



THE CITY AND COUNTY
OF SAN FRANCISCO
PROPOSED CAPITAL PLAN

ONESF
Building Our Future

Fiscal Years 2022-2031

CAPITAL PLAN

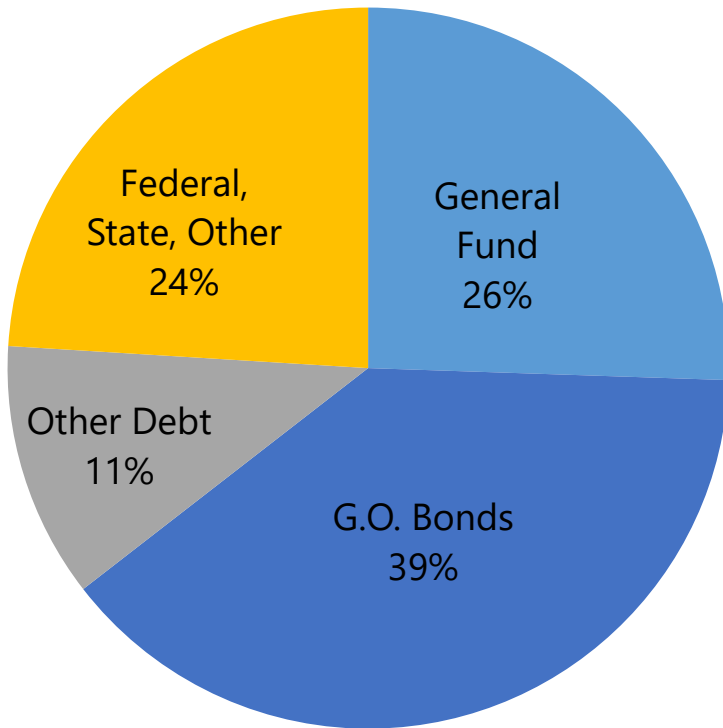
Funding Overview FY22-31

Summary by Service Area FY 22-31				
<i>(in \$millions – includes all funding sources)</i>	GENERAL FUND DEPTS	ENTERPRISE DEPTS	EXTERNAL AGENCIES	TOTAL
Affordable Housing	-	-	2,622	2,622
Public Safety	1,268	-	-	1,268
Health and Human Services	832	-	-	832
Infrastructure & Streets	1,486	9,066	-	10,553
Recreation, Culture, and Education	861	-	3,113	3,974
Economic & Neighborhood Development	-	2,465	3,151	5,616
Transportation	-	6,230	6,689	12,919
General Government	162	-	-	162
TOTAL	4,609	17,761	15,576	37,947

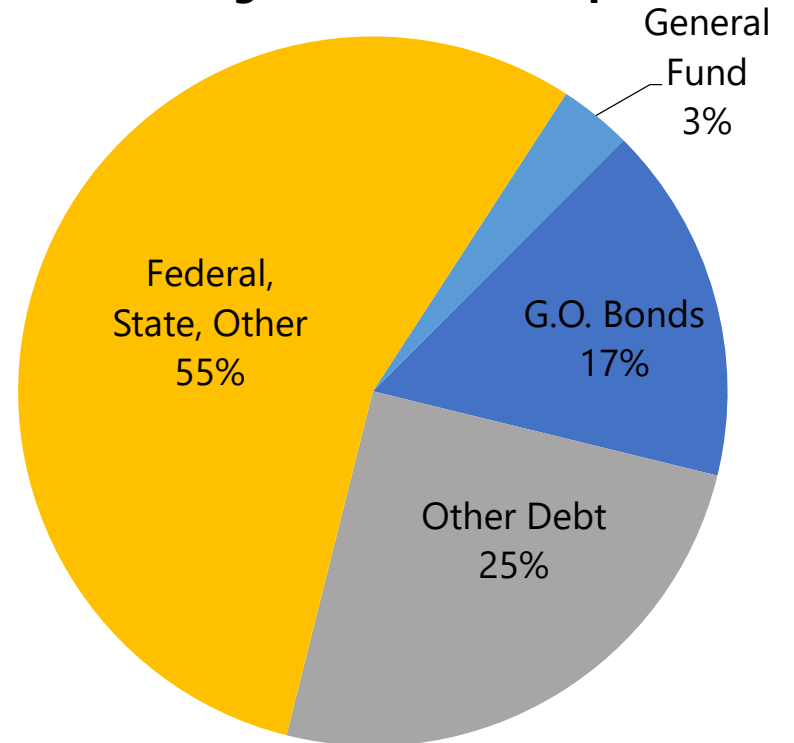
CAPITAL PLAN

Sources FY22-31

Funding Sources - GF Depts



Funding Sources - All Depts



CAPITAL PLAN

Funding Principles

1. Address legal or regulatory mandate
2. Protect life safety and enhance resilience, including racial equity
3. Ensure asset preservation and sustainability
4. Programmatic and planned needs
5. Economic development



CAPITAL PLAN

Building our Future

<p>Racial and Social Equity Promote equity in the services delivered by the City's facilities and infrastructure.</p>	<p>Affordability Preserve and produce affordable housing.</p>	<p>Climate Resilience Address the challenges of eliminating GHG emissions and adapting to unavoidable climate impacts.</p>	<p>Earthquake Safety Protect communities from the imminent risk of a major earthquake.</p>	<p>Infrastructure Take care of the infrastructure we have today and invest in systems that meet the challenges of the future.</p>
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Highlights

<ul style="list-style-type: none"> •Community health centers •Digital connectivity •Permanent supportive housing <p>5</p>	<ul style="list-style-type: none"> •New Affordable Housing Chapter •2019 Affordable Housing Bond •Planned 2024 G.O. Bond 	<ul style="list-style-type: none"> •SLR Guidance in Capital Planning •Ocean Beach •Cleaner air and cooler facilities 	<ul style="list-style-type: none"> •Addressing unsafe bldgs. (SHR4s) •Bond programs <ul style="list-style-type: none"> - ESER - Public Health HOJ, Pol/FIR - First Responders 	<ul style="list-style-type: none"> •Seawall •Lifelines Performance •Vision Zero •Planned 2022 Transportation G.O. Bond
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CAPITAL PLAN

Building our Future

- **Voters approved \$1.7B in G.O. Bonds since 2019**
 - 2019: **\$600M Affordable Housing**
 - 2020: **\$628.5M Earthquake Safety and Emergency Response** and **\$487.5M Health and Recovery**
- **Promotes local economic stimulus**
 - Recommending **\$125M in Recovery Stimulus Certificates of Participation (COPs)**
 - Near-term **G.O. bonds planned for Transportation, Public Health, and Affordable Housing**
- **Emphasis on Racial Equity** in Capital Plan and Budget
 - Required all departments with capital requests to complete **Racial Equity Lens Survey**
 - Emphasis on how infrastructure serves **BIPOC through better data collection and level of service analysis**



DEBT PROGRAM

General Obligation (G.O.) Bond Schedule

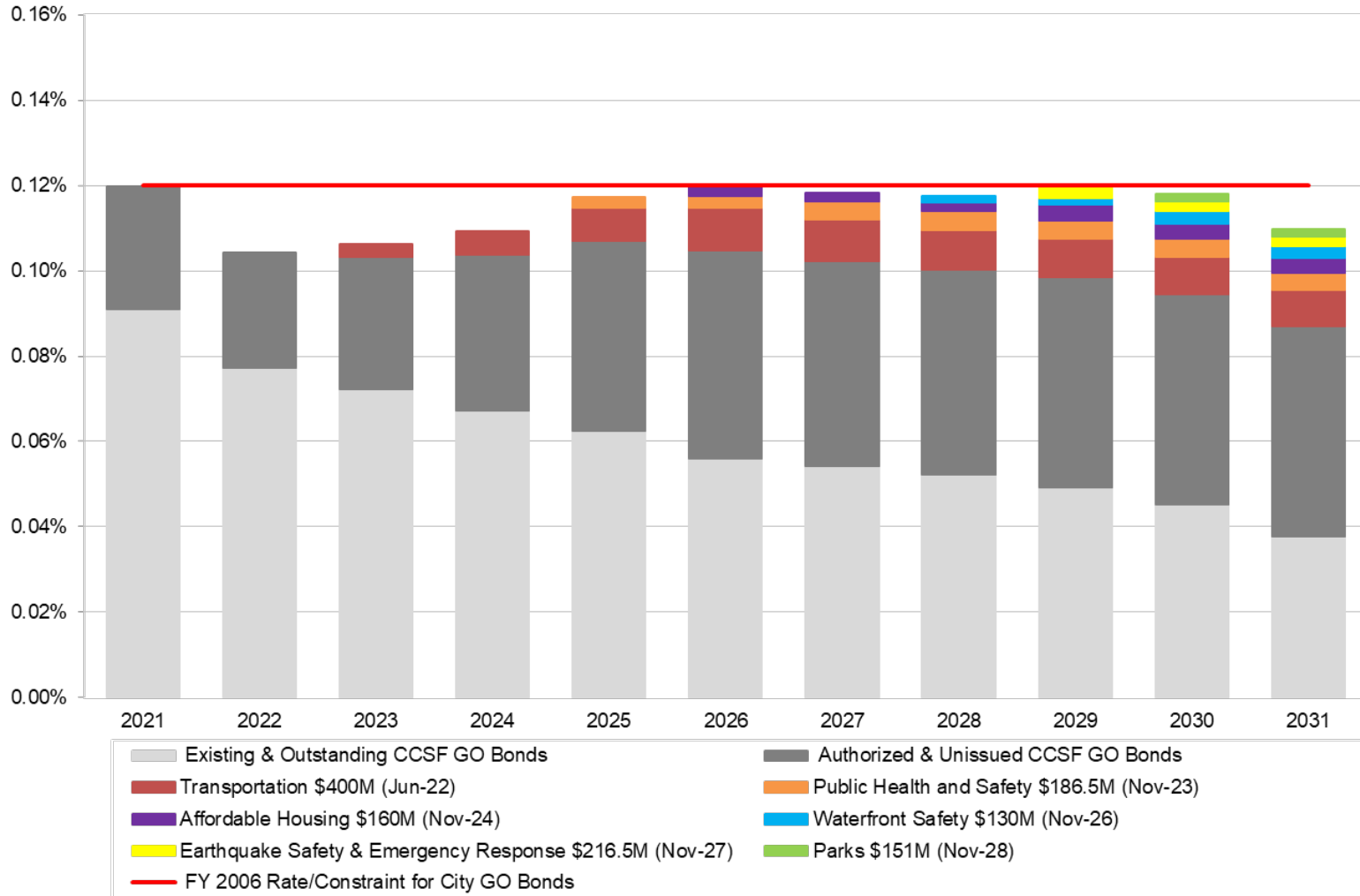
G.O. Bond Debt Program

(in \$millions)

Election	Proposed Program	Amount
Jun 2022	Transportation	400
Nov 2023	Public Health	188
Nov 2024	Affordable Housing	160
Nov 2026	Waterfront Safety	130
Nov 2027	Earthquake Safety & Emergency Response	217
Nov 2028	Parks and Open Space	151
Nov 2031	Public Health	TBD
TOTAL		1,245

DEBT PROGRAM

General Obligation (G.O.) Bond Capacity



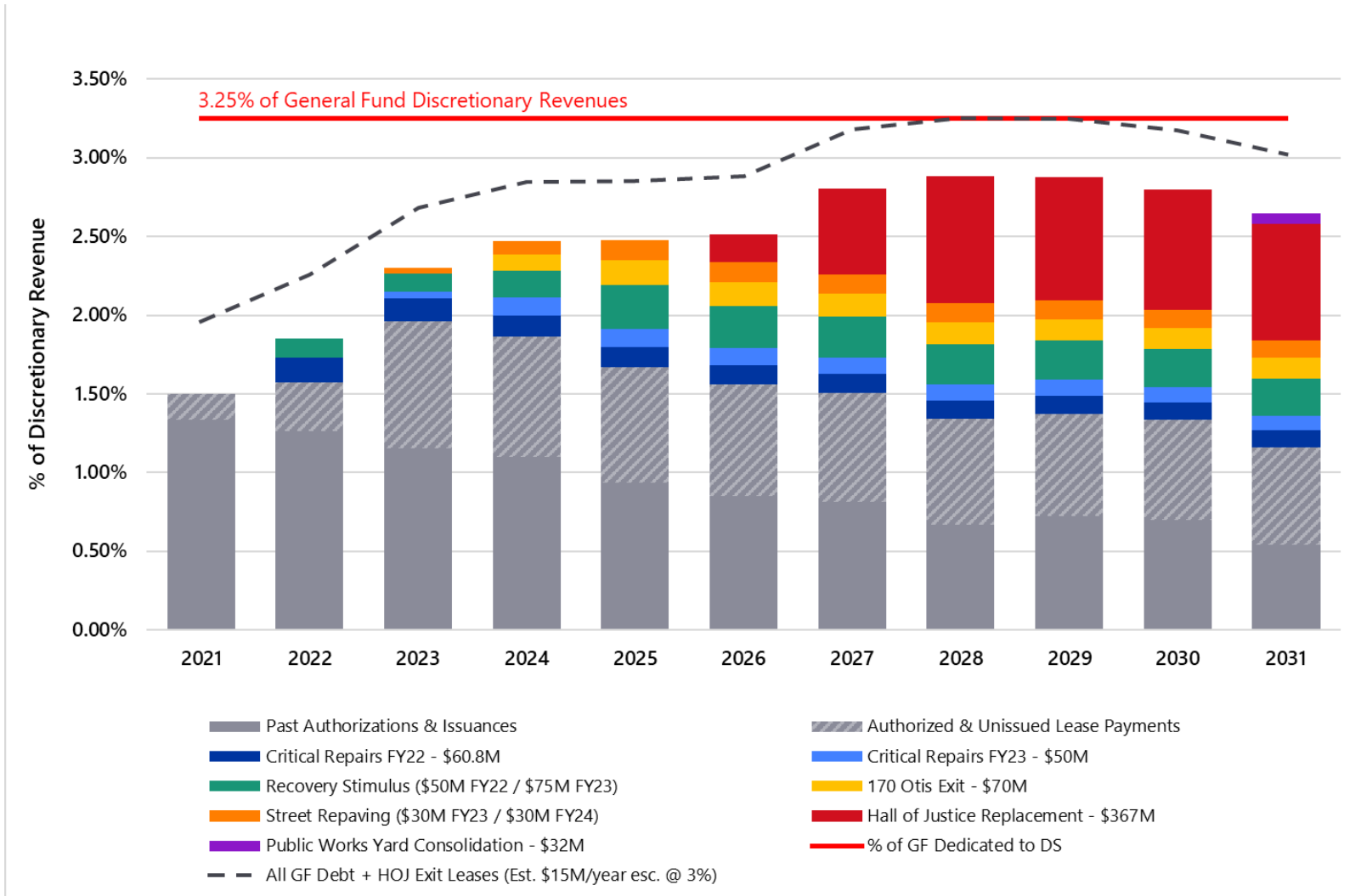
DEBT PROGRAM

COPs Debt Schedule

General Fund Debt Program		
<i>(in \$millions)</i>		
Issuance	Proposed Project	Amount
FY2022	Critical Repairs	61
FY2022	Recovery Stimulus	50
FY2023	Relocation of HSA Headquarters	70
FY2023	Critical Repairs	50
FY2023	Recovery Stimulus	75
FY2023	Street Resurfacing	30
FY2024	Street Resurfacing	30
FY2025	HOJ Consolidation Project	367
FY2031	Public Works Yard Consolidation	32
TOTAL		765

DEBT PROGRAM

General Fund Debt Capacity



PAY-AS-YOU-GO PROGRAM

Funding Outcomes FY22-31

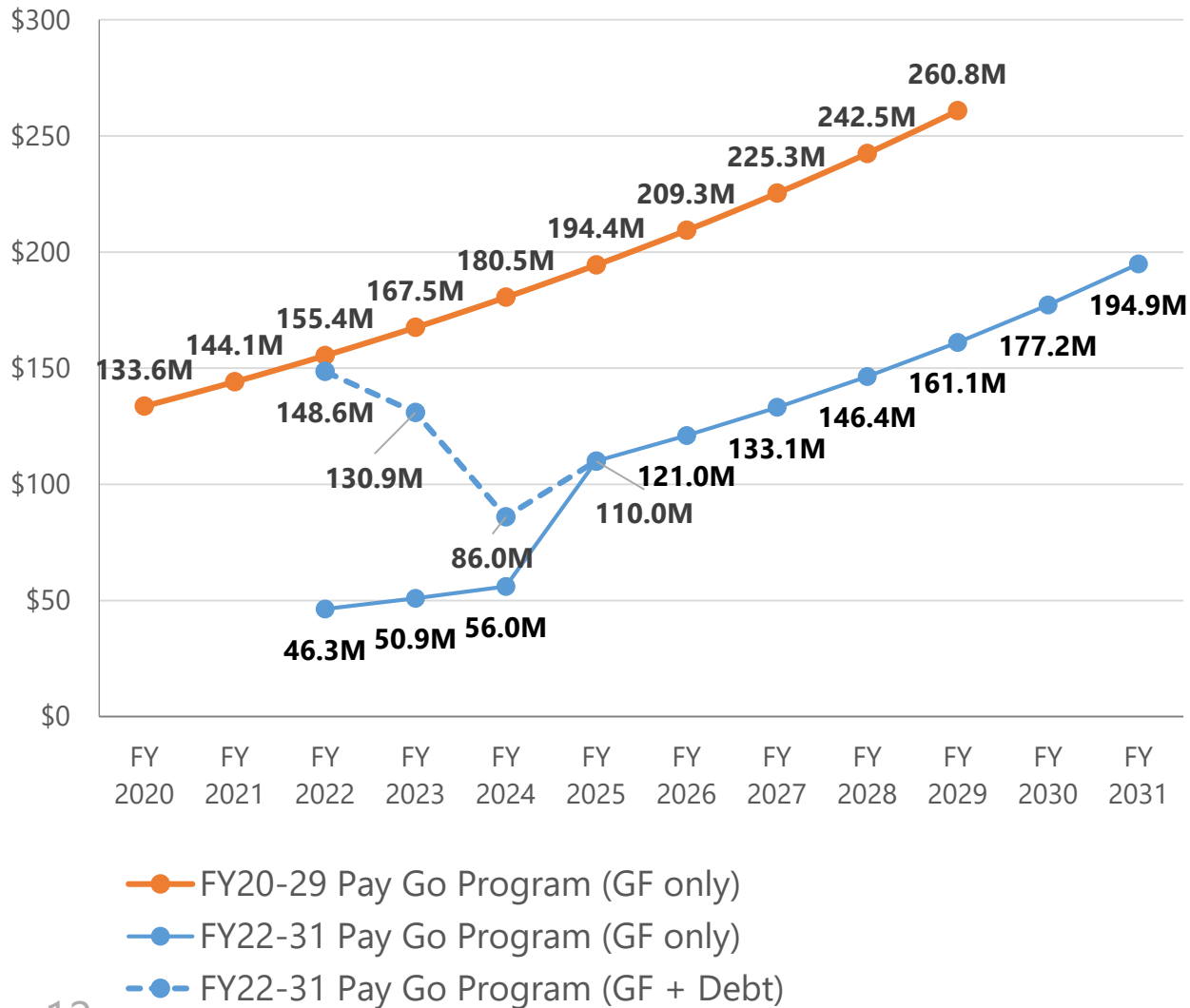
Pay-as-you-go Program Funding

(in \$millions)

	FY 22-26	FY 27-31	Plan Total
Routine Maintenance	82	104	186
ADA: Facilities	8	8	16
ADA: Public Right-of-Way	23	33	56
Street Resurfacing	65	192	256
Recreation and Parks Base Commitment	72	72	144
Capital Contribution to Street Tree	31	39	70
ROW Infrastructure Renewal	10	40	50
Facility Renewal	94	324	418
TOTAL	384	813	1,197

PAY-AS-YOU-GO PROGRAM

Comparison to previous Capital Plan



- ▣ The GF Pay Go Program is 37% lower than the previous Plan
- ▣ Debt is being used to supplement the Pay Go Program
 - ▣ FY22: \$41.5M in G.O. Bonds for Streets & ROW, \$60.8M in Critical Repairs COPs
 - ▣ FY23: \$30M in Streets COPs, \$50M in Critical Repairs COPs
 - ▣ FY24: \$30M in Streets COPs

Requested Amendment

Enables staff to make narrative updates in the Affordable Housing chapter:

- **Better quantify 10-year housing preservation and production needs**
 - Add production goals from City's Housing Element; highlight total cost for Preservation and Production need; describe RHNA goals in unit numbers and describe three-fold increase to RHNA targets
- **Expand description of Production**
 - Add production timeline to Pipeline map; clarify definition of Moderate/Middle Income; expand description of Market Rate production
- **Describe additional financing mechanisms**
 - Add 2016 Preservation and Seismic Safety Bond (PASS) and 2020 Prop I transfer tax revenue
- **Add a subsection on "Non-capital Strategies"**
 - Describe protection efforts like eviction defense, rental assistance, etc.

Questions & Comments

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PAY-AS-YOU-GO PROGRAM

Policies and assumptions

- ▣ Incorporated impact of COVID-19 on Pay-As-You-Go Program
 - ▣ Assumed \$46.3M in FY2022, growing at 10% until FY2024, increasing to \$110 million in FY2025, and growing by 10% thereafter.
 - ▣ Reduction of 45% compared to the last Plan

- ▣ Maintained Street Resurfacing Pavement Condition Index (PCI) target at 75
 - ▣ PCI may drop to 74 at currently planned funding levels

- ▣ ADA-related policy continues to prioritize barrier access removal and the ongoing Curb Ramps right-of-way program

- ▣ Maintaining \$10M/yr for Enhancement projects not possible at current funding levels

PAY-AS-YOU-GO PROGRAM Methodology



- ADA Facilities & Public ROW
- Maintenance
- Street Resurfacing
- REC Base Commitment
- Contribution to Street Trees

- Facility Renewals
- ROW Infrastructure Renewals

Pay-as-you-go Allocation for DRAFT FY22-31 Capital Plan:



PAY-AS-YOU-GO PROGRAM

Expenditure Types

Fixed Allocation

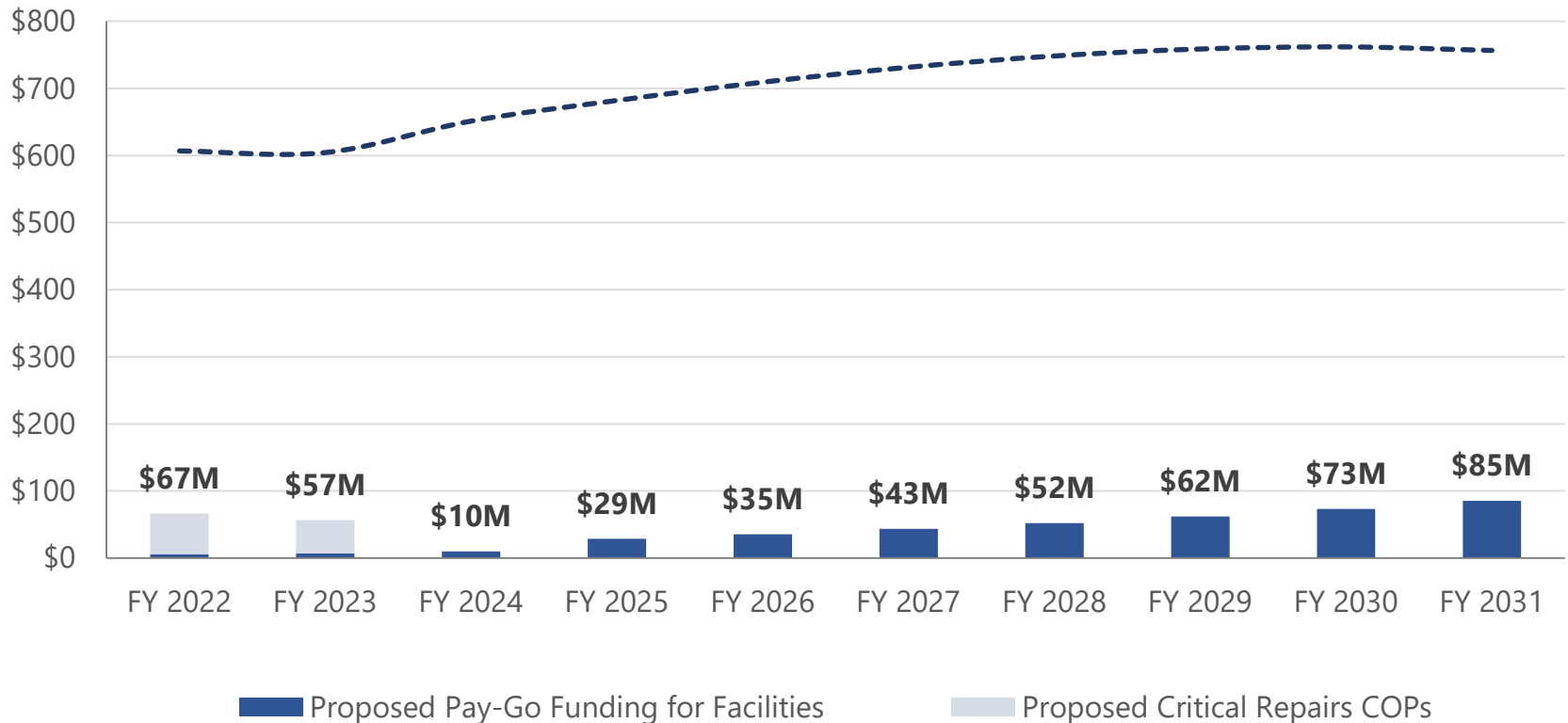
- Routine Maintenance
Day-to-day upkeep of facilities
- ADA Facilities & Public Right-of-way
Accessibility improvements and barrier removals at City facilities
Curb ramp installations/maintenance and sidewalk repairs in ongoing program
- Street Resurfacing
Investments to achieve a “good” Pavement Condition Index (PCI) of 75
- Critical Enhancements
- Recreation and Parks Base Commitment
- Contribution to Street Tree Set-aside

Variable Allocation

- ▣ Right-of-Way Infrastructure Renewal
 - ▣ Investments in street structures, irrigation systems, plazas etc.
- ▣ Facility Renewal
 - ▣ Investments to preserve or extend the useful life of City facilities (e.g. replacing roofs and boilers, repairing building exteriors)

PAY-AS-YOU-GO PROGRAM

Impact of Funding Level on Backlog



➤ **Facilities Backlog estimation methodology**

Current backlog is defined as total current renewal need (i.e. deferred maintenance + immediate need) less the amount funded in the first year of the Plan

The chart above does not include REC facilities since REC has a GF set-aside to address these needs

18 ➤ At planned funding levels, the facilities backlog is expected to start reducing in FY2031

CAPITAL ACHIEVEMENT HIGHLIGHTS

Affordable Housing

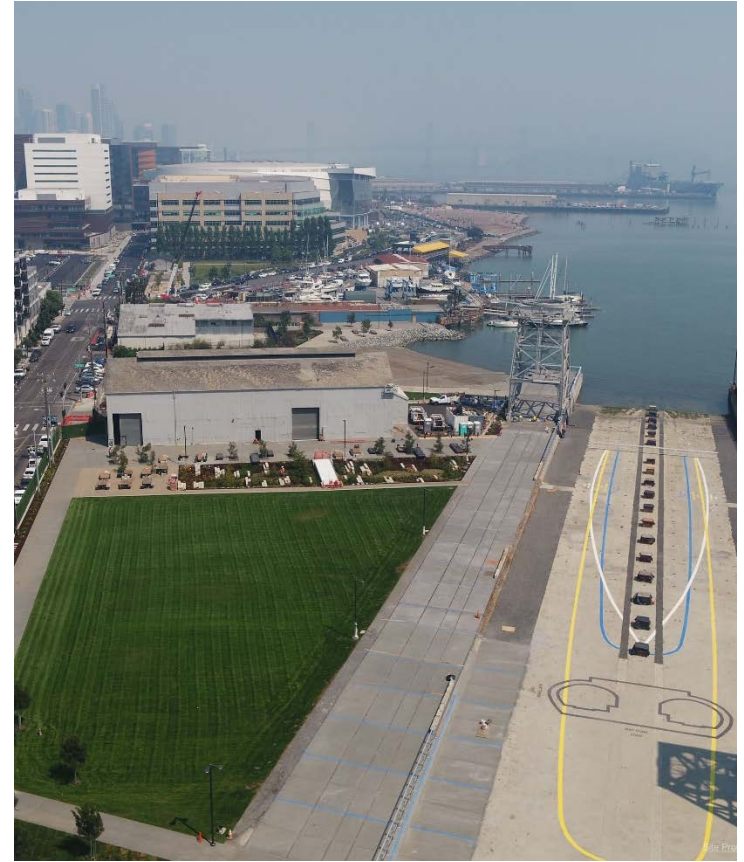
- **Met the goal of producing and preserving 10,000 affordable units by 2020**
- **As of Q3 2020, 1,206 100% affordable multifamily rental units are under construction under MOHCD sponsorship**, with another 2,051 units in active predevelopment (pre-entitlement or permitting) and 157 units leasing up. This represents 3,414 units in active new affordable housing production.
- **Of the active new affordable housing in production, 1,139 units are supportive housing units for families, adults, seniors, transitional aged youth and veterans.**



CAPITAL ACHIEVEMENT HIGHLIGHTS

Economic and Neighborhood Development

- **Celebrated completion of Crane Cove Park**, a major transformation of previously inaccessible industrial shoreline in the Pier 70 neighborhood into a 7-acre public open space.
- **Adopted and certified the Market and Octavia Area Plan Amendment (Hub)**, which will provide space for up to 8,500 housing units, as well as 832M in public benefits over the life of the plan.
- **Mission Bay:** Over 4.48 million square feet of commercial, office, clinical, and lab space have been completed, along with the Chase Center; in addition, 68% of the UCSF campus and more than 22 acres of parks.
- **Construction of new roadway and utility infrastructure has commenced on Yerba Buena Island** including access improvements to and from the I-80 Bay Bridge.



CAPITAL ACHIEVEMENT HIGHLIGHTS

General Government

- **Opened new City office building 49 South Van Ness**, featuring 39K SF One-Stop Permitting Center and consolidating operations for the Department of Building Inspection, Public Works, Planning, Public Health, and other departments that do permitting work.
- **Completed Phase I relocation of the District Attorney out of the Hall of Justice** and into 350 Rhode Island, which is a LEED Gold building. Phase II to be completed in 2021.
- **Animal Care and Control commenced construction of a replacement animal shelter at 1419 Bryant Street.** The project is the adaptive reuse and rehabilitation of the original Market Street Railway Company Powerhouse built in 1893.



CAPITAL ACHIEVEMENT HIGHLIGHTS

Health and Human Services

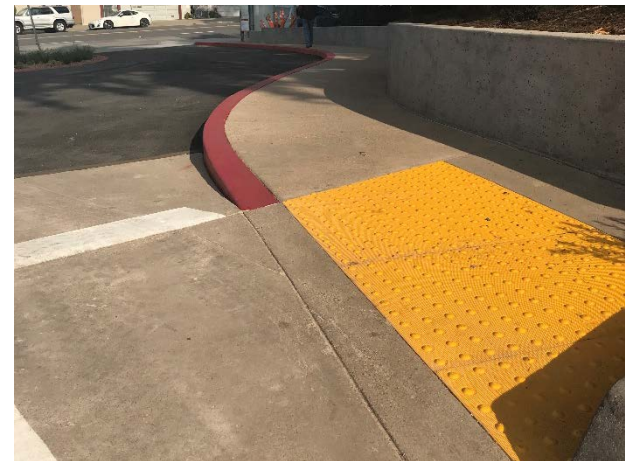
- **Opened the Embarcadero SAFE Navigation Center and expanded the Division Circle Navigation Center.**
- **Commenced renovation of Castro Mission Health Center** with construction to commence in 1st quarter 2021 and completion targeted for 1st quarter 2022
- **Acquired a Coordinated Services Center for San Francisco's Homeless.** The development will provide studio apartments for more than 250 households experiencing chronic homelessness, with 100 of these new units designated for formerly homeless seniors, age 62 or older. It will also include a dedicated Homeless Services Center.



CAPITAL ACHIEVEMENT HIGHLIGHTS

Infrastructure and Streets

- **Repaved and maintained 1,104 street blocks** in FY2019 and FY2020, achieving a Pavement Condition Index score in 2020 of 75, **planted 2,061 trees and established 4,839 trees** in FY2019 and FY2020, and **repaired more that 392,103 sf of sidewalks**
- **Achieved level of service (LOS) goals for 41 of the 43 Water System Improvement Program (WSIP) projects** with specific LOS goals, as of June 30, 2020.
- **Replaced 20 miles of local water mains in FY2019 and FY2020.**
- **Completed New Calaveras Dam construction**, the largest WSIP project, and began refilling Calaveras Reservoir



CAPITAL ACHIEVEMENT HIGHLIGHTS

Public Safety

- **Opened seismically-renovated Stations 5 (Fillmore District) and 16 (Marina District) in 2019.**
- **Advanced Emergency Firefighting Water System (EFWS) projects** in collaboration with the Public Utilities Commission by completing construction on Pump Station 1 and seismically improving and/or replacing pump stations, reservoirs, tanks, pipes, and tunnels. Work on Pump Station 2 has begun with anticipated completion in late 2020 or early 2021.
- **Near finalization on Park and Ingleside Police Station renewals.**



CAPITAL ACHIEVEMENT HIGHLIGHTS

Recreation, Culture, and Education

- **Completed major renovations at eleven Neighborhood Parks**, with five additional parks under construction, and four parks beginning construction within the next six months.
- **Completed construction of a new park** at Guy Place Mini Park. **Acquired sites for Francisco Reservoir and Shoreview Park which are under construction.**
- **Built a new facility at the Main Library lower level for the Library's Delivery Services unit**, including a state-of-the-art library materials sorting machine, and related new offices and workspaces.
- **Advanced capital improvements across the Cultural Centers**, including HVAC and fire safety system renewals, ADA barrier removal and gutter repairs at SOMArts, and elevator repairs at Mission Cultural Center for Latino Arts.

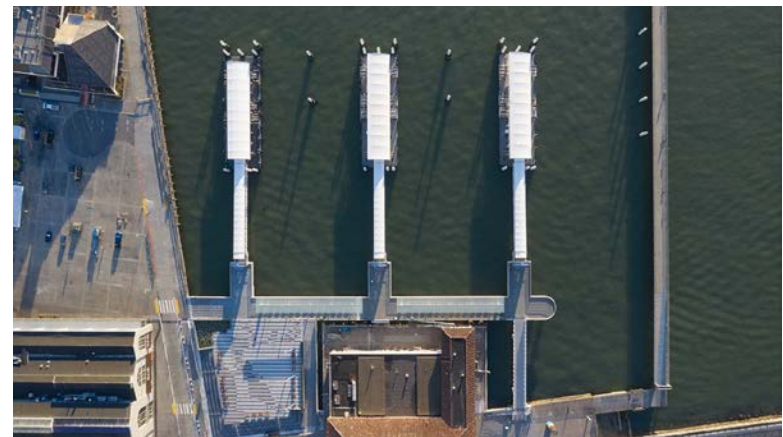


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CAPITAL ACHIEVEMENT HIGHLIGHTS

Transportation

- **Replaced over 800 buses in a 7-year period** leading to the highest bus reliability rating ever recorded at SFMTA; **Fully opened the Transit Maintenance Center and added new light rail vehicles to continue the expansion of the MUNI metro fleet; Completed Vision Zero-related high priority street safety projects** including implementation of **over 6 miles of new bicycle lanes and 9 quick-build streetscape projects** in 2019.
- **Opened the new 351 guest room Airport-owned Hotel in October 2019.** This four-star, state-of-the-art hotel achieved LEED Gold certification. The hotel is connected to the Terminal complex by the AirTrain people mover system.
- **Completed the Downtown San Francisco Ferry Terminal Expansion Project.** This project included two new ferry gates, significantly increasing ferry capacity, and a 13,000 square foot public plaza.



HIGHLIGHTS BY SERVICE AREA

Affordable Housing

PLANNED

\$ in millions

Project Name	Amount
MOHCD Very Low and Low Income Housing	6,600
MOHCD Moderate Income Housing	353
OCII Hunters Point Shipyard/ Candlestick Point	490
OCII Mission Bay South	66
OCII Transbay Transit Center	103

PHASED PROJECTS

Project Name
MOHCD Balboa Reservoir
MOHCD HOPE SF
OCII Phase II Hunters Point Shipyard
OCII Mission Bay South Block 9 & HPS Blocks 52/54
TIDA
- Mercy Housing & Catholic Charities
- Community Housing Partnership & HealthRIGHT 360
- Inclusionary Affordable Developments

An additional \$170M identified for affordable housing preservation, including the acquisition and rehabilitation of existing at-risk rent stabilized housing

HIGHLIGHTS BY SERVICE AREA

Transportation

PLANNED

\$ in millions

Project Name	Amount
SFMTA Facilities	909
SFMTA Fleet Capital Program	1,500
SFMTA Transit Fixed Guideway	761
SFMTA Transit Optimization and Expansion	924
SFO Airfield Enhancements	65
SFO Airport Support	265
SFO Utilities Enhancements	91
SFO Terminals 1 and 3 Redevelopment	838
PORT Mission Bay Ferry Landing	58
SFCTA TI/YBI Interchange and Mobility	281
SFCTA TI Mobility Management Program	43
Caltrain Electrification and Expansion	2,000
Caltrain Peninsula Corr Elctrl Expansion	204
BART Rail Cars Program	493
BART Track and Structures	251

SFMTA deferred projects estimated at \$10.9 billion through FY2031, including some Vision Zero and Muni Forward corridor projects, elevator replacements, and garage upgrades.

SFO deferred projects include the Terminal West project, the International Terminal phase II project, NetZero Energy projects, and airfield improvements.

HIGHLIGHTS BY SERVICE AREA

Public Safety

PLANNED

\$ in millions

Project Name	Amount
POL Stations & Facilities Improvements	121
SFFD New Training Facility & Neighborhood Fire Stations	275
Auxiliary Water Supply System (AWSS)	154
HOJ Consolidation	367

HOJ Exit COP will fund ongoing HOJ projects including TI at 1828 Egbert and necessary renewals at HOJ. The Sheriff, a few Police units, the Courts, and RED remain at HOJ until admin office building at 820 Bryant is built in next 5-7 years.

DEFERRED & EMERGING

Project Name
POL Central District Station Replacement
425 7 th Street (County Jails #1 and #2)
- Structural Strengthening
- Hardening & Modernization
- Renewals
Candlestick & Hunters Point New Fire Stations
Juvenile Justice Center Replacement
Court Holding Facility
County Jail #5 and #6 Renewals and Renovation

HIGHLIGHTS BY SERVICE AREA

Economic & Neighborhood Development

PLANNED

Project Name	
Port Renewals & Dredging	
Seawall Earthquake Safety & Disaster Prevention	
Pier 70 Waterfront Site	
Seawall Lots 323 and 324	
Seawall Lot 337 and Pier 48	
OCII Mission Bay New Parks, Streets, Utilities, & Infrastructure	
OCII Transbay New Parks & Street Improvements	
OCII Shipyard/Candlestick New Parks, Streets, & Transportations	
Area Plans	
- Eastern Neighborhoods	
- SoMa	- Rincon Hill
- Market/Octavia	- Transbay
- Balboa Park	- Visitacion Valley
Treasure Island	

Details still emerging for efforts including the Embarcadero Historic Piers, Seawall Stabilization and waterfront Sea Level Rise Adaptation, community facilities at Shipyard/Candlestick, and the public buildings, navy structures, and school site at Treasure Island.

HIGHLIGHTS BY SERVICE AREA

Recreation, Culture, Education

PLANNED

\$ in millions

Project Name	Amount
Neighborhood Park Projects	176
Kezar Pavilion Seismic Upgrade	75
Portsmouth Square	54
Crocker Amazon Playground	30
Gene Friend Recreation Center	30
India Basin	29
Japantown Peace Plaza	25
Herz Playground New Rec Center	20
Jackson Playground	16
South Ocean Beach	14
Citywide Parks	13
City College Capital Program	900
SFUSD Capital Program	2,213

Significant deferred and emerging needs include REC roadways, McLaren Lodge, Chinatown and Ocean View Branch Libraries, renovations at the City's cultural centers, the Old Mint restoration, and various City College and SFUSD projects.

HIGHLIGHTS BY SERVICE AREA

Infrastructure & Streets

PLANNED

\$ in millions

Project Name	Amount
Curb Ramps and Sidewalks	105
Street Resurfacing & Reconstruction	785
Street Structure Repair	40
Street Tree Maintenance & Sidewalk Repair	231
Better Market Street – Phase 1	197
SFPUC Water Enterprise	2,008
SFPUC Wastewater Enterprise	5,423
SFPUC Hetch Hetchy Enterprise	1,621
SFPUC CleanPowerSF	76

Curb ramps with sub-sidewalk basements and street tree planting/establishment have significant needs with limited support from sources other than the General Fund.

Other deferred projects include major upgrades to Plazas, Medians, and Street Structures; Streetscape Improvements; and Utility Undergrounding.

HIGHLIGHTS BY SERVICE AREA

Health and Human Services

PLANNED

\$ in millions

Project Name	Amount
Mental Health SF	207
DPH Clinics	112
ZSFG – Bldg 3 Retrofit	45
LHH & ZSFG Repairs	30
UCSF Research Facility at ZSFG	250
Relocation of HSA HQ	70

Significant deferred and emerging projects include enhancements at LHH & ZSFG, Bldg 80/90 retrofit, homeless shelter retrofits, a new family shelter, and ADA improvements at City-owned shelters.

While shelter rehabilitation has received recent G.O. bond funding, additional needs remain and may be funded through FY2022/23 Critical Repairs COPs.

HIGHLIGHTS BY SERVICE AREA

General Government

PLANNED

\$ in millions

Project Name	Amount
ADA Barrier Removals	10
Public Works Yard	32

DT's Fiber to Affordable Housing project may receive funding from FY2022/23 Recovery Stimulus COPs or the General Fund (as funds allow).

The City Hall Dome/Roof and related seismic work are deferred, but could be funded through future TDR sales.

The Public Works Yard need is greater than \$32M and will require additional resources.