



THE CITY AND COUNTY
OF SAN FRANCISCO
CAPITAL PLAN

ONESF
Building Our Future

Fiscal Years 2020-2029

ONESF
Building Our Future

**There is only ONE
San Francisco.**

Let's take care of it.



**City and County of San Francisco
Capital Plan
Fiscal Years 2020-2029**

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

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In compliance with the San Francisco Administrative Code Section 3.20, I am pleased to submit the City and County of San Francisco Capital Plan for Fiscal Years (FY) 2020-2029. 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 Capital Plan continues the City's commitment to plan and finance projects that will strengthen the integrity of San Francisco's infrastructure in an equitable way. The Plan recommends a record level of \$39 billion in investments that will improve San Francisco's resilience through critical seismic repairs and strengthening; transportation and utility system improvements; a stronger Seawall; modern public health and safety facilities; and safer streets for pedestrians, bicyclists, and drivers.

Even with this record level of investment, the Plan defers five billion dollars in identified capital needs for General Fund departments. Assuming continued seven percent annual growth in the Pay-As-You-Go Program, the state of good repair needs for those departments is not fully funded until FY2027. We must continue to invest in our infrastructure to contain costs and deliver the quality of life that our residents, workers, and visitors deserve.

We know that programmatic investments alone will not solve the problems San Francisco faces. Near-term investments to build additional affordable housing, mitigate seismic risks in our public health buildings, and ensure the safety and operational capability of our public safety departments in the wake of disaster will help safeguard our long-term viability.

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 San Francisco.

A handwritten signature in black ink that reads "Naomi M. Kelly". The signature is fluid and cursive, with the first letters of the first and last names being capitalized and prominent.

Naomi M. Kelly
City Administrator

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01. EXECUTIVE SUMMARY

The Fiscal Year FY2020-29 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 anticipated 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 10 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 FY2020-29 Capital Plan generally retains most policies and practices set in prior year plans, including restrictions around issuing debt and priorities for certain capital programs such as the City's Americans with Disability Act (ADA) barrier removal efforts and street resurfacing. Policies governing the Plan are discussed in the Introduction as well as the Capital Sources chapter. The Plan also lays out a number of goals that continue key objectives from previous years, including robust funding for asset preservation, relocating critical City services to seismically sound facilities, and construction on hundreds of other public infrastructure projects to improve services and quality of life.

As shown in **Table 1.1**, this Plan captures \$27 billion in recommended direct City investments and \$12 billion in external agency investment, which total \$39 billion in capital improvements citywide. This work is estimated to create over 230,000 local jobs over the next decade.

TABLE 1.1

Capital Plan Summary in Five-Year Intervals (Dollars in Millions)	FY20-24	FY25-29	Plan Total
BY SERVICE AREA			
Public Safety	818	815	1,632
Health and Human Services	493	123	616
Infrastructure & Streets	6,344	3,306	9,650
Recreation, Culture, and Education	1,610	493	2,103
Economic & Neighborhood Development	4,229	2,923	7,152
Transportation	13,703	3,962	17,665
General Government	162	162	324
TOTAL	27,359	11,784	39,143
BY DEPARTMENT TYPE			
General Fund Departments	2,731	2,333	5,064
Enterprise Departments	14,954	5,308	20,261
City & County Subtotal	17,646	7,669	25,315
External Agencies	9,475	4,143	13,618
TOTAL	27,359	11,784	39,143

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

- New homelessness services and health center
- Closure and demolition of the unsafe Hall of Justice
- Park system renovations, including Portsmouth Square
- Neighborhood Fire Stations program
- District Police Stations program
- Replacement fire training facility
- Department of Emergency Management 911 floor expansion
- ADA facilities and right-of-way barrier removal
- Zuckerberg San Francisco General and Laguna Honda Hospital campus improvements

Enterprise Departments

- Fortification of the Seawall
- Pier 70 and Seawall Lot 337
- SFMTA facilities
- Muni Forward
- Vision Zero Pedestrian Safety Program
- Van Ness and Geary Bus Rapid Transit
- Water, Sewer, and Power Enterprise improvements
- SFO Terminal 1 and 3 improvements

External Agencies

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



UN Plaza

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 planned General Fund department investments, as well as projects deferred from the Plan due to funding limitations. These projects and more are discussed in the Plan's Service Area chapters.

TABLE 1.2

General Fund Department Program Summary (Dollars in Millions)		
Renewal Investments	FUNDED	DEFERRED
Facilities	738	723
Streets	897	478
Other Right-of-Way Assets	382	136
<i>Subtotal, Renewals</i>	2,017	1,337
Capital Enhancement Investments	FUNDED	DEFERRED
Earthquake and Safety Improvements		
HOJ Relocation Projects	603	
Public Safety Training Facility	150	
SFFD Neighborhood Stations	125	
Emergency Firefighting Water System	154	
Treasure Island Neighborhood Fire House Replacement	20	
District Police Stations and Facilities	121	
ZSFG Building 80/90 Renovation & Seismic Retrofit	150	
Clinics Seismic Upgrade and Improvements	70	
Family Services Center / City Offices	50	
911 Center Workstation Upgrades and Renovation	9	
DEM 1011 Turk Street/Headquarters Expansion		48
SFFD Bureau of Equipment Relocation		98
SFPD Central District Station Replacement		81
Other Earthquake & Safety Improvements	342	41
<i>Subtotal</i>	1,793	268

Enhancements (continued)	FUNDED	DEFERRED
Disability Access Improvements		
Facilities	10	
Sidewalk Improvements and Repair Program	50	
Ongoing Curb Ramp Program	94	
<i>Subtotal</i>	153	
Parks, Open Space & Greening Improvements		
Parks and Open Space G.O. Bond Projects	455	
Other Parks, Open Space & Greening Improvements	150	7
<i>Subtotal</i>	605	7
Street Infrastructure Improvements		
Better Market Street	129	546
Islais Creek and 4th St Bridge Rehabilitation	36	
Other Street Infrastructure Improvements	27	1,015
<i>Subtotal</i>	193	1,561
Other Improvements		
Branch Library Renovations	38	
Utility Undergrounding		1,552
Other Projects	265	245
<i>Subtotal</i>	303	1,796
SUBTOTAL, ENHANCEMENTS	3,047	3,633
PLAN TOTAL	5,064	4,970

Pay-As-You-Go Program

The Plan proposes funding the majority of the City's ongoing annual needs with General Fund dollars and SB1 funds through the 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 planned funding for the Pay-Go Program by expenditure category.

TABLE 1.3

Pay-Go Program Funding (Dollars in Millions)	FY20-24	FY25-29	Plan Total
Routine Maintenance	74	95	169
ADA: Facilities	5	5	10
ADA: Public Right-of-Way	44	56	99
Street Resurfacing	351	450	801
Enhancements	50	50	100
Recreation and Parks Base Commitment	75	75	150
Capital Contribution to Street Tree Set-aside	28	36	64
ROW Infrastructure Renewal	45	81	126
Facility Renewal	232	421	653
Total Projected Funding	904	1,268	2,172

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 over \$20 billion in Enterprise department capital investments during the next 10 years.

Major projects identified in the last Plan such as the Seawall, Central Subway, the Transbay Transit Center, Pier 70, and SFO terminal improvements, are proceeding. Additional Enterprise department needs have arisen, notably the need to build adequate facilities to support our growing transit fleet.

TABLE 1.4

Planned Revenue Bond Issuances FY2020-29 (Dollars in Millions)			
Agency	FY20-24	FY25-29	Total
PUC	4,556	1,233	5,789
Airport	4,363	-	4,363
SFMTA	0.2	-	0.2
Total	8,919	1,233	10,152

Enterprise departments appear in this Plan’s G.O. Bond Program. The SFMTA passed a \$500 million Transportation G.O. Bond in 2014, and the Seawall won approval for a \$425 million G.O. Bond in 2018. The next Transportation G.O. Bond is here planned for 2022.

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 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 shows \$14 billion in capital investments over the next 10 years. As affordable housing funding supports the development of units that will ultimately be held and managed by third parties, planned investments in that area are represented as external.

General Obligation Bonds

The Plan anticipates \$2.7 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 G.O. Bond Program for the next 10 years.

Chart 1.1 illustrates the relationship between the G.O. Bond Program and the local property 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 1.5

G.O. Bond Program (Dollars in Millions)		
Election Date	Bond Program	Amount
Nov 2019	Affordable Housing	500
Mar 2020	Earthquake Safety & Emergency Response	628.5
Nov 2020	Parks & Open Space	255
Jun 2022	Transportation	500
Nov 2023	Public Health	220
Nov 2026	Waterfront Safety	150
Nov 2027	Earthquake Safety & Emergency Response	271.5
Nov 2028	Parks & Open Space	200
Total		2,725

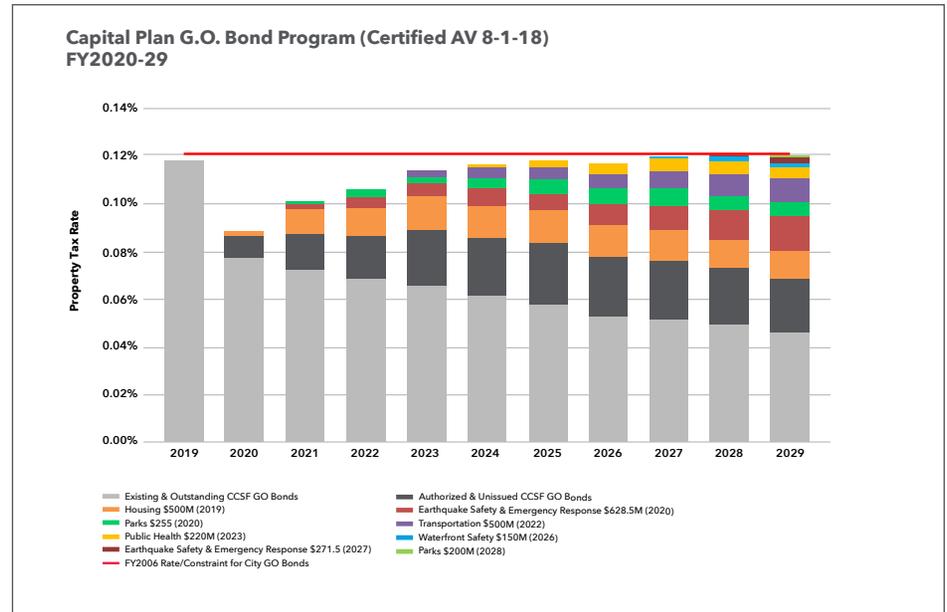


CHART 1.1

Certificates of Participation

The Plan anticipates \$963 million in Certificates of Participation (COPs), also known as General Fund debt, 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 COP Program for the next 10 years.

Chart 1.2 illustrates the 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.

TABLE 1.6

COP Program (Dollars in Millions)		
Fiscal Year of Issuance	Project	Amount
FY2019	Public Health 101 Grove Exit	108
FY2019	HOPE SF Horizontal Infrastructure	57
FY2020	Family Services Center/City Offices	50
FY2020	Hall of Justice Relocation Projects	131
FY2022	Critical Repairs Recession Allowance	60
FY2023	Critical Repairs Recession Allowance	60
FY2025	Hall of Justice Demolition & Enclosure	55
FY2026	Public Works Yards Consolidation	25
FY2028	Hall of Justice Consolidation Plan	417
Total		963

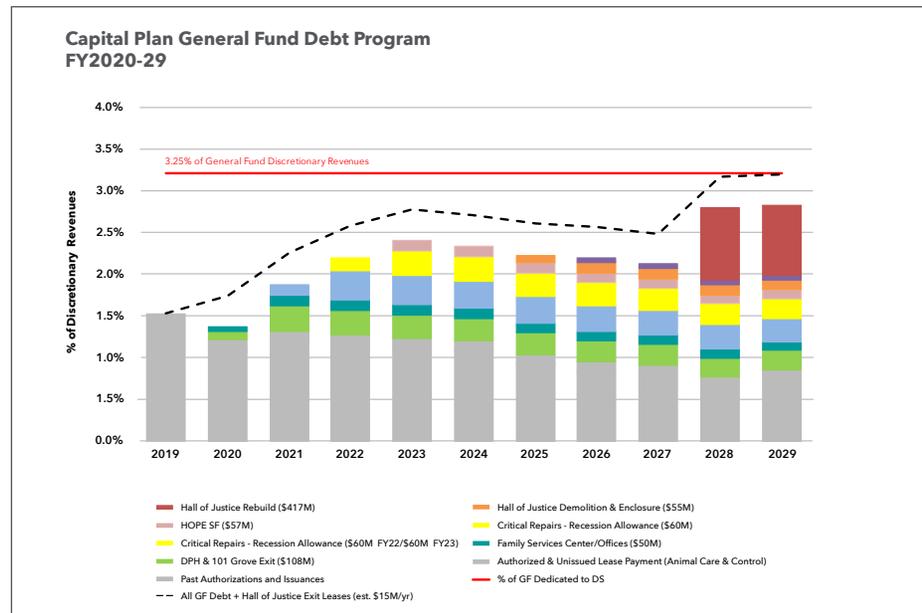


CHART 1.2

Towards Resilience

This Capital Plan recommends historic levels of funding at \$39 billion over 10 years, compared to \$35 billion in the last Plan two years ago. Despite this, the Plan defers nearly \$5 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 FY2027 if the Pay-Go Program is funded at Plan-recommended levels. This is the first time in recent years that the backlog is expected to decrease in the Plan's timeframe. It is important that the City take advantage of current economic conditions to achieve or exceed the recommendations of this Plan to continue to make progress against the backlog.

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

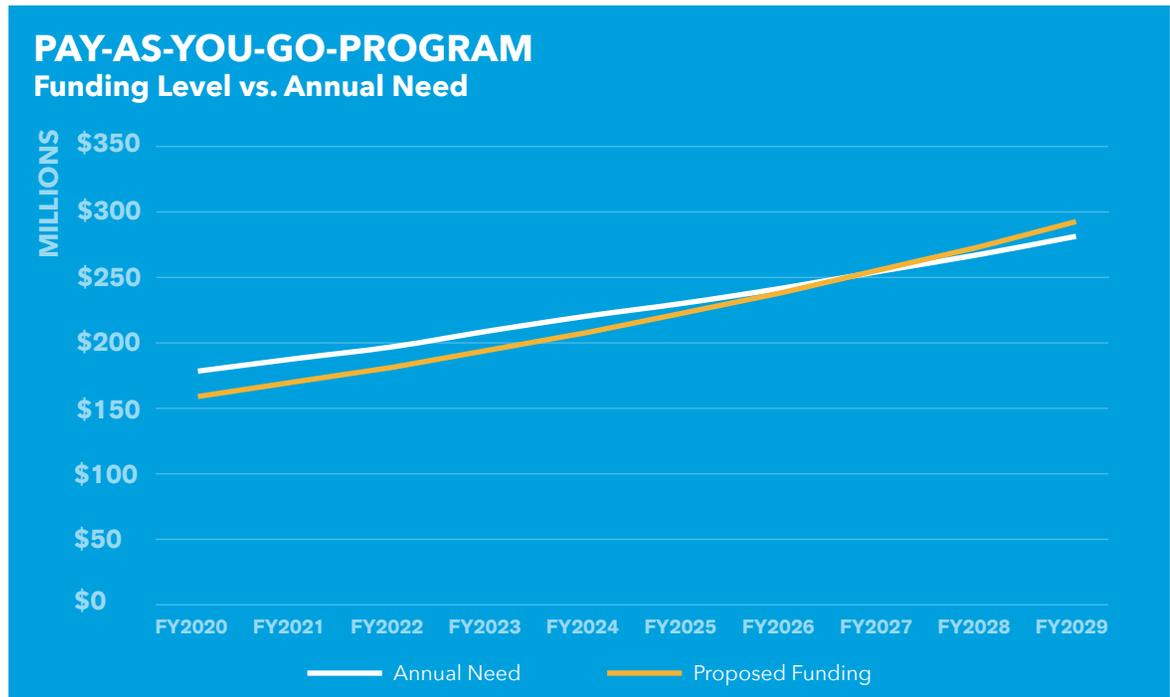


CHART 1.3

financial constraints around each funding program to promote its long-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.



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02. Introduction

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Capital Planning in San Francisco

The Fiscal Year FY2020-29 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 anticipated 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 capital needs.

Through the application of consistent funding principles and fiscal policies, the Plan prioritizes departmental capital needs within 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 \$39 billion in critical infrastructure improvements over the next 10 years. This is \$4 billion more than the previous Plan.

Drivers of this increase include (1) large investments in and fees from developing areas in the southeastern part of the city and at Treasure Island; (2) continued use of G.O. Bonds against growing assessed

value to address the transportation network, parks and open space, sewers, and critical facilities; (3) strong capital programs from San Francisco's enterprise departments; and (4) year-over-year growth to keep existing City assets in a state of good repair.

The planned growth reflects confidence in the City's capacity to administer capital projects and programs in a responsible, transparent manner using best practices in financial management. Such practices include 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 San Francisco's appreciation for the long-term benefits of investing in public infrastructure.

San Francisco's voters have approved nearly \$4 billion in G.O. Bonds since 2008, more than the previous 50 years of G.O. Bonds combined.

TABLE 2.1: G.O. Bonds Passed Since 2008

Year	G.O. Bond Program	Amount (Dollars in Millions)
2008	Neighborhood Parks & Open Space	180
2008	Public Health Seismic Facilities	887
2010	Earthquake Safety & Emergency Response	412
2011	Road Resurfacing & Street Safety	248
2012	Neighborhood Parks & Open Space	195
2014	Earthquake Safety & Emergency Response	400
2014	Transportation	500
2015	Affordable Housing	310
2016	Public Health & Safety	350
2018	Seawall Program	425
Total		3,907



Street Repaving

Policies, Principles, and Goals

The FY2020-29 Capital Plan retains many of 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: \$157.2 million in Pay-As-You-Go (Pay-Go) in FY2020, escalated by 7% annually thereafter.

The Pay-Go Program policies are:

- The Pay-Go funding level will grow at an annual rate of 7%. This enables the program to grow at a higher rate than inflation so that the existing backlog and ongoing needs can be addressed.

TABLE 2.2

Pay-Go Program Funding (Dollars in Millions)	FY20-24	FY25-29	Plan Total
Routine Maintenance	74	95	169
ADA: Facilities	5	5	10
ADA: Public Right-of-Way	44	56	99
Street Resurfacing	351	450	801
Enhancements	50	50	100
Recreation and Parks Base Commitment	75	75	150
Capital Contribution to Street Tree Set-aside	28	36	64
ROW Infrastructure Renewal	45	81	126
Facility Renewal	232	421	653
Total Projected Funding	904	1,268	2,172

- The Street Resurfacing Program will be funded at the level needed to achieve a “Good” Pavement Condition Index (PCI) score of 75 by FY2025.
- ADA barrier access removal projects will continue to be prioritized, with the ongoing Curb Ramps right-of-way program fully funded.
- Ten million dollars of Pay-Go funds each year are expected to fund critical emergencies and enhancement projects not covered through debt programs.

Several voter-determined outcomes over the past two years have affected the Pay-Go Program. Recently 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. These measures have reduced the flexibility of the Pay-Go Program.

For more information on the Pay-Go Program, please **Chapter Five: Sources of Funds**.

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 and/or the city's assessed value grows.

Consistent with the March 2019 update of the Five-Year Financial Plan, the G.O. Bond Program assumes growth in Net Assessed Value of 6.49% in FY2020, 4.51% in FY2021, 4.31% in FY2022, 4.03% in FY2023, 4.03% in FY2024, 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 4.50% in FY2020, 3.79% in FY2021, and 3.15% in FY2022, 2.97% in FY2023, 3.19% in FY2024, and 3.50% annually thereafter.

General Policies

The Capital Plan uses the Annual Infrastructure Construction Cost Inflation Estimate (AICCIE) 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 6.0%. Thereafter, the Plan assumes an annual escalation rate of 5.0% unless otherwise noted.

The City uses a revolving Capital Planning Fund primarily 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.



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.

San Francisco strives for equity across our programs and investments. For capital, this means enabling access and supporting departments in their respective equity plans, which include considerations of race, age, income, geography, ability, and more.



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.

Resilience and Sustainability

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.

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,



King Tides on the Embarcadero

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 these 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 healthy 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 \$39 billion over 10 years. Despite this, the Plan defers \$5 billion in identified needs for General Fund departments and does not fully fund annual state of good repair needs until FY2027, 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 and one-time revenues 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 \$799 million for streets and General Fund facilities. 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.

Under this Plan, if the City meets the Plan's funding recommendations, the existing backlog is projected to start trending downward after FY2027. As compared to the current level, the backlog is still projected to increase 106% to approximately \$1.1 billion by FY2029, 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

various 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 regional 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. Recovery efforts from natural disasters across northern California are further exacerbating the already tight labor market. Meanwhile, the prospect of a downturn continues to linger on the horizon.

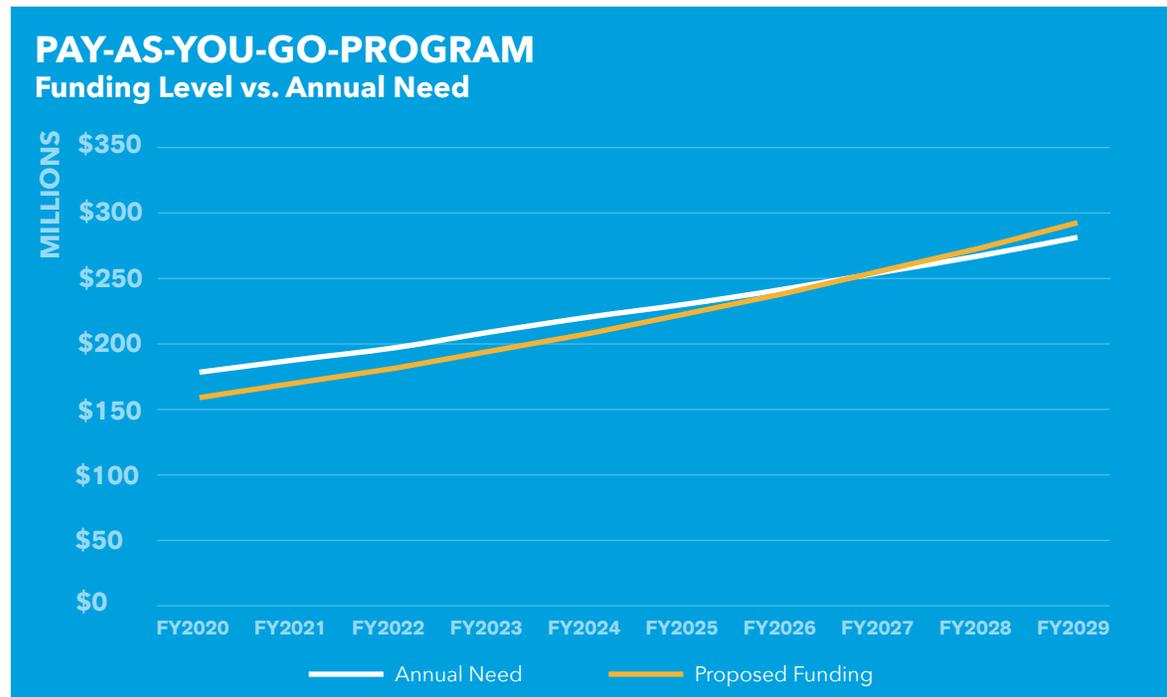


CHART 2.1

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

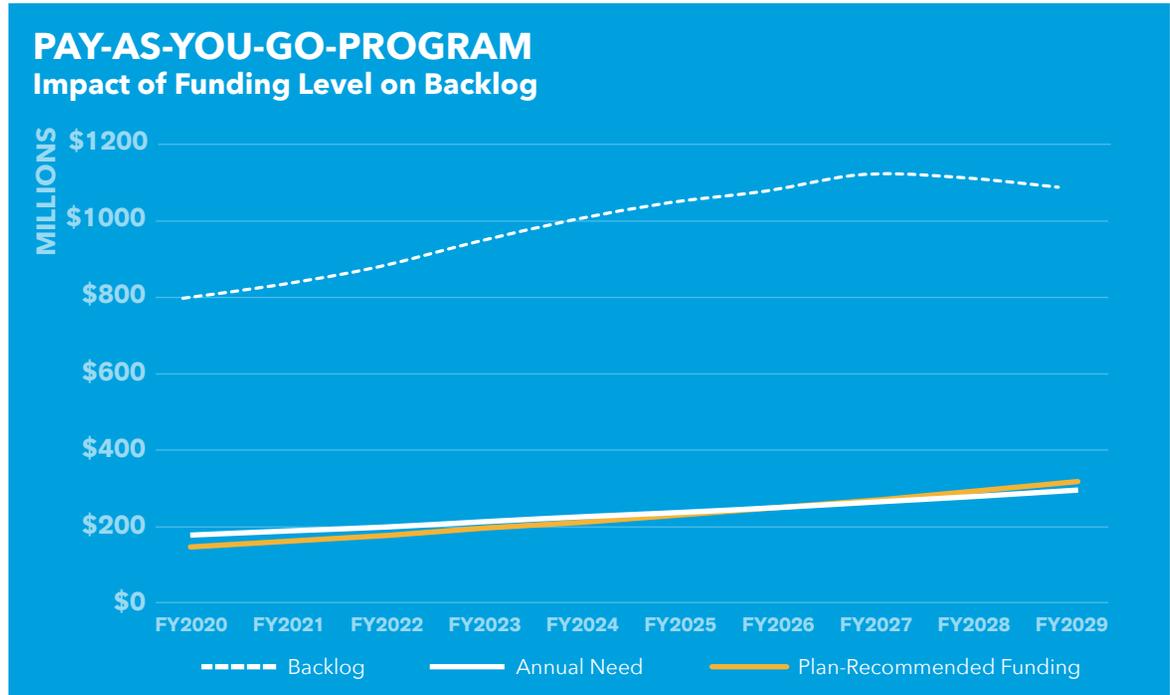


CHART 2.2

recommendations, including but not limited to: increasing the General Fund contribution to 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.



03. Accomplishments

- 27** Economic + Neighborhood Development
- 29** General Government
- 31** Health + Human Services
- 33** Infrastructure + Streets
- 35** Public Safety
- 37** Recreation, Culture + Education
- 49** Transportation



Central Subway Boring Machine



Bike Lane



Transit Only Lanes

Economic + Neighborhood Development

Port of San Francisco

- **Revitalized the eight 20th Street Historic Buildings at Pier 70**, returning them to active use for office workers, retailers, artists, and manufacturing companies
- **Celebrated the groundbreaking at Pier 70 Historic Shipyard**, where the neighborhood will feature new parks, rehabilitated historic buildings, and space for artists, local manufacturing, and commercial uses.
- **Completed ADA improvements at Pier 31 and 29½**, buildings that contribute to the Embarcadero Historic District.
- **Improved life-safety conditions with the installation of fire standpipes at Piers 33 and 28**, creating easy access points for the Fire Department to connect hoses along the pier.
- **Completed \$1.6 million in routine maintenance on a float at China Basin**, increasing the float's longevity.
- **Continued successful state of good repair efforts from Port crews**, including the removal of dilapidated piles along Islais Creek and repair of pier substructures.
- **Won 82% voter approval on the \$425 million Seawall General Obligation Bond**. Other sources include \$5 Million of state grant funding and \$1.5 Million for a Federal New Start Study to fund the Seawall program.

Planning Department

- **Adopted Central SoMa Plan**, which will provide space for 32,000 new jobs and 8,800 new units of housing, as well as \$2 billion in public benefits over the life of the Plan.

- **Convened ConnectSF** to develop a fifty-year vision for San Francisco and its transportation system, to be codified in a new Transportation Element within the City's General Plan.
- **Adopted the Central Waterfront/Dogpatch Public Realm Plan** for inclusion in the San Francisco General Plan.
- **Began environmental review of the Market Street Hub Plan**, expected to add space for an additional 12,000 housing units and 7,000 new jobs to the area.
- **Completed the Rail Alignments Benefits Study**, which recommended a rail alignment into the Salesforce Transit Center and associated transportation and land use opportunities.
- **Completed public space and street design concept development** for Civic Center Public Realm Plan.

Neighborhood Development and Affordable Housing

- **Mission Bay**: Constructed 5,789 housing units, including 1,191 affordable units, and 3.8 million square feet of commercial, office, clinical, and lab space; in addition, developed 66% of the UCSF campus, including the first phase of the UCSF medical center and more than 18 acres of new non-UCSF parks.
- **Transbay**: In Zone 1 of the Project Area, completed construction of 719 residential units, including 310 affordable units, and 2.2 million square feet of commercial space. An additional 1,485 residential units, 416 of them affordable, as well as Folsom Street improvements are under construction.

- **Hunters Point Shipyard/Candlestick Point**: Completed nearly all of the horizontal infrastructure at the Hilltop area of Hunters Point Shipyard, and 439 of the 898 housing units are complete.
- **HOPE SF**: At Hunters View, construction is complete on Block 7, Block 10, and Block 11, and all residents choosing to reoccupy have returned. Completed the final phase of Alice Griffith with all public housing residents expected to have exercised their right to return by early 2019. At Potrero, advanced vertical construction for Phase 1. At Sunnydale, began construction on Parcel Q, the first vertical phase.
- **Yerba Buena Gardens**: Transferred the intact portfolio of financially self-sustaining Yerba Buena Gardens properties, along with a dedicated source of funding, to the City and County of San Francisco, through its Real Estate Division.

Treasure Island Development Authority

- **Recorded final subdivision maps** for the first subphases on Yerba Buena and Treasure Islands and commenced development in both areas.
- **Geotechnical soil improvements** on Treasure Island and **mass grading** for new water storage reservoirs, utilities, and roadways at Yerba Buena Island both underway.
- **Received 315 of the 463 acres on Yerba Buena Island and Treasure Island** from the US Navy, with the full transfer expected in 2022.



Diamond Heights ADA Sidewalk Improvements



Office of the Chief Medical Examiner



StreetSmARTS Mural



Moscone Convention Center



49 South Van Ness Construction

General Government

Office of the City Administrator

- **Completed Phase 2 and Phase 3 of the Moscone Convention Center Expansion Project**, dramatically expanding the size and revenue potential of the facility with additional conference and display hall space, including 800,000 square feet of convention amenity improvements, as well as over 8,000 square feet of new public open space.
- **Completed construction of a modern and efficient Public Works Central Shops facility** with SFPUC at two proximate sites: 450 Toland and 555 Selby Street.
- **Began construction on the One-Stop Permitting Center at 49 South Van Ness**, a new building that will feature 430,000 square feet of space that will consolidate operations for the Departments of Building Inspection, Public Works, Planning, Public Health, and other departments that do permitting work.
Expanded the successful Pit Stop Program to 18 locations. With staffed attendants, 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.
- **Created 92 murals through the StreetSmARTS program** in collaboration with the Arts Commission in the most graffiti-tagged parts of the City, engaging both artists and private property owners in the effort of deterring tagging.

- **Secured funding and completed design for a seismically resilient Animal Care and Control Shelter** that will reduce overcrowding, provide modern, safer standards of care, and prevent the spread of disease amongst animals in the City's care.
- **Completed the Assessor-Recorder Space Modernization project** for improved public service and more efficient business operations.
- **Completed barrier removal work on the Juvenile Probation Administrative and Courts building** to provide uniform physical access for the public and employment opportunities for persons with disabilities.
- **Secured Board of Supervisors approval** for the acquisition of 700 Stanyan for future affordable housing.
- **Presented a five-year Civic Center Reorganization Plan** to the Budget & Finance Committee of the Board of Supervisors.
- **Sold 30 Van Ness, 1660 Mission, and 1680 Mission**, securing \$122 million in sales proceeds, the largest sales in the City's history, and enabling the construction of the One-Stop Permitting Center at 49 South Van Ness.

Other General Accomplishments

- **Continued San Francisco's global environmental leadership during the 2018 Global Climate Summit** with commitments towards meeting greenhouse gas reduction obligations under the Paris Agreement, reducing waste, and pursuing financing opportunities for green projects throughout the city.
- **Continued to work toward uniform physical access and employment opportunities for persons with disabilities.**
- **Initiated a dedicated effort to construct or upgrade curb ramps at locations with sub-sidewalk basements.**
- **Constructed and/or upgraded 1,758 curb ramps in FY2018 and 485 curb ramps thus far in FY2019** to comply with ADA standards.



Hunter's View



Building 5 at Zuckerberg San Francisco General Hospital



Maxine Hall Health Center

Health + Human Services

Department of Public Health

- **Planned the relocation of staff out of the seismically unsafe 101 Grove Street** to Laguna Honda Hospital (LHH) and the Zuckerberg San Francisco General (ZSFG) campus, to be funded by Certificates of Participation in 2019.
- **Started construction on the ZSFG Building 5 Renovation and Seismic Retrofit project**, funded for \$222 million by the 2016 Public Health and Safety G.O. Bond.
- **Completed Phase 1 of the Southeast Health Center project** and design for the Castro Mission and Maxine Hall Health Center renovations, all funded by the 2016 Public Health and Safety G.O. Bond.
- **Funded long-standing, major public health renewal projects** such as the ZSFG Chiller and Cooling Tower Replacement, ZSFG Clinical Lab Automated Track, LHH Pharmacy Code Compliance Project, LHH Water Tanks, and Community Health Network Mechanical Unit replacement through the General Fund Capital Budget.
- **Completed seismic assessments** of Chinatown Public Health Center, Ocean Park Health Center, Silver Avenue Health Center, and City Clinic – all of which have been found to have a Seismic Hazard Rating of 4.

Human Services and Homelessness and Supportive Housing

- **Opened three new Navigation Centers**, including a system-wide storage facility providing critical storage services to clients and a Navigation Center specifically targeting homeless Transitional Age Youth.
- **Planned for needed renewals at San Francisco's publicly owned homeless shelters**, funded by the 2016 Public Health and Safety G.O. Bond.
- **Purchased commercial space and began tenant improvements for HSH Headquarters and a Client Access Point** at 440 Turk Street, funded by the 2016 Public Health and Safety G.O. Bond.
- **Remodeled lobbies at four HSA buildings** to support the increase in clients seen after the passage of the Affordable Care Act, and to coordinate facility layout with changing business practices.
- **Completed tenant improvements at new facilities serving San Francisco's most vulnerable populations:** The County Veterans Service Office and the Department of Aging and Adult Services Benefits and Resource Hub at 2 Gough Street, and a children's resource center at the Edgewood Center for Children and Families.

Interdepartmental

- **Funded and programmed a Homeless Health Services Center** as the ground-floor activation of the supportive housing project to be constructed at 1064-1068 Mission Street. This project solves for the needed relocation of the Tom Waddell Clinic from 101 Grove and builds a permanent home for the Homeless Outreach Team.



Utilities Work



Chinatown Curb



Valencia Streetscape, Bike Rack

Infrastructure + Streets

Streets and Rights-of-Way

- **Street Resurfacing:** Repaved and maintained 1,300 street blocks total in FY2017 and FY2018, raising the City's average Pavement Condition Index score in 2017 to 74. All districts have had at least one-third of their blocks resurfaced since 2009.
- **Sidewalks:** Inspected the sidewalk condition of 168 blocks and repaired more than 236,638 square feet of sidewalks.

Public Utilities Commission

- **Achieved level of service (LOS) goals for 40 of the 43 Water System Improvement Program (WSIP) projects** with specific LOS goals, as of June 30, 2018.
- **Near completion of the Calaveras Dam construction**, the largest WSIP project, having recently reached its full height at the crest elevation of 775 feet.
- **Began construction of the Westside Recycled Water Project** and made steady progress on construction of several groundwater projects including the Regional Groundwater Storage and Recovery project and the San Francisco Groundwater project.
- **Replaced 19.4 miles of local water mains** in FY2017 and FY2018.
- **Continued construction in Sunol Long Term Improvement and Peninsula Pipelines Seismic Upgrade Phase III projects.**

- **Continued progress towards completion of the Sewer System Improvement Program (SSIP),** now about 25% complete overall. As of June 30, 2018, 20 projects were in closeout or completed, eighteen projects in construction, and thirty-two projects in pre-construction phase.
- **Commenced construction of the New Headworks Replacement Project.**
- **Awarded Construction Manager/General Contractor (CM/GC) contract for the Biosolids project.**
- **Completed construction in various projects** including Channel Green Infrastructure, North Point Facility Outfall System Rehabilitation Project, Islais Creek Green Infrastructure, and Lake Merced Green Infrastructure.
- **Completed design work and issued bids on construction** for Oceanside Plant Digester Gas Utilization Upgrades, Mariposa Dry-Weather Pump Station & Force Main Improvements, and Geary Bus Rapid Transit Sewer Improvements Phase 1.
- **Completed the first phase of Mountain Tunnel inspection and interim repairs and started Phase 2.**
- **Performed cleanup and emergency repairs** to assets associated with the Moccasin and Priest Reservoirs and adjacent areas in response to the March 2018 flash flood storm event.
- **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.
- **Power Enterprise's Utility Field Services made the power system safer**, assessing 21,596 of 24,399 poles and replacing 143 damaged or deteriorated poles in FY2017 and another 105 in FY2018.
- **Completed energy efficiency projects** including garage demand control ventilation for the Union Square Garage, building controls upgrade for three SFPD stations, a lighting retrofit at the Legion of Honor, the installation of a solar electric system at Davies Symphony Hall, boiler retrofits for Laguna Honda Hospital and San Francisco Fire Department (eight locations), lighting retrofits for Ella Hill Hutch Community Center and the De Young Museum, and design and permitting completion of four solar electric projects.



Public Safety Building



Fire Station Roof Replacement



Ambulance Deployment Facility Groundbreaking

Public Safety

San Francisco Fire Department

- **Renovated 25 of the City's 44 operating fire stations** through the 2010 and 2014 ESER and 2016 PHS Neighborhood Fire Stations Programs.
- **Completed design-build procurement process and schematic design phase on seismic improvement project at Fireboat Station 35 at Pier 22½**, with permitting in process and CEQA review nearly complete.
- **Construction complete on seismic improvements projects at Stations 5 (Fillmore District) and 16 (Marina District)**. Both stations opened in FY2019.
- **Exterior envelope improvements completed at 17 stations and more designed** for stations 8, 20, 23, 24, 29, and 34.
- **Completed roof replacement projects** at Stations 20, 22, 23, 29, and 43.
- **Shower improvements** at stations 17, 19, and 33 designed and bid.
- **Apparatus bay door replacements complete** at station 3 and underway at stations 2, 11, 13, 19, 24, 31, 34, 40, and 41; **design and permitting complete for apparatus bay door replacement projects** at 25 Stations across all 11 Supervisorial Districts
- **Design and permitting underway** for emergency generator replacement projects at Stations 2, 14, 18, 19, and 31.

- **Advanced Emergency Firefighting Water System 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.
- **Broke ground** on a new, seismically safe, and more efficient ambulance and paramedic deployment facility located at 2241 Jerrold Ave.

San Francisco Police Department

- **New Firearms Simulation Training Facility construction completed** in August 2018.
- **Mechanical, electrical, and plumbing work advanced** at Bayview, Richmond, Taraval, and Tenderloin Stations.
- **Park and Ingleside Police Station renovations under construction.**

Other Public Safety Accomplishments

- **Completed the construction of the new seismically sound replacement building for the Office of the Chief Medical Examiner** at 1 Newhall Street.
- **Funded the renovation of the County Jail #2 kitchen** to reduce operational dependency on the Hall of Justice.

- **Completed the Sheriff's Department Facilities Master Plan**, which documents current and future capital needs across its jails and other facilities.
- **Identified and cost-estimated improvements for County Jail #2 and County Jail #6**, including space allocation alternatives to support modern facilities.
- **Completed Sheriff's Department Infrastructure Improvement Study**, identifying operationally critical requirements such as a new court holding/staging and transportation facility.
- **Delivered Final Report of the Re-Envisioning the Jail Work Group**. This report aimed to find alternatives to incarceration for the prisoner population currently housed at the seismically and operationally unsafe Hall of Justice.
- **Added capacity for the City's 9-1-1 Operations Center**, increasing the total number of dispatcher consoles from 34 to 42 by creating more facility dispatching space.
- **Advanced the Citywide 800MHz Radio System Replacement**. Completed enhancements of the city's Public Safety Emergency Radio Sites. Twin Peaks Tower construction is 75% complete with the old tower slated for removal in 2019. Construction of a new radio shelter at the VA Medical Center is underway.



Dolores Park



Chinatown Streetscape



Park Branch Library Reopening

Recreation, Culture + Education

Parks and Open Space

- **Completed renovations at eight Neighborhood Parks**, with four additional parks under construction, and three remaining parks beginning construction within the next six months.
- **Completed construction on new parks** at Noe Valley Town Square and In Chan Kajaal, and acquired the 11th & Natoma future park site.
- **Completed renovation of Washington Square Park** as part of the Let's Play! SF program with remaining parks scheduled to start construction by April 2019.
- **Advanced the Citywide Parks program** with an approved Vision Plan for McLaren Park and completed repairs and renovations at all restrooms throughout the park system, with the exception of Golden Gate Park.
- **Funded the first phase of the Geneva Car Barn and Powerhouse project**, which is renovating the Powerhouse up to LEED-Gold standards.
- **Completed many renewals**, including resurfacing and repainting over 30 courts; fencing children's play areas, ball fields, and courts; and new paving or irrigation at more than 20 parks.

Cultural Departments

- **Started construction** to transform the Asian Art Museum with additional space for major exhibitions, modernized classrooms, and re-contextualized permanent collection galleries.

- **Advanced capital improvements** across the Cultural Centers, including HVAC and fire safety system renewals, ADA barrier removal at SOMArts, and elevator repairs at Mission Cultural Center for Latino Arts.
- **Initiated the Cultural Centers Facility Master Plan** with a facility condition assessment of SOMArts.
- **Began the restoration of the Whales (1939)**, by Robert Howard, for reinstallation.
- **Advanced renovation projects** at the Fine Arts Museums, including repairs in the Court of Honor, and a new exhaust system at the Legion. Planning continues for the tower exterior repairs at the de Young.
- **Nearing completion of Phase I of the Old Mint Restoration Project**, which will assess all development feasibility and viability as a cultural amenity.
- **Completed bid phase** for the Davies Symphony Hall elevator modernization project.
- **Began design for the Mission Branch Library renovation** with construction projected to begin in FY2020.
- **Completed several renewal projects** at the branch libraries, including landscaping at the Presidio and Eureka Valley branches for greater ease of maintenance and improved public safety.
- **Completed renewals** at the Academy of Sciences, including the replacement of broken life-critical operational infrastructure for museum flora and fauna.
- **Completed improvements at many San Francisco Unified School District (SFUSD) facilities**, including construction of new classroom buildings at Sunnyside, Monroe, Stevenson, Junipero Serra, and Peabody elementary schools, as well as modernization work at 35 other school sites due to funds available through the 2011 SFUSD G.O. Bond.
- **Funded construction, repairs, and improvements at SFUSD facilities with the 2016 SFUSD G.O. Bond**, including the recently opened Redding Elementary School and construction underway at Garfield, Lafayette, and Tule Elk. Thirteen other sites are in design, with six sites slated for construction in summer 2019.

Educational Agencies

- **At the Main Library, achieved LEED Gold** for Existing Buildings, which involved complete inspection, fine-tuning, and re-commissioning of all HVAC systems.
- **Advanced critical renewals at the Main Library** for subsystems including the materials handling system, seismic moat, and passenger elevators.



Doyle Drive



Transbay Bus Terminal



Light Rail Vehicle



Bicycles on the Embarcadero

Transportation

San Francisco Municipal Transportation Agency

- **Completed rail upgrades for state of good repair**, replacing track, adding seismic upgrades, and upgrading aging infrastructure in the Sunset and Twin Peaks Tunnels.
- **Purchased new Light Rail Vehicles** while continuing the replacement and expansion of the aging motor and trolley coaches to increase service in high demand areas, improve service overall, and lower the average age of the fleet.
- **Upgraded and expanded facilities** including the opening of the Islais Creek Facility, the construction of storage tracks at the Muni Metro East site to provide additional train storage space, replacement of worn infrastructure at the Green Center storage yard, and continued replacement of escalators in Muni Metro Subway stations.
- **Completed Vision Zero-related high priority street safety projects.** In 2017, the SFMTA implemented over 700 engineering measures on city streets, including more than 70 concrete bulb-outs, 50 painted safety zones, 50 speed humps, and 50 signal system upgrades. Also installed 12 miles of new or upgraded bikeways. In total, 77 miles of engineering improvements were installed in 2017, 34 miles of which were on the city's High-Injury Network.
- **Bicycling Improvements:** Completed three new parking-protected bike lanes, finished the Masonic Avenue Streetscape Project and Wiggle Neighborhood Green Corridor, and expanded the Bay Area Bicycle Share program.

San Francisco International Airport

- **Completed the Interim Boarding Area** to provide adequate terminal facilities during the demolition and construction of Terminal 1 and the new Boarding Area B.
- **Opened the new Consolidated Administration Campus**, a four-floor staff building housing nine Airport divisions and approximately 400 airport staff. The project is expected to achieve LEED Gold certification, enhance staff collaboration, and revenue-generating opportunities from the vacated office spaces.
- **Completed the Ground Transportation Unit (GTU) Relocation project**, also expected to achieve LEED Gold certification while providing new offices and inspection bays for the GTU, office and work spaces for the Radio Shop, and fuel and wash stations for City-owned vehicles.
- **Completed Fire House No. 3**, a new LEED Gold structure in the South Field area, consisting of a two-story office building, living quarters, and a five-bay apparatus garage.
- **Broke ground on the new Airport Hotel**, which will open in summer 2019.
- **Demolished the old Air Traffic Control Tower** in Terminal 2, setting the stage for a new Terminal 2 Office Tower that is under construction.

Other Agencies

- **Completed Phase 1 of the Salesforce Transit Center Project.** (TJPA)
- **Advanced major efforts on Yerba Buena and Treasure Islands**, projects to improve the design and connectivity of transportation projects on the island. (CTA)
- **Removed and replaced existing vehicular and pedestrian bridges over tracks** at 22nd Street, 23rd Street, and Paul Avenue to meet seismic safety standards. (CalTrain)
- **Began service of new cars for the Fleet of the Future;** production of new cars will continue with final delivery of all cars by spring 2022. (BART)
- **Began overhauls of escalators at the Montgomery and Embarcadero Stations and renovated 90 elevators** to improve safety, appearance, and cleanliness. (BART)
- **Installed protective canopies** at the Powell and Civic Center Stations to protect escalators from weather and debris. (BART)
- **Released a request for qualifications to build the next-generation automatic train control system**, which will reduce delays and allow more frequent service during peak periods. (BART)



04. Building Our Future

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- 47** Notable Resilience Projects and Programs

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.

Making San Francisco as resilient as possible to immediate and long-term threats of climate change and natural hazards requires bold actions to eliminate greenhouse gas emissions, adapt our built and natural assets, and build a more sustainable and equitable city.

As a waterfront city between two major fault lines and home to a population rapidly approaching one million, planning for a resilient future is of paramount concern for San Francisco. The City works collaboratively to ensure safe and healthy facilities for the delivery of programs and services. Above and beyond asset preservation, many resilience initiatives promote long-term sustainability and community building

The 2018 Global Climate Summit

In 2018, San Francisco hosted the world's climate change leaders, problem-solvers, and advocates for the Global Climate Summit convened by Governor Jerry Brown. In tandem with that event, San Francisco made ambitious new climate commitments to:

- Reduce emissions to net zero by 2050.
 - Reduce waste generation by 15% and landfill disposal by 50% by 2030.
 - Build net-zero carbon buildings by 2050.
 - Issue more green bonds to finance capital projects.
 - Switch all electricity in to renewables by 2030.
-

in the face of social and environmental challenges. Resilience is something we must constantly strive toward, a process of preparing and building to protect our people and infrastructure.

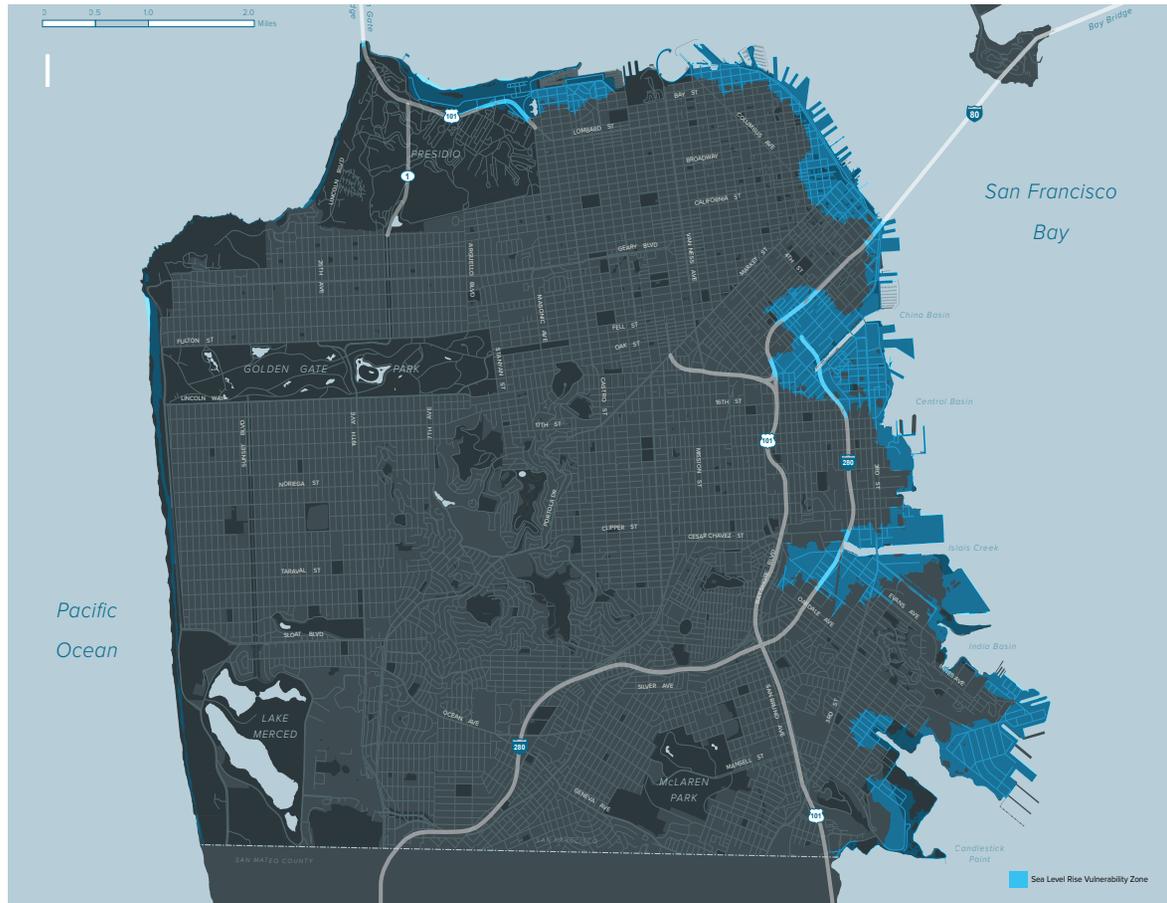
Climate Resilience Planning Efforts

As we consider the next generation of programs and projects that will build strong, adaptive, and sustainable communities in San Francisco, two strategic documents will serve as guides: the Hazards and Climate Resilience Plan and the Climate Action Strategy.

To be completed in 2019, the **Hazards and Climate Resilience Plan** is San Francisco's resilience plan to assess its vulnerability to existing hazards, such as earthquakes, as well as hazards increasing due to climate change, such as flooding, drought, and extreme heat. The plan will include hazard mitigation and climate adaptation goals and actions to improve San Francisco's buildings, infrastructure, and communities and will drive future resilience policy and investment in the City.

The updated **2020 Climate Action Strategy** will define a pathway to deliver net zero emissions by 2050 and articulate the wider social, environmental, and economic benefits thereof. Since the completion of the City's 2013 Climate Action Strategy, there have been significant achievements, such as the launch of CleanPowerSF, the passing of the Better Roofs Ordinance, a transition to 100% renewable diesel in the City fleet, the Solar + Energy Storage feasibility analysis, and advancements in building energy efficiency. At the same time, significant population and economic growth compounded by changes in the transportation sector have quickly created new challenges in reducing emissions.

In addition to the broader Hazards and Climate Resilience Plan, San Francisco is working to understand the city's vulnerability to the threat of sea level rise specifically. The Sea Level Rise exposure analysis completed in 2017 left no question that San Francisco's lower-lying shoreline areas are exposed to flood waters in relatively near-term water-level scenarios. The **Sea Level Rise Vulnerability and Consequences**



Sea Level Rise Vulnerability Zone map

Assessment, to be completed in 2019, will provide information to decision-makers on the level of vulnerability of public assets to prioritize adaptation strategies.

The City has already adopted technical guidance for incorporating sea level rise into capital planning. Approved by the

Capital Planning Committee in 2014 and currently undergoing an update, this guidance establishes a consistent review, planning, and implementation process for projects in the Sea Level Rise 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 10 years, and submit for review by the Chair of the Capital Planning Committee and the City Engineer.

Preliminary planning in areas known to be vulnerable to sea level rise is beginning. In May 2018, the **Resilient by Design Bay Area Challenge** launched design concepts for nine sites including the Islais Creek area in San Francisco. The design developed by the BIG+Sherwood team includes a restored creek with public spaces and recreational amenities, as well as industrial zones clustered in a jobs and logistics hub. Building on this work, in 2019 the Planning Department and Municipal Transportation Agency will collaborate to develop a **Southeast Mobility Adaptation Strategy**, funded by a CalTrans grant. This strategy will build adaptation scenarios to lay the groundwork for a resilient, safe, and reliable multimodal transportation system for projected population and job growth.



Planning for sea level rise is also underway on the west side of the city. The 2012 Ocean Beach Master Plan (OBMP), led by SPUR, involved federal, state, and local agencies in the development of a sustainable and resilient long-term vision for Ocean Beach. The 3.5-mile stretch of Ocean Beach is home to rugged coast, a national park, popular urban open space, and the site of some major infrastructure

assets. The OBMP presents recommendations for the management and protection of Ocean Beach in the context of climate-induced sea level rise and severe erosion. It includes six Key Moves over a horizon of several decades. Current efforts include the removal of the Great Highway between Sloat and Skyline Boulevard under Key Move 1 and the introduction of a coastal protection, restoration, and access system under Key Move 2.

Sea level rise is not the only driver of our flood risks. Storm water also poses a threat, particularly during extreme precipitation events as runoff follows historic waterways and can result in flooding and sometimes property damage. As this type of flooding is not captured by our sea level rise maps or the Federal Emergency Management Agency's floodplain maps, the SFPUC has developed a **100-Year Storm Flood Risk Map** that shows areas of San Francisco where significant flooding from storm runoff is highly likely to occur during a 100-year storm. The purpose of the map is to inform existing and future property owners about flood risk on their properties and promote resilience.

Earthquake Safety

Nearly all of San Francisco's homes, businesses, 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 residents, workers, and buildings from seismic risks. This section first discusses earthquake safety programs for private buildings (the Earthquake Safety Implementation Program) and then programs for public buildings and infrastructure.

Earthquake Safety Implementation Program

The **Earthquake Safety Implementation Program (ESIP)** is 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 private building seismic risks in partnership with our communities. Priority ESIP tasks

currently underway include the Soft Story Retrofit Program, Tall Building Safety Strategy, and the Private School Earthquake Safety Program.

The mandatory **Soft Story Retrofit Program**, started in 2013, applies to soft story apartment and condo buildings with five units or more. Nearly 5,000 buildings and over 110,000 residents are affected by this program. Without retrofitting, soft story buildings are vulnerable to collapse in earthquakes. Many studies by FEMA and others show that retrofitting makes a big difference (one in four chance of collapse without retrofitting vs. one in 30 with minimal retrofitting). Through this program, San Francisco is protecting the city's residents and housing stock, which should help mitigate the crisis of post-disaster recovery housing. In addition, the program helps expand the city's housing stock by allowing owners to add an accessory dwelling unit when they retrofit.

In late 2018, San Francisco released the **Tall Buildings Safety Strategy and related study** to understand and improve the seismic resilience of our buildings

240 feet tall and greater. The study included 16 recommendations ranging from establishing recovery-based seismic design standards to developing Administrative Bulletins to clarifying roles and responsibilities for post-event safety inspection response.

San Francisco's private schools are vital to our communities and play a role in educating more than 24,000 children. Since private schools are not required to meet the same level of seismic safety as public schools, San Francisco passed an ordinance requiring seismic safety evaluations by 2017. The City is in the process of reading them. This **Private Schools Earthquake Evaluation Program** is intended to begin a meaningful conversation about seismic safety in our private schools and mandatory evaluations that were due in late 2017 were the first step in the process. Currently the City is reviewing the evaluation reports.

A rising priority for ESIP is the **Nonductile Concrete Building Retrofit Program**. San Francisco estimates that there are approximately 3,300 publicly and privately owned older concrete

buildings built before modern building codes in the city. As a result, some of these buildings have the potential to fail and collapse in an earthquake. The next step for San Francisco is to leverage best engineering practices to develop a screening and evaluation program to identify the most vulnerable buildings and develop a seismic retrofit program.

City-Owned Buildings and Infrastructure

In addition to improving the safety of private buildings, the Office of Resilience and Capital Planning is making efforts to address publicly owned infrastructure that is vulnerable to failure in an earthquake. The primary tools for such analysis include the HAZUS Earthquake Loss Estimation Study, Seismic Hazard Ratings, and new tools to look at non-structural building components.

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

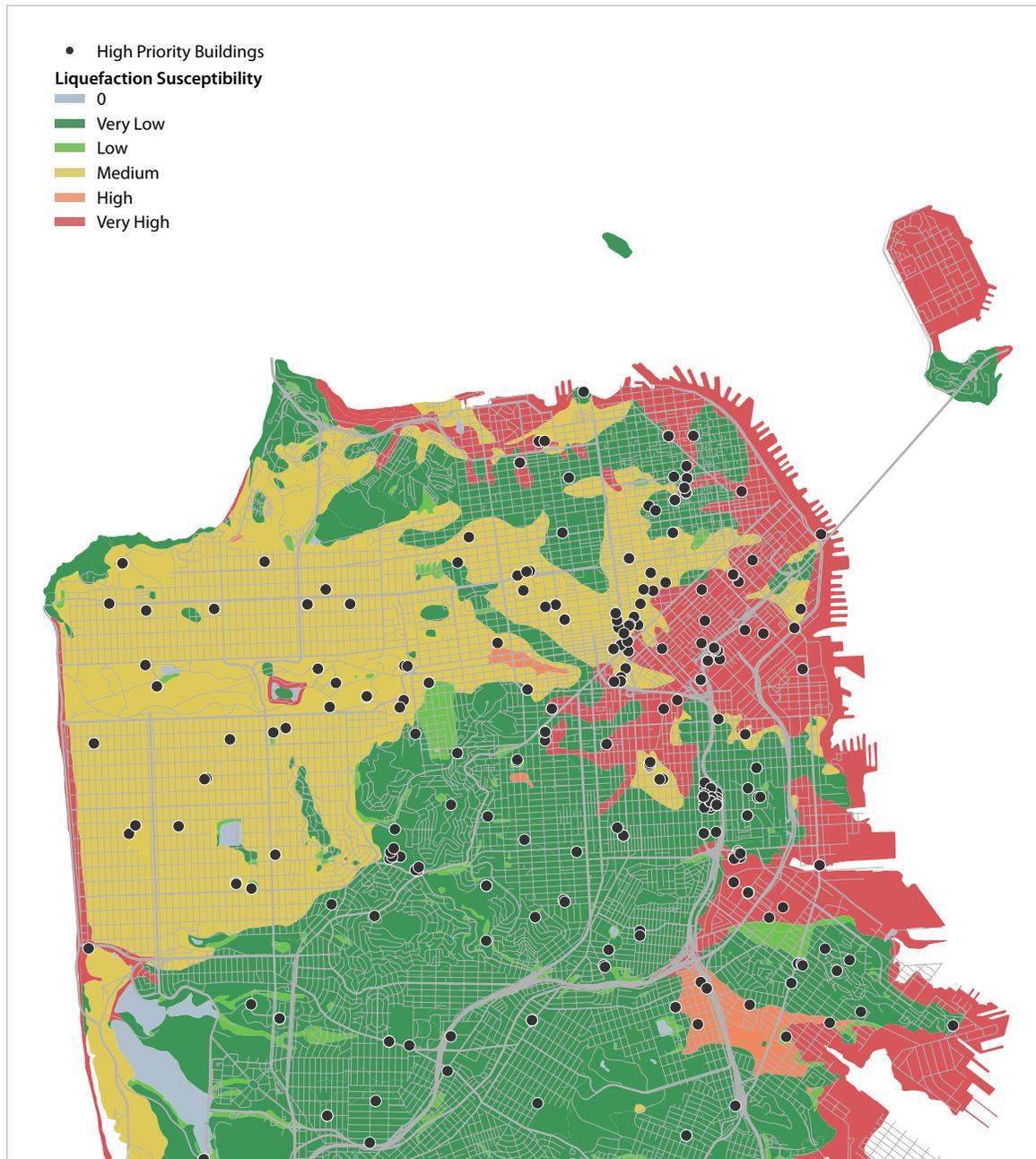
earthquake scenarios. San Francisco is the first known municipality to have applied the HAZUS methodology at the individual building level, run first in 2013 and recently updated for 2017. The results from the most recent HAZUS analysis are shown in **Table 4.1** and shown in the accompanying HAZUS map.

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 previously 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, and some additional vulnerabilities have been identified this way. City facilities including 170 Otis, public safety stations, and public health clinics have all been found in need of seismic safety work. That information has been incorporated into the prioritized projects of this Capital Plan.

Recovery Initiatives

The **Lifelines Council of San Francisco** is an 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. Building on that study, the **Lifelines Restoration Performance Project**, to be completed in 2019, will identify projects, policies, and actions needed to close the gap between current and target restoration timelines following a major earthquake.

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



HAZUS and Liquefaction map

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.

A local **disaster recovery framework** is created before a disaster to guide both pre- and post-event recovery activities. It typically outlines the organizational structure, administration, and coordination steps following a disaster event. The Office of Resilience and Capital Planning has reviewed best practices from other communities and will work with a wide range of departments and stakeholders to develop a framework for San Francisco.

Notable Resilience Projects in this Plan

The Embarcadero Seawall, which spans three miles of shoreline from Fisherman’s Wharf to Mission Creek, needs to be strengthened to address both seismic risks and current and increasing flood risk due to sea level

TABLE 4.1

2017 SF HAZUS Results (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
Subtotal, Building Damage	505.5	678.8	1,072.0	1,842.4
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
Total Economic Impact (239 Buildings)	790.4	1,297.3	1,910.3	3,083.8

rise. Recognizing the significant consequences to the City, the region, the State and the many community members and businesses that depend on the Seawall's integrity, the City initiated the **Seawall Program**, led by the Port of San Francisco. For more information, please see the Economic and Neighborhood Development chapter.

Another essential disaster preparedness project is 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. 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. For more information, please see the Infrastructure and Streets chapter and the Public Safety chapter.

Through **Vision Zero SF**, the City has committed to working together to prioritize street safety and eliminate traffic deaths by 2024. Vision Zero SF uses data-driven strategies to protect people from serious injury or death by crash with safer roads, slower speeds, improved design, and education and

enforcement to support safer road behaviors. In addition to strengthening and adapting vulnerable infrastructure and making our right-of-way safer, the City is also working to make sure that the transportation network supports San Franciscans' vision for the future. With the help of thousands of residents who participated in focus groups, surveys, and targeted outreach, **ConnectSF** developed a vision, goals, and objectives that will guide the city's long-range transportation planning. For more information on these efforts, please see the Transportation chapter.

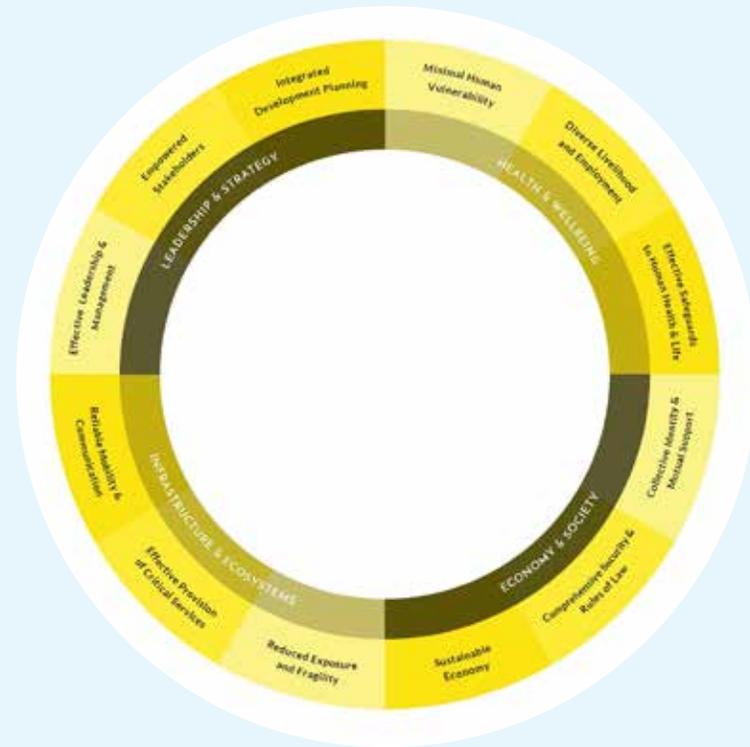
The lack of affordable housing affects everyone in San Francisco. For more information on **affordable and supportive housing**, please see sections in the Economic and Neighborhood Development and Health and Human Services chapters. In the coming decades, shocks and stresses like earthquakes and sea level rise have the potential to make our housing challenges even more severe. As a result, housing is an integral part of our planning for hazards and climate change, disaster recovery, and seismic safety programs.

City Resilience Index

As part of a cohort through 100RC, in 2018 San Francisco evaluated our resilience performance through the City Resilience Index (CRI). The CRI uses a comprehensive framework based on 12 resilience goals:

1. Minimal human vulnerability
2. Diverse livelihoods and employment
3. Effective safeguards to human health and life
4. Collective identity and community support
5. Comprehensive security and rule of law
6. Sustainable economy
7. Reduced exposure and fragility
8. Effective provision of critical services
9. Reliable mobility and communications
10. Effective leadership and management
11. Empowered stakeholders
12. Integrated development planning

The Office of Resilience and Capital Planning has completed the initial intake assessment for the CRI. Next steps include reviewing the analysis, refining the framework in light of our observations, and exploring future opportunities.





Steiner

NO PARKING
EXCEPT
FOR
LOADING
UNLOADING
OR
DELIVERY

2
HOURLY

BICYCLE
LANE



05. Capital Sources

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City Hall

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

San Francisco uses a diverse variety of funding sources to implement the broad array of infrastructure projects planned 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.

Pay-As-You-Go Program

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 primary 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 many City programs and services. The General Fund is an appropriate funding mechanism for capital because San

Francisco residents, businesses, and visitors alike benefit from investments in local infrastructure.

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 to deliver those projects.

San Francisco has long sought a permanent source to support Street Repaving, the largest line item in the Pay-Go Program. A 2016 sales tax measure that would have accomplished this goal failed at the ballot. Soon thereafter, the State of California passed Senate Bill 1 (SB1), the Road Repair and Accountability Act of 2017, discussed further below. Street Repaving is one of the eligible uses for SB1 funds, and this complementary source has enabled San Francisco to fund its Pay-Go Program at the Plan-recommended level in every budget since its passage. Going forward, SB1 Street Repaving dollars will be considered along with the General Fund as a source for the Pay-Go Program.

Capital Planning Fund

The Capital Planning Fund supports critical project development and pre-bond planning outside the regular General Fund budget. This investment in planning helps increase public confidence and the likelihood that these projects will be delivered on time and on budget. The advance work helps improve cost estimation reliability and refine project delivery methods.

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. The Capital Planning Fund may be used for planning projects that are funded through sources other than bonds, but those funds are not reimbursable.

The Office of Resilience and Capital Planning anticipates approximately \$8 million available in FY2020 to support project planning through the Capital Planning Fund. That amount includes the funds that will come back to the Capital Planning Fund following the first sale of bonds from the recently approved Seawall Program. Capital Planning Funds support the next planned bond programs and will be appropriated through the annual budget process.



SoMa Protected Bike Lane

Debt Programs

Many of San Francisco's capital improvements 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.

For planning purposes department-level allocations have been assigned in this document for planned G.O. Bond and COP programs. These allocations are subject to change and will be refined prior to approval from the Capital Planning Committee based on information from Citywide needs assessments such as the HAZUS analysis and from evolving departmental priorities.

TABLE 5.1

G.O. Bond Program (Dollars in Millions)		
Election Date	Bond Program	Amount
Nov 2019	Affordable Housing	500
Mar 2020	Earthquake Safety & Emergency Response	628.5
Nov 2020	Parks & Open Space	255
Jun 2022	Transportation	500
Nov 2023	Public Health	220
Nov 2026	Waterfront Safety	150
Nov 2027	Earthquake Safety & Emergency Response	271.5
Nov 2028	Parks & Open Space	200
Total		2,725

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.

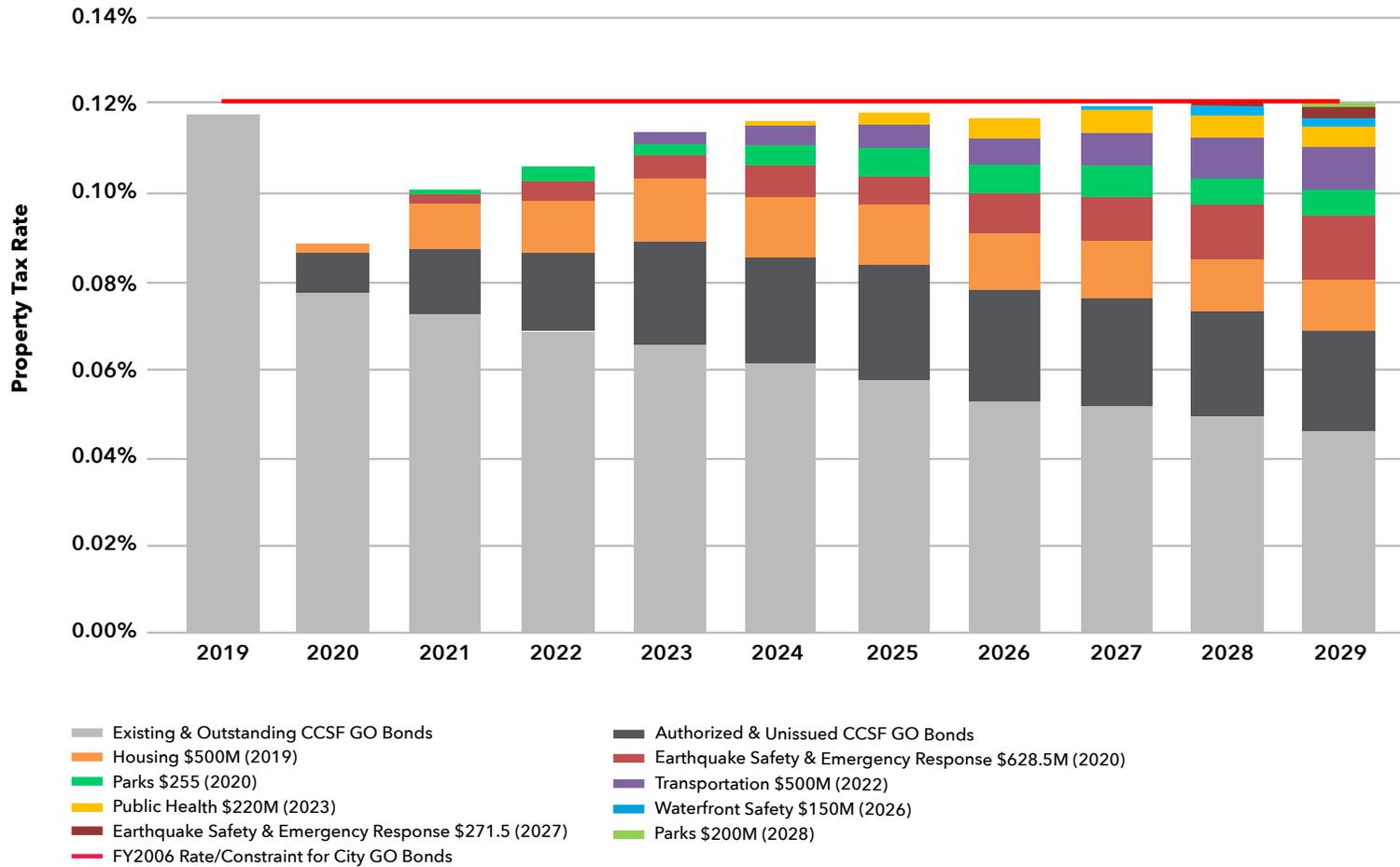
The Plan structures the G.O. Bond schedule around the notion of rotating bond programs across areas of capital need, although the City's debt capacity, election schedules, and capital needs also inform these levels. This approach was established in the original Capital Plan and has been maintained ever since.

Priority areas of need for capital improvements include Earthquake Safety & Emergency Response, Parks & Open Space, Transportation, 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. **Table 5.1** lays out the planned G.O. Bond schedule for upcoming elections.

Chart 5.1 illustrates the impact on the local tax rate of issued, expected, and planned G.O. Bond debt. The red line

CHART 5.1

Capital Plan G.O. Bond Program (Certified AV 8-1-18) FY2020-29



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.

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.

Funding from COPs is planned to support critical City responsibilities such as relocating City staff from seismically deficient buildings and modernizing the Public Works Operations Yard.

TABLE 5.2

COP Program (Dollars in Millions)		
Fiscal Year of Issuance	Project	Amount
FY2019	Public Health 101 Grove Exit	108
FY2019	HOPE SF Horizontal Infrastructure	57
FY2020	Family Services Center/City Offices	50
FY2020	Hall of Justice Relocation Projects	131
FY2022	Critical Repairs Recession Allowance	60
FY2023	Critical Repairs Recession Allowance	60
FY2025	Hall of Justice Demolition & Enclosure	55
FY2026	Public Works Yards Consolidation	25
FY2028	Hall of Justice Consolidation Plan	417
Total		963

Table 5.2 shows the Capital Plan's COP Program for the next ten years. This Program also includes two years of \$60 million each for critical repairs in a recession or economic slowdown, which reserves capacity for capital needs in the event of a downturn and associated impact to the Pay-Go Program.

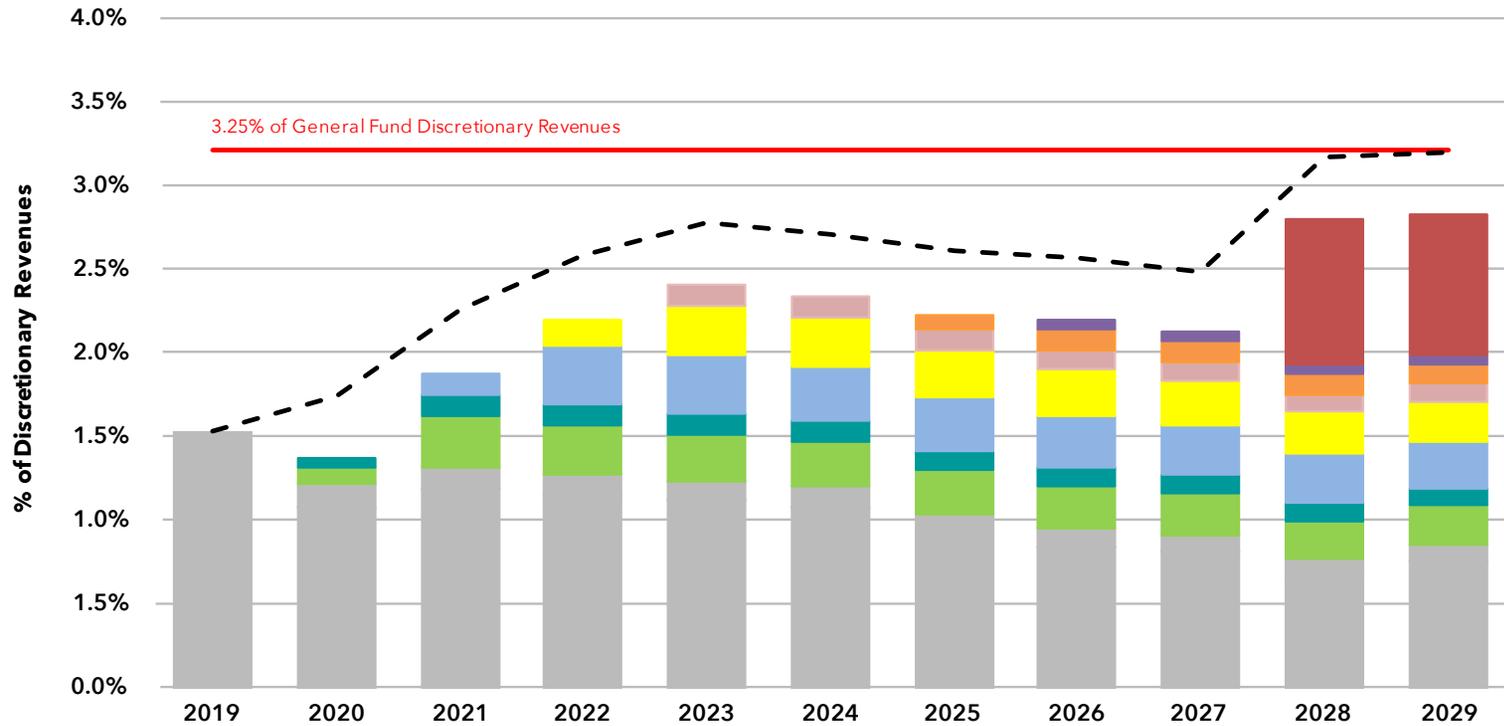
Chart 5.2 shows the planned COP Program against the policy constraint for General Fund debt not to exceed 3.25% of General Fund Discretionary Revenue, represented by the red horizontal line. The black line depicts the annual lease

costs related to the Hall of Justice Administrative Exit efforts approved in 2018, which are also counted against this Program's constraint.

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, the War Memorial Veterans Building, and the Animal Care & Control Shelter replacement. New obligations are represented in discrete colors, beginning in FY2020. As with the G.O. Bond

CHART 5.2

Capital Plan General Fund Debt Program FY2020-29



- Hall of Justice Rebuild (\$417M)
- HOPE SF (\$57M)
- Critical Repairs - Recession Allowance (\$60M FY22/\$60M FY23)
- DPH & 101 Grove Exit (\$108M)
- Past Authorizations and Issuances
- All GF Debt + Hall of Justice Exit Leases (est. \$15M/yr)
- Hall of Justice Demolition & Enclosure (\$55M)
- Critical Repairs - Recession Allowance (\$60M)
- Family Services Center/Offices (\$50M)
- Authorized & Unissued Lease Payment (Animal Care & Control)
- % of GF Dedicated to DS



City Hall

TABLE 5.3

Planned Revenue Bond Issuances FY2020-29 (Dollars in Millions)			
Agency	FY20-24 Amount	FY25-29 Amount	Total
SFPUC	3,882.1	976.2	4,858.3
Airport	2,882.9	0.0	2,882.9
SFMTA	0.1	0.0	0.1
Total	6,765.1	976.2	7,741.3

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.

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 currently planned amount of 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.

Development Impact Fees

San Francisco must expand its 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 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 by the City's Interagency Plan Implementation Committee (IPIC), which is chaired by the Planning Department. Each year, IPIC develops an expenditure plan for projects to be funded by impact fees with input from each Plan Area's

TABLE 5.4

Ten-Year Area Plan Development Impact Fee Projections (Dollars in Millions)	
Program Area	Impact Fees FY2020-29
Complete Streets	113
Open Space	77
Transit	38
Childcare	17
Program Administration	10
Total	255

respective Citizen Advisory Committee. Funding for the expenditure plan is appropriated 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, Recreation and Parks, or SFMTA.

The City estimates it will raise approximately \$255 million in Plan Area impact fees over the next 10 years. **Table 5.4** shows that estimate by program area, not including the recently approved Central SoMa Area Plan.

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

There are also impact development fees that apply to building projects citywide. Of these, the most relevant for capital is the Transportation Sustainability Fee (TSF), which replaced the Transit Impact Development Fee (TIDF) in 2015. The TSF Expenditure Program agreed to at that time assigned 63% of TSF revenue to transit capital maintenance, 30% to Muni transit service improvements, 3% to complete streets (bicycle and pedestrian infrastructure in this context), 2% to regional transit improvements, and 2% to program administration. The Planning Department prepares annual TSF revenue projections, and the Mayor's Office determines the budget and projects to be funded to regional transit providers, including BART. Approximately \$132 million is projected in TSF revenue from FY2020-25, plus about \$62 million more in that timeframe from grandfathered TIDF projects.

Special Finance Districts

San Francisco has adopted numerous special financing districts in order to finance infrastructure improvements benefiting the public in newly developing areas of the City, such as Transbay and Mission Rock. Projects that may be financed by revenues from special finance districts include, but are not limited to streets, water and sewer systems, libraries, parks, and public safety facilities.

Authorized under the City's Special Tax Financing Law, Community Facilities Districts (CFD) (also known as Mello-Roos Districts) assess a special tax lien against taxable property within a district to fund capital projects and/or ongoing operations and maintenance costs. These districts are typically established either by a two-thirds vote of property owners or registered voters within the district and by approval of the Board of Supervisors.

TABLE 5.5

Planned and Existing Special Finance Districts (Dollars in Millions)			
District Name	Implementing Agency	Type of District	Current Status
Transbay	TJPA/City	CFD	Existing
Treasure Island	TIDA	CFD & IFD	Existing
Central SOMA	SF Planning	CFD	In Progress
The Hub	SF Planning	TBD	Planned
Pier 70	Port	CFD & IFD	In progress
Mission Rock	Port	CFD & IFD	In progress
India Basin	Port	CFD	Planned
Hunters Point	OCII	CFD	Existing
Mission Bay	OCII	CFD	Existing

Infrastructure Finance Districts (IFD), which are authorized under the California State Government Code, allow municipalities to fund improvements within the IFD geographic boundary. IFDs capture increases in property tax revenue stemming from growth in assessed value as a result of new development and uses that revenue to finance infrastructure projects and improvements.

Each district has as a unique implementing agency (or agencies) responsible for the formation process and plan of finance for the use of the special taxes and/or tax increment. **Table 5.5** provides an overview of many of the planned and existing Special Finance Districts in San Francisco.

Recent Ballot Measures

Senate Bill 1 (SB1)

SB1, the Road Repair and Accountability Act of 2017, is a landmark transportation investment package that increases funding for transportation infrastructure across California by more than \$50 billion over the next 10 years. SB1 investments, funded by a combination of gas taxes and vehicle registration fees, are split equally between state-maintained transportation infrastructure and local transportation priorities including local streets, transit, and pedestrian and bicycle projects.

SB1 provides San Francisco with over \$60 million per year in formula-based funds that will be used to repave and maintain our roads as part of the Pay-Go Program, maintain and upgrade our rail infrastructure, and increase Muni service on our city's most crowded lines. In addition, regional transit providers like BART, Caltrain, and the San Francisco Bay Ferry will receive over \$25 million

per year for much-needed improvements including escalator upgrades, hiring more police officers and station cleaners, improving safety and reliability, and enhancing ferry service.

Regional Measure 3 (RM3)

RM3 was passed by voters on the June 2018 ballot in the nine-county San Francisco Bay Area to build major roadway and public transit improvements with increased tolls on all Bay Area toll bridges except the Golden Gate Bridge. RM3 would implement toll increases of one dollar in 2019, one dollar in 2022, and one dollar in 2025. The revenue would be used to finance a \$4.5 billion slate of highway and transit capital improvements along with \$60 million annually to provide new bus and ferry service in congested bridge corridors and improved regional connectivity at the future Transbay Terminal. A legal challenge that was filed against the measure recently failed, but funds from this source have not been released to the City as of the time of publication.

Gross Receipts Tax for Homelessness

In November 2018 San Francisco voters approved Proposition C, a business tax measure to fund homelessness services. The measure applies a tax of 0.175% to 0.69% on gross receipts for businesses with over \$50 million in gross annual receipts, or 1.5% of payroll expenses for certain businesses with over \$1 billion in gross annual receipts and administrative offices in San Francisco.

The San Francisco Controller estimated that tax revenues under Proposition C would total between \$250 million and \$300 million annually. Tax revenues from Proposition C would be allocated to permanent housing, mental health services for homelessness individuals, homelessness preventions, and short-term shelters. Though the expected use for Prop C funds is primarily services, costs for shelter construction, supportive housing, or capital costs that could help end homelessness would be eligible uses for this source.

As with RM3, Proposition C was approved by voters, but a legal challenge has been filed against the measure. The Treasurer’s Office will collect the tax, but the funds will be placed in reserve until the legal challenge has been resolved.

Hotel Tax for Arts and Culture

In November 2018 San Francisco voters approved Proposition E, which allocates 1.5% of the base hotel tax to arts and cultural purposes through the Hotel Room Tax Fund. Proposition E will provide a set-aside for various arts and cultural services including grants and a cultural equity endowment. Arts-related capital projects such as those at the City’s cultural centers would be an eligible use for the Arts Commission from this source at a baseline level of approximately \$1 million. The Controller’s Office estimates an overall additional \$13 million to arts spending in FY2022 as a result of this measure, depending on fluctuations in the tourist economy and growth of the hotel tax overall.

Homelessness Prevention Housing Bonds Measure

In November 2018 California voters approved Proposition 2, authorizing the state to bond against revenue from the so-called “millionaire’s tax” for homelessness prevention housing for persons in need of mental health services. San Francisco has a longstanding need for homelessness prevention housing and mental health services and facilities, and a full spending plan for these revenues is under development.

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 applies them to 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 are expected to provide nearly \$70 million, as shown in **Table 5.6**. These figures are pulled from Year 2 of the most recently completed budget cycle.

TABLE 5.6

Other Capital Funds and FY2020 Funding Amount

(Dollars in Millions)

Fund Name	
Road Maintenance and Rehabilitation Fund	23.5
Library Fund	14.8
Laguna Honda Hospital	5.9
War Memorial Projects	4.9
Open Space Fund	4.2
Marina Yacht Harbor Fund	3.2
Special Gas Tax Street Improvement Fund	3.1
Convention & Facilities Fund	3.0
SF General Hospital	2.5
Other Special Revenue Fund	2.1
Road Fund	1.7
Golf Fund	0.4
Grand Total	69.4



350

PORT STRUCTURES
Including Piers, Wharves,
and Buildings



3

Miles of the Waterfront
Protected by the Seawall



2

Cruise Ship Terminals



700,000

Square Feet of Exhibit
Space at Moscone

13,802

OCII
Affordable Units in Pipeline

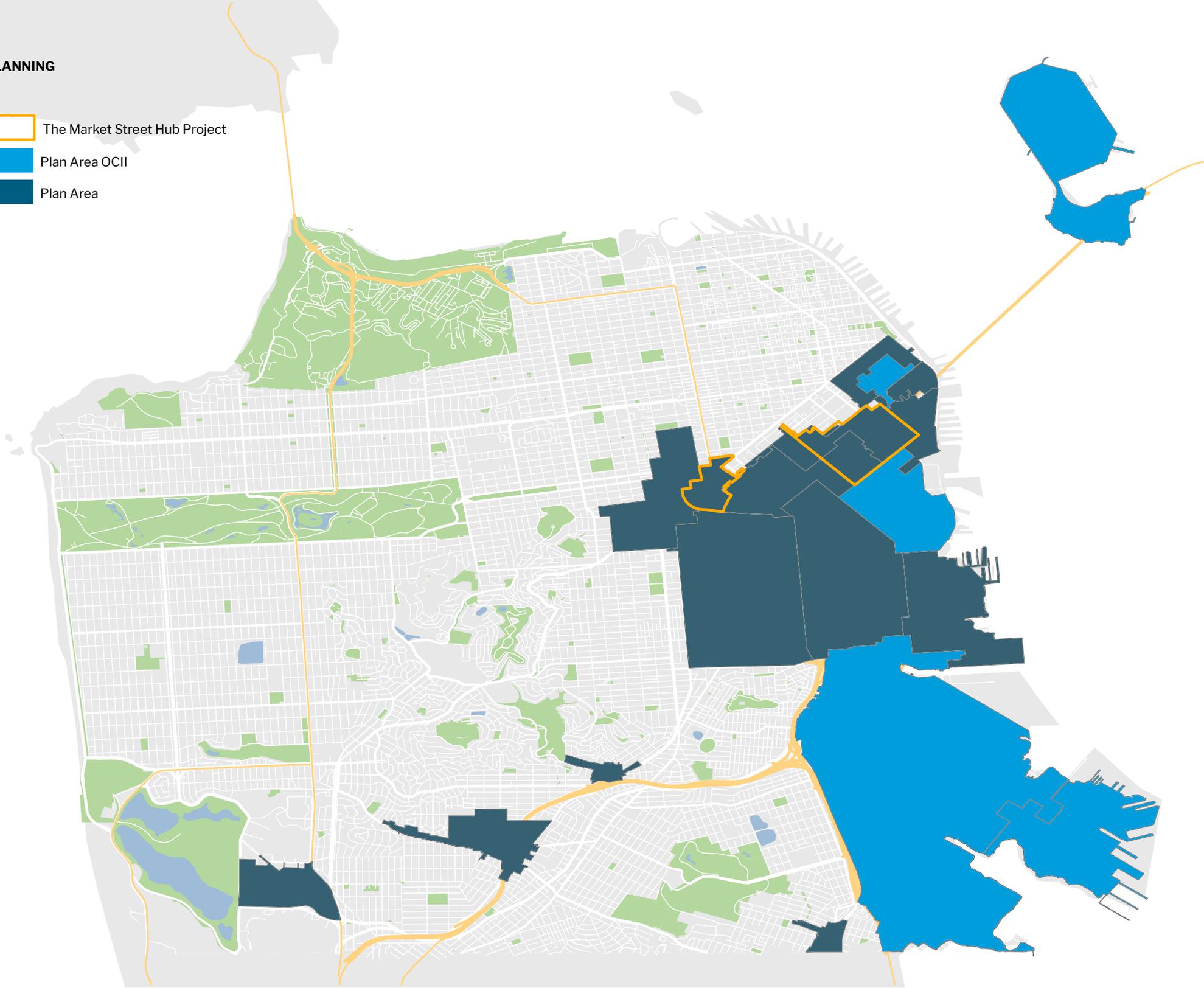


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-  Plan Area OCII
-  Plan Area



06. ECONOMIC + NEIGHBORHOOD DEVELOPMENT

MOHCD: Mayor's Office of Housing and Community Development

OCII: Office of Community Investment and Infrastructure

PLANNING: Impact Development Plan Areas

PORT: Port of San Francisco

TIDA: Treasure Island Development Authority

San Francisco is growing as our neighborhoods, values, and economy continue to draw new residents. As of 2017 the population was 884,363, up 14% from 2000. Plan Bay Area, developed by the Association of Bay Area Governments, projects San Francisco will 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 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. Central SoMa, the Hub, 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

This chapter includes capital projects from departments, agencies, 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. The Port has also secured State legislation to allow non-trust uses of specified Port lands and created special financing districts to support waterfront improvements. Such advances were made possible by developing a common understanding with partner agencies of project objectives and requirements to restore historic structures and improve the waterfront for maritime and public use and enjoyment.

Caring for the Port's many aging, historic structures while staying true to its public trust mission is a challenge. The Port's need for capital investments has historically outpaced available funding, leaving a substantial backlog and requiring strategic decisions about how to best manage the Port's aging assets. The Port has confronted this challenge with dedicated funds, pursuit of new external sources, and strategic prioritization.

Office of Community Investment and Infrastructure

The Office of Community Investment and Infrastructure 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).

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 is comprised 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.

The Transbay development includes the new Salesforce Transit Center and 10 acres of former freeway parcels, 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 Transit Center, 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.

Treasure Island Development Authority

Treasure Island and Yerba Buena Island 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 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

The San Francisco Planning Department helps to create a built environment that supports our own growth by providing guidance on land use and zoning policy, urban design, public realm enhancements, and environmental planning. As San Francisco's economy continues to expand, the City has adopted specific Area Plans to channel new development and to provide a framework for adding housing and jobs that move San Francisco forward. These Plan Areas are Balboa Park, Eastern Neighborhoods, Market Octavia, Rincon Hill, Transit Center, and Visitacion Valley. The City recently adopted a new area plan for Central SoMa and is developing another for the Hub. New infrastructure projects planned in these areas include improvements to transportation networks, streetscape enhancements to

create inviting pedestrian corridors, new open spaces, and other quality of life improvements.

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 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. 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. SFHA capital is discussed in **Chapter Eight: Health and Human Services**.

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 it also manages the funding available 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 an 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 SF public housing sites are Hunters View, Alice Griffith, Potrero Terrace and Annex, and Sunnydale 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 education supports, targeted early care supports, economic mobility pathways for youth, and community policing.

In total, the City's HOPE SF initiative replaces 1,904 public housing units, adds 1,026 new affordable housing units serving low- and very-low income households, and provides 2,357 workforce units for sale and for rent.

San Francisco needs to build more affordable housing in order to keep our communities stable. In 2015 voters approved a \$310 million Affordable Housing G.O. Bond. This Plan proposes another for \$500 million in November 2019 to address our continuing affordability crisis and the related underlying infrastructure needs. Should additional G.O. Bond Program capacity be identified in time, the Board of Supervisors has resolved unanimously to support the assignment of that increased capacity to the 2019 Affordable Housing Bond.

San Francisco's unaffordability crisis is wide-reaching, and vulnerable populations are especially affected. In particular there is an emerging need of housing stabilization for San Francisco's aging residents due to the fast-growing population of seniors who need a range of affordable housing solutions so that

they can continue living in the city they call home.

Altogether MOHCD's portfolio of affordable housing now includes more than 21,000 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.



Alice Griffith Construction

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.



Dredging at the Port

Port of San Francisco

Consistent with the Port Commission's commitment to investing in renewal of Port resources, the Port allocates at least 25% of its annual budget to its capital program. This work maintains existing resources and, when possible,

makes vacant properties fit for leasing to increase the Port's revenue-generating capacity. A substantial portion of the Port's facility renewal budget supports pier structure repairs to ensure the continued safe operation of pier superstructures and buildings,

the preservation of lease revenues, and the extension of the economic life of the Port's pier and marginal wharf assets.

The Port's renewal program includes maintenance dredging, which ensures the proper depth of berths at the Port's piers so that they remain suitable for water traffic. 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. Dredging makes up 13% of the Port's average annual capital renewal investment in the most recent two-year Capital Budget.

The one-time cost category primarily captures non-cyclical improvements, typically driven by changes in code requirements. Such work includes relocating under-pier utilities above the pier, as well as remediating structures

at Pier 70. For many of these structures, partial rehabilitation is not a viable option and any rehabilitation will trigger substantial seismic work. As a result, the Capital Plan reflects these facilities as one-time costs for rehabilitation or demolition until they are fully improved and a capital maintenance cycle commences.

The Engineering Division regularly conducts inspections of all Port facilities and categorizes the condition of more than 350 structures, including piers, wharves, and buildings. Since the prior Capital Plan, the Port, its tenants, and development partners completed repairs or initiated construction at 23 facilities that will result in structural rating upgrades and allow for expanded use. During the same period, structural inspections found 11 facilities where conditions worsened significantly, often resulting in new load restrictions and rating downgrades. Overall, the most recent biennial engineering report lists 21 facilities as red-tagged (facilities with restricted access, unsafe, poor structural condition) and 36 facilities as yellow-tagged (facilities that must be repaired soon to avoid becoming red-



Pier 27 Cruise Ship Terminal

tagged and having their use restricted). Consistent with the Port's capital 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 investment.

Enhancement Projects

Project Name	Description
HOPE SF – Potrero Terrace and Annex	<p>The Potrero Terrace and Annex project is a phased, master-planned new construction development consisting of the demolition of the existing 619 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, additional 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 space, approximately 30,000 square feet of community space, approximately 3.5 acres of new open spaces, and a reconfigured street network. The multi-phase redevelopment plan will be completed over the next 10-12 years.</p> <p>Onsite resident relocation is commencing in preparation for Phase II abatement and demolition work of eight existing buildings, scheduled for summer 2019, to be followed by infrastructure construction starting in fall 2019, and construction of new affordable units at Block B to begin in early 2020. The Phase II infrastructure scope consists of rough grading, major utility extensions, and installation of new public streets and sidewalks. The new housing parcels are planned as one affordable housing building with approximately 115 units and one market rate building with up to 160 units. Existing streets segments of Wisconsin Street, 25th Street, and 26th Street will be reconstructed and regraded; a new segment of Arkansas Street will feature head-in parking on the eastern side and parallel parking spaces on the west, and streetscape will be designed with new sidewalks, curb ramps, and bulb-outs.</p>
HOPE SF – Sunnydale and Velasco	<p>The Sunnydale and Velasco project is a phased, master-planned new construction development that will demolish 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. The multi-phase redevelopment plan will be completed over the next 12-15 years.</p> <p>Construction on 55 affordable units at Parcel Q, the first vertical phase of the project, will be complete in mid-2019. In early 2019, the first infrastructure improvements will commence on a five-acre site and will include construction of three new streets, relocation of existing electrical power poles and overhead lines, new underground utilities including a combined sewer system and new electrical switchgear, lighting and bio-retention curb bulb extensions, a new pedestrian mews, and demolition and abatement of 120 existing units in 16 buildings. Construction of Block 6, the next vertical phase, comprising 167 affordable units, is scheduled to begin in summer 2019, with the first market rate development, Block 5, following in 2022, pending sale of the land.</p>
MOHCD – 4th and Folsom	<p>The City-owned parcel at 266 4th Street (“4th and Folsom”) is slated for the development of approximately 85 units of family affordable housing, with approximately 3,000 square feet of retail space. Earlier this year, Tenderloin Neighborhood Development Corporation (TNDC) was selected to lead the development of the site. A portion of the site sits directly above the SFMTA’s Yerba Buena/Moscone Central Subway Station. The station is under construction as part of the Central Subway Project and is scheduled to be completed in 2019.</p>

As the needs and funding picture for affordable housing are constantly evolving, the affordable housing and related infrastructure projects here listed represent examples of the kinds of projects that the proposed 2019 Affordable Housing G.O. Bond could support.

Project Name	Description
MOHCD – Balboa Park Upper Yard	Balboa Park Upper Yard (BPUY) will be a new 131-unit affordable building for families located on a vacant City-owned parcel directly neighboring the Balboa Park BART Station. Developed through a partnership of Mission Housing Development Corp (MHDC) and Related California, the units will be targeted to households with incomes from 30 to 60% Area Median Income (AMI). The ground floor of the project will contain a child care facility with a playground, ground floor retail, and community services space coordinated through the Family Wellness Community Resources Center operated by MHDC’s Resident Services Department.
MOHCD – Parcels R, S, U	Octavia Boulevard Parcels R, S, and U are proposed to be developed into a 100% affordable housing development for families and Transitional Age Youth (TAY) across three City-owned vacant parcels with ground floor commercial spaces. The Tenderloin Neighborhood Development Corporation (TNDC) was selected in 2018 to develop the site based on their proposal to develop 88 units including 30 studios for TAY in Parcel U. The buildings will include a child development center and resident open spaces on roof decks. TNDC is exploring the possibility of increasing the project density to provide more units by conducting additional due diligence on the soil conditions and building types that could be supported.
OCII Mission Bay – Parks and Open Space	The construction of 10 additional parks in Mission Bay is anticipated over the next 10 years, of which five are planned for delivery over the next five years. Parks planned to be finished by FY2023 include: the remaining segments of the Mission Creek park loop, a major bayfront park, a small pocket park fronting the Bay, and a small segment of Mariposa parks. The cost of OCII Mission Bay Parks and Open Space is approximately \$42.0 million through FY2029.
OCII Mission Bay – Streetscape and Underground Utilities	Additional roadways, underground utilities and pedestrian and bicycle improvements are needed to serve the new residential neighborhood and research district in the southern portion of Mission Bay. The majority of these improvements will be constructed over the next three years. The cost of OCII Mission Bay Streetscape and Underground Utilities is approximately \$8.8 million through FY2029.
OCII Mission Bay – Storm Water Treatment	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. Construction of storm water pump stations and storm water treatment facilities are expected within the next five years. The cost of OCII Mission Bay Storm Water Treatment is approximately \$27.3 million through FY2029.
OCII Transbay – Clementina Street Extension	Clementina Street will be extended from First Street to Spear Street by the private developers of OCII sponsored parcels. This new, pedestrian-oriented alley will be lined with townhouses constructed as part of the master-planned blocks within the project area. The project began in 2013 with the development of Transbay Block 6 and will be completed over the next five years as additional OCII sponsored Transbay blocks are developed. The total cost of the extension of Clementina Street is \$4 million provided by tax increment bonds and downtown parks fees.

Enhancement Projects

Project Name	Description
OCII Transbay – Folsom Street Improvements	<p>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 began in late 2018, with completion of all permanent improvements expected by 2020.</p> <p>The total cost of the OCII sponsored portion of Folsom Street improvements is \$19 million and will be funded by tax-exempt bonds issued by OCII.</p>
OCII Transbay – Greater Rincon Hill Community Benefit District	<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>The District produces approximately \$4.1 million in funding annually.</p>
OCII Transbay – New Parks	<p>Two new Transbay parks are in development, one under the bus ramp and off-ramp from I-80, and one on the middle one-third of the existing Temporary Bus Terminal. The under-ramp park will include plazas, playgrounds, walking and bicycle paths, landscaping, sport courts, concessions, and a large dog park. The other will include a playground and event spaces. The former will be on property owned by Caltrans and the TJPA; the latter is on TJPA property but will be turned over to the City upon completion. Construction of both is scheduled to begin in 2020, with completion of the improvements expected in 2022.</p> <p>Current estimates of park design and construction costs are up to \$47 million with sources to include tax increment bonds and downtown parks fees.</p>
OCII Shipyard/Candlestick – Building 101 & Artists Replacement Studios	<p>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.</p>
OCII Shipyard/Candlestick – New Parks and Open Space	<p>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, 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.</p>
OCII Shipyard/Candlestick – Streetscape Projects	<p>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.</p>
OCII Shipyard/Candlestick – Transportation Improvements	<p>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 mixed use development and the Alice Griffith public housing site.</p>

Enhancement Projects

Project Name	Description
<p>Planning – Central SoMa</p>	<p>The vision of the Central SoMa Plan is to create a social, economic, and environmentally sustainable neighborhood by 2040, with space for approximately 32,000 new jobs and 8,600 new housing units. With its centralized location near downtown, excellent transit access, and numerous underdeveloped sites, the neighborhood is well-positioned to become a new hub for employment and housing at the core of the city and Bay Area region. The Central SoMa Plan was approved by the Board of Supervisors in November 2018 and with implementation beginning in early 2019.</p> <p>The Plan is expected to result in up to \$2.2 billion in public benefits to serve critical needs of the neighborhood, including affordable housing, transportation, streets improvements, parks and recreation, schools, environmental sustainability, and community services. Funding for these projects will be derived from a combination of new and existing impact fees, Community Facilities District special tax revenues, direct provision by developers, and various other sources of funding. These funds will be received as development occurs in the Plan Area over the next 25 years. The sources of funds are \$968 million from impact fees, \$836 million direct provision from new development, and \$354 million from the Community Facilities District.</p>
<p>Port – National Park Service Alcatraz Embarkation Site</p>	<p>In June 2018, the Port Commission approved the new Alcatraz Ferry Embarkation Project located at Piers 31-33 on The Embarcadero at Bay Street. The Alcatraz Project will activate the Pier 31 bulkhead with a plaza, café, and improved public restrooms, and transform the Pier 33 bulkhead into a visitor-contact station. Improvements to the site will be made through a lease with a new tenant, the Golden Gate National Parks Conservancy, and through a lease with a new ferry concessioner to be selected by the National Park Service through its competitive-bid process. The Alcatraz Embarkation Project improvements are projected to be complete by 2024. To prepare the site for the new tenants, the Port is currently undertaking a \$7.5 million repair to the facility’s substructure.</p> <p>The Port anticipates that the project will result in \$34 million of investment in Piers 31-33.</p>
<p>Port – Pier 70 Waterfront Site</p>	<p>Forest City California, Inc. is the Port’s development partner for the Waterfront Site at Pier 70. Project construction started in 2018, with full build-out completion estimated in 10-15 years. Forest City California, Inc. is the Port’s development partner for the Waterfront Site at Pier 70. Construction started in 2018, with full build-out completion estimated in 10-15 years. The 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 2 million square feet of new commercial and office space; and parking facilities and other transportation infrastructure.</p> <p>The capital cost estimate for this public-private partnership project is \$300 million.</p>

Enhancement Projects

Project Name	Description
Port – Seawall Earthquake Safety Program	<p>Phase I of the Seawall Program is a down payment on the multi-generational project to improve the Embarcadero Seawall for greater resilience in the face of earthquakes, floods, and climate hazards. It 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. This phase will develop and complete the most immediate life safety and high-priority upgrades to the Seawall at key locations and plan for additional work over the coming decades as climate change and rising seas demand further improvements and protections.</p> <p>The Seawall Program will be implemented over several decades and require federal, state, and local permitting and funding. In 2017, the City convened a Seawall Finance Working Group to analyze sources and recommend a funding plan for the Port and City to pursue to support the Seawall Program. The funding plan included a \$425 million General Obligation Bond, which was approved by voters in November 2018. Additionally, the Port secured a \$5 million appropriation from the State for the Seawall Program and the United States Army Corps of Engineers (USACE) committed \$1.5 million to study flood risk for San Francisco's waterfront, with a focus on the Embarcadero Seawall. This USACE appropriation represents the beginning of the General Investigation process that will culminate in a recommendation to Congress regarding additional federal funding to support the Seawall Program. The Port is also pursuing State support as well as private contributions toward the program through special taxes. To date, the Port has secured approvals of shoreline special taxes for the Pier 70 and Mission Rock projects to address sea level rise and flood risk on Port property.</p> <p>The cost of Phase 1 of the Seawall Earthquake Safety Program is approximately \$500 million through FY2029. Of that Phase 1 scope, all but \$54 million has been secured through a combination of G.O. Bond and local sources, and the Port is continuing to seek State support for the balance.</p>
Port – Seawall Lots 323 and 324	<p>In 2015, the Port Commission approved an exclusive negotiation 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. The proposed development will include: a single, four-story building with a 180-200 room hotel, restaurant/bar, an approximate 280-seat theater featuring Teatro's historic "Spiegeltent", and an approximate 14,000-square-foot privately-financed public park. The project is anticipated to be constructed and operational by 2021.</p> <p>The Port estimates the project will cost \$135 million to be constructed with private funds.</p>
Port – Seawall Lot 337 and Pier 48	<p>Led by Seawall Lot 337 Associates, LLC (an affiliate of the San Francisco Giants), this project is a flexible development that balances residential, office, retail, exhibition, and parking uses. The Port anticipates that the leases from this development will generate new revenues to support ongoing operations for the Port.</p> <p>Necessary horizontal infrastructure enhancements to facilitate the development include streets, sidewalks, and utilities. The cost of these infrastructure enhancements will be initially paid for by the developer and repaid by the Port from revenues generated by an Infrastructure Finance District to be established for this project. The development is expected to begin construction in 2020.</p> <p>The developer will construct \$200 million in horizontal infrastructure enhancements including streets, sidewalks, and utilities through 2029. An Infrastructure Financing District is being considered to provide funding for these improvements.</p>
Port – Waterfront Park Projects	<p>The Port will complete work on projects funded substantially with 2008 and 2012 Clean and Safe Neighborhood Parks General Obligation Bonds at Agua Vista Park, Islais Creek, Heron's Head Park, and Crane Cove Park.</p> <p>All but \$3.1 million of the \$34.5 million budgeted G.O. Bonds for Port Waterfront Parks have been issued. Funds from the future final issuance will support the delivery of Agua Vista Park, Islais Creek improvements, and Heron's Head Park.</p>

Enhancement Projects

Project Name	Description
TIDA – Affordable Housing	The Housing Plan and Financing Plan for Treasure Island set forth a strategic framework for funding 2,173 of the housing units to be affordable units. Of these, 1,866 units are to be developed by the City with the balance of 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. The proposed 2019 Affordable Housing General Obligation bond would support this construction, pending voter approval.
TIDA – Bridge Access Improvements	Improvements are required on the interchange of Southgate and Hillcrest Roads with the eastbound I-80 Bay Bridge and to seismically retrofit or replace the viaduct structures on the west side of Yerba Buena Island. The interchange improvements are expected to begin construction in 2019. These projects are being delivered in conjunction with the San Francisco County Transportation Authority and more detail can be found in the Transportation Chapter of this Plan.
TIDA – Horizontal Infrastructure	As a manmade island, Treasure Island requires significant investment in improving the land’s geotechnical condition. Treasure Island will also require soil import to prepare for anticipated sea level rise. Moreover, roadway and utility infrastructure throughout the Islands will need to be replaced to meet City standards and support the development of new housing and other facilities. These improvements are, with limited exceptions, the responsibility of TICD.
TIDA – Public Open Spaces	The project includes more than 290 acres of new public open spaces including parks, public access trails, shoreline and other waterfront improvements to enhance public use, and enjoyment of views of the San Francisco Bay. The initial development of these facilities is a developer responsibility, but the ownership of these facilities and their future operation, renewal, and improvement will be the responsibility of TIDA.
TIDA – Transportation Improvements	Public transportation improvements will include a new ferry terminal, acquisition or leasing of new ferry boats, the acquisition of new buses for AC Transit and MUNI, and the cost to purchase or lease shuttle buses for the new on-island free shuttle service. The DDA and Transportation Plan detail the City and developer responsibilities for these improvements and acquisitions. In addition to the developer’s obligation towards these improvements and acquisitions, TICD is also obligated to provide a transportation operating subsidy to supplement funding for the Island’s transit services and transportation demand management programs over the course of development.
TIDA – Utility Infrastructure	TIDA continues to operate existing utility systems on Treasure Island and Yerba Buena Island with the support of the San Francisco Public Utilities Commission (SFPUC). Although these systems are to be replaced during the course of development and new infrastructure accepted by the SFPUC or private utilities, portions of the existing systems will remain in use for 10 to 15 years or more as development progresses. In consultation with the SFPUC, TIDA has been making targeted investments in the existing utilities, in particular the wastewater collection system and treatment plan. Improvements are intended to ensure permit compliance and service reliability during the interim period before new infrastructure is constructed, dedicated to and accepted by the City. New electrical switchgear will be installed by TICD prior to 2021, and a new Wastewater Treatment Plant to be constructed by the SFPUC is scheduled to be operational in 2022. TIDA has been funding this work out of its annual operating budget, but previously authorized Certificates of Participation are also an eligible source if required.

IMPACT FEE PLAN AREAS

As the population of San Francisco continues to increase, the City must adapt its existing footprint to meet the capacity required by its new residents and workers. This means that our transportation system must be made more efficient to handle increased ridership and shifts to different transit modes. San Francisco's sidewalks and public right-of-way must be enhanced so that pedestrians can move about safely. Furthermore, residents must have access to open space that provide respite from an increasingly crowded city.

To accommodate increases in population the Planning Department may amend the San Francisco General Plan by creating an area plan, which guides the land use and other aspects of development for that specific geographic area. Six area plans implemented by the Planning Department have development impact fees to fund infrastructure located in those neighborhoods: Balboa Park, Eastern Neighborhoods, Market Octavia, Rincon Hill, Transit Center, and Visitacion Valley.

Impact fees are one of the various sources of funds that departments access in order to implement infrastructure projects in the Plan Areas. These sources may include the San Francisco General Fund, bonds, grant monies from the federal government, the State of California or private philanthropy, and other local funds such as Proposition K sales tax dollars and revenues from Community Facilities Districts.

City departments have planned infrastructure projects to be implemented in the next 10 years in these neighborhoods. At the time of publication, the estimated cost of these projects was approximately \$1.4 billion. To date, approximately \$1.1 billion has been identified to fund these projects, leaving close to \$300 million deferred. The City continues to seek sources in order to complete these projects. The following pages represent the spending plan and sources of funds for each Plan Area.



Balboa Park

Balboa Park is located in southern San Francisco and provides several amenities that can be leveraged to promote a more livable neighborhood. The area includes the Ocean Avenue campus of the City College of San Francisco, the Ocean Avenue Neighborhood Commercial District, Balboa Park, and the Balboa Park BART station. The area is home to the Balboa Park Reservoir, which is currently slated to have 1,100 units of housing built there.

Key projects to be implemented in Balboa Park during the period of this Plan include streetscape projects along Geneva and Ocean Avenues, renovating Balboa Park Pool, and redeveloping the Geneva Car Barn into a cultural hub and neighborhood center. The Balboa Park spending plan is shown in the tables below.

SPENDING PLAN (Dollars in Thousands)	PRIOR YEARS	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025 - 2029	Plan Total
Complete Streets	300	400	1,800	9,400	-	-	-	11,600
Transit	1,579	-	-	-	-	-	-	-
Open Space	24,898	466	-	-	-	-	-	466
Childcare	116	-	16	16	16	-	48	96
Program Administration	21	5	5	5	5	-	17	37
TOTAL	26,914	871	1,821	9,421	21	-	65	12,199

REVENUES

Impact Fees	2,197	155	-	104	104	104	417	884
General Fund - Other	3,217	-	-	-	-	-	-	-
Bonds	12,062	-	-	-	-	-	-	-
Other Local	300	866	1,800	9,400	-	-	-	12,066
External Grants	9,619	-	-	-	-	-	-	-
TOTAL	27,396	1,021	1,800	9,504	104	104	417	12,950

	<i>Cumulative</i>							
<i>Annual Surplus (Deficit)</i>	481	150	(21)	83	83	104	352	1,232

Eastern Neighborhoods

The Eastern Neighborhoods Area Plan consists of several smaller neighborhoods, including South of Market, the Mission, Showplace Square, Central Waterfront, and Potrero Hill. Much of the land use in the Eastern Neighborhoods was historically dedicated to industrial uses, and production, distribution, and repair. Over time, residential and commercial uses began to compete for space with the previous industrial uses.

In 2010, population in the Eastern Neighborhoods Plan Area was 83,930. The Planning Department projects the population to reach 149,570 by 2040, an increase of 78%. The demand for infrastructure related to complete streets, transportation, and open space increased as the population in the neighborhood began to grow. Since the Eastern Neighborhoods Area Plan was initiated in 2008, the City has worked with the community to identify priority projects for implementation. These priorities include a number of projects from the 2008 Area Plan as well as new projects identified through planning efforts that occurred since the Plan was adopted.

The revenues estimated for projects in Eastern Neighborhoods is approximately \$431 million, including prior years. The tables on the following page show the Eastern Neighborhoods spending plan, sources of funds, and funding gap.

Central SOMA: The vision of the Central SoMa Plan is to create a social, economic, and environmentally sustainable neighborhood by 2040, with space for approximately 32,000 new jobs and 8,600 new housing units. The Plan will provide public benefits to serve the neighborhood, including affordable housing, transportation, streets improvements, parks and recreation, schools, environmental sustainability, and community services. Funding for these projects will come from new and existing impact fees, Community Facilities District special tax revenues, direct provision by developers, and various other sources.

Key Proposed Eastern Neighborhoods Projects through 2029

Complete Streets

2nd Street Streetscape

Folsom/Howard Streetscape

Mariposa Bike Connection

5th Street Bike Strategy

6th Street Improvements

Transit

16th Street Improvement Project

27-Bryant Tenderloin Project

14-Mission: Spear to 11th

14-Mission: Outer Mission Mission Bay Loop

Recreation and Open Space

Gene Friend Recreation Center

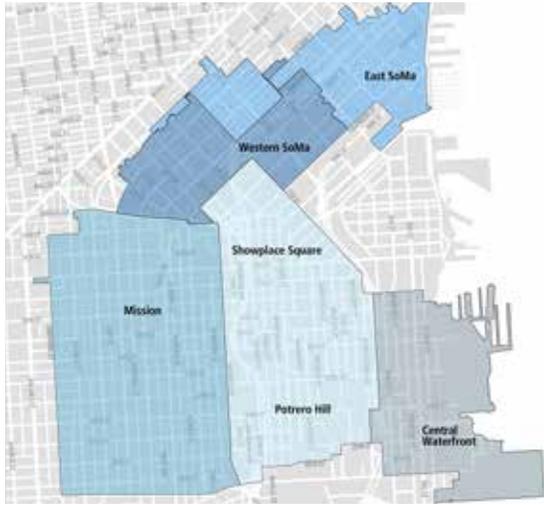
Crane Cove Park

Potrero Hill Recreation Center

New 11th & Natoma Park

Garfield Aquatic Center

Warm Water Cove



SPENDING PLAN (Dollars in Thousands)	PRIOR YEARS	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025 - 2029	Plan Total
Complete Streets	61,572	9,095	48,604	5,520	-	-	-	63,219
Transit	56,357	38,624	18,377	6,895	2,360	3,040	-	69,296
Open Space	74,327	3,000	4,100	-	-	500	-	7,600
Childcare	5,534	510	371	685	526	444	2,200	4,736
Program Administration	5,152	856	555	528	405	996	2,025	5,365
TOTAL	202,941	52,085	72,007	13,628	3,291	4,980	4,225	150,216

REVENUES								
Impact Fees	97,879	9,828	15,083	9,138	5,618	4,386	40,670	84,723
General Fund - Other	13,815	13,316	6,604	-	-	-	-	19,920
Bonds	75,410	19,247	18,929	-	-	-	-	38,176
Other Local	7,440	8,005	32,640	3,130	-	-	-	43,775
External Grants	25,944	6,000	5,093	6,895	2,360	3,540	-	23,888
TOTAL	220,488	56,397	78,349	19,163	7,978	7,926	40,670	210,483

	<i>Cumulative</i>							
<i>Annual Surplus (Deficit)</i>	17,547	4,312	6,342	5,535	4,687	2,946	36,445	77,814

Market Octavia

Market Octavia is located just west of the Civic Center, governmental, and cultural institutions there attract a wide range of people both day and night. Its pattern of streets and alleys make it very walkable and bikeable. More than a dozen transit lines cross the neighborhood, including all of the city's core streetcar lines. It is accessible from the entire Bay Area by BART and the regional freeway system.

Market Octavia's history as a crossroads also poses enormous challenges. Large redevelopment projects occurred in the 1960s and 1970s, and the Central Freeway bisected the neighborhood before it was demolished in 2003. Large flows of automobile traffic are channeled through the area creating hazardous conditions for pedestrians. However, its centralized location and transit accessibility make Market Octavia a key area to add new housing to the City.

The Market Octavia Area Plan identified many needs related to complete streets, transit, open space, and childcare that will provide the necessary services for new people living and working in the area. The total estimated revenues for proposed projects in Market Octavia is currently estimated at \$173 million, including prior years. The following tables show the Market Octavia spending plan, sources of funds, and funding gap.

The Hub: The Planning Department is studying zoning and height limit changes in the Hub, a subset of Market Octavia, to increase housing capacity in the area by several thousand new units. An updated public realm plan was created by a multi-agency team to understand the needs of the people that live, work, and visit the area. Projects in the plan include transportation enhancements, open space improvements, and upgrades to streetscapes throughout the Hub. The Hub rezoning is expected to be approved in early 2020.

Key Proposed Market Octavia Projects through 2029

Complete Streets

Better Market Street

13th St. Protected Bike Lanes

Upper Market Pedestrian Improvements

Octavia Blvd. Enhancement

Page St. Neighborway

Transit

Van Ness Bus Rapid Transit

Valencia Bikeway

22-Fillmore: Duboce & Church

Muni Light Rail Expansion

Western Addition CBTP Improvements

Recreation and Open Space

Margaret Hayward Park Renovation

Buchanan Street Mall

Hub Open Space Improvements



SPENDING PLAN (Dollars in Thousands)	PRIOR YEARS	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025 - 2029	Plan Total
Complete Streets	13,478	1,101	3,085	1,335	3,267	-	-	8,788
Transit	11,540	2,976	8,976	5,630	-	-	-	17,582
Open Space	30,573	-	-	-	-	-	-	-
Childcare	3,523	-	-	-	-	-	-	-
Program Administration	2,674	369	895	1,803	151	151	453	3,823
TOTAL	61,788	4,447	12,956	8,768	3,418	151	453	30,193

REVENUES								
Impact Fees	47,286	6,238	13,282	43,904	3,155	3,155	15,472	85,205
General Fund - Other	970	1,776	-	1,910	-	-	-	3,686
Bonds	17,390	-	-	-	-	-	-	-
Other Local	2,772	1,015	4,236	4,905	3,267	-	-	13,423
External Grants	2,112	-	-	-	-	-	-	-
TOTAL	70,530	9,029	17,518	50,719	6,422	3,155	15,472	102,314

	<i>Cumulative</i>							
<i>Annual Surplus (Deficit)</i>	8,742	4,583	4,562	41,950	3,004	3,004	15,019	80,863

Transit Center

The Transit Center District Plan was adopted in 2012 to provide infrastructure improvements in conjunction with the opening of the Salesforce Transit Center. The Salesforce Transit Center is a \$2.6 billion transportation hub to replace the old Transbay Terminal and will connect 11 regional transportation providers to downtown San Francisco. In addition to passengers arriving at the Transit Center, the Plan also includes several commercial developments.

The complete streets, transportation, and open space projects are designed to accommodate all of the new people that will arrive in the area each day. The Plan includes those projects to be implemented by City agencies, with additional projects to be completed by external agencies such as the Caltrain Downtown Extension (known as DTX), BART underground pedestrian connector, open space projects to be performed by the Office of Community Investment and Infrastructure, and sustainable resource district projects.

In addition to Impact Fees as a primary source of funding infrastructure projects, the Transit Center District Plan has also implemented a Community Facilities District (CFD) special use tax that will provide funding for projects in the neighborhood. The total revenues estimated for the proposed projects in the Transit Center District is \$373 million, including prior years. The tables on the following page show the Transit Center District spending plan, sources of funds, and funding gap.

South Downtown Design and Activation Plan: The Planning Department is engaged in a multi-agency process to develop a comprehensive vision for the design, implementation and stewardship of the public spaces within San Francisco's South Downtown Area (composed of the Transit Center and Rincon Hill planning areas). This plan will inform infrastructure improvements designed to foster vibrant streets and open spaces, support high performing transit operations, and encourage active transportation choices for the people who live, work and visit the district.

Key Proposed Market Octavia Projects through 2029

Complete Streets

District-wide Streetscape and Pedestrian Improvements

Mid-block Crossings Signalization Changes

Casual Carpool Waiting Area

Transit

Caltrain Downtown Extension (DTX)

BART Station Capacity Improvements

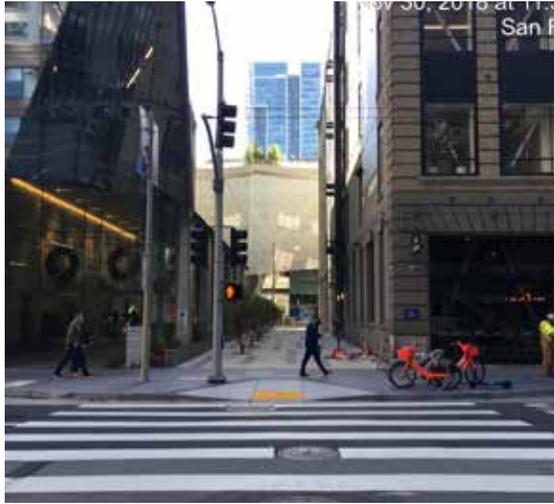
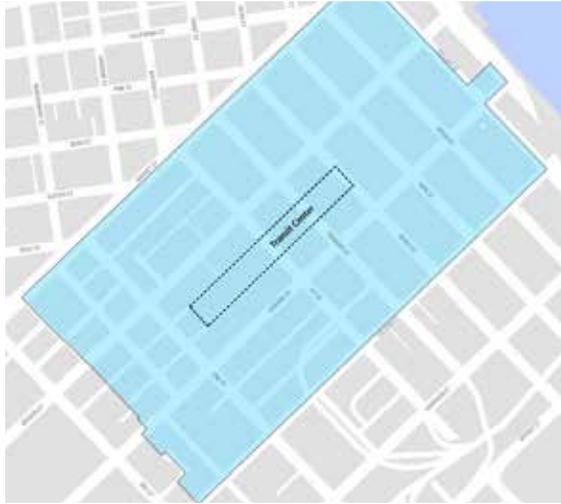
Congestion Charging Pilot Transit Delay Mitigation

Recreation and Open Space

Portsmouth Square Improvements

2nd & Howard Park

Hub Open Space Improvements



SPENDING PLAN (Dollars in Thousands)	PRIOR YEARS	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025 - 2029	Plan Total
Complete Streets	68,378	10,817	1,000	750	-	-	-	12,567
Open Space	53,038	-	-	-	-	-	-	-
TOTAL	121,416	10,817	1,000	750	-	-	-	12,567
REVENUES								
Impact Fees	96,503	11,068	1,728	834	-	-	49,278	62,907
Bonds	19,789	3,767	-	-	-	-	-	3,767
Other Local	18,456	-	-	-	-	172,000	-	172,000
TOTAL	134,748	14,834	1,728	834	-	172,000	49,278	238,674
<i>Cumulative</i>								
<i>Annual Surplus (Deficit)</i>	13,332	4,018	728	84	-	172,000	49,278	239,439

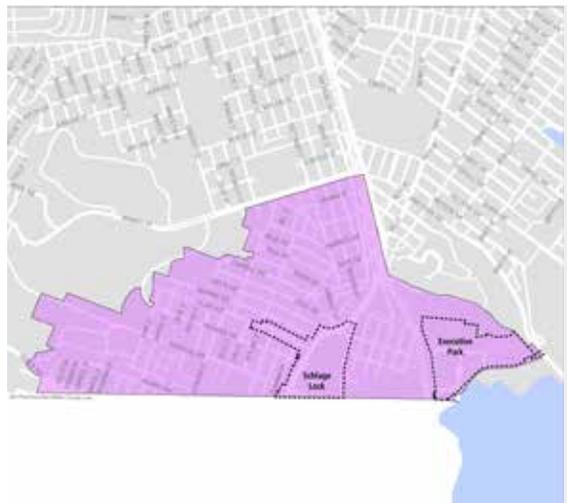


Rincon Hill

Rincon Hill is located in the northeast section of San Francisco, close to the Bay Bridge. Historically the neighborhood has contained many vacant lots and underutilized parcels, which have been rezoned for housing. Additionally, new parcels were opened up for development after the Embarcadero Freeway was demolished in 1991. Rincon Hill is a close walk to many transit lines including the Muni Metro system and BART at Embarcadero station, which make Rincon Hill a strategic area to construct new housing in San Francisco.

Key enhancements to be implemented in Rincon Hill include streetscape projects on First, Spear, Main, and Beale Streets, and a new park at Guy Place. The Rincon Hill spending plan is shown below.

SPENDING PLAN (Dollars in Thousands)	PRIOR YEARS	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025 - 2029	Plan Total
Complete Streets	20,652	911	-	-	-	-	-	911
Open Space	4,896	-	-	-	-	-	-	-
Program Administration	1,845	-	-	-	-	-	-	-
TOTAL	27,393	911	-	-	-	-	-	911
REVENUES								
Impact Fees	27,333	911	-	-	-	-	-	911
General Fund - Other	60	-	-	-	-	-	-	-
TOTAL	27,393	911	-	-	-	-	-	911
								<i>Cumulative</i>
<i>Annual Surplus (Deficit)</i>	-	911	-	-	-	-	-	911



Visitacion Valley

Visitacion Valley is located in southeast San Francisco, near the Brisbane border. In 1999, the Schlage Lock company decided to close its factory located in the area. The now-vacant site presents opportunities for new uses. New developments in the area are expected to produce a net increase of 4,800 housing units, 140,000 square feet of commercial/retail space, and 75,000 square feet of community space over at least 10 years.

Enhancement projects to be implemented in Visitacion Valley include Geneva Harney Bus Rapid Transit, 8-Bayshore Transit Priority Project, and Schlage Lock streetscape improvement and parks projects. The Visitacion Valley spending plan is shown below.

SPENDING PLAN (Dollars in Thousands)	PRIOR YEARS	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025 - 2029	Plan Total
Complete Streets	11,917	5,659	8,841	-	340	-	-	14,840
Open Space	4,531	-	300	-	-	-	-	300
Childcare	2,269	-	285	600	202	600	606	2,293
Program Administration	-	-	68	144	67	144	67	490
TOTAL	18,717	5,659	9,494	744	609	744	673	17,923
REVENUES								
Impact Fees	15,441	5,849	296	3,245	2,086	6,052	2,941	20,469
General Fund - Other	2,261	-	3,641	-	-	-	-	3,641
Bonds	2,576	2,659	300	-	-	-	-	2,959
Other Local	7,192	3,000	2,850	-	340	-	-	6,190
External Grants	500	-	2,350	-	-	-	-	2,350
TOTAL	27,970	11,508	9,437	3,245	2,426	6,052	2,941	35,609
								<i>Cumulative</i>
<i>Annual Surplus (Deficit)</i>	9,253	5,849	(57)	2,501	1,682	5,308	2,268	26,804

Emerging Projects

Project Name	Description
OCII Mission Bay	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.
OCII Shipyard/Candlestick	Primary funding sources for the following projects have not yet been identified: arts center, Hunters Point historic commemoration of the Drydocks, the eight acres of community facilities parcels, Building 101 upgrades, additional fire station, and full funding of a school site. Ten million dollars have been set aside for a new school facility, but no other funding sources have been set aside for these projects. 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.
Planning – Civic Center Public Realm Plan	San Francisco's Civic Center serves many different roles. It is the heart of City government, a regional center of arts and culture, and the site of numerous large-scale public gatherings. Increasingly, it serves the daily open space and recreational needs of the growing neighborhoods that surround it, many of which are disadvantaged communities under-served by open space amenities. With over 8,000 housing units in the pipeline within a half-mile of City Hall, there will be greater demand for capital improvements to increase open space, improve bicycle and pedestrian infrastructure, and enhance access to transit. The Civic Center Public Realm Plan will develop a unified design vision that balances the diverse user needs while considering important factors such as maintenance, stewardship, historic resource preservation, public safety, sustainability, and resilience.
Planning – The Hub	<p>The Hub neighborhood was included within the boundaries of the Market and Octavia Area Plan, adopted in 2008. The Plan rezoned the area for transit-oriented high-density housing, with towers ranging from 250 to 400 feet and low parking allowances. The Planning Department is studying some zoning changes and height limit changes to increase housing capacity in the area, which is expected to grow by several thousand new housing units. An updated public realm plan was created by a multi-agency team led by the Planning Department in close coordination with neighborhood stakeholders to consider how the public spaces should be designed and function to best serve the needs of the people that live, work, and visit the area. Projects highlighted in the public realm plan include enhancements to the transportation network, open space improvements, and upgrades to streetscapes and alleys. An EIR is currently underway, with the draft EIR expected to be published in mid-2019. The Hub rezoning is expected to be approved in early 2020.</p> <p>Funding for these projects will be derived from multiple sources including impact fees and direct provision by developers, and a potential Community Facilities District special use tax is under consideration.</p>
Port – Conditional Seismic Costs	<p>Seismic investments may be required for code compliance when performing renewal work on piers for a project that changes the use or substantially increases the occupancy or size of the facility.</p> <p>The seismic cost estimate represents a worst-case scenario in terms of the total potential cost for repair work. Conditional seismic work on these facilities are estimated to cost approximately \$589.7 million. Additional work to determine the full scope of these projects will be conducted in the future.</p>

Project Name	Description
Port – Cruise Terminal Shore Power	The California Air Resources Board is expected to adopt a new regulation that will require cruise terminals that receive more than five cruise visits annually to provide shore power for all visiting vessels by 2021. Shore power significantly reduces the emissions of air pollutants from cruise ships at berth. The Port currently receives cruise vessels at two locations; the James R. Herman Cruise Terminal and Pier 35 Cruise Terminal. The James R. Herman Cruise Terminal is equipped with shore power, though Pier 35 is not. The Port requires a second berth equipped with shore power in order to remain a viable cruise port and continue to receive the expected number of cruise calls in coming years. The Port is evaluating various berthing options and assessing the cost for shore power and any other needed capital improvements.
Port – Embarcadero Historic Piers	<p>In addition to the development projects currently in motion, the Port is assessing the viability of public-oriented market-based developments that are financially feasible for the 13 Embarcadero Historic District piers and the Agriculture Building which require improvements. To gather information about the viability of and range of public-oriented concepts, the Port issued a Request for Interest (RFI) to invite ideas and responses from potential tenants and developers. The RFI is anticipated to be the first of a two-step process to select one or more development partners to negotiate terms for major investment in the piers and eventually enter into long-term leases. The Port's desired outcome is to achieve the most publicly inviting pier upgrade and activities as is financially feasible. Finding the right approach to maximize public trust values for the restoration of the historic finger piers will vary from facility to facility.</p> <p>Buildings in the RFI include the bulkhead and sheds at Piers 35, 31, 29, 19 and 38. The facilities and underlying substructures in the RFI represent approximately \$250 million of the Port's state of good repair needs. While the actual scope of working undertaken for any projects that result from this effort will depend on the lease details, intended use, and portion of the facility being used, developments at any of these piers have the potential to reduce the Port's capital needs and will bring new life to historic piers by leveraging external revenue for capital repairs and enhancements.</p>
Port – Pier 70 Shipyard	The Pier 70 Shipyard area consists of approximately 13.7 acres of land and piers, including 16 buildings and two drydocks on the northeastern edge of Piers 68 and 70. Operations by the prior tenant at the Shipyard ended in March 2017. Despite making capital investments and issuing two requests for proposals, the Port has not found a new operator for the Shipyard. The Port now needs to evaluate other potential uses for the facility and chart its course. Once the Port has planned the future use, any associated capital needs will be reflected in future iterations of the Capital Plan.
Port – Seawall Stabilization and Adaptation for Sea Level Rise	An estimated up to \$5 billion is needed rebuild the Embarcadero Seawall to be resilient to predicted sea level rise over the next 50 years. The Capital Plan does not incorporate the need for these long-term investments, as the City must first define the scope, budget, and schedule for work beyond Phase I of the Seawall Program. Nonetheless, the Port is working diligently to evaluate and secure funding sources that will support the program in the long run, as described in the Enhancements section of this chapter.
Port – Waterfront Park Projects	The Port's priorities for future parks projects are at Islais Creek (additional work), Warm Water Cove Park, Ferry Building Plaza, and Blue Greenway Enhancements to continue to expand the necklace of waterfront parks throughout Port property.

Emerging Projects

Project Name	Description
TIDA – Navy Structures to Remain	In addition to the public buildings discussed above, there are a handful of other existing structures, which will be preserved through development as TIDA assets, including the chapel, gymnasium, and Pier 1. All of these structures were on lands already transferred to TIDA by the Navy and are now in TIDA ownership. As with the other public buildings, TIDA will be making condition and needs assessments of each of these facilities to inform future capital planning efforts.
TIDA – Public Buildings Renovation	The developer has options to enter into long-term master leases for Buildings 1, 2, and 3 and the Historic Senior Officers’ Quarters. Under these master leases, TICD would be responsible for the preservation & improvement of these facilities. If they elect not to exercise these options, however, the responsibilities for the upkeep of these facilities would remain with TIDA. TIDA will be performing condition and needs assessments of these facilities to inform leasing negotiations and future capital planning efforts.
Multiple Departments – Alemany Farmers’ Market	The Alemany Farmers’ Market was founded in 1943 and is a vitally important option for San Franciscans to access affordable, healthy produce. It occupies a 3.5-acre parcel that is unused five days a week and is surrounded by several other publicly owned parcels. The Market is under the jurisdiction of the Real Estate Division, and the City is currently undergoing an interagency effort to envision potential future land use opportunities at the site, including affordable housing. This effort will include planning and design work to ensure the continued operation of the Market, additional infrastructure to accommodate pedestrian and bicycle access to the site, feasibility studies, and community engagement with surrounding neighborhoods.



Candlestick Development Plan

TABLE 6.1 - ECONOMIC + NEIGHBORHOOD DEVELOPMENT FINANCIAL SUMMARY

PROGRAMS/PROJECTS (Dollars in Thousands)	PRIOR YEARS	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025 - 2029	Plan Total	DEFERRED
SPENDING PLAN									
Port of San Francisco	-	307,278	270,592	225,689	212,235	205,671	586,413	1,807,877	1,161,899
Treasure Island Redevelopment	456,075	196,663	196,460	166,262	166,070	145,885	700,000	1,571,340	-
Transbay	22,900	17,900	19,550	16,900	4,150	4,500	-	63,000	-
Mission Bay Redevelopment	-	54,102	24,471	7,053	1,483	-	-	87,109	-
Hunters Point Redevelopment	191,156	170,164	178,163	181,211	199,367	224,149	1,264,956	2,218,010	-
Planning Department	459,170	74,789	97,278	33,311	7,339	5,875	5,416	224,009	650,916
Affordable Supportive Units and Infrastructure	-	500,000	-	-	-	-	-	500,000	-
TOTAL	1,129,301	1,320,896	786,515	630,426	590,644	586,080	2,556,785	6,471,345	1,812,815
REVENUES									
General Fund - Other		15,092	10,245	1,910	-	-	-	27,247	
Capital Planning Fund		-	-	-	-	-	-	-	
Port Funds & Tenant Responsibility		36,197	24,334	28,136	38,145	58,157	187,051	372,020	
Seawall Earthquake Safety Bond		10,500	11,000	73,000	90,400	88,400	142,800	416,100	
Other Local		453,754	490,428	345,152	290,297	457,763	1,347,017	3,384,411	
Federal and State		51,480	8,540	2,000	2,000	2,000	24,500	90,520	
Neighborhood Parks and Open Space Bond 2012		10,399	-	-	-	-	-	10,399	
Land-Secured Financing (TIF, IFD, Mello Roos)		32,470	23,069	6,552	54,491	60,869	402,647	580,098	
Private Capital		165,000	165,000	165,000	120,000	120,000	560,000	1,295,000	
Impact Fees		34,049	30,390	57,224	10,963	13,697	108,777	255,100	
Bonds		25,672	19,229	-	-	-	-	44,902	
External Grants		6,000	7,443	6,895	2,360	3,540	-	26,238	
Waterfront Safety G.O. Bond		-	-	-	-	-	150,000	150,000	
Affordable Housing G.O. Bond		500,000	-	-	-	-	-	500,000	
TOTAL		1,340,614	789,678	685,869	608,655	804,426	2,922,792	7,152,035	
<i>Total San Francisco Jobs/Year</i>		7,950	4,683	4,067	3,609	4,770	17,332	42,412	
<i>Annual Surplus (Deficit)</i>		19,718	3,163	55,444	18,011	218,346	366,007	680,690	
<i>Cumulative Surplus (Deficit)</i>		19,718	22,882	78,325	96,336	314,683	680,690		





07. General Government

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07. GENERAL GOVERNMENT

ACC: Animal Care & Control
ADM: Office of the City Administrator
DT: Department of Technology
MOD: Mayor's Office on Disability
MOS: Moscone Convention Center
PW: Public Works

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

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



Moscone Convention Center Expansion

Overview

The Office of the City Administrator 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 takes care of San Francisco's streets, infrastructure, and public buildings. Divisions under the City Architect 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, 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 within ADM 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, 25 Van Ness, 30 Van Ness, 1640-1680 Mission Street, the Hall of Justice, and 555 7th Street.

Technology

The Department of Technology 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.

Animal Care and Control

In addition to support services for built and digital infrastructure, ADM's umbrella includes the emergency response services delivered through the department of Animal Care and Control. 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 expanded footprint includes over 700,000 square feet of exhibit space, up to 106 meeting rooms, and nearly 123,000 square feet of prefunction lobbies. Architects Skidmore, Owings + Merrill designed the expansion project, which was completed in 2018.

Mayor's Office on Disability

Working to ensure accessibility for projects from all of these ADM agencies and all City departments is the Mayor's Office on Disability. 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. MOD now oversees the continuation of those Plans through the City's ongoing barrier removal efforts for both facilities and the public right-of-way.



Animal Care and Control Shelter

Renewal Program

The overall renewal needs for the City's General Government facilities total \$536 million over the next 10 years. Given funding constraints, the Plan allocates \$171 million from the General Fund to meet these needs, as shown in Chart 7.1.

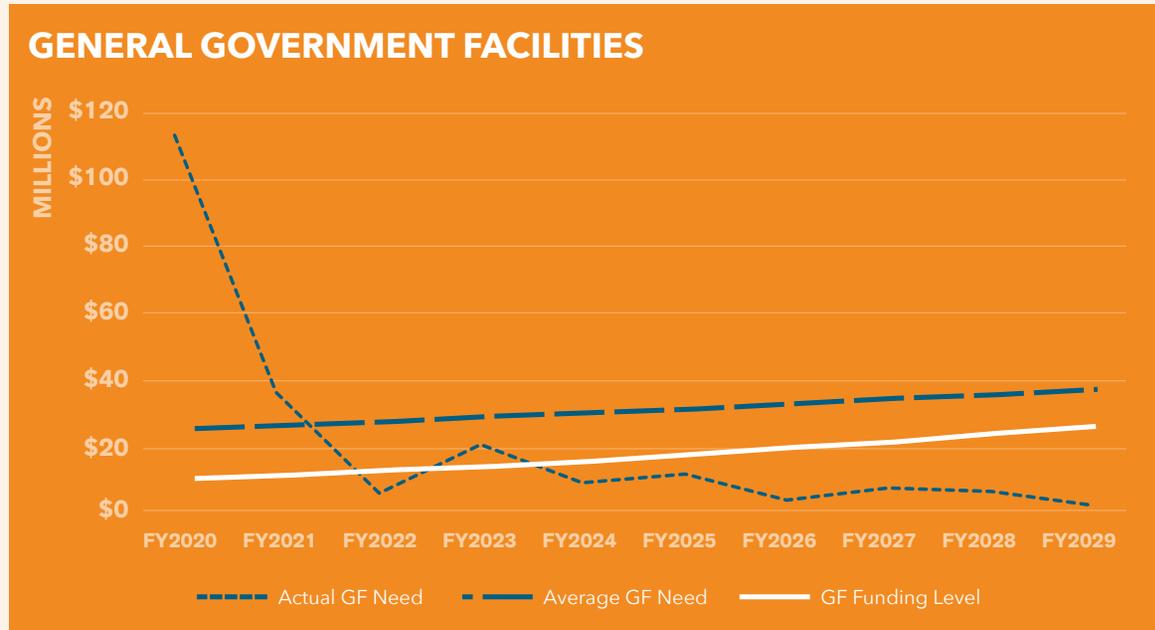


CHART 7.1

Of note in this service area renewal's are the significant ongoing needs at the Moscone Convention Center. Some of these renewals will be funded by the Moscone Expansion District hotel assessment; this contribution starts at 1% of funds collected in the first 10 years (approximately \$200,000

per year) and grows to 6% thereafter (approximately \$1 million per year). The Convention Facilities Fund will provide an additional \$30 million towards renewals over the next 10 years. Priority renewal needs identified at this time total \$13.1 million from FY2020 through FY2023.

Approximately \$30 million in facility renewal needs have been identified for Yerba Buena Gardens over the next 10 years. Capital reserves and anticipated revenues supplemented by Central SoMa Community Facilities District funds in the future 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 ADM 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
ACC – Animal Care and Control Shelter	<p>ACC has an approved project to construct a replacement animal shelter at 1419 Bryant Street. The facility will protect the animals under the care of ACC and provide safe, sanitary housing for animals even if power and/or water are temporarily interrupted. The facility will also provide improved educational and training spaces for the public, staff, and volunteers. Construction is scheduled to commence in 2019 with completion expected in 2021.</p> <p>The overall project cost for the renovated facility is \$76.4 million, of which \$49 million comes from previously authorized COPs and the balance from the General Fund.</p>
ADM – Vehicle Charging Infrastructure	<p>Electrification of the municipal fleet is a key priority in providing healthier air for our residents, and fulfilling San Francisco's 2050 net zero emissions commitment. The Controller's Office found that up to 619 passenger vehicles may be replaced to comply with the City's Municipal Zero Emission Vehicle (ZEV) Ordinance. As City vehicles are replaced with ZEVs, they will require Level 2 charging infrastructure to sustain daily operations.</p> <p>The General Fund supports this scalable effort. A need of between \$5 million and \$10 million over the next four years is estimated.</p>
DT – Highspeed Internet Connectivity	<p>This project aims to expand infrastructure that supports high-speed internet communications, such as fiber back haul, satellites, and wireless networks. Pervasive connectivity would provide for improved capabilities, such as expanding coverage to City departments and neighborhood institutions, serving underserved locations, and improving network performance for City services and infrastructure.</p> <p>Funding for this program comes from the General Fund and is estimated at up to \$1 million annually, subject to General Fund availability.</p>
DT – Data Closet Remediation	<p>The current network environment at City facilities is often outdated and lacks server space required to house data storage. This project would ensure the safety, security, and sustainability of data and network closets in City facilities.</p> <p>The General Fund supports this scalable effort. The need is estimated at \$1 million per year for the next three years.</p>
MOD – ADA Barrier Removals	<p>MOD will continue its oversight and prioritization of ongoing barrier removal efforts at public facilities throughout the City.</p> <p>It is expected that \$600,000 of the Recreation and Parks Department's set-aside and approximately \$1 million of General Fund will be devoted to barrier removal projects annually. General Fund allocations would depend on the shovel-readiness of needs identified and funds available. These funds are in addition to code compliance components of debt-funded projects, which appear in the relevant Service Area chapters for those programs.</p>
RED – One-Stop Permitting Center at 49 South Van Ness (1500 Mission Street)	<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 spring 2020. This development facilitates the relocation of staff from the Departments of Public Works, Planning, and Building Inspection, and 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>This project is funded with revenues from the previous sales of 30 Van Ness, 1660 Mission, and 1680 Mission.</p>

Enhancement Projects

Project Name	Description
RED – Family Services Center/Offices	<p>San Francisco is seeking a site to replace office space at the City-owned building at 170 Otis Street, which is the current headquarters of San Francisco's Human Services Agency (HSA). The project could include up to 20,000 square feet of condo-izable space to nonprofits whose mission is compatible with the mission of HSA, as well as other City functions.</p> <p>This project would be funded with revenues from the sale of 170 Otis to the developer or on the market. The City could need to put down a deposit up front, which could be in cash or in the form of credit against the sale of 170 Otis. The balance of the purchase price would be due on substantial completion and acceptance of the building by the City. Up to \$50 million in COPs could be used to support this project.</p>
RED – Energy Efficiency Projects (Various Buildings)	<p>RED is working 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.</p> <p>The estimated cost of this set of upcoming projects is \$520,000, to be funded from RED department funds with SFPUC support.</p>
RED – Wholesale Produce Market Expansion	<p>Responsibility and Feasibility Report for the proposed Produce Market expansion. The expansion would increase the footprint of the market by about 25%. The full buildout envisions a \$100 million expansion and renovation. The first building—901 Rankin Street—is now complete. The next phase includes (1) construction of a marshaling yard within the campus for reduced safety hazards and improved operations; (2) construction of a 52,000 square foot warehousing facility with maker space to replace existing buildings; and (3) reconstruction of the Innes Avenue and Kirkwood Avenue roadways between Toland Street and Rankin Avenue.</p> <p>The total project budget for the expansion is \$100 million. Of that, \$19 million has been spent, and \$50 million is budgeted during the timeframe of the Plan. Produce Market revenues are estimated at \$27 million to support the \$36 million warehousing facility, leaving a \$9 million funding gap on that part of the project. Budgets for other parts of the project are estimated at \$3.5 million for the marshaling yard and \$10.5 million for the roadways at Innes and Kirkwood. Planned funding sources beyond market revenue will include New Market Tax Credits. 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).</p>

Deferred Projects

Project Name	Description
DT – Outdoor Public Warning System	The current Outdoor Public Warning System is 16 years old and uses technology that is not secure. This project would implement a 256-bit encrypted signal for the voice and siren system using equipment similar to the 800 MHz law enforcement radio system. The estimated project cost is \$3 million.
DT – Smart Cities	Investing in smart, sustainable technology to provide better service delivery to residents, government agencies, and businesses is an important rising opportunity. Smart City technologies could include smart utility poles that embed several technologies—such as wireless connectivity, sensors, safety alarms, and sustainable solar lighting for outdoor public spaces. These modern technologies hold promise in improving efficiency, speed, and functionality in a variety of sectors. The Department of Technology envisions the first year of this effort for study, a pilot in the second year, followed by two years of investments in promising technologies. Though General Fund may not be available for this initiative, grants or public-private partnerships could advance the goal envisioned.
RED – City Hall Dome and Roof Revitalization and Seismic Strengthening	City Hall has been experiencing water leaks damaging to the structure and interior of the building. Revitalization of the Dome, Drum, Lantern and Roof Levels of City Hall are needed to address active water leaks through masonry, skylights, and Dome waterproofing membranes. Repairs are also needed to deteriorating structural stone and steel, and seismic strengthening work is needed as well. Complete scaffolding around the Dome is required for implementation of all components of this project, which makes it desirable to address all issues at once. The estimated project cost for these repairs and improvements is at least \$20 million, with the final analysis near completion.



Fiber and WiFi Installation



City Hall Interior Staircase

Emerging Projects

Project Name	Description
Multiple Departments – Solar + Energy Storage	San Francisco faces the challenge of being unable to use its energy resources if and when the utility grid goes down. In response to this risk, the San Francisco Department of the Environment completed a multi-year solar energy storage feasibility analysis. This project identified potential municipal sites currently designated to serve the community in time of emergency, identified critical electrical loads at the sites, and sized would-be solar energy storage systems accordingly to advance the City's energy and emergency preparedness goals in the event of the next large-scale grid outage. A financial analysis was completed to understand the cost of deploying these systems. The project team is currently developing a first-of-its-kind economic value for resiliency to understand the avoided cost of disruption from solar energy storage. This value will help decision makers understand the basic cost, risks, and projected return on investments of project deployment. Any solution for San Francisco will need to demonstrate earthquake resilience given the city's seismic vulnerabilities.
GSA – 101 Grove Retrofit	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.
PW – Operation Yard	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. There is a \$25 million project slated for FY2026 Certificates of Participation that could be applied towards this project, depending on future City priorities.
RED – Strategic Building Electrification	To meet San Francisco's commitment to 100% greenhouse gas emissions reduction, it will ultimately be necessary for all natural gas-based thermal systems to be replaced with electric power. To achieve this transition in an orderly and cost-effective way, an inventory and opportunities assessment should be conducted. Pilot projects for small-scale water heater replacements as part of planned renewals are recommended, as are electric replacements of upcoming HVAC systems wherever feasible.

TABLE 7.1 - GENERAL GOVERNMENT FINANCIAL SUMMARY

PROGRAMS/PROJECTS (Dollars in Thousands)	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025 - 2029	Plan Total	
State of Good Repair Renewal - Need	42,603	44,733	46,970	49,318	51,784	300,447	535,855	
SPENDING PLAN								DEFERRED
State of Good Repair Renewal - Proposed Uses	12,029	13,389	15,142	16,307	18,039	126,753	201,660	337,199
ADA Improvements	1,000	1,000	1,000	1,000	1,000	5,000	10,000	-
Enhancements	51,000	10,000	10,000	10,000	1,000	30,000	112,000	51,607
TOTAL	64,029	24,389	26,142	27,307	20,039	161,753	323,660	388,806
REVENUES								
General Fund	10,029	11,389	13,142	14,307	16,039	116,753	181,660	
General Fund - Enhancement	1,000	1,000	1,000	1,000	1,000	5,000	10,000	
Convention Facilities Fund	3,000	3,000	3,000	3,000	3,000	15,000	30,000	
Certificates of Participation	50,000	-	-	-	-	25,000	75,000	
SF Wholesale Produce Market Funds	-	9,000	9,000	9,000	-	-	27,000	
TOTAL	64,029	24,389	26,142	27,307	20,039	161,753	323,660	
<i>Total San Francisco Jobs/Year</i>	380	145	155	162	119	959	1,919	

2,500+

SFHA
Maintained Affordable
Housing Units

15

SFHA
Maintained
Housing Sites



DPH
2
Medical Campuses



HSH
3
Homeless Shelters



HSA
3
Children's
Resource Centers

20

DPH
UCSF Research Centers

10

DPH
Primary
Health Clinics



DPH
1
Level One Trauma Center

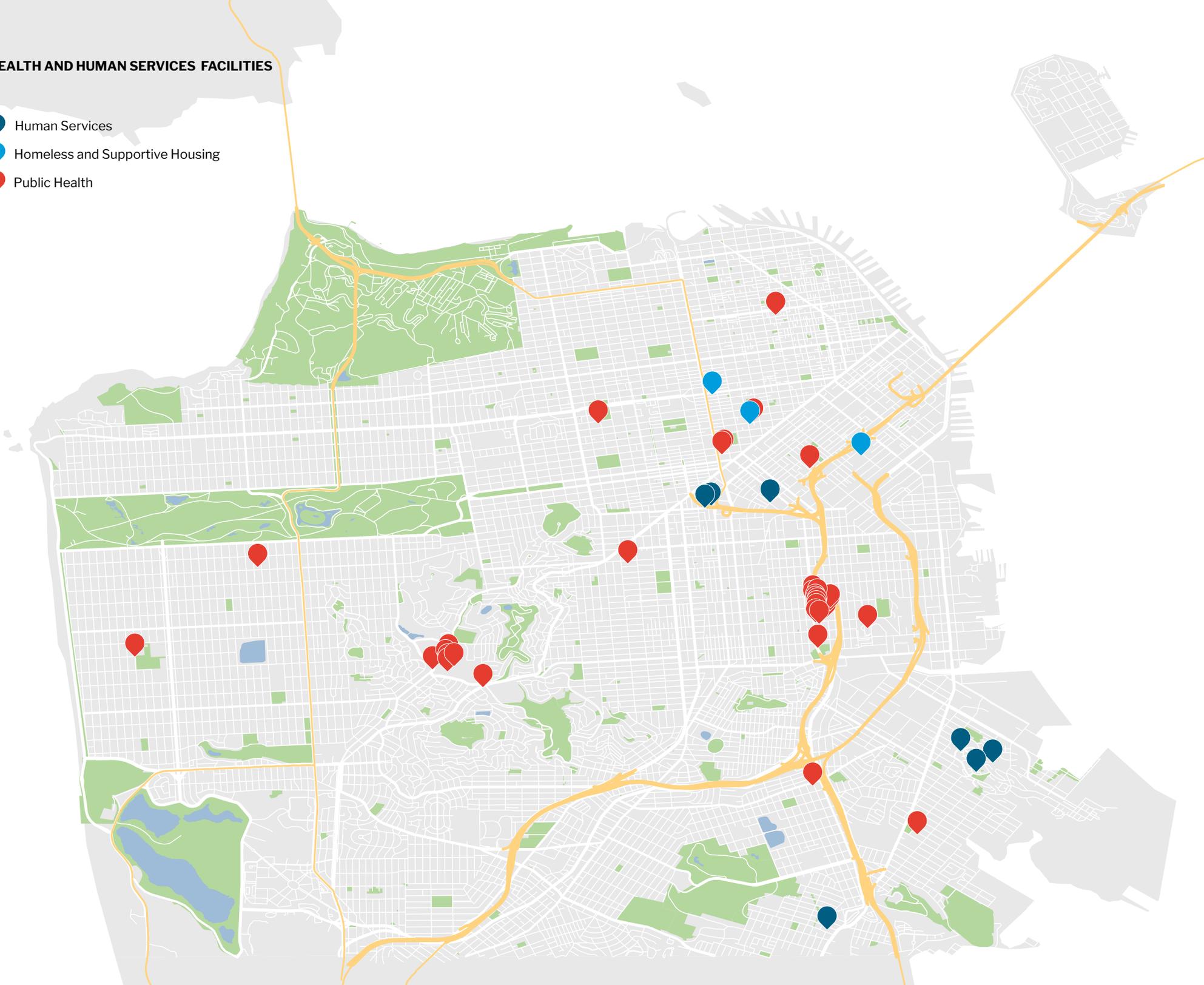


08. Health + Human Services

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HEALTH AND HUMAN SERVICES FACILITIES

- Human Services
- Homeless and Supportive Housing
- Public Health



08. HEALTH + HUMAN SERVICES

DPH: Department of Public Health

HSA: Human Services Agency

HSH: Department of Homelessness and Supportive Housing

SFHA: San Francisco Housing Authority

San Francisco's Health and Human Services programs are delivered at facilities throughout the city and reach 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, shelters, children's resource centers, supportive housing sites, Navigation Centers, and associated administrative space all play a part in providing these essential services.



Department of Public Health Offices at 101 Grove

Overview

San Francisco's health and human services agencies provide high-quality, culturally sensitive services for residents in need of public care.

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 is now focusing 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 funded the seismic strengthening of Building 5 at the ZSFG campus, as well as improvements at Southeast, Castro-Mission and Maxine Hall 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 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 and the Department of Homelessness and Supportive Housing. 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 child-care center facilities. HSH strives to make homelessness in San Francisco rare, brief, and one-time through the provision of coordinated, compassionate, and high-quality services. HSH operates three City-owned shelters and a growing portfolio of Navigation Centers that play a critical role in helping vulnerable populations permanently exit the streets. HSH released a five-year strategic framework in 2017, outlining its goals to achieve a significant and sustained reduction in homelessness in San Francisco by 2022.

Public and Affordable Housing

The responsibilities of San Francisco's housing agencies have been evolving in recent years. The San Francisco Housing Authority (SFHA) has converted the majority of its public housing units to private, non-profit management to enable the use of tax credits as a funding for those properties. 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.

Housing development at all income levels is changing the face of the city in important ways. Supporting

San Francisco's low- and middle-income residents caught in the Bay Area's housing crisis is top of mind for the City's entire Administration, coordinated through the Mayor's Office of Community Development (MOHCD). In particular, there is an emerging need for additional long-term housing for people with mental illness, including Board and Care facilities and cooperative living apartments or single family homes that are designed for individuals who have successfully exited substance abuse and/or mental health residential treatment programs. MOHCD's affordable housing development projects are discussed in the Economic and Neighborhood Development Service Area chapter.

Coordinated Services Center for San Francisco's Homeless

In 2017 the Mayor's Office of Housing and Community Development acquired for one dollar a federal surplus property in SoMa to build permanent supportive housing at 1064-1068 Mission Street. The development will provide studio apartments for more than 250 households experiencing chronic homelessness, with 100 of these new units designated for formerly homeless seniors, age 62 or older. It will also include a dedicated Homeless Services Center. The Tom Waddell Urgent Care Clinic, Street Medicine team, DPH Dental Services, and Homeless Outreach Team will all co-locate on the first two floors, improving the integration of DPH and HSH services for homeless persons. The co-developers are Mercy Housing California and Episcopal Community Services, with a long-term ground lease from the City.

Renewal Program

The overall renewal needs for the City's Health and Human Services facilities total \$325 million over the next 10 years. Given funding constraints, the Plan allocates \$181 million from the General Fund to meet these needs, as shown in Chart 8.1.

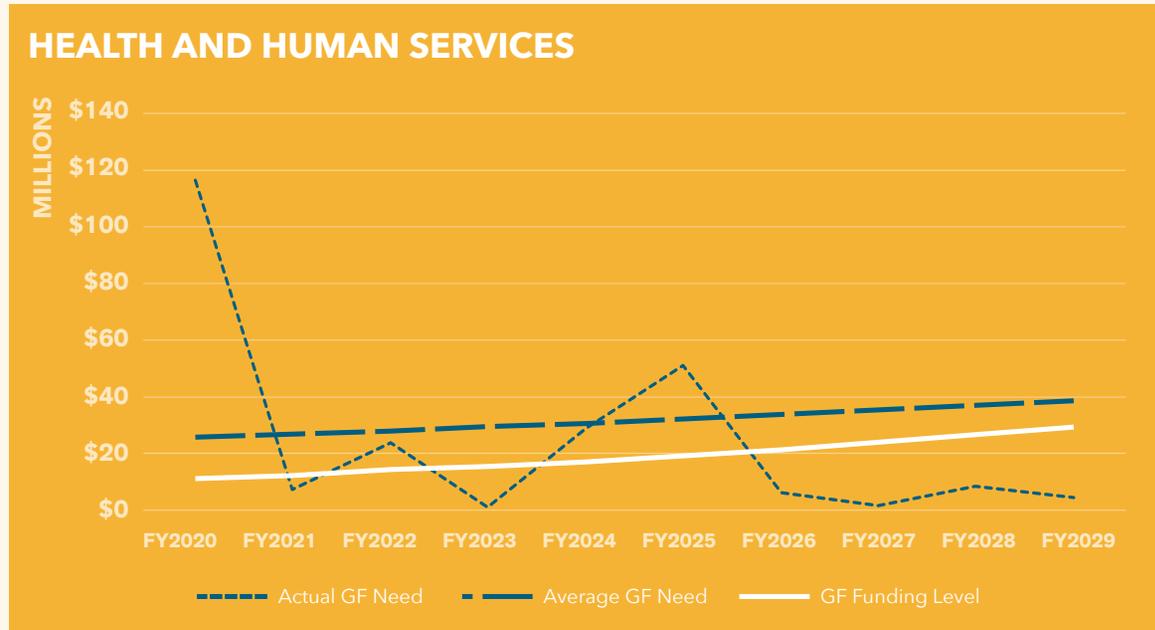


CHART 8.1

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; and the freight elevator at ZSFG, estimated to cost \$2.2 million.

Not shown in the Renewals curve are the repair needs at San Francisco's publicly owned homeless shelters. The City's shelters are eligible for funding from the 2016 Public Health & Safety G.O. Bond, and the debt for this purpose has already been issued. HSH has worked with San Francisco Public Works to identify and prioritize renewal needs at the

shelters using the available bond funds in addition to space improvements for operational enhancements as discussed in the Planned Enhancements section.

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
DPH – ZSFG Building 80/90 Renovation & Seismic Retrofit	<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>The total project cost is estimated to be \$150 million and is planned for the 2023 Public Health G.O. Bond, pending voter approval.</p>
DPH – Chinatown and Silver Avenue Health Clinic Renovation and Infrastructure Improvements	<p>These projects address major renovations needed at Chinatown and Silver Avenue Health Centers. These projects will support the integration of primary care with behavioral health care, foster a collaborative team based care model, and enable improved workflow. In addition to these renovations, the projects also include infrastructure improvements such as modernization of outdated equipment, upgrades and retrofits of building automation systems, and repairs to HVAC controls.</p> <p>The project budget is estimated at \$20 million per clinic, to be funded by the 2023 Public Health G.O. Bond, pending voter approval.</p>
DPH – UCSF Research Facility at the ZSFG Campus	<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.</p> <p>The estimated project cost is \$200 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.</p>
HSB / DPH / MOHCD – 1064-1068 Mission Street Project	<p>MOHCD is financing a permanent supportive housing development for people who have experienced homelessness at 1064-68 Mission Street. This project will provide space for a Homeless Services Center, to be co-operated by DPH and HSH. This Center will include the relocated Tom Waddell Urgent Care Clinic, DPH's street medicine program, and the San Francisco Homeless Outreach Team (SF HOT), as well as dental services. The City must relocate the urgent care clinic located at 101 Grove Street due to seismic safety conditions. This site will enable HSH in partnership with Public Health to improve the coordination of care and delivery of services to chronically homeless persons living on the street.</p> <p>The Homeless Services Center, comprising nearly 21,000 square feet on two floors, is estimated to cost approximately \$14 million. Five million dollars from the 2016 G.O. Public Health and Safety Bond is allocated for tenant improvements at the new location to create a centralized deployment facility and client access point for SFHOT. An additional \$5 million will come from the FY2019 DPH 101 Grove Exit Certificates of Participation, and the balance of cost for the Health Services Center is expected to come from the General Fund. Construction is expected to start in 2020.</p>
HSB – Shelter Rehabilitation	<p>HSH oversees three City-owned shelters that serve people experiencing homeless. This shelter rehabilitation project will provide much-needed health and safety system repairs and other improvements to keep the shelters fully functional. HSH has engaged Public Works to complete a facilities condition assessment for each of the three shelters, which will help determine project details.</p> <p>This project will receive approximately \$7 million from the 2016 Public Health and Safety Bond, but additional sources will likely be required. The bond funding is expected to provide a source for the most essential enhancements and renewals at these facilities.</p>

Enhancement Projects

Project Name	Description
SFHA – Disposition Projects	<p>The Housing Authority is an important partner in the HOPE SF projects described in the Economic and Neighborhood Development chapter as those projects are transformative in nature. SFHA is also working on dispositions of other properties, including the non-dwelling administrative offices 440 Turk Street, as well as scattered sites. Feasibility studies for seven scattered site properties containing 70 SFHA public housing units have been prepared. The Housing Authority is committed to protecting the rights of the current residents in these units and meeting all requirements pursuant to HUD's public housing regulations.</p> <p>To better support low-income residents in San Francisco, SFHA plans to convert the sites to Project-Based Vouchers, then transfer ownership and management to a non-profit developer entity. The increased rent subsidies from the vouchers will enable the private owners to secure the additional resources needed to complete full rehabilitations of the sites. A combination of this financing with a public land trust in the form of a long-term ground lease and local developers is a public-private partnership consistent with the Authority's re-envisioning. This structure ensures long-term affordability and oversight through the lend-lease structure, access to new funds not available to SFHA, and improved housing conditions.</p>
SFHA – Rental Assistance Demonstration (RAD) Program	<p>Conversion of 3,480 public housing units to Project Based Vouchers (PBV) under RAD is addressing critical immediate and long term rehabilitation needs and preserving affordability for very low income residents by increasing revenue and by attracting new capital. In addition to RAD, the financing strategy as contemplated by the Plan relies upon HUD's Section 18 Disposition/Demolition program which has permitted the Authority to obtain additional Housing Choice Voucher/Section 8 vouchers to supplement the RAD program.</p> <p>All 28 RAD projects utilize private debt, equity generated by the Low-Income Housing Tax Credit program, and soft debt from the Authority and the City and County of San Francisco. This approach has resulted in a \$2 billion conversion project and generated \$700 million in construction and rehabilitation work that benefits the tenants of Authority sites while preserving existing affordability.</p>



Castro Mission Health Center



Ocean Park Health Center

Deferred Projects

Project Name	Description
DPH – ZSFG Building 2 (Service Building) NPC-4 Seismic Upgrade	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. The estimated project cost is \$1.2 million.

Emerging Projects

Project Name	Description
DPH – Remaining Facilities Improvements	Outstanding Department of Public Health needs include seismically-deficient Buildings 1, 10, 20, 30, 40, and 100 at ZSFG; renovating remaining unoccupied buildings at LHH; addressing long outstanding needs at neighborhood clinics not covered by currently planned funding sources (including building automation systems, exam room reconfiguration, renewal of interiors, renovation of nursing stations, and exterior work); and needs related to the Population Health Division City Clinic.
DPH – LHH Loading Dock Seismic Upgrade	While the larger Loading Dock project is underway, a seismic study identified a seismic weakness inherent in the linear ward layout. A preliminary design solution is to bisect the long plan layout into two shorter areas with introduction of an expansion joint. The total project scope and cost are in the process of being defined.
DPH – LHH New Hospital E-Power	This project will add emergency power to LHH, which was built to minimum code requirements. The current emergency electrical power is not sufficient for the needs of the hospital, a facility with an elderly, non-ambulatory, and immuno-compromised patient population.
DPH – LHH Air Conditioning for Gerald Simon Theater and Moran Hall	In 2017, San Francisco experienced a heat wave incident that left elderly, immunocompromised patients at LHH at risk. This project would provide air conditioning at Gerald Simon Theatre and Moran Hall, the two largest gathering spaces, which could then be used as cooling stations in the next heat wave, as recommended by DPH's Public Health Emergency Preparedness and Response Committee.
DPH – ZSFG Energy Efficient Lighting	This project would replace existing CFL and incandescent lighting with LED fixtures, which are more efficient, produce less heat output, have a longer lifespan, and require less labor for maintenance.
DPH – ZSFG Campus Security Improvements	This project would add security enhancements on the ZSFG campus, including loading dock security at Building 5, campus perimeter fence repairs, door alarm hardware replacement, access control replacement, campus security duress button installations, and an ambulance bay security gate. These projects would be phased over multiple years.
DPH – DPH Clinics Security Improvements	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.
HSA – 170 Otis Street	Built in 1978, 170 Otis Street houses HSA executive offices and program administration. In July 2018, DPW completed a seismic evaluation of the building. A permanent relocation of all staff – including major programs such as Family and Children's Services and CalWORKs, as well as HSA's Facilities/Operations Program and its Executive Offices – from 170 Otis Street are currently being explored. Given the number of staff in the building and the vulnerability of populations served there, this effort is a high priority.
HSH – Navigation Center for Seniors	The Navigation Center model is based on creating spaces for engaging people experiencing street homelessness outside of the traditional shelter model, and has proven to be more effective than traditional shelters at engaging those clients who have survived for a long time on the streets. HSH is exploring the viability of a Navigation Center focused on seniors experiencing homelessness as an emerging need in its shelter portfolio.

Project Name	Description
HSH – New Emergency Shelter	HSH currently operates two emergency shelters, which need to be relocated to sites with longer and more reliable lease terms. Both shelters – one for homeless families that accommodates up to 25-30 families (60 people) located on the ground floor of a church in the Western Addition, and a 110-bed facility for adults experiencing homelessness in ancillary church space in the Bayview – consistently operate at full or near capacity. HSH’s plan is to develop a new 20,000+ square foot facility that can accommodate both families and adults in distinct and separate areas to fulfill program requirements while economizing on development and operating costs. HSH is conducting a site search and feasibility assessments with assistance from the Real Estate Division and Public Works in order to secure a site by early 2019. While planning and scoping of this project has been funded, additional funding will be required to complete this project.
HSH – Shelter and Access for Everyone (SAFE) Centers	Mayor Breed announced in October 2018 that San Francisco would open 1,000 new shelter beds for homeless residents by 2020. This expansion will meet the identified gap in the City’s temporary shelter system portfolio. To meet this goal, HSH plans to open three new SAFE Centers to meet the need for emergency shelter for people living on the streets. SAFE Centers will be 200 to 250-bed facilities that incorporate features from the Navigation Center model, allowing residents to bring their partners and possessions and provide case management services and connection to permanent housing. HSH is working with Public Works and the Department of Real Estate to identify viable sites and begin project scoping for the eventual capital improvements required.
Multiple Departments – Continuum of Care Affordable Senior Housing Site	The City is beginning to develop plans for a Continuum of Care affordable senior housing site that would feature characteristics of a Continuing Care Retirement Community. This facility would offer a continuum of care model ranging from independent living units to assisted living units. It would be made affordable and available to different income levels and include space for a residential care facility for the elderly with at least 30 beds, as well as an adult day care facility and a child care center to serve the greater community and promote intergenerational engagement. This project would realize the assisted living component of the voter-approved Proposition A from 1999, potentially located on the public land next to Laguna Honda Hospital.

HOPE SF AND RENTAL ASSISTANCE DEMONSTRATION (RAD) SITES

-  HOPE SF
-  RAD Phase I
-  RAD Phase II

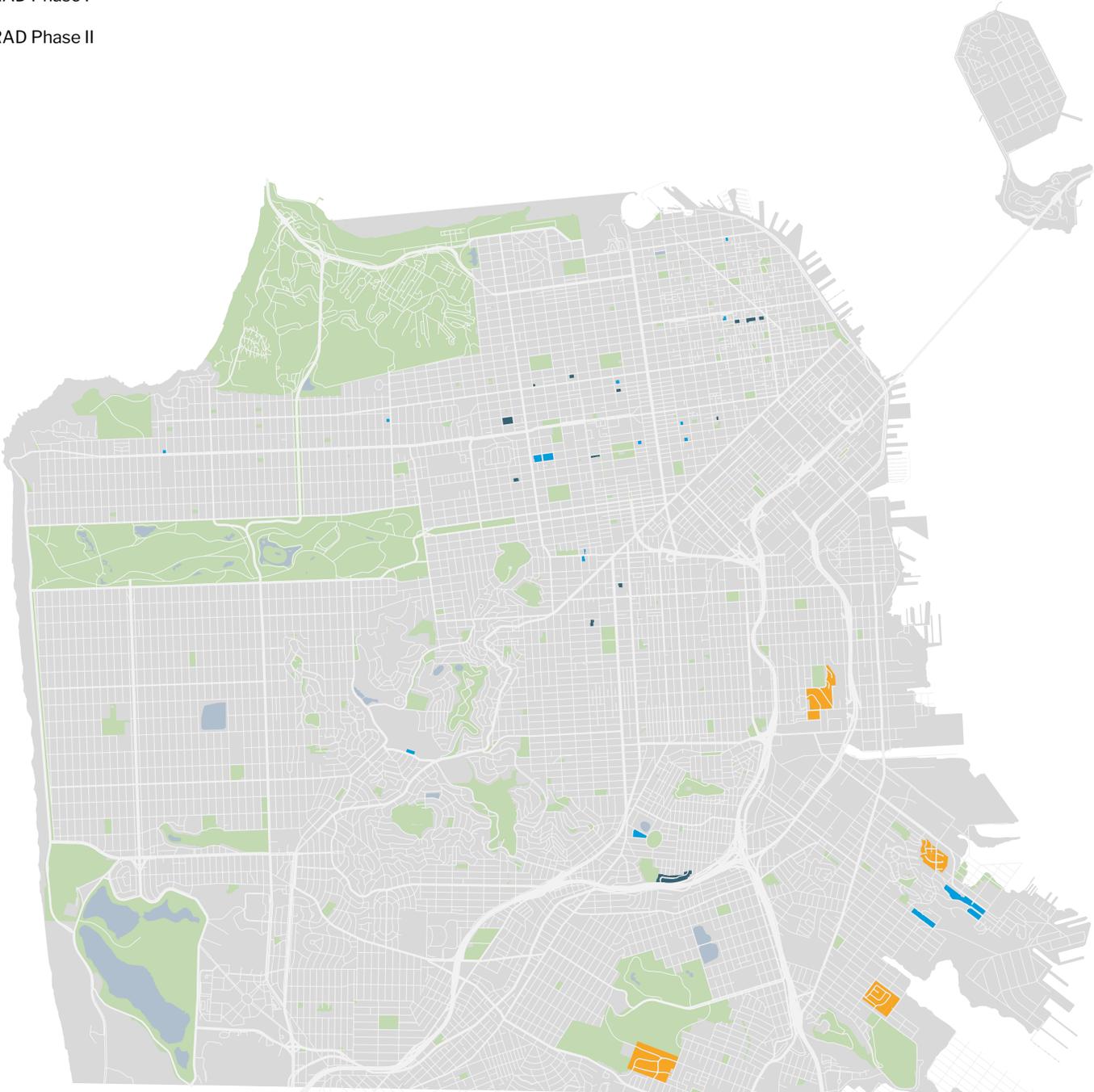


TABLE 8.1 - HEALTH AND HUMAN SERVICES FINANCIAL SUMMARY

PROGRAMS/PROJECTS (Dollars in Thousands)	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025 - 2029	Plan Total	
State of Good Repair Renewal - Need	25,875	27,169	28,527	29,953	31,451	182,477	325,452	
SPENDING PLAN								
State of Good Repair Renewal - Proposed Uses	9,526	10,960	12,810	14,040	15,866	117,901	181,103	131,008
Enhancements	200,000	-	-	220,000	-	-	420,000	1,886
HOPE SF	2,305	2,185	1,825	1,825	1,825	5,188	15,152	-
TOTAL	211,831	13,145	14,635	235,864	17,691	123,089	616,255	132,894
REVENUES								
General Fund	9,526	10,960	12,810	14,040	15,866	117,901	181,103	
Public Health Bond 2023	-	-	-	220,000	-	-	220,000	
Developer Funded	200,000	-	-	-	-	-	200,000	
HOPE SF Capital Fund Program	2,305	2,185	1,825	1,825	1,825	5,188	15,152	
TOTAL	211,831	13,145	14,635	235,864	17,691	123,089	616,255	
<i>Total San Francisco Jobs/Year</i>	1,256	78	87	1,399	105	730	3,654	

940+

DPW
Miles of
Maintained
Streets and
Roadways



DPW
125,000 Maintained
Street Trees



DPW
9 Maintained
City Plazas

160

SFPUC
Miles of Transmission and
Distribution Power Lines

1,625

SFPUC
Miles of
Water Pipelines

31,397

DPW
Curb Ramps



SFPUC
27
Operating
Pumping Stations



SFPUC
600
Hydrants for the Auxiliary
Water Supply System



SFPUC
4
Wastewater
Treatment Plants



SFPUC
50
Stormwater Outfalls

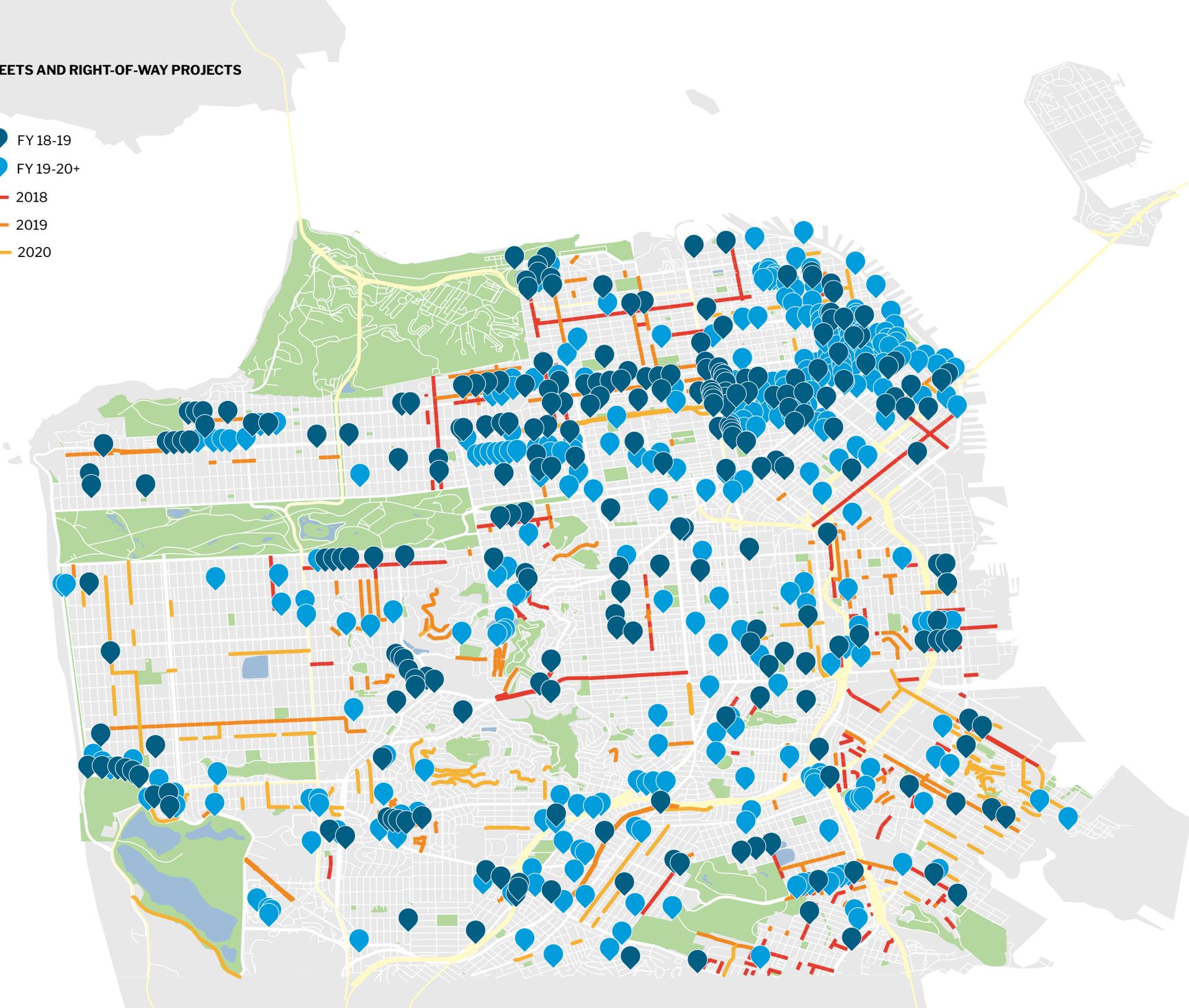


09. Infrastructure + Streets

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126	Renewal Program
133	Enhancement Projects
137	Deferred Projects
138	Emerging Projects
140	Financial Summary

STREETS AND RIGHT-OF-WAY PROJECTS

-  FY 18-19
-  FY 19-20+
-  2018
-  2019
-  2020



09. INFRASTRUCTURE + STREETS

PW: San Francisco Public Works

SFPUC: San Francisco Public Utilities Commission

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 invisibly to many residents. They run underground, are walked over, and are turned on with the flick of a switch or turn of a faucet. The basic infrastructure systems that the City invests in provide basic services and also 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 ensures the steady provision of services and 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 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 Maintenance. SFPUC provides San Francisco with water, power, and wastewater systems, implementing multi-billion dollar programs designed to prolong the life of these assets. Together, these two agencies deliver 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 in its street condition since the 2011 Road Repaving and Street Safety Bond Program. 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. Since then General Fund, State dollars from SB1, and other sources have contributed

to continued street condition improvements. The City's Pavement Condition Index (PCI) score at last measurement in 2017 was 74, continuing the upward trend.

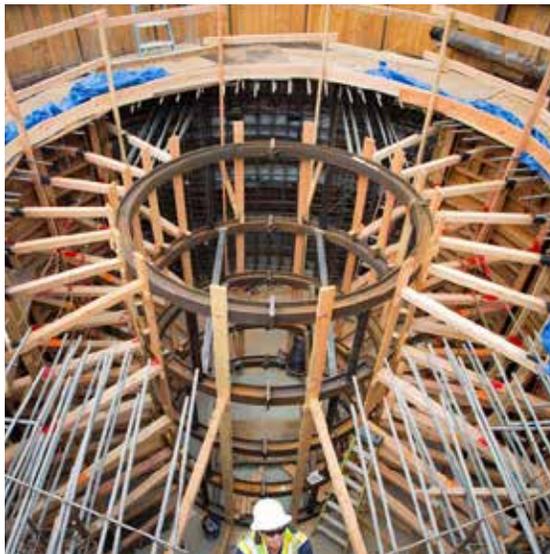
San Francisco also continues its commitment to Vision Zero SF and its goal of zero traffic fatalities and critical injuries in San Francisco by 2024. San Francisco's expenditures in streets and right-of-way infrastructure improve safety in myriad ways. Roadway repaving creates a smoother surface and renews street and crosswalk markings, which improve the safety of drivers, bicyclists, and people in crosswalks. Additionally, the City reaffirms 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 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, 22 pump stations, eight hydropneumatic stations, and 17 chlorination stations located within city limits (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 Park, provides approximately 85% of San Francisco’s total water needs, with



Water System Facilities Improvements

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. It also 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 funding for Public Works renewal needs over the next 10 years, with \$908 million coming from the General Fund, as shown in Chart 9.1. SFPUC renewal projects are not represented in this curve.

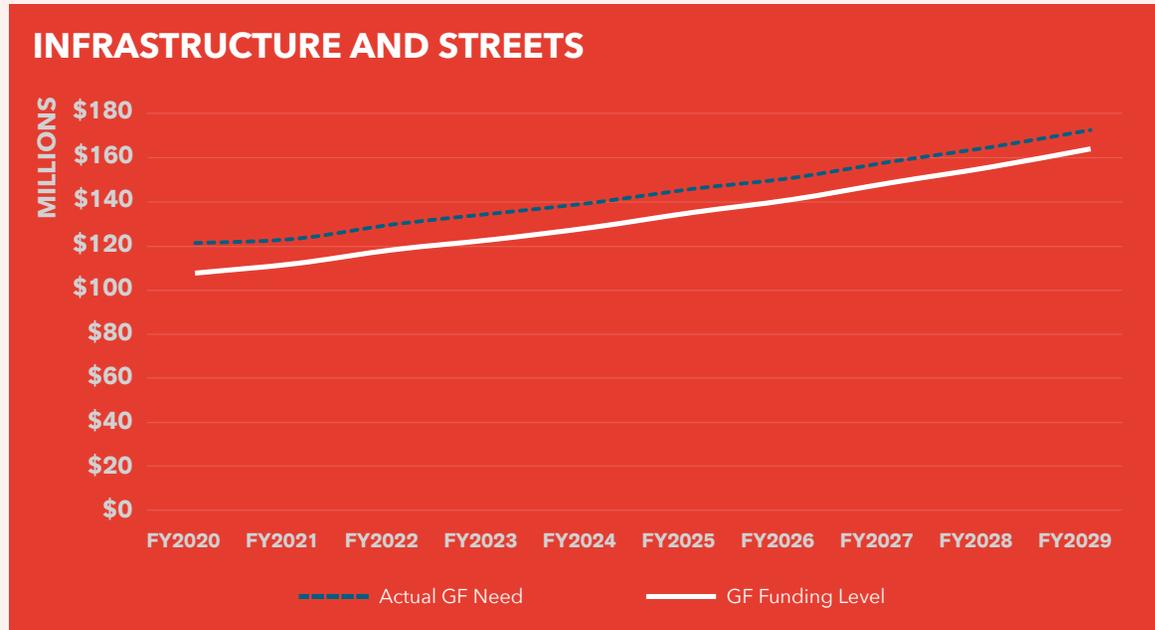


CHART 9.1

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 street resurfacing program is by far the largest of these, with a planned investment of \$897 million over the next 10 years. Of the other right-of-way programs, the sidewalk inspection and repair program and the street tree

maintenance program are planned as fully funded; the remainder are planned to receive a proportional share of available funding.

The SFPUC'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 noted above, SFPUC renewal projects are not included in the Service Area renewal curve as the General Fund does not fund the Enterprise Department's projects. For more information on SFPUC renewals, please see the narrative descriptions in the following pages.

Project Name	Description
PW – Curb Ramp Inspection and Replacement	<p>This project complements the Curb Ramp Program (see Enhancement section below) with funding to maintain previously installed ramps.</p> <p>The estimated cost for curb ramp inspection and replacement is \$21.1 million over the next 10 years. Given anticipated funding constraints, the Plan allocates \$11.7 million from the General Fund towards this need.</p>
PW – Landscape Median Maintenance and Irrigation Repair	<p>As San Francisco replaces more cement and concrete with green spaces, investment in maintaining these areas keeps them free of trash and promotes the health of plants. With more than 175 landscaped medians and open spaces across the city, irrigation systems require routine maintenance and repairs to prolong their useful lives and keep the landscaping in good condition.</p> <p>The estimated cost for median maintenance is \$160.0 million over the next 10 years. Given anticipated funding constraints, the Plan allocates \$68.7 million from the General Fund towards this need, in addition to \$36.0 million expected from the State.</p>
PW – Plaza Inspection and Repair Program	<p>Public Works is responsible for maintaining plazas throughout the City, including Blanken Bayshore, Embarcadero, Hallidie, Harvey Milk, Justin Herman, Mechanics, Mendell, Organ Pavilion, and United Nations Plazas. These plazas require annual inspection to determine the extent of any repairs that may be required.</p> <p>The estimated cost for plaza inspection and repair is \$11.4 million over the next 10 years. Given anticipated funding constraints, the Plan allocates \$6.3 million from the General Fund towards this need.</p>
PW – Sidewalk Improvements and Repair Program	<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 and Mapping executes the Sidewalk Inspection and Repair Program; its goal is to inspect and repair every block on a 25-year cycle. Finally, the Bureau of Street Mapping has a reactive program called the Accelerated Sidewalk Abatement Program, which inspects locations based on complaints and issues notices of violation to property owners to compel them to repair their dangerous sidewalks.</p> <p>The estimated cost for sidewalk improvements and repair is \$49.6 million over the next 10 years. The Plan recommends fully funding this need, with \$19.3 million coming from the General Fund, and the remainder from other local sources.</p>
PW – Street Resurfacing and Reconstruction	<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. San Francisco uses the industry standard rating scale called the Pavement Condition Index (PCI) to score its streets. Public Works' goal is to achieve and maintain a PCI of 75, which is considered "good" condition.</p> <p>The estimated cost to achieve and maintain a PCI of 75 is \$897 million over the next 10 years. The Plan recommends fully funding to achieve a PCI of 75 by 2025, with \$543 million coming from the General Fund, and the remainder from a combination of federal, state, and other local sources.</p>

Renewal Program

Project Name	Description
<p>PW – Street Structure Repair</p>	<p>The Capital Plan provides a strategy for the maintenance and renewal of 371 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>The estimated cost for the Islais Creek Bridge project is \$102.0 million, with \$11.7 million being funded by the General Fund, and \$90.3 million from a Federal grant. The estimated cost for the 4th Street Bridge project is \$22.6 million, with \$2.6 million being funded by the General Fund, and \$20.0 million from a Federal grant.</p> <p>The estimated cost for other street structure repair is \$70.2 million over the next 10 years. Given anticipated funding constraints, the Plan allocates \$38.9 million from the General Fund towards this need.</p>
<p>PW – Street Tree Maintenance and Sidewalk Repair</p>	<p>Public Works is responsible for maintaining approximately 125,000 street trees. Proposition E of the November 2016 ballot set aside annual funding towards this need, and 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.</p> <p>The estimated cost for street tree maintenance and related sidewalk repair is \$220.1 million over the next 10 years, fully funded by the General Fund through Proposition E.</p>



Street Tree Maintenance



Median Landscaping



Curb Improvements

The Hetchy Water Renewal and Replacement Program

Many Hetch Hetchy Water and Power facilities and system components are aging and/or have reached or exceeded their useful life. The condition of these facilities and equipment must be or has been assessed and proposed projects evaluated and prioritized based on risk (financial/criticality, safety and regulatory), efficiency of operations, and to provide a safe working environment for employees working in remote areas.

Project Name	Description
SFPUC Hetch Hetchy – Water Infrastructure	<p>The Water Infrastructure Renewal and Replacement program will include concept, development, design, and upgrades for operating, managing, and maintaining the Hetchy Water Infrastructure. In general, this includes water facilities from Hetch Hetchy Reservoir to Alameda East. The new and upgraded systems will have increased coverage, capacity or reliability, or improve employee safety and/or operating efficiency. The Hetchy water renewal program includes continued rehabilitation to the San Joaquin Pipeline. New projects include the San Joaquin Pipeline Valve and Safety Improvement Project to extend the useful life and safety of Hetchy Water assets and the Priest-Moccasin Water Transmission Line Project to build a new pipeline system to bypass the Moccasin Powerhouse.</p> <p>The cost of SFPUC's Hetch Hetchy – Water Infrastructure renewal and replacement projects is approximately \$353.4 million through FY2029.</p>
SFPUC Hetch Hetchy – Power Infrastructure	<p>Many Hetchy Power systems, facilities, and equipment have reached their end of their life expectancy. Projects for Hetchy Powerhouses include upgrades to the powerhouse protection, control and monitoring systems, and equipment replacement and upgrades. The Capital Plan also includes rehabilitation of transmission lines and distribution systems, reliability projects that address North American Electric Reliability (NERC) requirements. Typical projects include replacement of insulators, switches, tower infrastructure, grounding, and protection, as well as regulatory projects. Two new projects are associated with dams and reservoirs for water storage and power generation: the Priest Reservoir Condition Assessment Project to assess updating the stability of the dam and the Cherry Elenore Pump Project to replace the pump at the reservoirs and upgrading systems.</p> <p>The cost of SFPUC's Hetch Hetchy – Power Infrastructure renewal and replacement projects is approximately \$130.3 million through FY2029.</p>
SFPUC Hetch Hetchy – Water and Power Joint Infrastructure	<p>There are assorted SFPUC projects that will support multiple enterprises. Communications projects provide upgrades of the communication systems elements to maintain pace with the changes in technology, and to maintain overall system reliability. Upgrades to dams and reservoirs will meet the Water Levels of Service and Power Operational Objectives; funding is included for O'Shaughnessy Dam to improve the access and upgrade bulkhead, gate valves, and drum gates. The Mountain Tunnel will address deterioration in the concrete lining of the tunnel for continued reliability with a project plan more than \$400 million less than anticipated in the last Capital Plan. Roads and bridges will make replacements and improvements as recommended in condition assessment reports and road improvements program to keep up access to Hetch Hetchy Water and Power facilities. Tunnels projects include the Canyon Tunnel-Hetchy Adit Rehabilitation to install a new reinforced concrete plug downstream of the existing plug. The new plug can be built while the Canyon Tunnel remains in service. Utilities projects will maintain the power distribution system in a state of good repair consistent with utility best practices to ensure 24/7 power.</p> <p>The cost of SFPUC's Hetch Hetchy Water and Power – Joint Infrastructure renewal and replacement projects is approximately \$383.7 million through FY2029. These assets are jointly funded by Water (45%) and Power (55%) sources.</p>

Renewal Program

Project Name	Description
SFPUC Wastewater – Collection System Spot Sewer Repair Project	<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.</p> <p>The cost of SFPUC’s Collection System Spot Sewer Repair Project is approximately \$184.8 million through FY2029.</p>
SFPUC Wastewater – Condition Assessment Project	<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 as part of the Sewer System Improvement Program.</p> <p>The cost of SFPUC’s Condition Assessment Project is approximately \$41.9 million through FY2029.</p>
SFPUC Wastewater – Salt Water Intrusion	<p>Salt water corrodes the pipes and concrete of the sewer 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. Salt Water Intrusion projects reduce salt water intrusion into the sewer system with sewer pipeline joint sealing work.</p> <p>The cost of SFPUC’s Wastewater Salt Water Intrusion project is approximately \$9.4 million through FY2029.</p>
SFPUC Wastewater – Sewer Replacement/Improvement Program	<p>Failure of the collection system would reduce the City’s ability to handle and dispose of wastewater and stormwater, which could 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. This program allows for the renewal and replacement of approximately 15 miles of sewer per year.</p> <p>The cost of SFPUC’s Sewer Replacement/Improvement Program is approximately \$801.3 million through FY2029.</p>
SFPUC Wastewater – Treatment Plants	<p>The Treatment Plant Improvement program helps maintain the capacity and reliable performance of the Wastewater treatment facilities owned and operated by the Wastewater Enterprise. This is a continuing annual program to extend the useful life of Wastewater treatment assets including transport boxes, discharge structures, pump stations, force mains, tunnels, and treatment plants. The projects are prioritized based upon regulatory compliance, condition assessments, operations staff recommendations, and level of service goals, which were formally adopted as part of the SSIP.</p> <p>The cost of SFPUC’s Treatment Plants is approximately \$303.7 million through FY2029.</p>
SFPUC Water – Local Buildings and Grounds Improvements	<p>Capital improvements at City Distribution Division (CDD) facilities and structures are needed. Projects 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 CDD’s communications and control systems. Additional funding is included for full replacement of the Newcome Yard facilities to address life safety standards for seismic events, building code requirements, and facilities past useful life.</p> <p>The cost of SFPUC Water’s Local Buildings and Grounds Improvements is approximately \$40.2 million through FY2029.</p>
SFPUC Water – Local Water Conveyance/Distribution System	<p>This program installs, replaces, and renews distribution system pipelines and service connections for the 1,230 miles of drinking water mains in San Francisco to meet customer level of service goals for uninterrupted service. The increased investment is needed to improve the annual replacement rate to 15 miles per year to minimize main breaks. Improvements include replacement, rehabilitation, re-lining, and cathodic protection of all pipe categories to extend or renew pipeline useful life. Additional projects include the Automated Water Meter Program, New Services Connection Program, and Town of Sunol Pipeline projects.</p> <p>The cost of SFPUC’s Local Water Conveyance/Distribution System is approximately \$617.8 million through FY2029.</p>
SFPUC Water – Local Pump Stations	<p>The SFPUC’s 12 major water pump stations and seven hydropneumatic tanks that boost pressure within the San Francisco distribution system need ongoing renewal and rehabilitation. This program includes funding to fully rebuild the McLaren Park pump station.</p> <p>The cost of SFPUC Water’s Local Pump Stations is approximately \$20.3 million through FY2029.</p>

Renewal Program

Project Name	Description
SFPUC Water – Local Recycled Water Projects	<p>Projects in this program include the San Francisco Westside Recycled Water Project, funding new facilities to generate and deliver 2 MGD of recycled water for irrigation use in the western end of San Francisco. The project includes a new recycled water treatment facility consisting of membrane filtration, reverse osmosis, and ultraviolet light disinfection; a 1.1-million-gallon storage reservoir; distribution pumping facilities; and five to six miles of new pipelines.</p> <p>The cost of SFPUC Water’s Local Recycled Water Projects is approximately \$1.2 million through FY2029.</p>
SFPUC Water – Local Systems Monitoring and Controls	<p>This program delivers improvements to facilities that control and monitor San Francisco’s water distribution system. Facilities include enhancements to the System Control and Data Acquisition (SCADA) for remote monitoring of pressure, flow, and valve position status at key locations throughout the distribution system. This program will also fund installation of fiber optic communications to critical facilities and security installations not completed under the Water System Improvement Program (WSIP).</p> <p>The cost of SFPUC Water’s Local Systems Monitoring and Controls is approximately \$2.5 million through FY2029.</p>
SFPUC Water – Local Tanks/Reservoir Improvements	<p>This program provides long-term funding for renewal and rehabilitation of water storage reservoirs and tanks within the San Francisco Distribution System. Projects include seismic upgrades to the College Hill Reservoir Outlet, Merced Manor concrete wall and roof reinforcements, and Lombard Reservoir Geotechnical Improvements to stabilize the northeast slope of the reservoir and mitigate potential failure during major rain events.</p> <p>The cost of SFPUC Water’s Local Tanks/Reservoir Improvements is approximately \$5.6 million through FY2029.</p>
SFPUC Water – Local Water Supply Projects	<p>This program includes planning for local water diversification to explore alternative methods for expanding local water sources. Such sources include the Eastside Water Purification Project and Innovations for San Francisco ratepayers that highlight innovative water supplies and technologies.</p> <p>The cost of SFPUC Water’s Local Water Supply Projects is approximately \$5.5 million through FY2029.</p>
SFPUC Water – Regional Buildings and Grounds Programs	<p>This program provides funding for major improvements to the Sunol and Millbrae Yards. Sunol Yard improvements include LEED replacement facilities for maintenance shops and equipment storage, a new fueling center and administration building, re-surfacing of the yard, and demolition of six dilapidated structures. The project includes funding for the Sunol Watershed Center that includes exhibits, classrooms, event space, outdoor picnic and play areas, trails, and gardens representing the watershed. 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, a new parking lot, and a new vehicle wash site. The upgrades address occupational safety, reliability, and functional regulatory compliance.</p> <p>The cost of SFPUC Water’s Regional Buildings and Grounds Programs is approximately \$61.1 million through FY2029.</p>
SFPUC Water – Regional Communications and Monitoring Program	<p>This project will provide much needed redundant emergency communications capability and increased bandwidth for security data transfer. Specifically, it will build a microwave backbone to link the entire SFPUC regional water system from the Hetch Hetchy Dam site in Yosemite to the rest of the SFPUC sites (San Francisco, San Mateo, Santa Clara, and Alameda counties).</p> <p>The cost of SFPUC Water’s Regional Communications and Monitoring Program is approximately \$11.1 million through FY2029.</p>
SFPUC Water – Regional Water Supply and Storage Program	<p>This program includes upgrades to structures to meet State Division of Safety of Dams requirements including geotechnical work, installation of monitoring systems, and a regional desalination project. The automated data acquisition system in the monitoring system will provide timely, accurate data related to inspections at various dams. This program will also include Regional Water Diversification Projects to explore alternative methods to expand regional water sources including a Regional Desalination Project, Indirect Potable Reuse Project, and Los Vaqueros expansion.</p> <p>The program also includes the Daly City Recycled Water Expansion Project to provide 3.4 MGD of recycled water to customers of the Regional Water System and help offset groundwater pumping in the Westside Basin.</p> <p>The cost of SFPUC Water’s Regional Water Supply and Storage Program is approximately \$220.5 million through FY2029.</p>

Renewal Program

Project Name	Description
SFPUC Water – Regional Water Transmission Program	<p>This program will provide upgrades to the Transmission System including pipeline inspection and repairs, valve replacements, metering upgrades, corrosion protection, and pump station and vault upgrades. As part of the pipeline improvement program, funding is included to monitor, strengthen, and replace older pipeline to achieve higher level performance and reliability. Included is funding to replace or slip line up to 10 miles of pipeline in densely populated areas.</p> <p>The cost of SFPUC Water’s Regional Water Transmission Program System is approximately \$289.9 million through FY2029.</p>
SFPUC Water – Regional Water Treatment Program	<p>This program includes major upgrades to the Sunol Valley and Harry Tracy Water Treatment Plants. Projects are identified through condition assessments, operations staff review, level of service and feasibility studies, and alternative analysis at each plant. Projects include upgrades of chemical dosage, flow monitoring, valve and pump replacement, and chemical handling upgrades. New projects include installation of ozone generators and power activate carbine units to address taste and odor issues at the Sunol Valley Plant.</p> <p>The cost of SFPUC Water’s Regional Water Treatment Program is approximately \$136.1 million through FY2029.</p>
SFPUC Water – Regional Watersheds and Land Management	<p>This program supports projects that improve and/or protect the water quality and/or ecological resources impacted by the siting and operation of SFPUC facilities. 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. The Long-Term Monitoring and Permit Program provides resources to comply with terms and conditions in state and federal permits associated with construction and operation and maintenance of the PUC Water System.</p> <p>The cost of SFPUC Water’s Regional Watersheds and Land Management is approximately \$44.6 million through FY2029.</p>
SFPUC Water – Emergency Firefighting Water System	<p>The Emergency Firefighting Water System (EFWS) delivers high-pressure water necessary to fight large fires and is being jointly developed by the SFPUC and San Francisco Fire Department. SFPUC funds are planned to support the design and construction of earthquake resistant ductile pipeline to improve fire water and potable water supply reliability in the Sunset and Richmond neighborhoods.</p> <p>The SFPUC has planned \$53.8 million from Water Revenue Bonds over the next five years to support western EFWS water supply and pipeline projects. The ESER G.O. Bond is the primary source of funding for EFWS. For additional information on EFWS, including the ESER Bond Program and strategic direction about work on the west side, please see the Public Safety chapter of this Plan.</p>

Enhancement Projects

Project Name	Description
PW – Curb Ramp Program	<p>San Francisco is committed to improving curb ramps and providing accessible paths of travel for people with disabilities. Each fiscal year, Public Works and the Mayor’s Office on Disability (MOD) develop a prioritized list of locations for each of San Francisco’s supervisorial districts. Citizen requests have one of the most significant impacts on prioritization of curb ramp locations citywide.</p> <p>The estimated cost to continue the current curb ramp program is \$93.7 million over the next 10 years. This need is recommended for full funding, with \$80.0 million from the General Fund and the remainder from the State and Prop K funding.</p>
PW – Curb Ramp Sub-Sidewalk Basement Program	<p>As Public Works develops an overarching strategy to tackle the most structurally complex curb ramp locations, some planning and design work has begun for curb ramps with sub-sidewalk basements (over 100 confirmed locations citywide, with several more under investigation), which are significantly more challenging and expensive to address than those in the standard curb ramp program.</p> <p>The estimated cost for curb ramps with sub-sidewalk basements is \$88.1 million over the next 10 years, which will be addressed as funds allow from the General Fund Pay-Go Program.</p>
PW – Street Tree Planting and Establishment	<p>The Urban Forest Master Plan, Phase I: Street Trees, adopted unanimously by the Board of Supervisors, recommends growing the street tree population by planting 2,500 trees annually, in addition to trees that need to be replaced. This requires Public Works to plant approximately 6,000 trees a year.</p> <p>The estimated cost for street tree planting and establishment is \$325.1 million over the next 10 years. While \$27.3 million has been identified through Prop K and other local sources, an unfunded need of \$297.8 million remains.</p>
SFPUC Hetch Hetchy Power – Alice Griffith/Candlestick Point Power Improvements	<p>This project builds infrastructure for the second phase of development at Hunters Point Shipyard, Candlestick Point, and the Alice Griffith Housing Complex. The team comprised of the Office of Community Investment and Infrastructure and Developer will pay to install the required infrastructure and substructure required for the new 12-kV underground electrical distribution system. 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> <p>The cost of SFPUC’s work at Alice Griffith/Candlestick Point is approximately \$40.1 million through FY2029.</p>
SFPUC Hetch Hetchy Power – Energy Efficiency	<p>Energy efficiency improvements reduce facility operating costs and electric bills for customers, improve system functionality, and reduce the environmental impact of energy use. This program funds energy efficiency investments in City facilities covering the planning, design, and construction of "direct install" projects, as well as technical assistance and project assistance for departments with their own capital funds. Energy retrofits include lighting, heating and ventilation, retro-commissioning, and energy management systems projects. The SFPUC performs eight to 10 energy efficiency projects each year. The budget funds efficiency projects in municipal facilities for departments such as Police, Real Estate, Recreation and Parks, SFMTA, Yerba Buena Center, and Fine Arts. Planned funding for lighting and mechanical system efficiency upgrades are consistent with state policies that place emphasis on energy efficiency and that support greenhouse gas reduction.</p> <p>The cost of SFPUC Hetch Hetchy Power’s Energy Efficiency Program is approximately \$10.0 million through FY2029.</p>

Enhancement Projects

Project Name	Description
SFPUC Hetch Hetchy Power – Renewable/Generation Power	<p>In accordance with City policies and directives to increase renewable energy and reduce greenhouse gases, Hetchy Power is continuously developing and implementing new renewable generation resources. A series is planned to include small municipal and energy development projects including solar photovoltaic, solar thermal, biogas fuel cells, wind projects, and other renewable energy projects. The power generated from the Renewable/Generation Power projects will offset on-site power need at each project location.</p> <p>The cost of SFPUC Hetch Hetchy Power’s Renewable/Generation Power Program is approximately \$10.0 million through FY2029.</p>
SFPUC Hetch Hetchy Power – Streetlights	<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 Pacific Gas & Electric (PG&E). The Plan includes \$45.1 million over 10 years for upgrades to street lighting infrastructure. Street lighting area improvements, the conversion of high voltage series loop circuits into multiple standard voltage service and Lighting Emitting Diode (LED) lighting, holiday and festivity pole use, assessments to determine the severity of pole deterioration, streetlight pole rehabilitation, and replacement of poles are all funded through this program.</p> <p>The cost of SFPUC Hetch Hetchy Power’s Streetlights Program is approximately \$45.1 million through FY2029.</p>
SFPUC Hetch Hetchy Power – Transmission and Distribution Services for Retail Customers	<p>This program supports 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; the development, administration, and incentive payments to new retail customers; and improvements to the substation at San Francisco International Airport. This project is consistent with San Francisco Administrative Code Section 99.3 establishing the SFPUC’s role as the exclusive electric service provider for existing and new City facilities, and for redevelopment and development projects. The SFPUC has identified additional funding to begin buildout design for a transmission substation to serve present and future customers.</p> <p>The cost of SFPUC Hetch Hetchy Power’s Transmission and Distribution Services for Retail Customers is approximately \$233.5 million through FY2029.</p>
SFPUC – Treasure Island Power and Wastewater Improvements	<p>On October 1, 1997, concurrent with the operational closure of the Treasure Island Naval Station, 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. Through this agreement, the SFPUC provides utility operations and maintenance for the electrical, natural gas, wastewater, and stormwater systems on the Islands.</p> <p>The SFPUC has developed a work plan for creating a public power utility on each of the islands. The capital projects identified are required to support the future developments’ electric load. Current planning shows that the existing electrical overhead poles, lines, and substation are adequate to serve the first phase of development. When the load approaches the design limit of the lines at approximately 10 megawatts, the lines will have to be upgraded and installed underground.</p> <p>The SFPUC will provide a new tertiary two million gallon per day wastewater treatment facility for the Treasure Island/Yerba Buena Island service area to replace the existing aged facility. The new treatment facility will include influent screening, a combined primary/secondary treatment process, anaerobic sludge digestion, sludge dewatering and truck load-out, disinfection, odor control, and tertiary treatment.</p> <p>The cost of SFPUC Hetch Hetchy Power’s Treasure Island Improvements Program is approximately \$21.5 million through FY2029.</p> <p>The cost of SFPUC Wastewater’s Treasure Island Improvements Program is approximately \$37.0 million through FY2029.</p>
SFPUC Wastewater – Islais Creek Crossing	<p>This project includes improvements to the Islais Creek crossing of the effluent pipelines and modifications to the Booster Pump Station at Islais Creek. The project primarily addresses the compromised section of the effluent discharge outfall into the San Francisco Bay.</p> <p>The cost of SFPUC Wastewater’s Islais Creek Crossing Project is approximately \$15.0 million through FY2029.</p>

Enhancement Projects

Project Name	Description
<p>SFPUC Wastewater – Ocean Beach Protection Process</p>	<p>This project is to develop comprehensive shoreline management and protection plan in partnership with relevant stakeholders and regulatory agencies and to establish a long-term solution to the erosion issues along Ocean Beach. This long-term solution is necessary to protect the integrity of critical wastewater assets that were planned, built, permitted, and constructed to protect public health and the environment. These assets include the Lake Merced Transport/Storage facility, the Westside Pump Station, and the Oceanside Treatment Plant, which are threatened by sea level rise and erosion at Ocean Beach.</p> <p>The cost of SFPUC Wastewater’s Ocean Beach Protection Process is approximately \$108.2 million through FY2029. Funding for complementary needed work on the streets and coastline are not included in this cost.</p>
<p>SFPUC Wastewater – Sewer System Improvement Program (SSIP) Program-Wide Efforts</p>	<p>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 rate and cash flow projections.</p> <p>The cost of SFPUC Wastewater’s Sewer System Improvement Program-Wide Efforts is approximately \$130.6 million through FY2029.</p>
<p>SFPUC Wastewater – SSIP Sewer/Collection System</p>	<p>This program includes the proposed Central Bayside System Improvement Project to provide system enhancements to the Channel Drainage Basin, as well as needed redundancy for the existing 66-inch Channel Force Main, hydraulic improvements to sewers and pump stations, and improvements to grey and green stormwater management infrastructure. This program also replaces existing sewers to increase hydraulic capacity, transportation/storage and combined sewer discharge structures, pump stations, and force mains.</p> <p>The cost of SFPUC Wastewater’s SSIP Sewer/Collection System Program is approximately \$1.3 billion through FY2029.</p>
<p>SFPUC Wastewater - SSIP Storm Management/Flood Control</p>	<p>This program includes work on drainage basins, green infrastructure, flood resilience, and the Green Infrastructure Stormwater Management Grant Program. For drainage basins, the SFPUC will build, monitor, and evaluate the effectiveness of eight green infrastructure projects to minimize stormwater impacts throughout San Francisco’s eight urban watersheds. Flood resilience projects will address combined sewer flooding caused by heavy rain through capital improvements, financial incentives, Building Code amendments, options for affordable flood insurance, and enhanced coordinated storm response. Green infrastructure construction of permeable surfaces and engineers subsurface systems will sustainably augment the collection system for the management of stormwater flows. Finally, the Green Infrastructure Stormwater Management Grant Program will incentivize property owners to construct and maintain green infrastructure on large parcels. These projects will support the levels of service goals to minimize flooding, provide benefits to impacted communities, and achieve economic and environmental sustainability. Ancillary benefits may include reduced energy use (reduced pumping and treatment), potable water conservation, groundwater recharge, and improved community aesthetics.</p> <p>The cost of SFPUC Wastewater’s SSIP Storm Management/Flood Control projects is approximately \$704.2 million through FY2029.</p>
<p>SFPUC Wastewater – SSIP Treatment Facilities</p>	<p>SSIP treatment facilities projects include the Bayside Biosolids (Digester) Project in southeast San Francisco; improvements to the combined sewer transport storage and near shore combined sewer discharge structures; and improvements to the liquid treatment at the Southeast Water Pollution Control Plant, the North Point Wet Weather Facility, the North Shore Pump Station and associated outfalls; and improvements to the Oceanside Water Pollution Control Plant, Westside Pump Station, and Westside Force Main.</p> <p>The cost of SFPUC Wastewater’s SSIP Treatment Facilities is approximately \$1.6 billion through FY2029.</p>

Enhancement Projects

Project Name	Description
SFPUC Wastewater – Southeast Community Center Improvements	<p>This project focuses on evaluating and improving the functional and operational reliability of the existing Southeast Community Facility by providing infrastructure improvements. The project improvements include efficiency upgrades; building envelope repairs; tenant space reconfigurations and consolidations; and structural/seismic, life safety, and accessibility upgrades.</p> <p>The cost of SFPUC Wastewater’s Southeast Community Center Improvements is approximately \$7.0 million through FY2029.</p>
SFPUC Wastewater – Southeast Outfall Condition Assessment	<p>The Southeast Outfall pipeline conveys treated effluent from the Southeast Plant to the San Francisco Bay. The condition assessment will determine if the pipeline from the onshore force main to offshore outfall can provide reliable service until the offshore outfall is replaced. Funding for rehabilitation is included in the project if determined necessary by the assessment.</p> <p>The cost of SFPUC Wastewater’s Southwest Ocean Outfall Condition Assessment is approximately \$30.8 million through FY2029.</p>
SFPUC Wastewater – Southwest Ocean Outfall Condition Assessment & Rehabilitation	<p>This project includes the condition assessment of the outfall and needed repairs. The facilities provide all-weather collection and treatment of flows from the west side of the City. The facilities must be monitored and maintained to ensure reliable and safe operation during all weather conditions.</p> <p>The cost of SFPUC Wastewater’s Southeast Outfall Condition Assessment is approximately \$32.7 million through FY2029.</p>



Arbor Day Tree Planting



Broadway Street Resurfacing



Divisadero Streetscape Improvements

Deferred Projects

Project Name	Description
<p>PW – Better Market Street</p>	<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 remaining cost of \$506.4 million of which \$75.7 million will be funded by the 2014 Transportation G.O. Bond and \$53.4 million from federal and other local sources.</p>
<p>PW – Streetscape Improvement Program</p>	<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>The 10-year estimated cost for the Streetscape Improvement Program is \$487.2 million.</p>
<p>PW – Utility Undergrounding</p>	<p>Overhead utility wires and related infrastructures 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 reduce the frequency of needed maintenance but require a substantial up-front investment.</p> <p>Generally, undergrounding costs roughly \$8 million per mile. The estimated cost to underground utilities across the City over the next 10 years is over \$1.2 billion.</p>

Emerging Projects

Project Name	Description
PW – Bayview Transportation Improvements	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.
PW – Harvey Milk Plaza	This project would regrade, repave, and re-landscape the current Harvey Milk Plaza in coordination with the MTA Castro Station elevator project. Some General Fund support for this project is anticipated alongside grants pursuits.
PW – Market Street Plaza Enhancements	This project would bring major improvements to UN, Hallidie, and Mechanics Plazas along Market Street, making them more inviting and 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.

EMERGENCY FIREFIGHTING WATER SYSTEM

-  FY 18-19
-  FY 19-20+
-  2018
-  2019
-  2020

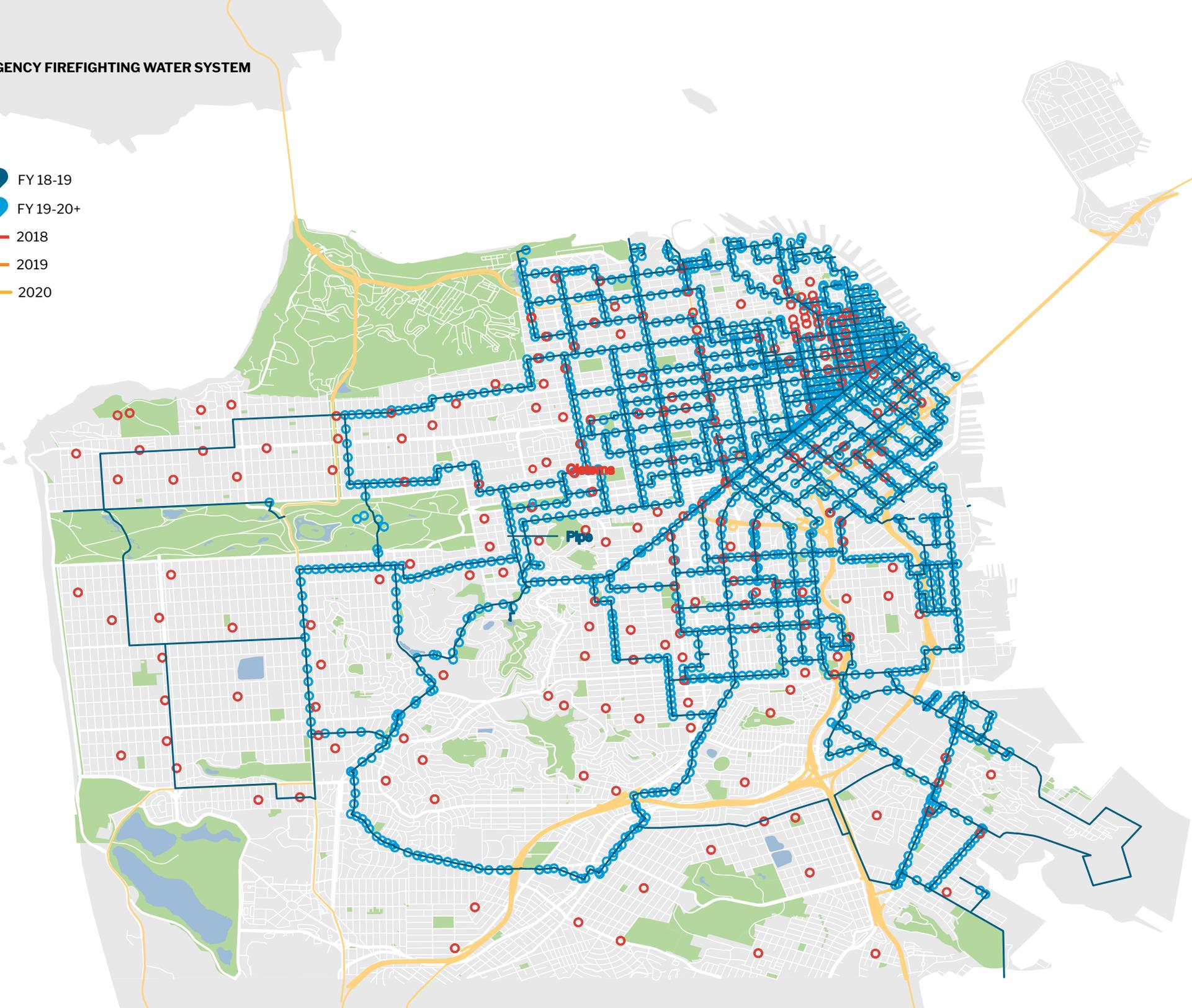


TABLE 9.1 - INFRASTRUCTURE AND STREETS FINANCIAL SUMMARY

PROGRAMS/PROJECTS (Dollars in Thousands)	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025 - 2029	Plan Total	
SPENDING PLAN								DEFERRED
Streets & ROW								
State of Good Repair Renewal - Streets & ROW	103,409	107,419	113,528	117,882	123,133	713,259	1,278,631	614,252
Public Right-of-Way Transition Plan improvements	11,579	12,104	12,687	13,294	13,930	79,665	143,258	-
Enhancements - Streets & ROW	114,435	2,731	10,525	10,547	33,122	21,363	192,723	3,113,010
SUBTOTAL	229,424	122,254	136,740	141,724	170,184	814,286	1,614,612	3,727,262
SFPUC								
Water Enterprise	211,215	271,451	144,820	160,228	137,290	584,279	1,509,283	-
Wastewater Enterprise	461,856	1,046,192	1,020,334	834,942	419,070	1,516,489	5,298,883	-
Hetch Hetchy Water and Power Enterprise	196,297	198,286	199,888	140,923	101,135	391,151	1,227,679	-
SUBTOTAL	869,368	1,515,929	1,365,041	1,136,093	657,495	2,491,920	8,035,845	-
TOTAL	1,098,792	1,638,183	1,501,781	1,277,816	827,679	3,306,206	9,650,457	3,727,262
REVENUES								
General Fund	53,346	58,016	61,972	68,830	74,454	451,294	767,910	
General Fund - Enhancement	1,967	-	-	-	2,600	-	4,567	
General Fund - Other	20,100	20,502	20,912	21,330	21,757	115,488	220,090	
Other Local Sources	6,406	1,292	9,032	9,005	8,979	13,479	48,194	
Other Fees	2,407	2,528	2,654	2,787	2,926	16,978	30,280	
Prop K Funding	7,593	7,127	8,750	5,706	4,743	32,951	66,869	
State	34,201	32,789	33,421	34,066	34,726	184,096	353,298	
Federal	27,751	-	-	-	20,000	-	47,751	
Transportation Bond 2014	75,653	-	-	-	-	-	75,653	
SFPUC Revenues	869,368	1,515,929	1,365,041	1,136,093	657,495	2,491,920	8,035,845	
TOTAL	1,098,792	1,638,183	1,501,781	1,277,816	827,679	3,306,206	9,650,457	
Total San Francisco Jobs/Year	6,516	9,714	8,906	7,577	4,908	4,829	57,227	



16,000

FIR

Square Feet for New
Two-Level Fire Boat Station



FIR
42
Neighborhood
Fire Houses



SHF
6
County Jails



DEM
1,970
Average Daily
911 Calls in FY2018



POL
10
Operating
Police Stations

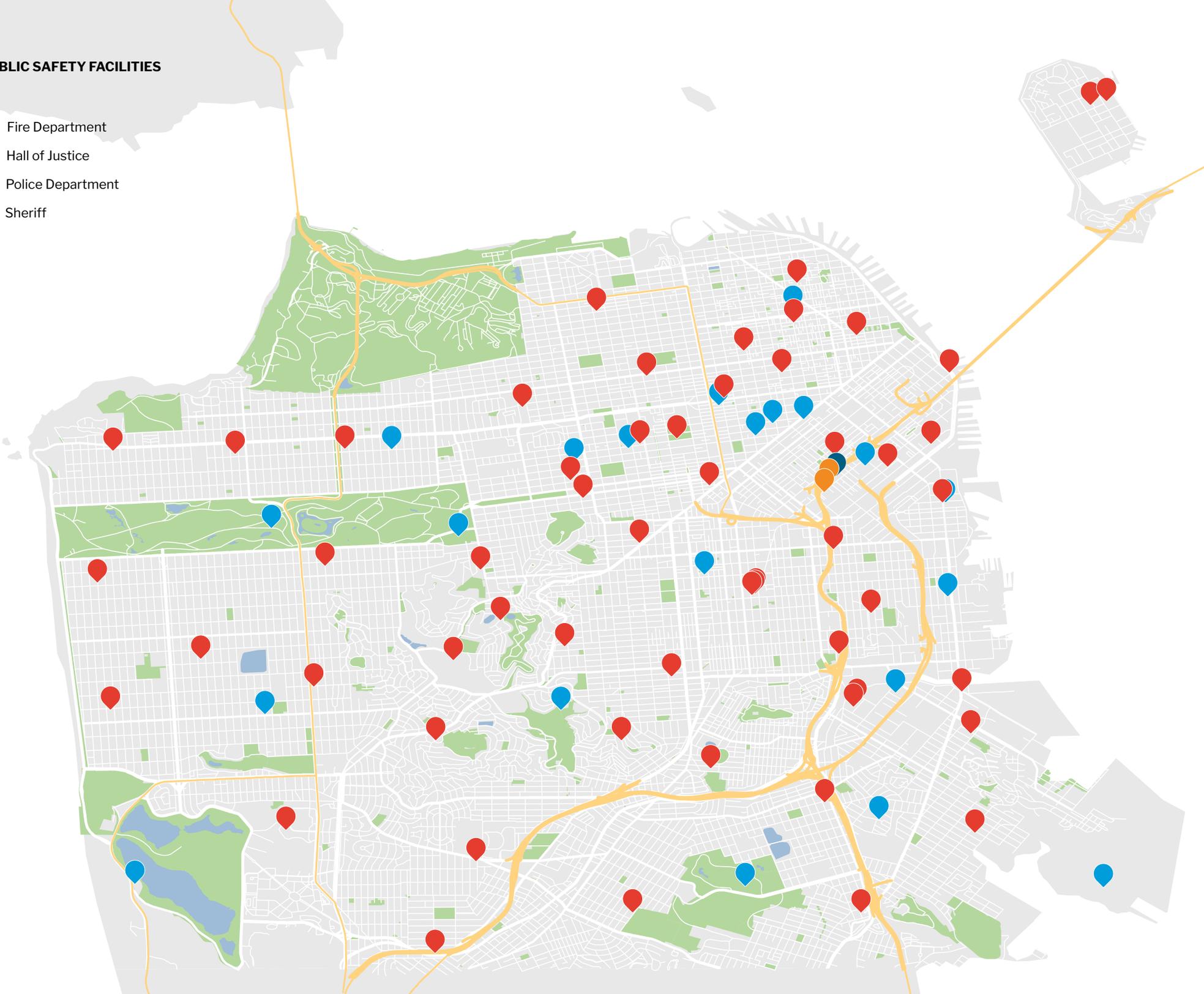


10. Public Safety

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PUBLIC SAFETY FACILITIES

- Fire Department
- Hall of Justice
- Police Department
- Sheriff



10. PUBLIC SAFETY

DEM: Department of Emergency Management

FIR/SFFD: Fire Department

JUV: Juvenile Probation Department

POL/SFPD: Police Department

SHF: Sheriff's Department

APD: Adult Probation Department

DA: District Attorney's Office

PD: Public Defender's Office

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 enables 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.

Overview

Neighborhood fire stations, district police stations, County jails, and administrative office space are all important 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 and crime lab 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 2027. The City will aim to prioritize projects that address the greatest seismic and other risks in the publicly owned capital portfolio and those most essential for public safety operations.

One of the major programs in ESER is the Emergency Firefighting Water System (EFWS), sometimes referred to as the Auxiliary Water Supply System. EFWS is an independent high-pressure water supply system dedicated to fire protection. It was installed in 1913 in response to the Great Earthquake and Fire of 1906 and is owned and operated by the San Francisco Public Utilities Commission. The system consists of core facilities, pipelines, tunnels, and

cisterns, which combine to produce the ability to deliver water at extremely high pressures in defense against large multi-alarm fires, specifically those that could occur after a large earthquake when the domestic water system may be impacted.

With previous ESER funds critical reliability upgrades have been made at three primary water sources and two pump stations, the system's pipelines



Fire Station 5, Photo Credit: © Alejandro Velarde

and tunnels have been improved and expanded, and 30 new cisterns have been constructed.

Future ESER funds will focus on improving EFWS capabilities in the city's western neighborhoods. A 2013 SFPUC analysis studied how to maximize the likelihood the EFWS would effectively provide the necessary firefighting capabilities after a major earthquake. In 2018 the SFPUC completed a study analyzing options for high-pressure fire suppression for the Richmond, Seacliff, and Sunset districts. These studies serve as the basis for future EFWS project selection and implementation.

To better cover the west side of the city with pressurized water for emergency firefighting purposes, San Francisco envisions a Potable Emergency Firefighting Water System consisting of over 14 miles of new, seismically resilient high-pressure pipelines. The looping pipeline network would be supplied with four water sources at two strategic locations with delivery expected in two phases. A combination of SFPUC water revenue bonds and ESER 2020 G.O. Bonds are planned to fund Phase 1 and ESER 2027 G.O. Bonds expected to support Phase 2.



Fire Station 8

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. County Jail #3 is closed, but County Jail #4 remains open, with approximately 350 prisoners in the building 24 hours a day. The linear model of this facility creates limited visibility of prisoners, leaving them vulnerable to assault and self-harm. The County Jail #4 kitchen and laundry and some of the building's core subsystems support operations at the nearby County Jails #1 and #2. 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.

Since the last Capital Plan, the City has taken several significant steps towards the closure of the Hall. To vacate the building as expediently as possible per

City Resources to Jail Work Group Priorities

When the Re-Envisioning the Jail Work Group published its priorities in 2017, San Francisco was spending:

- \$119.5M per year for programs targeting justice-involved populations
- \$945M per year for prevention services

Since that time, San Francisco has committed:

- \$656M for 4,820 units of affordable housing
- \$99M for expanded homelessness services including permanent supportive housing, vouchers, shelter beds, and navigation centers
- \$45M for expanded behavioral health services including conservatorship beds, street medicine, and treatment
- \$18.5M for targeted diversion investments

direction from the City Administrator, staff from the District Attorney, Police, and Adult Probation departments will be relocated to leased space by the end of 2020. Their exit, combined with the recent relocation of the Office of the County Medical Examiner in 2017 and the forthcoming Traffic Company and Forensic Services Division building, both funded by ESER 2014, will leave reduced operations in the building.

Capital investments to end the reliance of the downtown justice campus on the Hall have also begun. The renewal of the County Jail #2 kitchen was funded with General Fund as part of the Capital Budget in FY2019.

The Hall of Justice Exit Projects funded in the Certificates of Participation Program will further advance the JFIP effort. The few remaining City offices in the Hall will be consolidated on the

Harriet Street side of the building and acquired properties once obtained. Any remaining dependencies on the Hall jails such as holding required for Courts operations will need to be addressed. The data hub in Room 125 will need to be relocated, which will be a major interdepartmental capital and IT effort; the equipment required for this project is not included within the COPs project. Together with the relocation of prisoners if the jail count is not sufficiently reduced through alternative strategies, these projects should enable the demolition of the Hall's Bryant Street wing.

Demolishing the Bryant Street wing and enclosing the remaining part of the building will leave a regular rectangular structure with better expected seismic performance. The demolition will also create room to begin construction of a replacement Hall of Justice while the Courts remain operational.

The last Capital Plan slated projects for administrative staff and prisoner relocations in the COP Program. With leases now secured for nearly all administrative staff in the short-term,

the capital construction projects related to the Hall Exit has been removed from the early years of the COP Program. The COP Program now planned shows a replacement Hall of Justice Consolidation Project in FY2028 instead, envisioned at the downtown campus once the Courts secure State funding.

The full vacation, demolition, and consolidation of the Hall of Justice will not be possible as long as County Jail #4 is open.

Working with input from criminal justice reform advocates through the Re-Envisioning the Jail Work Group convened by then-Board President Breed, the City continues to pursue and fund strategies to reduce the jail population. Co-chaired by the Sheriff, the Director of Public Health, and a leading community advocate, the Work Group prioritized strategies of 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. 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. The City has put resources behind the Work Group's prioritized strategies. Still the jail count remains too high to allow for the permanent closure of County Jail #4.

A solution that will permanently close the Hall of Justice jails is still needed. San Francisco historically has 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 replacement facility and/or operational changes such as out-of-county placements.

Efforts to finally close the Hall once and for all may involve the allocation of General Fund Debt, Capital Planning Fund, and/or General Fund.



SF Traffic Company & Forensic Services Division
(Rendering)

Public Safety Training Facility Needs

San Francisco's Fire Department currently trains at two facilities, one in the Mission District and one on Treasure Island. With Treasure Island's development now in progress, the Department will need to relocate from that site as early as 2024. The Mission facility is too small to accommodate the full training operation. The Fire Department has conducted a needs assessment and determined that approximately seven acres would be required to house a state-of-the-art training operation. The City is currently exploring options for a location. Once a location is secured, the City will seek to make the highest and best use of that site. SFFD's programming needs will be scoped first. If it is financially and spatially feasible to address other public safety training needs with an integrated project, the City will pursue that option.

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.

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 and ensure that each agency's operational needs are met. They have also identified some sizable gaps between the current portfolio and their projected operational needs in the years ahead. For both SFFD and SFPD, additional stations are needed if the City is to keep pace with the rapidly growing population in the Southeast.

The Juvenile Probation Department's needs and facilities assessment began with a leading focus on Log Cabin Ranch, which closed in 2018. Given the reduced number of young people requiring detention in San Francisco, the City has embarked on a discussion exploring the broader juvenile detention system and alternatives to incarceration.



Renewal Program

The overall renewal needs for the City’s Public Safety facilities total \$313 million over the next 10 years. Given funding constraints, the Plan allocates \$110 million from the General Fund to meet these needs, as shown in Chart 10.1. All of the public safety departments have security-related projects that can be addressed at least in part by the General Fund.

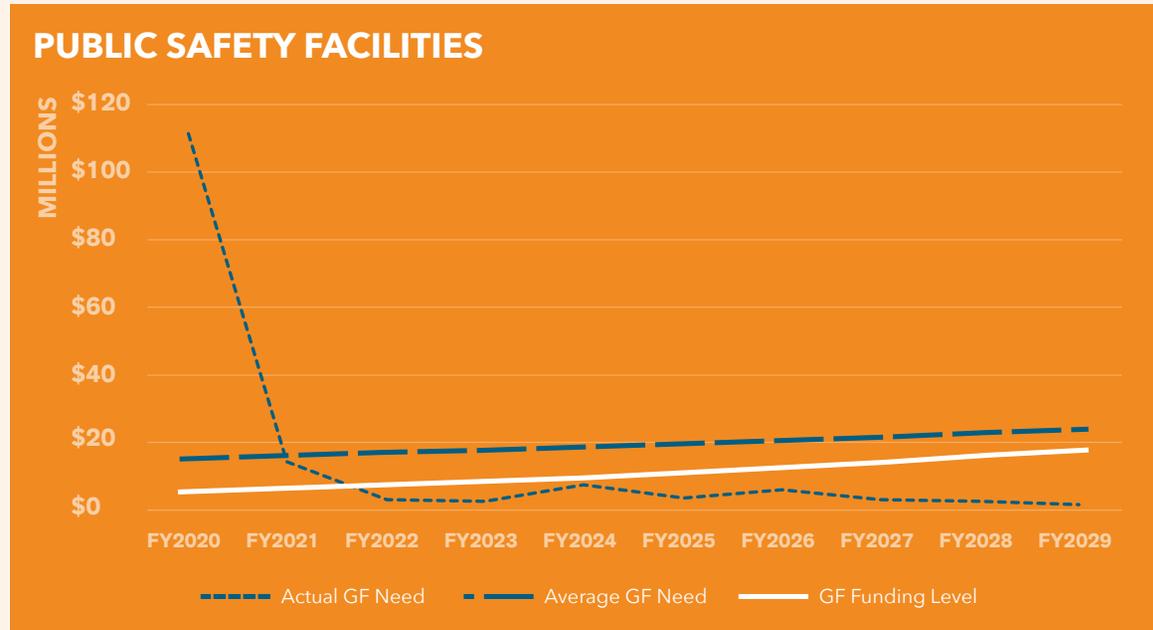


CHART 10.1

Some funding from the ESER G.O. Bond Program will be invested in Fire and Police Department renewals through the Neighborhood Fire Station and District Police Station programs. Other departments' needs will be addressed with General Fund.

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; this work alone is estimated to cost \$20 million. The flooring, ceilings, fire alarm system, and lighting need to be replaced for better hygiene and code compliance. The laundry is not functional. County Jail #5 also has substantial renewal needs for its roads, fences, grounds, and security systems especially. 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 and safety reasons. Without a debt source identified to solve these problems, General Fund and/or grants will be needed.

Enhancement Projects

Project Name	Description
DEM – 911 Call Center Renovation	<p>San Francisco's 911 Call Center needs capital improvements to support workstation replacements that will require an expansion of the existing operations floor. The workstations are reaching the end of their useful life and need to be replaced by 2021; the maintenance contract is expiring, and replacement parts are already in short supply. To accommodate the larger footprint of contemporary fire dispatch workstations, the floor will need to be reconfigured. The Call Center also needs an elevated supervisor bridge, which would require ADA work. The expansion will displace DEM's executive offices along with other administrative personnel who will need to be relocated.</p> <p>The estimated budget for this renovation project and associated relocations is \$9.2 million, planned for funding in the proposed 2020 ESER G.O. Bond, pending voter approval.</p>
FIR & PUC – Emergency Firefighting Water System	<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 fireboats that supply seawater by pumping into any of the five manifolds connected to pipes. Implementing the expansion of EFWS on the west side will be prioritized for upcoming funding, beginning with the Phase 1 as described above.</p> <p>Funding for continued improvements to the EFWS primarily comes from the ESER G.O. Bond program; \$102.4 million and \$54.1 million were authorized and issued for the project in the 2010 and 2014 ESER Bonds, respectively. Future funding of \$153.5 million is anticipated in the proposed 2020 ESER Bond, pending voter approval. Of that, \$140 million is planned to deliver west side EFWS improvements. In addition, the San Francisco Public Utilities Commission plans to support \$53.8 million in west side EFWS improvements using Water Revenue Bonds; those funds are shown in Chapter 9: Infrastructure and Streets. Future work is expected to be funded through the ESER 2027 G.O. Bond.</p>
FIR – Neighborhood Fire Stations	<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. 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 promote station functionality for at least 15 years. Focused scope projects correct deficiencies of selected building components and promote station functionality for up to 10 years. Seismic improvements bring stations up to current building codes and include a comprehensive remodel. Priority stations include stations 3, 7, 8, and 40.</p> <p>This program is funded primarily through the ESER General Obligation Bond program; \$66.9 million and \$80.4 million were authorized in the ESER 2010 and ESER 2014 bonds, respectively, and all bonds have been issued. Future funding of \$125 million is anticipated in the proposed ESER 2020 Bond, pending voter approval.</p>
FIR – Treasure Island Fire House Replacement	<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>The budget for this project is estimated at \$20 million and will be entirely developer-funded.</p>
Multiple Departments – Earthquake Safety Priority Facilities	<p>San Francisco continually reviews and assesses the seismic risks throughout our portfolio of public facilities. Risks at many vulnerable buildings have already been mitigated or funded, but needs persist at some, including ones with important first response functions. Tackling seismic strengthening needs in those public facilities with the worst expected damage and casualty rates from a major earthquake event is an important piece of protecting public safety.</p> <p>The budget for this program is \$70 million in the proposed 2020 ESER Bond, pending voter approval.</p>

Enhancement Projects

Project Name	Description
Multiple Departments – JFIP HOJ Relocation Projects	<p>The Adult Probation Department, the District Attorney’s Office, and some SFPD staff will be relocated from seismically unsafe Hall of Justice into leased properties. Some staff still will remain at the Hall. This HOJ Relocation project would encompass acquiring property needed for the permanent closure of the HOJ; the tenant improvements needed to remove the remaining staff from the Bryant Street wing of the Hall: consolidating the few remaining City offices on the Harriet Street side and acquired properties once obtained; and solving for remaining Courts-related dependencies on the Hall jails such as holding.</p> <p>The budget for this set of projects is estimated at \$131 million and is programmed for FY2020 Certificates of Participation.</p>
Multiple Departments – JFIP HOJ Demolition and Enclosure	<p>The demolition of the Bryant Street side of the Hall of Justice is necessary to make room for the future consolidation of Courts-related operations at that site. The Courts will need to remain operational during and after demolition in the enclosed Harriet Street wing of the building.</p> <p>The budget for this project is estimated at \$55 million and is planned for funding with FY2025 Certificates of Participation.</p>
Multiple Departments – JFIP HOJ Consolidation Plan	<p>A downtown hub that co-locates Courts-related functions and services for justice-involved populations is the most efficient use of space and resources for San Francisco’s criminal justice system. Building in this way will enable the consolidation of justice functions spread across various buildings in the area, including the leases at 350 Rhode Island and 945 Bryant Street.</p> <p>Once funding for the Courts is secure, planning can begin in earnest for a consolidated justice campus. Meanwhile, the project budget is estimated at \$417 million in FY2028 Certificates of Participation.</p>
Multiple Departments – Public Safety Training Facilities	<p>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.</p> <p>This project will be prioritized in the proposed ESER 2020 G.O. Bond with an estimated budget of \$150 million. Given the time-sensitive need for SFFD to relocate, that department’s timeline and requirements will have first consideration in project development. Other departments’ needs may be incorporated as budget and schedule allow.</p>
POL – Police Facilities Retrofits and Improvements	<p>According to Seismic Hazard Rating (SHR) studies completed in 2018, Ingleside and Taraval Stations were both found to have an SHR 4 rating, an expected total or partial collapse structural performance level. These seismic retrofits are the SFPD’s top priority for the ESER G.O. Bond Program. The estimated cost for each structural retrofit and complementary station improvements is approximately \$20 million.</p> <p>In addition to the seismic priorities, SFPD’s facilities are not adequate to meet the department’s operational needs. In 2013 a Facility Evaluation & Standards Study was completed and noted that many of the stations exhibited a broad range of functional, safety, security, accessibility, and technical inadequacies, including space shortfalls. Priorities for improvement and expansion include Bayview, Central, Tenderloin, and the Station Investigations Team offices, as well as the Old Potrero Station, which could serve as a base for the MTA and Community Engagement units.</p> <p>The Police Academy facility does not have adequate floor space to accommodate training programs and needs to expand. The roof and HVAC systems especially need attention. Those needs will also be prioritized to meet SFPD’s training obligations.</p> <p>Estimated costs for station improvements vary depending on the level of intervention. Improvements to District stations are funded primarily through the ESER General Obligation Bond Program. The 2014 ESER bond included \$29.6 million for SFPD facilities, as well as the major SFPD Traffic Company and Forensic Services Division construction project budgeted at \$163.4 million. All bonds from ESER 2014 have been issued. Funding of \$120.8 million is anticipated for these priority projects in the proposed 2020 ESER G.O. Bond, pending voter approval.</p>

Deferred Projects

Project Name	Description
DEM – 1011 Turk Street/DEM Headquarters Expansion	<p>DEM prepares the City’s administration for everyday and occasional emergencies. Planning was initiated for a proposed addition to DEM headquarters directly west of its current location at 1011 Turk Street. The current space is inadequate for the City’s monitoring systems and current staffing levels, and a modified parking solution is required.</p> <p>The budget for the needed two-floor below-grade parking structure and 12,000 square feet of office space is \$29 million. Though recommended for funding through the next ESER G.O. Bond in the previous Capital Plan, this project has been deferred to ensure careful and future-minded planning for the overall site.</p>
DEM – Elevator Modernization Project	<p>DEM needs to modernize the existing passenger elevator at 1011 Turk to current code standards and provide a new second elevator to build resilience and continuous operational capability for that essential 24/7 facility. The additional elevator would provide service to the roof-mounted mechanical equipment.</p> <p>The estimated cost of this project is \$3.3 million.</p>
FIR – Bureau of Equipment Relocation	<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>The estimated budget for this relocation project is \$60 million.</p>
JUV – Security Cameras at the Juvenile Justice Center	<p>Phase 1 of this project is funded and will install 175 strategically placed digital cameras to fortify surveillance throughout the facility’s interior. Phase 2 would replace the current analog cameras and supporting network with digital upgrades and cover the exterior. 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>The budget for Phase 2 is \$850,000. The General Fund could be a source for this project once Phase 1 advances.</p>
POL – Central District Station Replacement	<p>The Central District Station was constructed in 1972 and 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 and is ballistically inadequate, both of which pose risk to the facility. This station is recommended for reconstruction or replacement, and a viable swing or permanent site is needed for planning to begin in earnest.</p> <p>The estimated cost of replacement is \$50 million, and a future ESER G.O. Bond would be the most likely source for this project. Smaller interim improvements may be supported by the 2020 ESER G.O. Bond.</p>
SHF – 425 7th Street Structural Strengthening	<p>Based on a 2017 structural report, the County jail facility at 425 7th Street has a Seismic Hazard Rating (SHR) of 3, which means it would likely be inoperable after a major earthquake. Structurally strengthening this facility would improve likely life safety outcomes for staff and prisoners in the building and avoid costly hasty relocation efforts post-event.</p> <p>The estimated cost of the structural retrofit is \$10 million. Accompanying improvements and soft costs still need to be developed.</p>

Deferred Projects

Project Name	Description
SHF – County Jail #1 Modernization	<p>This project would modernize County Jail #1, also known as the Intake and Release Center. The Intake and Release Center operates continuously with limited opportunity to replace aging infrastructure. As a result, all systems are reaching their end of life. There are also code-driven upgrades needed to bring the facility to modern standards. Priorities within the building include the security sally port doors, the perimeter sliding doors, the property and clothing conveyor system, the floors and walls of the holding cells, the safety cells, plumbing fixtures, and ADA and energy improvements.</p> <p>The estimated cost for improvements at County Jail #1 is approximately \$5 million.</p>
SHF – County Jail #2 Improvements	<p>Converting dorms to cells in A & D Pods of County Jail #2 would not increase the capacity of the jail beyond the required ADA-accessible cells, but it would create more usable space in the existing facility. The converted beds would be appropriate for the maximum-security prisoners common in San Francisco’s jail population. This work would require supporting work to the building’s air handling systems and roof. In addition, County Jail #2 has limited space for prisoner services, and the Sheriff’s Department proposes to add to that capacity by developing within the building’s atriums. To make this possible, additional security enhancements would be needed to allow for safer and greater use of these areas by civilian staff and program providers. Improvements are also needed in the medical services pod (Pod C) of County Jail #2.</p> <p>The estimated cost of this capital work at County Jail #2 is \$127.4 million. Of that, the estimated cost to convert A & D Pod dorms into cells is \$29.4 million, and the roof and HVAC work for the entire building is estimated at \$10.2 million.</p>

Emerging Projects

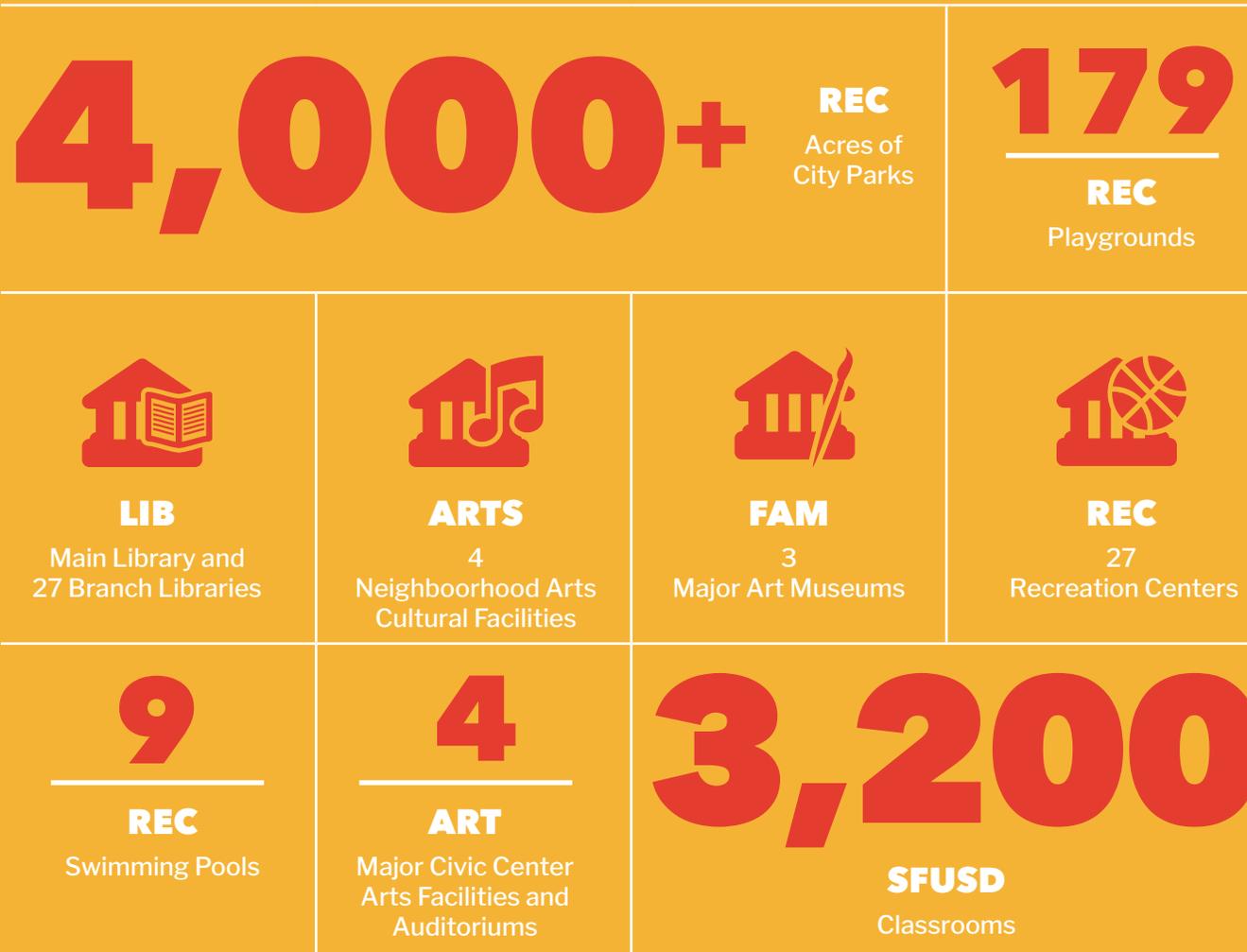
Project Name	Description
FIR – Candlestick Development New Fire Station	The new development in the 38-acre site of Candlestick Park will include approximately 10,000 housing units, with one-third designated as affordable housing. The surge in population and the increase of traffic and density will warrant a new 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.
FIR – Hunters Point New Fire Station	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.
JUV – Juvenile Probation Administrative Building Project	The last Capital Plan envisioned a relocation for staff in this seismically challenged building into Laguna Honda Hospital in concert with the DPH relocation of staff to that facility. That project has not advanced, and the plan for relocating this operation is back in development. 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. Public Works will work with JUV and DPH to understand the operational needs of the department and clarify project scope.
JUV – Juvenile Probation Department Master Plan Implementation	Reflecting recent trends in juvenile justice policy and longstanding capital needs, the Juvenile Probation Department is assessing its entire portfolio, including Juvenile Hall at 375 Woodside Avenue and Log Cabin Ranch in San Mateo County. The assessment will consider recent reductions in the number of youths requiring detention, criminal justice reforms, and community-based alternatives to incarceration when making recommendations about the potential closure, reuse, or development of new facilities. The results of the assessment may 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.
JUV – Transitional Housing for High-Risk Juveniles	Transitional housing managed by trained Juvenile 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.
POL – Additional District Station	The SFPD is expecting projected 16.5% growth in the ranks of sworn officers over the next 10 years, and San Francisco’s population is growing quickly at the same time. With new developments in the Southeast and already undersized stations, SFPD is anticipating the need for an additional station to meet its operational needs. The ESER G.O. Bond Program could be a source for this project once scoped.
POL – Lake Merced Range	The safety truss and baffling at the Lake Merced Police Range are failing. The range either needs to be replaced or relocated.

Emerging Projects

Project Name	Description
POL – Tenderloin District Station	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.
SHF – County Jail #5 Water Line Replacement	The existing water line at County Jail #5 is beyond its useful life, and the old sewage plant on premises must be decommissioned and redirected to the new system. The original lines must then be replaced with a biological habitat project. The old water tank must also be decommissioned and replaced. The Sheriff's Department has obtained estimates from Public Works for a \$15 million project to transfer the water line and create a new connection, and \$10 million to decommission and replace the sewage line and water tank. However, a preferred course of action is still to be determined. San Bruno has recently expressed interest in making use of the line, adding a user and potentially bringing fresh sources to the project.
SHF – County Jail #6 Renovation or Repurposing	The low-security facilities at County Jail #6 in San Mateo County have not been used for prisoner housing for many years. The Sheriff's Department has explored the possibility of renovating and reactivating County Jail #6 to create the space that would enable the permanent closure of the Hall of Justice jail. That project would involve the conversion of the six pods' open floor plan into cells for the safety and security of both prisoners and staff. It would reduce the rated capacity of County Jail #6 from 372 and create beds suited to the classification of prisoners in San Francisco's jails. The cost of that effort would depend on the ultimate programming and construction schedule. Alternatively, County Jail #6 could be decommissioned and repurposed for other needs like training, pending a full code review for occupancy reclassification.
SHF – Women's Resource Center Expansion	To centralize and streamline operations of the Sheriff's Department's many service programs for justice-involved people, the Sheriff's Department could expand the Women's Resource Center located at 930 Bryant Street. A preliminary concept of such a project was developed in the Sheriff's Department Facility Assessment, but the project would need more planning and design work to ensure alignment with current City priorities.

TABLE 10.1 - PUBLIC SAFETY FINANCIAL SUMMARY

PROGRAMS/PROJECTS (Dollars in Thousands)	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025 - 2029	Plan Total	
State of Good Repair Renewal - Need	24,912	26,158	27,466	28,839	30,281	175,688	313,345	
SPENDING PLAN								DEFERRED
State of Good Repair Renewal - Proposed Uses	5,759	6,627	7,746	8,489	9,593	71,286	109,499	94,096
Enhancements	751,000	-	-	-	-	772,000	1,523,000	464,426
TOTAL	756,759	6,627	7,746	8,489	9,593	843,286	1,632,499	558,522
REVENUES								
General Fund	5,759	6,627	7,746	8,489	9,593	71,286	109,499	
Certificates of Participation	131,000	-	-	-	-	472,000	603,000	
ESER G.O. Bond 2020	628,500	-	-	-	-	-	628,500	
ESER G.O. Bond 2027	-	-	-	-	-	271,500	271,500	
Developer Funded	20,000	-	-	-	-	-	20,000	
TOTAL	785,259	6,627	7,746	8,489	9,593	814,786	1,632,499	
<i>Total San Francisco Jobs/Year</i>	4,657	39	46	50	57	4,832	9,681	



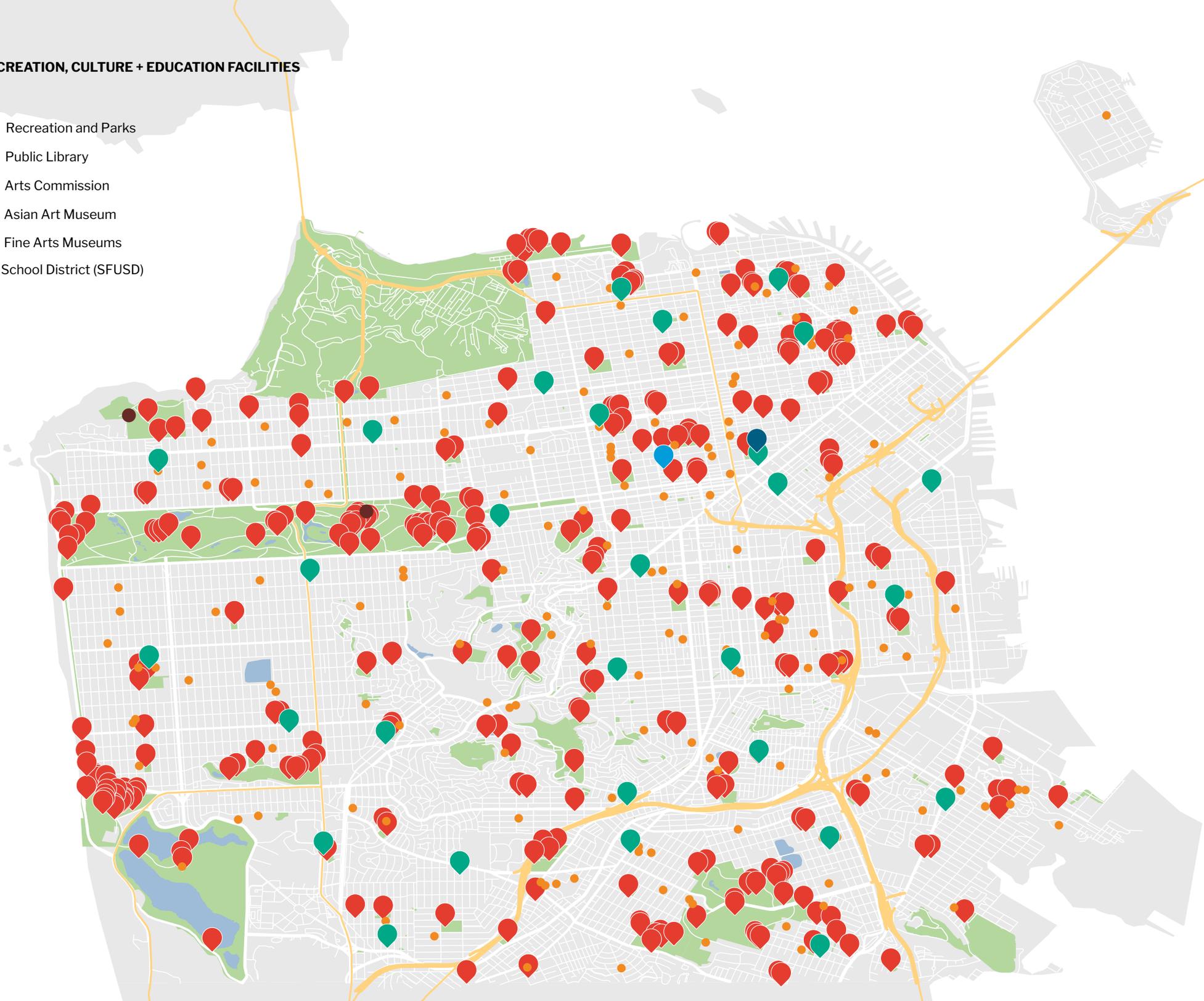


11. Recreation, Culture + Education

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RECREATION, CULTURE + EDUCATION FACILITIES

- Recreation and Parks
- Public Library
- Arts Commission
- Asian Art Museum
- Fine Arts Museums
- School District (SFUSD)



11. RECREATION, CULTURE + EDUCATION

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

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 accessible 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. The 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

The Recreation and Parks Department administers more than 225 parks, playgrounds, and open spaces, including two outside the city limits. The system includes 27 recreation centers, nine swimming pools, five golf courses, and numerous sports venues. The Department's responsibilities also include the Marina Yacht Harbor, the San Francisco Zoo, Camp Mather, and the Lake Merced Complex.

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 with a new asset lifecycle management tool. The new system will replace COMET, which has not been updated in several years. The Department has continued its planning to address the development, renovation, replacement, and maintenance of capital assets, as well as the acquisition of real property. An annual capital plan is a requirement of Proposition B and includes an equity analysis using Recreation and Parks Commission-adopted metrics.

Cultural Facilities

With some of the oldest and 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 de Young and Academy of Sciences against the foggy conditions in Golden Gate Park, to restoring the publicly held Civic Art Collection, the City's arts agencies have distinct capital needs.

In November 2018 San Francisco voters approved Proposition E, which allocates 1.5% of the base hotel tax to arts and cultural purposes through the Hotel Room Tax Fund. Proposition E will provide a set-aside for various arts and cultural services including grants and a cultural equity endowment. Arts-related capital projects such as those at the City's cultural centers would be an eligible use for the Arts Commission from this source which is expected to continue with an annual baseline for capital.

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 and the San Francisco Unified District 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. CCSF is planning for a G.O. Bond ballot measure as early as November 2019, and SFUSD is planning for a 2022 G.O. Bond ballot measure.



Dolores Park

Renewal Program

The overall renewal needs for the City’s Recreation, Culture, and Education facilities total \$792 million over the next 10 years. Given funding constraints, the Plan allocates nearly \$310 million from the General Fund to meet these needs, as shown in Chart 11.1.

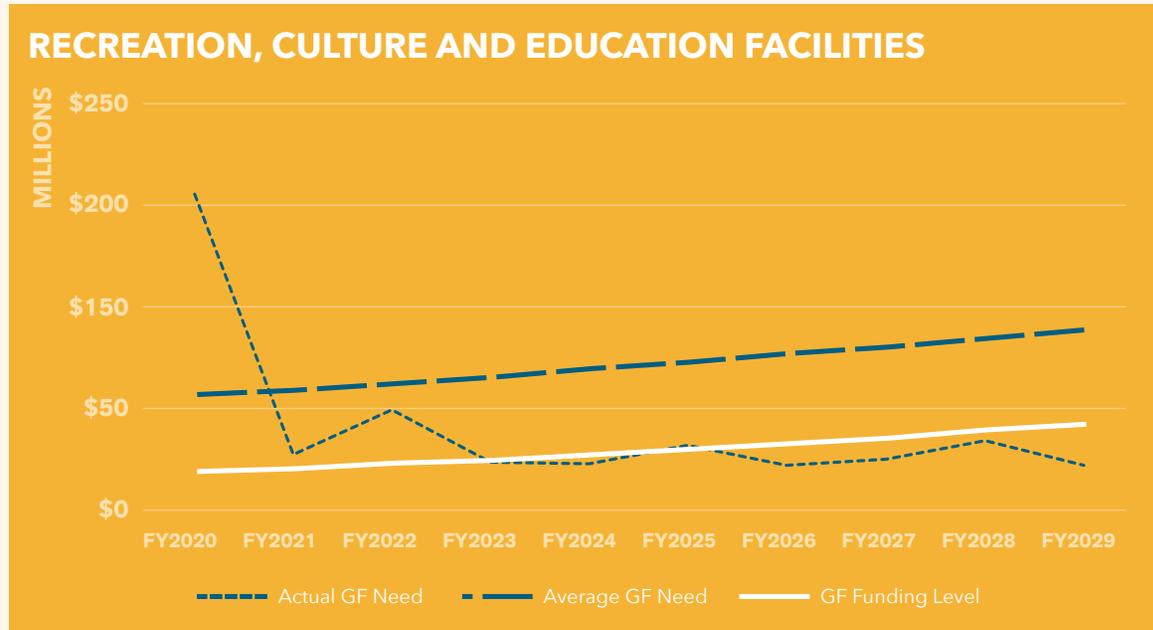


CHART 11.1

Priority parks renewal needs include pathway improvements, court resurfacing, and playfield and playground repairs. It is expected that the proposed 2020 Parks and Open Space G.O. Bond will include a program to address priority deferred maintenance needs in the Recreation and Parks portfolio.

The Arts Commission recently completed a needs assessment for the Civic Art Collection. Roofing and masonry projects at the Legion of Honor and the Opera House also represent significant needs. Mechanical and electrical components in the Steinhart Aquarium require replacement at the Academy of Sciences.

Not included in the renewal curve shown here are the needs for CCSF and SFUSD. CCSF’s facilities data show a 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
REC – ADA Improvements to Parks Facilities	<p>This program includes disability 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>The planned funding for this program is \$600,000 per year from the REC set-aside within the General Fund.</p>
REC – Citywide Programs	<p>This program addresses a broad range of citywide needs related to the Recreation and Parks system, including trails and open space, playgrounds, 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>This program will receive funding from the proposed 2020 Parks and Open Space G.O. Bond, pending voter approval.</p>
REC – Crocker Amazon	<p>Crocker Amazon, known both as a playground and a park, is a host to numerous fields, tennis courts, three concrete bleachers structures and a recreation center. It is a regional hub for ground sports athletics, soccer, lacrosse, baseball, and softball. This is also an important facility for neighbors. The proposed improvements will include renovation of the baseball fields and related amenities and youth classroom space for an enrichment program.</p> <p>This program will receive funding from the proposed 2020 Parks and Open Space G.O. Bond, pending voter approval.</p>
REC – Gene Friend Recreation Center Improvements	<p>Located in an area where open space and recreation opportunities are limited, this facility is heavily used by children, seniors, and people who live and work in the SoMa neighborhood – which also happens to be one of the city’s fastest growing neighborhoods. REC collaborated with the Trust for Public Land on a feasibility study and concept plan, which replaces the existing facility with one that is 50% larger with an emphasis on increased visibility and security. The new facility would include two indoor basketball courts, three multi-purpose rooms, a larger exercise room, a new kitchen, a new playground, an outdoor basketball court, as well as new landscaping and other recreation amenities.</p> <p>This project is expected to receive \$25 million from Central SoMa impact fees and is a candidate for the proposed 2020 Parks and Open Space G.O. Bond, pending voter approval.</p>
REC – Herz Playground Improvements	<p>The improvements at Herz Playground would build upon the renovations made as part of initiatives such as Let’s Play SFI, the nearby community garden, the new rain garden at Leland Avenue, as well as the new safe crossing at Visitacion Middle School.</p> <p>This project is a candidate for the proposed 2020 Parks and Open Space G.O. Bond, pending voter approval.</p>

Enhancement Projects

Project Name	Description
REC – India Basin / 900 Innes	<p>Located in the Bayview-Hunters Point neighborhood of San Francisco, the 900 Innes property was acquired in 2014 for \$3 million and is a brownfield that needs substantial remediation before park development. With an emphasis on access, social equity, waterfront recreation, sea level rise resiliency, and marsh and wetland habitat, the India Basin Project will give the community eight acres of waterfront open space. This project presents a unique opportunity to create a multitude of connections, such as uniting the historic boatyard of 900 Innes and the underutilized India Basin Shoreline Park into one park; completing 1.5 miles of accessible shoreline along the San Francisco Bay, linking to the Bay Trail and the Blue Greenway; and fostering better accessibility from the neighborhood.</p> <p>The first phase, remediation, is expected to cost \$11.5 million, funded by \$9 million in grants, \$1.25 million from the General Fund, and \$600,000 from the Open Space Fund. REC is working to secure additional grant funding to close the funding gap for the remediation phase and move the full vision into design. This project is a candidate for partial funding from the proposed 2020 Parks and Open Space G.O. Bond, pending voter approval. REC will also pursue philanthropic resources and public grants to complete the project.</p>
REC – Japantown Peace Plaza Surface Improvements	<p>This project would replace the crumbling plaza surface at Japantown Peace Plaza and mitigate water intrusion from the subsurface garage. This critical public space supports local merchants, festivals with international appeal, and is a significant cultural resource. By working with key community groups, REC will develop a design that is contextually sensitive and culturally appropriate. The new design will create flexible open space for activities, eating, design-friendly elements suited to cultural performances, movie nights, and annual festivals.</p> <p>This project is a candidate for the proposed 2020 Parks and Open Space G.O. Bond, pending voter approval. The City will also explore modified parking revenue as a source to support the project's feasibility.</p>
REC – Kezar Pavilion Seismic Upgrade	<p>With a seating capacity of more than 5,000, Kezar Pavilion is a historic facility used for large sports events. Its aging infrastructure, high use demands, and seismic condition led to the need for a feasibility analysis. In 2013, an engineering study by Public Works found that Kezar Pavilion needs a seismic upgrade to ensure safety for staff and public use.</p> <p>This project is in the conceptual planning phase and is a candidate for the Earthquake Safety Priority Facilities Program within the proposed 2020 ESER G.O. Bond, pending voter approval.</p>
REC – Neighborhood Parks and Open Space Improvements	<p>Neighborhood parks typically include a mix of facilities and amenities, such as playgrounds, courts, fields, clubhouses, restrooms, dog play areas, and so on. This program focuses on improving and modernizing facilities to provide recreational opportunities that meet current and future demand. New investment is needed to modernize the system, increase open space and recreational opportunities, improve the quality of the parks experience, and address currently unmet as well as future needs in high growth areas.</p> <p>This program will receive funding from the proposed 2020 Parks and Open Space G.O. Bond, pending voter approval.</p>
REC – Portsmouth Square Improvements	<p>This project would make much-needed improvements to Portsmouth Square to create a central community space that is safe and welcoming to all, including the many residents of nearby affordable housing. The scope of this project includes a seismic upgrade of the parking garage, a larger open upper terrace, more shade throughout, a large new clubhouse that opens onto the park, a consolidated playground and exercise area, greater visibility across the park, improved lighting, and a perimeter fence to lock the park at night.</p> <p>This project is estimated to cost \$65 million and is a candidate to receive funding from the proposed 2020 Parks and Open Space G.O. Bond, pending voter approval.</p>

Enhancement Projects

Project Name	Description
REC – Regional Park Improvements	<p>This program renovates and improves park features, including restoration of natural features, recreational assets, and connectivity and access at Golden Gate Park, McLaren Park, and Lake Merced, and facilities such as the Golden Gate Park Senior Center.</p> <p>This program will receive funding from the proposed 2020 Parks and Open Space G.O. Bond, pending voter approval.</p>
LIB – Main Library Lighting Project	<p>This project will install new lighting system and refurbish existing light fixtures on the Main Library exterior to improve lighting for the public and address safety concerns.</p> <p>The estimated cost for this project is \$2 million, to be funded by the Library Preservation Fund in FY2020.</p>
LIB – Ocean View Branch Library	<p>The Ocean View Branch Library is the second branch renovation project in the upcoming program, after the Mission branch. Work has already begun, engaging the community to discuss project scope, with additional community meetings planned for January 2019.</p> <p>The estimated cost for this project is \$8.4 million, and will be funded by the Library Preservation Fund in FY2020.</p>
LIB – Chinatown Branch Library	<p>The Chinatown Branch Library is the final branch renovation project of the upcoming program. This renovation will address the needs of the community and include the latest innovations in delivery of library collections, programs, and learning. The Chinatown Branch has special historical architectural significance, and the restoration of previously lost historical features will also be explored.</p> <p>The estimated cost for this project is \$29.4 million, to be funded by the Library Preservation Fund starting in FY2020.</p>
LIB – Compact Shelving at 750 Brannan Street	<p>The Library will complete the installation of compact shelving at its leased archival storage facility located at 750 Brannan Street by FY2020. Installation of the last bank of compact shelving will allow the Library to fully vacate the Brooks Hall space it currently uses to store collections and archival materials.</p> <p>The remaining portion of this project is estimated to cost \$1.8 million, to be funded by the Library Preservation Fund in FY2020.</p>
CCSF – Ocean Campus Utility Infrastructure Replacement	<p>Infrastructure replacement and capital improvements at the Ocean Campus will address systems at risk of catastrophic failure and correct deficiencies that represent significant hazards to students, faculty, staff and the public. The scope of the project will repair, modify, replace, and/or construct the following infrastructure systems: fire suppression systems, potable water, sanitary sewer, storm drainage, natural gas and electrical distribution, data and emergency notification, video surveillance, lighting, boilers, and steam distribution.</p> <p>The budget for this effort is \$62.2 million and will be funded out of the California Chancellor’s Office Capital Outlay Program.</p>
CCSF – 750 Eddy Street Seismic and Code Upgrades	<p>This project will add structural integrity to the building by bringing it into conformance with current building code. 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. Permitting through the Division of the State Architect is anticipated to occur in the first half of FY2020. Construction procurement is anticipated in the second half of FY2020, and construction is anticipated to take 18 months.</p> <p>The revised budget for this project is \$17.6 million, and CCSF is requesting additional funding from the California Chancellor’s Office Capital Outlay Program.</p>

Enhancement Projects

Project Name	Description
CCSF – Classroom Technology Enhancements	This project will continue ongoing efforts to provide state-of-the-art instructional technology in classrooms across CCSF. 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.
CCSF – Downtown Center Fifth Floor Renovation	This project will provide needed additional classrooms on the fifth floor of the Downtown Center. The budget for this project is \$1 million dollars, funded out of the California Chancellor’s Office Physical Plant and Instructional Support Program.
CCSF – Wayfinding and Compliance and Signage Upgrades (All Locations)	This project will provide upgraded signage at all CCSF locations as needed for enhanced wayfinding. It also includes enhanced signage related to parking, traffic, and smoking compliance. The project budget is \$100,000, funded out of the California Chancellor’s Office Physical Plant and Instructional Support Program.
SFUSD – Various Modernization, Expansion, and Seismic Improvement Projects	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, as well as the possible construction of new schools. Also, the SFUSD plans to continue making improvements for greater building efficiency, sustainability, and education-minded design. This wide range of projects will be funded primarily by the recently-approved \$744 million 2016 SFUSD G.O. Bond, and a planned \$1 billion G.O. Bond in FY2022. Other funding sources may include state grants, impact fees, and other local sources.



Sports Fields

Deferred Projects

Project Name	Description
REC – Recreation & Parks Roads	REC has no dedicated 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 worked with the SFMTA on the Mansell Corridor within McLaren Park. The estimated roadways backlog is approximately \$19 million.
ARTS – Cultural Centers Facility Master Plan	Several building deficiencies and possible seismic issues remain to be addressed at the City’s Cultural Centers. 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. The Arts Commission partnered with Public Works to begin a facility condition assessment at SoMArts. Additional funding is needed to complete condition assessments on the African-American Art & Culture Complex, Mission Cultural Center for Latino Arts, and Bayview Opera House. This assessment is estimated to cost \$425,000, and may be funded via the Prop E set-aside.
REC – Coastal Trail Project CCSF – Districtwide Projects	CCSF has identified several projects that have been deferred due to lack of funding: the renovation and seismic upgrade of Cloud Hall at Ocean Campus, renovation of the Science Building and the Performing Arts Education Center 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. The total budget for CCSF’s deferred projects is \$450 million. The College will continue to pursue State funding for deferred projects.
SFUSD – Deferrals	The unfavorable bidding climate has resulted in the deferral of 10 school site renovation projects originally slated for completion prior to the next SFUSD G. O. Bond in 2022.



McLaren Lodge

Emerging Projects

Project Name	Description
REC – Buchanan Street Mall Improvements	Building on an activation in 2015, the community worked with Trust for Public Land to produce a vision plan for Buchanan Mall. The plan calls for a unified plaza that provides opportunities for gardening, play, recreation, culture, gathering spaces and dog play space. REC is currently working with community groups and local partners to develop the vision statement into a concept plan and realize one of the five blocks with funding from Let's Play SF!
REC – Camp Mather Master Plan	Located near Yosemite National Park, Camp Mather is a family camp with 337 acres, a pool, lake, tennis and basketball courts, staff housing dormitories, kitchen/dining hall and 100+ rustic cabins that serve as guest accommodations. This site is heavily used and a long-neglected resource. It is also revenue generating. A master plan, including environmental review, would help guide the improvements needed at the facility. In addition, significant improvements are needed to existing structures, including a modern wastewater treatment facility to meet current environmental standards.
REC – Coastal Trail Project	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. This project has received \$1.7 million in funding from the Federal FLAP grant, \$264,000 from Prop K sales tax, and \$45,000 from an in-kind donation from SPUR. The project will be implemented in conjunction with other Great Highway narrowing projects led by Public Works and the SFMTA, and the overall project cost and timeline is yet to be determined.
REC – Geneva Car Barn Enhancement – Phase 2	Phase 2 of the Geneva Car Barn Enhancement Project includes renovation of the Car Barn building. This project will include a seismic upgrade, the installation of modern utility systems, restoration of historic features, hazardous materials remediation and new circulation systems to accommodate ADA access. The renovated Car Barn will include space for new art studios, a cafe, an event space, a theater, a community meeting room, a student lounge, and retail.
REC – Golf Course Improvements	Significant facility upgrades are needed at the City's golf courses. The Lincoln Park course has an estimated need of \$5 million, including netting along Clement Street, a new clubhouse, a new perimeter fence, as well as rehabilitation of the entire course. Similarly, the Sharp Park course has an estimated need of \$6 million, and most other courses within the City also require substantial upgrades.
REC – Marina East Yacht Harbor Renovation	The Marina West Harbor Improvements were completed in 2013; renovation and deferred maintenance needs remain at the Marina East both waterside and landside. Waterside renovations would include the installation of a new breakwater, reconstruction of portions of the riprap slopes, and replacement and reconfiguration of the floating docks and slips. Additional waterside amenities could include pump-out stations, a new fuel dock, and kayak launch. Landside improvements include renovation of the existing harbor office into boater/public restrooms, adaptation of the degaussing station into a new harbor office, and parking and landscape improvements.
REC – McLaren Lodge Seismic and Code Upgrades	John McLaren Lodge, situated at the entrance to Golden Gate Park, requires estimated seismic improvements of \$15 million 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. The project does not have a final cost estimate.
REC – Neighborhood Parks – Recreation Centers	After the Gene Friend Recreation Center project, this program will modernize recreation centers that have not been addressed recently, including the Potrero, Mission, Bernal Heights and St. Mary's Recreation Centers. These recreation centers are in need of renovation for seismic safety, upgraded access, and replacement of failing structures, systems, and play features.

Project Name	Description
REC – New Park Acquisitions and Capital Development Needs	The recently acquired park site at 11th Street in western SoMa needs to be designed and developed. Planning and design are expected to begin in 2019, with development in 2021 to accommodate existing leases. Partial funding has been received from Eastern Neighborhoods Impact Fees.
REC – Sharp Park Wetland Restoration	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.
REC – Twin Peaks Promenade and Trail Improvements	This project would convert the pilot road closure at Twin Peaks into a permanent linear park along the trail system. It would improve pedestrian and bicycle access, along with defined trail connections and corridors. The promenade scope includes roadway surfacing, barrier removal, planting, signage, seating, and bike racks. The associated trails scope includes replacement of trail and natural surface box steps on the south peak, as well as two other trail segments that connect the promenade to the neighborhood and public transit.
REC – Zoo Improvements	The Zoo is currently undergoing a Master Planning process to analyze current capital needs. Since 2000, the Zoo has spent approximately \$70 million on new construction, renovation, and enhancement. While the western side of the Zoo has seen significant improvements, there are many structures that still need repair, including the Mothers Building, the last remaining building with culturally significant WPA murals from the Fleishhacker Pool. On the eastern side of the Zoo, substantial work needs to be performed to renovate the lion house and bear grottoes along with the other original structures from the 1920s and 30s.
ARTS – 706 Mission Interior Buildout	Construction of the 706 Mission Cultural Facility is underway with expected completion in 2019. Additional funding may be required to complete the interior buildout of the facility.
ARTS – Renovation of the City's Cultural Centers	The Cultural Centers Facility Master Plan will provide assessments for future capital improvements. Future renovations will address architectural, disabled access, structural, mechanical/plumbing/fire protection, electrical/fire alarm, and elevator deficiencies at SoMArts, the African American Art & Culture Complex, Mission Cultural Center for Latino Arts, and Bayview Opera House.
OEWD – Old Mint Restoration Project	Construction costs for the completion of the Old Mint Restoration Project – the City's effort to transform the landmark Old United States Mint building into a new, destination cultural facility – are approximately \$100 million. A complete and detailed financing plan is being developed through the Phase I evaluation period, presently underway, but this total project cost will require a mix of local, state, and federal funding sources. The City's recently approved Central SoMa Plan includes a major potential source for the Old Mint's rehabilitation and rededication. This local funding, generated from assessments of the plan area's Community Facilities District, would be leveraged to raise additional public and private support. 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 picture. 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.

Emerging Projects

Project Name	Description
LIB – Branch Facilities Master Planning	An updated Branch Facilities Master Plan will aid the Library in addressing evolving community needs, the City's growing population, and resiliency planning. The Branch Facilities Master Plan Library will consider the creation of satellite or new locations to meet the needs of the growing communities, especially in the southeast and Treasure Island. Potential future library facilities would ideally include a co-location project, with potential partnerships with a health clinic, recreation center, supermarket, or affordable housing. In addition, based on community meeting needs and space availability, the Branch Facilities Master Plan will explore growing the number of community rooms available for public use beyond the 19 rooms currently available.
LIB – Civic Center Campus Capital Improvements	The Library is embarking on a major study of the Main Library and the Support Services Facility. Improvement goals target innovative and responsive service delivery models, which include more community space for meeting and learning, and new interior furnishings and finishes. Facilities master planning for the Main Library also will improve the sense of safety and security for patrons and staff, aging building and technology infrastructure, energy and space usage, and the resilience of the building.
CCSF – Batmale Hall Reconstruction	This project will reconstruct Batmale Hall to better meet the instructional need of the College. The existing building was constructed in 1978 and has not had a major renovation to date. The project will include structural enhancements to the building, upgrade of building systems, and enhancements for accessibility/ADA compliance.
CCSF – Child Development Center	The proposed project would construct a new Child Development Center on campus located north of the Student Health Center. The existing Child Development Center on campus is offline and will be demolished to provide a project site.
CCSF – Facilities Master Plan	City College is in the process of developing a new Facilities Master Plan to guide facilities development in the coming 10-year period. This Plan is anticipated to be adopted by the College's governing Board in spring 2019. 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. Additional needs will be included in future updates of the Capital Plan as they are identified.
CCSF – Parking Structures	Parking structures have been identified as a potential need depending on the potential impact of building on existing parking sites. The parking structures would be sized to support projected needs after construction.
CCSF – STEM Complex	This project will construct a new Science Technology Engineering and Math (STEM) building to house related programs within a single instructional building on campus.
CCSF – Student Development Center	The goals of the project are to consolidate first-contact student services under one roof and to create a welcoming main entrance at the important intersection of Ocean and Phelan Avenue.
CCSF – Student Union	This project will construct a new Student Union building to house student activities, instructional support services, culinary and hospitality instruction, a cafeteria, and a bookstore. The existing Student Union would be demolished following occupancy of the new building.

Emerging Projects

Project Name	Description
CCSF – Visual Arts Reconstruction	This project will reconstruct the Visual Arts Building which was constructed in 1970 and has not had any major renovation to date. Scope of work will include structural enhancements to the building, upgrade of building systems, and enhancements for accessibility/ADA compliance.
SFUSD – Real Estate Portfolio Strategy	SFUSD needs to build a cohesive, comprehensive strategy for the siting of students, staff, partner organizations, and non-instructional uses. Over the next year, SFUSD will identify a vendor to complete an asset inventory and condition assessment for all SFUSD properties. This assessment will shape a proactive real estate management strategy to manage current and future uses of SFUSD properties, as well as future capital plans.
SFUSD – Ruth Asawa School of the Arts at 135 Van Ness	The 2016 SFUSD G.O. Bond allocates \$100 million for the Ruth Asawa School of the Arts/Art Institute project at 135 Van Ness. With support from the Baker St. Foundation, SFUSD partnered with IDEO to develop and refine the programming model for the Art Institute. SFUSD is designing a series of prototype programs for implementation in the 20/21 academic year to gauge demand for Art Institute program offerings. In the interim, SFUSD will launch a capital campaign for the project, leveraging G.O. Bond resources with private philanthropy.



Aerial View of San Francisco

SAN FRANCISCO UNIFIED SCHOOL DISTRICT FACILITIES

- College
- High School
- Middle School
- Elementary School
- Other

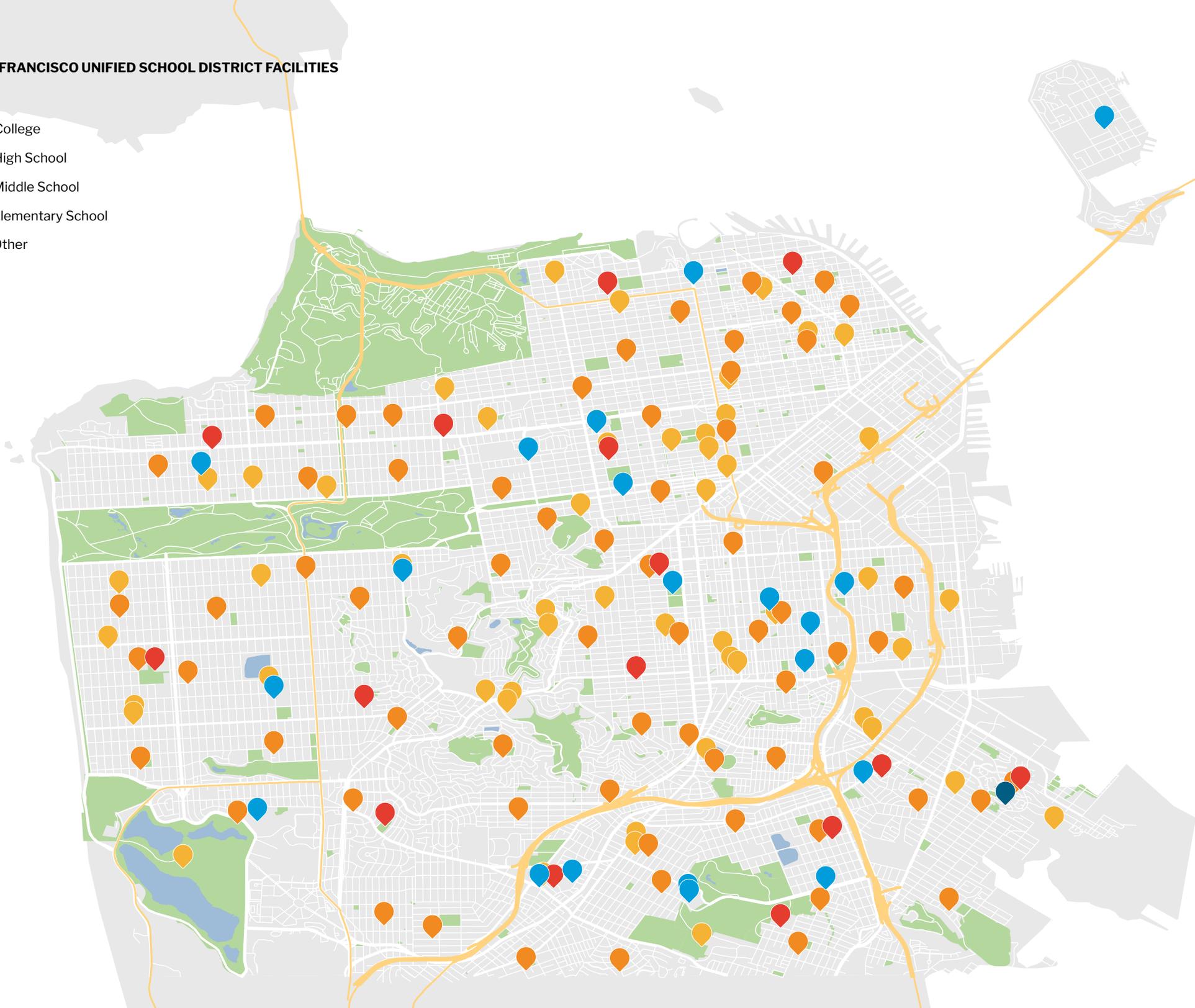


TABLE 11.1 - RECREATION, CULTURE + EDUCATION FINANCIAL SUMMARY

PROGRAMS/PROJECTS (Dollars in Thousands)	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025 - 2029	Plan Total	
State of Good Repair Renewal - Need	63,614	66,490	69,421	75,547	75,968	441,950	792,990	
SPENDING PLAN								
								DEFERRED
State of Good Repair Renewal - Proposed Uses	30,173	31,507	33,125	37,238	36,022	221,586	389,652	358,759
ADA Improvements	600	600	600	600	600	3,000	6,000	-
Enhancements	17,150	260,000	5,000	9,250	5,000	200,000	496,400	6,603
City College	29,400	35,350	8,900	-	-	-	73,650	1,573,990
SFUSD	13,700	13,700	1,013,700	13,700	13,700	68,500	1,137,000	-
TOTAL	91,023	341,157	1,061,325	60,788	55,322	493,086	2,102,702	1,939,352
REVENUES								
General Fund	8,456	9,729	11,371	12,462	14,084	104,656	160,758	
General Fund - Other	15,000	15,000	15,000	15,000	15,000	75,000	150,000	
Neighborhood Parks and Open Space Bond 2021	-	255,000	-	-	-	-	255,000	
Neighborhood Parks and Open Space Bond 2028	-	-	-	-	-	200,000	200,000	
Impact Fees	7,500	7,500	7,500	7,500	7,500	37,500	75,000	
SFUSD Bond	-	-	1,000,000	-	-	-	1,000,000	
Other Local Sources	30,667	33,578	17,804	16,576	13,738	75,930	188,294	
State	29,400	35,350	8,900	-	-	-	73,650	
TOTAL	91,023	356,157	1,060,575	51,538	50,322	493,086	2,102,702	
<i>Total San Francisco Jobs/Year</i>	540	2,112	6,289	306	298	2,924	12,469	

1,256

SFMTA
Operating
Service
Vehicles

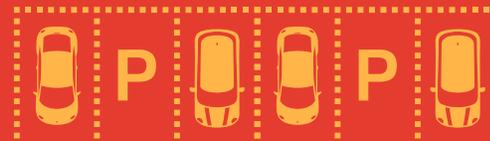
448

SFMTA
Miles of Marked
Bike Routes



SFMTA

1,246 Signalized Intersections



SFMTA

26,750 Metered Parking Spaces



SFO

4 Runways



SFO

93 Gates



SFO

4 Terminal Buildings

20

SFMTA

Maintenance Yards

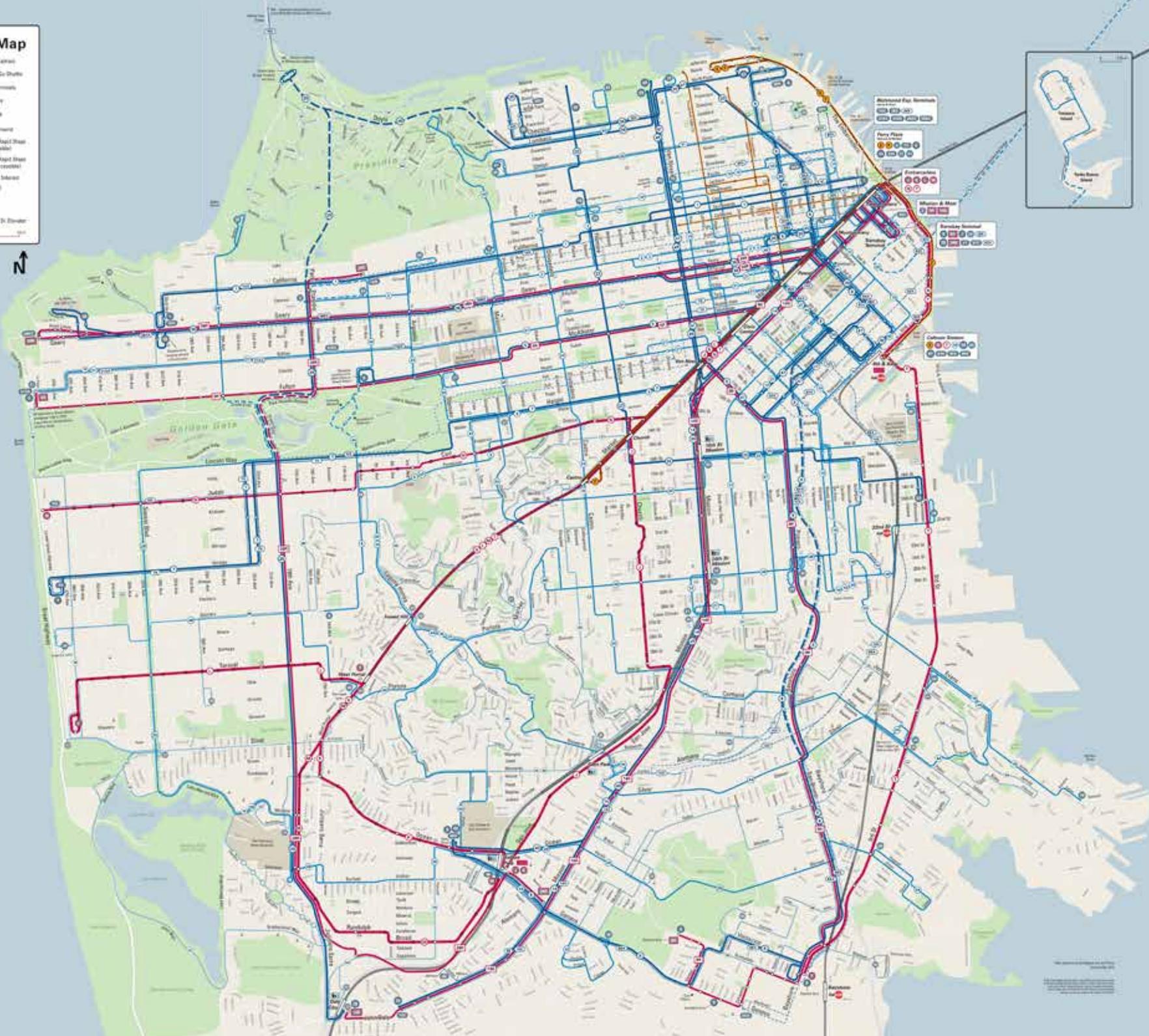


12. Transportation

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San Francisco Transit Map

- Muni Metro Rail (Transit Lines)
- Muni Rapid Bus (Transit Lines)
- 10 minutes or less
- Every 10-20 minutes
- Every 25-30 minutes
- Peak Service (Local Lines)
- Historic Streetcar
- Cable Car
- SART Cablecar
- Presidio Shuttle
- Lake Terminals
- In-Use
- Overway
- Routes
- Interground
- Manufactured Street (Overseas)
- Manufactured Street (Not Accessible)
- Point of Interest
- Regional
- Library
- School
- Market St. Elevator



- Bay Area Rapid Transit
- Ferry Boat
- Embarcadero
- Mission & Main
- Transbay Terminal
- Cable Car



San Francisco Municipal Transportation Agency
 2014

12. TRANSPORTATION

SFMTA: San Francisco Municipal Transportation Agency

SFO: San Francisco International Airport

PORT: Port of San Francisco

SFCTA: San Francisco County Transit Authority

Caltrain: Peninsula Corridor Joint Powers Board

TJPA: Transbay Joint Powers Authority

BART: Bay Area Rapid Transit

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 propel innovation and attract tourism. 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 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 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 Salesforce 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. These projects will expand the transit network and provide benefits throughout the city.



Muni Light Rail Vehicle

San Francisco Municipal Transportation Agency

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

The SFMTA has a number of short-term and long-term processes in place to identify and prioritize its capital projects.



Muni Metro Tunnel

Once every two years the SFMTA develops its own fiscally unconstrained Capital Plan, last published in 2017, to identify needs for projects and programs over the next 20 years. The SFMTA 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 planned capital projects total \$4.9 billion. Even with that substantial planned investment, approximately \$4.6 billion in need is deferred.



Gates at SFO

This City-wide Capital Plan 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/reports-documents>.

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 manages a large and diverse infrastructure portfolio that includes four runways, 91 operational gates, and four terminals that total 4.4 million



SFO International Terminal

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 are generally updated annually. A major objective of Airport's current Capital Plan is to meet increased infrastructure demands driven by



SFO Terminal 2

historic levels of passenger growth. In FY2018 the Airport continued its long run of passenger growth, reaching a record 57.8 million passengers – a 7.2% increase over the prior year and a 58% increase since FY2009.

The Airport's Capital Plan identifies \$2.9 billion in planned infrastructure projects through FY2029. This chapter contains a high-level summary of the Airport's capital programs. 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>.

Port of San Francisco

The Port of San Francisco is the hub of the local and regional commuter, special event, and tourist water transportation network in the Bay Area. The Port constructs and provides land and water areas to support ferries and excursion vessels that are operated by external agencies such as the Water Emergency Transit Agency (WETA) and the Golden Gate Bridge and Ferry District. Though it does not operate any vessels itself, the Port works in close collaboration with these critical agencies. The expansion of both publicly and privately operated ferries has helped to address congestion in the Bay Area while continuing to build an emergency response network. WETA ridership has grown by 78% since 2012 and is expected to continue to grow in the coming years.

San Francisco County Transportation Authority

The San Francisco County Transportation Authority 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. The SFCTA is funded through a combination of local funds including San Francisco Sales Tax revenues and Vehicle Registration Fees, as well as grants from the State of California and federal government.

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. More information on the JPB's future projects and programs can be found at <http://www.caltrain.com/projectsplans.html>.

Transbay Joint Powers Authority

The Transbay Joint Powers Authority was created to manage the financing, design, development, construction, and operation of the Transbay Program, including the Salesforce Transit Center and the Caltrain Downtown Extension (DTX). Phase One of the Transbay Program includes constructing the Salesforce Transit Center, a \$2.3 billion modern transit hub that replaces the seismically deficient terminal in downtown San Francisco. When completed, the Salesforce 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 project is split in two phases. Phase 1 saw the opening of the Salesforce

Transit Center in August 2018; Phase 2 encompasses construction of the Caltrain Downtown Extension, a new Fourth and Townsend Street Caltrain station, the Transit Center's train station and pedestrian connection to BART and Muni, and a new intercity bus facility.

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

Bay Area Rapid Transit

Since its opening in 1972, Bay Area Rapid Transit 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



Ferry Building

to use BART by 2040. However, after 46 years of service, BART faces major challenges including aging infrastructure and crowded conditions for riders.

BART improvements within San Francisco will include repairing water damage in the Market Street tunnels, ADA compliance to improve accessibility,

station modernizations, escalator replacements, and adding protective canopies downtown.

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 - Renewals

The SFMTA currently has approximately \$15 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 tracking its capital planning efforts through its Asset Management Program, ensuring that current assets receive needed maintenance, rehabilitation, and replacement. This effort is detailed in the SFMTA 2019 Transit

Asset Management Plan. The SFMTA is also focusing on the renewal and modernization of its yards and facilities in its Building Progress Program.

SFO - Renewals

A major objective of the Airport's current Capital Plan is to meet increased infrastructure demands driven by historic levels of passenger growth. The Airport enjoyed year-over-year growth in passenger traffic every year between FY2010 and FY2018, and was considered the seventh most active airport in the United States in 2017. 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 usually funded through the Airport's annual operating budget, unlike capital improvements which are often multi-year projects financed with capital funds.

The cost of SFO's renewal program is approximately \$207.5 million through FY2029.

Caltrain - Renewals

Pursuant to the Joint Powers Agreement, each member of the Joint Powers Board is responsible for 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, bridges, and various civil structures; rail vehicle overhaul and major component replacement; station rehabilitation; and signal and communication systems rehabilitation.

The cost of Caltrain's renewal projects in San Francisco is approximately \$384.4 million through FY2029.

BART - Renewals

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.



Caltrain



Muni Metro East, MTA Rail Yard

Enhancement Projects

Project Name	Description
SFMTA – Communications & IT Infrastructure	<p>The SFMTA maintains a wide array of IT assets across the city, from Wi-Fi installation at SFMTA worksites, to fiber network that provides the internal communication backbone of the Muni Metro system, to the customer information systems that provide real-time public transit information. In addition to system maintenance, IT supports SFMTA's infrastructure upgrades and replacement on our aging systems. Due to revenue restrictions, no capital funding has been allocated to the Communications & IT Infrastructure capital program until FY2024.</p> <p>The funding for SFMTA's Communications & IT Infrastructure projects is approximately \$27.0 million through FY2029.</p>
SFMTA – Facilities	<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. Within the Facilities portfolio, there is a time-sensitive need for the storage and yards to accommodate the expanded fleet that will improve service for San Francisco Muni riders. Addressing that need will be a priority of the proposed 2022 Transportation G.O. Bond, pending voter approval.</p> <p>The funding for SFMTA's Facilities program is approximately \$707.1 million through FY2029.</p>
SFMTA – Fleet Capital Program	<p>The Fleet capital program ensures that vehicles operated by the SFMTA are safe, comfortable, clean, and reliable. Rehabilitating or replacing vehicles as they near the end of their useful life helps avoid costly repairs and service interruptions caused by vehicle failures. Expansion of the fleet alleviates overcrowding on busy routes and enables the transit system to carry more passengers. Planned enhancement projects in this program include the expansion and replacement of the light rail vehicle fleet, as well as preparation for the electrification of the motor and trolley coach fleet as outlined by the Board of Supervisors.</p> <p>The funding for the SFMTA's Fleet Capital Program is approximately \$1.6 billion through FY2029.</p>
SFMTA – Parking	<p>The SFMTA Parking program supports the planning, design, rehabilitation, and renovation of public parking garages, as well as street infrastructure and facilities related to public parking. Due to revenue restrictions, no capital funding has been allocated to the Parking capital program until FY2024.</p> <p>The funding for the SFMTA's Parking program is approximately \$69.0 million through FY2029.</p>
SFMTA – Security	<p>SFMTA Security program funds are used to plan, design, and implement emergency/security initiatives in case of natural disasters, terrorist attacks, or other emergency situations. The program also provides security and emergency preparedness training and exercises for frontline transit employees. Due to revenue restrictions, no capital funding has been allocated to the Security program until FY2024.</p> <p>The funding for the SFMTA's Security program is approximately \$6.8 million through FY2029.</p>
SFMTA – Streets Program	<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, supporting the Vision Zero goal of eliminating traffic-related deaths and severe injuries by 2024.</p> <p>The funding for the SFMTA's Streets program is approximately \$462.5 million through FY2029.</p>

Project Name	Description
SFMTA – Taxi	<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 the Alternative Fuel Taxi Vehicle Incentive Program.</p> <p>The funding for the SFMTA’s Taxi program is approximately \$1.9 million through FY2029.</p>
SFMTA – Traffic and Signals	<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 in line with Vision Zero.</p> <p>The funding for the SFMTA’s Traffic and Signals program is approximately \$111.4 million through FY2029.</p>
SFMTA – Transit Fixed Guideway	<p>Muni’s Transit 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. The SFMTA plans to do major state of good repair work on its overhead catenary system as well as major track overhauls on its M-line and L-line, and to implement a new train control system.</p> <p>The funding for the SFMTA’s Transit Fixed Guideway program is approximately \$594.9 million through FY2029.</p>
SFMTA – Transit Optimization and Expansion	<p>The Transit Optimization and Expansion program is a series of projects that 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 and construct new accessible light rail stops to eliminate significant gaps. 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 project is part of this program and now in the construction phase with service expected to begin in 2021.</p> <p>The funding for SFMTA’s Transit Optimization and Expansion program is approximately \$1.4 billion through FY2029.</p>
SFO – Airfield Enhancements	<p>Major airfield-related projects include taxiway improvement projects, runway improvements, and the South McDonnell Road Realignment.</p> <p>The funding for SFO’s Airfield Enhancements is approximately \$191.0 million Airfield Enhancements through FY2029.</p>
SFO – Airport Support Projects	<p>Major airport support projects include the Airport Security Infrastructure Program, renovation of the Superbay Hangar, and various technology improvements.</p> <p>The funding for SFO’s Airport Support projects is approximately \$893.9 million through FY2029.</p>

Enhancement Projects

Project Name	Description
SFO – Groundside Projects	<p>The largest groundside project is the construction of a new Airport-owned hotel and related AirTrain station, anticipated to open in the summer of 2019. Other major groundside projects include the development of a new long-term parking garage and the extension of the AirTrain system to the long-term parking garages.</p> <p>The funding for SFO’s Groundside projects is approximately \$311.3 million through FY2029.</p>
SFO – Terminal Redevelopment, Terminal 1 and Terminal 3	<p>The largest terminal projects are the redevelopment of Terminal 1 and the renovation and reconfiguration of the eastern and western side of Terminal 3. The Terminal 1 renovations include a new 25-gate 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, construction of a consolidated security checkpoint, and construction of secure and sterile connectors from Terminal 1 to the International Terminal.</p> <p>With the renovation of Terminal 3 East complete, 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>Other significant terminal projects include upgrades to the International Terminal to improve operational efficiency; the Courtyard 3 Connector project, which will construct a post-security passenger connector between Terminal 2 and Terminal 3 and a new multistory office block; the Gate Enhancement project to meet increased gate demands; the Terminal 2 office space build-back, including office, concession, and airline club space; and improvements to the International Terminal baggage handling system.</p> <p>The funding for SFO’s Terminal Redevelopment projects is approximately \$2.8 billion through FY2029.</p>
SFO – Utilities Enhancements	<p>Major utilities-related projects include “net zero” energy use-related improvements to the terminals and other major Airport facilities and systems, waste water system improvements, energy and efficiency improvements, and water system improvements.</p> <p>The funding for SFO’s Utilities Enhancements projects is approximately \$394.7 million through FY2029.</p>
TJPA – Transbay Transit Center Phase 2	<p>Phase 2 of the Transbay Transit Center will build the 1.95-mile Downtown Extension (DTX) 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. The funding plan for Phase 2 includes a mix of local, regional, state, and federal funds. Construction will begin once Phase 2 is fully funded.</p> <p>The total capital cost of Phase 2 is estimated at approximately \$3.9 billion through FY2029, including costs incurred in prior years.</p>

Enhancement Projects

Project Name	Description
Port – Mission Bay Ferry Landing	<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 Bay. The landing will include capacity to berth two ferries simultaneously and may include a nearby water taxi landing to provide regional access to UCSF Mission Bay, the Golden State Warriors arena, and the surrounding neighborhoods. These amenities are essential to alleviate current regional transportation overcrowding and to provide transportation resiliency in the event of an earthquake, BART or Bay Bridge failure, or other unplanned event.</p> <p>The estimated funding for the Mission Bay Ferry Landing is approximately \$45.7 million through FY2029, including prior years. The remaining funds for construction are anticipated from external sources, including Regional Measure 3 and private contributions.</p>
Port – Downtown San Francisco Ferry Terminal Expansion Project	<p>The Bay Area Water Emergency Transportation Authority (WETA) is implementing 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. The project includes construction of two new ferry gates and four new berths, landside pedestrian circulation improvements, 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. Construction on the project began in 2017 and will be complete by 2020.</p> <p>The funding for the Downtown San Francisco Ferry Terminal Expansion project is approximately \$98 million through FY 2029. The sources of funds for this project include federal grants, State of California Proposition 1-B funds, Regional Measure 2 funds, and San Francisco Proposition K dollars.</p>
SFCTA – Presidio Parkway	<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 includes work on the northbound High Viaduct and Battery Tunnel, the Main Post Tunnels, realignment of the Highway 1/101 Interchange, and the new Girard Road Interchange. The majority of these projects have been completed; work continues on related elements, including landscaping in coordination with a Presidio Trust effort and is anticipated to be completed in 2019.</p> <p>The total cost of the Presidio Parkway Project is \$1.05 billion; SFCTA expects to spend \$1.8 million to complete the Presidio Parkway project in the timeframe of the Plan.</p>
SFCTA – Treasure Island and I-80/ Yerba Buena Island Interchange and Mobility Projects	<p>The SFCTA is working with the Treasure Island Development Authority (TIDA) to improve mobility on in this emerging neighborhood. The SFCTA is taking the lead on the Southgate Road Realignment Improvements on the east side of Yerba Buena Island, and a Construction Manager/General Contractor has been selected and is in final design. Construction is planned to start late spring/summer 2019. On the west side of the island, five structures will be seismically retrofitted, and three structures will be demolished and replaced. This part of the project is scheduled to start construction in the spring of 2020 after the Southgate Road Realignment Improvements and TIDA's Macalla Road reconstruction are completed in order to avoid traffic circulation delays. These projects are all scheduled to be completed by the end of 2021.</p> <p>The cost of these projects is approximately \$212.5 million through FY2029, including prior years' funding. Funds for these projects are provided by the Federal Highway Bridge Program and California Proposition 1-B.</p>

Enhancement Projects

Project Name	Description
SFCTA – Treasure Island Mobility Management Program	<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 development. The capital elements of the program include the upfront cost of tolling infrastructure and ferry vessel purchase. All work is timed to support new development on Treasure Island, with sales of the first 1,000 housing units expected in FY2021.</p> <p>The cost of the Treasure Island Mobility Management Program is approximately \$153.2 million through FY2029, including prior years' funding.</p>
SFCTA – Quint Street Bridge Replacement and Quint-Jerrold Connector Road	<p>The Caltrain rail bridge over Quint Street was over 100 years old and in need of replacement. The Quint Street Bridge Replacement project replaced the rail bridge with a berm that will facilitate construction of a potential future Caltrain station at Oakdale Avenue. The SFCTA and 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.</p> <p>The cost of the Quint Street Bridge Replacement and Quint-Jerrold Connector Road project is approximately \$18.3 million through FY2029, including prior years' funding.</p>
Caltrain – Positive Train Control	<p>The Caltrain Positive Train Control project will implement federally mandated rail safety technology that will help prevent train-to-train collisions, over-speed derailments, and movement of trains through improperly positioned switches.</p> <p>The cost of the Caltrain Positive Train Control project is approximately \$291.7 million through FY2029, including prior years' funding. San Francisco funding sources, including SFCTA Proposition K and SFMTA G.O. Bonds, provide approximately \$30 million toward the project.</p>
Caltrain – Caltrain Electrification	<p>In May 2017, the JPB achieved the final milestone to fund the Caltrain electrification project—execution of the Full Funding Grant Agreement with the Federal Transit Administration. With the finalization of this \$667 million grant, the JPB secured all of the financial commitments necessary to embark on this project that will install a 25KV overhead catenary system along the Caltrain line between San Francisco and San Jose and purchase 96 new electric multiple units (EMUs), replacing up to 75% of Caltrain's aging fleet of diesel locomotives and passenger cars. The project is underway with planned completion in 2022.</p> <p>The cost of the Caltrain Electrification project is approximately \$2.0 billion through FY2029, including prior years' funding.</p>
Caltrain – Peninsula Corridor Electrification Expansion	<p>Caltrain received a 2018 Transit Intercity Rail Capital Program grant for \$163 million. This grant, along with a \$39 million local match, will allow Caltrain to procure up to 37 additional EMUs, improve wayside bicycle facilities (bike sharing and bike parking), and install a broadband communications system that expands onboard Wi-Fi and enhances reliability. Combined, these improvements will further agency goals to improve passenger capacity and system performance while reducing greenhouse gas emissions.</p> <p>The cost of Caltrain's Electrification Expansion Project is \$203.6 million through FY2029, including prior years' funding.</p>

Enhancement Projects

Project Name	Description
<p>BART – Rail Cars Program</p>	<p>BART’s fleet of 669 rail cars is one of the oldest in the United States and requires constant maintenance and repair. Rehabilitation and upgrade of BART’s rail cars in the late 1990s helped prolong the life of these essential vehicles, but they are now in need of replacement.</p> <p>BART has embarked on a project to replace the existing fleet and eventually enlarge the fleet to 1,200 cars. The first ten train cars went into service January 2018 following safety and reliability testing, and regulatory approval. BART already has 775 new cars on order, with a goal to order 1,081 new cars. This will provide enough cars to run 10 car trains on all peak service into San Francisco, and will increase the number of seats in the fleet by 60%. The balance of new cars is expected to be delivered by spring 2022.</p> <p>The funding for BART’s Rail Cars Program is approximately \$858.7 million through FY2029.</p>
<p>BART – Station Programs</p>	<p>BART will repair and rehabilitate existing station assets and modernize stations, enhance and expand station access facilities, improve wayfinding and the customer experience, and improve capacity to accommodate more riders at the system’s busiest stations.</p> <p>The funding for BART’s Station Programs is approximately \$360.7 million through FY2029.</p>
<p>BART – Traction Power</p>	<p>BART trains run on electric power. The infrastructure that distributes electricity throughout the system and propels BART trains by providing electricity to BART’s third rail is supported through a set of 118 substations, over 700 high voltage circuit breakers and switchgears, and over 1.5 million linear feet of cabling. Most of this infrastructure is original to the system and requires either replacement or major rehabilitation. This program area includes four programs that will replace, renovate, and upgrade power infrastructure to maintain and improve service reliability.</p> <p>The funding for BART’s Traction Power projects is approximately \$335.1 million through FY2029.</p>
<p>BART – Train Control & Communications Programs</p>	<p>BART’s train control system consists of both hardware and software that are used to control speed and movement on the rail network, keeping trains running smoothly and eliminating any possibility of a collision. BART’s communications systems support train control and other operational functions. They include the Operations Control Center, supporting fiber optic cable network, trunked radio system, and CCTV cameras.</p> <p>The funding for BART’s Train Control & Communication Programs is approximately \$316.4 million through FY2029.</p>
<p>BART – Track and Structures Program</p>	<p>The Track & Structures program area includes four programs that will replace, rehabilitate, and upgrade the BART system’s rail rights-of-way, including trackway infrastructure, tunnels, and aerial structures. Most of these components are original to the system and worn from decades of use.</p> <p>The funding for BART’s Track and Structures Program is approximately \$219.9 million through FY2029.</p>
<p>BART – System Support</p>	<p>System Support programs invest in areas other than mainline railroad and station assets. They support BART District operations and promote strategic plan goals in a variety of areas including the Transbay Core Capacity Plan, Information Technology, Sustainability, Real Estate, BART to OAK Airport, Climate Adaptation and Resilience, and BART Police.</p> <p>The funding for BART’s System Support Programs is approximately \$134.0 million through FY2029.</p>

Enhancement Projects

Project Name	Description
BART – Maintenance Shops, Yards, Other Facilities	<p>A range of buildings and facilities that are not visible to BART riders support system operations. These include BART's four rail car maintenance facilities in Hayward, Richmond, Concord, and Daly City, and other facilities. Five programs in this area will repair and upgrade these facilities.</p> <p>The funding for BART's Maintenance Shops, Yards, and Other Facilities projects is approximately \$121.8 million through FY2029.</p>
BART – Electrical & Mechanical Programs	<p>BART system operations depend on a wide range of electrical and mechanical infrastructure, including backup power supplies, HVAC equipment, fire suppression equipment, water management infrastructure, and many other facilities. This program area includes three programs that will replace, renovate, and upgrade electrical and mechanical infrastructure to maintain safe and reliability operations.</p> <p>The funding for BART's Electrical & Mechanical Programs is approximately \$64.2 million through FY2029.</p>
BART – System Expansion Programs	<p>BART is working to complete ongoing system expansion projects and working with partners to study the possibility of future expansion. Current planned system expansion efforts include a new Transit Operations Facility to serve a larger system, investments to complete current projects, and planning processes and studies.</p> <p>The funding for BART's System Expansion Programs is approximately \$53.0 million through FY2029.</p>
BART – Seismic Programs	<p>In 2004, BART District voters approved Proposition AA, a general obligation bond to fund BART's Earthquake Safety Program (ESP). Since that time, BART has been steadily investing in crucial seismic upgrades to its core infrastructure, including elevated structures, stations, maintenance facilities, and other buildings. Remaining Earthquake Safety Program work will focus on the Transbay Tube. Beyond the 2004 Earthquake Safety Program, investment will be required to address a set of risks to operations in the Caldecott BART Tunnel resulting from incremental movement of the Hayward Fault.</p> <p>The funding for BART's Seismic Programs is approximately \$49.4 million through FY2029.</p>

Deferred Projects

Project Name	Description
<p>SFMTA</p>	<p>Modern maintenance and storage facilities are vital to ensuring reliable transit service and that SFMTA's fleet is in a state of good repair. The SFMTA's Building Progress facility capital program supports upgrades to obsolete facilities to make them safe and efficient. The most urgent of these capital needs have been prioritized, but others remain unfunded.</p> <p>The SFMTA has also deferred major corridor projects that assist Vision Zero pedestrian and bicycle safety goals; numerous Muni Forward corridor projects to make transit more effective; the full build out and replacement of station elevators; audible pedestrian signals to ensure accessibility; seismic retrofits and routine state of good repair upgrades of its parking garages; the full expansion of its light rail vehicle fleet; major track overhauls on the M-Ocean View line; a new train control system to improve on time performance; the full realization of the Rail Capacity Strategy; and other system wide state of good repair projects.</p> <p>The cost of SFMTA's deferred projects is approximately \$4.6 billion through FY2029.</p>
<p>SFO</p>	<p>A number of projects that were included in SFO's FY2017 CIP have been deferred and were not included in the FY2018 CIP. Notable deferrals include the consolidated rental car facility project and the related rental car center conversion to public parking. Airport staff and senior management determined the consolidated rental car facility project not to be a critical capital need at this time. Other notable deferrals include the Building 944 conversion to a flight kitchen, and the renovation of Cargo Buildings 606 and 730, which also were determined not to be critical capital needs at this time.</p>

Emerging Projects

Project Name	Description
SFMTA – Line Extension Projects	In addition to the renewal and enhancement programs, emerging needs at the SFMTA include 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. Other further emerging major corridor projects are being identified in the Transit Corridors Study in ConnectSF.
SFO – Emerging Projects	<p>The Airport completed a Recommended Airport Development Plan (ADP) in September 2016. The Recommended ADP defines a series of recommended projects that would accommodate potential growth up to approximately 71.1 million annual passengers, serves as a roadmap to guide long-term Airport development, and supports the Airport's overarching strategic objectives. Recommended ADP projects include a new terminal concourse, replacement of the Central Garage, and improvements to the International Terminal Complex.</p> <p>The recommended ADP is currently undergoing required environmental review, a 24-month process that started in July 2017. Projects included in the Recommended ADP will not necessarily be undertaken, but could be added to future capital improvement plans when and as they are warranted by traffic growth or other factors, subject to all applicable approvals.</p>
SFCTA – I-280 Interchange Improvements at Balboa Park	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 was completed in December 2016. Caltrans documentation and environmental clearance for Element 2 is scheduled for completion in November 2018. The rough order of magnitude estimate for planning, design, and implementation is up to \$20 million for Element 1 and up to \$7.3 million for Element 2.
Multiple Departments – ConnectSF	In addition to strengthening and adapting vulnerable infrastructure, the City is also working to make sure that the development of the transportation network supports San Franciscans' vision for the future. With the help of thousands of residents who participated in focus groups, surveys, and targeted outreach, ConnectSF developed a vision, goals, and objectives that will guide the city's long-range transportation planning. In the next phase of work, the City and partner agencies will make sure that plans, policies, and investments support the ConnectSF vision through the Transit Corridors Study, the Streets and Freeways Study, and the San Francisco Transportation Plan 2050.

TABLE 12.1 - TRANSPORTATION FINANCIAL SUMMARY

PROGRAMS/PROJECTS (Dollars in Thousands)	Prior Years	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025 - 2029	Plan Total	
SPENDING PLAN									DEFERRED
Municipal Transportation Agency (SFMTA)	-	667,360	751,185	528,629	436,088	626,180	1,999,213	5,008,655	4,549,681
International Airport (SFO)	3,049,916	2,595,421	1,064,569	752,632	245,100	28,940	121,362	4,808,024	-
San Francisco Bay Area Rapid Transit (BART)	-	514,460	512,088	284,738	178,080	216,293	807,488	2,513,145	1,206,704
Interagency Initiatives	2,935,293	754,948	456,321	516,605	577,577	595,945	2,365,957	5,267,353	-
TOTAL	5,985,209	4,532,189	2,784,163	2,082,603	1,436,844	1,467,358	5,294,020	17,597,177	5,756,385
REVENUES									
Transportation Bond 2014	-	142,867	66,291	-	-	-	-	209,159	
Transportation Bond 2022	-	-	-	-	83,333	83,333	333,333	500,000	
Local	605,136	617,895	461,918	469,323	559,042	885,624	1,181,679	4,175,481	
Regional	147,700	364,719	367,815	236,504	76,729	102,463	342,980	1,491,210	
State	1,242,601	345,282	407,756	381,460	582,743	376,414	1,422,395	3,516,050	
Federal	968,846	396,291	325,080	129,677	58,324	1,063,619	255,209	2,228,200	
Other	3,019,916	2,665,330	1,156,115	869,945	297,037	130,204	426,538	5,545,170	
TOTAL	5,984,200	4,532,385	2,784,976	2,086,909	1,657,208	2,641,658	3,962,134	17,665,270	
<i>Total San Francisco Jobs/Year</i>		26,877	16,515	12,375	9,827	15,665	23,495	104,755	
<i>Annual Surplus (Deficit)</i>	(1,010)	196	813	4,306	220,364	1,174,300	(1,331,886)	67,083	
<i>Cumulative Surplus (Deficit)</i>	(1,010)	(814)	(1)	4,306	224,670	1,398,970	67,083		



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, and 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)

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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 10

years. The City's Capital Plan is updated every two years and has a 10-year horizon. Not every project in the plan has funding (see Deferred Project and Emerging Need), 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 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 10-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 bonds, Certificates of Participation, 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, 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.

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

C. Glossary of Terms

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 and Senate Bill 1 Street Repaving Funds 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 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

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 10-year capital plan.

Through a series of meetings the Capital Planning Committee reviews proposals, staff recommendations, and documents toward the development of the 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 10-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 submit enhancement requests using the Capital Planning and Reporting system (CPRs). Each proposal is reviewed by professional staff (e.g., architects, engineers, analysts etc.) and categorized as a funded, deferred, or emerging need.

Facilities Renewal Resource Model (FRRM)

The City uses 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 relative 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.

Sample Facilities Data

Building Name: 1 SOUTH VAN NESS OFFICE BLDG CRV(000's): \$286,418 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	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Total
b.1. Building Exteriors (Hard)	-	315	-	-	-	-	-	-	-	-	-	315
c.1. Elevators and Conveying Systems	-	1,575	630	-	-	-	-	-	-	-	-	2,205
d.1. HVAC - Equipment	-	15,789	-	-	-	-	-	-	-	-	-	15,789
d.2. HVAC - Controls	-	-	-	-	-	-	-	-	4,926	-	-	4,926
g.2. Plumbing Rough-in	-	14,894	-	-	-	-	-	-	-	-	-	14,894
i.1. Fire Protection Systems	-	2,291	2,291	-	-	-	-	-	-	-	-	4,583
i.2. Fire Detection Systems	-	-	2,864	-	-	-	-	-	-	-	-	2,864
j.1. CCMS	-	1,719	-	-	-	-	-	-	-	-	-	1,719
k.1. Built-in Equipment and Specialties	-	-	2,578	-	-	-	-	-	-	-	-	2,578
l.2. Interior Finishes	-	11,457	-	-	-	-	-	-	-	-	-	11,457
TOTAL BY BUILDING	-	48,039	8,363	-	-	-	-	-	4,926	-	-	61,329

The model uses building information (gross square feet, construction date, 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. Shown here is an example of the 10-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 2020-29 Capital Plan reflects renewal data collected from August through December 2018 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.

D. Methodology and Assumptions

Capital Plan Assumptions

- The FY2020-29 Capital Plan uses the Annual Infrastructure Construction Cost Inflation Estimate (AICCIE) of 6% as the escalation rate for the first 2 years, followed by 5% for the remainder of the Plan.
- 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, FY2020 refers to calendar year dates from July 1, 2019 to June 30, 2020.
- Dollars are listed in thousands for all financial schedules unless otherwise noted.
- For all planned 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 6.49% in FY2020, 4.51% in FY2021, 4.31% in FY2022, 4.03% in FY2023, 4.03% in FY2024, and 3.50% 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 4.50% in FY2020, 3.79% in FY2021, 3.15% in FY2022, 2.97% in FY2023, 3.19% in FY2024, and 3.50% annually 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%.
- The Pay-As-You-Go Program assumes General Fund and Senate Bill 1 Street Repaving as revenue sources.

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 2020-29 Capital Plan estimates almost \$39 billion in capital projects during the next ten years, which will create as many as 230,000 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 5.93 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

Estimated Jobs Created from Construction Spending in San Francisco

Sectors	Industry	Employment per \$M of Construction Spending
Private	Construction	4.206
	Retail Trade	0.304
	Professional, Scientific, and Technical Services	0.209
	Health Care and Social Assistance	0.199
	Administrative and Waste Management Services	0.138
	Other Services, except Public Administration	0.133
	Wholesale Trade	0.113
	Real Estate and Rental and Leasing	0.092
	Finance and Insurance	0.079
	Manufacturing	0.057
	Transportation and Warehousing	0.047
	Educational services; private	0.043
	Arts, Entertainment, and Recreation	0.041
	Accommodation and Food Services	0.041
	Information	0.031
	Management of Companies and Enterprises	0.025
	Utilities	0.009
	Mining	0.004
	Forestry, Fishing, and Related Activities	0.000
		SUBTOTAL
Government	Government (State & Local) Jobs	0.155
TOTAL		5.926

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

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.

Infrastructure Finance Districts 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 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.

D. Methodology and Assumptions

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 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

D. Methodology and Assumptions

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.

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E. Departmental Funding

TABLE E.1 - FINANCIAL SUMMARY

ASIAN ART MUSEUM	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025 - 2029	Plan Total	
State of Good Repair Renewal- Need	2,338	2,454	2,577	2,706	2,841	16,485	29,401	
SPENDING PLAN								DEFERRED
State of Good Repair Renewal - Proposed Uses	861	990	1,157	1,268	1,433	10,651	16,361	9,663
TOTAL	861	990	1,157	1,268	1,433	10,651	16,361	9,663
REVENUES								
General Fund	861	990	1,157	1,268	1,433	10,651	16,361	
TOTAL	861	990	1,157	1,268	1,433	10,651	16,361	
<i>Total San Francisco Jobs/Year</i>	5	6	7	8	8	63	97	

TABLE E.2 - FINANCIAL SUMMARY

ACADEMY OF SCIENCES	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025 - 2029	Plan Total	
State of Good Repair Renewal - Need	1,456	1,224	892	3,591	414	3,595	11,172	
SPENDING PLAN								DEFERRED
State of Good Repair Renewal - Proposed Uses	1,456	1,224	892	3,591	414	3,595	11,172	
TOTAL	1,456	1,224	892	3,591	414	3,595	11,172	
REVENUES								
Other Local Sources	1,456	1,224	892	3,591	414	3,595	11,172	
TOTAL	1,456	1,224	892	3,591	414	3,595	11,172	
<i>Total San Francisco Jobs/Year</i>	9	7	5	21	2	21	66	

TABLE E.3 - FINANCIAL SUMMARY

ARTS COMMISSION	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025 - 2029	Plan Total	
State of Good Repair Renewal - Need	3,140	3,297	3,462	3,635	3,817	22,145	39,496	
SPENDING PLAN								DEFERRED
State of Good Repair Renewal - Proposed Uses	1,156	1,330	1,555	1,704	1,925	14,308	21,978	14,259
TOTAL	1,156	1,330	1,555	1,704	1,925	14,308	21,978	14,259
REVENUES								
General Fund	1,156	1,330	1,555	1,704	1,925	14,308	21,978	
TOTAL	1,156	1,330	1,555	1,704	1,925	14,308	21,978	
<i>Total San Francisco Jobs/Year</i>	7	8	9	10	11	85	130	

TABLE E.4 - FINANCIAL SUMMARY

SAN FRANCISCO BAY AREA RAPID TRANSIT (BART)	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025 - 2029	Plan Total	
SPENDING PLAN								DEFERRED
Rail Cars	171,522	198,371	106,813	17,220	95,899	268,907	858,731	33,696
Stations	59,177	59,177	38,297	38,297	614	165,120	360,683	359,241
Traction Power	57,356	57,535	31,566	31,126	31,288	126,180	335,052	71,039
Train Control & Communications	53,399	32,873	41,491	40,347	33,037	115,238	316,386	40,031
Track & Structures	69,717	70,154	19,273	19,273	19,273	22,131	219,821	235,363
System Support	12,683	12,707	11,580	10,086	17,160	69,793	134,009	17,453
Maintenance Shops, Yards, & Other Facilities	30,708	21,374	20,008	13,157	10,448	26,154	121,849	129,120
Electrical & Mechanical Infrastructure	23,893	23,893	10,148	3,012	3,012	277	64,235	313,396
System Expansion	11,300	11,300	5,561	5,561	5,561	13,689	52,973	7,365
Seismic Programs	24,704	24,704	-	-	-	-	49,407	-
TOTAL	514,460	512,088	284,738	178,080	216,293	807,488	2,513,145	1,206,704
REVENUES								
Measure RR	157,236	150,216	72,074	64,908	51,441	194,352	690,226	
Other BART	83,709	81,800	41,158	23,363	30,805	112,188	373,024	
Federal	98,914	92,678	59,949	43,774	49,069	182,459	526,844	
Regional	91,883	105,599	56,930	11,121	50,322	145,128	460,984	
State	23,360	19,137	16,793	13,790	11,634	52,217	136,931	
Local	59,358	62,657	37,832	21,124	23,022	121,144	325,137	
TOTAL	514,460	512,088	284,738	178,080	216,293	807,488	2,513,145	
<i>Total San Francisco Jobs/Year</i>	3,051	3,037	1,688	1,056	1,283	4,788	14,903	

E. Departmental Funding

TABLE E.5 - FINANCIAL SUMMARY

CITY COLLEGE OF SAN FRANCISCO	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025 - 2029	Plan Total	
SPENDING PLAN								DEFERRED
Ocean Campus Infrastructure Replacement	11,800	35,350	8,900	-	-	-	56,050	-
750 Eddy Street Seismic and Code Upgrades	17,600	-	-	-	-	-	17,600	-
Ocean Campus Projects	-	-	-	-	-	-	-	326,400
Downtown Center Modernization	-	-	-	-	-	-	-	22,700
Evans Center Modernization	-	-	-	-	-	-	-	3,250
John Adams Center Addition	-	-	-	-	-	-	-	26,640
Performing Arts Education Center	-	-	-	-	-	-	-	221,000
Student Development Center	-	-	-	-	-	-	-	104,000
STEM Complex	-	-	-	-	-	-	-	309,000
Student Union	-	-	-	-	-	-	-	144,000
Child Development Center	-	-	-	-	-	-	-	20,000
Visual Arts Renovation	-	-	-	-	-	-	-	26,000
Batmale Renovation	-	-	-	-	-	-	-	83,000
Science Hall Renovation	-	-	-	-	-	-	-	114,000
East Parking Structure (877 Spaces)	-	-	-	-	-	-	-	91,000
West Parking Structure (1,030 Spaces)	-	-	-	-	-	-	-	83,000
TOTAL	29,400	35,350	8,900	-	-	-	73,650	1,573,990
REVENUES								
State Chancellor's Office Capital Outlay Grants	29,400	35,350	8,900	-	-	-	73,650	
TOTAL	29,400	35,350	8,900	-	-	-	73,650	
<i>Total San Francisco Jobs/Year</i>	174	210	53	-	-	-	437	

TABLE E.6 - FINANCIAL SUMMARY

DEPT. OF EMERGENCY MANAGEMENT	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025 - 2029	Plan Total	
State of Good Repair Renewal - Need	907	953	1,000	1,050	1,103	6,399	11,413	
SPENDING PLAN								
								DEFERRED
State of Good Repair Renewal - Proposed Uses	334	384	449	492	556	4,134	6,351	5,459
911 Center Workstation Upgrades and Renovation	9,200	-	-	-	-	-	9,200	-
DEM 1011 Turk Street/Headquarters Expansion	-	-	-	-	-	-	-	47,917
DEM Elevator Modernization Project	-	-	-	-	-	-	-	5,375
TOTAL	9,534	384	449	492	556	4,134	15,551	58,751
REVENUES								
General Fund	334	384	449	492	556	4,134	6,351	
ESER G.O. Bond 2020	9,200	-	-	-	-	-	9,200	
TOTAL	9,534	384	449	492	556	4,134	15,551	
<i>Total San Francisco Jobs/Year</i>	57	2	3	3	3	25	92	

E. Departmental Funding

TABLE E.7 - FINANCIAL SUMMARY

DEPT. OF PUBLIC HEALTH	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025 - 2029	Plan Total	
State of Good Repair Renewal - Need	24,531	25,757	27,045	28,397	29,817	172,998	308,546	
SPENDING PLAN								DEFERRED
State of Good Repair Renewal - Proposed Uses	9,031	10,391	12,145	13,310	15,042	111,776	171,695	127,724
ZSFG Building 80/90 Renovation & Seismic Retrofit	-	-	-	150,000	-	-	150,000	-
Clinics Seismic Upgrade and Improvements	-	-	-	70,000	-	-	70,000	-
UCSF Research Facility at the ZSFG Campus	200,000	-	-	-	-	-	200,000	-
ZSFG Bldg 2 (Service Building) NPC-4 Seismic Upgrade	-	-	-	-	-	-	-	1,886
TOTAL	209,031	10,391	12,145	233,310	15,042	111,776	591,695	129,610
REVENUES								
General Fund	9,031	10,391	12,145	13,310	15,042	111,776	171,695	
Public Health Bond 2023	-	-	-	220,000	-	-	220,000	
Developer Funded	200,000	-	-	-	-	-	200,000	
TOTAL	209,031	10,391	12,145	233,310	15,042	111,776	591,695	
<i>Total San Francisco Jobs/Year</i>	1,240	62	72	1,384	89	663	3,509	

TABLE E.8 - FINANCIAL SUMMARY

DEPARTMENT OF TECHNOLOGY	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025 - 2029	Plan Total	
State of Good Repair Renewal - Need	59	62	65	69	72	419	747	
SPENDING PLAN								
								DEFERRED
State of Good Repair Renewal - Proposed Uses	22	25	29	32	36	271	416	316
High-speed Internet Connectivity	1,000	1,000	1,000	1,000	1,000	5,000	10,000	-
Outdoor Public Warning System	-	-	-	-	-	-	-	4,770
TOTAL	1,022	1,025	1,029	1,032	1,036	5,271	10,416	5,086
REVENUES								
General Fund	22	25	29	32	36	271	416	
General Fund - Enhancement	1,000	1,000	1,000	1,000	1,000	5,000	10,000	
TOTAL	1,022	1,025	1,029	1,032	1,036	5,271	10,416	
<i>Total San Francisco Jobs/Year</i>	6	6	6	6	6	31	62	

E. Departmental Funding

TABLE E.9 - FINANCIAL SUMMARY

FINE ARTS MUSEUMS	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025 - 2029	Plan Total	
State of Good Repair Renewal - Need	4,223	4,435	4,656	4,889	5,134	29,785	53,122	
SPENDING PLAN								DEFERRED
State of Good Repair Renewal - Proposed Uses	1,555	1,789	2,091	2,292	2,590	19,244	29,561	22,518
TOTAL	1,555	1,789	2,091	2,292	2,590	19,244	29,561	22,518
REVENUES								
General Fund	1,555	1,789	2,091	2,292	2,590	19,244	29,561	
TOTAL	1,555	1,789	2,091	2,292	2,590	19,244	29,561	
<i>Total San Francisco Jobs/Year</i>	9	11	12	14	15	114	175	

TABLE E.10 - FINANCIAL SUMMARY

FIRE DEPARTMENT	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025 - 2029	Plan Total	
State of Good Repair Renewal - Need	8,413	8,834	9,276	9,740	10,227	59,334	105,824	
SPENDING PLAN								
								DEFERRED
State of Good Repair Renewal - Proposed Uses	310	356	417	457	516	3,834	5,889	4,782
Emergency Firefighting Water System	153,500	-	-	-	-	-	153,500	-
SFFD Neighborhood Stations	125,000	-	-	-	-	-	125,000	-
SFFD Training Facility	150,000	-	-	-	-	-	150,000	-
Treasure Island Neighborhood Fire House Replacement	20,000	-	-	-	-	-	20,000	-
SFFD Bureau of Equipment Relocation	-	-	-	-	-	-	-	97,734
TOTAL	448,810	356	417	457	516	3,834	454,389	102,516
REVENUES								
General Fund	310	356	417	457	516	3,834	5,889	
ESER G.O. Bond 2020	428,500	-	-	-	-	-	428,500	
Developer Funded	20,000	-	-	-	-	-	20,000	
TOTAL	448,810	356	417	457	516	3,834	454,389	
<i>Total San Francisco Jobs/Year</i>	2,661	2	2	3	3	23	2,695	

E. Departmental Funding

TABLE E.11 - FINANCIAL SUMMARY

HUMAN SERVICES AGENCY	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025 - 2029	Plan Total	
State of Good Repair Renewal - Need	1,344	1,411	1,482	1,556	1,634	9,479	16,907	
SPENDING PLAN								DEFERRED
State of Good Repair Renewal - Proposed Uses	495	569	665	729	824	6,125	9,408	3,284
TOTAL	495	569	665	729	824	6,125	9,408	3,284
REVENUES								
General Fund	495	569	665	729	824	6,125	9,408	
TOTAL	495	569	665	729	824	6,125	9,408	
<i>Total San Francisco Jobs/Year</i>	3	3	4	4	5	36	56	

TABLE E.12 - FINANCIAL SUMMARY

JUVENILE PROBATION	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025 - 2029	Plan Total	
State of Good Repair Renewal - Need	3,765	3,953	4,151	4,358	4,576	26,552	47,355	
SPENDING PLAN								DEFERRED
State of Good Repair Renewal - Uses	1,386	1,595	1,864	2,043	2,309	17,155	26,352	22,876
TOTAL	1,386	1,595	1,864	2,043	2,309	17,155	26,352	22,876
REVENUES								
General Fund	1,386	1,595	1,864	2,043	2,309	17,155	26,352	
TOTAL	1,386	1,595	1,864	2,043	2,309	17,155	26,352	
<i>Total San Francisco Jobs/Year</i>	8	9	11	12	14	102	156	

E. Departmental Funding

TABLE E.13 - FINANCIAL SUMMARY

PUBLIC LIBRARY	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025 - 2029	Plan Total	
State of Good Repair Renewal - Need	5,861	6,154	6,462	6,785	7,124	41,335	73,722	
SPENDING PLAN								
								DEFERRED
State of Good Repair Renewal - Proposed Uses	5,861	6,154	6,462	6,785	7,124	41,335	73,722	
Chinatown Branch Library Renovation	5,000	20,000	4,250	-	-	-	29,250	
Ocean View Branch Library Renovation	8,350	-	-	-	-	-	8,350	
Main Library Lighting Improvement	2,000	-	-	-	-	-	2,000	
Compact Shelving & Air Handling - 750 Brannan St.	1,800	-	-	-	-	-	1,800	
TOTAL	23,011	26,154	10,712	6,785	7,124	41,335	115,122	
REVENUES								
Other Local Sources	23,011	26,154	10,712	6,785	7,124	41,335	115,122	
TOTAL	23,011	26,154	10,712	6,785	7,124	41,335	115,122	
<i>Total San Francisco Jobs/Year</i>	136	155	64	40	42	245	683	

TABLE E.14 - FINANCIAL SUMMARY

MOSCONE CENTER	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025 - 2029	Plan Total	
State of Good Repair Renewal - Need	14,595	15,324	16,091	16,895	17,740	102,926	183,571	
SPENDING PLAN								DEFERRED
State of Good Repair Renewal - Proposed Uses	3,000	3,000	3,000	3,000	3,000	15,000	30,000	198,112
TOTAL	3,000	3,000	3,000	3,000	3,000	15,000	30,000	198,112
REVENUES								
Convention Facilities Fund	3,000	3,000	3,000	3,000	3,000	15,000	30,000	
TOTAL	3,000	3,000	3,000	3,000	3,000	15,000	30,000	
<i>Total San Francisco Jobs/Year</i>	18	18	18	18	18	89	178	

E. Departmental Funding

TABLE E.15 - FINANCIAL SUMMARY

OCII - TRANSBAY ZONE 1	PRIOR YEARS	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025 - 2029	Plan Total	
SPENDING PLAN									DEFERRED
Transbay Streetscape Improvements	18,300	13,400	2,650	-	-	-	-	16,050	
Transbay Parks and Open Space	4,600	4,500	16,900	16,900	4,150	4,500	-	46,950	
TOTAL	22,900	17,900	19,550	16,900	4,150	4,500	-	63,000	
REVENUES									
OCII Revenue	22,900	17,900	19,550	16,900	4,150	4,500	-	63,000	
TOTAL	22,900	17,900	19,550	16,900	4,150	4,500	-	63,000	
<i>Total San Francisco Jobs/Year</i>		106	116	100	25	27	-	374	

TABLE E.16 - FINANCIAL SUMMARY

OCII - MISSION BAY		PRIOR YEARS	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025 - 2029	Plan Total	
SPENDING PLAN										
										DEFERRED
Parks and Open Space		33,720	7,122	1,170	-	-	-	-	42,012	
Streetscape and Underground Utilities		4,484	4,101	289		-	-	-	8,874	
Storm Water Treatment		11,103	9,724	5,070	1,401	-	-	-	27,298	
Other Public Infrastructure Costs		4,795	3,524	524	82	-	-	-	8,925	
TOTAL		54,102	24,471	7,053	1,483	-	-	-	87,109	
REVENUES										
Developer-funded (To be reimbursed by OCII)		54,102	24,471	7,053	1,483	-	-	-	87,109	
TOTAL		54,102	24,471	7,053	1,483	-	-	-	87,109	
<i>Total San Francisco Jobs/Year</i>		321	145	42	9	-	-	-	517	

E. Departmental Funding

TABLE E.17 - FINANCIAL SUMMARY

OCII - CANDLESTICK POINT/ HUNTERS POINT SHIPYARD	PRIOR YEARS	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025 - 2029	Plan Total	
SPENDING PLAN									DEFERRED
Onsite Improvements	161,714	131,608	156,270	166,916	123,358	140,887	704,725	1,423,765	
Shoreline Improvements	-	-	-	-	1,053	2,303	201,510	204,866	
Parks / Open Space / Offsite Improvements / Artist Bldg	29,442	38,555	21,893	14,295	74,955	80,959	358,720	589,378	
TOTAL	191,156	170,164	178,163	181,211	199,367	224,149	1,264,956	2,218,010	
REVENUES									
Developer-funded (To be reimbursed by OCII)	191,156	170,164	178,163	181,211	199,367	224,149	1,264,956	2,218,010	
TOTAL		170,164	178,163	181,211	199,367	224,149	1,264,956	2,218,010	
<i>Total San Francisco Jobs/Year</i>		1,009	1,057	1,075	1,182	1,329	7,501	13,153	

TABLE E.18 - FINANCIAL SUMMARY

OFFICE OF THE CITY ADMINISTRATOR	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025 - 2029	Plan Total	
State of Good Repair Renewal - Need	26,501	27,826	29,217	30,678	32,212	186,890	333,324	
SPENDING PLAN								
								DEFERRED
State of Good Repair Renewal - Proposed Uses	8,474	9,750	11,396	12,490	14,114	104,884	161,109	131,447
Critical Access barrier removal	1,000	1,000	1,000	1,000	1,000	5,000	10,000	-
HOJ Relocation Projects	131,000	-	-	-	-	-	131,000	-
HOJ Demolition and Enclosure	-	-	-	-	-	55,000	55,000	-
HOJ Consolidation Project	-	-	-	-	-	417,000	417,000	-
Family Services Center / City Offices	50,000	-	-	-	-	-	50,000	-
City Hall Dome and Roof Revitalization	-	-	-	-	-	-	-	33,881
Wholesale Produce Market Expansion	-	9,000	9,000	9,000	-	-	27,000	12,956
TOTAL	190,474	19,750	21,396	22,490	15,114	581,884	851,109	178,283
REVENUES								
General Fund	9,474	10,750	12,396	13,490	15,114	109,884	171,109	
Certificates of Participation	181,000	-	-	-	-	472,000	653,000	
SF Wholesale Produce Market Funds	-	9,000	9,000	9,000	-	-	27,000	
TOTAL	190,474	19,750	21,396	22,490	15,114	581,884	851,109	
<i>Total San Francisco Jobs/Year</i>	1,130	117	127	133	90	3,451	5,047	

E. Departmental Funding

TABLE E.19 - FINANCIAL SUMMARY

PLAN AREAS (ALL)	PRIOR YEARS	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025 - 2029	Plan Total
SPENDING PLAN								
Complete Streets	176,297	27,983	63,330	17,005	3,607	-	-	111,925
Transit	69,476	41,600	27,353	12,525	2,360	3,040	-	86,878
Open Space	192,263	3,466	4,400	-	-	500	-	8,366
Childcare	11,442	510	672	1,301	744	1,044	2,854	7,125
Program Administration	9,692	1,230	1,523	2,480	628	1,291	2,562	9,715
TOTAL	459,170	74,789	97,278	33,311	7,339	5,875	5,416	224,009
REVENUES								
Impact Fees	286,639	34,049	30,390	57,224	10,963	13,697	108,777	255,100
General Fund - Other	20,323	15,092	10,245	1,910	-	-	-	27,247
Bonds	127,228	25,672	19,229	-	-	-	-	44,902
Other Local	36,160	12,886	41,526	17,435	3,607	172,000	-	247,454
External Grants	38,175	6,000	7,443	6,895	2,360	3,540	-	26,238
TOTAL	508,525	93,700	108,833	83,464	16,930	189,237	108,777	600,941
<i>Total San Francisco Jobs/Year</i>		556	645	495	100	1,122	645	3,564
<i>Annual Surplus (Deficit)</i>	49,355	18,911	11,555	50,153	9,591	183,362	103,361	426,287
<i>Cumulative Surplus (Deficit)</i>	49,355	68,266	79,820	129,974	139,564	322,926	426,287	

TABLE E.20 - FINANCIAL SUMMARY

PLAN AREAS - BALBOA PARK	PRIOR YEARS	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025 - 2029	Plan Total
SPENDING PLAN								
Complete Streets	300	400	1,800	9,400	-	-	-	11,600
Transit	1,579	-	-	-	-	-	-	-
Open Space	24,898	466	-	-	-	-	-	466
Childcare	116	-	16	16	16	-	48	96
Program Administration	21	5	5	5	5	-	17	37
TOTAL	26,914	871	1,821	9,421	21	-	65	12,199
REVENUES								
Impact Fees	2,197	155	-	104	104	104	417	884
General Fund - Other	3,217	-	-	-	-	-	-	-
Bonds	12,062	-	-	-	-	-	-	-
Other Local	300	866	1,800	9,400	-	-	-	12,066
External Grants	9,619	-	-	-	-	-	-	-
TOTAL	27,396	1,021	1,800	9,504	104	104	417	12,950
<i>Annual Surplus (Deficit)</i>	481	150	(21)	83	83	104	352	1,232
<i>Cumulative Surplus (Deficit)</i>	481	631	610	693	776	881	1,232	

E. Departmental Funding

TABLE E.21 - FINANCIAL SUMMARY

PLAN AREAS - EASTERN NEIGHBORHOODS	PRIOR YEARS	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025 - 2029	Plan Total
SPENDING PLAN								
Complete Streets	61,572	9,095	48,604	5,520	-	-	-	63,219
Transit	56,357	38,624	18,377	6,895	2,360	3,040	-	69,296
Open Space	74,327	3,000	4,100	-	-	500	-	7,600
Childcare	5,534	510	371	685	526	444	2,200	4,736
Program Administration	5,152	856	555	528	405	996	2,025	5,365
TOTAL	202,941	52,085	72,007	13,628	3,291	4,980	4,225	150,216
REVENUES								
Impact Fees	97,879	9,828	15,083	9,138	5,618	4,386	40,670	84,723
General Fund - Other	13,815	13,316	6,604	-	-	-	-	19,920
Bonds	75,410	19,247	18,929	-	-	-	-	38,176
Other Local	7,440	8,005	32,640	3,130	-	-	-	43,775
External Grants	25,944	6,000	5,093	6,895	2,360	3,540	-	23,888
TOTAL	220,488	56,397	78,349	19,163	7,978	7,926	40,670	210,483
<i>Annual Surplus (Deficit)</i>	17,547	4,312	6,342	5,535	4,687	2,946	36,445	77,814
<i>Cumulative Surplus (Deficit)</i>	17,547	21,859	28,201	33,736	38,423	41,369	77,814	

TABLE E.22 - FINANCIAL SUMMARY

PLAN AREAS - MARKET OCTAVIA	PRIOR YEARS	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025 - 2029	Plan Total
SPENDING PLAN								
Complete Streets	13,478	1,101	3,085	1,335	3,267	-	-	8,788
Transit	11,540	2,976	8,976	5,630	-	-	-	17,582
Open Space	30,573	-	-	-	-	-	-	-
Childcare	3,523	-	-	-	-	-	-	-
Program Administration	2,674	369	895	1,803	151	151	453	3,823
TOTAL	61,788	4,447	12,956	8,768	3,418	151	453	30,193
REVENUES								
Impact Fees	47,286	6,238	13,282	43,904	3,155	3,155	15,472	85,205
General Fund - Other	970	1,776	-	1,910	-	-	-	3,686
Bonds	17,390	-	-	-	-	-	-	-
Other Local	2,772	1,015	4,236	4,905	3,267	-	-	13,423
External Grants	2,112	-	-	-	-	-	-	-
TOTAL	70,530	9,029	17,518	50,719	6,422	3,155	15,472	102,314
<i>Annual Surplus (Deficit)</i>	8,742	4,583	4,562	41,950	3,004	3,004	15,019	80,863
<i>Cumulative Surplus (Deficit)</i>	8,742	13,324	17,887	59,837	62,841	65,844	80,863	

E. Departmental Funding

TABLE E.23 - FINANCIAL SUMMARY

PLAN AREA - RINCON HILL	PRIOR YEARS	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025 - 2029	Plan Total
SPENDING PLAN								
Complete Streets	20,652	911	-	-	-	-	-	911
Open Space	4,896	-	-	-	-	-	-	-
Program Administration	1,845	-	-	-	-	-	-	-
TOTAL	27,393	911	-	-	-	-	-	911
REVENUES								
Impact Fees	27,333	911	-	-	-	-	-	911
General Fund - Other	60	-	-	-	-	-	-	-
TOTAL	27,393	911	-	-	-	-	-	911

TABLE E.24 - FINANCIAL SUMMARY

PLAN AREA - TRANSIT CENTER DISTRICT	PRIOR YEARS	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025 - 2029	Plan Total
SPENDING PLAN								
Complete Streets	68,378	10,817	1,000	750	-	-	-	12,567
Open Space	53,038	-	-	-	-	-	-	-
TOTAL	121,416	10,817	1,000	750	-	-	-	12,567
REVENUES								
Impact Fees	96,503	11,068	1,728	834	-	-	49,278	62,907
Bonds	19,789	3,767	-	-	-	-	-	3,767
Other Local	18,456	-	-	-	-	172,000	-	172,000
TOTAL	134,748	14,834	1,728	834	-	172,000	49,278	238,674
<i>Annual Surplus (Deficit)</i>	13,332	4,018	728	84	-	172,000	49,278	239,439
<i>Cumulative Surplus (Deficit)</i>	13,332	17,350	18,078	18,161	18,161	190,161	239,439	

E. Departmental Funding

TABLE E.25 - FINANCIAL SUMMARY

PLAN AREA - VISITACION VALLEY	PRIOR YEARS	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025 - 2029	Plan Total
SPENDING PLAN								
Complete Streets	11,917	5,659	8,841	-	340	-	-	14,840
Open Space	4,531	-	300	-	-	-	-	300
Childcare	2,269	-	285	600	202	600	606	2,293
Program Administration	-	-	68	144	67	144	67	490
TOTAL	18,717	5,659	9,494	744	609	744	673	17,923
REVENUES								
Impact Fees	15,441	5,849	296	3,245	2,086	6,052	2,941	20,469
General Fund - Other	2,261	-	3,641	-	-	-	-	3,641
Bonds	2,576	2,659	300	-	-	-	-	2,959
Other Local	7,192	3,000	2,850	-	340	-	-	6,190
External Grants	500	-	2,350	-	-	-	-	2,350
TOTAL	27,970	11,508	9,437	3,245	2,426	6,052	2,941	35,609
<i>Annual Surplus (Deficit)</i>	9,253	5,849	(57)	2,501	1,817	5,308	2,268	26,939
<i>Cumulative Surplus (Deficit)</i>	9,253	15,102	15,045	17,546	19,363	24,671	26,939	

TABLE E.26 - FINANCIAL SUMMARY

POLICE DEPARTMENT	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025 - 2029	Plan Total	
State of Good Repair Renewal - Need	1,884	1,978	2,077	2,181	2,290	13,286	23,696	
SPENDING PLAN								
								DEFERRED
State of Good Repair Renewal - Proposed Uses	69	80	93	102	116	858	1,319	1,028
District Police Stations and Facilities	120,800	-	-	-	-	-	120,800	-
SFPD Central District Station Replacement	-	-	-	-	-	-	-	81,445
TOTAL	120,869	80	93	102	116	858	122,119	82,473
REVENUES								
General Fund	69	80	93	102	116	858	1,319	
ESER G.O. Bond 2020	120,800	-	-	-	-	-	120,800	
TOTAL	120,869	80	93	102	116	858	122,119	
<i>Total San Francisco Jobs/Year</i>	<i>717</i>	<i>0</i>	<i>1</i>	<i>1</i>	<i>1</i>	<i>5</i>	<i>724</i>	

E. Departmental Funding

TABLE E.27 - FINANCIAL SUMMARY

PORT OF SAN FRANCISCO		PRIOR YEARS	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025 - 2029	Plan Total	
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			15,180	5,869	8,008	7,956	8,000	40,000	85,013	-
Repair / Reinvestment			62,153	49,358	29,441	50,275	61,958	167,150	420,335	-
State of Good Repair Subtotal			77,533	55,427	37,649	58,431	70,158	208,150	507,348	1,170,632
Enhancements										
Parks and Open Space			9,619	-	-	-	-	-	9,619	-
Facility Improvements			4,164	4,187	4,967	5,767	4,289	23,146	46,520	-
Development Project Areas	35,367	155,282	197,978	110,073	57,636	40,824	54,317	616,110	-	
Ferry Terminal Expansion Project	87,645	10,320	-	-	-	-	-	10,320	-	
Seawall Resilience Project	15,900	12,500	13,000	73,000	90,400	90,400	150,800	430,100	54,000	
Mission Bay Ferry Landing	7,000	37,860	-	-	-	-	-	37,860	-	
Waterfront Safety Project			-	-	-	-	150,000	150,000	-	
Enhancements Subtotal		229,745	215,165	188,040	153,804	135,513	378,263	1,300,529	54,000	
TOTAL		307,278	270,592	225,689	212,235	205,671	586,413	1,807,877	1,224,632	

PORT OF SAN FRANCISCO

	PRIOR YEARS	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025 - 2029	Plan Total	
REVENUES									DEFERRED
Port Capital	3,500	20,200	16,465	22,502	26,453	19,105	104,028	208,753	
Port Capital for Seawall	-	-	-	-	-	2,000	8,000	10,000	
Port Tenant Improvements	-	15,997	7,869	5,634	11,692	37,052	75,023	153,267	
Seawall Earthquake Safety Bond	8,900	10,500	11,000	73,000	90,400	88,400	142,800	416,100	
Orton IFD Tax Increment	-	-	340	340	340	340	1,700	3,060	
Neighborhood Parks and Open Space Bond 2012	-	10,399	-	-	-	-	-	10,399	
Federal & State Grants	2,000	4,000	4,000	2,000	2,000	2,000	10,000	24,000	
US Army Corps of Engineers	-	8,160	4,540	-	-	-	14,500	27,200	
DTFT - State Proposition 1B	55,276	10,100	-	-	-	-	-	10,100	
DTFT - Local Sources (RM2 and Prop K)	22,848	220	-	-	-	-	-	220	
Regional Measure 3	-	25,000	-	-	-	-	-	25,000	
MBFL Anticipated Private Contributions	-	4,000	-	-	-	-	-	4,000	
Successor to Redevelopment Agency Tax Exempt Bond Proceeds	-	8,360	-	-	-	-	-	8,360	
Development Projects (Including developer investments and public financing)	35,367	190,342	226,378	122,213	81,349	56,774	80,361	757,417	
Waterfront Safety G.O. Bond	-	-	-	-	-	-	150,000	150,000	
TOTAL		307,278	270,592	225,689	212,234	205,671	586,412	1,807,877	
<i>Total San Francisco Jobs/Year</i>		1,822	1,605	1,338	1,259	1,220	3,477	10,721	

E. Departmental Funding

TABLE E.28 - FINANCIAL SUMMARY

PUBLIC WORKS	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025 - 2029	Plan Total	
State of Good Repair Renewal - Need	118,086	119,758	126,184	130,837	135,477	767,599	1,397,941	
SPENDING PLAN								DEFERRED
State of Good Repair Renewal - Proposed Uses	533	613	717	786	888	6,598	10,135	7,324
Street Resurfacing and Reconstruction	72,000	76,000	80,000	83,000	87,000	499,000	897,000	478,000
Ongoing Curb Ramp Program	7,636	7,963	8,339	8,729	9,136	51,854	93,657	-
Sidewalk Improvements and Repair Program	3,944	4,141	4,348	4,565	4,793	27,811	49,601	-
Curb Ramp Inspection and Replacement	717	680	838	926	1,002	7,512	11,676	11,579
Landscape Median Maintenance and Irrigation Repair	7,818	7,603	8,532	9,044	9,495	62,183	104,676	73,031
Plaza Inspection and Repair Program	387	367	453	500	541	4,056	6,304	7,914
Street Structure Repair	2,388	2,266	2,793	3,082	3,338	25,019	38,886	43,728
Street Tree Maintenance and Sidewalk Repair	20,100	20,502	20,912	21,330	21,757	115,488	220,090	-
Islais Creek Bridge Rehabilitation	13,738	-	-	-	-	-	13,738	-
4th St Bridge South Abutment Movement	-	-	-	-	22,600	-	22,600	-
Public Works Operation Yard Modernization	-	-	-	-	-	25,000	25,000	-
Street Tree Planting and Establishment	2,731	2,731	2,757	2,779	2,753	13,594	27,345	384,506
Better Market Street	97,966	-	7,768	7,768	7,768	7,768	129,040	546,082
Streetscape Improvement Program	-	-	-	-	-	-	-	630,901
Utility Undergrounding	-	-	-	-	-	-	-	1,551,520
TOTAL	229,957	122,867	137,457	142,509	171,072	845,884	1,649,748	3,734,586

PUBLIC WORKS

FY 2020 FY 2021 FY 2022 FY 2023 FY 2024 FY 2025 - 2029 Plan Total

REVENUES

DEFERRED

General Fund	53,879	58,629	62,689	69,616	75,342	457,892	778,046	
General Fund - Enhancement	1,967	-	-	-	2,600	-	4,567	
General Fund - Other	20,100	20,502	20,912	21,330	21,757	115,488	220,090	
Certificates of Participation	-	-	-	-	-	25,000	25,000	
Federal	27,751	-	-	-	20,000	-	47,751	
Other Local Sources	6,406	1,292	9,032	9,005	8,979	13,479	48,194	
Other Fees	2,407	2,528	2,654	2,787	2,926	16,978	30,280	
Prop K Funding	7,593	7,127	8,750	5,706	4,743	32,951	66,869	
State	34,201	32,789	33,421	34,066	34,726	184,096	353,298	
Transportation Bond 2014	75,653	-	-	-	-	-	75,653	
TOTAL	229,957	122,867	137,457	142,509	171,072	845,884	1,649,748	
<i>Total San Francisco Jobs/Year</i>	1,364	729	815	845	1,014	5,016	9,783	

E. Departmental Funding

TABLE E.29 - FINANCIAL SUMMARY

RECREATION AND PARKS DEPT.	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025 - 2029	Plan Total	
State of Good Repair Renewal - Need	33,329	34,995	36,745	38,582	40,511	235,043	419,205	
SPENDING PLAN								
								DEFERRED
State of Good Repair Renewal - Proposed Uses	14,400	14,400	14,400	14,400	14,400	72,000	144,000	236,227
ADA Compliance Budget	600	600	600	600	600	3,000	6,000	-
Parks and Open Space G.O. Bond Projects	-	255,000	-	-	-	200,000	455,000	-
Recreation & Park Roads	-	-	-	-	-	-	-	6,603
TOTAL	15,000	270,000	15,000	15,000	15,000	275,000	605,000	242,830
REVENUES								
General Fund - Other	15,000	15,000	15,000	15,000	15,000	75,000	150,000	
Neighborhood Parks and Open Space Bond 2020	-	255,000	-	-	-	-	255,000	
Neighborhood Parks and Open Space Bond 2028	-	-	-	-	-	200,000	200,000	
TOTAL	15,000	270,000	15,000	15,000	15,000	275,000	605,000	
<i>Total San Francisco Jobs/Year</i>	89	1,601	89	89	89	1,631	3,588	

TABLE E.30 - FINANCIAL SUMMARY

SF HOUSING AUTHORITY		FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025 - 2029	Plan Total	
SPENDING PLAN									
									DEFERRED
Sunnydale		945	825	400	400	400	1,200	4,170	
Potrero Terrace		790	840	600	600	600	1,250	4,680	
Potrero Annex		570	520	825	825	825	2,738	6,302	
TOTAL		2,305	2,185	1,825	1,825	1,825	5,188	15,152	
REVENUES									
Capital Fund Program		2,305	2,185	1,825	1,825	1,825	5,188	15,152	
TOTAL		2,305	2,185	1,825	1,825	1,825	5,188	15,152	
	<i>Total San Francisco Jobs/Year</i>	14	13	11	11	11	31	90	

E. Departmental Funding

TABLE E.31 - FINANCIAL SUMMARY

SFMTA	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025 - 2029	Plan Total	
SPENDING PLAN								DEFERRED
Communications/IT Infrastructure	-	-	-	-	507	26,525	27,032	47,901
Facility	59,331	44,744	43,709	136,065	99,825	323,467	707,141	625,293
Fleet	217,450	230,461	234,469	132,082	427,993	348,963	1,591,418	351,156
Other	16,455	5,724	7,518	5,364	965	13,154	49,179	12,101
Parking	-	-	-	-	1,129	67,915	69,044	224,823
Security	-	-	-	-	427	6,348	6,774	21,493
Streets	55,518	76,414	44,052	38,493	15,614	232,366	462,458	572,291
Taxi	200	200	200	200	182	936	1,918	43,020
Traffic & Signals	21,101	8,703	3,571	6,605	6,395	65,023	111,398	171,740
Transit Fixed Guideway	74,828	69,368	79,959	89,313	20,360	261,117	594,945	519,672
Transit Optimization & Expansion	222,478	315,570	115,151	27,966	52,784	653,398	1,387,349	1,960,190
TOTAL	667,360	751,185	528,629	436,088	626,180	1,999,213	5,008,655	4,549,681

SFMTA

FY 2020 FY 2021 FY 2022 FY 2023 FY 2024 FY 2025 - 2029 Plan Total

REVENUES

DEFERRED

Transportation Bond 2014	142,867	66,291	-	-	-	-	209,159	
Transportation Bond 2022	-	-	-	83,333	83,333	333,333	500,000	
Regional Measure 3	34,347	24,916	45,231	35,642	-	17,831	157,966	
New Revenue	-	24,560	40,290	45,075	42,870	214,350	367,145	
Cap & Trade	1,700	935	51,865	-	50,000	100,000	204,500	
Revenue Bond	180	-	-	-	-	-	180	
Federal	76,009	355,789	245,417	163,003	356,047	786,428	1,982,692	
State	27,853	45,360	31,439	20,033	17,000	85,000	226,686	
Other Local	346,356	233,333	114,387	89,002	76,930	462,271	1,322,280	
Educational Revenue Augmentation Fund (ERAF)	38,048	-	-	-	-	-	38,048	
TOTAL	667,360	751,185	528,629	436,088	626,180	1,999,213	5,008,655	
<i>Total San Francisco Jobs/Year</i>	3,957	4,455	3,135	2,586	3,713	11,855	29,701	

E. Departmental Funding

TABLE E.32 - FINANCIAL SUMMARY

SFO	PRIOR YEARS	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025 - 2029	Plan Total	
SPENDING PLAN									DEFERRED
Operating									
Renewal	30,000	15,500	15,750	16,000	16,500	22,411	121,362	207,523	
Capital (by Airport Cost Center)									
Airfield	97,893	113,032	66,383	8,572	3,018	-	-	191,006	
Airport Support	380,086	485,090	230,272	154,312	20,429	3,776	-	893,880	
Groundside	516,613	283,617	26,066	1,651	-	-	-	311,334	
Terminals	1,364,222	650,019	138,652	201,114	51,848	-	-	1,041,633	
Terminal 1	46,356	495,382	354,736	264,799	66,627	-	-	1,181,544	
Terminal 3	518,283	333,696	122,108	68,148	59,700	2,754	-	586,405	
Utilities	96,463	219,086	110,601	38,034	26,978	-	-	394,699	
TOTAL	3,049,916	2,595,421	1,064,569	752,632	245,100	28,940	121,362	4,808,024	
REVENUES									
Operating									
Operating Budget (Renewal / Maintenance)	30,000	15,500	15,750	16,000	16,500	22,411	121,362	207,523	
Capital Sources									
Bonds	2,975,803	2,424,123	993,185	724,419	216,568	4,729	-	4,363,024	
Grants	28,314	90,858	50,580	7,043	6,743	1,800	-	157,023	
Other - SFO Fuel	6,250	60,000	-	-	-	-	-	60,000	
Other - Small Cap Outlay	9,550	4,940	5,054	5,170	5,289	-	-	20,453	
TOTAL	3,049,916	2,595,421	1,064,569	752,632	245,100	28,940	121,362	4,808,024	
<i>Total San Francisco Jobs/Year</i>		15,391	6,313	4,463	1,453	172	720	28,512	

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E. Departmental Funding

TABLE E.33 - FINANCIAL SUMMARY

SFPUC - WATER ENTERPRISE		FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025 - 2029	Plan Total
SPENDING PLAN								DEFERRED
Regional Costs								
Water Treatment Program		14,533	105,538	2,014	1,914	1,928	10,198	136,125
Water Transmission Program		45,055	42,345	11,640	12,440	32,256	146,125	289,861
Water Supply & Storage Program		25,050	20,032	40,080	41,530	25,255	68,522	220,469
Watersheds & Land Management		12,521	5,119	4,924	4,457	4,374	13,183	44,578
Communication & Monitoring Program		500	500	500	500	515	8,585	11,100
Buildings And Grounds Programs		33,545	8,104	2,713	2,737	2,713	11,275	61,087
Regional Subtotal		131,204	181,638	61,871	63,578	67,041	257,888	763,220
Local Costs								
Local Water Conveyance/Distribution System		58,177	57,645	58,000	59,000	60,000	324,965	617,787
Emergency Firefighting Water System Projects		10,000	10,450	10,920	11,412	10,000	-	52,782
Buildings & Grounds Improvements - Local		200	1,000	13,000	26,000	-	-	40,200
Systems Monitoring & Control		209	218	228	239	249	1,426	2,569
Local Tanks/Reservoir Improvements		3,175	2,300	200	-	-	-	5,675
Local Water Supply Projects		5,500	-	-	-	-	-	5,500
Pump Station improvements		2,250	17,500	600	-	-	-	20,350
Recycled Water Projects		500	700	-	-	-	-	1,200
Local Subtotal		80,011	89,813	82,949	96,650	70,249	326,391	746,063
TOTAL		211,215	271,451	144,820	160,228	137,290	584,279	1,509,283

SFPUC - WATER ENTERPRISE

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025 - 2029	Plan Total
REVENUES							
Revenue	57,304	47,055	47,584	62,909	63,667	435,427	713,946
Revenue Bonds	152,400	222,842	95,716	95,799	72,103	140,944	779,804
Capacity Fee	1,511	1,554	1,520	1,520	1,520	7,908	15,533
TOTAL	211,215	271,451	144,820	160,228	137,290	584,279	1,509,283
<i>Total San Francisco Jobs/Year</i>	1,253	1,610	859	950	814	3,465	8,950

E. Departmental Funding

TABLE E.34 - FINANCIAL SUMMARY

SFPUC - WASTEWATER ENTERPRISE	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025 - 2029	Plan Total	
SPENDING PLAN								DEFERRED
Sewer System Improvement Program								
Program Wide Management	16,590	16,500	16,500	12,500	11,500	57,053	130,643	
Treatment Facilities	169,109	365,055	346,460	291,874	63,240	384,720	1,620,459	
Sewer/Collection System	69,285	323,069	395,717	293,436	32,202	157,740	1,271,449	
Stormwater Management/Flood Control	40,456	187,631	47,853	98,782	168,077	161,439	704,238	
SSIP Subtotal	295,440	892,254	806,530	696,593	275,019	760,952	3,726,789	
Renewal & Replacement								
Collection System - Salt Water Intrusion	1,219	1,262	1,306	1,351	1,399	2,948	9,485	
Collection System - Sewer Improvements	64,790	67,382	70,077	73,582	77,260	448,257	801,348	
Collection System - Condition Assessment	3,563	3,685	3,809	3,942	4,080	22,855	41,934	
Collection System - Spot Sewer	23,757	24,708	14,280	14,994	15,744	91,348	184,831	
Treatment Plant Improvements	24,150	25,358	26,625	27,957	29,354	170,312	303,756	
Renewal & Replacement Subtotal	117,479	122,395	116,097	121,826	127,837	735,719	1,341,353	

SFPUC - WASTEWATER ENTERPRISE

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025 - 2029	Plan Total
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SPENDING PLAN (CONTINUED)

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025 - 2029	Plan Total
Wastewater Facilities & Infrastructure							
Ocean Beach Protection	5,381	2,987	95,568	4,299	-	-	108,235
Southeast Community Center Improvements	3,500	3,500	-	-	-	-	7,000
SWOO Condition Assessment & Rehab	-	914	951	10,989	1,089	16,888	30,830
Southeast Outfall Condition Assessment & Rehab	1,099	11,142	1,188	1,236	15,124	2,930	32,719
Islais Creek Outfall	15,000	-	-	-	-	-	15,000
Wastewater Facilities & Infrastructure Subtotal	24,980	18,543	97,706	16,524	16,213	19,818	193,784
Treasure Island	23,957	13,000	-	-	-	-	36,957
TOTAL	461,856	1,046,192	1,020,334	834,942	419,070	1,516,489	5,298,883

REVENUES

Revenue	112,979	117,895	111,597	117,326	123,337	713,219	1,296,353
Revenue Bonds	344,377	923,797	904,237	713,116	291,232	780,770	3,957,529
Capacity Fees	4,500	4,500	4,500	4,500	4,500	22,500	45,000
TOTAL	461,856	1,046,192	1,020,334	834,942	419,070	1,516,489	5,298,883
<i>Total San Francisco Jobs/Year</i>	2,739	6,204	6,051	4,951	2,485	8,993	31,422

E. Departmental Funding

TABLE E.35 - FINANCIAL SUMMARY

SFPUC - HETCH HETCHY WATER AND POWER		FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025 - 2029	Plan Total	
SPENDING PLAN									DEFERRED
Hetchy Power									
Streetlights	6,010	5,510	5,510	4,010	4,010	20,050	45,100		
Renewable/Generation	1,000	1,000	1,000	1,000	1,000	5,000	10,000		
Energy Efficiency	1,000	1,000	1,000	1,000	1,000	5,000	10,000		
Redevelopment	9,521	10,149	9,899	7,049	8,299	16,612	61,530		
Transmission/Distribution	65,500	33,583	14,583	14,583	14,583	90,716	233,549		
Hetchy Power Subtotal	83,031	51,243	31,993	27,643	28,893	137,377	360,179		
Hetchy Water									
Water Infrastructure	26,834	17,342	74,877	36,694	35,188	54,351	245,286		
Power Infrastructure	11,782	57,614	26,163	4,482	4,638	25,697	130,376		
Joint Projects - Water Infrastructure (45%)	33,593	32,439	30,085	32,447	14,587	78,177	221,327		
Joint Projects - Power Infrastructure (55%)	41,058	39,648	36,770	39,657	17,829	95,549	270,511		
Hetchy Water Subtotal	113,266	147,043	167,895	113,280	72,242	253,774	867,500		
TOTAL	196,297	198,286	199,888	140,923	101,135	391,151	1,227,679		

**SFPUC - HETCH HETCHY
WATER AND POWER**

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025 - 2029	Plan Total	
REVENUES								
Revenue	16,960	17,006	16,971	15,435	16,649	76,302	159,323	
Power Bonds	117,911	131,044	77,466	55,822	33,462	176,935	592,640	
Water Bonds	60,427	49,781	104,962	69,141	50,462	134,416	469,189	
Cap and Trade Auction Revenue	1,000	454	489	525	561	3,498	6,527	
TOTAL	196,297	198,286	199,888	140,923	101,135	391,151	1,227,679	
<i>Total San Francisco Jobs/Year</i>	1,164	1,176	1,185	836	600	2,320	7,280	

E. Departmental Funding

TABLE E.36 - FINANCIAL SUMMARY

SF UNIFIED SCHOOL DISTRICT	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025 - 2029	Plan Total	
SPENDING PLAN								DEFERRED
SFUSD Capital Program	13,700	13,700	1,013,700	13,700	13,700	68,500	1,137,000	
TOTAL	13,700	13,700	1,013,700	13,700	13,700	68,500	1,137,000	
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	
Deferred Maintenance Fund	2,500	2,500	2,500	2,500	2,500	12,500	25,000	
SFUSD Bond	-	-	1,000,000	-	-	-	1,000,000	
TOTAL	13,700	13,700	1,013,700	13,700	13,700	68,500	1,137,000	
<i>Total San Francisco Jobs/Year</i>	81	81	6,011	81	81	406	6,742	

TABLE E.37 - FINANCIAL SUMMARY

SHERIFF'S DEPARTMENT	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025 - 2029	Plan Total	
State of Good Repair Renewal - Need	9,943	10,440	10,962	11,510	12,085	70,118	125,056	
SPENDING PLAN								
								DEFERRED
State of Good Repair Renewal - Proposed Uses	3,660	4,212	4,922	5,395	6,097	45,304	69,590	59,950
425 7th Street Structural Strengthening	-	-	-	-	-	-	-	16,289
County Jail #2 Improvements	-	-	-	-	-	-	-	207,521
County Jail #1 Modernization	-	-	-	-	-	-	-	8,144
TOTAL	3,660	4,212	4,922	5,395	6,097	45,304	69,590	291,905
REVENUES								
General Fund	3,660	4,212	4,922	5,395	6,097	45,304	69,590	
TOTAL	3,660	4,212	4,922	5,395	6,097	45,304	69,590	
<i>Total San Francisco Jobs/Year</i>	22	25	29	32	36	269	413	

E. Departmental Funding

TABLE E.38 - FINANCIAL SUMMARY

TRANSPORTATION - INTERAGENCY INITIATIVES	PRIOR YEARS	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025 - 2029	Plan Total	
SPENDING PLAN									DEFERRED
San Francisco Transportation Authority									
Presidio Parkway	1,050,920	-	-	-	-	-	-	-	-
I-80/Yerba Buena Island Ramps Improvement Project	95,494	-	-	-	-	-	-	-	-
i-80/Yerba Buena Island Ramps Improvement Project - Phase 2 (Southgate Road)	38,100	-	-	-	-	-	-	-	-
I-80/Yerba Buena Island West Side Bridges	21,476	57,424	-	-	-	-	-	-	57,424
Quint-Jerrold Connector Road	9,103	7,080	2,075	-	-	-	-	-	9,155
Treasure Island Mobility Management Program	8,390	9,500	4,027	12,122	11,741	12,245	95,171	144,806	
SFTA Subtotal	1,223,483	74,004	6,102	12,122	11,741	12,245	95,171	211,385	
Caltrain									
State of Good Repair and Contingency	82,110	34,044	34,919	32,483	45,286	46,250	191,386	384,368	
Electrification Expansion Project	1,195,000	477,000	252,000	56,000	-	-	-	785,000	
Caltrain Positive Train Control	291,700	-	-	-	-	-	-	-	
Peninsula Corridor Electrification Project	35,300	4,700	7,600	137,700	700	17,600	-	168,300	
Caltrain Subtotal	1,604,110	515,744	294,519	226,183	45,986	63,850	191,386	1,337,668	
Transbay Terminal									
Phase II	107,700	165,200	155,700	278,300	519,850	519,850	2,079,400	3,718,300	
Transbay Subtotal	107,700	165,200	155,700	278,300	519,850	519,850	2,079,400	3,718,300	
TOTAL	2,935,293	754,948	456,321	516,605	577,577	595,945	2,365,957	5,267,353	

TRANSPORTATION - INTERAGENCY INITIATIVES

	PRIOR YEARS	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025 - 2029	Plan Total	
REVENUES									
Local	575,136	96,433	79,902	224,434	376,741	746,261	374,071	1,897,842	
Regional	147,700	115,600	112,000	107,500	700	700	3,500	340,000	
State	1,242,601	245,913	32,830	119,250	405,950	8,734	583,750	1,396,427	
Federal	968,846	297,197	232,402	69,727	14,550	1,014,550	72,750	1,701,177	
TOTAL	2,934,283	755,144	457,134	520,911	797,941	1,770,245	1,034,071	5,335,446	
<i>Total San Francisco Jobs/Year</i>		4,478	2,711	3,089	4,732	10,498	6,132	31,639	
<i>Annual Surplus (Deficit)</i>	(1,010)	196	813	4,306	220,364	1,174,300	(1,331,886)	67,083	
<i>Cumulative Surplus (Deficit)</i>	(1,010)	(814)	(1)	4,306	224,670	1,398,970	67,083		

E. Departmental Funding

TABLE E.39 - FINANCIAL SUMMARY

TREASURE ISLAND	PRIOR YEARS	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025 - 2029	Plan Total	
SPENDING PLAN									DEFERRED
Property Acquisition/Assumption	34,325	6,663	6,460	6,262	6,070	5,885	-	31,340	
Infrastructure Costs	253,250	140,000	140,000	120,000	120,000	100,000	500,000	1,120,000	
Other Costs (Marketing, Project Management, et al.)	168,500	50,000	50,000	40,000	40,000	40,000	200,000	420,000	
TOTAL	456,075	196,663	196,460	166,262	166,070	145,885	700,000	1,571,340	
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	241,300	165,000	165,000	165,000	120,000	120,000	560,000	1,295,000	
TOTAL	-	197,470	188,069	171,552	174,491	180,869	962,647	1,875,098	
<i>Total San Francisco Jobs/Year</i>		1,171	1,115	1,017	1,035	1,073	5,708	11,119	
<i>Annual Surplus (Deficit)</i>		807	(8,391)	5,290	8,421	34,984	262,647	303,758	
<i>Cumulative Surplus (Deficit)</i>		807	(7,584)	(2,294)	6,127	41,111	303,758		

TABLE E.40 - FINANCIAL SUMMARY

WAR MEMORIAL AND PERFORMING ARTS CENTER	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025 - 2029	Plan Total	
State of Good Repair Renewal - Need	13,267	13,930	14,627	15,358	16,126	93,563	166,872	
SPENDING PLAN								DEFERRED
State of Good Repair Renewal - Proposed Uses	4,884	5,620	6,568	7,199	8,135	60,452	92,858	76,092
TOTAL	4,884	5,620	6,568	7,199	8,135	60,452	92,858	76,092
REVENUES								
General Fund	4,884	5,620	6,568	7,199	8,135	60,452	92,858	
TOTAL	4,884	5,620	6,568	7,199	8,135	60,452	92,858	
<i>Total San Francisco Jobs/Year</i>	29	33	39	43	48	358	551	

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The FY2020-2029 Capital Plan represents the City's commitment to building a stronger future.

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