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A. Administrative Code

Sec 3.20. Capital Expenditure Plan

By March 1 of each odd-numbered year, beginning with March 1, 2013, the City Administrator shall submit to the Mayor and Board of Supervisors a ten-year capital expenditure plan which shall include an assessment of the City's capital infrastructure needs, investments required to meet the needs identified through this assessment, and a plan of finance to fund these investments. By May 1 of the same year, the Mayor and Board of Supervisors shall review, update, amend, and adopt by resolution the ten-year capital expenditure plan. The Mayor and Board of Supervisors may update the plan as necessary and appropriate to reflect the City's priorities, resources, and requirements.

The capital expenditure plan shall include all recommended capital project investments for each year of the plan. The plan shall incorporate all major planned investments to maintain, repair, and improve the condition of the City's capital assets, including but not limited to city streets, sidewalks, parks, and rights-

of-way; public transit infrastructure; airport and port; water, sewer, and power utilities; and all City-owned facilities.

The capital expenditure plan shall include a plan of finance for all recommended investments, including proposed uses of General and Enterprise Funds to be spent to meet these requirements. Additionally, the plan shall recommend the use and timing of long-term debt to fund planned capital expenditures, including General Obligation bond measures.

The capital expenditure plan shall include a summary of operating costs and impacts on City operations that are projected to result from capital investments recommended in the plan. This operations review shall include expected changes in the cost and quality of City service delivery.

The plan shall also include a summary and description of projects deferred from the ten-year capital expenditure plan given non-availability of funding necessary to meet assessed capital needs. (Added by Ord. 216-05, File No. 050920, App. 8/19/2005; amended

by Ord. 40-06, File No. 060078, App. 3/10/2006; Ord. 222-11, File No. 111001, App. 11/15/2011, Eff. 12/15/2011) (Former Sec. 3.20 added by Ord. 223-97, App. 6/6/97; amended by Ord. 55-98, App. 2/20/98; repealed by Ord. 216-05)

Sec. 3.21. Capital Planning Committee

There is hereby created a Capital Planning Committee consisting of the City Administrator as chair, the President of the Board of Supervisors, the Mayor's Finance Director, the Controller, the City Planning Director, the Director of Public Works, the Airport Director, the Executive Director of the Municipal Transportation Agency, the General Manager of the Public Utilities System, the General Manager of the Recreation and Parks Department, and the Executive Director of the Port of San Francisco. Each member of the Capital Planning Committee may designate a person to represent her or him as a voting member of the Committee. Such designations shall be in written documents signed by the designating member and filed with the City Administrator, or her or his designee.

The mission of the Capital Planning Committee is to review the proposed capital expenditure plan and to monitor the City's ongoing compliance with the final adopted capital plan. As such, the Capital Planning Committee shall (1) establish prioritization and assessment criteria to assist the City Administrator with the development of the capital expenditure plan, (2) annually review the City Administrator's proposed capital expenditure plan prior to its submission to the Mayor and Board of Supervisors, and (3) review the annual budget and any proposed use of long-term debt, including General Obligation bonds, to ensure compliance with the adopted capital expenditure plan.

The Board of Supervisors shall not place on the ballot, or authorize the issuance of any long term financing, until the Capital Planning Committee completes a review of the proposal and submits its recommendation to the Board of Supervisors. Each proposal shall be in form and substance satisfactory to the Committee, and shall be accompanied by descriptive financial, architectural, and/or engineering data, and all other pertinent material in sufficiently

complete detail to permit the Committee to review all aspects of the proposal. The Committee shall submit a written report to the Mayor and the Board analyzing the feasibility, cost, and priority of each proposal relative to the City's capital expenditure plan.

The Chair of the Capital Planning Committee is hereby authorized to adopt such rules, definitions, and procedures as are necessary to meet the requirements described in Section 3.20 and 3.21. (Added by Ord. 216-05, File No. 050920, App. 8/19/2005) (Former Sec. 3.21 added by Ord. 223-97, App. 6/6/97; repealed by Ord. 216-05)

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B. Governance Structure

San Francisco's Ten-Year Capital Plan Governance Structure

In August 2005, concerns from city leaders, citizens, Mayor Newsom, and the Board of Supervisors culminated in Administrative Code Sections 3.20 and 3.21 requiring the City to annually develop and adopt a ten-year constrained capital expenditure plan for city-owned facilities and infrastructure. The code ensures the Plan's relevance by requiring that all capital expenditures be reviewed in light of the adopted capital expenditure plan.

The Capital Planning Committee (CPC) approves the Capital Plan and makes recommendations to the Board of Supervisors on all of the City's capital expenditures. It consists of the City Administrator as chair, the President of the Board of Supervisors, the Mayor's Finance Director, the Controller, the City Planning Director, the Public Works Director, the Airport Director, the Municipal Transportation Agency Executive Director, the Public Utilities Commission General Manager, the Recreation and Parks Department General Manager, and the Port of San Francisco Executive Director. The mission of the Capital Planning Committee is to review the proposed capital expenditure plan and to monitor the City's ongoing compliance with the final adopted capital plan.

C. Glossary of Terms

Commonly used terms throughout the Plan are defined below.

Area Plans: Subsections of the City's General Plan that address the specific urban design, open space, transportation, housing, and community facility goals of a particular neighborhood. For the purposes of the Capital Plan, Area Plans refer to those Areas of high marginal growth governed by Chapter 36 of the San Francisco Administrative Code: Balboa Park, Central SOMA, Eastern Neighborhoods, Market/Octavia, Rincon Hill, Transit Center, and Visitacion Valley.

Assessed Value: The dollar value assigned to individual real estate or other property for the purpose of levying taxes.

Capital Project: A major construction and improvement project, including the planning and design phases. Examples include the resurfacing of a street and the construction of a new hospital, bridge, or community center.

Capital Plan: Also referred to as the Plan. The City and County of San Francisco Capital Plan outlines all of the Capital Projects that are planned for the next 10

years. The City's Capital Plan is updated every two years and has a 10-year horizon. Not every project in the plan has funding (see Deferred Project and Emerging Need), but the Plan aims to present a complete picture of the City's strategy for maintaining and improving its infrastructure and key assets. The Capital Planning Program produces the Capital Plan based on department capital requests, and the Capital Planning Committee reviews and proposes the Plan to the Board of Supervisors.

Certificates of Participation (COPs): A commonly used form of lease financing for capital improvement projects or purchases of essential equipment. COPs are loans to the city that are paid back by the revenue generated by a building or other city-owned assets.

Community Facility District (CFD): Also known as a Mello-Roos District. A defined area such as a county, city, special district, or joint powers authority where residents vote to approve a special property tax on real estate, in addition to the normal property tax, to fund public improvements benefiting the district. The tax is often used to secure debt.

Debt Service: The annual payment of principal and interest on the City's bonded debt (see Municipal Bond for more information on bonded debt). Debt service can be used to describe the payments for an individual project or to provide an overall picture of the city's bonded debts.

Deferred Project: A project not funded in the Capital Plan either due to lack of funding or the timeline of the project falling outside of the 10-year planning cycle.

Emerging Need: A project not funded in the Capital Plan because additional planning is needed or there is significant uncertainty around project-specific issues. Emerging needs are included in the Plan to show the City's awareness that they may become more significant and/or defined in coming years.

Enhancement: An investment that increases an asset's value and/or changes its use. Enhancements typically result from the passage of new laws or mandates, functional changes, or technological advancements. Examples include purchasing or constructing a new facility or park, major renovations

of or additions to an existing facility, accessibility improvements to comply with the Americans with Disabilities Act (ADA), and planting new street trees. Typically, enhancements are large-scale, multi-year, projects such as renovations, additions, or new facilities. While some project costs can be funded with pay-as-you-go sources, most enhancements require debt financing through the issuance of General Obligation bonds, Certificates of Participation, or lease revenue bonds.

Enterprise Department: An Enterprise Department generates its own revenues from fees and charges for services and thus does not rely on the General Fund. The City has four Enterprise departments: Public Utilities Commission, San Francisco International Airport, Port of San Francisco, and the Municipal Transportation Agency.

External Agency: An agency that is a separate, autonomous entity from the City and County of San Francisco and operates separately.

Facilities Maintenance:
See Routine Maintenance.

General Fund: The largest of the City's funds, the General Fund is a source for discretionary spending and funds many of the basic municipal services such as public safety, health and human services, and public works. Primary revenue sources for the General Fund include local taxes such as property, sales, business, and others.

General Fund Department: A City department that relies primarily or entirely on the General Fund as a revenue source to provide City services. The General Fund departments included in the Plan are: Asian Art Museum, Arts Commission, California Academy of Sciences, District Attorney's Office, Emergency Management, Fine Arts Museum, Fire, General Services Agency, Homelessness and Supportive Housing, Human Services Agency, Juvenile Probation, Police, Public Health, Public Library, Public Works, Recreation and Parks, Sheriff, Technology, and the War Memorial and Performing Arts Center.

General Plan: Adopted by the Planning Commission and approved by the Board of Supervisors, the General Plan is the document that serves as the foundation

for all land use decisions in the City, especially around the issues of land use, circulation, housing, conservation, open space, noise and safety. It contains specific Area Plans for the planning of different City neighborhoods.

General Obligation Bonds (G.O.

Bonds): A municipal bond secured by property tax revenues. G.O. Bonds are appropriately used for the construction and/or acquisition of improvements to real property broadly available to the residents and visitors of San Francisco.

Horizontal Infrastructure: Infrastructure required to deliver basic public goods and services such as roads, sewers, water lines, bridges, transit rail, and open space, among others.

Infrastructure: Physical elements of the city that allow it to function effectively for residents, workers, and visitors. This can include roads, bridges, sewers, water lines, transit rail, open space, hospitals, housing units, city offices, jails, and other public assets.

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): \$312,747 Building No.: RE-000 GSF: 560,000 Year Built: 1960												
Backlog and 10 Year Renewal Forecast by Building (000's)												
Subsystem Name	Backlog	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Total
b.1. Building Exteriors (Hard)	-	344	-	-	-	-	-	-	-	-	-	344
c.1. Elevators and Conveying Systems	-	2,408	-	-	-	-	-	-	-	-	-	2,408
d.1. HVAC - Equipment	-	17,240	-	-	-	-	-	-	-	-	-	17,240
d.2. HVAC - Controls	-	-	-	-	-	-	5,379	-	-	-	-	5,379
g.2. Plumbing Rough-in	-	16,263	-	-	-	-	-	-	-	-	-	16,263
i.1. Fire Protection Systems	-	5,004	-	-	-	-	-	-	-	-	-	5,004
i.2. Fire Detection Systems	-	3,127	-	-	-	-	-	-	-	-	-	3,127
j.1. CCMS	-	1,876	-	-	-	-	-	-	-	-	-	1,876
k.1. Built-in Equipment and Specialties	-	2,815	-	-	-	-	-	-	-	-	-	2,815
l.2. Interior Finishes	-	12,510	-	-	-	-	-	-	-	-	-	12,510
TOTAL BY BUILDING	-	61,588	-	-	-	-	5,379	-	-	-	-	66,967

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 2022-31 Capital Plan reflects renewal data collected from August through December 2020 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.

Capital Plan Assumptions

- The FY2022-31 Capital Plan uses the Annual Infrastructure Construction Cost Inflation Estimate (AICCE) of 3.5% as the escalation rate for the first 2 years, followed by 5% for the remainder of the Plan.

D. Methodology and Assumptions

- 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, FY2022 refers to calendar year dates from July 1, 2021 to June 30, 2022. 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 2023 ballot will appear in FY2024 of the financial schedule.
- The General Obligation Bond Program assumes a reduction in Net Assessed Value of 4.83% in FY2022, and growth of 5.89% in FY2023, 5.92% in FY2024, 4.64% in FY2025, 3.99% in FY2026, 3.37% in FY2027 and FY2028, and 3.38% 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 16.75% in FY2022, 8.39% in FY2023, 5.48% in FY2024, 3.99% in FY2025, 3.94% in FY2026, 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 2022-31 Capital Plan estimates nearly \$38 billion in capital projects during the next ten years, which will create nearly 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 4.48 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	3.11
	Retail trade	0.26
	Professional, scientific, and technical services	0.17
	Health care and social assistance	0.11
	Administrative, support, waste management, and remediation services	0.11
	Accommodation and food services	0.11
	Wholesale trade	0.10
	Real estate and rental and leasing	0.10
	Other services (except public administration)	0.08
	Manufacturing	0.06
	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	4.36
Government	Government (State & Local) Jobs	0.12
TOTAL		4.48

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.

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

D. Methodology and Assumptions

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 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027 - 2031	Plan Total	
State of good repair renewal - Need	2,673	5,002	1,847	2,628	2,356	24,149	38,655	
SPENDING PLAN								
State of good repair renewal - Proposed Uses	2,673	5,002	1,847	2,628	2,356	24,149	38,655	
TOTAL	2,673	5,002	1,847	2,628	2,356	24,149	38,655	
REVENUES								
Other Local Sources	2,673	5,002	1,847	2,628	2,356	24,149	38,655	
TOTAL	2,673	5,002	1,847	2,628	2,356	24,149	38,655	
Total San Francisco Jobs/Year	12	22	8	12	11	108	173	

TABLE E.2 - FINANCIAL SUMMARY

ARTS COMMISSION	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027 - 2031	Plan Total	
State of good repair renewal - Need	2,869	2,969	3,118	3,274	3,437	19,944	35,611	
SPENDING PLAN								
								DEFERRED
State of good repair renewal - Proposed Uses	144	162	242	710	871	7,781	9,910	26,077
African American Art and Culture Complex Retrofit	-	-	-	-	-	-	-	24,433
SOMArts Cultural Center Retrofit	-	-	-	-	-	-	-	25,248
TOTAL	144	162	242	710	871	7,781	9,910	75,758
REVENUES								
General Fund	144	162	242	710	871	7,781	9,910	
TOTAL	144	162	242	710	871	7,781	9,910	
Total San Francisco Jobs/Year	1	1	1	3	4	35	44	

TABLE E.3 - FINANCIAL SUMMARY

ASIAN ART MUSEUM	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027 - 2031	Plan Total	
State of good repair renewal - Need	915	947	994	1,044	1,096	6,359	11,355	
SPENDING PLAN	DEFERRED							
State of good repair renewal - Proposed Uses	46	52	77	227	278	2,481	3,160	9,639
TOTAL	46	52	77	227	278	2,481	3,160	9,639
REVENUES								
General Fund	46	52	77	227	278	2,481	3,160	
TOTAL	46	52	77	227	278	2,481	3,160	
Total San Francisco Jobs/Year	0	0	0	1	1	11	14	

TABLE E.4 - FINANCIAL SUMMARY

SAN FRANCISCO BAY AREA RAPID TRANSIT (BART)		FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027 - 2031	Plan Total	
SPENDING PLAN									DEFERRED
Rail Cars		94,089	17,119	90,815	162,464	57,738	71,024	493,249	53,210
Track & Structures		25,329	25,561	25,485	25,526	25,016	124,537	251,454	100,177
Traction Power		25,288	25,590	25,902	26,929	22,817	116,764	243,290	
Train Control & Communications		40,739	38,555	32,250	31,142	21,281	46,065	210,033	11,320
Stations		16,637	16,377	20,261	19,195	12,785	53,897	139,152	354,762
Maintenance Shops, Yards, & Other Facilities		20,473	15,427	11,503	6,997	2,380	11,901	68,682	
Seismic Programs		19,919	19,620	11,246	-	-	-	50,784	260,360
System Expansion		4,685	4,685	4,391	4,932	4,038	20,188	42,919	
Electrical & Mechanical Infrastructure		6,497	6,497	6,338	6,338	5,284	26,419	57,373	162,286
System Support		12,230	10,800	17,552	24,639	13,759	25,994	104,972	47,191
TOTAL		265,886	180,231	245,743	308,162	165,098	496,790	1,661,909	989,306
REVENUES									
Measure RR		87,077	76,210	92,590	169,317	87,806	299,020	812,020	
Other BART		43,078	33,053	30,783	28,846	8,329	25,960	170,047	
Federal		75,469	12,462	79,009	35,654	26,351	96,043	324,987	
Regional		42,142	36,421	1,192	2,169	1,563	5,324	88,810	
State		10,386	14,221	23,589	42,931	19,798	-	110,925	
Local		7,735	7,864	18,580	29,246	21,251	70,443	155,120	
TOTAL		265,886	180,231	245,743	308,162	165,098	496,790	1,661,909	
Total San Francisco Jobs/Year		1,191	807	1,101	1,380	739	2,225	7,444	

E. Departmental Funding

TABLE E.5 - FINANCIAL SUMMARY

CITY COLLEGE OF SAN FRANCISCO	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027 - 2031	Plan Total	
SPENDING PLAN								DEFERRED
Ocean Campus Infrastructure Replacement	17,565	36,382	20,000	-	-	-	73,947	
750 Eddy Street Seismic and Code Upgrades	19,023	5,142	1,391	-	-	-	25,556	
Ocean Campus Projects	13,300	23,505	17,690	8,100	10,898	38,011	111,504	326,400
Evans Center Modernization	5,028	15,659	3,429	467	-	-	24,583	3,250
Other Center Renovations	1,733	1,983	6,539	27,929	3,732	5,050	46,967	
Performing Arts Education Center - Diego Rivera Theater	22,816	51,895	19,401	1,619	-	-	95,731	221,000
STEAM Complex	6,266	36,448	81,286	27,073	-	-	151,073	309,000
Student Development Center	4,622	43,723	63,661	14,019	-	-	126,024	144,000
Child Development Center	40	242	242	7,607	3,369	-	11,500	20,000
Creative Arts Renovation	102	600	1,479	15,977	12,143	-	30,300	26,000
Batmale Renovation	-	-	-	-	-	-	-	83,000
Science Hall Renovation	-	820	2,463	31,572	66,940	205	102,000	114,000
Cloud Hall Renovation	1,629	1,629	13,071	71,835	13,293	-	101,456	114,000
East Parking Structure (877 Spaces)	-	-	-	-	-	-	-	91,000
West Parking Structure (1,030 Spaces)	-	-	-	-	-	-	-	83,000
Downtown Center Modernization	-	-	-	-	-	-	-	22,700
John Adams Center Addition	-	-	-	-	-	-	-	26,640
Student Union	-	-	-	-	-	-	-	104,000
TOTAL	92,124	218,027	230,653	206,197	110,374	43,267	900,641	1,687,990
REVENUES								
State Chancellor's Office Capital Outlay Grants	36,588	41,524	21,391	-	-	-	99,503	
City College G.O. Bond	55,536	176,503	209,262	206,197	110,374	43,267	801,138	
TOTAL	92,124	218,027	230,653	206,197	110,374	43,267	900,641	
Total San Francisco Jobs/Year	413	977	1,033	924	494	194	4,034	

TABLE E.6 - FINANCIAL SUMMARY

DEPT. OF EMERGENCY MANAGEMENT	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027 - 2031	Plan Total	
State of good repair renewal - Need	799	827	868	912	957	5,553	9,916	
SPENDING PLAN								
								DEFERRED
State of good repair renewal - Proposed Uses	40	45	67	198	242	2,167	2,760	8,684
911 Call Center Renovation	9,200	-	-	-	-	-	9,200	
TOTAL	9,240	45	67	198	242	2,167	11,960	8,684
REVENUES								
General Fund	40	45	67	198	242	2,167	2,760	
ESER G.O. Bond 2020	9,200	-	-	-	-	-	9,200	
TOTAL	9,240	45	67	198	242	2,167	11,960	
Total San Francisco Jobs/Year	41	0	0	1	1	10	54	

E. Departmental Funding

TABLE E.7 - FINANCIAL SUMMARY

DEPT. OF PUBLIC HEALTH	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027 - 2031	Plan Total	
State of good repair renewal - Need	30,571	31,641	33,223	34,884	36,628	212,515	379,462	
SPENDING PLAN								DEFERRED
State of good repair renewal - Proposed Uses	1,530	1,728	2,579	7,570	9,277	82,915	105,600	281,429
Chinatown Public Health Center Seismic Retrofit	-	56,000	-	-	-	-	56,000	-
Silver Avenue Health Center Seismic Retrofit	-	30,500	-	-	-	-	30,500	-
City Clinic Relocation	-	25,000	-	-	-	-	25,000	-
ZSFG - Bldg 3 Retrofit and Renovation	-	45,000	-	-	-	-	45,000	-
LHH & ZSFG - Critical Infrastructure Repair	-	30,000	-	-	-	-	30,000	-
Mental Health SF	60,000	-	-	-	-	-	60,000	-
UCSF Research Facility at the ZSFG Campus	250,000	-	-	-	-	-	250,000	-
ZSFG - Building 80/90 Renovation & Seismic Retrofit	-	-	-	-	-	-	-	310,266
LHH - Cooling Center	-	-	-	-	-	-	-	1,670
LHH - C-Wing Renovation	-	-	-	-	-	-	-	2,362
LHH - Emergency Power	-	-	-	-	-	-	-	8,144
ZSFG - Bldg 5 IT IDF migration	-	-	-	-	-	-	-	13,207
ZSFG - New Electrical Feed	-	-	-	-	-	-	-	4,479
TOTAL	311,530	188,228	2,579	7,570	9,277	82,915	602,100	621,557
REVENUES								
General Fund	1,530	1,728	2,579	7,570	9,277	82,915	105,600	
Public Health Bond 2023	-	186,500	-	-	-	-	186,500	
Health and Recovery Bond 2020	60,000	-	-	-	-	-	60,000	
Developer Funded	250,000	-	-	-	-	-	250,000	
TOTAL	311,530	188,228	2,579	7,570	9,277	82,915	602,100	
<i>Total San Francisco Jobs/Year</i>	1,395	843	12	34	42	371	2,697	

TABLE E.8 - FINANCIAL SUMMARY

DEPARTMENT OF TECHNOLOGY	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027 - 2031	Plan Total	
State of Good Repair Renewal - Need	46	48	50	53	56	322	575	
SPENDING PLAN								DEFERRED
State of good repair renewal - Proposed Uses	2	3	4	11	14	126	160	482
TOTAL	2	3	4	11	14	126	160	482
REVENUES								
General Fund	2	3	4	11	14	126	160	
TOTAL	2	3	4	11	14	126	160	
<i>Total San Francisco Jobs/Year</i>	0	0	0	0	0	1	1	

E. Departmental Funding

TABLE E.9 - FINANCIAL SUMMARY

FINE ARTS MUSEUMS	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027 - 2031	Plan Total	
State of Good Repair Renewal - Need	9,279	9,604	10,084	10,588	11,117	64,502	115,173	
SPENDING PLAN								
								DEFERRED
State of good repair renewal - Proposed Uses	464	524	783	2,298	2,816	25,166	32,051	86,769
TOTAL	464	524	783	2,298	2,816	25,166	32,051	86,769
REVENUES								
General Fund	464	524	783	2,298	2,816	25,166	32,051	
TOTAL	464	524	783	2,298	2,816	25,166	32,051	
Total San Francisco Jobs/Year	2	2	4	10	13	113	144	

TABLE E.10 - FINANCIAL SUMMARY

FIRE DEPARTMENT	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027 - 2031	Plan Total	
State of good repair renewal - Need	8,993	9,308	9,774	10,262	10,775	62,518	111,632	
SPENDING PLAN								
								DEFERRED
State of good repair renewal - Proposed Uses	45	51	76	223	273	2,439	3,107	9,266
Emergency Firefighting Water System	153,500	-	-	-	-	-	153,500	-
New Training Facility & Neighborhood Fire Stations	275,000	-	-	-	-	-	275,000	-
Treasure Island Neighborhood Fire House Replacement	20,000	-	-	-	-	-	20,000	-
Fire Station 13 Replacement	30,000	-	-	-	-	-	30,000	-
Bureau of Equipment Relocation	-	-	-	-	-	-	-	97,734
TOTAL	478,545	51	76	223	273	2,439	481,607	107,000
REVENUES								
General Fund	45	51	76	223	273	2,439	3,107	
ESER G.O. Bond 2020	428,500	-	-	-	-	-	428,500	
Developer Funded	50,000	-	-	-	-	-	50,000	
TOTAL	478,545	51	76	223	273	2,439	481,607	
<i>Total San Francisco Jobs/Year</i>	<i>2,143</i>	<i>0</i>	<i>0</i>	<i>1</i>	<i>1</i>	<i>11</i>	<i>2,157</i>	

E. Departmental Funding

TABLE E.11 - FINANCIAL SUMMARY

HUMAN SERVICES AGENCY	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027 - 2031	Plan Total	
State of good repair renewal - Need	508	526	552	580	609	3,531	6,304	
SPENDING PLAN								DEFERRED
State of good repair renewal - Proposed Uses	25	29	43	126	154	1,377	1,754	4,514
Relocation of HSA Headquarters	-	70,000	-	-	-	-	70,000	-
TOTAL	25	70,029	43	126	154	1,377	71,754	4,514
REVENUES								
General Fund	25	29	43	126	154	1,377	1,754	
Certificates of Participation	-	70,000	-	-	-	-	70,000	
TOTAL	25	70,029	43	126	154	1,377	71,754	
<i>Total San Francisco Jobs/Year</i>	<i>0</i>	<i>314</i>	<i>0</i>	<i>1</i>	<i>1</i>	<i>6</i>	<i>321</i>	

TABLE E.12 - FINANCIAL SUMMARY

HOMELESSNESS AND SUPPORTIVE HOUSING	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027 - 2031	Plan Total	
State of good repair renewal - Need	3,344	3,461	3,634	3,815	4,006	23,243	41,502	
SPENDING PLAN								
								DEFERRED
State of good repair renewal - Proposed Uses	167	189	282	828	1,015	9,069	11,550	35,182
Permanent Supportive Housing & Homeless Services Projects	147,000	-	-	-	-	-	147,000	-
TOTAL	147,167	189	282	828	1,015	9,069	158,550	35,182
REVENUES								
General Fund	167	189	282	828	1,015	9,069	11,550	
Health and Recovery Bond 2020	147,000	-	-	-	-	-	147,000	
TOTAL	147,167	189	282	828	1,015	9,069	158,550	
<i>Total San Francisco Jobs/Year</i>	659	1	1	4	5	41	710	

TABLE E.13 - FINANCIAL SUMMARY

JUVENILE PROBATION	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027 - 2031	Plan Total	
State of good repair renewal - Need	2,468	2,555	2,683	2,817	2,957	17,159	30,639	
SPENDING PLAN	DEFERRED							
State of good repair renewal - Proposed Uses	124	140	208	611	749	6,695	8,526	26,469
TOTAL	124	140	208	611	749	6,695	8,526	26,469
REVENUES								
General Fund	124	140	208	611	749	6,695	8,526	
TOTAL	124	140	208	611	749	6,695	8,526	
Total San Francisco Jobs/Year	1	1	1	3	3	30	38	

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TABLE E.14 - FINANCIAL SUMMARY

MAYOR'S OFFICE OF HOUSING AND COMMUNITY DEVELOPMENT		FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027 - 2031	Plan Total
HOUSING NEED (based on 2022-2031 Regional Housing Needs Assessment Progress Report)								
PRODUCTION								
Very-Low (0-50% AMI)		105,665	371,401	389,971	409,470	429,943	2,494,492	4,200,942
Low (51-80% AMI)		77,669	211,675	222,259	233,372	245,040	1,421,703	2,411,718
Moderate (81-120% AMI)		11,812	30,966	32,514	34,140	35,847	207,982	353,261
HOPE SF		63,096	88,147	99,039	58,805	109,841	329,867	748,796
PRESERVATION								
Acquisition / Rehab (30-120% AMI)		154,350	162,068	170,171	178,679	187,613	1,088,517	1,941,398
MOHCD-monitored 100% Affordable Housing		94,371	99,089	104,044	109,246	114,708	665,527	1,186,985
Federally-assisted, non-MOHCD		11,594	12,174	12,782	13,421	14,092	81,763	145,827
TOTAL		518,557	975,520	1,030,781	1,037,133	1,137,086	6,289,851	10,988,927

MAYOR'S OFFICE OF HOUSING AND COMMUNITY DEVELOPMENT

FY 2022

FY 2023

FY 2024

FY 2025

FY 2026

FY 2027 -
2031

Plan Total

SPENDING PLAN

DEFERRED

New Construction & Down Payment Assistance	142,150	319,500	229,000	124,750	23,000	35,000	873,400	
Acquisition / Rehab	87,353	25,285	8,645	37,640	7,210	36,214	202,347	
SFHA & HOPE SF	26,500	139,684	9,500	92,139	21,000	280,686	569,509	
TOTAL	256,003	484,469	247,145	254,529	51,210	351,900	1,645,256	9,343,671

REVENUES

Housing Trust Fund (Incl. Bonded Proceeds)	63,563	28,089	29,589	31,589	32,000	160,000	344,830	
Federal Funds (CDBG, HOME)	3,137	6,350	6,350	6,350	6,350	31,750	60,287	
Small Sites	1,805	4,220	3,000	5,640	7,210	19,364	41,239	
Incursionary / JHL Fees	13,705	12,566	11,398	55,298	-	1,958	94,925	
Area Plan Housing Fees (Including Central SOMA)	221,652	70,116	1,988	2,564	20,294	2,302	318,916	
HOPE SF COPs	-	-	-	34,000	-	34,000	68,000	
2019 Affordable Housing G.O. Bond	175,000	-	175,000	-	-	-	350,000	
2024 Affordable Housing G.O. Bond	-	-	-	160,000	-	-	160,000	
TOTAL	478,862	121,341	227,325	295,441	65,854	249,374	1,438,197	
Total San Francisco Jobs/Year	2,145	543	1,018	1,323	295	1,117	6,442	
Total San Francisco Affordable Housing Units/Year	1,968	2,972	2,983	2,910	2,984	14,343	28,161	

Annual Surplus (Deficit)	222,859	(363,128)	(19,820)	40,912	14,644	(102,526)	(207,059)	
Cumulative Surplus (Deficit)	222,859	(140,269)	(160,089)	(119,177)	(104,533)	(207,059)		

E. Departmental Funding

TABLE E.15 - FINANCIAL SUMMARY

MOSCONE CENTER	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027 - 2031	Plan Total	
State of good repair renewal - Need	17,423	18,033	18,934	19,881	20,875	121,114	216,259	
SPENDING PLAN								DEFERRED
State of good repair renewal - Proposed Uses	1,500	1,500	1,500	1,500	1,500	7,500	15,000	260,339
TOTAL	1,500	1,500	1,500	1,500	1,500	7,500	15,000	260,339
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	
Total San Francisco Jobs/Year	7	7	7	7	7	34	67	

TABLE E.16 - FINANCIAL SUMMARY

OFFICE OF THE CITY ADMINSTRATOR	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027 - 2031	Plan Total	
State of good repair renewal - Need	32,787	33,934	35,631	37,412	39,283	227,917	406,964	
SPENDING PLAN								
								DEFERRED
State of good repair renewal - Proposed Uses	1,444	1,631	2,434	7,144	8,754	78,248	99,655	304,127
Critical Access barrier removal	1,000	1,000	1,000	1,000	1,000	5,000	10,000	
HOJ Consolidation Project	-	-	-	367,000	-	-	367,000	
City Hall Dome and Roof Revitalization	-	-	-	-	-	-	-	35,836
TOTAL	2,444	2,631	3,434	375,144	9,754	83,248	476,655	339,963
REVENUES								
General Fund	2,444	2,631	3,434	8,144	9,754	83,248	109,655	
Certificates of Participation	-	-	-	367,000	-	-	367,000	
TOTAL	2,444	2,631	3,434	375,144	9,754	83,248	476,655	
Total San Francisco Jobs/Year	11	12	15	1,680	44	373	2,135	

E. Departmental Funding

TABLE E.17 - FINANCIAL SUMMARY

OCII - AFFORDABLE HOUSING PROJECTS	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027 - 2031	Plan Total
SPENDING PLAN							
Mission Bay	-	65,700	-	-	-	-	65,700
Transbay	91,760	-	-	3,520	-	28,080	123,360
Hunter's Point Shipyard	25,680	161,410	-	118,248	3,520	181,320	490,178
TOTAL	117,440	227,110	-	121,768	3,520	209,400	679,238
REVENUES							
Prior Year Bonding		-	-	-	-	-	-
Future Bonds	25,680	226,148	-	103,377	3,520	209,400	568,125
Tax Increment/RPTTF		-	-	-	-	-	-
Other Funds	91,760	962	-	18,391	-	-	111,113
TOTAL	117,440	227,110	-	121,768	3,520	209,400	679,238
<i>Total San Francisco Jobs/Year</i>	526	1,017	0	545	16	938	3,042

TABLE E.18 - FINANCIAL SUMMARY

OCII - TRANSBAY ZONE 1									
	Prior Years	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027 - 2031	Plan Total	
SPENDING PLAN									
									DEFERRED
Transbay Streetscape Improvements	21,000						-	-	
Transbay Parks and Open Space	2,000	6,000	15,000	28,000	18,000	1,000	-	68,000	
TOTAL	23,000	6,000	15,000	28,000	18,000	1,000	-	68,000	
REVENUES									
OCII Revenue	23,000	6,000	15,000	28,000	18,000	1,000	-	68,000	
TOTAL	23,000	6,000	15,000	28,000	18,000	1,000	-	68,000	
<i>Total San Francisco Jobs/Year</i>		27	67	125	81	4	-	305	

E. Departmental Funding

TABLE E.19 - FINANCIAL SUMMARY

OCII - MISSION BAY REDEVELOPMENT		Prior Years	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027 - 2031	Plan Total
SPENDING PLAN									DEFERRED
Parks and Open Space			25,000	13,000	10,000	8,000	8,000	9,000	73,000
Streetscape and Underground Utilities			5,000	1,000	1,000	3,000	-	-	10,000
Storm Water Treatment			7,000	7,000	3,000	-	-	-	17,000
Other Public Infrastructure Costs			5,000	5,000	5,000	5,000	5,000	7,000	32,000
TOTAL			42,000	26,000	19,000	16,000	13,000	16,000	132,000
REVENUES									
Developer-funded (To be reimbursed by OCII)			42,000	26,000	19,000	16,000	13,000	16,000	132,000
TOTAL			42,000	26,000	19,000	16,000	13,000	16,000	132,000
Total San Francisco Jobs/Year			188	116	85	72	58	72	591

TABLE E.20 - FINANCIAL SUMMARY

PLAN AREAS (ALL)	Prior Years	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027 - 2031	Plan Total	
SPENDING PLAN									DEFERRED
Complete Streets	290,713	66,985	96,335	23,169	19,763	12,686	34,074	253,011	233,734
Transit	627,499	66,500	88,989	61,412	57,968	632	31,190	306,691	14,003
Open Space	314,819	7,528	71,535	10,741	3,134	9,979	20,848	123,766	55,300
Childcare	9,851	3,858	4,395	4,493	867	4,484	7,258	25,355	-
Program Administration	11,368	2,797	1,140	757	1,389	1,041	6,696	13,819	-
TOTAL	1,254,250	147,668	262,394	100,571	83,121	28,822	100,065	722,642	303,037
REVENUES									
Impact Fees	305,603	57,598	17,083	42,200	24,801	26,599	82,324	250,606	
General Fund - Other	27,469	21,432	28,701	29,555	4,040	-	-	83,728	
Bonds	306,657	-	134,956	-	-	-	-	134,956	
Other Local	559,773	61,921	73,654	16,816	50,329	2,223	17,742	222,684	
In-Kind	-	-	-	12,000	2,181	-	-	14,181	
External Grants	54,748	6,716	8,000	-	1,769	-	-	16,485	
TOTAL	1,254,250	147,667	262,394	100,571	83,120	28,822	100,066	722,640	
<i>Total San Francisco Jobs/Year</i>		661	1,175	450	372	129	448	3,237	

E. Departmental Funding

TABLE E.21 - FINANCIAL SUMMARY

PLAN AREAS - BALBOA PARK	Prior Years	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027 - 2031	Plan Total	
SPENDING PLAN									DEFERRED
Complete Streets	294	850	-	-	34	39	98	1,021	11,700
Transit	237	-	-	-	15	30	74	119	44,800
Open Space	3,879	3,051	5,004	8	20,013	13	33	28,122	
TOTAL	4,410	3,901	5,004	8	20,062	82	205	29,262	56,500
REVENUES									
Impact Fees	1,000	3,050	-	-	-	-	-	3,050	
General Fund - Other	2,201	1	4	8	62	82	205	362	
Bonds	1,209	850	5,000	-	20,000	-	-	25,850	
TOTAL	4,410	3,901	5,004	8	20,062	82	205	29,262	

TABLE E.22 - FINANCIAL SUMMARY

PLAN AREA - CENTRAL SOMA									
	Prior Years	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027 - 2031	Plan Total	
SPENDING PLAN									DEFERRED
Complete Streets	23,667	32,495	4,000	14,310	15,000	4,527	8,560	78,892	
Open Space	36,810	100	3,249	100	100	100	4,325	7,974	
Transit	35,858	6,278	18,057	17,946	4,816		12,070	59,167	
Childcare	1,145	415	1,037	3,833	524	4,028	740	10,577	
Program Administration	3,695	500	500	300	400	500	810	3,010	
TOTAL	101,175	39,788	26,843	36,488	20,840	9,155	26,505	159,619	
REVENUES									
External Grants	6,000	6,716	4,000	-	1,769	-	-	12,485	
General Fund - Other	-	-	9,549	500	1,040	-	-	11,089	
Impact Fees	86,621	31,714	7,704	19,649	17,984	6,932	26,505	110,488	
In-Kind	-	-	-	12,000	-	-	-	12,000	
Other Local	8,554	1,358	5,590	4,339	47	2,223	-	13,557	
TOTAL	101,175	39,788	26,843	36,488	20,840	9,155	26,505	159,619	

E. Departmental Funding

TABLE E.23 - FINANCIAL SUMMARY

PLAN AREAS - EASTERN NEIGHBORHOODS		Prior Years	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027 - 2031	Plan Total
SPENDING PLAN									DEFERRED
Complete Streets	68,403	3,118	2,241	2,634	875	6,985	4,155	20,008	15,100
Transit	117,764	-	1,000	-	-	5,949	6,370	13,319	10,500
Open Space	103,793	29,730	60,712	35,433	5,232	-	1,345	132,452	
Childcare	2,914	-	-	44	35	230	680	989	
Program Administration	4,285	500	130	335	62	177	705	1,908	
TOTAL	297,159	33,348	64,083	38,446	6,204	13,341	13,255	168,677	25,600
REVENUES									
Bonds	133,313	-	-	-	-	-	-	-	
External Grants	30,951	-	4,000	-	-	-	-	4,000	
General Fund - Other	14,908	3,884	2,800	27,555	-	-	-	34,238	
Impact Fees	67,251	2,534	3,621	3,013	971	13,341	13,255	36,735	
Other Local	50,736	26,930	53,662	7,879	5,233	-	-	93,703	
TOTAL	297,159	33,348	64,083	38,446	6,204	13,341	13,255	168,677	

TABLE E.24 - FINANCIAL SUMMARY

PLAN AREAS - MARKET AND OCTAVIA	Prior Years	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027 - 2031	Plan Total	
SPENDING PLAN									DEFERRED
Complete Streets	25,011	9,589	2,977	1,148	3,854	100	-	17,668	92,000
Open Space	33,714	6,200	-	-	2,019	3,900	-	12,119	
Transit	31,602	13,567	3,531	2,622	25,907	619	-	46,246	
Childcare	3,523	2,558	804	616	308	226	5,838	10,350	
Program Administration	2,572	1,639	503	122	686	142	4,293	7,385	
TOTAL	96,422	33,553	7,815	4,508	32,774	4,987	10,131	93,768	92,000
REVENUES									
Impact Fees	42,202	17,694	1,907	3,024	5,543	4,987	10,131	43,286	
General Fund - Other	5,125	3,245	1,321	-	-	-	-	4,566	
External Grants	3,642	-	-	-	-	-	-	-	
Other Local	25,228	12,614	4,587	1,484	25,050	-	-	43,735	
In-Kind		-	-	-	2,181	-	-	2,181	
Bonds	20,225	-	-	-	-	-	-	-	
TOTAL	96,422	33,553	7,815	4,508	32,774	4,987	10,131	93,768	

E. Departmental Funding

TABLE E.25 - FINANCIAL SUMMARY

PLAN AREA - RINCON HILL	Prior Years	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027 - 2031	Plan Total
SPENDING PLAN								
Complete Streets	21,563	634	-	-	-	-	-	634
Open Space	-	-	-	750	1,000	-	-	1,750
Program Administration	366	158	-	-	-	-	-	158
TOTAL	21,929	792	-	750	1,000	-	-	2,542
REVENUES								
Impact Fees	21,929	792	-	-	-	-	-	792
General Fund - Other	-	-	-	750	1,000	-	-	1,750
TOTAL	21,929	792	-	750	1,000	-	-	2,542

TABLE E.26 - FINANCIAL SUMMARY

PLAN AREA - TRANSIT CENTER DISTRICT									
	Prior Years	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027 - 2031	Plan Total	
SPENDING PLAN									DEFERRED
Complete Streets	146,275	20,299	87,117	5,077	-	-	14,566	127,059	114,934
Open Space	88,515	1,228	67,286	9,891	-	-	6,714	85,120	
Transit	439,664	2,750	-	3,308	-	-	17,742	23,799	12,928
TOTAL	674,454	24,277	154,403	18,276	-	-	39,022	235,977	127,862
REVENUES									
Bonds	128,080	-	134,956	-	-	-	-	134,956	
External Grants	150	-	-	-	-	-	-	-	
General Fund - Other	-	11,254	15,030	-	-	-	-	26,284	
Impact Fees	74,478	3,978	1,286	16,506	-	-	21,280	43,051	
Other Local	471,746	9,046	3,130	1,769	-	-	17,742	31,686	
TOTAL	674,454	24,277	154,403	18,276	-	-	39,022	235,977	

E. Departmental Funding

TABLE E.27 - FINANCIAL SUMMARY

PLAN AREA - VISITACION VALLEY	Prior Years	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027 - 2031	Plan Total	
SPENDING PLAN									DEFERRED
Complete Streets	5,500	-	-	-	-	1,035	6,695	7,730	
Open Space	37,779	-	-	-	-	-	3,365	3,365	
Transit	12,703	11,123	1,685	2,095	2,000	-	-	16,904	1,075
Childcare	2,269	885	2,554	-	-	-	-	3,439	
Program Administration	450	-	7	-	241	222	888	1,358	
TOTAL	58,701	12,008	4,246	2,095	2,241	1,257	10,948	32,796	1,075
REVENUES									
Bonds	25,039	-	-	-	-	-	-	-	
External Grants	14,005	-	-	-	-	-	-	-	
General Fund - Other	6,436	-	-	750	2,000	-	-	2,750	
Impact Fees	10,921	885	2,561	-	241	1,257	10,948	15,892	
Other Local	2,300	11,123	1,685	1,345	-	-	-	14,153	
TOTAL	58,701	12,008	4,246	2,095	2,241	1,257	10,948	32,795	

TABLE E.28 - FINANCIAL SUMMARY

POLICE DEPARTMENT	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027 - 2031	Plan Total	
State of good repair renewal - Need	2,012	2,083	2,187	2,296	2,411	13,988	24,978	
SPENDING PLAN								
								DEFERRED
State of good repair renewal - Proposed Uses	10	11	17	50	61	546	695	2,116
District Police Stations and Facilities	120,800	-	-	-	-	-	120,800	
Central District Station Replacement	-	-	-	-	-	-	-	122,167
TOTAL	120,810	11	17	50	61	546	121,495	124,283
REVENUES								
General Fund	10	11	17	50	61	546	695	
ESER G.O. Bond 2020	120,800	-	-	-	-	-	120,800	
TOTAL	120,810	11	17	50	61	546	121,495	
<i>Total San Francisco Jobs/Year</i>	<i>541</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>2</i>	<i>544</i>	

E. Departmental Funding

TABLE E.29 - FINANCIAL SUMMARY

PORT OF SAN FRANCISCO		Prior Years	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027 - 2031	Plan Total	
SPENDING PLAN										DEFERRED
State of Good Repair										
Emergency Facility Repair			100	103	106	109	113	615	1,146	
ADA			100	103	106	109	113	615	1,146	
Dredging			7,090	6,245	7,030	3,027	7,000	38,279	68,671	
Repair / Reinvestment			66,154	32,165	61,369	25,311	31,321	215,782	432,102	
State of Good Repair Subtotal			73,444	38,616	68,611	28,556	38,546	255,292	503,066	1,490,937
Enhancements										
Facility Improvements	1,400	4,409	5,388	6,462	7,021	7,763	65,087	96,130		
Development Project Areas	329,896	240,170	138,842	59,889	24,922	28,548	103,157	595,528		
Waterfront Resilience Project	57,100	32,600	108,000	92,500	92,300	63,500	-	388,900		
Mission Bay Ferry Landing	-	-	29,000	-	-	-	-	29,000	14,800	
Waterfront Safety Project	-	-	-	-	-	130,000	-	130,000	54,000	
Enhancements Subtotal		277,179	281,231	158,851	124,242	229,811	168,245	1,239,559	68,800	
TOTAL		350,623	319,847	227,462	152,799	268,357	423,537	1,742,625	1,559,737	

PORT OF SAN FRANCISCO

REVENUES

Port Capital	17,400	8,800	13,300	15,000	15,450	15,914	87,022	155,485
Port Tenant Improvements	-	9,332	13,443	42,886	8,973	14,747	95,030	184,411
Seawall Bond	43,100	31,300	102,300	92,500	92,300	63,500	-	381,900
Waterfront Safety Bond	-	-	-	-	-	130,000	-	130,000
Waterfront Resilience - Other	7,000	-	-	-	-	-	-	-
Orton IFD Tax Increment	1,400	649	668	688	709	730	3,994	7,439
Pier 70 - CFD Shoreline Tax	-	-	-	-	114	116	3,312	3,542
Mission Rock - CFD Shoreline Tax	-	-	-	652	922	1,482	7,868	10,924
Federal & State Grants	-	2,000	2,060	2,122	2,185	2,251	12,309	22,928
US Army Corps of Engineers	-	-	-	-	-	-	20,200	20,200
Regional Measure 3, MBFL	-	-	25,000	-	-	-	-	25,000
MBFL Anticipated Private Contributions, MBFL	-	-	4,000	-	-	-	-	4,000
Development Projects	329,896	298,542	159,076	73,614	32,145	39,616	193,802	796,795
General Fund	1,200	-	-	-	-	-	-	-
OCII Revenue	8,400	-	-	-	-	-	-	-
TOTAL		350,623	319,847	227,462	152,799	268,357	423,537	1,742,625
<i>Total San Francisco Jobs/Year</i>		1,570	1,433	1,019	684	1,202	1,897	7,805

TABLE E.30 - FINANCIAL SUMMARY

PUBLIC LIBRARY		FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027 - 2031	Plan Total	
State of good repair renewal - Need		6,472	6,699	7,034	7,385	7,755	44,991	80,335	
SPENDING PLAN									DEFERRED
State of good repair renewal - Proposed Uses		3,000	1,500	1,500	1,500	1,500	7,500	16,500	81,815
Climate Resilience Enhancements		291	-	-	-	-	-	291	-
Chinatown Renovation		1,000	2,500	-	-	-	-	3,500	26,877
Ocean View New Construction		1,000	2,500	-	-	-	-	3,500	50,496
TOTAL		5,291	6,500	1,500	1,500	1,500	7,500	23,791	159,188
REVENUES									
Other Local Sources		5,291	6,500	1,500	1,500	1,500	7,500	23,791	
TOTAL		5,291	6,500	1,500	1,500	1,500	7,500	23,791	
Total San Francisco Jobs/Year		24	29	7	7	7	34	107	

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E. Departmental Funding

TABLE E.31 - FINANCIAL SUMMARY

PUBLIC WORKS	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027 - 2031	Plan Total	
State of good repair renewal - Need	111,482	113,545	116,906	121,258	128,593	729,065	1,320,849	
SPENDING PLAN								
								DEFERRED
State of good repair renewal - Proposed Uses	77	87	130	382	468	4,187	5,333	16,179
Street Resurfacing and Reconstruction	72,000	72,100	73,367	75,510	80,513	448,773	822,263	687,960
Curb Ramp Program	7,439	5,168	5,408	5,878	5,517	33,438	62,847	
Sidewalk Improvements and Repair Program	3,074	3,228	3,389	3,559	3,737	21,681	38,668	
Curb Ramp Inspection and Repairs	37	44	81	240	298	2,788	3,487	10,790
Landscape Median Maintenance and Irrigation Repair	3,982	4,062	4,442	6,106	6,713	47,122	72,427	117,957
Plaza Inspection and Repair Program	16	19	35	105	130	1,219	1,524	4,964
Street Structure Inspection and Repair Program	2,727	2,464	190	565	701	6,563	13,210	25,250
Street Tree Maintenance and Sidewalk Repair	21,130	21,553	21,984	22,423	22,872	121,406	231,368	43,674
Islais Creek Bridge Rehabilitation	2,120	-	-	-	-	-	2,120	
4th St Bridge South Abutment Movement	-	-	2,000	22,600	-	-	24,600	
Street Tree Planting and Establishment	1,593	1,542	1,592	1,915	1,490	8,623	16,755	200,856
Better Market Street	197,000	-	-	-	-	-	197,000	662,960
Public Works Operation Yard Modernization	-	-	-	-	-	32,000	32,000	
Curb Ramp Basement Program	-	-	-	-	-	-	-	125,710
Major Median Upgrades	-	-	-	-	-	-	-	50,453
Major Plaza Upgrades	-	-	-	-	-	-	-	16,289
Major Street Structure Upgrades	-	-	-	-	-	-	-	48,867
Streetscape Improvement Program	-	-	-	-	-	-	-	695,569
Utility Undergrounding	-	-	-	-	-	-	-	1,337,500
TOTAL	311,195	110,267	112,619	139,282	122,439	727,800	1,523,603	4,044,978

PUBLIC WORKS

FY 2022 FY 2023 FY 2024 FY 2025 FY 2026 FY 2027 - 2031 Plan Total

REVENUES

General Fund	2,647	5,512	6,331	40,403	43,802	269,253	367,948	
General Fund - Enhancement	2,120	-	229	2,592	-	-	4,942	
General Fund - Other	21,130	21,553	21,984	22,423	22,872	121,406	231,368	
Certificates of Participation	-	30,000	30,000	-	-	32,000	92,000	
Transportation Bond 2014	126,300	-	-	-	-	-	126,300	
Health and Recovery Bond 2020	39,141	2,359	-	-	-	-	41,500	
Federal	18,400	-	1,771	20,008	-	-	40,178	
Impact Fees	100	-	-	-	-	-	100	
Prop K Funding	16,521	2,806	2,892	3,688	2,052	14,906	42,865	
State	41,710	40,516	41,963	43,134	44,340	240,843	452,507	
Other Local Sources	43,125	7,522	7,450	7,034	9,374	49,392	123,897	
TOTAL	311,195	110,267	112,619	139,282	122,439	727,800	1,523,603	
<i>Total San Francisco Jobs/Year</i>	1,393	493	504	622	546	3,098	6,657	

E. Departmental Funding

TABLE E.32 - FINANCIAL SUMMARY

RECREATION AND PARKS	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027 - 2031	Plan Total	
State of Good Repair Renewal - Need	119,314	123,490	129,664	136,148	142,955	829,413	1,480,984	
SPENDING PLAN	DEFERRED							
State of good repair renewal - Proposed Uses	14,400	14,400	14,400	14,400	14,400	72,000	144,000	1,133,172
ADA Improvements to Parks Facilities	600	600	600	600	600	3,000	6,000	
Neighborhood Park Projects & Open Space Improvements	7,000	-	18,000	-	-	151,000	176,000	
Bond Planning and Implementation	3,600	3,100	2,500	-	-	-	9,200	
Buchanan Street Mall	5,000	-	-	-	-	-	5,000	
Buena Vista Park	825	-	-	2,175	-	-	3,000	
Chinatown/Portsmouth Square	14,850	-	39,150	-	-	-	54,000	
Citywide Parks	4,950	-	-	8,050	-	-	13,000	
Crocker Amazon Playground	19,125	-	-	10,875	-	-	30,000	
Gene Friend Recreation Center	8,250	21,750	-	-	-	-	30,000	
Golden Gate Park Botanical Garden Nursery	6,950	-	-	-	-	-	6,950	
Herz Playground New Rec Center	12,750	7,250	-	-	-	-	20,000	
India Basin	2,000	27,000	-	-	-	-	29,000	
Jackson Playground	2,750	-	10,474	3,136	-	-	16,360	
Japantown Peace Plaza	6,875	18,125	-	-	-	-	25,000	
Kezar Pavillion Seismic Upgrade	75,000	-	-	-	-	-	75,000	
New Park Acquisitions and Capital Development Needs	3,500	3,500	3,500	3,500	3,500	17,500	35,000	
Richmond Senior Park	275	-	725	-	-	-	1,000	
South Ocean Beach & Sustainability	3,850	-	-	10,150	-	-	14,000	
South Sunset Playground	825	-	2,175	-	-	-	3,000	
Recreation & Park Roads	-	-	-	-	-	-	-	126,239
TOTAL	193,375	95,725	91,524	52,886	18,500	243,500	695,510	1,259,411

RECREATION AND PARKS

FY 2022

FY 2023

FY 2024

FY 2025

FY 2026

FY 2027 -
2031

Plan Total

REVENUES

General Fund - Other	15,150	15,000	15,000	15,000	15,000	75,000	150,150
Impact Fees	6,600	3,100	5,724	3,136	-	-	18,560
Health and Recovery Bond 2020	66,325	74,125	67,300	31,250	-	-	239,000
Private and Non - Profit Sources	31,800	-	-	-	-	-	31,800
ESER G.O. Bond 2020	70,000	-	-	-	-	-	70,000
Other Local Sources	3,500	3,500	3,500	3,500	3,500	17,500	35,000
Neighborhood Parks and Open Space Bond 2028	-	-	-	-	-	151,000	151,000
TOTAL	193,375	95,725	91,524	52,886	18,500	243,500	695,510
<i>Total San Francisco Jobs/Year</i>	866	429	410	237	83	1,091	3,115

E. Departmental Funding

TABLE E.33 - FINANCIAL SUMMARY

SFO	Prior Years	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027 - 2031	Plan Total	Backlog
SPENDING PLAN									DEFERRED
Operating									
Renewal	25,500	15,500	16,000	16,500	17,000	17,510	95,752	178,262	
Capital (by Airport Cost Center)									
Airfield	402,498	23,121	38,738	3,243	-	-	-	65,101	
Airport Support	944,889	163,108	94,333	7,250	-	-	-	264,690	
Groundside	834,071	1,000	1,000	303	-	-	-	2,303	
Terminals	984,945	66,800	58,560	1,008	-	-	-	126,368	
Terminal 1	2,200,817	201,114	58,203	-	-	-	-	259,317	
Terminal 3	799,756	264,799	187,846	-	-	-	-	452,645	
Utilities	411,287	53,655	37,853	-	-	-	-	91,508	
TOTAL	6,603,762	789,097	492,532	28,303	17,000	17,510	95,752	1,440,194	
REVENUES									
Operating									
Operating Budget (Renewal / Maintenance)	25,500	15,500	16,000	16,500	17,000	17,510	95,752	178,262	
Capital Sources									
Bonds	6,233,237	747,585	437,218	4,345	-	-	-	1,189,148	
Grants	268,689	20,926	34,126	7,458	-	-	-	62,510	
Other - SFO Fuel	66,250	-	-	-	-	-	-	-	
Other - Small Cap Outlay	10,086	5,086	5,188	-	-	-	-	10,274	
TOTAL	6,603,762	789,097	492,532	28,303	17,000	17,510	95,752	1,440,194	
Total San Francisco Jobs/Year		3,534	2,206	127	76	78	429	6,451	

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E. Departmental Funding

TABLE E.34 - FINANCIAL SUMMARY

SFMTA	Prior Years	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027 - 2031	Plan Total	
SPENDING PLAN									DEFERRED
Communications/IT Infrastructure	5,154	2,304	1,170	9,350	4,400	5,056	17,014	39,295	71,277
Facility	74,750	68,274	126,565	95,322	67,250	126,393	425,360	909,164	1,430,386
Fleet	138,691	170,159	149,740	136,577	273,383	169,050	568,919	1,467,829	1,365,765
Other	5,438	7,675	4,697	65	-	-	-	12,437	-
Parking	-	11,295	11,074	-	-	6,320	21,268	49,956	296,927
Security	2,048	2,048	2,048	2,048	2,048	2,528	8,507	19,228	267,351
Traffic & Signals	15,264	5,980	11,157	1,516	12,995	24,015	80,818	136,481	620,884
Streets	73,314	64,986	35,392	27,257	30,796	70,780	238,202	467,413	2,051,528
Taxi	448	640	253	182	77	316	1,063	2,531	30,607
Transit Fixed Guideway	56,545	51,614	72,200	88,014	108,203	101,114	340,288	761,432	223,049
Transit Optimization & Expansion	173,432	120,716	74,632	75,559	101,077	126,393	425,360	923,736	4,530,630
TOTAL	545,083	505,691	488,929	435,890	600,228	631,964	2,126,800	4,789,502	10,888,405

SFMTA

Prior Years

FY 2022

FY 2023

FY 2024

FY 2025

FY 2026

 FY 2027 -
2031

Plan Total

REVENUES

Transportation Bond 2014	135,562	93,836	-	-	-	-	-	93,836
Transportation Bond 2022, Facilities	-	-	62,500	62,500	62,500	62,500	-	250,000
Transportation Bond 2022	-	-	-	-	-	50,000	50,000	100,000
Regional Measure 3	37,572	28,567	63,972	7,652	10,306	-	-	110,497
Cap & Trade	15,161	6,261	7,443	2,860	64,629	59,271	96,355	236,819
Federal	24,663	161,488	168,563	197,354	320,641	264,238	987,590	2,099,873
State	28,790	25,157	15,285	12,464	14,487	19,236	96,182	182,811
Other Local	303,334	190,382	171,167	153,061	127,664	176,719	896,673	1,715,665
TOTAL	545,083	505,691	488,929	435,890	600,228	631,964	2,126,800	4,789,502
<i>Total San Francisco Jobs/Year</i>		2,265	2,190	1,952	2,688	2,831	9,526	21,452

E. Departmental Funding

TABLE E.35 - FINANCIAL SUMMARY

SFPUC - WATER ENTERPRISE		FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027 - 2031	Plan Total
SPENDING PLAN								
Regional Costs								
Water Treatment Program		12,546	136,614	89,891	16,079	10,841	6,502	272,473
Water Transmission Program		-	15,629	26,955	23,379	22,829	58,432	147,224
Water Supply & Storage Program		29,842	35,280	35,710	56,371	60,280	123,828	341,312
Watersheds & Land Management		14,861	2,812	2,350	2,350	2,355	11,790	36,518
Communication & Monitoring Program		482	500	725	1,515	565	3,875	7,662
Buildings And Grounds Programs		2,000	11,967	74,930	59,462	2,200	11,065	161,624
Long Term Monitoring & Permit Program		4,000	3,457	3,374	1,782	1,538	8,302	22,453
Regional Subtotal		63,731	206,259	233,936	160,938	100,608	223,795	989,266
Local Costs								
Water Supply Projects		6,700	500	500	-	-	-	7,700
Local Water Conveyance/Distribution System		71,351	57,405	82,116	77,875	56,908	264,582	610,238
Local Tanks/Reservoir Improvements		5,265	350	350	350	350	12,475	19,140
Pump Station improvements		200	-	500	1,500	450	-	2,650
Recycled Water Projects		4,665	-	-	-	-	-	4,665
Automated Meter Reading System		2,970	3,222	3,012	3,162	3,162	12,051	27,579
Buildings & Grounds Improvements - Local		34,500	17,724	119,465	134,818	37,403	3,013	346,923
Local Subtotal		125,651	79,202	205,943	217,705	98,273	292,121	1,018,895
TOTAL		189,382	285,460	439,879	378,643	198,881	515,915	2,008,161

SFPUC - WATER ENTERPRISE

FY 2022

FY 2023

FY 2024

FY 2025

FY 2026

FY 2027 -
2031

Plan Total

REVENUES

Revenue	55,658	67,100	72,100	77,100	82,100	298,473	652,531
Revenue Bonds	132,204	216,840	366,259	300,023	115,261	209,386	1,339,975
Capacity Fee	1,520	1,520	1,520	1,520	1,520	8,056	15,656
TOTAL	189,382	285,460	439,879	378,643	198,881	515,915	2,008,161
<i>Total San Francisco Jobs/Year</i>	<i>848</i>	<i>1,279</i>	<i>1,970</i>	<i>1,696</i>	<i>891</i>	<i>2,311</i>	<i>8,995</i>

E. Departmental Funding

TABLE E.36 - FINANCIAL SUMMARY

SFPUC - WASTEWATER ENTERPRISE		FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027 - 2031	Plan Total	
SPENDING PLAN									DEFERRED
Sewer System Improvement Program									
Program Wide Management	-	7,000	10,000	9,143	14,000	59,000	99,143		
Treatment Facilities	333,552	247,132	248,142	191,222	154,063	318,016	1,492,127		
Sewer/Collection System	15,048	72,494	44,959	73,723	87,687	570,526	864,436		
Stormwater Management/Flood Control	37,544	162,263	106,984	127,207	90,912	170,331	695,241		
SSIP Subtotal	386,144	488,888	410,086	401,296	346,661	1,117,872	3,150,947		
Renewal & Replacement									
Collection System - Condition Assessment	7,999	9,574	11,688	11,496	12,070	62,280	115,106		
Collection System - Sewer Improvements	107,704	102,608	106,715	98,217	102,219	553,260	1,070,723		
Collection System - Large Diameter Sewer	-	2,550	29,402	31,959	47,709	268,173	379,793		
Treatment Plant Improvements	26,625	27,957	29,354	30,822	32,363	186,982	334,104		
Renewal & Replacement Subtotal	142,328	142,689	177,159	172,494	194,361	1,070,695	1,899,726		

SFPUC - WASTEWATER ENTERPRISE

FY 2022

FY 2023

FY 2024

FY 2025

FY 2026

FY 2027 -
2031

Plan Total

SPENDING PLAN (CONTINUED)

DEFERRED

Wastewater Facilities & Infrastructure

Ocean Beach Protection	2,417	45,000	47,000	33,523	13,233	4,838	146,011	
Swoo Condition Assessment & Rehab	-	-	-	1,313	1,313	27,974	30,600	
Southeast Outfall Condition Assessment & Rehab	-	-	-	1,459	1,459	28,702	31,620	
Islais Creek Outfall	-	5,761	3,890	2,878	509	3,715	16,753	
Wastewater Facilities & Infrastructure Subtotal	2,417	50,761	50,890	39,174	16,514	65,230	224,985	
Treasure Island	15,000	80,000	52,810	-	-	-	147,810	
TOTAL	545,889	762,338	690,945	612,964	557,536	2,253,798	5,423,469	

REVENUES

Revenue	110,252	122,657	125,111	127,613	130,165	690,931	1,306,729	
Revenue Bonds	430,317	633,986	560,139	479,656	421,676	1,534,391	4,060,166	
Capacity Fees	5,319	5,695	5,695	5,695	5,695	28,475	56,574	
TOTAL	545,889	762,338	690,945	612,964	557,536	2,253,798	5,423,469	
<i>Total San Francisco Jobs/Year</i>	<i>2,445</i>	<i>3,415</i>	<i>3,095</i>	<i>2,745</i>	<i>2,497</i>	<i>10,095</i>	<i>24,292</i>	

E. Departmental Funding

TABLE E.37 - FINANCIAL SUMMARY

SFPUC - HETCH HETCHY WATER AND POWER		FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027 - 2031	Plan Total
SPENDING PLAN								DEFERRED
Hetchy Power								
Transmission/Distribution	32,415	37,652	33,852	44,502	68,827	236,322	453,570	
Streetlights	-	3,815	3,815	3,815	3,815	19,075	34,335	
Treasure Island Capital Improvement	4,333	1,483	2,733	1,483	1,483	6,020	17,533	
Renewable/Generation	1,000	1,000	1,000	1,000	1,000	5,000	10,000	
Energy Efficiency	1,000	886	1,000	1,000	1,000	5,000	9,886	
Hetchy Power Subtotal	38,747	44,835	42,400	51,800	76,125	271,417	525,324	
Hetchy Water								
Water Infrastructure	33,733	65,850	46,373	43,457	18,657	62,826	270,896	
Power Infrastructure	10,560	49,425	23,836	18,535	13,246	52,986	168,588	
Joint Projects - Water Infrastructure (45%)	30,232	34,252	35,353	33,235	25,783	108,544	267,399	
Joint Projects - Power Infrastructure (55%)	36,950	41,864	43,209	40,621	31,513	132,665	326,821	
Hetchy Water Subtotal	111,474	191,391	148,771	135,848	89,200	357,022	1,033,705	
TOTAL	150,222	236,226	191,171	187,647	165,324	628,439	1,559,029	

SFPUC - HETCH HETCHY WATER AND POWER

FY 2022

FY 2023

FY 2024

FY 2025

FY 2026

FY 2027 -
2031

Plan Total

REVENUES

Revenue	2,151	2,738	5,047	5,161	10,380	123,097	148,573	
Power Bonds	81,571	131,201	101,865	103,145	107,891	320,723	846,395	
Water Bonds	63,965	100,102	81,726	76,692	44,404	171,370	538,259	
Cap and Trade Auction Revenue	535	886	1,233	1,350	1,350	6,749	12,102	
Low Carbon Fuel Standard	2,000	1,300	1,300	1,300	1,300	6,500	13,700	
TOTAL	150,222	236,226	191,171	187,647	165,324	628,439	1,559,029	
<i>Total San Francisco Jobs/Year</i>	673	1,058	856	840	740	2,815	6,983	

TABLE E.38 - FINANCIAL SUMMARY

SFPUC: CLEANPOWERSF	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027 - 2031	Plan Total	
SPENDING PLAN								DEFERRED
Local Renewable Energy Program	509	224	224	489	349	60,876	62,671	
CleanPower SF Customer Program	1,924	1,249	1,199	1,149	1,324	6,245	13,090	
TOTAL	2,433	1,473	1,423	1,638	1,673	67,121	75,761	
REVENUES								
Revenue	2,433	1,473	1,423	1,638	1,673	67,121	75,761	
TOTAL	2,433	1,473	1,423	1,638	1,673	67,121	75,761	
Total San Francisco Jobs/Year	11	7	6	7	7	301	339	

TABLE E.39 - FINANCIAL SUMMARY

SF UNIFIED SCHOOL DISTRICT	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027 - 2031	Plan Total
SPENDING PLAN							
SFUSD Capital Program	1,019,750	19,750	20,750	21,750	21,750	1,108,750	2,212,500
TOTAL	1,019,750	19,750	20,750	21,750	21,750	1,108,750	2,212,500
REVENUES							
Impact Fees	8,000	8,000	9,000	10,000	10,000	50,000	95,000
Mello Roos Parcel Tax	7,500	7,500	7,500	7,500	7,500	37,500	75,000
Deferred Maintenance Fund	2,500	2,500	2,500	2,500	2,500	12,500	25,000
SFUSD Bond	1,000,000	-	-	-	-	1,000,000	2,000,000
Redevelopment Fund	1,750	1,750	1,750	1,750	1,750	8,750	17,500
TOTAL	1,019,750	19,750	20,750	21,750	21,750	1,108,750	2,212,500
<i>Total San Francisco Jobs/Year</i>	<i>4,567</i>	<i>88</i>	<i>93</i>	<i>97</i>	<i>97</i>	<i>4,966</i>	<i>9,910</i>

E. Departmental Funding

TABLE E.40 - FINANCIAL SUMMARY

SHERIFF'S DEPARTMENT	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027 - 2031	Plan Total	
State of Good Repair Renewal - Need	17,627	18,244	19,156	20,114	21,119	122,533	218,793	
SPENDING PLAN								
								DEFERRED
State of good repair renewal - Proposed Uses	882	996	1,487	4,365	5,349	47,808	60,887	173,892
425 7th Street Structural Strengthening	-	-	-	-	-	-	-	16,289
County Jail #2 Improvements	-	-	-	-	-	-	-	228,045
TOTAL	882	996	1,487	4,365	5,349	47,808	60,887	418,226
REVENUES								
General Fund	882	996	1,487	4,365	5,349	47,808	60,887	
TOTAL	882	996	1,487	4,365	5,349	47,808	60,887	
Total San Francisco Jobs/Year	4	4	7	20	24	214	273	

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E. Departmental Funding

TABLE E.41 - FINANCIAL SUMMARY

TRANSPORTATION - INTERAGENCY INITIATIVES		Prior Years	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027 - 2031	Plan Total
SPENDING PLAN									
San Francisco Transportation Authority									
Treasure Island Mobility Management Program	8,193	17,056	13,417	2,412	2,202	-	244	35,331	
I-80/Yerba Buena Island Ramps Improvement Project	100,059	-	-	-	-	-	-	-	
I-80/Yerba Buena Island Ramps Improvement Project - Phase 2 (Southgate Road)	44,867	16,200	-	-	-	-	-	16,200	
Yerba Buena Island Bicycle and Pedestrian Improvements	250	14,400	22,500	45,000	7,500	-	-	89,400	
I-80/Yerba Buena Island West Side Bridges	23,184	29,300	45,300	21,900	-	-	-	96,500	
Quint-Jerrold Connector Road	7,914	7,680	3,900	-	-	-	-	11,580	
SFTA Subtotal	184,468	84,636	85,117	69,312	9,702	-	244	249,011	
Caltrain									
State of Good Repair and Contingency	199,982	39,300	74,200	69,300	108,600	85,500	274,900	651,800	
Safety and Legal Mandates	10,550	1,000	1,000	1,000	1,000	1,000	5,000	10,000	
Electrification Expansion Project	1,593,733	386,800	-	-	-	-	-	386,800	
Peninsula Corridor Electrification Project	95,938	44,600	7,400	55,700	-	-	-	107,700	
Caltrain Enhanced Growth Scenario	-	22,000	243,500	122,600	127,000	316,700	379,400	1,211,200	
Caltrain Subtotal	1,900,203	493,700	326,100	248,600	236,600	403,200	659,300	2,367,500	
Transbay Terminal									
Phase II	89,519	85,694	85,694	85,694	512,629	512,629	2,563,143	3,845,482	
Transbay Subtotal	89,519	85,694	85,694	85,694	512,629	512,629	2,563,143	3,845,482	
TOTAL	2,174,190	664,030	496,911	403,606	758,931	915,829	3,222,687	6,461,993	

TRANSPORTATION - INTERAGENCY INITIATIVES

Prior Years

FY 2022

FY 2023

FY 2024

FY 2025

FY 2026

FY 2027 -
2031

Plan Total

REVENUES

Local	452,102	132,505	161,442	322,077	1,055,863	22,500	178,417	1,872,805
Regional	89,479	31,303	12,300	15,700	319,624	700	3,500	383,127
State	590,006	223,961	17,846	61,902	10,850	408,350	607,600	1,330,509
Federal	1,037,384	251,592	59,941	33,500	1,013,794	13,700	68,500	1,441,027
TOTAL	2,168,971	639,361	251,529	433,179	2,400,132	445,250	858,017	5,027,468
<i>Total San Francisco Jobs/Year</i>		2,864	1,127	1,940	10,750	1,994	3,843	22,518
<i>Annual Surplus (Deficit)</i>	(5,219)	(24,669)	(245,381)	29,573	1,641,201	(470,579)	(2,364,669)	(1,439,744)
<i>Cumulative Surplus (Deficit)</i>	(5,219)	(29,888)	(275,270)	(245,697)	1,395,504	924,926	(1,439,744)	

E. Departmental Funding

TABLE E.42 - FINANCIAL SUMMARY

TREASURE ISLAND - AFFORDABLE HOUSING PROJECTS	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027 - 2031	Plan Total
SPENDING PLAN							
Total Projected Development Costs	93,500	193,000	-	162,000	-	397,000	845,500
TOTAL	93,500	193,000	-	162,000	-	397,000	845,500
REVENUES							
Debt Supported by Rental Income and/or Operating subsidy income	7,000	-	-	8,000	-	24,000	39,000
State HCD (AHSC, MHP, VHHP, NPLH, IIG, TOD)	12,000	12,000	-	12,000	-	36,000	72,000
State HCD (CDBG Cares, LHTE, ESG, HHC)	-	5,000	-	-	-	-	5,000
Tax Credit proceeds (c)	36,000	30,000	-	53,000	-	111,500	230,500
New Market Tax Credits	-	8,000	-	-	-	-	8,000
Federal Home Loan Bank Affordable Housing Program	1,000	1,000	-	1,000	-	3,000	6,000
GP capital, Other	500	500	-	500	-	1,500	3,000
TI master developer contribution	-	18,218	-	6,060	-	4,463	28,741
Treasure Island IRFD (d)	-	2,705	-	17,440	-	92,537	112,682
TOTAL	56,500	77,423	-	98,000	-	273,000	504,923
Total San Francisco Jobs/Year	253	347	0	439	0	1,223	2,262
<i>Total San Francisco Jobs/Year</i>	<i>246</i>	<i>328</i>	<i>-</i>	<i>424</i>	<i>-</i>	<i>1,179</i>	<i>2,177</i>
ANNUAL SURPLUS (DEFICIT)							
<i>Annual Surplus (Deficit)</i>	<i>(37,000)</i>	<i>(115,577)</i>	<i>0</i>	<i>(64,000)</i>	<i>0</i>	<i>(124,000)</i>	<i>(340,577)</i>
<i>Cumulative Surplus (Deficit)</i>	<i>(37,000)</i>	<i>(152,577)</i>	<i>(152,577)</i>	<i>(216,577)</i>	<i>(216,577)</i>	<i>(340,577)</i>	

TABLE E.43 - FINANCIAL SUMMARY

**TREASURE ISLAND -
ECONOMIC &
NEIGHBORHOOD
DEVELOPMENT**

Prior Years FY 2022 FY 2023 FY 2024 FY 2025 FY 2026 FY 2027 - 2031 Plan Total

SPENDING PLAN

Property Acquisition/Assumption	34,344	-	-	-	8,882	6,402	17,853	33,137
Infrastructure Costs	511,391	127,137	294,645	238,906	199,821	159,398	810,167	1,830,074
Other Costs (Marketing, Project Management, et al.)	57,875	9,211	11,092	11,316	30,820	36,420	71,806	170,665
TOTAL	603,610	136,348	305,737	250,222	239,524	202,220	899,826	2,033,877

REVENUES

Mello Roos Bond (CFD) Proceeds	87,829	118,090	28,973	92,277	82,870	39,220	269,858	631,287
Tax Increment Financing	-	-	12,754	35,265	46,950	70,986	417,700	583,655
Private Capital	550,220	163,523	365,917	38,627	135,717	207,121	825,360	1,736,266
TOTAL	638,049	281,613	407,644	166,170	265,538	317,326	1,512,918	2,951,209
Total San Francisco Jobs/Year		1,261	1,826	744	1,189	1,421	6,776	13,218

Annual Surplus (Deficit)	34,439	145,265	101,907	(84,053)	26,014	115,106	613,092	951,771
Cumulative Surplus (Deficit)	34,439	179,704	281,612	197,559	223,573	338,679	951,771	

TABLE E.44 - FINANCIAL SUMMARY

WAR MEMORIAL AND PERFORMING ARTS CENTER	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027 - 2031	Plan Total	
State of good repair renewal - Need	16,657	17,240	18,102	19,007	19,958	115,793	206,758	
SPENDING PLAN								DEFERRED
State of good repair renewal - Proposed Uses	834	942	1,405	4,125	5,055	45,178	57,538	168,067
TOTAL	834	942	1,405	4,125	5,055	45,178	57,538	168,067
REVENUES								
General Fund	834	942	1,405	4,125	5,055	45,178	57,538	
TOTAL	834	942	1,405	4,125	5,055	45,178	57,538	
<i>Total San Francisco Jobs/Year</i>	4	4	6	18	23	202	258	

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