



JUST BUILD RELATIONSHIPS WITH THE PEOPLE THAT  
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**2023-2024**

IMPACT IN THE LANDSCAPE. THAT’S THE CUR-

**SAN FRANCISCO PUBLIC WORKS ANNUAL REPORT**

**REAL PEOPLE.**

**REAL WORK.**

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**WE'RE PART OF  
THIS  
COMMUNITY.**

**WE WANT TO  
BEAUTIFY  
THIS CITY.**

**WE LOVE THIS  
CITY. THAT'S WHY  
WE WORK HERE.**



**2023-2024**

**SAN FRANCISCO PUBLIC WORKS ANNUAL REPORT**

**REAL PEOPLE.**

**REAL WORK.**

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**ABOUT**





**“WE ARE A NIMBLE YET ROBUST ORGANIZATION THAT CAN PIVOT WHEN NEEDED, WHILE NOT LOOSENING THE REINS ON OUR CORE FUNCTIONS.”**

# CARLA SHORT

## MESSAGE FROM OUR DIRECTOR

### DIRECTOR

Our vision statement at San Francisco Public Works serves as our guiding light: “Be valued as a driver of San Francisco’s comeback.”

Whether we’re cleaning streets, growing the urban forest, paving roads, creating shelters for the unhoused, wiping out graffiti, cracking down on illegal sidewalk vending, creating new green spaces, issuing permits for parklets, fixing bridges or working with community groups on neighborhood beautification projects, the Public Works team is intent on keeping San Francisco’s post-pandemic rebound front and center in the work we do.

San Francisco remains one of the world’s greatest cities, packed with natural beauty, a dynamic arts scene, a spirit of innovation and creativity and a diversity of culture and community. And, yes, there are hard-to-solve issues, including homelessness, drug activity and an economic downturn. But San

Francisco is not a city – and Public Works is not a department – that steps away. Instead, we step up to address our challenges.

A diverse team of more than 1,600 Public Works pros shoulders an expansive portfolio and works collectively to meet the City’s evolving needs. We are a nimble yet robust organization that can pivot when needed, while not loosening the reins on our core functions.

This annual report provides a snapshot of our work during the 2023-2024 fiscal year – focusing on both major accomplishments and everyday operations. The work is impressive and we take pride in delivering excellence to the people of San Francisco year-round.

In continued partnership,



# REAL PEOPLE.

# REAL WORK.

They get their hands dirty to clean our streets. They pave roads and build libraries, police stations, firehouses and reimagined streetscapes. They deftly handle power tools to fix public buildings, wield paint brushes to vanquish graffiti and climb high into the sky to care for trees. They preserve our past and forge our future.

Real people. Real work.

They are San Francisco Public Works employees who strive every day to keep the City clean, safe, resilient, beautiful and accessible for all. With a workforce of more than 1,500 men and women, these eight employees are representative of the department's expansive portfolio. Through their stories and journeys, we learn about Public Works' services, projects and programs and how they fit into the City's policy goals to, for example, activate public spaces, combat climate change and bolster resiliency.

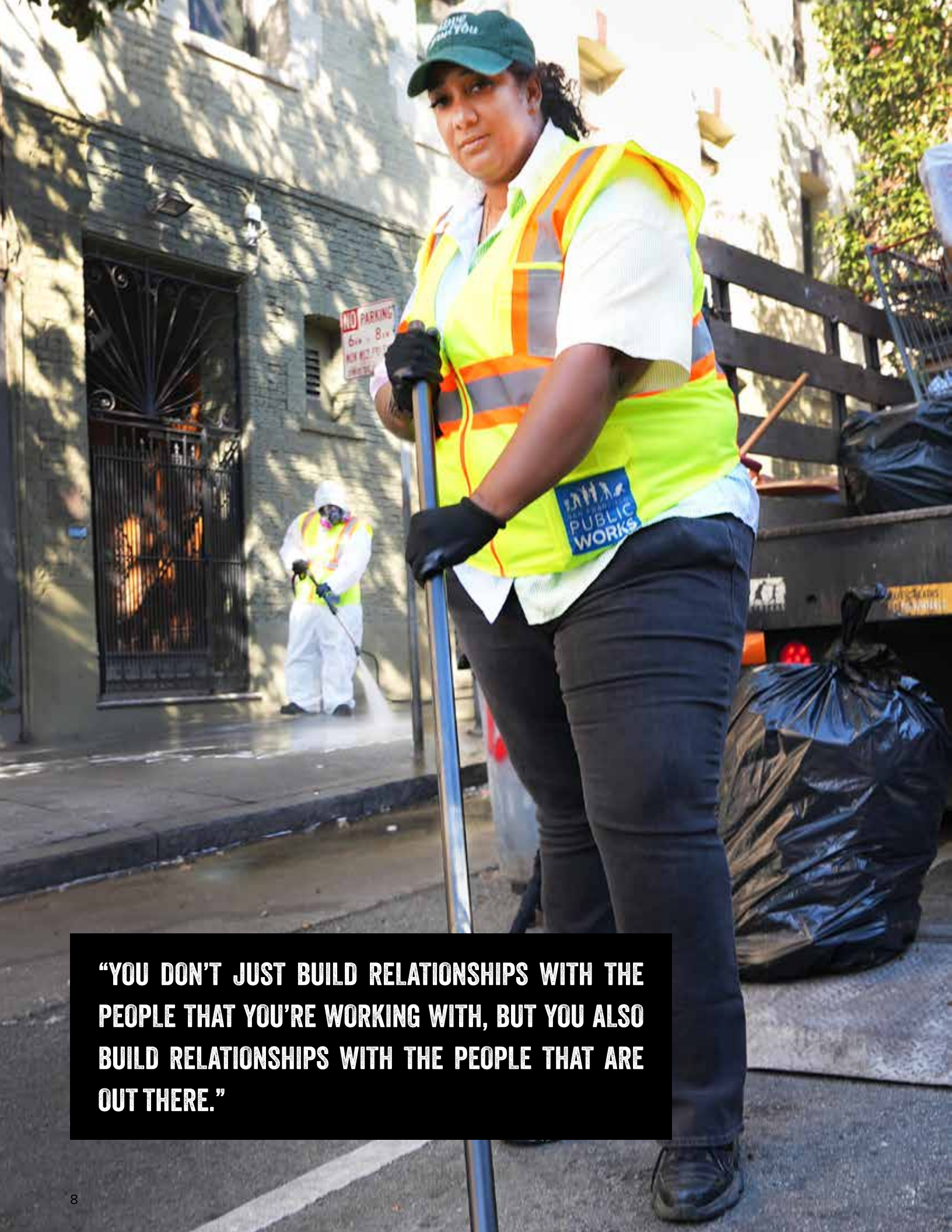
Their visually striking portraits capture each employee embedded in their work environments with an essential tool of their trade. In one image, a determined graffiti buster, covered in paint, wields his paint roller after wiping out a tag. In another, a landscape architect cradles the blueprint for a colorful Chinatown streetscape she designed. The images reveal the pride and confidence they have in their work – and Public Works has as a whole – serving the people of San Francisco.











**“YOU DON’T JUST BUILD RELATIONSHIPS WITH THE PEOPLE THAT YOU’RE WORKING WITH, BUT YOU ALSO BUILD RELATIONSHIPS WITH THE PEOPLE THAT ARE OUT THERE.”**



# BRITTANY BRANDON

## HOT SPOTS CLEANING CREW SUPERVISOR

### BUREAU OF STREET ENVIRONMENTAL SERVICES

**BRITTANY BRANDON**, a general laborer supervisor and Hot Spots captain for Public Works, grew up with the department.

“It was my first real job,” said Brandon, who joined Public Works back when she was 18. That was 12 years ago.

After working as an apprentice with the department early on, Brandon rose through the ranks over the course of her career with Public Works, from sweeping streets and steam cleaning alleys in North Beach to supervising cleaning crews assigned to encampment resolutions.

A native San Franciscan, Brandon’s frontline work brought the city she loved ever closer. “I had been around the City, but you don’t understand how much you haven’t been around the City until you work for the City and you’re in all these different areas you’ve never seen and different streets you’ve never heard of,” she said.

One of Public Works’ core priorities is keeping the right of way accessible for the community’s benefit. It takes a dedicated workforce and lots of coordination to make sure San Francisco’s streets, sidewalks and public spaces are clean and safe for all. The effort is led by the Public Works Bureau of Street Environmental Services, housed within the department’s Operations Division and totaling some 340 workers.

To Brandon – whose team falls under the Street Environmental Services umbrella – the goal is to help San Francisco’s residents, visitors and work-

force alike see the beauty that she sees in her hometown.

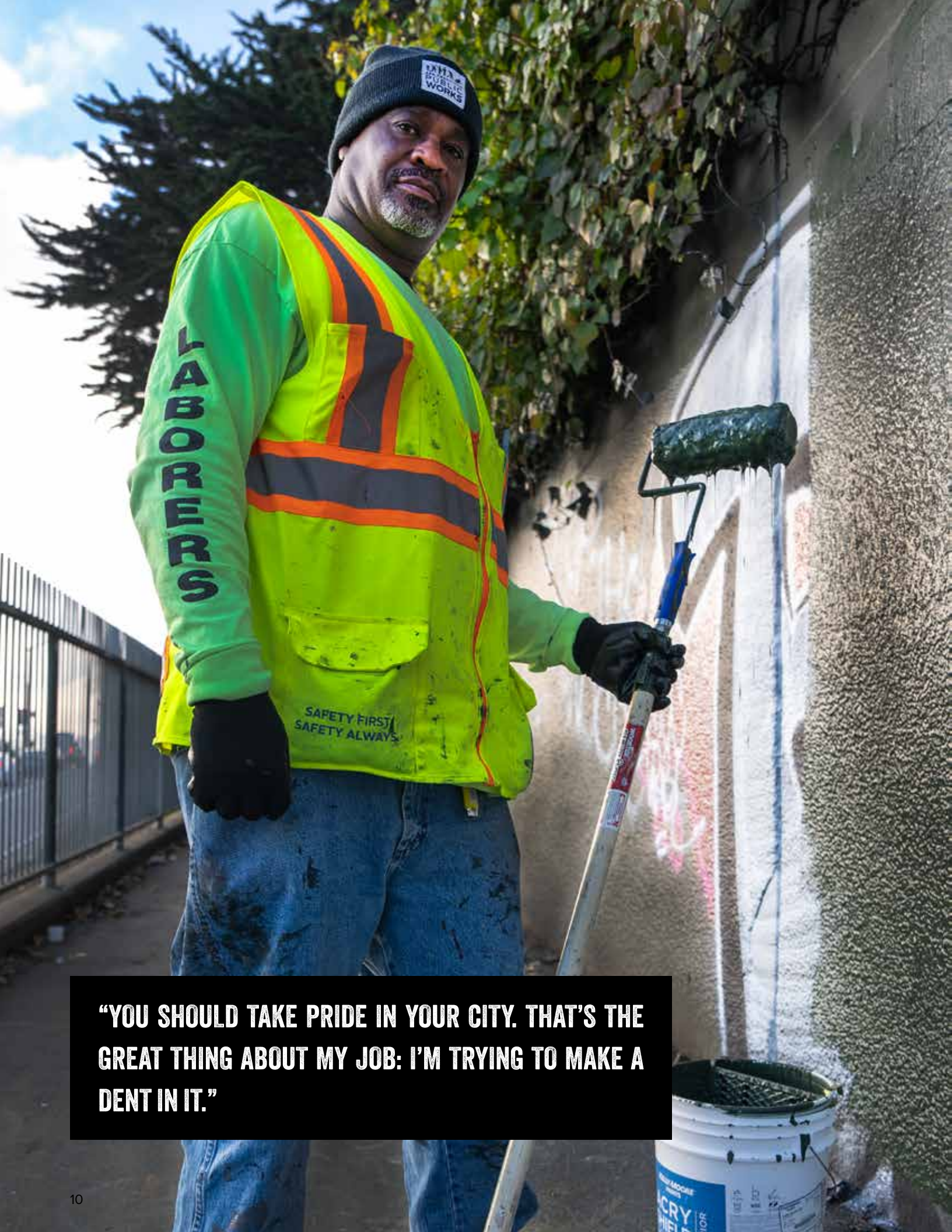
Public Works’ crews work around-the-clock to keep San Francisco tidy, with day, swing and night shifts, plus a multitude of special operations layered on top.

There is no shortage of work, keeping our crews on the job 24/7. Every week, the department’s street cleaning operation averages 2,200 3-1-1-service requests and removes an average of 900,000 pounds of litter and debris from the public right of way.

Mechanical street sweepers – which cover 150,000 curb miles along 90% of San Francisco’s streets – work in concert with steam-cleaning crews, staff who scour alleys overnight, and other key personnel. That’s on top of our Clean-CorridorsSF program – an initiative that sends a large contingent of street cleaners to a different neighborhood commercial district every week to conduct a deep cleaning – and other operations, including Brandon’s Hot Spots crews.

Her team focuses on areas with longstanding, larger encampments. These locations often require extra attention due to the volume of debris and the complexity of the cleanups.

We do “steam cleaning, we have our general laborers out there picking up the garbage, sometimes we might have to have heavy equipment out there and things of that nature,” Brandon said. “We’re doing big cleanups.”



**“YOU SHOULD TAKE PRIDE IN YOUR CITY. THAT’S THE GREAT THING ABOUT MY JOB: I’M TRYING TO MAKE A DENT IN IT.”**



# LEONARD DOSS

## GRAFFITI BUSTER

### BUREAU OF STREET ENVIRONMENTAL SERVICES

**LEONARD DOSS JR.**, a native son of San Francisco, comes to his job with a clear mission: Keep his hometown looking beautiful. He's part of a small but mighty Public Works graffiti-abatement team that wipes out tens of thousands of tags every year.

"The graffiti makes the City look terrible. I was born and raised here, so I love San Francisco," he said. "So when I see that damage that they're doing – it doesn't make sense. If you live here, why are you destroying the neighborhood in the city that you live in?"

His unit is housed in the Bureau of Street Environmental Services, whose primary task is to keep the City clean. The bureau's crews use brooms, blowers, pickers, rakes, shovels, power washers, mechanical sweepers and flusher trucks – plus an array of other tools and machines – to get the job done. Doss Jr. and the graffiti team use paint, brushes, spray guns, scrapers and solvents to tackle the copious tags.

Despite the steady and often heavy workload, Doss Jr. isn't deterred. He loves his job. To him, spraying over graffiti is "poetry in motion" and coming to work every day is "easy."

Historically, the Public Works graffiti operation focused almost solely on eradicating tags on pub-

lic property, such as retaining walls, civic buildings, light poles, traffic signs, bike racks, sidewalk trash cans and, sadly, street trees.

Under City code, private property owners are responsible for removing graffiti from their property. If they don't, Public Works' inspectors can issue them warnings and fines. But in 2022, with legislative support and dedicated funding from the mayor and Board of Supervisors, Public Works launched a pilot program allowing us to provide courtesy graffiti abatement on private property in neighborhood commercial districts, as long as the owners opt in. More than 1,200 property owners have signed up already, with more joining in.

The opt-in program is one more approach Public Works uses to tackle graffiti, a problem that vexes communities around the world. The U.S. Justice Department has estimated that costs for graffiti abatement efforts exceed \$10 billion a year nationwide.

And it's not just the direct financial costs that cause harm. Tags are a form of vandalism, making neighborhoods feel less welcoming. That's why we aim to remove graffiti as quickly as possible.

Doss Jr. is committed to doing his part in the seemingly endless yet noble pursuit to keep our neighborhoods clean and beautiful.



**"I THINK THIS GENERATION, FACING CLIMATE CHANGE, THERE IS SO MUCH OPPORTUNITY TO MAKE POSITIVE IMPACT IN THE LANDSCAPE."**

# DANIELLE CHAN

## LANDSCAPE ARCHITECT

### BUREAU OF LANDSCAPE ARCHITECTURE

**DANIELLE CHAN** is a landscape architect with Public Works' Bureau of Landscape Architecture. The bureau has about two dozen employees and is under Public Works' Project Design and Development Division.

Designing beautiful, durable and resilient public open spaces for our diverse San Francisco communities is a top priority for Public Works. The Bureau of Landscape Architecture's work includes parks, playgrounds, streetscapes, master plans, plazas, community gardens, green infrastructure and trails.

Among the projects in the bureau's portfolio are the rain gardens and play spaces at the new Southeast Community Center, landscaping and other treatments to preserve the history and beauty of the Palace of Fine Arts, and a renovated courtyard ringed by a grove of Japanese maple trees at the Merced Branch Library. The bureau provides design services for partner City departments through the construction phase.

In Chan's world, small improvements can make a big difference. A peony pattern – inspired by her grandparents' bathroom wallpaper – brings a sense of lightness to an otherwise drab alleyway. Trees provide shade and clean air. Bio-retention planters help slow down stormwater runoff.

For the past few years, Chan has been working on the Japantown Peace Plaza Renovation Project, an ambitious revitalization of the open space

at the cultural heart of the neighborhood, aimed at honoring its rich heritage while creating a more welcoming, resilient and functional gathering place for future generations.

Among other improvements, the work at the plaza includes much needed waterproofing, new porcelain paving, terraced seating, lighting, cultural placemaking signage, landscape planters, irrigation, decorative walls and a permanent stage for festivals and performances. The 30,000-square-foot plaza is a major cultural landmark and onsite structures, such as the Peace Pagoda monument, are historic. Construction on the renovations began in spring 2024.

"This is one of the few Japantowns left in the country and I think it's going to be around for a long time," said Chan, who started at Public Works as an intern.

Not only do our public spaces, landscaped areas and outdoor infrastructure shape the way we experience our surroundings and offer a canvas to celebrate the past and welcome the future, they also can provide a lasting framework to tackle some of our greatest challenges.

A changing climate and warming planet necessitate an all-hands-on-deck approach where each thoughtful measure and intervention – from trees that help clean the air to streetscape designs that mitigate flooding – can be the puzzle pieces that complete the bigger picture.





**“AS A STRUCTURAL ENGINEER IN PUBLIC SERVICE, I’M GRATEFUL FOR THE CHANCE TO CONTRIBUTE AND TO QUIETLY STRENGTHEN THE BACKBONE OF THIS GREAT CITY IN WHICH I WAS BORN AND RAISED.”**

# JANEY CHAN

## STRUCTURAL ENGINEER

### BUREAU OF ENGINEERING

Public Works senior structural engineer **JANEY CHAN** loves her job. But she knows it isn't always the most flashy work.

"For example, sewage water treatment plants are not necessarily glamorous," Chan said.

But somebody has to do the important work of inspecting pipes and tanks and other parts of the vital infrastructure and, sometimes, that work falls to Chan. And while some are video inspections, others are more hands on.

"You focus on the work, right?" Chan said of the times she dons protective gear and heads into the sewage tanks. "But when you're about to get out, you're like, 'I can't wait to get out!'"

Chan is a veteran of public service. She joined Public Works about 12 years ago with a four-year detour at the City's Department of Building Inspection along the way.

Public Works' Bureau of Engineering provides technical services in a variety of engineering disciplines, including hydraulic, civil, electrical, mechanical and structural. Each group plans and designs highly technical work for projects throughout San Francisco, from library renovations and streetscape improvements to hillside stabilizations and plaza makeovers.

Chan had an affinity for building early on.

She remembers walking by an architecture firm in North Beach every day as a kid.

"And in the window I would see these architectural models, which was really cool," Chan recalled.

Structural engineers like Chan inspect the City's bridges, retaining walls, public stairways and tunnels to make sure they are structurally sound and safe. They work on earthquake resiliency features for new projects and retrofits of existing structures. And they take on structural work for important infrastructure improvements, including the Better Market Street project.

"We design the backbones for the structure," Chan said. "Making sure – whether it's buildings, bridges, roadways – structures are safe and to some extent resilient."

Among the projects Chan is working on is the ambitious renovation of the historic Mission Branch Library.

The Public Works-led project, delivered on behalf of the San Francisco Public Library, will help restore the beloved neighborhood branch – more than 100 years old – to some of its original glory while adding much-needed upgrades to transform the facility into a less cramped, more accessible and more climate-resilient space for staff and patrons. Seismic improvements also are part of the makeover.





**“IT’S KIND OF REWARDING, YOU’RE NOT JUST DOING STUFF FOR YOURSELF.”**



# SHELDON GUSTAFSON

## CARPENTER

### BUREAU OF BUILDING AND STREET REPAIR

Growing up, **SHELDON GUSTAFSON'S** babysitter was a block of wood and a bucket of nails.

"My dad was a carpenter and my grandfather was always tinkering around with like building stuff in his garage," said Gustafson, a carpenter with Public Works.

"And so I would sit there and just hammer in nails all day," he said with a chuckle. "I mean that was entertaining for me when I was like 6 years old."

Now, Gustafson – part of a carpentry shop that is more than a dozen strong – puts his wood-working skills to good use for facilities and public spaces throughout San Francisco. Housed within the Bureau of Building and Street Repair in the Operations Division, Public Works' carpenter team repairs City buildings, public stairways, retaining walls and bridges, and crafts special features and structures – from countertops to commemorative plaques and even a police cadette training space.

"Every day is something different," said Gustafson who has been a carpenter since 2003 and joined Public Works in 2022. "It's entertaining, keeps you on your toes."

Their work takes place both in the field and in the light-filled Carpenter Shop, which is equipped with a wide variety of saws, drills and other tools of the trade.

Much of Gustafson's work revolves around keeping the public safe: maintaining the Filbert Street

Steps so nobody gets hurt, bolstering retaining walls to prevent mudslides and fixing handrails to safeguard people from splinters.

Public Works' Carpenter Shop often takes on some of the most distinctive projects in the City – not just with expert know-how but with pride.

After runaway barges damaged the historic Third Street Bridge during fierce winter storms in 2023, Public Works carpenters repaired the span's iconic wooden walkway. When an artistic redwood safety wall at the intersection of Diamond Heights Boulevard and Clipper Street needed a refresh, our expert carpenters fabricated new sections where the old wood had split or decayed.

For the San Francisco Police Department, Public Works' woodworkers crafted a training structure that helps cadettes practice how to respond to fraught incidents inside people's homes. The Public Works carpenters worked tirelessly throughout the COVID pandemic on a variety of projects, such as securing shuttered transit stations and modifying health clinics to keep infected patients away from others.

The satisfaction of creating a finished product plays a large role in why Gustafson loves his job.

Among some of his favorite projects: a new memorial plaque for the late Mayor Ed Lee and a type of special countertop he had never constructed before for a Department of Emergency Management facility.



**“BE A HARD WORKER, BE HONEST ABOUT WHAT YOU DO  
AND YOU WILL BE REWARDED.”**

# NETANILI NIU

## ARBORIST

### BUREAU OF URBAN FORESTRY

**NETANILI “NILI” NIU**, an arborist supervisor with the Public Works Bureau of Urban Forestry, can trace his love for trees back to his childhood in Hawaii. Growing up, he would routinely scale palm trees to retrieve coconuts whenever he and his friends wanted a refreshment.

“I loved climbing the coconut tree, because of the fruit – there’s a reward afterwards,” he said. “Surfing in Waikiki Beach and you come out of the water and you want a drink, run over to the elementary school next door and climb up the tree.”

A certified arborist with 30 years of experience, including two decades with Public Works, Niu is part of a team of tree pros who look after the more than 125,000 street trees in San Francisco.

Public Works took over care of the City’s street tree population in 2016, thanks to a voter-approved City Charter amendment that set aside at least \$19 million a year to cover tree-related costs and gave birth to StreetTreeSF – a program that has been a game-changer for our efforts to maintain and grow the City’s urban forest.

Trees are critical resources that can slow the negative effects of climate change by removing carbon dioxide from the air through photosynthesis and releasing oxygen into the atmosphere. They also help absorb stormwater runoff, bring a much-welcome splash of living beauty to neigh-

borhoods and provide wildlife habitat and cooling shade.

Public Works’ Bureau of Urban Forestry – about 120-people strong – maintains the City’s medians with the help of its expert gardeners, grows young street trees at its new nursery and plants, prunes and waters them. In addition, the bureau’s Cement Shop repairs sidewalks and medians and builds curb ramps. The bureau also includes an integrated pest management team that expertly fights harmful weeds and pests.

Aside from keeping a watchful eye on our many street trees to make sure they grow tall and strong and stay healthy, arborists like Niu also jump into action whenever a storm barrels through San Francisco, leaving downed trees, broken branches and mangled limbs in its wake.

Braving ferocious winds and driving rain, Niu and his colleagues use chainsaws, bucket trucks and careful coordination to clean up debris, clear roadways and sidewalks and keep the public safe.

Even when there isn’t a winter storm wreaking havoc on our urban forest, our arborists make sure street trees throughout the City don’t pose any danger to the public. If a tree’s limbs represent a hazard, a routine pruning may do the trick. In more extreme cases, the entire tree may have to be replaced.





**"IT IS ABOUT MAKING LIVABLE CITIES. I THINK IT'S IMPORTANT TO REALLY PUSH TO MAKE SAN FRANCISCO A SUCCESSFUL, STRONG CITY."**

# PATTY SOLIS

## ARCHITECT

### BUREAU OF ARCHITECTURE

When **PATTY SOLIS** first joined Public Works more than a decade ago, it was baptism by fire for the architect and urban planner.

“I really came into the job a little bit blind but willing to do anything really – and within just a month or two I was put on the War Memorial Veterans Building project,” Solis recalled. “And that one was just an enormous project. That was my first big project that I did at Public Works. It was quite an impressive building to work on.”

As the job captain on the seismic upgrade to the historic building – which was constructed during the Great Depression and became the birthplace of the United Nations after World War II – Solis had to study the various historical drawings to inform the renovation design, bring order to the project and coordinate with consultants.

Even 13 years later, the project still holds a cherished place in her heart.

As a senior architect and section manager with the Bureau of Architecture, Solis is part of a bureau – housed within Public Works’ Project Design and Development Division – that helps shape the built environment in San Francisco’s public realm.

With a staff of more than 70 professionals, the

Bureau of Architecture designs libraries, performing arts centers, recreation and parks facilities, police and fire stations, hospitals and neighborhood clinics and a wide range of other projects throughout the City.

Throughout her career at Public Works, Solis has been able to work on a variety of projects, from a navigation center for unhoused people along The Embarcadero to an adaptive reuse and rehabilitation of a historic masonry building as the new home of San Francisco Animal Care & Control.

The design of the Animal Care & Control project aimed to maintain the character of the brick building – constructed in 1893 – by pulling the new construction away from the historic shell to expose the original masonry and windows.

Solis and her team approached the project – which was completed in spring 2021 and is unique in the Public Works portfolio – with humility and curiosity, digging into the building’s history and listening to Animal Care & Control officials about what their needs were for the space.

A dedicated public servant, Solis knows the responsibility that comes with shaping San Francisco’s urban landscape and continuously improving it.





**"I LOVE BEING OUT IN THE COMMUNITY. A LOT OF THE TIMES WHEN PEOPLE SEE A FEMALE DRIVER, I GET LIKE A THUMBS UP. THAT MAKES ME FEEL GOOD, MAKES ME FEEL PRIDEFUL, HUMBLE AND IT'S A GREAT FEELING."**

# FABIOLA VEGA

## ASPHALT CREW TRUCK DRIVER

### BUREAU OF BUILDING AND STREET REPAIR

As a truck driver with Public Works' street repair operation, **FABIOLA VEGA** is part of a near-non-stop team effort to repair, maintain and improve San Francisco's network of hilly roads, commercial corridors and narrow side streets, allowing for smooth and safe travel throughout the City.

In many ways, Public Works' truck drivers work as jack-of-all-trades crews who jump into action whenever called upon. When heavy winter storms sweep through San Francisco leaving behind fallen tree limbs, for instance, Vega and others help haul the debris off to clear roadways, sidewalks and public spaces.

But their regular day-to-day work is notable, too.

Vega and her team are instrumental in helping Public Works meet our annual paving goal to keep the roads safe and smooth for people who drive, bike, walk and take transit. A combination of in-house and contractor crews resurfaced 506 blocks in the fiscal year that ended June 30, 2024.

The ongoing paving initiative is part of the City's successful strategy to steadily improve the condition of our streets.

Over the past decade, Public Works teams and contractor crews resurfaced more than 7,700 blocks – or about 60% – of the City's nearly 13,000 blocks.

The work Vega and her co-workers have been putting in has been paying off.

The Pavement Condition Index score, which is tracked by the independent Metropolitan Transportation Commission, rates roads from 0 to 100, with 0 being the worst and 100 the best. In 2009, the City's cumulative score was 63; today, it's 75, which is considered "good."

San Francisco's rating is the best among large Bay Area cities and exceeds the regional score of 67, considered "fair."

Vega and the rest of the street repair operation also patch thousands of potholes throughout San Francisco each year. Typically, our crews patch 600 potholes a month, but that number can be much higher after heavy storms soak the area and damage roads. In 2023, Public Works' street repair crews filled 13,914 potholes throughout San Francisco neighborhoods.

The department's street repair operation is housed within the Operations Division's Bureau of Building and Street Repair. The bureau – which has roughly 130 employees – provides professional construction, repair and remodeling services to City-owned facilities; offers 24/7 emergency-repair services to ensure that police, fire and other public safety facilities are fully functional; and oversees paving and street repair work.





## Vision

Be valued as a driver of San Francisco's comeback.

## Mission

Public Works – to make San Francisco cleaner, safer and more beautiful, morning, noon and night.

## Core Values

Safety • Respect • Responsiveness • Teamwork • Integrity





# 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: Valuing Our People**

### **Objectives**

- 1A Provide career support
- 1B Hire efficiently and timely for long-term success
- 1C Improve the workplace experience

## **Goal 2: Delivering Impactful Projects and Services**

### **Objectives**

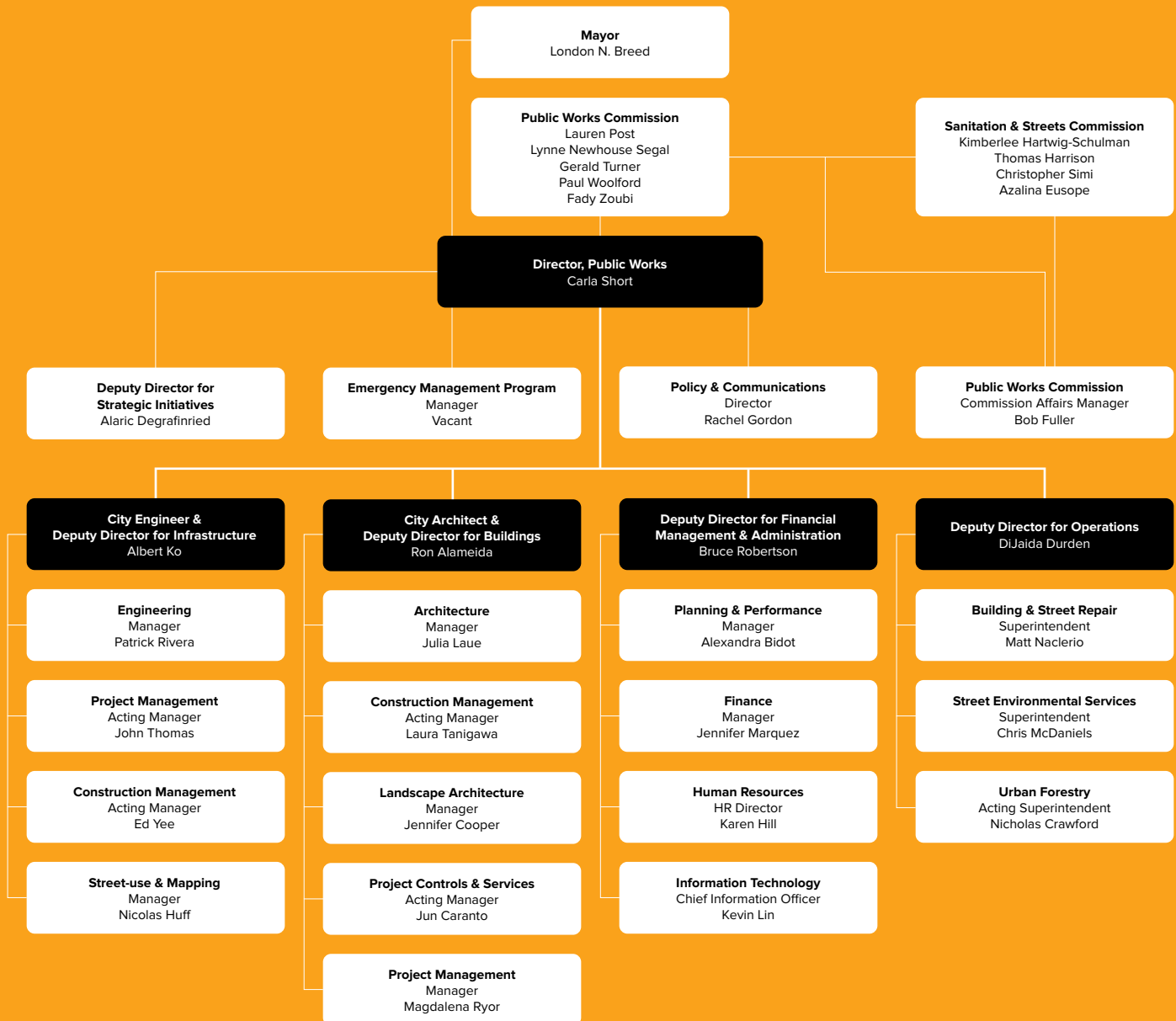
- 2A Improve key partnerships and optimize our core services
- 2B Be a leader in climate resilience and sustainability
- 2C Reinvigorate our Emergency Management Program
- 2D Assess organizational structure to determine the most effective framework for project delivery

## **Goal 3: Revitalizing the City**

### **Objectives**

- 3A Beautify shared and public spaces
- 3B Support citywide housing priorities and initiatives
- 3C Identify and prioritize ongoing maintenance funding for capital projects

# ORGANIZATION



**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

## 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, community meetings and various other outreach activities. The team produces reports and the monthly community and employee newsletters, briefs elected officials and troubleshoots constituent concerns. The team also oversees media relations and organizes press conferences and special events to celebrate projects.

### Emergency Management Program

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

## Building Design and Construction

### City Architect and Deputy Director for Buildings

The Building Design and Construction Division provides comprehensive planning, project management, architecture, building construction management, contract support and compliance monitoring, hazardous materials investigation and abatement, materials testing and 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 often informally referred to 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 materials used in construction, oversee environmental services and enforce construction and building codes.

#### Landscape Architecture

Provides design services and oversees them into construction, including renovation and new construction, for City departments. Landscape architecture projects include streetscapes, plazas, green infrastructure and stormwater management, parks and recreation facilities, and the design of any outdoor spaces associated with public building projects throughout San Francisco.

#### Project Management

Delivers major capital building projects from planning, design and regulatory approval through construction. The bureau delivers a variety of major building projects on behalf of City agencies and handles the stewardship of major capital standalone building projects as well as overarching programs related to emergency services and public safety. Project management supervises 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 institutional and transportation projects.





## Infrastructure Design and Construction

### City Engineer and Deputy Director for Infrastructure

The Infrastructure Design and Construction Division provides engineering planning, project development, design, construction management and consulting services for a range of capital improvement projects and maintains the City's right-of-way infrastructure, including streets, structures, sidewalks, curb ramps and streetscapes. Most of the work of this division is often informally referred to as the department's "horizontal construction." The Infrastructure Design and Construction Division includes the following programs/bureaus:

#### Engineering

Provides technical services in the following engineering disciplines: hydraulic, civil, electrical, mechanical and structural. Each of these groups 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, Engineering and other City agencies' 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 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 of sidewalk.



## Finance and Administration

### Deputy Director for Financial Management & Administration

The Office of Finance and Administration includes 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. The programs within the Office of Finance and Administration 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; and 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 bids; distributing plans and specifications; receiving bids; processing documents; handling bid protests; awarding contracts and ensuring compliance with insurance, bonding and licensing requirements.

#### Planning and Performance

Monitors key activities of the agency to improve service quality as well as support the creation, monitoring and measurement of the department's strategic plan.



## Human Resources

The Human Resources bureau oversees a full portfolio of employee services, including recruiting, hiring, onboarding, training and development, compliance with anti-discrimination laws, accommodations, payroll and benefits, leaves, labor relations, contract negotiations and environmental health and safety. The department's human resources functions had been under the Office of the City Administrator but were transferred to Public Works, starting this fiscal year. The change provides Public Works an opportunity to build an operation from the ground up, tailored to the department's own human resources needs.

## 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.



## Operations

### Building and Street Repair

Provides professional construction, repair and remodeling services to City-owned facilities; provides emergency-repair services 24 hours a day to ensure that the police, fire department and other public safety operations are fully functional; and oversees paving and street repair work, including patch paving and filling potholes, as well as sewer repair, which includes brickwork.

### Central Operations

Includes the Office of Community Engagement, 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 apprenticeships programs and the Pit Stop public toilet program.

### 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.

### Urban Forestry

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.



# BUDGET

FY 2023-24 (MILLIONS)

**\$453.2**

Total Budget

**\$144.7**

Infrastructure Design & Construction

**\$120.1**

Street Environmental Services

**\$58.3**

Building & Street Repair

**\$52.1**

Bureau of Urban Forestry

**\$46.7**

Building Design & Construction

**\$31.9**

Bureau of Street-use & Mapping

**\$0.4**

Public Works Commission

**-\$1.0**

General Administration

# BUREAU POSITION SUMMARY

FY 2023-24 – NUMBER OF POSITIONS

385

Infrastructure Design  
& Construction

371

Street Environmental  
Services

276

Building Design  
& Construction

214

General Administration

210

Building & Street Repair

201

Bureau of Urban Forestry

122

Bureau of Street-use  
& Mapping

7

Public Works Commission

5

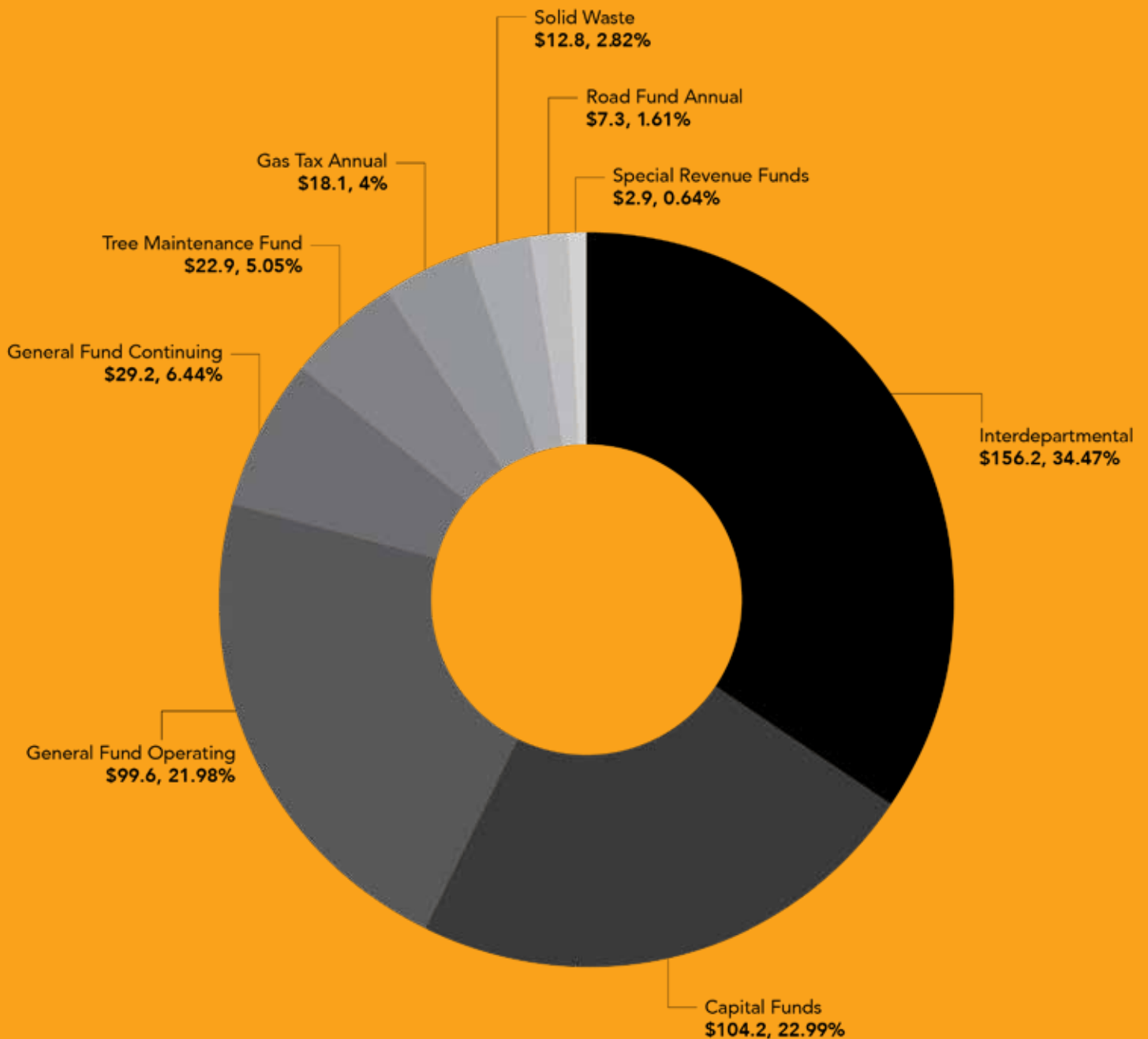
Sanitation &  
Streets Commission

1

Deputy Director for  
Operations Office

# FUNDING SOURCES

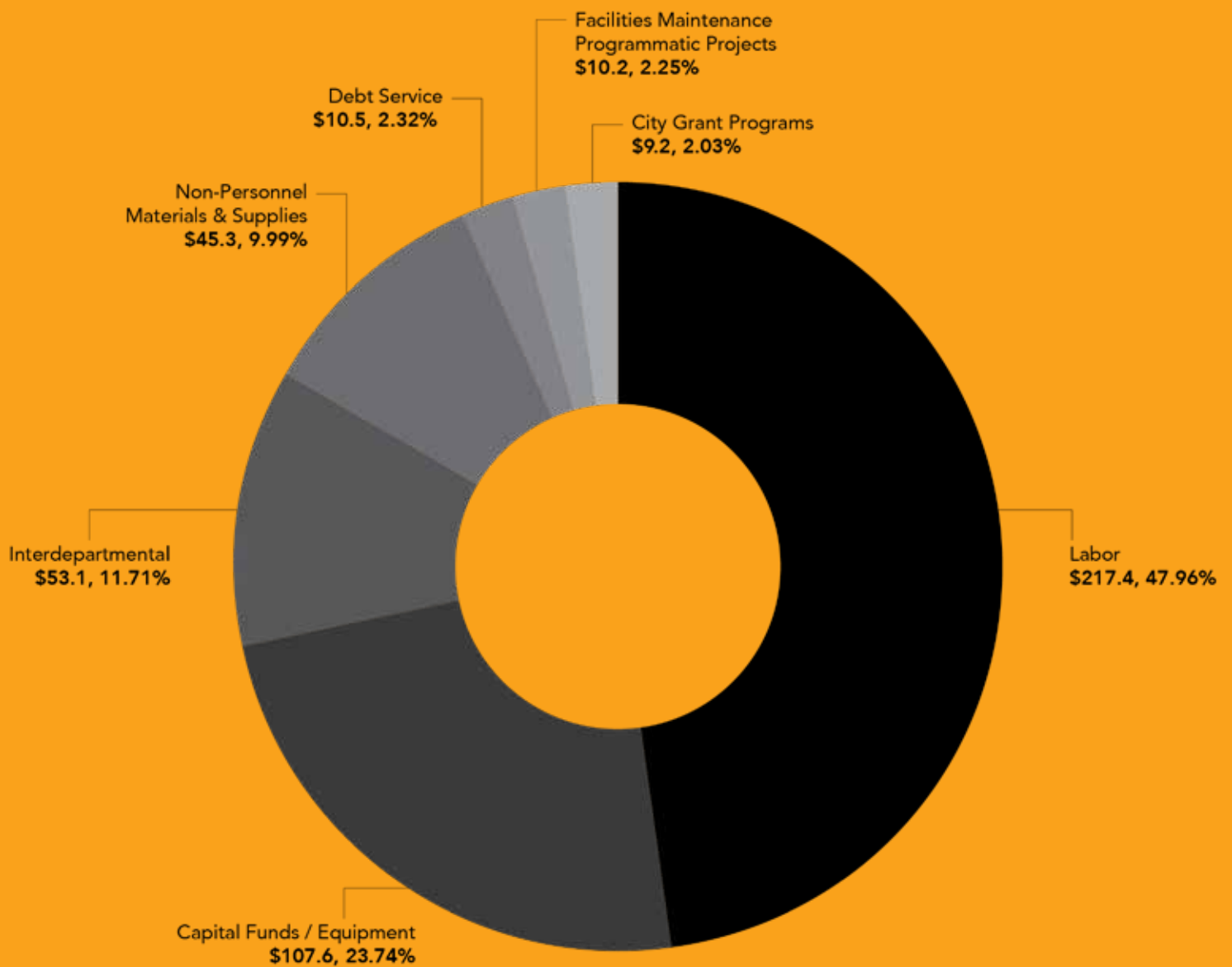
FY 2023-24 (MILLIONS) – TOTAL BUDGET \$453.2M





# BUDGET USES

FY 2023-24 (MILLIONS) – TOTAL BUDGET \$453.2M



## STATS

75

Pavement Condition Index  
(PCI Score)

506

Blocks Paved

884

Curb Ramps Constructed

1,803

Trees Planted

13,778

Potholes Filled





# 29,413

Debris Picked Up  
(Tons)

# 45,507

Graffiti Services Requested

# 76,261

Sidewalks Repaired  
(Square Feet)

# 136,441

Street Cleaning Services Requested

# 148,590

Swept By Mechanical Sweepers  
(Miles)

# AWARDS



1. **19th Avenue Combined City Project**  
IPI Honorable Mention Award 2024
2. **Harrison Street Improvement Project**  
John L. Martin Partnering Project of the Year: IPI Partnering Award 2024
3. **Mariposa Pump Station**  
Silver Collaborative Partnering Award: SFPUC 2023
4. **SFPUC & SFPW: WW-711 Wawona Area Stormwater Improvement & Vicente Street Water Main Replacement**  
San Francisco Collaborative Partnering Award: Project Team 2024





**5. SFPUC & SFPW: WW-731 Brick Sewer Improvements - Various Locations**

San Francisco Collaborative Partnering Award: Project Team 2024

**6. SOMA Nursery Project**

John L. Martin Partnering Project of the Year: IPI Partnering Award 2024

Gordian: Job Order Contracting Award Finalist 2024

Engineering News-Record: California's Best Landscape/Urban Development Award 2024

Public Works Week Awards Ceremony: Improving and Inspiring Stewardship of Public SPACES Team Award 2024

**7. Southeast Community Center**

AIASF Design Award: Commendation Award 2024

AIA California Design Award: Design for Equitable Communities Award 2023

San Francisco Collaborative Partnering Award 2023

IPI Partnered Project of the Year Award 2023

IPI Diamond Level Partnering Award 2023

**8. Upper Market Safety Corridor Project**

San Francisco Public Works: Project of the Year 2024

County Engineers Association of California: Local Streets and Roads Project of the Year 2024

Construction Management Association of America: Project of the Year 2024

# RACIAL EQUITY INITIATIVE



In the summer of 2019, Public Works launched its Racial Equity Initiative with the intention of identifying racial equity issues within our department and examining how we deliver our programs and work with the community. In January 2021, Public Works released its Racial Equity Action Plan, which laid out an action item matrix to guide the implementation of projects to make our department an anti-racist organization. The plan is based on qualitative and quantitative data and is integrated into department-wide initiatives, including the Strategic Plan and Public Works Stat.

2024 was a milestone year for the racial equity team.

With the newly added full-time Racial Equity Specialists, we concluded our homegrown, in-house monthly series based on Inspecting Our Foundation, with a final event focusing on the Street Tree Nursery as a model effort in the environmental justice space. Racial equity programming also

included a screening of the film “Sa Amin: Our Place” in collaboration with SOMA Pilipinas to share the untold story of Filipinos in San Francisco’s South of Market neighborhood and concluded with an in-depth discussion of how government agencies can partner with marginalized communities to combat displacement.

In addition, we launched the Operations Racial Equity Working Group which met monthly for six months to hear from frontline staff, conduct foundational training and mobilize participants to increase capacity for equity efforts in the Operations division. We also launched a pilot Mentoring for Racial Equity program. Other efforts included analyzing the Strategic Plan for racial equity, assuming language access responsibilities, advising the high school architecture interns, as well as further fine-tuning the racial equity module and support tools for Supervisor Academy.

# SUMMER INTERNS



Every summer, Public Works runs a paid summer internship program for college students who get hands-on experience working alongside our in-house architects, engineers, landscape architects and other public works pros.

In summer 2023, the 53 interns brought into the program worked at the Bureau of Engineering's civil, mechanical, electrical and structural sections, the Bureau of Architecture, Project Management, Bureau of Street-use and Mapping, Bureau of Landscape Architecture and the Materials Testing Lab. They also worked with our construction management and project management teams.

The cohort took on a variety of assignments, from designing curb ramps and calculating air flow rates for heating systems to drafting building elevation details and assisting with construction inspections.

As importantly, the interns – selected through a competitive application process – were able to pepper staff with questions about the pros and cons of specific jobs, career options and tricks of the trade. Our staff, meanwhile, learned from the interns about emerging tools and trends they're studying in college. The symbiotic relationship benefits the department and the students just getting a toehold on their career paths, which have, over the years, led many people back to Public Works after graduation to join our workforce.





# ARE YOU GAME? CHECK OUT NEAT STREET

Click. Street tree planted! Click. Pothole filled! Click. Graffiti tag wiped out!

While in real life there's no simple click to get this good work done, we have created our very own internet-based video game to capture the spirit of maintaining, cleaning and greening San Francisco's streets and sidewalks.

Neat Street unites civic pride and arcade-style gaming to promote the value of caring for our neighborhoods – while having fun.

Players of Neat Street benefit from sharp vision and nimble fingers to progress through the levels of Guitar Hero-like gameplay to make San Francisco's streets greener, cleaner and more inviting.

From filling potholes and removing graffiti to building benches and installing trash cans, kids (and kids at heart) can learn about some of the crucial work Public Works does 24/7 to maintain, clean and beautify San Francisco.

Although the game is designed primarily for young people ages 5 to 12, teens and adults also will find it entertaining, challenging and – hopefully – inspiring.

Neat Street drops players into fictional San Francisco neighborhoods to fix, paint, plant and clean their way to completing the adventure. They can choose from among five young characters with interesting hobbies and quirky personalities. As a player progresses through six challenging levels, they unlock new skills and characters; the game was designed to encourage replay and goal completion.

Our communications team partnered with San Francisco-based low-ercase productions to bring the game to life.

At Public Works, we're always on the lookout for new and creative ways to engage the community and teach them about our mission to take care of San Francisco.















# PUBLIC WORKS WEEK

Public Works Week, an annual event where our department celebrates and showcases our employees and the work they do throughout the year, didn't disappoint this year, with packed open houses, project tours, a recognition awards ceremony and more.

Public Works Week 2024 was held from April 22 through April 26.

The highlights were the two open houses we held – one at our 49 South Van Ness Ave. offices where our architects, landscape architects and engineers worked with students to build model cities and test how well they'd withstand a major earthquake and the other at our Operations Yard in the Bayview.

There, young people participated in hands-on activities with our carpenters, plumbers, steamfitters, arborists, gardeners, glaziers, metal shop workers, graffiti abatement team, asphalt workers and others to learn about the work we do greening, cleaning and maintaining San Francisco.

The young San Franciscans, from grade schoolers to older teens, numbered more than 400 – our most ever during the yearly Public Works Week festivities.

During Public Works Week, we host tours to highlight some of our work. This year's tours included the Minnesota Streetscape Improvements Project, the historic Third Street drawbridge, the new Street Tree Nursery in SoMa, the Golden Gate Park Golf Course Clubhouse and Zuckerberg San Francisco General Hospital.

Another anchor of Public Works Week is our annual Employee Recognition Awards event, where we honor outstanding employees and teams, rising stars in the department with less than five years on the job and the employee whose volunteer efforts stand out.

In addition, we hand out special pins to employees for every five years of service with the City. This year, 329 people received their pins, for a cumulative 3,430 years of experience. Among the group were eight Public Works employees marking their 35th anniversary.



# CARLA SHORT APPOINTED PUBLIC WORKS DIRECTOR

Carla Short was appointed Director of San Francisco Public Works by the mayor on Nov. 8.

Short, a veteran of the department, had been serving as interim director since 2021.

Short – a native of St. Louis – first joined Public Works in 2004 as the City’s Urban Forester and soon rose through the ranks, moving into the Bureau of Urban Forestry’s top position in 2015. She filled in as the department’s Deputy Director for Operations for eight months starting in the fall of 2019 and served as Deputy Chief of the Bureau of Street-use and Mapping.

A certified arborist, Short graduated from Yale University with a Master of Environmental Management and becomes the first woman to lead Public Works in the department’s 123-year history.

Though she initially had planned to eventually return to her roots at the Bureau of Urban Forestry, Short said her two years at the helm of the department made her appreciate “what an amazing opportunity it has been working with the whole department” – witnessing the talent, professionalism, dedication, camaraderie and determination that Public Works staff bring to work every day.

Short emphasized her commitment to build on and expand the partnerships that Public Works has cultivated with residents, merchants and community groups, as well as other City agencies, to collectively improve our shared urban environment.

“I really believe San Francisco is moving in the right direction – let’s move beyond the doom loop narrative and focus on the bloom loop that’s developing,” Short said. “Public Works plays a big part in San Francisco’s march forward.”











## SIXTH ANNUAL PARTNERING AWARDS

In January, Public Works hosted the 6th annual Collaborative Partnering Awards ceremony, which recognized nine City and County of San Francisco building and infrastructure projects that demonstrate the principles and success of structured collaborative partnering.

The partnering process brings together owners, designers and construction teams throughout the life of a project to maximize timeliness, economic efficiency and quality. Projects were judged by a panel of five City and industry professionals.

Awards were given to projects affiliated with five City agencies: San Francisco Public Works, San Francisco International Airport, San Francisco Municipal Transportation Agency, San Francisco Public Utilities Commission and the Port of San Francisco. The projects included a variety of publicly funded improvements, among them a bus rapid transit corridor, a pump station upgrade, a shoreline resiliency initiative and a new community center.

The Public Works Bureau of Architecture, Bureau of Landscape Architecture and Bureau of Engineering were involved in two of the winning projects: the Southeast Community Center and the Van Ness Improvement Project.

The partnering recognition event took place on Jan. 12 at the City's 49 South Van Ness Ave. office building.









**CLEANING**

**THE CITY**



## WEEKLY NEIGHBORHOOD DEEP-CLEANING OPERATION

Once a week, starting at 8 o'clock on Thursday mornings, a laser-focused team of Public Works crews descends on a neighborhood street filled with shops, cafes and storefront offices.

They pull out their power washers, paint brushes, weed whackers and brooms and jump into action. They are part of the specialized street cleaning operation known as CleanCorridorsSF.

In addition to the manual labor, we also send through mechanical sweepers to clear leaves and litter from the curb lane and a flusher truck to wash down the roadway. Graffiti inspectors and outreach workers also are on hand to inform residents and businesses about their responsibilities to help keep San Francisco clean. They also tell them about the tools and services we have available to aid them.

CleanCorridorsSF initially began in February 2020 in the Tenderloin's Little Saigon area but was shut down a month later when shelter-in-place COVID-19 restrictions were enacted. Public Works relaunched the operation in January 2021, and it has been going strong ever since. We kicked off the new season in July with the start of the new fiscal year and rotate through a different neighborhood every week.

While our street cleaners are on the job 24/7 throughout the City, moving quickly from site to site to respond to the 11,000 or so service requests that come to us each month through the City's 311 customer service center, the CleanCorridorsSF initiative allows us to do a proactive, deeper cleaning, down to digging out sidewalk weeds and steam cleaning away the grime from curb ramps. The team of 10 to 20 workers typically scours at least eight blocks during each operation.













## PUBLIC WORKS GRAFFITI BUSTERS TACKLE TAGS

The intersection of 24th and Bryant streets, in the heart of the historic Mission District, pops with urban activity.

The neighborhood, alive and vibrant, also, regrettably, is a favorite spot for taggers. But Public Works is primed for battle.

Last fall, we launched a pilot program to provide courtesy graffiti abatement on private property in the City's commercial corridors, the Mission included. All property owners or business owners need to do is sign up for the program, give Public Works permission to wipe out the tags and agree not to hold the City liable should the property be damaged during the removal process.

A year into the program, nearly 400 businesses and property owners have signed up for the free service and more than 600 abatements have been completed, many involving multiple tags on one property. Our goal is to remove the tags within 72 hours.

The crews take pride in their work, many of them having grown up in San Francisco and wanting to keep the neighborhoods looking good. Unfortunately, the team is faced with no shortage of work.

In the last fiscal year that ended June 30, there were 22,672 service orders – through the City's 311 customer service center – referencing tags on private property, a 66% jump from 2019.

Much of the explosion in graffiti can be traced back to the pandemic-induced lockdown. To ease the financial burden on an already struggling business community, the Board of Supervisors temporarily suspended Public Works' enforcement of the local ordinance that requires private property owners to remove tags from their buildings within 30 days.

The pause in enforcement resulted in a proliferation of unabated tags.

In addition to the opt-in program available for properties in commercial areas, Public Works runs crews that focus on removing tags from public property – light poles, parking meters, bike racks, retaining walls and, sadly, street trees. They removed nearly 32,000 tags during the last fiscal year.

# SAN FRANCISCO HOSTS GLOBAL GATHERING

In November, San Francisco hosted the APEC summit – a week-long event that brought to town President Biden, nearly two dozen other world leaders and large contingents of corporate executives, journalists and government officials from across the globe.

APEC, officially known as the Asia-Pacific Economic Cooperation, kicked off on Nov. 11 and wrapped up a week later.

The City had been preparing for this event for nearly a year, with work ramping up since early summer. The all-hands-on-deck effort involved Public Works and many other City departments.

As we do for any large event, whether it's a sports team's victory parade or a Pride celebration, Public Works conducted focused cleaning operations in the high-activity areas. For APEC, that meant the South of Market, the downtown hotels, Chinatown, Nob Hill and the Outer Richmond. It's important to note that crews continued to respond to service requests in the City's other neighborhoods.

We also refreshed the landscaping near Moscone Center, pruned and planted trees and spruced up tree wells along Market Street and in the South of Market. Our skilled trades workers were dispatched to the Legion of Honor, the site of a gala dinner, to work on the bathrooms, the exterior fountain, the light poles and the electrical system. While driven by APEC, the benefits extend into the future.

The same is true for a trio of community-driven neighborhood beautification projects that we managed.

We brought in contractor crews to install two new decorative crosswalks – one, at Stockton and Washington streets in Chinatown, displaying a series of whimsical clouds; the other, at Stockton and Union streets in North Beach, boasting the colors of the Italian flag. They're great additions to our city streetscape that will be enjoyed for years to come.

The third beautification project is the new paint job on the Webster Street Pedestrian Bridge, which we feted with a joyous community celebration.

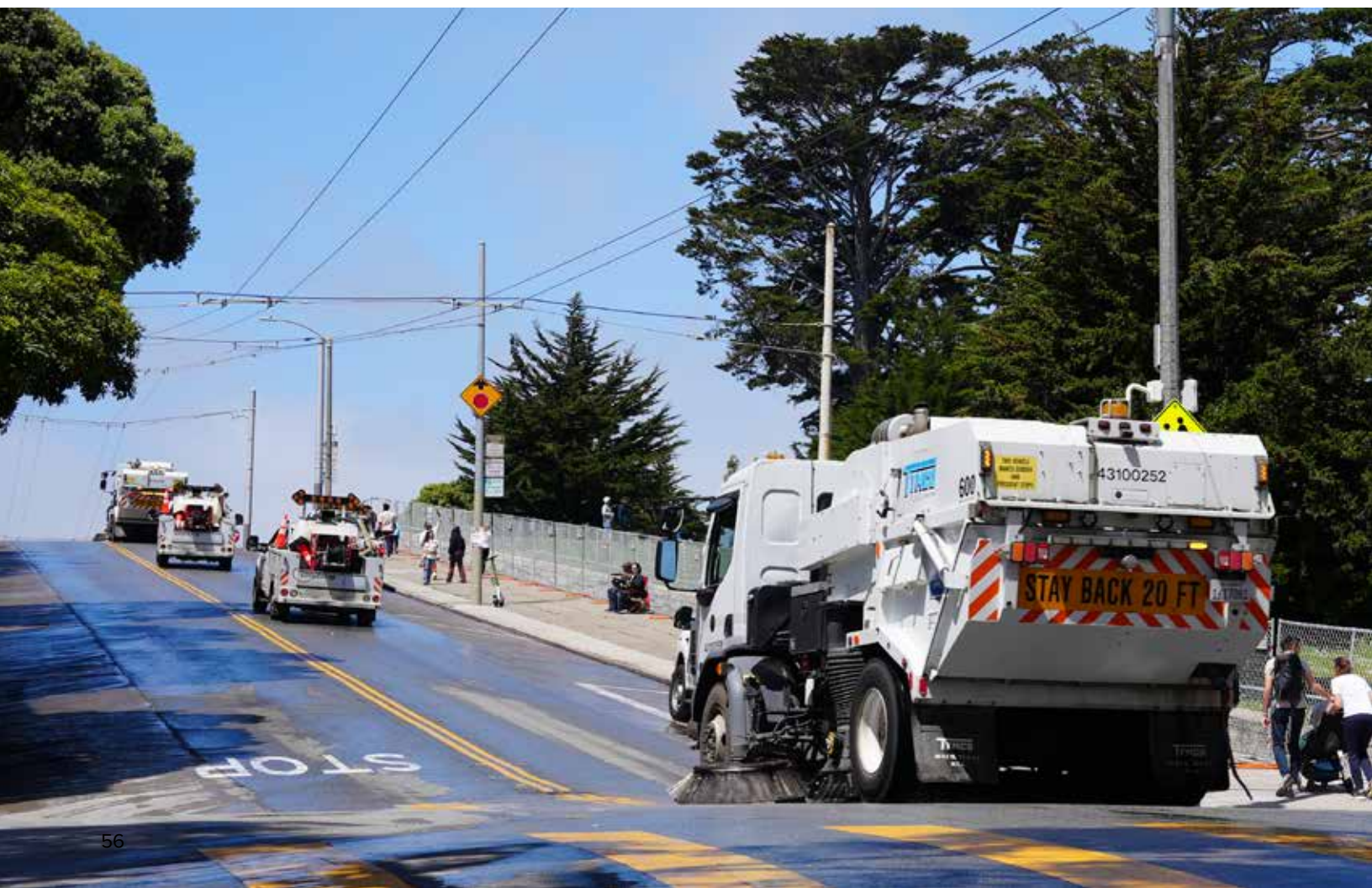
The refresh also included repairs to cracks in the concrete and the hanging lanterns that light the pathway.















## CLEANING UP AFTER BAY TO BREAKERS

As the colorful Barbies and Kens, the runners in capes and masks, the leisurely participants in cow costumes and the serious racers sporting athleisure labored up the incline at Hayes Street near Alamo Square Park for Bay to Breakers this May, a contingent of Public Works street cleaners – clad in neon vests and armed with push brooms, shovels and rakes – stood at the ready.

They waited patiently for the popular annual spectacle – a 12-kilometer-long costume party that doubles as a footrace across San Francisco – to unfold. And as soon as the last of the thousands of Bay to Breakers participants disappeared in the distance, they got to work.

Cleaning tools in tow, crews spread out to remove debris left behind by runners and spectators – from plastic cups and sweat-soaked t-shirts to confetti and hand-drawn signs. Recology garbage trucks and Public Works mechanical sweepers, flusher trucks and crews with power-washing equipment followed to make the streets and sidewalks sparkle again.

All told, our crews collected nearly 11,600 pounds of trash from the race route, which stretches from The Embarcadero to Ocean Beach. Though an impressive haul, the total pales in comparison to last year's 25,000 pounds of trash – making this year's race one of the cleanest in recent memory.



# CHINATOWN SPRUCE UP

Public Works crews were out in force in Chinatown throughout the month of February for our annual deep-cleaning and beautification operation during the Lunar New Year holiday season, which draws big crowds to the historic neighborhood for a panoply of shopping, eating and cultural festivities.

Work often began pre-dawn and continued deep into the night – steam cleaning sidewalks and alleyways, sweeping up litter and wiping out graffiti daily – to ready the historic neighborhood for its busiest holiday season of the year.

Public Works also runs more specialized operations, including power-washing the iconic Dragon Gate at Bush Street and Grant Avenue and touching up the paint on the three-color decorative dragon lamp posts along Grant Avenue.

Our street repair team conducted a proactive pothole sweep to ready the roads for the Chinese New Year Parade, which followed a roughly 1.3-mile route that started at Second and Market streets, snaked around Union Square and Chinatown and wrapped up at Kearny Street and Columbus Avenue.

It's one of our largest event cleanup operations of the year and calls for a highly choreographed effort. We deployed more than three dozen employees, broken up into three teams.

They used push brooms, grabbers, rakes, shovels and leaf blowers to clean up water bottles, spent firecrackers, food wrappers, lost shoes and other detritus left behind by those in the parade and those watching. We then sent through mechanical sweeper trucks, followed by flusher trucks to wash down the streets.

The cleanup wrapped up before dawn, less than 12 hours after the first parade contingent took off.

It's traditional before the New Year to do a deep cleaning to get rid of any bad luck before starting fresh. Our team at Public Works takes tremendous pride in helping keep the custom alive and ensure that Chinatown remains one of the most vibrant and dynamic neighborhoods, not only in San Francisco but the world.















**DESIGN**

# MISSION CABINS: MISSION ACCOMPLISHED

In April, San Francisco opened an addition to its homeless shelter program – a small campus in the Mission District with 60 private cabins and onsite support services.

Known as Mission Cabins, the program provides temporary shelter for people who had been living on the streets, offering a welcome respite before they transition into a more stable housing situation.

Public Works' in-house teams provided design, project management and construction management services to get Mission Cabins up and running. The project was developed on a former parking lot slated for a future affordable housing development.

Mission Cabins offers unhoused people a safe, temporary living environment and the services they need to move beyond homelessness. Each prefabricated cabin provides a private room with a locking door, a bed, storage space, a desk, a chair, outlets and heating.

There are bathrooms, showers, a dining area, washers and dryers and a community space, including welcoming outdoor seating areas, on the grounds. The site also includes an enclosed pet relief station.

The residents are offered meals, case management, health services and activities right there.

Located at 1979 Mission St., with its entrance on Capp Street north of 16th Street, Mission Cabins is under the auspices of the City's Department of Homelessness and Supportive Housing. Five Keys Schools and Programs, a nonprofit that works with traditionally underserved communities to improve their lives, was selected to operate the site and provide social services. The Department of Public Health is on site several days a week to provide health care.











GOLDEN GATE PARK  
GOLF COURSE CLUBHOUSE



# NEW GOLDEN GATE PARK GOLF COURSE CLUBHOUSE

Against a backdrop of overcast skies and neatly manicured greens, scores of City officials, community leaders and golf enthusiasts gathered for the grand opening of the new Golden Gate Golf Course Clubhouse in February – celebrating the unveiling of the 1,560-square-foot facility at the west end of San Francisco’s largest park.

Built from the ground up, the completely redesigned clubhouse replaces a previous one that was badly damaged in a fire in 2018 and had to be demolished. Public Works handled the project design, engineering and construction management on behalf of Rec and Park.

The new clubhouse features a multifunctional lounge, enhanced public restrooms, a new golf pro shop, food and beverage concessions, additional storage space and an outdoor patio with seating that overlooks the freshly refurbished course. Additional improvements include two accessible parking spaces and an ADA pathway that connects the outdoor patio to the putting greens and driving range.

The popular public nine-hole course closed temporarily last year, as construction on the \$5.9 million clubhouse project got underway. It was financed by the City’s Open Space Fund, General Fund and 2020 Health and Recovery Bond.

To plan for a tighter construction schedule on the project and have it blend in seamlessly with the park’s natural beauty, Public Works architects opted for a mass timber roof system. The roof beams and roof decking were erected in just a few days.

Some of the wood inside the clubhouse was inspired by a Japanese technique that gives it a charred look.

Mass timber construction – a building technique gaining popularity because it is more environmentally friendly than traditional steel and cement projects – can handle quicker turnarounds because the parts arrive in huge, prefabricated slabs that are then put in place by crane or forklift.

The new clubhouse is a hybrid mass timber building, combining steel columns with a cross-laminated timber roof, glulam roof beams and wood frame shear walls for the lateral system. It uses Douglas fir.



# A NEW CHAPTER FOR MISSION BRANCH LIBRARY

In late August the historic Mission Branch Library stood ready for a highly anticipated Public Works-led refresh that we're delivering in partnership with the San Francisco Public Library.

The library, at the corner of 24th and Bartlett streets, is one of the City's seven Carnegie libraries and steeped in history and San Francisco lore.

It was the first branch in the San Francisco Public Library system, opening in 1888 in a modest storefront two blocks from its current location. Nearly two decades later, the inferno that followed the 1906 earthquake and ravaged much of the City stopped short of the Mission library.

The current building was constructed under the supervision of Beaux Arts architect G. Albert Lansburgh and funded by philanthropist Andrew Carnegie. The library – designed in the Italian Renaissance Revival style – opened its doors at the Bartlett Street location in December 1915. It received City landmark status in the early 2000s.

Though the building was renovated in 1997 to make seismic improvements and accessibility upgrades, the makeover led to the loss of some of the library's most recognizable features, including its historic entrance and monumental stairway.

Now, more than two decades later, Public Works architects, landscape architects, construction managers, project managers and engineers are looking to restore the showpiece reading room and the rest of the historic building to some of its original glory while adding much-needed upgrades to transform the facility into a less cramped, more accommodating and more climate-resilient space for staff and patrons. Public Works also handled regulatory affairs, site assessment and remediation.

Construction, which started in August, will cost \$23 million and is expected to wrap up by fall 2025.















## 911 CALL CENTER

After one of the busiest dispatch centers in the country received a Public Works-led makeover, City leaders, public safety personnel and government officials gathered in April to mark the slew of improvements bolstering San Francisco's emergency response capabilities.

Fielding an average of 3,200 calls a day, dispatchers at the facility – located near the corner of Turk and Laguna streets – relay time-sensitive information to San Francisco's first responders and public safety teams around the clock. But upgrades were in order to provide needed workspace improvements for the dispatch team and room for the center's expected expansion over the coming years.

In partnership with the San Francisco Department of Emergency Management – which operates the dispatch center – Public Works provided project and construction management services and construction support from its trades workers.

The upgraded dispatch center features a variety of improvements, including five additional dispatcher workstations – bringing the number to 55 – with room for growth, a new dispatcher training room to serve the growing number of trainees, an updated break room and an elevated supervisor workspace to provide enhanced oversight. Dispatchers also have a new locker room and improved training consoles. They now enjoy a brighter, cleaner workspace with high ceilings, new equipment and top-of-the-range workstations.

The project was funded via the Earthquake Safety and Emergency Response bond program, also known as ESER. Voters in 2010, 2014 and 2020 passed ESER bonds to pay for seismic improvements and upgrades to City-owned public safety facilities – from revamping aging police stations to building cisterns for the City's emergency firefighting water network.

The renovations at the 911 Call Center were paid for with money from ESER 2020. The improvements included upgrades to the technology and underlying IT infrastructure.

# REVAMP ON TAP FOR JAPANTOWN PEACE PLAZA

For more than a half-century, the Japantown Peace Plaza has served as a cultural hub of the historic neighborhood – a gathering spot for residents and visitors, and home to festivals and other community celebrations. Starting in 2024, the public plaza began to undergo a major makeover, driven by the community’s vision and needed infrastructure upgrades.

The City’s Recreation and Park Department, which owns the Peace Plaza, led an extensive community engagement effort, which started in 2018, to set the framework for the design and construction of the renovation. The outreach – conducted in partnership with community groups, including the Japantown Task Force – included a series of public meetings, focus groups, surveys and design charrettes.

Public Works is providing landscape architecture, architecture and engineering services and managing construction on behalf of Rec and Park.

The goal is to make the 30,000-square-foot Peace Plaza a more inviting and playful space, with new benches tucked amid landscaped nooks, a larger permanent stage surrounding the towering pagoda and terraced seating.

Also on tap are new cherry trees that will wrap halfway around the pagoda, decorative boulders and a special lighting display that will create the image of a water feature. The old slate tiles, many of them cracked, that cover the plaza ground will be replaced with heartier porcelain pavers in a two-toned design meant to emulate drifting fog.

The Public Works landscape architecture team produced the initial design. Masahiro Inoue, a designer with the firm AECOM, fine-tuned the design through a Japanese cultural lens.

The iconic Peace Pagoda, a reinforced concrete structure built in five tiers and 100 feet tall, has been found by Public Works structural engineers to be seismically vulnerable. As part of the renovation, the support columns will be wrapped in fiberglass-reinforced plastic and four thick cables will run along the sides of the columns, from the pagoda’s top tier into the garage.

The renovation work is scheduled to wrap up in late 2025.















# HARVEY MILK PLAZA

Harvey Milk Plaza, at the intersection of Castro and Market streets, has been at the center of the Castro community for decades – the site of protests, vigils and celebrations – and honors the memory and activism of Harvey Milk, the City's first openly gay supervisor who represented and lived in the neighborhood.

This historic hub is now undergoing an important upgrade and renovation to make the Muni Metro transit station and surrounding plaza more accessible and inviting. The centerpiece is a visually striking four-level elevator that features translucent, etched laminated glass that encloses the structure and mechanics.

Public Works architects, landscape architects, structural engineers and civil engineers provided the design services, and we are the construction managers for the project. The team also includes Public Works regulatory affairs, permits and contract administration staff. We are delivering the project on behalf of the San Francisco Municipal Transportation Agency (SFMTA), which operates the Muni Metro light rail station, and in conjunction with BART, which owns the station.

The San Francisco Arts Commission, the Friends of Harvey Milk Plaza and community members also have been involved in the program and design development.

The elevator and surrounding site work are part of an effort to enhance accessibility and improve safety at underground Muni stations. Currently, the Castro Muni station has one street-level elevator across from its main entrance near the Pink Triangle Park – where 17th and Market streets intersect. This elevator is hard to access for wheelchair users and others with mobility issues and isn't adjacent to the Muni No. 35 and No. 37 bus line stops. In addition, when this elevator is out of service, there is no way to access the station without using stairs or an escalator.

The new state-of-the-art elevator connects all four levels of this topologically complex site: the street level, the below-grade Harvey Milk Plaza, the station agent and concourse level and the platform level of the underground light rail lines.

Work is scheduled to wrap up in 2026.







**MAINTAINING**

**THE CITY**

# ON THE RIGHT ROAD TO SMOOTHER STREETS

San Francisco's strategic approach to maintaining roads has paid off: The City's independently rated Pavement Condition Index (PCI) score increased to 75, a rating deemed "good" by the regional Metropolitan Transportation Commission. This rating puts San Francisco at the top among large Bay Area cities.

San Francisco's score, which covered calendar year 2023, was one point higher than the year before. The score hovered in the mid-60s during the early 2000s. But the City's strong commitment to invest in roadway maintenance over the last 15 years has resulted in a steady rise in the pavement condition score.

Public Works, which oversees San Francisco's Street Resurfacing Program, follows industry best practices by preserving streets in good condition instead of letting them deteriorate. This approach is the most cost-effective. Extending the life of a block in San Francisco that is in good condition can cost as little as \$50,000. By comparison, the price to completely reconstruct a block in very poor condition can be as much as \$500,000 or more.

Public Works uses in-house Bureau of Building and Street Repair crews and outside contractors to perform the paving work. Last year, we resurfaced 503 blocks, adding to the total of more than 8,000 blocks of the City's nearly 13,000 that have been resurfaced in the last 15 years.

When selecting which blocks to repave, the Street Resurfacing Program team considers a number of factors: roadway condition, use – streets with public transit and bike lanes, for example, are prioritized – and whether the paving project can be combined with other infrastructure projects, such as sewer upgrades. Geographic equity also is considered to make sure the street improvements benefit all neighborhoods.

San Francisco's higher PCI score in 2023 came despite a series of severe storms that battered the streets early in the year. Consider that Public Works street repair crews filled 12,358 potholes in 2023, a nearly 18% increase from the year prior.

Even with the spike in numbers, Public Works crews responded to 91% of the 311 service requests for pothole repairs within 72 hours, besting the 90% service-level target.















## STORM RESPONSE!

The series of winter storms that swept through San Francisco in February opened potholes, downed trees and led to localized flooding – unfortunately a common occurrence during heavy rains and high winds but nothing our skilled and determined crews can't handle.

The 6-plus inches of rain that fell in San Francisco in February kept our Operations teams busy handling storm-related incidents.

Street repair crews patched 990 potholes and street cleaners responded to 228 blocked storm drains or flooded intersections that needed clearing.

Our tree crews responded to 439 service orders for trees that toppled over or lost large branches, in some cases blocking roads, bringing down overhead wires or landing on cars. While many folks hunkered down when the weather was at its worst, our chainsaw-wielding arborists climbed high in bucket trucks amid howling winds and torrential downpours to remove hazardous trees and limbs.

The February storms were far from the worst we've seen in recent years, but they still caused damage and inconveniences. When the service requests come in at a breakneck pace, the dispatchers, on-duty supervisors and field staff triage the incidents, giving highest priority to those that pose an immediate safety risk or shut down a transit corridor with no easy detours available. And while everyone wants the problems fixed immediately, our top priority is to keep our crews and the public safe.



# PLAY BALL! REPAIRS MADE TO THIRD STREET BRIDGE

For the first time in a year, pedestrians regained full access to the historic Third Street Bridge after our trades workers completed critical repairs to the storm-battered span in time for the Giants pre-season home opener against the cross-Bay rival Oakland A's on March 26.

Portions of the bridge's east-side pedestrian wooden walkway, handrails and steel support beams needed to be replaced after privately owned barges became untethered from a nearby pier during a severe storm last March and slammed into the bridge causing significant damage. The traffic lanes on the Depression-era drawbridge remained open to vehicles and bikes, and people still could walk on the western pathway.

Thankfully, the underlying structure and drawbridge mechanics remained intact and passed inspection by structural and specialty bridge engineers.

The needed repairs, however, took methodical planning and extensive work, requiring the skilled labor of Public Works sheet metal workers, steamfitters, painters, electricians and carpenters. The work was performed both in the shops at the Public Works Operations Yard in the Bayview neighborhood and on site at the bridge, with our crews latched onto the steel frame using harnesses as they worked above the choppy water.

Additional inspections were required to ensure the work meets all safety codes and standards.

The Public Works team also included stationary engineers, general laborers and structural engineers, along with ADA compliance, finance and regulatory affairs professionals.

Many of the parts needed for the repairs had to be hand-crafted. Given the age of the 91-year-old span, we couldn't just install off-the-shelf steel beams and timber sidewalk planks.

Due to the location over Mission Creek Channel, just to the south of the shoreline ballpark, the lumber, beams, bolts, nails, cables and other materials received special coatings to protect against the corrosive salty water and air. And given that the bridge is a working drawbridge over navigable water and a designated landmark, the project required multiple regulatory approvals.













# ANNUAL SAND MANAGEMENT OPERATION AT OCEAN BEACH

Every year, a major Public Works sand-moving operation at Ocean Beach involving massive excavators and bulldozers takes its cue from a congregation of Western Snowy Plovers, the federally protected shorebirds that are about 6 inches long and weigh less than 2 ounces each.

Our crews only can work when the small birds migrate from Ocean Beach on the western edge of San Francisco during a short window in late spring or early summer to nest in other coastal areas and inland salt flats.

This year, we got the OK from the bird monitors at the federal Golden Gate National Recreation Area to start work on June 17. The work must be wrapped up by the end of the month to make sure the plovers, which are listed as threatened under the U.S. Endangered Species Act, won't be disturbed upon their return.

In all, this year, our heavy machinery operators, running two excavators and two bulldozers, repositioned about 30,000 cubic yards of sand, weighing approximately 75 million pounds and enough to fill more than nine Olympic-size swimming pools.

The annual operation has one goal: reduce the likelihood of sand buildup on the Great Highway, which runs adjacent to Ocean Beach, during windy weather.

Moving the sand that has built up into small dunes where buildup is worse – notably between Noriega and Santiago streets and at Judah Street – delays the natural progression of sand incursion onto the Great Highway.

Sporadic closures of the Great Highway, due to the buildup of wind-blown sand on the roadway, normally occur every year during the winter and spring months. In recent years, the situation has significantly worsened due to climate change, drought and sustained high winds. Sand accumulation on the Great Highway makes it difficult and hazardous for vehicles and bicycles to navigate.











# GREENING



# NEW STREET TREE NURSERY CREATES AN URBAN OASIS

Construction on San Francisco's new street tree nursery began this past June with a muscular shovel scoop of soil to break ground on a barren South of Market lot and culminated in November with a joyous celebration marking the opening of the transformative project.

Located on Fifth Street, between Harrison and Bryant streets, and flanked by highway ramps near the western foot of the Bay Bridge, the budding street tree nursery provides space to grow up to 1,000 young trees at any given time. Once they grow big enough, they'll be planted throughout the City's neighborhoods – especially those lacking shade and plagued by polluted air.

The nursery is envisioned to deliver a locally based system of tree propagation and care, volunteer and educational programming and workforce development opportunities in the fields of urban forestry, environmental justice and climate protection. It complements the Public Works StreetTreeSF program, which is responsible for the care of the City's 125,000 street trees.

The transformative effects of the 14,000-square-foot nursery are already noticeable. Where pigeons and rats used to rule the roost, pollinators – including hummingbirds, butterflies and California carpenter bees – are beginning to show up to stake their claim.

A key benefit of the nursery is that tree species can be cultivated there that will fare better in San Francisco's diverse microclimates. They include the California Buckeye, the Western Sycamore, the Coast Live Oak, the Ginko Tree, the Catalina Ironwood and the Strawberry Tree.

The nursery's slogan, "Justice, Jobs, Climate, Trees," was carefully honed after considering not only San Francisco's small tree canopy – 13.7% versus the national average of 27% – but also the need in underserved communities for meaningful work in local ecological restoration.

Community members will be welcomed to the space to learn about urban forestry, environmental justice and climate protection.















## THE BLOOM LOOP: FEDS AWARD SF \$12 MILLION

San Francisco has been awarded \$12 million in federal grant funding to plant and maintain trees, combat extreme heat and climate change, create green jobs and improve access to nature in the City – representing the largest single award among California recipients to grow urban tree canopies under President Biden’s Inflation Reduction Act.

The funding, provided by the U.S. Department of Agriculture’s Forest Service, is part of more than \$1 billion in competitive grants awarded to expand urban tree canopies across the nation, particularly in low-income communities that bear the brunt of pollution from industry and vehicle emissions and have the smallest number of trees.

The benefits of street trees in an urban environment are well-documented – not only do they make neighborhoods more inviting, but they manage stormwater, reduce air pollution, improve human health, cool homes and streets, provide wildlife habitat and calm traffic.

San Francisco Public Works submitted its grant application, titled “Justice, Jobs and Trees: A San Francisco Climate Solution.”

Our new street tree nursery will serve as a hub for the planting initiatives and workforce training that the federal funding will support.

While Public Works runs the StreetTreeSF program that sets aside \$19 million annually for maintenance of the City’s 125,000-plus street trees, that local funding source is earmarked for tree maintenance, not planting trees.

Despite the success of the StreetTreeSF program – which was approved by voters in 2016 and has been heralded as a model for urban forestry management in the United States – San Francisco has struggled to secure sustainable funding for tree planting, leaving thousands of potential tree-planting sites unused.

The Biden Administration’s grant award will bolster Public Works’ ability to support community partnerships with local nonprofit tree care organizations.

# VOLUNTEERS COME OUT IN FORCE ON ARBOR DAY

In just one day, hundreds of volunteers working alongside Public Works Bureau of Urban Forestry crews planted 60 new street trees in the City's Tenderloin, Hayes Valley, Western Addition and NoPa neighborhoods in celebration of Arbor Day.

Their efforts will provide environmental and community benefits for decades to come.

Public Works' annual Arbor Day volunteer workday is our biggest and most ambitious tree-planting event of the year. This year's took place on March 9, drawing 225 volunteers – a mix of residents, community groups, nonprofit partners and department staff who pitched in on their day off.

In addition to adding more trees to the urban landscape, Public Works hosted a family-fun Arbor Day Fair with plenty of hands-on activities that delighted folks of all ages.

Months in the planning, the Arbor Day tree-planting operation is executed over several days each March. First, Urban Forestry inspectors visited prospective planting sites and assessed them for tree viability. Then, our cement masons saw cut new tree basins in the sidewalk and arborists pruned dead tree roots if a tree had been planted previously at the location.

Lastly, landscape gardeners went out to do a final check to ensure the basins were ready to welcome new trees, meaning the existing soil had been rejuvenated with fertile soil and softened to make it easier for volunteers to dig the hole and plant the tree.

Bureau of Urban Forestry gardeners and inspectors labeled and organized each tree so that it made it to its proper tree basin. The day before the big event, the team was busy loading trucks with the trees, organized by their planting locations and species, among them magnolia, Catalina Ironwood and Persian Ironwood.

The 60 trees were planted in several pockets in District 5 neighborhoods, including Ellis and Jones streets, Hayes Street between Clayton and Ashbury streets, Geary Boulevard and Leavenworth Street, Buchanan and Fell streets, Hayes and Fillmore streets and Cole and Grove streets.















## #LOVEOURCITY: VOLUNTEERS CARE FOR NEIGHBORHOODS

Neighborhood Beautification Day is Public Works' flagship volunteer program where community members pitch in to create greener and cleaner public spaces.

The monthly events bring together City workers and volunteers of all ages to care for our neighborhoods and boost civic pride. We rotate Neighborhood Beautification Days through a different supervisorial district every month, January through November.

Volunteer teams, with the help of our Public Works pros, come together to plant trees, weed medians, mulch green spaces, pick up litter and wipe out graffiti to green and clean our neighborhoods.



# CREATING A MORE ACCESSIBLE GREEN OASIS

In San Francisco's Dogpatch – a neighborhood with industrial roots that has undergone a transformation into a sought-after district dotted with restaurants, bars and art galleries – a community-made oasis sprouted years ago, nestled among warehouses, loft apartments and barbed-wire-topped fences.

The lush greenspace along Minnesota Street, between 24th and 25th streets, was created by residents more than a decade ago. Now, Public Works is helping upgrade the little neighborhood park and providing streetscape improvements to make the area safer and more accessible for all.

The Public Works-led project – which encompasses Minnesota Street, between 23rd and 25th streets, and 23rd Street, between Minnesota and Tennessee streets – includes new landscaping, sidewalks, ADA-compliant curb ramps, corner bulb-outs, roadway paving, drainage, street lighting, seating and more. Crews were busy in June, working on the comprehensive \$2.5 million project that kicked off in February and is expected to wrap up by summer 2025.

Much of the work is intended to make access safer and easier for pedestrians. In some cases, the current sidewalk just abruptly ends or is nonexistent. Many of the streets themselves are in poor condition, worn down from heavy use in the mixed commercial-residential area. Curb ramps are mostly missing.

To shorten the distance people need to cross to get to the other side of a street, crews are installing bulb-outs.

Crews are repaving the project area and installing drainage improvements, including catch basins, to help with stormwater management and curtail localized flooding. New street trees are being planted and for the grove on Minnesota Street, crews are making the pathway ADA-compliant to improve accessibility, adding new seating structures and fixing up the retaining wall hidden within the magical community park.

The project also includes improvements to the existing seating area at the 24th Street end of the grove.















**PUBLIC HEALTH**

**& SAFETY**



# VENDING ENFORCEMENT ALONG MISSION STREET

The Public Works street inspections team began enforcement of a temporary moratorium on street vending along Mission Street, between 14th and Cesar Chavez streets, in November – an operation to help curb rising safety concerns and create a welcoming environment for residents, visitors and workers throughout the busy commercial corridor.

At the same time, the City, in partnership with community nonprofits, opened two spaces – one in what had been a vacant storefront and the other in a tented public parking lot – where vendors operating with a permit can sell their wares.

A team of two Public Works street inspectors, accompanied by two police officers, work the Mission Street corridor.

The unsanctioned vending activities that led to the moratorium involved fencing, the sale of stolen items, inaccessible sidewalks and other hazards that have created a harmful environment in the area. The San Francisco Police Department reported an increase in calls for public safety services along Mission Street, between October 2022 through October 2023, largely related to assault and battery, petty theft and vandalism.

The moratorium comes 14 months after the City launched a new street vending permit program to create a legal path for legitimate sidewalk vendors to sell their goods – from handicrafts and flowers to clothing and bath products. Public Works issued about 170 permits during the first year, with the vast majority for sales in the Mission. The goal then was to improve street conditions. The sidewalk vending had made it difficult to navigate the public right of way safely and access businesses, bus stops and the BART stations.

While there was some success, the problems connected to the illegal sales persisted. City officials are hoping that the temporary moratorium along the Mission Street corridor offers a much-needed reset.

If people try to sell on the sidewalk or in the BART plazas while the moratorium is in effect, they are issued a warning and told to pack up and leave. If they refuse, inspectors can issue fines of up to \$1,000 and impound their goods.















## A SHINING BEACON

Beneath overcast skies and with Sutro Tower rising in the distance, a small but cheerful group of neighbors and City officials gathered in April for a low-key ribbon-cutting in Diamond Heights, celebrating a set of new solar-powered crosswalk safety beacons that were installed with the help of Public Works' skilled trades workers and engineers.

The new light fixtures – located at the crosswalk at Duncan Street and Diamond Heights Boulevard and formally known as “Rectangular Rapid Flashing Beacons” – can be activated with the push of a button by any pedestrian wanting to safely cross the busy intersection. Once turned on, the flashing lights alert drivers that someone is looking to cross the road.

Public Works' Operations teams – including the carpenter, cement and electrician shops – assisted with the pole foundations and put in the anchoring installation, as well as the conduit for future wire connections.

They expertly managed the tight sidewalk space on both sides during the installation work. And the solid rock formation on the south side proved to be challenging to dig out but the team made it work. Our engineers provided design services.

The SFMTA Signal Shop then installed the signal pole, solar panels, transmitters, flashing beacon assembly, push buttons and signage.

This installation marked the first in a series of projects under the WalkFirst Rectangular Rapid Flashing Beacons initiative.

A total of eight locations have been evaluated, some of which need curb ramp upgrades. Additional locations are under review and more crosswalk safety beacons will be installed throughout the City.

SFMTA funds the project and picks the locations based on collision history, engineering judgment and community requests. Public Works handles ADA review, engineering design, project management and construction support.







The background is an abstract composition of textured, painterly areas. A large, vibrant blue area occupies the top and central portions. To the left, there's a large, irregular shape in shades of orange and red with a mottled texture. To the right, a bright yellow area with a similar mottled texture is visible. In the bottom right corner, there's a pinkish-red area with a darker, more intricate pattern. The overall effect is one of bold, expressive color and texture.

# **STREETSCAPES**

# **& PUBLIC SPACES**



# BETTER MARKET STREET PROJECT RAMPS UP

Better Market Street is a multi-agency, multi-phase project to revitalize 2.2 miles of Market Street, from Steuart Street to Octavia Street. The first phase of this project, which is now under construction, focuses on the blocks between Fifth and Eighth streets and includes a variety of infrastructure improvements that make the Mid-Market area safer and more pleasant for all who live, work and travel along the stretch.

The Public Works-led project started in early 2023 but work really picked up this summer. In August, we repaved both the eastbound and westbound curb lanes to create a smoother and safer surface for cyclists and transit riders.

Most of our recent sidewalk work has focused on the block between Seventh and Eighth streets. We've installed 15 soil cells – plastic contraptions placed underground to manage where tree roots grow and keep them from damaging the sidewalk. We've also built two new curb ramps at mid-block crossings.

Much of the remaining work involves the installation of underground electrical conduits for new traffic signals and the construction of new concrete crosswalks. Both undertakings require our construction crews to work in close proximity to the Muni streetcar tracks that run down the middle of the street. To perform this work safely, we shut down Market Street, between Fifth and Eighth streets, for two weeks at a time.

Though these shutdowns cause temporary inconveniences to transit riders and cyclists, they are necessary to complete the infrastructure improvements that include fully ADA-compliant curb ramps, repaved crosswalks, safer sidewalks and new curb bulb-outs to shorten the crossing distance across Market Street for pedestrians. Also on tap: upgraded traffic signals, new catch basins to improve drainage and streetscape enhancements, including new bike racks, benches and street trees.















## HAVELOCK MURAL

A once drab pedestrian bridge connecting the Balboa Park and Sunnyside neighborhoods now pops with a delightful mural. The colorful 40-foot mural along the west entrance of the Havelock Bridge depicts dahlias, the official flower of San Francisco. The petal elements are in the shape of hearts, “a simple form whose intent is to remind people to be kind,” according to the designer’s conceptual design statement. The community-driven neighborhood beautification project has its roots in the 2019 participatory budget process, hosted by the District 7 supervisor’s office, that allows constituents the opportunity to make funding requests.

The new mural can be found on the 200 block of Havelock Street, between Circular Avenue and Edna Street. The bridge, which crosses Interstate 280, is heavily used by City College of San Francisco students, staff and faculty.

The Havelock Bridge mural was created in partnership with community members who champion public art to make their neighborhoods more inviting and beautiful for residents and visitors. The process of moving the projects from idea to execution also inspires community engagement. Other recent mural projects we’ve been involved in can be found on Burnside Avenue, the Bernal Cut and Kensington Way.



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