



San Francisco Public Works Annual Report





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**San Francisco Public Works enhances the quality of life in San Francisco by providing outstanding public service.**

We design, build, operate, maintain, green and improve the City's infrastructure, public right of way and facilities with skill, pride and responsiveness in partnership with the San Francisco community.



**Our core values are an aspirational set of beliefs and commitments for how we treat each other. They explain who we are as an organization and reflect our collective, fundamental beliefs. Our core values are constant, essential and enduring as they embody the traits and qualities that represent Public Works' highest priorities.**

**Respect:**

We treat each other with respect.

We communicate openly and fully.

We listen to one another, to our clients and to the community.

We value the safety of our workforce and the public.

**Integrity:**

We behave with integrity.

We work together as one team.

We are accountable to ourselves, to each other and to the public.

We are all responsible for our successes and failures.

We practice safety every day.

**Responsiveness:**

We are responsive to the diverse needs of all communities.

We pursue new ideas and ways of working.

We celebrate our accomplishments.

We incorporate safety as key to quality customer service.





**Our Strategic Plan is a living document that drives what we do at San Francisco Public Works. It helps us make informed decisions about where to best direct our resources efficiently and effectively.**

Goal 1:

**Be the best place to work**

Goal 2:

**Drive innovation and exceptional service**

Goal 3:

**Improve and inspire stewardship of public spaces**



**Our everyday work is the backbone of our department:  
We are the stewards of public buildings and infrastructure.**

We take care of San Francisco's streets, sidewalks and public buildings 24 hours a day, seven days a week, by cleaning, repairing, resurfacing, filling potholes, permitting and inspecting necessary underground and surface construction in the public right of way and planting and caring for street trees.



## Operations

Larry Stringer, Deputy Director

### Building Repair

William Pressas, Superintendent

Provides quality professional construction, repair and remodeling for City-owned facilities. It also provides emergency-repair services around the clock, ensuring that police, fire and other public safety operations are fully functional at all times.

### Central Operations

Darlene Frohm, Superintendent

Runs community programs, including Graffiti Watch, Giant Sweep, Community Clean Team, Adopt-A-Street, urban harvesting, street parks, Green Benefit District and Pit Stop public toilets. It also operates the Outreach and Enforcement (OnE) Team and oversees apprenticeship programs.

### Street Environmental Services

Peter Lau, Superintendent

Keeps the City's streets, sidewalks and other public spaces clean with mechanical and manual sweeping, graffiti abatement, power washing and encampment cleanups.

### Street and Sewer Repair

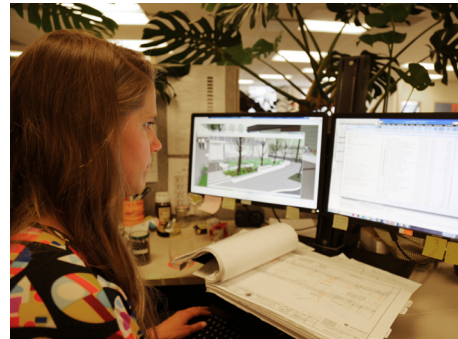
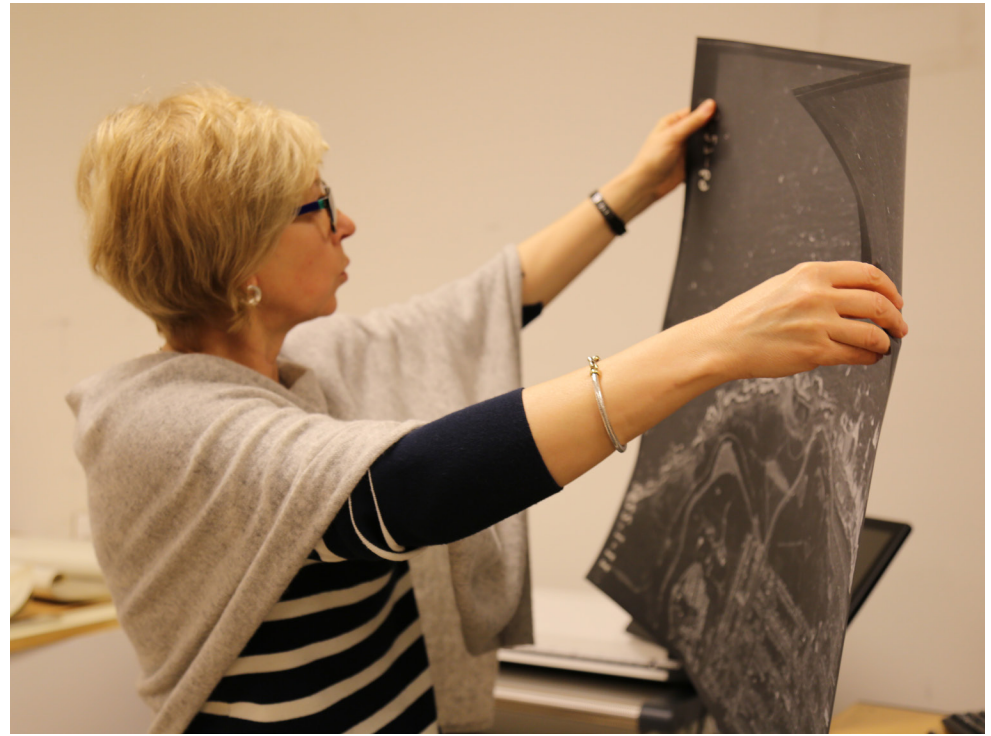
Matt Naclerio, Superintendent

Oversees paving and street repair work, sewer repair, patch paving and pothole fixes; installation of traffic control devices (speed humps, raised crosswalks, speed tables); installation/modification to catch basins, manholes and culverts; grinding and paving for installation of ADA curb ramps; ongoing sand clearing from Great Highway roadway and promenade.

### Urban Forestry

Carla Short, Superintendent

Oversees median maintenance, tree planting, maintenance of City-owned trees and runs the StreetTreeSF program. In addition, crews repair sidewalks and build curb ramps.



## Building Design & Construction

Edgar Lopez, City Architect, Deputy Director

### Architecture

Julia Laue, Manager

Provides programming, architectural design, site and master planning, conceptual design and construction administrative services. Our architects work closely with client departments and community groups to create architecture at a level of excellence that respects the urban context and reflects the uniqueness of San Francisco neighborhoods.

### Construction Management

Albert Ko, Manager

Provides oversight and quality assurance for building projects during the construction phase of project delivery. By working closely with design staff and constituents on Public Works projects, as well as those of our client City departments, the construction management team strives to ensure that design is successfully delivered.

### Landscape Architecture

Jennifer Cooper, Manager

Provides design services for playgrounds, parks, streetscapes, bike lanes, green infrastructure and urban design, from planning through construction. Working closely with the community, our designers create open space that is safe, equitable and beautiful.

### Project Controls and Services

Assists, augments and provides specialized services, such as materials testing, contract preparation, site remediation and contract management, with a focus on buildings, infrastructure and transportation projects.

### Project Management

Ron Alameida, Manager

Delivers major capital building projects through planning, design, regulatory approval and construction processes. The bureau administers a variety of major projects on behalf of City agencies.





## Infrastructure Design & Construction

John Thomas, City Engineer, Deputy Director

### Design and Engineering

Patrick Rivera, Manager

Consists of mechanical, electrical, structural, hydraulics and streets and highway sections. The division designs streetscapes, manages roadway paving and construction, curb ramps, sewer pipe installations, retaining walls, stairways, building systems and more. The team also coordinates disability access and regulatory affairs.

### Project Management and Construction

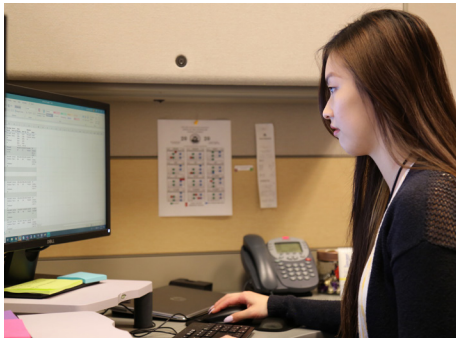
Suzanne Suskind, Manager (Acting)

Responsible for project management for all phases of our infrastructure projects, including planning, design and construction for streets and highways, streetscapes, curb ramps and other infrastructure projects. The division's capital improvements section works with other City agencies to provide construction management services for new development within the City.

### Street-Use and Mapping

Bernie Tse, Manager (Acting)

Ensures that City sidewalks and streets are safe and accessible by permitting and inspecting the use of the public right of way. The bureau also does surveying and maintains the official map of the City and County of San Francisco.



## Finance & Administration

Julia Dawson, Deputy Director

### Administration

Alexandra Bidot, Manager

The division includes Performance Management. Performance Management monitors key activities of the agency to improve the quality of services delivered, as well as support the monitoring and measurement of the Strategic Plan.

### Finance

Bruce Robertson, Manager

Oversees budget preparation; capital planning, contract analysis, administration and reporting; grants research and administration; and accounting. It also prepares, analyzes and produces reports to implement and manage our projects and programs. Responsibilities include the creation and monitoring of the annual budget; preparation of an annual indirect cost plan; participation in bond authorizations and sales; development of the capital plan; and grant proposals. Accounting reviews and records financial and purchasing transactions; prepares grant billings and account analyses; collects revenues; disburses funds; and guides funds through required procedures until final liquidation. Contract Administration is responsible for advertising bids; distributing plans and specifications; receiving bids; processing documents; handling bid protests; awarding contracts; and ensuring compliance with insurance, bonding and licensing requirements.

### Information Technology

Eddy Ching, Chief Information Officer (Acting)

Designs, programs, operates and maintains all department-wide automated information systems and equipment. Services include process analysis and planning; software development, configuration and implementation; network and hardware installation; technology operations; help desk and security; and software support and system compliance functions.

## Director's Office

Mohammed Nuru, Director

### Emergency Management Program

Cynthia Chono, Manager

Works to continuously improve our capability to prepare for, respond to and recover from both natural and human-inflicted disasters.

### Policy & Communications

Rachel Gordon, Director

Keeps the public and staff informed of the department's services, projects and programs through print, social media, websites, community meetings, events and other outreach activities. The team provides construction outreach services and produces Public Works TV, reports, a monthly digital newsletter; briefs elected officials; and troubleshoots constituent concerns.

### University of Public Works

Siobhan Kelly, Manager

University of Public Works is our in-house training and education program that offers a variety of courses to improve our employees' technical skills and provides a forum where staff can learn about cutting-edge and effective strategies.



# SOURCES

**\$280.80 million**

Funds from Client Departments, Bonds & Grants

**\$52.69 million**

State Gas Tax

**\$38.71 million**

General Fund Operating Support

**\$26.74 million**

Street Use & Other Revenues

**\$19.77 million**

2016 Prop E Street Tree Maintenance

**\$7.43 million**

Solid Waste Impound



# USES

**\$135.56 million**  
Infrastructure Design & Construction

**\$73.74 million**  
Street Environmental Services

**\$45.74 million**  
Urban Forestry

**\$40.22 million**  
Building Design & Construction

**\$26.94 million**  
Street & Sewer Repair

**\$26.2 million**  
Street-Use & Mapping

**\$24.84 million**  
Building Repair

**\$0.9 million**  
General Administration

664

BLOCKS PAVED OR PRESERVED

554 by contractors 110 by Bureau of Street & Sewer Repair



14,414

SIDEWALK REPAIR REQUESTS (311)

69

BLOCKS OF SIDEWALK REPAIRED THROUGH THE SIDEWALK INSPECTION AND REPAIR PROGRAM



14,971

POTHoles OR PAVEMENT REPAIRED

6

NEW PIT STOP LOCATIONS

- Church & Market
- Washington Square
- La Playa
- Embarcadero Plaza
- 24th & Mission
- Ocean Beach



20,553

PERMITS ISSUED

8,200 construction related  
12,353 non-construction related

PAVEMENT  
CONDITION  
INDEX (PCI)  
SCORE

74

1,898

CURB RAMPS CONSTRUCTED



7

NAVIGATION CENTERS  
IN OPERATION



+212



NEW BEDS ADDED  
WITH THE 2 NEW  
NAVIGATION CENTERS

128 Bayshore location 84 Bryant Street location

# 46,247,539

**POUNDS OF DEBRIS COLLECTED**

**34,586** additional pounds collected by Green Benefit District



**Debris collected  
at events:**



**30,880 lbs.**

Bay to Breakers  
in partnership with Recology



**76,440 lbs.**

Pride Parade and Festival  
in partnership with Recology



**25,760 lbs.**

Chinese New Year Parade  
in partnership with Recology

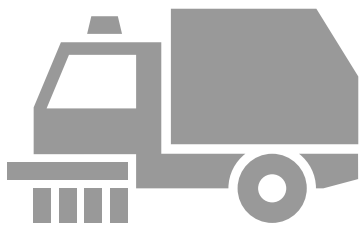
# 137,562

**STREET CLEANING REQUESTS (311)**

# 163,790

**MILES OF STREETS MECHANICALLY SWEEPED**

Did you know that's 6.5 times around the Earth!

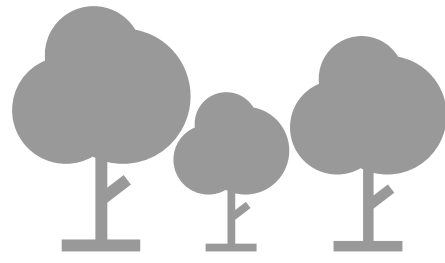


# 26,842,800

**POUNDS OF DEBRIS  
REMOVED BY  
MECHANICAL SWEEPERS**

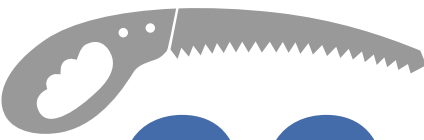
# 1,413

**TREES PLANTED** 809 planted by the Friends of the Urban Forest



# 4,710

**TREE INSPECTIONS COMPLETED**



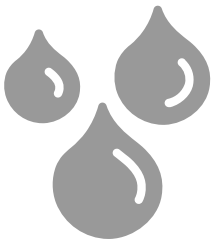
**TREES PRUNED**

# 22,688

# 36,301

**SQ.FT. OF SIDEWALKS IMPROVED**

# 2,000



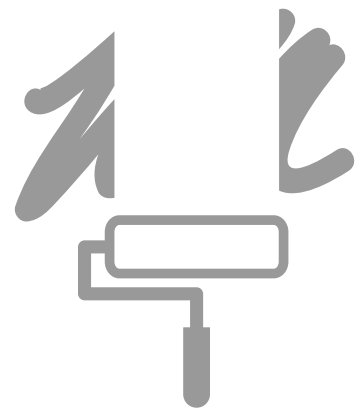
**TREES WATERED /week**

# 17,148

GRAFFITI ON PUBLIC PROPERTY  
ABATEMENT REQUESTS COMPLETED (311)

# 14,338

GRAFFITI ON PRIVATE PROPERTY  
ABATEMENT REQUESTS COMPLETED (311)







# 59,692

HOURS VOLUNTEERS WORKED TO LOVE OUR CITY

# 2,500+

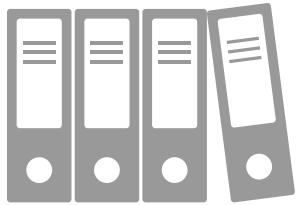
COMMUNITY CLEAN TEAM VOLUNTEERS

# 3,686

SCHOOL/COMPANY EVENT VOLUNTEERS

# 888

PUBLIC RECORDS REQUESTS



# +42%

 OF ALL PROFESSIONAL SERVICE CONTRACTS WERE AWARDED TO LBE CONTRACTORS

Totaling more than **\$19.4M** (58% of total awarded)



# +57%

 OF ALL CONSTRUCTION SERVICE CONTRACTS WERE AWARDED TO LBE BUSINESSES

Totaling more than **\$143.5M** (40% of total awarded)

# 259

PUBLIC WORKS UNIVERSITY COURSES



# 480

HOURS OF TRAINING ONLINE

# 8,354

HOURS OF TRAINING IN PERSON

# 138

PROMOTIONS OR TRANSFERS

# 177

NEW EMPLOYEES

# CEMENT MASON APPRENTICESHIP PROGRAM

**Graduating Class of July 2018**

**In partnership with:**  
Laborers Local 300 Union

**Public Works celebrated its first-ever cement mason graduation, acknowledging three hardworking individuals who completed a three-year apprenticeship program administered by Public Works and the Laborers Local 300 union.**

The graduates, Eric Alas, Melvin Gilbert and Brandy Williams, worked alongside seasoned cement masons from our Bureau of Urban Forestry and those in unionized construction companies to learn the trades of cement finishing and pouring. Upon graduating, members of the apprenticeship program are considered journey-level cement masons and ready to start full-time careers, either with Public Works or private companies located throughout the Bay Area.





**Newly completed improvements at the intersection of Geary Boulevard and Park Presidio Boulevard – one of the busiest crossroads in the City – offer a safer and more inviting environment for Muni riders, pedestrians, cyclists and drivers.**

The transformation has turned a mundane urban corner into a welcoming setting with beautiful plantings, seating walls and lighting, as well as new sidewalk and curb ramps. The \$300,000 makeover was one of the last improvement projects funded by voters through the 2011 Road Repaving and Street Safety Bond.

Public Works designed, managed and built the project, with landscaping work done by the Recreation and Park Department.

Geary Boulevard is a highly traveled corridor, used by people moving between Ocean Beach and downtown. Park Presidio Boulevard connects 19th Avenue in the Sunset District to the Golden Gate Bridge.

The new features reflect the needs of the community and reinforce neighborhood identity. Public Works received input for the design from neighbors, advocacy groups and District 1 Supervisor Sandra Lee Fewer.

# GEARY AND PARK PRESIDIO IMPROVEMENTS

**Completed March 2019**

**In partnership with:**

San Francisco Recreation & Park Department  
Supervisor Sandra Lee Fewer

# SURVEYOR VARA POLES

**Completed September 2018**

A piece of San Francisco can be found in a 13-foot, 9-inch wooden pole. Lay five of them end to end, and you have the makings of a new city. The pole is known as a five-vara survey pole and was used after San Francisco was incorporated as a city in 1850 to lay out the streets east of Larkin and north of Market streets.

A vara, equal to 33 1/3 inches, is a linear measurement with roots in Latin America. The public right of way on those early San Francisco streets – property line to property line – equaled 25 varas.

One of those old five-vara survey poles, from the late 1800s or early 1900s, remained in the City Surveyor's office at Public Works. It wasn't in great shape, with one end broken off, but fortunately it didn't end up in the trash heap. Instead, the City Surveyor was intent on saving the vara pole. He reached out to our carpenters at the Bureau of Building Repair to see if they could make the needed repairs.

They took on the assignment with passion – and meticulous attention to detail. Not only did they repair the old pole, but they made two new ones based on the original design.

The vara pole is made of two long pieces of vertical grain fir that are connected at the ends but separated in the middle, with the top piece bowed to be used as a handle.

Repairing the old pole was the easier of the two tasks, though it still required scrupulous artistry to make the new wood closely match the old in terms of fit and feel. Crafting the new ones took a bit of ingenuity and patience.

The carpenters fashioned a steaming machine out of PVC pipes and steam canisters to get the wood pliable. They fitted the inside of the pipes with a series of dowels to keep the wood from touching any water that would pool at the bottom of the pipe when laid horizontally. They placed the piece of wood atop the dowels inside the pipe and then pumped steam inside. They had to get the temperature just right – settling on 200 degrees – and the amount of time inside the steamer.

“It's like baking a cake and finding the sweet spot for when it's ready to come out of the oven,” said carpenter shop supervisor Jeffrey Soria. It took a few tries to get the bowing just right.

Then, Gabe Llamas, the carpenter who took the lead on the project, got to work joining the two pieces of wood with dowels, screws and glue before sanding the surveying pole to perfection. He added brass and steel at the tips to hold small levels embedded at each end.

Not only were vara poles used to lay out the beginnings of San Francisco, but they were used to resurvey the City after the devastating Great Earthquake and Fire of 1906. They're not in official use today in San Francisco; modern surveying tools are higher tech and much more precise. They did their job and they're a part of our history.



# ALVORD LAKE BRIDGE

**Completed April 2019**

**In partnership with:**

San Francisco Recreation and Park  
Architectural Resources Group  
Giampolini Courtney

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**Constructed in 1889 and designed by the pioneering British engineer Ernest L. Ransome, the Alvord Lake Bridge on the eastern edge of Golden Gate Park is considered to be the first reinforced concrete bridge built in America.**

Ransome utilized his patented cold-twisted square steel bar to reinforce the concrete arch that comprises the bridge superstructure. The bridge survived the Great Earthquake and Fire of 1906 in remarkable shape. The single-arch bridge, which is 64 feet wide and 29 feet long, is now topped by Kezar Drive, with a pedestrian walkway running through it. The structure was designated a Civil Engineering Landmark by the American Society of Civil Engineers in 1969.

But like most things, time has taken a toll on the bridge. In late 2018, the San Francisco Recreation and Park Department awarded a construction contract to Giampolini Courtney, a firm known for its masonry restoration expertise. The job: Rehabilitate the Alvord Lake Bridge, including the repair and restoration of the curved abutment wing walls, which had cracked and shifted due to lateral pressure exerted by saturated soils and tree roots.



Based on a San Francisco Public Works engineering design, Giampolini Courtney carefully sectioned and removed the damaged portion of the wing wall. A new reinforced concrete foundation was constructed in the opening, and the existing wall sections were carefully stacked and aligned atop this foundation. Steel dowels were attached to the back face of the existing wall sections, and a new reinforced concrete retaining wall was constructed to support the existing wall sections while resisting pressure from soil and water.

In partnership with Architectural Resources Group, a San Francisco-based preservation architectural firm, Giampolini Courtney proceeded to painstakingly patch and restore the existing wall pieces, taking care to match the color and finish of the original structure.



# DOGGIE DINER

Completed April 2019

On April 24, the 10-foot-tall cartoonish fiberglass dachshund head was removed from its perch in the Outer Sunset by crews from the Bureau of Building Repair and Bureau of Street Environmental Services, then transported across town to Central Shops, the facility that maintains the City's vehicle fleet. Once there, the decades-old dog was given a good scrubbing to remove residual mildew, then repainted a deep candy apple red, sealed with a clear coat and polished – much like a prized automobile.

A mere six days later – and gleaming like a show dog – the 400-pound Doggie Diner head made a homecoming and was lifted by crane, placed carefully atop its pole and secured with stainless steel bolts by a Public Works crew that included a number of San Francisco natives who grew nostalgic when recalling childhood visits to the Doggie Diner. The now-defunct Bay Area fast-food chain served up tasty hot dogs and featured an iconic mascot that could be spotted from blocks away.

When Doggie Diner folded in the 1980s, locals weren't ready to part with the chain's litter of massive, 1960s-era pooches. A number were sold to private collectors, and the one near the San Francisco Zoo that had become a beloved symbol of the Outer Sunset ultimately found a new home in the Sloat Boulevard median at 45th Avenue – one block east of its original location. Public Works assumed preservation and maintenance responsibility of the civic treasure and, in 2006, the Doggie Diner head was designated San Francisco Landmark 254.

Thanks to the salty sea air that rolls in from Ocean Beach, just a few blocks away, paired with wind and winter rains, the San Francisco icon needs occasional TLC.





# PARADE CLEANUPS

San Francisco is a city that loves to celebrate, and we're known for large civic events that showcase our diversity and our penchant for fun. But big gatherings also mean big messes left behind by revelers that need to be cleaned up – and Public Works has it down with a well-choreographed operation that uses a combination of manual labor and machines, from leaf blowers to flusher trucks, to get the job done. Our hard-working crews cleaned up 25,760 pounds of debris in seven hours after the Chinese New Year Parade. At the Bay to Breakers footrace event, our street cleaning crews worked five hours to pick up 30,880 pounds of litter, pre- and post-race, left behind by the runners and onlookers. And, at the 49th-annual Pride Parade, which draws more than 1 million celebrants, Public Works cleaned up more than 76,440 pounds of trash along the parade route and around the festival area in Civic Center.

**Completed:**

Chinese New Year Parade - February 2019

Bay to Breakers - May 2019

Pride Parade and Festival - June 2019

**In partnership with:**

San Francisco Municipal Transportation Agency

San Francisco Police Department

Recology

## PHASE 1

# TOWNSEND STREET CORRIDOR

Completed November 2018

As part of the Townsend Corridor Improvement Project, the Bureau of Street and Sewer Repair constructed safety improvements along Townsend Street between Fifth and Seventh streets by grinding and paving new bike lanes that were used to establish parking-protected bikeways and walkways.

The Townsend Street corridor is an important multi-modal link for San Francisco. The project was challenging because we had to perform our work while maintaining safe access for the high volume of bicyclists, pedestrians, transit riders, vehicles and buses that travel this street to get to, from, and through the nearby Caltrain Station.





# POTHOLE BLITZ

March 2019

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The relentless rains have been keeping our street crews exceptionally busy over the winter and into the spring, filling more than 7,500 potholes since December.

Public Works patches about 350 potholes during a typical dry month; the number balloons when it rains. In the first three weeks of March, for example, crews from our Bureau of Street and Sewer Repair filled 2,722. At one point, we were running up to four crews a day, seven days a week, during a pothole-repair blitz to catch up in meeting our 72-hour response-rate goal.

San Francisco is not alone in dealing with a proliferation of potholes. City streets and highways across the rain-soaked west have been pummeled by potholes. The culprit? Water, and lots of it. If water gets through a crack in the asphalt, it can start to soften up the road's base. When a lot of traffic, and especially heavy trucks and buses, pass over, the cracks get bigger and eventually form potholes.

While we have proactive pothole repairs, we also rely on the public to report them through the City's 311 customer service center so we can get out and smooth the road.



## FILLMORE STREET PAVING

**Completed September 2018**

The job was a bit challenging: Resurface four blocks along a busy stretch of Fillmore Street as quickly as possible to minimize disruption to the myriad restaurants, cafes, shops and entertainment venues that line the corridor and work with Muni to shut down the overhead electrical bus lines while work was underway.

Our crews began their work to repave Fillmore Street between Geary and Turk streets in the Fillmore District on Sept. 10 and wrapped up Sept. 21. In all, they laid down 385 tons of one-half-inch hot asphalt to make the street safer and smoother for people who drive, bike and walk.

Public Works collaborated with business owners to identify their specific needs. Since construction prohibited street parking, it was important for merchants to know they could still get their deliveries and pickups on time. We were able to provide specific delivery zones and parking access, which helped ease the burdens of restricted parking.



## LAKE MERCED BLVD. PAVING

**Completed June 2019**

Based on public requests, Bureau of Street and Sewer Repair partnered with the San Francisco Public Utilities Commission to fund the paving of a dirt pathway along Lake Merced Boulevard from the intersection of Brotherhood Way to the intersection of Lake Merced Hill. Work included trimming back overgrown landscaping, grading the area to receive the asphalt and paving a four foot wide pathway. The pathway was so popular that the department received requests to extend the paved pathway along Brotherhood Way.

Public Works secured the funding for this work and graded and paved a four-foot-wide asphalt pathway from Lake Merced Boulevard to the intersection of Church Access Road. When completed, the combined projects resulted in a half-mile of new paved pathways to improve public access and safety.



## EMPLOYEE HEALTH FAIR

**October 2018**

The 12th-annual Public Works employee health fair emphasized the importance of living both healthy and happy.

Nearly 800 employees from across the department gathered at our Operations Yard on Oct. 3 for a morning jam-packed with health and fitness activities, tutorials and educational booths that helped people learn how to live a healthier and happier life, both at work and at home. Employees also were offered flu shots and blood-pressure checks.

Public Works employees are on the job 24 hours a day, every day of the year, serving our great city. And in order to perform at our best, we have to properly take care of our bodies and minds. The annual health fair helps keep us on the right track.

## PUBLIC WORKS WEEK

**April 2019**

San Francisco Public Works Week 2019 ran from April 29 to May 3. Our annual event energizes and educates the public on the contributions San Francisco Public Works makes to improve the quality of life in our communities and gives us a chance to join together to celebrate our accomplishments with fun tours and activities.

We opened our building and infrastructure divisions to San Francisco grade-schoolers where they worked alongside architects, landscape architects and engineers to build model cities, and then place them on a specially made shake table to see whether they'd withstand an earthquake.

We invited visitors into our Operations Yard to check out the trades and get some hands-on experience working in the carpentry and metal shops, and planting flowers and herbs. They also got to patch potholes, paint out graffiti and ride sky-high in bucket trucks.

We also held an awards ceremony to recognize staffers who performed exceptional work over the past year and for their length of service with the City.



**Public Works is the City's go-to architecture, engineering and construction-management arm. We work collaboratively with other City agencies to provide San Franciscans with resilient and modern public safety buildings, reimagined streetscapes, Navigation Centers, recreational centers and more.**

Our clients – such as the Department of Homelessness and Supportive Housing, San Francisco Municipal Transportation Agency and the Department of Public Health – rely on our expertise to translate their program needs into robust public infrastructure. We in turn rely on their subject-matter expertise and deep-rooted community partnerships to deliver projects that benefit the needs of our residents.

# MOSCONE EXPANSION

**Completed January 2019**

**In partnership with:**

Office of Community Investment & Infrastructure  
San Francisco Arts Commission  
San Francisco Tourism Improvement District (TID)  
Skidmore, Owings & Merrill (SOM)  
Webcor Builders

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**The completion of the \$551 million expansion of Moscone Center cements San Francisco as a premier convention destination with a state-of-the-art venue that provides more space and amenities for conferences and adds vibrancy to the surrounding Yerba Buena neighborhood with new public spaces, wider sidewalks and family-friendly play spaces.**

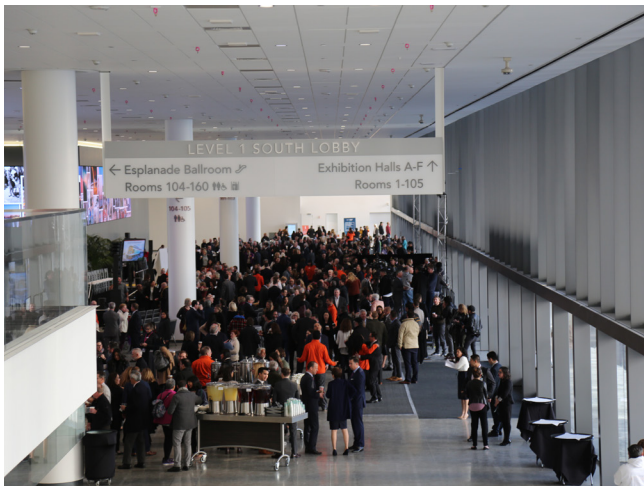
Mayor London Breed, City officials and hundreds of representatives from the City's hospitality industry marked completion of the four-year expansion project with a ribbon-cutting ceremony on Jan. 3.

Moscone long has been a hub for some of the country's – if not world's – most preeminent conventions, including Salesforce's Dreamforce conference, Oracle's OracleWorld and the Game Developers Conference. The expansion helps ensure the center stays competitive and meets the City's growing demand for convention and tourism space.









## MOSCONE EXPANSION

The San Francisco Public Works project team provided construction management services and completed the design development phase, secured the site permit and worked closely with multiple community groups on the proposed project design. The project architects, Skidmore, Owings and Merrill, aimed to create an iconic building that enhances Moscone Center's civic presence on Howard Street and reconnects it to the surrounding neighborhood through creating mid-block passageways and two pedestrian bridges connecting the upper levels of the new Moscone North and Moscone South across Howard Street.

The expansion project added more than 305,000 square feet of functional area, including new exhibition space, new meeting rooms and pre-function space, new ballroom space and a new kitchen and other support areas. A key strategy of the project was to schedule the construction work without disturbing important convention activities.

The new Moscone Center was designed to meet LEED Platinum certification, and boasts the lowest carbon footprint per attendee

of any major convention center in North America. It is now home to the largest rooftop solar panel array in San Francisco, providing the center with approximately 20 percent of its power. Additionally, 15 million gallons of water will be recovered annually and reused for landscaping, street cleaning and toilet flushing.

And though Moscone hosts countless visitors from around the world, local art lovers also will benefit. The San Francisco Arts Commission commissioned multiple artists to contribute their vision, including light artist Leo Villareal for the enclosed pedestrian bridge across Howard Street, and Brendan Monroe oes ths wfor a large-scale mural on the Paseo Gallery wall. The Arts Commission also reinstalled the popular Three Dancing Figures sculpture by Keith Haring.

The City entered into a public-private partnership agreement with San Francisco Travel and the newly established San Francisco Tourism Improvement District (TID) to undertake the expansion, which was funded through a hotel revenue assessment and the City's General Fund.

# ANIMAL CARE & CONTROL

**Broke Ground May 2019**

**In partnership with:**

Office of the City Administrator

Clark Construction

Friends of Animal Care & Control

**Upon its anticipated completion in winter 2021, the new facility at 1419 Bryant St. will have better ventilation, improved cleaning systems to reduce the spread of disease and mechanisms that more effectively control noise and odors. It will replace the City's existing shelter housed in a seismically vulnerable former warehouse at 15th and Harrison streets that is cramped and outdated.**



Every year, the shelter cares for nearly 10,000 animals, from dogs and cats to bunnies and parakeets, not to mention pigs, goats, squirrels, lizards and other creatures. With nearly double the square footage of the current San Francisco Animal Care & Control facility, the new 65,000-square-foot shelter will include a modernized veterinary suite, adoption center, expanded play and training areas for all animals and larger education spaces to serve the public, animal care staff and volunteers.

In addition to these much-needed improvements for staff, volunteers and animals, the facility will be seismically safe and equipped to continue operations for up to 72 hours after a major earthquake or other disaster, and will be able to provide additional services and temporary accommodations for San Francisco pets in times of emergency. It also will provide peace of mind for pet owners in times of crisis, while also ensuring its everyday conditions are safe, sanitary, humane and in line with best-practice animal health and welfare standards.

The relocation project involves the adaptive reuse and rehabilitation of the original Market Street Railway Company powerhouse, built in 1893. This unreinforced masonry building is a contributing resource to the historic Showplace Square District, which is known for its brick warehouses and factories that were constructed in the late 1800s, and is eligible for listing on the state and national registers of historic places. The new Animal Care & Control facility will be constructed within the original warehouse footprint and the building will retain its historic brick façade and industrial wood windows, while the structure will be repurposed to house a modern, multi-level facility.





**City officials and community leaders joined together on Nov. 28 for a ceremonial groundbreaking to mark the start of construction on the new, seismically-safe Ambulance Deployment Facility that will improve emergency response times and serve as the headquarters for the San Francisco Fire Department’s emergency medical services.**

The nearly 59,000-square-foot facility will be located at 2241 Jerrold Ave. in the City’s Bayview neighborhood and will replace the existing emergency medical services facility, located nearby in a cramped warehouse that does not meet today’s earthquake-safety standards.

The modern facility and surrounding site will be equipped with ample parking for the City’s ambulance fleet and storage for ambulance supplies and vehicle restocking, as well as emergency medical services offices, conference and training rooms, locker rooms and communal space. It also will have on-site fueling, an emergency generator, solar panels and entry gates featuring art panels by artist Michael Bartalos. The project is scheduled to be completed in two years.

The capital costs for the Ambulance Deployment Facility replacement project are funded by the 2016 Public Health and Safety Bond, which allocates \$350 million toward capital improvements for City facilities. The bond was approved with nearly 80 percent voter support.

# AMBULANCE DEPLOYMENT FACILITY

**Broke Ground November 2018**

**In partnership with:**

San Francisco Fire Department

MEI Architects

S.J. Amoroso Construction

YamaMar Design



The Central Shops Project employed a public-private partnership delivery model, whereby the City partnered with a private developer in San Francisco to develop two separately located sites at 555 Selby St. (new construction) and 450 Toland St. (major renovation). The purpose of the project was to relocate the General Services Agency's Fleet Management Division, commonly known as "Central Shops," from its current operation at 1800 Jerrold Ave. to allow the San Francisco Public Utilities Commission to incorporate the Jerrold Avenue site into its renovation of their adjacent facilities.

Given that there were multiple entities within the City family participating on this project, it was prudent to ensure that their goals would be met through the successful completion of this project. The San Francisco Public Utilities Commission, in partnership with the Real Estate Division, initiated the project to ensure Central Shops' relocation by July 2018 – presenting a compressed schedule for a project that spanned two sites, which both required soil and/or building remediation, demolition and extensive structural upgrades. Working closely with the General Services Agency's Fleet Management and Oryx Development, Public Works represented the City on overseeing the development and construction of the two facilities.

# CENTRAL SHOPS

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**Completed September 2018**

**In partnership with:**

Office of the City Administrator  
San Francisco Public Utilities Commission  
San Francisco Real Estate Division  
Charles Pankow Builders, Ltd.  
FORGE  
Oryx Development  
William Duff Architects, Inc. (WDA)

# FIRE STATIONS

## NO. 5 & NO. 16

### Completed:

January 19 - Fire Station No. 16

May 19 - Fire Station No. 5

### In partnership with:

Office of Economic and Workforce Development  
San Francisco Fire Department

Alten Construction  
CityBuild  
Roebuck Construction

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**Two of San Francisco’s aging 1950s-era firehouses – the Western Addition’s Fire Station No. 5 and Cow Hollow’s Fire Station No. 16 – were replaced with state-of-the art buildings to meet the public safety demands of a 21st-century city. These fire stations will serve our community every day and allow our first responders to keep our residents safe when the next major earthquake hits. Both projects were designed and constructed to achieve the highly coveted LEED Gold certification for energy efficiency in new construction. This critical work was supported by the voter-approved Earthquake Safety and Emergency Response Bond that bolsters the City’s resiliency.**

Public Works took the lead in designing and managing construction for both facilities and is proud that Fire Station No. 16 was named by San Francisco Chronicle urban design critic John King as one of 12 best San Francisco buildings of the decade.

As King states, “For infrastructure at a far more modest scale, the decade brought gems like Cow Hollow’s new fire station. It’s a punchy cube tucked into a residential block, dark interlocked forms enlivened by red garage doors and a well-tailored retro tone. Though efforts like this \$14 million project tend to get little attention, they’re essential to any city committed to providing the services that residents need. Deliver them with style, and it’s a civic investment that will endure.”

Built from the ground up, both Fire Station No. 16 at 2251 Greenwich St. and Fire Station No. 5 at 1301 Turk St. are designed to be fully operational for at least 72 hours immediately following an earthquake or other major disaster. They are constructed to exceed national accreditation standards for first responders.

The 21,000-square-foot Fire Station No. 5 is one of the San Francisco’s largest, serving as the flagship station for the San Francisco Fire

Department’s Division 2, which consists of 20 fire stations located in the downtown Financial District and northwestern neighborhoods. The fire station has a rotating crew of 57 first responders, with 11 firefighters on duty at any given time. The new three-story structure has five apparatus bay doors, allowing space for an engine truck, a ladder truck, backup fire engines and Light Rescue 5 – an emergency-response vehicle that is dispatched when crews respond to building collapses and trench rescues.

In collaboration with the CityBuild program spearheaded by the City’s Office of Economic and Workforce Development, Station No. 5 exceeded local hiring expectations. San Francisco residents provided more than 30 percent of the projected 61,000 working hours estimated to complete the project. Public Works designed and managed construction of the new facility and worked with contractor Alten Construction.

On behalf of the San Francisco Fire Department, Public Works hired Roebuck Construction as the general contractor for Fire Station No. 16. The project included the demolition of the existing building and construction of a new station with modern building and life-safety systems, ADA accessibility, including an elevator, and other related improvements.





# SAN FRANCISCO FIRE DEPA







SAN FRANCISCO FIRE DEPARTMENT

16

2251

SF Fire  
Department  
Station No. 16

IF STATION VACANT  
In case of an emergency  
call 911 or use nearest  
fire alarm box located at  
Filmore St. & Greenwich St.

SAFE SURRENDER SITE



NO SMOKING  
OR FIRE IN  
THE BUILDING



# BETTER MARKET STREET

## In partnership with:

Office of Economic and Workforce Development  
San Francisco Bike Coalition  
San Francisco County Transportation Authority  
San Francisco Municipal Transportation Agency  
San Francisco Planning  
San Francisco Public Utilities Commission

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Better Market Street aims to deliver transformative transportation, streetscape and safety improvements along 2.2 miles of San Francisco's prominent corridor: Market Street between Octavia Boulevard and Steuart Street.

A collaboration among Public Works, the San Francisco Municipal Transportation Agency (SFMTA) and the community, Better Market Street will enable immediate safety and transit reliability improvements to begin in early 2020, including making Market Street car-free east of 10th Street. This will immediately benefit thousands of people who daily ride transit, walk or bike on Market Street.

In addition to addressing key safety needs, the multi-agency Better Market Street project will replace and upgrade aging infrastructure, including streetlights, traffic signals, streetcar tracks, overhead wires and underground utilities, as well as widen sidewalks, add protected bike lanes, speed up Muni and accommodate loading and delivery for businesses. Additionally, the Better Market Street project will ensure that all transit stops, curb ramps and paving meet current Americans with Disabilities Act (ADA) standards.

The outreach for Better Market Street has been led by Public Works and included a robust and creative public engagement process that is reflected in the streetscape improvement design. With Better Market Street, San Francisco joins cities around the world that create safer and more welcoming public spaces for people who walk, bike and take transit.





# POLK STREETSCAPE

Managed by San Francisco Public Works, the Polk Street Improvement Project features numerous safety and beautification upgrades. The completion of the transformative Polk Streetscape Project bolsters safety for everyone traveling along the corridor. The project stretches for 1.8-miles, from Beach Street to McAllister Street.

Polk Street, a thriving neighborhood and commercial corridor, also had some of the highest pedestrian and bicycle collision rates in the City. On average, one person walking and one person cycling were hit by a vehicle each month on Polk Street – 122 over a five-year period – and the corridor was prioritized for safety improvements under San Francisco’s Vision Zero initiative, which calls for eliminating traffic-related fatalities by 2024.

Managed by San Francisco Public Works, the Polk Street Improvement Project features numerous safety and beautification upgrades, including 30 blocks of better-quality bike lanes, raised crosswalks, new bus stops, 136 new street trees, more than 3,800 linear feet of upgraded sewer main

**Completed April 2019**

**In partnership with:**

San Francisco Municipal Transportation Agency  
San Francisco Planning  
San Francisco Public Utilities Commission  
Lower Polk Commercial Benefit District (CBD)

and more than 5,700 linear feet of upgraded water main. The project also improved 160 curb ramps to bolster ADA accessibility; upgraded traffic signals at nine intersections; installed 81 new street lights and refurbished 31 existing lights; and resurfaced the entire roadway.

Lower Polk neighborhood alleyways also were reimagined to improve the quality of life in the neighborhood. And it was on Fern Street, now a designated art alley, where the Polk Streetscape Project ribbon-cutting ceremony took place on April 2.

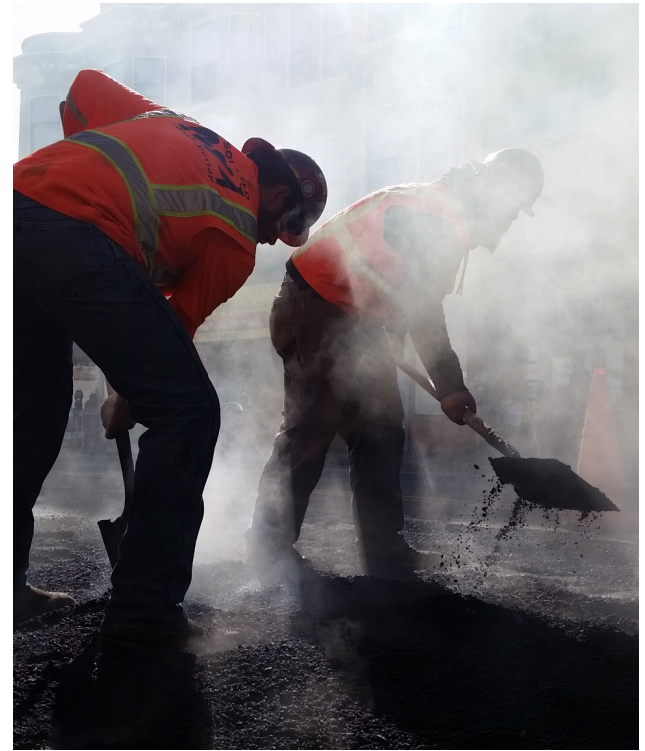
The San Francisco Municipal Transportation Agency served as a key partner on the project and also involved the San Francisco Public Utilities Commission and the Planning Department. M Squared Construction, Inc. was the prime contractor.

Construction on the two-year, \$26.8 million project began in October 2016 and was largely completed in December 2018.











**The Masonic Avenue Streetscape Improvement Project offers transformative safety upgrades for pedestrians, cyclists, transit riders and motorists, along with new infrastructure, landscaping, street trees and public art. The project aims to activate the public realm with a new plaza at the corner of Masonic Avenue and Geary Boulevard.**

The two-year, \$26 million project began taking root a decade ago with a community petition signed by more than 500 people and a Board of Supervisors resolution to improve safety on the corridor.

From 2009 to 2014, there were 113 traffic collisions on Masonic Avenue between Fell Street and Geary Boulevard. This includes 14 pedestrian collisions and 24 bicycle collisions, including two fatalities. The collisions landed Masonic on the City's Vision Zero High Injury Network and an unenviable designation that put the corridor in the priority queue for improvements.

The streetscape improvements on Masonic Avenue extend from Fell Street to Geary Boulevard; with additional roadway repaving that stretches to Haight Street and Presidio Avenue.

The upgrades include improved pedestrian access to transit and new bus bulb-outs, plus new cycle tracks, widened portions of sidewalk, water and sewer upgrades, new lighting in medians, pedestrian-scale lighting on sidewalks, new trees and plantings and the conversion of the southwest corner of Geary Boulevard and Masonic Avenue into a dynamic public plaza.

For the new plaza, the San Francisco Arts Commission commissioned artist Scott Oliver to create a site-specific installation, titled Points of Departure, which consists of three signposts featuring multiple arrows pointing in all directions with a total of 111 place names – both familiar and exotic – and their respective distances. In keeping with the project's commitment to community input, the place names were derived from a questionnaire the artist presented to individuals he encountered near the plaza and adjacent bus stops.

# MASONIC STREETSCAPE

**Completed August 2018**

**In partnership with:**

San Francisco Arts Commission  
San Francisco Bicycle Coalition  
San Francisco County Transportation Authority  
San Francisco Municipal Transportation Agency  
San Francisco Planning  
San Francisco Public Utilities Commission  
Supervisor Catherine Stefani  
Supervisor Vallie Brown

# 22ND STREET IMPROVEMENTS

Completed November 2018

## In partnership with:

San Francisco Municipal Transportation Agency

San Francisco Planning

Dogpatch Neighborhood Association



“Improvements to Dogpatch’s 22nd Street are a textbook collaboration.”

**Bruce Kin Huie**

president of the Dogpatch Neighborhood Association

**A stretch of street in San Francisco’s historic Dogpatch neighborhood sprung to life anew with completion of the transformative 22nd Street Green Connection project.**

It provides a verdant and inviting connection from Illinois Street – home to the Blue Greenway, Bay Trail and future housing and parks – to the 22nd Street Caltrain station, with a planned future connection to the Potrero Hill Recreation Center.

Public Works worked closely with the Dogpatch community to create an even more welcoming and lively corridor. The project served as a great example of refreshing a neighborhood through greening and thoughtful design.

We worked with the Dogpatch Neighborhood Association and members of the community for input on their shared goal to improve all modes of transportation and beautify the corridor that runs along 22nd Street, from Pennsylvania Street to Illinois Street.

The project broke ground in January 2018 and introduced numerous improvements and upgrades, including decorative high-visibility crosswalks at six intersections, new street trees, hundreds of low maintenance drought tolerant plantings, new pedestrian lighting fixtures, benches, bike racks, painted bike route markings, known as sharrows, and new trash receptacles.

The \$3.6 million neighborhood improvement project was funded by development impact fees, as well as the Public Works Paving Program.

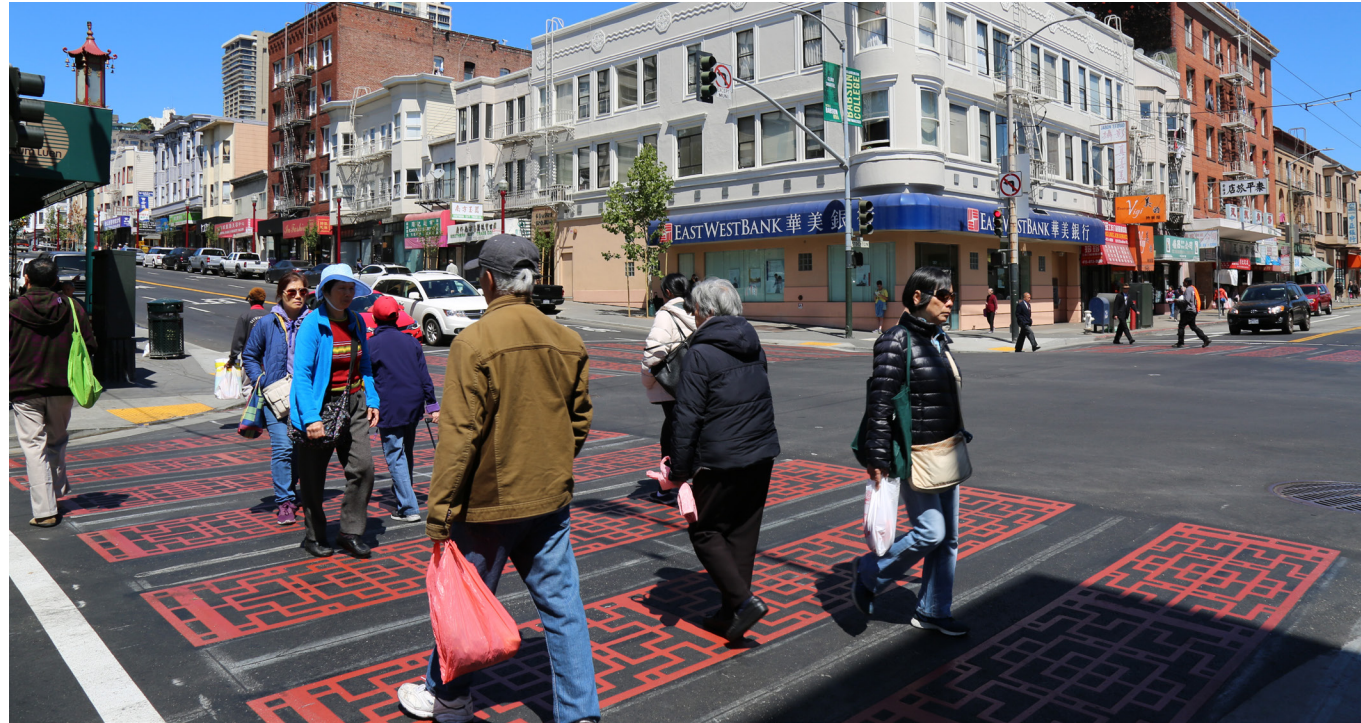
# BROADWAY STREETSCAPE

Completed July 2018

## In partnership with:

San Francisco Arts Commission  
San Francisco County Transportation Authority  
San Francisco Municipal Transportation Agency

San Francisco Planning  
Supervisor Aaron Peskin  
Chinatown Community Development Center



**Spirited lion dancers kicked off two Chinatown celebrations on July 30 to commemorate the completion of the Broadway Streetscape Project and the Chinatown Living Alley Project on Spofford Street, both aimed to make the historic neighborhood safer and more inviting.**

San Francisco Public Works, which managed both streetscape projects, held a small community gathering on Spofford Street, followed by a ribbon-cutting ceremony at the corner of Powell

and Broadway streets with key supporters, including District 3 Supervisor Aaron Peskin, City Administrator Naomi Kelly and dozens of neighborhood merchants, residents, community leaders and government partners.

The ribbon cutting marked the much-anticipated completion of the last of four phases to improve the bustling Chinatown-North Beach corridor, stretching from Columbus Avenue to the Robert C. Levy Tunnel, better known as the Broadway Tunnel.

The latest Broadway improvements provide a reconfigured roadway to calm traffic, new concrete sidewalks, freshly planted trees, new bus shelters and curbside bus bulbs to improve boarding, pedestrian-scale lighting and decorative crosswalks.

# LAUREL VILLAGE IMPROVEMENTS

Completed May 2019

## In partnership with:

San Francisco Municipal Transportation Agency

San Francisco Public Utilities Commission

Bauman Landscape Construction



The Laurel Village Streetscape Improvement project was selected as part of the City's voter-approved 2011 Road Repaving & Street Safety Bond. The original streetscape project budget was set at \$1.25 million, with the goal of improving safety and providing a more attractive pedestrian environment. Additional transit and utility improvements sponsored by the Municipal Transportation Agency and the San Francisco Public Utilities Commission brought the total budget to approximately \$4 million, providing needed public investment in the neighborhood.

The project, designed and managed by Public Works, created gateway plazas at Spruce, Locust and Laurel streets. Newly planted heritage olive trees now

bookend the area. A smaller species of olive trees were planted on the north side of California Street across from Laurel Village.

The pedestrian experience has been enhanced with new sidewalk and lighting. Low-level storefront planters and benches are also new sidewalk features. And the new bus stop bulb at California and Spruce streets allows for additional pedestrian space and a more robust gateway to Laurel Village.

Other work includes pavement renovation, curb ramp and bulb-out construction, sewer main replacement and traffic signal upgrades.

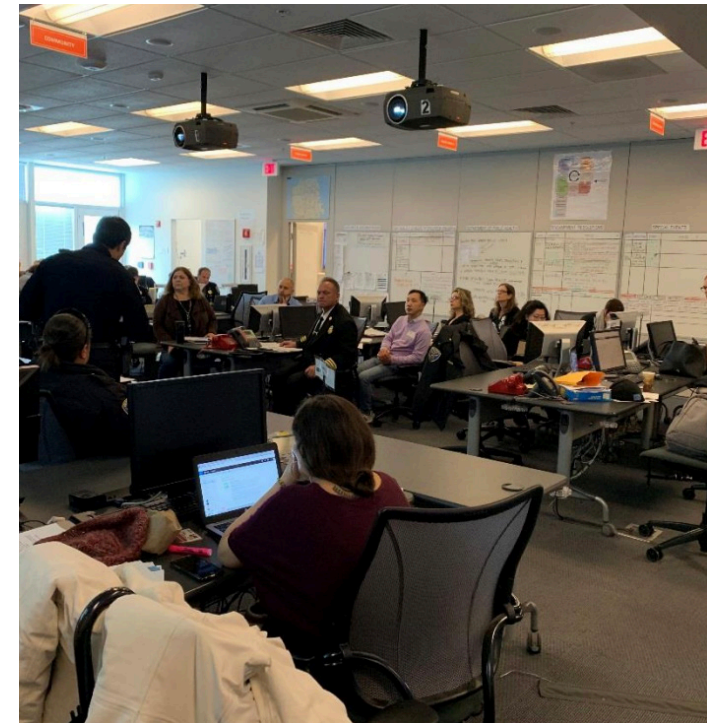


# HEALTHY STREETS OPERATIONS CENTER

## In partnership with:

Adult Probation Department  
Department of Homelessness and Supportive Housing  
Department of Public Health  
Office of the Mayor - Fit-It Team SF  
Office of the Controller  
San Francisco 3-1-1

San Francisco Department of Emergency Management  
San Francisco Fire Department  
San Francisco Municipal Transportation Agency  
San Francisco Recreation and Park  
San Francisco Police Department  
San Francisco Sherriff's Department



**The Healthy Streets Operations Center (HSOC) launched in January 2018. HSOC uses a unified command structure and a collective impact model to coordinate the efforts of City agencies involved in addressing encampments and behaviors that affect quality of life.**

San Francisco Public Works, the Department of Homelessness and Supportive Housing, the San Francisco Department of Public Health and the San Francisco Police Department are the leads

of the 13 collaborating agencies that make up the multi-agency operation. HSOC's work is supported by an expansion of services for unhoused community members.

HSOC is guided by the vision that San Francisco's streets need to be healthy for everyone and those experiencing homelessness, marginally housed or in need of social connections and healthcare need to have access to resources and services. The work is guided by four core values: lead with services,

compassion and respect; empathize with the whole community; develop systems and services that meet individuals where they are; and believe that every San Franciscan, housed or unhoused, should have a safe and clean environment.

# BALBOA POOL

Completed February 2019

**In partnership with:**

San Francisco Arts Commission  
San Francisco Recreation and Park

**A community celebration was held on Feb. 23 to mark the reopening of the popular indoor pool, which underwent a major makeover to provide greater comfort and modern amenities for the thousands of swimmers who use it.**

The pool, part of the Balboa Park recreational complex, is located at San Jose Avenue and Havelock Street.

Public Works provided construction management services for the project.

In addition to providing an optimal place to swim, the Balboa Pool project also introduced a joyful 37-by-13-foot mural, “All My Friends at Once,” by local artist Jason Jägel, which was facilitated by the San Francisco Arts Commission and funded by the project’s 2 percent for art funding.









# SALESFORCE TRANSIT CENTER

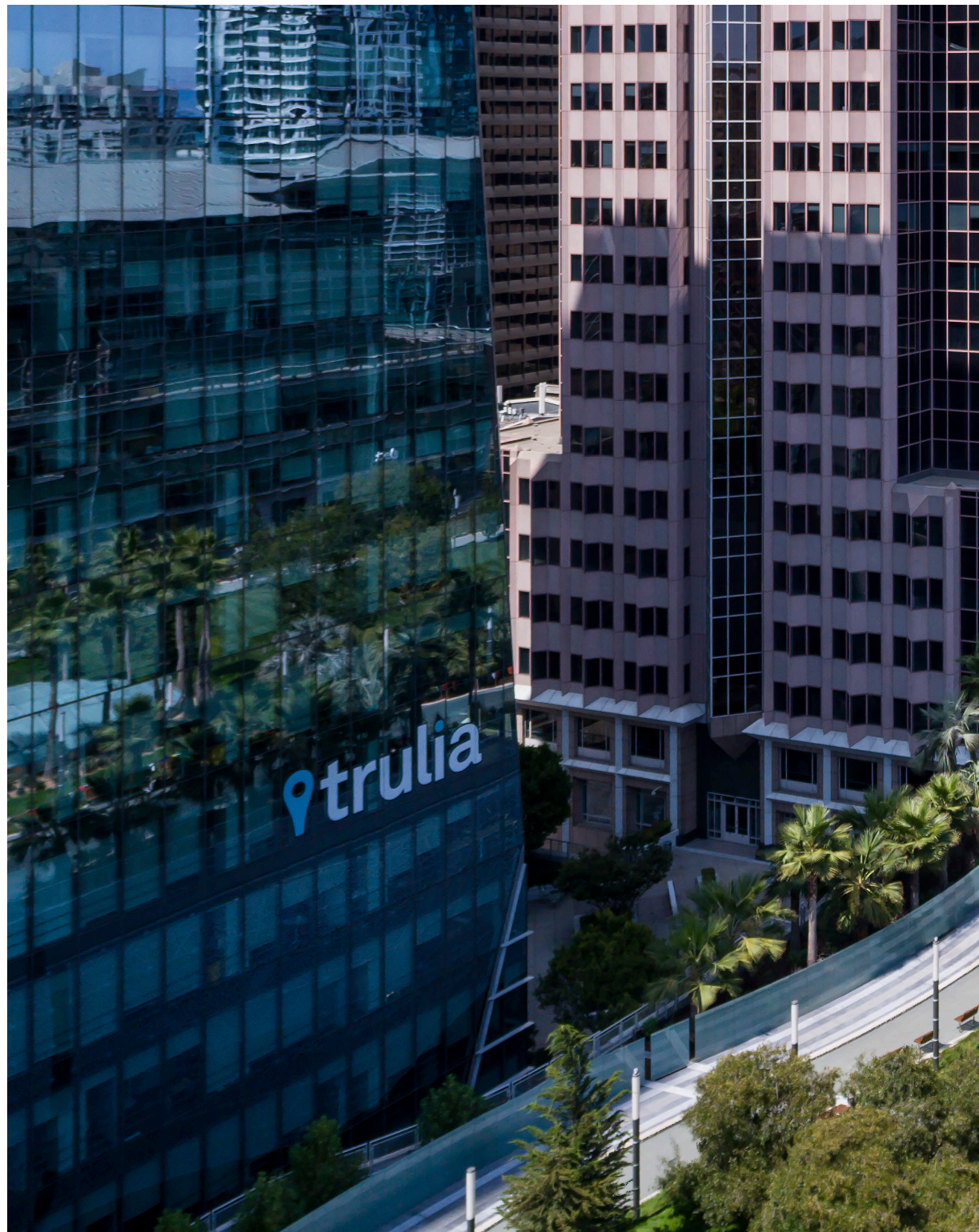
Completed April 2019

**Formerly known as the Transbay Transit Center before Salesforce bought the naming rights, the project had been on the radar of Bay Area commuters and City residents for years as plans came together for a much-needed regional hub for transit lines. The center also doubles as an urban oasis for people who visit, live and work in the East Cut, the burgeoning South of Market neighborhood that's also home to new high-rises.**

The \$2.26 billion project, managed by Public Works, logged more than 5 million working hours, providing the City with thousands of new permanent jobs and tens of thousands of construction jobs.

Unfortunately, six weeks after the Aug. 10 Grand Opening, maintenance workers discovered a cracked beam on Sept. 25, 2018, forcing temporary closure of the newly completed project. A second cracked beam was found the next day. Outside experts conducted a thorough inspection of the building and after peer-reviewed repairs to the beams were completed, the center reopened nine months later.

Today, the mammoth building stands not just as a rudimentary transit depot; it has blossomed into a vibrant center with public art, lush rooftop gardens and an outdoor amphitheater. The hope is to one day bring Caltrain and high-speed rail into the center. The Salesforce Transit Center is on track to become what many have coined the “Grand Central Station of the West.”





Photos by Pelli Clarke Pelli Architects  
Courtesy of Transbay Joint Powers Authority











## BRYANT STREET AND BAYSHORE BOULEVARD

# NAVIGATION CENTERS

### In partnership with:

Department of Homelessness and Supportive Housing  
Mayor's Office  
Caltrans  
Five Keys Schools and Programs  
Sprung Structures  
St. Vincent de Paul Society of San Francisco

**The Navigation Center model, begun in 2015, is a successful program designed to shelter San Francisco's highly vulnerable residents living on the streets who are experiencing long-term homelessness and often fearful of accessing traditional shelters and services. Navigation Centers provide unhoused San Franciscans room and board, while case managers work to connect them to jobs, public benefits, health and medical services, and housing. Centers are different from traditional shelters in that they have few barriers to entry and include intensive case management. They also allow people to move in with their partners and pets.**

The City's two newest Navigations Centers on Bryant Street and Bayshore Boulevard aim to offer a respite from life on the street, while supporting people in making lasting social service and housing connections.

The Bryant Street Navigation Center at 680 Bryant St., opened in December 2018, is the second center to be built on land leased from the California Department of Transportation, thanks to an innovative partnership with state government. The center has 84 beds and is unique in that 20 of those beds are designated for women in a separate wing of the facility that also includes a women-only outdoor area. This facility addresses the specific vulnerability and needs of women living on the streets. Episcopal Community Services of San Francisco is the nonprofit partner that provides the necessary caseworkers and resources.

In partnership with the Department of Homelessness and Supportive Housing, Public Works led the planning and design of the Bryant Street Navigation Center. Because of the pressing need for the center, Public Works fast-tracked the program planning, design, construction documents and construction. Public Works delivered the project in just 12 months. Using prefabricated units combined with landscaping, the project cost \$6 million, and offers 7,000 square feet of interior space, as well as 1,000 square feet dedicated to storage of personal belongings for anyone experiencing homelessness in the City.

Public Works also designed and managed the construction of the new Bayshore Navigation Center, which was completed in October 2018, after a fast-tracked design and construction process of only 10 months. Located in a converted warehouse and office space at 125 Bayshore Blvd., the Center serves up to 128 single adults and couples without children who have been experiencing chronic homelessness. The center, in the Bayview neighborhood, includes a dormitory, community room, quiet room and dining area, along with landscaped outdoor space, laundry facilities and more than 3,000 square feet of storage for residents' belongings. The renovation project, which includes 13,000 square feet of interior space, cost \$4.8 million.

The nonprofit Five Keys Schools and Programs, in collaboration with the Department of Homelessness and Supportive Housing, operates the Bayshore Navigation Center. As with other Navigation Centers, Five Keys provides short-term stays based on harm reduction principles that focus on building trusting relationships with people who have lived on the streets and typically avoid shelters.

Public Works, which helped develop the Navigation Center model, has been a proud partner in the City's efforts to address homelessness – one of the biggest challenges we face in San Francisco.













BRYANT NAVIGATION CENTER

Navigation Center

Navigation Center

# 49 SOUTH VAN NESS

## In partnership with:

Department of Building Inspection  
Department of Public Health  
Office of Cannabis  
Office of the City Administrator  
San Francisco Arts Commission  
San Francisco Entertainment Commission  
San Francisco Fire Department  
San Francisco Planning  
San Francisco Public Utilities Commission  
San Francisco Real Estate Division  
San Francisco Recreation and Park  
Allied Fire Protection  
Anning-Johnson Company  
BEI Steel Inc.

Cal Pacific Systems  
Cupertino Electric Inc.  
DCI Engineers  
F.D. Thomas, Inc.  
Frank M. Booth, Inc.  
Giampolini & Co.  
New Hudson Facades  
Otis  
Related  
Romak Iron Works  
Pankow  
Schuff Steel  
Skidmore, Owings & Merrill (SOM)  
View

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## **Mayor London Breed joined City officials, staff and construction workers for the topping out ceremony of the new civic office building at 49 South Van Ness Ave., marking the completion of the 430,000 square-foot building's steel frame.**

The new building will have office space for approximately 1,800 City employees and will house a one-stop permit center. To celebrate the important construction milestone, which took place on June 5, the building's final steel beam was plastered with celebrants' autographs before a towering crane raised it high into the sky and carefully hoisted it into place.

The City departments that will occupy the building are Public Works, the Department of Building Inspection, San Francisco Planning, the Department of Public Health's environmental health division, the Entertainment Commission, the Office of Cannabis, the Board of Appeals, the Recreation and Park Department, the San Francisco Fire Department and the Public Utilities Commission.

The new permit center will bring all the City's public-facing permitting agencies together in a single location, increasing efficiency and productivity for residents, businesses and property owners applying for permits. The building is a public-private partnership between the City and the Related California development firm. Public Works is managing construction, SOM is providing architectural services and Pankow Builders is serving as the prime contractor.

The 16-story civic office building is scheduled to open in summer 2020 and will include a conference center, multi-purpose training center, and a childcare facility. The building at 49 South Van Ness will be seismically safe and environmentally friendly. It's anticipated to receive LEED Gold certification and will have a recycled water system, solar roof panels and on-site electric vehicle charging.



49 SOUTH VAN NESS

Project partners and sponsors listed on the banner include: City of San Francisco, Planning, Panlow, sfac, DCI, OTIS, SOM, view, RELATED, PMS, SJS, and others.



**It's a community effort to keep our public commons clean and beautiful!**

Nonprofits, businesses and residents collaborate daily with Public Works, whether through our Street Parks program, Community Clean Team events, San Francisco's many parades or simply picking up litter in their neighborhoods to show what it takes to Love Our City. Together we strategize, maintain and envision what our public space can be.

# DEWEY CIRCLE RENOVATION

Completed March 2019

In partnership with:  
Forest Hill neighbors  
West Portal neighbors



**A wonderful community celebration took place on March 2 to mark the progress made restoring Dewey Circle, a large landscaped traffic circle West of Twin Peaks where five streets converge: Dewey Boulevard, Montalvo Avenue, Taraval Street, Claremont Boulevard and Kensington Way.**

The grassroots beautification project involved a strong collaboration involving Public Works and West Portal and Forest Hill neighbors. Together, we decided on the project scope, design and the landscape palette, which includes a wonderful mix of drought-tolerant California and Mediterranean plants. The design ensures that drivers and pedestrians traveling through the intersection don't have obstructed views, and the plant selection is easy on the eyes and environmentally sustainable.

Our plumbing, cement and landscape teams worked on the Dewey Circle improvements. Neighbors have agreed to help maintain the site and also raised money to replace the decorative planters and to help pay the water bill.

The Dewey Circle project showcases what's possible when City agencies work in partnership with community groups to improve our neighborhoods and bolster civic pride.

# GLEN PARK GREENWAY

Completed March 2019

## In partnership with:

San Francisco Public Utilities Commission  
Archdiocese of San Francisco  
Bay Area Ridge Trail Council

Friends of the Urban Forest  
Glen Park Association  
San Francisco Parks Alliance



**More than a half-century ago, activists successfully stopped a planned highway from cutting through Glen Park, resulting in a ribbon of undeveloped parcels of land that had been set aside for the hated highway proposal.**

Running parallel to Bosworth Street between Brompton and Burnside streets, the parcels have a patchwork of owners, with Public Works owning about 75 percent and the San Francisco Public Utilities Commission and the Archdiocese of San Francisco owning the remainder. That land

has been transformed into the Glen Park Greenway, which when complete will connect downtown Glen Park to Glen Canyon Park via a landscaped pathway.

Volunteers have logged 1,800 hours clearing brush, pulling weeds and planting more than 50 trees and 100 shrubs.

Public Works involvement: our Bureau of Urban Forestry team cleared dead and dying trees, our plumbing and cement shops installed new

equipment for irrigation and our mapping section prepared a boundary survey. Our crews also will continue to assist volunteers on workdays.

It is projects like the Glen Park Greenway that are particularly meaningful to Public Works because at the end of the day, building and nurturing community partnerships is a key to the continued improvement of our city.

# SUNSET BOULEVARD MASTER PLAN

## In partnership with:

Supervisor Katy Tang

Climate Action Now!

Friends of Sunset Boulevard

**Sunset Boulevard, a narrow swath of parkland that stretches for about two miles between Lake Merced and Golden Gate Park on the City's west side, is undergoing a transformation.**

Once a well-manicured parkway with lush lawns, today's drought conditions and a gradual shift away from labor-intensive landscaping, have driven a reimagining of Sunset Boulevard. Public Works is in the process of developing a Sunset Boulevard master plan that will focus on environmental sustainability and beautification.

Meanwhile, improvements already are underway. Public Works is partnering with community and school groups to spruce up Sunset Boulevard – removing dead or dying trees, weeding, planting drought-tolerant wildflowers and plants, removing litter and the like – with the help of volunteers. And the nonprofit organization, Climate Action Now!, is spearheading efforts to plant hundreds of new trees. District 4 Supervisor Katy Tang, who represents the Sunset, has been at the forefront of championing a Sunset Boulevard renewal.







**What once was a trash-covered hillside in the Bernal Heights neighborhood is now a beautifully landscaped street park, thanks to a collaborative effort among Public Works employees, the San Francisco Parks Alliance and, most importantly, nearby neighbors and the surrounding community.**

The Tompkins Stairway Garden, on Tompkins Avenue between Nevada and Putnam streets, is one of the many artistic stairways located throughout the City. With a vibrant multicolored zigzag design, the tiled stretch of steps can be seen from near and far and complements the neighborhood's vast eclecticism and serves as a backdrop for the popular Alemany Farmers' Market.

A drought-tolerant garden that's in year-round bloom lies on both sides of the colorful walkway and showcases many plants native to California. Most notably are the bright pink Calandrinia, commonly known as redmaids; the compact clusters of white flowers, which are called yarrows; and an assortment of unique trees and a variety of green and deep red succulents and cacti.

The gardening work and repair of many broken tiles on the stairway was led by neighbors and supported by Public Works. We also helped secure grant money for upgrades, supplied tools, removed bags of debris and organized community cleanups. The Tompkins Stairway project is a beautiful example of how residents, the nonprofit sector and City agencies come together to make a positive impact in the community.

# TOMPKINS STAIRWAY GARDEN

**Completed June 2019**

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**In partnership with:**

San Francisco Environment  
San Francisco Public Utilities  
Commission  
Supervisor Hilary Ronen  
Andre Rothblatt Architecture  
Arterra Landscape Architects  
Community Challenge Grants

Daltile  
Founders Fund donors  
LaHue & Associates  
North Coast Tile & Stone  
Rock & Rose Landscapes  
San Francisco Parks Alliance  
Windesheim Design

# CIVIC PRIDE

## In partnership with:

Caltrans

Civic

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**In just the first three months of 2019 alone, more than 57,000 pounds of trash were picked up from San Francisco's freeway on and off ramps. This staggering achievement to fight the blight is the result of Public Works' recent collaboration with Civic, a local nonprofit focused on workforce development, and Caltrans, which oversees the maintenance of all freeways in the state.**

Every week, Civic's team of workers cleans 22 freeway on and off ramps throughout seven neighborhoods in the City, including the Mission and South of Market. Each day, upwards of 100 garbage bags are filled with debris ranging from broken car parts and random shoes to fast-food wrappers and the ubiquitous cigarette butts. They also have picked up thousands of discarded needles.

Navigating these busy ramps can be dangerous work for the cleaning crews, so Caltrans has trained Civic's team on safe work practices around traffic and the proper handling of hazardous waste. Caltrans also has provided cleaning supplies and traffic control.

Public Works' collaboration with Civic has stretched the program's impact far beyond neighborhood beautification by layering it with workforce development and civic engagement. The nonprofit's core mission is to help those finishing long prison sentences to transition gracefully back into the community. A key component: Give people a job that not only starts them on a path toward financial stability but also contributes to the public good. Helping keep San Francisco clean helps us fulfill that mission.





**We opened Pit Stops in four new neighborhoods – North Beach, The Embarcadero, the Outer Sunset and Outer Richmond – to expand access to clean and safe public toilets.**

This addition brings the citywide roster of Pit Stops to 25 in 13 neighborhoods, which collectively account for approximately 300,000 flushes a year, averaging about one flush every two minutes. The Public Works program started as a pilot in 2014 with three sites in the Tenderloin and since has become replicated in other cities, among them Miami, Denver and Los Angeles.

The Pit Stop program provides public toilets, sinks, used needle receptacles and dog waste stations in some of San Francisco's most challenging neighborhoods – providing a place for people to take care of their bathroom needs with dignity, while improving neighborhood livability and reducing demands on Public Works staff to clean up human waste from the City's sidewalks, doorways and streets. The key to the Pit Stop's success is that all the facilities are staffed by paid attendants who help ensure that the toilets are well maintained and used for their intended purpose.

All but the Lower Polk location are staffed by Hunters Point Family, a nonprofit that provides job opportunities for people who have faced barriers to employment.

## PIT STOP EXPANSION

### Completed

North Beach  
Embarcadero  
Outer Sunset  
Outer Richmond

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### In partnership with:

Hunters Point Family  
JCDecaux  
Lower Polk Community Benefit District (CBD)  
Urban Alchemy

## CITYWIDE CLEANUP CAMPAIGN

# LOVE OUR CITY

### In partnership with:

San Francisco Environment

San Francisco Recreation and Park

San Francisco Public Library

San Francisco Unified School District

East Cut Community Benefit District

Fisherman's Wharf Community Benefit District

Hotel Council of San Francisco

Recology

San Francisco Travel

Shared Schoolyard Project

Union Square Business Improvement District

Yerba Buena Community Benefit District

Tenderloin Community Benefit District

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**The blossoming Love Our City campaign kicked off strong, with volunteers from across San Francisco pitching in to keep the City clean and sparking renewed civic pride. Collectively, they filled more than 1,110 garbage bags with 8.2 tons of litter.**

The citywide cleanup event on Sept. 8 brought out families, neighborhood groups and nonprofit organizations. Scores of workers from Public Works and other City departments also showed up on their own time.

In all, more than 500 registered participants gave their time, with hundreds more volunteering independently.

The goal of Love Our City is to create a public dynamic where everyone who lives and works in San Francisco helps take care of our neighborhoods.

Mayor London Breed and all 11 members of the Board of Supervisors participated in the citywide cleanup and urged everybody to do their part.

Some folks spruced up their neighborhoods alongside people they already knew; while others met neighbors for the first time.

With 40 meetup sites, there was an easy opportunity to grab brooms, dustpans and orange garbage bags to get the job done. We saw volunteers on Eddy Street in the Tenderloin, Cortland Street in Bernal Heights, Grant Avenue in Chinatown, Noe Street in the Castro, Hyde Street in Russian Hill, Chenery Street in Glen Park, Third Street in the Bayview, Connecticut Street in Potrero Hill, Balboa Street in the Richmond, Market Street in Mid-Market, Webster Street in the Western Addition, Maple Street in Presidio Heights, Folsom Street in the Mission, Detroit Street in Sunnyside, Howard Street in the South of Market, Vicente Street in West Portal, Waller Street in the Haight, Moscow Street in the Excelsior and many more. The list is long and impressive.

Love Our City didn't just stop on Sept. 8. We also hosted focused cleanups involving schools, corporations, City agencies, along with an extensive Love Our City holiday cleanup in Union Square and neighborhood commercial corridors. The Love Our City campaign continues to encourage the people of San Francisco to #LoveOurCity.

Citywide Cleanup

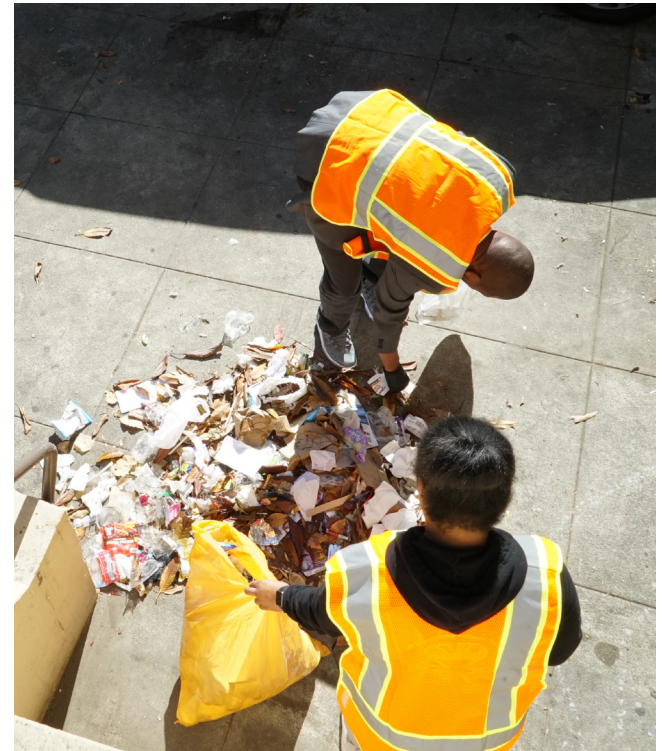
**LOVE** Our City

September 8, 2018  
9 a.m. - 12 noon

Join the team. Keep SF clean.  
[sfgiantsweep.org](http://sfgiantsweep.org)  
 @giantsweep | @sfpublicworks #keepSFclean

**PARTICIPATE BY PICKING UP LITTER AND SWEEPING THE SIDEWALK OUTSIDE YOUR HOME OR BUSINESS.**

311 Free language assistance / 免費諮詢協助 / Ayuda gratis con el idioma / Бесплатная помощь переводчиков / Trợ giúp thông dịch miễn phí / Assistance linguistique gratuite / 無料の言語支援 / 무료 언어 지원 / Libreng tulong para sa wikang Filipino / 無料で通訳サービスを提供します / خدمة المساعدة اللغوية على الرقم 311







2018

ZERO GRAFFITI  
SMART SOLUTIONS



Zero graffiti – smart solutions. That was the theme of the 2018 Graffiti Huddle, which drew together nearly 100 people to brainstorm ways to combat the costly blight. The day-long session included presentations highlighting the many issues victims of graffiti vandalism across the City face, and how to address the problem and implement effective solutions.

On hand were representatives from Public Works, the San Francisco Police Department and the District Attorney's Office, community organizers and business leaders. Vendors also showcased products that deter and remove graffiti.

San Francisco spends an estimated \$20 million or more each year to remove graffiti from public and private property – buildings, buses, playgrounds, mailboxes, fire hydrants, sidewalks and even trees!

One of the takeaways from the event, which was hosted by the City's Graffiti Advisory Board, was that graffiti is not a victimless crime. Participants focused attention on the need to get the judiciary branch to take graffiti vandalism more seriously.

The Huddle is held every two years and has provided community members with helpful resources and information that aid in the response to graffiti vandalism. As a team, we can develop solutions that help in the reduction of graffiti.

# GRAFFITI HUDDLE

**October 2018**

**In partnership with:**

District Attorney's Office  
San Francisco 3-1-1  
San Francisco Graffiti Advisory Board  
San Francisco Police Department  
Academy of Art University  
AT&T  
AVS  
BOMA  
Clean Slate Group  
Clear Channel Outdoor  
Lime  
Planning Association for the Richmond  
Recology  
Safety Awareness For Everyone (SAFE)  
Sterling Bank & Trust  
This Stuff Works! (TSW)  
Zero Graffiti International

TREE PLANTING CAMPAIGN IN AFFILIATION WITH THE

# GLOBAL CLIMATE ACTION SUMMIT

September 2018

**In partnership with:**

San Francisco Environment

Climate Action Now!

Friends of the Urban Forest

Global Climate Action Summit

Tenderloin Community Benefit District

UC Hastings

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On the eve of the Global Climate Action Summit that San Francisco hosted for visitors from across the world, volunteers planted 80 new trees to beautify two central city neighborhoods and highlight the environmental benefits of a thriving urban forest.

Planting more trees not only beautifies our neighborhoods, but it also reduces greenhouse gas emissions and will help San Francisco reach its climate goals. San Francisco has 125,000-plus street trees, which Public Works maintains under the voter-backed StreetTreeSF program, and the Recreation and Park Department has jurisdiction over another 131,000 in City parks.

The summit aimed to unite people from around the world to celebrate and brainstorm ways that cities, states, companies, investors and individuals can protect the environment from global warming. Our Bureau of Urban Forestry crews worked with the community to plant Brisbane box, London planetree, swamp myrtle and red maple street trees in the Tenderloin and South of Market neighborhoods.





LAWRENCE FERLINGHETTI

# SIGNATURE TREE PLANTING

September 2018

**In partnership with:**

Supervisor Aaron Peskin

City Lights

Ferlinghetti family

**We planted the City's annual signature tree in honor of celebrated poet, publisher and activist Lawrence Ferlinghetti, as part of the San Francisco Arbor Day 2019 celebrations. This marks the 14th year of Public Works' signature tree program, which, during the annual Arbor Day season, honors civic, cultural, social and political leaders with a living tribute.**

Ferlinghetti, who turned 100 years old March 24, played a prominent role in the literary renaissance of the 1950s. He was named San Francisco's first Poet Laureate in 1998, a role he served in for two years. He co-founded City Lights in 1953 and the North Beach bookstore quickly became a cultural hub for poets, painters and social activists. Two years later, he launched City Lights Publishers, providing a new platform for poets to share their work.

We planted the tree on March 18 under sunny blue skies. Joining us were District 3 Supervisor Aaron Peskin; Lorenzo Ortona, Italy's consul general in San Francisco; former Board of Supervisors President Angela Alioto; Alice Waters, the chef, restaurant owner and food activist; Ferlinghetti's son, Lorenzo, who is an arborist; and Mauro Aprile Zanetti, Ferlinghetti's longtime assistant.

Zanetti said Ferlinghetti, an environmentalist, is happy that the City is planting a signature in his honor. "He likes the idea that it's a breathing monument."

The Lawrence Ferlinghetti signature tree is an olive tree, a symbol of peace and friendship. Planted in front of 576 Union St., across from Via Ferlinghetti, the signature tree is one of the 125,000-plus street trees in San Francisco under the stewardship of Public Works.

Past signature tree honorees include Dr. Espanola Jackson; Irene Crescio; the iconic Brown twin sisters, Marian and Vivian; Nelson Mandela; Sandra Cuadra; Wangari Maathai; Charlie Starbuck; Rosa Parks; Cesar Chavez; Ruth Asawa; Dr. Ellen Wolf; Dana Woldow, Rose Pak and Mayor Edwin Mah Lee.





# COMMUNITY CLEAN TEAM

Now in its 19th year, Community Clean Team is an opportunity for residents young and old, merchants, school groups, religious organizations, community groups and nonprofits – to join with Public Works crews to help keep our streets, sidewalks and public spaces safe, clean and beautiful. The program is Public Works' largest and longest-running volunteer program. Since 2000, volunteers have logged more than 200,000 hours, painted out some 4 million square feet of graffiti, collected more than 5,000 bags of litter and added more than 3,500 plants and 1,000 trees to the City's public spaces.

Each month, from January through November, the program rotates through each supervisorial district with dedicated support from the mayor, members of the Board of Supervisors, partners from other City agencies, nonprofit organizations and community leaders.

In 2019, Community Clean Team brought out thousands of volunteers who found value in spending a few hours on a Saturday morning giving back to our great city and to do what it takes to keep our neighborhoods clean and vibrant. Because of the community volunteers, we have more street trees, cleaner sidewalks, less graffiti, and more beautiful medians.

Community Clean Team events are about building community, taking ownership of our public spaces and flexing our civic pride.

## **In partnership with:**

Office of the Mayor  
San Francisco Environment  
San Francisco Housing Authority  
San Francisco Recreation and Park  
San Francisco Unified School District  
Academy of Art University  
Clean City Coalition  
Community Youth Center (CYC)  
Department of Corrections and Rehabilitation  
Emerald Fund  
Friends of the Urban Forest  
Laborers' Local 261  
Mission Neighborhood Centers  
Recology  
San Francisco Parks Alliance  
San Francisco Pretrial Diversion Project  
Starbucks  
The Garden Project  
Tzu Chi  
United Playaz





# AWARDS & RECOGNITIONS

## **Central Shops Replacement Facilities Project**

Sapphire Level Awards  
Partnered Project of the Year Awards  
International Partnering Institute 2019, May 2019

Gold Award - Best in Class Trophy for Buildings  
San Francisco Collaborative Partnering Awards  
September 2018

## **Central Waterfront Navigation Center**

Second Runner-Up  
American Institute of Architects: I Look Up Film Challenge

2018 Good Government Award,  
Encampment Resolution Team  
San Francisco Bay Area Planning  
and Urban Research Association (SPUR)

## **Glen Canyon Recreation Center**

Honorable Mention  
San Francisco Collaborative Partnering Awards  
September 2018

## **Moscone Expansion Project**

LEED Platinum  
May 2019

## **Polk Streetscape Project**

Sapphire Level Awards  
Partnered Project of the Year Awards  
International Partnering Institute 2019, May 2019

## **Potrero Avenue Roadway Improvement Project**

Silver Award  
San Francisco Collaborative Partnering Awards  
September 2018

## **South Van Ness Avenue Traffic Signal Upgrade**

Bronze Award  
San Francisco Collaborative Partnering Awards  
September 2018

## **StreetTreeSF**

Top Award for Sustainability Practices  
American Public Works Association,  
Northern California Chapter, May 2019

## **Unity Plaza**

2018 Outstanding Decorative Concrete  
1st Place for Concrete Artistry (Over 5,000 SF)  
2nd Place for Stained Concrete (Over 5,000 SF)  
Decorative Concrete Council

## **Zuckerberg SFGH Hybrid MRI/IR Project**

Honorable Mention  
San Francisco Collaborative Partnering Awards  
September 2018



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