

MEMORANDUM OF UNDERSTANDING  
BETWEEN  
THE DEPARTMENT OF PUBLIC WORKS  
AND  
THE SAN FRANCISCO PUBLIC LIBRARY  
FOR THE  
BRANCH LIBRARY IMPROVEMENT PROGRAM

FEBRUARY 21, 2008

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**MEMORANDUM OF UNDERSTANDING  
BRANCH LIBRARY IMPROVEMENT PROGRAM**

This Memorandum of Understanding (“MOU”) between the Department of Public Works (“DPW”) and the San Francisco Public Library (“SFPL”) is established as of February 21, 2008. The purpose of this MOU is to memorialize the responsibilities of DPW and SFPL, two departments of the City and County of San Francisco, with respect to the Branch Library Improvement Program (“BLIP”). This MOU does not confer any rights or benefits on any third parties nor does it delegate any authority that rests with DPW pursuant to Chapter 6 of the San Francisco Administrative Code.

1. BACKGROUND.

1.1 In 2002, SFPL and DPW signed an MOU outlining the process for financial management of the BLIP. In September 2007, the Office of the Controller’s City Services Auditor division issued a report regarding program management of the BLIP. One recommendation of the Controller’s report was to “[r]eplace the current MOU with one that describes in detail specific activities necessary for each agency to meet its obligation to efficiently and effectively manage the bond program.” This MOU hereby supersedes the current MOU and sets forth each department’s roles and responsibilities for management of the BLIP.

1.2 Sources of Funding.

1.2.1 Funding sources for the BLIP are listed in *Attachment A: A.1 Revenue* and described below.

1.2.2 In November 2000, the voters of San Francisco approved a \$105,865,000 general obligation bond measure (Proposition A) for improvement and renovation of the San Francisco Public Library branch libraries.

1.2.3 In the 2001/2002 Annual Appropriation Ordinance, \$2,400,000 in Earthquake Safety Program funds was appropriated for the Branch Library Improvement Program.

1.2.4 In December 2004, SFPL was awarded a total of \$9,710,784 of State of California Proposition 14 grant for partial funding of the Ingleside and Richmond branch library projects.

1.2.5 The Board of Supervisors approved appropriations from the General Fund portion of the Library Preservation Fund (LPF) to supplement the BLIP.

1.2.6 Bond interest proceeds have been appropriated to the Branch Library Improvement Program in the amount of \$1,673,481.

- 1.2.7 Rent monies have been generated from two buildings that were purchased with BLIP Funds and rented back to the previous owner until construction could begin: the Support Services facility at 190 9<sup>th</sup> Street and the supermarket that will be the site of the new Visitacion Valley Branch. These funds have been regularly appropriated and returned to the BLIP program. To date, \$128,342 has been appropriated.
- 1.2.8 The Board of Supervisors has authorized SFPL to accept and expend up to \$16 million from the Friends of the San Francisco Public Library (“Friends”) for furniture, fixtures, equipment and other costs related to the Branch Library Improvement Program.
- 1.2.9 SFPL anticipates receiving approximately \$2 Million from "impact" fees paid by private developers to augment budgets for eligible projects.
- 1.2.10 In November 2007, San Francisco voters approved Proposition D, a renewal of the property tax set aside (“Library Preservation Fund” or LPF) which allows the city to issue debt to be repaid from the LPF to complete the renovation and new construction projects detailed in the Branch Library Improvement Program.

#### 1.2 Program Scope.

- 1.2.1 As contemplated in 2000, the Branch Library Improvement Program would accomplish the renovation of 19 branch libraries and the replacement of 4 leased facilities with newly-constructed City owned libraries, the construction of one new branch in the Mission Bay neighborhood, and the purchase and renovation of a support services facility.
- 1.2.2 On March 1, 2007, the Library Commission approved scope changes for the remaining projects in the Program. The revised Program scope consists of 17 renovations, 7 new buildings, and the completed support services facility. This revised scope responds to critical service needs and community input processes throughout the city with expanded projects in many neighborhoods. The revised Program Scope is provided in *Attachment A.2 Approved Project Budget and Scope*.

#### 1.3 Program Schedule.

- 1.3.1 Originally, the Program was scheduled to be completed by 2010.
- 1.3.2 In March 1, 2007, the Library Commission approved a revised schedule for the remainder of the Program showing full completion by 2012. The revised estimated Program Schedule is detailed in *Attachment A: A.3 Schedule*.

## 1.4 Program and Project Budgets.

- 1.4.1 BLIP budget amounts are shown in *Attachment A2. Approved Project Budget and Scope*. This document shows the following:
1. The original budgets (Baseline) established in October 2001
  2. The revised budgets shown in the June 2002 MOU
  3. The current approved budgets approved by the Library Commission in November 2007.
- 1.4.2 *Attachment A4 Budget Actions* summarizes all budgetary changes approved by the Library Commission since 2001.

## 2. ROLES AND RESPONSIBILITIES

### 2.1 SFPL roles and responsibilities.

- 2.1.1 Finance.  
SFPL will provide fiscal oversight of Program expenditures and other fiduciary obligations as outlined in the *Financial Oversight Agreement*, a document that will supplement this MOU upon approval.
- 2.1.2 Building Program.  
SFPL shall deliver a Building Program for each branch project, reflecting the space required and key adjacencies to meet staff and operational priorities, achieve ideal functionality, and provide public services (including collections) to meet community needs.
- 2.1.3 Design Review.  
At each phase of design, DPW provides a design submittal (drawings, schedules and cost estimates). SFPL will review design submittals and provide written comments to DPW within two weeks of receipt and a minimum of three working days before a scheduled design review meeting. This will allow sufficient time for the project management and design teams to compile the review comments for a meaningful discussion. Design review submittals are expected to take place at the end each of the following phases: Schematic Design, Design Development, 50% Construction Documents, and 95% Construction Documents. SFPL specifies priority of additive alternates is established at 100% CD.
- 2.1.4 Furniture, Fixtures and Equipment.  
SFPL will be responsible for supplying furniture, fixtures and equipment (FF&E) based on the specifications provided by DPW. DPW specifications shall comply with the requirements of the Americans with Disabilities Act (ADA) and BLIP Furniture Standards. SFPL will approve

furniture layouts as part of its design review process. This process is described section 3.2.

## 2.2 DPW roles and responsibilities.

### 2.2.1 Finance.

DPW is responsible for managing funds in accordance with the *Financial Oversight Agreement* and complying with all fund source requirements. The *Financial Oversight Agreement* is a document that will supplement this MOU upon approval.

### 2.2.2 Program Management.

DPW is responsible for completion of the design and construction outlined in the BLIP program. The BLIP Program Manager is responsible for:

1. Ensuring that the architects (public and private consultants) complete their designs on time and within budget.
2. Establishing and monitoring budgets and project schedules based on direction from SFPL.

The BLIP Project Manager will be responsible for overseeing design teams to meet client standards and building programs, coordinating work of multi-disciplinary technical teams across organizational boundaries, monitoring and controlling project budgets and schedules prepared by others, and ensuring timely submittals that respond fully to client requests.

Duties of the DPW BLIP Project Manager include:

- Incorporating client standards as they change in the most efficient and cost effective manner possible
- Overseeing programming and planning phase reports, surveys and assessments
- Coordinating project budgets for furniture, fixtures, and equipment (FF&E) to ensure appropriate use of bond funds and adherence to bond program budgets
- During construction, coordinating change orders & client requested changes with design teams, client and construction managers
- Ensuring timely and accurate responses by design teams so as not to delay construction completion
- Overseeing changes that occur in the field for potential impacts to client needs, function or FF&E
- Assist the BLIP Program Manager as needed in presentations and reports given to communities, legislators, regulatory agencies, special-interest groups, funding agencies and other departments

### 2.2.3 Regulatory Approvals.

The project architect will prepare and submit building permit applications to the Department of Building inspections The DPW BLIP Project

Manager will oversee the building permit application process, monitor permit activity to ensure timely approvals and oversee other necessary permit applications such as tree removal and street encroachment and ensure posting of required notices.

DPW will coordinate communications with designers or consultants and regulatory agencies who have responsibility for permit approvals.

#### 2.2.4 Weekly Reports.

To facilitate effective communication of any issues that may impact project schedules, the DPW BLIP Program Manager will provide and review with the Library weekly reports in agreed upon format as follows:

- Project schedules for each active, upcoming, and remaining project reflecting the following major milestones:

- Delivery of Building Program
- Stakeholder Community Meeting
- Formal kick-off meeting
- Completion of Conceptual Design
- Commission Peer Review
- End of Schematic Design
- 50% Design Development
- 95% Construction Documents
- 100% Construction Documents
- Bid Advertisement
- Move out
- Move in
- Issue Notice to Proceed (NTP)
- Start Construction
- Bid and Award Furniture Package
- Substantial Completion
- Final Completion
- Opening Day

An example of this report is provided in *Attachment C: C5 Project Schedule*.

#### 2.2.5 Monthly Reports.

To facilitate effective communication of issues that may impact project costs and budget, the BLIP Program Manager will provide and review with SFPL monthly reports in agreed upon format and detail, as follows:

- Detailed project control document for each active, upcoming, and remaining branch projects. This report includes total project budget, proposed detail budgets for construction and soft costs related to project management, encumbered costs, and projected unanticipated costs, and detailed explanatory remarks. [*Attachment C2 Project Cost Control Report*]

- Detailed construction estimate provided at the end of Schematic Design, 100% Design Development and 75% Construction Documents (for larger projects, 50% and 90% Construction Documents phase). [Attachment C3 Design Development Cost Estimate]
- Detailed cost breakdown showing balances, if any, for each completed project within 6 months of final completion date. It is understood that DPW will maintain the project active until the warranty period expires and the notice of final completion is filed with the Recorder's Office. Retroactive reports for Excelsior, West Portal, Sunset, and Marina libraries will be provided by June 30, 2008. [Attachment C4 Completed Project Cost Breakdown Report]

DPW will also prepare Monthly Management Reports to coincide with Library Commission's BLIP meetings, typically third Thursdays of each month. The Monthly Management Report includes the *Summary Schedule* [Attachment A3] and *Budget Report* [Attachment C6]. DPW will maintain records after project completion as required by law.

#### 2.2.6 Quarterly Reports.

DPW BLIP Program Manager will present quarterly reports to the Library Commission.

#### 2.2.7 Consultant Contracts.

DPW is responsible for selecting and hiring professional consultants to provide architectural and engineering services. The DPW BLIP Program manager negotiates the scope of services, schedule of deliverables and fees with each consultant. Once the fee and scope of services are agreed to by DPW and consultants, the DPW BLIP Program Manager will furnish this information to the Deputy City Librarian, thus forming the basis for monitoring expenses for professional services. If and when there is a need to modify the consultants' contracts to increase or decrease their services, the DPW BLIP Program Manager will utilize the Revision Authorization form and process detailed in section 3.4.1 of this MOU.

### 2.3 SFPL and DPW Joint Responsibilities

#### 2.3.1 Coordination Meetings.

DPW and SFPL will meet weekly to discuss ongoing project developments and progress. Any proposed revisions will be discussed, as detailed in section 3.4.1.

#### 2.3.2 Community Involvement.

SFPL and DPW share responsibility for facilitating processes that ensure community involvement and engagement via a series of community meetings, the public reviews the design plans and provides input on each branch project.



SFPL has implemented the BLIP Design Excellence Program Guidelines which details the processes for: selection of architecture/engineering teams; design review (including “Peer Review” at the Library Commission meetings); and public review for each branch project. [See *Attachment B1 Design Excellence Program Guidelines*]

Strategies for addressing community issues are developed in weekly meetings. Management of each branch project may involve the following public engagement opportunities:

- Community surveys
- Community meetings
- Community sponsored events
- Library Commission meetings
- Peer Reviews
- Public hearings
- Opening, closing, and ground breaking celebrations

SFPL and DPW share responsibility for creating community notices, fact sheets, and other informational materials as needed as well as maintaining a Branch Renovations & Construction [BLIP] web page. BLIP Program staff and Chief of Branches staff work with the SFPL Public Affairs Office to develop these materials.

### 2.3.3 Sustainable Building.

Although the BLIP is not subject to Environment Code Section 707, SFPL desires its facilities to meet or exceed the standards for City buildings set forth in Section 707. To the extent practicable, and in consultation with the Department of Environment, DPW shall (1) ensure that the design and construction of remaining projects (Anza, Bayview, Golden Gate Valley, Merced, North Beach, Ortega, Park, Parkside, Presidio, and Visitacion Valley) achieve a level of environmental performance of a LEED Silver building and (2) evaluate all BLIP projects already bid and or constructed (Bernal Heights, Eureka Valley, Excelsior, Glen Park, Ingleside, Marina, Mission Bay, Noe Valley, Portola, Potrero, Richmond, Sunset, West Portal, and Western Addition) and all other Library facilities for opportunities to enhance their environmental performance to meet or achieve the same performance as LEED Silver.

## 3. PROJECT COORDINATION

### 3.1 Building Design Phase.

- 3.1.1 A Technical Advisory Committee (“TAC”) or “Branch Design Team” for each branch project is comprised of representatives from DPW and SFPL (Administration, Branch Division, Facilities, Information Technology, and

Children and Youth Services).

The TAC is responsible for reviewing and providing input regarding proposed design standards, building designs, and maintenance procedures and expectations to ensure that they meet the Library standards for effective use of space, support of library functions, and ease of future maintenance. The TAC accomplishes this task by reviewing design submittals provided by DPW and by attending regularly scheduled stakeholder meetings where DPW provides project updates.

DPW is responsible for facilitating the exchange of information between stakeholders, specifically between consultants (architects, contractors), and DPW and SFPL representatives. The Chief of Branches is designated by the City Librarian to make decisions related to selection of building materials and space planning allocations that may affect the branch library operations or maintenance.

### 3.1.2 Building Design Process.

SFPL creates a branch Building Program for each individual Branch Library (section 2.1.2) and provides this program to DPW. DPW convenes a meeting of the TAC to provide input on the early conceptual design. At each design phase (Conceptual Design, Schematic Design, Design Development, and Construction Document Development), the TAC meets to review plans and provide input to the architects. At the completion of each design phase, the TAC reviews submittals and provides written comments to DPW within two weeks.

Following this two week review period, the TAC meets with the architect to review written comments and discuss possible design responses. DPW must collect from the architect and provide written response to each TAC comment within two weeks.

At the conclusion of peer review presentations before the Library Commission and community meetings, SFPL will give written direction indicating which comments should be incorporated in the design. DPW will direct the design teams to make the changes approved by SFPL.

### 3.1.3 Building Design Approval.

Approval of Conceptual Design and Notice to Proceed to Schematic Design.

Generally, more than one conceptual design is provided to SFPL for review. SFPL shall select and provide a written approval of one conceptual design. DPW shall advise SFPL of potential schedule and budget impacts resulting from design changes and seek approval from

SFPL before directing the design teams to proceed with changes. DPW shall then issue a notice to proceed to Schematic Design.

#### Approval of Schematic Design and Notice to Proceed to Design Development.

The SFPL shall provide written approval of schematic design when all written comments from the TAC, community meetings, peer review, and Library Commission have been satisfactorily incorporated or addressed.

Upon receipt of this written approval, DPW shall issue to the design team a notice to proceed to design development. DPW shall advise SFPL of potential schedule and budget impacts resulting from design changes and seek approval from SFPL before directing the design teams to proceed with changes.

### 3.2 Furniture, Fixture & Equipment (FF&E) Design

#### 3.2.1 FF&E Design Process.

Along with the design submittals, the architects provide an FF&E package consisting of drawings, cut sheets and specifications. This FF&E package is reviewed by the TAC who provides written comments in the manner outlined in Section 3.2.3. DPW is responsible for informing the architects of this process.

#### 3.2.2 FF&E Design Process Approval.

The TAC shall review the FF&E submittals provided by the architects and provide written feedback to DPW within two weeks of receipt of the package. As part of the review process, the architects present their design selections to the TAC and meet to discuss and document the feedback. The TAC issues written comments following the meeting, and DPW shall issue final documentation to the architects.

#### 3.2.3 FF&E Process 100% DD Approval.

The first full review of the furniture, fixture and equipment occurs at the completion of design development (100% DD). The architects present submittals (boards or binder), showing furniture choices in the form of product “cut sheets” and finish options with material samples in context with interior finishes. The submittal also includes a furniture layout floor plan showing the accessible path of travel for people with disabilities and the location of ADA compliant furniture, fixtures, and equipment, which have been reviewed and approved by the ADA Coordinator at DPW.

In response to the presentation and submittal, the TAC provides written comments on the draft ADA furniture layout by three working days before a scheduled design review meeting. Architects incorporate feedback in

the next submittal at 50% Construction Documents. SFPL provides written approval and DPW issues a notice to proceed to next phase.

#### 3.2.4 FF&E Process 50% CD Approval.

In this second review of the furniture, fixtures, and equipment, the architects provide a submittal (boards or binder) for TAC review. Specifically, the architects provide samples of non-standard furniture and other items the Library has not seen before and/or is not in the SFPL FF&E Standards. The architect shows responses to the written comments from 100% Design Development and provides samples of any new or altered finishes.

The TAC meets to discuss response to the architect submittal and FF&E submittal. Following the meeting, the SFPL provides written comments to DPW by three working days before a scheduled design review meeting, who in turn communicates this information the architects. In response to the SFPL written comments, the architects provide updated drawings, product information, and written response. When all comments have been satisfactorily addressed, SFPL provides written approval and the DPW issues a notice to proceed to next phase.

#### 3.2.5 FF&E Process 75%-90% CD Approval.

The third and final review of the furniture, fixtures, and equipment involves a submittal and the complete and updated furniture binder or boards. The architects provide furniture plans to scale for furniture selected, a detailed spreadsheet listing all furniture specifications with cut sheets, detailed furniture finishes with samples, specific size/dimensions for ADA furniture, and final floor plans indicating ADA FF&E locations. DPW will acquire approval of ADA furniture plans from the DPW ADA Coordinator before the submittal is presented to SFPL.

In response to the submittal, the TAC meets and provides written comments to DPW within two weeks. The architects provide visual and written response to the TAC comments. When all comments have been satisfactorily addressed, SFPL provides written approval and the DPW issues a notice to proceed to next phase. Any changes initiated by the Library following this approval are considered owner requested change orders.

Eight months prior to a scheduled branch opening, the TAC meets to verify that furniture layouts will work with as-built conditions. The submittal is reviewed and revisions are made as needed due to construction changes. SFPL ensures that FF&E is procured and delivered at the appropriate point in the project timeline.

#### 3.2.6 Donor Signage.

The location of signage at each branch is determined by SFPL in collaboration with the project architect. After the location has been determined, SFPL shall inform DPW of the selected location. Installation of donor signage may be completed by the general contractor for each project, if this work is included in the construction contract. Otherwise, installation or donor signage is managed by SFPL Facilities. [See *Attachment B2: SFPL Gift Recognition Policy*].

### 3.3 Bid and Award Phase.

At this phase, SFPL completes a final 100% Construction Document review before the project is bid. DPW confirms that all previous SFPL comments have been resolved in the final bid package. DPW will not send the project to bid until it has received approval from SFPL.

#### 3.3.1 Determining Add Alternate Order of Priority.

Before the bids are opened, SFPL approves the priority order of proposed add alternates. If the base bid is lower than the available budget, the add alternates are awarded in priority order.

#### 3.3.2 Awarding/Rejecting the Bid.

Upon receiving the project bid results, the DPW shall notify the City Librarian or designee. If the apparent low bidder submits a bid that is determined to be responsible and responsive, within the approved budget, DPW is authorized to award the contract.

If the bids are over budget or DPW receives no bids, DPW will meet with SFPL to analyze the bid results and discuss a strategy for moving forward. Upon approval from SFPL, DPW will either reject the bids and work with SFPL to re-bid the project or assist SFPL in requesting that the Library Commission increase the project budget.

If DPW receives no bids, or one bid over budget, DPW has authority to negotiate the contract and report results back to SFPL. DPW will discuss this option with SFPL and pursue this option with consent of SFPL.

### 3.4 Schedule, Budget and Scope Revisions.

Revisions to schedule, budget, or scope will be introduced for discussion and approval at weekly meetings of DPW and SFPL.

#### 3.4.1 Schedule, Budget and Scope Revisions Process.

Proposed revisions will be introduced using the *BLIP Revision Authorization Form* [Attachment C1] to record the reason, cost, schedule impacts, and follow-up actions. The Revision Authorization Form must be completed and authorized as documentation of any change to schedule, budget, and scope that exceeds 5% of the approved based budget and schedule and any change that requires formal approval by the Library

Commission. The Revision Authorization Form must be authorized by representatives of both the Library (City Librarian or Deputy City Librarian) and DPW (BLIP Program Manager or BLIP Project Manager) and will be kept on file in the City Librarian's Office.

### 3.5 Construction Phase.

During the construction phase, the DPW chairs a weekly meeting with SFPL, the Construction Manager, and Resident Engineers. In these weekly meetings, the construction manager informs DPW and SFPL about any differing site conditions, changes to the schedule, and change orders. The DPW BLIP Program Manager will follow the BLIP Revision Process described in section 3.4.1 to approve any change that may affect the budget or schedule in excess of 5% of the construction contract amount. The scope and impact of significant change orders are also discussed at this meeting.

#### 3.5.1 Change Order Sign-Off Procedure.

Change orders are issued throughout the construction process. SFPL representatives from the Chief of Branches Office, Information Technology, and Facilities will attend these meetings on a regular basis to review change orders and make decisions throughout the construction process. DPW shall present change order requests that have considerable potential budget impact (exceeding 5%) to SFPL for approval utilizing the revision procedure detailed in section 3.4.1 of this document. DPW has authority to approve change order requests.

#### 3.5.2 Punch List Sign-Off Procedure.

During the final building phase, DPW and SFPL will generate a list of items that need to be completed before final payment to the contractor. DPW will provide a minimum of two weeks notice and schedule a "walk-through" with SFPL representatives listed in section 3.5.1 before final payment. During the walk-through, SFPL will identify issues and DPW will determine if these items are contractual and eligible for the "punch list," related to a valid warrantee, or categorized as a potential change order or future "wish list" item. DPW will compile final punch list items and coordinate directly with the contractor to address them.

DPW will coordinate final sign-off with SFPL representatives from Facilities, Information Technology, and the Branch. Sign-off will take place when:

1. All punch list items have been completed or otherwise resolved with Library approval.
2. Open or outstanding warrantee items have been corrected.
3. All operating and instruction manuals required by the contract have been received.

4. Training of SFPL staff required to operate all building systems has been completed.
5. All “as-built” items required by the contract have been completed and delivered.

Until SFPL verifies that the above items have been completed, DPW shall not make final payment to the Contractor, unless this requirement is waived in writing for any reason by SFPL.

- 3.5.3 Final Contingency Spending and Project Budget Close-out Procedure. Following substantial completion, DPW and SFPL shall decide to use any remaining contingency funds to address outstanding items. If an individual item exceeds \$10,000, or if the total dollar amount of multiple lesser items exceeds \$20,000, DPW will bring the request to the City Librarian or designee for approval.

For six months following final completion of each project, DPW and SFPL have authority to use remaining project funds to address needs at the branch. Approval guidelines apply as listed above. Following this six month period, DPW will bring an action to SFPL and the Library Commission to transfer remaining dollars into general project reserve and/or allocate all/part of these funds to specific outstanding projects.

- 3.5.4 Warrantee Tracking. During the 12 months following final completion, SFPL will collect and address warrantee issues. Two months prior to warrantee expiration, SFPL will coordinate a branch “walk-through” to identify any potential outstanding warrantee items and coordinate directly with vendors.

#### 4. TERMS AND CONDITIONS

##### 4.1 Term.

This Memorandum of Understanding shall terminate upon the final completion of construction on all branch libraries covered by this MOU. This MOU constitutes a statement of a working relationship between SFPL and DPW and confers no benefits upon any third parties.

##### 4.2 Modification to MOU.

Any modification to this MOU shall be in writing and signed by the City Librarian and the Director of Public Works or their designees.

##### 4.3 Representatives of the Parties; Notices.

SFPL and DPW shall designate herein a representative to provide effective contact to address issues related to their respective departments and responsibilities. The initial representatives shall be:

San Francisco Public Library:

Jill Bourne  
Deputy City Librarian  
Phone (415) 557-4243  
[JBourne@sfpl.org](mailto:JBourne@sfpl.org)

Department of Public Works

Edgar Lopez  
Bureau Manager  
(415) 557-4675  
[Edgar.Lopez@sfdpw.org](mailto:Edgar.Lopez@sfdpw.org)

4.4 The parties may at any time change its Representatives upon written notice to the other party. Notices under this agreement shall be given in writing, unless otherwise provided, and shall be addressed as follows:

San Francisco Public Library:

Luis Herrera  
City Librarian  
Phone (415) 557-4232  
[LHerrera@sfpl.org](mailto:LHerrera@sfpl.org)

Department of Public Works

Fred Abadi  
Deputy Director  
(415) 554-7005  
[Fred.Abadi@sfdpw.org](mailto:Fred.Abadi@sfdpw.org)

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Fred Abadi  
Deputy Director  
Department of Public Works

Date

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Luis Herrera  
City Librarian  
San Francisco Public Library

Date



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