

File No. 170212

Committee Item No. 2

## COMMITTEE/BOARD OF SUPERVISORS

## AGENDA PACKET CONTENTS LIST

**Committee:** Budget & Finance Committee

**Date** April 13, 2017

## Board of Supervisors Meeting

Date \_\_\_\_\_

**Cmte Board**

<input type="checkbox"/>	<input type="checkbox"/>	Motion
<input checked="" type="checkbox"/>	<input type="checkbox"/>	Resolution
<input type="checkbox"/>	<input type="checkbox"/>	Ordinance
<input type="checkbox"/>	<input type="checkbox"/>	Legislative Digest
<input checked="" type="checkbox"/>	<input type="checkbox"/>	Budget and Legislative Analyst Report
<input type="checkbox"/>	<input type="checkbox"/>	Youth Commission Report
<input type="checkbox"/>	<input type="checkbox"/>	Introduction Form
<input checked="" type="checkbox"/>	<input type="checkbox"/>	Department/Agency Cover Letter and/or Report
<input type="checkbox"/>	<input type="checkbox"/>	MOU
<input type="checkbox"/>	<input type="checkbox"/>	Grant Information Form
<input type="checkbox"/>	<input type="checkbox"/>	Grant Budget
<input type="checkbox"/>	<input type="checkbox"/>	Subcontract Budget
<input type="checkbox"/>	<input type="checkbox"/>	Contract/Agreement
<input type="checkbox"/>	<input type="checkbox"/>	Form 126 – Ethics Commission
<input type="checkbox"/>	<input type="checkbox"/>	Award Letter
<input type="checkbox"/>	<input type="checkbox"/>	Application
<input type="checkbox"/>	<input type="checkbox"/>	Public Correspondence

**OTHER** (Use back side if additional space is needed)

[illegible]

**Completed by:** Linda Wong **Date** April 7, 2017

**Completed by:** Linda Wong **Date**

1 [Ten Year Capital Expenditure Plan - FYs 2018-2027]

2  
3 **Resolution adopting the City's ten year capital expenditure plan for FYs 2018-2027,**  
4 **pursuant to Administrative Code, Section 3.20.**  
5

6 WHEREAS, This Board of Supervisors (the "Board") of the City and County of San  
7 Francisco (the "City") adopted Ordinance No. 216-05 (the "Capital Planning Ordinance")  
8 amending San Francisco Administrative Code, Sections 3.20 and 3.21, to authorize the  
9 formation of a Capital Planning Committee (the "Committee") and the preparation and  
10 adoption of a ten-year capital expenditure plan for the City, including an assessment of the  
11 City's capital infrastructure needs, investments required to meet the needs identified through  
12 this assessment, and a plan of finance to fund these investments; and

13 WHEREAS, The Capital Planning Ordinance requires that the ten-year capital  
14 expenditure plan include all major planned investments to maintain, repair, and improve the  
15 condition of the City's capital assets, including but not limited to, City streets, sidewalks,  
16 parks, and rights-of-way; public transit infrastructure; airport and port; water, sewer, and  
17 power utilities; and all City-owned facilities; and

18 WHEREAS, The Capital Planning Ordinance further requires that the ten-year capital  
19 expenditure plan include a plan of finance for all recommended investments, including the  
20 proposed uses of general and enterprise funds to be spent to meet these requirements; and  
21 the use and timing of long-term debt to fund planned capital expenditures, including general  
22 obligation bond measures; and

23 WHEREAS, The Capital Planning Ordinance establishes March 1 of each odd-  
24 numbered year as the target date for the City Administrator's submission of the ten year  
25



1 capital plan to the Mayor of the City and the Board, and calls for the Mayor and the Board to  
2 review, update, amend and adopt the ten year capital plan by May 1 of the same year; and

3 WHEREAS, The Committee has held numerous public hearings and worked with City  
4 staff to develop a ten-year capital expenditure plan meeting the requirements of the Capital  
5 Planning Ordinance; and

6 WHEREAS, In developing the capital plan staff considered numerous policy questions  
7 including, among other matters, how to (i) manage needed capital expenditure requirements  
8 with limited annual discretionary funds ; (ii) manage the scheduling of future General  
9 Obligation bonds to address citywide capital needs without increasing the property tax rate  
10 beyond Fiscal Year 2006 levels; and (iii) deliver priority capital projects without increasing the  
11 percentage of the General Fund spent on debt service; and

12 WHEREAS, At the February 27, 2017, meeting the Committee unanimously adopted  
13 the ten-year capital plan for fiscal years 2018-2027 and approved it for submission to the  
14 Mayor and the Board for its consideration (as so adopted, the "Capital Plan"); and

15 WHEREAS, The Capital Plan and the City Administrator's transmittal letter are on file  
16 with the Clerk of the Board of Supervisors in File No. \_\_\_\_\_, which is hereby declared to be  
17 a part of this resolution as if set forth fully herein; now, therefore, be it

18 RESOLVED, That the above recitals are true and correct; and, be it

19 FURTHER RESOLVED, That this Board has reviewed the Capital Plan; and, be it

20 FURTHER RESOLVED, That this Board hereby adopts the Capital Plan, with such  
21 amendments and revisions as this Board has adopted, as the City's ten-year capital  
22 expenditure plan for purposes of the Capital Planning Ordinance.

**Item 2**  
**File 17-0212**

**Department:**  
General Services Agency - City Administrator's Office  
(CAO)

## EXECUTIVE SUMMARY

### Legislative Objectives

- The proposed resolution adopts the City's 10-Year Capital Plan for FY 2017-18 through FY 2026-27. Key goals and objectives include increasing resiliency to respond and recover from a disaster; planning for newly developing areas along the waterfront and at Treasure Island; investing in facility repairs and improvements through the General Fund Pay-As-You-Go Program.
- The proposed Capital Plan maintains previously adopted policies, such as restrictions around debt issuance for General Obligation (G.O.) bonds and other debt instruments that are serviced through property tax or General Fund revenues. It also resolves to fully fund capital programs such as the City's Americans with Disability Act (ADA) transition plans; facilities maintenance and street resurfacing to reach a "Good" Pavement Condition Index (PCI); maintain a Capital Planning Fund for critical project development outside the regular General Fund budget.

### Key Points

- Since FY 2012-13, the Capital Plan is updated every other year, in odd-numbered years. Departments send capital planning and budget requests to the Capital Planning Program for review. Project requests are considered according to five funding priorities. Project selection is also constrained by available resources.
- Projects included in the proposed 10-Year Capital Plan include: improvements to the Zuckerberg San Francisco General Hospital campus; Hall of Justice administrative relocation and prisoner exit; the Water System and Sewer System Improvement Programs; Central Shops relocation; Seawall Lot 322-1 development project; Ferry Terminal expansion project; Animal Care and Control shelter replacement; and neighborhood park renovations.

### Fiscal Impact

- The proposed FY 2017-18 through FY 2026-27 Capital Plan recommends \$5.3 billion in General Fund capital improvements, \$18.9 billion in enterprise funds, and \$11.0 billion in external agency funds, for total proposed spending of \$35.2 billion over 10 years in capital improvements across seven service areas.

### Recommendation

- Approve the proposed resolution.

## MANDATE STATEMENT

San Francisco Administrative Code Section 3.2 requires the City Administrator to submit, and the Mayor and the Board of Supervisors to review, amend, and adopt in each odd-numbered year, a 10-year capital expenditure plan. The Mayor and Board of Supervisors may update the plan as necessary to reflect the City's priorities, resources, and requirements.

## BACKGROUND

In May 2005, the Board of Supervisors passed Capital Planning Ordinance 216-05, which amended the San Francisco Administrative Code to require the (1) replacement of the Capital Improvements Advisory Committee with the Capital Planning Committee, and (2) development of a 10-Year Capital Plan.

Since FY 2012-13, the Capital Plan is updated every other year, in odd numbered years. Departments send capital planning and budget requests to the Capital Planning Committee for review. Projects in the Plan are divided into seven Service Areas:

1. Economic & Neighborhood Development
2. General Government
3. Health & Human Services
4. Infrastructure & Streets
5. Public Safety
6. Recreation, Culture, & Education
7. Transportation

Each Service Area chapter describes the associated Renewal Program, Enhancement Projects, Deferred Projects, and Emerging Projects. Project requests are considered using five funding principles:

- Priority 1: Improvement is necessary to comply with a federal, state or local legal mandate;
- Priority 2: Provides for the imminent life, health, safety and security of occupants and the public or prevents the loss of use of an asset;
- Priority 3: Ensures timely maintenance and renewal of existing infrastructure;
- Priority 4: Supports formal programs or objectives of an adopted plan or action by the Board of Supervisors or the Mayor; and
- Priority 5: Enhances the City's economic vitality by stimulating the local economy, increasing revenue, improving government effectiveness, or reducing operating costs.

Project selection is also constrained by available resources. The City dedicates a portion of the General Fund for capital improvements through its pay-as-you-go program. Various types of debt instruments, including General Obligation (G.O.) bonds, Revenue Bonds, and Certificates

of Participation (COPs) may also be used for capital improvements. Property tax revenues are allocated to pay debt service on G.O. bonds. Enterprise department (Airport, Port, Public Utilities Commission, and Municipal Transportation Agency) revenues are allocated to pay debt service on revenue bonds. General Fund, enterprise fund, and special fund revenues are allocated to pay debt service on COPs, depending on the use of the COPs. There are limitations as to the amount of General Fund debt that may be issued for capital improvements, which is described in detail below.

The Capital Planning Committee holds several meetings prior to the release of the Capital Plan to decide which projects should be recommended for funding in any given year and which should be deferred. Renewal projects that are not selected for funding are added to the overall project backlog, while unfunded enhancement projects are simply listed as being deferred in the Capital Plan. Further, even though a project is recommended for funding, it may not actually be implemented if anticipated revenues do not materialize or if the Board of Supervisors decides not to appropriate funds. Additionally, appropriated funds are not always distributed according to the categories recommended in the Pay-As-You-Go Program.

Since the adoption of the first Capital Plan in 2006, voters have approved nine G.O. bonds totaling nearly \$3.5 billion in revenue to be used for projects prioritized through the planning process. Table 1, below, illustrates the date of the approved bonds, the debt issuance categories, and the total bond amount.

**Table 1: Voter-approved G.O. Bonds since the FY 2007-2016 Capital Plan**

Year	Debt Issuance	Amount (millions)
2008	Neighborhood Parks and Open Space	\$ 180
2008	Public Health Seismic Facilities (SFGH rebuild)	\$ 887
2010	Earthquake Safety and Emergency Response	\$ 412
2011	Road Resurfacing and Street Safety	\$ 248
2012	Neighborhood Parks and Open Space	\$ 195
2014	Earthquake Safety and Emergency Response	\$ 400
2014	Transportation	\$ 500
2015	Affordable Housing	\$ 310
2016	Public Health and Safety	\$ 350
<b>Voter-approved G.O. Bond Total (2008-2016)</b>		<b>\$ 3,482</b>

Source: Proposed Capital Plan, Fiscal Years 2018-2027

## DETAILS OF PROPOSED LEGISLATION

The proposed resolution adopts the City's 10-Year Capital Plan for FY 2017-18 through FY 2026-27. The proposed 10-Year Capital Plan identifies key goals and objectives to be accomplished during the next 10 years, including:

- Increasing resiliency by promoting the ability to (1) quickly respond to disaster, (2) recover from systemic crises such as economic downturn and housing shortages, and (3) prepare for and address slow-moving disasters like climate change and sea level rise;

- Promoting sustainability through green building, clean energy, mass transit, urban forestry, and preserving existing assets;
- Large investments in newly developing areas along the waterfront and at Treasure Island;
- Continuing to use G.O. bonds and other forms of debt to make improvements to the City's transportation network, parks and open spaces, sewers, and other key facilities;<sup>1</sup> and
- Investing in facility repairs and improvements through the General Fund Pay-As-You-Go Program.

The proposed Capital Plan maintains the funding policies and principles set in prior year plans, including:

- The General Fund revenue commitment for the Pay-As-You-Go Program will grow at 7 percent per year;
- The Street Resurfacing Program will be funded at the level needed to achieve a "Good" Pavement Condition Index (PCI) of 70<sup>2</sup> by 2025;
- Projects under the City's Americans with Disability Act (ADA) Transition Plans for facilities and the public right-of-way will be fully funded;
- Annually reserving \$10 million from the Pay-As-You-Go Program to fund critical emergencies and enhancement projects that are not covered through the proposed debt programs; and
- Maintaining restrictions on issuing debt such that G.O. bonds under the control of the City will not increase long-term property tax rates above FY 2005-06 levels, and the amount of General Fund revenue spent on debt service will not exceed 3.25 percent of discretionary revenues.

### **Selected Projects**

Projects to be funded over the course of the 10-year plan include, but are not limited to: Improvements to the Zuckerberg San Francisco General Hospital campus; Hall of Justice administrative relocation and prisoner exit; the Water System and Sewer System Improvement Programs; Central Shops relocation; Seawall Lot 322-1 development project; Ferry Terminal expansion project; Animal Care and Control shelter replacement; and neighborhood park renovations.

Major transportation projects to be funded during the Capital Plan term include the Central Subway, Muni Forward, Muni track and fleet capital replacements, the Vision Zero Pedestrian Safety Program, the Van Ness and Geary Bus Rapid Transit projects, the new air traffic control

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<sup>1</sup> Enterprise departments – Airport, Port, Public Utilities Commission, and San Francisco Municipal Transportation Agency – have separate capital plans. Each of the enterprise departments has authority to issue revenue bonds, paid by department revenues, to fund capital projects.

<sup>2</sup> The Pavement Condition Index is a numerical score between 0 and 100 that is used to indicate the general condition of the pavement. A score of between 70 and 100 indicates that pavement is in good condition.

tower and other improvements at SFO, Transbay Transit Center, and Presidio Parkway (formerly Doyle Drive).

## FISCAL IMPACT

The proposed FY 2017-18 through FY 2026-27 10-Year Capital Plan recommends \$5.3 billion in General Fund capital improvements, \$18.9 billion in enterprise funds, and \$11.0 billion in external agency funds, for total proposed spending of \$35.2 billion over 10 years in capital improvements across seven service areas. As shown in Table 2 below, the Transportation and Infrastructure & Streets service areas will receive the largest proportions of overall funding, at 44 and 27 percent, respectively.

**Table 2: Proposed Uses of Funds by Service Area and Funding Source,  
FY 2017-18 to FY 2026-27 Capital Plan (millions of dollars)**

	General Fund <sup>1</sup>	Enterprise Funds <sup>2</sup>	External Funds	Total	Percent of Total
Public Safety	\$1,655	\$0	\$0	\$1,655	5%
Health & Human Services	922	0	11	933	3%
Infrastructure & Streets	1,688	7,837	0	9,525	27%
Recreation, Culture, & Education	744	0	1,635	2,379	7%
Economic & Neighborhood Development	0	1,884	3,094	4,978	14%
Transportation	0	9,200	6,283	15,483	44%
General Government	243	0	0	243	1%
<b>Total</b>	<b>\$5,252</b>	<b>\$18,922</b>	<b>\$11,023</b>	<b>\$35,197</b>	<b>100%</b>
Percent of Total	15%	54%	31%	100%	

Source: Capital Planning Committee

<sup>1</sup> General Fund consists of annual General Fund contributions (pay-as-you-go), G.O. bonds, and certificates of participation (COPs).

<sup>2</sup> Enterprise and other local funds consist of enterprise departments' annual revenues and revenue bonds, Proposition K sales tax revenues allocated to street and transportation projects, Convention Facilities Fund and Moscone Expansion District Assessment, land-secured financing (including tax increment, infrastructure financing district, and Mello-Roos), SF Wholesale Market funds, Planning Department Area Plan sources, and other local funds.

Table 3 below shows the total proposed Capital Plan expenditures of approximately \$35.2 billion by year and by service area over the 10-year period from FY 2017-18 through FY 2026-27.

**Table 3: Proposed Capital Plan Expenditures by Year and Service Area**  
(thousands of dollars)

Service Area	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23 to FY 2026-27	Total
Public Safety	\$339,613	\$109,068	\$25,370	\$793,766	\$6,414	\$380,525	\$1,654,756
Health and Human Services	220,447	235,182	16,290	17,408	319,145	125,123	933,595
Infrastructure and Streets	1,191,542	1,566,341	1,912,079	897,860	571,533	3,386,174	9,525,529
Recreation, Culture & Education	955,726	268,484	89,382	65,056	585,680	414,495	2,378,823
Economic & Neighborhood Development	1,032,851	657,615	542,545	440,797	342,768	1,961,892	4,978,468
Transportation	3,218,209	2,612,145	1,924,552	1,615,412	975,110	5,137,425	15,482,853
General Government	20,232	15,323	16,009	16,889	18,243	156,092	242,788
<b>Total</b>	<b>\$6,978,620</b>	<b>\$5,464,158</b>	<b>\$4,526,227</b>	<b>\$3,847,188</b>	<b>\$2,818,893</b>	<b>\$11,561,726</b>	<b>\$35,196,812</b>
Percent of Total	20%	16%	13%	11%	8%	33%	100%

Source: Budget and Legislative Analyst Summary

### General Fund Sources

The proposed Capital Plan estimates \$5.3 billion in General Fund sources to fund the Capital Plan expenditures over a 10-year period, as shown in Table 2 above and described in greater detail below.

- General Fund – Pay-As-You-Go Program

As shown in Table 4 below, the proposed Plan allocates \$1.897 billion over the 10-year period for annual pay-as-you-go program investments that will maintain existing facilities and infrastructure. This represents an increase in total pay-as-you-go funding, when adjusted for inflation, from the FY 2015-16 to FY 2024-25 Capital Plan amount by \$188 million.

Within the pay-as-you-go program, routine maintenance, Americans with Disabilities Act (ADA) transition plans for facilities, and public right-of-way, street resurfacing, critical enhancements, the Recreation and Parks base commitment, and the capital contribution to the street tree maintenance set aside are fully funded. The remaining funds are allocated to right-of-way renewals (such as curb ramps), and facility renewal, based on their proportionate need.

Table 4 below shows the fixed allocation of pay-as-you-go program dollars by category across the two five-year intervals.

**Table 4: General Fund Pay-As-You-Go Program Uses in Five-Year Intervals**  
(millions of dollars)

Program Use	FY 2018-22	FY 2023-27	Plan Total	% of Total
Routine Maintenance	\$67	\$86	\$153	8%
ADA Facilities	7	6	13	1%
ADA Public Right-of-Way	38	49	87	5%
Street Resurfacing	278	416	694	37%
Critical Enhancements	50	50	100	5%
Recreation and Parks Base Commitment	75	75	150	8%
Street Tree Set Aside	25	32	57	3%
Right-of-Way Renewal	47	74	121	6%
Facility Renewal	202	320	522	28%
<b>Total Projected Funding</b>	<b>\$789</b>	<b>\$1,108</b>	<b>\$1,897</b>	<b>100%</b>

Source: Proposed 10-Year Capital Plan

Over the first five years of the plan, the Capital Plan projects \$789.5 million in total annual General Fund allocations to the Pay-As-You-Go Program, as shown in Table 4 above and Table 5 below.

The Budget and Legislative Analyst determined the projected annual FY 2017-18 to 2021-22 pay-as-you-go allocation for each General Fund department by examining the detailed sources and uses of funds contained within each section of the proposed Capital Plan. Table 5 below demonstrates that the majority of pay-as-you-go program dollars (64.1 percent) will be allocated to Public Works projects.



**Table 5: Projected Pay-As-You-Go Program Allocation by Department,  
FY 2017-18 to FY 2021-22 (thousands of dollars)**

	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	Total	% of Total
Arts Commission	\$1,772	\$1,022	\$1,097	\$1,178	\$1,311	\$6,380	0.8
Asian Art Museum	375	439	472	506	563	2,355	0.3
Emergency Management	274	321	345	370	412	1,722	0.2
Dept. of Technology	22	26	28	30	33	139	0.0
Dept. of Public Health	10,433	12,221	13,130	14,098	15,682	65,564	8.3
Fine Arts Museums	1,781	2,086	2,241	2,406	2,677	11,191	1.4
Fire Department	383	449	483	518	576	2,409	0.3
General Services Agency	8,069	9,673	10,311	10,990	12,101	51,144	6.5
Human Services Agency	1,620	1,897	2,038	2,188	2,434	10,177	1.3
Juvenile Probation	2,149	1,463	1,571	1,687	1,877	8,747	1.1
Police Department	85	99	106	114	127	531	0.1
Public Works	61,378	66,187	72,839	79,988	85,993	366,385	46.4
Sheriff's Department	2,276	2,667	2,865	3,076	3,422	14,306	1.8
War Memorial	4,885	5,722	6,148	6,601	7,343	30,699	3.9
Routine Maintenance*	12,180	12,789	13,428	14,100	14,805	67,302	8.5
Critical Enhancements*	10,000	10,000	10,000	10,000	10,000	50,000	6.3
Recreation and Parks Base Commitment*	15,000	15,000	15,000	15,000	15,000	75,000	9.5
Street Tree Set Aside*	4,600	4,830	5,072	5,325	5,591	25,418	3.2
<b>Total</b>	<b>\$137,282</b>	<b>\$146,891</b>	<b>\$157,174</b>	<b>\$168,175</b>	<b>\$179,947</b>	<b>\$789,469</b>	

Source: Budget and Legislative Analyst summary based on Capital Plan Information

\*The critical enhancements, routine maintenance, Recreation and Parks base commitment, and street tree set aside categories are not assigned to specific departments, but will be made available citywide. Routine maintenance and the street tree set aside are increased by 5% annually to adjust for cost escalation.

- **General Fund – General Obligation Bonds**

Under the City's financial policies the issuance of an estimated \$2.1 billion in General Obligation (G.O.) bonds proposed by the Capital Plan must not increase voters' long-term property tax rates above FY 2005-06 levels, as noted above. The City may seek voter approval and issue new bonds as existing, approved bond debt is retired and/or the property tax base grows.

The Capital Plan structures the G.O. bond issuance schedule to rotate the bond programs that target specific areas of capital need approximately every six years, although factors including debt capacity, election schedules, and capital needs are also factored into the timing recommendations. Planning for future bonds is funded through the Pay-As-You-Go Program's Capital Planning Fund, which is described further below.

Table 6 below illustrates the Capital Plan's proposed G.O. Bond Program of \$2.1 billion in new bonds for the next 10 years.

**Table 6: Proposed General Obligation Debt Program (millions of dollars)**

Election Date	Bond Program	Amount
November 2018	Seawall Fortification	\$350
November 2018	Parks and Open Space	185
November 2020	Earthquake Safety & Emergency Response	290
November 2022	Public Health	300
November 2024	Transportation	500
June 2025	Parks and Open Space	185
November 2026	Earthquake Safety & Emergency Response	290
<b>G.O. Bond Debt Total</b>		<b>\$2,100</b>

Source: Proposed 10-Year Capital Plan

- **General Fund – Certificates of Participation**

Under the proposed Capital Plan, the City will maintain the percentage of the General Fund monies expended on debt service at or below 3.25 percent of discretionary revenues. The City's ability to issue secured debt is limited. Financing instruments will only be used when existing General Fund debt is retired and/or the City's General Fund revenues grow.

Certificates of Participation (COPs) are typically repaid from the City's General Fund or from revenue that would otherwise flow to the General Fund, such as the revenues of the related project, or fees, taxes or surcharges imposed by users of the project. Table 7 below presents an overview of the Capital Plan's proposed issuance of COPs, totaling \$963 million over 10 years, to be repaid by General Fund revenues.

**Table 7: Proposed General Fund COPs Program (millions of dollars)**

Issuance Year	Proposed Project	Amount
FY 2017-18	DPH 101 Grove & Juvenile Probation Administrative Relocation	\$155
FY 2018-19	County Jail #2 Improvements Match	12
FY 2020-22	Critical Repairs – Recession Allowance (\$50M Annually)	150
FY 2020-21	Hall of Justice (HOJ) Administrative Relocation	308
FY 2020-21	Closure of HOJ Jails <sup>3</sup>	190
FY 2024-25	101 Grove Retrofit	50
FY 2024-25	Public Works Yard Consolidation	50
FY 2025-26	HOJ Demolition & Enclosure	48
<b>General Fund Debt Total</b>		<b>\$963</b>

Source: Proposed 10-Year Capital Plan

<sup>3</sup> County Jails 3 and 4 are located in HOJ. The Work Group convened by the President of the Board of Supervisors plans to issue a report in April 2017 identifying strategies to reduce the jail population and strengthen prevention and treatment services to allow for the permanent closure of County Jails 3 and 4.

**Capital Planning Fund**

The City uses a revolving Capital Planning Fund for critical project development or pre-bond planning outside the regular General Fund budget. Historically, the General Fund supported pre-bond project development on the condition that the General Fund would be reimbursed once project bonds were issued. The Capital Plan assumes that bond reimbursements will flow into the Capital Planning Fund and be used for future project development and pre-bond planning.

Several projects are expected to receive a total of \$6 million of Capital Planning Funds over the 10-year plan term, including: 1) seawall fortification; 2) relocation of DPH staff out of 101 Grove Street; 3) relocation of services out of the Hall of Justice; and 4) public safety improvements expected to be funded through the Earthquake Safety & Emergency Response G.O. bonds.

**Appropriation Approval**

Funds to implement projects in the proposed 10-Year Capital Plan are subject to Board of Supervisors appropriation approval.

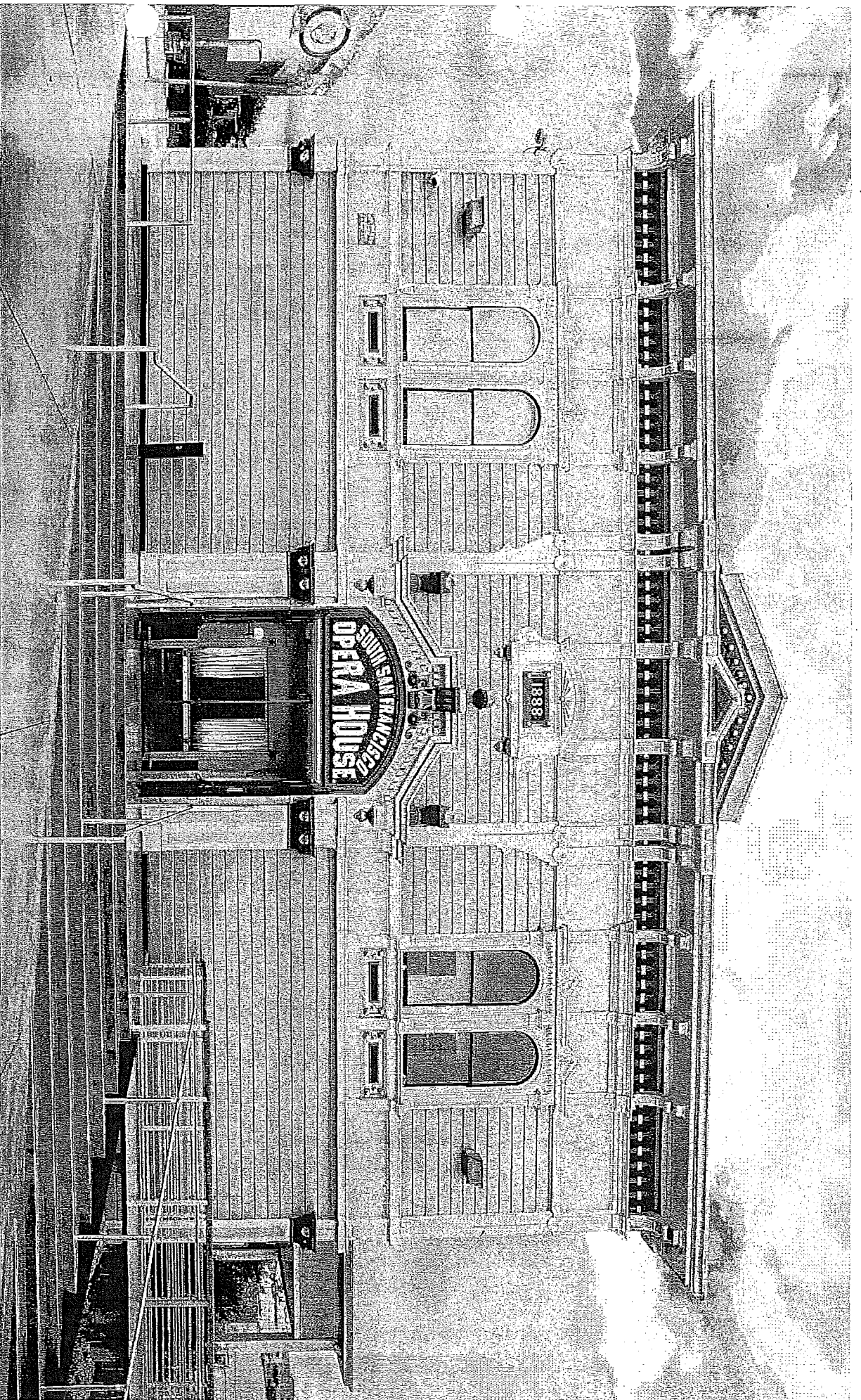
**POLICY CONSIDERATION**

Since the adoption of the original Capital Plan, there have been several years in which a portion of the annual need was deferred due to funding limitations. The proposed Capital Plan defers \$4.6 billion in identified needs for General Fund departments. General Fund department renewal investments have a current backlog of approximately \$799 million, which is expected to increase 93 percent over the next 10 years to \$1,544 million. If the City funds the Pay-As-You-Go Program at the levels recommended in the proposed Capital Plan, the City will begin to fully fund its annual renewal needs starting in FY 2031-32. However, due to accumulation of deferred maintenance and cost escalation, the backlog is not expected to decrease.

**RECOMMENDATION**

Approve the proposed resolution.





# THE CITY AND COUNTY OF SAN FRANCISCO CAPITAL PLAN

**ONESF**  
Building Our Future

Fiscal Years 2018-2027



ONEST  
Building Our Future

There is only ONE  
San Francisco.



**Let's take care of it.**



**City and County of San Francisco  
Proposed Capital Plan  
Fiscal Years 2018-2027**

Copies of this document can be found at <http://onesanfrancisco.org>  
or through the Office of Resilience and Capital Planning

City Hall, Room 347  
1 Dr. Carlton B. Goodlett Pl.  
San Francisco, CA 94102





In compliance with the San Francisco Administrative Code Section 3.20, I am pleased to submit the Proposed City and County of San Francisco Capital Plan for Fiscal Years (FY) 2018-2027. The guiding document for City infrastructure investments, this Plan assesses the City's capital needs, identifies the level of investment required to meet those needs, and provides a constrained plan of finance for the next 10 years.

The Proposed Plan continues the City's commitment to plan and finance projects that will strengthen the integrity of San Francisco's infrastructure. The Plan recommends a record level of \$35 billion in investments over the next decade that will improve San Francisco's resilience through critical seismic repairs and strengthening; transportation and utility system improvements; safer streets for pedestrians, bicyclists, and drivers; and more affordable housing.

For the first time, the Proposed Plan includes strategies to address the multigenerational need to fortify the Seawall, which protects three miles of vital and vibrant waterfront. The Seawall, its assets, and the people who rely on it for home, work, recreation, and/or travel are all vulnerable to the immediate threat of earthquakes and the slow-moving threat of sea level rise.

Even with this record level of investment, the Proposed Plan defers \$4.6 billion in identified capital needs for General Fund departments and does not fully fund annual state of good repair needs for those departments until FY2032.

San Francisco has long been a city resilient in the face of environmental, economic, and social challenges. The Capital Plan not only guides infrastructure investments but also builds public trust in the City's ability to do smart long-term planning. I look forward to working with the Mayor and the Board of Supervisors to enact the recommendations of this Plan and continuing to build a stronger City.

A handwritten signature in dark ink, reading "Naomi M. Kelly". The signature is written in a cursive, flowing style.

Naomi M. Kelly  
City Administrator

# Acknowledgements

## Capital Planning Committee

City Administrator's Office	<i>Naomi Kelly, City Administrator and Committee Chair</i>
Board of Supervisors	<i>Supervisor London Breed, Board President</i>
Controller's Office	<i>Ben Rosenfield, Controller</i>
Mayor's Budget Office	<i>Melissa Whitehouse, Budget Director</i>
Municipal Transportation Agency	<i>Ed Reiskin, Executive Director</i>
Port of San Francisco	<i>Elaine Forbes, Executive Director</i>
Planning Department	<i>John Rahaim, Director</i>
Public Utilities Commission	<i>Harlan Kelly, General Manager</i>
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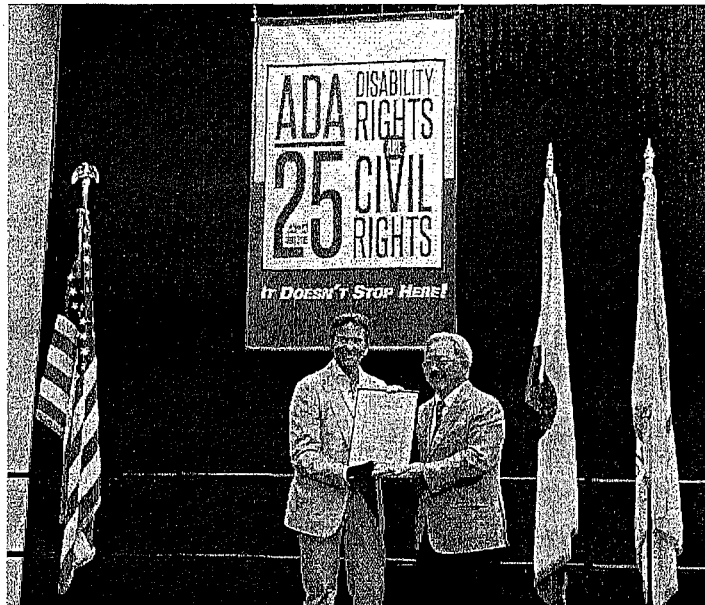


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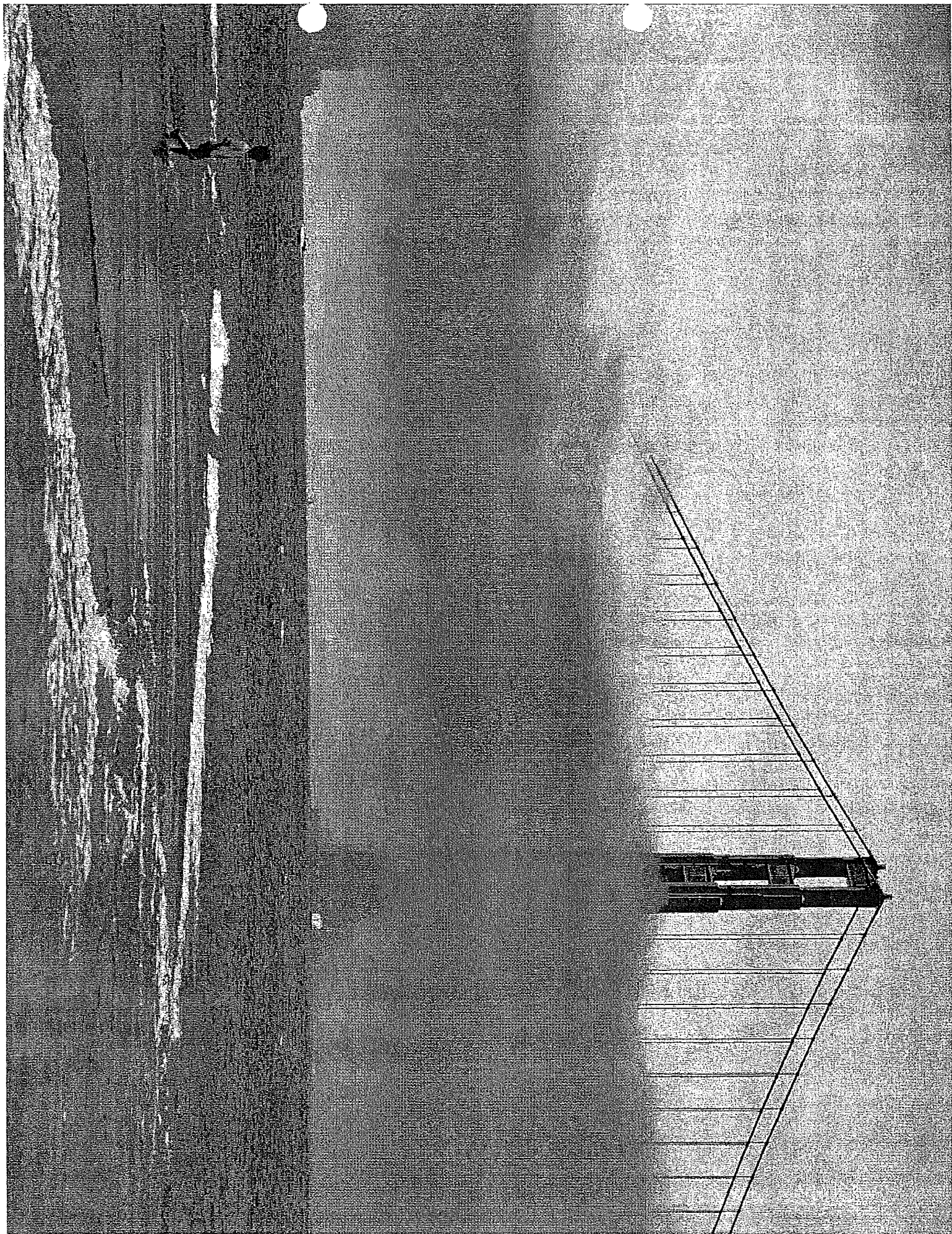
**This Capital Plan is dedicated to Carla Johnson with fond remembrance of her devotion to our city.**



# 01. Executive Summary

3	Executive Summary
6	General Fund Departments
8	Pay-As-You-Go Program
9	Enterprise and External Agencies
10	Debt Program
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# 01. EXECUTIVE SUMMARY

The Fiscal Year (FY) 2018-2027 City and County of San Francisco Capital Plan (the Plan) is the City's commitment to building a more resilient and vibrant future for the residents, workers, and visitors of San Francisco. Updated every odd-numbered year, the Plan is a fiscally constrained expenditure plan that lays out infrastructure investments over the next decade. This document is the product of input from Citywide stakeholders, who have put forth their best ideas and most realistic estimates of San Francisco's future needs.

Projects in the Plan are divided into seven Service Areas: Economic and Neighborhood Development; General Government; Health and Human Services; Infrastructure and Streets; Public Safety; Recreation, Culture, and Education; and Transportation. Each Service Area chapter describes the associated Renewal Program, Enhancement Projects, Deferred Projects, and Emerging Needs. General Fund, Enterprise, and external agencies are all represented to give as full a picture of San Francisco's capital needs as possible.

A growing Bay Area economy has given rise to historic levels of capital investment in recent years. Spurred by a growing tax base, increases in General Fund revenues and debt issuance capacity have allowed San Francisco to fund a record level of capital projects over the last eight years. As a result, San Francisco is now better positioned to build a healthy infrastructure program and meet the challenges ahead.

# Plan By the Numbers

The FY 2018-2027 Capital Plan generally retains most policies and practices set in prior year plans, including maintaining restrictions around issuing debt and fully funding certain capital programs such as the City's Americans with Disability Act (ADA) transition plans, facilities maintenance, and street resurfacing. Policies governing the Plan are discussed in the Introduction as well as the Capital Sources chapter. The Plan also proposes a number of goals that continue key objectives from previous years, including robust funding for renewals, relocating critical City services to seismically sound facilities, and construction on hundreds of other public infrastructure projects to improve services and quality of life.

This Plan captures \$24 billion in recommended direct City investments and \$11 billion in external agency investment, which total \$35 billion in capital improvements citywide, while creating an estimated 290,000 local jobs over the next decade.

TABLE 1.1

Capital Plan Summary in Five-Year Intervals (Dollars in Millions)	FY18-22	FY23-27	Plan Total
Economic & Neighborhood Development	3,017	1,962	4,978
General Government	87	156	243
Health and Human Services	808	125	934
Infrastructure & Streets	6,139	3,386	9,526
Public Safety	1,274	381	1,655
Recreation, Culture, and Education	1,964	414	2,379
Transportation	10,345	5,137	15,483
<b>TOTAL</b>	<b>23,635</b>	<b>11,562</b>	<b>35,197</b>

BY DEPARTMENT TYPE	FY18-22	FY23-27	Plan Total
General Fund Departments	3,346	1,906	5,252
Enterprise Departments	13,504	5,418	18,922
City & County Subtotal	16,839	7,315	24,155
External Agencies	6,786	4,237	11,023
<b>TOTAL</b>	<b>23,635</b>	<b>11,562</b>	<b>35,197</b>

Table 1.1 Provides an overview of this Plan's proposed capital program broken down by service category and department type.

# Planned Project Highlights

San Francisco has many competing needs, and the capital program is no exception. Major projects with funding identified in this Plan include:

## General Fund Departments

- Zuckerberg San Francisco General Hospital campus improvements
- Southeast Health Center expansion
- Closure and demolition of the unsafe Hall of Justice
- Neighborhood Fire Stations program
- District Police Stations program
- Department of Emergency Management expansion
- Animal Care & Control Shelter replacement
- SFFD Ambulance Deployment Center modernization
- Park system renovations, including Margaret S. Hayward Playground
- ADA facilities and right-of-way barrier removal

## Enterprise Departments

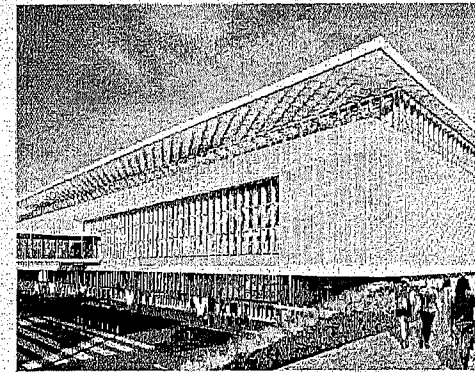
- Fortification of the Seawall
- Pier 70 and Seawall Lot 337
- Central Subway
- Transbay Transit Center
- Muni Forward
- Vision Zero Pedestrian Safety Program
- Van Ness and Geary Bus Rapid Transit (BRT)
- Water and Sewer System Improvement Programs
- SFO Terminal 1 and 3 improvements
- Airport hotel construction

## External Agencies

- HOPE SF affordable housing developments
- Treasure Island redevelopment
- City College seismic and code upgrades
- Modernization of SFUSD sites



Planned Terminal 1 improvements at SFO



Planned Moscone Convention Center Expansion

# General Fund Departments

General Fund departments primarily rely on the General Fund to support their infrastructure needs. Table 1.2 outlines a program summary of proposed General Fund department investments, as well as projects deferred from the Plan due to funding limitations.

TABLE 1.2

<b>General Fund Department Program Summary</b> (Dollars in Millions)		
<b>Renewal Investments</b>	<b>FUNDED</b>	<b>DEFERRED</b>
<b>Today's Backlogs</b>		
Facilities		610
Streets		189
<i>Subtotal</i>		<b>799</b>
<b>Projected for Next 10 Years</b>		
Facilities	605	125
Streets	816	511
Other right-of-way assets	421	109
<i>Subtotal</i>	<b>1,841</b>	<b>745</b>
<b>SUBTOTAL, RENEWALS</b>	<b>1,841</b>	<b>1,544</b>
<b>Capital Enhancement Investments</b>	<b>FUNDED</b>	<b>DEFERRED</b>
<b>Earthquake and Safety Improvements</b>		
HOJ Relocation Projects	546	
SFFD Neighborhood Stations and Critical Facilities Improvements	286	
Emergency Firefighting Water System	204	
District Police Stations	196	
ZSFG Building 80/90 Renovation & Seismic Retrofit	115	
ZSFG Bldg 5 Renovation & Seismic Retrofit	110	
DPH Civic Center Buildings Relocation	93	
JUV Relocation from Administrative Building	65	
SFFD Ambulance Deployment Center Relocation	40	
SFFD Bureau of Equipment Relocation		98
Other Earthquake & Safety Improvements	320	11
<i>Subtotal</i>	<b>1,975</b>	<b>109</b>

Enhancements (continued)	FUNDED	DEFERRED
<b>Disability Access Improvements</b>		
Facilities	12	
Sidewalk Improvements and Repair Program	37	
Curb Ramps (ADA Right-of-Way Transition Plan)	86	
<i>Subtotal</i>	<b>135</b>	
<b>Parks, Open Space &amp; Greening Improvements</b>		
Neighborhood Parks and Open Space G.O. Bond Projects	300	
Other Parks, Open Space & Greening Improvements	236	31
<i>Subtotal</i>	<b>536</b>	<b>31</b>
<b>Street Infrastructure Improvements</b>		
Better Market Street	134	359
Islais Creek and 4th Street Bridge Rehabilitation	67	
Utility Undergrounding		1,407
Other Street Infrastructure Improvements		797
<i>Subtotal</i>	<b>201</b>	<b>2,563</b>
<b>Other Improvements</b>		
SHF - County Jails #1 and #2 (425 7th Street) Strengthening	82	225
Improvements at Chinatown and Mission branch libraries	27	
DEM Facility Addition for 1011 Turk	30	
Other Projects	425	137
<i>Subtotal</i>	<b>564</b>	<b>362</b>
<b>SUBTOTAL, ENHANCEMENTS</b>	<b>3,410</b>	<b>3,065</b>
<b>PLAN TOTAL</b>	<b>5,251</b>	<b>4,609</b>

## Pay-As-You-Go Program

The Plan proposes funding the majority of the City's ongoing annual needs with General Fund dollars through the General Fund Pay-As-You-Go (Pay-Go) Program. These are typically smaller investments to maintain facilities and infrastructure in a state of good repair or fund critical infrastructure needs. Within the Pay-Go Program, projects are categorized as Routine Maintenance, ADA Facilities, ADA Public Right-of-Way, Street Resurfacing, Critical Enhancements, Facility Renewal, and Right-of-Way Infrastructure Renewal.

Table 1.3 provides a summary of the Plan's proposed funding for the Pay-Go Program by expenditure category.

TABLE 1.3

<b>General Fund Pay-Go Program Funding</b> (Dollars in Millions)	<b>FY18-22</b>	<b>FY23-27</b>	<b>Plan Total</b>
Routine Maintenance	67	86	153
ADA: Facilities	7	6	12
ADA: Public Right-of-Way	38	49	87
Street Resurfacing	278	416	693
Enhancements	50	50	100
Recreation and Parks Base Commitment	75	75	150
Capital Contribution to Street Tree Set-aside	25	32	58
ROW Infrastructure Renewal	47	74	121
Facility Renewal	202	320	522
<b>Total Recommended Funding</b>	<b>789</b>	<b>1,107</b>	<b>1,897</b>

# Enterprise and External Agencies

This Plan compiles information provided by the City's Enterprise departments—the Port of San Francisco, the San Francisco Metropolitan Transportation Agency, San Francisco International Airport, and the San Francisco Public Utilities Commission. Those departments have their own timelines and Commissions that govern their capital processes. The information in this Plan represents the best available at the time of publication.

The Plan captures nearly \$19 billion in Enterprise department capital investments during the next 10 years, a 3.8% increase from the previous Plan.

Major projects identified in the last Plan such as the Central Subway, the Transbay Transit Center, Pier 70, and SFO terminal improvements, are proceeding. Additional Enterprise department needs have arisen, most notably the need to fortify the Seawall along the northern waterfront to protect the buildings, transportation systems,

TABLE 1.4

Amount of Proposed Revenue Bond Issuances FY2018-2027 (Dollars in Millions)			
Agency	FY18-22 Amount	FY23-27 Amount	Total
SFPUC	5,458	1,375	6,834
Airport	5,217		5,217
SFMTA	150	100	250
<b>Total</b>	<b>10,825</b>	<b>1,475</b>	<b>12,301</b>

and horizontal infrastructure in that part of the city, as well as the residents, workers, and visitors who frequent there.

Enterprise departments appear in this Plan's G.O. Bond Program. The SFMTA passed a \$500 million Transportation G.O. Bond in 2014, and there is another one proposed for 2024, as well as a \$350 million bond to fortify the Seawall in 2018.

The Enterprise departments also issue revenue bonds against the revenues generated from user fees, taxes, and surcharges. Table 1.4 shows the current amount of proposed revenue bonds to be issued for each department over the 10-year term of this Plan.

As with the G.O. Bond and COP

Programs, all revenue bond issuances are subject to change based on market conditions and cash flow needs of the associated projects.

For external agencies City College of San Francisco, San Francisco Unified School District, the San Francisco Housing Authority, Treasure Island Development Agency, and the Office of Community Investment & Infrastructure (the successor agency to the Redevelopment Authority), the Plan captures \$11 billion in capital investments over the next 10 years, a 29% increase from the last Capital Plan.



# General Obligation Bonds

The Plan proposes issuing \$2.1 billion in General Obligation (G.O.) Bonds over the next 10 years. G.O. Bonds are backed by the City's property tax revenue and are repaid directly out of property taxes through a fund held by the Treasurer's Office.

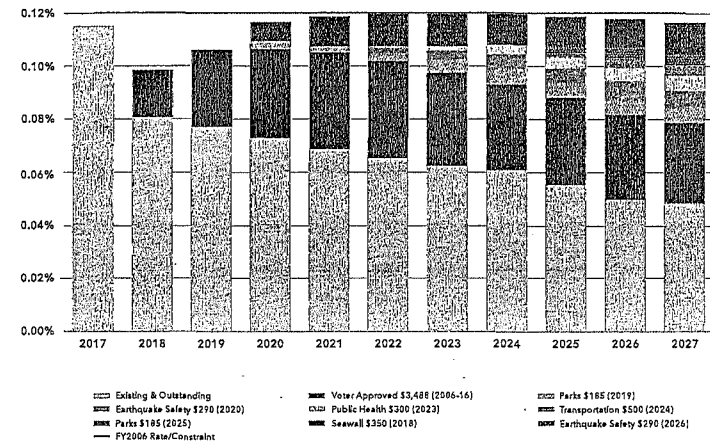
Table 1.5 shows the Capital Plan's proposed G.O. Bond Program for the next 10 years.

Chart 1.1 illustrates the relation to proposed G.O. Bond Program on the local tax rate, including existing and outstanding issuance and voter-approved Bonds. This view shows the City's policy constraint that G.O. Bonds will not increase the property tax rate above 2006 levels.

All amounts attributed to future debt programs are estimates and may need to be adjusted.

TABLE 1.6

Proposed G.O. Bonds FY2018-2027 (Dollars in Millions)		
Election Date	Bond Program	Proposed Amount
November 2018	Seawall Fortification	350
November 2019	Parks and Open Space	185
November 2020	Earthquake Safety & Emergency Response	290
November 2022	Public Health	300
November 2024	Transportation	500
June 2025	Parks and Open Space	185
November 2026	Earthquake Safety & Emergency Response	290
<b>Total</b>		<b>2,100</b>

Capital Plan G.O. Bond Program (Certified AV 8-1-16)  
FY2017 - 2027

Note: Chart does not reflect passage of Measure C in November 2016, allowing use of Seismic Safety Loan Bond Program capacity for Affordable Housing projects

CHART 1.1



TABLE 1.7

Proposed COPs FY2018-2027 (Dollars in Millions)		
Year of Issuance	Project	Amount
FY2018	DPH 101 Grove Exit & JUV Admin Relocation	155
FY2019	CJ#2 Improvements Match	12
FY2020-22	Critical Repairs - Recession Allowance (\$50M Annually)	150
FY2021	JFIP - HOJ Admin Relocation	308
FY2021	JFIP - Prisoner Exit	190
FY2025	101 Grove Retrofit	50
FY2025	PW Yard Consolidation	50
FY2026	JFIP - HOJ Demolition & Enclosure	48
<b>Total</b>		<b>963</b>

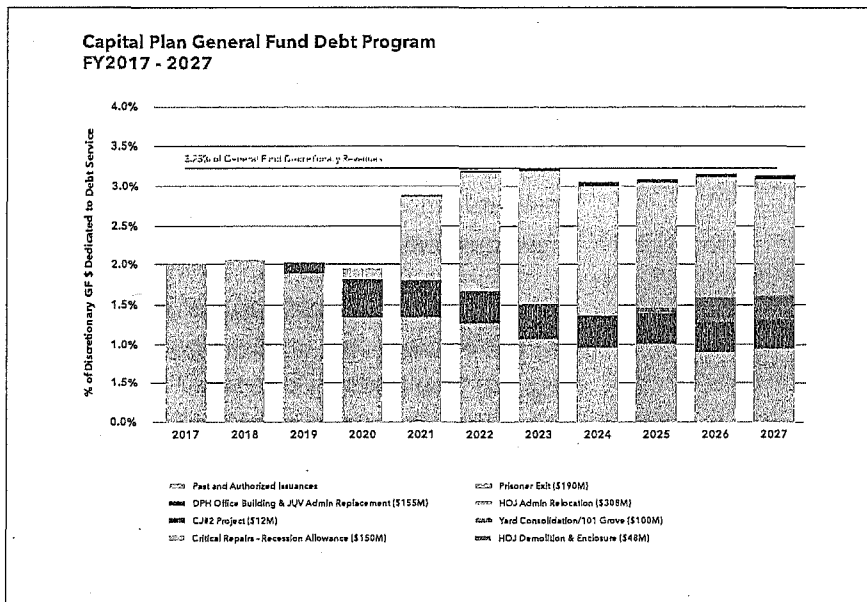


CHART 1.2

## Certificates of Participation

The Plan proposes issuing \$951 million in Certificates of Participation (COPs) over the next 10 years. COPs are backed by a physical asset in the City's capital portfolio, and repayments are appropriated each year out of the General Fund.

Table 1.6 shows the Capital Plan's proposed COP Program for the next 10 years.

Chart 1.2 illustrates the proposed COP program against the City's policy constraint for General Fund debt not to exceed 3.25% of General Fund Discretionary Revenue.

All amounts attributed to future debt programs are estimates and may need to be adjusted.

## Towards Resilience

This Capital Plan recommends historic levels of funding at \$35 billion over 10 years, compared to \$32 billion in the last Plan two years ago. Despite this, the Plan defers \$4.6 billion in identified needs for General Fund departments.

Chart 1.3 shows that San Francisco will begin to fully address its annual renewal needs starting in FY2032 if it funds the Pay-Go Program at Plan-recommended levels. However, due to the accumulation of deferred maintenance and cost escalation, the backlog is not expected to decrease. It is important that the City take advantage of current economic conditions to achieve or exceed the recommendations of this Plan.

San Francisco's growing Capital Plan reflects confidence in the City's capacity to administer our capital program in a responsible and transparent manner that employs best practices in financial management. This includes establishing financial constraints around each funding program to promote its long-

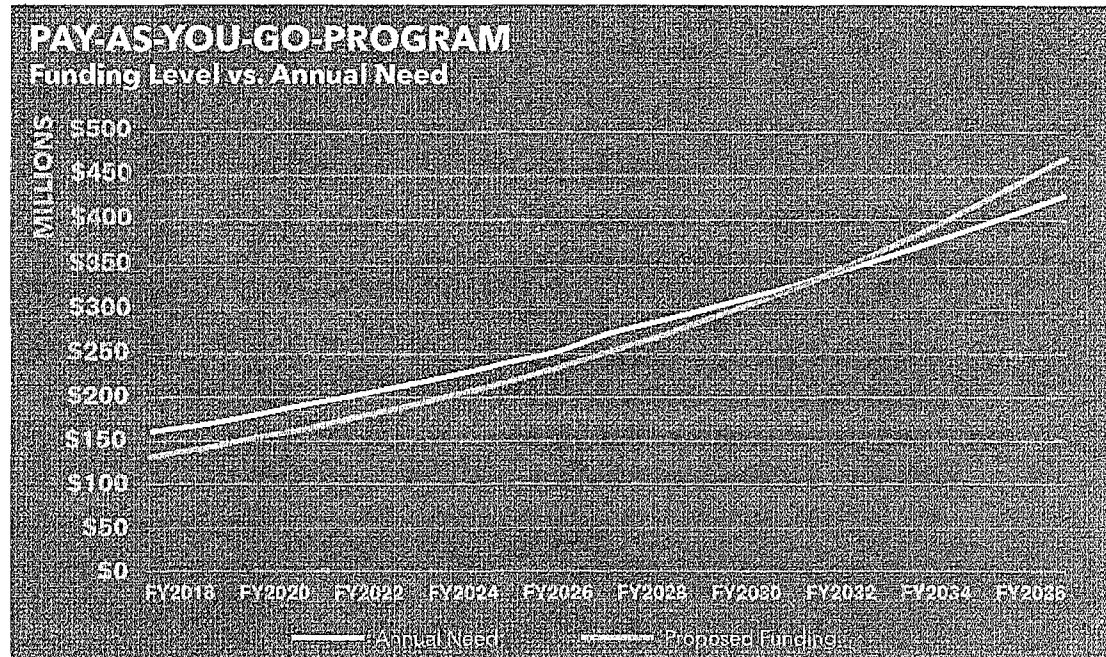
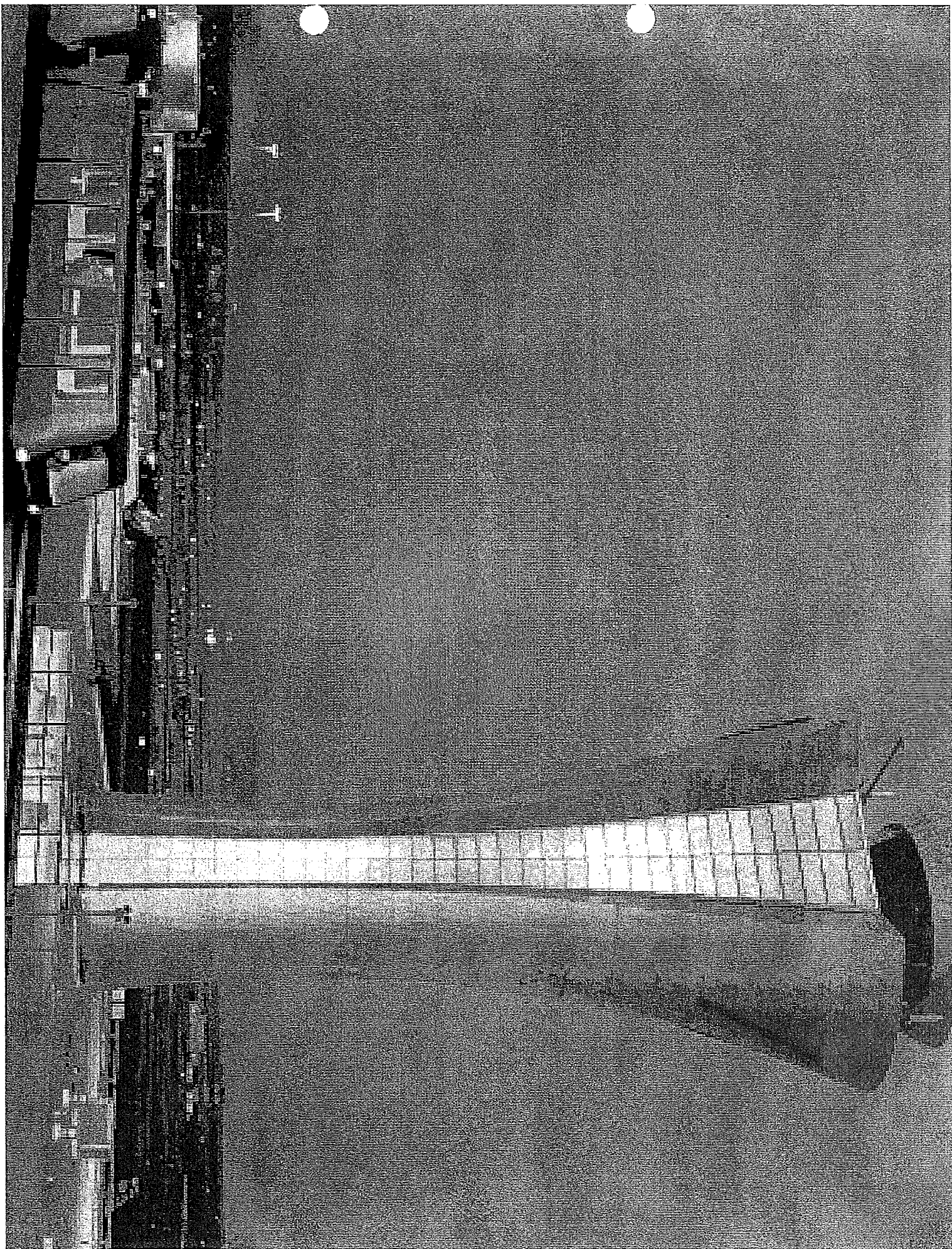


CHART 1.3

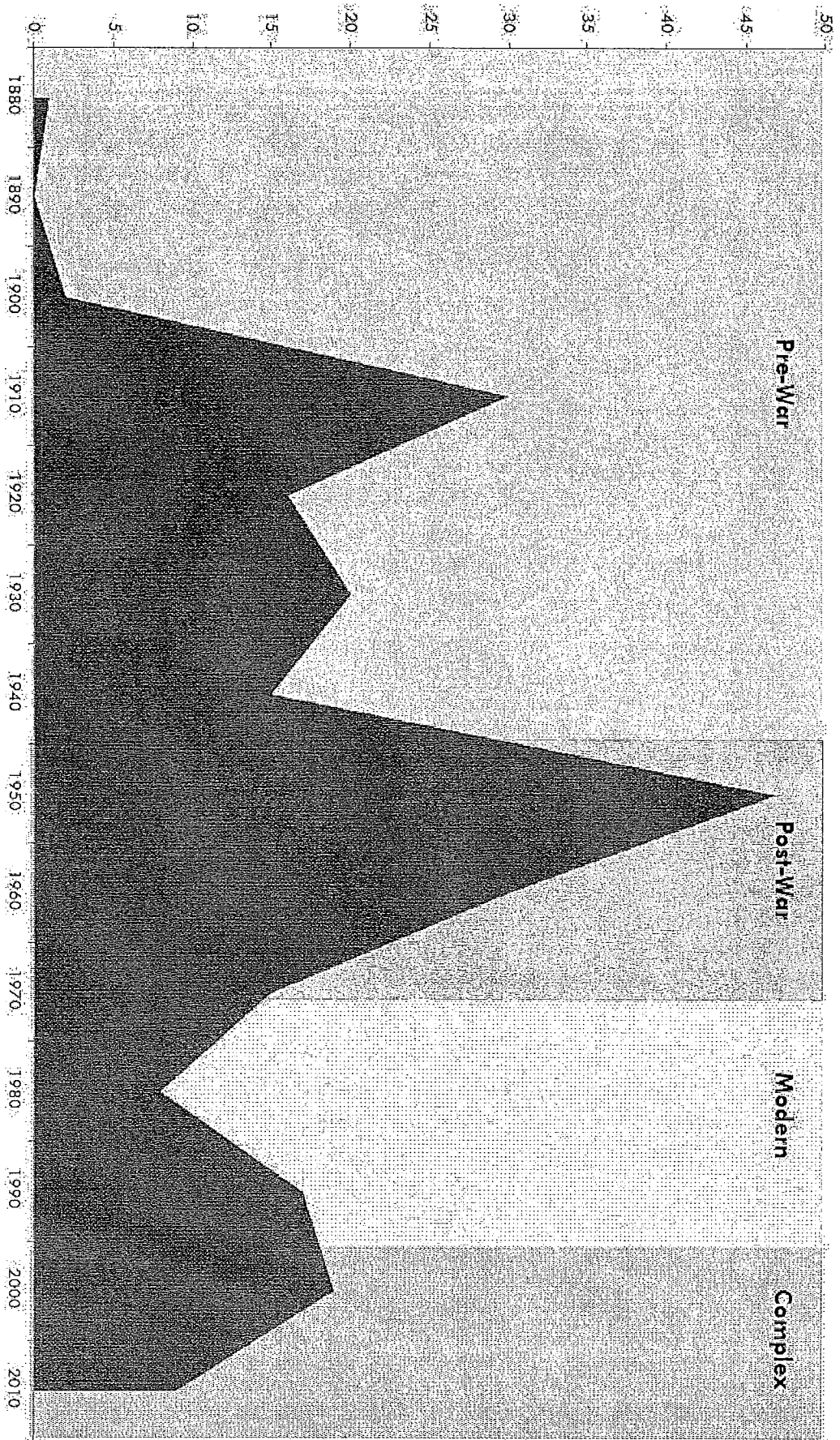
term viability, listing unfunded and deferred projects, and establishing funding principles.

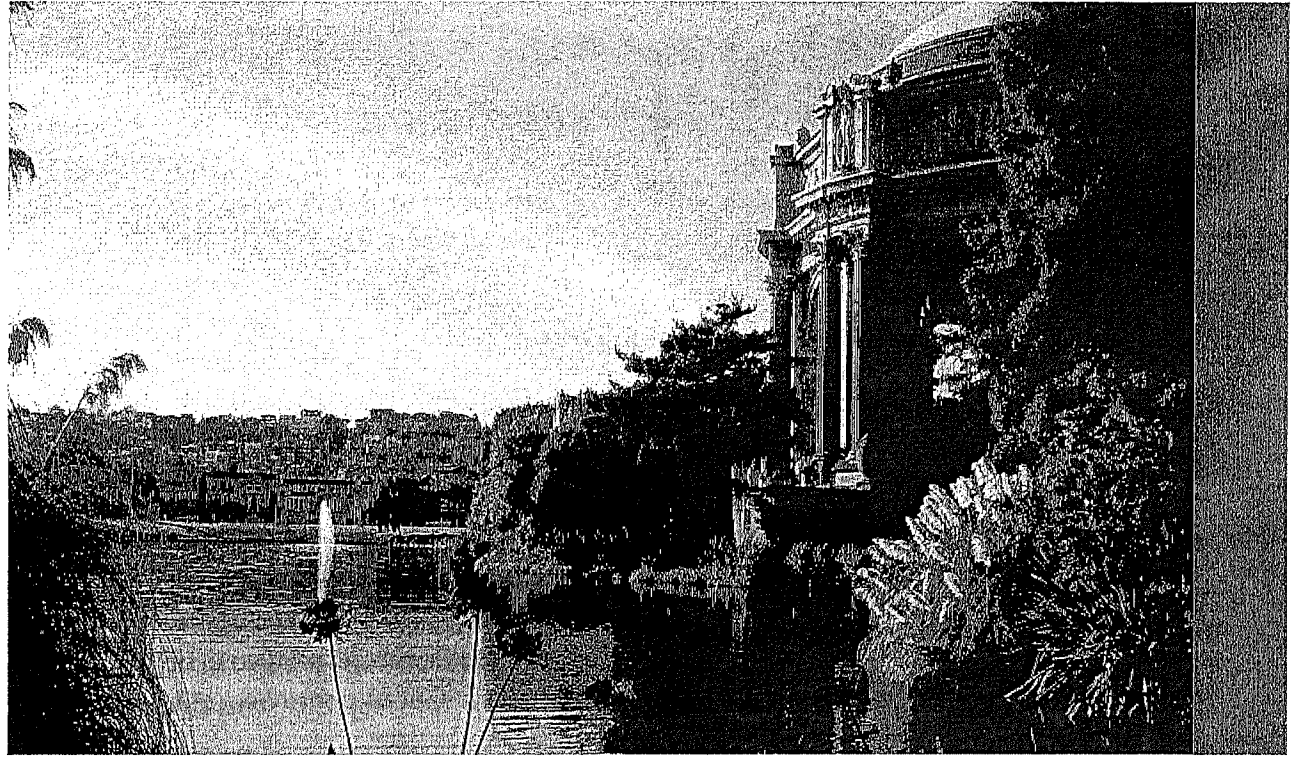
Taking care of our capital infrastructure is an important part of building a resilient city. Throughout this Plan, San Francisco has prioritized projects and initiatives

that build the capacity of individuals, communities, institutions, businesses, and systems to survive, adapt, and grow, no matter what kind of chronic stresses and acute shocks they may experience.









## 02. Introduction

16	Capital Planning in San Francisco
18	Citywide Strategy
19	Policies, Principles, and Goals
25	Capital Outlook

# Capital Planning in San Francisco

The Fiscal Year (FY) 2018-2027 City and County of San Francisco Capital Plan (the Plan) is the City's commitment to building a more resilient and vibrant future for the residents, workers, and visitors of San Francisco. Updated every odd-numbered year, the Plan is a fiscally constrained expenditure plan that lays out infrastructure investments over the next decade. This document is the product of input from Citywide stakeholders, who have put forth their best ideas and most realistic estimates of San Francisco's future needs.

Through the application of consistent funding principles and fiscal policies, the Plan prioritizes departmental capital needs against clearly defined fiscal constraints. The result is a road map for investments in San Francisco's streets facilities, utilities, parks, waterfront, and transportation systems.

Developed on the centennial of the 1906 earthquake, San Francisco's first Capital Plan described the City's

renewed dedication to investing in public facilities and infrastructure for FY2007-2016. Since that first Plan, the City's commitment to our capital portfolio has grown substantially. The first Plan called for \$15.7 billion to address earthquake safety, modernization, and maintenance needs for City buildings and infrastructure. The level of recommended funding steadily grew as better capital planning practices were employed, infrastructure systems and facilities reached the end of their useful life, and the City dug out of extremely low levels of investment from the mid-1970s to 2008.

**The current Plan recommends a record \$35 billion in critical infrastructure improvements over the next 10 years.**

This is \$3 billion more than the previous Plan.

The primary drivers of this increase are (1) large investments in newly developing areas along the waterfront and at Treasure Island; (2) continued use of G.O. Bonds and other forms of debt to address the transportation network, parks and open space, sewers, and key facilities that improve services

and resilience for current and future generations; and (3) year-over-year growth to keep existing City assets in a state of good repair.

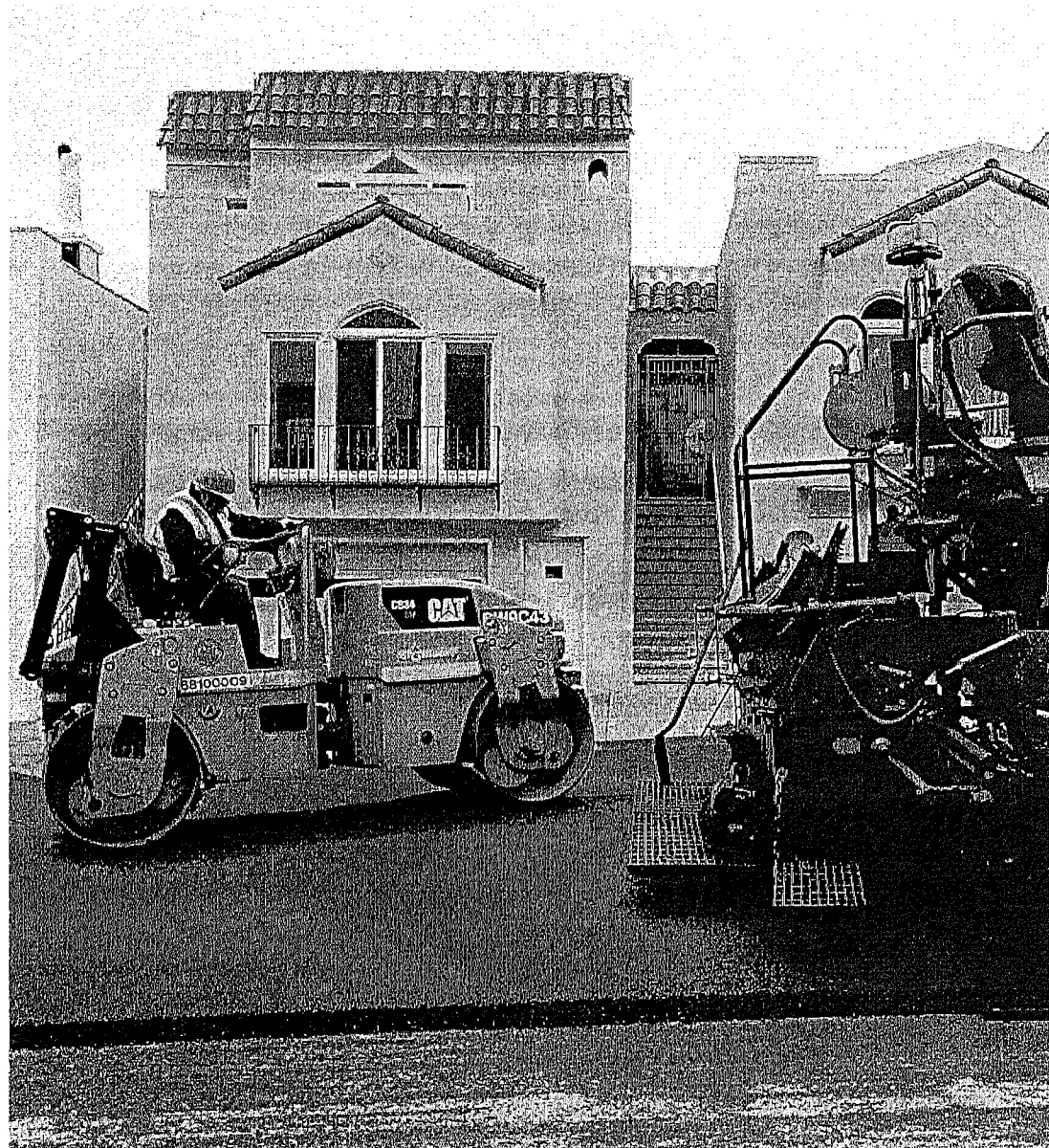
This growth reflects increased confidence in the City's capacity to administer our capital program in a responsible and transparent manner that employs best practices in financial management. This includes establishing constraints around each funding program to promote long-term viability, listing what is unfunded or deferred, and establishing funding principles, among others. It also recognizes an appreciation for the long-term benefits of investing in public infrastructure.

Ignoring the needs of our existing assets results in greater costs down the road as they become less efficient and more costly to repair or replace.

San Francisco has received voter approval for nearly \$3.5 billion in G.O. Bonds since 2008, more than the previous 50 years of G.O. Bonds combined.

TABLE 2.1

	Debt Issuance	Amount (Dollars in Millions)
2008	Neighborhood Parks and Open Space	180
2008	Public Health Seismic Facilities (SFGH rebuild)	887
2010	Earthquake Safety and Emergency Response	412
2011	Road Resurfacing and Street Safety	248
2012	Neighborhood Parks and Open Space	195
2014	Earthquake Safety and Emergency Response	400
2014	Transportation	500
2015	Affordable Housing	310
2016	Public Health and Safety	350



Street Paving



# Citywide Strategy

The Capital Plan is one of the cornerstones of San Francisco's commitment to long-term planning and responsible stewardship of public dollars.

The Plan connects directly with the City's overarching strategic aims. In 2016 as part of the City's Five-Year Financial Plan, the Mayor's Office published the Citywide Strategic Initiatives Framework, which presents a set of shared values and vision built upon the Departmental Strategic Plans from across the City administration.

## Our Values

The Citywide Strategic Initiatives Framework defines our City values—what we stand for. These values guide how we operate and conduct our service to the public.

**Equity.** Our services reflect the value that each person deserves an opportunity to thrive in a diverse and inclusive city.

**Collaboration.** We are stronger when we work together. We serve through consensus building and cooperation across all sectors.

**Community.** The needs of an engaged and empowered community drive our service and we support participation and democracy for all.

**Compassion.** Our service is grounded in respect, dignity, embracing diversity, care, empathy and inclusion.

**Service Excellence.** We work to continuously improve services that are high quality, innovative and informed by what works.

**Responsibility & Integrity.** We are stewards of the public's dollars. We make responsible decisions to ensure the long-term success for our City and residents.

**Accountability and Transparency.** We hold ourselves accountable based on outcomes and believe that transparency fosters public trust.

The vision from the Citywide Strategic Initiatives Framework articulates a five-part call to action to unify the diverse work of City departments towards a common direction for the City. (1) Residents and families who thrive. (2) Clean, safe, and livable communities. (3) A diverse, equitable, and inclusive City. (4) Excellent City services. (5) A City and region prepared for the future. This is the City San Francisco wants to be. The City's facilities and infrastructure are essential components of this vision, and the Capital Plan helps lay the financial groundwork so that our plans can be realized.

## Funding Policies and Principles

The FY2018-2027 Capital Plan retains the policies set in prior years to ensure good stewardship of public funds and assets. These include the application of funding principles, restrictions around issuing debt, and setting funding targets for priority programs. The Plan's policies govern the level and distribution of funds that feed into the Plan, while the funding principles show how the funds will be prioritized.

### Pay-Go Program Policies

The Capital Plan recommends a funding level in line with the previous Plan: **\$137.3 million in Pay-As-You-Go (Pay-Go, or General Fund) in FY2018, escalated by seven percent annually thereafter.**

The Pay-Go Program policies associated with that funding level are:

- General Fund revenue will grow at an annual rate of seven percent. This enables the program to grow at a higher rate than inflation so that the

TABLE 2.2

General Fund Pay-Go Program Funding (Dollars in Millions)	FY18-22	FY23-27	Plan Total
Routine Maintenance	67	86	153
ADA: Facilities	7	6	12
ADA: Public Right-of-Way	38	49	87
Street Resurfacing	278	416	693
Enhancements	50	50	100
Recreation and Parks Base Commitment	75	75	150
Capital Contribution to Street Tree Set-aside	25	32	58
ROW Infrastructure Renewal	47	74	121
Facility Renewal	202	320	522
<b>Total Recommended Funding</b>	<b>789</b>	<b>1,107</b>	<b>1,897</b>

existing backlog and on-going needs can be addressed.

- The Street Resurfacing Program will be funded at the level needed to achieve a "Good" Pavement Condition Index (PCI) score of 70 by FY2025.
- Projects under the City's ADA Transition Plans for facilities and the public right-of-way will be fully funded.
- Ten million dollars of General Fund each year will fund critical

emergencies and enhancement projects not covered through proposed debt programs.

Several voter-determined outcomes over the past two years have affected the availability of funds in the Pay-Go Program. Newly approved set-asides for the Recreation and Parks Department and street trees maintenance without associated revenue sources have resulted in restrictions on General Fund spending. In addition, the failure of the \$150 million sales tax revenue measure

at the ballot box in 2016 caused the City to rebalance the budget and five-year financial projections.

The impact of these measures and other pressures on the General Fund suggest a significant forthcoming hit to the Pay-Go Program. According to estimates developed during the budget rebalancing process, a net loss of \$33 million to the Pay-Go Program in FY2018 is anticipated, leaving \$104.3 million instead of \$137.3 million in the coming budget cycle. If that loss is carried un-escalated through the entire Plan, it would mean a \$330 million loss to the Pay-Go program, a 17.4% drop from the recommended level.

A reduction of \$330 million in General Fund capacity would have serious consequences for the City's capital assets and programs. In FY2018 alone, the City would spend less than 20% of the recommended \$38.6 million on Facilities Renewals and Right-of-Way Infrastructure Renewals. The results would greatly increase the renewal program backlog.

In discussions about this Draft Capital

Plan to develop the Proposed Capital Plan for submission to the Board of Supervisors, the Capital Planning Committee has been to discussed how to absorb potential reductions while continuing to address critical Pay-Go Program needs. Potential adjustments could include changes to targets in fixed allocation programs such as Street Resurfacing or Curb Ramps, eliminating Enhancements spending, and/or proportional reductions in Facilities and Right-of-Way Maintenance and/or Renewals.

## Debt Program Policies

The policy constraint for the G.O. Bond Program is:

- **G.O. Bonds under the control of the city will not increase long-term property tax rates above FY2006 levels.** In other words, G.O. Bonds under control of the City and County of San Francisco will only be used as existing bonds are retired.

Consistent with the Five-Year Financial Plan, the G.O. Bond Program assumes growth in Net Assessed Value of 4.19% in FY2018, 5.90% in FY2019, 4.49% in FY2020, and 3.50% annually thereafter.

The policy constraint for the Certificates of Participation (General Fund Debt) Program is:

- **The amount spent on debt service in the General Fund Debt Program will not exceed 3.25% of General Fund discretionary revenues.**

Consistent with the Five-Year Financial Plan, the Plan assumes that General Fund discretionary revenues grow 4.8% in FY2019, 3.2% in FY2020, and 2.8% in FY2021, and 2.7% annually thereafter.

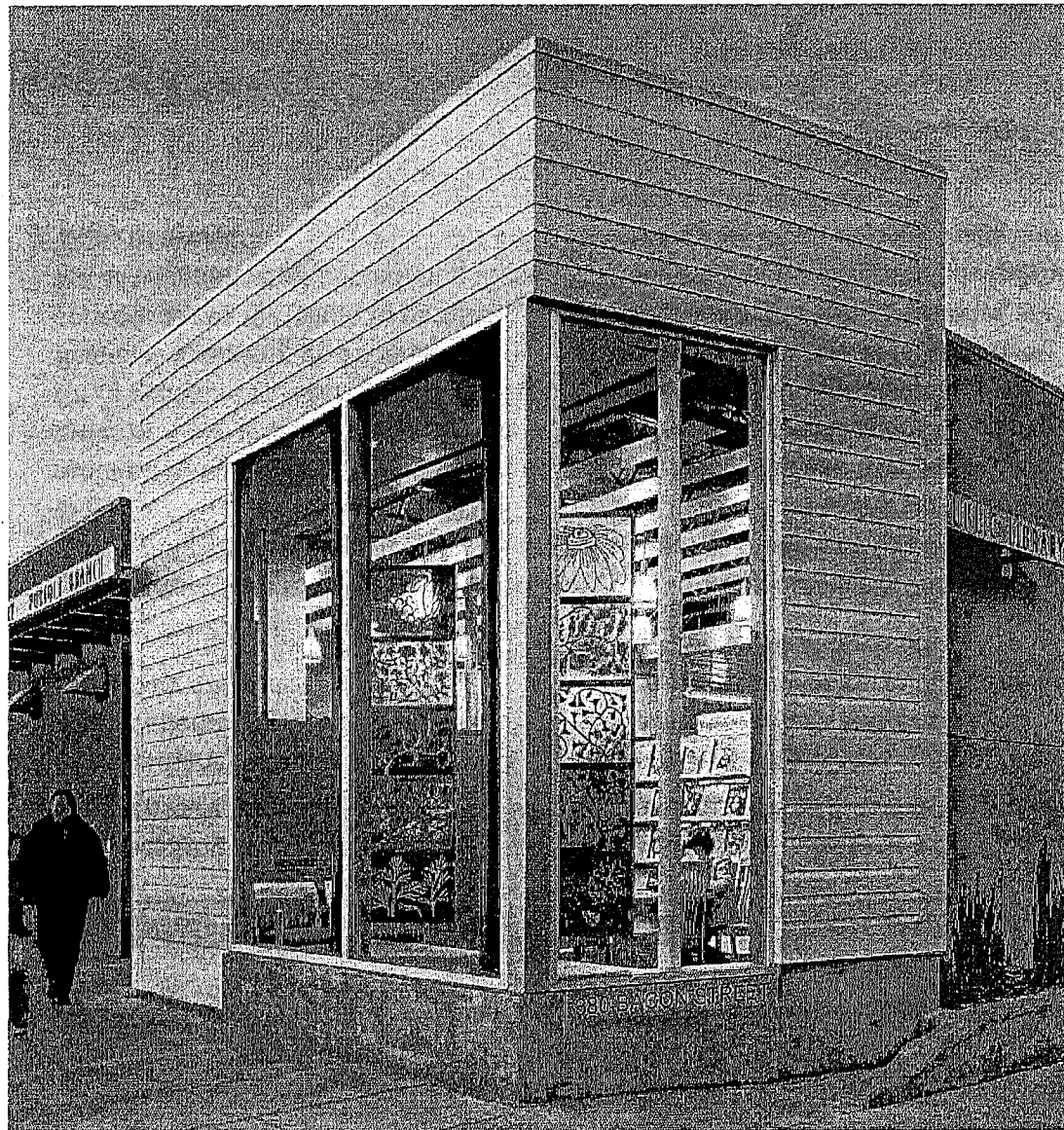
## General Policies

The Capital Plan uses the Annual Infrastructure Construction Cost Inflation Estimate (AICCE) developed by the Office of Resilience and Capital Planning and approved by the Capital Planning Committee for the first two

years of the Capital Plan. For this Plan, that figure is five percent. Thereafter, the Plan assumes an annual escalation rate of five percent unless otherwise noted.

The City uses a revolving Capital Planning Fund to support pre-development of projects for inclusion in bonds with the expectation that these funds will be reimbursed at bond issuance.

Departments with major building projects within the Plan's time horizon are expected to develop estimates for the impact on the City's operating budget as part of project development. Those impacts appear in the Plan to the extent they are known at publication and are further discussed as a standard component of requests made to the Capital Planning Committee. Operating impacts are also considered during the City's annual budget development process. The financial impact of operations is not recorded in the Plan but is addressed for major projects in the City's Five-Year Financial Plan.

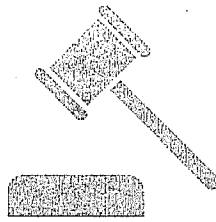


Portola Branch Library



## Funding Principles

The funding principles for the Capital Plan are the categories used to make trade-offs between competing needs. They help San Francisco to keep our long-term perspective when it comes time to make choices about major projects and offer a consistent and logical framework for some of the City's most difficult conversations.

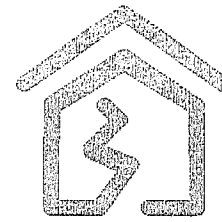


### FUNDING PRINCIPLE 1:

#### Addresses Legal or Regulatory Mandate

Improvement is necessary to comply with a federal, state, or local legal or regulatory mandate.

The City faces a wide range of directives and requirements for our facilities, some with significant consequences for failure to perform. Action in these cases is required by law, legal judgment, or court order, or it can proactively reduce the City's exposure to legal liability. The legal, financial, operating, and accreditation consequences for failure to perform are all weighed when considering these types of projects.

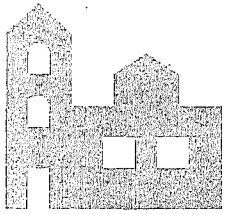


### FUNDING PRINCIPLE 2:

#### Protects Life Safety and Enhances Resilience

Improvement provides for the imminent life, health, safety, and/or security of occupants and/or the public or prevents the loss of use of an asset.

Life safety projects minimize physical danger to those who use and work in City facilities, including protection during seismic events and from hazardous materials. Considerations for these projects include the seismic rating of a facility, the potential for increased resilience in the face of disaster, and the mitigation of material and environmental hazards for those who visit, use, and work in City facilities.



### **FUNDING PRINCIPLE 3:**

#### **Ensures Asset Preservation and Sustainability**

Asset preservation projects ensure timely maintenance and renewal of existing infrastructure.

It is imperative to maintain the City's infrastructure in a state of good repair so that the City's operations are not compromised and resources are not squandered by failing to care for what we own. It is also important to support projects that lessen the City's impact on the environment. Some assets are more critical than others; for example, some facilities provide services that cannot be easily reproduced at another location or serve as emergency operations centers. Considerations for these projects include the effect on the asset's long-term life, importance for government operations, and environmental impact.

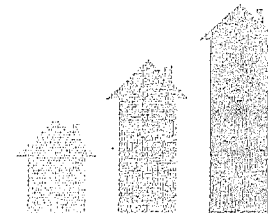


### **FUNDING PRINCIPLE 4:**

#### **Serves Programmatic or Planned Needs**

This set of projects supports formal programs or objectives of an adopted plan or action by the City's elected officials.

Integrated with departmental and Citywide goals and objectives, this funding principle aims to align capital projects with operational priorities. Considerations for this type of project include confirmation that they will contribute to a formally adopted plan or action from the Board of Supervisors or the Mayor.



### **FUNDING PRINCIPLE 5:**

#### **Promotes Economic Development**

Economic development projects enhance the City's economic vitality by stimulating the local economy, increasing revenue, improving government effectiveness, or reducing operating costs.

These projects may have a direct or indirect effect on the City's revenues or may help to realize cost savings. Considerations for this type of project include the potential for savings, the level of revenue generation (either direct through leases, fees, service charges, or other sources; or indirect, such as increased tax base, business attraction or retention, etc.), and any improvements to government service delivery, such as faster response times, improved customer service, or increased departmental coordination.



Equity in San Francisco is one of the many ways that the City thinks about resilience—making sure that the programs, services, and features of the city are available to all. From a capital perspective, this means enabling access for persons with disabilities through ADA improvements to public facilities and rights-of-way and also seeing that the distribution of resources like parks and transit options is equitable. Affordability is a related concern as San Francisco strives to enable new residents to make the city their own while preserving space for those already here.

## Resilience and Sustainability

A fundamental concern of the City and the Capital Planning Committee is to develop and implement infrastructure policies and programs to provide a safe, livable, and equitable environment for local residents, workers, and visitors for current and future generations. As the stewards of San Francisco's public infrastructure, capital planning stakeholders in San Francisco look for ways to increase the City's resilience and sustainability via our capital program.

Resilience describes the capacity of San Francisco's individuals, communities, institutions, businesses, and systems to survive, adapt, and grow, no matter what kind of chronic stresses and acute shocks they may experience. For San Francisco this means (1) the ability to quickly respond to a disaster or large shock; (2) the ability to recover from systemic crises such as economic downturns, poverty, and housing shortages; and (3) the ability to prepare for and address slow-moving disasters like climate change and sea level rise.



King Tides on the Embarcadero

As a coastal city in a dense metropolitan region, San Francisco faces a wide range of challenges when it comes to promoting sustainability in our infrastructural programs and projects. Sustainability in San Francisco means promoting green building, clean energy, mass transit, urban forestry, and careful planning, as well as preserving our existing assets to reduce the need for additional building.

For more information about capital-related efforts supporting each of these high-level goals, please see **Chapter Four: Building Our Future.**



## Capital Outlook

The booming Bay Area economy and the support of the Mayor, Board of Supervisors, and citizens of San Francisco have given rise to historic levels of capital investment in recent years. As a result, San Francisco is better positioned to build a health and well-balanced infrastructure program for future generations. However, there are challenges ahead. A potential economic slowdown or downturn looms. The age of the City's infrastructure, combined with the large population growth in formerly industrial areas, some large replacement projects, persistent construction cost escalation, and rising sea levels all translate into substantial demands on the City's limited resources.

The Plan recommends a record level of funding at \$35 billion over 10 years. Despite this, the Plan defers \$4.6 billion in identified needs for General Fund departments and does not fully fund annual state of good repair needs until FY2032, assuming recommended Pay-As-You-Go program funding levels, as shown in Chart 2.1. With this in mind, it is important that the City strive to

take advantage of current economic conditions to achieve or exceed the recommendations of this Plan.

Years of historic underinvestment in the City's capital program has resulted in a current backlog of \$472 million for streets and General Fund facilities. In prior versions of the Capital Plan, the definition of current backlog was limited to deferred maintenance and did not include immediate renewal needs that could not be funded in the first year of

the Plan. In the current Plan, the backlog is defined as the difference between the total current renewal need and the portion of this need that is funded in the first year of the Plan. The total current renewal need includes both items identified by departments as deferred maintenance, as well as first-year renewal needs. The new definition of backlog used in the current Plan more accurately captures the full picture of immediate renewal needs.

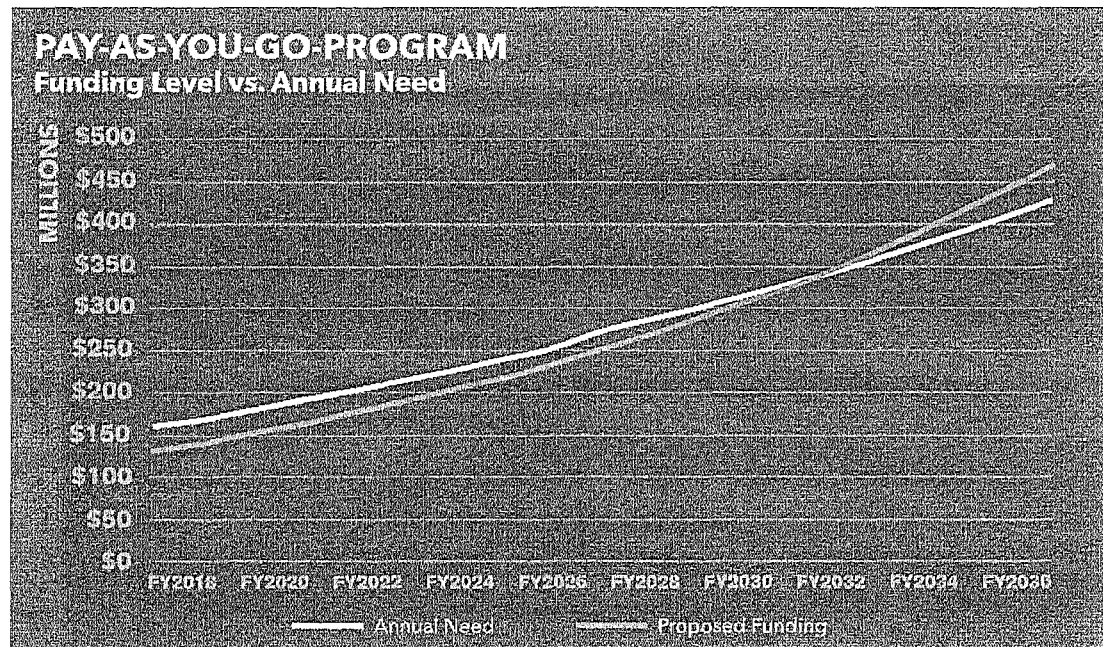


CHART 2.1

Under this Plan, even if the City meets the Plan's funding recommendations, the existing backlog is still projected to increase 191% to approximately \$1.4 billion by FY2027, as shown in Chart 2.2. This expected increase is the result of needs accumulated during low spending periods and projected cost escalation of today's backlog. To address the gap, the City continues to investigate different approaches, including revising funding benchmarks, leveraging the value of City-owned assets for debt financing, preparing projects for voter consideration at the ballot, forming public-private partnerships, and exploring new revenue sources.

In addition to the formidable backlog, there are a number of other issues that the City will face with regard to our capital program, and the associated risks will have to be managed.

The local boom in private sector construction continues to drive up demand for construction services, and with it, overall construction costs. While this activity buoys the local economy, the rising cost of construction strains available resources.

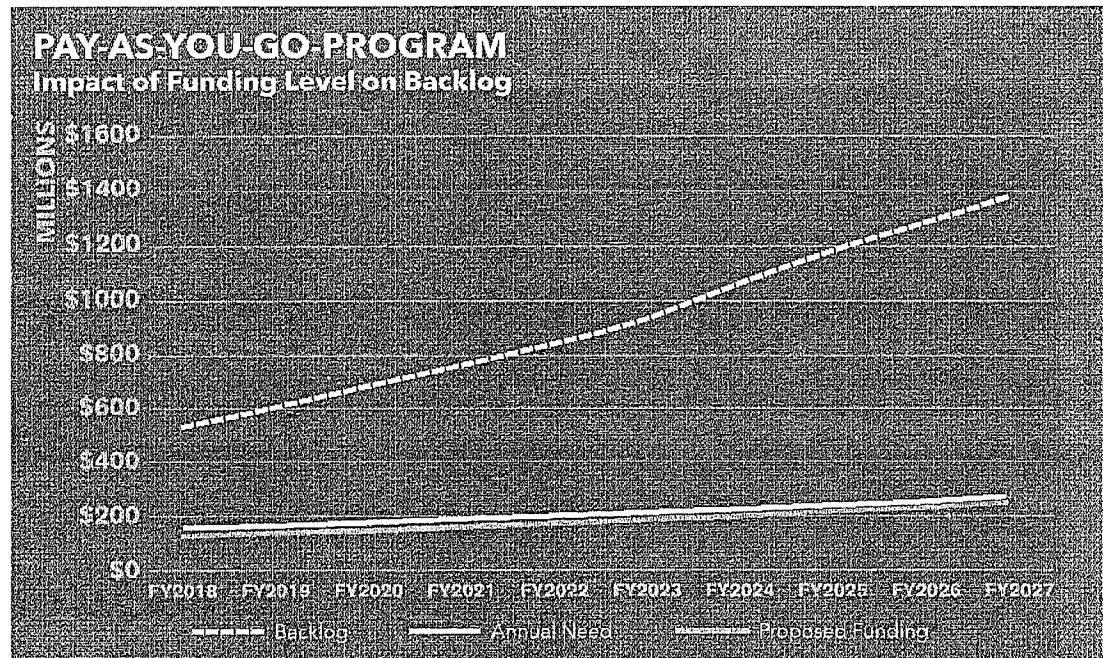


CHART 2.2

New construction in the formerly industrial eastern reaches of the city continues to accelerate demand for and usage of transit, streets and other right-of-way infrastructure, and open spaces. San Francisco must accommodate that growth while balancing state-of-good-repair needs and absorbing greater operating and renewal costs.

Finally, San Francisco's resilience mindset presents its own challenges. As

a densely populated, aging city situated between two fault lines and surrounded by water on three sides, the threats of disaster and climate change raise serious safety concerns. At the same time, obstacles both physical and financial threaten the fabric of San Francisco's communities. Without letting any one fade, the City must balance our efforts on these fronts to keep all of them moving forward.

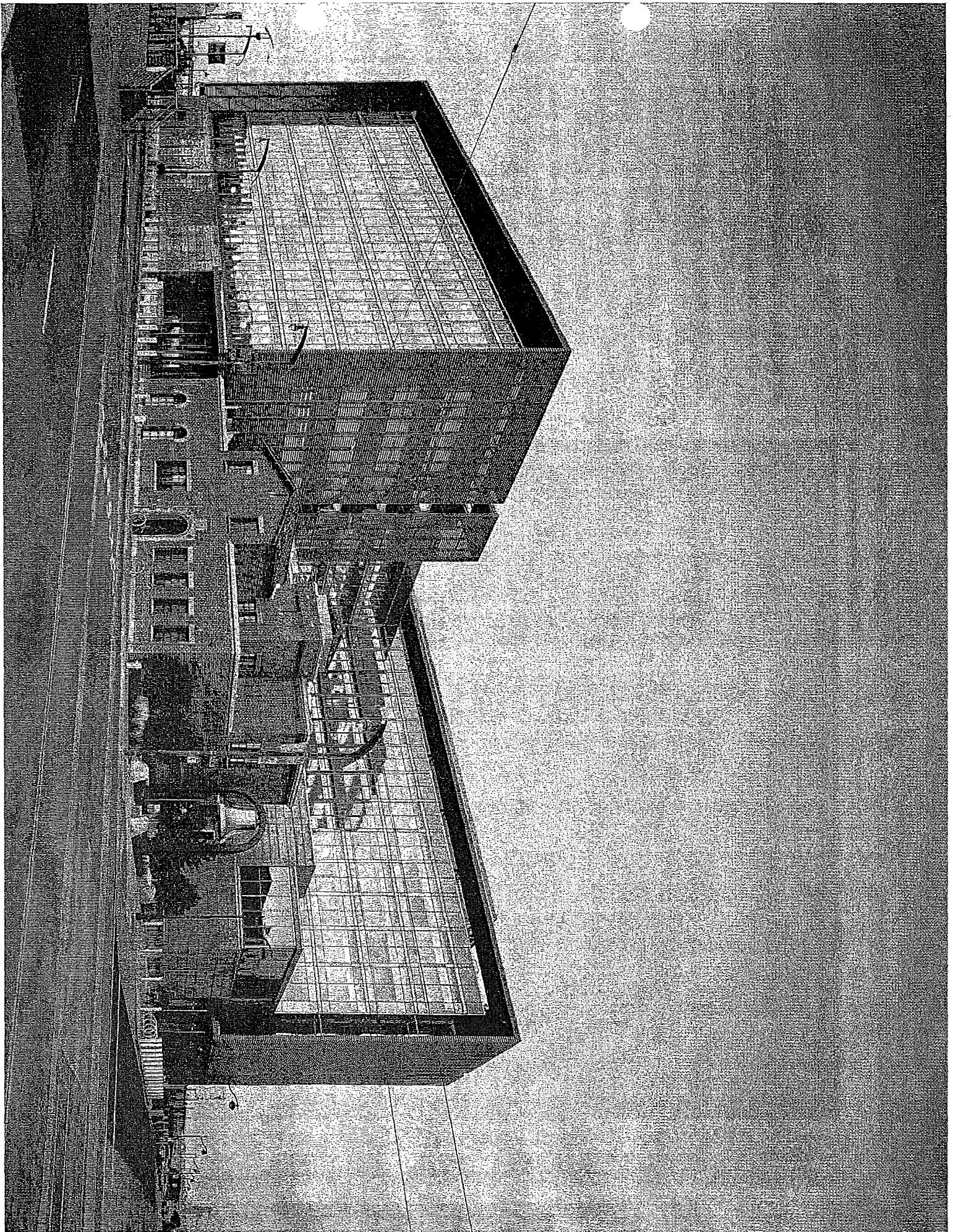
Aligning the capital budget with the Plan's recommendations in the years to come will be challenging as competing needs persist and arise. However, San Francisco has taken many steps that demonstrate our commitment to carrying out the Capital Plan's recommendations, including but not limited to: increasing the General Fund contribution within the capital budget, continuing "smart" General Obligation and General Fund Debt Programs that tackle critical needs, and developing strategies for addressing infrastructure demands associated with projected growth.

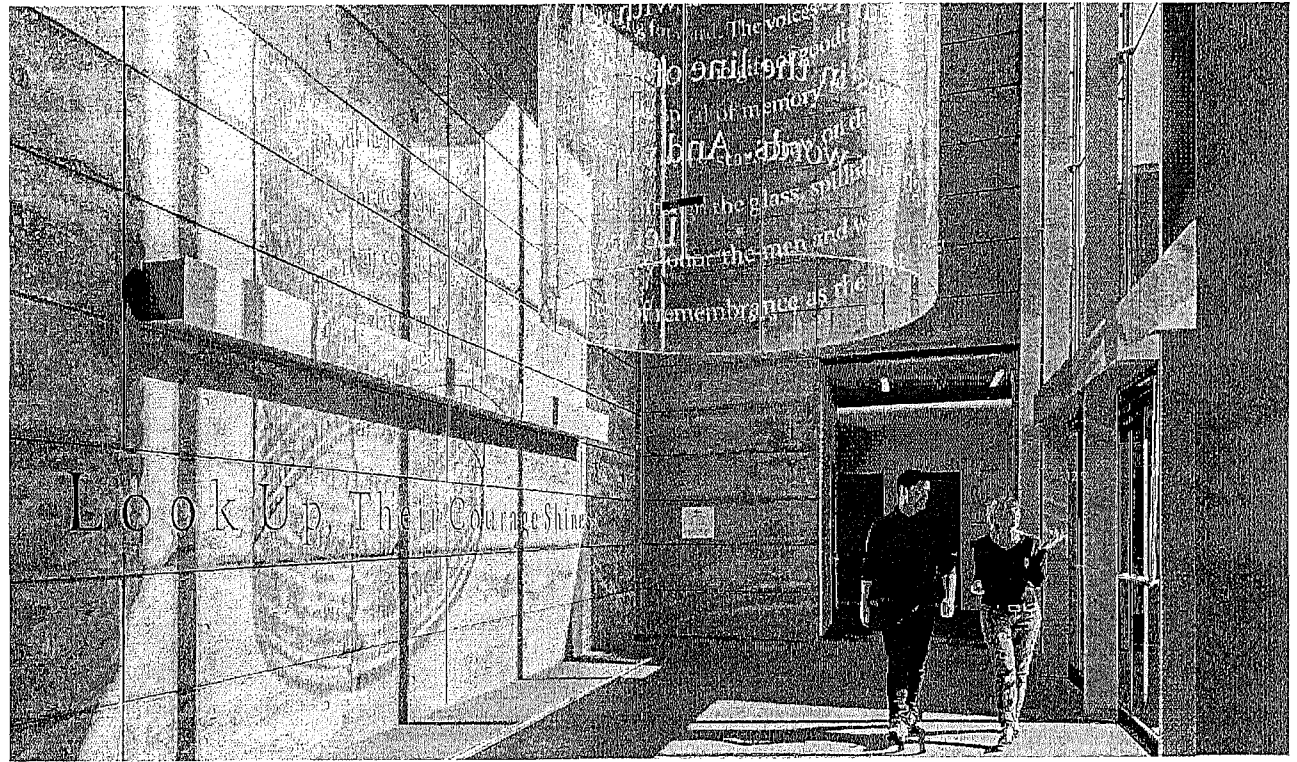
This Capital Plan puts forth a robust plan that balances maintaining current assets in a state of good repair with meeting San Francisco's growing service and population needs. Though there are risks associated with rising construction costs, a substantial capital backlog, the scale of our resilience goals, and a potential economic slowdown or downturn, the City's capital program is undoubtedly much better positioned than it was at the time of the first Capital Plan in 2006.



At work on San Francisco's Piers



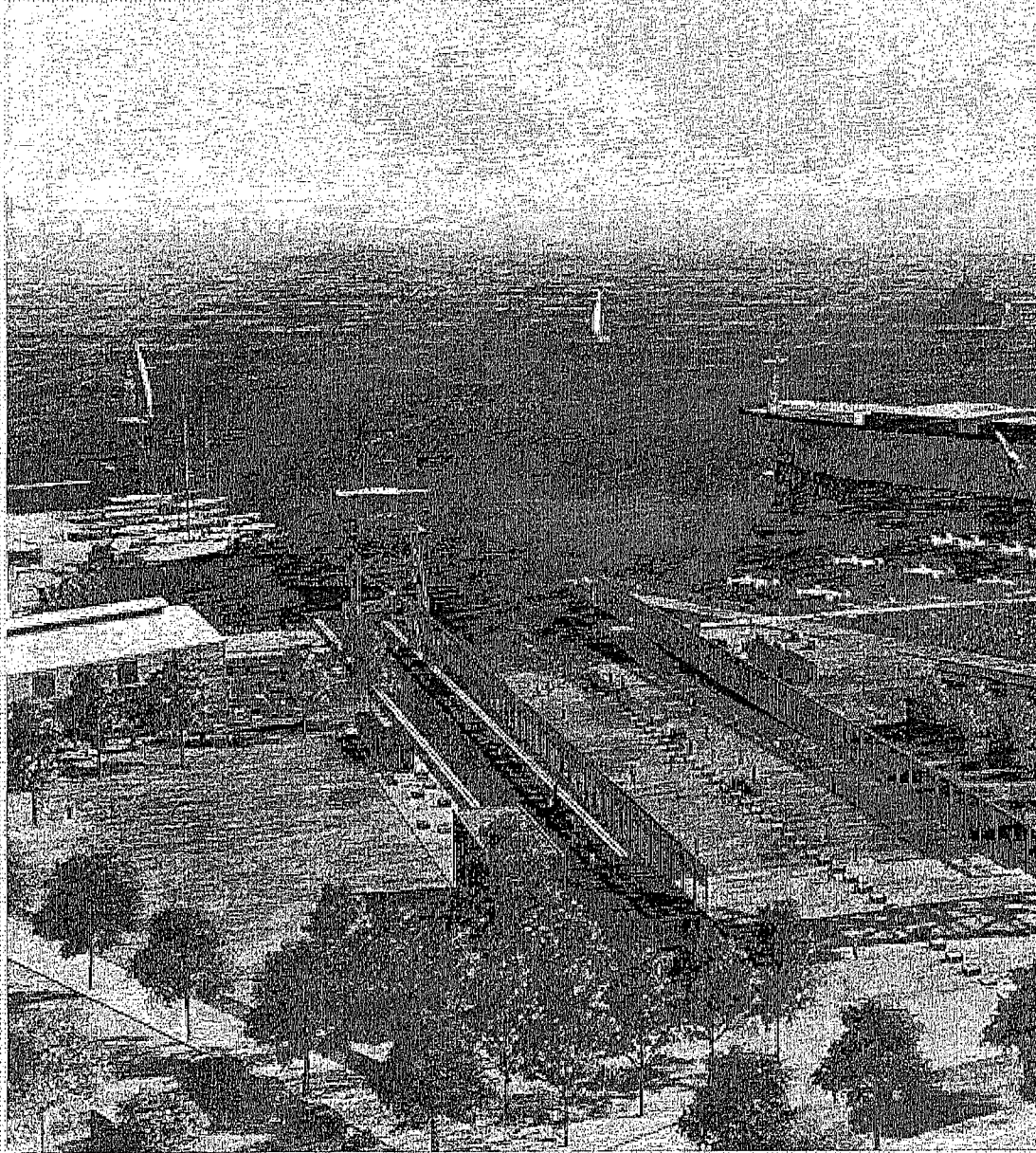




## 03. Accomplishments

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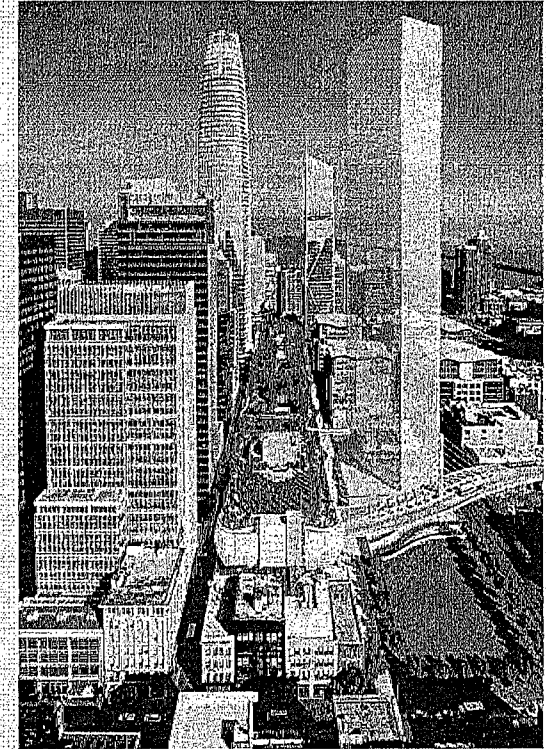


Plan for Crane Cove Park

Capital Plan FY2018-2027



Opening of the Bayview Gateway



Rendering of the Transbay Transit Center



# Economic + Neighborhood Development

## Port of San Francisco

**Awarded the first contract for the Crane Cove Park Project Phase 1**, a nine-acre project which will include preservation of the historic ship building slip-way and two historic cranes, a variety of landscape and plaza areas, and 1,000 feet of Bay shoreline open to the public.

**Completed the Bayview Gateway**, a one-acre green open space located at Third Street and Cargo Way near Pier 90 to serve as an entryway to the Bayview neighborhood. This passive open space with drought-tolerant plants and fruit-bearing trees was designed to reflect the natural and cultural history of the neighborhood and to be compatible with the Port's cargo and maritime industrial operations.

**Executed a lease for the 20th Street Historic Buildings Rehabilitation Project** with Orton Development that will include a total investment in these previously backlogged, unfunded buildings, and established the first Port Infrastructure Financing District (IFD) as the first step in the Pier 70 Historic Core Rehabilitation Plan.

**Repaired the Pier 35 Bulkhead Building**, upgrading two elevators and completing essential water intrusion work in several areas in the Pier 35 bulkhead and shed buildings. Pier 35 is a historic building and serves as the Port's secondary cruise terminal with office tenants in the bulkhead building.

## Major Expansion Projects

**Hunters Point Shipyard/Candlestick Point:** Completed nearly all of the horizontal development of the Hilltop area and 208 (of the 898) housing units are complete; in addition, the Alice Griffith Project, which will include 122 units of replacement and affordable housing, will be complete in early 2017.

**Mission Bay:** Constructed 4,795 housing units, including 822 affordable units and more than 1.9 million square feet of commercial, office, clinical, and biotechnology lab space with another 1 million square feet under construction; in addition, 60% of the UCSF campus has been developed including the first phase of the UCSF medical center, and more than 10 acres of new non-UCSF parks have been completed.

**Transbay Transit Center:** Constructed or currently constructing over 2.1 million square feet of office and 1,812 residential units, including 569 affordable units.

**Treasure Island:** Completed the first and second transfers of property from the Navy to TIDA and the first transfer of building development parcels from TIDA to the Treasure Island Community Development (TICD), and began the demolition of existing structures in the initial areas of development.

## Neighborhood Development

**Eastern Neighborhoods:** Constructed improvements on Bartlett Street between 21st and 22nd Streets, completed a new park in Showplace Square, and will complete construction on a new park at 17th and Folsom Streets in early 2017.

**Market/Octavia:** Completed the Hayes Street two-way project, which included the Central Freeway dog park, skate park, and McCoppin Hub Plaza, as well as pedestrian crossing enhancements along Franklin and Gough Streets.

**Balboa Park:** Extended the Lee Avenue and Brighton Avenue Public Access Easement, which enables pedestrian access from Ocean Avenue to future development on the Balboa Reservoir site.

**Rincon Hill:** Completed design on Guy Place Park; the first phase of streetscape improvements along Harrison Street will be designed in 2017. Both projects are projected to begin construction in 2017.

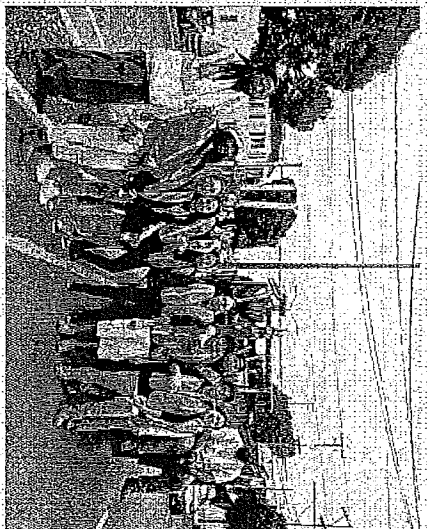
**Created new guidelines in collaboration with the Human Services Agency (HSA)** that outline a new RFP process to select child care projects that add care capacity. These projects will be funded through impact fee revenue, and HSA has issued a Notice of Funding Availability (NOFA) for child care centers within the Market/Octavia area.

**Initiated two community-based grant programs** for the Eastern Neighborhoods and Market/Octavia Plan areas, funded with impact fees.

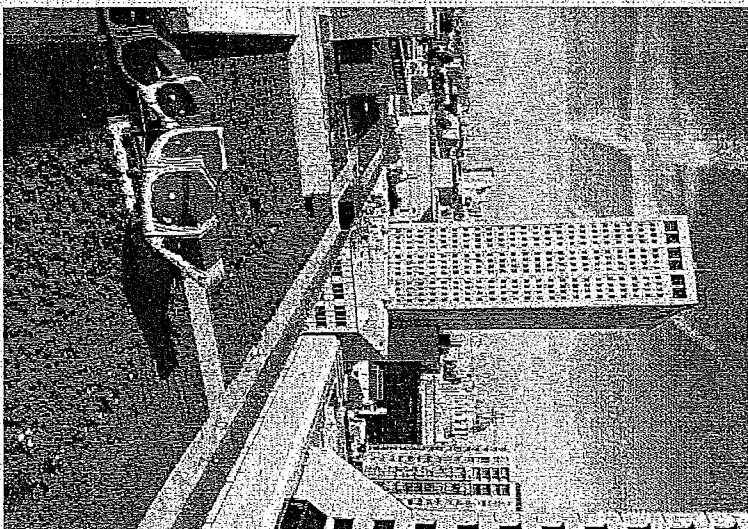


Mural being painted as part of StreetsmARTS Program

Capital Plan FY2018-2027



Community Clean Team



Green roof at 1 South Van Ness Avenue

# General Government

## General Services Agency

**Celebrated the 100th anniversary** of the opening of San Francisco City Hall in the summer of 2015 and completed a number of capital improvements in the centennial year.

**Completed Phase 2 Structural Steel for the Moscone Convention Center Expansion Project** with the final beam set on the east half of the building, and started the Howard Street plug to reconfigure the street and ensure traffic flow.

**Celebrated the 15th anniversary of the Community Clean Team in 2015**, which has logged more than 148,000 volunteer hours, added more than 30,000 plants to public landscaped areas, and painted over approximately 3 million square feet of graffiti.

**Launched the Pit Stop Program**, which provides 15 locations with clean and safe public toilets, sinks, used needle receptacles, and dog waste stations in the City's most impacted neighborhoods. The Pit Stop Program provides a place for people to take care of their bathroom needs with dignity, improving neighborhood livability and reducing demands on department staff to clean up human waste from the City's sidewalks, doorways, and streets. The Pit Stop program has been successful because all facilities are staffed by paid attendants who help ensure that the toilets are well maintained and used for their intended purpose, and because Public Works has collaborated with a community non-profit to help rehabilitate and train Pit Stop workers.

**Created 14 murals** through the StreetSmARTS program in collaboration with the Arts Commission in the most graffiti-tagged parts of the City to engage both artists and private property owners in the effort of deterring tagging.

**Launched the City's free municipal wireless Internet access in parks project** at 32 parks, plazas, and open spaces across San Francisco. The project is another step toward a larger vision of connectivity for the City as a whole to bridge the digital divide.

**Secured funding and advanced planning for a seismically resilient Animal Care and Control Shelter** that will reduce overcrowding, provide modern, safer standards of care, and enhance the health of animals in the City's care to help prevent the spread of disease.

## Other General Accomplishments

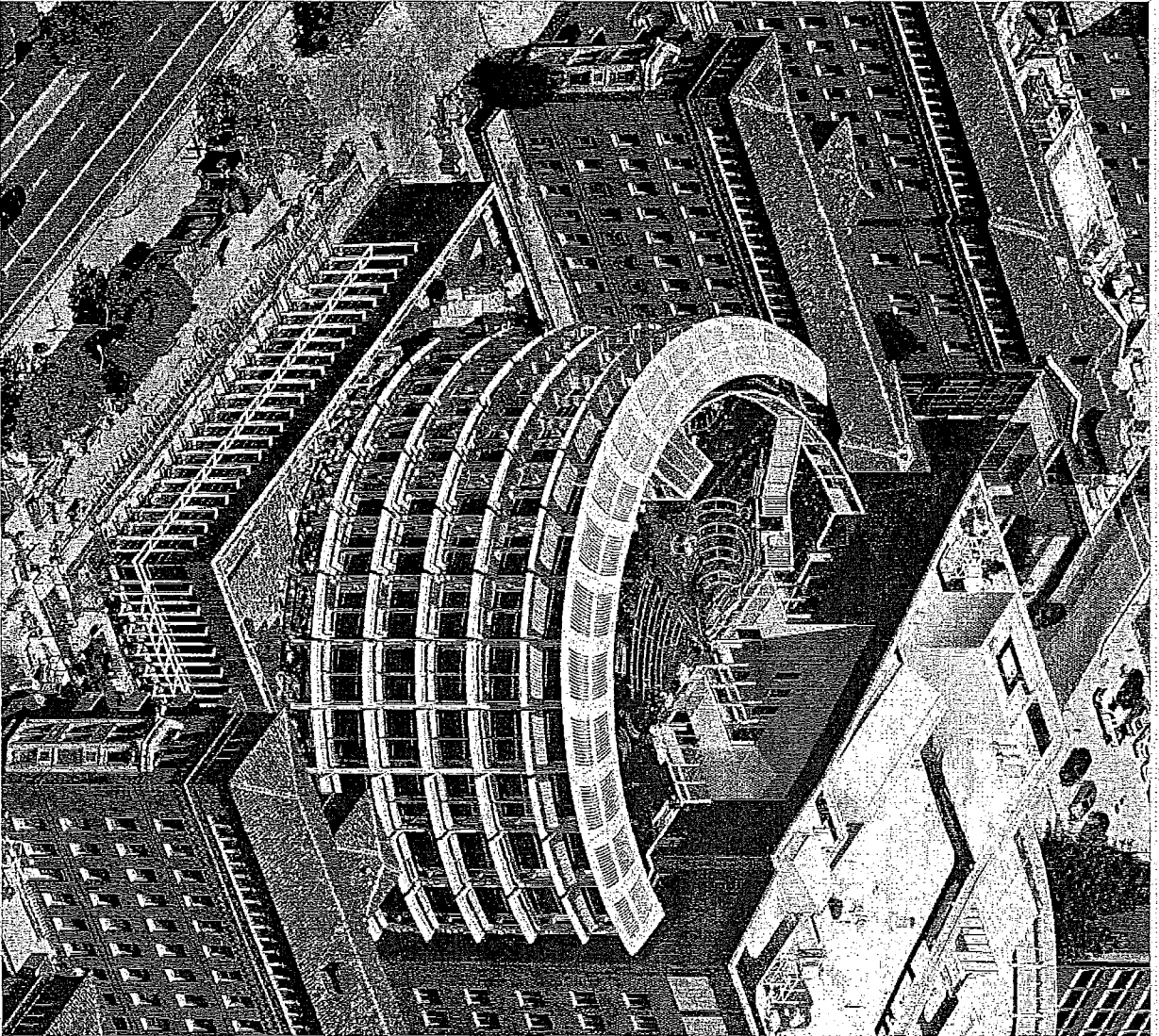
**Completed construction on the Critical Construction Project for the City's 9-1-1 Center and Emergency Operations Center**, which aimed to address the vulnerability of critical infrastructure while ensuring the operational readiness of the center; as part of this project, all critical telephone circuits have been rerouted through new vaults for maximum security and to establish operational redundancy. Additionally, the cable work completed allows the Department of Technology to install new redundant fiber infrastructure to serve multiple City Departments and the Recreation and Parks Department to proceed with the planned renovations of the Margaret Hayward Playground.

**Advanced the Citywide 800MHz Radio System Replacement Project by completing design for the Twin Peaks Tower replacement**, which includes generator, electrical, HVAC, and controls improvements for nine radio sites; the Clay Jones generator replacement; and the VA Hospital Site move.

**Completed 90% of the ADA Transition Plan projects**, with the other 10% in design or construction phases, to provide uniform physical access for the public and employment opportunities for persons with disabilities.

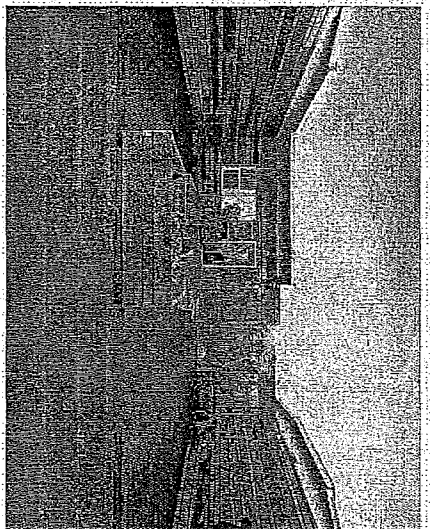
**Designed, constructed, or upgraded 1,563 curb ramps** to comply with ADA standards.





New Level One Trauma Center at Zuckerberg San Francisco General Hospital

Capital Plan FY2018-2027



New Navigation Center



Construction at HOPE SF Alice Griffith

# Health + Human Services

## Citywide

**Voters approved a \$310 million Affordable Housing G.O. Bond and a \$350 million Public Health and Safety Bond**, both of which support major capital projects in this Service Area.

## Department of Public Health

**Completed construction of the new Zuckerberg San Francisco General Hospital and Trauma Center (ZSFG)**, which opened for patient care in May 2016. The new 284-bed hospital is 484,000 square feet, seven stories high, and features an emergency room three times the size of the previous hospital; more operating rooms, and the City's only Level One trauma center. It is the first LEED® Gold trauma center certified in California.

**Updated the 2009 Institutional Master Plan**, which provides a framework for space planning decisions and funding needs for future major capital projects at the ZSFG Campus.

**Completed ADA improvements to ZSFG Buildings 1 and 9** entrances and will be completing entrance improvements on Buildings 3 and 500 in addition to 22 public restrooms in Building 5 by December 2016.

**Completed additional improvements at the ZSFG Campus**, including replacement of steam turbine generators with on-demand diesel generators that will provide emergency power to the campus (exclusive of the new hospital building which has its own emergency generators) in the event of a commercial power failure; installation of new, more energy-efficient boilers and major elevator repairs at ZSFG Buildings 5 and 80/90.

**Completed Phase One of a new Centralized Call Center for the SF Health Network**, which is located at LHH in Wing E-3 of the Administrative Building and will aim to centrally serve all SF Health Network ambulatory clinics.

**Improved and remodeled nearly 150,000 square feet of space within Laguna Honda Hospital (LHH)** Wings A, B, C and H into administrative offices.

**Fully decommissioned the previous LHH Hospital** (now Administrative Building) as a hospital facility, paving the way for the planned eventual reuse of the facility as administrative offices.

## Human Services and Homelessness and Supportive Housing

**Opened the City's first two Navigation Centers**, as short-term, low-threshold, service-intensive shelters for people experiencing long-term street homelessness. In early 2017, HSH will open the third, the Central Waterfront Navigation Center.

**Remodeled the lobbies at Human Services Agency buildings** at 170 Otis Street, 1235 Mission Street, and 1440 Harrison Street, to support the increase in clients seen after the passage of the Affordable Care Act, and to coordinate facility layout with changing business practices.

**Opened two new facilities to serve San Francisco's most vulnerable populations:** the new County Veterans Service Office and the Department of Aging and Adult Services Benefits and Resource Hub at 2 Gough Street, as well as a children's resource center at the Edgewood Center for Children and Families.

**Undertook an assessment for the Department of Homelessness and Supportive Housing** to determine the department's capital needs that can be funded through the 2016 Public Health and Safety Bond.

## Affordable Housing

**HOPE SF Hunters View:** Construction will be completed in December 2016 on Block 7 and 11 and construction on Block 10 is expected to be completed in June 2017. Once complete, all remaining residents in the existing public housing on site will be allowed to move to their new units.

**HOPE SF Alice Griffith:** Phases I and II construction is expected to be complete in February 2017.

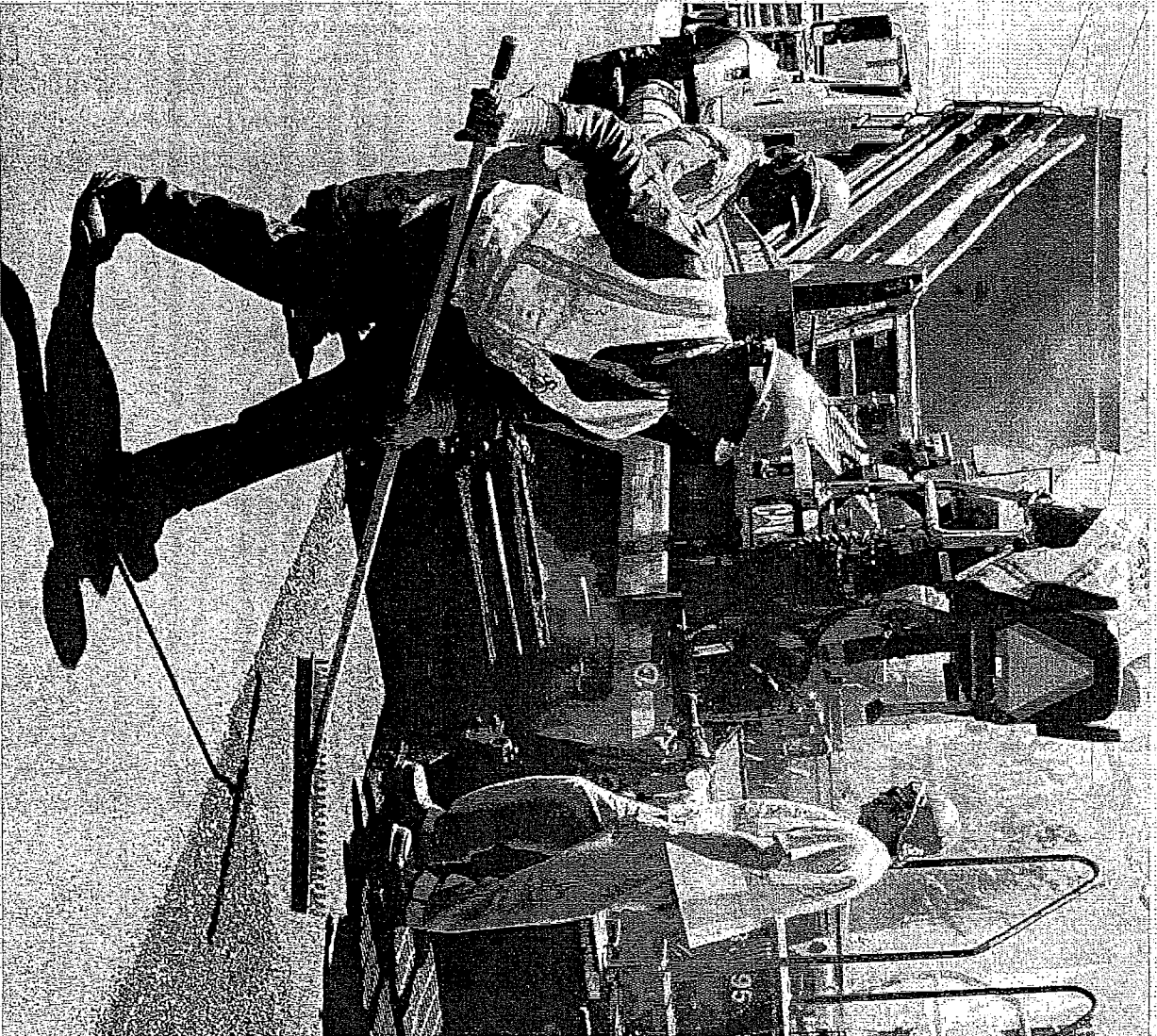
**HOPE SF Potrero:** Project-wide NEPA and CEQA approvals and land use entitlements for Phase I are in place and construction closing is scheduled for year-end 2016.

**HOPE SF Sunnydale:** Project-wide NEPA and CEQA approvals are in place, and the project is expected to be entitled in early 2017.

**Rental Assistance Demonstration program:** MOHCD converted 1,425 housing units in 15 SFHA developments in December 2015 and 2,046 units in 14 SFHA developments in November 2016. The converted units were transferred to community based non-profit ownership, maintaining long term affordability.

**Completed modernization efforts at remaining SFHA sites**, such as security camera installations, elevator repair work, and fire alarm upgrades.



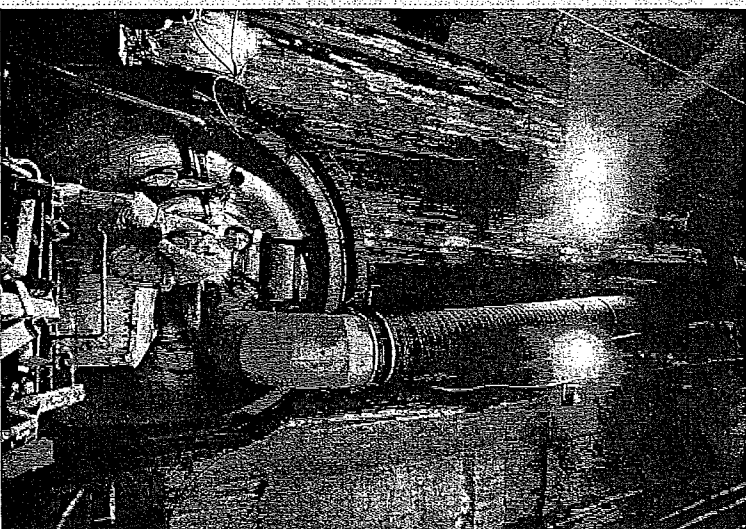


Street repaving in progress

Capital Plan FY2018-2027



Newly installed curb ramp



Ongoing Water Sewer Improvement Program



# Infrastructure + Streets

## Streets and Rights-of-Way

**Street blocks:** Repaved and maintained 1,650 street blocks total in FY2015 and FY2016, raising the City's average Pavement Condition Index score to 69 as of December 2016. This marks the fifth straight year of PCI improvement.

**Curb ramps:** Constructed approximately 3,000 curb ramps through stand-alone and repaving projects.

**Sidewalks:** Inspected the sidewalk condition of 446 blocks and repaired more than 590,000 square feet of sidewalks.

**Street structures:** Inspected 230 street structures, and repaired 28 structures including stairs, retaining walls, and guardrails.

**Completed 9 streetscape improvement projects:** Soma Alleyways Phase II, McCoppin Hub Plaza, Fell and Oak Pedestrian and Bicycle Improvements, Castro Streetscape Improvements, 24th Street Urban Village, Taraval Streetscape, Sloat Boulevard, 19th Avenue Planted Median, and Randolph Streetscape. In addition, the Castro Streetscape Improvements project received an award from the Northern California chapter of the American Public Works Association and an honorable mention from the International Partnering Institute.

## Public Utilities Commission

**Accepted and incorporated major Water System Improvement Program (WSIP)** reliability projects into operation, including the Bay Tunnel, New Irvington Tunnel, and the seismic upgrade of Bay Division Pipelines 3 & 4.

**Advanced water supply diversification work by approving the Westside Recycled Water Project** and beginning construction on groundwater projects.

**Replaced 11.4 miles of local water mains in FY15 and FY16**, meeting annual WSIP targets.

**Rehabilitated old water enterprise facilities**, such as Sunol and Millbrae Yards, and new priority facilities such as the Alameda Creek Watershed Center.

**Advanced the North Point Facility Outfall System Rehabilitation Project** by receiving and evaluating qualifications, issuing a list of qualified contractors, and advertising a request for bids for a construction contract.

**Issued certified green bonds** for eligible sustainable stormwater management projects.

**Completed renovation of the Southeast Plant**, which included roof repairs of the SEP Existing Digester and improvements on the SEP Oxygen Generation Plant.

**Began design work on major collection system reliability projects** including the Geary BRT and Van Ness BRT Sewer improvements.

**Completed storm water management improvements** including construction of the pilot block of Sunset Green Infrastructure, initiation of the Lake Merced Green Infrastructure Project, and design for the Channel Green Infrastructure Project.

**Began design work and issued bids on construction** for Oceanside Plant improvements.

**Advanced several flood resilience projects** by completing a draft Flood Resilience Study and beginning planning for Wawona, Cayuga, and Folsom storm water improvement projects.

**Completed Hetch Hetchy Water Infrastructure Projects** including the rehabilitation of the San Joaquin Pipeline, which involved the evaluation and assessment of structural integrity the structural upgrade of the pipeline, and pipeline cathodic protection, coating, and lining.

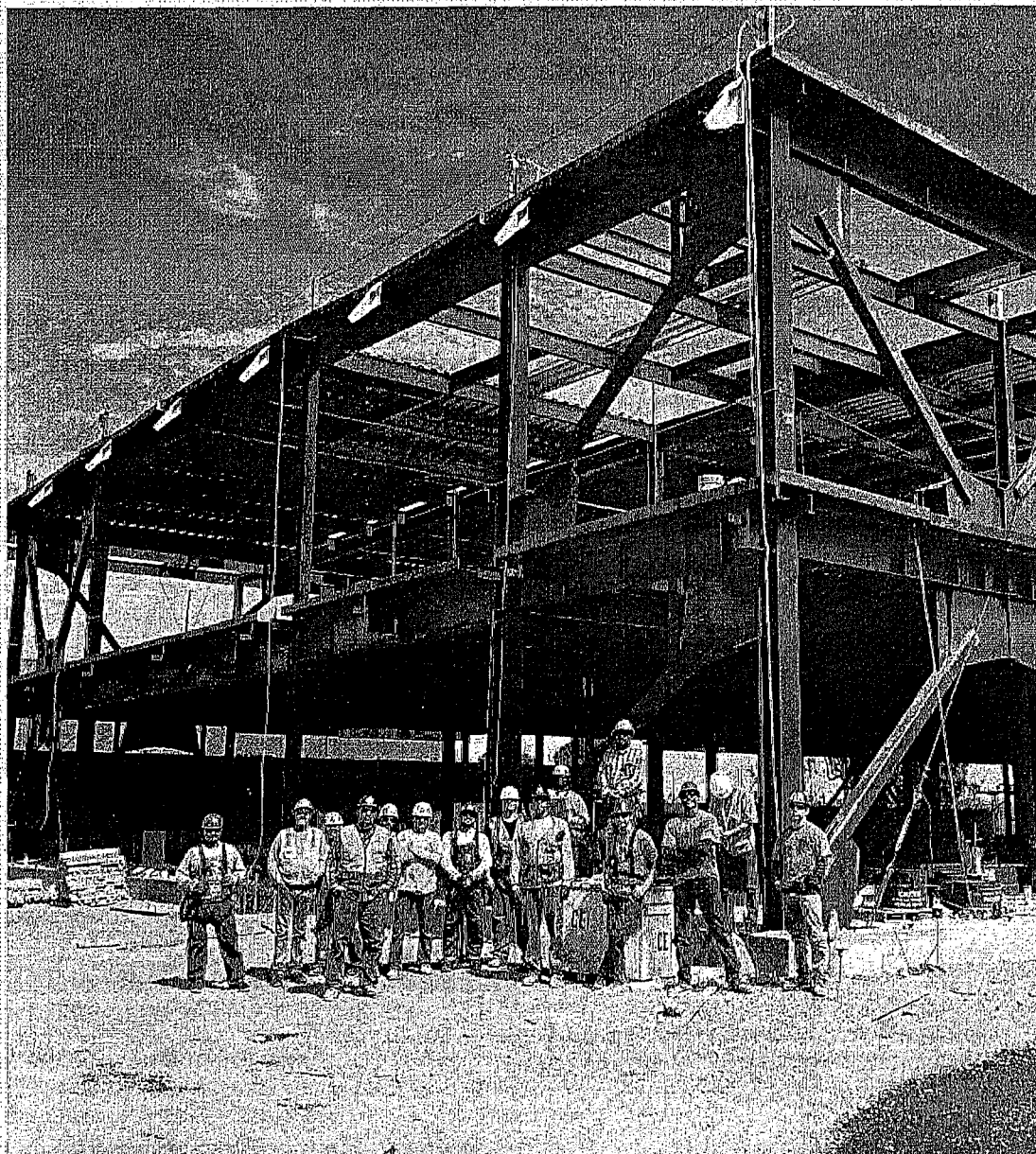
**Completed Power Infrastructure System Reliability Projects** including the Warnerville Switchyard Upgrade Phase 1.

**Performed facilities upgrades to over 80 Hetch Hetchy structures** to meet water levels of service for sustainability, operational objectives for power system reliability, and regulatory compliance.

**Established the new Streetlight Pole Assessment and Rehabilitation Program** with 7,000 poles assessed and 135 deteriorated poles replaced.

**Completed energy efficiency projects** including the completion of the LEED® Certification process for City Hall, which is now LEED® Platinum certified, and the installation of solar photovoltaic systems at City Hall and Cesar Chavez School.

**Installed new power infrastructure at development sites**, including over 300 electric revenue meters at Hunters Point Shipyard, and completed 14 electric distribution preventative maintenance projects on Treasure and Yerba Buena Islands.



Topping out ceremony at the new Office of the Chief Medical Examiner



New roof at the Ashbury Tank



Roof replacement in progress at Fire Station 6

# Public Safety

## Citywide

**Voters approved a \$350 million Public Health and Safety Bond**, which supports major capital projects and renewals in this Service Area.

## San Francisco Fire Department

**Renovated 25 of the City's 42 operating fire stations** through the 2010 and 2014 ESER Neighborhood Fire Stations Programs, with work including:

- Completed design and bidding process for seismic upgrade projects at Stations 5 and 16.
- Completed exterior envelope projects to prevent water intrusion, as well as sidewalk, driveway, and window repair work.
- Completed roof replacement projects at Stations 3, 17, and 40.
- Completed focused scope projects at several stations, including the installation of a new HVAC and emergency generator at Station 3.
- Completed shower improvements at several stations including Stations 13 and 34.
- Advanced planning for mechanical scope projects with investigation and scope validation, proceeding with priority projects at Stations 8, 14, 20, and 41, as well as needed duct cleaning at Station 9.
- Plans for emergency generator repair are underway for Stations 14, 24, 31, and 37.

**Rehabilitated historic Fire Station #30** as a multi-purpose facility for the Fire Department and the community.

**Advanced Emergency Firefighter Water System (EFWS) projects** in collaboration with the Public Utilities Commission by completing construction on 21 of the 30 planned cisterns projects and seismically improving and/or replacing pump stations, reservoirs, tanks, pipes, and tunnels.

**Began planning and design for the Fire Department's new Ambulance Deployment Center**; the site for the new building is currently being prepared for construction.

## San Francisco Police Department

**Completed construction on the new Public Safety Building**, a seismically sound replacement facility for the San Francisco Police Department (SFPD) Headquarters and the Southern District Police Station that also includes a new Mission Bay Fire Station. Both the Police Headquarters and the Southern District Police station were previously located at the seismically deficient Hall of Justice, and this new facility is included in the Justice Facilities Improvement Program (JFIP) to replace the Hall of Justice.

**Began the design phase of a replacement facility for the SFPD Forensic Services Division and SFPD Traffic Company to a site in Mission Bay.** These divisions are currently located in the seismically deficient Hall of Justice, and their relocation is part of JFIP.

**Completed ADA Barrier Removal projects** at Mission, Bayview, and Central Police Stations and completed design for future ADA improvement projects as part of the 2014 ESER Police Facilities Program.

## Other Public Safety Accomplishments

**Completed the structural steel erection and celebrated the topping-out ceremony of the new seismically sound replacement building for the Office of the Chief Medical Examiner (OCME).** The City was advised by the National Association of Medical Examiners that the existing facility is undersized, has a number of deficiencies that are currently mitigated by operational protocols, and should be replaced to assure continued accreditation. The existing OCME is located in the seismically deficient Hall of Justice, and its relocation is part of JFIP.

**The Sheriff's Department completed its Facilities Master Plan**, which documents current and future capital needs across its jails and other facilities.

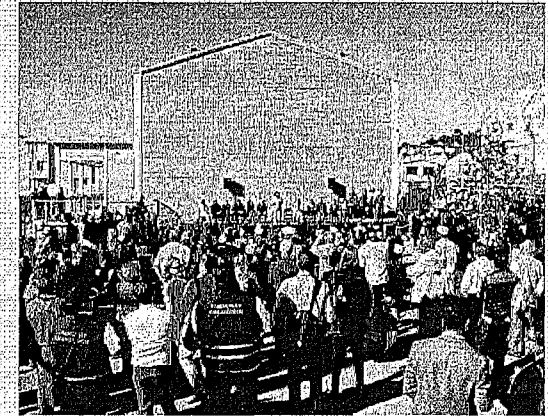
**Stakeholders from across the City Administration participated in the Re-Envisioning the Jail Work Group** to try to find alternatives to incarceration facilities for the prisoner population currently housed at the seismically and operationally unsafe, unfit Hall of Justice.



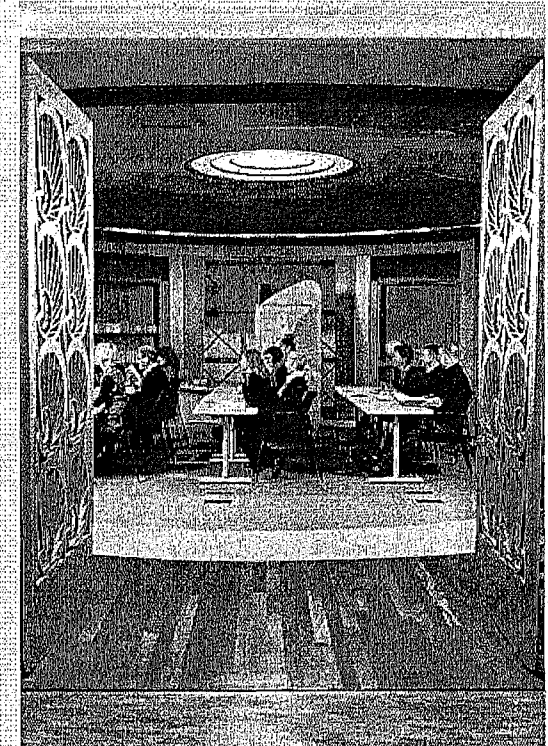


New Willie L. Brown Jr. Middle School

Capital Plan FY2018-2027



Opening of the renovated Bayview Opera House



Bridge at Main at the Main Library

# Recreation, Culture + Education

## Recreation and Parks Department

**Finished construction on Mission Dolores and Kimball Playgrounds**, the final two parks from the 2008 Bond Neighborhood Parks Program, and completed renovations to Joe DiMaggio Playground.

**Completed construction on new parks** at Noe Valley Town Square and at 17th and Folsom.

**Began planning for three Let's Play SF Program properties:** Merced Heights, Sgt. John Macaulay, and Washington Square playgrounds. Planning for the next three properties—Panhandle Playground, Alice Chalmers Playground, and John McLaren Park/Group Picnic—is also underway.

**Completed renovations at Beach Chalet Playfields**, completing the Park Playfields Repair and Reconstruction Program.

**Completed repairs and renovations at restrooms throughout the park system**, including Portsmouth Square, Washington Square, and Noe Courts.

## Cultural Departments

**Completed renovations at the Asian Art Museum** including restoring the façade and floors of the historic building, and repainting the Hyde Street side of the building, as well as the historic torchieres in front of the building.

**Completed the renovation of the Bayview Opera House**, which includes a new entrance to the historic Newcomb Street façade, an expanded plaza with an outdoor stage, and structural renovations and ADA accessibility improvements.

**Finished repairs at the City's cultural centers**, including electrical work and a roof at the African-American Arts & Culture Center; a roof, fire panels and doors, and ADA work at the Mission Cultural Center for Latino Arts; and a new roof at SOMArts.

**Advanced renovation projects at the Fine Arts Museums**, including repairs to the roofing systems, replacement of the fire alarm system at the Legion of Honor, replacement of the art treatment freezer, and repairs to the irrigation system exterior pipes at the de Young.

**Began Phase I of the Old Mint Restoration Project**, which will assess all aspects of project development and feasibility and the viability of a set of culture and arts uses at this National Historic Landmark Property.

**Completed the seismic retrofit and renovation of the War Memorial Veterans Building**, which includes new exhibition space and storage for the civic art collection, as well as a new performance and practice space for the San Francisco Opera and other arts organizations.

## Educational Agencies

**Completed improvements at many San Francisco Unified School District (SFUSD) facilities**, including the opening of the new 650-student Willie L. Brown Jr. Middle School; construction of new classroom buildings at Sunnyside, Monroe, Stevenson, Junipero Serra, and Peabody elementary schools; and Lowell High School; and modernization work at 35 other school sites due to funds available through the 2011 SFUSD General Obligation Bond.

**Won voter approval for a \$744 million SFUSD General Obligation Bond** in November 2016 that will fund repairs and maintenance to SFUSD facilities, construct new schools, and seismically upgrade existing facilities.

**Opened the Mix at SFPL**, a 4,770-square-foot dynamic, digital media lab for teens at the San Francisco Main Library. This effort was a collaboration with the California Academy of Sciences, KQED, and the Bay Area Video Coalition, which provides opportunities for youth to perform, learn, and engage with peers and mentors.

**Opened the Bridge at Main** in the Main Library on the 5th floor, a center that prioritizes community literacy and learning through services such as hands-on computer learning, basic life skills classes, and drop-in technology workshops for families; the Library's 33-year-old Project Read adult literacy program; and a drop-in Veterans Resource Center.

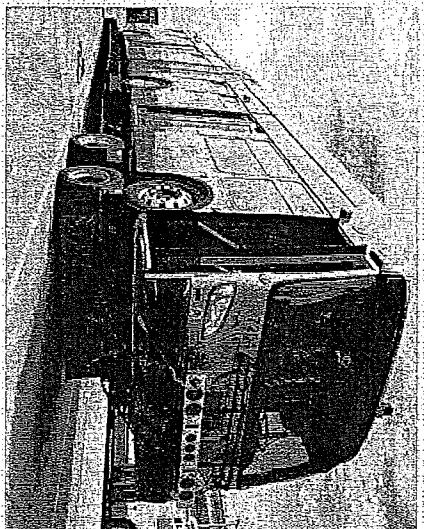
**Completed renovations at the Academy of Sciences**, including the replacement of two broken motor mounts and two failing motors, as well as cleaning, treating, and coating the three cooling towers for the Water Planet Chiller System, which sustains the cooling needs of the majority of Steinhart Aquarium's small and medium tanks.



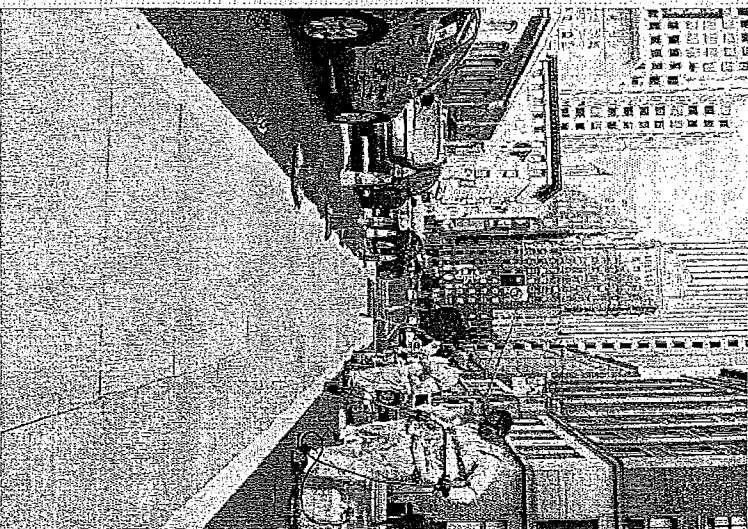


New Control Tower at SFO

Capital Plan FY2018-2027



New Muni bus



Bike lane painting



# Transportation

## San Francisco Municipal Transportation Agency

**Completed 30 Vision Zero-related high priority street safety projects** in 24 months along the High-Injury Network, implemented 34 miles of safety improvements, and installed 1,599 safety treatments.

**Completed the City College Terminal and Unity Plaza** that provides a safer and more convenient pedestrian link between Muni, the City College campus, and a below-market rate housing development.

**Bicycling Improvements:** Completed the Fell & Oak Bicycleway Project that improves safety and comfort for bicyclists; Phase 1 of the Bay Area Bicycle Share program in addition to initiating the phase 2 expansion, and installation of automated bicycle counters along major cycling routes.

**Several facilities improvements:** Completed Phase 1 of the Islais Creek Facility to provide additional space for motor coach maintenance and operations, Phase 1 of the Muni Metro station escalator replacement project, and replacements of the Presidio and Woods Divisions Bus Hoist Lift that insures continued maintenance of Muni coaches.

**Expanded the bus fleet and replaced aging motor and trolley coaches** to increase service in high demand areas, improve service overall, and lower the average age of the fleet.

**Replaced the closed circuit television with the Subway CCTV Surveillance System** to enhance security in the subway system and its perimeters.

**Streets and pedestrian improvement projects:** Made improvements on Market and Haight transit lines, which reduce travel time on Muni and improve pedestrian safety. Also completed the Castro Streetscape Improvement Project, which enhanced the pedestrian experience and upgraded the right-of-way.

## San Francisco International Airport

**Opened a new state-of-the-art Air Traffic Control Tower and Integrated Facility building** in conjunction with the Federal Aviation Administration (FAA), which provides the Airport with the latest in technology and design, while obtaining LEED® Gold status and meeting stringent safety, security, and seismic standards.

**Completed the Terminal 3 East Renovation Project**, which reconfigured the east side of the terminal to enhance passenger flow, alleviate congestion, and improve passenger amenities; the project also included seismic renovations, updates to building systems, airfield expansion, and new passenger amenities.

## Interagency Initiatives

**San Francisco, Alameda, and Contra Costa voters approved a \$3.5 billion BART general obligation bond** in November 2016 that will allow BART to fund necessary improvements to BART's aging transit infrastructure.

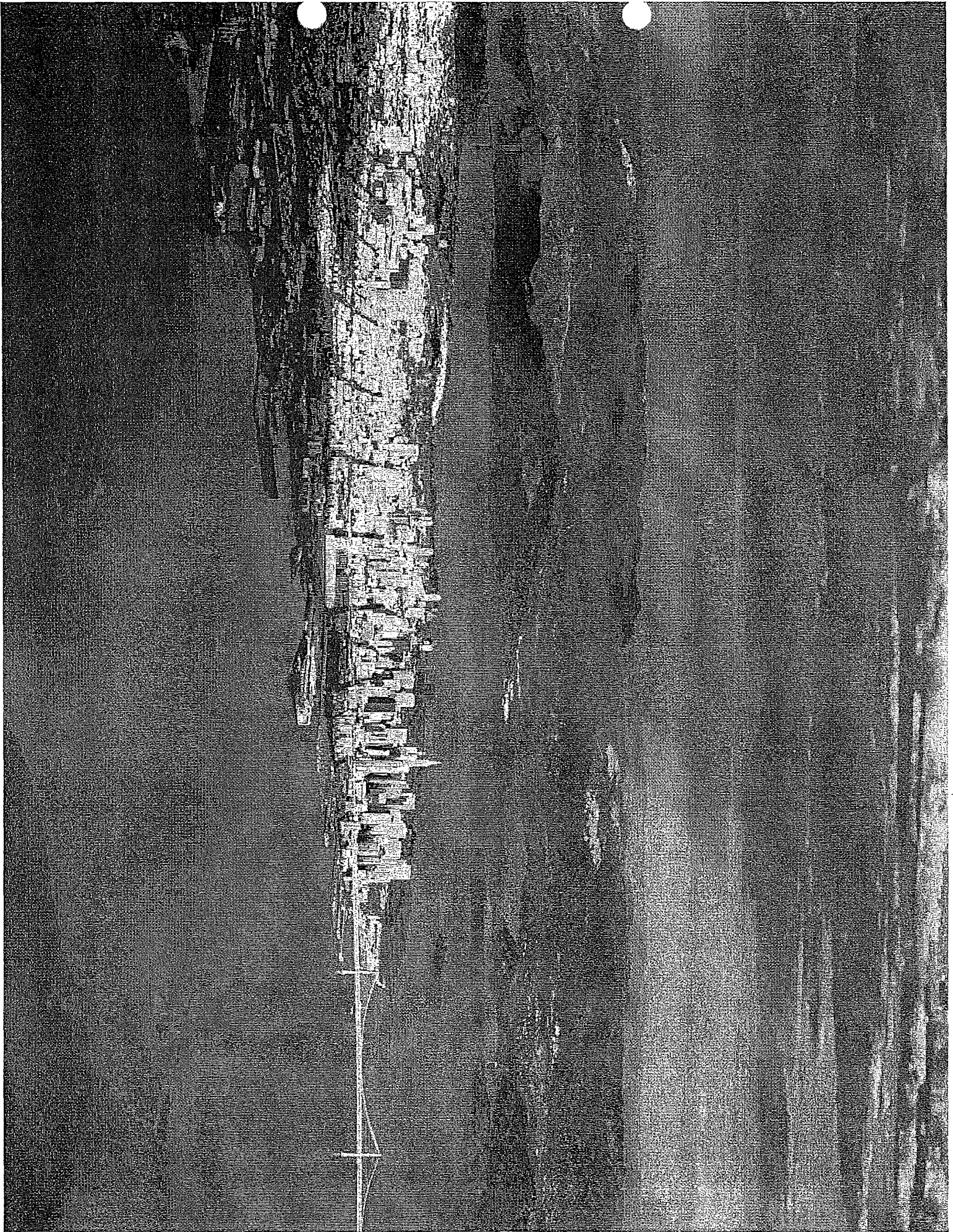
**Finished construction on several county initiatives** including the final roadway configuration of the Presidio Parkway, the new westbound I-80 on and off ramps connecting

Yerba Buena Island and Treasure Island with the Bay Bridge, and the newly realigned off-ramp at Folsom Street.

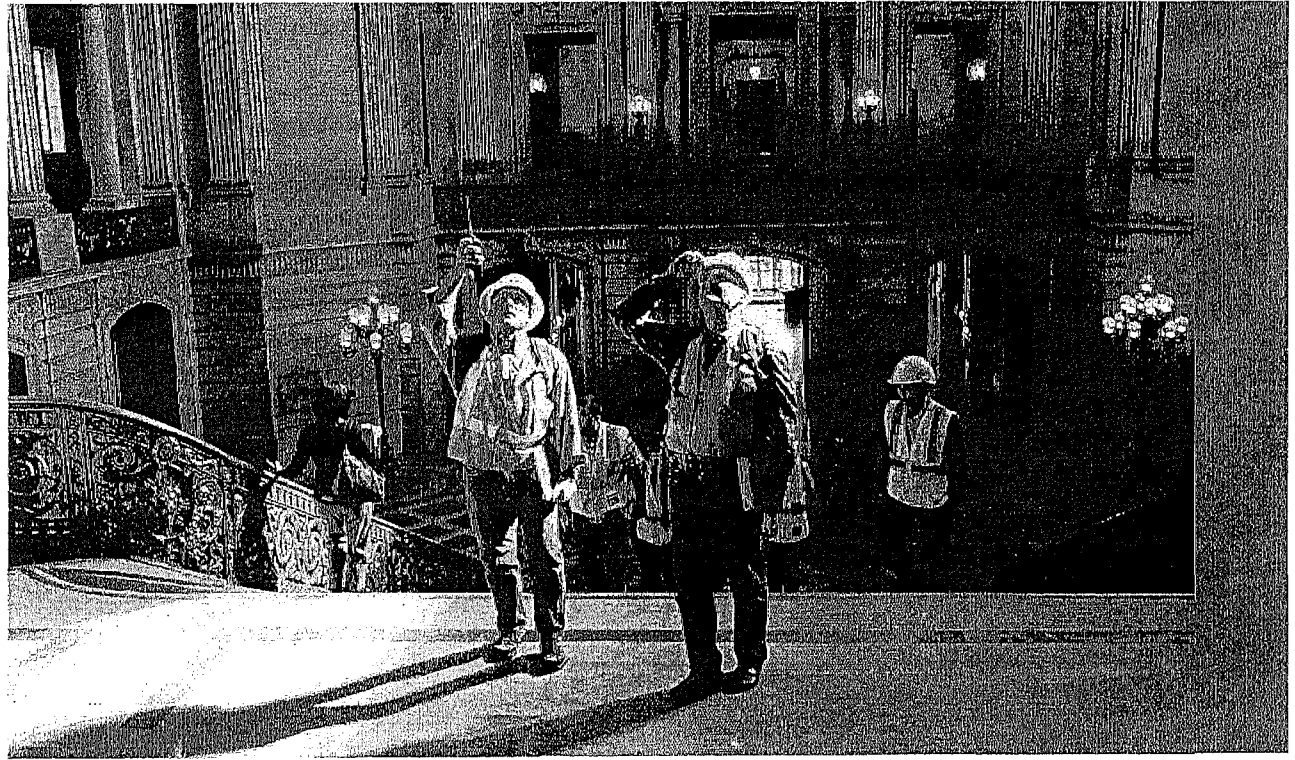
**Advanced major efforts at Yerba Buena Island and in central San Francisco:** Began final design of the second major component of the Yerba Buena Interchange Improvement Project and commenced construction of the Van Ness BRT.

**Completed several Caltrain improvements** including reconstruction of the Jerrold Avenue Bridge, removal of the Quint Street Bridge, and investments in new technology, including predictive arrival and departure information that displays train arrival information on station visual message signs and on Caltrain.com.

**Advanced the Transbay Transit Center Project** by completing the structural steel assembly on site, creating a Mello-Roos Community Facilities District to allow the City to levy a special tax to help fund construction of the program, and establishing a Greater Rincon Hill Community Benefit District to fund approximately 80% of the maintenance and operations of the rooftop park.







## 04. Building Our Future

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## Resilience in San Francisco

Resilience describes the capacity of individuals, communities, institutions, businesses, and systems within a city to survive, adapt, and grow, no matter what kind of chronic stresses and acute shocks they may experience.

As a waterfront city proximate to two major fault lines and home to a population rapidly approaching one million, resilience is of paramount concern for San Francisco. Resilience is something we must constantly strive toward, a process of preparing and building to protect our people and infrastructure.

The City works collaboratively across departments to maintain safe and healthy facilities and to ensure the delivery of programs and services. Earthquake readiness and disaster response preparations are essential to that effort. Above and beyond asset preservation, many resilience initiatives promote long-term sustainability in the face of climate change and increasing

Some of San Francisco's greatest challenges and opportunities extend past the 10-year timeframe of the Capital Plan. San Francisco is committed to tackling these multi-generational problems through an integrated planning approach leading to smart policies and projects. Some of these are listed below.

- Seawall Resilience Project
- Sea Level Rise
- Mission Creek
- Climate Action Targets
- Ocean Beach
- Second Transbay BART Tunnel
- Muni Forward
- DTX/High-Speed Rail
- Utility Undergrounding
- Treasure Island
- Affordable Housing
- Courthouse at the Hall of Justice

density. Sea level rise adaptation, reduction of greenhouse gas emissions and waste, and promoting renewable energy and conservation are all part of building a resilient San Francisco for generations to come.

Developing and implementing policies and programs to improve San Francisco's overall resilience has long been a priority for the City.

In 2013, San Francisco became one of the first **100 Resilient Cities (100RC)** to receive funding and support from the Rockefeller Foundation. San Francisco was the **first to hire a Chief Resilience Officer and to complete a strategic plan, Resilient SF.**

Resilient SF lays out San Francisco's most pressing resilience challenges and calls for City action in partnership with our communities to make bold and

lasting progress against them. Resilient SF takes a long view of resilience and lays out actionable goals to address strategies related to San Francisco's planning, infrastructure, demography, and communities.

In 2016 as part of the City's Five-Year Financial Plan, the Mayor's Office published the **Citywide Strategic Initiatives Framework**, which presents

## Our Vision

The Mayor's Citywide Strategic Initiatives Framework lays out a vision that represents the City San Francisco wants to be:

- Residents and families who thrive
- Clean, safe, and livable communities
- A diverse, equitable, and inclusive City
- Excellent City services
- A City and region prepared for the future

a set of shared values and vision built upon strategic plans from departments across the City administration. Insofar as they ensure the long-term resilience of our City's facilities, infrastructure, and communities, San Francisco's capital planning efforts touch all of the initiatives envisioned by this Framework. Several of the featured initiatives that will help advance the City's vision are especially capital-intensive.

Ensuring that San Francisco is a **clean, safe, and livable place** is a fundamental part of our capital planning efforts and our overall resilience. From sidewalks to street trees to Vision Zero, many of the programs named in the Plan demonstrate the City's investment in its neighborhoods and commitment to a good quality of life for all. Well-maintained roadways, utilities, and physical infrastructure translate into access, livability, clean water and power, and safety.

Both the Capital Plan and Resilient SF recognize the importance of **diversity, equity, and inclusivity** surrounding housing and homelessness in San Francisco. The \$310 million Affordable Housing G.O. Bond, the inclusion of

homeless service sites for \$20 million in the most recent Public Health and Safety G.O. Bond, the implementation of HOPE SF, and conversion of public housing sites to non-profit management are all capital-related efforts that can make a real difference for San Franciscans seeking housing.

Finally and most directly, the Office of Resilience and Capital Planning helps to **ensure that the City is resilient now and for future generations**. Issues around the environment and global climate change will be at the forefront over the next five years, with a focus on sea level rise adaptation planning and greenhouse gas emissions reduction. Major infrastructure projects like the Central Subway, Muni Forward, and the Transbay Transit Center will transform transportation in San Francisco. The Seawall along the northern waterfront requires significant improvements to survive the next big earthquake and address increasing flood risk. All of these efforts and more are supported by the City's Capital Plan.

In addition to implementing the Resilient SF strategy, the Office of Resilience and Capital Planning builds



upon the **San Francisco Hazard Mitigation Plan (HMP)**, a federally mandated planning document produced every five years that assesses risks from natural and human-caused hazards—including climate change, drought, earthquakes, energy disruption, floods, hazardous material events, oil spills, tsunamis, wildfire etc.—and lays out mitigation strategies for reducing the impact of those risks. The HMP was last published in 2014, and planning for the 2019 HMP will begin in Spring 2017. FEMA approval is required for the City to be eligible for federal disaster relief.

Both Resilient SF and the 2014 HMP directly address the City's areas of highest concern for disaster preparedness: earthquakes, sea level rise, and emergency response. Equally important is our commitment to environmental sustainability. Improving the environment by reducing greenhouse gases, encouraging the use of public transit, and preserving our natural resources are all components of a more resilient city. These areas are covered in further detail in the rest of this chapter.



1989 Loma Prieta Earthquake

## Earthquakes

Nearly all of San Francisco's people, residences, and essential facilities and infrastructure are located within the very violent and violent shaking intensity hazard areas for a large magnitude earthquake on both the San Andreas and Hayward Faults. Because the risk of a major earthquake is imminent and the potential damage significant, San Francisco is constantly seeking new ways to protect our homes, businesses, and people from seismic risks.

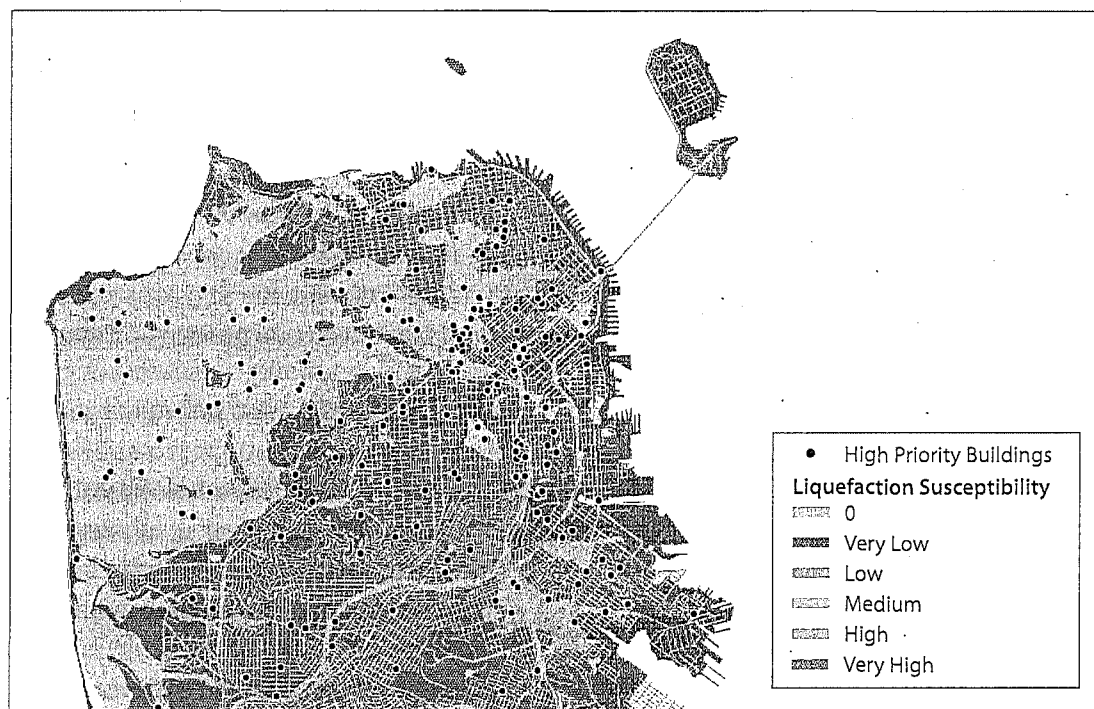
A major component of this effort is the **Earthquake Safety Implementation Program (ESIP)**, a comprehensive plan of 50 tasks that grew out of the Community Action Plan for Seismic Safety (CAPSS) to address the City's most pressing seismic risks in partnership with our communities. Priority ESIP tasks currently underway include the implementation of the Façade Maintenance Ordinance passed in 2016, the Soft Story Retrofit Program, and the Private School Earthquake Safety Program.

The Office of Resilience and Capital Planning aims to understand how our infrastructure is likely to respond to earthquakes and how to shore up vulnerable assets before a major event occurs. The primary tools for such analysis include the HAZUS Earthquake Loss Estimation Study Seismic Hazard Ratings, and the Building Occupancy Resumption Program, as well as the work of the Lifelines Council and the Infrastructure Branch Working Group.

The **HAZUS Earthquake Loss Estimation Study** is a standardized analysis developed by FEMA that uses geographic information systems data along with local facility and economic impact data to estimate the physical and economic impacts for specific earthquake scenarios. San Francisco is the first known municipality to have applied the HAZUS methodology at the individual building level, run first in 2013 and recently updated for 2017. The results from the most recent HAZUS analysis are shown in Table 4.1 and shown in the accompanying HAZUS map.

TABLE 4.1

HAZUS Results (239 Buildings) (Dollars in Millions)	Hayward M6.9	San Andreas M6.5	San Andreas M7.2	San Andreas M7.9
Structural Damage	107.2	133.4	212.3	353.1
Non-Structural Damage	398.3	545.4	859.7	1,489.3
<b>Subtotal, Building Damage</b>	<b>505.5</b>	<b>678.8</b>	<b>1,072.0</b>	<b>1,842.4</b>
Content Damage	130.1	426.7	523.6	714.3
Operational Losses (Rent, Relocation, and Lost Income)	154.8	191.9	314.7	527.2
<b>Total Economic Impact</b>	<b>790.4</b>	<b>1,297.3</b>	<b>1,910.3</b>	<b>3,083.8</b>



HAZUS Map

**Seismic Hazard Ratings (SHRs)** were first developed in San Francisco in 1992 and are used to assess risk and prioritize seismic-strengthening capital improvements for over 200 public buildings. Buildings are rated on a scale from one (best) to four (worst). At present the City has addressed nearly all of the buildings identified as SHR4, with the exceptions of 101 Grove Street and Kezar Pavillion, and many of those rated SHR3. Updating the ratings is important for the future prioritization of seismically vulnerable structures.

The **Building Occupancy Resumption Program (BORP)** prioritizes critical facilities and reduces inspection times for reoccupation following a major earthquake. Building owners may apply to the BORP through the Department of Building Inspections to expedite the inspection for reoccupation to within eight daylight hours of an event, a process that can otherwise take days or weeks in the wake of a citywide emergency. This program is the first of its kind in California for private and public buildings and will enable San Francisco to restore services with minimal delay.

The **Lifelines Council** of San Francisco is a post-disaster resilience initiative to improve regional collaboration and understand dependencies to enhance planning, restoration, and reconstruction in relation to a major disaster. In 2014 the Council published an Interdependency Study, which identified a series of actions to improve utility reliability and post-disaster function in San Francisco. Since then the Council has considered and discussed priority topics for City earthquake preparedness and held a table-top exercise for an earthquake scenario where all power and communications are cut.

The **Infrastructure Branch Working Group** is an interdepartmental group focused on the recovery of the City's publicly owned infrastructure after a major earthquake.

## Seismic Priorities

One of the top concerns to emerge from the City's risk analyses in recent years is the vulnerability of the **Seawall**, which runs under the Embarcadero along the northern waterfront, roughly from Fisherman's Wharf to AT&T Park. To

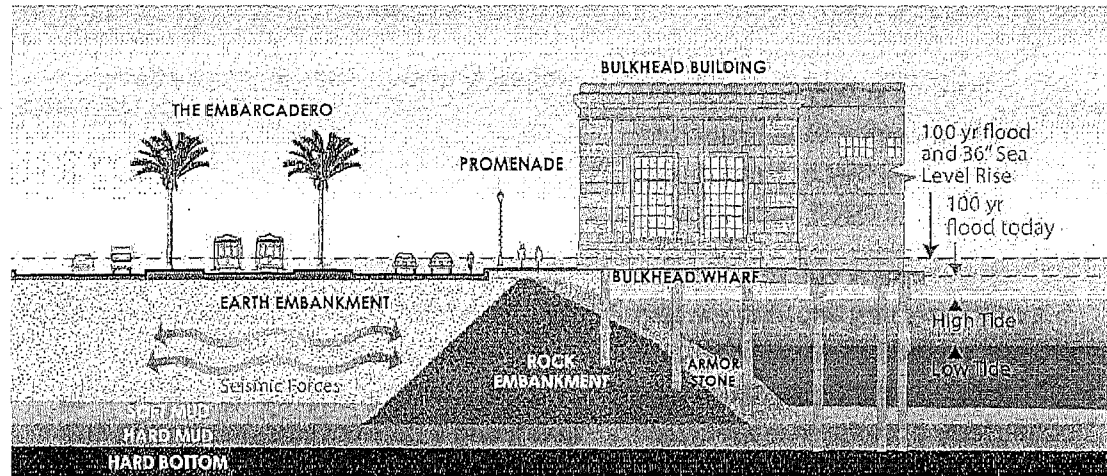
promote leading-edge thinking around the financing for this multi-generational project, San Francisco applied to and was selected for participation in the Living Cities City Accelerator, a national technical assistance program that facilitates information-sharing amongst cities with large-scale infrastructure challenges.

Two other essential disaster preparedness projects are San Francisco's **Emergency Firefighting Water System (EFWS)**, which is vital for protecting against loss of life and property from fire in the event of a major earthquake, and the PUC's **Sewer System Improvement Program (SSIP)** to ensure the reliability and performance of our sewers in the face of an earthquake and other system strain.

The San Francisco Public Utilities Commission assumed responsibility of the EFWS in 2011 and is steadily moving forward with plans to improve and expand its reach. Priority projects focus on improving the reliability of the system, making repairs or improvements to vulnerable components, and adding cisterns to increase capacity. It is

expected that citywide reliability of the EFWS will reach 85 percent upon completion of projects funded with ESER 2014.

Since 2013, the SSIP has been upgrading the sewer system's aging infrastructure so that it can withstand acute stresses and continue to provide safe and sound wastewater and storm runoff management. Aging infrastructure like pump stations and treatment facilities will be upgraded. Green infrastructure will also be built to reduce storm water flows into the sewer system while enhancing neighborhoods. The PUC will also ensure that only treated water will be released into the San Francisco Bay and Pacific Ocean, continuing to protect the health of our community and environment. By increasing overall system capacity to handle surging tides in storm conditions, the SSIP addresses threats posed by climate change. Citywide efforts on that front are discussed in more detail in the following section.



Seismic Risk of Seawall



## Sea Level Rise

Sea level rise may be a slow-moving threat, but San Francisco recognizes that it demands action now. Climate change is accelerating the rate at which oceans are rising, and our lower-lying shoreline areas are increasingly exposed to flood waters. San Francisco is committed to planning for and adapting to the anticipated effects of climate change.

By 2100, the National Research Council projects a most likely level of sea level rise of 36 inches. In the event that land ice melting accelerates beyond current conditions, estimates through 2100 project as much as 66 inches of sea level rise. A combination of storm surge and king tides adds 40 inches to that upper estimate, for a potential rise of up to 108 inches in water levels by 2100. For long-lasting planning, it is this most severe scenario that is depicted in the Vulnerability Zone map.

Proactive adaptation planning will allow San Francisco to minimize risks and meet the challenges posed by rising seas. To that end, San Francisco has convened an interagency committee



Vulnerability Zone Map

("SLR Coordinating Committee") of 13 City departments to develop a **Sea Level Rise Action Plan ("SLR Action Plan")**. The SLR Action Plan highlights the risk to both public and private assets, as well as the complex regulatory environment that governs coastal planning and development activities. It identifies actions that San Francisco can take now and in the near future to meet the challenge of rising seas. Implementation

of the SLR Action Plan will ultimately culminate in a Citywide Adaptation Plan, which will guide the allocation of resources towards policies and projects that will improve San Francisco's resilience as sea levels change.

The visionary goals of the SLR Action Plan speaks to San Francisco's commitment to equitable resilience planning. The City is mindful of the disproportionate impact disaster

can have on our most vulnerable communities. When finalized, the **Citywide Adaptation Plan** will lay the groundwork for an adaptable city that recognizes and protects social as well as physical and economic value. It will help communities to participate in comprehensive planned response to sea level rise so that they are empowered to support efforts over the long term. Dependable and actionable information, transparency, and a common understanding of the shared responsibilities between public, private, and community interests will all be important for effective response.

As the Citywide Adaptation Plan is developed, the City has already adopted **technical guidance for incorporating sea level rise planning** into its capital planning. Approved by the Capital Planning Committee in 2014, this guidance establishes a consistent review, planning, and implementation process for projects in the Vulnerability Zone. Departments are expected to identify and map project sites to check whether they fall within the Vulnerability Zone, fill out a checklist for all projects over \$5 million funded within the next



The recently published Sea Level Rise Action Plan

10 years, and submit for review by the Capital Planning Committee and the City Engineer. Prior to their inclusion in either a budget cycle or the Capital Plan, each project's strategies for addressing sensitive and adaptive capacity are reviewed. Major waterfront projects incorporating innovative adaptive management include Hunters Point Shipyard, Candlestick Point, Crane Cove Park, and Mission Rock, as well as Treasure Island and the Ocean Beach Master Plan.

**Vulnerability assessments** for the Port, SFO, and PUC are underway. SFO has already launched its Shoreline Protection Program to protect the airport from extreme tide and storm flooding risks in the near term, as well as long-term flooding risks from sea level rise. Assessments for SFMTA, parks and open space, and other City buildings and properties are still needed and expected to be completed as part of the Citywide Adaptation Plan development. Public property in the Vulnerability Zone has been catalogued across City agencies.

Recognizing that San Francisco cannot fully address the threats posed by climate change and sea level rise in a vacuum, the City has engaged in numerous collaborative preparation and adaptability efforts.

San Francisco is participating in the **Bay Area Resilient by Design Challenge**. Expected to launch in 2017, the challenge will unite interdisciplinary design teams to work in collaboration with communities to identify solutions to vulnerable locations on the bayside waterfront. Architects, designers, ecologists, engineers, and community

leaders will create a blueprint for preparation to serve as a model for cities around the world.

Additional regional efforts include the **Coastal Hazards Adaptation Resilience Group, Adapting to Rising Tides, the Rockefeller 100 Resilient Cities Challenge, the Bay Area Ecosystems Climate Change Consortium, the Bay Area Regional Collaborative, the Climate Readiness Institute, Plan Bay Area, and Our Coast Our Future.**

## Emergency Response

While the risks posed by earthquakes and sea level rise are at the forefront of our collective resilience planning, San Francisco also prepares for a wide range of disaster types that could impact our capital infrastructure.

The Department of Emergency Management maintains a number of plans to ensure that San Francisco is ready to respond to a variety of threats and hazards. These plans are consistent with



911 Call Center

the California Standardized Emergency Management System (SEMS) and the federal National Incident Management System (NIMS). The most wide-reaching of these are the 2014 HMP, referenced above, the All-Hazards Strategic Plan published in 2008, and the Emergency Response Plan published in 2009 and last updated in December 2010.

The **All-Hazards Strategic Plan** assists Citywide leadership in ensuring accountability and allocating limited resources regarding emergency response. Developed by emergency management and homeland security stakeholders, it describes goals for developing and maintaining a Citywide

risk-based emergency management and homeland security program; enhancing the City's emergency management and homeland security training and exercise program; and ensuring sufficient voice and data communications capabilities are in place. Implementation of activities that support those and the other goals is coordinated through the City's Department of Emergency Management.

The Department of Emergency Management also administers the **Emergency Response Plan**, an all-hazards response and restoration plan that describes the coordination, roles, and responsibilities of responding agencies. It lays out how the City works with state and federal partners during an emergency. This document includes specific operational annexes, ranging from transportation to mass care to hazardous materials response.

In 2017 San Francisco will initiate a three-year process to receive certification from the **Emergency Management Accreditation Program (EMAP)**. EMAP is a voluntary, non-governmental process of self-assessment, documentation, and independent review. The program

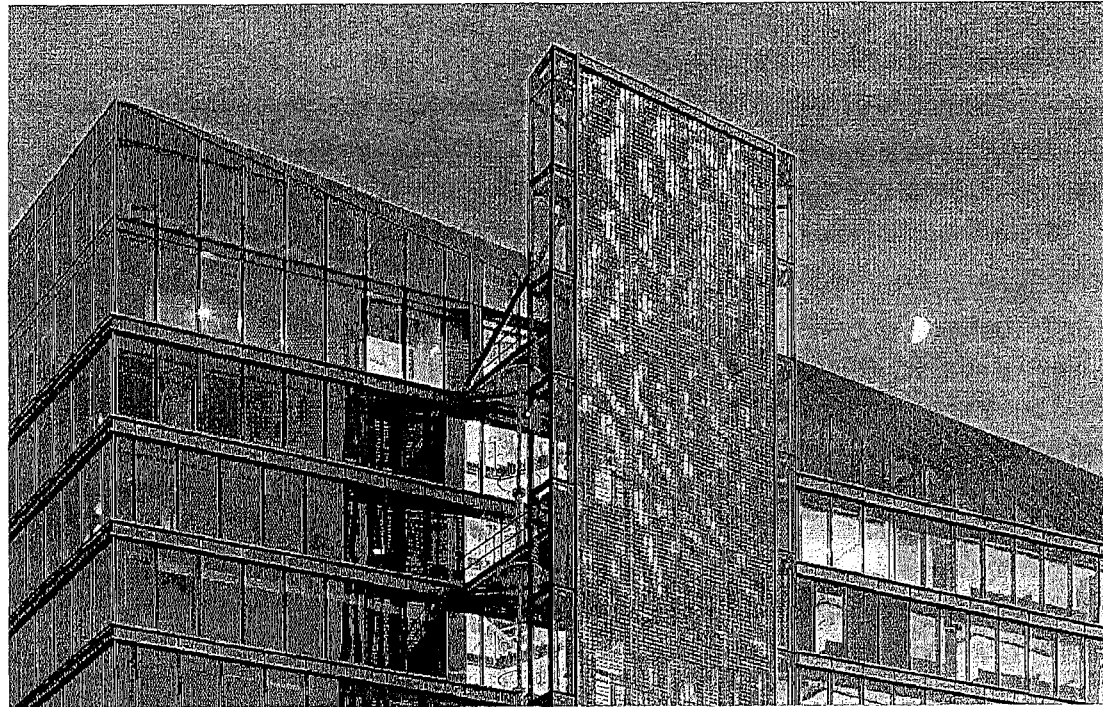
evaluates compliance with requirements in planning, resource management, training, communications and more. This certification process will provide an opportunity to assess our jurisdiction-wide Emergency Management Program against established national standards. It will also demonstrate San Francisco's commitment to safe and resilient communities.

## Sustainability

Both the Mayor and the Board of Supervisors are committed to protecting public health and welfare by calling for and supporting local actions to reduce global warming and protect the environment. A major component of that effort is increasing the adaptive capacity of our capital infrastructure while decreasing fossil fuel dependence.

The City's **greenhouse gas emissions reduction goals** codified in the Climate Change Goals and Action Plan within the Environment Code are:

- 20% below 1990 levels by 2012
- 25% by 2017
- 40% by 2025
- 80% by 2050



San Francisco PUC LEED Platinum Building

Achieving these reduction goals requires that we use clean energy sources, abandon the use of fossil fuels, and make healthy choices for ourselves and the planet. As part of that effort, emission reduction measures are integrated into departmental standard operating procedures and are an important consideration for our facilities planning.

San Francisco is leading the way in **municipal green building**. San Francisco was one of the first cities in the world to require LEED certification for our buildings, dating back to 1999. LEED, or Leadership in Energy & Environmental Design, is a green building certification program developed by the U.S. Green Building Council that provides



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The City's real estate portfolio includes 50 certified projects (7 million square feet of property) that meet LEED's® sustainability standards for energy efficiency, green design, and resource conservation.

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independent verification of a building's green features and promotes the design, construction, and maintenance of resource-efficient buildings. In 2016 the Mayor and Board President jointly introduced legislation to update the San Francisco Environment Code with new green building standards for all new municipal construction projects. The proposed legislation will bring municipal building into compliance with state law and alignment with the requirements of LEED version 4. This legislation will help reduce greenhouse gas emissions while providing healthy, productive places for City staff and members of the public.

The proposed Environment Code change also requires feasibility analyses to explore achieving Zero Net Energy in new municipal construction by 2030 and identifying potential sites for solar and storage capacity to increase resilience in case of a disaster or emergency.

California has set a goal that all new residential buildings be **Zero Net Energy** by 2020 and all commercial buildings will be Zero Net Energy by 2030. A Zero Net Energy building produces

enough renewable energy to meet its own annual energy consumption requirements. While state-level guidance has focused on residential construction so far, San Francisco is looking ahead to be able to meet the commercial target. The feasibility studies required in the proposed Environment Code will enable the City to refine our approach so that the potential of Zero Net Energy construction is realized.

Like other cities, San Francisco faces the challenge of being unable to use our sustainable energy resources if the electric grid goes down. The **Solar+Storage for Resiliency** project aims to integrate solar and energy storage into the City's emergency response planning. The primary goals of Solar+Storage are to accelerate the deployment of photovoltaics and create a roadmap for using them as a viable tool for energy security in the event of an emergency.

San Francisco municipal leadership in green building and greenhouse gas emissions reduction has informed the adoption of LEED standards in the San

San Francisco Building Code for private sector development. Green buildings have achieved extraordinary market penetration in San Francisco, with more than 100 million square feet of space earning LEED certification to date. In 2011 San Francisco was awarded Best Green Building Policy by the World Green Building Council and ranked the number one market for green development in North America in the Better Bricks/ Cushman & Wakefield Green Building Opportunity Index.

San Francisco's greenhouse gas emissions reduction and Zero Net Energy goals are challenging, and there is much work ahead. San Francisco needs timely, granular data in order to evaluate building performance and utility usage so that it can make improvements and track progress. The City also needs a clear understanding of each municipal building's criticality so that emergency response preparations can be prioritized strategically. Identifying funding mechanisms that will support the implementation of recommendations as they are developed is also essential.



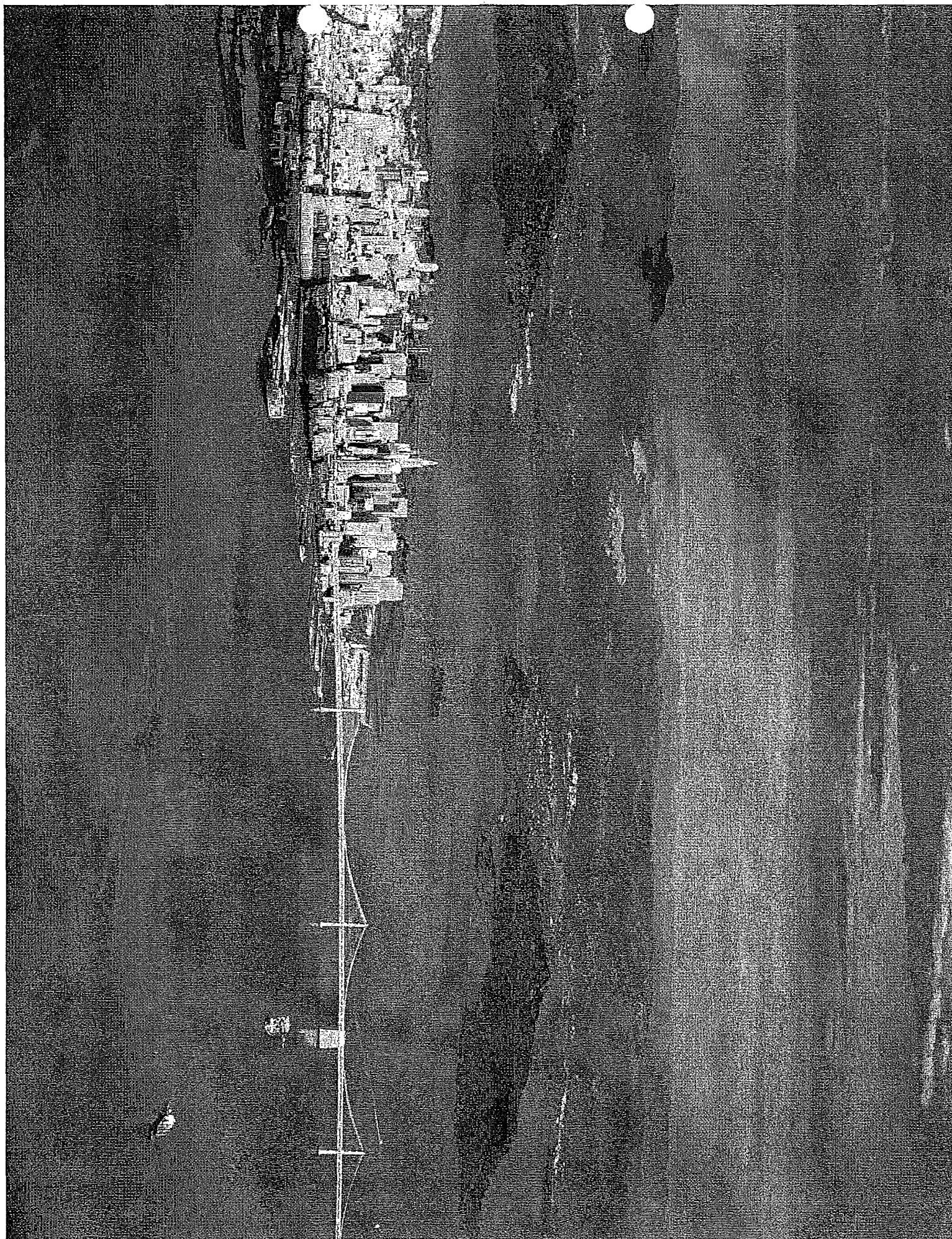
Solar Panel Installation at City Facilities

## Looking Ahead

In December 2016 San Francisco hosted the second West Coast Mayors Summit, a bipartisan convening of mayors as well as resilience and sustainability officers from 10 cities. The two-day meeting addressed topics of shared concern across the cities—housing affordability and resilience. Participants discussed the intersection of resilience and capital planning, integrating climate change adaptation into local plans, and incorporating equity into the equation. The group reviewed examples of

generational infrastructure projects that would benefit from federal investments prior to a natural disaster, such as San Francisco's Seawall. The summit's mayors agreed to various federal asks, such as increased investment in major infrastructure.

San Francisco understands that resilience and sustainability cannot be easily attained, but the City continues to prioritize these values.

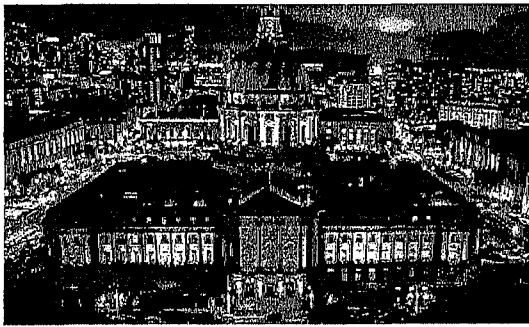






## 05. Capital Sources

60	Pay-As-You-Go Program (General Fund)
60	Capital Planning Fund
61	Debt Programs
66	Development Impact Fees
67	Other Sources



For details about the policies that govern the planning for the Pay-Go Program, the General Obligation Bond Program, and the General Fund Debt Program, as well as general policies for the Plan overall, please refer to the Introduction.

## Overview

The City maintains a diverse variety of funding sources to meet the broad array of infrastructure projects to be implemented each year. These include the San Francisco General Fund, publicly issued debt, federal and state grants, and other local funding sources. These funds have been used for countless facilities, parks, streetscapes, and transportation initiatives used on a daily basis.

## Pay-Go Program (General Fund)

Over the 10-year timeframe of this Capital Plan, the City will fund many of our ongoing annual needs with funds from the San Francisco General Fund, the source of the Pay-As-You-Go Program ("Pay-Go"). The General Fund is comprised of various taxes collected by the City, which include property, sales, business, and hotel taxes, and is the primary funding stream for nearly all City programs and services. The General Fund is an appropriate funding mechanism because San Francisco residents, businesses, and visitors alike benefit from the capital investments laid out in this plan.

Improvements paid through the Pay-Go Program tend to be smaller in scale than programs that require debt financing over a multi-year period. By using the Pay-Go Program for short-term improvements, the City is less reliant on debt financing, and ultimately spends less money to deliver those projects. Pay-Go strikes an important balance between paying for improvements today, and issuing debt which will be largely borne by users of those improvements in the future. Within the Pay-Go Program, Routine Maintenance, ADA Transition Plans for Facilities and Public Right-of-Way, and Street Resurfacing are recommended for full funding.

## Capital Planning Fund

The Capital Planning Fund supports critical project development or pre-bond planning outside the regular General Fund budget. Historically, the General Fund supported pre-bond critical project development on the condition that once bonds for that project were issued, the General Fund would be reimbursed. This Plan assumes that bond reimbursements



will flow into the Capital Planning Fund and be used for future project development and pre-bond planning.

The Capital Planning Fund may be used for planning of building projects that are funded through sources other than bonds, but those funds are not reimbursable. This investment in planning helps increase public confidence and the likelihood that these projects will be delivered on time and on budget by improving cost estimation reliability and refining project delivery methods.

This Plan has identified \$3.8 million in FY2018 projects to be funded through the Capital Planning Fund: Seawall fortification and the relocation of DPH staff out of 101 Grove Street. There are additional projects in the Plan well-suited to Capital Planning Fund allocations, such as public safety improvements expected to be funded through Earthquake Safety & Emergency Response G.O. Bonds and continued planning for the Justice Facilities Improvement Program to close the Hall of Justice.

## Debt Programs

The majority of the capital investments outlined in the General Fund Summary Table are funded with voter-approved General Obligation Bonds (G.O. Bonds), General Fund debt called Certificates of Participation (COPs), or revenue bonds.

Issuing debt is a typical method for financing capital enhancements with long useful lives and high upfront costs which the City would not be able to cover through the Pay-Go Program. The use of debt also spreads the financial burden of paying for facilities between current residents and future generations who will also benefit from the projects.

### General Obligation Bonds

G.O. Bonds are backed by the City's property tax revenue and are repaid directly out of property taxes through a fund held by the Treasurer's Office.

The Plan structures the G.O. Bond schedule around the notion of rotating bond programs that target specific areas of capital need approximately every six years, although the City's debt capacity, election schedules, and capital

needs also determine these levels. This approach was established in the original 2007 Capital Plan and has been maintained ever since.

Specific areas of need for capital improvements include Earthquake Safety, Parks & Open Space, and Public Health; however, the Plan occasionally recommends bonds outside these categories if there is a demonstrated capital need that the City would otherwise not be able to afford. Recently approved G.O. Bond measures include the 2015 Affordable Housing Bond and the 2016 Public Health & Safety Bond.

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San Francisco has received voter approval for nearly \$3.5 billion in G.O. Bonds since 2008, more than the previous 50 years of G.O. Bonds combined.

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TABLE 5.1

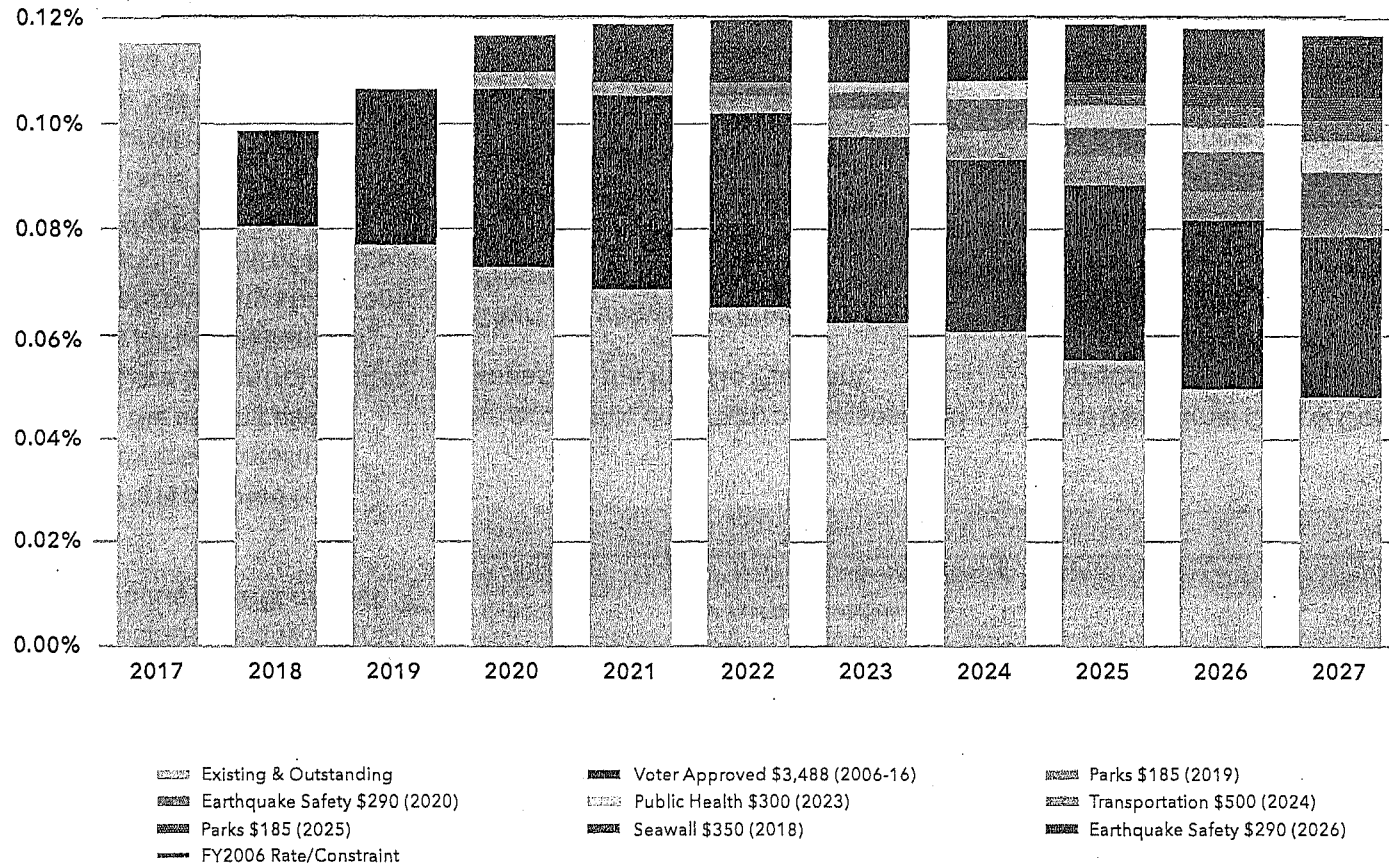
<b>G.O. Bond Program</b> (Dollars in Millions)		
<b>Election Date</b>	<b>Bond Program</b>	<b>Proposed Amount</b>
November 2018	Seawall Fortification	350
November 2019	Parks and Open Space	185
November 2020	Earthquake Safety & Emergency Response	290
November 2022	Public Health	300
November 2024	Transportation	500
June 2025	Parks and Open Space	185
November 2026	Earthquake Safety & Emergency Response	290
<b>Total</b>		<b>2,100</b>

Table 5.1 shows the Capital Plan's proposed G.O. Bond Program for the next 10 years. The next proposed bond is a Seawall Bond scheduled for the November 2018 ballot, a new addition to the G.O. Bond Program to meet infrastructure fortification needs for San Francisco's waterfront. All amounts attributed to future bond programs are estimates and may need to be adjusted in future plans to account for new federal and state laws, programmatic changes, site acquisition, alternate delivery methods, changing rates of construction cost escalation, and/or newly emerged City needs.

Chart 5.1 illustrates the impact on the local tax rate of issued, expected, and proposed G.O. Bond debt. The red line represents the property tax limit policy established in 2006 that sets the annual level of bond debt repayment. The space between the red line and the bars on the chart illustrates the projected capacity for bond debt for each year. This capacity is largely driven by changes in assessed value and associated property tax revenues within the City. The recent economic boom has increased assessed value growth over the past several years but there is an expectation that this will level off when the economy turns.

CHART 5.1

# Capital Plan G.O. Bond Program (Certified AV 8-1-16) FY2017 - 2027



Note: Chart does not reflect passage of Measure C in November 2016, allowing use of Seismic Safety Loan Bond Program capacity for Affordable Housing projects

## Certificates of Participation

Certificates of Participation (COPs) are backed by a physical asset in the City's capital portfolio, and repayments are appropriated each year repaid from the City's General Fund or revenue that would otherwise flow to the General Fund. The City utilizes COPs to leverage the General Fund to finance capital projects and acquisitions, many of which provide direct revenue benefit or cost savings.

Funding from COPs is planned to support critical City responsibilities such as replacing the seismically deficient Animal Care & Control Shelter, reducing the local jail population and relocating prisoners and City staff from the seismically deficient Hall of Justice, and modernizing the Public Works Operations Yard. Table 5.2 shows the Capital Plan's proposed COP Program for the next ten years. Vacating seismically unsafe buildings like 101 Grove Street and the Hall of Justice remains top priority. The COP Program also includes a three-year \$50 million annual recession allowance for critical repairs, which reserves capacity in the event of

TABLE 5.2

<b>Proposed COPs FY2018-2027</b> (Dollars in Millions)		
<b>Year of Issuance</b>	<b>Project</b>	<b>Amount</b>
FY2018	DPH 101 Grove Exit & JUV Admin Relocation	155
FY2019	CJ#2 Improvements Match	12
FY2020-22	Critical Repairs - Recession Allowance (\$50M Annually)	150
FY2021	JFIP - HOJ Admin Relocation	308
FY2021	JFIP - Prisoner Exit	190
FY2025	101 Grove Retrofit	50
FY2025	PW Yard Consolidation	50
FY2026	JFIP - HOJ Demolition & Enclosure	48
<b>Total</b>		<b>963</b>

an economic downturn and associated impact to the Pay-Go Program.

Chart 5.2 shows the proposed COP Program against the policy constraint for General Fund debt not to exceed 3.25% of General Fund Discretionary Revenue, represented by the red horizontal line.

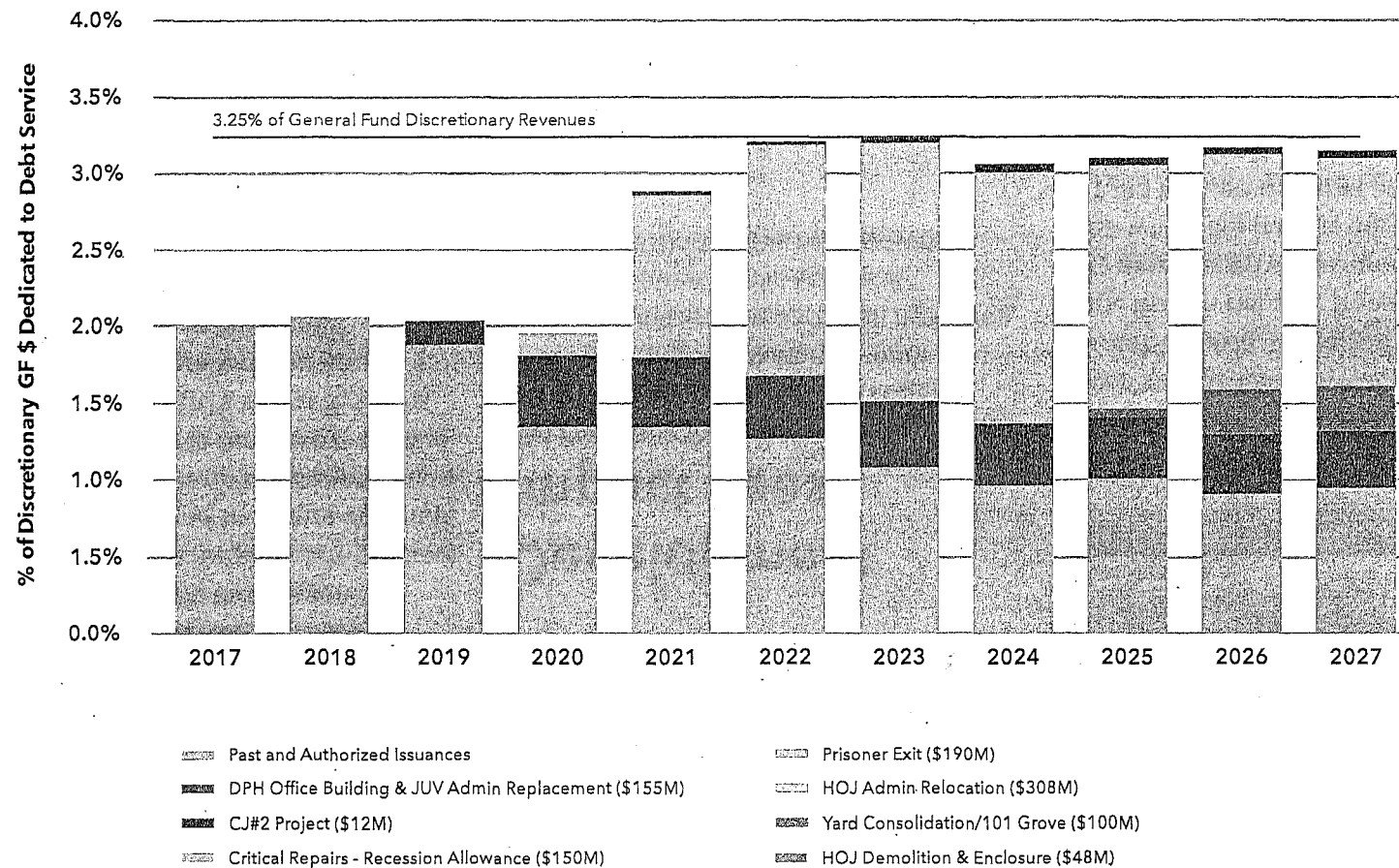
The bottom portions of the columns represent debt service commitments for previously issued and authorized but unissued COPs, including the debt issued for the Moscone Center, San Bruno jail, City office buildings in the Civic Center, the War Memorial Veterans Building,

and the Animal Care & Control Shelter replacement. New obligations are represented in discrete colors, beginning in 2018. As with the G.O. Bond Program, all amounts attributed to future COP-funded programs are estimates and may need to be adjusted in future plans to account for new federal and state laws, programmatic changes, site acquisition, alternate delivery methods, changing rates of construction cost escalation, and/or newly emerged City needs.



CHART 5.2

## Capital Plan General Fund Debt Program FY2017 - 2027



## Revenue Bonds

Revenue bonds are a type of debt that is repaid from revenues generated by projects that the debt was used to finance. Revenue bonds are typically used by the City's enterprise departments (SFMTA, Port, SFPUC, and SFO), which generate their own revenues from fees paid by users of services provided by those agencies. This type of debt is repaid solely by users of those projects and therefore does not require payments from the General Fund. Examples of projects funded by revenue bonds are the SFPUC's Water Systems Improvement Program or the Airport's Terminal Renovation Program.

Table 5.3 shows the current amount of proposed revenue bonds to be issued over the 10-year term of this Plan. All revenue bond issuances are subject to change based on market conditions and cash flow needs of the associated projects. There is no line for the Port, as that agency does not have any additional issuance planned in the next ten years.

## Development Impact Fees

San Francisco must expand our infrastructure to manage the impacts of our growing population as more residents utilize transportation networks, parks, and other public assets. A large proportion of this new growth is

TABLE 5.4

Ten-Year Plan Area Development Impact Fee Projections (Dollars in Millions)	
Complete Streets	68.2
Recreation and Open Space	67.5
Transportation	43.0
Housing	17.3
Child Care	14.2
Administration	9.7
<b>Total</b>	<b>219.9</b>

concentrated in a few specific areas, which include Eastern Neighborhoods, Market/Octavia, Visitacion Valley, Balboa Park, Rincon Hill, and Transit Center. The City established development impact fees, which are paid by developers, to fund the services that are required by new residents of these areas. The City's Planning Department has created specific Area Plans to focus new capital investments in those neighborhoods.

Development impact fees for the Plan Areas are programmed through the City's Interagency Plan Implementation Committee (IPIC) with input from each Plan Area's respective Citizen

TABLE 5.3

Amount of Proposed Revenue Bond Issuances FY2018-2027 (Dollars in Millions)			
Agency	FY18-22 Amount	FY23-27 Amount	Total
SFPUC	5,458	1,375	6,834
Airport	5,217		5,217
SFMTA	150	100	250
<b>Total</b>	<b>10,825</b>	<b>1,475</b>	<b>12,301</b>

Advisory Committee. IPIC is chaired by the Planning Department, and all IPIC projects' appropriations are funneled through the capital budget process each year. While impact fees are collected by the Planning Department, funds are transferred to the departments implementing those projects, such as Public Works or SFMTA.

The City estimates it will raise over \$219 million in Plan Area impact fees over the next ten years. Table 5.4 shows the estimate of impact fees to be collected over the next 10 years by Plan Area.

While the revenues projected from development impact fees are significant, they are insufficient to cover all of the growth-related infrastructure needs of the Plan Areas. The City will continue to seek opportunities to leverage these impact fees and identify complementary funding for Plan Area projects.

## Other Sources

The City has several sources of funding for capital projects that are derived from specific sources and designated for specific purposes. For example, the

Marina Yacht Harbor Fund receives revenues generated by users of the Yacht Harbor and uses them for projects such as sediment remediation and security and lighting systems. The Open Space Fund sets aside funds from annual property tax revenues, outside private sources, and Recreation and Parks Department revenues, and applies those funds to open space expenditures. In the first year of the Capital Plan, these funds will provide \$33.2 million for these projects, as shown in Table 5.5.

San Francisco also receives funding from the federal government and the State of California to execute some of our capital projects. Major funders include the Federal Aviation Administration, the Federal Transportation Administration, and the California Department of Transportation, to name a few. At present the City does not track which grants support capital projects, so no summary data on that subject is available. These sources have provided funding for important work including seismic retrofits and improvements to parks, first responder facilities, and libraries.

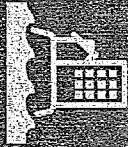
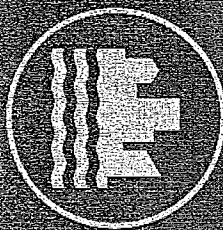
TABLE 5.5

Other Local Sources Budgeted in FY2018 (Dollars in Millions)	
Fund Title	Amount
Library Preservation Fund	5.0
Open Space Fund	5.6
Special Gas Tax Street Improvement Fund	3.9
Marina Yacht Harbor Fund	3.1
Convention & Facilities Fund	3.0
Gift Fund	2.8
San Francisco General Hospital	2.6
Road Fund	2.2
Other Special Revenue Fund	1.7
Laguna Honda Hospital	1.7
War Memorial Projects	1.3
Golf Fund	0.3
<b>Total</b>	<b>33.2</b>



# 350

**PORT STRUCTURES**  
Including Piers, Wharves,  
and Buildings



3

Miles of the Waterfront  
Protected by the Seawall



2

Cruise Ship Terminals



3

Convention Facilities

# 1,400

**OCII**  
Acres of Land on Formerly  
Industrial or Federal Land with  
Redevelopment Potential

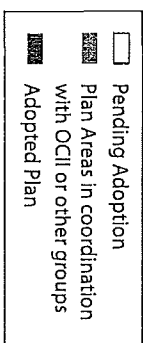


## 06. Economic + Neighborhood Development

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93	Financial Summary



PLANNING



## 06. ECONOMIC + NEIGHBORHOOD DEVELOPMENT

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PORT: Port of San Francisco

OCII: Office of Community Investment and Infrastructure

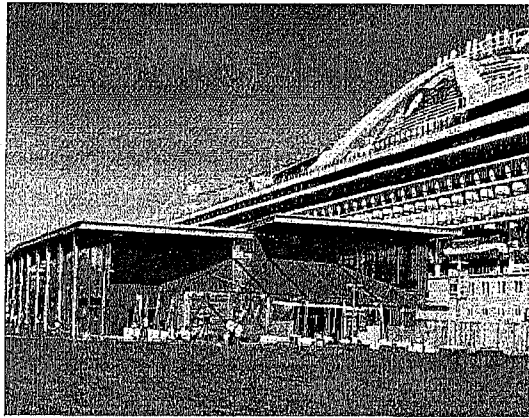
TIDA: Treasure Island Development Authority

PLANNING: Impact Development Plan Areas

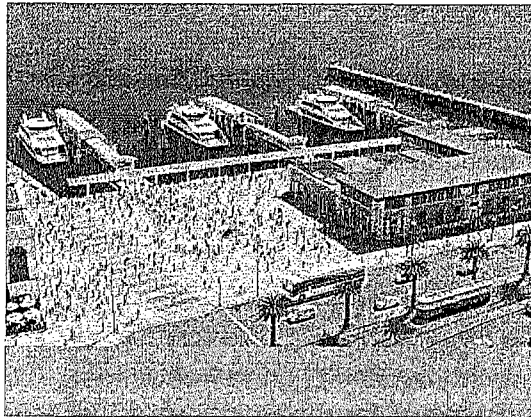
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A place of unique neighborhoods, progressive values, and innovative industry, San Francisco is growing. The city's creative culture and dynamic economy continue to draw new residents; as of 2015 the population was 864,816, up 11% from 2000. Plan Bay Area, developed by the Association of Bay Area Governments, projects San Francisco to grow by 90,000 housing units and 190,000 jobs by 2040. As the city's density increases, having sufficient infrastructure to support all residents in all neighborhoods becomes more challenging but also more important.

Real estate developments along the city's waterfront, the creation of new neighborhoods, and preparing existing neighborhoods for anticipated growth will increase the City's infrastructure portfolio along with its tax base. Eastern Neighborhoods, Mission Bay, Candlestick Point, and Hunters Point Shipyards are just a few of the high-growth areas changing the face of San Francisco. Many of these developments and projects have distinctive funding mechanisms, including dedicated development fees and developer agreements that target improvements in areas of especially high growth. These projects seek to create well-planned, safe places to live, travel, work, and play.



New Cruise Ship Terminal at Pier 27



Ferry Terminal Expansion

## Overview

While many things contribute to the local economy, this chapter includes departments and programs whose primary objectives are to improve San Francisco's wide-ranging economic base and plan for its future growth.

## Port of San Francisco

The Port of San Francisco is responsible for the 7.5 miles of San Francisco waterfront adjacent to San Francisco Bay. The Port manages, maintains, develops, markets, and leases all of the property in this area. The Port's operating portfolio is composed of approximately 580 ground, commercial, retail, office, industrial, and maritime leases, including leases of many internationally recognized landmarks such as Fisherman's Wharf, Pier 39, the Ferry Building, and AT&T Park, home of the San Francisco Giants baseball team.

Port lands must be used consistently with public trust principles for the benefit of all California citizens, to further navigation and maritime commerce, fisheries, public access and recreation, environmental restoration, and commercial activities

that attract the public to the waterfront. Urban waterfront developments, including the new Southern Bayfront neighborhood developments proposed in the Mission Rock, Orton, and Forest City projects require detailed coordination, review, and approval of many government agencies. In recent years, the Port has also secured State legislation to allow non-trust uses of specified Port lands and created Infrastructure Financing Districts to support waterfront improvements. Such advances were made possible by developing a common understanding with partner agencies of project objectives and implementation requirements to restore historic structures and improve the waterfront for maritime and public use and enjoyment.

The Port's Waterfront Land Use Plan guides the integration of public and private investment to improve the waterfront for broad public use and enjoyment. It includes a comprehensive public access and open space plan that integrates with the Port's varied maritime industries, and offers opportunities for new public-private partnership projects.

## Office of Community Investment and Infrastructure

The Office of Community Investment and Infrastructure (OCII) is the successor agency to the San Francisco Redevelopment Agency, which was dissolved in 2012 by order of the California Supreme Court. OCII is authorized to continue to implement the Major Approved Development Projects, which include the Mission Bay North and South Redevelopment Project Areas (Mission Bay), the Hunters Point Shipyard Redevelopment Project Area and Zone 1 of the Bayview Redevelopment Project Area (Shipyard/Candlestick Point), and the Transbay Redevelopment Project Area (Transbay). In addition, OCII continues to manage Yerba Buena Gardens before its formal transfer to the Real Estate Division in 2017.

The Mission Bay development covers 303 acres of land between the San Francisco Bay and Interstate-280. The development program for Mission Bay includes market-rate and affordable housing; new commercial space; a new UCSF research campus and medical

center; neighborhood-serving retail space; a 250-room hotel; new public open space; and myriad community facilities.

The Shipyard/Candlestick Point comprises of nearly 780 acres of abandoned and underutilized land along San Francisco's southeastern Bayfront. These long-abandoned waterfront lands will be transformed into areas for jobs, parks, and housing. The development will feature up to 12,100 homes, of which nearly one-third will be affordable; nearly 900,000 square feet of neighborhood retail; and three million square feet of commercial space; and 26 acres of parks and open space.

Transbay development includes the new Transbay Transit Center (TTC) and 10 acres of former freeway infrastructure, which OCII and the Transbay Joint Powers Authority (TJPA) are developing into a new, mixed-use neighborhood surrounding a state-of-the-art, multi-modal transit station. The TJPA is responsible for constructing, owning and operating the new TTC, and OCII is responsible for the development of the surrounding neighborhood. At full build-out, these publicly-owned parcels will be

transformed into approximately 3,300 new housing units, including nearly 1,400 affordable units, three million square feet of new commercial development, and 3.6 acres of parks and open space.

In 2017 several assets will transfer from OCII to the Real Estate Division, consistent with OCII's recently state-approved Property Management Plan. These assets include open space in Mission Bay, Yerba Buena Gardens, commercial and parking facilities in the Fillmore, and other properties. The transfer of Yerba Buena Gardens will be accompanied by a master operating lease with a newly formed non-profit (Yerba Buena Gardens Conservancy or YBGC) who will be responsible for maintenance and operations under a Board of Directors that will include appointments from the City & County of San Francisco and work with Real Estate staff to ensure proper management.



## Treasure Island Development Authority

Treasure Island and Yerba Buena Island ("TI" and "YBI"; collectively, "the Islands") are in San Francisco Bay, about halfway between the San Francisco mainland and Oakland. Treasure Island contains approximately 404 acres of land, and Yerba Buena Island, approximately 150 acres. In early 2003, the Treasure Island Development Authority (TIDA) and the Treasure Island Community Development, LLC (TICD) entered into an Exclusive Negotiating Agreement and began work on a Development Plan for the Islands.

The Treasure Island/Yerba Buena Island Development Project will create a new San Francisco neighborhood consisting of up to 8,000 new residential housing units, as well as new commercial and retail space. The Project will also feature new hotel accommodations and 300 acres of parks and public open space, including shoreline access and cultural uses. Transportation amenities being built for the project will enhance mobility on the Islands as well as link the Islands to San Francisco. These amenities will include new and upgraded streets and public

byways; bicycle, transit, and pedestrian facilities; landside and waterside facilities for the existing Treasure Island Sailing Center; an expanded marina; and a new Ferry Terminal.

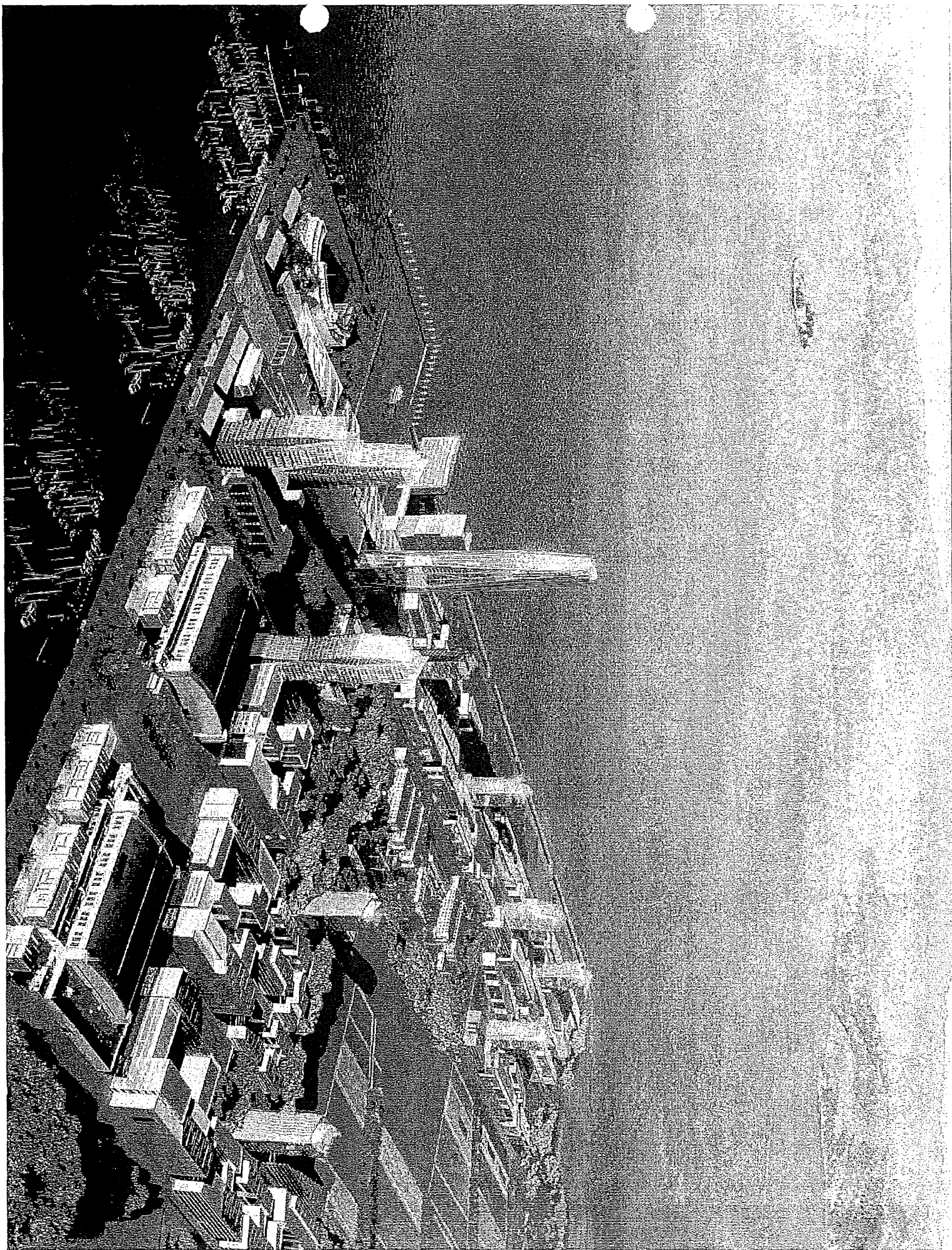
## Planning Department - Neighborhood Development

Through various planning efforts, such as Community Plans, Redevelopment Plans, and Development Agreements, the Planning Department helps San Francisco to create a built environment that will support our own growth. The City has developed specific Area Plans where current development is concentrated. These Plan Areas are Balboa Park, Eastern Neighborhoods, Market Octavia, Rincon Hill, Transit Center, and Visitacion Valley. New infrastructure projects planned in these areas include improvements to transportation networks, streetscape enhancements to create inviting pedestrian corridors, new open space areas that provide access to recreation and sporting activities, and other categories of projects that will improve quality of life in these areas.

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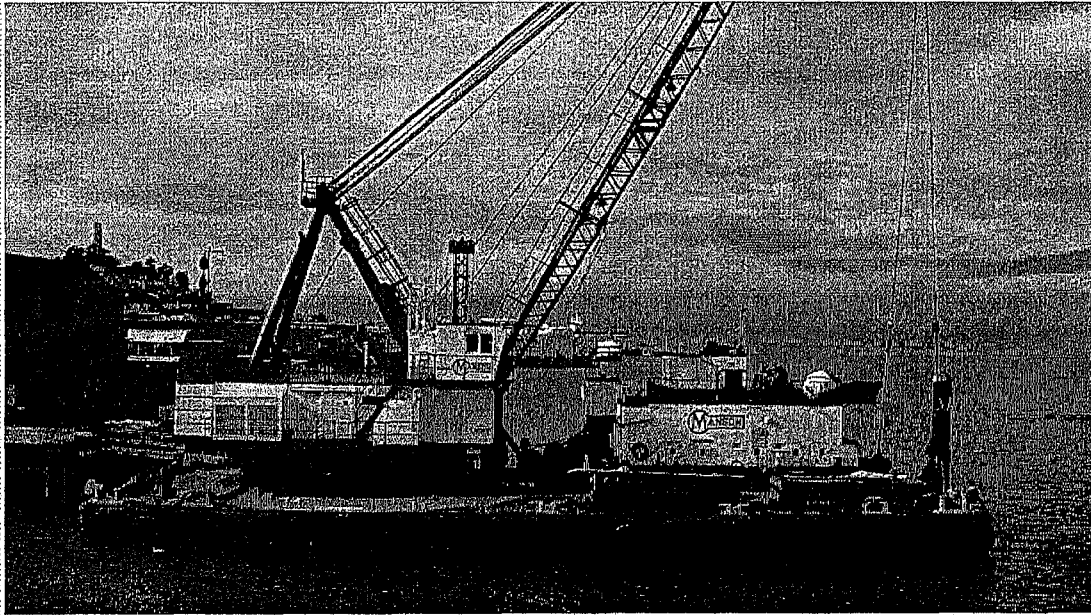
The City assesses impact fees on development projects to generate revenue needed for infrastructure to serve new residents and address existing deficiencies. The Planning Department estimates it will raise over \$219 million in impact fees in the Plan Areas over the next 10 years.

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## Renewal Program

This chapter includes agencies and plans that focus on areas of new development, and as a result not all entities and projects have significant renewal programs. Renewal needs in this Service Area predominantly fall under the purview of the Port. Yerba Buena Gardens renewals are addressed in the General Government Service Area.



Pile repair at the Port

### Port of San Francisco

Consistent with the Port Commission's commitment to investing in renewal of Port resources and guided by the priorities laid forth in the Waterfront Land Use Plan, the Port invests at least 20 percent of its annual budget into

facility renewals. This work maintains existing resources and, when possible, makes un-leased properties fit for leasing, thus increasing the Port's revenue-generating capacity. Repairing the Port's pier structures is necessary to ensure: 1) the continued safe operation

of pier superstructures and buildings; 2) the preservation of lease revenues; and 3) the extension of the economic life of the Port's pier and marginal wharf assets.

Many large renewal projects are designed by Port Engineering staff and performed by contractors. Maintenance of the Pier substructures, the deck and piles that make up the piers, is done primarily by Port staff, which analysis indicated was the most cost-effective delivery method. With two new crews of pile workers funded in the current Capital Budget, the rate of pier repair in this Capital Plan period will increase.

Maintenance dredging ensures the proper depth of berths at the Port's piers so that they remain suitable for water traffic. Dredging makes up 21 percent of the Port's average annual capital renewal investment in the most recent Capital Budget. Maintenance dredging



is necessary for the continued operation of Port maritime facilities by keeping the Port's berths and channels at navigable depths, including sites where the Port has contractual obligations with shipping lines and operators.

The one-time cost category primarily captures non-cyclical needs, which are typically driven by changes in code requirements. Such work includes items like closure of the dumpsite at Pier 94 and many structures at Pier 70. For these structures, partial rehabilitation is not a viable option, and any rehabilitation will trigger substantial seismic work. Until they are rehabilitated and enter a capital maintenance cycle, the entire rehabilitation cost or the cost for demolition of these buildings are modeled as one-time costs. Demolition costs are included for a limited number of structures at Pier 70, as they no longer provide utility to the Port or its mission.

The Port's Engineering Division regularly conducts inspections of all Port facilities and categorizes the condition of more than 350 structures, including piers, wharves, and buildings. The 2016 engineering report lists 34 facilities as yellow-tagged, which Port staff recommend be repaired in the near future to avoid being shut down and 20 facilities as red-tagged (restricted access, unsafe, poor structural condition). Consistent with the Port's capital budget investment criteria, revenue-generating yellow-tagged facilities will receive priority in future capital planning and allocation decisions. While some of the red-tagged facilities may never be repaired, others may still be brought back into productive use with sufficient capital investment.

# Enhancement Projects

Project Name	Description
<b>Port – Seawall Resilience Project</b>	<p>The Seawall Resilience Project will improve earthquake safety and performance of the Embarcadero Seawall, provide near-term flood protection improvements, and plan for additional long-term resilience and adaptation of the northern Bayfront. The overarching goals are to: improve earthquake safety without delay, reduce earthquake damage and disruption, lower flood risk, enhance the San Francisco Bay, and create a stable foundation for sea level rise adaptation.</p> <p>Recognizing that a project of this magnitude will occur over several decades and require federal, state, and local permitting and funding, the Port Commission has approved a two-pronged approach that includes (1) planning and completing the improvements needed to address the most immediate life safety and high-priority upgrades to the Seawall; and (2) defining requirements for subsequent work to complete the Seawall's resilience strengthening.</p> <p>The Project will focus on making improvements before disaster strikes, improvements that will save lives, reduce suffering, support disaster response and recovery efforts, and help protect the historic waterfront. The primary focus is to design and implement the most critical improvements within the next decade and to plan for additional improvements over the next several decades as climate change and rising seas significantly challenge our ability to maintain a thriving urban waterfront and protect a national registered historic district.</p> <p><b>The budget for the Seawall Resiliency Project is currently estimated at \$500 million. The City has committed \$9.6 million through FY2018 for the initial planning component of Phase 1, with \$5.6 million scheduled prior to this 10-year plan period and \$4.0 million identified for FY2018. The Plan proposes a \$350 million General Obligation Bond for voter approval in November 2018. The Port is leading the development of a funding strategy for the deferred need that may include seeking the State share of tax increment from the Mission Rock development project Infrastructure Financing District and working with the US Army Corps of Engineers to identify a flood control project under the authority of the Water Resources Development Act. This variety of funding sources aims to spread the cost of the project across a range of constituencies that have an interest in preserving infrastructure that supports a National Historic District, major transit routes that serve millions daily, and embarkation sites that will be critical for the City's recovery in the event of a major earthquake.</b></p>
<b>Port – Mission Bay Ferry Landing</b>	<p>The Mission Bay Ferry Landing will provide critical Transbay and regional ferry service to and from the fastest growing southern waterfront neighborhood of San Francisco, the financial district, and the East and North bays. The landing will provide capability to berth two ferry boats simultaneously and will likely include a nearby water taxi landing. The Port is entering into MOUs with the Bay Area Water Emergency Transportation Authority (WETA) to establish roles and responsibilities for the construction of the project as well as for the details and cost of ongoing operations, which WETA will bear.</p> <p><b>The estimated project cost is between \$32.5 and \$42.7 million, depending on the location selected. The Port has solicited contractor architectural and engineering services to help determine the location, obtain permitting, and establish a final budget. Design and permitting phases of work are funded in this Plan at \$7 million, with \$1.5 million scheduled prior to this 10-year plan period and \$5.5 million identified for FY2018. Potential funding sources for the remainder of this project include local funds for transportation, private contributions, and state and federal transportation grants.</b></p>



Project Name	Description
<b>Port – Pier 70 20th Street Historic Buildings</b>	<p>The 20th Street Historic Buildings are eight buildings at Pier 70, some dating back to the 1880s, that need substantial investment to return to active use. The Port has selected Orton Development Inc. for a public-private partnership to rehabilitate these buildings for use by office workers, retailers, artists, and manufacturing companies. Orton has commenced construction, and first occupancy is anticipated by summer 2017 with full buildout estimated by fall 2018.</p> <p><b>The capital cost estimate for this public-private partnership project is \$81 million.</b></p>
<b>Port – Pier 70 Waterfront Site</b>	<p>The Waterfront Site Project includes nine acres of waterfront parks, playgrounds, and recreation opportunities; new housing units (including 30% below market-rate homes); restoration and reuse of currently deteriorating historic structures; new and renovated space for arts, cultural, small-scale manufacturing, local retail, and neighborhood services; up to two million square feet of new commercial and office space; and parking facilities and other transportation infrastructure. The Port Commission selected Forest City California, Inc. as its development partner for the Pier 70 Waterfront Site. Construction is expected to commence in 2017, with full build-out completion in 10-15 years.</p> <p><b>The capital cost estimate for this concept of the project is \$270 million.</b></p>
<b>Port – National Park Service Alcatraz Embarkation Site</b>	<p>The National Park Service (“NPS”) and the Port are negotiating to develop a long-term, land-side home for an NPS welcome center for embarkation to Alcatraz Island, as well as an entry point for its many regional destinations in the Golden Gate National Recreation Area via ferry. NPS has partnered with the Golden Gate National Parks Conservancy on design and improvement plans for Pier 31 and Pier 33 Bulkhead buildings and the Pier 31 ½ marginal wharf.</p> <p><b>The improvements to the site include approximately \$20.8 million in investment in the buildings, wharf, floats, ramps, and other in-water property to be made by the Conservancy and the next ferry concessioner selected by NPS. The Port has also committed to a \$5 million repair to the marginal wharf’s substructure, which is funded in FY2018.</b></p>
<b>Port – Seawall Lot 337 and Pier 48</b>	<p>The vision for this project, led by Seawall Lot 337 Associates, LLC (an affiliate of the San Francisco Giants), is a flexible development that balances residential, office, retail, exhibition, and parking space in a combination of uses that will evolve to meet market demands, reflect community and regulatory concerns, and ensure mixed-use diversity. The Port anticipates that this project will generate new lease revenues, new property tax, Pay-Go, and bond revenues created through the formation of an Infrastructure Financing District, and result in overall higher property values.</p> <p><b>The total cost of the project, as planned, is estimated at \$1.8 billion.</b></p>
<b>Port – Seawall Lots 323 and 324</b>	<p>In 2015 the Port Commission approved an agreement with Teatro ZinZanni and its financial partner, operating together as TZK Broadway, LLC, for the lease and development of Seawall Lots 323 and 324 for a dinner-theater, a maximum 200-room, 40-foot high boutique hotel, an approximately 7,500 square foot privately financed public park, and ancillary uses. The project is anticipated to be constructed and operational by 2019.</p> <p><b>This project’s total development cost is estimated at \$124 million to be funded with private funds.</b></p>

## Enhancement Projects

Project Name	Description
<b>Port – Seawall Lot 322-1 Development for Affordable Housing</b>	<p>In 2014 the Port Commission approved an agreement between the Port and the Mayor's Office of Housing and Community Development (MOHCD) regarding a joint effort to pursue the feasibility of improving Seawall Lot 322-1 with an affordable housing development. The project is scheduled for construction in 2018. MOHCD recently selected Bridge Housing as its private partner to develop the site with 130 family housing rental units.</p> <p><b>The project's projected cost is \$72 million.</b></p>
<b>Port – Downtown San Francisco Ferry Terminal Expansion Project</b>	<p>The Bay Area Water Emergency Transportation Authority (WETA) is developing the Downtown San Francisco Ferry Terminal Expansion project to expand and improve facilities at the ferry terminal. The expansion will accommodate anticipated increases in ferry ridership as new ferry services from downtown San Francisco to Richmond, Treasure Island, and other locations, are introduced through 2030. The project will include construction of two new ferry gates and four new berths, landside pedestrian circulation improvements, installation of amenities such as weather-protected areas for queuing, and covering of the current "lagoon" area south of the Ferry Building. This covered area will enhance emergency response capabilities and serve as a new public plaza in the heart of the Ferry Building area.</p> <p><b>Construction, at an estimated cost of \$75 million, is expected to begin in 2017 and be completed by 2020.</b></p>
<b>Port – Agua Vista Park</b>	<p>Agua Vista is a waterfront park at the southern edge of Mission Bay located on Terry Francois Boulevard at 16th Street that was originally improved in the 1970s. This project will renovate and connect the 20,000 square foot, shoreline Agua Vista Park to the recently improved edge of Bayfront Park. When completed, Agua Vista Park and the future Bayfront Park combined are expected to include 2,000 linear feet of new shoreline access, continuous walking and bike paths, and dramatic views of ships being worked on at the Pier 70 shipyard and dry dock. Improvements may include new pathways, seating areas, interpretation, and fishing facility improvements. The project is expected to be completed in 2017.</p> <p><b>The budget for this project is \$2 million dollars and is funded through the Neighborhood Parks G.O. Bond program.</b></p>
<b>Port – Blue Greenway Public Art</b>	<p>Working with the San Francisco Arts Commission, the Port has identified the Bayview Gateway site as the appropriate site and location for an art enrichment project. Construction is anticipated to be complete in 2017.</p> <p><b>The budget for this art enrichment project is \$684,000 and is funded through the Neighborhood Parks G.O. Bond program.</b></p>
<b>Port – Islais Creek Improvements</b>	<p>This project will complete the pathway along the northern shore of Islais Creek from I-280 to Illinois Street. New public access would connect the Islais Creek Promenade at Tennessee Street to the historic Third Street Bridge. Improvements are expected to include a new waterfront walkway and scenic lookout points. This site currently is partially unimproved. Improvements would close a gap in the Islais Creek system of open spaces, the Blue Greenway, and Bay Trail. The project is expected to be complete in 2017.</p> <p><b>Improvements are budgeted at \$2 million, and this project is funded through the Neighborhood Parks G.O. Bond program.</b></p>
<b>Port – Crane Cove Park Phases 1 and 2</b>	<p>Crane Cove Park is a new, approximately nine-acre, Blue Greenway waterfront park located in the Central Waterfront between 19th and Mariposa Streets east of Illinois Street. Initial park concepts include shoreline cleanup and stabilization, restoration of historic cranes, historic interpretation, bay access, and a facility for human powered boats. Phase 1 construction is underway, and completion is slated for 2018, and Phase 2 will support completion of a four acre site east of slipway 2.</p> <p><b>Phase 1 of the Crane Cove Park project is funded by \$24.6 million from the 2008 and 2012 Neighborhood Parks Bonds and \$6.9 million in other Port sources. The budget for Phase 2 is \$20 million and a top priority for future G.O. Bond programming.</b></p>

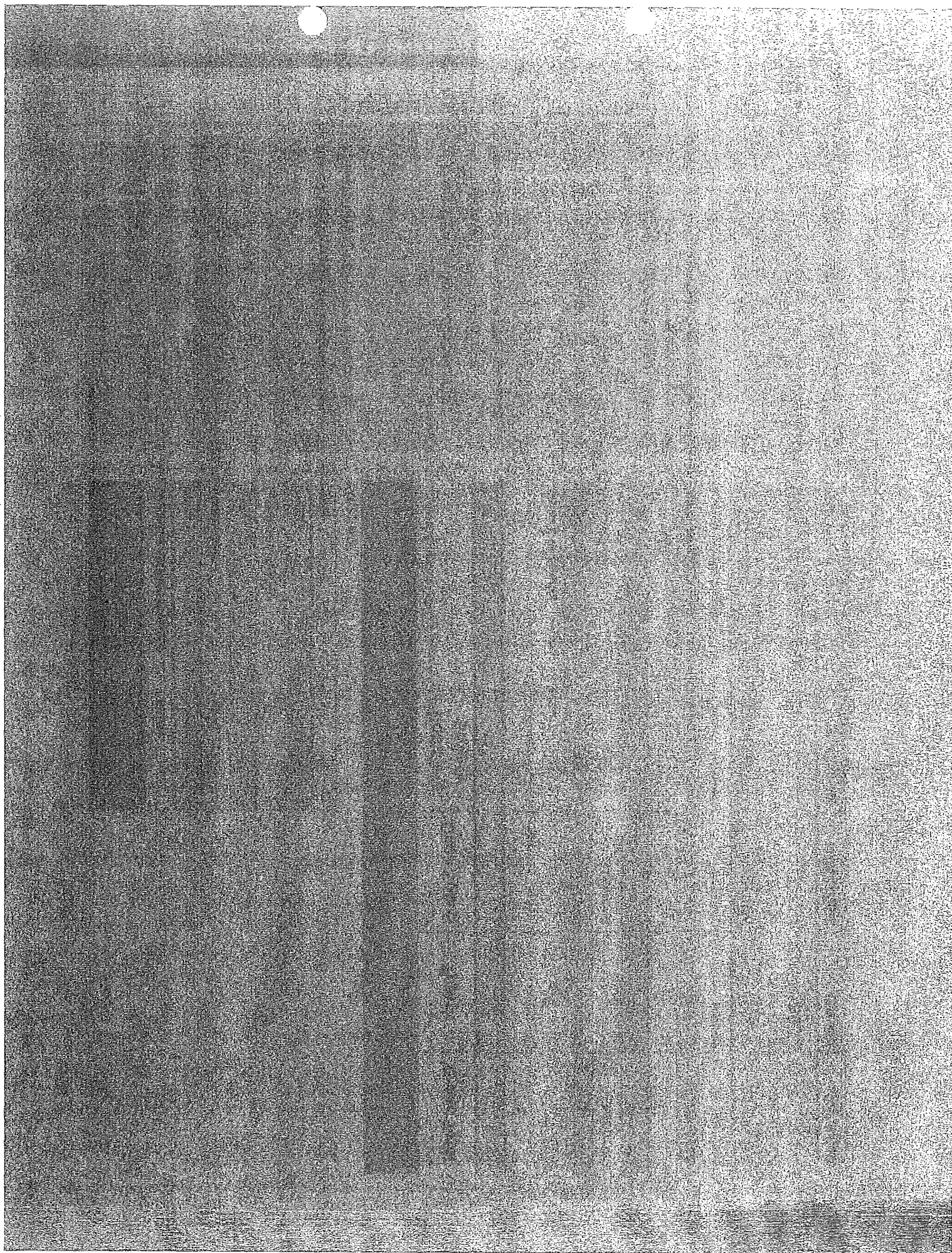
## Enhancement Projects

Project Name	Description
<b>OCII Mission Bay – Parks and Open Space</b>	Nineteen additional parks are anticipated to be constructed over the next 10 years, of which 13 are planned for delivery over the next five years. Parks anticipated to be finished by FY2019 include: remaining segments of the Mission Creek park loop, a new dog park to serve Mission Bay South, a small remaining segment of Mariposa parks to serve the new UCSF Children's hospital and expanding Dogpatch neighborhood, the Commons linear park, a small pocket park and more.
<b>OCII Mission Bay – Streetscape and Underground Utilities</b>	While a significant amount of roadways in Mission Bay, along with their underground utility system, have been constructed since 1998, the need remains to finalize improvements to the core infrastructure serving the new residential neighborhood and research district in the southern portion of Mission Bay. This infrastructure includes new roadways, underground utilities, highway off-ramp improvements, and pedestrian and bicycle improvements. The majority of these improvements will be constructed over the next five years.
<b>OCII Mission Bay – Storm Water Treatment</b>	The remaining required storm water treatment improvements in Mission Bay are all located south of Mission Creek. This southern portion of Mission Bay will have a storm water treatment system separate from the combined sewer/storm water system found in the rest of the City to avoid additional burdens on the Southeast Treatment Facility. These improvements include construction of storm water pump stations and storm water treatment facilities, which are expected to be constructed within the next five years.
<b>OCII Shipyard/Candlestick – Building 101 &amp; Artists Replacement Studios</b>	Building 101 will be retained as part of the Shipyard redevelopment and will require significant upgrades in the future. New artist studios for approximately 100 artists will be constructed.
<b>OCII Shipyard/Candlestick - New Parks and Open Space</b>	The development will build out several new parks which include: Hillpoint Park, Hilltop Pocket Parks, Innes Court Park, Coleman Promenade and Overlook, Storehouse Plaza, Coleman Bluffs Paths, Hillside Central Park, Jamestown Walker Slope, Wedge Park, Bayview Hillside Open Space, and Alice Griffith Community Garden, Northside Park, Horne Blvd Park, Shipyard Hillside Open Space, Mini-Wedge Park, Earl Blvd Park, Waterfront Promenade North/South, Heritage Park, and Alice Griffith Neighborhood Park.
<b>OCII Shipyard/Candlestick – Transportation Improvements</b>	The Shipyard/Candlestick Point project includes an extensive program of on-site and off-site transportation improvements to facilitate automobile, transit, bicycle, and pedestrian mobility in and around the project area. Over the next five years, the master developer will build out a new network of streets in the former Candlestick Stadium site to serve a new retail center and the Alice Griffith public housing site.
<b>OCII Shipyard/Candlestick – Streetscape Projects</b>	The Shipyard/Candlestick Point Project will enhance the walkability of several streets, providing new amenities to pedestrians in the area by performing streetscape projects on Gilman Street, Harney Way, and Innes Avenue.
<b>OCII Transbay – Folsom Street Improvements</b>	Planned improvements to Folsom Street in the Transbay area include widened sidewalks with special paving, new street trees, rain gardens, and new streetlights and traffic signals. Construction of improvements is anticipated to begin in 2017, with completion of all permanent improvements by 2019.  The total cost of the Folsom Street improvements is \$18 million and will be funded by tax exempt bonds issued by OCII.

## Enhancement Projects

Project Name	Description
<b>OCII Transbay – New Public Park (between Main &amp; Beale)</b>	<p>Within the next five years, OCII will complete construction of a new 1.1-acre park north of Folsom Street, between Main and Beale Streets, adjacent to the site of the Temporary Transbay Terminal. The TIPA plan has programmed the site for approximately 730 new residential units surrounding the new park. Construction of the park is expected to begin in 2018.</p> <p><b>The cost of this project is approximately \$15 million.</b></p>
<b>OCII Transbay – Greater Rincon Hill Community Benefit District</b>	<p>In 2015 property owners within Transbay and the Rincon Hill neighborhoods approved the Greater Rincon Hill Community Benefit District. The District provides funding for maintenance of the new infrastructure, including the new parks, sidewalk and street cleaning, security, and programming for neighborhood events.</p> <p><b>The District produces approximately \$4.5 million in funding annually to meet these needs.</b></p>
<b>TIDA – Horizontal Infrastructure</b>	Treasure Island requires significant investment in modernizing its horizontal infrastructure, which is needed to ensure that the Island is in the developable condition necessary for new buildings and structures to be built upon it. This investment includes building a replacement low-pressure potable water system, a reclaimed water system, new sanitary sewer and storm drainage facilities, and joint trenches throughout the area to accommodate electrical, communication, and gas utilities.
<b>TIDA – Public Open Spaces</b>	Improvements to public open space will include public access trails, parks, shoreline improvements and other waterfront improvements to enhance public use, and enjoyment of views of the San Francisco Bay.
<b>TIDA – Transportation Improvements</b>	Public transportation improvements will include a new ferry terminal, lease payments for new ferry boats, and the cost to purchase or lease shuttle buses for the new on-island free shuttle service. A transportation operating subsidy to enhance funding for the project's unique transit services and transportation demand management programs as defined by the DDA and Transportation Plan.
<b>Planning – Neighborhood Development Plan Areas</b>	Please see the following pages to find an overview of the infrastructure enhancement projects planned for each of the Plan Areas governed by the Interagency Plan Implementation Committee (IPIC): Balboa Park, Eastern Neighborhoods, Market/Octavia, Rincon Hill, Transit Center, and Visitacion Valley. The projects and associated costs discussed in this section are based on the original Area Plans that were developed when the enabling legislation which established the plan areas was enacted. Since that time, additional projects for these areas have been identified.





## Balboa Park

The Balboa Park area is expected to build 1,780 new housing units, generating approximately \$1.6 million in impact fee revenue through FY2027. Infrastructure investments in the Balboa Park Area Plan include pedestrian and streetscape improvements along Ocean and Geneva Avenues, additional open spaces adjacent to Ingleside Library and as part of the potential Balboa Reservoir development, and realigning freeway ramps. The Area Plan also includes significant improvements at the Balboa Park BART and Muni station.

TABLE 6.1 - Enhancement Projects

Balboa Park Area Plan Projects by Category	
Original Area Plan Projects:	Count
Open Space	8
Streetscape	4
Bikes	2
Community Facility	2
Transit	1
<b>Total</b>	<b>17</b>

TABLE 6.2

Overview of Balboa Park Area Plan Project Funding				
	Complete Streets	Open Space	Transit	Grand Total
<b>Total Cost of Area Plan Projects</b>	<b>13,100,000</b>	<b>10,100,000</b>		<b>23,200,000</b>
<b>Source of Funds:</b>				
Impact Fees	476,000	373,000	166,000	1,015,000
General Fund	-	3,000,000	-	3,000,000
GO Bonds				
Other Local	-	-	-	-
State/Federal	-	2,900,000		2,900,000
<b>Sources of Funds Subtotal</b>	<b>476,000</b>	<b>6,273,000</b>	<b>166,000</b>	<b>6,915,000</b>
<b>Surplus (Deficit)</b>	<b>(12,624,000)</b>	<b>(3,827,000)</b>	<b>166,000</b>	<b>(16,285,000)</b>
Funded Emerging Needs	8,516,000	10,505,000	15,484,000	34,505,000
Unfunded Emerging Needs	(2,805,000)	(26,695,000)	70,000	(29,430,000)
<b>Total Surplus (Deficit)</b>	<b>(15,429,000)</b>	<b>(30,522,000)</b>	<b>236,000</b>	<b>(45,715,000)</b>



## Eastern Neighborhoods

The Eastern Neighborhoods are among the City's highest growth areas; the Area Plan enables approximately 12,000 additional housing units and 20,000 new jobs. The Eastern Neighborhoods Area Plan is vast and calls for over 90 different projects to be implemented. Highlights in the Area Plan include transit improvements to the 16th Street bus corridor, rehabilitation to the Mission Recreation Center, and redevelopments at Jackson Playground in Potrero Hill.

The City currently estimates approximately \$397 million will be needed to serve new growth through FY2027, and the Capital Plan identifies \$288 million over the next 10 years.

TABLE 6.3 - Enhancement Projects

Eastern Neighborhoods Area Plan Projects by Category	
Project Type	Amount
Streetscape	49
Open Space	25
Transit	13
Bikes	9
Community Facility	3
<b>Total</b>	<b>99</b>

TABLE 6.4

Overview of Eastern Neighborhoods Area Plan Project Funding				
	Complete Streets	Open Space	Transit	Grand Total
<b>Total Cost of Area Plan Projects</b>	<b>167,070,001</b>	<b>136,035,000</b>	<b>94,429,947</b>	<b>397,534,948</b>
<b>Source of Funds:</b>				
Impact Fees	42,660,000	49,655,000	26,704,000	119,019,000
General Fund	21,884,959	12,750,000	10,130,000	44,764,959
GO Bonds	13,961,525	12,000,000	41,165,937	67,127,462
Other Local	6,488,632	2,700,000	11,774,063	20,962,695
State/Federal	19,621,085		1,667,947	21,289,032
<i>Sources of Funds Subtotal</i>	<i>104,616,201</i>	<i>77,105,000</i>	<i>91,441,947</i>	<i>273,163,148</i>
<b>Surplus (Deficit)</b>	<b>(62,453,800)</b>	<b>(58,930,000)</b>	<b>(2,988,000)</b>	<b>(124,371,800)</b>
Funded Emerging Needs	27,000,596	54,744,000	8,640,000	90,384,596
Unfunded Emerging Needs	(75,150,000)	(11,128,000)	(30,200,000)	(116,478,000)
<b>Total Surplus (Deficit)</b>	<b>(137,603,800)</b>	<b>(70,058,000)</b>	<b>(33,188,000)</b>	<b>(240,849,800)</b>

## Market/Octavia

The Market/Octavia Area Plan envisions 5,500 new residential units housing 10,000 additional people in the neighborhood. To accommodate this projected growth, the Area Plan calls for enhancements including the upcoming Van Ness Bus Rapid Transit Project, improvements to the 5-Fulton and 71-Haight bus lines, renovation of Margaret Hayward Park, bicycle infrastructure on Page Street, and various traffic calming and pedestrian safety improvements.

The City currently estimates approximately \$27 million will be needed for Market/Octavia through FY2027, and the Capital Plan identifies \$25 million in funding to meet these needs.

TABLE 6.5 - Enhancement Projects

Market/Octavia Area Plan Projects by Category	
Project Type:	Amount
Streetscape	16
Open Space	3
Transit	3
<b>Total</b>	<b>22</b>

TABLE 6.6

Overview of Market/Octavia Area Plan Project Funding				
	Complete Streets	Open Space	Transit	Grand Total
<b>Total Cost of Area Plan Projects</b>	<b>17,991,257</b>	<b>24,855,367</b>	<b>-</b>	<b>42,846,624</b>
<b>Source of Funds:</b>				
Impact Fees	16,801,257	11,094,000	-	27,895,257
General Fund	-	-	-	-
GO Bonds	-	14,000,000	-	14,000,000
Other Local	-	-	-	-
State/Federal	-	-	-	-
<b>Sources of Funds Subtotal</b>	<b>16,801,257</b>	<b>25,094,000</b>	<b>-</b>	<b>41,895,257</b>
<b>Surplus (Deficit)</b>	<b>(1,190,000)</b>	<b>238,633</b>	<b>-</b>	<b>(951,367)</b>
Funded Emerging Needs	3,530,186	-	7,000,000	10,530,186
Unfunded Emerging Needs	(15,703,830)	-	(500,000)	(16,203,830)
<b>Total Surplus (Deficit)</b>	<b>(16,893,830)</b>	<b>238,633</b>	<b>(500,000)</b>	<b>(17,155,197)</b>

## Rincon Hill

The Rincon Hill Area Plan enables over 2,500 additional residential units in the neighborhood. To accommodate this growth, the Rincon Hill Streetscape Plan includes park and streetscape improvements for the neighborhood.

The Planning Department estimates another \$3.8 million in impact fees between FY2018 and FY2027 for additional priority improvements, which will cover streetscape and open space improvements in the Plan Area. In 2011, criteria were established regarding the use of an Infrastructure Financing Districts in Plan Areas with significant upzoning. Subsequently, an Infrastructure Financing District for Rincon Hill was established that could potentially cover these costs.

TABLE 6.7 - Enhancement Projects

Rincon Hill Area Plan Projects by Category	
Project Type:	Amount
Streetscape	13
Open Space	1
<b>Total</b>	<b>14</b>

TABLE 6.8

Overview of Rincon Hill Area Plan Project Funding			
	Complete Streets	Open Space	Grand Total
<b>Total Cost of Area Plan Projects</b>	<b>40,343,000</b>	<b>6,328,500</b>	<b>46,671,500</b>
<b>Source of Funds:</b>			
Impact Fees	20,164,000	5,686,000	25,850,000
General Fund	-	-	-
GO Bonds	-	-	-
Other Local	-	-	-
State/Federal	-	-	-
<b>Sources of Funds Subtotal</b>	<b>20,164,000</b>	<b>5,686,000</b>	<b>25,850,000</b>
<b>Surplus (Deficit)</b>	<b>(20,179,000)</b>	<b>(642,500)</b>	<b>(20,821,500)</b>
Funded Emerging Needs	-	-	-
Unfunded Emerging Needs	(1,118,000)	-	(1,118,000)
<b>Total Surplus (Deficit)</b>	<b>(21,297,000)</b>	<b>(642,500)</b>	<b>(21,939,500)</b>



## Transbay Transit Center

The Transit Center District Plan, adopted in 2012, enables about 3,500 additional residential units and about 6.5 million square foot of new commercial space (office and retail) near the new Transbay Transit Center.

The Planning Department projects over \$134 million in impact fee revenues available for infrastructure in the Transit Center District through FY2020. Nearly \$35 million of these impact fees are set aside for open space improvement projects, and the other \$99 million are to be used for transit and streetscape improvements. Additional information about the Transbay Transit Center can be found in the Transportation chapter of this Plan.

TABLE 6.9 - Enhancement Projects

Transit Center Area Plan Projects by Category	
Project Type	Amount
Streetscape	13
Open Space	3
Transit	2
<b>Total</b>	<b>18</b>

TABLE 6.10

Overview of Transit Center Area Plan Project Funding				
	Complete Streets	Open Space	Transit	Grand Total
<b>Total Cost of Area Plan Projects</b>	<b>21,225,000</b>	<b>9,000,000</b>	<b>29,000,000</b>	<b>59,225,000</b>
<b>Source of Funds:</b>				
Impact Fees	21,225,000	24,000,000	35,977,000	81,202,000
General Fund	-	-	-	-
GO Bonds	-	-	-	-
Other Local	-	-	-	-
State/Federal	-	-	-	-
<b>Sources of Funds Subtotal</b>	<b>21,225,000</b>	<b>24,000,000</b>	<b>35,977,000</b>	<b>81,202,000</b>
<b>Surplus (Deficit)</b>	<b>-</b>	<b>15,000,000</b>	<b>6,977,000</b>	<b>21,977,000</b>
Funded Emerging Needs	-	-	-	-
Unfunded Emerging Needs	-	-	(16,000,000)	(16,000,000)
<b>Total Surplus (Deficit)</b>	<b>-</b>	<b>15,000,000</b>	<b>(9,023,000)</b>	<b>5,977,000</b>

## Visitacion Valley

Visitacion Valley is expected to lead to an increase of 4,800 housing units, 128,000 square feet of commercial space, and 90,000 square feet of community space. Infrastructure projects to be implemented in Visitacion Valley include renovations to Visitacion Valley Playground, pedestrian improvements on Arleta Avenue, and bicycle network improvements on Geneva Avenue.

Over the next years, the Planning Department projects approximately \$22 million in fee revenue, including in-kind improvements at Schlage Lock.

TABLE 6.11 - Enhancement Projects

Visitacion Valley Area Plan Projects by Category	
Project Type	Amount
Streetscape	12
Open Space	6
Bikes	3
Transit	1
Total	22
Total	47

TABLE 6.12

Overview of Visitacion Area Plan Project Funding				
	Complete Streets	Open Space	Transit	Grand Total
Total Cost of Area Plan Projects	-	-	13,400,000	13,400,000
Source of Funds:				
Impact Fees	7,066,000	3,900,000	1,012,000	11,978,000
General Fund	-	-	-	-
GO Bonds	-	-	-	-
Other Local	-	-	-	-
State/Federal	-	-	-	-
Sources of Funds Subtotal	7,066,000	3,900,000	1,012,000	11,978,000
Surplus (Deficit)	7,066,000	3,900,000	(12,388,000)	(1,422,000)
Funded Emerging Needs	10,658,000	3,796,000	-	14,454,000
Unfunded Emerging Needs	(5,260,000)	(7,804,000)	3,096,000	(9,968,000)
Total Surplus (Deficit)	1,806,000	(3,904,000)	(9,292,000)	(11,390,000)

# Emerging Projects

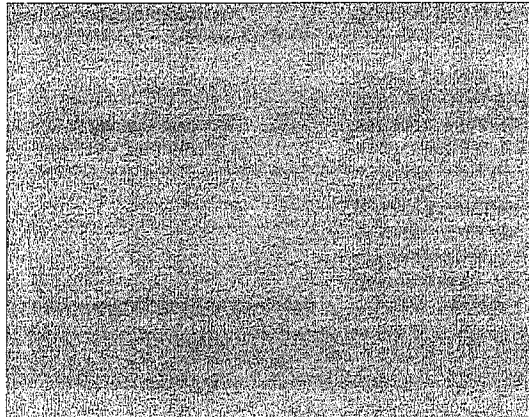
Project Name	Description
<b>Port – Seawall Stabilization and Adaptation for Sea Level Rise</b>	To address the stabilization and sea level rise adaptation needs of the entire Seawall, it is estimated that up to \$5 billion will be needed. Further analysis is needed to define the project scope, budget, and schedule. San Francisco was selected to participate in the Living Cities City Accelerator's Infrastructure Finance Cohort. Through participation in the Accelerator, the City will conceptualize a financing and public engagement strategy that can endure a near-term change in administrations as well as sustain public support years from today.
<b>Port – BAE Ship Repair</b>	The BAE Ship Repair leasehold is 15.1 acres of land and 17.4 acres of water on the northeastern edge of Piers 68 and 70. It includes 19 buildings, six functional cranes, and two floating drydocks. It is under a lease to BAE, generating approximately \$1.8 million dollars in annual revenues to the Port. BAE's ship repair is key to sustaining the Port's maritime function and is utilized by other maritime enterprises, such as cruise ships calling in San Francisco. Recently, competitive facilities in Vallejo and Oregon have caused a decline in BAE revenues. The current lease between the Port and BAE committed to improvements that will sustain the ship repair facility for the next 25 years by replacing one or both drydocks to improve the facility's competitiveness. A new dry dock is estimated to cost \$50 million. The Port will work with BAE to develop the business case to support private or public funding for this expenditure.
<b>Port – Piers 80-96 Maritime Eco-Industrial Center</b>	The Maritime Eco-Industrial Center co-locates maritime industrial uses to enable product exchange, optimize the use of resources, incorporate green design and technologies on site, foster resource recovery and reuse, provide economic opportunities that employ local residents, minimize environmental harm, and incorporate public open space. The Port has made strides in bringing new industries to Piers 80-96, but additional capital investments are needed to support and grow maritime industries in the area. Likely areas of investment include improving transportation access to the site, substructure renewal at Piers 80 and 94/96, public realm improvements, area beautification, and wharf and pile removal from the Bay. The Port will likely seek Federal Fostering Advancements in Shipping and Transportation for the Long-term Achievement of National Efficiencies (FASTLANE) grant funds to improve transportation access to the site.
<b>Port - Conditional Seismic Costs</b>	<p>Seismic costs may be required for code compliance when performing renewal work on piers. The seismic cost estimate represents a worst-case scenario in terms of the total potential cost for repair work. In some instances, renewal work on wharfs and piers may be scoped and designed so that it does not trigger the need for seismic repairs. This project and its cost are included in the Capital Plan because in some instances the scope of repairs undertaken by the Port will trigger the need for full seismic upgrades of a substructure.</p> <p><b>The Port anticipates \$561.7 million may be needed for conditional seismic work on Port facilities, excluding many facilities at Pier 70, where the costs for seismic work are rolled into "full rehabilitation" estimates.</b></p>
<b>OCII Mission Bay Projects</b>	A potential need that is emerging is that the Community Facilities District #5 fees may not fully cover the maintenance and operation of the Mission Bay park system once the system is fully constructed. The actual cost of maintaining the parks is exceeding the originally estimated amount used to calculate the maximum fee allowed by Community Facilities District #5. As a result, there may be limited funds available for capital improvements to the parks as they age and require on-going improvements. This will most likely occur towards the end of this 10-year capital planning period.

Project Name	Description
<b>OCII Shipyard/Candlestick Projects</b>	Primary funding sources for the following projects have not yet been identified: Arts Center; Hunters Point Historic Commemoration (landmarks or memorial) of the Drydocks; Community Facilities Parcels; Building 101 Upgrades; Building 813; Hunters Point Shipyard and/or Candlestick Point Fire Station and full funding of a school site. OCII envisions that these projects may be funded through a combination of local, state and federal grants or loans; philanthropic funds; master leases or development agreements; or funds derived from the project's Community Benefits Fund.
<b>OCII Shipyard/Candlestick – Community Facility Parcels</b>	Approximately eight acres throughout the Shipyard and Candlestick site have been set aside for community resources such as social services, education, art, public safety facilities, and other community services as to be determined through a community process. While \$10 million has been set aside for a new school facility, no other funding sources have been set aside for alternative uses for the community facility parcels.
<b>OCII Shipyard/Candlestick – Building 813</b>	Building 813 is being considered for reuse as an incubator and training facility for a range of new businesses, with a likely focus on clean technology, biotech and life sciences, and green businesses, with a mix of office, incubator, and workforce training uses.
<b>OCII Shipyard/Candlestick – New Police Department Safety Hubs</b>	New San Francisco Police Department safety hubs will be constructed in the Shipyard/Candlestick area to serve the growing population there. Expected locations include Alice Griffith, the Regional Retail Center, and Hunters Point Shipyard.
<b>OCII Yerba Buena Projects</b>	Yerba Buena does not have any major deferred projects at this time, however, based on projected capital expenditures over the next 10 years, OCII's capital reserve will not be sufficient to keep up with anticipated facility renewals. Sources of future capital funding have yet to be identified, but may include establishment of public-financing mechanisms, additional contributions from property owners, and/or significant cutbacks in operating and cultural facility expenditures.
<b>TIDA – Utility Infrastructure</b>	The San Francisco Public Utilities Commission and TIDA have identified \$4 million in rehabilitation and repair priorities for the wastewater collection system and treatment plan to be completed in FY2017 and FY2018 drawing upon previously authorized Certificates of Participation financing to maintain the existing facilities while new infrastructure is developed. The improvements will provide minimum levels of service reliability during the Interim period before new infrastructure is constructed, dedicated to and accepted by the City as part of the Treasure Island Development Project. A new Wastewater Treatment Plant is to be constructed by the SFPUC and funds for this purpose are included in the SFPUC capital plan beginning in FY2017 and continuing through FY2019. TIDA and the SFPUC have initiated planning for the new plant.
<b>TIDA – Westside Viaduct Structures</b>	Federal HBP and Prop 1-B funds have been secured to seismically retrofit or replace the viaduct structures on the west side of Yerba Buena Island. The project is in design and will be constructed following completion of the Yerba Buena Ramps project and improvements to Macallá Road to be made by TIDC in the first phase of development.

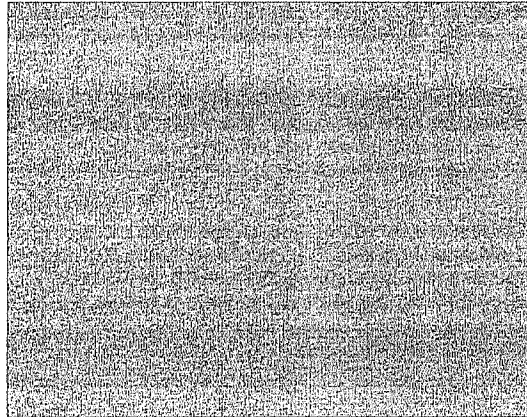


## Emerging Projects

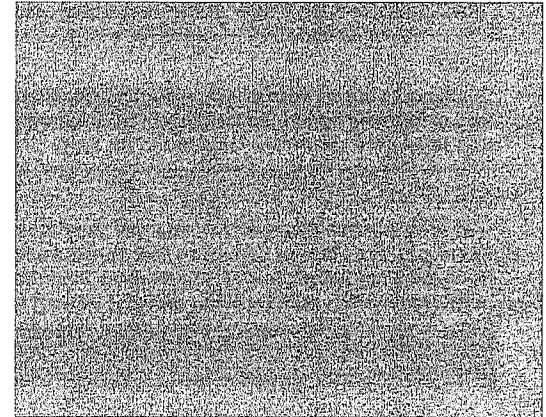
Project Name	Description
<b>TIDA – Affordable Housing</b>	The Housing Plan and Financing Plan set forth a strategic framework for funding 2,173 of the housing units to be affordable units. 1,866 of these units are to be developed by the City with the balance being inclusionary units to be constructed by TICD. Due to an escalation in costs since 2011, an increase in the number of affordable units to be delivered, and other changes, revised funding strategies will be required to close the resultant funding gap.
<b>TIDA – Navy Structures</b>	While the majority of existing structures on the Islands will be demolished to make way for development, several existing structures will be preserved through the development as TIDA assets, including the gymnasium and chapel, Building 1, Hangers 2 & 3, and the former naval officers housing on Yerba Buena Island. All of these structures, except the gymnasium, came into TIDA ownership with the initial transfer and require individual assessment. The renovation or upgrade of some of the structures are included in the Project, but the programming, preservation, and improvement of others will be the responsibility of TIDA.
<b>Planning – Eastern Neighborhoods</b>	The City has identified a number of emerging capital projects within the Eastern Neighborhoods Plan Area that are in the early planning stage. The scope, feasibility, and costs of these projects require further vetting and are therefore still considered emerging. Emerging needs range from major streetscape projects which re-envision stretches of the street grid, to Green Connection projects that enhance paths of travel leading, to parks and open space.
<b>Planning – Market/Octavia</b>	The City has identified a number of emerging capital projects within the Market/Octavia Plan Area that are in the early planning stage. The scope, feasibility, and costs of these projects require further vetting and are therefore still considered emerging; however very preliminary analyses estimate these needs to be approximately \$26 million. Emerging needs projects include additional pedestrian safety upgrades, streetscape improvements and bicycle network enhancements, among others.
<b>Planning – Visitacion Valley</b>	Planning Department staff is currently conducting outreach with the community to identify projects going forward. Examples of these projects include Pedestrian Safety and Transit Improvements at Arleta Avenue, greenway street crossing enhancements, and art murals.



Caption Text



Caption Text

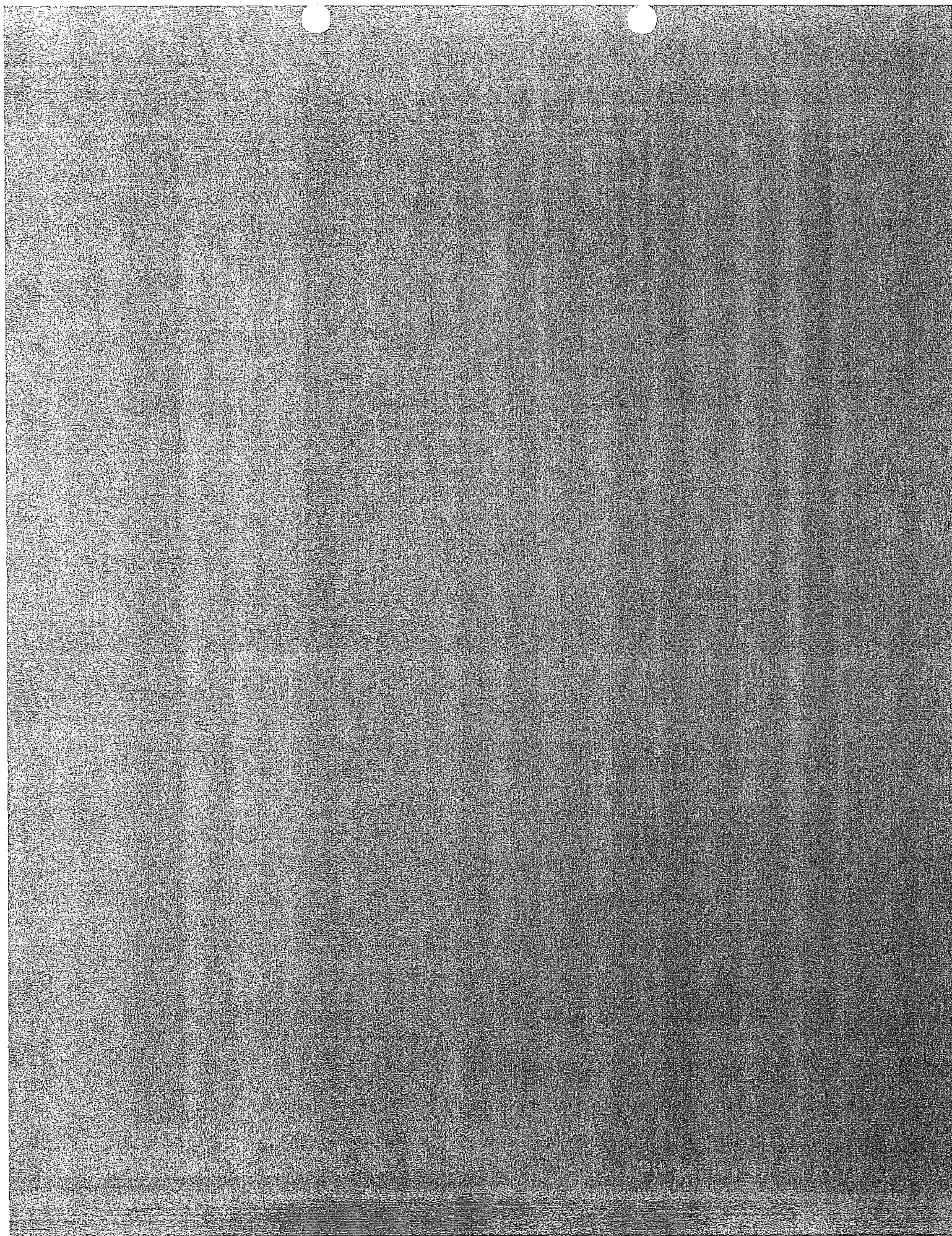


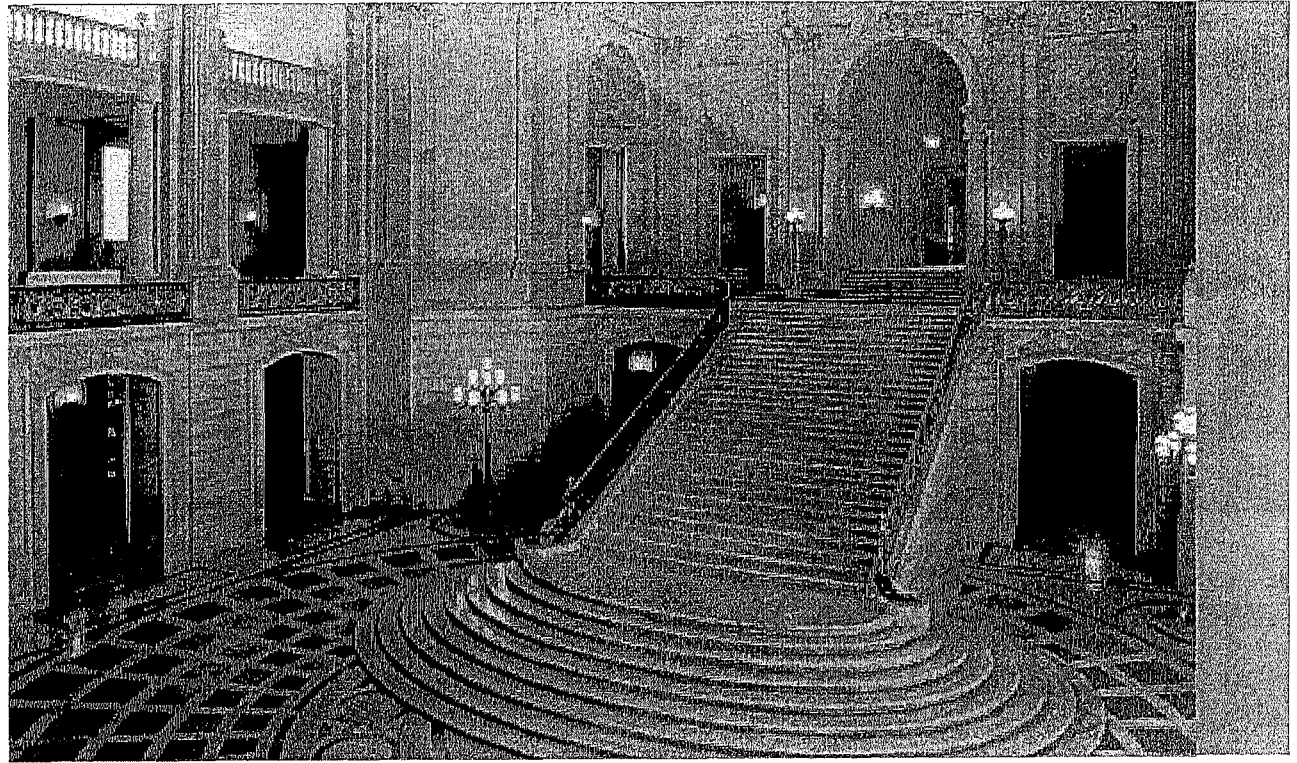
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TABLE 6.13 - ECONOMIC + NEIGHBORHOOD DEVELOPMENT FINANCIAL SUMMARY

PROGRAMS/PROJECTS (Dollars in Thousands)	PRIOR YEARS	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023 - 2027	Plan Total	Backlog
<b>SPENDING PLAN</b>									<b>DEFERRED</b>
Port of San Francisco	-	711,616	345,061	129,905	53,763	78,788	345,270	1,664,403	1,049,678
Treasure Island Redevelopment	235,632	142,598	125,933	165,342	148,637	124,322	596,492	1,303,324	
Transbay Joint Powers Authority	17,100	33,500	25,750	-	4,500	-	-	63,750	-
Mission Bay Redevelopment	-	14,100	50,075	81,150	23,838	13,037	10,100	192,300	-
Hunters Point Redevelopment	-	68,426	76,977	115,345	172,787	88,692	527,414	1,049,643	
Planning Department	178,897	87,254	21,094	16,600	5,050	3,191	5,060	138,249	
<b>TOTAL</b>	<b>431,629</b>	<b>1,057,494</b>	<b>644,890</b>	<b>508,342</b>	<b>408,575</b>	<b>308,031</b>	<b>1,484,336</b>	<b>4,411,668</b>	<b>1,049,678</b>
<b>REVENUES</b>									
General Fund - Other		4,500	-	-	-	-	-	4,500	
Capital Planning Fund		3,000	-	-	-	-	-	3,000	
Local - Other Sources		383,022	380,125	271,330	223,974	147,444	632,475	2,038,372	
Seawall Resiliency Bond		350,000	-	-	-	-	-	350,000	
Neighborhood Parks and Open Space Bond 2008		900	-	-	-	-	-	900	
Neighborhood Parks and Open Space Bond 2012		8,200	7,600	-	-	-	-	15,800	
Neighborhood Parks and Open Space Bond 2019		-	5,833	5,833	5,833	5,833	11,668	35,000	
Neighborhood Parks and Open Space Bond 2025		-	-	-	-	-	35,000	35,000	
Port Funds & Tenant Responsibility		33,190	45,604	34,136	20,081	25,240	179,142	337,394	
Land-Secured Financing (TIF, IFD, Mello Roos)		32,470	23,069	6,552	54,491	60,869	402,647	580,098	
Private Capital		110,128	102,864	165,724	119,407	88,159	622,177	1,208,459	
Federal and State		44,830	58,700	15,100	5,000	2,000	24,500	150,130	
Impact Fees		62,610	33,819	43,869	12,011	13,223	54,282	219,814	
<b>TOTAL</b>		<b>1,032,851</b>	<b>657,615</b>	<b>542,545</b>	<b>440,797</b>	<b>342,768</b>	<b>1,961,892</b>	<b>4,978,467</b>	
Total San Francisco Jobs/Year		8,624	5,491	4,530	3,681	2,862	16,382	41,570	
<b>ANNUAL SURPLUS (DEFICIT)</b>									
Annual Surplus (Deficit)		(24,644)	12,725	34,203	32,222	34,738	477,555	566,799	
Cumulative Surplus (Deficit)		(24,644)	(11,918)	22,284	54,506	89,244	613,467		







## 07. General Government

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105	Financial Summary



GENERAL GOVERNMENT



● General Government  
Facilities



## 07. GENERAL GOVERNMENT

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ACC: Animal Care & Control

DT: Department of Technology

GSA: General Service Agency

MOD: Mayor's Office on Disability

MOS: Moscone Convention Center

PW: Public Works

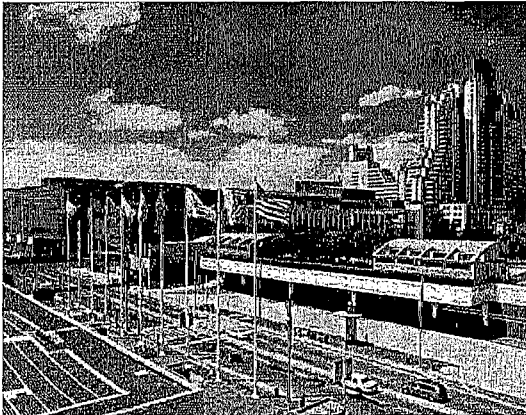
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In order for local government to successfully deliver services as San Francisco grows, the City must plan carefully, run our internal functions smoothly, and pay attention to performance across the board. In practice, much of this work falls to the Office of the City Administrator, which oversees the General Services Agency (GSA). Comprised of a broad array of departments, divisions, programs and offices, GSA is committed to increasing San Francisco's safety and resilience and ensuring the efficacy of government services. Day in and day out, GSA's operations help the wheels of government to turn.

The General Government Service Area encompasses the capital needs that pertain to the operations of GSA departments; projects delivered for client departments are captured in the Plan's other Service Areas.



San Francisco City Hall



Moscone Convention Center Expansion

## Overview

The General Services Agency delivers a wide range of capital-related services, including the maintenance and management of City-owned buildings, real estate, design and construction of capital improvements, capital planning, and technology services. These operations largely support the service delivery efforts of other City departments. Those with projects named in the 10-Year Capital Plan are described here.

## Public Works

Public Works (PW) includes divisions under the City Architect that relate to facility design, construction, maintenance and repair. The Bureau of Building Repair provides construction, repair, remodeling, and management services to City-owned facilities. The Building, Design, and Construction and Project Management divisions provide facility programming, architectural design, site and master planning, conceptual design, and construction management services. PW programs that address San Francisco's horizontal infrastructure are discussed in the Infrastructure and Streets Service Area.

## Real Estate

The Real Estate Division (RED) within GSA manages over four million square feet of office space and other civic facilities that support the operations of city departments. RED is responsible for the acquisition of all real property required for City purposes, the sale of surplus real property owned by the City, and the leasing of property required by various City departments. Facility operations at the Alemany Farmers' and Flea Markets, Yerba Buena Gardens, and the UN Gift Gallery at UN Plaza are also managed by RED. In addition to these responsibilities, RED provides property management services to City Hall, 1 South Van Ness Avenue, 25 Van Ness Avenue, 30 Van Ness Avenue, 1640-1680 Mission Street, the Hall of Justice, and 555 7th Street.

One of the priorities for RED is the Civic Center real estate consolidation and reconfiguration effort known as "Project Chess." Project Chess ultimately envisions a new City office building at 1500 Mission Street as part of a larger development. This project would allow for the consolidation of permitting

services into a one-stop center, a similar consolidation of City HR functions, and the relocation of City staff throughout the Civic Center area into more efficient, cost-effective, resilient, and green office spaces. Upon completion the City would be able to terminate 100,000 square feet in leased premises while creating new transit-oriented development, office space, and opportunities for housing. The sales of City assets at 30 Van Ness, 1660 Mission, and 1680 Mission, are required to fund this project.

## Technology

The Department of Technology (DT) is San Francisco's information and technology services organization, providing leadership, policy direction, and technical support for technology and information solutions. DT has both internal and public-facing initiatives. The department manages City network operations and data centers. It also maintains the City's fiber optics network, radio system, digital security, and other vital systems. DT serves the public through efforts like the development of a centralized online business portal, the delivery of SFGovTV, and the City's

Connectivity Plan, which aims to connect every City building to its fiber network and offer free, wireless internet service to more parts of San Francisco.

## Animal Care and Control

In addition to these critical support services of built and digital infrastructure, GSA's umbrella includes the emergency response services delivered through the department of Animal Care and Control (ACC). ACC administers an open-admission animal shelter, providing housing, care, and medical treatment to wild, exotic, domestic, stray, lost, abandoned, sick, injured, and surrendered animals. ACC's doors are open to all animals in need regardless of species, medical, or behavioral condition. ACC is also the first responder for animals in natural disasters and emergencies.

## Moscone Convention Center

The City-owned Moscone Convention Center draws over one million attendees and exhibitors per year and is responsible for 21% of San Francisco's travel and tourism industry. Moscone's

footprint includes over 700,000 square feet of exhibit space, 106 meeting rooms, and nearly 123,000 square feet of prefunction lobbies, but more space is required to keep up with demand and stay competitive nationally. Architects Skidmore, Owings + Merrill have designed an expansion project, currently underway with expected completion in 2018.

## Mayor's Office on Disability

Working to ensure accessibility for projects from all of these GSA agencies and all City departments is the Mayor's Office on Disability (MOD). The mission of MOD is to ensure that every program, service, benefit, activity, and facility operated or funded by the City is fully accessible to and useable by people with disabilities. Regarding physical access specifically, MOD's Architectural Access Program has overseen the implementation of the highest-priority projects in the City's ADA Transition Plans for facilities and right-of-way barrier removals.

## Renewal Program

The overall renewal needs for the City's General Government facilities total \$416 million over the next 10 years. Given funding constraints, the Plan allocates \$126 million from the General Fund to meet these needs, as shown in Chart 7.1.

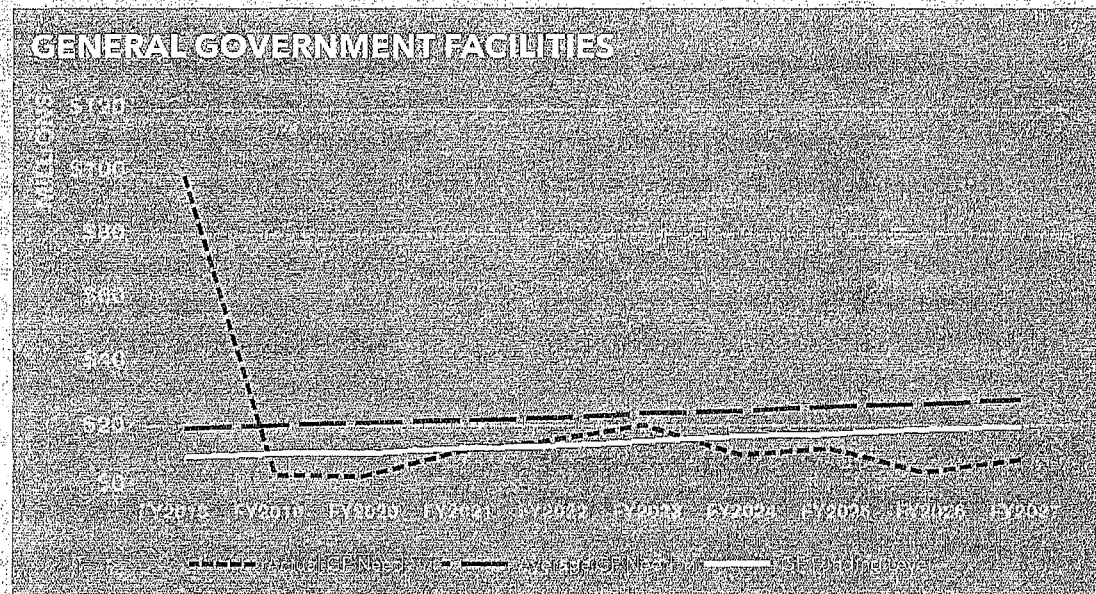


CHART 7.1

Of note in this service area are the significant needs at the Moscone Convention Center. Some of these needs will be funded by the Moscone Expansion District hotel assessment; this contribution starts at one percent of funds collected in the first 10 years

(approximately \$200,000 per year) and grows to six percent thereafter (approximately \$1 million per year). The Convention Facilities Fund will provide an additional \$35 million towards renewals over the next 10 years.

Approximately \$23 million in facility renewal needs have been identified for Yerba Buena Gardens over the next 10 years. Remaining capital reserves and anticipated revenues are expected to be sufficient to fund these costs. Major renewals will include roof and elevator repairs, open space restorations, and waterproofing work, among others.

Another important piece of the GSA renewal program is San Francisco's City Hall, managed by RED. In 2015 San Francisco City Hall held a community celebration marking the 100th anniversary of the building's opening. While a number of capital improvements have been made, additional improvements are required to keep the building in condition befitting its landmark status.



# Enhancement Projects

Project Name	Description
<b>ACC – Animal Care and Control Shelter</b>	<p>ACC has an approved project to construct a replacement animal shelter at the site of 1419 Bryant Street. The facility will protect the animals under the care of Animal Care and Control and provide safe, sanitary housing for animals even if power and/or water are temporarily interrupted. The facility will also provide improved education and training facilities for the public, staff, and volunteers. Construction is scheduled to commence in summer 2018 with a tentative completion date of fall 2020.</p> <p><b>The project cost for the renovated facility is \$54 million, \$5 million already spent and \$49 million to be funded through the Certificates of Participation program, issuance expected in FY2020.</b></p>
<b>DT – CCSF Fiber Connectivity Project</b>	<p>This ongoing project aims to install fiber to enhance the backbone, serve City buildings, and reach neighborhood institution. The scope includes City-owned buildings and facilities, SFO, and San Francisco Housing Authority buildings. DT estimates a six million dollar annual need for the first two years of the Capital Plan (FY2018 and FY2019).</p> <p><b>Funding for this program comes from the General Fund and is set in the Plan at an estimated \$1 million annually.</b></p>
<b>DT – Dig Once</b>	<p>The Dig Once Ordinance aims to minimize disruptions to the public whenever feasible by requiring the coordination of improvements involving the planning, construction, reconstruction, or repaving of a public right-of-way. Originally focused on street improvements, in 2014, the Dig Once Ordinance was modified to include the placement of communications conduit in trenches when feasible as determined by the Department of Technology.</p> <p><b>DT estimates an \$8 million annual need for the duration of the Capital Plan (FY2018 through FY2027). Funding for this program comes from the General Fund and is set in the Plan at an estimated \$1 million annually.</b></p>
<b>MOD – ADA Barrier Removals</b>	<p>As needs and priorities have evolved since the ADA Transition Plan was published in 2004, MOD is currently reviewing the portfolio of projects to bring it up to date and adjust for the current state.</p> <p><b>Meanwhile, it is expected that \$1 million of General Fund will be devoted to barrier removal projects annually, in addition to code compliance projects at bond-funded project sites, which appear in the relevant Service Area chapters for those programs.</b></p>
<b>MOS – Moscone Convention Center Expansion</b>	<p>The Moscone Expansion Project aims to meet the growing need for contemporary, contiguous convention space to allow San Francisco to remain competitive nationally in this market. The expansion will add over 305,000 square feet of functional area, including new exhibition space, meeting and prefunction rooms, ballroom space, and support areas. This project also includes urban design and streetscape elements designed to improve Moscone's connection to the surrounding neighborhood, including bicycle and pedestrian improvements. It is expected that the expansion will provide over 3,400 permanent new jobs and about the same number of construction jobs through 2018. The economic impact of the expansion, considering both Moscone net operating income and total visitor spending, is estimated at approximately \$734 million through FY2026. Construction is scheduled for completion in 2018.</p> <p><b>In 2013 the Board of Supervisors voted unanimously to establish the Moscone Expansion District, a business improvement district encompassing tourist hotels within the City. Hotels therein have agreed to a self-assessment based on gross revenue from tourist rooms that has been combined with City revenue to support the expansion project. No further General Fund revenue is expected to be appropriated for the Expansion Project.</b></p>

## Enhancement Projects

Project Name	Description
<b>PW – GSA Central Shops</b>	<p>The City has awarded a contract to a private developer for Central Shops. Construction documents are currently being completed to relocate Central Shops operations from 1800 Jerrold Street to two sites proximate to each other: 450 Toland and 555 Selby Street. Construction will begin in 2017, and relocation is expected to be complete by June 2018.</p> <p><b>The estimated project cost is \$70 million and will be funded by the SFPUC.</b></p>
<b>RED – 1500 Mission Street/One-Stop Permitting Center</b>	<p>The City is advancing a public-private partnership office development at 1500 Mission Street to deliver a 464,000 square foot office building, slated to open in late 2019. This development facilitates the relocation of staff from the Departments of Public Works, Planning, and Building Inspection, among others, to a single location, providing enhanced customer service at a true one-stop permitting center. This development will also enable the City to dispose of under-utilized assets in the Civic Center, in some cases fostering more appropriately dense mixed-use transit-oriented development and housing.</p> <p><b>This project will be funded with revenues from the sales of 30 Van Ness, 1660 Mission, and 1680 Mission.</b></p>
<b>RED – Assessor-Recorder Space Modernization</b>	<p>This project will modernize the Office of the Assessor-Recorder at City Hall in order to improve public service operations and security, create a functional employee break room, provide confidential office space for Human Resources and senior managers, add cubicles for new employees, and reconfigure existing cubicles to maximize operational efficiency. Occupational safety and hazard recommendations for a functional employee break room cannot be implemented within the existing layout. Modernizing will allow ASR to provide better customer service to the public and improve the efficiency of its business operations to expedite document recording and property assessment functions.</p> <p><b>The total cost for the modernization and reconfiguration is \$5.2 million total, funded through \$1.1 million from the General Fund and \$4.1 million in operational savings from the department and the General Fund.</b></p>
<b>RED – Energy Efficiency Projects (Various Buildings)</b>	<p>RED has worked in partnership with the Department of the Environment to identify energy efficiency projects for lighting in various City garages (e.g., 1650 Mission Street and the Hall of Justice) to replace old, inefficient fixtures and bring the systems up to current building compliance. In addition, RED plans to replace the atrium glass at 1650 Mission Street with a more energy efficient solution. These efforts will enhance the green profile of these facilities and also decrease their utility costs, likely paying for the projects in savings realized over the life of the buildings, if not sooner.</p> <p><b>The estimated cost of this set of projects is \$520,000, to be funded from RED department funds.</b></p>
<b>RED – Wholesale Produce Market Expansion</b>	<p>Located in the southeast sector of San Francisco, the Wholesale Produce Market has been providing food to residents for 137 years, offering fresh produce to local and regional grocers, specialty and upscale retailers, restaurants, hotels, caterers, and convention facilities. In 2012 the Board of Supervisors approved a 60-year master lease agreement for the City-owned land on which the market operates, including an expansion of the market to include Jerrold Avenue and 901 Rankin Street. The full buildout envisions a three-phase, \$100 million expansion and renovation. The first building—901 Rankin Street—is now complete, with two new tenants, Good Eggs and Mollie Stones, set to occupy the full 82,000 square feet. The entire expansion increases the footprint of the market by about 25%.</p> <p><b>The total project budget is \$100 million; \$19.1 million has been spent, \$49.6 million is budgeted during the timeframe of the Plan, and the balance of \$31.3 million is budgeted in the project's final phase, expected to end in 2030. Funding sources are current market revenue and a combination of financing options including New Market Tax Credits, all outside of the General Fund. It is expected that net revenues will begin to flow into the General Fund in 2036 (at the point of project stabilization and with consideration of appropriate capital reserve).</b></p>

# Deferred Projects

Project Name	Description
DT – Network/Security Operating Center and Department of Technology Space Optimization	<p>Currently the City does not have a fully functional Network Operating Center (NOC) and has no Security Operating Center (SOC) from which to monitor and operate Citywide IT infrastructure. DT is also space constrained in its current offices at 1 South Van Ness Avenue, and a general optimization is necessary to accommodate staff by maximizing the footprint in the existing space. The optimization project would add 62 permanent work stations, activate underutilized atrium space, create a Street Lab space for evaluation and deployment of infrastructure-related technologies, and create an open and collaborative environment.</p> <p>The estimated budget for this project is \$1.3 million.</p>



# Emerging Projects

Project Name	Description
<b>DT – Broadband for San Francisco</b>	<p>Every resident and business in San Francisco should have access to fast and affordable broadband connectivity to be able to participate and thrive in the 21st century. Currently 12% of San Francisco residents—over 100,000 people—do not have internet service at home, including 14% of San Francisco's public school students. The price of internet access is cited as the main reason residents do not have access at home. In addition, 50,000 residents have slow dial-up speeds. Private providers may not have sufficient incentives to make the necessary investment to ensure next-generation standard 1 GB speed service in all San Francisco neighborhoods. A new fiber-to-the-home/business (FTTP) network could address these issues. This project will prioritize providing service to traditionally underserved households.</p> <p><b>DT estimates the cost of building such a network at \$700 million dollars and is currently exploring funding and delivery options.</b></p>
<b>GSA – 101 Grove Retrofit</b>	<p>Once Department of Public Health staff exit the offices at 101 Grove Street, the City will have to decide how to activate the building. The monumental Beaux Arts 101 Grove is contributory to the Civic Center Historic District and not eligible for replacement. The City will evaluate whether a sale, public-private partnership, or City-driven retrofit project will make for the best use of the space and funds required. No preliminary costing for any of these scenarios has been developed.</p> <p><b>There is a \$50 million project slated for FY2025 of the Certificates of Participation program that could be applied towards this project, depending on future City priorities.</b></p>
<b>PW – Operation Yard</b>	<p>Reconfiguration of the Public Works Operation Yard would optimize utilization of this space. It would create greater operational efficiency, provide a new home for the department's Materials Testing Lab, and make currently occupied land available to a partner agency or private tenant. The Materials Testing Lab is being asked to vacate its current location by the PUC in order to make room for the Southeast Treatment Plant project. Relocating the Materials Testing Lab to the Yard is part of this project's scope. PW has completed a topographic survey of the site and developed preliminary master plan concepts to optimize the future site at 2323 Cesar Chavez. The preliminary cost estimate to reconfigure the Yard is \$214 million.</p> <p><b>There is a \$50 million project slated for FY2025 of the Certificates of Participation program that could be applied towards this project, depending on future City priorities.</b></p>



TABLE 7.1 - GENERAL GOVERNMENT FINANCIAL SUMMARY

PROGRAMS/PROJECTS (Dollars in Thousands)	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023 - 2027	Plan Total	Backlog
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State of Good Repair Renewal - Need	32,529	34,155	35,863	37,656	39,539	229,403	409,146	
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## SPENDING PLAN

## DEFERRED

State of Good Repair Renewal - Proposed Uses	10,874	12,223	12,909	13,789	15,143	97,661	162,599	243,746
ADA Improvements	750	1,100	1,100	1,100	1,100	5,500	10,650	-
Enhancements	8,608	2,000	2,000	2,000	2,000	52,931	69,539	2,160
<b>TOTAL</b>	<b>20,232</b>	<b>15,323</b>	<b>16,009</b>	<b>16,889</b>	<b>18,243</b>	<b>156,092</b>	<b>242,788</b>	<b>245,906</b>

## REVENUES

General Fund	8,624	10,323	11,009	11,739	12,935	83,972	138,601	
General Fund - Enhancement	2,560	2,000	2,000	2,000	2,000	8,850	19,410	
General Fund - Other	520	-	-	-	-	-	520	
Convention Facilities Fund	3,000	3,000	3,000	3,150	3,308	19,190	34,647	
SF Wholesale Produce Market Funds	5,528	-	-	-	-	44,081	49,609	
<b>TOTAL</b>	<b>20,232</b>	<b>15,323</b>	<b>16,009</b>	<b>16,889</b>	<b>18,243</b>	<b>156,092</b>	<b>242,788</b>	
Total San Francisco Jobs/Year	169	128	134	141	152	1,303	2,027	

22,000

MOHCD  
Total  
Housing Units

16

SEHA  
Multi-family  
Housing Sites



DPH  
Medical Centers



HSH  
Homesites & Sites



HSA  
Call Centers  
Respite & Centers

2,500+

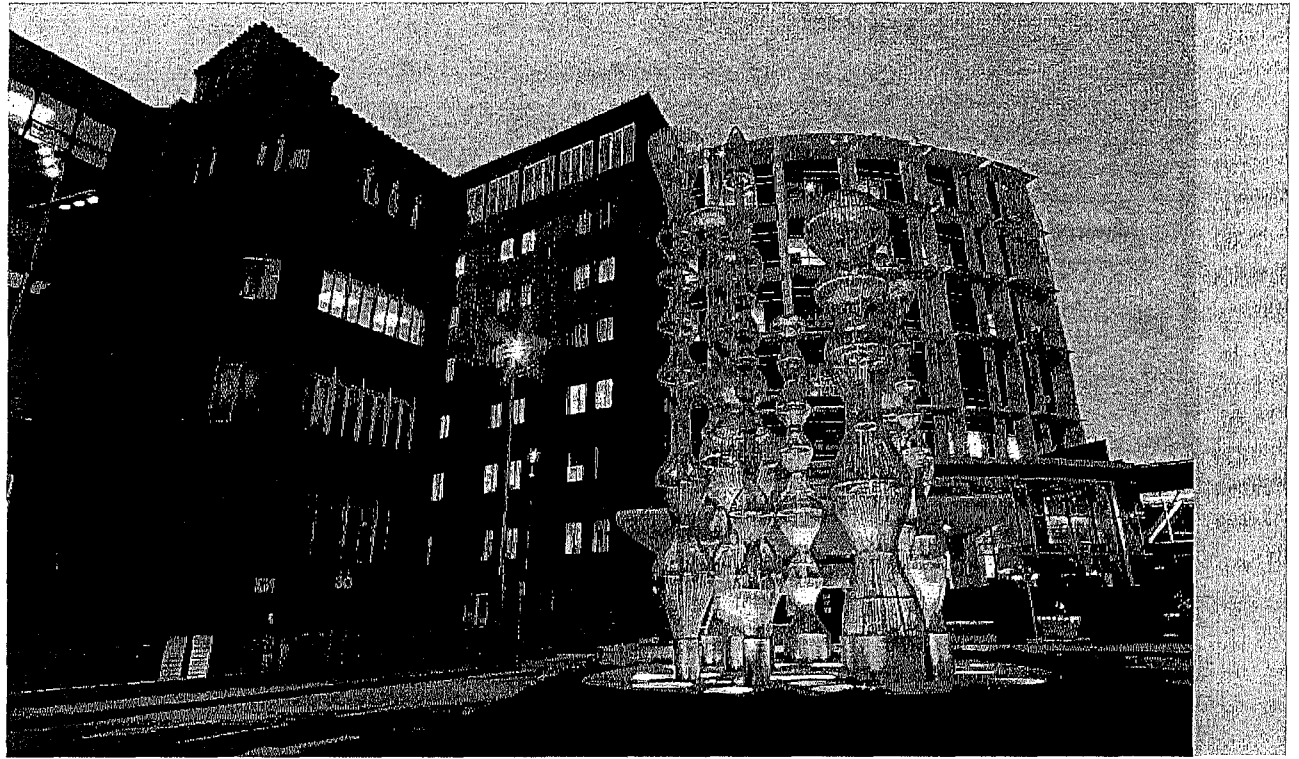
SEHA  
Accessible  
Housing Units

10

DPH  
Public  
Health Clinics

17,249

MOHCD  
All Purpose  
Housing Units

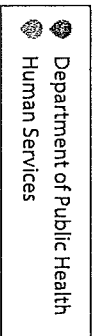


## 08. Health + Human Services

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HEALTH AND HUMAN SERVICES FACILITIES





## 08. HEALTH + HUMAN SERVICES

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DPH: Department of Public Health

HSA: Human Services Agency

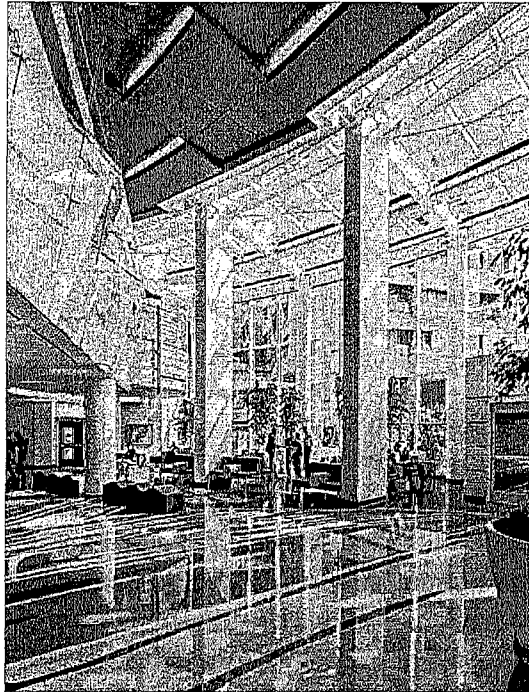
HSH: Department of Homelessness and Supportive Housing

MOHCD: Mayor's Office of Housing and Community Development

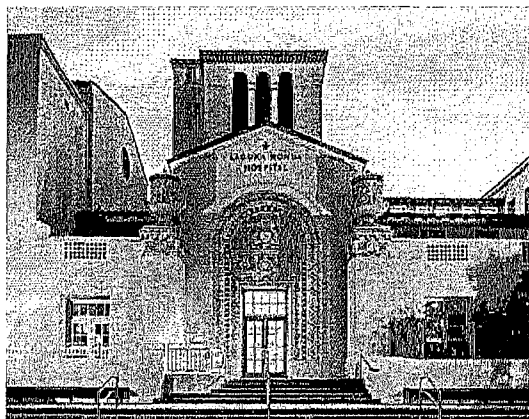
SFHA: San Francisco Housing Authority

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The Health and Human Services Service Area includes a broad range of facilities that provide direct public health and social services to many of San Francisco's most vulnerable residents, including individuals and families experiencing homelessness. Providing innovative and compassionate health care, delivering safety net services, and creating and preserving housing for families and residents at every income level are top priorities for the City. Our major medical campuses, neighborhood clinics, homeless shelters, children's resource centers, supportive housing sites, Navigation Centers, and associated administrative space all play a part in providing these essential services.



Zuckerberg SF General Hospital



Laguna Honda Hospital

## Overview

San Francisco's health and human services agencies provide high-quality, culturally sensitive services to many of the city's most vulnerable residents.

## Public Health

The San Francisco Department of Public Health's mission is to protect and promote the health of all San Franciscans, and the department's hospitals, clinics, and administrative offices all contribute to the success of that mission. DPH's organization falls into two divisions, the San Francisco Health Network, which provides direct health services to insured and uninsured residents, and the Population Health Division, which addresses public health concerns including consumer safety and health promotion. The department's central administrative functions support the work of both divisions and promote integration.

With the completion of the Zuckerberg San Francisco General Hospital and Trauma Center (ZSFG) in 2015, DPH will focus on the renovation of existing hospital campus buildings and

community-based clinics, as well as the relocation of staff from the seismically vulnerable building at 101 Grove Street. The 2016 Public Health and Safety G.O. Bond will fund the seismic strengthening of Building 5 at the ZSFG campus, as well as improvements at Southeast, Castro-Mission, Maxine Hall, and Chinatown Health Centers. In 2016 DPH completed master planning efforts to move staff out of 101 Grove. This effort will be funded through the General Fund Debt Program. The proposed solution involves relocating some staff to Buildings 5 and 9 on the ZSFG campus, others to finger buildings on the Laguna Honda Campus, and the rest to a combination of City-owned and leased properties in and around Civic Center.

## Human Services and Homelessness and Supportive Housing

San Francisco has two human services departments: the Human Services Agency (HSA) and the newly formed Department of Homelessness and Supportive Housing (HSH). Through assistance and supportive services programs, HSA promotes well-being and self-sufficiency among

individuals, families, and communities for San Francisco residents. HSA is also responsible for three homeless shelter facilities and three child care center facilities. These shelters are expected to be transferred to HSH beginning in 2018 to help San Francisco's homeless population permanently exit the streets. With a mandate to end homelessness for at least 8,000 people by 2020, HSH is currently engaged in a rigorous strategic planning process that will guide capital and operating efforts in the years ahead. Among HSH's known capital priorities are improvements to the existing shelter facilities and the expansion of the Navigation Center program.

The November 2016 election saw the loss of Proposition K, a proposed three-quarter-cent sales tax increase that would have generated around \$50 million annually for homeless services. Addressing San Francisco's homeless crisis remains a top priority, however, and the City has identified sources that can be redirected towards HSH priorities. These funds will complement the \$20 million already approved by voters for homeless service sites in the 2016 Public Health & Safety G.O. Bond.

## Affordable Housing

The responsibilities of San Francisco's housing agencies have been evolving in recent years. In 2012 staff from the City and the San Francisco Housing Authority (SFHA), along with representatives of 72 different community organizations, met over a four-month period to re-envision the roles and responsibilities of SFHA. One of the primary goals of that process was addressing the \$270 million backlog of deferred maintenance needs in the public housing stock. The resulting strategy addressed critical immediate and long-term rehabilitation needs while preserving affordability and improving conditions for very low-income residents.

As part of this strategy, SFHA set out to convert the majority of the its public housing units to private, non-profit-led ownership and management to enable the use of tax credits as a funding source for these properties. The conversion program is funded through the US Department of Housing and Urban Development's (HUD) Rental Assistance Demonstration (RAD) program as well as a combination of other sources including but not limited to: HUD rental

subsidies, Mayor's Office of Housing and Community Development (MOHCD) funding, low-income housing tax credits, tax-exempt bond financing through the California Debt Limit Allocation Committee, long-term ground leases from SFHA, and seller carry-back financing. SFHA will continue to ensure compliance with eligibility and other programmatic requirements at these sites, but the management of the facilities will no longer be SFHA's responsibility. It is expected that 4,575 housing units, including those at HOPE SF sites, will be converted through this process, leaving approximately 1,460 public housing units along with partnership interests in HOPE VI sites in the SFHA portfolio.

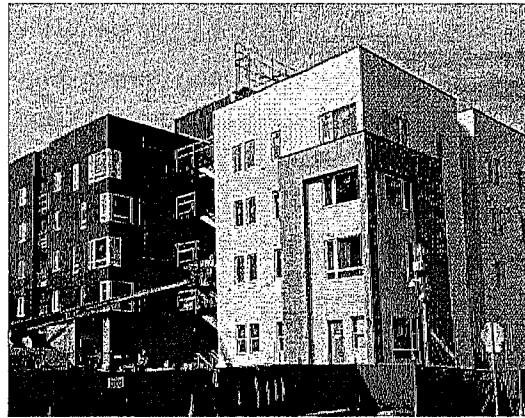
The mission of MOHCD is to coordinate the City's housing policy; provide financing for the development, rehabilitation, and purchase of affordable housing in San Francisco; and strengthen the social, physical, and economic infrastructure of San Francisco's low-income neighborhoods and communities in need. MOHCD administers the HOPE SF initiative and the RAD program, and it also manages the funding available



HOPE SF Alice Griffith

through the 2015 Affordable Housing General Obligation Bond and the Housing Trust Fund. Additionally, MOHCD serves as the Successor Housing Agency, responsible for all former San Francisco Redevelopment Agency affordable housing assets.

HOPE SF is Mayor Lee's signature anti-poverty initiative that works to revitalize San Francisco's largest and most distressed public housing sites as mixed-income developments. This effort calls for a wide variety of capital improvements, beginning with horizontal infrastructure improvements that pave the way for new homes, community facilities, and open spaces. The HOPE



HOPE SF Hunters Point

SF public housing sites are Hunters View, Alice Griffith, Potrero Terrace and Annex, and Sunnyside and Velasco. All of these projects are former San Francisco Housing Authority sites, now being converted to private management.

The real estate and infrastructure component of HOPE SF requires the complete demolition and rebuilding of the four sites along with new streets, parks and open spaces, and community space that will physically reconnect these sites to their surrounding neighborhoods. HOPE SF also includes family-focused community building, neighborhood-based health and wellness supports, integrated neighborhood



HOPE SF Potrero Terrace and Annex

education supports, targeted early care supports, economic mobility pathways for opportunity youth and community policing. In total, the City's HOPE SF initiative will replace 1,904 public housing units, add 1,026 new affordable housing units serving low- and very-low income households, and provide 2,357 workforce units for sale and for rent.

RAD is a HUD program for the voluntary, permanent conversion of public housing to Section 8 housing. San Francisco was an early adopter of this program and is the largest RAD conversion site in the country. Unlike public housing properties, converted properties are eligible for low-income tax credits, a more reliable



and adequate source of funds to support the capital needs of these facilities. RAD funds are used for both HOPE SF developments and for gut rehabilitations on smaller properties throughout the city.

Altogether MOHCD's portfolio of affordable housing now includes more than 26,000 units for seniors, families, formerly homeless individuals, and people with disabilities. The affordable housing that MOHCD supports is developed, owned and, managed by private non-profit and for-profit entities that leverage City subsidies with state and federal resources to create permanent affordable housing opportunities for low-income households.

## Key Housing Terms

**AMI:** Area median income; for 2016 100% of AMI for an individual is \$75,400, and for a family of four it is \$107,700

**Affordable Units, also referred to as Tax-Credit Affordable Units:** Affordable to low- and very-low-income households, defined as up to 60% AMI

**Inclusionary Units:** Affordable to households with income restrictions subject to Section 415 of the San Francisco Planning Code

**Market-Rate Units:** No income limit restriction

**HUD:** United States Department of Housing and Urban Development, the federal agency responsible for affordable housing programs

**Public Housing:** Affordable to households with incomes of up to 80%, and rent is set at 30% of income

**Section 8:** HUD housing choice voucher program, the major federal program for assisting very low-income families, the elderly, and the disabled to afford decent, safe, and sanitary housing in the private market

**Section 18:** HUD disposition program that allows the conversion of properties found to be economically or functionally obsolete to mixed finance developments

**Tenant Protection Vouchers:** Vouchers available through HUD and issued directly to eligible tenants to ensure that a Section 18 disposition does not harm existing residents in a property slated for disposition

**Workforce Units:** Available to households earning roughly between 60% and 120% AMI but priced below market, typically part of Inclusionary Units

# Renewal Program

The overall renewal needs for the City's Health and Human Services facilities total \$328 million over the next 10 years. Given funding constraints, the Plan allocates \$193 million from the General Fund to meet these needs, as shown in Chart 8.1.

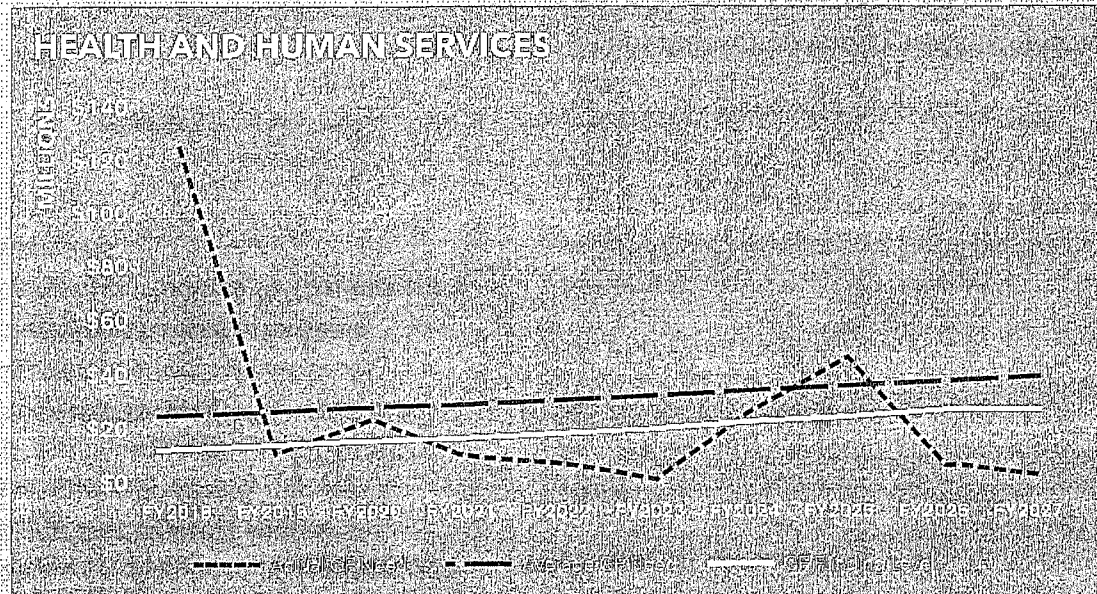


CHART 8.1

There are many outstanding needs for aging Public Health facilities, both at the Zuckerberg San Francisco General Hospital and Laguna Honda Hospital campuses. Of note are two large water tanks at Laguna Honda due for replacement, estimated to cost \$4.9 million.

The RAD program is not captured in the renewals curve because it does not fund projects at City-owned assets, but it is an important part of San Francisco's affordable housing preservation. RAD funds the rehabilitation of existing affordable units in the SFHA portfolio, and those units become eligible for

Section 8 vouchers. These projects are expected to maintain the physical and economic viability of the units for at least 20 years.

Also not shown in the Renewals curve are the physical needs of the post-conversion SFHA portfolio. The most recent needs assessment of the SFHA portfolio was conducted in 2009 and determined needs of \$269 million, including sites already converted and those slated for conversion. The needs of the post-conversion portfolio are likely to exceed the \$3 million annual pot expected to be available through HUD. Funding for maintenance, including annual federal operating subsidies, have been and are expected to continue to be inadequate, making deterioration of these units a continual challenge.

# Enhancement Projects

Project Name	Description
<b>DPH – Civic Center Buildings Relocation</b>	<p>This comprehensive plan relocates Department of Public Health central administrative staff out of the seismically unsafe 101 Grove Street to Building 9 at ZSFG campus and two of the finger buildings at Laguna Honda Hospital (LHH) campus. The scope of work includes ADA and fire life safety compliance, renewal of all building subsystems, tenant improvements and IT infrastructure. This project also includes the relocation of the AITC Immunization and Travel Clinic, the Communicable Disease Prevention Unit, and the Tom Waddell Urgent Care Clinic.</p> <p><b>The estimated project cost for all DPH project components including the AITC clinic and the Tom Waddell clinic is \$90.8 million, and it is planned to be funded by Certificates of Participation as early as FY2018. The planning effort is expected to cost \$2 million and will be funded by the Capital Planning Fund in FY2018.</b></p>
<b>DPH – Clinics Renovation and Infrastructure Improvements</b>	<p>This project addresses major renovations needed at high-demand neighborhood clinics, including Castro Mission Health Center, Maxine Hall Health Center and Chinatown Public Health Center. The project will support the integration of primary care with behavioral health care, foster a collaborative team based care model, and enable improved work flow. For Castro Mission and Maxine Hall Health Centers, construction is expected to begin in May 2017 and January 2018 respectively, and planning for Chinatown Public Health Center will begin in 2017. In addition to these renovations, this project also includes infrastructure improvements such as modernization of outdated equipment, upgrades and retrofits of building automation systems, and repairs to HVAC controls.</p> <p><b>The total project budget is \$20 million, and it is funded by the 2016 Public Health and Safety G.O. Bond.</b></p>
<b>DPH – Southeast Health Center Expansion and Behavioral Health Integration</b>	<p>This project will be implemented in two phases, the first of which will be a renovation of the existing facility to provide more efficient work and patient flow, including additional examination rooms and other support functions. Construction for this phase is expected to begin in January 2017. The second phase will be a new addition that expands and integrates family-oriented primary care and behavioral health services. Behavioral health programming that may include Children, Youth &amp; Families programs and services, will be relocated here from leased space. Construction for this phase is expected to begin in June 2018.</p> <p><b>The total project budget is \$33 million, with \$3 million from a Mental Health Services Act grant, and \$30 million from the 2016 Public Health and Safety G.O. Bond.</b></p>
<b>DPH – UCSF Research Facility at the ZSFG Campus</b>	<p>The University of California at San Francisco (UCSF) plans to build a contemporary research facility at the ZSFG campus. The facility will be five stories high, with an area of approximately 175,000 square feet, and provide space for 800 researchers and technical staff. Construction is expected to begin in the fall of 2017.</p> <p><b>The estimated project cost is \$175 million and will be funded by UCSF. The City is required to offset costs for planning, legal, and real estate services, which will be funded by the General Fund.</b></p>
<b>DPH – ZSFG Building 5 Renovation &amp; Seismic Retrofit</b>	<p>In addition to the seismic retrofit and safety improvements, the ZSFG Bldg 5 Renovation &amp; Seismic Retrofit project also includes scopes of work related to the Public Health laboratory, physical therapy relocation, chronic dialysis, and urgent care. The planning phase for this project is complete and design is underway, with construction expected to begin in June 2017.</p> <p><b>The total project budget is \$222 million and is funded by the 2016 Public Health and Safety G.O. Bond. The first Bond sale of approximately \$176 million is scheduled for January 2017.</b></p>

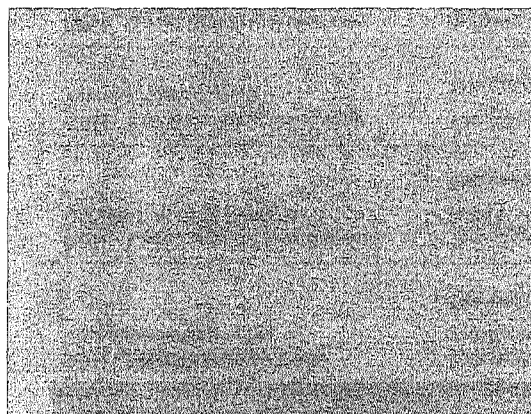
## Enhancement Projects

Project Name	Description
<b>DPH – ZSFG Building 80/90 Renovation &amp; Seismic Retrofit</b>	<p>Constructed in 1934, Building 80/90 is a seismically deficient red brick building at the ZSFG campus that houses the urgent care clinic and several other clinics. These clinics will move to Building 5 to make room for a major seismic renovation of this structure.</p> <p><b>The total project cost is estimated to be \$115 million and will be funded by the 2022 Public Health G.O. Bond.</b></p>
<b>DPH – Remaining Facilities Improvements</b>	<p>Although the scope of this project is still in development, outstanding Department of Public Health needs include major renovation and infrastructure improvements at the remaining neighborhood clinics, renovating remaining unoccupied buildings at LHH, and needs related to the Population Health Division City Clinic.</p> <p><b>The total project cost is estimated to be \$185 million and will be funded by the 2022 Public Health G.O. Bond.</b></p>
<b>HSH – Administrative Headquarters Tenant Improvements</b>	<p>The City recently acquired an office building located at 440 Turk to serve as the administrative headquarters for the new Department of Homelessness and Supportive Housing. The building is in need of substantial retrofitting before the department can occupy the space.</p> <p><b>This project is estimated to cost \$4 million dollars and is funded by the General Fund in FY2017.</b></p>
<b>HSH – Homeless Service Sites Projects</b>	<p>HSH is currently assessing the construction, acquisition and improvement needs of City-owned homeless shelters and service sites, as well as needs related to the expansion of homeless services.</p> <p><b>The 2016 Public Health and Safety G.O. Bond will fund \$20 million of these needs.</b></p>
<b>HSH – Future Navigation Centers</b>	<p>The navigation center model is based on creating spaces for engaging people experiencing street homelessness, outside of the traditional shelter model. The Board of Supervisors passed an ordinance in 2016 requiring the City to open no fewer than six navigation centers by July 2018. Two of these Navigation Centers are already in operation. One more at the central waterfront is expected to be completed in FY2017.</p> <p><b>This central waterfront project has an estimated construction cost of \$3.5 million and is funded by the General Fund. The remaining three sites have not yet been determined and are dependent on the availability of future funding.</b></p>
<b>HOPE SF – Hunters View</b>	<p>The Hunters View development consists of the demolition of the original 267 public housing apartment units on the property and the new construction of 267 replacement public housing units, plus up to an additional 533 mixed-income housing units; off-street parking; new roadways, and sidewalks; up to 6,500 square feet of retail space; up to 8,500 square feet of child care space; community parks; and landscaping. The relocation of tenants is expected to start in November 2016, and the final phase of construction is slated for completion at the end of 2016.</p> <p><b>Hunters View received a \$30 million California Infill Infrastructure Grant for infrastructure development, and the Board of Supervisors authorized the issuance of Certificates of Participation financing in the amount of approximately \$25 million for this project.</b></p>
<b>HOPE SF – Alice Griffith</b>	<p>The Alice Griffith Replacement Housing Project is rebuilding one-for-one the 256 public housing units from the original property, as well as an additional 248 tax-credit-affordable units. This project is a portion of the greater Housing Plan of the Candlestick and Hunters Point Shipyard Project being developed by CP Development Co., LP. The Housing Plan includes 382 market-rate units, 43 inclusionary units, and 281 workforce units, for a total of 1,210 units to be developed in the Candlestick and Phase 2 Hunters Point Shipyard Project. The projected date of substantial completion for Phases I and II of the Alice Griffith Housing Development is February 2017; projected substantial completion for Phases IIIA and IIIB is September 2017.</p> <p><b>Alice Griffith was awarded a federal Choice Neighborhoods Initiative grant for \$30.5 million, and the infrastructure and housing costs will be funded primarily through developer contributions and property tax financing as part of the ongoing financial obligation of the Office of Community Investment and Infrastructure (OCII).</b></p>

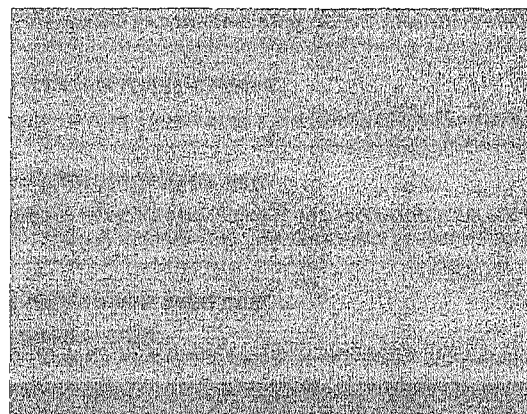


## Enhancement Projects

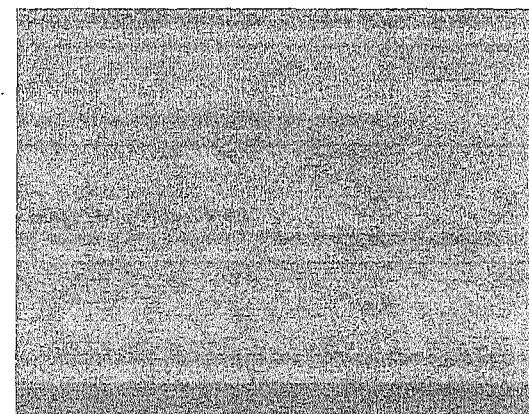
Project Name	Description
<b>HOPE SF – Potrero Terrace and Annex</b>	The Potrero Terrace and Annex project is a master-planned new construction development consisting of the demolition of the existing 606 public housing units on the property and the construction of up to 1,700 new units, including one-for-one replacement of the existing public housing units, affordable rental units, and market-rate rental and for-sale units. The project will also feature up to 15,000 square feet of neighborhood-serving retail and/or flex space, up to 35,000 square feet of community space, approximately seven acres of new open spaces, and a reconfigured street network. Demolition is planned for early 2018, pending HUD approval and award of Section 8 subsidies. The anticipated timeline for development is 10-12 years.
<b>HOPE SF – Sunnydale and Velasco</b>	The Sunnydale and Velasco project is a master-planned new construction development consisting of the demolition of the existing 775 public housing units on the property and the construction of up to 1,700 new units, including one-for-one replacement of the existing public housing units, affordable rental units, and market-rate and affordable for-sale units. The project will also provide up to 16,200 square feet of retail space, up to 46,300 square feet of community service, and educational facilities. Approximately 11 acres of new parks and recreation spaces and approximately 12 acres of a new and reconfigured street network will be built as part of the project. Pending HUD approval and award of Section 8 subsidies, the first two phases of the project could begin in 2018 and would include the relocation of existing households, demolition, and then new construction. Subsequent phases would proceed when replacement units are completed and if subsidies are available and awarded. The overall development timeline to completion is 12-15 years.



Caption Text



Caption Text



Caption Text



# Deferred Projects

Project Name	Description
<b>DPH – LHH Pharmacy Code Compliance Upgrades</b>	This project is a State licensing and certification regulatory requirement. Code upgrades are required to compounding hood enclosures to comply with USP800 by 2018. <b>The estimated project cost is \$450,000.</b>
<b>DPH – LHH Second Floor Service Corridor Access Control</b>	This project is an OSHPD requirement. Elevators need to have access control, which is not currently in place. Control is needed at three points – the adjacent administration building and second floor corridors from North and South towers. <b>The estimated project cost is \$400,000.</b>
<b>DPH – ZSFG Building 2 Cooling Towers Replacement</b>	The existing system is over 30 years old and a recent study by an engineering firm established the need for replacement. <b>The estimated project cost is \$7.2 million.</b>
<b>DPH – ZSFG Building 2 (Service Building) NPC-4 Seismic Upgrade</b>	Building 2 provides utilities to acute care services, but does not currently meet all the seismic performance requirements needed to serve acute care services. A seismic upgrade to Non-structural Performance Criteria level 4 (NPC-4) is required. <b>The estimated project cost is \$1.2 million.</b>
<b>DPH – ZSFG Building 5 Kitchen Upgrade and Remodel</b>	This kitchen at General Hospital was last updated in 1982, and there is flooring, ceiling, and electrical work required throughout. In addition, food storage areas require renovation and upgrade. This is an Office of Statewide Health Planning and Development (OSHPD) project. <b>The estimated project cost is \$3.4 million.</b>
<b>DPH – ZSFG Building 5 New Chiller to Support IT Infrastructure</b>	Existing and planned IT Infrastructure requires dedicated cooling, and is experiencing failure due to cooling deficiencies within IT closets. <b>The estimated project cost is \$1.2 million.</b>

# Emerging Projects

Project Name	Description
<b>DPH – ZSFG Remaining Brick Buildings Seismic Upgrade</b>	The Department of Public Health continues to own seismically-deficient buildings, with no identified funding to retrofit. These include Buildings 1, 10, 20, 30, 40 and 100.
<b>DPH – DPH Clinics Patient Renewal &amp; Upgrade Program</b>	There are long outstanding needs at neighborhood clinics not covered by the 2016 Public Health and Safety G.O. bond, including exam room reconfiguration, renewal of interiors, renovation of nursing stations, and exterior work.
<b>DPH – DPH Clinics Security Improvements</b>	Security improvements are required at several neighborhood clinics, including security cameras, IT improvements, and monitoring capabilities. The total project scope and cost have not yet been defined.
<b>HSA – 170 Otis Street Seismic Upgrade</b>	Built in 1978, 170 Otis St. houses HSA executive offices and program administration. Addressing the building's seismic deficiencies, which is possible for the basement and the ground floor only, is estimated to cost \$3.3 million, but no funding source has been identified.
<b>HSA – 170 Otis Street Tenant Improvements</b>	HSA needs to remodel certain floors of 170 Otis Street in order to accommodate increases in staff and changes in job functions. The remodel would include new cubicles to increase capacity, demolition of existing walls, construction of new walls as needed, and any related subsystem renewals. The goal is to reduce energy and water use, increase capacity, and improve functionality of the space.
<b>HSA – Office Space Reconfiguration Planning</b>	HSA is currently undertaking a study to look at its existing and future uses and staffing levels for the purposes of maximizing efficiency of space use, streamlining and consolidating operations, preparing for projected increase in clients, and coordinating its facility layout with its changing business practices.

HOPE SF AND RENTAL ASSISTANCE DEMONSTRATION (RAD) SITES

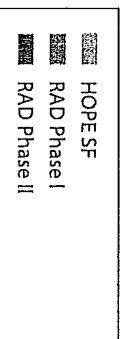


TABLE 8.1 - HEALTH AND HUMAN SERVICES FINANCIAL SUMMARY

PROGRAMS/PROJECTS (Dollars in Thousands)	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023 - 2027	Plan Total	Backlog
---	------------	------------	------------	------------	------------	-------------------	------------	---------

State of Good Repair Renewal - Need	26,096	27,401	28,771	30,210	31,720	184,038	328,237	
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**SPENDING PLAN**

State of Good Repair Renewal - Proposed Uses	12,053	14,119	15,168	16,286	18,117	120,123	195,866	175,657
Enhancements	206,800	219,564	-	-	300,000	-	726,364	30,154
HOPE SF	2,948	1,498	1,269	1,122	1,028	6,000	13,864	8,488
<b>TOTAL</b>	<b>221,800</b>	<b>235,181</b>	<b>16,437</b>	<b>17,408</b>	<b>319,145</b>	<b>126,123</b>	<b>936,095</b>	<b>214,300</b>

**REVENUES**

General Fund	12,053	14,119	15,168	16,286	18,117	120,123	195,866	
General Fund - Enhancement	200	250	-	-	-	-	450	
Capital Planning Fund	2,000	-	-	-	-	-	2,000	
Public Health and Safety Bond 2016	20,000	125,514	-	-	-	-	145,514	
Public Health Bond 2022	-	-	-	-	300,000	-	300,000	
Certificates of Participation	90,800	-	-	-	-	-	90,800	
Developer Funded	93,800	93,800	-	-	-	-	187,600	
Other Local Sources	1,595	1,499	1,122	1,122	1,029	5,000	11,367	
<b>TOTAL</b>	<b>220,447</b>	<b>235,182</b>	<b>16,290</b>	<b>17,408</b>	<b>319,145</b>	<b>125,123</b>	<b>933,597</b>	
Total San Francisco Jobs/Year	1,841	1,964	136	145	2,665	1,045	6,751	

Annual Surplus (Deficit)	(1,353)	1	(147)	-	-	(1,000)	(2,498)	
Cumulative Surplus (Deficit)	(1,353)	(1,352)	(1,499)	(1,498)	(1,498)	(1,498)		



# 940+

**DPW**  
Miles of  
Maintained  
Streets and  
Roadways



**DPW**  
123,925 Maintained  
Street Trees



**DPW**  
14 Maintained  
City Plazas

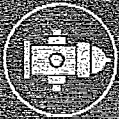
## 160

**SFPUC**  
Miles of Transmission and  
Distribution Power Lines



## 28,986

**DPW**  
Curb Ramps



## 1,625

**SFPUC**  
Miles of  
Water Pipelines



**SFPUC**

27  
Operating  
Pumping Stations

**SFPUC**

600  
Hydrants for the Auxiliary  
Water Supply System

**SFPUC**

4  
Wastewater  
Treatment Plants

**SFPUC**

50  
Stormwater Outfalls





## 09. Infrastructure + Streets

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STREETS AND RIGHT-OF-WAY PROJECTS



- Curb Ramps**
- FY 16-17
  - FY 17-18+
- Street Paving**
- FY 16-17
  - FY 17-18

## 09. INFRASTRUCTURE + STREETS

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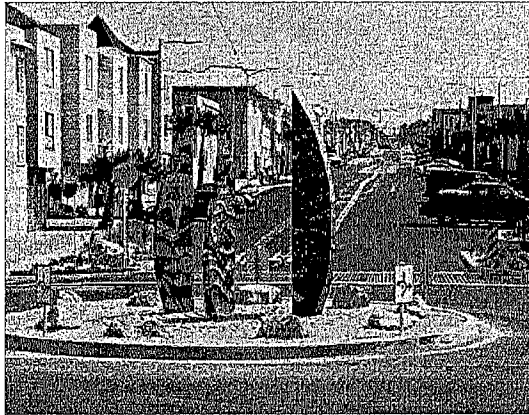
PW: San Francisco Public Works

SFPUC: San Francisco Public Utilities Commission

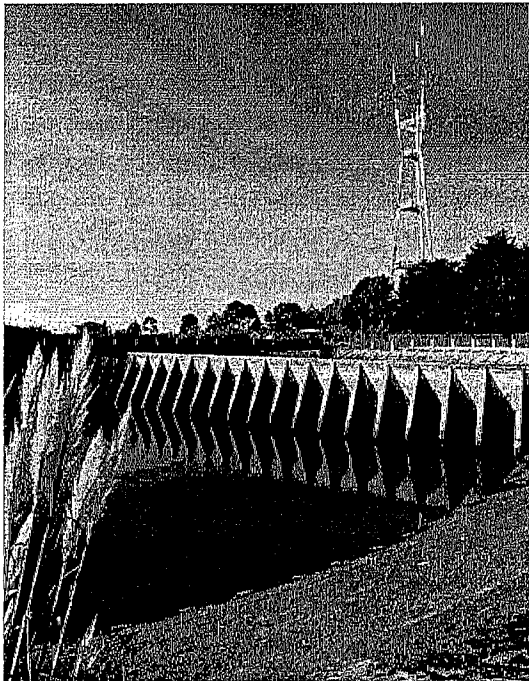
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The backbone of San Francisco is our horizontal infrastructure; the streets, water, power, and sewer systems that make living in a city possible. Many of these projects function outside of the visibility of many residents. They run underground, are walked over, and are turned on with the flick of a switch or turn of a faucet. Many of the infrastructure systems that the City invests in provide not only basic services, but contribute to City-wide goals of environmental sustainability, pedestrian safety, and a more beautiful and livable City.

It is imperative that the City maintain these assets in a state of good repair given the essential nature of these systems. Proactive maintenance not only ensures the steady provision of services, but is less costly than fixing problems that have degraded beyond repair.



Recently Completed Taraval Streetscape Project



Twin Peaks Reservoir

## Overview

Programs addressed in this chapter are delivered by the San Francisco Public Works and the San Francisco Public Utilities Commission. Among the key programs implemented by Public Works are Street Resurfacing, Sidewalk Repair, and Street Tree Planting. SFPUC provides San Francisco with water, power, and wastewater systems, with multi-billion dollar programs designed to prolong the life of these assets. Together, these two agencies provide tangible results that affect the lives of each and every San Franciscan.

### Public Works Streets and Rights-of-Way

The City has been able to make significant improvements when combining proceeds from the Road Repaving and Street Safety 2011 Bond Program with existing revenue sources for streets and right-of-way. The third and final bond sale was completed in the spring of 2016, rounding out the \$248 million program dedicated to street resurfacing, streetscape, and traffic signal upgrade projects.

In order to continue to improve streets and public right-of-way assets, the Plan recommends pursuit of dedicated long-term funding sources for street resurfacing as the General Fund lacks capacity to fully meet these needs.

Since the last Capital Plan, the City has committed to Vision Zero with a goal of zero traffic fatalities and critical injuries in San Francisco by 2024. San Francisco's expenditures in streets and right-of-way infrastructure improve safety in myriad ways. Roadway repaving creates a smoother surface and renews street and crosswalk markings, which improves the safety of drivers, bicyclists, and people in crosswalks. Additionally, the City continues to reaffirm our commitment to safe and accessible paths of travel for people with disabilities by making capital improvements to curb ramps, sidewalks, street crossings, and roadways across the City.

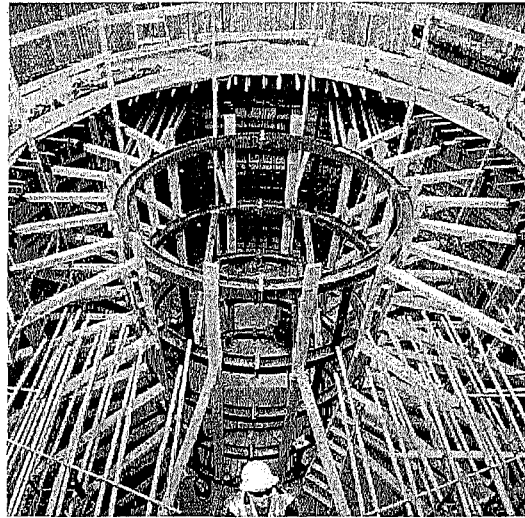


## Public Utilities Commission

The San Francisco Public Utilities Commission (SFPUC) provides and distributes water to 2.6 million customers, treats wastewater, and supplies electric power to operate Muni streetcars and electric buses, street and traffic lights, and municipal buildings. The SFPUC includes three utility enterprises: Water, Wastewater, and Power.

The Water Enterprise consists of over 389 miles of pipeline, over 74 miles of tunnels, 11 reservoirs, five pump stations, and three water treatment plants located outside of the City (the "Regional Water System") and over 1,235 miles of pipeline, 11 reservoirs, eight storage tanks, 24 pump stations, eight hydropneumatic stations and 17 chlorination stations located within the city limit of the City (the "In-City Distribution System").

The Water Enterprise is responsible for the distribution of high quality water to its customer in San Francisco and other Bay Area communities. Hetch Hetchy watershed, located in Yosemite National



Water System Facilities Improvements

Park, provides approximately 85% of San Francisco's total water needs, with the remaining 15% produced by the Alameda and Peninsula watersheds. The drinking water provided is among the purest in the world; the system for delivering that water is almost entirely gravity fed, requiring almost no fossil fuel consumption to move water from the mountains to your tap. Hetchy Water operates, maintains, and improves water and power facilities, smaller dams and reservoirs, water transmission systems, power generation facilities, and power transmission assets.

The Wastewater Enterprise operates and maintains the City's water pollution control plants, pumping stations, and collection system in order to protect public health and the environment. The Wastewater Enterprise maintains the 900-mile long combined sewer system and 27 pump stations that collect sewage and storm water, moving wastewater to treatment plants for eventual discharge into the San Francisco Bay and the Pacific Ocean. The SFPUC is undertaking a Sewer System Improvement Program (SSIP) to modernize its systems and help meet its Levels of Service goals. The SSIP is expected to take place over the next 20 years.

The Power Enterprise is responsible for providing reliable, clean, high-quality electric energy to the City. The Power Enterprise's 100% GHG-free electric supply portfolio consists of hydroelectric power from three power plants in the Sierra Nevada mountains, solar power generated at SFPUC and other City facilities, and bio-methane power produced at SFPUC wastewater treatment facilities.

# Renewal Program

The Plan proposes \$1.3 billion in renewal funding for these needs over the next 10 years, with \$1.1 billion coming from the General Fund, as shown in Chart 9.1.

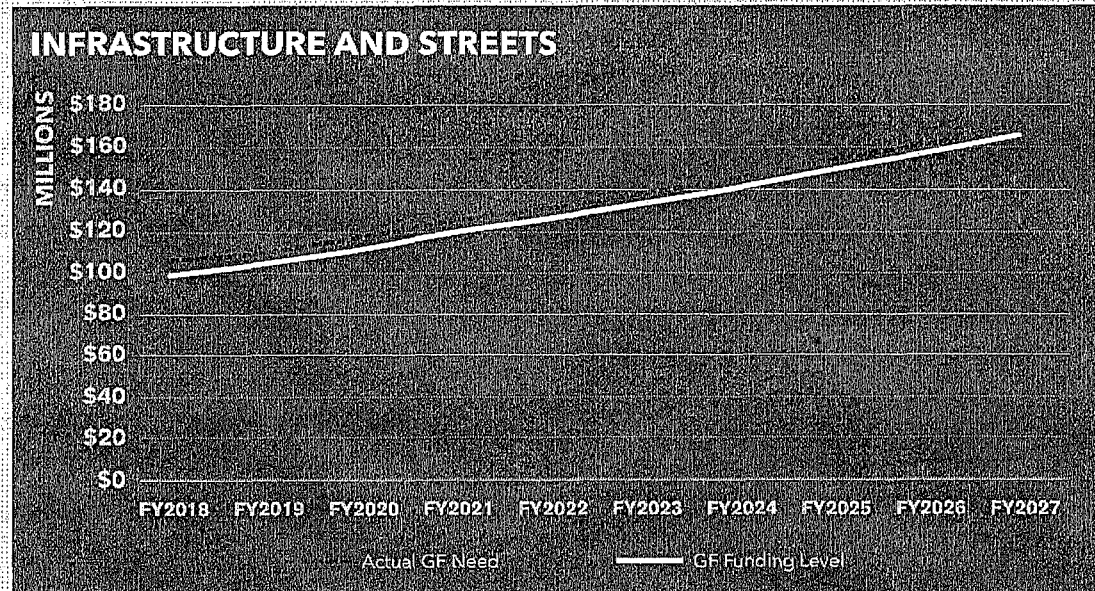


CHART 9.1

The General Fund streets and right-of-way renewal program includes street resurfacing, curb ramp inspection and replacement, median maintenance,

plaza inspection and repair, sidewalk inspection and repair, street structure repair, and street tree planting, establishment, and maintenance.

The PUC's renewal program includes sewer replacements, pump system rehabilitations, water storage upgrades, technology infrastructure improvements, and many other projects necessary to provide for San Francisco's water, wastewater, and power needs. As with Enterprise departments covered in other chapters, PUC renewal projects are not included in the Service Area renewal curve. For more information on these projects, please see the narrative descriptions included in the following table.

Project Name	Description
<b>PW – Street Resurfacing and Reconstruction</b>	<p>Public Works oversees the maintenance of 865 miles of streets. Without regular resurfacing treatments, a street could end up costing the City four times more over the course of its life cycle. As approved by city officials and voters, Public Works' goal is to achieve and maintain a Pavement Condition Index score (PCI) of 70. This target will take streets from the "at-risk" to a more cost-effective "good".</p> <p><b>The estimated cost to achieve and maintain a PCI of 70 is \$816 million over the next 10 years. The Plan recommends fully funding this need, with \$693 million coming from the General Fund, and the remainder from a combination of federal, state, and other local sources.</b></p>
<b>PW – Curb Ramp Inspection and Replacement</b>	<p>Title II of the Americans with Disabilities Act requires local entities to develop a transition plan specifically for curb ramps. The City is committed to improving curb ramps and providing accessible paths of travel for people with disabilities. This project complements the installation of new ramps (see the Enhancements section below for additional details) by ensuring sufficient funds for maintaining previously installed ramps.</p> <p><b>The estimated cost for curb ramp inspection and replacement is \$16 million over the next 10 years. Given funding constraints, the Plan allocates \$9 million from the General Fund towards this need.</b></p>
<b>PW – Median Maintenance</b>	<p>As the City converts more paved areas into green space, Public Works needs capacity to maintain these areas to ensure that the investments last and that medians and other landscape spaces are kept in great condition. There are irrigation systems at 67 landscaped medians across the City.</p> <p><b>The estimated cost for median maintenance is \$147 million over the next 10 years. Given funding constraints, the Plan allocates \$57 million from the General Fund towards this need, in addition to \$50 million expected from the State.</b></p>
<b>PW – Plaza Inspection and Repair Program</b>	<p>Public Works is responsible for maintaining fourteen plazas throughout the City, including: Blanken Bayshore, Embarcadero, Hallidie, Harvey Milk, Justin Herman, Mechanics, Mendell, Organ, United Nations, Civic Center, Tutubi, McCoppin Hub, Bartlett, and Corbett Community Garden. These plazas require annual inspection to determine the extent of any repairs that may be required.</p> <p><b>The estimated cost for plaza inspection and repair is \$22 million over the next 10 years. Given funding constraints, the Plan allocates \$13 million from the General Fund towards this need.</b></p>
<b>PW – Sidewalk Improvements and Repair Program</b>	<p>Public Works maintains sidewalks in three ways. First, the Bureau of Urban Forestry maintains sidewalks around city-maintained street trees. Second, the Bureau of Street Use &amp; Mapping executes the Sidewalk Inspection and Repair Program; its goal is to inspect and repair every block on a 25-year cycle. Finally, Bureau of Street Mapping also has a reactive program called the Accelerated Sidewalk Abatement Program, which inspects locations based on complaints and issues notices of violation to property owners in order to compel them to repair their dangerous sidewalks.</p> <p><b>The estimated cost for sidewalk improvements and repair is \$37 million over the next 10 years. The Plan fully funds this need, with \$14 million coming from the General Fund, and the remainder from the State, and other local sources.</b></p>



## Renewal Program

Project Name	Description
<b>PW – Street Structure Repair</b>	<p>The Capital Plan provides a strategy for the maintenance and renewal of 364 street structures including retaining walls, stairs, bridges, viaducts, tunnels, underpasses and overpasses, plus numerous guardrails throughout the City. Work performed under this program includes general maintenance and major repairs of city street structures to maintain safety, proper operations of moveable bridges, and minimize long-term renewal costs. For this Plan, two major projects in this category include the Islais Creek and 4th Street bridges.</p> <p><b>The estimated cost for the Islais Creek Bridge project is \$45 million, with \$5.4 million being funded by the General Fund, and \$39 million from a Federal grant. The estimated cost for the 4th Street Bridge project is \$22 million, with \$2.6 million being funded by the General Fund, and \$20 million from a Federal grant.</b></p> <p><b>The estimated cost for other street structure repair is \$67 million over the next 10 years. Given funding constraints, the Plan allocates \$40 million from the General Fund towards this need.</b></p>
<b>PW – Street Tree Planting, Establishment, and Maintenance</b>	<p>By FY2018, Public Works will be responsible for maintaining approximately 121,000 street trees. Public Works will have the resources to maintain street trees on an average three-to-five-year cycle, inspect all street trees annually, and make sidewalk repairs on a similar cycle. Additionally, the City anticipates replacing approximately four percent of trees each year as a result of typical tree mortality, disease, or vandalism.</p> <p><b>The estimated cost for street tree planting, establishment, and maintenance is \$250.5 million over the next 10 years. The Plan fully funds this need, with \$219.9 million from the General Fund, in addition to \$30.6 million expected from State and other local sources.</b></p>
<b>SFPUC Hetch Hetchy Water &amp; Power – Mountain Tunnel Rehabilitation Project</b>	<p>Mountain Tunnel was constructed between 1917 and 1925, and has provided reliable water conveyance for nearly 90 years. Deterioration in the concrete lining of the tunnel has increased in recent decades, and the tunnel is in need of rehabilitation and/or replacement to ensure continued reliability.</p>
<b>SFPUC Hetch Hetchy Water &amp; Power Projects – Power Infrastructure</b>	<p>Many Hetchy Power infrastructure, facilities, and equipment have reached their end of their life expectancy. The Capital Plan provides funding for various generation renewal and replacement projects at the Holm, Kirkwood and Moccasin Powerhouses. These projects include upgrades to the powerhouse protection, control, monitoring systems, equipment replacement and upgrades.</p> <p>The Capital Plan also includes rehabilitation of transmission lines and distribution systems, which consist of reliability projects to address regulatory requirements. Typical projects in this program include replacement of insulators, switches, tower infrastructure, grounding and protection. Distribution system projects include upgrades to distribution lines, dry transformers, distribution substations, disconnect switches, breakers, protection, and metering.</p>
<b>SFPUC Hetch Hetchy Water &amp; Power – Water Infrastructure</b>	<p>The San Joaquin Pipelines convey water from the Foothill Tunnel to the Coast Range Tunnel and vary in age from 45 to almost 80 years. Rehabilitation is intended to extend the life of the assets to about 2030 before requiring replacement.</p>
<b>SFPUC Wastewater – Collection System Spot Sewer Repair Project</b>	<p>This project provides as-needed contingency-based repairs of existing sewer pipes for a city block or less in length. Current funding levels are projected to repair approximately 700 individual spot sewer locations per fiscal year, to meet the targeted levels of service goals. It is anticipated that this base rate of spot repair will continue for the next several years and would ultimately decrease as the overall program continues to be implemented.</p>
<b>SFPUC Wastewater – Condition Assessment Project</b>	<p>There are more than 80 miles of major sewers that have been in service for 100 years or more and are at the end of their useful life. This project will confirm needs and provide recommendations for replacement or rehabilitation of major sewers through the Sewer System Improvement Program.</p>

## Renewal Program

Project Name	Description
<b>SFPUC Wastewater – Salt Water Intrusion</b>	Salt water corrodes the pipes and concrete of the system. If it reaches the treatment plant in large quantities, it can harm or kill the biological secondary treatment process, cause discharge permit violations and harm receiving water quality. The Salt Water Intrusion projects will reduce salt water intrusion into the sewer system. Projects in this area will consist of sewer pipeline joint sealing work.
<b>SFPUC Wastewater – Sewer Replacement/Improvement Program</b>	<p>Failure of the collection system will reduce the City's ability to handle and dispose of wastewater and stormwater which can lead to public health, safety and environmental risks and non-compliance with the State of California's discharge permit. This program maintains the existing functionality of the sewage collection system and includes planned and emergency repairs and replacement of structurally inadequate sewers.</p> <p><b>The estimated annual cost for sewer replacement beginning in FY2018 is approximately \$60 million and increases to \$88 million by FY2027 allowing the renewal and replacement of approximately 15 miles of sewer per year.</b></p>
<b>SFPUC Wastewater – Treatment Plants</b>	This renewal program seeks to extend the useful life of treatment facility assets throughout San Francisco by helping to maintain their treatment capacity, process performance, and ensure compliance with regulatory requirements.
<b>SFPUC Water – Emergency Firefighting Water System</b>	<p>The Emergency Firefighting Water System (EFWS) will increase the safety response capacity of the Fire Department following a major earthquake and during multiple-alarm fires from other causes. This project includes improvements to or expansion of EFWS pipelines, tunnels, and physical plant.</p> <p><b>For project financial information, please see the Public Safety chapter of this Plan.</b></p>
<b>SFPUC Water – Local Buildings &amp; Grounds Improvements</b>	This project will provide funding for capital improvements at City Distribution Division facilities and structures. Projects in this area include a new fueling station, yard improvements to address health and safety issues and security, a comprehensive arc flash and electrical hazard study and construction of a seismically reliable building for City Distribution Division's communications and control systems.
<b>SFPUC Water – Local Water Conveyance/Distribution System</b>	Currently, 16% of the SFPUC's 1,230 miles of mains exceed their typical 100-year useful life. This project includes funding to install, replace and renew distribution system pipelines and service connections for drinking water mains in San Francisco and meet customer level of service goals for uninterrupted service. The increased investment is needed to improve annual replacement rate to 15 miles per year to minimize main breaks due to aging infrastructure resulting in fewer service disruptions, property damage and need for emergency repairs.
<b>SFPUC Water – Local Water System Improvement Program (WSIP) Augmentation</b>	This project includes a new recycled water treatment facility that will provide irrigation water to Golden Gate Park, Lincoln Park, and the SF Zoo. It includes additional capacity to serve potential future customers such as the Presidio Golf Course.
<b>SFPUC Water – Pump Stations</b>	This project provides long-term funding for renewal and rehabilitation of 12 major water pump stations and seven hydropneumatic tanks that boost pressure within the San Francisco distribution system, including the McLaren Park and Bay Bridge pump stations.
<b>SFPUC Water – Regional Buildings &amp; Grounds Programs</b>	Sunol Yard improvements include replacement structures with LEED facilities for maintenance shops and equipment storage, new fueling center and administration building, re-surfacing of yard, and demolition of six dilapidated structures. Millbrae Yard improvements include a new administration building to consolidate the Water and Wastewater laboratory, maintenance shop, and equipment storage, demolition of a large unused abandoned building, new parking lot, and new vehicle wash site.



## Renewal Program

Project Name	Description
<b>SFPUC Water – Regional Communications &amp; Monitoring Program</b>	The objective of this project is to build a microwave radio backbone for communications and security systems, including video surveillance, remote gate locks, and audio monitoring, across the entire SFPUC regional system. This will enhance SFPUC emergency response, security, and regional interoperability.
<b>SFPUC Water – Regional Water Supply &amp; Storage Program</b>	The California State Division of Safety of Dams requires upgrades to structures, including geotechnical work and installation of monitoring systems. The automated data acquisition system, part of the monitoring system, will provide timely, accurate data related to inspections at various dams.
<b>SFPUC Water – Regional Water Treatment Program</b>	In addition to maintaining compliance with permits, improvements to regional treatment plants are expected to achieve higher levels of reliable performance for extended periods.
<b>SFPUC Water – Regional Water Transmission Program</b>	This program will provide upgrades to the Transmission System including pipeline inspection and repairs, valve replacements, metering upgrades, corrosion protection to extend the useful life of the pipelines, pump station upgrades and vault upgrades.  <b>Included is \$157 million funding for Pipeline Improvement Program over the next 10 years to replace or slip-line up to 10 miles of pipelines in densely populated areas to improve operational reliability and reduce liability.</b>
<b>SFPUC Water – Regional Watersheds &amp; Land Management</b>	This program supports projects that improve and protect the water quality and ecological resources impacted by the siting and operation of PUC facilities. These projects include the repair, replacement, maintenance, or construction of roads, fences, or trails; the acquisition of easements and/or fee title of properties, and other ecosystem restoration or public access, recreation, and education projects.
<b>SFPUC Water – Regional Water System Improvement Program (WSIP) Augmentation</b>	Additional funding at Calaveras Dam and the Alameda Creek Diversion Dam is needed for unanticipated subsurface conditions and localized slope stability which will result in increases in rock support, shotcrete, and shale disposal work. The revised baseline schedule will still allow the dam embankment to be complete by fall 2018, which will allow filling of the reservoir to begin in the fall/winter 2018-19 as planned.
<b>SFPUC Water – System Monitoring and Control</b>	The System Control and Data Acquisition (SCADA) provides remote monitoring of pressure, flow, and valve position status at key locations throughout the distribution system. This project provides improvements to SCADA and to facilities that control and monitor San Francisco's water distribution system. This program will also install fiber optic communications to critical facilities and security installations not completed under WSIP.
<b>SFPUC Water – Water Storage Facilities</b>	The PUC maintains 10 major water storage reservoirs and six storage tanks that range in age from 50 to 120 years old. The College Hill Reservoir supplies much of the eastern and northern areas of San Francisco, including Zuckerberg San Francisco General Hospital, the City's trauma center. This project provides long-term funding for the renewal and rehabilitation of these reservoirs and tanks. Planning evaluation and geotechnical review were conducted and recommend that the outlet structure be replaced with a new 48-inch diameter steel pipeline with outlet valve facilities.

# Enhancement Projects

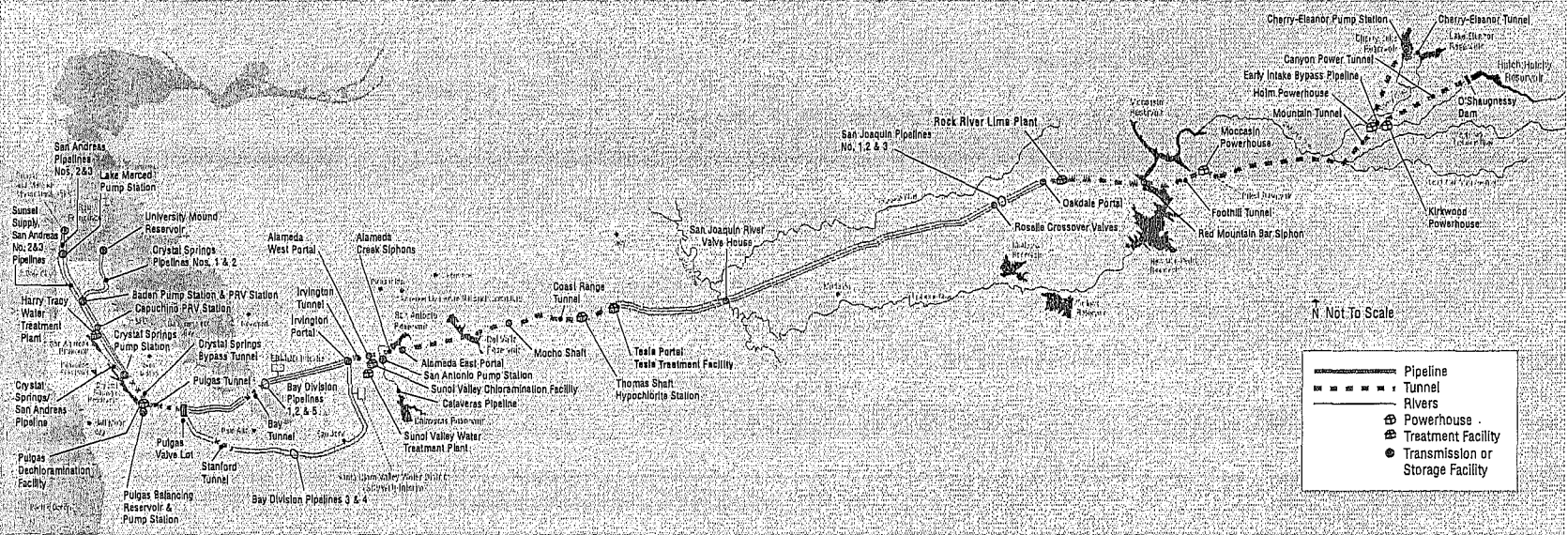
Project Name	Description
<b>PW – ADA Curb Ramps Program Right-of-Way Transition Plan</b>	<p>The Americans with Disabilities Act (ADA) requires cities to develop a transition plan specifically for curb ramps. San Francisco is committed to fully improving curb ramps and providing accessible paths of travel for people with disabilities by 2026. This program installs curb ramps at sites in response to requests from the public to prioritize locations of known need.</p> <p><b>The estimated cost to install curb ramps for the ADA Right-of-Way Transition Plan is \$86 million over the next 10 years, and this need is fully funded through the General Fund.</b></p>
<b>PW – ADA Curb Ramps Program Right-of-Way Transition Plan Special Projects</b>	<p>As Public Works develops an overarching strategy to tackle the most structurally difficult curb ramp locations, some work has begun to address requests along the city's pedestrian high-injury corridors. The Mayor's Office on Disability and Public Works collaborated to identify these priority locations, which are for now budgeted separately from the Curb Ramps Transition Plan (above).</p> <p><b>Through FY2017 \$1.4 million has been budgeted for these sites, and approximately \$400,000 is expected to be funded through the General Fund in FY2018.</b></p>
<b>SFPUC Hetch Hetchy Power – Civic Center District Power Improvements</b>	<p>This initiative will plan, design, and construct projects in the green energy district in the Civic Center in accordance with the partnership Memorandum of Understanding with the Clinton Global Initiative. This program includes City Hall, Davies Symphony hall, Opera House, Main Library, Public Health Headquarters, Asian Art Museum, Bill Graham Auditorium, Civic Center Garage, and the Civic Center.</p>
<b>SFPUC Hetch Hetchy Power – Transmission and Distribution Services for Retail Customers</b>	<p>The Capital Plan provides funding for the design and construction of transmission and distribution facilities to serve new retail customers, installation of intervening facilities required under the new Wholesale Distribution Tariff, and the development, administration, and incentive payments to new retail customers. The project will also look into the feasibility and implementation of a supervisory control and data acquisition (SCADA) system, automated metering information system, and integration of both with other technologies into a possible smart grid electric system.</p>
<b>SFPUC Hetch Hetchy Power – Energy Efficiency</b>	<p>Energy efficiency improvements are an important component of an electric utility's resource portfolio. These investments reduce facility operating costs and electric bills for customers, improve system functionality, and reduce the environmental impact of energy use. The Plan proposes funding for lighting and mechanical system efficiency upgrades.</p>
<b>SFPUC Hetch Hetchy Power – General Fund Departments</b>	<p>Energy retrofits for San Francisco General Fund Departments include lighting, heating and ventilation, retro-commissioning, and energy management systems projects. The budget funds efficiency projects in municipal facilities for departments such as Police, Real Estate, Recreation &amp; Parks, Muni, Yerba Buena Center, and Fine Arts departments.</p>
<b>SFPUC Hetch Hetchy Power – Renewable/Generation Power</b>	<p>Hetchy Power is continuously developing and implementing new renewable generation resources, including a proposed series of small municipal and energy development projects such as solar photovoltaic, solar thermal, biogas fuel cells, wind projects, and other renewable energy projects. The Capital Plan also funds portions of the long-term development of cost-effective, small hydroelectricity projects.</p>
<b>SFPUC Hetch Hetchy Power – Streetlights</b>	<p>Hetchy provides power to all of San Francisco's 44,528 streetlights, maintains the 25,509 streetlights owned by the City, and funds the maintenance of the 19,019 streetlights owned by PG&amp;E. The plan funds street lighting area improvements to correct inadequate lighting and provide safer street and pedestrian friendly environment, replace insufficient lighting, and rehab and replace streetlight poles.</p> <p><b>The Plan includes \$43 million over 10 years for upgrades to street lighting infrastructure.</b></p>

## Enhancement Projects

Project Name	Description
<b>SFPUC Hetch Hetchy Power – Treasure Island/Other Development</b>	<p>The SFPUC is required to provide utility operations and maintenance services at Treasure Island and Yerba Buena Island for the electrical and natural gas utility systems. Current planning shows that the existing electrical overhead poles, lines, and substation are adequate to serve the first phase of development. At some point in the development, when the electric load approaches the design limit of the electric lines at approximately 10 megawatts, the lines will have to be upgraded and subsequently installed underground.</p> <p>The second phase of development at Hunters Point Shipyard, Candlestick Point, and the Alice Griffith Housing Complex will require the installation of new underground 12 kV electrical distribution systems in all three areas. The SFPUC as the electric utility provider will install the conductors in the conduits, transformers, switches, and metering equipment required for the electric distribution system.</p>
<b>SFPUC Wastewater – Advanced Rainfall Prediction</b>	This SSIP project will provide the SFPUC with better rainfall forecasting capabilities, especially four-eight hours in advance of an event, which will be beneficial in managing wet weather flows in the combined collection system and preparing for flooding. This decision support tool will rely on the strategy and concepts for real-time control being developed under the SSIP, and represents the first step in implementing system-wide real-time control.
<b>SFPUC Wastewater – Drainage Basins</b>	Phase 1 of this SSIP project will construct, monitor, and evaluate green infrastructure projects in each of San Francisco's eight urban watersheds to manage stormwater before it enters the combined sewer system.
<b>SFPUC Wastewater – Flood Resilience</b>	This group of projects related to SSIP will address flooding caused by heavy rain. The Foerster Street Auxiliary and Mangels, Hearst, Detroit Sewer Replacement Project will increase the hydraulic capacity of the combined sewer system on eight blocks in the Sunnyside Terrace neighborhood. This project will also include two raised crosswalks on Foerster Street and will mitigate the area's flood risk.
<b>SFPUC Wastewater – Islais Creek Outfall</b>	SFPUC will provide improvements to the Southeast Water Pollution Control Plant effluent force main crossings at Islais Creek.
<b>SFPUC Wastewater – Ocean Beach Protection Process</b>	This project will develop a comprehensive shoreline management and protection plan to establish a long-term solution to the erosion issues along Ocean Beach. This solution is necessary to protect the integrity of wastewater assets built to protect public health and the environment, including the Lake Merced Transport/Storage facility, the Westside Pump Station and the Oceanside Treatment Plant.
<b>SFPUC Wastewater – Sewer/Collection System</b>	Sewer/Collection System projects include the proposed Central Bayside System Improvement Project, providing enhancements to the Channel Drainage Basin, including needed reliability and redundancy for the existing 66-inch Channel Force Main; hydraulic improvements to sewers and pump stations; and improvements to stormwater management through elements of both grey and green infrastructure. The Mariposa Dry-Weather Pump Station Improvement Project will increase the dry weather pumping capacity to accommodate additional wastewater flows from recent and planned developments in the Mission Bay, Potrero Hill, and other tributary areas near 3rd Street.
<b>SFPUC Wastewater – Sewer System Improvement Program-Wide Efforts</b>	The SSIP Program-Wide Management Project will support the SSIP's overall implementation, providing condition assessments, project definition and prioritization, public outreach and education, sustainability evaluation, and general program management. The initial focus will be on scope optimization and program implementation of the \$2.9 billion SSIP Phase 1; and the continued development of programmatic schedules, construction cost estimates; and rates and cash flow projections for the SSIP.
<b>SFPUC Wastewater – Facilities and Infrastructure</b>	The Wastewater Facilities and Infrastructure projects will focus on protecting the structural integrity of critical infrastructure and streamlining core operational functions. Projects include: improvements to Griffith Yard for the Collection System Division field staff; rebuilding the Southeast Community Center to fulfill SFPUC's commitment to the mitigation measure for the expansion of the Southeast Plant, and erosion control to protect existing SFPUC facilities located adjacent to Ocean Beach.

Enhancement Projects

Project Name	Description
SFPUC Wastewater – Treasure Island Capital Improvement	The City entered into a Cooperative Agreement with the U.S. Navy in which the City agreed to take responsibility for caretaker services on Treasure Island and Yerba Buena Island. The SFPUC provides utility operations and maintenance services for the wastewater and stormwater systems. This project includes \$64 million for the New Wastewater Treatment Facility. A new tertiary two-million gallon per day wastewater treatment facility is proposed for the Treasure Island/Yerba Buena Island service area to replace the existing, aged facility.
SFPUC Wastewater – Treatment Facilities	Treatment facilities projects for the SSIP include the Bayside Biosolids (Digester) Project which will fully replace the existing aged facilities with new ones with modern, proven, and efficient treatment technologies.



Hetch Hetchy Water Supply Map



# Deferred Projects

Project Name	Description
<b>PW – Bayview Transportation Improvements</b>	<p>This project will rehabilitate and reconfigure the right-of-way in the in the Bayview and Hunters Point Shipyard development areas to increase roadway capacities and increase safety and accessibility. It will reduce truck traffic on Third Street and residential streets and develop a more direct truck route between US 101 and existing and planned development in the Bayview and Hunters Point Shipyard.</p> <p><b>The estimated project cost is \$41 million.</b></p>
<b>PW – Jefferson Street Streetscape Enhancement Project, Phase 2</b>	<p>Phase 1 of the Jefferson Street Streetscape Enhancement Project was completed in 2013 and created improvements to pedestrian areas along the length of Jefferson Street, featuring improved intersections and street segments, pedestrian corner plazas, shortened crossing distances, pedestrian scale lighting, and other amenities. Phase 2 of this project would extend street improvements on Jefferson Street from Jones to Powell Streets, improving the street user experience on a major, iconic, commercial corridor in San Francisco.</p> <p><b>The total cost to complete Phase 2 is \$13 million.</b></p>
<b>PW – Market Street Plaza Enhancements</b>	<p>Market Street Plaza Enhancements would bring major improvements to UN, Hallidie, and Mechanics Plazas along Market Street, making them more inviting, active spaces. Based on the conceptual designs, improvements could include: decking over the sunken plaza at Hallidie, creating a space for civic events at the UN Plaza, regrading to address accessibility issues at the Mechanics Plaza, and increasing seating at all three locations.</p> <p><b>The total cost to enhance these plazas is \$97 million.</b></p>
<b>PW – Streetscape Improvement Program</b>	<p>The Streetscape Program enhances neighborhood streets, alleys, and plazas across the City through best practices in design that bring safety, economic, and beautification improvements. Typical improvements include street tree planting, site furnishings, lighting upgrades, and pedestrian and bicycle safety features such as pedestrian islands, bike lanes, crosswalk enhancements, and other traffic calming measures.</p> <p><b>The 10-year estimated cost for the Streetscape Improvement Program is \$442 million.</b></p>
<b>PW – Utility Undergrounding</b>	<p>Overhead utility wires and related infrastructure are potential public safety hazards and a visual blemish on San Francisco's vistas. This project would involve relocating overhead utility wires underground. Undergrounding utilities reduces the frequency of needed maintenance, but requires a large up-front investment.</p> <p><b>Generally, undergrounding costs roughly eight million dollars per mile. The estimated cost to underground utilities across the City over the next 10 years is over \$1 billion dollars. Funding for the project has not been identified to date. Going forward the City will continue to explore funding options as well as potential leveraging opportunities associated with other right-of-way projects that involve opening up the roadway.</b></p>

# Emerging Projects

Project Name	Description
PW - Better Market Street	<p>This project will redesign Market Street as a more pedestrian, bicycle, and transit-oriented street. A comprehensive renovation is undergoing environmental review and requires inter-agency coordination for work that could include: repaving of the roadway, sidewalk and crosswalk reconstruction, curb ramps, new street trees and landscape elements, replacement of MUNI overhead wires and upgrades to the traffic signal infrastructure, street lighting upgrades, sewer repair and/or replacement, water main work, and replacement of Emergency Firefighting Water System facilities and infrastructure. The project will extend from Steuart Street in the Financial District through Octavia Boulevard.</p> <p>The project has an expected total cost of \$384 million of which \$92 million will be funded by the 2014 Transportation G.O. Bond and \$43 million from federal sources. Funding sources for the balance of need have not been identified.</p>

A renewed Market Street will anchor neighborhoods, link public open spaces and connect the City's Civic Center with cultural, social, convention, tourism, and retail destinations, as well as with the regional transit hub that will be centered at the planned Transbay Terminal.



Streetscape at Market and 17th Streets

AUXILIARY WATER SUPPLY SYSTEM

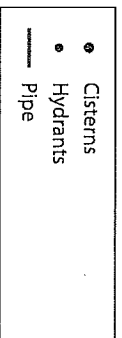


TABLE 9.1 - INFRASTRUCTURE AND STREETS FINANCIAL SUMMARY

PROGRAMS/PROJECTS (Dollars in Thousands)	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023 - 2027	Plan Total	Backlog
<b>SPENDING PLAN</b>								<b>DEFERRED</b>
<b>Streets &amp; ROW</b>								
State of Good Repair Renewal - Streets & ROW	93,329	98,669	105,066	113,007	119,144	707,320	1,236,535	809,042
Public Right-of-Way Transition Plan Improvements	10,299	10,379	10,803	11,330	11,863	68,078	122,751	-
Enhancements - Streets & ROW	54,500	7,000	82,150	57,250	-	128,082	328,982	2,563,075
<b>SUBTOTAL</b>	<b>158,128</b>	<b>116,048</b>	<b>198,018</b>	<b>181,587</b>	<b>131,007</b>	<b>903,481</b>	<b>1,688,268</b>	<b>3,372,116</b>
<b>SFPUC</b>								
Water Enterprise	135,739	205,377	186,684	111,079	99,782	468,232	1,206,893	
Wastewater Enterprise	810,758	1,164,955	909,567	572,141	310,151	1,850,104	5,617,676	
Hetch Hetchy Water and Power Enterprise	86,917	79,961	617,810	33,053	30,593	164,357	1,012,691	
<b>SUBTOTAL</b>	<b>1,033,414</b>	<b>1,450,293</b>	<b>1,714,061</b>	<b>716,273</b>	<b>440,526</b>	<b>2,482,693</b>	<b>7,837,260</b>	
<b>TOTAL</b>	<b>1,191,542</b>	<b>1,566,341</b>	<b>1,912,079</b>	<b>897,860</b>	<b>571,533</b>	<b>3,386,174</b>	<b>9,525,528</b>	<b>3,372,116</b>
<b>REVENUES</b>								
General Fund	60,846	65,563	72,168	79,268	85,192	538,453	901,490	
General Fund - Enhancement	5,362	-	264	2,294	-	-	7,920	
General Fund - Other	19,000	19,910	20,550	21,130	21,700	117,580	219,870	
Other Local Sources	3,548	3,606	3,666	3,730	3,797	18,913	37,259	
Prop K Funding	7,076	7,307	7,220	7,484	7,736	37,247	74,070	
State	12,523	12,027	11,628	12,090	11,947	60,030	120,245	
Federal	39,773	635	45,271	18,341	635	3,176	107,832	
Transportation Bond 2014	10,000	7,000	37,250	37,250	-	-	91,500	
Transportation Bond 2024	-	-	-	-	-	128,082	128,082	
SFPUC Revenues	1,033,414	1,450,293	1,714,061	716,273	440,526	2,482,693	7,837,260	
<b>TOTAL</b>	<b>1,191,542</b>	<b>1,566,341</b>	<b>1,912,079</b>	<b>897,860</b>	<b>571,533</b>	<b>3,386,174</b>	<b>9,525,528</b>	
Total San Francisco Jobs/Year	9,949	13,079	15,966	7,497	4,772	7,544	58,808	

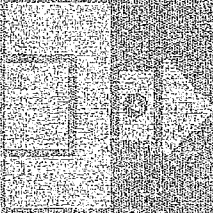


46,000

OCME

Square Feet for a New  
Office of the  
Medical Examiner

FIR



42  
Neighborhood  
Fire Houses

SHF



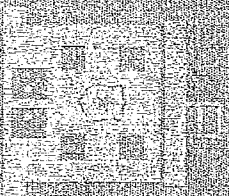
6  
County Jails

DEM



1,735  
Average Daily  
Calls in 2016

POL



10  
Operating  
Police Stations

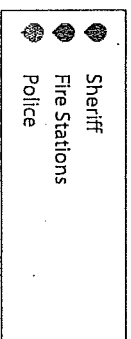
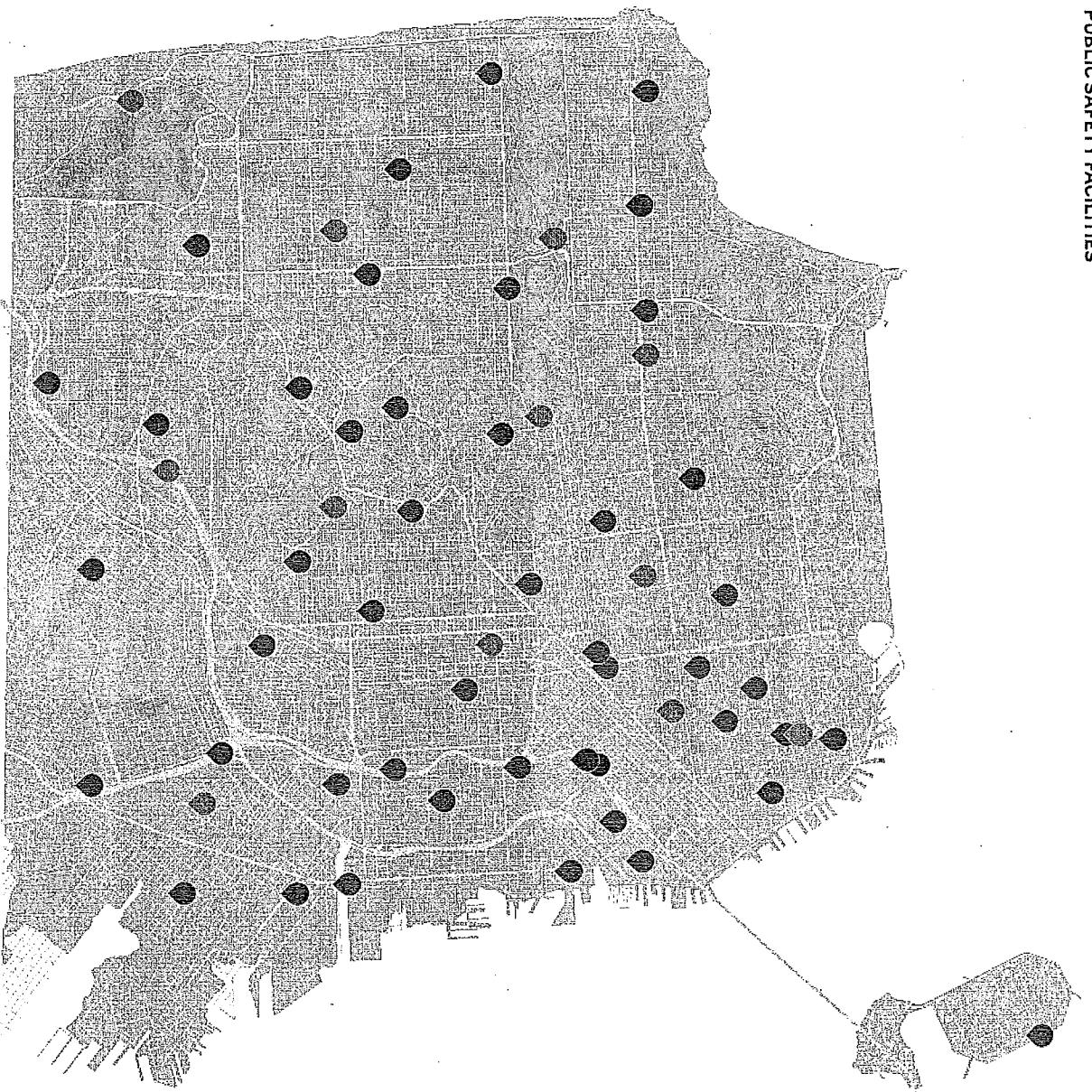


## 10. Public Safety

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PUBLIC SAFETY FACILITIES



## 10. PUBLIC SAFETY

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DEM: Department of Emergency Management

FIR/SFFD: Fire Department

JUV: Juvenile Probation Department

POL/SFPD: Police Department

SHF: Sheriff's Department

ADP: Adult Probation Department

DA: District Attorney's Office

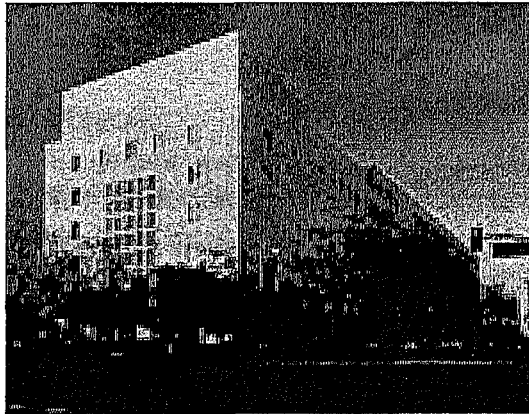
PD: Public Defender's Office

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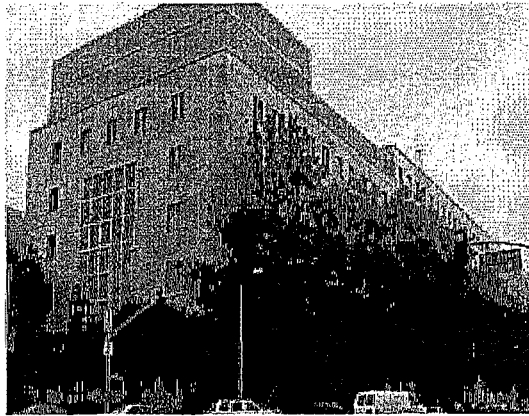
The Public Safety Service Area addresses the capital needs of the agencies working to keep San Franciscans safe and secure in their daily lives and in response to emergency situations. From fire and police stations, to jails and juvenile detention facilities, to evidence storage and forensic lab space, public safety facilities have unique needs for their highly specialized operations.

Addressing the capital needs of the City's public safety departments is one of the primary challenges of the Capital Plan. As the City works towards a more progressive justice system, there is an obligation to maintain the infrastructure that enable departments to do their jobs safely day in and day out. To ensure the security and well-being of San Francisco's visitors and residents, including those in custody, the City must devote resources to provide humane and resilient facilities for our public safety agencies.





San Francisco Hall of Justice



San Francisco Hall of Justice

## Overview

Neighborhood fire stations, district police stations, County jails, and administrative office space are all important supports for the public safety operations throughout the city. Space needs for storage, training, and equipment unique to public safety operations are also part of the picture.

### ESER G.O. Bond Program

Since 2010, the voters of San Francisco have enthusiastically supported the Earthquake Safety and Emergency Response (ESER) General Obligation Bond Program at the ballot box. That program has provided funding for essential public safety projects large and small, from a new public safety headquarters to focused scope projects in neighborhood fire and district police stations. The ESER Program is projected to continue in the Plan, with measures planned for elections in 2020 and 2026. Planning work in FY2018 and FY2019 will be needed to ensure ESER 2020 projects are shovel-ready at first issuance.

## ESER Bond Program

- ESER 2010: \$412.3M
- ESER 2014: \$400M
- ESER 2020 slated for \$290M
- ESER 2026 slated for \$290M

### Justice Facilities Improvement Program

The Justice Facilities Improvement Program (JFIP) was originally developed in 2008 to initiate the closure of the Hall of Justice (the Hall or HOJ) and the construction of replacement spaces for that facility.

The HOJ stands seven stories tall and was originally built in 1958. It contains the County courthouse, office space for various justice-related staff, and two County jails. The jails on its two top floors (County Jails #3 and #4) were built on an antiquated model of corrections with linear jails and limited program space. This linear model creates limited visibility of prisoners, leaving them vulnerable to assault and self-harm. A

major earthquake is likely to generate significant damage to the building and render it unusable.

As San Francisco is responsible for the lives of the persons in custody and the staff who work with them, closing the dangerous HOJ facility has been a top priority of the City's Capital Plan since its inception and remains so.

Space considerations for JFIP include both the custodial and administrative uses of the Hall. County Jail #3 is closed, but County Jail #4 remains open, with approximately 400 prisoners in the building 24 hours a day. The District Attorney's Office, SFPD Investigations Unit, and the Adult Probation Department all occupy office space in the Hall. In addition, the Sheriff's Department has some administrative offices in the Hall, and the kitchen, laundry, and some of the building's core subsystems support operations at the nearby County Jails #1 and #2. The last Capital Plan updated JFIP to reflect current conditions and existing staff levels at the Hall and also at 555 7th Street, which houses the Public Defender's Office.

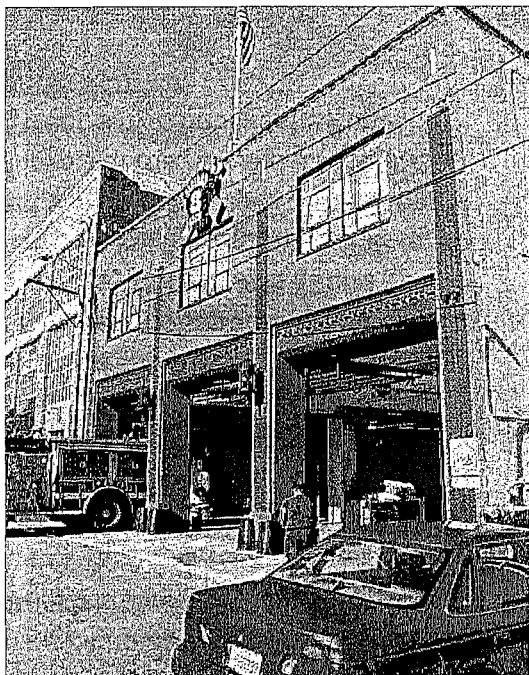
The last Capital Plan identified a Rehabilitation and Detention Facility project that would have created replacement capacity for the prisoners in custody at the Hall. Construction of a replacement facility was prioritized so as to evacuate the Hall's most vulnerable population, the prisoners, first. The City applied for an \$80 million award of State financing and won, but in the face of tremendous community resistance and demands for overarching reform to the criminal justice system, the Board of Supervisors unanimously declined that award.

In the wake of that rejection of State funds, Board President London Breed convened the Work Group to Re-Envision the Jail Replacement Project. The Work Group was tasked with identifying strategies to reduce the jail population and strengthen prevention and treatment services to bring about the permanent closure of County Jails #3 and #4.

Co-chaired by the Sheriff, the Director of Public Health, and a leading community advocate, the Work Group was convened in public sessions from March through

October 2016. During that time, Work Group membership and support staff gathered, analyzed, and discussed information about San Francisco's criminal justice and behavioral health systems. An interim report was made to the Government Audit and Oversight Committee of the Board of Supervisors in December 2016, and a final report is expected in March 2017.

The primary result of the Work Group's efforts was a set of prioritized strategies to address programmatic, policy, and facility needs. The construction of a replacement jail facility for the beds at the Hall was not prioritized by a majority of Work Group members, nor was a centralized Behavioral Health Justice Center that was proposed by the District Attorney's Office. Prioritized strategies included investments in housing, expansion of community-based and Department of Public Health behavioral health treatment facilities, a reentry navigation center for justice-involved persons, renovations to County Jail #2 to accommodate a portion of the County Jail #4 population, and the creation of an interagency intake and discharge planning center in County Jail #1.



SFSD Fire Station



SFPD Park Station

As City stakeholders plan the implementation of efforts to close the HOJ permanently, San Francisco intends to honor the input of the Work Group to pursue non-incarcerating strategies to reduce the jail population. For example, the City plans to implement the Law Enforcement Assisted Diversion (LEAD) program based on the successful model from Seattle. It will also add capacity to Hummingbird Place, which provides a safe environment in a health treatment setting for those that need mental health support staving off a crisis. The Co-Chairs, Mayor's Office, and elected officials will factor the prioritized strategies into upcoming decisions and planning efforts, including this Capital Plan.

The Plan has slated two HOJ-related projects in the COP Program, both with first issuance in FY2021: one for administrative staff relocation (either lease-to-own or construction), and one for prisoner exit. Planning work to find a solution that will permanently close the Hall of Justice jails will be needed in the years leading up to the proposed first issuance for the Prisoner Exit project.

In recent weeks, conditions at the Hall have worsened dramatically, compounding the facility's already critical problems and hastening the need to vacate the building. Beyond the known seismic risk, subsystems including plumbing and elevators, have repeatedly failed and require substantial investment to repair. Rather than invest more than necessary in a facility ultimately unfit for occupation, in January 2017 the City Administrator declared the building's City's offices and jails should be shuttered as quickly as possible.

The target date for expedited exit from the Hall is 2019, the fastest possible to line up alternative locations for all staff and prisoners. City staff are exploring ways to meet this deadline; solutions may involve the allocation of General Fund Debt and/or Capital Planning Fund capacity to meet the cost of this ambitious schedule.

Should the expedited exit stall and/or the good-faith implementation of prioritized strategies from the Work Group fall short of reducing the jail population enough to be able to close the HOJ jails

permanently, the City will need to make a difficult decision about what to do with the building's staff and prisoners.

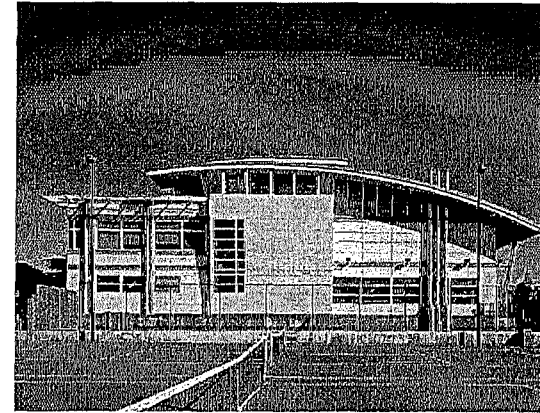
San Francisco has historically been averse to the construction of new jail facilities. However, given the City's responsibility for prisoners and staff, it will be necessary to relocate them from the Hall one way or another. The solution may require the construction of a scaled replacement facility and/or operational changes such as out-of-county placements.

Meanwhile, the Sheriff's Department is proceeding with an application to the California Board of State and Community Corrections for financing that would support work at County Jail #2. The project scope includes needed repairs to the roof, HVAC system, and kitchen, hardening of dorms into cells to allow for some prisoners to move out of the Hall, and improvements for ADA code compliance. San Francisco intends to apply for the maximum large-county award of \$70 million and has identified \$12 million for the required match in the General Fund Debt Program.

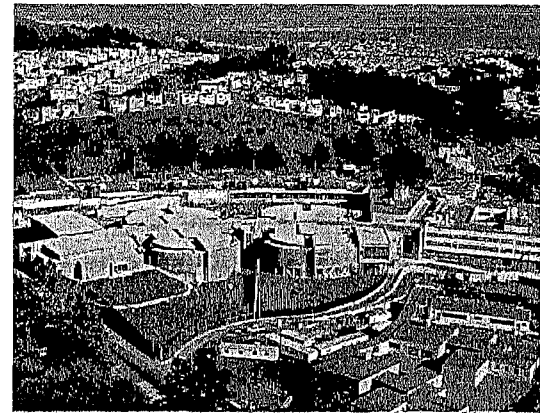
## Master Planning

As San Francisco's population quickly grows and density increases, greater demand is placed on the City's public safety agencies and their facilities. The San Francisco Fire Department, Police Department, and Sheriff's Department have all taken a close look at needs across their respective portfolios, and they have identified significant needs throughout. The Juvenile Probation Department's needs and facilities assessment is currently underway.

Working in partnership with San Francisco Public Works, these public safety agencies have identified repair and renewal needs to keep their existing facilities in a state of good repair. They have also identified some sizable gaps between the current portfolio and their projected operational needs in the years ahead. The departments are working actively with Public Works project managers, as well as Capital Planning and Mayor's Budget Office staff, to prioritize projects, balance renewals and enhancements, and ensure that each agency's operational needs are met.



Current DEM Headquarters



Juvenile Justice Center



## Renewal Program

The overall renewal needs for the City's Public Safety facilities total \$227 million over the next 10 years. Given funding constraints, the Plan allocates \$69 million from the General Fund to meet these needs, as shown in Chart 10.1. Additional funding from the ESER G.O. Bond Program will also be invested in Fire and Police Department renewals.

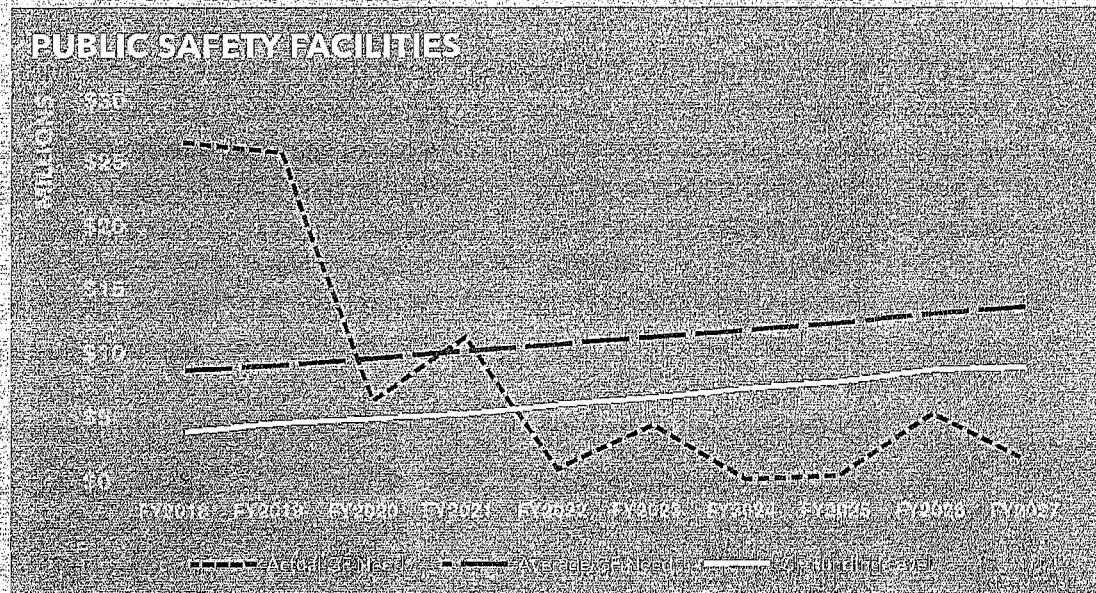


CHART 10.1

The Sheriff's Department has particularly challenging renewal needs at present. The County jail facility at 425 7th Street (County Jails #1 and #2) was built in 1994 as a work furlough facility, and many of its sub-systems need attention. The roof is leaking in

multiple areas, and the roof-mounted air handlers need replacements. The flooring, ceilings, and lighting need to be replaced for code compliance and better hygiene. The analog security system is not adequate for a modern detention facility. The kitchen and laundry are not

functional. If awarded, the \$70 million in financing from the California Board of State and Community Corrections would address the most pressing of these needs.

There are enormous renewal needs at the Hall of Justice as well, but because that building is slated for retirement and demolition, its renewal needs have been deprioritized. Some repairs, such as water intrusion and waste management system issues, cannot be ignored completely for health/safety reasons.

# Enhancement Projects

Project Name	Description
<b>DEM – 1011 Turk Street/DEM Headquarters Expansion</b>	<p>DEM prepares the City's administration for everyday and occasional emergencies. DEM's dispatchers answer all 911 calls made in San Francisco, and its planners prepare for disaster and manage local government's response and recovery in coordination with state and federal agencies. Preliminary planning is underway for a proposed addition to DEM headquarters directly west of its current location at 1011 Turk Street. This facility houses several critical operations, including the 911 Help Desk. The current space is inadequate for the City's monitoring systems and current staffing levels, and a modified parking solution is required.</p> <p><b>The budget for the needed two-floor below-grade parking structure and 12,000 square feet of office space is \$29 million. This project is recommended for funding through the 2020 ESER G.O. Bond, and the City will also explore the potential of modifying the 911 User Fee as a funding source for this project.</b></p>
<b>FIR – Ambulance Deployment Center Relocation</b>	<p>SFFD responds to more than 100,000 emergency medical service calls a year, or about 270 each day, nearly 75% of the total ambulance response in San Francisco. The current SFFD ambulance depot can no longer support the department's needs from an operational or logistical perspective. A new, seismically safe ambulance and paramedic deployment facility will be constructed that will ensure the ambulance-dispatch facility remains operational during and after a major earthquake and enable quicker turnaround times for more efficient emergency response.</p> <p><b>The budget for this project is \$44 million, funded by the 2016 Public Health &amp; Safety G.O. Bond.</b></p>
<b>FIR &amp; PUC – Emergency Firefighting Water System (EFWS)</b>	<p>The Emergency Firefighting Water System (EFWS) is the City's high-pressure emergency fire protection system. The system includes two pump stations, two storage tanks, one reservoir, and approximately 135 miles of pipes and 150 functional cisterns. Additionally, the system includes 52 suction connections along the northeastern waterfront, which allow fire engines to pump water from San Francisco Bay, and two fireboats that supply seawater by pumping into any of the five manifolds connected to pipes.</p> <p><b>Funding for continued improvements to the EFWS comes from the ESER G.O. Bond program; \$102.4 million and \$54.1 million were appropriated for the project in the 2010 and 2014 ESER Bonds, respectively, and all of the bonds for this program have been issued. Future issuances are anticipated in the proposed 2020 ESER Bond, pending voter approval.</b></p>
<b>FIR – Neighborhood Fire Stations</b>	<p>Driven by a comprehensive SFFD Capital Improvement Plan, the Neighborhood Fire Stations program addresses the most urgently needed repairs and improvements to critical firefighting facilities and infrastructure, driven by a comprehensive SFFD Capital Improvement Plan. Projects can be comprehensive, focused, or seismic in scope. Comprehensive renovations correct all deficiencies pertaining to emergency response and health and safety issues and include renovation, renewal, or replacement of major building systems to assure station functionality for at least 15 years. Focused scope projects correct deficiencies of selected building components and assure station functionality for up to ten years. Seismic improvements bring stations up to current building codes and include a comprehensive remodel.</p> <p><b>This program is funded primarily through the ESER General Obligation Bond program; \$67 million and \$81 million were appropriated in the ESER 2010 and ESER 2014 bonds, respectively. All bonds from 2010 ESER have been issued. Of ESER 2014 funds, \$24 million have been issued, \$25 million is expected to be issued in FY2018, and \$32 million is expected in FY2019. Future issuances are anticipated in the proposed ESER 2020 and ESER 2026 Bonds, pending voter approval.</b></p>
<b>FIR – Treasure Island Fire House Replacement</b>	<p>The Treasure Island fire station is being torn down as part of the Island's greater development plan. Once redevelopment proceeds, a new fire station is planned to be built to meet the needs of the island's occupants and visitors.</p> <p><b>The budget for this project is estimated at \$20 million and will be entirely developer-funded.</b></p>

## Enhancement Projects

Project Name	Description
<b>JFIP – HOJ Administrative Space Relocation</b>	<p>The Adult Probation Department, the District Attorney's Office, the SFPD Investigations Unit, and Sheriff's Department staff are all currently based at the seismically unsafe Hall of Justice. An office space solution that co-locates these functions is the most efficient solution to the administrative needs for the public safety operations currently in the Hall of Justice. Related, for day-to-day operations, the SFPD Investigations Unit requires between 5,000 and 10,000 square feet of evidence storage space for active cases, and the City is pursuing a leased solution for that need.</p> <p><b>Assuming a viable more expedient exit option cannot be found, the amount allocated for this project is \$308 million, and it is planned to be funded through the Certificates of Participation program with first issuance in FY2021.</b></p>
<b>JFIP – HOJ Prisoner Exit Project</b>	<p>Originally envisioned as the first step in JFIP to extricate the most vulnerable population in the Hall of Justice, the prisoners, this project will address the immediate prisoner relocation needs, if any, for the City to meet its target HOJ closure date. This project's timeline assumes that recommended strategies from the Work Group to Re-Envision the Jail Replacement recommendations will be given approximately three years (until the end of FY2020) to reduce the jail population enough to enable permanent closure of the HOJ jails.</p> <p><b>Assuming a viable more expedient exit option cannot be found, the amount allocated for this project is \$190 million, and it is planned to be funded through the Certificates of Participation program with first issuance in FY2021. Should the implementation of recommended strategies from the Work Group to Re-Envision the Jail Replacement yield a drop in the jail population sufficient to close the HOJ jails permanently, those funds will be reassigned to other capital priorities.</b></p>
<b>JUV – ADA Barrier Removal at Juvenile Probation Facilities</b>	<p>This already-underway project is being completed as part of the City and County of San Francisco's ADA Uniform Physical Access Strategy (UPHAS) Transition Plan to meet the requirements of the Americans with Disabilities Act per 28 CFR Part 35 of Title II. Juvenile Probation facilities were identified for ADA Disabled Access barrier removal and originally assigned to the Juvenile Hall project in 1999-2000. The barrier removal work on the Administrative and Courts building was not completed. The facility has a non-accessible entrance, and other accessibility deficiencies. The required work is in addition to the department's entry/wheelchair lift and elevator upgrades.</p> <p><b>The total cost of this project is \$2.7 million; \$1.8 million from the General Fund has been appropriated previously, and \$900,000 more is anticipated in FY2018.</b></p>
<b>JUV – Administrative Building Project</b>	<p>Built in 1950, the Administrative and Service Buildings for the Juvenile Probation Department house probation and administration functions, as well as kitchen services for the Juvenile Justice Center and heating and power for the entire campus at Woodside Avenue. In addition to seismic deficiencies, the facility has poor accessibility, antiquated plumbing and electrical systems, and a lack of proper programming space. The possibility of a project combined with planned Department of Public Health improvements to the vacant, adjacent Laguna Honda Hospital (LHH) has emerged, which could potentially get JUV staff out of their seismically vulnerable building six or more years earlier than originally scheduled. Public Works will work with JUV and DPH to understand the operational needs of both departments and establish project scope prior to debt issuance. This project replaces the JUV Admin Replacement project from the previous Plan, slated for \$106.6 million in COP funding in FY2024.</p> <p><b>The Plan proposes \$65 million in Certificates of Participation issued as early as FY2018 to develop a replacement facility. This project amount and timing assume a project coordinated with the DPH relocation to LHH.</b></p>
<b>JUV – Juvenile Probation Department Master Plan</b>	<p>The Juvenile Probation Department has multiple aging facilities and related assets with significant capital needs, including the Log Cabin Ranch facility in San Mateo County. The department is undergoing a facilities assessment for its entire portfolio, which will include an in-depth analysis of current and projected space needs based on anticipated population and future programming. The assessment will include work to determine whether a project at LHH is feasible for the relocation of staff in the JUV Admin Building. It will also include recommendations on strategies for addressing these needs and potential funding opportunities.</p> <p><b>This assessment has been funded previously through the General Fund, and no further funds are anticipated for its completion.</b></p>

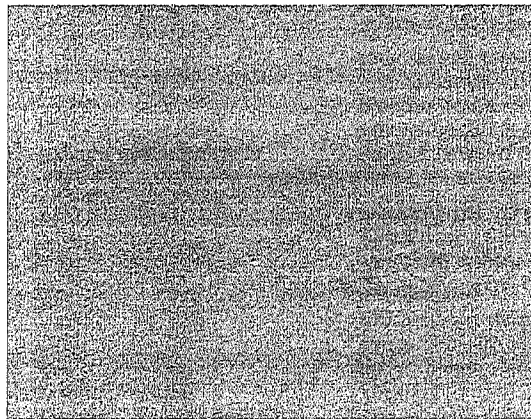
## Enhancement Projects

Project Name	Description
<b>JUV – Security Cameras at the Juvenile Justice Center</b>	<p>The existing security camera system at the Juvenile Justice Center is out of compliance with State code, provides inadequate image quality, and does not allow for any video recording, audio, or analysis. This project has been phased; Phase 1 will install 175 strategically placed digital cameras to fortify surveillance throughout the facility and grounds, and Phase 2 would replace the current analog cameras and supporting network with digital upgrades. The new equipment and supporting infrastructure will enable higher resolution, Internet Protocol (IP) cameras, and the ability to record and store up to 13 months' worth of video for potential legal issues and the protection of our residents.</p> <p><b>The total project budget is \$3.3 million. The budget for Phase 1 is \$2.45 million. The budget for Phase 2, deferred at this time, is \$850,000. This project has been funded with \$1.5 million of General Fund in prior budgets, and an additional \$700,000 is proposed in FY2018 of the Plan.</b></p>
<b>POL – District Police Stations</b>	<p>SFPD's facilities are not adequate to meet the department's 21st-century operational needs. In March 2013 a Facility Evaluation &amp; Standards Study was completed for the department to identify needed improvements and repairs. The report noted that many of the stations exhibited a broad range of functional, safety, security, and technical inadequacies, including space shortfalls. The named stations with immediate needs included Central, Bayview, Tenderloin, Park, and Ingelside, as well as the Academy. There are also ADA barrier removal and seismic strengthening needs across facilities.</p> <p><b>Improvements to District stations are funded primarily through the ESER General Obligation Bond Program. The ESER 2014 bond included \$30 million for SFPD facilities, and \$17.1 million has been issued already, leaving \$12 million to be issued in FY2018. Additional funds are expected from the ESER 2020 and ESER 2026 G.O. Bonds, pending voter approval.</b></p>
<b>POL – SFPD Traffic Company &amp; Forensic Services Facility (JFIP)</b>	<p>This project relocates and reunites in a seismically safe facility the SFPD Forensic Services Division (FSD) Crime Lab, currently located at Building 606 in Hunters Point, and SFPD FSD offices, currently in the Hall of Justice (HOJ). The site at 1 Newhall in the Southeast section of the city has been purchased, and 100% schematic design is complete. The project also provides a new location for the Traffic Company along with off-street parking for department vehicles and secure storage of vehicles impounded as evidence. The new facility will improve the chain of custody of evidence, provide a modern lab to improve efficiency, and address increasing caseload.</p> <p><b>Funded entirely by the ESER 2014 G.O. Bond, the total budget for this project is \$162 million. Of that, \$47 million has been issued so far, and two future issuances are expected: \$58 million in FY2018 and \$58 million in FY2019.</b></p>
<b>SHF – County Jails #1 and #2 (425 7th Street) Improvements Phase 1</b>	<p>The detention facility at 425 7th Street was designed for low security work-furlough. In practice, it serves as a satellite facility of the HOJ for many functions &amp; utilities. Many systems are failing, including the HVAC and roof. Security improvements must be made in order to house maximum classification inmates and reduce the population of the Hall.</p> <p><b>The scope of this project has been designed to the maximum allowable large county award of California Board of State and Community Corrections funding available through SB844 in FY2017: \$70 million from the State. To meet the match requirement, the City has identified \$12 million to be provided through the General Fund, Commercial Paper, or another source, if the award is accepted.</b></p>

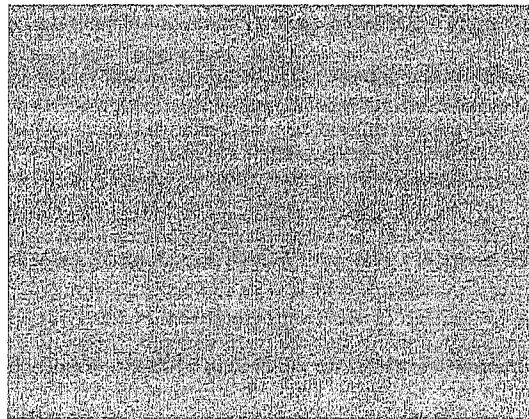


# Deferred Projects

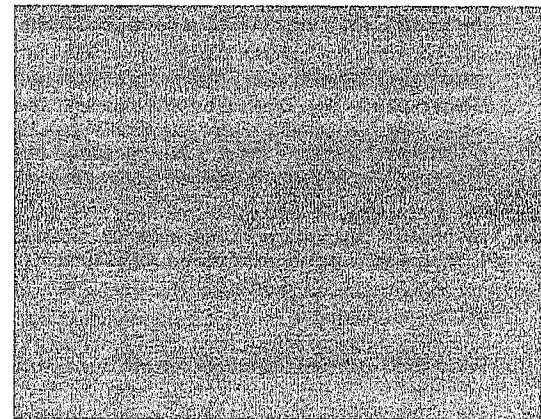
Project Name	Description
<b>FIR – Bureau of Equipment Relocation</b>	<p>The SFFD Bureau of Equipment is the site of maintenance and repair for all of the Department's equipment and apparatus, among other essential functions. The current facility is undersized and seismically unsafe, but has been designated historical, limiting the nature of repairs and modifications that can be made. SFFD has identified a need for a new Bureau of Equipment facility to meet its current needs and improve efficiency of operations.</p> <p><b>The estimated budget for this relocation project is \$60 million.</b></p>
<b>SHF – Alternate Programs Facility</b>	<p>To centralize and streamline operations of the Sheriff's Department's many service programs for justice-involved people, expand the Women's Resource Center located at 930 Bryant Street from 6,000 square feet to 20,500 square feet.</p> <p><b>The recently completed Sheriff's Department Facility Assessment recommends such a facility and estimates a total project cost of \$14 million.</b></p>
<b>SHF – County Jail #5 (1 Moreland Drive) Facilities and Grounds</b>	<p>The County Jail #5 campus located in San Mateo County has many areas of need. The roads are deteriorating; the fences are failing; the trees are overgrowing the site; and drainage of the watershed needs annual maintenance. The piping from the old irrigation tank is unmapped and deteriorating at a rapid pace. This City asset needs to be reviewed for actionable work scopes to ensure that the site remains secure, fire-resistant, and passable.</p> <p><b>The estimated need for this project over the ten years of the Capital Plan is \$1.6 million.</b></p>



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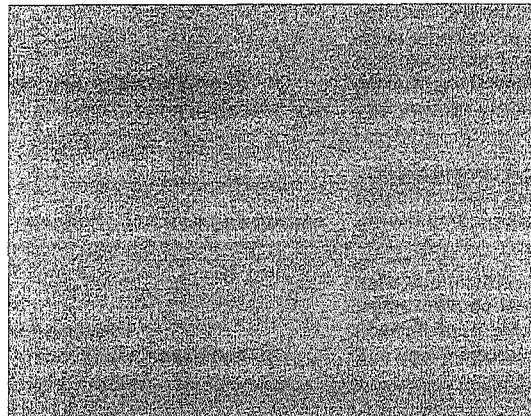
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# Emerging Projects

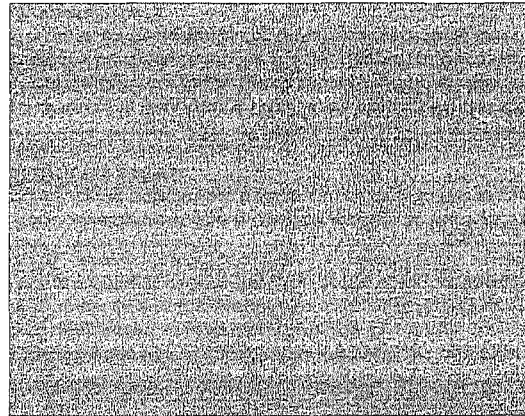
Project Name	Description
<b>FIR – Candlestick Development New Fire Station</b>	The new development in the 38-acre site of Candlestick Park will include approximately 16 blocks of retail, entertainment, and 10,000 housing units, with one-third designated as affordable housing. The surge in population and the increase of traffic and density will warrant a new Neighborhood Fire Station in an already-identified community facility parcel. The developer's infrastructure plan includes horizontal development of the site before turning it over to the City for the construction of the new station.
<b>FIR – Hunters Point New Fire Station</b>	As with the Candlestick Park development, the projected growth at Hunters Point shipyard will warrant the development of a new fire station to meet the needs of surging population, traffic, and density in the area. The parcel is expected to be ready for development of a new fire station around 2020 at the earliest.
<b>JUV – Juvenile Probation Department Master Plan Implementation</b>	The Juvenile Probation Department is undergoing a facilities assessment for its entire portfolio, including Log Cabin Ranch in San Mateo County. The results of that assessment are expected to show a significant funding need across facilities. Decisions regarding prioritization of projects and funding levels will be made following the completion of the assessment. There may be some revenue sources available to cover a portion of the costs, such as State funds for construction of local juvenile facilities and working in partnership with neighboring counties to establish a regional facility.
<b>JUV – Transitional Housing for High-Risk Juveniles</b>	Transitional housing managed by trained Probation personnel could provide an important and needed resource within the City's continuum of service to high-risk youth. The proposed housing could be located on the Woodside Avenue campus and help youth removed from their homes to receive treatment in a safe and therapeutic environment so that they can successfully transition back to the community.
<b>POL – Central District Station Replacement</b>	The Central District Station was constructed in 1972 and was the only district station not upgraded in the 1987 SFPD facility bond program. Central Station is adjacent to a structure that houses a public parking garage, which poses a real danger as blast setback is not incorporated into the building's design. In addition, the station is ballistically inadequate for use. Recent assessment has determined that this facility needs complete replacement. An interim solution may be to relocate the station temporarily until an adequate site can be identified. The ESER G.O. Bond Program is a possible source of funds for this project.
<b>POL – Long-Term Evidence Storage</b>	The SFPD requires between 50,000 and 100,000 square feet of evidence storage for cold cases. This facility could be located out of county. This space is in addition to the space required for active case evidence more proximate to the Investigations Unit described above. The Real Estate Division is currently pursuing lease options out of county to meet this need for cold case evidence storage.
<b>POL – Tenderloin District Station</b>	The Tenderloin Station was established in 2000 from an old auto garage. Since that time the station has undergone small changes to accommodate daily functions, but the facilities are under strain due to the round-the-clock operations and increased staffing levels. A large evidence processing and storage room, women's locker room, and secure designated sally port prisoner processing area are all needed. The Tenderloin Station is a zero lot building which will only allow for the building to expand upward, creating a multi-story building. Due to the structural integrity concerns, it is anticipated that the building will need a considerable amount of study and retrofitting if it is to be used in the future. The ESER G.O. Bond program would be a possible source of funds for this project once scoped.

## Emerging Projects

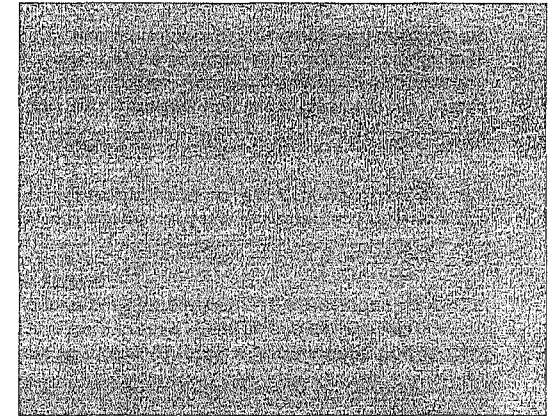
Project Name	Description
<b>SHF – County Jails #1 and #2 (425 7th Street) Improvements Phase 2</b>	There are many needs at the 425 7th Street jails that are unlikely to be met even if the BSCC financing is awarded and accepted. The kitchen and laundry are inoperable. Improvements are needed in the medical services pod (Pod C). A more comprehensive conversion of dorms to cells would further reduce the population of the Hall of Justice by creating more space for maximum security classification prisoners. A full description of facility needs has been documented in the recently completed SHF Master Plan.
<b>SHF – County Jail #6 Decommissioning and Repurposing</b>	The low-security facilities at CJ#6 in San Mateo County have not been used for prisoner housing for many years. The Sheriff's Department intends to decommission this facility as a jail so that it can be repurposed for other uses. One options for this space would be training spaces. This project will require a full code review for "Occupancy" re-classification and professional designer review for modern updating for its new intended purpose.
<b>Multiple Departments – Public Safety Training Facilities</b>	SFFD, SFPD, and the Sheriff's Department have all identified training facility needs. SFFD currently rents a facility on Treasure Island, which will be demolished as part of the island's redevelopment plan, and the department's second facility in the Mission District is too small to accommodate all training operations. The Police Academy facility does not have adequate floor space to accommodate training programs for the department's officers and needs to expand. The Sheriff's Department has been using the old County Jail #6 facility for training as needed, but that building needs to be brought up to code and reconfigured to serve its current purpose. The ESER G.O. Bond Program is a possible source of funds to support these needs.



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TABLE 10.1 - PUBLIC SAFETY FINANCIAL SUMMARY

PROGRAMS/PROJECTS (Dollars in Thousands)	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023 - 2027	Plan Total	Backlog
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State of Good Repair Renewal - Need	18,577	19,505	20,481	21,505	22,580	131,007	233,654	
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## SPENDING PLAN

## DEFERRED

State of Good Repair Renewal - Proposed Uses	4,267	4,998	5,370	5,766	6,414	42,525	69,339	62,185
ADA Improvements	900	-	-	-	-	-	900	-
Enhancements	334,446	104,069	20,000	788,000	-	338,000	1,584,515	349,008
<b>TOTAL</b>	<b>339,613</b>	<b>109,068</b>	<b>25,370</b>	<b>793,766</b>	<b>6,414</b>	<b>380,525</b>	<b>1,654,754</b>	<b>411,193</b>

## REVENUES

General Fund	5,167	4,998	5,370	5,766	6,414	42,525	70,239	
General Fund - Enhancement	700	-	-	-	-	-	700	
Capital Planning Fund	500	500	-	-	-	-	1,000	
Public Health and Safety Bond 2016	39,000	1,000	-	-	-	-	40,000	
Earthquake Safety & Emergency Response Bond 2014	147,746	102,569	-	-	-	-	250,315	
Earthquake Safety & Emergency Response Bond 2020	-	-	-	290,000	-	-	290,000	
Earthquake Safety & Emergency Response Bond 2026	-	-	-	-	-	290,000	290,000	
Certificates of Participation	76,500	-	-	498,000	-	48,000	622,500	
State	70,000	-	-	-	-	-	70,000	
Developer Funded	-	-	20,000	-	-	-	20,000	
<b>TOTAL</b>	<b>339,613</b>	<b>109,068</b>	<b>25,370</b>	<b>793,766</b>	<b>6,414</b>	<b>380,525</b>	<b>1,654,754</b>	
Total San Francisco Jobs/Year	2,836	911	212	6,628	54	3,177	13,817	



4,000+

REC

Agosto  
City Park

135

REC

Plaza/Quinto



LIB

Main Library and  
27 Branch Libraries



ARTS

City of Cleveland  
Public Library



FAM

Western Area  
Museum



REC

Recreation Center

9

REC

Small Children's

9

CCSF

College Center

3,200

SKUSD

Classrooms



## 11. Recreation, Culture + Education

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## RECREATION, CULTURE + EDUCATION FACILITIES





# 11. RECREATION, CULTURE + EDUCATION

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REC: Recreation and Parks Department

AAM: Asian Art Museum

ARTS: Arts Commission

FAM: Fine Arts Museums

SCI: Academy of Sciences

WAR: War Memorial and Performing Arts Center

LIB: San Francisco Public Library

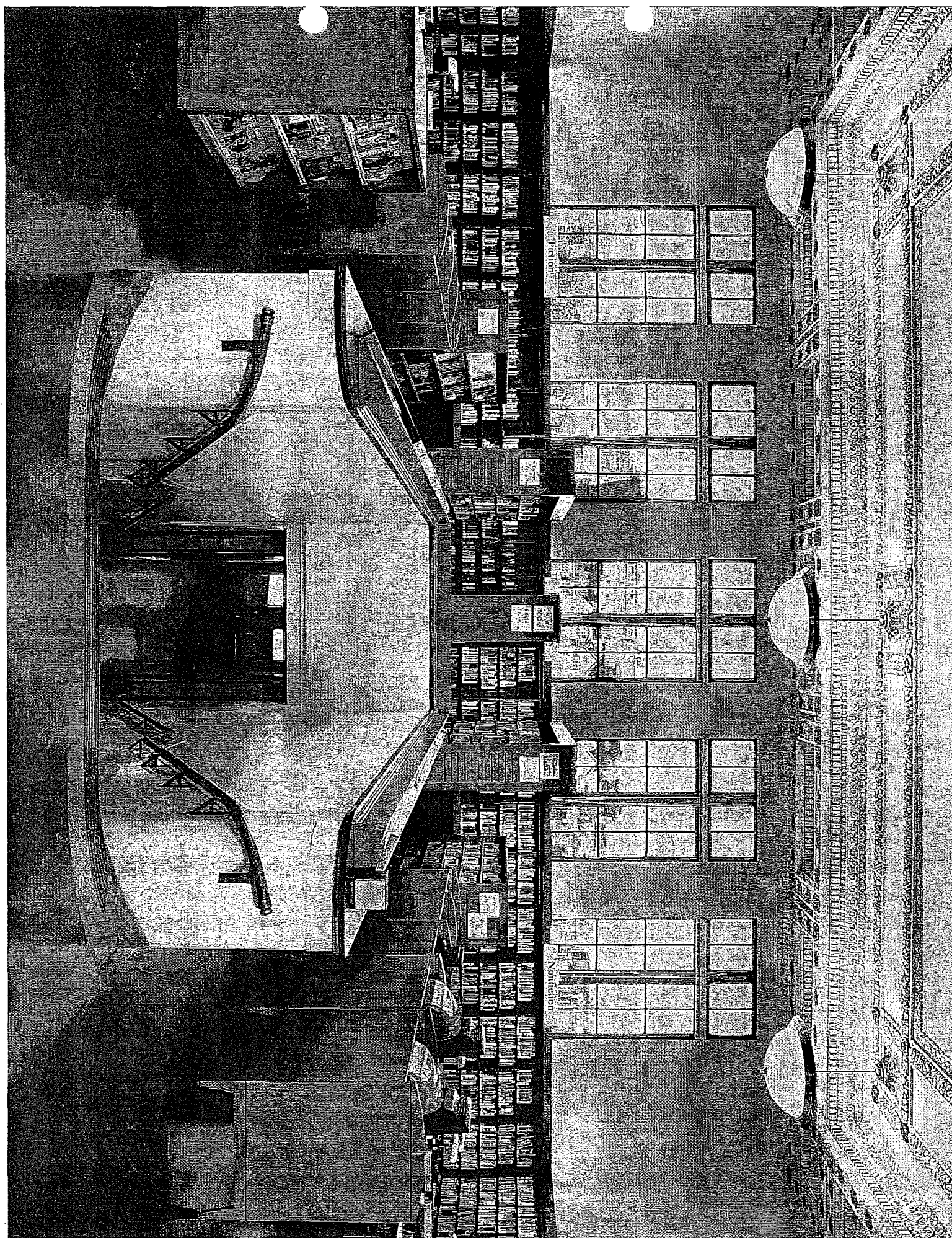
CCSF: City College of San Francisco

SFUSD: San Francisco Unified School District

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The Recreation, Culture and Education Service Area encompasses much of what makes San Francisco a rich and vibrant city. San Francisco's park system has more green space than any other municipality in the United States. Dog play spaces, golf courses, urban trails, natural areas, and urban agriculture are all part of the City's recreational portfolio. Our Main Library and 27 branch libraries provide free and equal access to information as well as diverse literary and educational programs. Our City museums—the Asian Art Museum, de Young Museum, Legion of Honor, and Academy of Sciences—showcase wide-ranging exhibitions and complement the City's own civic art collection of over 4,000 objects and monuments. An essential part of the City's social and cultural fabric is our student body; each year San Francisco Unified School District serves 57,000 students, and City College of San Francisco serves 35,000 full-time equivalent students. These San Francisco institutions honor the City's cultural histories while embracing the promise of the future.





## Overview

San Francisco's recreational, cultural, and educational resources drive our quality of life and underlie our shared experience as a city. Keeping these institutions in a state of good repair is a priority. Within each subsection of this chapter, projects are discussed in the following order: Parks (REC), Cultural Facilities (AAM, ARTS, FAM, SCI, WAR), and Educational Institutions (LIB, CCSF, SFUSD).

### Parks

In June 2016 the voters of San Francisco approved Proposition B, a set-aside of the City's General Fund for the Recreation and Parks Department to fund ongoing and one-time capital needs. These General Fund dollars complement the voter-approved Neighborhood Parks and Open Space General Obligation Bonds program, passed in 2008 and 2012 and anticipated to continue in this Plan. Park facilities are also supported by the Open Space Fund, a property tax earmark approved by voters in 2000. With these resources, the Recreation and Parks Department aims to continue making

progress against the department's substantial deferred maintenance needs and to address increasing demands on the system due to population growth.

The Recreation and Parks Department recently set out to update its calculation of deferred maintenance through the use of a new asset lifecycle management tool. The new system will replace COMET, which has not been updated in several years. Starting in January 2017, the Recreation and Parks Department will prepare an annual five-year capital plan to address the development, renovation, replacement and maintenance of capital assets, as well as the acquisition of real property. This annual capital plan is a requirement of Proposition B and will include an equity analysis using Recreation and Parks Commission-adopted equity metrics.

### Cultural Facilities

With some of the oldest and some of the newest construction in the City's capital portfolio, San Francisco's cultural institutions present a wide range of needs. From repairing the roofs of the Legion of Honor and Opera House, to

protecting the deYoung and Academy of Sciences against the foggy conditions in Golden Gate Park, to restoring the publicly held Civic Art Collection, and the City's arts agencies have distinct capital priorities.

### Educational Institutions

Having recently completed the \$196 million Branch Library Improvement Program, the San Francisco Public Library is in the process of planning the renovation of three outstanding branches. The Library's mission is evolving as access to technology and the provision of services take on a greater role in providing services to the public. The City is committed to serving local communities' needs into the future and continues to program our spaces accordingly.

Although City College of San Francisco (CCSF) and the San Francisco Unified District (SFUSD) do not fall within the City's administrative purview, descriptions of their capital priorities are included here to provide a comprehensive look at the infrastructure needs in this Service Area.

# Renewal Program

The overall renewal needs for the City's Recreation, Culture, and Education facilities total \$696 million over the next 10 years. Given funding constraints, the Plan allocates \$295 million from the General Fund to meet these needs, as shown in Chart 11.1.

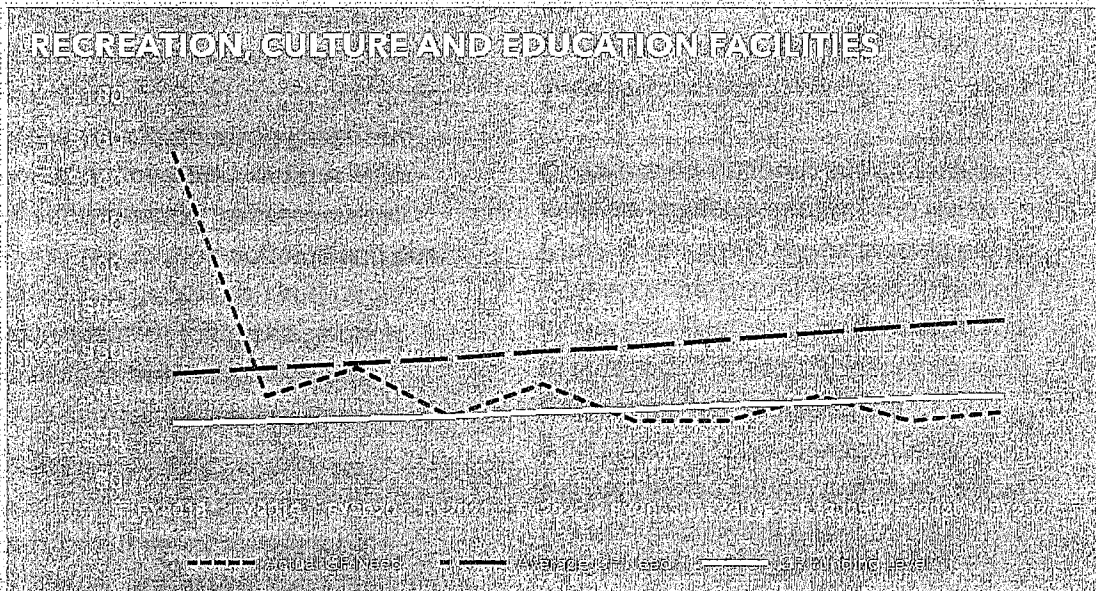


CHART 11.1

Priority parks renewal needs in this service area include pathway improvements, court resurfacing, and playfield improvements. The Arts Commission recently completed a needs assessment showing significant renewal needs related to the Civic Art Collection.

Roofing and masonry projects at the Legion of Honor and the War Memorial Opera House represent significant needs. Mechanical and electrical components in the Steinhart Aquarium require replacement at the California Academy of Sciences.

Not included in the renewal curve are the needs for CCSF and SFUSD. CCSF's facilities data shows a current capital renewal need of \$524 million and a deferred maintenance backlog of \$18 million. Planned CCSF renewal projects include utility infrastructure replacement, boiler and roof repairs, and district-wide asphalt, concrete, and painting projects. SFUSD has a five-year plan to estimate deferred maintenance needs. With less state funding available for deferred maintenance, such projects are being funded through G.O. bonds. Needs that must be addressed before bond proceeds become available include repairs to roofing, boilers, HVAC and electrical systems, fire alarms and suppression systems, plumbing, and aging modular building replacement. Funding sources for SFUSD deferred maintenance are expected to remain limited for the duration of this Capital Plan.



# Enhancement Projects

Project Name	Description
<b>REC – ADA Improvements to Parks Facilities</b>	<p>This program includes disabled access improvements to specific sites and facilities as cited for ADA complaints and barrier removals. Specific types of corrections include toilet and shower alterations, walkway and pathway paving to compliant accessible slopes, ramp and stair handrails and provision of accessible parking.</p> <p><b>The planned funding for this program is \$600,000 per year from the REC set-aside within the General Fund.</b></p>
<b>REC – Bond-Funded Neighborhood Parks and Open Space Program</b>	<p>The Neighborhood Parks and Open Space G.O. Bond Program funds park system modernization, increases in open space, improvement of geographic equity, and other long-standing capital needs. Examples of priority needs include those at India Basin, Gene Friend Recreation Center, Kezar Pavilion, Mission Recreation Center, Crocker Amazon Clubhouse, and Portsmouth Square.</p> <p><b>The next Neighborhood Parks and Open Space G.O. Bonds are planned for 2019 and 2025 elections, slated at a projected \$185 million each, and \$150 million from each of those bonds is expected to go toward this program. The two bonds may also be combined into one larger measure, pending further discussion and updated understanding of the G.O. Bond Program's overall capacity.</b></p>
<b>REC – Citywide Programs and Park Improvements</b>	<p>This program addresses a broad range of citywide needs related to the Recreation and Parks system, including redesigning 13 failing playgrounds, improving trails and open space at citywide parks, addressing forestry needs, water conservation, and the continuation of the successful Community Opportunity Fund Program, which allows residents and advocates to initiate improvements in their parks.</p> <p><b>This program, including the six highest-priority playgrounds, is estimated to cost \$33 million and it is funded by the 2012 Neighborhood Parks and Open Space G.O. Bond. REC is working with the SF Parks Alliance to raise funds for the remaining playgrounds.</b></p>
<b>REC – Angelo J. Rossi Pool Renovation Project</b>	<p>This project includes renovation of the pool, pool building, and maintenance storage facility, as well as improved park accessibility. Work will begin on this project once the renovation at Balboa Pool is complete.</p> <p><b>The estimated cost for this project is \$8.2 million, and it is funded by the 2012 Neighborhood Parks and Open Space G.O. Bond.</b></p>
<b>REC – Coastal Trail Project</b>	<p>As part of the South Ocean Beach Plan, the Coastal Trail Project is an initiative to create a new multi-use trail between Sloat Avenue and Skyline Boulevard. The project is being implemented in conjunction with the Great Highway narrowing project taking place in the same location. Project planning will take place throughout 2017.</p> <p><b>The estimated cost for this project is \$2 million, and it is funded by the Federal FLAP grant, Prop K, SPUR, and the General Fund.</b></p>
<b>REC – Garfield Pool Improvement Project</b>	<p>This project includes the renovation of the pool, pool building, reconfiguration of park indoor facilities, as well as improved park accessibility at Garfield Square. Work will begin on this project once the ongoing renovation at Balboa Pool is complete.</p> <p><b>The estimated cost for this project is \$11 million, and it is funded by the 2012 Neighborhood Parks and Open Space G.O. Bond and Impact Fees.</b></p>
<b>REC – George Christopher Playground Improvement</b>	<p>This project includes improvements to the children's play area, exterior clubhouse restrooms, and park access. Construction is projected to begin in 2017 with expected completion in 2018.</p> <p><b>The estimated cost for this project is \$2.8 million, and it is funded by the 2012 Neighborhood Parks and Open Space G.O. Bond.</b></p>



## Enhancement Projects

Project Name	Description
<b>REC – Margaret S. Hayward Playground Improvement Project</b>	<p>Margaret S. Hayward Park, covers an area of 265,000 square feet and is located at the corner of Turk and Gough Streets. This project includes renovation and consolidation of park structures including recreational buildings, storage and restrooms, improving park access and replacement of sport courts, playfields, play areas, and related amenities. The project entered the design phase in 2016 and is expected to open to the public in 2018.</p> <p><b>The estimated cost for this project is \$14 million, funded by the 2012 Neighborhood Parks and Open Space G.O. Bond and Impact Fees.</b></p>
<b>REC – Potrero Hill Recreation Center Improvement Project</b>	<p>Potrero Hill Recreation Center is a 455,000 square foot facility that includes playfields, tennis courts, a dog play area, playground and recreation center. This project includes replacement and renovation of natural turf playfields and the dog play area, as well as improvement of site lighting.</p> <p><b>The estimated cost for this project is \$4.2 million, and it is funded by the 2012 Neighborhood Parks and Open Space G.O. Bond and Impact Fees.</b></p>
<b>REC – Turk and Hyde Mini Park Improvement</b>	<p>This park, located at 201 Hyde Street and covering 6,500 square feet, has a children's play area, landscaping, and related amenities. This project includes renovation of the children's play area, landscaping and related amenities, as well as addressing site accessibility.</p> <p><b>The estimated cost for this project is \$1.7 million, and it is funded by the 2012 Neighborhood Parks and Open Space G.O. Bond and the General Fund.</b></p>
<b>ARTS – ADA Barrier Removal at Cultural Facilities</b>	<p>The project is part of the City and County of San Francisco's ADA UPAS Transition Plan to meet the requirements of the Americans with Disabilities Act per 28 CFR Part 35 of Title II. Forthcoming work on the project includes ADA disability access improvements at the SOMArts Center (Phase 2 ADA Renewals), rounding out previous barrier removal work at the African-American Arts Cultural Center (Phase 2 ADA Renewals) and the Mission Cultural Arts Center (Phase 1 ADA Renewals).</p> <p><b>The total project budget for cultural centers barrier removal is \$1.5 million; \$600,000 in General Fund was appropriated previously, and \$900,000 is anticipated in FY2018.</b></p>
<b>LIB – Branch Improvements at Chinatown and Mission Branch Libraries</b>	<p>Chinatown and Mission branch libraries are the next branch libraries slated for renovation. Initial project funding will cover planning and pre-development costs, including a community engagement process. Branch renovations are anticipated to address community needs, expand teen space, revamp program rooms, actualize innovations in service delivery and collections management, and include ADA improvements, preservation or restoration of historic features, and energy efficiency work. The initial phase is expected to begin in FY2018, with construction expected in FY2020.</p> <p><b>The total estimated cost for this project is \$27 million, funded by the Library Preservation Fund.</b></p>
<b>LIB – Main Library Improvements</b>	<p>This project will optimize space usage at the Main Library based on changing business needs. This will include the implementation of additional materials sorting equipment on the lower level to improve efficiencies and reduce repetitive motion work associated with manual materials sorting.</p> <p><b>The estimated project cost is \$1.5 million, and it will be funded by the Library Preservation Fund over three years, starting in FY2019.</b></p>
<b>LIB – Support Services Facility Tenant Improvements</b>	<p>The Library's Support Services Facility at 190 Ninth Street was originally purchased in 2004, and included all furnishings. Tenant improvements are geared toward capturing underutilized space and creating more space for additional staffing capacity, staff training services and staff programming. Tenant improvements will also create energy efficiencies, improve library collections receipt and processing, expand storage capacity, and make ergonomic upgrades for staff.</p> <p><b>The estimated project cost is \$1.5 million, and it will be funded by the Library Preservation Fund over three years, starting in FY2021.</b></p>

## Enhancement Projects

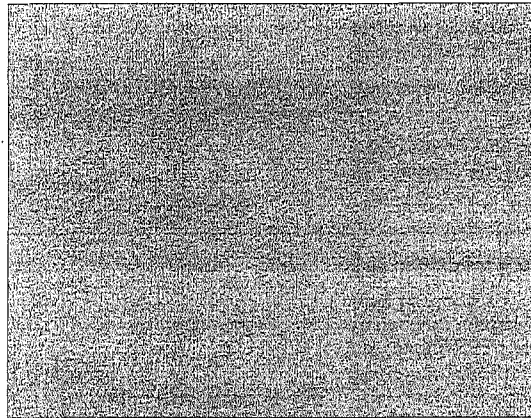
Project Name	Description
<b>CCSF – 750 Eddy Street Seismic and Code Upgrades</b>	<p>This project will bring structural integrity into current building code conformance. Concurrently, upgrades will be made to mechanical, plumbing, electrical, communication, building envelope, interior walls, floors and ceilings as required by code and to facilitate seismic enhancements. Plans and specifications will be developed in FY2018; permitting through the Division of the State Architect is anticipated to occur in the first half of FY2019. Construction procurement is anticipated in the second half of FY2019. Construction is anticipated to take 18 months.</p> <p>The budget for this project is \$11 million and will be funded out of the California Chancellor's Office Capital Outlay Program.</p>
<b>CCSF – Classroom Technology Enhancements</b>	<p>This project will continue ongoing efforts to provide state-of-the-art instructional technology in classrooms across the district.</p> <p>The budget for this project is \$1.7 million, funded out of the California Chancellor's Office Physical Plant and Instruction Support Program, as well as an Adult Education Block Grant.</p>
<b>CCSF – Downtown Center Fifth Floor Renovation</b>	<p>This project will provide needed additional classrooms on the fifth floor of the Downtown Center.</p> <p>The budget for this project is \$1 million dollars, funded out of the California Chancellor's Office Physical Plant and Instructional Support Program.</p>
<b>CCSF – Wayfinding and Compliance and Signage Upgrades (All Locations)</b>	<p>This project will provide upgraded signage at all District locations as needed for enhanced wayfinding. It also includes enhanced signage related to parking, traffic, and smoking compliance.</p> <p>The project budget is \$100,000, funded out of the California Chancellor's Office Physical Plant and Instructional Support Program.</p>
<b>SFUSD – Various Modernization, Expansion, and Seismic Improvement Projects</b>	<p>The SFUSD has several long-standing seismic deficiencies and deferred maintenance needs. In addition, current demographic projections anticipate that SFUSD enrollment will grow by between 6,000 and 12,000 new students over the next 15 years, and this growth will require the expansion of current schools, and the possible construction of new schools as well. Also, the SFUSD plans to continue making improvements in building efficiency, green building technologies, and the use of renewable and sustainable resources, as well as providing a modern environment to accommodate the latest thinking education.</p> <p>This wide range of projects will be funded primarily by the recently-approved \$744 million 2016 SFUSD G.O. Bond, and a planned \$513 million G.O. Bond in FY2022. Other funding sources may include state grants, impact fees, and other local sources.</p>

Regional Office of Education

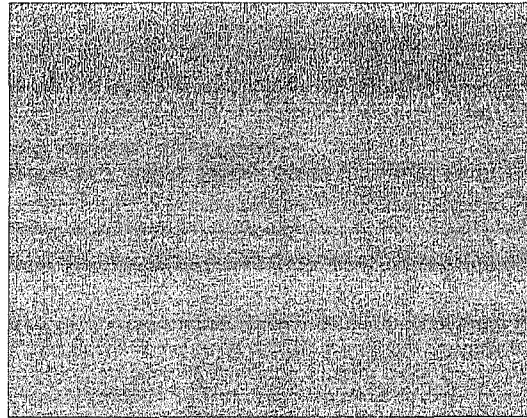
# Deferred Projects

Project Name	Description
<b>REC – Recreation and Park Roads</b>	<p>REC has no funding capacity to maintain roadways and tries to collaborate with other departments to identify funding opportunities that can go towards this need. For example, REC is working with the SFMTA on the Mansell Corridor within McLaren Park.</p> <p><b>The estimated roadways backlog is approximately \$19 million.</b></p>
<b>ARTS – Cultural Centers Facility Master Plan</b>	<p>Though the ADA Transition plan funded accessibility improvements at the City's cultural centers, building deficiencies and seismic issues remain. The severity of these facility needs, the cost of renovating the existing sites, and the possibility of relocating to other sites requires additional review and analysis.</p> <p><b>This assessment is estimated to cost \$500,000.</b></p>
<b>CCSF – Districtwide Projects</b>	<p>CCSF has identified several projects that have been deferred due to lack of funding: the Seismic Upgrade of Cloud Hall at Ocean Campus; Renovation of the Science Building and the Theater/Arts Building at Ocean Campus; Construction of a Performing Arts Education Center; Modernization of the Downtown Center and the Evans Center; and an Addition to the John Adams Center.</p> <p><b>The total budget for CCSF's deferred projects is \$450 million.</b></p>
<b>SFUSD – Ruth Asawa School of the Arts at 135 Van Ness</b>	<p>The Ruth Asawa School of the Arts project at the historic 135 Van Ness Avenue location is currently deferred due to lack of funds.</p> <p><b>Of the \$295 million 2003 SFUSD G.O. Bond, \$15 million has been reserved for this project, but further fundraising is needed.</b></p>

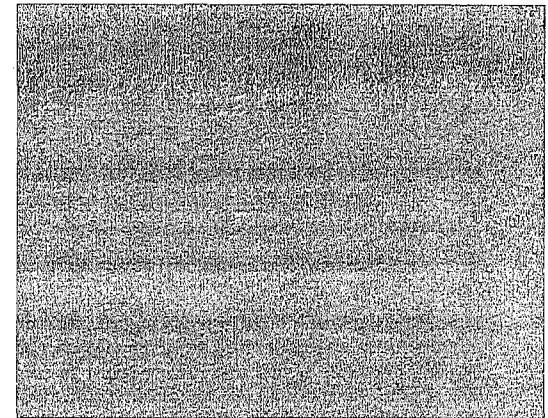
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# Emerging Projects

Project Name	Description
<b>REC – 900 Innes Park</b>	Located in the Bayview-Hunters Point neighborhood of San Francisco, the 900 Innes property was acquired in 2014 for three million dollars. The 900 Innes Park Planning Project presents a unique opportunity to unite the historic boatyard of 900 Innes and the underutilized India Basin Shoreline Park into one park, to complete 1.5 miles of accessible shoreline linking to the Bay Trail and the Blue Greenway, and to foster better neighborhood accessibility to the water. This project will give the community eight acres of waterfront open space.
<b>REC – Camp Mather Master Plan</b>	Located near Yosemite National Park, Camp Mather is a family camp covering 337 acres, and includes a pool, lake, tennis and basketball courts, staff housing dormitories, kitchen and dining hall, and over 100 rustic camps that serve as guest accommodations. This revenue-generating site is heavily used and a long neglected resource. Significant improvements are needed to existing structures, including a modern wastewater treatment facility to meet current environmental standards. A Master Plan, including environmental review, would help guide the improvements needed.
<b>REC – Civic Center Plaza Modernization</b>	This modernization would involve development of a conceptual plan and environmental review to modernize Civic Center Plaza as part of the Civic Center Commons initiative and the Civic Center Public Realm Plan.
<b>REC – Geneva Car Barn Enhancement</b>	The Geneva Car Barn Enhancement Project includes renovation of the Powerhouse and Car Barn. This project will include a seismic upgrade, installation of modern utility systems, restoration of historic features, hazardous materials remediation, and new circulation systems to accommodate ADA access. Additional improvements for the Powerhouse include streetscape improvements, improved entrances, new roof, restored windows, mechanical and electrical systems upgrades, new floors, and radiant heating. The renovated Car Barn will comprise over 20,000 square feet and include space for new art studios, a cafe, an event space, a theater, a community meeting room, a student lounge and visitor-serving retail space.
<b>REC – Golf Course Improvements</b>	Significant facility upgrades are needed at the City's golf courses. The Lincoln Park golf course needs netting along Clement Street, a new or refurbished clubhouse, a new perimeter fence and a rehab of the entire course. Most other courses within the City, including Sharp Park also require substantial upgrades, with the exception of Harding Park, which was recently updated.
<b>REC – Japantown Peace Plaza Surface Improvements</b>	Resurfacing is needed at Japantown Peace Plaza to improve plaza surface and remove water intrusion from the subsurface garage.
<b>REC – Kezar Pavilion Seismic Upgrades</b>	Based on an engineering study, Kezar Pavilion has significant seismic deficiencies causing safety concerns for staff and public use.
<b>REC – Marina Yacht Harbor Renovation</b>	Renovation is needed at the Marina Yacht Harbor, on both the waterside and landside. Waterside marina renovations would include installation of a new breakwater, removal of existing breakwater structures, reconstruction of portions of the riprap slopes, replacement and reconfiguration of the floating docks and slips and maintenance dredging. Landside improvements would include renovation of the existing harbor office into restrooms, adaptation of the degaussing station into a new harbor office, and parking and landscape improvements.
<b>REC – McLaren Lodge Seismic and Code Upgrades</b>	John McLaren Lodge, situated at the entrance to Golden Gate Park, requires seismic improvements including improvements to the newer annex (a two-story administrative building directly behind the Lodge), the breezeway which connects both buildings, and an ADA-compliant elevator.



## Emerging Projects

Project Name	Description
<b>REC – Neighborhood Parks - Recreation Centers</b>	Recreation centers, including Potrero, Mission, Gene Friend / SoMa and St. Mary's Recreation Centers, are in need of renovation for seismic safety, upgraded access, replacement of failing structures, systems, and play features.
<b>REC – New Park Acquisitions and Capital Development Needs</b>	REC recently acquired property at Francisco Reservoir and Schlage Lock, and is in the process of acquiring the 11th Street Properties located in western SoMa. Planning and design is expected to begin in 2017, with construction slated for 2024, but funding needs remain.
<b>REC – Park Concessions</b>	REC has several revenue generating properties that are in need of capital improvements. Without needed renovations, the operations and revenue generation at these sites may be jeopardized. In addition, REC is interested in re-purposing existing structures so that they can have a dual purpose that includes the provision of park-serving amenities.
<b>REC – Regional Park Improvements</b>	This project would renovate and improve park features at Golden Gate Park, McLaren Park and Lake Merced, including restoration of natural features and recreational assets, as well as improving connectivity and access. The 2012 Neighborhood Parks and Open Space G.O. Bond funds some of the needs at these parks, but aging infrastructure, roadways and water features will require other funding sources.
<b>REC – Sharp Park Wetland Restoration</b>	This project would improve the habitat for special status species, such as California Red Legged Frogs and San Francisco Garter Snakes, at the Laguna Salada Wetland Complex, by creating an additional 19 acres of habitat and re-establishing the connection with Mori Point.
<b>REC – Twin Peaks Figure 8 Redesign</b>	A planning effort is underway to evaluate design options for the portion of the Twin Peaks roadway adjacent to, and between, the two peaks and the Christmas Tree point parking entrance. The objectives of this project are to create safer connections to Twin Peaks Trail System, improve pedestrian and bicycle access, and provide a defined connection to the Bay Area Ridge Trail. Funding for the current phase is provided by a Priority Conservation Area grant, Proposition K Transportation Improvement funds, and the 2008 Clean and Safe Neighborhood Parks G.O. Bond, but additional funding is needed.
<b>REC – Water Conservation Program</b>	Despite successful water conservation and irrigation upgrade projects at Balboa Park, Jefferson Square, Alta Plaza, and Moscone Playground, there still remains a substantial need to bring all of the City's parks up to the modern standard for water conservation.
<b>REC – Zoo Improvements</b>	The Zoo is currently undergoing a Master Planning process to analyze current capital needs. While the western side of the Zoo has seen significant improvements in recent years, there are many structures that still need repair, including the Mothers Building. Approximately \$400,000 in funding was identified for the Mothers Building in the current budget; however, an outstanding need remains. On the eastern side of the Zoo, substantial work is needed to renovate the lion house and bear grottoes along with the other original structures from the 1920s and 30s.
<b>AAM – Asian Art Museum Transformation Project</b>	The Asian Art Museum is in the early phases of planning a set of changes that will add significant space for major exhibitions, expand and modernize classrooms, and re-contextualize permanent collection galleries. This project will feature a 12,000 square foot pavilion – a large space capable of supporting the dynamic and large-format artworks commonplace in exhibitions today. The pavilion will sit atop an existing wing on the Hyde Street elevation, and add about 9,000 square feet of gallery space to the first floor. The classrooms, which currently serve around 35,000 students per year, will be expanded and updated with state of the art audiovisual systems. This project will be fully funded by private donations from the Asian Art Museum Foundation.
<b>ARTS – Renovation of the City's Cultural Centers</b>	If the City is able to fund the Cultural Centers Facility Master Plan, this project will address the needs that are identified.

## Emerging Projects

Project Name	Description
<b>OEWD – Old Mint Restoration Project</b>	Cost estimates for the completion of the Old Mint Restoration Project – the City's effort to transform the landmark United States Old Mint building into a new, destination cultural facility – are approximately \$100 million. A more complete and detailed financing plan will be developed through the Phase I evaluation period, presently underway, but this total project cost will be met with a mix of local, state, and federal funding sources. As currently developed, the proposed Community Benefits Package from the City's Central SoMa Plan includes a major investment in the Mint's restoration. This local funding, generated from assessments of the plan area's Community Benefits District, will be leveraged to raise additional public and private support. Additionally, the Phase I assessment will examine the use of Historic Preservation Tax Credits and General Fund debt financing tools to complete the project's funding. Developed in collaboration with the California Historical Society, the City's official partner on the project, the Phase I evaluation will also produce a campaign feasibility analysis exploring the market for private and philanthropic participation in the project.
<b>LIB – Branch Improvements at Ocean View branch library</b>	After the Chinatown and Mission branch library renovations, the Ocean View branch library would be the final branch renovation project. Initial project funding will cover planning and pre-development costs, including a community engagement process.
<b>LIB – Satellite Library Locations</b>	As the City population continues to grow, and new developments such as Treasure Island and Candlestick Point are completed, the Library will consider the creation of satellite locations to meet the needs of the growing communities. Potential future library facilities could include a E-Library Center, which would provide the public with increased access to technology for the purpose of enhancing job skill sets and developing technology literacy.
<b>LIB – Branch Community Rooms</b>	There are currently 19 community rooms in the branch library system available for public use. The Library will begin to explore the addition of community rooms at other branch locations based on the community's need and the availability of space.
<b>CCSF – Facilities Master Plan</b>	City College is in the process of developing a new Facilities Master Plan to guide facilities development in the coming ten-year period. This Plan is anticipated to be adopted by the College's governing Board in Spring 2017. Following adoption of the Plan, City College will act as the lead agency for environmental review compliance in conformance with California Environmental Quality Act (CEQA) requirements. Emerging needs identified will be included in future updates of the Capital Plan.

# SAN FRANCISCO UNIFIED SCHOOL DISTRICT FACILITIES

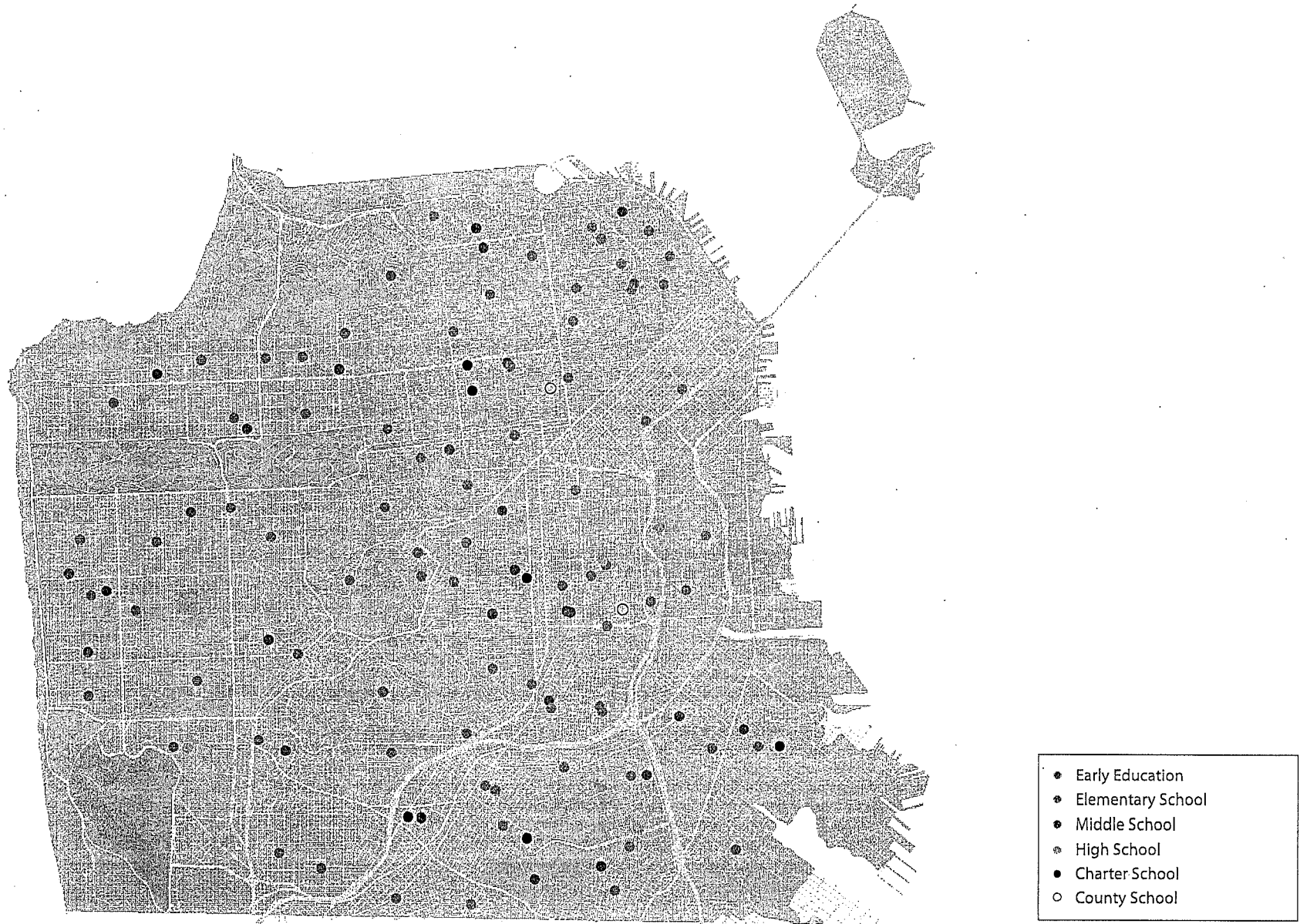


TABLE 11.1 - RECREATION, CULTURE + EDUCATION FINANCIAL SUMMARY

PROGRAMS/PROJECTS (Dollars in Thousands)	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023 - 2027	Plan Total	Backlog
State of Good Repair Renewal - Need	50,916	53,462	56,135	58,942	61,889	359,073	640,416	
<b>SPENDING PLAN</b>								
								DEFERRED
State of Good Repair Renewal - Proposed Uses	26,212	28,130	29,411	30,756	32,580	192,495	339,583	382,477
ADA Improvements	1,500	600	600	600	600	3,000	6,900	-
Enhancements	72,383	157,254	15,671	1,000	500	150,500	397,309	31,763
City College	11,131	19,800	30,000	19,000	-	-	79,931	449,990
SFUSD	844,500	62,700	13,700	13,700	552,000	68,500	1,555,100	-
<b>TOTAL</b>	<b>955,726</b>	<b>268,484</b>	<b>89,382</b>	<b>65,056</b>	<b>585,680</b>	<b>414,495</b>	<b>2,378,823</b>	<b>864,230</b>
<b>REVENUES</b>								
General Fund	8,812	9,269	9,958	10,692	11,893	78,859	129,483	
General Fund - Other	15,060	15,430	15,820	16,220	16,620	89,560	168,710	
Neighborhood Parks and Open Space Bond 2012	63,144	-	-	-	-	-	63,144	
Neighborhood Parks and Open Space Bond 2019	-	150,000	-	-	-	-	150,000	
Neighborhood Parks and Open Space Bond 2025	-	-	-	-	-	150,000	150,000	
Impact Fees	10,100	7,500	7,500	7,500	7,500	37,500	77,600	
SFUSD Bond	759,300	-	-	-	513,300	-	1,272,600	
Other Local Sources	25,489	19,486	26,104	11,644	11,367	58,576	152,665	
Federal	1,690	-	-	-	-	-	1,690	
State	72,131	66,800	30,000	19,000	25,000	-	212,931	
<b>TOTAL</b>	<b>955,726</b>	<b>268,484</b>	<b>89,382</b>	<b>65,056</b>	<b>585,680</b>	<b>414,495</b>	<b>2,378,823</b>	
Total San Francisco Jobs/Year	7,980	2,242	746	543	4,890	3,461	19,863	



1,196

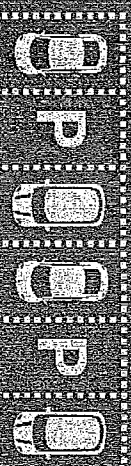
**SFMTA**  
Operating  
Service  
Vehicles

434

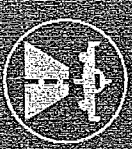
**SFMTA**  
Miles of Marked  
Bike Routes

1,212

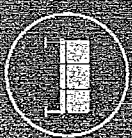
**SFMTA**  
Signalized  
Intersections



**SFMTA**  
26,750 Metered Parking Spaces



**SFO**  
4 Runways



**SFO**  
88 Gates



**SFO**  
4 Terminal Buildings

38

**SFMTA**  
Parking Garages and Lots



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**MAP?**

## 12. TRANSPORTATION

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SFMTA: San Francisco Municipal Transportation Agency

SFO: San Francisco International Airport

SFCTA: San Francisco County Transit Authority

Caltrain: Peninsula Corridor Joint Powers Board

TJPA: Transbay Joint Powers Authority

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With San Francisco's population and economy growing, the local transportation infrastructure has never been more important to the city's well-being. Without smooth operations and adequate capacity, residents, workers, and visitors would be unable to access jobs, schools, or the cultural institutions that make San Francisco special. Transportation is also a driver of regional and national competitiveness, allowing San Francisco to maintain our status as a global leader of innovation and a renowned destination for tourism. For decades, San Francisco has cultivated a reputation for economic vitality, unique cultural offerings, and a progressive spirit. It is critical that San Francisco take care of our transportation needs so that the city remains accessible and livable for generations to come. The myriad transportation offerings that run to and through San Francisco connect the city's neighborhoods and ensure that the city is accessible to locals, commuters, and travelers alike. This chapter describes projects and programs that will improve San Francisco's transportation network over the next 10 years.



## Overview

San Francisco sits at the center of the Bay Area, both geographically and economically. To support our residents, workers, and visitors, the City must maintain a vast system of transportation infrastructure ranging from cross-town buses and Muni trains to the San Francisco International Airport, one of the busiest in the United States. Regional transportation assets like BART and Caltrain also run through the city, connecting San Francisco to the surrounding counties.

San Francisco is currently in the midst of implementing several major initiatives that will improve its transportation system. From the Transbay Transit Center downtown, Bus Rapid Transit lines on major thoroughfares, and terminal expansions at the Airport, San Francisco is adding capacity that will dramatically improve mobility for residents. The projects being pursued will expand the City's transit network and provide benefits for generations to come.



Muni Lightrail Vehicle

## San Francisco Municipal Transportation Agency

The San Francisco Municipal Transportation Agency manages all City-owned ground transportation infrastructure in the city. Related operations include running the San Francisco Municipal Railway (Muni), managing parking and traffic, facilitating bicycling and walking, regulating taxis, and planning and implementing strategic community-based projects to improve the transportation network and prepare for the future.



Painting Bus Only Lanes

The SFMTA has a number of short-term and long-term processes in place to identify and prioritize its capital projects. Once every two years the SFMTA develops its own fiscally unconstrained Capital Plan, last published in 2015, to identify needs for projects and programs over the next 20 years. This Capital Plan is overseen by the Transportation Capital Committee, which is comprised of representatives from all the agency's functional divisions. This identifies the agency's capital investment needs and establishes priority investments.

**Over the next 10 years, the SFMTA's total capital need is \$6.1 billion.**



SFO Runway Construction

This document summarizes SFMTA's capital needs at a high level. For a detailed description of SFMTA's capital projects, please see the SFMTA's published plans at <https://www.sfmta.com/about-sfmta/reports>.

## San Francisco International Airport

Owned by the City and County of San Francisco, and located within unincorporated San Mateo County, the San Francisco International Airport (SFO) manages a large and diverse infrastructure portfolio that includes four runways, 91 operational gates, and four terminals that total 4.4 million



SFO Terminal 3 East

square feet. It also oversees 32 miles of roadways, five parking garages, the AirTrain transit system, a rental car facility, leased cargo and maintenance facilities, a waste treatment plant, and more than 274 miles of pipelines, ducts, power, and pump stations for water, sewage, storm drainage, industrial waste, and gas, in addition to electrical, and telecommunications distribution systems.

To help manage its assets, the Airport maintains a five-year and a 10-year Capital Plan, which is generally updated annually. A major objective of Airport's current Capital Plan is to meet increased infrastructure demands driven by



SFO Terminal 3, Gate Area

historic levels of passenger growth. In FY2016 the Airport continued its long run of passenger growth, reaching a record 51.4 million passengers – a seven percent increase over the prior year and a 56% increase since FY2007.

The Airport's Capital Plan identifies \$5.7 billion in need over the next five years, and \$6.1 billion over the next 10 years. This chapter contains a high level summary of the Airport's capital needs. For a more in-depth description of the Airport's capital projects, please see the five-year and 10-year Capital Plans published on the Airport's website: <http://www.flysfo.com/about-sfo>.

## San Francisco County Transportation Authority

The San Francisco County Transportation Authority (SFCTA) is the sub-regional transportation planning and programming agency for the City. The SFCTA is responsible for the City's long-range transportation planning, coordinating with federal, state, and other local transportation agencies. In this capacity SFCTA helps to plan, fund, and deliver improvements for San Francisco's roadway and public transportation networks.

In early 2017, the SFCTA will adopt a minor update of the 2013 San Francisco Transportation Plan (SFTP), the long-range countywide transportation plan. The SFTP evaluates existing needs and growth trends to develop updated transportation sector policies, strategies, and investment priorities for sustainable growth.

**The full SFTP can be found at [www.sfcta.org](http://www.sfcta.org).**

Connect SF (<http://connectsf.org/>) is a multi-agency collaboration process that builds on the SFTP and other local

planning efforts to develop an effective, equitable, and sustainable transportation system for our future. It will develop a long-range vision that will guide plans for the City and our transportation system.

## Peninsula Corridor Joint Powers Board (Caltrain)

San Francisco, along with San Mateo and Santa Clara counties, is a representative member of the Peninsula Corridor Joint Powers Board (JPB), which operates and maintains Caltrain, one of the oldest commuter rail services in Northern California. Caltrain provides peak and off-peak connections along the Peninsula rail corridor between San Francisco and Gilroy. Per the 1996 Joint Powers Agreement, funding for system-wide capital improvements are shared equally among the three member counties, while local improvements are, in general, borne by the county in which the improvements are located.

The total estimated cost for the 10-year JPB Capital Improvement Program is \$3.3 billion, as projected in its most recent Short Range Transit Plan, covering FY2015 through FY2024. This

includes basic maintenance, renewal costs, and major enhancements. An example of such enhancements are the conversion to an electrified system and installation of a federally mandated Positive Train Control system.

**The Short Range Transit Plan can be found at [www.caltrain.com](http://www.caltrain.com).**

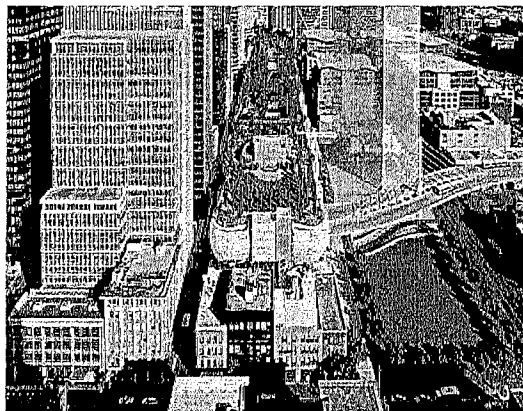
## Transbay Joint Powers Authority

The Transbay Joint Powers Authority (TJPA) was created to manage all matters concerning the financing, design, development, construction, and operation of the Transbay Program, including the Transbay Transit Center. The Transbay Transit Center will help unify a fractured regional transportation network by connecting eight Bay Area counties and the State of California through 11 transit systems: AC Transit, BART, Caltrain, Golden Gate Transit, Greyhound, Muni, SamTrans, WestCAT Lynx, Amtrak, Paratransit, and the future California High-Speed Rail. The Program's total capital cost is estimated at approximately \$6.2 billion. It is funded through a mix of local, regional, state and federal funds.

A related project overseen by the City's Office of Community Investment and Infrastructure will create a new mixed-use transit-oriented neighborhood surrounding the new Transit Center. For more information on Transbay neighborhood development, please refer to the Office of Community Infrastructure and Investment Section within the Economic and Neighborhood Development Chapter of this Plan.

## Bay Area Rapid Transit

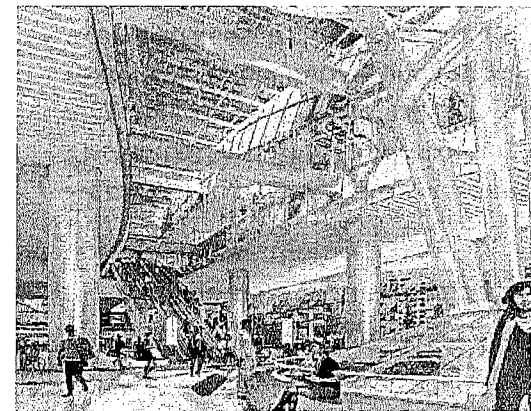
Since its opening in 1972, Bay Area Rapid Transit (BART) has become essential to the mobility, economy, and livability of the Bay Area for riders and non-riders alike. BART currently carries 440,000 passengers on a typical weekday. Forecasts suggest that demand for BART will increase as the region grows, with 600,000 daily riders projected to use BART by 2040. However, after 44 years of service to the region, BART faces major challenges including aging infrastructure and crowded conditions for riders. Without addressing these issues BART will not be able function effectively, putting the Bay Area's economic vitality and quality of life at stake.



Transbay Transit Center, Rooftop Garden

In November 2016 voters approved Measure RR which authorized BART to issue \$3.5 billion in G.O. Bonds to fund projects throughout its system. The Bond was put to the voters in three counties: San Francisco, Alameda, and Contra Costa. Its projects include replacement of 90 miles of track, renew mechanical infrastructure, repair of tunnels and stations, and many other initiatives that will modernize the BART system. The result of the Bond's program will be shorter wait times, fewer delays, and more comfortable rides for passengers.

Riders to, from, and through San Francisco will benefit from overall system improvements. These



Transbay Transit Center Lobby

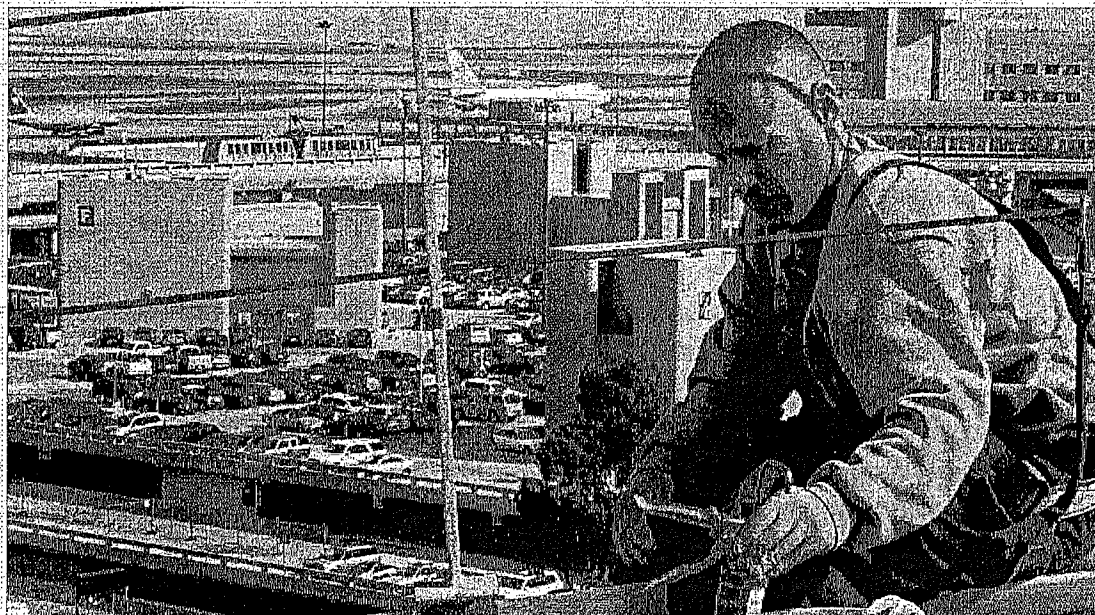
improvements will include repairing water damage in the Market Street tunnels, ADA compliance to improve accessibility, and adding protective canopies to all downtown stations. BART will begin Phase 1 of its Powell Street and Balboa Park modernizations to improve capacity, aesthetics, and security. Balboa Park is also receiving the Eastside Connection Project, which will improve access to the station.

BART's investments in San Francisco will establish its stations as inviting public spaces and provide reliable service to its riders.



# Renewal Program

As all of the agencies covered in the Transportation chapter are either enterprise departments or external agencies, there are no General Fund expenditures expected for renewals. SFMTA, SFO, and Caltrain each has its own state of good repair and other various renewal programs, which are described by the agencies here.



Roof repair at SFO

## SFMTA

The SFMTA currently has over \$13.5 billion worth of capital assets, including: bike routes and lanes, traffic signals, subway infrastructure, stations, maintenance and operations facilities, taxi facilities, fixed guideway track,

overhead wires and parking garages. SFMTA has been establishing a greater focus of its capital planning efforts into its Asset Management Program, ensuring that current assets receive needed maintenance, rehabilitation, and replacement. Over the next five years, the SFMTA will roll out state of good

repair investments across the transit network totaling \$1.7 billion over this period. Highlights of these investments include:

- Replacement of the entire rubber tire fleet, including replacement and expansion of the paratransit fleet;
- Expansion of the Light Rail vehicle fleet starting in Fall/Winter 2017;
- Rail grinding, track work, and replacement of Automated Train Control Systems (ATCS) to maintain the fixed guideway system;
- Upgrades to Overhead Catenary Systems, traffic signals, and other infrastructure essential to traffic and transit operations.

As part of the Vision Zero and Transit First initiatives, SFMTA is replacing and upgrading traffic signals, as well as restoring, rehabilitating, and replacing overhead lines, train tracks, subway

elevators and escalators, off-street parking facilities, and revenue vehicle storage and maintenance facilities when necessary. Vision Zero SF is the City's road safety policy that will build safety and livability into our streets, protecting the one million people who move about the City every day. The goals are to create a culture that prioritizes traffic safety and to ensure that mistakes on our roadways don't result in serious injuries or death. The Transit First Policy gives top priority to public transit investments as the centerpiece of the City's transportation policy and adopts street capacity and parking policies to discourage increases in automobile traffic.

## SFO

A major objective of the Airport's current Capital Plan is to meet increased infrastructure demands driven by historic levels of passenger growth. Over the past five years, the Airport has been one of the fastest growing airports nationwide. As more passengers visit the Airport, the facilities that support passenger travel must be maintained. The Airport considers renewals to

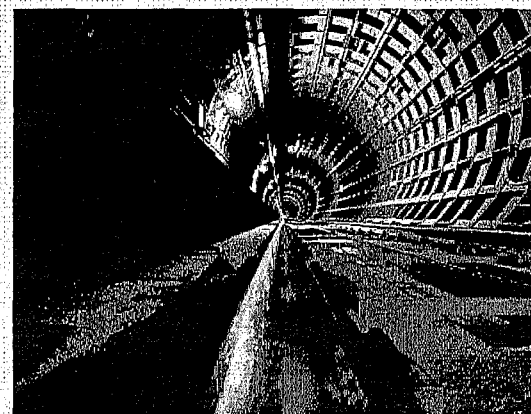
be general repair and replacement of building systems and fixtures, such as a roof repair, that do not enhance the value or change the use of an asset. These projects typically have a small scope and are completed in less than a year. These projects are funded through the Airport's annual operating budget, unlike capital improvements which are usually multi-year projects financed with capital funds. The Airport expects the cost of its renewal program to be approximately \$214 million through FY2027.

## Caltrain

Pursuant to the Joint Powers Agreement, each member County of the JPB has been contributing a one-third share towards Caltrain's local match for its capital projects that are designed to maintain Caltrain assets in a state of good repair. Examples of these projects include replacement of track structures, overhaul to rail vehicles, station rehabilitation, and signal and communication rehabilitation. The total cost of Caltrain's State of Good Repair program is \$335 million.



Munit T - Third Street Line



Muni Metro Tunnel

# Enhancement Projects

Project Name	Description
<b>SFMTA – Central Subway</b>	<p>The SFMTA's most prominent enhancement project is the Central Subway, a 1.7 mile extension of the existing Third Street light rail line to Chinatown that will vastly improve transportation to and from some of the city's busiest, most densely populated areas. This transformational project will provide direct connections to major retail, sporting, and cultural venues while efficiently transporting people to jobs, educational opportunities, and other amenities. With stops in South of Market (SoMa), Yerba Buena, Union Square, and Chinatown, the Central Subway will vastly improve transit options for the residents of these neighborhoods.</p> <p><b>The cost of this project is approximately \$1.6 billion and is expected to begin service in 2019.</b></p>
<b>SFMTA – Communications &amp; IT Infrastructure</b>	<p>The SFMTA maintains a wide array of IT assets across the city, from Wi-Fi and telephone systems at SFMTA worksites to the fiber network that provides the internal communication backbone of the Muni Metro system. Projects planned for the next five years include procuring new Muni Metro subway blue light (emergency response) phones, pre-planning for a new time clock project to improve operational efficiency, and replacing antiquated radio communications systems.</p> <p><b>The expected cost of SFMTA's communications &amp; IT infrastructure projects through FY2027 is approximately \$6.6 million.</b></p>
<b>SFMTA – Facilities</b>	<p>The facilities program at SFMTA supports the modernization and expansion of outdated facilities to make them safe and efficient, as well as acquiring new facilities to accommodate fleet growth. Over the next five years, the Agency will carry out projects to make sure that all SFMTA employees experience a safe, comfortable, and efficient working environment.</p> <p><b>The SFMTA will spend \$191 million through FY2027 to upgrade its facilities.</b></p>
<b>SFMTA – Fixed Transit Guideway</b>	<p>Muni's fixed guideway systems, which include light rail, trolley coach, streetcar, and historic cable car lines, are a crucial component of San Francisco's transportation infrastructure. Key fixed guideway projects planned for the next five years include the Muni Metro Twin Peaks Tunnel track replacement, rail signal upgrades at priority locations like Saint Francis Circle and San Jose Avenue, and projects addressing train control throughout the Muni Metro system.</p> <p><b>The cost of the fixed transit guideway program is \$395 million through FY2027.</b></p>
<b>SFMTA – Fleet Capital Program</b>	<p>The fleet capital program is planning enhancement projects include the expansion of the light rail vehicle, motor and trolley coach, as well as improvements to the radio communication system within the communications and IT capital program, and improving maintenance facilities that support Muni fleet in the Facility capital program.</p> <p><b>SFMTA plans to spend approximately \$1.8 billion on its fleet through FY2027.</b></p>
<b>SFMTA – Parking</b>	<p>The SFMTA parking program supports the planning, design, rehabilitation and construction of public parking garages, as well as street infrastructure and facilities related to public parking. Some of the parking projects over the next five years include the rehabilitation and equipment upgrades of key parking structures such as Civic Center Plaza, Golden Gateway, Japan Center, Moscone Center, Performing Arts Center, Union Square, and neighborhood garages in North Beach.</p> <p><b>The cost for these parking rehabilitation projects through FY2027 is \$30 million.</b></p>
<b>SFMTA – Security</b>	<p>SFMTA security program funds are used to plan, design, and implement security initiatives in case of a natural disaster, terrorist attack, or other emergency situations. Some of the security projects planned for the next five years include investments in the physical security of subway systems, revenue-fleet maintenance, and storage facilities, as well as threats and vulnerabilities countermeasures. The security program also provides security and emergency preparedness training for frontline transit employees.</p> <p><b>The security program at SFMTA will cost \$19 million through FY2027.</b></p>

Project Name	Description
<b>SFMTA – Streets Program</b>	<p>San Francisco is a national leader in complete streets design that accommodates all transportation modes and prioritizes safety for vulnerable users. The SFMTA is implementing enhancement projects that make walking and bicycling safer in the City thereby supporting the Vision Zero goal of eliminating traffic deaths.</p> <p><b>The cost of the SFMTA's streets program through FY2027 is \$535 million.</b></p>
<b>SFMTA – Taxi</b>	<p>The SFMTA taxi program strives to make comfortable, efficient, and environmentally friendly taxis available throughout the city. Program funds are used to plan, design, and implement improvements to the taxi system and to provide a better customer experience for all taxi users. Current projects include continued incentive programs for "green" taxi technology such as electronic taxi hailing, a taxi Clean Air Energy Rebate, and an electric vehicle charging network.</p> <p><b>The SFMTA taxi program will cost four million dollars through FY2027.</b></p>
<b>SFMTA – Traffic and Signals</b>	<p>The traffic and signals program provides funding for upgrading, replacing and constructing new traffic signals and signal infrastructure. The SFMTA is replacing outdated signals with Intelligent Transportation Systems (ITS) tools to enhance traffic analysis, provide transit signal priority, and expedite maintenance procedures. ITS tools include advanced traffic signal controllers, traffic cameras, video detection, variable message signs, and a communications network. This program also funds the design and construction of new and upgraded traffic signals to improve safety and help the city reach its Vision Zero goal of eliminating all traffic fatalities and severe injuries by 2024.</p> <p><b>The cost of the traffic and signals program is \$119 million through FY2027.</b></p>
<b>SFMTA – Transit Optimization and Expansion</b>	<p>The transit optimization and expansion program is a series of projects which will make Muni more efficient, reliable, safe, and comfortable for its existing 700,000 daily passengers – as well as to prepare the system for future growth. Included in this program is Muni Forward, an initiative designed to enhance service on certain bus and light rail lines. These projects address the root causes of delay and passenger frustration like traffic congestion, stops that are spaced too close together, narrow travel lanes, and slow boarding times. The Van Ness Bus Rapid Transit (BRT), discussed as part of the SFCTA Enhancements, is part of this program and now in the implementation phase, led by SFMTA.</p> <p><b>The cost of SFMTA's transit optimization and expansion program is \$1 billion through FY2027.</b></p>
<b>SFO – Airfield Enhancements</b>	<p>Major airfield-related projects include taxiway improvement projects, runway overlays, and apron reconstruction projects.</p> <p><b>SFO is planning to spend over \$161 million on Airfield Enhancements in the next 10 years.</b></p>
<b>SFO – Airport Support Projects</b>	<p>Major airport support projects include security infrastructure improvements, various technology improvement projects, renovation of the Superbay Hangar, construction of the first phase of the Consolidated Administrative Campus, the Airport Shoreline Protection program, and the demolition of the Airport's existing air traffic control tower.</p> <p><b>SFO plans to spend nearly \$480 million on Airport Support projects in the next 10 years.</b></p>
<b>SFO – Groundside Projects</b>	<p>The largest groundside project is the construction of a new Airport-owned hotel. In September 2015 the Airport Commission awarded a Hotel Management Agreement to Hyatt Corporation and authorized the issuance of debt to finance the development and construction of the on-Airport hotel and related AirTrain station. Other major groundside projects include the development of a new consolidated rental car facility and conversion of the existing rental car facility for public parking use, a new long-term parking garage, and the extension of the AirTrain system to the new long-term parking garage.</p> <p><b>The estimated cost of SFO's Groundside projects is \$1.1 billion over the next 10 years.</b></p>

## Enhancement Projects

Project Name	Description
<b>SFO – Terminal Redevelopment</b>	<p>The largest terminal projects are the redevelopment of Terminal 1 and the renovation and reconfiguration of the western side of Terminal 3. The planned Terminal 1 renovations include additional gates in Boarding Area B, seismic and building systems improvements, construction of a new baggage handling system, renovation of the central and southern portions of the departures hall, and construction of a post-security passenger connector from Terminal 1 to the International Terminal. The reconfiguration and renovation of the western side of Terminal 3 focuses on increasing gate flexibility, improving seismic stability, upgrading building and baggage handling systems, improving passenger flow, and enhancing passenger amenities.</p> <p><b>SFO plans to spend approximately \$2.5 billion on its Terminal Redevelopment projects over the next 10 years.</b></p>
<b>SFO – Utilities Enhancements</b>	<p>Major utilities-related projects include waste water system improvements, water system improvements, power and lighting improvements, and the installation of an energy management control system.</p> <p><b>In the next 10 years SFO estimates that it will spend over \$318 million on Utilities Enhancements.</b></p>
<b>SFCTA – Bus Rapid Transit Planning</b>	<p>The SFCTA, in partnership with SFMTA, leads the environmental studies for Bus Rapid Transit (BRT) on Van Ness Avenue (now in construction), Geary Boulevard (starting design in early 2017) and a feasibility study for BRT in the Geneva-Harney corridor (now in environmental studies phase). By FY2018, all of these projects will have transitioned to SFMTA for implementation. BRT is a new mode of transit for San Francisco, developed to deliver many of the benefits of light rail at a lower cost. It is a high-quality transit service that reduces travel time, increases reliability, and improves passenger comfort by giving the bus an exclusive lane to operate faster and more reliably. For an in-depth discussion of San Francisco's BRT projects, please see the SFMTA's 5-year Capital Improvement Plan.</p>
<b>SFCTA – Presidio Parkway</b>	<p>The Presidio Parkway, also known as Doyle Drive or Route 101, addresses the problems associated with an aging structure (built in 1936) as well as a desire to integrate what had been an elevated roadway structure through an active Army installation into what is now the Presidio National Park. Construction of Phase I was substantially completed in mid-2012 when a portion of the new permanent parkway as well as a temporary bypass were opened. Construction of Phase II began in 2012 and is being delivered through the State of California's first public-private-partnership. Golden Link Partners was selected to design, build, finance, operate, and maintain the project for 30 years. In July 2015 the final roadway configuration was opened for public use. Work continues on related elements, including landscaping and will be completed in late 2016.</p> <p><b>The SFCTA expects to spend \$1.8 million to complete the Presidio Parkway project.</b></p>
<b>SFCTA – Treasure Island and I-80/ Yerba Buena Island Interchange and Mobility Projects</b>	<p>The SFCTA is working with the Treasure Island Development Authority (TIDA) on the development of these projects. On the east side of the island, new westbound on- and off-ramps to the new eastern span of the Bay Bridge have been constructed, opened for use on October 22, 2016. On the west side of the island, existing bridge structures will be seismically retrofitted. This part of the project is scheduled to start construction in the spring of 2018 after the Caltrans Bay Bridge eastbound on-off ramps improvement project and TIDA's Macalla Road reconstruction in order to avoid traffic circulation delays. These projects are scheduled to be completed by mid-2020.</p> <p><b>These projects will cost approximately \$96 million over the next 10 years.</b></p>
<b>SFCTA – Treasure Island Mobility Management Program</b>	<p>In its role as the Treasure Island Mobility Management Agency, the SFCTA is responsible for implementing a comprehensive and integrated transportation program to manage travel demand on Treasure Island as the Treasure Island Redevelopment Project proceeds. The centerpiece of this effort is an integrated and multimodal congestion pricing demonstration program that applies motorist user fees to support enhanced bus, ferry, and shuttle transit, as well as bicycling options, to reduce the traffic impacts of the project. The capital elements to be funded by the Treasure Island Mobility Management Program include upfront capital cost of tolling infrastructure and ferry vessel purchase. Installation and testing of the tolling system is expected to start in FY2018. All work is timed to support new development on Treasure Island, with sales of the first 1,000 housing units expected in FY2020.</p> <p><b>The Treasure Island Mobility Management Program will cost \$61 million over the next 10 years.</b></p>



## Enhancement Projects

Project Name	Description
<b>SFCTA – Quint Street Bridge Replacement and Quint-Jerrold Connector Road</b>	<p>The existing Caltrain rail bridge over Quint Street is over 100 years old and in need of replacement. The Quint Street Bridge Replacement project will replace the rail bridge with a berm that will facilitate construction of a potential future Caltrain station at Oakdale Avenue. The SFCTA and Department of Public Works are working collaboratively on the Quint-Jerrold Connector Road Project, which will link Quint Street just north of Oakdale Avenue to Jerrold Avenue via a new road along the west side of the Caltrain tracks. The road will also support the potential new Caltrain Station at Oakdale Avenue and provide access to other nearby land uses.</p> <p><b>The current cost estimate for the project is \$13 million based on planning designs. The expected cost of this project is \$9.7 million over the next 10 years.</b></p>
<b>Caltrain – Caltrain Electrification</b>	<p>In March 2012, the JPB entered into a Memorandum of Understanding with the California High Speed Rail Authority to make strategic, early investments in the Peninsula Corridor that would allow Caltrain's existing system to support high-speed rail services while enhancing Caltrain service. These improvements include corridor electrification and an advanced signal system. The electrification program, or Peninsula Corridor Electrification Project (PCEP) is the centerpiece of Caltrain's proposed Capital Improvement Program to transform the system into a world-class commuter rail system connecting San Francisco and San Jose.</p> <p><b>The total project cost for PCEP infrastructure is \$1.3 billion, while the replacement of train-sets is estimated to cost \$665 million. The cost of the signal system is \$245 million. A mix of local, regional, state, and federal funding sources have been identified to cover the costs. At the local level, the JPB has agreed to contribute \$180 million, to be split equally between the three member entities for both PCEP and the advanced signal system. The JPB Capital Improvement Program includes \$60 million in San Francisco funding sources, with roughly \$24 million from the Proposition K sales tax funds and an estimated \$40 million from G.O. Bonds.</b></p>
<b>TJPA – Transbay Transit Center Phase 1</b>	<p>Phase 1 of this project entails the construction of the new multimodal Transbay Transit Center, which will serve train and bus commuters, local area office workers, and residents of the emerging Transbay neighborhood. The Transbay Transit Center is composed of four levels above-ground and two levels below and will contain active pedestrian, shopping, dining, and recreational areas. A bus ramp will connect the Bay Bridge to the elevated bus deck of the Transit Center for buses providing service across the Bay. A new bus storage facility, to be used primarily by AC Transit, will be constructed below the I-80 West approach to the Bay Bridge. The facility will also include AC Transit offices, storage, and restrooms. Construction of the Transit Center began in 2010 and is scheduled to be completed in 2017.</p> <p><b>The total budget for Phase 1 is \$2.2 billion, \$274 million of which falls in the Plan's timeframe. The project is funded through a combination of local, regional, state, and federal funds.</b></p>
<b>TJPA – Transbay Transit Center Phase 2</b>	<p>Phase 2 of the Transbay Transit Center will build the 1.95-mile DTX connection for Caltrain commuter and high-speed rail. The DTX will extend from the current Caltrain terminus at Fourth and King streets into the lower level of the new Transit Center. Phase 2 includes a new Caltrain station at Fourth and Townsend streets, an intercity bus facility to house Greyhound and Amtrak intercity bus service, and potentially a block-long pedestrian tunnel between the lower level of the Transit Center and the Embarcadero BART/Muni Metro station. Construction will begin once Phase 2 is fully funded.</p> <p><b>The capital cost of Phase 2 is estimated at approximately \$3.9 billion, nearly all of which falls in the Plan's timeframe. It is funded through a mix of local, regional, state, and federal funds.</b></p>

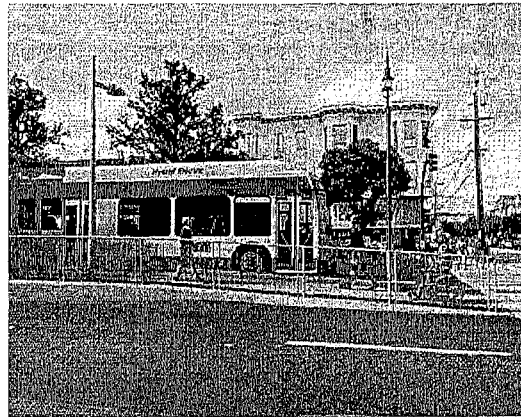
# Emerging Projects

Project Name	Description
<b>SFMTA – Line Extension Projects</b>	In addition to the renewal and enhancement programs, emerging needs at the SFMTA include the Geary and Geneva-Harney BRT projects, the T-Third line extension to Fisherman's Wharf, the F-Line Extension to the Fort Mason Center, and major upgrades to the M-Ocean View line, as well as planning for sea level rise and increasing rail capacity.
<b>SFCTA – I-280 Interchange Improvements at Balboa Park</b>	Recommendations from the Balboa Park Station Area Circulation Study, adopted by the SFCTA in June 2014, include realignment of the southbound off-ramp from I-280 to Ocean Avenue (Element 1) and closure of the northbound on-ramp from Geneva Avenue (Element 2). Both provide extensive pedestrian and safety benefits while minimizing traffic impacts to I-280 and the surrounding areas. The ramp closure analysis for Element 1 is planned for completion in December 2016. Caltrans documentation and environmental clearance for Element 2 is scheduled for completion in March 2017. The rough order of magnitude estimate for planning, design, and implementation is up to \$5.2 million for Element 1 and up to \$7.3 million for Element 2.
<b>Caltrain – Second Phase of Caltrain Electrification</b>	Caltrain's 2015 SRTP Plan also contemplates a second "phase" PCEP that includes the full conversion of Caltrain's fleet to Electric Multiple Units, the extension of trains from six to eight cars, and modification of station platforms to accommodate longer trains and support level boarding. This project is currently estimated at approximately \$474 million in the SRTP. This second phase of electrification also contemplates the modification of Caltrain's platforms to achieve level boarding across all of its stations. Technical discussions related to this issue are ongoing and the cost of achieving level boarding is not currently captured in the total shown.

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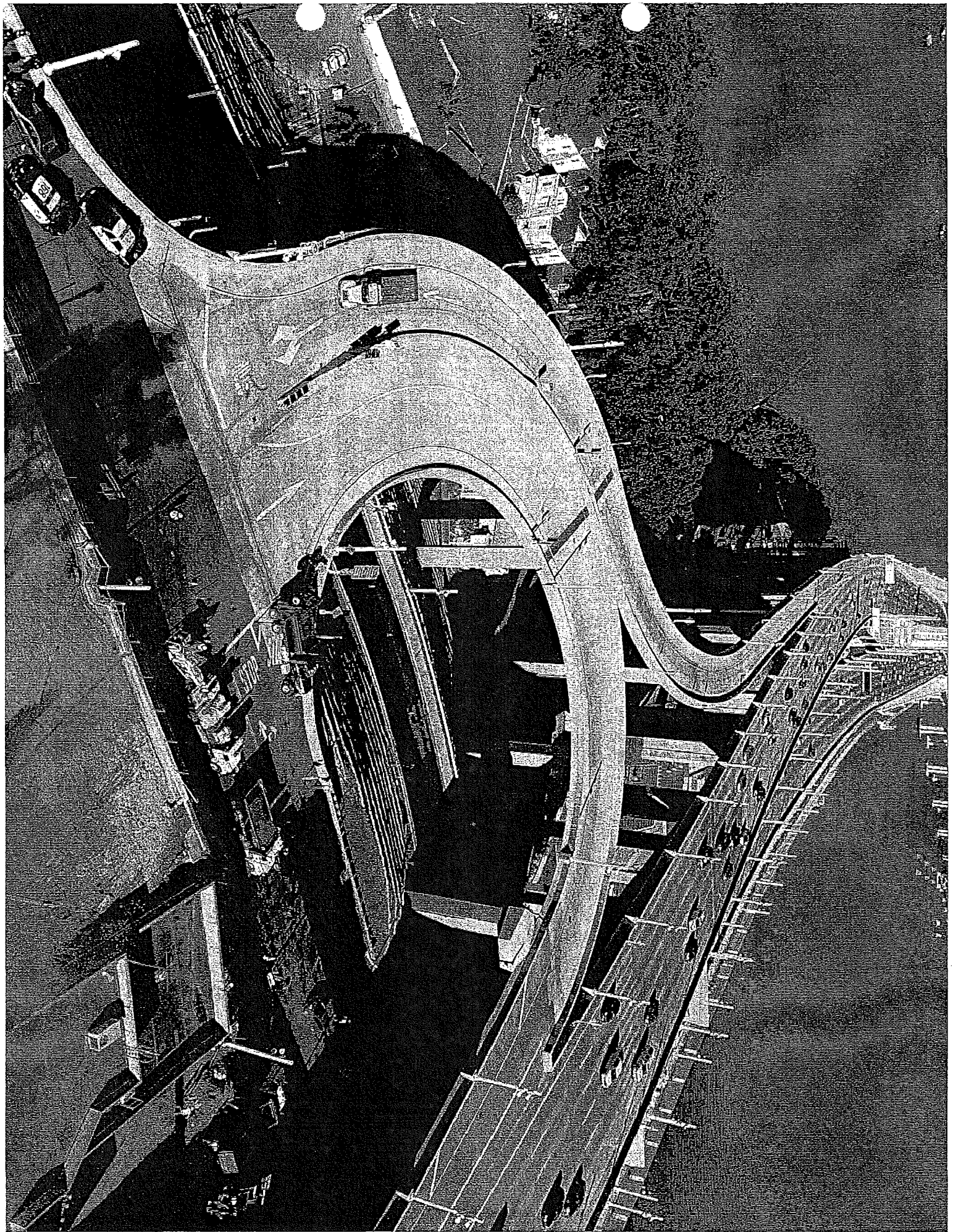
Caltrain Electrification



Geary Street Bus Rapid Transit

TABLE 12.1 - TRANSPORTATION FINANCIAL SUMMARY

PROGRAMS/PROJECTS (Dollars in Thousands)	Prior Years	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023 - 2027	Plan Total	Backlog
<b>SPENDING PLAN</b>									<b>DEFERRED</b>
Municipal Transportation Agency (SFMTA)	-	660,134	585,409	415,289	306,192	264,132	2,138,123	4,369,279	5,215,848
International Airport (SFO)	1,493,509	1,683,699	1,311,069	805,890	534,840	97,666	397,692	4,830,856	-
Interagency Initiatives	4,158,817	877,953	709,113	714,750	801,587	630,775	3,020,962	6,755,140	-
<b>TOTAL</b>	<b>5,652,326</b>	<b>3,221,786</b>	<b>2,605,591</b>	<b>1,935,928</b>	<b>1,642,619</b>	<b>992,573</b>	<b>5,556,777</b>	<b>15,955,275</b>	<b>5,215,848</b>
<b>REVENUES</b>									
Transportation Bond 2014	-	78,100	91,073	87,356	13,526	-	-	270,055	
Transportation Bond 2024	-	-	-	-	-	-	371,918	371,918	
Local	1,071,558	561,912	374,017	251,157	409,844	512,448	2,275,041	4,384,419	
Regional	1,059,518	74,941	106,905	123,400	106,700	63,200	266,000	741,146	
Federal	1,264,962	503,578	459,045	526,646	468,433	322,995	1,797,076	4,077,774	
State	782,016	257,190	222,266	154,803	34,239	6,750	49,750	724,998	
Other	1,474,271	1,742,488	1,358,839	781,190	582,670	69,717	377,640	4,912,544	
<b>TOTAL</b>	<b>5,652,325</b>	<b>3,218,209</b>	<b>2,612,145</b>	<b>1,924,552</b>	<b>1,615,412</b>	<b>975,110</b>	<b>5,137,425</b>	<b>15,482,853</b>	
Total San Francisco Jobs/Year		26,872	21,811	16,070	13,489	8,142	42,898	129,282	
Annual Surplus (Deficit)	(0)	(3,578)	6,554	(11,376)	(27,207)	(17,463)	(419,352)	(472,422)	
Cumulative Surplus (Deficit)	(0)	(3,578)	2,976	(8,401)	(35,607)	(53,070)	(419,352)		



# APPENDICES

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## A. Administrative Code

### SEC 3.20. Capital Expenditure Plan

By March 1 of each odd-numbered year, beginning with March 1, 2013, the City Administrator shall submit to the Mayor and Board of Supervisors a ten-year capital expenditure plan which shall include an assessment of the City's capital infrastructure needs, investments required to meet the needs identified through this assessment, and a plan of finance to fund these investments. By May 1 of the same year, the Mayor and Board of Supervisors shall review, update, amend, and adopt by resolution the ten-year capital expenditure plan. The Mayor and Board of Supervisors may update the plan as necessary and appropriate to reflect the City's priorities, resources, and requirements.

The capital expenditure plan shall include all recommended capital project investments for each year of the plan. The plan shall incorporate all major planned investments to maintain, repair, and improve the condition of the City's capital assets, including but not limited to city streets, sidewalks, parks, and rights-of-way; public transit infrastructure; airport and port; water, sewer, and power

utilities; and all City-owned facilities.

The capital expenditure plan shall include a plan of finance for all recommended investments, including proposed uses of General and Enterprise Funds to be spent to meet these requirements. Additionally, the plan shall recommend the use and timing of long-term debt to fund planned capital expenditures, including General Obligation bond measures.

The capital expenditure plan shall include a summary of operating costs and impacts on City operations that are projected to result from capital investments recommended in the plan. This operations review shall include expected changes in the cost and quality of City service delivery.

The plan shall also include a summary and description of projects deferred from the ten-year capital expenditure plan given non-availability of funding necessary to meet assessed capital needs. (Added by Ord. 216-05, File No. 050920, App. 8/19/2005; amended by Ord. 40-06, File No. 060078, App. 3/10/2006; Ord. 222-11, File No. 111001, App. 11/15/2011, Eff. 12/15/2011) (Former

Sec. 3.20 added by Ord. 223-97, App. 6/6/97; amended by Ord. 55-98, App. 2/20/98; repealed by Ord. 216-05)

### SEC. 3.21. Capital Planning Committee

There is hereby created a Capital Planning Committee consisting of the City Administrator as chair, the President of the Board of Supervisors, the Mayor's Finance Director, the Controller, the City Planning Director, the Director of Public Works, the Airport Director, the Executive Director of the Municipal Transportation Agency, the General Manager of the Public Utilities System, the General Manager of the Recreation and Parks Department, and the Executive Director of the Port of San Francisco. Each member of the Capital Planning Committee may designate a person to represent her or him as a voting member of the Committee. Such designations shall be in written documents signed by the designating member and filed with the City Administrator, or her or his designee.

The mission of the Capital Planning Committee is to review the proposed capital expenditure plan and to monitor the City's ongoing compliance with the final adopted capital plan. As such, the Capital Planning Committee shall (1) establish prioritization and assessment criteria to assist the City Administrator with the development of the capital expenditure plan, (2) annually review the City Administrator's proposed capital expenditure plan prior to its submission to the Mayor and Board of Supervisors, and (3) review the annual budget and any proposed use of long-term debt, including General Obligation bonds, to ensure compliance with the adopted capital expenditure plan.

The Board of Supervisors shall not place on the ballot, or authorize the issuance of any long term financing, until the Capital Planning Committee completes a review of the proposal and submits its recommendation to the Board of Supervisors. Each proposal shall be in form and substance satisfactory to the Committee, and shall be accompanied by descriptive financial, architectural, and/or engineering data, and all other pertinent material in sufficiently

complete detail to permit the Committee to review all aspects of the proposal. The Committee shall submit a written report to the Mayor and the Board analyzing the feasibility, cost, and priority of each proposal relative to the City's capital expenditure plan.

The Chair of the Capital Planning Committee is hereby authorized to adopt such rules, definitions, ad procedures as are necessary to meet the requirements described in Section 3.20 and 3.21. (Added by Ord. 216-05, File No. 050920, App. 8/19/2005) (Former Sec. 3.21 added by Ord. 223-97, App. 6/6/97; repealed by Ord. 216-05)

## **B. Governance Structure**

### **San Francisco's Ten-Year Capital Plan Governance Structure**

In August 2005, concerns from city leaders, citizens, Mayor Newsom, and the Board of Supervisors culminated in Administrative Code Sections 3.20 and 3.21 requiring the City to annually develop and adopt a ten-year constrained capital expenditure plan for city-owned facilities and infrastructure. The code ensures the Plan's relevance by requiring that all capital expenditures be reviewed in light of the adopted capital expenditure plan.

The Capital Planning Committee (CPC) approves the Capital Plan and makes recommendations to the Board of Supervisors on all of the City's capital expenditures. It consists of the City Administrator as chair, the President of the Board of Supervisors, the Mayor's Finance Director, the Controller, the City Planning Director, the Public Works Director, the Airport Director, the Municipal Transportation Agency Executive Director, the Public Utilities Commission General Manager, the Recreation and Parks Department General Manager, and the Port of San Francisco Executive Director. The mission of the Capital Planning Committee is to review the proposed capital expenditure plan and to monitor the City's ongoing compliance with the final adopted capital plan.



## C. Glossary of Terms

Commonly used terms throughout the Plan are defined below.

**Area Plans:** Subsections of the City's General Plan that address the specific urban design, open space, transportation, housing, and community facility goals of a particular neighborhood. For the purposes of the Capital Plan, Area Plans refer to those Areas of high marginal growth governed by Chapter 36 of the San Francisco Administrative Code: Balboa Park, Eastern Neighborhoods, Market/Octavia, Rincon Hill, Transit Center, and Visitacion Valley.

**Assessed Value:** The dollar value assigned to individual real estate or other property for the purpose of levying taxes.

**Capital Project:** A major construction and improvement project, including the planning and design phases. Examples include the resurfacing of a street and the construction of a new hospital, bridge, or community center.

**Capital Plan:** Also referred to as the Plan. The City and County of San Francisco Capital Plan outlines all of the Capital Projects that are planned for the next ten

years. The City's Capital Plan is updated every two years and has a ten-year horizon. Not every project in the plan has funding (see Deferred Project), but the Plan aims to present a complete picture of the City's strategy for maintaining and improving its infrastructure and key assets. The Capital Planning Program produces the Capital Plan based on department capital requests, and the Capital Planning Committee reviews and proposes the Plan to the Board of Supervisors.

**Certificates of Participation (COPs):** A commonly used form of lease financing for capital improvement projects or purchases of essential equipment. COPs are loans to the city that are paid back by the revenue generated by a building or other city-owned assets.

**Community Facility District (CFD):** Also known as a Mello-Roos District. A defined area such as a county, city, special district, or joint powers authority where residents can vote to approve a special property tax on real estate, in addition to the normal property tax, to fund public improvements benefiting the district. The tax is often used to secure debt.

**Debt Service:** The annual payment of principal and interest on the City's bonded debt (see Municipal Bond for more information on bonded debt). Debt service can be used to describe the payments for an individual project or to provide an overall picture of the city's bonded debts.

**Deferred Project:** A project not funded in the Capital Plan either due to lack of funding or the timeline of the project falling outside of the ten-year planning cycle.

**Emerging Need:** A project not funded in the Capital Plan because additional planning is needed or there is significant uncertainty around project-specific issues. Emerging needs are included in the Plan to show the City's awareness that they may become more significant and/or defined in coming years.

**Enhancement:** An investment that increases an asset's value and/or changes its use. Enhancements typically result from the passage of new laws or mandates, functional changes, or



technological advancements. Examples include purchasing or constructing a new facility or park, major renovations of or additions to an existing facility, accessibility improvements to comply with the Americans with Disabilities Act (ADA), and planting new street trees. Typically, enhancements are large-scale, multi-year, projects such as renovations, additions, or new facilities. While some project costs can be funded with pay-as-you-go sources, most enhancements require debt financing through the issuance of General Obligation (GO) bonds, Certificates of Participation (COPs) or lease revenue bonds.

**Enterprise Department:** An Enterprise Department generates its own revenues from fees and charges for services and thus does not rely on the General Fund. The City has four Enterprise departments: Public Utilities Commission, San Francisco International Airport, Port of San Francisco, and the Municipal Transportation Agency.

**External Agency:** An agency that is a separate, autonomous entity from the City and County of San Francisco and operates separately.

**Facilities Maintenance:** See Routine Maintenance.

**General Fund:** The largest of the City's funds, the General Fund is a source for discretionary spending and funds many of the basic municipal services such as public safety, health and human services, and public works. Primary revenue sources for the General Fund include local taxes such as property, sales, business, and others.

**General Fund Department:** A City department that relies primarily or entirely on the General Fund as a revenue source to provide City services. The General Fund departments included in the Plan are: Asian Art Museum, Arts Commission, California Academy of Sciences, District Attorney's Office, Emergency Management, Fine Arts Museum, Fire, General Services Agency, Homelessness and Supportive Housing, Human Services Agency, Juvenile Probation, Police, Public Health, Public Library, Public Works, Recreation and Parks Department, Sheriff, Technology, and the War Memorial and Performing Arts Center.

**General Plan:** Adopted by the Planning Commission and approved by the Board of Supervisors, the General Plan is the document that serves as the foundation for all land use decisions in the City, especially around the issues of land use, circulation, housing, conservation, open space, noise and safety. It contains specific Area Plans for the planning of different City neighborhoods.

**General Obligation Bonds (G.O. Bonds):** A municipal bond secured by property tax revenues. G.O. Bonds are appropriately used for the construction and/or acquisition of improvements to real property broadly available to the residents and visitors of San Francisco.

**Horizontal Infrastructure:** Infrastructure required to deliver basic public goods and services such as roads, sewers, water lines, bridges, transit rail, and open space, among others.

**Infrastructure:** Physical elements of the city that allow it to function effectively for residents, workers, and visitors. This can include roads, bridges, sewers, water lines, transit rail, open space, hospitals, housing units, city offices, jails, and other public assets.

## C. Glossary of Terms

**Job Years:** Defined as one year of full-time work. For example, three people employed full-time for five years represent 15 job years.

**Lease Financing:** An important source of medium- and long-term financing where the owner of an asset gives another person the right to use that asset against periodical payments. A common example would be a landlord leasing an apartment for a monthly rent. The owner of the asset is known as lessor and the user is called lessee. There are various forms of lease financing in the Plan, including Certificates of Participation.

**Mello-Roos District:** See Community Facility District.

**Municipal Bond:** A debt obligation issued by a government entity, such as the City and County of San Francisco. When an individual buys a municipal bond, they are loaning money to the issuer – the City – in exchange for a set number of interest payments over a predetermined period. At the end of that period, the bond reaches its maturity date, and the full amount of the original investment is

returned to the individual. The amount of money that the City owes as a result of selling municipal bonds is known as the City's bonded debt.

**Net Assessed Value:** The total assessed value of property in San Francisco, excluding property considered exempt from tax levies, such as properties owned by religious or non-profit organizations.

**Pay-As-You-Go (Pay-Go):** Refers to the funding of Capital Projects with current General Fund revenue on an annual basis rather than paying for projects by taking on long-term debt or using another dedicated funding source.

**The Plan:** See Capital Plan.

**Renewal:** An investment that preserves or extends the useful life of facilities or infrastructure. Examples of renewal projects include the repair and replacement of major building systems including the roof, exterior walls and windows, and heating and cooling systems; street resurfacing; and the repair and replacement of infrastructure in the public right-of-way, including sidewalks and street structures.

Since renewal projects tend to be smaller investments compared with investments needed to replace entire facilities, the proposed plan funds many of these needs through Pay-Go cash revenue sources, appropriated through the City's annual budget process.

**Revenue Bond:** A municipal bond secured by and repaid from specific revenues. Pledged revenues are often earnings from a self-supporting enterprise or utility. Typically, these revenues are associated with the asset for which the bond was originally issued, for example those issued by the Airport or Public Utilities Commission.

**Right-of-Way Infrastructure:** Infrastructure constructed and maintained by the City for right-of-way purposes, which are defined as the right of public travel on certain lands. Examples include the traveled portion of public streets and alleys, as well as the border areas, which include, but not limited to, any sidewalks, curb ramps, planting strips, traffic circles, or medians.

**Routine Maintenance:** Also known as Facilities Maintenance. Projects that provide for the day-to-day maintenance of existing buildings and infrastructure, including labor costs. Unlike renewals and enhancements, these are annual allocations.

**Vertical Infrastructure:** Facility structures such as hospitals, clinics, public safety buildings, administrative facilities, public housing units, community centers, and jails, among others.

## D. Methodology and Assumptions

### A. Capital Plan Methodology

Under direction of the City Administrator, department staff annually assesses facility conditions, determines cost projections for renewal projects and proposed enhancements, and analyzes available funding resources to prepare a ten-year capital plan.

Through a series of meetings the CPC reviews proposals, staff recommendations, and documents toward the development of the citywide capital plan. These reviews do not, and are not meant to, replace the authority of department commissions' or other oversight bodies under the City Charter and other codes. Rather, the ten-year plan is meant to provide a forum that examines capital needs from a citywide perspective and to foster a dialogue on those needs between stakeholders, commissions, the Mayor, and the Board of Supervisors.

Staff uses two approaches to collect data for the Plan. The Facilities Renewal Resource Model (FRRM) is used to collect information on the state of repair

for major facility and infrastructure subsystems (also known as renewals) for all of the General Fund departments. The Airport, Port, and MTA have implemented this model for their facilities as well. In addition, General Fund departments submitted enhancement requests using the Capital Planning and Reporting database (CPRd). Each proposal is reviewed by professional staff (e.g., architects, engineers, etc.) and categorized as a funded, deferred, or emerging need.

#### Facilities Renewal Resource Model (FRRM)

- The City used the facility life-cycle model to predict annual funding requirements for General Fund department facilities. The objectives of the facility modeling effort are listed below:
- Develop a budget model to predict annual funding requirements for facilities renewal and document the existing backlog of deferred maintenance in a consistent way for all departments.
- Provide a basis for a funding plan that will first address adequate resources for renewal and then a reduction of the deferred maintenance backlog.
- Create consistent and comparative data among departments for determining funding allocations and targets for addressing renewal as a part of operating or capital budgets.
- Deliver a cost model to each department with associated staff training so that facilities renewal and deferred maintenance needs can be updated annually and progress in meeting those needs can be measured.
- Provide a planning tool for departmental use which provides a useful life "systems" profile of each building as a way of predicting future funding needs or packaging projects to leverage fund sources.
- Develop a credible model to assess needs consistently and to focus on total funding needs and strategies.
- The model uses building information (gross square feet, construction date,

**Building Name: 1 SOUTH VAN NESS OFFICE BLDG CRV(000's): \$255,153 Building No.: RE-000 GSF: 560,000 Year Built: 1960 FCI: 0.00**

**Backlog and 10 Year Renewal Forecast by Building (000's)**

Subsystem Name	Backlog	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Total
b.1. Building Exteriors (Hard)	\$0	\$281	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$281
c.1. Elevators and Conveying Systems	\$0	\$1,405	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,405
d.1. HVAC - Equipment	\$0	\$1,252	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,252
d.2. HVAC - Controls	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$4,395	\$4,395
j.1. CCMS	\$0	\$0	\$0	\$0	\$0	\$1,533	\$0	\$0	\$0	\$0	\$0	\$1,533
k.1. Built-in Equipment and Specialties	\$0	\$0	\$0	\$0	\$2,300	\$0	\$0	\$0	\$0	\$0	\$0	\$2,300
l.2. Interior Finishes	\$0	\$0	\$0	\$0	\$0	\$10,221	\$0	\$0	\$0	\$0	\$0	\$10,221
<b>TOTAL BY BUILDING</b>	<b>\$0</b>	<b>\$2,938</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,300</b>	<b>\$11,754</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$4,395</b>	<b>\$21,386</b>

facility subsystem type, etc.) and an approach based on subsystem life cycles and replacement costs to estimate the backlog of deferred maintenance and future capital reinvestment needs. Below is an example of the ten-year renewal forecast report generated by FRRM for a particular facility. This report, one of dozens available, shows subsystems within the building that need to be replaced during the next 10 years and the corresponding cost (in thousands). A variety of other reports are available for further analysis.

Each department maintains the model, with the capability of summarizing information at both the department and citywide level. The model has a great deal of built-in flexibility that allows the City to enter new data and even change the underlying assumptions in future years.

The FY 2018-2027 Capital Plan reflects renewal data collected from August through December 2016 and includes detailed information for each General Fund department. These findings are summarized in the renewal graphs and the renewal line of the financial summary schedules for each of the General Fund service areas found throughout the Plan.

## B. Capital Plan Assumptions

- Throughout the time frame of the Plan from FY2018-27, the Plan uses the Annual Infrastructure Construction Cost Inflation Estimate (AICCE) of 5 percent as the escalation rate.
- Fiscal years (FY) in the Plan refer to the calendar year in which the City's July 1 to June 30 budget cycle ends. For example, FY2018 refers to calendar year dates from July 1, 2017 to June 30, 2018.



## D. Methodology and Assumptions

- Dollars are listed in thousands for all financial schedules unless otherwise noted.
- For all proposed General Obligation Bonds, the financial schedules show the total bond amount in the fiscal year during which the bond is to be approved by voters. For example, a G.O. Bond proposal on the November 2018 ballot will appear in FY2019 of the financial schedule.
- The General Obligation Bond Program assumes growth in Net Assessed Value of 4.19 percent in FY2018, 5.90 percent in FY2019, 4.49 percent in FY2020, and 3.5 percent annually thereafter.
- When issued, G.O. Bonds proposed by this Plan will not increase voters' long-term property tax rates above FY2006 levels. In other words, new G.O. Bonds will only be used as funding source when existing approved and issued debt is retired and/or the property tax base grows.
- The General Fund Debt Program assumes that General Fund discretionary revenues grow 4.8 percent in FY2019, 3.2 percent in FY2020, 2.8 percent in FY2021, and 2.7 percent thereafter. In addition, the General Fund Debt Program assumes that the amount of General Fund revenues spent on debt service will not exceed 3.25 percent.
- The Pay-As-You-Go Program assumes only General Fund revenue sources.

## C. Jobs Creation Estimation Methodology

In an effort to better evaluate and prioritize capital projects, local governments are examining not only upfront financial costs but also their contributions of direct and indirect jobs generated by the capital investment. The City and County of San Francisco's FY 2018-27 Capital Plan estimates almost \$35 billion in capital projects during the next ten years, which will create as many as 290,000 San Francisco jobs. A job is defined as one job year of full-time work. For example, five people employed for

four years equals 20 job years. This jobs estimate is based on the REMI Policy Insight model which attributes 8.35 San Francisco jobs per million dollars in construction spending. This is exclusive of the additional jobs created outside of the City and County as workers and materials migrate in from surrounding areas.

Customized for San Francisco, REMI has the unique ability to determine the effects of taxes and other variables on the local economy. As a result, the Controller's Office of Economic Analysis uses this model for analyzing the economic impact of pending legislation. The table below summarizes the number of job years from the REMI model based on \$1 million of construction spending in San Francisco.

## D. Infrastructure Finance Districts: Threshold & Strategic Criteria

The following threshold and strategic criteria to guide the use of future Infrastructure Finance Districts (IFDs) in San Francisco were adopted by the Board of Supervisors (BOS) on February

## Estimated Jobs Created from Construction Spending in San Francisco

Sectors	Industry	Employment per \$M of Construction Spending
Private Non-Farm	Forestry, Fishing, and Related Activities	0.00
	Mining	0.01
	Utilities	0.01
	Construction	5.69
	Manufacturing	0.08
	Wholesale Trade	0.12
	Retail Trade	0.51
	Transportation and Warehousing	0.06
	Information	0.04
	Finance and Insurance	0.14
	Real Estate and Rental and Leasing	0.12
	Professional, Scientific, and Technical Services	0.26
	Management of Companies and Enterprises	0.03
	Administrative and Waste Management Services	0.16
	Educational services; private	0.06
	Health Care and Social Assistance	0.30
	Arts, Entertainment, and Recreation	0.07
	Accommodation and Food Services	0.23
	Other Services, except Public Administration	0.22
	<b>SUBTOTAL</b>	<b>8.11</b>
Government		0.24
Farm		0.00
<b>TOTAL</b>		<b>8.35</b>

Source: Economic Multipliers from Office of Economic Analysis, Controller's Office, REMI Model Outputs

18, 2011. These criteria are in addition to those in IFD law (CA Government Code section 53395 et. seq.)

The Guidelines are organized into two sets of criteria: (1) minimum "Threshold Criteria" that must be satisfied for an IFD to be formed by the BOS and (2) "Strategic Criteria" that may be considered when deciding whether to form a future IFD. These policy guidelines would not apply to any existing Redevelopment Area (IFD law prohibits it) or to any property owned or managed by the Port of San Francisco.

### Threshold Criteria:

1. Limit to areas that are rezoned as part of an Area Plan or Development Agreement approved by the Board of Supervisors (BOS) and also adopted as a Planned Priority Development Area (PDA) by the Association of Bay Area Governments (ABAG). Priority Development Areas (PDAs) are locally-identified, infill development opportunity areas within existing communities. They are generally areas of at least 100 acres where there is local commitment to developing more

## D. Methodology and Assumptions

housing along with amenities and services to meet the day-to-day needs of residents in a pedestrian-friendly environment served by transit. To be eligible to become a PDA, an area has to be within an existing community, near existing or planned fixed transit or served by comparable bus service, and planned for more housing. Designation of PDAs expresses the region's growth priorities and informs regional agencies, like the Metropolitan Transportation Commission (MTC), which jurisdictions want and need assistance. Planned PDAs are eligible for capital infrastructure funds, planning grants, and technical assistance. Linking creation of future IFDs to areas designated as PDAs will allow the City to leverage the increment generated by an IFD to increase its chances to receive matching regional, state, or federal infrastructure and transportation grants.

2. Limit to areas where a rezoning results in a net fiscal benefit to the General Fund as determined by the Controller's Office. Specifically, the

City must demonstrate that any added General Fund costs generated by the new service population projected to result from the growth supported by a rezoning are offset by greater General Fund revenues, resulting in a net fiscal benefit or surplus. As a general rule, this would mean that use of IFDs would be limited to areas that received substantial & quantifiable upzoning, based on actual net increases in height, bulk, density that result in greater developable FAR than the previous "baseline" zoning, or through liberalization of land use and permitting provisions that increase the certainty of entitlements and the value of property.

3. In general, restrict the maximum increment available to an annual average of 33-50% over the 30-year term of the IFD, and in no event allow the annual average increment over the life of the IFD to exceed the projected net fiscal benefit over the life of the IFD. This maximum average cap would include annual pay-as-you-go monies and bond service payments or some combination

of both. The maximum average increment cap may be increased to 50% to fund neighborhood infrastructure that also provides clear citywide benefits, like an extension or upgrade of a MUNI light rail line or the development of a City-serving park. In any event, this policy would guarantee that an IFD diversion should always be less than the net fiscal benefit, guaranteeing that there is at least some again to the General Fund in all circumstances. This policy would not prevent the "front-loading" of increment in the beginning years of an IFD to allow for bonding and the acceleration of construction of neighborhood-serving infrastructure, especially since accelerating delivery of infrastructure should have a correspondingly positive effect on property tax revenues for the General Fund.

4. Limit to areas with documented existing infrastructure deficiencies. Because the City has not developed universally-applied and objective citywide standards for assessing the sufficiency (or deficiency) of existing neighborhood-serving

infrastructure, BOS-adopted planning documents (like Area Plans) that qualitatively and/or quantitatively describe such deficiencies will suffice until new citywide standards are adopted at a later date. After the adoption of a new IFD policy, the Capital Planning Committee should be tasked with developing a systematic and quantitative set of criteria or standards for assessing existing neighborhood infrastructure deficiencies in the following areas: (i) neighborhood parks & open space improvements; (ii) "Better Streets" streetscape & pedestrian safety improvements; (iii) bicycle network improvements; (iv) transit-supportive improvements; (v) publicly-owned community center and/or child-care facilities. Furthermore, the CPC would need to adopt citywide standards to avoid the use of IFD funds for "gold-plated park benches" or facilities that far exceed citywide norms for cost and quality.

5. Limit use of IFD monies to individual infrastructure projects where a source of long term maintenance funding is identified. Within an IFD,

limit expenditure of IFD monies to projects that have identified a separate source of funding for ongoing maintenance and operations. In some cases this could be through public-private agreements, such as a Master HOA agreeing to maintain a public park or a Community Benefit District agreeing to fund long-term maintenance, or via the creation of a new supplemental property tax assessment district, like a Mello-Roos Community Facilities District.

#### **Strategic Criteria:**

- In general, limit IFDs to parcels without any occupied residential use. The City may want to exclude parcels that contain existing occupied residential structures. This is because IFD law requires an actual voter-based election if there are 12 or more registered voters within the proposed boundaries of an IFD. If there are less than 12 registered voters, the law only requires a weighted vote of the property owners, which, in general, should reduce the complexity and time required for forming a district. On the other hand, there may be

circumstances where a voter-based election may be both desirable and manageable.

- Use IFDs as a strategy to leverage additional non-City resources. As noted in Threshold Criteria #1 above, IFDs should be used as a tool to leverage additional regional, state, and federal funds, thereby serving a purpose beyond earmarking General Fund resources for needed infrastructure. In particular, IFDs may prove instrumental in securing matching federal or state dollars for transportation projects.
- Consider adopting a limited policy of "overriding considerations" for situations where the BOS may have adopted zoning that purposely restricts or limits the economic "highest and best" use of a given area, thereby limiting or reducing the net General Fund benefit derived from a rezoning, but where other social policy objectives might dictate that some IFD revenues be spent on supportive infrastructure.

## E. Departmental Funding

TABLE E.1 - FINANCIAL SUMMARY

<b>ARTS COMMISSION</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023 - 2027</b>	<b>Plan Total</b>	<b>Backlog</b>
State of good repair renewal - Need	1,756	1,844	1,936	2,033	2,135	12,386	22,092	
<b>SPENDING PLAN</b>								
								<b>DEFERRED</b>
State of good repair renewal - Proposed Uses	872	1,022	1,097	1,178	1,311	8,691	14,171	10,563
Disabled Access and Barrier Removal at Cultural Facilities	900	-	-	-	-	-	900	-
Cultural Centers Facility Assessment Master Plan	-	-	-	-	-	-	-	814
<b>TOTAL</b>	<b>1,772</b>	<b>1,022</b>	<b>1,097</b>	<b>1,178</b>	<b>1,311</b>	<b>8,691</b>	<b>15,071</b>	<b>11,378</b>
<b>REVENUES</b>								
General Fund	1,772	1,022	1,097	1,178	1,311	8,691	15,071	
<b>TOTAL</b>	<b>1,772</b>	<b>1,022</b>	<b>1,097</b>	<b>1,178</b>	<b>1,311</b>	<b>8,691</b>	<b>15,071</b>	
Total San Francisco Jobs/Year	15	9	9	10	11	73	126	



TABLE E.2 - FINANCIAL SUMMARY

ASIAN ART MUSEUM	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023 - 2027	Plan Total	Backlog
State of good repair renewal - Need	812	853	896	941	988	5,730	10,219	
SPENDING PLAN								
								DEFERRED
State of good repair renewal - Proposed Uses	375	439	472	506	563	3,734	6,089	5,481
<b>TOTAL</b>	<b>375</b>	<b>439</b>	<b>472</b>	<b>506</b>	<b>563</b>	<b>3,734</b>	<b>6,089</b>	<b>5,481</b>
REVENUES								
General Fund	375	439	472	506	563	3,734	6,089	
<b>TOTAL</b>	<b>375</b>	<b>439</b>	<b>472</b>	<b>506</b>	<b>563</b>	<b>3,734</b>	<b>6,089</b>	
Total San Francisco Jobs/Year	3	4	4	4	5	31	51	

## E. Departmental Funding

TABLE E.3 - FINANCIAL SUMMARY

CITY COLLEGE OF SAN FRANCISCO	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023 - 2027	Plan Total	Backlog
<b>SPENDING PLAN</b>								<b>DEFERRED</b>
Ocean Campus Infrastructure Replacement	5,200	19,000	19,600	19,000	-	-	62,800	-
750 Eddy Street Seismic and Code Upgrades	1,200	-	10,400	-	-	-	11,600	-
Ocean Campus Boiler #1 Firebox Repair	200	-	-	-	-	-	200	-
Ocean Campus Roof Repairs	350	-	-	-	-	-	350	-
Asphalt, Concrete, Painting	450	-	-	-	-	-	450	-
Ocean Campus Data Center Reliability Upgrades	175	-	-	-	-	-	175	-
Classroom Technology Enhancements	1,600	-	-	-	-	-	1,600	-
Wayfinding and Compliance Signage	100	-	-	-	-	-	100	-
Downtown Center 5th Floor Renovation	1,000	-	-	-	-	-	1,000	-
Ocean Campus Boiler Replacements	548	-	-	-	-	-	548	-
Downtown Center Boiler Replacement	308	-	-	-	-	-	308	-
HVAC Recommissioning	-	800	-	-	-	-	800	-
Ocean Campus Projects	-	-	-	-	-	-	-	326,400
Downtown Center Modernization	-	-	-	-	-	-	-	22,700
Evans Center Modernization	-	-	-	-	-	-	-	3,250
John Adams Center Addition	-	-	-	-	-	-	-	26,640
Student Development Center	-	-	-	-	-	-	-	71,000
<b>TOTAL</b>	<b>11,131</b>	<b>19,800</b>	<b>30,000</b>	<b>19,000</b>	<b>-</b>	<b>-</b>	<b>79,931</b>	<b>449,990</b>

CITY COLLEGE OF SAN FRANCISCO	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023 - 2027	Plan Total	Backlog
<b>REVENUES</b>								
State Chancellor's Office Capital Outlay Grants	6,400	19,000	30,000	19,000	-	-	74,400	
State Chancellor's Office Physical Plant and Instructional Support Block Grants	3,275	-	-	-	-	-	3,275	
Proposition 39 Energy Efficiency and Renewable Generation Funds	856	800	-	-	-	-	1,656	
Adult Education Block Grant	600	-	-	-	-	-	600	
<b>TOTAL</b>	<b>11,131</b>	<b>19,800</b>	<b>30,000</b>	<b>19,000</b>	<b>-</b>	<b>-</b>	<b>79,931</b>	
Total San Francisco Jobs/Year	93	165	251	159	-	-	667	

## E. Departmental Funding

TABLE E.4 - FINANCIAL SUMMARY

DEPT. OF EMERGENCY MANAGEMENT	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023 - 2027	Plan Total	Backlog
State of good repair renewal - Need	546	574	602	633	664	3,853	6,873	
SPENDING PLAN								
State of good repair renewal - Proposed Uses	274	321	345	370	412	2,730	4,451	3,232
DEM Facility Addition for 1011 Turk	500	500	-	29,000	-	-	30,000	-
<b>TOTAL</b>	<b>774</b>	<b>821</b>	<b>345</b>	<b>29,370</b>	<b>412</b>	<b>2,730</b>	<b>34,451</b>	<b>3,232</b>
REVENUES								
General Fund	274	321	345	370	412	2,730	4,451	
Capital Planning Fund	500	500	-	-	-	-	1,000	
Earthquake Safety & Emergency Response Bond 2020	-	-	-	29,000	-	-	29,000	
<b>TOTAL</b>	<b>774</b>	<b>821</b>	<b>345</b>	<b>29,370</b>	<b>412</b>	<b>2,730</b>	<b>34,451</b>	
Total San Francisco Jobs/Year	6	7	3	245	3	23	288	

TABLE E.5 - FINANCIAL SUMMARY

DEPT. OF TECHNOLOGY	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023 - 2027	Plan Total	Backlog
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State of good repair renewal - Need	48	50	53	55	58	337	602	
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## SPENDING PLAN

## DEFERRED

State of good repair renewal - Proposed Uses	22	26	28	30	33	218	356	326
CCSF Connectivity Project - Fiber	1,000	1,000	1,000	1,000	1,000	3,850	8,850	-
Dig Once Implementation	1,000	1,000	1,000	1,000	1,000	5,000	10,000	90,348
Network/Security Operating Center and Office Space Optimization	-	-	-	-	-	-	-	2,160
<b>TOTAL</b>	<b>2,022</b>	<b>2,026</b>	<b>2,028</b>	<b>2,030</b>	<b>2,033</b>	<b>9,068</b>	<b>19,206</b>	<b>92,833</b>

## REVENUES

General Fund	22	26	28	30	33	218	356	
General Fund - Enhancement	2,000	2,000	2,000	2,000	2,000	8,850	18,850	
<b>TOTAL</b>	<b>2,022</b>	<b>2,026</b>	<b>2,028</b>	<b>2,030</b>	<b>2,033</b>	<b>9,068</b>	<b>19,206</b>	
Total San Francisco Jobs/Year	17	17	17	17	17	76	160	



## E. Departmental Funding

TABLE E.6 - FINANCIAL SUMMARY

DEPT. OF PUBLIC HEALTH	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023 - 2027	Plan Total	Backlog
State of good repair renewal - Need	22,315	23,431	24,602	25,832	27,124	157,371	280,675	
<b>SPENDING PLAN</b>								<b>DEFERRED</b>
State of good repair renewal - Proposed Uses	10,433	12,221	13,130	14,098	15,682	103,982	169,547	147,578
DPH Civic Center Buildings Relocation	92,800	-	-	-	-	-	92,800	-
DPH Clinics Renovation and Infrastructure Improvements	-	3,810	-	-	-	-	3,810	-
DPH Clinics Southeast Health Center Expansion and Behavioral Health Integration	-	11,760	-	-	-	-	11,760	-
DPH Remaining Facilities Improvements	-	-	-	-	185,000	-	185,000	-
UCSF Research Facility at the ZSFG Campus	94,000	94,050	-	-	-	-	188,050	-
ZSFG Bldg 5 Renovation & Seismic Retrofit	-	109,944	-	-	-	-	109,944	-
ZSFG Building 80/90 Renovation & Seismic Retrofit	-	-	-	-	115,000	-	115,000	-
AITC Immunization and Travel Clinic and CDPU Program Relocation	-	-	-	-	-	-	-	3,754
LHH Pharmacy Code Compliance Upgrades	-	-	-	-	-	-	-	733
LHH Second Floor Service Corridor Access Control	-	-	-	-	-	-	-	652
Tom Waddell Urgent Care Clinic Relocation	-	-	-	-	-	-	-	5,256
ZSFG Bldg 2 (Service Building) NPC-4 Seismic Upgrade	-	-	-	-	-	-	-	1,862
ZSFG Bldg 2 Cooling Towers Replacement	-	-	-	-	-	-	-	10,638
ZSFG Bldg 5 Kitchen Upgrade and HVAC upgrade	-	-	-	-	-	-	-	5,306
ZSFG New Chiller to support failing IT Infrastructure	-	-	-	-	-	-	-	1,955
<b>TOTAL</b>	<b>197,233</b>	<b>231,786</b>	<b>13,130</b>	<b>14,098</b>	<b>315,682</b>	<b>103,982</b>	<b>875,912</b>	<b>177,732</b>

DEPT. OF PUBLIC HEALTH	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023 - 2027	Plan Total	Backlog
<b>REVENUES</b>								
General Fund	10,433	12,221	13,130	14,098	15,682	103,982	169,547	
General Fund - Enhancement	200	250	-	-	-	-	450	
Capital Planning Fund	2,000	-	-	-	-	-	2,000	
Public Health and Safety Bond 2016	-	125,514	-	-	-	-	125,514	
Public Health Bond 2022	-	-	-	-	300,000	-	300,000	
Certificates of Participation	90,800	-	-	-	-	-	90,800	
Developer Funded	93,800	93,800	-	-	-	-	187,600	
<b>TOTAL</b>	<b>197,233</b>	<b>231,786</b>	<b>13,130</b>	<b>14,098</b>	<b>315,682</b>	<b>103,982</b>	<b>875,912</b>	
Total San Francisco Jobs/Year	1,647	1,935	110	118	2,636	868	7,314	

## E. Departmental Funding

TABLE E.7 - FINANCIAL SUMMARY

<b>FINE ARTS MUSEUMS</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023 - 2027</b>	<b>Plan Total</b>	<b>Backlog</b>
State of good repair renewal - Need	3,637	3,819	4,010	4,211	4,421	25,652	45,750	
<b>SPENDING PLAN</b>								
State of good repair renewal - Proposed Uses	1,781	2,086	2,241	2,406	2,677	17,747	28,937	22,399
<b>TOTAL</b>	<b>1,781</b>	<b>2,086</b>	<b>2,241</b>	<b>2,406</b>	<b>2,677</b>	<b>17,747</b>	<b>28,937</b>	<b>22,399</b>
<b>REVENUES</b>								
General Fund	1,781	2,086	2,241	2,406	2,677	17,747	28,937	
<b>TOTAL</b>	<b>1,781</b>	<b>2,086</b>	<b>2,241</b>	<b>2,406</b>	<b>2,677</b>	<b>17,747</b>	<b>28,937</b>	
Total San Francisco Jobs/Year	15	17	19	20	22	148	242	

TABLE E.8 - FINANCIAL SUMMARY

<b>FIRE DEPARTMENT</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023 - 2027</b>	<b>Plan Total</b>	<b>Backlog</b>
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State of good repair renewal - Need	8,505	8,930	9,376	9,845	10,337	59,977	106,971	
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**SPENDING PLAN****DEFERRED**

State of good repair renewal - Proposed Uses	383	449	483	518	576	3,821	6,231	5,919
Emergency Firefighting Water System	65,000	-	-	90,000	-	48,792	203,792	-
SFFD Ambulance Deployment Center Relocation	39,000	1,000	-	-	-	-	40,000	-
SFFD Neighborhood Stations and Critical Facilities	25,000	32,423	-	95,000	-	134,000	286,423	-
Treasure Island Neighborhood Fire House Replacement	-	-	20,000	-	-	-	20,000	-
SFFD Bureau of Equipment Relocation	-	-	-	-	-	-	-	97,734
<b>TOTAL</b>	<b>129,383</b>	<b>33,873</b>	<b>20,483</b>	<b>185,518</b>	<b>576</b>	<b>186,613</b>	<b>556,446</b>	<b>103,653</b>

**REVENUES**

General Fund	383	449	483	518	576	3,821	6,231	
Earthquake Safety & Emergency Response Bond 2014	90,000	32,423	-	-	-	-	122,423	
Public Health and Safety Bond 2016	39,000	1,000	-	-	-	-	40,000	
Earthquake Safety & Emergency Response Bond 2020	-	-	-	185,000	-	-	185,000	
Earthquake Safety & Emergency Response Bond 2026	-	-	-	-	-	182,792	182,792	
Developer Funded	-	-	20,000	-	-	-	20,000	
<b>TOTAL</b>	<b>129,383</b>	<b>33,873</b>	<b>20,483</b>	<b>185,518</b>	<b>576</b>	<b>186,613</b>	<b>556,446</b>	
<i>Total San Francisco Jobs/Year</i>	<i>1,080</i>	<i>283</i>	<i>171</i>	<i>1,549</i>	<i>5</i>	<i>1,558</i>	<i>4,646</i>	

## E. Departmental Funding

TABLE E.9 - FINANCIAL SUMMARY

<b>GENERAL SERVICES AGENCY</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023 - 2027</b>	<b>Plan Total</b>	<b>Backlog</b>
State of good repair renewal - Need	20,709	21,744	22,832	23,973	25,172	146,044	260,474	
<b>SPENDING PLAN</b>								
State of good repair renewal - Proposed Uses	7,319	8,573	9,211	9,890	11,001	72,944	118,939	107,686
Disabled Access - Master Planning & GSA Projects	100	100	100	100	100	500	1,000	-
Critical Access barrier removal	650	1,000	1,000	1,000	1,000	5,000	9,650	-
Admin Relocation from HOJ (JFIP)	-	-	-	308,000	-	-	308,000	-
HOJ Demolition and Enclosure (JFIP)	-	-	-	-	-	48,000	48,000	-
Assessor-Recorder Functional Office Renovation	560	-	-	-	-	-	560	-
Energy Efficiency Projects (Various Buildings)	520	-	-	-	-	-	520	-
Wholesale Produce Market Expansion	5,528	-	-	-	-	44,081	49,609	-
<b>TOTAL</b>	<b>14,677</b>	<b>9,673</b>	<b>10,311</b>	<b>318,990</b>	<b>12,101</b>	<b>170,525</b>	<b>536,278</b>	<b>107,686</b>
<b>REVENUES</b>								
General Fund	8,069	9,673	10,311	10,990	12,101	78,444	129,589	
General Fund - Enhancement	560	-	-	-	-	-	560	
General Fund - Other	520	-	-	-	-	-	520	
Certificates of Participation	-	-	-	308,000	-	48,000	356,000	
SF Wholesale Produce Market Funds	5,528	-	-	-	-	44,081	49,609	
<b>TOTAL</b>	<b>14,677</b>	<b>9,673</b>	<b>10,311</b>	<b>318,990</b>	<b>12,101</b>	<b>170,525</b>	<b>536,278</b>	
Total San Francisco Jobs/Year	123	81	86	2,664	101	1,424	4,478	



TABLE E.10 - FINANCIAL SUMMARY

<b>HOMELESSNESS AND SUPPORTIVE HOUSING</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023 - 2027</b>	<b>Plan Total</b>	<b>Backlog</b>
<b>SPENDING PLAN</b>								
								<b>DEFERRED</b>
Homeless Service Sites Projects	20,000	-	-	-	-	-	20,000	
<b>TOTAL</b>	<b>20,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>20,000</b>	
<b>REVENUES</b>								
Public Health and Safety Bond 2016	20,000	-	-	-	-	-	20,000	
<b>TOTAL</b>	<b>20,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>20,000</b>	
<i>Total San Francisco Jobs/Year</i>	<i>167</i>						<i>167</i>	

## E. Departmental Funding

TABLE E.11 - FINANCIAL SUMMARY

<b>HUMAN SERVICES AGENCY</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023 - 2027</b>	<b>Plan Total</b>	<b>Backlog</b>
State of good repair renewal - Need	3,781	3,970	4,169	4,377	4,596	26,667	47,562	
<b>SPENDING PLAN</b>								
State of good repair renewal - Proposed Uses	1,620	1,897	2,038	2,188	2,434	16,141	26,318	28,080
<b>TOTAL</b>	<b>1,620</b>	<b>1,897</b>	<b>2,038</b>	<b>2,188</b>	<b>2,434</b>	<b>16,141</b>	<b>26,318</b>	<b>28,080</b>
<b>REVENUES</b>								
General Fund	1,620	1,897	2,038	2,188	2,434	16,141	26,318	
<b>TOTAL</b>	<b>1,620</b>	<b>1,897</b>	<b>2,038</b>	<b>2,188</b>	<b>2,434</b>	<b>16,141</b>	<b>26,318</b>	
Total San Francisco Jobs/Year	14	16	17	18	20	135	220	

TABLE E.12 - FINANCIAL SUMMARY

JUVENILE PROBATION	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023 - 2027	Plan Total	Backlog
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State of good repair renewal - Need	2,726	2,862	3,005	3,155	3,313	19,221	34,281	
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## SPENDING PLAN

## DEFERRED

State of good repair renewal - Proposed Uses	1,249	1,463	1,571	1,687	1,877	12,444	20,290	18,557
ADA - Juvenile Probation Admin Building	900	-	-	-	-	-	900	-
JUV Relocation from Administrative Building	64,500	-	-	-	-	-	64,500	-
Security Cameras at the Juvenile Justice Center - Phase 1	700	-	-	-	-	-	700	-
Security Cameras at the Juvenile Justice Center - Phase 2	-	-	-	-	-	-	-	1,706
<b>TOTAL</b>	<b>67,349</b>	<b>1,463</b>	<b>1,571</b>	<b>1,687</b>	<b>1,877</b>	<b>12,444</b>	<b>86,390</b>	<b>18,557</b>

## REVENUES

General Fund	2,149	1,463	1,571	1,687	1,877	12,444	21,190	
General Fund - Enhancement	700	-	-	-	-	-	700	
Certificates of Participation	64,500	-	-	-	-	-	64,500	
<b>TOTAL</b>	<b>67,349</b>	<b>1,463</b>	<b>1,571</b>	<b>1,687</b>	<b>1,877</b>	<b>12,444</b>	<b>86,390</b>	
Total San Francisco Jobs/Year	562	12	13	14	16	104	721	

## E. Departmental Funding

TABLE E.13 - FINANCIAL SUMMARY

INTERAGENCY INITIATIVES	PRIOR YEARS	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023 - 2027	Plan Total	Backlog
<b>SPENDING PLAN</b>									<b>DEFERRED</b>
<b>San Francisco Transportation Authority</b>									
Presidio Parkway	847,100	1,800	-	-	-	-	-	1,800	
I-80/Yerba Buena Island Ramps Improvement Project	93,179	38,750	-	-	-	-	-	38,750	
I-80/Yerba Buena Island West Side Bridges	15,476	3,888	53,340	-	-	-	-	57,228	
Quint-Jerrold Connector Road	3,124	3,286	4,560	1,860	-	-	-	9,706	
Treasure Island Mobility Management Program	4,530	5,544	6,816	1,328	1,387	1,464	44,095	60,634	
<b>SFTA Subtotal</b>	<b>963,409</b>	<b>53,268</b>	<b>64,716</b>	<b>3,188</b>	<b>1,387</b>	<b>1,464</b>	<b>44,095</b>	<b>168,118</b>	
<b>Caltrain</b>									
State of Good Repair and Contingency	148,236	46,327	56,279	63,688	42,485	17,169	109,229	335,177	
Caltrain Modernization	726,248	440,667	423,635	360,391	252,232	22,387	-	1,499,312	
Caltrain Modernization 2.0	-	-	-	-	-	-	470,500	470,500	
Reliability and Enhancement Program	252,651	7,564	3,483	32,483	54,483	40,755	18,138	156,906	
<b>Caltrain Subtotal</b>	<b>1,127,135</b>	<b>494,558</b>	<b>483,397</b>	<b>456,562</b>	<b>349,200</b>	<b>80,311</b>	<b>597,867</b>	<b>2,461,895</b>	
<b>Transbay Terminal</b>									
Phase I	1,985,273	274,127	-	-	-	-	-	274,127	
Phase II	83,000	56,000	161,000	255,000	451,000	549,000	2,379,000	3,851,000	
<b>Transbay Subtotal</b>	<b>2,068,273</b>	<b>330,127</b>	<b>161,000</b>	<b>255,000</b>	<b>451,000</b>	<b>549,000</b>	<b>2,379,000</b>	<b>4,125,127</b>	
<b>TOTAL</b>	<b>4,158,817</b>	<b>877,953</b>	<b>709,113</b>	<b>714,750</b>	<b>801,587</b>	<b>630,775</b>	<b>3,020,962</b>	<b>6,755,140</b>	

INTERAGENCY INITIATIVES		PRIOR YEARS	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023 - 2027	Plan Total	Backlog
REVENUES										
Regional		1,059,518	74,941	106,905	123,400	106,700	63,200	266,000	741,146	
State		782,016	242,146	220,941	148,678	21,730	1,750	24,750	659,995	
Federal		1,264,962	255,899	311,526	361,441	381,980	186,315	751,765	2,248,925	
Local		1,052,320	301,390	76,295	69,855	263,970	362,047	1,559,095	2,632,653	
<b>TOTAL:</b>		<b>4,158,817</b>	<b>874,376</b>	<b>715,667</b>	<b>703,374</b>	<b>774,380</b>	<b>613,312</b>	<b>2,601,610</b>	<b>6,282,718</b>	
Total San Francisco Jobs/Year			7,301	5,976	5,873	6,466	5,121	21,723	52,461	
Annual Surplus (Deficit)		-	(3,578)	6,554	(11,376)	(27,207)	(17,463)	(419,352)	(472,422)	
Cumulative Surplus (Deficit)		-	(3,578)	2,976	(8,401)	(35,607)	(53,070)	(472,422)		



## E. Departmental Funding

TABLE E.14 - FINANCIAL SUMMARY

<b>MOSCONE CENTER</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023 - 2027</b>	<b>Plan Total</b>	<b>Backlog</b>
State of good repair renewal - Need	10,682	11,216	11,777	12,366	12,984	75,331	134,355	
<b>SPENDING PLAN</b>								
State of good repair renewal - Proposed Uses	3,000	3,000	3,000	3,150	3,308	19,190	34,647	128,996
<b>TOTAL</b>	<b>3,000</b>	<b>3,000</b>	<b>3,000</b>	<b>3,150</b>	<b>3,308</b>	<b>19,190</b>	<b>34,647</b>	<b>128,996</b>
<b>REVENUES</b>								
Convention Facilities Fund	3,000	3,000	3,000	3,150	3,308	19,190	34,647	
<b>TOTAL</b>	<b>3,000</b>	<b>3,000</b>	<b>3,000</b>	<b>3,150</b>	<b>3,308</b>	<b>19,190</b>	<b>34,647</b>	
Total San Francisco Jobs/Year	25	25	25	26	28	160	289	

TABLE E.15 - FINANCIAL SUMMARY

OCII - HUNTERS POINT		PRIOR YEARS	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023 - 2027	Plan Total	Backlog
<b>SPENDING PLAN</b>										DEFERRED
Demolition, Abatement and Earthwork			7,323	20,201	33,442	7,230	23,325	77,135	168,657	-
Shoreline Improvements			54,578	29,774	54,183	98,145	27,730	252,746	517,155	-
Community/Arts Facilities			-	-	-	-	1,254	104,605	105,860	-
Parks and Open Space			6,525	27,002	27,720	67,412	36,384	92,928	257,971	-
<b>TOTAL</b>			<b>68,426</b>	<b>76,977</b>	<b>115,345</b>	<b>172,787</b>	<b>88,692</b>	<b>527,414</b>	<b>1,049,643</b>	<b>-</b>
<b>REVENUES</b>										
Developer-funded (To be reimbursed by OCII)			68,426	76,977	115,345	172,787	88,692	527,414	1,049,643	
<b>TOTAL</b>			<b>68,426</b>	<b>76,977</b>	<b>115,345</b>	<b>172,787</b>	<b>88,692</b>	<b>527,414</b>	<b>1,049,643</b>	
Total San Francisco Jobs/Year			571	643	963	1,443	741	4,404	8,765	

## E. Departmental Funding

TABLE E.16 - FINANCIAL SUMMARY

OCII - MISSION BAY		PRIOR YEARS	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023 - 2027	Plan Total	Backlog
<b>SPENDING PLAN</b>										<b>DEFERRED</b>
Parks and Open Space			3,800	7,100	20,400	10,200	9,500	9,500	60,500	
Streetscape and Underground Utilities			1,300	31,500	29,400	10,750	2,350	-	75,300	
Storm Water Treatment			3,000	1,300	12,000	-	-	600	16,900	
Other Public Infrastructure Costs			6,000	10,175	19,350	2,888	1,187	-	39,600	
<b>TOTAL</b>			<b>14,100</b>	<b>50,075</b>	<b>81,150</b>	<b>23,838</b>	<b>13,037</b>	<b>10,100</b>	<b>192,300</b>	
<b>REVENUES</b>										
Developer-funded (To be reimbursed by OCII)			14,100	50,075	81,150	23,838	13,037	10,100	192,300	
<b>TOTAL</b>			<b>14,100</b>	<b>50,075</b>	<b>81,150</b>	<b>23,838</b>	<b>13,037</b>	<b>10,100</b>	<b>192,300</b>	
Total San Francisco Jobs/Year			118	418	678	199	109	84	1,606	

TABLE E.17 - FINANCIAL SUMMARY

OCII - TJPA	PRIOR YEARS	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023 - 2027	Plan Total	Backlog
SPENDING PLAN									DEFERRED
Transbay Streetscape Improvements	11,700	9,000	5,250	-	4,500	-	-	18,750	
Transbay Parks and Open Space	5,400	24,500	20,500	-	-	-	-	45,000	
<b>TOTAL</b>	<b>17,100</b>	<b>33,500</b>	<b>25,750</b>	<b>-</b>	<b>4,500</b>	<b>-</b>	<b>-</b>	<b>63,750</b>	
REVENUES									
OCII Revenue	17,100	33,500	25,750	-	4,500	-	-	63,750	
<b>TOTAL</b>	<b>17,100</b>	<b>33,500</b>	<b>25,750</b>	<b>-</b>	<b>4,500</b>	<b>-</b>	<b>-</b>	<b>63,750</b>	
Total San Francisco Jobs/Year		280	215	-	38	-	-	532	

## E. Departmental Funding

TABLE E.18 -FINANCIAL SUMMARY

PLANNING DEPARTMENT	PRIOR YEARS	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023 - 2027	Plan Total	Backlog
SPENDING PLAN									DEFERRED
Administration	2,535	1,866	1,653	1,855	600	659	1,994	8,627	
Childcare	3,230	75	74	16	16	16	80	277	
Complete Streets	49,884	18,224	8,501	3,789	3,382	1,370	1,146	36,412	
General	12,429	-	-	-	-	-	-	-	
Housing	4,581	11,918	92	5,119	-	-	-	17,129	
Libraries	765	-	-	-	-	-	-	-	
Recreation and Open Space	47,092	23,863	5,937	3,113	200	1,146	1,840	36,099	
Transit	12,191	16,356	4,673	2,708	852	-	-	24,589	
Transportation	46,190	14,952	164	-	-	-	-	15,116	
<b>TOTAL</b>	<b>178,897</b>	<b>87,254</b>	<b>21,094</b>	<b>16,600</b>	<b>5,050</b>	<b>3,191</b>	<b>5,060</b>	<b>138,249</b>	
REVENUES									
Impact Fees	258,634	62,610	33,819	43,869	12,011	13,223	54,282	219,814	
<b>TOTAL</b>	<b>258,634</b>	<b>62,610</b>	<b>33,819</b>	<b>43,869</b>	<b>12,011</b>	<b>13,223</b>	<b>54,282</b>	<b>219,814</b>	
Total San Francisco Jobs/Year		523	282	366	100	110	453	1,835	
Annual Surplus (Deficit)	79,737	(24,644)	12,725	27,269	6,961	10,032	49,222	161,303	
Cumulative Surplus (Deficit)	79,737	55,094	67,819	95,088	102,049	112,081	161,303		



TABLE E.19 - PLANNING - FINANCIAL SUMMARY

PLANNING - BALBOA PARK	PRIOR YEARS	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023 - 2027	Plan Total	Backlog
SPENDING PLAN									DEFERRED
General	1,579	-	-	-	-	-	-	-	
Transportation	36	52	64	-	-	-	-	116	
Complete Streets	103	157	187	-	-	-	-	344	
Recreation and Open Space	79	120	143	-	-	-	-	263	
Childcare	41	75	74	16	16	16	80	277	
Administration	82	9	25	5	5	5	25	74	
<b>TOTAL</b>	<b>1,920</b>	<b>413</b>	<b>493</b>	<b>21</b>	<b>21</b>	<b>21</b>	<b>105</b>	<b>1,074</b>	
REVENUES									
Impact Fees	2,075	263	493	104	104	104	520	1,588	
<b>TOTAL</b>	<b>2,075</b>	<b>263</b>	<b>493</b>	<b>104</b>	<b>104</b>	<b>104</b>	<b>520</b>	<b>1,588</b>	
Annual Surplus (Deficit)	155	(150)	-	83	83	83	415	669	
Cumulative Surplus (Deficit)	155	5	5	88	171	254	669		

## E. Departmental Funding

TABLE E.20 - PLANNING - FINANCIAL SUMMARY

<b>PLANNING - EASTERN NEIGHBORHOODS</b>	<b>PRIOR YEARS</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023 - 2027</b>	<b>Plan Total</b>	<b>Backlog</b>
<b>SPENDING PLAN</b>									<b>DEFERRED</b>
Housing	4,581	11,918	92	5,119	-	-	-	17,129	
Transit	11,261	9,606	2,224	2,708	852	-	-	15,390	
Complete Streets	22,525	3,151	4,970	2,102	2,148	-	-	12,371	
Recreation and Open Space	23,041	14,906	2,157	2,868	200	200	1,000	21,331	
Childcare	1,916	-	-	-	-	-	-	-	
Libraries	765	-	-	-	-	-	-	-	
Administration	793	1,113	457	1,288	378	367	1,835	5,438	
<b>TOTAL</b>	<b>64,882</b>	<b>40,694</b>	<b>9,900</b>	<b>14,085</b>	<b>3,578</b>	<b>567</b>	<b>2,835</b>	<b>71,659</b>	
<b>REVENUES</b>									
Impact Fees	77,950	33,945	9,905	24,763	7,565	7,341	36,705	120,224	
<b>TOTAL</b>	<b>77,950</b>	<b>33,945</b>	<b>9,905</b>	<b>24,763</b>	<b>7,565</b>	<b>7,341</b>	<b>36,705</b>	<b>120,224</b>	
<i>Annual Surplus (Deficit)</i>	13,068	(6,749)	5	10,678	3,987	6,774	33,870	61,633	
<i>Cumulative Surplus (Deficit)</i>	13,068	6,319	6,324	17,002	20,989	27,763	61,633		

TABLE E.21 - PLANNING - FINANCIAL SUMMARY

PLANNING - MARKET OCTAVIA	PRIOR YEARS	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023 - 2027	Plan Total	Backlog
SPENDING PLAN									DEFERRED
Transit	930	6,750	2,449	-	-	-	-	9,199	
Complete Streets	14,098	4,388	3,136	650	650	150	-	8,974	
Recreation and Open Space	4,594	4,100	2,500	-	-	-	-	6,600	
Childcare	1,273	-	-	-	-	-	-	-	
Administration	1,373	411	990	426	149	143	-	2,119	
<b>TOTAL</b>	<b>22,268</b>	<b>15,649</b>	<b>9,075</b>	<b>1,076</b>	<b>799</b>	<b>293</b>	<b>-</b>	<b>26,892</b>	
REVENUES									
Impact Fees	26,381	9,369	19,794	8,520	2,977	2,867	14,335	57,862	
<b>TOTAL</b>	<b>26,381</b>	<b>9,369</b>	<b>19,794</b>	<b>8,520</b>	<b>2,977</b>	<b>2,867</b>	<b>14,335</b>	<b>57,862</b>	
Annual Surplus (Deficit)	4,113	(6,280)	10,719	7,444	2,178	2,574	14,335	35,084	
Cumulative Surplus (Deficit)	4,113	(2,167)	8,553	15,997	18,175	20,749	35,084		

## E. Departmental Funding

TABLE E.22 - FINANCIAL SUMMARY

PLANNING - RINCON HILL	PRIOR YEARS	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023 - 2027	Plan Total	Backlog
SPENDING PLAN									DEFERRED
General	10,850	-	-	-	-	-	-	-	-
Transportation	-	-	-	-	-	-	-	-	-
Complete Streets	12,075	7,279	-	-	-	-	-	7,279	-
Recreation and Open Space	650	1,199	-	-	-	-	-	1,199	-
Administration	170	129	-	-	-	-	-	129	-
<b>TOTAL</b>	<b>23,745</b>	<b>8,607</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>8,607</b>	
REVENUES									
Impact Fees	29,599	3,844	-	-	-	-	-	3,844	-
<b>TOTAL</b>	<b>29,599</b>	<b>3,844</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>3,844</b>	
Annual Surplus (Deficit)	5,854	(4,763)	-	-	-	-	-	1,091	
Cumulative Surplus (Deficit)	5,854	1,091	1,091	1,091	1,091	1,091	1,091		

TABLE E.23 - FINANCIAL SUMMARY

PLANNING - TRANSIT CENTER DISTRICT	PRIOR YEARS	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023 - 2027	Plan Total	Backlog
SPENDING PLAN									DEFERRED
Transportation	46,154	14,900	100	-	-	-	-	15,000	
Recreation and Open Space	16,661	2,202	-	-	-	-	-	2,202	
<b>TOTAL</b>	<b>62,815</b>	<b>17,102</b>	<b>100</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>17,202</b>	
REVENUES									
Impact Fees	116,052	10,350	-	8,026	-	-	-	18,376	
<b>TOTAL</b>	<b>116,052</b>	<b>10,350</b>	<b>-</b>	<b>8,026</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>18,376</b>	
Annual Surplus (Deficit)	53,237	(6,752)	(100)	8,026	-	-	-	54,411	
Cumulative Surplus (Deficit)	53,237	46,485	46,385	54,411	54,411	54,411	54,411		



## E. Departmental Funding

TABLE E.24 - PLANNING - FINANCIAL SUMMARY

<b>PLANNING - VISITACION VALLEY</b>	<b>PRIOR YEARS</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023 - 2027</b>	<b>Plan Total</b>	<b>Backlog</b>
<b>SPENDING PLAN</b>									<b>DEFERRED</b>
Complete Streets	1,083	3,249	208	1,037	584	1,220	1,146	7,444	
Recreation and Open Space	2,067	1,336	1,137	245	-	946	840	4,504	
Childcare	-	-	-	-	-	-	-	-	
Libraries	-	-	-	-	-	-	-	-	
Administration	117	204	181	136	68	144	134	867	
<b>TOTAL</b>	<b>3,267</b>	<b>4,789</b>	<b>1,526</b>	<b>1,418</b>	<b>652</b>	<b>2,310</b>	<b>2,120</b>	<b>12,815</b>	
<b>REVENUES</b>									
Impact Fees	6,577	4,839	3,627	2,456	1,365	2,911	2,722	17,920	
<b>TOTAL</b>	<b>6,577</b>	<b>4,839</b>	<b>3,627</b>	<b>2,456</b>	<b>1,365</b>	<b>2,911</b>	<b>2,722</b>	<b>17,920</b>	
<i>Annual Surplus (Deficit)</i>	3,310	50	2,101	1,038	713	601	602	8,415	
<i>Cumulative Surplus (Deficit)</i>	3,310	3,360	5,461	6,499	7,212	7,813	8,415		

TABLE E.25 - FINANCIAL SUMMARY

<b>POLICE DEPARTMENT</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023 - 2027</b>	<b>Plan Total</b>	<b>Backlog</b>
State of good repair renewal - Need	1,871	1,965	2,063	2,166	2,274	13,195	23,533	
<b>SPENDING PLAN</b>								
								<b>DEFERRED</b>
State of good repair renewal - Proposed Uses	85	99	106	114	127	842	1,373	1,299
District Police Stations	-	12,400	-	76,000	-	107,208	195,608	-
SFPD Traffic Company & Forensic Services Facility	57,746	57,746	-	-	-	-	115,492	-
<b>TOTAL</b>	<b>57,830</b>	<b>70,245</b>	<b>106</b>	<b>76,114</b>	<b>127</b>	<b>108,050</b>	<b>312,473</b>	<b>1,299</b>
<b>REVENUES</b>								
General Fund	85	99	106	114	127	842	1,373	
Earthquake Safety & Emergency Response Bond 2014	57,746	70,146	-	-	-	-	127,892	
Earthquake Safety & Emergency Response Bond 2020	-	-	-	76,000	-	-	76,000	
Earthquake Safety & Emergency Response Bond 2026	-	-	-	-	-	107,208	107,208	
<b>TOTAL</b>	<b>57,830</b>	<b>70,245</b>	<b>106</b>	<b>76,114</b>	<b>127</b>	<b>108,050</b>	<b>312,473</b>	
Total San Francisco Jobs/Year	483	587	1	636	1	902	2,609	

## E. Departmental Funding

TABLE E.26 - FINANCIAL SUMMARY

PORT OF SAN FRANCISCO	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023 - 2027	Plan Total	Backlog
SPENDING PLAN								DEFERRED
State of Good Repair								
Emergency Facility Repair	100	100	100	100	100	500	1,000	
ADA	100	100	100	100	100	500	1,000	
Dredging	13,000	6,000	6,000	6,000	6,000	30,000	67,000	
Repair / Reinvestment	85,885	96,869	58,287	16,165	38,830	216,987	513,022	
State of Good Repair Subtotal	99,085	103,069	64,487	22,365	45,030	247,987	582,022	910,178
Enhancements								
Parks and Open Space	8,417	12,426	5,396	5,396	5,396	43,167	80,197	-
Facility Improvements	3,826	3,046	4,582	3,328	4,783	25,778	45,343	-
Development Project Areas	204,988	175,520	42,341	19,674	23,580	28,338	494,441	-
Ferry Terminal Expansion Project	26,300	29,300	10,100	-	-	-	65,700	-
Seawall Resiliency Project	354,000	-	-	-	-	-	354,000	139,500
Mission Bay Ferry Landing	15,000	21,700	3,000	3,000	-	-	42,700	-
Enhancements Subtotal	612,531	241,992	65,418	31,398	33,759	97,283	1,082,381	139,500
TOTAL	711,616	345,061	129,905	53,763	78,788	345,271	1,664,403	1,049,678

**PORT OF SAN FRANCISCO**

FY  
2018

FY  
2019

FY  
2020

FY  
2021

FY  
2022

FY 2023 -  
2027

Plan Total

Backlog

**REVENUES**

Port Capital Budget	22,344	11,229	18,908	12,639	19,913	108,892	193,925	
General Fund - Other	4,500	-	-	-	-	-	4,500	
Capital Planning Fund	3,000	-	-	-	-	-	3,000	
Port Revenue Bonds and COPs	1,587	1,747	-	-	-	-	3,334	
Seawall Resiliency Bond	350,000	-	-	-	-	-	350,000	
Neighborhood Parks and Open Space Bond 2008	900	-	-	-	-	-	900	
Neighborhood Parks and Open Space Bond 2012	8,200	7,600	-	-	-	-	15,800	
Neighborhood Parks and Open Space Bond 2019	-	5,833	5,833	5,833	5,833	11,668	35,000	
Neighborhood Parks and Open Space Bond 2025	-	-	-	-	-	35,000	35,000	
Federal & State Grants	2,000	2,000	2,000	2,000	2,000	10,000	20,000	
US Army Corps of Engineers	7,000	5,700	-	-	-	14,500	27,200	
DTFT - State Proposition 1B	13,300	21,300	10,100	-	-	-	44,700	
DTFT - Local Sources (RM2 and Prop K)	9,100	8,000	-	-	-	-	17,100	
DTFT- Federal	3,900	-	-	-	-	-	3,900	
MBFL - Anticipated external funding	9,530	21,700	3,000	3,000	-	-	37,230	
Port Tenant Improvements	9,259	32,628	15,228	7,442	5,327	70,250	140,135	
Development Projects	266,997	227,323	74,835	22,849	45,715	94,961	732,680	
<b>TOTAL</b>	<b>711,616</b>	<b>345,061</b>	<b>129,905</b>	<b>53,762</b>	<b>78,788</b>	<b>345,271</b>	<b>1,664,403</b>	
Total San Francisco Jobs/Year	5,942	2,881	1,085	449	658	2,883	13,898	

## E. Departmental Funding

TABLE E.27 - FINANCIAL SUMMARY

<b>PUBLIC WORKS</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023 - 2027</b>	<b>Plan Total</b>	<b>Backlog</b>
State of good repair renewal - Need	107,406	110,908	118,139	126,153	131,865	774,452	1,368,925	
<b>SPENDING PLAN</b>								
								<b>DEFERRED</b>
State of good repair renewal - Proposed Uses	533	624	670	720	801	5,309	8,656	6,739
Street Resurfacing and Reconstruction	58,000	62,500	67,000	74,000	79,000	475,000	815,500	700,000
Curb Ramps (ADA Right-of-Way Transition Plan)	6,868	7,208	7,563	7,936	8,306	47,728	85,609	
Curb Ramps Program ADA Right-of-Way Transition Plan Special Projects	400	-	-	-	-	-	400	-
Sidewalk Improvements and Repair Program	3,031	3,170	3,239	3,394	3,557	20,350	36,742	-
Curb Ramp Inspection and Replacement	666	657	751	774	814	5,750	9,412	7,715
Median Maintenance	9,094	9,036	9,614	9,761	10,006	60,387	107,898	51,949
Plaza Inspection and Repair Program	943	930	1,063	1,096	1,152	8,141	13,325	12,918
Street Structure Repair	2,826	2,786	3,184	3,285	3,453	24,391	39,925	36,459
Street Tree Planting, Establishment, and Maintenance	21,799	22,761	23,454	24,090	24,719	133,650	250,473	-
Isajis Creek Bridge Rehabilitation	44,500	-	-	-	-	-	44,500	-
4th St Bridge South Abutment Movement	-	-	2,300	20,000	-	-	22,300	-
Better Market Street	10,000	7,000	79,850	37,250	-	-	134,100	358,927
Transportation Bond Improvements (2024)	-	-	-	-	-	128,082	128,082	-
Bayview Transportation Improvements	-	-	-	-	-	-	-	57,646
Jefferson Street Streetscape Enhancement Project, Phase 2	-	-	-	-	-	-	-	21,518
Market Street Plaza Enhancements	-	-	-	-	-	-	-	145,464
Streetscape Improvement Program	-	-	-	-	-	-	-	572,246
Utility Undergrounding	-	-	-	-	-	-	-	1,407,274
<b>TOTAL</b>	<b>158,661</b>	<b>116,672</b>	<b>198,689</b>	<b>182,307</b>	<b>131,808</b>	<b>908,789</b>	<b>1,696,925</b>	<b>3,378,855</b>

Proposed Capital Plan FY2018-2027



# PUBLIC WORKS

FY  
2018

FY  
2019

FY  
2020

FY  
2021

FY  
2022

FY 2023 -  
2027

Plan Total

Backlog

## REVENUES

General Fund	61,378	66,187	72,839	79,988	85,993	543,762	910,146	
General Fund - Enhancement	5,362	-	264	2,294	-	-	7,920	
General Fund - Other	19,000	19,910	20,550	21,130	21,700	117,580	219,870	
Federal	39,773	635	45,271	18,341	635	3,176	107,832	
Other Local Sources	3,548	3,606	3,666	3,730	3,797	18,913	37,259	
Prop K Funding	7,076	7,307	7,220	7,484	7,736	37,247	74,070	
State	12,523	12,027	11,628	12,090	11,947	60,030	120,245	
Transportation Bond 2014	10,000	7,000	37,250	37,250	-	-	91,500	
Transportation Bond 2024	-	-	-	-	-	128,082	128,082	
<b>TOTAL</b>	<b>158,661</b>	<b>116,672</b>	<b>198,689</b>	<b>182,307</b>	<b>131,808</b>	<b>908,789</b>	<b>1,696,925</b>	
Total San Francisco Jobs/Year	1,325	974	1,659	1,522	1,101	7,588	14,169	

## E. Departmental Funding

TABLE E.28 - FINANCIAL SUMMARY

<b>PUBLIC LIBRARY</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023 - 2027</b>	<b>Plan Total</b>	<b>Backlog</b>
State of good repair renewal - Need	3,839	4,031	4,233	4,444	4,667	27,076	48,290	

### SPENDING PLAN

DEFERRED

State of good repair renewal - Proposed Uses	3,839	4,031	4,233	4,444	4,667	27,076	48,290	-
Branch Improvements at Chinatown and Mission branch libraries	4,950	6,754	15,171	-	-	-	26,875	-
Main Library Improvements	-	500	500	500	-	-	1,500	-
Support Services Facility Tenant Improvements	-	-	-	500	500	500	1,500	-
<b>TOTAL</b>	<b>8,789</b>	<b>11,286</b>	<b>19,904</b>	<b>5,444</b>	<b>5,167</b>	<b>27,576</b>	<b>78,165</b>	<b>-</b>

### REVENUES

Other Local Sources	8,789	11,286	19,904	5,444	5,167	27,576	78,165	
<b>TOTAL</b>	<b>8,789</b>	<b>11,286</b>	<b>19,904</b>	<b>5,444</b>	<b>5,167</b>	<b>27,576</b>	<b>78,165</b>	
Total San Francisco Jobs/Year	73	94	166	45	43	230	653	



## E. Departmental Funding

TABLE E.29 - FINANCIAL SUMMARY

RECREATION AND PARKS DEPT.	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023 - 2027	Plan Total	Backlog
State of good repair renewal - Need	29,945	31,442	33,014	34,665	36,398	211,179	376,644	
SPENDING PLAN								
State of good repair renewal - Proposed Uses	14,460	14,830	15,220	15,620	16,020	86,560	162,710	267,161
Recreation and Parks ADA Improvements	600	600	600	600	600	3,000	6,000	-
Angelo J. Rossi Pool Renovation Project	6,150	-	-	-	-	-	6,150	-
Citywide Programs and Park Improvements	33,063	-	-	-	-	-	33,063	-
Coastal Trail Project	1,690	-	-	-	-	-	1,690	-
Garfield Pool Improvement Project	8,021	-	-	-	-	-	8,021	-
George Christopher Playground Improvement	2,010	-	-	-	-	-	2,010	-
Margaret S. Hayward Playground Improvement Project	12,750	-	-	-	-	-	12,750	-
Neighborhood Parks and Open Space G.O. Bond Projects	-	150,000	-	-	-	150,000	300,000	-
Potrero Hill Recreation Center Improvement Project	2,900	-	-	-	-	-	2,900	-
Turk & Hyde Mini Park Improvement	850	-	-	-	-	-	850	-
Recreation & Park Roads	-	-	-	-	-	-	-	30,949
<b>TOTAL</b>	<b>82,494</b>	<b>165,430</b>	<b>15,820</b>	<b>16,220</b>	<b>16,620</b>	<b>239,560</b>	<b>536,144</b>	<b>298,110</b>

DEFERRED

# RECREATION AND PARKS DEPT.

FY  
2018

FY  
2019

FY  
2020

FY  
2021

FY  
2022

FY 2023 -  
2027

Plan Total

Backlog

## REVENUES

General Fund - Other	15,060	15,430	15,820	16,220	16,620	89,560	168,710	
Neighborhood Parks and Open Space Bond 2012	63,144	-	-	-	-	-	63,144	
Neighborhood Parks and Open Space Bond 2019	-	150,000	-	-	-	-	150,000	
Neighborhood Parks and Open Space Bond 2025	-	-	-	-	-	150,000	150,000	
Impact Fees	2,600	-	-	-	-	-	2,600	
Federal	1,690	-	-	-	-	-	1,690	
<b>TOTAL</b>	<b>82,494</b>	<b>165,430</b>	<b>15,820</b>	<b>16,220</b>	<b>16,620</b>	<b>239,560</b>	<b>536,144</b>	
Total San Francisco Jobs/Year	689	1,381	132	135	139	2,000	4,477	



## E. Departmental Funding

TABLE E.30 - FINANCIAL SUMMARY

SF HOUSING AUTHORITY	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023 - 2027	Plan Total	Backlog
<b>SPENDING PLAN</b>								
								DEFERRED
Distressed properties								214,391
Non-distressed properties								142,945
Sunnydale	1,410	675	634	488	444	2,220	5,871	5,734
Potrero Terrace	1,293	634	634	634	584	3,780	7,560	2,047
Potrero Annex	245	189	-	-	-	-	434	707
<b>TOTAL</b>	<b>2,948</b>	<b>1,498</b>	<b>1,269</b>	<b>1,122</b>	<b>1,028</b>	<b>6,000</b>	<b>13,864</b>	<b>8,488</b>
<b>REVENUES</b>								
Capital Fund Program	1,595	1,499	1,122	1,122	1,029	5,000	11,367	
<b>TOTAL</b>	<b>1,595</b>	<b>1,499</b>	<b>1,122</b>	<b>1,122</b>	<b>1,029</b>	<b>5,000</b>	<b>11,367</b>	
Total San Francisco Jobs/Year	13	13	9	9	9	42	95	
Annual Surplus (Deficit)	(1,353)	1	(147)	0	0	(1,000)	(2,498)	
Cumulative Surplus (Deficit)	(1,353)	(1,352)	(1,499)	(1,498)	(1,498)	(1,498)		

TABLE E.31 - FINANCIAL SUMMARY

SFO	PRIOR YEARS	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023 - 2027	Plan Total	Backlog
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State of good repair renewal - Need	14,584	15,000	20,693	21,383	22,072	22,734	97,963	199,845	
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## SPENDING PLAN

## DEFERRED

Ordering									
Renewal	14,584	15,000	20,693	21,383	22,072	22,734	97,963	199,845	
Capital (by Airport Cost Center)									
Airfield	78,591	52,557	41,557	16,209	19,844	6,349	25,396	161,912	
Airport Support	303,702	211,674	180,206	34,155	20,965	6,598	26,391	479,989	
Groundside	223,484	292,633	226,866	174,715	164,303	54,349	217,397	1,130,263	
Terminals	781,234	1,006,896	760,390	491,654	270,965	2,108	8,433	2,540,446	
Utilities	91,913	104,939	81,357	67,773	36,692	5,528	22,113	318,402	
<b>TOTAL</b>	<b>1,493,509</b>	<b>1,683,699</b>	<b>1,311,069</b>	<b>805,890</b>	<b>534,840</b>	<b>97,666</b>	<b>397,692</b>	<b>4,830,856</b>	

## REVENUES

Operating									
Operating Budget (Renewal / Maintenance)	19,238	19,761	25,564	26,366	27,170	27,949	120,052	246,862	
Capital Sources									
Revenue Bonds / Capital Borrowings	1,444,191	1,604,423	1,223,891	768,103	492,766	65,081	259,093	4,413,358	
Grants	8,993	17,340	19,439	11,420	14,904	4,637	18,547	86,287	
CFC funds	21,087	42,175	42,175	-	-	-	-	84,349	
<b>TOTAL</b>	<b>1,493,509</b>	<b>1,683,699</b>	<b>1,311,069</b>	<b>805,890</b>	<b>534,840</b>	<b>97,666</b>	<b>397,692</b>	<b>4,830,856</b>	
Total San Francisco Jobs/Year		14,059	10,947	6,729	4,466	816	3,321	40,338	

## E. Departmental Funding

TABLE E.32 - FINANCIAL SUMMARY

SFMTA	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023 - 2027	Plan Total	Backlog
SPENDING PLAN								DEFERRED
Communications/IT Infrastructure	350	700	700	700	700	3,500	6,650	68,284
Facility	47,743	23,615	7,080	42,080	1,580	68,900	190,997	931,362
Fleet	337,245	149,996	93,499	70,441	135,638	996,597	1,783,416	880,695
Parking	5,000	10,000	-	-	-	15,000	30,000	186,439
Security	10,071	3,000	3,000	3,000	-	-	19,071	9,197
Streets	56,158	85,272	51,790	48,449	50,119	242,768	534,556	509,193
Taxi	400	400	400	400	400	2,000	4,000	40,938
Traffic & Signals	28,452	15,206	7,995	11,840	9,923	45,144	118,561	159,556
Transit Fixed Guideway	47,004	57,289	34,948	35,477	35,212	185,043	394,973	224,013
Transit Optimization & Expansion	127,712	239,932	215,876	93,805	30,559	302,254	1,010,137	2,206,173
Other Transportation Projects	-	-	-	-	-	276,918	276,918	-
<b>TOTAL</b>	<b>660,134</b>	<b>585,409</b>	<b>415,289</b>	<b>306,192</b>	<b>264,132</b>	<b>2,138,123</b>	<b>4,369,279</b>	<b>5,215,848</b>

SFMTA	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023 - 2027	Plan Total	Backlog
<b>REVENUES</b>								
Transportation Bond 2014	78,100	91,073	87,356	13,526	-	-	270,055	
Transportation Bond 2024	-	-	-	-	-	371,918	371,918	
New Revenue Measure (November 2018 Ballot)	-	-	21,435	42,870	42,870	214,350	321,525	
Cap & Trade	78,550	-	-	-	-	-	78,550	
Revenue Bond	-	73,334	1,666	75,000	-	100,000	250,000	
Federal	247,680	147,520	165,205	86,453	136,680	1,045,311	1,828,849	
State	15,044	1,325	6,125	12,509	5,000	25,000	65,003	
Other Local	240,761	272,158	133,502	75,833	79,581	381,544	1,183,379	
<b>TOTAL</b>	<b>660,134</b>	<b>585,409</b>	<b>415,289</b>	<b>306,192</b>	<b>264,132</b>	<b>2,138,123</b>	<b>4,369,279</b>	
Total San Francisco Jobs/Year	5,512	4,888	3,468	2,557	2,206	17,853	36,483	

## E. Departmental Funding

TABLE E.33 - FINANCIAL SUMMARY

SFPUC - HETCH HETCHY	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023 - 2027	Plan Total	Backlog
<b>SPENDING PLAN</b>								<b>DEFERRED</b>
<b>Hetchy Power</b>								
Streetlights	3,510	5,160	5,160	5,210	5,180	18,550	42,770	
Renewable/Generation	1,100	1,100	1,100	1,100	1,100	5,500	11,000	
Energy Efficiency	1,000	1,000	1,000	1,000	1,000	5,000	10,000	
Redevelopment	7,100	6,450	4,950	2,100	2,100	-	22,700	
Distribution Services for Retail Customers	20,000	-	-	-	-	-	20,000	
Reclassification - Power Only Joint Projects	31,424	41,510	329,725	9,648	8,273	46,339	466,919	
<b>Hetchy Power Subtotal</b>	<b>64,134</b>	<b>55,220</b>	<b>341,935</b>	<b>19,058</b>	<b>17,653</b>	<b>75,389</b>	<b>573,389</b>	
<b>Hetchy Water</b>								
Water Infrastructure	10,000	9,502	8,460	8,460	8,530	62,850	107,802	
Power Infrastructure	15,800	22,883	2,883	2,883	2,883	14,417	61,749	
Joint Projects - Water Infrastructure (45%)	12,783	15,240	267,416	5,535	4,410	26,118	331,502	
Joint Projects - Power Infrastructure (55%)	15,624	18,626	326,841	6,765	5,390	31,922	405,168	
Reclassification - Power Only Joint Projects	(31,424)	(41,510)	(329,725)	(9,648)	(8,273)	(46,339)	(466,919)	
<b>Hetchy Water Subtotal</b>	<b>22,783</b>	<b>24,741</b>	<b>275,875</b>	<b>13,995</b>	<b>12,940</b>	<b>88,968</b>	<b>439,302</b>	
<b>TOTAL</b>	<b>86,917</b>	<b>79,961</b>	<b>617,810</b>	<b>33,053</b>	<b>30,593</b>	<b>164,357</b>	<b>1,012,691</b>	



**SFPUC - HETCH HETCHY**FY  
2018FY  
2019FY  
2020FY  
2021FY  
2022FY 2023 -  
2027

Plan Total

Backlog

**REVENUES**

Revenue	33,000	20,000	20,000	17,258	17,653	75,389	183,300	
Power Bonds	29,034	33,120	319,835	-	-	-	381,989	
Water Bonds	22,783	24,741	275,875	13,995	12,940	88,968	439,302	
Cap and Trade Auction Revenue	2,100	2,100	2,100	1,800	-	-	8,100	
<b>TOTAL</b>	<b>86,917</b>	<b>79,961</b>	<b>617,810</b>	<b>33,053</b>	<b>30,593</b>	<b>164,357</b>	<b>1,012,691</b>	
Total San Francisco Jobs/Year	726	668	5,159	276	255	1,372	8,456	

## E. Departmental Funding

TABLE E.34 - FINANCIAL SUMMARY

<b>SFPUC - WASTEWATER ENTERPRISE</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023 - 2027</b>	<b>Plan Total</b>	<b>Backlog</b>
<b>SPENDING PLAN</b>								<b>DEFERRED</b>
<b>Sewer System Improvement Program</b>								
Program Wide Management	6,000	16,500	16,500	16,500	16,500	58,500	130,500	
Treatment Facilities	573,008	506,841	377,977	192,752	127,452	709,256	2,487,286	
Sewer/Collection System	70,319	426,764	348,036	27,528	42,770	314,043	1,229,460	
Stormwater Management/Flood Control	21,233	58,724	14,320	205,336	20,260	173,055	492,928	
<b>SSIP Subtotal</b>	<b>670,560</b>	<b>1,008,829</b>	<b>756,833</b>	<b>442,116</b>	<b>206,982</b>	<b>1,254,854</b>	<b>4,340,174</b>	
<b>Renewal &amp; Replacement</b>								
Collection System - Condition Assessment	3,327	3,443	-	-	-	-	6,770	
Collection System - Sewer Improvements	59,902	62,299	64,790	67,382	70,077	404,880	729,330	
Collection System - Spot Sewer	21,965	22,844	23,757	24,708	14,280	81,984	189,538	
Collection System - Salt Water Intrusion	1,139	1,179	1,219	1,262	1,306	7,242	13,347	
Treatment Plant Improvements	14,402	15,121	15,878	16,673	17,506	101,144	180,724	
<b>Renewal &amp; Replacement Subtotal</b>	<b>100,735</b>	<b>104,886</b>	<b>105,644</b>	<b>110,025</b>	<b>103,169</b>	<b>595,250</b>	<b>1,119,709</b>	
<b>Treasure Island</b>	<b>20,463</b>	<b>22,240</b>	<b>21,090</b>				<b>63,793</b>	

# SFPUC - WASTEWATER ENTERPRISE

FY  
2018

FY  
2019

FY  
2020

FY  
2021

FY  
2022

FY 2023 -  
2027

Plan Total

Backlog

## SPENDING PLAN CONTINUED

Wastewater Facilities & Infrastructure								
Ocean Beach Protection	4,000	4,000	6,000	-	-	-	14,000	
Islais Creek Outfall	10,000	-	-	-	-	-	10,000	
Southeast Community Center Improvements	5,000	25,000	20,000	20,000	-	-	70,000	
Wastewater Facilities & Infrastructure Subtotal	19,000	29,000	26,000	20,000	-	-	94,000	
Wastewater Facilities & Infrastructure Subtotal	19,000	29,000	26,000	20,000	-	-	94,000	
<b>TOTAL</b>	<b>810,758</b>	<b>1,164,955</b>	<b>909,567</b>	<b>572,141</b>	<b>310,151</b>	<b>1,850,104</b>	<b>5,617,676</b>	

## REVENUES

Revenue	45,000	48,000	74,000	102,000	100,669	535,697	905,366	
Revenue Bonds	763,258	1,114,455	833,067	467,641	206,982	1,301,907	4,687,310	
Capacity Fees	2,500	2,500	2,500	2,500	2,500	12,500	25,000	
<b>TOTAL</b>	<b>810,758</b>	<b>1,164,955</b>	<b>909,567</b>	<b>572,141</b>	<b>310,151</b>	<b>1,850,104</b>	<b>5,617,676</b>	
Total San Francisco Jobs/Year	6,770	9,727	7,595	4,777	2,590	15,448	46,908	

## E. Departmental Funding

TABLE E.35 - FINANCIAL SUMMARY

<b>SFPUC - WATER ENTERPRISE</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023 - 2027</b>	<b>Plan Total</b>	<b>Backlog</b>
<b>SPENDING PLAN</b>								<b>DEFERRED</b>
<b>Regional Costs</b>								
Water Treatment Program	3,891	2,992	1,901	1,908	1,914	9,969	22,575	
Water Transmission Program	21,635	48,785	58,647	23,147	28,085	49,847	230,146	
Water Supply & Storage Program	6,908	39,749	52,479	24,130	8,380	101,908	233,554	
Watersheds & Land Management	1,990	1,990	1,990	1,990	1,990	10,018	19,968	
Communication & Monitoring Program	994	950	500	500	500	2,560	6,004	
Buildings And Grounds Programs	6,221	1,786	5,795	804	813	3,430	18,849	
WSIP Augmentation - Regional	27,000	20,000	-	-	-	-	47,000	
<b>Regional Subtotal</b>	<b>68,639</b>	<b>116,252</b>	<b>121,312</b>	<b>52,479</b>	<b>41,682</b>	<b>177,732</b>	<b>578,096</b>	
<b>Local Costs</b>								
Local Water Conveyance/Distribution System	57,100	56,100	56,100	56,100	56,100	280,500	562,000	
Buildings & Grounds Improvements - Local	1,000	10,525	5,000	1,000	500	2,500	20,525	
Systems Monitoring & Control	500	2,000	2,000	500	500	2,500	8,000	
Local Tanks/Reservoir Improvements	500	3,000	500	500	500	2,500	7,500	
Pump Station improvements	1,500	11,000	1,500	500	500	2,500	17,500	
WSIP Augmentation - Local	6,500	6,500	272	-	-	-	13,272	
Emergency Firefighting Water System	(Please refer to Fire Department Table for amounts)							
<b>Local Subtotal</b>	<b>67,100</b>	<b>89,125</b>	<b>65,372</b>	<b>58,600</b>	<b>58,100</b>	<b>290,500</b>	<b>628,797</b>	
<b>TOTAL</b>	<b>135,739</b>	<b>205,377</b>	<b>186,684</b>	<b>111,079</b>	<b>99,782</b>	<b>468,232</b>	<b>1,206,893</b>	

SFPUC - WATER ENTERPRISE	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023 - 2027	Plan Total	Backlog
<b>REVENUES</b>								
Revenue	27,830	51,804	51,804	38,971	48,477	365,547	584,433	
Revenue Bonds	106,909	152,573	133,880	71,108	50,305	97,685	612,460	
Capacity Fee	1,000	1,000	1,000	1,000	1,000	5,000	10,000	
<b>TOTAL</b>	<b>135,739</b>	<b>205,377</b>	<b>186,684</b>	<b>111,079</b>	<b>99,782</b>	<b>468,232</b>	<b>1,206,893</b>	
Total San Francisco Jobs/Year	1,133	1,715	1,559	928	833	3,910	10,078	



## E. Departmental Funding

TABLE E.36 - FINANCIAL SUMMARY

SF UNIFIED SCHOOL DISTRICT	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023 - 2027	Plan Total	Backlog
SPENDING PLAN								DEFERRED
SFUSD Capital Program	844,500	62,700	13,700	13,700	552,000	68,500	1,555,100	
<b>TOTAL</b>	<b>844,500</b>	<b>62,700</b>	<b>13,700</b>	<b>13,700</b>	<b>552,000</b>	<b>68,500</b>	<b>1,555,100</b>	
REVENUES								
Developer Impact Fees (Fund 25)	7,500	7,500	7,500	7,500	7,500	37,500	75,000	
Mello Roos Parcel Tax	3,700	3,700	3,700	3,700	3,700	18,500	37,000	
Redevelopment Fund	4,000	2,000	-	-	-	-	6,000	
Deferred Maintenance Fund	-	2,500	2,500	2,500	2,500	12,500	22,500	
Developer Fees for ArtsCenter	9,000	-	-	-	-	-	9,000	
SFUSD Bond	759,300	-	-	-	513,300	-	1,272,600	
State	61,000	47,000	-	-	25,000	-	133,000	
<b>TOTAL</b>	<b>844,500</b>	<b>62,700</b>	<b>13,700</b>	<b>13,700</b>	<b>552,000</b>	<b>68,500</b>	<b>1,555,100</b>	
Total San Francisco Jobs/Year	7,052	524	114	114	4,609	572	12,985	

TABLE E.37 - FINANCIAL SUMMARY

SHERIFF'S DEPARTMENT	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023 - 2027	Plan Total	Backlog
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State of good repair renewal - Need	4,929	5,175	5,434	5,706	5,991	34,761	61,996	
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## SPENDING PLAN

## DEFERRED

State of good repair renewal - Proposed Uses	2,276	2,667	2,865	3,076	3,422	22,688	36,994	33,178
Prisoner Exit from HOJ (JFIP)	-	-	-	190,000	-	-	190,000	-
SHF - County Jails #1 and #2 (425 7th Street) Strengthening	82,000	-	-	-	-	-	82,000	224,787
County Jail #5 Facilities and Grounds Infrastructure	-	-	-	-	-	-	-	2,165
Sheriff's Dept Alternate Programs Facility 8	-	-	-	-	-	-	-	20,910
<b>TOTAL</b>	<b>84,276</b>	<b>2,667</b>	<b>2,865</b>	<b>193,076</b>	<b>3,422</b>	<b>22,688</b>	<b>308,994</b>	<b>281,040</b>

## REVENUES

General Fund	2,276	2,667	2,865	3,076	3,422	22,688	36,994	
Certificates of Participation	12,000	-	-	190,000	-	-	202,000	
State	70,000	-	-	-	-	-	70,000	
<b>TOTAL</b>	<b>84,276</b>	<b>2,667</b>	<b>2,865</b>	<b>193,076</b>	<b>3,422</b>	<b>22,688</b>	<b>308,994</b>	
Total San Francisco Jobs/Year	704	22	24	1,612	29	189	2,580	

## E. Departmental Funding

TABLE E.38 -FINANCIAL SUMMARY

TREASURE ISLAND	PRIOR YEARS	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023 - 2027	Plan Total	Backlog
SPENDING PLAN									DEFERRED
Property Acquisition/Assumption	21,175	7,425	7,150	6,875	6,607	6,343	9,605	44,005	
Infrastructure Costs	95,435	111,022	93,520	107,419	89,367	78,383	352,801	832,512	
Other Costs	119,022	24,151	25,263	51,048	52,663	39,596	234,086	426,807	
<b>TOTAL</b>	<b>235,632</b>	<b>142,598</b>	<b>125,933</b>	<b>165,342</b>	<b>148,637</b>	<b>124,322</b>	<b>596,492</b>	<b>1,303,324</b>	
REVENUES									
Mello Roos Bond (CFD) Proceeds	-	32,470	19,950	370	45,870	45,870	293,130	437,660	
Tax Increment Financing	-	-	3,119	6,182	8,621	14,999	109,517	142,438	
Private Capital	28,350	110,128	102,864	165,724	119,407	88,159	622,177	1,208,459	
<b>TOTAL</b>		<b>142,598</b>	<b>125,933</b>	<b>172,276</b>	<b>173,898</b>	<b>149,028</b>	<b>1,024,824</b>	<b>1,788,557</b>	
Total San Francisco Jobs/Year		1,191	1,052	1,439	1,452	1,244	8,557	14,934	
Annual Surplus (Deficit)		-	-	6,934	25,261	24,706	428,332	485,233	
Cumulative Surplus (Deficit)		-	-	6,934	32,195	56,901	485,233		

TABLE E.39 - FINANCIAL SUMMARY

<b>WAR MEMORIAL</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023 - 2027</b>	<b>Plan Total</b>	<b>Backlog</b>
State of good repair renewal - Need	10,926	11,472	12,045	12,648	13,280	77,050	137,421	
<b>SPENDING PLAN</b>								
								<b>DEFERRED</b>
State of good repair renewal - Proposed Uses	4,885	5,722	6,148	6,601	7,343	48,687	79,386	76,873
<b>TOTAL</b>	<b>4,885</b>	<b>5,722</b>	<b>6,148</b>	<b>6,601</b>	<b>7,343</b>	<b>48,687</b>	<b>79,386</b>	<b>76,873</b>
<b>REVENUES</b>								
General Fund	4,885	5,722	6,148	6,601	7,343	48,687	79,386	
<b>TOTAL</b>	<b>4,885</b>	<b>5,722</b>	<b>6,148</b>	<b>6,601</b>	<b>7,343</b>	<b>48,687</b>	<b>79,386</b>	
<i>Total San Francisco Jobs/Year</i>	41	48	51	55	61	407	663	





OFFICE OF THE MAYOR  
SAN FRANCISCO



EDWIN M. LEE  
RECEIVED  
BOARD OF SUPERVISORS  
SAN FRANCISCO

2017 FEB 28 PM 4:22

TO: Angela Calvillo, Clerk of the Board of Supervisors, *cu*  
FROM: *for* Mayor Edwin M. Lee *[Signature]*  
RE: Ten Year Capital Expenditure Plan - FYs 2018-2027  
DATE: February 28, 2017

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Attached for introduction to the Board of Supervisors is a resolution adopting the City's Ten Year Capital Expenditure Plan for FYs 2018 2027 pursuant to Administrative Code, Section 3.20.

Please note that this legislation is co-sponsored by Supervisor London Breed.

Should you have any questions, please contact Mawuli Tugbenyoh (415) 554-5168.

170212

