

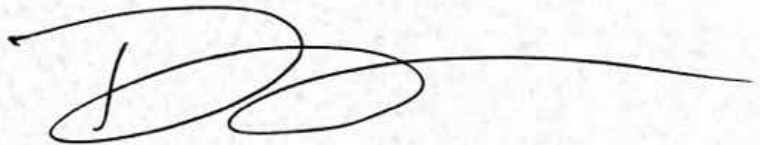
Assistant Deputy Chief Darius Luttrupp
ESER Program Manager

Commissioners,

Thank you for the opportunity to present the Earthquake Safety and Emergency Response (ESER) Bond during the April 26, 2023, meeting.

I am attaching the power point presentation I will use during the commission meeting as well as a presentation jointly developed with the Department of Public Works. Additionally, I have excerpted relevant sections from the *Quarterly Status Report to the Citizens' General Obligation Bond FY 22-23* and from the *Earthquake Safety and Emergency Response Bond Program Quarterly Status Report (DPW.)* The final additional materials are the sections of the draft *Proposed Capital Plan, Fiscal Years 2024-2033*.

I trust these documents will assist in explaining our newest SFFD Division and its work.

A handwritten signature in black ink, consisting of a large, stylized 'D' followed by a long horizontal line that curves slightly upwards at the end.

ADC Darius Luttrupp

The background image shows a multi-story building with a facade of metal mesh that has been severely damaged, likely by an earthquake. The building's structure is exposed, and debris is visible. In the foreground, several cars are parked on a dirt or gravel surface. One car is a white sedan, and another is a blue car. The overall scene is one of significant destruction and disarray.

Earthquake Safety & Emergency Response Bond

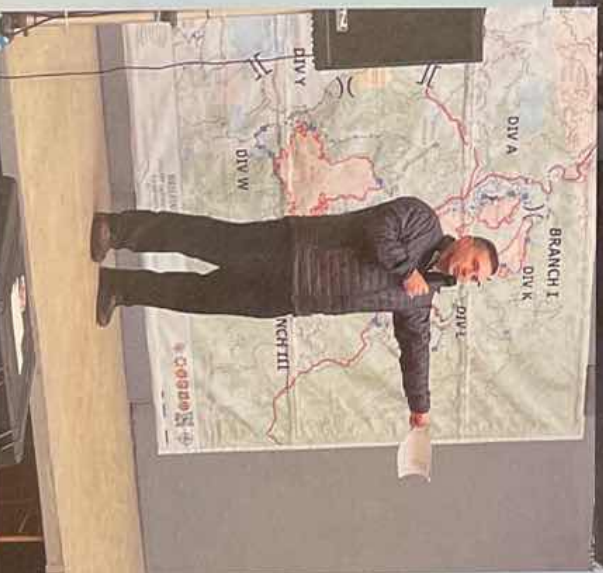
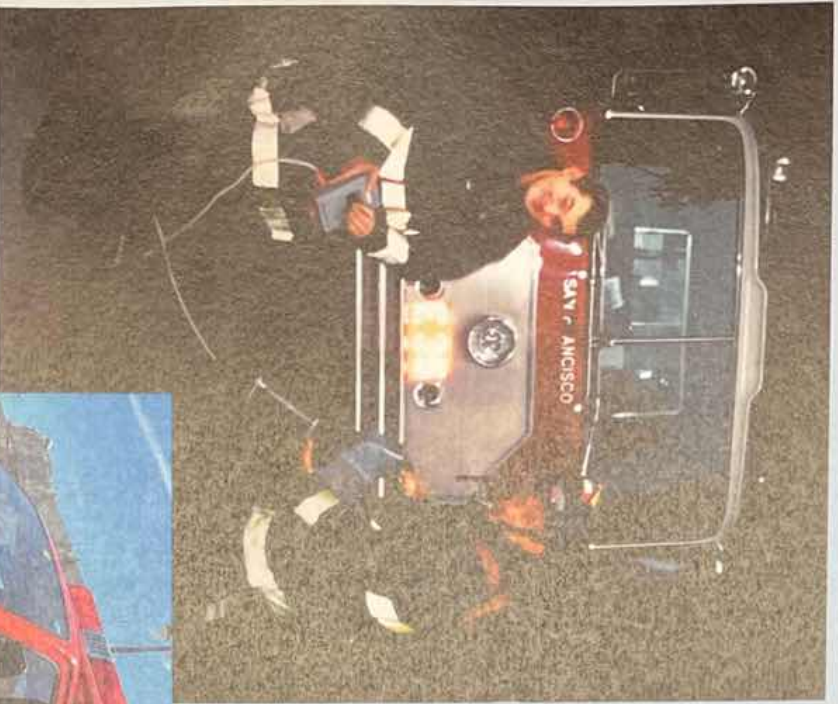
Assistant Deputy Chief

Darius Luttrupp

Organization

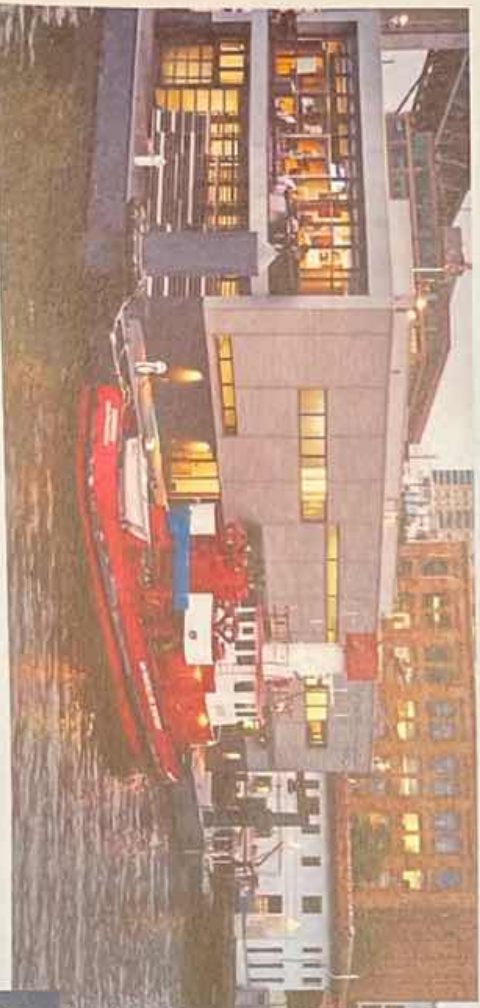


Biography

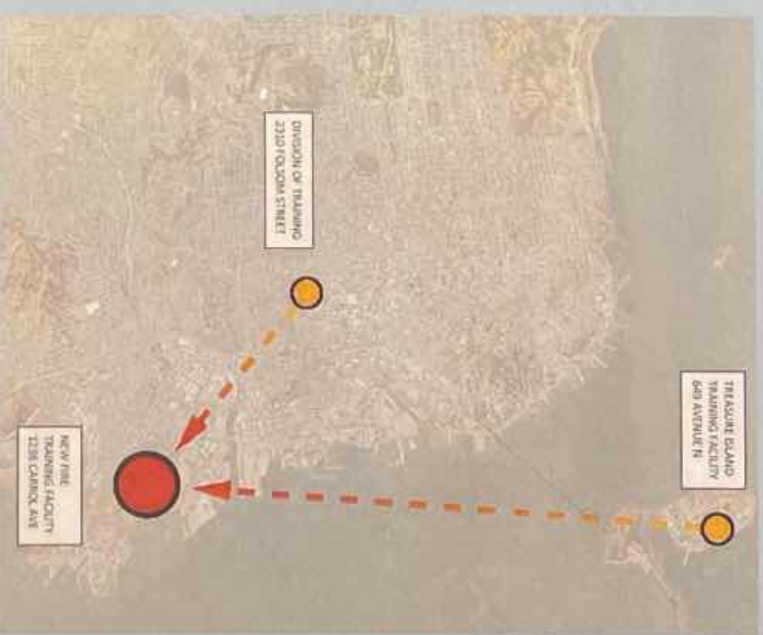


ESER Bond Highlights

- Focused Scope Work
- Fire Station Replacement
- AWSS/EFWS/PEFWS



Fire Training Facility



and Fire Station Seven

All photos San Francisco Department of Public Works

DPW and SFFD
Public Presentation

SFFD Fire Training Facility



Client: San Francisco Fire Department
Project Manager: Scott Moran, DPW
Client Representative: Darius Luttrupp, SFFD
Project Architect: BOA, RosDrulisCusenbery
Contractor: TBD

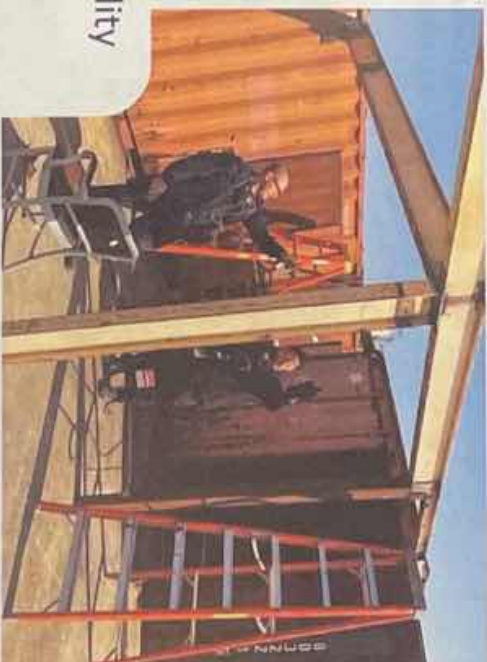
Current Phase: Programming Phase 2 (completed 3/3/23)
Fixed Construction Budget Limit (FCBL): \$159.5M
ESER 2020 Bond Authorization: \$275M

SFFD Fire Training Facility

SFFD Requires New Fire Training Facility



- Need to vacate Treasure Island Training Facility
- Consolidation of two training sites
- Outdated facilities not built for purpose
- Builds for the future
- Emergency Vehicle training safety



SFFD Fire Training Facility

Additional Project Benefits

- Great neighbors
- Community engagement
- Recruitment
- Partnerships
 - Neighborhood Emergency Response Team
 - City EMT
 - Youth Academies



SFFD Fire Training Facility

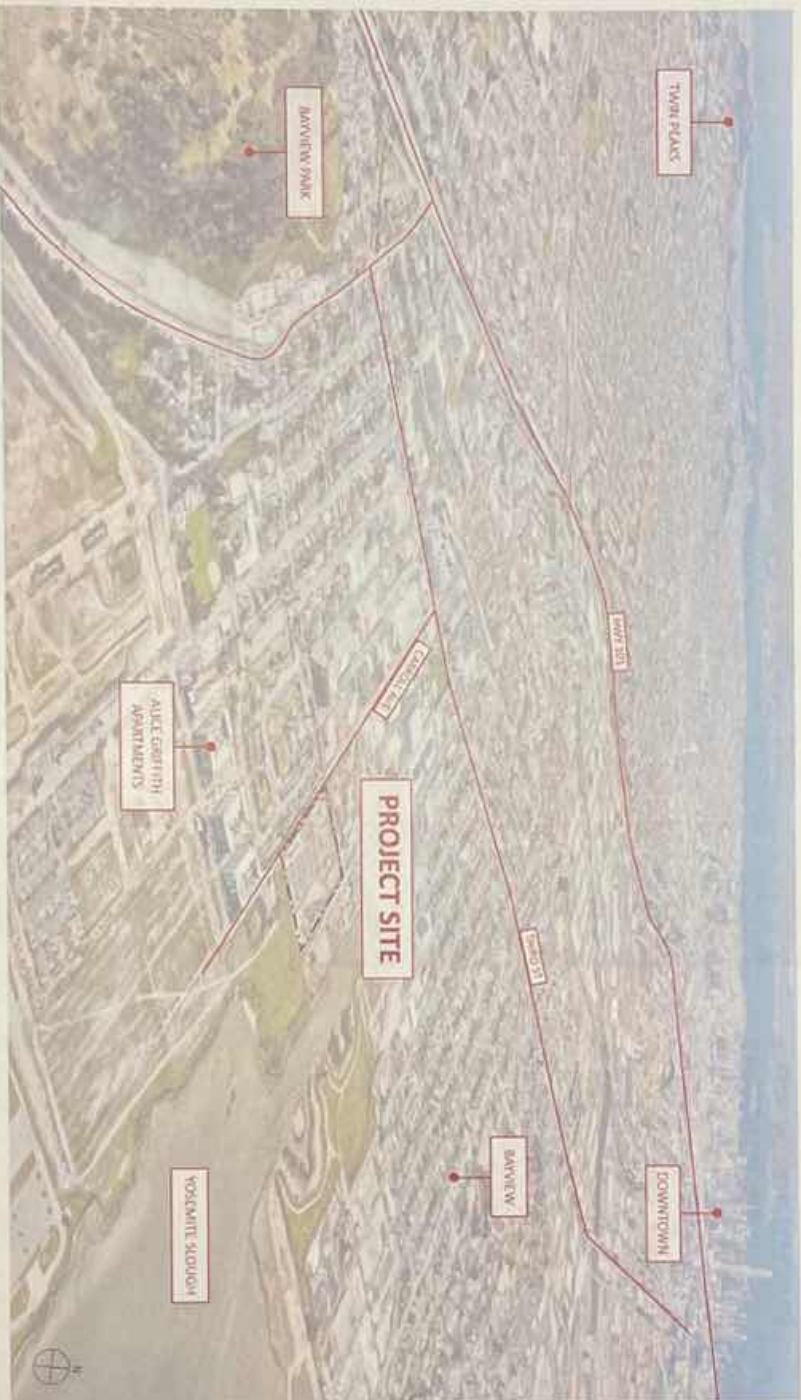
Project Location - City



Project Location (Fig. 1) – Public Works, from CEQA Final Mitigated Negative Declaration, dated 12/30/2021

SFFD Fire Training Facility

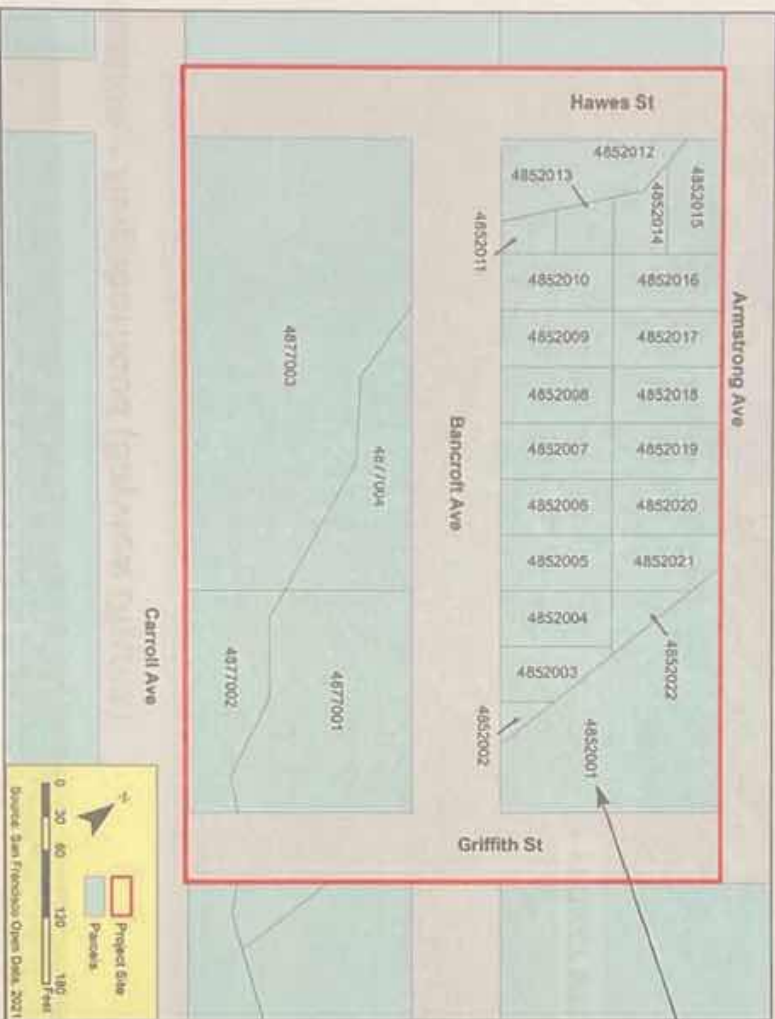
Project Location – Neighborhood (Bayview District)



Project Location Neighborhood (Fig. 2) – Public Works, from CEQA Final Mitigated Negative Declaration, dated 12/30/2021

SFFD Fire Training Facility

Project Site – Parcels & Existing Zoning



Former Port of SF Parcel
Zoned: P (Public)

All Other Parcels
Zoned: PDR-2 (Core Production, Distribution, and Repair)
40-X Height & Bulk

- Proposed Street Vacations:
- Hawes Street
 - Bancroft Avenue
 - Griffith Street
- (all unbuilt "paper" streets)

Combined Lot Size:
Approx. 346,500 sf (7.95 acres)

Parcel Map (Fig. 3) – Public Works, from CEQA Final Mitigated Negative Declaration, dated 12/30/2021 (w/ revision & notes R2)

SFFD Fire Training Facility

Street Improvements – Around 1236 Carroll Avenue (FTF Site)



Annotated Google Maps Screenshot

SFFD Fire Training Facility

Project Program Summary

		AREA (SF)
1.0	FIRE TRAINING AND ADMIN BUILDING	32,896
2.0	APPARATUS BUILDING	8,064
3.0	IN SERVICE BUILDING	12,637
4.0	MAINTENANCE SHOP	7,022
5.0	TRAINING TOWER	14,220
6.0	PROP STRUCTURES	70,229
7.0	SITEWORK	346,600

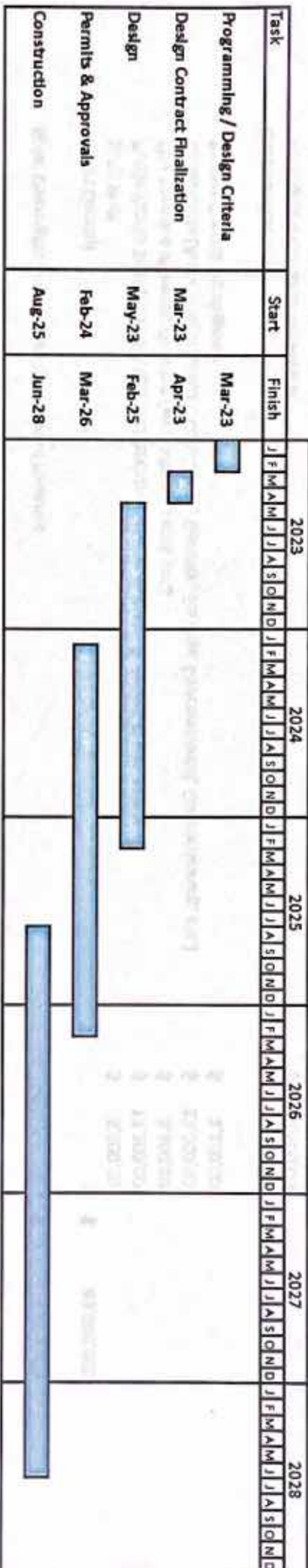
SFFD Fire Training Facility

Project Budget Summary

Land Acquisition (not incl. \$5M Port parcel)	\$	39,000,000
Bond Oversight, Accountability & Cost of Issuance	\$	4,000,000
Project Control	\$	49,000,000
SFFD Staff	\$	5,600,000
Public Works Staff (Project Mgt., Architecture, Landscape Arch., Engineers, Const. Mgt.)	\$	17,200,000
City Agencies (Permits, Planning Fees, Admin., Legal, etc.)	\$	5,100,000
Consultants (Architects/Engineers, Const. Mgt., Geotech, Surveys, Environmental, Commissioning, etc.)	\$	19,000,000
Project Control Contingency	\$	2,100,000
Construction	\$	183,000,000
Anticipated Construction Award	\$	158,500,000
Construction Change Order Contingency	\$	16,000,000
Art Enrichment	\$	3,000,000
Risk Contingencies	\$	5,500,000
TOTAL	\$	275,000,000

SFFD Fire Training Facility

Preliminary Project Schedule



Summary of Draft Schedule R3, 4/10/2023

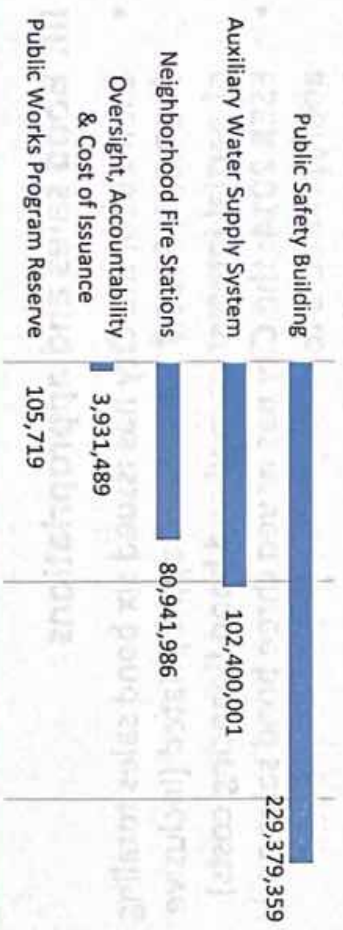
Project: SFFD Fire Training Facility

CGOBOC
Quarterly Report

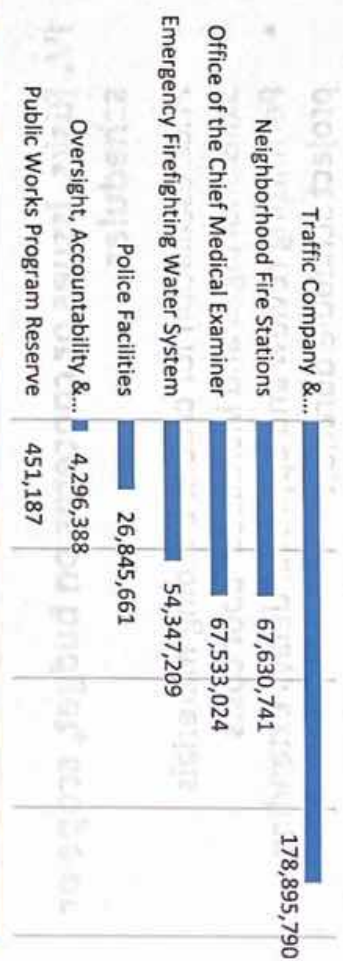
Earthquake Safety and Emergency Response Bond Program 2010, 2014 & 2020

Quarterly Status Report
 Presented to the Citizens' General Obligation Bond Oversight Committee
 For the Second Quarter of FY22-23 – as of December 2022

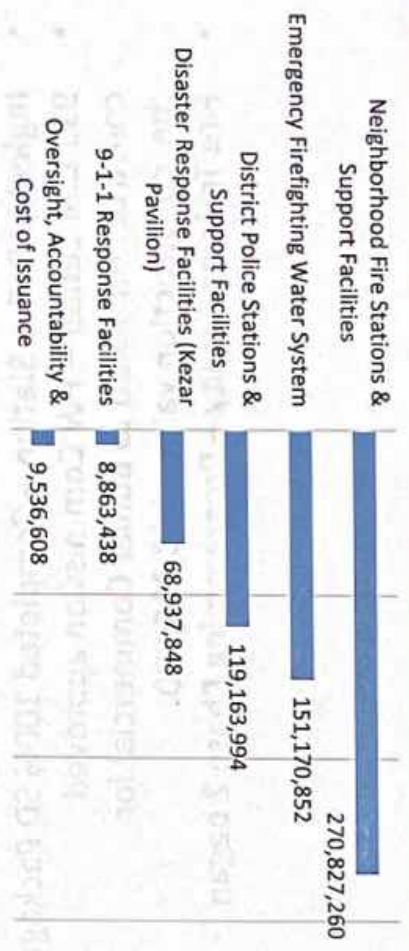
Overview of ESER 2010 Scope and Budget \$416.7M



Overview of ESER 2014 Scope and Budget \$400M



Overview of ESER 2020 Scope and Budget \$628.5M



Traffic Company & Forensic Services Division
 (Photos By Bruce Damonte)

ESER Bond Program 2010, 2014 & 2020 | Executive Summary

I. Highlights and accomplishments

- Ingleside Police Station – Completed 100% SD Package
- 911 Call Center – PW Commission approved construction award to Buhler Commercial for the construction value of \$3,395,000.
- Fire Training Facility – Programming Phase 2 began

II. Upcoming milestones

- FS35 Final Completion is scheduled in February 2023
- TCFSD SFAC public art installation anticipated in 2023
- 911 Call Center – Issue construction NTP in Jan. 2023.
- Fire Training Facility - Final parcel transfer from Port of San Francisco with State Land Commission anticipated for February 2023.

III. Bond sales and appropriations

- ESER 2010: the City has issued six bond sales totaling \$412.3M; \$416.7M has been appropriated (inclusive of partial interest-earned and bond financing costs)
- ESER 2014: the City has issued three bond sales and appropriated a total of \$400M (inclusive of bond financing costs)
- ESER 2020: the City has issued two bond sales and appropriated a total of \$167.8M (inclusive of bond financing costs)

IV. Risks, issues or concerns on budget, scope or schedules

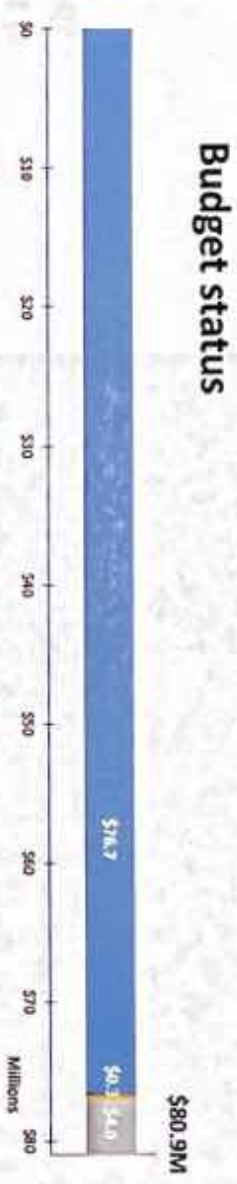
- Price escalation for crucial building materials
- Skills shortages and increased labor costs
- Permitting review and approval delays extending project schedule duration
- Supply delays extending construction schedule durations
- Local ordinances that create new components of additional cost
- PG&E's practices create schedule delays and added cost

Neighborhood Fire Stations (NFS 2010 – \$80.9M)

Current Phase: Various
Completion Date: November 2025

Recent Accomplishments:

- None



Upcoming Milestones:

- FS 14 Generator Replacement is

anticipated to advertise for bids in Summer of 2023



Neighborhood Fire Stations (NFS 2014 – \$67.6M)

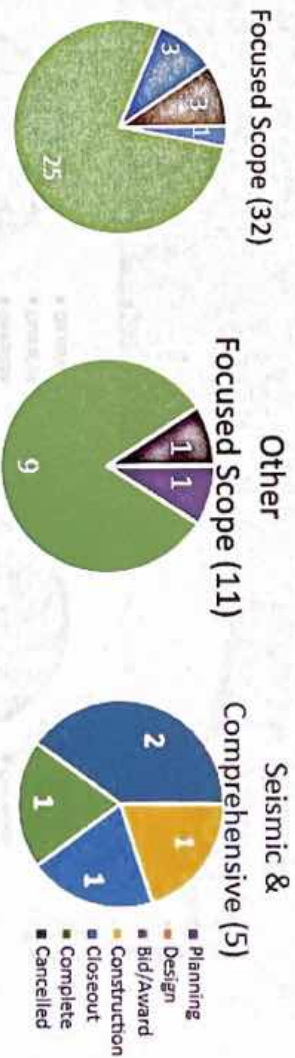
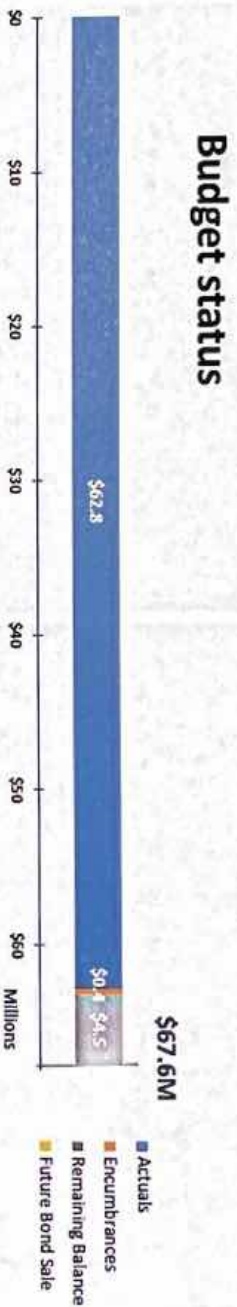
Current Phase: Various
Completion Date: November 2025

Recent accomplishments

- **FS 2 Generator Final Completion** achieved October 9, 2022, and project is in closeout
- **Fireboat Station 35** Final Completion achieved November 22, 2022
- **SFFD Network Improvement Project** initiated; site survey work is anticipated to begin in January of 2023

Upcoming milestones

- **FS 19 Generator Replacement** is anticipated to advertise for bids in Spring of 2023



Fireboat Station 35 at Pier 22 1/2
(Photos by Russell Abraham)

Neighborhood Fire Stations & Support Facilities (NFS 2020 – \$270.8M)

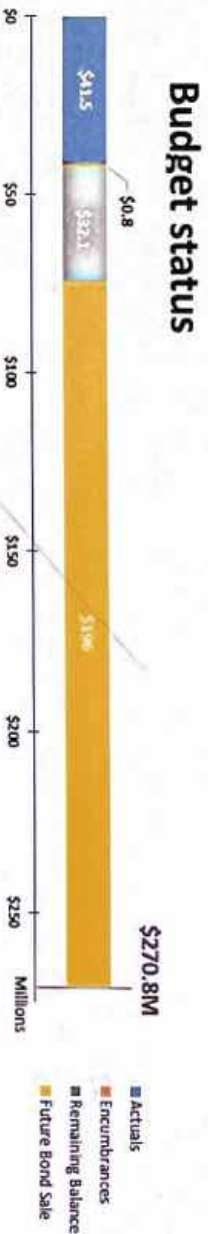
Current Phase: **Planning**
Completion Date: **December 2028**

Recent accomplishments

- Fire Training Facility ("FTF")
- Investigations of the SFPUC box culvert on the site were completed in December 2022 with final reports in January 2023; an easement will be established to protect this infrastructure

Upcoming milestones

- Fire Training Facility ("FTF"):
- City's Real Estate Division and SF Port are working on the sale of the Port's parcel to enable the assembly of the complete project site – it is now expected to be authorized by the California State Lands Commission in February 2023.
- Programming Phase 2 is underway and expected to complete in early March 2023.
- Executive Architect agreement negotiation is underway. NTP anticipated in March 2023.
- RFQ/P for the CM/GC is expected to be released March 2023.



DPW ESER
Quarterly Report

Earthquake Safety and Emergency Response Bond Program (ESER 2010, 2014 & 2020)

Neighborhood Fire Stations (ESER 2010)

Component Description: The ESER bond will renovate or replace selected fire stations to provide improved safety and a healthy work environment for the firefighters. The selected stations are determined according to their importance for achieving the most effective delivery of fire suppression and emergency medical services possible.

Background: All of the 43 San Francisco Fire Stations have, as a result of minimal deferred maintenance over decades, yielded building conditions that potentially compromise the safety and health of firefighters. Many stations have structural/seismic and other deficiencies that could inhibit their continuous functionality. It is assumed that some may not be operational after a large earthquake or other disasters, hindering the ability of the firefighters to respond to calls for service. Seismic capacity study of key fire stations –10 of 43- has yielded necessary insight into their ability to sustain operational effectiveness. Additional stations will be examined as funding is provided.

Prior to approval of the bond program, the majority of the City's fire stations, and support facilities were generally assessed for their respective condition and to identify vulnerabilities or deficiencies that could compromise their essential role as deployment venues for first responders.

For budget planning purposes, the assessment reports were reviewed by cost estimators who prepared estimates of the cost of correcting the conditions noted in the assessments. The cost estimates indicate only the overall "order of magnitude" of the various facility deficiencies and relative proportions of various types of work.

Preliminary assessment of the neighborhood fire stations indicate that the sum of all existing maintenance generated deficiencies would require a budget exceeding \$350M to correct, significantly more funds than are available in this bond for such purposes. Therefore, additional detailed planning is required to focus the expenditures of this bond towards the most beneficial and cost-effective immediate rehabilitation and/or improvement projects.

A list of projects to be completed by the ESER 2010 bond was identified by Public Works and the Fire Administration and accepted by the Fire Commission at their meeting of September 23, 2010.

The ESER 2010 bond program is anticipated to complete improvements to 29 of the 43 neighborhood fire stations. The approved slate of projects was presented to the SF Fire Commission on April 26, 2012.

The following is a detailed status per project:

Earthquake Safety and Emergency Response Bond Program (ESER 2010, 2014 & 2020)

Seismic Projects



Fire Station No. 5 (Fillmore District)

Substantial Completion was achieved on April 26, 2019. SFFD began occupying and operating out of the station on April 29, 2019. Final Completion was achieved on February 19, 2020. On December 17, 2020, project was awarded LEED Gold Certification New Construction from the United States Green Building Council (USGBC).

Fire Station No. 16 (Marina District)

Substantial completion was achieved on January 10, 2019. SFFD began occupying and operating out of the new station on January 16, 2019. The United States Green Building Council (USGBC) awarded the project LEED Gold Certification on August 4, 2021.



Fireboat Station 35: (See ESER 2014 this report)

Fireboat Station 35 occurs within the ESER 2014 Program, however the pre-design and CEQA and environmental review costs of \$687,125 occurred under ESER 2010. The budget that was identified for Station 35 was funded by ESER 2010 and the Fire Facilities Bonds funds totaling \$17M. The ESER 2010 funding will be used to offset Station 5 and 16. The Fire Facilities Bond funds will continue to supplement ESER 2014 funds for Station 35.

Equipment Logistics Center (ELC):

The ELC project was identified after the passage of the bond – it was suggested as a project combining the Bureau of Equipment (BOE) and Emergency Medical Services (EMS). In this configuration, the total functional program area made it infeasible to occur at the current EMS venue at 1415 Evans; more significantly, the budget for such a project was not available within the ESER 2010 NFS funding.

SFFD requested that Public Works prepare a program analysis and cost estimate for the EMS separate from the BOE for consideration in the 2016 Public Health and Safety Bond – successfully passed by voters, receiving 79 percent voter approval in June 2016, and the Ambulance Deployment Facility project was completed in 2021. The BOE remains a priority project as it resides within a seismically compromised unreinforced brick building.

Earthquake Safety and Emergency Response Bond Program (ESER 2010, 2014 & 2020)

Comprehensive Project: Station 36

Project was successfully completed and SFFD reoccupied the station on November 19, 2014.

Focused Scope Projects

Roof Replacements – 15 Stations – Complete

Summary: The scope consists of installing new roofing systems and upgrading exhaust fans at fifteen (15) stations (FS 2, 6, 10, 13, 15, 17, 18, 26, 28, 31, 32, 38, 40, 41, and 42).

Exterior Envelope Improvements – 16 Stations – Complete

Summary: The scope consists of paint and ancillary work to prevent water intrusion at sixteen (16) stations (FS 2, 6, 10, 13, 15, 17, 18, 26, 28, 31, 32, 38, 40, 41, 42, and 49).

Emergency Generator Replacement – 5 Stations – Complete

Summary: The scope consists of installing new emergency generators and related ancillary scopes of work at five (5) stations (FS 6, 12, 15, 17, and 21).

Shower Reconstruction – 9 Stations – Complete

Summary: The scope of work consists of demolition of existing shower stalls and installation of new shower stalls including shower pans, shower heads, divider walls, glass doors, floor drains, p-traps, access panels, and ancillary scopes of works at nine (9) stations (FS 6, 13, 15, 17, 18, 26, 38, 40, and 41). Stations 17 and 18 were put on hold by SFFD due to scope complexity.

Mechanical Scope – 15 Stations – Complete

Summary: The scope is structured into two phases: Phase 1 – Investigation and Scope Validation, and Phase 2 – Execution of Work. Work was completed at fifteen (15) stations (FS 2, 6, 10, 13, 15, 17, 18, 26, 28, 31, 32, 38, 40, 41, and 42).

Window Repair – 12 stations – Complete

Summary: The scope consists of installing new latch, handle, weep holes, sealant and weather-strip to existing windows, replacing broken panes of glasses, and adjusting alignment and resealing the perimeter of the frame to watertight at twelve (12) stations (FS 2, 6, 17, 25, 26, 28, 31, 32, 38, 40, 41, and 42).

Additional Focused Scope

Summary: Additional Focused Scope includes Apparatus Bay Door Replacement at multiple Fire Stations and Exterior Envelope Painting at Fire Department Headquarters. In addition, in July 2017, SFFD requested that additional Fire Stations receive Generator Replacements. The funding allocated for Additional Generators will be applied toward a prioritized list of Fire Stations selected by SFFD.

Detail:

Earthquake Safety and Emergency Response Bond Program

(ESER 2010, 2014 & 2020)

- **Emergency Generator Replacement – 1 Station (FS 14)**
Building permit was issued on June 17, 2021. Contractor procurement projected to start in the summer of 2023.
- **Apparatus Bay Door Replacement – 10 Stations – Complete**
Contractor completed work at 10 fire stations (FS 8, 12, 14, 18, 20, 26, 28, 33, 39, and 43).
- **Exterior Envelope Improvements – SFFD Headquarters – Complete**

Earthquake Safety and Emergency Response Bond Program (ESER 2010, 2014 & 2020)

Neighborhood Fire Stations (ESER 2014)

Component Description: The ESER 2014 bond program continues the work of ESER 2010 bond, categorizing projects according to three sub-categories: Focused Scope, Comprehensive, and Seismic. The ESER 2014 bond program will continue to address identified and prioritized needs at Fire Stations that were previously not addressed under the 2010 program. Significant construction projects will have been completed at all SFFD Fire Stations at the conclusion of the 2010 and 2014 bond programs.

SFFD approved the NFS Focused Scope, Comprehensive and Seismic budget portfolio in April 2015. In April of 2018, SFFD approved an updated budget revision.

Design services are being provided by Public Works Bureaus of Architecture & Engineering, unless otherwise noted.

The following is a detailed status per project.

Seismic Projects

Fireboat Station 35 at Pier 22½

Design-Builder: Swinerton-Power, a Joint Venture and Shah Kawasaki Architects

Substantial completion was achieved on February 28, 2021. Ribbon Cutting Ceremony held on March 10th, 2022. Punchlist items have been completed. Final Completion was issued on November 22, 2022. Project is in the warranty phase.



Earthquake Safety and Emergency Response Bond Program (ESER 2010, 2014 & 2020)



Fire Station 35 at Pier 22½ (Photos by Russell Abraham)

Pier 26 Fireboat Berths

Design Services: COWI North America; Contractor: Vortex Marine Construction

Substantial Completion issued on September 16, 2020. Certificate of Final Completion was issued in July 2021. Project is completed.

Comprehensive Projects:

Fire Station 3 & 7

FS 3 was determined to be a potential collapse hazard in the event of a major earthquake based on the structural assessment received from the Public Works IDC-Structural study. SFFD directed the design work to stop and will consider plans for a new FS 3 in its overall seismic portfolio of future bonds. FS 7 was determined to be a project that, as instructed by the CPC, would provide funds to supplement the TCFSD project and funds were transferred in Q4 FY2021. Nonetheless, FS 7 is not anticipated to be a project delivered under ESER 2020 as there are insufficient funds to allocate for the preferred project of replacement.

Focused Scope Projects:

The NFS team has moved forward with planning, design, bidding, and construction of the Focused Scope projects in all 9 of the categories: apparatus bay doors, roof replacements, shower renovation, exterior envelope, windows, sidewalk, emergency generator, mechanical projects, and IT network improvements.

Design services are being provided by Public Works Bureaus of Architecture (BOA) and Engineering (BOE) for Roofing, Exterior Envelope, Apparatus Bay Door, Showers, Windows, and Sidewalk

Earthquake Safety and Emergency Response Bond Program (ESER 2010, 2014 & 2020)

categories of work. GHD, an as-needed electrical engineering consultant, is providing design services for Generator Replacement projects. Department of Technology and Public Works A/E consultant TEF are undertaking the SFFD Network Modernization Project to survey, document, and upgrade network equipment at all fire stations.

Apparatus Bay Doors – 34 Stations – Complete

Work at the 34 fire stations were be divided between ESER 2010 and ESER 2014, within parameters of allocated budgets under each bond. Packages 1 through 5 were completed in 2016-2021.

Roof Replacements – 9 Stations – Complete

Work was completed at nine (9) stations (FS 3, 9, 17, 20, 23, 24, 29, 40, and 43).

Shower Reconstruction – 7 Stations – Complete

Work was completed at seven (7) stations (FS 13, 17, 19, 20, 22, 33, and 34).

Window Repairs – 13 Stations – Complete

Work was completed at thirteen (13) stations (FS 8, 9, 11, 12, 14, 19, 20, 21, 23, 25, 29, 37, 43).

Exterior Envelope Improvements – 8 Stations

- Package 1 (FS 8, 20, 23 & 29): Scope includes power wash and new paint at exterior facade of stations. BBR was selected to perform the work. Work was completed at FS 8, 20, and 29 in 2018-2019. Public Works was asked to Hold on FS 23 in January 2020, due to other priorities, at the client's request.
- Package 2 (FS 24 & 34): package was determined to be a project that, as instructed by the CPC, would provide funds to supplement the TCFSD project. Funds were transferred to the TCFSD in Q4 FY2021.
- Package 3 (FS 11): Scope of work included painting of the exterior. This project was folded into the Hose Tower Removal project, which is funded by the 2016 Public Health and Safety Bond and was completed in March 2021.
- Package 4 (FS 22): Complete.

Mechanical Scope – 5 Stations – Cancelled

- Package 1 (8, 9, 14, 20 & 41)

Emergency Generator Replacements – 3 Stations

- Station 31: Work is complete.
- Station 2: The scope of work consists of replacement of an existing roof top generator with a new generator, structurally strengthen the roof to support the new fuel tank with capacity for 72-hour run time and provide new fuel fill port and piping to the generator. The construction contract was awarded to Argo Construction, a certified LBE firm. Due to

Earthquake Safety and Emergency Response Bond Program (ESER 2010, 2014 & 2020)

extraordinary lead times in manufacturing, delivery of the generator took 44 weeks, in lieu of the usual 12 weeks. Public Works issued a Notice to Proceed on April 19, 2021, and Argo mobilized in July 2021. A Substantial Completion Letter was issued to Argo on August 24, 2022 and Final Completion was achieved on October 9, 2022.

- Station 19: Scope of work will consist of replacement of the existing generator with a new generator and fuel tank to meet the Fire Department's 72-hour emergency run time protocol. FS 19 is anticipated to be advertised in the spring of 2023.

Sidewalk and Apparatus Bay Slabs – 3 Stations – Complete

Work was completed at three (3) stations (FS 13, 26, and 31).

Security Access Control Systems – 35 Stations – Complete

Network Modernization Project – in progress

The Project consists of surveying existing network equipment at each fire station to assess needs for equipment upgrades. The network equipment upgrades are under the Department of Technology (DT) scope. Public Works, together with A/E consultants, will work in conjunction with DT to identify and document architectural, electrical and mechanical elements of work needed to support the network improvements.

**Capital Plan
2024-2033 (Draft)**



L Taraval Street Improvements

For details about the policies that govern the planning for the Pay-Go Program, the General Obligation Bond Program, and the General Fund Debt Program, as well as general policies for the Plan overall, please refer to the Introduction.

Overview

San Francisco uses a variety of funding sources to implement the broad array of building and infrastructure projects planned each year. These include the San Francisco General Fund, publicly issued debt, federal and state grants, and other local funding sources. These funds have been used for countless facilities, parks, streetscapes, and transportation initiatives.

Pay-As-You-Go Program

Over the 10-year timeframe of this Capital Plan, the primary source of revenue to fund our ongoing annual needs, or Pay-As-You-Go Program (“Pay-Go”), is the San Francisco General Fund. The General Fund is comprised of various taxes collected by the City, which include property, sales, business, and hotel taxes. It serves as the primary funding stream for on-going programs and services for the entire city. As infrastructure underpins these programs and services, it is appropriate for the General Fund set-aside funds to ensure buildings, streets, parks, and related infrastructure are in a state of good

repair throughout their useful life. All San Francisco residents, businesses, and visitors benefit from investments in local infrastructure.

Improvements paid through the Pay-Go Program tend to be smaller in scale than programs that require debt financing over a multi-year period. By using the Pay-Go Program for short-term improvements, the City is less reliant on debt financing and ultimately spends less to deliver those projects.

Capital Planning Fund

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

Historically, the General Fund supported pre-bond critical project development on the condition that once bonds for that project were issued, the General Fund would be reimbursed. This Plan assumes that bond reimbursements will flow into the Capital Planning Fund and be used for future project development. The Capital Planning Fund may be used for planning projects that are funded through sources other than bonds, but those funds are not reimbursable. Capital Planning Funds to support the next planned bond programs will be appropriated through the annual budget process.



Debt Programs

Many of San Francisco's capital improvements are funded with voter-approved General Obligation Bonds (G.O. Bonds), General Fund debt called Certificates of Participation (COPs), or revenue bonds.

Issuing debt is a typical method for financing capital enhancements with long useful lives and high upfront costs, which the City would not be able to cover through the Pay-Go Program. The use of debt also spreads the financial burden of paying for facilities between current residents and future generations who will also benefit from the projects.

General Obligation Bonds

G.O. Bonds are backed by the City's property tax revenue and are repaid directly out of property taxes through a fund held by the Treasurer's Office.

The Plan structures the G.O. Bond schedule around the notion of rotating bond programs across areas of capital need, although the City's debt capacity, election schedules, and capital needs also inform these levels. This approach



Southeast Health Center

was established in the original Capital Plan and has been maintained ever since.

Priority areas of need for capital improvements include Earthquake Safety & Emergency Response, Parks & Open Space, Transportation, Public Health, and the Waterfront. As part of incorporating Affordable Housing into the Capital Plan, there is also a bond in that area. The Plan occasionally recommends bonds outside these

categories if there is a demonstrated capital need that the City would otherwise not be able to afford. Table 5.1 lays out the planned G.O. Bond schedule for upcoming elections.

Chart 5.1 illustrates the impact on the local tax rate of issued, expected, and planned G.O. Bond debt. The red line represents the property tax limit policy established in 2006 that sets the annual level of bond debt repayment. The space

TABLE 5.1

G.O. Bond Program

(Dollars in Millions)

Election Date	Bond Program	Amount
Mar 2024	Public Health & Shelter	310
Nov 2024	Affordable Housing & Shelter	200
Nov 2026	Transportation	300
Mar 2028	Waterfront and Climate Safety	250
Nov 2028	Earthquake Safety & Emergency Response	310
Jun 2030	Parks and Open Space	200
Nov 2030	Public Health	250
Nov 2032	Waterfront and Climate Safety	200
Total		2,020

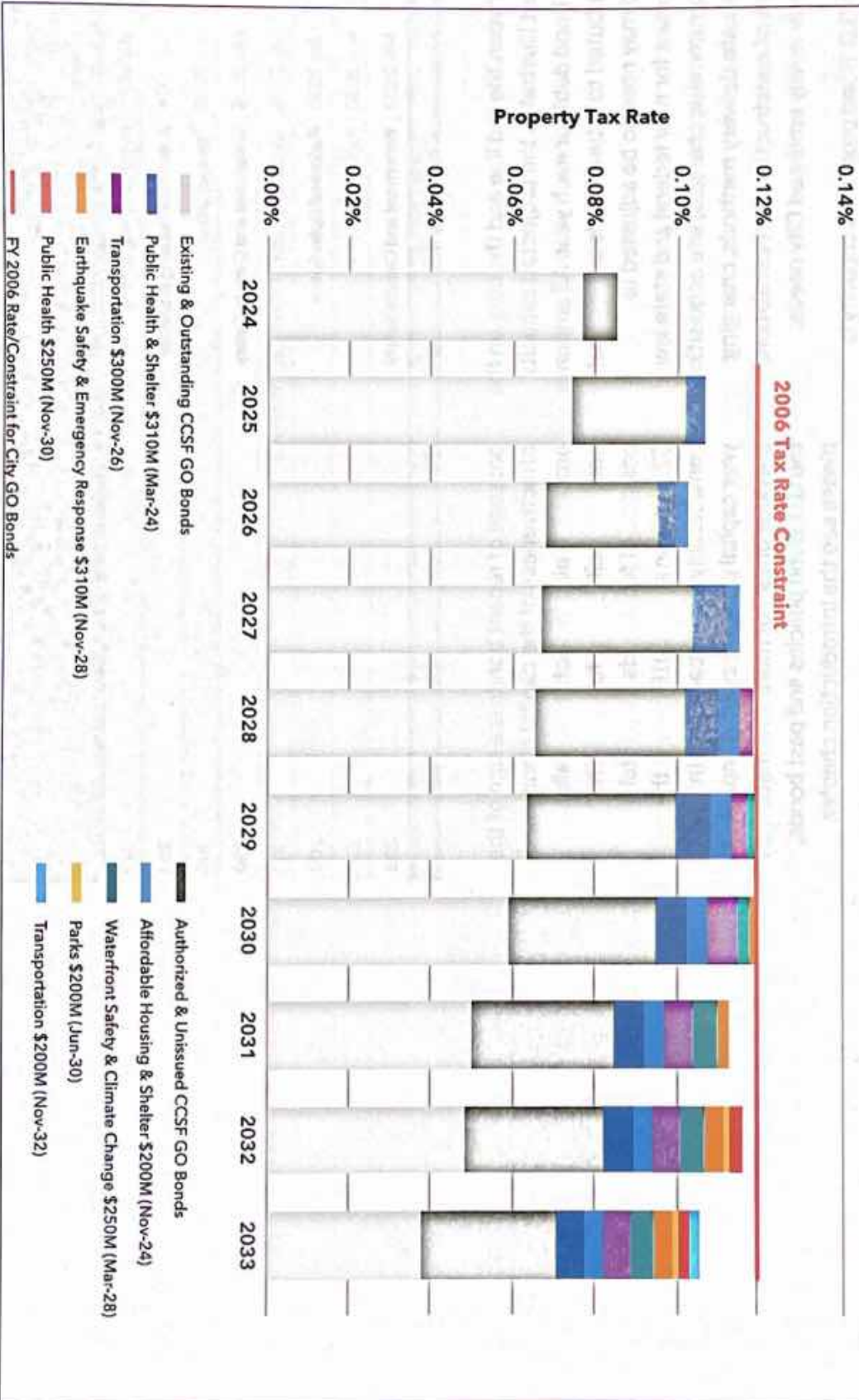
between the red line and the bars on the chart illustrates the projected capacity for bond debt for each year. All amounts attributed to future bonds are estimates and may need to be adjusted to account for new federal and state laws, programmatic changes, site acquisition, alternate delivery methods, changing rates of construction cost escalation, and/or newly emerged City needs.

The G.O. Bond program's capacity is largely driven by changes in assessed value and associated property tax revenues within the city. While the

passage of recent bonds is a sign of the effectiveness of the capital planning process, it also impacts the available bond capacity going forward. The passage of four bonds for a total of \$2.14 billion since 2018 means there is considerably less capacity for this 10-year capital planning cycle compared to previous ones. For more information on the G.O. Bond policies and past bonds, please see the Introduction chapter.

CHART 5.1

Capital Plan G.O. Bond Program FY2024-33



Overview

Neighborhood fire stations and support facilities, district police stations and related facilities, County jails, 911 call center, emergency firefighting water supply system, and court-related agencies such as the District Attorney, Public Defender, and Adult and Juvenile Probation are all important in providing public safety services. While significant facility and infrastructure needs remain, the City has provided more funding for these facilities over the past 12 years compared to any period.

stations. Key projects from the 2020 ESER Bond are underway, such as constructing a new training facility, retrofitting Ingleside Police Station, expanding the 911 Call center, and retrofitting Kezar Pavilion. The ESER Program is projected to continue in the Plan, with a bond slated for the November 2028 ballot. Another major program in ESER is the Emergency Firefighting Water System (EFWS), sometimes referred to as the Auxiliary Water Supply System. EFWS is an independent high-pressure water supply system dedicated to fire protection.

going forward will largely go toward the western and southern portion of the city where the pipe network is less robust and there are opportunities to incorporate additional water sources and leverage San Francisco Public Utilities Commission (SFPUC) investments to the potable water delivery network. A study analyzed expansion and loop options in the Richmond, Seacliff, and Sunset districts. Phase 1 of this work is largely funded through 2020 ESER Bond funds and Phase 2 is expected to use a portion of the planned 2028 ESER Bond. A new set of citywide expansion projects based on a study completed at the end of 2022 is considered for this Plan. The improvements would take place over the next 30 years and cost between \$2 billion and \$4 billion depending on when the work could start. The scope and funds for this effort have not been identified.

Earthquake Safety and Emergency Response (ESER) G.O. Bond Program

Since June 2010, and again in 2014 and 2020, the voters of San Francisco have enthusiastically supported the ESER G.O. Bond Program at the ballot box. That program has provided \$1.44 billion in funding for essential public safety projects large and small, from a new public safety headquarters and crime lab, to focused scope projects in neighborhood fire and district police

The system consists of core facilities, pipelines, tunnels, and cisterns, which provide the ability to deliver water at extremely high pressures in defense against large multi-alarm fires, specifically those that could occur after a large earthquake when the domestic water system may be impacted. EFWS has received over \$300 million in ESER bond funds and \$55 million in Water Revenue Bond funds. These amounts do not include network expansions required for large development projects. With the completion of major facility, reservoir, core system improvements, revenue

Finally, the Civil Grand Jury requested consideration of a stand-alone G.O. bond for EFWS as a part of this Plan. While stand-alone bonds for the Auxiliary Water Supply System, or the EFWS, were put forward in 1977 and 1986, the

amounts were relatively small. Given the large amount of funding needed, the policies and constraints for the use of G.O. bonds, and the number of competing programs for those funds, this Plan strongly recommends that EFWS funding remain a part of the ESER Bond Program that has served it well. In fact, the level of investment over the past 12 years is greater than any other time in the City's history.

Justice Facilities Improvement Program

The Justice Facilities Improvement Program (JFIP) was originally developed in 2008 to initiate the closure of the Hall of Justice (HOJ) and the construction of replacement spaces for the departments that occupied that facility.

The HOJ stands seven stories tall and was originally built in 1958. It contains the County courthouse, office space for various justice-related staff, and two County jails. The jails on its two top floors, which are now closed (County Jails #3 and #4) were built on an a 1950's era model of corrections with linear jails and limited program space. However,

the County Jail #4 kitchen, laundry, and some of the building's core subsystems support operations at the nearby County Jails #1 and #2. A major earthquake would likely generate significant damage to the building and render it unusable.

As San Francisco is responsible for the lives of the persons in custody and the staff who work with them, closing the vulnerable HOJ facility has been a top priority of the City's Capital Plan since its inception and remains so.

The City has taken several significant steps towards the closure of the HOJ. To vacate the building as expediently as possible per direction from the City Administrator, staff from the District Attorney, Police, and Adult Probation departments have been relocated to leased space. Their exit, combined with the relocation of the Office of the County Medical Examiner and the new Traffic Company and Forensic Services Division to a new facility at 1995 Evans St., both funded by the 2014 ESER Bond, has reduced operations in the building. Capital investments to end the reliance of the downtown justice campus on the HOJ have also begun. The renewal of



Traffic Company and Forensic Services Division,
Photo Credit: Bruce Damonte

Enhancement Projects

Project Name	Description
DEM – 911 Call Center Renovation	<p>This project will support dispatcher workstation replacements through an expansion of the existing operations floor of San Francisco's 911 Call Center. The workstations are at the end of their useful life and need to be replaced, the maintenance contract is expiring, and replacement parts are already in short supply. To accommodate the larger footprint of contemporary fire dispatch workstations, the floor will be reconfigured. The Call Center also needs an elevated supervisor bridge, which requires ADA work. The construction timeline is expected to take 12-18 months with an anticipated start date in the first quarter of 2023.</p> <p>The estimated budget for this renovation project is \$10.7 million, funded through the ESER 2020 G.O. Bond and FY2022 Certificates of Participation.</p>
FIR & SFPUC – Emergency Firefighting Water System Phase 1 and 2	<p>The Emergency Firefighting Water System (EFWS) is the City's high-pressure emergency fire protection system. The system includes two pump stations, two storage tanks, one reservoir, and approximately 135 miles of pipes and 150 functional cisterns. Additionally, the system includes 52 suction connections along the northeastern waterfront, which allow fire engines to pump water from San Francisco Bay, and fireboats that supply seawater by pumping into any of the five manifolds connected to pipes. Implementing the expansion of EFWS on the west side will be prioritized for upcoming funding, beginning with the Phase 1 as described above.</p> <p>Funding for continued improvements to the EFWS primarily comes from the ESER G.O. Bond program; \$102.4 million and \$54.1 million were authorized and issued for the project in the 2010 and 2014 ESER G.O. Bonds, respectively. An additional \$153.5 million was approved by voters in the 2020 ESER Bond. Of that, \$140 million is planned to deliver west side EFWS improvements. In addition, the San Francisco Public Utilities Commission plans to support \$55 million in west side EFWS improvements using Water Revenue Bonds; those funds are shown in the Infrastructure and Streets chapter. Future work is expected to be funded through the ESER 2028 G.O. Bond.</p>
FIR – Neighborhood Fire Stations	<p>Driven by a comprehensive SFFD Capital Improvement Plan, the Neighborhood Fire Stations program addresses the most urgently needed repairs and improvements to critical firefighting facilities and infrastructure. Projects can be comprehensive, focused, or seismic in scope. Comprehensive renovations correct all deficiencies pertaining to emergency response and health and safety issues and include renovation, renewal, or replacement of major building systems to promote station functionality for at least 25 years. Focused scope projects correct deficiencies of selected building components and promote station functionality for at least 25 years. Seismic improvements bring stations up to current building codes and include a comprehensive remodel. This program will also include fiber network modernization, combining three separate networks into one segregated network. This consolidation will simplify management, enhance security and redundancy, reduce costs, and add capacity and performance to the network.</p> <p>This program is funded primarily through the ESER G.O. Bond program; \$66.9 million and \$80.4 million were authorized in the 2010 and 2014 ESER G.O. Bonds, respectively. An additional \$275 million was authorized in the 2020 ESER G.O. Bond, to be used for both Neighborhood Fire Stations and the new SFFD Training Facility. Future work is expected to be funded through the 2026 ESER G.O. Bond.</p>
FIR – Treasure Island Fire House Replacement	<p>The Treasure Island fire station will be demolished as part of the island's greater development plan. Once redevelopment proceeds, a new fire station is planned to be built to meet the needs of the island's occupants and visitors.</p> <p>The budget for this project is estimated at \$20 million and will be entirely developer-funded.</p>
FIR – Fire Station 13 Replacement	<p>As part of a public-private partnership, the City and County of San Francisco has entered into an agreement with a private developer to construct a new station for Fire Station 13 as part of a mixed-use development project in Chinatown. As a portion of this project, the Department's aging Fire Station 13 will be demolished and replaced with a new facility adjacent to the current one. This project will create a seismically enhanced fire station that meets the current operational demands of the Fire Department.</p> <p>The budget for this project is an estimated \$30 million and will be entirely developer-funded.</p>

Enhancement Projects

Project Name	Description
<p>Multiple Departments – JFIP HOJ Admin Exit Construction</p>	<p>A downtown hub that co-locates Courts-related functions and services for justice-involved populations is the most efficient use of space and resources for San Francisco's criminal justice system. Building in this way will enable the relocation of justice functions remaining in the HOJ.</p> <p>Once funding for the Courts is secure, planning can begin in earnest for a consolidated justice campus. Meanwhile, this Capital Plan reserves \$367 million in FY2027 and FY2030 Certificates of Participation for this project.</p>
<p>Multiple Departments – Public Safety Training Facilities</p>	<p>SFFD, SFPD, and SHF have all identified training facility needs. SFFD currently rents a facility on Treasure Island which will be demolished as part of the Island's redevelopment plan, and the department's second facility in the Mission District is too small to accommodate all training operations. The Police Academy facility does not have adequate floor space to accommodate training programs for the department's officers and needs to expand. State and local training requirements include firearms qualifications, emergency vehicle operations (EVO), Crisis Intervention and de-escalation mandates and other skills. SHF has been using the old County Jail #6 facility, as well as leased training space from outside agencies such as the Alameda and San Mateo Sheriff's Offices for training as needed – but regional resources overall are limited.</p> <p>Given the time-sensitive need for SFFD to relocate, that department's timeline and requirements will have first consideration in project development. Other department needs may be incorporated as budget and schedule allow.</p> <p>The new SFFD Training Facility is prioritized in the 2020 ESER G.O. Bond, with a total of \$275 million authorized for both Neighborhood Fire Stations and the new Training Facility.</p>
<p>POL – Police Facilities Retrofits and Improvements</p>	<p>Currently, SFPD's facilities are not adequate to meet the department's operational needs. Renovation or replacement of Taraval Station, which has a Seismic Hazard Rating of 4 (SHR 4), is a top SFPD priority for the ESER G.O. Bond Program. All other stations, except Southern Station built as part of the new Police Headquarters, are rated SHR 3 which provides for life-safety, but does not ensure occupancy after a large earthquake, the continued operational capacity of these facilities.</p> <p>A recently refreshed Facility Evaluation & Standards Study noted that many of the stations exhibited a broad range of functional, safety, security, accessibility, and technical inadequacies, including space shortfalls. The highest priorities for renovation or replacement are Tenderloin and Central Stations, followed by the repurposing of the old Potrero Station.</p> <p>In conjunction with Public Works, SFPD has developed District Station Facilities Standards, and would like to implement these recommendations to provide consistency in policing operations and improve community experience.</p> <p>Estimated costs for station improvements vary depending on the level of intervention. Improvements to District stations are funded primarily through the ESER G.O. Bond Program. The 2014 ESER bond included \$29.6 million for SFPD facilities, as well as the major SFPD Traffic Company and Forensic Services Division construction project budgeted at \$163.4 million. The 2020 ESER Bond funds \$120.8 million for police facilities, including a new Ingleside Station, tenant improvements at 1828 Egbert Ave, and seismic improvements at Mission Station. Future work is expected to be funded through the 2028 ESER bond.</p>
<p>POL – 1828 Egbert Ave. Tenant Improvements</p>	<p>Work has commenced on three phases of tenant improvements at 1828 Egbert Ave. Phase I relocates Property Control Division's Hunter Point site (Building 606) to Egbert's 3rd and 4th floors. Phase II will include tenant improvements to the 1st and 2nd floors as a surge site and temporary home for Ingleside Police station during the rebuilding of a new Ingleside station. This surge facility would operate until 2027. Phase III would commence after the surge site is decommissioned, making tenant improvements for the relocation of the Property Control facility from HOJ to the 1st and 2nd floors.</p> <p>The acquisition of 1828 Egbert Ave. and Phase I of this project were funded using Certificates of Participation. Phase II will be funded using 2020 ESER bond funds.</p>

Deferred Projects

Project Name	Description
FIR – Bureau of Equipment Relocation	<p>The SFFD Bureau of Equipment is the site of maintenance and repair for all of the Department's equipment and apparatus, among other essential functions within the Department. The current facility is undersized and seismically unsafe, but has been designated historical, limiting the nature of repairs and modifications that can be made. SFFD has identified a need for a new Bureau of Equipment facility to be located at 1415 Evans Street, to meet its current needs and improve efficiency of operations across the Department.</p> <p>The estimated budget for this relocation project is \$60 million.</p>
FIR – Fire Station 7 Replacement	<p>Fire Station 7, which serves the Mission District, is severely outdated. This station serves as one of two Division houses for the Department, housing a number of specialized units. Substantial seismic improvements and basic facility maintenance improvements would be needed in order to continue meeting the emergency needs of the area this station serves. These improvements were initially slated to be addressed through focused-scope projects via ESER bond funding. However, the Fire Department is now seeking to replace Station 7 altogether instead of pursuing continual costly rehabilitations of this aging facility.</p> <p>The estimated budget for this relocation project is \$40 million.</p>
POL – Lake Merced Range	<p>The overhead trusses and baffling at the Lake Merced Police Range are failing. The firing range needs to be replaced. In addition to the SFPD, the Lake Merced range is also used for training by the Sheriff's Department.</p> <p>The estimated budget for this project is \$56 million, and a future ESER G.O. Bond would be the most likely source for this project.</p>
POL – Taraval Station Replacement	<p>Taraval Station has a Seismic Hazard Rating (SHR) of 4, and does not meet the ASCE 41-13 performance objective for immediate occupancy and life safety for an essential facility. A complete rebuild of this facility is a high priority for the Police Department.</p> <p>The estimated cost of replacement is \$100 million, and a future ESER G.O. Bond would be the most likely source for this project.</p>
SHF – 425-7th Street Structural Strengthening	<p>Based on a 2017 structural report, the County jail facility at 425 7th Street has a Seismic Hazard Rating (SHR) of 3, which means it would likely be inoperable after a major earthquake. Structurally strengthening this facility would improve likely life safety outcomes for staff and prisoners in the building and avoid costly hasty relocation efforts post-event.</p> <p>The estimated cost of the structural retrofit is approximately \$20 million. Accompanying improvements and soft costs still need to be developed.</p>
SHF – County Jail #2 Improvements	<p>The permanent closure of County Jail #4 increases the need for County Jail #2 improvements beyond the original work furlough design as this facility will be needed to house inmates with higher security levels and security restrictions. Converting dorms to cells in A & D Pods of County Jail #2 would not increase the capacity of the jail beyond the required ADA-accessible cells, but it would create more usable space in the existing facility. The converted beds would be appropriate for the maximum-security prisoners common in San Francisco's jail population. This work would require supporting work to the building's air handling systems and roof. In addition, County Jail #2 has limited space for prisoner services, and SHF proposes to add to that capacity by developing within the building's atriums. To make this possible, additional security enhancements would be needed to allow for safer and greater use of these areas by civilian staff and program providers. Improvements are also needed in the medical services pod (Pod C) of County Jail #2.</p> <p>The estimated cost of this capital work at County Jail #2 is \$140 million.</p>

Emerging Projects

Project Name	Description
DEM - New Emergency Operations Center	The existing Emergency Operations Center (EOC) at 1011 Turk St. presents space and technological challenges in conducting trainings, and lacks adequate space for breakout rooms, situational awareness boards, press conferences, staff breaks, and storage. Recent meetings of the City's Policy Group have identified the desire to co-locate the EOC with the Policy Group so that policy makers would have designated space for briefings and to make essential decisions. Ideally, the City's EOC would be in a location that facilitates citywide response to all types of hazards and emergencies, as well as readiness, planning, trainings, and exercises for proactive mitigation and preparedness.
DEM - Citywide Data Center Resiliency Projects	The 1011 Turk St. facility not only operates the 911 Call Center, but also hosts the Citywide Data Center, which contains critical IT systems and communications network equipment used by all City agencies. This equipment includes all fiber network connectivity, VoIP Phones, primary Internet Point of Presence, and the SF Cloud Infrastructure. DEM would like to improve the resilience of the building and the data center, with projects including a redundant power feed into the building, creating more space for lab area and storage, improving the base-isolation system to avoid interior water leaks, and modifications and upgrades to power and cooling systems.
DEM - Outdoor Public Warning System	The Outdoor Public Warning System sirens are an audible alarm system whose purpose is to alert residents and visitors about critical life-safety emergencies such as a tsunami, contaminated water supply, or radiological attack. This system was taken offline in 2019 for security and equipment upgrades. DEM and the Department of Technology have identified a portion of the siren network along the coastline (27 sirens) to prioritize upgrading and bringing back online. The upgrades would include a new operating system, stronger encryption for radio communications and hardware that would improve the reliability and security of the siren system.
FIR - Candlestick Development New Fire Station	The new development in the 38-acre site of Candlestick Park will include approximately 10,000 housing units, with one-third designated as affordable housing. The increase in population, building density, and traffic and will warrant a new fire station in an already-identified community facility parcel. The developer's infrastructure plan includes horizontal development of the site before turning it over to the City for the construction of the new station.
FIR - Hunters Point New Fire Station	As with the Candlestick Park development, the projected growth at Hunters Point shipyard will warrant the development of a new fire station to meet the needs of growing population, traffic, and density in the area.
FIR - EFWS Citywide Expansion	In late 2021, the SFPUC completed a planning study for a comprehensive, system-wide expansion of the pipeline network to support 2050 population growth estimates and fill-in some the existing gaps in the southern and south eastern portion of San Francisco. The estimated cost for the expansion is \$1.95 billion in 2021 dollars. Understanding that an effort on this scale would take several years to develop and achieve environmental and other certifications, a realistic timeline to complete this would be 2034 or 2045. The estimated costs to complete the work on that timeline is \$2.945 billion and \$4 billion, respectively.
FIR - Emergency Medical Services (EMS) Strategic Satellite Locations	Creating strategic locations across the city to support on-duty ambulance crews will support SFPD's efforts toward response equity across all neighborhoods, while also improving on-duty well-being of the Department's EMT/paramedic employees. These satellite locations would allow dynamically deployed ambulance crews to get out of their vehicles and utilize a facility where they can use the restroom, eat meals, and complete administrative tasks on-duty. Additionally, SFPD intends to incorporate disaster resiliency resources into these facilities, providing additional resources such as caches of medical supplies and oxygen, that will have great value in the event of disasters and/or mass casualty events.
FIR - Dedicated Community Paramedicine Facility	The SFPD's Community Paramedicine team is projected for continued growth in the future and the current shared space at the Bureau of Equipment is not viable going forward. Creating a new facility dedicated to the Community Paramedicine team's needs will ensure the resources and space needed to accommodate future growth, and free up additional space for the Bureau of Equipment to operate.

Emerging Projects

Project Name	Description
FIR – Second EMS Deployment Facility	<p>The recent increase in personnel and equipment has already pushed the newly opened Ambulance Deployment Facility beyond its intended capacity. Proactively creating a new second deployment facility would allow the Department to support future growth in the EMS division to address increased future demand for emergency services.</p>
JUV – Juvenile Justice Center Replacement	<p>In 2019 the Board of Supervisors passed legislation to close the Juvenile Hall by December of 2021. A Close Juvenile Hall Workgroup (CJHWG) was created to make recommendations on a new place of detention and services to be provided to justice involved youth. Mayor London Breed also announced the creation of the Juvenile Justice Reform Blue Ribbon Panel (Panel). The Panel was charged with making recommendations for comprehensive and system wide reform to the San Francisco Juvenile Justice system. While these initiatives were undertaken locally, on September 30, 2020, Governor Gavin Newsom signed Senate Bill 823 (SB 823), which began the closure of the California's Division of Juvenile Justice (DJJ) and the realignment of DJJ functions, including the secure commitment of youth, to local jurisdictions.</p> <p>In March 2021, the Panel presented its Juvenile Justice Reform Plan, and in November 2021, the CJHWG presented their report to the Board of Supervisors. In the same month, the California's DJJ Realignment Subcommittee voted to use San Francisco's Juvenile Hall as an Interim Secure Youth Treatment Facility (SYTF) for youth who would have been eligible for DJJ commitment prior to DJJ's closure until such time as the City could provide an alternative secure commitment facility for those youth.</p> <p>The Juvenile Probation Department is currently developing a Request for Proposals (RFP) to procure consulting services to create a conceptual design for the replacement of the Juvenile Justice Center, expected to be released in early 2023.</p>
POL – Central District Station Replacement	<p>The Central District Station was constructed in 1972 and the only district station not upgraded in the 1987 SFPD Facility Bond Program. Central Station is below a public parking garage and is among all police facilities the most functionally inadequate – It does not have a community room, the women's locker room is makeshift, and staffing has already far exceeded the capacity of this building. This station is recommended for replacement, and both a viable swing and permanent site is needed for planning to begin in earnest.</p>
POL – Tenderloin District Station Replacement	<p>Built in the 1920s, Tenderloin Station is housed in a former auto repair garage which had space and operational issues from the start. The station needs a designated evidence processing with evidence transfer lockers connected to a secure evidence storage room adjacent to booking, as well as a secure sally port prisoner processing area. This facility also lacks basic fire safety features such as a full sprinkler system, and a secondary exit out of the basement. A future ESER G.O. Bond would be the most likely source for this project once scoped.</p>
POL – Old Potrero Station Replacement	<p>The department vacated this facility in 1997 with the opening of the then new Bayview station. Potrero station is a historic building, and the department seeks to renovate and restore the facility. This space is in close proximity to Police Headquarters in Mission Bay and could be utilized an annex as civilian staffing continues to grow. A future ESER G.O. Bond would be the most likely source for this project once scoped.</p>
POL – Additional District Station	<p>With new developments in the Southeast, SFPD is anticipating the need for an additional station to meet its operational needs. A future ESER G.O. Bond could be a source for this project once scoped.</p>
POL – New Police Academy	<p>The current SFPD Academy was formerly an elementary school built in the 1960s, and does not have adequate floor space to accommodate training programs. The building also has in need of structural work, as well as asbestos hazards that need abatement.</p>
POL – New Treasure Island Station	<p>As redevelopment of Treasure Island proceeds, and the population grows significantly, a new police station will be needed to support residents and visitors. This project is expected to be fully developer-funded.</p>
POL – Electric Vehicle Charging Stations	<p>It is likely that in the next few years a fully-electric Police Pursuit Vehicle will be available, and if the Department moves toward electrification of its fleet, charging infrastructure will need to be developed.</p>
SHF – Court Holding Facility	<p>The closure of County Jail #4 has eliminated the Sheriff's court holding facilities at the HOJ. Inmates are now being held in temporary holding areas that are designed for other jail operational functions, but there is a need for a permanent solution.</p>

TABLE 11.1 - PUBLIC SAFETY FINANCIAL SUMMARY

PROGRAMS/PROJECTS (Dollars in Thousands)	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	Plan Total		
						2033			
State of good repair renewal - Need	40,279	42,293	44,408	46,628	48,959	284,059	506,626		
SPENDING PLAN									
State of good repair renewal - Proposed Uses	6,734	5,910	10,202	14,768	19,700	148,386	205,701	171,521	
Enhancements	530,700	-	-	100,000	-	577,000	1,207,700	652,128	
TOTAL	537,434	5,910	10,202	114,768	19,700	725,386	1,413,401	823,650	
REVENUES									
General Fund	6,734	5,910	10,202	14,768	19,700	148,386	205,701		
Certificates of Participation	-	-	-	100,000	-	267,000	367,000		
ESER G.O. Bond 2020	480,700	-	-	-	-	-	480,700		
ESER G.O. Bond 2028	-	-	-	-	-	310,000	310,000		
Developer Funded	50,000	-	-	-	-	-	50,000		
TOTAL	537,434	5,910	10,202	114,768	19,700	725,386	1,413,401		
	Total San Francisco Jobs/Year	2,259	25	43	482	83	3,049	5,941	