1950s to 1990s) that used to occupy the lawn area. Growing up in the district, neighbors have fond memories of playing on an original jet plane and are happy to be bringing an essence of the former planes back to the new playground.

### Municipal Transportation Agency Public Plaza

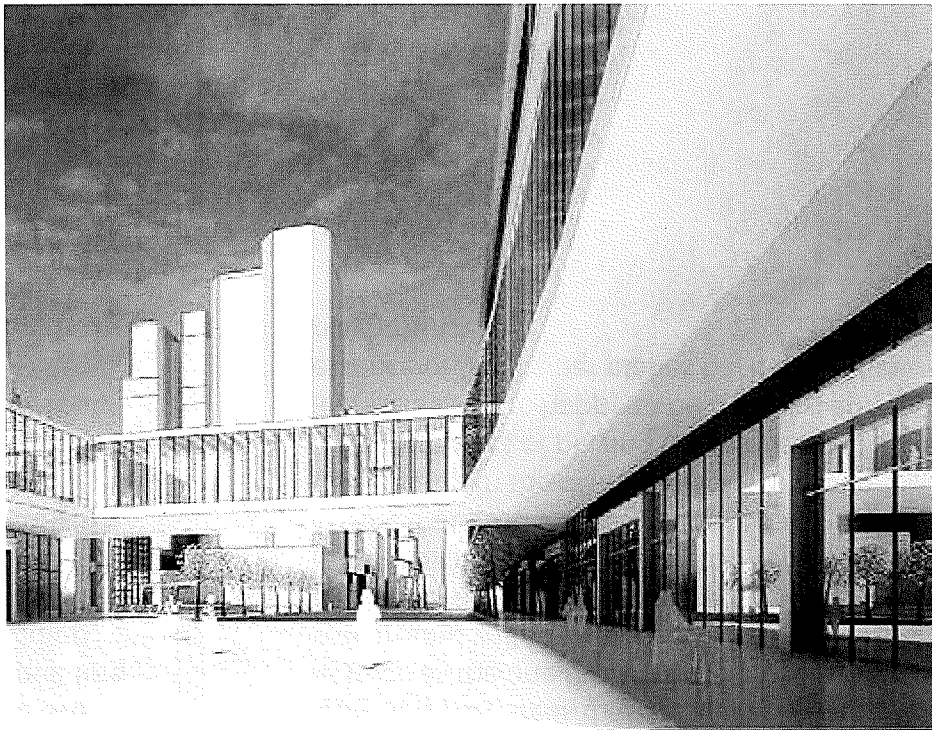
The plaza will be the first large open space of its kind in the Ingleside neighborhood. Located off Ocean Avenue at Phelan Avenue, the public plaza will serve as the heart of the community, bringing together people from surrounding neighborhoods, City College of San Francisco, new family housing currently under construction on Ocean and nearby offices.

The elongated shape of the plaza will include seating, large open areas for multi-purpose use, special and unique paving, landscaping and lighting. The community also is excited about the north end of the plaza where a 14-foot tall climbing sculptural element is proposed.

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increasing the amount of flexible meeting and ballroom spaces. The project also contemplates a number of urban design and streetscape elements to improve Moscone’s connection to the surrounding Yerba Buena neighborhood and to make travel safer and more convenient for cyclists and pedestrians.

As project manager, Public Works plans to maintain convention operations throughout this entire process and follow a strict construction timeline.

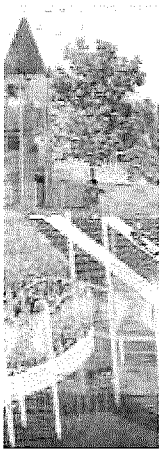


**Fire Station 16**

Fire Station 16, built in 1930, is located at 2251 Greenwich St., in the Cow Hollow neighborhood. As a part of the 2010 Earthquake Safety and Emergency Response Bond program, the station will be torn down and rebuilt to be seismically safe.

A new station using the same footprint has been reorganized to comply with current code and the San Francisco Fire Department’s programmatic and operational needs for a modern firefighting facility.

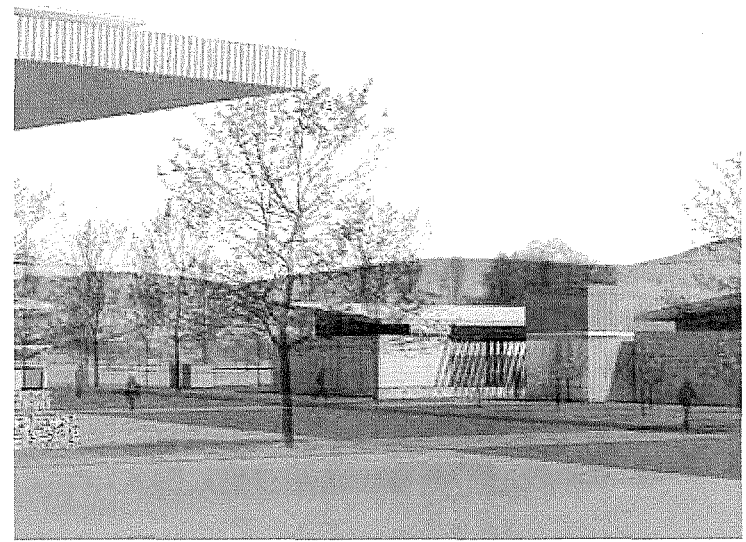
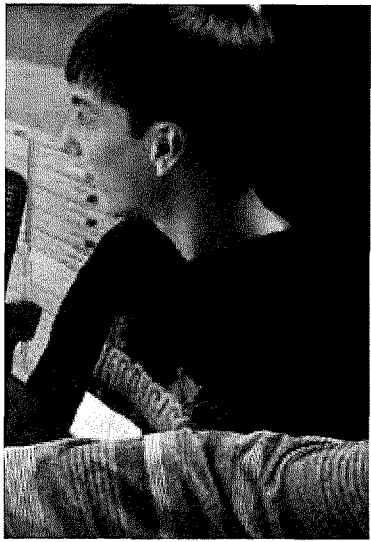
The station also includes adding new communications technology, upgrading the antiquated systems in existence since the original station was built. Also new to this station will be the “Dormette” model – individual sleeping rooms and bathrooms that will replace the dorm arrangement and make more efficient use of space by eliminating the need for separate spaces for men and women.



**Joe DiMaggio**

By relocating Library to a “the Triangle” portion of Moscone space became the Joe DiMaggio enhanced community improvements and landscaping





Rossi Playground restroom

Sunol Yard and Alameda Creek Watershed Center

The project replaces the existing restroom building located at the Rossi Annex, a mid-block property, located off Edwards Street and across the street from the Rossi Playground. The new restroom is a traditional prototype design approved by the Recreation and Park Department to be the standard restroom building for its properties. The new restroom will be accessible from the street via a new path. Other site improvements include replacing the existing chain-link fence with a new ornamental fence.

Public Works is designing new environmentally friendly at the San Francisco Public Utilities Commission Sunol

The Sunol Yard Improvements will include construction of most of the existing buildings and site improvement buildings and structures include an administration building covered storage structures and a canopy for above-ground

Temple Road improvements will include new paving, the main entrance gate between Temple Road and Highway

The Alameda Creek Watershed Center will be a new facility Temple to serve the community and water temple visit with exhibit spaces, conference areas, classrooms and offices.

# 180

solar panels installed



## Elementary School

installed 180 solar panels at the elementary school in Noe Valley. The school is owned and operated by the City of San Francisco.

The mission designed the panels to generate 50 kilowatts per day and reduce the school's power demands.

## Civic Center Sustainable Project

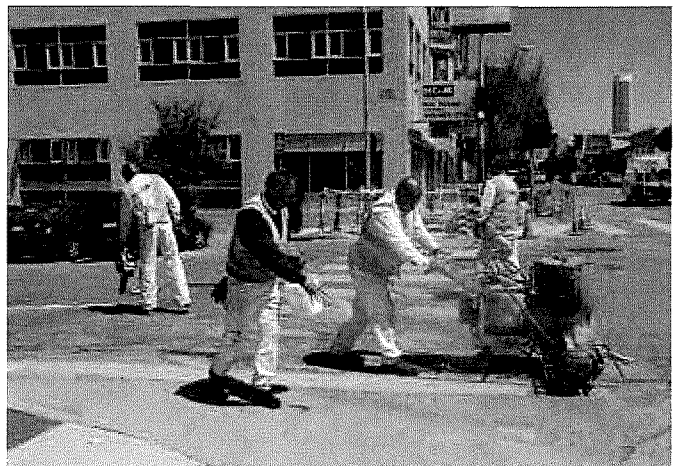
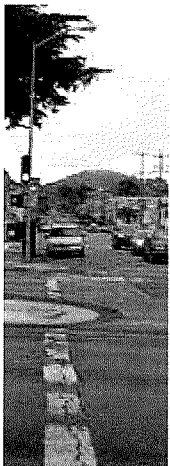
The San Francisco Public Utilities Commission received a grant from the U.S. Environmental Protection Agency for the Civic Center Sustainable Project to evaluate opportunities for the sustainable management of water, wastewater and stormwater in the Civic Center district.

Last year Public Works retrofitted many plumbing fixtures in some of the district's iconic buildings. The project resulted in immediate water and wastewater savings with the replacement of nearly 600



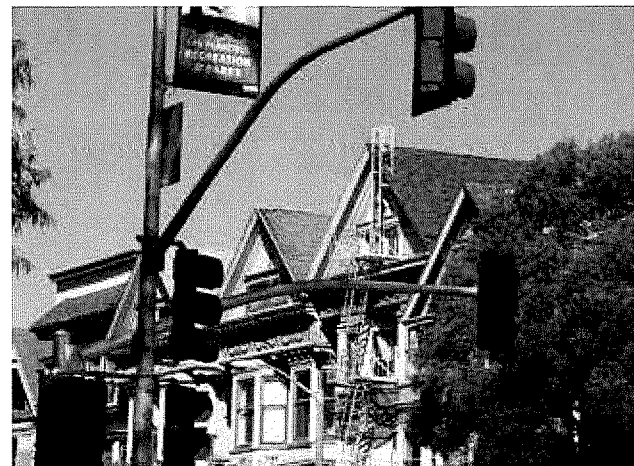
provider  
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examples of our



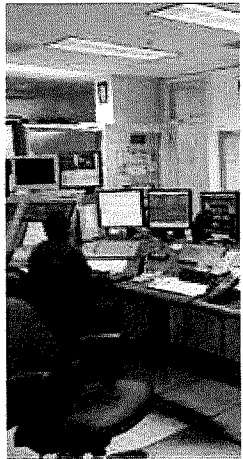
Folsom and Russ streets signals  
Office of Community Investment  
and Infrastructure

With the support of local neighborhood organizations and schools, Public Works installed new traffic signals at the intersection of Folsom and Russ streets. The new signalized crossing provides pedestrians safer crossing to a neighborhood park across a busy intersection. In addition, streetlights were added to improve safety and visibility.



Fell Street and Masonic Avenue signals  
Municipal Transportation Agency

Public Works installed a red light camera system and a new mast arm signal at Fell Street and Masonic Avenue in response to the high number of collisions occurring between bicyclists using the popular Panhandle bike path and westbound vehicles making illegal left turns onto Masonic Avenue.



Wastewater Enter  
San Francisco Pub

To ensure the safe proper operation facilities, Public W management and systems at the San Francisco Control Plant at 750 Phelp Westside Pump St project began in S completion in Dec

Security system up operating mechar readers with conti install perimeter f

The new security expansion of netv personnel to mon the central contro communications i



# Deliver world-class

Retain, develop and recruit a capable workforce

Embrace organizational efficiency and innovation

Communicate effectively



Engineering to recognizing our  
Public Works Week demonstrated and  
work we do for San Francisco everyday.

Food, fun, and fiddling:  
Public Works picnic  
We were at Youngblood-  
Coleman Playground for our  
annual Public Works picnic  
with family and friends,  
eating great food, playing  
sports and hanging out!



The design and construction offices hosted 100 fourth- and fifth-grade  
City's public buildings and infrastructure through hands-on design pro  
activities.



Creating jobs, crafting futures:  
operations open house  
This year, the operations yard  
opened its gates to people  
interested in careers with Public  
Works by holding an event for young  
women and men to learn about the  
skills needed and the paths to be  
taken for careers in the crafts trades.

Public Works,  
at the  
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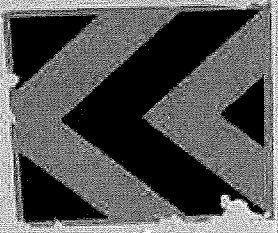
Celebrating our  
own: awards and pin  
ceremony  
The annual employee  
recognition awards  
and anniversary pin  
ceremony was held at  
City Hall's south light  
court to congratulate





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Public Works staff completed more than 21,000 hours of training for 1,137 employees, with 58 percent completing 10 or more hours.

In addition, the General Services Agency offered the Employee Enrichment Workshop, where 203 employees learned how to communicate effectively and responsively to provide the best service.

Students learned to listen effectively, deliver bad news, put themselves in other people's shoes, resolve conflict and manage stress.

21,000  
hours of tra

5

functional exercises: one with the Department of Defense on road clearance and another involving Public Works DOC command and general staff coordinating radio training with Cal Guard and other City agencies

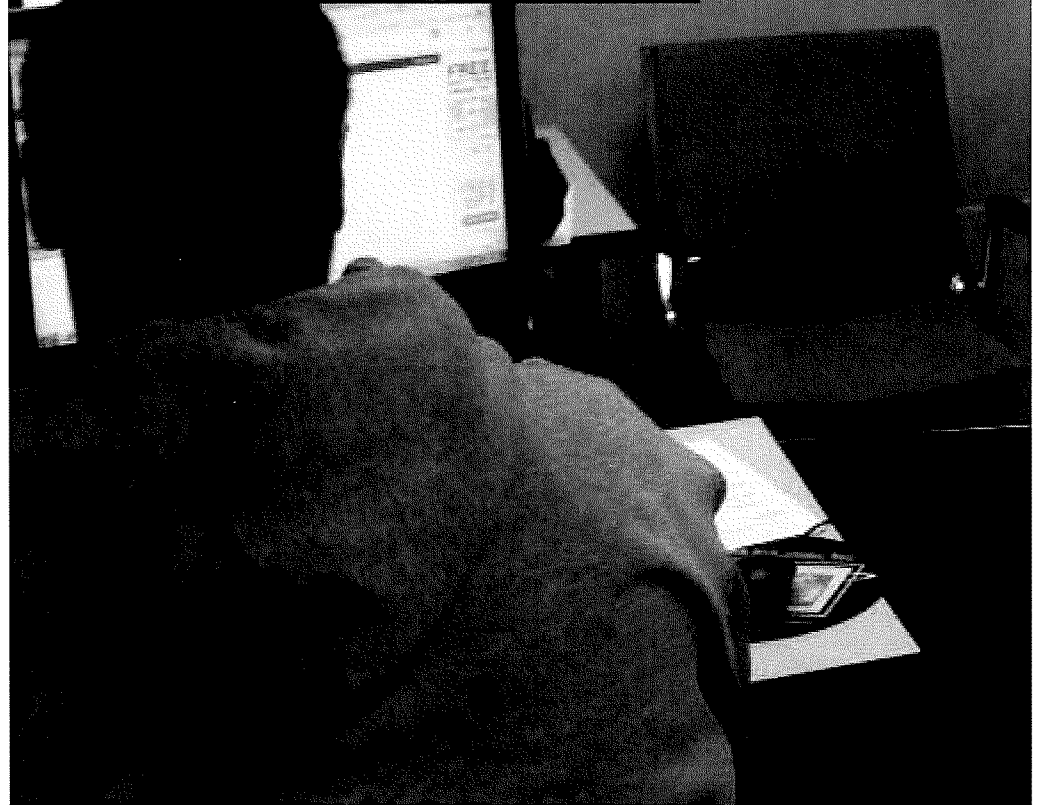
Activating the DOC for five events: Giants World Series parade and post-parade rally, Fleet Week, America's Cup, New Year's Eve and Bay to Breakers supporting the activation of the City Emergency Operations Center (EOC) on seven occasions

Safety Assessment Guide. The guide was adopted by the City Administrator and 14 City agencies, including the Department of Emergency Management

- providing radio room training on new update procedures, which include text messages
- updating and posting DOC activation manual for staff

We improved our capacity to prevent, mitigate, protect against, respond to and recover from all types of emergency events by:

- adding mobile command van from the Department of Building Inspection to our fleet







with fun physical activities, such as rock climbing, tricycle racing and pingpong.

The Health Fair also provided immunizations, blood pressure checks and medical screenings to our employees. In addition, a variety of information booths were available to help our employees learn more about the many health-related programs, services and providers located in our community.

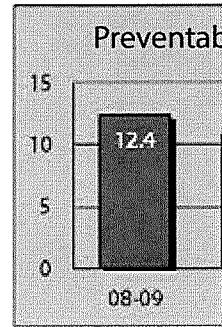
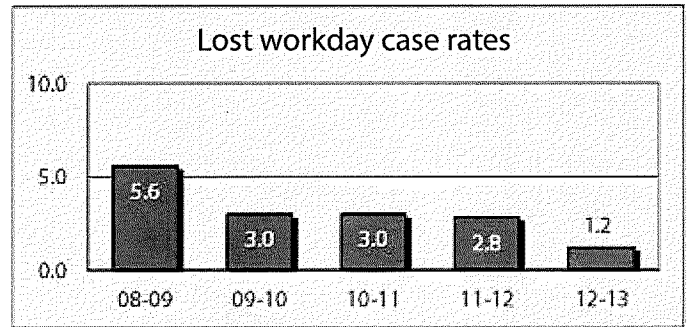
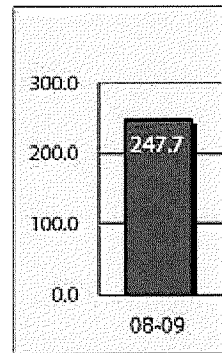
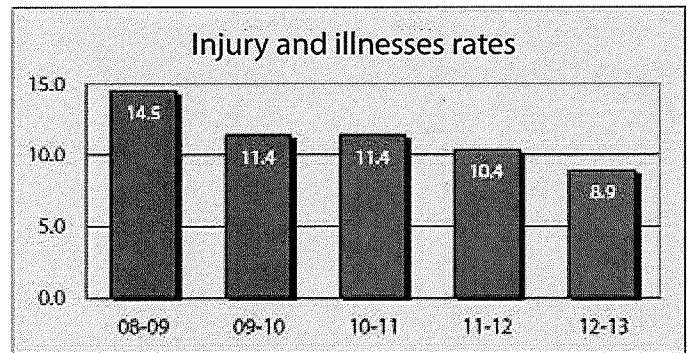
Motor vehicle accident prevention

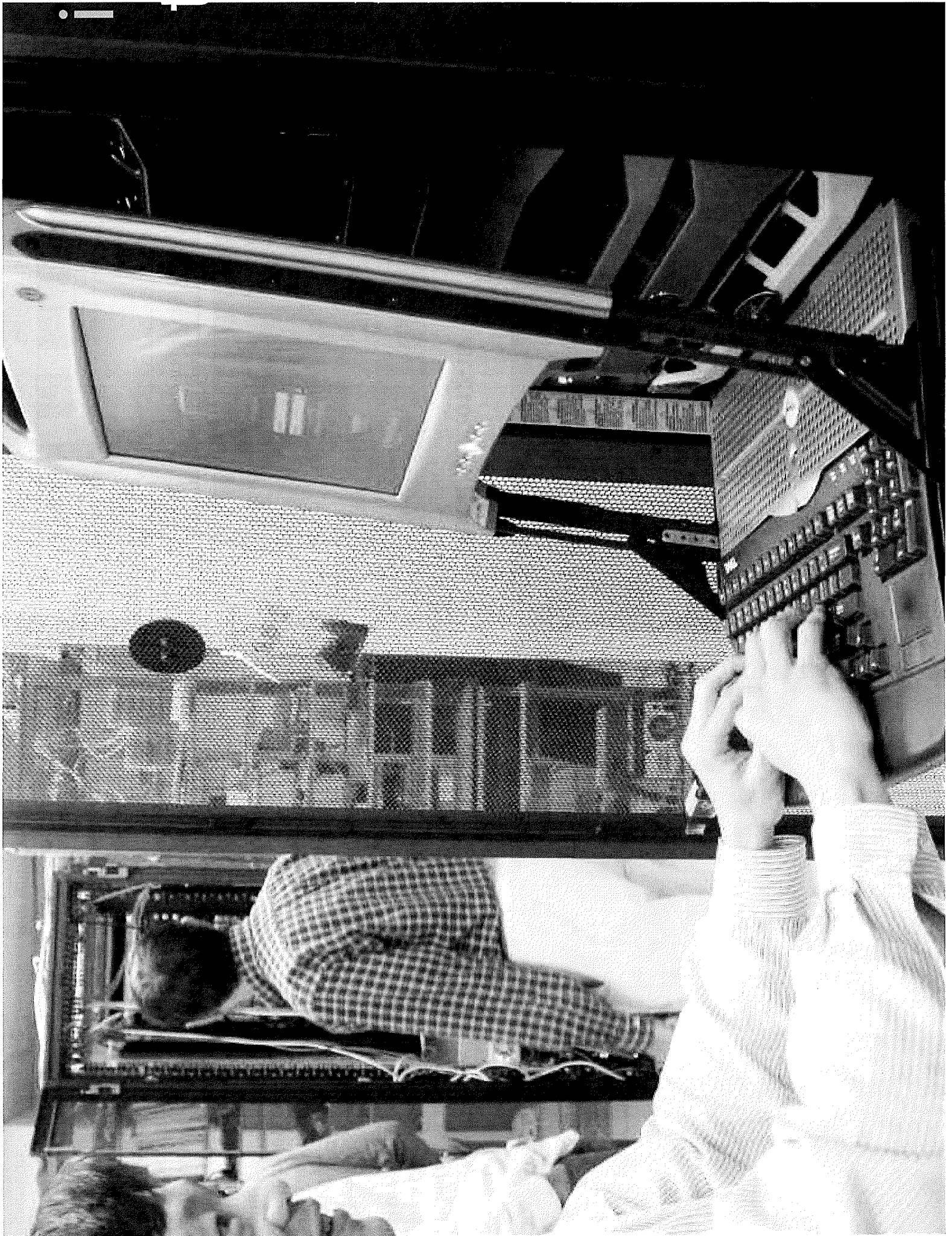
motor vehicle accidents in Public Works, drivers received refresher behind-the-wheel, defensive-driving training. Monthly safety training highlighted the use of safety belts and distracted driving.

Terrance "Terry" Costello (right) has driven truck for Public Works for more than 16 years and has never been involved in a preventable accident.

Costello's extraordinary achievement was recognized by the National Safety Council, which honored him with the Safe Driver of the Year Award for the Pacific

**Fiscal Year 2012-13**







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a software upgrade, mobile management and the completion of the integration of assets maintained by our Bureau of Street and Environmental Services and Urban Forestry. Since implementation, more than 36,000 service orders have been managed by Public Works.

Public Works Enterprise Project Management System

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Public Works implemented the Enterprise Project Management System to track capital projects from the design, engineering, construction management and project management groups.

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The system provides the source data for DPWStat, a monthly project review meeting for the design and construction divisions that reports on project, financial

nts include

and schedule information to Public Works staff and client departments.

Envista

Public Works launched Envista in April 2013. The web-based program helps City departments, utilities and state agencies coordinate construction work on the City's streets to minimize costs and disruptions to the public. Information on special events, such as parades, foot races and community festivals, is included on Envista to reduce construction-related surprises.

A public version of Envista debuted to give residents and businesses real-time information on projects in their neighborhoods.

Business Im

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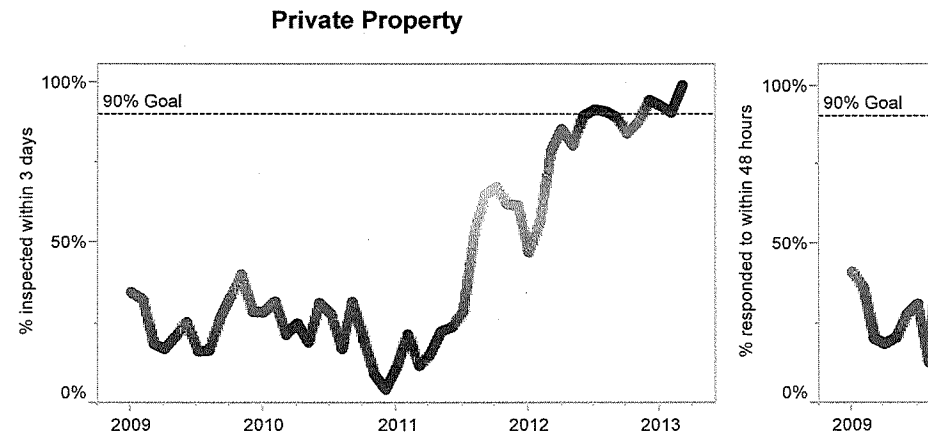


Since October 2010, department managers and line staff have used the performance management tool DPWStat to measure and monitor key operational activities with the goal of improving the timeliness, efficiency and quality of service delivered to the public and our clients. Budget, Finance and Performance Division staff created dashboards on performance using information from our data warehouse. At monthly department-wide meetings, managers and supervisors presented dashboards and discussed bureau services, highlights and challenges.

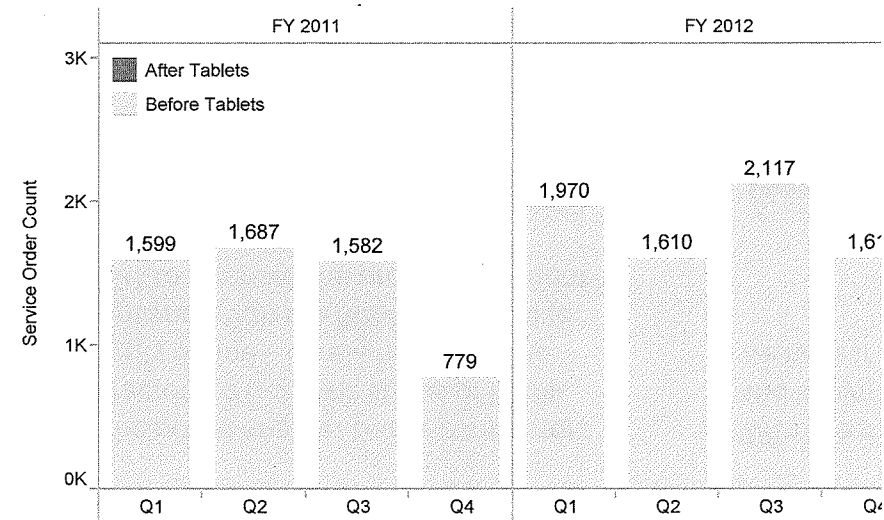
Last year, DPWStat added design and construction disciplines, and useful dashboards were created with data from the new Enterprise Project Management and Computerized Maintenance Management systems. This process helped the department reallocate resources and improve accountability of managers and line staff in achieving our mission.

DPWStat can help us solve problems. The tracking of our graffiti-response rates is a great example. DPWStat helped demonstrate the need to reorganize and shift graffiti unit resources. The response rate steadily climbed towards our goal of 90 percent, a level frequently surpassed throughout the past fiscal year. The service level goal for addressing graffiti on private property also was improved.

### Graffiti Monthly Response July 2009 - September 2013



### Private Graffiti Volume Entered by





# business services

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administration and compliance, which involve the development and administration of the competitive bidding processes for construction and professional services contracts.

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## Public Works' new website portal

In August 2012, BSD unveiled the new Contracts and Bid Opportunities website portal to make working with the City easier for local contractors. Since its launch, the portal has improved access to Public Works contract information and increased transparency along all stages of the contract process for local contractors and

## Prompt-payment directive

In addition, the portal enables prime contractors and subcontractors to track the status of Public Works payments online – in real time. In June 2013, in compliance with the Mayor's Executive Directive 12-01 to improve the prompt-payment process for contractors, BSD implemented a payment system that sends an automated email notification to all listed subcontractors when the prime contractor is paid, enabling contractors to manage their finances and businesses much more effectively.

## MyTime

Our workforce became even more productive, efficient and profitable this year with the launch of MyTime, our new web-based timekeeping system. Working in collaboration with Information Technology, BSD replaced the outdated system that had been utilized by Public Works for 18 years.

The MyTime system is designed to eliminate redundancies, increase speed, maintain a high level of security and reduce opportunities for timekeeping and payroll errors. It enables employees and managers to better collect, submit for approval and track time and attendance information online.

Because MyTime has a browser-based design, the program is very intuitive. The simpler interface and clearly tabbed sections make MyTime easy to understand and navigate – a big improvement over the former cumbersome system. It allows staff to concentrate less on tracking time and

## Workflow

With the n  
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**53**  
job orders  
time of 0.5

**71**  
payments  
time of 3.9

**4,0**  
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In the coming year, we will be performing more construction projects on time, with the highest quality, with the lowest cost. We do business. We partner with associations and create a construction environment in December and in our partnering with executive directors common across the City and our collaborative environment. We communicate at the lowest market rate and higher quality price. We provide satisfaction and



PCS team members archived, scanned, uploaded and indexed 82,181 digital files<sup>1</sup> for 754 projects last year.

They also demonstrated how AutoDESK tools can be used for efficiency and productivity at a project management training. Pictured right: rendering of North Shore Pump Station, created by InfraWorks<sup>2</sup>.

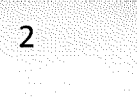
PCS used AutoDESK Revit<sup>3</sup> to develop 3-D and 4-D models of the existing Southeast Treatment Plant structures and distribution systems. By adding the fourth dimension of time, PCS was able to integrate operations and maintenance schedules and cycles into the models.

Public Works' own fully accredited Materials Testing Laboratory<sup>4</sup> has been testing construction materials for various City projects since the early 1900s. The lab once was located in the basement of City Hall, occasionally filling its corridors with the sweet smell of sulfur, but was moved to its current location at 2099 Kearny St. in 1995 during the City Hall seismic retrofit project.

The Materials Testing Lab<sup>4</sup> also is used by other City departments to perform quality assurance testing as required by federal, state and local specifications. Our technicians perform quality-assurance testing of asphalt, concrete, soils, aggregate and metals for projects from as far away as Sunol to the east and La Honda to the south.

**2,500,000**

digital files are managed by  
Project Controls and Services





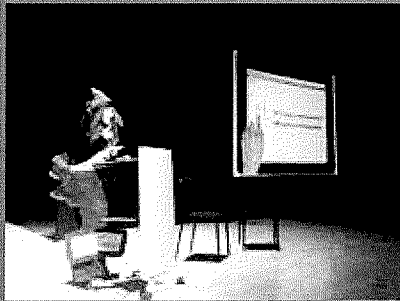
# communications public affairs

and to provide accurate, timely and relevant information to residents, businesses, community groups, elected officials and other government agencies through traditional and social media, trade publications, flyers, brochures, community events, in-house publications and face-to-face meetings with our diverse constituency. We produce press conference and background briefings and respond to constituent inquiries.

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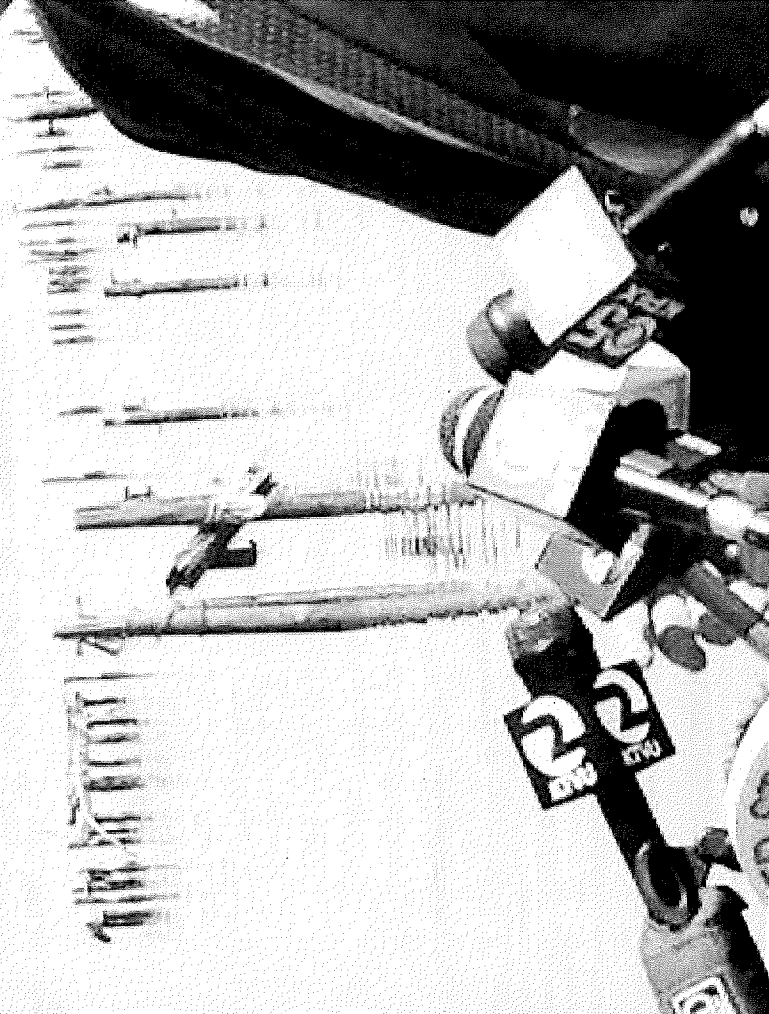
by far the biggest initiative of the Office of Communications and Public Affairs in Fiscal Year 2012-13 was the launch of Giant Sweep, a three-year anti-litter campaign in partnership with Mayor Ed Lee and the World Champion San Francisco Giants. The goal: create a culture of clean in San Francisco through public education and hands-on activities.

Press events, advertising and outreach at street fairs and other community gatherings take place regularly to keep Giant Sweep in the public eye.

- **Developed a motto:** Join the Team. Keep SF clean.
- **Created a logo:** Sweepy
- **Branded Sweepy** on billboards, bus shelters, posters, flyers, hats, t-shirts, magnets, pins and temporary tattoos
- **Produced background materials, briefings and talking points** for the mayor and district supervisors, partner City agencies and private sponsors
- **Shaped content for website**
- **Assisted in fund-raising and securing corporate sponsorships**
- **Worked with the San Francisco Giants** on script for public service announcement featuring Giants star outfielder Hunter Pence and messaging for stadium's electronic billboard



52 press releases



Press conferences

- Launch of the Giant Sweep anti-litter campaign
- Topping out ceremony for the new Public Safety Building
- Work completed on the Jefferson Street streetscape project
- Arbor Day tree planting
- Kickoff of Community Clean Team 2013

Public Works in the news:

- High-tech companies joining the department's Giant Sweep anti-litter campaign
- "Topping out" construction milestone for the City's new Public Safety Building
- Mayor plays pingpong on Market Street to activate the Mid-Market neighborhood
- Day in the life of a street-cleaning crew in the gritty Mission

Newsletters  
 YouTube  
 Blogs  
 Trade publications  
 Radio

Newspapers  
 One-on-one outreach

Instagram  
 Twitter

Facebook  
 Television

Weibo  
 Booklets



Expand the San Francisco  
and lead in the city  
for our residents

Provide training opportunities for San Francisco residents

Ensure San Francisco residents and  
on Public Works contracts

Use Public Works resources to improve  
and spur economic development



# apprenticeship programs

## 7501 Asphalt Worker Apprenticeship Program

The 7501 Asphalt Worker Apprenticeship Program (Asphalt Program) was established during Fiscal Year 2012-13 and is a sponsored by Public Works and Laborers Local 261.

Asphalt Program participants receive one year of on-the-job training. They assist journey-level asphalt laborers in removing old pavement material; preparing surfaces for repair; spreading, compacting and smoothing hot asphalt and other road resurfacing applications in connection with street maintenance and repair projects; and operating an asphalt kettle and/or automatic emulsion spray rake and tool heater.

Currently, all asphalt program apprentices are performing well and are expected to successfully complete the asphalt program during Fiscal Year 2013-14.

## 7501 Environmental Service Worker Apprenticeship Program

The 7501 Environmental Service Worker Apprenticeship Program provides apprentices with on-the-job training and is a two-year program sponsored by Public Works and Laborers Local 261.

Apprentices assist laborer and gardener classifications in grounds maintenance and servicing, including the removal of graffiti and debris. In order to successfully complete the 7501 Program, apprentices are required to perform 3,000 on-the-job work hours and obtain technical training certifications from the Laborers Training and Retraining Trust Fund for Northern California.

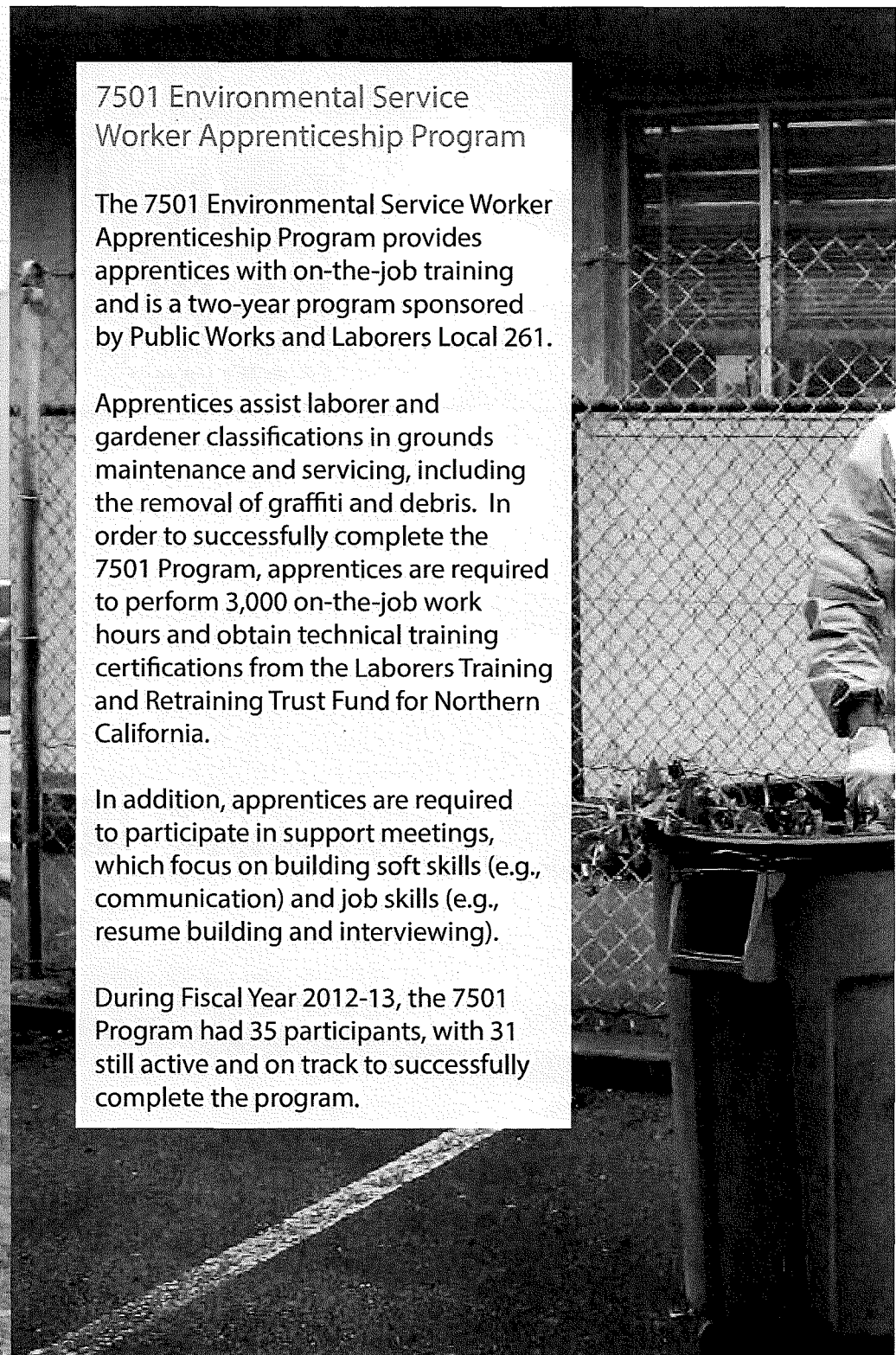
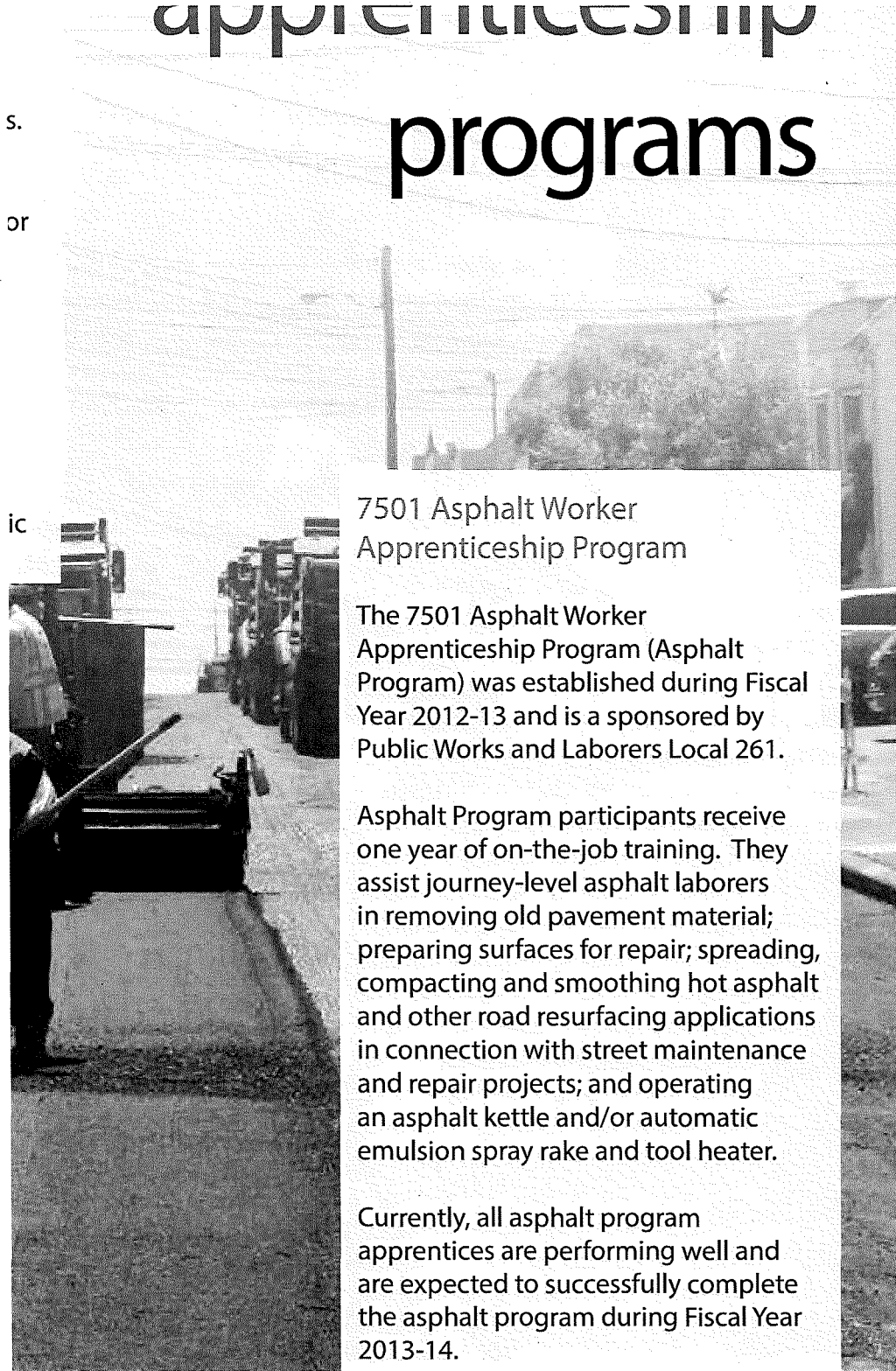
In addition, apprentices are required to participate in support meetings, which focus on building soft skills (e.g., communication) and job skills (e.g., resume building and interviewing).

During Fiscal Year 2012-13, the 7501 Program had 35 participants, with 31 still active and on track to successfully complete the program.

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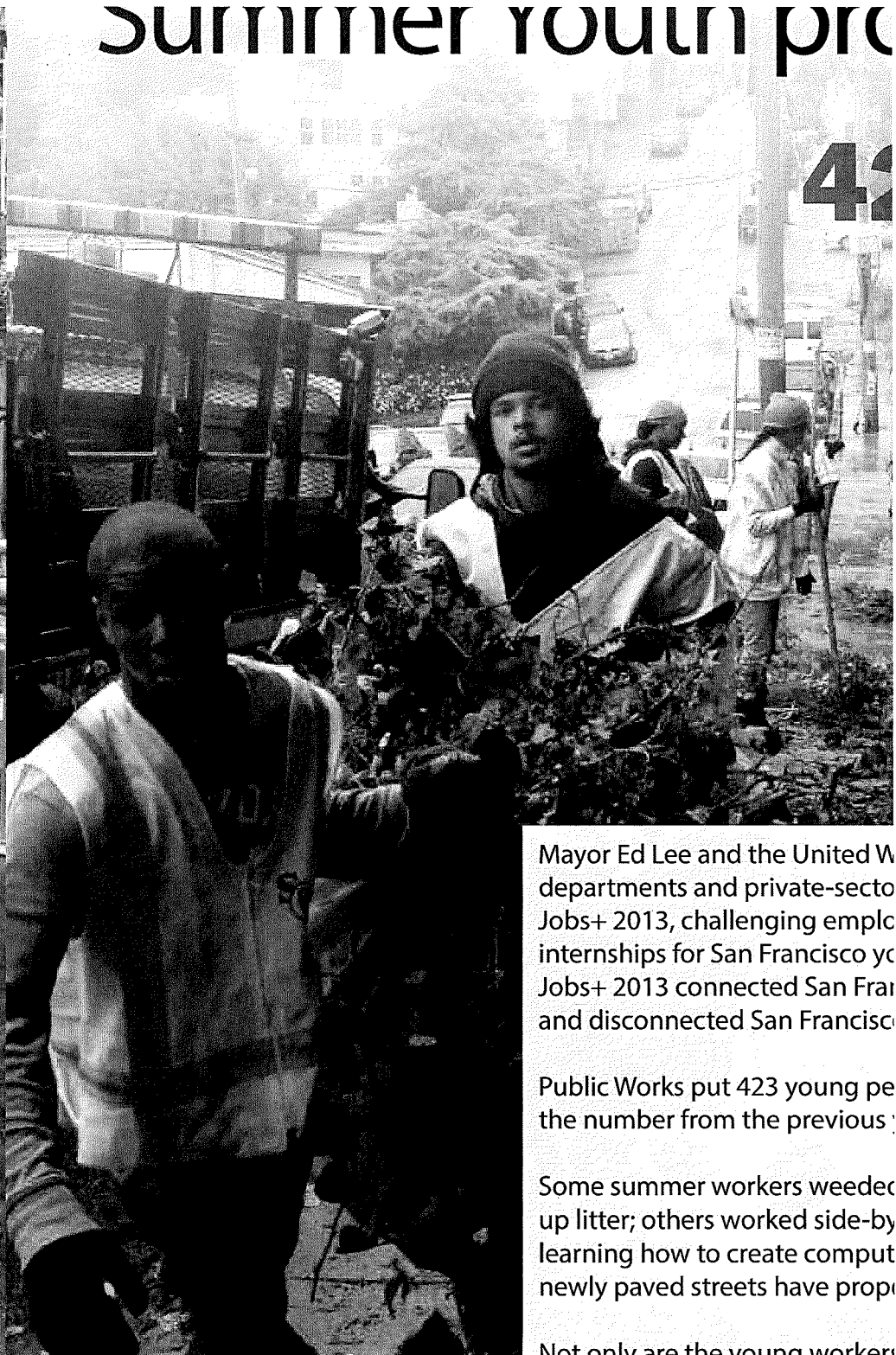
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# Summer youth pro

42



Mayor Ed Lee and the United W departments and private-secto Jobs+ 2013, challenging emplo internships for San Francisco yo Jobs+ 2013 connected San Fran and disconnected San Francisco

Public Works put 423 young pe the number from the previous :

Some summer workers weeded up litter; others worked side-by learning how to create comput newly paved streets have prop

Not only are the young workers



On our large-scale construction projects we also are met and exceeded expectations. For example, on the San Francisco General Hospital project, 151 LBE contracts were in place as of June 2013, with an estimated value of \$63 million. On the Jefferson Streetscape project, our LBE goal was 25 percent, but it tracked at 39 percent, and for the Great Highway improvements, the LBE goal was 25 percent, but we accomplished 61 percent.

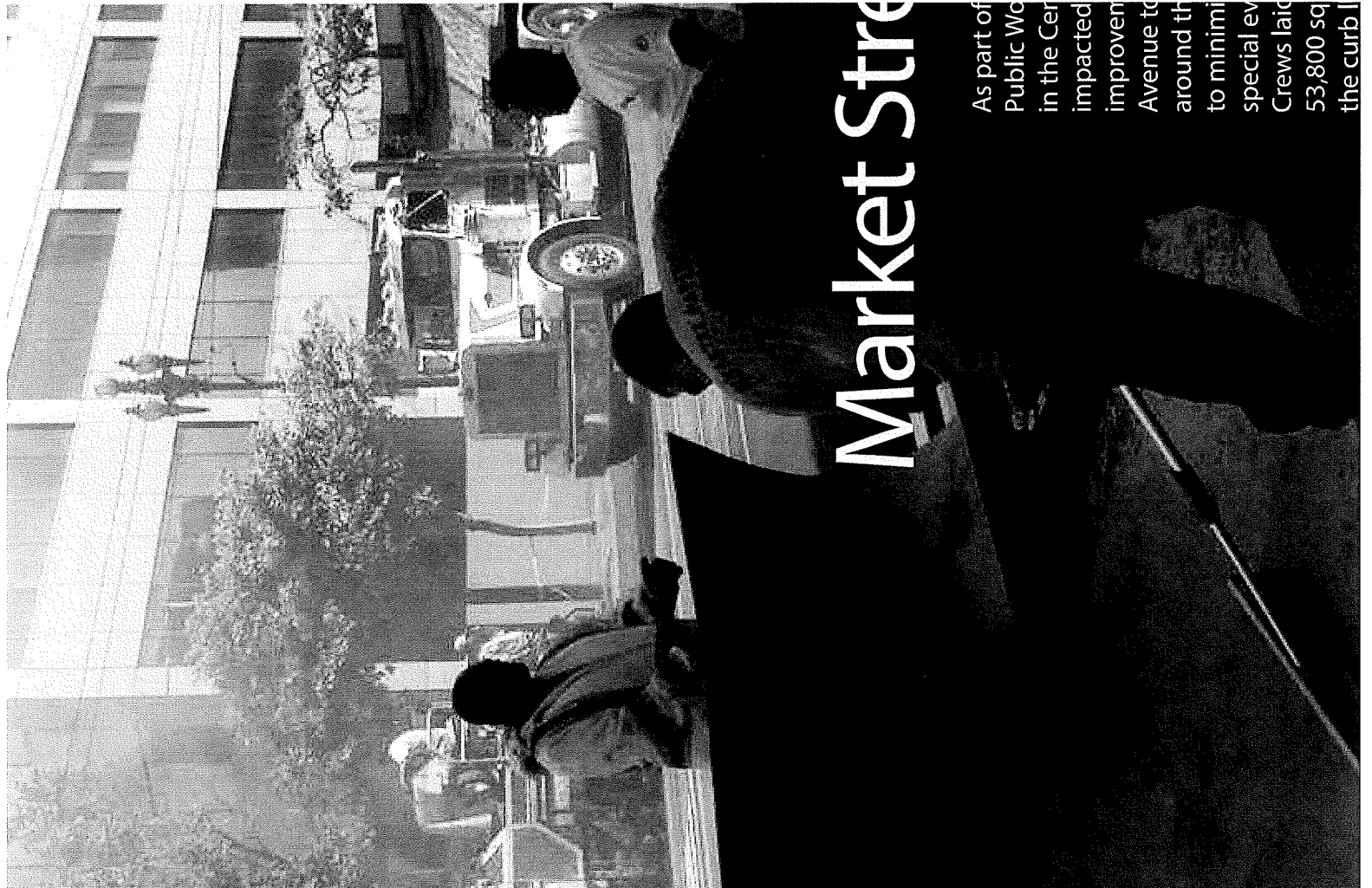
We work hard to make sure that we employ as many San Francisco residents as possible. For every additional construction worker that we add to the projects, we not only are creating a job, we are helping the local economy. The average construction worker earns \$85,000 per year. Based on U.S. Census data, this person is likely to support a family of two and spend about two-thirds of his or her take-home income in San Francisco. That translates to spending an average of \$688 in groceries per month, helping to expand the San Francisco economy.







ans



# Market Street

As part of  
Public Works  
in the Center  
impacted  
improvements  
Avenue to  
around the  
to minimize  
special events  
Crews laid  
53,800 sq  
the curb.

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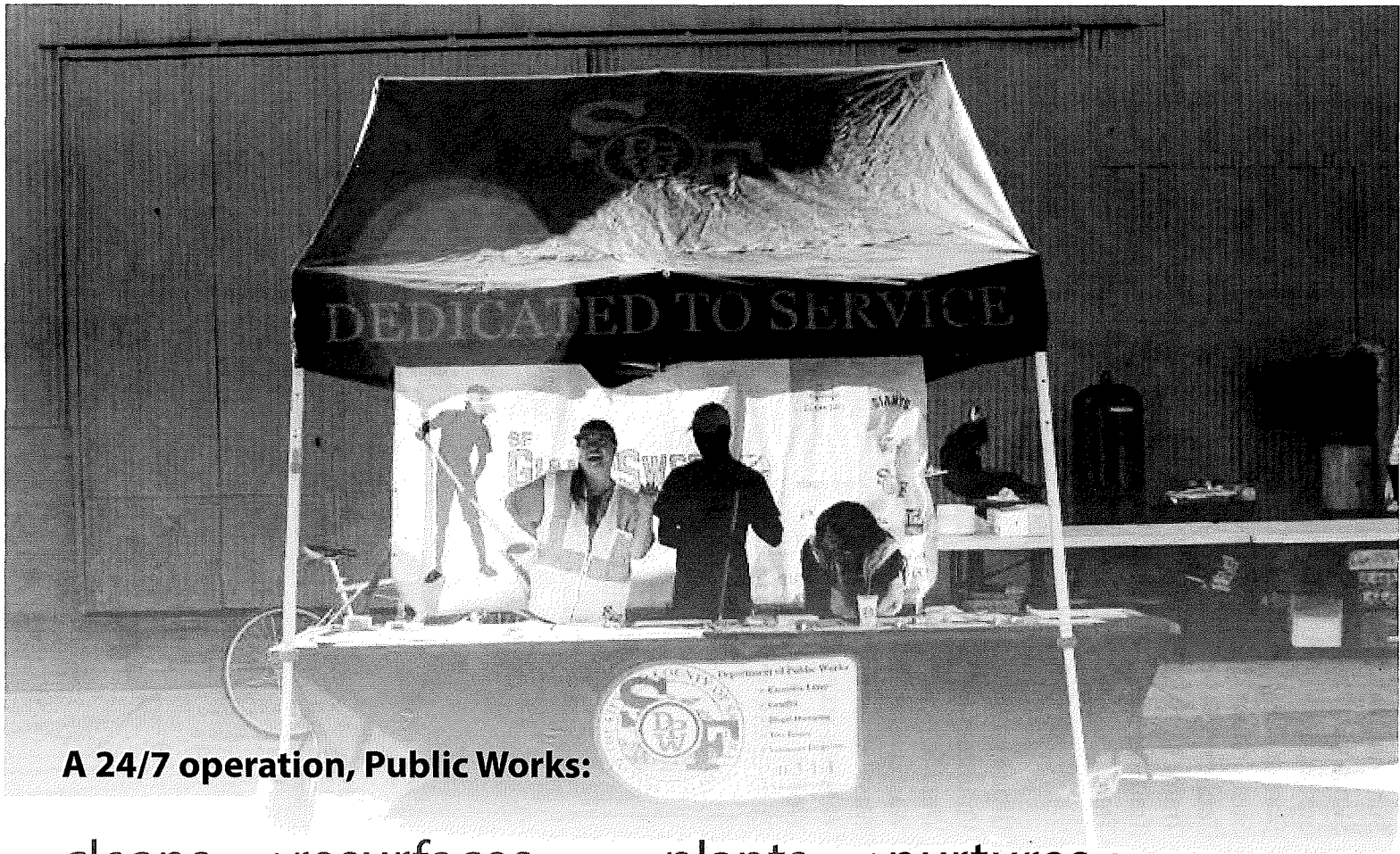
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on centers and playgrounds)  
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**A 24/7 operation, Public Works:**

cleans and resurfaces streets; plants and nurtures City trees; designs, constructs and maintains City-owned facilities; inspects streets and sidewalks; builds curb ramps; eradicates graffiti; grants and enforces permits; partners with SF neighborhoods; trains people for jobs; greens the right of way and educates our communities.



[facebook.com/sfdpw](https://facebook.com/sfdpw)



[twitter.com/sfdpw](https://twitter.com/sfdpw)

Produced by the Office of Communications and Public Affairs

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San Francisco, CA 94102  
415-554-6045

[sfdpw.org](https://sfdpw.org)