

**Annual
Report
2021-22**





Try a new experience with augmented reality!

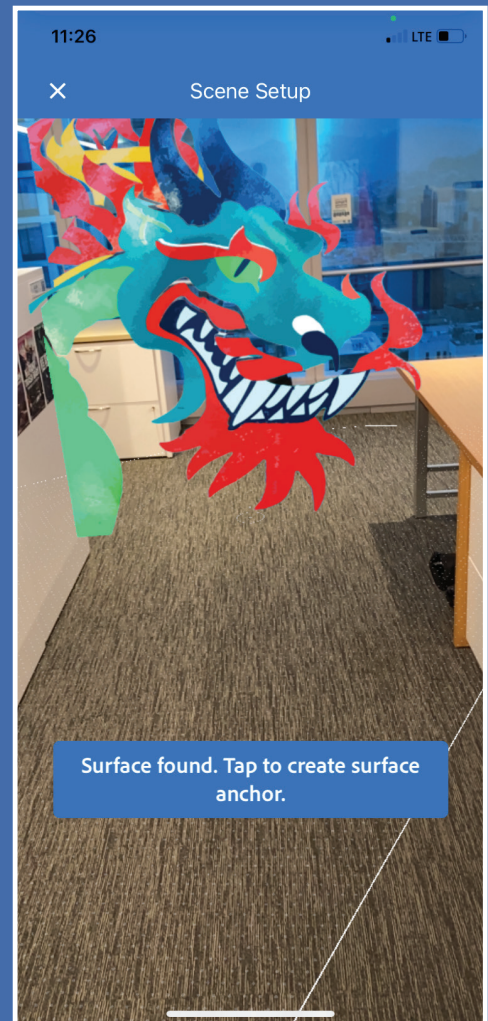
We're experimenting with augmented reality and are hoping to use this technology to highlight upcoming projects that will give you a more immersive experience.

Get a close-up look at the dragon on the front cover by following the easy instructions below. Also, don't miss the mural on the back cover and the Omar Way project inside!

It's really easy to start your AR experience with just a few steps:

1. Use your phone or tablet to read the QR code above.
2. Find a flat surface with enough space, about 5' x 5'.
3. Follow the prompts and place the project by tapping the screen.

If you need any assistance, contact us at hello@sfdpw.org.





Annual Report 2021-22



Many of our projects, from buildings to staircases, feature artwork generated by the community and professional artists. We're showcasing some of the art from this fiscal year's crop of projects:

Cover: "Hop, Skip and Play on Omar Way" sidewalk mural (page 86)

This page: mosaic tiles for the Bayview Gateway (page 82)

Back inside cover: Treat Plaza sidewalk decorative design (page 52)

Back cover: Maxine Hall Health Center façade mural by artist Win Ng (page 38)

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A Message from the Director



The swift emergence of COVID in spring 2020 came with a false hope for many of us that locking down for a few weeks would be the end of the global pandemic. Reality set in. Today, we're still dealing with COVID on many fronts – both at work and at home – but we're also making sure the broader San Francisco Public Works portfolio moves forward.

Our work from the past year that we showcase in this Fiscal Year 2021-2022 annual report reflects the breadth of our efforts to make San Francisco a more resilient, welcoming, greener and cleaner city.

Our accomplishments during the year capture the backbone work of a public works agency that often draws the most day-to-day public attention, such as paving roads, cleaning streets, pruning trees and the like. But as important are the newly designed streetscapes and the completion of major new civic buildings and reimagined playgrounds built to serve this generation and the next to come. Those, too, are core to our body of work.

During the year, we forged stronger partnerships with residents to enliven neighborhoods, examples of which can be found in the dynamic Bayview Gateway project and colorful new

public murals that came to life in such neighborhoods as Glen Park and Miraloma Park, capturing the spirit of San Francisco's diverse communities.

We delivered our projects and services with a commitment to advance racial equity, an urgency to address climate change and a profound understanding of our role to serve the people of San Francisco.

As San Francisco's oldest municipal department – created in 1900 as the Board of Public Works – we are ever-evolving, ready to take on the challenges of a changing urban environment.

We have an incredible team at Public Works, some 1,600 people strong, that brings an amazing array of skills and experience. We have architects, street inspectors, engineers, arborists, carpenters, accountants, plumbers, landscape architects, IT technicians, construction managers, asphalt workers, clerks, dispatchers, sheet metal workers, surveyors, street cleaners, gardeners, permit reviewers, communicators, data specialists, truck drivers, outreach workers and many more. Despite the multifariousness of our staff – or perhaps because of it – we are a government organization unified by a mission of public service.

I am so proud of what we have achieved. As you look through this annual report, I hope you come away with a deeper understanding and appreciation of who we are and what we do at Public Works to care for San Francisco residents, visitors and workers.

Carla Short
Interim Director

Mission, Strategic Plan & Core Values

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.

STRATEGIC PLAN

A LIVING DOCUMENT THAT DRIVES WHAT WE DO AT 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.

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

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

Integrity

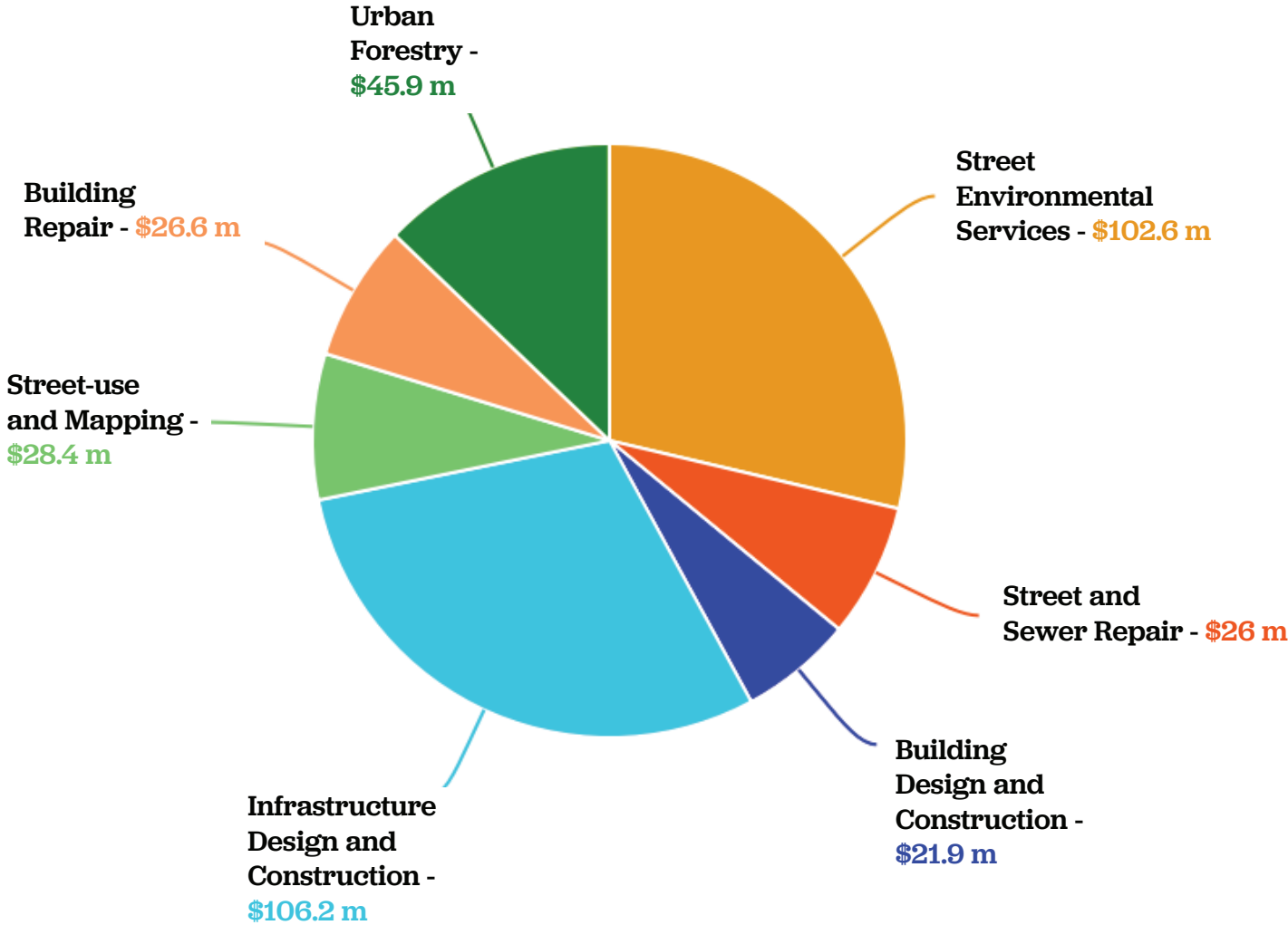
- We behave with integrity.
- We work together as one team.
- We are accountable to ourselves, to each other and to the public.
- We are all responsible for our successes and failures.
- We practice safety every day.

Responsiveness

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

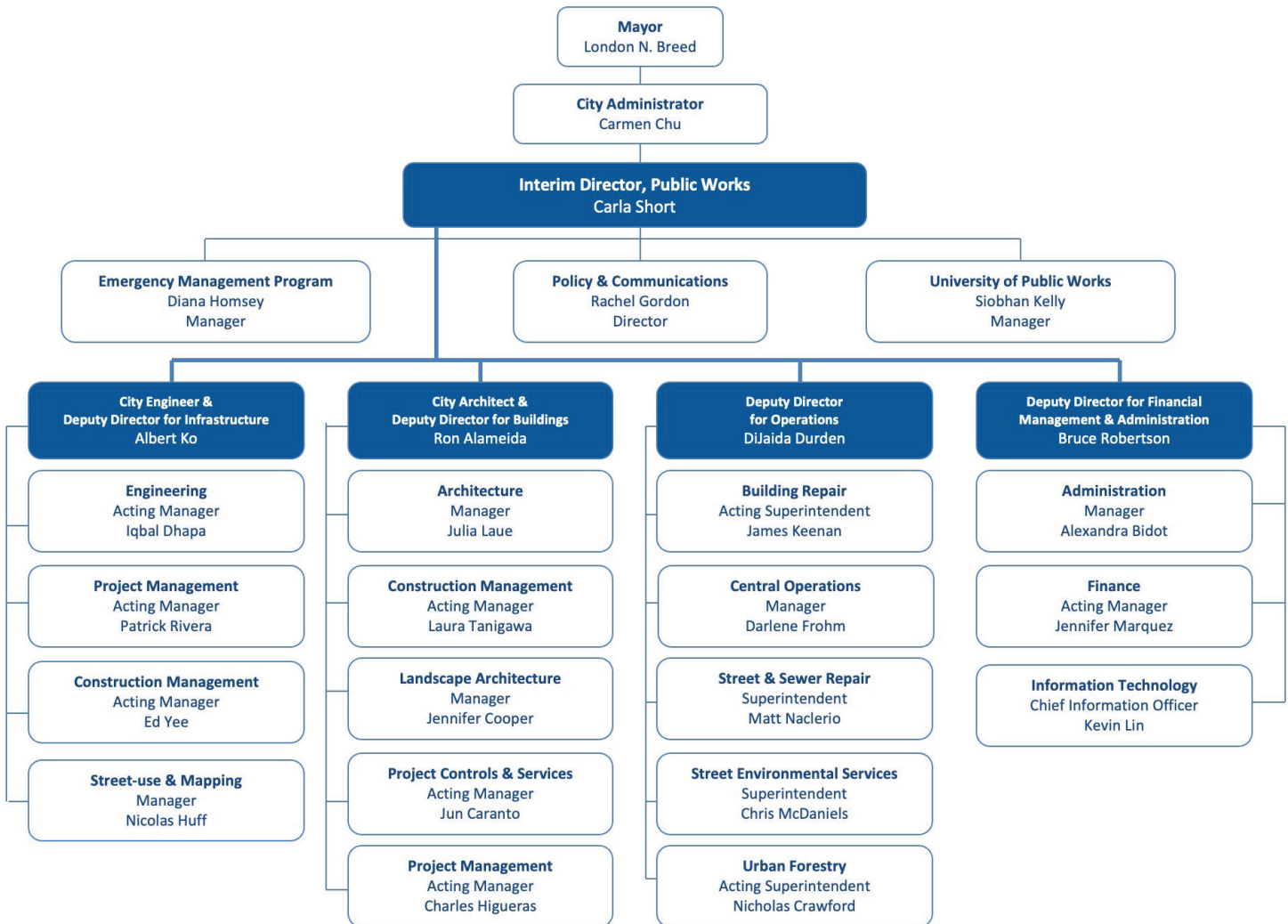
Budget

Fiscal Year 2021-22 Adopted Budget (in millions)
Total Budget: \$357.5 million



Organization

Fiscal Year 2021-22



San Francisco Public Works

City and County of San Francisco

Headquarters:

49 South Van Ness Ave.
San Francisco, CA 94103

Operations Yard:

2323 Cesar Chavez St.
San Francisco, CA 94124



Department Headquarters



Operations Yard

Stats





Awards



- 1 American Public Works Association - [San Francisco Animal Care and Control](#) - Project of the Year for historical restoration/preservation projects valued at more than \$75 million
- 2 California Preservation Foundation - [San Francisco Animal Care and Control](#) - 2021 Preservation Design Award
- 3 American Society of Landscape Architects - [Margaret Hayward Playground](#) - Bureau of Landscape Architecture with the Merit Award for Design: Parks, Recreation, Trails and Open Spaces
- 4 Gordian - Harry H. Mellon Award of Excellence in Job Order Contracting - Funston Avenue Retaining Wall, Landscape and Erosion Control Maintenance - Award of Merit for Job Order Contracting
- 5 LEED Platinum Certification for utilizing green building strategies - San Francisco Fire Department [Fire Station 49 Project Team](#)
- 6 Bruce Flynn Scope 2A project - 2021 Construction Management Association of America (CMAA) Award - Water, Wastewater, Utility: Construction value less than \$50 Million

Racial Equity Initiative

Inspecting Our Foundation

A Reexamination of Public Works' History Through a Racial Equity Lens

In late 2019, San Francisco Public Works launched a Racial Equity Initiative. The first action was to gather a 12-person, multiracial working group – one that represented all divisions and many job classes – that would lead the work toward becoming an anti-racist organization.

In fall 2020, the Public Works Racial Equity Working Group did extensive outreach to gather experiences and ideas on how race and racism affect us individually and as a department. About 400 Public Works employees — or about a quarter of the total workforce — participated. It took time and courage to step into these difficult but necessary conversations. The Racial Equity Action Plan is rooted in these voices.

We know that discussions on race and racism are difficult and that each of us comes to anti-racist work with very different experiences, knowledge and vulnerabilities. With this Racial Equity Action Plan, we seek to build bridges

so that together we can cement a lasting organizational transformation – change that brings equity to our workplace and the services we provide.

Inspecting our Foundation

In 2022, as part of our Racial Equity Action Plan, we delved into our Public Works history and looked at it through a racial equity lens. In studying our history, we hope to learn from past actions and bring to light how Public Works can be more proactive in promoting racial equity in its policies, programs and services.

[This special report](#) looks at a handful of major moments in our history that have impacted communities – both positively and negatively.



Read the report



Cleaning the City



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LIEF™

iltrete™



CLEAN CORRIDORS

CleanCorridorsSF allows Public Works to deploy a coordinated squadron of 15-20 workers to a different commercial corridor every week to perform a deep clean — scouring sidewalks, power washing trash cans, flushing down the roadway, removing weeds, sweeping up litter and leaves and wiping out graffiti. ▶





- ▶ When the proactive program first began, crews spent four hours on Thursday mornings focused on a five-block stretch. Today, thanks to an infusion of funding from Mayor London Breed and the Board of Supervisors, crews spend eight hours every Thursday tackling 10 blocks – double the initial reach.

The targeted neighborhoods rotate among San Francisco’s 11 supervisorial districts to ensure geographic equity in our diverse city.

Public Works has a workforce of approximately 400 street cleaners responding to roughly 15,000 service requests every month that filter through the 311 customer service center. But CleanCorridorsSF allows our cleaning pros

to go above and beyond the routine of our 24/7 operation and give our neighborhood commercial areas extra attention.

CleanCorridorsSF was born out of a desire to make a meaningful difference in San Francisco by supporting our vibrant neighborhood commercial corridors for the enjoyment of residents, shopkeepers and visitors. The initiative has been met with an overwhelmingly positive response.



Learn more



LOVE OUR CITY VOLUNTEER PROGRAM

Love Our City: Neighborhood Beautification Day is Public Works' flagship volunteer program, started in 2022, where community members pitch in to create greener and cleaner public spaces and champion community pride.



Learn more





TENDERLOIN CLEANUP

Mayor London Breed, with the consent of the Board of Supervisors, declared a State of Emergency, which allows the City to take expedited action to address problems in the Tenderloin, such as poverty, crime and safety. Public Works has been involved with the Tenderloin Emergency Initiative on two key fronts: providing increased street cleaning in the neighborhood and helping to get a new Linkage Center up and running to connect people in need with services.



Learn more





HEALTHY STREETS OPERATIONS CENTER

The number of people living without shelter in San Francisco dropped by 15% from 2019 to 2021, a positive trend thanks in part to the efforts of the Healthy Streets Operations Center. City officials attributed the reduction in part to the multi-department initiative that focuses on encampment resolutions. The team is made up of social service and health outreach workers, police and Public Works street cleaners, with support from the Fire Department, 911, the San Francisco Department of Emergency Management and the San Francisco Municipal Transportation Agency.



Learn more



DPW STREET CLEANING

Call 28 CLEAN

282-5326

431-465

EMERGENCY
DIAL 911 FOR POLICE OR MEDICAL

F250
SUPER DUTY

CHINATOWN SPRUCE-UP

To welcome the Year of the Water Tiger, Public Works repaired potholes and cleaned in San Francisco's historic Chinatown to help the neighborhood roar into the Lunar New Year.







ONE TEAM INSPECTIONS

Our Outreach and Enforcement (OnE) team goes through commercial corridors across the City, taking meticulous account of any and all instances of illegal dumping, graffiti, overflowing garbage bins and other infractions related to cleanliness. They work with property owners and businesses to address the concerns.



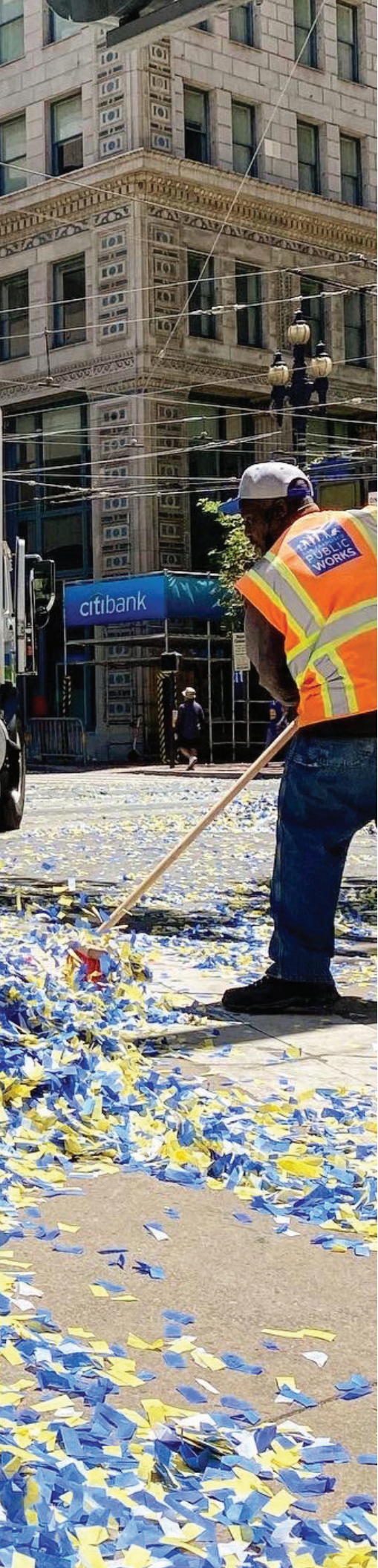
Learn more





EVENT CLEANUPS

Public Works' well-choreographed street cleaning teams were out in force at several events this year – with know-how and resolve – to get the streets and sidewalks back in good shape after the crowds cleared out. Some of these events included parades for the Golden State Warriors NBA Championship, Pride and Chinatown Lunar New Year, as well as the annual Bay to Breakers race.





Public Health and Safety





FIREBOAT STATION NO. 35

This year, we celebrated the completion of San Francisco's new floating Fireboat Station No. 35, an innovative project that meets the present-day needs of maritime-based operations for the City's firefighters. ▶





- ▶ As the City's newest fire station and the only one located directly on the San Francisco waterfront, the facility is built to remain functional during and after a major earthquake and adapt to projected sea-level rise.

Located at Pier 22 ½, just north of the Bay Bridge, the new San Francisco Fire Department station is home to the City's fleet of fireboats and marine rescue watercraft and serves as the living quarters for on-duty crews.

The two-story, 14,900-square-foot structure, built on top of a 173-foot-long-by-96-foot-wide steel float, is moored to four steel piles that are 150 feet long and anchored deep into the Bay floor. This design lets the structure rise and fall with the natural tides of the Bay, King Tides and projected sea-level rise, allowing for just over 15 feet of vertical movement.

Public Works managed the project on behalf of the San Francisco Fire Department. The work was carried out by the Swinerton-Power JV team, made up of Power Engineering Construction Co., Swinerton, Shah Kawasaki Architects and Liftech Consultants.

The \$50.5 million Fireboat Station No. 35 project was funded by San Francisco's voter-approved Earthquake Safety and Emergency Response (ESER) bond program. It funds critical improvements to emergency-response infrastructure to make it more resistant to earthquakes and other natural disasters.



Learn more





SFPD CRIME LAB

Completed in October 2021, the City's new Traffic Company and Forensic Services Division facility in the Bayview houses hundreds of police personnel. ▶





- ▶ The Police Department’s Traffic Company, primarily comprised of police officers assigned to motorcycles, provides traffic enforcement and investigates accidents. The Traffic Company also plays a crucial role in citywide events, such as parades and demonstrations, and provides essential services in the event of a disaster.

The building’s design and construction was managed by Public Works in partnership with HOK Architects, MEI Architects and Clark Construction.

Among the 100,000-square-foot building’s many impressive features are its seismic safety and resiliency. The building, if necessary, can remain fully operational for up to 96 hours after

a major earthquake or other disaster, thanks to a sizable 7,200-gallon emergency diesel generator.

The Traffic Company and Forensic Services Division facility project is funded by the voter-approved 2014 Earthquake Safety and Emergency Response (ESER) bond. The ESER Bond Program, launched in 2010, is an initiative to bolster earthquake safety and resiliency through capital improvements to critical infrastructure, including police and other first-responder facilities.



Learn more

MAXINE HALL HEALTH CENTER

Work began in 2019 and wrapped up in November 2021 after a \$15 million makeover that included seismic upgrades, expanded exam rooms for families and a much-needed elevator to improve accessibility at the two-story facility. ▶



Health Center





- ▶ For more than 50 years, the Maxine Hall Health Center has served the Western Addition, providing residents access to health care in a community setting. But the time-worn facility no longer met modern needs, necessitating a major renovation.

Maxine Hall Health Center, located at 1301 Pierce St., provides care to nearly 4,000 patients in the Western Addition and surrounding areas. The center is part of the San Francisco Health Network, a San Francisco Department of Public Health group of clinics, hospitals and other programs that connects San Franciscans to health care, regardless of immigration status or insurance.

The clinic offers patients primary care, such as regular checkups, behavioral health care, short-term counseling, podiatrist and clinical pharmacist visits, lab testing and other medical services – all in one location.

Public Works provided project management, construction management and design services for the Maxine Hall renovation, and the Build Group served as the general contractor.

The project largely was funded by the voter-backed 2016 Public Health and Safety Bond. Maxine Hall Health Center is the first of three primary care clinics reopening in 2022 after undergoing major building renovations. The three capital projects, Maxine Hall Health Center, Castro Mission Health Center and Southeast Family Health Center, improve health care services for more than 12,000 San Franciscans. Construction costs for the three centers totaled \$65 million.



Learn more



Greening



URBAN FOREST

Our urban forestry team 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.



Learn more



SUNSET BIODIVERSITY FUNDING BOOST

A 4,150-acre area bounded by the Pacific Ocean to the west, Sunset Boulevard to the east, Fort Funston to the south and the Presidio to the north is being targeted by a collaborative group of nonprofit organizations and community groups to advance three goals: expand urban greening, restore sand dunes and develop a wildlife connectivity corridor in western San Francisco.

The \$555,000 California Coastal Conservancy grant will support Public Works' ongoing project, the Sunset Boulevard Biodiversity Master Plan, that aims to nurture a robust habitat corridor for plants and animals, both to improve biodiversity and to make San Francisco's dense urban environment a more livable, enjoyable and resilient space.



Learn more







WEED CONTROL

Utilizing controlled burns, Public Works' landscape maintenance crews implemented an innovative weed-control approach known as flaming. The technique reduces the reliance on chemical herbicides to get the job done.



CHERRY BLOSSOM TREES

The deliberate destruction of two beloved cherry blossom trees in Japantown grew into Blossoms of Hope – a community-inspired project completed this year, with the planting of new trees on Sutter Street.



Streetscapes and Public Spaces



ONE WAY

DO NOT ENTER

Public Storage

800-44-STORE

Just so you know
This property is
protected by 24 hour
video surveillance

No Trespassing
Access for Public
Storage customers
only during
business hours

RENT
FROM US AT
PHONE



TREAT PLAZA

A new public plaza now exists where there once was an unwieldy intersection. The goal of the makeover: to create a vibrant community hub. ▶





- ▶ The plaza, created by widening the Treat Avenue sidewalk, includes new public seating and plaza paving. The paving, with its hued blue and curvy geometric pattern, evokes a connection to Mission Creek, which now flows below ground. New landscaping includes jacaranda and wilga trees, as well as drought-tolerant plants, such as fescue, sea lavender and kangaroo paw.

The new plants and trees, as well as seat walls, buffer people from traffic and provide flexible framing for community events and informal gatherings.

Public Works landscape architects designed the plaza and our infrastructure construction management team oversaw the building of it. City partners included San Francisco Planning

and the San Francisco Municipal Transportation Agency. Neighbors, both businesses and residents, set the priorities for the new space during a robust community outreach process.

The nonprofit Livable City will activate the space with hosted events involving artists, musicians, crafts vendors, cultural celebrations, fitness classes and the like.

The festivities kicked off on March 26, 2022, with a community celebration that included live musical performances and a land acknowledgement ceremony hosted by the American Indian Cultural Center.



Learn more

JEFFERSON STREETSCAPE

The completed Jefferson Streetscape Improvements Project has transformed the popular corridor in the historic Fisherman's Wharf neighborhood to create a safer, more vibrant pedestrian corridor. The newest improvements run along Jefferson Street, between Jones and Powell streets, complementing earlier upgrades between Hyde and Jones streets.



Learn more





HAIGHT-ASHBURY STREETSCAPE

Completion of the Upper Haight Transit Improvement and Pedestrian Realm Project brought improved pedestrian safety and enhanced transit efficiency and builds on the iconic San Francisco neighborhood's vibrant character.



Learn more.





L-TARAVAL STREETSCAPE

In collaboration with the San Francisco Municipal Transportation Agency, Public Works landscape architects redesigned the public right of way to include new tree plantings, new paving to support wayfinding, tile murals by support artist Aileen Barr at select transit boarding platforms and decorative streetscapes in the Outer Sunset between Sunset Boulevard and the San Francisco Zoo.



Learn more



GEARY BOULEVARD IMPROVEMENTS

Geary Boulevard, one of the busiest corridors in San Francisco, got a much-needed overhaul that makes the street safer for pedestrians, more reliable for Muni bus riders and more inviting for neighboring communities.



Learn more



Parks and Recreation Centers



GOLDEN GATE HEIGHTS PARK

The Golden Gate Heights Park Project is a complete reimagining of a beloved public space with a new playground, lawn, habitat spaces and picnic tables; improved accessibility; and a more introspective area for children to explore.



Learn more



BAYVIEW PLAYGROUND

The \$6 million Bayview/K.C. Jones Playground renovation offers visitors an expanded, fun-packed play area for kids, new exercise equipment for grown-ups, a welcoming walking path, an improved ballfield, a nature exploration zone and places to picnic.



Learn more



ANGELO J. ROSSI POOL

Angelo J. Rossi Pool reopened after a complete \$15 million makeover. The overhaul included a redo of the existing six-lane, 100-foot-long public pool from the ground up and more. The upgrade makes the pool accessible for people with disabilities and safer in the event of an earthquake.



Learn more

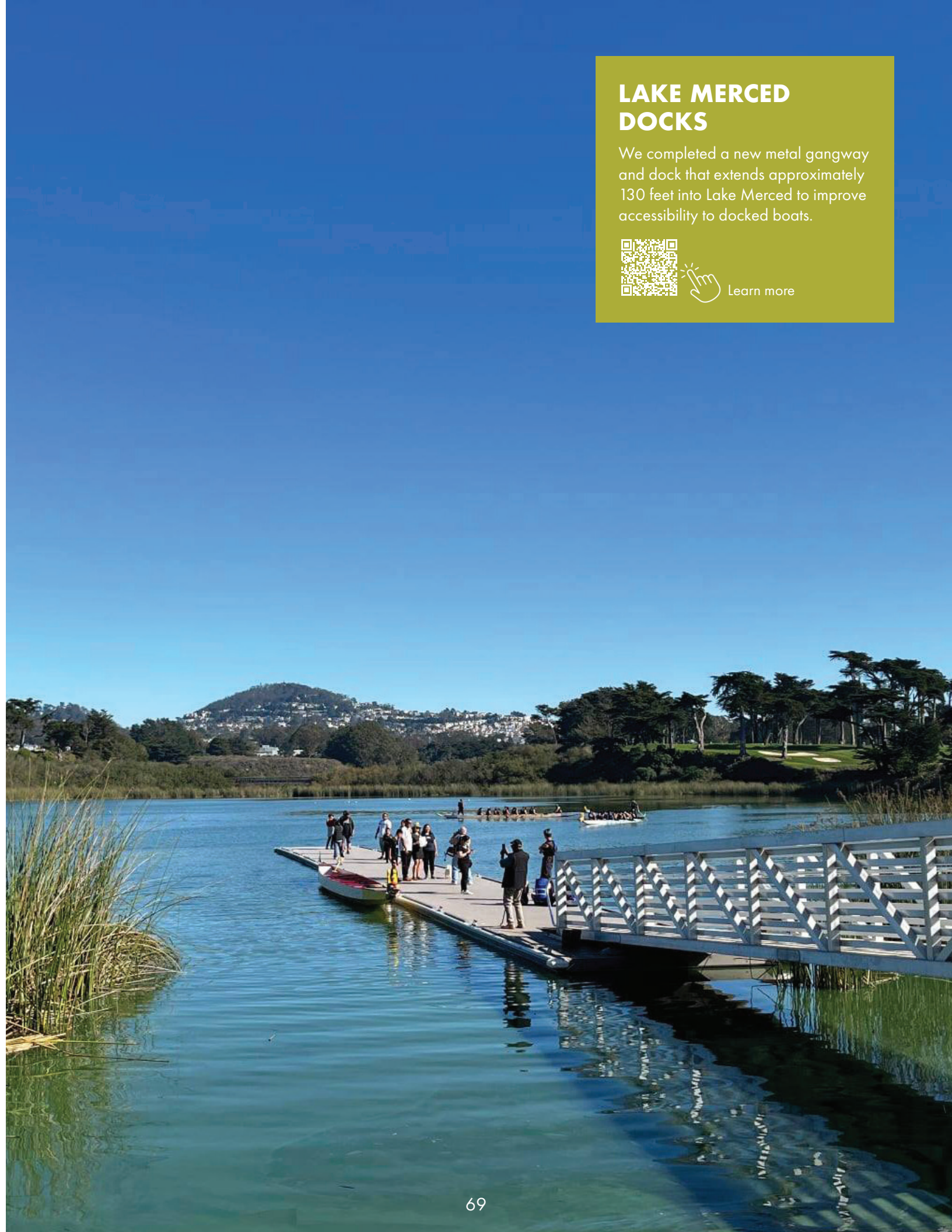


LAKE MERCED DOCKS

We completed a new metal gangway and dock that extends approximately 130 feet into Lake Merced to improve accessibility to docked boats.



Learn more





JURI COMMONS PARK

Tucked between the Mission and Noe Valley, a time-worn ribbon of a park created along an old railroad right of way has been transformed into a welcoming public space for kids, grown-ups and dogs to enjoy.



Learn more





Maintaining the City



REPAVING PLAN FOR 500 CITY BLOCKS

Public Works oversaw the \$77.2 million Street Resurfacing Program that aimed to pave 500 blocks in neighborhoods citywide during the fiscal year and made travel safer, smoother and more accessible for people who drive, bike, take transit and walk.



Learn more



**SAN FRANCISCO
PUBLIC
WORKS**
PROJECT MANAGEMENT
& CONSTRUCTION

MIRASOL



MBA
WEST COAST

CAT

POTHOLE REPAIR

Pothole repair is an ongoing operation of our street repair program, with some 600 pothole patches completed every month.



Learn more





OCEAN BEACH SAND REMOVAL

Our sand maintenance activities at Ocean Beach redistribute approximately 43,000 cubic yards of sand each year. Their aim: reduce the likelihood of sand buildup on the adjacent Great Highway during windy weather.

Skilled Public Works Operations employees use front-end loaders, backhoes and other heavy machinery to reduce the height and width of the sand dunes and move sand away from the roadway toward the ocean.



Learn more



You are here
the fillmore center
.com
415 528 7968

Turk

Picture
START HERE

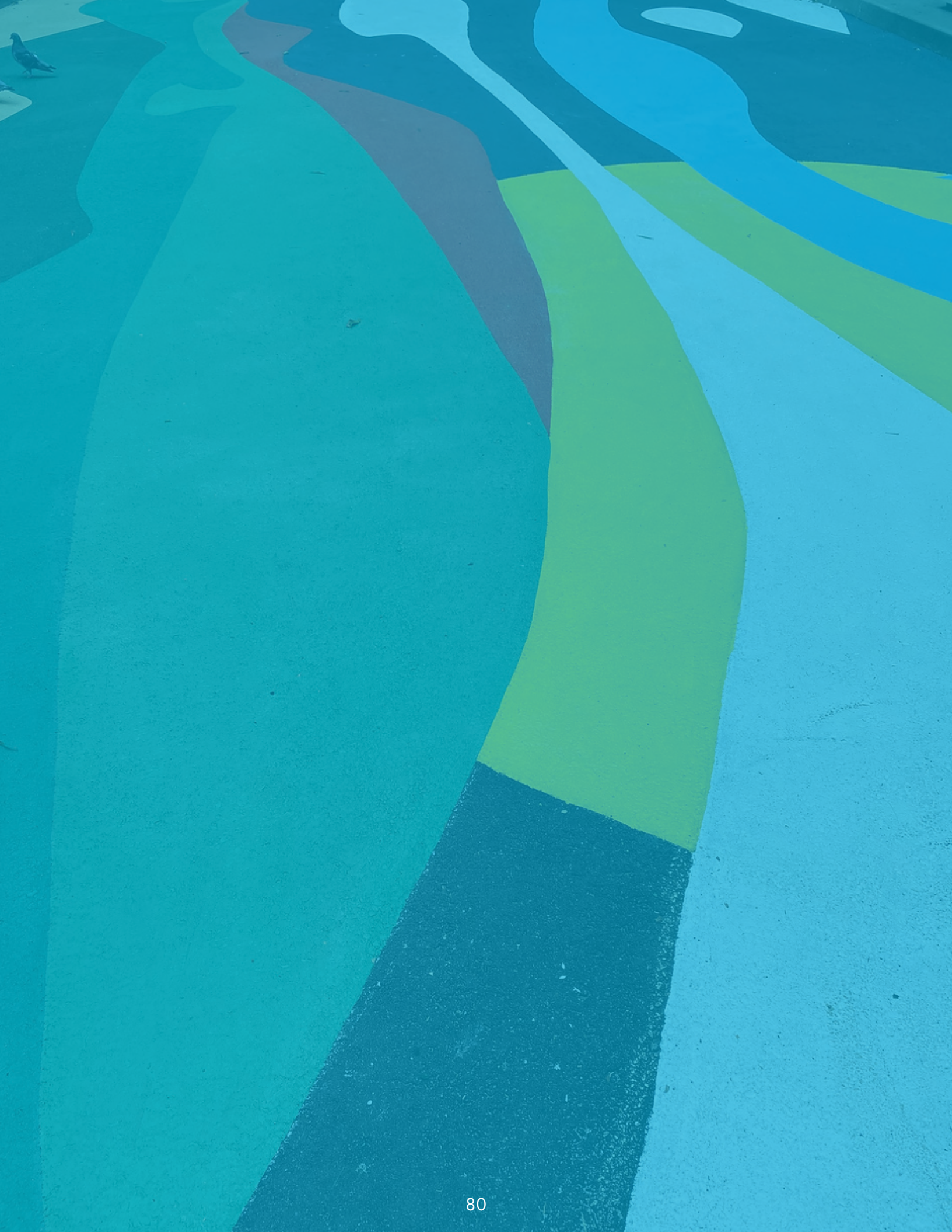
3WORLD
MARKET
GREEN LIL
Coca-Cola

Carhartt



MARKET STREET RAILWAY SUBSTATION

The Public Works structural engineering and building trades teams collaborated to make emergency repairs to the deteriorating façade of the historic Market Street Railway substation in the Fillmore District.



Art in the Public Right of Way

BAYVIEW GATEWAY

A community vision and public-private partnership turned a neglected parcel of land, pocked by illegal dumping, into a dynamic neighborhood showcase at Third and Jennings streets. There, 8-foot-high letters, spelling out "BAYVIEW" and covered in captivating mosaic tiles, serve as the centerpiece. ▶









- ▶ Prominently featured in the gateway project are native plants, wildflowers and trees, such as native oak and grasses, that surround the gigantic letters. The design and color palette were inspired by African and Native American influences to reflect the neighborhood's history and demographics.

Volunteers, including neighbors and participants from the George W. Davis Senior Center and the KIPP Bayview Academy, held workdays to affix the pieces to the concrete letters.

Design firm HOK provided pro bono design services and the Public Works Infrastructure Division managed construction.

At the heart of the private-public partnership was Marsha Maloof, president of the Bayview Hill Neighborhood Association, who rallied government agencies and community allies to move the project from dream to reality.

In addition to funds freed up by the Board of Supervisors, the Bayview Hill Neighborhood Association secured a \$100,000 City-sponsored Community Challenge Grant to help fund the project, with a total price tag of approximately \$600,000.



Learn more





OMAR WAY SIDEWALK MURAL

"Hop, Skip and Play on Omar Way," a colorful dragon design, freshly adorns a Miraloma Park sidewalk, providing kids with a new opportunity to get outdoors and do what they love: play.



Learn more



BURNSIDE MURAL IN GLEN PARK

Glen Park residents and representatives from Public Works and City Hall celebrated newly completed public murals added to a staircase wall that focus on the flora, fauna and history of the neighborhood.



Learn more



BATTERY BRIDGE PLAZA

Public Works, in a collaboration with other City agencies and the Downtown SF nonprofit, brought new life to the pedestrian plaza at Battery Bridge with a colorful new mural.



Learn more



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