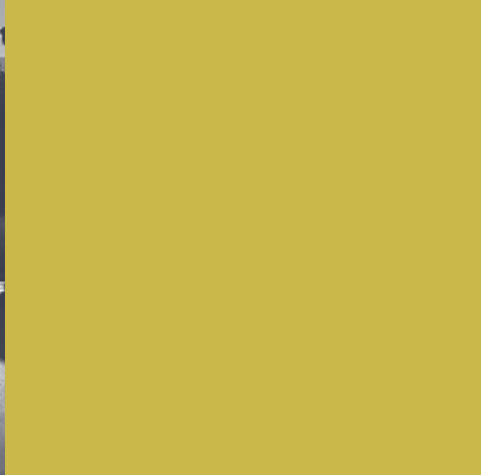
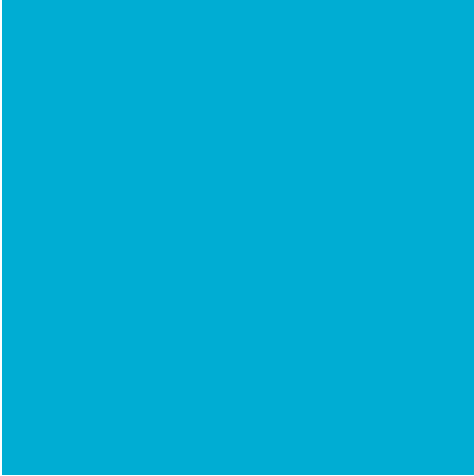
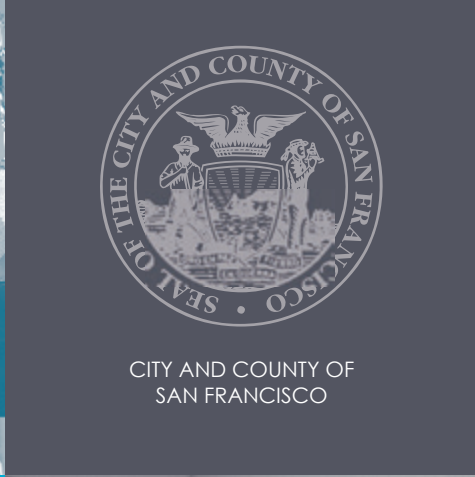


2016 PUBLIC HEALTH AND SAFETY BOND



Protecting San Francisco's community health and safety



2016 Public Health and Safety Bond Report

Proposal prepared by the City and County of San Francisco:

Department of Public Health
San Francisco Fire Department
Human Services Agency
Public Works

Table of Contents

Executive Summary.....	4
Introduction and background.....	6
Health.....	10
■ Improved access: Zuckerberg San Francisco General	
■ Community medical and mental health care: Community Health Centers	
■ Homeless Service Sites	
Safety.....	24
■ Improved emergency medical response: Fire Department Ambulance Deployment Facility relocation	
■ Neighborhood Fire Stations	
Accountability.....	32
■ Ten-Year Plan	
■ Oversight	



Zuckerberg San Francisco General Hospital



Southeast Health Center




Ambulance Deployment



Neighborhood Fire Stations

Executive Summary



The City and County of San Francisco is proposing a \$350 million Public Health and Safety bond for the June 2016 ballot to improve community medical and mental health services, emergency safety and medical response, and vital neighborhood fire stations and homeless service sites. The bond will fund capital improvements to City facilities to meet critical health and safety needs in San Francisco.

The 2016 Public Health and Safety Bond will help protect San Francisco's community health and safety by investing in upgrades to address seismic deficiencies in public facilities, ensuring the availability of health care and emergency services after a major earthquake.

Bond funding will secure access to health care in San Francisco by seismically strengthening the Priscilla Chan and Mark Zuckerberg San Francisco General Hospital and Trauma Center—the City and region's only Level-One trauma center—constructing a new, seismically safe ambulance deployment center for the San Francisco Fire Department that will improve emergency ambulance response throughout the city, and conducting urgently needed repairs at neighborhood fire stations.

Funding also will address public health care needs by improving community health and homeless service sites. Bond funding will renovate and expand neighborhood health centers to create space for the co-location of primary care medical and mental health services, along with urgent care, substance abuse, dental, and social services. Southeast Health Center is already identified as a site to make renovations and build an addition that will allow for integrated services and expanded capacity to serve more patients. Additional opportunities to expand integrated wellness programming to other high-demand neighborhood health centers will be identified by the Department of Public Health according to established criteria. Bond funding will also be used for critical repairs and renovations to the City's shelter facilities and homeless service sites to better protect the health and well-being of some of San Francisco's most vulnerable residents.

The \$350 million Public Health and Safety Bond will make essential seismic and service delivery improvements to aging facilities that San Franciscans depend on to protect the health and safety of residents, neighborhoods, and businesses. Each of the specific projects outlined in this bond proposal has been fully researched and has gone through a significant amount of planning, with the environmental review process already completed.

The specific projects are as follows:

- \$222 million will be allocated to Zuckerberg San Francisco General to make essential earthquake safety improvements on the campus. The funding will modernize fire life safety response systems and improve services in a 1970s-era campus facility that houses outpatient visits, urgent care, and the City's only psychiatric emergency services.
- \$30 million will be used to renovate and construct a new addition to the Southeast Health Center, a high-demand neighborhood-based community health clinic, to update, improve and expand access to serve more patients.
- \$44 million will be used to construct a modern, seismically safe ambulance deployment and emergency medical services facility, used by the San Francisco Fire Department to dispatch ambulance and paramedic staff for improved response and to ensure it remains operational after a major earthquake.

In addition, the Public Health and Safety Bond will fund three important capital programs:

- \$20 million will fund renovations to neighborhood health centers that enable the co-location of medical and mental health services, along with other related services, to deliver a more family-centered model of care and accommodate more patients.
- 20 million will fund critical capital improvements to the City-owned shelters serving homeless families and individuals, create a centralized deployment and service facility for the San Francisco Homeless Outreach Team to improve street outreach coordination and service delivery, and expand innovative models, such as the wraparound, client-centered services provided at the Navigation Center.
- \$14 million will fund urgently needed repairs and modernizations to neighborhood fire stations across the city, building on the work of the Earthquake Safety and Emergency Response (ESER) bond program.

Specific projects under these programs will be identified and evaluated according to established criteria and subject to environmental review.

As part of the City's Ten-Year Capital Plan, the Public Health and Safety Bond proposal includes comprehensive public oversight and accountability measures. The carefully selected, well-planned projects are prioritized to address needs critical to the public health and safety of the City's residents, businesses and first responders.

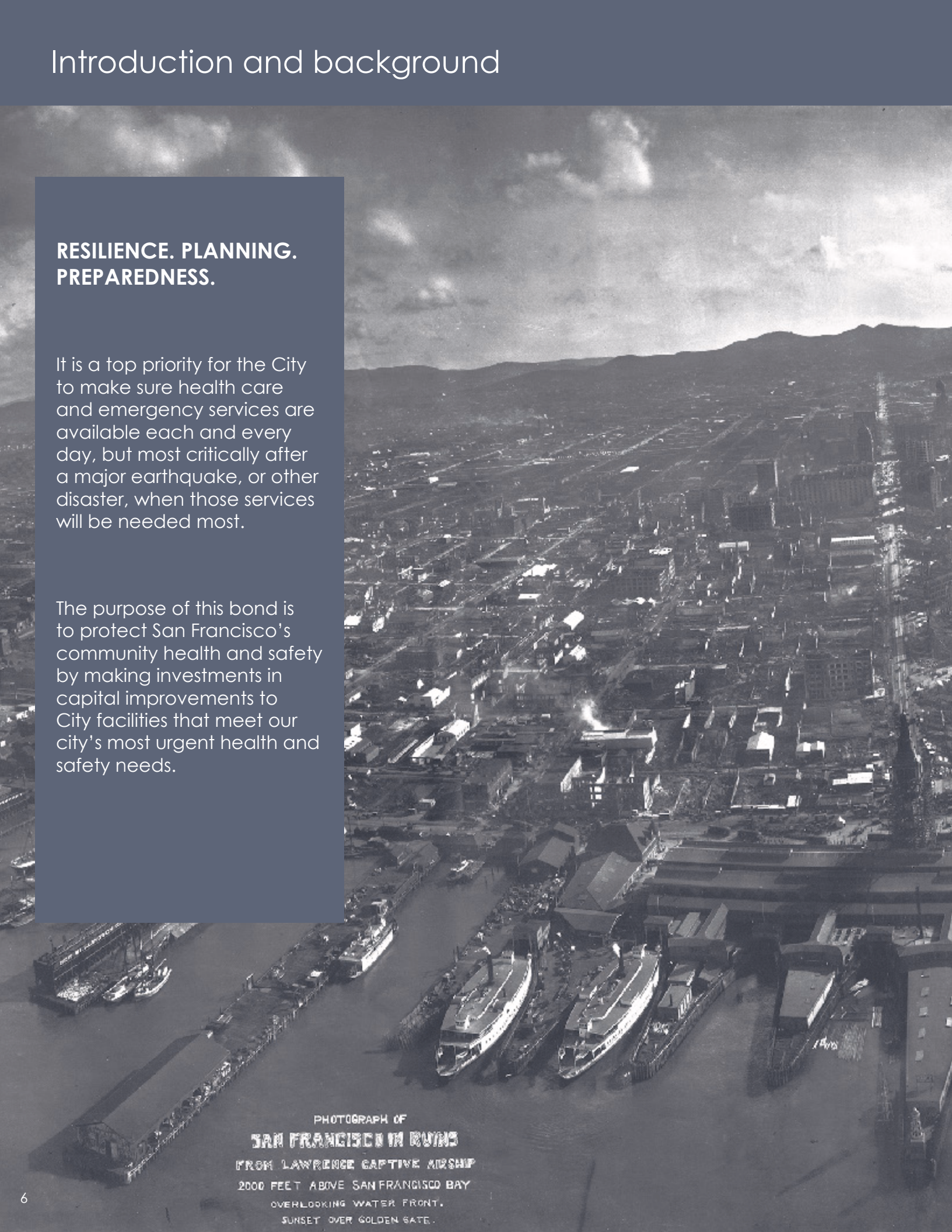
Property tax rates will not increase as a result of this bond.

Introduction and background

RESILIENCE. PLANNING. PREPAREDNESS.

It is a top priority for the City to make sure health care and emergency services are available each and every day, but most critically after a major earthquake, or other disaster, when those services will be needed most.

The purpose of this bond is to protect San Francisco's community health and safety by making investments in capital improvements to City facilities that meet our city's most urgent health and safety needs.



PHOTOGRAPH OF
SAN FRANCISCO IN RUINS
FROM LAWRENCE CAPTIVE AIRSHIP
2000 FEET ABOVE SAN FRANCISCO BAY
OVERLOOKING WATER FRONT.
SUNSET OVER GOLDEN GATE.



San Francisco after 1906 earthquake

Introduction and background

WHAT WILL THIS VOTER-BACKED BOND DO?

Projects		Budget
Health	Zuckerberg San Francisco General Hospital 1970s-era building	\$222 million
	Community Health Centers	\$50 million
	Homeless Service Sites Program	\$20 million
Safety	Ambulance Deployment Facility and Neighborhood Fire Stations	\$58 million
	Total	\$350 million

WHO IS PROPOSING THIS AND HOW WILL IT AFFECT PROPERTY TAX RATES?

The Ten-Year Capital Plan is the City's commitment to building a stronger, more vibrant future for San Francisco residents, workers and visitors, with a resilient infrastructure to serve and protect them.

It is a formal commitment to long-term, strategic and fiscally responsible capital planning. The plan is adopted bi-annually by the mayor and Board of Supervisors to prioritize capital needs across all City departments.

All of the specific projects in the \$350 million Public Health and Safety Bond proposal are included in the current Ten-Year Capital Plan. The related programs for neighborhood clinics, homeless service sites, and

neighborhood fire stations were added to the bond to address pressing challenges affecting San Franciscans.

Property tax rates will not increase as a result of this bond program.

The City has established a process where new bonds only will be issued once the previous bonds are retired. Bonds are critical to improving, expanding, and maintaining our City's capital infrastructure and have funded the construction and improvements to other public assets, resulting in no tax rate increase.

Projects made possible with previous bonds include neighborhood parks, libraries and fire stations, the Public Safety Building, Laguna Honda Hospital, the California Academy of Sciences, the Asian Art Museum, and the new acute

care and trauma center at Zuckerberg San Francisco General.

WHY NOW?

PREPAREDNESS

San Francisco is located in earthquake country. A major quake can occur any time. There is a 72 percent likelihood that a 6.7 or greater magnitude earthquake will strike the Bay Area in the next 30 years, according to the U.S. Geological Survey. There is also a 1 in 5 chance that a 7.5 magnitude quake could hit the Bay Area, which would be devastating to life and property, and could result in up to \$200 billion in damages.

Timing and preparation are everything. When an earthquake or other disaster strikes, San Franciscans depend most

on ambulances and other emergency services.

San Francisco must continually prepare for a major earthquake or disaster. By upgrading these health and safety facilities, the City can better protect its residents, neighborhoods and businesses in an emergency. San Franciscans previously supported the construction of a new acute care and trauma center at Zuckerberg San Francisco General. But the rest of the campus is aging and requires additional investment to ensure patient and staff safety. Across San Francisco, older public safety facilities and health care infrastructure are deteriorating, inadequate and seismically deficient. This bond is an important step to address those shortfalls.

COST SAVINGS

Timing is critical. Every year that we delay repairs and needed upgrades to our health care and public safety facilities, the cost for the needed fixes and renovations increases. This investment is using tax dollars wisely for upgrades to critical infrastructure that must be fixed sooner or later. By acting now, we can improve health care access and save local taxpayer dollars.

By investing now, planning today for tomorrow's needs and emergencies will:

- reduce injuries, deaths and property damage by providing first responders with the infrastructure they need to respond to emergencies and help protect our communities;

- improve and expand access to quality medical and mental health services and bolster earthquake safety;
- save money as we address needed repairs and upgrades before inflation makes them more expensive;
- expedite our recovery after an emergency and ensure the preservation of jobs in the weeks and months immediately following a disaster;
- improve emergency medical services by constructing an expanded, efficient and seismically safe ambulance and paramedic deployment facility;
- create more than 2,100 jobs in San Francisco to boost our economy and put San Franciscans to work.



Damage from the 1989 Loma Prieta earthquake

To meet these needs and help protect San Francisco's community health, emergency response, and homeless service facilities, the City and County of San Francisco proposes a \$350 million Public Health and Safety Bond for the June 2016 ballot.



Zuckerberg San Francisco General 1970s-era hospital building, neighborhood Health Centers, homeless service sites (\$292 million)

- make essential earthquake safety improvements at Zuckerberg San Francisco General, modernize fire-response systems, and improve and expand services in a 1970s-era hospital building that houses outpatient services, urgent care and the City's only psychiatric emergency services
- renovate the Southeast Health Center and other high-demand, neighborhood-based community health centers to improve and expand access to medical and mental health care for more patients
- improve and expand services delivered at homeless services sites in San Francisco, addressing health and safety deficiencies in City-owned shelter serving homeless families and individuals

In recognition of a significant gift in early 2015, the San Francisco Board of Supervisors approved naming the City's public hospital campus the Priscilla Chan and Mark Zuckerberg San Francisco General Hospital and Trauma Center, or Zuckerberg San Francisco General for short.

The campus includes more than a dozen buildings with varying services, from acute care to a trauma center, from psychiatric services to research facilities.

The new voter-approved, state-of-the-art acute care and trauma center – operated by the City and County of San Francisco's Department of Public Health – is set to open in spring 2016. This Public Health and Safety Bond continues that work of addressing the City's growing medical and mental health care

needs and ensuring health services will be functioning and available in the event of earthquake.

The people of San Francisco must have confidence in the ability of the City to serve their health care needs, especially following a significant earthquake or other disaster.

The 2016 Public Health and Safety Bond will improve public health, safety and the City's ability to survive and respond after a disaster and expand public access to care by:

- making earthquake safety improvements at the 1970s-era hospital building at Zuckerberg San Francisco General
- updating and expanding neighborhood health care access at Southeast Health Center

Zuckerberg San Francisco General cares for more than 1,500 people each day.



Improved care: Zuckerberg San Francisco General

Priscilla Chan and Mark Zuckerberg San Francisco General Hospital and Trauma Center provides comprehensive, culturally competent, life-saving care to San Francisco and the region of more than 1.5 million people. It operates the area's only Level-One trauma center, where every San Francisco resident or visitor is treated when facing a life-threatening traumatic injury.

Zuckerberg San Francisco General cares for more than 1,500 people each and every day, with more than 102,000 unique patients cared for last year. The community and teaching hospital serves as a safety net for a population that can't receive care elsewhere.

At a quick glance, in Fiscal Year 2014-2015, Zuckerberg San Francisco General had:

- 102,000 unique patients
- 536,000 outpatient visits
- 68,600 medical emergency visits
- 7,000 psychiatric emergency visits
- 19,000 urgent care visits
- 1,085 babies born
- 4,000 trauma activations
- more than 4,300 employees

Beyond the emergency room and trauma center, Zuckerberg San Francisco General offers primary and specialty health care services to all San Franciscans, including the uninsured, those experiencing homelessness, children and the elderly, low-income, and

Last year, Zuckerberg SF General had 7,000 psychiatric emergency visits.

racial and ethnic minorities. Zuckerberg San Francisco General provides a full complement of inpatient, outpatient, emergency, skilled nursing, diagnostic, mental health, and rehabilitation services for adults and children. It is the largest acute inpatient and rehabilitation hospital for psychiatric patients in the City, and is the only acute hospital in San Francisco that provides 24-hour psychiatric emergency services.

In any given year, about 30 percent of all ambulance runs arrive at Zuckerberg San Francisco General – making it a crucial City and regional

resource that responds to emergencies and disasters.

In 2008, voters approved a general obligation bond to construct a state-of-the-art hospital and trauma center. The new, seismically-safe acute care hospital is scheduled to open in spring 2016, allowing Zuckerberg San Francisco General to continue its essential role as the only Level-One trauma center in San Francisco.

The next phase to ensure the City's health care needs are met is to address other critical needs on the Zuckerberg San Francisco General campus. The focus of this bond will bring a 1970s-era hospital building at Zuckerberg San Francisco General up to current California seismic safety standards. Once the new acute care and trauma center building opens, the older facility will be upgraded to house outpatient visits, urgent care and the City's only psychiatric emergency services.

Seismic upgrades are critically important. The renovation work proposed in this bond primarily will be fire-safety and life-safety improvements, architectural work to accommodate outpatient services, and structural and seismic improvements.

right: Thirty percent of all ambulance runs arrive at Zuckerberg SF General.



Project Description: Zuckerberg San Francisco General

Work on the existing, 1970s-era hospital building will focus on improvements to earthquake safety, fire safety, and address Americans with Disabilities Act (ADA) and other accessibility issues. This work includes:

- seismic improvements to perimeter columns to enhance building strength
- repair work to better prepare for an earthquake
- fire, life and safety work throughout the building that will include an upgraded fire alarm system, fire sprinklers and associated electrical and mechanical work
- making improvements throughout the building to accommodate and consolidate clinical services from other buildings on campus and remote sites
- ADA improvements throughout the facility
- upgrades to preserve the City's only 24-hour psychiatric emergency services

SEISMIC SAFETY

Between 2012 and 2015, the City engaged the services of a structural engineering

firm and cost estimators to study and evaluate the expected performance of the 1970s-era hospital building – adjacent to the new acute care and trauma center – during earthquakes. Their computer modeling of

In 2008 voters approved a bond to construct a modern hospital.

This proposal is the next phase to ensure the City's health care needs are met.

the aging building indicated some structural columns along the perimeter needed to be reinforced. In addition, they determined that under certain seismic events, a portion of the building would pound

against a neighboring wing located to the north of the building.

Corrective work to mitigate these structural deficiencies will improve safety during and following an earthquake, along with providing a seismic separation between the 1970s-era building and the neighboring wing.

FIRE AND LIFE SAFETY, BUILDING IMPROVEMENTS, ADA AND OTHER REGULATORY REQUIREMENTS

Many building systems in the existing main hospital are more than 40 years old and are in dire need of upgrades. Improvements include new infection-control and ventilation systems, a new fire alarm system, smoke and fire dampers, fire sprinkler modifications, upgrades to building power systems and modern building-management controls.

Major improvements will be made throughout the building to consolidate outpatient services and make them more efficient.

Outpatient services currently are housed in several buildings at Zuckerberg San Francisco General and at remote locations, creating logistical challenges for patients. They will be relocated into the hospital building that is proposed

for upgrades. Services and programs that are currently prioritized for relocation include: Chronic Dialysis (includes expanded services from 13 to 30 chairs); Public Health Lab at 101

Grove Street; Tuberculosis Clinic, and Zuckerberg San Francisco General Urgent Care Clinic.

Needed ADA improvements

and other code-related work will be done. This will include upgraded restrooms, fixtures and hardware, and improvements in paths of travel.



Project	
Zuckerberg San Francisco General 1970s-era building	
Start construction for seismic work	April 2017
Construction for seismic work complete	July 2018
Start construction for fire/life safety and other renovations	June 2018
Construction for fire/life safety and other renovations complete	December 2019
Budget	\$222 million

Community Health Centers

The bond proposal includes \$50 million to improve neighborhood health centers across the City by creating space for the co-location and integration of primary care medical and mental health services, along with urgent care, substance abuse, dental and social services.

\$30 million is dedicated to make renovations and build an addition at the Southeast Health Center which will allow for integrated services and expand capacity to serve more patients.

The Public Health Department will identify additional opportunities with \$20 million for additional neighborhood clinic improvements to expand programming to other high-demand neighborhood health centers that meet established criteria, incorporating an integrated wellness approach and the integration of primary care, mental health, dental care, and substance use disorders, and social services.

Project Description: Southeast Health Center

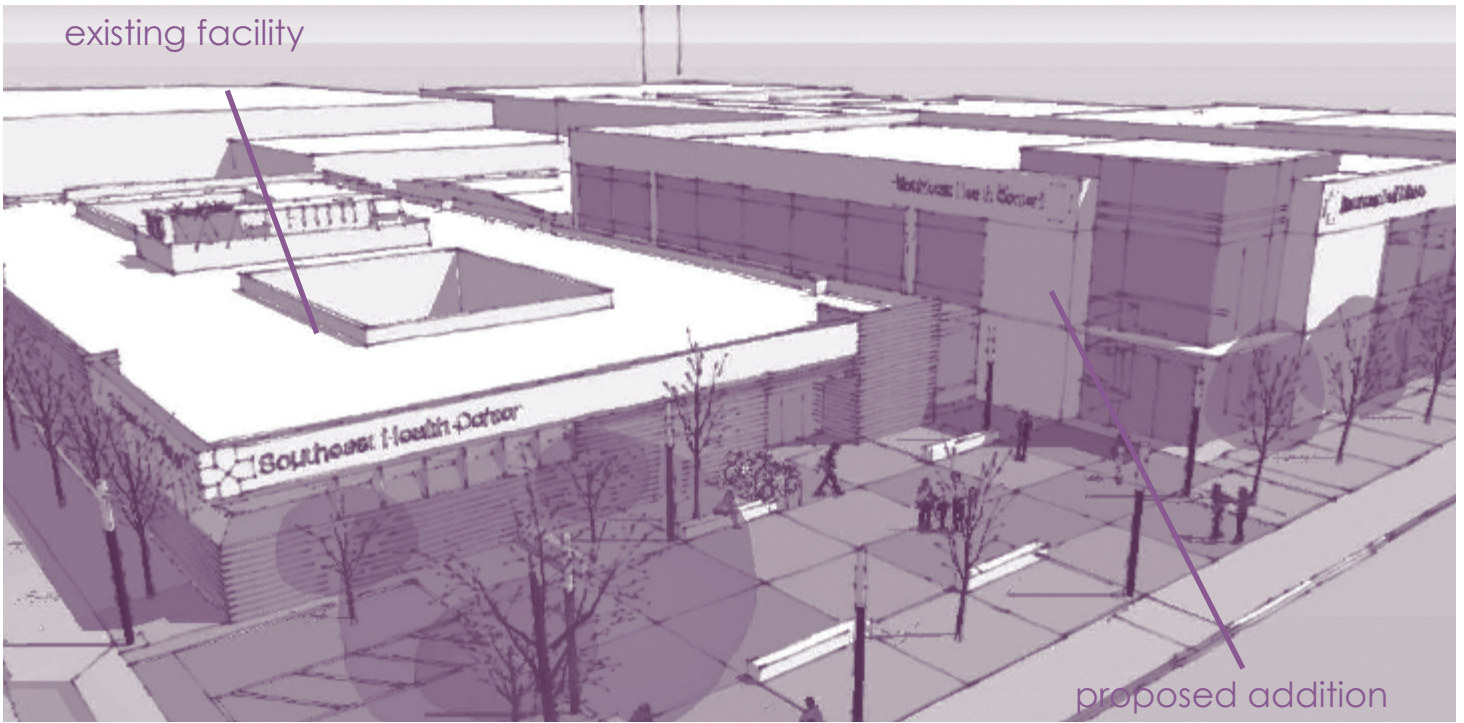
The Department of Public Health's SF Health Network operates more than a dozen neighborhood-based primary care health centers that provide convenient access to health care services in neighborhoods across San Francisco.

Primary care teams diagnose and treat patients with acute and chronic illnesses, work with them on ways to prevent disease and maintain good health; provide prenatal, mental

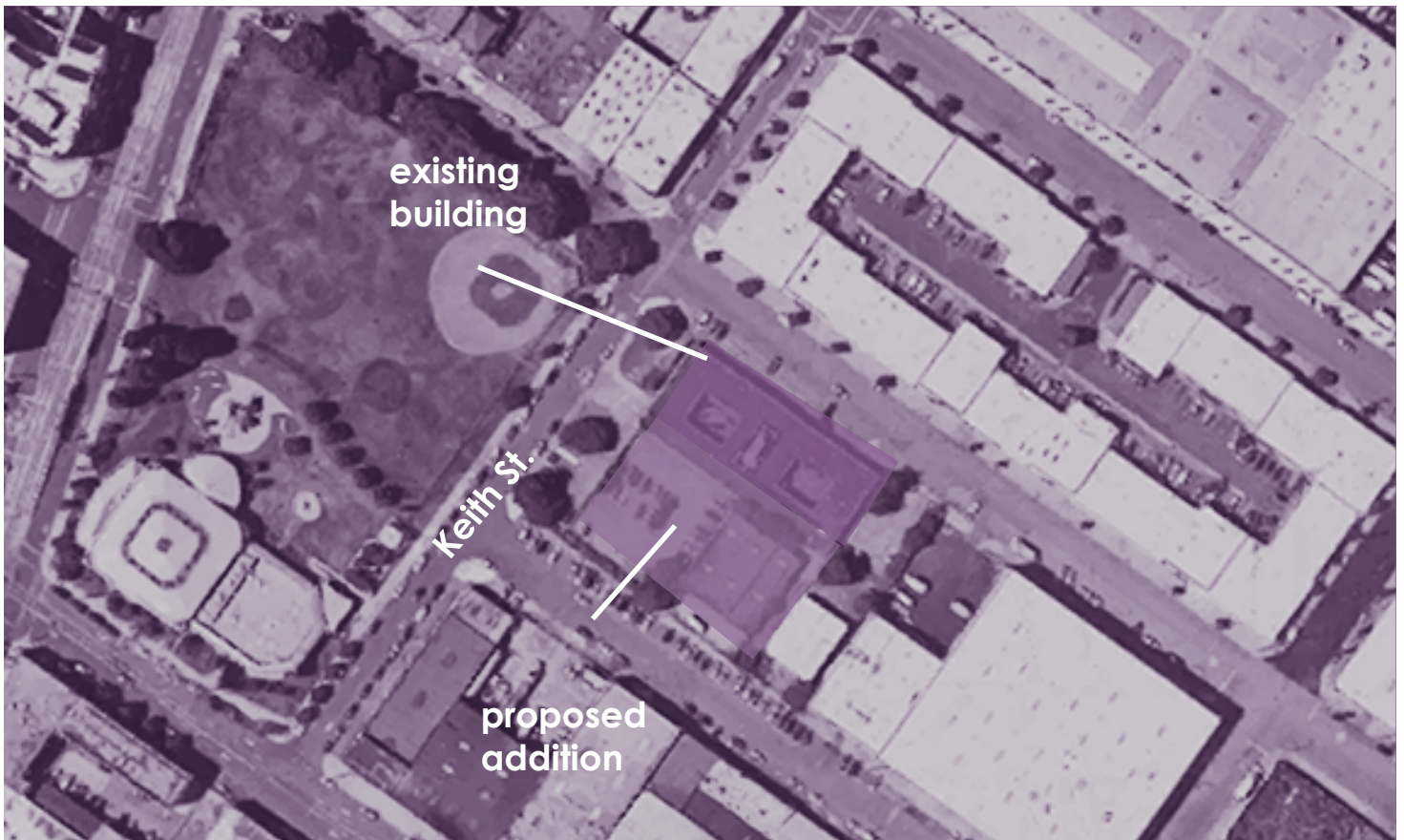


Southeast
Health
Center
is one
of the
SF Health
Network's
busiest
clinics.

Southeast Health Center staff at entrance



Preliminary conceptual rendering of proposed renovation and addition to Southeast Health Center



Health

health and substance abuse care; and offer counseling and health education.

Along with the vital improvements to the Zuckerberg San Francisco General campus, this bond addresses the needs of one of San Francisco's primary care health centers: the Southeast Health Center, located at 2401 Keith St. in the City's historically underserved Bayview-Hunters Point neighborhood.

The Southeast Health Center is a high demand full-service health clinic that provides affordable, comprehensive and quality health care, including dental, optometry and podiatry care, to people of all ages, to individuals and families.

Opened in 1979, the center is in general need of repair, but more significantly it is an outdated facility that is unable to adequately meet the increasing need for more integrated and holistic models of patient care.

There will be two major phases of work on the Southeast Health Center. The first project phase is a renovation of the existing facility to provide for a more efficient and modernized use of space, allowing for expanded patient capacity and enhanced patient experience.

The second project phase will be the construction of a new addition that expands and fully integrates a family-oriented primary care model with comprehensive behavioral health services, tailored to meet the needs of Bayview's high at-risk population.

Renovation and expansion of Southeast Health Center presents a unique opportunity to transform the model of care in order to better meet the need of neighborhood individuals and families.

The SF Health Network envisions a collaborative, trauma-sensitive, culturally responsive, integrated model as the best approach to care for vulnerable and at-risk families. The Southeast Health Center will be a family wellness hub, incorporating a whole person and family-centered approach.

RENOVATION

The Southeast Health Center currently occupies a 17,000 square-foot building and includes a smaller portable building behind the main building.

The proposed \$5 million renovation modernizes the utilization of the existing space, expanding patient capacity, with more space

dedicated to clinical services: refreshed exam rooms; new larger exam rooms with improved layouts designed to current ADA standards; an increase in consultation rooms; and enhanced spaces for specialty services - dental, optometry and podiatry.

The redesign facilitates team-based care through the creation of team environments for staff. Patient experience is enhanced through a larger and more inviting waiting and reception area.

ADDITION

Following the renovation, the project's \$25 million second phase would include a new addition built adjacent to the existing structure, of approximately 20,000 square feet. The proposed, two-story addition would be constructed where the surface parking lot currently exists. This phase would include the removal of the existing portable building and construction of a new surface parking lot.

With the addition designed to implement a whole person and family-centered model of care, a fuller complement of the Department of Public Health's resources and programs will be co-located at one site, allowing

the department to better meet the needs of Bayview-Hunters Point residents.

The model will insure that every family served by the Southeast Health Center will have a shared care plan that outlines health and wellness broadly. Utilizing this model, the center could include a variety of onsite services, including well child care, adult primary care, dental care, same day services for urgent medical and mental health problems, services for adolescents and transitional-aged youth, group and family therapy, parenting classes, legal services and substance use services.

The improvements to Southeast Health Center and Zuckerberg San Francisco General and will provide more efficient and better patient-centered care, serving the health care needs of the City for decades to come.

COMMUNITY HEALTH CENTERS

An additional \$20 million will provide the Department of Public Health with the ability to expand services and increase access at the City's high-demand neighborhood health centers, similar to current planning and design efforts proposed for the Southeast Health Center.

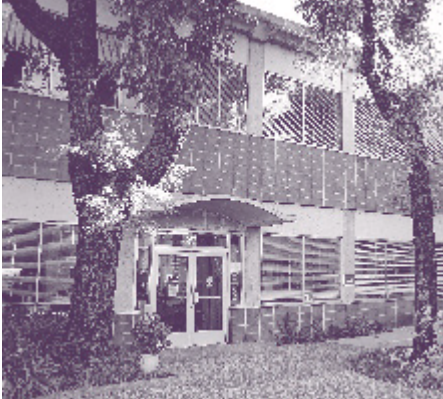
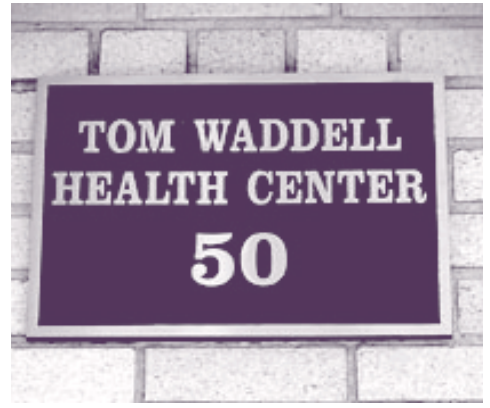
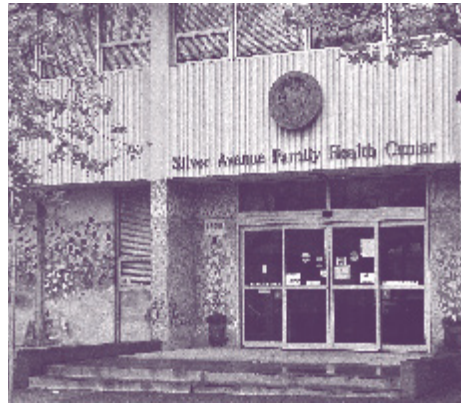


The SF Health Network owns ten Community Health Centers across the City. ① Maxine Hall ② Chinatown ③ Curry Senior Center ④ Tom Waddell ⑤ Potrero Hill ⑥ Silver Ave ⑦ Southeast ⑧ Castro Mission ⑨ Ocean Park ⑩ Sunset Mental Health

In the recent past, the Department of Public Health has made improvements to integrate primary care and mental health services at two of its ten Health Centers. The first was at the Ocean Park Health Center in 2010 where mental health counseling rooms and support space was reconfigured. Improvements were also made at Sunset Mental Health in 2012, where primary care services were added in the form of examination rooms. Additional work for

both projects included ADA improvements and building renewal work such as new roofing and painting.

For families and individuals whose health is most affected by living in poverty, there is broad acceptance that an integrated wellness approach is needed to counter the health consequences of poor access to food, housing, and safe living spaces. The Department of Public Health aims to address



clockwise from top left: Chinatown, Silver Ave., Tom Waddell, Maxine Hall, Potrero Hill and Castro Mission Health Centers

these social determinants of health through integration of primary care, mental health, dental care, and substance use disorders, and social services in our City-run health care facilities.

In order to address the broad range of medical, mental health, substance use disorder, and social needs of people served by different services, the Department of Public Health will create community-based wellness hubs. For high risk individuals (high users of multiple services), primary care and ongoing mental health care provide only the foundation of a wellness approach to care. These individuals very often use high-cost and less effective providers of episodic care at hospital

emergency departments and urgent care centers. Or they receive poorly coordinated care as they transition from one provider to another throughout the San Francisco Health Network integrated delivery system continuum.

With an integrated wellness approach, individuals' and families' urgent and ongoing needs can be addressed with coordination and intentional planning for ongoing needs. Such full co-location of services is not possible in any of our existing primary care or mental health clinics.

Expansion of this model gives the City the opportunity to target our highest need communities including, but not limited to, communities in the Bayview and Tenderloin.

The project description for the \$20 million will follow the intent of that prior work incorporating the integrated wellness approach, and will further enhance the City's ability to integrate primary care and behavioral services focusing on all of the City's community health centers.

There is specific criteria for the selection process to prioritize which health center(s) will receive improvements.

High demand clinics with prior capital funding, such as Castro Mission Health and Maxine Hall will be given highest priority as they are in early stages of programming and design and can easily be configured

to include integration work. The remaining clinics will be prioritized where the centers can best leverage and target at-risk individuals and families.

Basic work scope:

- additional counseling rooms
- additional examination rooms
- upgraded labs and nursing stations

There will be several benefits to the programmatic alignment with wellness integration that will result from the improvements made with this bond funding.

Health centers will be enabled to co-locate and fully integrate primary care, urgent medical and mental health care, behavioral health, substance abuse services, dental, and social service needs, ensuring

a collaborative, trauma-sensitive and culturally-responsive integrated model to best approach the care of vulnerable and at risk families and individuals.

There can be smoking cessation and substance use services on site, including counseling, buprenorphine management of opiate addiction, and other office-based opiate treatment services.

The integrated approach provides for ancillary primary care services, including podiatry, nutrition, optometry, and pharmacists, and improvements would expand obsolete clinic space previously used for medical record storage into additional examination and behavioral counseling rooms. Also, upgrades would increase patient care flow within the health centers and provide for better eligibility and privacy during intake.

Other benefits to upgraded health centers would include social service assistance, including access to food and housing, legal aid, and financial planning services; partnerships with street medicine providers for immediate access to care; and wellness services, including nutrition counseling, cooking classes, exercise classes, parenting and other caregiver support.

Community Health Centers Schedule and Budget	
Southeast Health Center	June 2016
Start Construction for renovation complete	April 2017
Construction for renovation complete; move in	\$5 million
Start construction for addition	January 2018
Construction for addition complete; move in	May 2019
Budget	\$30 million
FF&E and moving	\$30 million
Other Clinics	
Start planning and design	Nov. 2016
Start Constuction	May 2018
Complete constuction*; move-in *phase construction occurs at multiple sites	Nov 2019-May 2020
Budget	\$20 million
FF&E and moving	TBD

Health

Homeless Service Sites Program (\$20 million)

- Improve and expand services delivered at homeless service sites in San Francisco
- Create a safer and healthier environment for residents and staff in City-owned shelters
- Improve efficiency and efficacy of street outreach, medical and mental health, and stabilization case management services

The family shelter at 260 Golden Gate offers up to six months of shelter while providing comprehensive support services that include parenting skills groups, employment and housing workshops, housing search and placement assistance, and budget counseling.

The Navigation Center is the City's newest shelter concept. It is geared toward lowering as many barriers as possible by providing a low-threshold opportunity for individuals to transition into housing and self-sufficiency.

The purpose of the proposed upgrades as a part of this bond is to improve and expand services delivered at homeless service sites in San Francisco, create a safer and healthier environment for residents and staff in City-owned shelters, and to improve efficiency and efficacy of street outreach, medical and mental health, and stabilization case management services.

Funding would provide existing City-owned shelter facilities with repairs and improvements necessary for

Adult shelters provide safety, shelter, and food to homeless San Franciscans, and facilitate connections to medical health, mental health, substance abuse services, income maintenance, disability benefit, employment and permanent supportive housing programs.

The two City-owned shelters at 1001 Polk and 525 5th St. are the largest shelters in the adult shelter system, and between them represent 57 percent of the current capacity of the City's permanent shelter system.



maintaining the City's current shelter network. If health and safety systems are not fully functional, the ability to keep at-risk populations off the street will be greatly limited.

In addition to supporting existing shelter sites, funding would also be allocated to support the potential relocation of the 'Navigation Center', should the need arise.



Homeless Outreach Team

Funding could also be used to create a centralized deployment facility for the San Francisco Homeless Outreach Team to improve the coordination and delivery of services to chronically homeless persons living on the street. The San Francisco Homeless Outreach Team employs comprehensive wrap-around services to meet client needs. It promotes harm reduction and strength-based recovery philosophies through its daily functioning, and utilizes acuity-based, data-driven, and outcomes-oriented processes to meet its goals. The program also assesses medical and behavioral crises, and refers clients to emergency care as appropriate.

By funding the requested capital improvements, the City will be able to correct both existing and potential public health and safety deficiencies. All work and funding require authorization from the Human Services Commission, Capital Planning Committee and California Environmental Quality Act (CEQA).

Project Scope

Examples of work to be completed at various City-owned shelters include:

- Replacement of sanitation and plumbing systems.
- Modernization of life

safety systems (fire alarms, carbon monoxide detectors, etc).

- ADA and security related upgrades to increase staff and client health and safety.
- Kitchen repairs to improve cleanliness and increase volume of clients served.
- HVAC work to improve environmental air quality.
- Electrical systems and emergency power upgrades to meet Title 24.
- Seismic upgrades.
- Roof repairs.

Homeless Service Sites Budget

Start planning and design	Nov 2016
Start construction	May 2017
Complete construction	Nov. 2022
Budget	\$20 million



San Francisco Fire Department Ambulance Deployment Facility and Neighborhood Fire Stations (\$58 million)

- construct a modern, seismically-safe ambulance and paramedic deployment facility to dispatch ambulance and paramedic staff for quicker turnaround times and more efficient emergency medical services response
- ensure the ambulance dispatch facility remains operational after a major earthquake
- make urgently needed repairs and modernizations to selected neighborhood fire stations across the City

SAN FRANCISCO FIRE DEPARTMENT AMBULANCE DEPLOYMENT FACILITY RELOCATION

The mission of the San Francisco Fire Department includes the protection of lives and property for the

people of San Francisco from fires, natural disasters and hazardous materials incidents, and to save lives by providing emergency medical services.

Along with firefighting services and prevention and education programs, the Fire Department provides ambulance service and is dedicated to providing excellent emergency medical services care for every kind of medical emergency – from heart attacks to traffic injuries to falls and violent crimes.

Pre-hospital 911 emergency response is one of the essential public safety functions provided by the San Francisco Fire Department. The Fire Department provides pre-hospital care to San Francisco residents, workers and visitors.

Each and every 911 call could involve a person in a life-threatening situation. Arriving quickly and safely, with first-responder professionals equipped with the appropriate medical supplies and rescue gear, could mean the difference between life and death.

The Fire Department – with its more than 1,500 employees – responds to more than 100,000 emergency medical service calls a year, or

270 each day, providing nearly 75 percent of the ambulance response in the City.



The Fire Dept. responds to 100,000 calls each year.



270 emergency medical calls per day, on average



Turnaround time is key.



To improve efficiencies and shorten response times, the Fire Department continuously works with other City agencies toward improved ambulance deployment.

In the late 1990s, the Fire Department began to place ambulances at fire stations and – through subsequent years – staffed fire engine units with paramedics, bringing a faster, higher level of emergency care to patients. In 2006, the ambulance deployment reconfiguration model began placing ambulances in strategic posting locations throughout the City.

The move to dynamic deployment brought increased efficiencies and

improved response times, creating a more mobile and effective response to cover the dense, geographically unique City of San Francisco. The next step toward improving ambulance response times involves the existing ambulance deployment facility – where ambulances are stored, stocked and prepared to respond to calls.

The current Ambulance Deployment Facility operates out of 1415 Evans Ave., in a facility that is insufficient for the Fire Department to best serve the public.

Located in an overcrowded and

outdated warehouse originally designed to be a temporary facility for the Fire Department's emergency services division, the existing seismically-deficient building only has space to restock one ambulance at a time, which can delay the turn-around time to return ambulances to service, thereby slowing response times. The current facility does not meet the emergency medical services needs of the Fire Department, given increases in demand for services and call volume.

These factors limit the rate ambulances can be returned to duty, which can affect response times.



Safety

The new facility proposed in this bond will be built to a higher seismic performance standard, provide four ambulance bays and include on-site training rooms to improve the Fire Department's ability to provide excellent emergency medical services.

When an earthquake or other disaster strikes, the people of San Francisco must be able to depend on the City's ambulances for their safety, health and lives.

As mentioned before, the Fire Department began the use of a new ambulance deployment model in 2006, with ambulances no longer being deployed out of fire stations, but instead

strategically deployed at pre-determined posting locations throughout the City for better response.

Ambulances are posted for deployment at geographically-decentralized locations, and the scheduling of ambulances is adjusted to accommodate the busiest times of the day.

This new dynamic deployment system, completed in July 2009, has proven beneficial, as demonstrated through improved response times. However, given the current demands for emergency medical services, the shared facility at 1415 Evans Ave.

has become insufficient for the Fire Department's needs to serve the public.

Project Description

The proposed new location is at 2245 Jerrold Ave., next to Fire Station 9. This site will be ideal for ambulances and large fire vehicles to deploy quickly. The new facility will be located approximately one mile northwest of the existing facility, in the Bayview-Hunters Point neighborhood.

A new, seismically sound, three-story San Francisco Fire Department Ambulance Deployment Facility and Emergency



Medical Services building will be constructed, along with a new three-story parking structure on the City-owned lot at 2245 Jerrold Ave. to house the City's ambulance fleet.

The lot currently includes Fire Station 9 and three ancillary buildings, two of which would be demolished. The proposed location and new building at 2245 Jerrold Ave. will provide a

seismically strong facility that will improve the capacity for emergency response, as well as provide a location for training of emergency medical services staff.

The proposed project's objective is to construct a new Ambulance Deployment Facility to increase efficiency, improve ambulance turnaround times and address the seismic deficiency of the current

building.

The new, seismically safe facility will improve the City's capacity to meet current and future demands for emergency medical services, especially following an earthquake or other disaster.



San Francisco Ambulance Deployment Facility	
Start construction	October 2018
Complete construction	January 2021
Move in	March 2021
Square footage	30,000 sq. ft. building; 55,000 sq. ft. parking structure
Budget	\$44 million

San Francisco Fire Department Neighborhood Fire Stations

Funding from the 2016 Public Health and Safety Bond will make rehabilitate or upgrade fire stations to provide improved safety and a healthy work environment for the firefighters. The selected stations will be determined according to their importance for delivering fire suppression and emergency medical services to the City and County of San Francisco.

Many of the 42 San Francisco fire stations have structural, seismic and other deficiencies. Some

of these conditions, if left unaddressed, could render a station to not be operational after a large earthquake or disaster, threatening the ability of firefighters to respond quickly to an emergency.

The majority of the City's fire stations and support facilities have been assessed for their conditions to identify vulnerabilities or deficiencies that could compromise their essential role as deployment venues for first responders. The assessments evaluated the condition of exterior building envelope, interior health and safety conditions, and mechanical, electrical and plumbing systems. Structural assessments were completed for 6 stations and historic resource evaluations were completed for 18

stations.

In 2010, voters approved the Earthquake Safety and Emergency Response general obligation bond that included \$65 million to improve 23 neighborhood fire stations. In 2014 voters approved a second Earthquake Safety bond that included \$85 million for 21 neighborhood fire stations. Together, these two prior Earthquake Safety and Emergency Response bonds funded \$150 million to improve neighborhood fire stations. Recent assessments indicate that the cost to address the remaining needs at City fire stations is about \$580 million.

The proposed Public Health and Safety bond would fund an additional \$14



million for neighborhood fire stations. The additional funding capacity will be applied toward the most beneficial and cost-effective Neighborhood Fire Station capital projects.

2010 and 2014 Earthquake Safety and Emergency Response Bond Accomplishments

The first Earthquake Safety and Emergency Response Bond (ESER 2010) funded improvements to 23 of the 44 neighborhood fire stations which are located in every supervisorial district of San Francisco. This is consistent with the ESER 2010 bond report that stated the program will complete improvements to about half of the City's neighborhood fire stations.

ESER 2010 has completed focused scope projects at 16 neighborhood fire stations include roof construction, repainting and refurbishing, and mechanical and general facilities upgrades (showers, windows, etc.). Also, five stations have

received new backup emergency generators. Comprehensive renovations are being performed at Station #36 at 109 Oak Street and at Station #44 at 129 Grand Street, and construction began in the fall of 2013.

Seismic projects are being performed at four neighborhood stations: Station #16 at 2251 Greenwich Street, Station #5 at 1301 Turk Street, Station #9 at 2245 Jerrold Street and Station #35 (the fire boat station) at Piers 22½ and 24. 2016.

As of early 2016, ESER 2014 has completed focused scope projects at five fire stations.

Under ESER 2014, planning and design for the following seismic and comprehensive projects is underway at nine fire stations.

Projects Description

Public Health and Safety Bond will provide improvements similar to

ESER 2010 and 2014 at an additional group of neighborhood fire stations. The Public Health and Safety Neighborhood Fire Station projects are anticipated to be organized and delivered in a similar fashion to those currently being executed in ESER 2010 and ESER 2014, in accordance with the program's capital project planning procedures.

1. Project scope is identified and estimated in the pre-design phase.
2. Projects are characterized as seismic, comprehensive or focused scope.
3. Project scope is prioritized, phased and scheduled for project delivery.
4. Fire Commission, Capital Planning Committee, and the Citizens' General Obligation Bond Oversight Committee are informed prior to proceeding.
5. Projects are designed, bid and constructed according to the Neighborhood Fire Station master schedule.

San Francisco Fire Department Neighborhood Fire Stations	
Start planning and design	Nov. 2016
Start construction	May 2017
Complete construction	May 2021
Budget	\$14 million

Accountability

TEN-YEAR CAPITAL PLAN

In order to meet its capital needs, the City has invested significant general fund dollars into the repair and rehabilitation of assets.

However, the City cannot rely on annual general funds alone to address critical infrastructure needs.

The Public Health and Safety Bond proposal is the most recent component of the City's formal commitment to long-term, strategic and

fiscally responsible capital planning.

Adopted through legislation by the mayor and Board of Supervisors in 2005, the Capital Planning Committee was created to guide and prioritize capital needs citywide.

The Ten-Year Capital Plan is developed by the Capital Planning Committee and adopted annually by the Board of Supervisors prior to adoption of the annual City budget.

The capital plan prioritizes critical capital projects that impact public safety and well-being, places a strong emphasis on accountability and transparency, and demonstrates the highest levels of fiscal restraint and responsibility. Securing the facilities that ensure public health and safety is one of San Francisco's top priorities.

Despite a large backlog of capital infrastructure needs, the capital plan has adopted strict financial



constraints on the use of long-term debt financing to avoid placing an increased burden on future generations and current property owners.

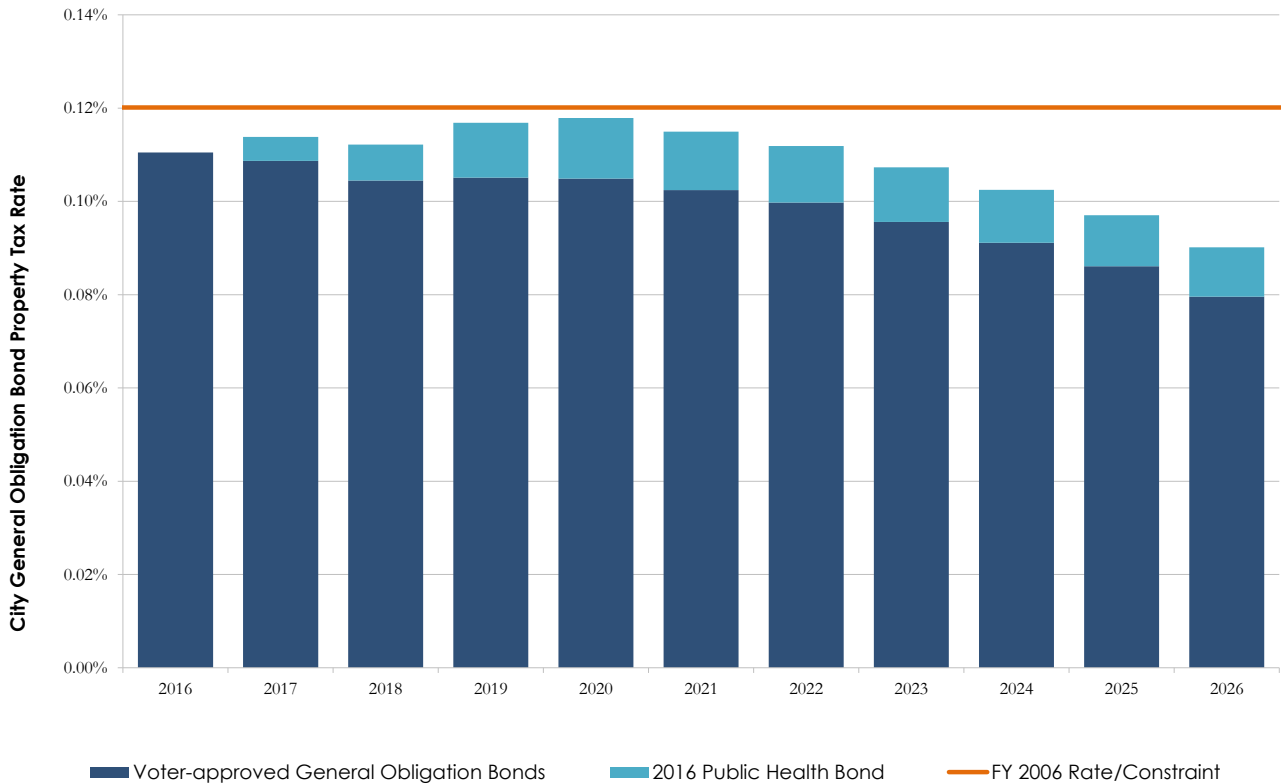
Voter-approved bonds proposed in the capital plan are scheduled only as the City retires existing debt from prior bonds.

As the City pays off obligations for other facilities, such as branch libraries, neighborhood parks, the California Academy of Sciences, and hospitals, it can initiate new capital projects without increasing property tax rates.

Bottom line: The 2016 Public Health and Safety Bond will not increase property tax rates beyond their fiscal year 2006 levels.

For more information on the City's capital plan, please visit onesanfrancisco.org.

**Proposed 2016 Public Health and Safety General Obligation Bond Program
Fiscal Year 2016 - 2026**



Accountability

OVERSIGHT

The 2016 Public Health and Safety Bond includes comprehensive public oversight and accountability, in addition to California state bond law requirements.

These are the City's commitments to cost accuracy, public involvement and transparent selection criteria and rules.

The project budgets are divided into three main line items as follows:

- construction, including escalation for inflation and construction change order contingencies;
- project control, including planning, design, environmental review, project management, construction management, and regulatory agency permits and fees; and
- bond issuance and accountability.

Each of the programs called for in this bond proposal has a scope with realistic cost and schedule estimates that spell out construction and project cost contingencies, schedules and inflation estimates. As

with other general obligation bond programs, there will be continued regular public reporting of bond expenditures through a dedicated bond webpage updated quarterly.

There also will be periodic reviews before the Health and Fire commissions, the Capital Planning Committee, and the Board of Supervisors as part of the Ten-Year Capital Plan and annual capital budget approval processes.

San Francisco Public Works is responsible for managing the bond and overseeing the construction of the projects, as well as working with the client departments for reporting.

Per the San Francisco Administrative Code (Section 5.30 to 5.36), the Citizens' General Obligation Bond Oversight Committee reviews, audits, and reports on the expenditure of bond proceeds to assure the expenditures are in accordance with the will of the voters.

This committee will submit audits and reports to the Health and Fire commissions, Board of Supervisors, and the mayor's office, and are readily available for public review.

Also per the San Francisco Administrative Code (Section 2.70 to 2.74), 60 days prior to the issuance of any portion of the bond authority, San Francisco Public Works must submit a bond accountability report to the Clerk of the Board of Supervisors, the City Controller, the Treasurer, the Director of Public Finance and the Board of Supervisors Budget Analyst describing the current status and description of each proposed project and whether it conforms to the express will of the voters.

As with other bond programs, there will be regular reporting of expenditures to the the Citizens' General Obligation Bond Oversight Committee.



San Francisco
Department of Public Health



Human Services Agency
of San Francisco

ONESF
Building Our Future

For more information, visit www.sfpublicworks.org/publichealthbond.

