There's only one San Francisco. Let's take care of it.

Public Health Capital Projects and
2016 Public Health & Safety Bond Program Update
Capital Planning Committee

December 9, 2019
Agenda

- Public Health and Safety (PHS) 2016 Bond Program Update
- Public Health Capital Projects Update
  - 101 Grove St. Exit
  - Laguna Honda Project (Renovation of M&K Wings)
  - ZSFG Campus Priorities
  - Primary Care Clinics Priorities
  - Mental Health SF
**2016 Public Health & Safety Bond Overview**

**Scope:** Make essential seismic and service delivery improvements to aging facilities to protect the health and safety of residents, neighbors, and businesses and to ensure uninterrupted health care and emergency services after a major earthquake

**Authorization Total:** $350,000,000

**Amount Issued To Date:** $224,145,000

**Anticipated Next Issuance:** $125,855,000

**Anticipated Date of Next Issuance (3rd & Final):** *June 2020*
PHS Bond Issuance Summary

- Two bond sales to date:
  - Series 2017A for $174,060,000*
  - Series 2018E for $50,085,000*

<table>
<thead>
<tr>
<th>Components/Projects</th>
<th>Bond Authorization</th>
<th>Original Bond Budget</th>
<th>Revised Bond Budget</th>
<th>1st Bond Sale Budget</th>
<th>2nd Bond Sale Budget</th>
<th>Current Appropriation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Zuckerberg San Francisco General (ZSFG) Building 5 Improvement Projects</td>
<td>222,000,000</td>
<td>218,723,000</td>
<td>218,723,000</td>
<td>112,055,942</td>
<td>-</td>
<td>112,055,942</td>
</tr>
<tr>
<td>Department of Public Health (DPH) Southeast Health Center Renovation &amp; Expansion</td>
<td>30,000,000</td>
<td>29,700,000</td>
<td>29,700,000</td>
<td>18,239,644</td>
<td>-</td>
<td>18,239,644</td>
</tr>
<tr>
<td>Department of Public Health (DPH) Other Community Centers Improvement Program</td>
<td>20,000,000</td>
<td>19,800,000</td>
<td>19,800,000</td>
<td>16,185,710</td>
<td>-</td>
<td>16,185,710</td>
</tr>
<tr>
<td>San Francisco Fire Department (SFFD) Projects - Ambulance Deployment Facility</td>
<td>43,500,000</td>
<td>42,800,000</td>
<td>47,900,000</td>
<td>13,270,000</td>
<td>34,610,049</td>
<td>47,880,049</td>
</tr>
<tr>
<td>San Francisco Fire Department (SFFD) Projects - Neighborhood Fire Stations</td>
<td>14,500,000</td>
<td>14,290,000</td>
<td>9,190,000</td>
<td>6,650,000</td>
<td>-</td>
<td>6,650,000</td>
</tr>
<tr>
<td>Department of Homelessness and Supportive Housing</td>
<td>20,000,000</td>
<td>19,700,000</td>
<td>19,700,000</td>
<td>4,850,000</td>
<td>14,850,000</td>
<td>19,700,000</td>
</tr>
<tr>
<td>*Oversight, Accountability, and Cost of Issuance (COI)</td>
<td>-</td>
<td>4,987,000</td>
<td>4,987,000</td>
<td>2,808,704</td>
<td>624,951</td>
<td>3,433,655</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>350,000,000</td>
<td>350,000,000</td>
<td>350,000,000</td>
<td>174,060,000</td>
<td>50,085,000</td>
<td>224,145,000</td>
</tr>
</tbody>
</table>

* does not include Reserve for Market Uncertainty
## PHS 2016 Bond Program Overview

<table>
<thead>
<tr>
<th>Components/Projects</th>
<th>Description</th>
<th>Key Deliverables</th>
<th>Project Selection Process</th>
</tr>
</thead>
<tbody>
<tr>
<td>Zuckerberg San Francisco General (ZSFG) Building 5</td>
<td>Building 5 improvements include seismic, fire, life, and safety systems and consolidation of clinical and outpatient services</td>
<td>Varies based on project scopes</td>
<td>Priorities based on clinical services that needs to be relocated. 19 core projects have been identified.</td>
</tr>
<tr>
<td>Southeast Health Center</td>
<td>Phase 1 - Renovation existing facility. Phase 2 - Construction of a new health center</td>
<td>Ph1 - renovated dental clinic and lobby areas. Ph2 - New health center</td>
<td>N/A</td>
</tr>
<tr>
<td>Other Community Health Centers</td>
<td>Renovation to better integrate primary care and behavioral services and improve seismic performance</td>
<td>Seismically safer health centers with improved clinical workflow</td>
<td>Castro Mission Health Center and Maxine Hall Health Center.</td>
</tr>
<tr>
<td>Ambulance Deployment Facility (ADF)</td>
<td>Construct a facility that meets current seismic standards and to enhance efficiency of emergency medical services and improve ambulance response times.</td>
<td>Construction of new Ambulance Deployment Facility</td>
<td>N/A</td>
</tr>
<tr>
<td>Neighborhood Fire Stations (NFS)</td>
<td>Improve the seismic performance of fire stations by removal of the hose towers. Replace emergency generators past their useful life and allow them to run for 72 hours in a seismic event.</td>
<td>Reduce Seismic Hazard Ratings for the fire station. Reliable and safe emergency generators</td>
<td>Fire Stations 6, 11, 12, 15, 21 and 38 (the last six hose towers). Generators selected based on Department priority</td>
</tr>
<tr>
<td>Homeless Service Sites</td>
<td>Renovations of City-owned shelters to address deferred maintenance items. Purchase, rehabilitate, and renovate new spaces to develop into administrative offices and client access points.</td>
<td>Varies based on project scopes</td>
<td>Shelters at 1001 Polk, 525 Fifth St, 260 Golden Gate for needs assessments. 440 Turk and 1064-1068 Mission projects for construction/renovation.</td>
</tr>
</tbody>
</table>
## Components/Projects Accomplishments/Milestones

<table>
<thead>
<tr>
<th>Components/Projects</th>
<th>Accomplishments/Milestones</th>
</tr>
</thead>
<tbody>
<tr>
<td>Zuckerberg San Francisco General (ZSFG) Building 5</td>
<td>19 projects. 15 active projects. 1 project completed. 4 projects in construction. 2 OSHPD plan approval. 2 OSHPD plan review. 2 in design. 3 in planning. 2 on hold.</td>
</tr>
</tbody>
</table>

*as of 11/2019*
# PHS Status Update

<table>
<thead>
<tr>
<th>Components/Projects</th>
<th>Accomplishments/Milestones</th>
</tr>
</thead>
<tbody>
<tr>
<td>Neighborhood Fire Stations (NFS)</td>
<td>Hose Towers-Pkg #1 (FS 6, 11, 12, 21, &amp; 38) bidding in Nov 2019; Pkg #2 (FS 15) under review at DBI. Generators – DBI permit review or pre-bid.</td>
</tr>
</tbody>
</table>

*as of 11/2019*
### PHS Expenditures to Date
(estimated as of September 30, 2019)

<table>
<thead>
<tr>
<th>Components/Projects</th>
<th>Original Program Budget</th>
<th>Revised Program Budget</th>
<th>GENERAL OBLIGATION BONDS</th>
<th>% Expenditure &amp; Encumbrance/ Appropriation</th>
<th>% Expenditure &amp; Encumbrance/ Program Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Zuckerberg San Francisco General (ZSFG) Building 5 Improvement Projects</strong></td>
<td>222,000,000</td>
<td>222,000,000</td>
<td>112,055,942</td>
<td>40,811,385</td>
<td>49%</td>
</tr>
<tr>
<td>Department of Public Health (DPH) Southeast Health Center Renovation &amp; Expansion</td>
<td>30,000,000</td>
<td>30,000,000</td>
<td>18,239,644</td>
<td>5,292,236</td>
<td>33%</td>
</tr>
<tr>
<td>Department of Public Health (DPH) Other Community Centers Improvement Program</td>
<td>20,000,000</td>
<td>20,000,000</td>
<td>16,185,710</td>
<td>4,306,266</td>
<td>76%</td>
</tr>
<tr>
<td>San Francisco Fire Department (SFFD) Projects - Ambulance Deployment Facility</td>
<td>43,500,000</td>
<td>48,600,000</td>
<td>47,880,049</td>
<td>15,331,414</td>
<td>77%</td>
</tr>
<tr>
<td>San Francisco Fire Department (SFFD) Projects - Neighborhood Fire Stations</td>
<td>14,500,000</td>
<td>9,400,000</td>
<td>6,650,000</td>
<td>1,054,326</td>
<td>19%</td>
</tr>
<tr>
<td>Department of Homelessness and Supportive Housing</td>
<td>20,000,000</td>
<td>20,000,000</td>
<td>19,700,000</td>
<td>7,410,368</td>
<td>39%</td>
</tr>
<tr>
<td>Oversight, Accountability, and Cost of Issuance (COI)</td>
<td>-</td>
<td>-</td>
<td>3,433,655</td>
<td>-</td>
<td>100%</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>350,000,000</td>
<td>350,000,000</td>
<td>224,145,000</td>
<td>77,639,649</td>
<td>55%</td>
</tr>
</tbody>
</table>

Handout available for legibility.
PH&S 2016 Upcoming Challenges & Risks

- OSHPD-related issues (extensive plan review cycles, limited field staff availability, code interpretations)
- Cost and schedule impact by maintaining clinical operations during construction
- On-going challenges in adverse bidding environment
- Extensive CEQA/EIR entitlement process
- Unforeseen site conditions (i.e. soil conditions, hazardous material abatement, existing utilities that need repair/replacement, above ceiling utility conflicts, etc.)
<table>
<thead>
<tr>
<th>Project Name</th>
<th>FF&amp;E Costs</th>
<th>Operating Costs</th>
</tr>
</thead>
</table>
| Zuckerberg San Francisco General (ZSFG) Building 5 | • $6M appropriated (FY 17-18)  
• $17M (includes transition and moving costs) | • No FTE increase for providers/clinical staff  
• Increased burden to support services and facilities |
| Southeast Health Center                          | • $2M-$3M (includes moving costs)                                          | • No FTE increase  
• Facility maintenance & utility costs increases |
| Other Community Health Centers                   | • $1.1M per clinic (includes moving costs)                                | • No FTE increase.  
• Facility maintenance & utility costs increases |
| Ambulance Deployment Facility (ADF)              | • $1.3M (does not currently include moving costs)                         | • FTE increase - TBD |
| Neighborhood Fire Stations (NFS)                  | N/A                                                                        | • No change                                                                                       |
| Homeless Service Sites                            | • 440 Turk - $1.3M; moving costs included as part of project GF budget  
• 1064-68 Mission - TBD; to be included as part of FY 20-22 budget | • 440 Turk-No FTE increase  
• 1064-1068 Mission-No FTE increase |
Re-purpose existing space at LHH and ZSFG (Building 9) for 101 Grove St. staff per the Capital Plan

- Planning in progress to re-purpose M&K wings at LHH for DPH Staff: back office administrative and support staff (e.g. contracts, human resources, compliance, etc.)

- UC relocation delays at ZSFG are delaying completion of renovations and re-use of Building 9 until 2024
101 Grove St. Exit Plan

Programming Process | DPH Relocation Strategy

**ZSFG CAMPUS**

(CITY OWNED)

(5) BLDG.
- WOMEN, INFANTS, AND CHILDREN CLINIC
- EMPLOYEE HEALTH CLINIC
- UCSF ORTHOPEDIC TRAUMA INSTITUTE
- ORTHOPEDIC ORTHOTICS CLINIC

FROM 101 GROVE TO BLDG 9:
- EXECUTIVE STAFF AND ASSOC. ADMINISTRATION
- PLANNING AND POLICY
- CAPITAL PLANNING
- CORE FISCAL/BUDGET OFFICE
- BUSINESS INTELLIGENCE UNIT
- COMMUNICATIONS
- FACILITIES/DESKTOP SUPPORT
- COMMISSION MEETING ROOM
- INTERDIVISIONAL INITIATIVES
- DPH-KAIZEN PROMOTION OFFICE

**LAGUNA HONDA CAMPUS**

(CITY OWNED)

FROM 101 GROVE:
- OCCUPATIONAL SAFETY AND HEALTH
- CONTRACTS
- HUMAN RESOURCES
- PAYROLL
- COMPLIANCE AND PRIVACY AFFAIRS

FROM 1360 MISSION: (DEPTS. WILL TEMPORARILY MOVE TO 1735 MISSION IN 2018 PRIOR TO MOVING PERMANENTLY TO LAG)
- IT
- FROM OTHER LOCATIONS:
- DPH-KAIZEN PROMOTION OFFICE

**LEGEND**

- DPH FUNCTIONS/VACATING BUILDING
- FINAL LOCATION FOR DPH FUNCTIONS
- FUNDING SOURCE (BLUE TEXT)
- RELOCATION ARROW
- # OF FULL TIME EMPLOYEES

101 GROVE (CITY OWNED)

27 VAN NESS (CITY OWNED)

1964-68 MISSION STREET

CITY HALL (CITY OWNED)

1360 MISSION (PRIVATE LEASE)

TRAVEL CLINIC

TOM WADDELL URGENT CARE CLINIC

VITAL RECORDS

- 110 FTE

- ~78 FTE

- 30 FTE

- 2019 COP

- 2019 COP

- 2019 COP

- 2016 BOND
101 Grove St. Exit Plan

Programming Process

DPH CIVIC CENTER CAMPUS

101 GROVE (CITY OWNED)
1735 MISSION (PRIVATE LEASE)
101 NEW MONTGOMERY (PRIVATE LEASE)
1380 MARKET (FOX) (PRIVATE LEASE)
1380 HOWARD (PRIVATE LEASE)

~401 FTE

39 VAN NESS (CITY OWNED)

~116 FTE

ZSFG CAMPUS

BUILDINGS 9 (E) DEPTS. TO VACATE

BUILDINGS

LAGUNA HONDA CAMPUS

1360 MISSION

CITY OWNED

1350 HOWARD

CITY OWNED

WINGS M & O ARE VACANT

~352 FTE

RELOCATION STRATEGY

As part of a previously created exhibit, FCA and DPH identified multiple buildings within the DPH Civic Center Campus to be vacated. The staff members from those vacated facilities are planned to be relocated to other DPH-owned buildings in the city. The buildings that have departments bound for LHH are determined to be the following:

- 101 Grove Street
- 1380 Howard Street
- 1350 Mission Street
- 101 New Montgomery

At the time of the DPH Civic Center Relocation Strategy’s creation, the wings programmed to take in staff at Laguna Honda were to be M and O. Since then, the program has been changed to exclude O, as it is now slotted for demolition. Wing K was chosen to take its place for the relocation of DPH staff.

LEGEND

- DPH FUNCTIONS VACATING BUILDING
- FINAL LOCATION FOR DPH FUNCTIONS
- XXXX FUNDING SOURCE (BLUE TEXT)
- XXXX RELOCATION ARROW
- # OF FULL TIME EMPLOYEES
Laguna Honda Project – Renovation of M&K Wings

- Renovating M&K Wings for Administrative Uses
- Relocating staff from Civic Center locations – 101 Grove St., 1380 Howard St., various leased spaces

**BDC Current Schedule**
- Programming completed – October 2019
- BDC working on schematic designs – May 2020
- COP Authorization – Spring 2020
- Design Development – August 2020
- Construction Documents – January 2021
- Construction start/end – July 2021/July 2022
- Move In – December 2022
ZSFG Campus Priorities

- Building 80/90
  - Seismically retrofit and renovate
    - Expand Behavioral Health Bed capacity - in the study phase to determine exact bed count potential
    - Relocate CCSF staff into seismically safer buildings
- Building 3
  - Studying ways to seismically renovate while the building is occupied
  - Relocate CCSF staff into seismically safer buildings
- Buildings 1/10/20/30/40 (Red Brick Buildings)
  - Restart strategies to evaluate possibility of lease-back options for compatible campus uses such as bio-medical companies
Primary Care Clinics Priorities

- Chinatown Public Health Center
  - Built in 1967, Seismic Hazard Rating (SHR) 4
  - Relocate specialty mental health program, Chinatown Child Development Center currently in leased space
  - Retrofit, renovate for more efficient and collaborative clinic

- City Clinic
  - Built in 1930, SHR 3, Building is in poor condition.
  - Building is not fully ADA accessible and has no elevator
  - Space is poorly configured for use as clinic (former fire station)

- Silver Avenue Family Health Center
  - Built in 1967, SHR 3.
  - Retrofit, renovate for more efficient and collaborative clinic
Mental Health SF

- Healthy Streets Operations Center (HSOC) and Shelter/Clinics working groups actively working to identify programs to best meet population needs

- Priorities include
  - Drug Sobering Centers
  - Residential Treatment/Step Down Beds
  - Board and Care Beds
  - Community Hummingbird Beds
  - Access to 24/7 Behavioral Health Services
<table>
<thead>
<tr>
<th>Project Name</th>
<th>Pre-Design/Planning</th>
<th>Design</th>
<th>Bid/Award</th>
<th>Construction</th>
</tr>
</thead>
<tbody>
<tr>
<td>Zuckerberg San Francisco General (ZSFG) Building 5</td>
<td>Varies by project 3 projects (active)</td>
<td>Varies by project 4 projects (active)</td>
<td>• Varies by project CM/GC RFP – advertise 12/19</td>
<td>Varies by project 4 project (active)</td>
</tr>
<tr>
<td>Other Community Health Centers</td>
<td>NA</td>
<td>• Maxine Hall - completed 4/18</td>
<td>• Maxine Hall – NTP 7/19</td>
<td>• Maxine Hall: 7/19 to 12/20</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Castro Mission – complete by 1Q 2020</td>
<td>• Castro Mission – advertise early 2020</td>
<td>• Castro Mission – start mid-2020</td>
</tr>
<tr>
<td>Neighborhood Fire Stations (NFS)</td>
<td>NA</td>
<td>• Hose Tower FS 15 – early 2020</td>
<td>• Hose Towers (multi) – Nov 2019</td>
<td>• Hose Towers (multi) – spring 2020</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Generator at FS 37 &amp; 44 - mid-2020</td>
<td>• Generator FS 18 - mid Dec 19</td>
<td>• Generator FS 18 – spring 2020</td>
</tr>
<tr>
<td>Homeless Service Sites</td>
<td>• 440 Turk St. – completed</td>
<td>• 440 Turk St- Completed 12/18</td>
<td>• 440 Turk St: completed</td>
<td>• 440 Turk St. - 10/18 to 7/19</td>
</tr>
<tr>
<td></td>
<td>• 2 Shelter Sites – in progress</td>
<td>• 2 Shelter Sites – early 2020</td>
<td>• 2 Shelter Sites - TBD</td>
<td>• 2 Shelter Sites – mid-2020</td>
</tr>
<tr>
<td></td>
<td>• 1064-68 Mission - completed</td>
<td>• 1064-68 Mission – 9/18 to 12/19</td>
<td>• 260 GG – complete by 1/20</td>
<td>• 260 GG – start 1/20</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• 1064-68 Mission – start late 2019</td>
<td>• 1064-68 Mission – 1/20 to 9/21</td>
</tr>
</tbody>
</table>