



# ONESF

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## FY 2018 - 2027 DRAFT Capital Plan Overview

January 10, 2017

# CAPITAL PLANNING COMMITTEE

## Agenda Item

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- **Discussion Item:** Introduction of the City & County of San Francisco's Draft 10-Year Capital Plan

# CAPITAL ACHIEVEMENT HIGHLIGHTS

## Economic and Neighborhood Development

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- Awarded the first contract for the Crane Cove Park Project Phase 1, completed the Bayview Gateway, executed a lease for the 20th Street Historic Buildings Rehabilitation Project, and repaired the Pier 35 Bulkhead Building
- Completed several impact fee-funded projects, including the Hayes Street two-way project, new public realm improvements on Bartlett Street between 21st and 22nd Street
- Made significant progress in the development of neighborhoods such as Hunters Point Shipyard/Candlestick Point, Mission Bay, Transbay Transit Center, and Treasure Island



# CAPITAL ACHIEVEMENT HIGHLIGHTS

## General Government

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- ▣ Advanced the Citywide 800MHz Radio System Replacement Project
- ▣ Completed 90% of the ADA Transition Plan projects, and designed, constructed, or upgraded 1,563 curb ramps to comply with ADA standards
- ▣ Completed construction on the Critical Construction Project for the City's 9-1-1 Center and Emergency Operations Center
- ▣ Completed Phase 2 Structural Steel for the Moscone Convention Center Expansion Project
- ▣ Launched the City's free municipal wireless internet access in Parks project

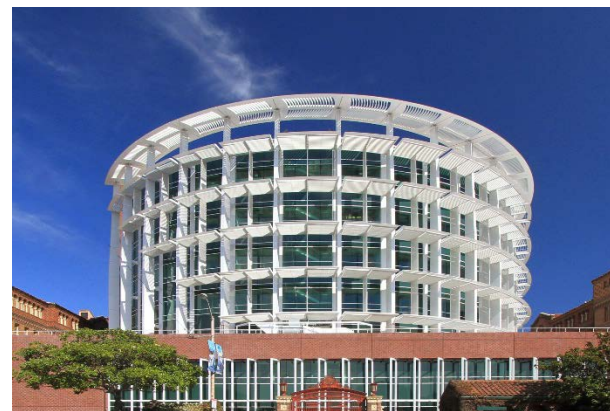


# CAPITAL ACHIEVEMENT HIGHLIGHTS

## Health and Human Services

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- Completed construction of the new Zuckerberg San Francisco General Hospital and Trauma Center, and remodeled Laguna Honda Hospital Wings A, B, C and H into administrative offices
- Opened the City's first two Navigation Centers for people experiencing long-term street homelessness.
- Opened two new facilities to serve San Francisco's most vulnerable populations: the new County Veterans Service Office and DAAS Benefits and Resource Hub at 2 Gough Street, and a children's resource center at the Edgewood Center for Children and Families.
- Made significant progress on HOPE SF projects at Hunters View, Alice Griffith, Potrero, and Sunnydale





# CAPITAL ACHIEVEMENT HIGHLIGHTS

## Infrastructure and Streets

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- Repaved and maintained 1,649 street blocks, constructed approximately 3,000 curb ramps, repaired more than 590,000 sq ft of sidewalks, repaired 28 structures including stairs, retaining walls, and guardrails, and completed 9 streetscape improvement projects
- Made significant progress on the Water System Improvement Program, water supply diversification work, and storm water management improvements

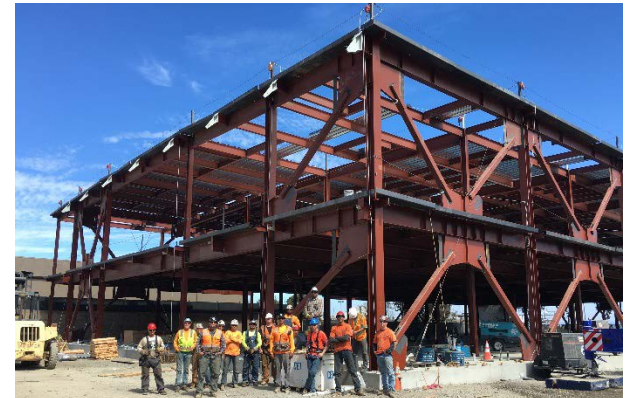


# CAPITAL ACHIEVEMENT HIGHLIGHTS

## Public Safety

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- Renovated 25 of the City's 42 operating fire stations, advanced Emergency Firefighter Water System (EFWS) projects, and began planning and design for the Fire Department's new Ambulance Deployment Center
- Completed construction of the new Public Safety Building, began the design phase of a replacement facility for the SFPD Forensic Services Division (FSD) and SFPD Traffic Company, and completed ADA Barrier Removal projects at Mission, Bayview, and Central Police Stations
- Completed the structural steel erection and celebrated the topping-out ceremony of the new Office of the Chief Medical Examiner.



# CAPITAL ACHIEVEMENT HIGHLIGHTS

## Recreation, Culture, and Education

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- Completed construction of several new parks and playgrounds, and renovations at Beach Chalet Playfields
- Completed renovations at the Bayview Opera House and the Asian Art Museum, finished repairs at the City's four cultural centers and the Academy of Sciences, and began renovation projects at the Fine Arts Museums
- Began Phase I of the Old Mint Restoration Project
- Completed the seismic retrofit and renovation of the War Memorial Veterans Building
- Completed improvements at many San Francisco Unified School District facilities
- Opened the Mix at SFPL, and the Bridge at Main in the Main Library





# CAPITAL ACHIEVEMENT HIGHLIGHTS

## Transportation

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- Completed several Vision Zero-related high priority street safety projects, completed the Fell & Oak Bicycleway Project, installed automated bicycle counters along major cycling routes, made improvements on Market and Haight transit lines, and completed the Castro Streetscape Improvement Project
- Opened a new state-of-the-art Air Traffic Control Tower, and completed the Terminal 3 East Renovation Project
- Finished construction on several county initiatives including the final roadway configuration of the Presidio Parkway, several Caltrain improvements including reconstruction of the Jerrold Avenue Bridge, and advanced the Transbay Transit Center Project



# DRAFT CAPITAL PLAN

## Funding Overview FY18-27

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### Summary by Service Area FY 18-27

<i>(in \$millions – includes all funding sources)</i>	GENERAL FUND DEPTS	ENTERPRISE DEPTS	EXTERNAL AGENCIES	TOTAL	Change from Prior Plan
Public Safety	1,571	-	-	1,571	-2%
Health and Human Services	918	-	11	929	27%
Infrastructure & Streets	1,679	7,837	-	9,517	0%
Recreation, Culture, and Education	742	-	1,635	2,377	263%
Economic & Neighborhood Development	-	1,884	3,094	4,978	16%
Transportation	-	9,170	6,283	15,453	11%
General Government	222	-	-	222	3%
<b>TOTAL</b>	<b>5,132</b>	<b>18,892</b>	<b>11,023</b>	<b>35,047</b>	<b>10%</b>

# DRAFT CAPITAL PLAN

## Funding Overview FY18-27

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### Summary in Five-Year Intervals

(in \$millions)

By <u>Service Area</u>	FY18-22	FY23-27	Plan Total
Public Safety	1,191	380	1,571
Health and Human Services	806	123	929
Infrastructure & Streets	6,134	3,383	9,517
Recreation, Culture, and Education	1,964	413	2,377
Economic & Neighborhood Development	3,017	1,962	4,978
Transportation	10,315	5,137	15,453
General Government	76	146	222
<b>TOTAL</b>	<b>23,502</b>	<b>11,545</b>	<b>35,047</b>

By <u>Department Type</u>	FY18-22	FY23-27	Plan Total
General Fund Departments	3,243	1,889	5,132
Enterprise Departments	13,474	5,418	18,892
<b>City &amp; County Subtotal</b>	<b>16,716</b>	<b>7,307</b>	<b>24,023</b>
External Agencies	6,786	4,237	11,023
<b>TOTAL</b>	<b>23,502</b>	<b>11,545</b>	<b>35,047</b>

# DRAFT CAPITAL PLAN

## Funding Principles

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



# DRAFT PAY-AS-YOU-GO PROGRAM

## Policies and assumptions

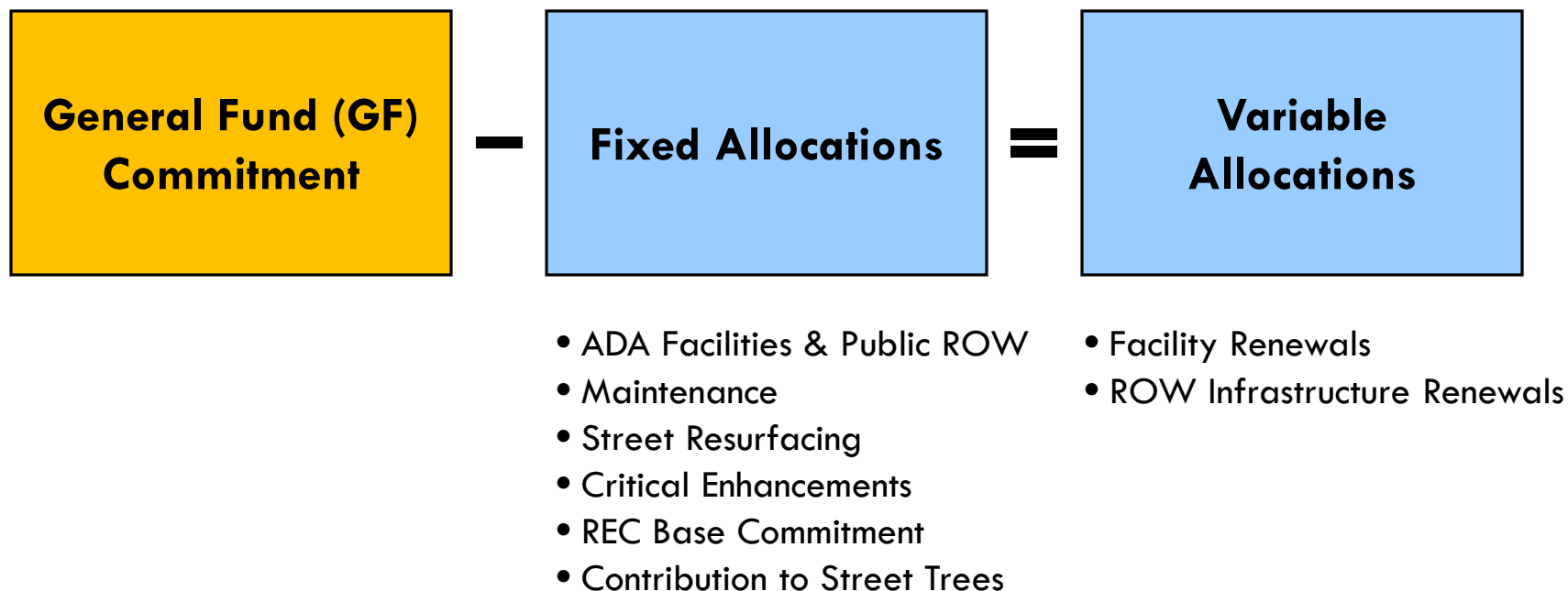
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- ▣ Maintained 7% growth rate of the Pay-As-You-Go Program
  - ▣ This results in a GF commitment of \$137.3M in FY18, and \$1.9B over the ten years
  
- ▣ Maintained Street Resurfacing funding at a level which achieves a Pavement Condition Index (PCI) of 70 by 2025
  
- ▣ Maintained \$10M/yr for Enhancement projects
  
- ▣ Adjusted Pay-As-You-Go Program to account for:
  - ▣ Recreation and Parks set-aside (reduced Pay-Go Program by \$15M/yr)
  - ▣ Street Tree set-aside (reduced Pay-Go Program by \$4.6M in FY18, escalated by 5% for the remainder of the Plan)

# DRAFT PAY-AS-YOU-GO PROGRAM

## Methodology

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Pay-as-you-go Allocation for DRAFT FY18-27 Capital Plan:



# DRAFT PAY-AS-YOU-GO PROGRAM

## Overview FY18-27

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General Fund Pay-as-you-go Program Funding				
(in \$millions)				
	FY 18-22	FY 23-27	Plan Total	Change from Prior Plan
Routine Maintenance	67	86	153	-7%
ADA: Facilities	7	6	12	-31%*
ADA: Public Right-of-Way	38	49	87	-21%*
Street Resurfacing	282	422	703	11%
Enhancements	50	50	100	0%
Recreation and Parks Base Commitment	75	75	150	
Contribution to Street Tree Set-aside	25	32	58	
ROW Infrastructure Renewal	46	73	119	3%
Facility Renewal	199	315	514	-1%
<b>TOTAL</b>	<b>789</b>	<b>1,107</b>	<b>1,897</b>	<b>14%</b>

\* Decrease over prior Plan reflects the City closing out the ADA Transition Plan; Plan assumes the Transition Plan will be replaced with Critical Access & Repair Management (CARMA) Plan – which funds renewals for ADA infrastructure

# DRAFT PAY-AS-YOU-GO PROGRAM

## Funding Outcomes FY18-27

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<b>Funding Category</b> <i>(in \$millions)</i>	<b>10-yr GF Need</b>	<b>10-yr GF Funding</b>	<b>% Funded</b>
Routine Maintenance	153	153	100%
ADA: Facilities	12	12	100%
ADA: Public Right-of-Way	87	87	100%
Street Resurfacing	703	703	100%
Enhancements	2,122	100	5%
Recreation and Parks Base Commitment	-	150	N/A
Contribution to Street Tree Set-aside	-	58	N/A
<b>FIXED ALLOCATION TOTAL</b>	<b>3,077</b>	<b>1,263</b>	
ROW Infrastructure Renewal	203	119	59%
Facility Renewal	947	514	54%
<b>VARIABLE ALLOCATION TOTAL</b>	<b>1,150</b>	<b>633</b>	
<b>GRAND TOTAL</b>	<b>4,227</b>	<b>1,897</b>	

- Fire and Police renewals largely covered through G.O. bonds are not included above



# DRAFT PAY-AS-YOU-GO PROGRAM

## Right-of-Way Renewal Funding Outcomes FY18-27

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Funding Category (in \$millions)	10-yr GF Need	10-yr GF Funding	% Funded
Street Structure Repair	67	39	58%
Plaza Inspection and Repair Program	22	13	59%
Curb Ramp Inspection and Replacement*	16	9	56%
Landscape Maintenance	97	57	59%
<b>TOTAL</b>	<b>202</b>	<b>118</b>	

\* This category funds maintenance for previously installed curb ramps. New curb ramps are fully funded under the ADA: Public Right of Way category on the previous slide.

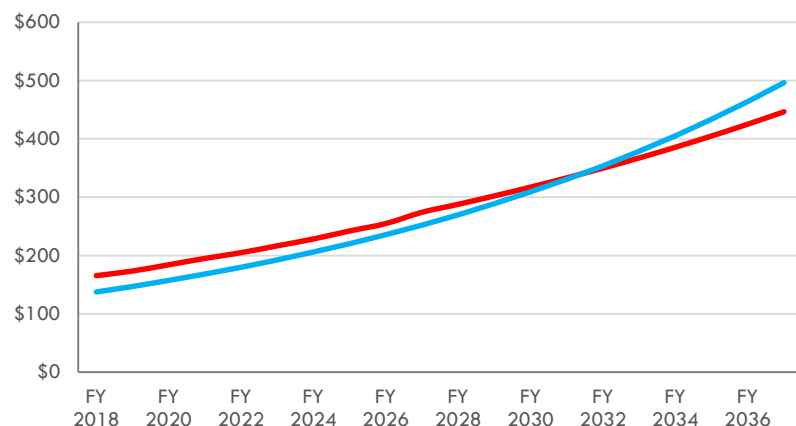
- Street Trees: Voters recently approved a General Fund set-aside of \$19M/yr to fund Street Trees. This category will no longer be part of the Capital Pay-As-You-Go Program.
- Sidewalk Inspection and Repairs are fully-funded under the ADA: Public Right-of-Way category

# DRAFT PAY-AS-YOU-GO PROGRAM

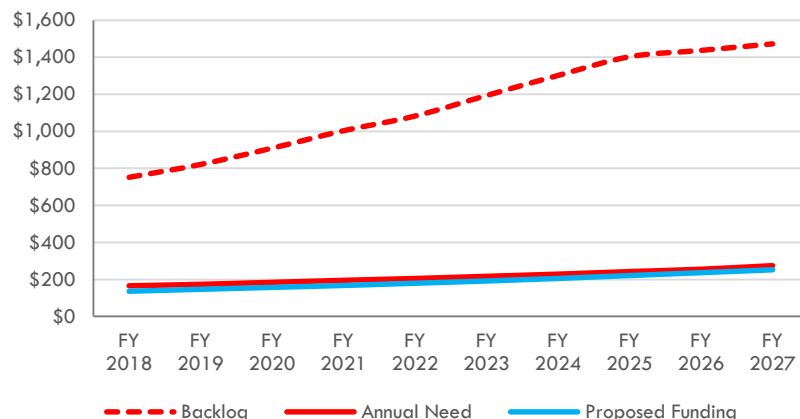
## Impact of Funding Level on Backlog

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Funding Level vs. Annual Need



Impact of Funding Level on Backlog



### Changes in backlog estimation methodology

- In this draft of the Plan, current backlog is defined as total current renewal need (i.e. deferred maintenance + immediate need) less the amount funded in the first year of the Plan
- This change eliminates inconsistencies across depts. in classifying a renewal need as deferred maintenance vs. an immediate need

### Annual need is addressed starting in FY 2032

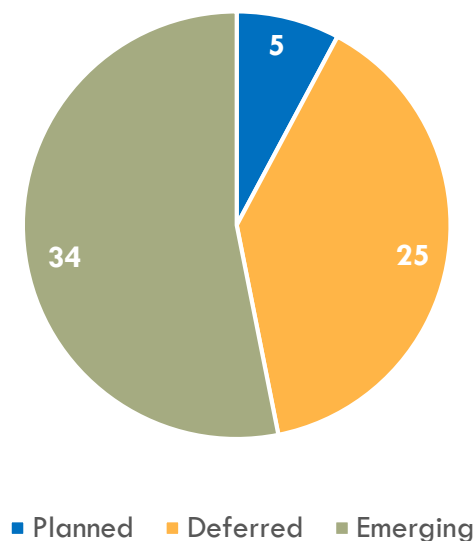
- Backlog growth slows in FY 2025, but reduction in backlog is not achieved

# DRAFT PAY-AS-YOU-GO PROGRAM

## Enhancement Requests

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No. of Enhancements Requests by Funding Status



### KEY PLANNED ENHANCEMENTS

\$ in millions

Project Name	Amount
Islais Creek and 4 <sup>th</sup> St. Bridge Rehabilitation	8.0
Security Cameras at Juvenile Justice Center – Phase 1	0.7

### KEY DEFERRED/EMERGING PROJECTS

\$ in millions

Project Name	Amount
Broadband for San Francisco	TBD
DEM Facility Addition for 1011 Turk	37.0
Dig Once Implementation	40.0
Kezar Pavilion Seismic Upgrades	TBD
McLaren Lodge Seismic and Code Upgrades	TBD
Recreation & Park Roads	19.0
SFFD and SFPD Training Facilities	TBD
SFFD Bureau of Equipment Relocation	60.0
Utility Undergrounding	1,086.7
ZSFG Bldg 2 Cooling Towers Replacement	7.2

# DRAFT PAY-AS-YOU-GO PROGRAM

## Looking ahead: Impact of Sales Tax Measure

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- ▣ The proposed sales tax revenue measure on the Nov 2016 ballot, meant to address homelessness & transportation issues, was not approved by voters
  - ▣ The measure was projected to raise \$150M/yr
  
- ▣ In order to maintain the City's commitment to addressing these issues, this loss of projected revenue resulted in a budget rebalancing process
  - ▣ The estimated impact to the Pay-Go Program is a loss of \$33M/yr
  
- ▣ As a result, CPC may have to consider various scenarios during the Capital Budget process, such as:
  - ▣ SCENARIO 1: Streets Program reduced by \$33M/yr
  - ▣ SCENARIO 2: Renewals Program reduced by \$33M/yr
  - ▣ SCENARIO 3: Combination approach - Streets Program reduced by \$16.5M/yr, Renewal Program reduced by \$6.5M/yr, and no Enhancements



# DRAFT PAY-AS-YOU-GO PROGRAM

## Looking ahead: Impact of Sales Tax Measure

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### TEN-YEAR IMPACT

	Draft Capital Plan	SCENARIO 1 Streets reduced by \$33M/yr	SCENARIO 2 Renewals reduced by \$33M/yr	SCENARIO 3 Combination Approach
Streets Program	PCI 70	PCI 61	PCI 70	PCI 66
Facilities Renewals	54% funded	54% funded	26% funded	49% funded
ROW Renewals	58% funded	58% funded	28% funded	53% funded
Enhancements	\$100M in enhancements	\$100M in enhancements	\$100M in enhancements	No enhancements

### FY 2018 FUNDING LEVEL

(in \$millions)

	Draft Capital Plan	SCENARIO 1 Streets reduced by \$33M/yr	SCENARIO 2 Renewals reduced by \$33M/yr	SCENARIO 3 Combination Approach
Streets Program	45	12	45	29
Facilities Renewals	32	32	6	27
ROW Renewals	9	9	2	7
Enhancements	10	10	10	0

# DRAFT DEBT PROGRAM

## General Obligation (G.O.) Bond Schedule

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### G.O. Bond Debt Program

(in \$millions)

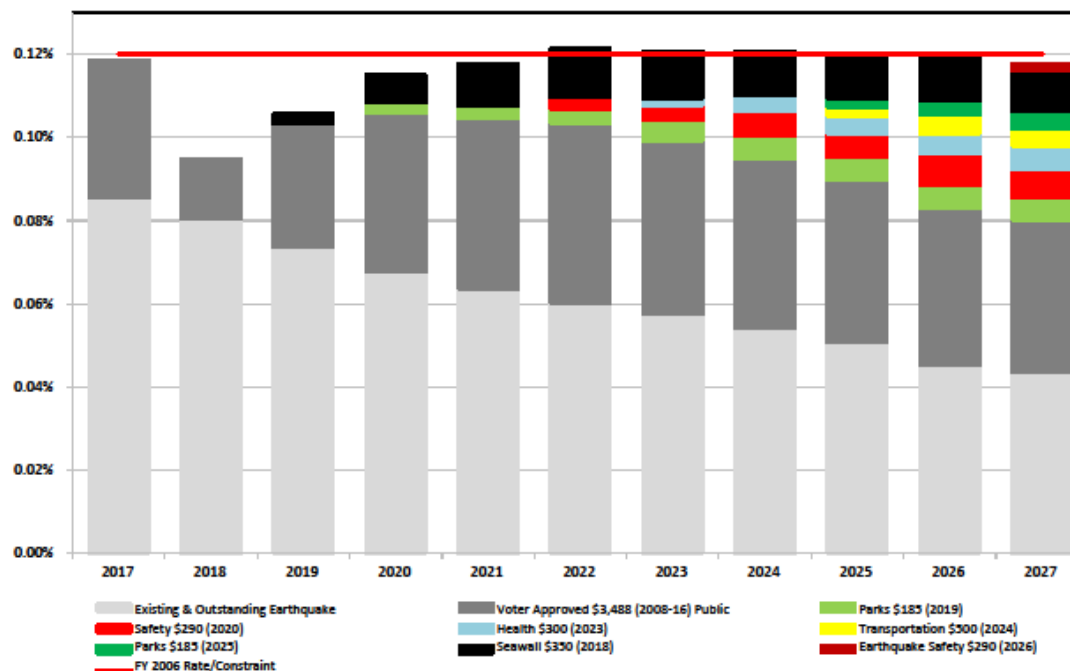
Election	Proposed Program	Amount
November 2018	Seawall Fortification	\$350
November 2019	Parks and Open Space	\$185
November 2020	Earthquake Safety & Emergency Response	\$290
November 2022	Public Health	\$300
November 2024	Transportation	\$500
June 2025	Parks and Open Space	\$185
November 2026	Earthquake Safety & Emergency Response	\$290
<b>TOTAL</b>		<b>\$2,100</b>

# DRAFT DEBT PROGRAM

## General Obligation (G.O.) Bond Capacity

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Draft Capital Plan Proposed G.O. Bond Program  
(Certified AV 8-1-16)



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

# DRAFT DEBT PROGRAM

## General Fund (GF) Debt Schedule

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### General Fund Debt Program

*(in \$millions)*

Issuance	Proposed Project	Amount
FY2018	DPH 101 Grove Exit & JUV Admin Relocation	\$155
FY2020	Critical Repairs – Recession Allowance (Year 1)	\$50
FY2021	Critical Repairs – Recession Allowance (Year 2)	\$50
FY2022	Critical Repairs – Recession Allowance (Year 3)	\$50
FY2021	JFIP – HOJ Admin Relocation	\$308
FY2021	JFIP – Prisoner Exit	\$190
FY2025	PW Yard Consolidation	\$50
FY2025	101 Grove Retrofit	\$50
FY2026	JFIP – HOJ Demolition & Enclosure	\$48
<b>TOTAL</b>		<b>\$951.</b>

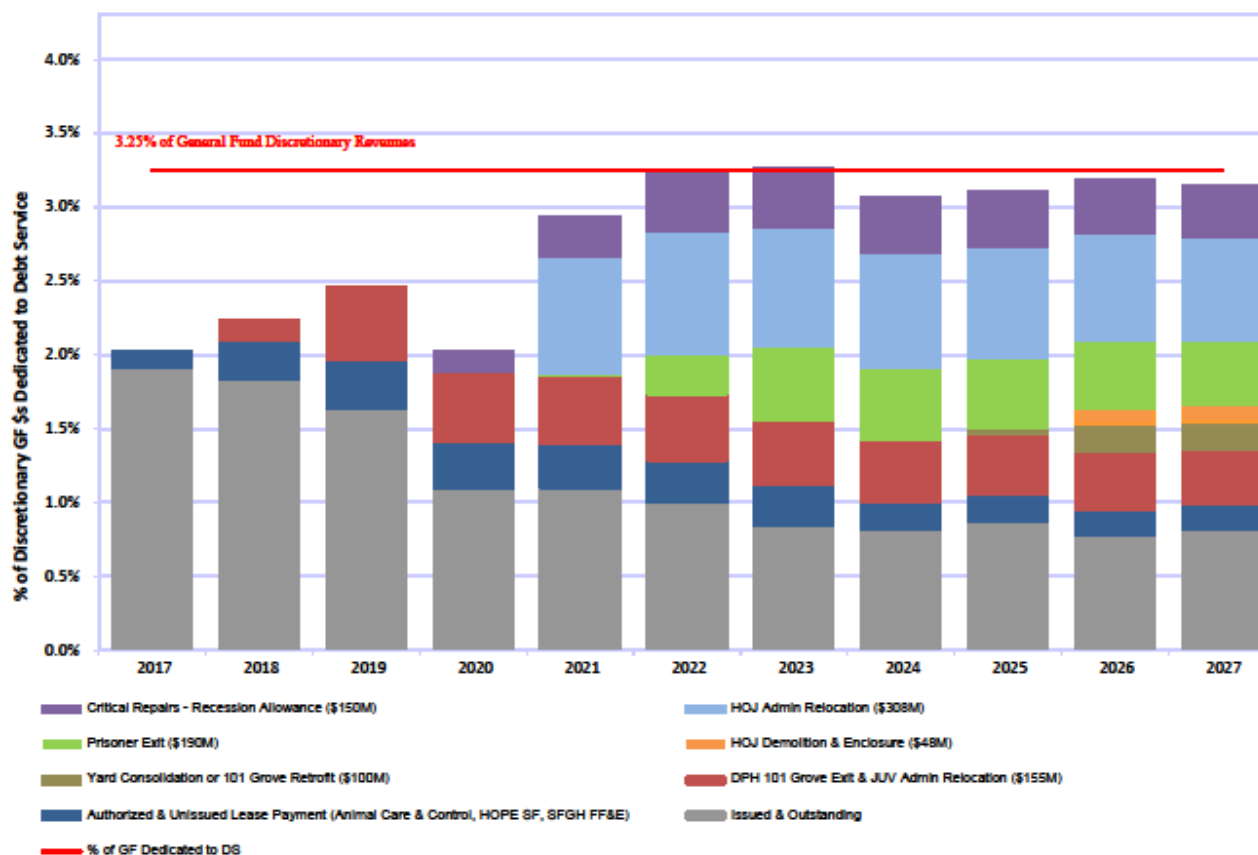


# DRAFT DEBT PROGRAM

## General Fund Debt Capacity

25

Draft Capital Plan Proposed General Fund Debt Program  
FY 2017 - 2027



# Capital Planning Committee Review Schedule\*

\*Subject to change

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## **Jan 23**

- ▣ Rec, Culture, & Education (ART, RPD, City College)
- ▣ General Government (RED, DT)
- ▣ Health and Human Services (HOPE SF, HSA, HSH)

## **Feb 27**

- ▣ Address remaining follow-up items
- ▣ Finalize recommendations to Mayor & BOS

## **Feb 6**

- ▣ Transportation (Vision Zero, Transbay, Caltrain, SFMTA/SFCTA)
- ▣ Infrastructure & Streets (PW, SFPUC)

# Questions & Comments

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# PAY-AS-YOU-GO PROGRAM

## Expenditure Types

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Fixed Allocation

- Routine Maintenance
      - Day-to-day upkeep of facilities
    - ADA Facilities (Transition Plan) & Public Right-of-way
      - Accessibility improvements and barrier removals at City facilities
      - Curb ramp installations/maintenance and sidewalk repairs
    - Street Resurfacing
      - Investments to achieve a “good” Pavement Condition Index (PCI) of 70
    - Critical Enhancements
    - Recreation and Parks Base Commitment
    - Contribution to Street Tree Set-aside

Variable Allocation

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

# DRAFT PAY-AS-YOU-GO PROGRAM

## Enhancement Requests - General Government

29

### PLANNED

*\$ in millions*

Project Name	Amount
ASR Functional Office Renovation	0.6

### DEFERRED

*\$ in millions*

Project Name	Amount
Connectivity Project – Fiber	5.5
Dig Once Implementation	40.0
Network/Security Operating Center and Office Space Optimization	4.0

### EMERGING

Project Name
Broadband for San Francisco

# DRAFT PAY-AS-YOU-GO PROGRAM

## Enhancement Requests – Health and Human Services

30

### PLANNED

*\$ in millions*

Project Name	Amount
UCSF Research Facility at ZSFG	0.5

### DEFERRED

*\$ in millions*

Project Name	Amount
AITC Immunization and Travel Clinic and CDPU Program Relocation	2.4
LHH Pharmacy Code Compliance Upgrades	0.5
LHH Second Floor Service Corridor Access Control	0.4
Tom Waddell Urgent Care Clinic Relocation	3.4
ZSFG Bldg 2 (Service Building) NPC-4 Seismic Upgrade	1.2
ZSFG Bldg 2 Cooling Towers Replacement	7.2
ZSFG Bldg 5 Kitchen Upgrade and Remodel	3.4
ZSFG New Chiller to support failing IT Infrastructure	1.2

### EMERGING

Project Name
170 Otis Seismic Upgrade
DPH Clinics Patient Renewal & Upgrade Program
DPH Clinics Security Improvements
HSA Space Reconfiguration
ZSFG Remaining Brick Buildings Seismic Upgrade

# DRAFT PAY-AS-YOU-GO PROGRAM

## Enhancement Requests – Infrastructure and Streets

31

### PLANNED

*\$ in millions*

Project Name	Amount
Islais Creek Bridge Rehabilitation	5.4
4 <sup>th</sup> Street Bridge Rehabilitation	2.6

### DEFERRED

*\$ in millions*

Project Name	Amount
Bayview Transportation Improvements	40.8
Better Market Street	250.0
Jefferson Street Streetscape Enhancement Project, Phase 2	13.2
Market Street Plaza Enhancements	96.5
Streetscape Improvement Program	426.6
Utility Undergrounding	1086.7



# DRAFT PAY-AS-YOU-GO PROGRAM

## Enhancement Requests – Public Safety

32

### PLANNED

*\$ in millions*

Project Name	Amount
Security Cameras at the Juvenile Justice Center – Phase 1	0.7

### DEFERRED

*\$ in millions*

Project Name	Amount
County Jail #5 Facilities and Grounds Infrastructure	1.6
DEM Facility Addition for 1011 Turk	37.0
Security Cameras at the Juvenile Justice Center - Phase 2	1.1
SFFD Bureau of Equipment Relocation	60.0
Sheriff's Dept Alternate Programs Facility 8	14.0
SHF – County Jails #1 and #2 (425 7th Street) Strengthening	7.0

### EMERGING

Project Name
Candlestick Development New Fire House
County Jail #6 Facility Complex Decommissioning
Expansion, Renovation, and Relocation of the Police Training Academy
Hunters Point Fire Station
Juvenile Probation Department Master Plan Implementation
New Tenderloin Station
SFFD Training Facility Relocation and Expansion
SFPD Central District Station Replacement
SFPD Long-term Evidence Storage

# DRAFT PAY-AS-YOU-GO PROGRAM

## Enhancement Requests – Recreation, Culture, Education

33

### DEFERRED

\$ in millions

Project Name	Amount
Cultural Centers Facility Assessment Master Plan	0.5
Recreation & Park Roads	19.0

### EMERGING

Project Name
Cultural Center Upgrades
Golf Course Improvements
India Basin/900 Innes
Kezar Pavilion Seismic Upgrades
McLaren Lodge Seismic and Code Upgrades
Neighborhood Parks - Recreation Centers
New Park Acquisitions and Capital Development Needs
Sharp Park Wetland Restoration
Zoo Improvements