

APPENDICES

A. Administrative Code Sections 3.20 and 3.21	230
B. Capital Plan Governance Structure	233
C. Glossary of Terms	234
D. Methodology and Assumptions	238
E. Departmental Funding Levels	246

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11/15/2011, Eff. 12/15/2011) (Former Sec. 3.20 added by Ord. 223-97, App. 6/6/97; amended by Ord. 55-98, App. 2/20/98; repealed by Ord. 216-05)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, Central SoMa, 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.

C. Glossary of Terms

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

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

Mello-Roos District: See Community Facility District.

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

selling municipal bonds is known as the City's bonded debt. Net Assessed Value: The total assessed value of property in San Francisco, excluding property considered exempt from tax levies, such as properties owned by religious or non-profit organizations.

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

The Plan: See Capital Plan.

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

Since renewal projects tend to be smaller investments compared with investments needed to replace entire facilities,

the 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.

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.

Building Name: 1 SOUTH VAN NESS OFFICE BLDG CRV(000's): \$331,511 Building No.: RE-000 GSF: 560,000 Year Built: 1960

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

Subsystem Name	Backlog	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total
b.1. Building Exteriors (Hard)	-	182	-	-	-	-	-	-	-	-	-	182
c.1. Elevators and Conveying Systems	-	1,823	-	729	-	-	-	-	-	-	-	2,553
d.1. HVAC - Equipment	-	10,153	8,122	-	-	-	-	-	-	-	-	18,275
d.2. HVAC - Controls	-	-	5,702	-	-	-	-	-	-	-	-	5,702
f.2. Electrical Rough-in	-	-	-	23,869	-	-	-	-	-	-	-	23,869
f.1. Electrical Equipment	-	-	14,918	-	-	-	-	-	-	-	-	14,918
g.2. Plumbing Rough-in	-	17,239	-	-	-	-	-	-	-	-	-	17,239
i.1. Fire Protection Systems	-	2,652	2,652	-	-	-	-	-	-	-	-	5,304
i.2. Fire Detection Systems	-	1,658	1,658	-	-	-	-	-	-	-	-	3,315
j.1. CCMS	-	1,989	-	-	-	-	-	-	-	-	-	1,989
k.1. Built-in Equipment and Specialties	-	2,984	-	-	-	-	-	-	-	-	-	2,984
l.2. Interior Finishes	-	6,630	-	-	-	-	-	-	-	-	-	6,630
TOTAL BY BUILDING	-	45,309	33,052	24,598	-	-	-	-	-	-	-	102,959

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 2024-33 Capital Plan reflects renewal data collected from August through December 2022 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 FY2024-33 Capital Plan uses the Annual Infrastructure Construction Cost Inflation Estimate (AICCE) of 6% as the escalation rate for the first year, 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, FY2024 refers to calendar year dates from July 1, 2023 to June 30, 2024. 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 2024 ballot will appear in FY2025 of the financial schedule.
- The General Obligation Bond Program assumes growth in Net Assessed Value of -0.24% in FY2024, 1.08% in FY2025, 0.99% in FY2026, 1.34% in FY2027, 1.79% in FY2028, and 3% 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 3.30% in FY2024, 3.65% in FY2025, 3.85% in FY2026, 2.33% in FY2027, 1.77% in FY2028, and 2.70% 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%.

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

2024-33 Capital Plan estimates over \$41 billion in capital projects during the next ten years, which will create over 170,000 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 4.20 San Francisco jobs per million dollars in construction spending. This is exclusive of the additional jobs created outside of the City and County as workers and materials migrate in from surrounding areas.

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

Estimated Jobs Created from Construction Spending in San Francisco

Sectors	Industry	Employment per \$M of Construction Spending
Private	Construction	2.93
	Retail trade	0.24
	Professional, scientific, and technical services	0.16
	Health care and social assistance	0.11
	Administrative, support, waste management, and remediation services	0.10
	Accommodation and food services	0.11
	Wholesale trade	0.09
	Real estate and rental and leasing	0.09
	Other services (except public administration)	0.08
	Manufacturing	0.05
	Transportation and warehousing	0.03
	Finance and insurance	0.03
	Educational services; private	0.03
	Arts, entertainment, and recreation	0.02
	Information	0.02
	Utilities	0.01
	Management of companies and enterprises	0.01
	SUBTOTAL	4.09
Government	Government (State & Local) Jobs	0.11
TOTAL		4.20

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

D. Methodology and Assumptions

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.

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.

D. Methodology and Assumptions

Strategic Criteria:

- In general, limit IFDs to parcels without any occupied residential use. The City may want to exclude parcels that contain existing occupied residential structures. This is because IFD law requires an actual voter-based election if there are 12 or more registered voters within the proposed boundaries of an IFD. If there are less than 12 registered voters, the law only requires a weighted vote of the property owners, which, in general, should reduce the complexity and time required for forming a district. On the other hand, there may be circumstances where a voter-based election may be both desirable and manageable.
- Use IFDs as a strategy to leverage additional non-City resources. As noted in Threshold Criteria #1 above, IFDs should be used as a tool to leverage additional regional, state, and federal funds, thereby serving a purpose beyond earmarking General Fund resources for needed infrastructure. In particular, IFDs may prove instrumental in securing matching federal or state dollars for transportation projects.
- Consider adopting a limited policy of “overriding considerations” for situations where the BOS may have adopted zoning that purposely restricts or limits the economic “highest and best” use of a given area, thereby limiting or reducing the net General Fund benefit derived from a rezoning, but where other social policy objectives might dictate that some IFD revenues be spent on supportive infrastructure.

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E. Departmental Funding

TABLE E.1 - FINANCIAL SUMMARY

ACADEMY OF SCIENCES	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029 - 2033	Plan Total	
State of good repair renewal - Need	5,448	4,084	4,586	683	8,759	13,155	36,715	
SPENDING PLAN								
State of good repair renewal - Proposed Uses	5,448	4,084	4,586	683	8,759	13,155	36,715	
TOTAL	5,448	4,084	4,586	683	8,759	13,155	36,715	
REVENUES								
Other Local Sources	5,448	4,084	4,586	683	8,759	13,155	36,715	
TOTAL	5,448	4,084	4,586	683	8,759	13,155	36,715	
<i>Total San Francisco Jobs/Year</i>	23	17	19	3	37	55	154	

TABLE E.2 - FINANCIAL SUMMARY

ARTS COMMISSION	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029 - 2033	Plan Total	
State of good repair renewal - Need	4,087	4,291	4,505	4,731	4,967	28,819	51,400	
SPENDING PLAN								DEFERRED
State of good repair renewal - Proposed Uses	963	845	1,458	2,111	2,816	21,213	29,406	20,264
TOTAL	963	845	1,458	2,111	2,816	21,213	29,406	20,264
REVENUES								
General Fund	963	845	1,458	2,111	2,816	21,213	29,406	
TOTAL	963	845	1,458	2,111	2,816	21,213	29,406	
<i>Total San Francisco Jobs/Year</i>	4	4	6	9	12	89	124	

TABLE E.3 - FINANCIAL SUMMARY

ASIAN ART MUSEUM	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029 - 2033	Plan Total	
State of good repair renewal - Need	2,246	2,359	2,477	2,600	2,730	15,841	28,253	
SPENDING PLAN								DEFERRED
State of good repair renewal - Proposed Uses	529	464	802	1,160	1,548	11,660	16,164	9,095
TOTAL	529	464	802	1,160	1,548	11,660	16,164	9,095
REVENUES								
General Fund	529	464	802	1,160	1,548	11,660	16,164	
TOTAL	529	464	802	1,160	1,548	11,660	16,164	
<i>Total San Francisco Jobs/Year</i>	2	2	3	5	7	49	68	

TABLE E.4 - FINANCIAL SUMMARY

SAN FRANCISCO BAY AREA RAPID TRANSIT (BART)		FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029 - 2033	Plan Total	
SPENDING PLAN									
									DEFERRED
Rail Cars		90,815	162,464	57,738	17,342	15,324	38,358	382,041	59,222
Track & Structures		25,485	25,526	25,016	24,820	24,863	74,855	200,564	111,497
Traction Power		25,902	26,929	22,817	22,989	23,165	70,610	192,413	
Train Control & Communications		32,250	31,142	21,281	14,753	10,958	20,354	130,738	12,600
Stations		20,261	19,195	12,785	12,875	12,968	28,054	106,138	394,850
Maintenance Shops, Yards, & Other Facilities		11,503	6,997	2,380	2,380	2,380	7,141	32,782	
Seismic Programs		11,246	-	-	-	-	-	11,246	289,781
System Expansion		4,391	4,932	4,038	4,038	4,038	12,113	33,548	
Electrical & Mechanical Infrastructure		6,338	6,338	5,284	5,284	5,284	15,852	44,379	180,624
System Support		17,552	24,639	13,759	7,769	6,159	12,066	81,943	52,524
TOTAL		245,743	308,162	165,098	112,248	105,140	279,402	1,215,792	1,101,098
REVENUES									
Measure RR		92,590	169,317	87,806	64,989	60,136	173,895	648,732	
Other BART		30,783	28,846	8,329	6,830	7,232	11,897	93,917	
Federal		79,009	35,654	26,351	19,958	18,898	57,187	237,056	
Regional		1,192	2,169	1,563	1,157	1,071	3,096	10,247	
State		23,589	42,931	19,798	-	-	-	86,319	
Local		18,580	29,246	21,251	19,315	17,803	33,326	139,521	
TOTAL		245,743	308,162	165,098	112,248	105,140	279,402	1,215,792	
	<i>Total San Francisco Jobs/Year</i>	1,033	1,295	694	472	442	1,174	5,110	

E. Departmental Funding

TABLE E.5 - FINANCIAL SUMMARY

CITY COLLEGE OF SAN FRANCISCO	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029 - 2033	Plan Total	
SPENDING PLAN								DEFERRED
Ocean Campus Infrastructure Replacement	28,840	25,983	1,528	-	-	-	56,350	5,635
750 Eddy Street Seismic and Code Upgrades	8,322	5,194	956	-	-	-	14,472	6,948
Ocean Campus Projects	1,912	1,912	1,912	1,434	-	-	7,168	359,040
Evans Center Modernization	7,211	14,246	1,187	-	-	-	22,645	3,575
Other Center Renovations	2,678	2,678	2,678	2,413	888	1,554	12,889	-
Diego Rivera Theater with Mural	2,910	24,068	34,646	34,646	485	-	96,755	243,100
STEAM Center	77,751	50,130	-	-	-	-	127,881	339,900
Student Success Center	58,604	51,401	2,233	-	-	-	112,239	158,400
Cloud Hall Renovation	1,487	8,924	12,907	51,401	47,653	1,097	123,469	125,400
Science Hall Renovation	3,400	3,400	3,400	33,568	55,117	1,133	100,019	125,400
Creative Arts Extension/Multi Media Building	762	1,069	6,026	12,966	7,875	1,603	30,300	28,600
IT infrastructure	547	2,008	2,008	2,008	2,008	-	8,578	-
New Child Care Center	-	750	5,106	5,644	-	-	11,500	22,000
Batmale Renovation	-	-	-	-	-	-	-	91,300
Downtown Center Modernization	-	-	-	-	-	-	-	24,970
John Adams Addition	-	-	-	-	-	-	-	29,304
Student Union	-	-	-	-	-	-	-	114,400
TOTAL	194,423	191,762	74,587	144,080	114,026	5,388	724,266	1,677,972
REVENUES								
State Chancellor's Office Capital Outlay Grants	29,158	27,782	4,215	5,230	5,230	-	71,616	
City College G.O. Bond	165,266	163,980	70,372	138,849	108,795	5,388	652,650	
TOTAL	194,423	191,762	74,587	144,080	114,026	5,388	724,266	
<i>Total San Francisco Jobs/Year</i>	<i>817</i>	<i>806</i>	<i>313</i>	<i>606</i>	<i>479</i>	<i>23</i>	<i>3,044</i>	

TABLE E.6 - FINANCIAL SUMMARY

DEPT. OF EMERGENCY MANAGEMENT	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029 - 2033	Plan Total	
State of good repair renewal - Need	878	922	968	1,017	1,068	6,194	11,047	
SPENDING PLAN								
								DEFERRED
State of good repair renewal - Proposed Uses	205	180	311	450	600	4,521	6,267	6,046
TOTAL	205	180	311	450	600	4,521	6,267	6,046
REVENUES								
General Fund	205	180	311	450	600	4,521	6,267	
TOTAL	205	180	311	450	600	4,521	6,267	
<i>Total San Francisco Jobs/Year</i>	1	1	1	2	3	19	26	

E. Departmental Funding

TABLE E.7 - FINANCIAL SUMMARY

DEPT. OF PUBLIC HEALTH	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029 - 2033	Plan Total	
State of good repair renewal - Need	26,568	27,897	29,291	30,756	32,294	187,365	334,171	
SPENDING PLAN								DEFERRED
State of good repair renewal - Proposed Uses	6,206	5,446	9,402	13,609	18,154	136,742	189,559	163,102
Chinatown Public Health Center Seismic Retrofit	74,120	-	-	-	-	-	74,120	-
Silver Avenue Health Center Seismic Retrofit	33,245	-	-	-	-	-	33,245	-
City Clinic Relocation	27,250	-	-	-	-	-	27,250	-
ZSFG - Bldg 3 Retrofit and Renovation	49,000	-	-	-	-	-	49,000	-
LHH / ZSFG Critical Enhancements	31,385	-	-	-	-	-	31,385	-
2030 Public Health Bond Projects	-	-	-	-	-	-	250,000	-
ZSFG - Building 80/90 Renovation & Seismic Retrofit	-	-	-	-	-	-	-	325,779
LHH - C Wing Renovation	-	-	-	-	-	-	-	2,606
TOTAL	221,206	5,446	9,402	13,609	18,154	136,742	654,559	491,487
REVENUES								
General Fund	6,206	5,446	9,402	13,609	18,154	136,742	189,559	
Public Health Bond 2024	210,000	-	-	-	-	-	210,000	
Public Health Bond 2030	-	-	-	-	-	250,000	250,000	
State	5,000	-	-	-	-	-	5,000	
TOTAL	221,206	5,446	9,402	13,609	18,154	386,742	654,559	
<i>Total San Francisco Jobs/Year</i>	930	23	40	57	76	1,625	2,751	

TABLE E.8 - FINANCIAL SUMMARY

DEPARTMENT OF TECHNOLOGY		FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029 - 2033	Plan Total	
State of Good Repair Renewal - Need		77	81	85	89	94	544	971	
SPENDING PLAN									
								DEFERRED	
State of good repair renewal - Proposed Uses		18	16	27	40	53	397	551	491
TOTAL		18	16	27	40	53	397	551	491
REVENUES									
General Fund		18	16	27	40	53	397	551	
TOTAL		18	16	27	40	53	397	551	
<i>Total San Francisco Jobs/Year</i>		0	0	0	0	0	2	2	

E. Departmental Funding

TABLE E.9 - FINANCIAL SUMMARY

FINE ARTS MUSEUMS	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029 - 2033	Plan Total	
State of Good Repair Renewal - Need	11,858	12,450	13,073	13,727	14,413	83,623	149,143	
SPENDING PLAN								DEFERRED
State of good repair renewal - Proposed Uses	2,794	2,452	4,232	6,126	8,172	61,552	85,326	62,951
TOTAL	2,794	2,452	4,232	6,126	8,172	61,552	85,326	62,951
REVENUES								
General Fund	2,794	2,452	4,232	6,126	8,172	61,552	85,326	
TOTAL	2,794	2,452	4,232	6,126	8,172	61,552	85,326	
<i>Total San Francisco Jobs/Year</i>	12	10	18	26	34	259	359	

TABLE E.10 - FINANCIAL SUMMARY

FIRE DEPARTMENT	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029 - 2033	Plan Total
State of good repair renewal - Need	10,496	11,021	11,572	12,150	12,758	74,020	132,016

SPENDING PLAN

DEFERRED

State of good repair renewal - Proposed Uses	613	538	929	1,344	1,793	13,505	18,722	15,206
Emergency Firefighting Water System	138,800	-	-	-	-	-	138,800	-
New Training Facility & Neighborhood Fire Stations	228,300	-	-	-	-	-	228,300	-
Treasure Island Neighborhood Fire House Replacement	20,000	-	-	-	-	-	20,000	-
Fire Station 13 Replacement	30,000	-	-	-	-	-	30,000	-
Fire Station 7 Replacement	-	-	-	-	-	-	-	65,156
Bureau of Equipment Relocation	-	-	-	-	-	-	-	97,734
TOTAL	417,713	538	929	1,344	1,793	13,505	435,822	178,095

REVENUES

General Fund	613	538	929	1,344	1,793	13,505	18,722
ESER G.O. Bond 2020	367,100	-	-	-	-	-	367,100
Developer Funded	50,000	-	-	-	-	-	50,000
TOTAL	417,713	538	929	1,344	1,793	13,505	435,822
<i>Total San Francisco Jobs/Year</i>	1,756	2	4	6	8	57	1,832

E. Departmental Funding

TABLE E.11 - FINANCIAL SUMMARY

HUMAN SERVICES AGENCY	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029 - 2033	Plan Total	
State of good repair renewal - Need	584	614	644	677	710	4,122	7,351	
SPENDING PLAN								DEFERRED
State of good repair renewal - Proposed Uses	137	120	207	299	399	3,008	4,170	2,977
Relocation of HSA Headquarters	70,000	-	-	-	-	-	70,000	-
TOTAL	70,137	120	207	299	399	3,008	74,170	2,977
REVENUES								
General Fund	137	120	207	299	399	3,008	4,170	
Certificates of Participation	70,000	-	-	-	-	-	70,000	
TOTAL	70,137	120	207	299	399	3,008	74,170	
Total San Francisco Jobs/Year	295	1	1	1	2	13	312	

TABLE E.12 - FINANCIAL SUMMARY

HOMELESSNESS AND SUPPORTIVE HOUSING	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029 - 2033	Plan Total	
State of good repair renewal - Need	3,115	3,271	3,435	3,606	3,787	21,970	39,185	
SPENDING PLAN								
								DEFERRED
State of good repair renewal - Proposed Uses	728	639	1,102	1,596	2,129	16,034	22,228	16,877
1001 Polk Shelter Project	100,000	-	-	-	-	-	100,000	-
260 Golden Gate Shelter Project	-	40,000	-	-	-	-	40,000	-
TOTAL	100,728	40,639	1,102	1,596	2,129	16,034	162,228	16,877
REVENUES								
General Fund	728	639	1,102	1,596	2,129	16,034	22,228	
Public Health Bond 2024	100,000	-	-	-	-	-	100,000	
Affordable Housing Bond 2024		40,000	-	-	-	-	40,000	
TOTAL	100,728	40,639	1,102	1,596	2,129	16,034	162,228	
<i>Total San Francisco Jobs/Year</i>	423	171	5	7	9	67	682	

TABLE E.13 - FINANCIAL SUMMARY

JUVENILE PROBATION	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029 - 2033	Plan Total	
State of good repair renewal - Need	2,921	3,067	3,220	3,381	3,550	20,598	36,737	
SPENDING PLAN								DEFERRED
State of good repair renewal - Proposed Uses	682	599	1,034	1,496	1,996	15,033	20,839	18,908
TOTAL	682	599	1,034	1,496	1,996	15,033	20,839	18,908
REVENUES								
General Fund	682	599	1,034	1,496	1,996	15,033	20,839	
TOTAL	682	599	1,034	1,496	1,996	15,033	20,839	
<i>Total San Francisco Jobs/Year</i>	3	3	4	6	8	63	88	

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TABLE E.14 - FINANCIAL SUMMARY

MAYOR'S OFFICE OF HOUSING AND COMMUNITY DEVELOPMENT		FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029 - 2033	Plan Total
SPENDING PLAN								
PRODUCTION (Planned, Phased & Emerging Projects)								
Very-Low (0-50% AMI)		866,801	929,658	955,367	997,535	1,081,147	6,244,045	11,074,553
Low (51-80% AMI)		298,458	332,898	328,769	339,607	390,323	2,235,941	3,925,996
Moderate (81-120% AMI)		473,871	497,565	522,443	548,565	575,993	3,341,863	5,960,300
Acquisition/Rehab (30-120% AMI)		147,000	154,350	162,068	170,171	178,679	1,036,682	1,848,950
HOPE SF		85,554	50,798	94,885	110,830	48,901	341,071	732,038
PRESERVATION (Renewals)								
MOHCD-monitored 100% Affordable Housing		116,723	122,559	128,687	135,122	141,878	823,163	1,468,132
Federally-assisted, non-MOHCD		10,059	10,562	11,090	11,645	12,227	70,939	126,521
TOTAL		1,998,466	2,098,389	2,203,309	2,313,474	2,429,148	14,093,704	25,136,490
REVENUES								
Housing Trust Fund (Incl. Bonded Proceeds)		79,352	79,701	71,741	70,147	69,404	348,490	718,834
General Fund + ERAF		10,336	10,793	10,393	8,793	8,793	45,560	94,668
Federal Funds (CDBG, HOME)		12,842	15,492	17,842	9,442	11,977	69,686	137,283
2024 Affordable Housing G.O. Bond		-	40,000	40,000	40,000	40,000	-	160,000
State (NPLH, SB2)		14,131	14,131	14,131	14,131	14,131	70,654	141,307
OCII Tax Increment		83,800	30,338	30,338	30,338	30,338	91,014	296,166
Area Plan Housing Fees		5,900	4,200	16,900	16,900	16,900	84,500	145,300
Jobs/Housing Linkage Fees		31,200	76,100	33,600	33,600	33,600	168,000	376,100
TOTAL		237,561	270,755	234,944	223,351	225,143	877,905	2,069,658
<i>Total San Francisco Jobs/Year</i>		998	1,138	987	939	946	3,690	8,699
<i>Total San Francisco Affordable Housing Units/Year</i>		749	913	696	659	529	2,040	5,585
<i>Annual Surplus (Deficit)</i>		(1,760,905)	(1,827,635)	(1,968,364)	(2,090,123)	(2,204,005)	(13,215,800)	(23,066,832)
<i>Cumulative Surplus (Deficit)</i>		(1,760,905)	(3,588,540)	(5,556,904)	(7,647,027)	(9,851,032)	(23,066,832)	

E. Departmental Funding

TABLE E.15 - FINANCIAL SUMMARY

MOSCONE CENTER	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029 - 2033	Plan Total	
State of good repair renewal - Need	22,189	23,299	24,464	25,687	26,971	156,485	279,095	
SPENDING PLAN								DEFERRED
State of good repair renewal - Proposed Uses	1,500	1,500	1,500	1,500	1,500	7,500	15,000	341,631
TOTAL	1,500	1,500	1,500	1,500	1,500	7,500	15,000	341,631
REVENUES								
General Fund	1,500	1,500	1,500	1,500	1,500	7,500	15,000	
TOTAL	1,500	1,500	1,500	1,500	1,500	7,500	15,000	
<i>Total San Francisco Jobs/Year</i>	6	6	6	6	6	32	63	

TABLE E.16 - FINANCIAL SUMMARY

OFFICE OF THE CITY ADMINSTRATOR	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029 - 2033	Plan Total	
State of good repair renewal - Need	44,392	46,611	48,942	51,389	53,958	313,061	558,352	
SPENDING PLAN								
								DEFERRED
State of good repair renewal - Proposed Uses	8,930	7,837	13,528	19,582	26,123	196,761	272,761	226,318
Critical Access barrier removal	1,000	1,000	1,000	1,000	1,000	5,000	10,000	-
HOJ Consolidation Project	-	-	-	100,000	-	267,000	367,000	-
City Hall Dome and Roof Revitalization	-	-	-	-	-	-	-	35,836
TOTAL	9,930	8,837	14,528	120,582	27,123	468,761	649,761	262,154
REVENUES								
General Fund	9,930	8,837	14,528	20,582	27,123	201,761	282,761	
Certificates of Participation	-	-	-	100,000	-	267,000	367,000	
TOTAL	9,930	8,837	14,528	120,582	27,123	468,761	649,761	
<i>Total San Francisco Jobs/Year</i>	42	37	61	507	114	1,970	2,731	

E. Departmental Funding

TABLE E.17 - FINANCIAL SUMMARY

OCII - AFFORDABLE HOUSING PROJECTS	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029 - 2033	Plan Total
SPENDING PLAN							
Mission Bay	14,000	-	130,722	142,524	-	-	287,245
Transbay	46,750	-	-	-	-	40,000	86,750
Hunter's Point Shipyard	-	-	171,162	14,040	68,000	383,500	636,702
TOTAL	60,750	-	301,884	156,564	68,000	423,500	1,010,697
REVENUES							
Future Bonds	47,993	-	301,884	155,310	68,000	405,109	978,296
Tax Increment/RPTTF	283	-	-	-	-	-	283
Other Funds	12,474	-	-	1,253	-	18,391	32,118
TOTAL	60,750	-	301,884	156,564	68,000	423,500	1,010,697
<i>Total San Francisco Jobs/Year</i>	255	0	1,269	658	286	1,780	4,248

TABLE E.18 - FINANCIAL SUMMARY

OCII - TRANSBAY ZONE 1	Prior Years	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029 - 2033	Plan Total	
SPENDING PLAN									DEFERRED
Transbay Streetscape Improvements	105	39	13	-	-	-	-	52	
Transbay Parks and Open Space	9,670	15,354	30,906	27,473	12,853	10,400	-	96,986	
TOTAL	9,775	15,393	30,919	27,473	12,853	10,400	-	97,038	
REVENUES									
OCII Revenue	9,775	15,393	30,919	27,473	12,853	10,400	-	97,038	
TOTAL	9,775	15,393	30,919	27,473	12,853	10,400	-	97,038	
<i>Total San Francisco Jobs/Year</i>		65	130	115	54	44	-	408	

E. Departmental Funding

TABLE E.19 - FINANCIAL SUMMARY

OCII - MISSION BAY REDEVELOPMENT		Prior Years	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029 - 2033	Plan Total	
SPENDING PLAN										DEFERRED
Parks and Open Space		30,652	34,700	20,270	16,830	15,000	19,349	-	106,149	
Streetscape and Underground Utilities		17,045	5,000	620	1,000	-	-	-	6,620	
Storm Water Treatment		2,500	5,000	9,375	-	-	-	-	14,375	
Other Public Infrastructure Costs		9,300	5,000	5,000	5,000	5,000	3,000	-	23,000	
TOTAL		59,497	49,700	35,265	22,830	20,000	22,349	-	150,144	
REVENUES										
Developer-funded (To be reimbursed by OCII)		59,497	49,700	35,265	22,830	20,000	22,349	-	150,144	
TOTAL		59,497	49,700	35,265	22,830	20,000	22,349	-	150,144	
	<i>Total San Francisco Jobs/Year</i>		209	148	96	84	94	-	631	

TABLE E.20 - FINANCIAL SUMMARY

PLAN AREAS (ALL)	Prior Years	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029 - 2033	Plan Total	
SPENDING PLAN									DEFERRED
Complete Streets	350,138	1,900	1,810	30,032	10,737	12,802	48,584	105,866	107,026
Transit	721,772	44,254	54,587	3,067	2,421	1,866	35,077	141,272	-
Open Space	367,974	1,478	3,510	15,858	35,113	12,108	11,332	79,397	-
Childcare	15,727	1,751	2,449	2,925	4,066	1,775	5,690	18,656	-
Program Administration	16,501	400	341	763	457	706	430	3,098	2,090
TOTAL	1,472,112	49,783	62,697	52,645	52,795	29,257	101,112	348,288	109,116
REVENUES									
Impact Fees	264,485	6,498	10,131	43,645	52,795	29,257	34,850	177,175	
General Fund - Other	70,600	28,805	3,040	-	-	-	-	31,845	
Bonds	405,280	-	-	-	-	-	-	-	
Other Local	665,855	13,645	47,757	-	-	-	66,262	127,664	
External Grants	65,892	835	1,769	9,000	-	-	-	11,604	
TOTAL	1,472,112	49,783	62,697	52,645	52,795	29,257	101,112	348,288	
<i>Total San Francisco Jobs/Year</i>		209	264	221	222	123	425	1,464	

E. Departmental Funding

TABLE E.21 - FINANCIAL SUMMARY

PLAN AREAS - BALBOA PARK	Prior Years	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029 - 2033	Plan Total	
SPENDING PLAN									DEFERRED
Childcare	132	-	16	-	-	-	-	16	
Complete Streets	1,144	71	41	-	-	-	-	112	
Open Space	234	43	31	-	-	-	-	74	
Transit	11,925	38	20,014	-	-	-	-	20,052	
Program Administration	10	-	5	5	6	-	-	16	
TOTAL	13,445	152	20,107	5	6	-	-	20,270	
REVENUES									
General Fund - Other	4,050	-	-	-	-	-	-	-	
Impact Fees	2,337	152	107	5	6	-	-	270	
Other Local	7,058	-	20,000	-	-	-	-	20,000	
TOTAL	13,445	152	20,107	5	6	-	-	20,270	

TABLE E.22 - FINANCIAL SUMMARY

PLAN AREA - CENTRAL SOMA									
	Prior Years	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029 - 2033	Plan Total	
SPENDING PLAN									DEFERRED
Childcare	2,178	1,751	941	2,699	3,500	1,516	-	10,406	
Complete Streets	51,434	-	1,769	21,951	5,399	7,976	-	37,096	
Open Space	79,800	-	-	-	33,500	10,000	-	43,500	
Transit	25,280	5,946	4,816	-	-	-	-	10,762	
Program Administration	5,195	300	236	675	202	606	-	2,019	
TOTAL	163,888	7,997	7,762	25,324	42,602	20,098	-	103,783	
REVENUES									
Bonds	30,000	-	-	-	-	-	-	-	
External Grants	17,216	-	1,769	-	-	-	-	1,769	
General Fund - Other	9,549	500	1,040	-	-	-	-	1,540	
Impact Fees	91,620	5,587	4,953	25,324	42,602	20,098	-	98,564	
Other Local	15,502	1,910	-	-	-	-	-	1,910	
TOTAL	163,888	7,997	7,762	25,324	42,602	20,098	-	103,783	

E. Departmental Funding

TABLE E.23 - FINANCIAL SUMMARY

PLAN AREAS - EASTERN NEIGHBORHOODS		Prior Years	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029 - 2033	Plan Total	
SPENDING PLAN										
										DEFERRED
Childcare	5,067	-	-	-	-	-	128	281	408	
Complete Streets	45,902	60	-	4,981	3,007	4,676	63	12,787	4,400	
Open Space	67,587	1,435	2,858	13,858	-	1,797	-	19,948		
Transit	177,559	35,433	5,232	-	-	-	250	40,916		
Program Administration	4,885	100	101	83	117	100	430	931		
TOTAL	300,999	37,028	8,191	18,922	3,124	6,700	1,024	74,990	4,400	
REVENUES										
Bonds	85,383	-	-	-	-	-	-	-	-	
External Grants	17,850	835	-	9,000	-	-	-	9,835		
General Fund - Other	14,452	27,555	-	-	-	-	-	27,555		
Impact Fees	54,214	760	2,959	9,922	3,124	6,700	1,024	24,489		
Other Local	129,099	7,879	5,232	-	-	-	-	13,111		
TOTAL	300,999	37,028	8,191	18,922	3,124	6,700	1,024	74,990		

TABLE E.24 - FINANCIAL SUMMARY

PLAN AREAS - MARKET AND OCTAVIA		Prior Years	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029 - 2033	Plan Total	
SPENDING PLAN										
										DEFERRED
Childcare	6,081	-	1,492	226	566	132	5,409	7,825		
Complete Streets	28,775	-	-	3,100	2,331	150	-	5,581		
Open Space	24,449	-	621	2,000	1,613	311	11,332	15,875		
Transit	47,985	742	22,525	3,067	821	1,866	17,085	46,106		
Program Administration	5,164	-	-	-	132	-	-	132		
TOTAL	112,454	742	24,637	8,393	5,463	2,459	33,826	75,519		
REVENUES										
Impact Fees	44,023	-	2,113	8,393	5,463	2,459	33,826	52,253		
General Fund - Other	9,703	-	-	-	-	-	-	-		
External Grants	14,500	-	-	-	-	-	-	-		
Other Local	38,003	742	22,525	-	-	-	-	23,267		
Bonds	6,225	-	-	-	-	-	-	-		
TOTAL	112,454	742	24,637	8,393	5,463	2,459	33,826	75,519		

E. Departmental Funding

TABLE E.25 - FINANCIAL SUMMARY

PLAN AREA - RINCON HILL	Prior Years	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029 - 2033	Plan Total
SPENDING PLAN								
Complete Streets	13,665	-	-	-	-	-	-	8,998
Open Space	6,822	-	-	-	-	-	-	
Transit	-	-	-	-	-	-	-	
Program Administration	662	-	-	-	-	-	-	1,750
TOTAL	21,149	-	-	-	-	-	-	10,748
REVENUES								
Impact Fees	19,163	-	-	-	-	-	-	
General Fund - Other	126	-	-	-	-	-	-	
Other Local	1,860	-	-	-	-	-	-	
TOTAL	21,149	-	-	-	-	-	-	

TABLE E.26 - FINANCIAL SUMMARY

PLAN AREA - TRANSIT CENTER DISTRICT	Prior Years	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029 - 2033	Plan Total	
SPENDING PLAN									DEFERRED
Complete Streets	207,635	1,769	-	-	-	-	48,521	50,290	93,128
Open Space	184,519	-	-	-	-	-	-	-	
Transit	433,698	-	-	-	1,600	-	17,742	19,342	
TOTAL	825,853	1,769	-	-	1,600	-	66,262	69,631	93,128
 REVENUES									
Bonds	279,200	-	-	-	-	-	-	-	
External Grants	12,875	-	-	-	-	-	-	-	
General Fund - Other	26,284	-	-	-	-	-	-	-	
Impact Fees	49,075	-	-	-	1,600	-	-	1,600	
Other Local	458,419	1,769	-	-	-	-	66,262	68,031	
TOTAL	825,853	1,769	-	-	1,600	-	66,262	69,631	

E. Departmental Funding

TABLE E.27 - FINANCIAL SUMMARY

PLAN AREA - VISITACION VALLEY	Prior Years	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029 - 2033	Plan Total	
SPENDING PLAN									DEFERRED
Childcare	2,269	-	-	-	-	-	-	-	
Complete Streets	1,582	-	-	-	-	-	-	-	500
Open Space	4,563	-	-	-	-	-	-	-	
Transit	25,325	2,095	2,000	-	-	-	-	4,095	
Program Administration	586	-	-	-	-	-	-	-	340
TOTAL	34,325	2,095	2,000	-	-	-	-	4,095	840
REVENUES									
Bonds	4,471	-	-	-	-	-	-	-	
External Grants	3,450	-	-	-	-	-	-	-	
General Fund - Other	6,436	750	2,000	-	-	-	-	2,750	
Impact Fees	4,053	-	-	-	-	-	-	-	
Other Local	15,915	1,345	-	-	-	-	-	1,345	
TOTAL	34,325	2,095	2,000	-	-	-	-	4,095	

TABLE E.28 - FINANCIAL SUMMARY

POLICE DEPARTMENT	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029 - 2033	Plan Total	
State of good repair renewal - Need	4,769	5,007	5,258	5,520	5,796	33,630	59,980	
SPENDING PLAN								DEFERRED
State of good repair renewal - Proposed Uses	278	244	422	611	815	6,136	8,506	6,242
District Police Stations and Facilities	113,600	-	-	-	-	-	113,600	
New Police Shooting Range - Lake Merced	-	-	-	-	-	-	-	87,805
Central District Station Replacement	-	-	-	-	-	-	-	140,811
TOTAL	113,878	244	422	611	815	6,136	122,106	234,857
REVENUES								
General Fund	278	244	422	611	815	6,136	8,506	
ESER G.O. Bond 2020	113,600	-	-	-	-	-	113,600	
TOTAL	113,878	244	422	611	815	6,136	122,106	
<i>Total San Francisco Jobs/Year</i>	479	1	2	3	3	26	513	

E. Departmental Funding

TABLE E.29 - FINANCIAL SUMMARY

PORT OF SAN FRANCISCO	Prior Years	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029 - 2033	Plan Total	
SPENDING PLAN									DEFERRED
State of Good Repair									
Dredging		6,360	6,360	6,360	6,360	6,360	31,800	63,600	
Repair / Reinvestment		69,863	39,377	37,508	25,427	41,139	312,670	525,986	
State of Good Repair Subtotal		76,223	45,737	43,868	31,787	47,499	344,470	589,586	2,241,143
Enhancements									
Facility Improvements		4,838	3,423	3,409	3,499	4,491	38,093	57,753	
Mission Bay Ferry Landing		-	29,000	-	-	-	-	29,000	
Development Project Areas		210,919	108,599	51,331	21,647	14,782	162,588	569,865	
Waterfront Resilience Project		38,750	24,050	103,750	101,500	41,000	279,950	589,000	
Enhancements Subtotal		254,507	165,071	158,490	126,646	60,273	480,632	1,245,619	
TOTAL		330,730	210,809	202,359	158,433	107,771	825,102	1,835,204	

PORT OF SAN FRANCISCO

Prior Years FY 2024 FY 2025 FY 2026 FY 2027 FY 2028 FY 2029 - 2033 Plan Total

REVENUES

Port Capital		13,800	13,800	13,700	13,700	18,600	92,400	166,000
Port Tenant Improvements		47,637	11,664	15,598	10,622	18,133	102,356	206,011
Federal & State Grants		2,122	2,185	2,251	2,319	2,388	19,912	31,177
COVID Recovery Stimulus	-	7,500	-	-	-	-	-	7,500
Regional Measure 3, MBFL		-	25,000	-	-	-	-	25,000
MBFL Anticipated Private Contributions, MBFL		-	4,000	-	-	-	-	4,000
Orton IFD Tax Increment		688	709	730	752	775	4,237	7,892
Pier 70 Shorelines CFD Tax		-	114	116	453	462	4,345	5,492
Mission Rock Shoreline CFD Tax		652	922	1,482	1,512	1,542	8,186	14,296
Private Developer Investment		219,581	128,364	64,731	27,574	24,871	313,715	778,836
Port Capital for Waterfront Resilience Program		1,200	1,200	1,300	1,300	1,400	7,600	14,000
GO Bond for Waterfront Resilience Program		37,550	22,850	102,450	100,200	39,600	272,350	575,000
TOTAL		330,730	210,809	202,359	158,433	107,771	825,102	1,835,204
<i>Total San Francisco Jobs/Year</i>		1,390	886	851	666	453	3,468	7,713

TABLE E.30 - FINANCIAL SUMMARY

PUBLIC LIBRARY	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029 - 2033	Plan Total	
State of good repair renewal - Need	7,593	7,972	8,371	8,790	9,229	53,546	95,500	
SPENDING PLAN								
								DEFERRED
State of good repair renewal - Proposed Uses	1,590	1,670	1,753	1,841	1,933	11,213	19,999	97,778
Chinatown Branch Renovation Project	3,000	-	-	-	-	-	3,000	
Ocean View Branch Project	16,000	4,500	-	-	-	-	20,500	
Main Library Seismic Moat and Joint	7,000	-	-	-	-	-	7,000	
Main Library Safety Enhancements	4,000	-	-	-	-	-	4,000	
TOTAL	31,590	6,170	1,753	1,841	1,933	11,213	54,499	97,778
REVENUES								
Other Local Sources	31,590	6,170	1,753	1,841	1,933	11,213	54,499	
TOTAL	31,590	6,170	1,753	1,841	1,933	11,213	54,999	
<i>Total San Francisco Jobs/Year</i>	133	26	7	8	8	47	229	

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E. Departmental Funding

TABLE E.31 - FINANCIAL SUMMARY

PUBLIC WORKS	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029 - 2033	Plan Total	
Facilities Need	1,723	1,809	1,900	1,995	2,094	12,152	21,673	
S - Street Resurfacing	81,000	85,000	89,000	94,000	98,000	597,000	1,044,000	
R - ROW Renewal	42,261	44,406	46,671	49,064	51,593	300,676	534,671	
State of good repair renewal - Need	124,984	131,215	137,571	145,059	151,687	909,828	1,600,344	
SPENDING PLAN								DEFERRED
State of good repair renewal - Proposed Uses	402	353	610	883	1,177	8,868	12,294	10,552
Street Resurfacing and Reconstruction	81,000	85,000	89,000	94,000	98,000	597,000	1,044,000	772,000
Curb Ramp Program	5,720	6,143	6,031	6,005	6,297	36,591	66,787	62,857
Sidewalk Improvements and Repair Program	3,728	3,915	4,110	4,316	4,532	26,293	46,894	21,067
Curb Ramp Inspection and Repairs	271	239	417	610	823	6,398	8,757	8,466
Landscape Median Maintenance and Irrigation Repair	6,046	5,816	7,479	9,280	11,258	77,821	117,700	81,491
Plaza Inspection and Repair Program	102	90	158	231	311	2,418	3,309	3,424
Street Structure Inspection and Repair Program	648	573	999	1,462	1,971	15,327	20,980	21,710
Street Tree Maintenance and Sidewalk Repair	22,756	23,211	23,676	24,149	24,632	130,750	249,174	55,892
Bridge Inspection and Repair Program	89	79	137	201	271	2,106	2,883	2,983
Islais Creek Bridge Rehabilitation	2,620	-	-	-	-	-	2,620	-
Street Tree Planting and Establishment	1,592	2,215	1,590	1,643	1,603	9,574	18,217	221,782
Better Market Street	112,900	-	-	-	-	-	112,900	-
Curb Ramp Basement Program	-	-	-	-	-	-	-	138,595
Major Median Upgrades	-	-	-	-	-	-	-	50,453
Major Plaza Upgrades	-	-	-	-	-	-	-	17,959
Major Street Structure Upgrades	-	-	-	-	-	-	-	53,876
Bridge Major Upgrades and Rehabilitation	-	-	-	-	-	-	-	48,867
Streetscape Improvement Program	-	-	-	-	-	-	-	777,690
Utility Undergrounding	-	-	-	-	-	-	-	1,478,806
	237,875	127,635	134,207	142,778	150,875	913,146	1,706,515	3,828,470

PUBLIC WORKS

FY 2024

FY 2025

FY 2026

FY 2027

FY 2028

FY 2029 -
2033

Plan Total

REVENUES

General Fund	12,243	45,007	48,579	55,800	61,231	423,895	646,755	
General Fund - Enhancement	2,120	-	-	-	-	-	2,120	
General Fund - Other	22,756	23,211	23,676	24,149	24,632	130,750	249,174	
Certificates of Participation	30,000	-	-	-	-	-	30,000	
Federal	4,000	-	-	-	-	-	4,000	
Impact Fees	-	300	100	100	-	-	500	
Prop K Funding	17,417	4,321	3,182	2,668	2,773	16,560	46,921	
State	4,5976	47,434	48,952	50,535	52,185	288,228	533,310	
Other Local Sources	103,362	7,362	9,718	9,525	10,054	53,713	193,734	
TOTAL	237,875	127,635	134,207	142,778	150,875	913,146	1,706,515	
<i>Total San Francisco Jobs/Year</i>	998	535	562	596	629	3,801	7,121	

E. Departmental Funding

TABLE E.32 - FINANCIAL SUMMARY

RECREATION AND PARKS	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029 - 2033	Plan Total	
State of Good Repair Renewal - Need	188,701	198,136	208,043	218,445	229,368	1,330,772	2,373,466	
SPENDING PLAN								DEFERRED
State of good repair renewal - Proposed Uses	14,200	14,200	14,200	14,200	14,200	71,000	142,000	2,206,986
ADA Improvements to Parks Facilities	800	800	800	800	800	4,000	8,000	-
Neighborhood Park Projects & Open Space Improvements	24,000	-	-	-	-	200,000	224,000	-
India Basin	117,358	-	-	-	-	-	117,358	-
Chinatown/Portsmouth Square	71,300	-	-	-	-	-	71,300	-
Gene Friend Recreation Center	59,600	-	-	-	-	-	59,600	-
Japantown Peace Plaza	31,000	-	-	-	-	-	31,000	-
Crocker Amazon Playground	30,000	-	-	-	-	-	30,000	-
Buchanan Street Mall	27,035	-	-	-	-	-	27,035	-
New Park at 11th and Natoma	21,775	-	-	-	-	-	21,775	-
Citywide Parks	18,000	-	-	-	-	-	18,000	-
Herz Playground New Rec Center	17,100	-	-	-	-	-	17,100	-
Esprit Park	8,500	-	-	-	-	-	8,500	-
South Ocean Beach & Sustainability	8,000	-	-	-	-	-	8,000	-
South Sunset Playground	5,300	-	-	-	-	-	5,300	-
Twin Peaks Promenade and Trail Improvements	3,400	-	-	-	-	-	3,400	-
Community Garden Improvements/GROW Center	3,100	-	-	-	-	-	3,100	-
Golden Gate Park - 9th Ave & Lincoln Gateway	3,050	-	-	-	-	-	3,050	-
Buena Vista Park	3,000	-	-	-	-	-	3,000	-
Kezar Pavillion Seismic Upgrade	-	75,000	-	-	-	-	75,000	-
Jackson Playground	-	42,507	-	-	-	-	42,507	-
Additional Public Restrooms at Parks	400	-	-	-	-	-	400	-
Richmond Senior Park	-	1,000	-	-	-	-	1,000	-
Marina East Yacht Harbor Renovation	101,370	5,300	868	868	868	814	110,086	-
Recreation & Park Roads	-	-	-	-	-	-	-	55,382
TOTAL	568,288	138,807	15,868	15,868	15,868	275,814	1,030,511	2,262,369

RECREATION AND PARKS

FY 2024

FY 2025

FY 2026

FY 2027

FY 2028

FY 2029 -
2033

Plan Total

REVENUES

General Fund - Other	18,800	20,000	15,000	15,000	15,000	75,000	158,800
Health and Recovery Bond 2020	219,440	16,000	-	-	-	-	235,440
ESER G.O. Bond 2020	-	70,000	-	-	-	-	70,000
Neighborhood Parks and Open Space Bond 2030	-	-	-	-	-	200,000	200,000
Impact Fees	59,800	12,700	-	-	-	-	72,500
Private and Non - Profit Sources	157,625	20,100	868	868	868	814	181,141
Other Local Sources	14,860	7	-	-	-	-	14,867
Federal	1,500	-	-	-	-	-	1,500
State	96,263	-	-	-	-	-	96,263
TOTAL	568,288	138,807	15,868	15,868	15,868	275,814	1,030,511
<i>Total San Francisco Jobs/Year</i>	2,389	583	67	67	67	1,159	4,331

E. Departmental Funding

TABLE E.33 - FINANCIAL SUMMARY

SFO	Prior Years	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029 - 2033	Plan Total	Backlog
SPENDING PLAN									DEFERRED
Operating									
Renewal	30,000	15,500	16,000	16,500	17,000	17,510	95,752	178,262	
Capital (by Airport Cost Center)									
Airfield	398,606	48,365	12,300	-	-	43,383	86,767	190,815	
Airport Support	674,517	12,835	16,567	-	-	115,151	230,303	374,856	
Groundside	804,044	5,590	3,293	-	-	21,707	43,414	74,003	
Terminals	946,516	30,471	5,245	-	-	32,001	64,002	131,719	
Terminal 1	2,338,333	2,000	234	-	-	80,800	161,600	244,634	
Terminal 3	365,973	-	-	-	-	236,071	472,142	708,213	
Utilities	334,006	53,025	21,566	-	-	33,558	67,117	175,266	
TOTAL	5,891,994	167,786	75,204	16,500	17,000	580,182	1,221,095	2,077,767	
REVENUES									
Operating									
Operating Budget (Renewal / Maintenance)	30,000	15,500	16,000	16,500	17,000	17,510	95,752	178,262	
Capital Sources									
Bonds	5,665,010	104,126	34,535	-	-	530,134	1,060,269	1,729,064	
Grants	186,751	42,785	19,160	-	-	32,538	65,075	159,558	
Other - Small Cap Outlay	10,233	5,375	5,509	-	-	-	-	10,884	
TOTAL	5,891,994	167,786	75,204	16,500	17,000	580,182	1,221,095	2,077,767	
<i>Total San Francisco Jobs/Year</i>		705	316	69	71	2,439	5,132	8,733	

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E. Departmental Funding

TABLE E.34 - FINANCIAL SUMMARY

SFMTA	Prior Years	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029 - 2033	Plan Total	
SPENDING PLAN									DEFERRED
Communications/IT Infrastructure	4,045	1,796	1,313	15,978	3,805	4,029	21,984	48,904	60,064
Facility	58,671	53,216	142,017	162,889	308,149	61,577	549,595	1,277,444	1,272,010
Fleet	108,857	132,631	168,022	233,387	236,388	250,322	735,084	1,755,834	1,375,375
Parking	-	8,804	12,426	-	-	-	27,480	48,710	316,499
Security	1,608	1,597	2,298	3,500	1,771	1,876	10,992	22,034	261,456
Streets	57,543	50,653	39,713	46,578	26,629	53,198	307,773	524,544	1,988,177
Taxi	351	499	284	311	66	70	1,374	2,604	36,562
Traffic & Signals	11,981	4,661	12,519	2,591	11,236	11,898	104,423	147,328	610,036
Transit Fixed Guideway	44,381	40,230	81,014	150,402	93,560	99,075	439,676	903,958	249,406
Transit Optimization & Expansion	136,125	94,092	83,743	129,118	87,399	117,550	549,595	1,061,497	3,234,055
2032 Transportation Bond Projects	-	-	-	-	-	-	200,000	200,000	-
TOTAL	423,562	388,179	543,351	744,754	769,003	599,595	2,947,976	5,992,858	9,403,640

SFMTA

Prior Years FY 2024 FY 2025 FY 2026 FY 2027 FY 2028 FY 2029 - 2033 Plan Total

REVENUES

Transportation Bond 2026	-	-	-	-	250,000	50,000	-	300,000
Regional Measure 3	-	18,033	74,739	66,361	29,753	-	-	188,886
Cap & Trade	15,026	12,864	68,240	24,471	101,723	79,094	395,468	681,860
Federal	162,298	129,751	228,998	442,577	222,590	237,242	1,186,214	2,447,372
State	25,699	17,111	31,030	37,316	11,607	26,353	131,762	255,179
Other Local	220,539	210,420	140,344	174,029	153,330	206,906	1,034,532	1,919,561
Transportation Bond 2032	-	-	-	-	-	-	200,000	200,000
TOTAL	423,562	388,179	543,351	744,754	769,003	599,595	2,947,976	5,992,858
<i>Total San Francisco Jobs/Year</i>		1,632	2,284	3,130	3,232	2,520	12,390	25,188

E. Departmental Funding

TABLE E.35 - FINANCIAL SUMMARY

SFPUC - WATER ENTERPRISE	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029 - 2033	Plan Total
SPENDING PLAN							
Regional Costs							
Water Treatment Program	153,058	99,686	17,197	16,434	10,356	27,023	323,753
Water Transmission Program	-	30,491	86,576	51,240	40,464	118,714	327,486
Water Supply & Storage Program	4,765	29,570	55,269	6,948	31,530	34,778	162,860
Watersheds & Land Management	12,158	1,513	1,283	450	391	2,098	17,893
Communication & Monitoring Program	1,999	3,950	4,400	3,450	2,450	5,950	22,199
Buildings And Grounds Programs	9,097	19,791	19,404	93,305	91,263	16,634	249,494
Long Term Monitoring & Permit Program	400	2,965	7,414	4,176	3,574	13,068	31,597
Regional Subtotal	181,477	187,967	191,544	176,002	180,027	218,265	1,135,281
Local Costs							
Water Supply Projects	2,337	8,110	15,767	137	-	-	26,350
Local Water Conveyance/Distribution System	87,790	101,549	73,469	62,715	58,049	266,913	650,484
Systems Monitoring and Control	3,833	5,789	5,597	-	-	275	15,494
Local Tanks/Reservoir Improvements	10,582	7,592	3,583	2,826	2,424	2,775	29,782
Pump Station improvements	860	3,843	1,607	746	-	-	7,056
Groundwater Project	-	9,153	721	122	-	-	9,996
Recycled Water Projects	-	1,557	811	-	-	-	2,368
Automated Meter Reading System	3,114	3,050	2,964	4,824	4,830	21,409	40,191
Buildings & Grounds Improvements - Local	-	108,706	147,601	89,995	100	500	346,901
Local Subtotal	108,516	249,349	252,121	161,364	65,403	291,871	1,128,625
TOTAL	289,993	437,316	443,664	337,366	245,430	510,136	2,263,906

SFPUC - WATER ENTERPRISE

FY 2024

FY 2025

FY 2026

FY 2027

FY 2028

FY 2029 -
2033

Plan Total

REVENUES

Revenue	48,166	77,100	82,100	63,545	55,000	283,586	609,496
Revenue Bonds	239,616	358,696	360,044	272,241	188,786	218,678	1,638,062
Capacity Fee	2,211	1,520	1,520	1,580	1,644	7,872	16,347
TOTAL	289,993	437,316	443,664	337,366	245,430	510,136	2,263,906
<i>Total San Francisco Jobs/Year</i>	1,219	1,838	1,865	1,418	1,032	2,144	9,515

E. Departmental Funding

TABLE E.36 - FINANCIAL SUMMARY

SFPUC - WASTEWATER ENTERPRISE		FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029 - 2033	Plan Total	
SPENDING PLAN									DEFERRED
Sewer System Improvement Program									
Program Wide Management	18,000	18,000	17,000	17,000	17,000	75,497	162,497		
Treatment Facilities	609,228	491,960	318,363	143,048	39,687	139,704	1,741,989		
Sewer/Collection System	83,122	42,362	37,749	31,336	5,082	79,920	279,571		
Stormwater Management/Flood Control	68,186	123,696	217,121	132,490	89,900	98,319	729,712		
SSIP Subtotal	778,535	676,018	590,233	323,874	151,669	393,440	2,913,770		
Renewal & Replacement									
Collection System - Condition Assessment	9,787	15,945	17,976	17,246	17,935	94,406	173,295		
Collection System - Sewer Improvements	48,289	61,535	59,368	56,880	56,626	215,888	498,586		
Collection System - Large Diameter Sewer	22,238	28,349	40,974	42,819	46,422	310,319	491,121		
Sewer Lateral Improvements	8,783	22,891	23,806	22,283	20,283	69,351	167,396		
Treatment Plant Improvements	6,212	20,000	30,000	31,500	32,760	184,536	305,008		
Renewal & Replacement Subtotal	95,309	148,720	172,124	170,727	174,026	874,501	1,635,407		

SFPUC - WASTEWATER ENTERPRISE

FY 2024

FY 2025

FY 2026

FY 2027

FY 2028

FY 2029 -
2033

Plan Total

SPENDING PLAN (CONTINUED)

DEFERRED

Wastewater Facilities & Infrastructure

Ocean Beach Protection	-	19,141	25,483	25,424	25,505	35,352	130,905	
Swoo Condition Assessment & Rehab	-	-	-	-	-	471	471	
Southeast Outfall Condition Assessment & Rehab	-	1,242	18,383	1,077	2,394	2,480	25,576	
Customer Service System	-	2,894	2,799	-	-	-	5,693	
Side Stream Treatment Removal Project	-	7,500	7,500	-	-	-	15,000	
Wastewater Facilities & Infrastructure Subtotal	-	30,777	54,165	26,501	27,898	38,303	177,644	
Treasure Island	111,660	39,001	1,896	-	-	-	152,557	
TOTAL	985,504	894,516	818,418	521,103	353,593	1,306,244	4,879,379	

REVENUES

Revenue	92,038	122,657	125,111	127,613	130,165	690,932	1,288,516	
Revenue Bonds	887,137	758,664	680,112	387,795	217,733	586,837	3,518,279	
Capacity Fees	6,329	5,695	5,695	5,695	5,695	28,475	57,584	
TOTAL	985,504	894,516	818,418	521,103	353,593	1,306,244	4,879,379	
<i>Total San Francisco Jobs/Year</i>	4,142	3,760	3,440	2,190	1,486	5,490	20,508	

E. Departmental Funding

TABLE E.37 - FINANCIAL SUMMARY

SFPUC - HETCH HETCHY WATER AND POWER		FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029 - 2033	Plan Total	
SPENDING PLAN									DEFERRED
Hetchy Power									
Transmission/Distribution	9,123	67,705	82,900	79,322	71,872	184,800	495,723		
Streetlights	2,815	3,815	3,815	3,815	3,815	19,075	37,150		
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		
Alternative Transmission Project	7,587	4,177	3,935	3,935	3,836	19,180	42,650		
Hetchy Power Subtotal	21,525	77,697	92,650	89,072	81,523	233,055	595,523		
Hetchy Water									
Water Infrastructure	48,858	59,410	31,086	16,440	5,267	24,522	185,583		
Power Infrastructure	-	32,194	27,073	39,588	14,424	109,983	223,262		
Joint Projects - Water Infrastructure (45%)	16,664	28,791	42,488	38,527	33,689	95,464	255,623		
Joint Projects - Power Infrastructure (55%)	20,367	35,190	51,929	47,089	41,176	116,678	312,429		
Hetchy Water Subtotal	85,888	155,584	152,576	141,644	94,556	346,648	976,897		
TOTAL	107,413	233,282	245,227	230,716	176,079	579,703	1,572,420		

**SFPUC - HETCH HETCHY
WATER AND POWER**

FY 2024 FY 2025 FY 2026 FY 2027 FY 2028 FY 2029 - 2033 Plan Total

REVENUES

Revenue	2,200	2,200	7,300	14,813	14,685	96,000	137,197	
Cap and Trade Auction Revenue	890	1,350	1,350	1,350	1,350	6,749	13,038	
Low Carbon Fuel Standard	1,643	1,300	1,300	1,300	1,300	6,500	13,343	
Distributed Antenna System	2,815	2,961	3,080	3,203	3,331	18,304	33,692	
Power Bonds	34,343	137,270	158,624	155,084	116,458	332,164	933,943	
Water Bonds	65,521	88,201	73,574	54,967	38,956	119,986	441,207	
TOTAL	107,413	233,282	245,227	230,716	176,079	579,703	1,572,420	
<i>Total San Francisco Jobs/Year</i>	451	980	1,031	970	740	2,436	6,609	

TABLE E.38 - FINANCIAL SUMMARY

SFPUC: CLEANPOWERSF	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029 - 2033	Plan Total	DEFERRED
SPENDING PLAN								
Local Renewable Energy Program	759	564	499	400	500	46,029	48,751	
CleanPower SF Customer Program	-	1,319	1,444	1,369	1,319	6,640	12,091	
Disadvantaged Communities-Green Tariff	779	803	827	852	877	4,798	8,936	
Community Solar Green Tariff	69	246	260	350	361	1,971	3,257	
TOTAL	1,607	2,932	3,030	2,971	3,057	59,438	73,035	
REVENUES								
Revenue CleanPowerSF	759	1,883	1,943	1,769	1,819	52,669	60,842	
Public Purpose Reatepayer Funds	848	1,049	1,087	1,202	1,238	6,769	12,193	
TOTAL	1,607	2,932	3,030	2,971	3,057	59,438	73,035	
<i>Total San Francisco Jobs/Year</i>	7	12	13	12	13	250	307	

TABLE E.39 - FINANCIAL SUMMARY

SF UNIFIED SCHOOL DISTRICT	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029 - 2033	Plan Total
SPENDING PLAN							
SFUSD Capital Program	20,750	1,020,750	20,750	20,750	20,750	1,103,750	2,207,500
TOTAL	20,750	1,020,750	20,750	20,750	20,750	1,103,750	2,207,500
REVENUES							
Impact Fees	8,000	8,000	8,000	8,000	8,000	40,000	80,000
2011 School Facilities Safety Tax	7,650	7,650	7,650	7,650	7,650	38,250	76,500
Deferred Maintenance Fund	1,300	1,300	1,300	1,300	1,300	6,500	13,000
SFUSD Bond	-	1,000,000	-	-	-	1,000,000	2,000,000
Redevelopment Fund	3,800	3,800	3,800	3,800	3,800	19,000	38,000
TOTAL	20,750	1,020,750	20,750	20,750	20,750	1,103,750	2,207,500
<i>Total San Francisco Jobs/Year</i>	<i>87</i>	<i>4,290</i>	<i>87</i>	<i>87</i>	<i>87</i>	<i>4,639</i>	<i>9,278</i>

E. Departmental Funding

TABLE E.40 - FINANCIAL SUMMARY

SHERIFF'S DEPARTMENT	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029 - 2033	Plan Total	
State of Good Repair Renewal - Need	21,215	22,276	23,390	24,559	25,787	149,616	266,844	
SPENDING PLAN								
								DEFERRED
State of good repair renewal - Proposed Uses	4,956	4,349	7,507	10,867	14,497	109,192	151,367	125,120
425 7th Street Structural Strengthening	-	-	-	-	-	-	-	32,578
County Jail #2 Improvements	-	-	-	-	-	-	-	228,045
TOTAL	4,956	4,349	7,507	10,867	14,497	109,192	151,367	385,743
REVENUES								
General Fund	4,956	4,349	7,507	10,867	14,497	109,192	151,367	
TOTAL	4,956	4,349	7,507	10,867	14,497	109,192	151,367	
<i>Total San Francisco Jobs/Year</i>	21	18	32	46	61	459	636	

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E. Departmental Funding

TABLE E.41 - FINANCIAL SUMMARY

TRANSPORTATION - INTERAGENCY INITIATIVES									
	Prior Years	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029 - 2033	Plan Total	
SPENDING PLAN									DEFERRED
San Francisco Transportation Authority									
Treasure Island Mobility Management Program	18,365	11,049	299	-	-	-	-	11,348	24,180
I-80/Yerba Buena Island Ramps Improvement Project - Phase 2 (Southgate Road)	51,551	-	-	-	-	-	-	-	
Yerba Buena Island West Side Bridges	22,950	51,160	39,790	-	-	-	-	90,950	
Quint-Jerrold Connector Road	634	2,061	-	-	-	-	-	2,061	30,095
SFTA Subtotal	93,500	64,270	40,089	-	-	-	-	104,359	54,275
Caltrain									
State of Good Repair and Contingency	313,482	77,998	122,230	96,231	45,808	68,318	323,809	734,394	
Safety / Security and Legal Mandates	12,550	1,000	1,000	1,000	1,000	1,000	5,000	10,000	
Peninsula Corridor Electrification Project	2,220,533	209,044	-	-	-	-	-	209,044	
Electrification Expansion Project	147,938	55,700	-	-	-	-	-	55,700	
Caltrain Enhanced Growth Scenario	-	-	-	24,761	274,061	137,987	926,406	1,363,216	
Guadalupe Creek Bridge	-	17,365	18,921	-	-	-	-	36,286	
San Francisquito Creek Bridge	-	1,467	7,136	-	594	23,220	102,948	135,365	
Vehicle replacements	-	25,974	36,962	133,062	129,365	44,354	-	369,717	
22nd Street Station Accessibility Improvements	-	1,000	4,000	4,000	4,000	-	-	13,000	
Caltrain Subtotal	2,694,503	389,548	190,249	259,054	454,829	274,880	1,358,163	2,926,723	
Transbay Terminal									
Phase II	144,600	179,400	203,600	643,800	923,400	901,700	2,003,500	4,855,400	
Transbay Subtotal	144,600	179,400	203,600	643,800	923,400	901,700	2,003,500	4,855,400	
TOTAL	2,932,603	633,218	433,938	902,854	1,378,229	1,176,580	3,361,663	7,886,482	

TRANSPORTATION - INTERAGENCY INITIATIVES

	Prior Years	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029 - 2033	Plan Total
REVENUES								
Local	532,803	74,926	82,523	237,243	164,604	235,702	131,000	925,998
Regional	91,888	6,700	25,700	100,700	100,700	100,700	3,500	338,000
State	1,002,802	302,180	48,350	128,350	176,450	258,350	38,000	951,680
Federal	1,224,402	140,636	146,439	372,720	673,162	413,453	2,066,350	3,812,760
TOTAL	2,851,894	524,442	303,012	839,013	1,114,916	1,008,205	2,238,850	6,028,438
<i>Total San Francisco Jobs/Year</i>		2,204	1,274	3,526	4,686	4,237	9,410	25,338
<i>Annual Surplus (Deficit)</i>	(80,709)	(108,776)	(130,926)	(63,841)	(263,313)	(168,375)	(1,122,813)	(1,938,753)
<i>Cumulative Surplus (Deficit)</i>	(80,709)	(189,485)	(320,411)	(384,252)	(647,565)	(815,939)	(1,938,753)	

E. Departmental Funding

TABLE E.42 - FINANCIAL SUMMARY

TREASURE ISLAND - AFFORDABLE HOUSING PROJECTS	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029 - 2033	Plan Total
SPENDING PLAN							
Total Projected Development Costs	168,060	149,520	156,940	4,960	-	379,712	859,192
TOTAL	168,060	149,520	156,940	4,960	-	379,712	859,192
REVENUES							
Debt Supported by Rental Income and/or Operating subsidy income	1,262	12,200	14,000	-	-	8,725	36,187
State HCD (at maximum Super NOFA Limit)	25,900	35,000	34,000	-	-	63,000	157,900
Tax Credit proceeds	31,402	48,000	47,000	-	-	123,000	249,402
Federal Home Loan Bank Affordable Housing Program	1,000	1,000	1,000	-	-	2,000	5,000
GP capital, Deferred Developer Fee, Other	1,300	1,300	1,300	-	-	2,600	6,500
2020 Health and Recovery G.O. Bond	61,500	-	-	-	-	-	61,500
State DHCS CCE Funding (application pending)	9,500	-	-	-	-	-	9,500
Treasure Island Infrastructure Revitalization Financing District (IRFD) Bonds	3,279	11,176	13,890	-	-	49,589	77,934
TI Developer Housing Subsidy	16,943	19,461	7,997	4,960	-	46,035	95,396
TOTAL	152,086	128,137	119,187	4,960	-	294,949	699,319
<i>Total San Francisco Jobs/Year</i>	639	539	501	21	-	1,240	2,939
<i>Annual Surplus (Deficit)</i>	<i>(15,974)</i>	<i>(21,383)</i>	<i>(37,753)</i>	<i>-</i>	<i>-</i>	<i>(84,763)</i>	<i>(159,873)</i>
<i>Cumulative Surplus (Deficit)</i>	<i>(15,974)</i>	<i>(37,357)</i>	<i>(75,110)</i>	<i>(75,110)</i>	<i>(75,110)</i>	<i>(159,873)</i>	

TABLE E.43 - FINANCIAL SUMMARY

TREASURE ISLAND - ECONOMIC & NEIGHBORHOOD DEVELOPMENT	Prior Years	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029 - 2033	Plan Total
	SPENDING PLAN							
Property Acquisition/Assumption	34,344	6,627	6,402	6,177	5,951	5,726	-	30,882
Infrastructure Costs	754,445	56,676	162,793	187,718	173,775	223,173	325,636	1,129,771
Other Costs (Marketing, Project Management, et al.)	88,265	13,333	19,048	25,635	29,246	42,616	56,849	186,727
TOTAL	877,054	76,636	188,243	219,530	208,972	271,515	382,486	1,347,381
REVENUES								
Mello Roos Bond (CFD) Proceeds	114,597	25,324	35,443	101,205	158,425	67,855	487,445	875,696
Tax Increment Financing	30,710	8,319	52,687	65,501	59,338	51,684	180,576	418,106
Private Capital	730,980	88,517	133,038	68,172	126,190	136,317	461,740	1,013,974
TOTAL	876,287	122,161	221,167	234,878	343,953	255,856	1,129,762	2,307,776
Total San Francisco Jobs/Year		513	930	987	1,446	1,075	4,748	9,700
Annual Surplus (Deficit)	(766)	45,524	32,924	15,348	134,981	(15,659)	747,276	959,628
Cumulative Surplus (Deficit)	(766)	44,758	77,682	93,030	228,011	212,352	959,628	

TABLE E.44 - FINANCIAL SUMMARY

WAR MEMORIAL AND PERFORMING ARTS CENTER	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029 - 2033	Plan Total	
State of good repair renewal - Need	20,087	21,091	22,146	23,253	24,416	141,657	252,649	
SPENDING PLAN								DEFERRED
State of good repair renewal - Proposed Uses	4,732	4,153	7,169	10,377	13,843	104,269	144,543	94,266
TOTAL	4,732	4,153	7,169	10,377	13,843	104,269	144,543	94,266
REVENUES								
General Fund	4,732	4,153	7,169	10,377	13,843	104,269	144,543	
TOTAL	4,732	4,153	7,169	10,377	13,843	104,269	144,543	
<i>Total San Francisco Jobs/Year</i>	20	17	30	44	58	438	608	

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