1.0 Policy

Communications with all interested parties outside of the SFPUC shall be handled and responded to by the CM team in a timely and thorough manner. All outside communications shall follow the Public Outreach Plans in conformance with this procedure.

This SFPUC Infrastructure Construction Management (CM) Procedure applies to all personnel working on SFPUC Infrastructure Projects during construction to the extent that their work is affected by this CM Procedure and does not conflict with specific SFPUC policies or the Contract under which the Work is executed.

2.0 Description

This SFPUC Infrastructure CM Procedure delineates the roles of communications staff in construction management in relation to the Project Manager (PM) and the Construction Manager (CM).

The following describes the process for implementing the Public Outreach Plans on a regional and project-specific basis. This CM Procedure is intended to ensure that designated CM team members effectively communicate with and respond to all interested parties outside of the SFPUC in a timely and thorough manner.

3.0 Definitions

3.1 Construction Management Information System (CMIS)

The CMIS is an on-line management tool for the processing of contract documents based on established SFPUC Infrastructure CM Business Processes. It serves as a tool for effective storage and retrieval of various documents generated during a construction project.
3.3.1 The RE (or designee) can enter Community Complaints/Claims information into the CMIS as part of the Progress Meeting Minutes or Correspondence, or s/he can create a specific file dedicated to these issues.

3.2 **Stakeholders/Constituents**

Stakeholders/Constituents are individuals or organizations interested in or directly affected by SFPUC Infrastructure construction activities.

The Stakeholders/Constituents will vary depending upon the construction activity and the impacts to surrounding areas, and will include, but not be limited to: residents, businesses, government officials and agencies, media outlets, environmental groups, schools, religious institutions, commuters, recreational users, and community groups.

3.3 **SFPUC Infrastructure Public Outreach Plan**

A Public Outreach Plan will be developed for each major SFPUC Infrastructure Project. The Plan identifies the stakeholders and constituents unique to the project, and outreach strategies to minimize disturbance to constituents and/or the construction crew.

3.3.1 Within a project, the Public Relations Specialist develops an overview plan of the critical issues affecting the construction area with a focus on high profile projects and identifies how the various projects intersect or affect each other in respect to sequence of construction, mitigation issues, conflicting stakeholders and other key issues that may impact the construction schedule for the region. For programs, the SFPUC Infrastructure CM Plans are incorporated in the Programmatic Communications Plan.

4.0 **Responsibilities**

4.1 **Project Manager (PM)**

The PM manages the coordination of his/her construction projects, manages and administers the construction management contracts, and reports to the Construction Management Bureau (CMB) Manager throughout the project’s construction and close-out phases.

4.2 **Resident Engineer (RE)**

The RE manages and administers the project construction contracts and serves as the prime point of contact between the Contractor, the City, and the Outreach Liaison, who works directly with the external stakeholders and constituents.

4.2.1 The RE may also assist with public outreach efforts in concert with the Outreach Liaison.
4.3 **Public Relations Specialist**

The Public Relations Specialist is responsible for planning and implementing all communications and public outreach efforts for the SFPUC Infrastructure projects to which s/he is assigned. Coordinating with the PM, the Public Relations Specialist serves as the technical expert on communications, outreach procedures, and strategy including format and content recommendations for information to be disseminated to the public/stakeholders/interest groups.

4.3.1 The Public Relations Specialist oversees the various Outreach Liaison(s) and/or Communications consultants that are assigned directly to the project to execute the day to day communications needs, including coordination of responses to the San Francisco Sunshine Ordinance and Freedom of Information Act requests.

4.4 **Outreach Liaison**

The Outreach Liaison is responsible for implementing a SFPUC Infrastructure Public Outreach Plan. The Outreach Liaison maintains close contact with the neighbors and stakeholders and is readily available to respond to issues and complaints that arise regarding construction activities, serves as the initial SFPUC contact person for most public inquiries for the specific project, and, assists in coordinating responses.

4.4.1 The Outreach Liaison attends weekly progress meetings during construction and actively coordinates with the RE in working out issues affecting the public.

5.0 **Implementation**

Prior to and during construction the Public Relations Specialist and/or the Outreach Liaison are responsible for the following:

5.1 **Public Outreach Plan Updates**

Reassesses and updates the outreach strategy put forward in the SFPUC Infrastructure Public Outreach Plan including:

5.1.1 Outreach and ongoing communications strategies.

5.1.2 Partnerships with local and regional media outlets.

5.1.3 Information packages to illustrate progress, respond to questions and issues, and inform readers about upcoming milestones.

5.1.4 Project specific Rapid Response plans to incorporate into the SFPUC Infrastructure CM Emergency Response Manual and update as needed, refer to SFPUC Infrastructure CM Procedure No. 033, Emergency Response.
5.2 **Stakeholder Database**
Administers and updates the Stakeholder Database.

5.3 **Construction Kick-Off Communication Activities**
Organizes and implements an appropriate communication outreach activity to announce the start of construction. These activities are an opportunity to introduce the key project staff, the RE and the Contractor to the community or constituents as appropriate.

5.4 **Project Website**
Reviews and updates the project website page and prepares the web staff for daily or weekly construction updates on the project (reference sfwater.org);

5.4.1 Creates, maintains and promotes project blogs providing timely updates and project information to interested stakeholders.

5.4.2 Identifies and utilizes social media tools to communicate in an effective and efficient manner with the project stakeholders.

5.5 **Community Relations**
Tailors the “SFPUC Infrastructure Neighborhood Community Relations Guide,” to the specific project emphasizing the importance of maintaining a “Good Neighbor Policy” based on the region, project and community assessment:

5.5.1 Introduces, as part of the Pre-Construction Conference, the “SFPUC Infrastructure Neighborhood Community Relations Guide” with specific reference to the project area to the CM team and the Contractor

5.5.2 Reference Section 8.0 Attachment 027-1 “SFPUC Infrastructure Neighborhood Community Relations Guide” and Attachment 027-2 “Construction Community Relations”

5.5.3 Responsible for timely (within 24 hours) response to comments from stakeholders and establishes and maintains contact with interested parties

5.5.4 Ensure that ALL project communications (verbal, written, online) include project purpose

5.5.5 Act as primary spokesperson for the project, and keeps all interested parties apprised of activities

5.5.6 Coordinates all information to Stakeholders and constituents in concert with the RE

5.5.7 Builds relationships with local and regional media to secure coverage of project progress and updates

5.5.8 Acts as liaison between elected officials and the CM team to ensure all parties are apprised of progress and upcoming activities
5.6 **Community Relation Briefing Sessions**
Schedules frequent tailgate sessions for briefing the Contractor, Subcontractors and Suppliers on the “Good Neighbor Policy” and the “SFPUC Infrastructure Neighborhood Community Relations Guide” and distributes copies.

5.7 **24-Hour Hotline**
Establishes 24-Hour Dispatch or Hotline for neighbors to call regarding construction issues and responds accordingly:

5.7.1 For projects located within the City and County of San Francisco, contact the City Distribution Division (CDD) Dispatch Telephone (415) 550-4911;

5.7.2 For projects located in the regions, contact Millbrae Dispatch, Telephone (650) 872-5900;

5.7.3 Activate the SFPUC Infrastructure CM hotline number as needed and maintain contact information up to date.

5.8 **Project Signage & Communication Materials**
Coordinates the production of Project signage with the RE using the template for SFPUC Infrastructure Project signs:

5.8.1 Ensures all communications material meets guidelines referenced in the approved “SFPUC Infrastructure Program Logo Guidelines and Standards” document, refer to Attachment 027–3.

5.9 **Community Complaints/Claims**
Handles Community Complaints/Claims that arise from neighbors:

5.9.1 Should communications needs arise or an accident or emergency occur in the absence of the Outreach Liaison, the RE should contact the Outreach Liaison as soon as possible.

5.9.2 Activates and follows the Rapid Response Plan specific to the project.

5.10 **Weekly Progress Meetings**
Attends or monitors Weekly Progress Meetings to address impacted neighborhood issues and report on outreach efforts.

5.11 **Project Mitigation Funds**
Works with the Senior Project Manager (Senior PM) and RE(s) to distribute Project Mitigation Funds. These will include but are not limited to: car washes, window washing, off-site accommodations and community open houses.

6.0 **Other Procedural Requirements**
None
7.0 References

7.1 Technical Specifications
None

7.2 CM Procedures
No. 033 Emergency Response

7.3 Others
Labor Relations & Community Benefits Plan– guide to utilizing community workforce and making use of community businesses and resources to meet the needs of the project.

7.3.1 Contact the SFPUC Office of Labor Relations & Community Programs, Telephone (415) 551-4612

8.0 Attachments
027 - 1 SFPUC Infrastructure Neighborhood Community Relations Guide
027 - 2 Construction Community Relations
027 – 3 SFPUC Infrastructure CM Logo Guidelines and Standards
027 - 4 Revision Control Log
Select appropriate sections for project and format on SFPUC stationery

SFPUC Infrastructure Neighborhood Community Relations Guide

Our community relations goals with any SFPUC construction project are to:

1) **Facilitate the efficient operation of the project work within the community setting; and,**

2) **Minimize disruption and inconvenience to the nearby homes and businesses.**

SFPUC Communications contact for this project is _________________________
Backup contact person is (backup contact name/phone) _____________________
24-hour SFPUC dispatch # to access communications or other staff: ___________
__________________________________________________________________

To meet our goals, please share the following guidelines with your workers and your subcontractors to maintain good relations with the neighborhood and to encourage cooperation throughout the community for our project.

Most of these guidelines are part of the contract specifications. They are also based on situations we have encountered in working with neighbors and businesses over the past five years.

For best results:
- Please share this information at weekly toolbox meetings
- Attach the neighborhood conduct expectations to the waybill, work order or directions to site;
- Have the security guard or other staff hand this out when the delivery truck checks in
- Distribute at safety training events (This notice is available in Spanish or other languages)

Safety first! Show neighbors your commitment to safety by adhering to all Cal-OSHA rules regarding P.P.E. (personal protective equipment) and site safety requirements. A secure construction site will deter both curious neighbors and thieves.
Work Hours

Follow agreed upon work hours. If contract work hours start at 7:00am, do NOT start work at 6:55am. Neighbors consider any noise on site before the agreed upon work time as construction-related noise including loud radios, banging truck doors and idling unnecessarily. If you need to work extended days, notify Communications at least 48 hours in advance.

Work takes place Monday through Friday, unless specified in the contract. If project work demands weekend or extended hours, please contact the SFPUC Resident Engineer at least 48 hours in advance so that SFPUC Communications can provide appropriate notice to the neighbors. Do NOT work on weekends unless notice has been given.

Routine equipment maintenance, repairs, equipment preparation for the day's work, and all work at staging areas must also be completed during the agreed upon work hours.

Potholing doesn't always indicate the location of all underground utilities. In the event a utility (gas, water, sewer, etc.) is struck, contact SFPUC Communications as soon as the situation is under control so we can coordinate notification to the community.

Keep a Clean Worksire

Garbage cans should be available on site for workers who drink coffee in the morning or have lunch on site. Littering the neighborhood will not be tolerated. Insist that crews sweep up at end of work day. Cans should be emptied regularly.

Do not allow workers to eat lunch on neighbor lawns or property. Again, loud car radios must not disturb neighbors.

Keep construction area streets and sidewalks clean and free of debris. Regularly remove garbage and debris from work site. Sweep up at the end of each work shift.

If the site fences or trailers are tagged with graffiti, paint over it right away.

Neighbor Relations

Courtesy for neighbors and members of the public is a must—it also encourages greater cooperation among the community for the project. If a resident has a problem or becomes angry, please contact SFPUC Communications or the RE. Do not yell back at neighbors, even if they yell at you.

Do not ask neighbors for use of any of their property – such as water, power, restrooms, etc. Never contact or bother a neighbor unless absolutely necessary – such as in an emergency.

Please do not yell or use foul or obscene language at the worksite – in any language.
Do not allow workers to drink alcohol anywhere near the construction site at any time.

Workers should also not throw out cigarette butts at the project site entrance or anywhere around the neighborhood.

During progress meetings, inform the SFPUC Communications contact and/or RE about upcoming work that might impact the neighborhood. Regular notices will be mailed to the neighborhood so they are aware in advance.

**Parking**

Respect the parking situation in neighborhood. While they may be public streets, you must follow guidelines for parking as specified by SFPUC Communications. Avoid causing parking problems for neighbors by parking a short walk away from site or at designated areas.

“No Parking” signs MUST be posted at least 72 hours before parking restrictions can be in effect. Example: If parking restrictions start Thursday, signs must be posted by Monday.

When “no parking” signs are posted using proper protocol (72 hours), coordinate with the Project Construction Manager BEFORE towing cars. If possible, attempt to find car owners.

If you do not plan to do scheduled work by noon, please lay-down or remove the ‘no parking’ signs so people can park for the day or print on signs: If no work is taking place by noon, parking is allowed.

Contractor, workers and subcontractors cannot block residential driveways. Have a flag person on site if delivery trucks may cause delays for neighbors entering or exiting their driveways. DO NOT park where you will block a driveway!

Trucks MUST NOT idle their engines at or near the site. If a delivery truck arrives before or after work hours, engine MUST be turned off or truck moved to non-residential area away from site until work hours begin. Save some gas too!

**Dust Control**

San Francisco is a windy city as are many regional locations. Cover and secure all dirt piles as per the contract.

Implement dust control measures to minimize dust on neighborhood homes and cars.
### Streets and Trenches

During street trench work, **make sure plates are secured** and supported so not to generate noise as cars drive over them.

On residential streets, follow the speed limit! Some trucks may need to go slower for safety reasons. As a rule, refrain from backing up any equipment or trucks into residential driveways or onto sidewalks. This can cause damage claims and expensive repairs.

**In muddy conditions, minimize ‘track out’ of mud onto streets and sweep mud off street.**

Thank you for working with SFPUC Communications staff to encourage good relations with the neighborhood near your construction site!
Construction Community Relations

SFPUC Communications has found that building trust with neighbors is the best way to overcome obstacles in the field. In any project, something may go wrong. If we have developed a reservoir of goodwill and trust, the project is more likely to be given the benefit of the doubt by neighbors and the surrounding community. To facilitate good neighborhood relations, we suggest the following general guidelines for our community outreach staff assigned to projects:

- Coordinate with neighbors early on and keep them informed of when the project will commence.
- Set up a pre-construction meeting with neighbors prior to NTP if possible or as soon as the project schedule is finalized or when we have a consensus about how the project will begin and commence over the first few months.
- Make sure neighbors are aware of the project communications point person(s) and the contact number. Make sure neighbors are aware of 24-hour or after hours or weekend numbers. As appropriate make cell contact number(s) or blog address available.
- Post Construction: Sign as soon as reasonable possible and highlight contact information—phone or blog and friendly project URL.
- Determine best way to communicate with the neighborhood, e.g., house hangers and/or electronic alerts.
- When initial construction commences, communications staff should walk neighborhoods and surrounding areas to gauge how the neighbors are reacting and if there are any concerns. Take care of issues before they become a problem.
- As project progresses, notify neighbors of what they can expect in the next few weeks/months.
- Revisit with Project Manager and team on weekly or monthly basis what issues require attention may be needed.
- Share project’s progress with neighbors through frequent updates, or on occasion, scheduled tours or tours to site. Schedule community coffee updates or other events to engage support and cooperation for the project. For larger projects, especially in one location, car wash coupons, window washing, carpet cleaning or move in tickets or other activities may be necessary to continue the neighborhood goodwill and cooperation.
- Respond to all calls or emails during the work day if possible. Even if staff does not have response, acknowledge receipt of call or email and let them know we will be back to them as soon as we have response.
- Annex how much you need to coordinate with local jurisdictions – working with police, fire or other entities to ensure they are well aware of project activities.
- Remember to copy local council members, commissioners or county supervisors on updates or alerts as appropriate.
- Finally, celebrate completion or major project milestones with the neighborhood.

WSIP Construction Management Procedure No. 027, Rev. 0, Attachment 2, Page 1 of 1
Logo Guidelines

Purpose of the Logo Guidelines:
The name and logo may be used for general education purposes to tell the public about the WSIP Program. This includes any printed materials such as letterhead, brochures, newsletters, annual reports, facility websites and other materials in print or electronic media.

These guidelines are provided to make it easier to use the logo in an array of printed materials, electronic formats and various other media.

Terms of Usage:
The logo will only be used in accordance with the branding guidelines herein.

SFPUC oversees proper use of the name and logo. This includes monitoring the use of the mark by program participants, and directly contacting those participants that are using it improperly or without authorization.

In no case should the name or logo be used in conjunction with a commercial product or advertisement without the express advance approval, in writing, of SFPUC. This includes, but is not limited to, meeting materials (bags, note pads, announcements, etc). SFPUC must also approve any major educational or promotional campaigns featuring the WSIP name or logo prior to final production or printing.

Special care should be taken to avoid unnecessary, unlimited distribution of the logo in electronic format because abuses and misuses can easily occur.
Logo Clearspace
To assure the prominence and clarity of the WSIP logo, it is important to make sure that the WSIP logo always has room to breathe. The WSIP logo must always have a minimum clearspace of 1x, as illustrated below. 4x is the distance from the water drop bug height to the baseline of the word “Program” or the bottom of the water/drop bug as shown (bottom logo). No imagery or text should encroach upon the WSIP logo, and the minimum clearspace should be adhered to.

Preferred and Minimum Logo Size
In order to ensure the clearest legibility of the WSIP logo the water/leaf bug should be used as a reference when scaling the logo. The water/leaf bug can not be any smaller than .75 inches in width.

Preferred minimum width .75 inch

Preferred Logo Size for Email Return Line
In order to ensure the clearest legibility of the WSIP logo with email return lines, the minimum logo width must not be smaller than 2 inches.

2 Inches

First and Last Name
1/8 Inch
1/2 Inch
1/16 Inch
Report Cover Example

Instructions: See sidebar
Example filename: ReportCover_Rev1_dtd082908.doc
PowerPoint Example: Option 1

Example Filename: PPT_Option1_Rev1_dt082908.ppt
Construction Sign Example

Example filename: ConstructionSign_Rev1_d082908.ai

Rebuilding Today for a Better Tomorrow

Project title

Major elements of project:
- [Description]
- [Description]
- [Description]

Please visit us at www.sfwater.org
or call us at 300.000.0000

This document contains proprietary information and is deemed confidential. San Francisco Public Utilities Commission

Sep 2, 2009 Ver. 4
Door Hanger Example

Example filename: DoorHanger_Rev6_d082908.ai

Rebuilding today for a better tomorrow.
Inappropriate use of the WSIP Logo
Do not alter in any way the electronic logo artwork either in proportion or color. Special attention should also be paid when placing the WSIP logo on a solid background, and it should never be placed on a busy background image.

- Do not combine unapproved color combinations.
- Do not use unapproved colors on the WSIP Logo.
- Do not outline the WSIP logo or any part of the WSIP logo.
- Do not recreate or modify the provided logo artwork.
- Do not use the water/leaf bug by itself.
- Do not create patterns or backgrounds from the bug artwork.
- Do not place the WSIP logo on a busy background.

Placement on some backgrounds is acceptable on a case-by-case basis. Special attention should be given to which color version is used along with shadow effects to help logo/image contrast. Shadow specifications are as follows:
Color: #000000
Mode: Multiply
Opacity: 70%
X-offset: 0.07
Y-offset: 0.07
Blur: 0.06
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