



# ONESF

Building Our Future

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## FY 2022 - 2031 DRAFT Capital Plan Overview

January 11, 2021

# CAPITAL PLANNING COMMITTEE

## Agenda Item

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

# CAPITAL ACHIEVEMENT HIGHLIGHTS

## Affordable Housing

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

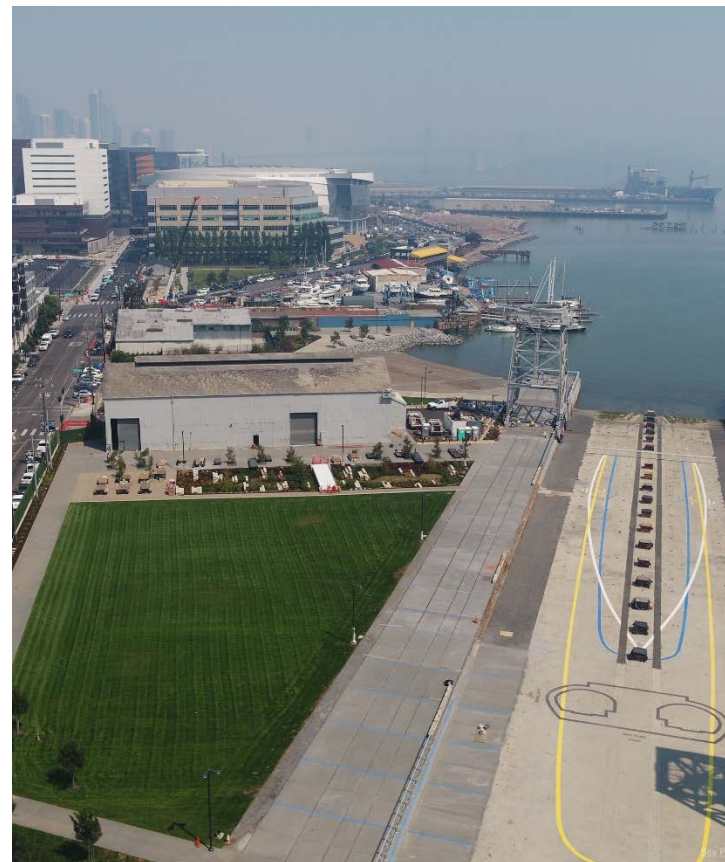


# CAPITAL ACHIEVEMENT HIGHLIGHTS

## Economic and Neighborhood Development

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





# CAPITAL ACHIEVEMENT HIGHLIGHTS

## General Government

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



# CAPITAL ACHIEVEMENT HIGHLIGHTS

## Health and Human Services

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

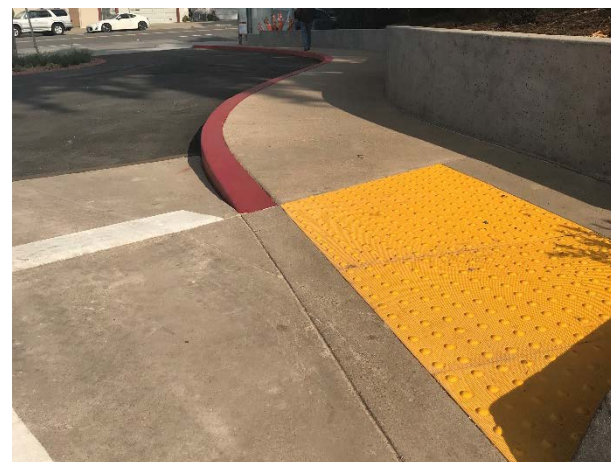


# CAPITAL ACHIEVEMENT HIGHLIGHTS

## Infrastructure and Streets

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





# CAPITAL ACHIEVEMENT HIGHLIGHTS

## Public Safety

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





# CAPITAL ACHIEVEMENT HIGHLIGHTS

## Recreation, Culture, and Education

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

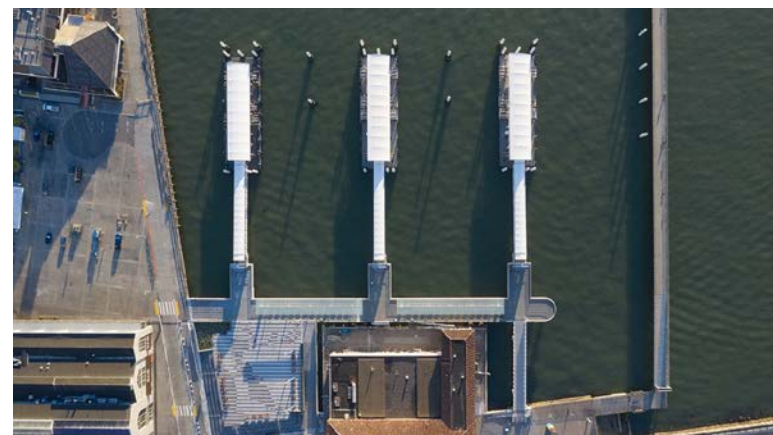


# CAPITAL ACHIEVEMENT HIGHLIGHTS

## Transportation

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



# DRAFT CAPITAL PLAN

## Funding Principles

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



# DRAFT CAPITAL PLAN

## Building our Future

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- ▣ Economic recovery from the COVID-19 crisis
  - ▣ Promote local economic stimulus through strategic infrastructure and capital investment
  - ▣ Recommending \$125M in Recovery Stimulus Certificates of Participation (COPs)
  - ▣ Near-term G.O. bonds planned for Transportation, Public Health, and Affordable Housing
- ▣ San Franciscans recognize the importance of resilience investments and caring for the most vulnerable. Voters have approved \$1.7B in G.O. Bonds since 2019
  - ▣ 2019: \$600M Affordable Housing
  - ▣ 2020: \$628.5M Earthquake Safety and Emergency Response
  - ▣ 2020: \$487.5M Health and Recovery





# DRAFT CAPITAL PLAN

## Building our Future

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<b>Racial and Social Equity</b> Promote equity in the services delivered by the City's facilities and infrastructure.	<b>Affordability</b> Preserve and produce affordable housing.	<b>Climate Resilience</b> Address the challenges of eliminating GHG emissions and adapting to unavoidable climate impacts.	<b>Earthquake Safety</b> Protect communities from the imminent risk of a major earthquake.	<b>Infrastructure</b> Take care of the infrastructure we have today and invest in systems that meet the challenges of the future.
<b>Highlights</b>				
<ul style="list-style-type: none"> <li>• Community health centers</li> <li>• Digital connectivity</li> <li>• Permanent supportive housing</li> </ul>	<ul style="list-style-type: none"> <li>• New Affordable Housing Chapter</li> <li>• 2019 Affordable Housing Bond</li> <li>• Planned 2024 G.O. Bond</li> </ul>	<ul style="list-style-type: none"> <li>• SLR Guidance in Capital Planning</li> <li>• Ocean Beach</li> <li>• Cleaner air and cooler facilities</li> </ul>	<ul style="list-style-type: none"> <li>• Addressing SHR4s</li> <li>• ESER Bond Program <ul style="list-style-type: none"> <li>- Fire &amp; Police Stns</li> <li>- Kezar Pavilion</li> <li>- EFWS</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Seawall</li> <li>• Lifelines Performance</li> <li>• Vision Zero</li> <li>• Planned 2022 Transportation G.O. Bond</li> </ul>

# DRAFT CAPITAL PLAN

## Funding Overview FY22-31

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### Summary by Service Area FY 22-31

<i>(in \$millions – includes all funding sources)</i>	GENERAL FUND DEPTS	ENTERPRISE DEPTS	EXTERNAL AGENCIES	TOTAL	Change from Prior Plan
Affordable Housing	-	-	2,604	2,604	-
Public Safety	1,268	-	-	1,268	-22%
Health and Human Services	832	-	-	832	35%
Infrastructure & Streets	1,449	9,129	-	10,578	10%
Recreation, Culture, and Education	918	-	3,113	4,031	92%
Economic & Neighborhood Development	-	2,527	3,151	5,679	-21%
Transportation	-	6,230	6,689	12,919	-27%
General Government	162	-	-	162	-50%
<b>TOTAL</b>	<b>4,629</b>	<b>17,886</b>	<b>15,557</b>	<b>38,072</b>	<b>-3%</b>

# DRAFT CAPITAL PLAN

## Funding Overview FY22-31

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### Summary in Five-Year Intervals

*(in \$millions)*

#### By Service Area

	FY22-26	FY27-31	Plan Total
Affordable Housing	1,882	722	2,604
Public Safety	992	276	1,268
Health and Human Services	739	93	832
Infrastructure & Streets	6,247	4,331	10,578
Recreation, Culture, and Education	2,486	1,545	4,031
Economic & Neighborhood Development	3,585	2,093	5,679
Transportation	9,342	3,577	12,919
General Government	35	127	162
<b>TOTAL</b>	<b>25,307</b>	<b>12,765</b>	<b>38,072</b>

#### By Department Type

	FY22-26	FY27-31	Plan Total
General Fund Departments	3,068	1,561	4,629
Enterprise Departments	11,439	6,447	17,886
<b>City &amp; County Subtotal</b>	<b>14,507</b>	<b>8,008</b>	<b>22,515</b>
External Agencies	10,800	4,758	15,557
<b>TOTAL</b>	<b>25,307</b>	<b>12,765</b>	<b>38,072</b>

# **DRAFT PAY-AS-YOU-GO PROGRAM**

## **Policies and assumptions**

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- Incorporated impact of COVID-19 on Pay-As-You-Go Program

  - Assumed \$46.3M in FY2022, growing at 10% until FY2024, increasing to \$110 million in FY2025, and growing by 10% thereafter.
  - Reduction of 45% compared to the last Plan
  
- Maintained Street Resurfacing Pavement Condition Index (PCI) target at 75

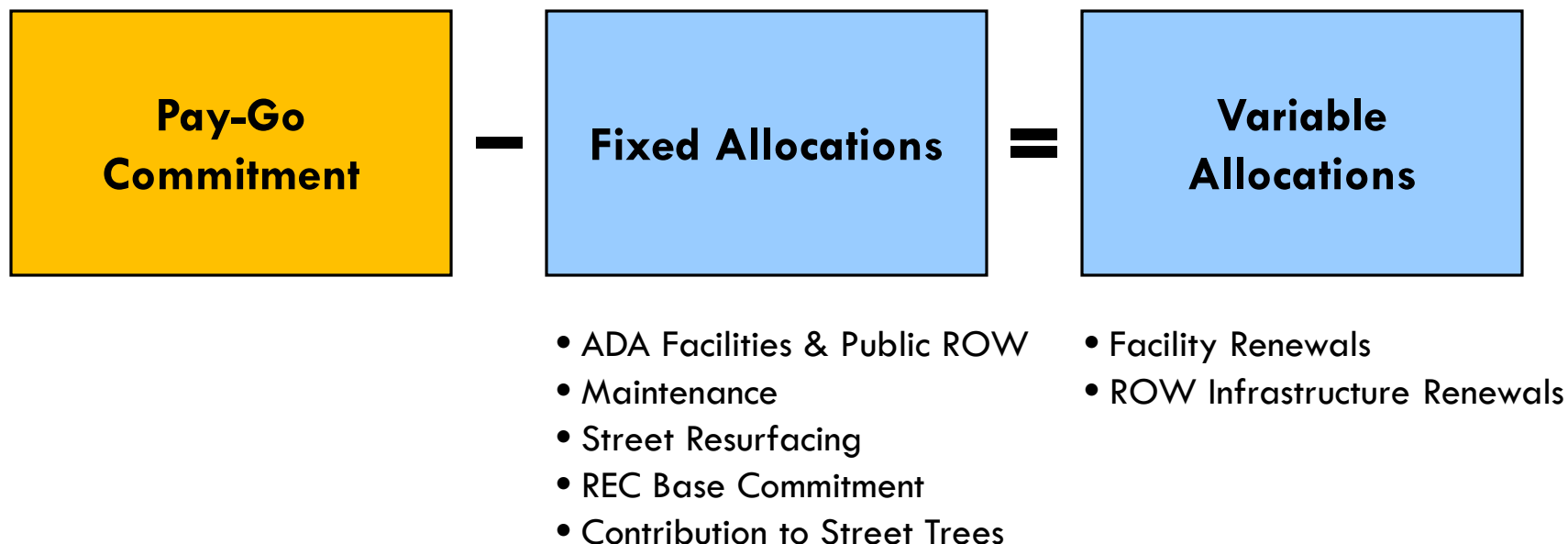
  - PCI may drop to 74 at currently planned funding levels
  
- ADA-related policy continues to prioritize barrier access removal and the ongoing Curb Ramps right-of-way program
  
- Maintaining \$10M/yr for Enhancement projects not possible at current funding levels



# DRAFT PAY-AS-YOU-GO PROGRAM

## Methodology

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



# DRAFT PAY-AS-YOU-GO PROGRAM

## Overview FY22-31

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### Pay-as-you-go Program Funding

*(in \$millions)*

	FY 22-26	FY 27-31	Plan Total	Change from Prior Plan
Routine Maintenance	82	104	186	10%
ADA: Facilities	8	8	16	-
ADA: Public Right-of-Way	23	33	56	-43%
Street Resurfacing	65	192	256	-68%
Enhancements	0	0	0	-100%
Recreation and Parks Base Commitment	72	72	144	-
Capital Contribution to Street Tree	31	39	70	10%
ROW Infrastructure Renewal	10	40	50	-61%
Facility Renewal	94	324	418	-36%
<b>TOTAL</b>	<b>384</b>	<b>813</b>	<b>1,197</b>	<b>-45%</b>

# DRAFT PAY-AS-YOU-GO PROGRAM

## Funding Outcomes FY22-31

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Funding Category (in \$millions)	10-yr GF Need	10-yr GF Funding	% Funded
Routine Maintenance	186	186	100%
ADA: Facilities	16	16	100%
ADA: Public Right-of-Way	210	57	27%
Street Resurfacing	581	257	60%*
Enhancements	2,556	-	-
Recreation and Parks Base Commitment	-	144	N/A
Contribution to Street Tree Set-aside	-	70	N/A
Moscone Renewals	30	15	50%
<b>FIXED ALLOCATION TOTAL</b>	<b>3,579</b>	<b>745</b>	
ROW Infrastructure Renewal	171	50	29%
Facility Renewal	1,447	402	28%
<b>VARIABLE ALLOCATION TOTAL</b>	<b>1,618</b>	<b>452</b>	
<b>GRAND TOTAL</b>	<b>5,197</b>	<b>1,197</b>	

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

\* Funding for streets includes an additional \$91.5M from G.O. Bond and COPs, in addition to state sources

# DRAFT PAY-AS-YOU-GO PROGRAM

## Right-of-Way Renewal Funding Outcomes FY22-31

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Funding Category (in \$millions)	10-yr GF Need	10-yr GF Funding	% Funded
Street Structure Repair	28	8	29%
Plaza Inspection and Repair Program	5	2	29%
Curb Ramp Inspection and Replacement*	12	4	29%
Landscape Median Maintenance	125	36	29%
<b>TOTAL</b>	<b>171</b>	<b>50</b>	

\* This category funds maintenance for previously installed curb ramps. The ongoing new curb ramp installation program is funded under the ADA: Public Right of Way category on the previous slide.

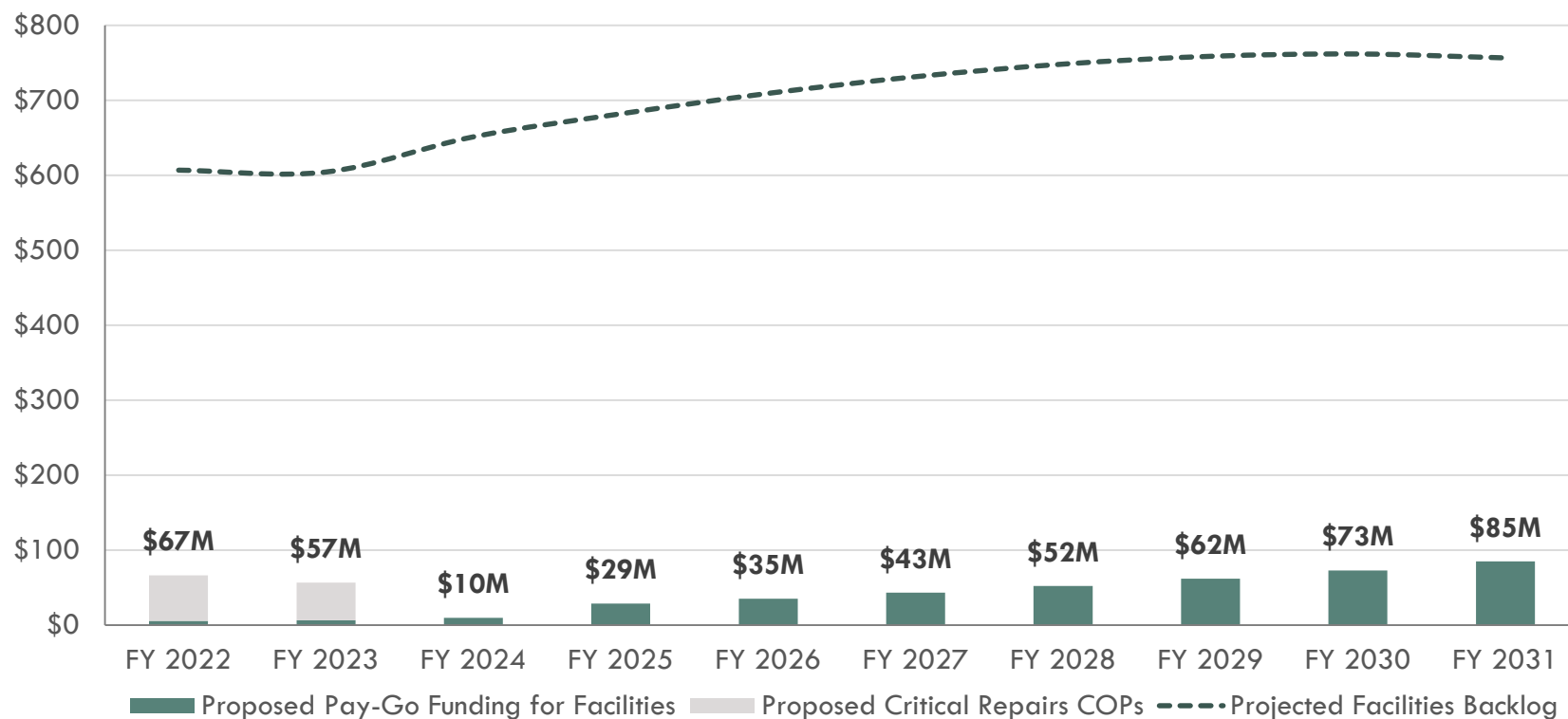
- Sidewalk Inspection and Repairs are funded under the ADA: Public Right-of-Way category
- The categories above have enhancement needs beyond the renewals represented here



# DRAFT PAY-AS-YOU-GO PROGRAM

## Impact of Funding Level on Backlog

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### Facilities Backlog estimation methodology

- Current backlog is defined as total current renewal need (i.e. deferred maintenance + immediate need) less the amount funded in the first year of the Plan
- The chart above does not include REC facilities since REC has a GF set-aside to address these needs

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

# DRAFT DEBT PROGRAM

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

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### G.O. Bond Debt Program

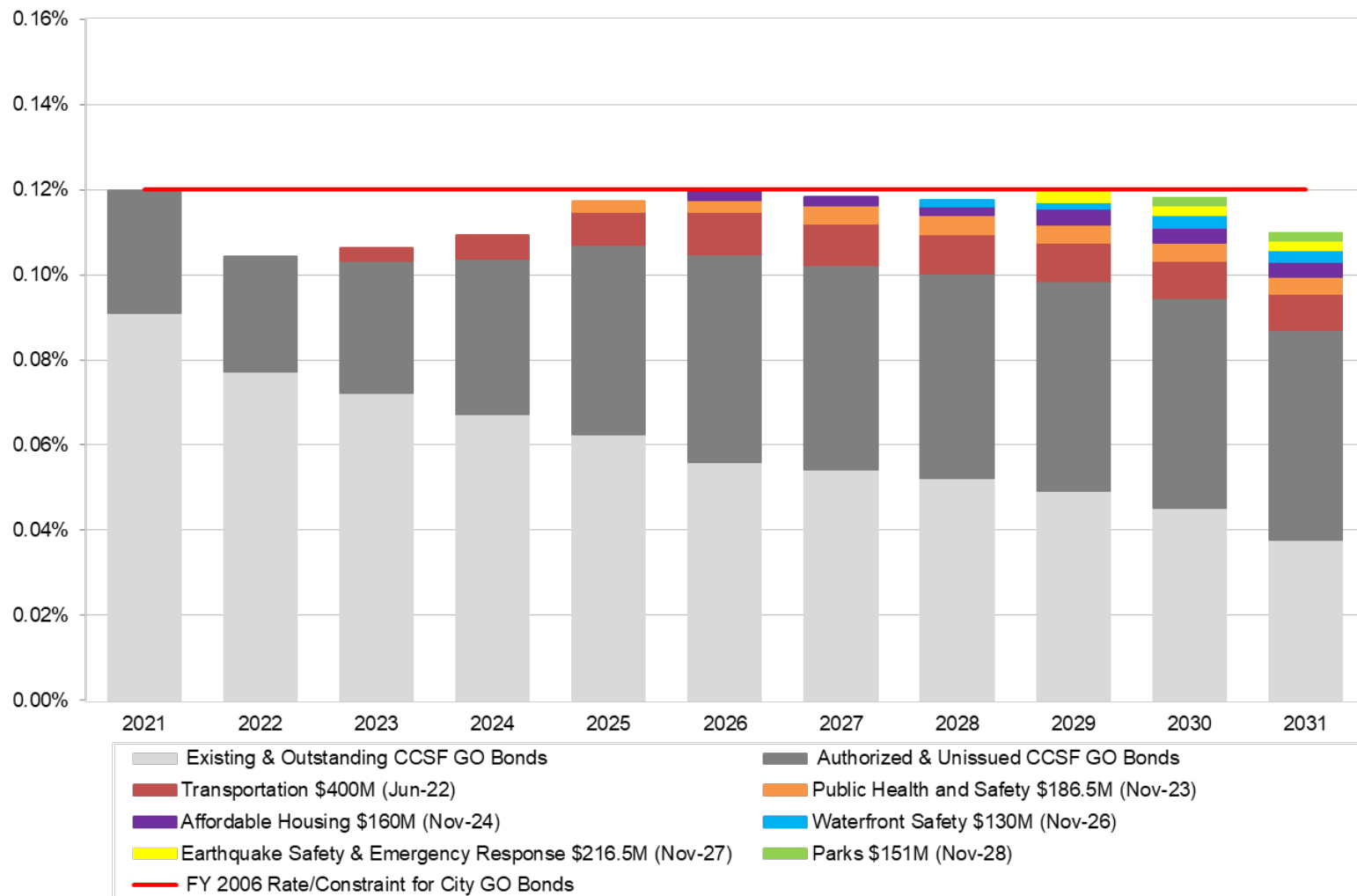
(in \$millions)

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

# DRAFT DEBT PROGRAM

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

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# DRAFT DEBT PROGRAM

## COPs Debt Schedule

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### General Fund Debt Program

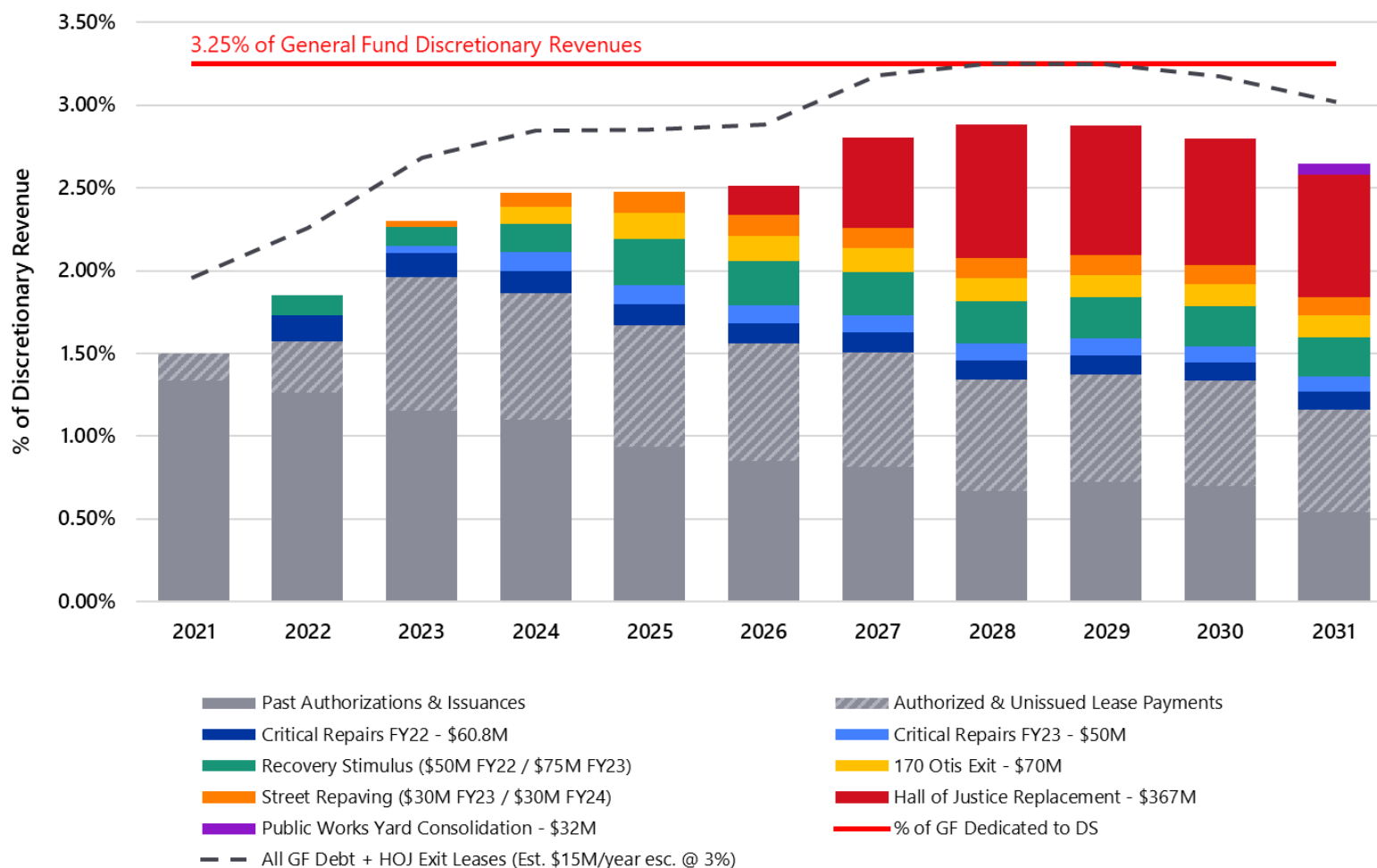
*(in \$millions)*

Issuance	Proposed Project	Amount
FY2022	Critical Repairs	61
FY2022	Recovery Stimulus	50
FY2023	Relocation of HSA Headquarters	70
FY2023	Critical Repairs	50
FY2023	Recovery Stimulus	75
FY2023	Street Resurfacing	30
FY2024	Street Resurfacing	30
FY2025	HOJ Consolidation Project	367
FY2031	Public Works Yard Consolidation	32
<b>TOTAL</b>		<b>765</b>

# DRAFT DEBT PROGRAM

## General Fund Debt Capacity

25





# DRAFT HIGHLIGHTS BY SERVICE AREA

## Affordable Housing

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### PLANNED

\$ in millions

Project Name	Amount
MOHCD Very Low and Low Income Housing	5,900
MOHCD Moderate Income Housing	308
OCII Hunters Point Shipyard/ Candlestick Point	490
OCII Mission Bay South	66
OCII Transbay Transit Center	103

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

### PHASED PROJECTS

Project Name
MOHCD Balboa Reservoir
MOHCD HOPE SF
OCII Phase II Hunters Point Shipyard
OCII Mission Bay South Block 9 & HPS Blocks 52/54
TIDA <ul style="list-style-type: none"> <li>- Mercy Housing &amp; Catholic Charities</li> <li>- Community Housing Partnership &amp; HealthRIGHT 360</li> <li>- Inclusionary Affordable Developments</li> </ul>

# DRAFT HIGHLIGHTS BY SERVICE AREA

## Transportation

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### PLANNED

\$ in millions

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

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

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

# DRAFT HIGHLIGHTS BY SERVICE AREA

## Public Safety

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### PLANNED

\$ in millions

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

### DEFERRED & EMERGING

Project Name
POL Central District Station Replacement
425 7 <sup>th</sup> Street (County Jails #1 and #2)
<ul style="list-style-type: none"> <li>- Structural Strengthening</li> <li>- Hardening &amp; Modernization</li> <li>- Renewals</li> </ul>
Candlestick & Hunters Point New Fire Stations
Juvenile Justice Center Replacement
Court Holding Facility
County Jail #5 and #6 Renewals and Renovation

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

# DRAFT HIGHLIGHTS BY SERVICE AREA

## Economic & Neighborhood Development

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### PLANNED

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

Details on projects and anticipated revenues for each Plan Area.

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

# DRAFT HIGHLIGHTS BY SERVICE AREA

## Recreation, Culture, Education

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### PLANNED

*\$ in millions*

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

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



# DRAFT HIGHLIGHTS BY SERVICE AREA

## Infrastructure & Streets

31

### PLANNED

\$ in millions

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

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

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

# DRAFT HIGHLIGHTS BY SERVICE AREA

## Health and Human Services

32

### PLANNED

*\$ in millions*

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

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

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

# DRAFT HIGHLIGHTS BY SERVICE AREA

## General Government

33

### PLANNED

*\$ in millions*

Project Name	Amount
ADA Barrier Removals	10
Public Works Yard	32

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

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

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

# CPC Upcoming Plan-Related Presentations\*

\*Subject to change

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## **Jan 25**

- ▣ Health & Human Services (HSA, HSH, DPH)
- ▣ Affordable Housing (MOHCD)

## **Feb 22**

- ▣ Public Safety (DEM, FIR, JUV, SHF, POL)
- ▣ General Government (DT, RED, Moscone)

## **Feb 8**

- ▣ Infrastructure & Streets (DPW, PUC)
- ▣ Port
- ▣ Library

# Questions & Comments

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# PAY-AS-YOU-GO PROGRAM

## Expenditure Types

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Fixed Allocation

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

Variable Allocation

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