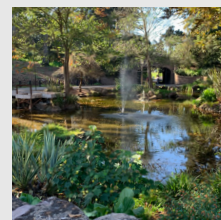
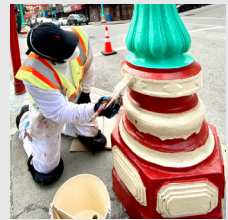
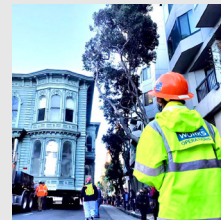
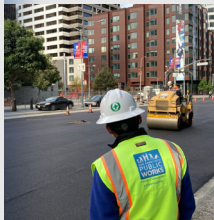
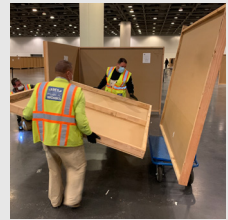
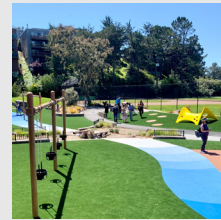
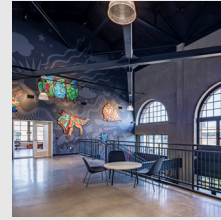
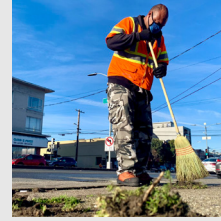
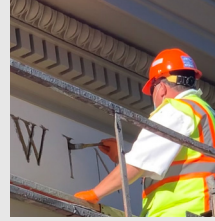




ANNUAL REPORT
FY2020-21





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We Are

SAN FRANCISCO
PUBLIC WORKS

1.600

MEMBER WORKFORCE

24/7

OPERATIONS

\$384
million

ANNUAL OPERATING BUDGET

\$3+
billion

ACTIVE CAPITAL BUDGET

We love our city!

OUR MISSION:

**ENHANCE 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:

**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:

1. We treat each other with respect.
2. We communicate openly and fully.
3. We listen to one another, to our clients and to the community.
4. We value the safety of our workforce and the public.

Integrity

1. We behave with integrity.
2. We work together as one team.
3. We are accountable to ourselves, to each other and to the public.
4. We are all responsible for our successes and failures.
5. We practice safety every day.

Responsiveness

1. We are responsive to the diverse needs of all communities.
2. We pursue new ideas and ways of working.
3. We celebrate our accomplishments.
4. We incorporate safety as key to quality customer service.

OUR
STRATEGIC
PLAN:

**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.



M E S S A G E
F R O M
O U R
D I R E C T O R

The pandemic hit.

The City shut down.

And San Francisco Public Works stayed on the job 24/7 – delivering services and projects to keep our city clean, safe and resilient.

In Fiscal Year 2020-21, our dedicated workforce continued to serve on the frontline of the City's COVID-19 response: creating Safe Sleeping Sites for the unhoused, turning parking lots into mass vaccination sites and deploying dozens of workers from across our diverse department to serve in the citywide COVID Command Center.

At the same time, we did not waver from conducting our fundamental work: cleaning streets, pruning trees, filling potholes, issuing permits, paving roads, inspecting the public right of way and working on capital projects, such as Fire Station 49 and the reimagined Second Street streetscape, from design through construction.



As you read through this annual report, I encourage you to take time to reflect on Public Works' vast portfolio and all that we accomplished. It's impressive.

The Public Works team comes to the job every day with a deep well of knowledge and skills and a steadfast resolve to provide high-quality work on behalf of the people of San Francisco.

With pride, purpose and in appreciation.



– Carla Short



OUR LEADERSHIP TEAM



CARLA SHORT
Interim
Director

The department is divided into four divisions - operations, engineering, architecture, finance and administration - plus the Director's Office - and reports to the City Administrator and the Mayor.



ALBERT KO
City Engineer,
Deputy Director,
Infrastructure



RON ALAMEIDA
City Architect,
Deputy Director,
Buildings



DIJAIDA DURDEN
Deputy Director,
Operations



BRUCE ROBERTSON
Deputy Director,
Finance and
Administration



RACHEL GORDON
Director,
Policy and
Communications



SIOBHAN KELLY
Manager,
University of
Public Works



DIANA HOMSEY
Manager,
Emergency
Management

JAMES KEENAN

Superintendent,
Building Repair



JULIA LAUE

Manager,
Architecture



IQBAL DHAPA

Acting Manager,
Engineering



DARLENE FROHM

Manager,
Community
Engagement



CHARLES HIGUERAS

Acting Manager,
Project
Management
(Buildings)



PATRICK RIVERA

Acting Manager,
Project
Management
(Infrastructure)

MATT NACLERIO

Superintendent,
Street &
Sewer Repair



LAURA TANIGAWA

Acting Manager,
Construction
Management
(Buildings)



ED YEE

Acting Manager,
Construction
Management
(Infrastructure)



CHRIS MCDANIELS

Superintendent,
Street
Environmental
Services



JENNIFER COOPER

Manager,
Landscape
Architecture



NICOLAS HUFF

Manager,
Street-use
and Mapping

NICHOLAS CRAWFORD

Acting
Superintendent,
Urban Forestry



JUN CARANTO

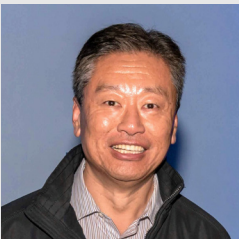
Acting Manager,
Project Controls &
Services



We thank Alaric Degrafinried and Julia Dawson who served as our Acting Director and Deputy Director of Finance & Administration during this fiscal year.

KEVIN LIN

Chief Information
Officer, Information
Technology



JENNIFER MARQUEZ

Acting Manager,
Finance



ALEXANDRA BIDOT

Manager,
Planning and
Performance
Management

DIVISION & BUREAUS

DIRECTOR'S OFFICE

COMMUNICATIONS AND PUBLIC AFFAIRS—

The office keeps the public and staff informed of the department's services, projects and programs through mass media, social media, websites and community meetings, oversees media relations and organizes press conferences and special events to celebrate project milestones. The team also briefs elected officials, troubleshoots constituent concerns and produces reports and the monthly community and employee newsletters.

EMERGENCY MANAGEMENT—

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

UNIVERSITY—

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.

FINANCE + ADMINISTRATION

Administrative units that provide budget, capital planning, analytical, performance management, contract administration and information technology support services for the department. The costs of the division are accounted for in the City’s budget system under “General Administration,” as well as reflected as overhead charges to the department’s other divisions.

PROGRAMS WITHIN THE FINANCE AND ADMINISTRATION DIVISION INCLUDE:

FINANCE— oversees budget preparation; capital planning, analysis and reporting; grants research and administration; accounting and contract administration. Finance also prepares analyses and produces reports to implement and manage the department’s projects and programs. This includes 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 responsibilities include reviewing and entering financial and purchasing transactions; preparing grant billings and account analyses; recording of construction in progress and entering information on fixed assets; collecting revenues; disbursing funds and guiding funds through required procedures until final liquidation. Contract Administration is responsible for advertising and receiving bids; distributing plans and specifications; processing documents; handling bid protests; awarding contracts and ensuring compliance with insurance, bonding and licensing requirements.

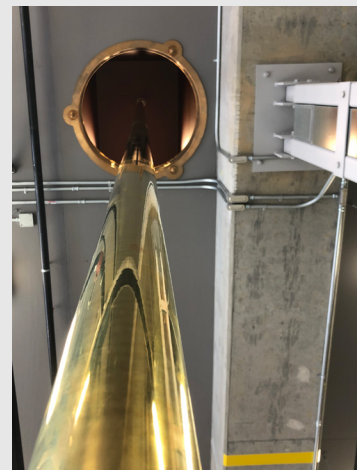
ADMINISTRATION— which includes Performance Management and Planning. Performance Management, monitors key activities of the agency to improve the quality of services delivered, as well as supports creating, monitoring and measuring of the department’s Strategic Plan.

INFORMATION TECHNOLOGY— 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.



BUILDING DESIGN + CONSTRUCTION

Provides comprehensive planning, project management, architecture, building construction management, contract support and compliance monitoring, hazardous materials investigation and abatement, materials testing, quality assurance, and control services for the development of new buildings and the modernization of existing buildings, facilities and public urban landscapes. Most of this work is referred informally as the department's "vertical construction."



**THE BUILDING DESIGN AND CONSTRUCTION DIVISION
INCLUDES THE FOLLOWING BUREAUS/PROGRAMS:**

ARCHITECTURE— provides programming, architectural design, site and master planning, conceptual design and construction support services. The bureau's architects work closely with client City departments and community groups to create architecture within the urban context that reflects the uniqueness of San Francisco neighborhoods.

CONSTRUCTION MANAGEMENT— implements project plans overseen by the Project Management, Architecture and Landscape Architecture bureaus. This group of technical staff safeguards the construction and delivery of capital projects and ensures compliance with the project design. Construction Management staff review the materials used in construction, oversee environmental services and enforce all construction and building codes.

LANDSCAPE ARCHITECTURE— provides design services into the construction phase, including renovation and new construction, for City departments. The group designs outdoor spaces associated with public building projects throughout San Francisco. Landscape Architecture projects include streetscapes, plazas, green infrastructure and storm water management, parks, and recreation projects.

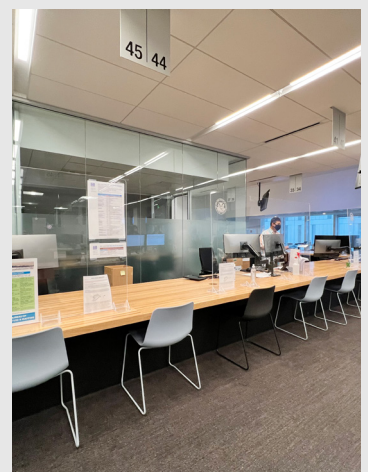
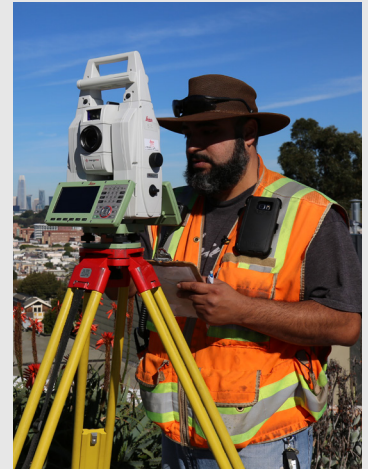
PROJECT MANAGEMENT— delivers major building capital projects from planning, design and regulatory approval through construction. The bureau delivers a variety of major building projects on behalf of City agencies and includes the stewardship of major capital single-building projects, as well as overarching programs related to emergency services and public safety. Project management manages many of the City's capital bond programs, including the Earthquake Safety and Emergency Response (ESER) Bond.

PROJECT CONTROLS AND SERVICES— provides specialized services, such as materials testing, contract preparation, site remediation and contract management - with a focus on buildings, infrastructure and transportation projects.



INFRASTRUCTURE DESIGN + CONSTRUCTION

Provides engineering planning, project development, design, construction management and consulting services for a range of capital improvement projects. This division also maintains the City's right-of-way infrastructure, including streets, structures, sidewalks, curb ramps, and streetscapes. Most of the work of this division is referred to informally as the department's "horizontal construction."



**THE INFRASTRUCTURE DESIGN AND CONSTRUCTION DIVISION
INCLUDES THE FOLLOWING BUREAUS/PROGRAMS:**

ENGINEERING— provides technical services in the following engineering disciplines: hydraulic, civil, electrical, mechanical and structural. Each group plans and designs technical work for infrastructure and building projects for Public Works and other City departments.

CONSTRUCTION MANAGEMENT— implements the project plans designed by Project Management and Engineering and other City agencies' technical staff and safeguards the construction and delivery of capital projects by providing professional construction management and inspection services and enforcing all applicable codes.

PROJECT MANAGEMENT— delivers major infrastructure capital projects from planning, design and regulatory approval through construction. The bureau delivers a variety of major public right-of-way infrastructure projects on behalf of Public Works and other City agencies.

STREET USE AND MAPPING— ensures that City sidewalks and streets are safe and accessible by permitting and inspecting the use of the public right of way, including the installation and inspection of sidewalk.



OPERATIONS

The Operations Division includes most of the direct municipal services provided by the department.



PROGRAMS/BUREAUS WITHIN THE OPERATIONS DIVISION INCLUDE:

BUILDING REPAIR— provides professional construction, repair and remodeling to City-owned facilities. It also provides emergency-repair services 24 hours a day to ensure that police, fire and other public safety operations are fully functional.

STREET ENVIRONMENTAL SERVICES— cleans streets and curbs using mechanical street sweepers, removes graffiti, adds, removes and replaces litter receptacles, and oversees manual cleaning work crews. Although sidewalk maintenance remains the responsibility of property owners, the bureau sweeps and cleans sidewalks in heavily used commercial corridors and steam cleans human and dog waste and other biohazards.

STREET AND SEWER REPAIR— oversees paving and street repair work, which includes patch paving and filling potholes, as well as sewer repair, which includes brickwork.

URBAN FORESTRY— is responsible for median maintenance, tree planting and maintenance of all street trees. In addition, the bureau's Cement Shop repairs sidewalks and medians and builds curb ramps.

In addition to the bureaus listed above, the Operations Division includes the Community Engagement team, which runs community programs, including Graffiti Watch, Community Clean Team, Adopt-a-Street, urban harvesting and street parks. The office also oversees the Outreach and Enforcement Team, the department's apprenticeship programs and the Pit Stop public toilet program.

R A C I A L E Q U I T Y A C T I O N P L A N

(P H A S E 1)

**For us at San Francisco Public Works,
those four words are loaded:**

Loaded with:

- ... relief
- ... excitement
- ... trepidation
- ... unease
- ... anger
- ... hope

Loaded with the weight of history.

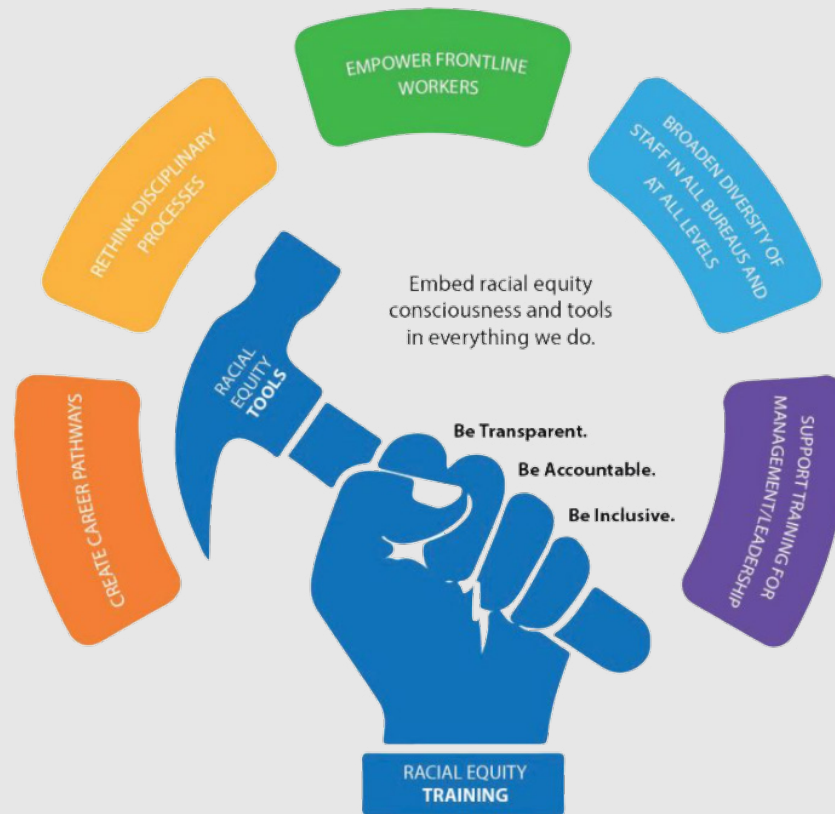
In summer 2019, Public Works began its Racial Equity Initiative by forming a multiracial 12-member Racial Equity Working Group, drawn from staff from our four divisions, to guide and advance the department's work around racial justice. At the same time, the Mayor and the Board of Supervisors approved legislation creating the City's Office of Racial Equity and stipulated that each City department develop a Racial Equity Action Plan that aims "to enact institutional and structural change to achieve Racial Equity."

Provided with a framework by the Office of Racial Equity, the Racial Equity Working Group took the lead, making sure the Action Plan reflected the voices and experiences of as many employees as possible. Through a series of surveys, workshops, staff meetings and listening circles, some 400 employees, or about a quarter of the workforce, weighed in. Concerted effort was made to include and elevate the voices of our BIPOC (Black, indigenous and people of color) employees who carry the weight of racism and racist policies.

As the Action Plan took shape, there were debates over what should and shouldn't be included and how data should be presented. Words matter. Numbers matter.

There were debates over charts and over language, over what are facts, over context and perception. Was the information accurate? Was it fair? Do we focus just on what Public Works can control? Or do we address the centuries-long wrongs of institutional racism larger than us? Do we wait for answers or do we move forward now with urgency and fervor? Who will make those decisions? The process has been very difficult, raw and at times emotionally exhausting. And that's exactly how we expected it to be.

Confronting racism is one of the biggest challenges of our time. Constructing a new anti-racist foundation for our department will not happen overnight and it will not be smooth. Not only must we overcome bureaucratic hurdles, but also deeply personal ones.



We take on this challenge, not just because City law requires us to, but because we at Public Works believe it is the right thing to do. We are not alone. We are part of a national reckoning on race with momentum going in the right direction. Let us keep moving forward.

Throughout the fall of 2020, the San Francisco Public Works Racial Equity Working Group did extensive outreach among staff through discussion circles, paper and online surveys, one-on-one conversations and presentations at team

meetings to gather experiences and ideas on how race and racism affects us individually and as a department.

The Racial Equity Action Plan has two phases. Phase 1, due Jan. 30, 2021, focuses on internal department programs and policies. Phase 2, which will be developed in 2021, is outward-facing and will address how the department delivers services and community programs.

SHARING OUR STORIES

The core purpose of the communications team at San Francisco Public Works is to provide timely, relevant and accurate information. There's also a desire to celebrate the accomplishments and shine a light on the hard working employees who get the work done. That, in turn, can lead to a deeper understanding of the department, bolstering support and partnerships.

The department still relies on conventional communications platforms, such as press releases, websites, newsletters and social media, to communicate with various constituencies. But in this age of information saturation, it's not enough. The department had to get creative to grab people's attention.

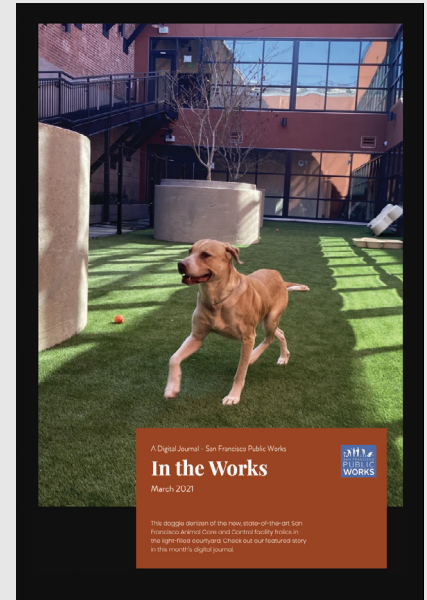
The monthly newsletter, for example, has evolved over the years and now benefits from being produced on a digital platform that allows for more interplay with readers, incorporates video and offers a more dynamic design.

That was just the start.

We now produce in-house webinars, podcasts and videos. These digital mediums aim to amplify the diversity of our department's portfolio and scope of work and the demographic diversity of our staff.

In March 2020, everyone was asked to shelter in place and stay physically distanced - 6 feet apart to be exact - to help stop the spread of COVID-19.

Our communications team had to step back and reset creatively to ensure that the important stories unfolding could still be shared. This gave rise to Snapshots, a series of podcasts and webinars.



To view our newsletters, visit
sfpublicworks.org/about/works-digital-journal



Podcasts:

"Snapshots" is our new podcast series that pushes the boundaries of conventional government communications by focusing on some of the most searing issues of the day.



S N A P S H O T S — R A C I A L J U S T I C E

In the wake of the George Floyd killing and the height of the Black Lives Matter movement, we produced Snapshots: Racial Justice. The series featured 14 emotionally gripping employee soliloquies and conversations involving deeply personal experiences around racial bias and injustices. Their stories leave an impact on listeners who are left thinking about their own experiences and the lingering effects of racism that impact all of us at home and at work.



S N A P S H O T S — S T I L L W E R I S E

Commemorates the one-year anniversary of the COVID-19 pandemic and how it dramatically changed how we work and live our lives. Sharing these experiences has allowed us to get closer to each other – while physically apart. We heard from front-line on-site workers and people who left behind their offices to work from home. We hear about the struggles that parents have had with their kids' schools shuttered and what it's like when neighbors morph from stranger to friend.

Webinars:

We hosted the "Snapshots LIVE!" webinar series on Zoom, bringing together subject-matter experts from the Public Works team and outside partners to do a deep dive into a specific topic, such as San Francisco's new animal shelter, the unique floating fire station, emergency storm response, a streetscape project in the historic Fisherman's Wharf neighborhood and the one-year anniversary of the COVID health crisis.

Each presentation is live online where viewers can ask panelists questions in real time. The webinar is recorded and edited for future viewing.

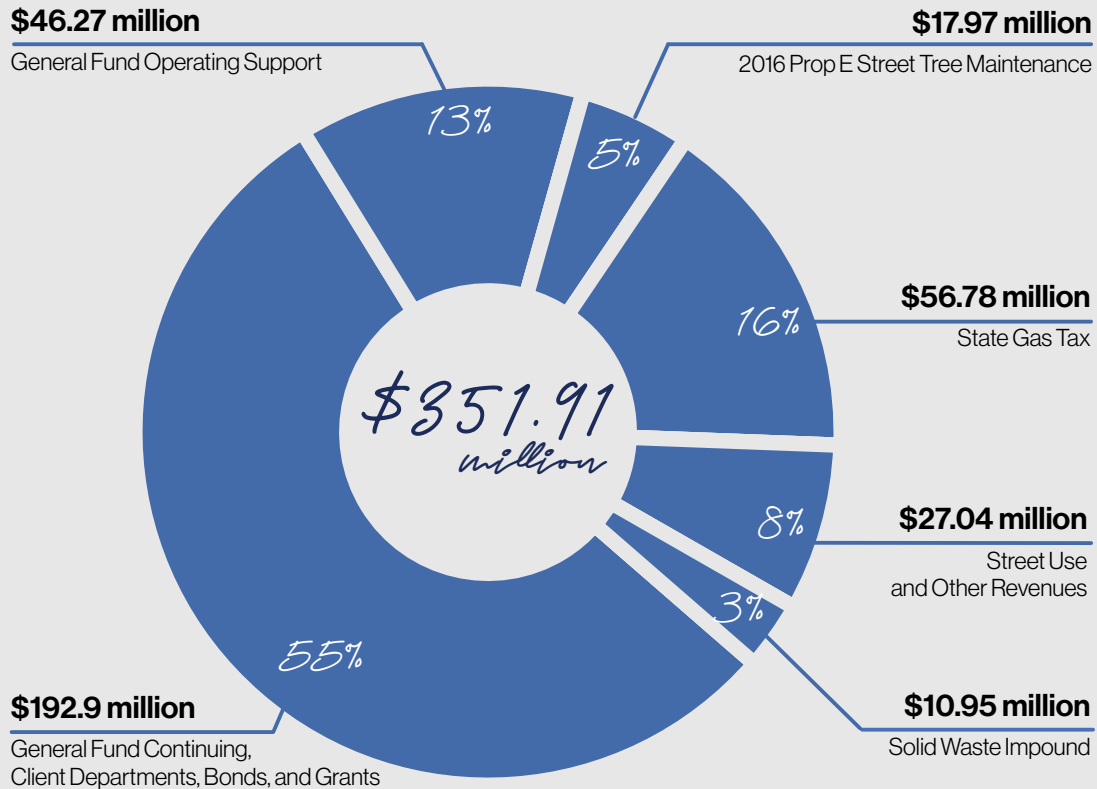


To view our webinars, visit sfpublishing.org/snapshots-live.

BUDGET: SOURCES

in millions

General Fund Continuing, Client Departments, Bonds, and Grants	\$ 192.90
General Fund Operating Support	\$ 46.27
2016 Prop. E Street Tree Maintenance	\$ 17.97
State Gas Tax	\$ 56.78
Street Use & Other Revenues	\$ 27.04
Solid Waste Impound	\$ 10.95

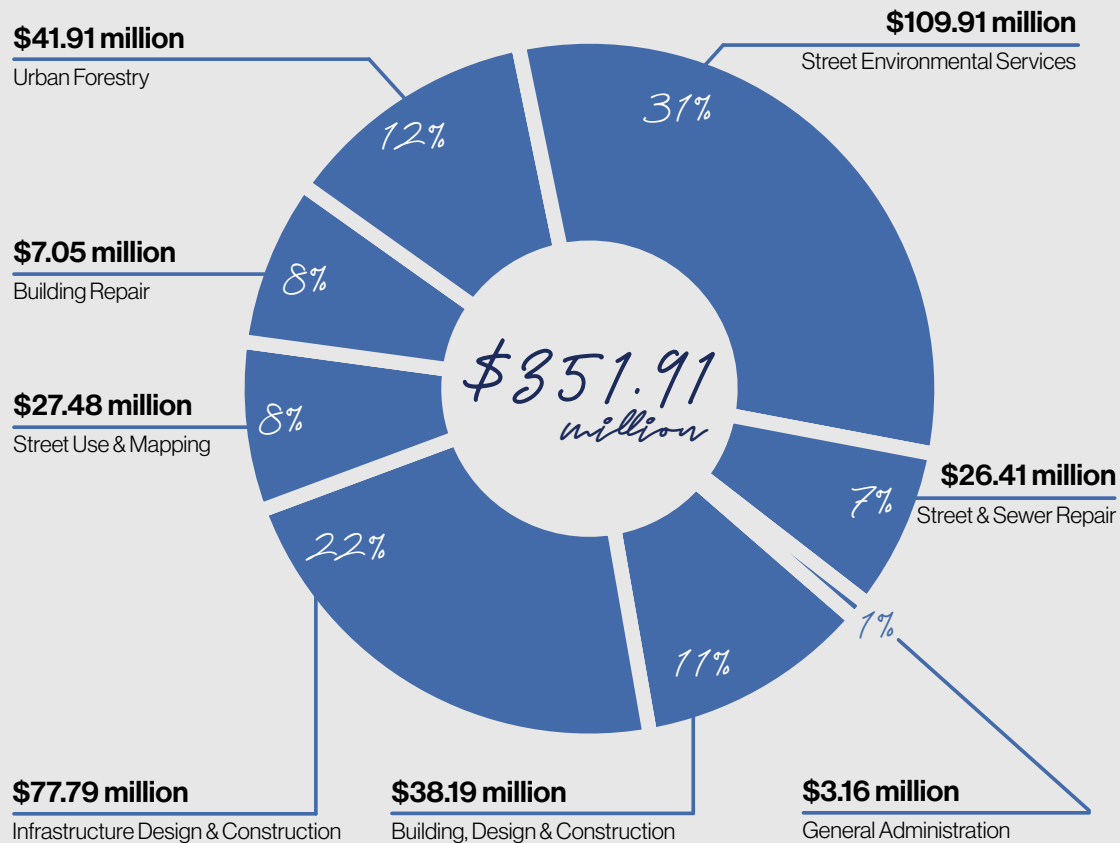


USES : BUDGET

in millions

Building, Design & Construction	\$ 38.19
Infrastructure Design & Construction	\$ 77.79
Street Use & Mapping	\$ 27.48
Building Repair	\$ 27.05
Urban Forestry	\$ 41.91
Street Environmental Services	\$ 109.91
Street & Sewer Repair	\$ 6.41
General Administration ⁽¹⁾	\$ 3.16

⁽¹⁾ Public Works Indirect Cost Recovery Plan attributes budget for General Administration uses to the other Public Works divisions. This budget is included in the division uses totals.



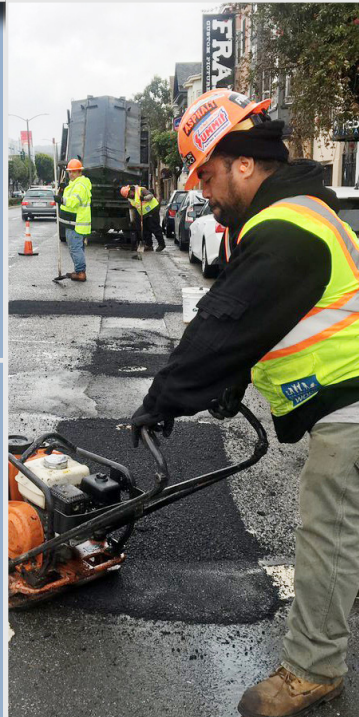


75
Paving Condition
Index (PCI)
score



414
blocks resurfaced

4,838
potholes
filled

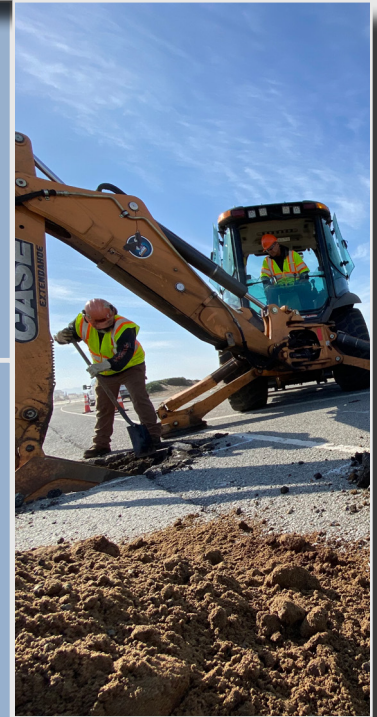


5,819
roadway voids
or depressions
filled

26,700
linear feet
of roadway
crack sealing



144,530
square feet
of patch paving



866
curb ramps
constructed



9,672
square feet of
sidewalk repaired

99

Disaster Service Workers (DSW) deployed to support the City's COVID Command Center



100

new employees joined Public Works



48,000,000

pounds of debris picked up



20

curb miles of protected bike lanes swept



163,912

curb miles of blocks swept

52,479

graffiti service requests (3II)



147,499

street cleaning service requests (3II)





PROPB

In November 2020, San Francisco voters approved a Charter Amendment sponsored by the Board of Supervisors to spin off the operations components of San Francisco Public Works – street cleaning, urban forestry, building and street repair and community engagement – into a new Department of Sanitation and Streets.

San Francisco Public Works will retain engineering, architecture, landscape architecture, project management, construction management and permitting services.

The two departments will share a number of functions for a minimum of two years. They include budget, communications, contracts, emergency management, finance, human resources, IT, performance management, public records and training.

The ballot measure also created an oversight commission for each department. Each five-member commission will have two appointments by the Mayor, two by the Board of Supervisors and one by the City Controller.



PUBLIC HEALTH

PROJECTS INCLUDE:

+ ESSENTIAL WORKERS	30-31
+ SAFE SLEEPING SITES	32-33
+ VACCINATION SITES	34-35
+ WINDING DOWN PANDEMIC PROJECTS	36-37
+ DISASTER SERVICE WORKERS	38-39
+ BAYVIEW NAVIGATION CENTER	40-43





ESSENTIAL WORKERS

In March 2020, San Francisco's unprecedented Stay-at-Home Order took effect, dramatically changing the way we work, socialize and go about our daily lives.

Public Works employees, as essential workers and designated disaster service workers, were pressed into action to help the City meet new challenges brought on by the global pandemic.

We are proud of our contributions, saddened by the losses so many have suffered and hopeful that the advent of COVID-19 vaccines and the continued science-driven diligence of mask-wearing and smart

social distancing will continue the recent progress San Francisco has made in beating back the virus.

To say this has been a tough year would be an understatement. However, to say that we have seen what we can accomplish by working together would be a truth-telling testament to the resiliency of the people of San Francisco.



**Get Tested,
San Francisco!**

Testing is still an important part of preventing the spread of COVID-19.

If you are an essential or frontline worker serving the community of San Francisco, you can be tested at any time. Get tested, even if you've received the vaccine:

- ✓ Whenever you have any symptoms of COVID-19.
- ✓ Whenever you are a close contact of someone with COVID-19, get tested on or after 6 days
- ✓ If you frequently come into contact with the public, consider periodically getting tested even if you don't have symptoms. Many people who have COVID-19 have no symptoms.

Check sf.gov/GetTestedSF for more info.

City & County of San Francisco




**Thank you,
essential workers!**

Let's all do our part to keep them safe.

City & County of San Francisco
sf.gov/Reopening



**Get Vaccinated,
San Francisco!**

¡Vacúnese, San Francisco!
Magpabakuna, San Francisco!
三藩市疫苗齊接種!

Stop the spread of COVID-19.
Ponga fin a la propagación de COVID-19.
Itigil ang pagkalat ng COVID-19.
停止新型冠狀病毒傳播。

Vaccines are safe. Las vacunas son seguras. Ligtas ang mga bakuna. 疫苗是安全的。	Vaccines are free. Las vacunas son gratuitas. Libre ang mga bakuna. 疫苗是免費的。	No insurance required. No se requiere tener seguro médico. Walang kinakailangang insurance. 接種疫苗無需醫療保險。
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Getting vaccinated will help keep you, your family, and your community safe and healthy.
Vacunarse les ayudará a usted, a su familia y a su comunidad a mantenerse seguros y saludables.
Ang pagbabakuna ay makakatulong na mapanatili kang ligtas at malusog ang iyong pamilya, at ang iyong pamayanan.
接種疫苗將幫助您、家人和社區的安全與健康。

To learn more, visit sf.gov/GetVaccinated or call 311.
Para masang malinang, bisita sf.gov/GetVaccinated o tawag sa 311.
Upang matuto nang ligtas, bisitahin ang sf.gov/GetVaccinated o tumawag sa 311.
欲知詳情，請瀏覽：sf.gov/GetVaccinated 或撥電 311。

City & County of San Francisco



SAFE SLEEPING SITES

Public Works staff has been key in getting Safe Sleeping Sites up and running – scouting locations, designing the sites to promote social distancing and building them out.

Some are tucked in former parking lots; the largest is located along a closed-off stretch of Fulton Street between the Asian Art Museum and the Main Library. The idea is to move haphazard encampments off the sidewalks and into safer, organized places.

In March 2021, our carpentry crews built 150 wood platforms for use by the folks living at the Safe Sleeping Sites so they can keep their tents and belongings off the cold and sometimes rain-soaked ground. Made out of Douglas fir, they're 10 feet by 10 feet wide, 6 inches tall and very sturdy.

The carpenters measured and cut the pieces in their shop at our Operations Yard in the Bayview and then assembled them on-site at locations in the Haight, Tenderloin, Hayes Valley and Civic Center areas.

The platform project is just one of many that Public Works staff has delivered to help San Francisco meet the challenges of helping our residents during the public health crisis.



Carpenters sort wood planks and cut them to the appropriate size to prepare for assembly.



Screw by screw, crews begin to assemble platforms on site for immediate use.



Once complete, platforms are placed at each site, creating a safer sleeping area off the ground.



**SAN FRANCISCO'S
SAFE SLEEPING SITES,
WHERE UNHOUSED RESIDENTS
CAN PITCH A TENT IN A SECURE,
DESIGNATED LOCATION WITH
ACCESS TO BATHROOMS, WATER
AND POWER, WERE DEVELOPED
AS A RESPONSE TO THE
COVID-19 PANDEMIC.**

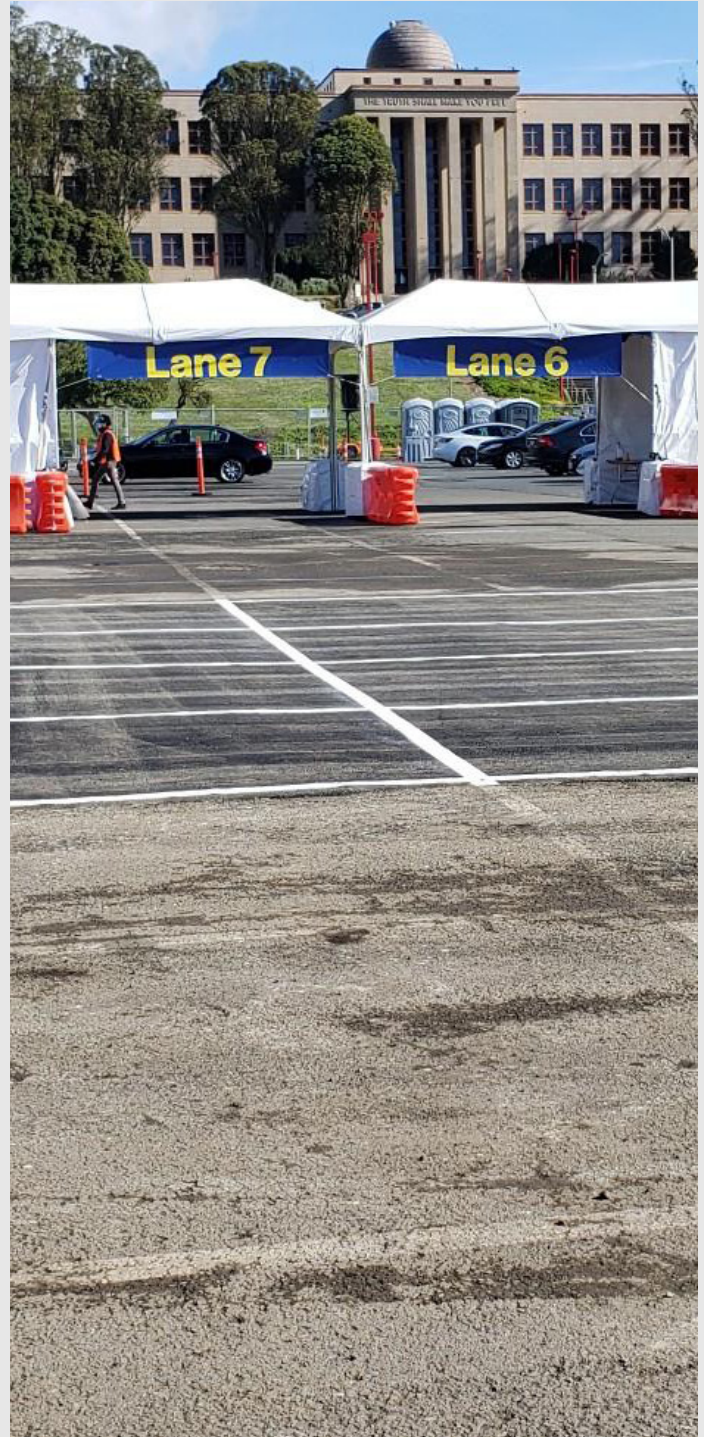
VACCINATION SITES

Throughout the COVID pandemic, the Bureau of Street and Sewer Repair (BSSR) assisted the Department Operations Center (DOC) and COVID Command Center (CCC) with setting up testing sites, installing k-rails, placing changeable message signs and other activities. This year, we worked to support the expeditious openings of three large-volume vaccination sites around San Francisco.

Sites included:

- City College
- SF Market (901 Rankin Street)
- Moscone Center

For the City College site, the City's first, BSSR worked closely with the Mayor's Office to pave portions of the deteriorated parking lot, establish an ADA-accessible ramp and complete other miscellaneous improvements on an expedited schedule and with no advance notice. This work was a big job on a complex site and required careful coordination with the vaccination production team. Work was completed in two days.





CLEARING

Removal of rocks and debris in the identified area makes for a longer-lasting pave.



PAVING

The area is filled to match the existing level for a smooth transition.



COMPLETION

When completed, the site is smooth and safe for use.

W I N D I N G D O W N

P A N D E M I C

P R O J E C T S

**For most of the past year,
our marching orders were clear:
Do what we can – and do it quickly –
to help the City respond to the
COVID-19 health crisis.
We didn't disappoint.**

Our staff, all deemed essential workers, hustled to develop neighborhood Safe Sleeping Sites for San Francisco's unhoused residents – utilizing parking lots and a closed-off street as places where people could set up tents. Plumbers hooked up water. Electricians brought in power. Painters marked off individual sleeping areas to keep people six feet apart. And our carpenters built sturdy wooden platforms to keep tents and belongings off the ground.

Our team built a medical surge site in the Presidio, which was on standby to serve non-COVID patients should San Francisco's hospitals become overrun. Despite the winter rise in cases, the overflow facility never was needed



We also transformed the Moscone West Convention Center into a large homeless shelter, boarded up Muni Metro stations to keep vandals at bay and outfitted neighborhood health centers to serve COVID patients safely.

The work involved trades workers, architects, engineers, the permits team, landscape architects, accountants, gardeners, street cleaners and many more of our staffers.



DISASTER SERVICE WORKERS

I have been employed by San Francisco Public Works since 2017. In my tenure in the Bureau of Urban Forestry (BUF), I have had the pleasure to work for and learn from Clarence Robinson, Supervisor 2 Landscape; Carla Short, Interim Director; DiJaida Durden, Deputy Director of Operations; and Nicholas Crawford, Acting-BUF Superintendent.

In March 2020, the City was hit hard as the world almost shut down with the outbreak of the COVID-19 pandemic. Public Works responded quickly to protect our safety, sending most of us home, while they determined how to operate. I immediately reached out to my supervisor and volunteered to be a Disaster Service Worker (DSW), because I'm an SF native and I wanted to help.

I returned and reported to the Emergency Operations Center (EOC) where I was first assigned to the Good Hotel and then the Whitcomb Hotel. Their mission was to provide housing and resources to the homeless population. First as a monitor then as a lead, I built bonds with my fellow DSWs as we assisted residents with all their needs.

During this experience, I received opportunities to learn, lead and most importantly help. I felt tremendous support from my department and bureau with the regular check-ins and updates as well as from my fellow DSWs, our security team navigation workers. Although at times I felt uneasy or even fearful, our department's genuine concern for our health and welfare, the provided COVID-19 leave and the opportunity to receive vaccinations and testing made me feel like we were all in this together.

-PATRICIA PALMA

DSW-Navigation Worker, Security Team
OPS-Public Service Aide
Bureau of Urban Forestry

My experience as a DSW working at the Emergency Operations Center (EOC) was great. I was assigned to the Planning Section and my role was staffing. I coordinated with all of the section leaders at the EOC to provide daily updated lists of people who were allowed in the building, as well as all pertinent contact information, and producing weekly staffing reports. Since I began working for the City & County of San Francisco many years ago, there was always an ideal that we are a "City family," but I didn't realize the truth of that until my experience as a DSW.

Though we were all from different departments, our unified mission allowed us to work cohesively to get the job done. I appreciate the experience and the friendships I established with people throughout the City.

-FREDDY PADILLA, PMP

DSW-Staffing, Planning Section
IDC-Senior Administrative Analyst
Project Management & Construction

My time at the COVID Command Center was educational and fun.

I was activated from April 27 to May 28, 2020, working in logistics and as a community branch coordinator. We all worked as a team. I got to meet other City employees from different departments.

As a DSW, I learned that during a crisis we all need to work together, setting aside our differences to get our community back to the way it was prior to the crisis. I also learned that not everybody in the City is able to help — some needed help, i.e.: food, shelter and work.

It's a wonderful feeling knowing that I was involved in a large-scale operation helping the City.

This is an experience I will remember for a long time.

-CARLO ALFONSO

DSW-Community Branch Coordinator
BDC- Executive Assistant
Building Design & Construction, Director's Office



I am just exhausted from COVID. Not actual COVID but ALL of IT. I am very grateful for my work family and our entire department. My first and only DSW assignment was at Zuckerberg San Francisco General Hospital in the supply room for two weeks. I work the mid-day shift. It was such a scary time, it seems like 100 years ago at times. I enjoyed my time there but returned to regular Director's Office duties which became anything but regular in the last two years — whether it was the move to our new offices at 49 South Van Ness Ave., Public Hearings via Zoom, work with the return to in-person-work team and the Sharing is Caring team. I continue to stay busy supporting our director and deputies as we forge ahead to 2022 with all its challenges. It has really been tough, but I am so proud to be part of a great team.

—CLINTON OTWELL

DSW-General Hospital Supply Room
FIN-Executive Assistant
Finance & Admin, Director's Office

Walking into the EOC on Turk St. on my first day of deployment in early March 2020 was surreal. People were bustling. Phones were ringing. Papers were shuffling. Case numbers were still low — double digits perhaps? I sat dazed in my seat with the light blue vest draped across the chair reading, "Graphic Designer."

Although I've participated in trainings for hypothetical scenarios through the years, I didn't expect to experience and help during a global pandemic.

While there is a sense of pride in seeing the countless pieces of public health and safety materials I helped to create posted around the City, I am more grateful to be of service in some way during this unprecedented time. My contribution is just one small piece of a larger-scale puzzle. I've met and worked alongside so many amazing, talented, compassionate people along the way. I've learned and grown during this time - as a designer, a public service worker and, above all, a human being.

—NICOLE WOO

DSW-Graphic Designer
DO-Creative Producer
Policy & Communications

Two years ago life changed: global pandemic, COVID-19, Delta variant, COVID Command Center (CCC), N-95. They all became new buzz words in our vocabulary. Public Works Operations shifted gears and set up a field hospital in the Presidio. Our Carpenter's built hundreds of partitions and sleep platforms for the unsheltered at Moscone Center West, Civic Center and the Haight-Ashbury. We turned empty lots into Safe Sleep Sites, providing safety and services for the most vulnerable population. It was also time for Public Works Operations to begin a new chapter of inter-bureau cooperation and collaboration never seen before. In the distant future, history will be kind to the dedicated staff not allowed to work from home who braved the pandemic and worked in the most challenging conditions with little reward except the pride in knowing the difference they made to the citizens of San Francisco.

—JEFFREY SORIA

DSW-Operations
OPS-Acting Maintenance Manager
Carpentry Shop

I remember the Loma Prieta Earthquake. The sound of earth moving is something I will never forget. I remember feeling scared and wanting my father. More than anything, I remember my mother telling me he was not coming home that evening, because he had to stay at work. Years later, he explained what he was doing that night: my father was a City employee dispatched to help efforts in the Marina District.

I felt the same childhood fear when I received an e-mail saying I was selected to work as a Disaster Service Worker at the Emergency Operations Center. At that point, the world didn't know much about COVID-19. Would I be safe? But, eventually, I remembered my father. I knew that being a civil service employee meant serving the people of San Francisco whenever they needed me.

So I went. And I couldn't be prouder of the work I did.

—RAMSES ALVAREZ

DSW-Asset & Inventory Manager
OPS-Program Manager
Community Engagement





BAYVIEW NAVIGATION CENTER

San Francisco's seventh Navigation Center opened in the Bayview, providing a safe, healthy and welcoming shelter for people who had been living in encampments.

The pre-engineered sheet metal structure – a first in the Navigation Center roster – was delivered in pieces and assembled on site. The 45,000-square-foot parcel, owned by the state Department of Transportation, is being leased by the City to shelter the unhoused. The land last served as a parking lot.

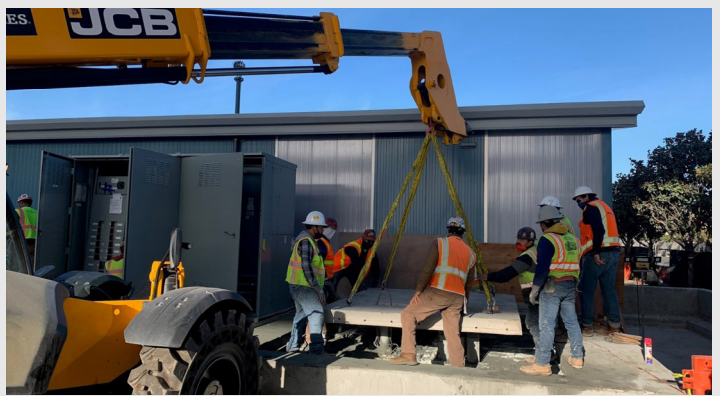
San Francisco Public Works was instrumental in getting the project built. Our architects, landscape architects and engineers developed the conceptual design and we provided both project and construction management services. Our permits, site remediation and regulatory affairs teams worked on the project. Our operations crews also pitched in, cleaning up a mess on the neighboring property that was impacting the project.

Construction began in June 2020 and the facility opened in January 2021, a remarkable feat given the complexity of the job and the added challenges working during a public health crisis. But comprehensive pre-planning, strong

partnering between the City and the general contractor, Pankow, and the use of 3-D modeling and construction robots in collaboration with local trades unions, contributed to the speedy delivery.

Several local companies worked on the project. They performed painting work, janitorial services, traffic control and more. A job-readiness training program to expose people to careers in construction also was set up for interested residents in the Bayview and surrounding neighborhoods.

The City's Department of Homelessness and Supportive Housing oversees the City's network of Navigation Centers, the first of which opened in 2015 in the Mission District. At the newest Bayview location, the nonprofit service provider, Bayview Hunters Point Foundation for Community Improvement, is on board to help operate the facility. Guests can access on-site case management, social services, health wellness checks and exit planning, with the aim of moving people into more permanent supportive housing. Group activities also will be offered, including those specially designed for children and families.

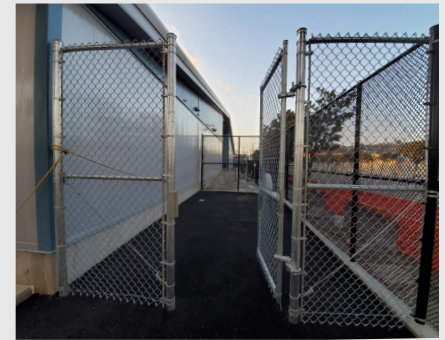




Located at 1925 Evans Ave., the new Navigation Center includes four dormitories, an inviting landscaped courtyard with colorful furniture and strings of overhead lights, indoor dining areas, community rooms and restrooms with showers.



The beds are elevated so people can tuck their belongings underneath and higher dividers between beds are in place to give people more privacy - two added improvements based on feedback from guests in some of the first Navigation Centers that came online.



There is a designated pet relief area for the guests' canine companions and storage containers for extra possessions that people brought along with them. The idea behind the design and amenities is to provide a hospitable place where people want to be as they navigate off the streets and into a more stable living situation.



PUBLIC SAFETY

PROJECTS INCLUDE:

+ SKIES TURNED ORANGE	46-47
+ CLEANCORRIDORSSF	48-51
+ ILLEGAL DUMPING CLEANUP	52-53
+ GRAFFITI ABATEMENT	54-55
+ MECHANICAL SWEEPING	56-57
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+ GREAT HIGHWAY SAND REMOVAL	60-61





THE DAY THE

S K I E S

T U R N E D

O R A N G E

Smoke from California's raging wildfires shrouded the sun, casting an eerie orange glow over San Francisco on Sept. 9.

Johnnie Walker (left), who works on our street cleaning crew, power washed an Excelsior District sidewalk just past 12 noon on that strange day. "It's never really gotten lighter," he said. "It's been dark all day. Never seen it like this."

Public Works crews and projects continued to move forward with business as usual. Pictured on the left, from top to bottom, construction continued on the San Francisco Animal Care and Control facility, Jefferson Street Improvement and Garfield Recreation Center.







C L E A N

C O R R I D O R S

S F

In November 2020, we relaunched the CleanCorridorsSF pilot program – an initiative to deep-clean busy neighborhood commercial and mixed-use districts throughout the City.

Started in February 2020, the Public Works program provides litter removal, steam cleaning, graffiti abatement, trash pickup and public education.

We targeted a different supervisorial district every Thursday with a focus on neighborhood corridors where a lot of businesses are operating outside, under the City’s Shared Spaces initiative, to help slow the spread of COVID-19.

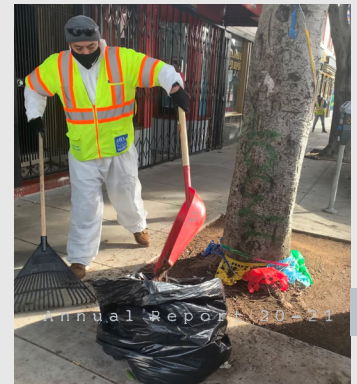
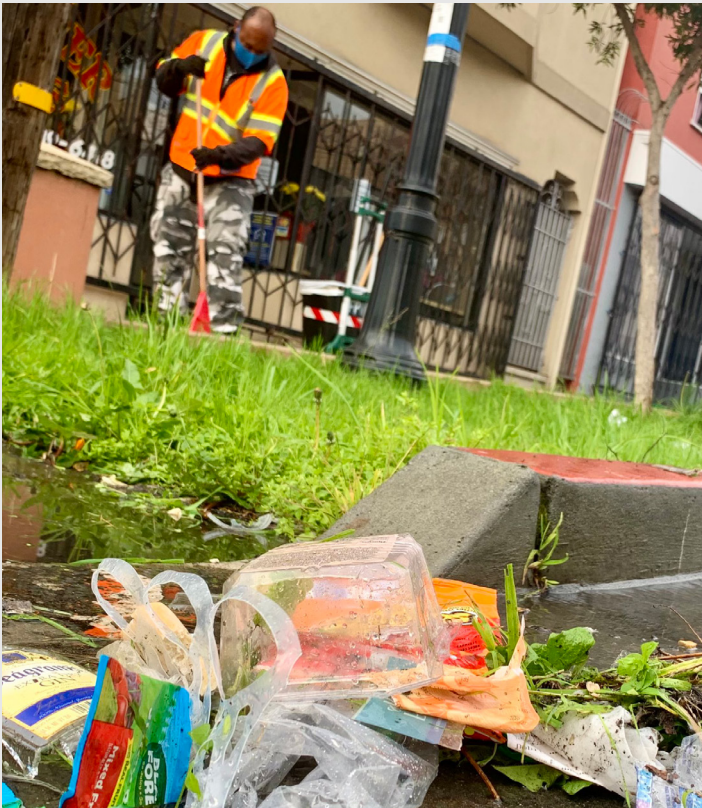
In addition to the extra cleaning, our staff also reaches out to merchants to talk to them about steps they can take on an ongoing basis to help keep their neighborhoods looking good.

As long as we have the staffing and community support, we hope to make this a regular part of our operations.

Among the CleanCorridorsSF streets were :

- Chestnut Street in the Marina
- Grant Avenue in North Beach
- Haight Street in the Haight-Ashbury
- Clement Street in the Richmond
- Geneva Avenue in Crocker Amazon
- Folsom Street in the South of Market
- Valencia Street in the Mission
- Hayes Street in Hayes Valley
- Leland Avenue in Visitacion Valley
- 24th Street in the Mission
- Ocean Avenue in the Ingleside
- Judah Street in the Sunset
- Fillmore Street in the Western Addition
- Mission Street in the Excelsior









I L L E G A L D U M P I N G C L E A N U P

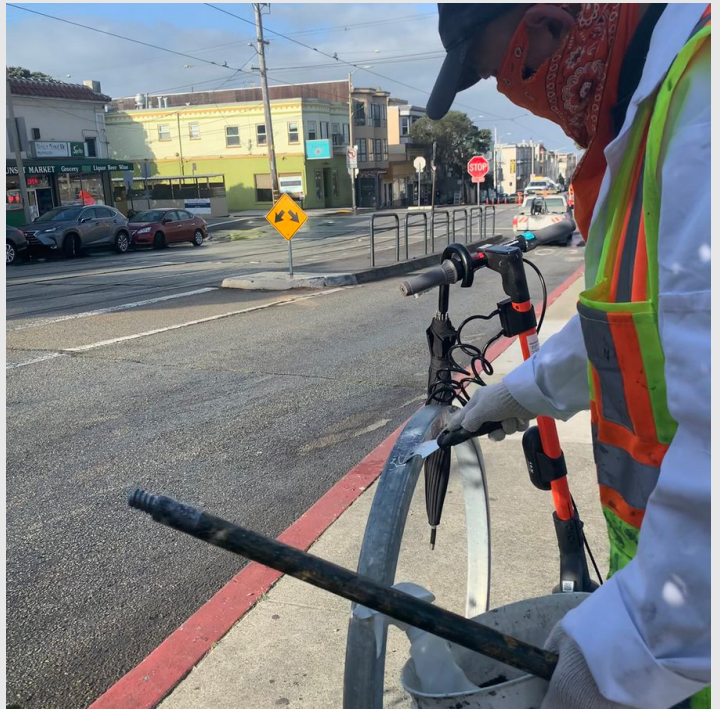
Illegal dumping remains a problem in San Francisco. Public Works and Recology, our partner in the cleanup of abandoned waste, fielded more than 90,000 service requests each of the last two years to remove furniture, mattresses, appliances, construction debris, household garbage and large piles of trash from City sidewalks, alleyways and other shared public spaces. That's on top of the twice-weekly proactive cleanup operations we run with Recology in known hot spots.

In all, crews haul away tens of thousands of pounds of unwanted items annually, costing millions of dollars a year. But money isn't the only downside. Abandoned waste blights neighborhoods, attracts vermin, causes environmental risks, creates fire hazards and puts pedestrians and bicyclists in danger when the rubbish blocks the sidewalk and street.

The problem is not a San Francisco phenomenon. Cities and states across the United States, and countries throughout the world, grapple with abandoned waste. And the thing is, it can be prevented. There are plenty of ways to jettison junk without hurting our neighborhoods.

In August 2020, the Board of Supervisors approved legislation to expand enforcement of illegal dumping by giving Public Works employees the authority to issue fines of up to \$1,000 for each offense. The definition of abandoned waste also was clarified to capture more electronic and hazardous waste.

Our goal, however, remains to move beyond cleanups and enforcement. We want to get to a place where people don't dump their junk in the first place.





GRAFFITI ABATEMENT

As the City slowly reopened with the easing of the Shelter-in-Place Health Order, our graffiti abatement crews doubled down to wipe out tags in two commercial corridors hit particularly hard during the shutdown.

Twice a week in October 2020, they hit the streets at 4 a.m., before businesses open in the Mission and Chinatown, to paint out graffiti on storefront security gates, utility boxes, street signs and other surfaces where the vandals leave their mark with spray paint and markers.

Normally, private property owners are required to remove graffiti from their buildings and utility boxes, but the onslaught of tags prompted us to temporarily provide courtesy service in the two hard-hit neighborhoods as struggling businesses started to open back up.

We put a pause on issuing citations to private property owners who don't remove graffiti from their properties during the pandemic. We always will work with property owners who face excessive tagging and hardship.

Last year, the number of graffiti complaints we've fielded through the 311 customer service center averaged 2,634 a month; this year, the monthly average has been 3,134. Meanwhile, the special operation in Chinatown and the Mission doesn't wait for the complaints to come in; the crews drive slowly up and down the quiet blocks and when they spot a tag, they grab their paint and tools and get to work.





M E C H A N I C A L S W E E P I N G

Every day of the year in San Francisco, Public Works' mechanical sweepers travel the curb lanes, scooping up tons of leaves and litter – performing a critical operation that results in benefits beyond cleaner streets.

The fleet of 63 sweeper trucks, operated by a team of 57 drivers, traverses 27 different routes across a majority of the City on a daily, weekly or bi-weekly basis, depending on the corridor. For emergencies, our street cleaning bureau keeps a sweeper available around the clock.

Despite the monumental effort and the wide variety of benefits it provides, street sweeping remains one of the most misunderstood and overlooked aspects of our work.

To the average San Franciscan, mechanical street sweepers may represent little more than the inconvenience of having to move their car on street cleaning days or the unwelcome \$83 fine stuck under their windshield wiper. But what exactly are people getting in return for this inconvenience? A lot!

Our mechanical sweeper fleet removes 25,000 tons of leaves and litter from the City's streets every year. Aside from the obvious cosmetic benefits, mechanical street sweeping helps prevent localized flooding by keeping the storm drains clear of debris; keeps trash out of the Bay and Pacific Ocean by removing materials from the street before they reach the waterways; and reduces the strain on San Francisco's combined sewer and stormwater treatment systems by removing litter and leaves before they enter the system.

The operation is a workhorse of the Public Works street cleaning portfolio – to keep it working effectively and optimally, please remember to move your car on street cleaning days so the sweeper trucks can access the curb lanes.

"In 2020, our sweepers collected roughly 33,000,000 pounds of debris. To put it into perspective, that weighs more than the Brooklyn Bridge (29,370,000lbs.) or the Eiffel Tower (22,300,000lbs.)"

-Sean Lange
LEAD TRUCK OPERATOR



"Everyone's going through their own challenges in life; as people, we all go through challenges. I come to work every day to do my job and to help. I hope I'm making a difference."

-Curtis Jones

SPECIAL PROJECTS





M I D - M A R K E T V I B R A N C Y & S A F E T Y P L A N

"All of our residents and workers deserve to feel safe, and this area of the City continues to face a number of challenges that need to be addressed."

— *London Breed*
SAN FRANCISCO MAYOR

As San Francisco emerges from the COVID-19 pandemic, Mayor London Breed announced a new initiative to crack down on illegal activity in the Mid-Market and Tenderloin to create a safer and more inviting environment.

The plan includes both a visible increase in police presence – with more officers patrolling on foot, horse, motorcycle and bicycle – and a cadre of community-based ambassadors stationed on every block to engage with the public and help connect those in need of services.

The special operation runs along Market Street, from Fifth to Eighth streets, and adjacent areas just to the north and south. It also includes U.N. Plaza and the Tenderloin north to Eddy Street. The law enforcement component started.

Public Works also is dedicating staff to the multi-agency effort to ensure a quick response to street cleaning needs. On one recent morning, our Special Projects team members, Curtis Jones and Jorge Cruz, worked the Eddy Street corridor, picking up bags of illegally dumped trash left on the street corners, a smashed glass coffee table abandoned on the sidewalk and

other debris. They start most of their workdays meeting up with officers from Tenderloin Police Station and go from there.

Jones said every shift in the Tenderloin can be different. On some days, people don't want to move when he needs to clean an area; other days, everyone is cooperative.

The work he and Cruz do is on top of our other cleanup operations in the Tenderloin that run throughout the day, which include encampment cleanups, litter patrol, steam cleaning and block sweeping. The Tenderloin Community Benefit District also has crews on the ground. We're in the Mid-Market doing cleanups with other nonprofits, as well.

"This effort is really a collaboration with support and guidance from the community, especially the many families with children, workers and senior communities that live and work here. This sustained, focused approach will make a noticeable difference on the street as our City reopens and we continue to move forward with our economic recovery," said Mayor Breed.





G R E A T H I G H W A Y S A N D R E M O V A L

Unusually gusty and prolonged winds led to a lot more sand piling up on the Great Highway this year, adding to the workload of our contractor crews during the annual sand relocation operation at Ocean Beach.

Crews – using earth-moving trucks – redistributed approximately 30,000 cubic yards of sand, moving it from the side of the roadway toward the Pacific Ocean. The aim of our work is to reduce the likelihood of sand buildup on the Great Highway during windy weather. Last year, by comparison, crews shifted some 18,000 cubic yards.

While the Great Highway has been closed to vehicular traffic during the global pandemic, it has been used for walking, biking and other recreational uses.

In addition to the removal of sand at the seawall between Noriega and Santiago streets, the project addressed the sand accumulation at Judah and Noriega streets.



Public Works has a small window to perform the annual work; it must be timed to make sure crews do not disturb the Western Snowy Plover, a small shorebird that is protected under the U.S. Endangered Species Act. The plovers can be found at Ocean Beach about 10 months out of the year but take off in the spring or early summer to nest in other coastal areas and inland salt flats. Monitors with the federal Golden Gate National Recreation Area (GGNRA) confirmed that the plovers had left Ocean Beach and that it was safe to begin relocating the sand.

The work was done in coordination with the GGNRA and under a special-use permit for activities that occur on federal parklands.

Public Works hired Yerba Buena Engineering & Construction, Inc. to perform this work.



PUBLIC INFRASTRUCTURE

P R O J E C T S I N C L U D E :

+ TREASURE ISLAND	64-67
+ O'SHAUGHNESSY BLVD.	68-69
+ RICHLAND BRIDGE	70-71
+ EMBARCADERO BIKE PATH	72-73
+ PAVING CONDITIONS	74-75
+ SECOND STREET IMPROVEMENTS	76-79





TREASURE ISLAND

In less than a century, Treasure Island will have been transformed from an artificial island built for the Golden Gate International Exposition during the Great Depression into a bustling, technologically advanced and environmentally sustainable new 21st-century neighborhood housing more than 20,000 San Franciscans.

This ambitious vision will create a new San Francisco neighborhood – in the middle of San Francisco Bay. There’ll be new housing, hotels, shops and restaurants, offices, a combined police and fire station, a new school, 300 acres of parks and open space and supporting infrastructure.

The proposed development went through nearly two decades of planning and legislative wrangling before securing San Francisco Board of Supervisors' approval in 2011. Construction broke ground in 2016 and today there are plenty of signs that the new development is taking shape.

Treasure Island Community Development, a private partnership encompassing Stockbridge Capital Group/Wilson Meany and Lennar Corp., is the master developer for Treasure Island.

The project is overseen by the nonprofit Treasure Island Development Authority (TIDA), a public benefit agency whose governing board is appointed by San Francisco’s mayor.

San Francisco Public Works has a major role in the project: Reviewing and approving the developer’s proposed mapping and project phasing; issuing infrastructure permits; and providing construction management services for the infrastructure and parks improvements. Our team also reviews the developer’s proposed designs for compliance with applicable codes, guidelines and local standards.

Treasure Island was constructed at the site of the Yerba Buena Shoals, a shallow water area directly north of Yerba Buena Island, a natural island. The bay floor areas surrounding the shoals were underlain by soft mud. To fully build the island, a rock dike – an artificial ridge constructed with rocks – was established first, and sand fill was pumped or deposited in place until the elevation reached the surface. Then, another rock dike was placed on top of the first and filling continued. This process was repeated until the island was formed.



For the new development, geotechnical engineers crafted a strategy to make the island perimeter seismically stable, strengthen the causeway that connects Treasure Island to Yerba Buena Island, densify the sandy fill to minimize seismic settlement and compress the soft bay sediments prior to infrastructure improvements and building construction.

The geotechnical plan relied on an array of techniques to achieve the desired stability needed to support the new development.

The techniques included making the sand fill throughout the development and the shoreline denser by preloading the development area with surcharge and wicks; strengthening the causeway and the shoreline close to the development area with cement deep soil mixing; and vibrocompaction.





1.

Settlement of the soft bay sediment can be accelerated by use of surcharging, allowing much of the future settlement to occur prior to construction. Surcharging involves adding excess fill, for a limited time, above the intended final site grades. Prefabricated vertical drains, also known as wick drains, can be used to significantly decrease the time the fill is needed to weigh down the soft bay sediments by forcing water to be squeezed out faster. This can cut the settlement period considerably - to months instead of years.

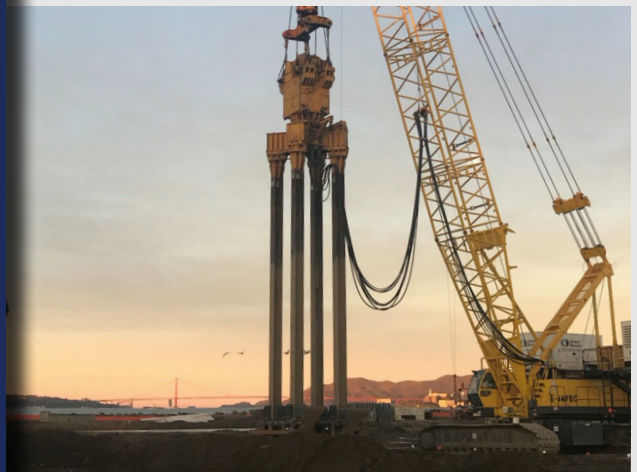
2.

Deep soil mixing is used to strengthen the weak soil along parts of the shoreline and the causeway. Deep soil mixing is a ground improvement technique that enhances the characteristics of the soil by mechanically mixing them with a cement slurry, causing the soil to become more like soft rock. In total, about 150,000 cubic yards of deep cement soil mixing was performed in the first development phase.

3.

The vibrocompaction technique, widely used in Japan, combines tamping and direct power compaction and densifies loose sandy soils by vibration and compaction. The equipment to perform this work includes a hydraulically-driven vibratory hammer suspended from a vibration isolation mount, which in turn is suspended from the main cable of a 270-ton crawler crane.

The hammer is attached to four probes through a holder. The probes are H-beams modified with steel flaps hinged to the web at the base of the beam. As the beam penetrates the ground, the flaps are deployed to provide more area for compaction. During the extraction of the beams, the flaps retract to reduce resistance. At the ground surface, a guide system is used to keep the beams from separating.







O ' S H A U G H N E S S Y B L V D .

C E N T R A L S L O P E

R E S T O R A T I O N

P R O J E C T

San Francisco is famous for its hills and the panoramic views they offer.

But some of the undeveloped slopes are prone to rockslides and pose public safety risks. One of those spots with a history of trouble is a steep hillside that rises above O'Shaughnessy Boulevard across from Glen Canyon Park.

This hillside's profile may not make it unique in San Francisco, but its proximity to a heavily used street and a record of instability warrants special attention.

The project team focused on the hillside's central slope – a particularly steep and rocky area that has proven especially problematic in the past. Crews used a variety of different stabilizing and reinforcing techniques. Their first task was to excavate and clear loose rock that had built up at the bottom of the slope. Next, they knocked away the remaining loose rocks that presented a falling hazard under a process known as rock grubbing.

After that work was completed, crews drilled a series of holes into the central slope. Some of these holes are part of a process called rock bolt drilling. This is where holes are bored into a hillside and filled with grout and steel rods, which then are connected to a steel plate or block at the hole's entrance.

The remaining holes will be used to anchor a combination of wire mesh and cable installed directly over the central slope's surface. These nets are designed to prevent rocks from breaking off and sliding into the roadway during future incidents.

Once all heavy work on the slope was complete, new catchment fences were installed at the slope's base to serve as a final barrier between the hillside and the road below.

The driving force for the project is enhanced safety, but when we work in undeveloped, natural areas like these, we also aim to preserve the City's plant and animal life. If any areas of the hillside are significantly disturbed during the safety upgrades, the project team will re-seed the sites with a mix of California-native plants.





R I C H L A N D A V E N U E B R I D G E

The Richland Avenue Bridge, a nearly century-old Public Works structure above the stretch of San Jose Avenue known as the Bernal Cut, emerged from a nearly year-long shutdown with new guardrails and freshly painted piers.

The 234-foot-long bridge connects Glen Park and the College Hill neighborhoods.

The work involved demolishing the old deteriorating concrete guardrails on both sides of the bridge and replacing them with new ones built on site that meet today's safety codes. Crews also made spot repairs on the piers and then repainted them. In addition, the old streetlights in the area were replaced.

Public Works managed the project; our contractor, Gordon N. Ball, Inc., performed the work.

The Richland Avenue Bridge, which was built in 1927 with five short spans, was modified in 1969 when the two mid-section piers were removed to allow Muni trains to run under the bridge on tracks along San Jose Avenue.

A large arching beam was added to maintain the structure's integrity. We have no records that show the guardrails have been upgraded in their nine-plus decades of existence.







EMBARCADERO BIKE PATH

Prior to the COVID-19 pandemic, more than 300,000 people walked, rode transit, bicycled or drove on The Embarcadero on a typical weekday.

Although commuter traffic had subsided for the greater part of 2020, The Embarcadero remained bustling with San Franciscans and visitors who use this route, with its rich mixture of scenery that includes the downtown skyline, the Bay Bridge, Alcatraz and the Ferry Building, for recreation and exercise.

To ensure that this important route remains safe and efficient for cyclists and drivers alike, Public Works teamed up with SFMTA and the Port of San Francisco on the Ferry Terminal Quick-Build Project, which separates vehicles and bicycles with 49 concrete islands from Folsom to Mission streets northbound on The Embarcadero.

The quick-build program is an aspect of the City's Vision Zero Initiative, which focuses on improving the 13% of City streets where 75% of San Francisco's severe and fatal pedestrian injuries occur. Quick-build projects are one tool the City uses to help implement safety projects faster on the streets where engineering improvements can have the biggest impact in reducing these types of fatalities and injuries.

With our wide range of project management and construction services, Public Works plays a vital role in the quick-build process. On the

Ferry Terminal Quick-Build Project specifically, our Bureau of Urban Forestry's Cement Shop constructed the islands. Each island is 2-feet wide and will be equipped with railings to provide more secure separation between cyclists and motorists. This two-way protected bikeway serves as a preview of The Embarcadero Enhancement Project's planned safety improvements for the remainder of the corridor.

Metered parking was removed along the two-block stretch and SFMTA and Public Works crews added new paint to the road and curbs.

In addition, crossings with separated waiting areas for bikes and cars, right-turn-on-red restrictions for vehicles and improved signal timings were added to enhance safety between the ferry terminal and the South of Market neighborhood. These types of investments in critical infrastructure support San Francisco's renewal and recovery while protecting public safety.

Staying true to its name, the Ferry Terminal Quick-Build Project took only about a month to complete. Construction began on Oct. 7.





SAN FRANCISCO'S PAVING CONDITIONS

The City's regionally tracked roadway condition score hit its 10-year goal, demonstrating the benefits of a systematically planned and executed public infrastructure investment strategy to improve the streets of San Francisco.

The Pavement Condition Index, or PCI, is tracked by the Metropolitan Transportation Commission, the regional transportation planning and funding agency that monitors the condition of Bay Area roads. San Francisco's PCI score for 2020 hit 75 out of 100, exceeding the region-wide average of 67. A PCI score of 75 puts the roads collectively in "good" condition, requiring mostly preventative maintenance. A score of 100 is assigned to a newly paved road.

Public Works maintains more than 900 miles of streets comprising some 12,900 blocks. Well-maintained streets provide safe mobility for motorists, cyclists and pedestrians and make possible the movement of goods and services. Since 2011, 600 blocks have been resurfaced on average each year.

San Francisco's streets are critical infrastructure, used by just about everybody, every day. A decade ago, we set a PCI target of 75 to get the roads in good condition and we reached that goal through sound planning, design and delivery. The 10-year investment paid off and now we must keep the momentum going.

The Street Resurfacing Program, run out of our Infrastructure Design and Construction Division, is guided by a geographical equity lens. That ensures street improvements occur in all of San Francisco's neighborhoods. Public Works evaluates the impacts of wear, erosion and aging of each street and assesses street deterioration with a rating for each of the City's blocks. Currently, nearly two-thirds of San Francisco blocks have a rating of good or excellent.

All our paving projects, from microsurfacing to complete reconstructions, include the installation of ADA-compliant curb ramps to make our streets safer and accessible for everyone.





T R A N S B A Y F O L S O M S T R E E T S C A P E

The Transbay Folsom Streetscape Project brought needed improvements to this busy South of Market corridor.

The project provided public right-of-way improvements on Folsom Street, between Second and Spear streets. The upgrades include wide, tree-lined sidewalks; utility improvements; bulb-outs to shorten pedestrian crossings at key intersections; new ADA-compliant curb ramps; four new Muni transit boarding islands; attractive rain gardens to help manage stormwater; separated bike lanes; traffic-calming elements; new traffic signals, light fixtures, and street furniture; and street repaving.

The changes advance a key portion of the Transbay Redevelopment Project Area Streetscape and Open Space Concept Plan, approved in 2006.

Other improvements along the Folsom corridor included the new traffic signals, rain gardens and other minor landscape improvements.

Public Works provided design oversight and construction management service on the project, which aims to transform the stretch of Folsom into an inviting corridor that will connect residents of the emerging Transbay area with the adjacent Rincon Hill neighborhood.



S E C O N D

S T R E E T

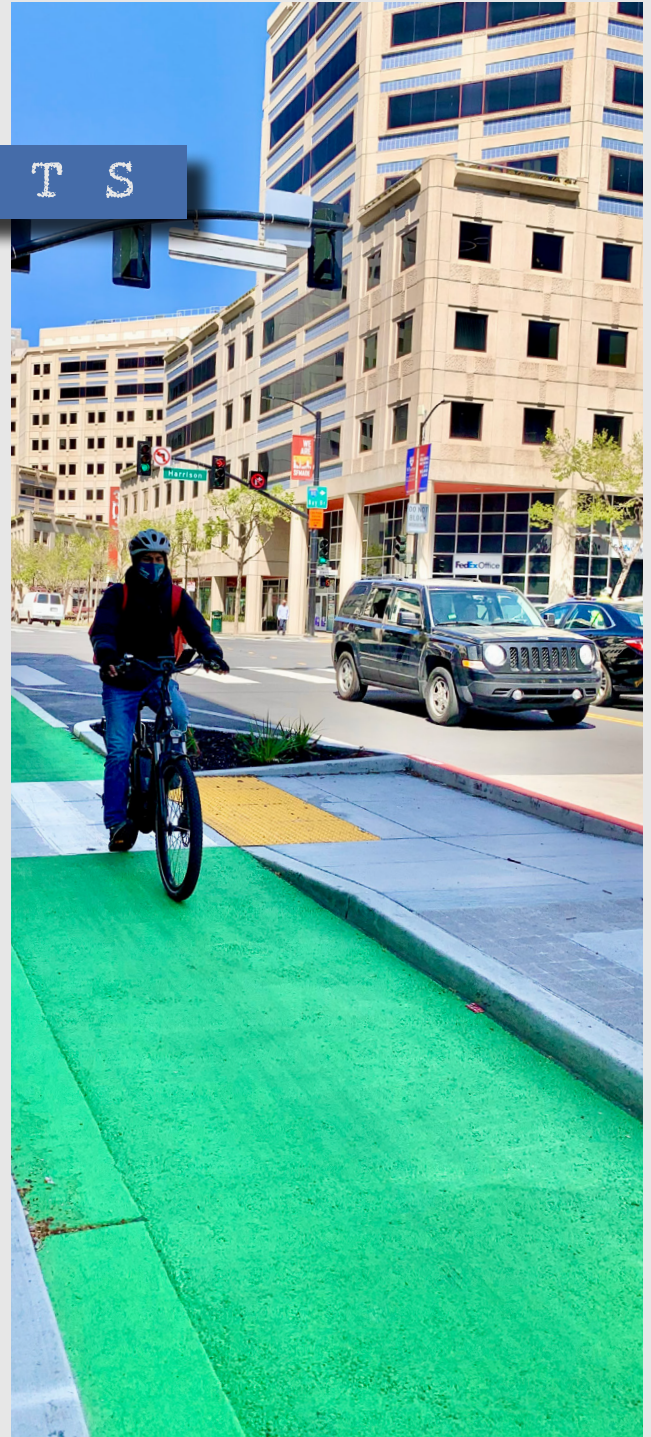
I M P R O V E M E N T S

In March 2021, we celebrated the completion of the transformative Second Street Improvements Project, which increases safety for people who walk and bike, improves Muni efficiency, replaces aging infrastructure and offers a more welcoming environment along a bustling South of Market corridor that connects major transit hubs and downtown.

Second Street stretches eight blocks from Market to King streets, connecting the South of Market neighborhood with historic Market Street and the Financial District to the north. It is an important connector for people who live in the area, as well as people commuting to offices and attending events at the Giants' waterfront ballpark.

Construction on the Second Street Improvements Project began in November 2017 and continued uninterrupted during San Francisco's Stay-at-Home Order, which allowed work to continue on essential infrastructure. This project supported more than 120 construction and electrical trade jobs at a time when putting people to work was crucial.

The \$26 million project is funded in part by One Bay Area Grants and the Federal Highway Administration, as well as SoMa Development Impact fees and local Proposition K sales tax revenue.





**THE PROJECT TEAM
CELEBRATES THE
COMPLETION OF
THE SECOND STREET
IMPROVEMENT PROJECT.**



New bus stop bulb-outs for picking up and dropping off Muni passengers were added to make it easier for buses to navigate Second Street.



The design also includes new protected bike lanes in each direction along Second Street, the primary north-south route for people biking in the area.



In addition to the transportation safety upgrades, infrastructure improvements were made below the street, including undergrounding overhead wires.



PUBLIC BUILDINGS

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SFFD
STATION
49





FIRE STATION 49

For years, the City's crew of 200-plus paramedics and Emergency Medical Technicians and fleet of ambulances deployed out of a cramped, rundown and seismically vulnerable warehouse.

Now, thanks to a voter-backed health and safety bond, the critical first responders are headquartered in a new facility with state-of-the-art technologies designed to meet the specialized needs of Emergency Medical Services staff, allowing them to better prepare their ambulances for deployment when responding to calls for medical emergencies and health crises.

Known as Station No. 49, the new 58,451-square-foot, four-story facility is located at 2241 Jerrold Ave. in the Bayview. The previous Emergency Medical Services headquarters was housed in a logistics warehouse a little over a mile away at 1415 Evans Ave.

The new facility, which was built from the ground up, is seismically safe and designed to withstand a major earthquake or other natural disaster.

"As the first facility solely dedicated to the Fire Department's Emergency Medical Services Division, our paramedics and EMTs will be better prepared for the job and able to more efficiently serve San Francisco residents when they need us the most."

Jeanine Nicholson

SAN FRANCISCO FIRE CHIEF

Its design achieved sustainable LEED Gold rating for new construction and will allow ambulances to provide optimal operations for first responders across the City.

The building is equipped with parking for the City's ambulance fleet, storage for crucial ambulance supplies and restocking, Emergency Medical Services offices, conference and training rooms, locker rooms and communal space for first responders. There also is an on-site fueling station, an emergency 72-hour generator and solar panels.

The San Francisco Public Works Building Design and Construction team managed the \$50.1 million project on behalf of the Fire Department.

We hired MEI/MarJang Joint-Venture Architects to design the building. S.J. Amoroso Construction served as the general contractor for the project. From the start of construction in fall 2018, the project provided 77 jobs, resulting in nearly 100,000 working hours.





*Each year,
the San Francisco
Fire Department's
Emergency Medical
Services Division
responds to
approximately
90,000 calls.*

That averages

*250 high - octane runs
on a given day.*

STATION NO. 49 IS UNIQUE IN THE SFFD SYSTEM.

Everyone assigned to the station starts and ends their shifts there but otherwise spends most of their time in the field. After changing into uniform, they're briefed by their commanding officer and then head out to prepare their ambulances and ensure they are ready to handle patients.

They make sure the ambulances are clean and that all equipment is on board and in working order. They also restock supplies – everything from tourniquets and trauma shears to bandages and oxygen. There are IV kits, medications, plenty of latex gloves, blood pressure monitors, defibrillators, splints and a lot more. They even keep cute teddy bears on hand to help

calm young patients. The ambulance gurneys, used to transport patients in the field, are put to work before the ambulance rolls out of the yard to help ferry supplies from the warehouse to the rig.

The skilled crews respond to a huge array of medical and traumatic incidents, including but certainly not limited to pedestrian and cyclist injuries, heart attacks, car crashes, stabbings and gunshot wounds, near drownings, behavioral health emergencies, falls and seizures. The cases are exceedingly diverse, said SFFD Emergency Medical Services Capt. Craig Gordon. "You could list just about anything you've heard of," he said, "and we've run on it."





F L O A T I N G F I R E S T A T I O N N O . 3 5

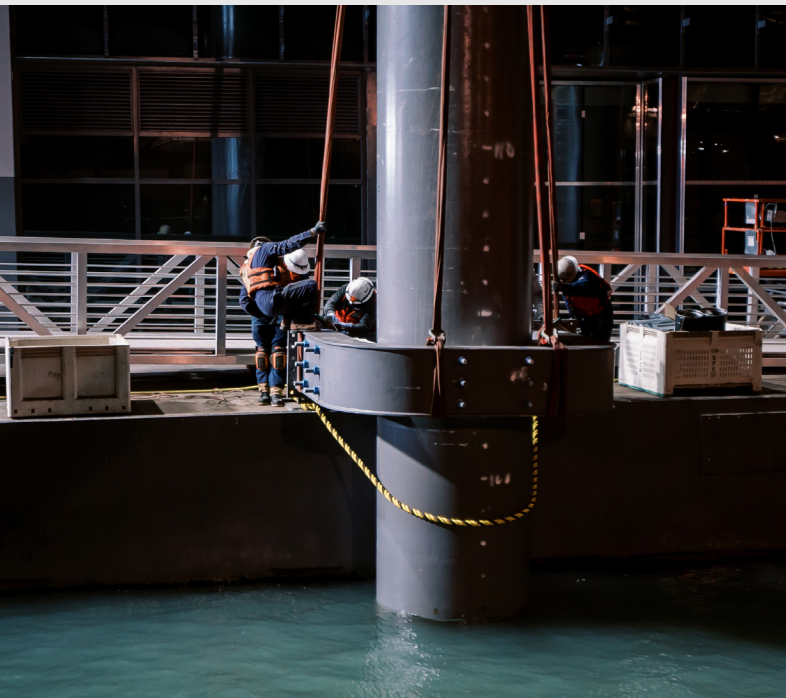
The San Francisco Fire Department's new floating fireboat station started to come to life in early 2019, some 6,100 miles away in Nantong, China, an industrial port city north of Shanghai located on the bank of the Yangtze River.

After its arrival at Treasure Island in January, construction began on the two-story fire station. Mooring lines kept the float in place on the Bay waters just off the Treasure Island shore.

Fast forward 11 months: With work complete on the 14,900-square-foot building, it was time to make the final move.

Just after midnight on a Thursday in December, crews untethered the mooring lines from the holds on Treasure Island and attached the float to two tugboats, which guided the float to Pier 22½.

Their route, a distance of 2.88 nautical miles, took a little more than an hour. They encountered no obstacles along the way – no hidden sandbars nor humpback whales.



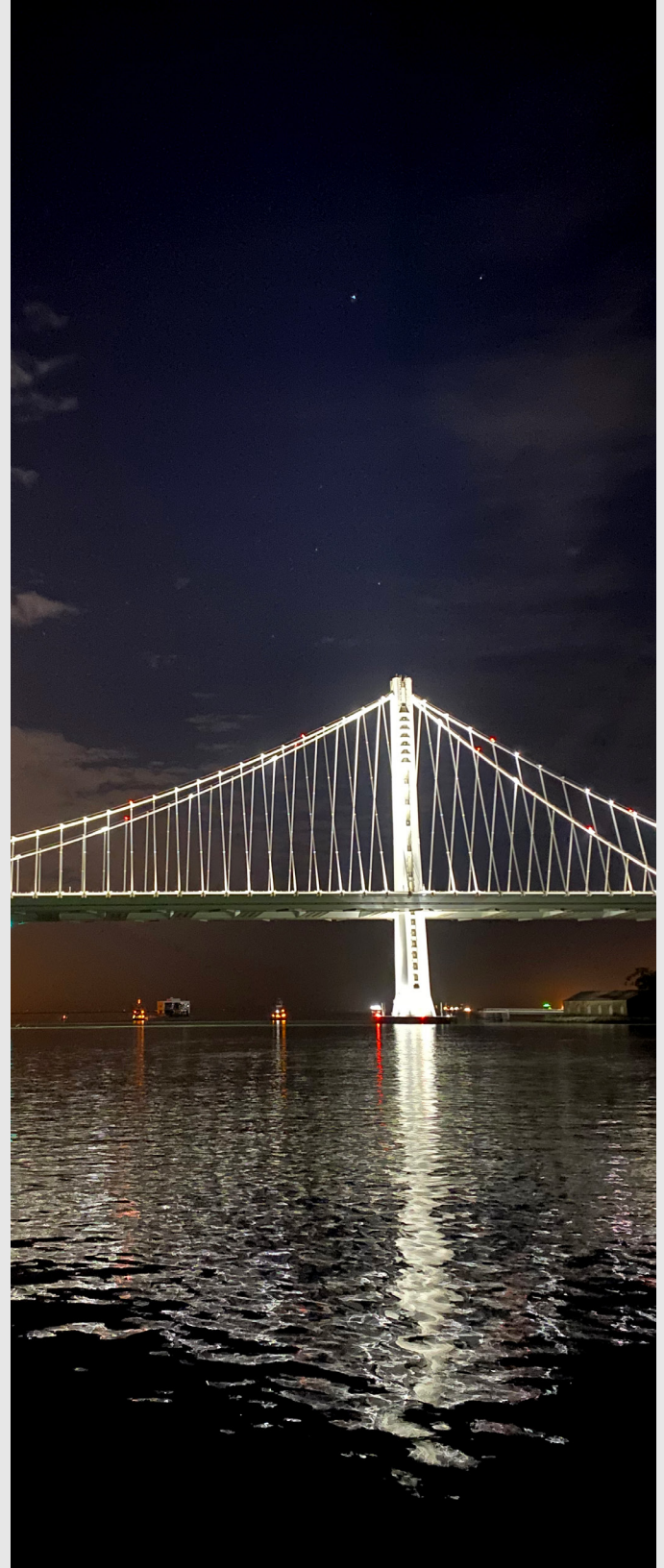
The timing seemed perfect: The Bay was in a period of slack tide when the water is void of powerful waves and currents. But just as they were getting underway, the tugboat captain picked up a GPS reading that showed a massive container ship passing under the Bay Bridge and heading in their direction. The move was paused briefly until the ship had passed.

Arriving at Pier 22½, they were met by two push boats, on hand for what would be the most exacting part of the operation. There was very little room for error. The float, 173 feet long and 95 feet wide and weighing 3.3 million pounds, had to fit between four mooring piles that will hold the structure in place, with just four inches to spare on either side.

A tugboat pilot stood atop the float up front, and with everyone involved tuned to the same channel on the marine radio, he gave orders – move a little this way, a little that way, and this way again. Only he used maritime-speak as he made the directional commands needed to squeeze the float into place.

The pre-work measuring and remeasuring the footprint between the four piles and the float itself didn't disappoint – a perfect fit.

The floating station leaves its Treasure Island post and floats off into the distance, under the eastern span of the Bay Bridge, and into place.





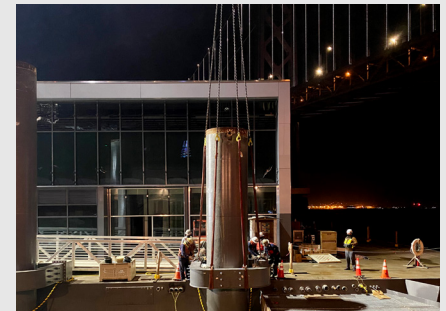
ONE OF THE BIGGEST ADVANTAGES OF THE FLOATING FIRE STATION IS THAT IT WAS DESIGNED TO RISE AND FALL WITH THE NATURAL TIDE OF THE BAY, KING TIDES AND FUTURE SEA LEVEL RISE THAT IS PROJECTED DUE TO GLOBAL WARMING.



With sunrise still nearly five hours away, crews hustled to secure the float. They used a crane to position four massive steel collars weighing 10,000 pounds apiece that connect the float to the piles. Forty 1¼-inch bolts attached each collar.



The steel piles, 125 feet long and 60 inches in diameter, were set in place in early fall. A crane hoisted them vertically into the water, where they sank about 50 feet into the Bay mud, just by their sheer weight. Then, a mechanized vibratory hammer weighing 70,000 pounds drove them down deeper, a third of an inch at a time with each cycle.



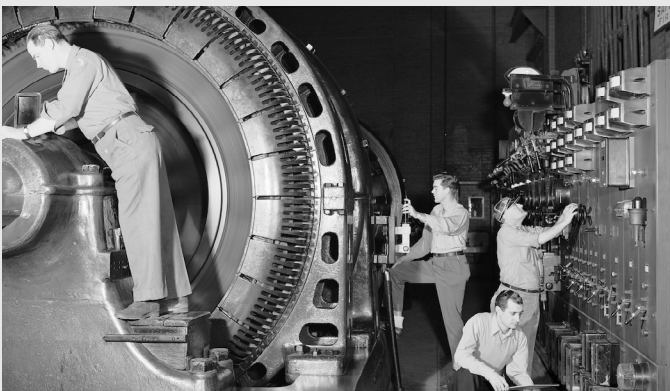
Two of the piles are anchored in 90 feet of dense Bay mud; the other two in 90 feet of thick mud and bedrock. A specially trained crew of pile drivers hammered each pile into place. Boring samples determined their exact location and depth.

GENEVA CAR BARN PROJECT



After decades of neighborhood advocacy and the work of government, nonprofit and private partners, the first-phase renovation of the historic Geneva Car Barn and Powerhouse in the Balboa Park neighborhood was completed, creating a dynamic space for a long-desired community arts center.

Located across from the Balboa BART/Muni Metro station, the Car Barn is the last physical reminder of the City's first electric railway system. First owned by private railway companies and then by the San Francisco Municipal Transportation Agency (SFMTA), it was occupied until 1989, when it was heavily damaged in the Loma Prieta Earthquake. Since then, community groups have championed for its preservation and its rebirth as a neighborhood arts beacon.





In 2004, the Car Barn was transferred from the SFMTA to the Recreation and Park Department with the goal of creating a recreational space for youth and families, especially for arts-related youth development. And in 2010, the community successfully advocated for the facility to be recognized as a historic landmark for listing on the National Register of Historic Places. This jump-started a fundraising drive to support renovating the former 3,100-square-foot Powerhouse and turning it into a soaring space to host arts performances and exhibitions, community events and arts classes.

The \$14 million improvement project included seismic upgrades, modern utility systems, hazardous materials remediation, a new roof, restored windows, accessibility upgrades to meet

today's Americans with Disabilities Act standards, a more welcoming entrance, a new floor with radiant heating, the restoration of historic features and streetscape enhancements outside. The renovation was designed to achieve LEED Gold Standard. Funding came from a variety of sources, including City and State funds, tax credits and grants. The Public Works construction management group worked in partnership with Rec and Park to deliver the project.

Phase 2 of the renovation, which has yet to be funded, will focus on renovating the adjacent 13,000-square-foot Car Barn and providing more space for arts-related features.

F O R E S T

H I L L

S T A T I O N

Muni's Forest Hill Station, the oldest subway station west of Chicago, had been empty of passengers since the COVID-19 health crisis forced the closure of the City's subway for nearly a year.

During the shutdown, our Paint Shop crews were hard at work repainting the historic landmark.

Armed with brushes, rollers and dozens of gallons of paint, our pros painted the lobby and stairwells leading down to the platforms and put fresh coats on the building's exterior.

The massive job involved a lot of detail work, from the ornate molding to the station-name lettering on the facade and the soaring wooden window frames.

Forest Hill Station, originally named Laguna Honda Station, opened in 1918 as part of the Twin Peaks Tunnel. It was designed in the Classical Revival style of architecture and was designated a San Francisco landmark in 2004.

Prior to the public health crisis, an average of 3,900 passengers boarded trains in the station every weekday. When service returned, Muni passengers were treated to an old station looking like new.





"This is a special project.
There's a lot of history here."

- Dale Bengen

39 YEAR PAINT SHOP VETERAN



ATTEMPTING TO MATCH
THE EXISTING COLORS
AS CLOSELY AS POSSIBLE,
THEY'VE USED SUCH
COLORS AS:



"frost"



"charcoal slate"



"sheffield gold"



"brilliant white"



"navajo white"



"grant beige"



"terrytown green"

ANIMAL CARE & CONTROL FACILITY



ADOPTIONS

ELEVATOR



ANIMAL CARE & CONTROL FACILITY

The new San Francisco Animal Care & Control headquarters and shelter is located in the Showplace Square Historic District, an area of brick warehouses and factories built in the late 1800s and early 1900s. Initially the building served as the powerhouse for the Market Street Railway Company, which operated the first electric streetcar in San Francisco. After the Market Street Railway Company went out of business, the building housed the City-run transportation agency's overhead line maintenance vehicle fleet.

To make sure we didn't erase this important piece of the City's past, we devised an adaptive reuse for the building – essentially building a new building within the existing footprint while keeping the historic brick façade and industrial wood windows. Even the roof profile was maintained.

On the interior, we sliced the building horizontally into three stories where there previously only had been one large warehouse space.

What resulted is a one-of-a-kind building in San Francisco, unlike anything we've built before: a 21st-century shelter that meets both the needs of Animal Care & Control and the requirements of honoring the historic structure.





THE \$76.4 MILLION PROJECT PROVIDED A UNIQUE OPPORTUNITY AND CHALLENGE GIVEN THAT IT INVOLVED THE REUSE AND REHABILITATION OF A HISTORIC BUILDING.



THE OLD ANIMAL SHELTER SERVED FOR MORE THAN 30 YEARS - TAKING IN AND CARING FOR MORE THAN 10,000 CRITTERS A YEAR!

But it never reached its full potential due to the limitations of the building that housed it - a converted Mission District warehouse that was cramped, outdated and vulnerable to the ravages of a major earthquake.

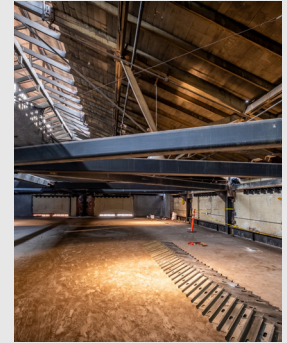
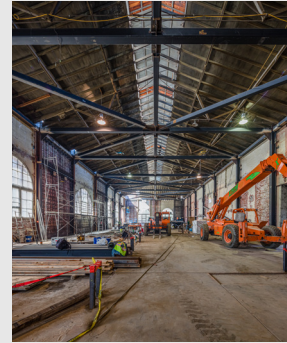
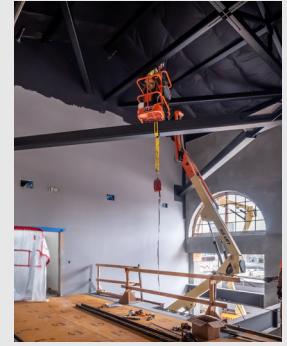


Our design team took inspiration from a wide variety of sources. They conducted multiple case studies of shelters elsewhere, visited other Bay Area facilities, attended animal care and control conferences and reached out to San Francisco Animal Care & Control staff to learn more about their on-the-job needs. All the research, planning and preparation was done with the goal of supporting the needs of a City agency that serves an essential role.

Working with our client, San Francisco Animal Care & Control, Public Works played a central role in this much-needed project.

Our architects, landscape architects and engineers provided the design services. Our project management and construction management teams from the Building Design and Construction division ushered it through to completion.

Construction began in 2018.





DESIGN TEAM'S
three primary objectives:

1. Modernize the facility to meet current animal health and welfare requirements
2. Remain functional and able to operate off the grid with water and power for at least 72 hours in the event of an earthquake or other disaster
3. Restore and preserve the building's facade, which has stood since 1893 and is a registered historic landmark





The new shelter includes a modernized veterinary suite, better ventilation, improved cleaning systems to reduce the spread of disease and equipment that more effectively controls noise and odors. The new adoption center's expanded play and training areas for animals and larger education spaces will better serve the public, animal care staff and volunteers.

Each of the new facility's three levels are thoughtfully designed to create a cohesive and functional environment. A guiding principle of the overall design called for separating predators from prey. This is why the first floor is dedicated solely to dogs, while cats and other smaller species are located on the second floor. The dogs get the first floor because their kennels typically require the most cleaning. Large trench drains, which work most effectively on the ground floor, were installed in the middle of each dog kennel area.



The first floor also features two separate lobbies, each serving different needs. The main lobby is for prospective adopters and people coming through to volunteer, take a training class or pick up a dog license. There, they are met with vibrant, colorful murals by local artist Fabiana Rodriguez that depict a wide variety of species cared for at the shelter.

The second lobby, known as the intake lobby, is where the more stressful and emotional encounters with the public take place. That's where animals are surrendered by their owners and where people go to look for lost pets.



The heart of the first floor, both physically and in spirit, is the courtyard dog run. This space, sporting artificial turf, provides plenty of room for the shelter's canine residents to stretch their legs, get some sun and play a game of fetch with a staffer or volunteer.

Along one wall of the courtyard, a set of stairs specifically designed for dogs connects the facility's three levels. Each step is only 4 inches high and stretches 2 feet deep in order to accommodate dogs of all sizes and ages. As an added benefit, the courtyard allows for plenty of natural light to enter the building's interior.

The second floor is where you can find the rest of the furry, feathered and scaly residents. There are separate areas for cats, reptiles, birds and small animals, such as guinea pigs and hamsters, all of



which have the modern amenities necessary for making each animal's stay as comfortable and healthy as possible.

As a general design principle, high-use areas and animal spaces are concentrated near the building's exterior to take advantage of the ample sunlight. This design element accentuates one of the building's most striking and attractive architectural features: massive arched windows that are original to the historic building.

A majority of the "back-of-the-house" areas are located on the second floor. These include office space for staff and volunteers, conference and meeting rooms and specially designated areas for wildlife and feral animal housing that are not open to the general public.

Our designers had to get creative with how to provide animals with safe places to exercise. With no space outside – other than the surrounding sidewalk – two animal runs were installed on the roof. One is for dogs and the other for smaller animals, such as bunnies and guinea pigs, so they, too, can frolic in the fresh air.

Rounding out the project's thoughtful design is a series of seemingly small but impactful features. To cut down on the excessive amount of garbage that animal care facilities tend to produce, we installed specially designed flush fixtures that work like toilets where scooped-up animal waste can be deposited and flushed into the sewer. That way staff members don't need to fill bags with dog poop and send it to the landfill.

There also is a series of wall-mounted hoses throughout the complex that are connected to a central piping system that pumps a mixture of water and animal-safe soaps and disinfectants that provide faster and more efficient cleanups than traditional mops and buckets.

"The animals are less stressed in this new facility and that, in turn, makes me less stressed. It's easier to do our jobs when the animals are content and the compassion fatigue is significantly lessened when we don't have to worry about how our animals are emotionally faring."

Katherine Jones

ANIMAL CARE & CONTROL
ADOPTION PARTNER TRANSFER COORDINATOR



Hearing messages like these from people on the front lines makes the years that went into planning, designing and constructing this transformational project more than worth it. After all, making San Francisco a healthy, safe and resilient city is a core value of San Francisco Public Works and the new animal care and control facility advances that goal.



202
SMALL
MAMMALS



220
REPTILES



229
BIRDS





PUBLIC SPACES

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SHARED SPACES PROGRAM

Shared Spaces launched in June 2020, two months after San Francisco's Stay-at-Home Order went into effect. The program allows the use of outdoor spaces such as sidewalks, streets and open lots, for businesses to expand their footprint and operate outside.

As the program got up and running, City officials worked hard to ensure that the structures were soundly built and designed to allow for proper social distancing, ventilation and fire safety. To assist business owners unable to cover the costs associated with building a Shared Space, the program awarded \$3.1 million in grants.

Public Works' Bureau of Street-use and Mapping has played a key role in the development, implementation and ongoing oversight of Shared Spaces. The team is responsible for reviewing and granting the permits and, once the structures are built, performs additional inspections to check for safety and accessibility issues.

These duties have kept our staff very busy. In the program's first month of operation alone, more than 500 business owners were granted a Shared Spaces permit. Roughly one year into the program, the number stood at just over 2,100,

with the City approving almost 70% of all permit applications. What made this feat even more impressive was that we achieved a 72-hour turnaround on permit applications.

Not only did Shared Spaces help get San Franciscans back out on the town in a safe and socially distanced manner, but the initiative also proved to be a saving grace for hundreds of local businesses.

According to a recent participant survey, 84% of operators said that the Shared Spaces program allowed them to reopen under public health directives and 80% said the program allowed them to avoid permanent closure. A sample of more than 100 restaurants with an active permit for the first quarter of the program, from July through September, found they generated \$82,000 more in taxable sales than other comparable restaurants without Shared Spaces.

Although a large number of Shared Spaces are for outdoor dining and located in popular nightlife districts, such as North Beach, Hayes Valley, the Mission, the Castro and the Marina, the program has helped a diverse group of businesses throughout the entire city.



Aside from dining, the program also permits for a variety of other uses, such as curbside pickup, outdoor retail, arts and entertainment programming and barbershops. In some high-demand areas, entire blocks are shut down to traffic on designated days and evenings.

Due to the Shared Spaces program's success in helping businesses stay afloat, popularity with patrons and the City's overall progress in mitigating the spread of COVID-19, Mayor London Breed sponsored legislation to transition the endeavor from an emergency response into a permanent program to extend beyond the health crisis.

This transition included some important changes to the program going forward, with the intent of making it more sustainable and community-minded.

The permanent Shared Spaces program will keep the streamlined permitting process intact. The City will maintain a single, one-stop permit portal with Public Works handling many of the sidewalk and parking lane permits. Applications still will be processed quickly, but the 72-hour turnaround goal will be extended to 30 days in order to allow more time for community input and public hearings, which were not previously required for approval.

This longer review period will help the City, businesses and the surrounding community try to achieve a good balance between supporting commercial activity and ensuring the public right of way remains accessible for people who walk, use wheelchairs, bike, drive and take public transit.



S U N S E T

B O U L E V A R D

Volunteers and Public Works crews – socially distanced and wearing masks – planted native wildflowers, trees and shrubs along a short stretch of Sunset Boulevard in October 2020 as part of a long-term endeavor to improve the 2-mile-long greenbelt that connects Golden Gate Park and Lake Merced.

Volunteers with the local chapter of the California Native Plant Society scattered wildflower seeds, including California poppy, lupine, yarrow and clarkia, along Sunset Boulevard between Santiago and Taraval streets.

The Climate Action Now! environmental organization also was on the block to plant 200 native trees and shrubs, including Monterey cypress, Coast live oak, Catalina ironwood, California buckeye and California sycamore.

The focused planting serves as one of two demonstration blocks (the other is between Kirkham and Lawton streets) to show what's possible along Sunset Boulevard – a six-lane roadway in western San Francisco that has a planted median and greenbelts on each side.

With the changing climate and periods of drought, the City is looking to reimagine the corridor to support sustainable, drought-tolerant plantings and a beautiful design. The days of lush green lawns, while popular with many neighbors, no longer make sense ecologically.

The Sunset Boulevard project is led by the Public Works Landscape Architecture bureau and the Bureau of Urban Forestry's landscaping team.





C H I N A T O W N S P R U C E U P

San Francisco's Chinatown is the oldest Chinatown in North America and also the largest of its kind outside of Asia. And it is one of the most densely populated neighborhoods in the United States. Keeping the vibrant neighborhood looking good takes extra effort.

Public Works crews captured the spirit of the Year of the Ox with demonstrated diligence, dependability and determination in getting San Francisco's historic Chinatown neighborhood spruced up for the Lunar New Year.

The department's paint shop team touched up the colorful dragon lamp posts along Grant Avenue, between Bush and Broadway streets, as well as the iconic Dragon Gate at Chinatown's main southern entrance at Grant Avenue and Bush Street. In addition, street repair crews focused on filling potholes to provide smooth and safe rides for people who walk, bike and drive in Chinatown. Street inspectors were on hand to ensure the paths of travel remained unobstructed and safe for pedestrians during the busy holiday season.

Public Works conducts the special Chinatown spruce-up every year to usher in the Lunar New Year.









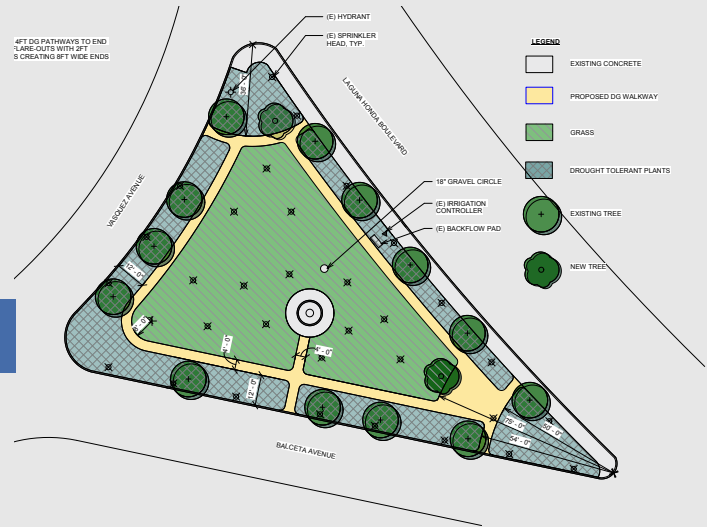
A NEW URBAN OASIS:

TRIANGLE PARK

What once was largely a weed-covered patch of land filled with gopher holes in the Laguna Honda neighborhood is springing to life as a simple but welcoming outdoor landscaped sanctuary.

Known by neighbors as Triangle Park, the triangular-shaped property owned by Public Works is bounded by Vasquez Avenue, Laguna Honda Boulevard and Balceta Avenue.

Our landscape crews from the Bureau of Urban Forestry got to work – first laying down gopher wire and then fresh sod. Next, they built a footpath out of decomposed granite and add drought-tolerant plants, including California lilac, ornamental grasses, beach strawberries, lavender and sage. Later, they planted more trees to join the few swamp myrtles and strawberry trees already there.



Neighbors came up with the design based on a garden in nearby St. Francis Wood that inspired them.

The project came at the perfect time, as spread of the COVID-19 virus surged and people were looking for places to gather outside. It was the neighbors of Triangle Park who advocated tenaciously for the new green space and helped secure the \$100,000-plus in funding from City Hall to get it built.

Public Works will keep the lawn mowed, but neighbors have agreed to pull weeds and pick up litter. The creation and upkeep of Triangle Park symbolizes the good that can be accomplished through government and community partnerships.





STANYAN EDGE

AT GOLDEN GATE PARK

Its central location and proximity to many popular attractions make it a favorite destination for tourists and locals alike and a key corridor for commuters, cyclists and park-goers. In recognition of the many important roles this area plays, Public Works and the Recreation and Park Department set out to make a wide variety of improvements to the area in what would become known as the Stanyan Edge Project.

It was park neighbors who really got the ball rolling. This project was inspired by a group of local Haight-Ashbury residents who compiled a list of improvements they wanted to see made to the eastern edge of Golden Gate Park. They sent their wish list to Rec and Park, which then decided to incorporate the ideas into the voter-approved Clean and Safe Neighborhood Parks Bond Program.

With a construction budget of approximately \$4 million, the Stanyan Edge Project includes different improvement zones along the park's eastern boundary, from Waller Street to John F. Kennedy Drive. The focus aimed to improve the busy park plaza entrance at Stanyan near Haight Street. Renovations to the plaza were driven by a desire to ease the pedestrian flow in

The eastern edge of Golden Gate Park along Stanyan Street is a true crossroads in San Francisco.

and out of the park, improve sight lines from Haight Street into the park toward Alvord Lake and activate the area with positive park-related activities. To do this, the plaza entryway was widened and simplified and a large planter box and railings were removed from the area to open up the space.

Another important safety enhancement was the installation of a sidewalk along the western side of Stanyan, between Haight Street and John F. Kennedy Drive, where there was previously only a well-worn dirt path. Additionally, an outdated restroom building was retrofitted and converted into a coffee kiosk. Nearby bocce courts and an outdoor seating area brought new life to this space, creating a welcoming urban environment.

To round things out, the project included landscape improvements, including the clearing of overgrown brush and planting of native, drought-resistant plants in the oak woodlands area south of Lake Alvord.

The Public Works landscape architecture team led the design process. Our structural, electrical and mechanical engineers also took part.

GARFIELD SQUARE

When visitors returned to Garfield Square in the Mission District, they saw a transformed community hub with a renovated indoor pool, a new clubhouse and a welcoming courtyard that knits the two together.

Prior to the makeover, the clubhouse and pool building were at different elevations, creating a disjointed feel to the place. Now, the two light-filled buildings, sporting a new pool, locker rooms and clubhouse, are at the same level.

In between the buildings is a multi-purpose courtyard where kids can play in a splash zone and families can enjoy a picnic or movie night. The protected courtyard, while open to the sky, can be closed off overnight when park staff is gone for the day.

The project also includes a new outdoor basketball court and landscaping around the exterior of the buildings; the existing soccer field and playground remain the same.

The park, which returned from construction under the new name Garfield Center, is bounded by Harrison, Treat, 25th and 26th streets in a dense, largely residential neighborhood.



The project team included San Francisco Public Works Landscape Architecture and TEF Design/ Paulett Taggart Architects Joint Venture. Public Works provided construction management and the San Francisco Recreation and Park Department, which owns the facility, served as project manager.

The \$19.7 million project is funded by the voter-approved 2012 Clean and Safe Neighborhood Parks General Obligation Bond and development impact fees. Construction began in fall 2019, wrapped up in Spring 2021.

"The design creates this wonderful indoor-outdoor experience for the neighborhood to enjoy."

-Leazy Hirsch

LEAD LANDSCAPE PROJECT ARCHITECT







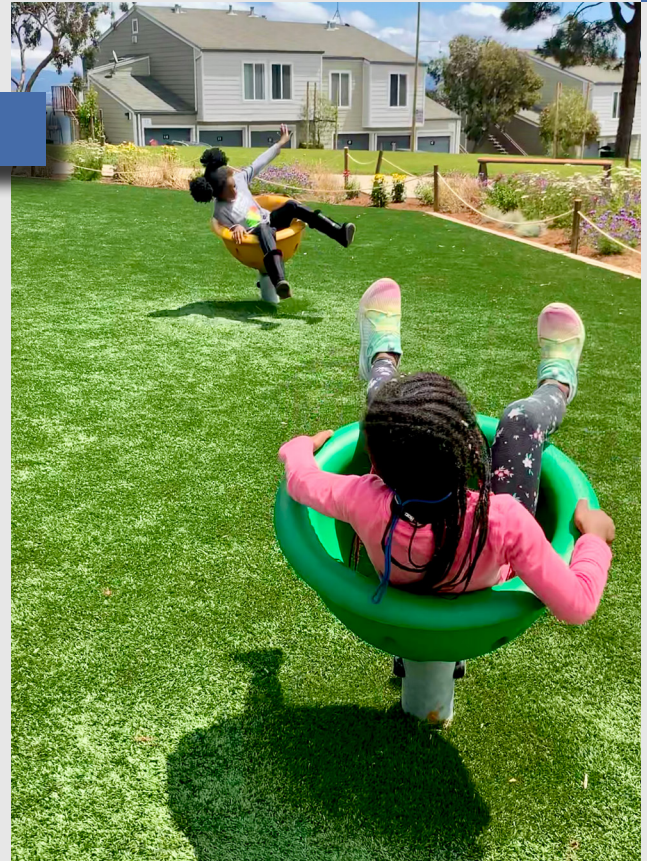
SHOREVIEW PARK

A neighborhood park less than an acre in size opened in a Bayview-Hunters Point redevelopment area more than four decades ago to serve residents living nearby. But the open space showed its wear over the years, wanting for maintenance, upkeep and a more welcoming design.

The rebirth of Shoreview Park, which underwent a \$3.3 million renovation, includes a new lawn, landscaping, synthetic turf surfacing, new seating, outdoor fitness equipment and a picnic and barbecue area. The showcase feature is a custom skywalk that connects a net climbing structure to a 25-foot slide.

The Public Works Landscape Architecture team provided design services and our Building Design and Construction team oversaw construction.

In 1979, the San Francisco Redevelopment Agency opened the park at 1 Lillian Ct. to serve residents of the newly constructed Shoreview Apartments subsidized housing complex. The Recreation and Park Department later took over the property.



The City – and especially the community crafted plans for an ambitious makeover that would transform the space into a fun and welcoming family-friendly destination for play, exercise and get-togethers. The project team delivered.

Funded with \$2.6 million in federal and state funds and an additional \$749,000 in City funds dedicated for open space improvements, the newly imagined Shoreview Park came to life. Mayor London Breed presided over a community celebration on June 7.



G E O R G E

C H R I S T O P H E R

P L A Y G R O U N D

A beloved mid-century playground in the City's Diamond Heights neighborhood reopened after a 1½-year makeover designed to expand accessibility and spark creative play for big and little kids.

Public Works designed and managed the George Christopher Playground renovation project on behalf of the Recreation and Park Department and in collaboration with neighbors and community groups who helped drive the design.





"Integration of a large nature exploration area within the playground footprint is a first for a City park. Imaginative play is encouraged alongside structured play equipment with seamless transitions between the two, giving children more play choices at George Christopher."

Jasmine Kan

LANDSCAPE ARCHITECT



The new play area includes swings, a people-powered whirl ride and an imagination garden with a bridge and playhouse. Also included is a dry riverbed nature area for young explorers. The design integrated fixed and loose natural elements, such as logs, tree stumps and stones, to inspire creativity both in the nature exploration area and across the park.

A showcase feature of the remodeled playground is a modernist sculpture garden that represents the experimental Creative Play Design movement in vogue when the playground opened in 1971. Kids are welcome to climb on the pieces.



Improvements to the playground, which borders Glen Canyon Park, include new pathways, landscaping, lighting, drainage and irrigation systems. A small amphitheater has been transformed into an accessible plaza with views of the playground. The restroom also was made more accessible.

The \$5.2 million project, which broke ground in late 2019, was funded largely through a voter-approved parks bond and shaped by feedback gathered through neighborhood meetings, community surveys and electronic voting. The City held a ribbon-cutting ceremony in April 2021.



M A R G A R E T
H A Y W A R D
P L A Y G R O U N D

"The project design will prove to be an iconic urban attraction by seizing the vista to City Hall, seamlessly integrating the operational side with the public side of the facility with the landscape and building."

Ron Almeida
CITY ARCHITECT







Transformative. Inspired. Community.

Those three words begin to capture the essence of the freshly remodeled Margaret Hayward Playground in the heart of San Francisco.

Bounded by Turk, Golden Gate, Gough and Laguna streets on the eastern edge of the Western Addition, the reimaged 6-acre community hub is sure to be a crowd-pleaser.

What once was a hodgepodge of buildings, sports fields, tennis and basketball courts and a playground has been knit together to provide a unified design that brings all the elements together.

There's a newly constructed clubhouse that opens to a plaza through large sliding glass doors, creating a more holistic connection between the interior and exterior.

The indoor space has a teaching kitchen, room for dance classes and a wide variety of other activities. The elevated portion of the plaza can double as a stage for community theater. It was designed for multi-generational use.

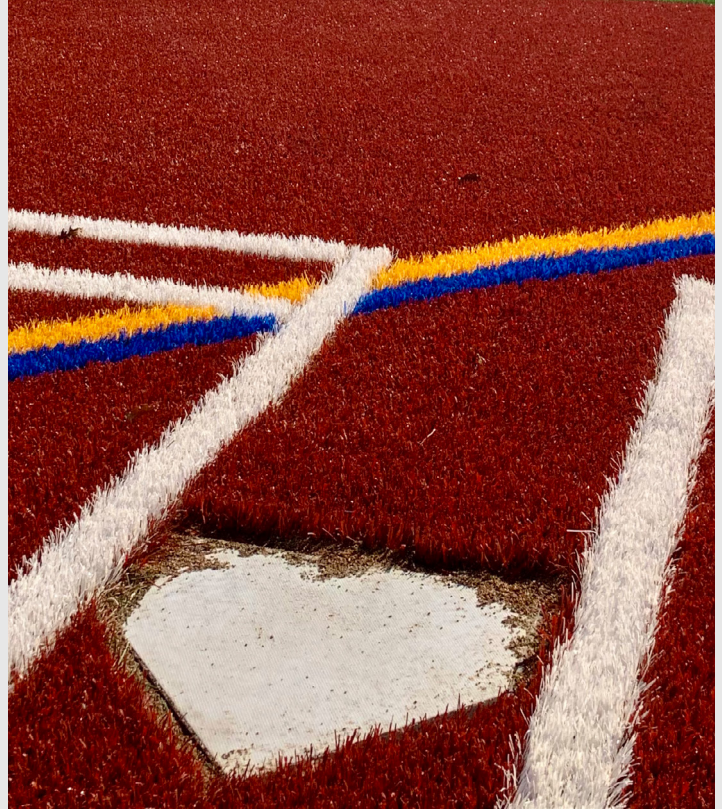
The outdoor recreation area, once split by a wide driveway that long ago was part of Octavia Street, is combined more intuitively now, with a plaza and playground at the center of the space and the playfields and courts on the east and west ends.

The topography, with a 20-foot change in elevation, provided challenges and opportunities.

The improved circulation and expanded landscaping offer a more inviting space that was driven by what the community wants. The design realizes the hopes of the neighborhood residents.

Public Works provided architectural, landscape architectural design and engineering services and managed construction for the San Francisco Recreation and Park Department-owned property.







PUBLIC TREES

P R O J E C T S I N C L U D E :

+ 24TH STREET FICUS	132-135
+ WATERFRONT PALMS	136-137
+ TREE-CYCLING	138-139
+ ARBOR DAY PLANTING	140-141
+ 807 FRANKLIN STREET	142-143





24TH STREET FICUS

Lower 24th Street, one of the most heavily traveled corridors in the City, is now safer and greener. The improvements are the result of the Lower 24th Street Tree Removal and Replacement Project. Stretching along 24th Street, from Mission Street to Potrero Avenue, the project removed the worst tree-related safety hazards, smoothed out damaged sidewalks and planted trees to replace those we lost. In addition, we took the opportunity to add more trees along 24th Street and on surrounding streets.

The project boasted one of the largest scopes the San Francisco Public Works Bureau of Urban Forestry ever has taken on and the level of community engagement amplified the importance of a well-executed plan. From the first tree removed to the last tree replanted, the actual project work took place over three months, an exceptionally quick turnaround for an operation of this magnitude. But before the project even started, there were two and a half years of discussions, hearings and negotiations on how to best balance public safety with the least amount of impact on the Lower 24th Street tree canopy.

The 24th Street corridor in the Mission is lined with the infamous ficus tree. Many of them were reaching the end of their lives and posing immediate safety concerns in the public right of way. A heavy branch falling from one of these mature ficus trees could seriously injure those walking, cycling or driving. Our Bureau of Urban Forestry – charged with maintaining San Francisco’s street trees under the voter-approved StreetTreeSF program and maintaining public safety related to tree issues – proposed the removal of 77 ficus trees along Lower 24th Street because pruning in accordance with City standards could not mitigate the risks.

Recognizing that the removals would be a significant impact to the neighborhood, our staff reached out to the community and the Board of Supervisors district representative prior to posting the trees for removal.

As expected, and almost instantly, protests from the public began flooding in. People were concerned that the removals would leave Lower 24th Street looking barren and take away trees that the community grew up with and had significant ties to.

Public hearings drew hundreds from the Mission community to advocate for the trees, and critics took their case to the City's Board of Appeals to preserve the 24th Street trees.

After many more meetings with the community – a period during which we saw several limbs and an entire tree fail, as feared – a compromise was brokered: We reduced the number of trees targeted for removal to 33, focusing only on the most hazardous.

The remaining trees got a pruning heavier than typical to reduce their danger potential, while allowing them to remain on the corridor. We will continue to monitor them for hazards.

To keep the neighborhood green, we planted an additional 80-plus trees along 24th and nearby streets.

**T H E L O W E R 2 4 T H
S T R E E T P R O J E C T
R E S U L T E D I N :**

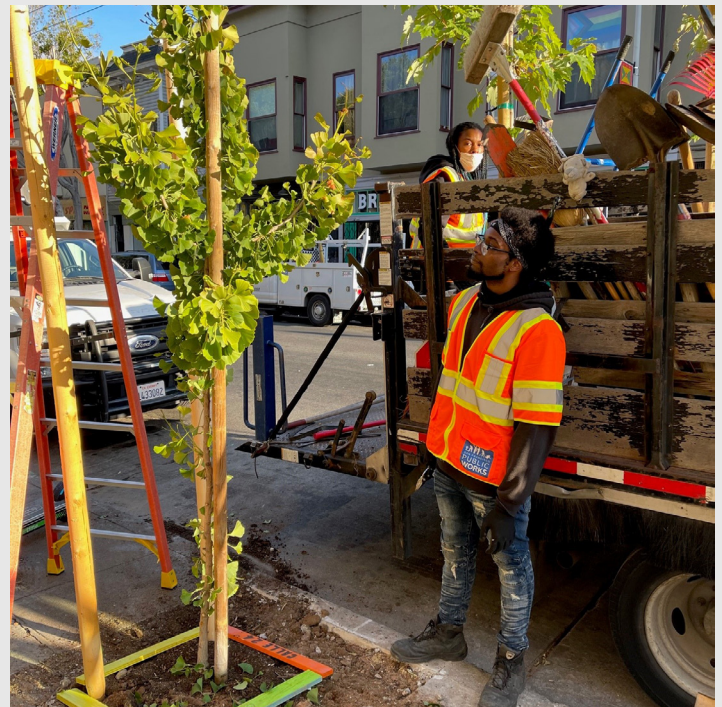
33 hazardous street trees
removed + replaced

27 additional trees planted
along the 24th St. corridor

24 blocks of tree-related
sidewalk damage repaired

80+ additional trees
planted nearby

The thoughtful, detailed strategy relied on skilled workers from all three Bureau of Urban Forestry trades – arborists, cement shop and landscape crews – in partnership with the community.



W A T E R F R O N T P A L M S

Planted in the mid-1990s, the palms lining The Embarcadero create an iconic image. The trees went in after the earthquake-damaged elevated Embarcadero Freeway came down, giving new life to San Francisco's central waterfront and creating a more inviting promenade.

The palm trees knit together The Embarcadero from the ballpark to Fisherman's Wharf.

Unfortunately, fusarium wilt, a fatal disease, attacked some of the palms in recent years, necessitating their replacement.

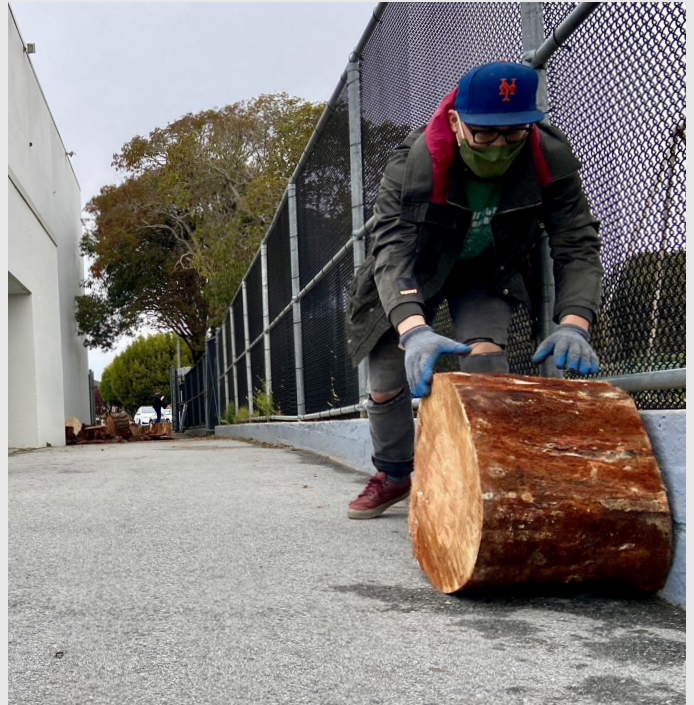
In September 2020, we hired a contractor, The Professional Tree Care Co., to replace three of the 162 palms along the corridor. Two had been attacked by the virus; a third had structural damage that couldn't be fixed.

The trees that were removed were Canary Island Date Palm Trees, which are particularly susceptible to the virus. They were replaced with more resilient True Date Palm trees. The new trees, about 26 feet tall, were grown in Southern California on a nursery not far from the borders of Arizona and Mexico.

The tree-replacement operation was no small task, involving a large flatbed truck, a watering truck, a crane and more than a half dozen workers. They performed the work under dark skies after 10 p.m. to minimize traffic impacts and allow Muni to de-energize its overhead wires on The Embarcadero.









T R E E - C Y C L I N G

When a towering pine on Sunset Boulevard reached the end of its natural life, our Urban Forestry crews cut it down to keep the public safe. The wood from the tree now serves a new purpose: outdoor seating at Miraloma Elementary School.

In March 2021, our arborist crews cut the trunk horizontally into rounds about 2-feet high, fashioning natural seats for kids. They delivered the wood to campus and parents and school staff then rolled the pieces through the school yard and set them in place.

Miraloma Principal Noah Ingber said the addition of the tree chairs are welcome as students now will eat lunch alfresco-style when weather permits. “With COVID, it’s clear that we want to maximize the use of our outdoor space,” he said.

The Miraloma project isn’t the first time we’ve used wood from our street trees that have fallen or had to be removed because they were diseased, dying or structurally unsafe. Some get chipped into mulch for City landscape projects and some are cut into rounds to line pathways or create seating. We’re also exploring how we can use them for art projects and building material.

Not all wood is created equal. Some species are great for making seating rounds, like pine or Cypress. But some others, like corymbia, ooze a sticky substance if they get cut, which makes them poor choices for these types of reuse.

At the very least, we make sure the unused wood gets composted so it can benefit other trees and plants that are still growing.



A R B O R D A Y :

T R E E

P L A N T I N G

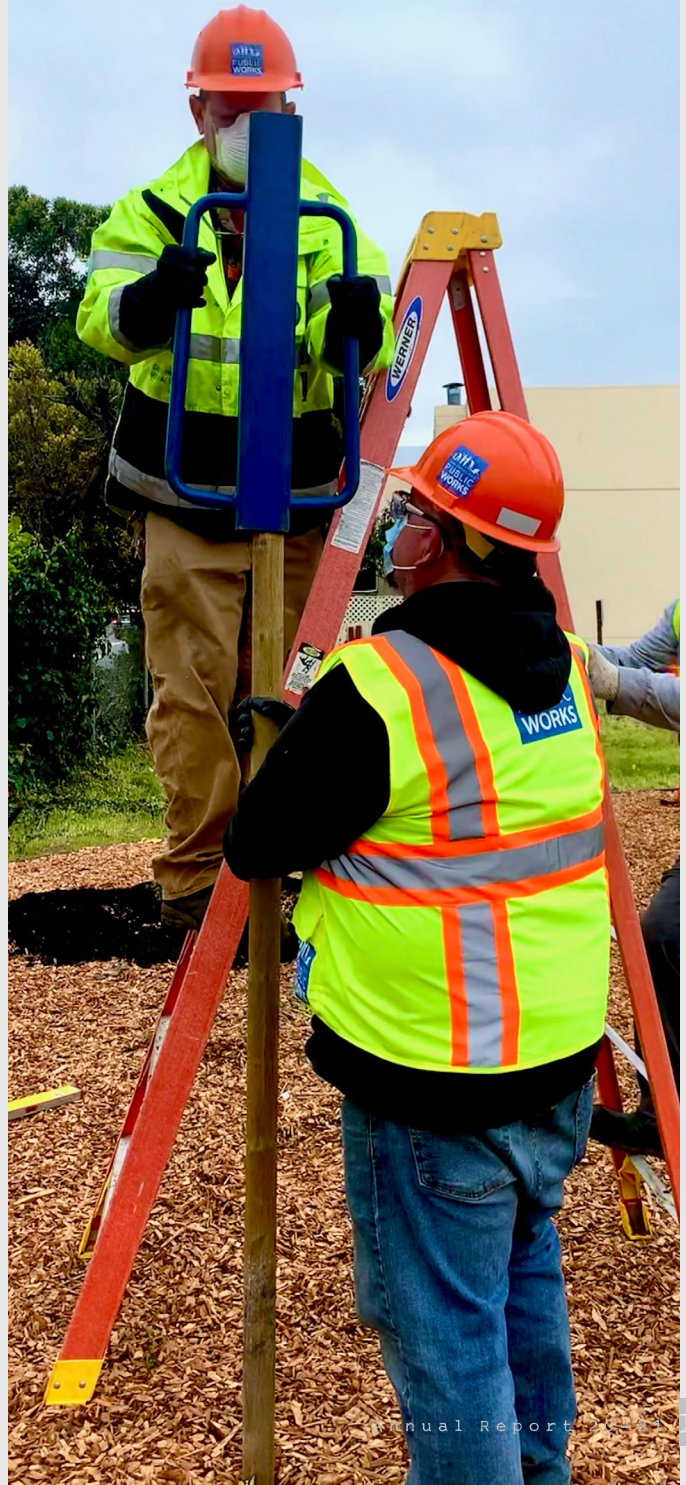
For Arbor Day 2021, our team, led by the Urban Forestry crew, planted a small grove of buckeye and coast live oak trees, plus a patch of wildflowers, on vacant land off of San Bruno Avenue in the Portola neighborhood on March 13.

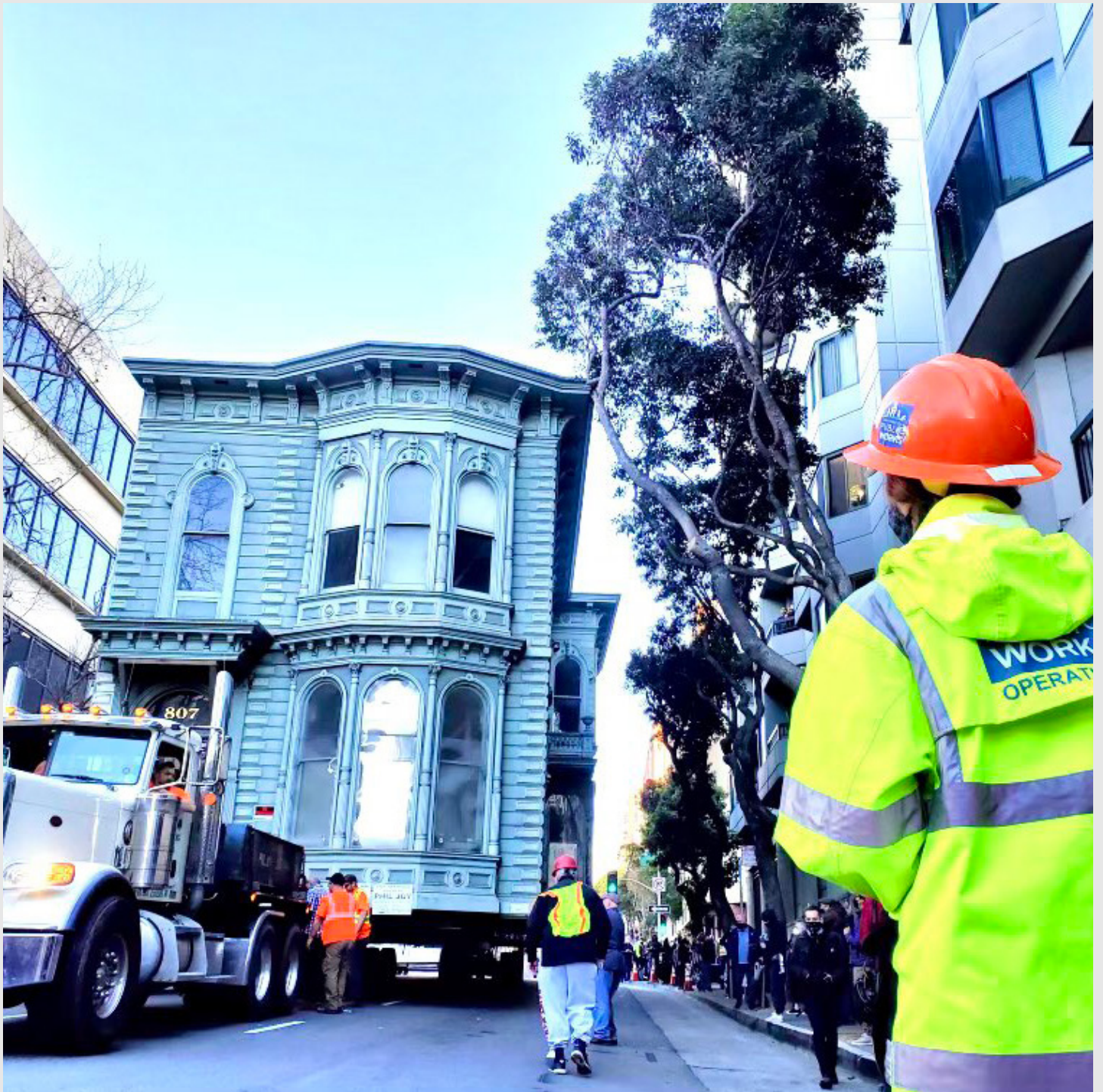
We created this greening project in tribute to the more than 460 San Franciscans who died from COVID-19.

Before the pandemic hit, we usually marked Arbor Day with a community workday that brought together scores of volunteers to plants

dozens, and some years hundreds, of street trees to expand our urban forest. But, like last year, with stay-at-home restrictions still in place, we scaled back our tree-planting efforts on Arbor Day 2021, relying on the labor of our own workforce without volunteer assistance.

In addition to planting trees in the Portola, our arborist crews were out pruning trees, adjusting supportive stakes on young trees and replenishing tree basins.







A M O V I N G E X P E R I E N C E

It's not every day that you can watch a big house make its way down the streets of San Francisco. But that's exactly what happened on Feb. 21, 2021, as a 139-year-old Victorian was moved from 807 Franklin St. to its new home at 635 Fulton St., about six blocks away in Hayes Valley.

On hand for the unusual event was a tree inspector with Public Works' Bureau of Urban Forestry. The job: Keep a close watch to make sure no street trees were damaged along the route as the historic structure inched along at 1 mph on giant dollies pulled by a truck as hundreds of onlookers lined the route.

Our role didn't start there. It actually began weeks before the move when our arborists met with the tree-care firm hired by the house's owner to make sure there was proper clearance

both at the straightaways and tight turns. We consulted with them on what trees needed to be pruned, and by how much, to minimize the risk of the rolling house hitting them. At its longest point, the building, known as the Englander House, is 80 feet long.

But even with the pre-planning and advance pruning, the unexpected sound of small branches cracking at some locations during the move alerted our inspector that the house needed more room. So trees were pruned on the spot to allow it to squeeze by. As we always say, it's better to have a tree pruned for clearance rather than its limb torn off by a traveling house. (OK, maybe we don't say that all the time, given that it's been nearly a half century since the last time a Victorian was relocated in San Francisco.)

Several City departments, including Public Works, were involved in the move funded fully by the owner. The San Francisco Municipal Transportation Agency took the lead, organizing and permitting the necessary street closures.

We're happy to report that the Englander House, built with lumber from 800-year-old trees, made it safely to its new location, while the Franklin Street site that it left will sport a new eight-story apartment building with dozens of units.

As for our treasured street trees? Despite a couple of hold-your-breath close calls, they suffered no serious damage during the extraordinary move that gave new life to a piece of San Francisco history.

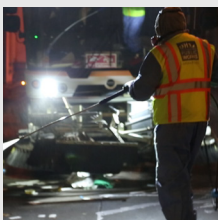
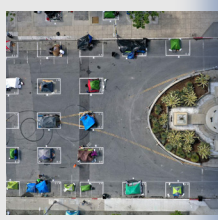
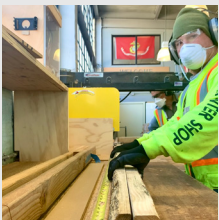
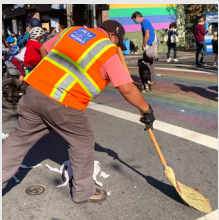
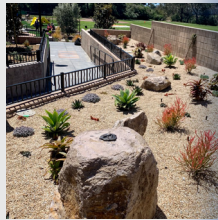
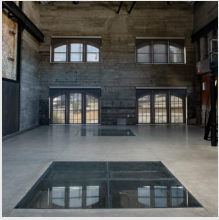
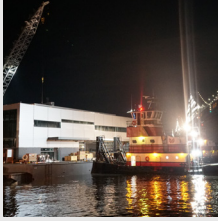
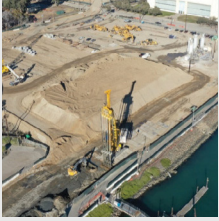
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